



# UTAH OLYMPIC LEGACY FOUNDATION

FY20 Q2 BOARD MEETING MATERIALS | ANNUAL MEETING | OCTOBER 30<sup>TH</sup>, 2019



# TABLE OF CONTENTS

## **FY19 FISCAL YEAR TO DATE HIGHLIGHTS**

Executive Summary  
Financials & Audit  
Core Mission Highlights

## **MATERIALS FOR THE BOARD**

Board Meeting Agenda  
Board Discussion Items

## **PAST QUARTER MEETING MINUTES**

July 17, 2018 Board Meeting





# EXECUTIVE SUMMARY

## FY20 YEAR-TO-DATE OVERVIEW

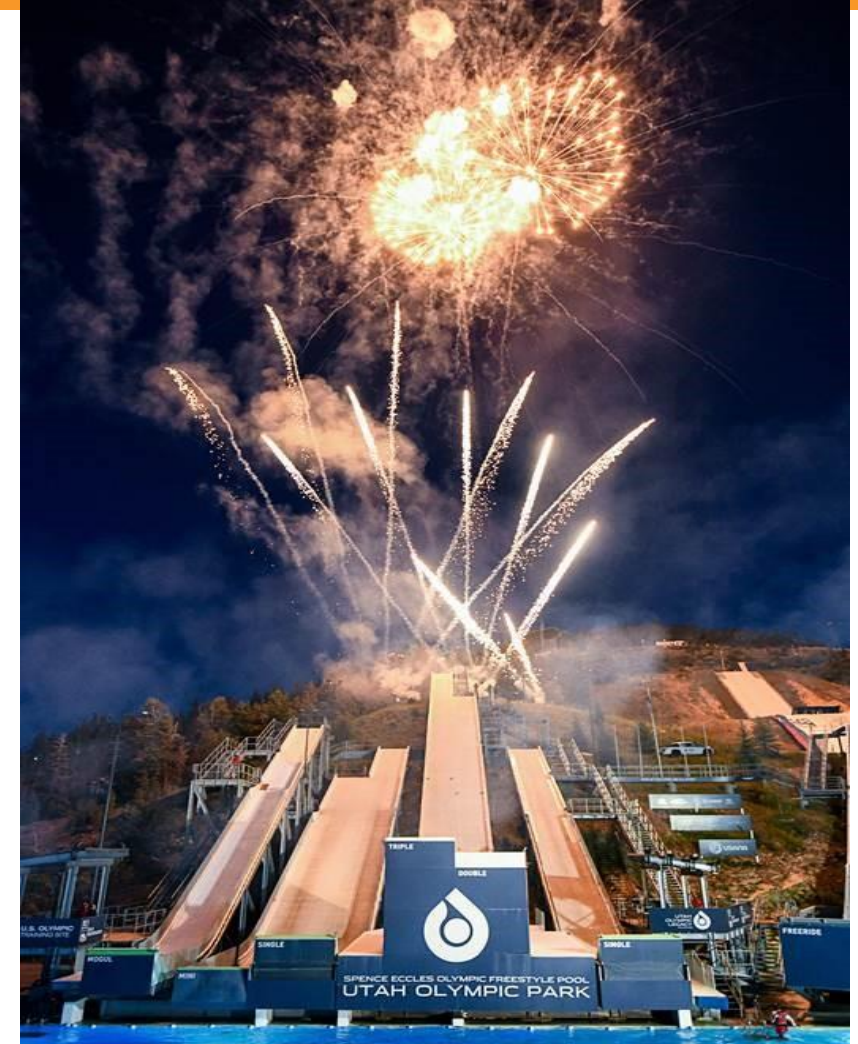
*The October UOLF Board meeting is our annual meeting and the halfway mark through UOLF's fiscal year. While the summer season has ended, we are busy finishing several construction projects and transitioning to winter operations. Through this board packet and meeting, we will report on operational and financial highlights, discuss progress on several ambitious construction projects, and review efforts of our committees in areas of: short & long term net operating loss (NOL) reductions, partnership & fundraising progress, strategic plan suggested refinements, and steps being done to create a "Sport2030" set of goals & action plans.*

### CURRENT UOLF CHALLENGES & OPPORTUNITIES

In the large scheme of things, our Foundation is continuing to address the biggest challenge, that is to have a dynamic and impactful "Living Legacy Impact" while balancing both short term & long term financial stability. The fact remains that our desired actions to achieve impactful outcomes still outweigh our financial means. We entered this fiscal year stating through our Board approved Core Missions & FY20 Strategies that we would 1) Refine our efforts to increase operating revenues and control expenses, 2) Continue to advance capital improvement plans at all three venues, 3) Address current staffing & operating challenges due to increased activity levels and general growth, and 4) Analyze and take action on long term financial sustainability goals.

We set budgets with key public activity revenue goals that, unfortunately, have been lower than projected budgets. We therefore have prudently curbed planned staffing expenses and have targeted efforts to make up our forecasted budget deficits by fiscal year end (April 2020). Concurrently, we have and will be continuing to advance efforts to weigh "legacy impact value" with the costs/subsidies currently being done for certain facility areas, programs, and major events. These efforts are now heightened given our short term challenges. By many measures, our growth is exciting given new large projects having moved out of "construction phase" to first year "operating phases." That is certainly the case for our new Kearns Athlete Training and Element Event Center adjacent to the Olympic Oval and the new Athlete & Staff Housing facility – the "Residences at Utah Olympic Park." Both are proving to be great spaces to achieve our targeted goals, but also reminders that it does take a little while to get them up and running in a financially stabilized way.

Our opportunities in finding the proper balance to "desired Legacy Impact & the financial realities" are becoming clearer everyday given our commitment to taking additional time to review, analyze, and bring desired plans to the Board's attention. We look forward to reviewing initial work and future plans to a Board discussion on October 30th.



**Operating Budgets** We have a negative variance to budget through September 2019 of (\$432,000). Total UOLF revenues are down (\$1.25M) to budget while expense budgets have a positive variance by approximately \$818k. This negative variance is primarily due to Park public activity revenues continuing to be off budget due to a number of factors described later in the Board Discussion topics. However, the team has done a fantastic job controlling payroll costs to help offset the miss on the revenue targets.

*The following notables relate to operating budgets through September 30, 2019:*

**Facility – Negative Variance (\$30,000)**

This budget sees several positive and negative line item variances, most of which are due to budget timing. The majority of the variance lies in the Sheepdog event at Soldier Hollow, with net income off budget by (\$64k). Park facility is ahead of budget by \$162k, primarily due to some unfulfilled staffing positions as the Park. Oval facility is behind budget by (\$72k), primarily in the area of utilities.

**Core Sport – Positive Variance \$84,000**

Park, Oval and Soho Sport programs are essentially at budget, with programs with slight increases in revenues and payroll costs being controlled. Soho has a \$43k positive variance, primarily by planned Nordic and biathlon payroll positions being delayed in filling during the summer months.

**Public Programs – Negative Variance (\$705,000)**

Overall, Park Public Program net income is negative to budget by (\$745k), with a negative variance to the prior year of \$130k. Alpine slide continued to be closed this summer and zip tour revenues have not been as robust as we had planned. Activity revenues were off \$1.2M, but payroll costs were controlled by \$394k. Group events at all venues are strong, with a total positive variance of \$139k.

**Sport for Life – No Variance**

**Admin/Fundraising– Positive Variance \$219,000**

This budget variance often tends to be related to timing, however, we usually can control many of the budget items in this area. Management and administrative payroll is at a positive variance of \$178k, primarily due to not fulfilling of certain positions and savings during transition time of other positions. Grants revenue is down from budget by (\$63k) but sponsorship and donation revenue is up from budget by \$12k and \$62k, respectively.

**Capital Budget** Since the start of the fiscal year through September 30, 2019, UOLF has spent approximately \$5.6M of the \$9M received from the State of Utah in FY19 and \$400k toward anticipated \$3M of funding to be received from the State of Utah in FY20, all for approved Cap X capital improvements. The Park Athlete and Workforce housing project (Residences at Utah Olympic Park) opened in September 2019, with a final payments and project reconciliation expected in late October. The Park Mountain Expansion project is moving along rapidly, with anticipated opening in late November, and we have expended \$1.6M to date toward that project.

**INVESTMENT PORTFOLIO PERFORMANCE THROUGH SEPTEMBER 30, 2019**

THE UOLF INVESTMENT PORTFOLIO BEGAN THE CURRENT FISCAL YEAR AT A VALUE OF \$53,826,085, DECREASING (2.91%) TO \$52,257,495 AS OF SEPTEMBER 30, 2019. THIS WAS A RESULT OF A 1.60% INVESTMENT GAIN OF \$856,615 COUPLED WITH A (4.51%) OR (\$2,425,205) REDUCTION FOR OPERATING BUDGETS. CALENDAR YEAR 2019 HAS SEEN A 12.07% INVESTMENT GAIN OF \$6,102,179 COUPLED WITH A (8.70%) OR (\$4,398,221) REDUCTION FOR OPERATING BUDGETS, NETTING AT AN OVERALL INCREASE IN OUR PORTFOLIO SINCE DECEMBER 31, 2018 OF 3.37% OR \$1,703,958.

BY KARLA KNOX, CFO  
**FINANCIAL UPDATE**

## FINANCIAL - ACTIONS BEING DONE TO ADDRESS THE NEGATIVE BUDGET VARIANCE

In light of the large negative variance to budget through September 30<sup>th</sup>, the executive team has begun a process to correct the negative variance by the end of the fiscal year. Given a projection of further financial challenges to achieve UOP public activity budgeted revenues through the remaining fiscal year, efforts are underway to tackle a (\$500k) projected end of year variance. Each general manager and venue team have been tasked to find \$100k each in positive budget variances from now through the end of April, while an additional \$200k from UOLF budget areas are doing the same. Efforts are both reducing planned expenditures as well as targeting new revenue sources.

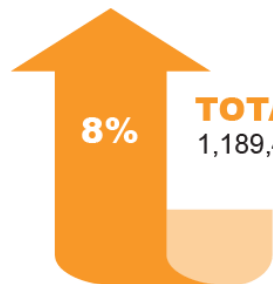
### Planned actions include the following:

- + Reducing payroll costs
  - + Delayed hiring of exempt positions: UOP guest services manager, UOP electrician assistant, and UOP jump manager
  - + Delaying hiring seasonal non-exempt staff (E.G. – SOHO Nordic center supervisor, UOP track crew, others)
  - + Reducing planned UOP mtn adventure staffing costs
  - + Strategic review of vacant positions prior to hiring
- + Reducing planned marketing expenses
- + Realizing savings from efforts to reduce annual IT license fees, delaying hardware purchases, and shutting down underutilized services (E.G. Webcam)
- + Increase planned revenues for SOHO public tubing revenue (E.G. Earlier opening than budgeted and aggressive social media marketing)
- + Further utilizing state funding sources for planned capital M (non-depreciable maintenance) expenditures.
- + Increased pricing for UOP bobsled rides
- + Reducing planned winter public activities to only proven high-use, low staff cost activities.
- + Delay purchase of non essential FF&E and tools
- + Hold on further non-essential grounds and maintenance projects
- + CEO, CRO & DD collective efforts to generate higher than budgeted fundraising efforts



BY KARLA KNOX, CFO  
**FINANCIAL UPDATE**





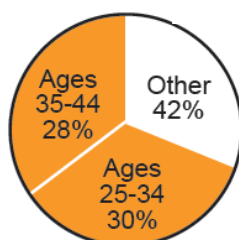
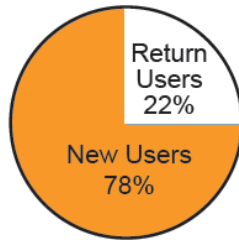
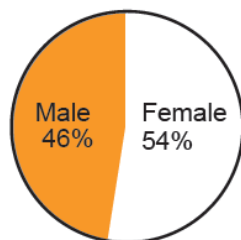
### TOTAL WEBSITE VIEWS

1,189,476 (2019) | 1,100,795 (2018)

### TOP REFERRAL SITES



### DEMOGRAPHIC INFO

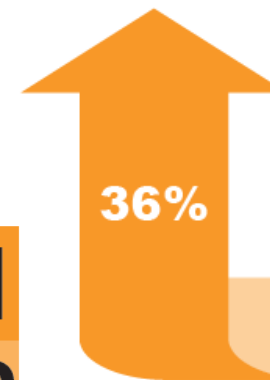


### TOP VISITED PAGES

Park Location Page 180,815 (13% Increase)	1
UOLF Home Page 151,574 (9% Increase)	2
Summer Gold Pass Product Page 98,912 (N/A)	3
Park Activities Page 95,8872 (19% Decrease)	4
Park Events Page 46,471 (6% Decrease)	5

### BEHAVIOR

Organic Search 47.6% (3.5% Decrease)	1
Direct 18.7% (15% Increase)	2
Google Display Ad 11.4% (N/A)	3
Referral Sites 9.7% (8% Decrease)	4
Social Referral 8.8% (71% Increase)	5



### E-COMMERCE

#### Total Revenue

2019: \$1,037,802




2018: \$761,522

#### Total Transactions

2019: 6,549 (17% Increase)

2018: 5,617

### TOP SELLERS

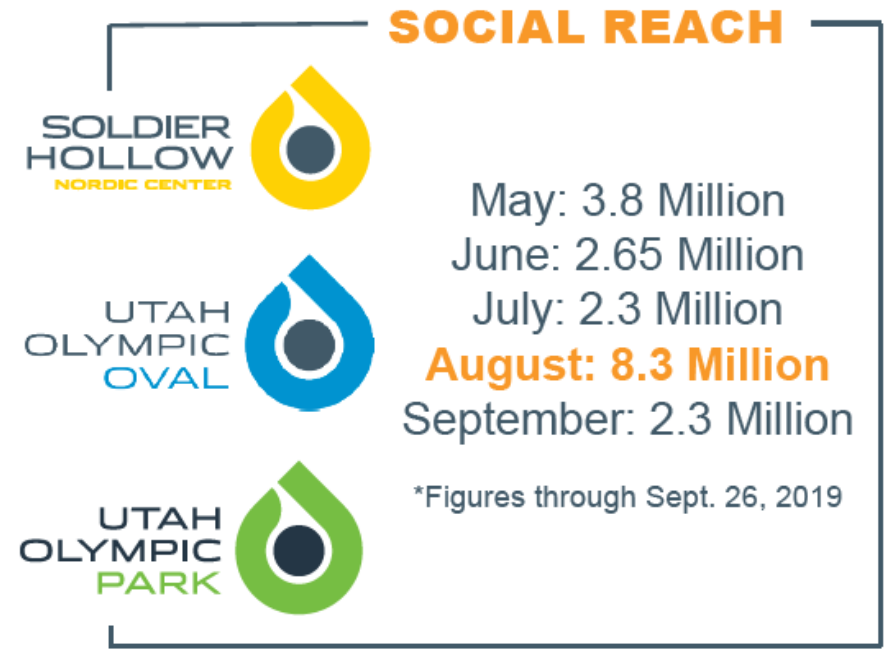
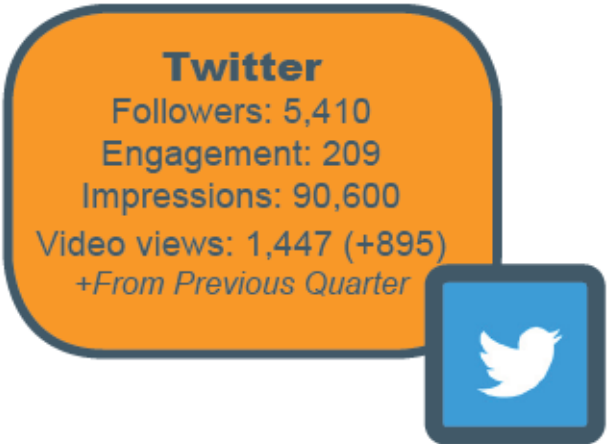
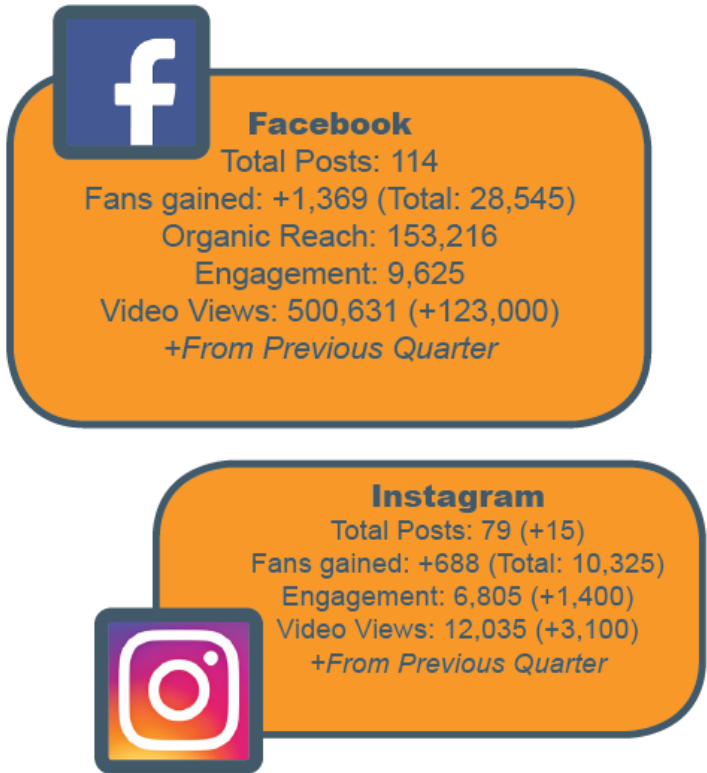
- 1  Adult Gold Pass - Peak  
\$492,408
- 2  Youth Gold Pass - Peak  
\$102,564
- 3  Summer Bobsled Experience  
\$79,344

BY MELANIE WELCH, DIRECTOR OF MARKETING

# MARKETING UPDATE

## MARKETING & ADVERTISING OVERVIEW

This quarter, we focused on an ongoing shift to prioritizing Instagram which was met with great results. We also prioritized social ads to promote the Utah Olympic Park summer offerings and received over 3.6 million paid impressions.



## MEDIA/PR

We continue to see strong coverage in the local market and inclusion in sport and tourism related publications. We saw a large increase at Soldier Hollow Nordic Center in media coverage during this timeframe largely due to the Soldier Hollow Sheepdog Classic.

Utah Olympic Legacy Foundation works with Meltwater for all of our media and social media stats. The ad value equivalency (AVE) number assigns a dollar value to our media coverage. The AVE number is calculated with the following formula: X (the reach/unique visitor figure) \* .025 (standard error, assuming that 2.5% of any given audience will view a particular article on average) \* .37 (37 cents is the dollar value for each visitor).

Ad value equivalency for media coverage (June thru September)

- Soldier Hollow: 769K (273% increase from this same timeframe last year)
- Utah Olympic Park: 1.95K (270% increase from this same timeframe last year)
- Utah Olympic Oval: 160K (66% increase from this same timeframe last year)



BY MELANIE WELCH, DIRECTOR OF MARKETING  
**MARKETING UPDATE**



**Best Summer for Group Sales Revenue on Record!** The group sales department ends the summer of 2019 with continued revenue growth at all three Utah Olympic Legacy Foundation venues. Overall, the team generated \$1.15M in revenue, an increase of 11% over FY19, which is also the highest revenue produced on record by the department, spanning the months of May through September.

**65% Increase in revenue from Groups in Public.** The UOLF Group Sales team made a conscious effort in 2019 to focus on growing the Utah Olympic Park public group revenue segment. We did this by increasing the discount percentage by 5% (15% to 20%) and expanding our minimum requirement for groups to receive discounts from 25 minimum tickets purchased to 20 minimum tickets purchased. As a result, our team increased public group revenues by 65% or \$157K.



BY MICHAEL HOPKINS, GROUP SALES DIRECTOR  
**GROUP SALES UPDATE**

# SPONSORSHIP

This summer, we finalized a two-year cash partnership with America First Credit Union. UOLF venues will offer AFCU members unique experiences and discounted rates for activities such as summer and winter gold passes. The goal is to help AFCU grow annual membership while promoting UOLF to their growing member base. To date our major, long-term partners (inclusive of cash and/or VIK) are: Utah Toyota Dealers Association, University of Utah Health, Ken Garff Automotive, Sunbelt, Gold Cross Ambulance, Park City Fire Department, Swire Coca-Cola, USANA, Utah Media Group and Best Western Park City.

REVENUE CATEGORY	FY20 Budget	YTD Actual
Government & Private Grants	\$190,00	\$121,500
Sponsorship (Cash & VIK)	\$317,807	\$309,400
Donations/Scholarships	\$145,00	\$189,201



BY LISA BENNION RASMUSSEN, CRO

# SPONSORSHIP & FUNDRAISING



## 2019 ANTI-GALA PRESENTED BY UTAH TOYOTA DEALERS ASSOCIATION

Held July 11<sup>th</sup> at Utah Olympic Park, the Anti-Gala secured just over \$172,000 in gross revenue for our annual fundraiser. Our largest turnout to date, with approximately 400 attendees. This year, we held a silent and live auction with a total of 81 packages available.

Extending our Healthy Kearns project now community and venue wide, we will launch a healthy communities initiative in both Park City and Midway. Our annual paddle raise featured our healthy communities program and successfully raised close to \$27,000. We look forward to sharing more with you as these new programs are implemented, venue wide.

The success the Anti-Gala is due in large part to all of you. Thank you to all of you who contributed to our efforts and/or attended.

Please **SAVE THE DATE** for **Friday, July 17, 2020** for our FY21 Anti-Gala. We've moved it from a Thursday to Friday to encourage more folks to attend. We're securing auction packages for next year and welcome any support or suggestions you may have. Please reach out to Lisa Rasmussen [lrasmussen@uolf.org](mailto:lrasmussen@uolf.org) or Ryan Baldwin [rbaldwin@uolf.org](mailto:rbaldwin@uolf.org).



# FUNDRAISING



We are introducing a new donor event at Soldier Hollow this Spring: Biathlon, Burgers & Bourbon. The goal of this event is to identify new prospects in the Heber Valley and steward existing donors of the foundation. We will be discussing the many wonderful advancements while also highlighting the impact of our founders club. Launched in 2018, our Founders Club members serve as ambassadors of our organization, commit to an annual donation of \$1,500 and receive VIP invitations to unique events and experiences.

- 10/10 Soup and Soho – Team Soldier Hollow Fundraiser
- 11/2-11/3 ISU Short Track World Cup VIP hospitality at Utah Olympic Oval
- 11/8 Live PC Give PC – Giving day in Park City
- 11/29–12/1 IBSF Bobsled & Skeleton World Cup VIP hospitality
- TBD Biathlon, Burgers & Bourbon – UOLF cultivation event at Soldier Hollow



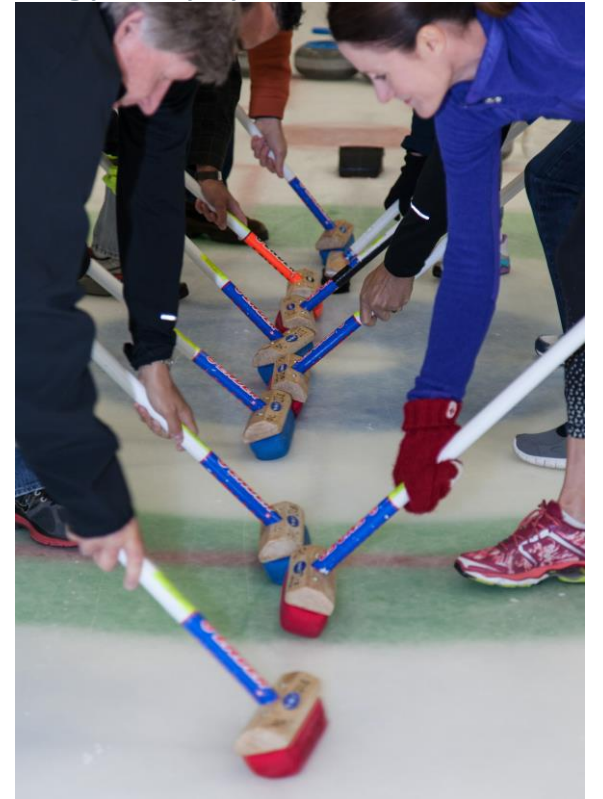
# UPCOMING CULTIVATION EVENTS

## UOLF Board Help Solicit Donors and Sponsors

Please feel free to help UOLF fundraising and sponsorship team engage with prospects, including (but not limited to) family foundations, corporations or individual that you recommend or are willing to introduce us to. Over the past three months, we've met with and/or applied for grants from Sorenson Legacy Foundation, WCF insurance (grant and sponsorship), Microsoft, Coca-Cola Foundation, Dick's Sporting Goods Foundation, Cabela's Outdoor Fund, L.L. Bean Charitable Giving, O.C. Tanner Foundation, Ray and Tye Noorda Family Foundation, Huntsman Family Foundation, Dominion Energy, Kulynych Foundation, Zion's Bank and many more in the pipeline.

### Notable donors

Larry H. & Gail Miller Foundation	\$50,000 (Healthy Kearns + Anti-Gala)
Kulynych Foundation	\$30,000 (Scholarship fund)
Jacobsen Construction	\$20,000 (Unrestricted giving)
Huntsman Family Foundation	\$10,000 (Unrestricted giving / Anti-Gala)
Mark Lemons	\$10,000 (Unrestricted giving / Anti-Gala)
Dan Macuga	\$12,500 (Healthy Communities paddle raise + Anti-Gala)



★ DONORS WANTED ★

# CAPITAL PROJECT UPDATES

## OLYMPIC PARK RESIDENCES

Construction on the Olympic Park Residences is complete receiving our Certificate of Occupancy on August 30<sup>th</sup> with our first residents moving in on September 1<sup>st</sup>. This 72-unit affordable housing project is to support our local and visiting athletes as well as the Utah Olympic Park's employees. The \$13.2M project finished on time and under budget.

## MTN EXPANSION UPDATE

- The ceremonial Ground Breaking for Mountain Expansion was held on July 23<sup>rd</sup>, lots of media coverage and a great turn out from our local communities
- New road and Chairlift completion, projected to be finished by the end of October
- Utility relocations, Ski Run grading, Snowmaking installation, projected to be complete early November
- Lighting and fencing portion of the project to be completed by mid to late November

## PUSH TRACK

The Push Track planning and engineering continues with a planned Spring install. This will include a 60m running lane and long jump pit to help facilitate recruitment camps, and will also include a Steve Holcomb memorial wall.





## PUBLIC PROGRAMMING

Summer activities as a whole went very well this summer, best and most well trained team yet operating them. Fewest amount of incidents on record for the activities this summer. Extreme zipline, tubing, and the new airbag activity were the most popular activities. Alpine slide did not get completed in time for the season but will see its final inspection before the end of October so there will be no delays at the beginning of the 2020 season.

Overall participation numbers and net income is \$130k down from last year. We continue to analyze public business and revenues, and see what we can do to get that trend heading in the other direction, whether it is pricing, activity mix, promotions, industry trends, all are being evaluated. We were able to offset some of the decreased revenue with decreased staffing expenses where we could to help lessen the blow. International sport participation was down this year for pool training, as other European training facilities opened up and the middle of the Olympic quad, mean less teams traveling. Australia stayed in Europe as they build their own water ramp facility projected to be open for next summer. Sweden stayed in Europe to train this summer as well. China aerials opted for a training camp in Canada instead of the UOP this summer. China moguls team did spend two weeks with us. We did see consistent and increased use of the landing airbag from freeski and snowboard National and club teams.

NC - Coc and freestyle aerial selections are back on the calendar for this December along with Jr Luge World Cup and Bobsled World Cup races.



BY JAMIE KIMBALL, UOP GENERAL MANAGER

# UTAH OLYMPIC PARK UPDATE

## STAFFING

Randy Robertson joined the team as Facility Maintenance & Plant Manager and is working out well. Long history in industrial facility maintenance, from mining and power generation facilities. Rose Blonigen was promoted to Plant Operations and Risk Management supervisor. Cassie Revelli promoted to UOP Housing Manager. James Day joined us as the UOLF electrician and energy manager. Tyler Barnhardt promoted to guest service supervisor. And Jennifer McCullough accepted a position with soldier hollow and we are currently looking to define and replace that position this fall. Track operations and Maintenance continue to see hiring challenges going into this winter.

Passed an OSHA visit and inquiry into the safety of our new summer bobsleds. There were no recommendations, all positive findings upon their inspection.



*By Jamie Kimball, UOP General Manager*

# UTAH OLYMPIC PARK UPDATE



## FACILITIES

The Oval Roof replacement project is almost complete!

In Element Event Center saw an upgrade to the A/V system for increased functionality for group business. Utah based photographs were also added to each of the conference rooms. In addition, the US Speed Skating team has added athlete focused banners in the weight room area to help tell the story of our partners and enhance the overall experience for our guests.



*By Todd Porter, UOO General Manager*

# UTAH OLYMPIC OVAL UPDATES



## HOCKEY

Two of our newest adult league teams won the championship this past summer league, the Aces in D-4 and the Rhinos in D-5. This marks a large change for the Aces in particular as they went from worst to first in only a season. Struggling a great deal over that past season the league was able to help rebrand and reconstruct a more competitive roster and in return had a great turnaround season for the team. The Rhinos have enjoyed time in the Oval adult league with our cleaner style of play and sportsmanship, a few seasons ago they moved down to us from a league up north that was less enjoyable.

The Oval and Angels Hands Foundation teamed up again for the 3 on 3 league. The foundation is a local non-profit organization that focuses on raising money to help Utah residents deal with the everyday struggles facing families living with rare diseases. It's with great sadness that the oval hockey family has lost one of our own this past June, Ashtyn Poulsen daughter of Jason Poulsen passed after a heroic battle with a rare form of leukemia. The Utah Olympic Oval and Angels Hands Foundation are dedicating the 3 on 3 league to Ashtyn Poulsen and Ashtyn's Army. A portion of each registration will go to the Poulsen family. This is a tremendous opportunity for the oval hockey community to rally behind one of our own and show our support!

## CURLING

It was a good quarter for the sport of curling at the oval. We saw 396 participants come in for the learn to curl experience. Our summer leagues saw an amazing 22 teams sign up. This was the largest number of teams that we have ever had at the oval in our summer months. We also had 12 corporate groups come in to curl as team building sessions during the last quarter. The Entheos Academy students once again spent some time at the oval as part of their physical activity initiatives. In addition to skating, there were 89 students that chose to take curling as their summer activity. The Olympic exposure from 2018 and the growing popularity of the sport continues to bring young and old out on to the ice for curling.



*By Todd Porter, UOO General Manager*

# UTAH OLYMPIC OVAL UPDATES

## FIGURE SKATING

This summer was busy with our Kearns camp students. We sold out our half day camp that we host every summer within 3 days! Kids from the community joined us every afternoon from June 3<sup>rd</sup> - August 16<sup>th</sup>. Every day the figure skating staff taught 55 youth from the Kearns community. Many of these children have returned to the oval to take learn to skate lessons!

In July we solidified a 5 year contract with Salt Lake Community College to offer skating classes as a physical education course for the college! A lesson plan has also been submitted to SLCC for a learn to curl class. We hope that this curriculum is approved and that we can offer curling as a class as well. The overall goal of this program is to continue to grow participation numbers in our various ice sport offerings.

Kearns High School will also be using our facility for skating classes this year, in which they plan to walk over to the Oval for 1st and 2nd period during their second semester (December – February) of classes. Each period has around 70 students enrolled in the class where they will be taught the basic fundamentals of skating and will also receive credit for their physical education classes.

The National Showcase Figure Skating competition was held in Wenatchee, WA this year. The Oval Figure Skating Club sent four participants this year, with one of them finishing second in final rounds. We have registered many new members this year and lost a handful that went away to college. A wonderful Board of Directors have taken on all the figure skating club positions and are eager and excited to learn how they can help with the growth of our club. The Freestyle sessions have been very busy with figure skaters training for upcoming shows, competitions and test sessions.

In August we spoke with the athletic director of Granite School District to find out if we were once again able to reach children within Kearns via their email system. They agreed and a voucher sent out via email to the elementary students in the Kearns area. This has really helped spur the Healthy Kearns initiative for this season! In addition to the emails that were sent, vouchers were also mailed out to homes within the 84118 ZIP code (Kearns and West Valley). We had a total of 177 participants register for the learn to skate program for this first session which is a huge growth from this time last season! The parents of these skaters were invited to a parent education meeting where they were educated about the various skating opportunities they have here at the Oval and how to get their child to the sport of their choosing.

In an effort to make sure that all of our staff coaches were ready for the influx of skaters we hosted a two-day Professional Skaters Association training at our facility to give coaches the training tools and new ideas necessary to be the best group instructor they could possibly be. Coaches from Utah, California, Idaho and Wyoming that attended.

The next part to the Healthy Kearns initiative is to schedule PE classes with the elementary school children (5th and 6th graders) from the Kearns community. A schedule has not yet been solidified for each of the schools yet but we do have tentative dates mapped out, classes will be offered from March and April 2020.

Corporate Event Ice Shows are also in the works! Never heard of it? Well it is going to be a fantastic way for us to showcase some of the most talented skaters here in Utah! Marketing has been working diligently with Kelly to set up ice show options for these events. Currently the oval has a show scheduled for December 5<sup>th</sup> and 6<sup>th</sup>.

*By Todd Porter, UOO General Manager*

# UTAH OLYMPIC OVAL UPDATES

In its efforts to expand revenues to support high-quality youth skiing and biathlon programs, and to increase community visitations of all types, Soldier Hollow has been assisted by an Advisory Board and Master Planning Committee to envision its future expansion of public activities and revenue generating facilities. Two projects are being explored initially; an expansion of the existing tubing hill is being examined, which would allow for year-round operation of the hill, leveraging the existing magic carpet lift beyond its current 12 weeks of operation, allow for expanded capacity during the winter season, and protect against warm winters when the holiday season is at risk for low snow. A renovation of the CMB, a currently largely dormant building, will allow a relocation of the Nordic Skiing operation away from the tubing hill and into more beginner-friendly terrain, improving the skiing experience overall. This renovation will also address some of the expanded demands for administrative space by International Federations during competitions such as a future Olympic games.

In an effort to further improve skier experience and retention, as well as youth skill development, Soldier Hollow is pursuing a certification program for all ski instructors and learn-to level coaches, to be delivered through PSIA, making SoHo a PSIA member school. In conjunction with this effort, SOHO will be piloting a learn-to-ski program in partnership with the Wasatch High School Mountain Bike and Cross Country Running teams, to transition some of those athletes to skiing and biathlon programs, either as a primary or second sport.

With the addition of Jennifer McCulloch, SoHo is increasing its marketing efforts in Heber/Midway and with the Park City hotels to increase public skiing/lessons, public biathlon, corporate meetings, and midweek tubing, where we have the greatest capacity for immediate growth, with the goal of increasing community visitations of all types, increasing skier visits, and further developing a community that values cross country skiing and biathlon.



*By Luke Bodensteiner, Soldier Hollow General Manager*

# SOLDIER HOLLOW UPDATE



## FACILITIES

Starting back in May, Summit Earth Works replaced 3,000 feet of snowmaking pipe in areas that have been trouble spots over the years. This included some power upgrades, new pedestals that have both 30amp and 60amp breakers.

In addition, Soldier hollow purchased 4 snowmaking guns:

- 3 Kid PoleCats from SMI
- 1 HDK volt snow gun

The rollerski loop has had pavement improvements this summer and we are working with the paving companies to have two other areas upgraded.

This a year around vehicle that we can put tracks on during the winter.

The Day Lodge outside lights have been upgraded to led and half of the upstairs floor is being replaced is being replaced to become more energy efficient and to save on electric bills.



*By Luke Bodensteiner, Soldier Hollow General Manager*

# SOLDIER HOLLOW UPDATE

## NORDIC

Summer season was a busy one for the Team SoHo XC crew with our largest group of Devo athletes yet. The Devo and Devo + teams spent more time on roller skis, and the overall fitness and skill levels of the athletes has improved greatly year over year. We had a good turnout for the annual Devo Overnight trip that ventured into the Provo Canyon area and included lots of hiking, games, and starlit storytelling. The Devo group took advantage of the 2<sup>nd</sup> Annual Intermountain U15 Camp hosted by Soldier Hollow. Athletes from all over the region converged on the Heber Valley and got to experience hiking, rollerskiing, biathlon, UOP activities and a fun slumber party atmosphere based out of the SoHo Day Lodge. The Comp group put in a solid summer of training, enjoying a big week of home-based distance exploring our backyard and culminating with the annual so-called “Tour de Heber Valley” rollerski followed by waffles! We had a 54% increase in program participation from summer 2018 to summer 2019. Our Devo group in particular grew from 11 to 20 participants.

The summer and fall are busy with scheduled visits from US Nordic Combined, Norwegian Nordic Combined, Canadian biathlon, US Biathlon, US Ski Team, Alaska Pacific University, University of Utah, Sun Valley Gold Team, and Craftsbury Nordic and Biathlon.

## BIATHLON

Team SoHo biathlon enjoyed another successful summer of training, thanks in large part to World Cup efforts which netted a largely rebuilt facility with a fully functioning target system. The overall skill level of each team continues to improve as we move into our 3<sup>rd</sup> season of developing biathletes. We had two athletes who were invited to join Junior National Team training camps this summer. Three athletes and two coaches attended the Summer Biathlon Festival in Jericho, VT which included a visit to the Craftsbury Outdoor Center and featured weekend races that doubled as World Cup Trials races for senior athletes and the final set of races to select the 2020 Junior Olympic team. These camps are a great opportunity for our athletes to train with some of the best biathletes from across North America. While we were focused on training, our own Lina Farra was able to stand on the podium steps in one of the races!

New this summer was our biathlon Post Graduate Program, rolled out to support two athletes who chose to enroll at the University of Utah in order to continue training for biathlon at Soldier Hollow. Coming up this fall is our First Annual Fall Festival, which will feature the final round of Biathlon World Cup Team Trials plus open XC and biathlon races. The festival is open to all Nordic athletes from around the country and aims to bring together athletes of all ages and abilities for one week of altitude training and racing.



# SOLDIER HOLLOW UPDATE



UTAH OLYMPIC LEGACY FOUNDATION

## BOARD MEETING - AGENDA

WEDNESDAY, OCTOBER 30, 2019

RAY QUINNEY NEBEKER LAW OFFICES | SALT LAKE CITY, UTAH

1. 8:30am Welcome & Call to Order
  - a. Review & Approval of July 17, 2019 Minutes
  - b. Chair Remarks
  - c. Committee Work Overview
  - d. Annual Meeting Items – Disclosure Docs & 2020 Meetings Set
2. 8:45am Audit & Finance Committee Report
  - a. Annual Financial Audit Report – Tanner & Co.
  - b. Review of Legacy Fund Performance
3. 9:15am FY'19 Year to Date Highlights & Budget Update
  - a. FY'19 Current Year Financials & Operating Highlights
  - b. Actions targeted to reduce current & future year NOL's
  - c. CAP X & Cap E Project Updates
4. 9:45am Sponsorship & Fundraising Update
  - a. Anti-Gala Recap
  - b. Quarterly & Future Activity Update - Discussion
5. 10:00am UOLF Strategic Plan (Vision/Mission) - Committee Update
  - a. Review of progress
  - b. Full Board discussion & feedback
6. 10:30am Sport Committee - Sport 2030 Update
  - a. Review of progress
  - b. Full Board discussion & feedback
7. 11:00am Adjournment



# BOARD MEETING AGENDA





# BOARD DISCUSSION ITEMS

CHALLENGES TO ACHIEVE UOP'S SUMMER PUBLIC ACTIVITY REVENUE  
PROMPTS STAFF TO RECOMMEND A MID SEASON BUDGET ADJUSTMENT

FY20 Q2 BOARD MEETING MATERIALS | ANNUAL MEETING | OCTOBER 30<sup>TH</sup>, 2019



# BOARD DISCUSSION ITEMS

*The below summaries are provided for board members to better understand the background and context of upcoming Board meeting discussion on key projects and initiatives.*

## UOLF Strategic Plan Task Committee Update

Following UOLF's July Board meeting, the Strategic Plan Task Committee led by Board member Molly Mazzolini met on August 27<sup>th</sup> and October 10<sup>th</sup> to begin the process of refining our current Plan. The committee reviewed the purpose of the Task Committee, the deliverables desired, the people we would involve, and the process and timing of the committee's work. The Committee members did a careful review of the existing Strategic Plan framework, which has heavily relied on the original Mission Statement created prior to the 2002 Olympic Winter Games. Colin reviewed a historical recollection of key periods for UOLF, as outlined below.



## A Look-back to Understand the Evolution





# BOARD DISCUSSION ITEMS

## UOLF Strategic Plan Task Committee Update Continued

Furthermore, Molly introduced a proposed updated framework for our Strategic Plan that introduced the need to create a Purpose Statement and Vision Statement to go along with a Mission Statement. The Committee is currently working through draft language and alternatives to be further discussed and refined over the next several weeks. The following visuals highlight some of the current framework adjustments being considered:

### Strategic Pyramid as a Framework



Mission and Vision are on the same level. They're the twins that reveal the "what" (vision) and the "how" (mission) of future success.

Purpose is on a higher level than both mission and vision. That's because even when the mission isn't going well and the vision seems like a mirage, a strong purpose will keep people believing & working because of it.

### Pyramid adapted to our Framework



At the upcoming Board meeting, Molly and the rest of the Committee will further explain the process and timing of next steps with this. The work of the Committee is targeting our end of January 2020 Board meeting for final review and adoption of this refined plan for UOLF.

# BOARD DISCUSSION ITEMS

## Sport 2030 Initiative

*While the Strategic Plan Task Committee advances its efforts through January, we are concurrently advancing an effort to create updated long term goals for the “Sport” Core Mission.*

Luke Bodensteiner is spearheading a gathering of “sport experts” that will provide us a wide range of perspectives and ideas that will help shape the next 10 years of actions leading up to 2030. As “Sport” programming is our heart and soul of what we do as a Legacy Foundation from the 2002 Games, we feel that a second big push on youth sport development initiative is extremely important. And that a 10 year run-up to a potential next Olympic & Paralympic Games in Utah should have a well thought out set of goals and strategies.

The timing and process to do this will fall under what we will call “Sport2030.” This initiative will:

- Focus on Youth engagement – (Intro → Development → Sub Elite)
  - + Not just elite training
- NGB engagement – coordinating the gaps in the pipeline
- Best Practice alignment
  - + LTAD/Physical Literacy
  - + Sport exposure, learn-to programming
  - + Incorporation into schools
  - + Coach and sport leader education
- Further advance our “Healthy Communities” efforts





# BOARD DISCUSSION ITEMS

## Sport 2030 Initiative

Through the help and guidance of the UOLF Sport Committee and more focused Sport2030 Committee, UOLF will look to discuss and determine long term goals and propose best practice solutions to our community's biggest sport development challenges. Efforts will focus on:

- Forming a consensus on the challenges (data informed)
- Obtaining consensus around best practices to be implemented
- Set up future phases of implementation and monitoring
- Setting 10-year goals for youth programs
- Alignment with a future bid/organizing committee
- Strengthening UOLF's (and the larger Utah youth sports community's) youth sport programs in ways that create unprecedented participation by Utah youth in the 2030 Para/Olympics and beyond, as athletes, coaches and officials.

Answer these fundamental questions:

*"In 2030 or 2034, with the possibility of the eyes of the world on our community as the host or a future host of the Olympic and Paralympic Games, what is the story we want told about our community, through the experience of our youth athletes?"*



# BOARD MEETING MINUTES

## PAST QUARTER MEETING MINUTES

**Board of Director Attendees:** WAYNE NIEDERHAUSER, BECKY KEARNS, MOLLY MAZZOLINI, ERIC HUTCHINGS, COURTLAND NELSON, SPENCE ECCLES, CAT RAINEY NORMAN, BRETT HOPKINS, GRANT THOMAS, FRASER BULLOCK. NOELLE PIKUS-PACE DIALED IN.

**STAFF & GUESTS:** CALUM CLARK, COLIN HILTON, LUKE BODENSTEINER, LISA BENNION RASMUSSEN, KARLA KNOX, JAMIE KIMBALL, CAITLIN RIVIERE, MELANIE WELCH, RYAN BALDWIN, MICHAEL HOPKINS, BRENNAN SMITH, CHRISTIE HIND, RICHARD BEZEMER

### 1) Remarks from the Vice-Chair

Welcome & Call to Order

*Brett Hopkins, called the meeting to order at 8:42am*

Review & Approval of April Meeting Minutes

*Becky motioned to approve the April meeting minutes, Spence Eccles seconded, unanimously approved.*

Overview of “Focused Topic” Discussion

### 2) Discussion & Actions on Board Membership & Leadership Roles

New Board Members: *Wayne Niederhauser, Molly Mazzolini and Noelle Pikus-Pace. UOLF will start the approval process to nominate and add Fraser to the Board.*

*Also noted that Luke Bodensteiner is stepping down as the Board chair. Luke accepted the role as General Manager at Soldier Hollow and Chief of Sport Development for UOLF.*

New Officers of the Board Confirmed

Chair: *Becky nominated Brett Hopkins, Cat seconded, unanimously approved*

Vice-Chair: *Becky nominated and motioned to elect Cat, Eric Seconded, unanimously approved*

President: Colin to remain

Secretary & Treasurer (Exec Comm): *John Larson*

Board Committees:

- Standing Committee Assignments:

Audit & Finance: *John, Eric, Courtland, Natalie has expressed interest in joining the committee, Brett as chair will officially invite Natalie*

Sport: *Cat, Noelle, Bob, Eric*

- Ad-Hoc Committee Assignments:

Board Recruitment & Nominating: *Natalie & John*

Compensation: *Brett, John, will add Becky to this committee*

Fundraising: *Cat*

Olympic Integration Committee: *Fraser mentioned there is a need for an integration committee. He indicated in lieu of hiring new staff, we leverage existing employees with UOLF and Utah Sports Commission. Proposed Board committee members are Fraser, Molly, Eric, Vicki, Becky, Grant and Courtland*



# BOARD MEETING MINUTES

## PAST QUARTER MEETING MINUTES

### 3) Utah Dynamics Impacting UOLF

Utah's Olympic & Paralympic Games Positioning

*Fraser reported effective June 24, IOC eliminated competition of a bid phase. The IOC will approach the bid process as a partnership They will now figure out which partner(host city) makes the most sense for a bid city and a committee will be formed by the end of the year and headed by Christophe Numbie. By hosting again the question is what do we want to accomplish. We create a large enough endowment to operate this organization in perpetuity.*

UOLF's Past & Future Role in Supporting "Legacy"

*Brett: Is there an opportunity to raise the bar, sport development is just as important as keeping the venues alive as well as the community support and operations for a future Games.*

UOLF Strategic Plan Review & Possible Refinement

Vision-Mission-Long Term Goals-FY Strategies-Initiatives

Sport Development Initiative – Part II (name TBD)

*How do we create fundamental and introductory programs within our realm, we want to re-invest into our sport development initiative. This is how we can influence creating great citizens but also giving local children the opportunity to be high performance athletes.*

*Becky suggested we create a sub-committee or working group to create and revamp UOLF's mission statement. Somewhere in here as we re-write we should address and include Olympic & Paralympic. Colin suggested we add a Paralympian to our board.*

*UOLF is the Olympic Experience and about community involvement, the Olympians who make it to the top feed the cycle to inspire athletes.*

*The mission statement drives board members, fundraising and grant writing. Eric mentioned the need and want to create an organization of volunteers to use as a story for the SLC Organizing committee.*

*Calum suggested that as we do the recruitment of volunteering, systems of training are important and a way to share databases to achieve success for a future Olympic Games. Next*

*Steps: Possible Working Group or Task Force of the Board*

*Take our current reality and looking at what's happening with the IOC and where do we pivot and refine our strategy for the next generation.*

*The Committee: Brett nominated Molly to lead the group. Becky, Vicki and Courtland, Fraser, Grant and Eric agreed to be part of the task force.*

*We will send out an invite to the committee to beginning the process. Courtland suggested including Richard and several UOLF staff members. The committee will work to have a mission and vision statement to present to the Board for our October meeting.*

### 4) Focused Agenda Topic: Discussion on Balancing "Legacy Impact" with "Financial Sustainability"

Review of Last Board Meeting Discussion & Steps Taken

Review/Discussion on UOLF's Current Financial Position

Review/Discussion on Next Steps

**Adjournment** *Motion to adjournment, by Becky at 10:20am.*