MINUTES OF THE CENTRAL WASATCH COMMISSION ("CWC") STAKEHOLDERS COUNCIL ECONOMY SYSTEM COMMITTEE MEETING HELD WEDNESDAY, OCTOBER 28, 2026, AT 2:30 P.M. THE MEETING WAS CONDUCTED BOTH IN-PERSON AND VIRTUALLY VIA ZOOM. THE ANCHOR LOCATION WAS THE CWC OFFICES, LOCATED IN THE BRIGHTON BANK BUILDING AT 311 SOUTH STATE STREET, SUITE 330, SALT LAKE CITY, UTAH.

Committee Members: Brendan Smith, Co-Chair
Scott Hotaling
Becca Gerber
Julie Faure
Hilary Arens
John Knoblock

Staff: Sam Kilpack, Director of Operations

OPENING

1. Co-Chair Brendan Smith will Open the Public Meeting as Co-Chair of the Economy System Committee of the Central Wasatch Commission Stakeholders Council.

Co-Chair Brendan Smith called the Central Wasatch Commission ("CWC") Stakeholders Council Economy System Committee Meeting to order at 2:30 p.m. and welcomed those present.

2. Review and Approval of the Minutes of the June 10, 2026, Meeting.

Co-Chair Smith reported that John Adams led the last Economy System Committee Meeting. During that meeting, there was a discussion about the Stakeholders Council Meeting and the Central Wasatch National Conservation and Recreation Area Act ("CWNCRA"). In addition, there were agenda items focused on tolling in the canyons and a possible business survey.

MOTION: Julie Faure moved to APPROVE the June 10, 2026, Meeting Minutes. Hilary Arens seconded the motion. The motion passed with the unanimous consent of the Committee.

COMMITTEE LEADERSHIP DISCUSSION

1. The Committee will Discuss the Appointment of a New Chair in Light of John Adams' Departure from the Committee.

Co-Chair Smith reported that the Chair of the Economy System Committee, John Adams, recently left the Committee. Director of Operations, Sam Kilpack, explained that Co-Chair Smith has volunteered to lead the Economy System Committee, but other interested Committee Members can also express an interest in serving. There were no other interested Committee Members.

MOTION: Julie Faure moved to APPOINT Brendan Smith as Chair of the Economy System Committee. Hilary Arens seconded the motion. The motion passed with the unanimous consent of the Committee.

Ms. Kilpack pointed out that Chair Smith was previously serving as Co-Chair of the Committee. There is now a vacancy for the Co-Chair position. Most of the responsibility for developing the agenda and running the meetings falls to the Chair. The Co-Chair serves in a supporting role and runs the meeting if the Chair is absent. The Co-Chair role can be considered at the next meeting.

ECONOMY SYSTEM COMMITTEE ALIGNMENT ACTIVITY

1. The Committee will Discuss and Create a One-Page Roadmap of a Purpose, Vision, Strategic Pillar, and Decision-Making Filter.

Chair Smith reported that there was an Economy System Committee Alignment and Roadmap document sent to Committee Members ahead of the meeting. It states that the session purpose is to "create shared clarity around why the Committee exists, how it supports the Stakeholders Council and CWC, where it wants to have impact, and what it will focus on to get there." The desired output is a one-page roadmap that highlights the purpose, vision, strategic pillars and actions, and a decision-making filter. Chair Smith has used this kind of roadmap in previous roles. The intent of the roadmap exercise is to better understand the future purpose of the Committee.

Chair Smith noted that it sometimes seems the Economy System Committee lacks direction. This roadmap exercise can better clarify the direction and what there is a desire to accomplish. He asked if there is Committee support to move forward with this exercise, which was confirmed.

John Knoblock reminded those present that there were four System Groups during the Mountain Accord process. The Recreation System Group had a clear mission to improve recreation. The Environment System Group wanted to protect and enhance the environment within the CWC study area. The Transportation System Group focused on improved transportation. However, the Economy System Group struggled to find a clear focus. If the Economy System Committee can establish more clarity through this roadmap exercise, then it would be beneficial for all members.

Chair Smith suggested that the Economy System Committee consider the bigger picture. He asked how the Committee contributes to the Stakeholders Council and the CWC. The intention is to establish a shared understanding of the Committee role. Ms. Kilpack reported that when she

started with the CWC in 2023, the System Committee structure had been newly established. The Chair of the Stakeholders Council at that time determined that System Committees were needed to mirror the Mountain Accord process. At that time, she made a worksheet for each System Committee. It focused on the Mountain Accord directives that pertained to each system.

Ms. Kilpack shared the Economy System Committee document that was created in 2023. It states that the guiding purpose from the Mountain Accord is: "Broadly shared economic prosperity that enhances quality of life and preserves natural and scenic resources and infrastructure that is attractive, sustainable, and provides opportunity for visitors and residents." There are not a lot of Mountain Accord deliverables that specifically pertain to the economy, other than facilitating land exchanges between the U.S. Forest Service and the Cottonwood Canyons ski resorts. The Economy System Committee is more broadly defined than some of the other System Committees.

There was discussion about the guiding purpose statement 2023 document. It was noted that it is possible to consider the economic impacts of the CWNCRA. It is important to think about the benefits as well as the potential economic downsides. The Economy System Committee should have a conversation about the economic impacts of what has been proposed. Chair Smith explained that this can be highlighted during the strategic pillars portion of the exercise. The guiding purpose statement from the 2023 document seems to be appropriate for the Committee.

Chair Smith asked if the Economy System Committee feels comfortable using the guiding purpose statement from the 2023 document as the current purpose statement for the Committee. Mr. Knoblock pointed out that the language was from the Economy System Group during the Mountain Accord process. The Economy System Committee might have a slightly different vision. The Stakeholders' Council was created to provide information and data to support the CWC. The Mountain Accord statement could be fine-tuned so it states that the Committee is interested in providing information, data, and resources to the CWC Board about the economic prosperity of the CWC study area. Mr. Knoblock shared information about locations in the CWC study area.

Chair Smith agreed with the comments shared. He acknowledged that the Economy System Committee needs to provide information to the CWC Board as well as the other System Committees. Mr. Knoblock believed the specific purpose statement language should be drafted outside of the meeting. Chair Smith pointed out that there was a shared document created for a Stakeholders Council letter. Something similar could be created so members of the Economy System Committee can access the drafted purpose statement and then make edits, comments, and suggestions. At the next meeting, there can be a final decision made on the drafted language.

Becca Gerber asked if the Economy System Committee should provide input to the CWC Board when asked. It is her understanding that the CWC Board has a specific mission and can seek out information from the Stakeholders Council and System Committees. However, when she first started on the Economy System Committee, it seemed the Committee was looking for tasks rather than providing feedback, resources, and information to the CWC Board for consideration.

Mr. Knoblock stated that he was previously the Co-Chair of the Stakeholders Council. At that time, the CWC Board was asked about the role of the Stakeholders Council and System Committees. The CWC Board stated that there was no desire to direct Council Members. The

Stakeholders' Council was essentially given the freedom to decide what to pursue. The Council is supposed to provide information to the CWC Board, so there is some confusion about their role.

Hilary Arens asked about the information, resources, and data that has been provided to the CWC Board in the last year or two. In order to determine what to provide in the future, it makes sense to look at successes from the past. Ms. Kilpack confirmed the earlier comment from Mr. Knoblock. In her time with the CWC, she has not seen the CWC Board specifically task the Stakeholders Council with anything. The Stakeholders Council includes experts with an awareness of the various economic, recreation, environmental, and transportation-related issues in the Central Wasatch. As a result, the Stakeholders Council often identifies issues and brings them to the attention of the CWC Board. She pointed out that the CWC Board will want to hear feedback about the CWNCRA from members of the Stakeholders Council, as it has been a recent focus.

Ms. Kilpack addressed the question posed by Ms. Arens. She explained that the Visitor Use Study that the CWC undertook was an idea that originated at the Stakeholders Council level and was pushed forward by the Stakeholders Council. The recent efforts for a Millcreek Canyon shuttle also originated at the Stakeholders Council level with work done by the Millcreek Canyon Committee. In addition, the Stakeholders Council has drafted various letters to the CWC Board. Now that the CWNCRA is a focus of the CWC Board, there will be opportunities for the Stakeholders Council to identify the risks, opportunities, and challenges associated with the bill.

The role of the Stakeholders Council is largely to provide feedback and identify issues. The CWC Board can assign work to the Stakeholders Council, but that is not something that Ms. Kilpack has seen happen during her time with the CWC. The System Committees do not always need to be working on something, but it is possible to meet and have discussions when situations arise. Ms. Arens asked if the Economy System Committee should continue to meet every other month. Ms. Gerber wondered if it would make sense for the Economy System Committee to meet as needed.

Scott Hotaling asked if there are any other forums where the economy in the Central Wasatch is considered broadly. He knows that the ski resorts communicate with one another and have certain connections, but the Economy System Committee also considers the restaurants and looks at other economic perspectives. That is what makes the Economy System Committee stand out. He likes the idea of the Committee looking out for issues rather than creating work for themselves. It is possible to bring information forward about potential economic risks. He suggested that the future Economy System Committee Meetings be structured so there is a regular check-in that evaluates the biggest economic risks and economic opportunities within the CWC study area. Mr. Hotaling believed meeting with some frequency would be useful, because it will allow that check-in to occur, but there does not necessarily need to be a monthly meeting scheduled for the Committee.

Chair Smith expressed concerns about the Economy System Committee meeting on an as-needed basis. The less the Committee meets, the less opportunity there is to collaborate. Mr. Hotaling suggested that there be a meeting every other month. There can be a discussion about the structure of future meetings so there is more clarity about what the meetings will actually look like. It is possible for Committee Members to highlight potential economic challenges. He referenced the 2023 document that was shared earlier. The only Mountain Accord deliverable related to the

economy had to do with potential land exchanges. However, water is a far more challenging economic issue for the canyons now than it was when the Mountain Accord process occurred.

There was additional discussion about the purpose of the Economy System Committee. Ms. Gerber does not believe the intent is for the Committee to take on tasks unless there is an issue that comes from the CWC Board. She wants to provide information to the CWC Board, but does not want to create work that the CWC Board is not interested in. If there is a desire to have a regional economic discussion, it would be meaningful for the CWC Board to communicate that or provide some direction. Mr. Knoblock reiterated that there have been challenges when it comes to receiving clear direction from the CWC Board. That being said, there are different members on the CWC Board now, so the response might be different if this issue were brought forward again.

Julie Faure reported that the purpose outlined during the recent Stakeholders Council Meeting was to move the CWNCRA forward. Both the bill language and feasibility should be considered. The Economy System Committee can think about potential stumbling blocks. For instance, there could be a discussion about how the CWNCRA could potentially impact businesses. The Committee needs to imagine how the public might react to what is proposed and be ready to answer questions.

Ms. Kilpack stated that the CWNCRA will be strengthened if the anticipated roadblocks are considered and identified ahead of time. When there is a new draft of the CWNCRA released, the Economy System Committee can share their thoughts. The Committee can focus on the potential economic impacts. The CWC Board is the governing body that will vote on whether the CWNCRA should advance. Mr. Knoblock pointed out that there are also opportunities to discuss the funding needed to make certain land acquisitions a priority. He referenced some of the Mountain Accord language, which envisioned ensuring the economic viability of the communities. He explained that Cottonwood Heights depends on the health of the ski resorts and recreation in the canyons. Cottonwood Heights purchased land for a city center, but there is not any funding available at this time to move forward with that work. There are many economic issues that the Economy System Committee can discuss, especially when it comes to economic viability.

Ms. Kilpack reported that different surveys have been developed over the last few years. The Environment System Committee developed a survey focused on the way the Central Wasatch Dashboard was being used and how the Central Wasatch Dashboard could be improved. The Recreation System Committee is currently focused on an educational campaign. The intention is to have a QR code on Utah Transit Authority ("UTA") buses to educate recreators about how to recreate responsibly in the canyons. There will also be information about how to utilize public transit. The survey is focused on stewardship of the Central Wasatch. While there was no directive from the CWC Board, these Committees wanted to gain and share information. She explained that the Economy System Committee can also undertake projects that steward the Central Wasatch, even if there is not a specific directive received from the CWC Board.

Chair Smith suggested that the focus be narrowed down to what the Economy System Committee would like to accomplish in the next one to three years. It sounds like there will be a new draft of the CWNCRA released in the future. Providing economically focused input on the draft CWNCRA should be a priority for the Economy System Committee. He asked if there is a desire to expand beyond the CWNCRA. It was pointed out that the traffic on Wasatch Boulevard impacts

the economy in Cottonwood Heights. While that is not necessarily an issue the Committee can solve, there are economic impacts to consider, as people are unable to access businesses at certain times.

Ms. Gerber pointed out that the different systems are interconnected. For example, transportation can impact the economy and the environment. It would make sense to send out a survey to the business community to better understand their concerns. It is also possible to review some of the sales tax collection numbers to see what changes have occurred over time. Having a better understanding of the economic picture would be beneficial, as there would be data to work from.

Mr. Knoblock thought the vision statement of the Economy System Committee should be high-level but still provide a certain amount of clarity. He shared example language: "The vision of the Economy System Committee is to ensure that there is a vibrant economy associated with the Central Wasatch, so the businesses (ski resorts, restaurants, and other businesses) are functioning well. This will support additional efforts, such as private property land acquisition, ensuring that transportation needs are met, ensuring that water needs are met, ensuring that wildfire risk reduction needs are met, and ensuring that the communities adjacent to the Central Wasatch are doing well." This kind of statement is high-level but includes a certain amount of specificity.

Chair Smith believed the items mentioned by Mr. Knoblock could be the strategic pillars for the Economy System Committee. As for what there is a desire to deliver in the next one to three years, it sounds like there is a desire to provide resources to the Stakeholders Council and CWC Board about the CWNCRA. Ms. Faure pointed out that it is possible to look at the existing version of the CWNCRA and discuss what elements might positively or negatively impact the economy. In order for the bill to pass, it is important that there is broad support from various interests.

Mr. Knoblock reported that he spoke to the Ranger at the Sawtooth National Recreation Area ("SNRA") a few years ago. He asked whether the funding that had been promised was received, which was denied. There was a lot of additional work that needed to be done, but the funding never came through. Ms. Faure stressed the importance of considering how businesses will be impacted by a possible CWNCRA. It is necessary to understand what this will do for business.

Chair Smith reported that he will create a document that includes a draft purpose and vision statement. Potential strategic pillars can also be added to the document. There can be additional discussions about the roadmap exercise at the next Economy System Committee Meeting.

STAKEHOLDERS COUNCIL MEETING DISCUSSION REVIEW

1. The Committee will Review the Discussions from the September 2, 2026, Stakeholders Council Meeting.

The Stakeholders Council Meeting from September 2, 2026, was not discussed. It was noted that the next Stakeholders Council Meeting is scheduled to take place on December 2, 2026.

MILLCREEK CANYON DISCUSSION

1. The Committee May Discuss Economic Issues Pertinent to Millcreek Canyon.

There was no discussion about Millcreek Canyon.

OTHER ITEMS AND NEXT MEETING AGENDA

1. The Committee May Raise Other Topics, if Desired.

2. The Committee will Discuss Topics for the Next Meeting Agenda, including a Potential Survey of Canyon Businesses.

The next Economy System Committee Meeting is scheduled to take place on December 9, 2026. Ms. Kilpack reported that it is possible for Committee Members to convene earlier than that if there is additional discussion needed. It is also possible to change the meeting cadence. She reminded Committee Members that there can be email communication between meetings as well.

Chair Smith reported that he will create a draft document and share it with the Committee. There is also a survey draft that will be sent out to Committee Members so feedback can be provided.

CLOSING

1. Co-Chair Smith will Call for a Motion to Adjourn the Economy System Committee Meeting.

MOTION: Brendan Smith moved to ADJOURN the Economy System Committee Meeting. Julie Faure seconded the motion. The motion passed with the unanimous consent of the Committee.

The Economy System Committee Meeting adjourned at approximately 3:30 p.m.

I hereby certify that the foregoing represents a true, accurate, and complete record of the Central Wasatch Commission Stakeholders Council Economy System Committee Meeting held on Wednesday, October 28, 2026.

Teri Forbes

Teri Forbes
T Forbes Group
Minutes Secretary

Minutes Approved: _____