



— PARK CITY —  
**COMMUNITY  
FOUNDATION**

2025-2030

PARK CITY COMMUNITY FOUNDATION

# STRATEGIC PLAYBOOK



Email: [office@parkcity.com](mailto:office@parkcity.com)



Phone: 435-731-4250



[parkcitycf.org](http://parkcitycf.org)

# Welcome



Dear Friends,

We are thrilled to present our strategic playbook for Park City Community Foundation.

Park City and its surrounding areas are truly special and have so much to offer to the people who live, work, and play here. But our community is also facing critical challenges. Economic disparities continue to grow. Rising costs of living and a shortage of affordable housing touch every aspect of our community. Fewer than half of our families can find the early childcare they need for their children to learn, grow, and thrive. Rising income inequality sharpens social divides, making it more important than ever that we foster an equitable community where everyone feels they belong. And, with a changing climate, we need to act now to preserve our natural resources and ensure a sustainable future for everyone.

Park City Community Foundation is uniquely positioned to address these challenges. With our deep history and relationships in the community, our incredible network of nonprofit organizations, and a generous philanthropic community, we lead strategic collaborations to create lasting change at scale. We are committed to leveraging our unique position and partnerships to play a vital role in solving Park City's greatest challenges.

Our strategic playbook serves as a roadmap for creating meaningful change in our community for the next five years. It outlines our overarching priorities and approach to address critical issues, including supporting community belonging and a thriving workforce and ensuring a sustainable future for everyone.

Together, we can make sure Park City remains one of the world's most special places, where everyone who lives and works here can access everything our community offers and feel like they belong.

With Gratitude,

Joel Zarrow, President & CEO  
Karen Conway, Board Chair

## EXECUTIVE SUMMARY

Park City Community Foundation was founded in 2007 to be the philanthropic hub of greater Park City. Since our inception, we have committed over \$60 million to support our community and its strong local nonprofit sector, with over 125 organizations. As a Community Foundation, we exist to make it easy for people to be philanthropic, help address challenging issues, and support the nonprofits tackling critical issues.

Park City Community Foundation is proud to introduce its first-ever strategic playbook. This playbook lays out **our strategic intent and action plan to accelerate the work to deliver our mission: helping to solve Park City's greatest challenges**. We have intentionally framed our strategy as a "playbook," signaling our intent that it will evolve in response to emerging opportunities and challenges. The strategic playbook is designed to be a living document to guide Park City Community Foundation over 2025-2030.

### Community Foundation Priorities

Through the strategic planning process, Park City Community Foundation defined three overarching Community Foundation priorities. We identified these priorities through interviews with community and staff members, and examining community focused surveys and data, such as the Summit County 2024 Needs Assessment. Our Community Foundation priorities are to build **community belonging** to advance a **thriving workforce** and **sustainable future** in Park City and Summit County. Everything that the Community Foundation does—all our day-to-day work—is ultimately focused on these three overarching priorities.

### Our Impact Areas

We support our overarching priorities through our broad and deep impact areas. The broad impact areas take a community-wide focus to support all priorities. The deep impact areas are narrow-focus initiatives and programs that target specific issues of critical importance to the community.

#### *BROAD IMPACT AREAS:*

- ENGAGED PHILANTHROPY
- ROBUST NONPROFIT SECTOR
- URGENT AND EMERGENT ISSUES

#### *DEEP IMPACT AREAS:*

- YOUTH UNITED
- EARLY CHILDHOOD ALLIANCE
- ZERO FOOD WASTE
- LEADERSHIP DEVELOPMENT

As a community foundation, **our partnerships with nonprofits, local businesses, and government agencies** are a critical part of the way we work. We will continue to expand and strengthen our partnerships across Summit County over the next five years.

## OVERVIEW OF OUR STRATEGIC PLAYBOOK

Park City Community Foundation's strategic playbook, 2025-2030, lays out our strategic intent and action plan to accelerate the work to deliver our mission in **helping to solve Park City's greatest challenges**. Developing this strategy has been an opportunity to clarify how we can leverage our strengths and foster our community partnerships to positively impact our community—the people who live, work, and play here in Park City and Summit County.

The strategic playbook describes our Community Foundation priorities, impact areas, and strategic goals. It sets out how we will get there—our core activities and the actionable pathways we will take to achieve our priorities and goals. **In short, our Strategic Playbook sets our path forward to create lasting positive impact in the community.**

**The strategic playbook was developed through a collaborative and iterative process involving all staff and board members, as well as many nonprofit partners.** Park City Community Foundation engaged in extensive dialogue and consultations, ensuring that every voice within the organization was heard. The development process required us to identify the challenges facing Park City and Summit County and articulate how we are best equipped to address them. We drew from the Summit County 2024 Needs Assessment, but we also collected our own data. We surveyed board members and staff, and conducted targeted community engagement exercises.

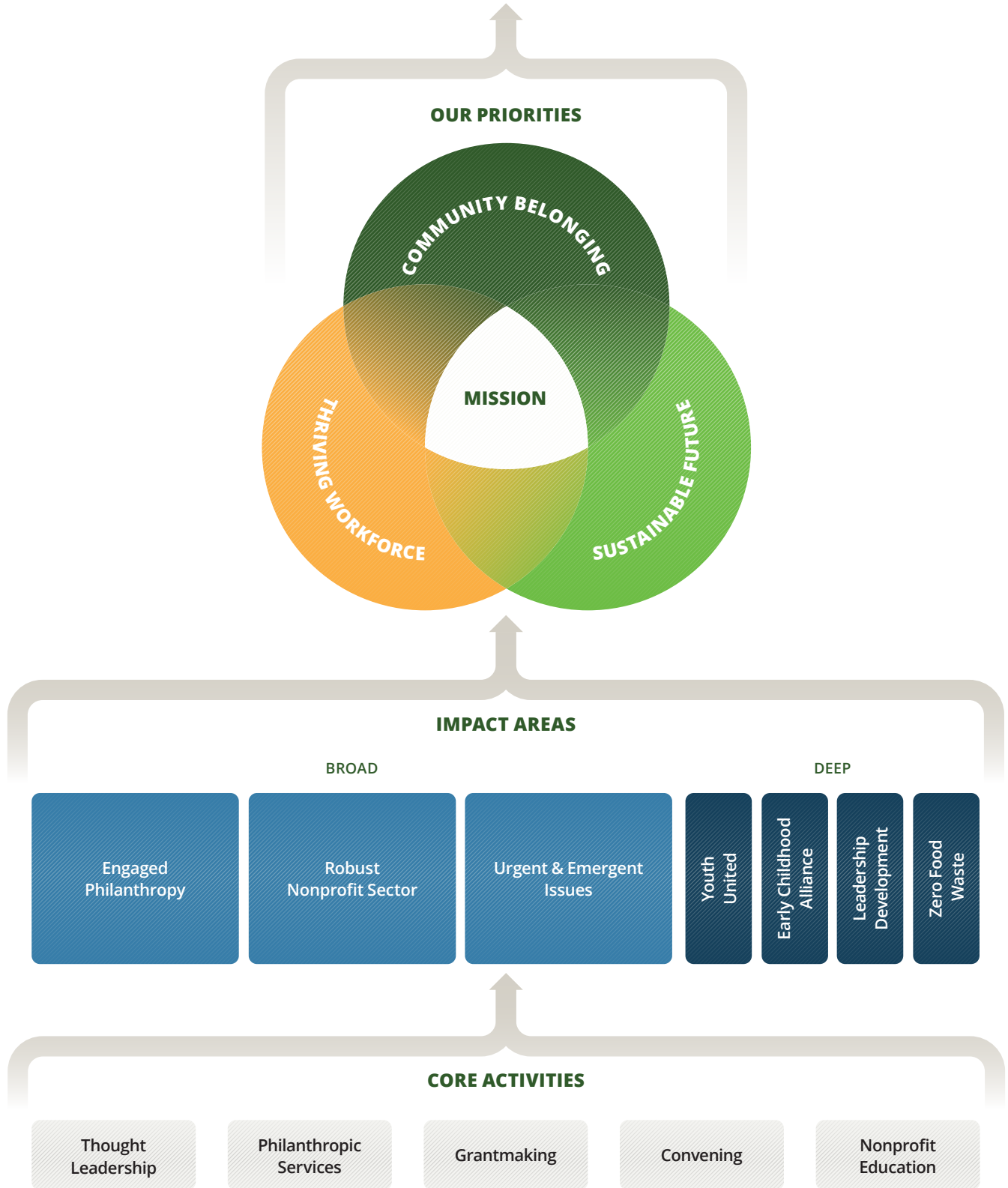
We explored these assessments and conversations and refined our analysis further in a series of workshops with our board and staff. First, we identified which overarching **Community Foundation priorities** our work advanced. Then, we identified **impact areas** that we were best positioned to leverage and grow. Our impact areas stemmed from our initiatives and programs, as well as new areas where we felt we could make a difference. Finally, we identified **strategic goals** and metrics for each impact area and the **pathways**, or strategies, we would take to reach them. As we coalesced on a clear set of priorities, impact areas, and goals, we tested them further with external partners.

A steering committee composed of a representative group from the leadership team and board led and oversaw the strategic planning process. This inclusive approach has ensured diverse input into the strategic playbook as well as fostered a sense of shared ownership and commitment.

***Thank you to the Community Foundation staff, board members, and community partners who contributed vital input during the strategic planning process. Without your insights, our strategic playbook could not exist.***

## OUR MISSION

Park City Community Foundation helps solve our area's greatest challenges.



## OUR COMMUNITY FOUNDATION PRIORITIES

Our mission – to play a vital role in solving Park City’s greatest challenges – guides everything we do. Our Community Foundation priorities and impact areas outlined in this Strategic Playbook all stem from our mission.

Our three overarching Community Foundation priorities are to build **community belonging** to advance a **thriving workforce** and **sustainable future** in Park City and Summit County.

These priorities are wide-reaching and interrelated. They affect everyone living, working, and playing in the Park City and Summit County community. **They are the critical community issues that we help address as part of our mission.**

### Community Belonging

Park City Community Foundation fosters a sense of belonging in our community for everyone, with particular attention focused on historically underrepresented groups. We create an inclusive environment where individuals from diverse backgrounds feel valued and connected as key members of our shared community.

We do this by providing young people with access to all Park City has to offer and by amplifying the voices of underrepresented groups to make informed decisions on critical issues. We address hate and bigotry whenever it arises and collaborate with partners who share our commitment to building an inclusive and welcoming community.

Park City Community Foundation strives to enable people who work in our community to be able to live here and access the resources they need to thrive.

Recognizing the critical importance of housing and childcare support for workers, we accelerate access to affordable housing and high-quality, affordable early childcare. We believe these efforts will help foster a diverse workforce and vibrant community.

### Thriving Workforce

### Sustainable Future

Park City Community Foundation is dedicated to advancing community solutions that contribute to a healthier environment and a sustainable future for everyone in our community. We strive to establish a replicable and scalable system that mitigates local climate impact while promoting healthy communities.

To achieve this, we seek and invest in high-impact, climate-focused opportunities, leveraging collective impact and diverse funding sources to maximize our efforts and create lasting change.

## OUR IMPACT AREAS

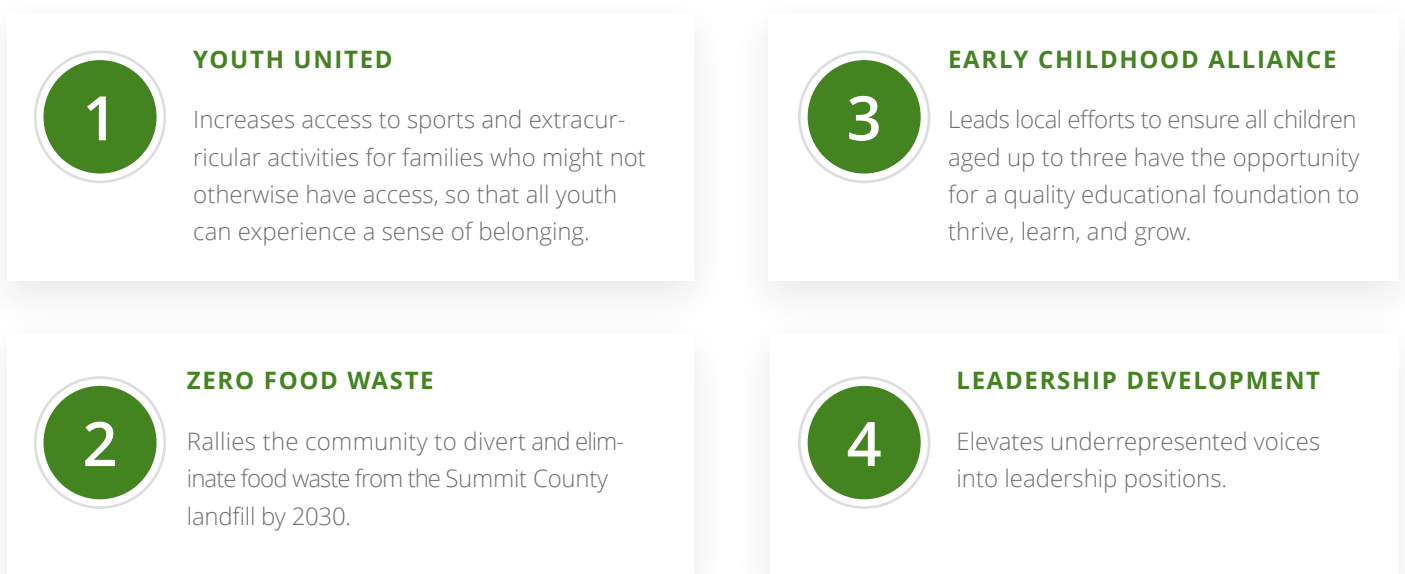
### *Focusing resources on our highest-impact areas*

We support our Community Foundation priorities through broad and deep impact areas. The **broad impact areas** take a community-wide focus to support all priorities. The **deep impact areas** are narrow-focus initiatives and programs that target specific issues of critical importance to the community. Each of the impact areas has a set of **strategic goals**—high-level objectives that articulate the outcomes we seek to achieve over the next five years. Each goal is supported by **pathways**—a cohesive group of activities that we will undertake to advance the goals. All of the goals, pathways, and metrics for each impact area, both broad and deep, can be found in the below addendum, starting on page 11.

### BROAD IMPACT AREAS



### DEEP IMPACT AREAS



## OUR CORE ACTIVITIES

**Our impact areas are accomplished through five core activities. These are the day-to-day things we do at Park City Community Foundation.**

### HOW WE DO IT

#### THOUGHT LEADERSHIP

We provide evidence and enhance knowledge to guide effective decision making by developing white papers, feasibility studies, and proposals.

1

#### CONVENING

We bring together key stakeholders from government, the social sector, industry, and community to work on our pressing challenges.

5

#### DONOR ENGAGEMENT AND PHILANTHROPIC ADVISORY SERVICES

We make it easy and fulfilling for community members to make an impact through philanthropy.

2

#### NONPROFIT EDUCATION

We support nonprofit organizations to learn from and with each other to build their capacity to make an impact.

4

#### GRANTMAKING

We provide grants to community-based organizations focused on addressing the community's most pressing issues.

3



## OUR VALUES INFLUENCE ALL WE DO...

...from cultivating deep partnerships with caring donors, local nonprofits, and community leaders to contributing financial resources that address crucial issues in Park City and greater Summit County. These values are the underpinnings of how we act intentionally and create positive impact and change in our community.

### 1 LEADERSHIP

We lean in and mobilize the power of the community to create solutions for transformative change. We shape our community, together.

### 2 EQUITY

We include, amplify, and learn from the experience and expertise of those most impacted by systemic inequities. We seek to model what an equity-oriented organization can be.

### 3 COLLECTIVE IMPACT

We bring people together, using strategic collaboration and coordination to create lasting change at scale. We believe it takes a community.

### 4 TRUST

We strive to earn trust through our expertise, transparency, and honesty. We keep trust through our reliability, empathy, and integrity.

### 5 BELONGING

We foster a sense of inclusion, respect, and connection, so that individuals from diverse backgrounds and perspectives feel part of our shared community. We embrace differences to create unity.

### 6 LEARNING

We combine humility and curiosity to question with the confidence to take action based on what we learn. We are results-oriented and evidence-based, seeking to improve and address our community's most pressing challenges.

## IMPLEMENTATION

### **Our strategic playbook is a catalyst for action**

We have intentionally framed our strategy as a “playbook,” signaling our intent to evolve in response to emerging opportunities and challenges. The strategic playbook is designed to be a living document to guide Park City Community Foundation over 2025-2030. To embed our priorities and goals into everything we do, they need to be integrated into our everyday operations and planning processes. This will require regular review, iteration, and learning—and refreshing our activities to ensure we are focused on the right priorities and taking the best approaches to advance our goals.

At regular strategic checkpoints throughout the year, Community Foundation leadership and teams will review the strategic playbook and reflect on the progress we have made, as well as monitor shifting community needs. This will allow us to remain flexible and responsive, continuously refining the actions we take to ensure we are always aligned with our mission and the priorities of the community.

### **We will measure and report on our progress**

Park City Community Foundation is committed to transparency in measuring and reporting the progress we are making towards our goals and the impact we are having in the community. We have identified success metrics for each of the strategic goals contained in the 2025-2030 strategic playbook. These metrics are designed to measure progress as well as hold ourselves accountable to the goals that we have set. This practice not only helps in identifying areas for improvement but also in celebrating our achievements and learning from setbacks.

We increase accountability by sharing success metrics and our progress against them. We commit to sharing our progress with partners, donors, and the community in annual reports, press releases, and our social media. We hope that we can inspire others to adopt a commitment to impact measurement and evidence-based decision making, ultimately enhancing the impact we all have on the community.

## PARTNERSHIPS AND COLLABORATION

### Partnership Strategy

Park City Community Foundation's partnerships with nonprofits, local businesses, and government agencies are a critical part of the way we work. We are proud to have built a cooperative atmosphere among Summit County nonprofits so they can focus on doing good without duplicating each others' efforts. We will continue to expand and strengthen our partnerships across Summit County and beyond in the next five years.

### Community Convening and Engagement

Park City Community Foundation is uniquely positioned to facilitate collaboration. We bring together a broad range of stakeholders—from philanthropists and activists to elected officials and businesspeople—to contribute financial resources and innovative ideas to benefit all the people of Park City, now and in the future. Together, we are creating a resilient and equitable community through collective impact.

## THANK YOU!

We want to thank our partners, donors, and fellow community members for all of your support. The impact we make in our community would not be possible without our supporters and our devoted board, staff and volunteers. Together, we create resilient people, a sustainable place, and an inclusive culture in Park City and Summit County. We look forward to working with you all to bring our 2025-2030 Strategic Playbook into action!

If you would like to get involved, please consider donating at [parkcitycf.org/donate](https://parkcitycf.org/donate). You can also contact us to explore other giving options like starting a Donor Advised Fund. Reach out to [development@parkcitycf.org](mailto:development@parkcitycf.org).



# ADDENDUM

## BROAD IMPACT: **ENGAGED PHILANTHROPY**

***Park City Community Foundation supports a thriving philanthropic community of diverse donors and supporters connected to local needs.***

Park City is home to many individuals and organizations working to enrich our community for generations to come. To help donors ensure their charitable giving is effective and aligned with their philanthropic goals, the Community Foundation supports donors with all administrative, investment management, and grantmaking services, as well as developing targeted giving strategies, facilitating connections with other donors, and vetting of gift recipients. We help donors streamline their giving, create a lasting legacy, and make a local impact.

2025-2030

### STRATEGIC **GOALS, PATHWAYS, AND METRICS**

<b>Goals</b>	<b>Pathways</b>	<b>Metrics</b>
<b>We are the trusted organization</b> to connect philanthropic resources to local needs.	<p>Prepare and catalyze staff, board, and committee members to build trust and connect supporters to our work.</p> <p>Build trusted relationships with local nonprofits and provide insight and expertise to Community Foundation donors.</p>	<p>65% donor retention rate</p> <p>3,500 new donors by 2030</p>
Donors have <b>access to philanthropic advisory services</b> for effective and rewarding expressions of philanthropy.	<p>Deliver effective major and planned giving programs.</p> <p>Provide donor education opportunities such as quarterly Board &amp; Donor Roundtables and annual Purposeful Living, Purposeful Giving cohort.</p> <p>Build the Community Pass Club.</p> <p>Advise donor advised fund holders and other donors on local philanthropy.</p> <p>Increase our capacity to handle complex giving methods (eg. legacy giving, real estate, family offices, etc.).</p>	<p>\$6 million budget in 2030 - 5% growth year-over-year</p> <p>\$4.8 million major giving program in 2030</p> <p>\$1 million toward planned giving program in 2030</p> <p>\$525,000 raised for Community Pass Club in 2030 &amp; 30% conversion of gifts outside the program</p> <p>30 new donor advised funds by 2030 &amp; 35% distribution rate</p>

## BROAD IMPACT: **ENGAGED PHILANTHROPY**

2025-2030

### STRATEGIC **GOALS, PATHWAYS, AND METRICS**

Goals	Pathways	Metrics
<p>A <b>broad range of community supporters</b>, including individuals from diverse backgrounds and local businesses, are engaged in philanthropy.</p>	<p>Host Live PC Give PC.</p> <p>Offer year-round sponsorship opportunities for businesses to engage in philanthropy.</p> <p>Manage Women's Giving Fund membership program for women+ philanthropists who collectively make an annual high-impact grant.</p> <p>Deliver effective individual giving program.</p> <p>Manage grant writing program.</p>	<p>8,500 Live PC Give PC donors and \$6.7 million raised in 2030</p> <p>\$235,000 sponsorship program in 2030</p> <p>580 new Women's Giving Fund members by 2030 &amp; 70 Wonder Women annually</p> <p>\$1.2 million toward individual giving program in 2030</p> <p>60 grants applied for &amp; 75% success rate</p>



### LIVE PC GIVE PC

Every November, Live PC Give PC brings Park City and Summit County together for 24 hours of extreme generosity through a community-wide PR and marketing campaign. This giving day has raised millions of dollars for local nonprofits over the past 14 years. Community volunteers help raise awareness for over a hundred local nonprofits, with community members encouraged to donate to the nonprofit of their choice through the Live PC Give PC website during the event. Donate at [livepcgivepc.org](https://livepcgivepc.org).



### WOMEN'S GIVING FUND

Women's Giving Fund strives to ensure that the lives of women+ and children in Summit County are thriving and strong. Members take part in making annual high-impact grants to local organizations that are making a difference. But it's more than just a circle of philanthropists, it's an entire community of women+ supporting each other. Find out more at [parkcitycf.org/wgf/](https://parkcitycf.org/wgf/).

## BROAD IMPACT: **ROBUST NONPROFIT SECTOR**

*We support a strong, capable nonprofit sector that is equipped to address the issues that are important to our community.*

Local nonprofits are the lifeblood of the community. With more than 125 organizations working on everything from open space preservation and arts education to food security and community health, Park City flourishes when our nonprofits thrive. Park City Community Foundation strengthens our nonprofit sector by providing grants, educational opportunities, and attracting thousands of donors during Live PC Give PC. As a leader, convener, and educator in the nonprofit ecosystem of Summit County, we recognize our ability to influence best practices for the sector. We want to strengthen all aspects of the nonprofit sector, benefiting leadership, boards, staff, supporters, partners, and the public at large.

2025-2030

### STRATEGIC **GOALS**, **PATHWAYS**, AND **METRICS**

<b>Goals</b>	<b>Pathways</b>	<b>Metrics</b>
Nonprofit employees in Summit County have access to <b>essential benefits</b> .	Advocate for essential benefits for Summit County's nonprofit workforce, including access to healthcare, retirement, and paid leave.  Explore innovative solutions to provide accessible benefits.	5% increase year-over-year in organizations offering increased benefits (e.g. healthcare, 401k or other retirement benefits, paid parental leave, or PTO)
Nonprofits whose work aligns with our community priorities have <b>increased funding</b> .	Host Live PC Give PC.  Fund local nonprofits through Community Fund grants.  Advise donor advised fund holders and other donors on local philanthropy.	8,500 Live PC Give PC donors and \$6.7 million raised in 2030  5% year-over-year growth of Park City Community Foundation grants (excluding donor advised funds)
Nonprofit staff, board, and supporters have access to <b>education</b> and professional development opportunities.	Host Open Roundtables.  Host CEO/Executive Director Peer Forum.  Host Equity Advancement Cohort.  Host Board & Donor Roundtables.	85% of participants rate the program as exceptional (4 or 5 on Likert scale)
The nonprofit sector and Park City Community Foundation are recognized by donors and others as a <b>central player</b> in advancing our community priorities.	Educate the community through comprehensive and ongoing marketing.  Host events highlighting the importance of the nonprofit sector and Park City Community Foundation.	85% of community respondents believe that the nonprofit sector is a central player in advancing community priorities  85% of respondents believe the Community Foundation is critical to the success of Summit County's nonprofit sector



## PARK CITY EQUITY ADVANCEMENT COHORT

Park City Community Foundation is committed to supporting the local nonprofit community in its efforts to embed equity deeply into their practices. We facilitate an annual Equity Advancement Cohort with dozens of stakeholders to build capacity amongst individuals and organizations to champion and direct equity efforts at an organizational level. Cohort participants meet regularly over six months to learn about best practices for our community, discuss common challenges faced, review case studies, and share their own journeys. Learn more at [parkcitycf.org/socialequity/](https://parkcitycf.org/socialequity/).



## COMMUNITY FUND

Our Community Fund provides unrestricted grants for nonprofits that address pressing local needs and helps fortify them so Park City thrives. It's a single fund that pools hundreds of large and small donations together to serve Park City's most pressing needs through grants for nonprofits. By giving to the Community Fund, donors are assured that their dollars address the most critical community challenges and innovative local initiatives. While there are many options for giving through Park City Community Foundation, donating directly to our Community Fund means that a donor's gift is unrestricted and always serves a vital purpose, even as the community changes and evolves. Learn more at [parkcitycf.org/communityfund/](https://parkcitycf.org/communityfund/).



## NONPROFIT EDUCATION

Park City Community Foundation's nonprofit education provides professional development opportunities for nonprofit staff and board members. They provide a regular meeting place for leaders through facilitated discussions to share best practices with colleagues and build stronger relationships with other organizations. These educational opportunities are open to every level of nonprofit staff, from program directors, to fundraisers, executive directors, and board members. Find out about upcoming offerings at [parkcitycf.org/nonprofiteducation/](https://parkcitycf.org/nonprofiteducation/).

## BROAD IMPACT: **SUPPORT URGENT ISSUE AREAS**

**Park City Community Foundation is responsive to emerging and urgent issues in the community.**

We pride ourselves on our deep relationships across the community, which enable us to monitor emerging issues and catalyze a community response. We can quickly mobilize resources and support, for example in 2020 when we established the Community Response Fund to support communities disproportionately affected by COVID-19. Presently, there are three urgent and emergent issue areas that we are focused on: affordable housing, mental wellness, and community belonging. As circumstances evolve, our focus and goals may also change to ensure we continue to meet the priorities of the community.

2025-2030

### STRATEGIC **GOALS, PATHWAYS, AND METRICS**

<b>Goals</b>	<b>Pathways</b>	<b>Metrics</b>
Summit County residents recognize the importance of <b>affordable housing</b> and show up to advocate for it.	Educate the community through comprehensive and ongoing marketing and outreach.  Amplify the mobilization of community members and nonprofit partners.	12 social media posts, blog posts, and media stories related to affordable housing each year  At least 3 community members attend key council and planning commission meetings and advocate for affordable housing projects
The nonprofit and government sector collaborate to <b>increase access to mental wellness services</b> , especially for under-resourced community members.	Direct money from donor advised funds, donors, and Community Foundation grants to mental wellness efforts.  Support the Mental Wellness Alliance to increase participation in and implementation of Summit County Strategic Plan.	At least \$500,000 is granted annually to mental wellness efforts
Coalesce and inspire the community to <b>promote belonging</b> and <b>address hate and bigotry</b> .	Develop and launch an award that focuses on anti-hate / community belonging.  Execute a comprehensive marketing and outreach plan.	Awards program in place  Over 1,000 page views annually on web pages related to anti-hate / community belonging





## MENTAL WELLNESS ALLIANCE

As an advocate and funder for mental health in Summit County, Park City Community Foundation connects other mental wellness funders to local nonprofits and drives solutions through impactful grantmaking from our Mental Wellness Fund. We are currently supporting the operation of the Mental Wellness Alliance with a multiyear funding commitment.



## HOUSING FUND

Our Housing Fund supports affordable housing in Summit County and is a community voice for equitable access to housing. Through our partnership with Mountainlands Community Housing Trust, we have catalyzed philanthropic capital towards the creation of new affordable housing units. We raised awareness of the issue in the community through development of a series of videos highlighting residents who have benefited from affordable housing. Learn more about our work at [parkcitycf.org/housing/](https://parkcitycf.org/housing/).



## DEEP IMPACT: **YOUTH UNITED**

***Offers underrepresented youth access to sports and recreation activities with a focus on fostering a sense of belonging.***

Our community has many opportunities for sports and recreation. However, many young people in Park City and Summit County cannot participate due to financial and other barriers. Youth United is a special initiative that strengthens connections between community members, fosters a sense of belonging among local youth, and creates inclusive spaces for our entire community.

Formerly the Solomon Fund and RISE Fund, Youth United is the unified program that partners with 30+ local organizations as well as Park City High School's teams and clubs to offer school-age children and teens equitable access to sports, recreation, clubs, camps, and extracurricular activities. Partner organizations provide activities, classes, camps, extracurricular activities, and equipment to Youth United participants to facilitate equitable access. Youth United makes belonging and community connections possible for school-aged kids, regardless of their financial circumstances or cultural background.

2025-2030

### STRATEGIC **GOALS**, **PATHWAYS**, AND **METRICS**

<b>Goals</b>	<b>Pathways</b>	<b>Metrics</b>
<b>Participation</b> in youth sports and recreation activities <b>reflects the demographics</b> of Summit County.	<p>Grant money to local youth programs to increase access for low-income children.</p> <p>Host large-scale registration events for families navigating financial or cultural barriers.</p> <p>Create awareness of program opportunities through social media channels and in-person events/ meetings.</p> <p>Provide access to gear and equipment needed for participation.</p>	<p>At least 2,500 youth registrations per year</p> <p>Proportional representation of underrepresented youth participating in local programs</p> <p>90% of participants feel that they have access to all desired activities</p>
<b>Youth have a sense of belonging</b> through sports, activities, and shared interests.	<p>Support local youth programs in offering inclusive and equitable programming for families of diverse backgrounds.</p> <p>Coordinate family days with partners to create engagement with underrepresented families.</p> <p>Provide volunteer opportunities for teenagers and parents to build relationships.</p>	<p>90% of participants feel happier overall after participation in their extracurricular activity</p> <p>90% of participants make new friends</p> <p>90% of participants feel a greater sense of belonging after participating</p> <p>90% of participants feel more confident</p>

**DEEP IMPACT: YOUTH UNITED**

2025-2030

**STRATEGIC GOALS, PATHWAYS, AND METRICS**

<p>Local youth programs <b>offer inclusive and equitable programming</b> for families of diverse backgrounds.</p>	<p>Collaborate with partners and school coaches to review programming, systems, and equity goals.</p> <p>Establish communication channels that overcome language barriers between partners and families.</p>	<p>50% of partner organizations have racially diverse staff or coaches/instructors</p> <p>50% of partner organizations have Spanish-speaking staff</p> <p>75% of partner organizations regularly translate their program information into Spanish</p>
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**CONNECTING FAMILIES WITH LOCAL RESOURCES**

Youth United helps hardworking families of our community so they can know their children have opportunities. The Community Foundation has dedicated staff who convene partners and families through Spanish communications, community outreach events, and registration for activities.

Through this work, participants' families are also connected to important community resources, like healthcare, legal support, and housing resources. The result is that Youth United has built deep trusting relationships with the Latino community. Learn more about Youth United at [parkcitycf.org/youthunited](http://parkcitycf.org/youthunited)



## DEEP IMPACT: **EARLY CHILDHOOD ALLIANCE**

**Leads local efforts to ensure all children aged up to three have the opportunity for a quality educational foundation to thrive, learn, and grow.**

Summit County is experiencing a crisis in early childhood care and education. Fewer than half of our families can find the early childcare they need. Yet we know that childcare is essential for a thriving community. Quality early childhood care and education supports children's healthy development, which cascades into longer-term and broad benefits for them, their communities, and the economy. Access to affordable childcare allows parents the opportunity to engage more actively in the workforce, and supports a thriving local community.

In partnership with local families, childcare providers, and business leaders, our Early Childhood Alliance engages, educates, and supports members, children, parents, and the community-at-large to prioritize accessible, excellent, and equitable outcomes for children in the Wasatch Back from the prenatal stage through age three.

2025-2030

### STRATEGIC **GOALS**, **PATHWAYS**, AND **METRICS**

<b>Goals</b>	<b>Pathways</b>	<b>Metrics</b>
Our community expands and strengthens <b>access to affordable, high-quality childcare</b> options for resident and workforce children through age three.	<p>Develop a prototype for a sustainable model for local childcare funding that increases access and improves quality.</p> <p>Advocate with local and state policymakers to expand access.</p> <p>Educate the community about the importance of investing in the early years and the benefits of doing so.</p>	<p>\$750,000 of local funding is provided annually to early childcare by 2030</p> <p>Financial prototype is developed</p> <p>75 Summit County children receive childcare subsidies annually from Department of Workforce Services by 2030</p> <p>100 Summit County children receive childcare scholarships from local governments by 2030</p>
Our community <b>supports parents/guardians</b> as their child's best advocates, caregivers, and teachers through home visiting, referrals, services, and information.	<p>Support local programs focused on building parents' capacity.</p> <p>Influence how parents receive services by Community Foundation staff serving on advisory boards and decision-making bodies.</p>	<p>35 families enrolled annually in home visiting programs</p> <p>10,000 books mailed annually through Dolly Parton's Imagination Library</p> <p>60,000 diapers distributed annually in Summit County through partnership with Utah Diaper Bank \$140,000 granted annually for building parents' capacity and services</p>



## ADVOCACY TO SECURE INVESTMENT IN EARLY CARE

As part of our advocacy efforts, we asked local governments to invest in our early care and education system. In 2023, the Early Childhood Alliance helped to secure a \$1 million investment from Park City Municipal and \$130,000 investment from Summit County to expand access to care programs. Learn more about our advocacy efforts and find out how you can show your support at [parkcitycf.org/advocateforchildcare/](https://parkcitycf.org/advocateforchildcare/).



## PARENTS AS TEACHERS PROGRAM

We support the Parents as Teachers Program, delivered by Holy Cross Ministries to provide early childhood education and support for children ages 0 to 3 and their parents. Families receive two home visits per month and services are offered at no cost to the parents, with the goal of preparing parents to be their child's first and most influential teacher. Learn more about how we support new parents and babies [parkcitycf.org/parentsupport/](https://parkcitycf.org/parentsupport/).

## DEEP IMPACT: ZERO FOOD WASTE

### *Rallies the community to divert and eliminate food waste from the Summit County landfill by 2030.*

In April 2023, Park City Community Foundation's Climate Fund announced a Zero Food Waste 2030 goal to fully divert food waste from Summit County's landfill by 2030. This strategic decision, developed through thorough discussions with staff, board, and community collaborators, targets one of the most pressing sustainability challenges in our community. The Zero Food Waste 2030 target is not only necessary to reach our long-stated City and County Net Zero goals but is financially the most prudent path for our county taxpayers who fund our rapidly-filling landfill.

The Zero Food Waste deep impact area targets the specific sustainability challenges related to food waste in Park City and Summit County. As food waste decays, it emits the greenhouse gas methane, which traps heat in the atmosphere at a much greater rate than carbon dioxide and rapidly accelerates climate change. Up to 60% of the waste filling our landfill is food waste. The landfill's current lined cell is at capacity and no longer usable. In 2025, the county will spend \$3.5 million to create a new lined cell, which, at the current rate of material flow, will fill in just 17 years. By diverting food waste and other organics from entering our landfill, we can more than double the life of this new cell while also eliminating tens of thousands of tons of methane emissions from our atmosphere.

2025-2030

### STRATEGIC GOALS, PATHWAYS, AND METRICS

Goals	Pathways	Metrics
There will be an operating <b>food waste diversion facility</b> in Summit County.	<p>Establish a Proof of Concept to validate the need and ability to address the need.</p> <p>Publish key metrics to demonstrate feasibility of food recovery program.</p> <p>Identify, convene, and catalyze key partners to secure composting or food recycling facility.</p>	<p>Summit County has an operational composting or food recycling facility</p> <p>100% of food waste is diverted from entering the landfill</p>
<b>Solid waste management contract</b> held by Summit County will include food waste pickup from residents and businesses county-wide.	<p>Advocate on the county-level for the inclusion of food waste in the solid waste management contract based on results of Proof of Concept.</p> <p>Provide Summit County with feasible financial models.</p>	County-wide food waste program in place for all residents and businesses
Summit County and Park City Community Foundation will be recognized as <b>thought leaders in sustainability</b> and recognized for their food waste diversion efforts.	<p>Educate the community about food waste to ensure understanding and engagement.</p> <p>Share sustainability successes through reports, events, speakership opportunities, and resources for other communities.</p>	At least 40 positive mentions in media about Summit County and Park City Community Foundation's sustainability work by 2030

## DEEP IMPACT: LEADERSHIP DEVELOPMENT

### *Elevates underrepresented voices into leadership positions.*

Building on the success of our leadership development programming with nonprofits, the Leadership Development impact area encapsulates our commitment to promote greater diversity in community leadership across Summit County. Leaders from underrepresented backgrounds bring valuable insights into the greatest opportunities and challenges facing Summit County. We want to ensure that their voices are centered in decision-making spaces in nonprofit board rooms and community councils. We believe that when leadership reflects the diversity of the community, it helps to build trust, promote social cohesion, and address the unique needs and challenges faced by all members.

2025-2030

### STRATEGIC GOALS, PATHWAYS, AND METRICS

Goals	Pathways	Metrics
<p><b>Underrepresented leaders</b> are in decision-making roles on nonprofit boards and committees and community councils and committees.</p>	<p>Provide training to boards and councils to create inclusive and safe spaces for current and future underrepresented leaders.</p> <p>Identify and provide underrepresented leaders with the training, mentorship, and support necessary to be effective community leaders.</p>	<p>85% of people on boards, committees or councils receiving training report it is excellent (4 or 5 on Likert scale)</p> <p>50% of graduates serve on decision-making boards or committees</p> <p>75% of leadership development graduates serving on boards feel they were able to fully participate on a board or committee</p>



— PARK CITY —  
**COMMUNITY  
FOUNDATION**



**Email:** [office@parkcity.com](mailto:office@parkcity.com)



**Phone:** 435-731-4250



**Web:** [parkcitycf.org](http://parkcitycf.org)



**Visit:** 1918 Prospector Avenue, Park City, UT 84060  
**Mail:** PO Box 681499, Park City, UT 84098