



**MINUTES OF THE CENTRAL WASATCH COMMISSION (“CWC”) STAKEHOLDERS COUNCIL ECONOMY SYSTEM COMMITTEE MEETING HELD WEDNESDAY, JUNE 11, 2025, AT 3:30 P.M. THE MEETING WAS CONDUCTED BOTH IN-PERSON AND VIRTUALLY VIA ZOOM. THE ANCHOR LOCATION WAS THE CWC OFFICES LOCATED AT 311 SOUTH STATE STREET, SUITE 330, SALT LAKE CITY, UTAH.**

**Committee Members:** John Adams, Chair  
Ed Marshall  
Hilary Arens  
Mike Marker  
Kim Doyle

**Staff:** Lindsey Nielsen, Executive Director  
Samantha Kilpack, Director of Operations  
Ben Kilbourne, Community Engagement Coordinator

**OPENING**

**1. Chair John Adams will Open the Public Meeting of the Economy System Committee.**

Chair John Adams called the Central Wasatch Commission (“CWC”) Stakeholders Council Economy System Committee Meeting to order at approximately 3:30 p.m. and welcomed those present.

**2. Review and Approval of the Minutes of the May 14, 2025, Meeting.**

**MOTION:** Ed Marshall moved to APPROVE the May 14, 2025, Meeting Minutes. Hilary Arens seconded the motion. The motion passed with the unanimous consent of the Committee.

**STAKEHOLDERS COUNCIL RETREAT RECAP**

**1. Chair Adams will Give an Overview of the June 4, 2025, Stakeholders Council Retreat.**

Chair Adams shared information about the Stakeholders Council Retreat that was held on June 4, 2025. He reported that there was a review of the Mountain Accord and there was a brief discussion on the Central Wasatch National Conservation and Recreation Area Act (“CWNCRA”). Some of

1 the accomplishments of the Stakeholders Council were also reviewed. The recording of the  
2 Stakeholders Council Retreat is available for any Committee Members who missed the meeting.

### 3 4 **“ECONOMY OF THE CANYONS” DOCUMENT**

#### 5 6 **1. The Committee will Review the Document Titled “Economy of the Canyons”.**

7  
8 Chair Adams noted that while the Economy System Committee has had a bit of a slow start, one  
9 accomplishment is the completion of the Vision and Purpose Statement which includes guiding  
10 principles for the Committee. He reported that the document is available in the Economy System  
11 Committee folder. CWC Staff recently sent out an email about how to access the shared folder.

12  
13 One of the documents the Committee has been working on the last few meetings is the Economy  
14 of the Canyons document. Chair Adams received feedback from Ed Marshall about the document.  
15 It was suggested that Chair Adams and Mr. Marshall talk through some of that feedback outside  
16 of the Economy System Committee Meeting so this meeting can be focused on discussing other  
17 items.

18  
19 Mr. Marshall asked what will be done with the Economy of the Canyons document. It is an abstract  
20 model and he is not sure that this should be sent to the CWC Board for review. Chair Adams  
21 denied an interest in forwarding this document to the CWC Board. It is difficult to hold the vision  
22 of the Mountain Accord across the different System Committees when a lot of separate work is  
23 being done. He created the Economy of the Canyons document as something the Committee can  
24 refer back to or use to create a common understanding. Sometimes when the economy is discussed,  
25 it is only money that is focused on. The diagram shows that there is value in the canyons that is  
26 not necessarily tied to money. Some unintended consequences need to be kept in mind. It is  
27 complicated to think about cause and effect as well as multiple systems at the same time. Chair  
28 Adams wants the document to guide the Economy System Committee so the work done supports  
29 the goals of the Mountain Accord. There is no desire to share this with the CWC Board, but it  
30 might be possible to share it with the other System Committees so there is an understanding of the  
31 Committee perspective. This is not an action item document but is something to guide the  
32 Committee's work.

33  
34 Mr. Marshall explained that if this document is forwarded to the different System Committees, he  
35 would like to see it have positive things to say about the economy rather than just focusing on the  
36 negative externalities. He pointed out that there are positive externalities as well, such as the  
37 impacts of the canyon businesses on the valley businesses. The restaurants have positive impacts  
38 on local farmers, food vendors, beverage and liquor vendors, refrigeration companies, and so on.  
39 When weddings are considered, there are also uses such as florists and photographers added to  
40 that. Chair Adams expressed support for adding that kind of information to the document. He  
41 suggested that this be handled outside of the Economy System Committee Meeting and then  
42 brought back for review.

43  
44 John Knoblock reported that he spoke to Lora Anthony from the Mountain Trails Foundation  
45 earlier that morning. He was trying to track down information on trail users for the Baseline Study  
46 process. She said that based on their trail counter data, there were over 1 million people who came

1 to vacation in Park City because of the trails. Mr. Marshall thought that was a good example and  
2 noted that a positive externality is all of the people who are able to recreate in the canyons. Chair  
3 Adams believed that when the Mountain Accord document was created, there was a desire to focus  
4 on how to grow sensibly within the confines of the canyons while still preserving the value of the  
5 canyons.

6  
7 Mr. Knoblock stated that he has been working with Joanna Wheelton from the Cottonwood  
8 Canyons Foundation on a grant application to the Tourism, Recreation, Culture, and Convention  
9 (“TRCC”) fund. That is funded in part through ski lift tickets, transient room tax, restaurant tax,  
10 and so on. The intention is to submit an application for a grant so there can be an additional trail  
11 crew. There is money generated in the canyons, so it makes sense for some of that money to flow  
12 back into the canyons to take care of the resource. Mr. Marshall pointed out that this is an example  
13 of a concrete deliverable. The main takeaway from the Stakeholders Council Retreat was a desire  
14 for more concrete deliverables that can be taken to the CWC Board. Council Members want there  
15 to be accomplishments. The concern he has about the Economy System Committee is that it  
16 focuses on theories, models, and principles rather than focusing on concrete deliverables. There  
17 have been a lot of discussions and he now wants the focus to be on deliverables that benefit the  
18 economy.

## 19 20 **CANYONS FUNDING LETTER AND DISCUSSION**

### 21 22 **1. The Committee will Discuss Drafting a Letter to the CWC Board Regarding Funding** 23 **in the Tri-Canyons, Including Identifying Areas that Need Financial Support.**

24  
25 Chair Adams explained that the Economy System Committee can work on drafting a letter to the  
26 Stakeholders Council and CWC Board about funding in the tri-canyons. This letter could identify  
27 sources of revenue, where funding is needed, and where funding can be put back into the canyons.  
28 Mr. Marshall suggested talking to the U.S. Forest Service about this in addition to the ski resorts.  
29 It is possible to ask the resort representatives present whether there are ideas about the funding  
30 needed in the canyons. It was noted that trailheads, trailhead maintenance, restrooms, and graffiti  
31 removal are all needs in the canyons. Discussions were had about invasive species work that is  
32 needed.

33  
34 Chair Adams asked if there is a Committee consensus to create a list of some sort that could  
35 eventually be forwarded to the CWC Board. If there is consensus, the Economy System  
36 Committee can look for sources where funding might be needed and where funding might be  
37 found. Mr. Knoblock expressed support for the creation of a list of needs and potential funding  
38 sources. Mr. Marshall mentioned fuels reduction. He was able to speak to Morgan Mingle this  
39 week and she said that Park City itself does not have a fuels reduction fund, but she sent him a link  
40 to the Weber Valley Coalition. Fuels reduction benefits businesses, recreational users, and  
41 environmentalists. This could be something for the Committee to consider including in the  
42 eventual letter to the CWC Board. Executive Director, Lindsey Nielsen, left a comment in the  
43 Zoom chat box suggesting a survey for funding needs.

44  
45 Chair Adams asked for support from members of the Economy System Committee on the  
46 determined action items. He noted that everyone on the Committee believes in the Mountain

1 Accord. As the economy grows, it is important to consider the other system needs. He took a  
2 moment to review the spreadsheet that has been created to track potential Economy System  
3 Committee action items.

4  
5 Mike Marker noted that the Mountain Accord was created to try to balance all of the conflicting  
6 interests. There is a fear that one group of people could be so focused on driving the economy that  
7 the other systems suffer. If the Committee is looking for action items, it makes sense to identify  
8 some of the specific needs that will be unmet based on recent funding decisions. In the Zoom chat  
9 box, there was a comment about additional funding being needed to handle the tire checks.  
10 Mr. Marker stated that the draft letter can outline what is needed and a request can be made that  
11 funding for those items be pursued in some manner. It is his understanding that the CWC has a  
12 lobbyist. He believes that person can be used to assist with some of these matters. He pointed out  
13 that there is only so much that the members of the Economy System Committee will be able to do  
14 on their own.

15  
16 Mr. Knoblock believes the Economy System Committee wants to make sure businesses in the  
17 CWC study area remain healthy and viable. Threats to that health can be identified, such as  
18 inadequate tire checks or inadequate transportation. The Committee can also work to ensure that  
19 some of the revenues generated from businesses in the canyons are returned to the Central Wasatch  
20 so the other systems remain healthy. Funding should come full circle. Mr. Marker noted that the  
21 Wasatch Mountains are a draw for the State. Businesses have made choices to relocate to Utah  
22 based on what exists in the area. That is the reason there needs to be management that is balanced.

23  
24 Mr. Knoblock reported that there is information available from Ski Utah. It is possible to take that  
25 data and make an educated guess about the numbers within the study area. Chair Adams pointed  
26 out that this is one of the action items listed in the spreadsheet. He believed the number from the  
27 Kem C. Gardner Policy Institute for the State was \$197 million in direct tax revenue from the ski  
28 industry. Mr. Knoblock noted that the Economy System Committee could attempt to look at the  
29 available data.

30  
31 Mr. Marshall commented that the economy does not necessarily need to be about growth, but about  
32 the health and sustainability of the existing businesses. Chair Adams noted that a comment was  
33 made during the Stakeholders Council Retreat about allowing businesses to grow, but within the  
34 existing footprints so the rest of the natural environment is preserved. The attraction of the canyons  
35 includes both the natural offerings and the built offerings. Chair Adams offered to add the  
36 suggestions made to the Canyon Revenue Needs tab on the spreadsheet. As far as revenue  
37 tracking, the main two categories he knows of are tax revenues and fees paid to the Forest Service  
38 for leasing land. He suggested that there continue to be discussions about the action items in  
39 between scheduled meetings so a letter can eventually be formulated and shared with the  
40 Stakeholders Council and CWC Board. Mr. Knoblock noted that it is important to remember the  
41 Wasatch Back during these conversations.

42  
43 Discussions were had about the Kem C. Gardner Policy Institute report. Chair Adams explained  
44 that he asked them to break it down further, but was told that this was not possible as it was meant  
45 to be a cumulative report. However, it is possible for the Committee to break down the numbers  
46 based on estimates. Mr. Marker pointed out that the number cannot be broken down by the number

1 of resorts, because different geographical areas do not contribute to the Wasatch Front in equal  
2 amounts. Chair Adams stated that it is still possible to share the identified needs based on growth  
3 and cuts to the Forest Service. There is a desire for money to go back into the canyons to preserve  
4 its natural health.

5  
6 Mr. Marshall noted that the four System Committees exist because the different systems are  
7 interconnected. That was known at the time of the Mountain Accord. Moving forward, he would  
8 like the Economy System Committee to focus more on the action items the Committee has been  
9 talking about rather than on principles, models, and theories. Director of Operations, Samantha  
10 Kilpack, pointed out that most of the current agenda is focused on action-oriented kind of  
11 discussions. The theoretical information is a starting point that can inform the work that will take  
12 place.

13  
14 Chair Adams stated that he will add the suggestions for funding needs to the existing document.  
15 It is possible to have a discussion about these items ahead of the next Economy System Committee  
16 Meeting. Chair Adams reiterated that he has already contacted the Kem C. Gardner Policy Institute  
17 and was unable to find out more about the data. He wondered whether it would make sense to  
18 reach out to Nathan Rafferty, who might be a good resource. Kim Doyle sent a resource to CWC  
19 Staff that might be useful as far as Big Cottonwood Canyon. She also offered to speak to  
20 Mr. Rafferty.

21  
22 Mr. Marshall explained that he would like to focus on fuels reduction work and what has been  
23 done so far. Mr. Knoblock believes the Salt Lake Ranger District has a \$17 million grant for fuels  
24 reduction. It might be possible for Mr. Marshall to speak to someone there and find out what is  
25 happening with those funds. Mr. Marshall confirmed that he will reach out to Adam Shaw.  
26 Mr. Knoblock offered to reach out to the Kem C. Gardner Policy Institute with Chair Adams.  
27 Discussions were had about the Ski Hill Resources for Economic Development (“SHRED”) Act.  
28 Chair Adams noted that there are fees that are paid by the resorts to the Forest Service to lease  
29 public land. That goes into the General Fund for the Forest Service. It would be interesting to  
30 find out whether that could be a source of funds that supports the health of the Cottonwood  
31 Canyons. He offered to reach out to Amber Broadaway about this. Hilary Arens offered to speak  
32 to Dave Fields about the fees.

## 33 34 **LAND CONSERVATION DISCUSSION**

### 35 36 **1. The Committee will Discuss the Mountain Accord Directive of Identifying Private** 37 **Land Parcels for Conservation Easements.**

38  
39 Chair Adams explained that land conservation is something that Mr. Knoblock mentioned during  
40 the Stakeholders Council Retreat. In the Mountain Accord, it mentions identifying private land  
41 parcels and purchasing those parcels as a form of protection. He is not sure whether that is  
42 something this Committee should be involved with, but wanted to bring this matter to the Economy  
43 System Committee for discussion. Mr. Knoblock does not believe this Committee would  
44 necessarily be the one to identify parcels or focus on that kind of effort if something like that were  
45 to move forward.

1 **CAPACITY PLANNING DISCUSSION**

2  
3 1. **The Committee will Discuss Supporting Sustainable Growth through Capacity**  
4 **Planning.**

5  
6 Chair Adams noted that during the Stakeholders Council Retreat, there was a discussion about  
7 capacity planning. He is in agreement with some of the comments made that planning the future  
8 of the canyons without some level of capacity planning is difficult. Mr. Knoblock pointed out that  
9 capacity ties into all of the different System Committees. A lot comes down to transportation and  
10 limiting the number of vehicles allowed in the canyons. Chair Adams wondered whether there  
11 could be a discussion across the System Committees that focused specifically on the idea of  
12 capacity.

13  
14 Chair Adams reiterated that there is a desire to move forward with some of the action items and  
15 have discussions ahead of the next Economy System Committee Meeting. He offered to add the  
16 suggested action items to the spreadsheet document located in the Economy System Committee  
17 folder.

18  
19 **PUBLIC COMMENT**

20  
21 There were no public comments.

22  
23 **CLOSING**

24  
25 1. **Chair Adams will Call for a Motion to Adjourn the Economy System Committee**  
26 **Meeting.**

27  
28 **MOTION:** Mike Marker moved to ADJOURN the Economy System Committee Meeting. Hilary  
29 Arens seconded the motion. The motion passed with the unanimous consent of the Committee.

30  
31 The Economy System Committee Meeting adjourned at approximately 4:32 p.m.

1 *I hereby certify that the foregoing represents a true, accurate, and complete record of the Central*  
2 *Wasatch Commission Stakeholders Council Economy System Committee Meeting held on*  
3 *Wednesday, June 11, 2025.*

4  
5 Teri Forbes

6 Teri Forbes

7 T Forbes Group

8 Minutes Secretary

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