



CENTRAL  
WASATCH  
COMMISSION

Prepared by:  
**avenue**  
CONSULTANTS

Stakeholder Council Retreat  
April 24, 2023

**Objective:**  
***Brainstorm specific Goals and Priorities  
for CWC Stakeholder Council***





## TOP 5 GOALS

Avenue Consultants reviewed all the goal themes and based on all the feedback collected, recommend the following 5 goals.

1. Work together as a diverse group to protect the canyons for everyone.
2. Establish clear and effective communication within the SHC and between the SHC and the CWC board.
3. Add value and influence to the decisions made in the Wasatch Canyons
4. Collect and provide input to inform decision makers and legislation/prioritize passing legislation.
5. Have clear and balanced interest groups represented in the stakeholder's council.



## COMMITTEES

Prior to the April retreat stakeholders were asked if other committees should be created and the following were suggested:

- Dashboard Committee
- Conservation Easements Committee
- Wildfire Committee
- Lands Acquisition Committee
- Public Outreach Committee

At the retreat the majority of stakeholders affirmed that additional committees should be created, and stakeholders should participate on them.

**Are there other/new committees you would like to serve on?**



**Should every Stakeholder Council member serve on a committee?**



For further details or questions please contact Thomas McMurtry at [tmcmurtry@avenueconsultants.com](mailto:tmcmurtry@avenueconsultants.com)



# Appendix



## GOALS

Short, broad, serves to guide and inspire.

1 RETURN TO DIVERSE  
COLLABORATION

2 ACKNOWLEDGE +  
ADDRESS POWER  
DISPARITIES

3 ESTABLISH A MORE  
EFFECTIVE STAKEHOLDER  
DIALOGUE PROCESS

4 ELEVATE STAKEHOLDER  
INFLUENCE

5

## METRICS

Measurable standards that relate back to the goal.

1 ENGAGING ALL STAKEHOLDER  
AND ACKNOWLEDGING  
DIFFERENT INTERESTS

2 + CONFIRM  
REVIEW MOUNTAIN ACCORD  
CONCURRENCE OF ACTIONS  
WITH MOUNTAIN ACCORD  
GOALS + TRADE OFFS

3

4

5



# Appendix



## GOALS

Short, broad, serves to guide and inspire.

1 Feasible transportation

2 Influence + Representation  
consensus, input, sounding board

3 [Define capacity] of canyon businesses,  
considering transportation + safety needs  
ex: high turnover counts

4 Emergency preparedness  
must include access for emergency vehicles, shelter for users  
fire

5 Environmental ~~for~~ stewardship  
trails, facilities

## METRICS

Measurable standards that relate back to the goal.

1 # of parking tickets, trailhead counts  
transit times, canyon employee retention

2 define vision of stakeholder council  
Identify who needs to be on council

3 summer ~~at~~ transpo times  
Brighton's parking revenue  
input into business goals from PS  
incorporate modeling

4 response times  
collision btwn bikers + hikers  
emergency planning in place  
# miles of power lines buried

5 cholesterol levels in streams long term  
lbs trash in annual spring cleanup  
# sponsorship of trails  
# miles of social trails

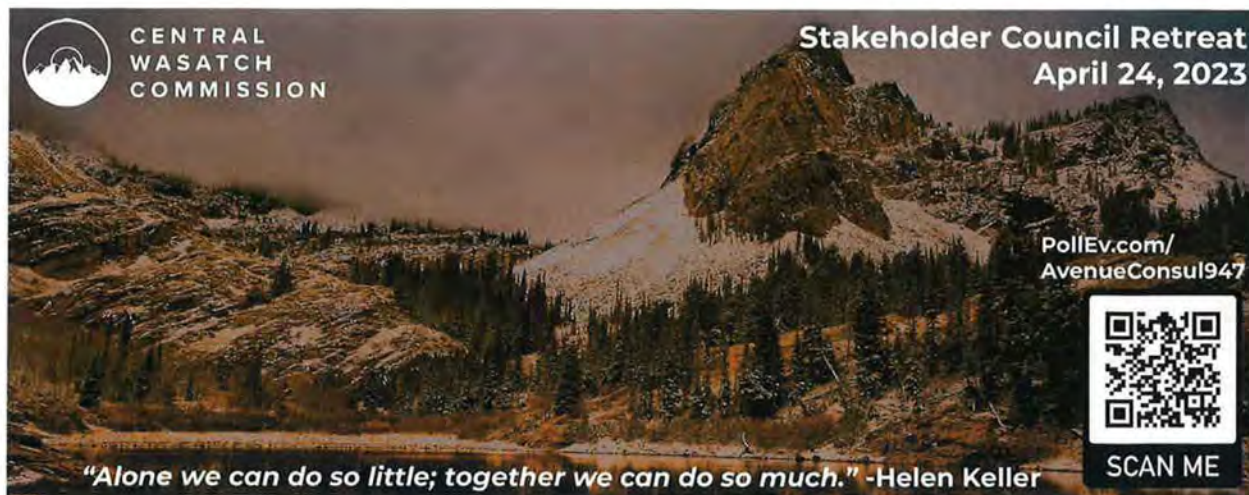
Transportation

Influence  
Representation

Goal alignment  
between business  
+ other stakeholders  
carrying capacity



# Appendix



## GOALS

Short, broad, serves to guide and inspire.

1

More deliverables out of SHC to Board.

2

B More effective collaboration between Brd and SHC

3

list of requirements/ proposal template to submit ideas to commission

4

revisit mountain accord-modernize

5

get Prioritize passing the legislation.

## METRICS

Measurable standards that relate back to the goal.

1

2

- SHC executive com/ working group that actively engages Brd on issues

3

- timeliness

4

5



# Appendix



## GOALS

Short, broad, serves to guide and inspire.

1

Establish clarity on CWNCR  
legislation - What issues won't the  
Utah Delegation support?

2

Better understanding of the  
funding details for the Mountains -  
VSFS, SLC, SLCa, CCF, etc

3

Alternative Transportation ideas  
put forward

4

5

## METRICS

Measurable standards  
that relate back to the  
goal.

1

2

3

4

5



# Appendix



## GOALS

Short, broad, serves to guide and inspire.

1 Have ~~Develop~~ a clear communication process up + down with the CWC

2 Have clear + balanced interest groups represented in the Stakeholders Council,

3 Have a clear dialog process to get all of the Stakeholder perspectives heard + discussed

4 Stakeholders Council is respected + listened to by the governmental agencies, eg USFS, UTA, UDOT, SLCo, WERC, etc. State Rec.

5 Stakeholders Council has ability to independently bring ideas + solutions to State + Federal agencies (independent of CW Commissioners)

6

## METRICS

Measurable standards that relate back to the goal.

1 • develop a relationship with CW Commission  
• develop a draft process for clear communication  
• get assigned mayors' staff to communicate with,

2 • list of interest Groups represented

3

4 • Regular meetings with groups attending.  
• Stakeholder reports submitted to State Dept of Recreation

5 • Annual Report to Legislature/Governor



# Appendix



## GOALS

Short, broad, serves to guide and inspire.

1

More specific requests  
to Board with formulated  
options

2

Submit more fully developed  
Proposals from STC

3

Enhanced communication  
effectiveness by  
clarifying roles & responsibilities

4

Provide Formula and review  
CWC Budget make  
direct input into audit committee

5

Improve STC processes to  
be more input driven CWC

## METRICS

Measurable standards  
that relate back to the  
goal.

1

2

3

4

5



# Appendix



## GOALS

Short, broad, serves to guide and inspire.

1 Protect & Sustain  
Watershed in  
Little Cottonwood Canyon

2 Sustain present  
ecosystem in  
Little Cottonwood Canyon

3 Protect and sustain  
rare, threatened &  
endangered flora & fauna species

4 Have actual CWC  
Board allow knowledgeable  
CWC staff to be part of CWC meeting  
without voting power. Participating  
staff duty would be  
to develop policy  
formulations to be  
acted upon by members of CWC.

## METRICS

Measurable standards  
that relate back to the  
goal.

1 24/7/365 water quality  
measurement at 9 locations

2 Using a full time  
Dash Board

3 Continual monitoring  
on the ground.

4

5





# **Stakeholder Council Retreat**

April 24<sup>th</sup>

# **CENTRAL WASATCH COMMISSION**





# Thomas McMurtry

**Avenue Consultants  
Project Manager/  
Facilitator**

**Has led over a dozen vision and  
goal workshops in Utah.**





# Retreat Agenda

- Background Information  
Introduction
- PollEverywhere Anonymous Polling  
Exercise
- *\*Break (10 min)\**
- Discussion of goals
- Goals Exercise
- Committee Discussion
- Closing







*“A small body of determined spirits...  
can alter the course of history.”*

*-Mahatma Gandhi*



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# Objective

*Brainstorm Specific Goals and priorities for  
CWC Stakeholder Council*



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On your smart  
device or  
computer...



Via WEB BROWSER:

[www.PollEv.com/AvenueConsul947](http://www.PollEv.com/AvenueConsul947)

OR

via TEXT:

AvenueConsul947 to 22333



# Background

- Mountain Accord
- CWC Board Priorities (4)
- Potential priorities for the Stakeholders Council





# Mountain Accord

1. Protect the **environment** and natural resources,
2. Ensure high quality **recreational** experiences,
3. Enhance regional **transportation**, and
4. Strengthen the regional **economy**.



**FINAL REPORT** | September 2016



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# CWC Board Priorities

Implement the Mountain Accord Charter and address the four major issues:

- Stewardship of **natural resources**.
- Preservation of quality **recreation** experiences.
- Establish an environmentally sustainable **transportation** system.
- Contribute to a vibrant **economy**.





# Stakeholder Council Guiding Principles

The Stakeholders Advisory Council may **gather information**, conduct **fact-finding**, **provide analysis**, conduct **feasibility studies**, and otherwise **collaborate** with broader constituencies with interests in the Project Area in order to make **suggestions**, **recommendations** and **proposals** to the CWC Board and the Commission's staff and consultants.





# Board Priorities from CWC Retreat: **PROCESS**

1. The Stakeholders Council should focus on areas where opposing sides can find agreement in improving canyons - small wins.
2. The Stakeholder Council should consider the whole spectrum of stakeholder interest, both conservation and commercial.
3. Create a smooth, productive working relationship with the CWC Board.
4. Hold meetings where discussion is polite and respectful.





# Survey Results



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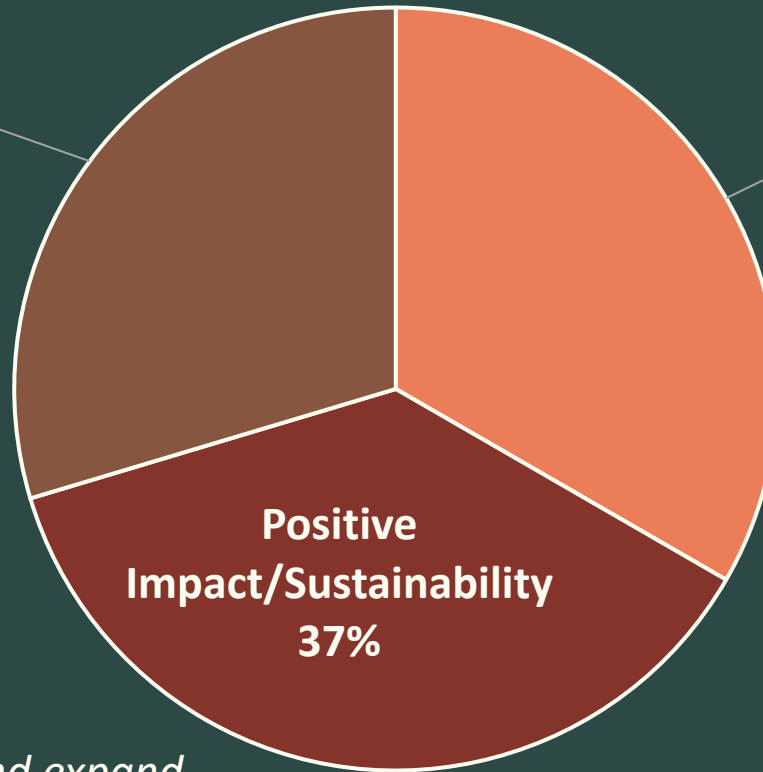
# Why did you join the Stakeholders Council?

**Stay Informed/Provide Input**  
**30%**

*I want to be aware of  
issues related to our  
canyons.*

**Represent a  
group/Advocacy/Equity**  
**33%**

*I wanted to be a voice to  
bring equity to recreation  
in the canyons...*



*To ensure and expand  
efforts of conservation  
and preservation.*

*CWC is the last, best opportunity to  
collaborate for sustainable canyon  
management and preservation.*



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# What are your expectations for how the SHC should function in 2023?

*“Identify problems and opportunities in the CWC area and help guide solutions.”*

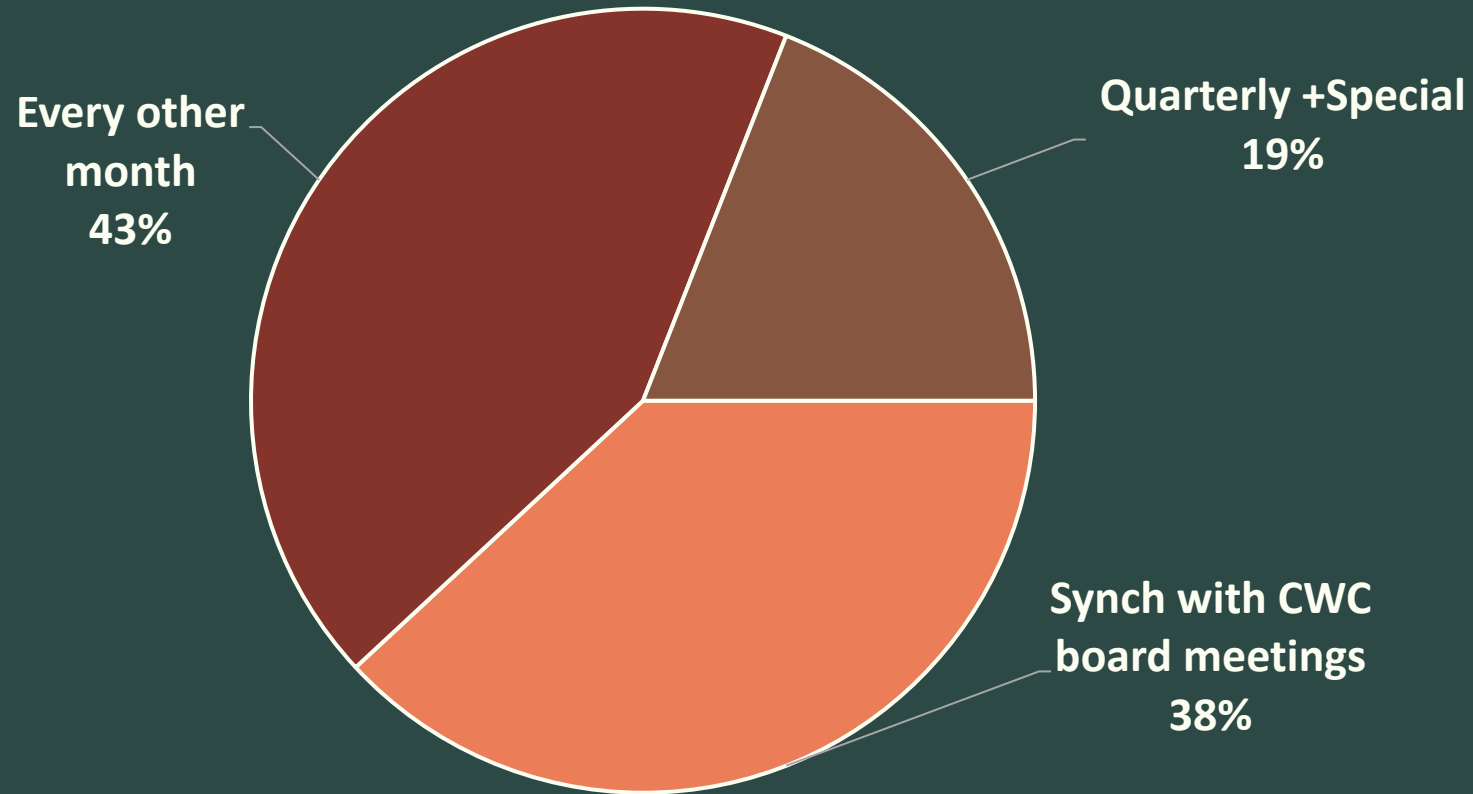
*“Clear mission, vision, purpose, meeting cadence, goals and/or objectives.”*

*“Discuss pending policies and impacts to stakeholders. The BCC MAP presentation was a great example of that. Have some more insight to what other committees are working on.”*

*“I would like the SHC have a unified voice, but I know that is almost impossible just because of the broad range of interests on the SHC. However, I think we could have majority opinions and perhaps minority opinions that are specific and clearly stated and shared with the CWC.”*



# What type of meeting schedule would you like to have?



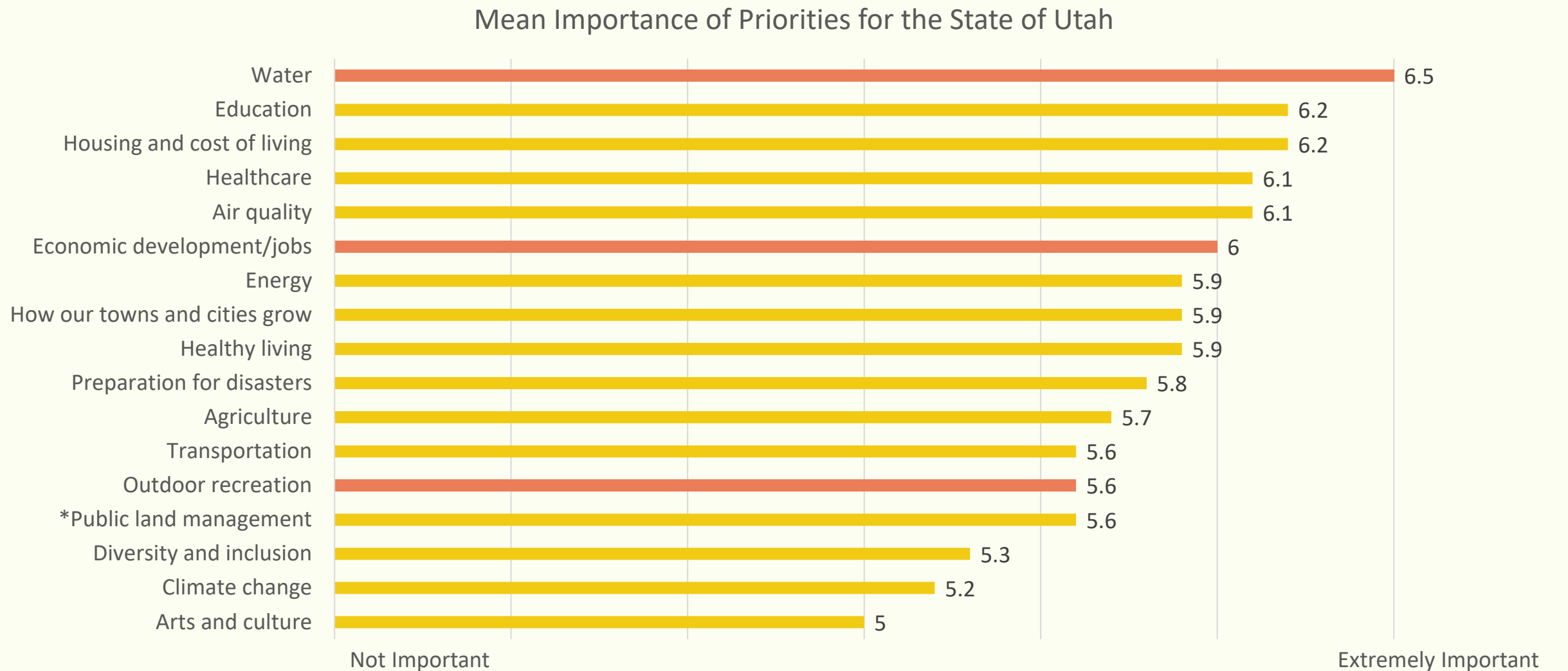


# Wasatch Canyons – Utah's greatest resource



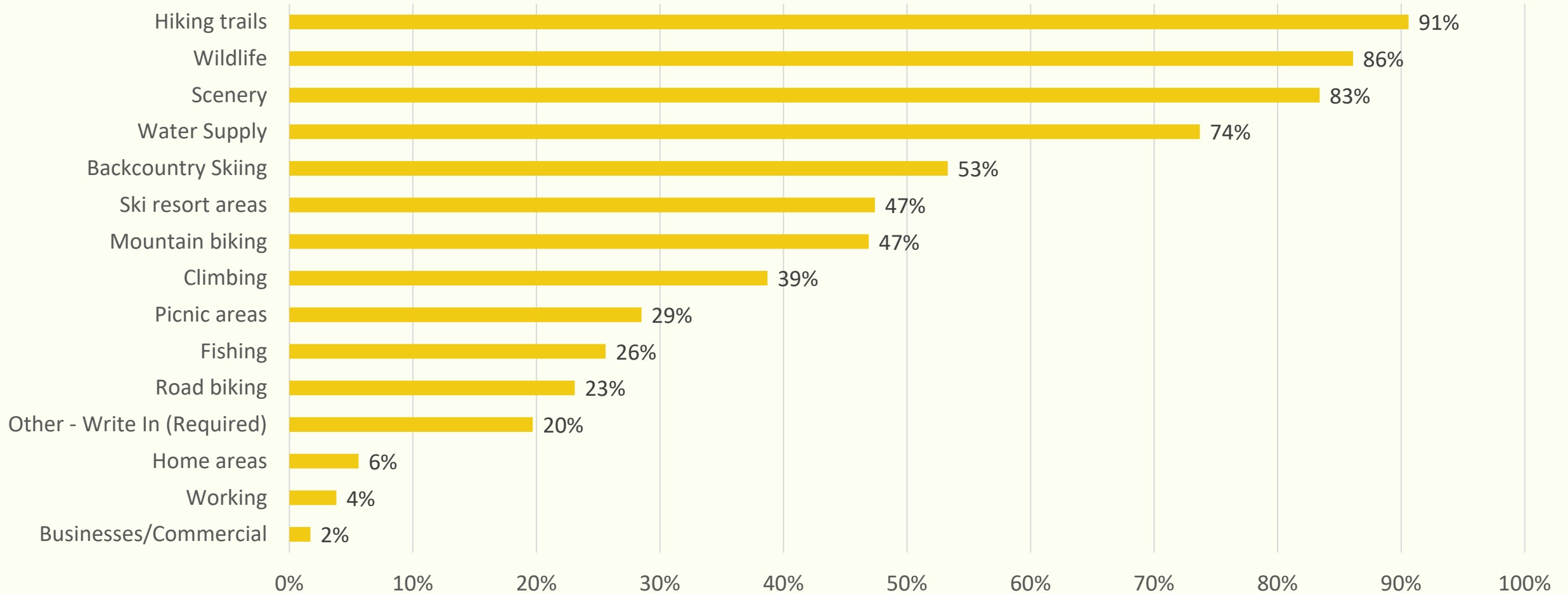
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# Top Priorities for Utah

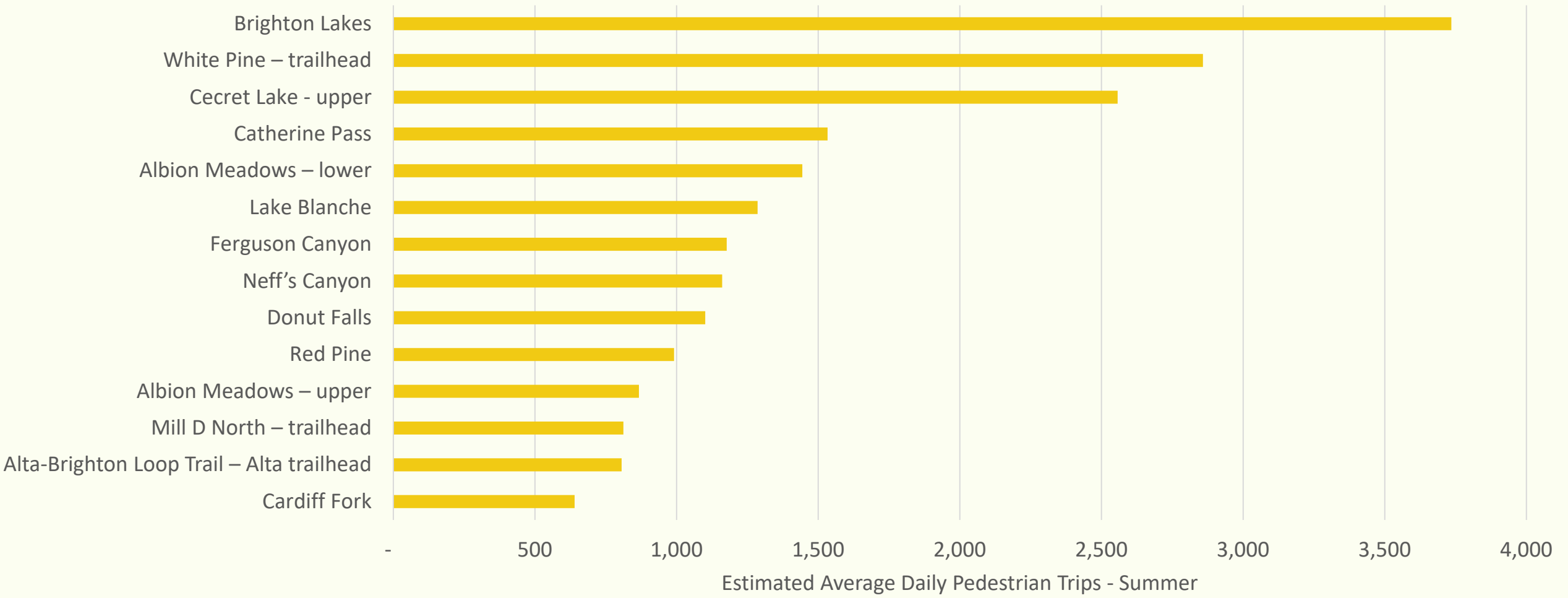




# What Canyon features or attributes are the most important to you?



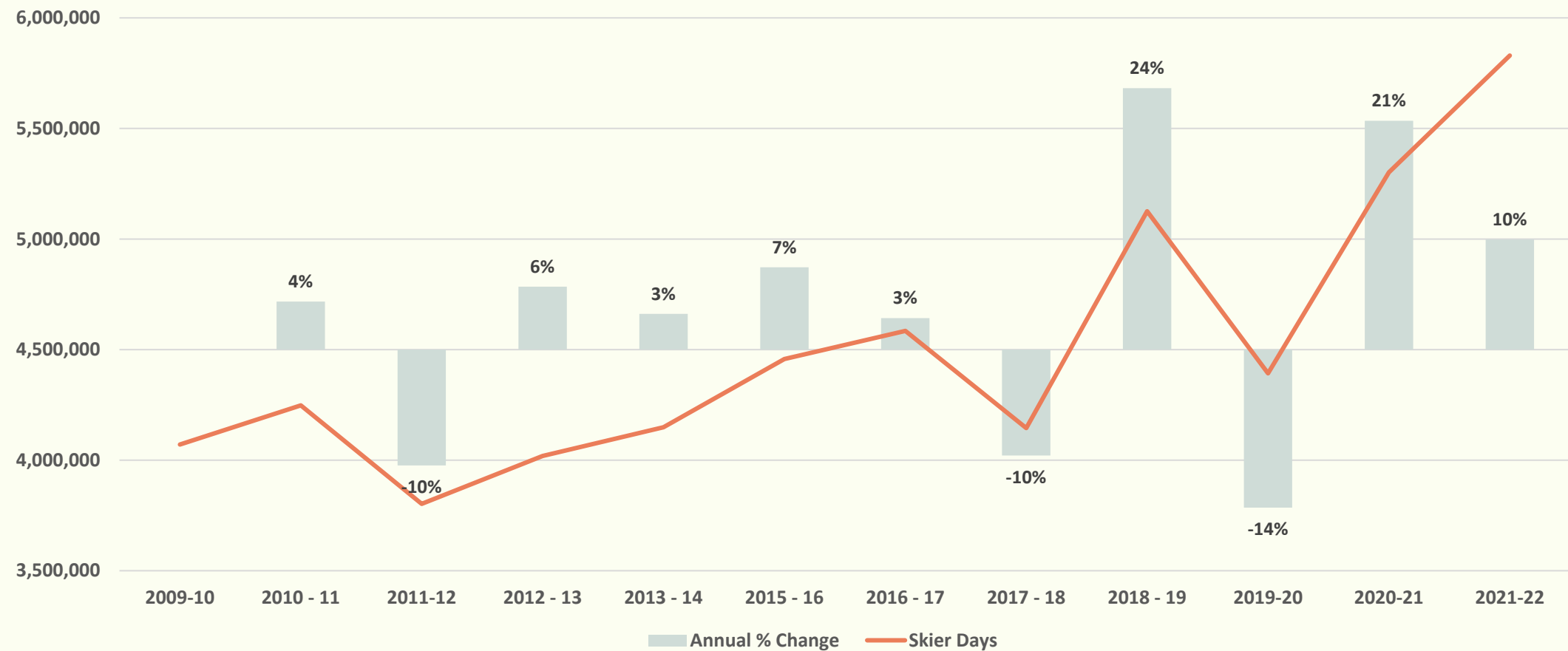
# Top Used Trails in the Central Wasatch



Source: Utah State University, Trail Use in the Central Wasatch 2023  
<https://www.utah.gov/pmn/files/930621.pdf>



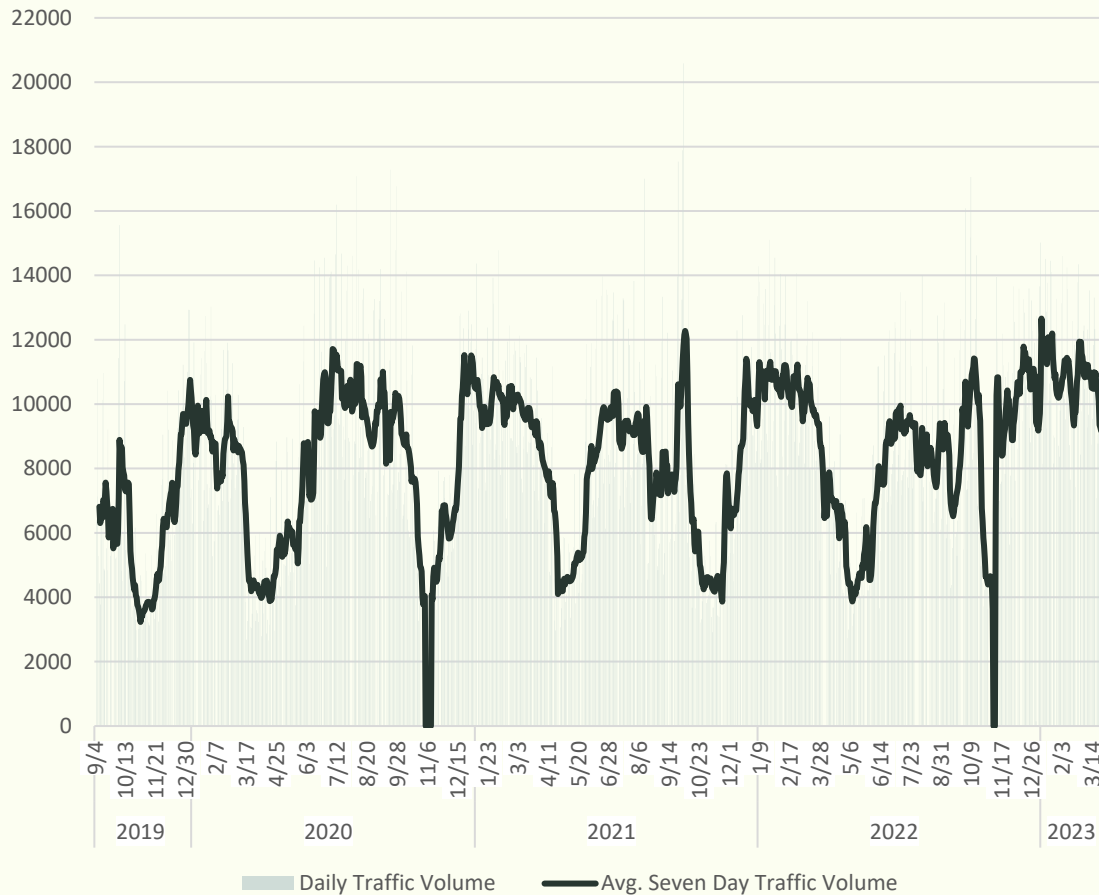
# Annual Skier Days



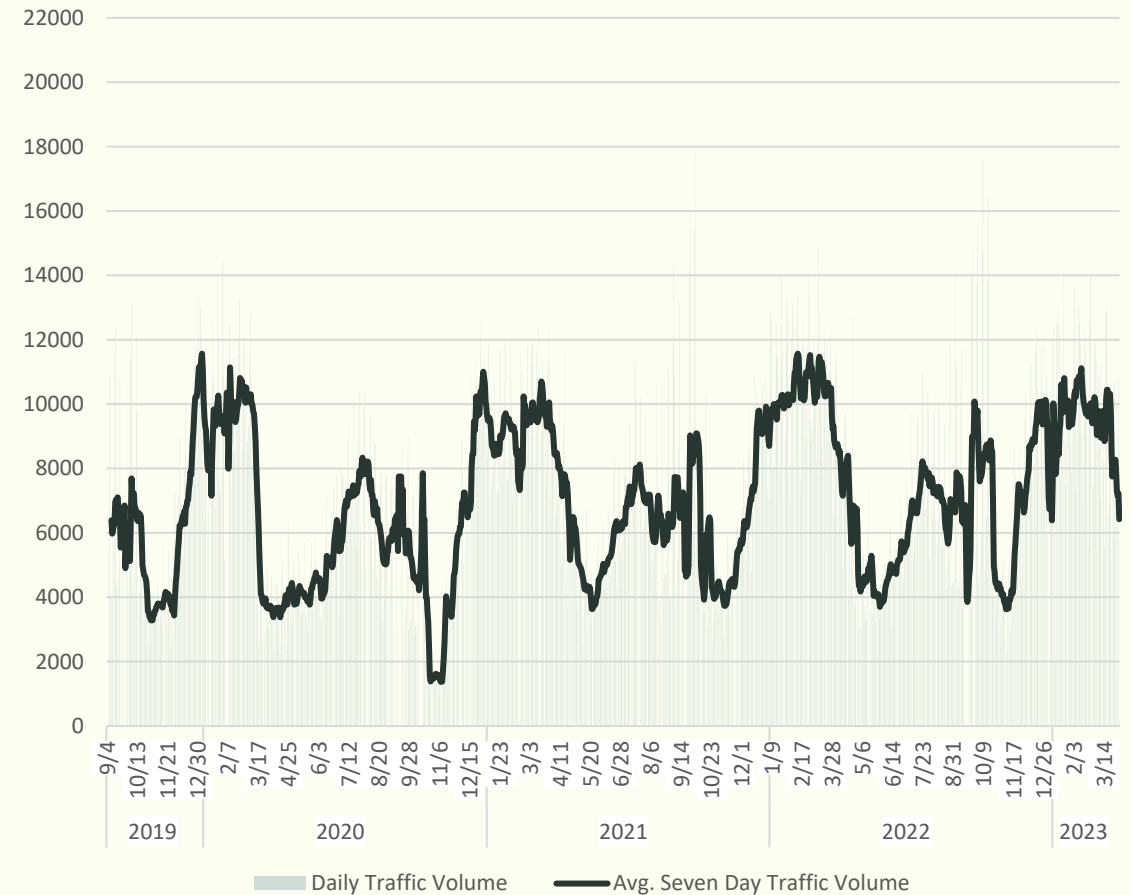
**Total skier spending  
\$2.35 billion  
in 2021-2022**

# Daily Canyon Traffic

## Big Cottonwood Canyon



## Little Cottonwood Canyon





On your smart  
device or  
computer...



Via WEB BROWSER:

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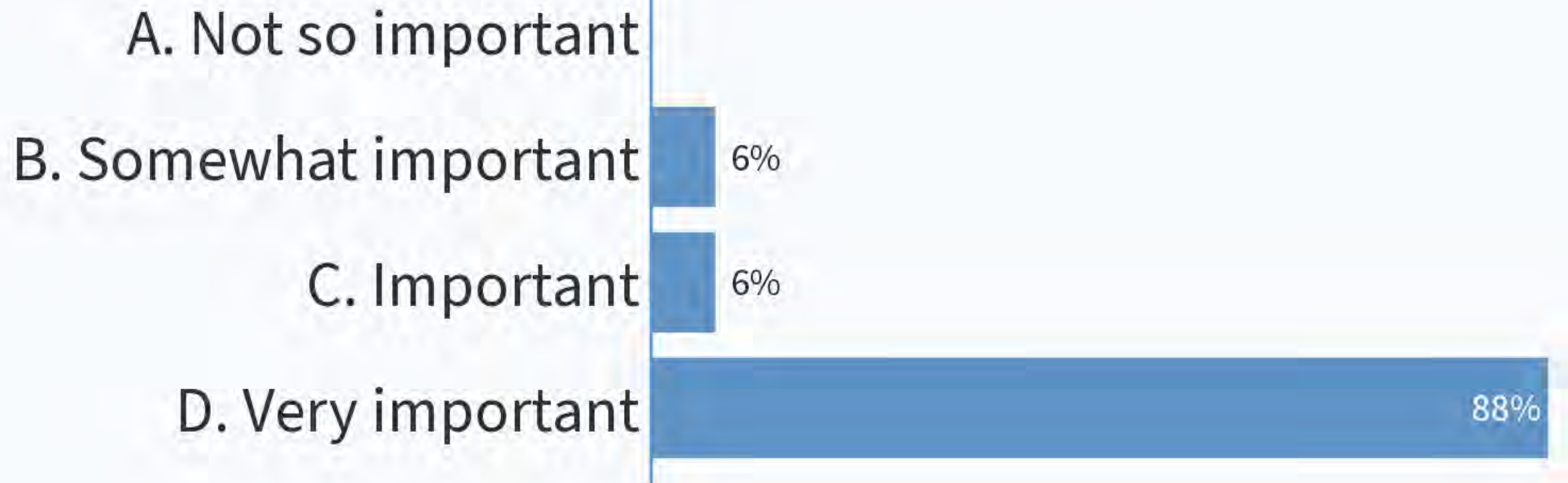
via TEXT:

AvenueConsul947 to 22333

When poll is active, respond at [pollev.com/avenueconsul947](https://pollev.com/avenueconsul947)


Text **AVENUECONSUL947** to **22333** once to join

## How important are the Wasatch Mountains to Salt Lake County and Utah as a whole?





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## What are 3 things that work WELL for CWC Stakeholders Council?





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# What are 3 things that DON'T work well for CWC Stakeholder Council?

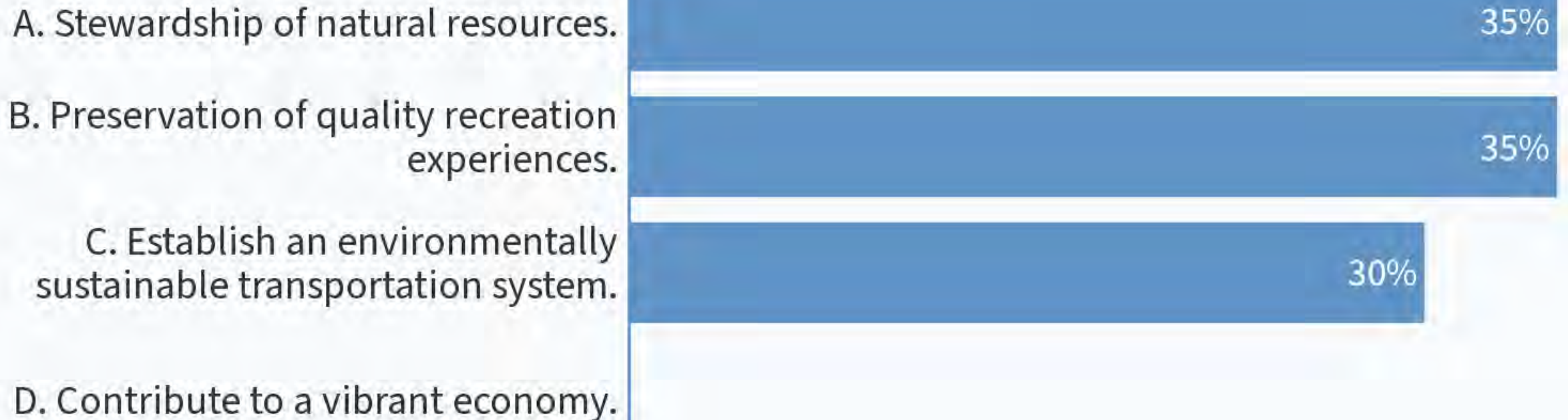




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## Which of the CWC Board priorities are most important to you?



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## What are the **STRENGTHS** of the Stakeholder Council?




A word cloud visualization of responses to the question 'What are the STRENGTHS of the Stakeholder Council?'. The words are arranged in a dense, overlapping cluster, with colors ranging from green to purple. The most prominent words, shown in larger fonts, include 'diverse', 'passion', 'broad-representation', 'educated', 'committed', 'diversity', 'passionate-about-preservation', 'preservation-conservation', 'meetings', 'solution-oriented', 'love-of-wasatch', 'long-winded', 'inclusive', 'members', 'people', 'big-picture-ethics', 'ethic', 'committees', 'wide', 'existence', 'patient', 'invested', 'local', 'expertis', 'gathering-time', 'variety', 'forum', 'organization', 'long-term-dynamic-vision', 'committee-system', 'leadership', 'smart', 'interests', 'holistic-approach', and 'quality'.

passionate-about-preservation  
quality members preservation-conservation meetings  
passionate love-of-wasatch solution-oriented  
long-winded inclusive educated members  
big-picture-ethics ethic diverse people  
committees passion committed  
wide diversity invested local expertis smart interests  
existence patient broad-representation gathering-time  
organization variety forum  
committee-system leadership long-term-dynamic-vision



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## Who is the target AUDIENCE of the Stakeholder Council?





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# WHAT/HOW would you like the Stakeholder Council to be in the future?





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## HOW do we get there? (Action words)





**\*Break (10 min)\***



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Setting goals is the first step in  
turning the invisible into the visible.

[Tony Robbins](#)



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# Vision and Goals

## Examples



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# UVU Area Transportation Plan

**Vision: Transportation happiness for all users.**

 Topic	 Goal	 Measures
Vehicle	Improve vehicular mobility and connectivity	Delay, LOS, travel time in UVU area
Active Transportation	Expand active transportation accessibility and increase comfort	Travel distance, number miles of trails/paths/bike lanes, AT comfort scale
Transit	Enhance transit service and comfort	Project area ridership, quality of stops, bus miles of service, bus quality
Economics	Maximize investments and enhance economic opportunities	Cost-benefit of projects, ROI, land use changes
Collaboration	Ensure compatibility with jurisdictions' vision/plan	Yes-no, agreements, PPP
Safety	Improve safety	Solutions that can minimize specific types of crashes

## VISION

CONNECTING DESTINATIONS WITH A SAFE,  
WELCOMING, ACCESSIBLE EXPERIENCE.

## GOALS

### MAINTAIN MOBILITY

Move people on  
2100 South



### IMPROVE SAFETY FOR USERS

Find opportunities for safer  
infrastructure elements



### ELEVATE THE PEDESTRIAN & BICYCLE EXPERIENCE

Safer crossings and more  
comfortable circulation



### EFFICIENT ACCESS TO DESTINATIONS

Improve travel  
predictability

### ENHANCE NEIGHBORHOOD CHARACTER

Protect trees and places  
for people



# 2100 South

## VISION

Connecting destinations with a safe, welcoming, accessible experience.

## GOALS

1. Maintain Mobility
2. Improve Safety
3. Elevate Bicycle and Pedestrian Experience
4. Efficient Access to Destinations
5. Enhance Neighborhood Character



# Washington County

## Vision & Goals

1. Increase mobility
2. Improve Safety
3. Work together
4. Enhance multi-modal connections
5. Develop a plan



# Cedar City Solutions Development

## PLAN VISION & GOALS

*Collaborating for safe, attractive corridors for all users.*

### GOAL 1

Enhance safety for everyone



### GOAL 2

Plan efficient access to destinations



### GOAL 3

Create multi-modal roadways



### GOAL 4

Work together to develop feasible solutions





**\*Break (10 min)\***



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# Discussion of goals

- Break out into small groups (goals brainstorming 3-4 people)
- Fill out one sheet per group
- Report back on goals to larger group
- 25-30 minutes to discuss

<b>S</b>	<b>Specific</b> Clearly State your Goal
<b>M</b>	<b>Measurable</b> Ensure you can Measure Success
<b>A</b>	<b>Attainable</b> Set Goals you know you can Achieve
<b>R</b>	<b>Relevant</b> Set Goals Relevant to your Career or Education
<b>T</b>	<b>Time-Based</b> Set a Deadline for Completion



A scenic landscape featuring a calm lake in the middle ground, surrounded by a dense forest of tall evergreen trees. In the foreground, a moose with large antlers stands in a field of green grass. The background shows a forested hillside with a small cabin visible through the trees.

**Break out into small groups  
(goals brainstorming)**



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# Report back on Goals



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# Top five goals from polling data

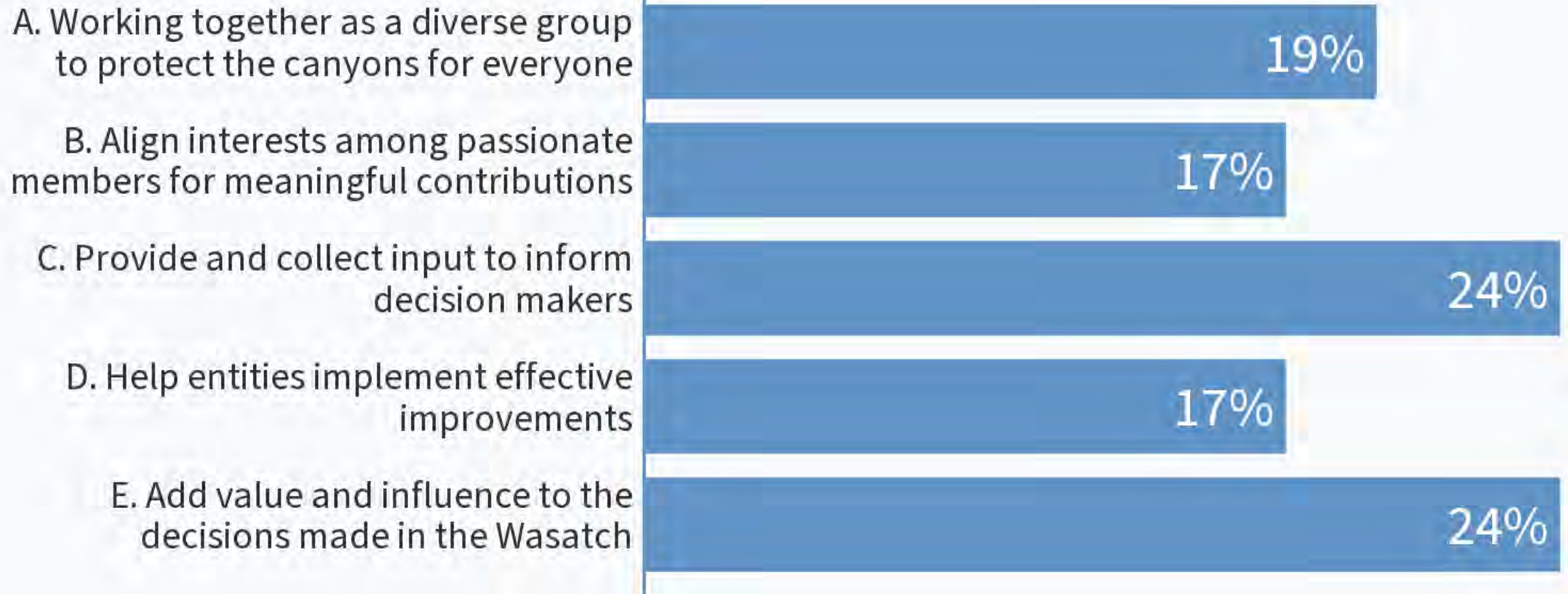
1. Working together as a diverse group to protect the canyons for everyone
2. Align interests among passionate members for meaningful contributions
3. Provide and collect input to inform decision makers
4. Help entities implement effective improvements
5. Add value and influence to the decisions made in the Wasatch



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## Please vote for your top 3 themes.





# Committee Discussion



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“Coming together is a beginning, staying together is progress, and working together is success.”

*-Henry Ford*



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# Existing Committees

- Millcreek Committee
- Trails Committee
- Preservation Committee?

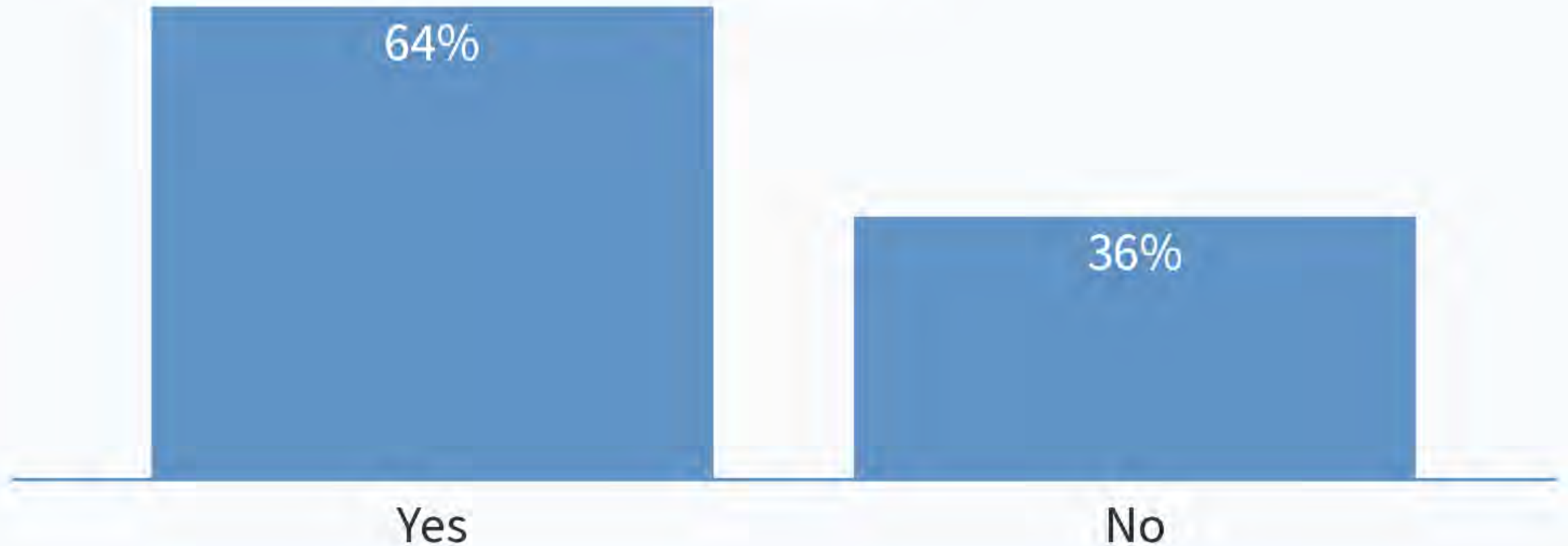


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## Should every Stakeholder Council member serve on a committee?

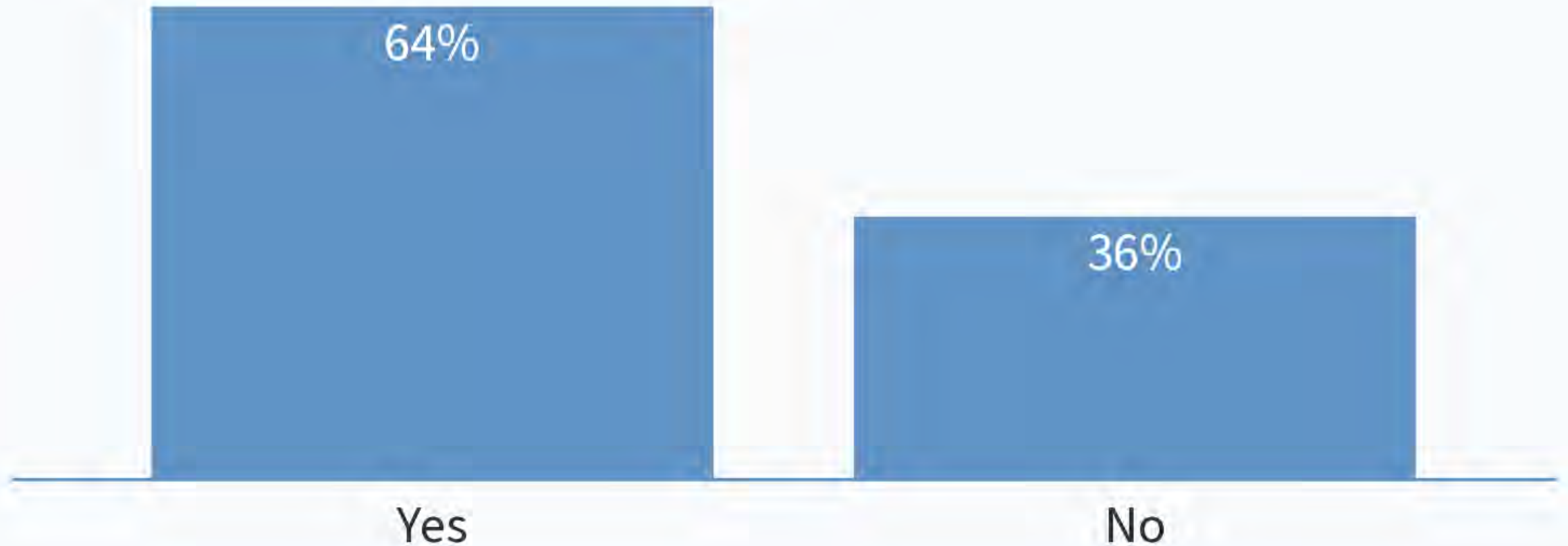




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📱 Text **AVENUECONSUL947** to **22333** once to join

**Are there other/new committees you would like to serve on?**





# Are there other committees you feel are needed?

- Dashboard Committee
- Conservation Easements Committee
- Wildfire Committee
- Lands Acquisition Committee
- Public Outreach Committee





# Large group discussion

How will you measure success of committees?



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## How will you measure success of committees?





A photograph of a small waterfall cascading over moss-covered rocks into a stream. The scene is lush with green moss and some fallen branches in the water. The text "Thank you for the work that you do!" is overlaid in white.

**Thank you for the work  
that you do!**



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"Alone we can do so little; together we can do so much."

*-Helen Keller*



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