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Executive Summary

Colin Hilton, President & CEO

What a winter it's been already! With most of the state over 200% of normal snowpack, our Utah winter seems exceedingly plentiful this year compared to other parts of the world.

Our three Legacy venues are experiencing a rather enjoyable snow globe effect. The public activity and sport program participants have enjoyed fully open facilities, are providing consistent demand and have no major public health dynamics to contend with. There is a general sense of awe in what we have been able to make available for activities and program offerings.

The major event calendar is mostly behind us, and refinements to mid-winter operations have kicked in. Our hard-working staff members are still challenged by doing a lot with not enough time and people but are managing well despite these challenges. Sport and public use data suggest continued increases

in our programs and a healthy and manageable public demand.

Our upcoming January UOLF Board meeting is annually focused on discussing strategies and actions we are considering as we plan for our next fiscal year and beyond. Having a solid strategic plan in place allows us to primarily focus our discussions on what and how many of the proposed fiscal year strategies we can afford to implement. We will spend the bulk of the discussion summarizing the findings of our management team's analysis. With high inflationary pressures holding on, we are most concerned with ensuring that our staff wage rate structure allows us to recruit and retain our great staff. These dynamics and others will be reported on following some very thorough and comprehensive work since our last meeting in October of 2022.



TAKE PART, REACH HIGHER

Please enjoy the following updates surrounding this past quarter's actions toward the goals we have set in our five Core Mission Pillars.



Luke Bodensteiner, Chief of Sport

Derek Parra, Oval Sport Senior Manager

Matt Terwillegar, Park Sport Senior Manager

Christie Hind, PCSS Executive Director

Growing sport participation through UOLF's many sport programs has been a primary focus of the organization. Despite some very practical limitations related to available practice space both on ice and on snow (some of which are being addressed through facilities expansion), programs are on pace with the progression envisioned by our Sport 2030 initiative.

OVERALL PARTICIPATION

- Since the inception of the Sport 2030 project in 2019, UOLF sport programs are on track to maintain a 10% annual growth rate. While registration for winter 2022/23 programs is ongoing, the 2,600 current sport participants are nearly 40% more than at the outset of Sport 2030.
- Sports achieving a greater than 40% growth in participation include; PCSS Skimo (267%), Team SOHO (234%), PCSS Moguls (89%), PCSS Freeski Hybrid (80%), PCSS Devo Freestyle (55%), Speedskating (49%), PCSS Overall (47%), and Hockey (43%).

RECRUITMENT

- With an objective of increasing recruitment rates into sport programs by 30%, UOLF sport programs have made a concerted effort to open the entry levels of programming and create greater levels of accessibility New Sport Participants I \$\triangle\$ 350% than previously offered.
- This has been achieved through a multitude of strategies, including the creation of new programs, in-school recruitment, bussing, scholarships and fee waivers, Spanish translation of marketing materials, and cooperation with complementary external sport programs.
- These efforts have yielded a greater than 350% increase in recruitment, with 1,392 new participants entering UOLF programs this year alone.

1,392

52%

Overall Retention | 9% 64% U16 Retention 14%

Hispanic **Participants**

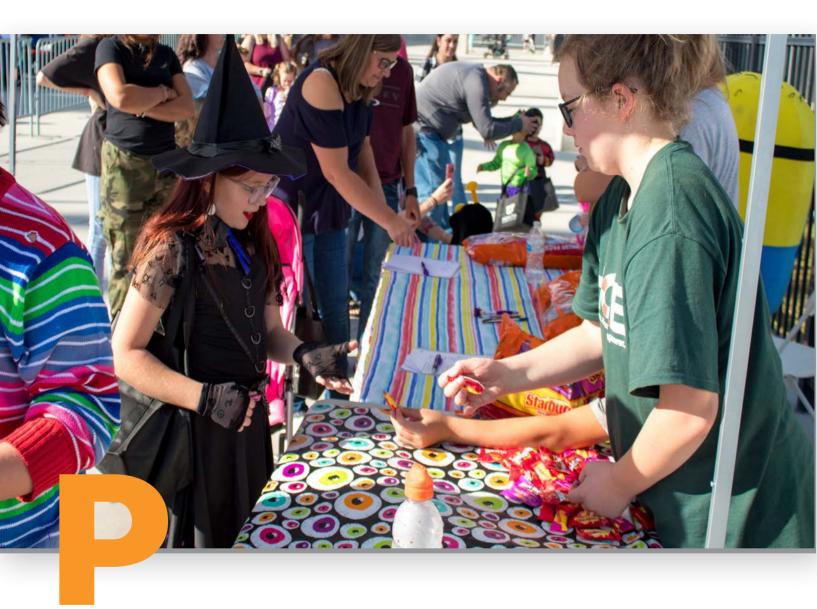
RETENTION

Year-over-year retention of UOLF's sport participants (under the age of 16) rose from 50% to 64% in 2022. Retention of all participants grew from 43% to an all-time high of 52%. Nevertheless, while it is rising, the average length of participation in UOLF programs is still less than two years (1.93 years). This indicates a large amount of sport-sampling in entry-level programs and an opportunity to create more ongoing engagement after sport-sampling programs.

DIVERSITY

- Sport program participation which matches the diversity of the communities we serve is a long-term goal of Sport 2030, and programs continue to make headway with a particular focus on our Hispanic populations. Programs are utilizing initiatives such as bussing, school programs, translation of registration materials, scholarships, and even Hispanic community coordinators to break through the multitude of barriers in encouraging participation in winter sport.
- Overall, 9% of UOLF sport participants are Hispanic, compared to 14% of the Utah population.
- UOO Hispanic participation has increased to 15%, compared to 39% of the Kearns population, led by the Learn-to-Skate program at 19% Hispanic participation.
- PCSS Hispanic participation has increased to 6%. In comparison, the Hispanic demographic comprises 16% of the Park City population. This club increase is led largely by initiatives such as the Kickers & Gliders and Shredders programs in partnership with the Park City Community Foundation's Solomon Fund.
- SOHO Hispanic participation has increased to 10%, compared to 14% of the Wasatch County population. The greatest gains have been in the Kickers & Gliders entry level program.

ENGAGE AND EDUCATE THROUGH UNIQUE OLYMPIC-THEMED EXPERIENCES – FOCUSING ON OPTIMIZING REVENUE TO FURTHER ADVANCE UOLF'S VISION AND MISSION.



Public Programs

October - December 2022

Lisa Bennion-Rasmussen, Chief Revenue Officer

Group Sales

The group sales team continues to over deliver on all aspects. The accolades keep coming in, applauding our team and their ability to provide memorable experiences for our corporate groups. We are experiencing repeat groups, securing multiple year contracts while exceeding revenue figures. October was the busiest October we have had for corporate events at the Utah Olympic Park. Strong interest in group buyouts is a common theme at the Utah Olympic Oval, our challenge is balancing these buyouts with sport and staying true to our mission.

Keep in mind, when fully staffed, we have a total of 3 full-time (hoping for four) employees operating over 500 group and corporate events at three venues: some take place on the same day and evening at multiple venues. Our Utah Olympic Oval group events coordinator resigned in December to go to work for another organization with significantly higher pay, fewer hours and ultimately quality of life. Now with two employees and one of our largest revenue line items, to continue down the path of revenue growth, our pledge is to increase our staffing by a minimum of two (one for UOO and one for SOHO) to avoid burnout and support our current team who consistently over delivers.

Grou	p	Sal	les
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UTAH OLYMPIC PARK

UTAH OLYMPIC OVAL

SOLDIER HOLLOW*

FY23 BUDGET	FY23 ACTUAL	VARIANCE
\$1,270,000	\$1,518,234	\$248,234
\$138,000	\$162,800	\$24,800
\$371,150	\$141,400	(\$229,750)

*Keep in mind, the bulk of SOHO tubing comes in January – March. This negative variance is comparable to FY22. We have \$135,000 on the books as of 1/17/2023 and anticipate achieving our budgeted goal.



Utah Olympic Park

During the holiday break, the track operated our public Bobsled Experience four days a week through New Year's. We are challenged with staffing, balancing public revenue and athlete ice time due to competitions and operational issues at the other North American tracks. The weather conditions have also tossed a wrench in the system with many new employees joining our track crew. We applaud our track and maintenance crew for their diligence and dedication to making the track operational this winter. Our available public bobsled sessions have been selling out consistently.

The track will be operational through March 11th three days a week for the public Bobsled Experience and 4 days a week for sport training. We will bump the public Bobsled Experience to four days a week starting March 15 – April 8th.

We decided not to run the Extreme Zipline or our adventure courses during the holiday break this year due to low turn out over the last few years and how weather dependent they are. This proved to be the correct call given the snowy December we experienced.

Utah Olympic Oval

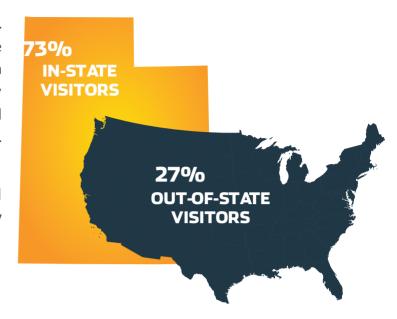
The Oval team continues to fire on all cylinders. During the holiday season they, once again, broke two more UOO records. Not only is UOO home of the "Fastest Ice on Earth", UOO has recorded the most successful holiday season ON RECORD (in revenue and number of visits)! Kudos to this mighty Oval crew. December recognized \$185,626 in public skate revenue and saw 21,004 guests during public skate sessions. We commend the entire team for their success this winter.



Soldier Hollow Nordic Center

Snow conditions have been epic to say the least. Tubing, public biathlon and SOHO concessions are on fire this season. We are experiencing steady growth across the board with all SOHO public activities. Holiday tubing sessions sold out for the most part this year and continue to perform strong in terms of public revenue.

Over 39% of SOHO tubing revenue was achieved during the holiday timeframe and through mid-January SOHO generated 74% of their full year budget.



Public Activity Revenues (October 1 - January 2)

BOBSLED
WINTER TUBING
PUBLIC BIATHLON
XC TRAIL PASS
SOHO CONCESSIONS
PUBLIC SKATE & RENTAL
OVAL CONCESSIONS
TOTAL REVENUE

Public Activities

FY21	FY22	FY23
\$147,635	\$185,940	\$87,200
\$648,836	\$642,272	\$714,720
\$7,367	\$1,302	\$16,597
\$59,777	\$59,075	\$62,207
\$3,633	\$17,689	\$26,165
\$241,342	\$209,366	\$253,741
\$26,684	\$37,156	\$47,990
\$1,135,274	\$1,152,800	\$1,208,620



Olympic Venues

Calum Clark, Chief Operating Officer Todd Porter, Utah Olympic Oval GM Jamie Kimball, Utah Olympic Park GM Luke Bodensteiner, Soldier Hollow GM

Capital Projects

The West Peak mountain expansion continued to dominate the attention of the UOP management team during the period of October to December. At the time of the October update, our construction timeline for this project had us positioned to be substantially complete by late December. The early onset of winter conditions significantly hampered all aspects of the construction of the venue. Sustained wet and snowy conditions meant heavy machinery could not operate on the ski terrain or in the base area. These challenges were exacerbated by supply chain issues for the electrical equipment which will service the snowmaking, lift and lighting for the venue.

The revised opening of the West Peak project is now targeted for February 2023. The high -speed quad chairlift and snowmaking and pumphouse will be operational, however, we will be returning to the venue in the summer of 2023 to complete the construction of the snowmaking pond and install the lighting system that was not installed due to the winter conditions. As of January 4, 2023 a total of \$10.53m in expenditures of the \$17.57m bugeted for the West Peak development have been utilized.

Important capital projects continued to progress throughout the three venues. For the annual venue Cap X project a total of \$1.995m in capital expenditures of the approved \$3.74m in FY22 capital projects budget has been appropriated . An additional \$289k has been spent on completing long-lead projects started in FY22 and FY21.

PROJECTS COMPLETED

OLYMPIC PARK	TRACK SOUND SYSTEM REPLACEMENT/UPGRADE (FY22 PROJECT)	\$173,000
	ROOF AND CARPET REPAIR/REPLACEMENT PLANT AND TRACK OPS	\$108,000
UTAH OLYMPIC	UPGRADE TV LIGHTING TO LED	\$302,000
OVAI	BUILDING MANAGEMENT AND CONTROLS SYSTEM UPGRADE (FY22 & FY23)	\$341,000
SOLDIER	SNOWMAKING WATER LINE AND PEDESTAL REPLACEMENT	\$146,000
HOLLOW NORDIC CENTER	BIATHLON RANGE UPGRADE FOR PARALYMPIC WORLD CUP	\$24,000



VENUE SPECIFIC UPDATES

UTAH OLYMPIC PARK

The UOP sliding track saw the busiest early winter of training and competition since 2016 hosting national team camps for USA Luge and USA Bobsled & Skeleton in the first two weeks of November, followed by North American Cup in Bobsled & Skeleton then World Cup Bobsled, Skeleton and Luge. This was the first time the international community was able to compete on our sliding track since the COVID-19 pandemic and critical mechanical issues experienced in November 2019.

The capital work to upgrade our track refrigeration system was put to the test throughout this calendar year and we were very pleased with the results. World Cup competitions saw multiple long standing track records broken in Bobsled, Skeleton and Luge. This is a testament to hard work and close cooperation of the Track and Plant crews to deliver a world-class competition venue.

The early winter conditions which hampered construction on west peak benefited the Hyeway training area. Alpine training lanes opened for resident clubs druing the week of November 20, with all lanes open (including the mogul lane) by December.



UTAH OLYMPIC OVAL

The Oval team completed an upgrade of the TV lighting from the original metal halide lights to state-of-the-art LED lighting. The new system was ready for use during both the Short Track World Cup and Four Continents events.

The Oval team have also been working actively with our engineering partner Bernhard and Harris Controls to refine the building controls and operations after the completion of these investments. These two major capital projects will continue to help minimize energy usage for the building and help manage the rapidly increasing costs of gas and electricity.

SOLDIER HOLLOW NORDIC CENTER

The UOLF team continued to work with the Elliott Work Group and Jacobson Construction on the detailed planning of the competition management building (CMB) renovation. The highly volatile cost of construction impacted this project with initial estimates for cost of construction well outside budget. A design review and consolidation of some spaces have lead to an excellent outcome, with a renovation that will meet the day-to-day needs of a growing Nordic Center and support future events and Olympic Winter Games. The total cost of the project is \$13.46M.

A construction timeline has been developed with construction beginning in April and substantial completion by mid February 2024 in time to host the Biathlon World Cup scheduled for March 2023.

The Soldier Hollow team have also been focused on leveraging the early winter conditions for Nordic Skiing and Tubing. Thanks to cold temperatures and the upgraded snowmaking system, the Nordic Center was open on the earliest date ever of November 17.

A full review of the tubing Hill design and operations have lead to the venue opening 1 day earlier than planned and offers improved customer experiences in circulation and safety.



Resourceful Management

FY23 Quarterly Financials

Karla Knox, CFO

INVESTMENT PORTFOLIO PERFORMANCE (THROUGH DECEMBER 31, 2022)

The UOLF investment portfolio began the current fiscal year at a value of \$53,359,000, decreasing (14.9%) to \$45,395,000 as of December 31, 2022. This was a result of a (5.5%) investment loss of (\$2,918,000) coupled with a (9.46%) or (\$5,046,000) reduction for operating budgets. Calendar year 2022 has seen a (16.1%) investment loss of (\$9,941,000) coupled with a (10.5%) or (\$6,463,000) reduction for operating budgets. Since December 31, 2022, the market has seen a slight rebound and is currently at approximately \$46,914,000.

UOLF LEGACY FUND PERFORMANCE RELATIVE TO OTHERS

The following analysis was completed by UOLF financial advisor Mike Cooper

Over the last 12 years, the UOLF portfolio has beaten the average returns to:

- 1. The 720 NACUBO reporting endowments by 1.1% per year (70th percentile).
- 2. The top 50 U.S. News and World Report rankings university endowments by 2% per year (80th percentile).

Overall, the UOLF Legacy Fund outperformed by a 13%-24% cumulative return relative to other funds, or about \$7.2m to \$14.4m in dollar terms. UOLF investments are also much more liquid than many endowments.

- About 40% of UOLF gains came from lower fees.
- About 60% of UOLF gains came from being passive and not engaging in unprofitable asset selection or market timing.

OPERATING BUDGETS

UOLF has a negative variance to budget through November 2022 of (\$554,000). This is a \$113k increase in the negative variance from the previously reported year-to-date through September 2022. As a reminder, the bulk of the negative variance is a result of the pull back from public activity revenues at the Park, which trended 20-25% off budget and last year, which was consistent with the Park City market. The continued increase to this negative variance for October and November is primarily comprised of increased utility and maintenance costs. The public activities at our three venues tend to be relatively quiet during these two months so we do not typically anticipate or see large variances.

While December books are not fully closed, our initial review of public revenues (a key performance indicator) show that we are looking strong for meeting or exceeding our revenue goals for our winter public activities.

SOHO public tubing revenue has approximately 39% of its full season budget planned in the two weeks of the holidays. It looks to be on track, with a positive December variance of \$44k (7%). Initial reviews of pre-purchases for January look like it will meet or exceed budget as well for that month. It should be noted that SOHO raised its tubing prices this fiscal year which has resulted in a \$2/ticket increase in average ticket price sold. SOHO trail passes, rentals, and ski school look strong through January, compared to its full year budget. Trail passes are at 74% of their full year budget as of mid-January.

Our Soho public activities and group events that utilize our public activities are highly dependent on favorable weather. Our teams do a fantastic job at trying to re-book versus refund so we are optimistic that even given things outside our control, we will see strong results for the winter at Soho.

Oval public skate revenue had a very strong December, which is continuing into January. It saw a \$56k positive variance for December (43%) and has approximately 84% achieved of its January budget as we are just halfway through the month.

Park public bobsled ride revenue is off budget for December with a negative variance of (\$79k) (-48%). This is due to two events on the track occurring in December that took 2+ weeks from public bobsled availability. Furthermore, the track has reduced its capacity for public sessions from six days down to four, as a result of staffing issues. Hence, we anticipate that we will continue to see negative monthly variances through the rest of the season.

December is also showing a continued positive variance on payroll of \$52k, with year-to-date at a positive variance of \$710k, primarily due to some unfulfilled positions at UOLF and using some contract labor at the Park.



Grants, Fundraising, Sponsorship & Marketing

Lisa Bennion - Rasmussen, Chief Revenue Officer Melanie Welch, Director of Marketing

SPONSORSHIP & FUNDRAISING

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GRANTS INCLUDES HEALTHY COMMUNITIES & SCHOLARSHIP	
DONOR REVENUE	
SPONSORSHIP (CASH /VIK)	

FY23 BUDGET	YTD ACTUAL	VARIANCE
\$313,250	\$248,483	(\$64,767)
\$153,000	\$172,740	\$19,740
\$424,133	\$433,451	\$9,318

MARKETING

A majority of our marketing resources focused on the four World Cup events hosted between the Utah Olympic Oval and the Utah Olympic Park. Our other focus during this timeframe was on winter public activities. We ran a combination of social, digital, outdoor, and radio adverisments.

Our social media public activity ads that began in late December and continued into January are a pair of our historically best performing campaigns. Our Soldier Hollow Winter Tubing ad is converting at 10 cents per click with over 1,200 clicks in December. Similarly, our Winter Bobsled ad has a cost per click of only 13 cents with 950 clicks in December. Our overall social media strategy of shifting resources into Instagram continues to pay dividends with increased numbers across the board as we near a combined 20,000 followers for the three venues. We also saw the best content collaboration to date with a visiting governing body, generating over 38,000 Instagram reel views on shared posts with the International Bobsleigh and Skeleton Federation.

We were particularly successful promoting our World Cup events through Google Ads seeing of our strongest ad performances metrics to-date.

SOCIAL MEDIA AD PERFORMANCE

October 2022 - December 2022

Total Ads: 11

Paid Impressions: 2,500,969 (+1,182,630) Paid Reach: 1,213,040 (+911,654) Paid Link Clicks: 12,824 (+1,672) Avg. CPC: 58 cents (+3 cents) Total Spend: \$11,813 (+\$302)

FACEBOOK

IMPRESSIONS: 3,439,128 (-1,026,938 FROM 2021) ENGAGEMENTS: 108,884 (-50,248 FROM 2021) POST LINK CLICKS: 15,843 (+871 FROM 2021) FANS: 35,362 (+2,958 FROM 2021) **TOTAL POSTS: 92**

AVERAGE DAILY IMPRESSIONS: 12,449(-3,731 FROM 2021)



INSTAGRAM

IMPRESSIONS: 626,676 (+325,892 FROM 2021) **ENGAGEMENTS: 8,213**

FOLLOWERS: 18,651 (+3,516 FROM 2021) **TOTAL POSTS AND STORY POSTS: 167**

AVERAGE DAILY IMPRESSIONS: 2,278 (+1,189 FROM 2021)

GOOGLE ANALYTICS OCTOBER - DECEMBER 2022

Event Google Ad Campaigns

Impressions = 7.374.610 Total clicks = 134.121 Total Money Spent = \$7,175.54 Avg. Cost Per Click = 5 cents

46.3%

BEHAVIOR

Organic Search 8% from 2021



Paid Search 1.5% from 2021







Referral 23% from 2021

Display



1,424% from 2021

Go Heber Valley

DEMOGRAPHICS

Ages

25-34 (26%)

35-44 (24%) 18-24 (21%)

45-54 (15%) 55-64 (8%) 65+ (5%)

> Visit Park City

Online Location Demographics 44% Utah

12% Colorado 8% Arizona 5% California

AUDIENCE OVERVIEW

Users +41.43% from 2021 New Users +43.66% from 2021

Sessions +25% from 2021 Pageviews +5.23% from 2021

TOP REFERRAL

Visit Utah



___Thriving Communities

HEALTHY COMMUNITIES INITIATIVE

UTAH OLYMPIC OVAL

Thanks to our generous supporters, our Healthy Communities program continues to thrive on many levels. Seven elementary schools located in Kearns are participating in a free four week Learn to Skate Session as part of their PE curriculum. We will have close to 900 4th and 5th grade kids take part in this amazing program. We commend Kelly Cassity and Cassie Gutierrez for their tremendous dedication to "Healthy Kearns".

This winter, we will work with 8 junior high and elementary schools who are part of Granite School District's after school care programs. February through May, students from these programs will participate in skating classes and some off ice exercise classes. This will be yet another amazing opportunity to provide extracurricular PE programs for kids in our local community.

SOLDIER HOLLOW NORDIC CENTER

On December 18, SOHO provided a Free Latino Family Ski day with a total of 30 participants. Through our school initiatives and focus on diversity, equity and inclusion, SOHO continues to grow LatinX participation in our sport programs.



Planned UOLF 2023 Board Meetings

April 26, 2023	8:00 AM Breakfast 8:30 - 10:30 AM Meeting	Budget Review & Approval	Ray Quinney & Nebeker
July		TBD if Needed	TBD
October 25, 2023	8:00 AM Breakfast 8:30 - 10:30 AM Meeting	Annual Meeting	Ray Quinney & Nebeker

Audit & Finance Committee

April 19, 2023	8:30 - 10:30 AM Meeting	Budget Review	Ray Quinney & Nebeker
October 10, 2023	8:30 - 10:30 AM Meeting	Audit Review	Ray Quinney & Nebeker



Agenda

UTAH OLYMPIC LEGACY FOUNDATION

BOARD MEETING - AGENDA

WEDNESDAY, JANUARY 25, 2023

In Person, RQN Law Offices – Quinney Conference Room, 8:30 – 10:30am



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a. Chair Remarks Brett H.

b. Review & Approval of 10-26-22 Meeting Minutesc. Mission MinuteCatherine R.

2. 8:40am Staff & Board Quarterly Updates

a. Venue Early Winter Operating Highlights Calum C. & GM's

SOHO, Oval, and UOP

b. UOLF Financials Karla K. & Lisa B

Operating & Capital Actuals to Budget

Fundraising & Partnership UpdateLegislative Funding Request Update

c. Audit & Finance Committee Update Becky K.

Investment Portfolio Performance Review Mike C.
 Reflections on current UOLF Financial challenges Committee

3. 9:15am UOLF Strategies for FY2024 & Beyond Colin H.

Review of Topics Shaping FY'24 Strategies and FY'24 Budgets

a. Wage Analysis Report & Proposal Karla K & Abbie T.

b. Inflationary impacts on expenses

d. SLC-UT Bid Committee update & dynamics Cat R. & Fraser B.

e. Scenarios on UOLF's Long term financials

4. 10:30am Adjournment

UOLF Strategies for FY2024 & Beyond

Colin Hilton, President & CEO

Our January meeting is historically our chance to discuss and debate what refinements we might want to consider as we begin to approach a new UOLF fiscal year starting May 1, 2023. With a solid Legacy Foundation Strategic Plan in place, the Executive Management Team brings forward suggestions on refinements to operating strategies and proposed actions. It is also a good time to summarize activities deemed likely to impact our financial budgets.

The following is a high-level summary of the Executive team's thoughts on what are the major "Factors Influencing UOLF's future Financials and Operating Health":

- 1. **Declining Legacy Fund Value** we have witnessed 2 fiscal year drops with an unlikely major rebound; \$62M on 12-31-2021 to \$46M in Dec 2022.
- 2. **Lowered Legacy Fund Earnings Potential** The new reality is the expected earnings rate of 6% on \$46M is now only providing \$2.76M/yr in expected investment earnings.
- 3. Substantial Inflationary Pressures on Wages & Operating expenses
 - a. Labor costs currently \$12.5M of UOLF's total \$22M operating budget. Even after doing a preliminary front line staff wage adjustment a year ago, we will need to do more. Additionally, numerous exempt staff are currently under market rate and starting to depart for higher pay.
 - b. Rising Energy / Utility Costs continues.
 - c. Insurance Costs more than doubled in the past 3 years
 - d. We are within a "Perfect Storm" being a high labor / high energy use type operation, we are seeing increased wage needs and operating expenses while feeling the pressures to create "Legacy impacts."
- 4. **Steady Olympic Positioning Pressures** adding major events; positive & growing youth programming, active and busy venues creates a dynamic and strong message about our capabilities in Utah. All efforts are costly and currently unsustainable financially without greater assistance.

5. Multiple Years of Thin Staff Resources being overworked

a. This has the possible effect of increasing risks of operating fatigue, staff burnout, declining safety / operating effectiveness

Given these growing dynamics, our management teams undertook a process to focus on what adjustments might be prudent to address these known challenges. The key areas of focus included work on these subject areas:

- 1. Labor Costs & Determining a Regional Market Rate Assessment
- 2. Insurance Costs & Coverage limits
- 3. Stakeholder Service Hours & Operating Cost Analysis
- 4. Possible Impacts a Future Games would have on UOLF

While we are still in process on several of these, the most urgent and most impactful topic is labor costs and UOLF's ability to ensure its staff remains strong and capable to handle its busy operations and program delivery.

Labor Cost Analysis

With this as a key focus area, the UOLF Human Resource team (Abbie Towery and Yoli Oussanov) undertook a lengthy process to do a comprehensive review of Non-Profit plus For-Profit wage comparisons, to include data from the Utah Non-Profit Association (UNA), data from Form 990's of Utah and similar industry type organizations, Indeed, Workforce Services, Glassdoor, US Dept of Labor, and Salary.com. Recent publicly available data from local governments in the Wasatch Back showed governmental staff receiving 8-10% increases to address large cost of living adjustments given rising prices on most goods and services.

Historically UOLF has attempted to stay on top of wage pay rates, with the following actions done:

- FY'21 after a tough year, provided one-time bonuses to all hourly staff
- FY'22 did a wage adjustment in Dec 2021 for all hourly staff + low to mid management positions (others received 3% COLA)
- FY'23 Did mid Oct adjustments for 5 UOP dept's for hourly staff positions that weren't getting any interest for open positions due to diparities in comparable market rates.

During the past three month process in reviewing wage rates, UOLF's HR team did a very thorough series of steps to calculate a "Comparable Market Rate" for all staff, as determined by a combination of all of the gathered data sources. This created a regional comparable market rate for all three Legacy venue communities. With this, recommendations were made and are currently being reviewed by management and the UOLF Audit & Finance Committee. The rolled up financial impacts of moving staff to the recommended "comparable market rates," are as follows:

An estimated total annual impact to the labor budget would be (\$1.8M)

- Of the \$1.8M:
 - UOP accounts for \$1.2M
 - Oval accounts for \$266K
 - UOLF central staff account for \$261k
 - SOHO accounts for \$108k
 - Increased taxes = \$75K
- Of the \$1.8M:
 - Hourly Staff increases account for \$1.3M
 - Exempt Staff increases account for \$447k
 - Increased taxes \$75k

We will provide greater context in next week's meeting and further explain the rationale behind the analysis and recommendations.

What we haven't had time to do yet is a projected revenue analysis on what raising public program rates and sport user fees would yield. This will be generated over the next several months as we develop a proposed budget for Board review in April.

UOLF Strategies for FY2024 & Beyond (Cont.)

Long Term UOLF Operating & Financial Scenarios

While wages are one component of market dynamics providing us a real challenge, the combined items of that plus increased energy costs, insurance rates, and more have substantial impacts on what UOLF's Total Operating Subsidy (TOS) is likely to be at current and projected levels. With a rising TOS value coupled with a reduced Legacy Fund earnings rate value of \$2.76M, suggests a need to determine what adjustments to UOLF operating dynamics we might have to consider.

For discussion purposes, the following is a listing of four possible "Operating Levels" we should consider. Not all are good options, but they must be evaluated and discussed in the context of UOLF's overall financial health. It also showcases the very real dynamic that unless we see a major change – or trigger event – such as an Olympic Games award … we are at and will increasingly be in an unsustainable financial operating model.

Four Potential UOLF Operating Levels are as follows. At next week's Board meeting, we will further explain and show expense, revenue, TOS, and Legacy Fund values projections under several scenarios we have for you to consider.

Level #4 - Maintain Legacy Fund at All Costs (Planned TOS = \$2.76m/yr)

Vision – Reduce or eliminate services & programs; public revenues are prioritized over sport; cut major events; maintain revenue neutral events; reduce community events and activities; deal with increased staff turnover; reduced management positions; financial lens is most important over mission pillar goals. Certain venue areas are closed. Facility maintenance significantly drops, prompting safety hazards.

Level #3 - Incur Cuts & Service Levels to Maintain Recent TOS Level (TOS = \$4.7m)

Vision: Wage rates remain same and generally 10-20% below market . Sport training fees substantially increased; service levels for sport and public users are reduced sharply; Continue similar burnout dynamics for staff; UOLF continues to leverage staff passion to deliver outcomes; Major events are scaled back; no action on environmental sustainability goals; less days of sport offerings to rising demands; staff culture diminishes: staff turnover increases.

Level #2 - 75% Properly Resourcing of UOLF Core Missions (TOS = \$tbdm)

Vision: Getting 50-75% of UOLF staff to market competitive wages; add a few key staff to augment safety and effectiveness in operations; Maintain current levels of community benefits; Have "white space" ie: strategic planning time for management teams; Tie operations to future Games related programs & efforts; add focus and actions on environmental sustainability goals; implement start of providing services for visiting teams & athletes. Major events are maintained at current levels.

Level #1 - Elevate Winter Sport in Utah - 100% Resourced (TOS = \$tbdm)

Vision: Operate UOLF at full staffing levels and with available time to plan how we broaden our impact as a national and international training center; seek a prudent selection of international events; have lots of strategic & available time for staff to excel; see a prioritization of the UOLF sport pillar as equal to or greater than the public pillar; See increased staff in Sport & Central services; added youth programs; Sport DEI efforts substantially increased; Key sustainability goals are being acted upon and have results.

Board Meeting Minutes



Wednesday, October 26, 2022 8:30 a.m. Utah Olympic Park QCR | Park City

WELCOME & CALL TO ORDER The Utah Olympic Legacy Foundation board meeting was called to order at 8:30 a.m. by Brett Hopkins. Board members in attendance: Courtland Nelson, Spence Eccles, Becky Kearns, Vicki Varela and Eric Hutchings. Board members in attendance via Zoom: Catherine Raney Norman, Vicki Varela, Chris Waddell, Wayne Neiderhauser and Fraser Bullock

UOLF staff present: Colin Hilton, Karla Knox, Lisa Bennion Rasmussen, Calum Clark, Jamie Kimball, Todd Porter, Griffin Brown, Kole Nordmann, Brady Bates, Jared Goff, Kristin Liszkowski. Staff joining via Zoom: Luke Bodensteiner, Todd Porter, Brennan Smith and Stephanie Wimberly

Public attendees Christie Hind, Tommy Eckfeldt and Sean Anthony

Spence Eccles motioned to approve minutes of the April 26, 2022, Board Meeting; Becky Kearns seconded the motion; minutes were unanimously approved.

QUARTERLY UPDATES Colin welcomed PCSS attendees and highlighted summer activities and events: Ukrainian Solidarity Program; UOLF Anti-Gala, USOPC Winter NGB meetings at Utah Olympic Park, Trick or Treat Street, Schutzenski and more. Additionally, Colin applauded and thanked Spence and Lisa Eccles and the George S. & Dolores Doré Eccles Foundation for their significant gift and support of Phase 2 of Mountain Expansion.

Alli Diamond, Director of Group Events presented her overview of the tremendous success her team experienced this past summer at the Park. Alli and her team exceeded budget projections at UOP by over \$330,000. They have a mighty team of three managing over 500 events at three venues.

Calum Clark, Chief Operating Officer, provided an update on UOP's Mountain Expansion progress. Our UOP team led by Jamie Kimball worked diligently clearing trails and moving earth—thanks to Alan Alborn, Dustin Wynne and Rick Sorenson. The project has been challenged with supply chain issues and weather. Despite the challenges, the team installed snowmaking lines on the main Olympic Hopeful run, grading on the moguls and slalom run is about 80% complete and Doppelmayr towers were airlifted and placed. Construction continues around the base area with a goal of opening the project in early 2023.

Colin shared with the Board several naming options of the new Mountain Expansion project, for which will be named in honor of the Eccles family and specifically Spencer F. Eccles. Mr. Eccles commented on how special Mountain Expansion is to our youth and how it will help in the bid process for 2030 or 2034.

Colin and Lisa Bennion Rasmussen presented an overview of the Ukrainian Solidarity Initiative. This summer, UOLF hosted 9 curling athletes and one coach. Additionally, 16 athletes, 4 coaches and 13 family members made up the Ukrainian aerials and freeride skiing team. The program was a team effort between UOLF, Community Foundation of Utah, Fraser Bullock and Catherine Raney-Norman who made the initiative come together. Through generous donors including the Miller Family Foundation, Kathi Garff, Fraser & Jennifer Bullock, Matthew & Tatiana Prince among many others, our guests were treated like family. The program provided housing, transportation, airfare, living expenses, food, training at world – class venues, extracurricular activities and more. It was noted that this effort was a true testament to Utahn's willingness to welcome the world with open arms.

AUDIT & FINANCE COMMITTEE REPORT Brett Hopkins provided and update on the Audit Report —which is comparable to previous years. Colin provided an overview of the investment portfolio performance noting a 28.87% investment loss through September 30, 2022, a 21.07% net investment loss for the fiscal year and operating withdrawals of 7.80%. The current portfolio balance was noted at \$43,959,000 with asset allocations within target ranges.

FY22 FINANCIAL UPDATE Karla reported a negative budget variance through September 30, 2022 of (\$441,000); driven by a Park public activity negative variance, increased operating costs such as utility and fuel, and lower than expected Oval sport program training fees. Of note, Karla pointed out, the Park City area visitation is off by 20-25% this summer. The Foundation had a payroll



savings of \$581,000, partially due to difficulty hiring vacant positions and nimble strategic moves happening at the Park to counter lower revenue figures.

DATA DRIVEN BUSINESS Griffin Brown, UOLF Data Analyst was introduced and the Board was presented with a new analytics report that allows for informed real-time decisions to be made by staff. Reports this summer were shared with marketing, mountain adventures and relevant staff to measure trends in order to move the needle, assist in determining staffing needs, help drive promotions and make timely decisions. Fraser suggested we review our public product and possibly create a higher experience and Vicki suggested we share these reports with our local chambers and visitor bureaus.

UOLF INSURANCE Colin presented the UOLF insurance dynamics. UOLF insurance broker, after 20 years, stated they could no longer insure UOLF. In April of 2022 we made a change and secured insurance through a new provider, Marsh. Specifically for UOLF, insurance premiums have seen a doubling in costs, while even seeing adjustments in declining levels of coverage.

SLC UT COMMITTEE UPDATE Fraser addressed the current state of the Bid. We are in full bid mode. It was reported that on November 22, Catherine, Fraser, and Mayor Mendenhall will be presenting to the IOC commission via Zoom. The plan is to move forward with submitting our full bid by March 31, 2023.

LONG TERM FINANCIAL PLANNING DISCUSSION Colin reviewed UOLF core missions and long-term goals that influence UOLF's financial sustainability which were presented in 2019. Our financial situation is challenging to achieve both impact and sustainability until we have an official Games awarded. As Spence noted, UOLF is a "forever" organization. The direction from Colin is to push forward and not pull back. Brett applauded Colin and his team for their efforts and transparency.

ADJOURNMENT The meeting adjourned at 10:40 a.m.		
Brett Hopkins, Board Chair	Date	

