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**MINUTES OF THE CENTRAL WASATCH COMMISSION (“CWC”) STAKEHOLDERS COUNCIL RETREAT HELD THURSDAY, MAY 16, 2024, AT 4:00 P.M. THE MEETING WAS CONDUCTED BOTH IN-PERSON AND VIRTUALLY VIA ZOOM. THE ANCHOR LOCATION WAS COTTONWOOD HEIGHTS CITY HALL, 2277 BENGAL BOULEVARD, COTTONWOOD HEIGHTS, UTAH.**

- Present:** John Knoblock, Chair  
Tom Diegel, Co-Chair  
Adam Lenkowski  
Amber Broadway  
Barbara Cameron  
Brenden Catt  
Bri Sullivan  
Dan Zalles  
Danny Richardson  
Ed Marshall  
Grace Tyler  
Hilary Lambert  
Joanna Wheelton  
John Adams  
Jonny Vasic  
Kelly Boardman  
Linda Johnson  
Maura Hahnenberger  
Megan Nelson  
Michael Marker  
Pat Shea  
Roger Borgenicht  
Sally Kaiser  
Sarah Bennett  
Jeff Silvestrini  
Dani Porier (CWC Youth Council)  
Josh King (Facilitator)  
Jeni Goff (Facilitator)  
Spencer Shaver, Save Our Canyons
- Staff:** Lindsey Nielsen, Executive Director

1 Samantha Kilpack, Director of Operations  
2 Mia McNeil, Community Engagement Coordinator  
3

4 **Opening**  
5

6 1. **John Knoblock will Open the Public Meeting as Chair of the Stakeholders Council of**  
7 **the Central Wasatch Commission.**  
8

9 Chair John Knoblock called the Central Wasatch Commission (“CWC”) Stakeholders Council  
10 Retreat to order at 4:00 p.m. The meeting will include both regular business and retreat activities.  
11

12 2. **Chair Knoblock will Call for a Motion to Approve the Minutes from the March 24,**  
13 **2024, Stakeholders Council Meeting.**  
14

15 **MOTION:** Ed Marshall moved to APPROVE the Meeting Minutes from the March 24, 2024,  
16 Stakeholders Council Meeting. Kelly Boardman seconded the motion. The motion passed with  
17 the unanimous consent of the Council.  
18

19 **System Committee Reports**  
20

21 1. **Environment Systems Committee**  
22

23 A. **April 9, 2024 and May 14, 2024.**  
24

25 B. **Chair Kelly Boardman and Co-Chair Dan Zalles will Discuss the Recent**  
26 **Activities of the Environment System Committee.**  
27

28 Chair of the Environment Systems Committee, Kelly Boardman, shared information about the  
29 recent Committee activities. The Committee is continuing to look at the Environmental  
30 Dashboard. The intention is to improve it, especially when it comes to the Human Element section.  
31 Co-Chair of the Environment Systems Committee, Dan Zalles, reported that Committee Members  
32 have been trying to better understand who owns the land in the Central Wasatch. The Committee  
33 has been examining a tool that the U.S. Forest Service uses to identify parcels, as it is useful to see  
34 who owns what parcels.  
35

36 2. **Economy Systems Committee**  
37

38 A. **Chair Dave Fields and Co-Chair Morgan Mingle will Discuss the Recent**  
39 **Activities of the Economy System Committee.**  
40

41 It was reported that neither the Chair nor Co-Chair of the Economy Systems Committee was  
42 present.  
43

44 3. **Transportation Systems Committee**  
45

46 A. **April 8, 2024 and May 13, 2024.**

1  
2 **B. Chair Danny Richardson and Co-Chair Kurt Hegmann will Discuss the**  
3 **Recent Activities of the Transportation System Committee.**  
4

5 i. **Kurt Hegmann Has Been Confirmed as the New Co-Chair of the**  
6 **Committee.**

7 ii. **(Action) Consideration of Recommendation to the Board.**  
8

9 a. **Stakeholders will Consider Approving a Recommendation from**  
10 **the Transportation Systems Committee to Advance a Letter**  
11 **from the Stakeholders Council to the Board Concerning Phase**  
12 **1 Implementation of the Little Cottonwood Canyon**  
13 **Environmental Impact Statement (“EIS”).**  
14

15 Chair of the Transportation Systems Committee, Danny Richardson, reported that there is a new  
16 Co-Chair of the Committee. Kurt Hegmann has been confirmed as the new Co-Chair. Mr.  
17 Richardson reported that Patrick Shea has written two letters that there is a desire to forward to the  
18 Stakeholders Council. One of the letters has to do with the purchase of buses and whether the  
19 Utah Department of Transportation (“UDOT”) or Utah Transit Authority (“UTA”) is planning on  
20 bus purchases. Carlton Christensen with UTA previously reported that UTA is working to hire  
21 new drivers, but those drivers will not technically be UTA employees. He also stated that there is  
22 also a plan to restart Route 953.  
23

24 The second letter is about how the UDOT Little Cottonwood Canyon Environmental Impact  
25 Statement (“EIS”) phases will be funded. There is also a desire to understand the measurement of  
26 success for the different phases. Mr. Richardson reiterated that two letters will be submitted for  
27 consideration. He reported that there is a third letter that Council Members should read, which  
28 comes from Alta. It was submitted to The Salt Lake Tribune and is called the “Red Snake Letter.”  
29 The letter talks about transportation and transit solutions. Several suggestions were included.  
30

31 Executive Director, Lindsey Nielsen, reported that Mr. Shea is not currently present at the  
32 Stakeholders Council Retreat. What is included in the Meeting Materials Packet is the motion that  
33 the Transportation Systems Committee unanimously agreed to forward to the Stakeholders  
34 Council for consideration. If a positive motion is made, this will be forwarded to the CWC Board  
35 for consideration. Linda Johnson had suggested edits. She did not believe the letters should be  
36 approved as written. Ms. Nielsen clarified that the letters are not currently being voted on. What  
37 is being considered is the motion made by the Transportation Systems Committee during a  
38 previous meeting:  
39

- 40 • The Transportation System Committee of the Stakeholders Council respectfully requests  
41 the Stakeholders Council consider asking the CWC to inquire of UDOT the following  
42 questions:  
43 ○ Who has the authority to purchase additional buses for the Tri-Canyon areas - Little  
44 Cottonwood Canyon, Big Cottonwood Canyon, and Mill Creek Canyon?  
45 ○ What is the present time frame for ordering additional buses to relieve the traffic  
46 congestion in the Tri-Canyon areas?

1  
2 There was a question about whether it would be possible to ask about electric buses. Chair  
3 Knoblock liked the point made about electric buses but explained that right now, it is only possible  
4 to take action on the item that was voted on by the Transportation Systems Committee. There  
5 needs to be a motion, a second, and a vote to determine whether or not this particular item will  
6 move forward.

7  
8 Ms. Johnson made a motion to forward the questions to the CWC Board. The motion was  
9 seconded by Mr. Richardson. Discussions were had about the motion. Mike Marker thought that  
10 a question about electric buses would be an easy addition to making this request. Chair Knoblock  
11 clarified that an amendment can be made to the motion to ask whether it is possible for buses to  
12 be electric. Ed Marshall asked whether the Chair of the CWC, Jeff Silvestrini, anticipated any  
13 issues the CWC Board might have with what has been proposed. Mayor Silvestrini explained that  
14 his intention is to observe the Stakeholders Council Meeting and not necessarily to share comments  
15 about the discussions.

16  
17 A question was asked about whether UTA was intentionally not addressed in the motion language.  
18 It was noted that there was a protest yesterday from bus operators because the union for bus  
19 operators was not pleased with the idea of contracting out work. Mr. Richardson explained that  
20 the purpose behind the motion was to move things forward and understand who will purchase the  
21 buses.

22  
23 **MOTION:** Linda Johnson moved to FORWARD a request to the CWC Board to inquire of UDOT  
24 the following questions:

- 25  
26
- Who has the authority to purchase additional buses for the Tri-Canyon areas - Little  
27 Cottonwood Canyon, Big Cottonwood Canyon, and Mill Creek Canyon?
  - What is the present time frame for ordering additional buses to relieve the traffic congestion  
28 in the Tri-Canyons areas?
  - Is it possible to consider electric buses?  
29
- 30

31  
32 Danny Richardson seconded the motion. The motion passed with the unanimous consent of the  
33 Council. Brenden Catt was not present at the time the vote was taken.

34  
35 **4. Millcreek Canyon Committee**

36  
37 **A. Chair Tom Diegel and Co-Chair Del Draper will Discuss the Recent Activities**  
38 **of the Millcreek Canyon Committee.**

39  
40 Chair of the Millcreek Canyon Committee, Tom Diegel, shared updates with those present. The  
41 Federal Lands Access Program (“FLAP”) grant work for the upper canyon improvement project  
42 is underway. The EIS has been finished and public comments were received in March. This week,  
43 a finding of no impact was submitted and some of the next steps were outlined. The Millcreek  
44 Canyon Committee is still finding out more information about the 18-acre parcel that a private  
45 entity has for sale near the mouth of the canyon. There is also work being done to collect

1 information from UDOT and Skyline High School about parking for a potential shuttle near the  
2 mouth of the canyon.

3  
4 **5. Recreation Systems Committee**

5  
6 **A. May 9, 2024.**

7  
8 **B. Chair Sarah Bennett and Co-Chair Barbara Cameron will Discuss the Recent**  
9 **Activities of the Recreation System Committee.**

10  
11 Chair of the Recreation Systems Committee, Sarah Bennett, reported that the Committee has taken  
12 a break and will be scheduled in the months that the Stakeholders Council meets. The Committee  
13 has been looking at the Tri-Canyon Trails Master Plan. Comments for that close at the end of  
14 May. She asked anyone interested to submit comments on that before the May 31, 2024, deadline  
15 for comment submission. Something else the Recreation Systems Committee is looking at is an  
16 inventory or cataloging of lands within the tri-canyon area that are not private and are currently  
17 available to be brought into a public lands system. Those may have a role in recreational access  
18 or trail connectivity.

19  
20 Co-Chair of the Recreation Systems Committee, Barbara Cameron, explained that the Committee  
21 has been excited about the Forest Service and their involvement, especially with the Tri-Canyon  
22 Trails Master Plan. The Forest Service also presented a Watershed Report Highlights document.  
23 She made copies of that document and passed them around to those present at the Stakeholders  
24 Council Retreat.

25  
26 **Retreat Activities**

27  
28 Joshua King introduced himself as the facilitator for the Stakeholders Council Retreat. He  
29 explained that he was able to meet and speak with CWC Staff and a few Council Members over  
30 the last couple of weeks. Additionally, he reviewed some of the previous Stakeholders Council  
31 Meeting Minutes. Mr. King noted that his colleague, Jeni Goff, is also present, and both are from  
32 The Langdon Group. He reported that the purpose of the Stakeholders Council Retreat is as  
33 follows:

- 34  
35
- 36 • Encourage collaboration within and among Systems Committees and build a sense of camaraderie within the Stakeholders Council as a whole;
  - 37 • Lay the groundwork for more effective goal-setting and collaboration at the Stakeholders  
38 Council level by encouraging systems thinking and helping members (especially new  
39 members) get to know one another on a personal level.
- 40

41 Mr. King explained that there was a design thinking process. It started with preliminary planning  
42 and customization that included meetings with CWC Staff and seven interviews with Stakeholders  
43 Council Members. From there, a review of Meeting Minutes and data was conducted. As for the  
44 facilitation of the Stakeholders Council Retreat, the agenda was developed during the preliminary  
45 planning phase. There will be a follow-up report created to summarize the work done at the retreat.

1 The agenda was shared. Mr. King stressed the importance of introductions as there are some new  
2 members of the Stakeholders Council. After that, the key themes and insights from the interviews  
3 will be shared. From there, the goals and actions of the Systems Committees will be presented.  
4 Attendees will break out into subcommittees to discuss questions and report back to the full group.  
5

6 The introductions took place. Mr. King asked each Council Member to share their name,  
7 connection to the CWC, and their favorite hiking trail, ski run/trail, or outdoor activity. Mr. King  
8 started by introducing himself and explained that he is with The Langdon Group and is connected  
9 to the CWC as a facilitator for this meeting. His favorite ski run is located at Snowbasin. Danny  
10 Richardson explained that he is a private citizen, but previously worked at Snowbird, was the  
11 President of Ski Utah, and was in sales and marketing at UTA. He loves to run and bicycle along  
12 the different trails. Jeni Goff introduced herself and explained that she is with The Langdon Group  
13 and is here to act as a facilitator. Her favorite active activity is boating because she enjoys being  
14 on the water.  
15

16 John Adams explained that he is a private citizen and is on the Economy Systems Committee. His  
17 favorite outdoor activity is ski touring. Spencer Shaver stated that he is the Executive Director of  
18 Save Our Canyons. He likes to hike on Grizzly Gulch. Amber Broadaway reported that she is the  
19 President of Solitude Mountain Resort and her favorite thing to do is ski. Sally Kaiser stated that  
20 she is a private citizen. Her favorite hiking trail is located anywhere on an odd day in Millcreek  
21 Canyon.  
22

23 Roger Borgenicht explained that he is the Co-Chair of Utahns For Better Transportation. His  
24 favorite activity is daily trail hiking with his dog. Barbara Cameron reported that she is with the  
25 Big Cottonwood Community Council. Her favorite hiking trail is somewhere in Spruces in the  
26 winter and her favorite ski run is anything under Sunshine Loop at Solitude. Linda Johnson is now  
27 retired, but before that, she and her husband were consultants to the ski and resort industries. When  
28 she came to Salt Lake, she became active in the clean air movement. Ed Marshall stated that he is  
29 a resident of Millcreek Canyon and represents Log Haven Restaurant. His favorite outdoor activity  
30 is hiking and his current favorite trail is the uphill between Porter Fork and Elbow Fork on the  
31 Pipeline Trail.  
32

33 John Knoblock reported that he is the Chair of Trails Utah. He spends a lot of time volunteering  
34 and his favorite trail is the Grandeur Peak Bonneville Shoreline Trail which was built last year.  
35 Adam Lenkowski stated that he is a Sandy City resident and his favorite hiking trail is White Pine.  
36 Maura Hahnenberger explained that she is a Sandy Hills resident and is an atmospheric scientist  
37 studying dust transport. Her favorite hiking trail in the Central Wasatch is Lake Blanche because  
38 it is beautiful throughout the year. Dan Zalles stated that he is a Millcreek resident and a former  
39 environmental educator. For many years, he did grant-funded research in educational technology  
40 and environmental science. He retired and became involved with the League of Women Voters.  
41 Additionally, he is co-leading the Environment Systems Committee. His favorite hiking trail is  
42 the Pipeline Trail.  
43

44 Kelly Boardman reported that she is a private citizen and also has a history of working in watershed  
45 management. She is currently in the ski industry and is the Chair of the Environment Systems  
46 Committee. She loves all of the hiking and ski trails in the area. Jonny Vasic explained that he is

1 the Executive Director of Utah Physicians for a Healthy Environment. He has been involved in  
2 environmental work for several decades. While he loves downhill skiing, his favorite outdoor  
3 activity is hiking with his dog to Dog Lake. Hilary Lambert is the Stakeholders Council liaison  
4 for the CWC Youth Council. Professionally, she was the first Executive Director of the Wasatch  
5 Mountain Institute. She is now a PhD student at the University of Utah and is studying outdoor  
6 recreation. She loves skiing, but it is currently trail run season and her favorite place to go is  
7 Rattlesnake Gulch.

8  
9 Jeff Silvestrini explained that he is the Mayor of Millcreek and the Chair of the CWC. His favorite  
10 trail is the Grandeur Peak section of the Bonneville Shoreline Trail. A lot of work went into the  
11 creation of that trail and it has a lot of meaning. Sarah Bennett reported that she is the Co-Chair  
12 of the Recreation Systems Committee and has been involved with the Stakeholders Council since  
13 the start. She is also the Executive Director of Trails Utah. She loves to ski and whatever run she  
14 is on is her favorite. Mike Marker stated that he is on the Transportation Systems Committee and  
15 he enjoys skiing. Dani Porier is on the CWC Youth Council and is the Director of the Wasatch  
16 Backcountry Alliance. She started as an intern with them nine years ago, stayed engaged as a  
17 volunteer, joined the Board, and now is a paid employee. She loves the Central Wasatch and ski  
18 touring is her favorite activity. In the summer, she loves visiting Millcreek Canyon with her dog.  
19 She thanked all those involved in the Short-Term Projects Committee for the recent grant for the  
20 backcountry shuttle.

21  
22 Ms. Nielsen explained that she is the Executive Director of the CWC. Her current favorite hiking  
23 trail is Killyon Canyon. Mia McNeil introduced herself as the Community Engagement  
24 Coordinator for the CWC. Her favorite trail at the moment is Neffs Canyon Trail because there is  
25 a lot of wildlife there. Samantha Kilpack stated that she is the Director of Operations for the CWC.  
26 Her favorite outdoor activity is swimming in a lake because she has always loved spending time  
27 in the water.

28  
29 Tom Diegel explained that he is the Co-Chair of the Stakeholders Council. He originally joined  
30 the Stakeholders Council as a representative of the Wasatch Backcountry Alliance. He loves  
31 backcountry skiing and noted that Porter Fork is a wonderful place to spend some time. Bri  
32 Sullivan stated that she is a newer member of the Stakeholders Council and is on the Millcreek  
33 Canyon Committee and Recreation Systems Committee. She is representing Women of the  
34 Wasatch, which is an all-woman trail-running entity. Trail running is her favorite outdoor activity  
35 and she is passionate about exploring the different trails and spaces that are available. Grace Tyler  
36 stated that she is the Development Director for Save Our Canyons. She started with the  
37 organization in 2017 and her favorite summer hobby is fly fishing and running different rivers in  
38 the west through white water and angling. During the winter, she enjoys backcountry skiing.  
39 Joanna Wheelton is the Executive Director of the Cottonwood Canyons Foundation, which is  
40 focused on trails and plant stewardship in the canyons as well as watershed education. She loves  
41 skiing and hiking on all of the available trails.

42  
43 Brenden Catt noted that he is relatively new to the Stakeholders Council. He is a Salt Lake City  
44 resident and his favorite outdoor activity is snowboarding in the winter and hiking or mountain  
45 bicycling in the spring and summer. Pat Shea stated that he is a private citizen. 44 years ago,  
46 Friends of Alta was created to preserve open space. He has been using the canyon for 68 years

1 and he is dedicated to preserving open space and what currently exists. Mr. King thanked everyone  
2 for sharing.

3  
4 The key themes from the recent interviews were shared. Mr. King reported that the main themes  
5 are:

- 6  
7 • Collaboration and Communication:
  - 8 ○ Need for Improved Communication: within and between committees. The  
9 importance of clear and consistent information sharing is emphasized;
  - 10 ○ In-person Meetings vs. Zoom: Preference for in-person meetings for their  
11 effectiveness in building connections and fostering collaboration.
- 12 • Committee and Council Dynamics:
  - 13 ○ Siloed Committees: Siloed committees that work independently without sufficient  
14 coordination. This hampers effective project implementation and goal alignment;
  - 15 ○ Actionable Goals and Objectives: Need for clear, actionable goals for each  
16 committee. Concerns about the committee's effectiveness and the lack of tangible  
17 outcomes from their efforts.
- 18 • Stakeholder Engagement and Representation:
  - 19 ○ Diverse Perspectives: The Council comprises diverse stakeholders with varying  
20 interests, which sometimes leads to conflicting positions and slow progress. The  
21 challenge is aligning these interests for collective action;
  - 22 ○ Engaging Key Decision-Makers: Suggested the Council needs to engage more  
23 directly with decision-makers and key stakeholders like UTA, UDOT, WFRC,  
24 MAG, the Utah Legislature, and the Forest Service to achieve meaningful  
25 outcomes.
- 26 • Leadership and Facilitation:
  - 27 ○ Effective Leadership: Effective leadership is crucial for the Council's success.  
28 Need strong, clear leadership to drive the council's agenda and ensure  
29 collaboration;
  - 30 ○ Facilitation Skills: Skilled facilitation is necessary for productive meetings. Need  
31 for facilitators who can manage diverse voices, keep meetings action-oriented, and  
32 ensure that all perspectives are heard (not just a few taking most of the time).
- 33 • Sustainable Planning and Data Utilization:
  - 34 ○ Sustainable Solutions: Focus on finding sustainable transportation and conservation  
35 solutions. Using data for decision-making is important;
  - 36 ○ Environmental and Community Impact: Balancing economic interests with  
37 environmental sustainability and community character is a critical concern.

38  
39 Mr. King explained that his intention with the interviews was to take the temperature of the  
40 Stakeholders Council and determine where there could be improvements in collaboration and  
41 consensus building. He wondered whether these key themes resonate with the full Stakeholders  
42 Council. Based on Council Member feedback, it seemed there was support for the themes that  
43 were presented. Mr. King reported that he also identified key insights and hopes for the  
44 Stakeholders Council Retreat:

- 45  
46 • Build a Strong Foundation for Collaboration:



- 1           ○ Foster personal connections among members;
- 2           ○ Encourage cross-committee interactions to break down silos and promote a
- 3           systems-thinking approach.
- 4       • Set Clear Objectives, Goals, and Expectations:
- 5           ○ Define clear, actionable goals for each committee and ensure alignment with the
- 6           Council’s and CWC’s overall mission and vision.
- 7       • Enhance Communication and Information Sharing:
- 8           ○ Establish communication channels to keep all members informed about ongoing
- 9           goals, priorities, projects, and developments;
- 10          ○ Facilitate better coordination between committees and ensure that all relevant data
- 11          and information are accessible to members.
- 12       • Engage with Key Stakeholders and Decision-Makers:
- 13           ○ Develop strategies to involve key stakeholders and decision-makers in Council
- 14           activities, ensuring their input and support for initiatives (CWC Board and outside
- 15           decision-makers).
- 16       • Focus on Sustainable and Data-Driven Solutions:
- 17           ○ Leverage data and technology to inform planning and decision-making, particularly
- 18           for transportation and visitor management;
- 19           ○ Prioritize sustainable projects that balance environmental, community, and
- 20           economic interests, aligning with broader regional goals.

21  
22 Mr. King explained that during the remainder of the Stakeholders Council Retreat, the goal is to  
23 achieve some of those objectives. Chair Knoblock reported that he and Ms. Bennett recently  
24 attended a three-day trails conference. One of the speakers at the conference spoke about  
25 collaboration and breaking down barriers in order to solve problems. That speaker stressed the  
26 importance of avoiding positioning, which is having a position and sticking to that position without  
27 listening to other perspectives. It is important to understand why someone feels the way they do  
28 and communicate clearly. Mr. King agreed that it is necessary to understand the interests that are  
29 underlying a position.

30  
31 Ms. Bennett noted that a lot of the issues the Stakeholders Council is dealing with, such as  
32 transportation, impacts on the environment, and sustainable recreation, are complex matters.  
33 There has been frustration in the past trying to grapple with these issues. She acknowledged how  
34 difficult a lot of these topics are and stressed the importance of determining what deliverables can  
35 be provided. Mr. King thought that was an excellent point. Additional Council Member  
36 discussions were had about the insights shared by Mr. King. Ms. Lambert noted that everyone on  
37 the Council cares about the bigger picture, which is the Central Wasatch study area. The big-  
38 picture goals are wonderful, but it is easy to get stuck trying to address every issue instead of  
39 addressing some of the smaller issues. It is important to remember that smaller successes are also  
40 a piece of the larger puzzle.

41  
42 Language from the CWC website was read aloud, which stated that “Stakeholders may gather  
43 information, conduct fact-finding, provide analysis, conduct feasibility studies, and otherwise  
44 collaborate with broader constituencies with interests in the project area in order to make  
45 suggestions, recommendations, and proposals to the CWC Board and the Commission’s staff and  
46 consultants.” If a recommendation is made for electric buses, for example, based on research and

1 discussions, that is a small item, but it is something actionable and tangible. Focusing efforts on  
2 small tangible wins in service of the broader effort is something that is worthwhile for all involved  
3 in the organization.

4  
5 Mr. King explained that the next portion of the Stakeholders Council Retreat will look at what  
6 each subcommittee is doing, summarize the goals of each of the committees, and review some  
7 action items. This will be a useful exercise and will make it possible to determine the overlap  
8 between subcommittee work. Ms. Johnson wanted to better understand how the Stakeholders  
9 Council is useful to the CWC Board. There needs to be more of a relationship between the two.  
10 Mr. King shared a diagram of the organization that shows how the CWC Board, Stakeholders  
11 Council, and CWC Youth Council interact. There is a level of crossover already, but it was  
12 acknowledged that there can be more.

13  
14 A triangle of satisfaction information was shared. Mr. King explained that this is used often in  
15 facilitation work. In any collaborative effort, there are three primary needs that have to be met and  
16 those are substantive needs, procedural needs, and psychological needs. Substantive needs are  
17 tangible and measurable outcomes or results. On the other hand, procedural needs are related to  
18 the process, such as participation and the preferred process for making decisions. As for  
19 psychological needs, this relates to how everyone wants to be treated and feels about the work  
20 done. Mr. King asked that this framework be considered by Stakeholders Council Members while  
21 the discussions take place about the subcommittees and the work being done on that level. It  
22 should also be considered when thinking about how to best work across the various subcommittees.

23  
24 Mr. King shared goals and action information for the Stakeholders Council. He explained that the  
25 information came from the CWC 2024 Strategic Plan Narrative Memo and is as follows:

- 26  
27
- 28 • As a Council, engage with Stakeholders and support the Systems Committees:
    - 29 ○ Action: Standing agenda item to allow each Systems Committee to give updates on  
30 current projects, goals, and concerns;
    - 31 ○ Action: Ratify the actions of the Systems Committees and make recommendations  
32 to the CWC Board (e.g., Earlier this year the Council discussed a letter drafted by  
33 the Environment Systems Committee for approval);
    - 34 ○ Related items: Recreation Systems Committee Goal #3, Economy Systems  
35 Committee Goal #3, Millcreek Canyon Committee Goal #3.
  - 36 • Millcreek Canyon Shuttle Program:
    - 37 ○ Action: Support discussions to be had with the Forest Service and more research to  
38 be done to mitigate their concerns;
    - 39 ○ Related Items: Transportation Systems Committee Goal #2 and Millcreek Canyon  
40 Systems Committee Goal #2.
  - 41 • Create a study-area comprehensive cycling plan:
    - 42 ○ Action: The Council intends for the Recreation Systems Committee to spearhead  
43 this effort, though there may be some overlap with other Systems Committees;
    - 44 ○ Related items: Recreation Systems Committee Goal #1, Transportation Systems  
45 Committee Goal #7.

1 Mr. King shared goals and action information for the Transportation Systems Committee. He  
2 explained that the information came from the Transportation Systems Committee Priorities Survey  
3 Analysis 2024 and Transportation Systems Committee Meetings on 2/12/2024 and 3/11/2024:  
4

- 5 • Implement actions from the Big Cottonwood Canyon Mobility Action Plan (“BCC MAP”);
  - 6 • Millcreek Canyon Shuttle;
  - 7 • Summer transit in the Cottonwood Canyons;
  - 8 • Central Wasatch Special Transit District.
- 9

10 Mr. Shea explained that he believes three questions need to be considered:  
11

- 12 • What are the best policy decisions to be made in the Central Wasatch?
  - 13 • Who will make those decisions?
  - 14 • Who will pay for the implementation of the decisions made?
- 15

16 Mr. Shea commented that simple problems are often made too complex and a lot of time is spent  
17 on the wording rather than the substance. Mr. King next reviewed the goals and action information  
18 for the Environment Systems Committee. It included information from the Environment Systems  
19 Committee Meetings that were held on 02/13/2024 and 03/12/2024 and were as follows:  
20

- 21 • The Environmental Dashboard;
  - 22 • Identify the various means available to conserve lands in the Wasatch.
- 23

24 The goals and action information for the Millcreek Canyon Committee was shared. It included  
25 information from the meetings held on 1/16/2024 and 3/18/2024 and related to the following:  
26

- 27 • FLAP Grant for Millcreek Canyon;
  - 28 • Millcreek Canyon Shuttle;
  - 29 • Continuity of Communication.
- 30

31 The goals and action information for the Recreation Systems Committee was shared. It included  
32 information from the meetings held on 2/08/2024 and 3/14/2024 and related to the following:  
33

- 34 • Access and connectivity;
  - 35 • Redefine “recreation”;
  - 36 • Clear communication.
- 37

38 The goals and action information for the Economy Systems Committee was shared. Mr. King  
39 reported that it included information from the meeting held on 2/08/2024 and was as follows:  
40

- 41 • Making full bus staffing and service return a priority for the Committee;
- 42 • Long-term priority of better interconnectivity between the canyons for users without  
43 vehicles;
- 44 • Engage with rental car companies to offer snow tires and urge the agency responsible for  
45 enforcing the traction laws next winter.

1  
2 Mr. King reported that it is now time for the Systems Committees to break out and discuss the  
3 goals and actions that were shared. Chair Knoblock pointed out that some Stakeholders Council  
4 Members participate in more than one subcommittee. It was suggested that there be a fairly equal  
5 split. Mr. King explained that once the attendees are split into different groups, he will bring  
6 around physical copies of the goals and action items. He asked attendees to answer substantive  
7 questions:  
8

- 9 1. Do these goals and actions align with your understanding of the goals and actions of the  
10 System Committee you're working with?
  - 11 a. If not, how do they differ?
  - 12 b. How might they be modified to accurately reflect your understanding of the goals  
13 and actions of this System Committee?
- 14 2. Are these the right goals and actions?
  - 15 a. How might they be modified, clarified, or improved?
- 16 3. What other Systems Committees might have an interest in these goals and how might they  
17 assist or contribute to the necessary actions to achieve the goal?
- 18 4. What other CWC Committees, CWC Board Members, CWC Staff, or the Youth Council  
19 be interested in these goals and how might they assist or contribute to the necessary actions  
20 to achieve the goal?
- 21 5. What other outside parties might be interested in these goals and how might they assist or  
22 contribute to the necessary actions to achieve the goal?
- 23 6. What are your next steps to engage and collaborate with those identified above and who  
24 will be responsible for doing that and by when?  
25

26 After the breakout session, there will be a short report from each of the subcommittees on what  
27 was discussed and how the questions were answered. Attendees broke out into different  
28 subcommittees to discuss the goals, actions, and questions. Online attendees were asked to call a  
29 participant in the relevant group in order to participate. The discussions took place for 30 minutes.  
30

31 Transportation Systems Committee information was shared. Based on the discussion, Committee  
32 Members felt the goals and actions align with the understanding of the Committee. In terms of  
33 modifications, none were made, but there were discussions about switching summer transit and  
34 the Central Wasatch Special Transit District. However, a decision was made and the goals and  
35 actions will remain in the order presented. Committee Members believe these are appropriate and  
36 intersect with all of the other Stakeholders Council subcommittees as well as other agencies, such  
37 as UTA, UDOT, Brighton, Millcreek, Forest Service, and Public Utilities. There is support for  
38 this approach.  
39

40 The Environment Systems Committee shared information about the discussions. The Committee  
41 believed the goals and actions presented align with the understanding of the Committee. It is  
42 possible to identify ways to make the Environmental Dashboard more robust and user-friendly.  
43 Committee Members think it is possible to better define the audience: who is using the  
44 Environmental Dashboard and what they want to see when they use the Environmental Dashboard.  
45 Additionally, it is possible to discuss what the needs are of the CWC Board to make sure this  
46 becomes a better planning tool for their decision-making processes. More outreach to those using

1 the Environmental Dashboard for decision-making would be beneficial to ensure that it is  
2 improved in a meaningful way.

3  
4 It is believed that the involved agencies can help to build the needed data sets. One of the main  
5 areas of deficiency relates to the Human Element of the Environmental Dashboard, so data needs  
6 to be collected there. In terms of action steps, there will be a Human Impacts Workshop that will  
7 bring in experts to discuss the Human Element. That will hopefully happen in the fall or winter.  
8 As for the goal of conserving land in the study area, the Environment Systems Committee feels  
9 that the Recreation Systems Committee is in alignment and there is a desire to support the CWC  
10 Board on this. Chair Knoblock discussed the language in the Mountain Accord to identify  
11 impaired conditions.

12  
13 The Millcreek Canyon Committee did not talk a lot about the first and third goals listed, because  
14 that process is underway. The second goal is the main focus of the Committee at this time. There  
15 has already been a lot of work done to address this, but increasing collaborations with the Forest  
16 Service, Salt Lake County, Millcreek, and the State Legislature have been considered. Action  
17 items include finalizing parking locations and funding for the Millcreek Canyon Shuttle as well as  
18 determining when in the process an environmental assessment could be done. In terms of other  
19 subcommittees that might be interested in this work, the Recreation Systems Committee and  
20 Transportation Systems Committee could be involved. Two new goals were created for the  
21 Millcreek Canyon Committee:

- 22
- 23 • Fire prevention work;
- 24 • Potential environmental threats.
- 25

26 It was noted that the Environment Systems Committee could be involved in the work related to  
27 potential environmental threats. The Recreation Systems Committee shared information about the  
28 discussions had during the Stakeholders Council Retreat. During the meeting in March, goals and  
29 objectives were defined. Committee Members looked at those goals and at what was presented  
30 during the retreat to determine what aligned. The second goal listed, to redefine recreation, was  
31 more of a conversation than an action item. When the term recreation is used, Committee Members  
32 are using it broadly, because people use the canyons in different ways. For instance, dining, dog  
33 walking, skiing, hiking, and so on. It is important not to only define recreation by active outdoor  
34 activities.

35  
36 The Recreation Systems Committee also took the goals discussed at the meeting in March and  
37 mapped them out. As a result of that exercise, the main goals of the Committee are as follows:

- 38
- 39 • Consider the environmental protection that intersects with recreation use:
  - 40 ○ Action Item: Make recommendations to the Forest Service on the Tri-Canyon Trails
  - 41 Master Plan that are focused on prioritizing nodes and increasing dispersion of use.
  - 42 Send out reminders and talking points to Committee Members and others
  - 43 interested.
- 44 • Safety of recreation users – getting to recreation areas as well as safety during recreation:
  - 45 ○ Action Item: Advocate for a year-round per year low-cost transportation plan.
- 46 • Communication and education for recreators:

- Action Item: Working with the Forest Service and other parties on increased interpretive signs that help with education. More stewardship education.

Mr. King noted that there is one key stakeholder across all of the Stakeholders Council subcommittees, which is the Forest Service. It is valuable that the different subcommittees made references to them and acknowledged the need for some level of collaboration. He thanked everyone for the work done to assess the goals and actions. Mr. King explained that it is now time for the different groups to discuss procedural and psychological questions. It was clarified that this will not take place with the same subcommittee groups as before but with a mixture of attendees.

The accidental adversaries archetype chart was shared and some psychological questions were posed:

1. How are you treated as an individual, Systems Committee, Stakeholder Council?
  - a. What is working about this? What could be improved?
2. How do you want to feel about yourself, those you are working within your systems committee, those in other Systems Committees, the Stakeholder Council, the CWC Board, CWC Staff, and 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?

A number of procedural questions were also shared for consideration, which were as follows:

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 not, 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?

The different groups discussed the questions for approximately 20 minutes. Following the discussions, it was noted that not all of the questions were answered in the time allotted. One group had a broad discussion about the role of the Stakeholders Council in relation to the CWC Board. There were also comments made to indicate that the Council needs to get organized and raise more issues to the CWC Board for consideration. There were also discussions about things getting lost in the layers. For instance, there are the various subcommittees, Stakeholders Council, and CWC Board. There is a desire to feel more connection between the different layers. On a personal level, group members enjoyed working with one another and the level of engagement that takes place. Good insights come out of the various discussions. From a procedural perspective, there was a suggestion made that there be a Google document or a specific location where meeting takeaways can be posted. Someone from another subcommittee could find out what happened at

1 another meeting. Another idea was to create a monthly newsletter that could be used to inform  
2 those on different subcommittees.

3  
4 It was suggested that there be a current directory of members for each of the subcommittees.  
5 Ms. Nielsen reported that this information is available and was shared recently. Mr. Lenkowski  
6 had a suggestion that there be an event, activity, or gathering where Council Members were not  
7 discussing official CWC business. This would allow Council Members to get to know one another  
8 better.

9  
10 Other groups shared the highlights of their discussions. In terms of the role of the Stakeholders  
11 Council, there is a desire to feel that a difference is being made and that the work matters. There  
12 were conversations about the onboarding process for those who are new to the Stakeholders  
13 Council. Highlighting the history of the organization and the work done will be beneficial to all  
14 new members. Additionally, there is a desire to improve communication between the different  
15 subcommittees. It would be worthwhile to share updates in a more unofficial capacity. Something  
16 like Slack might be useful so there can be more communication to pair with the Meeting Minutes  
17 and reports made during the Stakeholders' Council Meetings. For instance, the UTA bus operator  
18 protest or the “Red Snake Letter” mentioned earlier could be shared in an unofficial capacity ahead  
19 of formal meetings.

20  
21 The next group noted that there are some newer members to the organization. Trying to determine  
22 how to be effective when subcommittees aren't meeting frequently is important. There were  
23 discussions about the CWC Youth Council. Having Stakeholders Council Members sit in on those  
24 meetings and vice versa is worthwhile, so there is more clarity and transparency about what the  
25 different groups are working on. There are a lot of excellent ideas coming out of the CWC Youth  
26 Council and there is a lot of wisdom and experience coming out of the Stakeholders Council  
27 subcommittees. Balancing new ideas with expertise is something that can be done in the future.  
28 It was reiterated that there is a desire to focus on the onboarding process for new members and to  
29 further consider how to move the Mountain Accord work forward. The Mountain Accord should  
30 be a focus.

31  
32 Chair Knoblock shared information from the group discussion he participated in. The group felt  
33 that generally, the Systems Committees seem to be working well, but those are still in the storming  
34 phase. With so many different meetings, it can be difficult to keep track of what everyone else is  
35 doing. Participants want to be better able to keep track of what everyone else is doing without  
36 having to attend all of the meetings or read all of the Meeting Minutes. Ms. Broadway stated that  
37 she did not feel the resorts were adequately represented. Out of the four individuals connected to  
38 the resorts, she was the only one who was present at the Stakeholders Council Retreat. She  
39 suggested that the CWC consider those individuals as Ex Officio Members or find some other way  
40 to improve communication. It was reiterated that there is a desire to know what is happening at  
41 the other subcommittee meetings.

42  
43 Mr. King thanked everyone for their input during the Stakeholders Council Retreat. He reminded  
44 those present that there will be a follow-up report drafted that summarizes the comments made.  
45 Ms. Nielsen reminded Council Members that the CWC Youth Council and Stakeholders Council  
46 social is scheduled to take place on May 21, 2024. It will be held at the new CWC office space.

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**Stakeholders Open Comment**

There were no additional comments.

**Public Comment**

There were no public comments.

**Closing**

**1. Chair Knoblock will Call for a Motion to Adjourn the Stakeholders' Council Meeting.**

**MOTION:** \_\_\_\_\_ moved to ADJOURN the Stakeholders Council Meeting. There was no second. The motion passed with the unanimous consent of the Council.

The Central Wasatch Commission Stakeholders Council Meeting adjourned at 6:28 p.m.



1 *I hereby certify that the foregoing represents a true, accurate, and complete record of the Central*  
2 *Wasatch Commission Stakeholders Council Retreat held Thursday, May 16, 2024.*

3

4 Teri Forbes

5 Teri Forbes

6 T Forbes Group

7 Minutes Secretary

8

9 Minutes Approved: \_\_\_\_\_