



International  
Olympic  
Committee

# IOC FEASIBILITY ASSESSMENT - OLYMPIC WINTER GAMES

## SALT LAKE CITY - UTAH, USA

NOVEMBER 2023



# SUMMARY – SALT LAKE CITY-UTAH

- Salt Lake City/Utah officially entered Continuous Dialogue in 2020 and has declared a preference for the Olympic Winter Games 2034 in view of the proximity of an LA 28 Games, but would remain available for a 2030 Games if needed
- As a result, the Interested Party has chosen to fully develop its project for both Games editions (2030 and 2034) including guarantees from the local, regional and national governments for 2030 and 2034
- The Games would build on the positive legacies of Salt Lake City 2002 and increase the existing Games Legacy Fund in order to extend the lifecycle of numerous venues and sports development programmes
- The venue masterplan is based on using 100% existing world class venues and is very compact, with all competition venues within one hour from the main Olympic Village in Salt Lake City. It would offer a unique opportunity for an exceptional athlete experience
- The project enjoys very strong support from the national, regional and local governments as evidenced by guarantees and financial commitments provided
- It also benefits from very high public confidence, with 80% support in Utah and 75% across the US

→ Due to the proximity of the Los Angeles 2028 Games to an Olympic Winter Games in 2030, the Commission believes that Salt Lake City would be a better fit for an Olympic Winter Games 2034. Given the studies provided to the Commission on the impact of climate change on winter sports, Salt Lake City provides an opportunity to secure a traditional winter sports and climate-reliable destination well in advance of the Games. The Commission thus proposes to invite Salt Lake City/USOPC into a Targeted Dialogue 2034

# FEASIBILITY ASSESSMENT

Part 1: Strategic  
Assessment

Part 2: Technical  
Assessment





# 1. STRATEGIC ASSESSMENT

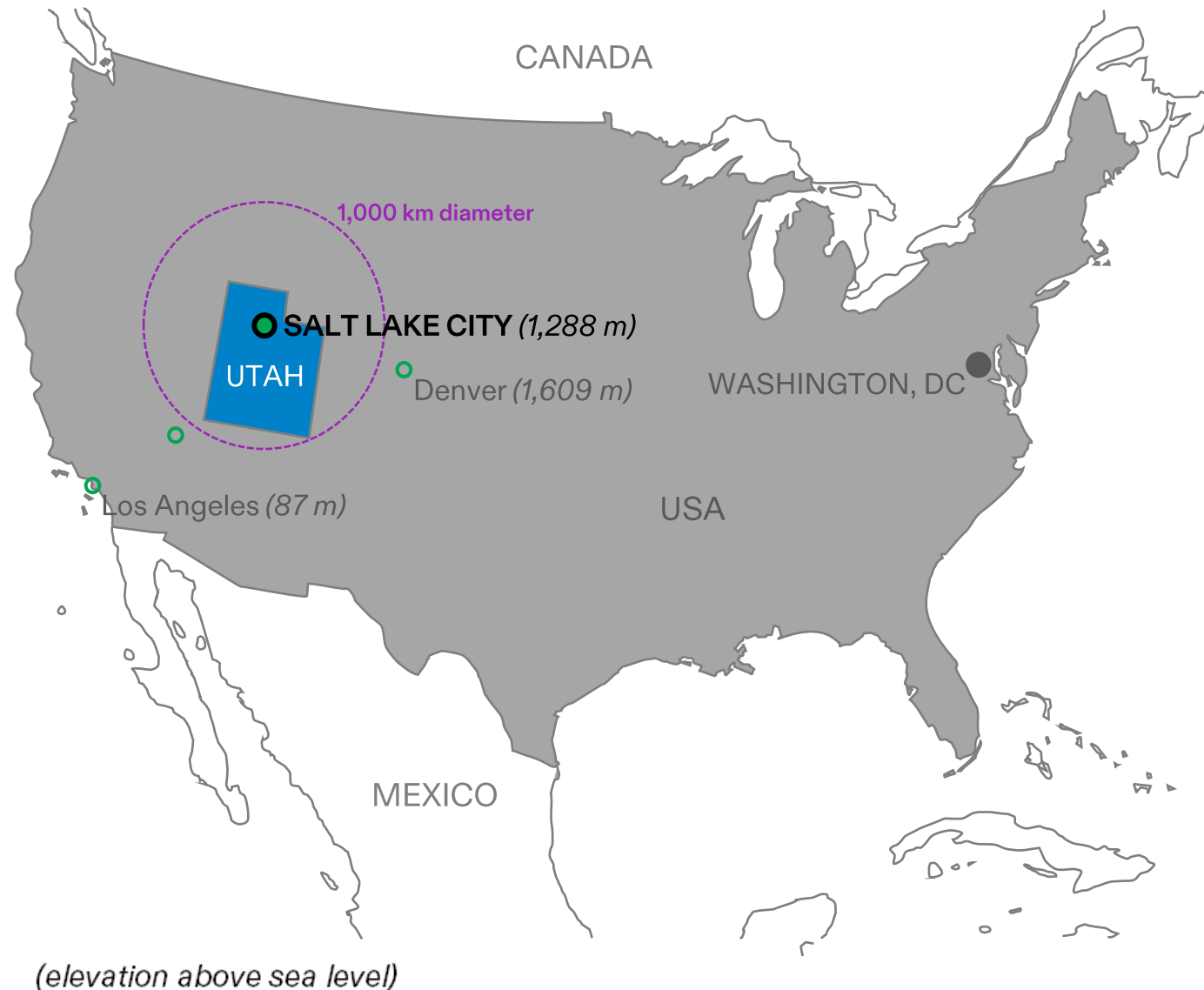
- Country Background
- Political Context
- Human Development Context
- Environmental Context
- Human Rights Context
- Economic Context

# COUNTRY BACKGROUND

## KEY DEMOGRAPHIC DATA

- US population: 334 million
- Utah population: 3.3 million
- Salt Lake City population: 1.2 million in the metropolitan area
  
- ~25% of population < 20 years old
- ~16.5% of population > 65 years old
  
- Life expectancy at birth: 77.2

Source: [UNDP / UN Population](#)



# POLITICAL CONTEXT

## Polarised political landscape:

- Although political stability risks have eased since January 2021 under President Biden, the country remains heavily divided on many issues, and this will continue to drive political tensions until the next Presidential elections in November 2024.
- The Biden Administration's room for manoeuvre should be limited in the second half of his term as control of the House of Representatives shifted to the Republicans following the November 2022 mid-term elections. As the political environment remains highly polarised, opportunities for bipartisan legislation will be limited.

## Stability at State level:

- Utah is a traditional Republican state. Republican Governor Cox, a firm Games supporter and Honorary Chair of the Bid Committee, was elected in 2020 with 63% of the vote.
- US Senator from Utah Mitt Romney (who will not run for re-election in 2024) was the President of the Salt Lake City 2002 Organising Committee and is a strong supporter of the current Olympic project



# UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDG) - PERFORMANCE

Source: [OECD](https://www.oecd.org/)

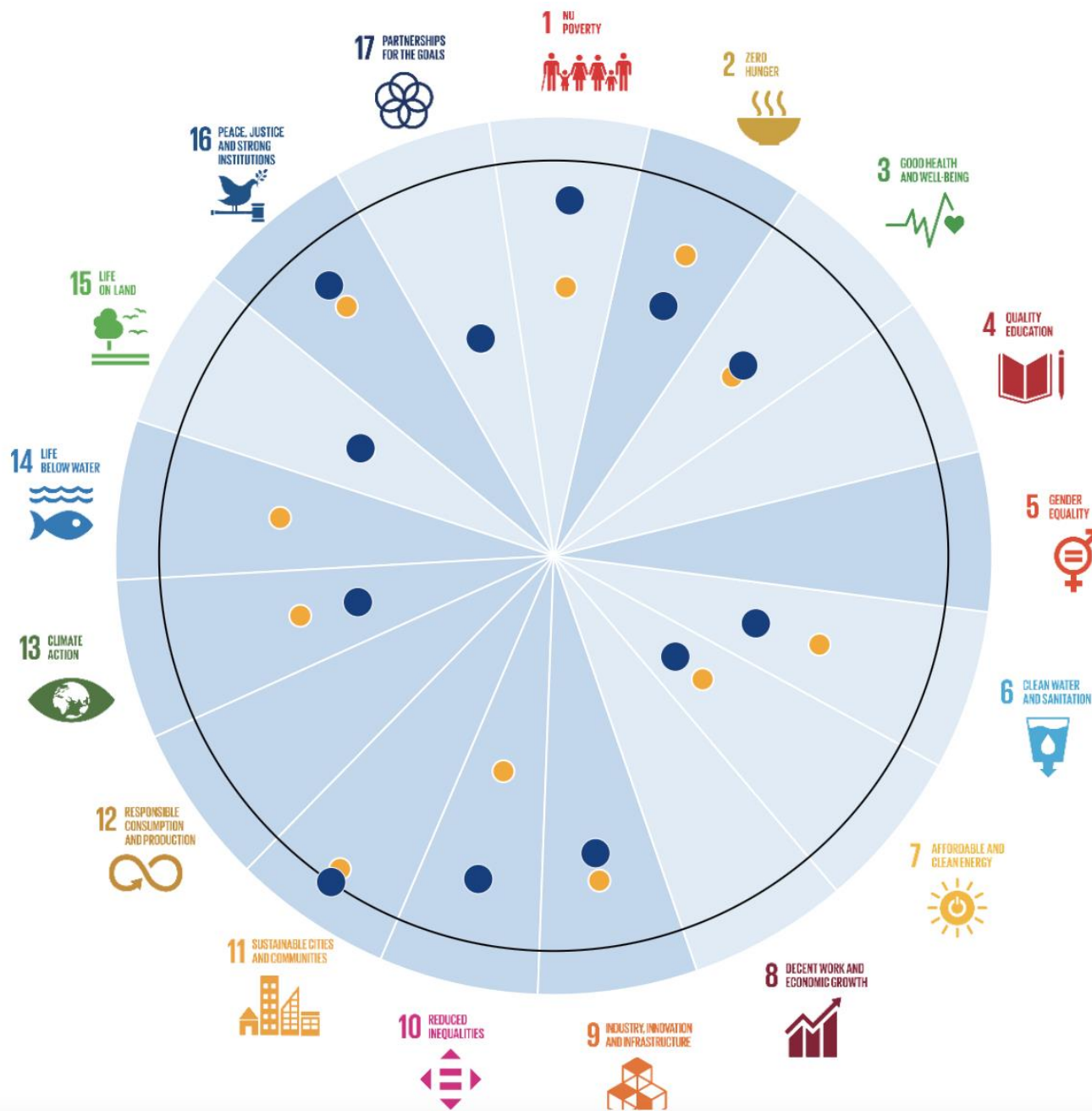
## HOW TO READ THE CHARTS

- Blue dots = Utah
- Orange dots = USA
- The outer black circle = end value for 2030. The closer the dots are to the outer black circle, the closer the country/region/city is to reaching the intended outcomes for this goal

## INTERPRETATION

Level of achievement varies across all 17 SDGs. Strong performance in Utah in 3 SDGs:

- 16 : Peace, Justice and Strong Institutions
- 11: Sustainable Cities and Communities
- 1: No Poverty



# ENVIRONMENTAL CONTEXT / USA

## Environmental Performance Index (EPI) Data

Overall ranking (out of 180 countries)	43
Score (out of 100)	51.1 (+3.3 over last 10 years)
GHG emissions per capita	167 <sup>th</sup>
Biodiversity	80 <sup>th</sup>
Waste management	46 <sup>th</sup>

[EPI](#) is a joint project of the [Yale Center for Environmental Law & Policy](#) and The Center for International Earth Science Information Network ([CIESIN](#)) at Columbia University's Earth Institute. It provides a data-driven summary of the state of sustainability around the world. Using 32 performance indicators across 11 issue categories, the EPI ranks 180 countries on environmental health and ecosystem vitality.

## Energy Mix

Renewable share of total energy consumption (including transport, heating, industry, ...) – SDG 7.2 ( <a href="#">IEA</a> )	10.4 %
Share of renewables in electricity generation ( <a href="#">IEA</a> )	19.8 %

## Air Pollution Data

Air Pollution Index 2022 (February monthly average): PM 2.5 <a href="http://www.iqair.com">www.iqair.com</a>	Salt Lake City: 7 (slightly above WHO target 0-5)
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# HUMAN DEVELOPMENT AND HUMAN RIGHTS CONTEXT

Ratification of international standards	
Human Rights Treaties Ratification - <a href="#">OHCHR</a>	USA has ratified 5 out of 18 human rights treaties
ILO Core Conventions Ratifications - <a href="#">ILO</a>	USA has ratified 2 out of 11 ILO Core Conventions
United Nations Convention against Corruption	USA ratified the Convention in 2006 and has completed the first cycle of implementation review
Governance and Institution	
Rule of Law Indicator – <a href="#">World Bank</a>	88.7/100 – Rule of law is strong
Corruption Perception Index – <a href="#">Transparency International</a>	69/100 – Risk of corruption is perceived to be low
Civil Society	
Freedom of Press - <a href="#">RSF Index</a>	71.22 (ranked 45/180) - Satisfactory situation
Freedom of Expression - <a href="#">Article 19</a>	87/100 – Open freedom of expression
Data Protection and Privacy - <a href="#">UNCTAD</a>	The US has legislation in place (Privacy Act of 1974 and Federal Trade Commission Act 15) to secure the protection of data and privacy
Freedom on the Net Score - <a href="#">Freedom House</a>	76/100 - Free internet with no key internet controls observed
Labour and Human Rights	
Global Workers' Rights Index (International Trade Union Confederation, 2023)	Medium-high risk
Global Slavery Index (Walk Free, 2023)	Low risk
Global Gender Gap (World Economic Forum, 2023)	0.748/1 - Gender gap is low

# HUMAN RIGHTS CONTEXT

In line with Olympic Agenda 2020+5, the IOC commissioned a third-party independent not-for-profit organisation, [Business for Social Responsibility \(BSR\)](#), to conduct a report on the Human Rights situation in the United States of America (US) and to identify Games legacy opportunities

## Extracts of Country Report Summary

### The overall risk profile of the US is generally low

- High-level human rights indicators and strong tradition of rule of law position the US as a global advocate and defender of human rights. Overall, civil and political liberties are enabled by strong federal legislation and enforcement of rights protection.
- There are some legal mechanisms in place limiting the importation of goods made with forced labour. In addition, the US has several initiatives to limit human trafficking and sex trafficking in the country.
- The human rights risk level has increased in the last several years as public trust in democratic institutions is eroding and there are increasingly high levels of political polarisation, gun violence, and social unrest throughout the country. Furthermore, racism and discrimination are still prevalent in some areas of society and migrant and undocumented workers are more likely to experience poor working conditions

### OPPORTUNITIES TO ADVANCE HUMAN RIGHTS

- Championing diversity, inclusion, and unification through sport
- Promoting fair compensation and living wages
- Increased safeguarding of athletes' well-being

### AREAS TO MONITOR

- Gun violence and social unrest
- Racial and sexual orientation discrimination
- Rights protection for migrant and undocumented workers

# ECONOMIC CONTEXT

## Rating Source: Moody's (October 2023)

USA	Aaa - minimal risk
Utah	Aaa - minimal risk
Salt Lake City	Aaa - minimal risk

## Key Economic data - USA

GDP: USD 22,997 bn ([Coface](#))

GDP per capita of USD 69,227 ([Coface](#))

GDP growth

- 5.9% ([OECD, 2021](#))
- 2.1% ([OECD, 2022](#))

Inflation:

- 8.0% ([OECD 2022](#))
- 4.2% ([OECD forecast 2023](#))

Public debt (% GDP): 144% ([OECD](#))

Unemployment rate:

- 3.6% ([OECD, 2022](#))
- 3.7% ([OECD forecast 2023](#))

Ranked 2<sup>nd</sup> in [Global Innovation Index of WIPO 2022](#)

- Largest economy in the world, with good credit ratings but high level of public debt
- Biggest commercial market

# STRATEGIC OPPORTUNITIES AND CHALLENGES: SUMMARY

## OPPORTUNITIES

- High levels of stability from a socio-economic perspective
- Largest economy in the world - big commercial market
- Country context provides good foundation to align the Games with Olympic Agenda 2020+5
  - The overall Human Rights risk profile is generally low as there is a strong tradition of rule of law and protection of civil liberties
  - US ranks 24 out of 180 in Environmental Performance Index

## CHALLENGES

- High level of public debt



## 2. TECHNICAL ASSESSMENT

### Vision & Legacy, Alignment and Venue Masterplan

- Vision & Legacy
- Alignment with existing development plans
- Venue Masterplan

### Support and Funding Strategy

- Political Support
- Private Sector and Civil Society Support
- Public Support
- Governance and Funding Strategy

### Games Delivery

- Sports/Event Experience
- Meteorological Data
- Accommodation capacity
- Transport (incl. airport) infrastructure
- Energy & Telecom
- Safety and Security



# FEASIBILITY ASSESSMENT SOURCES

- IOC background research supported by IOC Olympic Games advisors
- Independent third-party reports
- Information gathered throughout Continuous Dialogue in the form of workshops and meetings
- Salt Lake City joined Continuous Dialogue in October 2020

# VISION & LEGACY, ALIGNMENT AND VENUE MASTERPLAN



# VISION & LEGACY

The **vision** presented by Salt Lake City-Utah is based on the theme of “**elevate**”. The aim is to leverage hosting the Olympic Winter Games to elevate:

- **Communities:** using the Games as a platform to achieve transformational and sustainable change, by fostering unity, forging stronger social bonds, and inspiring youth through the Olympic Values
- **Sport:** by expanding youth sports participation, building on existing elite and sport-for-all programmes and establishing life-long active and healthy habits
- **Games experience:** delivering exceptional Games for all stakeholders, especially the athletes and their families. Athletes would benefit from a compact concept for a unique Olympic Village offering opportunities to celebrate together.

The **legacy** ambition is to foster a global winter sports community by further transforming Salt Lake City into an international athlete development hub, providing:

- World-class facilities
- Training facilities
- Athlete housing
- Mental health wellness
- Coaching programmes
- Competitions at all levels





# ALIGNMENT WITH EXISTING DEVELOPMENT PLANS

Hosting the Games will be a catalyst for key community priorities/development plans in Utah:

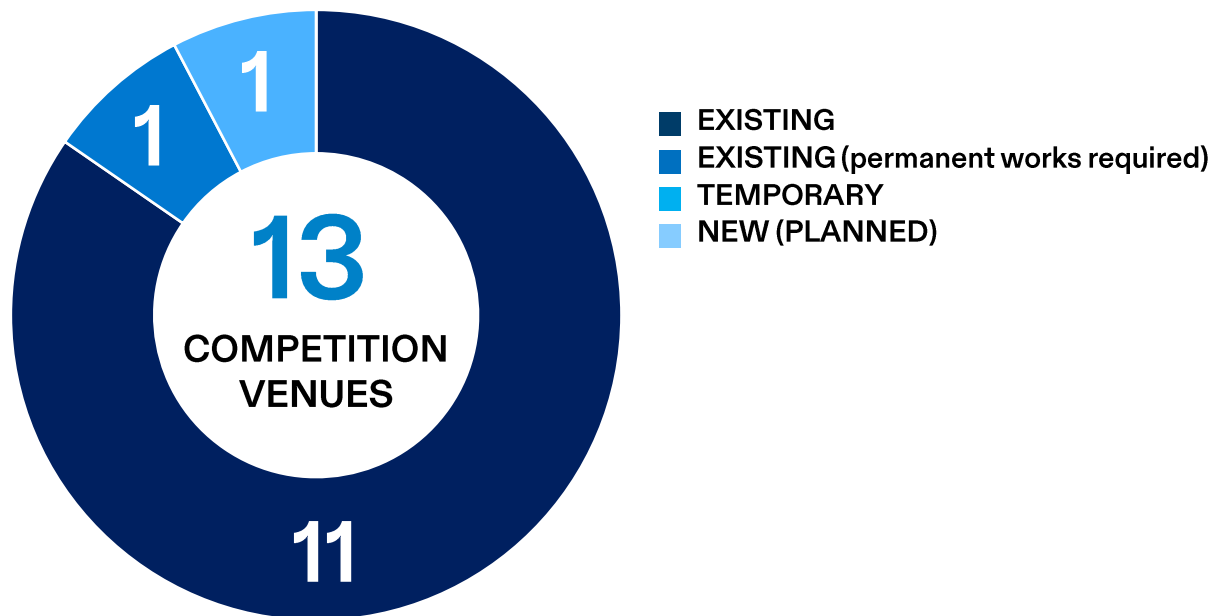
- Renew funding for Utah Olympic Legacy Foundation
  - The existing Foundation was founded from a surplus from the Olympic Winter Games Salt Lake City 2002 and is responsible for managing and maintaining to world class standard the 2002 legacy facilities and providing opportunities for people of all ages and abilities to participate in winter sport
- Use of 100% renewable energy by 2030
- Reduce CO2 emissions by 50%
- Accelerate adoption of public transportation
- Bring communities together: diversity, equality, inclusion and access

Games vision and legacy objectives fully aligned with existing development priorities



# ALIGNMENT WITH OLYMPIC AGENDA 2020

**100%** of competition venues existing or temporary



- EXISTING
- EXISTING (permanent works required)
- TEMPORARY
- NEW (PLANNED)

## 1 OLYMPIC VILLAGE



**Olympic Village:** Existing - University of Utah

- Additional athlete accommodation needed in Heber City for biathlon/cross country athletes

### IBC / MPC



Existing Salt Palace Convention Centre (63,000m<sup>2</sup>)

### OPENING AND CLOSING

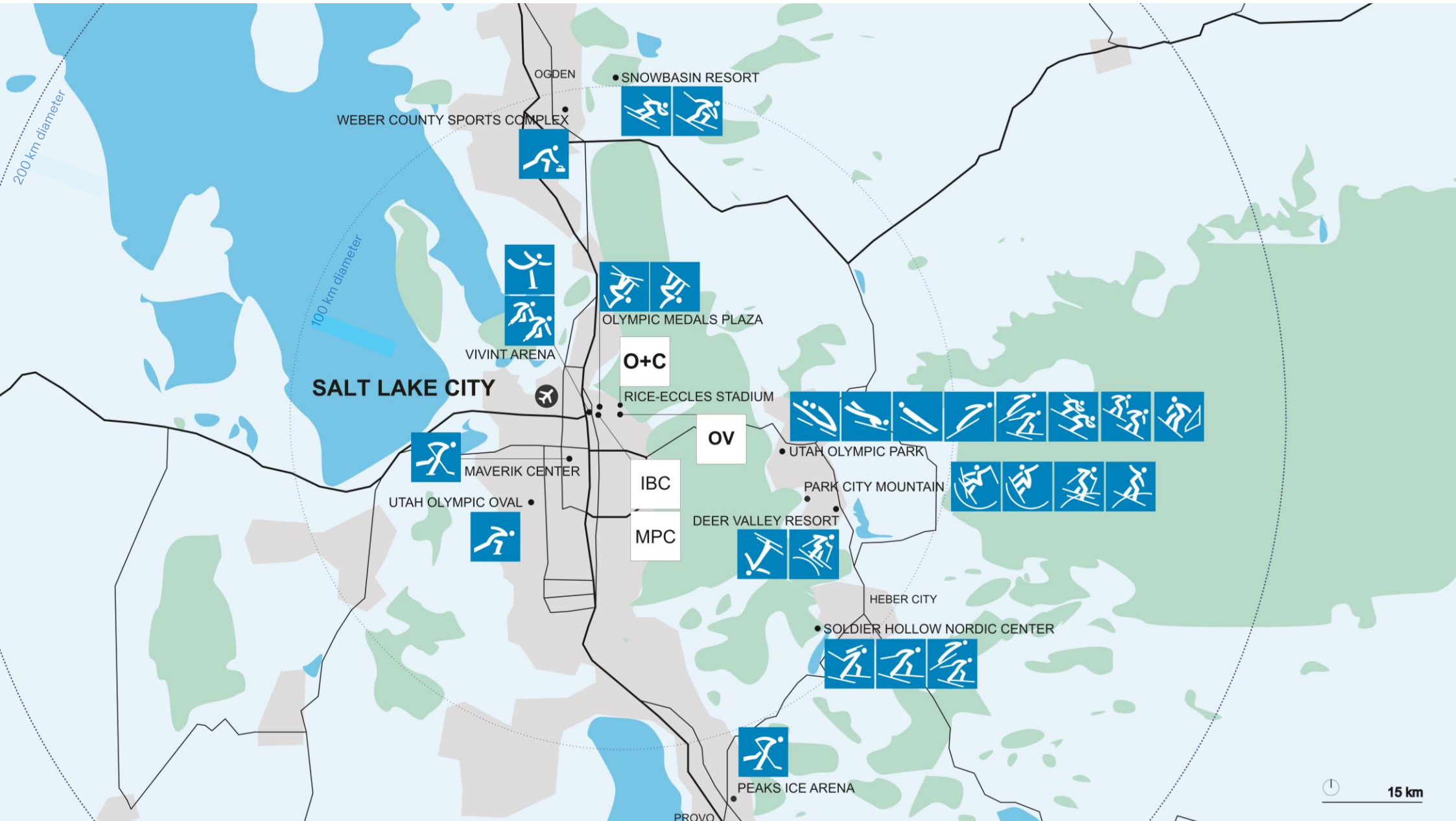


Existing Rice-Eccles Stadium in Salt Lake City

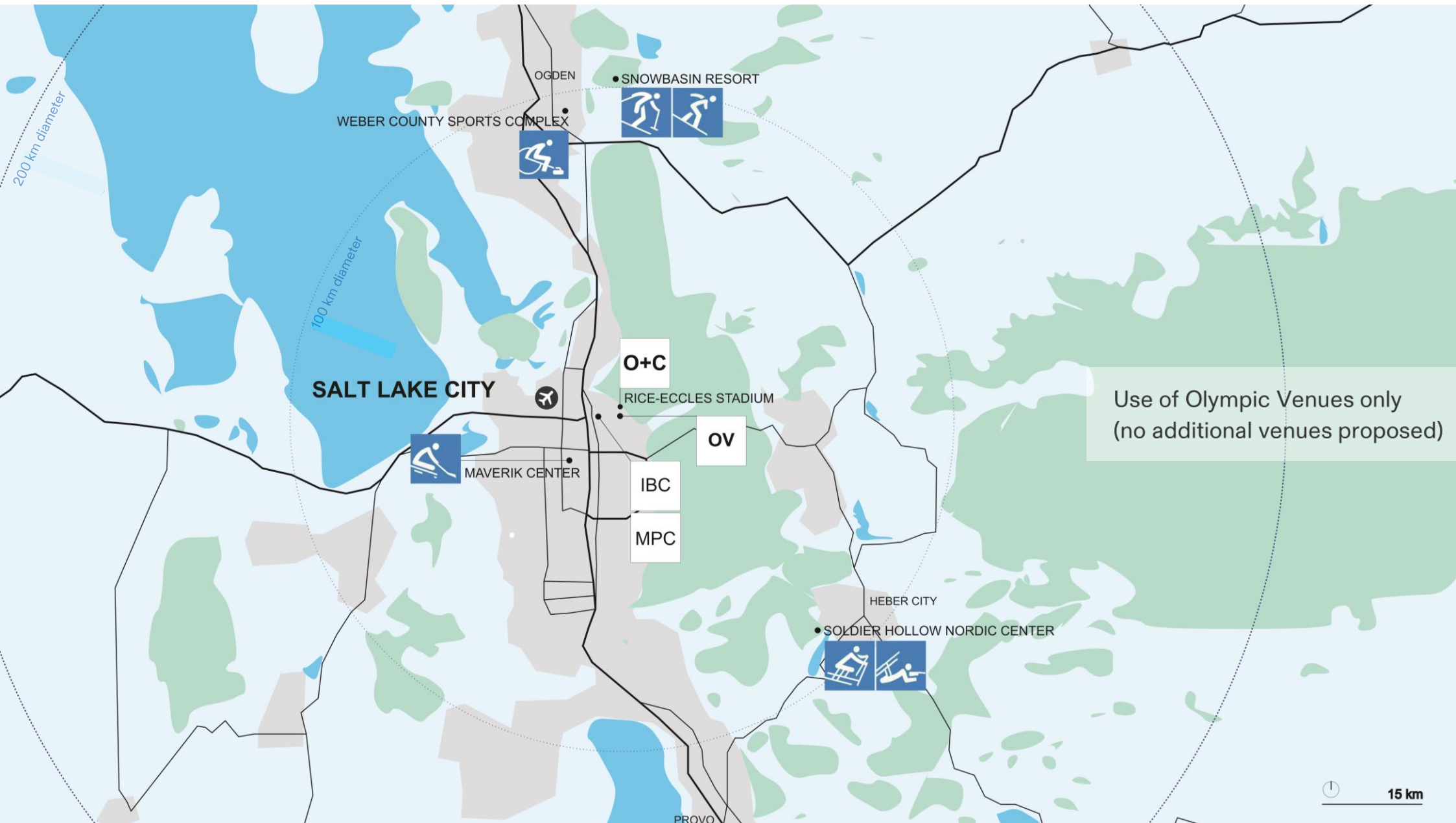
**100%**

of beds in existing accommodation University of Utah student housing and existing apartments / existing hotels

# VENUE MASTERPLAN



# VENUE MASTERPLAN: PARALYMPIC WINTER GAMES



# VENUE MASTERPLAN

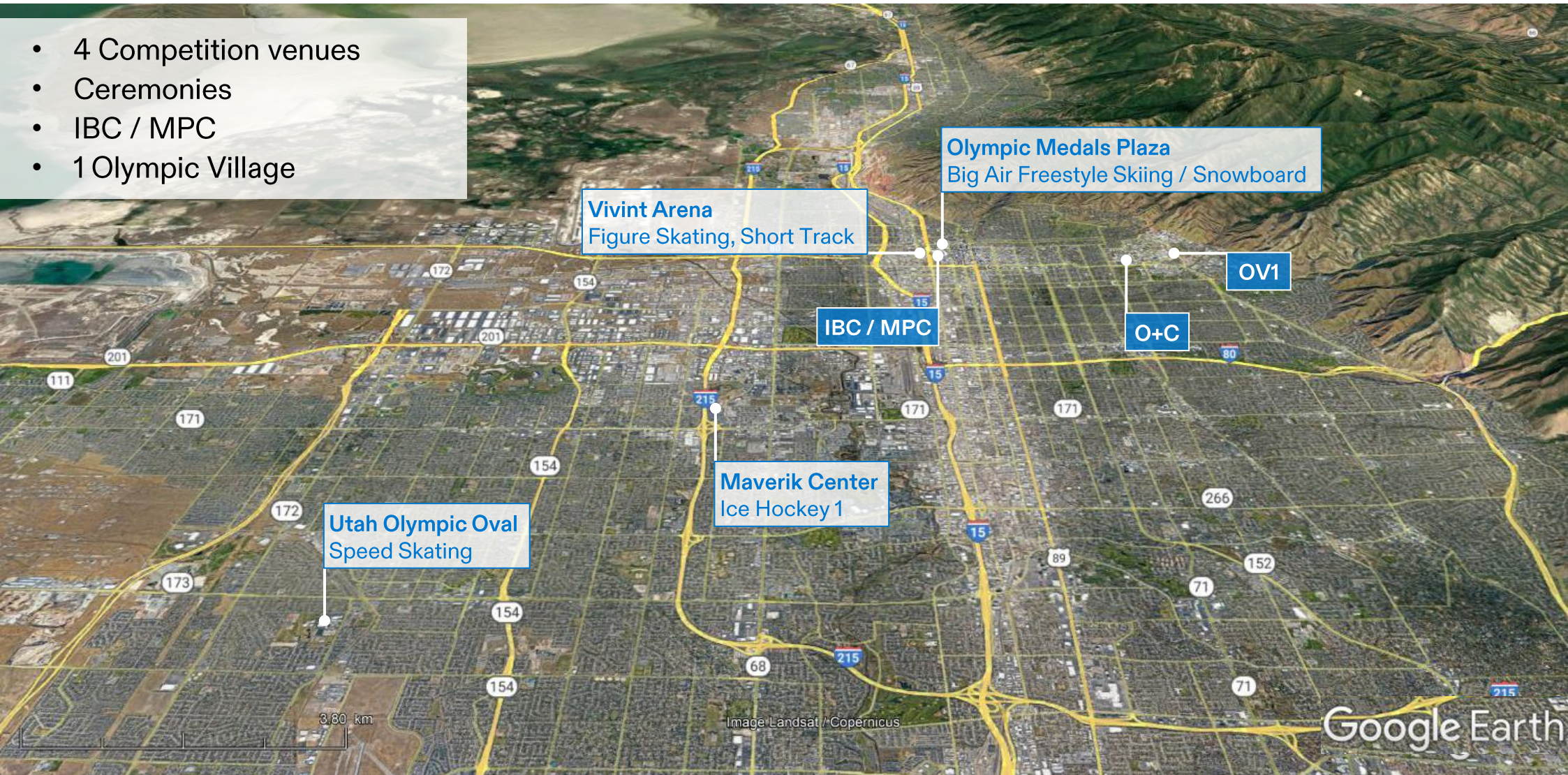
Sports / Disciplines / Events		Proposed Competition Venues	Status	Games Capacity	IOC comments
Alpine Skiing (Speed and Technical)	Downhill	Snowbasin Resort	Existing	19,000	<ul style="list-style-type: none"> <li>Well-maintained Olympic Winter Games 2002 venue</li> </ul>
	Super G				
	Giant Slalom				
	Slalom				
	Super Combined				
Biathlon / Cross-Country / Nordic Combined	Biathlon	Soldier Hollow Nordic Centre	Existing	15,000	<ul style="list-style-type: none"> <li>Well-maintained Olympic Winter Games 2002 venue</li> <li>2019 IBU World Cup venue</li> </ul>
	Cross-Country				
Bobsleigh	Bobsleigh	Utah Olympic Park – Sliding Centre	Existing	15,000	<ul style="list-style-type: none"> <li>Well-maintained Olympic Winter Games 2002 venue</li> <li>Regular World Cup venue</li> <li>Upgrades planned for 2023 to cover sections of the track</li> </ul>
	Skeleton				
Luge	Luge				
Curling	Curling	Weber County Sports Complex	Existing	11,000	<ul style="list-style-type: none"> <li>Well-maintained Olympic Winter Games 2002 venue</li> <li>Permanent stands to be expanded to 3,600 seats (2,300 currently) to meet demand for local ice hockey league</li> </ul>
Ice Hockey	Ice Hockey 1	Maverik Center	Existing	10,000	<ul style="list-style-type: none"> <li>Well-maintained Olympic Winter Games 2002 venue</li> <li>Upgrades planned until 2025, including: electronic system, sound system, concession areas, locker rooms</li> </ul>
	Ice Hockey 2	Peaks Ice Arena	Existing	10,000	<ul style="list-style-type: none"> <li>Well-maintained Olympic Winter Games 2002 venue</li> <li>Future planned developments include one permanent stand and new locker rooms to be built irrespective of the Games</li> </ul>

# VENUE MASTERPLAN

Sports / Disciplines / Events		Proposed Competition Venues	Status	Games Capacity	IOC comments
Skating	Short Track	Vivint Arena	Existing	15,000	<ul style="list-style-type: none"> <li>State-of-the-art NBA arena</li> <li>Olympic Winter Games 2002 venue</li> </ul>
	Figure Skating				
	Speed Skating	Utah Olympic Oval	Existing	7,000	<ul style="list-style-type: none"> <li>2020 ISU World Championships venue</li> </ul>
Ski Jumping / Nordic Combined	Ski Jumping NH/LH	Utah Olympic Park – Ski Jump	Existing	18,000	<ul style="list-style-type: none"> <li>Well-maintained Olympic Winter Games 2002 venue</li> <li>Planned upgrade: replacement of the ski track by 2026</li> </ul>
Snowboard / Freestyle	FS Aerials	Deer Valley Resort	Existing	10,000	<ul style="list-style-type: none"> <li>2019 FIS Freestyle and Snowboard World Championships venue (AE, MO)</li> </ul>
	FS Moguls				
	FS / SB Cross	Utah Olympic Park – FS / SB Track	Existing (permanent works)	tbc	<ul style="list-style-type: none"> <li>Developments started in Summer 2022 to include new lifts and new ski domain for youth development in FS / SB (AE, MO, Cross)</li> </ul>
	SB PGS				
	FS / SB Half-pipe	Park City Mountain	Existing	16,000	<ul style="list-style-type: none"> <li>2019 FIS Freestyle Ski and Snowboarding World Championships venue (HP, SS)</li> </ul>
	FS / SB Slopestyle				
	FS / SB Big Air	Olympic Medals Plaza	Temporary	30,000	<ul style="list-style-type: none"> <li>Temporary venue</li> </ul>

# VENUE MASTERPLAN: SALT LAKE CITY CLUSTER

- 4 Competition venues
- Ceremonies
- IBC / MPC
- 1 Olympic Village



# VENUE MASTERPLAN: BIG AIR / FIGURE SKATING / SHORT TRACK

## OLYMPIC MEDALS PLAZA



Big Air Freestyle Skiing / Snowboard

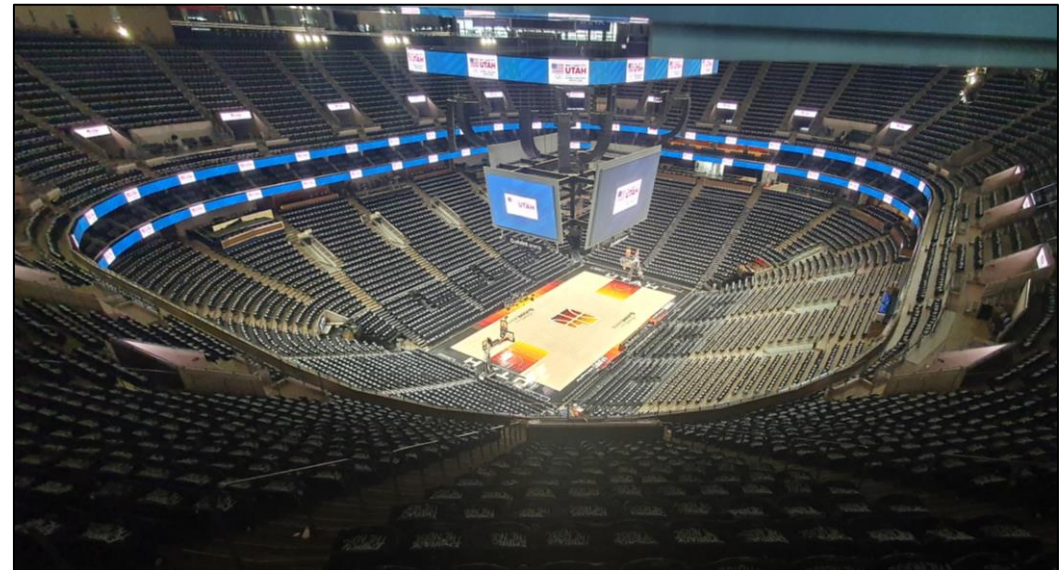


<b>Status</b>	Temporary
<b>Construction</b>	n/a
<b>Future Works</b>	n/a
<b>Capacity</b>	30,000 (temporary)
<b>Owner</b>	Private
<b>Operator</b>	n/a
<b>Experience</b>	Olympic Winter Games 2002 (Medals Plaza)

## VIVINT ARENA



Figure Skating / Short Track



<b>Status</b>	Existing
<b>Construction</b>	1990 (renovated 2017)
<b>Future Works</b>	n/a
<b>Capacity</b>	15,000
<b>Owner</b>	Private
<b>Operator</b>	Private
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Olympic Winter Games 2002 (Figure Skating / Short Track)</li> <li>• Home of Utah Jazz (NBA)</li> </ul>

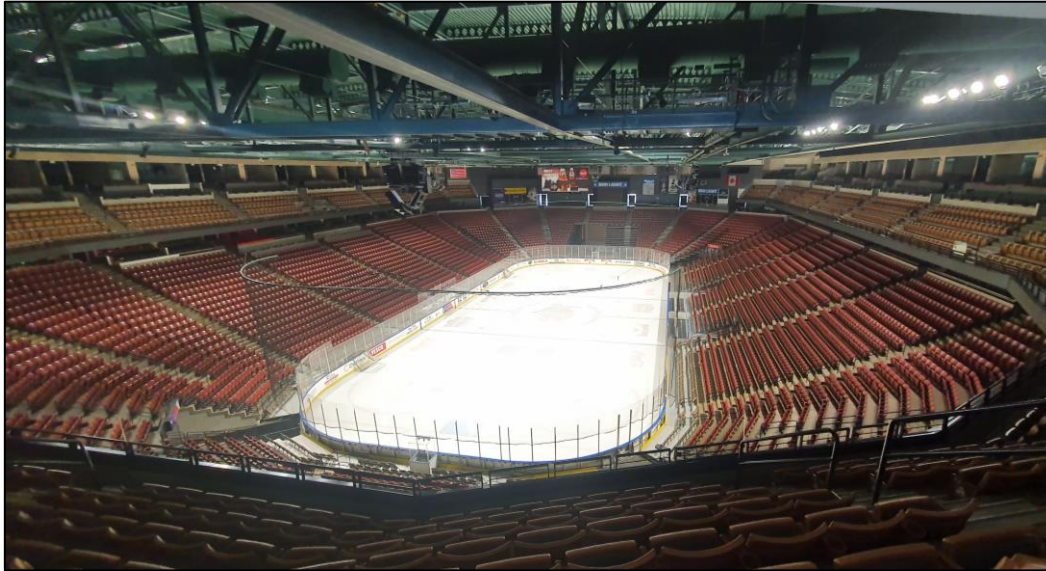


# VENUE MASTERPLAN: ICE HOCKEY I / SPEED SKATING

## MAVERIK CENTER



Ice Hockey I



<b>Status</b>	Existing
<b>Construction</b>	1997
<b>Future Works</b>	Upgrade of electronic and sound system, concession areas and locker rooms planned
<b>Capacity</b>	10,000
<b>Owner</b>	Public
<b>Operator</b>	Private
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Olympic Winter Games 2002 (Ice Hockey)</li> <li>• Home of Utah Grizzlies (Regional Ice Hockey League)</li> <li>• Concerts and Shows</li> </ul>

## UTAH OLYMPIC OVAL



Speed Skating



<b>Status</b>	Existing
<b>Construction</b>	2001
<b>Future Works</b>	n/a
<b>Capacity</b>	7,000 (4,000 permanent / 3,000 temporary)
<b>Owner</b>	Utah Olympic Legacy Foundation
<b>Operator</b>	Utah Olympic Legacy Foundation
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Olympic Winter Games 2002 (Speed Skating)</li> <li>• 2005, 2007, 2013, 2020 ISU World Championships</li> <li>• 2024 Four Continents Championships</li> <li>• Regular World Cup events</li> </ul>

# VENUE MASTERPLAN: CEREMONIES – SALT LAKE CITY



- To be used for both Opening and Closing Ceremonies

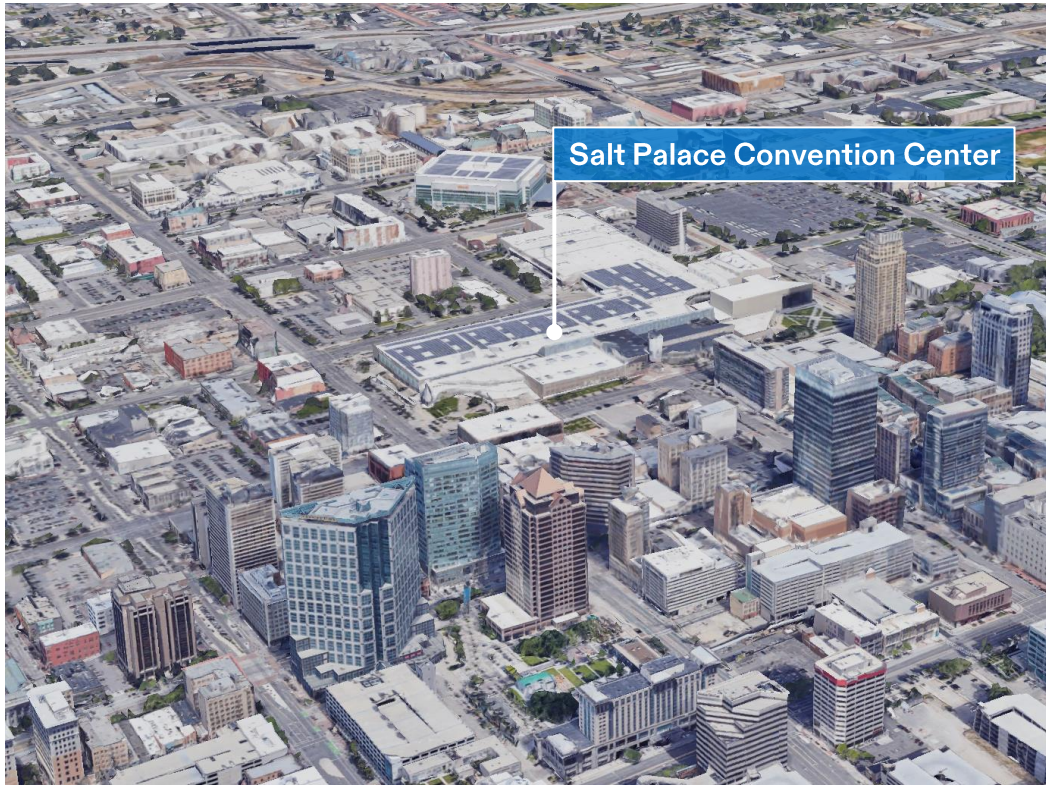
## RICE-ECCLES STADIUM

Ceremonies



<b>Status</b>	Existing
<b>Construction</b>	1927 (renovated in 1998)
<b>Future Works</b>	Upgrades planned by 2026
<b>Capacity</b>	60,000: 51,000 (permanent), 9,000 (temporary)
<b>Owner</b>	Public (University of Utah)
<b>Operator</b>	Public (University of Utah)
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Olympic Winter Games 2002 (Opening and Closing Ceremonies)</li> <li>• Home of Utah Utes (NCAA)</li> </ul>

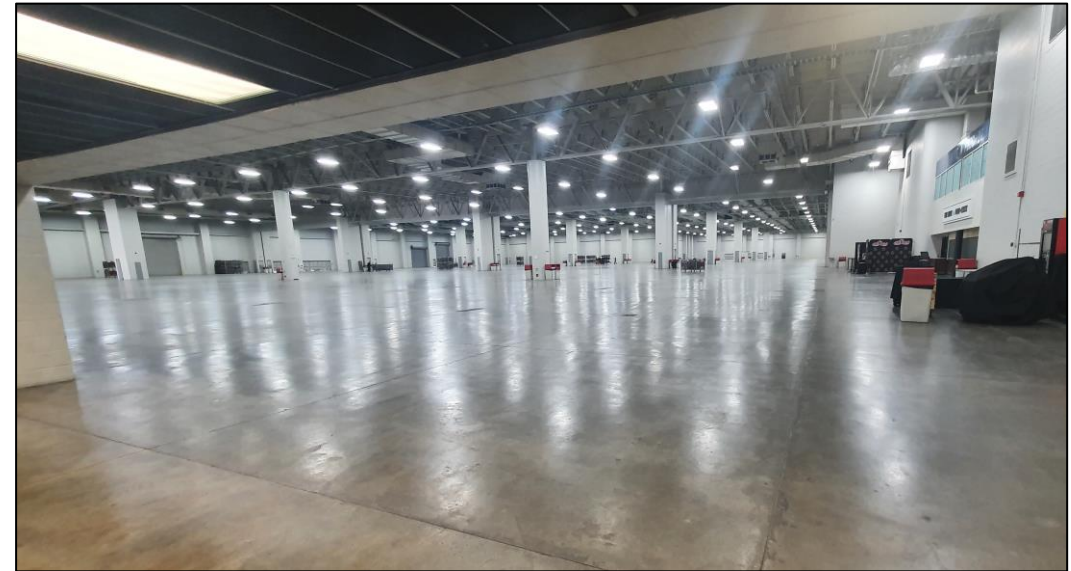
# VENUE MASTERPLAN: IBC/MPC – SALT LAKE CITY



- To be used for both IBC and MPC

## SALT PALACE CONVENTION CENTER

IBC / MPC



<b>Status</b>	Existing
<b>Construction</b>	1995
<b>Future Works</b>	n/a
<b>Total floor area</b>	48,000m <sup>2</sup> exhibition space 15,000m <sup>2</sup> meeting space
<b>Site area</b>	100,000m <sup>2</sup>
<b>Owner</b>	Public
<b>Operator</b>	ASM Global

# VENUE MASTERPLAN: OGDEN CLUSTER

- 2 Competition venues
- Distance Salt Lake City-Ogden: 60km (by road)

Weber County Sports Complex  
Curling

Snowbasin Resort  
Alpine Skiing

1627 m

Google Earth

## VENUE MASTERPLAN: CURLING / ALPINE SKIING

### WEBER COUNTY SPORTS COMPLEX



Curling



<b>Status</b>	Existing
<b>Construction</b>	1994 (Renovated in 1999)
<b>Future Works</b>	New stands, locker rooms, concession areas, ice system
<b>Capacity</b>	11,000 (3,600 permanent, 7,400 temporary)
<b>Owner</b>	Public
<b>Operator</b>	Public
<b>Experience</b>	<ul style="list-style-type: none"> <li>Olympic Winter Games 2002 (Curling)</li> </ul>

### SNOWBASIN RESORT



Alpine Skiing



<b>Status</b>	Existing
<b>Future Works</b>	Technical course would need moderate widening
<b>Finish area(s)</b>	1
<b>Capacity</b>	19,000
<b>Owner</b>	Private
<b>Operator</b>	Private
<b>Experience</b>	<ul style="list-style-type: none"> <li>Olympic Winter Games 2002 (Alpine Skiing Speed events)</li> <li>2019, 2020, 2022 FIS Alpine Skiing Competition</li> <li>2017, 2018 University Alpine Skiing competition</li> </ul>

# VENUE MASTERPLAN: MOUNTAIN CLUSTER

- 6 Competition venues
- Distance (by road) Salt Lake City
  - Utah Olympic Park: 37km
  - Park City Mountain: 43km
  - Deer Valley Resort: 46km
  - Soldier Hollow: 71km

**Utah Olympic Park**  
Bobsleigh, Skeleton, Luge,  
Snowboard / Freestyle Skiing (SX, SBX, PGS),  
Ski Jumping, Nordic Combined

**Park City Mountain**  
Snowboard / Freestyle Skiing (HP, SS)

**Soldier Hollow Nordic Center**  
Biathlon, Cross-Country, Nordic Combined

**Deer Valley Resort**  
Freestyle Skiing (AE, MO)

8.73 km

Image Landsat / Copernicus

Google Earth

## VENUE MASTERPLAN: SKI JUMPING / NORDIC COMBINED / BOB / SKELETON / LUGE

### UTAH OLYMPIC PARK JUMPS



Ski Jumping (NH/LH) / Nordic Combined



<b>Status</b>	Existing
<b>Construction</b>	1997
<b>Future Works</b>	Planned upgrade: replacement of the ski track by 2026
<b>Capacity</b>	18,000
<b>Owner</b>	Utah Olympic Legacy Foundation
<b>Operator</b>	Utah Olympic Legacy Foundation
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Olympic Winter Games 2002</li> <li>• 2001, 2004 World Cup (Ski Jumping, Nordic Combined)</li> <li>• 2002, 2006 B World Cup (Nordic Combined)</li> <li>• Regular Continental Cups</li> </ul>

### UTAH OLYMPIC PARK TRACK



Bob / Skeleton / Luge



<b>Status</b>	Existing
<b>Construction</b>	1997
<b>Future Works</b>	Planned upgrade: cover sections of the track by 2023
<b>Capacity</b>	15,000
<b>Owner</b>	Utah Olympic Legacy Foundation
<b>Operator</b>	Utah Olympic Legacy Foundation
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Olympic Winter Games 2002</li> <li>• 2005 FIL World Luge Championships</li> <li>• 2016 Para World Championships</li> <li>• Regular IBSF and FIL World Cup events</li> <li>• Regular Para World Cup Events</li> </ul>

# VENUE MASTERPLAN: SNOWBOARD / FREESTYLE SKIING / BIATHLON / CROSS-COUNTRY / NORDIC COMBINED

## PARK CITY MOUNTAIN



Snowboard / Freestyle Skiing



<b>Status</b>	Existing
<b>Future Works</b>	n/a
<b>Finish area(s)</b>	1
<b>Capacity</b>	16,000
<b>Owner</b>	Private
<b>Operator</b>	Private
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Olympic Winter Games 2002 (Alpine Skiing (Giant Slalom), Snowboard)</li> <li>• 2011 FIS Freestyle World Championships</li> <li>• 2019 FIS Freestyle Ski and Snowboarding World Championships (HP, SS)</li> <li>• Regular FIS World Cup events</li> </ul>

## SOLDIER HOLLOW NORDIC CENTER



Biathlon / Cross-Country / Nordic Combined



<b>Status</b>	Existing
<b>Construction</b>	2000
<b>Future Works</b>	n/a
<b>Capacity</b>	15,000
<b>Owner</b>	Utah Olympic Legacy Foundation
<b>Operator</b>	Utah Olympic Legacy Foundation
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Olympic Winter Games 2002 (Cross-Country / Biathlon)</li> <li>• 2019 IBU World Cup</li> <li>• Regular FIS Competitions (Cross-Country / Nordic Combined)</li> </ul>



# VENUE MASTERPLAN: SNOWBOARD / FREESTYLE SKIING

## UTAH OLYMPIC PARK SB / FS TRACK



Snowboard / Freestyle Skiing



<b>Status</b>	Existing (permanent works required)
<b>Future Works</b>	Development started in summer 2022
<b>Finish area(s)</b>	1
<b>Capacity</b>	tbc
<b>Owner</b>	Utah Olympic Legacy Foundation
<b>Operator</b>	Utah Olympic Legacy Foundation
<b>Experience</b>	n/a

## DEER VALLEY RESORT

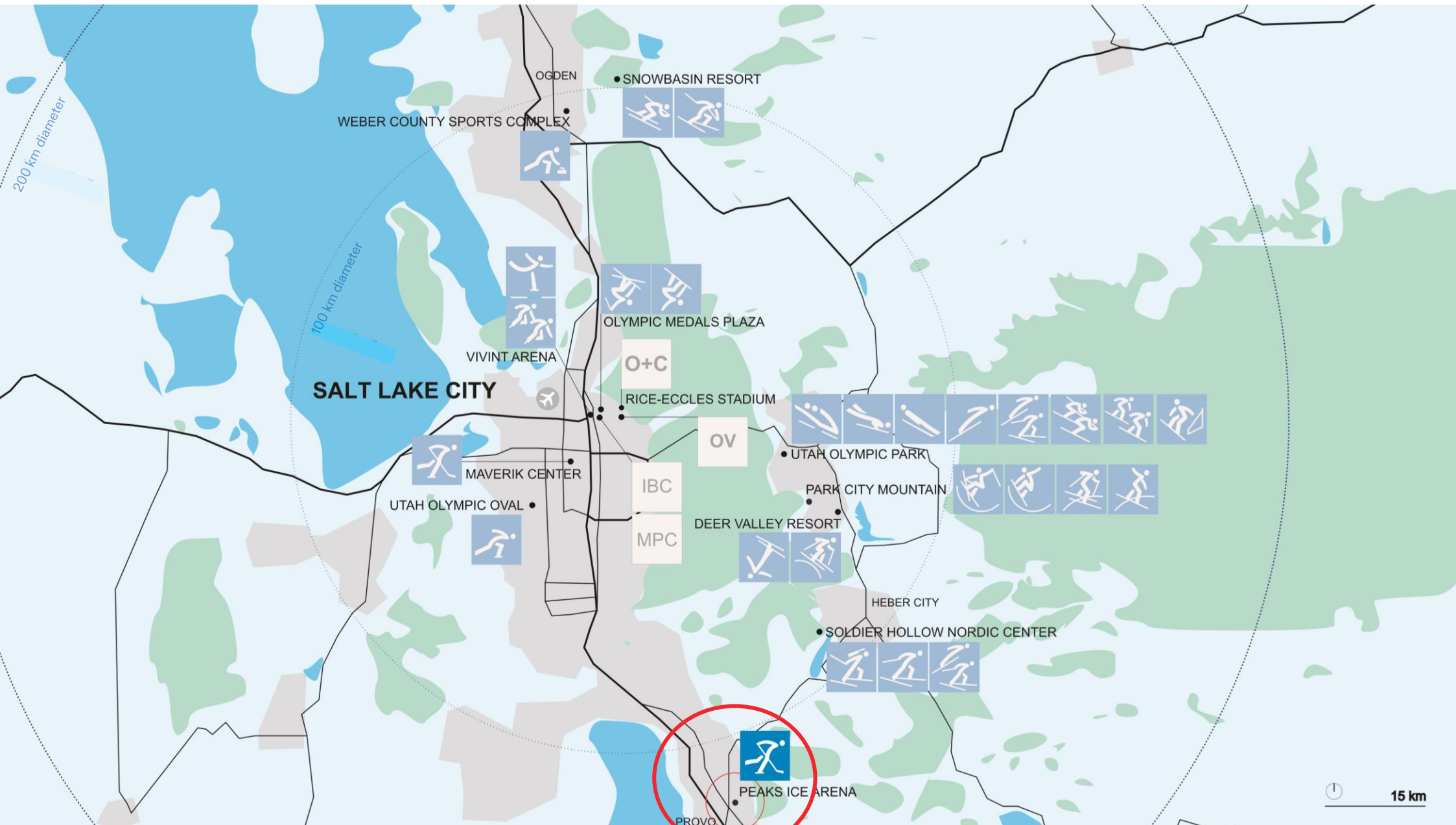


Snowboard / Freestyle Skiing

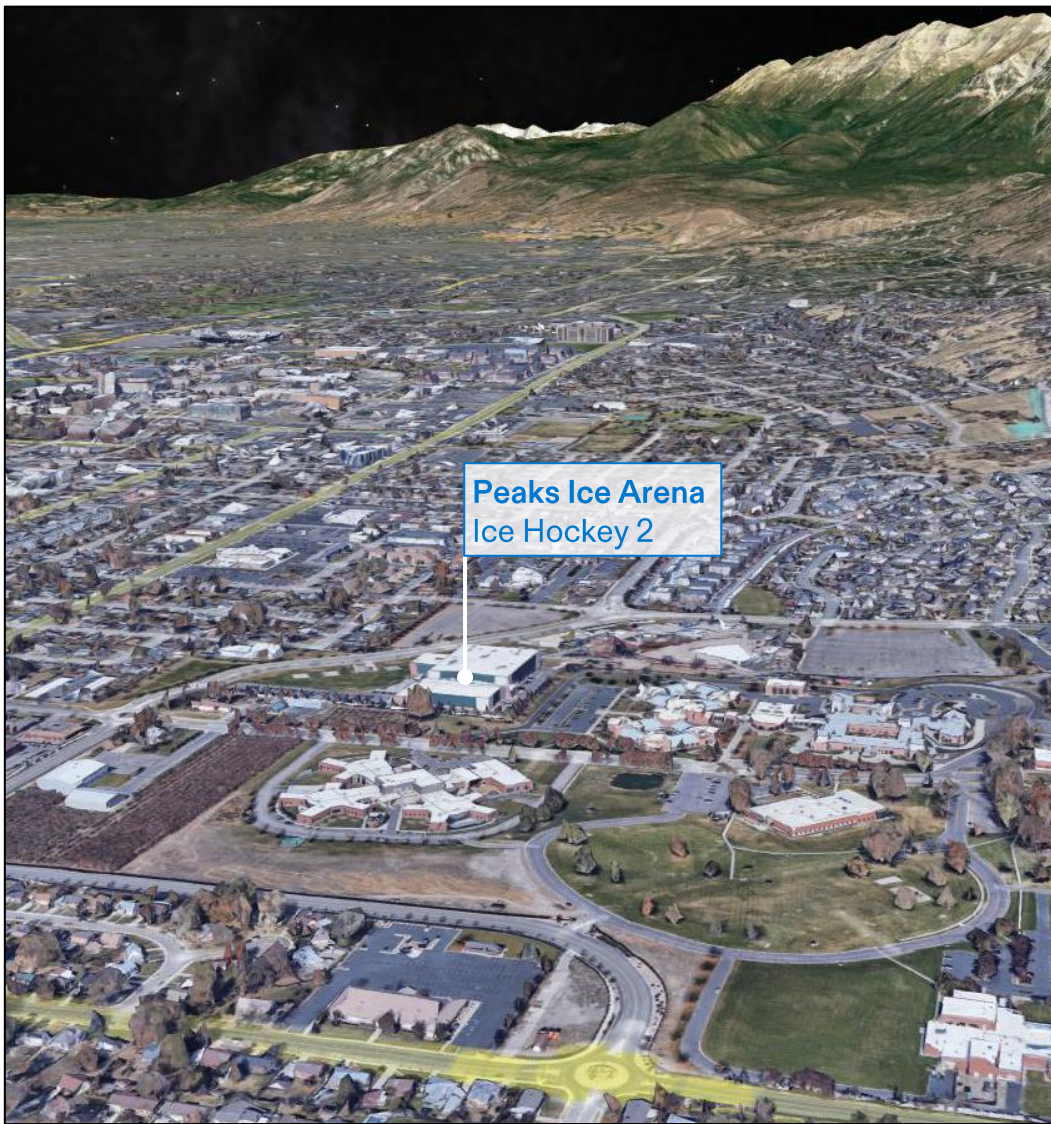


<b>Status</b>	Existing
<b>Future Works</b>	New development planned for 2023
<b>Finish area(s)</b>	1
<b>Capacity</b>	10,000
<b>Owner</b>	Private
<b>Operator</b>	Private
<b>Experience</b>	<ul style="list-style-type: none"> <li>• 2019 FIS Freestyle and Snowboard World Championships (Aerials, Moguls)</li> </ul>

# VENUE MASTERPLAN: STAND-ALONE VENUES



# VENUE MASTERPLAN: ICE HOCKEY II - PROVO



## PEAKS ICE ARENA



Ice Hockey II



<b>Status</b>	Existing
<b>Construction</b>	1997
<b>Future Works</b>	Planned upgrades: permanent stand and new locker rooms
<b>Capacity</b>	10,000 (2,500 permanent / 7,500 temporary)
<b>Owner</b>	Public
<b>Operator</b>	Public
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Olympic Winter Games 2002 (Ice Hockey)</li> <li>• Home of BYU Men's Ice Hockey (NCAA)</li> </ul>

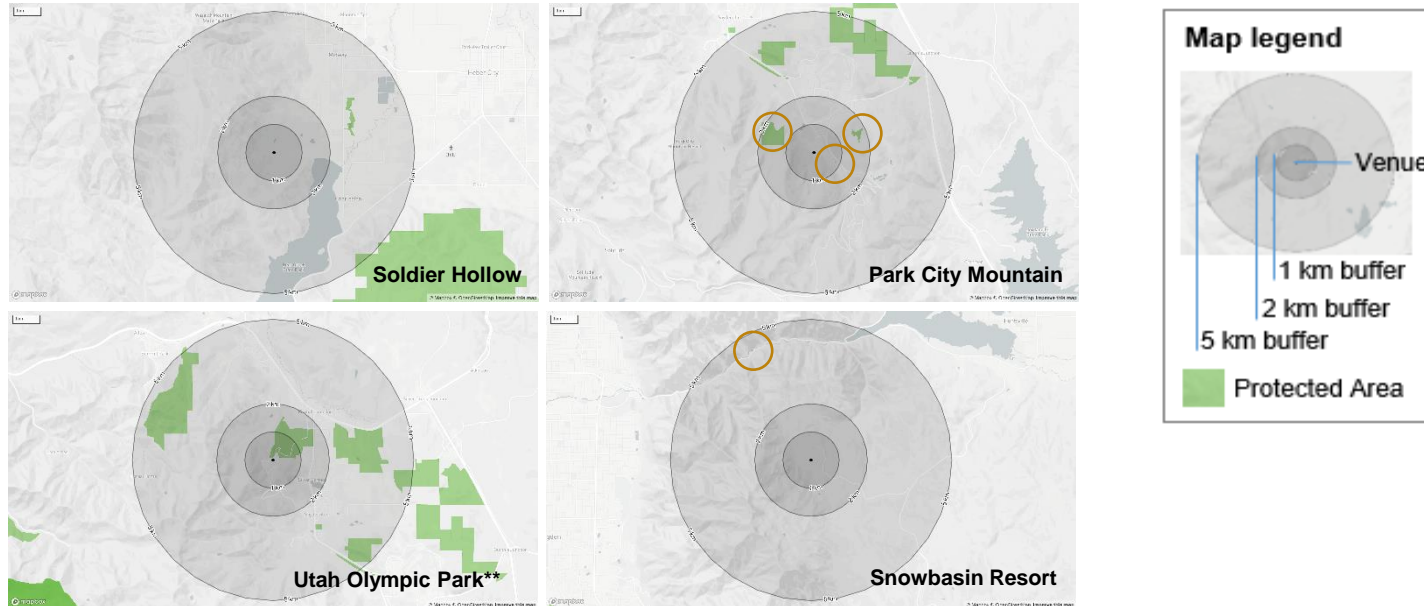
# VENUE MASTERPLAN: OLYMPIC VILLAGES

Olympic Village	Number of Beds	Comments
Village 1: University of Utah	5,000+	<ul style="list-style-type: none"> <li>- University of Utah is expanding its on-campus housing to more than double number of beds to 11.000 beds</li> <li>- World class facilities for athletes</li> <li>- Although not required, Venue Use Agreement already secured for 2030 and 2034</li> </ul>
Additional optional athlete accommodation: Heber City (15 min from Soldier Hollow, same altitude: 1,700m above sea level)	TBC	<ul style="list-style-type: none"> <li>- Availability of numerous alternative optional housing locations in Heber City near to snow venues to complete the overall accommodation proposal for Games athletes and officials</li> </ul>
<b>TOTAL</b>	<b>5,000+</b>	



# VENUE MASTERPLAN: PROTECTED AREAS

## Mountain venues screened through buffer analysis\*



→ No permanent construction occurs in statutory and cultural protected areas\*\*\*

\*Source: International Union for the Conservation of Nature (IUCN), Biodiversity proximity analysis: Olympic Winter Games - potential venue locations

\*\*Protected area in direct proximity of Utah Olympic Park serves as dog walking park / No environmental impact foreseen from hosting the Games

\*\*\*As required by the Olympic Host Contract

# VISION & LEGACY, ALIGNMENT AND VENUE MASTERPLAN: SUMMARY

## OPPORTUNITIES

- Games vision and legacy objectives fully aligned with existing sports development priorities: Games as an opportunity to elevate Utah as a premium sports tourism destination and host of major international winter sports events
  - Further fund state-of-the-art sports infrastructure in Utah
  - Extend sports legacy programmes for years to come
- Venue Masterplan fully aligned with Olympic Agenda 2020 - 100% existing or temporary competition venues
- Compact concept, with all competition venues within one hour of the main Olympic Village at University of Utah, which would enhance athlete experience
- Existing venues for IBC / MPC and Ceremony stadium
- All venues are well-maintained and have already benefited from capital investments or have investment plans in place for improvements that would enhance feasibility and readiness for the Games
- Experienced venue operators and event delivery capacity (e.g. Olympic Legacy Foundation)

## AREAS FOR FURTHER DEVELOPMENT

- Approximately 1,000 beds for athletes and officials to be confirmed close to the Nordic Center in Heber City due to altitude difference from Salt Lake City (+500m).

# SUPPORT AND FUNDING STRATEGY



# POLITICAL SUPPORT

	Political Support	Referendum
<b>Salt Lake City</b>	<b>Full Support</b> <ul style="list-style-type: none"> <li>Salt Lake City Mayor is an Honorary Chair of the bid committee and provided guarantees* including essential municipal services</li> </ul>	Not required / not planned
<b>Utah Government</b>	<b>Full Support</b> <ul style="list-style-type: none"> <li>Governor of Utah is an Honorary Chair of the Bid Committee and has provided a set of guarantees* including the Games Delivery Guarantee for both 2030 and 2034</li> <li>This was backed by both chambers of Utah parliament (House and Senate) that passed two Olympic Games-related bills unanimously to enable the Governor to sign the Host Contract and provide the guarantees</li> </ul>	Not required / not planned
<b>National Government</b>	<b>Full Support</b> <ul style="list-style-type: none"> <li>Support letter from President Biden received</li> <li>National government has provided relevant guarantees* for both 2030 and 2034</li> </ul>	Not required / not planned

\*Not required in Continuous Dialogue

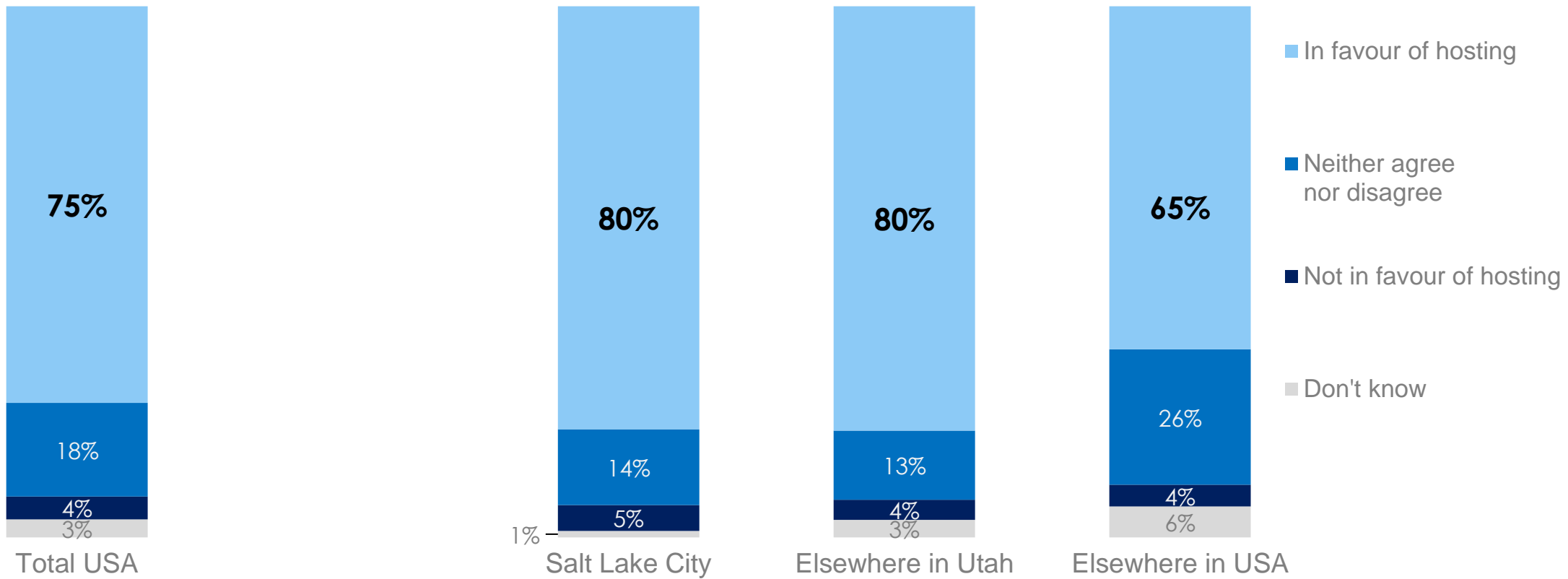


# PRIVATE SECTOR AND CIVIL SOCIETY SUPPORT

	Support
<b>Private Sector</b>	Utah's business community supports the Games in 2030 and 2034 <ul style="list-style-type: none"><li>• Several local business leaders sit on the Governing Board of the Salt Lake City-Utah Committee for the Games</li></ul>
<b>Civil Society</b>	Support received from: <ul style="list-style-type: none"><li>• Olympic and Paralympic athletes</li><li>• National Sports Federations</li></ul>

# PUBLIC SUPPORT

## IOC OPINION POLL (SEPTEMBER 2023)



Source: Publicis Sport & Entertainment Opinion Poll, September 2023

# GOVERNANCE AND FUNDING STRATEGY

## Governance and Funding Strategy

### Games Operational Budget\* and approach to Games Delivery Guarantee

- The Games Operational budget has been thoroughly and fully developed bottom-up by experts with past Games experience and would be **100% privately-funded**
- **For a 2030 Games, the balanced budget is estimated at USD 2.45bn (2030 values)\*\*** including a contingency reserve but excluding the NOC revenue share and a legacy endowment fund for sport development and to maintain venues post-Games. The budget includes approximately USD 765m from domestic sponsorship.
- The State of Utah has passed legislation to enable provision of the Games Delivery Guarantee by the Governor of Utah, which has been provided
- Almost all venue use agreements have been signed which provides some certainty on the expenditure side (for 2030 and 2034)
- **For a 2034 Games, work is well advanced on a 2034 Games budget**, which can also benefit from the guarantees already provided (VUAs, Games Delivery Guarantee, etc.)

### Government Support Services

- Security will be provided by the national government as the Olympic Winter Games would receive designation as a National Special Security Event (NSSE) (same as for LA 2028 and Salt Lake City 2002) as confirmed by Homeland Security
- Other public support services have been committed to by the different levels of government but would need to be supported by an incremental contribution from the OCOG for which an initial provision in the OCOG budget has been made

\* In Continuous Dialogue, no Games Operational Budget requested

\*\*Source: Salt Lake City – Utah Documentation

# GOVERNANCE AND FUNDING STRATEGY

<b>Governance and Funding Strategy (continued)</b>	
<b>Long-term Capital Investment</b>	<ul style="list-style-type: none"> <li>– No significant Games-related capital investment would be required to host the Games. The OCOG budget includes USD 27 million for some minor capital upgrades</li> <li>– Potential Games venues have been maintained at world-class levels, with over USD 500 million spent on facility upgrades and improvements across the competition venues since the Games in 2002</li> </ul>
<b>Governance Structure</b>	<ul style="list-style-type: none"> <li>– OCOG: Responsible for Games delivery</li> <li>– Games Legacy Foundation: Responsible for maintaining and operating the publicly-owned venues. Could also provide expertise as an Event Delivery Entity in numerous sports</li> <li>– No venue delivery authority necessary as no new venues or Olympic Village planned</li> </ul>
<b>Intended signatories to the Host Contract</b>	<ul style="list-style-type: none"> <li>– State of Utah represented by the Governor of Utah</li> <li>– USOPC</li> <li>– Salt Lake City – Utah Bid Committee</li> </ul>

*Source: Salt Lake City – Utah Documentation*

# SUPPORT AND FUNDING STRATEGY: SUMMARY

## OPPORTUNITIES

- Strong support from city, state and national governments
  - Guarantees received from Salt Lake City Mayor
  - State legislation passed to enable guarantees and signature of Host Contract for both 2030 and 2034
  - Guarantees received from Federal Government for both 2030 and 2034
- Strong public support (80% support in Utah)
- The fully developed bottom-up operational budget (2030 and 2034) is foreseen to be privately-funded and would be underwritten by the State of Utah
- Almost all (90%) venue use agreements, including for the Olympic Village, have been signed which provides some certainty on the expenditure side
- No significant capital investment required – all venues are existing and regularly well-maintained
- Security fully provided by national government as Olympic Winter Games would receive designation as a National Special Security Event (NSSE)

## AREAS FOR FURTHER DEVELOPMENT

- Proximity of LA28: sponsorship revenues for a 2030 Games would be impacted by back-to-back US Games

# GAMES DELIVERY



# EVENT DELIVERY – SPORTS EXPERIENCE

INTERNATIONAL WINTER SPORTS EVENTS IN OLYMPIC SPORTS IN THE SEASONS  
2012/13 - 2022/23:

**7** World Championships      **147** World Cups

- The US has hosted 154 World Championships or World Cups in 14 out of 15 Olympic disciplines over the past 10 years
- In addition, the US will host a further 3 World Championships by 2030
- 5 out of the 11 proposed competition venues have hosted major events in the respective sports between 2013/14 and 2022/23
- US ranked 4<sup>th</sup> at Beijing 2022 with 25 medals (delegation of 224 athletes)
- Very experienced venue operators and event organisers in the region

- US has excellent experience in organising and hosting major international winter sports events
- Salt Lake City can rely on experienced venue operators and sports event workforce



# METEOROLOGY

<b>SALT LAKE CITY</b>	<b>JANUARY</b>	<b>FEBRUARY</b>	<b>MARCH</b>
Mean daily min. temperature (°C)	-3.0	-1.0	1.0
Mean daily max. temperature (°C)	4.0	6.0	12.0
Mean total monthly precipitation (mm)	55.0	47.0	49.0
Mean number of precipitation days	11.9	11.3	11.8
<b>PARK CITY (Snowboard/Freestyle)</b>	<b>JANUARY</b>	<b>FEBRUARY</b>	<b>MARCH</b>
Mean daily min. temperature (°C)	-7.0	-7.0	-4.0
Mean daily max. temperature (°C)	-1.0	0.0	5.0
Mean total monthly precipitation (mm)	97.0	85.0	85.0
Mean number of precipitation days	14.5	13.5	15.4
<b>SNOWBASIN (Alpine Skiing)</b>	<b>JANUARY</b>	<b>FEBRUARY</b>	<b>MARCH</b>
Mean daily min. temperature (°C)	-7.0	-6.0	-3.0
Mean daily max. temperature (°C)	1.0	1.0	7.0
Mean total monthly precipitation (mm)	72.0	66.0	60.0
Mean number of precipitation days	12.8	12.3	13.3

Source: Meteoblue (30-year period)



# GAMES DELIVERY: SUMMARY

## OPPORTUNITIES



- The US has excellent experience in organising and hosting major international events in most Olympic winter sports
- Salt Lake City can rely on experienced venue operators and sports event workforce, in line with the IOC's event delivery approach
- Good amount of natural snow and sufficiently low average temperatures for artificial snowmaking

## AREAS FOR FURTHER DEVELOPMENT

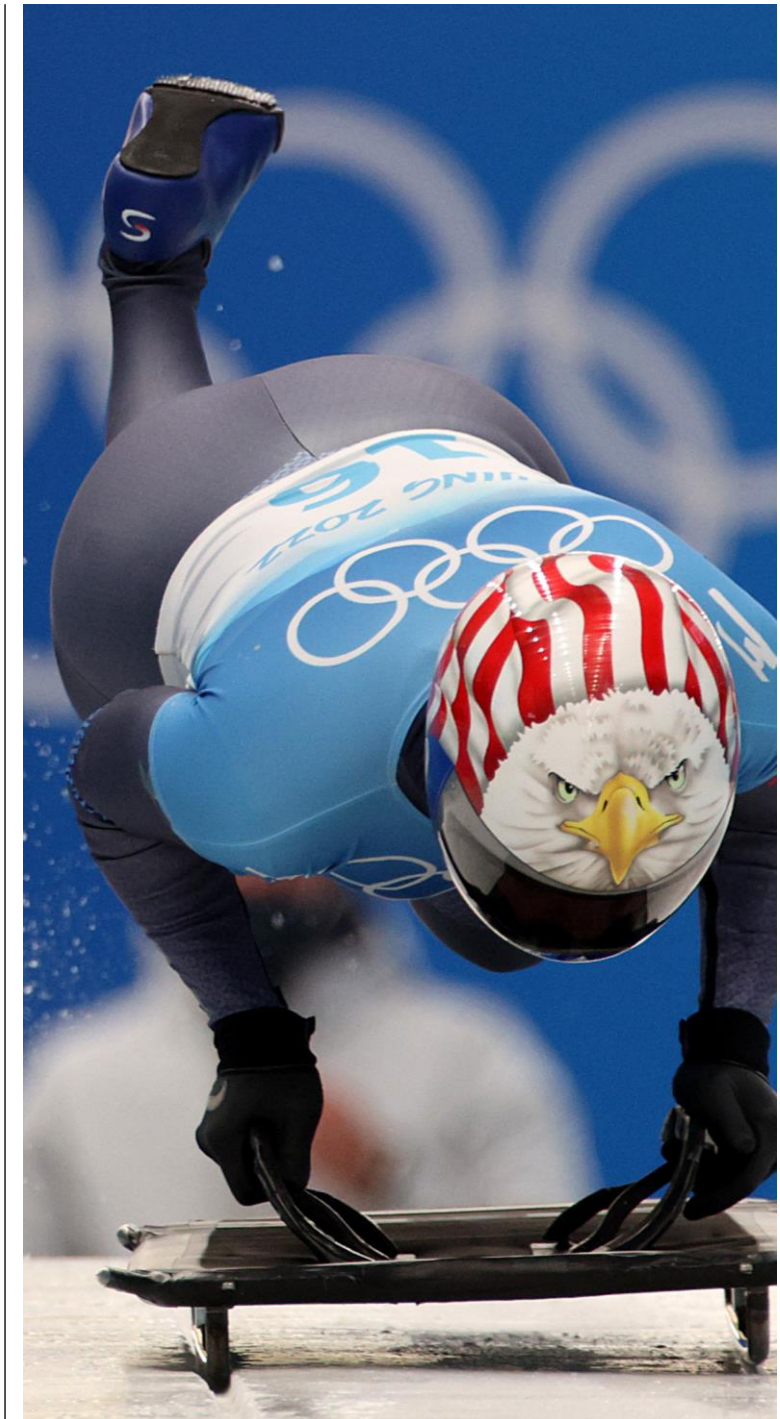
- Limited experience in hosting major international events in Nordic Combined

# ACCOMMODATION

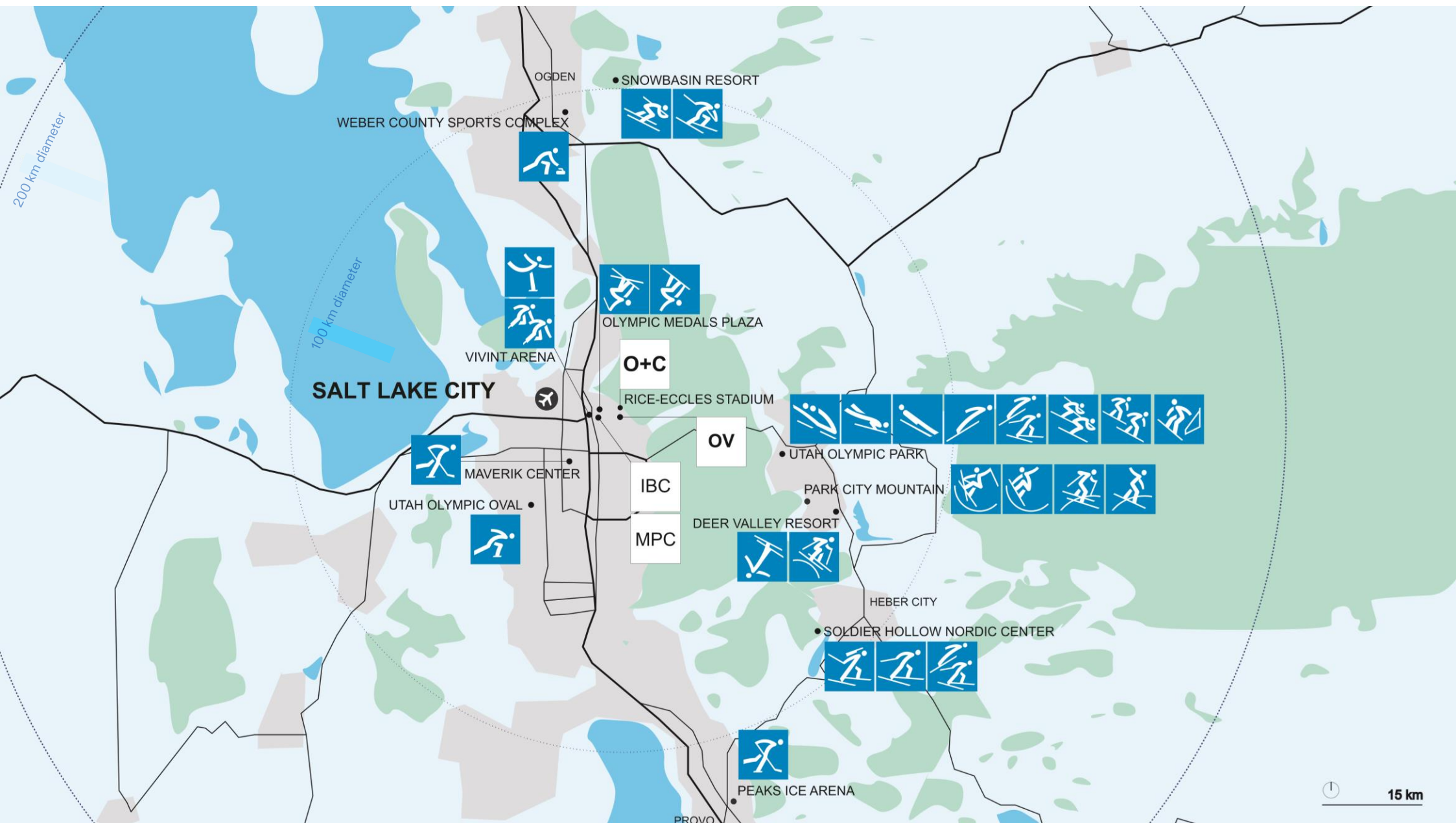
## GAMES NEEDS: 24,000 ROOMS FOR GAMES STAKEHOLDERS

EXISTING INVENTORY	HOTEL ROOMS	ALTERNATIVE ACCOMMODATION
<b>Salt Lake City area</b> (~50km radius)	33,000 rooms	10,000 listings
<b>Provo</b> (~10km radius)	2,000 rooms	500 listings
<b>Ogden</b> (~10km radius)	1,000 rooms	300 listings
<b>TOTAL</b>	<b>36,000 rooms</b>	<b>10,800 listings</b>

Source: Utah Governor's Office of Economic Opportunity Office of Tourism / Park City Chamber of Commerce | Convention & Visitors Bureau / [tripadvisor.com](https://www.tripadvisor.com) / [AirDNA](https://www.airdna.com)



# TRANSPORT



# TRANSPORT

Transport Concept	
<b>Distances and travel times for athletes and officials</b>	<ul style="list-style-type: none"><li>- All venues are within 60 minutes of the Olympic Village at the University of Utah.</li><li>- Athletes competing at some venues such as the Soldier Hollow Nordic Center (over 50 minutes from Olympic Village) would benefit from additional athlete accommodation due to difference in altitude.</li></ul>
<b>General strategy</b>	<ul style="list-style-type: none"><li>- All proposed Games venues are in operation today and the existing transportation network serves these venues well for hosting events:<ul style="list-style-type: none"><li>- Venues in Salt Lake City can be accessed by road and rail</li><li>- Venues outside Salt Lake City in the mountains can be accessed by road (bus shuttle)</li></ul></li><li>- Services can be increased as required to ensure convenient transportation services for all stakeholder groups.</li></ul>

# TRANSPORT

Transport Concept	
Infrastructure	<ul style="list-style-type: none"> <li>- A future Olympic and Paralympic Winter Games could be feasibly delivered with the current transportation network and no major transport-related capital investments would be required.</li> </ul>
Airport	<ul style="list-style-type: none"> <li>- With more than 370 flights departing to 99 non-stop destinations every day, Salt Lake City International Airport is currently the 23<sup>rd</sup> busiest airport in North America and the 85<sup>th</sup> busiest in the world.</li> <li>- The airport is currently undergoing a major upgrade/expansion.</li> <li>- Current capacity is <b>26 million passengers per year</b>, which adequately meets the Games' needs (current capacity of 30,000 pax per day will increase to 40,000 pax per day by 2030, which is double the capacity compared to the Olympic and Paralympic Winter Games 2002).</li> </ul>

Source: [slcairport.com](http://slcairport.com)

# GAMES DELIVERY: SUMMARY

## OPPORTUNITIES



- Good existing transport infrastructure and capacities can adequately meet Games' needs
- Sufficient airport capacity to meet Games' needs
- Venues in the city are served by existing public transport network (rail line extended from 20 miles in 2002 to 132 miles today)



- Large room inventory would cover Games' stakeholder and spectator needs
- Compact room inventory – most rooms within 10km of Salt Lake City
- Good variety of hotels to meet all stakeholders needs

## AREAS FOR FURTHER DEVELOPMENT

- Mountain venues (Alpine venues, Snowboard / Freestyle venues and Nordic Centre) need to be served by dedicated bus solutions (road access only)
- Traffic management measures required for Salt Lake City
- February is high season for the mountain resorts which may impact availability and prices

# ENERGY & TELECOM

## Energy

- Energy network in the State of Utah and the neighbouring regions is well-developed to support Games demand.
- PacifiCorp is an investor-owned electric utility, that has the size and experience to plan, finance and execute any necessary investments in the region's power grid.
- Electricity generation mix in the State is gradually shifting to renewable energy.
- Sustainability is well-integrated in the State's "Energy and Innovation Plan". Opportunities exist through the excellent solar potential of the region.
- Investment in Games-related energy infrastructure to be managed alongside a very extensive overall investment plan, associated with the transition towards a high integration level of variable renewable generation.

## Telecom

- Salt Lake City possesses the required telecommunications infrastructure to host the Olympic Winter Games.
- There is strong evidence of advanced telecoms networks in Salt Lake City and the compact nature of the venue master plan can be expected to minimise the requirements and costs for additional telecoms infrastructure.
- Availability of fibre and diverse fibre routes to mountain areas (Park City, Snowbasin Resort, Soldier Hollow, Utah Olympic Park) should be further explored.

# GAMES SAFETY AND SECURITY

<b>Security Forces</b>	<ul style="list-style-type: none"> <li>- National Special Security Event (NSSE) designation ensures unified command of all security capabilities necessary to meet the safety and security requirements while also ensuring sufficient resources are available for integrated planning.</li> </ul>
<b>Geopolitical</b>	<ul style="list-style-type: none"> <li>- Tensions with China over its challenge to US global political and economic power, and with Russia over its invasion of Ukraine, fuel enduring geopolitical risks in the US.</li> </ul>
<b>Terrorism</b>	<ul style="list-style-type: none"> <li>- There remains a persistent threat of terrorism from ‘lone actors’, ‘single-issue’ activists, ‘extremists’, and from self-radicalised individuals.</li> <li>- The threat of sophisticated ‘mass-casualty’ attacks by trans-national terrorists exists, although effective intelligence and security has substantially mitigated these threats.</li> </ul>
<b>Infrastructure - Water, Telecommunication, Technological and Cyber Risks</b>	<ul style="list-style-type: none"> <li>- Geopolitical tensions between the US and China, and the US and Russia, elevate the risk of country-backed cyber-attacks against SLC critical infrastructure. Cyber security protection measures in SLC are strong. SLC IT infrastructure is well regarded and supports ‘big data’ and a major US intelligence data centre.</li> <li>- The risk of infrastructure failures adversely impacting Games in SLC is low.</li> </ul>
<b>Natural Catastrophes</b>	<ul style="list-style-type: none"> <li>- Natural disasters, including tectonic activity, drought and storms can affect SLC. However, the city’s infrastructure has proven to be resilient to these environmental hazards.</li> <li>- Specific contingency planning against earthquakes is advised for the Games.</li> </ul>

→ There is a credible prospect of a safe, secure and peaceful celebration of the Games in Salt Lake City. NSSE designation would ensure low-risk planning and delivery of Games Security



# GAMES DELIVERY: SUMMARY

## OPPORTUNITIES



- Salt Lake City possesses the required telecommunications infrastructure to host the Games



- Potential for reuse of basic fiber infrastructure installed for the 2002 Games, subject to confirmation
- Energy network in the State of Utah and the neighbouring regions well developed to support Games demand



- There is a credible prospect of a safe, secure and peaceful celebration of the Games in the US
- The National Special Security Event (NSSE) arrangements would offer a low-risk outcome for Olympic Security planning and delivery
- While a persistent threat of terrorism and gun violence exists, the arrangements for prevention and response adequately mitigate this risk to low

## AREAS FOR FURTHER DEVELOPMENT

- Availability of diverse fibre routes to mountain venues for broadcast purposes should be confirmed venue by venue to meet peak Games demands
- Natural disasters, including tectonic activity, drought and storms can affect SLC. However, the city's infrastructure has proven to be resilient to these environmental hazards. Specific contingency planning against earthquakes is advised for the Games

# FEASIBILITY ASSESSMENT SOURCES

Documentation from Interested Party	<ul style="list-style-type: none"> <li>• Salt Lake City – Utah feasibility documents</li> </ul>
IOC advisors	<ul style="list-style-type: none"> <li>• IOC Energy and Telecom Advisors</li> <li>• IOC Security Advisor</li> <li>• IOC Venue, Transports and Accommodation Advisor</li> </ul>
Third-party independent expertise	<ul style="list-style-type: none"> <li>• AirDNA</li> <li>• Article 19</li> <li>• Business for Social Responsibility (BSR)</li> <li>• Coface</li> <li>• Economist Intelligence Unit</li> <li>• Environmental Performance Index (EPI)</li> <li>• Freedom House</li> <li>• International Energy Agency (IEA)</li> <li>• International Labor Organization (ILO)</li> <li>• International Trade Union Confederation (ITUC)</li> <li>• IQAir</li> <li>• Meteoblue</li> <li>• Moody's</li> <li>• Organisation for Economic Co-operation and Development (OECD)</li> <li>• Office of the United Nations High Commissioner for Human Rights (OHCHR)</li> <li>• Publicis Sport &amp; Entertainment (PSE)</li> <li>• Reporters without Borders (RSF)</li> <li>• Transparency International</li> <li>• United Nations Development Programme (UNDP)</li> <li>• United Nations Office on Drugs and Crime (UNODC)</li> <li>• United Nations Conference on Trade and Development (UNCTAD)</li> <li>• University of Innsbruck / University of Waterloo (Climate Reliability Study)</li> <li>• Tripadvisor</li> <li>• Walk Free</li> <li>• World Economic Forum (WEF)</li> <li>• World Intellectual Property Organization (WIPO)</li> <li>• World Bank</li> <li>• Data from Salt Lake City Airport / Park City Chamber of Commerce / Utah Office of Economic Opportunity / Utah Office of Tourism</li> </ul>

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## CREDITS

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