

BOARD MEETING MATERIALS

UOLF Quarterly Meeting (Q3)
January 27, 2021

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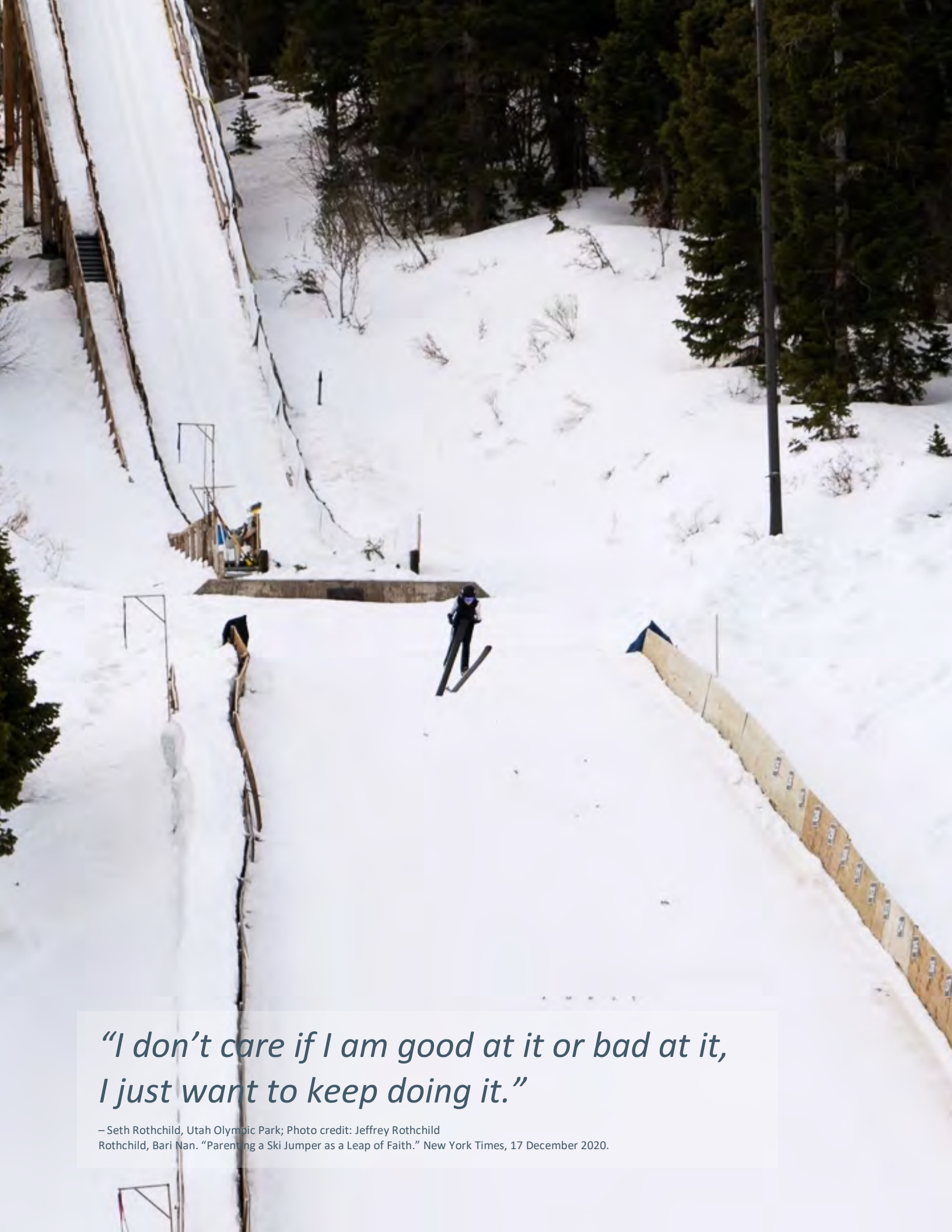
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*“I don’t care if I am good at it or bad at it,
I just want to keep doing it.”*

— Seth Rothchild, Utah Olympic Park; Photo credit: Jeffrey Rothchild
Rothchild, Bari Nan. “Parenting a Ski Jumper as a Leap of Faith.” New York Times, 17 December 2020.

Executive Summary

Colin Hilton, Chief Executive Officer

As we approach our January 2021 Utah Olympic Legacy Foundation Board meeting, I am both excited and humbled to report that the staff and patrons to our Legacy venues are doing really well. Despite the challenges posed, we see much better than expected data and key measures. The following departmental and venue updates will give you a glimpse into the unfolding story of resilience in our collective family of athletes, coaches, venue teams and community members.

Efforts to keep focused on our Core Mission Pillars remain strong. The pandemic has not slowed our efforts to advance planning of the next layers of our overall UOLF Strategic Plan. As this January meeting is our time to reflect and refine planned strategies going into our next fiscal year (beginning May 1), we are eager and proud to

review the proposed strategies and planned actions.

Given its major review over the past 18 months, the board-led updates to the UOLF Vision, Mission, and Long-term Goals for each of the five Core Mission Pillars

Sport, Public Programs, Olympic Venues, Resourceful Management, and Thriving Communities

have allowed for a staff-led process to refine Strategies & Key Performance Indicators (KPIs) for each Mission Pillar by venue. We are including in this packet the proposed updates to these Core Mission Pillar Strategies & KPIs as we approach our next fiscal year FY22.

We look forward to “seeing” you at our January 27th virtual meeting.

For a glimpse into the impact the Utah Olympic Legacy Foundation has on lives, please take a look at [this linked story from the New York Times](#) authored by a parent of one of our local youth ski jumpers. With kids of similar ages, I’ve known Bari Nan Rothchild for years. Through the lens of a ski jumping parent, her story reflects both her child’s adventure and growth as well as her own through one of our programs. As you’ve heard me say before, we are being most impactful when we see first-hand how we create positive environments for youth to learn life lessons through sport. This is occurring every day at our three Legacy venues, and occasionally we have someone write about it. Enjoy!

FY21 Q3 UPDATES

Quarterly Financials

Karla Knox, Chief Financial Officer

OPERATING BUDGETS

We have a **POSITIVE** variance to budget through December 31, 2020 of \$1,309,000.

As reported in October, the team did a fantastic job controlling payroll costs and other expenses through summer, as well as exceeding expectations for summer Public Program revenues. This trend continued in the last calendar quarter, and the fiscal year-to-date positive payroll variance as of December 31, 2020 is \$1M. Additionally, large positive Public revenue variances at all three venues are offsetting significant revenue misses in each venue's Group Events and the Park Housing budgets.

We have expended our total PPP funds received of \$2,191,300, as expected in the budget. We are in process of completing the loan forgiveness application and hope to have that completed sometime in February 2021.

The following notables relate to operating budgets through December 31, 2020:

SPORT PROGRAMS

Positive Variance \$90,000

Park and SoHo Sport positive variances are primarily due to positive payroll variances and lack of spending on coach's education expenses planned for the year. Oval is slightly ahead of budget, seeing positive variances in speedskating and hockey. These are offset by negative variances in curling and figure skating, which have been more impacted by COVID-19 protocols. SoHo is seeing positive variances for cross country and biathlon, primarily comprised of positive payroll variances.

PUBLIC PROGRAMS

Positive Variance \$838,000

The new, highly-successful Park operating model continued through the holiday period. Park Public Activity revenues continue to be strong, now including winter public bobsled, which saw great success in December. Further, the Public Activities managers continue to control their payroll costs. All in, Park Public Activities have a net positive variance of \$1.074M. The Oval's negative variance of (\$60k) was primarily due to lower Running Track, parties and annual pass sales, along with group events being off budget. However this is offset by strong public skate numbers, especially during the holiday period, resulting in a fiscal year to date positive gross revenue for public skate of \$42k. SoHo Public Activities is seeing a net positive variance of \$87k, primarily comprised of record-breaking holiday tubing activity and strong public biathlon numbers. They are also seeing strong trail pass sales, but the volume of tubing revenue tends to overshadow the gains we see in this area on a financial basis. Group Events net income for all three venues were down from budget by (\$327k).

OLYMPIC VENUES

Positive Variance \$1,000

This budget sees several positive and negative line item variances, most of which are due to budget timing. Some of the more notable items include a positive variance in Park water, due to a large credit being received for some incorrect billing by one of the Park's water suppliers. Part of this billing correction is being received in a refund check, and part is being used to offset winter water usage, so we will continue to see the positive effect of that mistake in water usage calculation. Park also is seeing a \$61k positive

OLYMPIC VENUES (CONTINUED)

variance in payroll expenses. This is primarily due to several unfulfilled hourly positions at the venue. Housing is seeing a net negative variance of \$291k, primarily due to the lack of short-term with restrictions on travel for training and competitions. SoHo is seeing a net positive variance primarily associated with the accounting treatment of a summer activity contract, along with \$33k of positive variance due to a revision of the concessionaire's fee paid to the State of Utah due to COVID-19 impacts.

RESOURCEFUL MANAGEMENT (INCLUDES FUNDRAISING)

Positive Variance \$405,000

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 \$278k, primarily due to not fulfilling certain positions and savings during transition time of other positions. Further, marketing has controlled its spending by \$110k and HR expenses are seeing a \$31k positive variance. Grant revenue is up due to several grant awards associated with CARES Act COVID-19-related impacts, along with the generosity of several private grant donors.

THRIVING COMMUNITIES

Negative Variance \$25,000

This budget variance is primarily due to cancellation of the Sheepdog Festival.

PROJECTED FISCAL YEAR-END VARIANCE AT APRIL 30, 2021

In October 2020, we reported that we undertook a robust look at our operations to project whether our positive variance would hold through the end of our fiscal year, given the continuing pandemic environment. At that time, four areas held a level of greater risk due to pandemic uncertainty: Groups Events at all three venues, Park Housing, Soldier Hollow Tubing, and Park Public Bobsled.

We are seeing that Group Events and Park Housing continue to be impacted. For Group Events, we estimate that the negative revenue variance for January through April will be approximately \$120k. Housing revenue looks like it will be off approximately \$250k to budget, nearly all being in the short-term units due to loss of events and training at the Park.

The positive news is that our largest areas of risk this winter of Soldier Hollow Tubing revenue and Park Public Bobsled are seeing some great numbers. Tubing had a record-breaking two-week holiday period and, including pre-bookings through the rest of their season, budget has nearly been met \$1.274M, being just \$49k shy at time of writing this. Bobsled also had a huge two-week holiday period and, including pre-bookings, has only about \$200k to go to meet their budget. Given the resort nature of Park City, we tend to see public bobsled rides fill consistently throughout the ski season, so we are optimistic budget will be met.

All in, we project that our positive variance at our fiscal year end will likely stay at the projection we made in October 2020 at approximately \$895k.

REVOLVING LINE OF CREDIT UPDATE & CAPITAL FUNDING RECOMMENDATION

In October 2020, the Board approved the staff recommendation to pursue a \$3M revolving line of credit (RLOC) with Zions Bank, with our investment portfolio being used as the pledge. The purpose of the RLOC was to assist our organization with a short-term cash flow need due to the State of Utah funding reduction to only \$3M of the \$6M committed for our capital expenditure needs for FY21.

We began working on this in October and hit several roadblocks along the way. Our domestic and international equities held at Blackrock are held in a trust product, hence, they cannot be pledged. We immediately pivoted to using our fixed income product at the Wells Montgomery Fund. Wells was concerned that this fund is a private fund and that Zions may not accept it as collateral, but Zions confirmed that they would be able to accept it for the pledge under the RLOC. After several back-and-forth communications between Wells and Zions, Zions determined in early January that indeed it could not accept the Montgomery Fund as the pledged asset. This exhausted any options to use our existing investment portfolio assets as the pledge for the RLOC.

When we began this process, we believed we would have a RLOC in place by mid-November. Further, we believed that we would pay off the RLOC by late August 2021. Because of the delay in obtaining the RLOC, the timeframe needed to fund the capital expenditures not covered by the State's funding was becoming shorter, and our investment portfolio was growing. Hence, it is management's recommendation that we use our investment portfolio to fund the cash flow needs associated with the remaining \$3M of capital expenditures.

It should be noted that we have spent approximately \$600k from our operating cash surplus (\$1.3M positive operating variance) on capital projects to date, and we anticipate spending another \$1.4M in the next six months for FY21 projects. Because we still have a strong operating cash balance, we do not anticipate having to draw from our investments until February. Further, through discussions with the State, there is a good possibility that current year budgets may allow for supplemental State base budgets to fund a portion of the retracted capital funding.

At the Audit and Finance Committee meeting on January 20, 2021, there was a thorough discussion of our options. In conclusion, the Committee adopted a resolution to be brought forth to the board to authorize management to fund remaining FY21 capital expenditures from the investment portfolio until which time the State of Utah provides us the remaining \$3M committed by them for FY21. Further, we will continue to work with Mike Cooper, our advisor, on possible investment products that would allow pledging, but still be within our investment strategy and policy and to then investigate RLOC options as a part of our overall financial strategy.

INVESTMENT PORTFOLIO PERFORMANCE THROUGH DECEMBER 31, 2020

The UOLF investment portfolio began the current fiscal year at a value of \$49,217,000, increasing (15.9%) to \$57,044,000 as of December 31, 2020. This was a result of a 21.55% investment gain of \$10,604,000 coupled with a (5.64%) or (\$2,777,000) reduction for operating budgets. Calendar year 2020 experienced a 12.95% investment gain of \$6,940,000 coupled with a (6.49%) or (\$3,475,000) reduction for operating budgets, netting at an overall increase in our portfolio since December 31, 2019 of 6.47% or \$3,465,000.

CAPITAL BUDGET

The focus of the venue teams in the period since the October 28 Board meeting was to close out the outdoor construction and renovation projects before the winter season and deploy the new machinery and equipment to support winter operations. In the period November 1 to January 1, there has been approximately \$1.2m in expenditure.

THE MAJOR PROJECTS COMPLETED ARE:

1. Phase 1 (3-year project) of Track Refrigeration upgrade including automated valves, upgraded pumps and control systems for the “mid zone” of the track. Significantly improving the quality of the ice and the efficiency of the plant.
2. Completion of the automated snowmaking system for the Soldier Hollow tubing hill, major improvements in the efficiency of the snowmaking and an on time opening.
3. Repair and replacement of retaining walls and water line on the Sliding Track lower loop resolving long-term water loss issues
4. Delivery of new snow grooming machines at UOP and Soldier Hollow, greatly improving the quality of snow surface and the reliability of the grooming staff.
5. Outdoor lighting upgrades and lodge repairs at UOP and Soldier Hollow
6. Finalization of the Boiler and roofing repair project at the Oval

PROJECTS TO BE COMPLETED BETWEEN NOW AND THE END OF APRIL 2021 ARE:

- Completion of the Oval IT infrastructure
- Planning and prioritizing capital projects for FY22

Technology Steering Committee (TSC)

Calum Clark, Chief Operating Officer

The Technology Steering Committee (TSC) is continuing to lead and monitor the strategic direction of the organization's IT systems. The TSC is still receiving guidance from the external consultancy, PMY, providing CTO as a service. We continue to find value in this relationship as we are able to tap into PMY's extensive experience in the areas of sport venue and major event management.

The projects that the TSC has focused on since the last board update are:

IT INFRASTRUCTURE REFRESH

As reported in our last update, the UOLF selected VLCM to implement the three-year IT infrastructure upgrade project at our venues. The Oval is the focus for the first year of this project. Significant effort has been undertaken with PMY to value engineer the project to achieve the greatest improvement in IT infrastructure, but not to over deliver in non-essential areas. All materials have been purchased and installation began in December. The project will be complete at the end of January with a planned cut over to the new gigabit internet service provider in early February.

IT GOVERNANCE

In the last report, we reported that the organization was going to undertake an IT security audit with an external provider. The RFP had responses from three Utah-based providers. The UOLF selected Tanner Co as the winning bid based on their price, detailed auditing procedures and their commitment to support the UOLF in the development of best practices security policies and procedures.

The first phase of the audit was completed in December and we are pleased to find that Tanner Co did not uncover any major deficiencies in our IT infrastructure management. The recommended patches and updates have been implemented. The second and final phase of this audit will be completed once the Oval's IT infrastructure project is wrapped up.

CRM PROVIDER & DATA ANALYTICS

The TSC is continuing to commit significant energy to improving the utility and effectiveness of the Centaman CRM platform for our organization. Areas of focus for this past quarter include Liability Waiver integration within the guest booking experience, improving the sport registration process and resolving glitches in our online ticket sales process. The goal will be to deploy the new waiver functionality in time for summer public activities.

The TSC is continuing to improve access to organizational data to help the venue teams in their day to day management of the venue. PMY is guiding the TSC to develop a number of basic data dashboards that can provide business intelligence to key aspects of the venue business. Efforts are now being undertaken to onboard a part-time data analyst to speed up the deployment of these dashboards and expand this service for venues.

Sponsorship, Development, Group Events & Marketing

Lisa Bennion Rasmussen, Chief Revenue Officer

Ryan Baldwin, Development Director

Melanie Welch, Marketing Director

GOVERNMENT & PRIVATE GRANTS

This year, we received a tremendous amount of support through both government and private grant opportunities. We're inspired by the generosity of our local county partners, our incredible family foundations and the overwhelming support and enthusiasm for our UOLF youth scholarship and Healthy Communities programs.

Our FY21 actual revenue far exceeds our budget. Below outlines new grants received since our last board meeting. We continue to apply for grants as they arise. **Thank you to Catherine Raney Norman for connecting us with US Bank.** We've had two meetings with them to date and are encouraged by our progress. We welcome input from the Board.

Summit County RAP Grant <i>Mountain Expansion Phase 2</i>	\$74,625	George S. & Dolores Doré Eccles Foundation <i>Healthy Communities</i>	\$25,000
Sorenson Family Foundation <i>Healthy Communities</i>	\$30,000	Shop in Heber <i>Soldier Hollow Retail</i>	\$5,000

YEAR TO DATE REVENUE

Category	FY21 Budget	YTD Actual	Variance
Grants (Government & Private)*	\$125,000	\$368,962	\$243,962
Sponsorship (Cash/VIK)	\$397,000	\$448,400	\$51,000
Unrestricted Donations**	\$140,000	\$60,125	(\$79,875)

**Please note Accounting does not allocate for our grants received for Healthy Communities or scholarship. Their reports will not match our final number as they place that in a restricted giving account. Our figure above reflects restricted and unrestricted giving. Approximately \$123,000 of government grants are COVID specific*

***Anti-Gala is our largest annual fundraiser, generating close to \$200,000 for UOLF unrestricted giving and scholarship/Healthy Communities initiatives. This year, our goal is to generate \$100,000 for the event.*

100% BOARD PARTICIPATION. WE'RE SO GRATEFUL FOR ALL YOU DO TO SUPPORT OUR FUNDRAISING EFFORTS! OUR GOAL IS 100% PARTICIPATION IN BOARD CONTRIBUTIONS TO THE FOUNDATION. IF YOU'RE OPEN TO DONATING, PLEASE CONTACT LISA RASMUSSEN (435) 602-2950 OR LRASMUSSEN@UOLF.ORG. A HEARTFELT THANK YOU TO EVERYONE FOR CONTINUING TO CHAMPION OUR VISION AND MISSION!



UOLF FY21 ANTI-GALA

PRESENTED BY UTAH TOYOTA DEALERS ASSOCIATION

NEW DATE!! | SATURDAY, FEBRUARY 27, 2021 | 2:00–6:00 P.M.

We hope you all are available to join us for our Winter Anti-Gala fundraiser. Held on our new Phase 1 of Mountain Expansion, Hyeway, we'll celebrate with an Olympic-Winter-Games-themed event. A fun affair for the entire family! Festivities will kick off with friendly competition in alpine ski & snowboard races, biathlon, and Nordic ski jumping. Enjoy food trucks, a DJ, silent auction and a celebration of our amazing support network. Athletes and coaches will participate to inspire you to victory! Medal recipients will be honored with a podium awards ceremony.

Firepits are \$2,500 for a group of ten and single tickets are available for \$200. Please reach out to Lisa Rasmussen lrasmussen@uolf.org or Ryan Baldwin rbaldwin@uolf.org to purchase a firepit or ticket to the event. Or find additional information [here](#). We will continue to monitor local Summit County health guidelines and follow protocols accordingly. **The safety and wellbeing of our guests, athletes and staff is our top priority.**

Here are a few key message points that illustrate the vision of our event to share with any potential attendees:

Vision Bring to life the Olympic & Paralympic spirit in our youth, communities and athletes from around the world.

Expand the benefits of Utah Olympic Legacy Foundation sport programs to youth in our communities during Utah its largest fundraiser.

Afford an opportunity to an average of 2000 kids annually to participate in youth sport programs at Utah Olympic Park, Utah Olympic Oval, and Soldier Hollow Nordic Center.

Embrace and Promote the values of Olympism (Excellence, Friendship, Respect) and Paralympism (Determination, Courage, Equality, Inspiration) in everything we do.

SCHOLARSHIP SPOTLIGHT

One of our scholarship recipients this year is Sammie, a former foster child who was legally adopted by her foster parents. Sammie is autistic and, according to her parents, has been able to overcome a disadvantaged background and thrive through sports. She loves snowboarding and I encourage you to read the heartfelt letter from her parents and the touching note she wrote to one of our generous donors, Janice Story. Her parents also sent some video clips – let us know if you'd like to take a look. Stories like Sammie's inspire us to do more for youth in our communities.

DEAR MS. STARK

Thank You for
a helping me become

a better snowboarder.
I love jumps and boxes.

I am seven.

Love,

Sammi



Sammi



Sammi shredding!

Other considerations committee should consider: Samantha is a former foster child who we were able to take in as an infant, and we legally adopted her. She has overcome her disadvantaged background to become an amazing young athlete. Last year at the age of 6, she won multiple USASA skier cross races and qualified to compete at the USASA Nationals. She loves snowboarding even more than skiing, so we are giving her the opportunity to train with PCSS. We are already relocating from California to Utah so her older brother Joey can train with the PCSS Freeski Devs Camp team, and just registered her as well when we found out there was room in the PCSS Snowboard program for their PT development program. (continue on next page) →

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UOLF/PCSS Need Based Scholarship Winter 2021

Our family is not well off ^(financially), nor do my wife and I have support from extended family. Regardless, we do everything we can to keep our kids active and in sports, and nurture their passions. Samantha (aka. "Sammie") is autistic, but still manages to thrive and is very physically gifted and strong for her age. She runs 5-10 miles per week with us to stay in shape, she knows how to ride horses and is obviously a strong skier. She has also developed into a solid snowboarder, and by training with the PCSS snowboard team she has the opportunity to improve those skills greatly.

We would be appreciative of any assistance we might possibly receive from UOLF. We are grateful for everything you do. The sky is the limit for Sammie, she is the type of personality that is infectious. She is a natural leader. Everyone who meets her absolutely adores her. We feel lucky to be her parents and take seriously the responsibility to provide every opportunity for her to succeed and thrive in life.

Thank you kindly for this application consideration.

"Sammie is making incredible progress this year both in skiing and snowboarding thanks in part to the scholarship. We truly couldn't do it without the help.... I'm glad to share her story and the sincere needs of kids like her and the impact it makes on her to have this opportunity. This is giving her a great outlet, sense of pride and ownership and teamwork and we really do feel like the sky is the limit for her. We hope things get back to normal so she can compete next season."

- Sammie's Parents

Thanks to generous donors such as the **George S. & Dolores Doré Eccles Foundation**, Healthy Communities will continue in all three venue communities. Our goal is to offer opportunities to underserved youth, in perpetuity.

HEALTHY COMMUNITIES & SCHOLARSHIPS

UOLF Healthy Community and Scholarship programs celebrate our Vision and Mission Pillars, particularly: **SPORT** – Cultivate champions in sport and in life; and **THRIVING COMMUNITIES** – Expand the benefits of Utah’s legacy to more people (youth) and more places. Our collective goal is to provide opportunities for ALL youth in our venue communities to participate in our programs, regardless of socioeconomic circumstance. This year alone, **with the incredible support of donors and family foundations**, we provided **70 scholarships** for our winter youth sport programs and almost **1300 youth experienced our youth sport programs through our Healthy Communities initiatives**. We feel very fortunate to offer these positive experiences to families we hope to retain through our Sport and Thriving Communities pillar initiatives.

AmazonSmile & Smith’s Food & Drug. By generating all your Amazon shopping through [AmazonSmile](#) and designating Utah Olympic Legacy Foundation as your charitable organization, UOLF will receive 0.5% of your eligible purchases as a donation. Be sure to change your Amazon settings to automatically redirect to AmazonSmile. On your Amazon app, add AmazonSmile through Settings> AmazonSmile> Add Utah Olympic Legacy Foundation. Similarly, if you add Utah Olympic Legacy Foundation to your [Smith's Food & Drug Rewards Account](#), UOLF will also receive 0.5% of all eligible spending as a donation.

GROUP EVENTS

This year continues to present our largest revenue challenge to date. A significant amount of our corporate business cancelled events due to the pandemic. We continue to focus on future business, booking events in the 2021-2022 season. Additionally, our team is engaged with Visit Salt Lake, Park City Chamber, and many other local community partners who facilitate large meetings and events in our venue communities.

Category	FY21 Budget	YTD Actual	Variance
UOP Group Events	\$225,000	\$184,277	(\$40,723)
UOO Group Events	\$60,000	\$8,920	(\$51,080)
SOHO Group Events	\$224,521	123,444	(\$101,077)

SPONSORSHIP & MARKETING

Marketing. A majority of the marketing advertising budget continues to be allocated to social and digital advertising. From October through December, we saw a significant increase year-over-year in online transactions and revenue, and a 21% increase in website purchases from social ads. In November, we ran a **Shop in Heber** promotional discount for Monday tubing sessions, which generated over 1000 Monday bookings for January and February. With the current environment, we saw a pre-winter decrease in media visits at the Utah Olympic Park but the Utah Olympic Oval and Soldier Hollow Nordic Center both saw an increase in ad equivalency value during this time period despite the lack of World Cup events at the Oval.

Sponsorship. Listed here are our **current long-term partnerships**, ranging from two- to four-year commitments. These partners are key to our financial success. UOLF has no new long-term cash or Value-in-Kind partners this quarter.

**Utah Toyota Dealers Association • University of Utah Health • PistenBully • Ken Garff Automotive Group
America First Credit Union • USANA • Health Sciences • Sunbelt Rentals • Gold Cross Ambulance
Swire Coca-Cola • Morgan Asphalt • Rossignol**



Facebook

Total Posts: 124 (+48 from 2019)
 Fans gained: +1,500 YOY (Total: 30,366)
 Organic Reach: 95,957 (-6,609)
 Total Impressions: 1.6 Million
 Total Engagement: 3,247 (-3,936)
 Video Views: 15,255

Instagram

Total Posts: 87 (+12 from 2019)
 Fans gained: 12,609 (+1,400 from 2019)
 Engagement: 5,671 (+117 from 2019)
 Post Likes: 5,361 (-136 from 2019)
 Video Views: 12,047 (+7,300 from 2019)



Twitter

Followers: 5,400
 Total posts: 34 (+20 from 2019)
 Engagement: 100 (+42 from 2019)

SOCIAL REACH

October 2020 - December 2020

SOLDIER
HOLLOW
NORDIC CENTER



3.59 MILLION

UTAH
OLYMPIC
OVAL



7.66 MILLION

UTAH
OLYMPIC
PARK



5.41 MILLION

SOCIAL MEDIA AD PERFORMANCE

October 2020 - December 2020

2019

Spend: \$1,576
 Number of Ads: 4
 Reach: 226,560
 Impressions: 464,673
 Link Clicks: 8,317
 Average Cost Per Click: \$.39
 Website Purchases: 116

2020

Spend: \$1,585
 Number of Ads: 7
 Reach: 146,013
 Impressions: 383,808
 Link Clicks: 7,905
 Average Cost Per Click: \$.22
 Website Purchases: 765

Our social ads continue to outperform last year's social ads and conversions.

MEDIA COVERAGE

AD EQUIVALENCY VALUE

October 2020 - December 2020

SOLDIER
HOLLOW
NORDIC CENTER



356,000



117,670 in 2019

UTAH
OLYMPIC
OVAL



4.59 MILLION



2.38 MILLION in 2019

UTAH
OLYMPIC
PARK



1.1 MILLION



3.43 MILLION in 2019

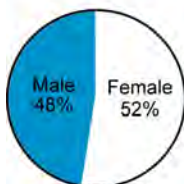
TOTAL WEBSITE USERS

145,918 (2020) | 135,574 (2019)

PAGEVIEWS

794,078 (2020) | 695,235 (2019)

DEMOGRAPHIC INFO



Ages

18-24 = 15%
 25-34 = 29%
 35-44 = 21%
 45-54 = 16%
 55-64 = 11.5%

TOP VISITED PAGES

Activities Checkout Page
 106,566 (2020) | 77,719 (2019)

1

Soldier Hollow Homepage
 68,858 (2020) | 53,277 (2019)

2

Utah Olympic Park Homepage
 54,050 (2020) | 49,450 (2019)

3

Winter Tubing Product Page
 51,581 (2020) | 49,296 (2019)

4

UOLF Homepage
 50,509 (2020) | 49,296 (2019)

5

BEHAVIOR

Organic Search
 51.3%

1

Direct
 20.2%

2

Referral
 15.4%

3

Social
 6%

4

Paid Search
 4.2%

5

E-COMMERCE

42.04%

95.25%

Total Revenue

2020: \$1,104,650
 2019: \$780,648

Total Transactions

2020: 9,462
 2019: 4,846

TOP SELLERS

1



Winter Tubing Holiday
 (Adult)
 \$520,830

2



Winter Bobsled
 \$199,250

3



Winter Tubing Holiday
 (Youth)
 \$137,760

TOP REFERRAL SITES

1

Visit
Park
City

2

Go
Heber
Valley

3

Facebook

Utah Olympic Park

Jamie Kimball, General Manager

Sport Programs

With early-season training critical to aggressive winter budgets, Hyeway opened for alpine training on November 17 – earlier than most resorts in Utah. Pandemic impacts caused cancellations of several non-local and international groups that regularly train at Utah Olympic Park for the entire winter season – significantly impacting budget. Conversely, however, minimal early season snowfall meant that resorts were focused on opening all available terrain for public skiing. This redirected all alpine training to Utah Olympic Park for both resident and non-resident clubs throughout the alpine community. Notably, 1080 training hours have been booked to date as compared to 424 hours over the same period last year. These pendulum swings ultimately settled within 3% of budgeted revenue.

Training quality has been exceptional this season with early snowmaking conditions creating a solid base. Consistently cold and dry weather has maintained a premium surface without the additional watering process we typically rely upon. However, lack of natural snowfall necessitated a

December 8-12

FIS NC COC • 8 nations • 40 athletes

January 3-9

FIS Aerial NorAm and U.S. Championships

January 12-23

FIBT Bobsled & Skeleton North America's Cup

January 16-18

Intermountain Division Mogul Event • 75 athletes

three-night restart of snowmaking to ensure adequate coverage for training through the end of the scheduled season.

Utah Olympic Park continued its tradition of hosting sport events to support our athletic programming. While we lost several high-profile events this season due to the pandemic, we continued to host multiple regional and international events with a focus on pandemic precautions, as well as picking up several events that were unable to be held at other venues around the country due to the pandemic:

Public Programs

Despite the pandemic, the public in Park City was eager to find safe activity options during the holiday season between Christmas and New Year's Day. The Alf Engen Ski Museum saw over 700 people daily. With COVID-19 precautions limiting bobsled capacity, every session throughout the holiday period sold out – exceeding budget expectations by 30%. Holiday pass sales for the other public activities outpaced last year by 11% even with two weather days. Discovery Course and Scenic Chairlift Rides were the most popular single activity tickets because they continue to operate in adverse weather conditions; total ticket sales increased from 365 last year to 435 this year over the 5-day window.

Olympic Venues

MOUNTAIN EXPANSION PHASE 2

A big push this fall was to finalize our initial project planning, infrastructure refinements, lighting and

snowmaking designs as well as apply for our Conditional Use Permit from the Summit County Planning Commission. After overwhelming support from the commissioners and community members attending, we received unanimous approval from the Planning Commission. This was a major milestone to move forward with the next planning phase and a much-needed boost to support our fundraising efforts as we continue to work with our resident clubs to secure the remaining funds necessary to complete the project.

TRACK REFRIGERATION UPGRADE PHASE 1

The anticipated benefits from the sliding track's new refrigeration system have been realized through Phase 1 automation of the track's midzone. Automation now allows us to pinpoint warm spots and fine tune conditions quickly, safely, and much more consistently. Our teams worked diligently through early learning curve challenges to get the new system properly calibrated and fully operational for icemaking. Efficiencies will continue to increase as we gather additional data this season and move into Phase 2 automations next year to complete the project.

Resourceful Management

THE RESIDENCES at Utah Olympic Park cross multiple Mission Pillars, supporting athletes and coaches, staff, and community partners. *Flexible* and *nimble* are two words

that continue to describe the team's efforts battling the pandemic and pivoting to leverage opportunities as they present themselves. Demand prompted adjustments to room types and lengths of stay options were modified for athletes and programs with unique needs.

Hotel Rooms. Short-term rentals remain a struggle as the pandemic continues to hinder the overall volume of events at Utah Olympic Park and the corresponding club travel. However, recognizing the demand for mid-length stays of approximately one month, room pricing was able to be adjusted to increase occupancy.

Apartments. Long-term rental occupancy is strong at 97%. Although revenue was down 22% in November, it quickly gained 19% in December and another 6% in January – landing above budget projections. This trend is forecasted to continue through spring. With the high occupancy, only one apartment was made available for seasonal partners this year compared to 13 units last year for Deer Valley and Vail Resorts.

With hopes that this high occupancy rate will continue, one strategy being considered is to encourage NGBs to lease apartments long-term, as team managers will not be able to rely on last-minute apartment rentals in the future. This win-win would ensure revenue for UOLF while ensuring NGBs can house their coaches and athletes.

In its second season, Hyeway is the world-class, multi-sport winter training venue for Utah's youth, nestled between Utah Olympic Park's iconic Nordic jumps and sliding track. Disciplines include: alpine, moguls, Nordic, slopestyle and snowboarding. Named in homage to its lead donor's heritage, Hyeway means "hi" in Armenian. Hyeway greets an average of 1500 athletes annually.



The buildout of Hyeway was Phase I of the Mountain Expansion project that was uniquely funded through UOLF, Park City Ski & Snowboard (PCSS) and Rowmark Ski Academy (RSA) fundraising efforts. Additional naming opportunities are still available on Hyeway and in Phase 2, future development of the project.



TOYOTA



UTAH TOYOTA DEALERS

UTAH
OLYMPIC
OVAL



TOYOTA



Let's Go Places

Utah Olympic Oval

Todd Porter, General Manager

Derek Parra, Oval Sport Sr Manager

PUBLIC SKATE

Remarkable December public skate numbers set all-time records in attendance, rentals and revenue while revealing new ways to optimize flow. 20,793 public skaters and 18,389 skate rentals resulted in Q3 revenue of \$171,811 compared to \$116,266 last year. As part of the pandemic protocols, long public skate sessions are broken into smaller blocks, enabling us to funnel people to less busy times. Head counts are tracked and guests held at the front until space allows. This efficient way to run the busy sessions will continue post-pandemic.

OVAL SPORT

CURLING

Public confidence in the Oval's pandemic protocols teased more curlers out of their homes this quarter with a desire to stay active while staying safe.

Operating at half of normal capacity, 90% of fall **Learn to Curl** classes sold out, with 212 total participants. Looking forward through March, all classes are sold out with staff looking to expand the schedule to allow more capacity.

Curling League statistics are not yet rivaling pre-pandemic success, but league play returned this fall with 10 two-person teams across two nights. This is in comparison to 17 four-person teams in a typical year. Pandemic impacts negated any need for a Learners League, which serves as a bridge program nudging Learn-to-Curlers into a league setting. However, a short pre-spring Learners League may take place to aid program retention.

SPEEDSKATING

Learn to Speed Skate returned this fall with enthusiastic support. Pandemic protocols limited capacity and sessions through the entire season sold out quickly. After evaluating the classes to ensure a safe environment, we found it realistic to increase class sizes from five participants to a near-normal capacity of ten, bringing in an additional coach. The additional spots filled within days and we now look at further options to safely accommodate the demand.

Of interest, **Jerica Tandiman** – who rose through our sport pipeline to the 2018 Olympic Team in Long Track Speed Skating – is giving back to our programs, now coaching our **Learn to Speed** classes. Jerica is a great coach for the entry level skaters and we hope she will continue to play a role in Oval programs.

The **Oval Speed Skating Club** continues to offer great development structure through coach, Tianyu Fu. A near-normal-sized group of 15-20 skaters remain consistent through the pandemic, dedicated to staying healthy and active. Parents have been instrumental in keeping their children involved and continue to express gratitude for keeping the program up and running. While pandemic restrictions preclude any competitions and opportunities to race with the elite teams, our coaches are doing a great job of keeping things fun!

Q3 has been challenging for our elite **FAST Speed Skating Teams**. Despite skaters' diligent adherence to COVID protocols throughout last year that kept the program up and running safely, the holiday COVID spike caused cancellations of championship/selection events due to positive tests within the respective pools of the teams. Fortunately, these testing protocols prevented an outbreak and athletes were soon able to return to skating. The Short Track FAST team remained

steady at 25 skaters and the Long Track FAST and Transition Team had 30 members this last quarter. The end of the season competition schedule remains on track in hopes that a champion will be crowned.

HOCKEY

The Oval's **Youth Hockey** teams are thrilled to be on the ice in the midst of such a different season, albeit at 50% of ice time compared to typical season. Parents, coaches, and team managers work closely with Oval staff to keep kids on the ice as much as possible while staying safe. Any positive COVID cases are communicated so the program can adjust appropriately. Of note for the program, the Oval's U14 Dawgs team beat the state travel teams in a round robin event.

Similarly, **Adult Hockey** moved forward this year with rule changes and pandemic precautions in place. With most rinks remaining closed to hockey, players have been willing to adapt as needed in order to stay on the ice. Players have been forthcoming about positive COVID cases so the program can react accordingly. A pickup from **high school hockey** play has also been strong with teams from Bingham, Herriman, Copper Hills, Mountain Ridge and others turning to the Oval for ice time, as well as travel teams and tournaments. Most of these partnerships will remain even when other rinks reopen.

FIGURE SKATING

The **Oval Figure Skating Club** is thriving! Membership has almost doubled from last year to 93 current skaters at this point in the season. **Freestyle Sessions** are also extremely popular with evening sessions consistently sold out, with a waiting list. Freestyle sessions offer drop-in private instruction for skaters to practice advanced maneuvers.

Through the pandemic, we are continuing to find new and safe ways to keep the skaters involved and excited about skating. In October, the Oval hosted a **Virtual Halloween Ice Show** that was livestreamed for families to spectate from home. Despite a few hiccups, the skaters were grateful for a chance to perform!

LEARN TO SKATE

Learn to Skate classes are currently limited to 25% of normal capacity with a maximum of five skaters per coach. This extraordinarily low ratio creates a much more personalized class environment, yielding great retention within our programs. **Aspire** is a new bridge program to introduce Learn to Skaters to the figure skating club – offering on-ice classes supplemented with off-ice training. Over 50% of the 17 Aspire skaters last session transitioned into the figure skating club!

NEW PROGRAM HIGHLIGHT

A new Learn-to class for any **high-school-age skaters** brings 14 high school students together twice per week for a group session and a yoga/meditation class. The hope is that once figure skating competitions resume, a Utah high school team can be formed to compete against other high school skaters across the nation. In the meantime, Oval programs are keeping Utah's youth active and connected.

KEARNS HEALTHY COMMUNITIES

Free Skating Days. In November, the Oval hosted 154 community skaters through two free skating days for students from Kearns and their families. Oval Learn to Skate instructors were on hand with skating tips and Derek Parra organized a race around the Oval. Off-ice areas allowed students to try sticks and pucks, get information directly from US Speedskating, and learn about Learn to Skate classes and program scholarships. Each student also took home a Dinner-in-a-Bag kit donated by Kroger. Several additional events were postponed due to the pandemic. **Our Legacy venues are truly making a difference in their respective communities.**

OPERATIONS A new ADA walkway was installed in the east parking lot providing more direct access to the KATEC building. Also, 69 additional fixtures were retrofitted to LED at the Oval.



Soldier Hollow Nordic Center

Luke Bodensteiner, General Manager

TUBING

Revenue is up 35% year-over-year (as of January 20).

Factors include:

- Peak-period pricing increase of approximately 8%
- On-time opening at full capacity thanks to upgraded snowmaking systems, changes to the outrun of the hill to improve safety setup, and the strong work of the snowmaking team
- Improved marketing, including a non-Holiday Monday **Shop in Heber** grant
- Improved on-hill customer service with additional pre-season training
- Optimization of sessions during peak times (public vs private, added night sessions with upgraded lighting)
- General appreciation this year, of local outdoor recreation

Total revenue for skiing, mountain biking, biathlon, plus tubing is up 46% over January 2020 (+\$397K)

NORDIC SKIING

Ski revenue is up 103% year-over-year (as of January 20).

Factors include:

- General appreciation increase this year of local outdoor recreation
- 340 annual passes sold (vs 108 in 2020)
- 2,311 trail tickets sold (vs 1,389 in 2020)
- Adult cross-country ticket pricing increased 50% (comparable with other local areas), and 20% for adult rentals and lessons
- Youth prices lowered and expanded to high school students to stimulate youth and family skiing
- Expanded marketing and season-long benefits for passholders yielding an approx. 100% increase in pass sales
- New ski retail shop (in partnership with Rossignol)

- Excellent snow, including substantial snowmaking yielded the best (and in some cases only) available skiing in the region
- Expansion of community-oriented events (races, women's ski group, expansion of community ski-for-free days, and ski club gatherings)

Team SOHO

62% increase in participation – 97 participants

Factors include:

- Vastly expanded sport marketing (community mailing, City/County websites, high school club promotion, Latino Coalition, Caring Community Coalition)
- Inclusion of Comp/Rec high school club, Masters program
- Addition of full-time Devo coach
- 18% increase in Biathlon participation (61% when including adult program)

Team SOHO Club program participation up 71% vs 2020

KICKERS & GLIDERS (AGES 6-12)

80% increase in participation, 107 participants.

Factors include:

- Self-claimed income-based fee discounts to improve economic and racial diversity in our youth programs.
- Parent and volunteer coach recruitment push (incl. coach education)
- Expanded ski instructor certification

National team training camps were also cancelled this year, but Soldier Hollow still saw regular training at the venue by local U.S. Ski Team athletes and resumed camps with visiting clubs beginning in October. Team SOHO (Soldier Hollow's resident club) resumed training in May.



BOARD DISCUSSION ITEMS

Utah Olympic Legacy Foundation Board Meeting Agenda

Wednesday, January 27, 2021

8:30 A.M. – 10:00 A.M.

Zoom

1. 8:30 A.M. Welcome & Call to Order

Brett Hopkins

- a. Welcome & Chair Remarks
- b. Review & Approval of October 28, 2020 Minutes
- c. Mission Minute

2. 8:45 A.M. Board & Staff Updates

Becky Kearns

- a. Audit & Finance Committee Update
 - i. Review of Legacy Fund Performance
 - ii. Cap X Funding & Financing Update
- b. FY21 YTD Highlights & Budget Update
 - i. Venue Highlights
 - ii. Financials Update
- c. Sponsorship & Fundraising Update
- d. Future Games Positioning Update

Executive Team

Fraser Bullock

3. 9:15 A.M. UOLF Strategic Plan Next Steps

*Executive Team
& Board*

- a. Staff Summary of Next Layer Details
 - i. FY22 Strategies & KPIs
- b. Board Discussion & Feedback

4. 10:00 A.M. Adjournment

Next Meeting

Wednesday, April 28, 2021 – 8:00-10:30 a.m.

Virtual / In-Person (RQN) TBD



BOARD MEETING MINUTES

WEDNESDAY, OCTOBER 28, 2020

8:30 A.M. VIRTUAL MEETING (ZOOM)



WELCOME & CALL TO ORDER

The Utah Olympic Legacy Foundation board meeting was called to order at 8:32 a.m. by Brett Hopkins. Other board members in attendance were Fraser Bullock, Spence Eccles, Eric Hutchings, Becky Kearns, Molly Mazzolini, Wayne Niederhauser, Noelle Pikus Pace, Catherine Raney Norman, Vicki Varela, and Chris Waddell. Mike Cooper, Natalie Gochour, Courtland Nelson, Jim Olson, and Bob Wheaton were unable to attend.

UOLF staff present were Colin Hilton, Karla Knox, Lisa Bennion Rasmussen, Calum Clark, Luke Bodensteiner, Jamie Kimball, Todd Porter, Ryan Baldwin, Chad Deavers, Jared Goff, Janae Ricley, Matt Terwillegar, Abbie Towery, Melanie Welch, and Lisa Valiant.

Public attendees included Christie Hind and Pat Brown. Doug Hansen and Kathryn Grover attended from Tanner LLC.

Approval of Minutes. *Becky Kearns motioned to approve minutes of the April 22, 2020 Board Meeting; Spence Eccles seconded the motion; minutes were unanimously approved.*

Nomination of Treasurer & Secretary. Brett explained that John Larson served as both Treasurer & Secretary; with his departure from the board, *Vicki Varela motioned to nominate Becky Kearns as Treasurer and Molly Mazzolini as Secretary. Eric Hutchings seconded the motion. The motion was unanimously approved.*

INDEPENDENT AUDIT REPORT

Becky Kearns introduced the independent auditors, Doug Hansen and Kathryn Grover, from Tanner LLC. Doug reviewed Tanner's issuance of a clean opinion that the Financial Statements were fairly stated in all material respects with no audit adjustments. Doug noted how the PPP loan was reported and the two new accounting standards adopted this year by UOLF. He also reviewed the two management letters and commended UOLF staff for their cooperation and transparency.

FINANCIAL UPDATE

Colin Hilton reviewed investment portfolio performance noting a 9.67% investment gain for the fiscal year and operating withdrawals of 3.67%. The current portfolio balance was noted at \$53.6M with asset allocations within target ranges.

MISSION MINUTE

Catherine Raney Norman congratulated Molly Mazzolini as recipient of the Athena Award. She also applauded Calum Clark for his example to community leaders, commenting publicly that he wears a mask to protect the athletes. Becky concurred.

VENUE HIGHLIGHTS

Colin commended staff for their efforts and ingenuity in enabling safe athlete training and maintaining safe operation of public activities through the pandemic.

Park. Jamie Kimball noted that pandemic travel restrictions allowed UOP to absorb sport training for regional teams. He discussed pandemic impacts to The Residences and explained the state-of-the-art sliding track refrigeration upgrades. Jamie commended staff for creating a safe and efficient pandemic operating plan, shifting to a limited 2-hour public session model that yielded \$361K in revenue – a \$13K increase over last year with only 50% of activities operating.

Oval. Todd Porter reported that, as an indoor venue, the Oval was highly impacted by the early pandemic shutdown. However, national team athletes were able to continue training with minimal disruption, including an internal competition schedule to keep athletes motivated and focused through international competition cancellations. The Oval reopened in July with new protocols and capacity limits; the 5-acre building lends itself to physical distancing. With most rinks remaining closed, the Oval was able to absorb training from around the county.

Todd highlighted 18-year-old **Casey Dawson**, an athlete in our Oval program initially introduced through the Get Out & Play program in Park City, who became the fastest 5k and 10k skater in the nation during the October world cup event at the Oval. He is now a key contender on the national team.

Soldier Hollow. Luke Bodensteiner reported on the loss of mass-event revenue due to the pandemic. An agreement with Ford Performance was extended through 2022, requiring some venue improvements. Biathlon and e-mountain bike programs were built out resulting in notable revenue increases. A restructuring of management resulted in reduction of one full-time position. Overall, Luke reported an increase of \$69k in revenue over last year.

FY21 FINANCIAL UPDATE

Karla Knox reported a \$1.2M positive variance to budget through September 30, with Park Public Activities offsetting pandemic impacts across the venues. Notably, foundation-wide revenue was off from prior year by only \$500k, even with a loss of \$800k in group event revenue at the Park, losses in housing revenue, and mass-event losses at Soldier Hollow. Foundation-wide payroll savings of \$750k resulted from staffing reductions with limited public activities and deferred hiring of exempt positions.

Projections through the fiscal year were assessed for areas of vulnerability with another pandemic shutdown, resulting in slight bobsled revenue adjustments and noting risk to Soldier Hollow's projected \$1.28M tubing revenue.

Karla reported that PPP funds were fully expended with the forgiveness application to be submitted by the end of the year.

Colin commented that the focus on opening only high-margin public activities was critical to these reported efficiencies. Becky expressed gratitude, noting how the foundation works cohesively as a team – not as individual venues – allowing the success of all through circumstances such as a pandemic.

Fraser Bullock commented on UOLF's remarkable operational success and portfolio rebound through pandemic uncertainty.

Brett commented that, given pandemic impacts, UOLF did the right thing by limiting capacity and pivoting to fewer, higher margin activities to maximize revenue. However, he noted the predicament that this model of fewer people and higher margin is somewhat contrary to the UOLF mission of getting as many people active and through our venues as possible. Brett suggests messaging this to the state and other partners, that as we get back to truly fulfilling our mission, it's not just about revenue – our mission requires subsidy and support is critical so we can continue our mission.

Colin cautioned that the \$800-900k positive variance projected for the fiscal year end is due to the PPP loan that will not persist into future years.

CAPITAL PROJECT UPDATE

74 capital projects were deemed critical for FY21 completion. Colin discussed state funding cutbacks from this year's originally-approved \$6M to \$3M. While efforts persist to recoup the additional funds, any additional infusion from the state isn't expected until July – in UOLF's next fiscal year. Staff recommends that this year's critical projects remain on track, thus posing a 6-8-month cash flow timing issue for funding.

Becky summarized the Audit & Finance Committee discussion, considering options from self-funding to various financing products to serve as a stopgap. After consideration, the Committee felt a revolving LOC was the best option from a financial and logistics perspective. As a consultant for Zion's Bank, Becky recused herself from selecting a lender.

Based on the Committee's recommendation, Karla reviewed the terms for a \$3M line with a requisite 30-90-day rest period, collateral and commitment fees. Colin explained that per UOLF bylaws, a motion / resolution of the board is needed.

Spence motioned to resolve that the Utah Olympic Legacy Foundation Board authorizes the UOLF President & CEO to enter into a Revolving Line of Credit up to \$3M, utilizing as collateral up to \$4M in Blackrock securities owned by UOLF for a term no longer than 2 years. Eric Hutchings seconded the motion.

Spence hopes the rest period can come down to 30 days or less. He also expressed disappointment in the state's decision to cut their commitment by 50%. Colin explained he has high confidence that the legislature will renew its commitment.

Brett applauded this initiative, pointing out that a revolving line of credit is a standard cash management strategy for most businesses. The team has negotiated tremendous terms and Brett suggested that, once the term is up, it may make sense to consider renewing the line as a part of UOLF's ongoing financial strategy, with the board empowering staff to use those funds strategically based on the endowment performance and other factors.

Wayne commented that although legislative leadership is aware of UOLF, the organization flies under the radar with rank-and-file legislators. He encourages more legislative events when appropriate at UOLF venues to remain top of mind.

Eric agrees it is critical to stay in front of legislators. Eric is highly encouraged that funds will be reinstated. Wayne, Eric and Colin will meet with President Adams to lay out the risks of not funding what is needed.

After discussion, the motion and second were presented for voting. The vote was unanimously approved with no opposition, and noting Becky Kearns recusal due to her consulting position with Zion's Bank.

FUNDRAISING & SPONSORSHIP UPDATE

Lisa Bennion Rasmussen reported a year-to-date positive variance in grants and sponsorship. Lisa expressed gratitude to Vicki Varela and the Governor's Office of Economic Development for developing tremendous grant programs that UOLF was able to leverage, especially at Utah Olympic Park to promote public activities.

Lisa reported the largest negative variance is in unrestricted giving due to the pandemic-induced cancellation of our biggest fundraising event, Anti-Gala. However, Lisa announced that Anti-Gala has now been shifted to a Winter Olympic Anti-Gala with firepits, ski and snowboard races, a biathlon event, and learn-to Nordic jump on the small hills.

Lisa expressed a heartfelt thanks to the board for support in the UOLF goal for 100% participation in our fundraising goal.

Lisa reported that, although the Sheepdog festival was cancelled, Toyota as the presenting sponsor continued to support UOLF without any requirement to make good on fulfillment – a sentiment that echoed from all our corporate sponsors.

Brett inquired on UOLF's increased digital presence and e-commerce through the pandemic. Lisa reported a 76% increase in online pass sales this season with accolades to the UOLF marketing team and Ken Garff marketing sponsorship support.

OLYMPIC POSITIONING

Fraser Bullock reported there is a tremendous amount of work being done by the SLC-UT Committee for the Games to determine 2030 vs 2034, with budget line items that would help preserve and significantly further the mission of UOLF. Messaging is being built out and risk mitigation is being rethought.

STRATEGIC PLANNING

Calum commended the team for their work on the strategic plan during the pandemic and explained that the process informs venue and staff goals. Colin and Brett referred the board to the packet for the detailed strategic plan, which will be reviewed at the January meeting.

Spence expressed gratitude for the phenomenal work to manage this organization through these extraordinary times.

REVIEW OF 2021 MEETING DATES & ADJOURNMENT

2021 Board Meeting dates are reflected in the packet for review by the board. The meeting adjourned at 10:07 a.m. The next meeting is scheduled virtually for Wednesday, January 28, 2020 at 8:30 a.m.

Brett Hopkins, Board Chair

Date

UTAH OLYMPIC LEGACY FOUNDATION 2021 BOARD & COMMITTEE MEETING SCHEDULE

BOARD MEETINGS

WEDNESDAY, JANUARY 27 8:30-10:00 A.M.	STRATEGIC PLANNING Virtual
WEDNESDAY, APRIL 28 8:00-10:30 A.M.	BUDGET REVIEW & APPROVAL Virtual / In-Person TBD
JULY	TBD IF NEEDED
WEDNESDAY, OCTOBER 27 8:00 BREAKFAST 8:30-10:30 A.M. MEETING	ANNUAL MEETING Ray Quinney & Nebeker, Key Bank Tower 36 South State Street, Suite 1400, SLC

STANDING COMMITTEES

AUDIT & FINANCE COMMITTEE – *Becky Kearns (Chair), Natalie Gochmour, Brett Hopkins, Eric Hutchings, Courtland Nelson, Wayne Niederhauser, Mike Cooper (Advisor)*

Wednesday, January 13 (Strategy Review)	Virtual	8:30-10:00 a.m.
Wednesday, April 21 (Budget Review)	Virtual / In-Person TBD	8:30-10:30 a.m.
Tuesday, October 12 (Audit Review)	In-Person TBD	8:30-10:30 a.m.

SPORT COMMITTEE – Scheduled as needed
Catherine Raney Norman (Chair), Noelle Pikus-Pace, Chris Waddell, Bob Wheaton

WORKING COMMITTEES

NOMINATING COMMITTEE – Scheduled as needed
Natalie Gochmour (Chair), Brett Hopkins, TBD

FUNDRAISING COMMITTEE – Scheduled as needed
Catherine Raney Norman (Chair), TBD

Strategic Plan Updates for FY2022

Colin Hilton, Chief Executive Officer

From the April 2020 UOLF Board meeting through December 2020, the Executive Team committed to create the next layers of the updated Strategic Plan. Having refreshed the Vision, Mission, Core Mission Pillars & Long-Term Goals, UOLF Staff set out to identify how to accomplish those goals. Executive Staff members were assigned to champion one of the five Core Mission Pillars, leading to a thoughtful and rigorous process to create a list of Strategies & Key Performance Indicators.

While Long-Term Goals under each Mission Pillar may stretch over 3-5 years, the team felt a need to annually refresh and refine fiscal year Strategies with correlating KPIs. Some Strategies may also extend beyond one year, however each will be reviewed and updated annually based on actions and results from the prior year.

A summary of the UOLF Strategic Plan Framework is as follows:

BOARD-LED

Vision Statement

Mission Statement

STAFF-LED

S.P.O.R.T. Core Mission Pillars

- Sport Programs championed by Luke Bodensteiner
- Public Programs championed by Lisa Bennion Rasmussen
- Olympic Venues championed by Calum Clark
- Resourceful Management championed by Karla Knox
- Thriving Communities championed by Colin Hilton

Long-Term Goals – for each of the Core Mission Pillars

Strategies – support the Long-Term Goals

KPIs – for each Goal/Strategy

UOLF PRIORITY FOR FISCAL YEAR 2022 – ENHANCE ORGANIZATIONAL CULTURE

A single key theme is proposed as a priority for UOLF heading into our next fiscal year – to focus on **strengthening our organizational culture**. We know we have great people doing great things, but we haven't prioritized recognizing, celebrating, and shoring up this most valuable resource as much as we feel we should.

We also know we are forging new territories as we develop our community-minded "Legacy Impacts" and we are excited to showcase and message about them as we move towards another Games bid. We hunkered down and did some amazing things during this pandemic and we look forward to advancing our cause with purpose and a healthy mindset.

NEXT STEP PLANNING PROCESS

Working in concert with the UOLF Strategic Plan, the Annual Strategies & KPIs document is a living, working document that translates the Vision and Mission of the organization into achievable and actionable steps that our teams can implement in their day-to-day work. As we approach our next fiscal year, the below timeline illustrates how our current strategic planning process integrates with our annual budget planning process so the FY22 budget aligns with organizational strategies.

ACTION	RESPONSIBILITY	DEADLINE
Establish organizational priorities for board approval that will guide the FY22 budget-planning process	Colin	12/19/2020 (COMPLETE)
Redline review of UOLF-wide Strategies and KPIs	Pillar Champions <i>Sport Programs - Luke</i> <i>Public Programs - Lisa</i> <i>Olympic Venues - Calum</i> <i>Resourceful Management - Karla</i> <i>Thriving Communities - Colin</i>	01/05/2021 (COMPLETE)
Walk through draft UOLF-wide Strategies with Venue General Managers	Pillar Champions	01/12/2021 (COMPLETE)
Establish & Set UOLF-wide Core Mission Strategies to influence the development of FY22 Venue Plans	All Exec Team	1/27/2021 Pending
FY22 Budget Guidance to General Managers	Karla	Pending
Redline review of Venue Plan Strategies and KPIs (collaborating with Pillar Champions)	Venue General Managers	03/01/2021
UOLF & Venue Plan Strategies and KPIs finalized	Pillar Champions & Venue Teams	03/01/2021
FY22 Draft Budget completed by budget owners	Budget owners & Venue General Managers	03/15/2021
FY22 Budget complete for Board approval	Karla	04/01/2021
Verify Completion of FY22 Strategies, Venue Plans, and Budget Requests	Internal Review	04/15/2021
FY22 Budget Reviewed & Approved	UOLF Board Action	04/28/2021
Staff Goals finalized in Paycom	Department Managers	05/31/2021

The objective of the annual planning review is to evolve and update the plan, not to start from the beginning:

1. Close out strategies that had a one-year focus.
2. Evolve strategies that were found to be ineffective in achieving a goal or change a strategy to respond to changing circumstances.
3. Sustain strategies that require multiyear focus and update KPIs as appropriate.

The following is our **UOLF Strategic Plan** and the ever-evolving **Strategies & KPIs document**. This is provided for illustrative purposes to give the board a glimpse into the thoughtful and detailed processes undertaken by staff to ensure our Vision and Mission are carried through all we do as an organization. Based on added perspectives from Board and venue team feedback, we will advance our venue planning and budgets for review in April.

VISION

To bring to life the Olympic & Paralympic spirit in our youth, our communities, and athletes from around the world.

MISSION

To cultivate champions in sport and in life, deliver experiences that inspire communities and celebrate our Olympic legacy for generations to come.

MISSION PILLARS

SPORT PROGRAMS

Cultivate champions in sport & in life

S

Inspire our youth and communities to lead active and healthy lifestyles

Double the number of sport participants by 2030 and increase annual retention

Achieve broad and diverse participation in winter sports

Ensure quality programs that foster personal growth and excellence and follow recognized best practices

PUBLIC PROGRAMS

Engage & educate through unique Olympic-themed experiences

P

Increase annual visitation to legacy venues while keeping the guest experiences enjoyable and within our capabilities

Educate, engage and inspire the community, corporate businesses and public groups to experience UOLF venues

Optimize revenues annually to further advance UOLF's vision & mission

OLYMPIC VENUES

Operate, maintain, and enhance legacy facilities at world-class levels

O

Be "Olympic Ready" by ensuring all UOLF venues meet Olympic standards for sport competitions by 2027

Achieve Olympic Training Center Status by providing full-service hubs for U.S. and International athletes in pursuit of winter sport excellence

Create positive learning environments by implementing best practices to ensure effective and safe environments for participants of all ages and abilities

Prompt innovation by working with community and sport stakeholders to create dynamic and varied uses of our facilities

RESOURCEFUL MANAGEMENT

Ensure Utah's legacy efforts are sustainable

R

Balance the need to be financially viable, in perpetuity, while promoting and prioritizing our mission

Be intentional about and committed to environmental sustainability in everything we do

Cultivate diversity, equity, inclusiveness and work/life balance in our workplace & community.

THRIVING COMMUNITIES

Expand the benefits of Utah's legacy to more people & places

T

Embrace & promote the values of Olympism: Excellence, Friendship, Respect; Paralympism: Determination, Courage, Equality, and Inspiration

Motivate & inspire Utah cities & towns to pursue and achieve their visionary aspirations

Align & strengthen relationships with community partners who embrace Utah's Olympic & Paralympic Spirit

Effectively stage & support dynamic winter sport events

UOLF (FY22) STRATEGIES & KEY PERFORMANCE INDICATORS

This document supplements the UOLF Strategic Plan.

SPORT PROGRAMS

Cultivate Champions in Sport and in Life

Pillar Champion – Luke Bodensteiner

1

Long Term Goal – Inspire our youth and communities to lead active and healthy lifestyles

FY22 Strategy

Increase accessibility to all entry-level programs for all demographics:

- Streamlined self-claimed income-based discounts and scholarships across all entry-level programs
- Extend income-based discounts/scholarships to mid-level programs where entry-level discounts have already been introduced
- Increased staffing to accommodate increased entry-level participation (with a primary focus on volunteer coaching)
- Improved sport management platform to reduce barriers to registration
- Improved registration and roster process to acquire data to track new participants
- Greater focus on sport program marketing (entry-levels)
- Recruitment mechanism from Learn-to-skate to Learn-to-Speed Skate
- No-cost family-based sport sampling opportunities for Title 1 families (access and equipment)

Provide additional recreational and competition opportunities at UOLF venues:

KPIs

First Time Participation

FY22 Target: 650 first-time participants

Growth in participant numbers in recreational and master's programs

<ul style="list-style-type: none"> – Expand Town League and Tues Night Lights to Speedskating and Biathlon – Masters programming <p>Provide cross-over sporting programs to attract new visitors to UOLF venues and introduce them to winter sports:</p> <ul style="list-style-type: none"> – Build on tubing-to-skiing bounce back – Develop similar public-to-sport programs at UOO and UOP – Community family ski sessions on Hyeway <p>Improve PCSS board accountability to Sport 2030 Goals</p>	
2	Long-Term Goal – Double the number of sport participants by 2030 and increase annual retention
<p>FY22 Strategy</p> <p>Introduction of expanded school-based programs at each UOLF venue</p> <ul style="list-style-type: none"> – School club programs in Granite, Wasatch and Summit school districts (XC, Bobsled/Skeleton, Speed skating) <p>Implement sport specific programs to improve youth retention at all UOLF venues (see venue specific plans)</p> <ul style="list-style-type: none"> – Improved sport management platform to enhance engagement and communication, and to improve data for tracking goals – Further introduction of school/comp-rec programs 	<p>KPIs</p> <p>Total UOLF Program Participant #s:</p> <p>Achieve 3,000 program participants by 2030</p> <p>FY22 Target: 1,800 program participants</p> <p>UOLF Program Retention Rate:</p> <p>FY22 Target: Achieve 75% retention across “Club” programs</p> <p>FY22 Target: Average duration of participation is 3 years (2022)</p>
3	Long-Term Goal – Achieve broad and diverse participation in winter sports
<p>FY22 Strategy</p> <p>Latinx outreach either introduced, expanded or maintained at each UOLF venue (see venue specific plans).</p> <ul style="list-style-type: none"> – Spanish translation of all marketing and registration materials (entry-level) – Collaboration with local Latino Coalitions <p>Summer version of Kickers & Gliders and other entry programs (focus on other complimentary sports)</p>	<p>KPIs</p> <p>Diversity of Program Participants:</p> <p>Achieve racial representation that reflects the local community by 2026</p> <p>FY22 Target: 5% total non-white participation</p> <p>FY22 Target: 60/40 gender balance across programs</p>
4	Long-Term Goal – Ensure quality programs that foster personal growth and excellence and follow recognized best practices

FY22 Strategy

Improve the quality of programs through more specific programming, optimized facility development and usage, and expanded quality coaching

- Greater focus on speedskating with dedicated program manager
- Better definition of youth cohorts in speedskating
- Investment in figure skating coaching (higher-quality and higher levels)
- Accommodate growth and potential growth in figure skating through refinements in ice time planning
- Consistent and sufficient track time for high school bobsled/skeleton programs – establish track time framework/philosophy
- Start track for extended high school bobsled/skeleton season

Engagement of USOPC “Quality Coaching Framework” with UOLF coaches, coach certification inventory completed,

- Spring Summit replaced by ongoing monthly education sessions (Zoom) plus content library

Internal coach education

- Finalize current inventory

Volunteer coaching introduced at entry level

Parent sport education

- Parents exposed to the USOPC Quality Sport Parent Framework (when it is published)
- Parent Mentor Sessions

Improve participant wellbeing

Pre-participation health and mental health screening

Understand and improve participant satisfaction

- Measure Net Promoter Score (NPS)

Advance participants into national team programming annually

KPIs

FY22 Target: USSA Club certification

PCSS

FY22 Target: All coaches educated in the QCF, and all coaches attain basic NGB coach certification

Increase in programs utilizing an internal coach development curriculum

FY30 Target: 200 volunteer coaches

FY22 Target: 85 volunteer coaches

All high-school participants screened annually

Multisport Participants

FY22 Target: 75% of participants take part in more than one sport

Program NPS's above 50 – all programs to measure

15 athletes advanced to national team programs annually by 2025

10 athletes advanced to national team programs in 2022

PUBLIC PROGRAMS

Engage & educate through unique Olympic-themed experiences

Pillar Champion – Lisa Bennion Rasmussen

1

Long-Term Goal – Increase annual visitation to legacy venues while keeping the guest experiences enjoyable and within our capabilities

FY22 Strategy

- Operate and refine venue activity plans based on insight from FY21. Foster and leverage our media relationships
- Focus on quality experience for our visitors (vs. quantity)
- Launch season-long (dynamic), targeted marketing, promotional & content plan for all venues & activities
- Grow social engagement/followers
- Plan pricing (seasonal/holiday) strategy for public activities up to one year in advance
- Collaborate and educate all staff on annual marketing / pricing strategy

KPIs

- Revenue growth/annual visitation numbers
- Seasonal (dynamic) pricing strategy
- Media days at all venues
- Evaluate guest reviews & survey monkey results
- Respond to UOLF social media followers immediately
- Monitor annual ad value via Meltwater

2

Long-Term Goal – Educate, engage and inspire the community, corporate businesses and public groups to experience UOLF venues

FY22 Strategy

- Build awareness through compelling PR stories
- Foster and – leverage local media relationships in our venue communities
- Collaborate /network with VSL, PCCVB, GoHeber etc. to grow corporate events revenue
- Introduce innovative programs for groups and facilitate with NGB partners
- Focus on securing long-term, group revenue for FY22 and beyond. Aim for multi-year agreements
- Keep UOLF executive aware of challenges with group events given COVID-19 environment.
- Invest in group event experiences (chairs at SOHO, pavilion tent at UOP)

KPIs

- # of bookings via CVB's - measure Google Analytics referrals
- Monitor FY22 corporate bookings & groups in public– aim to make up revenue lost in FY21 with aggressive marketing, offerings and multiple year agreements
- Update venue signage to help educate guests about UOLF venues and align w/ Olympic & Paralympic values/history
- Create a virtual experience of group events portfolio
- Host meeting planners, community leaders and relevant individuals for “industry days”

		<ul style="list-style-type: none"> Track number of annual site visits & conversion rates
3	Long-Term Goal Optimize revenues annually to further advance UOLF's vision & mission	
FY22 Strategy <ul style="list-style-type: none"> Refine activity offerings and operational plan for all three venues, capturing the maximum amount of revenue Develop an efficient F&B plan across all three venues to keep guests at UOLF venues longer and spending more \$ Improve UOLF website experience 		KPIs <ul style="list-style-type: none"> Achieve or exceed budget numbers in FY22 F&B revenue Track Google analytics for improvement & engagement Measure purchase conversion rate Website audit Monitor guest feedback and experience Manage safety and wellbeing of staff, guests and our community Grow annual UOLF "would you like to donate" at guest service

OLYMPIC VENUES

Operate, Maintain, and Enhance Legacy Facilities at World-Class Levels

Pillar Champion – Calum Clark

1	Long-Term Goal – Be “ <i>Olympic Ready</i> ” by ensuring all UOLF venues meet Olympic standards for sporting competition by 2027	
FY22 Strategy <ol style="list-style-type: none"> Complete Cap X projects that focus on: <ul style="list-style-type: none"> Improvements to competition venues and supporting infrastructure needed for annual elite event calendar Updating or replacing infrastructure at “High Risk” for sustaining day to day operations. All sporting venues meet International Competition standards by 2022 (World Cup, Continental Cup) Run credible international elite /sub elite events and Olympic Trials @ UOLF venues 		KPIs <ol style="list-style-type: none"> Complete annual Venue Cap X projects prioritized by; <ol style="list-style-type: none"> impact to training and competition environment risk of failure causing training and/or business impact to ongoing operation of the venue Current venue homologations as required. Documented deficiencies and updated UOLF long term Cap X/Cap O plan Feedback from sporting community on the conduct of International and National Competitions. Consistent inputs/outcomes of event planning and delivery process. Specifically

4. Develop/refine approach to planning and delivery of events.	<ul style="list-style-type: none"> a. Consistent budget and milestone planning/tracking b. Development of multi venue event specialists c. Consistent reporting of financial impact of hosted events
2	Long-Term Goal – <i>Achieve Olympic Training Center Status</i> by providing full-service hubs for U.S. and International athletes in pursuit of winter sport excellence
FY22 Strategy Enhance utility of UOP Residences for Winter Olympic athletic groups Completion of training venue upgrades: <ol style="list-style-type: none"> 1. Push Track at UOP 2. UOP technology refresh 3. SOHO automated snowmaking on sprint loop 4. Sports medicine at KTECH 5. “West Peak” mountain expansion Provide tactical support to USOPC “Shared Competitive Success 2020-2030”	KPIs Occupancy at UOP Residences by Winter Olympic athletic groups increases by 10% YOY Improved support facilities for athletic groups (e.g. equipment storage and maintenance). Number of Training Days at UOLF Venues increased YOY Opening dates of new/enhanced facilities; <ul style="list-style-type: none"> • Push Track • UOP technology refresh • SOHO automated snowmaking on sprint loop • “West Peak” mountain expansion • Opening date of UOO Sports Medicine Facility Implementation of mutually beneficial tactics identified in USOPC plan related to “centralized technology and data”
3	Long-Term Goal – <i>Create positive learning environments</i> by implementing best practices to ensure effective and safe environments for participants of all ages and abilities
FY22 Strategy Implementation of anti-abuse and Safesport training. Reduced number of medical incidents on UOLF training facilities. Reduced number of medical incidents on UOLF public activities. Define and deploy venue access/equipment/services that support Sport 2030 effort to lower barriers to participation Review needs assessment with NGB partners on venue access and venue use to support sport pipeline Provide consistent Medical and Risk Management Education and Training	KPIs 100% compliance for UOLF staff for background screening and Safesport training designated as “participants” Number of recorded incidents, as a percentage of overall training days - less in FY22 compared to FY21 Number of recorded incidents, as a percentage of overall visitation - less in FY22 compared to FY21 Expanded youth/family recreational competition opportunities at UOLF venues Engagement with sliding sport NGB’s and local programs on track usage relative to sport development best practices. Annual medical and risk management training for all employees,

Venue wide Club Certification completion with NGB's where applicable		PCSS club certification <<Other club certs for hockey, figure skating, biathlon>>
4	Long-Term Goal – <i>Prompt innovation</i> by working with community and sport stakeholders to create dynamic and varied uses of our facilities	
FY22 Strategy Engagement by venue leadership with community leadership on venue specific initiatives. Engagement with UOLF athletic programs for offseason uses and cross venue utilization of UOLF venues Increased connection between UOLF activities and UOLF mission by public Implement public programs that are; <ol style="list-style-type: none"> 1. market tested, 2. have low cost of capital infrastructure Increases public uses		KPIs Venue engagement on community uses of UOLF venues. Specifically; <ul style="list-style-type: none"> • SOHO LT development plan incl. State camping • UOP mountain expansion construction • UOO engagement with county government and school boards Increase in program cross usage of venues with out of season activities. Signage to increase in interoperative opportunities to educate on UOLF mission (see public activity KPI's) UOP - increase in Zip Tour revenue generation. Redefined F&B offering SOHO – Year-round tubing, increased corporate activities and defined F&B offering. Oval – Non-ice sports event development

RESOURCEFUL MANAGEMENT

Ensure Utah's legacy efforts are sustainable

Pillar Champion – Karla Knox

1	Long-Term Goal Balance the need to be financially viable, in perpetuity, while promoting and prioritizing our mission	
FY22 Strategy Set an aggressive but realistic budget that we can deliver on		KPIs <ul style="list-style-type: none"> • Meet or beat the budget • Public revenue flash reports reported weekly to exec team, marketing and GMs

	<ul style="list-style-type: none"> • Payroll flash reports reported monthly by 5th business day after budgeted pay period end date for the month • HR to work with GMs on refining per pay period non-exempt staffing report in order to highlight variances and/or address staffing data needs by June 20, 2021. Develop organizational action plan for legacy fund having a sustained drop below \$45m. • Complete 3 targeted program analysis by November 30 • GM's report back to Executive on payroll variances greater 10% with actions to return to budget
2	Long-Term Goal – Be intentional about and committed to environmental sustainability in everything we do
<p>FY22 Strategy</p> <p>Develop viable sustainability initiatives for each venue and execute</p> <p>Develop a baseline footprint, where we are today in our sustainability efforts and how UOLF efforts positively impacted the environment</p> <p>Long-term plan is to ensure UOLF venues are at the forefront in the field of sustainability</p> <p>Introduce new methods to reduce our carbon footprint at major events</p>	<p>FY22 Strategy</p> <ul style="list-style-type: none"> • Draft incentive for guests with discounts for being mindful of the environment (discount off activities if you carpool or bring a reusable water bottle) for Summer 2021 • Draft Incent employees for being mindful of the environment for Summer 2021 • GMs to document environment positive changes made to venues through FY21. If possible, quantify financial savings and positive outcome associated with those changes. • Initiate a framework for the creation of a long-term, fluid plan • Build sustainable storyline and leverage a future OPWG bid effort with existing UOLF venues "LA2028 Radical Reuse" • Following programs implement at UOLF World Cup Events in FY21: <ul style="list-style-type: none"> • Event sustainability plans for each major event • Mixed recycling bins + training • Use of technology (App), not printing (All IF/NGB on board) • Minimization of use of single use water bottles

3	Long-Term Goal – Cultivate diversity, equity, inclusiveness and work/life balance in our workplace & community.	
<p>FY22 Strategy</p> <p>Employee recruitment and retention (ERR) task force oversees organization-wide programs which address culture in the workplace</p> <p>Understand and develop a baseline of the diversity and equity that currently exists in UOLF</p>		<p>KPIs</p> <ul style="list-style-type: none"> • Second annual survey of employees to be completed by January 31, 2022. • Monitor the changes that were made to our operations/communications, in response to the baseline data survey completed in FY21. Recalibrate those changes as deemed necessary by October 31, 2021. • Provide to training to managers on various topics related to hiring, employee management, etc. • Continue to explore EAP or other employee support systems and implement, if deemed a priority • HR to attend diversity and equity workshops or webinars throughout the fiscal year. CFO to participate in DEI initiative for Park City. • HR to continue to develop data points on UOLF diversity and equity. Bring results to ERR by June 30, 2021.

<p>THRIVING COMMUNITIES</p> <p>Expand the benefits of Utah’s legacy to more people & places</p> <p>Pillar Champion – Colin Hilton</p>		
1	Long-Term Goal – Embrace & promote the values of Olympism: Excellence, Friendship, Respect; Paralympism: Determination, Courage, Equality, and Inspiration	
<p>FY22 Strategy</p> <p>Educate & Inform both residents of Utah and visitors what Utah’s take on Olympism & Paralympism means. Specifically</p> <ol style="list-style-type: none"> 1. Begin Implementation of messaging content whose purpose is to educate & inform Key Sport & Community Stakeholders about the values relating to Olympism & Paralympism 2. Find partners & funding to pay for messaging & education efforts 		<p>KPIs</p> <ul style="list-style-type: none"> • Key Sport Stakeholders understanding of UOLF’s definition of Olympism and Paralympism • Key Community Stakeholders understanding of UOLF’s definition of Olympism and Paralympism <p>Level of knowledge (based on a % of survey responses) that citizens in Host venue communities have on UOLF’s definition of what Olympism & Paralympism means:</p>

<p>3. Tie together UOLF's organizational values with those of Olympism & Paralympism</p>	<ul style="list-style-type: none"> Continue annual surveys every January/February through 2030. Target steady increases in survey results showing increasing understanding by key stakeholders. Target 50% "knowledgeable" by 2030.
<p>2</p>	<p>Long-Term Goal – Motivate & inspire Host Venue Community cities & towns to align their visionary community goals to similar dates and interests of a potential Future Games</p>
<p>FY22 Strategy</p> <p>Meet, discuss, better understand and outline Host Venue Community goals that could be tied to current "Legacy Efforts" or a Future Games:</p> <ol style="list-style-type: none"> Facilitate meetings with government officials to link community & Games Goals Itemize and List Draft goals & action plan in each venue community 	<p>KPIs</p> <ol style="list-style-type: none"> Seek by 2025 100% Host Venue Community participation in goal alignment KPI's of aligned projects will be tracked separately once communities have identified alignment initiatives
<p>3</p>	<p>Long-Term Goal – Align & strengthen relationships with community partners who embrace Utah's Olympic & Paralympic Spirit</p>
<p>FY22 Strategy</p> <p>Identify & List community partners who would likely want to partner on efforts to promote Olympic & Paralympic values. Specifically:</p> <ol style="list-style-type: none"> Begin reaching to a list of likely partners in efforts to formalize partnership agreements t Identify "benefits" to partners. <p>Sync Community partners into Bid & Games Promotions/Fundraising efforts</p> <p>Define process to move a key Partners to Games Partner</p>	<p>KPIs</p> <ol style="list-style-type: none"> Number of community partners to UOLF Amount of VIK & Cash Sponsorship value provided by Partners to UOLF Transfer % of UOLF Partners to also be Bid Committee & future SLOC2 Committee Partners / Sponsors / Donors