



**MINUTES OF THE CENTRAL WASATCH COMMISSION (“CWC”) EXECUTIVE/
BUDGET/AUDIT COMMITTEE MEETING HELD ON MONDAY, NOVEMBER 20,
2023, AT 3:30 P.M. THE MEETING WAS CONDUCTED WITH A VIRTUAL OPTION
AT THE CWC OFFICES, LOCATED AT 41 NORTH RIO GRANDE STREET, SUITE 102,
SALT LAKE CITY, UTAH.**

Present: Chris Robinson, Chair
Carl Fisher
John Knoblock

CWC Staff: Lindsey Nielsen, Executive Director
Sam Kilpack, Director of Operations

Opening

1. Chair Christopher F. Robinson will Call the Meeting to Order and Welcome Committee Members and the Public.

Chair Robinson called the Central Wasatch Commission (“CWC”) Executive/Budget/Audit Committee Meeting to order at 3:30 p.m. He noted that there was not a quorum present. It was still possible to share information and have discussions but not to vote on items.

2. Chair Robinson will Call for a Motion to Approve the Minutes from the September 18, 2023, Meeting.

Since there was not a quorum present, the Meeting Minutes from September 18, 2023, were not voted on. They were to be voted on at the next meeting.

3. Staff Announcements.

a. The Stakeholders Council has been Restructured and Most Committees Have Convened.

Executive Director, Lindsey Nielsen, reported that the Stakeholders Council recently restructured. Most of the Systems Committees had convened at least once already. The new structure more closely resembled the Mountain Accord structure, which was desired by the Stakeholders Council leadership. There were now several Stakeholders Council subcommittees, including the Environment Systems Committee, Economy Systems Committee, Transportation Systems Committee, Recreation Systems Committee, and the Millcreek Canyon Committee. She pointed

1 out that the Millcreek Canyon Committee had been active since the beginning of the Stakeholders
2 Council. All of the Systems Committees had met with the exception of the Recreation Systems
3 Committee. She noted that the Recreation Systems Committee would meet in two weeks.

4
5 **b. The Youth Council Held its First Meeting on November 7, 2023.**
6

7 Ms. Nielsen reported that the Youth Council was recently formed. One of the Youth Council
8 Members, Kent Wu, was attending the Executive/Budget/Audit Committee Meeting virtually.
9 Ms. Nielsen informed those present that the first Youth Council Meeting was held at the CWC
10 Offices on November 7, 2023. The Youth Council had already been organized into committees.
11 Community Engagement Coordinator, Mia McNeil, was managing the Youth Council effort. She
12 looked forward to finding out what issues Youth Council Members thought should be prioritized.

13
14 **c. Staff will have an Annual Report Ready for the Board Retreat.**
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16 Ms. Nielsen reported that CWC Staff will have an Annual Report ready for the CWC Board Retreat
17 on December 15, 2023. The Annual Report will review the new CWC Staff structure, budget
18 projections for the second half of the fiscal year, and the audit for the CWC scope of work.

19
20 Chair Robinson noted that Stakeholders Council Co-Chairs, John Knoblock and Carl Fisher, were
21 present. It had been determined that Stakeholders Council updates would be shared at a CWC
22 Board level so all Board Members would hear the information. Mr. Fisher reported that updates
23 from the various Systems Committees would be shared during the next CWC Board Meeting along
24 with Stakeholders Council updates.

25
26 Chair Robinson reported that the next CWC Board Meeting would take place on December 15,
27 2023. It would run from 8:00 a.m. to 1:00 p.m. at the new Millcreek City Hall. There would be
28 an annual CWC Board Retreat held at that time as well as a short CWC Board Meeting.

29
30 **Review UDOT Response Letter**
31

32 **4. Committee Members will Review and Discuss the Letter Received in Response to Our**
33 **October 31, 2023 ECCR Request to the State.**
34

35 Chair Robinson noted that a response letter was received from the Utah Department of
36 Transportation (“UDOT”). UDOT declined the request made by the CWC on October 31, 2023.
37 There could be a more robust discussion about the letter at the next CWC Board Meeting.
38 Mr. Fisher reported that Kirk Nichols had shared a lot of beneficial information on this matter.
39 Mr. Knoblock pointed out that there was a reasonable possibility that a lawsuit could be filed in
40 relation to this issue. If there was some way to find out how UDOT could continue with the Phase
41 I efforts and not have that work pushed back due to litigation, that would be ideal. Chair Robinson
42 thought the Environmental Collaboration and Conflict Resolution (“ECCR”) was a good
43 mechanism, but in advance of any litigation, it seemed that there was no desire to do that.
44

1 **Review Draft Board Retreat Agenda**

2
3 **5. Committee Members will Review a Draft Agenda for the Upcoming Board Meeting**
4 **and Retreat.**
5

6 Ms. Nielsen reviewed the Draft Agenda for the December 15, 2023, CWC Board Retreat and
7 Meeting. She noted that it was fairly regimented and there was not a lot of extra time allotted.
8 However, items could be moved around or removed if desired by the Executive/Budget/Audit
9 Committee. The CWC Board Retreat would start at 8:00 a.m. At that time, there would be a brief
10 review of the 2023 Annual Report and the Strategic Plan Status. Approximately 25 minutes were
11 scheduled for that item. From there, the Cover Story Visioning Exercise would take place. The
12 exercise would ask all attendees to develop a broad vision of their ideal outcomes for the CWC in
13 2024. Attendees would be asked to design the front page of a newspaper that was reporting on
14 those ideals. For example, the Central Wasatch National Conservation and Recreation Area Act
15 (“CWNCRA”) being sponsored and implemented or a Millcreek Canyon shuttle being available.
16

17 After the Cover Story Visioning Exercise, one hour was allotted for the Impact and Effort Exercise.
18 Ms. Nielsen explained that all of the exercises build off of one another. The Impact and Effort
19 Exercise would take all of the action items identified in the Cover Story Visioning Exercise in
20 addition to the items included in the Scope of Work for the CWC. A four-quadrant matrix would
21 be utilized to look at the impacts as well as the amount of effort necessary to achieve the task.
22 Attendees would be asked to place the deliverables somewhere on the matrix. This would make
23 it possible to visually map out the items and determine where time should be prioritized.
24 Ms. Nielsen reviewed the four-quadrant matrix and explained how the exercise would work.
25

26 The third exercise scheduled for the CWC Board Retreat was the 2024 Storyboarding Exercise.
27 Ms. Nielsen reminded those present that each exercise builds off another. The first was broad, the
28 second was more focused, and the third was even more refined. The results of the storyboarding
29 would determine the 2024 Strategic Plan. She noted that the storyboarding exercise was done last
30 year as well. The Storyboarding Exercise would take all of the action items identified through the
31 previous two exercises and the CWC Scope of Work. From there, attendees would vote for which
32 of the actions they wanted to see the organization prioritize in the next year. The reason there were
33 three exercises this year as opposed to only storyboarding was to make sure there was more context
34 for the tasks that would take the most time, require the most effort, or be easiest to complete.
35

36 Chair Robinson wondered if CWC Staff would facilitate the exercises. This was confirmed.
37 Ms. Nielsen explained that after the three exercises, there should be a solid outline for the 2024
38 Strategic Plan. There would be a short recap of the exercises and next steps would be outlined.
39 Chair Robinson asked if the lunch break would be a working lunch or not. Ms. Nielsen noted that
40 one hour was allotted for the first two exercises and 45 minutes for the third. There would be a
41 15-minute recap after that followed by a 30-minute lunch. Chair Robinson pointed out that if the
42 exercises take longer than planned, work could be done during lunch. Ideally, that would not need
43 to happen but was something to keep in mind just in case.
44

45 Ms. Nielsen reported that breakfast items were to be served at the start of the CWC Board Retreat
46 and lunch items during the scheduled lunch break. Chair Robinson suggested changing the agenda

1 to state Opening/Breakfast to clearly indicate that attendees will be fed. Mr. Knoblock asked if
2 the Mountain Accord scorecard would be reviewed during the CWC Board Retreat. Ms. Nielsen
3 confirmed this. It would be part of the 2023 Annual Report and would be woven into the action
4 items, Scope of Work for the CWC, and the different exercises. There would not be a specific
5 agenda item listed for the scorecard but the items would be addressed.

6
7 At noon there would be a Stakeholders Council discussion for approximately 40 minutes. Ms.
8 Nielsen stated that the Stakeholders Council Co-Chairs would discuss the work that had been done.
9 CWC Board Members and Stakeholders Council Co-Chairs would then set priorities and assign
10 topics and goals for the Council to focus on in 2024. After that, the December Board Business
11 would take place. The first item was to approve the Meeting Minutes from the CWC Special Board
12 Meeting held on October 30, 2023. The second item related to the 2024 CWC Board Meeting
13 schedule. Ms. Nielsen shared the proposed meeting dates for the CWC Board and the
14 Executive/Budget/Audit Committee. The memo with the proposed dates was distributed to the
15 Executive/Budget/Audit Committee the previous week. It would be included in the Meeting
16 Materials as well for the CWC Board Retreat and Meeting. The idea was to have a CWC Board
17 Meeting every other month and an Executive/Budget/Audit Committee Meeting monthly.

18
19 The next item for the December Board Business section was to elect the CWC Board Chair, Co-
20 Chair, Treasurer/Secretary, and Board Committee Chairs, Co-Chairs, and Members. Last, the
21 CWC Board would vote to approve the changes to the Stakeholders' Council membership. New
22 members of the Stakeholders Council would be approved and outgoing members of the
23 Stakeholders Council would be released. There would be a bit of time allotted for public comments
24 and then the CWC Board Retreat and Meeting would adjourn at approximately 1:00 p.m. Chair
25 Robinson asked when the next Stakeholders Council Meeting was scheduled. It was to take place
26 on November 27, 2023. Ms. Nielsen asked for feedback on the Draft Agenda that had been shared.

27
28 Chair Robinson was supportive of the Draft Agenda that had been presented. He asked that CWC
29 Staff make sure the exercises were as engaging as possible. Ms. Nielsen explained that the
30 exercises were intended to be fun but would also result in a clear direction for the year ahead.
31 Mr. Knoblock thought it might make sense to have the Stakeholders Council discussion occur over
32 the lunch break. Leaving such a short amount of time for the Board Business items might not be
33 ideal. Ms. Nielsen noted that there could be lunch during the Stakeholders Council discussion if
34 that was desired. As for the action items on the agenda, she believed those would be handled fairly
35 quickly.

36
37 Mr. Fisher asked about deliverables. He wanted the CWC to talk about what was desired but also
38 what would happen in the event something is not able to be done. Mr. Knoblock mentioned the
39 Mountain Accord scorecard. He thought it was important to remember the intended actions of the
40 Mountain Accord and focus on what still needed to be completed. Ms. Nielsen noted that it would
41 be possible to change one of the exercises to a SWOT (Strength, Weakness, Opportunity, and
42 Threat) Analysis. Mr. Fisher suggested that the Stakeholders Council Co-Chairs share some key
43 points during the Stakeholders Council discussion to make sure that information was provided.

44
45 Based on the feedback received during the Executive/Budget/Audit Committee Meeting, it seemed
46 there was a desire for the Mountain Accord work to be prominently featured throughout the CWC

1 Board Retreat and Meeting. Ms. Nielsen asked whether those present felt there needed to be a
2 separate agenda item for that. Mr. Knoblock thought the exercises would require some
3 understanding of the Mountain Accord scorecard. Ms. Nielsen clarified that the 2023 Annual
4 Report would review the achievements from last year. However, that report could also include a
5 review of the action items from the Mountain Accord that had not yet been achieved. She offered
6 to add another page to the 2023 Annual Report ahead of the CWC Board Retreat and Meeting.

7
8 Chair Robinson asked that the Draft Agenda be sent out to CWC Board Members for review. Any
9 additional feedback could be shared at that time and the agenda could be modified accordingly.

10
11 **Public Comment**

12
13 There were no public comments.

14
15 **Closing**

16
17 **6. Chair Robinson will Call for a Motion to Adjourn the Executive/Budget/Audit**
18 **Committee Meeting.**

19
20 The Central Wasatch Commission Executive/Budget/Audit Committee Meeting adjourned at
21 approximately 4:20 p.m.

1 *I hereby certify that the foregoing represents a true, accurate, and complete record of the Central*
2 *Wasatch Commission Executive/Budget/Audit Committee Meeting held Monday, November 20,*
3 *2023.*

4
5 Teri Forbes

6 Teri Forbes
7 T Forbes Group
8 Minutes Secretary
9

10 Minutes Approved: _____