



STATE OF UTAH  
**POINT OF THE MOUNTAIN**  
DEVELOPMENT COMMISSION

Prepared by Envision Utah

# Purposes of the Effort (HB 318)

- Maximizing job creation
- Ensuring a high quality of life for residents in and surrounding the project area
- Strategic residential and commercial growth
- Preservation of natural lands and expansion of recreational opportunities
- Provision of a variety of community and housing types that match workforce needs
- Planning for future transportation infrastructure and other investments to enhance mobility and protect the environment



STATE OF UTAH

# POINT OF THE MOUNTAIN DEVELOPMENT COMMISSION



**Envision  
Utah**

How we grow matters.

FEHR & PEERS

**Fa** FREGONESE  
ASSOCIATES



**HORROCKS**  
ENGINEERS

**SHERWOOD**  
DESIGN ENGINEERS

**RCLCO**

**SWCA**  
ENVIRONMENTAL CONSULTANTS

ZIONS® **Z B**  
**P F** PUBLIC FINANCE

## Phase 1

- Public and stakeholder engagement
- Research: markets, demographics, best practices
- Conceptual vision/goals

### DELIVERABLES:

- Conceptual vision/goals
- Analysis of best practices, markets, etc.

## Phase 2

- Scenario development and modeling
- Public and stakeholder input on scenarios

### DELIVERABLES:

- Well-analyzed scenarios and findings
- Initial financing concepts

## Phase 3

- Funding strategy
- Vision development
- Implementation underway
- Final Report

### DELIVERABLES:

- Vision and implementation plan
- Implementation underway

# Phase One Results

[PointofTheMountainFuture.org](https://PointofTheMountainFuture.org)

# Stakeholder and Public Input Methods

- Stakeholder kickoff at Adobe
  - 175 in attendance
  - Over 100 written comments
- 9 topic-specific meetings
  - 130 in attendance
- Presentations
- Meetings with key stakeholder groups
- Employee survey
  - 6 tech companies; 1221 responses
- Website - public input online
  - Over 12,200 website hits
  - Over 950 comments across two surveys
- Public workshops
  - Over 160 in attendance
- Post-workshop survey
  - 616 responses



# Stakeholder/Expert Involvement

- Cities and counties
- Transportation agencies
- Market demand experts
- Land use experts
- Universities
- Major landowners
- Developers
- Governor's Office
- Legislature
- Environmental experts
- Interest groups like paragliders
- And more



# Technical Research

- Economic development
- Real estate
- Case studies
- Transportation
- Environment
- Utilities





# Key Findings: Transportation & Infrastructure

# Transportation & Infrastructure

## Finding #1:

Transportation is viewed as the biggest  
challenge.

# Top Perceived Challenges

## Public Input

Congestion	87
Lack of corridors/additional roads/connections	22
Preserving recreation/open space	20
Managing/directing growth	13
Preserving beauty of the area	12
Inversion/air quality	10

Results from first online public survey  
(339 open-ended responses)

## Stakeholder Input

Transportation -- congestion	46
Funding (transportation)	29
Land use coordination between markets, developers, cities, public	21
Air quality	19
Protecting the feel of the area, preserving open space	19
Water supply & distribution	15

Results from December stakeholder  
kickoff (stakeholders brainstormed  
issues, voted with stickers)

# How important are these planning and development outcomes? (Scale from 1-10)

**Manage transportation access, mobility, and congestion**

**Reduce air pollution**

**Preserve open space and natural lands**

**Expand outdoor recreation opportunities**

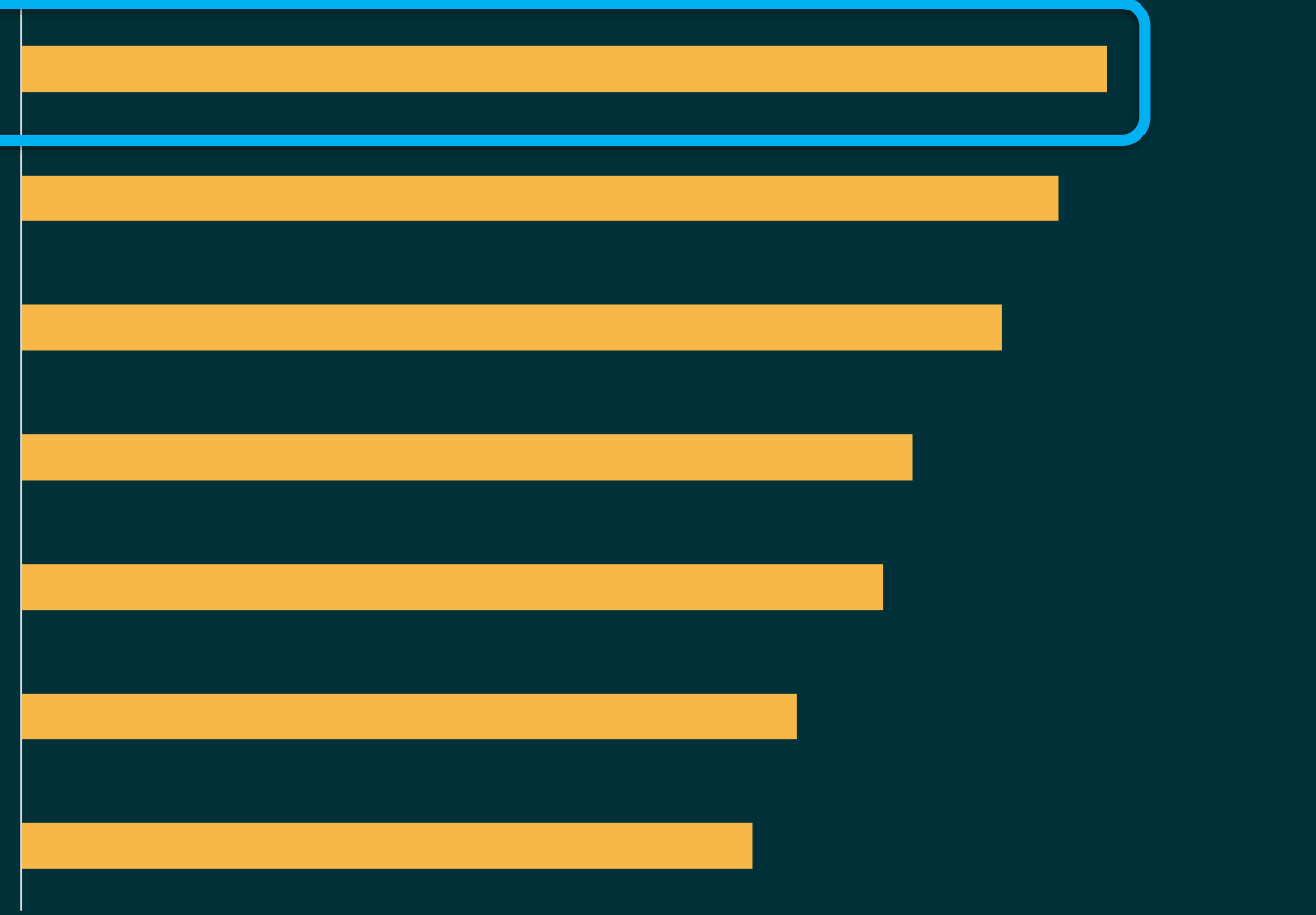
**Create jobs and build Utah's economy**

**Maintain and improve residential and commercial affordability**

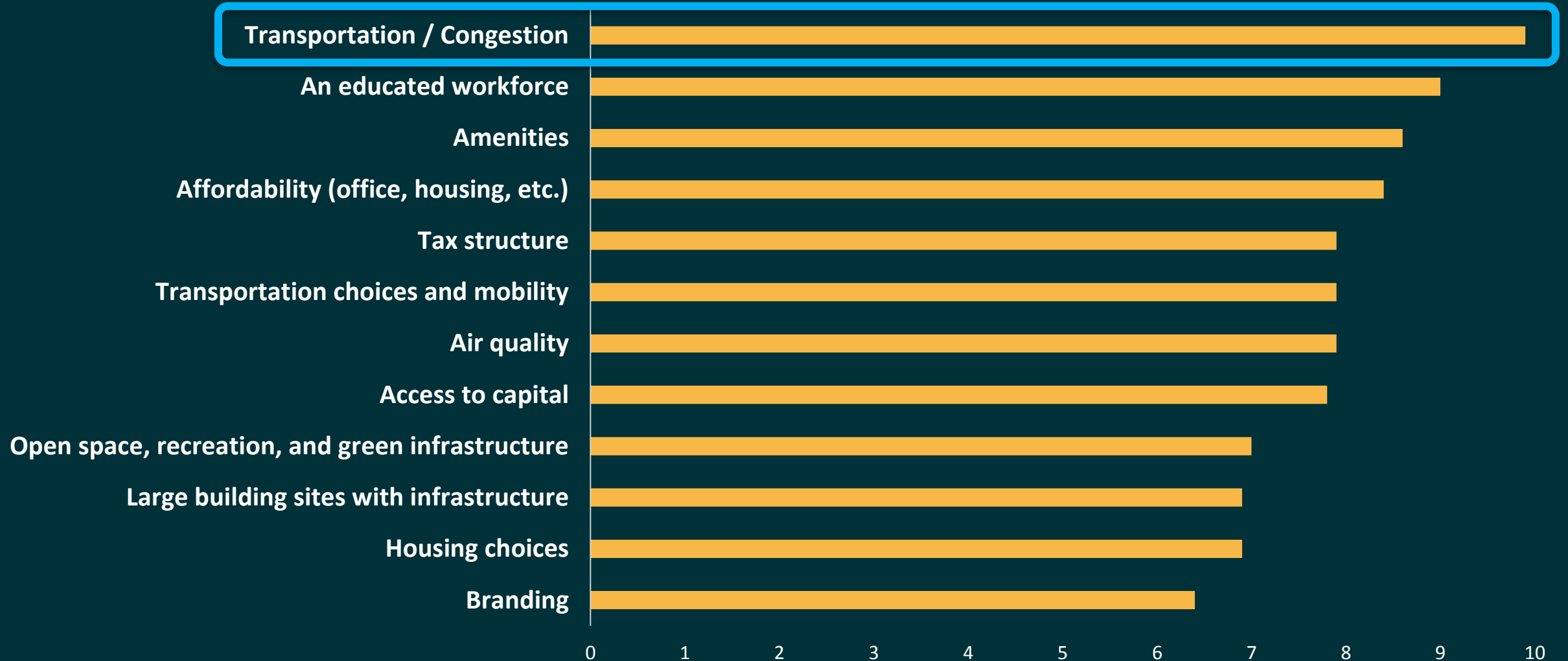
**Provide a variety of communities and housing types**

0 1 2 3 4 5 6 7 8 9 10

Results from second online public survey (616 responses)



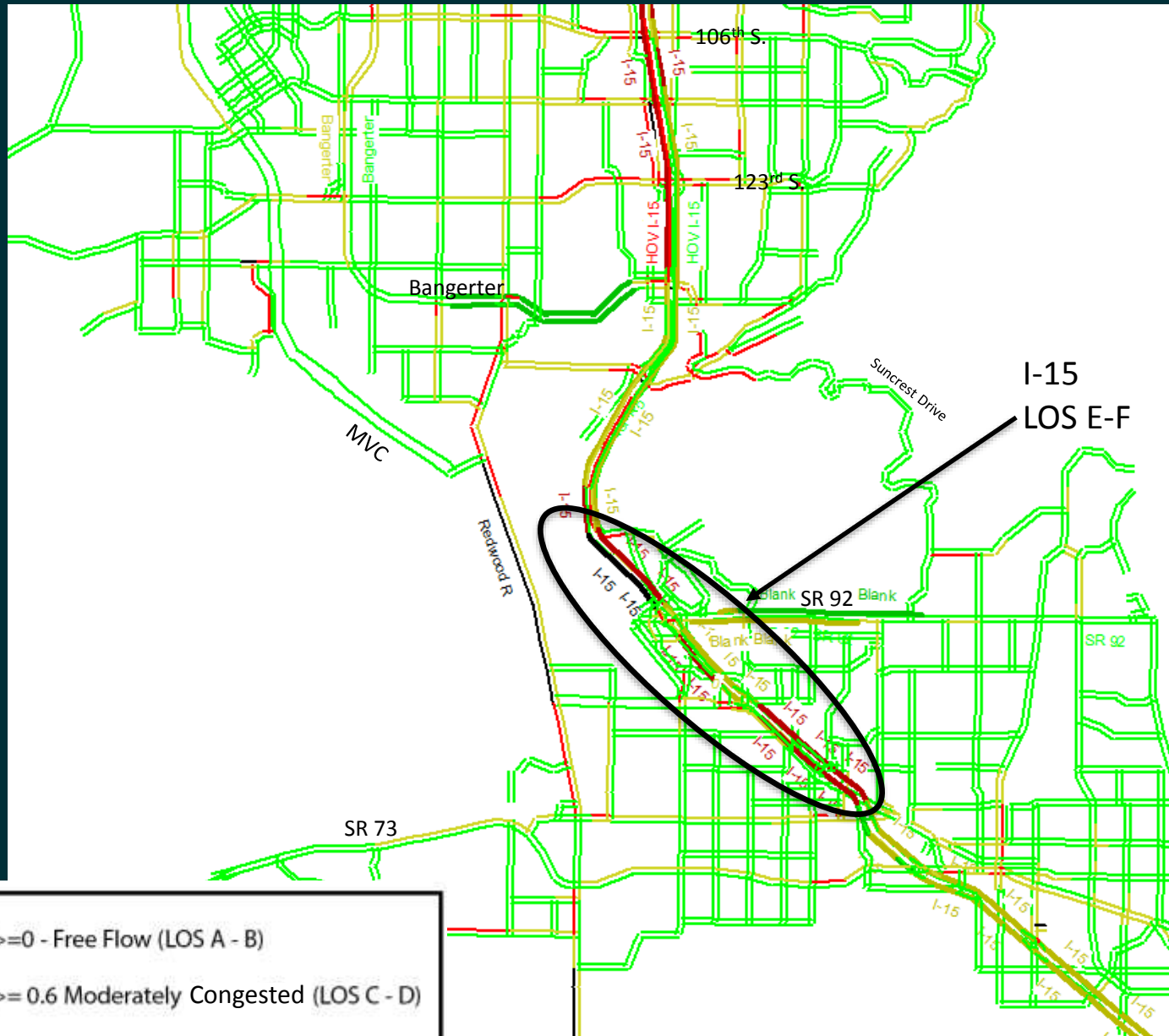
# How important are these economic development outcomes? (Scale from 1-10)



Results from keypad polling with economic development groups



# WFRC Travel Demand Model 2014



- V/C  $\geq 0$  - Free Flow (LOS A - B)
- V/C  $\geq 0.6$  Moderately Congested (LOS C - D)
- V/C  $\geq 0.9$  - Heavily Congested (LOS E)
- V/C  $\geq 1.2$  - Severley Congested (LOS F)

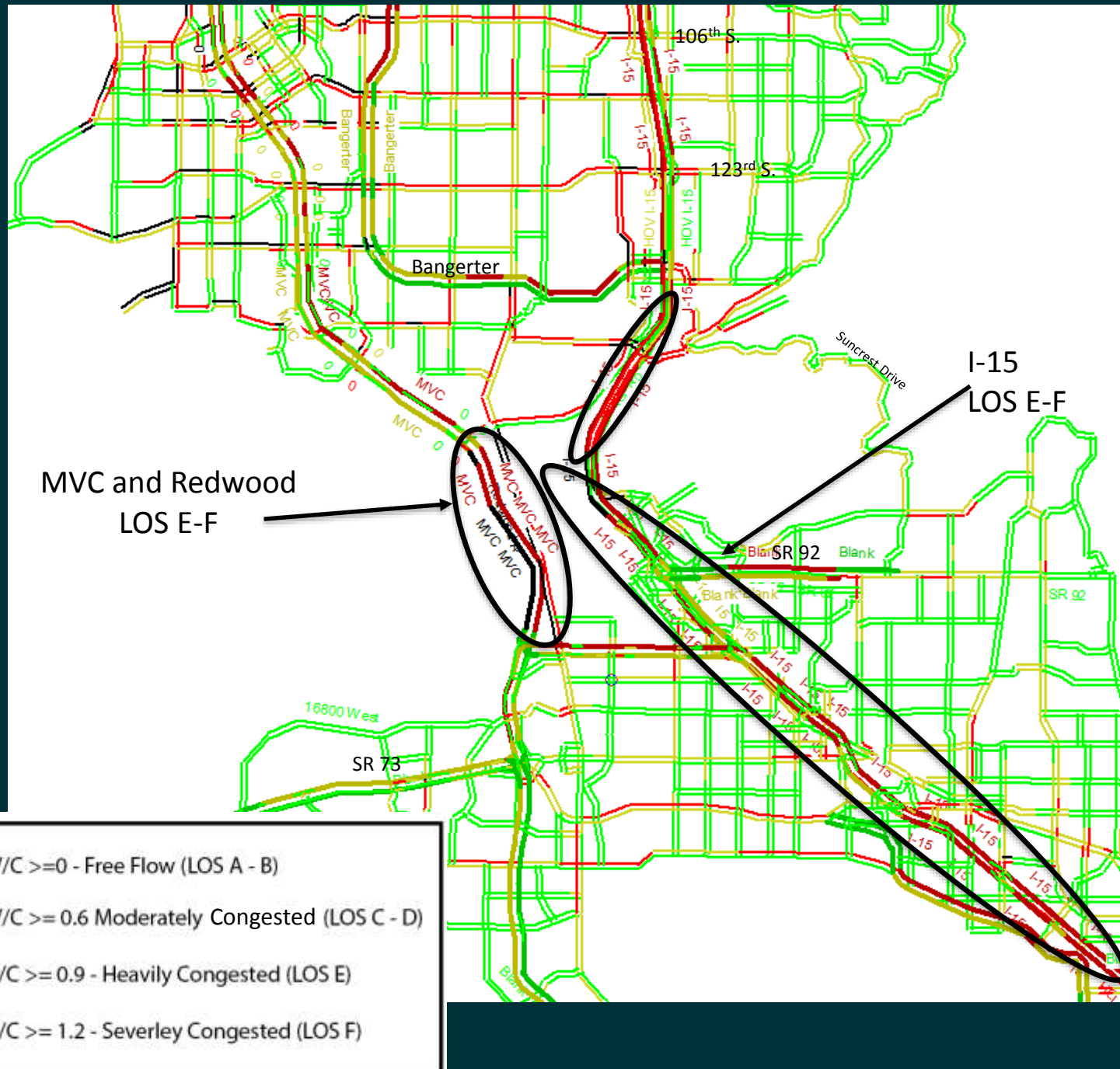
Salt Lake County  
2050 Population:  
1.5M People?

Utah County  
2050 Population:  
1.3M People?

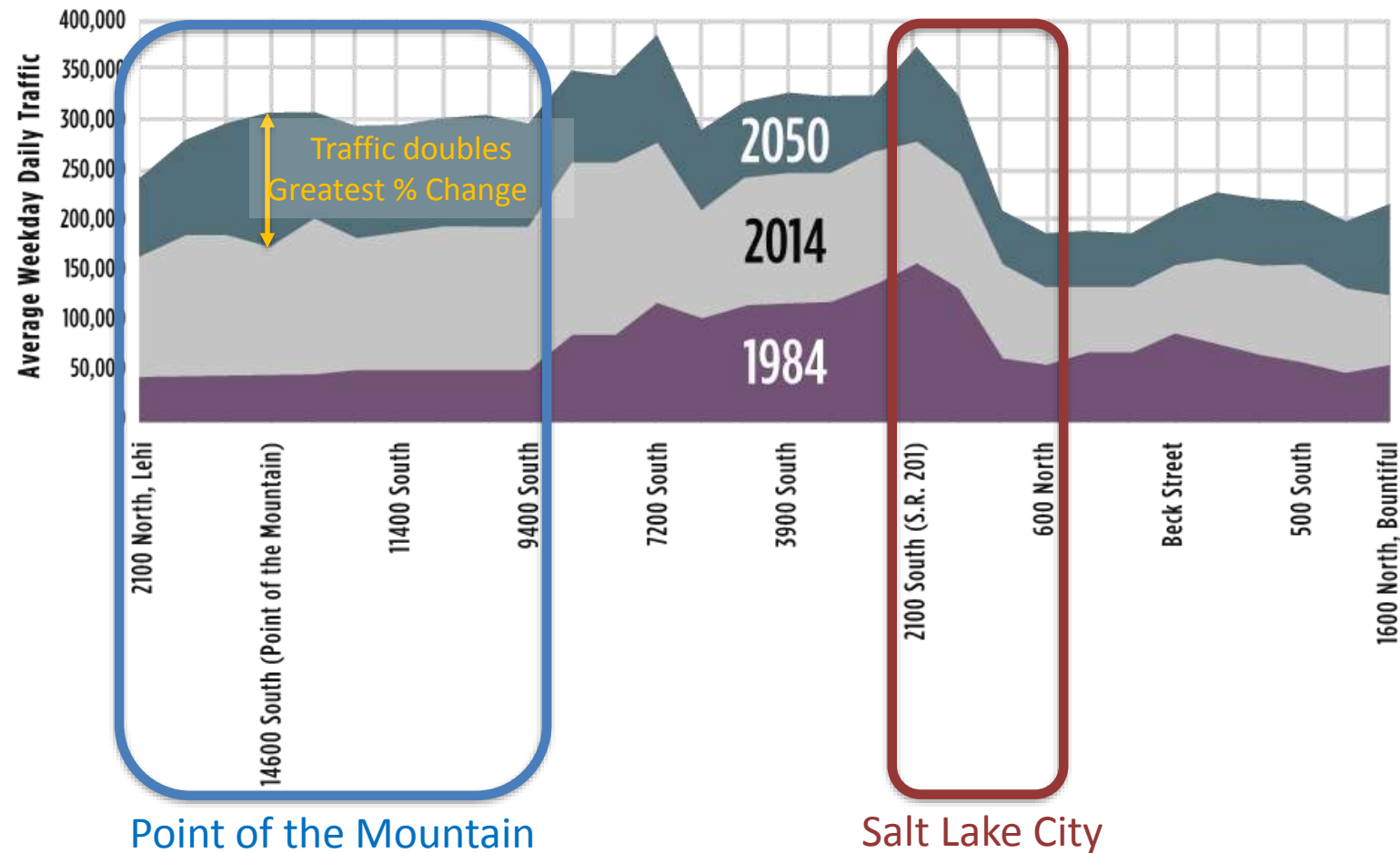


# WFRC Travel Demand Model 2040

- Assumes everything in the 2040 plan is built
- Does not assume major development at Point of the Mountain



# Traffic on I-15 in 1984, 2014, and 2050 (Projection)



I-15 experiences the greatest percentage increase in traffic at Point of the Mountain.

# Transportation & Infrastructure

## Finding #2:

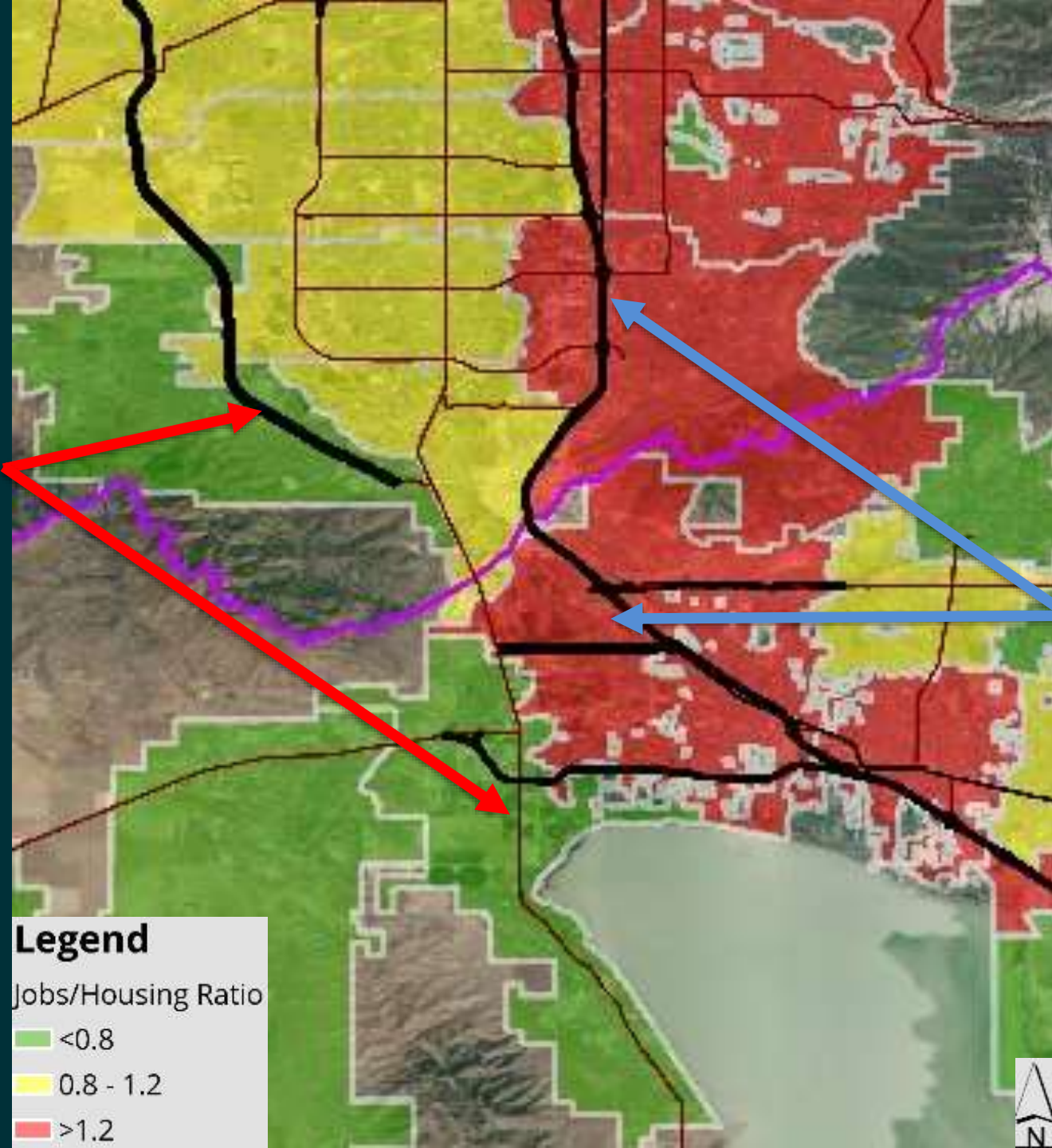
Infrastructure investment decisions should take into account the impact on economic growth.



# Example: When is Mountain View completed?

Housing is rapidly locating in western SLCo and UTCo

Lack of jobs/housing balance creates east-west traffic congestion.



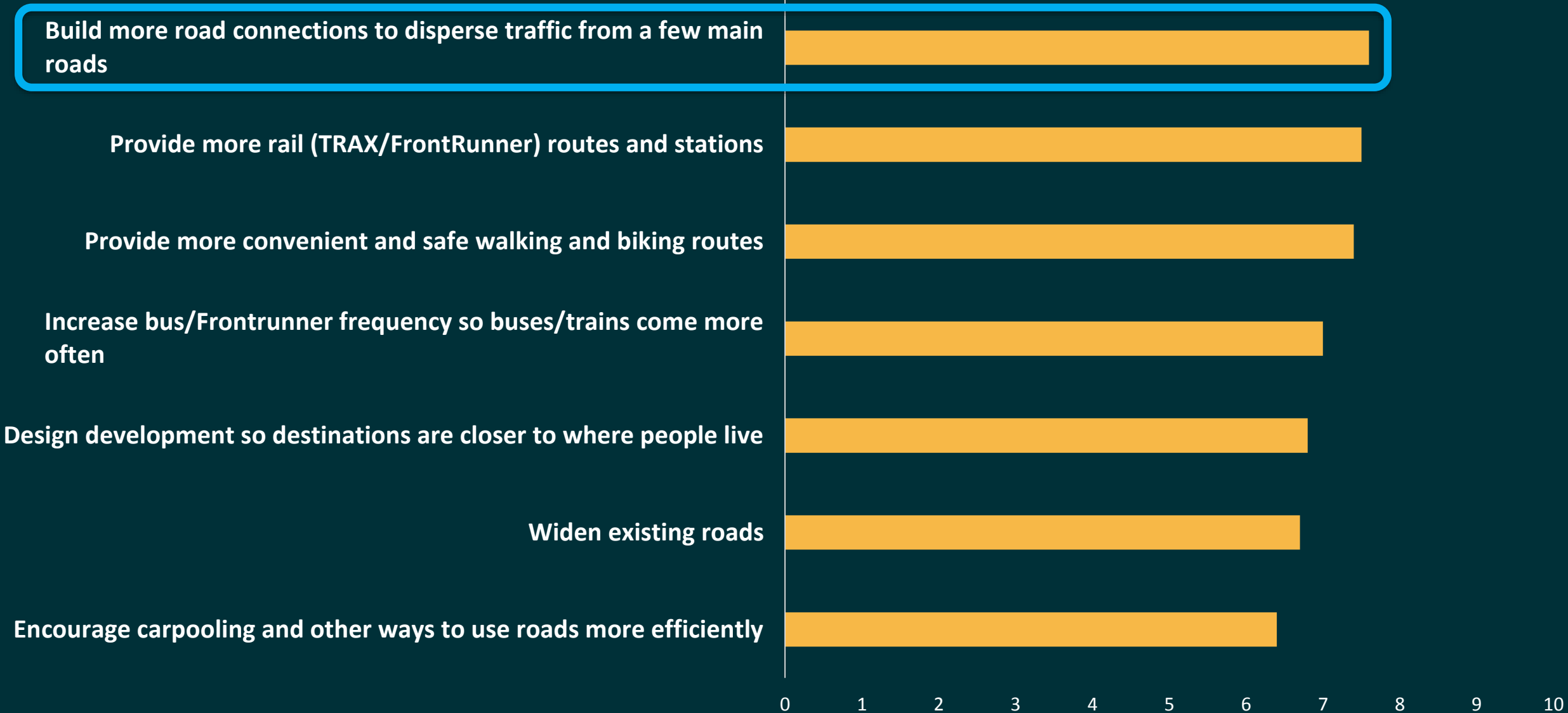
However, jobs will continue to locate near/around I-15

# Transportation & Infrastructure

## Finding #3:

Utahns and transportation experts place high priority on a connected street network.

# How important are these transportation solutions?



Results from second online public survey (616 responses)

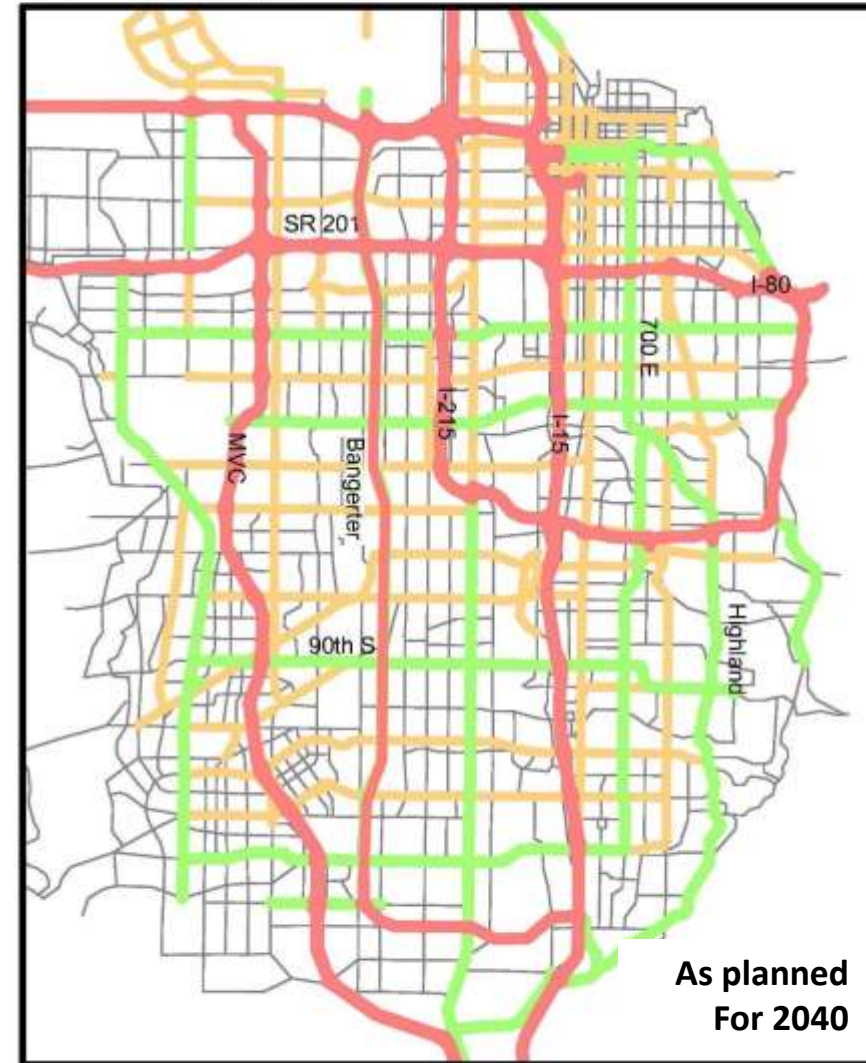
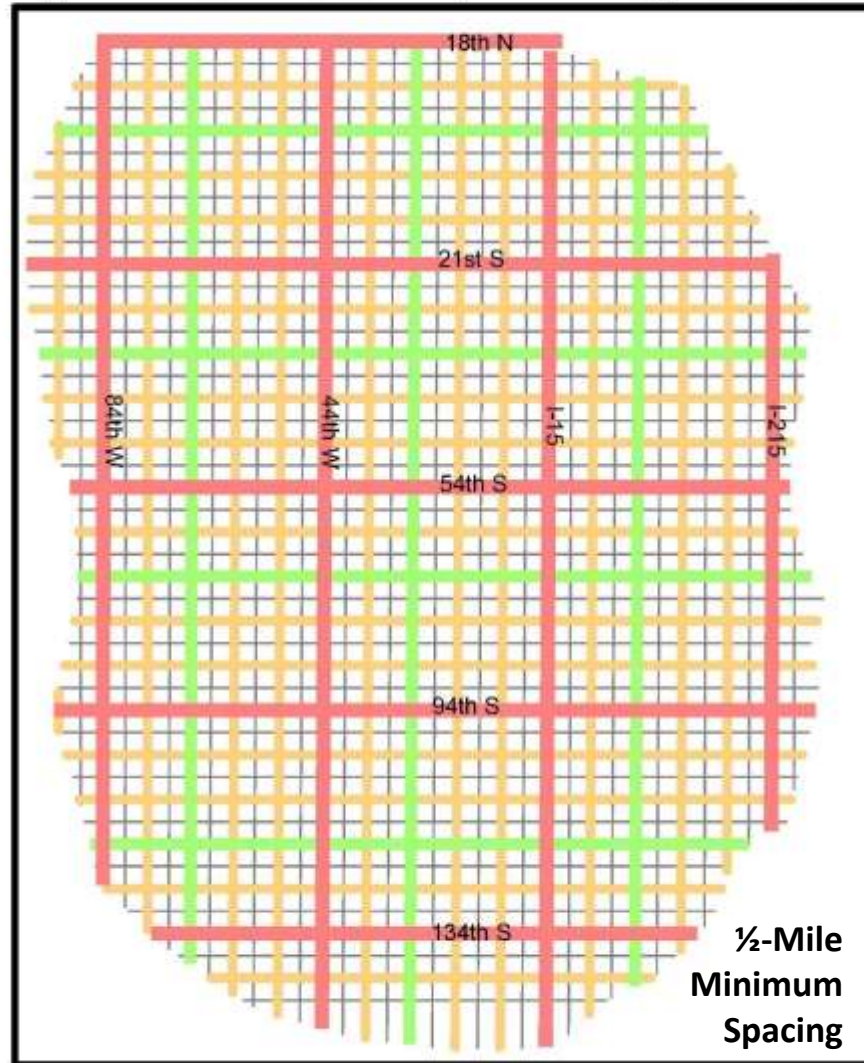


# ITE Ideal Spacing vs. SL County Actual

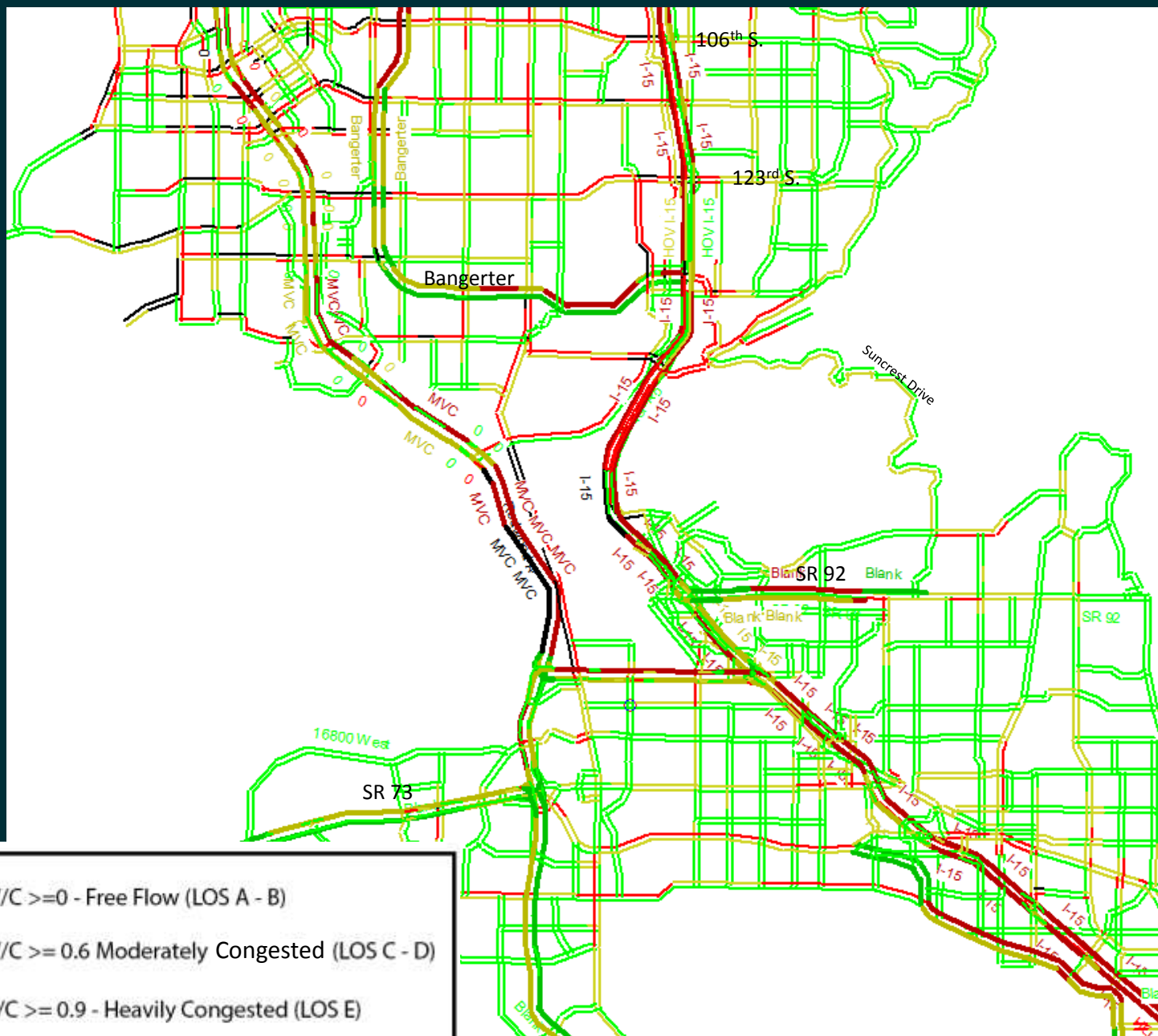
Freeways 5-miles (pink)  
Arterials 1-mile (green, orange)  
Collectors ½ mile (grey)



Applied as recommended in ITE's Transportation Planning Handbook, 1st Edition, 2.2.3.5 Spacing, pg 37



# WFRC Travel Demand Model 2040



- V/C  $\geq 0$  - Free Flow (LOS A - B)
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- V/C  $\geq 0.9$  - Heavily Congested (LOS E)
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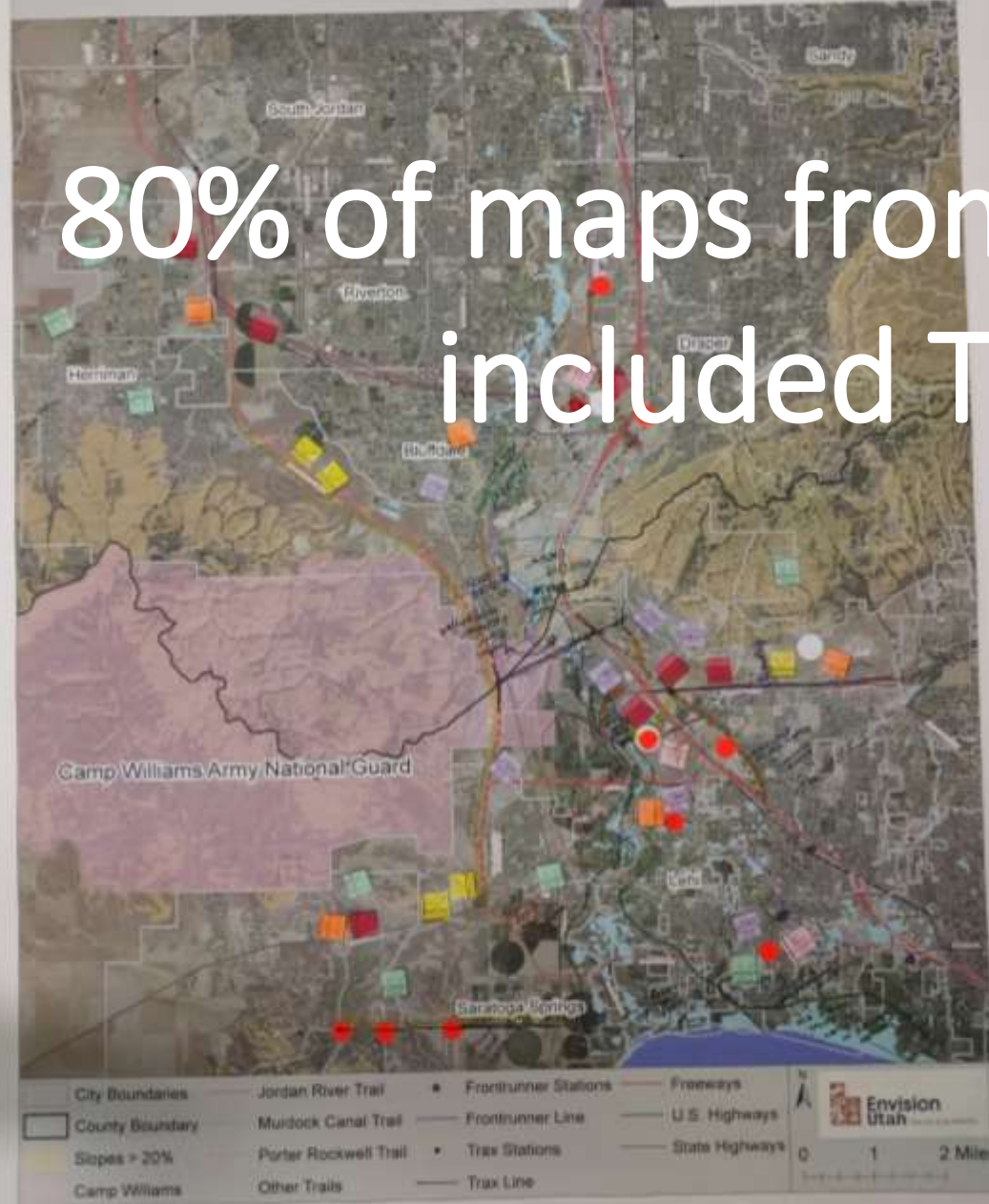
# Transportation & Infrastructure

## Finding #4:

Utahns and employers want greatly  
expanded public transportation.

## Point of the Mountain

STATE OF UTAH  
POINT OF THE MOUNTAIN  
DEVELOPMENT COMMISSION



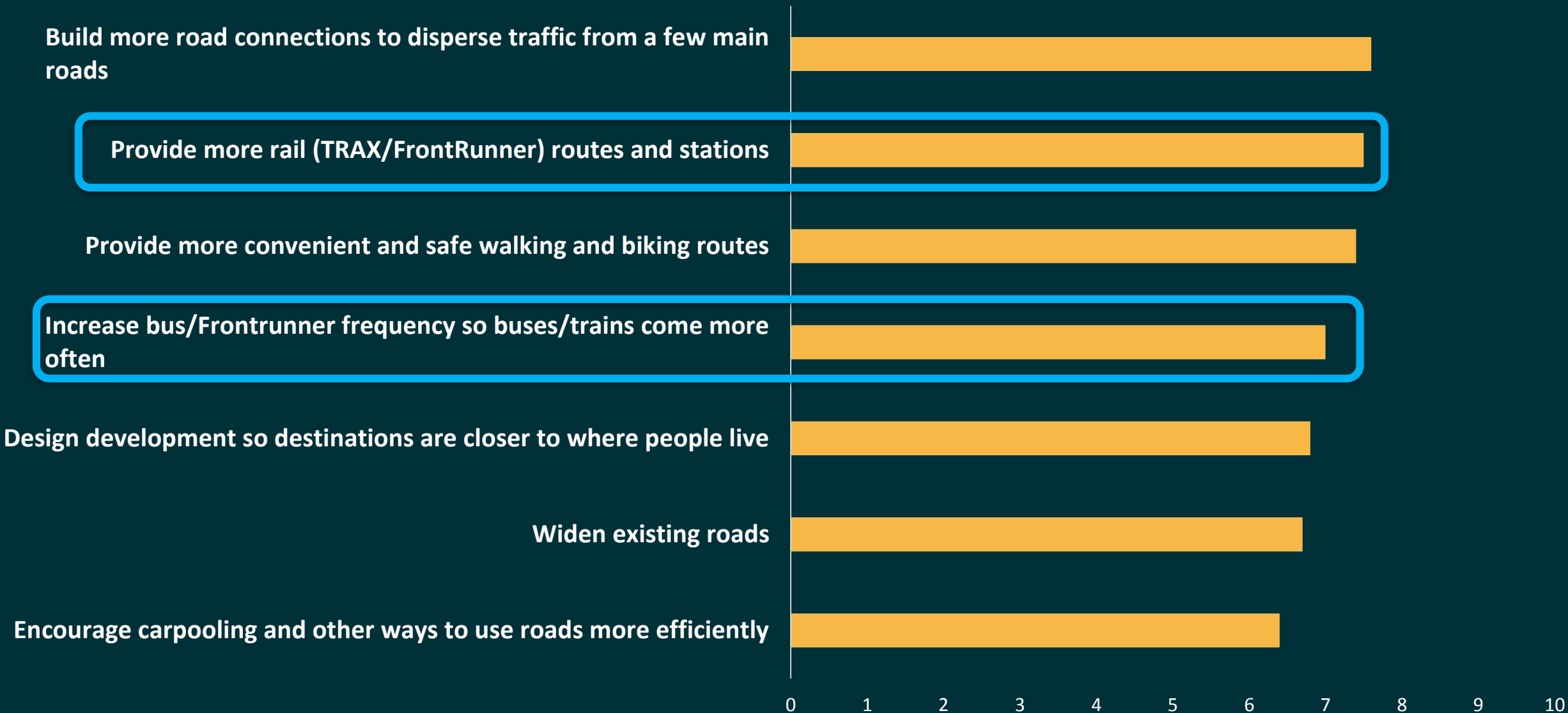
## Point of the Mountain

STATE OF UTAH  
POINT OF THE MOUNTAIN  
DEVELOPMENT COMMISSION



80% of maps from the public workshops included TRAX extensions.

# How important are these transportation solutions?



Results from second online public survey (616 responses)

# Transportation & Infrastructure

## Finding #5:

Existing utility plans are generally  
sufficient for current growth  
projections through 2050.

(Water, Power, Telecommunications, Sewer, Gas, etc.)

# Key Findings:

## Jobs & Economic Development



# Competing with an International Market

- Fierce competition for the same “innovation economy” jobs
  - Build on current strengths
    - World-class recreation, cost of living, quality of life
  - Strengthen broader key competitive selling points
    - Transportation, air quality, branding, education programs

# INNOVATION HUBS OF TODAY AND TOMORROW



		# Sectors LQ > 1.5		
#	Top Innovation Hubs	Total	Primary	% of Jobs in Innovation
1	Bay Area, CA	9	5	36%
2	Washington, DC	4	1	31%
3	Seattle, WA	4	3	30%
4	Boston, MA	6	3	30%
5	<b>Salt Lake City, UT</b>	<b>6</b>	<b>4</b>	<b>29%</b>
6	Raleigh/Durham, NC	3	2	28%
7	Minneapolis, MN	5	2	27%
8	Austin, TX	4	3	27%
9	Atlanta, GA	3	2	26%
10	Philadelphia, PA	4	2	26%
11	Denver, CO	4	2	25%
12	New York, NY	5	2	25%
13	Los Angeles, CA	7	6	25%
14	Dallas, TX	5	3	25%
15	San Diego, CA	7	5	25%

Source: US Cluster Mapping (BLS, US Economic Development Administration, and the Harvard Business School), RCLCO

# Jobs & Economic Development

## Finding #1:

A national research facility is the top recurring theme to catalyze economic growth.

# Top Perceived Big Ideas

## Public Input

Open space preservation/recreational opportunities	67
Planned, mixed-use/walkable communities	45
Major sports arena/stadium (MLB, NFL, etc.)	24
Theme Park (Lagoon, Disneyland, etc.)	24
Attracting high-tech businesses	17
Don't move prison/rebuild it where it is	16
Build TRAX lines/expand existing lines/other rail opportunities	15

Results from first online public survey  
(339 open-ended responses)

## Stakeholder Input

High-tech university, Stanford-like national-scale lab/research system	38
Greenspace	34
Mixed-use developments and live/work/play hubs	33
Innovative Transportation--electric vehicles, self-driving vehicles, etc.	26
Public Transportation	17
Recreation hubs for paragliding, skiing, mountain biking, Jordan River	14
Tax revenue for open space	13

Results from December stakeholder  
kickoff (stakeholders brainstormed  
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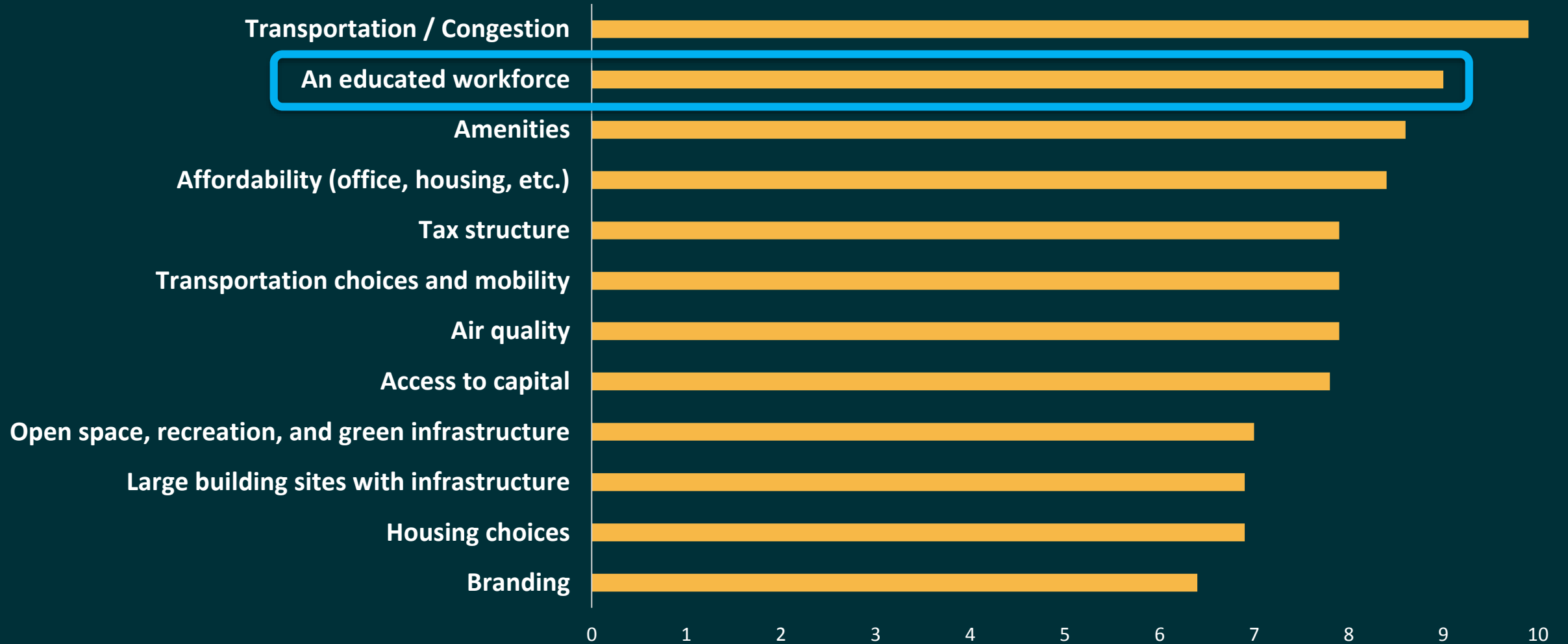
# Jobs & Economic Development

## Finding #2:

Continued growth of Utah's "innovation economy" requires a larger, highly educated workforce.



# How important are these economic development outcomes? (Scale from 1-10)



Results from keypad polling with economic development groups

Common theme from employers:  
We need a more diverse workforce.  
We need to continue to grow the  
perception Utah is “welcoming.”

# Jobs & Economic Development

## Finding #3:

Attracting and clustering large employers is key to the innovation economy.

## IMPORTANT CHARACTERISTICS OF INNOVATION HUBS

1. Thick Labor Markets
2. Research Universities with Connection to Industry
3. Clustering of Large Employers
4. Venture Capital Finance & Support Systems
5. Connection with Other Innovation Centers
6. Diversity of Sectors

# Key Findings: Quality of Life

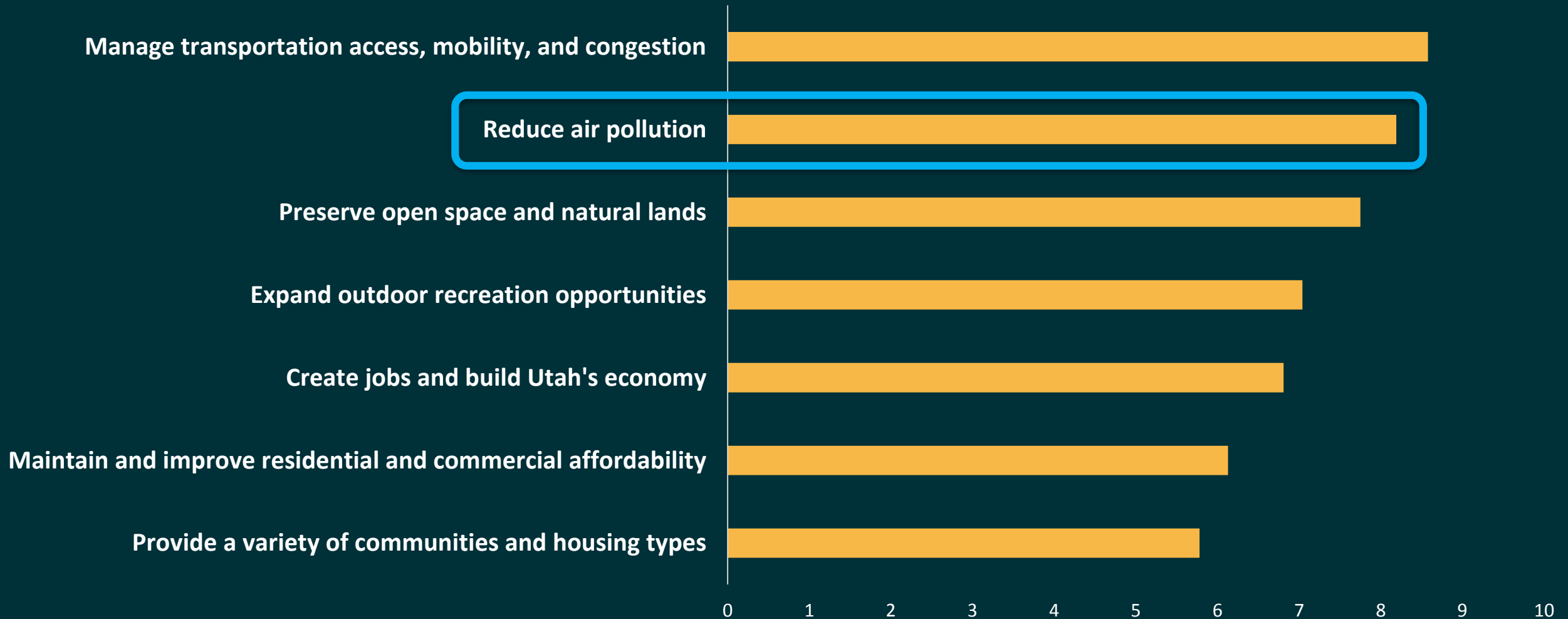


# Quality of Life

## Finding #1:

Utahns want significant steps taken to improve air quality, reduce emissions,  
and demonstrate sustainability.

# How important are these planning and development outcomes? (Scale from 1-10)



Results from second online public survey (616 responses)

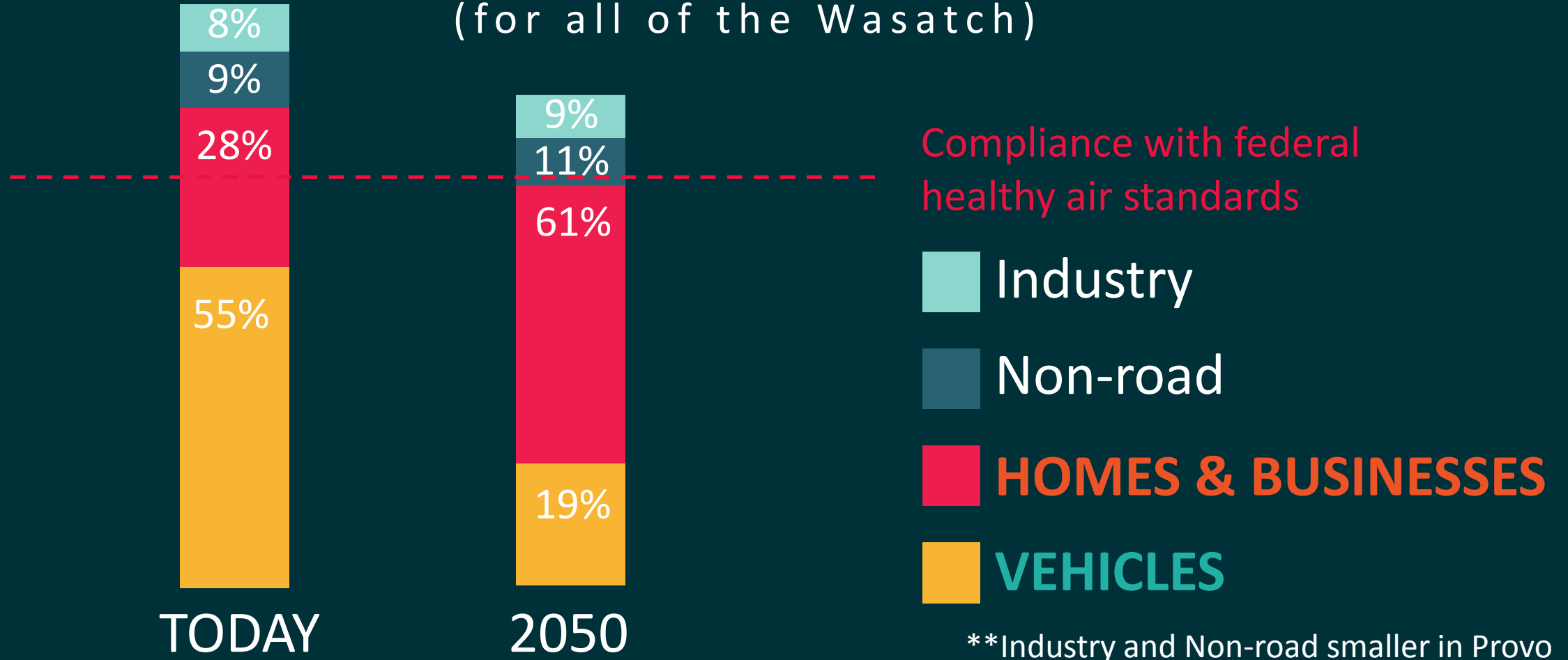
# Top Reasons You Might Move Away from Utah



Results from tech employee online survey (1200 responses)

# AIR EMISSIONS NOW AND IN THE FUTURE

(for all of the Wasatch)



# Quality of Life

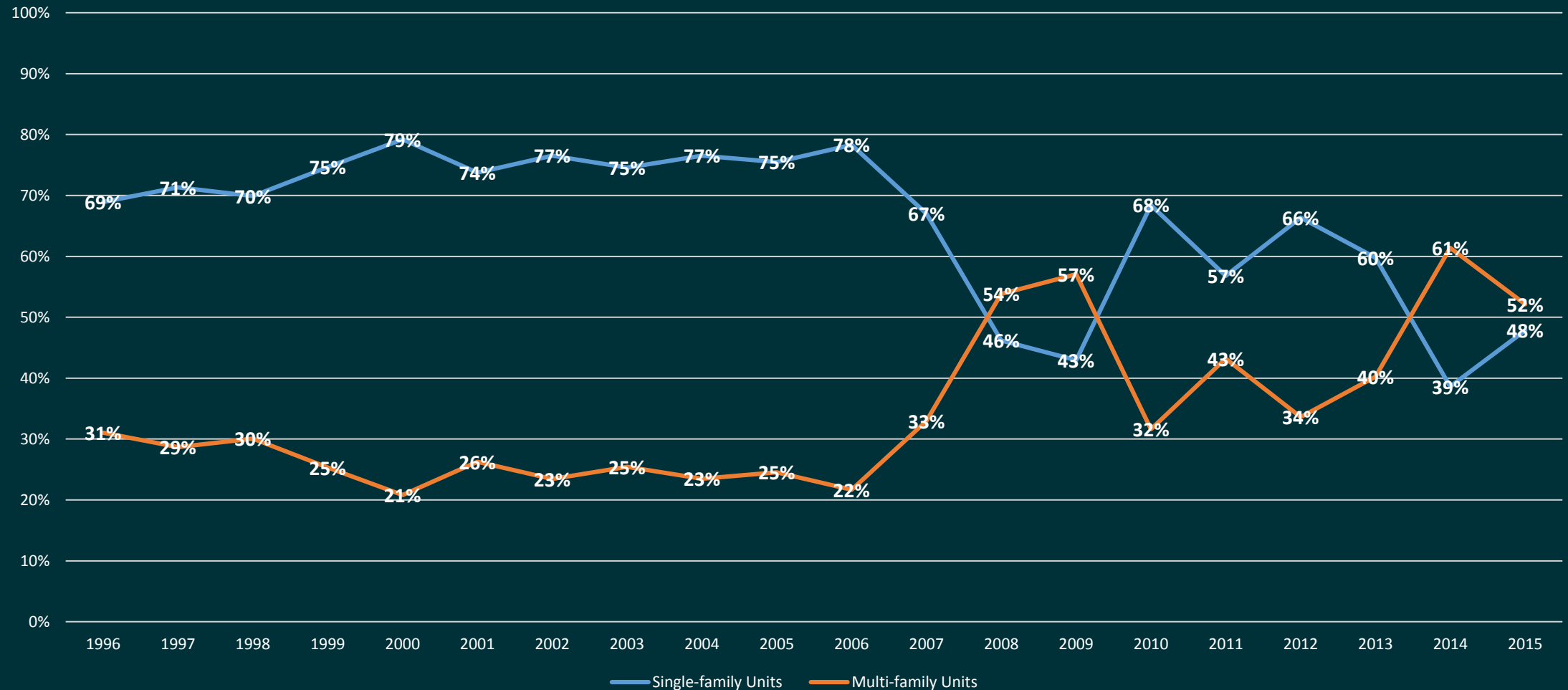
## Finding #2:

Utahns and employers want convenient centers where they can live, work, and play.

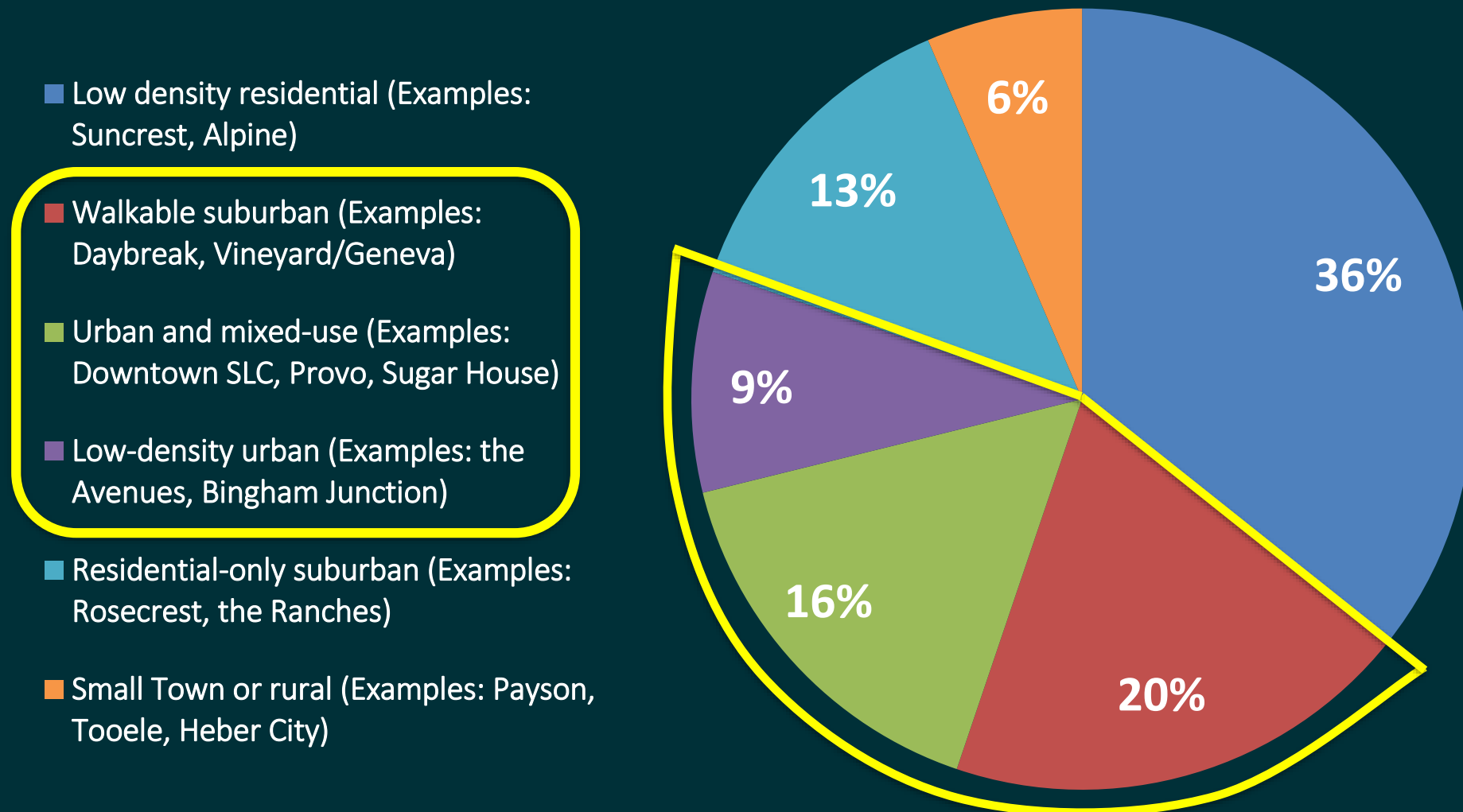


Permits for single-family units have declined while permits for multi-family units have increased.

Wasatch Front Residential Permitting



# Ideal Housing Choices



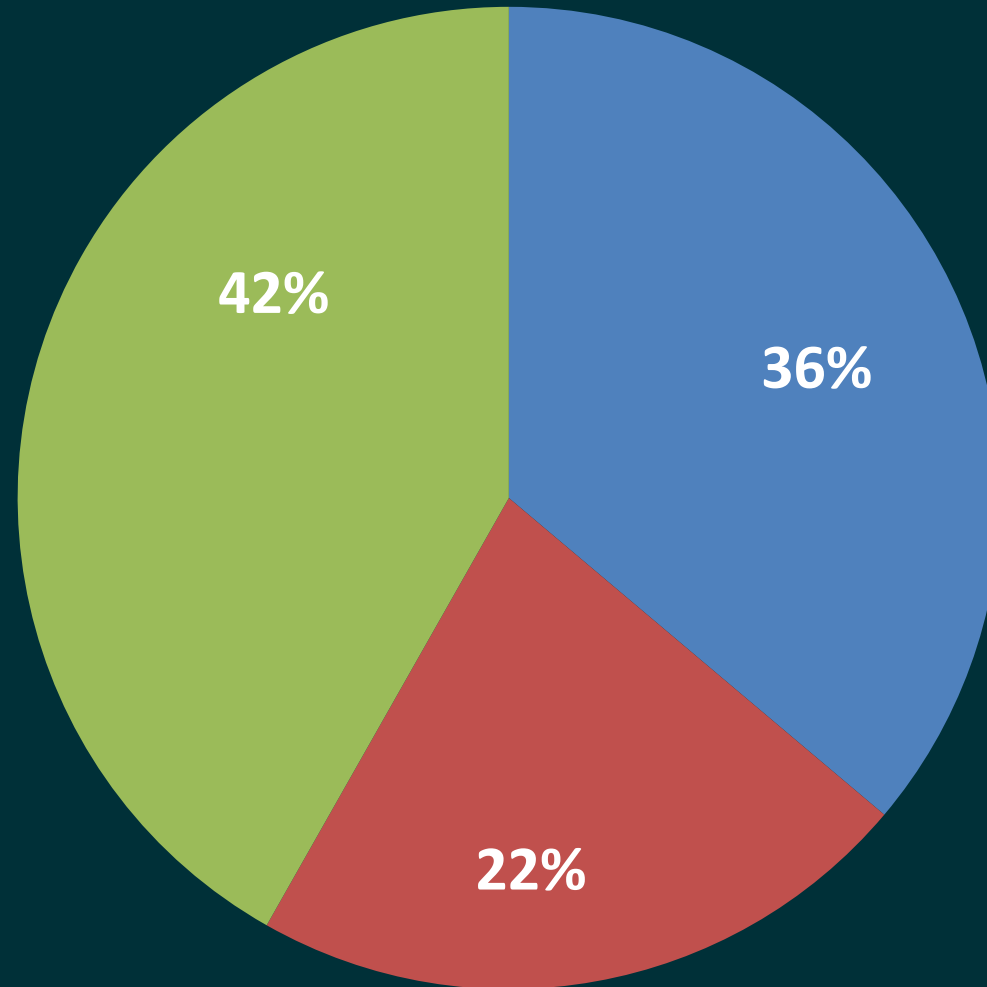
A growing number of employees in the region (45%) say they want to live somewhere more walkable than traditional suburban.

# RCLCO Market-Driven Growth Scenario Housing Mix – Point of the Mountain 2017-2050

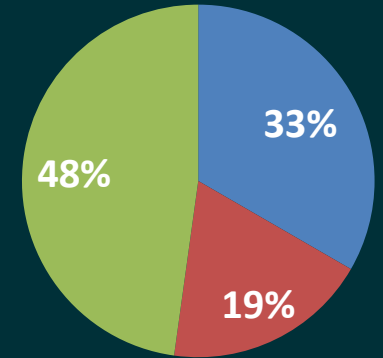
■ Single Family

■ Towhomes

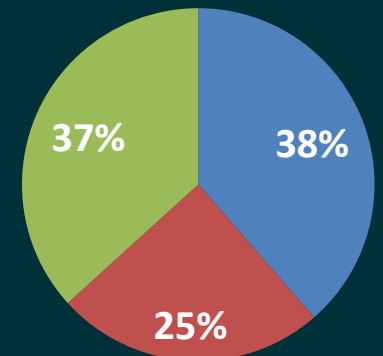
■ Multifamily



I-15



Mountain View



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Results from December stakeholder  
kickoff (stakeholders brainstormed  
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80% of workshop maps included major live/work/play hubs

# CENTERS

## A Pattern and Variety of Centers



NEIGHBORHOOD CENTERS



TOWN CENTERS



VILLAGE CENTERS



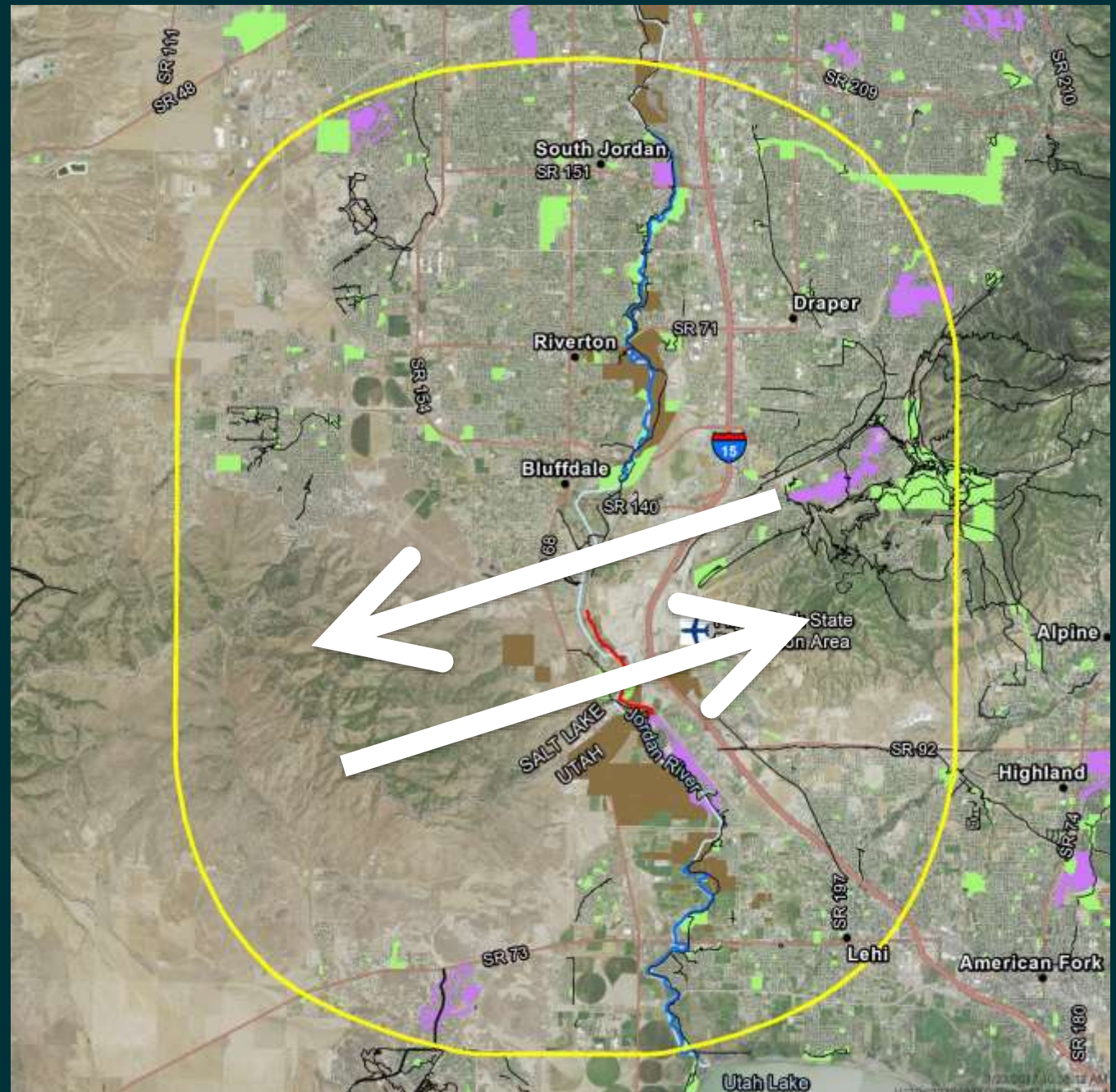
URBAN CENTERS



# Quality of Life

## Finding #3:

Connect the Wasatch, Oquirrh, & Traverse Mountains and the Jordan River with a network of trails and open spaces.



# Top Perceived Big Ideas

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# RCLCO's Market-Driven Scenario

How would the real estate market develop the Point of the Mountain area by 2050, given current trends?

1. Only basic regulations and restrictions on new development;
2. Economic growth occurs as forecasted;
3. No significant new catalysts or other “market movers”; and
4. Traffic remains flowing

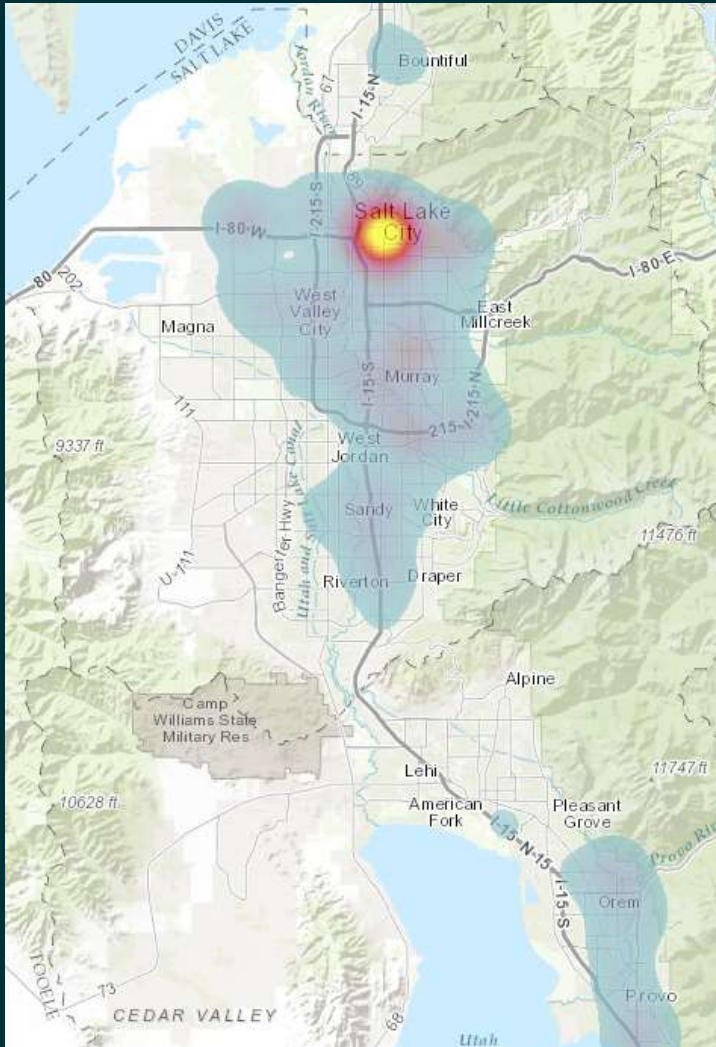
Phase Two will develop scenarios incorporating other potential factors:

- Available land
- Redevelopment potential/likelihood
- Level of land use regulation and “forced” development types
- Level of growth restrictions
- New transportation alternatives
- New catalyst/anchor uses
- Economic development efforts

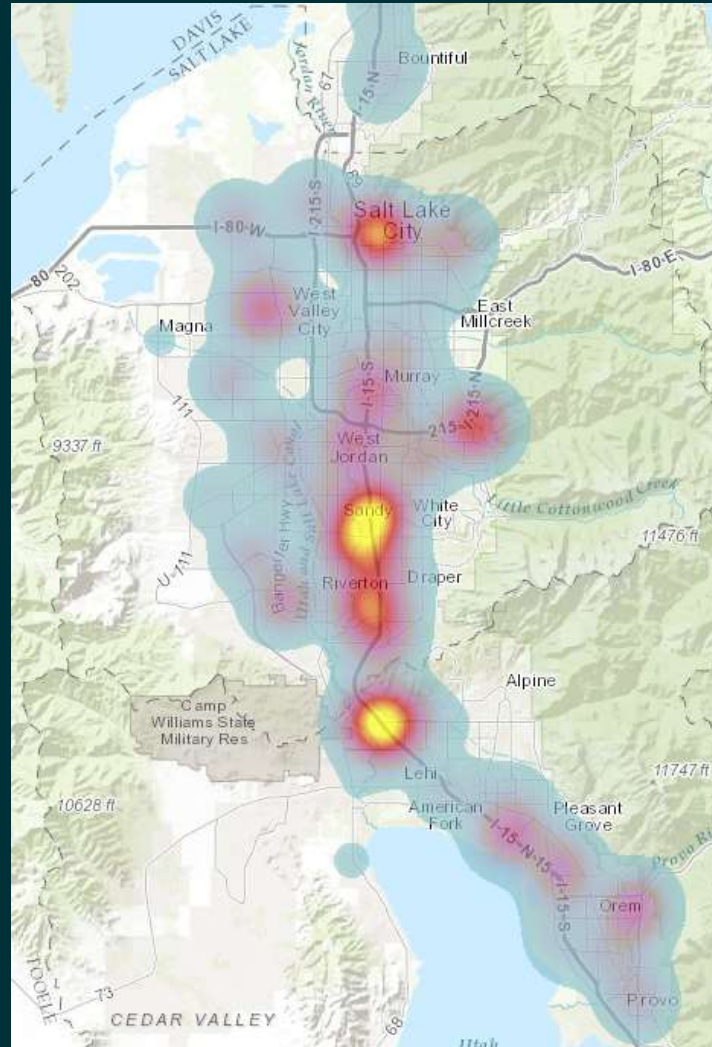


# Goal: Show How Locations Change

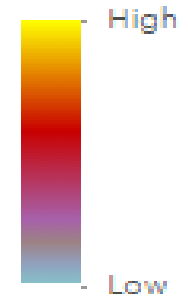
*Office Development Pre-2000*



*Office Development 2000-2017*

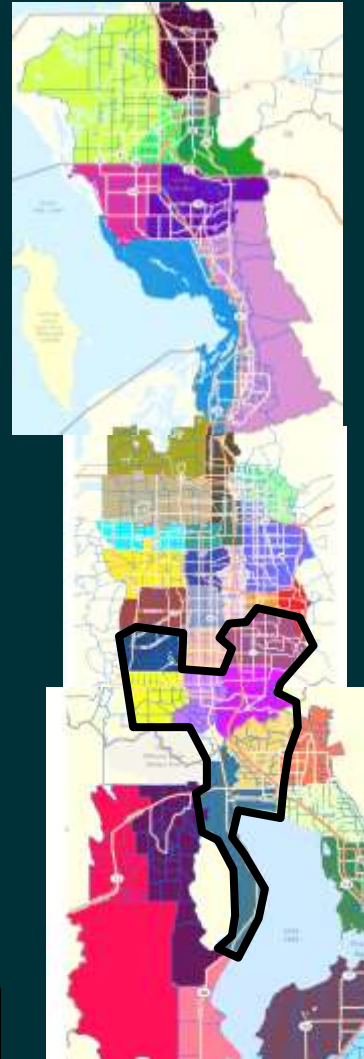


**Office Development  
Concentration**



# POM Submarkets Capture 25-27% of Wasatch Front Growth

	4-County Region	POM Submarkets	Forecasted % Capture	Historical % Capture
SFD	414,000	77,000	19%	22%
Townhome	61,800	26,760	43%	33%
Multifamily	134,200	47,900	36%	24%
Office	60.7 Million SF	22.8 Million SF	38%	48%
Industrial	30.4 Million SF	2.1 Million SF	7%	11%
Retail	55.0 Million SF	14.7 Million SF	27%	18%
<b>Total Housing (Units)</b>	<b>609,900</b>	<b>151,700</b>	<b>25%</b>	
<b>Total Commercial (SF)</b>	<b>146.1 Million SF</b>	<b>39.6 Million SF</b>	<b>27%</b>	



POM Submarkets

# Two Corridors Likely to See Increased Density

- Proximity to Major Infrastructure
- Availability of Key Development Sites

	I-15 Corridor	Mountain View Corridor	Total
<b>Total Housing</b> (Units)	45,600	54,000	99,500
<b>Total Commercial</b> (SF)	25.2 M SF	8.8 M SF	33.8 M SF

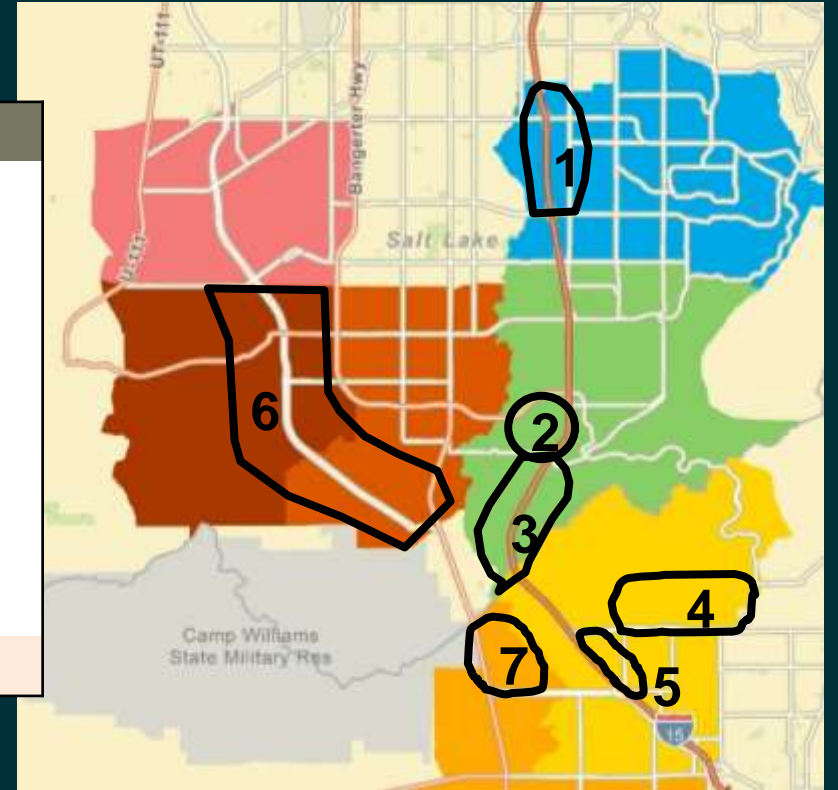




# Seven Key Development Nodes

- Location Attributes
- Available Land
- Distinct Site Characteristics
- Balance of Value, Timing, and Supportable Demand

Development Nodes	Acres
1 Downtown Sandy	85
2 Prison Site	800
3 Gravel Pits	2,400
4 Traverse Mountain	180
5 Thanksgiving Point	1,410
6 Mountain View Corridor	4,300
7 2100 North	725
<b>Total</b>	<b>9,900</b>





# Case Studies

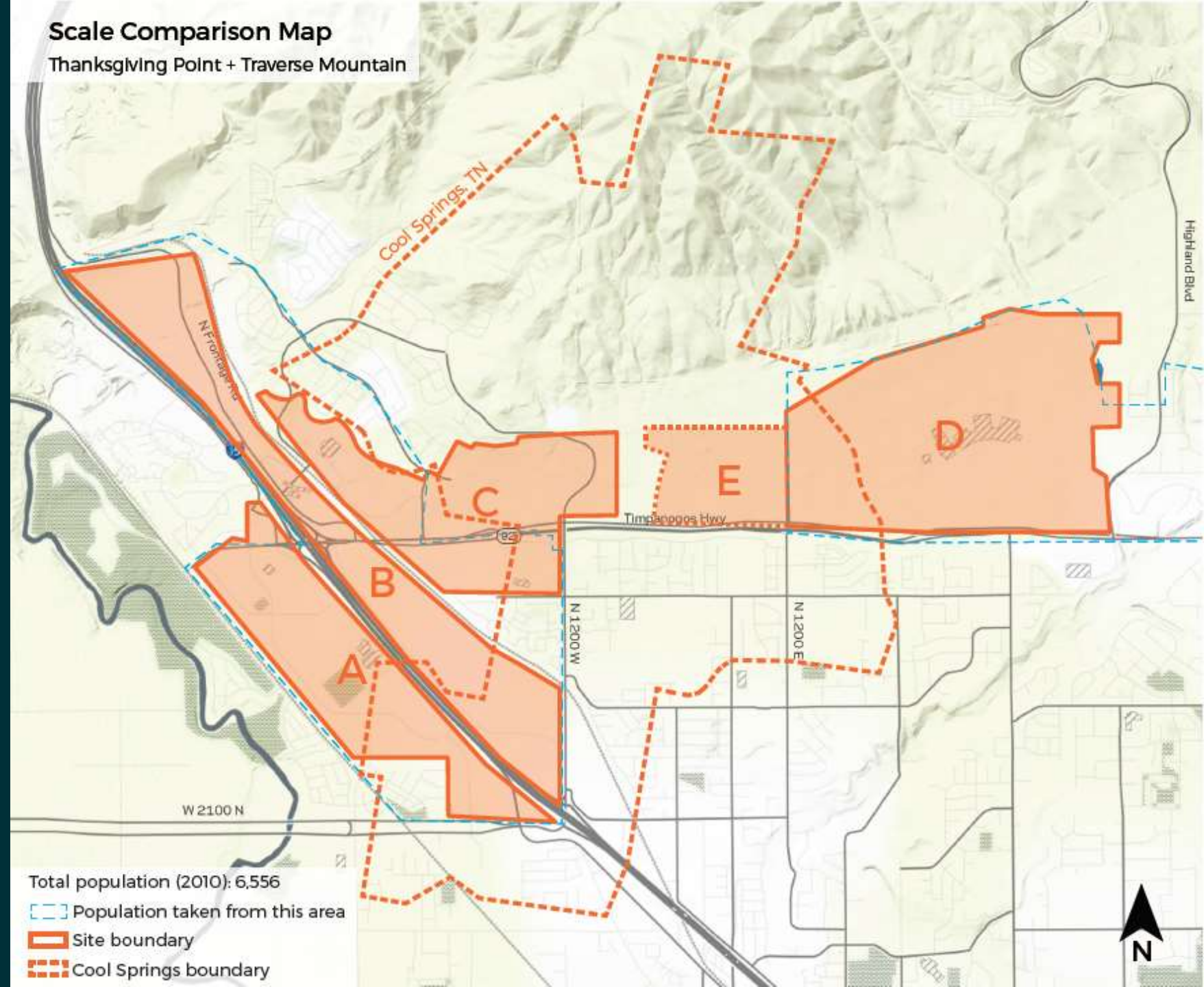
HOK studied five case studies as analogues for three of the most crucial development sites at the Point of the Mountain:

## Utah Study Sites

## Case Study Analogues

Thanksgiving Point 1&2, Traverse Mountain	Cool Springs, Nashville, TN
Draper Prison Site	Stanford University Medical Center, Redwood City, CA
	Gilead Corporate Campus, Foster City, CA
	Denver Tech Center and T_REX, Denver, CO
Gravel Pits	Civita/Quarry Falls, San Diego, CA

# Cool Springs, Tennessee Case Study for Thanksgiving Point





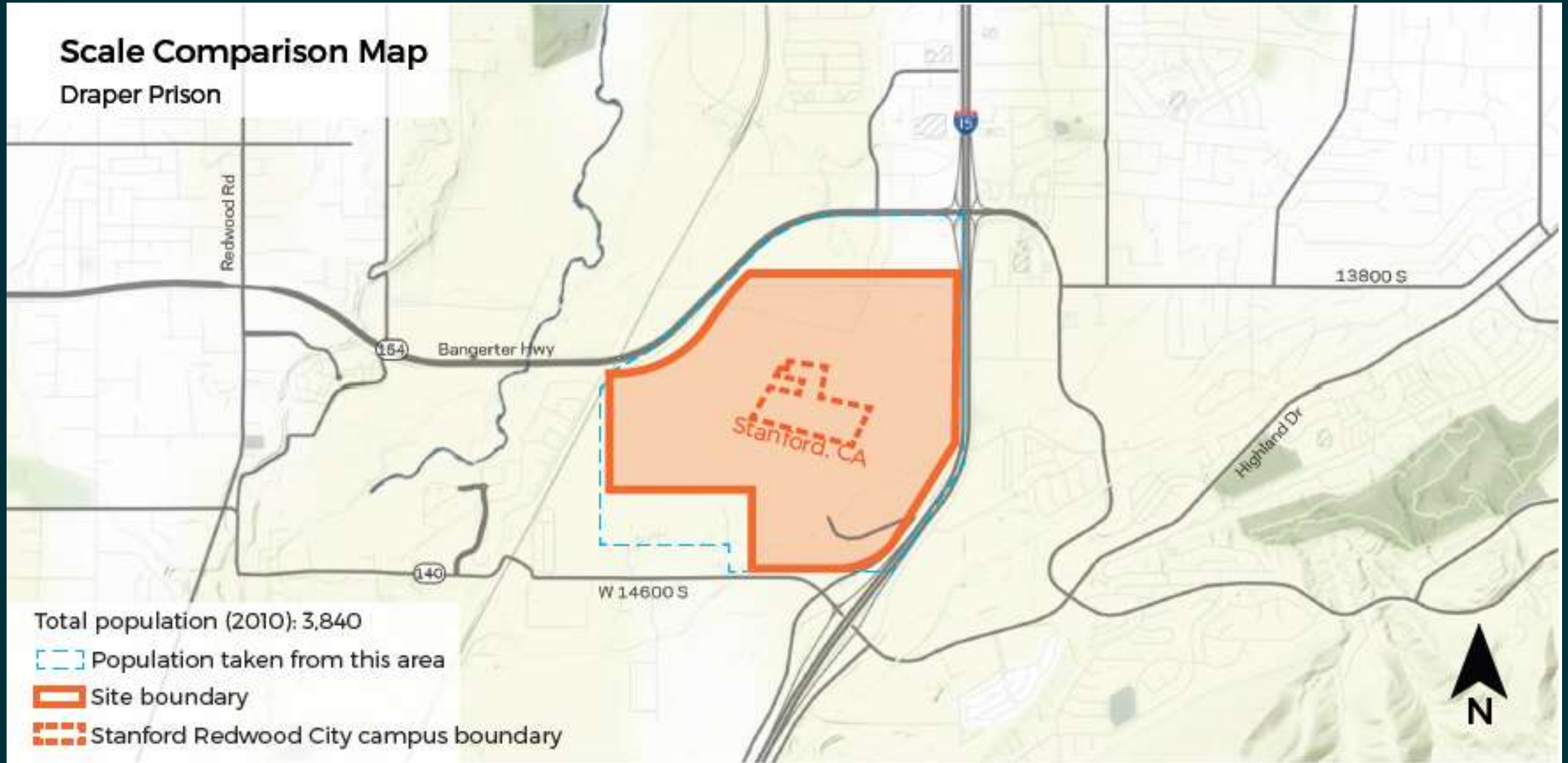


# Lessons Learned from Cool Springs

- Well-implemented urban design concepts have allowed Cool Springs to transition from lower densities to more compact environments.
- Cool Springs builds its brand on placemaking, lifestyle, and ease of mobility rather than its low cost of living and low taxes.



# Redwood City Stanford Medical Center for the Prison Site





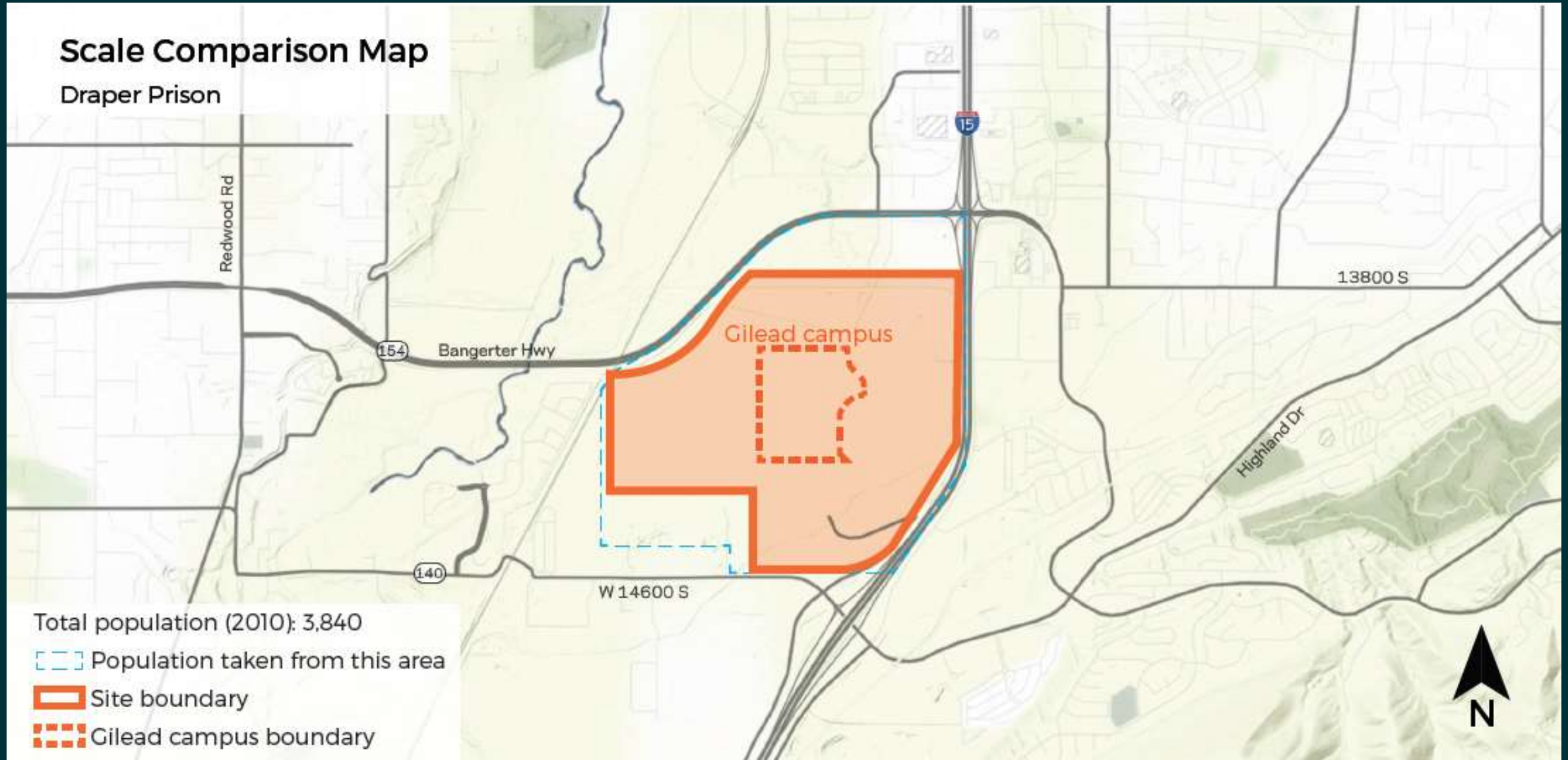


# Lessons Learned from the Stanford Medical Center

- Being near a 'vibrant downtown' encourages employee retention.
- A robust visioning process signaled that the city and community were highly invested in the site's success.
- A successful example of a major university expansion through cluster development and close collaboration with university partners.



# Foster City Gilead Campus for the Prison Site







# Lessons Learned from the Gilead Campus

- City marketing and positioning brought Gilead to the market as a key tenant, creating a mutually beneficial relationship.
- Proximity to world-class research institutions is key to attracting and retaining talent and partnerships.
- Gilead's use of surface parking save land for future redevelopment opportunities.



# Denver Tech Center Case Study for the Prison Site





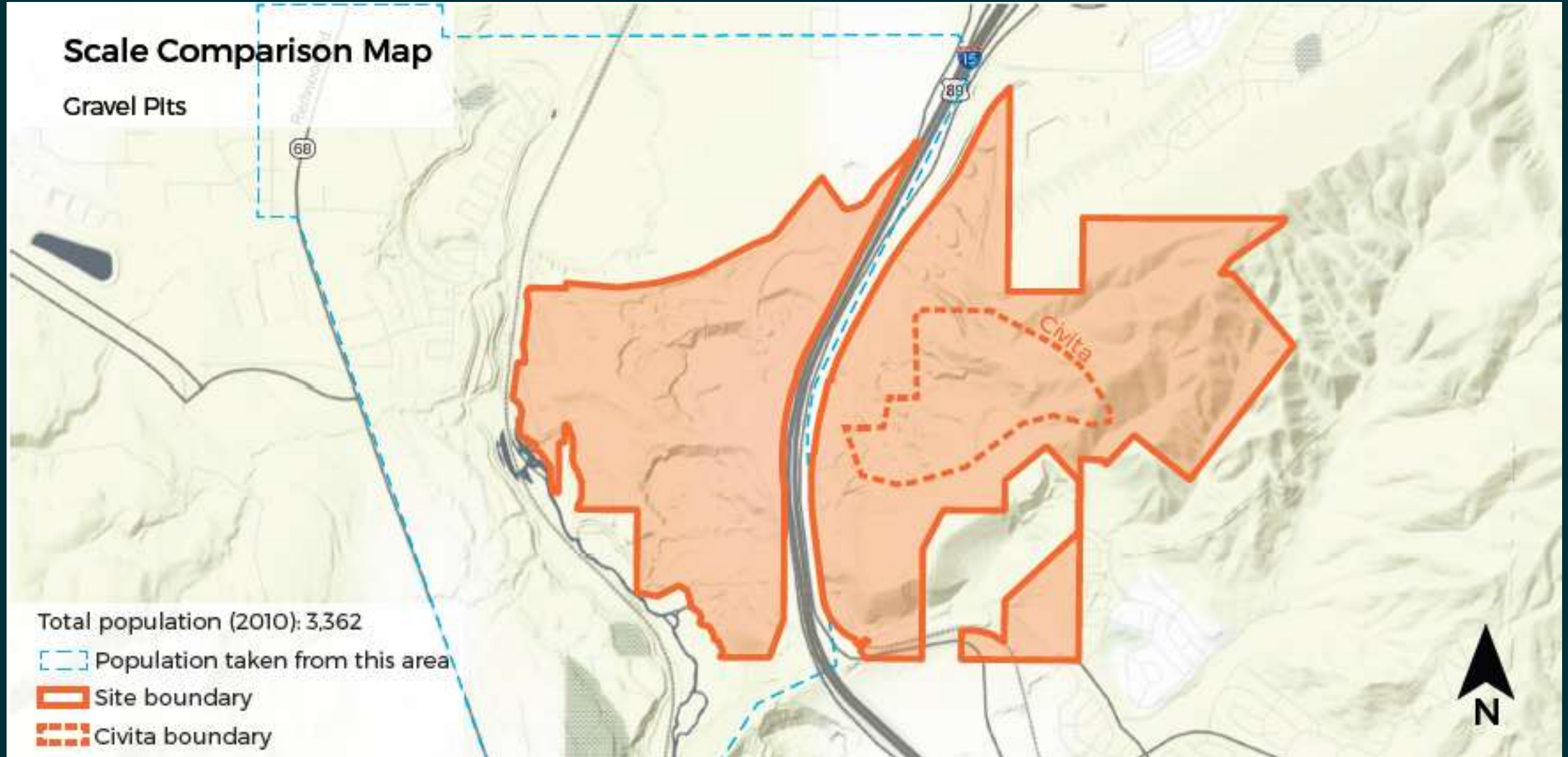




# Lessons Learned from the Denver Tech Center

- Including public transportation in the master plan allows for alternative means of transportation for employees and allows land to be used for additional buildings rather than parking lots.
- Simultaneous construction of the highway and the light rail saved taxpayers an estimated \$300-\$500 million (of increased property taxes) and minimized public inconvenience along the corridor.
- A prime location + good access + well planned transit and infrastructure + quality planning controls = development success.

# Civita, San Diego, California Case Study for the Gravel Pits







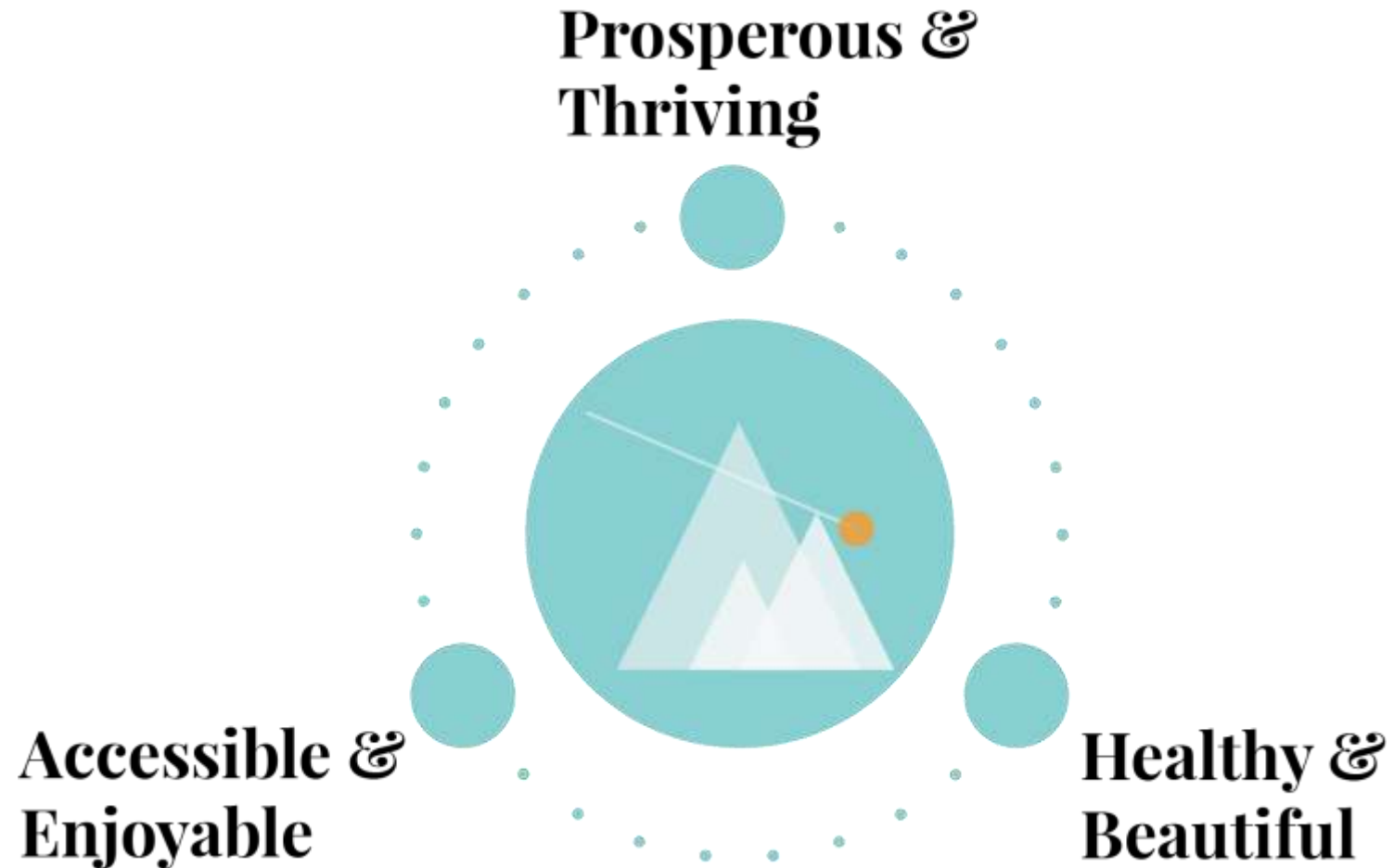
# Lessons Learned from Civita

- Thoughtful, innovative planning created a healthy, sustainable environment and unique identity for the community.
- A well-defined community plan and regional vision make it so that developments that increase density have supportive design guidelines to help them fulfill community goals.
- Engaging communities early to make decisions on infrastructure, access, and mobility helped avoid suspending construction and postponing later projects.

# The Aspirational Vision



# *UTAHNS ENVISION POINT OF THE MOUNTAIN AS A HIGHLY DESIRABLE PLACE*



# Prosperous & Thriving

- Maintain a business environment that stimulates the growth of high-paying jobs in the 21st Century “innovation economy.”
- Attract and retain a world-class workforce that promotes the creation, recruitment, expansion, and retention of 21st-Century “innovation economy” employers.



# Healthy & Beautiful

- Protect beautiful open spaces and make them accessible for outdoor recreation.
- Take significant steps to improve air quality.
- Provide high-quality, reliable, low-emission, affordable utilities and use resources in a way that allows future generations to have sufficient resources.



# Accessible & Enjoyable

- Ensure good transportation and mobility for residents, employees, and visitors.
- Provide great, affordable places to live, work, and play.
- Leverage Utah's world-class outdoor recreation by maintaining and expanding access to outdoor recreation opportunities and open space.





The full report is available online at  
[PointofTheMountainFuture.org](http://PointofTheMountainFuture.org)

# LOUISIANA SPEAKS

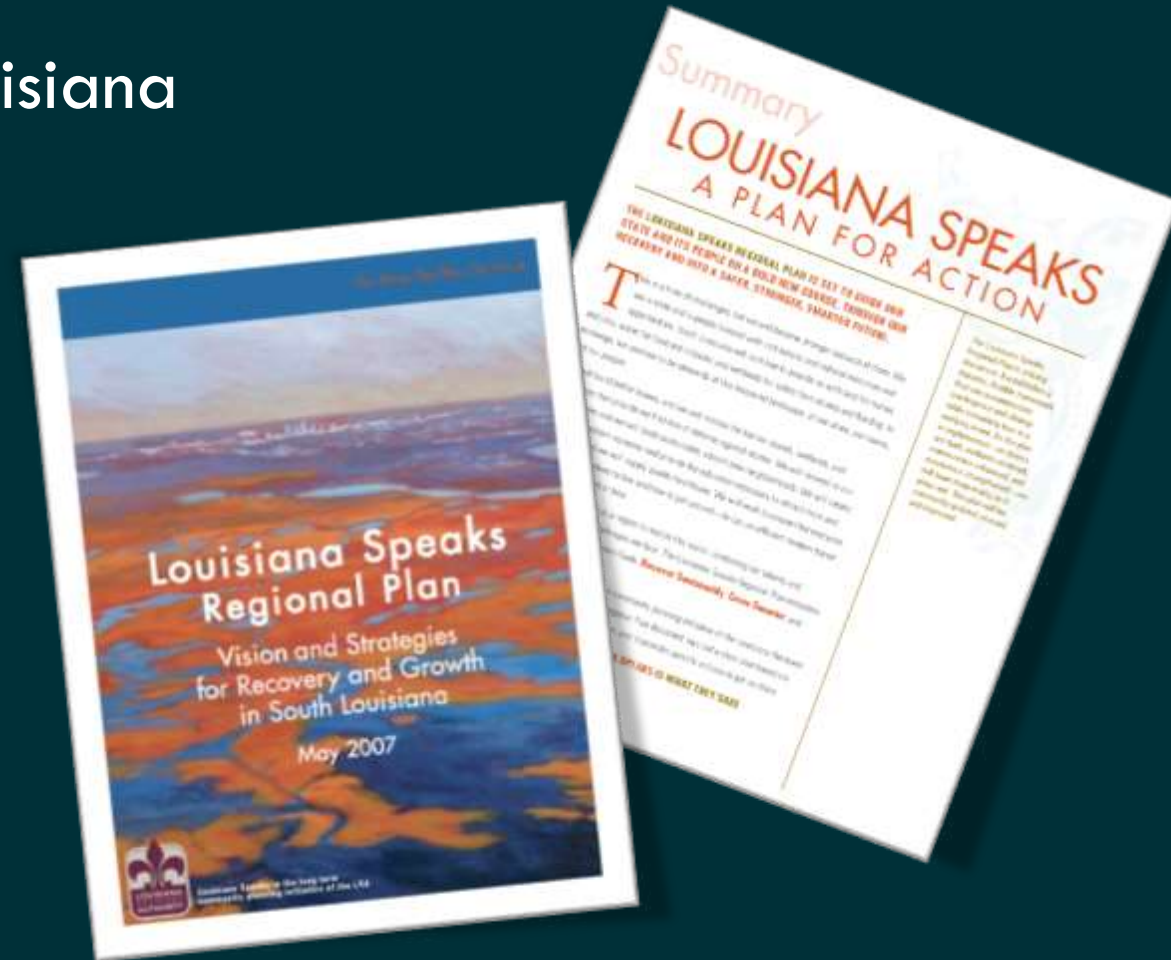
Our Voice. Our Plan. Our Future.



# LOUISIANA SPEAKS

- Visioning for Southern Louisiana
- Disaster resilience issues

***Our Voice. Our  
Plan. Our Future.***



# Hurricane Impacts Were the Key Driver for the Plan



Hurricane Rita

22 September 2005

Hurricane Katrina

28 August 2005



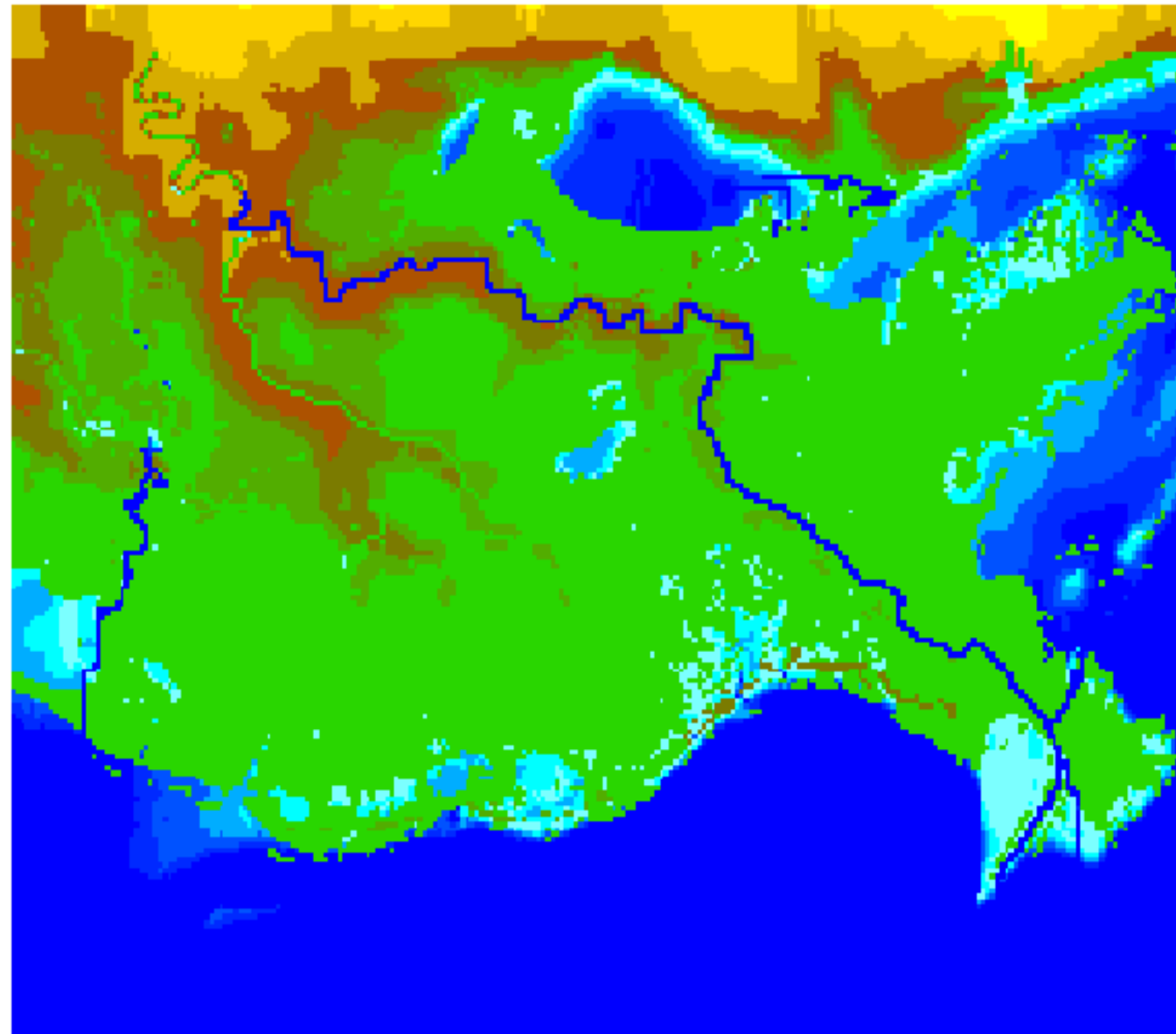








# Topography (1839)

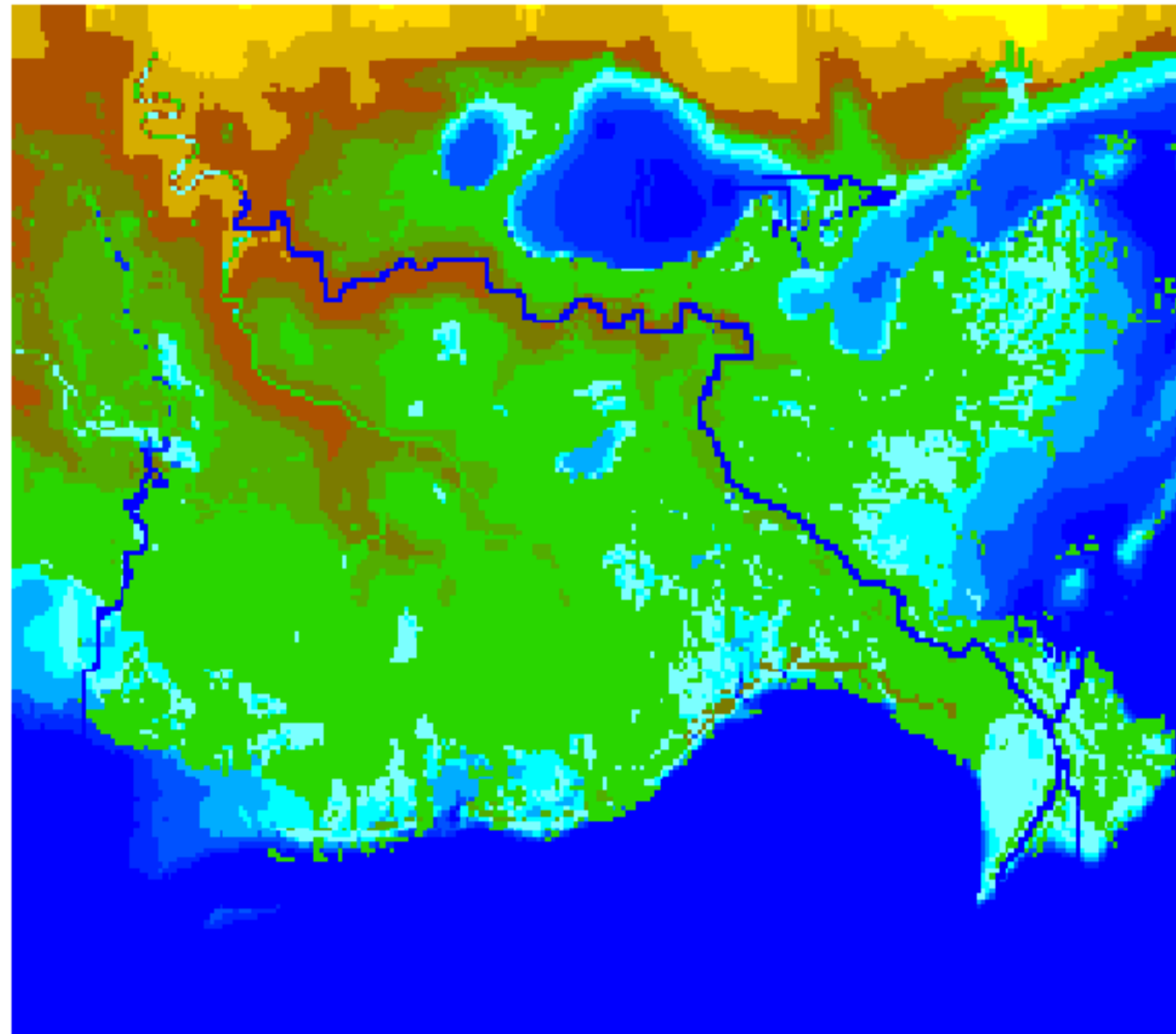


## Legend

- > 18 ft Water
- > 16 ft Water
- > 12 ft Water
- > 8 ft Water
- > 6 ft Water
- > 4 ft Water
- > 2 ft Water
- > 0 ft Land
- > 2 ft Land
- > 4 ft Land
- > 6 ft Land
- > 8 ft Land
- > 10 ft Land
- > 12 ft Land
- > 14 ft Land

0 10 20  
Kilometers

# Topography (1870)

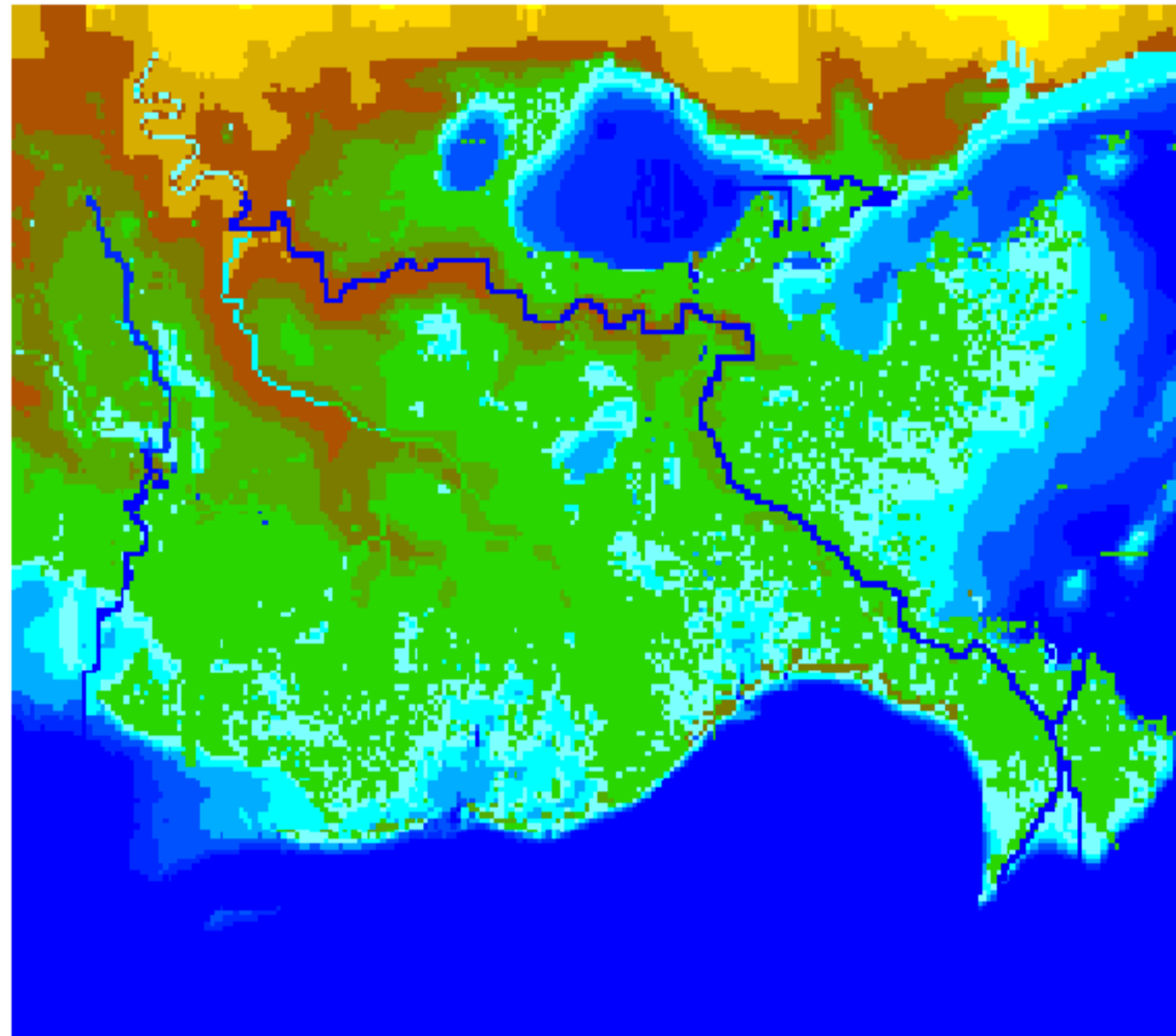


## Legend

- > 18 ft Water
- > 16 ft Water
- > 12 ft Water
- > 8 ft Water
- > 6 ft Water
- > 4 ft Water
- > 2 ft Water
- > 0 ft Land
- > 2 ft Land
- > 4 ft Land
- > 6 ft Land
- > 8 ft Land
- > 10 ft Land
- > 12 ft Land
- > 14 ft Land



# Topography (1930)

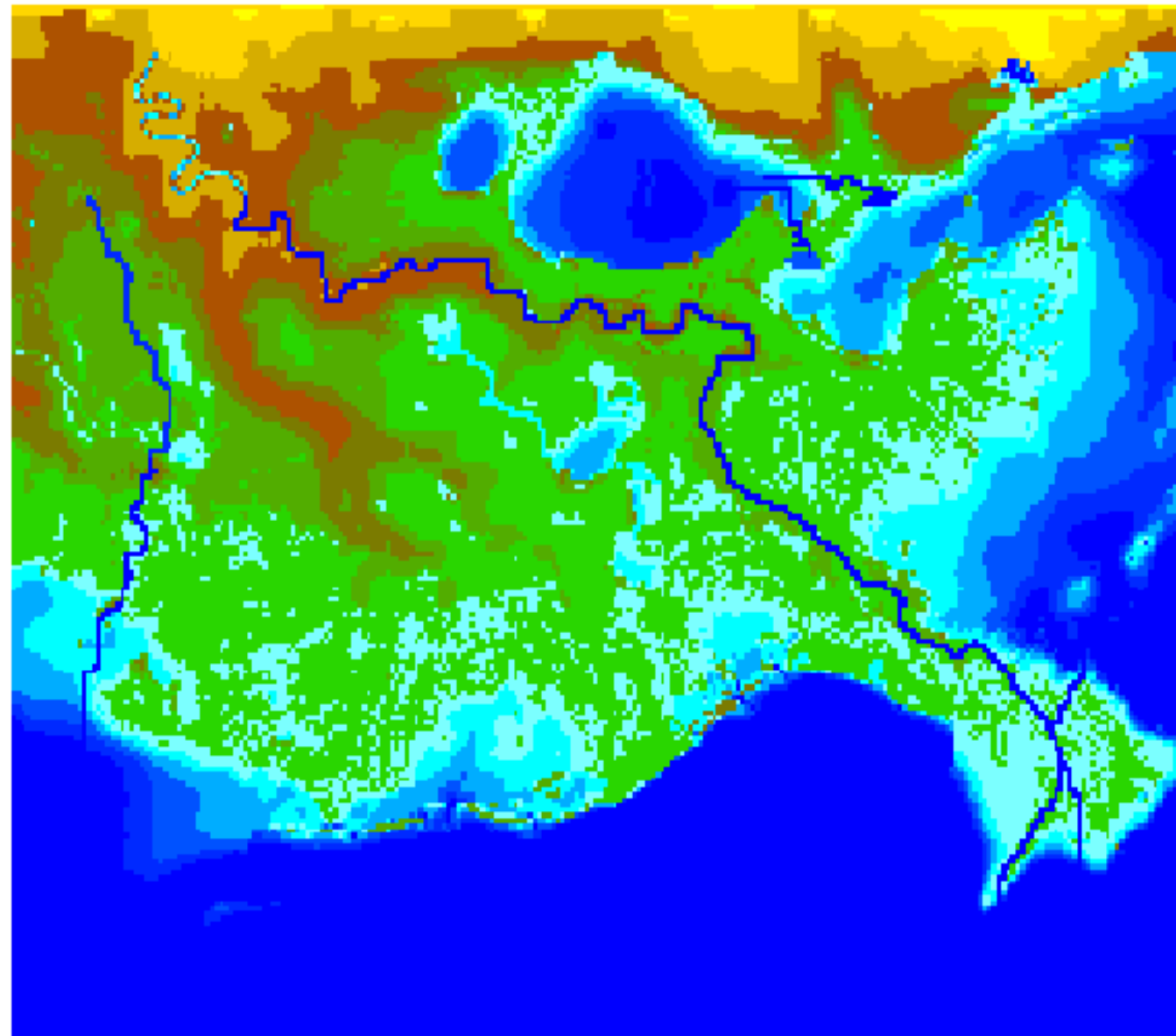


## Legend

- > 18 ft Water
- > 16 ft Water
- > 12 ft Water
- > 8 ft Water
- > 6 ft Water
- > 4 ft Water
- > 2 ft Water
- > 0 ft Land
- > 2 ft Land
- > 4 ft Land
- > 6 ft Land
- > 8 ft Land
- > 10 ft Land
- > 32 ft Land
- > 64 ft Land

0 10 20  
Kilometers

Topography (1993 - Base)



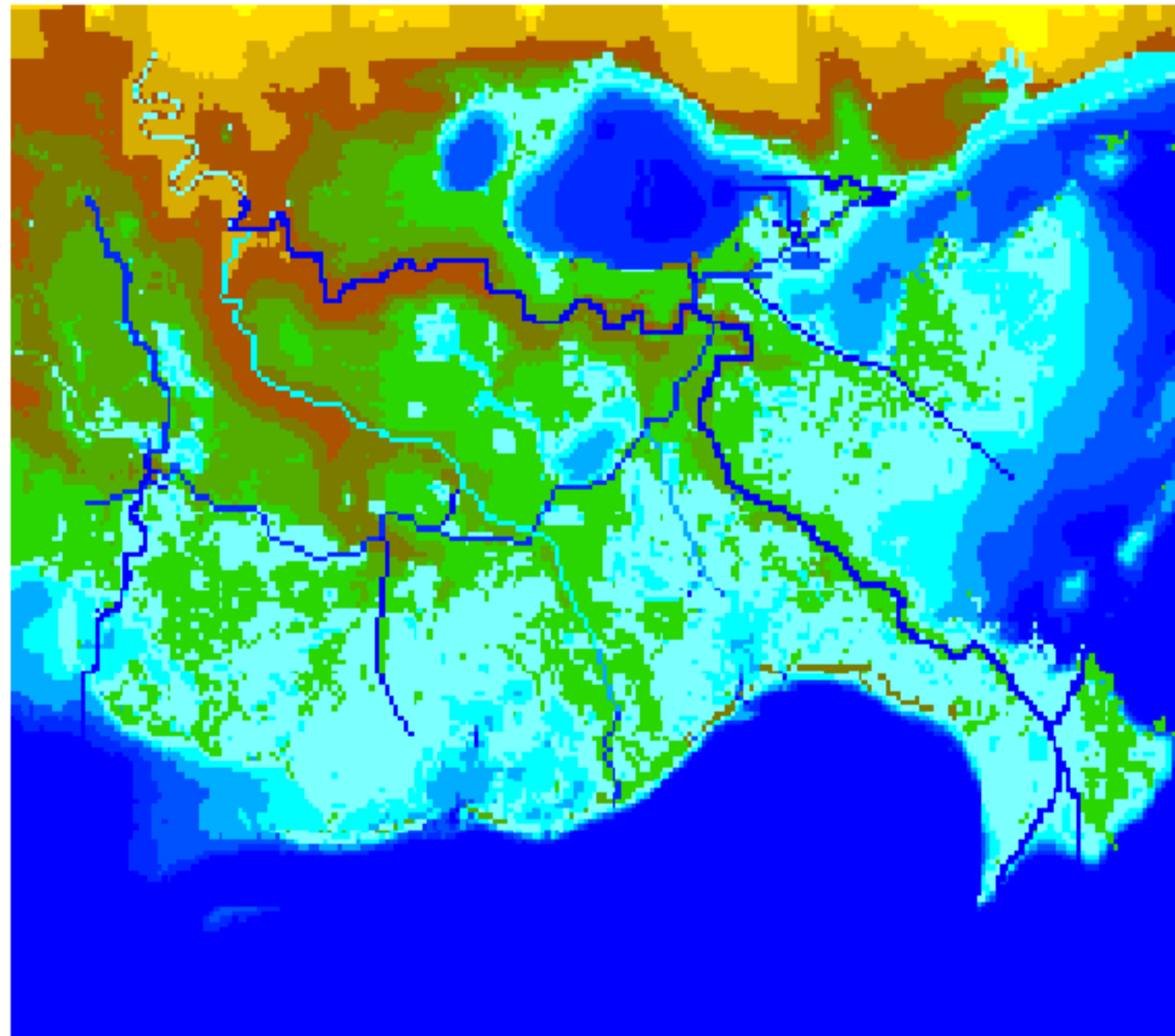
Legend

- > 18 ft Water
- > 16 ft Water
- > 14 ft Water
- > 12 ft Water
- > 10 ft Water
- > 8 ft Water
- > 6 ft Water
- > 4 ft Water
- > 2 ft Land
- > 4 ft Land
- > 6 ft Land
- > 8 ft Land
- > 10 ft Land
- > 12 ft Land
- > 14 ft Land

0 10 20  
Kilometers



# Topography (2020)



## Legend

- > -8 ft Water
- > -6 ft Water
- > -2 ft Water
- > 0 ft Water
- > 2 ft Water
- > 4 ft Water
- > 6 ft Water
- > 8 ft Land
- > 10 ft Land
- > 12 ft Land
- > 14 ft Land
- > 16 ft Land
- > 18 ft Land
- > 20 ft Land
- > 22 ft Land
- > 24 ft Land

0 10 20  
Kilometers

# Framing Issues for Scenarios

If Southern Louisiana does not deal with its erosion and wetland loss issues, then the next hurricane will cause ...

If Southern Louisiana does deal with its erosion and wetland loss issues, then the next hurricane will not cause ...

# Framing Issues for Scenarios

If the Point of the Mountain area has a more connected street network, then average “delay time” will be reduced by \_\_\_\_\_.

If the area does not have a connected street network, then “delay time” will increase by \_\_\_\_\_.

Phase Two



# POINT OF THE MOUNTAIN TIMELINE

## Phase 2

Now – Summer

Summer – Fall

Fall – Winter 2017

### PHASE 2 LAUNCH

Now – Summer  
—

- Stakeholder kickoff meeting
- Advisory committees/ stakeholder groups

### BASELINE SCENARIO RELEASE

Mid-Summer  
—

- “Business as Usual” scenario
- Concepts for alternative scenarios

### BUILD ALTERNATIVE SCENARIOS

Summer – Fall  
—

- Modeling and visualizing
- Advisory committees/ stakeholder groups

### SCENARIO RELEASE

Late Fall  
—

- Online public input
- Workshops/open houses
- Stakeholder input

### BUILD PREFERRED SCENARIO

Fall – Winter  
—

- Modeling and visualizing
- Advisory committees/ stakeholder groups

### PREFERRED SCENARIO RELEASE

Winter  
—

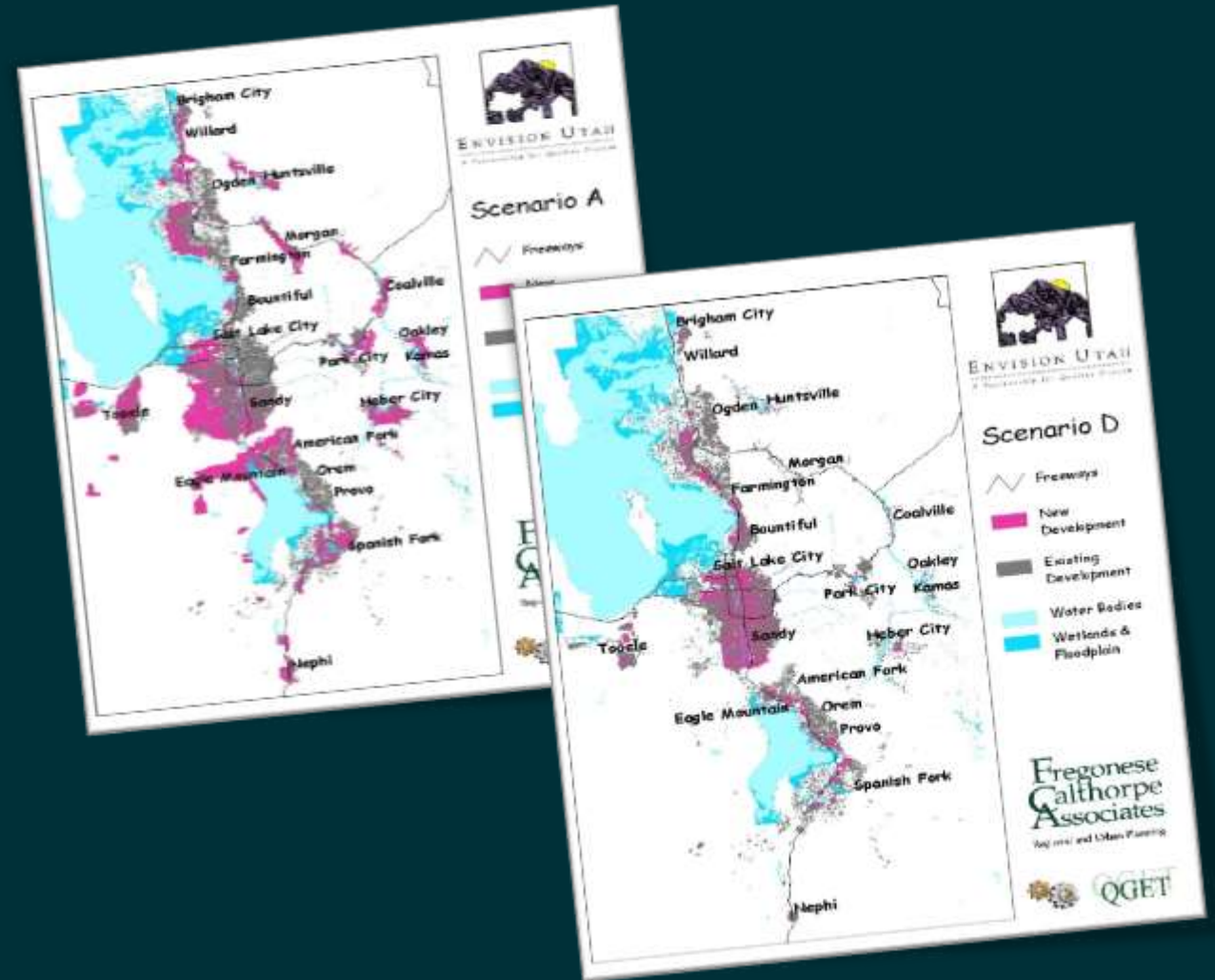
# Framing Issues for Scenarios

If \_\_\_\_\_, then \_\_\_\_\_...

If not \_\_\_\_\_, then \_\_\_\_\_...

# What are some variables we can explore through modeling?

- Land Area Developed
- Open Space
- Public Transportation
- Housing Choices
- Water Use
- Miles of Driving
- Services Proximity
- Housing Proximity
- Job Proximity
- Policy Decisions
- Types of Jobs



# Example: RCLCO's Market-Driven Scenario

How would the real estate market develop the Point of the Mountain area by 2050, given current trends?

1. Only basic regulations and restrictions on new development;
2. Economic growth occurs as forecasted;
3. No significant new catalysts or other “market movers”; and
4. Traffic remains flowing

Phase Two will develop scenarios incorporating other potential factors:

- Available land
- Redevelopment potential/likelihood
- Level of land use regulation and “forced” development types
- Level of growth restrictions
- New transportation alternatives
- New catalyst/anchor uses
- Economic development efforts



# Group Scenario Activity

# Four Topics for Scenario Variables

- At your table, discuss the variables for the topic and decide which variables your group believes are most important to model
- Use comment sheets to brainstorm your own ideas
- Some tables can report back to larger group

# Transportation, Infrastructure, and Air Quality

# Housing, Commercial Development, and Air Quality

# Workforce Development, Education, and Technology



# Environment, Recreation, and Entertainment

Tables Report Back to Larger Group

# Phase Two Next Steps

- Hold small advisory committee meetings
- Develop and model multiple scenarios for the Point of the Mountain's future
- Hold public workshops to discuss the scenarios and determine desired aspects of each
- Develop a final scenario using feedback from public workshops that will comprise the vision for the region with details on land use, transportation, recreation, air quality, and more.

The full report is available online at  
[PointofTheMountainFuture.org](http://PointofTheMountainFuture.org)



STATE OF UTAH

**POINT OF THE MOUNTAIN**  
DEVELOPMENT COMMISSION