



Olympic and Paralympic
Winter Games Host



UTAH 2034 OLYMPIC AND PARALYMPIC WINTER GAMES

GAMES PLAN

June 2026

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INTRO

This Games Plan, Version 1, presents an initial overview of the progress, priorities, and strategic direction for the delivery of the Utah 2034 Olympic and Paralympic Winter Games. This document also provides a high-level framework for planning efforts at different stages of the Games lifecycle through 2034.

Our efforts are guided by the 2034 Games vision to elevate our communities, elevate sport, and elevate the Games experience.

Building on Utah's strong winter sports legacy and the transformative impact of the Salt Lake 2002 Games, the 2034 Games aim to inspire youth, strengthen communities, and deliver lasting benefits for our stakeholders.

We are committed to working closely with our partners and stakeholders to deliver truly remarkable Olympic and Paralympic Winter Games that will inspire impact and unity.

Over the coming two to three years, the Organizing Committee's priorities will focus on three key priorities: advancing Games delivery, driving impact, and generating revenue.

This document will be updated regularly as the 2034 Organizing Committee (OCOG) and our delivery partners advance our Games planning.

PURPOSE

The Games Plan is an overarching strategic roadmap for the Games, setting out what needs to be achieved to realize the Games vision and how this will be delivered by the OCOG and our delivery partners. Developed at the beginning of the Games lifecycle during Utah 2034's Transition phase, the Games Plan helps create early alignment, collaboration, and integration. In future versions of the Games Plan, we aim to develop a clear framework for decision-making, confidently confirm our objectives and key results, and define resource allocations and other important actions throughout our journey to Games. These plans will assist in building confidence in delivery as we evolve from our host election in 2024 to the delivery of our Games in 2034.

The Games Plan organizes the work to stage the 2034 Games into five portfolios. Summaries of each of these portfolios are provided in this document:

IMPACT

EXPERIENCE

ENGAGE

DELIVER

ENABLE

PROGRESS TO DATE

The 2034 Organizing Committee was established in February 2025. Since then, the 2034 Organizing Committee has been working to transition the progress made during the Host Election Process and build a strong foundation for hosting the 2034 Games. Highlights of our progress include:

Feb. 2025	OCOG Board and Committees established
Mar. 2025	OCOG set up and appointment of initial team Regular engagements with the Olympic and Paralympic Movements
Sep. 2025	Launch of Podium34 Mobilized \$250 million in private donations to provide foundational resources to the OCOG and advance Games readiness Aligns investments in lasting community impact, youth opportunity, athlete mental health, and other priorities
Nov. 2025	3,000 days to go milestone Announced the name of the Games: Utah 2034 Released the Utah 2034 Transition logo Unveiled a spectacular at the Salt Lake City International Airport to welcome visitors to the host of the 2034 Olympic and Paralympic Winter Games
Mar. 2026	Milano Cortina 2026 Observer Program participation OCOG team members and more than 80 community leaders and delivery partners attended to learn from the 2026 Games Community Listening Tours Engaged with more than 150 community leaders and delivery partners in the Heber Valley, City of Kearns, Park City, Provo, Salt Lake City, Salt Lake County, Weber County, and West Valley City, with more communities to be visited in the coming year.

2026 PRIORITIES

In our first full year of operations, the 2034 Organizing Committee has adopted strategic priorities across three key areas, including getting an early start on Games planning, setting foundations for our Games impact and legacy initiatives, and securing early revenue streams to ensure we meet our financial objectives.

Formed nine years in advance of the Games, the Organizing Committee has focused each year on a specific set of strategic priorities. In 2026, generating revenue provides the vital resources the OCOG needs to begin its work. Initiatives to advance games delivery build the capability of the organization driving Games impact and ultimately creating the legacy that Utah 2034 will leave behind for future generations.

01

Advance Games Delivery

Key initiatives include observation of the Milano Cortina 2026 Games, refining venue and sport concepts developed during the Host Election Process, publishing the Games Plan Version1, and foundational planning for Games technology needs

02

Drive Impact

Key initiatives include launching our education program pilot and building our youth and engagement strategies to launch in 2027

03

Generate Revenue

Key initiatives include defining our future commercial program structures with the United States Olympic and Paralympic Committee and continuing progress on our Podium34 philanthropic initiatives

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GAMES VISION AND OBJECTIVES

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GAMES VISION

TOGETHER, ELEVATE OUR COMMUNITIES, SPORT, AND THE GAMES EXPERIENCE.

The Utah 2034 Games vision is centered on the word “elevate,” a term that reflects our ambition to lift people and communities, increase and advance sport, and raise the bar for how athletes and fans experience the Games.

The Games will be a catalyst for transformative initiatives across Utah, delivering a lasting legacy that extends well beyond the closing ceremonies. We hope to unify Utah, the United States, and the global community around shared Olympic and Paralympic values, while inspiring people worldwide to engage with inclusive, welcoming Winter Games.

Key ambitions of our Games Vision, carried forward from our work during the Host Election Process, are outlined below.

Elevate Our Communities

Inspire youth

Utah's youth are central to the Games' legacy. During the Games journey, the OCOG will facilitate sport and education programs that connect athletes and Olympic and Paralympic values with the next generation, fostering inspiration and long-term impact.

Foster greater unity

The Games provide an opportunity for Utah and the United States to set aside division, embrace shared humanity, and welcome the world.

Accelerate sustainable change

The Games will accelerate existing local and state-led sustainability initiatives that improve the quality of life for Utahns and help ensure resilient winter sport in Utah.

Elevate Sport

Engage more youth in sport

The Games will build Utah's youth sport participation by expanding sport and outdoor programs to instill lifelong habits of healthy, active living and passion for winter sport, while sharing successes across the United States

Position Utah as a winter sports capital

With athletes from countries around the globe training in Utah, the Games will be leveraged to deepen Utah's commitment to winter sports

We aim to reinforce the legacy built in 2002 that has positioned Utah as a global sports hub through world-class sports infrastructure and regular hosting of sports competitions

Strengthen para sport

In the run up to 2034, Utah will elevate Paralympic sport and expand opportunities for participation in adaptive sports.

Elevate the Games Experience

Innovate every participant's experience

Utah's exceptional infrastructure, compact Games masterplan, and welcoming communities will create a seamless and high-quality experience for athletes, their families, officials, the Olympic and Paralympic family, media, and fans.

Focus on athletes

A "One Village" experience at the University of Utah will unite athletes through its convenient proximity to venues, fully accessible facilities, and world-class amenities—such as leading healthcare and training facilities.

Athletes will be supported by exceptional, time-tested, competition venues.

Support athlete families

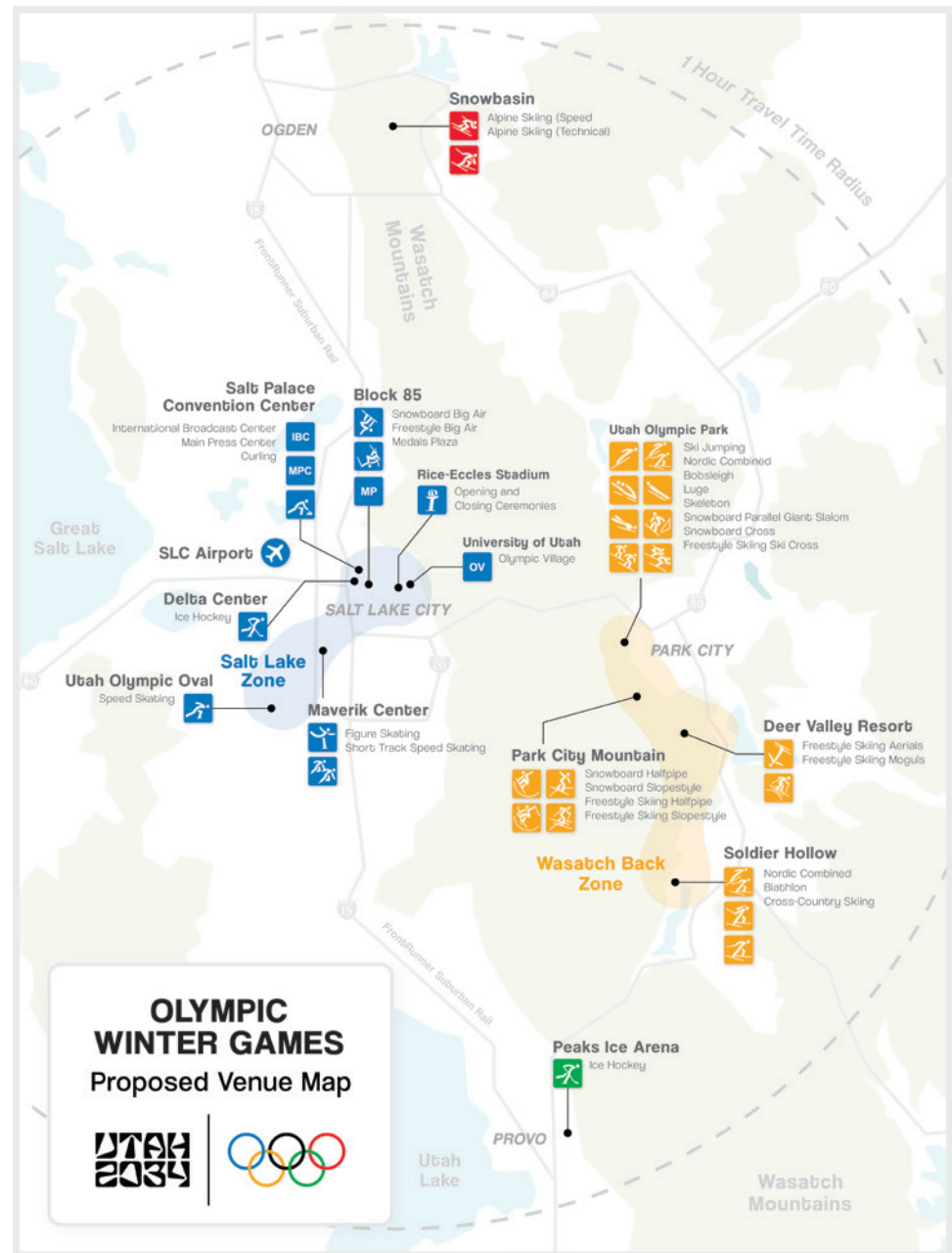
The first-of-its-kind Olympic and Paralympic Athletes' Families Program will provide affordable accommodation and tickets, accessible transportation, language services, and other support to athlete families, honoring the sacrifices families make and ensuring a welcoming Games experience for loved ones.

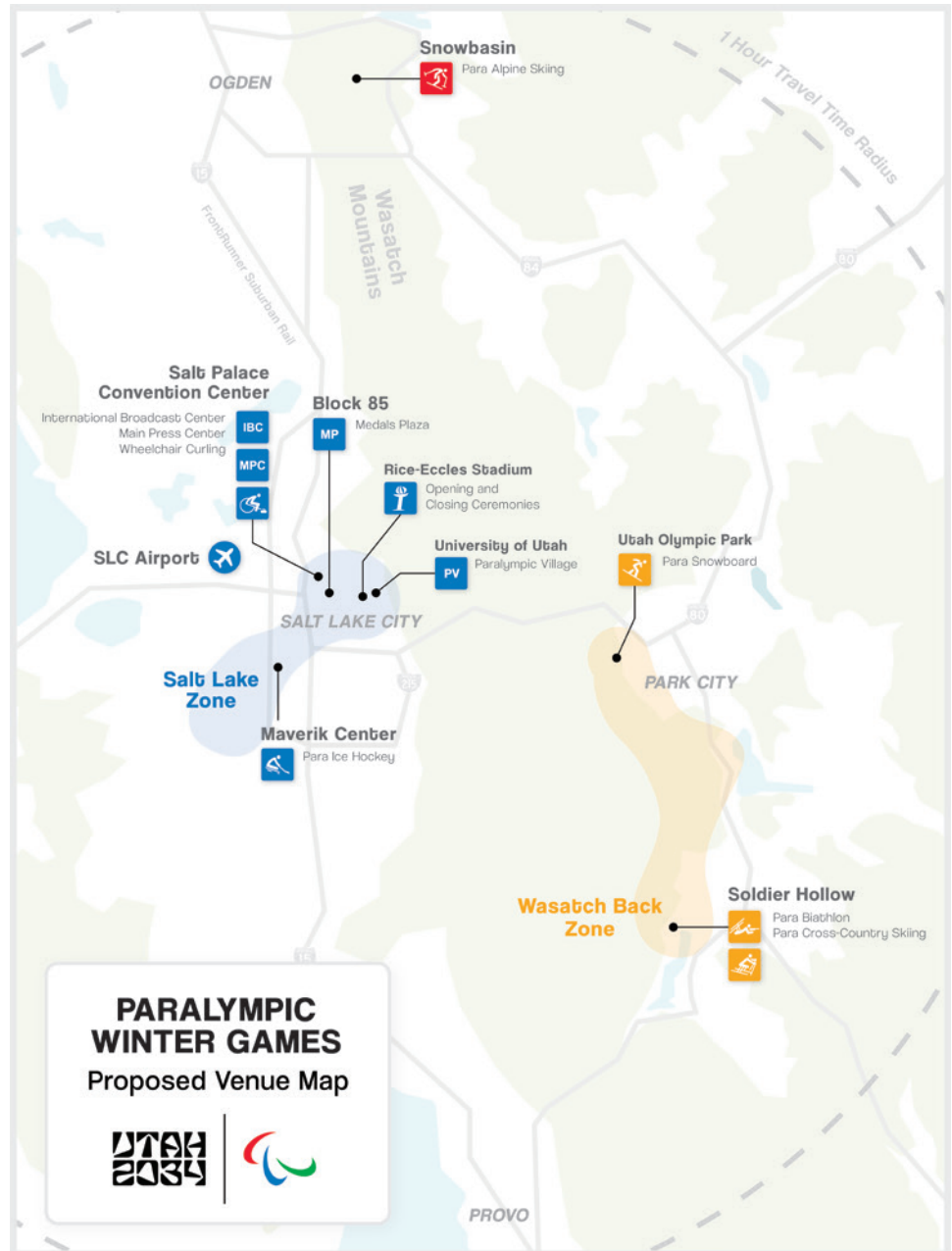


Games Concept

Proposed Venue Maps

While the final sports program and host venues for Games competitions will be confirmed in 2028, the current proposed masterplan for the Utah 2034 Olympic and Paralympic Winter Games is as follows:





A GAMES VISION FULFILLED

Over the next year, through the Utah 2034 OCOG Board, its committees, and a statewide engagement process, we will seek input on the ambitions outlined below. Each of these ambitions describe the results we seek after delivering the 2034 Games. Each will help guide future Games planning.

Elevate our communities

- The Games are leveraged as a catalyst to accelerate long-term community plans.
- A majority of Utahns report a strengthened sense of community and unity.
- Hundreds of thousands of schoolchildren are enriched by the values of Olympism and Paralympism.
- The OCOG and its delivery partners meet Games sustainability goals.
- The Games evoke a sense of belonging to people across Utah, the USA, and worldwide.

Elevate sport

- A balanced or surplus budget is achieved, ensuring no financial burden on the public and the ability to invest in winter sport in Utah through legacy organizations and initiatives.
- Youth sport programs and participation rates increase dramatically in the years leading up to and following the Games.
- Utah is a winter sports hub, with increased numbers of international athletes and federations welcomed to train, compete, and create a home in Utah.
- Hundreds of sport competitions, in both summer and winter sports, are hosted in our venues across the state.
- Paralympic and adaptive sport participation rates increase in the United States.

Elevate the Games experience

- Athletes, stakeholders, and fans are inspired by their Games experience.
- Athletes report high satisfaction with the fields of play and their ability to reach their personal best.
- The athlete family experience feedback reflects the intended impact of the first-of-its-kind Olympic and Paralympic Athlete Family Village.
- Smooth operational delivery across the Games.



STRATEGIC PLANNING HORIZONS

Strategic Horizon One (Present – 2030)

The 2034 Organizing Committee's work is distributed into two strategic planning horizons. Horizon One, from today through the flag handover at the 2030 Games, is focused on establishing the organizational, financial, partnership, and planning foundations needed to move Utah 2034 from early transition into confident, integrated Games planning. Horizon Two, to be developed in greater detail in future Games Plan versions as we approach 2030, will take us through the operational planning and readiness processes, the delivery of the Olympic and Paralympic Winter Games, and the transition to Games legacy realization.

Within the Games lifecycle, key activities of the OCOG for each phase include:

Transition (Present – 2027)

- Continue to develop relationships with foundational partners (OCOG board and advisory committees, key delivery partners, other stakeholders)
- Advance fundraising through the Podium34 philanthropic initiative
- Form the foundations of 2034 Games commercial programs
- Broaden community engagement to inform impact and legacy priorities.
- Prepare to maximize the opportunity of the LA28 Games.

Strategy (2028 – 2029)

- High-level, long-term strategic thinking, scoping, securing resources, public engagement and communication, stakeholder experience plans, and infrastructure and venue design work.
- Activate commercial sponsorship and licensing programs and grow revenue sources.
- Maximize opportunities for engagement, promotion, and learning around the LA28 Games
- Develop delivery strategies for important functions and services of the Games (e.g., transportation, security, etc.).

Strategic Horizon Two (2030 – 2034)

Planning (2030 – 2031)

- Integrated planning to detail what, how, when, and where services will be delivered, and how events will be operated.
- Develop detailed operating plans for each functional area, including resource requirements
- Develop workforce and team-building roadmaps.

Readiness (2032 – Oct. 2033)

- Build competence and confidence in people and teams.
- Test fields of play, technology, and workforce preparedness.
- Build teams and test operating plans, technologies, and Games workforce.

Games Time (Oct. 2033 – Mar. 2034)

- Deliver the Games and engage in Games-time operations
- Stage Olympic and Paralympic Torch Relays, competitions, ceremonies, etc., including the transitions between the Games.

Dissolution and Legacy (2034 and beyond)

- Work continues with partner and legacy organizations to realize post-Games benefits as the OCOG winds down.

Note: Legacy planning runs across all phases. Community investment, athlete engagement, and host community partnership will also be active workstreams throughout the lifecycle.

PORTFOLIO DEFINITIONS

The specific commitments made by Utah 2034 are outlined in the Olympic Host Contract signed by the International Olympic Committee (IOC), the State of Utah, and the United States Olympic and Paralympic Committee. To support execution of these requirements, the delivery of the Games is broken down into five areas of focus, or portfolios. Each portfolio is defined below and lists key functions that are organized within the portfolio. Each portfolio is also explored further in this Games Plan.

Impact

The Impact portfolio focuses on how the Games can be a catalyst for lasting benefit—aligning sustainability, community impact, safeguarding, accessibility, and legacy planning efforts so that the Games create value before, during, and beyond 2034. This work will be delivered with host communities and legacy partners to strengthen Utah's people, places, sport system, and long-term readiness for future events.

Key OCOG functions or services

- Sustainability, Impact, and Legacy

Experience

The physical and digital experience of the Games products and services before, during and after the Games—including the sport, ceremonies, and torch relays

Key OCOG functions or services

- Ceremonies
- Olympic and Paralympic Torch Relays
- Other Games experiences (e.g., live sites, mass events, etc.)
- Sport (including sport presentation)

Engage

Connecting local communities, stakeholders, and fans worldwide with the Games and wider Olympic and Paralympic brands, values, and purpose—to create meaningful connections, build excitement, and maximize reach

Key OCOG functions or services

- Athlete engagement
- Brand, Identity and Look of the Games
- Communications
- Culture
- Digital Media
- Education
- Fan Engagement
- Marketing

Deliver

Games delivery and operations—the events, venues, services, technology, and infrastructure—including planning, training, and testing

Key OCOG functions or services

- Games Delivery
- Communications, Command & Control
- Operations Planning
- Operational Readiness
- Event Delivery and Venues
- City Operations
- Event Infrastructure
- Event Management
- Safety
- Signage
- Sport
- Games Services
- Accommodation
- Accreditation
- Arrivals and Departures
- Broadcast Operations
- Catering
- Cleaning & Waste
- Snow Removal
- Doping Control
- Hospitality and Ticketing
- IF Services
- Language Services
- Logistics
- Marketing Partner Services
- Medical Services
- NOC/NPC Services
- Olympic/Paralympic Family Services
- On-Site Fan Experience
- Press Operations
- Security
- Technology and Energy
- Transport
- Villages Management

Enable

Building an OCOG and wider delivery ecosystem that is lean, adaptable, and focused on excellence. This will enable efficient implementation of the four portfolios above within a balanced budget.

Key OCOG functions or services

- Finance
- Games Insights & Learning
- Legal
- People Management
- Planning
- Procurement
- Revenue / Business Development
- Podium34 philanthropic program
- Commercial programs
- Hospitality & Ticketing
- Other revenues
- Rights protection
- Risk Management



01	Context, Culture, and Values
02	Trends Related to 2034
03	Risks and Opportunities
04	Governance
05	Stakeholders
06	Scope and Responsibilities

This chapter describes the economic, social, cultural, environmental, and institutional context in which the Utah 2034 Games will be planned and delivered, providing a shared understanding of the conditions that may inform decision-making across the organization.

CONTEXT, CULTURE, AND VALUES

Cultural history

Utah's cultural history reflects a layered and evolving story shaped by the state's indigenous heritage, migration, settlement, and civic milestones. The land now known as Utah has long been home to Native Americans, including the Ute, Paiute, Shoshone, Navajo, and Goshute tribes. In 1847, Mormon pioneers entered the Salt Lake Valley after fleeing religious persecution in the eastern United States. The settlers played a significant role in shaping the state's early history and governance. During the early 19th century, the region was held by Spain and later Mexico, before the United States established the Utah Territory in 1850, with Utah gaining statehood in 1896. Utah also holds an important place in the history of gender equality: in 1870, women in Utah became the first in the nation to vote.

Following economic booms in mining and industry during the late 19th century and into the 20th century, and more recently in technology, tourism, and winter sport, people from around the world have relocated to Utah in search of opportunity and prosperity. As with neighboring states, Utah's complex and storied history has resulted in a melting pot of diverse and vibrant cultures now unified under one flag and name. Over 130 different languages are spoken in Utah homes. Today, Utah's culture is reflected in its kind, adventurous, and industrious people, expanding arts and culinary scenes, and stunning outdoor landscapes.

Utah's Games readiness

Utah has built a strong winter sport legacy, anchored by the successful delivery of the Olympic and Paralympic Winter Games in Salt Lake City in 2002 and a long history of hosting major international winter sport events. Through the Utah Olympic Legacy Foundation and the Utah Sports Commission, the momentum of 2002 continues today. The 2002 Games legacy venues have been maintained and repurposed as elite training facilities and hubs for youth sport development across the state, as well as community centers. Utah offers extensive existing winter sport infrastructure that will be leveraged for the 2034 Games. Utah combines a modern, well-connected metropolitan area with immediate access to world-renowned alpine environments, supported by the Great Salt Lake's lake-effect snowfall. The compact Games footprint places all competition venues within one hour of the Olympic Village and downtown Salt Lake City, enabling short drive times and strong public transit connections across both urban and mountain venues. The region benefits from strong collaboration and long-term planning across local and state governments, as well as a deeply rooted culture of volunteerism.

Economy

Utah's economy is one of the strongest and most dynamic in the nation, driven by rapid growth, resilient industries, and a highly competitive business environment.

- **GDP Growth:** Utah has one of the fastest growing economies in the United States. In 2024, Utah recorded real GDP growth of 4.5%, the highest in the nation, compared with 2.8% for the U.S. overall.
- **Income Growth:** Nominal personal income grew by 6.1%, reflecting strong job creation, ranking Utah fourth in the nation for income growth.
- **Games-Driven Impact:** It is estimated that Games will generate approximately \$3.9 billion in nominal GDP over the 10 years leading up to 2034, equivalent to 1.3% additional GDP growth over that period.

Environment

Utah benefits from a four-season climate, with warm summers contrasted by traditionally snowy winters. Like much of the western United States, the region has experienced periods of warmer temperatures in recent years, and seasonal snowfall has shown some variability.

The Great Salt Lake plays a critical role in Utah's ecosystem by moderating regional weather patterns and contributing to air quality. While water levels have declined in recent years, its restoration has emerged as a key priority, strengthened by growing public investments alongside significant philanthropic and private-sector contributions.

Employment

Utah's labor market remains strong and resilient amid broader national economic headwinds. Key metrics include:

- Low unemployment at 3.3% in 2025
- Continued job growth of 1.5%
- Average annual wage growth of 3.2%

Living standards

Inflation moderated in 2025 at 2.7% after post-pandemic peaks but remains above the long-term target, with 2026 inflation forecasted around 3.2%.

While wages grew 3.2% in 2025, higher prices continue to pressure household budgets.

Rapid population growth and strong demand have driven elevated housing costs. Home price growth slowed to approximately 2% in 2025, but affordability remains constrained.

Population

Utah is one of the fastest growing states in the United States, with a population of approximately 3.6 million in 2025, having grown by 18.4% over the past decade.

The state also has the youngest population in the nation, with a median age of approximately 32 years and nearly 29% of residents under the age of 18, contributing to a workforce that is healthy and tech-savvy.

Long-term projections estimate that Utah's population will reach 5.6 million by 2065.

Government

The State of Utah is an Olympic Host Contract signatory, alongside the USOPC and the OCOG. Utah has formally committed to backstop the OCOG financially, ensuring compliance with the Olympic Host Contract. This commitment is underpinned by state legislation, the Olympic and Paralympic Winter Games Act, which authorizes the Governor to enter the Host Contract and related financial guarantees.

State and local lawmakers continue to share their constituents' enthusiasm for the Games.

The United States Government will play a critical role in Games security and other services such as visas and immigration. The US Government has long supported the Olympic Games, and they are currently providing vital assistance to LA28.

Technology and innovation

Technology is a key driver of growth in Utah, supported by significant private sector investment in the region's technology ecosystem, known as Silicon Slopes. The state's strong culture of innovation and entrepreneurship, reflected in Utah's nickname, the Beehive State, has helped foster one of the highest concentrations of unicorn companies in the United States. Utah 2034 benefits from the active involvement of technology leaders as advisors, and through strategic collaborations with local firms to support technology innovation initiatives.

Tourism

In 2024–2025, Utah's national parks welcomed nearly 16 million visitors, and skier days remained near historic highs, underscoring Utah's strength as a premier outdoor and winter sport destination.

Utah's tourism sector generated approximately \$13.3 billion in visitor spending in 2024 and supported more than 164,000 jobs statewide.

Future of sport in Utah

Sports are increasingly central to Utah's identity, with growing participation and fan engagement reinforced by the expansion of professional sports, continued investment in sport and entertainment districts, and sustained use of legacy venues to develop youth, community, and elite athlete pathways.

Examples include:

- Professional sports: In 2024, Utah added a National Hockey League franchise, and state and local leadership are actively advancing efforts to secure a Major League Baseball franchise.
- Urban development through sport: Proposed MLB expansion plans are centered on investment in the Power District, an under-developed area west of downtown Salt Lake City targeted for long-term revitalization. In parallel, a planned downtown sport and entertainment district, anchored by the hockey arena and within walking distance of the proposed Medals Plaza, will support both Games-time activity and legacy use.

Prior Games editions

Recent Games editions, including Paris 2024 and Milano Cortina 2026, have reinvigorated fans worldwide, demonstrating the enduring appeal of the Olympic and Paralympic Movements and creating momentum that will continue through Milano Cortina 2026, LA28, Alpes 2030, and Brisbane 2032 before culminating in Utah 2034.

Milano Cortina 2026 was leveraged by Utah 2034 to foster relationships with and between local stakeholders and to begin building public engagement through targeted media campaigns.

LA 2028 creates a unique opportunity for the OCOG, as two Games editions will be hosted by the same nation within a few years of each other. Utah 2034 already collaborates with LA28 across a range of areas and will continue to build momentum together in elevating the Olympic and Paralympic Movements in the United States.

Alpes 2030 will pass the flame to Utah 2034 at the conclusion of its Games. The Closing Ceremony will provide Utah 2034 with its first major moment in the global spotlight, formally introducing the next Winter Games host to audiences around the world. These Games will also mark the beginning of Utah's Strategic Horizon Two and will usher in its Planning and Readiness phases.

Brisbane 2032 will take place only a year and a half prior to Utah 2034, a time in which Utah will be deep into its Readiness phase, operationally preparing to host the world. Brisbane 2032 will also further excite the global fan base, sustaining Olympic and Paralympic enthusiasm and offering a final Games preview of the energy, storytelling, and engagement Utah 2034 will carry into the next Winter Games.

Salt Lake 2002: A Living Games Legacy

The 2034 Games offer an opportunity to expand upon the transformative legacy of the 2002 Games. Utah is fortunate to have active legacy organizations, vibrant competition venues, and expert leaders that have successfully driven winter sport forward for more than two decades.

Two organizations have been key in continuing the legacy of 2002: the Utah Olympic Legacy Foundation (UOLF) and the Utah Sports Commission (USC). UOLF manages Utah Olympic Park, Utah Olympic Oval, and Soldier Hollow, offering athlete training and youth programs sustained by the financial surplus of the 2002 Games. USC has brought over 1,200 national or international sporting events to Utah since 2002, including 175+ elite winter sports competitions, including world cups and world championships.

Both organizations enjoy broad support and have been catalysts in building a statewide culture of sport, complemented by additional partners. The 2034 Games will help them to expand their reach and enable them to continue their work for the next generation.

TRENDS RELATED TO 2034

There are a number of external factors that could influence planning and delivery of the 2034 Games as outlined below. Utah 2034 will study these trends and work to identify opportunities arising from them. The OCOG will also respond to these trends in plans and risk mitigation strategies to ensure a resilient Games delivery model.

Political

- Political Developments – Federal, state, and local government changes between now and 2034 could impact planning progress.

Economic

- Inflation – Inflation may pressure Games budgets or stakeholder participation.
- Sport as a business – Growing commercialization of sport and sports gambling presents risks, presenting the need for clear commercial and integrity frameworks.
- Consumerism – Games operations, including merchandising, uniforms, celebrations, etc., should reflect sustainability priorities.

Social

- Population Growth – Utah's rapid growth will help shape infrastructure priorities and the available workforce.
- Athlete well-being – The Games must reflect the highest standards for athlete welfare and gender equality.
- Fan experience – Fans in 2034 will need a distinctive Games experience, supported by immersive and connected digital engagement.
- Media and social media – Changes in how athletes, fans, and sponsors interact with the Games will require a comprehensive engagement strategy.

Technological

- Technology advances – Automation will drive operational efficiencies, and innovative cybersecurity efforts will be needed to address potential vulnerabilities.
- New energy technologies – Utah's emerging alternative fuel infrastructure, such as geothermal, nuclear, hydrogen, etc. could provide energy resilience for Games operations while meeting Games sustainability commitments.
- Artificial Intelligence – AI applications in Games operations and planning will continue to evolve rapidly, requiring a trustworthy AI framework, proactive data and information governance, and strategic oversight to manage workforce implications and emerging risks.
- Adaptability – Given the rapid pace of technological change, technology architecture and implementation will need to be future-proofed.

Sport

Sport Governance – Rules, regulations, and emerging disciplines may change the way competitions are staged. Planning must remain flexible to accommodate potential program changes.

Environmental

Climate resilience – current challenges, including a declining Great Salt Lake, variable weather patterns, and air quality will require proactive planning with public and private partners to protect Games-time operations and accelerate sustainability objectives.



RISKS AND OPPORTUNITIES

An initial risk assessment by the OCOG has identified several risks across the Games lifecycle. Selected risks are presented below by phase (Strategy and Planning, Readiness, and Games-Time & Legacy). For each, corresponding opportunities have been outlined to help mitigate risk while advancing the overall Games vision.



Phase 1

Strategy and Planning

Primary risk:

Lack of alignment on a shared vision across the organization and delivery partners leads to misaligned objectives, added cost, and delivery risk.

Focus:

Establish and communicate a clear vision and governance structure.

R: Misalignment on objectives to permanently endow Utah sport venues and programs

O: A catalyst for reinforcing Utah as a winter sports hub, aligning sport requirements, targeted upgrades, and long-term use of Utah Olympic Legacy Foundation–operated venues and confirming Utah's viability as a regular Games host

R: Climate variability impacting outdoor winter sport reliability

O: Advancing snow-management and operational resilience capabilities at outdoor venues

R: Fragmented governance across state and local authorities

O: Building strong, aligned, and unified working relationships across state and local governments, agencies, and institutions that improve coordination and decision-making well beyond the Games

R: Macroeconomic volatility straining a lean OCOG budget model, either through reduced revenue generation or increased expenditures

O: Reinforcing financial discipline early to protect core delivery and legacy priorities, strengthening confidence among partners, donors, and public stakeholders

R: Paralympic planning treated as secondary or sequential

O: Elevating and strengthening the Paralympic Movement by embedding Olympic and Paralympic planning integration from the outset

R: Declining engagement and support for the Games over a long planning runway

O: Leverage youth, education, and community engagement programs as well the programs of partners to expand youth sport participation, volunteerism, and other types of engagement throughout the journey to Games

Phase 2

Readiness

Primary risk:

Failure to test and integrate systems at scale before Games

Focus:

Use Utah's existing venues, events, workforce, and partnerships to validate systems through progressive testing and refinement.

R: Workforce readiness gaps either in quantity or skill sets

O: Investing early in recruitment and training to convert Utah's strong volunteer culture into a skilled, ready-to-go workforce prepared for Games operations

R: Community fatigue or disengagement in the run up to Games

O: Leveraging programs such as public engagement, torch relay, celebrations, and other key activities to ensure broad enthusiasm for the Games

R: Commercial, ticketing, or hospitality interest slowdown in a constrained market

O: Developing Utah-specific hospitality and engagement concepts rooted in world-class venues, compactness, and access, tested and refined through pre-Games events; expanding tourism and hospitality experiences beyond the Games footprint

R: Cybersecurity and digital systems integration failures

O: Enabling systems that can grow and evolve with emerging technologies, positioning the organization at the forefront of innovation while leaving lasting operational capability

R: Organizational strain as the OCOG and delivery partners scale toward Games-time

O: Maintaining and clearly communicating the decision authority and governance model that was developed in the planning phase to support effective scaling as the organization grows

Phase 3

Games-time and Legacy

Primary risk:

Games-time disruption or failure to translate a successful Games into lasting community and sport value.

Focus:

Execute Games with confidence in prepared systems and partnerships, then transition delivery momentum into long-term legacy.

R: Games-time disruption due to weather, transport, or security incidents

O: Demonstrating the strength of preparation by utilizing compact geography, experienced operators, and strong state and local agency collaboration to respond and recover quickly

R: Public criticism regarding cost, relevance, or impact

O: Building long-term trust in the OCOG and public institutions through transparency and consistent public communication, reinforcing confidence.

R: Insufficient post-Games funding for long-term legacy initiatives

O: Using the Games to catalyze sustained donor, sponsor, and institutional support for achieving Games legacy funding, strengthened by the prospect of future hosting

GOVERNANCE

This section outlines Games governance and organizational structures established to plan and deliver the 2034 Olympic and Paralympic Winter Games. It describes roles, responsibilities, and partnerships that will ensure effective coordination, oversight, and execution across all aspects of Games delivery.

2034 Organizing Committee (OCOG) structure

The planning and delivery of the 2034 Olympic and Paralympic Winter Games is led by the 2034 Organizing Committee, established as a private, non-profit corporation incorporated in the State of Utah.

The OCOG operates as an independent entity, with clear authority and accountability for Games delivery, but it works in close partnership with public and private delivery partners and Games stakeholders.

Governance oversight is provided through a 25-member volunteer Board of Directors, supported by an advisory Steering Committee and a number of Standing Committees:

- Finance & Audit
- Impact & Legacy
- Nominations & Governance
- Host Communities
- Ethics
- 2034 Athletes' Commission
- People & Culture

Additional Advisory Committees provide subject-matter guidance and industry alignment:

- Arts & Culture
- State of Sport
- Education
- Technology & Innovation
- Sports & Venues

The Board and Committees include broad representation from more than 100 people, including athletes, sport organizations, the IOC and IPC, the USOPC, business and community leaders, and other partner organizations.

The 2034 Athletes' Commission, embedded in the governance framework, ensures athlete representation and voice across Games planning, delivery, and legacy. Additionally, one third of the OCOG Board members are Olympians and Paralympians.

Executive leadership is provided through an Executive Chair & President as well as two Vice Chairs of the OCOG Board, one of which takes the role of CEO. A team of experienced OCOG executives oversees day-to-day operations.

The OCOG workforce combines experienced event professionals with emerging talent, ensuring both delivery excellence and long-term capability development.

The OCOG holds the core responsibility for Games delivery, including budget management, operations, workforce deployment, commercial coordination, and integration with delivery partners.

Games delivery and partner integration

Games delivery will be undertaken through a coordinated network of delivery partners, assisting the OCOG and operating under clearly defined roles, responsibilities, and accountabilities.

One of the key partners utilized by the OCOG will be the Utah Olympic Legacy Foundation (UOLF), which oversees key Games venues including:

- Utah Olympic Park
- Utah Olympic Oval
- Soldier Hollow

This partnership will:

- Incorporate UOLF's proven expertise in venue operations and event delivery
- Leverage long-standing relationships with International Federations and National Governing Bodies
- Strengthen and extend Utah's post-Games sport and community legacy.

Close collaboration with all venue owners and operators will be central to ensuring efficient Games-time operations across all competition and non-competition venues.

Public Safety and security governance

A Utah Games Public Safety Command (UGPSC) will be established to provide a single, unified security command structure.

The UGPSC brings together:

- OCOG security leadership
- State and local law enforcement and emergency services
- Federal security and intelligence agencies

This unified command structure will require seamless coordination but will ensure real-time intelligence sharing and rapid incident response across all venues and host communities.

A 2034 Games security working group, led by the State of Utah's Public Safety Commissioner, will activate in 2026 to begin coordination activities in advance of standing up the UGPSC in 2027-2028.

Transport governance

Transport planning and delivery will be governed through established state, regional, and local authorities, working in coordination with an established transport working group and the OCOG.

Responsible authorities include:

- Utah Department of Transportation (UDOT)
- Park City Transit
- Utah Transit Authority (UTA)
- High Valley Transit
- Salt Lake City Airport Authority

Delivery agencies above will be aided by two key regional planning organizations; the Wasatch Front Regional Council (WFRC) and the Mountainland Association of Governments (MAG). Multi-agency working groups and steering forums will ensure integrated transport planning, alignment with the Games Master Schedule, and seamless delivery for athletes, workforce, media, and spectators.

Sustainability governance

Sustainability will be embedded within the Games governance framework as a core, cross-cutting responsibility.

A senior sustainability expert will be appointed in within the OCOG with responsibility for:

- Establishing a Games sustainability team
- Integrating sustainability objectives across the OCOG
- Coordinating with public authorities, venue operators, delivery partners, and other organizations supporting sustainability ambitions.



STAKEHOLDERS

Through the initial work of the OCOG, key stakeholders have been identified that will be involved in planning, delivering, and supporting the Utah 2034 Olympic and Paralympic Winter Games. The list below highlights the range of organizations across the Olympic and Paralympic Movements, public sector, and delivery partners that will contribute to a coordinated and successful Games in concert with the Organizing Committee for the Utah 2034 Olympic and Paralympic Games (OCOG).

- **US Olympic and Paralympic Committee (USOPC)**
- **International Olympic Committee (IOC)**
- **International Paralympic Committee (IPC)**
- **Global National Olympic and Paralympic Committees (NOC, NPC)**
- **International Federations (IF)**
- **Olympic Broadcasting Services (OBS)**
- **USA media rightsholder, Comcast NBCUniversal**
- **Press, non-rights holding media companies**
- **Olympic Channel Services (OCS)**
- **Marketing Partners**
- **Regional Public Authorities:**
 - State of Utah
 - Salt Lake City
 - Salt Lake County
 - Park City
 - West Valley City
 - Provo City
 - City of Kearns
 - Wasatch County
 - Weber County
 - Summit County

Stakeholders

• **State Agencies:**

- Utah Department of Transportation (UDOT)
- Utah Transit Authority (UTA)
- Utah Department of Public Safety (DPS)
- Utah Office of Tourism
- Utah Department of Natural Resources
- Relevant Federal Agencies
- Podium34 donor organizations

• **Event delivery and venue partners:**

- Utah Olympic Legacy Foundation
- Park City Mountain
- Deer Valley Resort
- Snowbasin Resort
- Smith Entertainment Group
- Peaks Ice Arena
- Salt Palace
- University of Utah
- Maverik Center



SCOPE AND RESPONSIBILITIES

A preliminary distribution of responsibilities across partners in Games delivery is being developed based on the list below. A wide range of stakeholders and delivery partners will collaborate with the OCOG across the five portfolios to ensure aligned, efficient, and successful delivery of the Games. Detailed scopes and responsibilities, along with additional organizations identified as Games planning progresses, will be featured in future versions of the Games Plan.



Impact

The sustainability, impact, and legacy outcomes of the Games, contributing to the Olympic and Paralympic Movements' values and purpose

OCOG

- Host Communities
- Podium34 donor organizations
- State of Utah
- United States Olympic and Paralympic Committee (USOPC)
- University of Utah
- Utah Olympic Legacy Foundation (UOLF)
- Utah Sports Commission (USC)
- Youth sports organizations (e.g., National Ability Center)

Experience

The physical and digital experience of the Games products and services before, during and after the Games – including sport, ceremonies, and torch relays

OCOG

- Sponsors/Commercial Partners
- Olympic Broadcasting Services (OBS)
- Olympic Channel Services (OCS)
- Torch Relay Communities
- University of Utah
- UOLF
- Venue Partners

Engage

Connecting local communities, stakeholders, and fans worldwide with the Games and wider Olympic and Paralympic brands, values, and purpose – to build excitement and maximize reach

OCOG

- Destination Marketing Organizations (DMO)
- Host Communities
- OBS
- Podium34 donor organizations
- Sponsors/Commercial Partners
- SLC Downtown Alliance

Deliver

**Games delivery and operations
– the events, venues, services,
technology, and infrastructure
– including planning, training,
and testing**

OCOG

- Accommodation providers
- Energy partners
- Host Communities
- International Federations (IF)
- International Olympic Committee (IOC)
- International Paralympic Committee (IPC)
- Hospitality and Ticketing partners
- Local, state, and federal agencies
- National Olympic and Paralympic Committees (NOCs, NPCs)
- OBS
- Technology Partners
- Transportation authorities/agencies
- University of Utah
- Venue Operators
- Workforce members

Enable

**Building an OCOG and wider
delivery ecosystem that is
lean, adaptable, and focused
on excellence. This will enable
efficient implementation of the
four portfolios above within a
balanced budget**

OCOG

- IOC
- IPC
- Podium34 donor organizations
- Sponsors/Commercial Partners

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AMBITION

The Impact and Legacy chapter sets the long-term direction for how the years leading up to 2034 and the Games will be leveraged to create benefits for Utah and its residents as well as other stakeholders. While not all priorities and targets are fully defined in this version of the Games Plan. This document is designed to evolve with input from stakeholders and delivery partners, and these ambitions will help guide future decisions, shaping investment and partnership strategies, and informing the development of programs and plans in the years leading up to and beyond 2034.

Utah 2034 will use the Games as a catalyst to shape a stronger, more unified future, one where the tangible and intangible outcomes of hosting extend well beyond 2034 and are felt across Utah, the nation, the world, and future generations.

1. Deliver Games with a budget surplus to permanently endow winter sport in Utah.

2. Create a Games environment—ranging from the Game-time experience, sport programs, and workforce opportunities—that are accessible, equitable, and welcoming to all.

3. Use the platform of the Paralympic Games to foster a more inclusive and accessible world while advancing attitudes toward people with disabilities.

4. Serve as a launch point for expanded education and youth development efforts throughout Utah and across the United States.

5. Expand youth sport access, including adaptive sport, by strengthening and scaling existing programs to help children enjoy movement, get outside, and reduce screen time.

6. Invest in people by training and inspiring the next generation of volunteers, professionals, and leaders.

7. Support long-term stewardship of the state's land, air, and water resources so future generations can continue to enjoy Utah's mountains, lakes, and natural wonders.

8. Champion water conservation efforts, snowmaking innovations, and initiatives supporting the Great Salt Lake and air quality in the Games region.

9. Partner with the USOPC to drive impact and legacy opportunities beyond the State of Utah and across the United States, especially in areas such as youth education and sport and athlete programs.

10. Ensure Games benefits extend across the state of Utah.

People

SCOPE

Youth sport participation

Utah 2034 will use the Games as a platform to measurably expand youth access to sport by strengthening community-based delivery systems, encouraging healthy lifestyles and alternatives to screen and social media use, and addressing persistent barriers to participation, with a deliberate focus on inclusive and adaptive sport opportunities.

Youth education

Utah 2034 is partnering with Ken Garff for Good to expand youth education programs in a scalable way that create meaningful opportunities to engage students across Utah. Utah 2034's education programs will leverage the Olympic Values Education Program of the IOC and the I'mPOSSIBLE education program of the IPC. The values of Olympism and Paralympism taught in the youth education programs can be extended in the years before the Games to Games volunteer and community training programs.

University of Utah Olympic Center for Societal Impact

The Organizing Committee will continue to support a key partner, the University of Utah, in its creation of an Olympic Studies Research Center, as the research it produces will inform decision making for the OCOG and its delivery partners, support impact and legacy programs, and equip students to carry out the legacy of the 2034 Games.

Fair Access to education and growth opportunities

Work alongside partner organizations to instill practices that balance fairness throughout hiring processes, training, and workforce culture. Create level playing fields for kids of all backgrounds through outreach and grant programs (sport, education) that provide equity in opportunities for growth and learning.

Olympic and Paralympic Athlete Pathways

The Games should reinforce and better align athlete pathways across Olympic and Paralympic winter sports in the United States by helping connect youth participation systems to high-performance development environments. Utah 2034 will leverage the Utah Olympic Legacy Foundation's venues and programs and winter sport national governing bodies' programs to support progression from entry-level sport to elite competition.

Leadership and skilled workforce development

Utah 2034 will work with higher education partners and other organizations to develop transferable leadership and workforce capability, using Games planning and delivery as a large-scale training environment—fueling the local economy with skilled and capable workers post-Games. Utah's strong volunteer culture and experience will support a new generation of volunteers. Knowledge gained through Games delivery will be intentionally retained and transitioned to legacy institutions, local events, future hosting opportunities, and broad economic resilience.

Human Rights Governance and Safeguarding

Utah 2034 has committed to embedding human rights protections across Games planning, procurement, delivery, and legacy. Commitments include fair labor practices, fair compensation, and other safeguarding measures.

Statewide Games benefits and community involvement

The Games will be positioned as a shared statewide effort rather than a centralized event. Community engagement, volunteer participation, and local activation will foster community pride, belonging, and ownership throughout the state.

Inclusive workforce and employment

Utah 2034 commits to proactive opportunity creation for people with disabilities within the Games workforce, implementing best-practice recruitment, onboarding, and deployment.

Inclusion and participation for people with disabilities

Partnering with existing local organizations, Utah 2034 can enable more adaptive sport participation and strengthen the Paralympic athlete pipeline. Telling the story of Paralympians and of the origin of the Paralympics will play a key role in changing attitudes towards and enabling awareness, participation, and long-term inclusion of people with disabilities statewide.

Accessibility improvements

The Games will utilize the existing accessible infrastructure as well as act as a catalyst for accelerating lasting accessibility improvements across competition venues, the Athlete Village (student housing), transport systems, hotels, public spaces, and local businesses. The OCOG will encourage organizations within the Games footprint to make investments to reduce barriers to participation. The 2034 Games will provide equity in experiences and services for both Games. The Games will also be an opportunity to showcase and promote Utah-led advancements in adaptive equipment, prosthetics, and related manufacturing.

Local Economy

Sustained economic value

Utah 2034 will leverage its existing venues and robust tourism sector to support major event hosting and sustained tourism growth. By hosting the Games and strengthening Utah's capability as a winter sports hub, the Games is estimated to generate approximately \$3.9 billion in nominal GDP from the Games, contributing to ongoing economic activity and jobs tied to events and visitation.

Private-sector investment and innovation in long-term state priorities

Utah 2034 will use the certainty, visibility, and timeline of the Games to catalyze private-sector investment and innovation aligned with long-term economic priorities. By convening business, research institutions, and delivery partners around defined needs—such as event hosting, technology, energy, transport, and hospitality, the Games will help accelerate solutions that strengthen competitiveness and create enduring economic value beyond 2034.

Aligned community investment

Utah 2034 will work closely with state and local community leaders to support growth that is efficient, coordinated, and responsive to community needs. The Games provide an opportunity to align investment and infrastructure planning, in ways that reduce strain on communities and manage growth pressures for residents while accommodating increased visitation and economic activity.

Prioritize local suppliers

Utah 2034 will strengthen the local economy by prioritizing procurement from Utah-based, U.S.-based, and underrepresented or overlooked businesses and suppliers whenever operationally feasible.



Environmental Impact

Greenhouse gas emissions and environmental resilience

Utah 2034 will pursue a reduction in greenhouse gas emissions by prioritizing direct mitigation programs and permanent removal mechanisms rather than reliance on carbon market offsets. The OCOG will coordinate with delivery partners to encourage local emissions reduction initiatives such as increased use of new energy technologies and sources; advocacy for expanded local, clean energy source development; greater reliance on public and low emission transportation; and responsible sourcing practices that support a circular economy and extend the lifecycle of materials. Together, these efforts are intended to deliver long-term climate benefits while strengthening climate resilience in the Games region. Utah 2034 will also leverage the Games platform to encourage and support a broader transition toward more sustainable operations in Games venues and host communities.

Renewable energy integration

All Games venues will work toward carbon-free electricity, supported by venue-specific energy use strategies. Host communities such as Salt Lake City and Park City have committed to 100% renewable energy by 2030. Sustainability upgrades will focus on existing facilities, accelerating improvements in energy efficiency and electrification.

Utah 2034 will prioritize electric Games vehicle fleets, sustainable logistics systems, and low-emission transport options. Temporary power solutions will emphasize battery storage and hydrogen fuel cells where feasible, and organic waste-to-energy pilots can be explored to reduce operational emissions and support local climate solutions. Utah's leadership in developing new energy technologies can be leveraged to help ensure Utah 2034 meets its Games sustainability commitments.

Viability of winter sport ecosystems

Utah 2034 will seek to protect the environmental conditions required for winter sport by working with venue partners to advance snow and ice management approaches that respond to climate variability. This work may include measures to reduce reliance on technical snow, adoption of more efficient snowmaking systems powered by renewable electricity (where feasible), and exploration of lower-emission grooming technologies. Venue operations—led by ski resorts that must innovate for their own long-term viability—will continue to adapt to evolving conditions, with Utah 2034 and its partners coordinating, convening expertise, and encouraging knowledge-sharing on topics such as water use, hydrology, and the impacts of snow management.

Community-led environmental initiatives

The Games will serve as a platform to accelerate existing community-led environmental priorities rather than introducing short-term initiatives. Utah 2034 will liaise with the State Legislature, public agencies, and community organizations to support efforts focused on protecting the Great Salt Lake ecosystem and improving air quality in the Salt Lake Valley. By aligning Games planning with ongoing environmental action, impacts will extend beyond 2034.

No displacement and land stewardship commitments

The Games will not adversely impact Utahns' land or water rights. These assurances will be monitored and verified through public records, coordination with state and local authorities, and independent or third-party reporting where appropriate, ensuring ongoing accountability to host communities.

Sustainable sourcing

The OCOG will implement a sustainable sourcing framework certified according to ISO 20121:2024, supported by a dedicated Sustainable Sourcing Task Force. A two-tier approach will prioritize reuse and repurpose of existing assets before sourcing new materials through circular economy solutions. Commitments include supplier screening and reporting, environmental performance criteria, extended producer responsibility, take-back programs, prioritization of SMEs, trans-event reuse coordination with other OCOGs, and procurement-specific grievance mechanisms with remedy and corrective action. During the Games, Utah 2034 will provide reuse and recycling provisions for competition and non-competition venues, encouraging spectators and stakeholders to fully utilize the resources.

Sustainability governance and objectives and key results tracking

A Sustainability Working Group and the Impact and Legacy Committee will report directly to the OCOG Board and include public, academic, community, and athlete representation. A formal Sustainability Management System aligned with ISO 20121:2024, will guide planning, implementation, auditing, and continuous improvement. Independent monitoring, defined targets, and transparent reporting will ensure accountability and extend sustainability benefits beyond Games-time.

DELIVERY APPROACH

Integrated planning across the Games lifecycle

Impact commitments will be embedded across all functional areas from early planning through delivery and transition. Sustainability, accessibility, inclusion, and human rights will be treated as core management systems rather than standalone initiatives. Independent monitoring, measurable objectives, and public reporting will provide transparency and confidence to the public.

Embed accessibility initiatives

Accessibility initiatives will be embedded across Games planning rather than treated as a separate workstream. Accessibility provisions will extend to wayfinding, information access, and mobility services to ensure broad participation by athletes, spectators, workforce, and community members.

Early action, measurable outcomes, and knowledge transfer

Utah 2034 will adopt an OECD-aligned impact measurement framework that links early action to long-term legacy outcomes. Early deployment of impact initiatives will enable the establishment of baseline data and the tracking of social, economic, and environmental outcomes across the Games lifecycle. Knowledge and lessons learned will be systematically captured and shared with the IOC, IPC, and other stakeholders, positioning Utah 2034 as a practical model for measurable, legacy-driven, and sustainable Winter Games.

Legacy-led governance and delivery

Utah 2034 will deliver impact through a distributed, legacy-led governance model that leverages permanent institutions rather than relying solely on the OCOG. The Utah Olympic Legacy Foundation and Utah Sports Commission will serve as lead entities for sport participation, athlete development, venue stewardship, and post-Games program delivery. Coordinated governance will ensure continuity, accountability, and long-term impact.

Continuous feedback from communities

Utah 2034 will create structured feedback mechanisms to ensure alignment with local priorities. This approach will include activities like statewide listening tours, steering committee meetings, and recurring meetings with key local delivery partners to foster trust and shared ownership of the Games.

Collaborate with sport and tourism partners

The OCOG will continue to work alongside the Utah Department of Tourism, the Utah Sports Commission, Visit Salt Lake and its subsidiaries, local Destination Marketing Organizations (DMO), the UOLF and other entities to leverage the benefits of sporting events during the lead-up to the Games.

Embed sustainability

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



FIRST HORIZON PRIORITIES

Expand youth sport programs

Over the next year, Utah 2034 will take steps to develop and implement a statewide youth sports strategy, exploring opportunities to expand existing programs within Utah and the Olympic and Paralympic Movements (e.g., Play LA, Junior Jazz, Ski Utah's Fourth Grade program). These programs will be informed by participation data, a comprehensive youth sport landscape assessment, and consultation with schools, recreation departments, sport governing bodies, and community organizations. Specific steps that will be taken include establishing a funding model and defining eligibility criteria for participation. Pilot programs and targeted funding mechanisms will be launched in the first horizon.

Implement education program

Utah 2034 is partnering with Ken Garff for Good to implement a youth education program. In 2026, roles, requirements, and scope will be defined, and the program will be piloted in six school districts across Utah. Within the first horizon, the program leads will define the broader education strategy and a scalable approach for statewide implementation and potential national expansion with the USOPC.

Facilitate investment in elite athlete training

Coordinate with local organizations to facilitate investment in training facilities, coaching education, adaptive sport equipment, and support for athletes.

Build leadership and workforce capacity

Professional development opportunities such as internships, athlete fellowships, and young professional programs will be implemented during the beginning phases of the Games, with a strong emphasis on adequately preparing workers for Game-time leadership roles. These can be built in close collaboration with institutions in the Utah System of Higher Education.

Implement human rights governance

A Human Rights Committee will be established, supported by an independent human rights ombudsman, with participation from public authorities, community organizations, and subject matter experts. Accessible grievance mechanisms will be implemented for all stakeholders and processes for investigation; remedy and corrective action will be developed.

Engage with communities and stakeholders across the state

The OCOG will develop an engagement strategy aligned with AA1000SES (2015) standards. Engagement will occur early in the planning process supported by listening tours, feedback mechanisms, and direct consultation with local delivery partners regarding each edition of the Games Plan.

Connect accessibility experts to delivery partners

The OCOG will work with the IPC and other experts to ensure that accessibility considerations will be embedded early in design and planning, and any planned upgrades improve everyday access for residents and visitors rather than serving as temporary Games-time measures.

Define plans that support long-term environmental goals

Create plans for direct mitigation programs and permanent removal mechanisms that support OCOG commitments for carbon reduction. Incorporate renewable energy methods into operational plans. Support venue owners as they work toward 100% zero-carbon electricity. Encourage development of venue-specific energy procurement strategies. Create and implement a sustainable sourcing framework aligned with ISO 20400 and ISO 20121.

Align with partner-led environmental initiatives

Support our partners in their innovative solutions for snow creation and water conservation. Leverage Games/immovable deadlines to encourage local organizations to invest in sustainable initiatives.



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EXPERIENCE

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AMBITION

The Experience portfolio reflects Utah 2034's current ambitions regarding the physical and digital experience of the Games products and services before, during, and after the Games. **These priorities will provide clear direction for delivering an athlete-centered, community-driven, and distinctly Utah Games experience.**

1. Inspire all stakeholders through a once in a lifetime experience that showcases Olympic and Paralympic athletes set against the backdrop of Utah's stunning landscapes and unique character.

2. Create an environment for athletes and their families that is safe, welcoming, and conducive to elite performance.

3. Design Torch Relays that celebrate the United States, integrate partners, and give every American the opportunity to be included.

4. Stage Opening and Closing Ceremonies that bring Utah's and the USA's history, culture, and people to life and rightfully place athletes at the heart of the Games.

5. Showcase the best of Utah by highlighting its welcoming communities, shared values, natural beauty, creative spirit, and commitment to service as an example of what makes the state an exemplary host to the world.

6. Collaborate with Utah communities to design celebrations and live sites that welcome everyone to experience the spirit of the Games.

7. Create an innovative medals plaza experience that celebrates athlete achievement and energizes the city.

8. Integrate with commercial partners to create products and experiences that are impactful for consumers.

9. Utilize digital media and broadcasting technologies to involve a global audience through new and innovative methods.

Stakeholder Experiences

SCOPE

Athletes

Place athletes at the center of the Games, delivering a seamless, safe, and performance-focused environment from registration through Games departure. Athlete feedback will directly inform experience design, ensuring that well-being, health, and privacy are prioritized through additional resources and initiatives—such as the Athletes' Family Village—to reduce stress and create meaningful opportunities for fair competition, media visibility, and celebration.

Spectators

Deliver a once-in-a-lifetime spectator experience that is immersive, welcoming, and reflective of Utah's identity. To achieve this, Utah 2034 will create a compact, high-energy, and engaging Games environment with easy and visible access to an array of events and activations.

Community members

Ensure local communities feel a strong sense of ownership, belonging, and connection, positioning the Games as community-driven, rather than intrusive to daily life. Through \ ticketing programs, community-driven initiatives, statewide viewing opportunities, and locally designed celebrations, the Games will celebrate Utah, allowing residents to experience a lasting, positive impact.

Digital fans

Collaborate with media rights holders and other partners to design digital experiences to share the Games in a positive way. Remote fan experiences should be built to inspire real-world participation in sport, explore ideas for social viewing and engagement, and promote positive interactions with athletes.

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Commercial partners

Create structured opportunities for integration of commercial partners throughout the Games environment, enabling them to co-create meaningful experiences and products that amplify Games impact and contribute positively to the fan and stakeholder experience.

Olympic and Paralympic Family

Deliver a secure and well-coordinated experience for the Olympic and Paralympic Family, including leaders from the IOC, IPC, NOCs, NPCs, IFs, and other dignitaries. Utah 2034 will provide high-quality services that meet protocol and operational standards, ensuring safety and security for these individuals, and enabling remarkable opportunities to connect and collaborate.

Stakeholder houses and showcasing

Provide opportunities for NOCs, NPCs, and other organizations to host gathering places and showcase their cultures within the heart of the Games footprint.



Product Experiences

Look of the Games (Brand Identity and Look)

The Look of the Games is the unique visual identity that defines the Games. Utah 2034 will establish a clear vision for the Brand Identity and Look (BIL) function to ensure a cohesive and effective visual identity is consistently applied across venues, host communities, broadcasts, and other activations. Informed by insights and broad community input, the Look of the Games will reflect Utah's identity, people, and landscapes through core visual themes—including color, typography, patterns and motion graphics—while remaining legible, accessible, and scalable. The Look will also be consistent with other Games assets such as mascots, pictograms, and torch design.

Sport Presentation

Draw inspiration from the world's premier sporting events to design a dynamic and engaging in-venue and on-broadcast sport presentation that enhances both the in-person and remote experience without overshadowing the field of play. Features of the event, such as stadium graphics, music, announcers, and mascot appearances, will be representative of Utah's cultural identity and remain consistent with the Look of the Games.

Torch relays

The Torch Relays will serve as a national and statewide engagement platform, bringing the Olympic and Paralympic Movements to communities across Utah and the United States—activating those communities through celebrations along the route. Utah 2034 will integrate partners and stakeholders throughout the experience to maximize impact and ensure seamless operational delivery.

Ceremonies

Design Opening and Closing Ceremonies that place athletes at the center of celebration, while showcasing Utah's history, identity, and creative talent. Ceremonies will be a vibrant display of music, art, performance, and humanity, creating authentic and memorable moments. Utah 2034 will balance creative ambition with fiscal and environmental responsibility, to ensure that delivery is inspirational and sustainable.

City celebrations and live sites

Collaborate with cities and commercial partners to deliver a statewide network of live sites and city celebrations that extend the Games experience beyond competition venues and provide free or low-cost access to Games viewing and celebration. Public live sites provide unique opportunities for communities and commercial partners to showcase how they interpret and interact with the Games and its brand.

Innovative medals plaza

The Medals Plaza will be a central venue that energizes Salt Lake City nightly during the Games. Co-located with the Big Air competition venue and adjacent to other key downtown sites, it will serve as the heart of celebration for both athletes and fans. Athletes will be honored with medal ceremonies in front of thousands of ticketed spectators, while nightly cultural programming and entertainment will add to an incredible, memorable atmosphere.

DELIVERY APPROACH

Assign stakeholder experience leads

For each stakeholder group, Utah 2034 will assign leads to oversee each end-to-end experience. They will be responsible for coordinating with relevant functional areas and delivery partners, ensuring stakeholder journeys are seamless, intuitive, and culminate in incredible Games experiences.

Solidify a vision

Create a core experience vision to ensure consistency, alignment, and clarity across all ambitions, using input from the OCOG Board, committees, and stakeholder representatives. Adopting a unified vision that is communicated clearly across the OCOG and Games delivery partners will prevent poor decision-making and misaligned outputs.

Collaborate with local stakeholders

Collaborate and consult with local stakeholders to explore ways that experience plans can align with their goals and expectations. Utah 2034 will be proactive in structuring engagement opportunities with local leaders and establishing feedback mechanisms for the broader public to ensure the Games experience, particularly for fans, is representative, inclusive, and authentic to Utah.

Support athlete Well-being

Utah 2034 will place athlete well-being at the center of all Experience planning, ensuring that athletes and their families are taken care of throughout their Games journey. Direct engagement with athletes and the 2034 Athletes' Commission will inform early decision-making. Their feedback will be used in the creation of specific plans relevant to the experience portfolio.

Innovate entertainment opportunities

In collaboration with commercial partners, Utah 2034 will explore unique and creative avenues for fan engagement that offer niche ways for fans to feel included in the Games experience.

FIRST HORIZON PRIORITIES

Stakeholder leads

Over the next year, Utah 2034 will identify stakeholder experience leads that will oversee the development and caretaking of each stakeholder experience pathway.

Early community engagement

Hold structured discussions with community leaders to develop ideas on how to leverage Games and create meaningful experiences for communities they represent.



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ENGAGE

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AMBITION

The plans housed within the Engage portfolio aim to connect local communities, stakeholders, and fans worldwide with the Olympic and Paralympic Movements, and Utah 2034's brands, values, and purpose. **Through structured engagement and strong partnerships, Utah 2034 will build excitement around and amplify the reach of the Games and leave a positive, lasting impression on the world.**

1. Leave an overall positive sentiment of the Utah 2034 Games, one where Utahns, Americans, and people around the world feel engaged and with a sense of belonging.

2. Develop the official brand for the Games that honors Utah and distinctly promotes the Paralympic Games.

3. Highlight Utah's unique culture and heritage with Utah-based artists and ideas through Cultural Olympiad festivals, performances, and exhibitions.

4. Explore new methods to foster meaningful connections between fans and athletes that create inspirational experiences and celebrate athlete achievement.

5. Deliver impactful youth engagement programs that harness the power of sport and Olympic and Paralympic values to inspire the next generation of thinkers and doers.

6. Promote proactive and comprehensive engagement to build trust and collaboration among all stakeholders.

7. Create valuable opportunities for commercial partners to meaningfully engage with fans that grow their customer base and improve customer sentiment.

SCOPE

Athletes

Create structured feedback mechanisms, such as the 2034 Athletes' Commission, that inform planning and Games-time decisions. Provide opportunities for athletes to engage with their communities, spread awareness about the Games, celebrate their achievements, and inspire the next generation.

Brand, Identity, and Look of the Games

Create a cohesive, inspiring visual identity for the Olympic and Paralympic Games, one that reflects Utah's landscapes, identity, and spirit while distinctly celebrating the Paralympic movement. Brand development will be guided by an engagement process to ensure it resonates with and is representative of Utahns and Americans, then brought to life through mascots, merchandise, motion graphics, and other elements.

Communications

Utah 2034's communications will prioritize proactive information dissemination—mitigating risks, sharing clear and accurate information, and ensuring all stakeholder interactions reflect Olympic, Paralympic, and OCOG values. Outreach will be transparent and community-focused, with dedicated feedback channels and a process for synthesizing input.

Marketing

Work with commercial partners to promote the Utah 2034 brand through fun, bold, and compelling initiatives, while positioning the Paralympics as a must-see, can't-miss event. Partners will be empowered to activate creatively while operating within clear regulations and guidelines to protect brand integrity.

Cultural Olympiad

Align with Utah's cultural institutions—museums, heritage sites, arts and cultural associations, educational organizations, etc., and event organizers from both public and private sectors—to curate a Cultural Olympiad that showcases the rich and complex culture and artistry that make Utah and the American West unique, while allowing visitors to fully immerse themselves in experiences they cannot find anywhere else in the world.

Engage stakeholders in learning

Make concerted efforts to engage and build capacity among stakeholders regarding Olympic and Paralympic values, disability awareness, and the strategic goals of the OCOG. In the run-up to 2034, the OCOG will directly collaborate with delivery partners through regular meetings and structured programs, such as the IOC's Observers Programme and IPC FOAL programs, to prepare them with the knowledge of how to deliver a successful Games effectively and efficiently.

Volunteer engagement

Utah benefits from a strong volunteer culture, extensive language capabilities, and an immense amount of local interest in volunteer opportunities for the 2034 Games. In the early stages of the OCOG, interested parties will be encouraged to volunteer with our partner organizations, as the experience will help them to gain the skills and knowledge necessary to support Games-time operations. Utah 2034 will work closely with delivery partners to train and manage specialist volunteers.

Youth engagement initiatives

Utah 2034 will implement youth programs targeting education and sport participation to connect students with Olympic and Paralympic values, introduce them to new sports and cultures from around the world, and improve their understanding of the world around them. Expanded sport programs will decrease barriers to winter sport participation, including adaptive sport, bringing more kids onto the snow and ice.

Digital media use

Working with the IOC, IPC, USOPC, and other stakeholders, Utah 2034 will harness digital channels and platforms to celebrate athlete achievement, bring community stories to life, showcase Utah's natural landscapes, and include global fans through timely, compelling, and innovative digital viewing and participation experiences that extend the reach of the Games, strengthen fan and stakeholder engagement, inspire interest in winter sport and physical activity, and connect audiences worldwide with Utah 2034 before, during, and after the Olympic and Paralympic Winter Games.

Celebrations in the lead-up to the Games

A series of pre-Games celebrations will unite athletes, stakeholders, and the public around key milestones such as mascot unveilings, countdown days, key community events, and torch relay festivities. Every moment will be shared digitally so global fans can feel the excitement and be a part of the journey.

DELIVERY APPROACH

Incorporate best practices

Actively seek out and apply best engagement practices from previous and current OCOGs, through utilization of the Games Insights and Learning resources, active participation in the upcoming Games editions, and the recruitment of 2002 leaders to act in advisory roles.

Align with national organizations

Explore synergies with and leverage national partner organizations (i.e., USOPC, NGBs) and existing programs (e.g., Play LA) to amplify engagement and excitement across the US in the lead-up to 2034. Partner with NBC to harness the engagement of fans nationwide generated through the LA28 Games.

Collaborate with community leaders

Engage in regular and structured dialogue with community leaders to learn about their priorities and existing initiatives, designing methods by which the OCOG can align with their efforts and avoid redundancy.

Inform strategies with data

Inform digital engagement strategies with data insights from past Games and major events to amplify reach and marketing opportunities.

FIRST HORIZON PRIORITIES

Establish 2034 Athletes' Commission

Establish the 2034 Athletes' Commission and engage athletes to gather valuable and actionable insights that can be incorporated across Games planning.

Leverage the LA28 Games to drive engagement and excitement

Leverage the LA28 Games to engage with current organizers and delivery partners, as well as to create excitement for the next US Games. Building on the momentum of the LA Games, Utah 2034 will activate with potential commercial partners.

Launch culture programs

Utah 2034 will establish the OCOG Arts & Culture Committee to guide the development of cultural programming that reflects Utah's communities, creative sectors, and Olympic and Paralympic values. By the time of the LA28 Games, Utah 2034 will pilot initial cultural programs and activations to test concepts, build partnerships, and create early momentum for a future Cultural Olympiad.

Launch youth outreach programs

In the first horizon, Utah 2034 will stand up two Youth Outreach programs, one focused on education, and the other focused on sport. Pilot programs will be launched in 2026 and 2027 to establish best practices and build relationships with local organizations and schools. Wherever possible, these initiatives will collaborate with existing programs to expand their reach and scale their services.

Finalize fan engagement strategy

Develop a digital fan engagement strategy to guide the OCOG in building a unified fan community, ensuring their engagement with the Olympic and Paralympic Movements continues beyond the Games. The strategy will outline how to leave fans with lasting memories, meaningful keepsakes, and connections that last a lifetime.

Games brand development

Develop a Games brand that expresses Utah 2034's vision to elevate communities, sport, and the Games experience. The brand will unite Utah's landscapes, people, values, winter sport legacy, and spirit of service into a clear identity for Utahns, athletes, fans, partners, and the world. During the first horizon, Utah 2034 will define the brand strategy, creative principles, engagement approach, governance, and roadmap needed to launch the official Games brand.

Define statewide engagement strategy

Over the next year, Utah 2034 will define a statewide engagement strategy. This will include assessing communities and audiences for direct engagement, studying best practices of other major engagement initiatives in Utah and from past Games editions, exploring integration with existing programs, and conducting statewide listening tours with community leaders. The strategy will be reviewed and iterated upon as feedback from communities and delivery partners is received.



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AMBITION

Through the Deliver Portfolio, Utah 2034's ambition is to deliver the 2034 Olympic and Paralympic Winter Games using a fully integrated operating model that translates detailed planning into confident, coordinated Games-time delivery. By uniting delivery partners and the OCOG toward a common vision, **Utah 2034 will deliver Games that elevate our communities, winter sport, and the Games experience.**

- 1. Place** athletes and sport at the heart of delivery.
- 2. Deliver** Games operations that are fully prepared, integrated, and reliable.
- 3. Maximize** existing infrastructure and proven local event capability.
- 4. Implement** an innovative technology solution that enables Games delivery while dramatically improving the stakeholder experience.
- 5. Embed** readiness, resilience, sustainability, and accessibility into operations.
- 6. Collaborate** with host communities and key delivery partners.

SCOPE

Games Delivery

Communications, command and control standards

Utah 2034 will establish clear governance, decision-making frameworks, and communication channels that align the OCOG and integrate delivery partners. These standards will ensure consistent information flow and accountability as the organization scales, driving coordination and preparedness through Games-time.

Operations planning and readiness standards

Utah 2034 will establish robust, integrated operations planning by identifying and addressing shortcomings, setting clear policies and procedures, and developing comprehensive function and service plans. Operational readiness will validate the plans and will ensure people, processes, technology, venues, and delivery partners are ready to execute confidently at Games time. These plans are advanced through training, testing, and readiness exercises – enabling confident, coordinated operations through Games-time.



Event Delivery and Venues

Event management

Utah's proven, world-class event delivery expertise will support the event management approach, integrating planning across functional areas and leveraging strong local capability. Preparations will utilize existing event operators and their experienced teams, and preparedness will be validated through training, test events, and readiness exercises. This strategy will ensure that well-managed venues deliver high-quality experiences for athletes and other stakeholders throughout the Games.

Sport

Utah 2034 will deliver sport by finalizing the sport program within the first horizon, aligning schedules and venues, and embedding IF requirements from the onset--all while keeping athletes at the center. Hosting events in the years leading up to 2034 and delivering workforce training and readiness exercises will enable resilient operations and high-quality competitions that meet technical and athlete standards at Games-time.

Event infrastructure and venues

Utah 2034 will pursue early, detailed planning by finalizing a Venue Master Plan in 2028 that prioritizes existing and temporary venues and aligns potential upgrades with Games-time legacy, sustainability, and accessibility objectives. Close coordination with venue owners, IFs, NGBs, OBS and delivery partners will ensure that design and delivery are operationally sound and meet the needs of all stakeholders. Construction, system testing, and readiness exercises will ensure safe and reliable venue operations at Games-time.

City operations

City operations will focus on early collaboration with host communities and local authorities to align goals and responsibilities for city services, activation, accessibility, sustainability measures, and Games-time movements. Planning and readiness preparation with transport, security, and spectator management partners will enable safe, effective, and celebratory public spaces during Games-time.

Safety

Utah 2034 will establish safe workplaces and operational sites across venues, compounds, public spaces, and back-of-house areas. In coordination with delivery partners, venue operators, contractors, and relevant authorities, Utah 2034 will define site safety standards, reporting processes, training requirements, inspections, and incident response protocols to support safe Games environments for workforce and stakeholders.

Signage

Early planning will establish clear standards and systems that align with the Look of the Games. Signage will be integrated with functional areas to install, test, and ensure maintenance before and at Games-time to provide stakeholders with clear wayfinding and information.

Games Services

Accommodation

Utah 2034 will deliver Games time accommodation by securing all hotel rooms required for Games in 2026 while continuing to take advantage of the rapid growth in the accommodation industry in Utah. Utah 2034 will work to ensure availability, fair rates, and accessibility for all accredited stakeholders. This foundation enables reliable accommodation for all stakeholders, as well as the operation of the Athletes' Family Village and the provision of alternative high-altitude lodging for athletes.

Accreditation

Utah 2034 will coordinate with the appropriate federal agencies to ensure that the pre-valid accreditation cards and other necessary formalities will guarantee entry to the United States – enabling international stakeholders and athletes to enter the country in a smooth and efficient manner. The OCOG will work with the IOC and IPC to issue and manage accreditations across all stakeholder groups, aligning policies, eligibility rules, and workflows with appropriate standards. By testing data systems and training staff to manage the demand for services, Utah 2034 will deliver accurate, secure, and efficient accreditation services, including card issuance at designated accreditation centers, with continuous support throughout the Games.

Arrivals and Departures

Utah 2034 will coordinate closely with airports, border agencies, transport providers, and security partners to adapt existing systems and procedures to the increased demand created by the Games. The expertise of airport staff and security partners will be leveraged and supplemented by trained volunteers to deliver wayfinding information, support services at airports, transport hubs, and off-airport processing options for select stakeholder groups. Utah 2034 will deliver smooth and safe arrival and departure experiences for all eligible Games participants.

Catering

Utah 2034 will facilitate food and beverage delivery across the Athletes' Village, venues, and operational sites by building on existing staff, kitchens, and food service providers already operating in these facilities. Village dining options will be planned in coordination with dietary experts to ensure that meals are high-quality, have variety, and meet the nutritional, dietary, cultural, and health needs of athletes. Workforce dining areas and in-venue dining options will present the opportunity to innovate how in-venue food service is operated. Utah 2034 will ensure consistent, high-quality food and service throughout the Games.

Cleaning, Waste, and Snow Removal

Utah 2034 will coordinate with municipal service providers to map out cleaning, waste, and snow removal service requirements across all venues and other required areas. Reuse, recycling, and other sustainability initiatives will be incorporated into standard procedures in the leadup to the Games and carried through Games-time delivery. Utah 2034 will help local providers scale services across venues and adapt to peak demand.

Doping control

Utah 2034 will deliver anti doping operations in partnership with the International Testing Agency, in compliance with the World Anti Doping Code and Olympic Host Contract requirements, and by leveraging Utah's existing WADA accredited laboratory. Through secure, reliable, and well-coordinated anti doping operations, Utah 2034 will support the integrity of competition throughout the Games.

Language services

Utah 2034 will define how multilingual services are delivered across venues and operations, identifying where translation and interpretation are needed to various functions. Language services will build upon a mix of technology services, leveraging technology partners to optimize digital services, and trained professionals and volunteers, leveraging Utah's strong base of second language speakers. At Games time, Utah 2034 will deliver reliable and responsive multilingual support to enable clear communication and inclusive participation across the Olympic and Paralympic Winter Games.

Logistics

Utah 2034 will define how Games time goods and equipment are moved, stored, and delivered across venues and operations, and coordinate with U.S. Customs and Border Control to ensure that the transfer of imported equipment does not interrupt the supply chain. At Games time, Utah 2034 will deliver timely and secure logistics services using real time tracking and coordinated issue resolution to keep venues and operations supplied.

Medical Services

Utah 2034 will deliver Games time medical services by working with leading regional healthcare providers and local health authorities to define coverage across the Games footprint, including designated hospitals, polyclinics, and emergency response capabilities. Medical operations will build on existing systems and experienced professionals to provide world-class healthcare services at Games time.

Security

Utah 2034 will deliver Games time security through close coordination with local, state, and federal agencies, clearly defining roles, responsibilities, and command structures across venues and transport networks, using an operating concept similar to what was established for the 2002 Games. Security operations will rely on established access control, screening, and incident response systems already in use. Through joint exercises and testing, Utah 2034 will deliver safe, secure, and welcoming Games environments with integrated command and response in place throughout the Olympic and Paralympic Winter Games.

Transport

Utah 2034 will deliver Games time transport by building on existing, accessible regional transport systems and the experience of state and local transportation agencies, including UDOT and UTA, whose teams supported the 2002 Games and continue to operate the network today. Utah 2034 will coordinate with the relevant agencies to create a Games-time Transportation plan, outlining routes, sustainable vehicle use, park-and-ride locations, last mile logistics, and internal Village transport. Through early testing and simulation of spectator, workforce, and other stakeholder movements, Utah 2034 will deliver reliable, safe, and accessible transport services at Games time.

Workforce and Uniforms

Utah 2034 will define the workforce needed to deliver Games time services, including staff and volunteer requirements, and put recruitment and training approaches in place to support consistent service delivery. Establishing a baseline of workforce needs and clear processes for workforce mobilization during the planning phase will allow Utah 2034 to properly allocate resources towards workforce and entitlement programs.

Technology

In collaboration with the IOC, commercial partners, and other key providers, Utah 2034 will develop a modern technology approach built around end-to-end stakeholder experiences rather than isolated systems. This domain-driven model will establish clearer ownership of data, reduce duplication and manual reconciliation, improve information flow across functional areas, and create a more intuitive interface for users. By building shared capabilities once and applying them across the Games, Utah 2034 will support more efficient delivery, stronger operational visibility, future automation, and AI-enabled decision support.

Energy

Energy is a critical, cross-cutting resource, requiring central planning, visibility, and early engagement with utility partners. To establish reliable and resilient Games time energy delivery, Utah 2034 will leverage the resources and skills of regional energy providers (all of whom were engaged in the 2002 Games) to define energy requirements and service delivery approaches across venues, operations centers, and critical services.

IF Services

Utah 2034 will engage early and consistently with each International Federation to recognize their technical expertise and tailor Games delivery to sport specific needs. Through defined service models, workspaces, and liaison structures, Utah 2034 will deliver reliable, integrated IF services at Games time.

NOC/NPC Services

Utah 2034 will coordinate NOC and NPC services to support effective delegation operations throughout the Games life cycle, with a focus on athletes as the heart of the Games.

Olympic and Paralympic Family Dignitary Services

Utah 2034 will coordinate closely with protocol, security, transport, and accommodation functions to deliver secure, high quality dignitary services throughout the Olympic and Paralympic Games.

Village Management

Utah 2034 will define how the Olympic and Paralympic Village is operated in close partnership with the University of Utah, leveraging the University's experienced staff and operational expertise built through hosting the Village in 2002 and ongoing housing operations for thousands of university students each semester. Utah 2034 will set Games specific procedures, standards, and coordination frameworks, while day to day Village operations will be delivered largely by university personnel supported by existing systems and fully accessible facilities. At Games time, this approach will enable secure and athlete centered Village operations, ensuring continuity of services and a seamless transition between Olympic and Paralympic Games.

Protocol

Utah 2034 will establish clear protocol expectations for ceremonies, medal events, and official functions, aligning delivery closely with ceremonies, security, language services, and dignitary services. Through rehearsals and workforce training, Utah 2034 will deliver consistent, accurate, and respectful protocol execution across all official events at Games time.

Fan Experience

Utah 2034 will define the end to end fan experience, including how spectators engage with the Games across venues, live sites, and digital touchpoints. This will also encompass accessible and well integrated fan journeys across host communities. Testing and readiness activities will enable Utah 2034 to deliver engaging, safe, and accessible fan experiences at Games time across venues, live sites, and public spaces. See the Engage Portfolio for more information.

Hospitality and Ticketing

Utah 2034 will drive hospitality and ticketing delivery models, including concepts, policies, and pricing while partnering with ticketing and hospitality providers. At Games time, Utah 2034 will deliver an elevated hospitality and ticketing experience for spectators and other stakeholders, ensuring reliable access, smooth venue entry, and consistent service across venues and live sites.

Marketing Partner Services

Utah 2034, together with the USOPC, will define how marketing partner services are delivered, including clear operating models, service standards, entitlements, and rights protection processes, in coordination with the IOC, IPC, and key delivery partners. At Games time, Utah 2034 will deliver agreed marketing partner services in compliance with contractual commitments and support partner activations and operations while protecting clean venues and resolving issues in real time.

Broadcast Operations

Utah 2034 will define how broadcast operations are delivered in consultation with Olympic Broadcasting Services (OBS), coordinating venue broadcast infrastructure, access, and responsibilities across the OCOG, OBS, and media rights holders. Based on existing operating models, Utah 2034 and OBS will deliver uninterrupted broadcast operations at Games time, supporting OBS and rights holders with reliable connectivity and seamless global coverage of the Olympic and Paralympic Winter Games.

Press Operations

Utah 2034 will define how press services are delivered across competition and non competition venues, coordinating closely with the appropriate functional areas and delivery partners to ensure media can efficiently go about their work. Based on current operating models, Utah 2034 will deliver reliable press operations at Games time, operating press centers, mixed zones, and media facilities and services.

Local Host Communities

Utah 2034 will engage directly with local host communities to understand how they plan to leverage the Games, then define how responsibilities will be shared across the OCOG and local partners. Based on the approved plans, Utah 2034 will support community activations and development projects, working closely with local authorities to address issues and elevate the Games experience for their residents.

DELIVERY APPROACH

Develop comprehensive functional area plans

Utah 2034 will rely on clear, well-developed functional area plans that define roles, authorities, timelines, and decision-making pathways early, enabling event teams to be built as the organization scales. By establishing clear delivery expectations, decision matrices, and timelines, alongside access to relevant data, leaders and teams across the Games ecosystem will be able to act with confidence, coordinate effectively, and focus on executing their responsibilities in support of shared Games time delivery goals.

Leverage existing and legacy expertise

A primary focus for the next year is advancing the Games concept and venue foundations. This includes executing updated venue use agreements for priority competition and training venues as needed. In parallel, Utah 2034 will advance sport program development by working closely with the IOC and IPC through their established processes to define the competition programs for the 2034 Games. Within the first horizon, Utah 2034 anticipates confirming the sport program and master plan for the Olympic and Paralympic Winter Games.

Reuse existing assets and support partner investment

Utah 2034 will deliver the Games by reusing existing venues, infrastructure, systems, and operating models wherever possible. Where upgrades or new investments are required, they will be led by venue owners, public agencies, and delivery partners, and will reflect long term community priorities rather than Games specific construction. Utah 2034 will support and inform those decisions by providing Games requirements, coordinating across partners, and encouraging early choices in areas with long lead times. Prioritizing decisions related to transport, technology, energy, accommodation, and venue readiness early creates clarity, reduces late stage risk, and allows readiness to progress in a controlled and disciplined way.

Integrate partners through clear roles and coordinated operations

Successful delivery depends on clear coordination across event teams, services, technology, public authorities, and delivery partners. Clear interfaces and communication channels will support coordinated planning and execution, keeping operations aligned as delivery scales toward the Games.

Build readiness through testing and training

Utah 2034 will embed readiness into the delivery lifecycle by progressively testing systems, venues, workforce models, and operational procedures before the Games. Training, simulations, and readiness exercises will focus on practical execution, decision-making in real-world scenarios, and coordination across partners, so teams are prepared to operate confidently under Games-time conditions.

Center athletes and sport in every decision

Utah 2034 will place athletes and sport at the core of planning and delivery decisions, ensuring that competition environments, Villages, and services consistently support performance, safety, and well-being. Operations will be designed to be reliable, accessible, and fit for purpose, so athletes can focus on competing while the Games operate smoothly around them.



FIRST HORIZON PRIORITIES

Develop delivery strategies

Over the next three years, Utah 2034 will complete strategies for Games delivery that will build on existing concepts and lead to future structured delivery planning.

Further venue and sport plans

A primary focus for the next year is advancing the Games concept and venue foundations. This includes executing updated venue use agreements for priority competition and training venues. In parallel, Utah 2034 will advance sport program development by working closely with the IOC and IPC through their established processes to define the competition programs for the 2034 Games. Within the first horizon, Utah 2034 anticipates confirming the sport program and master plan for the Olympic and Paralympic Winter Games.

Develop baseline delivery plans

Subsequent to the publication of this Games Plan Version 1, Utah 2034 will confirm several foundational documents that advance understanding of how the 2034 Games will operate. These include confirming legal and pre election commitments, establishing a delivery partner roles and responsibilities matrix, and developing a delivery partner management strategy to support integrated planning and future readiness.

Develop technology stack

Technology planning is a central delivery priority in the First Horizon. Utah 2034 will continue co-developing the Games technology approach with the IOC, moving from a system-led model to a domain-driven architecture organized around end-to-end stakeholder experiences. First Horizon work will define the reference architecture, data governance model, shared capabilities, vendor and procurement approach, and roadmap for future automation and AI-enabled decision support. Utah 2034 will also advance early prototypes, test domain maps through practical use cases, and engage potential technology providers.

Accommodation program advancement

Utah 2034 will secure additional hotel rooms to fulfill accommodation requirements, while maintaining current inventories and monitoring the overall hotel industry in the Games region.

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ENABLE

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AMBITION

The Enable portfolio sets the foundation for how Utah 2034 will empower, facilitate, and sustain effective delivery of the Games. While core systems, structures, and priorities will continue to evolve over time, this framework establishes the principles and approach that will guide decision-making, resource allocation, and organizational growth across the Games lifecycle. **Strong governance, disciplined financial management, and an aligned organization will enable the successful delivery of the Games and ensure long term value beyond 2034.**

1. Deliver world-class Games products and services while managing costs efficiently and responsibly, ultimately enabling legacy funding through a budget surplus.

2. Generate sufficient revenue to fund Games operations through commercial programs, hospitality, and ticketing programs, Podium34 donations, and other private sources.

3. Empower and streamline the organization by clearly conveying an adaptable, defined blueprint for Games success across functional areas and delivery partners.

4. Build robust and resilient systems to proactively identify, assess, and mitigate risks.

5. Establish pre-Games committees and working groups involving relevant experts and community leaders to provide valuable insights to the OCOG.

6. Create an integrated planning and resource framework that aligns Games scope, budget, workforce, procurement, and readiness across the full lifecycle.

7. Confidence in Games economics through disciplined bottom-up budgeting, transparent assumptions, and strong financial stewardship.

8. Build a lean, scalable, values-driven OCOG that captures knowledge, develops people, and preserves Games capability for future benefit.

SCOPE

Planning

Games Planning provides the end to end framework through which strategy is shaped into integrated, deliverable, and affordable Games-time solutions. Operational plans will evolve through the phases of Strategy, Planning, and Readiness, and they will provide the structured pathway to ensure that the Games are planned, tested, and delivered efficiently and sustainably.

Finance

Finance will be embedded across the OCOG, working in close partnership with all functional areas to ensure disciplined planning, continuous cost management, and efficient allocation of resources, with dedicated funding maintained for the Paralympics.

A formal governance structure, led by the Finance and Audit Committee, will enforce financial controls and accountability across the organization, maintain decision making authority over material changes, and regulate the overall budget. All functional areas will share responsibility for protecting the organization's financial position, working collaboratively with Finance to ensure disciplined delivery within the approved budget.

A significant contingency reserve will be maintained to address unforeseen costs, including inflationary pressures, with consistent efforts to identify offsetting savings and additional revenues.

Procurement

Procurement will support efficient, cost-effective delivery by coordinating the timely sourcing of goods, services, and accommodation across all areas, supported by early planning and secured agreements to provide cost certainty and reduce risk.

Where appropriate, and to mitigate the impact of market volatility, procurement strategies will leverage the pipeline of major sporting events in the United States to collaborate on sourcing and secure favorable terms, while working well in advance with TOP and domestic partners to ensure reliable access to goods, services, and labor.

When possible, priority will be given to local and Utah-based suppliers to strengthen the economy while maintaining quality, value, and reliability.

Revenue / Business Development

In addition to the IOC's Games contributions, Utah 2034 will generate revenue through a diversified mix of private funding sources designed to support Games operations and ensure a balanced OCOG budget. They key revenue sources include:

Podium34

Until 2029, Utah's sole source of revenue is from private donations through Podium34—a unique fundraising initiative that unites Utah's leading philanthropic families and giving organizations around the Olympic and Paralympic Movements.

Commercial Programs

Utah 2034, together with the USOPC, will build a sponsorship and licensing joint venture leveraging LA28's successes, offering integrated marketing and co-branding opportunities. Starting in 2029, it will capitalize on U.S. Games momentum to attract partners and create innovative, revenue-generating collaborations.

Ticketing and Hospitality

The ticketing and hospitality programs will be designed to provide the optimal guest experience. A well-researched and data-driven pricing strategy will be implemented, offering a range of ticket and hospitality options that balance affordability with revenue generation. This will include a select number of premium seating and hospitality packages to support higher price points, enabling further access to the Games through lower priced tickets and community focused allocations. The approach will ensure full stadiums and an inclusive and accessible Games experience while maximizing overall ticketing income.

People Management

People Management will establish a structured, policy-led workforce model that prioritizes just-in-time hiring practices, leverages partner and venue staff, and enables the OCOG to scale efficiently across the Games lifecycle. A conscious alignment between scope, resources, and budget will underpin workforce planning and decision-making. Clear guidelines, governance frameworks, and people-related policies will support recruitment, training, deployment, and performance management across the OCOG.

A training and development program will prepare the workforce at each stage of delivery, combining structured onboarding, functional training, and leadership development. Training programs will educate the workforce on disability awareness and inclusive service delivery, ensuring a welcoming and accessible experience for all stakeholders.

The OCOG will foster a culture of continuous improvement, empowering individuals to contribute ideas and challenge processes within a clear and consistent framework.

Legal & Rights Protection

Legal will establish robust frameworks to safeguard the OCOG, its brands, and all Games-related activities. This includes developing and enforcing intellectual property protections and ensuring compliance with IOC/IPC requirements.

Legal will manage contracts, liability, and risk mitigation across all functional areas, providing clear legal oversight and guidance throughout the Games lifecycle. It will also oversee data privacy and cybersecurity compliance, ensuring that all operations meet applicable regulatory standards and protect organizational and stakeholder interests.

Games Insights and Learning

The Games Insights & Learning function will capture, synthesize, and embed learnings from preceding Games editions to inform planning and delivery for Utah 2034, including structured participation in upcoming Games and defined approaches to translate insights into actionable strategies across functions. In close coordination with People Management, these insights will be integrated into training and onboarding programs to build capability, strengthen decision-making, and ensure knowledge is effectively transferred and applied across the organization.



DELIVERY APPROACH

Integrated Games delivery framework

Utah 2034 will deliver the Games through an integrated framework built on three core and interdependent pillars: Games Planning, Resource Planning, and Operational Readiness. Developed together, these systems ensure that strategic ambition, delivery approach, affordability, and readiness remain continuously aligned across the full OCOG lifecycle.

Games planning will define what will be delivered and how, integrating strategic planning, scope development, and operational planning across all areas of Games delivery, including Games-time operations, engagement, legacy, and impact.

Resource planning will translate agreed scope into workforce, budget, and procurement strategies, establishing the financial and resource framework that both enables and constrains delivery decisions over time.

Operational readiness will progressively validate plans and prepare the organization for delivery, ensuring that people, processes, technology, venues, and delivery partners are fully prepared to operate with confidence at Games time.

Together, these systems will provide Utah 2034 with a clear, disciplined, and adaptive delivery approach, allowing plans to evolve while maintaining alignment between ambition, feasibility, and readiness.

Vision alignment

Utah 2034 will deliver the Games under a single, clearly defined vision to elevate our communities, sport, and the Games experience. This will guide decision-making across the OCOG, ensuring alignment, consistency, and clarity of purpose throughout the organization. The OCOG will prioritize clear and consistent communication of this vision, fostering shared understanding and ownership across teams and delivery partners.

Financial discipline and stewardship

Utah 2034 will operate under a clear principle of financial discipline, ensuring expenditures remain within allocated resources and aligned to a balanced budget.

Building a strong team culture

Utah 2034 will build a strong, values driven team culture grounded in collaboration, clear communication, humility, and adaptability, enabling teams to operate effectively in a dynamic and high-performance environment. The OCOG will establish an employee value proposition that attracts and retains top talent, supported by competitive compensation, fostering a workplace where employees are supported, engaged, and able to perform at their best.

Workforce retention will be prioritized to maintain capability and reduce attrition, with structures in place to encourage long-term commitment and ownership of delivery outcomes. As the organization transitions beyond Games-time, Utah 2034 will implement a structured dissolution approach, including retention incentives to sustain focus through delivery and enable a smooth transition while preserving knowledge and workforce legacy.

Milestone planning

Strategic planning will be delivered through a structured, milestone-driven approach developed in collaboration with the IOC and IPC to tailor a proven Games roadmap to the specific requirements, context, and objectives of Utah 2034. Clear and prioritized milestones will be established across all functional areas, including identification of critical decision points requiring governance, executive, or IOC and IPC oversight. The Games Delivery team will be responsible for creating these detailed timelines and deliverables and inputting them into centralized tracking systems to enable transparency, coordination, and organizational efficiency.

Contingency planning will be embedded throughout, with alternative delivery pathways developed for key activities to ensure resilience. Planning will be informed by consultation with Games experts and learnings from previous editions, ensuring best practices and practical insights are incorporated into delivery.

Risk management

Risk management will be embedded across all functional areas, with proactive identification and escalation of risks through tools such as the IOC's RADIO, supported by clear governance forums, integrated program management, and effective communication channels. Responsibility for risk will be shared, ensuring early action and coordinated mitigation.

FIRST HORIZON PRIORITIES

Further define the Games Plan framework

During the First Horizon, Utah 2034 will use the Games Plan as the primary vehicle for setting the OCOG's strategic choices, Games vision, Games-wide delivery model, and portfolio-level priorities. Future versions of the Games Plan will incorporate core constraints, assumptions, and decision parameters that will guide functional planning, resource allocation, budgeting, partner integration, etc., across the Games lifecycle.

Create foundational plans

Tailor the IOC Games roadmap to the specific needs and objectives of Utah 2034 and establish a long term, centralized task management system that defines key milestones and supports coordinated planning across all functional areas.

Implement the hub and spoke model to project management

Utah 2034 has an opportunity in its first horizon to establish a clear, pragmatic project management approach anchored in a hub-and-spoke model. A central hub will provide coordination, integration, and light-touch assurance, while enabling spokes across stakeholder representatives, functional areas, and delivery partners to retain ownership and drive execution. The initial focus will be on defining common standards, governance, and core tools. This approach will aid clarity of roles, decision-making, and early alignment across stakeholders.

Build the team

Establish organizational structures, HR policies, and hiring roadmaps, while recruiting and onboarding team members to support OCOG growth. Implement training programs, including task management systems and knowledge-sharing processes, to build capability and enable efficient, coordinated delivery.

Enterprise operations foundation

Establish core pre Games enterprise structures, processes, and decision making frameworks that underpin enterprise operations, enabling clear governance, accountability, and consistent standards across the OCOG.

Achieve \$300M Podium34 target

Through targeted outreach and tailored value propositions, Utah 2034 will strengthen its donor base by securing an additional \$50 million in commitments to close out the 2026 Podium34 campaign.

Establish a joint venture with the USOPC

Establish necessary contractual framework to stand up commercial programs. Launch the joint venture with the USOPC, including completing initial staffing and capability to manage partnerships and deliver value.

Appoint the 2034 Games hospitality partner

Following a detailed tender process, appoint the 2034 Games hospitality partner and begin the initial planning for Games hospitality programs.

Games budget refinement

The OCOG will reinforce confidence in Games economics by increasing the depth of its bottom-up budget build, aligning scope, assumptions, resource needs, and delivery models across the organization.

Leverage Games Insights and Learning

During the First Horizon, Utah 2034 will make the IOC's Games Insights and Learning Platform a core planning and capability-building tool for the OCOG. The OCOG will use the platform's Games delivery resources, learning journeys, OCOG-produced content, structured interviews, and insights from prior and upcoming Games editions to inform strategy, functional planning, milestone development, onboarding, and workforce training. In parallel, Utah 2034 will establish its own Games Insights and Learning capability to coordinate access to IOC learning resources and to maximize the learning opportunities of the LA28 Games.



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