

SALT LAKE CITY—UTAH COMMITTEE FOR THE GAMES

Future Host Questionnaire Response



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Cover photo credit: Utah
Olympic Oval youth program



THEME

1

VISION, CONCEPT, AND LEGACY



01. Our Olympic Games vision

Our Vision is centered around the word, “**elevate**,” which implies raising up, increasing, expanding, and making better. We desire to elevate our communities, sport, and the Games experience.

Our Olympic Winter Games vision encompasses many stakeholders: our community, winter sport, the Olympic and Paralympic Movements, and the Games themselves. Therefore, our ambitions are to both unify and inspire. As we look to the future, we see an enormous opportunity. The Movement and specifically the Games have the opportunity to inspire, lift and change the souls of all of us. We can be more universal, more inclusive, and more welcoming to our communities and to those around the world. Everyone Belongs.

We aim to unify residents across our state as well as the broader Olympic Movement behind the dual inspirations of sport’s shared values and sustainability, and we seek to inspire athletes, fans, the general public, and people around the world to embrace and celebrate the Winter Games.

The key to our vision is to focus on the core issues that matter most for our communities and the Olympic Movement because our legacy can be transformative. The Olympic Winter Games 2034 will serve as a unifying umbrella for transformative initiatives for all of Utah.

Our Olympic Games vision

**TOGETHER,
ELEVATE OUR
COMMUNITIES,
WINTER SPORT,
AND THE GAMES
EXPERIENCE FOR
EVERYONE.**

/ 1 / ELEVATE OUR COMMUNITIES

Igniting Youth Inspiration: embracing Olympic and Paralympic values. Our youth are our future. The award of a future Games would immediately allow us to ignite youth inspiration through embracing Olympic and Paralympic values. We seek to catalyze programs that integrate athletes with our schools to make these values come to life.

Forging stronger bonds: fostering unity in our communities. There is too much division around the globe. The Games provide the opportunity to come together to welcome the world. We can set aside differences in supporting a common cause. We can embrace diversity, equity, inclusion, and unity in all Games-related activities. We are already experiencing that unity in our bidding for a Games.

Driving sustainable change: sustainability is central to our community objectives. The Games can build upon and accelerate existing initiatives such as “Climate Positive Salt Lake City,” which includes using 100% clean energy by 2030. Hosting the Games can help our already rapidly expanding efforts to improve air quality and to protect the Great Salt Lake, both of which we are tackling on a bipartisan basis. These initiatives will help ensure the long-term viability of winter sport in Utah.

/ 2 / ELEVATE WINTER SPORT

Empowering the future: expanding youth sport participation. According to the Aspen Institute, youth sport participation in Utah is above the national average, creating a foundation to harness the potential of the Olympic and Paralympic Winter Games. Research underscores the positive impacts of sports on mental health, resilience, and obesity rates. Physically active children are 40% more likely to achieve higher test scores and 15% more likely to attend college. In Utah, exceptional programs like the Discover Winter program, Healthy Communities Initiative, Show Up for Unified Sports, and the TRAILS adaptive sports program are just a few examples of the invaluable partners in our efforts to not only boost overall sports participation rates, but more importantly, instill lifelong habits of a healthy and active lifestyle.

Fostering global unity: athletes from over 30 countries training in Utah annually. Utah stands as a multicultural global community, a diversity that resonates in our athlete composition. We have cultivated an environment conducive to success for individuals from around the world, including emerging winter sports nations. This inclusivity enriches our sporting landscape and reinforces our commitment to fostering athletes worldwide, united by the pursuit of excellence in winter sports.

/ 3 / ELEVATE THE GAMES EXPERIENCE

For all stakeholders: the athletes, officials, the Olympic and Paralympic family, media, and especially the fans locally and globally. Our extraordinary infrastructure, compact Games, and welcoming people set the stage for an unparalleled experience for all.

For the athletes:

One Village: One of the unique experiences we offer the athletes is a “One Village” experience at the University of Utah with the option for high-altitude athletes to live and train at elevation. Already under contract for 2034, the Village currently has 5,000 beds, set to expand to over 12,000 by 2034, minutes from downtown and within 30 minutes of most venues. It offers top-notch amenities, including a leading academic medical hospital, a nationally recognized mental health institute, modern accommodations, excellent dining facilities, and a 17,000-square-meter exercise and recreation center. This unique opportunity embodies the Olympic motto of “stronger together,” uniting athletes worldwide in one central Village, to spread global sport friendships that inspire the world.

Exceptional, proven venues: We have all venues in place, which are time-tested and trusted venues to ensure world-class and competitive excellence for athletes at the pinnacle of their careers.

For the athletes’ families: We seek to ensure a positive experience for athletes’ families, as they are crucial to athletes’ success, having made sacrifices for their Olympic and Paralympic ambitions. The unwavering support that families provide to athletes reaching the Games is unequalled. It is one of the most selfless acts that they undertake to help their sons, daughters, partners, or other loved ones achieve their dream of competing on the world’s largest sporting stage. We want to honor and thank families. In the first of its kind, the Olympic and Paralympic Athlete Family Village will serve as a haven for families and loved ones. This dedicated space will provide access to affordable Games-time housing, tickets, and transportation. We aim to enhance athletes’ families’ experience by leveraging our welcoming people. We envision resources that connect families with Utahns speaking their languages for a seamless Games experience. This is just the beginning; our community and team are ready to make these transformative Games more inclusive. We seek to collaborate with key stakeholders to create an enriching, holistic experience for every athlete.

Vision background

Utah sees even greater opportunity for increased solidarity with the Olympic and Paralympic Movements. We can build a new, expanded legacy upon the foundational legacy from 2002. And through our efforts, deliver benefits to our people and beyond that will inspire future Games.

Emerging from the 2002 Games, two key organizations propelled Utah’s strong 20-year legacy forward, which welcomes the world’s athletes to train and compete in Utah. These two organizations are the Utah Olympic Legacy Foundation (UOLF) and the Utah Sports Commission (USC).

The UOLF manages the specialized Olympic legacy venues, including Utah Olympic Park, Utah Olympic Oval, and Soldier Hollow. Operational funding is provided by the endowment left behind from the 2002 Games. The UOLF also offers athlete training at all levels and community programs to engage youth in sport.

The USC has sponsored over 1,100 sports events since 2002, including over 175 elite level winter sports competitions. The USC is very supportive to national and international sport federations in regularly bringing world cups, world championships, and other competitions to Utah.

Both the UOLF and USC have benefited from strong and enduring bipartisan political support since their inception. These organizations have been catalytic in creating a culture of sport within the state and foundational to additional community-based sporting organizations that complement their work, such as the Youth Sports Alliance, Sport Salt Lake, National Ability Center, TRAILS, and our various youth winter sport clubs. Together, such organizations are essential to allow a Games host to flourish in legacy post-Games. We are excited to leverage these organizations even further – to expand their reach and vision – through the opportunity to host the 2034 Games.

Utah offers its resources to the Olympic and Paralympic Movements



02a. Games benefits

Sport for all and physical activity

The legacy venues from the 2002 Games play an important role in training U.S. Olympians, Paralympians, and elite athletes from over 30 nations annually—these venues are critical to the Olympic and Paralympic movement.

Through the UOLF, Utah offers world-class training facilities, education programs and other support to top athletes and aspiring youth. The UOLF offers significant recreational activities, with an emphasis on youth programs. This includes programs at the Utah Olympic Oval (skating), Utah Olympic Park (ski jumping, sliding sports, aerials, etc.), and Soldier Hollow (cross country and biathlon). Additional programs are offered at other Utah sport venues, including ice hockey, curling, recreational skating, figure skating, skiing, and snowboarding. Many community programs focus on inclusion of people from diverse ethnic and economic backgrounds.

Utah's belief in sport for all is extended to international athletes from around the world. Throughout the year athletes visit for an extensive list of competitions. From the legacy funding generated through hosting the 2034 Games, Utah will be able to expand its welcome to athletes to train and compete here.

Our sport legacy post-2002 has been an example to the world. A fundamental key to success is the \$76 million endowment that has sustained the operation of the legacy venues. Over time, the size of the endowment has decreased.

Gratefully, the State of Utah is committed to sport and the role these venues play in our communities, recently providing investments of \$79 million to help ensure venues remain at world-class standards. However, this funding will not cover operational expenses over the long term. Hosting another Games would provide the opportunity to expand the endowment for the legacy venues to needed, sustainable levels.

Utah regularly hosts a number of sporting events including world cups, world championships, and other competitions. Since 2002, we have staged over 175 major winter sports events. These events typically require supplemental funding sources, and by hosting the 2034 Games, an endowment would be put in place at the Utah Sports Commission as a permanent source of financial assistance.



Competitive sport development

Hosting the Games in 2002 invigorated momentum for the sport movement in Utah:



Hosting the Olympic and Paralympic Winter Games 2034 will further transform Utah in many ways:

- The 2002 legacy venues are strongly integrated into our community and have served as a model to the world. Hosting the 2034 Games will allow us to permanently endow our legacy venues and the hosting of sporting events to support the Olympic and Paralympic movement going forward.
- The Utah Olympic Legacy Foundation will expand its efforts to support athletes and training. The latest manifestation of their continued commitment to athletes and their training is the opening in 2023 of the Spencer F. Eccles Olympic Mountain Center, including a new ski lift and runs dedicated to athlete training and competition. The ability to leverage the Games to extend financial resources will assist Utah in becoming a permanent powerhouse in athlete training and education, including for international athletes.
- We will seek to expand our sports participation and amateur athlete development programs. The attention from building up to hosting a Games inspires

people of all types, and especially youth, to focus on sport, try new disciplines, and realize the benefits of a healthy sports-based lifestyle.

- The Utah Sports Commission will be able to increase its efforts to attract and host more domestic and international sports events directly benefiting national sport federations, IFs and other sport entities who are part of the Olympic and Paralympic Movements.

Social development through sport

The UOLF currently has several programs which reach people of all backgrounds. For example, at Soldier Hollow, children who qualify for the National School Lunch Program can participate in cross country skiing free of charge for themselves and their entire families. The experience includes access to the venue as well as free rental equipment.

Hosting the 2034 Games will provide the legacy funding to significantly expand these programs to even more segments of our society, providing additional opportunities for children to spend time in sport, cultivating a healthy lifestyle.

Human skills, networks and innovation

Through hosting the 2034 Games, SLC-UT sees the opportunity to develop a whole new generation of individuals with talent and skills to carry forward the legacy and to be able to host major events decades into the future. Utah may be a candidate for hosting Games on a rotational basis. The current, yet aging, generation of knowledgeable experts seek to train the next generation to ensure needed skill sets become embedded into our community.

We seek to introduce this new generation into the sport networks wherein we work and which we understand. New, younger generations can bring new ideas, concepts, and innovations that can strengthen us as we deliver a new Games and build a permanent legacy into the future.

Utah is also well known for its technology community, Silicon Slopes. This technology hub could provide insights and opportunities to help deliver the Games, strengthen our legacy, and enhance ongoing fan engagement.

The University of Utah will showcase its campus, with recently added housing, technology advancements, and an expanded Rice-Eccles Stadium.

Culture and creative development

Utah is well known for its deep appreciation and development of arts and culture. Hosting the Games provides the opportunity to highlight these important elements through the Cultural Olympiad. We have many new, spectacular venues for the performing arts including the Eccles Theater and the new Hale Center Theater.

Utah embraces the opportunity to assemble a creative team in the OCOG to develop Games themes, look, ceremonies, sport presentation, medals plaza programming, and many other inspirational elements of the Games. OCOG leadership will be deeply involved in this work, given its importance and uplifting nature.

Environmental benefits

A fundamental element of our vision is to “Elevate Our Communities.” The Games will serve as a catalyst for greater sustainability, including delivering significant climate action. Our committee is already working with host communities and advocacy organizations to advance key environmental initiatives.

Before, during, and after the Games, our communities will showcase sustainability measures, including; greater use of public transit, smarter decisions regarding the environment and air quality, and efforts to improve quality of life.

Economic benefits

The Kem C. Gardner Policy Institute at the University of Utah conducted a detailed projection of economic benefits from hosting the Games, estimated to be approximately \$4 billion if the Games were hosted in 2030. The impact will be even greater for Games staged in 2034. Economic benefits will accrue across multiple sectors of our economy, and we will endeavor to spread those economic benefits to everyone.

Social benefits

The “Elevate Our Communities” pillar of our vision includes:

- Igniting youth inspiration: embracing the Olympic and Paralympic values
- Forging stronger bonds: fostering unity in our communities
- Being more inclusive, more universal, more welcoming: Everyone Belongs
- Delivering diversity, equity, inclusion, and unity in all Games activities.

Hosting the Games in 2002 brought unity to Utah. We all pulled together to host the world. We see the opportunity to once again rally together around a great cause – to bring the world together in unity and with a welcoming spirit. We desire to create ways to keep that unity as strong as possible post-Games, as another form of legacy and a key element of our vision. We have developed “compacts” with our venue communities that incorporate these key elements.

Mental health

Mental health has emerged as one of the great challenges facing our world, especially for the rising generation. We are fortunate to have the recently established Huntsman Mental Health Institute at the University of Utah. We seek to incorporate their science, expertise, and professionals into ongoing athlete development and services we could offer up to and during the Games. The institute, located right next to the Village, would be a key resource for athletes.

02b. Impact and legacy program

Hosting the Olympic and Paralympic Winter Games in 2034 provides the unique opportunity to establish and expand significant legacies in many highly impactful areas. The 2002 Games were transformative to Utah, bringing myriad meaningful benefits, including: a broad array of sport legacies; transportation infrastructure such as light rail; university student housing; new arenas; new legacy and advocacy organizations; new businesses; and putting Utah on the world map. We aspire to bring benefits to Utah and the Games through initiatives that focus on youth in sport, greater sustainability, broader inclusion and unity, innovative Games experiences, and deeper sport legacies.

Increasing youth sport participation

Our youth face a challenging world yet with great opportunity. The physical and mental strengthening of youth through sport is well understood and embraced in Utah. Expanding the reach of youth sport participation through the Games is an excellent opportunity. The 2002 Games generated several significant legacy benefits with our youth that can be further leveraged, two of which are highlighted below.

First, the Youth Sports Alliance (YSA) is an organization that reaches out to youth and provides opportunities and encouragement for introduction and participation in new sports. A recent Olympic medalist in Beijing, Casey Dawson, is a product of this fantastic program. The YSA reaches youth of many diverse backgrounds to give them exposure to sports they otherwise would not have the opportunity to experience. While the YSA is an existing program, it can be greatly expanded, which hosting a Games will accelerate.

Second, the National Ability Center is an organization based in Utah that provides opportunities for athletes of all abilities. It is an inspiring program that changes the lives of its participants by realizing that they can be athletes, even competing at the highest levels if desired. Hosting the Paralympic Winter Games in 2034 will bring great attention to this important community program and offer us the opportunity to expand its exposure and participation levels.

Strengthening these and other existing programs, as well as exploring new ones, all in the interest of reaching tens of thousands of our youth, is a unique opportunity offered by hosting the Games.

Sustainability at the forefront

The State of Utah aims to dramatically improve sustainability. Many initiatives are underway that are perfectly aligned with hosting the Games, for example, those guided by the Utah Roadmap. SLC-UT is working with partners across the social and environmental pillars of sustainability, such as Utah Clean Energy, which is working to move all Utah communities to 100% clean energy. While there are many great efforts underway, much more can—and must—be done.

We believe hosting the 2034 Games can be catalytic for accelerating community sustainability ambitions. The Games are uniquely positioned in Utah to drive change due to their popularity and prominence. Utah's elected leaders and local organizations are already anticipating the Games and seek to leverage them to achieve key initiatives. A Games Sustainability, Impact and Legacy Committee would gather host communities and advocates together with the OCOG to accelerate sustainability initiatives and deliver accountability for achieving outcomes.

Inclusion and unity

We have fond memories from 2002 when Utahns came together from all walks of life to host the world. We were unified in a common purpose. Strolling through Olympic Square in downtown Salt Lake City was a time of celebration, universal interaction, and joy, regardless of who you were or your background.

In today's divided world, we can use the Games as a rallying opportunity to bring people together across political, ethnic, cultural, and any other divides to work together for common purposes. We can build a multi-faceted community organization to build bridges of understanding through hosting the Games. These relationships and spirit of unity can continue long after the Games, tackling other important challenges to better our state.

Games experience

We seek to enhance the Games experience for all stakeholders and leave behind innovations that can be embraced by future OCOGs to help continue to propel forward the Olympic and Paralympic Movements. One key idea is to elevate the experience of the families of athletes. Families are the foundation of support for the athletes throughout their journey to Games, yet their ability to experience the Games—and particularly their loved one's competitions—can be very difficult. Housing, tickets, and transportation are all difficult logistics. We seek to establish a new path—a new legacy—for the Games experience of the athletes, who are core to the Games.

Unmatched sport legacies

We have a strong and enduring sport legacy from hosting the 2002 Games, and a future Olympic and Paralympic Winter Games will help cement that legacy in perpetuity.

The 2002 Games propelled the State of Utah forward in so many ways. We are extremely proud of our unwavering commitments to true “sport legacies.” We grew and broadened youth programs and sport participation four-fold, we maintained and augmented our world-class venues with dynamic sport and community uses, and we invited our national and international sport federation partners to share with us the joy of hosting thousands of events and training opportunities. Utah has become the State of Sport – summer and winter!

The 2002 Games gave us confidence in our sport and event capability. Through these Games, two “sport and community building” organizations—the Utah Olympic Legacy Foundation (UOLF) and the Utah Sports Commission (USC)—were brought to life and have driven Games legacy and impact since. The UOLF primarily focuses on the advancement of winter sport opportunities for youth through elite levels while the USC enables communities across Utah to share in the economic and social benefits of event hosting in both summer and winter sport.

Utah has a Sport and Olympic Legacy Strategy and has executed against it for more than two decades. The strength of our results to date have guaranteed that our host communities support and advance our efforts, rallying around hosting the Games again. This enthusiasm for the benefits of sport extend well beyond Olympic sport as well, as Utah seeks to expand the hosting of professional sports and other sports event hosting. We see hosting Games as an incredible opportunity for Utah and an incredible opportunity for global sport, particularly as we look to enhance our reach and contribution between Games hosted in Utah.

Amplifying legacies for future generations

We believe the best approach to sport legacy for a future Games is to advance already established efforts with greater scale and impact. The 2002 Games left behind a \$76 million endowment for operating legacy venues, running quality sport programs and educating Utahns in Olympism and Paralympism at a grassroots level. In addition, Utah has an event hosting legacy—over 1,100 events since 2002, including world cups and world championships. Utah has emerged as the State of Sport, which benefits our communities, Team USA, and athletes from around the world. Our central sport legacy ambition through the 2034 Games is to permanently endow our efforts to elevate sport and expand our reach.

ELEVATE SPORT LEGACY FOR OUR COMMUNITIES

Youth and adults of all skill levels actively participate in a broad array of programs at our legacy and community sports facilities. Our host venue communities are actively invested in winter sports, facilitating programs in Olympic and Paralympic winter sports. Participation numbers are the focus, with purposely subsidized pricing to attract high volumes. Hosting the 2034 Games allows us to go further, broadening the opportunities for those who can participate in winter sport. Recent efforts have focused on encouraging sport program participation that reflects the diversity in our state and from all cultural and socio-economic backgrounds. We will convert the excitement and resources coming with the 2034 Games into extensive long-term programs that remove barriers to youth entering winter sport. This will be achieved through increased outreach, expanded funding, coaching education and mentorship, activity, and inspiration.

ELEVATE SPORT PERFORMANCE FOR TEAM USA

Many athletes from Team USA have their home base in Utah, living in our host communities and training at our Games venues. In partnership with the USOPC, we seek to innovate programs and services that go beyond our world-class fields of play to serve athletes in areas such as education, athlete well-being, medical services, mental health, and technology. Equally, we seek to lower the financial barriers that so many elite athletes face in their pursuit of their Olympic

dreams. We will work to reduce costs and optimize the ways athletes and teams can best utilize Utah's training and competition offerings to support long-term competitive success.

ELEVATE THROUGH SHARING SPORT LEGACIES

Utah is among the global leaders in fostering international training and competition, with athletes from over 30 nations training here on a regular basis. Utah is a welcoming home for winter sport that seeks to share facilities with athletes and teams who might not otherwise train in speed skating ovals, on sliding tracks, or at skiing and snowboarding facilities. We have capacity and local partners eager to offer training to those who wish to come to Utah.

Our vision is to enhance several areas of our partnership with the Olympic and Paralympic Movements while inspiring our own communities to do more. We aim to develop an affordable, financially sustainable, full-service sport training hub that reaches both developing and elite athletes and teams from around the world.

Advancing the Winter Games

Globally, we seek to work with the IOC, IPC, IFs, NOCs and NPCs, and other members of the Olympic and Paralympic Movements to increase the number of nations participating in the Winter Games. We also aim to help increase the number of teams sharing the podium. This is our opportunity to expand solidarity through an expanded reach of winter sport. This underscores Utah's contribution to the global Olympic and Paralympic Movements by helping sport and programs diversify. Traditional and new winter sports teams having the opportunity to increase performance benefits the winter sport, the Movements, and Utah and the United States.

Beyond winter sports programs, we seek to partner with the IOC and the Olympic Movement in advancing Olympic Agenda 2020+5 and other priorities that ensure the long-term prospects of the Olympic Winter Games. The OCOG will aim to become an exemplary model for sustainable Games delivery.

Legacy funding through Games delivery

The UOLF endowment from the 2002 Games was established to last 20 years as the key support to the legacy venues and sport participation programs. The endowment is dwindling and needs to be replenished to foster the continuation, and ideally, the expansion of strategies outlined above. Hosting the 2034 Games

would provide the opportunity to renew the UOLF endowment and establish an endowment for the USC and other legacy programs.

This legacy funding also enables a cost-effective platform for international athletes to come and train in Utah. These programs will be primarily financed through user fees and support from national teams and other sport organizations. We will work to further solidarity programs for underdeveloped teams, athletes, and coaches through further engagement with the IOC's Olympic Solidarity, the IFs, and the Olympic Movement.

A public ready for engagement

2002 Games legacies in sports facilities and programs and in other areas have become part of the fabric of our state. This ongoing legacy is well-known and embraced by our citizens. Utahns adroitly recognize that the 2034 Games will perpetuate and expand Games legacies and they are highly supportive. The most recent public poll shows 82% support hosting a future Games.

Leveraging this high base of existing engagement, the future OCOG will implement communication and engagement programs with the UOLF, the USC, and host communities to amplify progress on 2034 Games legacy initiatives. With a 2002 living legacy and well-connected communities already in place, this engagement can naturally begin years prior to the Games.

Broad stakeholder involvement

The Salt Lake City–Utah Committee for the Games Strategic Board has over 70 members, including athletes, political leaders, leaders from our host communities, business leaders, and representatives from diverse interests. They have participated in and supported the development of our impact and legacy vision. They believe it is important that our impact and legacy initiatives begin long before the Games begin, and last decades after. Beyond our expansive governance input, we have worked closely with community groups and engaged with the local sports movement to drive legacy priorities.

SLC-UT commits to work with the USOPC, the IOC and IPC, athletes, and other stakeholders to extend our vision for the Games and maximize our opportunity to host again. Particularly, our stakeholders are eager to develop and implement social and environmental initiatives that become part of the 2034 Games legacy. For further information, refer to our Sustainability Ambitions (Q28).



Games Concept

03. Olympic Winter Games venue master plan

A sustainable master plan

A sustainable master plan, aligned with The New Norm and long-term regional development that maximizes the use of existing infrastructure.

Utah is ideally suited to stage the Games. All infrastructure is already in place to deliver a spectacular Games experience.

- No new competition venues are needed to host the Games
- No new non-competition venues, including the Olympic and Paralympic Village, IBC and MPC are needed
- No new transport or urban infrastructure is needed.

Winter sport is incredibly popular in Utah and is a major driver of the local economy. As such, developing and maintaining sports infrastructure is a high priority in the state. Proposed venues have already made capital investments or have investment plans in place, irrespective of the Games, for improvements and expansions that would enhance feasibility and readiness for a future Games.

World-class competition venues

World-class competition venues that have all hosted previous Olympic events and continue to stage world cup and championship-level events.

Utah's competition venues are world-renowned and are among the favorites of international federations for staging world cup and championship-level events. Since 2002, more than 175 international winter sports events have been held in Utah, placing it among the world's premier winter sport performance destinations.

One Village

At the heart of the Games, a single Village uniting all competitors in a celebration of sport.

The Salt Lake 2002 Olympic Winter and Paralympic Winter Games were the last to house athletes in a single Athletes' Village. Utah's plans for a future Games build on that 2002 legacy, providing athletes with the opportunity to share in a singular Games experience on the campus of the University of Utah.

Since 2002, University of Utah housing that was originally used during the Games has been expanded and modernized, offering the ideal base to accommodate future Olympic and Paralympic athletes and team officials. Centrally located among competition and training venues, and minutes from vibrant downtown Salt Lake City, the Athletes' Village will serve as the heart of the Games.

Plentiful accommodations

Plentiful accommodation is available to lodge visitors to the Games.

The eleven counties of northern Utah that seek to host the Games offer over 40,000 rooms in nearly 400 accommodation facilities, and additional new hotels are expected to be constructed before the Games. While the majority of available rooms immediately surround Salt Lake City, each outlying venue community also offers ample accommodation. Traditional hotels make up the vast majority of accommodation offerings, while privately-owned vacation rentals offer an additional lodging alternative, particularly in the mountain communities. Agreements that control and guarantee room rates have been secured from hoteliers to meet stakeholder requirements for both Olympics and Paralympics. Rooms that have been secured by those agreements have been preliminarily allocated to all stakeholders to address their primary allocation considerations, and myriad rooms still remain available to accommodate workforce and spectators.

A ready-to-go master plan

Utah's long been recognized as having "the greatest snow on earth." The Salt Lake 2002 Games and the Utah Olympic Oval brought "the fastest ice on earth" to the region.

Since then, Utah has not only maintained its world-class competition venues, but has significantly improved its infrastructure. A completely new international airport is under construction in Salt Lake City, with the first phase becoming operational in 2020 and the second phase in October 2023.

Utah has also become an international technology hub. "Silicon Slopes" and Utah's tech job growth rate rank first in the nation. Brigham Young University, located in Provo and situated minutes from the Peaks Ice Arena, ranks seventh worldwide in the creation of "unicorns"—startups that grow to \$1 billion valuations. Provo City ranks first in the U.S. for startup rates, and Salt Lake City ranks third in the country for technology job growth.

Complete alignment with development plans

Hosting the Olympic and Paralympic Winter Games 2034 will further establish Utah as the hub for recreational and competitive winter sport. The Games will bring more domestic and international elite athletes to train in Utah and strengthen the athlete pipeline for winter sport.

Importantly, the Games' return to Utah will enable the state to establish a permanent endowment that will fund the operation of winter sport facilities and the holding of elite sporting events for generations.

Utah welcomes all countries

We welcome athletes from all countries, including:

- Those with well-developed winter sport so elite athletes can train together and compete against the best in the world to push themselves to the next level.
- Those with less-developed winter sport programs to help build momentum in such countries by helping them develop athletes who can effectively compete on the world stage.

These programs will be primarily financed through user fees and support from national teams and other sport organizations. We will work to further solidarity programs for underdeveloped teams, athletes, and coaches through further engagement with the IOC's Olympic Solidarity, the IFs, and the Olympic Movement.

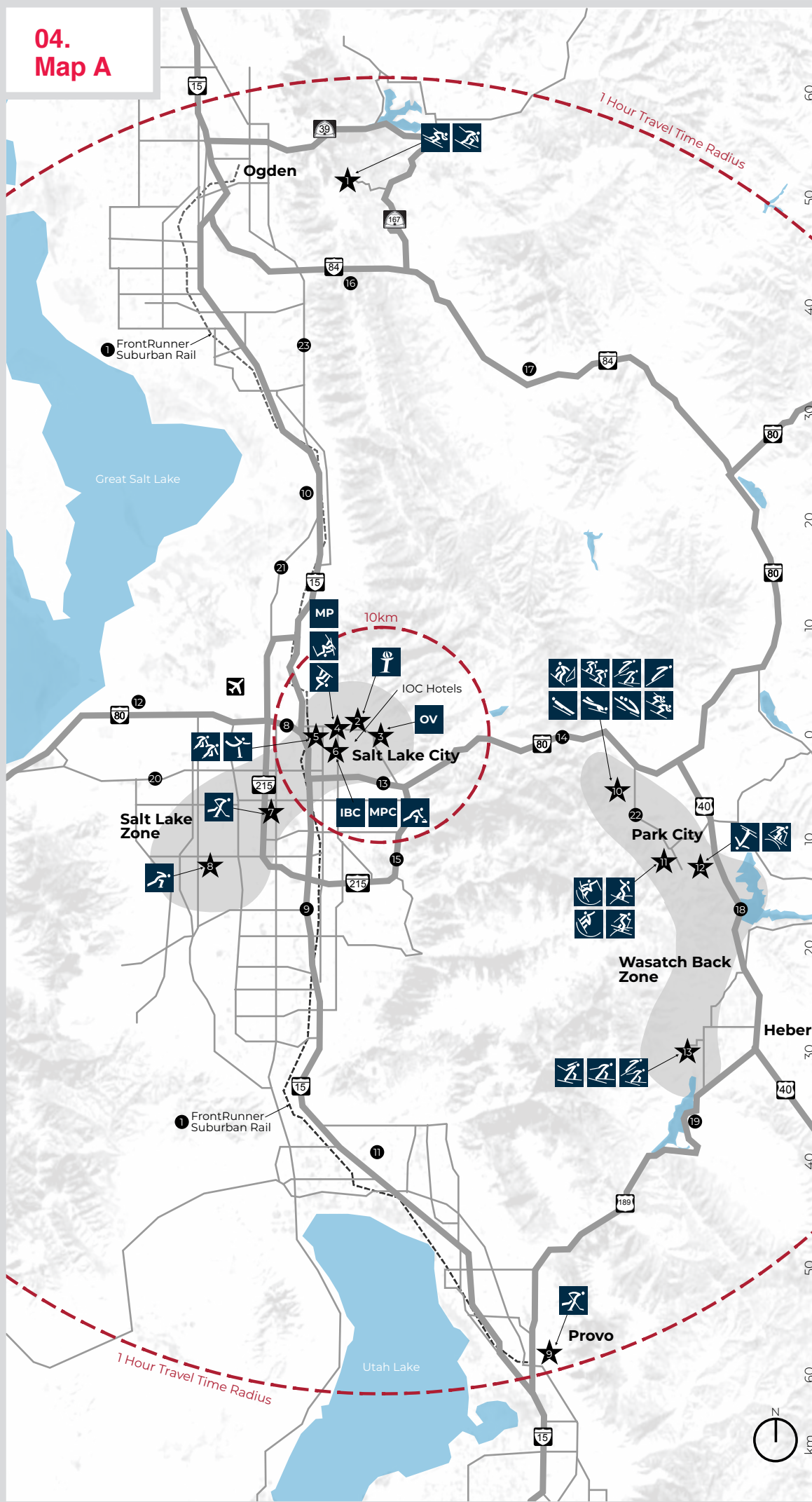
Utah embraces the Olympic and Paralympic Movements, and our state serves as a permanent home for winter sport, year after year.

SLC-UT welcomes athletes from all countries to train side by side with others from around the world. We offer our superb venues, our housing, our training programs, our events, and our warm hospitality in solidarity to the Olympic and Paralympic Movements – movements we endeavor to help grow.

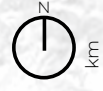
**The world is
welcome here
because everyone
belongs here.**

04.
Map A

Olympic Winter Games Concept Map
Map A



- Snowbasin**
- Alpine Skiing (Speed)
- Alpine Skiing (Technical)
- Rice-Eccles Stadium**
- Opening and Closing Ceremonies
- University of Utah**
- Olympic Village
- Block 85**
- Snowboard Big Air
- Freestyle Skiing Big Air
- Medals Plaza
- Delta Center**
- Figure Skating
- Short Track Speed Skating
- Salt Palace Convention Center**
- International Broadcast Center
- Main Press Center
- Curling
- Maverik Center**
- Ice Hockey
- Utah Olympic Oval**
- Speed Skating
- Peaks Ice Arena**
- Ice Hockey
- Utah Olympic Park**
- Ski Jumping
- Nordic Combined
- Bobsleigh
- Luge
- Skeleton
- Snowboard Parallel Giant Slalom
- Snowboard Cross
- Freestyle Skiing Ski Cross
- Park City Mountain**
- Snowboard Halfpipe
- Snowboard Slopestyle
- Freestyle Skiing Halfpipe
- Freestyle Skiing Slopestyle
- Deer Valley Resort**
- Freestyle Skiing Aerials
- Freestyle Skiing Moguls
- Soldier Hollow**
- Nordic Combined
- Biathlon
- Cross-Country Skiing



05. Olympic Games competition venue overview

Sport/ Discipline	Venue Number / Venue / Zone / Cluster	Capacity	Legacy capacity	Current use	Post-Games use	Games-time warm-up capacity (if required)		
						FoPs	Brief description	
BIATHLON								
Biathlon	13 Soldier Hollow Wasatch Back	Seating 3,000 Standing 12,000 Total 15,000	6,000	Nordic Skiing & Recreation Park	Nordic Skiing & Recreation Park	One	Warm up capacity on 30km of nordic trails	
BOBSLEIGH / SKELETON / LUGE								
Bobsleigh / Skeleton / Luge	10 Utah Olympic Park Wasatch Back Park City	Seating 2,000 Standing 10,000 Total 12,000	3,500	Sports Complex	Sports Complex	One	Scheduled practice sessions of track time	
CURLING								
Curling	6 Salt Palace Salt Lake City Downtown	Seating 4,500 Standing 2,000 Total 6,500	0	Convention Center	Convention Center	One	4 temporary ice sheets for practice & Games - venue is co-located with MMC	
ICE HOCKEY								
Ice Hockey I	7 Maverik Center Salt Lake City	Seating 10,100 Standing N/A Total 10,100	Ice hockey: 10,100 Basketball: 12,500 Concerts: up to 12,000	Multi-Use Arena	Multi-Use Arena	One	Standard hockey rink warm-up capability	
Ice Hockey II	9 Peaks Ice Arena	Seating 6,000 Standing 4,000 Total 10,000	3,000	Community Sports Facility	Community Sports Facility	One	Standard hockey rink warm-up capability	
SKATING								
Short Track / Figure Skating	5 Delta Center Salt Lake City Downtown	Seating 16,070; 14,370 std, 1,700 suite Standing N/A Total 16,070; 14,370 std, 1,700 suite	Basketball: 18,306 Hockey/ice shows: 14,000 Concerts: up to 20,000	Multi-Use Arena	Multi-Use Arena	One	Standard Olympic format of rotating days of competition events with warm- up/practices at near Village two sheet practice facility (Salt Lake Sports Complex)	
Speed Skating	8 Utah Olympic Oval Salt Lake City	Seating 4,000 Standing 3,500 Total 7,500	3,500	Skating Rink	Skating Rink	One	Standard Oval warm-up & practice sessions	
ALPINE SKIING								
Downhill	1 Snowbasin	Seating 9,000 Standing 10,000 Total 19,000	3,500	Mountain Resort	Mountain Resort	Two (m/w)	Wax Testing lane will be provided at venue	
Super - G	1 Snowbasin	Seating 9,000 Standing 10,000 Total 19,000	3,500	Mountain Resort	Mountain Resort	Two (m/w)	Wax Testing lane will be provided at venue	
Giant Slalom	1 Snowbasin	Seating 9,000 Standing 10,000 Total 19,000	3,500	Mountain Resort	Mountain Resort	One	Warm up slope will be provided at venue	
Slalom	1 Snowbasin	Seating 9,000 Standing 10,000 Total 19,000	3,500	Mountain Resort	Mountain Resort	One	Warm up slope will be provided at venue	

Sport/ Discipline	Venue Number / Venue / Zone / Cluster	Capacity	Legacy capacity	Current use	Post-Games use	Games-time warm-up capacity (if required)	
						FoPs	Brief description
Alpine Com- bined	1 Snowbasin	Seating 9,000 Standing 10,000 Total 19,000	3,500	Mountain Resort	Mountain Resort	One	Warm up slope will be provided at venue
CROSS COUNTRY							
Cross Country	13 Soldier Hollow Wasatch Back	Seating 3,000 Standing 12,000 Total 15,000:	6,000	Nordic Skiing & Recreation Park	Nordic Skiing & Recreation Park	One	Warm up capacity on 30km of nordic trails
NORDIC COMBINED							
Ski Jumping	10 Utah Olympic Park Wasatch Back	Seating 5,000 Standing 10,000 Total 15,000:	3,000	Sports Complex	Sports Complex	Two	Standard ski jump warm-up / practice session capability
Cross Country	13 Soldier Hollow Wasatch Back	Seating 3,000 Standing 12,000 Total 15,000	6,000	Nordic Skiing & Recreation Park	Nordic Skiing & Recreation Park	One	Warm up capacity on 30km of nordic trails
SKI JUMPING							
Ski Jumping	10 Utah Olympic Park Wasatch Back Park City	Seating 5,000 Standing 10,000 Total 15,000:	3,000	Sports Complex	Sports Complex	Two	Standard ski jump warm-up / practice session capability
FREESTYLE SKIING / SNOWBOARD							
FS Aerials	12 Deer Valley Resort Wasatch Back Park City	Seating 5,000 Standing 7,000 Total 12,000	8,000	Mountain Resort	Mountain Resort	One	Standard warm-up / practice sessions
FS Moguls / Dual Moguls	12 Deer Valley Resort Wasatch Back Park City	Seating 5,000 Standing 7,000 Total 12,000	8,000	Mountain Resort	Mountain Resort	One	Standard warm-up / practice sessions
SB Parallel Giant Slalom	10 Utah Olympic Park Wasatch Back Park City	Seating 2,000 Standing 6,000 Total 8,000	2,000	Sports Complex	Sports Complex	One	Standard warm-up / practice sessions
FS/SB Halfpipe	11 Park City Mountain Wasatch Back Park City	Seating 3,000 Standing 9,000 Total 12,000	3,000	Mountain Resort	Mountain Resort	One	Standard warm-up / practice sessions
FS/SB Slope- style	11 Park City Mountain Wasatch Back Park City	Seating 3,000 Standing 9,000 Total 12,000	3,000	Mountain Resort	Mountain Resort	One	Standard warm-up / practice sessions
FS/SB Cross	10 Utah Olympic Park Wasatch Back Park City	Seating 2,000 Standing 6,000 Total 8,000	3,000	Mountain Resort	Mountain Resort	One	Standard warm-up / practice sessions
FS/SB Big Air	3 Block 85 Salt Lake City Downtown	Seating 10,000 Standing 15,000 Total 25,000	N/A	Parking	Parking	One	Standard warm-up / practice sessions
TOTAL NUMBER OF COMPETITION VENUES: 11							



Transport strategy

06. Games transport strategy overview

A “One-Games” experience

The Salt Lake City-Utah Games concept features all venues within a one-hour travel radius of the Olympic and Paralympic Village and downtown Salt Lake City, creating the opportunity for a One-Games experience for all stakeholders, moving swiftly on Utah’s roads and public transit.

The 2002 Winter Games demonstrated the capability of Utah’s transportation sector to meet Olympic-level requirements and experience all celebrations and snow and ice competitions within the same day.

In the years since 2002, the State of Utah and local authorities have continued to invest wisely in transportation infrastructure and systems. These investments will enable SLC-UT 2034 to provide efficient travel times for athletes, officials and spectators.

Salt Lake City has developed an entirely new terminal complex at the Salt Lake City International Airport. This expands the airport’s capacity to serve 23 million passengers per year. The first phase opened in 2020 and the next phase opened in late 2023. By October 2026, all gates within the A and B Concourses are expected to open, further increasing annual passenger capacity to 38 million.

Utah has invested heavily in expanding the use of public transit. Utah Transit Authority (UTA) now serves the SLC airport via the TRAX light rail system. The Olympic and Paralympic Village is just a five-minute walk from the nearest TRAX station, providing residents with easy access to downtown Salt Lake City. Commuter rail service connects Salt Lake City with venues in Ogden and Provo, and bus rapid transit systems operate in both of those communities. In addition, there have been recent and planned future investments in electric buses and support infrastructure in the Salt Lake region and in Park City.

The Olympic and Paralympic Winter Games 2034 can be delivered with the current transportation network. All proposed Games venues are in operation today and the existing transportation network serves these venues well for hosting events. Services can be augmented as required to ensure convenient transportation options for all stakeholder groups.

Efficient transport for all

The transportation requirements of the Olympic and Paralympic Winter Games are significant, with the need to move a projected 2.75 million Olympic spectators in and out of venues. Additionally, SLC-UT 2034 will provide dedicated transport systems to the athletes, media, and other members of the Olympic and Paralympic Family, which add to the complexity of delivering smooth Games-time transportation services.

The recent transportation investments in Utah provide new opportunities for more sustainable transportation options to Games events, as well as extra capacity to serve the ongoing transit requirements of the region’s residents during the Games.

The 2034 Games would be an excellent platform in which to partner with the IOC, the IPC, and other stakeholders to explore ways to simplify and reduce the cost of dedicated transportation systems while maintaining a convenient, safe experience for athletes, media, and other users.

Combining dedicated systems (for example, workforce and media), replacing dedicated vehicles with on-demand services, providing shared-ride services, and implementing convenient drop-off zones outside the security perimeter would introduce efficiencies and:

- Reduce the number of buses, fleet vehicles, depots, drivers, etc., and their associated costs for the OCOG;
- Reduce parking and overlay requirements at the venues; and
- Reduce the number of vehicle screening areas.

For spectator transportation, SLC-UT anticipates expanded use of transit bus systems along with the existing light rail and commuter rail systems. The local systems would be augmented with borrowed equipment from across the United States and supported by federal government funding as was the case in 2002.

Other opportunities to be considered include:

- Using Utah's existing and planned system of high occupancy lanes and bus lanes to serve priority trips or to accelerate innovative, connected technologies that increase efficiency and improve safety. There is also an opportunity to explore a bus rapid transit (BRT) bridge between Salt Lake City and Park City.
- Commercial opportunities for Games marketing partners to highlight new transportation technologies.

New transportation innovations will allow for cost and user benefits, but the biggest opportunity is to accelerate electric vehicle deployment in Utah to further improve air quality and minimize impacts to the environment. Approximately 50% of inversion-causing emissions along the Wasatch Front are from mobile sources. Using the Games as a catalyst to increase the adoption of electric transit and fleet vehicles will make a noticeable impact on clean air in the Games region.

Venue delivery process

07. Venue development

No new permanent venues

The Salt Lake City-Utah masterplan is based on a sustainable foundation of all-existing or temporary venue infrastructure. All permanent venues proposed were used during the Salt Lake 2002 Games and have been used continuously since that time for community, recreation and high-performance athlete training and competition.

Temporary venues are proposed for Medals Plaza and Big Air. The OCOG will manage the event planning, design, delivery and commissioning of these temporary venues. Local authorities have committed to facilitate the necessary planning and permitting processes.

No projects require displacement of existing communities or businesses.

08. Land acquisition

Staging the Olympic and Paralympic Winter Games 2034 in Utah does not require land to be acquired for any competition or non-competition venues.

Event delivery capability

09. Event delivery experience

Since hosting the Olympic and Paralympic Winter Games in 2002, SLC-UT has had the infrastructure and experienced team in place to continue to host over 175 elite international events in Olympic and Paralympic winter sports. The region has hosted an additional 50+ elite level domestic events for Team USA Olympic team selection, national championship or world cup qualification for domestic athletes.

Over the past five years, the region has hosted 62 major international events, demonstrating that the cadence of sports events has remained consistent over the 20+ years since the 2002 Games. Since 2003, the region of Salt Lake/Utah has hosted:

- Four world championship events
- Four world junior championship events
- 88 world cup events (23 of which were in the past five years)

In addition, Utah is home to four sport national governing bodies – U.S. Ski & Snowboard, US Speedskating, USA Climbing and U.S. Biathlon.

Please see the table below for a list of specific events hosted in winter sports and disciplines in the SLC-UT region over the past 20 plus years.

Sport	Event History and Experience
SNOW SPORTS	
Alpine Skiing	<p>Technical Disciplines:</p> <p>Approximately 35 FIS level events hosted in Utah in past 10 years</p> <p>Annual FIS Giant Slalom and Slalom Races hosted at Park City Mountain and Snowbird Ski and Summer Resort including Bryce Astle and Western Region Elite Series</p> <p>FIS University Giant Slalom and Slalom hosted annually at Park City Mountain and Snowbasin including annual University of Utah Invitational and the 2022 NCAA National Championships</p> <p>Speed Disciplines:</p> <p>FIS sanctioned Downhill and Super G events hosted at Snowbasin in 2002</p>
Biathlon	<p>IBU Youth and Junior World Championships hosted at Soldier Hollow in 2022</p> <p>IBU World Cup hosted at Soldier Hollow in 2019 and 2024</p>
Cross Country Skiing	<p>2011 FIS Nordic Junior & U23 World Ski Championships</p> <p>10 FIS level cross country events hosted at Soldier Hollow in the past 10 years including FIS Nor Am, Super Tour and University of Utah invitational events</p> <p>6 National Championships or National Junior Championships hosted in the past 10 years</p>
Freestyle Skiing	<p>Aerials and Moguls:</p> <p>FIS World Championships hosted at Deer Valley Resort in 2003, 2011, and 2019</p> <p>FIS World Cup hosted annually at Deer Valley Resort since 2004 (17 events)</p> <p>FIS Nor Am's hosted annually at Utah Olympic Park and Deer Valley Resort (33 events)</p> <p>National Championships and National Jr. Championships hosted 6 time since 2007</p> <p>Halfpipe, Slopestyle and Big Air:</p> <p>FIS World Championships hosted at Park City in 2011 and 2019</p> <p>FIS World Cup hosted at Park City in 2013, 2014, 2016, 2017, and 2024</p> <p>FIS Events hosted annually at Park City and Woodward Park City since 2019</p> <p>Ski Cross:</p> <p>FIS World Championships 2019 hosted at Solitude Mountain Resort</p> <p>FIS Nor Am hosted at Solitude Mountain Resort in 2018 and Park City in 2012</p>

Sport	Event History and Experience
Snowboarding	<p>Halfpipe, Slopestyle and Big Air:</p> <p>FIS World Championships hosted at Park City in 2019</p> <p>FIS World Cup hosted at Park City Mountain 2013, 2014, 2016, and 2017</p> <p>FIS Events hosted annually at Park City Mountain and Woodward Park City since 2019</p> <p>Snowboard Cross:</p> <p>FIS World Championships hosted at Solitude Mountain Resort in 2019</p> <p>FIS World Cup hosted at Solitude Mountain Resort in 2018</p> <p>FIS Nor Am hosted at Park City Mountain in 2011 and 2012</p> <p>Parallel Giant Slalom:</p> <p>FIS World Championships hosted at Park City Mountain in 2019</p>
Ski Jumping and Nordic Combined	<p>10 FIS Continental Cup Ski Jumping and Nordic Combined hosted at Soldier Hollow and Utah Olympic Park in the past 10 years</p> <p>U.S. Olympic Team Trials for Ski Jumping and Nordic Combined in 2014 and 2018</p>
SLIDING SPORTS	
Bobsled and Skeleton	<p>7 IBSF Bobsled and Skeleton World Cups hosted at Utah Olympic Park in the past 10 years</p> <p>IBSF Women's Monobob World Cups 2019, 2020 and 2021</p> <p>Annual hosting of IBSF Bobsled and Skeleton North America's Cup, with 8 double events, 2 triple event and 1 quadruple event in the past 10 years</p>
Luge	<p>FIL Luge World Championships 2005</p> <p>FIL Junior Luge World Championships 2013</p> <p>FIL Luge World Cup 2007, 2010, 2013, 2015, 2016, and 2022</p> <p>FIL Junior Luge World Cup in 2008, 2012, and 2015</p>
ICE SPORTS	
Figure Skating	<p>Hosted at the Salt Lake County Ice Sheet:</p> <p>2011 US Adult Figure Skating Championships</p> <p>Hosted at Salt Lake City Sports Complex:</p> <p>2011 US Figure Skating Pacific Coast Sectional Championships</p> <p>2015 US Figure Skating Adult National Championships</p> <p>2016 US International Figure Skating Classic</p>
Ice Hockey	<p>Professional Adult Hockey:</p> <p>ECHL Hockey League - Utah Grizzlies</p> <p>Since 2005, playing approximately 20 home games at the Maverik Center each year</p> <p>Youth Hockey tournaments and events:</p> <p>Multiple annual hockey tournaments using all the rinks on the Wasatch Front; the largest of which is the Grizz Cup Tournament; in 2023, 140 teams played over 300 games at all venues of the Salt Lake Sports Complex at the ACHA 2023 Western Regional Tournament.</p> <p>Past Major Youth Hockey tournaments:</p> <p>2015 USA Hockey National Championship Youth Tier II 14U hosted at Salt Lake Sports Complex and Utah Olympic Oval</p> <p>American Collegiate Hockey Association 2015 National Championships, Division II, hosted at Salt Lake Sports Complex</p> <p>2012 USA Hockey High School National Championships hosted at Utah Olympic Oval</p>
Speed Skating	<p>Hosted at Utah Olympic Oval:</p> <p>ISU Single Distance Speed Skating World Championships in 2007, 2013, and 2020</p> <p>ISU World Sprint Speedskating Championships 2013</p> <p>ISU World Cup Finals 2019</p> <p>ISU World Cup 2024</p> <p>ISU World Junior Championships 2018</p> <p>6 ISU Speed Skating World Cups hosted in the past 10 years</p> <p>24 elite level Speed Skating events hosted in the past 10 years, including: U.S. Olympic Team Trials, Desert Classic, Masters International Championships, American Cup, and US Championships</p>

Sport	Event History and Experience
Short Track Speed Skating	Hosted at Utah Olympic Oval: <hr/> 4 ISU Short Track World Cups in the past 10 years in 2014, 2018, 2019, and 2022 <hr/> ISU Four Continents Championships 2022 <hr/> 18 elite level speedskating events hosted in the past 10 years, including: U.S. Olympic Team Trials, Desert Classic and National Championships
Curling	Annually host the "Hive Bonspiel", a curling tournament in partnership with the Mountain Pacific Curling Association. It utilizes several Utah venues, including the Utah Olympic Oval and Weber County Sports Complex. The tournament attracts up to 32 teams from the intermountain west.
PARALYMPIC DISCIPLINES	
Various	2023 FIS Para Cross Country and IBU Para Biathlon World Cup Finals hosted at Soldier Hollow <hr/> 7 IBSF Para Bobsled World Cups hosted at Utah Olympic Park from 2015-2023

Beyond winter sport, Utah has hosted major events attracting significant domestic and international visitation, international media, and sponsor activation. Recent events include:

- Ironman World Championships
 - In the last two years Utah has hosted three Ironman World Championships in some of the most beautiful and scenic natural venues anywhere in the world in Southwest Utah.
- 2023 NBA All Star Basketball
 - A major event in the National Basketball Association (NBA) calendar held in February 2023.
 - Attracted 50,000+ visitors to the Salt Lake City region.
- Sundance Film Festival
 - The largest independent film festival in the United States taking place annually in Park City, Utah. The festival attracts over 50,000 attendees, accredits 1,200 media and screens more than 100 films.
- Outdoor Retailer Show
 - The largest winter wholesale convention in the United States taking over 93,000 square meters of exhibit space in the Salt Palace Convention Center, attracting thousands of attendees annually.



ALIGNMENT WITH CITY/REGIONAL DEVELOPMENT PLANS

10. Strategic rationale

Games fully aligned with existing plans

SLC-UT 2034's vision for the Games is built upon three fundamental and complementary pillars: to elevate winter sport, communities and the Games experience. Each of these pillars align with the long-term development plans of Utah and the region.

Utah wants to do business with the world. Hosting the Games increases exchanges with the global community.

Salt Lake City and Park City will showcase sustainability measures, including: greater use of public transit, smarter decisions regarding the environment and air quality, and efforts to improve quality of life.

West Valley City, proposed host of Ice Hockey, will leverage extensive economic development efforts around the Maverik Center.

The University of Utah will showcase its campus, with recently added housing, technology advancements and an expanded Rice-Eccles Stadium. The Games are not the reason for these investments, but they are reflections of smart growth that can be attained by hosting the Games.

Leveraging the Games to elevate sport

The legacy venues of the 2002 Games are a strongly integrated element of the community and have served as a model to the world. Hosting another Games will allow us the opportunity to permanently endow legacy venues and the hosting of sporting events to support the Olympic and Paralympic Movements going forward.

The Utah Olympic Legacy Foundation will expand its efforts to support athletes and training. The latest manifestation of Utah's continued commitment to athletes and their training is an athlete housing facility opened in 2023 at Utah Olympic Park in Park City. SLC-UT 2034 will leverage the Games to extend financial support to these winter sport assets, becoming a permanent powerhouse in athlete training and education.

SLC-UT will seek to dramatically expand sports participation and amateur athlete development programs. The attention from building up to hosting a Games inspires people of all types, and especially youth, to focus on sport, try new disciplines, and realize the benefits of a healthy sport-based lifestyle.

The Utah Sports Commission will be able to increase its efforts to attract and host more domestic and international sports events directly benefiting national and international sport federations and others in the Olympic and Paralympic Movements.



FULLY ALIGNED PUBLIC SECTOR AMBITIONS

Utah law requires all counties and municipalities to prepare long-term general plans. The Salt Lake City-Utah Committee for the Games has engaged with communities on a regular basis for years to ensure alignment of the Games concept with municipal and regional planning.

All long-term planning in Utah must incorporate land use and transport strategies at a minimum. The Games concept relies fully on the use of existing venues and transport infrastructure. All existing competition and non-competition venues provide numerous benefits and are integral to their respective communities.

Hosting the Games in Utah will further elevate host communities. They will, for generations, benefit from the endowment that will be established following the 2034 Games. The funding provided will ensure the long-term viability of the venues, so that they will continue to function as places of recreation, culture, training and gathering for residents and visitors alike.

READY-TO-GO GAMES MOBILITY

The Olympic and Paralympic Winter Games 2034 can be feasibly delivered with the current transportation network and no major transport-related capital investments would be required. All proposed Games venues are in operation today and the existing transportation network serves these venues well for hosting events. Services can be augmented as required to ensure convenient transportation services for all stakeholder groups. Further, a range of exciting initiatives are being explored by Utah's transportation leadership that could provide innovative transport, increase the efficiency of the transportation network, improve safety, and reduce emissions and costs.

Since 2002, the Salt Lake region has continued to invest wisely in its transportation infrastructure and systems. There has been extensive expansion of public transit in the years since 2002, including new mass transit connections to the Salt Lake International Airport via light rail and a commuter rail service between Ogden and Provo. This provides many opportunities for sustainable transportation of spectators to Games events, as well as extra capacity to serve the ongoing transit requirements of the region's residents during the Games.

Winter sport—a key economic driver

Winter sport is incredibly popular in Utah and is a major driver of the local economy. As such, developing and maintaining sports infrastructure is a high priority in the state. All proposed venues have already made capital investments or have investment plans in place for improvements and expansions that would enhance feasibility and readiness for a future Games.

Many sustainability opportunities

Hosting the Games will further elevate communities and winter sport by promoting the values of diversity, equity and inclusion. Diversity is welcome and increasing in Utah cities, and the Salt Lake City-Utah Committee to the Games benefits from governance and team members from diverse backgrounds.

A future Games in Utah will be delivered in a financially responsible and sustainable way. The Games concept is completely reliant on existing venue and transport infrastructure, resulting in the lowest capital investment for the Games in the modern era.

Furthermore, the operating budget has been meticulously planned and refined over several years. Significant effort has been made not only to ensure the budget is reasonable but that a substantial legacy endowment is established to ensure the long-term sustainability of the venues and sport.

In the area of sustainable energy for host communities, Salt Lake City in 2016 passed a joint resolution addressing climate change and establishing targets for renewable energy and emissions reductions. In 2019, numerous communities worked with Rocky Mountain Power and the Utah Legislature to pass the Community Renewable Energy Act.

The Community Renewable Energy Program, formed following the passage of the aforementioned legislation, was the first program of its kind in the United States. All communities hosting Olympic and Paralympic competitions have pledged to rely on at least 60% renewable energy by 2030, with the vast majority committing to 100% renewables by that time.

Rocky Mountain Power has provided its enthusiastic support for a future Games in Utah and is the largest regulated utility owner of wind power in the western United States.

11. Capital investments

No new venue infrastructure required

All infrastructure is already in place to deliver a spectacular Games 2034 experience. No new permanent competition venues are needed to host the Games. All major non-competition venues, including the Athletes' Village, IBC and MPC are already in place, and no new transport or urban infrastructure is needed. The State of Utah, local governments, and venue owners and operators regularly invest in Games use venues to ensure they are competition-ready.

Minor capital investments of \$39.7M (2034 values) are planned in the OCOG budget for the Utah Olympic Legacy Foundation venues.

Refer to Annex 11.

12. Proposed dates

The proposed dates for the Olympic and Paralympic Winter Games are:

- Olympic Winter Games: Friday, February 10, through Sunday, February 26
- Paralympic Winter Games: Friday, March 10, through Sunday, March 19

The weather and climate within the Games region should ensure optimal conditions for competitions during this period. All proposed mountain venues enjoy natural snowfall, complemented by superior snow making systems and operations.

If it is in the collective best interests of Games stakeholders, the Games could also be celebrated one week earlier, with Opening Ceremony of the Olympic Winter Games on February 3rd and Opening Ceremony of the Paralympic Winter Games on March 3rd. All major agreements with venues and hotels allow this flexibility.

THEME

2

GAMES EXPERIENCE



13. A unique experience

The athlete experience is at the heart of planning for the SLC-UT 2034 Games, with great potential to create impressive benefits for athletes, their families, and the Utah communities involved in the Olympic and Paralympic Winter Games.

Utah welcomes the world

The pre-Games period provides an opportunity for many athletes from around the world to visit the competition venues as Utah welcomes athletes from around the world to train, live, and compete in the ample number of IF-sanctioned events staged here. Currently athletes from over 30 different countries train in Utah.

Athlete families

The 2034 Games will provide an experience not only for athletes but their families as well. SLC-UT looks to plan ways to help support families of athletes to make it easier to afford travel, transport, and accommodation for a more all-encompassing approach for athletes. An Athletes' Family Village would allow athlete families to secure housing and easy access to transportation hubs. SLC-UT has secured accommodation in two developments that could serve as ideal Family Village sites. Additionally, the University of Utah plans to have 12,000 beds by 2034, potentially allowing an expanded opportunity for athletes' families from all countries.

One Village

The Olympic and Paralympic Village, housed at the University of Utah, provides accommodation for all athletes and teams in one location. All competition venues will be served by comfortable, accessible and reliable athlete transport solutions from the Village. SLC-UT 2034 will also provide alternative accommodation at higher altitude for endurance athletes. The Village plan will support connectedness and athlete community across all teams.

Experienced volunteers, passionate spectators

Salt Lake 2002 left behind a great legacy of volunteering to support winter sport. Today, more than 20 years later, many volunteers are still in place across Utah and travel across the country to support other world class events. Utah volunteers are capable of executing and providing unforgettable experiences for athletes, stakeholders, and the community to create life changing moments. SLC-UT also wants to use the education, youth and volunteer programs of the 2034 Games to raise up a new generation of winter sport enthusiasts and officials which can serve athletes and their sports in local clubs, elite competitions hosted in Utah, and at the Games.

During the Games, full stadiums filled with knowledgeable and passionate fans will provide athletes, their families, and their friends an experience of a lifetime. Athletes will be a primary focus of the Opening and Closing Ceremonies, with many creative ideas already being considered for how to celebrate athletes and engage them in the show. The Ceremonies venue is within walking distance of the Village. The convenience of this layout ensures as many athletes as possible who want to participate in either ceremony can, with minimal overlap on timing to avoid directly impacting athlete training times.

Innovative Medals Plaza

The plan for a Medals Plaza creates new entertainment and environments for the community and stakeholders to engage with athletes. SLC-UT 2034 will provide athlete representation and input into additional planning and delivery to ensure their experience is unique and exciting.

14. Athletes' Commission

Athletes first

SLC-UT puts athletes first, as prioritized in the Games vision to elevate winter sport communities, and the Games experience. Four-time Olympian, Catherine Raney Norman, chairs SLC-UT's effort, and other Olympians and Paralympians contribute to Games planning. Lindsey Vonn, Olympic Champion and Chief of Athlete Experience, provides continued focus for athlete voices and expectations to be a part of the conversation. This type of leadership will continue through to Games delivery.

Athletes' Advisory Council

SLC-UT has ensured extensive aspiring, current, and retired athlete representation through an Athletes' Advisory Council enabled in its bylaws. There is over 37% athlete representation between both the SLC-UT Governing Board and Strategic Board. With many different perspectives represented in the conversation, 52% of these athletes identify as diverse, 40% are females, and 23% are para athletes. Athlete inputs, contributions, and connections are made on the journey to a future Games, including in athlete forums, one-on-one discussions, and panel discussions. SLC-UT is aligned with the standards provided by the United States Olympic and Paralympic (USOPC) with regards to their Athletes' Commission. These efforts will continue, with a similar composition of diverse, impactful representation, upon the creation of the OCOG.

USOPC Athletes' Commission

The USOPC has established an Athletes' Commission (AC) which serves as a source of athlete input and advice to the USOPC Board regarding both current and contemplated policies of the USOPC and helps ensure a strong and effective athlete voice in sport governance.

The AC engages with their members through a variety of different channels including, but not limited to, bi-weekly Leadership Meetings, three all membership meetings (February, May and October), monthly meetings, onboarding webinars, and staff one-on-one meet and greets with new representatives. To engage with the USOPC, the AC has an established monthly cadence with USOPC staff. The Chair has bi-monthly meetings with the USOPC CEO and USOPC National Governing Body Council leadership. AC Leadership has bi-weekly meetings that feature USOPC staff from a variety of departments including Athlete Services, Ombudsman, Ethics and Compliance, and Diversity Equity and Inclusion. The AC executive director meets regularly with the USOPC CEO. Additionally, AC staff communicates daily with USOPC staff.



Protecting clean athletes

15. Anti-doping arrangements

Comprehensive anti-doping capabilities

The United States has developed an advanced and comprehensive anti-doping environment. The Olympic and Paralympic Winter Games would benefit from all the existing resources that make up this environment. For Games in 2034, Sports Medicine Research and Testing Laboratory (SMRTL), one of two World Anti-Doping Agency (WADA) accredited laboratories in the U.S., will lead SLC-UT's 2034 anti-doping sample analysis operations.

SMRTL was founded in 2003, following the 2002 Games in Salt Lake City, with financial support from the Salt Lake Organizing Committee (SLOC), the National Football League (NFL), the U.S. Anti-Doping Agency, and the University of Utah. SMRTL has been WADA-accredited since 2006.

Local and scalable facilities

SMRTL's state-of-the-art facility is located in South Jordan, Utah, operating in 3,000 square meters of space devoted to anti-doping testing and research. SMRTL uniquely has the laboratory and administrative expansion space to meet rigorous Games-time operations beyond its typical routine sample analysis needs. Therefore, the costs associated with Games-time sample analysis will be greatly controlled compared to previous Games. SMRTL also has excellent relations with the approximately 30 other global anti-doping laboratories. The facility can take advantage of additional scientific experts needed at Games-time to operate 24 hours a day and deliver on the complex and short turn-around time Games-time anti-doping requirements. SMRTL's vision aligns with the ideals of SLC-UT, to be a world leader in detecting the use of performance enhancing substances in sport through excellent scientific practices backed by innovative research and development.

This fully WADA-accredited and highly experienced laboratory would serve as the central point of anti-doping analysis operations. Its location is 32km, a 20-minute drive, from the Athletes' Village at the University of Utah. SMRTL has served as the anti-doping laboratory for numerous events hosted in proposed Games training and competition venues. It has an established level of credibility in sample collection, chain of custody, and processing that meet all WADA standards. At Games-time, samples will travel using strict chain-of-custody procedures via electronically monitored vehicles and personnel.

Authentic, safe and equitable education

Education plays a critical role in the successful implementation of the U.S. Anti-Doping Agency's (USADA) mission. As the country's most trusted guardian of sport's integrity, USADA recognizes the responsibility it has to inform and protect its stakeholders. USADA's education programs are vital to ensure that sport remains authentic, equitable, and safe. USADA provides extensive education to thousands of athletes and support personnel each year to make certain they understand the value of clean sport, as well as their rights and responsibilities under the World Anti-Doping Code. These programs differentiate educational curriculum and modes of delivery for athletes within specific stages across the athlete life cycle and allow USADA's education programs to meet athletes where they are, both in theory and in practical application. They provide the gold standard in anti-doping and values-based education.

A two-pronged approach

USADA's education continuum instills values and develops behaviors that foster and protect the spirit of sport while deterring intentional and preventing unintentional doping. Through a two-pronged approach, specific components of USADA's education program are gradually introduced throughout an athlete's participation in sport. It begins with values-based education for elementary-aged children through USADA's TrueSport initiatives and culminates with the inclusion of anti-doping education at the Elite, Masters, and Team-Development levels. USADA conducts extensive programs through its education continuum each year to thousands of athletes, coaches, and their extended circle of care through in-person classes, online resources, and one-on-one interactions.

USADA's TrueSport program is founded on three cornerstones: sportsmanship, character building and life skills, and clean and healthy performance. TrueSport is a sport outreach platform that mixes inspiration with education. It draws from research and the voices of experienced coaches, educators, athletes, and experts in the trenches to craft programmatic elements and engaging resources that are expert-sourced and research-based. The TrueSport Program design reflects a diligent concern for the experiences and outcomes of the various constituents. It includes focus on the creation of a supportive climate, the inclusion of engaging activities, education and training for adult leadership, as well as opportunities for participants to practice skill development both in and out of the learning environment.

TrueSport lessons and coaching resources are not intended to remove obstacles for young athletes, but rather, better equip and prepare them to meet those challenges head on. TrueSport facilitates the creation of young leaders who will make ethical, healthy, and safe choices in sport and in their community. It supports athletes, parents, and coaches through partnerships with organizations and entities throughout the country to promote positive youth sport experiences. TrueSport's powerful education tools for athletes, coaches, and parents are helping change the culture

of youth sports around the country, and concurrently, they are building a culture of clean sport.

For elite level athletes and beyond, USADA has found that clean sport education in action requires cooperation, successful implementation, and innovation. Through the WADA International Standards of Education, and evidence-informed research, USADA builds upon the values learned through TrueSport to inform, engage, and deter elite level athletes from using performance enhancing substances, and create a culture of clean sport. USADA's Elite Education Team does this through various education modalities including face-to-face education with athletes and athlete support personnel, eLearning, webinars, booth activation, monthly newsletters, social media campaigns, website articles and content, and printed materials.

Effective collaboration

In 2034, these important and necessary education programs would be built into the SLC-UT OCOG's overall athlete educational programs via direct cooperation between USADA, WADA and SLC-UT. A successful Games-time education program ensures that athletes, coaches, team physicians, pharmacists and all athlete support personnel participating in the Games receive education before the Games. This is essential to protect athletes and delegations against inadvertent positive tests that have the real possibility of tarnishing athlete careers and the reputation of delegations, and even the Games themselves. A comprehensive education program would include education opportunities through multiple modalities, including taking advantage of test events before the Games and athlete-facing opportunities. As a recent example, USADA has worked together with trusted partners such as Stanford University to develop online and CME-accredited programs. These programs offer health professionals up-to-date and relevant medical education in an anti-doping context combined with annual ongoing education requirements. Last but not least, through this direct cooperation, SLC-UT would implement the TrueSport initiatives with the local communities in the lead-up to the Games.

16. Integrity of sport

SLC-UT 2034, the USOPC, the State of Utah and the United States are committed to fully protecting the integrity of sport leading up to and during the Games.

National framework

The United States legal framework honors fair play. The Sports Bribery Act makes it illegal to influence, attempt to influence or conspire to influence any sporting contest by bribery of participants. It is also illegal for participants to accept bribes or influence one's own performance. Violating the Sports Bribery Act is a federal felony offense. Additionally, broader federal laws like the Travel Act and racketeering statutes may be used to prosecute match-fixing and sports bribery when it involves interstate or international commerce.

Sport integrity in Utah

Currently, sports betting is allowed in 38 US states. However, Utah is not one of them.

Prohibitions on sports betting are enshrined in the Utah Constitution, Article 6, Section 27, which prohibits the Utah Legislature from authorizing "any game of chance, lottery or gift enterprise under any pretense or for any purpose." The Utah Criminal Code (UCC) Title 76, Chapter 10, Part 11, prohibits organizing or participating in most forms of gambling.

The UCC prohibitions include anyone who "intentionally provides or offers to provide any form of Internet or online gambling to any person" in Utah, and specifically prohibit "throwing a match, game or contest." Additionally, Utah bribery laws under UCC Title 76, Chapter 10, Part 8, make it illegal to offer, solicit or accept bribes to influence the outcome of a sporting contest. In Utah law, as in U.S. federal law, offering or accepting a bribe is a felony offense.

Enforcement of gambling prohibitions in Utah falls under the jurisdiction of the Utah Department of Public Safety's Investigations Bureau. The bureau employs law enforcement officers who investigate illegal gambling and sports betting operations that may occur within the state's borders. They work closely with local police departments and county sheriffs to uncover unlawful sports wagering, including illegal sports books and unauthorized sports betting.

Sport governing bodies

Sport national governing bodies and the USOPC are committed to protecting the integrity of sport and the public's confidence in the authenticity of Olympic and Paralympic sport results. Any attempts to unlawfully influence outcomes through betting schemes, bribes, match manipulation or gambling are strictly prohibited. Integrity provisions aim to protect the reputation of the Olympic Movement and the commitment of athletes to fair play and competitiveness.

The OCOG will work closely with the USOPC, the IOC, the Utah Department of Public Safety, and relevant law enforcement to ensure the Games are conducted free of competition manipulation, sports betting or other interventions that violate the principles of fair play.

17. Olympic Village overview

One Athletes' Village

The extensive facilities at the University of Utah will provide a superb one-Village experience for the Olympic and Paralympic Winter Games 2034. Athletes and officials will be welcomed to a campus community that today serves 5,000 residents, with incredible housing, recreation, dining, and other amenities.

The University has an ideal location, nestled in the foothills of Salt Lake City at an altitude of 1,500m, with a commanding view of the Wasatch Mountains and city. Centrally located among competition and training venues, and all within a one-hour travel distance, the Village will serve as the heart of the Games.

Expanded and modernized student housing

SUFFICIENT CAPACITY TO MEET GAMES REQUIREMENTS

The Salt Lake 2002 Games were the most recent Winter Games to house athletes in a single Athletes' Village. Plans for the 2034 Games build on the 2002 legacy, providing 4,500 Olympic athletes and officials and 2,500 Paralympic athletes and officials with the opportunity to share in a singular Games experience on the campus of the University of Utah. 30 residential buildings, ranging from two to five stories, are within the Village footprint.

Since 2002, University housing that was developed for those Games has been expanded and modernized, and the University has ambitious plans to double the number of on-campus residents to more than 12,000 by the time of the 2034 Games. These investments are independent of the Games, but they will provide significant additional flexibility, capacity and very high-quality housing for athletes and officials. The University recently announced a new public-private partnership that will facilitate the financing and construction of new student housing. The first project, within the planned Village footprint, will bring more than 1,000 additional beds in 2026.

A PARALYMPIC VILLAGE THAT MEETS ALL NEEDS

The 2034 Paralympic Village will be exemplary in providing residents a barrier-free experience. All structures within the Village meet the minimum requirements of the Americans with Disabilities Act, including but not limited to doorways, elevators, and an adequate number of fully accessible bathrooms. For example, in the Shoreline Ridge apartments on campus, all three and four-bedroom apartments have a tub/shower and a roll-in shower for the second bathroom. All new facilities were designed to meet and exceed code to support as many universal design features as possible.

Operationally, the Paralympic Village will retain all amenities of the Olympic Village, with appropriately scaled housing for Paralympic athletes and officials.

Extraordinary amenities for the athlete experience

DINING

Currently, two dining facilities within the Village footprint serve thousands of meals every day and have a seating capacity of over 1,100. This offers 2034 Village residents the opportunity to enjoy dining in comfortable, existing facilities that have capacity to meet their dietary needs and cultural preferences.

Additional dining capacity to match the planned growth in student housing through 2034 is also expected and can be placed in the service of athletes during the Games.

UNPARALLELED TRAINING AND RECREATION

Within the Village footprint is the outstanding George S. Eccles Student Life Center, a beautiful 17,000 m² exercise and training facility that will serve as a hub for athlete training and recreation. Amenities include a 50-meter pool, indoor and outdoor leisure pools, a large indoor hot tub/spa, a 290-meter indoor running track, a bouldering and 4-story climbing wall, a 130 m² fitness center, an outdoor mezzanine, an outdoor fire pit, 5 sport courts, racquetball courts, and 4 group fitness studios.

WORLD-CLASS MEDICAL FACILITIES

The University of Utah is a member of the USOPC's National Medical Network and regularly provides medical services to athletes. It is well-acquainted with the needs of athletes and NOCs and NPCs.

The University has world-class medical facilities, which are on campus and close to the Village. The University of Utah Hospital is a renowned research and teaching hospital just a one-minute drive from the Village. It is a Level 1 trauma center.

In addition, two new medical facilities in the vicinity of the Village were completed in 2020. The first is a 28,000 square meter ambulatory care clinic and the other is a 10,000 square meter rehabilitation hospital. Furthermore, athletes and support staff will have access to the University's mental health institute, providing comprehensive mental health services.

The Athletes' Village will have convenient access to all these facilities, and aligned with The New Norm, SLC-UT 2034 will supplement these services as necessary with a polyclinic. Specific polyclinic requirements will be developed in close cooperation with Olympic and Paralympic stakeholders.

EFFICIENT TRANSPORT AND CONNECTIVITY

The Village is ideally located. All Village facilities are on the main University of Utah campus, each within a 5 to 10-minute walk from Salt Lake City's light rail service (TRAX). The Village is also quickly connected via major arterial roads to downtown Salt Lake City and nearby expressways.

Via dedicated athlete transport, the Village is 10 minutes from downtown Salt Lake City, the Delta Center (Figure Skating and Short Track), the Salt Palace (MMC and Curling) and Medals Plaza. The Village is just 20-minutes from the entry point to Park City, which is host to multiple competition venues.

An internal Village transport solution will be provided to move residents within the Village. The total area of the Village covers 68 hectares, of which approximately 4 hectares are set aside for overlay areas. There is a maximum gradient of 41 meters and a maximum distance of .74 kilometers between major services and accommodation facilities, allowing for active mobility within the Village, such as cycling and walking.

A SAFE AND SECURE ENVIRONMENT

The University of Utah will vacate student housing during the Village operations period and key areas of campus will be secured for the Games, including the Village and Rice-Eccles Stadium. A secure perimeter will be set up that allows free movement for athletes throughout the Village with minimal disruption to traffic flows or operations of nearby businesses.

SUFFICIENTLY SIZED TO SUPPORT ALL NEEDS

The University of Utah serves 35,000 students and has extensive facilities to support that population. These facilities provide ample resources for the needs of the Village, including spaces for Village administration, NOC and NPC offices, storage, logistics, a welcome center, and transport services. The Village was highly functional in 2002 and will be further supplemented by ample facilities available today. No new construction is required for the Athletes' Village.

The University of Utah—an ideal Games partner

ENTHUSIASM FOR THE 2034 GAMES

The University of Utah worked closely with 2002 Games organizers and has remained heavily engaged in the legacy of 2002. Once again, the University has graciously offered its enthusiastic support in hosting the Athletes' Village in 2034. Further, SLC-UT and the University are eager to leverage the partnership to bring the best possible educational, experiential, and research opportunities the Games will bring to the broader university communities as a legacy for the next generation.

EVENT DELIVERY PARTNERSHIP

In 2023, the University of Utah signed venue use agreements (VUA) for Rice-Eccles Stadium and the Athletes' Village for the 2034 Games. The Athletes' Village VUA grants to the OCOG the right to use all designated student housing and common areas, dining areas, kitchens, parking and other facilities necessary to stage the Games.

The University of Utah currently operates and maintains the Village facilities and will continue to do so during the Games. It will also make available its existing staff to provide services. SLC-UT 2034 will coordinate Village operations with the University.

A LEADER IN SUSTAINABILITY

As the premier academic and research institution in the state, the University of Utah is a leader in sustainability. The University is committed to building a campus that will serve as an innovative model for current and future generations. For example, the University tracks its progress in sustainability using the STARS national framework, developed by the Association for the Advancement of Sustainability in Higher Education. The University has ranked STARS Gold since 2020.

Additionally, all University construction since 2009 has been built with at least LEED Silver certification, and more than 20 buildings on campus enjoy such certification.

The OCOG will partner closely with the University to identify opportunities for advancement in sustainability, not just at the Village at Games time, but throughout the journey to Games and in ways that impact all host communities.

AN ECONOMICAL VILLAGE SOLUTION

The 2034 Athletes' Village provides both an excellent Village experience and a very cost-effective solution, utilizing existing housing and other facilities. Given

the available housing, dining, and support facilities, temporary structures will be significantly reduced or even eliminated to meet Games requirements. The University of Utah has sufficient space, infrastructure, and services to deliver a high-quality experience for all athletes and officials.

Alternative accommodation options

The availability of numerous alternative housing locations secured by SLC-UT near mountain competition venues further strengthens the overall athlete experience. For athletes who desire to be at higher altitude or closer to their competition venues, alternate accommodation options will be offered, as was done in 2002.

Olympic Village legacy

18. Long-term alignment

An ideal Village legacy

After serving as the site of the Olympic and Paralympic Village during the Salt Lake 2002 Games, the University of Utah has significantly expanded its on-campus housing to meet growing student demand. Existing facilities and recent construction of new student housing ensures that the Olympic and Paralympic Village capacity requirements can be met.

Total on-campus student housing now exceeds 5,000 beds, with an additional 1,000+ projected to be delivered in 2026. The additional stock will allow for flexibility to support both the Village and accommodation needs for other stakeholder groups.

Growing demand, new experiences

Since the Games in 2002, University of Utah student enrollment has increased from 26,000 students to more than 35,000. While the University has historically been known as a "commuter" school, recently more and more students have come to rely on affordable on-campus student housing.

The housing units already constructed, along with housing planned for construction in the next two years, will provide more choice for students who may otherwise have difficulty securing housing near campus. By 2034, the University of Utah anticipates providing student housing for 12,000 students.

More than just housing, the University of Utah is creating state-of-the-art "living learning" and "theme" communities that allow students to come together around a broad array of common interests from entrepreneurship to social justice. Students participating in these experiences earn high marks, increase their engagement with faculty and build meaningful friendships.

SPECTATOR AND FAN EXPERIENCE / COMMUNITY ENGAGEMENT

19. On site and digital strategies

Innovative fan experiences

SLC-UT aims to partner with the Olympic and Paralympic Movements to create and make available a unique fan experience value proposition for local, national, and international fans that not only entices them to actively engage with the 2034 Games and SLC-UT's many ambitions, but also inspires them to continue supporting the growth of sport in society for a lifetime.

The fan experience will be designed as an integrated digital and live journey over many years, enabling millions of global fans to engage pre-Games, at Games-time, and post-Games. SLC-UT 2034 will invite Utah citizens and youth to develop, design and curate these fan experience journeys, showcasing the best of what Utah has to offer to the world, and at the same time, inviting national and international fans to contribute the best of what they can bring to the Games and to SLC-UT's communities.

PRE-GAMES

In the years leading to 2034, SLC-UT will launch a global invitation and call to action for youth and fans everywhere to take part in supporting the Games. Whether it be volunteering, hosting, gaming, purchasing, educating or attending, SLC-UT aspires to open all of the platforms and programs that are delivered through hosting the Olympic and Paralympic Winter Games to fans to actively contribute to, either remotely or onsite, forming an everlasting bond between all Games participants as their journeys and experiences become intertwined.

GAMES-TIME

At the epicenter of fan offerings will be the onsite Games-time experiences in Utah in February and March 2034, where the sporting destinies of the Olympians and Paralympians will be showcased, underpinned by the insatiable warmth and hospitality of Utah's volunteer armada to welcome and guide every guest. The goal is for the world's fans to descend on Utah, either in person or through new media channels, to actively take part in all aspects of the Games. Central to the fan experience value proposition will be the sports and ceremonies events, where every fan in every venue for every session of Olympic and Paralympic sport will be celebrating the performances from beginning to end, and in doing so, will be contributing to SLC-UT's celebration of Olympism and Paralympism.

Onsite, fans can expect smooth logistics, easy access information, plentiful amenities, attractive food and beverage options, and engaging sport presentation.

The SLC-UT fan experience at the Games will go beyond the sport sessions, as cities, the state, and the entire nation are activated to provide fans numerous additional sport and cultural experiences in which to take part. Targeting the appetites of key stakeholders, business communities, and fans, SLC-UT will make available a broad range of activities in its host communities and mountains that will be woven throughout the fabric of fan journeys while in Utah. And for global fans engaging remotely, SLC-UT's ambition is to provide them numerous modern digital viewing, gaming and participation options so that they can experience and contribute to the Games as if they were onsite.

POST-GAMES

After March 2034, SLC-UT will continue enriching its relationships with the global fan community, as it will strive to leverage the legacy of numerous fan engagement platforms to build on the amazing contributions that every person shared to create them. Whether a fan attended the sports, ceremonies and city activities at the

Games onsite, volunteered to support Games operations, supported the Olympic and Paralympic brands by buying a keepsake, or engaged remotely from all corners of the planet, SLC-UT will work to keep the flame alive in the hearts of all local, national and international patrons.

To achieve this and help align all these numerous journeys and opportunities, SLC-UT will leverage modern digital technologies to underpin the full fan experience strategy from beginning to end. Working in close part-

nership with the USOPC, the IOC, the IPC, and other partners, SLC-UT will develop and implement a lifetime digital fan engagement strategy, whereby all interactions with every single person that supports the Games will be united in one central community. Fans will be invited to continue engaging with SLC-UT and broader Olympic and Paralympic movement platforms beyond the Games, and in doing so, they have the opportunity to keep and build upon their memories and contributions as part of the Games' legacy.

Community engagement

20. Programs and initiatives

Utah is enthusiastically behind hosting the Olympic and Paralympic Winter Games, with 82% public support. Opportunities to engage in the elements of the Olympic and Paralympic Movements along a 9.5-year journey to 2034 will be strongly embraced by host communities and enable SLC-UT to sustain this important support. SLC-UT will boost community initiatives that align with the Games vision, such as unity, diversity and inclusion through Games platforms, and tie into community events with these themes. Building from this existing and growing local support base, SLC-UT will also work to educate and engage a much larger community of fans across the nation and beyond.

Sustainable Games

Delivering sustainable Games and helping the Olympic and Paralympic Movements set new benchmarks for how best to protect and strengthen winter sports is of paramount importance to SLC-UT. Sustainability and clean air are highly important initiatives within all host communities today. Through the Continuous and Targeted Dialogue stages, SLC-UT has fostered partnerships with community and advocacy organizations across the range of sustainability dimensions. Early in the journey to Games, SLC-UT will facilitate planning sessions that outline how the Games can help propel forward existing sustainability initiatives and bring new initiatives to the effort. Once plans are developed, which will include ambitious impacts across sustainability dimensions, the public will be asked to participate in bringing them to life.

Cultural events

Alongside sport, culture is one of the key pillars of Olympism and of the Games, and SLC-UT plans on fully leveraging the culture program as a means to educate youth, inspire fans, and showcase the best cultural elements of Salt Lake City and the region. Utah has many spectacular cultural venues and sites at which a fantastic Cultural Olympiad can be staged. The years leading up to 2034 will be opportunities to build momentum by aligning with the busy cultural calendar.

Educational programs

Being able to disseminate and draw inspiration from the values of Olympism and Paralympism is a phenomenal educational platform that will be leveraged within schools across Utah and the nation. For example, an engagement program for

schools in Utah to adopt participating NOCs and NPCs will allow them opportunities to get to know and cheer for them during the Games. The nation's youth can gain additional cultural exposure and understanding about the world's cultures, and in doing so, help grow global citizens eager to contribute to society.

A robust program to bring sport initiation, athletes and other inspirational figures into schools is planned. This program will expose students to winter sports and role models who embody Olympism and Paralympism. School visits will include experiential opportunities with sport and adaptive equipment. Further, SLC-UT will leverage and expand the extensive community winter sport participation opportunities already in place and led by the Utah Olympic Legacy Foundation and other key organizations. Utah and host communities will work to facilitate exposure to and participation in sport for students from all corners of the state, regardless of economic backgrounds or traditional access to sport facilities.

Celebrations

Celebrating the lead-up to the Games, as well as the Games themselves, will be an underlying theme of the SLC-UT 2034 community engagement strategy. A series of pre-Games celebrations will include count-down events and events that honor community heroes, holidays, and other important moments. SLC-UT will bring together the public, athletes, and community leaders to celebrate other key Games aspects, such as mascot and uniform unveilings, ticketing launches, etc. The digital fan community will be able to follow and take part as much as possible throughout.

Sport and sport events

Each of the hundreds of events likely to be held in Games venues prior to 2034 will be an opportunity to educate fans and community members about winter sport and the Games. In alignment with Agenda 2020+5, SLC-UT will seek to partner with the IOC, IPC, and sport federations to increase interest in sport and

the road to the Games. Each event can be leveraged to invite the public, build fan engagement, and promote the Games. The U.S. Olympic trials in particular present an excellent opportunity close to the Games to build enthusiasm and increase awareness of Olympic and Paralympic winter sport.

Torch Relay

The Torch Relay is an incredible opportunity to engage and inspire the entire country and digital fans everywhere and create anticipation for the Games. The 2034 Olympic Torch Relay will travel the USA, reaching millions of citizens in U.S. cities at community events and along the route. Impactful celebrations will be held at iconic locations across the USA as the torch visits the capitol, U.S. Olympic host cities, and sites that present to the world the best of America. Games sustainability ambitions will be highlighted as the torch makes its way through natural and cultural heritage sites. Just as in the 2002 Games, torchbearers will include those who inspire and embody Olympism and Paralympism.

Once the Torch Relay arrives in Utah, nearly every Utahn will have the opportunity to attend the relay in the final days before the Games.

Public communication

It is important to keep the public well-informed of progress in the build-up to the Games. Frequent updates through the media, website, and social media channels are foundational to community engagements. Additionally, communication efforts will include a two-way dialogue. SLC-UT has been active in host communities to listen, understand what is important, and integrate ideas into plans for the Games. Sincere listening to all perspectives, including those not in favor of the Games, will continue and be amplified in the years after the host election. Communication efforts will also focus on showing how the Games can be a catalyst to achieving community objectives and partnership between the Games and host communities.



THEME

3

PARALYMPIC GAMES



21. Vision and community benefits

A unified vision

Our vision for the Paralympic Winter Games is unified with our vision for the Olympic Winter Games: Together, elevate winter sport, our communities, and the Games experience. We aspire to become more universal, more inclusive, and more welcoming, because everyone belongs.

Fundamentally, we aspire to host a Paralympic Winter Games that is elevated in every way—from the athlete experience, the visibility and promotion of para sport, and the impact to the community and the Paralympic Movement.

Elevate para sport

We are driven to expand opportunities for aspiring para athletes. Recent para sport events hosted in Utah, including the 2023 FIS Para Cross Country and IBU Para Biathlon World Cup Finals hosted at Soldier Hollow, are inspiring children in Utah with impairments to participate in sport. SLC-UT will remove barriers to para sport participation by supporting adaptive sport organizations that provide resources and programs to help people of all abilities engage in sport. Our aim is to make this vision a reality—that no matter what happens in life everyone can still participate in sport.

There are many stakeholders in the community who continue to move the needle when it comes to providing more avenues for sport participation. For example, the University of Utah Medical Center is driving research and providing resources to open new opportunities for athletes to continue to practice sport with or without impairments. Hosting the 2034 Paralympic Winter Games will shine a light on innovative, inclusive approaches introduced, showcased or expanded in Utah that can be emulated in other regions around the world.

Utah is the “State of Sport,” and Utahns are passionate, knowledgeable fans. Hosting para sport events in Utah in the coming years will continue to bring in more fans, skilled sport volunteers, and develop capabilities to deliver outstanding Paralympic Games in 2034.

Elevate our communities

Our vision leverages the Paralympic values and the Paralympic Movement to change the narrative. SLC-UT will work closely with local educational institutions to promote both Olympic and Paralympic Values, fostering inclusion. The increased profile of the Paralympic Games, the athletes, and para sport will propel initiatives that will help our communities become more socially aware and more welcoming to all.

There are more than 1.2 billion people in the world with an impairment—15% of the global population, or nearly

one in seven human beings. SLC-UT aims to expand opportunities for those with impairments to plan and deliver the Games as OCOG paid staff, volunteers, contractors, and organizations within the community. The OCOG will implement best practices that facilitate the recruitment, selection, onboarding, deployment and retention of people with impairments.

Elevate the Paralympic experience

The same Athletes’ Village, built as student housing on the University of Utah campus, will be used for both the Olympic Games and the Paralympic Games. Village residents will have access to outstanding dining, medical facilities, modern amenities, accessible and efficient transport with all competition and non-competition venues located within a 60-minute journey.

The groundbreaking Athlete Family Village will be available for both the Olympic and Paralympic Games, providing the families of para athletes around the world access to affordable Games-time housing, tickets and transportation.

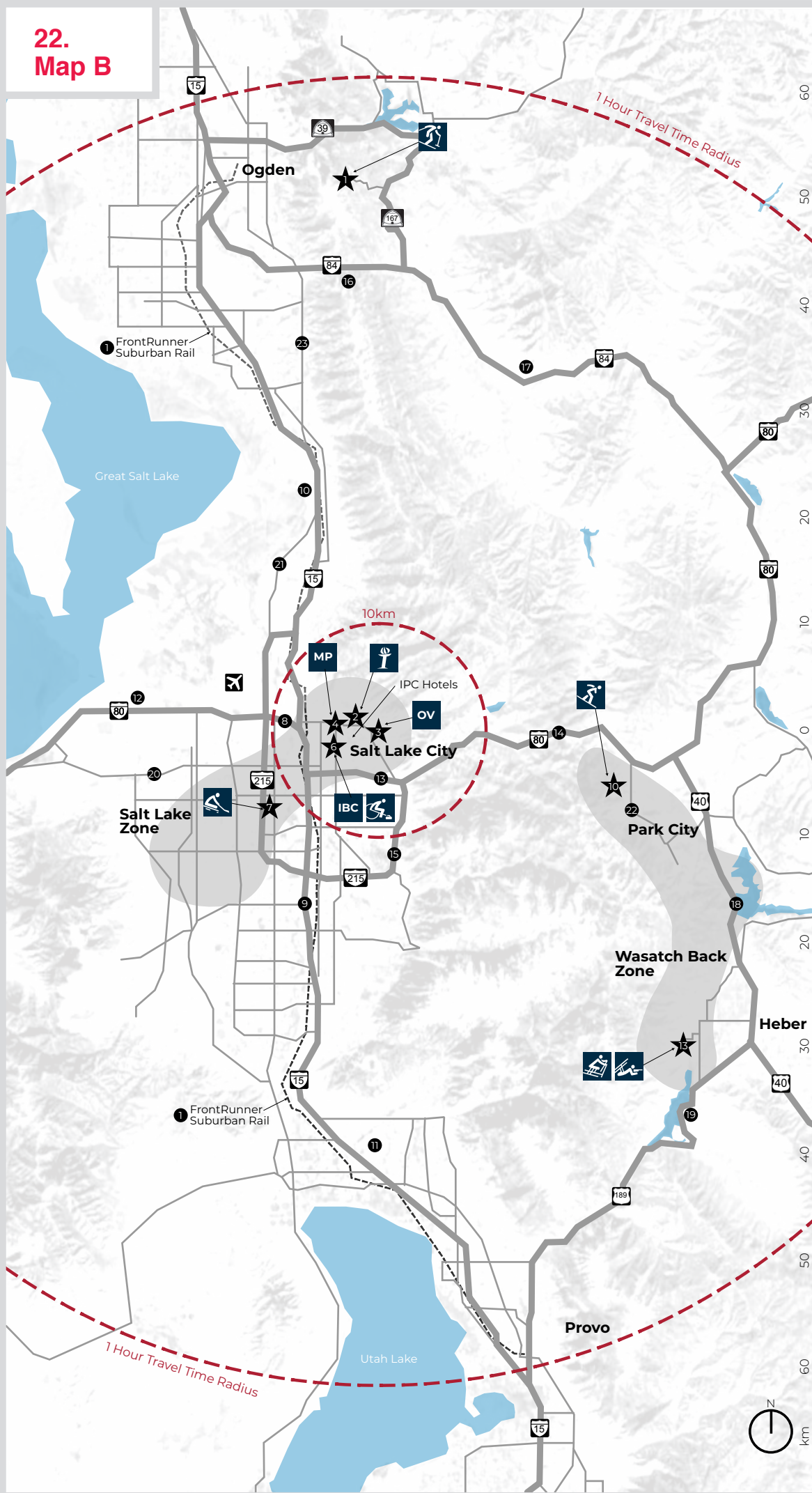
The Paralympic competition venues are all Olympic venues as well. All are world-class facilities experienced in hosting previous Paralympic, world cup and world championship events. Paralympians will compete in iconic settings cheered on by thousands of eager fans.

Must see, can’t miss

The Paralympic Games will become the “must-see, can’t miss” event of 2034, with historic levels of coverage on linear and streaming platforms. The world will witness and celebrate the miracle of the human body and the ability of para athletes to push themselves to the limit. The 2034 Paralympic Games will provide an unprecedented platform to celebrate people of all abilities and realize our vision—everybody belongs.

**22.
Map B**

**Paralympic Winter Games Concept Map
Map B**



- Snowbasin**
- Para Alpine Skiing
- Rice-Eccles Stadium**
- Opening and Closing Ceremonies
- University of Utah**
- Olympic Village
- Block 85**
- Medals Plaza
- Salt Palace Convention Center**
- International Broadcast Center
- Wheelchair Curling
- Maverik Center**
- Para Ice Hockey
- Utah Olympic Park**
- Para Snowboard
- Soldier Hollow**
- Para Cross-Country Skiing
- Para Biathlon

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Paralympic governance

23. Structural integration

The organization of the Paralympic Games will be integrated into every level of governance, management, and functional areas. In addition, the OCOG will have a Paralympic department that ensures cross-functional integration for the Paralympic Winter Games.

Board of directors

The board of directors will have representation from the IPC and Paralympians to ensure the perspective of the Paralympics is represented in all settings and incorporated into the overall governance of the OCOG.

Functional areas

Each functional area will have responsibility for delivering the Paralympic Games and the Olympic Games. Each area will develop plans for each Games and will have a lead individual responsible for coordinating and delivering Paralympic responsibilities within that functional area. This individual will also have responsibility for coordinating with the Paralympic department.

Paralympic department

The OCOG will have a Paralympic department to focus on the overall coordination and delivery of the Paralympic Games. The head of the Paralympic department will be a member of the team reporting directly to the COO. The Paralympic department will help facilitate the planning of the Paralympic Games, supported by each functional area.

Paralympic budget

The OCOG budget has dedicated funding for the Paralympic Games, in addition to funding resources within each functional area.



Competition venues

24. Table 24

All proposed Paralympic Winter Games competition venues will also be used for the Olympic Winter Games.

Sport/ Discipline	Venue Number / Venue / Zone / Cluster	Capacity	Legacy capacity	Current use	Post-Games use	Games-time warm-up capacity (if required)	
						FoPs	Brief description
Alpine Skiing	1 Snowbasin	Seating 9,000 Standing 10,000 Total 19,000	3,500	Mountain Resort	Mountain Resort	One	Wax Testing lane will be provided at venue
Biathlon	13 Soldier Hollow Wasatch Back	Seating 3,000 Standing 12,000 Total 15,000	6,000	Nordic Skiing & Recreation Park	Nordic Skiing & Recreation Park	One	Warm up capacity on 30km of nordic trails
Cross Country Skiing	3 Soldier Hollow Wasatch Back	Seating 3,000 Standing 12,000 Total 15,000	6,000	Nordic Skiing & Recreation Park	Nordic Skiing & Recreation Park	One	Warm up capacity on 30km of nordic trails
Para Ice Hockey	7 Maverik Center Salt Lake City	Seating 10,100 Standing N/A Total 10,100	Ice hockey: 10,100 Basketball: 12,500 Concerts: up to 12,000	Sports Arena	Sports Arena	One	Standard hockey rink warm-up capability
Snowboard	10 Utah Olympic Park Wasatch Back Park City	Seating 2,000 Standing 6,000 Total 8,000	2,500	Sports Complex	Sports Complex	One	Warm up slope will be provided at Mountain
Wheelchair Curling	6 Salt Palace Salt Lake City Downtown	Seating 4,500 Standing 2,000 Total 6,500	0	Convention Center	Convention Center	One	4 temporary ice sheets for practice & Games - venue is co-located with IBC

TOTAL NUMBER OF COMPETITION VENUES: 5

Non-competition venues

25. Scaled venues

The venues for the Paralympic Village (University of Utah), IBC (Salt Palace) and Opening and Closing Ceremony (Rice-Eccles Stadium) are the same as for the Olympic Winter Games, appropriately scaled to use. There is no Main Press Center planned. Media services will be enhanced at all Paralympic Winter Games venues.

Please refer to Map B.

Accessible infrastructure

26. Accessibility in Utah

Excellent accessibility infrastructure

The Americans with Disabilities Act (ADA) is the primary law in the United States that addresses accessibility and inclusion for individuals of all abilities. It prohibits discrimination against individuals with disabilities in all areas of public life, including employment, education, transportation, and public accommodations. Public accommodations that are required to adhere to the ADA include hotels, restaurants,

transportation services, and recreational facilities. This includes requirements for accessible entrances, restrooms, parking, and other facilities.

Utah regularly works to improve accessibility in key areas such as accommodation, transportation, and the general city environment. Many hotels, public buildings and transportation hubs are equipped with modern accessibility features such as ramps, elevators, accessible pedestrian crossings, and wheelchair-accessible sidewalks being common features.

All Games venues adhere to the ADA, providing high levels of accessibility. The OCOG has further budgeted for enhancements that may be needed to further improve accessibility, such as at temporary venues and the Village. Efforts will also be taken to ensure high levels of accessibility in wayfinding and accessibility of information so that individuals with impairments can easily participate in the Games.

Awareness

27. Accessibility promotion and communication

Paralympic Winter Games promotion

Utah is well-placed to promote an excellent Paralympic Winter Games in 2034, particularly with a 9.5-year journey to the Games. SLC-UT will work with the IPC, Paralympic sport federations and others to identify strategies that showcase Paralympic events and athletes not just during Games-time but throughout the planning and delivery of the Games and beyond.

The Utah Sports Commission (USC) is charged with bringing sport events to Utah, and since 2002 has developed significant infrastructure to attract and promote events, including para sport events. For example, in 2023 the FIS Para Cross Country and IBU Para Biathlon World Cup Finals were held at Soldier Hollow, and from 2015-2023 a total of seven IBSF Para Bobsled World Cups were hosted at Utah Olympic Park.

Hosting the Games in 2034 will further enhance Utah's attractiveness to stage upcoming para sport events, training camps and more. SLC-UT will work with the USC and other Utah organizations to intentionally pursue hosting more para events. Increasing the frequency of events hosted in Utah, coupled with effective promotional campaigns, will raise their profile locally, nationally and globally. This will generate more opportunities for SLC-UT to engage with marketing partners, community organizations, and fans. It will also help foster sponsorship opportunities for both domestic and international para athletes.

Raising awareness

Importantly, raising the profile of Paralympic sport and para athletes will increase disability awareness in the community. Hosting the Paralympic Games in 2002 introduced Paralympians to many in Utah for the first time. Para athlete legends such as Chris Waddell have remained heavily involved in the community and maintained a high profile within the state. Additionally, the 2026 Games, the 2030 Games, and ultimately the SLC-UT 2034 Games provide opportunities for a rising generation of para athletes to become heroes, both locally and nationally, and inspire children to chase their dreams.

Not only is it important for children to see themselves in their favorite athletes, but to see themselves in those who work behind the scenes to deliver the Games. SLC-UT will work closely with local organizations, schools, partners and government institutions to proactively provide opportunities for people with impairments to work within the OCOG, with delivery partners, serve as volunteers or contribute through community organizations and others. Furthermore, as witnessed in the lead up to the Salt Lake 2002 Games, educational programs coordinated by the OCOG can play a powerful role in promoting Paralympic values and raising disability awareness. SLC-UT envisions close partnerships with schools to develop and monitor initiatives that promote inclusion and understanding.

THEME

4

SUSTAINABILITY



28. Sustainability ambition

SLC-UT's sustainability ambitions are transformative for the state and its citizens. These ambitions support the key pillar of the Games vision—to elevate our communities—and is fully aligned with the IOC's overall vision of building a better world through sport.

The 2034 Games will serve as a showcase for adopting best practices in environmental and social responsibility. The Olympic spirit can be harnessed to deliver significant climate action in Utah and beyond, contributing to the Olympic and Paralympic Movements while building upon the legacy from the 2002 Games—a legacy that continues to benefit local communities, the state, the nation, and winter sport athletes from around the world.

A changing climate presents challenges to winter sport and to communities across the region and worldwide. Now, more than ever, the Games represent a unique opportunity to bring people together and to catalyze social progress. SLC-UT is committed to being a partner with the IOC, IPC, IFs, and other stakeholders in sustainability through aggressive, innovative, and practical actions related to the planning, delivery, and legacy of the 2034 Games.

A holistic approach

SLC-UT's sustainability approach is holistic. It considers the broader Games impact across environmental, social, and economic dimensions while spanning the full timeline from pre-Games planning, to delivery, and through legacy. This broad ambition also extends beyond the activities of the OCOG and will involve all key stakeholders to ensure sustainable legacies that will align with local and regional long-term goals.

A confident vision

100% of all competition and non-competition venues exist and are well maintained. The current infrastructure in the Games region can support the scope of Games operations. A no-build Games negates impacts related to major construction activity, and allows the OCOG to focus intently on other, often less-considered, areas of sustainability.

Specific sustainability and Games impact goals that a SLC-UT 2034 Games will achieve across the environment, social, and economic dimensions include:

- Winter Games with GHG reductions greater than the Games residual emissions combined
- Improved energy efficiency and transition to renewable energy solutions at Games venues with the aim of ongoing net-zero performance; aggressively pursuing Games-time temporary power solutions supported by renewable energy sources
- Sustainable transport solutions that maximize use of public transportation, no / low emission vehicles, and active travel modes (e.g., safe walking paths and biking infrastructure) before, during and after the Games.
- Snow and ice management strategies that conserve energy, water and low emissions.
- Helping communities, venues, partners, and key stakeholders accelerate climate action and transitions to sustainable operations within their organizations
- Responsible sourcing practices for goods and services that optimize a circular economy and extend the lifecycle of materials
- Expanded opportunities and visibility for participation from typically underrepresented groups.

- Staffing strategies for the OCOG that promote gender equality, expand opportunities for people with impairments, and reflect the increasing diversity of local communities
- Leveraging the expertise of 2002 leaders to mentor the next generation of young talent in the OCOG and partnering organizations.

Priority actions to achieve a sustainable Games include:

Protecting the Great Salt Lake ecosystem

Drought is the most pressing climate threat for Utahns. Declining Great Salt Lake water levels is a trend that communities in Utah are working hard to reverse -- the so-called "lake effect" is what creates Utah's famed "greatest snow on earth." The OCOG will work with state and local governments to ensure the Great Salt Lake's biological and environmental viability.

Protecting the Salt Lake Valley airshed

The Salt Lake Valley, nestled amidst the stunning Wasatch Mountains, boasts breathtaking scenery and a vibrant cultural scene. However, this picturesque backdrop is occasionally obscured by air pollution, exacerbated by high-pressure temperature inversions. Improving air quality is a top priority for state and local governments, and the SLC-UT team will work with elected leaders to improve air quality leading up to and during the Games.

The following priority actions support clean air and support the transition to a carbon free future.

Reducing emissions from energy supplies

Upon award of the 2034 Winter Games, SLC-UT will work with community leaders and other key stakeholders toward a goal of 100% zero-carbon electricity generation mix for Games venues. There is already considerable momentum in this direction with passage of the Community Renewable Energy Act and work with Provo Power. SLC-UT also intends to support local companies in procuring a diverse mix of clean energy resources to power Utah host communities and adopt new renewable technologies, such as geothermal and pumped hydro, which Utah is well suited for in renewable energy development. The OCOG also aims to catalyze projects such as organic waste diversion from local landfills to Wasatch Resource Recovery, an anaerobic digester that creates renewable natural gas/biogas from waste that would otherwise contribute to climate change. The team will work to procure net-zero emission temporary and backup power for broadcasting, lighting, etc., using stationary battery storage and hydrogen fuel cells.

Accelerating zero-emissions buildings

The IPCC AR6 WGIII SPM C.7.3. states that the largest share of building emissions mitigation potential in developed countries "is within the retrofit of existing

buildings. The 2020-2030 decade is critical for accelerating the learning of know-how, building the technical and institutional capacity, setting the appropriate governance structures, ensuring the flow of finance, and in developing the skills needed to fully capture the mitigation potential of buildings." The 2034 Games concept relies on existing venues and facilities, so it will be an ideal opportunity to catalyze building electrification and retrofit programs that will develop skills and improve clean tech workforce capacity within Utah.

Currently 1.7% of households in the region heat their homes with heat pumps, but 53% of homes have heating equipment that is more than 10 years old and will likely be replaced by the Olympics (Source: EIA). Preparing for the 2034 Games will catalyze support for efficient electrified space and water heating options, and SLC-UT will work with leaders in host communities to set ambitious zero-emissions goals for venues, contributing to a legacy of cleaner air, reduced energy consumption, and workforce training to support sustainable development in Utah.

The Games will provide opportunities through creative financing and innovation to promote onsite energy generation and storage technologies at permanent facilities, especially facilities that could serve as community gathering spaces in the event of power outages, disaster, and other public emergencies.

Prioritizing efficient transportation options

SLC-UT aims to catalyze the transition from personal vehicle use to shared rides, public transit or human-powered mobility for sport. The OCOG will work with local transit authorities, Games logistics providers and other contractors and key stakeholders to prioritize procurement of multimodal, low-emissions transportation options. These aims extend beyond the duration of the Games, with the intent to work with local venues to increase the number of fans arriving via public transit, carpooling and active transportation. SLC-UT will also support long-term plans of state and local agencies to deploy zero-emissions transportation options.

Engaging new voices and mobilizing climate action

Utah is playing a helpful role in developing new political voices addressing a changing climate. Hosting the 2034 Games will provide support for current and future leaders to accelerate ambition on climate action and greenhouse gas emission reductions.

Gender equality and inclusion

SLC-UT will promote diverse participation and leadership in all aspects of the Games, from athletes and officials to volunteers and spectators. The Games will be fully accessible for those with impairments, championing people from diverse backgrounds and fostering a welcoming and inclusive atmosphere for all.

The Games will also empower women and marginalized communities through skills development, job creation and entrepreneurial opportunities.

Human rights

SLC-UT will ensure fair labor practices and working conditions for all involved in the Games, including construction workers, service providers and volunteers. Special efforts will be taken to engage with and respect the rights and cultural heritage of Utah's eight Native American tribal nations.

The OCOG will uphold the highest standards of transparency and accountability in all aspects of Games organization and governance. Local communities will be integrated to ensure the Games' positive impact on human rights extends beyond the event, promoting lasting social progress and addressing existing inequalities.

Stakeholder engagement

29. Stakeholder engagement strategy

The success of the 2002 Games and its legacy could not have been achieved without the ongoing, extensive engagement of stakeholders from local communities, businesses, government, nonprofits, sport organizations, and NGOs. The OCOG's Stakeholder Engagement Strategy (SES) will evolve the existing framework to support the scale and scope of the 2034 Games sustainability, impact, and legacy goals.

The SES will adhere to the principles of AccountAbility's AA1000 Series of Standards, specifically AA1000SES (2015) pertaining to creating and conducting inclusive sustainability-related stakeholder engagement practices. All SES processes will be anchored in the principles of sustainability, inclusion and equity, transparency, openness and cooperation, responsibility and accountability. A desired outcome of the SES is strengthened social cohesion and empathy towards others.

Currently, SLC-UT is soliciting input from a range of sustainability and environmental stakeholders in the region including sustainability managers from host venue communities, state and local agencies, mobility partners, the University of Utah, and community and advocacy organizations. The purpose of this early engagement has been to understand community climate action and sustainability ambitions that can be amplified and accelerated in preparation for the 2034 Winter Games.



Training and awareness

30. Building capacity

SLC-UT is committed to building capacity within the OCOG, sport organizations, host communities and delivery partners to meet its ambitious sustainability goals for the 2034 Games and beyond. Building capacity begins with establishing sustainability as core to SLC-UT's vision to elevate winter sport and our communities.

Sustainability will be embedded at the highest level of OCOG leadership to ensure all sustainability initiatives are supported and promoted throughout the organization and through Games planning, delivery, and legacy.

The OCOG will establish guidelines and policies for all OCOG staff, considering sustainability in work tools and planning processes. Sustainability education and training will be aligned with the growth and evolution of the OCOG over its lifespan.

Furthermore, effective capacity building must encourage innovative and out-of-the-box thinking from all levels of the organization and especially the younger generation. Empowering young professionals to develop their own plans, suggest new ideas, and question existing processes is critical, given the fast pace of change within the climate action and social equity realms of sustainability.

The OCOG will tailor training modules to the specific needs of each team, focusing on their roles and responsibilities in implementing sustainability requirements. Interactive workshops and seminars will be organized to facilitate hands on learning experiences and peer-to-peer learning, encouraging staff and volunteers to actively participate and share insights. When appropriate, external experts will be invited to provide specialized training and guidance.

Sustainability requirements can be integrated into job descriptions. Key performance metrics related to sustainability will encourage staff to incorporate these metrics into their daily activities. Recognition and rewards for advancements in sustainability will incent staff to help achieve sustainability goals.

The OCOG will facilitate workshops that encourage cross-functional collaboration, emphasizing the interconnectedness of sustainability across various aspects of Games delivery. Special task forces or working groups comprising staff and experts will work on specific sustainability projects, promoting a holistic approach to implementation.

The OCOG will collaborate with the Sustainability, Impact and Legacy teams of the IOC, the IPC, IFs and other Games stakeholders to identify areas of alignment in sustainability training and education. The OCOG will look for opportunities to incorporate winter sport-specific sustainability lessons learned and best practices into its curriculum, adapting where needed to the local context.



Sustainability Management System (SMS)

31. SMS establishment

Aligned with globally recognized standards

SLC-UT 2034 will establish a Sustainability Management System (SMS) in conformity with the ISO standard 20121:2012 and aligned with the Olympic Agenda 2020+5 to ensure that sustainability and Games-related impacts and opportunities are thoroughly integrated into Games delivery.

The Sustainability team

The SMS will be developed by the OCOG, led by the Sustainability team with support from stakeholders and Games venues. Leadership engagement and support will be imperative to integrate sustainability into all operations including planning, sourcing, delivery and legacy. High-level commitment will ensure planning, decision-making, and governance have buy-in across the entire organization.

The Sustainability team will perform a materiality assessment early on to determine key impacts and issues as well as opportunities for leadership. An SMS structure will establish the Sustainability, Impact and Legacy teams, designate roles and responsibilities, and create guidance and policies. The team will collaboratively define measurable objectives for each impact area (e.g., carbon reductions, waste minimization and circular economy, community engagement), and develop operational procedures to implement sustainable practices in procurement, construction and overlay, waste management, transportation and mobility, catering, energy use, etc.

Stakeholder engagement

Stakeholder engagement, key to sustainable event planning, is already ongoing and will occur during all phases of preparation. Event management will focus on reducing and removing adverse impacts of 2034 Games preparation while fostering a lasting transition that benefits sport in Utah through zero waste and low carbon logistics. Identifying key impacts and issues, the Sustainability team and key stakeholders will set targets to ensure the Games reach sustainability goals around overlay, transportation, catering, and waste avoidance. Targets for diversity, equity and inclusion will also be established. This approach also ensures that the SMS is embraced as an integral part to guide Games management generally, rather than as a standalone system.

The OCOG will establish a rigorous monitoring and improvement system to track progress, including data collection, analysis and reporting methodologies. For example, the team will engage venue operators to establish energy management systems that deliver data for greenhouse gas emissions accounting and mitigation. The OCOG will conduct internal audits and regularly evaluate the effectiveness of the SMS and identify areas for improvement.

The scope of the SMS will incorporate, and routinely update over time, the objectives and requirements of the OCOG and its delivery partners to ensure strong sustainability performance associated with the Games. Regular collaboration with Games delivery partners, suppliers, sponsors and host communities will ensure the SMS's benefits extend beyond the Games, embedding sustainability practices in post-Games infrastructure, urban development and sport. The OCOG will encourage venue and delivery partners to embrace ISO standards in their activities as well.

Sustainable sourcing

32. Sustainable sourcing and circular economy principles

A holistic approach to sustainable sourcing

Integrating environmental, gender equality, inclusion and human rights considerations into the procurement process for the Olympic and Paralympic Winter Games 2034 involves a comprehensive approach.

SLC-UT will implement sourcing strategies ensuring environmental, ethical considerations, and gender equality and inclusion are fully integrated across all functional areas within the OCOG and its key delivery partners, including marketing partners and licensees. All materials and products related to the 2034 Games will be optimized throughout their lifecycle by promoting waste avoidance initiatives and initiating new stakeholder engagements and partnerships for materials reuse, repurposing, and effective material recovery. As Utah transitions to a circular economy, the 2034 Games bring ample opportunities to drive world-class solutions locally that achieve effective waste reduction and sustainability, creating a lasting legacy for Utah and the Olympic and Paralympic Movements.

Cross-event optimization

The OCOG will work closely with the IOC, the IPC, and other large sport event organizers, as well as circular economy expert, to identify where the 2034 Games can optimize the repurposing and reuse of every type of resource and asset class - from overlay to furniture, fixtures and equipment, to technical equipment, to vehicles and beyond. The U.S. is hosting numerous major events in the next 10 years, and SLC-UT looks forward to working with event owners and organizers both within the U.S. and throughout the world to explore coordinated event waste reduction, sufficiency and low carbon solutions.

Sustainable sourcing task force

SLC-UT 2034 will establish a sustainable sourcing task force that will pursue a two-tiered strategy of: (1) identifying opportunities for repurposing existing event assets that can be creatively reutilized for the 2034 Games; and (2) sourcing all other products and materials required for the 2034 Games with circular economy solutions to support zero waste, low-carbon, and long-term legacy-use opportunities to benefit SLC-UT stakeholders and communities. The core of the task force will comprise representatives from the procurement, logistics, venues, transport, catering, cleaning & waste, sponsorship, licensing, and sustainability areas as well as participation by local authorities.

The task force will coordinate with all other OCOG areas and delivery partners to ensure full-spectrum oversight of all sourcing efforts related to the 2034 Games, including setting standards and monitoring compliance. Sustainable sourcing policy and guidelines, in alignment with the ISO 20400 Standard for Sustainable Procurement and with ISO 20121 for Sustainable Events, will ensure strong overall sustainability performance across ethical, environmental, commercial, social and human rights dimensions.

The task force will implement processes to evaluate potential suppliers and licensees including tracking and reporting requirements. This effort will be aligned with SLC-UT's broader stakeholder engagement strategy to ensure sustainable sourcing performance is optimized across the entire 2034 Games project including planning, delivery, and legacy timeframes.

Responsible sourcing policies

The sustainable sourcing policy will prioritize suppliers with credible sustainability performance including, for example, recognized environmental certifications and standards. Suppliers will be evaluated on their environmental impact, considering factors such as carbon footprint, conservation, waste management, and resource conservation. The team will set targets for reducing the environmental impact of procurement activities, such as avoiding single-use plastics and promoting energy efficient products and renewable energy.

SLC-UT will promote diversity and inclusion in the procurement process by actively seeking suppliers owned by women, minority groups, and other diversity dimensions. Establishment of clear diversity and inclusion criteria will ensure equity goals are considered throughout the supplier selection process. Suppliers will be encouraged to adopt inclusive employment practices.

The task force will conduct human rights due diligence to identify and address any potential risks in the supply chain. The OCOG will collaborate with suppliers to ensure fair labor practices, avoiding exploitation and discrimination. Early on the task force will create, adopt and enforce a code of conduct that aligns with international human rights standards.

Procurement with local impact

To support a positive impact on host communities and the climate for the 2034 Games, SLC-UT will encourage suppliers to engage in community development initiatives and support local businesses. Suppliers with responsible production practices that contribute positively to the well-being of communities in which they do business will be prioritized. The 2034 Games will provide training and development opportunities for local workers involved in the production of goods and services for the Games, including support of social enterprises that employ disadvantaged individuals that can contribute to community development. The OCOG will engage with stakeholders, including local communities, NGOs, and advocacy groups, to gather input and ensure responsible sourcing practices.

Transparent communication

SLC-UT will establish a transparent communication channel for stakeholders to express concerns and

provide feedback on procurement activities. Regular reporting on the implementation of responsible sourcing practices and the effectiveness of a grievance mechanism will build trust with host communities and the Olympic and Paralympic Movements. This grievance mechanism will provide clear procedures for reporting grievances and ensure quick response to reports or complaints related to non-compliance with sustainable sourcing guidelines. The mechanism will include protocol and measures to address adverse impacts, including compensation and corrective actions.

Expanding the circular economy

SLC-UT is excited for the opportunity to expand circular economy principles in Utah. Single-use and disposable items will be minimized and reusable alternatives will be prioritized by encouraging suppliers to design products and materials that can be easily disassembled and/or reused after the Games. SLC-UT will work with local authorities to leverage the Games to improve infrastructure for material recovery and effective recycling and promote responsible waste diversion practices. SLC-UT will support extended producer responsibility strategies and collaborate with suppliers to develop take-back programs for products after the Games to ensure effective material recovery and recycling.

Examples from Utah that can be currently built upon in preparation for the Games include a zero-food waste initiative in Park City, where many outdoor events will be held. Wasatch Resource Recovery, a processing facility located in North Salt Lake, converts food and organic waste to renewable natural gas energy. There is ample opportunity for expanded collection of organic and food waste that would otherwise contribute to methane release and global warming to be converted into renewable natural gas. Opportunities for expanded delivery of renewable natural gas to venue facilities will be explored.

As another example of local circular solution/waste avoidance that can be scaled for welcoming the world to Utah, Park City has piloted a reusable food container program that can be expanded to all venues. Specific efforts will focus on avoiding the use of single-use plastics, exploring reuse and repurposing options for hard-to-recycle materials, and supporting effective material recovery for venue locations and events.

Environmental dimension

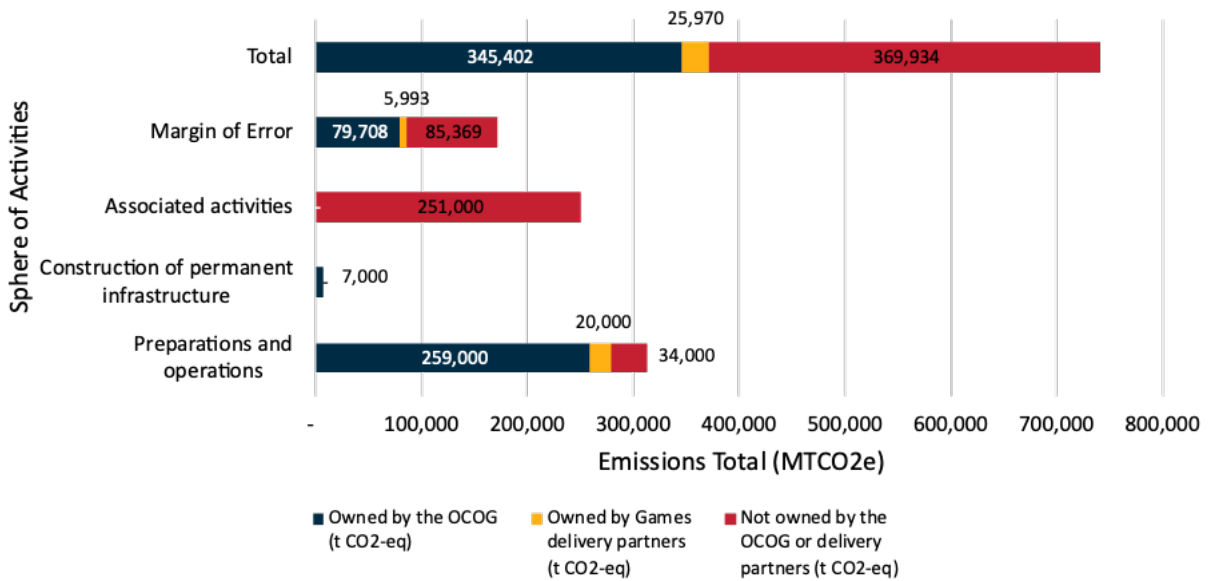
33A. Climate

Sustainability and legacy in Utah’s DNA

Sustainability is part of Utah’s DNA thanks in large part to the Olympic and Paralympic Winter Games held in 2002, which created a lasting impact that has made Salt Lake City a nationally recognized sustainability leader. The Games brought together various regional stakeholders, and, through local policy alignment, enabled municipalities to engage in climate action both during and long after the Games concluded. Since then, communities along the Wasatch Front and Back have prioritized protection of open space and biodiversity and the sustainable use of resources. The international spotlight from the Games jumpstarted a wave of innovative technology company investments in the Salt Lake City area, now dubbed ‘Silicon Slopes.’

The 2034 Games will tackle climate change by focusing on the core sustainability vision of the Olympic Movement: hosting resilient Games with minimized carbon emissions (aligning with science-based targets) and creating lasting solutions. Utah has already proved it is capable of hosting sustainability-minded Games and can leverage these learnings to become a model of innovative best practices for future Games editions through three key focus areas: to reduce, compensate, and influence.

To understand the path ahead, a carbon impact assessment was conducted based on existing emission factors and current day conditions.

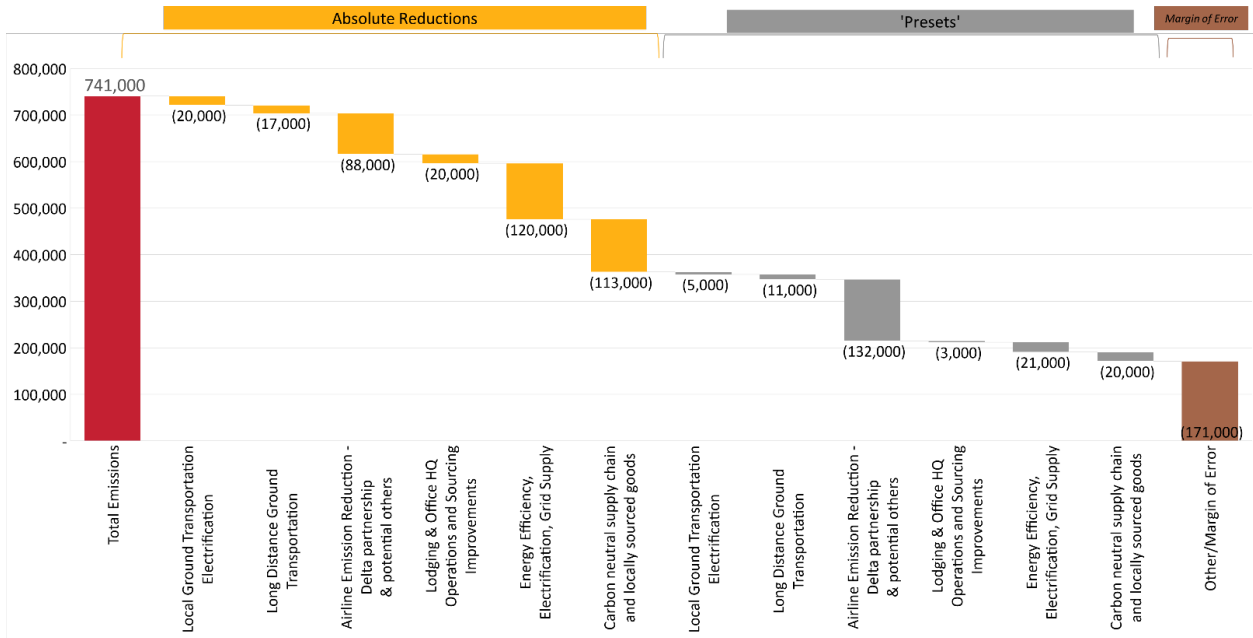


If no action is taken, hosting the Games in 2034 would account for an estimated 742,000 MTCO2e. A portion of these emissions will be minimized through already-planned activities such as the electric utility adding renewables to the grid or transit agencies decarbonizing their fleets. However, meeting these goals is not guaranteed. The OCOG will work to minimize emissions under its control wherever feasible, compensate for those it cannot, and influence entities to meet or exceed their goals to support these efforts as well as influence the world stage to act as a model for sustainable event hosting.

Reduce and minimize

SLC-UT will strive to reduce emissions and waste to the extent feasible, thereby aligning with local, state, and national goals as well as international efforts including science-based targets (SBTs) and the Paris

Agreement. SLC-UT, based on its best interpretation of SBTs, aims for a 70% reduction in emissions by 2034, compared to the current emissions estimate of 742,000 MTCO₂e. This means the Games' carbon budget would be no higher than 221,000 MTCO₂e.



Compensate and remove carbon

SLC-UT in 2034 will strive to remove more carbon from the atmosphere than the Games project emits. While the Games will reduce emissions to the greatest extent possible as outlined above, some levels of emissions are unavoidable. As such, these remaining emissions will be at maximum equal to the carbon budget of 213,000 MTCO₂e and will be compensated for via permanent removal of emissions from the atmosphere through technically credible and verified means.

These may include supporting projects local to host communities, the State of Utah, and international efforts such as the Olympic Forest Project. SLC-UT will not engage in the purchase of carbon offsets that are unverified or are not technically credible to the best understanding of climate science and sustainability practices. Instead, SLC-UT looks to invest in 'presets'; local sequestration projects that will have already compensated for any remaining emissions generated from the Games after the strategies above. These sequestration projects could be completed by Games-time and would be under strict scrutiny and supervision of the OCOG and its partners.

Influence

Hosting the Games provides an unparalleled opportunity to capture the most valuable commodity: attention. SLC-UT can leverage reduction and compensation methods and the international spotlight to develop high profile showcases of the best sustainability practices and influence the growth of sustainability practices across the globe. SLC-UT will develop an education and communications strategy to support this goal.

Many activities required to meet SLC-UT's carbon reduction goal are already ongoing or planned, such as the electric utilities' addition of clean sources to the grid or local community GHG reduction activities. However, the 2034 Games provide a unique opportunity to surface best practices in sustainability to regional public and private entities. Furthermore, the high profile of the Games will help ensure existing goals are met or exceeded.

Beyond 2034, best practices such as low carbon transit, waste minimization, and credible carbon compensation—introduced by hosting the Games—will inspire governments, organizations, and individuals around the world to engage in these practices themselves.

33B. Water resources

Water conservation goals in the Games region are ambitious given Utah's position as the second driest state in the USA and the impacts of a changing climate. Up to 90% of Salt Lake's water supply comes from snowpack in the local Wasatch Mountains. Fortunately, significant reductions in municipal and industrial water use of 18% were achieved between 2000 and 2015 across Utah, and a further 16% reduction is expected by 2030 using the 2015 baseline water use levels. SLC-UT 2034 will work with state and local governments, delivery partners, and host communities to help promote responsible water use in the lead up to and during the 2034 Games.

Refer to Annex 31 for additional information on water supply and demand in the Games region.

33C. Artificial snow making

In Utah, winter sport venues are well equipped with snowmaking infrastructure and are engaged in efforts to protect the viability of outdoor winter sport for generations to come.

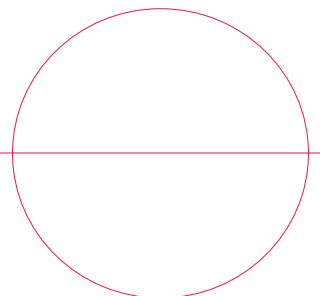
Ski and snowboard visitors spent \$2.54 billion throughout the 2022-2023 season, up 8% from the previous season. The Utah ski industry contributed \$256.8 million in state and local tax revenue in 2021-2022. Accordingly, ongoing investments in snowmaking equipment and technologies are paramount for local ski and outdoor winter sport venues. As a result, SLC-UT venues already have adequate snowmaking equipment and resources in place to support the 2034 Games.

For the ski industry, understanding potential climate change impacts is essential. In 2023, the U.S. National Ski Area Association (NSAA) developed the inaugural Climate Smart Snowmaking Study to better understand climate change vulnerabilities, measure and mitigate snowmaking impacts on the environment, and help ski areas plan for future climate change risks and impacts on their operations. Ski industry experts and operators from host venues and communities were consulted for this study.

The OCOG Sustainability team will assist with implementation of benchmark snowmaking technologies that save water and reduce emissions at Games venues. The OCOG will share practices with stakeholders such as Mountain Towns 2030 and other industry associations to spread sustainable practices.

Water for snowmaking in Utah comes from diverse sources, including a network of interconnected reservoir systems that capture snowmelt throughout the region. Park City also has a vast network of mining tunnels from which water is accessed and cleaned using state-of-the-art technology. The OCOG will work with the state and host communities to promote innovative water saving measures to ensure that snowmaking for Games does not burden water sources or waste water.

Refer to Annex 31.



33D. Mobility

A sustainable mobility approach

SLC-UT 2034 views all aspects of mobility as one of the highest priority areas to integrate sustainable and legacy-enhancing solutions into the overall project to achieve significant climate action.

Many of the challenges related to delivering robust and sustainable mobility solutions for the 2034 Games, e.g., handling peak volume movements, increasing public transportation usage, promoting active travel modes, improving air quality, etc., are recognized as day-to-day challenges across the metropolitan and mountain communities in the Games region. In this regard, there is common cause among community leaders, mobility partners, venues, and Games organizers to align on strategies that accelerate the adoption of more sustainable transportation solutions.

Discussions have been ongoing with mobility partners and host communities to explore ways that Games-related mobility plans can be integrated into longer-term sustainable mobility strategies. Further, companies in Utah's Silicon Slopes technology industry are working on innovations in zero-carbon footprint logistics and delivery systems.

An integrated effort

These early coordination efforts will be formalized through including transportation and mobility partners in the Sustainability, Impact and Legacy Committee (see Question 29 regarding the stakeholder engagement strategy). Similarly, representatives from the OCOG's sustainability team will be represented in mobility and logistics planning efforts, ensuring a cross-check between the groups.

As noted in Question 6 (General Overview of Transport Strategy), SLC-UT 2034 commits to deploying emission-free vehicles to the greatest extent possible for the 2034 Games. The scope will include maximizing use of public transport, implementing sustainable logistics solutions for movement of goods, optimizing active travel modes where feasible, and promoting sustainable tourism strategies more broadly across the region. Accessibility provisions will be fully integrated into the 2034 Games mobility program, just as they will be across all aspects of the Games experience.



33E. Infrastructure and natural sites

No new land development

The SLC-UT 2034 Games will only use existing or temporary facilities for competition and non-competition venues, therefore eliminating the need to acquire land for development or Games-related construction projects.

The proposed Games concept significantly abates negative impacts to biodiversity and cultural heritage sites within the Games theater. SLC-UT aims to harness the Olympic spirit and engage with host communities to consider behavioral changes that protect natural sites. This includes, for example, promoting the use of public transit and active mobility, land stewardship activities, and advocating and partnering for water conservation that supports regenerative agriculture and rural communities. The rate of urban development in Utah is among the fastest in the nation, and preserving working lands as a local food source, carbon sink, and cultural heritage will be an aim of the 2034 Games.

Protecting the Great Salt Lake

A pressing challenge for protecting local biodiversity is the rapid level drop and lakebed exposure of the Great Salt Lake ecosystem. This trend is exacerbated by climate change, drought, and development. The Great Salt Lake is home to millions of migratory birds and an important water source that helps create Utah's "Greatest Snow on Earth". This snow is vital for Utah's winter sports and tourism. It melts in the springtime and fills a vast network of reservoirs that supply water for millions of Utahns. The snow and freshwater supplies are also the primary resource for snow-making at Games venues.

In Utah, water is essential for winter sport and the basis of Utah's outdoor sport and ski industry. Protecting the Great Salt Lake ecosystem and its freshwater resources is of utmost importance to Utahns, and SLC-UT 2034 will support efforts to promote water conservation and assurances that winter sport will be preserved across the state. The OCOG Sustainability team will actively partner with the Great Salt Lake Strike Team and other leaders on efforts to preserve the ecological viability of the lake and its watershed, ensuring a legacy of winter sports in Utah. The Sustainability team will work with host communities to build capacity for water shepherding, a process which ensures water designated for conservation reaches the lake. Beyond the Great Salt Lake watershed, SLC-UT will also work with Utah communities to promote water conservation efforts, regenerative agriculture, and local food production.

Focus on air quality

Another challenging issue is air quality. While dust from the drying lake can worsen air pollution, the majority of emissions that contribute to poor air quality come from combustion of fossil fuels for transportation and in buildings. The University of Utah has one of the longest-running networks of urban CO₂ monitoring sites in the world, started in 2001. The network, which provides data in real time online (<http://air.utah.edu>), has expanded over the years and includes sites in residential, commercial, mountaintop, and suburban/rural areas including host communities. The Center monitors emissions over the geography of the Games region via sensors installed on TRAX light rail and electric buses and is helping lead statewide efforts to reduce emissions in new and innovative ways.

SLC-UT will use its influence to support existing and planned measures that reduce emissions and improve air quality in a way that can be measured and verified. These include incentivizing positive behavior changes that get people out of their cars as well as programs for host communities and venues to rapidly electrify and perform thermal renovations on energy-hungry buildings.

Electrification of transportation and promoting emissions-free public transit, promoting buildings and venue electrification, and procurement of renewable energy will be pursued to reduce emissions and protect air quality. Furthermore, stakeholders have indicated that SLC-UT 2034 can help coordinate and lead efforts to fully decarbonize sporting venues in alignment with upcoming statewide and host community goals. SLC-UT also aims to lead waste avoidance strategies aligned with circular economy principles.

Existing facilities innovations

By avoiding impacts related to new construction, SLC-UT will instead focus on ways the 2034 Games can accelerate improvements to existing facilities, particularly in sustainability performance. Performance upgrades will aim for best-in-class Energy Star ratings with onsite renewables and battery storage. SLC-UT will endeavor to develop an outcome-based code for venues to perform upgrades with third party certification.

In Utah, buildings waste up to 40 percent of the energy they consume. Additionally, they contribute to 39 percent of air pollution, largely through natural gas furnaces for heating. The Sustainability team will work with venue partners, including the Utah Olympic Legacy Foundation, to accelerate green building upgrades to existing facilities focusing on energy, water, and materials recovery and reuse systems at venues. The OCOG aims to reduce venue energy usage to fullest extent possible, in line with targets established by the IPCC and Science Based Targets Initiative, to deliver best-in-class performance with onsite renewables and storage and in water efficiency. The Sustainability team, together with host communities, will explore ways to be innovative with water conservation, including reuse and capture systems. SLC-UT can help amplify community efforts using financial resources available from federal sources, state funding, bespoke funding with a local Green Bank, and private-public partnerships.

Sustainable pathways established

Many of these sustainability upgrades have already begun at SLC-UT 2034 venues, such as the solar energy project at the Utah Olympic Oval that generates over 1 million kilowatt-hours annually to help operate the venue's 1,000 tons of refrigeration. Similarly, mountain resort partners for snow venues have invested in on-premises solar panels that, combined with the Elektron Solar Project, an 80-megawatt solar farm developed in partnership with the regional power utility, will significantly help reduce emissions related to power generation.

The Utah Community Renewable Act in 2019 set the pathway for communities committed to procuring net-100% renewable electricity by 2030, working with Rocky Mountain Power to bring online new capacity. Communities that are on track to be running on net-100% renewable electricity in time for the 2034 Games include Salt Lake City, Park City, Salt Lake County, Summit County, Ogden City and Kearns. Venues including Deer Valley, Park City Mountain, and Park City's and Summit County's municipal operations (including electric buses and the PC/SC community e-bike share program) will be procuring net-100% renewable electricity by 2024 with completion of the Elektron Solar Project. For venues located outside the Utah Renewable Communities area, the OCOG will engage venue owners and operators to scope possibilities for onsite renewables and procurement strategies for net-100% renewable energy.

Sustainable overlay

For overlay and temporary venues, the Sustainability team will work with sourcing teams to design procurement guidelines that include measures to reduce embedded carbon and promote circularity and reuse. The team will work with partners to identify and source low carbon solutions for temporary power. The team will also work with venues to identify opportunities for circular economy of resources. The OCOG will work with venues to reduce single-use items to the fullest extent possible, in particular plastics, throughout their own supply chain and during events, and implement lasting solutions for waste avoidance.

Workforce development

Significant workforce development will be necessary for the clean energy transition. SLC-UT will work with local universities and other partners to engage the workforce necessary to decarbonize and improve performance of venues and host communities for the 2034 Games. The OCOG will also work with volunteer groups on land stewardship efforts that build a verifiable local carbon sink and contribute to regenerative and urban agriculture as a local food source.

By integrating these principles, the Olympic and Paralympic Winter Games 2034 can serve as a model for sustainable event hosting, leaving a positive legacy for the host region and setting a precedent for future sports events.

Human rights dimension

34A. Due diligence and risk assessment

Games designed to elevate communities

“Elevate our communities” is a core pillar of the Games vision. Games planning and delivery will benefit from increasingly diverse communities, and in turn, hosting a Games in Utah will benefit the communities therein.

SLC-UT 2034 has not identified any significant human rights impacts in staging the Games. Salt Lake City recently received a perfect score of 100 on the Municipal Equality Index, and Park City 86, from the Human Rights Campaign.

The proposed Games concept has been crafted so that communities across the state may participate in and benefit from a future Games in Utah. Ensuring broad benefits to the community is based on three key concepts:

- A developed and diverse Games theater
- Representation
- Alignment

A developed and diverse Games theater

There will be no land or water rights impacted for infrastructure development that will affect Utahns’ right to freedom or standard of living. The Games concept prioritizes the use of existing venues. No residences or businesses need to be displaced to accommodate the Games. No negative environmental impacts are anticipated. In fact, SLC-UT 2034’s ambition is to host truly sustainable Games that have a positive impact, including a healthier environment.

As part of the sustainability plan, stakeholder mapping will be conducted to identify potentially affected communities, vulnerable groups and even potential beneficiaries to understand their concerns and ensure that all voices are heard. Engagement is planned with expert organizations and partnerships are sought with human rights groups, environmental organizations and community representatives to assess potential risks and develop mitigation strategies. Established human rights impact assessment methods will be used to evaluate the potential and actual impacts of the Games.

The masterplan is compact yet affords events to be staged in diverse communities. West Valley City, which will host Ice Hockey, is the most diverse city in the state. Nearly half of Kearns Township, site of the Utah Olympic Oval, identifies as minority. Salt Lake City, the state’s capital, is now nearly 30% minority.

These and other communities in Utah have benefited greatly from hosting the Salt Lake 2002 Games. Many local residents are employed by or do business with the 2002 legacy venues. Thousands of locals have had opportunity to access winter sport because these venues are located within their own communities, with funding mechanisms that lower the cost of participation in many winter sports.

Representation in all Games activities

At the governance level, SLC-UT has included the highest state government official responsible for diversity, equity and inclusion as a board officer. A Games Human Rights Committee will be established with the OCOG, with broad participation from a range of public authorities, community groups and non-governmental organizations. In addition, the OCOG will establish an independent human rights ombudsman and establish a grievance mechanism that is accessible and responsive. The committee will address complaints, monitor implementation of human rights measures, and adapt plans based on emerging risks and feedback from stakeholders.

Within the organizing committee, human rights risk will be incorporated into the broader risk management program of the OCOG. Furthermore, staff, volunteer and contractor strategies and supporting policies and procedures will be developed so that individuals from diverse backgrounds will be able to meaningfully contribute to planning and delivering the Games. Human rights risk management and procurement standards will also be incorporated in the OCOG's procurement policies.

34B. Vulnerable communities

A partnership approach to human rights

SLC-UT has already engaged with a number of organizations to ensure the Games plan is not only great for athletes and winter sport, but is ideally suited for the communities that host them.

The organizing committee will engage with these and other institutions to ensure that appropriate mechanisms are in place to protect the health and safety of all involved in planning and delivering the Games, with a particular emphasis on vulnerable communities.

Efforts to address potential negative human rights impacts on vulnerable communities will be focused on:

- Conducting due diligence throughout the planning and procurement and project phases. This will include identifying potential risks and engaging stakeholders
- Independent monitoring
- Strong labor protections for all workers involved in preparation, staging, and dissolution of the Games will ensure fair wages, safe working conditions, freedom of association, and non-discrimination based on any protected characteristics.
- Ensure that all Olympic and Paralympic venues are accessible to people with impairments and comply with Americans with Disabilities Act standards
- Identifying and adopting best practices
- Education and awareness
- Building partnerships with local communities to ensure voices are heard and concerns are addressed.
- Governance, management, monitoring and issue resolution.

Everyone is welcome

The State of Utah welcomes the world. Salt Lake County was the first county in the United States to receive the designation of "Certified Welcoming County." Thirteen percent of Utahns are immigrants, and Utah is known for its programs for refugees. More than 120 languages are spoken by children in Utah schools.

An independent ombudsman will be established to monitor human rights compliance throughout the Games planning and delivery process and respond to grievances. This body will address concerns and report to the OCOG and IOC.

All athletes and participants, regardless of race, ethnicity, gender, ability, age, religion, culture, immigration status, sexual orientation, gender identity or expression deserve a safe, welcoming environment in which to enjoy the Games. By implementing these measures, the 2034 Winter Games can protect human rights throughout the preparation and duration of the Games and leave a lasting positive legacy for Salt Lake City and other host communities and their people.

Refer to Annex 22.

34C. Grievance mechanisms

Broad commitment to human rights

All levels of government – federal, state and local – have committed to support the protection of human rights. That protection includes remedies that are consistent with international agreements, laws and regulations and with internationally recognized human rights standards and principles, including the UN Guiding Principles on Business and Human Rights.

The OCOG will work closely with its partners in government, community organizations, NGOs and the private sector to ensure accessible and effective resolution of any potential human rights violations related to the planning and delivery of the Games.

In particular, the OCOG will look to the leadership of Salt Lake City, which provides the exemplary human rights commission in the Games region, to parallel their existing approach and processes for addressing human rights grievances.

Effective grievance mechanisms

Ensuring accessible and effective resolution of human rights complaints and incidents related to the 2034 Winter Games is crucial for aligning with international standards and upholding ethical principles. To do this, a grievance board will be established, consisting of diverse, external members with expertise in human rights, independent of the OCOG and any partners or suppliers.

SLC-UT will establish accessible and multilingual grievance mechanisms available online, through a telephone hotline, and with an appointed person throughout the Games. Great care will be taken to ensure anonymity and protection from retaliation. Initial concerns will be directed to dedicated human rights grievance board officers for mediation and informal resolution. More complex or unresolved issues will be escalated to OCOG leadership for resolution. Transparency and good communication will be maintained with complainants throughout the grievance process.

All SLC-UT 2034 staff, volunteers and contractors will receive comprehensive training on human rights principles, grievance mechanisms, and how to identify potential risks in the supply chain and in Games operations. SLC-UT will equip athletes, spectators, and local communities with information and resources to recognize and report potential human rights violations.

By implementing these strategies, SLC-UT 2034 can demonstrate its continued commitment to upholding human rights throughout the Games and contribute to a more inclusive and ethical Olympic experience.

Gender equality, diversity and inclusion dimensions

35. Delivering gender equal Games

Equality and fairness for the 2034 Games

SLC-UT is committed to a Games that provides equality and fairness in opportunities for all participants, particularly for athletes and the Games workforce. Recently, Salt Lake City and Park City achieved high scores from the Human Rights Campaign's Municipal Equality Index, at 100 and 86 respectively. Both cities have improved their scores considerably, delivering on diversity, equity and inclusion efforts in their communities.

The OCOG will work closely with its counterparts in the USOPC, the IOC, the IPC and IFs to expand opportunities and visibility for athletes and technical officials from typically underrepresented groups, aiming for greater representation of female and Paralympic athletes. This balance not only applies to Games-time competitions and the competition schedule, but to training, promotion and other opportunities throughout the athlete journey.

An inclusive work environment

With respect to Games leadership and workforce, SLC-UT recognizes the importance of crafting a healthy, inclusive work environment and culture that empowers people from diverse backgrounds. Diversity, especially in leadership, can foster creativity, innovation and empathy and lead to better outcomes in various aspects of Games preparation and legacy. Such a culture was vital to delivering the Salt Lake 2002 Games, and it will remain vital for a future Games held in Utah.

Utah traditionally enjoys one of the lowest unemployment rates in the nation. Despite the tight labor market, SLC-UT recognizes there are ample opportunities to develop talent from non-traditional sources. The OCOG will work closely with local communities to identify, recruit and develop individuals from diverse communities to plan and deliver the Games. Importantly, SLC-UT and the host communities have committed to paying a living wage for Games workers.

The OCOG will allocate significant resources to develop knowledge and skills in the workforce that not only will benefit the Games but will serve as a "human" legacy that will benefit future generations. The OCOG will have an extensive young professional and apprentice program that will benefit hundreds of members of the Utah workforce. As was done for 2002, the OCOG will implement a job transition program, working closely with local, national and international partners, to ensure workforce members have the support they need in finding employment post-Games.



THEME

5

GOVERNANCE



36. Organizations planning and delivering the Games

OCOG structure

The OCOG will be a private, non-profit corporation incorporated in the State of Utah. It will be governed by a Board of Directors and an Executive Committee, which will provide oversight. It will be an independent organization, with diverse representatives on the Board and Executive Committee including athletes, sport organizations, the IOC and IPC, the USOPC, government entities (State of Utah and venue communities), business leaders, and diversity, equity, and inclusion leaders.

The OCOG will have a President and CEO, with a management team who are responsible to execute the vision and delivery of the Games. The team will include individuals with a mix of prior Games experience combined with a younger generation of individuals to be trained.

The OCOG will have overall responsibility for delivery of the Games, including the budget, operations, personnel management, and coordination with external organizations.

The OCOG will coordinate with the following organizations listed below. Members of the OCOG management team will take a leadership role in coordinating with each of these organizations for Games delivery.

GAMES DELIVERY

The OCOG will partner with the Utah Olympic Legacy Foundation which currently oversees the operation of Utah Olympic Park, Utah Olympic Oval, and Soldier Hollow. This will allow the OCOG to:

- incorporate UOLF expertise in managing venue operations to other competition venues
- leverage longstanding close relationships between UOLF, IFs and national governing bodies
- continue to build legacy capability in local staff and organizations brought in to further assist Games planning and operations.

PUBLIC SAFETY

The involved safety agencies would form the Utah Games Public Safety Command including:

State and local law enforcement

Federal public safety agencies

- Secret Service—The lead coordinating agency
- FEMA
- FBI
- Homeland Security

Fire and rescue services

OCOG security function

Venue communities (cities and counties) for community operations, including

- Traffic management
- Snow removal
- Sustainability initiatives
- Community events

The OCOG will have contracts with the venue communities to provide structure and common agreement on these services.

State agencies, including:

Utah Department of Transportation (UDOT) for transportation
 Utah Transit Authority (UTA) for transit coordination
 Others as needed

Sustainability and legacy - the Utah Olympic Legacy Foundation will play a central role in the delivery of Games-related sustainability and legacy initiatives.

Relevant committees will include:

Representatives from the state
 Venue communities
 Community sustainability organizations
 The OCOG
 The sustainability team within the OCOG will be a lead partner in this coordination.

Interfaith council to coordinate with various religious groups

Diversity organizations

Chambers of Commerce from venue communities

The OCOG will have a Government Relations function to coordinate with government entities at the federal, state, and local levels.

Current organization

The Salt Lake City-Utah Committee for the Games is similar in structure to a future OCOG. It is a private, non-profit corporation incorporated in the State of Utah. It has a Board of Directors and Executive Committee, which provide oversight. The Board and Executive Committee have representatives from athletes, the IOC and IPC, the USOPC, sport organizations, state and local governments, community groups, and business leadership.

Upon an award of a future Games, the Board of SLC-UTCG will meet to set up the formation of the OCOG, which will be a newly formed entity.

Host Contract signatories

37. Proposed signatories and roles

The three Olympic Host Contract signatories are the USOPC, the Salt Lake City-Utah Committee for the Games, and the State of Utah. The roles and responsibilities of each party are clear, with the State of Utah providing the Games Delivery Guarantee.

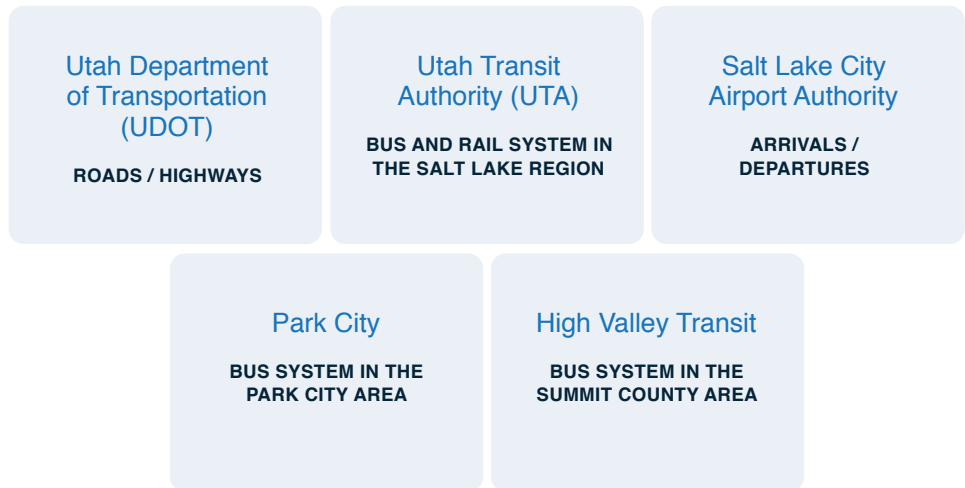
The Olympic and Paralympic Winter Games Act (HB0430) enacted during the 2023 legislative session underpins the Games Delivery Guarantee. In the Act, full authority is given to the Governor of Utah to enter into the Olympic Host Contract and other agreements (such as the Media Rights Refund Agreement) necessary to elect Utah as the host of the 2034 Games.

The 2034 OCOG will lead on Games operations, and the USOPC and the OCOG will partner on all commercial opportunities through a joint venture outlined in the marketing program agreements.

38. Responsible authorities

Clear transportation governance

Transportation governance in Utah is simple compared to other major US states and regions, with responsibilities summarized in the following diagram:

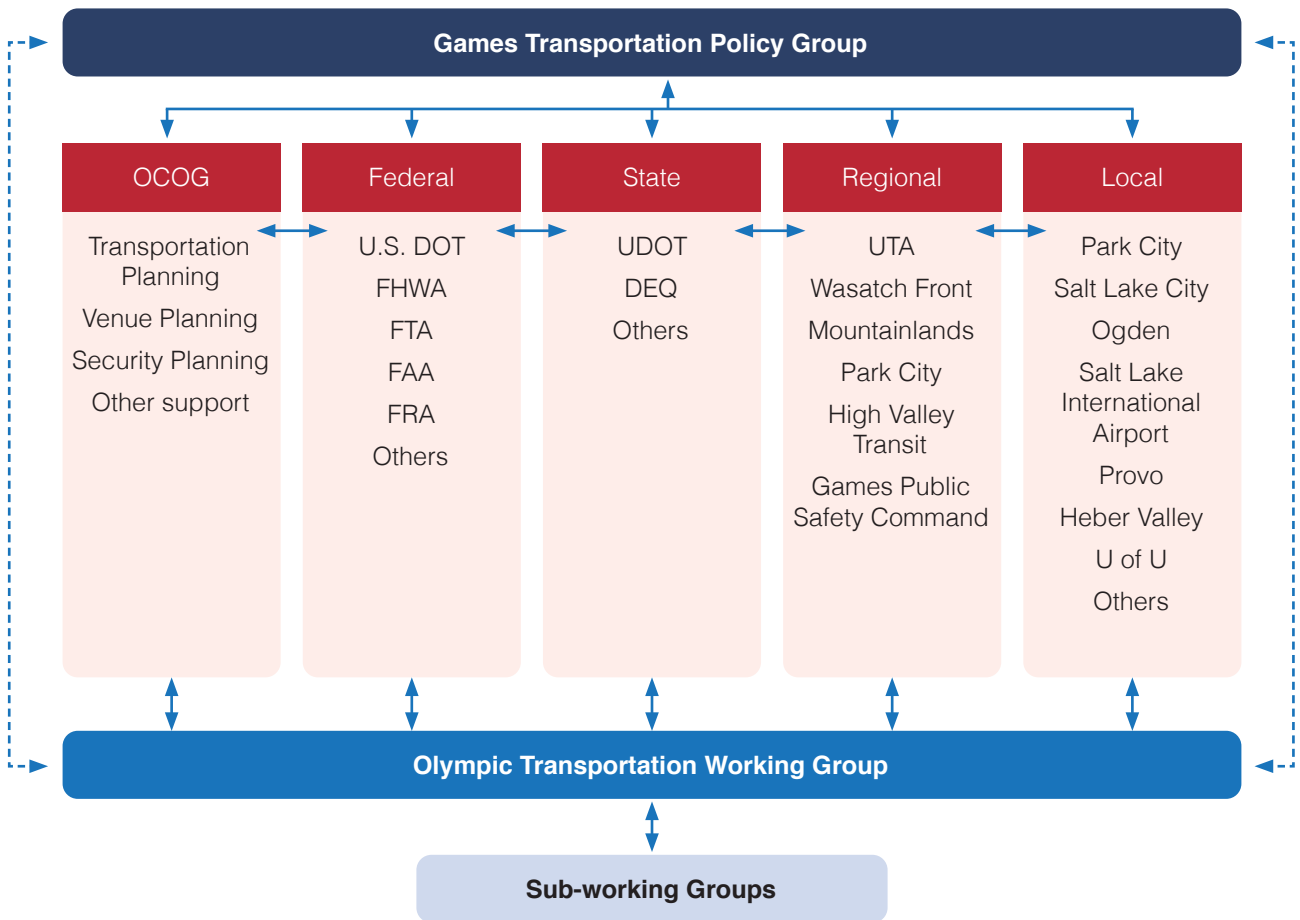


Free public transit in the Wasatch Back zone of the Games region is also provided by High Valley Transit.

Officials from these entities support the hosting of the 2034 Games and they collaborate regularly on many transportation initiatives. This same group of partners, working with the OCOG, delivered a seamless transportation experience for Salt Lake 2002 Games participants and Utah residents, including in areas such as:

- Surge capacity for the public transportation network
- Background traffic management (20-40% reduction in 2002)
- Games route network design
- Traffic operations and intelligent transportation systems
- Incident response
- Parking management
- Signage
- Snow removal
- Venue loading/unloading.

For the 2034 Games, the delineation of responsibilities among the various partners is depicted in the graphic below.



FEDERAL AGENCIES:

- Federal Highway Administration (FHWA)
- Federal Transit Administration (FTA)
- Federal Aviation Administration (FAA)
- Federal Railroad Administration (FRA)

STATE AGENCIES:

- UDOT
- Utah Department of Environmental Quality (DEQ)

COUNCILS OF GOVERNMENTS:

- Wasatch Front Regional Council
- Mountainlands Association of Governments

Federal, state and local agencies and stakeholders will work with the OCOG to ensure that the transportation system of the Games region is able to accommodate the demands of the Games in addition to

business-as-usual requirements. These organizations will develop strategies, policies, and procedures that will guide working level relationships in various working groups and sub-working groups.



39. Public and private organizations

A unified security approach

The Olympic and Paralympic Winter Games 2034 will be organized by a private, non-profit organizing committee (OCOG).

The Games will be secured through a private/public cooperative effort between the OCOG and local, state and federal public safety and security forces.

SLC-UT will establish the Utah Games Public Safety Command (UGPSC) as a private/public entity comprised of the OCOG, public safety offices of each Games host jurisdiction, as well as the Utah Office of Public Safety and federal agencies. These agencies include the Department of Homeland Security (DHS), the Department of Justice (DOJ), the Department of Defense (DOD), the Federal Bureau of Investigation (FBI), the United States Secret Service (USSS), and the Federal Emergency Management Agency (FEMA).

The UGPSC will provide a unified command structure that combines representatives from each local venue host community jurisdiction along with state and federal agencies who have broader responsibilities for public safety, counterterrorism, and other specialty accountabilities. The OCOG will also be a member of the command.

Responsibilities will be divided amongst the groups as follows:

- The UGPSC will be responsible for the planning, preparation, management, and delivery of Games security.
- The OCOG will provide the safety and security support which is accepted best practice for a large sporting event in the USA.
- The US Secret Service (USSS) will be responsible for operational security for the official venues and events of the Games.
- The FBI and other federal agencies will cover their roles across intelligence, counterterrorism, and various specialty assignments consistent with their statutory responsibilities.

NSSE designation

Should SLC-UT be awarded the 2034 Games, the Governor of Utah will seek from the DHS the designation of the Games as a National Special Security Event (NSSE). The NSSE structure will provide the expertise, experience, and a planning process from the above-named federal agencies to the UGPSC.

In the NSSE Structure:

- The DHS is responsible for the designation of NSSEs in the United States and is also responsible for the coordination of DHS, USSS, FBI and FEMA in support of these designated NSSE events.
- The USSS will be responsible for the design, planning and implementation of operational security, anti-terrorism measures and counterterrorism assets needed to effect overall Games security requirements. This will include the design specifications for anti-terror infrastructure and equipment at the venues as well as the anti-terror procedures and operations at the venues and the protection of select dignitaries. This will follow the well-established DHS Best Practices for Major Special Events.
- The FBI is designated as the lead agency for the investigation of federal statutory criminal violations and terrorism, crisis management, intelligence, hostage rescue, and counterterrorism (except as noted above regarding USSS physical security anti-terror responsibilities).

- FEMA is designated as the lead federal agency for consequence management planning, coordination, and response to the threat and unlikely occurrence of a disaster impacting the Games.
- The OCOG will be responsible for private security and event services workforce for the official venues and events of the Games. These personnel support the security function and provide for a safe event environment.
- State and local agencies will be responsible for law enforcement and public safety, including fire and emergency medical services.
- Federal agencies will provide for counterterrorism, specialist responsibilities and measures throughout the Games theater as authorized by federal law.

Effective response to security incidents

In the event of an incident, the ultimate responsibility in the operational response will be determined by the nature and scope of the incident and the established and practiced policies and procedures of the Incident Command System (ICS). The ICS crisis management system is embraced at the local, state, and federal level by all elements of public safety. Furthermore, ICS has been adopted and codified by the US Government in the establishment of the National Incident Management System. This nationwide, standardized incident response and management system will ensure that there will be a seamless, integrated, and unified response to all threats and incidents during the conduct of the Games. The resolution of security issues will be managed from the lowest reasonable level of command and control, and, if required, will be elevated to a higher level of critical incident management.

Each venue and event will have a designated safety and security watch commander responsible for managing within the ICS:

- Command and control will occur initially at the location of the incident. In the case of a Games venue, the designated safety and security watch commander in the venue command center is responsible for the initial incident command.
- If necessary, escalation of Incident management and command and control beyond the venue will occur at the Games unified security command and control center.
- If deemed necessary, further escalation will shift to the DHS Security Coordination Center and the FBI Strategic Information Operations Center, both of which are located in Washington, DC.

Outside of the Games venues, the normal day-to-day public safety procedures and operational conduct of incident response and command and control will be engaged by the relevant local, state, and federal public safety jurisdictional authorities. Incident manage-

ment and crisis management will be escalated to the UGPSC for additional support as deemed necessary.

A coordinated intelligence effort

The FBI is the national authority for intelligence management and counterterrorism.

The FBI in a SLC-UT 2034 Games will be connected directly to the national intelligence community to include the National Counterterrorism Center (NCTC) In Washington, DC. In the event of a threat or incident impacting the safety and security of the Games, the FBI will coordinate an appropriate response with local, state, federal and private partners to mitigate and manage any threat or incidents. The FBI will constantly monitor intelligence and any potential threat to the Games. The FBI will execute this responsibility and implement this special focus on the Games in the years preceding the Games and throughout the Games period.

During the Games period, within the Games security coordination center, a Games Intelligence Center (GIC) will monitor and share intelligence and information on a need-to-know basis, and provide this intelligence to select others, dependent on the sensitivity and urgency of the threat.

In the GIC, the Counterterrorism Intelligence Section (CIS) will partner with UGPSC Intelligence Arm (CI-CAD) which will be focused on civil disturbance and major criminal activity. Together, CIS + CICAD will form the Games Intelligence Center. They will be directly connected in real time with the national intelligence community through the FBI. It is anticipated that the GIC will engage over 60 local, state, and federal public safety agencies to coordinate all components of intelligence and information sharing leading up to and during the conduct of the Games.

OCOG security responsibilities

There will be a Security function of the SLC-UT Games. The area will be structured within the OCOG, enabling assistance with the following:

- Planning, program management, and funding of the UGPSC
- Serving as the OCOG's liaisons within the UGPSC
- Managing private security and event services support for the Games
- Integrating security into all OCOG operations
- Providing corporate/OCOG safety and security
- Coordinating delivery of security infrastructure at venues
- Working with local and federal security forces on cyber security for the OCOG and the Games
- Working with the OCOG and Games transportation group on the integration of transportation and security plans.

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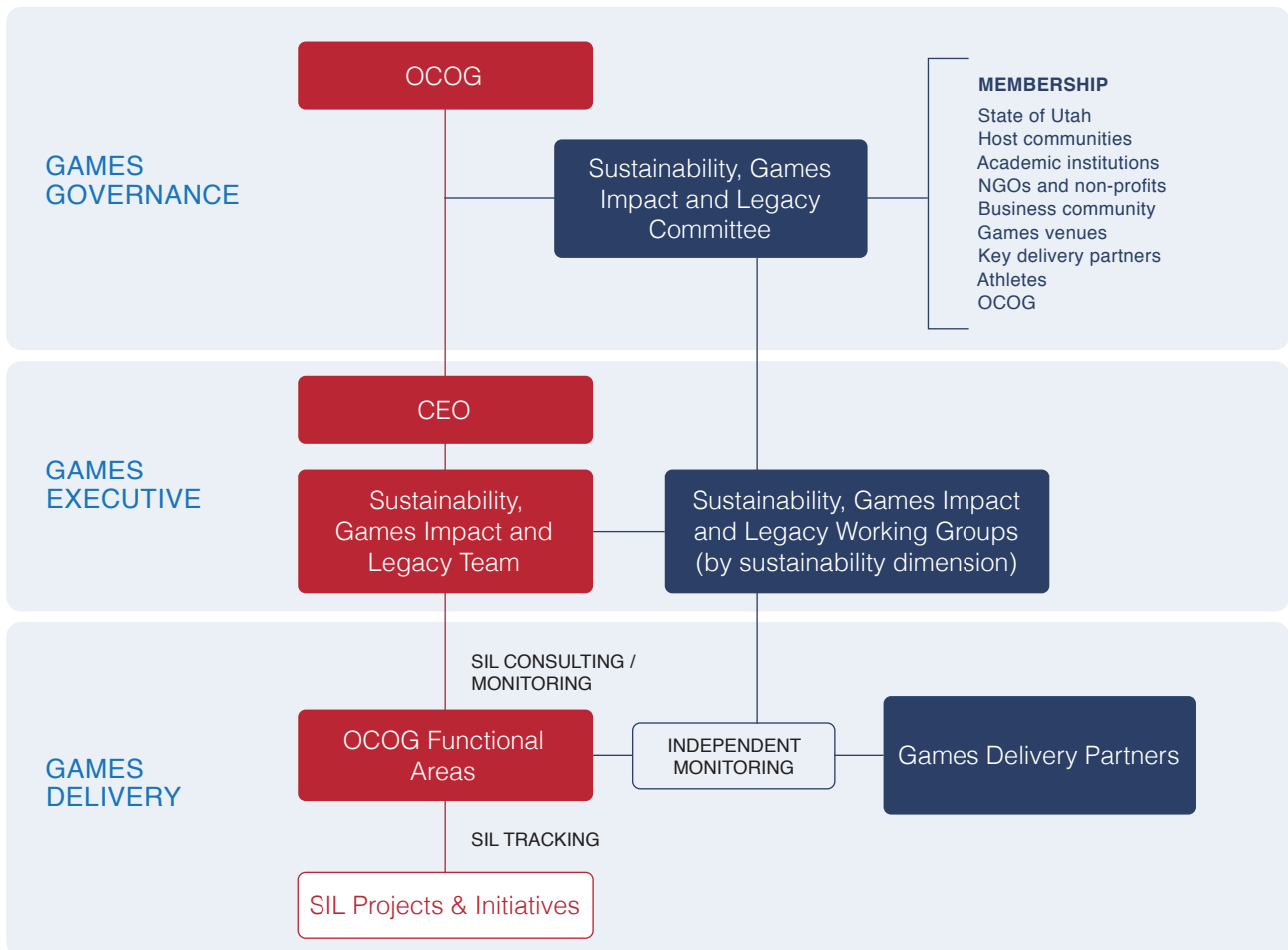
SUSTAINABILITY GOVERNANCE

40. Positioning and empowerment

Upon election to the 2034 Games, the OCOG will establish the Sustainability, Games Impact, and Legacy Committee, which will report directly to the Board to ensure executive oversight and responsiveness. The committee will engage public, academic, non-profit, and commercial sectors, along with community support organizations, utilities, venue partners, and others to mobilize around greater inclusivity, human rights, equitable access to sport, gender equality, sustainability goals and climate action. Importantly, the committee will include representatives from the Athletes' Commission to ensure that the voices of athletes and young people will help achieve ambitious sustainability goals for the 2034 Games.

The OCOG's Sustainability, Games Impact and Legacy (SIL) executive, reporting to the CEO, will facilitate working groups for key sustainability dimensions comprised of Committee members, OCOG staff, delivery partners, subject matter experts, and others. These working groups will drive sustainability initiatives that extend beyond the OCOG. Internally, the SIL team will play an important role in making sustainability a priority in all aspects of the OCOG's work. Independent monitoring will interact with both the OCOG and the Games delivery partners to help ensure accountability.

The diagram below represents the planned model for 2034 sustainability governance.



41. Organizations planning and delivering the Games

A benchmark legacy governance model

An ambitious legacy was central to the Salt Lake 2002 Games and careful, visionary, responsible stewardship of that legacy was entrusted to two organizations: the Utah Olympic Legacy Foundation (UOLF) and the Utah Sports Commission (USC).

The UOLF and USC continue to lead sport impact and legacy programs across Utah, and they will be further strengthened to do so during the planning and delivery of the 2034 Games and well beyond.

UTAH OLYMPIC LEGACY FOUNDATION (UOLF)

The UOLF employs more than 500 people and has existed for more than 20 years. It manages key sport venues, provides development and training at all levels for domestic and international athletes, and hosts competitions. The UOLF manages the specialized legacy venues of Utah Olympic Park (Nordic ski jumping, bobsleigh, skeleton, luge, freestyle, and other snow sports), Utah Olympic Oval (speed skating and other ice sports), and Soldier Hollow (cross country and biathlon). In conjunction with each of these venues, the UOLF provides public recreation and athlete development, training, and competition. The UOLF is an exemplary Games legacy organization and has everything in place to continue its mission.

UTAH SPORTS COMMISSION (USC)

The USC is charged with bringing sport events to Utah, and it has attracted more than 1,100 sport events since 2002. Formed to build upon the legacy of 2002 and play a lead role in building Utah as the “State of Sport,” USC has helped bring more than 175 winter international sports competitions to Utah—including over 15 Olympic and Paralympic international events during the current and previous winter seasons - and is very active in building the role of sport in Utah.

SALT LAKE CITY-UTAH COMMITTEE FOR THE GAMES (SLC-UTCG)

The SLC-UTCG was established with the goal of pursuing and realizing the opportunity for Salt Lake City and the State of Utah to host a future Olympic and Paralympic Winter Games. The committee is working actively with the UOLF and the USC in the current active legacy and planning to expand the legacy upon the award of the 2034 Games. The SLC-UTCG will be succeeded by the 2034 OCOG to continue this interfacing role.

Interfaces and coordination

The UOLF, USC, and SLC-UT CEOs each sit on the boards of the other organizations to stay well-coordinated. In addition, each of these organizations has representation of public officials in their governance, including the Utah Governor, Utah legislative leadership, mayors of host communities, and community and business leaders to keep public officials and communities informed and involved.

The SLC-UTCG Governing Board and Executive Committee include members of the USOPC namely, Gene Sykes (President and Chair) and Sarah Hirshland (CEO), to ensure close partnership and coordination with the broader legacy opportunity throughout the nation.

The boards of these respective organizations are currently very active and functioning well, providing oversight to ensure these organizations are fulfilling—and will continue to fulfill—their legacy objectives.

Funding

The UOLF and USC received funding through the legacy endowment created following the 2002 Games along with ongoing investments from the State of Utah. The funding for an expanded legacy, including additional endowments for the UOLF and USC, will be generated from the 2034 Games.

THEME

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ECONOMICS OF THE GAMES



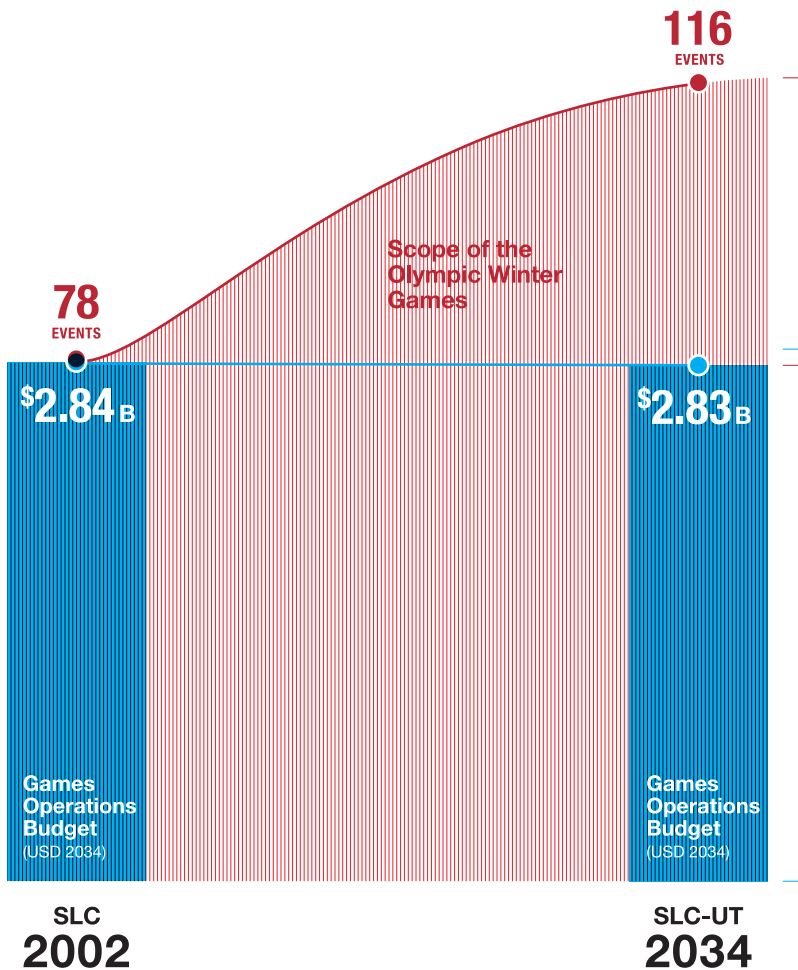
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ECONOMICS OF THE GAMES

42A. Budget tables

Olympic & Paralympic Winter Games 2034 Core Operations Budget

2034 Core Games Operations Budget (000s)	USD 2034
Venue Infrastructure	308,997
Sport, Games Services & Operations	792,652
Technology	406,647
People Management	499,603
Ceremonies & Culture	132,771
Communications, Marketing & Look	84,079
Corporate Administration & Sustainability	170,243
Other Expenses	227,678
Contingency	210,000
Total	2,832,670



The 2002 Games operations budget (excluding joint marketing program costs and Games legacy) is comparable with that even though:

- The scope of the Olympic Winter Games has increased significantly
- No new permanent venues are required for 2034
- Significant contingency funds are planned in the 2034 budget

Salt Lake City-Utah 2034 Lifetime Budget for Olympic and Paralympic Winter Games in USD 2034 values

Revenues (000s)		USD 2034	%
1.	IOC Contribution	751,000	19%
1.1	OCOG's share from media rights	520,000	
1.2	OCOG's share from the IOC's International Program (gross)	231,000	
2.	Domestic Sponsorship (gross)	1,800,000	45%
3.	Ticket Sales	1,190,310	30%
3.1	Ticket Sales Revenue	1,030,310	
3.2	Hospitality	160,000	
3.3	Other Ticketing & Hospitality Products	-	
4.	Licensing & Merchandising	200,000	5%
4.1	Licensing products	189,130	
4.2	Philatelic	5,435	
4.3	Coins	5,435	
5.	Government Contribution	-	0%
5.1	Olympic Games	-	
	5.1.1 National Government	-	
	5.1.2 Regional Government	-	
	5.1.3 Local Government	-	
5.2	Paralympic Games	-	
	5.2.1 National Government	-	
	5.2.2 Regional Government	-	
	5.2.3 Local Government	-	
6.	Lotteries	-	0%
7.	Other Revenues	307,177	8%
7.1	Donations	163,050	
7.2	Asset Disposal	27,175	
7.3	Other Revenues	116,952	
8.	Contingency	250,600	-6%
9.	TOTAL REVENUES	3,997,887	

Expenditures (000s)		USD 2034	%
1.	Venue Infrastructure	308,997	8%
1.1	Capital Investment (as per table on capital investment)*	39,744	
1.2	Temporary-Demountable Infrastructure	-	
	1.2.1 Competition venues	-	
	1.2.2 Non-Competition venues	-	
1.3	Temporary Infrastructure (incl. maintenance costs)	226,606	
	1.3.1 Competition venues	150,776	
	1.3.2 Olympic/Paralympic Village	3,807	
	1.3.3 IBC/MPC	41,938	
	1.3.4 Other Key Olympic Venues	25,801	
	1.3.5 Other venues/sites	4,293	
1.4	Energy	32,864	
1.5	Other Venue Infrastructure expenses	9,783	

Expenditures (000s)		USD 2034	%
2.	Sport, Games Services & Operations	792,652	20%
2.1	Accommodation	16,003	
2.2	Food and Beverage	40,000	
2.3	Medical Services (incl. Anti-Doping)	42,214	
2.4	Logistics	35,599	
2.5	Stakeholder Services	55,682	
2.6	Security	107,739	
2.7	Sports	92,371	
2.8	Transport	60,100	
2.9	Events Services	5,435	
2.10	Venue Operations Management	279,905	
2.11	Villages Operations	22,827	
	2.11.1 Olympic/Paralympic Village Operations	19,566	
	2.11.2 Media Village (s) Operations	-	
	2.11.3 Other Villages operations	3,261	
2.12	Test Events	8,696	
2.13	Other Games Services & Operations expenses	26,081	
3.	Technology	406,647	10%
3.1	Information Technology	252,293	
3.2	Telecoms	143,484	
3.3	Internet Service & Infrastructure	-	
3.4	Other Technology expenses	10,870	
4.	People Management	499,603	12%
5.	Ceremonies & Culture	132,771	3%
5.1	Opening & Closing Ceremonies	109,200	
5.2	Torch Relay	-	
5.3	Culture and Education	12,702	
5.4	Other Ceremonies & Culture expenses	10,870	
6.	Communications, Brand, Look, Marketing & Digital	374,079	9%
6.1	Communication, Community Relations & PR	13,044	
6.2	Brand development / Image & Look of the Games	22,338	
6.3	Marketing and Commercial Program	324,567	
6.4	Digital	14,131	
6.5	Other Comms, Brand/Look & Commercial Programs expenses	-	
7.	Corporate Administration, Governance and Legacy	430,243	11%
7.1	Administration and Governance	154,808	
7.2	Sustainability and Legacy	275,435	
7.3	Other Corporate Administration & Legacy expenses	-	
8.	Other Expenses (incl. commercial program rights revenue shares)	842,678	21%
9.	Contingency	210,000	5%
10.	TOTAL EXPENDITURES	3,997,887	
	NET FINANCIAL RESULT	USD 2034	
	SURPLUS/SHORTFALL (Rev - Exp)	215.68	

42B. Supporting financial information

Responsible, thorough and vetted

Ensuring Games are delivered on budget starts with a budget built upon solid data and reasonable assumptions. Salt Lake City-Utah possesses relevant experience, having delivered a previous Games edition on budget using the same venues.

The proposed Games budget has been defined and refined over several years, with careful monitoring of developments that may impact revenues and expenditures. The budget is well developed, with input from numerous experts, and has been rigorously reviewed.

To ensure Games delivery and mitigate risk of a budget shortfall, the strategies and mechanisms outlined below will be put in place.

An embedded organization

The Finance organization will be embedded throughout the OCOG and will collaborate with every functional area. In addition to periodic budget reviews, Finance will work with other areas in the OCOG on an ongoing basis to identify gaps or areas where there may be excess funds available to deploy elsewhere. Weekly tracking and review of these funds will keep surprises to a minimum.

To answer the budget management question in more detail, the discussion is split into two categories, revenues and expenses.

Disciplined expense management

Two overarching principles apply to managing expenses. The first is to spend less than is taken in. The second is to classify expenses into “must-haves” and “nice-to-haves.” When certain revenue targets are achieved, then items from the “nice-to-have” list may be added in. In the early years of the OCOG, a very tight rein on expenses will be in place to avoid squandering funds. The OCOG will be very strict on its use of funds within the budget parameters and ongoing change management.

Changes to the budget will happen frequently. The OCOG will put in place an authorized decision-making structure that meets frequently so that budget decisions are made quickly, while staying within the parameters of the overall budget. This resilient approach will ensure the OCOG does not become paralyzed due to a lack of decision making.

TECHNOLOGY

The proposed technology budget is based on information provided by the IOC DTI department. Technology evolves rapidly and its scope will be actively managed to stay within budget.

LABOR

SLC-UTCG has prepared a careful and detailed human capital management plan. The plan optimizes hire dates and headcount, taking into consideration existing venue and event management talent along with a capable, locally available, Games experienced workforce.

VENUES

All competition and non-competition venues are in place, greatly reducing OCOG risk. Minor capital upgrades to existing venues are included in the budget. All Venue Use Agreements have been signed. All temporary venue facilities have been designed in detail.

Costs will be managed—and reduced if necessary—to avoid utilizing the contingency on the cost side.

TRANSPORTATION

No transportation capital works projects or operations are Games-dependent. However, the level of federal public transportation funding is uncertain, and newer, more sustainable transportation systems are still in development. In the event of a shortfall of federal funding, the OCOG may add a transportation charge to the tickets sold.

Careful revenue forecasting

DOMESTIC SPONSORS

Given uncertainties surrounding domestic sponsorship, SLC-UT has taken a conservative approach to estimating sponsor revenues.

VIK MANAGEMENT

Budget management and functional management have built in from the outset a plan and process to effectively utilize VIK and make it budget relieving. Finance and functional areas will work closely with sales and marketing teams to ensure a proper fit between the OCOG's needs and VIK opportunities.

TICKETING AND HOSPITALITY

The ticketing and hospitality budget is achievable, with ticketing revenues forecast by session and by seat type. The ticketing and hospitality revenue model was prepared with experts in the field, and it will continue to be refined as markets evolve, with close collaboration, careful management, execution, and coordination with the IOC/IPC and the official hospitality entity.

Effective oversight

The budget will have detailed involvement from the CFO and COO on at least a weekly basis, with the CEO involved regularly.

The Board of Directors' Finance Committee will review progress and approve any significant changes to ensure proper governance and controls are in place.

Inflation risk

The budget reflects inflationary forecasts from world-recognized institutions, plus additional amounts in inflation-sensitive categories such as labor and construction.

Venue use agreements have locked in values plus indexed inflation. Inflation will positively impact revenues, which will help offset increased expenses. Furthermore, a significant contingency budget has been established which may be used if needed to cover unanticipated expenses, including those due to inflation.

Supply chain disruptions

In recent years the world has experienced frequent and pervasive supply chain disruptions. To mitigate the risk of increased costs due to delays and disruptions, the OCOG will:

- Minimize spend on venues and infrastructure by using existing venues, with minimal build out required for any temporary structures.
- Leverage the staging of multiple large sport events in the United States within the next decade by collaborating on sourcing and procurement.
- Work well in advance with TOP and domestic partners to source goods, services, and labor effectively.

Exchange rates

All OCOG revenues and expenses are denominated in U.S. dollars, resulting in less exposure to exchange rate risk. The OCOG will monitor markets and hedge against currency risks as needed.

Contingency

Prior to activating contingency, the OCOG will attempt to find offsetting reductions or revenues where possible. Additionally, spending will be prioritized so that "nice-to-have" expenses only receive funding if budget risk is minimal.

Insurance

The status of insurance in the event industry is uncertain due to the pandemic. However, the Games budget includes over \$50 million for an insurance premium payment in the event the insurance market reactivates. If the market does not reactivate, the premium amount will be added to contingency.

Additionally, the OCOG will deploy strategies such as cancelable contracts, currently in use for VUA and accommodation agreements.

Guarantees

The State of Utah is the ultimate financial guarantor. The state is strong economically and possesses the highest bond rating achievable by a state. The OCOG is committed to vigorously managing the budget to avoid the need for the State of Utah to cover any shortfall.

Games benefits

43. Games impact study

Extraordinary benefits

The hosting of the Olympic and Paralympic Winter Games in Utah will make a significant economic impact to the state, generating jobs, income, and economic output. It would also bring extensive opportunities to leave environmental and social benefits. An analysis by the Kem C. Gardner Policy Institute shows this additional impact would build upon the significant success of the 2002 Games, including the subsequent growth in both the state's travel and tourism and sports and entertainment industries.

The studies, created for the 2030 Games, indicate a cumulative economic impact of \$3.9 billion in output and \$1.5 billion in personal income growth in Utah (in 2030 values), along with 30,000 job-years of employment. The impact will be even greater for the 2034 Games. Benefits will accrue across multiple sectors of the economy, and SLC-UT will endeavor to spread these benefits to everyone in Utah's communities.

The Games in 2034, just as they were in 2002, are expected to increase civic pride and cohesion, advance volunteerism, reach for diversity and inclusion, stimulate the pursuit of healthy lifestyles, and provide many opportunities for social development.

The 2034 Games will work as a catalyst in areas such as the transition to renewable energies, strong natural resource management, ridership on public transit, and innovations in sustainable tourism.

Please refer to the analyses by the Kem C. Gardner Policy Institute for more information. An updated economic impact study for the 2034 Games will be released later in 2024.





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UTAH
 **ASPIRING TO WELCOME THE**
OLYMPIC & PARALYMPIC
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