



CENTRAL
WASATCH
COMMISSION

STAKEHOLDERS COUNCIL 2024 RETREAT MATERIALS & REPORT

MAY 16, 2024

HELPING EACH OTHER
CREATE BETTER COMMUNITIES



THE
LANGDON
GROUP



GATEWAY
MAPPING
INC.

J-U-B FAMILY OF COMPANIES

Workshop Agenda

4:00 Opening

4:05 System Committee Reports

4:15 Retreat Begins: Preview

- Why are we here? Objectives. Process.
- Review Agenda
 - ❖ See **Appendix 1** for Retreat PowerPoint Slide Deck

4:20 Warm Up!

- Introduction: Name, connection to CWC and SC, and your favorite hiking trail, ski run/trail, or outdoor activity and why.
 - ❖ See **Appendix 2** for Responses

4:40 Interviews & Assessment: What I heard and learned

- Stakeholder Council Interviews: Key Themes & Insights
 - ❖ See **Appendix 3** for Interview Summaries
 - ❖ See **Appendix 4** for Key Themes and Insights from Interviews
- Triangle of Satisfaction (See graphic in slide deck)
- Current Goals & Actions of Each Systems Committee
 - ❖ See **Appendix 5** (and slide deck) for current goals and actions identified by Systems Committees

4:55 Breakout #1 in System Committees (Substantive)

5:25 Report Backs

- ❖ See **Appendix 6** for Each Systems Committee Discussion of its Goals & Action Items (substantive)

5:40 Breakout #2 in Mixed Groups (Procedural/Psychological)

6:10 Report Back

- ❖ See **Appendix 7** for each Mixed Group's Discussion about Procedural and Psychological Needs

6:20 Wrap Up Retreat

6:25 Stakeholders Open Public Comment

6:30 Closing

APPENDIX 1

POWERPOINT SLIDE DECK

CENTRAL WASATCH COMMISSION **STAKEHOLDERS COUNCIL RETREAT**

May 16, 2024

CENTRAL WASATCH COMMISSION STAKEHOLDERS COUNCIL RETREAT

May 16, 2024

Joshua F. King, J.D., M.D.R.
Jeni Goff



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.



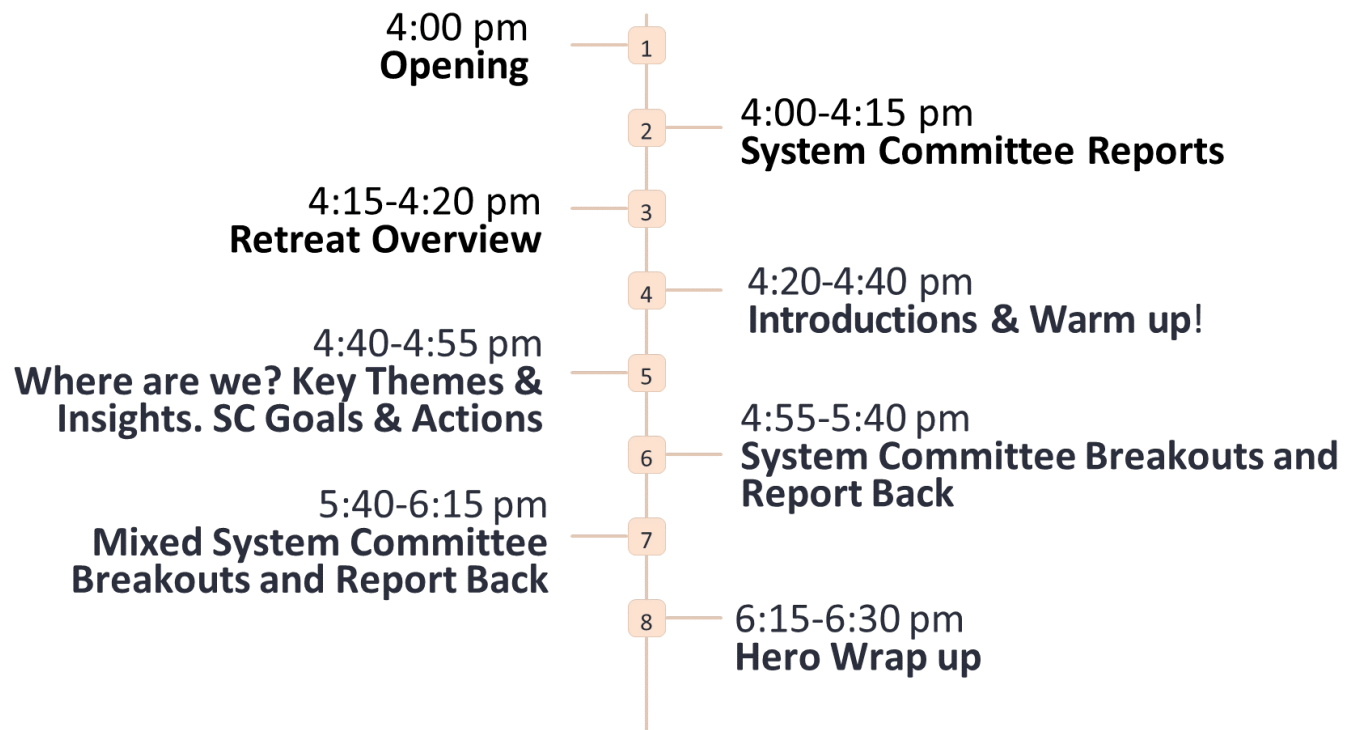
How PROCESS

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



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.

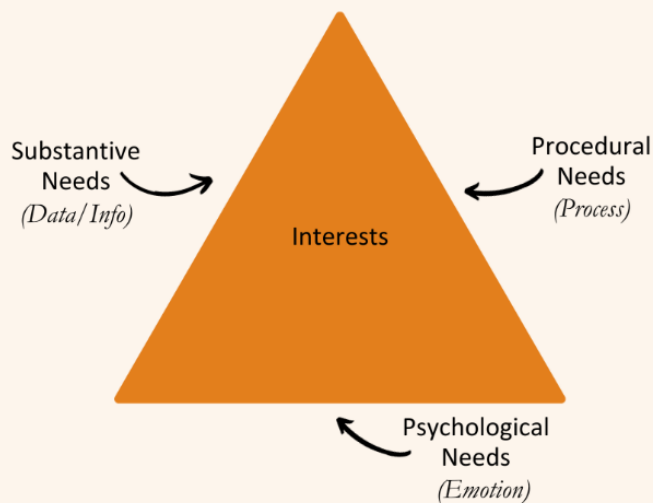
4. Engage with Key Stakeholders and Decision-Makers:

- 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



A model developed by Christopher Moore

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

Triangle of Satisfaction

Are needs being met?

Procedural

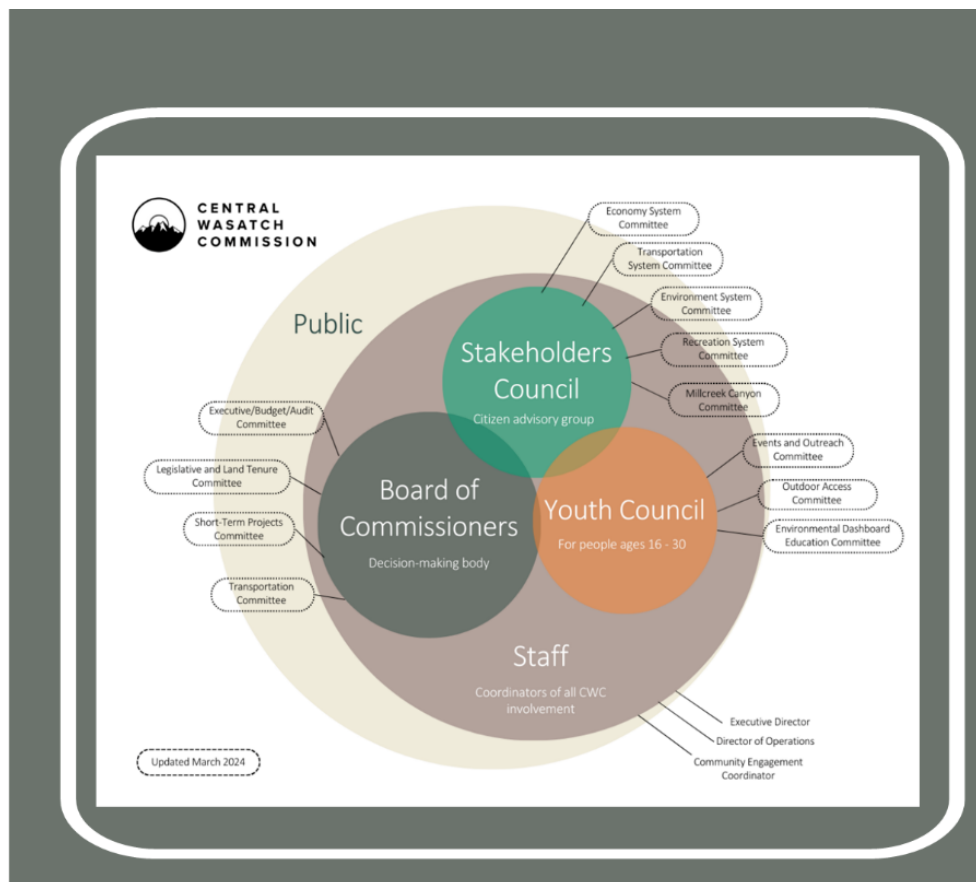
- Desire for participation
- Preferred processes and pace for thinking through issues and making decisions

Psychological

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

Substantive

- Tangible, measurable outcomes or results



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

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

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.

*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

Conservation, Land

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

Sources: Central Wasatch Commission Millcreek Canyon Committee Meeting – 03/18/2024
Central Wasatch Commission Millcreek Canyon Committee Meeting- 01/16/2024

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

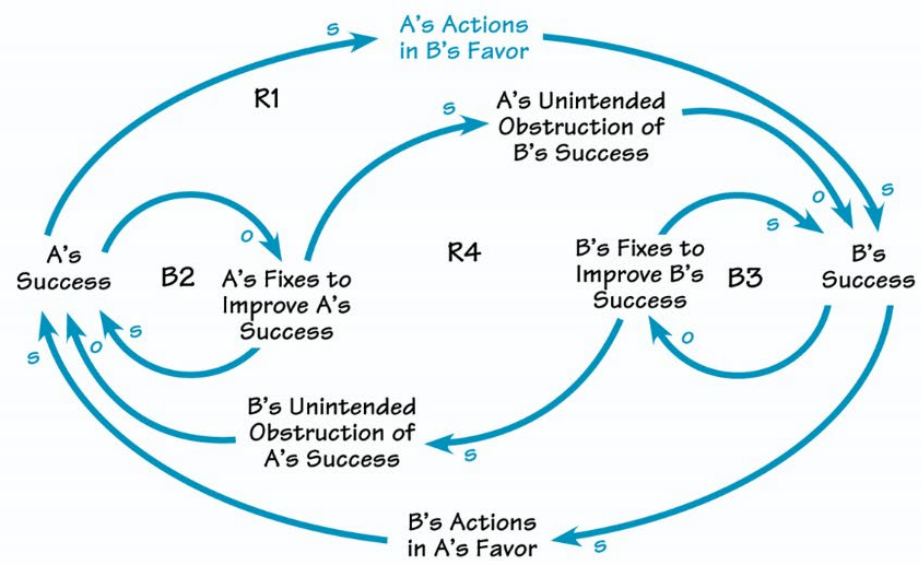
- 1) Do these goals and actions align with your understanding of the goals and actions of the System Committee you're working with?
 - a) If not, how do they differ?
 - b) And how might they be modified to accurately reflect your understanding of the goals and actions of this System Committee?
- 2) Are 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?

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.).

APPENDIX 2

Warm Up: Introductions

Question for Stakeholder Council Members: Tell us your name, connection to CWC and SC, and your favorite hiking trail, ski run/trail, or outdoor activity and why.

- Danny Richardson
 - Private citizen, with previous work experience at Snowbird, was the President of Ski Utah and worked in sales and marketing at UTA.
 - He loves to run and bicycle along different trails.
- John Adams
 - Private citizen on the Economy Systems Committee
 - His favorite outdoor activity is ski touring.
- Spencer Shaver
 - Executive Director of Save Our Canyons
 - He likes to hike on Grizzly Gulch.
- Amber Broadaway
 - President of Solitude Mountain Resort
 - Her favorite thing to do is ski.
- Sally Kaiser
 - Private citizen
 - Her favorite hiking trail is located anywhere on an odd day in Millcreek Canyon.
- Roger Borgenicht
 - Co-Chair of Utahns For Better Transportation
 - His favorite activity is daily trail hiking with his dog.
- Barbara Cameron
 - Member of the Big Cottonwood Community Council
 - Her favorite hiking trail is somewhere in Spruces in the winter and her favorite ski run is anything under Sunshine Loop at Solitude.
- Linda Johnson
 - Retired consultant for the ski and resort industries
 - Was active in the clean air movement when she first arrived to Salt Lake.
- Ed Marshall
 - Resident of Millcreek Canyon and Log Haven Restaurant Representative
 - His favorite outdoor activity is hiking and his current favorite trail is the uphill between Porter Fork and Elbow Fork on the Pipeline trail.
- John Knoblock
 - Chair of Trails Utah
 - Spends time volunteering and his favorite trail is the Grandeur Peak Bonneville Shoreline Trail.
- Adam Lenkowski
 - Sandy City resident
 - His favorite hiking trail is White Pine.

- Maura Hahnenberger
 - Sandy Hills resident and atmospheric scientist studying dust transport
 - Her favorite hiking trail in the Central Wasatch is Lake Blanche.
- Dan Zalles
 - Millcreek resident and former environmental educator, with years of experience in grant-funded research in education technology and environmental science.
 - He is involved with the League of Women Voters, and co-leads the Environment Systems Committee.
 - His favorite hiking trail is the Pipeline Trail.
- Kelly Boardman
 - Private citizen, Chair of the Environment Systems Committee, and has a history of working in watershed management and current works in the ski industry.
 - She loves all of the hiking and ski trails in the area.
- Jonny Vasic
 - Executive Director of Utah Physicians for a Healthy Environment
 - His favorite outdoor activity is hiking with his dog to Dog Lake.
- Hilary Lambert
 - Stakeholders Council liaison for the CWC Youth Council and PhD student at the University of Utah studying outdoor recreation.
 - She loves skiing, and her favorite trail to run is Rattlesnake Gulch.
- Jeff Silvestrini
 - Mayor of Millcreek and Chair of the CWC
 - His favorite trail is the Grandeur Peak section of the Bonneville Shoreline Trail.
- Sarah Bennett
 - Executive Director of Trails Utah and Co-Chair of the Recreation Systems Committee and has been involved with the Stakeholders Council since the start.
 - She loves to ski and whatever run she is on is her favorite.
- Mike Marker
 - Transportation Systems Committee member
 - He enjoys skiing.
- Dani Porier
 - CWC Youth Council member and Director of the Wasatch Backcountry Alliance
 - Her favorite activity is ski touring.
- Lindsey Nielsen
 - Executive Director of the CWC
 - Her current favorite hiking trail is Killyon Canyon.
- Mia McNeil
 - Community Engagement Coordinator for the CWC
 - Her favorite trail at the moment is Neffs Canyon Trail due to the wildlife there.
- Samantha Kilpack
 - Director of Operations for the CWC
 - Her favorite outdoor activity is swimming in a lake because she has always loved spending time in the water.
- Tom Diegel
 - Co-Chair of the Stakeholders Council
 - He loves backcountry skiing.

- Bri Sullivan
 - Member of the Stakeholders Council, Millcreek Canyon Committee and Recreation Committee and Women of the Wasatch representative
 - Her favorite outdoor activity is trail running, and she is passionate about exploring the different trails and spaces that are available.
- Grace Tyler
 - Development Director for Save Our Canyons
 - Her favorite summer hobby is fly fishing and running different rivers in the west through white water and angling, and backcountry skiing in the winter.
- Joanna Wheelton
 - Executive Director of the Cottonwood Canyons Foundation
 - She loves skiing and hiking on all of the available trails.
- Brenden Catt
 - Stakeholders Council member and Salt Lake City resident
 - His favorite outdoor activity is snowboarding in the winter and hiking or mountain bicycling in the spring and summer.
- Pat Shea
 - Private citizen
 - He is dedicated to preserving the open spaces in the canyon.

APPENDIX 3

CWC Stakeholder Council Member Interviews (7)

CWC Interview #1: Danny Richardson

Overview

Joshua King met with Danny to discuss the Transportation Systems Committee's role and goals, emphasizing the importance of being a source of information and facilitator for transportation-related issues in the canyons. They discussed the challenges posed by the gondola project in Little Cottonwood Canyon and the need for accurate and current information dissemination. Danny also highlighted the potential for a newsletter to keep stakeholders informed. The conversation touched on the importance of collaboration with other committees and entities like the Forest Service to address transportation needs for trailheads and recreational areas.

Action Items

- Joshua King: Coordinate with Sam to provide a copy of the survey results to him.
- Joshua King: Follow up on the idea of a quarterly newsletter for internal and external information sharing.
- Sam (Staff): Assist in providing the survey results copy to the Josh.
- Josh: Compile the information from the meeting and create an agenda for the upcoming workshop, ensuring it addresses the discussed points and concerns.

Introduction and Personal Background (0:00)

Joshua King introduces himself to Danny Richardson and they discuss their personal backgrounds. Danny mentions living in Sandy since 1978, working at Snowbird, and his previous residence in North Carolina. Danny is from Kaysville and has family near Salt Lake City. They joke about regional perceptions and discuss Danny's son-in-law, who is a doctor in Oklahoma.

Utah and Ski Industry (1:18)

Danny shares his long history with Utah's ski industry, starting in 1975. He worked at Snowbird, Ski Utah, and was involved in the Olympics. He mentions the growth of ski resorts and the importance of the ski bus service. Danny also discusses Utah's ranking as the number one state in various criteria.

Transportation and Ski Bus (3:22)

Danny talks about his role in transportation, specifically with ski buses. He mentions the challenges UTA faces with driver shortages and the possibility of hiring third-party drivers. They discuss the importance of safe transportation for skiers and the potential for a shuttle bus in Mill Creek Canyon.

Transportation Systems Committee (4:38)

Danny is the chair of the Transportation Systems Committee, which deals with transit-oriented issues like shuttle services and ski buses. They aim to facilitate transportation to trailheads and consider long-term projects like the gondola. The committee collaborates with various stakeholders, including the Forest Service, to address parking and transit needs.

Committee Collaboration and Information Sharing (8:19)

The committee is collaborative and shares a broad perspective on transportation issues. They prioritize implementing plans, shuttle services, and creating a special transit district. Danny suggests a quarterly newsletter to share information with government entities and the public.

Committee Priorities and Goals (11:21)

The committee has set priorities such as implementing the Big Cottonwood map plan and establishing shuttle services. They aim to be a source of information and facilitate connections between cities and transportation services.

Collaboration with Other Committees (14:32)

Danny discusses the overlap with the Recreation System Committee and the potential for collaboration to improve access to trails and recreational areas. The committee's success is attributed to strong leadership and a collaborative approach to solving transportation issues.

Meeting Expectations and Consistency (19:01)

Danny emphasizes the importance of consistency in meetings and expectations, preferring in-person interactions over Zoom meetings for better engagement.

Zoom Meetings vs. In-Person (19:08)

Danny discusses the challenges of adapting to Zoom meetings, expressing a preference for face-to-face meetings to build better connections.

Agenda Planning (19:31)

Danny sent suggestions for the next meeting's agenda to Sam and discussed additional input from the new co-chair, Kurt.

Transportation Goals and Progress (20:11)

Danny talks about discussing common goals and progress in transportation, including involving external parties like the forest service.

Meeting Participation and Involvement (20:36)

Danny stresses the importance of committee members being actively involved and not just attending because they have to.

Information Sharing (21:09)

Danny highlights the need for committee members to be well-informed before meetings and suggests a collaborative approach rather than a top-down one.

Committee Interests and Engagement (21:31)

Danny notes that most committee members are volunteers and should be genuinely interested in participating, rather than feeling obligated.

Gondola Project Concerns (22:18)

Danny addresses the potential impact of the gondola project on other initiatives and the need for specific information due to ongoing lawsuits and environmental impact concerns.

Information Dissemination ([25:58](#))

Danny suggests creating a quarterly newsletter to keep stakeholders informed about transportation initiatives and their status.

Workshop Goals ([27:43](#))

Danny hopes the upcoming workshop will promote information sharing and connection among stakeholders and provide updates on current transportation issues.

Stakeholder Involvement ([29:46](#))

Danny believes in the importance of involving both directly and peripherally affected parties in transportation discussions to ensure they have accurate information.

Internal and External Communication ([30:31](#))

Danny suggests improving communication within and across various committees and with external stakeholders.

Information as a Resource ([31:45](#))

Danny envisions the group as a source of official information, providing updates and insights on transportation-related developments.

Engagement with Regional Councils ([32:29](#))

Danny mentions the potential for engagement with regional councils and other planning organizations, although he personally has not been involved.

Newsletter as a Communication Tool ([34:42](#))

Danny reiterates the idea of a newsletter to keep everyone informed and to facilitate better communication on transportation matters.

Gondola Project and Alta's Position ([35:46](#))

Danny references Alta Ski Area's opposition to the gondola project and their suggestion of metering signals as an alternative solution.

CWC Interview #2: Kelly Boardman

Overview

Kelly engaged in a discussion about the current state and future planning of mountain transportation and conservation in the Wasatch region. Topics included the effectiveness of the Mountain Accord, the impact of COVID-19 on remote work and local traffic, resort ownership changes, and the need for sustainable planning. The conversation touched on the importance of data, specifically car counts and modeling for transportation systems, and the need for collaboration among major players, including resorts and regional councils. The goal of building camaraderie and collaboration among committee members was emphasized, as well as the importance of in-person meetings.

Action Items

- Reach out to the Wasatch Front Regional Council for any existing data and modeling related to transportation and conservation efforts.
- Clarify the main objectives of the Mountain Accord with committee members to ensure alignment on goals.
- Investigate and propose simple, immediate solutions to reduce traffic, such as expanding employee van programs.
- Coordinate with UTA to obtain car count data to improve the human impacts section of the environmental dashboard.
- Organize an in-person workshop to foster better communication and collaboration among committee members.

Introduction and Background (0:00)

Joshua King introduces himself from the Langdon group, a subsidiary of a regional engineering firm specializing in mediation and facilitation. He mentions his past experience in mediation, including environmental and construction cases.

Professional Shift to Ski Industry (3:09)

Kelly shares his career transition from environmental consulting to the ski industry. He worked at Solitude and later moved to Alta, focusing on private ski instruction. He also mentions working at Log Haven for extra income.

Transportation and Environmental Concerns (6:57)

Kelly expresses concerns about transportation issues in the canyons, the impact of COVID-19 on remote work, and the need for sustainable planning. He emphasizes the importance of collaboration among resorts and stakeholders to address traffic and conservation challenges.

Mountain Accord Goals (11:53)

Kelly reflects on the Mountain Accord's goals from 2014, focusing on a sustainable mountain transportation system and conservation. He notes the changing dynamics in the Wasatch area, including resort ownership changes and increased pass sales.

Transportation Solutions (12:46)

Kelly suggests simple, immediate solutions to improve transportation, such as resort reservation systems and employee van services. He stresses that these measures fall outside the Environmental Impact Statement (EIS) scope and can be implemented without delay.

Sustainable Solution Discussion (17:00)

Kelly expresses enthusiasm about a simple, sustainable solution that he believes could be a lifelong commitment.

Committee Structure and Goals (17:20)

King inquires about the committee's structure, goals, objectives, and priorities, indicating a focus on the environmental dashboard on the central boss education's website.

Environmental Dashboard Improvement (17:30)

The committee feels the human impacts section of the environmental dashboard is insufficient and is seeking to enhance it with more robust information.

Data Collection Challenges (17:49)

King discusses the difficulties in obtaining data, such as the number of cars from UTA, and the challenges of not knowing the occupancy of each car. He suggests extrapolation could be a solution.

Planning for Environmental Impact (18:20)

King emphasizes the importance of planning for environmental impact by understanding the number of people and the timing of their visits to the canyon, which will aid in future planning.

Request for Modeling Data (18:55)

King requests a model from UdOT to show the current situation and the impact of each phase of their plan, using GIS to demonstrate the plan's value beyond being a costly tourist attraction.

Utahns' Opposition and Lack of Data (19:26)

King notes that with 89% of Utahns opposing the plan, better arguments and data are needed, expressing that creating a robust model with GIS should not be difficult.

Involvement with Regional Councils (20:09)

King discusses the potential involvement with regional councils like the Wasatch Front Regional Council and the Mountain Association of Governments, highlighting the importance of data for planning.

Purpose of In-Person Meetings (21:38)

King values in-person meetings for their meaningfulness compared to the disconnected nature of Zoom meetings.

Clarification of Mountain Accord Goals (22:18)

King finds it important to clarify the deliverables and objectives of the mountain accord, as there seems to be confusion due to changes since its signing and varying interests among members.

CWC Interview #3: Barbara Cameron

Overview

Barbara discussed various topics related to the stakeholders' council and its committees, focusing on the need for better collaboration, understanding of roles, and effective project management. She highlighted the importance of knowing the backgrounds of council members to leverage their skills and connections. Barbara expressed concerns about siloed committees and the need for actionable goals, suggesting that more structured collaboration could lead to successful projects. She also mentioned the potential benefit of having legislative members on the council for funding opportunities and the importance of having clear, non-flowery goals and objectives for each committee.

Action Items

- Barbara: Email goals and objectives of the recreation committee to the facilitator.
- Lindsay/Sam: Provide a written list of short-term projects and the goals and objectives of each committee for the workshop.
- Facilitator: Prepare for the workshop by considering instant polling and discussions on what's missing in the stakeholders' council, including potential legislative members for funding opportunities.
- John Knobloch and Tom Diegel: Ensure coordination between committees and prevent siloed actions, especially regarding UTA and public transit initiatives.

Caring for a Child (0:00)

Joshua King discusses caring for a six-year-old child who is in kindergarten, indicating a need for more time due to the child's age.

Mill Valley, California (0:13)

Barbara reminisces about visiting Mill Valley in Northern California, describing it as a quirky town near San Francisco, characterized by giant trees and a forest town near the beach.

Family and Relocation (0:56)

Barbara talks about family, mentioning a son and a daughter, with the son practicing ENT in Rhode Island and the daughter in California. She expresses confusion about how his son ended up moving away.

Grandchildren and Visits (1:35)

Barbara mentions having six grandchildren, three on each coast, and tries to visit four times a year, especially for birthdays.

Professional Engagements (2:48)

Joshua has several interviews scheduled and is preparing for a workshop on the 16th, aiming to build camaraderie and collaboration among councils.

Stakeholder Councils and Committees (3:18)

Barbara discusses the structure of stakeholder councils and committees, including transportation, Mill Creek, environment, and recreation. She notes a lack of knowledge about the activities of various committees.

Committee Activities and Challenges (5:36)

Barbara talks about the recreation committee's desire for better signage in the canyons and feels pushback from the Forest Service. She also mentions the need for written project proposals, which She finds challenging as a volunteer.

Subcommittee Structure and Effectiveness (7:41)

The discussion covers the initial three subcommittees and their expansion to five. Barbara feels the CWC has become a powerful group and discusses the success and challenges of implementing projects, such as signage.

Communication and Project Implementation (9:54)

Barbara highlights the importance of communication, such as annual reports, to keep track of committee activities. She discusses the need for support in project implementation, such as procuring signs.

Forest Service Relationship (11:18)

Barbara expresses frustration with the Forest Service's lack of cooperation on signage projects. She suggests using QR codes for historical signs and mentions the Forest Service's honorary position on the commission board.

Sign Ideas Presentation (15:07)

Barbara discusses presenting sign ideas that include pictures to a board for review. They consider submitting it as a short-term project with a budget of \$2,500, but note the lack of matching funds and support.

CWC Board Involvement (15:24)

The CWC board's role is to review proposals and decide on support. Barbara mentions the need for support from various areas, including the town of Brighton and unincorporated Alta.

Geological Signs Project (16:51)

Barbara references a successful geological signs project as a model for future projects. The initiative was a collaboration between the forest service, the University of Utah, and volunteers.

Educational Signage Needs (18:14)

There are educational signs that need to be installed at significant geological sites in Big Cottonwood Canyon. Barbara highlights the importance of these signs for educational purposes.

Stakeholder Council Engagement (20:34)

Barbara attended a CWC retreat as a stakeholder council head. She emphasizes the need for better understanding among council members about the organizations they represent, which could aid in collaboration on signage and other projects.

Transportation and Conservation Issues (23:22)

Barbara believes that the stakeholder council should focus on finding consensus solutions to transportation and conservation issues, which are overshadowed by the EIS in Little Cottonwood Canyon.

EIS and Big Cottonwood Canyon (23:47)

Barbara feels that Big Cottonwood Canyon has been ignored due to the focus on the EIS for Little Cottonwood Canyon. She suggests that while the gondola project is stalled, other improvements like bus lanes and road widening should be considered.

Stakeholder Collaboration (27:59)

Barbara discusses the importance of stakeholder collaboration in environmental studies and projects, using the West Davis highway as an example. She suggests that the EIS for Little Cottonwood Canyon may have been rushed and lacked sufficient stakeholder engagement.

Workshop Goals (29:35)

For an upcoming workshop, Barbara hopes for increased collaboration and a better path forward, emphasizing the need for camaraderie despite divisions caused by the EIS and other issues.

Financial Concerns (30:08)

Barbara expresses concern about money that was available in the past few years, sensing it is now evaporating. She wishes to understand the thoughts of others on this matter.

Background of Colleagues (30:26)

Barbara is interested in the background of colleagues, such as Roger Borden, whom She finds knowledgeable and pleasant to work with.

Project Contributions (30:45)

Joshua King discusses Roger Borden's involvement in the Legacy Highway and West Davis corridor projects. He notes that while Borden's alternative solutions were not fully adopted, his contributions led to some positive changes, such as mitigating wetlands and adjusting highway lighting.

Information Accessibility (32:45)

Barbara wants easier access to information on short-term projects, preferring a printed sheet over navigating online resources.

Committee Goals and Objectives (34:30)

Barbara requests a clear, non-flowery list of each committee's goals and objectives. She feels the recreation committee has not achieved much due to spending too much time on planning without executing projects.

Collaboration and Overlap (36:02)

Barbara sees a need for committees to work together rather than in silos, especially when their areas overlap, such as recreation needing transportation to trailheads.

Mill Creek Canyon Committee Success (40:47)

Barbara attributes the success of the Mill Creek Canyon committee to strong leadership, clear vision, and community support. She suggests that other committees could learn from their approach to focus and achieve goals.

Risks of Committee Silos (43:02)

Barbara acknowledges the risk of siloing committees but believes the current model of alternating between committee and full group meetings each month could be effective if managed well. She is unsure how well this model is working so far.

Board and Committee Meetings (45:03)

Barbara discusses the upcoming board meeting, stakeholders council meeting, and committee meeting. She emphasizes the importance of understanding the expectations for committee meetings and the structure of full council meetings. The focus is on collaboration, strategizing, and proposing short-term projects or actions.

Co-Chairs of the Stakeholders Council (46:06)

John Knobloch and Tom Dykel are introduced as co-chairs of the stakeholders council. Barbara praises their contributions and expresses a desire to avoid overburdening them. They play a key role in ensuring coordination among committees and preventing independent actions without committee awareness.

Stakeholder Engagement (47:24)

Barbara refers to John Knobloch as 'Mister Trail' for his extensive knowledge of trails and Tom as a key figure in Mill Creek. She reviews past minutes and surveys to understand stakeholder motivations for joining the council and their expectations. The aim is to allow more voices to be heard and avoid domination by a few.

Workshop Preparation (50:01)

Joshua King plans to use instant polling in the workshop to gauge group alignment and expectations. She believes reflecting on past comments and actions will energize the group and foster collaboration. There's a discussion about recruiting stakeholders with financial resources or legislative connections to support the council's initiatives.

Stakeholder Composition (52:22)

The conversation shifts to identifying what's missing in the stakeholders' council and the possibility of recruiting individuals with legislative influence or financial connections. There's a suggestion to involve someone from the governor's office of outdoor recreation.

Personal Connections (53:59)

The conversation ends with personal anecdotes about connections to Big Cottonwood and skiing experiences. Joshua King offers to be contacted for further input on the workshop through Sam or Lindsay.

CWC Interview #4: John Knoblock

Overview

John Knoblock and Josh King discussed the Central Wasatch Commission (CWC) Stakeholder Council's progress and effectiveness in achieving the goals of the Mountain Accord. They explored the idea of actionable projects, relationship building within the council, and the need for clear direction and expectations from the CWC board. John expressed a desire for tangible outcomes from the council's efforts, not just relationship-building activities. They considered various methods to identify and prioritize actionable projects, including reviewing the status of agreed-upon actions from the Mountain Accord and brainstorming improvements for the Central Wasatch area. Josh sought to understand what would make the upcoming workshop feel worthwhile for John and other stakeholders.

Action Items

- Josh King: Email John Knoblock to receive the list of Mountain Accord actions and their status.
- Josh King: Create an agenda for the upcoming workshop, incorporating the discussion points and expectations.
- Josh King: Share the agenda and any pre-meeting materials with stakeholders for review before the workshop.
- Josh King: Plan a warm-up exercise for the workshop that focuses on relationship-building within the council.
- John Knoblock: Share the document detailing the status of Mountain Accord actions with Josh King via email.
- John Knoblock: Continue to consider and possibly suggest actionable projects that the CWC Stakeholder Council could undertake.

Skiing and Resorts (0:08)

John Knoblock and Josh King discuss their skiing experiences. John went skiing at Solitude, which had a lot of fresh snow and no crowds. Josh mentions his home resort is Snow Basin.

Meeting Facilitation (1:57)

John Knoblock confirms with Josh King that Josh will be facilitating an upcoming meeting in two days. They aim to make the meeting productive.

Stakeholder Council's Role (2:26)

John expresses concern about the Stakeholder Council's effectiveness. He wants to ensure that the council's meetings lead to action rather than just dialogue.

Mountain Accord Process (5:07)

John recounts his involvement with the Mountain Accord, expressing frustration with how it was handled, particularly the lack of transparency and the feeling that the final agreement didn't reflect the input from the system groups.

Central Wasatch Commission (CWC) (9:17)

John discusses his role in the CWC and the formation of system groups. He highlights a desire for clear direction from the CWC board and mentions the need for the Stakeholder Council to move beyond just talking to achieving tangible results.

Land Acquisitions Concern (16:11)

John Knoblock discusses concerns about inaction on land acquisitions from the Mountain Accord, highlighting issues like private property causing access problems, such as in Cardiff Fork, and the potential impact on recreational use.

Private Property and Public Access (16:32)

Knoblock mentions the Wasatch Crest Trail, which crosses private property and is accessible only due to the landowner's goodwill, lacking a public easement.

CWC Land Tenure Committee Caution (17:25)

The Land Tenure Committee at the CWC advises caution on taking action on land issues, leading to a sense of inaction and frustration among stakeholders.

Transportation Committee's Reluctance (17:47)

Knoblock notes the Transportation Committee's hesitance to address vehicle tire checking improvements, reflecting a pattern of caution and reluctance to act on proposed ideas.

Role Clarity and Empowerment (18:36)

Josh King expresses confusion about the roles and empowerment of different groups within the CWC, suggesting a need for clearer definitions and more effective engagement.

Organizational Structure (18:54)

A discussion about the CWC's organizational structure, including the Board of Commissioners, Stakeholder Council, and Youth Council, and how they interact with each other.

Stakeholder Council's Effectiveness (20:53)

Knoblock questions the effectiveness of the Stakeholder Council, as some members feel their time and input may not be valued or impactful.

Systems Committees' Progress (21:12)

There's uncertainty about the progress of various systems committees, with some possibly further ahead than others in the forming, storming, norming, and performing stages.

Mountain Accord Action Status (24:15)

Knoblock has created a list detailing the status of agreed-upon actions from the Mountain Accord and which ones the systems groups could focus on to push forward.

Workshop Planning (25:07)

Ideas for the upcoming workshop include having participants list problems or improvements they'd like to see in the Central Wasatch area or actionable projects for the CWC to tackle.

Annual Report Perspective (27:44)

Knoblock mentions that Lindsey's annual report may have glossed over some issues and focused more on organizational achievements rather than resolving specific issues from the Mountain Accord.

Email Exchange (28:50)

Josh King requests to share the document Knoblock mentioned, which could be used as a basis for workshop activities.

Workshop Activity Ideas (29:17)

Knoblock suggests various workshop activities, such as identifying top problems or actionable projects, and creating a matrix to rank problems by feasibility of solving them within the CWC's powers.

CWC Board Retreat Discussion (32:00)

John Knoblock mentions a recent CWC board retreat and queries Josh King if he has read the related materials, which took place in December.

Thinking, Fast and Slow Book Reference (32:15)

John suggests Josh read "Thinking, Fast and Slow," explaining its premise about the brain's fast and slow thinking processes and their impact on problem-solving.

Facilitated Groupthink Critique (33:08)

John criticizes facilitated groupthink exercises that rush ideas within a short timeframe, often leading to suboptimal solutions, and advocates for a more thoughtful, slow approach.

Data-Driven Decisions (33:48)

John emphasizes the importance of thoughtful analysis and data-supported decisions over quick, gut-feel approaches, which may not align with data insights.

Consensus Building and Vision (35:03)

Josh discusses the challenges of consensus building and the importance of having a clear vision, goals, and structured processes to guide meetings and decision-making.

Relationship Building within Organizations (36:14)

John shifts focus to the importance of relationship and team building within organizations, suggesting activities like group picnics or hikes to strengthen stakeholder connections.

Expectations for Success (38:01)

Josh asks John what would make him feel that participating in the upcoming meeting was worthwhile. John hopes for actionable project identification that aligns with the organization's mission and goals.

Action Items and Collaboration (39:27)

They discuss the need for clarity on action items, responsibilities, and collaboration among committees or groups to tackle identified projects.

Relationships and Problem Solving (41:50)

John acknowledges the role of relationship building in achieving results, while Josh agrees that strong relationships facilitate joint problem-solving.

John's Background and Retirement (42:36)

John shares his background as a chemical engineer for Chevron and mentions that he is now fully retired and enjoys skiing.

Meeting Preparation and Agenda ([43:10](#))

Josh plans to share the meeting agenda with clear expectations and any relevant material beforehand to ensure effective participation and a productive session.

Closing Remarks ([44:39](#))

John wishes Josh luck for the meeting, expressing hope for a positive outcome, and Josh thanks John for the discussion.

CWC Interview #5: Tom Diegel

Overview

Josh King and Tom Diegel discussed the upcoming workshop facilitated by Josh, aimed at building camaraderie, collaboration, and synergy within the Central Wasatch Commission's Stakeholders Council. Tom shared his background, involvement with the Wasatch Backcountry Alliance, and his role in the commission and councils. They explored the challenges of aligning diverse stakeholder interests and the importance of understanding each member's perspective. Tom emphasized the need for improved communication and relationships within the council to effectively move forward with their goals. They also touched upon the significance of gaining support from the state legislature and federal representatives for their initiatives.

Action Items

- Josh King: Prepare and send out an agenda for the upcoming workshop, including objectives and expectations for council members.
- Josh King: Coordinate with Lindsay to set the context at the beginning of the meeting and ensure alignment with the council's goals.
- Lindsay: Provide Josh with information on the council's mission, vision, goals, and objectives, if available.
- Lindsay: Collect RSVPs from council members to determine the participation rate and plan for hybrid meeting logistics.

Background and Involvement (1:29)

Tom Diegel has been in Utah for 25 years, an avid recreator, and a backcountry skier. He helped start the Wasatch Backcountry Alliance, a chapter of the Winter Wildlands Alliance, and has been involved in the Mountain Accord process, which evolved into the Central Wasatch Commission (CWC). He's been the vice president of the alliance and is now part of the CWC Stakeholders Council, representing winter and year-round dispersed users.

Stakeholders Council and Committees (3:00)

Tom has been active in the CWC Stakeholders Council for about four or five years. He represents the Wasatch Backcountry Alliance and focuses on the interests of dispersed users. He's also involved in various committees, including transportation, economic environment, and recreation.

Leadership Role and Commitment (3:36)

Tom was asked to fill in as co-chair of the Stakeholders Council after Carl Fisher resigned. Despite concerns about his travel schedule and commitment, he accepted the role. His enthusiasm for the CWC has fluctuated over the years, but he chose to have a more profound effect rather than stepping back.

Stakeholders Council Challenges (5:58)

Tom discusses the challenges of the Stakeholders Council, where members often have contradictory positions, making progress difficult. The Wasatch Backcountry Alliance often disagrees with ski resorts but maintains a respectful relationship. The diversity of interests in the council sometimes leads to inaction or slow progress.

Commission and Council Dynamics (8:02)

The Central Wasatch Commission, composed of mayors and other officials, relies on the Stakeholders Council for insights. Recently, there's been a push for the commission to pay more attention to the council's recommendations. However, Tom expresses frustration with the state legislature's resistance to federal oversight, which hinders legislative progress for the Wasatch area.

Legislative Challenges and Opportunities (11:02)

Tom is skeptical about the state legislature's support for the Central Wasatch National Conservation and Recreation Area due to their aversion to federal oversight. However, he sees potential if local leaders can convince the legislature and congressional delegation of the benefits. Success for Tom involves support, leadership, and a sense of purpose in the council's efforts.

Unity and Impactful Leadership (17:07)

Josh King discusses the importance of unity among the council and commission and building relationships with state legislature leadership. He mentions John Curtis as a federal champion who could help push initiatives forward.

Senator Curtis's Potential and Environmental Stance (17:45)

Tom Diegel acknowledges the possibility of John Curtis becoming a senator, noting that while Curtis isn't a strong ally of the Utah environmental movement, he's the best option available and likely to be the next senator.

Involvement in Drafting the Act (18:14)

Josh King recalls his involvement with Ralph Becker in drafting an act, conducting polling, and analyzing survey data. He inquires about the current status of the act, which Tom Diegel confirms was associated with Ben McAdams.

Ben McAdams's Loss and Future Opportunities (18:50)

Tom Diegel expresses surprise at Ben McAdams's electoral loss and discusses the potential for future opportunities with Curtis and Cox, who is cautiously on board with various initiatives.

Challenges with UDOT and the Central Wasatch Commission (21:20)

Tom Diegel highlights the challenges faced due to the loss of Salt Lake County and UDOT's involvement in the Central Wasatch Commission. He emphasizes the importance of the Forest Service's participation and the difficulty in working with UDOT on transportation issues.

Engagement with Salt Lake County and the Forest Service (23:21)

Josh King suggests that there may be opportunities to engage with other groups, such as the legislature and the church, to align interests with environmental stewardship and gain strength in numbers.

Importance of State Legislature Involvement (24:40)

Tom Diegel acknowledges the significance of the state legislature's involvement, which was previously underestimated. He notes the legislature's substantial financial support for the Central Wasatch Commission.

Cohesion Among Stakeholders (25:34)

Tom Diegel discusses the need for better understanding among stakeholders and the potential positive impact of Carl Fisher's departure on reducing tension within the group.

Retreat Goals and Building Relationships (28:36)

Josh King aims to use the upcoming retreat to build energy and re-energize the council. He seeks to establish what the best use of time would be to reflect positively on the group's efforts.

Understanding Perspectives and Empowering Members (30:37)

Tom Diegel expresses a desire for the retreat to lead to a better understanding of each member's perspective related to their role and relationship with the Wasatch. He hopes this will empower members to speak up during meetings and foster personal relationships to move initiatives forward.

Communication and Leadership (34:03)

Tom Diegel discusses the importance of cutting off long-winded speakers and emphasizes the value of understanding each other to move forward with relationships and achieve bigger goals. He reflects on his own experience as a chairperson, noting that his leadership role has helped others understand who he is, improving his relationships with many stakeholders.

Stakeholder Engagement (35:49)

Tom highlights the challenges of working within a diverse group with varying goals. He suggests that better understanding each other's perspectives is crucial. To improve cross-communication, Tom has increased email communication since taking on a leadership role, aiming to foster more interaction outside of meetings.

Meeting Preparation and Expectations (37:43)

Josh King and Tom discuss the upcoming retreat, with Tom unable to attend in person. They talk about setting clear expectations for the event, ensuring participants understand the meeting won't solve all problems but should re-energize the group towards cohesive action. Tom suggests revisiting the mission and goals of the council, as they may need updating.

Hybrid Meeting Participation (45:40)

Tom, who will be attending the retreat virtually, discusses how he plans to engage during the meeting. He is comfortable with speaking up or using text communication during the event. Josh plans to accommodate hybrid participation, including setting up breakouts for both in-person and virtual attendees.

Event Planning and Follow-up (47:49)

Josh King confirms the next steps, which include finalizing the agenda, communicating expectations to the group, and coordinating with Lindsey. He also plans to gather RSVPs to better plan for the mix of in-person and virtual participants. Tom and Josh agree to stay in touch if any further issues or ideas arise before the event.

CWC Interview #6: Amber Broadway

Overview

The meeting involved a discussion between Josh King and Amber Broadway regarding Amber's experiences and perspectives on the Central Wasatch Commission (CWC) and its stakeholder councils. Amber expressed concerns about the effectiveness of the CWC, particularly in terms of its ability to engage decision-makers and effectuate change. She highlighted the challenges faced by ski resorts in participating in subcommittees that lack the power to make impactful decisions. Amber also noted the leadership changes within the CWC and the impact on its direction and strength. The conversation touched upon the need for better integration of ski resorts across various subcommittees and the importance of strong leadership to drive collaboration and consensus.

Action Items

- Amber Broadway: Attend the upcoming retreat and consider reaching out to Dave Dill for his input on the CWC and its engagement with ski resorts.
- Josh King: Facilitate the goals workshop, incorporating feedback from Amber and other stakeholders. Explore the possibility of integrating ski resort interests across various CWC subcommittees. Assess the current leadership dynamics within the CWC and identify ways to strengthen collaboration and direction.

Initial Greetings (0:23)

Josh King and Amber Broadway exchange greetings and pleasantries at the beginning of their conversation.

Meeting Purpose (0:45)

Josh King explains his role in facilitating an upcoming mini-retreat aimed at enhancing consensus, collaboration, and camaraderie among councils and subcommittees. He seeks Amber's input to develop the agenda for the workshop.

Amber's Background (3:52)

Amber joined Solitude three years ago, inheriting a seat on the Central Wasatch Commission (CWC) from her predecessor. She has been in the ski industry for eleven years and has been part of the CWC for nearly three years.

Committee Experiences (6:11)

Amber expresses dissatisfaction with the transportation subcommittee, feeling it lacks purpose and questioning its effectiveness. She notes the economic committee has dissolved and the environment committee seems more active.

Time Commitment Concerns (8:04)

Amber is concerned about the time commitment required for CWC meetings, which have increased from once a month to twice a month, and doubts the value of this time investment.

Stakeholder Engagement (9:41)

Amber believes the CWC functions more as a community forum rather than a decision-making body. She prefers direct engagement with stakeholders like UTA, UDOT, and the Forest Service, which she finds more productive.

Resort Representation (13:12)

Amber suggests that the exclusion of resorts from the commission may be a mistake, as resorts are key stakeholders in discussions about land tenure and transportation.

Desire for Actionable Outcomes (14:06)

Amber wants to participate in meetings with decision-makers and stakeholders that can drive actionable results, not just in business and development but also in transportation, water, and the environment.

Personal Drive for Results (15:13)

Josh King perceives Amber as strategic and results-driven, qualities that are not being utilized in her current role within the CWC due to its lack of decision-making power. Amber agrees and emphasizes the need for engagement with decision-makers to achieve meaningful outcomes.

Use of Time and Engagement (17:01)

Amber Broadaway values engaging with the right entities to find solutions for transportation and pipelines. She learns from general CWC meetings but seeks more than just understanding constituents' concerns.

Resorts' Feedback and Involvement (17:58)

Resorts receive ample feedback through various channels. Amber suggests that ski resorts should engage more with decision-makers rather than being treated as ordinary residents in the CWC forum.

CWC's Engagement with Decision Makers (19:07)

Amber questions how the CWC interacts with decision-making entities like UTA. She suggests that resorts could benefit from better access to the commission, possibly through a seat at the table.

Perception of Stakeholder Council (27:26)

Amber feels the Stakeholder Council is not a welcoming environment for resorts, being largely composed of environmentalists and public members opposed to development. She notes a lack of consideration for the resorts' perspectives.

Leadership and Vision (32:36)

Amber reflects on the leadership style of Carl, who had a clear vision for the CWC. She expresses concern about the current leadership and its ability to effectively represent and engage with the resorts.

Cultural Differences and Council Dynamics (34:08)

Amber Broadaway expresses that she finds the environment odd and different from what she's used to. She suggests that the council might benefit from the absence of certain members and mentions facilitating change by 'trimming the fat.'

Leadership and Team Strength (35:18)

Amber discusses the leadership qualities of Blake and Lindsay, comparing them to other members like Carl and John. She notes that the current team, including Lindsay and Sam, may not be as strong as previous configurations.

Council and Board Dynamics (37:28)

The conversation shifts to the dynamics between the council and the board of commissioners. Amber reflects on the strengths of past leaders and the challenges faced by current members like Lindsay, who may be newer and less experienced.

Feedback and Support Systems (42:15)

Amber emphasizes the importance of feedback and support for leaders like Lindsay and Sam. She is unsure about the level of guidance they receive from the board and suggests that strong support systems are crucial for effective leadership.

Volunteer Capacity and Resource Allocation (46:41)

Amber touches on the challenges of fulfilling roles and achieving goals within a volunteer capacity. She questions whether there are enough resources and whether the council is well-equipped to meet its objectives.

Ski Resorts and Subcommittee Involvement (47:59)

The discussion turns to the potential loss of opportunity by siloing ski resort representation in specific subcommittees. Amber acknowledges her interest in various areas but notes the impracticality of attending all meetings under the current model.

Retreat Attendance and Engagement ([49:36](#))

Amber plans to attend an upcoming retreat but has to balance it with an employee party. She suggests Dave Dill as another ski resort contact who could provide valuable insights due to his extensive engagement.

CWC Interview #7: Morgan Mingle

Overview

Morgan discussed her experiences and perspectives on sustainable tourism, community engagement, and visitation management with a facilitator. She emphasized the importance of setting clear meeting objectives, leveraging data for decision-making, and managing visitor dispersion across the canyons. Mingle also highlighted the need for skillful facilitation to ensure diverse voices are heard and meetings remain action-oriented. The conversation touched on the challenges of balancing economic interests with community and environmental sustainability. Mingle suggested that the Central Wasatch Commission could benefit from more intentional engagement and follow-up between the commission and the council.

Action Items

- Facilitator: Develop a workshop format that includes breakout groups and technology to facilitate productive discussions.
- Morgan Mingle: Consider joining the transportation subcommittee to contribute expertise on visitor management and transportation solutions.

Morgan Mingle's Background and Move to Park City (0:00)

Morgan Mingle discusses her past, having lived in Austin for ten years before relocating to Park City for a job opportunity that arose during her graduate studies in sustainable community building and sustainable tourism infrastructure.

Sustainable Tourism Job in Park City (0:27)

Mingle took a job in Park City that focuses on sustainable tourism, aiming to balance environmental concerns, community character, and economic benefits. He was hired before completing her thesis, which was not tourism-related, but her coursework and projects were relevant.

Role and Workshop Facilitation (2:30)

King's role involves developing and facilitating workshops to build collaboration and consensus among the council. He is preparing for a retreat but will miss the first part due to an equity cohort meeting.

Park City Tourism and Seasonal Challenges (3:27)

Mingle discusses the challenges of balancing tourism in Park City, particularly the need to boost summer visitation and spending without overwhelming the community, as winter tourism does.

Experience with Local Tourism Businesses (4:50)

King shares his personal experience with local tourism businesses, including his brother-in-law's snowmobiling touring business, which faces seasonal operational decisions.

Mingle's Skiing Accident and Non-Ski Activities (5:54)

Mingle, originally from Texas, attempted skiing but broke her arm on her first run off the beginner slopes. He now enjoys other winter activities like hiking with spikes and snowshoeing.

Joining the Council and Subcommittee Work (7:07)

Mingle joined the council shortly after moving to Park City, initially being asked to apply due to her position with the chamber of commerce. He co-chaired the economy subcommittee, which was recently dissolved.

Dissolution of Economy Subcommittee (8:22)

The economy subcommittee was dissolved because it was felt that an economic perspective was already overemphasized by corporations, and the committee's focus was not needed as a separate entity.

Barriers to Engagement and Meeting Effectiveness (13:42)

Mingle feels new to the council and notes that meetings can sometimes feel unproductive, like venting sessions. He suggests having more focused topics for discussion to ensure meetings are action-oriented and not just airing grievances. The co-chair is responsible for creating meeting agendas and managing subcommittees.

Overall Meeting Purpose and Structure (15:01)

Morgan Mingle discusses the importance of having clear agendas and intentions for subcommittee meetings to ensure they are productive and action-oriented. He suggests that meetings should have a defined set of learnings, discussion points, and action items.

Meeting Frequency and Efficiency (15:30)

Mingle mentions the frequency of commission and subcommittee meetings, noting that some meetings felt well-structured due to clear objectives and efficient management. He credits co-chairs for setting a focused agenda and allowing space for additional items.

Onboarding and Engagement (18:03)

Mingle expresses a need for improved onboarding to help new members understand the overall goals and purpose of the council. He advocates for a two-way interaction between the stakeholder council and the Central Law Trust Commission to make the council's work feel more meaningful.

Meeting Formats and Facilitation (22:33)

Mingle suggests using skilled facilitators and technology to enhance meeting productivity. He recommends breakout groups for brainstorming and elevating ideas, which can be more interactive and action-focused.

Vision and Priorities for Future Meetings (24:47)

Mingle proposes a visioning process to set clear objectives for future meetings. He emphasizes the importance of consensus on meeting structure and identifying short to medium-term priorities as a group, rather than just within subcommittees.

Engagement and Feedback (27:00)

Mingle discusses the potential for using polling and other technologies to gauge opinions and priorities across different subcommittees. He believes this could help in understanding diverse perspectives and setting a collective direction.

Top Priorities and Overdiscussed Topics (28:43)

Mingle is tired of the excessive focus on the gondola issue, which he feels is overdiscussed. Instead, he suggests that visitation management is a significant area that requires attention, with potential solutions like adjusting visitor use patterns and spreading visitation geographically.

Winter Transportation Issues (30:01)

Mingle discusses the challenges faced by employees and visitors during the winter season, particularly the overcrowded and infrequent ski buses. He suggests a need for better integration with Park City's economy and improved transportation solutions.

Visitor Impact and Economy (30:37)

Mingle proposes long-term ideas for managing winter impacts, such as packaging itineraries and promoting different paths. He mentions the interconnect tour between resorts and the potential for an intermountain tunnel, despite concerns about turning the cottonwoods into another Park City.

Tourism and Worker Dynamics (33:08)

Mingle addresses the Deer Valley expansion and its impact on tax revenue and worker distribution between counties. He highlights the challenges of affordable living for workers in Park City and the need for better regional transportation planning.

Data Utilization for Visitor Management (34:43)

Mingle emphasizes the importance of using big data and cell phone tracking to understand visitor movement and manage congestion. He suggests forming a working group to leverage data for trail management and visitor dispersion.

Meeting Management and Facilitation (39:53)

Mingle shares her views on effective meeting management, expressing frustration with meetings that overstay their substance and the need to manage dominant personalities. He advises facilitators to be firm yet tactful in redirecting conversations and ensuring productive use of time.

APPENDIX 4

Key Themes & Insights from the Stakeholder Council Interviews

Based on the interviews with seven members of the Stakeholder Council, several key themes and insights emerge regarding the council's operations, challenges, and potential improvements:

Key Themes:

1. Collaboration and Communication:

- **Need for Improved Communication:** There is a recurring theme about the need for better communication within and between committees. Several emphasized the importance of clear and consistent information sharing.
- **In-person Meetings vs. Zoom:** Many interviewees prefer in-person meetings for their effectiveness in building connections and fostering collaboration compared to virtual meetings.

2. Committee and Council Dynamics:

- **Siloed Committees:** Several members mentioned the issue of siloed committees that work independently without sufficient coordination. This hampers effective project implementation and goal alignment.
- **Actionable Goals and Objectives:** There is a need for clear, actionable goals for each committee. Several expressed 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. Several highlighted the challenges of aligning these interests for collective action.
- **Engaging Key Decision-Makers:** Many suggested that 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.

4. Leadership and Facilitation:

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

5. Sustainable Planning and Data Utilization:

- **Sustainable Solutions:** There is a focus on finding sustainable transportation and conservation solutions. Several highlighted the importance of using data for decision-making.
- **Environmental and Community Impact:** Balancing economic interests with environmental sustainability and community character is a critical concern.

Insights for the Retreat (and working together 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 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 a regular newsletter or other 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.

SC Group Discussion Reacting to the Key Themes & Insights

- Collaboration and breaking down barriers in order to solve problems is critical for success. Important to be willing to move off of positions and listen to other perspectives.
- It is important to understand what underlies positions and why someone feels the way they do and communicate clearly.
- A lot of the issues the Stakeholders Council is dealing with, such as transportation, impacts on the environment, and sustainable recreation, are complex matters. There has been frustration in the past trying to grapple with these issues.
- General acknowledgment around how difficult a lot of these topics are and the importance of determining what deliverables can be provided was stressed.
- The big-picture goals are wonderful and everyone involved cares about the study area, but it is easy to get stuck trying to address every issue instead of addressing some of the smaller issues. It is important to remember that smaller success are also a piece of the larger puzzle.

- Focusing efforts on small tangible wins in service of the broader effort is something that is worthwhile for all involved in the organization.
- It would be very helpful to understand how the Stakeholders Council is useful to the CWC Board. There needs to be a reciprocal and open relationship between the two.
- A venn diagram of the CWC organization was shown that demonstrates how the CWC Board, Stakeholders Council, and CWC Youth Council interact. There is a level of crossover already, but it was acknowledged that there can be more crossover.

APPENDIX 5

Central Wasatch Commission & Systems Committee's Goals & Actions

2024 Goals and Actions- Stakeholders Council and Systems Committees

(Compiled from all Meeting Minutes January-April 2024)

(See PowerPoint Slide Deck for Footnote Citations)

Stakeholders Council¹

Goal 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).

Goal 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.

Goal 3: Create a study-area comprehensive cycling plan.

- Action: The Council intends for the Recreation Systems Committee to spearhead this effort (see footnote 1), though there may be some overlap with other system committees.

Transportation Systems Committee²

Goal 1: Implement Actions from BCC MAP (Aggregate Committee Priority #1)

- 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.³

Goal 2: Millcreek Canyon Shuttle (Aggregate Committee Priority #2)

- Action: The Millcreek Canyon Systems Committee has been heavily involved in preparation and advocacy for a Millcreek Canyon Shuttle. A more detailed plan is necessary for the shuttle before it is proposed to the Forest Service (see footnote 4).

Goal 3: Summer Transit in Cottonwood Canyons (Aggregate Committee Priority #3)

- Action: Explore shuttles and corresponding funding efforts around transit in the Cottonwood Canyons, as well as finding future donors.⁴
- Action: Determine whether an Environmental Assessment is necessary for year-round transit in the canyons to identify the improvements needed (see footnote 3).

Goal 4: Central Wasatch Special Transit District (Aggregate Committee Priority #4)

- 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-190.⁵

Goal Consideration: A lower ranked priority (#7) for the Committee was a Comprehensive Cycling Plan for Study Area, which is goal #3 for the Stakeholders Council (see footnote 1).

Environment Systems Committee

Goal 1: The Environmental Dashboard

- Action: Identify what needs to be fixed and how to improve the dashboard.
- Action: Moving forward with the Human Impacts Workshop.⁶

Goal 2: Identify the various means available to “conserve lands in the Wasatch”⁷

- Action: Develop strategies around natural asset companies, conservation leasing, acquisition, and conservation easements (ibid).

Millcreek Canyon Committee

Goal 1: Federal Lands Access Program (FLAP) grant for Millcreek Canyon

- Action: Address cellphone service in the Canyon, amplify public outreach and continue to provide updates on the trails projects that are associated with the grant.⁸

Goal 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.⁹

-This is the second goal identified by the Stakeholders Council (refer to footnote 1).

Goal 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 (see footnote 8).

Recreation Systems Committee

Goal 1: Access and Connectivity

- Action: Follow the “Roadmap to Action” action items and utilize its tools, including expanding resources, identifying nodes and trails, and examining the different user groups and experiences to best serve those communities.¹⁰

Goal 2: Redefine “Recreation”

- Action: Utilize the “Recreation Roadmap” and identify the various definitions of “recreation” (i.e. leisure vs. recreation), 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.¹¹

Goal 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 (ibid).

Economy Systems Committee

Goal 1: Making full bass 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.¹²

Goal 2: Long-term priority of ‘better interconnectivity between the canyons for users without vehicles’ (ibid)

- Action: Focusing on better solutions for airport arrivals, as there is nothing that currently exists that goes between canyons (ibid).

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

- 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.

-This is in conjunction with the Council’s Goal 1 of encouraging the work of the Systems Committees (see footnote 1).

APPENDIX 6

Breakout #1: Systems Committees Discussion of Goals & Action Items (substantive)

Considering the assessment summary and key themes and insights, each systems committee was asked to discuss the following:

- Do these goals and actions align with your understanding of the goals and actions of the System Committee you're working with?
 - i) If not, how do they differ?
 - ii) And how might they be modified to accurately reflect your understanding of the goals and actions of this System Committee?
- Are these the right goals and actions?
 - i) How might they be modified, clarified, or improved?
- 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?
- 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?
- 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?
- What are your next steps to engage and collaborate with those identified above and who will be responsible for doing that and by when?

SUMMARY/REPORT BACK from each systems committee with their answers in bold.

Recreation System Committee

1. Do these goals and actions align with your understanding of the goals and actions of the System Committee you're working with? **-Add Tri-Canyons Master Trails Consideration**
 - 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 the System Committee?
2. Are these the rights goals and actions? **-1. Comment on Tri-Canyons Masterplan 2- Advocate for better signage: interpretive/wayfinding/etiquette 3-Improved transportation to trailheads 4- Bicycle Plan 5- Conserving Land 6-Wildfire Mitigation**
 - a. How might they be modified, clarified or improved?
 - Add current and/or modified and new goals and actions to table below and continue with questions 3-6.
 - See Chart Below to Provide Responses to Questions 3-6
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? **-Transportation/Environment**
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 action 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? **-UTA**

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?

| Goal # | Action | Other interested CWC System Committees? Why? How might they help? | Other interested CWC Committees, CWC Board members, CWC Staff or the Youth Council? Why? How might they help? | Other outside parties? Why? How might they help? | Action plan: 1.ID next action steps to engage and collaborate. 2.Who is responsible? 3.By when? |
|---|---|---|---|--|--|
| Environmental protections during recreation use | -Advocate for trail connectivity -Make recommendations for node priority based on Tri-Canyon Trails Plan to FS | Environment Committee- what recommendations are they making? | | | |
| Safety of recreation users | Free year round transportation- advocate for a plan Bike plan- advocate for a cycle safety plan | Transportation Committee, Millcreek Canyon Committee | | | |
| Communication to recreation users | Advocate for interpretive/safety/stewardship/historical | Environment Committee | | | |
| Education for recreation users | Signs that communicate to recreators | | | | |

Environment System Committee

- Do these goals and actions align with your understanding of the goals and actions of the System Committee you're working with? **-Yes**
 - If not, how do they differ?
 - And how might they be modified to accurately reflect your understanding of the goals and actions of the System Committee? **-Identify ways to make the Environmental Dashboard more robust as planning tool and make user friendly.**
- Are these the rights goals and actions? **-Better define audience -Discuss with Board what their needs are -More outreach to those using the Dashboard to make decisions**
 - How might they be modified, clarified or improved? **-More data needs to be collected about the Human Element of the Environmental Dashboard.**

- Add current and/or modified and new goals and actions to table below and continue with questions 3-6.
- See Chart Below to Provide Responses to Questions 3-6

- 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?
- 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 action to achieve the goal?
- 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?
- What are your next steps to engage and collaborate with those identified above and who will be responsible for doing that and by when? **-Chair Knoblock discussed the language in the Mountain Accord to identify impaired conditions.**

| Goal # | Action | Other interested CWC System Committees? Why? How might they help? | Other interested CWC Committees, CWC Board members, CWC Staff or the Youth Council? Why? How might they help? | Other outside parties? Why? How might they help? | Action plan: 1.ID next action steps to engage and collaborate. 2.Who is responsible? 3.By when? |
|-------------------------------|---|---|---|---|--|
| Environmental Dashboard | Make it more robust for decision makers | | | UDOT, UTA, Environmental Ghmps (can't make out this word), USFS | -Human Elements Workshop -Experts in fields -Fall/Winter |
| Conserve lands in the Wasatch | Recreation | | | USFA, BLM, State, County | Board is working on this |

Transportation System Committee

1. Do these goals and actions align with your understanding of the goals and actions of the System Committee you're working with? **-Yes**
 - a. If not, how do they differ? **-N/A**
 - b. And how might they be modified to accurately reflect your understanding of the goals and actions of the System Committee? **-Could switch #4 and #3**
2. Are these the right goals and actions? **-Yes**
 - a. How might they be modified, clarified or improved? **-We think appropriate**

- Add current and/or modified and new goals and actions to table below and continue with questions 3-6.
 - See Chart Below to Provide Responses to Questions 3-6
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 action 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? **-In discussing other agencies that would intersect with the Committee’s work, the following agencies or entities were named: UTA, UDOT, Brighton, Millcreek, Forest Service and Pubic Utilities.**
 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?

| Goal # | Action | Other interested CWC System Committees? Why? How might they help? | Other interested CWC Committees, CWC Board members, CWC Staff or the Youth Council? Why? How might they help? | Other outside parties? Why? How might they help? | Action plan: 1.ID next action steps to engage and collaborate. 2.Who is responsible? 3.By when? |
|--------------------------|--------|---|---|--|--|
| Implement BCC Map | | Millcreek Canyon Committee and Environment Committee | | UTA, USFS, UDOT, SLC PU, TOB, TOM | |
| Millcreek Canyon Shuttle | | Millcreek Canyon Committee and Environment Committee | | SLC, SLCO | |
| Summer Transit | | Recreation Committee and Economy Committee | | | |
| Special Transit District | | Recreation Committee and Economy Committee | | | |

Millcreek Canyon Committee

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 the System Committee?
2. Are these the rights goals and actions?
 - a. How might they be modified, clarified or improved?
- Add current and/or modified and new goals and actions to table below and continue with questions 3-6.
- See Chart Below to Provide Responses to Questions 3-6
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? **-It was noted that the Environmental Systems Committee could be involved in the work related to potential environmental threats.**
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 action 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?

| Goal # | Action | Other interested CWC System Committees ? Why? How might they help? | Other interested CWC Committees, CWC Board members, CWC Staff or the Youth Council? Why? How might they help? | Other outside parties? Why? How might they help? | Action plan: 1.ID next action steps to engage and collaborate. 2.Who is responsible? 3.By when? |
|--------------------------------|--|--|---|---|--|
| Fire Prevention (Sally and Ed) | Remove debris (USFS-Scott Frost), grass cutting (MSD) | All | | Forest Service, Millcreek City, UFA, Legislative, SLCO | |
| Herbicide Use (Sally) | Contact DNR (water, vegetation, human) alternatives to roundup | Environment Committee | | SLCO Watershed, SLC Water | |
| Shuttle Going (Tom) | Parking, Funding (when does it need to be secured) | Recreation Committee, Transportation Committee | CWC offers to pay part of E.A. (NEPA) legislation | USFS (Becky), WFRC, State Legislature, SLCO, Millcreek City | It needs to be determined when in this process an environmental assessment could be done. |

APPENDIX 7

Breakout #2: Mixed Group Discussion about Procedural and Psychological Needs

Each mixed breakout group was asked to consider and discuss these questions:

Psychological

- How are you treated as an individual, systems committee, stakeholder council?
- What is working about this? What could be improved?
- 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?
- How do you feel about those you work with outside of the CWC?
- What specific actions could be taken to get you closer to where you/we want to be regarding the responses above?

Procedural

- Discuss your desire for participation. Why? How might it improve?
- 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?
- How might we improve communication and information sharing within and between committees, CWC Board and Staff, and others?
- Do accidental adversaries exist within the CWC? Are there risks? How might we avoid accidental adversaries?
- What specifically about the above could be implemented the soonest with the biggest impact?

Mixed Groups Discussion about Procedural and Psychological Needs:

Psychological

- Feedback from one group:
 - a. Unclear why we exist
 - b. Don't feel embraced by Commission
 - c. Bottom up, presenting our ideas up the chain. Haven't been as organized as we could be.
 - d. Are we getting lost in the layers?
 - e. On personal level
 - Respectful
 - Great group
- Recommendation from group:
 - a. Have an event that isn't all about business

Procedural

- Feedback:
 - a. Suggested Improvements to Implement
 - Google Drive
 - Shared page where we can post notes, progress

- Newsletter
 - Directory of members
- b. Share asynchronously and unofficially
- c. Google groups
- d. Youth council is using Slack
- e. Filter resources by topic/interest
- Onboarding recommendations:
 - a. History of committees
 - b. Role of Stakeholders Council
 - c. Set expectations and communicate them
 - d. Provide ongoing education
 - e. Show how they can make a difference and help them feel like they are making a difference

Goals

- Determine how to be effective when subcommittees aren't meeting frequently is important – Develop a plan of action for this
- Be explicit about how the SC can and is moving the Mountain Accord work forward. The Mountain Accord should be a focus.

Aspiration

- One group had a broad discussion about the role of the Stakeholders Council in relation to the CWC Board. This could be clarified.
 - There were also comments made to indicate 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 enjoy working with one another and the level of engagement that takes place. Good insights come out of the various discussions. But there is a need for more meaningful, measurable, and deliberate action.
- Have events, activities, or gatherings where Council Members were not discussing official CWC business, but rather socializing and getting to know one another better.
- In terms of the role of the Stakeholders Council, there is a desire to feel that a difference is being made and that the work matters.
- There is a desire to improve communication between the different subcommittees.
 - It would be worthwhile to share updates in a more unofficial capacity.
 - Something like Slack might be useful so there can be more communication to pair with the Meeting Minutes and reports made during the Stakeholders' Council Meetings.
- Participants want to be better able to keep track of what everyone else is doing without attending all the meetings or reading all the meeting minutes.
- It was reiterated that there is a desire to know what is happening at the other subcommittee meetings.

Action Items

- Create shared Google Drive: 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 another meeting.

- Establish a Monthly Newsletter: Another idea was to create a monthly newsletter that could be used to inform those on different subcommittees.
- Establish and maintain Directory of Members: It was suggested that there be a current directory of members for each of the subcommittees. If this information is available and shared recently, emphasize it again.
- Develop Onboarding and Integration Program: There were conversations about the onboarding process for those who are new to the Stakeholders Council. Highlighting the history of the organization and the work done will be beneficial to all new members.
- Establish a protocol and method for Stakeholders Council Members to sit in on and/or engage in other meetings (e.g., other system committee meetings, CWC Youth Council), so there is more clarity and transparency about what the different groups are working on, in addition to more collaboration.
- Increase collaboration and interaction between SC and Youth Council. Balancing new ideas with expertise is something that can be done. There are a lot of excellent ideas coming out of the CWC Youth Council and there is a lot of wisdom and experience coming out of the Stakeholders Council subcommittees.
- Establish a new role/position/committee for the ski resorts. The resorts do not feel that they are adequately represented. Out of the four individuals connected to the resorts, Brighton was the only one present at the Stakeholders Council Retreat. Recommendation made and supported that the CWC consider those individuals as Ex Officio members or find some other way to improve communication such as creating a new CWC committee of the resorts that report directly to the CWC.