

CENTRAL WASATCH COMMISSION STAKEHOLDERS COUNCIL RETREAT

May 16, 2024

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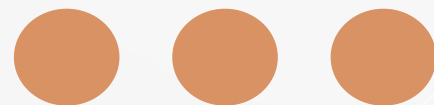
**THE
LANGDON
GROUP**



**CENTRAL
WASATCH
COMMISSION**

WHY PURPOSE

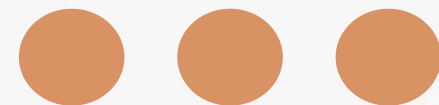
- Encourage collaboration within and among Systems Committees and build a sense of camaraderie within the Stakeholders Council as a whole.
- Lay the groundwork for more effective goal-setting and collaboration at the Stakeholders Council level by encouraging systems thinking and helping members (especially new members) get to know one another on a personal level.



How PROCESS

DESIGN THINKING/HUMAN CENTERED DESIGN APPROACH

- Preliminary Planning and Customization:
 - Meetings with CWC leadership staff.
 - Seven interviews with Stakeholder Council members.
 - Review meeting minutes and data.
- Facilitation of the Mini Retreat:
 - Agenda developed from preliminary planning phase.
- Follow-Up Report:
 - Create a report summarizing the work done at the retreat.



AGENDA

4:00 pm
Opening

1

4:00-4:15 pm
System Committee Reports

2

4:15-4:20 pm
Retreat Overview

3

4:20-4:40 pm
Introductions & Warm up!

4

4:40-4:55 pm
**Where are we? Key Themes &
Insights. SC Goals & Actions**

5

4:55-5:40 pm
**System Committee Breakouts and
Report Back**

6

5:40-6:15 pm
**Mixed System Committee
Breakouts and Report Back**

7

6:15-6:30 pm
Hero Wrap up

8

INTRODUCTIONS

1. Name.
2. Affiliation/Connection to CWC and SC.
3. Your favorite hiking trail, ski run/trail, or outdoor activity... and one sentence why?



WARM UP!

1. Think of your most recent vacation or most memorable vacation in the past 5 years.
2. Now, stand up and go in the direction of that destination within this room (North, East, South, West. Hint, see signs).
3. When you arrive, find one or two people and share your experiences with each other.



Where are we?

What I heard: Key Themes

1. Collaboration and Communication:

- **Need for Improved Communication:** within and between committees. Importance of clear and consistent information sharing emphasized.
- **In-person Meetings vs. Zoom:** Preference for in-person meetings for their effectiveness in building connections and fostering collaboration.

2. Committee and Council Dynamics:

- **Siloed Committees:** Siloed committees that work independently without sufficient coordination. This hampers effective project implementation and goal alignment.
- **Actionable Goals and Objectives:** Need for clear, actionable goals for each committee. Concerns about the committees' effectiveness and the lack of tangible outcomes from their efforts.

3. Stakeholder Engagement and Representation:

- **Diverse Perspectives:** The council comprises diverse stakeholders with varying interests, which sometimes leads to conflicting positions and slow progress. The challenge is aligning these interests for collective action.
- **Engaging Key Decision-Makers:** Suggested the council needs to engage more directly with decision-makers and key stakeholders like UTA, UDOT, WFRC, MAG, the Utah Legislature, and the Forest Service to achieve meaningful outcomes.

Where are we?

What I heard: Key Themes

4. Leadership and Facilitation:

- **Effective Leadership:** Effective leadership is crucial for the council's success. Need strong, clear leadership to drive the council's agenda and ensure collaboration.
- **Facilitation Skills:** Skilled facilitation is necessary for productive meetings. Need for facilitators who can manage diverse voices, keep meetings action-oriented, and ensure that all perspectives are heard (not just a few taking most the time).

5. Sustainable Planning and Data Utilization:

- **Sustainable Solutions:** Focus on finding sustainable transportation and conservation solutions. Using data for decision-making is important.
- **Environmental and Community Impact:** Balancing economic interests with environmental sustainability and community character is a critical concern.

Where are we?

What I heard: Key Insights (hopes for retreat and moving forward)

1. Build a Strong Foundation for Collaboration:

- Foster personal connections among members.
- Encourage cross-committee interactions to break down silos and promote a systems-thinking approach.

2. Set Clear Objectives, Goals, and Expectations:

- Define clear, actionable goals for each committee and ensure alignment with the Council's and CWC's overall mission and vision.

3. Enhance Communication and Information Sharing:

- Establish communication channels to keep all members informed about ongoing goals, priorities, projects, and developments.
- Facilitate better coordination between committees and ensure that all relevant data and information are accessible to members.

4. Engage with Key Stakeholders and Decision-Makers:

- Develop strategies to involve key stakeholders and decision-makers in council activities, ensuring their input and support for initiatives (CWC Board and outside decision-makers).

5. Focus on Sustainable and Data-Driven Solutions:

- Leverage data and technology to inform planning and decision-making, particularly for transportation and visitor management.
- Prioritize sustainable projects that balance environmental, community, and economic interests, aligning with broader regional goals.

THE TRIANGLE OF SATISFACTION

TRIANGLE COMPONENTS

Substantive

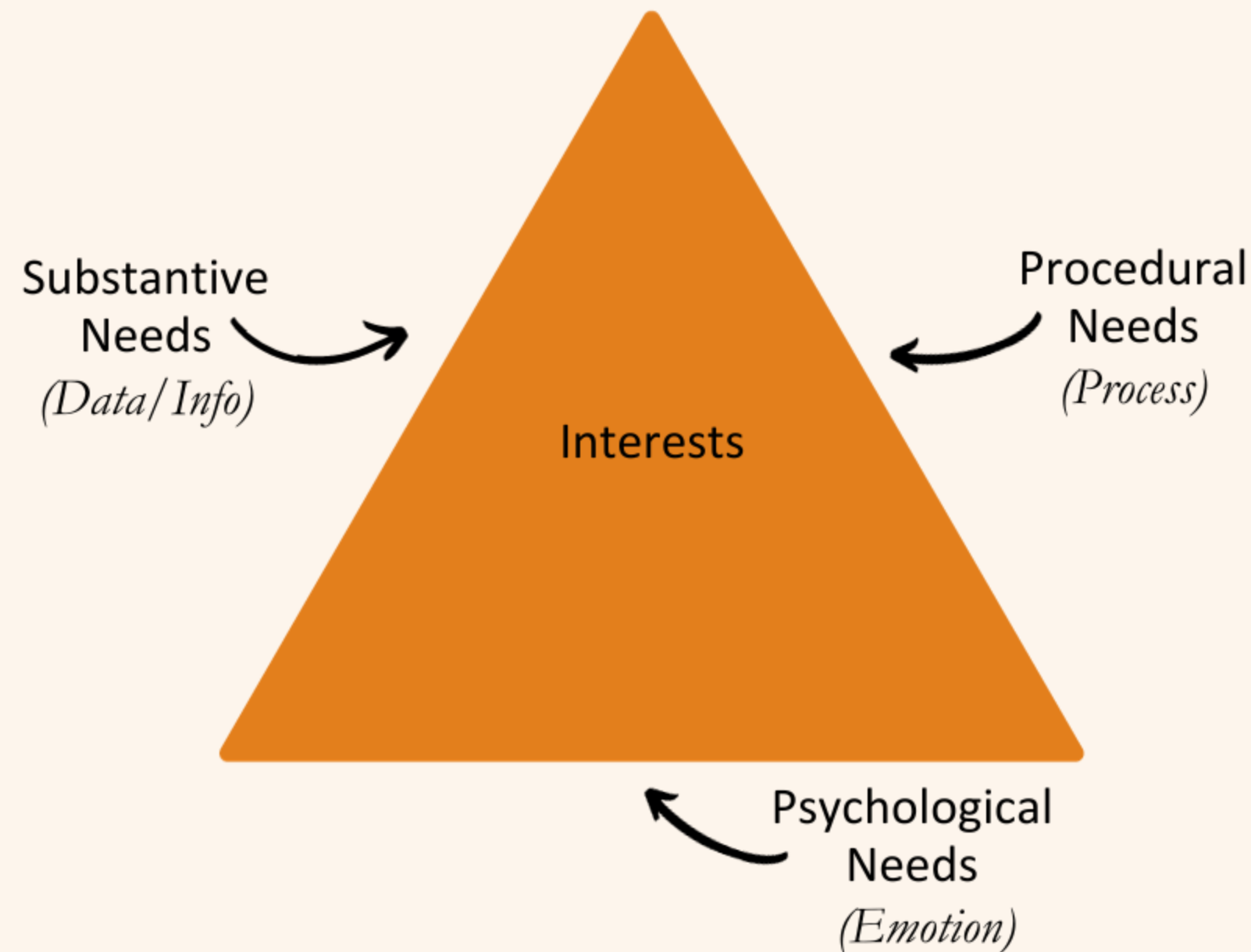
- Tangible, measurable outcomes or results

Procedural

- Desire for participation
- Preferred processes and pace for thinking through issues and making decisions

Psychological

- How we want to be treated
- How we want to feel about ourselves and the other persons



A model developed by Christopher Moore

Triangle of Satisfaction

Are needs being met?

Procedural

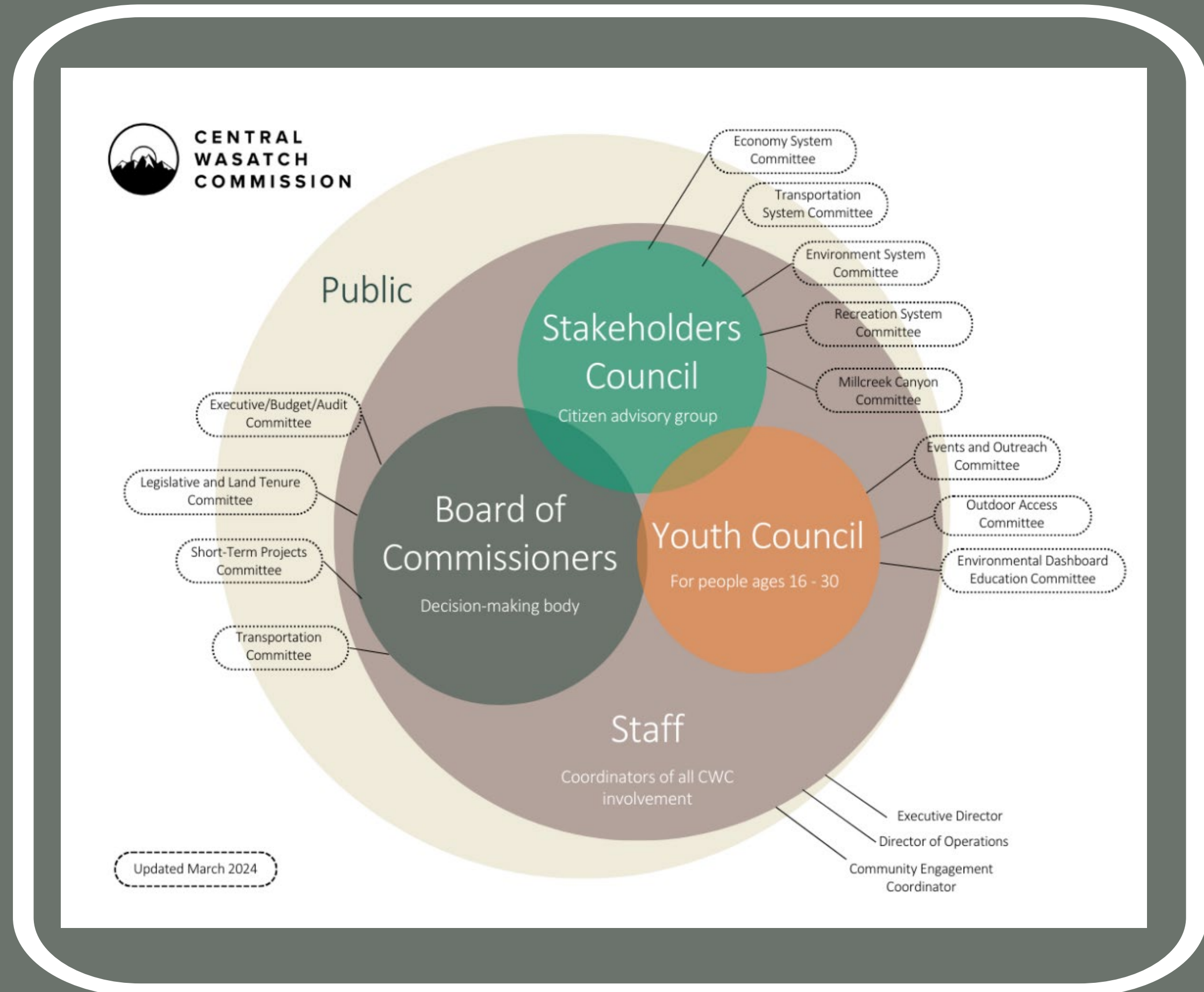
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Psychological

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- How we want to feel about ourselves and the other persons

Substantive

- Tangible, measurable outcomes or results



SYSTEM COMMITTEES

SUBSTANTIVE: GOALS AND ACTIONS



Stakeholders Council

1.

As a Council, engage with stakeholders and support the Systems Committees.*

Action – Standing agenda item to allow each Systems Committee to give updates on current projects, goals and concerns.

Action – Ratify the actions of the Systems Committees and make recommendations to the CWC Board (e.g., Earlier this year the Council discussed a letter drafted by the Environment Systems Committee for approval).

*Recreation Systems Committee Goal #3
*Economy Systems Committee Goal #3
*Millcreek Canyon Systems Committee Goal #3

2.

Millcreek Canyon Shuttle Program.*

Action – Support discussions to be had with the Forest Service and more research to be done to mitigate their concerns.

*Transportation Systems Committee Goal #2
*Millcreek Canyon Systems Committee Goal #2

3.

Create a study-area comprehensive cycling plan.*

Action – The Council intends for the Recreation Systems Committee to spearhead this effort, though there may be some overlap with other Systems Committees.

*Recreation Systems Committee Goal #1?
*Transportation Systems Committee Goal #7

Transportation Systems Committee

Sources: Transportation Systems Committee Priorities Survey Analysis 2024
Central Wasatch Commission Stakeholders Council Transportation Systems Committee- 3/11/2024
Central Wasatch Commission Stakeholders Council Transportation Systems Committee- 2/12/2024

1.

Implement Actions from BCC MAP.

Action – The BCC MAP is not part of the UDOT Little Cottonwood Canyon EIS and could move forward, as there is currently money to start that work (3/11/24 Committee meeting).

Action – Coordinate with Mayor Dan Knopp to determine how to move forward with BCC MAP action items.

Action – Take next step for the BCC MAP document to appear in front of the State Transportation Commission.

2.

Millcreek Canyon Shuttle*

Action – Prepare and advocate for a Millcreek Canyon Shuttle. A more detailed plan is necessary for the shuttle before it is proposed to the Forest Service.

*Stakeholder Council Goal #2

4.

Central Wasatch Special Transit District

Action – Meetings with UDOT have taken place to discuss the Central Wasatch Special Transit District, and it seemed that UDOT would want to be involved in that effort. The focus of the district (and what UDOT would control) would be the Cottonwood Canyons, SR-210 and SR-190.

3.

Summer Transit in Cottonwood Canyons*

Action – Explore shuttles and corresponding funding efforts around transit in the Cottonwood Canyons, as well as finding future donors.

Action – Determine whether an Environmental Assessment is necessary for year-round transit in the canyons to identify the improvements needed

*Economy Systems Committee Goal #1

*NOTE Goal Consideration: A lower ranked priority (#7) for this Committee was a Comprehensive Cycling Plan for Study Area, which is Goal #3 for the Stakeholders Council.

Environment Systems Committee

1.

The Environmental Dashboard

Action – Identify what needs to be fixed and how to improve the dashboard.

Action – Move forward with the Human Impacts Workshop.

2.

Identify the various means available to “conserve lands in the Wasatch”

Action – Develop strategies around natural asset companies, conservation leasing, acquisition, and conservation easements.

5

Content creation

Sources:

Central Wasatch Commission Stakeholders Council Environment Systems Committee Meeting- 02/13/2024

Central Wasatch Commission Stakeholders Council Environment Systems Committee Meeting- 03/12/2024

Millcreek Canyon Committee

1.

Federal Lands Access Program (FLAP)
grant for Millcreek Canyon

Action – Address cell phone service in the Canyon, amplify public outreach and continue to provide updates on the trails projects that are associated with the grant.

*Overlapp with Recreation Systems
Committee Goal #1?

2.

Millcreek Canyon Shuttle*

Action – Continue discussions about a potential shuttle in Millcreek Canyon with feedback from the Forest Service, Millcreek City Mayor, etc.

Action – Address the main obstacle identified by the Committee, funding. Proposed that CWC staff and Stakeholders collaborate on a research proposal.

*Stakeholder Council Goal #2
*Transportation Systems Committee
Goal #2

3.

Continuity of Communication*

Action – Coordinate with the other Systems Committees to determine if they have projects that would impact Millcreek Canyon. If there are, then add an item on Millcreek Canyon Committee's agendas so that there is continuity between Systems Committees.

*Stakeholder Council Goal #1.
*Recreation Systems Committee
Goal #3
*Economy Systems Committee Goal
#3

Recreation Systems Committee

1. Access and Connectivity*

Action – Follow the “Roadmap to Action” action items and utilize its tools, including expanding resources, identifying nodes and trails, and examine the different user groups and experiences to best serve those communities.

*Overlapp with Millcreek Canyon Systems Committee Goal #1?
*Does the Stakeholder Council’s Goal #3 fit here?

2. Redefine “Recreation”

Action – Utilize the “Recreation Roadmap” and identify the various definitions of “recreation” (i.e., leisure vs. recreation), to inform the Committee’s work moving forward. By acknowledging forms of recreation that are not solely physical (i.e., dining), the scope of the Committee can broaden and remain relevant.

3. Clear Communication*

Action – Update recreation signage for the general public and the Forest Service.

Action – Improve overall communication with the CWC and other Systems Committees.

*Stakeholder Council Goal #1
*Millcreek Canyon Systems Committee Goal #3
*Economy Systems Committee Goal #3

Economy Systems Committee

1. Making full bus staffing and service return a priority for the Committee.*

Action – As of the 2/8/24 Committee meeting, Chair Fields requested an update from UTA on their driver staffing. This goes hand in hand with inquiring about the resumption of canyon service by the buses.

*Transportation Systems
Committee Goal #3

2. Long-term priority of ‘better interconnectivity between the canyons for users without vehicles’

Action – Focusing on better solutions for airport arrivals, as there is nothing that currently exists that goes between canyons.

3. Engage with rental car companies to offer snow tires, and to ‘urge the agency responsible for enforcing the traction laws next winter’

Action – Draft a letter of formal intent from the Committee, which would then go to the Stakeholders Council and eventually to the CWC Board for final approval..

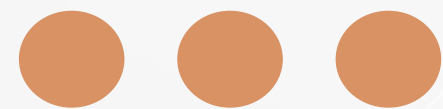
Action – Improve overall communication with the CWC and other Systems Committees.*

*Stakeholder Council Goal #1
*Millcreek Canyon Systems
Committee Goal #3

BREAKOUT 1

System Committees

Substantive: Goals and Actions



System Committee

BREAKOUTS

Discuss these questions and prepare to report back →

(30-minute discussion. 3–4-minute report back per committee)

Substantive

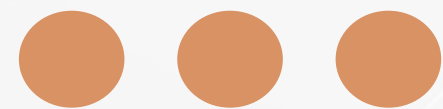
- Tangible, measurable outcomes or results

Substantive

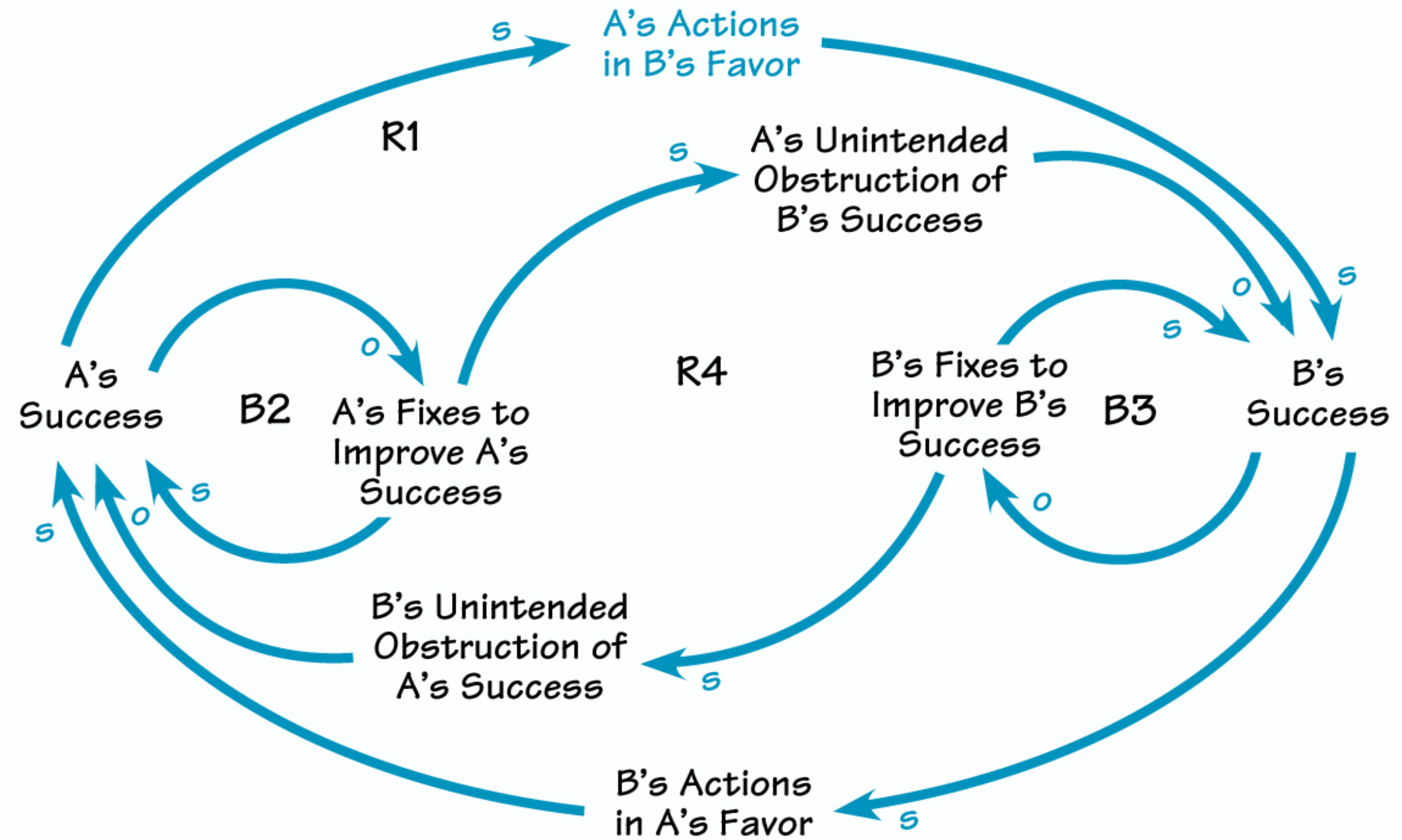
- 1) Do these goals and actions align with your understanding of the goals and actions of the System Committee you're working with?
 - a) If not, how do they differ?
 - b) And how might they be modified to accurately reflect your understanding of the goals and actions of this System Committee?
- 2) Are these the right goals and actions?
 - a) How might they be modified, clarified, or improved?
- 3) What other Systems Committees might have an interest in these goals and how might they assist or contribute to the necessary actions to achieve the goal?
- 4) What other CWC Committees, CWC Board members, CWC Staff, or the Youth Council be interested in these goals and how might they assist or contribute to the necessary actions to achieve the goal?
- 5) What other outside parties might be interested in these goals and how might they assist or contribute to the necessary actions to achieve the goal?
- 6) What are your next steps to engage and collaborate with those identified above and who will be responsible for doing that and by when?

BREAKOUT 2

Mixed System Committees
Procedural and Psychological



Accidental Adversaries Archetype



Mixed

System Committee

BREAKOUTS

Discuss these questions and prepare to report back →

(20-minute discussion. 3–4-minute report back per group)

Procedural

- Desire for participation
- Preferred processes and pace for thinking through issues and making decisions

Psychological

- How we want to be treated
- How we want to feel about ourselves and the other persons

Substantive

- Tangible, measurable outcomes or results

Psychological

- 1) How are you treated as an individual, systems committee, stakeholder council?
 - What is working about this? What could be improved?
- 2) How do you want to feel about yourself, those you are working with in your systems committee, those in other systems committees, the Stakeholder Council, CWC Board, CWC staff, other CWC members?
- 3) How do you want to feel about those you work with outside of the CWC?
- 4) What specific actions could be taken to get you closer to where you/we want to be in regard to the responses above?

Procedural

- 1) Discuss your desire for participation. Why? How might it improve?
- 2) What is our process and pace for thinking through issues and making decisions? Is this the preferred process? If no, what might we do differently?
- 3) How might we improve communication and information sharing within and between committees, CWC Board and Staff, and others?
- 4) Do accidental adversaries exist within the CWC? Are there risks? How might we avoid accidental adversaries?
- 5) What specifically about the above could be implemented the soonest with the biggest impact?



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Are You a Superhero?



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What is a Superhero?



“Dad, help me build a superhero and a teammate.”

What kind of guys do you want on your team? Do you want any more guys on your team?

What do you want him to be like?

Okay dad, I've got an idea...

Do you want:

him to have any capes?

Him to fly?

What do you want his power to be?

Can he move stuff?

How strong is he?

What do you want his body to look like?

What do you want his hands to look like?

What do you want his head to be like?

“The Rock Monster”

The rock monster doesn't have a neck. He's tiny (like yoda). He only has two fingers - one on each hand. He can make force field balls. And he has a force field around him whenever he wants. And he's on the skeleton team. This is a team of other bad guys that are evil - he works with two monsters and their two masters...

“Giant Shark Fin” and “Big Fireball”

(The two monsters)

Giant Shark Fin is as big as a giant and super strong and can eat people and has a giant spike on his back and is made out of iron.

Big Fireball is a fireball with a face, arms and legs - he throws fire at people and has ten dragons.

“Scorpion” and “Sneaker”

(The two masters)

Scorpion has four arms, two on each side. The top arms are pinchers. The bottom arms shoot out fireballs, but also transform into normal hands.

Sneaker is the second master. He is invisible. His hands are “chompers” and slicers. He is green. He has a green tail that can wrap people up. He has an army of skeletons that can come out of the ground when he calls them. He's never been defeated, except by the other master Scorpion.

Why is this relevant to us?

- Unlocking **creative potential** has long been recognized as a **key component of management**.
- **Creativity** is the bases for **innovation** and **innovation** is the turning point for **successful results**.
- Front-running businesses are well aware of it and invest time and resources on developing **creative structures and teams**.

- Forbes

How might this be relevant to us?

- **Design Thinking** is one of the preferred tools for creative problem solving.
- **You are all challenged to find** creative approaches to problem-solving that starts with people and ends with innovative solutions that are tailor-made to suit diverse and complex needs and interests.

COMPLEMENTARY THINKING

BUSINESS THINKING

DESIGN THINKING

Logical



Intuitive

Deductive reasoning



Abductive reasoning

Inductive reasoning

Requires proof to proceed



Asks what if?

Looks for precedents



Unconstrained by the past

Quick to decide



Holds multiple possibilities

There is right and wrong



There is always a better way

Uncomfortable with ambiguity



Relishes ambiguity

Wants results



Wants meaning

How might this be relevant to us?

“Design thinking works because it relies on unleashing the creative side of every issue. It takes what it is or what we know, and it twists it into what ideally and creatively it could eventually be at its best. It helps teams and business to organize, make decisions, improve situations, gain knowledge and boost performance and results.”

-Roger Martin,



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Build a Hero

DESIGN THINKING

Build a Hero

OBJECTIVE:

Find new opportunities by testing the limit of what's possible.

HOW?

Zoom out. Assess. Dream big. (Don't worry about viability or resources, worry about saving the world!)

Build a Hero: Step 1

In relation to today's work and your role and/or association here, think of a challenge you're trying to tackle. List out the constraints and problems you're running up against.

What does a world taken over by this problem look like?

Build a Hero: Step 2

Think about a superhero that might come in to save the day.

What would their superpower be? What are their gadgets? Their uniform? How about a fatal flaw, their kryptonite?

Build a Hero: Step 3

Create a comic strip of your hero's journey. You can create a longer sequence or a simple before/after.

What does the world look like before and after they swoop in and make a difference?

Build a Hero: Step 4

Now, reflect.

What are some ways you can get closer to making those superpowers a reality?

Build a Hero: Step 5

Building off Step 4, what does a Superhero teammate look like?

Build a Hero. Be that Hero.

BE A GREAT TEAMMATE! FIND A GREAT TEAMMATE!

5P's

COMMUNICATION BUILDER



5P MODLE

- **Political.** Elected officials. Examples: congressional, legislative, county commissioner, mayor, city council offices, etc.
- **Policy.** Individuals that are usually appointed by the Political level. Policy are those that implement the vision of the people as directed by the Political level. Examples: regional administrators, state department directors, city managers, etc.
- **Program.** Program managers that lead the various programs within an agency. Examples: public works directors, agency NEPA and 404 program managers, planning directors, etc.
- **Project.** Those assigned to specific projects or planning efforts. They oversee the day-to-day projects for their specific organization. They work directly with representatives of other agencies on a regular basis for the specific project or planning effort.
- **Public.** The public at large. Examples: general public, regional stakeholders, NGO's, neighborhoods, etc. These stakeholders may have their own version of the 5P's (board of directors, executive director/president, members, etc.).

5Ps

Communication Builder

