



UTAH OLYMPIC LEGACY FOUNDATION

FY20 Q3 BOARD MEETING MATERIALS | JANUARY 22ND, 2020



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October 30, 2019 Board Meeting



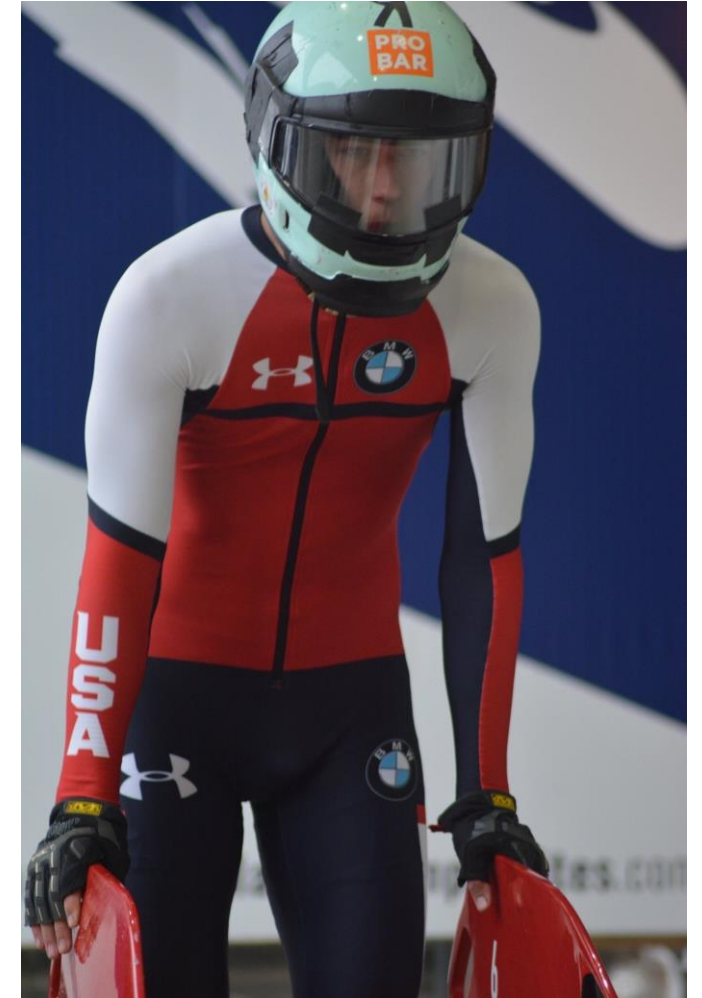
EXECUTIVE SUMMARY

By Colin Hilton, CEO

Mid-Winter Happenings

What a winter it has been already! And we are only halfway through. X-C Skiers and biathletes got on snow early in December thanks to our improved snowmaking systems and hard work by the Soldier Hollow team. Tubing patrons enjoyed terrific winter conditions through the holidays as we sold out almost all sessions. At UOP, we scrambled aggressively to open Phase 1 of our new skiing and riding terrain – “Mountain Expansion” – to rave reviews and happy kids! Bobsled rides thrilled patrons, visitors enjoyed our tours and visits to the museums, and we are now 4 months into efforts lodging athletes, coaches, and UOP employees at our new “Residences at Utah Olympic Park.” Down at the Utah Olympic Oval, we successfully hosted an ISU Short Track World Cup in November and saw for the third year in a row, a new all-time record of Holiday skating patrons. Utah loves its winter sports, and we continue to deliver with dynamic learning environments and great event venues. Guests and visitors alike are thrilled over our world class facilities and activity offerings. It’s what Olympic Legacy is all about: quality programs, fun activities, and inspiring venues that bring life to the values of Olympism: Excellence, Friendship, Respect and Paralympism: Determination, Courage, Equality, and Inspiration.

As our January Board meeting always goes, we are focused on our Legacy Foundation’s strategic vision for the future. This year, we are much more robust in those efforts as we will have the Strategic Plan Task Committee provide their comprehensive report following efforts of the past six months. A big thank you to Molly Mazzolini and members of the Task Committee for guiding us through this effort. And to all who participated as your input will shape how we will operate over the next ten years and beyond! The process has been enlightening and motivating. The result will never be perfect, but most importantly – the process has been excellent! I can’t remember in my 14 years of running the Foundation having so much Board member engagement to a process/project. Awesome! It is extremely timely to review and freshen up UOLF’s vision, mission, and goal setting so that we align with the excitement and potential of a future Games. Utah, and specifically our Legacy Foundation, has an incredibly unique opportunity to not only advance specific initiatives within our venues and surrounding towns, but can also influence how we plan a future Games and inspire local communities to achieve their own aspirational goals. See you on the 22nd!



Operating Budgets We have a negative variance to budget through November 2019 of (\$603,000). Total UOLF revenues are down (\$1.615M) to budget while expense budgets have a positive variance by approximately \$1.012M. As a reminder, this negative variance is primarily due to Park public activity revenues being off budget, as well as housing having a longer stabilization period than anticipated and budgeted. 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 November 30, 2019:

Facility – Negative Variance (\$109,000)

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 (\$82k). Park facility is ahead of budget by \$102k, primarily due to some unfulfilled staffing positions at the Park which offset housing being off (\$92k). Oval facility is behind budget by (\$65k), primarily in the area of utilities.

Core Sport – Positive Variance \$122,000

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 \$67k positive variance, primarily by planned Nordic and biathlon payroll positions being delayed in filling during the summer months.

Public Programs – Negative Variance (\$815,000)

Overall, Park Public Program net income is negative to budget by (\$869k), with a negative variance to the prior year of \$287k. Alpine slide continued to be closed this summer and zip tour revenues have not been as robust as we had planned. Further, weather continued to be an issue, with a rainy/snowy September and October. Activity revenues were off \$1.3M, but payroll costs were controlled by \$448k. Group events at all venues are strong, with a total positive variance of \$96k.

Sport for Life – No Variance

Admin/Fundraising– Positive Variance \$204,000

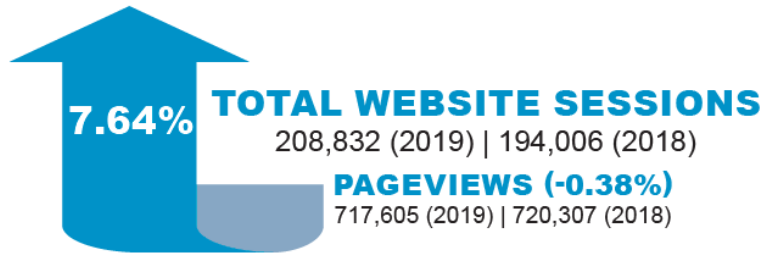
This budget variance often tends to be related to timing, however, we usually can control many of the budget items in this area. Management and administrative payroll is at a positive variance of \$226k, primarily due to not fulfilling of certain positions and savings during transition time of other positions. Grants revenue is down from budget by (\$87k) but sponsorship and donation revenue is up from budget by \$11k and \$68k, respectively.

Capital Budget Since the start of the fiscal year through November 30, 2019, UOLF has spent approximately \$5.6M of the \$9M received from the State of Utah in FY19 and \$400k toward the \$3M of funding that was received from the State of Utah in December 2019, all for approved Cap X capital improvements. The Park Mountain Expansion project opened on January 5, 2020, and we have expended \$1.6M to date toward that project.

INVESTMENT PORTFOLIO PERFORMANCE THROUGH DECEMBER 31, 2019

THE UOLF INVESTMENT PORTFOLIO BEGAN THE CURRENT FISCAL YEAR AT A VALUE OF \$53,826,085, DECREASING (0.46%) TO \$53,578,561 AS OF DECEMBER 31, 2019. THIS WAS A RESULT OF A 6.86% INVESTMENT GAIN OF \$3,692,879 COUPLED WITH A (7.32%) OR (\$3,940,403) REDUCTION FOR OPERATING BUDGETS. CALENDAR YEAR 2019 HAS SEEN A 17.68% INVESTMENT GAIN OF \$8,938,443 COUPLED WITH A (11.7%) OR (\$5,913,419) REDUCTION FOR OPERATING BUDGETS, NETTING AT AN OVERALL INCREASE IN OUR PORTFOLIO SINCE DECEMBER 31, 2018 OF 5.98% OR \$3,025,024.

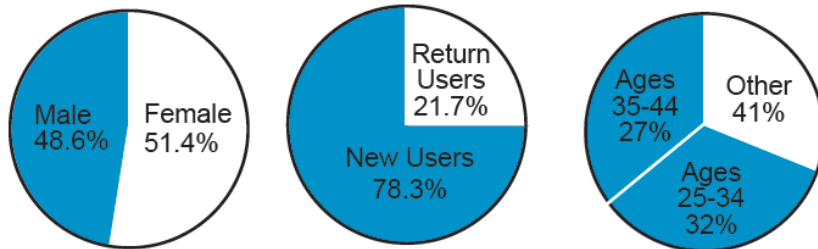
BY KARLA KNOX, CFO
FINANCIAL UPDATE



TOP REFERRAL SITES



DEMOGRAPHIC INFO



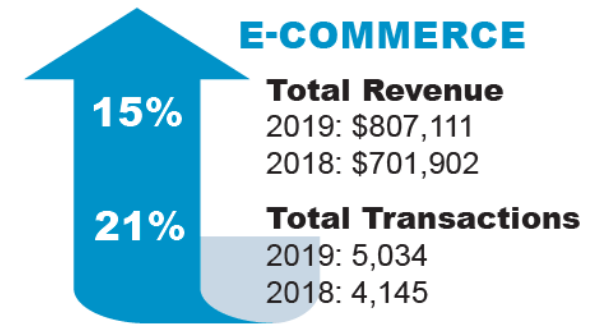
TOP VISITED PAGES

Purchase Tickets Page 80,872 (2019) 80,932 (2018)	1
Soldier Hollow Homepage 55,768 (2019) 61,426 (2018)	2
Winter Tubing 51,600 (2019) 27,106 (2018)	3
UOLF Home Page 51,154 (2019) 50,098 (2018)	4
Utah Olympic Park Homepage 50,345 (2019) 51,774 (2018)	5

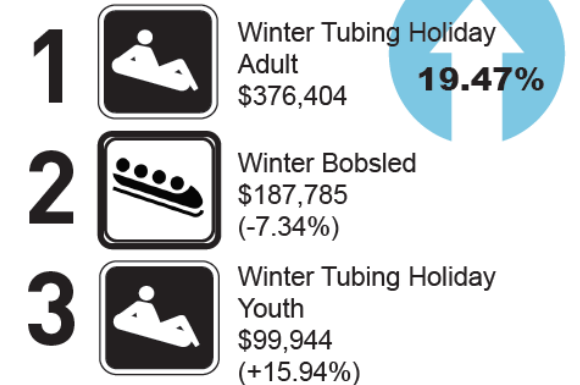
BEHAVIOR

Organic Search 50%	1
Direct 21.4%	2
Referral 13.9%	3
Social 6.7%	4
Paid Search 3.6%	5

E-COMMERCE



TOP SELLERS



BY MELANIE WELCH, DIRECTOR OF MARKETING

MARKETING UPDATE

MARKETING & ADVERTISING OVERVIEW



Facebook

Total Posts: 76
Fans gained: +2,300 (Total: 28,906)
Total Reach: 2.4M (+268,799 from 2018)
Total Impressions: 3.4M
Total Engagement: 7,390
Video Views: 224,753

Instagram

Total Posts: 75 (+16 from 2018)
Fans gained: +1,500 (Total: 10,678)
Engagement: 5,528 (+1100 from 2018)
Post Likes: 5,528 (+1,100 from 2018)
Video Views: 4,706



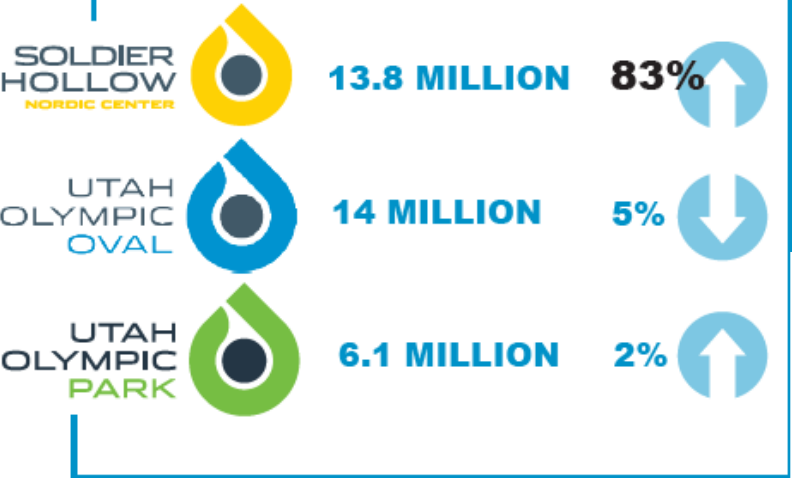
Twitter

Followers: 5,435
Engagement: 57



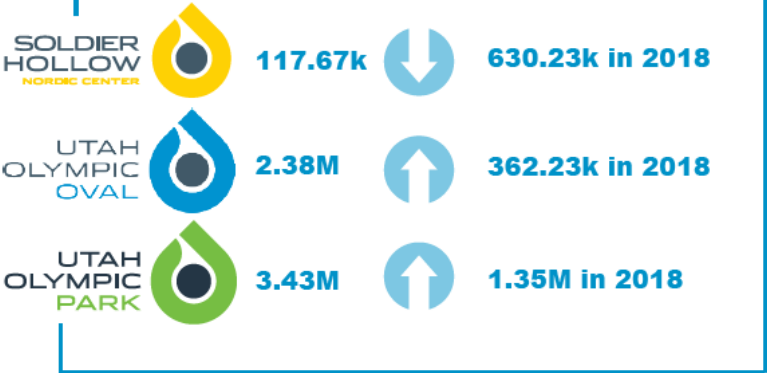
SOCIAL REACH

October 2019 - December 2019



MEDIA COVERAGE
AD EQUIVALENCY VALUE

October 2019 - December 2019



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).

BY MELANIE WELCH, DIRECTOR OF MARKETING
MARKETING UPDATE

41% YOY Growth at Utah Olympic Oval, during Fall period.

The group sales department recorded tremendous year-over-year growth at Utah Olympic Oval, with a 41% increase, or an additional \$26,000 in revenue. Additional growth this season can be attributed to an influx in facility buyouts and private curling sessions. The venue is on par to exceed budgeted revenue for the 2020 fiscal year.

Numbers below reflective of date range, Oct. 1, 2019 – Dec. 31, 2019

Year	UOO	YOY % Δ
2016	45,585	
2017	35,700	▼ -28%
2018	64,590	▲ 45%
2019	90,825	▲ 29%

Notable Groups

ALSCO

Ancestry

Brighthouse Financial

Dairy West

Dell

Ebay

Facebook

Ford

Workfront

Goldman Sachs

Kirklands

Lending Club

Mountain lab Rehabilitation

Pluralsight

Podium

Salt Lake Community College

Sunstate

Younique

Telarus

Texas Roadhouse

Thumbtack

Traeger Grills

University of Oregon

University of Utah

Vivant Solar

Woodward

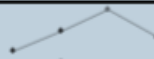

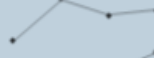






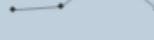
Zions Bank

BY MICHAEL HOPKINS, GROUP SALES DIRECTOR

GROUP SALES UPDATE

Change in Revenue by Specific Group Sales Products

Numbers below reflective of date range, Oct. 1, 2019 – Dec. 31, 2019

Activity	Venue	Last 4 Years	2016	2017	2018	2019	YOY % Δ
Biathlon	Soldier Hollow		0	7035	14295	5000	▼ -65%
Tubing	Soldier Hollow		22650	30000	14400	20950	▲ 45%
Meeting Space	Soldier Hollow		2000	3750	3100	3275	▲ 6%
Curling & Meeting Space	Utah Olympic Oval		45585	35700	61590	85725	▲ 39%
Element Event Center	Utah Olympic Oval		0	0	3000	5100	▲ 70%
Group Tours	Utah Olympic Park		4350	1740	3600	3300	▼ -8%
Bobsledding	Utah Olympic Park		15000	24500	0	25000	▲ 100%
Groups during Public Hours	Utah Olympic Park		8636	0	12703	2240	▼ -82%
Mountain Adventures Activities	Utah Olympic Park		18500	33396	65500	24890	▼ -62%
Meeting Space	Utah Olympic Park		37076	42317	91108	39524	▼ -57%

Matrix Explanation: Private biathlon groups were down significantly in the fall of 2019 due to groups that decided not to extend their summer season of bookings because of the uncertainty of inclement weather. Winter Tubing sales grew by 45%, primarily as a result of centralizing group sales efforts from Soldier Hollow to UOLF's corporate offices in Park City. The sales department at UOLF headquarters now oversees all group sales efforts at Soldier Hollow. New marketing initiatives in Q2 proved effective as leads for group events at Utah Olympic Oval dramatically increased. In Q2, the collective UOP operations team decided to restrict fall mountain adventure activities to guests due to unprofitable operation. This decision correlates directly to decreased revenues from groups during public hours, mountain adventure activities, and even meeting space sales.

BY MICHAEL HOPKINS, GROUP SALES DIRECTOR

GROUP SALES UPDATE

DONOR & CORPORATE GIFTS

This past quarter saw an increase in foundation and corporate grants with both Dominion Energy and Sorenson Legacy Foundation donating for the first time. We had a successful *Soup & SOHO* fundraiser in October, raising \$8,807 for Team Soldier Hollow. UOLF participated in two giving days, Live PC Give PC and Giving Tuesday, as well as an end of year mailer/email, with 36 donors (11 new) contributing. We have several upcoming asks for Q3 that we are excited about, as well as a few events, including the ISU long track world championships at the oval, we hope to see everyone there.

Notable Donations

\$20,000	Sorenson Legacy Foundation (Healthy Communities)*
\$10,000	Dominion Energy (Scholarship Fund)*
\$12,000	Ira Hammerman (Mountain Expansion)*
\$10,000	Jim Gaddis (Mountain Expansion)
\$8,807	Soup & SoHo
\$5,270	LivePCGivePC – 20 donors (5 new)
\$3,000	Phillips Family (Mountain Expansion)*
\$2,500	Mark & Tiffany Lemons (Healthy Communities)
\$1,000	Alliance Engineering (Healthy Communities)*
\$1,000	Wayne Niederhauser (Healthy Communities)*

Awaiting Donor/Part

O.C. Tanner
Summit County RAP Recreation Grant
Adobe
WCF Insurance
UTDA Toyota Upsell
Zions Bank

REVENUE CATEGORY	FY20 Budget	YTD Actual	VARIANCE
Government & Private Grants	\$190,00	\$180,950	(\$9,950)
Sponsorship (Cash & VIK)	\$298,200	\$309,400	(\$11,200)
Donations/Scholarships	\$165,000	\$274,176	\$109,176

**Accounting report reconciliation for “Donations” is \$197,751. This does not include fundraising efforts for “unrestricted giving” which is allocated to a specific program, such as Healthy Communities, Mountain Expansion, etc. If you compare apples to apples, UOLF Donor Revenue(unrestricted) is \$52,751 over projected FY20 budget of \$145,000.*

BY LISA BENNION RASMUSSEN, CRO

SPONSORSHIP & FUNDRAISING

Quarterly Plea for UOLF Board Support

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 help us cultivate. We continue to pound the pavement and explore grant, foundation and sponsorship opportunities. You're the most well-connected individuals in the state. We welcome your insight and expertise.

Save the Date

Please **Save the Date for Friday, July 17, 2020** for our 2020 Anti-Gala. 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 or Ryan Baldwin rbaldwin@uolf.org



DONORS WANTED

Calendar Year Q1 Grant Applications:

- Utah Children's Outdoor Recreation and Education
- Kahlert Foundation
- Women's Giving Fund
- R. Harold Burton Foundation
- Zions Bank
- Ray and Tye Noorda Foundation

Upcoming cultivation events:

- January 23rd 3:00 – 6:00 PM Mountain Expansion Groundbreaking / Donor Day on the Hill @ UOP
- February 13-16th, ISU World Single Distances Speed Skating Championships @ UOO
- March 26th 6:00 – 9:00 PM / Beer, Brats & Bobsleds @ UOO



UPCOMING CULTIVATION EVENTS

Sliding track update. After the failure of the pumps on the sliding track, in November replacement pumps were delivered and installed, ice is holding, and another set of pumps are in transit from Europe. We are engaging engineering firms to evaluate and recommend the long-term solution with focus on preparation for the next decade and possible Olympics.

After losing the USABS team trials, Jr Luge WC, and a Bobsled/Skeleton World Cup a monumental effort by staff to save the track ice for the season and successfully hosted the NAC Bobsled and Skeleton and Luge Elite camp and was able to get our public bobsled program started on time.

Mountain Expansion open for the season! The team continues to work out the bugs but the reception from the alpine clubs has been overwhelmingly positive and everything they had hoped for.

Holiday Public activities:

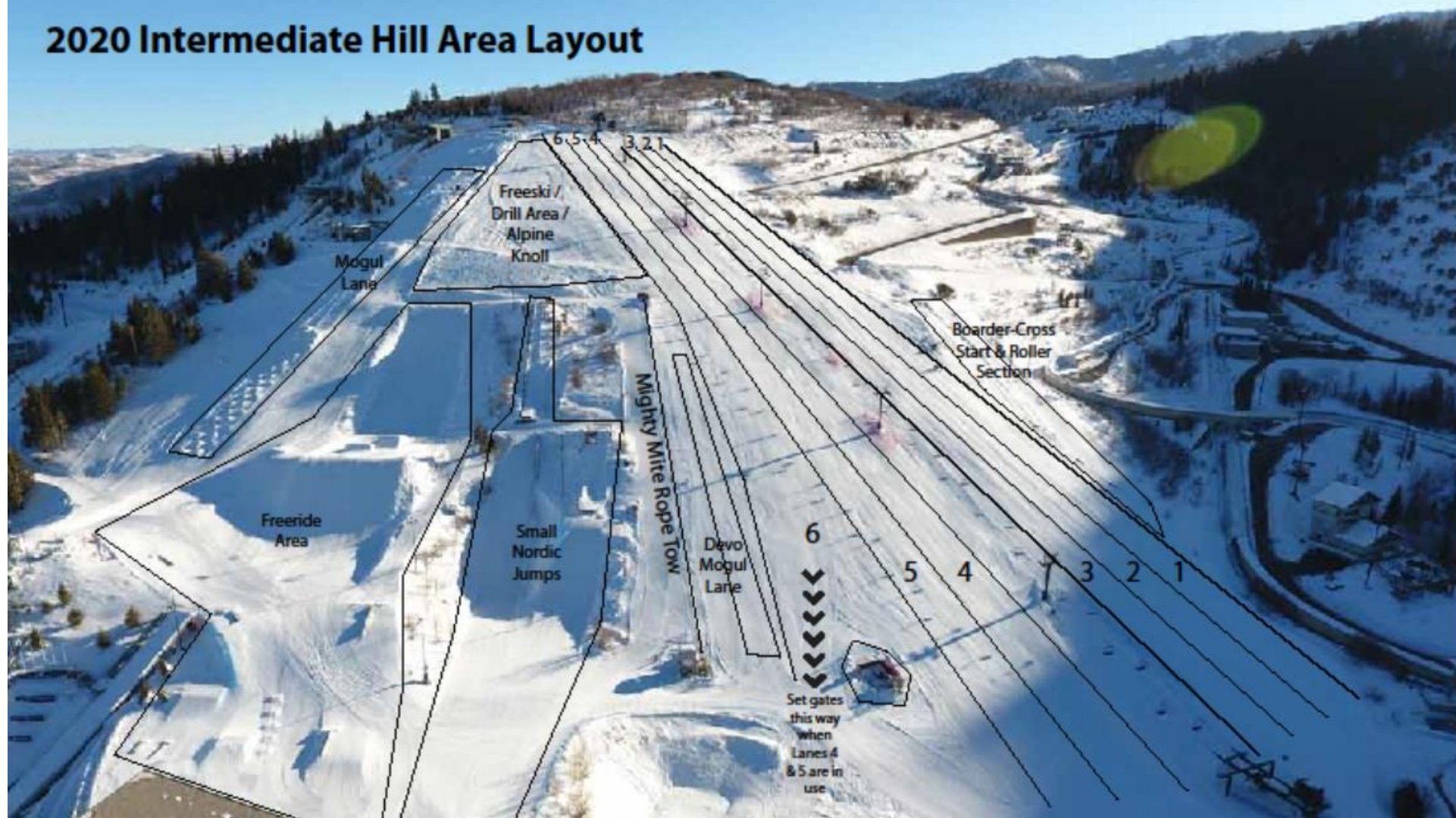
Mountain activity revenue numbers were off from budget projections but we basically break even between expenses and revenue which we attribute largely to some weather challenges on several days when our most popular activity the Extreme Zip couldn't run. We saw a 23% increase in revenue for the public bobsled revenue above budget due mostly to the price increase implemented this fall as participation numbers were mostly on par with previous years for the December period.



BY JAMIE KIMBALL, UOP GENERAL MANAGER

UTAH OLYMPIC PARK UPDATE

2020 Intermediate Hill Area Layout



By Jamie Kimball, UOP General Manager

UTAH OLYMPIC PARK UPDATE

EVENTS

- **October 4 - 6 Fall World Cup Qualifier/AmCup 1 - Short track**
 - 67 participants from various US clubs & national training program
 - 11 participants representing the FAST team
 - Athletes from Canada, Philippines and Singapore also represented for this competition
 - Clayton Declemente, a FAST team skater accepts a place on the world cup team!
- **November 1 - 3 World Cup #1 - Short Track**
 - 132 athletes competed from 19 countries
 - 1 new world record was set during this competition
 - The records themselves were broken 14 times
 - 500m by kim boutin CAN 41.936
- **December 27 - 29 US Championships - Long Track**
 - 70 participants from various US clubs & national training program
 - 18 participants representing the FAST long track team

SPORT – SPEED SKATING

For the months of October, November & December we also held two weekend time trials along with these competitions.

Our learn to speed skate programs saw some good numbers this last quarter. We saw 49 kids try speed skating over the three months. The short track world cup that we hosted in early November may have given us a “bump” in the interest of the sport. I believe that and the community outreach that our Chinese FAST team coach has been driving are bringing more kids into the program. Our club numbers continue to run low this season do to the rebuilding phase we are experiencing after the advancement of most of our upper level club skaters to the FAST team early this season.

Our club program is holding steady at an average of 10 skaters per month. Our short track FAST teams still continue to thrive as a high performance option for skaters here in Utah as well as other states. The ST FAST squad has 16 skaters at that development stage and skaters in this group are continuing to make strides as they climb up the national ranking. Our FAST LT team is bursting at the seams. This team combines the skaters making the transition from inline skating to the ice as well as up and coming traditional ice skaters. This team boasts 25-30 skaters on average and we just added a part time assistant coach to help guide the skaters.

On a side note, we lost our club coach Jeff Simon to the head hunters to the 2022 Beijing movement in early November but were lucky to hire a well established Chinese speedskating icon, Tianyu Fu as his replacement. She will start in the new year and the local skating community is excited to have her as one of our own. We are looking forward to a productive 4th quarter!



By Todd Porter, UOO General Manager

UTAH OLYMPIC OVAL UPDATES

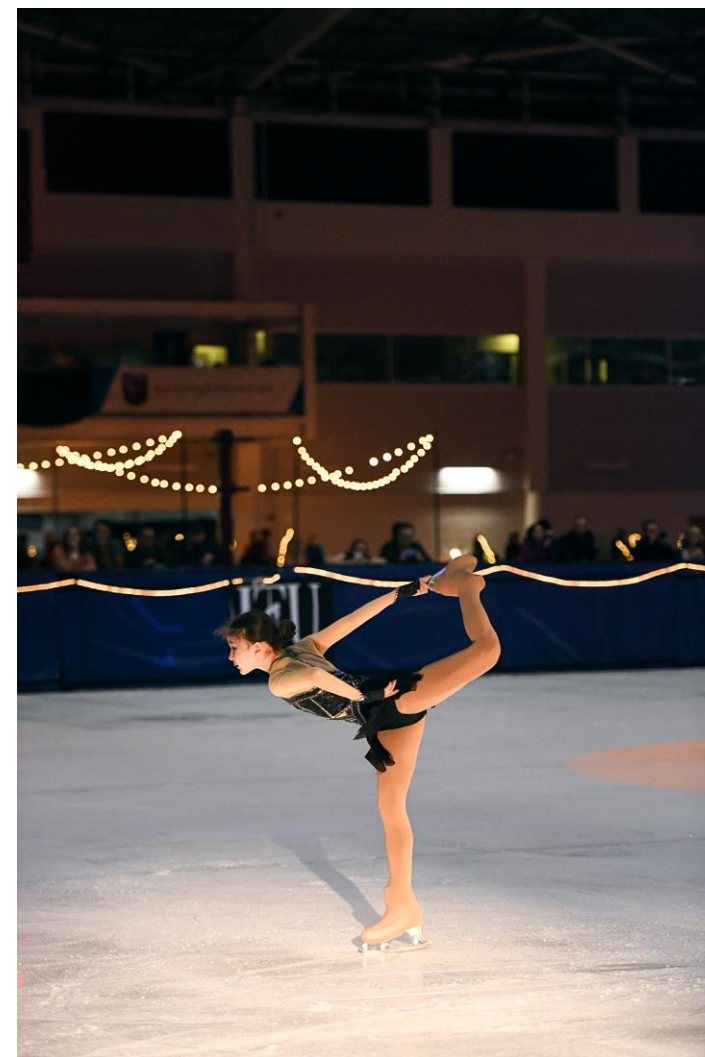
HOCKEY

A story from Adult Men's Rookie League:

A man named Tom Shaw was looking to retire from his job and stay active with activities recently inquired about one of the men's adult hockey leagues. One of the things Tom really wanted to do was get back on the ice and play hockey. It has been 35 years since he had played any kind of hockey and he was pretty nervous about entering most of the adult leagues around town due to the advanced nature of play. When he came to the Oval Jae the program director suggested to have him come play in the oval rookie this season with the Warhawks team as a sub. Tom had worked to acquire all of his gear including finding skates that would fit just right and he was finally ready to play in his first game. He got the call to play in early December and let's just say it was a little rough with lots of falling involved. He was discouraged but kept going and was told him that it would get easier each game that he played. Not getting a lot of support from his family his sister said that he should quit immediately before he got hurt. Tom got the chance to play in his 2nd game on December 20th and was looking much more comfortable in those new skates and pads. In the last 15 seconds of the 3rd period Tom got his hands on a rolling puck just to the right of the opposing goalie, he loaded up and unleashed a wicked wrist shot going bar down and in the net. The Warhawks went nuts and the whole bench jumped up to celebrate Tom Shaw's first goal! After the game Tom was picked for the player of the game helmet and he proudly asked for us to send him the picture. "Be sure to send me a copy of that picture, I am sending that to my sister!"

CURLING

This quarter did not slow down for our public learn to curl programs. We were SOLD OUT of every Friday night learn to curl class from October 1-December 31st. The sport of curling remains to thrive in our facility. Our bridge program, the learners league has begun to get traction as the cold weather has come upon us. Each month as doubled in participants from this season's first session and we are looking for record numbers as we enter the winter months. Our weekly recreational leagues are holding steady and strong at 50% of capacity on both nights but with the growth of the learners league the fall we are optimistic that those numbers will transfer over to our rec league in the next quarter. Education groups continue to schedule and request the sport of curling for their field trips here at the oval and is beginning to rival our learn to skate option for these students. It is safe to say that curling is alive and kicking at the oval!



By Todd Porter, UOO General Manager

UTAH OLYMPIC OVAL UPDATES

Through the holiday period, Soldier Hollow's revenues are up 2.5% Year-Over-Year attributable to increased corporate revenues and a strong holiday opening for skiing and tubing. Despite the loss of a Ragnar Event and a Dirty Dash (\$-47k YOY in June), and a step backwards in the sheepdog classic, which generated an approximately \$23k smaller profit than in 2018 due largely to an increase in event expenses, venue/event revenues were bolstered by a Ford Driving Experience contract worth approximately \$95k helping to achieve a 10% Year-Over-Year increase in profit (\$25k).

Thanks in part to an ongoing capital investment in snowmaking system repairs and expansion, enhanced marketing efforts, and certainly to the good work of the snowmaking team, Soldier Hollow achieved its public opening with strong public skiing, and importantly a fully operational tubing hill. The snowmaking team was on-point throughout the summer and fall, identifying and making critical repairs to leaking sections of the aging system prior to being able to access water for the snowmaking system on Nov. 1 (including spot repairs throughout November after the system became operational), and making use of every window of cold temperatures throughout November and December. This resulted in a 2km manmade and 8km groomed trail on opening day, with the entire skiing system operational and in world-class condition as of Jan. 6. These efforts also resulted in a fully built tubing hill with 7 lanes of tubing (in prior years, 3-5 lanes have typically been available for the crucial holiday season). On the negative side, a labor shortage at the beginning of the holiday season hampered efforts to fully open the tubing hill, delaying using its full capacity for the first four days resulting in an estimated \$45-55k loss of revenue. Despite this, overall tubing-related revenue has outpaced prior year by 10% (\$59k) with skiing revenue also up, 56% (\$16k) through the holiday notably including a three-fold increase in Season Pass sales.



By Luke Bodensteiner, Soldier Hollow General Manager

SOLDIER HOLLOW UPDATE

SPORT

Soldier Hollow has also increased participation in its entry-level skiing programs by 50%, attributable nearly in full to a collaboration with the Wasatch High School Mountain bike team, which will provide a skiing program to its riders as a second sport or as a winter training opportunity for the team.

TEAM SOHO

The team began fall training in September. With 27 kids in the fall program and another 10 joining in December, numbers are on par from the last two seasons. Kickers and Gliders starts beginning of January, and is on pace to be the biggest group in the last two seasons. The Team SoHo comp group (high school age kids) is the biggest group ever, with 13 kids. The fall has seen some high quality training sessions and some great early snow in West Yellowstone. With the venue snowmaking system in top form, the team enjoyed returning home from Thanksgiving camp to on-snow training – much to the excitement of the athletes!

The team is looking forward to a busy, snowy winter with highlights including the super qualifier (and last regional junior national qualifier race) on home course at SoHo February 14-15. This team is excited to get the 2020 race season underway!



By Luke Bodensteiner, Soldier Hollow General Manager

SOLDIER HOLLOW UPDATE

TEAM SOHO - BIATHLON

Soldier Hollow was pleased to host the First Annual Fall Festival at the end of October. The Festival featured a week of altitude training and racing open to cross country and biathlon athletes of all ages and abilities. The US Biathlon National Team hosted their final World Cup qualification races during the same period. All told, over 100 athletes participated from 19 clubs across North America.

Team Soldier Hollow Biathlon has 15 Devo level athletes this season and another 10 Comp and Post Graduate athletes. The Team has been on the road twice since the Thanksgiving on-snow camp in West Yellowstone and much has happened in the first few weeks of the season.

West Yellowstone NorAm - Ten athletes and two coaches returned to snowy West Yellowstone for a NorAm in Mid-December. In the Sprint race, Wes Campbell, Vincent Bonacci, Lina Farra, Colby Turner, and Sidney Bennion all came away with age group wins. The Pursuit race results remained much the same with Wes, Lina, Colby, and Sidney all turning in wins and Vincent being nudged off the top spot by a clean shooting competitor. Great efforts on the weekend were also turned in by Max Broadhead (4th & 4th), Kenyon Bethke (4th & 5th), Emily Campbell (2nd & 2nd), Abby Greenwell (5th & 3rd), and Sarah Hottle (4th).

Youth/Junior World Championship Team Trials - After Christmas, five athletes traveled East to the Youth and Junior World Championship Team Trials in Jericho, VT. Despite very warm and wet conditions, the organizers at Camp Ethan Allen maintained a 2km man-made loop for three days of excellent racing. Lina Farra, Vincent Bonacci, Colby Turner, Kenyon Bethke, and Wes Campbell all worked hard and represented Team SoHo and Utah's clubs well. Notable results in the final standings - Wes Campbell finished 7th overall on the Youth points list, Vincent Bonacci was 4th overall on the Junior points list, and Colby Turner came away with wins in both of the Rising Stars (U15) competitions. Lina Farra put together a great series of races and, with a 3rd place overall finish on the Youth points list, was named to the 2020 Youth/Junior World Championships Team that will compete January 23 to February 2nd in Lenzerheide, Switzerland. Notably, Lina's naming to the Youth/Junior World Championships Biathlon Team also prequalifies her to the Intermountain Junior National Team that will compete later this winter in Truckee, California.

Liatoppen, Norway Youth Festival - Team SoHo is excited to announce that four of its athletes have also been named to a team of eight youth Americans who will travel to the Liatoppen Biathlon Festival in April. The Biathlon Festival for ages 11-16 has the largest participation annually of any Biathlon event in the world. Over 1,100 kids race and the event sells out in 30 seconds! It has been a great experience for the athletes who have attended over the last 4 years. Congratulations to Wes Campbell, Emily Campbell, Sidney Bennion, and Colby Turner!

SOLDIER HOLLOW UPDATE

UTAH OLYMPIC LEGACY FOUNDATION

BOARD MEETING - AGENDA

WEDNESDAY, JANUARY 22, 2020

RAY QUINNEY NEBEKER LAW OFFICES | SALT LAKE CITY, UTAH

- 8:00-8:30am Breakfast & Informal Discussions
- 8:30am Welcome & Call to Order
 - Review & Approval of October 19, 2019 Minutes*
 - Chair Remarks
 - Board Membership & Committee Assignments
 - Upcoming Events / Important Gatherings
- 8:45am Review & Discuss UOLF Strategic Plan Updates
 - Vision & Mission Proposed Updates
 - Next Steps: Long Term Goals, Strategies & Actions
 - FY21 Strategies that will influence budget preparations
 - Discussion & Approval
- 10:30am Board & Staff Updates
 - Audit & Finance Committee Report
 - Investment Portfolio Performance
 - Sponsorship & Fundraising Update
 - FY'20 Current Year Highlights & Financials
- 11:00am Adjournment



BOARD MEETING AGENDA



BOARD DISCUSSION ITEMS

STRATEGIC PLAN TASK COMMITTEE & GOAL SETTING EXERCISE

FY20 Q3 BOARD MEETING MATERIALS | JANUARY 22ND 2020

BOARD DISCUSSION ITEMS

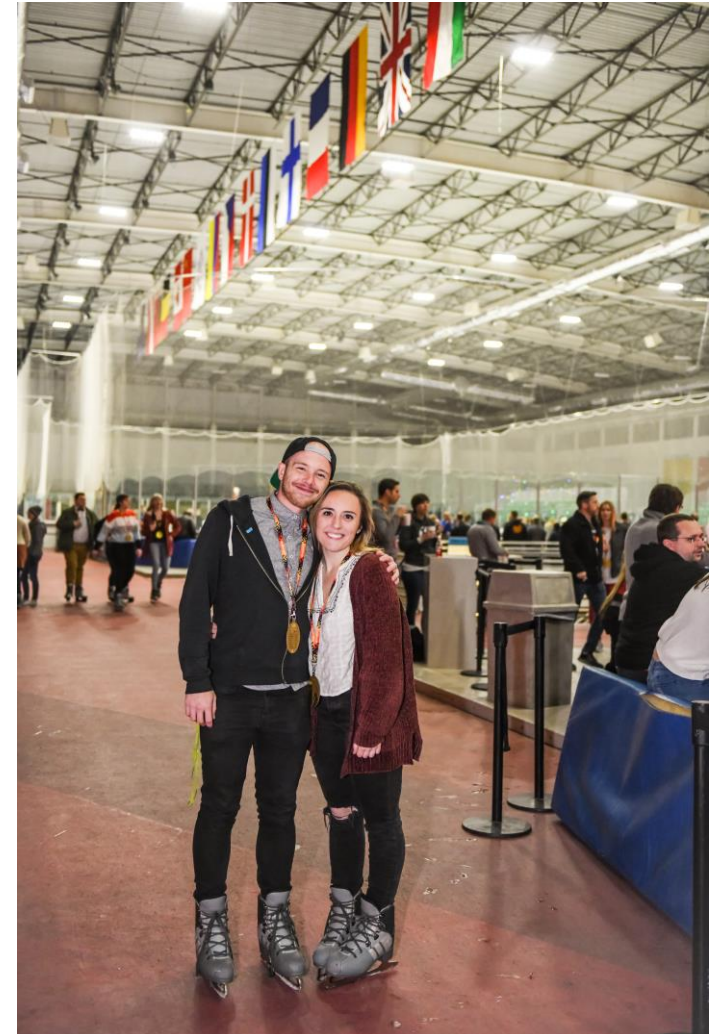
The below summaries are provided for board members to better understand the background and context of upcoming Board meeting discussion on key projects and initiatives.

UOLF Strategic Plan Task Committee Update

Following the July 2019 UOLF Board meeting, a Task Committee made up of Board members and key UOLF staff and consultant Richard Bezemer set out to review, discuss, and propose recommended refinements to our current plan.

While our current Mission Statement and overall Strategic Plan has served us very well, it was time to recognize that our organization has grown tremendously and we have several new dynamics and future opportunities that prove interesting to adapt and account for. These include:

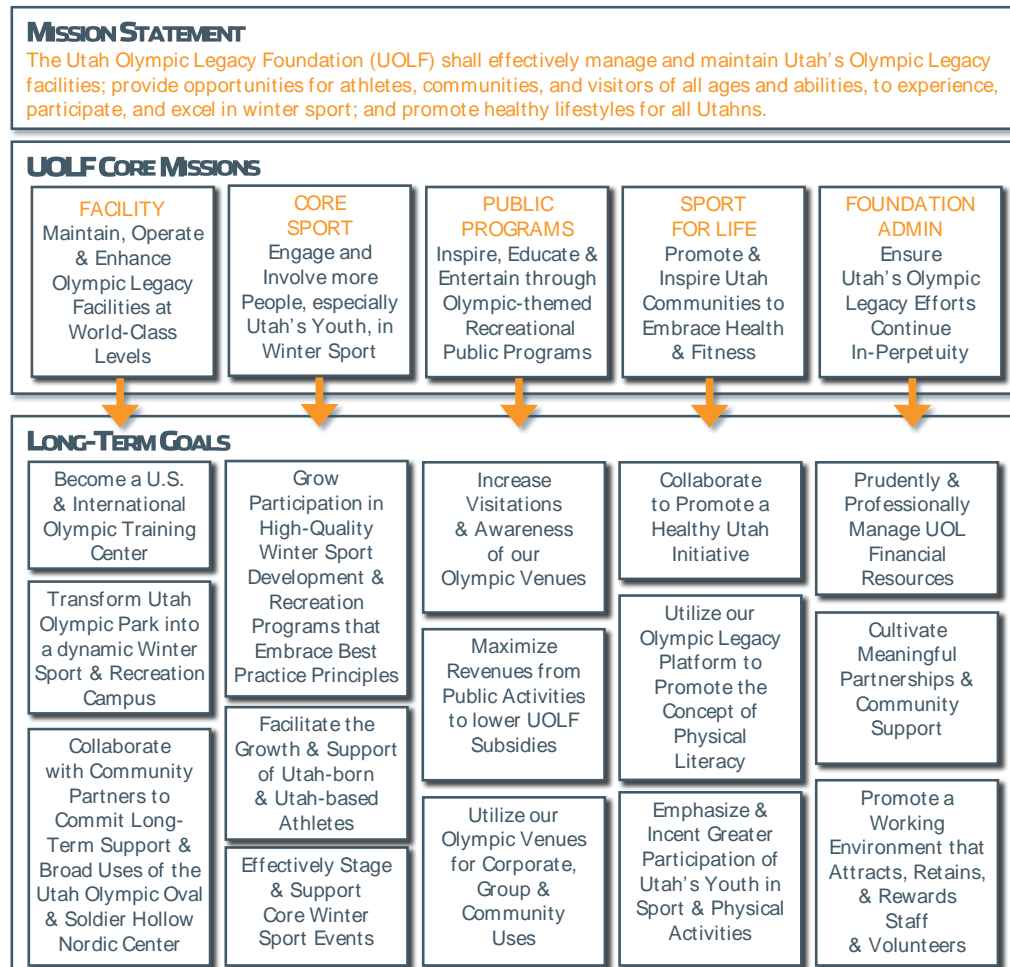
- 1. New & Greater Scope** - We now oversee the Soldier Hollow Nordic Center in the Heber Valley. We consolidated five Park City area ski and snowboard clubs into one: the PC Ski & Snowboard Club. We now operate an affordable housing building for athletes, coaches, and UOLF staff. We are expanding ski and riding terrain and vastly increasing participant use at all three Legacy venues.
- 2. Stronger Focus on Developing our Community's Youth & Using Venues for the Public Benefit** - Venue host communities are looking to UOLF programs to further provide outlets for our youth, and using the facilities as gathering places for public meetings and events.
- 3. Future Games** – Given how well our 2002 legacy efforts are going, we feel we can further demonstrate grassroots, Utah values benefits to the Olympic Movement. The IOC's desired 'New Norm' is something Utah can showcase through UOLF and Partners capabilities. T
- 4. Effective Management** – We see we have had success when we set our mind to it. With clearer goals, we can further identify priorities and improve business & project performance.



BOARD DISCUSSION ITEMS

Approach to Updating the Current Framework

Board involvement to set overall vision and mission; Staff develops plans to achieve it



Strategic Plan Task Committee

- Revise Mission Statement
- Update Core Mission pillars

FY20 Planning by UOLF Staff

- Update goals with measurable KPIs
- Develop strategies & actions
- Prioritize

BOARD DISCUSSION ITEMS

Key takeaways from discussions

What to adjust & emphasize from current framework

- Programs > Facilities...legacy is about impacting people (less so about keeping buildings alive)
- Future > Past...legacy is about improving the future (less so about honoring past success)
- Expanding Olympic impacts & benefits to more of Utah (beyond our venue boundaries)
- Leveraging the unique situation of a pre-existing Olympic organization in an aspiring Future Games host city/region

Discussions about the structure, key words & tone

- Statement Structure: 3 vs 2 statements...Purpose / Vision / Mission or Vision & Mission
- Words: youth, community, impacts & benefits, how to incorporate Paralympic, etc.
- Tone: Short & punchy vs accurate & thorough; emotional & 'hip' vs cogent & clear

BOARD DISCUSSION ITEMS

Strategic Plan Task Committee

Committee Members

- >Molly Mazzolini, Lead
- >Vicki Verela
- >Becky Kearns
- >Frasier Bullock
- >Eric Hutchings
- >Courtland Nelson
- >Grant Thomas

Key Staff Support

- >Colin Hilton
- >Calum Clark
- >Caitlin Riviere
- >Richard Bezemer
- >Lisa Bennion
- >Karla Knox

BOARD DISCUSSION ITEMS

Recommendations | Structure & Elements

Vision Statement

Why we exist & the future we're creating

Vision

Mission Statement

How and what we do to achieve the vision

Mission

Mottos & Taglines (new element)

Aspirational 'one-liners' that express the 'brand' of the various elements of our organization (e.g., venues, sports clubs, etc.).

Mottos & Taglines

BOARD DISCUSSION ITEMS

Recommendations | Structure & Elements

Vision Statement

Why we exist & the future we're creating

Vision

Mission Statement

How and what we do to achieve the vision

Mission

Mission Pillars

Delineating the mission into manageable components

**Mission
Pillar
1**

**Mission
Pillar
2**

**Mission
Pillar
3**

**Mission
Pillar
4**

**Mission
Pillar
5**

Goals / Strategies / Actions

Goals for all Products & Functions within Mission Pillars, supported by strategies & a

Goals

Goals

Goals

Goals

Goals

STEPS TO BE TAKEN AT BOARD MEETING

Presentation by Strategic Plan Task Committee

- Review of the process and key factors that informed the Committee's thinking
- Report on and discuss "Remaining Sticky Items"
- - When to Use "Olympic & Paralympic", "Olympism"/"Paralympism", etc.
- - Role of UOLF in supporting a Future Games
- - Resources & Interests to positively impact winter sport beyond just Legacy Venues

Reveal & Explain recommended UOLF Vision & Mission Statements

- Discuss recommendations / prompt feedback / explain thinking
- Motion to Approve amended Strategic Plan "Vision" and "Mission" Statements

Strategic Plan Next Layer Steps

- **Vision – Mission – Goals – Strategies - Actions**
- Summarize & report on initial staff led thoughts for long term goals, future fiscal year strategies, and actions/initiatives that will be targeted to accomplish