DENVER AND COLORADO OLYMPIC AND PARALYMPIC EXPLORATORY COMMITTEE

FINAL REPORT AND RECOMMENDATIONS | JUNE 2018

DENVER AND COLORADO OLYMPIC AND PARALYMPIC EXPLORATORY COMMITTEE

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ABBREVIATIONS AND TERMINOLOGY

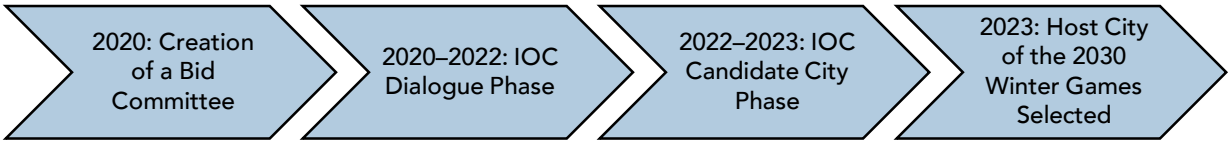
Throughout this report, abbreviations and terminology are used to describe organizations and concepts within the Olympic Movement. These include:

Bid Committee	The entity that would be responsible for coordinating and presenting a bid to host the Olympic and Paralympic Winter Games to the USOC, IOC and IOC membership
IOC	International Olympic Committee
IPC	International Paralympic Committee
The New Norm	A set of 118 reforms that reimagine how the Olympic Games are delivered[1]
Olympic Agenda 2020	The strategic road map for the future of the Olympic Movement[2]
Olympic Movement	A term used to describe athletes, organizations, and other parties who operate under the Olympic Charter
Organizing Committee	The entity that would be responsible for organizing and delivering an Olympic and Paralympic Winter Games, if Denver and Colorado were to win a bid
USOC	United States Olympic Committee

CURRENT POSITION OF THE IOC AND USOC REGARDING A FUTURE OLYMPIC AND PARALYMPIC WINTER GAMES

The IOC is currently in the Dialogue Phase of its 2026 Olympic and Paralympic Winter Games bid process. No U.S. cities are a part of the process to award the 2026 Winter Games, as the USOC has previously indicated it is not currently pursuing a Candidate City to host the 2026 Winter Games.

With the Olympic and Paralympic Winter Games taking place every four years, the next Winter Games that Denver and Colorado could pursue would be the 2030 Winter Games. The USOC has publicly stated that it is focused on pursuing a 2030 bid or beyond. The USOC is the sole entity that will determine whether to submit a bid for the Olympic and Paralympic Winter Games. Based on historic timing, the 2030 Olympic and Paralympic Winter Games will be awarded in 2023:



[1] https://stillmed.olympic.org/media/Document%20Library/OlympicOrg/News/2018/02/2018-02-06-Olympic-Games-the-New-Norm-Report.pdf#_ga=2.47824551.1097714348.1525980835-244100682.1461550896

[2] https://stillmed.olympic.org/Documents/Olympic_Agenda_2020/Olympic_Agenda_2020-20-20_Recommendations-ENG.pdf

EXECUTIVE SUMMARY

Denver and Colorado have a legacy of producing world-class events, coupled with a unique position within the history of Olympic Games host cities. When Mayor Michael B. Hancock and Governor John Hickenlooper determined that Denver and Colorado should embark on an Olympic and Paralympic Winter Games exploratory process in late 2017, they set an expectation that this exploratory process would be different.

> This endeavor would be done the Colorado Way—with an eye toward an innovative approach, robust community engagement and feedback, and a focus on understanding how embarking on such a process could benefit the Olympic and Paralympic Movements and leave a long-term legacy for the Centennial State.

And so, not only would this Exploratory Committee be challenged to determine if Colorado ***could*** host the Winter Games, this committee would need to determine if we, the residents of Colorado, ***should*** bid to host the Olympic and Paralympic Winter Games at some point in the future.

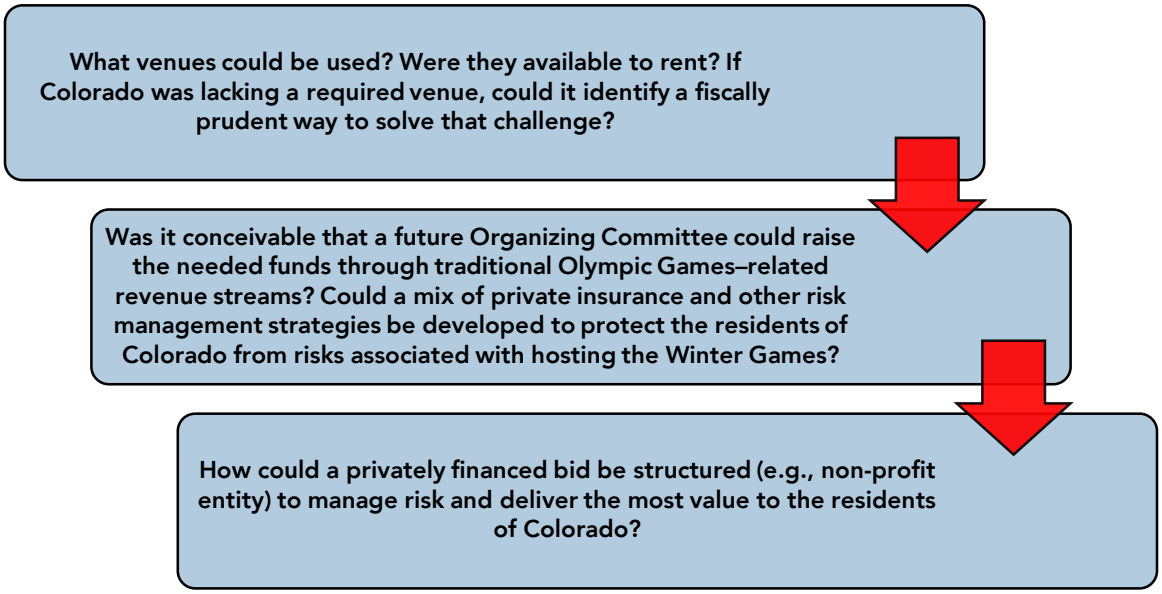
To complete its work, the Mayor and the Governor seated a committee composed of civic and community leaders from around Colorado, and that committee created five distinct subcommittees (Community and Civic Engagement, Communications, Finance, Games Operations and Legal) to complete this important work. The Finance, Games Operations, and Legal Subcommittees focused on the question of ***could*** Colorado host the Winter Games. With the understanding that Denver and the mountain communities have already bid on, funded, and hosted major events like the MLB, NBA, and NHL All-Star Games; FIS World Cups and Championships; the Winter X Games; and the 2008 Democratic National Convention, the subcommittees were aware that Colorado is capable of successfully executing major events.

Additionally, Colorado has a long and storied history of delivering opportunities and events for the adaptive sports community. Colorado is home to many adaptive sports organizations, including the National Sports Center for the Disabled. This facility, which is located in Winter Park, Colorado, has been in existence since 1970[3]—six years before the first Paralympic Winter Games took place. Further, the Annual Winter Park Open has been in existence for more than 30 years, and Aspen Snowmass has hosted the National Disabled Veterans Winter Sports Clinic on an annual basis for more than three decades.

Credit: Aaron Dodds

[3] http://nscd.org/about-nscd-adaptive-sports/

The outstanding question then was, could Denver and Colorado host a **privately financed** Olympic and Paralympic Winter Games? With that question in mind, the three subcommittees set forth to explore:



Relying on their combined expertise, publicly available information, and information available through the IOC Olympic Games Knowledge Management program, the Finance, Games Operations, and Legal Subcommittees organized their findings and produced their first rounds of conclusions. These outcomes were shared with the full Exploratory Committee for feedback, as well as with independent third parties with relevant expertise.

Simultaneously, the Community and Civic Engagement Subcommittee set about the task of determining if Colorado ***should*** bid for a future Olympic and Paralympic Winter Games—a more subjective question that must take into account the opportunities and challenges faced by the various communities in which Winter Games events might take place, as well as the potential legacy that would be left across the state.

Community engagement started with the launch of the website Explorethegames.com on January 30, 2018. Included on the website was the opportunity to participate in a public survey that allowed residents across Colorado to share their thoughts on the potential benefits and concerns around hosting a future Winter Games. During the period the survey was open, some concerns regarding the tone of the questions were raised, and the committee sought the review and feedback of an independent third party, who provided revisions to select survey questions. In the end, 9,511 surveys were determined to be valid, complete responses by residents of Colorado. Across all valid responses, the common themes that arose included:

- Desire for a privately financed hosting strategy
- Post–Winter Games plan for any new construction and, potentially, a budget surplus
- Questions regarding how the I-70 Mountain Corridor would operate during a Winter Games and interest in transportation investment that could lead to improvements

As the Community and Civic Engagement Subcommittee continued its work, the themes witnessed in the survey were echoed by the residents who participated in online community meetings and who were invited to participate in the Sharing the Gold Advisory (STGA). Across Metro Denver and in the mountain communities of Breckenridge, Frisco, Georgetown, Steamboat Springs, Vail, and Winter Park, STGA members represented the diversity within our communities, including faith-based organizations, foundations, neighborhoods, minority chambers of commerce, people with disabilities, arts professionals and cultural institutions, young professionals, and others. Through these meetings, voices representing the collective perspective of the opportunities, challenges, and risks of bidding on an Olympic and Paralympic Winter Games came together for direct dialogue and discussion.

Throughout this process, and in true Colorado fashion, dissenting voices were encouraged, and direct dialogue was preferred. Whether in an STGA meeting or at a public meeting hosted by Inter-Neighborhood Cooperation (INC), members of the Exploratory Committee engaged in fact-based discussions with the intent to inform the audiences, while also learning from them. In particular, former Governor Dick Lamm's call for a public vote on whether Colorado should host a future Olympic and Paralympic Winter Games appears to have struck a chord with many residents, as well as members of the Exploratory Committee.

As an additional means of collecting community sentiment on the topic of whether Colorado should bid for a future Olympic and Paralympic Winter Games, the leadership of the Exploratory Committee commissioned a statistically valid statewide poll in late January 2018. **The poll found that in every region of Colorado, a majority of voters favors hosting the Winter Games, including 65% in Denver, 76% in Eagle County, and 61% statewide.** (Additional details about the poll can be found in the appendix.)

With a stronger understanding of how Colorado ***could*** host a privately financed Olympic and Paralympic Winter Games and robust public input regarding if Denver and Colorado ***should*** put forward a future bid, the Exploratory Committee stopped to consider ***why***—why should the residents of Colorado invest their time in the Olympic Movement and the Winter Games. The Exploratory Committee believes that hosting the Olympic and Paralympic Winter Games in the Centennial State would be as much about the values Coloradans can offer to the Olympic Movement as it would be about the benefits and legacy Colorado may gain through the experience of hosting a Winter Games. The committee also believes in the profound ability of sports to unite and inspire people of different backgrounds, and the committee endeavors to utilize this powerful tool to foster meaningful conversation among Coloradans.

In Colorado, we place the **Olympic values of excellence, friendship, and respect**, as well as the **Paralympic values of courage, determination, equality, and inspiration** at the heart of many of our decisions.

The committee has conducted its work in line with these values, and the body of this report, as well as the appendix, provides great detail regarding the process and methodology utilized by the subcommittees and ultimately the Exploratory Committee to come to their final recommendation. This recommendation provides a possible Bid Committee, which could be formed in the future, with a road map to host the Winter Games in a way that would make Colorado residents proud. Beyond values, hosting a future Winter Games could have a real, tangible impact on many segments of Colorado's economy. The Winter Games would solidify Colorado's position as a winter sports and recreation leader, while also providing the state with an opportunity to pursue a long-term economic impact like Utah witnessed as a result of the 2002 Olympic and Paralympic Winter Games. In a policy brief from the Center for Public Policy & Administration at the University of Utah, the total sales that could be attributed to the 2002 Olympic and Paralympic Winter Games totaled $4.8 billion.[4]

Therefore, the Exploratory Committee's final recommendation to Mayor Michael B. Hancock and Governor John Hickenlooper, endorsed by a supermajority of the committee is:

> A future Bid Committee representing Denver and Colorado should pursue a future Olympic and Paralympic Winter Games in a manner that is:
>
> - **Privately financed** to safeguard Colorado residents from any budget overruns associated with hosting the Winter Games
> - Protected by insurance and other risk management strategies to **satisfy IOC and USOC requirements**
> - Structured to provide **a level of transparency** to the public-at-large
> - Designed to **prioritize the legacy or temporary use of venues** rather than constructing new ones
> - Sustainable and explores all options to **limit environmental impact**
> - **Sensitive to the needs of all residents**, while exploring how the Winter Games could be a catalyst for creative solutions to pressing challenges, such as traffic congestion and affordable housing
> - **Voted on by the residents of Colorado** through a statewide initiative

[4] http://gardner.utah.edu/_documents/publications/econ-dev/olympics-econ-impact.pdf

Credit: Jack Affleck

EXPLORATORY COMMITTEE REPORT

Throughout the Exploratory Committee's work, numerous options, recommendations, and concerns were taken into consideration. With this report, the Exploratory Committee has attempted to provide a future Bid Committee with relevant information and recommendations on the key decisions that will need to be made if an Olympic and Paralympic Winter Games is pursued.

SUBCOMMITTEES: BACKGROUND AND CHARGE

The subcommittees began looking into two distinct questions: ***could*** Denver and Colorado host a future Olympic and Paralympic Winter Games, and ***should*** Denver and Colorado consider hosting a future Winter Games. The Finance, Games Operations, and Legal Subcommittees began focusing on the question of ***could***, while the Community and Civic Engagement Subcommittee focused on the question of ***should***. The Communications Subcommittee provided support, with necessary reference materials, collateral, and presentations, while also managing media relations and social media related to the process.

Each subcommittee started by defining its own criteria:

Games Operations
Do Denver and Colorado have the ability to provide the competition and non-competition venues required by the IOC to host the Olympic and Paralympic Winter Games?

Regarding new construction, specifically the Olympic Villages (Denver and mountains), are there potential funding mechanisms and legacy plans?

Are the venue owners receptive to the idea of using their venues for the Olympic and Paralympic Winter Games?

Finance
How much will it cost to execute an Olympic and Paralympic Winter Games?

What is the proposed mechanism to raise the funds necessary to cover the associated costs?

Could a risk management plan be developed without government subsidies and guarantees, and still meet the IOC requirement for a financial guarantee?

Legal
Can a private entity operate a future Olympic and Paralympic Winter Games?

Should Colorado voters play a role in a decision to bid for, and host, a Winter Games?

Community and Civic Engagement
Was the community engaged, and were community opinions considered throughout the exploratory process?

Do the final report and recommendations address the community's concerns?

Do the final report and recommendations address the community's vision/legacy?

COULD DENVER AND COLORADO HOST THE WINTER GAMES?

GAMES OPERATIONS

To answer whether Denver and Colorado could host the Winter Games, the Games Operations Subcommittee first needed to review the venues and sports expertise already in place.

Colorado is already home to numerous world-class venues, including, but not limited to:

- Coors Field
- Copper Mountain
- Howelsen Hill in Steamboat Springs
- Mile High Stadium
- Pepsi Center
- Vail Resorts
- Winter Park Resort

The city and state also have a proven record of delivering more than 300 successful domestic and international winter sports events, such as:

- FIS Denver Big Air 2011 (snowboard)
- FIS World Championships 1999 and 2015 (Alpine skiing)
- FIS World Cup at Beaver Creek since 1988 (Alpine skiing)
- Halfpipe, slopestyle, and snowboard cross World Cups since 1999
- Winter Park Open for Paralympic events since 2003
- Winter X Games (Colorado has hosted 19 of the 24 Winter X Games)

The region has served as host to many other major events, including:

- 2008 Democratic National Convention
- Denver Summit of the Eight (G8) - 1997
- Major League Baseball (MLB), National Football League (NFL), National Basketball Association (NBA), and National Hockey League (NHL) games and special events
- National Western Stock Show (annually since 1906)
- World Youth Day - 1993

With a firm understanding of Colorado's event hosting history, and a thorough analysis of the venues and infrastructure that currently exist in Colorado, the Games Operations Subcommittee determined there were three viable options by which Colorado could host the Winter Games.

National Concept

In alignment with IOC Agenda 2020, Colorado could cohost an Olympic and Paralympic Winter Games in partnership with another city. Specifically, for Denver's Olympic interests, this would mean partnering with a city that already has permanent venues for Nordic events, sliding sports, and existing infrastructure that meets the requirements for ski jumping.

Legacy Concept

In this option, a future Bid Committee could consider establishing a permanent legacy venue while still partnering with another city that has permanent venues for sliding sports. The Games Operations Subcommittee studied adding a new, larger ski jump to the existing jump facility at Howelsen Hill in Steamboat Springs. Adding a large jump to the existing six smaller jumps at this facility would provide future athletes with a premier training facility.

Temporary Concept

If a future Bid Committee determined that there was not a sufficient need to partner with another city and/or a need for a legacy venue, the required infrastructure to host the Winter Games could be developed on a temporary basis along the Front Range. Utilizing this option would place the entire Winter Games in Colorado.

With the venue and sporting questions answered, the subcommittee turned its attention to the IOC and USOC requirements for accommodations, security, sustainability, and transportation. In each of these areas, the subcommittee found that Colorado met or exceeded the IOC and USOC requirements. With more than 81,000 hotel rooms spread across Denver, the metro area, and Eagle and Summit counties, as well as regional emergency services that have worked many high-profile events, Colorado could easily meet the IOC and USOC requirements for accommodations and security. The region especially stood out when measured against the sustainability and transportation requirements. On sustainability, Colorado's commitment to meeting

the goals of the Paris Climate Agreement[5] and reducing statewide greenhouse gas emissions by 26% (from 2005 levels) by 2025 exceeds the IOC requirements. Similarly, Denver International Airport and RTD's bus and rail options provide a strong basis for an Olympic Route Network.

I-70 Mountain Corridor

Due to its importance to Denver and Colorado, the I-70 Mountain Corridor was given careful consideration. As part of the exploratory process, the Colorado Department of Transportation (CDOT) was asked to analyze the current capabilities of the Corridor, as well as view Olympic transportation requirements through the lens of planned improvements (Record of Decision, 2011).[6]

To that end, CDOT issued an official policy statement that included the following points:

- If the Olympics were to happen in Denver this year (2018), CDOT believes that the traffic impacts would not be so great that we (CDOT) wouldn't be able to make it work.
- Today, peak weekend winter travel on the I-70 Mountain Corridor is between 40,000 and 45,000 vehicles per day. During the week, traffic is 30,000 vehicles daily. With many of the Olympic and Paralympic events happening during the week, I-70 is already capable of handling the increased traffic volumes.
- With RTD's existing rail lines, along with funded, managed lane improvements on Central 70 and C-470, CDOT believes Denver is well-positioned to handle the traffic impacts of the Winter Games from the airport to downtown and throughout the region.
- CDOT has already constructed I-70 EB Mountain Express Lanes, and with SB 267 funding, WB Mountain Express Lanes could be under construction in 2019. This would provide three lanes of travel to and from Empire, Colorado. CDOT is planning for substantial improvements in the Floyd Hill area, which would provide additional capacity.
- Colorado is already very familiar with successful high-volume ski competitions. The four-day Winter X Games in Aspen has a total attendance of 115,000, for example.

Based on the analysis and projections of Olympic transportation experts, as well as the analysis conducted by the Colorado Department of Transportation, Denver and the mountain communities **are capable of meeting or exceeding the transportation requirements** associated with the Winter Games, while also meeting the day-to-day needs of Colorado residents.

FINANCE

With the insights from the Games Operations Subcommittee, the Finance Subcommittee developed a revenue budget for hosting the Olympic and Paralympic Winter Games based on the national concept envisioned by the Games Operations Subcommittee.

When factoring in all of the cost drivers traditionally used in calculating the operating expense budget (games operations, venues, staffing, and IT and telecommunications), the Finance Subcommittee has determined that a National Hosting Concept would incur the least amount of expenditures.

Further, the subcommittee determined that if a future Organizing Committee elects to outsource three particular Winter Olympic venues (Nordic, ski jumping, and sliding) to a city with the existing infrastructure required to host these events, **a future Organizing Committee would need to generate revenues of approximately $1.861 billion from Olympic Games revenue sources to cover the costs associated with the national concept.**

The other hosting options, which focus on legacy venues or utilize temporary infrastructure, would have incremental costs that would need to be funded through additional domestic sponsorships or more diligent cost management. The Finance Subcommittee is confident a future Organizing Committee would be successful in balancing the budget for these hosting concepts, as well.

[5] http://www.5280.com/2017/07/colorado-joins-u-s-climate-alliance-with-hicks-pledge-to-uphold-paris-climate-goals/

[6] https://www.codot.gov/projects/i-70-old-mountaincorridor/documents/Final_I70_ROD_Combined_061611maintext.pdf

The subcommittee then evaluated the common sources of revenue for funding the Winter Games: ticket sales, business revenues, IOC contribution, private donations, and sponsorships, while maintaining a focus on funding the Winter Games without direct financial support from the City and County of Denver, other municipalities, or the State of Colorado.

The Finance Subcommittee projected a future Organizing Committee could likely raise $566 million in domestic sponsorships and produce $504 million in ticket sales revenue. Additional revenues would come from an estimated IOC contribution of $559 million, representing the 2018 value of budget relieving amounts based on the IOC's stated $925 million expected contribution to the 2026 Olympic and Paralympic Winter Games. Also, $232 million of revenue is attributable to other revenue sources (e.g., business operations, donations, and licensing and merchandising).

Unique to this proposal is the use of private insurance policies and other risk management strategies to protect Denver and Colorado residents from any budget overruns associated with hosting the Winter Games. **The subcommittee looked into various risk mitigation strategies, from $250 million to address cost overages to up to $1.4 billion to cover event cancellation and other major risks.**

According to current estimates, it would cost approximately $115 million to fund a risk management strategy that would protect the Olympic and Paralympic Winter Games from financial risks. This additional cost is included in the expenditure budget under games operations.

Lastly, this subcommittee explored and tested the concept of establishing an innovative contingency fund that would be financed through guarantees from private companies. In this concept, companies would allocate these funds to a future Organizing Committee, and if the funds are not ultimately required in order to balance the budget, they could either be returned or reallocated to a Legacy Fund.

The benefit of the privately financed model is to alleviate public concern that hosting the Olympic and Paralympic Winter Games would require direct financial support from the City and County of Denver, other municipalities, and the State of Colorado. It must be noted that while the public benefit is clear, the risk management structure and reliance on private financing that is being recommended has not been discussed with the IOC and USOC and therefore could be an approach that is not acceptable to them as a method to meet the required financial guarantee. Under these circumstances, a future Bid Committee would need to determine if there is an alternative financial structure that is acceptable to the IOC and USOC, while still meeting the community desire for the Winter Games to be privately financed.

LEGAL

The Legal Subcommittee then set out to determine the legal structure for a privately financed Winter Games.

The subcommittee determined that creating a non-profit 501(c)(3) organization would result in the greatest public benefit, with the most flexibility for the organization to deliver a world-class Olympic and Paralympic Winter Games. The exact structure of the non-profit entity would be determined at a later date, including elements relating to the composition of the Board of Directors and procurement rules, including City and County of Denver certifications, which may include but are not limited to Minority- and Women-Owned Business Enterprise (M/WBE), Small Business Enterprise (SBE), and Disadvantaged Business Enterprise (DBE).

Public Vote

Throughout the work of the Exploratory Committee, and across the Olympic Movement, the question of a public vote has become an increasingly noteworthy issue to study. Given the importance of this matter, the Legal Subcommittee researched this possibility, and the Exploratory Committee spent much time discussing this topic.

Because the committee proposes a privately financed Winter Games, no taxpayer funds would be at risk if a future Olympic and Paralympic Winter Games suffered a deficit. Thus, without residents bearing financial responsibility, the Winter Games could be held in Colorado without a legally mandated vote of its citizens.

While it is the Legal Subcommittee's conclusion that a vote is not legally mandated, there are voices, both inside the Exploratory Committee and outside, who feel that a decision to bid should be accompanied by a statewide vote. The subcommittee explored both whether a vote should be conducted, and, if so, how it could be accomplished.

The subcommittee first considered a statewide vote in 2019, but ruled it out due to Colorado's statewide initiative requirements. In odd years in Colorado, statewide initiative questions must relate solely to questions of taxation. Since no taxpayer liability will be at risk if the Olympic and Paralympic Winter Games are awarded to Denver and Colorado, a vote in 2019 did not seem appropriate.

With the statewide initiative requirement and the USOC's stated interest in pursuing a Winter Games in 2030 or beyond, the Legal Subcommittee recommended a statewide vote take place no earlier than 2020.

Apart from a statewide vote, the question of whether to hold a vote solely in the City and County of Denver has been discussed. Despite the filing of a Denver ballot initiative on April 30, 2018, **the Exploratory Committee does not believe a vote limited to residents of Denver would be appropriate since the Winter Games would be conducted throughout Colorado. Moreover, since Denver residents would not bear financial responsibility for hosting the Winter Games, any vote (if taken) should involve all voters in Colorado.**

SHOULD DENVER AND COLORADO BID?

COMMUNITY AND CIVIC ENGAGEMENT

The more complex question facing the Exploratory Committee was ***should*** Denver and Colorado pursue a bid to host a future Olympic and Paralympic Winter Games. To answer this question, the Exploratory Committee engaged with tens of thousands of Colorado residents who had shared many different opinions and perspectives on the opportunities and risks associated with hosting the Winter Games. The Exploratory Committee diligently recorded these discussions and recommends a future Bid Committee take these insights into consideration. It should also be noted that while all the recommendations are thoughtful and noble, the challenging issues currently facing Denver and Colorado will not be solved by hosting a future Winter Games.

The Community and Civic Engagement Subcommittee utilized several methods to engage with Denver and Colorado residents.

Website

Explorethegames.com and Sharingthegold.org went live on January 30, 2018. Explorethegames.com was the primary site for sharing information about the exploratory process, while Sharingthegold.org provided a direct link to the Community and Civic Engagement information on the website.

The FAQs and an online survey were available in Spanish. The site also included Google Translate functionality, making it possible for all pages on the site to be translated into nine languages that were recommended by the Denver Office of Human Rights and Community Partnerships.

Online Survey

The online survey was launched with the website and was available through March 3, 2018. The survey was developed and administered by a third party, and the goal of the survey was to gain feedback from as many Colorado residents as possible to learn about what they considered potential benefits and concerns related to hosting a future Winter Games. Early in the process, concerns were raised that certain questions prompted survey respondents to pick from positive outcomes only. The survey was reviewed by an additional independent third party, and six minor revisions were made to adjust the

sections in question; however, the modifications did not change the meaning of the questions or the integrity of the data.

A total of 9,511 surveys were available for analysis. The survey ended with a 71% completion rate, which is in line with the industry average.

The **benefit** ranked as most important by survey participants was: "The values of the Olympic Games include athletes competing equally, diversity and equality, clean sport and peace through sport."

The **challenge** ranked as most important by survey participants was: "I believe the I-70 Mountain Corridor, as it is currently configured, is not capable of managing the traffic congestion associated with hosting the Winter Games."

The **legacy** potential ranked as most important by survey participants was: "I-70 congestion relief between Denver and the mountains."

Online Community Meetings

The Community and Civic Engagement Subcommittee conducted online community meetings on February 8 and February 24, 2018. The presentation was viewable online, and presentation audio was available over the phone with English and Spanish closed captioning. Both presentations included a Q&A session during which the online audience could submit questions. As of April 25, 2018, 163 people participated in the live online community meetings, with another 250 watching the recorded presentations on Explorethegames.com at a later time.

Sharing the Gold Advisory

To assist the Exploratory Committee in determining if Colorado ***should*** host a future Winter Games, the Community and Civic Engagement Subcommittee established the Sharing the Gold Advisory (STGA), meant to spur statewide discussion of the benefits and challenges of hosting an Olympic and Paralympic Winter Games.

Metro Denver STGA

The Metro Denver STGA included 64 local leaders from a diverse set of communities across the Metro Denver area. The Advisory was comprised of members that represented the diversity within our communities, including faith-based organizations, foundations, neighborhoods, minority chambers of commerce, people with disabilities, arts professionals and cultural institutions, young professionals, and others.

Through four meetings of the Metro Denver STGA, members participated in discussions, debates, and decision-making exercises to test assumptions about the Winter Games and explore where they and the communities they represent saw opportunities and risks for Denver and Colorado as a potential Olympic and Paralympic Winter Games host. Throughout these meetings, members of the Exploratory Committee were available to answer questions. However, the committee members did not have a say regarding the final recommendations produced by the Metro Denver STGA. The final set of recommendations was reached by consensus of the members.

The final, unedited recommendations of the Metro Denver STGA, as defined by its process, are shared on the following pages. As previously noted, these suggestions will be provided to a future Bid Committee for its consideration. The Metro Denver STGA's recommendations provide a strong set of considerations that would drive a future Bid and Organizing Committee to host the Winter Games in a way that would make Coloradans proud.

VISION Recommendations of the Metro Denver STGA

- The public will have full transparency into how the Winter Games are financed, who benefits, and how decisions are made. Any authority or agency created to host the Winter Games is subject to applicable public record requests.
- There is no taxpayer liability in the event of any initial debt load, budget overruns, or other unknown circumstances.
- There will be an inclusive and diverse community task force established to ensure that there is accountability to the recommendations of this group.
- Organizers in Metro Denver and throughout Colorado will purposefully work to include the voices from all communities and will set a new standard for what inclusion looks like, setting an example for future hosts of the Games to emulate.
- Part of the budget for hosting the Winter Games will be specifically allocated for contracting opportunities for local, minority, women, and disadvantaged small businesses in the metro area and mountain communities.
- There is a commitment to the creation of a specific program or an expansion of existing programs that increases access to mountain sports and winter activities for underserved and disabled youth.
- The Winter Games will showcase the beauty of our state and the passion and spirit of ALL our people and cultures.
- Hosting the Winter Games is a catalyst for improvements in multimodal, public transportation throughout the I-70 Mountain Corridor with a preference toward mass transit options over roadway improvements.
- The service levels for existing public services (e.g. emergency response, transit, etc.) remain uninterrupted by the Winter Games.
- Metro Denver and Colorado will not hide or mask our societal challenges but will use the Winter Games as an opportunity to address them.
- Organizers will place an emphasis on social and environmental sustainability that sets a new international standard.
- The community will celebrate a successfully executed "zero-waste event" that maintains the environmental integrity of our communities.
- There will be a formal and efficient system to capture and address challenges as they arise throughout the preparation and during the execution of the Winter Games.

LEGACY Recommendations of the Metro Denver STGA

- Underserved communities, as well as our youth and future generations, will have greater access to engagement opportunities in outdoor and mountain activities.
- Denver and Colorado will be globally recognized for the creativity we applied in leveraging the Winter Games to maximize social benefit and the innovative ways in which we addressed challenges that may arise.
- The community will be able to say, with confidence, that hosting the Winter Games accelerated our collective ambitions and did not distract us from our community, social, and economic priorities.
- Colorado will benefit from innovative, multimodal, public transportation improvements that reduce congestion and increase safety and accessibility for people in our urban and mountain communities.
- Coloradans, especially our most vulnerable, will have a voice in how a financial surplus would be utilized.
- Metro Denver and mountain communities will benefit from increased access to affordable housing resulting directly from the Games.

RISK AND CHALLENGE Concerns of the Metro Denver STGA

- Uncertainty over taxpayer liability in the event of any initial debt load, budget overruns, or other unknown circumstances, even with the proposed model, where local and state government would not be required to subsidize or guarantee the finances of the Winter Games.
- Lack of transparency regarding funding and financial commitments, making it difficult to know who benefits most from Colorado hosting the Winter Games.
- Concern that those who are most impacted by the Winter Games (e.g., the transit dependent) could also be the ones that benefit the least, and that those may also be the individuals who are least able to participate in the Winter Games due to lack of geographic access, socioeconomic challenges, and other barriers.
- There is a concern that low-income, homeless, and elderly people will be displaced by the build-up to, and execution of, the Winter Games – not only in Denver, but throughout the I-70 Mountain Corridor.
- There is a concern that Metro Denver and Colorado could fail to use the Winter Games as a catalyst for improvements to the transportation challenges currently present in Metro Denver and throughout the I-70 corridor, such as significant traffic congestion.
- There is a concern about potentially beneficial legacy projects (e.g., affordable housing) and that they would require significant debt to be maintained and operated long term.
- There is concern because the final report is still under development; therefore, we have remaining questions that can't be addressed at this time.

Mountain Communities STGA

STGA community engagement meetings were also conducted in Breckenridge, Frisco, Georgetown, Steamboat Springs, Vail, and Winter Park. Over the course of these six meetings, 211 community members were engaged.

Most participants favored the prospect of hosting a future Winter Games, with a positive outlook around "Vision" and "Legacy" outpacing concerns about "Challenges" by a 4:1 ratio.

When summarizing the results of all the mountain community meetings, the following topics stood out:

VISION RECOMMENDATIONS OF THE MOUNTAIN COMMUNITIES STGA	LEGACY RECOMMENDATIONS OF THE MOUNTAIN COMMUNITIES STGA	RISK/CHALLENGE CONCERNS OF THE MOUNTAIN COMMUNITIES STGA
Accelerate multimodal improvements to the I-70 Mountain Corridor	Multimodal mass transit solution for the I-70 Mountain Corridor	Inadequate transportation infrastructure on the I-70 Mountain Corridor
Promote our community/ Colorado as a great place to live, work, and play	Develop workforce housing	Negative perception/anti-growth sentiment
Improve community infrastructure	Promote global stewardship/ sustainability by hosting a "green" games	Questions around potential to finance Olympic and Paralympic Games privately
Develop additional housing inventory	Promote Colorado's reputation as a world-class destination	Inadequate workforce resources

Speakers Bureau

Nearly 40 individuals who were well-versed in the exploratory process delivered remarks to approximately 1,700 individuals over the course of nearly 70 presentations. Elected leaders at the local, state, and federal level were also briefed. (A full list of organizations the Speakers Bureau presented to can be found in the appendix.)

The groups that received presentations expressed aspirations for a potential Winter Games to reflect the "Colorado values" of inclusivity, environmental stewardship, and smart development. Beyond a strong message against using taxpayer dollars, other key themes included improved transportation, more affordable housing options, and a desire to prevent displacement of socioeconomically fragile communities.

Addressing Voices Opposed to the Olympic Games in Denver and Colorado

While the Exploratory Committee's efforts were underway, some opposing voices joined to form a NOlympics committee. The group hosted a gathering on February 18, 2018, with a featured speaker who acknowledged the benefits of hosting the Olympic and Paralympic Games (e.g., tourism effects, transportation legacies, and increased international prestige for the host city/ region) as well as negatives (e.g., financing, costs, and social impacts.) It was noted that the presentation omitted a complete analysis of IOC Agenda 2020 and The New Norm, which are crafted with the intent of making it easier, less expensive, and more sustainable for cities to bid on and host an Olympic Games. The group also held a press conference at the State Capitol to share its perspective on what they perceived as higher-priority issues for Denver, such as affordable housing and transportation.

Members of the Exploratory Committee also participated in a discussion hosted by Inter-Neighborhood Cooperation (INC) that presented differing viewpoints on the pros and cons of hosting an Olympic Games. During the panel discussion and audience Q&A, the topics of financing, venues, transportation, public outreach, and affordable housing were discussed.

In each of their presentations, members of the NOlympics committee provided examples of Olympic Games-related challenges that other countries faced, but did not recognize the success the Olympic Games has found in North American host cities, such as the substantial Legacy Funds created in Salt Lake City and Vancouver.

Lastly, despite the filing of a Denver ballot initiative on April 30, 2018 by members of the NOlympics committee, the Exploratory Committee recommends that **all Coloradans have the opportunity to vote on whether Denver and Colorado should host a future Olympic and Paralympic Winter Games through a future statewide initiative.**

Statewide Poll

Keating Research conducted a statistically valid statewide poll in January 2018 of 735 active voters in Colorado, including an oversample in Denver and Eagle County. In order to fully respect the community and civic engagement process, the poll has not previously been discussed publicly. Several headlines stood out when reviewing the results, including:

By nearly a 2:1 margin, Colorado voters favor Denver and Colorado hosting a future Olympic and Paralympic Winter Games.

Denver	65% in favor
Eagle County	76% in favor
Statewide	61% in favor

When compared to the first poll results of other cities and regions that have shown interest in bidding for the Olympic and Paralympic Games, Colorado's poll results are comparable and, in some instances, more favorable.

The poll also found that support for Colorado hosting the Winter Games was strengthened by a well-liked brand. More than eight in ten (84%) of Colorado voters view the Olympics favorably.

Voters also shared clear aspirations for the benefits they would like to see the Winter Games deliver to Denver and Colorado, including:

- Opportunities for the disabled and disabled veterans by hosting the Paralympic Games.
- Housing for athletes being converted into affordable housing for Colorado workers once the Winter Games are over.
- Transportation and mobility options needed to host the Winter Games will remain long after the Games are over.
- Colorado will see economic benefits, just as the 2002 Olympic and Paralympic Winter Games were positive for Utah's economy.

Credit: Stan Obe

CONCLUSIONS AND RECOMMENDATIONS

Based on the extensive work completed by the Finance, Games Operations, and Legal Subcommittees, the Exploratory Committee is confident that Denver and Colorado ***could*** host a future Olympic and Paralympic Winter Games. Further, the committee believes that a **completely privately financed hosting structure would be viewed favorably by both the IOC and USOC.**

Additionally, in reviewing the findings of the Sharing the Gold Advisory, speakers bureau presentations, online community meetings, website, public survey, and poll, it is the recommendation of the Exploratory Committee that Colorado ***should*** pursue a future Olympic and Paralympic Winter Games.

Furthermore, although not mandated, the Exploratory Committee recommends running **a statewide initiative in 2020 or beyond** to ensure Coloradans will have the opportunity to express their point of view.

Therefore, based on the recently completed exploratory process, a firm understanding of the IOC's interest in assisting partner cities, and the in-depth analysis of Denver and the mountain communities' ability to integrate Olympic needs into their current planning, **it is the recommendation of this Exploratory Committee that should the USOC determine a need, we should bid for a future Olympic and Paralympic Winter Games, with a specific focus on 2030 and beyond.**

The Exploratory Committee went beyond the standards that have typically defined other exploratory efforts, while also studying possible options to answer the questions posed by Mayor Hancock and Governor Hickenlooper, which served as the basis of this committee's work. From an unprecedented community engagement program during the exploratory phase to a commitment to a 100% privately financed hosting strategy, this committee was determined to rise higher. And if there should be a formal bid for a future Winter Games, the Bid Committee must undertake that task with a vision of inclusiveness for the residents of Denver, the mountain communities, and all Coloradans. Finally, a future Organizing Committee must also aim to deliver an exemplary Olympic and Paralympic Winter Games that makes Coloradans proud.

WHY

Colorado already holds a prominent position in the Olympic Movement - Colorado sent more athletes[7] to the 2018 Olympic and Paralympic Winter Games in PyeongChang than any other State in the U.S. - and hosting the Winter Games would be a way to honor all of our Olympians and Paralympians, while inspiring generations of new ones.

The committee recognizes that both Denver and Colorado are experiencing steady and continued growth. Since 2010, Denver's population has grown by 101,403.[8] This type of accelerated growth exacerbates issues that face many American cities: affordable housing, gentrification, homelessness, aging transportation systems, and disparate impacts on quality of life. With that said, many in the community believe that growing in a smart way is better than being stagnant in today's global economy. And that by 2030, Denver and Colorado's economy may be in need of an economic stimulus and would benefit from the economic impact associated with hosting the Winter Games (e.g. $4.8 billion in total sales[9] and worldwide exposure noted by Salt Lake City for hosting the Winter Games in 2002).

With that in mind, this committee's approach was to consider the evolution of Denver and Colorado through the prism of hosting an Olympic and Paralympic Winter Games and the Winter Games' potential legacy. We listened to our neighbors, considered their concerns and hopes, and designed a hosting model that could be a catalyst to speed up dialogue about projects that may be planned or are under consideration. Additionally, the committee focused on enhancing Colorado's Olympic and Paralympic stature while minimizing the need for new construction. This strategy, along with support from a Legacy Fund, has the potential to enhance Colorado's position as a global leader in winter sports and recreation, while guiding Colorado

[7] https://www.denverpost.com/2018/02/05/colorado-winter-olympics-2018-athletes-pyeongchang/

[8] https://www.denverpost.com/2018/03/22/denver-population-growth-100000-7-years-pace-slowing/

[9] http://gardner.utah.edu/_documents/publications/econ-dev/olympics-econ-impact.pdf

toward meaningful and actionable results around some of our most difficult civic challenges.

And then there's the Spirit of '76[10]—the lessons learned that hosting the Olympic and Paralympic Winter Games must spring from the will of the people and serve the people. This spirit has impacted the Olympic Movement in cities across North America and Europe and had a very intentional impact on the work of this committee.

With important lessons learned from 1976, this Exploratory Committee takes full accountability for its findings. Engaging the most important partners in this endeavor, the residents of Colorado, was a primary goal. The work of this committee has set a new precedent of community engagement never attempted by previous Exploratory Committees, and it far exceeds the requirements set forth by the IOC.

WHY NOW

Not bidding on a future Winter Games will not change the trajectory of Denver and Colorado. There will still be new construction, more residents, complex transportation issues to solve, and concerns about open space.

IOC Agenda 2020 and The New Norm have indicated a new willingness by the IOC to work with host cities as a partner. The IOC has acknowledged this is a new moment in time for the Olympic Movement—one that involves listening to the concerns and hopes of potential host cities and assisting them in achieving their goals.

If hosting the Winter Games can be a catalyst for needed infrastructure improvements, such as I-70 Mountain Corridor modernization and affordable housing inventory, now is the time to integrate those projects. The growth-related needs of Denver and the mountain communities currently align with the opportunities provided by the Winter Games.

Additionally, it should be noted that the process of being the official U.S. Bid City has its own benefits, even if the Olympic Games don't come to fruition. A future bid will require Colorado to answer difficult questions about land use, zoning, environmental impact, and transportation. The lead-up to an official bid process will also provide opportunities for Colorado to host new events and conferences that can generate new economic development.

With a bid that requires concrete details and a firm deadline, there is an opportunity for a platform for all parties to work toward a shared goal. New York City is a good example of how the bid process led to city decisions that had a legacy impact, even though NYC was not selected to host the 2012 Olympic Games.[11] Examples include:

- Extension of the 7-line subway
- Site preparation and development of hundreds of apartments in Hunters Point South (Queens) that would have been the Olympic Village

WHAT HAPPENS NEXT

The USOC has stated they are focused on pursuing a 2030 bid or beyond. Accordingly, the 2030 Winter Olympic and Paralympic Games will be awarded in 2023 with the dialogue and bid process starting in 2021. This timing will allow our community leaders and elected officials to focus on the important issues raised during the exploratory process.

While our community focuses on the critical issues facing our state, there will continue to be a working group within Denver Sports that will monitor the Olympic process. This group will periodically report back to all stakeholders and help the community to decide when it is time to formalize a bid process. The Exploratory Committee recommends that any bid process should include a statewide vote of the people in the year 2020 or later, depending on which Winter Games we are invited to bid on.

Consistent with its mission, Denver Sports - a private, non-profit that proactively identifies, pursues, and attracts new sporting opportunities and helps Denver to compete regionally, nationally, and internationally to host amateur and professional athletic competitions and events[12] - will be used for monitoring the Olympic process. The working group's ongoing monitoring will also ensure that if our citizens vote to host the Winter Games, no important dates are missed while we focus on the community issues that demand our attention.

[10] https://www.si.com/olympics/2018/02/06/winter-games-denver-olympics-bids-1976
[11] https://ny.curbed.com/maps/winter-olympics-2018-nyc2012-bid-hudson-yards
[12] https://www.denver.org/sports-commission/about/

Credit: Vail Resorts

SUBCOMMITTEE REPORTS

GAMES OPERATIONS SUBCOMMITTEE

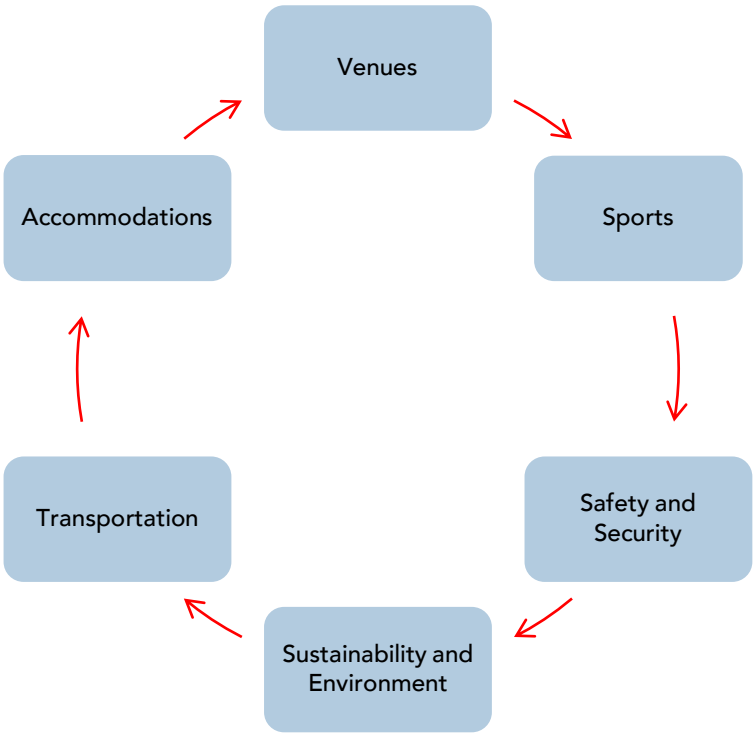
Throughout the Exploratory Committee's work, numerous options, recommendations, and concerns were taken into consideration. With this report, the Exploratory Committee has attempted to provide a future Bid Committee with relevant information and recommendations on the key decisions that will need to be made if an Olympic and Paralympic Winter Games is pursued.

The Games Operations Subcommittee, co-chaired by Jerome Davis and Carrie Besnette Hauser, is made up of representatives from Colorado who have experience and critical vision in event operations, transportation, and infrastructure. The list of subcommittee members—ranging from venue owners and operators, to experts in their fields in the Games, construction, transportation, sustainability, and security—is included at the end of this section.

Games Operations is a significant element in the staging of an Olympic and Paralympic Games. It encompasses the full life cycle of the Games, from planning to implementation to final removal and restoration. This functional area brings together all aspects of the venues and venue operations. It is typically composed of 25 to 30 different operating functions such as venue development, facility operations, sport, transportation, accreditation, security, decor, IT, broadcast, press, Olympic Family, people management, and many more.

The exploratory process focused on six key functions, highlighted in the diagram below. These represent the primary departments that demonstrate the viability and potential preparations required of a city and region to physically and financially host the Olympic Games.

This exploratory subcommittee examined Denver and Colorado's history, experience, and assets related to these areas. The results have been coordinated with the other subcommittees to understand costs, revenues, community impacts, and developmental opportunities and constraints.



Venues

The subcommittee reviewed the competition and non-competition venues available within the City and County of Denver and State of Colorado in order to demonstrate the region's ability to host a future Olympic and Paralympic Winter Games.

Based on the International Olympic Committee's (IOC) Agenda 2020 and the recently released New Norm, a priority has been placed on existing venues and constructing only venues that have a strong legacy. These goals are in line with the goals of the members of this subcommittee and the Exploratory Committee as a whole.

Denver and Colorado have a significant inventory of existing and planned venues that meet the requirements for the Olympic and Paralympic Winter Games. The list of potential venues—the Venue Matrix—and corresponding maps are included on the following pages. As noted in previous sections, in consideration of Agenda 2020 and The New Norm, these maps include options outside of Denver and Colorado. These maps are for illustration purposes only, and final plans would be determined by a future Bid or Organizing Committee.

Criteria

Games Operations' review focused on three criteria that have been identified based on priorities of both the IOC and the Exploratory Committee. These criteria were agreed upon based on experience and understanding of previous Olympic Games, bids, and interaction with the IOC. The criteria were:

- Do Denver and Colorado have the ability to provide the competition and non-competition venues required by the IOC to host the Winter Games?
- Regarding new construction, specifically the Olympic Villages (Denver and mountains), are there potential funding mechanisms and legacy plans?
- Are the venue owners receptive to the idea of using their venues for the Olympic and Paralympic Winter Games?

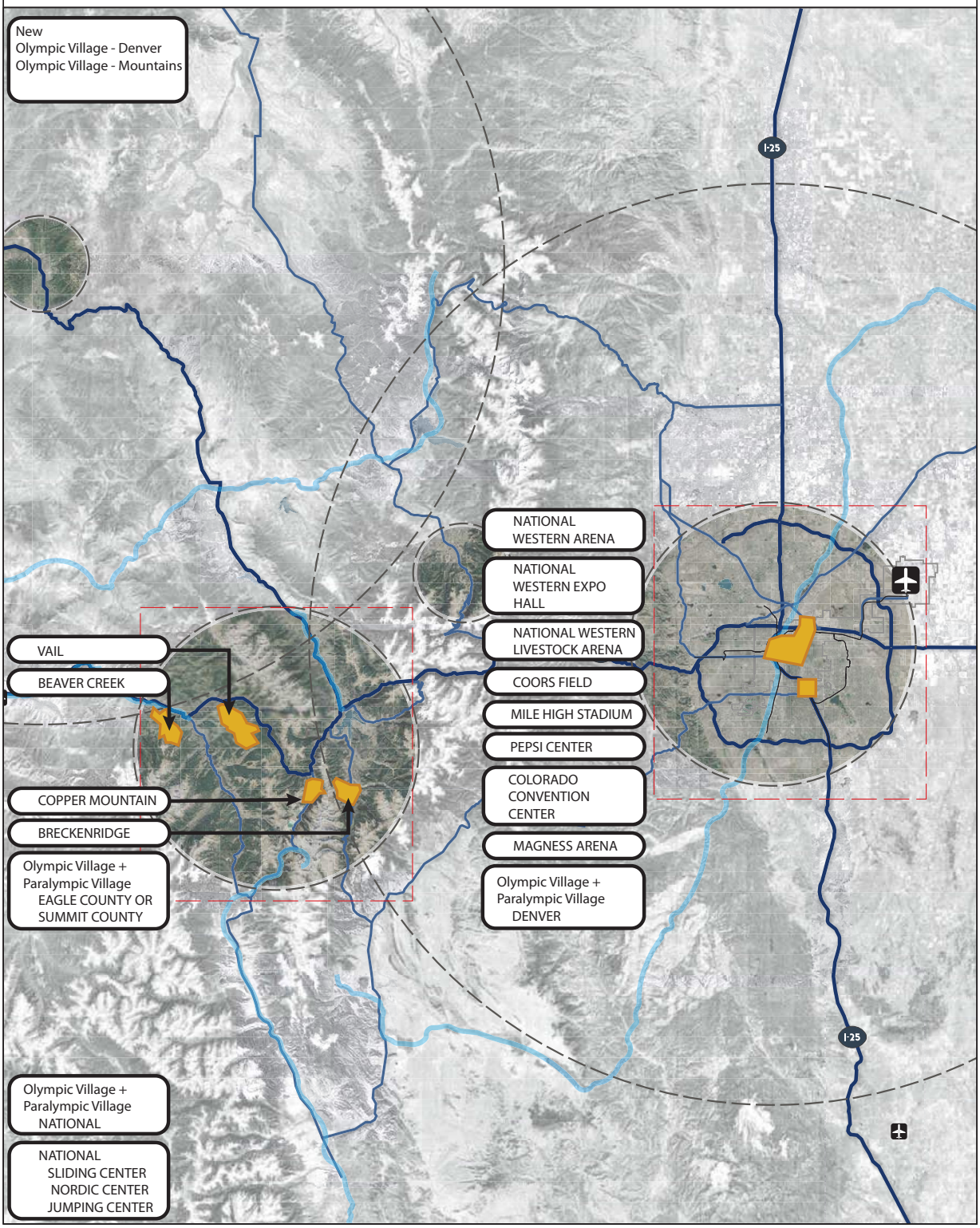
Sport / Venue Options Matrix

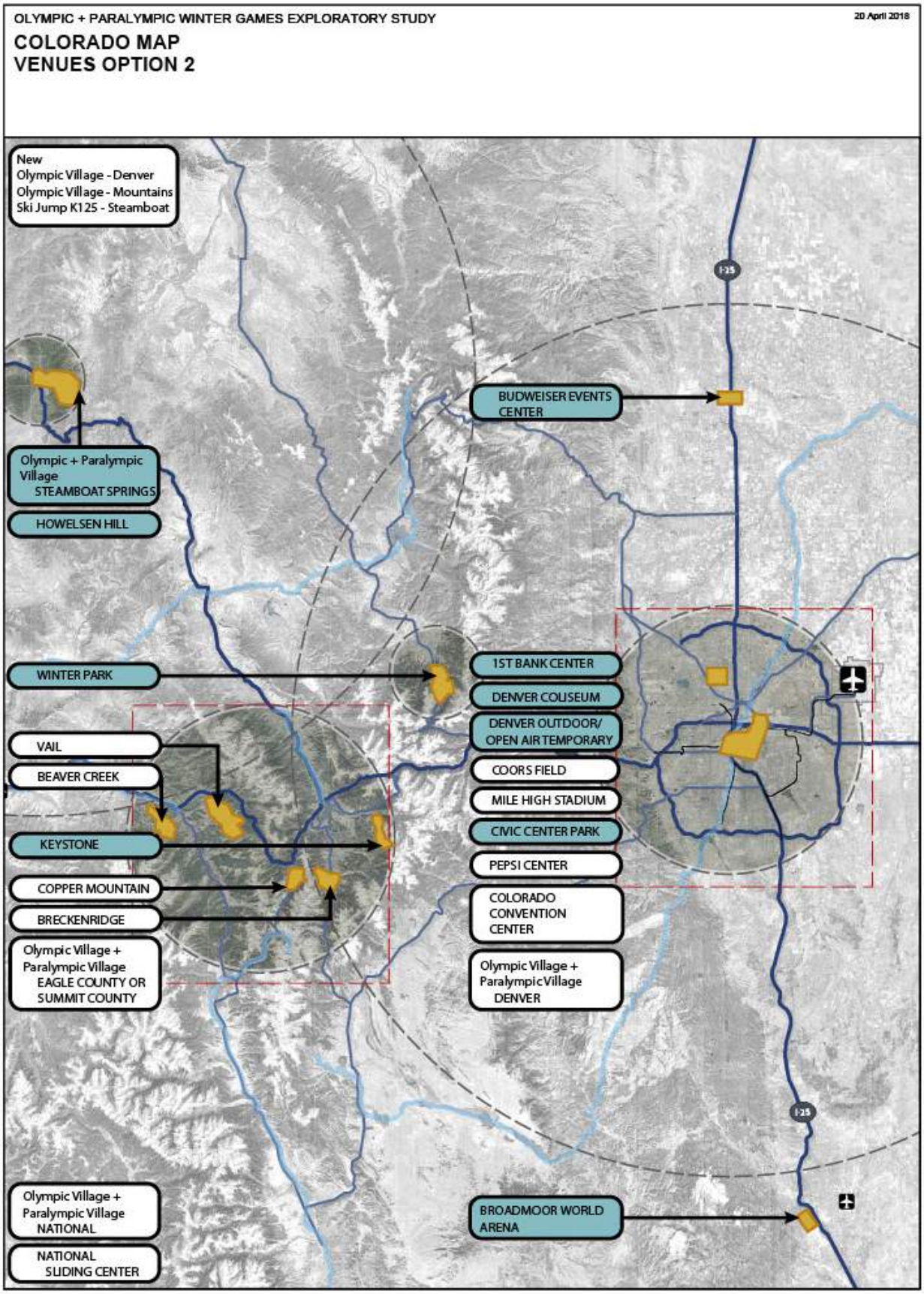
SPORT	VENUE OPTION 1	VENUE OPTION 2	VENUE OPTION 3
SNOW VENUES			
Downhill, Super G	Beaver Creak	Beaver Creak	Beaver Creak
Giant Slalom, Slalom, Parallel	Vail	Vail	Vail
Halfpipe	Copper Mountain	Keystone	Copper Mountain / Keystone
Aerials	Copper Mountain	Copper Mountain	Copper Mountain
Moguls	Copper Mountain	Copper Mountain	Copper Mountain
Slopestyle	Breckenridge	Keystone	Breckenridge / Keystone
Snowboard/Skier Cross	Breckenridge	Breckenridge	Breckenridge
Big Air	Coors Field	Civic Center Park	Coors Field / Civic Center Park
Paralympic Skiing	Existing Olympic Venues	Winter Park	Existing Olympic Venues / Winter
ICE VENUES			
Figure Skating	National Western Arena	Broadmoor World Arena	Coliseum
Short Track Speed Skating	National Western Arena	Broadmoor World Arena	Coliseum
Long Track Speed Skating	National Western Expo Hall	Denver Outdoor/Open Air Temporary	National
Hockey I	Pepsi Center	Pepsi Center	Pepsi Center
Hockey II	Magness Arena	Budweiser Events Center	Magness Arena / Budweiser Events Center
Curling	National Western Livestock Arena	1st Bank Center	National Western Livestock Arena / 1st Bank Center
Para Ice Sledge Hockey	National Western Arena	Coliseum	National Western Arena / Coliseum
Para Wheelchair Curling	National Western Livestock Arena	1st Bank Center	National Western Livestock Arena / 1st Bank Center
OUTDOOR VENUES			
Ski Jumping	National	Howelsen Hill	Denver Front Range
Cross Country Skiing (including Para)	National	Howelson Hill Nordic Center	Denver Front Range
Biathlon (including Para)	National	Howelson Hill Nordic Center	Denver Front Range
Sliding Center	National	National	Denver Front Range
NON-COMPETITION VENUES			
Opening Ceremonies (including Para)	Coors Field / Mile High Stadium	Coors Field / Mile High Stadium	Coors Field / Mile High Stadium
Closing Ceremonies (including Para)	Mile High Stadium / Coors Field	Mile High Stadium / Coors Field	Mile High Stadium / Coors Field
Main Media Center (including Para)	Colorado Convention Center	Colorado Convention Center	Colorado Convention Center
Medals Plaza (including Para)	Coors Field	Civic Center Plaza	Coors Field / Civic Center Park
OLYMPIC VILLAGES			
Olympic Village - Denver (including	Denver - site TBD	Denver - site TBD	Denver - site TBD
Olympic Village - Mountain (including Para)	Eagle and/or Summit County - site TBD National - site TBD	Eagle and/or Summit County - site TBD Steamboat Springs - site TBD Winter Park - site TBD National - site TBD	Eagle and/or Summit County - site TBD Winter Park - site TBD

OLYMPIC + PARALYMPIC WINTER GAMES EXPLORATORY STUDY

20 April 2018

COLORADO MAP
VENUES OPTION 1

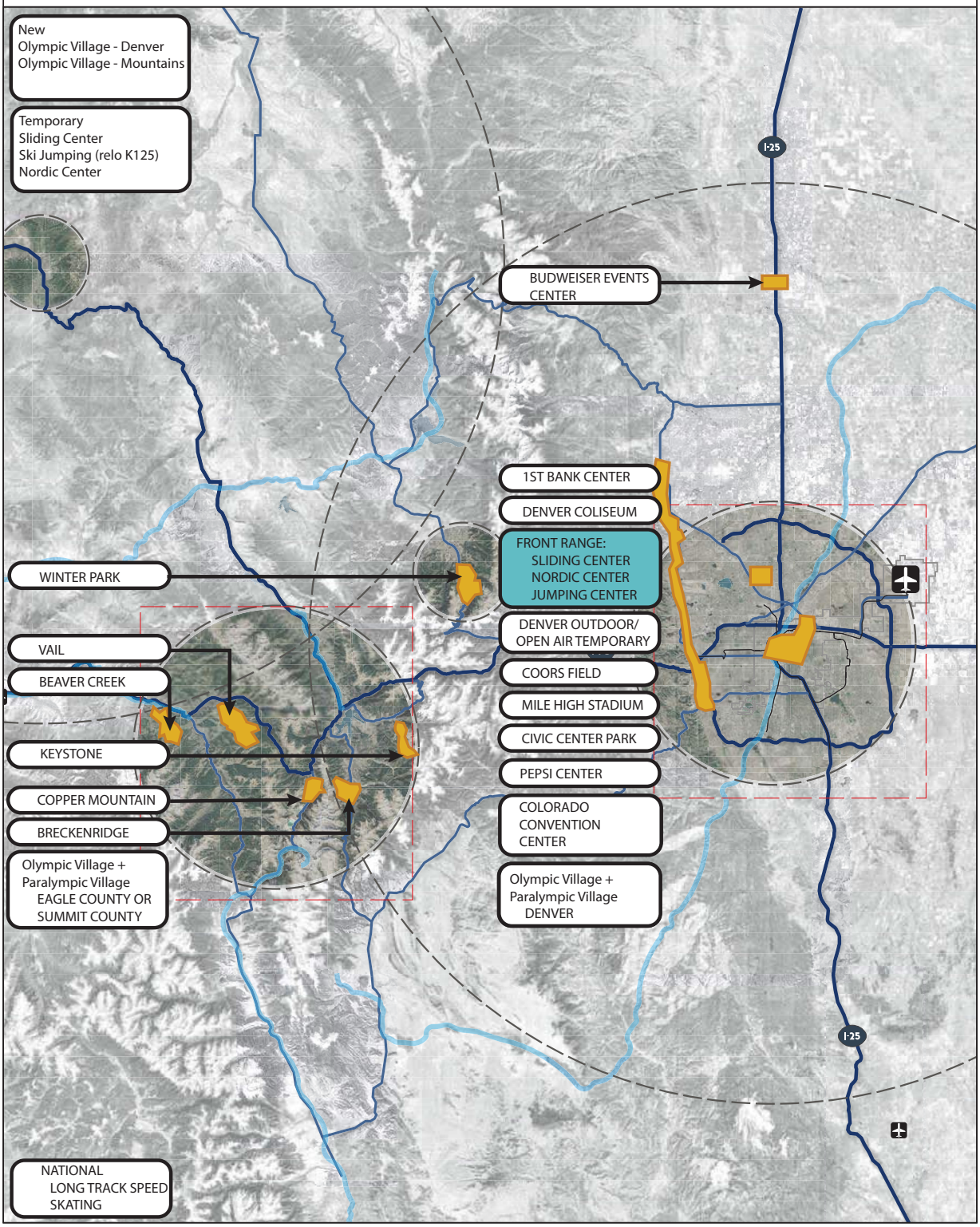



OLYMPIC + PARALYMPIC WINTER GAMES EXPLORATORY STUDY
20 April 2018
COLORADO MAP
VENUES OPTION 2
New
Olympic Village - Denver
Olympic Village - Mountains
Ski Jump K125 - Steamboat
BUDWEISER EVENTS CENTER
Olympic + Paralympic Village
STEAMBOAT SPRINGS
HOWELSEN HILL
WINTER PARK
VAIL
BEAVER CREEK
KEYSTONE
COPPER MOUNTAIN
BRECKENRIDGE
Olympic Village + Paralympic Village
EAGLE COUNTY OR SUMMIT COUNTY
1ST BANK CENTER
DENVER COLISEUM
DENVER OUTDOOR/ OPEN AIR TEMPORARY
COORS FIELD
MILE HIGH STADIUM
CIVIC CENTER PARK
PEPSI CENTER
COLORADO CONVENTION CENTER
Olympic Village + Paralympic Village
DENVER
Olympic Village + Paralympic Village
NATIONAL
NATIONAL SLIDING CENTER
BROADMOOR WORLD ARENA
I-25
I-25

OLYMPIC + PARALYMPIC WINTER GAMES EXPLORATORY STUDY

20 April 2018

COLORADO MAP
VENUES OPTION 3



Skiing and Snowboard Venues

Four to five ski resorts are needed for Alpine skiing, freestyle skiing, and snowboard competitions. Colorado has six ski resorts with proximity to the I-70 Mountain Corridor that will accommodate and support the venue requirements: Beaver Creek, Vail, Copper Mountain, Breckenridge, Keystone, and Winter Park, all within a two-hour drive of Denver. Each of these resorts has hosted major national and/or international championships. The available viewing capacity at each of these venues varies from 8,000 to 15,000 spectators.

As a related point, Denver has hosted a Big Air competition in Civic Center Park. The Olympic Games venue for snowboard big air could take place in a number of locations, including Civic Center Park, Coors Field, Mile High Stadium, Dick's Sporting Goods Park, or other green field sites within the City of Denver, or in the mountains. The capacity for this venue could range from 15,000 to 40,000, pending the final location selection.

Ski Jump Venues

The ski jump venue for the Winter Games is required to have a Normal Hill (K-90/95) and a Big Hill (K-120/125). Denver and Colorado can offer alternatives for this venue.

- To avoid any new or temporary construction, an existing facility could be used, such as a facility elsewhere in the U.S.
- A strong legacy solution can be proposed for Howelsen Hill in Steamboat Springs, where there is an existing jump center with seven jumps. The only additional jump to be constructed would be the Big Hill (K-120/125).
- A temporary ski jump center could be built in a location along the Front Range of Denver where the contours are viable. The Big Hill component could be designed to be temporary or in a method where it could be relocated to Howelsen Hill after the Winter Games.

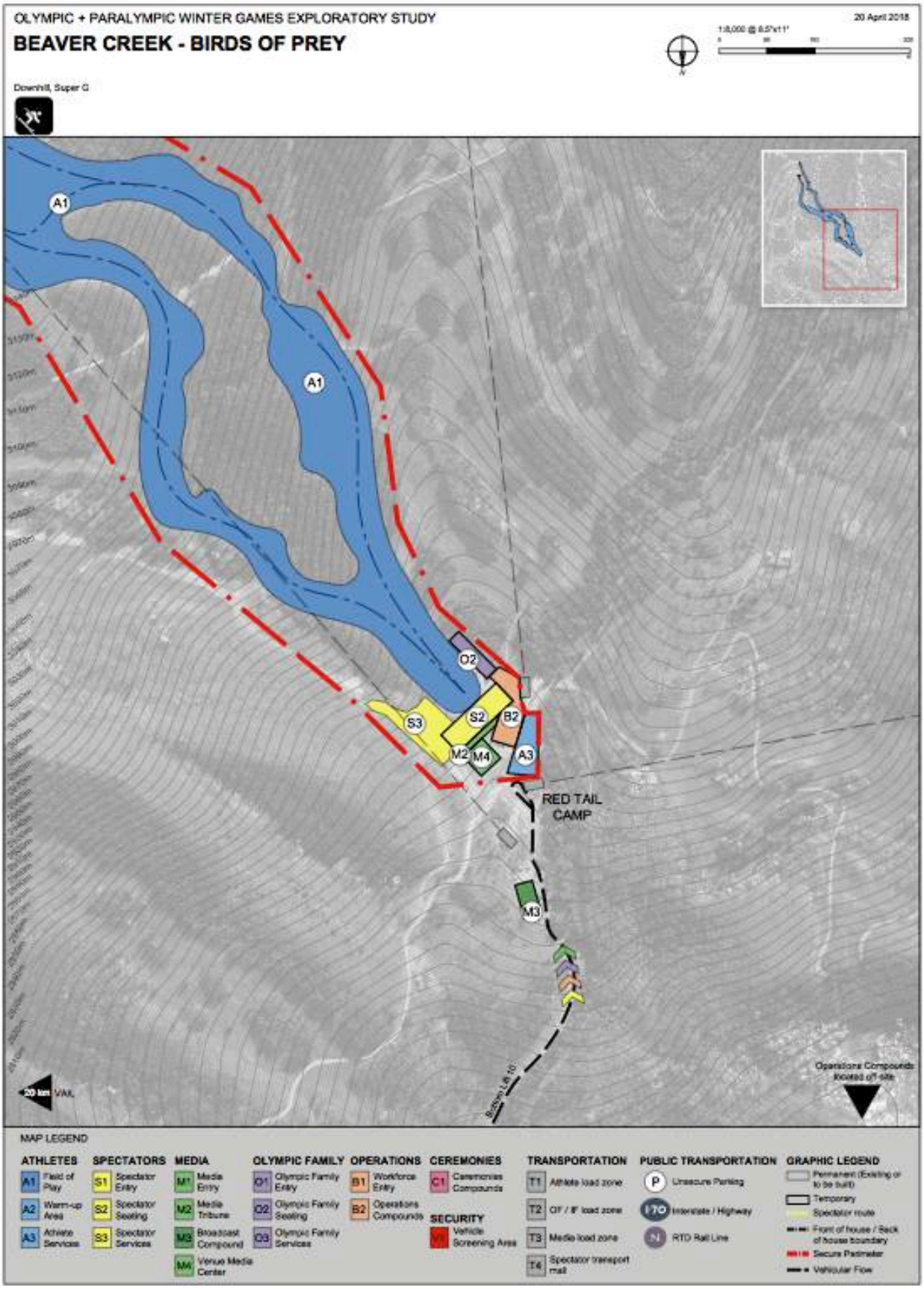
Nordic Venues

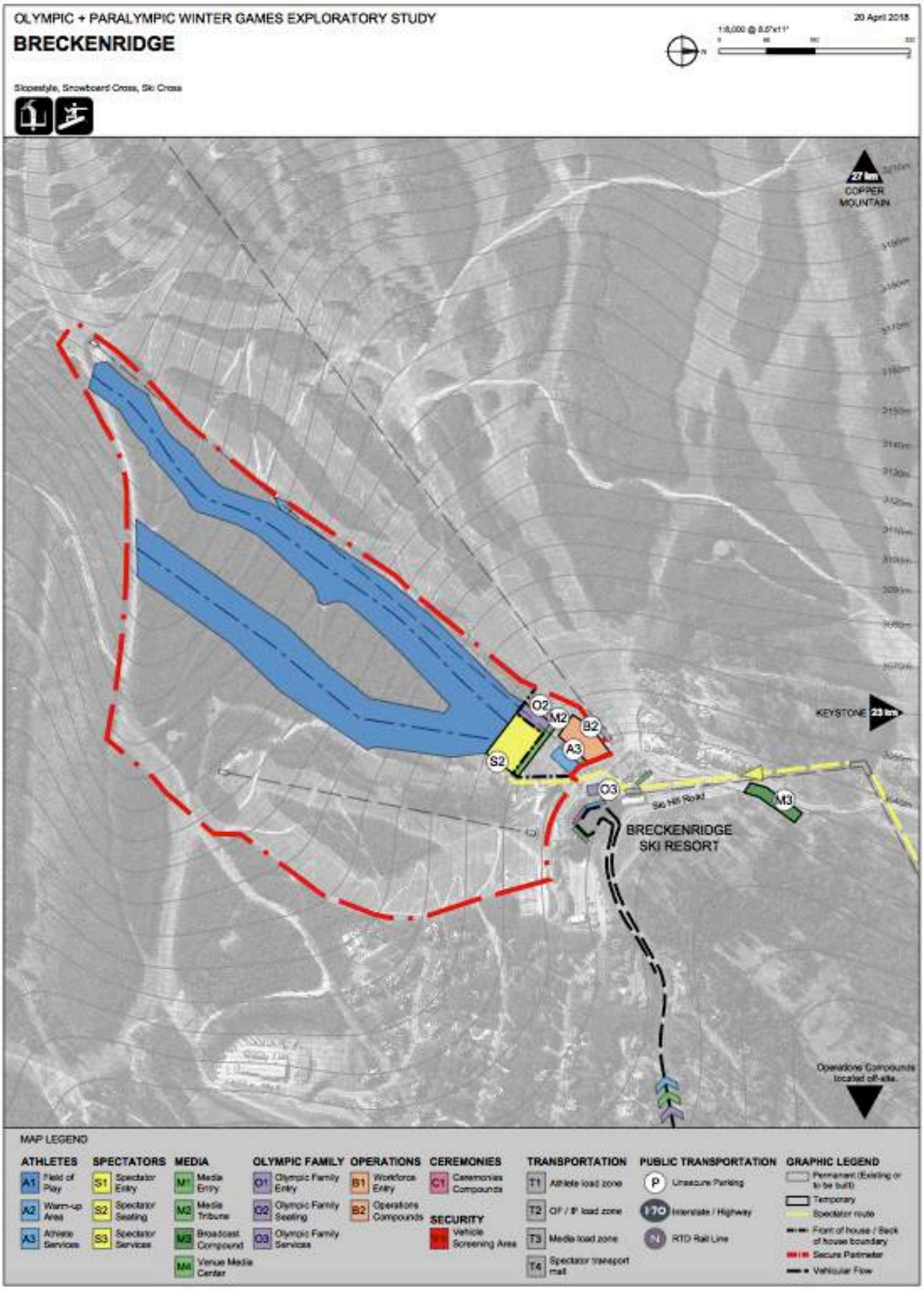
Nordic venues are required for cross-country skiing and biathlon and para competitions. Denver and Colorado can provide a number of options to be considered for these venues.

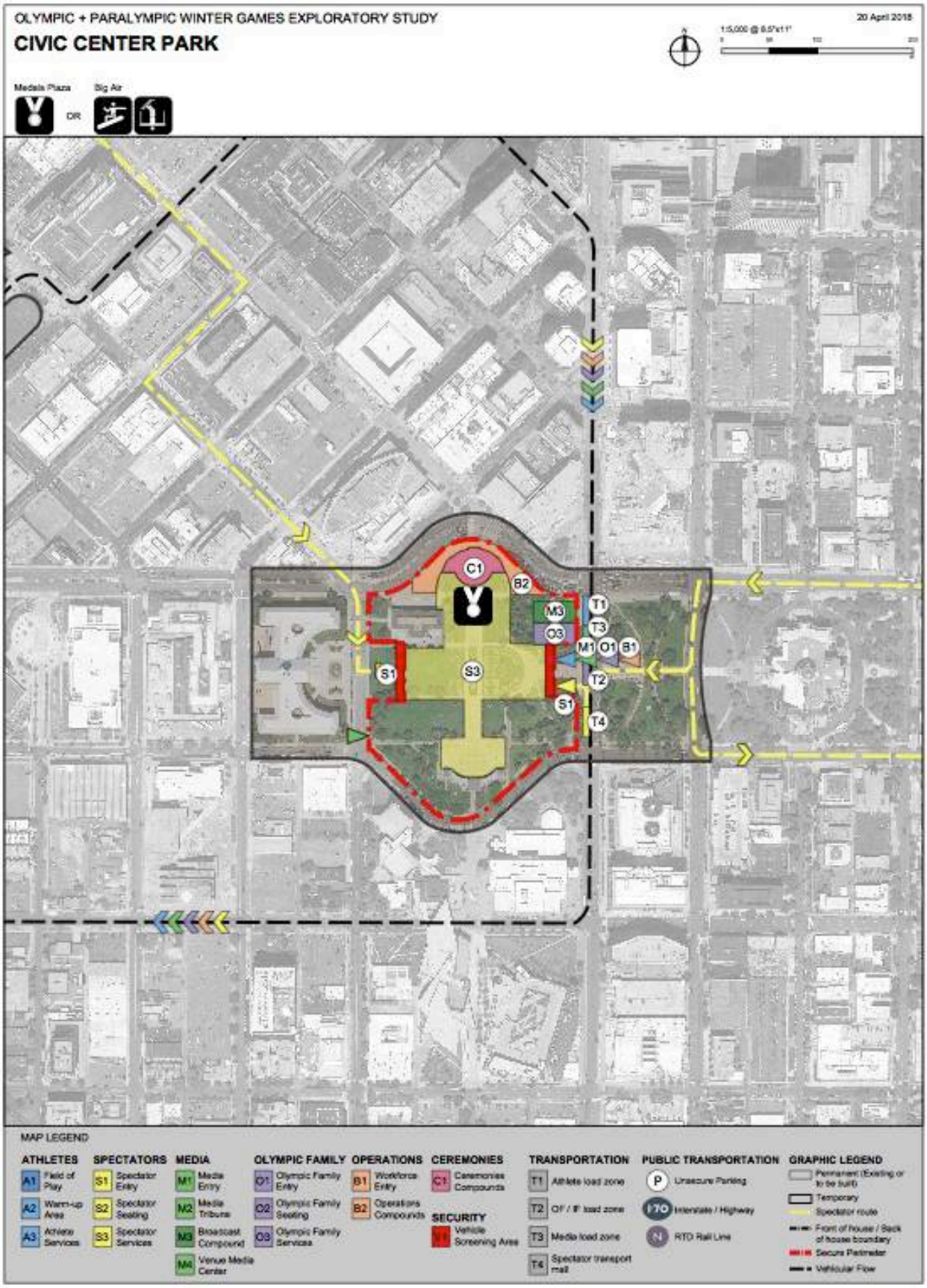
- It is possible to consider a "national" option and use an existing venue in another state.
- If under Agenda 2020 and The New Norm consideration can be given for a variance to the venue elevation (5,905 feet), numerous existing Nordic centers in Colorado could be considered, such as at Steamboat Springs/Howelsen Hill, Devil's Thumb Resort, and many of the Nordic centers in Breckenridge, Keystone, and Vail.
- The Howelsen Hill Nordic Center may be combined with the ski jumping center in Steamboat Springs to form a strong complex.
- Temporary venues along the Front Range are also possible.

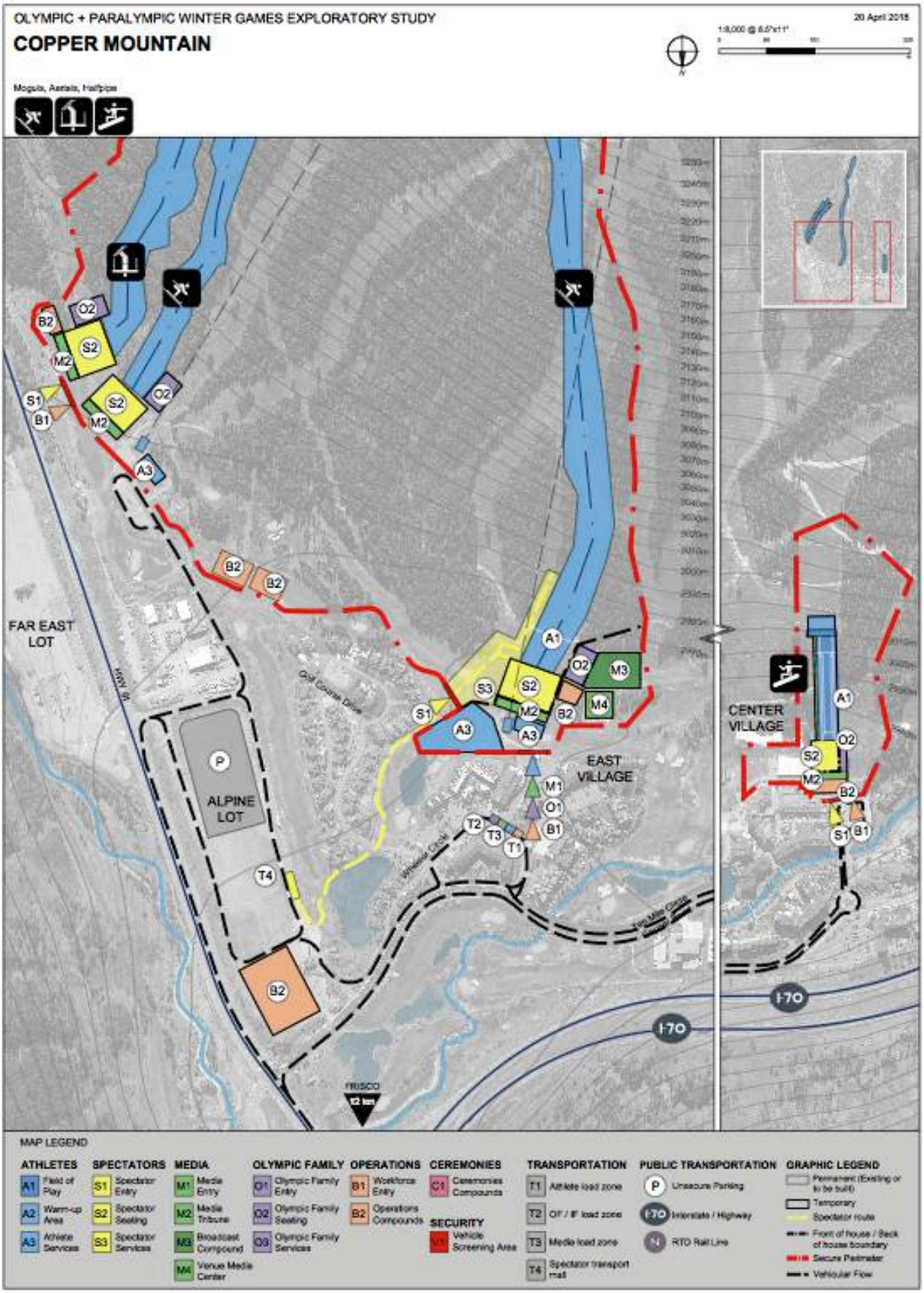
The IOC requirements for these venues can be met through existing or temporary facilities. The capacity in any of the options would be in the range of 12,000 to 20,000 spectators.

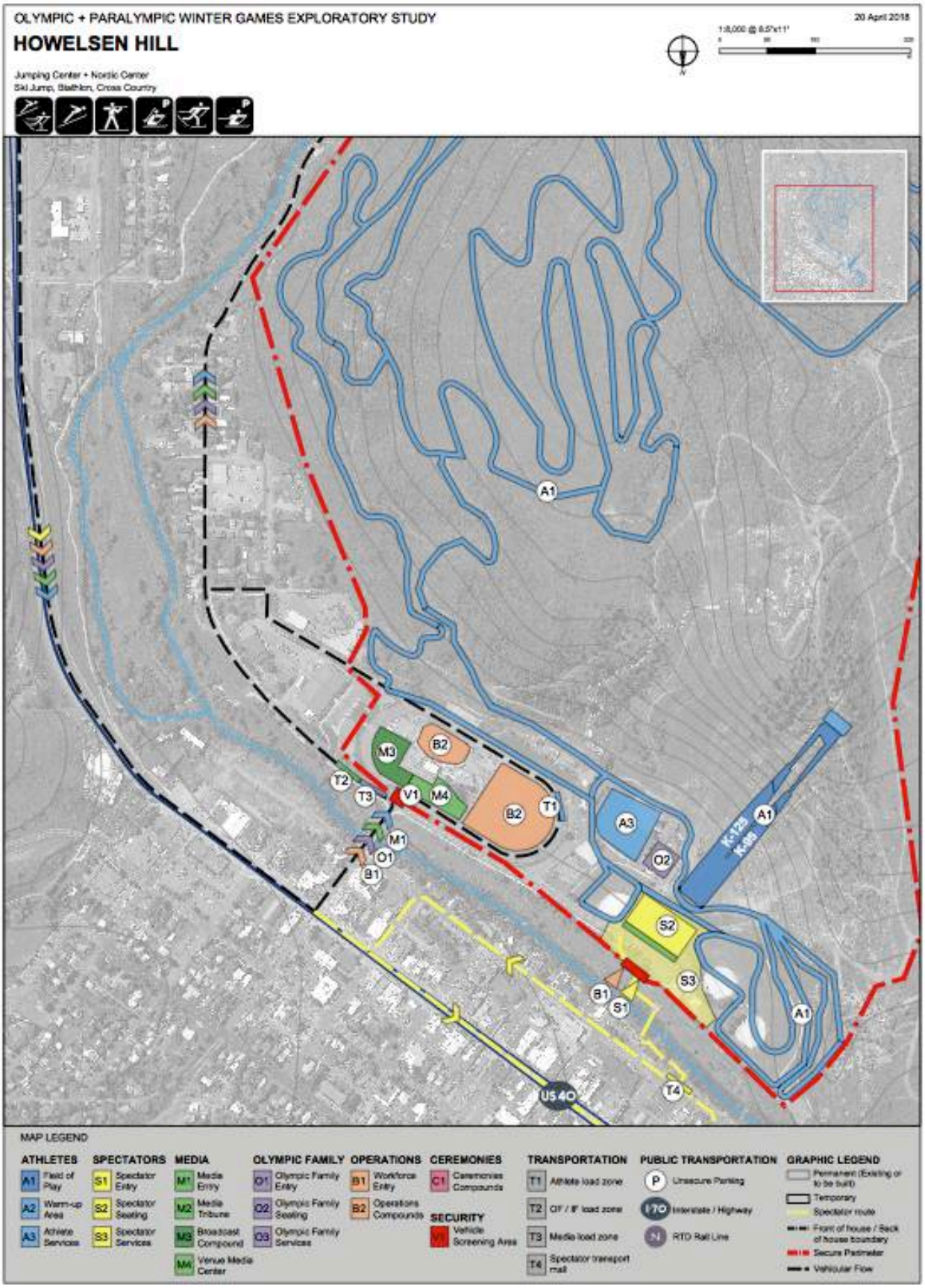
The following maps detail which sports could take place at which venues. These maps are for illustration purposes only, and final plans would be determined by a future Bid or Organizing Committee.

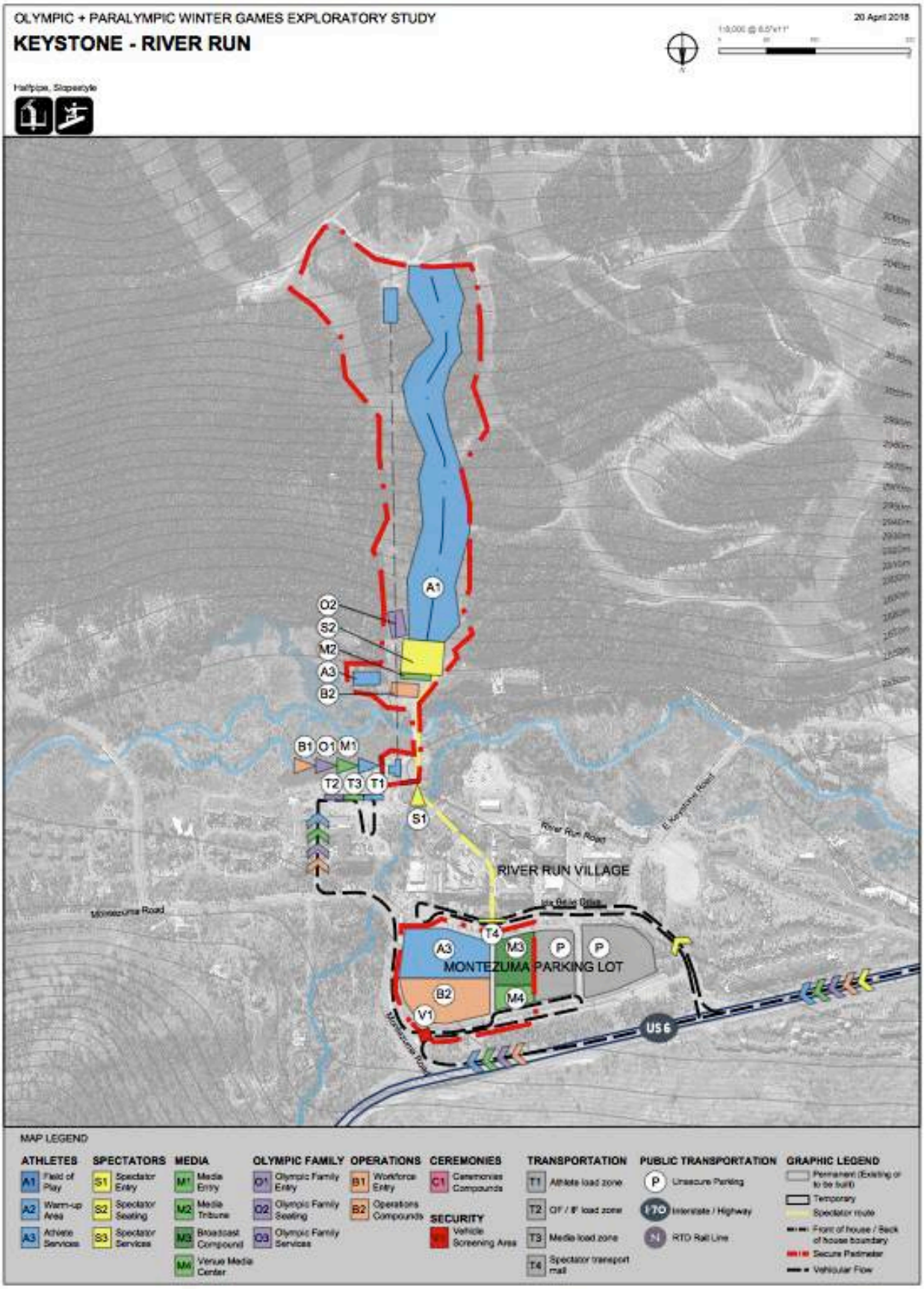

OLYMPIC + PARALYMPIC WINTER GAMES EXPLORATORY STUDY
20 April 2018
BEAVER CREEK - BIRDS OF PREY
Downhill, Super G
A1
A1
O2
S2
B2
S3
M2
M4
A3
RED TAIL CAMP
M3
20 km VAIL
Operations Compounds located off-site
MAP LEGEND
ATHLETES
A1 Field of Play
A2 Warm-up Area
A3 Athlete Services
SPECTATORS
S1 Spectator Entry
S2 Spectator Seating
S3 Spectator Services
MEDIA
M1 Media Entry
M2 Media Tribune
M3 Broadcast Compound
M4 Venue Media Center
OLYMPIC FAMILY
O1 Olympic Family Entry
O2 Olympic Family Seating
O3 Olympic Family Services
OPERATIONS
B1 Workforce Entry
B2 Operations Compounds
CEREMONIES
C1 Ceremonies Compounds
SECURITY
V1 Vehicle Screening Area
TRANSPORTATION
T1 Athlete load zone
T2 OF / IF load zone
T3 Media load zone
T4 Spectator transport mall
PUBLIC TRANSPORTATION
P Unsecure Parking
I-70 Interstate / Highway
RTD Rail Line
GRAPHIC LEGEND
Permanent (Existing or to be built)
Temporary
Spectator route
Front of house / Back of house boundary
Secure Perimeter
Vehicular Flow

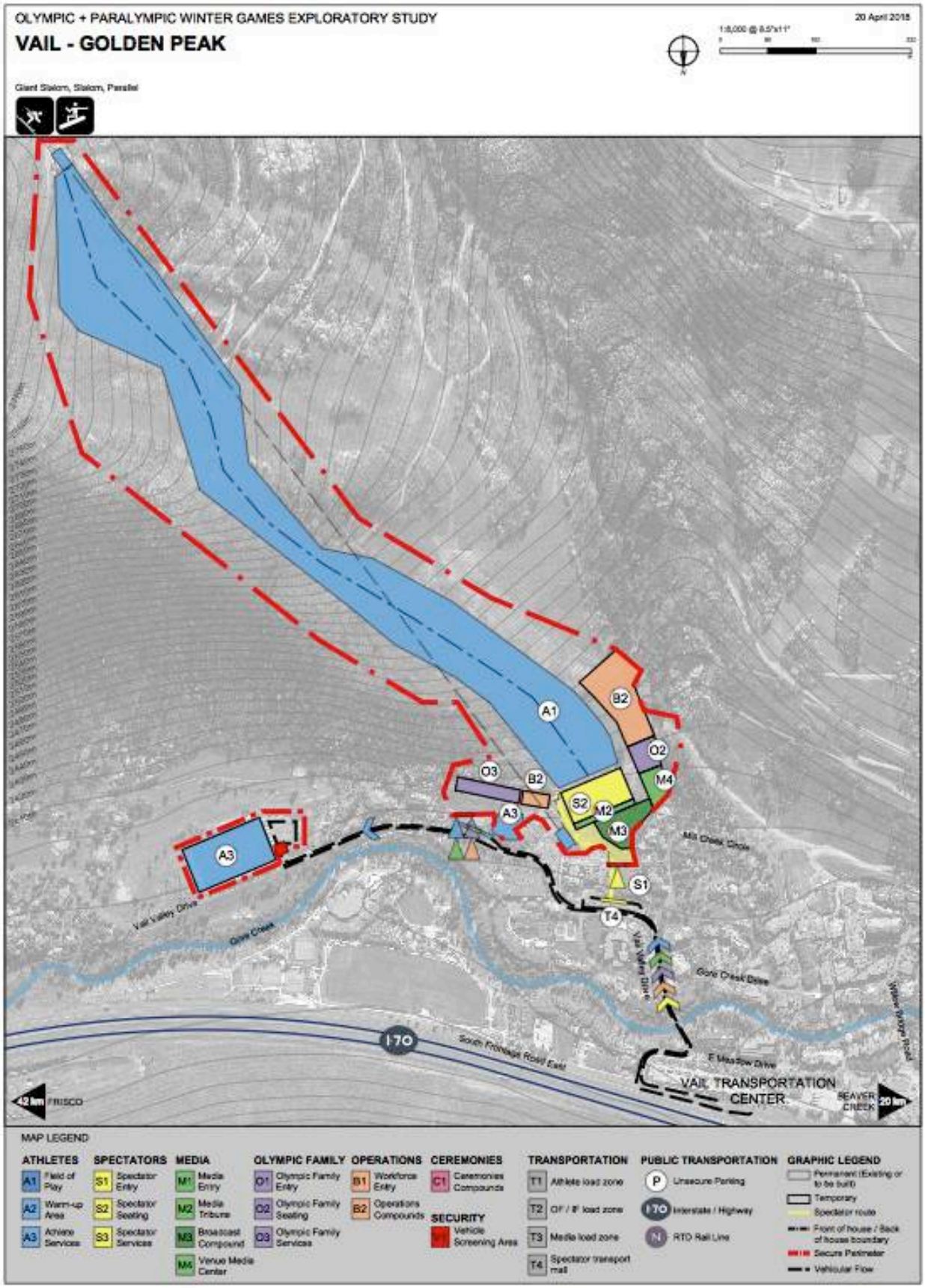

OLYMPIC + PARALYMPIC WINTER GAMES EXPLORATORY STUDY
BRECKENRIDGE
20 April 2018
Slopestyle, Snowboard Cross, Ski Cross
27 km
COPPER MOUNTAIN
KEYSTONE 23 km
O2
M2
B2
A3
S2
O3
M3
Ski Hill Road
BRECKENRIDGE SKI RESORT
Operations Compounds located off-site.
MAP LEGEND
ATHLETES
A1 Field of Play
A2 Warm-up Area
A3 Athlete Services
SPECTATORS
S1 Spectator Entry
S2 Spectator Seating
S3 Spectator Services
MEDIA
M1 Media Entry
M2 Media Tribune
M3 Broadcast Compound
M4 Venue Media Center
OLYMPIC FAMILY
O1 Olympic Family Entry
O2 Olympic Family Seating
O3 Olympic Family Services
OPERATIONS
B1 Workforce Entry
B2 Operations Compounds
CEREMONIES
C1 Ceremonies Compounds
SECURITY
V1 Vehicle Screening Area
TRANSPORTATION
T1 Athlete load zone
T2 OF / IF load zone
T3 Media load zone
T4 Spectator transport mall
PUBLIC TRANSPORTATION
P Unsecure Parking
I-70 Interstate / Highway
N RTD Rail Line
GRAPHIC LEGEND
Permanent (Existing or to be built)
Temporary
Spectator route
Front of house / Back of house boundary
Secure Perimeter
Vehicular Flow


OLYMPIC + PARALYMPIC WINTER GAMES EXPLORATORY STUDY
CIVIC CENTER PARK
20 April 2018
Medals Plaza
Big Air
OR
C1
B2
M3
O3
T1
T3
M1
O1
B1
S1
S3
T2
S1
T4
MAP LEGEND
ATHLETES
A1 Field of Play
A2 Warm-up Area
A3 Athlete Services
SPECTATORS
S1 Spectator Entry
S2 Spectator Seating
S3 Spectator Services
MEDIA
M1 Media Entry
M2 Media Tribune
M3 Broadcast Compound
M4 Venue Media Center
OLYMPIC FAMILY
O1 Olympic Family Entry
O2 Olympic Family Seating
O3 Olympic Family Services
OPERATIONS
B1 Workforce Entry
B2 Operations Compounds
CEREMONIES
C1 Ceremonies Compounds
SECURITY
S1 Vehicle Screening Area
TRANSPORTATION
T1 Athlete load zone
T2 OF / IF load zone
T3 Media load zone
T4 Spectator transport mall
PUBLIC TRANSPORTATION
P Unsecure Parking
I-70 Interstate / Highway
N RTD Rail Line
GRAPHIC LEGEND
Permanent (Existing or to be built)
Temporary
Spectator route
Front of house / Back of house boundary
Secure Perimeter
Vehicular Flow


OLYMPIC + PARALYMPIC WINTER GAMES EXPLORATORY STUDY
COPPER MOUNTAIN
20 April 2018
Moguls, Aerials, Halfpipe
FAR EAST LOT
ALPINE LOT
EAST VILLAGE
CENTER VILLAGE
I-70
FRISCO
MAP LEGEND
ATHLETES
A1 Field of Play
A2 Warm-up Area
A3 Athlete Services
SPECTATORS
S1 Spectator Entry
S2 Spectator Seating
S3 Spectator Services
MEDIA
M1 Media Entry
M2 Media Tribune
M3 Broadcast Compound
M4 Venue Media Center
OLYMPIC FAMILY
O1 Olympic Family Entry
O2 Olympic Family Seating
O3 Olympic Family Services
OPERATIONS
B1 Workforce Entry
B2 Operations Compounds
CEREMONIES
C1 Ceremonies Compounds
SECURITY
V1 Vehicle Screening Area
TRANSPORTATION
T1 Athlete load zone
T2 Off / IF load zone
T3 Media load zone
T4 Spectator transport mall
PUBLIC TRANSPORTATION
P Unsecure Parking
I-70 Interstate / Highway
N RTD Rail Line
GRAPHIC LEGEND
Permanent (Existing or to be built)
Temporary
Spectator route
Front of house / Back of house boundary
Secure Perimeter
Vehicular Flow


OLYMPIC + PARALYMPIC WINTER GAMES EXPLORATORY STUDY
HOWELSEN HILL
Jumping Center + Nordic Center
Ski Jump, Biathlon, Cross Country
20 April 2018
1:8,000 @ 8.5"x11"
A1
A2
A3
B1
B2
M1
M2
M3
M4
O1
O2
S1
S2
S3
T1
T2
T3
T4
V1
K-125
K-95
US 40
MAP LEGEND
ATHLETES
A1 Field of Play
A2 Warm-up Area
A3 Athlete Services
SPECTATORS
S1 Spectator Entry
S2 Spectator Seating
S3 Spectator Services
MEDIA
M1 Media Entry
M2 Media Tribune
M3 Broadcast Compound
M4 Venue Media Center
OLYMPIC FAMILY
O1 Olympic Family Entry
O2 Olympic Family Seating
O3 Olympic Family Services
OPERATIONS
B1 Workforce Entry
B2 Operations Compounds
CEREMONIES
C1 Ceremonies Compounds
SECURITY
V1 Vehicle Screening Area
TRANSPORTATION
T1 Athlete load zone
T2 OT / IF load zone
T3 Media load zone
T4 Spectator transport mall
PUBLIC TRANSPORTATION
P Unsecure Parking
I-70 Interstate / Highway
RTD Rail Line
GRAPHIC LEGEND
Permanent (Existing or to be built)
Temporary
Spectator route
Front of house / Back of house boundary
Secure Perimeter
Vehicular Flow


OLYMPIC + PARALYMPIC WINTER GAMES EXPLORATORY STUDY
KEYSTONE - RIVER RUN
20 April 2018
Halfpipe, Slopestyle
A1
O2
S2
M2
A3
B2
B1
O1
M1
T2
T3
T1
S1
River Run Road
E Keystone Road
RIVER RUN VILLAGE
Montezuma Road
T4
A3
M3
P
P
MONTEZUMA PARKING LOT
B2
M4
V1
US 6
MAP LEGEND
ATHLETES
A1 Field of Play
A2 Warm-up Area
A3 Athlete Services
SPECTATORS
S1 Spectator Entry
S2 Spectator Seating
S3 Spectator Services
MEDIA
M1 Media Entry
M2 Media Tribune
M3 Broadcast Compound
M4 Venue Media Center
OLYMPIC FAMILY
O1 Olympic Family Entry
O2 Olympic Family Seating
O3 Olympic Family Services
OPERATIONS
B1 Workforce Entry
B2 Operations Compounds
CEREMONIES
C1 Ceremonies Compounds
SECURITY
V1 Vehicle Screening Area
TRANSPORTATION
T1 Athlete load zone
T2 OT / IF load zone
T3 Media load zone
T4 Spectator transport mall
PUBLIC TRANSPORTATION
P Unsecure Parking
I-70 Interstate / Highway
RTD Rail Line
GRAPHIC LEGEND
Permanent (Existing or to be built)
Temporary
Spectator route
Front of house / Back of house boundary
Secure Perimeter
Vehicular Flow


OLYMPIC + PARALYMPIC WINTER GAMES EXPLORATORY STUDY
VAIL - GOLDEN PEAK
20 April 2018
Giant Slalom, Slalom, Parallel
A1
B2
O2
O3
B2
M4
S2
M2
A3
M3
A3
S1
T4
Mill Creek Circle
Vail Valley Drive
Gore Creek
Gore Creek Drive
Vail Valley Drive
I-70
South Frontage Road East
E Meadow Drive
VAIL TRANSPORTATION CENTER
Willow Bridge Road
42 km FRISCO
BEAVER CREEK 20 km
MAP LEGEND
ATHLETES
A1 Field of Play
A2 Warm-up Area
A3 Athlete Services
SPECTATORS
S1 Spectator Entry
S2 Spectator Seating
S3 Spectator Services
MEDIA
M1 Media Entry
M2 Media Tribune
M3 Broadcast Compound
M4 Venue Media Center
OLYMPIC FAMILY
O1 Olympic Family Entry
O2 Olympic Family Seating
O3 Olympic Family Services
OPERATIONS
B1 Workforce Entry
B2 Operations Compounds
CEREMONIES
C1 Ceremonies Compounds
SECURITY
V1 Vehicle Screening Area
TRANSPORTATION
T1 Athlete load zone
T2 OF / IF load zone
T3 Media load zone
T4 Spectator transport mall
PUBLIC TRANSPORTATION
P Unsecure Parking
I-70 Interstate / Highway
N RTD Rail Line
GRAPHIC LEGEND
Permanent (Existing or to be built)
Temporary
Spectator route
Front of house / Back of house boundary
Secure Perimeter
Vehicular Flow

Ice Arena Venues

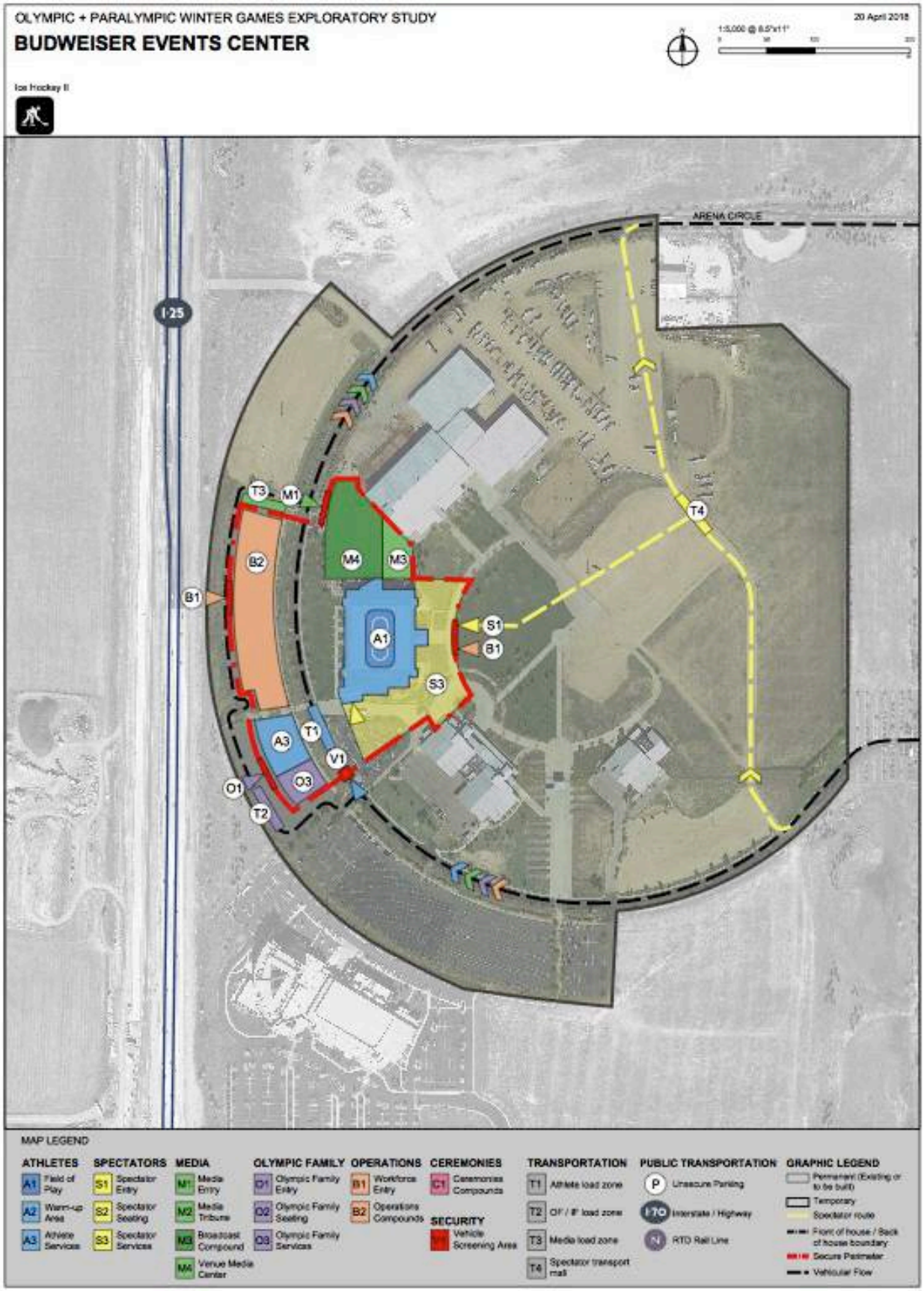
Five ice arenas are needed for figure skating, ice and sledge hockey, long- and short-track speed skating, curling, and para curling. Denver and the metro area can offer seven existing or planned arenas that have hosted or will host these types of competitions. They include the 1st Bank Center, Budweiser Event Center, Magness Arena, and the Pepsi Center. The capacities of the arenas vary from 4,000 to 19,000 seats.

Additionally, the Games Operations Subcommittee recommends that a future bid committee review the status of the National Western Center Expo Hall and Arena and/or Denver Coliseum at the time a potential bid is launched.

The 8,000-seat Broadmoor World Arena located in Colorado Springs is also a venue worth considering.

The following maps detail which sports could take place at which venues. These maps are for illustration purposes only, and final venue plans would be determined by a future Bid or Organizing Committee.


OLYMPIC + PARALYMPIC WINTER GAMES EXPLORATORY STUDY
1ST BANK CENTER
20 April 2018
Curling, Wheelchair Curling
T4
T4
S1
B1
S3
M3
A1
B2
M4
O3
V1
O1
T3
T2
T1
M1
B1
US 36
UNION STATION
MAP LEGEND
ATHLETES
A1 Field of Play
A2 Warm-up Area
A3 Athlete Services
SPECTATORS
S1 Spectator Entry
S2 Spectator Seating
S3 Spectator Services
MEDIA
M1 Media Entry
M2 Media Tribune
M3 Broadcast Compound
M4 Venue Media Center
OLYMPIC FAMILY
O1 Olympic Family Entry
O2 Olympic Family Seating
O3 Olympic Family Services
OPERATIONS
B1 Workforce Entry
B2 Operations Compounds
CEREMONIES
C1 Ceremonies Compounds
SECURITY
Vehicle Screening Area
TRANSPORTATION
T1 Athlete load zone
T2 OF / IF load zone
T3 Media load zone
T4 Spectator transport mall
PUBLIC TRANSPORTATION
P Unsecure Parking
I-70 Interstate / Highway
N RTD Rail Line
GRAPHIC LEGEND
Permanent (Existing or to be built)
Temporary
Spectator route
Front of house / Back of house boundary
Secure Perimeter
Vehicular Flow


OLYMPIC + PARALYMPIC WINTER GAMES EXPLORATORY STUDY
BUDWEISER EVENTS CENTER
20 April 2018
Ice Hockey II
ARENA CIRCLE
I-25
T3
M1
B2
M4
M3
B1
A1
S1
B1
S3
T4
A3
T1
V1
O3
O1
T2
MAP LEGEND
ATHLETES
A1 Field of Play
A2 Warm-up Area
A3 Athlete Services
SPECTATORS
S1 Spectator Entry
S2 Spectator Seating
S3 Spectator Services
MEDIA
M1 Media Entry
M2 Media Tribune
M3 Broadcast Compound
M4 Venue Media Center
OLYMPIC FAMILY
O1 Olympic Family Entry
O2 Olympic Family Seating
O3 Olympic Family Services
OPERATIONS
B1 Workforce Entry
B2 Operations Compounds
CEREMONIES
C1 Ceremonies Compounds
SECURITY
V1 Vehicle Screening Area
TRANSPORTATION
T1 Athlete load zone
T2 OF / IF load zone
T3 Media load zone
T4 Spectator transport mall
PUBLIC TRANSPORTATION
P Unsecure Parking
I-70 Interstate / Highway
RTD Rail Line
GRAPHIC LEGEND
Permanent (Existing or to be built)
Temporary
Spectator route
Front of house / Back of house boundary
Secure Perimeter
Vehicular Flow


OLYMPIC + PARALYMPIC WINTER GAMES EXPLORATORY STUDY
MAGNESS ARENA
20 April 2018
Ice Hockey II
11 km
UNION STATION
I-25
T4
P
B2
M4
B1
S1
M1
A1
T3
M3
O1
T2
A3
B2
T1
E Colfax Avenue
E Jewell Avenue
E Asbury Avenue
S Williams Street
E Evans Avenue
MAP LEGEND
ATHLETES
A1 Field of Play
A2 Warm-up Area
A3 Athlete Services
SPECTATORS
S1 Spectator Entry
S2 Spectator Seating
S3 Spectator Services
MEDIA
M1 Media Entry
M2 Media Tribune
M3 Broadcast Compound
M4 Venue Media Center
OLYMPIC FAMILY
O1 Olympic Family Entry
O2 Olympic Family Seating
O3 Olympic Family Services
OPERATIONS
B1 Workforce Entry
B2 Operations Compounds
CEREMONIES
C1 Ceremonies Compounds
SECURITY
S1 Vehicle Screening Area
TRANSPORTATION
T1 Athlete load zone
T2 OT / IF load zone
T3 Media load zone
T4 Spectator transport mall
PUBLIC TRANSPORTATION
P Unsecure Parking
I-70 Interstate / Highway
N RTD Rail Line
GRAPHIC LEGEND
Permanent (Existing or to be built)
Temporary
Spectator route
Front of house / Back of house boundary
Secure Perimeter
Vehicular Flow


OLYMPIC + PARALYMPIC WINTER GAMES EXPLORATORY STUDY
20 April 2018
NATIONAL WESTERN COMPLEX
National Western Expo Hall
Long Track Speed Skating
+
National Western Livestock Arena
Curling
Para Wheelchair Curling
+
National Western Arena
Figure Skating, Short Track Speed Skating, Para Ice Sledge Hockey
OR
Denver Coliseum
Figure Skating, Short Track Speed Skating, Para Ice Sledge Hockey
LIVESTOCK ARENA
EXPO HALL
ARENA
COLISEUM
I-70
E 47th Avenue
Brighton Boulevard
N Williams Street
N High Street
MAP LEGEND
ATHLETES
A1 Field of Play
A2 Warm-up Area
A3 Athlete Services
SPECTATORS
S1 Spectator Entry
S2 Spectator Seating
S3 Spectator Services
MEDIA
M1 Media Entry
M2 Media Tribune
M3 Broadcast Compound
M4 Venue Media Center
OLYMPIC FAMILY
O1 Olympic Family Entry
O2 Olympic Family Seating
O3 Olympic Family Services
OPERATIONS
B1 Workforce Entry
B2 Operations Compounds
CEREMONIES
C1 Ceremonies Compounds
SECURITY
V1 Vehicle Screening Area
TRANSPORTATION
T1 Athlete load zone
T2 OT / IF load zone
T3 Media load zone
T4 Spectator transport mall
PUBLIC TRANSPORTATION
P Unsecure Parking
I-70 Interstate / Highway
N RTD Rail Line
GRAPHIC LEGEND
Permanent (Existing or to be built)
Temporary
Spectator route
Front of house / Back of house boundary
Secure Perimeter
Vehicular Flow


OLYMPIC + PARALYMPIC WINTER GAMES EXPLORATORY STUDY
PEPSI CENTER
20 April 2018
Ice Hockey I
UNION STATION
South Platte River
ELITCH GARDENS
P
M3
T1
T2
T3
M4
V1
M1
O1
A1
B2
S1
B1
T4
Chopper Circle
UNIVERSITY OF COLORADO DENVER CAMPUS
Walnut Street
Auraria Parkway
Larimer Plaza
11th Street
Lawrence Plaza
9th Street
MILE HIGH STADIUM
MAP LEGEND
ATHLETES
A1 Field of Play
A2 Warm-up Area
A3 Athlete Services
SPECTATORS
S1 Spectator Entry
S2 Spectator Seating
S3 Spectator Services
MEDIA
M1 Media Entry
M2 Media Tribune
M3 Broadcast Compound
M4 Venue Media Center
OLYMPIC FAMILY
O1 Olympic Family Entry
O2 Olympic Family Seating
O3 Olympic Family Services
OPERATIONS
B1 Workforce Entry
B2 Operations Compounds
CEREMONIES
C1 Ceremonies Compounds
SECURITY
Vehicle Screening Area
TRANSPORTATION
T1 Athlete load zone
T2 OF / IF load zone
T3 Media load zone
T4 Spectator transport mall
PUBLIC TRANSPORTATION
P Unsecure Parking
I-70 Interstate / Highway
N RTD Rail Line
GRAPHIC LEGEND
Permanent (Existing or to be built)
Temporary
Spectator route
Front of house / Back of house boundary
Secure Perimeter
Vehicular Flow

Sliding Venues

A sliding venue is required for the sports of bobsleigh, luge, and skeleton. Colorado does not currently have an existing sliding track within the state. The proposals for this venue include:

- Using an existing venue elsewhere in the U.S.
- Building a temporary sliding facility for the Winter Games with its equipment to be recycled after the Winter Games. It could be built in a location along the Front Range where the contours are viable.

The IOC venue requirement could be met through either an existing facility or a temporary facility. The capacity of this venue would be in the range of 8,000 to 10,000 spectators.

Opening and Closing Ceremonies

For the Winter Games Opening and Closing Ceremonies, Denver can provide two major professional stadiums. Coors Field (50,000 seats, plus suites and clubs) could be used as the primary stadium for the Opening Ceremony with Mile High Stadium (74,000 seats, plus suites and clubs) in a secondary role due to the Denver Broncos schedule.

For the Closing Ceremony, Mile High Stadium could become the primary stadium and Coors Field the secondary stadium. In this arrangement, the potential seating capacity available to spectators would be in the range of 120,000 seats.

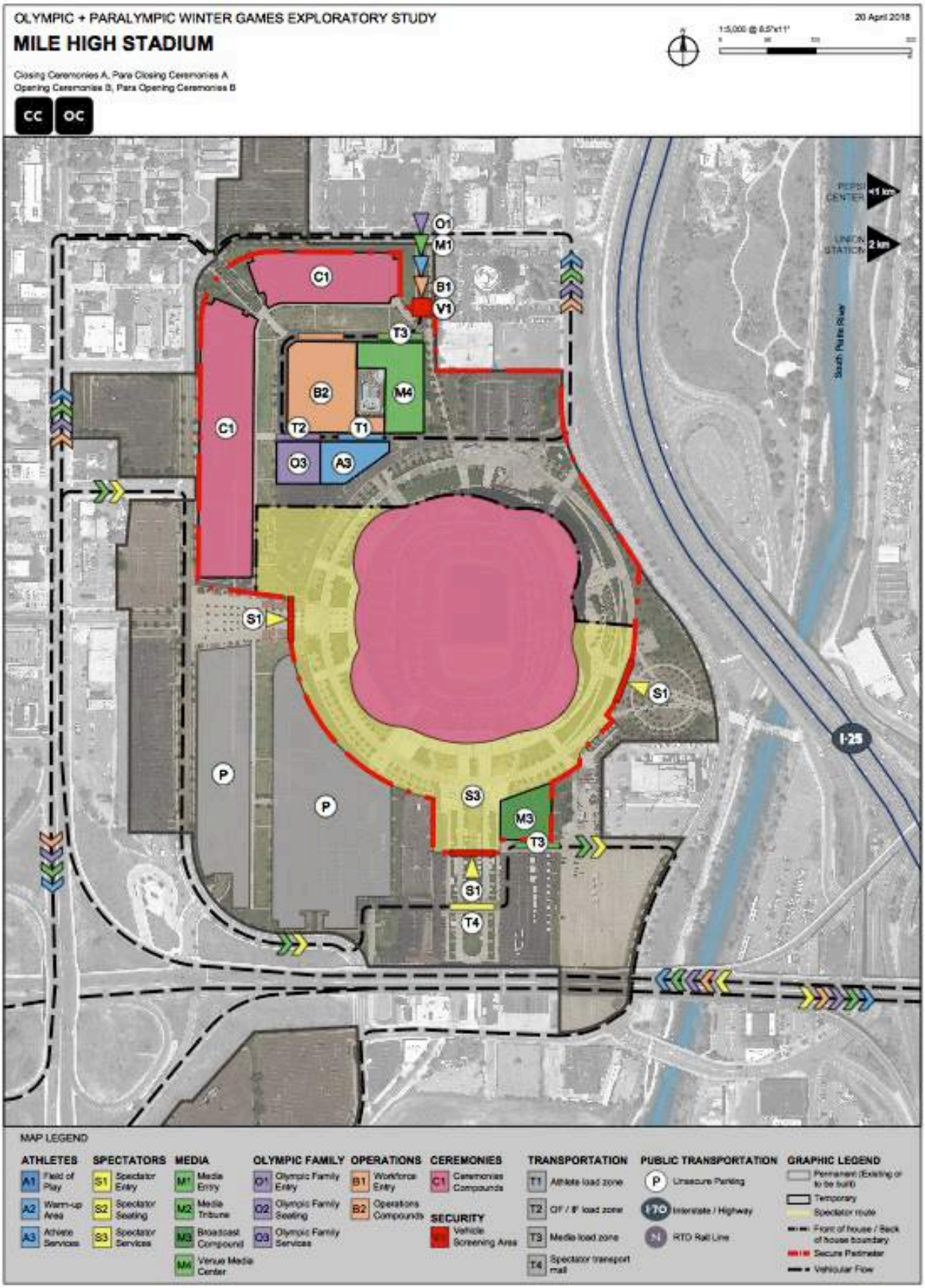
Main Media Center

The Main Media Center—a combination of the Main Press Center and International Broadcast Center—could be located at the Colorado Convention Center (CCC) in Denver. The CCC currently exceeds the IOC space requirements of 800,000 square feet.

The following maps detail which events could take place at which venues. These maps are for illustration purposes only, and final venue plans would be determined by a future Bid or Organizing Committee.

Credit: Colorado Rockies


OLYMPIC + PARALYMPIC WINTER GAMES EXPLORATORY STUDY
20 April 2018
COORS FIELD
Opening Ceremonies A, Para Opening Ceremonies A
Closing Ceremonies B, Para Closing Ceremonies B
Medals Plaza
Big Air
OC
CC
OR
OR
C1
C1
P
T2
O3
B2
M4
T3
M3
S1
T1
M3
V1
S1
A3
M1
O1
B1
S1
S1
S1
S1
MAP LEGEND
ATHLETES
A1 Field of Play
A2 Warm-up Area
A3 Athlete Services
SPECTATORS
S1 Spectator Entry
S2 Spectator Seating
S3 Spectator Services
MEDIA
M1 Media Entry
M2 Media Tribune
M3 Broadcast Compound
M4 Venue Media Center
OLYMPIC FAMILY
O1 Olympic Family Entry
O2 Olympic Family Seating
O3 Olympic Family Services
OPERATIONS
B1 Workforce Entry
B2 Operations Compounds
CEREMONIES
C1 Ceremonies Compounds
SECURITY
V1 Vehicle Screening Area
TRANSPORTATION
T1 Athlete load zone
T2 OF / IF load zone
T3 Media load zone
T4 Spectator transport mall
PUBLIC TRANSPORTATION
P Unsecure Parking
I-70 Interstate / Highway
N RTD Rail Line
GRAPHIC LEGEND
Permanent (Existing or to be built)
Temporary
Spectator route
Front of house / Back of house boundary
Secure Perimeter
Vehicular Flow


OLYMPIC + PARALYMPIC WINTER GAMES EXPLORATORY STUDY
MILE HIGH STADIUM
Closing Ceremonies A, Para Closing Ceremonies A
Opening Ceremonies B, Para Opening Ceremonies B
CC
OC
20 April 2018
PEPSI CENTER +1 km
UNION STATION 2 km
South Platte River
I-25
O1
M1
B1
V1
C1
T3
B2
M4
T2
T1
O3
A3
S1
P
S3
M3
T4
MAP LEGEND
ATHLETES
A1 Field of Play
A2 Warm-up Area
A3 Athlete Services
SPECTATORS
S1 Spectator Entry
S2 Spectator Seating
S3 Spectator Services
MEDIA
M1 Media Entry
M2 Media Tribune
M3 Broadcast Compound
M4 Venue Media Center
OLYMPIC FAMILY
O1 Olympic Family Entry
O2 Olympic Family Seating
O3 Olympic Family Services
OPERATIONS
B1 Workforce Entry
B2 Operations Compounds
CEREMONIES
C1 Ceremonies Compounds
SECURITY
V1 Vehicle Screening Area
TRANSPORTATION
T1 Athlete load zone
T2 OF / IF load zone
T3 Media load zone
T4 Spectator transport mall
PUBLIC TRANSPORTATION
P Unsecure Parking
I-70 Interstate / Highway
N RTD Rail Line
GRAPHIC LEGEND
Permanent (Existing or to be built)
Temporary
Spectator route
Front of house / Back of house boundary
Secure Perimeter
Vehicular Flow


OLYMPIC + PARALYMPIC WINTER GAMES EXPLORATORY STUDY
COLORADO CONVENTION CENTER
20 April 2018
Main Media Center
International Broadcast Center, Media Press Center
MMC
1 km
UNION STATION
P
B2
M3
M3 M4
CIVIC CENTER PARK
MAP LEGEND
ATHLETES
A1 Field of Play
A2 Warm-up Area
A3 Athlete Services
SPECTATORS
S1 Spectator Entry
S2 Spectator Seating
S3 Spectator Services
MEDIA
M1 Media Entry
M2 Media Tribune
M3 Broadcast Compound
M4 Venue Media Center
OLYMPIC FAMILY
O1 Olympic Family Entry
O2 Olympic Family Seating
O3 Olympic Family Services
OPERATIONS
B1 Workforce Entry
B2 Operations Compounds
CEREMONIES
C1 Ceremonies Compounds
SECURITY
V1 Vehicle Screening Area
TRANSPORTATION
T1 Athlete load zone
T2 OF / IF load zone
T3 Media load zone
T4 Spectator transport mall
PUBLIC TRANSPORTATION
P Unsecure Parking
I-70 Interstate / Highway
N RTD Rail Line
GRAPHIC LEGEND
Permanent (Existing or to be built)
Temporary
Spectator route
Front of house / Back of house boundary
Secure Perimeter
Vehicular Flow

Olympic Villages

New Olympic Villages will need to be constructed for the Winter Games. A minimum of two different locations, Denver and in the mountains, will be required based on travel distance to competition venues. In looking past the Winter Games, this housing would provide a legacy to our communities and be available for such needed programs as affordable housing, workforce housing, student housing, senior housing, or new housing units. The housing would be built by private developers or on a P3 (public-private partnership) basis, and the Organizing Committee would provide rent as a part of the financing plan for these developments. An estimate for this rent has been factored into the budget prepared by the Finance Subcommittee. As an innovative approach, it may be possible to propose using a cluster of hotels in the metro area as an Olympic Village site, which would be rented for use by a future Organizing Committee.

What Is Needed for an Olympic Village?

Approximately 5,500 beds will be required. It is difficult to determine the number of units this equates to because the design for different types of housing that could be utilized after the Winter Games would vary significantly based on the density and type of housing utilized. Below are preliminary projections:

- Denver: 60%–65% of the housing, or approximately 3,000–3,500 beds; 1,200–1,400 units likely. This would require approximately 45–60 acres, depending on density.
- Mountains: 35%–40% of the housing, or approximately 2,000–2,500 beds; 800–1,000 units likely. This would require approximately 25–35 acres, depending on density.
- Combination of permanent facilities (bedrooms, bathrooms, and kitchens) with ancillary temporary facilities to accommodate Welcome Center, Dining Hall, Transportation Hub, and Team Meetings/Ceremonies.
- Based on the likely locations of sports venues, the mountain location could be in either Summit or Eagle County. A single location is preferred due to operational efficiencies; however, two mountain villages would be a possibility. Both counties have been working on the issue of affordable workforce housing for some time, and the prospect of Olympic-related revenues could provide a much-needed catalyst for executing an affordable housing plan.

What Is the Timing for the Construction of the Village?

If the timeline for the Winter Games is 2030, and there is a goal of having the village completed six months prior to the Games, the timing of construction could look like this:

- Games awarded: September 2023
- Construction starts: summer 2027
- Construction complete: summer 2029

Venue Owner Consent

The venue owners and/or the key managers of the potential venues/sites noted in this report have been contacted and have been involved in the planning process. They have indicated they would be open to continuing the dialogue about the usability of their venue should the decision be made to bid for a future Olympic and Paralympic Winter Games (see appendix).

Funding and Legacy for New Construction

As noted in the overview, new construction for competition venues is optional. A new K-120/125 ski jump may be included in the program to create a major legacy jumping center in Steamboat Springs. Should Denver and Colorado choose to proceed to the next step of the process, it would be proposed that a portion of this cost be part of the Organizing Committee budget in the spirit of the IOC's Agenda 2020.

Venues Conclusion

With the various scenarios of venue master plans, Denver and Colorado have the majority of quality venues that exist or are planned. The existing venues have all had significant national and/or international event experience. New construction may occur only with the Olympic Villages and a possible new ski jump at Howelsen Hill. A strong legacy plan is possible for both projects, if a future Bid or Organizing Committee chooses to pursue them. This is viewed as a highly sustainable and responsible venue program. All venue owners and/or their key managers have been a part of the planning process and have indicated they would be open to dialogue about the use of their venue and next steps, if a bid were to proceed.

Sports

The subcommittee reviewed the sport experience capabilities available within Denver and Colorado in order to demonstrate the region's ability to host a future Olympic and Paralympic Winter Games.

Criteria

To consider if a bid is viable for Denver and Colorado, the Games Operations Subcommittee developed criteria to understand the scale of winter sporting events hosted in Colorado in the last two decades and whether Colorado has the subject matter expertise in producing large winter sporting events. Additionally, it was important for the committee to consider other, non-winter sporting events and special events (even non-sporting) that have shown that Colorado can handle the complexity of a Winter Games from a production and operations perspective. The criteria were:

- Has Colorado hosted large-scale winter sporting events that demonstrate components of an Olympic and Paralympic-caliber event?
- Has Colorado hosted large-scale non-winter sporting events that mirror the complexity of an Olympic and Paralympic Winter Games from a production and operations perspective?
- Does Colorado have appropriate subject matter expertise in production/operations of large-scale winter sporting events?

This section will address the criteria in the format of each Olympic and Paralympic Winter Games sport, as well as other large events Colorado has hosted in the past that address scale and complexity in producing an event such as the Winter Games.

Colorado Olympic Sport Experience

Colorado has extensive experience in hosting large international events that incorporate elements of Olympic and Paralympic-caliber events. From Birds of Prey to Winter X Games, Colorado knows how to balance the needs and concerns of spectators, participating athletes, and local communities. Colorado has modest experience in sporting events such as sliding and speed skating, though the subcommittee feels confident in its ability to leverage national and international expertise to develop and host these events.

Additionally, Colorado has a long history in adaptive sports and competitions. Programs like the Breckenridge Outdoor Education Center, Challenge Aspen, the National Sports Center for the Disabled (NSCD) in Winter Park, STARS in Steamboat Springs, and the Vail Veterans Program all demonstrate the local commitment to, passion for, and competence in adaptive sports across the state.

Alpine Skiing

Colorado can be considered in the upper echelon of world-class Alpine and para-Alpine events hosts. Beaver Creek's 20-year history hosting the FIS Birds of Prey World Cup and its joint efforts with Vail for the 1999 and 2015 FIS World Alpine Ski Championships have drawn record crowds and international broadcast coverage. Aspen Snowmass, Copper Mountain, and Winter Park have also hosted a number of international events. Below is a short list of events that highlight Colorado's experience in this area. (A comprehensive list of events and experts can be found in the appendix.)

- Beaver Creek has hosted FIS World Cup competitions since 1988, while Vail's involvement with World Cup racing dates back to the inaugural World Cup tour in 1967.
- The FIS Alpine World Championships were held at Beaver Creek and Vail in 1999 and 2015.
- For the last 15 years, Winter Park has hosted the Winter Park Open for Paralympic giant slalom, super G, slalom, and downhill events.
- Since 2009, the U.S. Ski Team Speed Center at Copper Mountain has been a training ground for Olympic-level athletes from across the globe. In addition, the U.S. Ski Team hosts its media day and team roster announcements at Copper Mountain.

Curling

Curling has a modest presence in Colorado as Broomfield Event Center hosted the 2009 U.S. Curling Olympic Trials and National Championships, attracting 15,000 spectators. Denver Curling Club, a USA Curling member organization, opened a facility in Golden, Colorado in 2014 dedicated solely to curling and wheelchair curling set to international regulations.

Figure Skating

Colorado is known internationally for its history in hosting a variety of elite figure skating events over the last several decades. At center stage, the Broadmoor World Arena is an 8,000-seat multipurpose arena located in Colorado Springs. This arena has hosted collegiate, national, and international-level skating events. In addition to the main arena, there is an adjacent ice hall, containing both NHL and Olympic-size practice rinks. Below is a short list of events that highlight Colorado's experience in this space. (A comprehensive list of events and experts can be found in the appendix.)

- In 2010 and 2017, Colorado Springs hosted the World Synchronized Skating Championships, which is an annual competition sanctioned by the International Skating Union (ISU). This event is considered the most prestigious of the synchronized skating competitions.
- In 2009–2014 and 2017, the National Solo Dance Championships were hosted at the World Arena.
- In 2003–2004, the ISU Grand Prix of Figure Skating Final was hosted at the World Arena.

Freestyle Skiing

Colorado has a long track record of delivering world-class freestyle skiing events. From halfpipe and slopestyle to moguls and aerials, Colorado has hosted elite events at resorts along the I-70 Mountain Corridor. Below is a short list of events that highlight Colorado's experience in this space. (A comprehensive list of events and experts can be found in the appendix.)

- Aspen Buttermilk has hosted the Winter X Games for the last 17 years in events including slopestyle, halfpipe, ski cross, and big air. More than 115,000 spectators attended the 2017 X Games in addition to live coverage on ESPN.
- Copper Mountain has consistently hosted halfpipe, slopestyle, and ski cross in NorAm, World Cup, and FIS events since 2009.
- Steamboat Springs hosted a series of National Championships (2015–2017) and World Cups (1999–2003) in addition to Olympic trials (2005, 2009), Junior Olympics (2007–2008), and Junior Nationals (2011–2012).

Ice Hockey

Home to the Colorado Avalanche and several top-performing collegiate teams, Colorado has experience hosting both NHL and international games. Below is a short list of events that highlight Colorado's experience in hosting high-profile ice hockey events. (A comprehensive list of events and experts in this space can be found in the appendix.)

- The Pepsi Center hosted the 2001 Stanley Cup Finals and 2001 All-Star Game two years after the completion of the multiuse 975,000SF arena with a capacity of more than 18,000.
- In 2016, Coors Field hosted the Coors Light NHL Stadium Series, which was a series of two outdoor regular-season NHL games that took place inside the Rockies' baseball stadium. More than 50,000 spectators attended the event.
- Pepsi Center hosted the National Collegiate Athletic Association (NCAA) Men's Ice Hockey Frozen Four West Regional in 2007 and the Frozen Four Championship in 2008.
- Colorado hosted the first-ever NHL Classic tournament featuring sled hockey teams sponsored by their local NHL affiliates. The tournament has grown from four teams the first year to more than 25 in 2017. Additionally, the Colorado Avalanche was the first NHL team to sponsor its local sled hockey team.

Nordic/Ski Jumping

Colorado has a rich culture in both Nordic skiing and ski jumping events. The Howelsen Hill ski jump was first built in 1914 in Steamboat Springs and has since been a central training ground for young athletes—producing more than 70 Olympians in both Alpine and Nordic events. Below is a short list of events that highlight Colorado's experience in Nordic/ski jumping events. (A comprehensive list of events and experts in this space can be found in the appendix.)

- Steamboat Springs hosted the Nordic Combined Continental Cup in 2010 and 2017.
- The National Championship (2005–2006), North American Juniors (2009), and Junior Nationals (2010) for ski jumping and Nordic combined were hosted in Steamboat Springs.

Sliding Sports

There has been no presence of bobsled, luge, and skeleton events in Colorado because there is no sliding center in the state. However, the USA Bobsled & Skeleton administrative headquarters is located in Colorado Springs.

Snowboard

Within the snowboarding community, Colorado is regarded as a premier training ground due to its state-of-the-art facilities and high-profile competitions. In the scope of freestyle snowboarding, Colorado is known for the Breckenridge Dew Tour, X Games, and Burton U.S. Open. Additionally, Copper Mountain hosts annual Paralympic snowboard cross events. With the exception of Steamboat Springs, which has its own nationally recognized snowboard team, Colorado has modest experience with hosting large Alpine snowboarding events. Below is a short list of events that highlight Colorado's experience in this space. (A comprehensive list of events and experts in this space can be found in the appendix.)

- Aspen Buttermilk has hosted the Winter X Games for the past 17 years in events including slopestyle, halfpipe, snowboard cross, and big air. More than 115,000 spectators attended the 2017 X Games in addition to live coverage.
- Breckenridge has hosted the Winter Dew Tour since 2008, showcasing both halfpipe and slopestyle snowboarding.
- 2011 FIS Denver Big Air was the first FIS- and USSA-sanctioned ski and snowboard event to be hosted in a downtown location rather than at a ski resort. The event attracted more than 20,000 people and a global television audience.
- Copper Mountain has consistently showcased halfpipe, slopestyle, and snowboard cross in NorAm, World Cup, and FIS events since 1999. Copper has also hosted Paralympic events annually since 2014.

In addition to large events, Colorado is home to the elite Woodward at Copper. The Woodward Barn is a 20,000SF indoor action sports training facility where some of the world's best athletes perfect their tricks before taking them to snow.

Speed Skating

There is no modern history of large-scale speed skating events (short track or long track) in Colorado; however, the Broadmoor World Arena in Colorado Springs has been a training ground for US Speedskating member organizations, camps, and athletes staying at the Olympic Training Center.

Colorado Large-Scale Non-Olympic Events and Special Events

In addition to its experience in hosting large-scale winter sporting events, Colorado has also hosted an impressive number of non-Olympic and special events that demonstrate the state's ability to host, serve, and protect thousands of spectators. These special events include the marquee events for many of the U.S.-based professional sports leagues, including MLB All-Star Game (1998), NHL All-Star Game (2001), and NBA All-Star Game (2005). Below is a short list of events that highlight Colorado's experience hosting large-scale non-Olympic events and special events. (A comprehensive list of events can be found in the appendix.)

- Democratic National Convention (2008): Denver hosted the four-day convention bringing together 50,000 attendees. The convention had a direct and indirect economic impact of $266 million ($133.5 million in direct spending).
- Denver Summit of the Eight (1997)
  In the first G8 Summit, Denver and the United States hosted the leaders of Britain, Canada, France, Germany, Italy, Japan, and Russia for a dialogue on global issues.
- Major League Baseball—Coors Field (1995–present): The fifth-largest ballpark in the world, with a capacity of 50,398, Coors Field hosts more than 80 Colorado Rockies games every year with an average attendance of more than 36,000 (2017). Coors Field also plays host to many special events, including concerts and outdoor hockey.
- National Football League—Mile High Stadium (2001–present): While Mile High Stadium is primarily known as the home of the Denver Broncos, the stadium hosts between 250 and 300 events per year, including concerts, festivals, and international sports competitions. The stadium's capacity is 76,125, with 6,500 onsite parking spots and an additional 12,000 parking spots in close proximity to the stadium.

- National Hockey League/National Basketball Association—Pepsi Center (1999–present): The Pepsi Center, built in 1999, is a multiuse arena that is home to the Denver Nuggets, Colorado Avalanche, and Colorado Mammoth. With a capacity of more than 18,000, the Pepsi Center is not only used by our Colorado sports teams but frequently serves as a concert venue for artists from around the globe.
- National Western Stock Show (1906–present): This show has been conducted every January since 1906 at the National Western Complex in Denver. In 2018, the two-week event attracted more than 700,000 spectators who took part in the festivities.
- USA Pro Cycling Challenge (2011–2015): Colorado hosted an annual multiday, 600+-mile professional road bicycle race for five years through a partnership with the State of Colorado and Lance Armstrong. The USA Pro Cycling Challenge was regarded as one of the most important U.S. races as it was one of the highest-rated races in the U.S. In addition to the world's most elite athletes, the event attracted thousands of spectators to witness cycling at its best.
- World Youth Day (1993) Pope John Paul II celebrated a 90,000-person mass at Mile High Stadium and another service and celebration in Aurora, Colorado.

Sports Conclusion

Denver and Colorado have hosted a significant number of national and international events at all of the existing venues identified in this section, as well as in many of the Olympic sport disciplines. This also includes a number of significant nonsporting events. The city and state have a large number of experienced event and sport leaders as well as subject matter experts.

Credit: VISIT DENVER

Safety and Security

The subcommittee reviewed the existing and potential public safety and security capabilities for the City and County of Denver and the State of Colorado in relation to the capacity to provide a safe and secure environment for hosting an Olympic and Paralympic Winter Games.

The following assumptions were considered for this review:

- In line with the precedent set by the Department of Homeland Security (DHS) for recent Olympic Bids (LA2028) and the Salt Lake City 2002 Olympic and Paralympic Winter Games, DHS will guarantee that future Olympic Games hosted by a U.S. city will be designated a National Special Security Event (NSSE),[13] thereby guaranteeing all necessary federal security resources and capabilities to support the safety and security of the Olympic Games.
- DHS security and safety resources and capabilities under the declaration of the Olympics as a NSSE will not be considered as part of this review.
- There will be no material change to the IOC Candidature Procedure and Questionnaire criteria for Theme 12—Safety and Security.

Safety and Security Capability to Secure the Winter Games

This review will provide a preliminary assessment of the City and County of Denver and the State of Colorado's current safety and security capability and future capability development acquisition programs[14] against key criteria applied by the IOC Evaluation Commission to assess a bid city's safety and security capability "to guarantee total safety, discreetly but efficiently, and to provide a secure environment within which the Olympic Games can take place."[15]

Criteria

The subcommittee's safety and security capability review was focused on three criteria that were selected based on the subcommittee's experience and understanding of the IOC's key concerns related to the safety and security capability of a potential host city.

The criteria were:

- Does Colorado have previous high-profile major event experience involving multiple agencies at the local, state, and Federal levels?
- Does Colorado have existing or has demonstrated the ability to enact event safety and security legislation?
- Does Colorado have Command, Control & Communications (C3) infrastructure and operational inter-operability under a single management structure?

The information detailed in this review is based on open source research, stakeholder interviews, and feedback from:

- Deputy Chief David Quinones, Denver Police Department
- Katy Strascina, Executive Director, Office of Special Events & Projects Office of Mayor Michael B. Hancock, City and County of Denver

[13] A National Special Security Event (NSSE) is an event of national or international significance deemed by the United States Department of Homeland Security to be a potential target for terrorism or other criminal activity. NSSE designation requires federal agencies to provide full cooperation and support to ensure the safety and security of those participating in or otherwise attending the event, and the community within which the event takes place, and is typically limited to specific event sites for a specified time frame.

[14] Capability development acquisition programs include public safety and security infrastructure and resources—people, technology, processes, and equipment.

[15] IOC guidance to Olympic candidate and bid cities.

Major Event Experience Involving Multiple Agencies

The following section provides an overview of the current capability of the Colorado public safety and policing agencies:

- Colorado (statewide)
  There are 12,649 certified officers[16] across 369 agencies/jurisdictions including State Patrol Troopers under Colorado Rule 28.
- Denver Police Department (DPD)
  DPD is the largest police department in the state with a current policing capability of 1,525 sworn officers[17]. The Denver Sheriff's Department could also provide support.
- Jurisdictional mutual aid arrangements
  Arrangements exist (as required) for "mutual aid" requests for additional officers through a memorandum of understanding with other jurisdictions throughout the state and adjoining state jurisdictions. This mutual aid protocol was successfully demonstrated during the 2008 Democratic National Convention (DNC) through the deployment of approximately 3,200 police officers from statewide jurisdictions and Wyoming to support the safety and security operation for the DNC.
- Colorado National Guard
  A combined service force of approximately 5,000 uniformed personnel (Army—4,000 and Air Force—1,000). The National Guard is legislated to be able to conduct domestic operations under an NSSE designation.
- Private security sector
  The private security sector is well regulated by the City of Denver and by the State of Colorado, including quality assurance/compliance audits for registered private security companies (PSC). PSC personnel regularly conduct security screening operations, including the use of walk-through metal detectors at high-profile major events, sporting venues, and arts centers.
- High-profile major event experience
  Denver Police Department (DPD), the Denver Office of Emergency Management, the Colorado Office of Emergency Management, and law enforcement agencies from across the state have a demonstrated history of securing complex, large-scale major events in cooperation with other Colorado State jurisdictions and federal government agencies.

(The appendix includes a table that provides further details of recent high-profile major events hosted and secured by the City of Denver and the State of Colorado.)

Event Safety and Security Legislation

The City and County of Denver has previously enacted local ordinances to enhance safety and security during high-profile major events. Prior to the 2008 Democratic National Convention, the following ordinances pertaining to special events and parades were enacted to enhance the protocols for the approval and management of parallel events that may have had the potential to adversely impact the safety and security of the event.

- Sec. 39-86 (Ord. No. 55-08, § 2, 2-4-08): Definition—Extraordinary Event
- Sec. 39-87 (Ord. No. 55-08, § 2, 2-4-08): Conflicting Applications for Extraordinary Events
- Sec. 38-125 (Ord. No. 408-08, § 1, 8-4-08): Obstruction Equipment Prohibited
- Sec. 54-360 (Ord. No. 324-87): Permit Required

[16] This includes officers who may have retired from active duty. These officers can maintain their POST (Peace Officer Safety and Training) certification for up to three years.

[17] Total number of sworn officers available for operational policing deployments.

Command, Control, and Communications (C3)
DPD and the City and County of Denver continue to be forward-looking to identify best practices and smart technologies to enhance the existing C3 capabilities through the acquisition and implementation of best-in-class technologies that deter, detect, and reduce crime through the integration of existing communications, video security, and surveillance systems between DPD, Colorado state jurisdictions, and federal law enforcement agencies.

The following is an overview of the current Colorado C3 operations capability and projects that have been funded and completed, or are currently in progress:

- Combined communication center
  A purpose-designed 911 combined communication center for DPD is due to be commissioned in Quarter 4, 2018. The existing facility will be maintained as an alternate headquarters for resilience (redundancy) and to support major event C3 operations.
- C3 interoperability (communications)
  A $33 million contract has been awarded to enhance C3 interoperability between first responders across all jurisdictions (1st priority) and nationally (2nd priority).
- C3 interoperability (critical incident management and unified command)
  Denver has the ability to respond to and coordinate the efforts of hundreds of first responders to major unplanned incidents without compromising policing levels across the city and county.
- CCTV surveillance networks
  The DPD CCTV network (HALO: High Activity Location Observation system) has access to citywide CCTV surveillance networks and the capability to access Colorado State agency CCTV systems and cameras. These systems are centrally monitored from the HALO room located in Denver.
- Automated license plate reader (ANPR) Systems
  DPD has installed eight ANPR systems across the city, which are integrated into the wider HALO surveillance system. While other city agencies also deploy ANPR, DPD currently does not have authorization to access data from those agency systems. Outside of Denver, surrounding jurisdictions also utilize this technology; DPD has access to this data for investigative purposes.
- DPD air support unit
  DPD owns and operates a dedicated Bell 407 helicopter.
- Unmanned aerial vehicle (UAV) capability
  The current UAV capability pertains only to crime scene processing.

Security Conclusion
The State of Colorado, as well as local and mountain community emergency services, have demonstrated the ability to host and successfully deliver safe and secure national-level events such as the 2008 Democratic National Convention and other high-profile large-scale events.

The Denver Police Department, as the lead public safety and security agency, has a mature safety and security capability (e.g., people, processes, resources, and planning experience) to plan, coordinate, and deliver complex, multiagency policing and security operations for major events under a unified command structure.

If Colorado and Denver public safety and security agencies are appropriately supported and resourced by the federal government, these responsible agencies have the potential and capability to be scaled up to meet the demands of planning, coordinating, and delivering an integrated safety and security operation within which the Olympic and Paralympic Winter Games could take place. Additionally, if the implied promise in a privately financed Winter Games is to use private dollars to pay for city and state services related to hosting the Winter Games, the Finance Subcommittee has established a process to ensure those costs can be quantified in real dollars and included such costs in its operations budget estimate.

Sustainability and Environment

Sustainability is one of the three pillars of IOC Agenda 2020, as well as a key Colorado value.

Criteria

The sustainability group of the Games Operations Subcommittee developed criteria to detail the questions about the sustainability aspects of the Olympic and Paralympic Winter Games that the Exploratory Committee will need to answer in order to determine whether the Winter Games can be made sustainable. The criteria were:

- Are leaders in Denver and Colorado able to do everything in their power to leverage an Olympic and Paralympic Winter Games to implement long-term multimodal transportation solutions for the I-70 Mountain Corridor that create a sustainable legacy incorporating the core values of the I-70 Mountain Corridor planning process?
  These values include safety and mobility, as well as healthy environment, aesthetics, community character, and vitality.
- Are leaders in Denver and Colorado able to do everything in their power to ensure that venues, build-out, and operations are sustainable and equitable? Moreover, can the Olympics be an opportunity to showcase Denver and Colorado as a model for sustainable infrastructure?
  Considerations include but are not limited to net-zero waste, sites chosen with regard to the fewest environmental impacts and with no negative impacts to sensitive lands or wildlife, whether systems to move people and athletes are multimodal, and ensuring that Colorado communities (particularly low-income and those of color) are not displaced or negatively impacted.
- Are leaders in Denver and Colorado able to do everything in their power to put in place effective carbon reduction strategies for operations and events that are aligned with the objectives of the Paris Agreement on climate change?

I-70 Mountain Corridor Improvements

Transportation along the I-70 Mountain Corridor has long been a major concern for anyone from the Front Range seeking to explore Colorado's mountains and vice versa.

The transportation group within the Games Operations Subcommittee believes that the I-70 Mountain Corridor could handle the Winter Games. With that said, community leaders believe that in order to make the Winter Games truly sustainable, the opportunity should be leveraged to improve transportation along the I-70 Mountain Corridor.

A future bid process could be a catalyst for the metro area and mountain communities to have convenient, relatively affordable, and easy-to-use public transit. This can be done in multiple ways and was discussed in the I-70 Mountain Corridor Record of Decision and Final Programmatic Environmental Impact Statement.[18]

Sustainability of Operations and Venues

It is critical that the venues, build-out, and events themselves be as sustainable as possible during an Olympic and Paralympic Winter Games.

The Olympics, like any major sporting or other type of event, would see a large number of people generating a tremendous amount of waste. As a result, all of the venues should be required to be net-zero waste. This would mean taking steps such as working with local vendors and using reusable and compostable products.

Additionally, a future Organizing Committee that undertakes any new build-out—whether venues, systems to move people and athletes from place to place, or housing—must make best efforts to do so in a sustainable and equitable way. There are many examples, which include, but are not limited to:

- The venues built both in Denver and the mountain communities must not displace or negatively impact communities, particularly low-income and communities of color.
- The venues cannot be "stranded assets," meaning that any new facilities must be designed to have a purpose after the Winter Games.

[18] https://www.codot.gov/projects/i-70-old-mountaincorridor/documents/Final_I70_ROD_Combined_061611maintext.pdf

While the majority of the venues that are needed for a Winter Games already exist, there are a few that would need to be built, depending on the final hosting concept. It is critical that these venues do not impact public lands, open space, sensitive habitat, or wildlife. This will mean consultation with local environmental and wildlife experts.

Fundamentally, the Olympic events themselves must be sustainable, but there should also be permanent improvements and lasting changes as well as use of the opportunity to showcase Denver and Colorado as a model for sustainable infrastructure.

Carbon Reduction Strategies

One of the five "focus areas" of the International Olympic Committee's Sustainability Strategy is climate change. The IOC states, "in order for the Olympic Games to be sustainable, effective carbon reduction strategies should be in place for operations and events and are aligned with the objectives of the Paris Agreement[19] on climate change." Considering that our state is already feeling the impacts of climate change, carbon reduction strategies are a key consideration.

Related, the IOC notes that the theme of climate change "is picked up in the Candidature Process both in terms of how Candidate Cities are currently tackling climate change issues, and their proposals on carbon management should they be elected as host cities."

Notably, the City and County of Denver, other municipalities, and the State of Colorado have committed to addressing climate change. Denver and other Colorado cities and towns have joined the Mayors National Climate Action Agenda.[20] On the state level, Governor Hickenlooper recently released an updated version of the Colorado Climate Plan[21], and in July 2017, the Governor signed an Executive Order[22] committing Colorado to meeting the goals of the Paris Climate Agreement and reducing statewide greenhouse gas emissions by 26% from 2005 levels by 2025.

Sustainability and Environment Conclusion

Colorado is known for its values of prioritizing outdoor recreation and preserving the environment. Colorado has a unique brand of rugged Western individualism paired with forward-thinking policies that promote and sustain our communities. These values are fundamental to us as Coloradans.

Coloradans are acutely aware of and sensitive to the growth that Denver and the state have seen in the last decade. There is little doubt that an Olympics would bring more attention, as it would present our state on an international stage.

The Olympics provide a tremendous opportunity to think big about the issues our state is facing and the solutions to address them. While we have made incredible progress in solving environmental and sustainability issues since the 1970s, when Coloradans voted against funding the Olympics in part because of the Winter Games' impact on the environment, we have a long way to go.

Ensuring the sustainability of our environment and communities must be a prerequisite for Denver and Colorado to bid for a future Winter Games. These values must not simply be embraced but also enhanced, and ensuring that these criteria are met will achieve that goal.

There are outstanding questions as to whether Denver and Colorado would meet these sustainability criteria. Additional analysis needs to be completed by a future Organizing Committee in order to ensure Colorado can host the Winter Games in a way that would live up to the standards of the residents of Colorado.

[19] https://unfccc.int/sites/default/files/english_paris_agreement.pdf

[20] http://climatemayors.org

[21] https://www.colorado.gov/pacific/sites/default/files/021518_REF_ColoradoClimatePlan.PDF

[22] https://www.colorado.gov/governor/news/colorado-commits-state-climate-action

Transportation

The subcommittee reviewed existing and planned transport infrastructure and capabilities for the City of Denver and State of Colorado, in relation to the capacity of Denver and Colorado to provide adequate transportation for hosting an Olympic and Paralympic Winter Games.

Criteria

In order to attain these goals, the Organizing Committee's transport capability must focus on four areas. The criteria were:

- Can current and future planned airport infrastructure, specifically, Denver International Airport (DEN), support the demand during the Winter Games?
- Can existing public transport infrastructure, specifically, the Regional Transport District's (RTD) public transport operations, support the demand during the Winter Games?
- Can the I-70 Mountain Corridor, while implementing the Olympic Route Network, support the demand during the Winter Games?
- Does Denver have Command, Control, and Communications (C3) and Intelligent Transport Systems (ITS) to keep Colorado moving, while successfully managing the demand of the Winter Games?

Capability to Provide Transportation for All

Ensuring the normal transportation flows and needs of Coloradans are balanced with the requirements for Olympic Games transport must be a focus of the Organizing Committee. Colorado must keep moving, while the athletes, media, sponsors, Olympic Family, spectators, and Olympic Games workforce arrive at their destinations in a safe and convenient manner.

Airport

The main international airport for an Olympic and Paralympic Winter Games in Denver and Colorado will be Denver International Airport (DEN). In 2016, DEN was the country's sixth-busiest airport, became the fifth-busiest passenger airport in 2017, and ranks number four in the country with 94 total destinations. DEN currently has the capacity to serve 61.5 million passengers annually and offers direct flights to 168 domestic and 26 international destinations in 11 countries. The airport also handles more than 235,000 metric tons of freight per year. DEN is home to several worldwide cargo movers and support facilities, including World Port Cargo Support, DHL, UPS, FedEx, and United Airlines Cargo.

U.S Ranking Calendar Year 2017

Rank	Airport	Passenger Traffic	% Change 2016-2017
1	Atlanta (ATL)	103,902,992	-0.3%
2	Los Angeles (LAX)	84,554,534	4.5%
3	Chicago (ORD)	79,503,487	1.8%
4	Dallas-Fort Worth (DFW)	67,092,351	2.3%
5	**DENVER (DEN)**	**61,379,396**	**5.3%**
6	New York (JFK)	61,022,943	0.8%
7	San Francisco (SFO)	55,832,518	5.2%
8	Las Vegas (LAS)	48,500,194	6.7%
9	Seattle (SEA)	46,934,194	2.6%
10	Charlotte (CLT)	45,909,899	3.4%
11	Orlando (MCO)	44,611,265	6.4%
12	Miami (MIA)	44,071,313	-1.2%
13	Phoenix (PHX)	43,921,670	1.2%
14	Newark (EWR)	43,393,499	4.2%
15	Houston (IAH)	40,696,216	-2.4%
16	Boston (BOS)	38,412,419	5.9%
17	Minneapolis (MSP)	38,034,341	1.4%
18	Detroit (DTW)	34,701,497	0.9%
19	Fort Lauderdale (FLL)	32,511,053	20.7%
20	New York (LGA)	30,327,204	-1.1%

Source: ACI Preliminary 2017 Rankings
Note: Totals are preliminary and subject to change

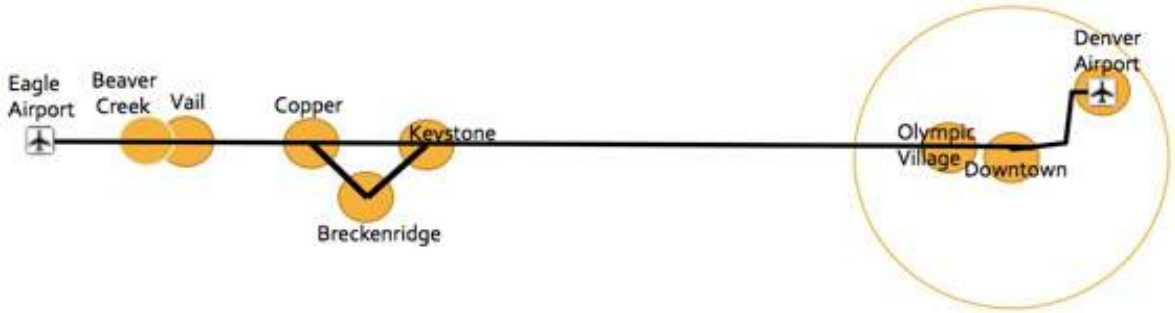
It is anticipated that by 2030, annual airport capacity at DEN will rise to 82.4 million passengers with an average daily capacity of 226,000 passengers. The current flight network already includes key Olympic points of origin from North America, South America, Europe, and Asia.

DEN currently operates with six runways and owns enough land to expand to 12. A total of 110 gates are currently used, and expansion for 39 additional gates will be completed by 2021. Lastly, DEN's Great Hall will be completely remodeled by 2021, providing for a more expedited check-in process.

Considering DEN's daily operations and its available land and facilities, it is already more than capable of handling Olympic and Paralympic arrivals and departures. Typically, the Olympic arrival process would incorporate a specialized procedure by which athletes, team officials, media, and the Olympic and Paralympic Family would enter, and a welcome center where registration and credentialing could take place prior to arriving at the Olympic Village and/or other accommodations. Sport equipment and luggage would also be handled separately from non-Olympic arrivals and departures, relieving pressure on ground crew and baggage claim carousels.

DEN is 23 miles from downtown Denver and the potential City Center venues, and 124 miles to Eagle County. Existing public transport links include Regional Transportation District (RTD) commuter rail service from DEN to Union Station (City Center) via the A line, with connection to Peoria Station and the R line serving the southeast Denver area. Travel time from DEN to Union Station is 37 minutes with service every 15 minutes during peak times.

Eagle Airport Proximity to Denver Airport, City Center, and Potential Venues



In addition to DEN, Eagle Airport (EGE) is a viable option for service to both Eagle and Summit counties, especially considering the likelihood of there being two Olympic Villages (one in Denver and one in Eagle or Summit County). Colorado Springs also has an airport that could also be utilized during the Olympic and Paralympic Winter Games.

Regional Transportation District (RTD)

Denver's Regional Transportation District (RTD) was created in 1969 by the Colorado General Assembly, and currently operates and maintains a mass transportation system for the benefit of 3.03 million people in RTD's service area. The 2,328-square-mile district services all or part of 40 municipalities and eight counties. Annual bus, commuter rail, and light-rail fixed-route services cover a total of 43,546,736 miles.

Buses and Bus Rapid Transit (BRT)

RTD currently operates 1,035 buses for both local and rapid transit service, covering 132 fixed routes and 10,053 stops on a daily basis. In addition, RTD operates 84 Park & Ride facilities, with a total of 30,730 parking spaces. This expansive system would serve spectators and keep the Denver region moving freely during the Winter Games.

Rail and Subway

RTD currently operates and maintains 87 miles of urban rail, 63 associated stations, and 238 vehicles. The rail network includes eight light-rail lines and two commuter rail lines. RTD will expand its light-rail network in 2019, adding 29 more vehicles, and its commuter rail network, adding two more lines in 2018 and 2020 respectively. (See RTD Operations Summary and Rail/BRT Map on the next two pages.)

OPERATIONS SUMMARY (January 2018)

Existing Light Rail System

Corridor	Line	Station Terminals		Frequency (min.)		One-Way Run Time	Peak Trains	Peak Cars
		From	To	Peak	Midday	Minutes	Number	Number
Southwest	C	Union Station	Littleton-Mineral	15	30	29	5	10
	D	18th & California	Littleton-Mineral	15	30	31	5	20
Southeast	E	Union Station	Lincoln*	15	30	42	7	21
	F	18th & California	Lincoln*	15	30	46	7	24
	H	18th & California	Florida	15	15	45	7	25
Central	L	16th & California	30th & Downing	15	15	14 NB, 13 SB	3	6
I-225	R	Peoria	Lincoln*	15	15	55	9	18
West	W	Union Station	Jeffco-Golden	15	15	38	7	18

* E, F, and R Lines will be extended from Lincoln to RidgeGate Parkway in 2019. Travel time is an additional 6 minutes and will require 3 additional peak trains (9 peak cars).

Existing Commuter Rail System

Corridor	Line	Station Terminals		Frequency (min.)		One-Way Run Time	Peak Trains	Peak Cars
		From	To	Peak	Midday	Minutes	Number	Number
East	A	Union Station	Denver Airport	15	15	37	7	14*
Northwest	B	Union Station	Westminster	30	60	12	2	4

* A Line planned to operate 4-car trains by 2020.

Commuter Rail Expansion (2018 Gold Line & 2020 North Metro)

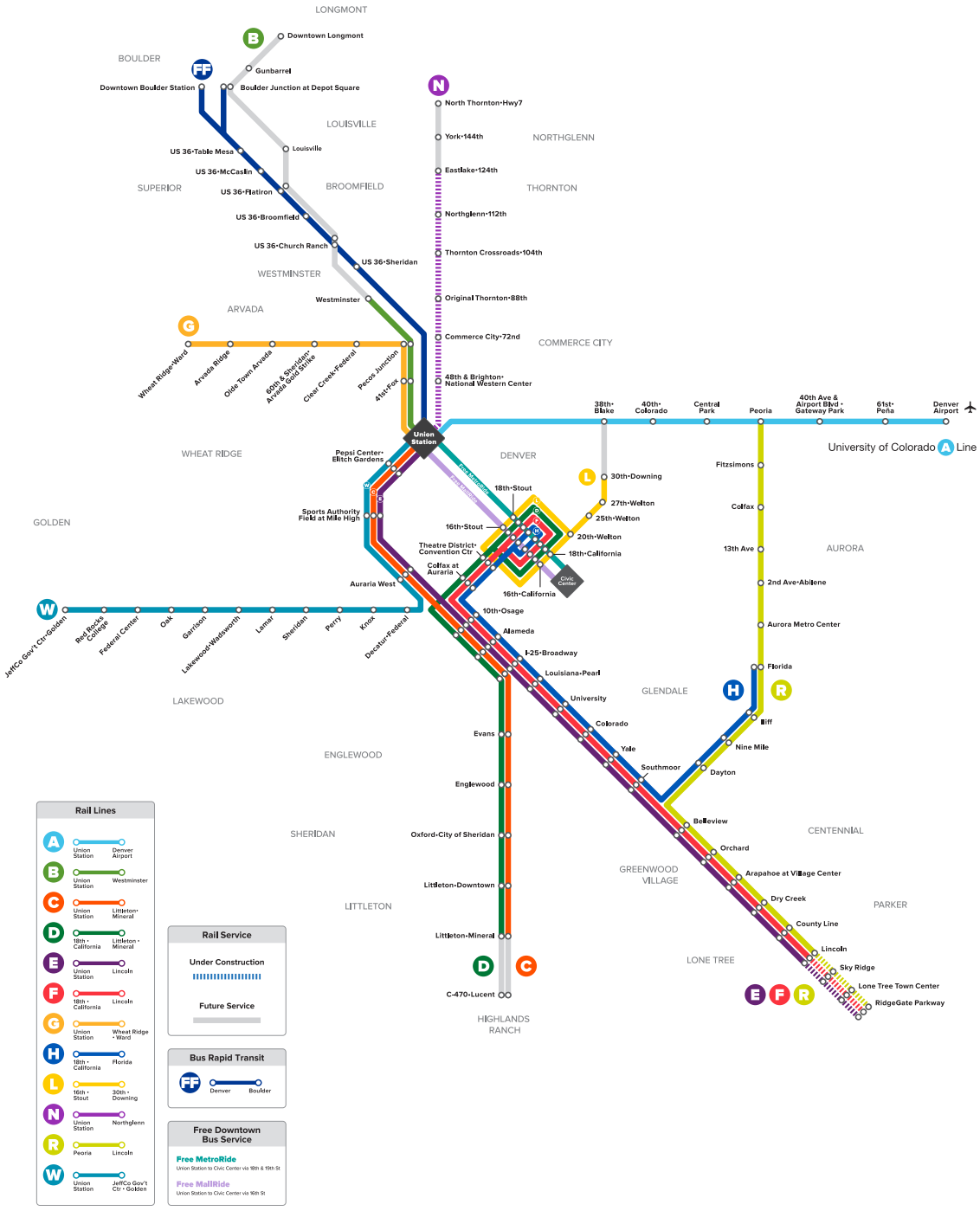
Corridor	Line	Station Terminals		Frequency (min.)		One-Way Run Time	Peak Trains	Peak Cars
		From	To	Peak	Midday	Minutes	Number	Number
Gold	G	Union Station	Wheat Ridge-Ward	15	15	27	6	12
North Metro	N	Union Station	Eastlake-124th	20	30	27	5	10

Existing Enhanced Bus System

Corridor	Line	Station Terminals		Frequency (min.)		One-Way Run Time	Service Direction
		From	To	Peak	Midday	Minutes	
Flatiron Flyer	FF1	Union Station	Downtown Boulder	15	15	50	Bi-directional
	FF2	Union Station	Downtown Boulder	10	--	44	Bi-directional
	FF3	Union Station	US 36 & Broomfield	15	--	24	Peak Direction*
	FF4	Civic Center Station	Boulder Junction	15	--	71	Bi-directional
	FF5	Anschutz	Downtown Boulder	30	--	75	Bi-directional
	FF6	Union Station	Boulder Junction	3-4 trips	--	71	Non-Peak Direction**
	FF7	Civic Center Station	US 36 & Sheridan	10-20	--	30	Peak Direction*
Free MallRide		Union Station	Civic Center Station	1-2	3-15	15	Bi-directional
Free MetroRide		Union Station	Civic Center Station	4.5	--	15	Bi-directional

*Peak direction is eastbound during the a.m. and westbound during the p.m.
**Non-peak direction is westbound during the a.m. and eastbound during the p.m.

RAPID TRANSIT MAP



During the Winter Games, peak demand in the City Center considering potential competition venue sites is outlined below. Peak Day is estimated by using recent/past Olympic and Paralympic Winter Games competition schedules. The general spectator populations are based on 75% of overall venue capacity. The remaining 25% is an estimated capacity used by broadcast, press, Olympic/Paralympic family, and noncompeting athletes.

Denver City Center Peak Day—Olympic Day 6 (Wednesday)

Time	Sport	Inbound General Spectators	Outbound General Spectators	Venue	Main Transport Line/Station	Available Capacity (% of GS Pop)
9:00	Curling Start	5,250		1st Bank Center	Flatiron Flyer/ US 36 & Broomfield P&R	30%
12:00	Curling End		5,250	1st Bank Center	Flatiron Flyer/ US 36 & Broomfield P&R	15%
12:00	Ice Hockey Start	14,250		Pepsi Center	C, E, and W Lines/Pepsi Center Stn	31%
14:00	Curling Start	5,250		1st Bank Center	Flatiron Flyer/ US 36 & Broomfield P&R	15%
14:30	Ice Hockey End		14,250	Pepsi Center	C, E, and W Lines/Pepsi Center Stn	31%
14:30	Ice Hockey Start	6,000		Coliseum	N Line/48th & Brighton-Nat'l West Ctr*	13%
16:00	Speed Skating Start	6,000		Nat'l Western Expo Hall	N Line/48th & Brighton-Nat'l West Ctr*	13%
16:30	Ice Hockey Start	14,250		Pepsi Center	C, E, and W Lines/Pepsi Center Stn	49%
17:00	Curling End		5,250	1st Bank Center	Flatiron Flyer/ US 36 & Broomfield P&R	41%
17:00	Short-Track Speed Skating Start	7,500		Nat'l Western Arena	N Line/48th & Brighton-Nat'l West Ctr*	16%
17:00	Ice Hockey End		6,000	Coliseum	N Line/48th & Brighton-Nat'l West Ctr*	20%
17:30	Speed Skating End		6,000	Nat'l Western Expo Hall	N Line/48th & Brighton-Nat'l West Ctr*	20%
19:00	Curling Start	5,250		1st Bank Center	Flatiron Flyer/ US 36 & Broomfield P&R	35%
19:00	Ice Hockey End		14,250	Pepsi Center	C, E, and W Lines/Pepsi Center Stn	49%
19:00	Ice Hockey Start	6,000		Coliseum	N Line/48th & Brighton-Nat'l West Ctr*	20%
19:15	Short-Track Speed Skating End		7,500	Nat'l Western Arena	N Line/48th & Brighton-Nat'l West Ctr*	16%
21:00	Ice Hockey Start	14,250		Pepsi Center	C, E, and W Lines/Pepsi Center Stn	49%
21:30	Ice Hockey End		6,000	Coliseum	N Line/48th & Brighton-Nat'l West Ctr*	20%
22:00	Curling End		5,250	1st Bank Center	Flatiron Flyer/ US 36 & Broomfield P&R	10%
23:30	Ice Hockey End		14,250	Pepsi Center	C, E, and W Lines/Pepsi Center Stn	12%
TOTAL		84,000	84,000			

* Indicates new line not yet in service

Considering the limited available capacities, a future Organizing Committee would need to operate Park & Ride service to augment the RTD service for peak competition days. This type of augmented service is typical during the Olympic Games.

During the Winter Games, peak demand in the City Center considering potential Opening and Closing Ceremonies venue sites is outlined below. Peak Day is estimated using Olympic Day 1 for the Opening Ceremony, which is traditional for the Olympic and Paralympic Winter Games. The general spectator populations are based on 75% of overall venue capacity. The remaining 25% is an estimated capacity used by broadcast, press, Olympic/Paralympic family, and noncompeting athletes.

Denver City Center Ceremonies Peak Day—Olympic Day 1 (Friday)

Time	Sport	Inbound General Spectators	Outbound General Spectators	Venue	Main Transport Line/Station	Available Capacity (% of GS Pop)
19:00	Opening Ceremony Start	27,750		Coors Field	C, E, and W Lines/Union Stn	25%
19:00	Opening Ceremony Start	55,500		Mile High Stadium	C, E, and W Lines/Mile High Stn	14%
23:00	Opening Ceremony End		27,750	Coors Field	C, E, and W Lines/Union Stn	13%
23:00	Opening Ceremony End		55,500	Mile High Stadium	C, E, and W Lines/Mile High Stn	7%
TOTAL		83,250	83,250			

The above available capacities are what the RTD would currently operate for its special event service, similar to what is currently offered for Denver Broncos games. This service traditionally carries 12,000 to 14,000 passengers per game. Considering the limited available capacities, a future Organizing Committee would need to operate Park & Ride service to augment the light-rail service on both Opening and Closing Ceremony days. This type of augmented service is typical during the Olympic Games.

In both scenarios, further capacities could be found if a Travel Demand Management (TDM) communications campaign goes into effect. This public awareness campaign has traditionally attempted to reduce peak time travel flows. It is traditional to find another 15%–20% in peak time travel flow reductions through these campaigns.

Eagle and Summit Counties Public Transport

In addition to the RTD service covering eight counties, Eagle and Summit Counties also operate several local and regional transit agencies, which provide viable options for the proposed venue sites in each of these counties. They are:

- Eagle County Transit (ECO Transit)
- Summit Stage Public Transit
- Town of Vail Transit
- Beaver Creek Transit

Additionally, a future Organizing Committee could potentially provide resources to extend and augment the existing local and regional service routes.

I-70 Mountain Corridor Demand and the Olympic Route Network (ORN)

Surrounding the City Center venues, the Olympic Route Network (ORN) would be incorporated into the localized Venue Traffic and Transport Plans (VTTP). The main challenge for the implementation of the ORN would lie along the I-70 Mountain Corridor between Denver and Eagle County.

Although it is anticipated that a significant population of spectators would be located in Eagle and Summit Counties, a percentage of the general spectator population would still require daily transport to and from the snow/mountain venues and Denver's City Center. This is similar to the requirements successfully met for the 2002 Olympic Winter Games in Salt Lake City (with transport along the I-80 corridor to/from Park City) and the 2010 Winter Olympic and Paralympic Games in Vancouver (with transport along the Sea-to-Sky Highway corridor to/from Whistler).

Most of the total distance of 124 miles between Denver's City Center and Eagle County lies along the I-70 Mountain Corridor. In comparison, Vancouver is 75 miles to Whistler, and Salt Lake City

is 33 miles to Park City. However, each of the main corridors—especially the Sea-to-Sky Highway between Vancouver and Whistler—had capacity limitations. As a result, for the 2002 and 2010 Games, a "Mountain Venue Express" bus system was put into place and operated by the Organizing Committee.

For the Vancouver Games, it was mandated that when purchasing a ticket to a Whistler-based event, the ticket holder also had to purchase a ticket on the Mountain Venue Express shuttle system. This prevented any general spectator car traffic from using the Sea-to-Sky Highway. If a non-permitted vehicle reached the Squamish junction along the way, it was stopped and prevented from continuing to Whistler. Hence, 100% of the general spectator population traveling from Vancouver to Whistler was on buses (a fleet total of more than 200) and did not impact the Sea-to-Sky Highway.

The Salt Lake City Games posed less of a challenge along the I-80 corridor, while parking limitations within Park City posed a more significant challenge. The Mountain Venue Express was offered as an option, and in the end operated 110 buses per day, accommodating 80% of the total general spectator population traveling to Park City.

Credit: Winter Park

Command, Control, and Communications (C3) Centers

In order for all stakeholders to succeed on a daily basis—and in the special-event environment of an Olympic and Paralympic Winter Games—sophisticated Command, Control, and Communications (C3) centers must exist and be properly integrated.

The key to successful daily operations would be the Intelligent Transport Systems (ITS). Currently, the City and County of Denver operate 2,231 surveillance cameras. RTD operates 4,000 in their region and 1,000 in Denver. Additionally, each of the eight counties in the RTD area has command centers, and RTD partners, trains, and coordinates with each. Most of RTD's day-to-day management is conducted via various operations centers (Bus Operations, Transit Police, Security, and Rail Operations), each with independent but connected command/dispatch centers.

In 2016, CDOT completed its Denver-to-Vail ITS installation, which included an upgrade to the I-70 Mountain Corridor's highway cameras (now operating 500 statewide), weather stations, fiber-optic cable, and traffic detection system. The upgrade included an Ethernet conversion of the existing ITS networks.

Safe and reliable travel conditions and options must be available for drivers and travelers to maximize their mobility and to experience the freedom and connection on Colorado's multimodal transportation network.

As a result, CDOT created the Division of Transportation Systems Management and Operations (TSM&O). The mission of TSM&O is "To systematically improve travel time reliability and safety on Colorado highways through technology, innovative programs and strategies, targeted traffic management activities, and safety improvements." The TSM&O and these initiatives are directly in line with the objectives of the IOC and its related constituent groups mentioned at the top of this subcommittee report.

The Division of TSM&O consists of five branches: (1) Traffic, Safety and Engineering; (2) Intelligent Transportation Systems/Technology; (3) Active Traffic Management and Operations; (4) Corridor Management and Incident Command with special focus on Courtesy Patrol and Heavy Tow programs; and (5) Planning, Performance and Transportation Demand Management.

The branches work together very closely and with CDOT Regions, Maintenance, Office of Emergency Management, and Division of Transportation Development. The TSM&O works extensively with external stakeholders, such as Colorado State Patrol, cities, counties, Metropolitan Planning Organizations, and local law enforcement.

CDOT currently utilizes many techniques used nationwide to control and reduce both recurring and non-recurring congestion. Examples of these strategies include: traffic signal timing, ramp metering, alternative intersection and interchange designs, traffic incident management planning, real-time travel time information to passenger and freight drivers, variable speed limits, traffic metering, HOV and managed lanes, truck management, and parking.

Each of the TSM&O branches—and their related ITS and management procedures—will be critical in the success of the Winter Games and specifically, the ability to manage the ORN along the I-70 Mountain Corridor.

Denver and Colorado possess all of the key elements and C3 operations required and expected for an integrated Winter Games security, incident management, and transport operation.

Transportation Conclusion

The elements and challenges of operating transportation in Denver, along the I-70 Mountain Corridor, and in Eagle and Summit Counties, while meeting Winter Games-related demands are typical to most Olympic Games host cities.

Travel to the snow/mountain venues has traditionally been a challenge, primarily because ski resorts aren't built to accommodate the totality of requirements for a Winter Games. However, with the right transportation plan and operational overlay, they can.

Specifically, the world-class Denver airport (DEN) is more than sufficient for handling arrivals and departures and ideal for a separate arrivals and departures welcome center on its footprint.

As noted earlier, the main challenge will come with demand on the I-70 Mountain Corridor on peak days. However, using similar restrictions placed on the Sea-to-Sky Highway in Vancouver, and mode share vehicles (such as the Mountain Venue Express shuttles), demand would be reduced. Planned enhancements—along with a Traffic Engineering Plan (TEP)—would enable the corridor to accommodate more than it can today and provide for the opportunity to designate a dedicated Winter Games lane that could be turned "off and on" as peak demands require. During the "off" times, there would actually be more capacity for background traffic than is typical.

As previously noted, CDOT is confident that the I-70 Mountain Corridor, as it functions today, could handle the traffic flows associated with the Winter Games. That said, Olympic-related transportation would benefit from the I-70 Mountain Corridor planned changes and operational adjustments (such as creating a third lane through the TEP process). It must also benefit from an aggressive Travel Demand Management (TDM) communications campaign through which normal traffic may be reduced by at least 15%. It is also likely that a percentage of the general spectator population will be located in Eagle and Summit counties.

The other challenge will come with the City Center accommodating peak competition and ceremonies demands, while the rest of Denver keeps moving. The TDM communications plan will again be critical, and a future Organizing Committee will have to play a role in enhancing the existing public transport capacities.

Finally, the Command, Control, and Communications (C3) centers and Intelligent Transportation Systems (ITS) that exist throughout the State of Colorado, the City and County of Denver, the relevant outlying counties, and adjacent municipalities are capable of providing the integrated structure required to manage transport operations (both Games related and non-Games related), traffic, maintenance, and incident response.

Overall, with the proper planning and operational overlays, transport in Denver and Colorado can succeed during an Olympic and Paralympic Winter Games just as well as transport in many other host cities has in the past.

Accommodations

Criteria

Accommodations in the City of Denver and State of Colorado in the vicinity of where events may take place were reviewed in order to demonstrate the ability to host a future Olympic and Paralympic Winter Games. In order to attain these goals, the subcommittee focused on the following criterion:

- Do Denver and the metro area, as well as Summit and Eagle counties, have the hotel inventory required by the IOC?

Hotel Inventory Analysis

The IOC requirement for Winter Games hotel rooms/accommodations is approximately 24,000 rooms within proximity of the venues.

The breakdown of existing hotel rooms in Denver and the Games region of Colorado is:

- Denver and metro area: more than 47,000
- Summit County: approximately 18,000
- Eagle County: approximately 16,000

There are significant numbers of rooms within central and downtown Denver and the specific mountain communities of Beaver Creek, Breckenridge, Copper Mountain, Keystone, and Vail. The resorts and communities of Steamboat Springs and Winter Park have additional large inventories of hotel rooms. The quality levels of these rooms vary, but there are large numbers of three- and four-star accommodations in each of these locations.

In addition, there are opportunities for rental apartments, condominiums, and private homes in each of these locations.

Accommodations Conclusion

Denver and Colorado have a room inventory that far exceeds the IOC requirements. The quality levels of the hotels are projected to meet and exceed IOC requirements. The locations of the hotels are in areas that would support the venue plan and Winter Games operations.

GAMES OPERATIONS CONCLUSION

The Games Operations Subcommittee has agreed by consensus that there are several options under which Denver and Colorado could successfully host a future Olympic and Paralympic Winter Games.

GAMES OPERATIONS SUBCOMMITTEE MEMBERS

Jerome Davis (co-chair)
Carrie Besnette Hauser (co-chair)
Kyle Chism
Joe Ellis
Greg Feasel
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Jim Martin
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Maja Rosenquist
Mike Zoellner

Credit: Jack Affleck

FINANCE SUBCOMMITTEE

Throughout the Exploratory Committee's work, numerous options, recommendations, and concerns were taken into consideration. With this report, the Exploratory Committee has attempted to provide a future Bid Committee with relevant information and recommendations on the key decisions that will need to be made if an Olympic and Paralympic Winter Games is pursued.

The Finance Subcommittee, co-chaired by Navin Dimond and Steve McConahey, was faced with three overarching questions:

- How much will it cost to execute an Olympic and Paralympic Winter Games in Denver and Colorado?
- What is the mechanism to raise the money to cover those costs?
- Could a risk management plan be developed without government subsidies and guarantees, and still meet the IOC requirement for a financial guarantee?

To reach conclusions to these questions, the subcommittee reviewed:

- Publicly available information about past Olympic Games, with specific emphasis on Vancouver 2010 and Salt Lake City 2002
- Information shared through the Olympic Games Knowledge Management program
- Financial requirements and corresponding mechanisms used to host previous major events in Denver and Colorado
- International Olympic Committee (IOC) and United States Olympic Committee (USOC) documents and statements

Additionally, the subcommittee conducted interviews with officials from previous Winter Games and engaged a full review of the projections by an independent third party with sports, events, and Olympic expertise.

To provide a cohesive analysis of the financial components of this work, the Finance Subcommittee worked closely with the Games Operations and Legal Subcommittees to ensure their findings and assumptions aligned appropriately.

With the understanding that the goal of the Exploratory Committee's work was to define if the Winter Games could be funded without direct financial support from the City and County of Denver, other municipalities, and the State of Colorado, the subcommittee had to define, test, and refine new approaches to hosting the Winter Games.

This included exploring the creation of a risk management program funded through insurance and corporate guarantees instead of the typical government backstop.

The findings and analysis of the Finance Subcommittee are explained throughout this section, with a summary budget included in the appendix.

Three Hosting Concepts

Based on input from the Games Operations Subcommittee, the Finance Subcommittee conducted its work under the assumption that there are three different concepts under which Denver and Colorado could host a Winter Games:

A "national" concept that would share Winter Games events across cities that have the necessary venues already in place.

A "legacy" concept that would establish a permanent legacy venue, while still partnering with another city that has permanent venues for sliding sports.

A "temporary" concept that would have Metro Denver and Colorado develop venues that do not currently exist in Colorado for temporary use only.

Details of each concept are provided in the Games Operations Subcommittee section of this report.

The Finance Subcommittee developed a revenue budget specifically for hosting the national concept. The other hosting options would have incremental costs that would need to be funded through additional domestic sponsorships or more diligent cost management. The Finance Subcommittee is confident a future Organizing Committee would be successful in balancing the budget for these hosting concepts, as well.

The final decision for which hosting concept to be utilized would be determined by a future Organizing Committee that would make its decision based on factors and circumstances at that time, including any updated requirements by the IOC and USOC.

Expenditures

In its expenditure calculations, the subcommittee sought to determine if the estimated costs are reasonable and consistent with past Winter Games, as well as current IOC and USOC requirements. The subcommittee also utilized multiple financial models and developed sensitivity analyses to test the reasonableness and impact of alternate expenditure projections.

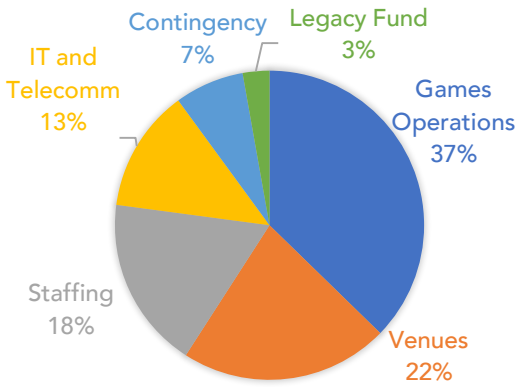
When factoring in all of the cost drivers traditionally used in calculating the expense operating budget (e.g., games operations, venues, staffing, and IT and telecommunications), the Finance Subcommittee determined that a national concept would incur the least amount of expenditures. Further, the subcommittee determined that if a future Organizing Committee elected to outsource three particular Winter Olympic venues (Nordic, ski jumping, and sliding) to a city (or cities) with the existing infrastructure required to host these events, a future Organizing Committee would need to generate revenues of approximately $1.861 billion.

It should be noted, as the creation of a Legacy Fund was deemed particularly important, it was included in the expenditure budget rather then left to chance and subject only to the existence of a possible budgetary surplus as the conclusion of the Winter Games. Additionally, given the use of temporary facilities and overlays, these expenditures are also included in the operating budget rather than a separate capital budget.

By area of expense, this budget includes:

- $694 million for games operations
- $406 million for venues
- $335 million in staffing costs
- $239 million for IT and telecommunications
- $135 million toward a contingency fund
- $52 million toward a Legacy Fund

The following chart illustrates the percent of budget, by expenditure:



If a future Organizing Committee should decide to pursue the "legacy" or "temporary" concepts, there would be incremental costs. Pending final decisions on the type of and placement of infrastructure, a regional legacy option would cost approximately $79 million more, while a regional temporary option would cost approximately $308 million more. The additional expenditures for these options are based primarily on the construction of additional temporary and permanent venue structures along with some incremental operating costs.

Other variables affecting the cost of the Winter Games will include the means by which athlete housing is provided. The budget includes the direct costs to rent and operate athlete housing under each scenario, but not the costs to construct and own housing. If a future Organizing Committee should decide to build new residential facilities to fulfill the housing requirements, additional risks such as availability and price of land, project size, and legacy determinations would need to be taken into account. Conversely, the risks associated with new construction would be removed if a future Organizing Committee determines that rental housing is the preferred method. Should a future Organizing Committee elect to rent existing housing, it would lessen the risk; however, it would not help to alleviate the current need for affordable or workforce housing and could potentially take away from the legacy components of the bid.

Lastly, the Finance Subcommittee completed its work with the expectation that security costs and operations will be the responsibility of the federal government, consistent with all prior Olympic and Paralympic Games hosted in the United States.

Consequently, after factoring in all of the aforementioned criteria, the subcommittee has determined a reasonable current cost estimate to execute an Olympic and Paralympic Winter Games would be in a range from $1.86 billion to $2.17 billion, dependent on which venue concept a future Organizing Committee pursues.

It should also be noted that providing a cost estimate for an event taking place many years into the future has unknown and unforeseen cost implications. Economic fluctuations, security and technology requirements/enhancements, and addendums to IOC obligations are all possible data points that may alter current 2018 budget projections. The committee has included a $135 million contingency in these projection figures to best anticipate the known and unknown variables, which accounts for 7% of the overall expense budget. The subcommittee reached this contingency figure after researching the cost overruns associated with the last 30 years of Olympic Games, with a primary focus on Games conducted in North America and the corresponding contingencies. In this research, the subcommittee determined that a significant portion of the historical overruns could be attributed to the need for construction of new venues. Given that all three of the hosting concepts that were considered require limited new construction or rely on the use of temporary venues, the subcommittee determined a contingency equaling 7% of the overall expense budget was prudent.

Revenues

The subcommittee evaluated the sources for funding the Winter Games while maintaining a focus on doing so without the direct assistance of the City and County of Denver, other municipalities, or the State of Colorado. Criteria used when determining the answer to this question was as follows:

- Can the Organizing Committee raise enough revenues (e.g., ticket sales, business revenues, IOC contribution, private donations, and sponsorships) to cover expenditures?
- What mechanisms are available to provide adequate risk management and cost protections without the use of any governmental guarantees?

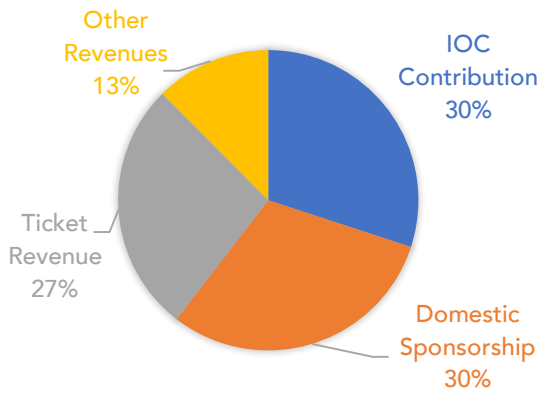
The subcommittee looked to past North American Winter Games to calculate revenue streams. Budget-relieving domestic sponsorships for Salt Lake City in 2002 were $564 million, while Vancouver in 2010 raised $594 million (gross) in domestic sponsorships. This committee has projected a future Bid Committee could likely raise $566 million in domestic sponsorships. In addition to internal modeling and interviews with sponsorship experts, the subcommittee engaged various corporate CEOs to test their assumption and received affirming statements.

Regarding projected revenues from domestic sponsorships, it should be noted that a new area of risk is being created if the USOC considers pursuing a Winter Games within two years of Los Angeles hosting the 2028 Olympic and Paralympic Games. Los Angeles was able to negotiate a "Right to the Rings" marketing and sponsorship agreement that runs through the 2028 Summer Games. A U.S.-based Winter Games future Organizing Committee would need to have direct discussions with the IOC, USOC, and Los Angeles Organizing Committee for the Olympic Games to further understand how this agreement may impact domestic sponsorship opportunities for a Winter Games in the U.S. within two years of LA2028. The Finance Subcommittee notes that while the LA2028 "Right to the Rings" does add some uncertainty to domestic sponsorships, there is also a possibility that a joint sponsorship program could be created to yield additional value for all parties.

Furthermore, the subcommittee has estimated a Denver and Colorado Olympic and Paralympic Winter Games could produce $504 million in ticket sale revenue. The ticket revenues are generated through the capacities available at the proposed venues, which are generally larger than prior Winter Games venues. The average proposed ticket price for sporting events, excluding ceremonies, is $110, with prices ranging from $20 to $300.

Additional revenues would come from an estimated IOC contribution of $559 million, representing the 2018 value of budget relieving amounts based on the IOC's stated $925 million expected contribution to the 2026 Olympic and Paralympic Winter Games. Also, $232 million of revenue is attributable to other revenue sources (e.g., business operations, donations, and licensing and merchandising).

The following chart illustrates the percent of budget, by revenue source:



Protecting Public Dollars

In the past, Organizing Committees have looked to local, state, and federal government guarantees to account for any deficits, but recently the IOC has indicated that they might be willing to adjust the guarantee requirement to meet local circumstances. Therefore, the subcommittee has created a proposal that utilizes private insurance policies and other risk management strategies to protect taxpayers from any cost liability.

The subcommittee looked into and analyzed numerous options of how the insurance protections available in the market and self-funding of risk exposure could best meet the needs of covering the potential types of risks that the Winter Games could encounter. The result was a risk mitigation plan that covered those risks, from $250 million to address cost overages to up to $1.4 billion to cover event cancellation and other major risks. According to current estimates, it would cost approximately $115 million to fund a risk management strategy that would protect the Olympic and Paralympic Winter Games from financial risks. This additional cost is included in the expenditure budget under Games Operations.

In addition to securing private insurance policies to serve as a backstop to cost overruns and unforeseen risks, this subcommittee explored and tested the concept of establishing an innovative contingency fund that would be financed through guarantees from private companies. In this concept, companies would allocate these funds to a future Organizing Committee, and if the funds are not ultimately required in order to balance the budget, they could either be returned or reallocated to the Legacy Fund.

Moreover, if the implied promise in a privately financed Winter Games is to use private dollars to pay for city and state services related to hosting the Winter Games, the subcommittee has established a process to ensure those costs can be quantified in real dollars and included these costs, such as incremental security, waste and snow removal, and transportation, in its Games operations estimate. The benefit of the privately financed model is to alleviate public concern that hosting the Winter Games would require direct financial support from the City and County of Denver, other municipalities, and the State of Colorado. It must be noted that while the public benefit is clear, the risk management structure and reliance on private financing that is being recommended has not been discussed with the IOC and USOC and therefore, could be an approach that is not acceptable to them as a method to meet the required financial guarantee. Under these circumstances, a future Bid Committee would need to determine if there is an alternative financial structure that is acceptable to the IOC and USOC, while still meeting the community desire for the Winter Games to be privately financed.

At the conclusion of its work, the subcommittee sought the input of an independent third party. The subcommittee engaged a senior finance professional with extensive major event, including Olympic Games, experience who found the budget estimates reasonable and within the normal level of risk for an event that could be many years in the future. The finance expert also noted the positives of the subcommittee's efforts to align with IOC Agenda 2020 and The New Norm.

The subcommittee feels strongly, through the outcomes of its own work and the validation of a third-party expert, that the model it is presenting would protect Denver and Colorado residents from cost overruns.

FINANCE SUBCOMMITTEE CONCLUSION

In summation, it is the conclusion of the Finance Subcommittee that Denver and Colorado could, with a high likelihood of acceptance by the IOC and USOC, host a privately financed Olympic and Paralympic Winter Games in any of the three event hosting concepts that were considered.

FINANCE SUBCOMMITTEE MEMBERS

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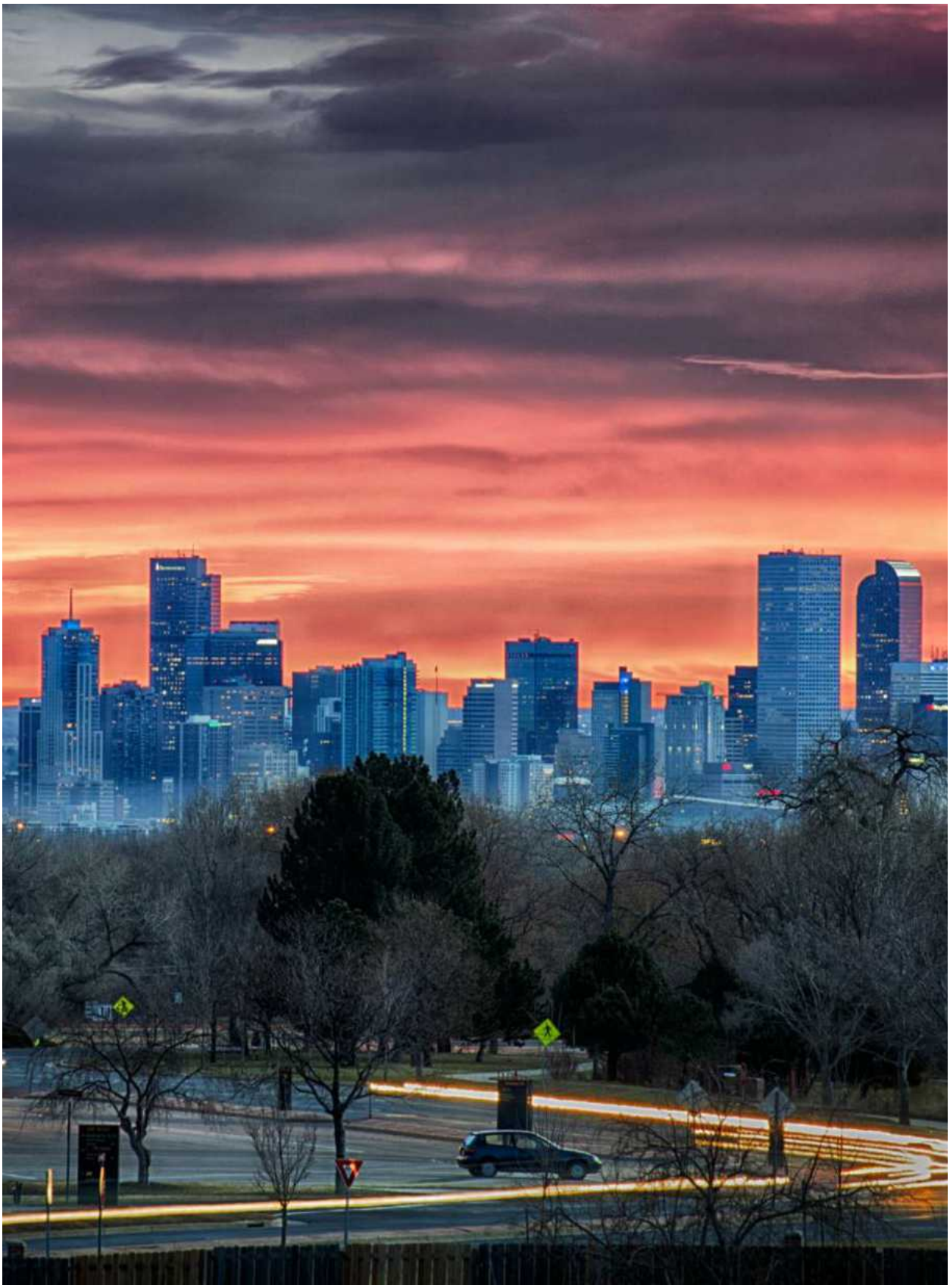
Rus Heise
Bob Hottman
Tracy Huggins
Jeff Ruffe
Donna Tillery
Scotty Williams



Credit: Colorado Josh

LEGAL SUBCOMMITTEE

Throughout the Exploratory Committee's work, numerous options, recommendations, and concerns were taken into consideration. With this report, the Exploratory Committee has attempted to provide a future Bid Committee with relevant information and recommendations on the key decisions that will need to be made if an Olympic and Paralympic Winter Games is pursued.

The Legal Subcommittee, co-chaired by Cole Finegan and Bruce James, was tasked with exploring two separate sets of legal issues. The first related to the private financing and operation of a future Olympic and Paralympic Winter Games. Specifically, it focused on the following questions:

- Could a bid and a future Olympic and Paralympic Winter Games be privately financed?
- How could and should the Organizing Committee be structured?
- Could a financial insurance model be created to fit within the context of the first two questions?

Working closely with the Finance Subcommittee, the Legal Subcommittee focused on the question of "What does privately financed mean?" as it relates to a future Bid and Organizing Committee. The subcommittee focused special attention on ensuring public dollars would not be put at risk should the Winter Games end up in a deficit situation. The subcommittee also evaluated various governance entities to act as a future Bid or Organizing Committee (e.g., public vs. private, corporation vs. a non-profit organization) and how that decision would affect factors such as financing, governance, and transparency.

The subcommittee closely examined the insurance and private financial guarantee arrangement being proposed. The concept of leveraging insurance to backstop cost overruns due to hosting an Olympic and Paralympic Games has been incorporated into every recent Olympic Games bid from a United States city. However, utilizing only insurance and private means as the cost overrun backstop, as opposed to providing a governmental guarantee as well, is innovative. The subcommittee tested and provided feedback to the Exploratory Committee on whether the Finance Subcommittee's insurance and private financial guarantee plan is viable.
NOTE: Details regarding the insurance guarantee are included in the Finance Subcommittee section of this report.

In response to public feedback throughout the exploratory process, the Exploratory Committee also requested that, as a secondary issue, the Legal Subcommittee explore and provide a recommendation regarding whether a local or statewide vote "must" take place in order to proceed with the bid, given the unique, private structure being contemplated, as well as "should" a local or statewide vote take place if Denver and Colorado decided to pursue a future Winter Games.

Privately Financed and Operated Olympic Games

Structure of a Privately Financed Organization
A framework can be established to operate a privately financed Olympic and Paralympic Winter Games. This structure would protect taxpayers from liability, both during the bid and in the planning, construction, and operation phases. It is recommended that the Organizing Committee be set up as a non-profit organization, such as a 501(c)(3) entity. This is the entity that other cities have identified as a vehicle for their Organizing Committees, including Los Angeles for the 2028 Olympic Summer Games. The exact structure of the non-profit entity would be determined at a later date, including elements related to the composition of the Board of Directors and procurement rules including City and County of Denver certifications, such as: Minority- and Women-Owned Business Enterprise (M/WBE), Small Business Enterprise (SBE) and Disadvantaged Business Enterprise (DBE).

Insurance and Private Financial Guarantees for Unexpected Shortfalls
An insurance and private financial guarantee structure can be implemented to address all known risks associated with an Olympic and Paralympic Winter Games. Related to the insurance structure, the committee has identified 25 specific coverage areas (e.g., general liability, workers' compensation, loss of appeal—which provides indemnity against foreseeable loss) that would be purchased. The insurance and private financial guarantees would be structured to pay out any potential claim(s) in three layers. First, the deductible. Next, the private financial guarantees backing the policy. Finally, the

insurance coverage. This innovative contingency fund would be financed through donations from private companies. In this concept, companies would allocate these funds to a future Organizing Committee, and if the funds are not ultimately required in order to balance the budget, they could either be returned or reallocated to the Legacy Fund.

IOC/USOC View of Privately Funded Games

Although it has not yet accepted a bid without a governmental financial guarantee, the IOC has recently indicated an openness to the concept of a privately funded Olympic Games based on language included in IOC Agenda 2020, The New Norm, and recent statements by the IOC that look favorably on the use of "limited warranty coverage" to insure financial viability.[23]

Local or Statewide Vote

As a secondary issue, the subcommittee examined whether a vote by the residents of Colorado should or must be held.

Colorado has a unique history on this question. It is the only host city to turn down an Olympic Games, after it had been awarded the honor (i.e., the 1976 Winter Games), in the history of the Olympic Movement. Many things have changed since a vote of the people was undertaken in 1972, both within Colorado and the Olympic movement, but nonetheless the question of a vote remains a common theme.

As the subcommittee has proposed structuring the operations of a future Organizing Committee, no taxpayer funds would be at risk if a future Olympic and Paralympic Winter Games suffered a deficit. Thus, without taxpayers bearing financial responsibility for the Games, the Winter Games can be held in Colorado without a legally mandated vote of its citizens.

While it is the subcommittee's conclusion that a vote is not legally mandated, there are many voices who feel that any decision to bid should be accompanied by a statewide vote. The subcommittee explored both if a vote should be held and how it could be accomplished.

The deadline to file a statewide citizen initiative for the 2018 election cycle passed on March 23, 2018, therefore, no statewide vote can be held this year unless the Governor calls a special session to consider the question.

The subcommittee also considered a statewide vote in 2019 but ruled it out due to Colorado's statewide initiative requirements. In odd years in Colorado, statewide initiative questions must relate solely to questions of taxation. Since no taxpayer liability will be at risk if the Olympic and Paralympic Winter Games are awarded to Denver and Colorado, a vote in 2019 did not seem appropriate.

With the statewide initiative requirement and the USOC's stated interest in pursuing a Winter Games in 2030 or beyond, the Legal Subcommittee recommended a statewide vote take place no earlier than 2020.

Apart from a statewide vote, the question of whether to hold a vote solely in the City and County of Denver has been discussed. Despite the filing of a Denver ballot initiative on April 30, 2018, by members of the NOlympics committee, the Exploratory Committee does not believe a vote limited to residents of Denver would be appropriate since the Winter Games would be conducted throughout Colorado. Moreover, since Denver residents would not bear financial responsibility for the Winter Games, any vote (if taken) should involve all voters in Colorado.

The subcommittee noted the decision to seek a statewide vote brings into play a number of issues that must be considered.

The most significant benefit to holding a statewide vote is to put the question to rest and know that once resolved, the question of a vote would not continue to loom over the planning of a future Olympic and Paralympic Winter Games. If a positive vote is received, it is not legally binding on other Olympic questions that might be raised, but it would be viewed as a strong endorsement.

[23] https://gamesbids.com/eng/featured/ioc-tells-sion-2026-that-unlimited-financial-guarantee-not-required-for-olympic-bid/

There are a few negatives associated with a statewide vote that should also receive consideration by a future Bid or Organizing Committee.

Setting a precedent. There are concerns that a statewide vote on hosting the Olympic and Paralympic Winter Games could create a situation in which every major event, sporting or otherwise, conducted in Colorado and/or Denver may require a vote. Denver and Colorado have hosted, without a vote, many major events that have yielded significant positive economic, cultural, and social benefits. A vote on the Olympics could signal that all decisions on future events could require a vote. While some would favor this result, it is not clear how this model would work practically with our form of representative democracy.

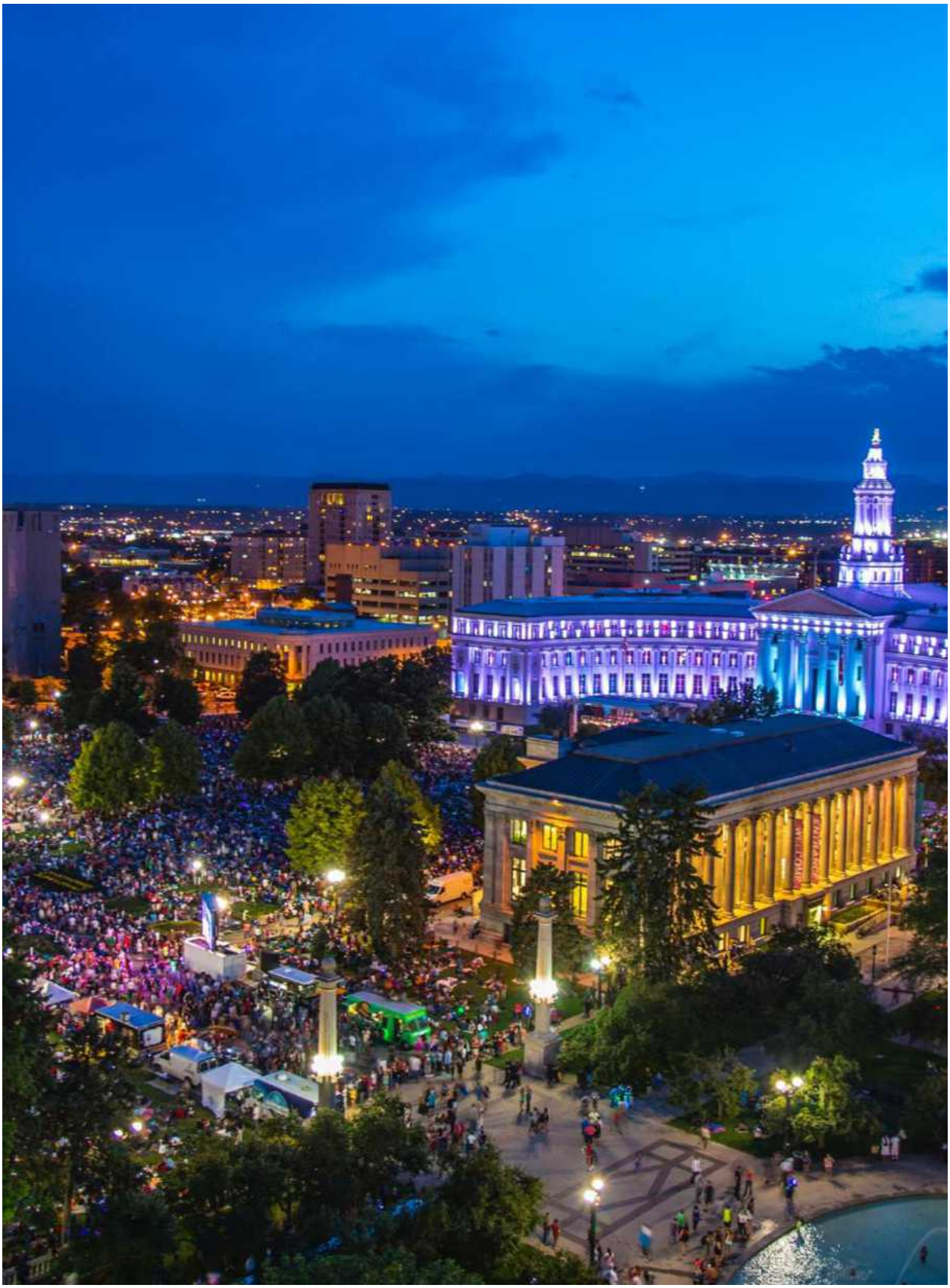
Cost. The cost to run a competitive campaign associated with a statewide vote would require significant resources. Those funds could arguably be better spent on establishing early funding of a Legacy Fund, so that the positive impacts of hosting the Olympic and Paralympic Winter Games could begin long before the first event took place.

LEGAL SUBCOMMITTEE CONCLUSION

The Legal Subcommittee agreed by consensus that a framework exists to host a privately financed and operated future Olympic and Paralympic Winter Games. The Legal Subcommittee also agreed by consensus that a vote is not legally mandated in order for Colorado and Denver to host the Olympic and Paralympic Winter Games, but it recognizes there are many voices who feel that any decision to bid should be accompanied by a statewide vote.

LEGAL SUBCOMMITTEE MEMBERS

Cole Finegan, Co-Chair
Bruce James, Co-Chair
Helen Atkeson
Bradley Beck
Terrance Carroll
Jordan Chase
Deanne Durfee
Abby Kirkbride
Jonathan Pray
Craig Umbaugh



Credit: Evan Semon

COMMUNITY AND CIVIC ENGAGEMENT SUBCOMMITTEE

Throughout the Exploratory Committee's work, numerous options, recommendations, and concerns were taken into consideration. With this report, the Exploratory Committee has attempted to provide a future Bid Committee with relevant information and recommendations on the key decisions that will need to be made if an Olympic and Paralympic Winter Games is pursued.

Following the establishment of the Exploratory Committee in December 2017, five subcommittees were created including the Community and Civic Engagement Subcommittee co-chaired by Albus Brooks, Denver City Council President, District 9; Richard Scharf, President & CEO, VISIT DENVER; and Janice Sinden, President and CEO, Denver Center for the Performing Arts.

In order to successfully conduct a robust outreach effort in a short period of time, several industry professionals worked closely with the co-chairs, including Reeves Brown, Principal, Synergy Solutions; Khadija Haynes, CEO and President, K-Solutions LLC; Jesus Salazar, President & CEO, Prosono; and Brittany Morris Saunders, President of Local Affairs, Sewald Hanfling.

This subcommittee established the Sharing the Gold engagement plan to spur statewide discussion about whether hosting an Olympic and Paralympic Winter Games would be good for Denver and the entire state. Sharing the Gold includes the establishment of advisory groups, made up of key constituencies throughout the Denver Metro region and the mountain communities in which a Winter Games would likely take place if Denver and Colorado were to pursue a bid.

Website

Explorethegames.com and Sharingthegold.org launched on January 30, 2018, as part of the civic and community engagement efforts that were announced with a press release. Explorethegames.com is the primary site focused on sharing information about the exploratory process overall. Sharingthegold.org provides a direct link to the Community and Civic Engagement page of the Explorethegames.com site.

The FAQs and online survey were available in Spanish. Based on feedback from the Sharing the Gold Advisory (STGA) Metro Denver group, the site also included Google Translate functionality so that all pages on the site could be translated into nine languages that were recommended by the Denver Office of Human Rights and Community Partnerships.

The website was promoted through all media outreach efforts, in all presentations, during the online community meetings and to the STGA members in Metro Denver and the mountain communities. Media outreach and public awareness of the community engagement tools was conducted by Ramonna Robinson and GroundFloor Media.

As of March 29, Explorethegames.com had garnered 20,383 unique page views, of which 56% visited the Community and Civic Engagement (Sharingthegold.org) section.

Online Survey

The online survey was launched with the website on January 30, 2018, and was available through March 3. The survey was developed and administered by a third party, with the goal of gaining feedback from as many Colorado residents as possible to learn about what they considered the potential benefits and concerns related to hosting a future Winter Games. Due to some concerns about the tone of some of the benefits statements, the survey was reviewed by an additional independent third party and six minor revisions were made to adjust the language of some of the statements. The edits did not change the underlying meaning of the questions asked.

There was isolated criticism that the survey did not include a "yes/no" question about whether Denver and Colorado should host a Winter Games. This was intentional, as the online survey was not meant to be a statistically significant poll, but rather a way to understand the reasons residents would or would not support a bid. The survey was promoted through all media outreach efforts, in all presentations, during the online community meetings and to the STGA members in Metro Denver and the mountain communities in order to drive the maximum amount of responses.

Several Denver City Council members, as well as civic, business, and community groups throughout the Metro Denver area and mountain communities, provided a link to the survey through their member newsletters and other communications.

Overall Responses

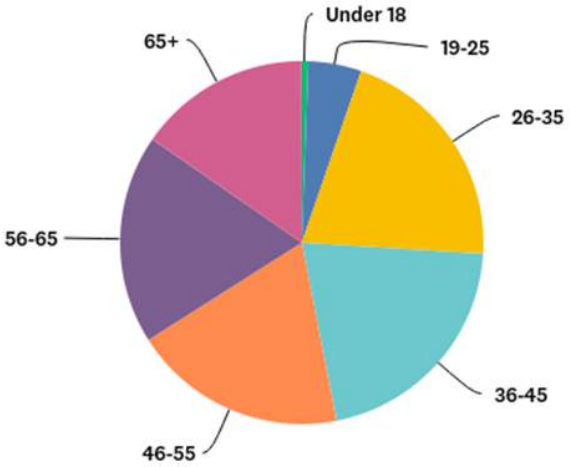
During the open period, 13,589 people began the survey. A total of 9,589 respondents completed the survey. Based on the zip codes entered at the start of the process, 78 surveys were completed by respondents living outside of Colorado. Therefore, a total of 9,511 surveys were available for analysis. Of the 13,589 initial respondents, nine utilized the Spanish-language version and six completed the Spanish-language version. In some cases, respondents who completed the Spanish-language version of the survey answered the open-ended questions in English. The survey ended with a 71% completion rate, which is in line with the industry average.

Responses by Geography

Colorado is divided into 64 counties and 644 zip codes. The online survey received responses from 57 counties (89%) and 349 zip codes (54%). Responses were most concentrated in the Denver Metro area and mountain communities in which a Winter Games would likely take place if Denver and Colorado were to pursue a bid.

Responses by Age

Under 18: 54 responses	46–55: 1,812 responses
19–25: 451 responses	56–65: 1,774 responses
26–35: 1,963 responses	65+: 1,459 responses
36–45: 1,998 responses	



Common Themes

While responses to individual questions largely mirrored the aggregate sentiment, several questions stood out.

In the first series of questions that asked about possible benefits, the Olympics embracing important values and the ability of Colorado to host the Winter Games with private financing resonated most with respondents. Alternatively, Olympic Villages providing long-term affordable housing and Colorado receiving funding from the IOC for long-term solutions received the highest number of low scores.

In the second series of questions, more than 83% of respondents identified the I-70 Mountain Corridor, as it is currently configured, being incapable of managing traffic congestion associated with the Olympics, as a possible challenge if Colorado hosted the Winter Games. Respondents identified growth and the ability of mountain communities to accommodate crowds associated with the Olympics as additional possible challenges. One of the least important concerns according to respondents was the effect that the Olympics would have on individuals' everyday lives. Possible challenges like environmental sustainability and Denver's ability to host the Olympics were also identified less often as potential hurdles.

Open-Ended Responses

Respondents were provided four opportunities to provide open-ended feedback regarding Colorado hosting the Olympic and Paralympic Winter Games: once after the first series of questions, again after the second series of questions, yet again after the third series of questions, and finally, at the end of the survey. By far the most popular place to leave comments was at the end of the survey with 4,362 people (46% of respondents) taking the opportunity to do so.

The final open-ended question asked, "Do you have any other comments, questions or concerns to share with the Exploratory Committee?" Analysis of the responses shows that 2,320, or 53%, of all comments responsive to this final question came from people who had previously identified potential challenges or made otherwise critical comments in their responses to the previous open-ended questions. Meanwhile, respondents who had identified possible benefits or left otherwise positive

comments through their responses to the previous open-ended questions left 1,049 comments, accounting for 24%. Those respondents whose answers to the previous open-ended questions did not mention possible benefits or challenges, and were more neutral in tone, tallied 992, or nearly 23% of final comments. Compared to the total number of completed surveys, comments that focused on possible challenges or were otherwise critical in response, made up less than a quarter of all those who completed the survey.

Sources of Information

One question that yielded interesting results pertained to how survey respondents received their information. The question read, "How have you learned about Denver and Colorado's exploratory process to assess the feasibility of hosting a future Olympic and Paralympic Winter Games (check all that apply)?"

Overwhelmingly—more than 67%—respondents indicated that they had seen or watched media coverage of the process. A significant number of respondents—roughly 33%—said that they had heard about the process from friends, family, or coworkers. (A complete breakdown of the responses can be found in the appendix.)

The final online survey results, as ranked by the respondents, were:

Potential Legacy of Hosting the Olympic and Paralympic Winter Games (listed in order of importance as ranked by respondents):

1. I-70 West congestion relief
2. Increased transit and mobility options
3. New affordable housing
4. Long-term opportunities for youth
5. Creation of community investment fund

Potential Benefits of Hosting the Olympic and Paralympic Winter Games (listed in order of importance as ranked by respondents):

1. The values of the Olympic Games include athletes competing equally, diversity and equality, clean sport, and peace through sport.
2. If the committee is able to host the Games with private financing so that there would be minimal, if any, impact to tax payers.
3. If hosting the Games could provide the opportunity to receive nonlocal tax revenue to help solve transportation congestion issues getting to and from the mountains along I-70.
4. If the Exploratory Committee could find ways to maximize infrastructure investments Denver and Colorado have already made, supplementing any venues we don't have with temporary venues that could either be recycled, sold, or used elsewhere following the Games. (There are only three required venues that Denver and Colorado do not already have.)
5. Every Olympic Games hosted in the United States since 1960 has generated a surplus against its operating budget and not left the host city with financial debt.
6. International Olympic Committee funding could provide long-term solutions to state's problems.
7. Other.
8. What legacy a Winter Games would leave for Denver and Colorado. For instance, Olympic Villages could provide long-term affordable housing opportunities in Denver and mountain communities.

Potential Challenges of Hosting the Olympic and Paralympic Winter Games (listed in order of importance as ranked by respondents):

1. I believe the I-70 Mountain Corridor, as it is currently configured, is not capable of managing the traffic congestion associated with hosting the Winter Games.
2. Other.
3. I believe that the Olympics would further accelerate the growth of our region and cause more people to move to Denver and Colorado.
4. I believe the mountain communities are not capable of accommodating the number of people who will attend the Winter Games.
5. I believe new venues and infrastructure will be needed for the Winter Games that will not be an asset to Denver or Colorado in the long term.
6. I believe hosting the Olympic and Paralympic Winter Games does not make financial sense.
7. I believe Denver is not capable of accommodating the number of people who will attend the Winter Games.
8. I believe the Olympics and Paralympics are not environmentally sustainable and have a negative environmental impact.
9. I believe the Games will affect my everyday life (e.g., my 9–5 commute).

Sharing the Gold Advisory (STGA)—Metro Denver

The Community and Civic Engagement Subcommittee invited 64 local representatives from key constituencies throughout the Metro Denver region to gather input from a diverse set of communities. The Advisory was comprised of members that represented the diversity within our communities, including faith-based organizations, foundations, neighborhoods, minority chambers of commerce, people with disabilities, arts professionals and cultural institutions, young professionals, and others. The group was tasked with conducting outreach to gather input on their communities' questions about and vision for a successful Winter Games, the risks and challenges associated with hosting the Winter Games, and the desired legacy once a Winter Games concluded. Although the STGA was originally slated to meet three times, it became clear after the second meeting that participants wanted to further engage in open dialogue. This resulted in the inclusion of an "open comment" session for the third meeting and the scheduling of a fourth meeting, in which the STGA finalized its recommendations. Each of the STGA meetings was facilitated by a moderator.

In meeting one, STGA members received an orientation about their charge. Rob Cohen, Chair of the Exploratory Committee, provided a presentation detailing the exploratory process. STGA members had an opportunity to ask questions and provide initial comments, which focused on a wide variety of topics. Many STGA members arrived at the meeting assuming that the outcome of their STGA participation would be a yes/no vote on whether Denver and Colorado should pursue a future Olympic and Paralympic Winter Games bid. Expectations were clarified. Questions and comments included how any potential surplus from a Winter Games would be utilized and what committee/group would be tasked with implementation; what types of transportation options would be studied (e.g., potential widening of the I-70 Mountain Corridor or a train); criticism about the online survey language; economic opportunities for local business, as well as minority business and contractors; more details regarding the Olympic Villages in terms of number of units and utilization for Paralympians; timeline for the International Olympic Committee (IOC) and United States Olympic Committee (USOC); security needed for such an event and lessons learned from the 2008 Democratic National Convention; potential for federal funding; being accommodating and accessible for all people; how to share the exploratory effort with those who don't have computer access by conducting in-person meetings; and transparency and ongoing public engagement beyond the exploratory process.

At the request of STGA members during the meeting, a Gmail account was set up to collect questions from members. Following each meeting, questions were collected, and answers shared with all STGA members in advance of the next meeting. Additionally, a Google Drive was set up for members' use. The drive was developed so that members could share documents with one another as they conducted research about the Winter Games. All of the Q&A documents were placed in the drive as well as several articles and information submitted by STGA members. Finally, at the request of the STGA, members were provided with draft email and social media messaging as they launched their outreach efforts, which included links to the public survey and details about the upcoming online community meetings.

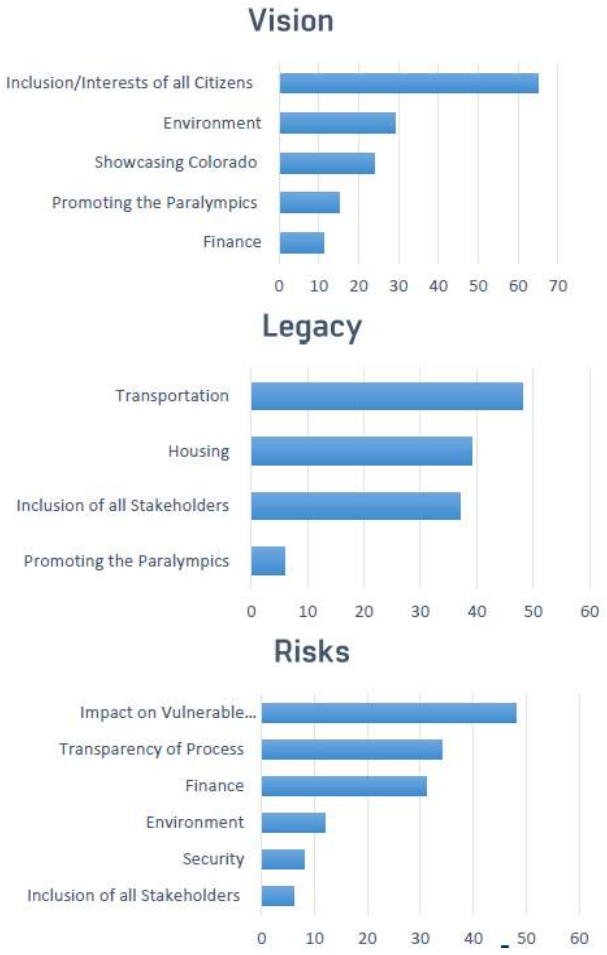
In meeting two, STGA members identified their communities' most widely held concerns, ideas, and aspirations via a collective "dot voting" exercise focused on the themes of Vision, Legacy, and Risks. Dot voting is an exercise that presents meeting attendees with a range of statements and a small number of "dots," which equate to votes. Meeting attendees must rank the statements and place their dots on the statements they think most strongly align with their feelings about the topic.

Metro Denver STGA dot-voting

Thematically, the statements garnering the most "up" votes were statements advocating for the interests and inclusion of all residents throughout the planning, execution, and legacy of a Winter Games. Concern was expressed over the ways in which a Winter Games could negatively impact marginalized communities across the state, but also hope that with purposeful planning, vulnerable groups could benefit from an Olympic presence. There was a strong desire for a legacy of improved transportation infrastructure, as well as sustainable, innovative investments in affordable housing. STGA members believe that environmental sustainability should be both a prerequisite and an outcome of hosting the Games. On finance, there was a lack of understanding regarding the financing options being researched.

Overall, there was a general consensus around the biggest issues and support for some very specific ideas. There was more agreement than disagreement with about 75% of all voting represented as an "up" vote. Transparency throughout the bidding and planning process was seen as a widely held concern. Statements relating to procedural transparency garnered 34 "up" votes. Other specific proposals that received significant "up" votes included being a zero-waste event, highlighting Colorado as a culturally diverse community by ensuring multiple cultures and communities participate in the bidding process, distribution of funds ensuring all of our communities are benefiting and not just the privileged, and transitioning Olympic Villages into affordable housing.

STGA Member Support for Vision, Legacy, and Risk Issues



In meeting three, STGA members were given the opportunity to verbally share thoughts and feedback based on their outreach efforts within their communities. Approximately 25 members chose to share information, and their comments generally aligned with the feedback that was gathered in session two. STGA members conducted outreach through individual meetings, group meetings, social media, email, and other methods which directly and indirectly reached tens of thousands of community members.

Several Themes Emerged from Community Members Regarding **Vision**:

- Denver and Colorado can be a "shining star" and set a new, higher bar for how the Games are organized and hosted.
- The desire for equity and benefits (including contracting) to minorities, veterans, seniors, and other disadvantaged or marginalized communities as a result of hosting the Winter Games.
- Showcasing Denver and Colorado as an outdoor recreation mecca and Denver as a truly global city.
- Opportunity to highlight local sportsmanship.
- Short-term and long-term economic development opportunities.

Themes About **Risks and Challenges** from Community Members Included:

- Concerns regarding financing to ensure that taxpayers will not be responsible for cost overruns or financing the Winter Games.
- Current priority issues including growth and transportation and how the I-70 Mountain Corridor can accommodate such an event.
- How the Winter Games can benefit those most impacted.
- Ensuring an adequate workforce for the Winter Games.
- Potential negative environmental impact of hosting the Winter Games.

Legacy Themes from Community Members Included:

- Utilizing the Winter Games as a catalyst for current pressing issues including transportation infrastructure and housing.
- Having a plan for utilizing an operating surplus for community benefit.
- Promotion of health and wellness programs in local communities.
- Youth programs (education, health, a youth advisory committee, and other).

Overall, many STGA members mentioned that as they had conversations within their communities and shared the information they had learned through this process, many myths and misconceptions were debunked, causing community members to move from a less supportive position into a neutral or positive position.

In meeting four, STGA members had the opportunity to provide feedback on a set of draft recommendations created by the Community and Civic Engagement team based on the collective sentiments that had been gathered during the previous four weeks, specifically in the categories of Vision, Risks and Challenges, and Legacy.

The final, unedited requests of the Metro Denver STGA were compiled into a document that reflects their recommendations based on their process (available in the appendix). These requests will be provided to a future Bid Committee for its consideration. It should be noted that while the recommendations are thoughtful and noble, it is not possible to solve all of Denver's and Colorado's challenging issues by hosting a future Winter Games. The Metro Denver STGA's recommendations provide a strong set of considerations that would drive a future Bid and Organizing Committee to host the Winter Games in a way that will make Coloradans proud.

Based on the draft recommendations provided, STGA members were asked to indicate their initial agreement based on a scale of Strongly Agree, Moderately Agree, Moderately Disagree, or Strongly Disagree. STGA members spent the session analyzing and proposing changes to the draft document, during which time the group chose to adopt six additional parameters in the Vision section of the recommendations document.

The group started the exercise with a few members in the Strongly or Moderately Disagree categories. By the end of the exercise and discussion, all STGA members were either in the Moderately Agree or Strongly Agree categories. In order for a proposed change to be accepted by the group, more members needed to indicate their forward movement rather than moving back. Of note, the Vision recommendations were changed from those originally drafted through the change protocols described above. (Several of the top recommendations in each category are listed; the full list can be found in the appendix.)

Final Vision Statements from the Metro Denver STGA Included:

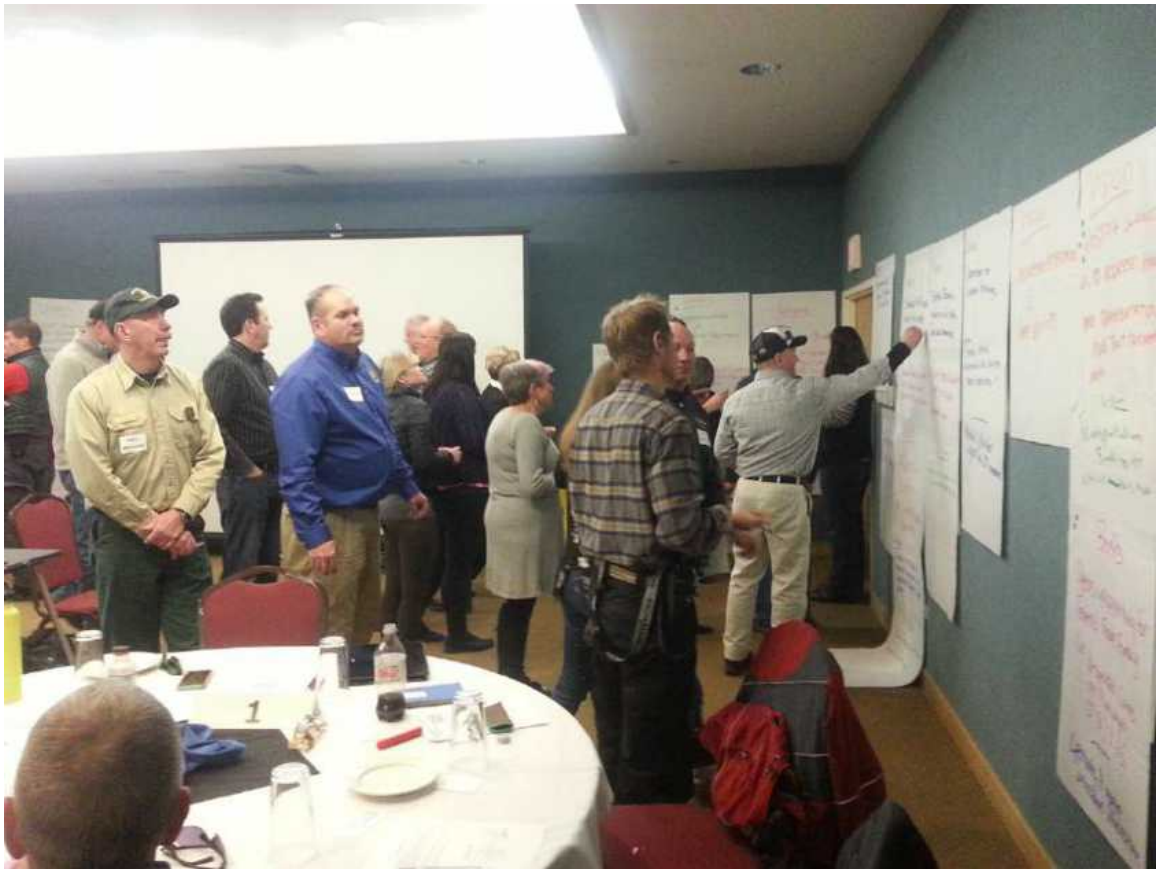
- The public will have full transparency into how the Games are financed, who benefits, and how decisions are made. Any authority or agency created to host the Winter Games is subject to applicable public record requests.
- There is no taxpayer liability in the event of any initial debt load, budget overruns, or other unknown circumstances.
- There will be an inclusive and diverse community task force established to ensure that there is accountability to the recommendations within this document.
- There is a commitment to the creation of a specific program or an expansion of existing programs that increases access to mountain sports and winter activities for underserved and disabled youth.
- Hosting the Winter Games is a catalyst for improvements in multimodal, public transportation throughout the I-70 corridor with a preference toward mass transit options over roadway improvements.
- The service levels for existing public services (e.g., emergency response, transit, etc.) remain uninterrupted by the Winter Games.

Final **Risks and Challenges** Statements from the Metro Denver STGA Included:

- There is a concern that although local and state governments would not be required to subsidize or guarantee the financial results of the Winter Games, there may still be taxpayer liability in the event of any initial debt load, budget overruns, or other unknown circumstances.
- There is a concern about a lack of transparency regarding funding and financial commitments, which makes it difficult to know who benefits most from Colorado hosting the Winter Games.
- There is a concern that those who are most impacted by the Winter Games (e.g., the transit dependent) could also be the ones that benefit the least and that those may also be the individuals who are least able to participate in the Winter Games due to geographic access, socioeconomic challenges, and other barriers.

Final **Legacy** statements from the Metro Denver STGA Included:

- Underserved communities, as well as our youth and future generations, will have greater access to and engagement in outdoor and mountain activities.
- Metro Denver and Colorado will be globally recognized for the creativity we applied in leveraging the Winter Games to maximize social benefit and the innovative ways in which we addressed challenges that arise.
- Colorado will benefit from innovative, multimodal, public transportation improvements that reduce congestion and increase safety and accessibility for people in our urban and mountain communities.



Winter Park STGA meeting

Sharing the Gold Advisory—Mountain Community Meetings

The Sharing the Gold Advisory effort in the mountain communities engaged 211 community leaders through six meetings in Breckenridge, Frisco, Georgetown, Steamboat Springs, Vail, and Winter Park. In general, most participants favored hosting a future Winter Games with positive energy around "Vision" and "Legacy" outpacing concerns about "Challenges" by a 4:1 ratio.

Although participants were not asked to vote for or against the prospect of bidding on a future Winter Games at any of the meetings, the voting exercise invited participants to indicate which statements (i.e., "Vision/Opportunity," "Legacy," and "Challenges") most resonated with them and thus served as a good proxy for determining if the group's energy was generally positive or negative.

Exit survey results showed a very favorable opinion of the meetings:

- "I felt like my opinions were heard": 4.45/5.0
- "I felt like I was genuinely being asked for my opinion rather than being led to a desired conclusion": 4.31/5.0
- "I liked the format/flow for today's meeting": 4.45/5.0
- "I felt like today's discussion was worth my time": 4.45/5.0
- "I feel more enthused about the potential of hosting the Olympics after this discussion": 4.35/5.0

Note: Because the online survey platform allowed a limit of only 100 responses, the responses from the participants in the Steamboat Springs meeting (the sixth and final meeting) are not reflected here.

In each meeting, considerably more votes were cast for both the "Opportunities" and "Legacy" themes than for the corresponding "Challenges." Similarly, the participant comments within the exit survey confirmed this general sense of enthusiasm for the prospect of hosting a future Winter Games. The March 27, 2018, *Steamboat Today* editorial board[24] showed that parts of Colorado are very eager to play a role in a future Winter Games.

When summarizing the results of all the mountain community meetings, the following topics stood out:

[24] https://www.steamboattoday.com/news/our-view-a-place-at-the-olympics-bid-table/

Speakers Bureau

The intent of the speakers bureau was to substantially increase the number of people aware of the work undertaken by the Exploratory Committee to determine if Denver and Colorado could and should submit a bid to host a future Winter Games and to engage them in the exploratory process. This strategy included hosting two training sessions for nearly 40 individuals from the Exploratory Committee and subcommittees to enable them to lead discussions about the IOC's new guidelines for hosting the Olympic Games, Colorado's history of bidding to be a host, potential legacies of hosting, and how Denver and Colorado might be able to host a privately financed event.

Over several weeks, the speakers bureau reached approximately 1,700 individuals and organizations through nearly 70 presentations, representing a wide cross section of organizations and constituencies in the metro area and statewide.

Business Presentations by Speakers Bureau Members Included:

- Colorado Association of Destination Management Organizations
- Colorado Association of Ski Towns
- Colorado Black Leadership Caucus
- Colorado Competitive Council
- Colorado Concern
- Colorado Forum
- Colorado Hotel & Lodging Association
- Colorado Real Estate Alliance
- Colorado Restaurant Association
- Colorado Ski Country USA
- Colorado Tourism Office
- Colorado Women's Chamber of Commerce
- Denver Civic Ventures Board
- Denver Metro Chamber Leadership Foundation
- Denver Metro Chamber of Commerce
- Denver Sports Advisory Committee
- Destination Colorado
- Downtown Colorado, Inc.
- Downtown Denver Partnership
- Downtown Denver Partnership Member Briefing
- Downtown Denver Partnership's DDI Board
- Hispanic Chamber of Commerce of Metro Denver
- Hispanic Contractors/Colorado Diversity Leaders
- Karsh Hagan
- MEP Alliance
- Metro Denver Economic Development Council
- Northwest Douglas County Economic Development Corporation
- Outdoor Industry Association
- Parker Area Chamber of Commerce
- South Metro Denver Chamber
- Stanley Marketplace
- Tourism Industry Association of Colorado

Civic Outreach Included:

- Briefing all members of the Denver City Council
- Colorado Black Women for Political Action
- Colorado Counties, Inc.
- Denver Auditor
- Denver City Cabinet and Appointees
- Denver City Council members Black, Kashmann, New, and Susman hosted meetings for their constituents to learn about the exploratory process
- Denver Regional Council of Governments
- Governor Hickenlooper's cabinet
- Metro Area County Commissioners
- Metro Area mayors both individually and through the Metro Mayors caucus
- Metro City and County Managers Association
- Statewide Transportation Advisory Committee

Faith, Academic, and Other Organizations Included:

- CU Denver Cabinet and Deans
- CU South Metro
- Greater Metro Denver Ministerial Alliance
- Highline Canal Conservancy Board
- MSU Denver
- Scientific and Cultural Facilities District (SCFD)
- The Denver Foundation

Resident Groups Included:

- CityBuild
- Downtown Denver Partnership Resident Briefing
- Inter-Neighborhood Cooperation (INC)
- National Western Citizen Advisory Committee
- The Coloradan

Organizations that received presentations expressed aspirations for the Winter Games to reflect the "Colorado values" of inclusivity, environmental stewardship, and smart development. Beyond a strong message against using taxpayer dollars, other key themes included improved transportation opportunities, more affordable housing development, and an emphatic desire to prevent displacement within socioeconomically fragile communities. As a result of these presentations and

without any direct request by the speakers bureau, two organizations to date have submitted letters of support to pursue a Winter Games bid (see appendix):

- I-70 Collaborative Effort (CE), made up of statewide stakeholders, focused on the I-70 Mountain Corridor
- Metro Denver Lodging Council (MDLC) composed of Metro Denver hotels

Addressing Voices Opposed to the Olympic Games in Denver and Colorado

While the Exploratory Committee's efforts were underway, some opposing voices joined to form a NOlympics committee. The group hosted a gathering on February 18, 2018, with a featured speaker who acknowledged the benefits of hosting the Olympic and Paralympic Games (e.g., tourism effects, transportation legacies, and increased international prestige for the host city/region) as well as negatives (e.g., financing, costs, and social impacts.) It was noted that the presentation omitted a complete analysis of IOC Agenda 2020 and The New Norm, which are crafted with the intent of making it easier, less expensive, and more sustainable for cities to bid on and host an Olympic Games. The group also held a press conference at the state capitol to share their perspective on what they perceived as higher-priority issues for Denver, such as affordable housing and transportation.

Members of the Exploratory Committee also participated in a discussion hosted by Inter-Neighborhood Cooperation (INC) that presented differing viewpoints on the pros and cons of hosting an Olympic and Paralympic Games. During the panel discussion and audience Q&A, the topics of financing, venues, transportation, public outreach, and affordable housing were discussed.

In each of their presentations, members of the NOlympics committee provided examples of Olympic Games-related challenges that other countries faced, but did not recognize the success the Olympic Games has found in North American host cities, such as the substantial Legacy Funds created in Salt Lake City and Vancouver.

Lastly, despite the filing of a Denver ballot initiative in April 30, 2018, by members of the NOlympics committee, the Exploratory Committee recommends **all Colorado residents have the opportunity to vote on whether Denver and Colorado should host a future Olympic and Paralympic Winter Games through a future statewide initiative.**

Online Community Meetings

On February 8 and February 24, the Community and Civic Engagement Subcommittee hosted online community meetings. The presentation was viewable online, and presentation audio was available over the phone. There was an option of English and Spanish closed captioning.

Richard Scharf and Janice Sinden, Community and Civic Engagement Subcommittee co-chairs, presented during the first online community meeting. Rob Cohen, Exploratory Committee Chair, and Janice Sinden presented during the second online community meeting. Both presentations included a question-and-answer session in which the online audience had the opportunity to submit questions to the presenters. As of April 4, 2018, in total, 163 people participated in the live online community meetings, with another 244 watching the recorded presentations via the Sharing the Gold website at a later time. In total, 86 questions were submitted during the meetings (43 of which were answered because of the time allotted for the meetings) and generally reflected those submitted in other forums, covering topics such as transportation, affordable housing, venue construction, event location, and financing. There was isolated negative feedback (e.g., the presentation felt like a sales pitch) and more common positive feedback (appreciation that the presenters took time to address so many questions, particularly challenging or pointed questions).

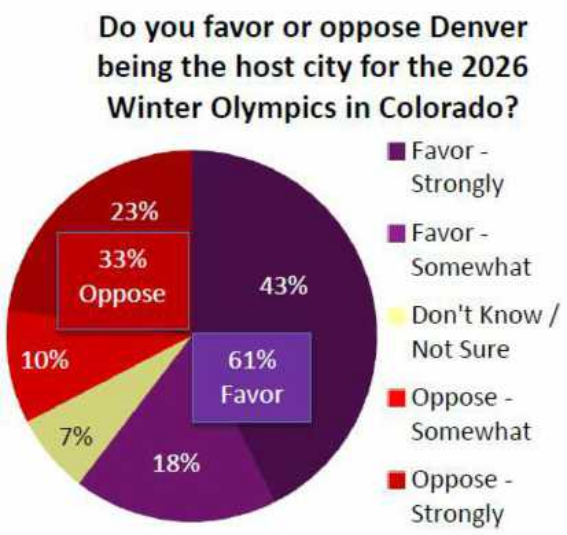
Statewide Poll

Keating Research conducted a statistically valid statewide poll in January 2018 of 735 active voters in Colorado. In order to fully respect the community and civic engagement process, the poll has not previously been discussed publicly.

By nearly 2:1, Colorado voters favor Denver hosting the 2026* Winter Olympics.

A majority (61%) of Colorado voters favor Denver hosting the 2026* Olympic Winter Games, compared to just 33% of voters who oppose a Winter Games bid. This represents a nearly 2:1 margin, which is reinforced by 43% of voters who strongly favor Denver hosting the 2026† Olympic and Paralympic Winter Games.

The potential for Denver to host the Winter Games is a nonpartisan issue as an equal number of Democrats (61%), Republicans (61%), and unaffiliated voters (60%) favor an Olympic bid.



In Every Region of Colorado, a Majority of Voters Favors Denver Hosting the Winter Games.
In Denver, two-thirds (65%) of voters favor a Winter Games bid. In Eagle County, where many of the outdoor activities would be expected to be located, voters favor a Winter Games bid by a 4:1 margin, with 76% favoring to just 19% opposing.

Colorado Voters Have an Overwhelmingly Favorable View of the Olympics.
Support for Denver hosting the 2026* Winter Games is strengthened by a well-liked brand. More than eight of 10 (84%) Colorado voters view the Olympics favorably, while the Winter Games attracts favorable views from 76% of Colorado voters.

Voters Want the Olympics to Benefit Coloradans
If Denver and Colorado were to pursue a bid and host the Winter Games, voters want the Games to deliver benefits to the people of Colorado, including the following:

- Opportunities for the disabled and disabled veterans by hosting the Paralympic Games.
- Housing for athletes being converted into affordable housing for Colorado workers once the Olympics are over.
- Transportation and mobility options needed to host the Olympics will remain long after the Games are over.
- Colorado will see economic benefits, just as the 2002 Olympic Games were positive for Utah's economy.
- Colorado's local businesses benefit and create jobs with millions of dollars in tourism and construction spending.
- Colorado hosting the Games without spending a lot of money because many of the needed facilities already exist.

The poll data is based on 735 active voters in Colorado, including an oversample of 200 voters in Denver and 100 voters in Eagle County. Keating Research, Inc., conducted live telephone interviews, including via cell phones, January 22–28, 2018. The worst-case margin of error at the 95% level for the total sample of 735 is plus or minus 4%, for the sample of 200 in Denver is plus or minus 6.9%, and for the sample of 100 in Eagle County is 9.8%.

* The poll was conducted prior to the USOC's public declaration that they prefer to pursue the 2030 Winter Games, not 2026.

† The poll was conducted prior to the USOC's public declaration that they prefer to pursue the 2030 Winter Games, not 2026.

COMMUNITY AND CIVIC ENGAGEMENT CONCLUSION

Over the course of the extensive community and civic engagement process in Metro Denver and throughout the state, the following themes rose to the top:

Vision/Opportunities

- Showcase Denver and Colorado to the world and set a new standard for hosting the Winter Games
- Economic development opportunities
- Benefit all metro residents and Coloradans, including vulnerable populations

Risk/Challenges

- Current transportation infrastructure along the I-70 Mountain Corridor
- Financing concerns and potential taxpayer liability
- Transparency of the bid process and Winter Games operations

Legacy

- Multimodal improvements to the I-70 Mountain Corridor
- Affordable and workforce housing
- Youth programs

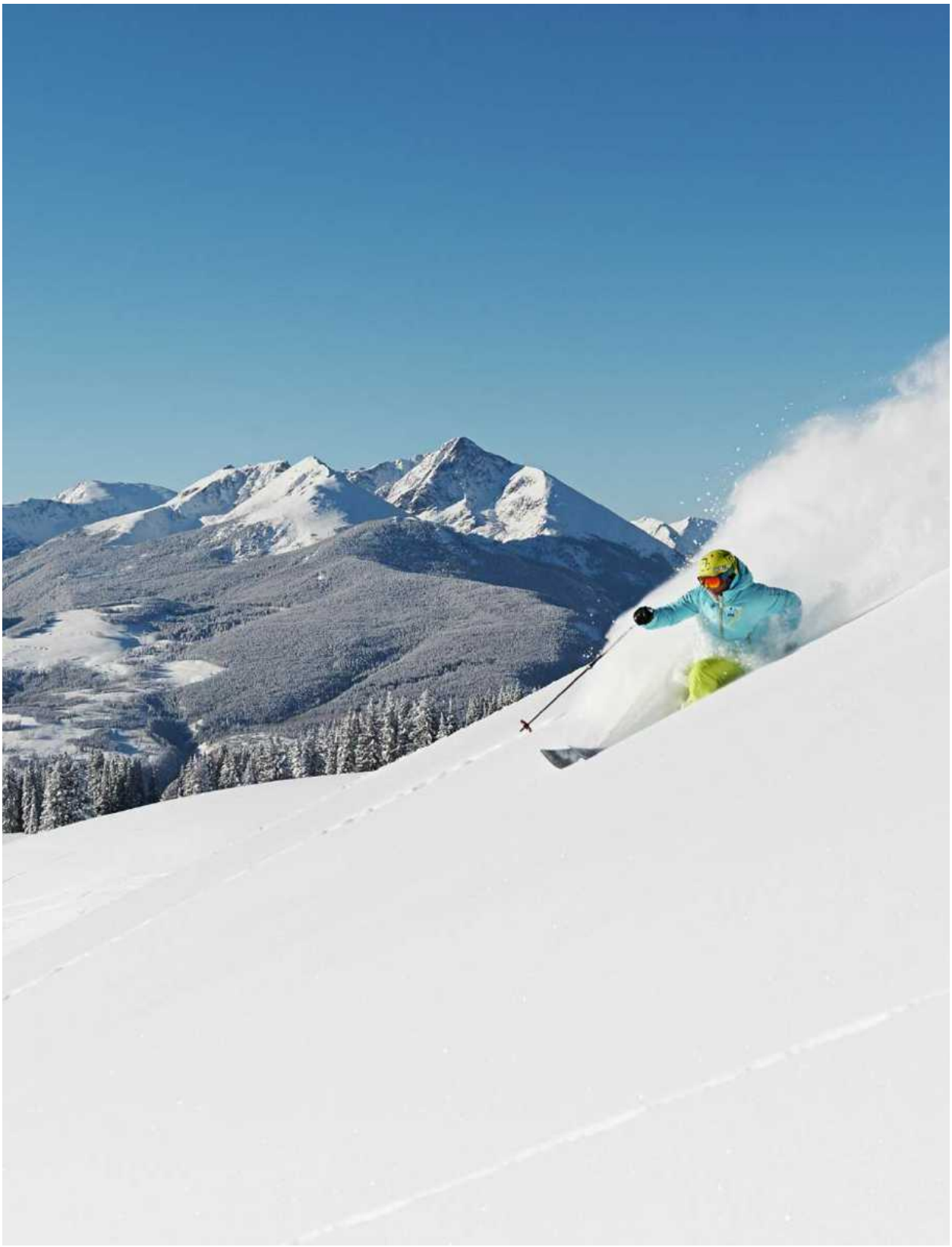
While transportation, growth, and affordable/ workforce housing are all current concerns for many residents, solutions need to be found for these important issues regardless of whether or not Colorado hosts an Olympic and Paralympic Games. Yet the Community and Civic Engagement Subcommittee believes the Winter Games could be a catalyst to speed up discussions that may be planned or under consideration.

Based on the Sharing the Gold Advisory in Metro Denver and mountain communities, speakers bureau presentations, online community meetings, website, public survey, and poll, which collectively account for more than 30,000 interactions with Coloradans across the state, (see Fact Sheet in appendix), it is the recommendation of the Community and Civic Engagement Subcommittee that Denver and Colorado should pursue an Olympic and Paralympic Winter Games bid in the future, if the USOC calls for U.S. bid candidates.

The Community and Civic Engagement subcommittee further recommends that there be ongoing community outreach, which will be critical throughout a potential bid process, and if Denver and Colorado do host the Winter Games, the community shall be involved in the Games development as well as after the Games conclude to carry out long-term legacy projects and programs.

COMMUNITY AND CIVIC SUBCOMMITTEE MEMBERS

Albus Brooks (co-chair)
Richard Scharf (co-chair)
Janice Sinden (co-chair)
Jandell Allen-Davis
Christine Benero
Maria Garcia Berry
Chauncey Billups
Kelly Brough
Luella D'Angelo
Tami Door
Mike Ferrufino
Carrie Besnette Hauser
Michelle Lucero
Marjorie Sloan



Credit: Jack Affleck

APPENDIX

Press Release - Announcing the Olympic and Paralympic Winter Games Exploratory Committee

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Civic and Community Leaders to Determine Feasibility of an Olympic and Paralympic Winter Games Bid for Denver

Private financing, fiscal stewardship and environmental sustainability will be key to the recommendations

DENVER (Dec. 15, 2017) – Mayor Michael Hancock, with the support of Colorado Governor John Hickenlooper, has assembled a group of civic and community leaders from around the State of Colorado to determine whether Denver should submit a bid for a future Olympic and Paralympic Winter Games when the United States Olympic Committee (USOC) issues a call for U.S. candidates.

Denver's exploratory committee will, first and foremost, determine if hosting a future Olympic and Paralympic Winter Games would be good for Denver and Colorado. That includes identifying ways for the Games to be financed privately, while still meeting all of the requirements of the International Olympic Committee (IOC). The exploratory committee will also determine what legacy an Olympic and Paralympic Winter Games would leave for Denver and Colorado, as well as establish the appropriate forums for community input.

"The Olympic and Paralympic Winter Games present the opportunity for our community to evaluate the economic and social costs and benefits of bringing world-class athletes from around the world to our city, region and state in the spirit of competition, friendship and fair play," said Hancock. "Colorado is already a world-class destination for winter sports. This exploratory committee will determine if it is in Denver's and the state's best interests to pursue a bid, and whether there is strong community-based support for the effort."

The committee has been charged with identifying the opportunities and challenges related to a potential bid. They will examine a number of aspects related to hosting an Olympic and Paralympic Winter Games, including private financing, environmental impact, community support, venue requirements, protocol, process and timing.

The exploratory committee is chaired by Rob Cohen, chairman & CEO of The IMA Financial Group. The committee's findings will be presented to Mayor Hancock and Gov. Hickenlooper. Any decision to submit a bid for a future Olympic and Paralympic Winter Games will be based on the assessment completed by the exploratory committee, as well as any outcomes related to the IOC and USOC decision-making processes. The USOC is the sole entity that will determine whether to submit a bid for the Olympic and Paralympic Winter Games, and they can only submit one U.S. bid city to the IOC.

"The exploratory committee takes this charge very seriously, and we will conduct our due diligence in order to provide a comprehensive report to Mayor Hancock and Governor Hickenlooper," commented Cohen. "I'm enthused to have the opportunity to showcase all that Denver and this region have to offer as a potential host to an Olympic and Paralympic Winter Games. Billions of dollars in infrastructure have already been invested in our community – from our airport to our public transportation system to venues ranging from arenas to ski areas – and it will be interesting to determine if they can be adapted to hosting the Games."

Hosting an Olympic Winter Games would also come with the honor of hosting the Paralympic Winter Games. Colorado has a long-standing commitment to adaptive sports, serving as home to the Breckenridge Outdoor Education Center, the Adaptive Sports Center in Crested Butte and the National Sports Center for the Disabled in Winter Park and Denver, among many others.

"Colorado is a true leader in the outdoor recreation industry. Our state would be an ideal location for the Olympic and Paralympic Winter Games, and I look forward to hearing more about that possibility from the exploratory committee. An event of this magnitude requires that communities come together to collaborate. That's our sweet spot in the Centennial State," said Hickenlooper. "As the home and training ground to some of the world's top winter Olympians, hosting the games would be a fitting tribute to their dedication."

A core group of exploratory committee members has been assembled and will continue to evolve. Additionally, subcommittees are being formed to explore aspects of a potential bid such as games operations & venues, finance & fundraising and civic & community engagement. Additional information about how to get involved will be made available in early 2018.

###

Additional Olympic Winter Sporting Events
Events are sorted alphabetically and chronologically

Event	Date	Event Description
Alpine	1987-Present	Colorado Special Olympics at Copper Mountain. Copper is home to Adaptive Action Sports, where disabled skiers and riders can train to continue their dreams of podium finishes.
Alpine	1997, 1999-Present	FIS Birds of Prey World Cup hosting men's World Cup events in downhill, super-g, and giant slalom at Beaver Creek
Alpine	2002-Present	Winter Park Open; Paralympic Giant Slalom, Super, G, Slalom and Downhill events
Alpine	2009-Present	The US Ski Team Speed Center at Copper Mountain has been a training ground for Olympic-level athletes from across the globe
Alpine	2017	FIS World Cup Finals at Aspen Snowmass
Alpine	1999, 2015	FIS Alpine World Championships at Beaver Creek and Vail
Alpine	2014	IPC Alpine Skiing World Cup at Copper Mountain
Alpine	2013	FIS Alpine Skiing NorAm Cup at Aspen Snowmass
Alpine	2011-2012	US Alpine Championships where the top athletes from over 400 US Ski Team club programs raced head-to-head in GS, Slalom and Super-G at Winter Park
Alpine	2011-2012	IPC Alpine Skiing NorAm Cup at Copper Mountain
Alpine	2005	World Cup for Disabled Alpine (blind, deaf, amputees, monoskis) at Steamboat Springs, Colorado with over 6,000 spectators
Alpine	Various	Various FIS races and USSA NorAm events every season, at Copper Mountain
Curling	2014-Present	A variety of programs and clinics, including para curling in conjunction with the Colorado Adaptive Sports Foundation at Denver Curling Club in Golden, Colorado
Curling	2009	U.S. Curling Olympic Trials and National Championships, Broomfield Events Center, Broomfield, Colorado
Figure Skating	2010 & 2017	World Synchronized Skating Championships (sanctioned by the International Skating Union (ISU))
Figure Skating	2009-2014, 2017	National Solo Dance Championships, World Arena in Colorado Springs, Colorado
Figure Skating	2015	I.S.U. Junior Grand Prix of Figure Skating United States in Colorado Springs, Colorado

Figure Skating	2006, 2007, 2012	ISU Four Continents Championships in Colorado Springs, Colorado
Figure Skating	2009	U.S. Intercollegiate Team Figure Skating Championships in Colorado Springs, Colorado
Figure Skating	2008	U.S. Collegiate Championships in Arvada, Colorado
Figure Skating	2006	U.S. Junior Figure Skating Championships in Westminster, Colorado
Figure Skating	2003-2004	ISU Grand Prix of Figure Skating Final, World Arena in Colorado Springs, Colorado
Figure Skating	2001	U.S. Junior Figure Skating Championships in Westminster, Colorado
Figure Skating	2001	U.S. Synchronized Team Skating Championships in Colorado Springs, Colorado
Figure Skating	1998-2001	National Collegiate Figure Skating Championships (NCC) in Colorado Springs, Colorado
Freestyle	2001-Present	Winter X Games in Aspen, Colorado
Freestyle	2008-Present	Winter Dew Tour in Breckenridge, Colorado
Freestyle	2018	World Cup for Halfpipe and Slopestyle Qualifier for PyeongChang 2018 Games in Aspen, Colorado
Freestyle	2001-Present	Winter Park, Colorado has consistently showcased moguls, dual moguls and slopestyle in NorAm FIS events since 2001.
Freestyle	2015-2017	Freestyle National Championships in Steamboat Springs, Colorado
Freestyle	2011-2012	Junior Nationals in Steamboat Springs, Colorado
Freestyle	2005, 2009	Olympic Trials in Steamboat Springs, Colorado
Freestyle	1999-2003	Freestyle World Cup (moguls, aerials) in Steamboat Springs, Colorado
Ice Hockey	2016	Coors Light NHL Stadium Series hosted at Coors Field in Denver, Colorado
Ice Hockey	2009	Qwest Tour: USA vs. CAN Women's Hockey Tour

Ice Hockey	2008	NCAA Men's Frozen Four
Ice Hockey	2007	NCAA Men's Western Regional
Ice Hockey	2001	Stanley Cup Finals hosted at Pepsi Center in Denver, Colorado
Ice Hockey	2001	All-Star Game hosted at Pepsi Center in Denver, Colorado
Nordic Combined	2010, 2017	Nordic Combined Continental Cup in Steamboat Springs, Colorado
Nordic Combined	2010	Junior Nationals for Ski Jumping and Nordic Combined in Steamboat Springs, Colorado
Nordic Combined	2009	North American Juniors in Steamboat Springs, Colorado
Nordic Combined	2004-2008	World Cup B in Steamboat Springs, Colorado
Nordic Combined	2005-2006	National Championship in Steamboat Springs, Colorado
Nordic Combined	1995-1998	Nordic Combined World Cup in Steamboat Springs, Colorado
Snowboard	2001-Present	Winter X Games in Aspen, Colorado
Snowboard	2008-Present	Winter Dew Tour in Breckenridge, Colorado
Snowboard	1999-Present	Copper has consistently showcased halfpipe, slopestyle and boarder-cross in NorAm, World Cup, and FIS events since 1999.
Snowboard	2001-Present	NorAm Alpine Snowboard Racing tour for Parallel GS and Parallel Slalom consistently hosted in Steamboat Springs, Colorado
Snowboard	2018	World Cup for Halfpipe and Slopestyle Qualifier for PyeongChang 2018 Games in Aspen, Colorado
Snowboard	2011	FIS Big Air in Denver, Colorado
Snowboard	2014-Present	Copper consistently hosts annual Para snowboard cross events.

Additional Large-Scale Non-Olympic Events
Events are sorted chronologically

Date	Event	Event Description
2018 2016 2012	Olympic Downtown Celebration	Celebrations in downtown Colorado Springs for 2016 and 2018 Olympics. Live coverage of opening ceremony, parade, previous Olympians, etc. 15,000 attendees
2018	International Pow Wow	The U.S. Travel Industry's largest international trade show hosting 1,000 travel organizers from across the U.S. and 1,200 international travel buyers from 65 countries
2017	US Men/Women Olympic Basketball Trials	U.S. Olympic Training Center in Colorado Springs, Colorado consistently hosts tournaments of Olympic caliber.
2017 2015 2013 2010	Biennial of the Americas	The Biennial of the Americas is an international festival of ideas, art, and culture hosted in Denver, Colorado.
2017 2013	CONCACAF Gold Cup Soccer	Bi-annual championship for North & Central America and Caribbean national soccer teams. Doubleheader games held at Sports Authority Field at Mile High included international TV coverage.
2016	NCAA Division II Spring Festival	Olympic-style event in which a number of national championships were awarded in Denver for sports like golf, lacrosse, softball, and tennis.
2016	FISE World Denver-USA	Broadcasted in over 35 countries, Denver hosted the first-ever American stop for one of the world's best extreme sports stars in skateboarding and BMX.
2015	MLS All-Star Game	Sold out event at Dick's Sporting Goods Park at the 20th edition of MLS's all-star game. Tottenham Hotspur faced off with the best of the MLS.
2014	PGA Tour - BMW Championship	Colorado hosted the PGA Tour-BMW Championship at the Cherry Hills Country Club in 2014 where the top 70 players competed for an $8M purse.
2014	FIL World Lacrosse Championships	38 national teams faced off for the world championship crown at Dick's Sporting Goods Park.
2013	Solheim Cup	Colorado hosted the Solheim Cup in 2013 at the Colorado Golf Club. The Solheim Cup is a biennial team competition between the top women professional golfers from the United States and from Europe.
2012	NCAA Women's Final Four	In addition to the Final Four, Denver has hosted various rounds of Men's and Women's NCAA Basketball Tournaments over multiple years
2012 2011 2010	Warrior Games	Brings together 200+ wounded, ill, and injured service members and veterans from all military branches to enhance their rehabilitation and expose them to adaptive sports.

2011	US Women's Open Golf Tournament	Colorado Springs hosted the US Women's Open Golf Tournament which is one of 13 national championships conducted by the United States Golf Association (USGA).
2009	U.S. Boxing Nationals	For the first time, the U.S. Championships and Junior Olympic National Championships were contested at the same event. Five hundred-plus boxers competed at the historic Denver Coliseum.
2009 2007 2005	State Games of America	10,800 athletes from 47 states in 31 sports in Colorado Springs
2009 2004	NLL All-Star Game	The Pepsi Center hosted 15,000 spectators for the NLL All-Star Game, a box lacrosse game between the East and West divisions.
2009	SportAccord	Annual international conference bringing together more than 1,500 representatives from 100+ International Sports Federations.
2009	Churchill Cup	Annual rugby union tournament featuring national teams from Canada, England, and the United States
2006	North American Indigenous Games	7,400 Native athletes ages 13-19 from USA and CAN competing in 16 sports. Opening ceremony held at Sports Authority Field at Mile High.
2005	NBA All-Star Game	The Pepsi Center hosted the annual NBA All-Star Game in 2005, which is a basketball exhibition game hosted every February by the National Basketball Association (NBA).
2001	NHL All-Star Game	The Pepsi Center hosted the annual NHL All-Star Game in 2001, which is an exhibition ice hockey game with many of the League's star players playing against each other.
1997	Summit of Eight World Leaders	President Clinton and seven other world leaders congregated at the Denver Public Library during a three-day summit in 1997. Denver was recognized for its ability to present terrific venues including the state of the art airport, new convention center and Denver Public Library.
1989	World Fencing Championships	Hosted in Denver from July 5-15 in conjunction with the International Fencing Federation (FIE)
Annual	Winter Carnival (Steamboat Springs)	A tradition for over 104 years, the annual Winter Carnival in Steamboat Springs celebrates Colorado's winter sports during a multi-day festival that includes Olympic events, a parade and fireworks show.
Annual	Labor Day Liftoff	165k spectators

Colorado Subject Matter Experts (SME)

SME Name	Sport/Event	Research/Blurb
Jerry Anderson, Jeff Keas, Michael Halchak **Populous**	Large-Scale Event Planners, Managers and Operators	Populous is a global design practice that designs the places where people love to be together. Our team of international event professionals plan, design, operate, and implement all aspects of major special events, having worked with many of the world's most celebrated events and festivals including Olympic Games, FIFA World Cups, and the NFL Super Bowl.
Vanessa Anthes Associate Director Event Management **X Games**	Snowboard/ Freestyle	Vanessa has been a part of the ESPN X Games in Aspen for the past 17 years. As the Associate Director of Operations Vanessa acts as the community liaison for ESPN in Aspen, CO. Vanessa oversees and ensures compliance with all permits (submission deadlines, meetings, presentations, hearings) for federal and local agencies, including but not limited to ADA, OSHA, EPA, Local Public Safety and Municipal Agencies. Vanessa is also responsible for the overall venue design and layout along with all crowd flow, venue construction, build and logistical timelines, and budgeting. Additionally, Vanessa serves as the Manager on Duty working with multiple public safety groups in conjunction with ESPN Safety to create Emergency Response Plans to various scenarios ensuring public safety is at the forefront of the event.
Scott Bluhm **Freelance Event Manager**	Alpine/ Large-Scale Events	Scott has lived in the mountains of Colorado for 30 years, with a three-year hiatus to Salt Lake City for the 2002 Olympics. Scott's engineering background has complemented his 20+ years of project management/ operations roles in special events. Although Scott's experience has been across the board from large-scale sporting events to local music concerts, Scott's passion in the event world originated from his involvement in World Cup Ski Racing in Beaver Creek, Colorado.
Chris Castaneda Director, **Snow Park Technologies (SPT)**	Snowboard/ Freestyle	Snow Park Technologies (SPT) is the world's leading consulting team for special projects on snow. SPT has designed and built more than 250 competition courses throughout the world, including various special projects and athlete training facilities. SPT's comprehensive array of services enables action sports partners to offer some of the most progressive and innovative projects in the world. **SPT is not headquartered in Colorado though they hold contracts with the major resorts.*
Pam Finch Former President **Denver Curling**	Curling	As the former President of Denver Curling, Pam has served on the Board of Directors of the United States Curling Associations and worked with Metro Sports for the 2010 Olympic Trials held in February 2009 as the Local Organizing Coordinator for Denver Curling Club. Pam also volunteered as a statistician at the 2000 Men's and Women's National Championship, 2001 Junior Worlds and the 2002 Olympics. Pam is a three-time USA Women's National Champion and competed at the 1990, 1993 and 1994 World Curling Championships. Most recently, Pam served as co-chair of the building committee for the Denver Curling Center located in Golden.

Bruce Grandchamp President **Colorado Sled Hockey**	Sled Hockey	Bruce is a Colorado native with 18 years of management experience in the technology industry. Bruce has been involved with Colorado Sled Hockey since 2000, including the past 6 years as President of the organization. Colorado Sled Hockey has both youth, veteran and adult teams competing nationally with their top-level team defending 3-time National Champions and four of those players are also members of the USA men's national sled hockey team competing at the PyeongChang 2018 para games.
Deric Gunshor Director of Event Development **Aspen Snowmass**	Freestyle/ Snowboard/ Alpine	Responsible for partnering with external stakeholders to deploy operational and logistic functions relating to large events in the Aspen Valley.
Paul Hoagland **Specialize Winch Cat Operator**	Alpine/ Para-Alpine/ Snowboarding	Operates a winch cat for course design at Copper Mountain. Contracted by 2018 Winter Olympics in PyeongChang for their Alpine and Snowboarding venues and 2015 Alpine World Championships
Tony Kreusch Head Ice Tech **Colorado Avalanche**	Hockey/Sled Hockey/Figure Skating (Ice Expert)	For the last 18 years, Tony has been the Head Ice Tech for the Colorado Avalanche where he oversees all hockey and ice related events. This includes NHL games, Disney on Ice, Stars on Ice. Frozen Four, Colorado High Schools Ice Hockey Championships and Sledge Hockey games. Additionally, Tony supported as a primary ice tech for eight games during the PyeongChang 2018 games. Before coming to the Colorado Avalanche, Tony worked for Colorado College as their ice tech for 11 years and worked part time at World Arena supporting college hockey games and ice events.
Don Moffatt US Account Executive at **IB Storey**	Hockey/Sled Hockey/ Figure Skating (Ice Expert)	Currently the US Account Executive for IB Storey, Don has over eighteen years of experience in ice engineering. Over Don's career, he has supported three Winter Games and was the Chief Ice Maker during the PyeongChang 2018 games. Additionally, Don has worked for two NHL teams and directly for the National Hockey League during his tenure.
Jeff Mosher Special Projects Manager **The Sports Corp**	Bobsled/ Skeleton	Currently at Colorado Springs Sports Corp and previously worked for USA Bobsled & Skeleton. Is very familiar in hosting events and network of event experts
Jeff Nelson Facilities Supervisor **Steamboat Springs**	Nordic	Jeff has over 25 years of experience at Howelsen Hill, Steamboat Springs in the development of the Nordic trails and as a facilities supervisor. Due to Jeff's extensive experience, he was assigned to be the "Chief of Course" for the Nordic Combined and" Assistant Chief of Course" for all the cross-country events at the 2002 Salt Lake Games.

Tom Osborne President & CEO **The Sports Corp**	Large-Scale Events	For nearly a quarter-century, Tom has committed the core of his professional life to athletes, youth and the American Olympic family. Tom served on the Board of the United States Olympic Committee for eleven years and is the current President & CEO of the Colorado Springs Sports Corporation. Under his leadership, the organization has attracted and promoted major events including the USA Boxing National Championships, the NCAA Western Regional Ice Hockey Championships, and 2017 Colorado Classic Pro Cycling race.
Cassy Papajohn NVC, **Intercollegiate Skating**	Figure Skating	Cassy is a two-time national champion, 1996 and 1998, and holds additional titles with Collegiate Championships and Synchronized Skating Championships. After her competitive career, Cassy held appointments as a National Singles/Pairs Judge, National Singles Controller, referee, technical specialist and data operator. Cassy was also the Co-Chair of 2013 Southwestern Regional Figure Skating Championships and 2018 Midwestern and Pacific Coast Synchronized Skating Sectional competitions. Mid/Pac Sectionals is the largest figure skating event held in the US as there are approximately 160 teams and 2,400 skaters that attend.
Erik Petersen **NSCD** Competition Center Director	Paralympic Alpine/ Adaptive Sports	Erik has trained more than 300 athletes in his time at the National Sports Center for the Disabled (NSCD). He has more than 30 years' experience in competitive ski racing and is a seven time All American in Alpine Skiing. Currently, Erik is an International Paralympic Committee member as Head of Competition for North America and a member of Adaptive Sports Committee USSA.
John Rigney VP, Sales and Events **Aspen Ski Company**	Freestyle/ Snowboard/ Alpine	John Rigney has been involved with Events and Strategic Alliances for Aspen Skiing Company for nearly 20 years. During his tenure Aspen has hosted the world's premier freestyle skiing and snowboarding competitions via Winter X Games for the past 17 years, hosted 15 years of World Cup alpine racing, including the recent 2017 Audi FIS World Cup Finals, played host to Mountain Biking's Enduro World Series, US Grand Prix events, US Alpine Nationals, Aspen Freeskiing Open, and unique programming such as Red Bull Illume and Doublepipe. In concert with AVSC, the largest ski and snowboard club in the US, Aspen Snowmass hosts numerous alpine and freestyle events regularly, and in addition on its own has launched dozens of unique Aspen-owned event properties along the way.
Vail Valley Foundation	Snowboard/ Alpine/ Large-Scale Events	The Vail Valley Foundation is a non-profit with a mission to enhance and sustain the quality of life in the Vail Valley through leadership in the Arts, Athletics and Education. VVF has supported with hosting events such as the Birds of Prey World Cup Race and ProGro Mountain Games. Experts include: - Mike Imhof - Leadership - Mac Garnsey – Operations - Tom Boyd – Media and Communications - Jen Mason – Production and Volunteers - Dave Dressman – Sponsorship and Sales

Pamela Wilson **PM&R Physician & Athlete**	Wheelchair Curling	Dr. Pamela Wilson is a certified PM&R physician and member of the USA wheelchair curling team. She has traveled internationally and competed in multiple country bonspiels. Pamela is also a member of the world para sport classification group where she provides expertise in evaluating curling events and facilities from the perspective of adaptations based on impairments that participates would need to compete at a Paralympic level.
Todd Wilson **Ski Jumping and Nordic Combined** Program Director	Nordic Combined	Todd was a US Nordic Combined Ski Team athlete for nine years where he was named to the World Championship Teams in 1985 and 1987 and Olympic Teams in 1988 and 1992. Following his athletic career, Todd transitioned into coaching with the Steamboat Springs Winter Sports Club (SSWSC) before growing into his role as the Ski Jumping and Nordic Combined Program Director. During his tenure, he served as chairman for the US Ski Association's Ski Jumping & Nordic Combined Coaches' Sub-Committee and as a consultant for the reconstruction of two of Howelsen Hill's ski jumps.

DENVER OLYMPIC AND PARALYMPIC WINTER GAMES
EXPLORATORY COMMITTEE
SUMMARY BUDGET for NATIONAL GAMES HOSTING OPTION
as of April 28, 2018

Revenues	
IOC Broadcast & TOP Sponsorship	559,000,000
Domestic sponsorship	566,000,000
Ticketing	504,000,000
Licensing & merchandise	78,000,000
Donations	50,000,000
Business operations/other	104,000,000
Total revenue	**1,861,000,000**
Expenses	
Games operations	694,000,000
IT and telecom	239,000,000
Staffing	335,000,000
Venue costs	406,000,000
Contingency	135,000,000
Legacy	52,000,000
Total expenditures	**1,861,000,000**
Net	-

CITY AND COUNTY MANAGER

One DesCombes Drive • Broomfield, CO 80020 • 303.438.6300 • www.broomfield.org

May 9, 2018

To the Denver Olympic Exploratory Committee:

The 1STBANK Center in Broomfield has been in dialogue with the Exploratory Committee regarding the use of the facility for various potential competition and/or non-competition uses as it relates to a potential future Olympic and Paralympic Winter Games Bid. We have been provided with the general timeline required for use of the venue, potential uses of the venue, general provisions about how the Games are operated, and the general impacts in terms of facility and surrounding area needs.

Should the decision be made to bid for a future Olympic and Paralympic Winter Games, the 1STBANK Center agrees to continue having dialogue with the possibility of being named as a potential venue in the Bid.

Further, assuming that the City and County of Broomfield and Broomfield Urban Renewal Authority satisfactorily completes its community due diligence related to potential involvement with a bid, a Memorandum of Understanding is anticipated to be negotiated in good faith that sets out further detail of the venue use agreement including venue requirements, use periods, financial provisions, security provisions, marketing and branding rights and other related key Olympic and Paralympic terms.

Regards,

Charles Ozaki, City and County Manager and
Executive Director of the Urban Renewal Authority
1ST BANK Center Broomfield, Owner

THE BROADMOOR WORLD ARENA
COLORADO SPRINGS

May 10, 2018

To The Denver Olympic Exploratory Committee:

This letter confirms the Broadmoor World Arena and World Arena Ice Hall have been in dialogue with the Exploratory Committee regarding the potential use of our facilities for the hopeful future Olympic and Paralympic Winter Games bid.

Should the decision be favorable for a future Olympic and Paralympic Winter Games, the Broadmoor World Arena and World Arena Ice Hall agrees to continue having a dialogue with the intent of being named as a potential venue in the bid.

A Memorandum of Understanding is anticipated to be negotiated in good faith that captures the details of the venue use, time period, financial provisions, security, marketing and branding as it is related to the Olympic and Paralympic terms.

Sincerely,

Dorothea E. Lischick, CFE
General Manager
Broadmoor World Arena

Denver Arts & Venues

1345 Champa St.
Denver, CO 80202
p: 720.865.4220
www.artsandvenues.com

DENVER
THE MILE HIGH CITY

April 16, 2018

RE: Letter of Consent

To the Denver Olympic Exploratory Committee:

This letter confirms that the city of Denver has been in dialogue with the Exploratory Committee regarding the use of city owned facilities for various potential competition and/or non-competition uses as they relate to a potential future Olympic and Paralympic Winter Games Bid. The venues or facilities include the Denver Coliseum and Colorado Convention Center. The city of Denver has been provided with the general timeline required for use of the venues, potential uses of the venues, general provisions about how the Games are operated, and the general impacts in terms of facility and surrounding area needs.

Should the decision be made to bid for a future Olympic and Paralympic Winter Games, the city of Denver agrees to continue having dialogue with the intent of being named as a potential venue in the Bid.

A Memorandum of Understanding is anticipated to be negotiated in good faith. It will set out in further detail the venue use agreement, including venue requirements, use periods, financial provisions, security provisions, marketing and branding rights and other key Olympic and Paralympic Games terms.

Regards,

Kent Rice

Kent Rice
Executive Director
Denver Arts & Venues
Denver Coliseum and Colorado Convention Center

Cc: Tad Bowman, Venue Director, Denver Coliseum
John Adams, General Manager, Denver Convention Center
Katy Strascina, Executive Director, Office of Special Events & Projects
Jason Keas, Populous

DENVER
THE MILE HIGH CITY

April 24, 2018

RE: Letter of Consent

To the Denver Olympic Exploratory Committee,

This letter confirms that the City and County of Denver has been in dialogue with the Olympic Exploratory Committee regarding the possible use of Civic Center Park for both competition and non-competition uses, as it relates to a potential future Olympic and Paralympic Winter Games Bid. The City and County of Denver has been provided with the potential uses and general timeline required of this venue; general provisions about how the Games operate; and the general impacts and needs of the facilities and surrounding areas.

Should the decision be made to bid for a future Olympic and Paralympic Winter Games, the City and County of Denver agrees to continue having dialogue with the intent of being named as a potential venue in the bid.

A Memorandum of Understanding is anticipated to be negotiated that sets out further detail of a venue use agreement, including venue requirements, use periods, financial provisions, security provisions, marketing and branding rights and other related key Olympic and Paralympic terms.

Regards,

Allegra "Happy" Haynes
Executive Director

Denver Parks & Recreation
201 West Colfax | Denver, CO 80202
www.denvergov.org/parksandrecreation
p. 720.913.0739 | f. 720.913.0782 |

Gregory D. Feasel
Executive Vice President
Chief Operating Officer

RE: Letter of Consent

April 9, 2018

To the Denver Olympic Exploratory Committee:

This letter confirms that Colorado Rockies Baseball Club, Ltd. ("Club") has have been in dialogue with the Exploratory Committee regarding the use of Coors Field for various potential competition and/or non-competition uses as it relates to a potential future Olympic and Paralympic Winter Games Bid. We have been provided with the general timeline required for use of the venue, potential uses of the venue, general provisions about how the Games are operated, and the general impacts in terms of facility and surrounding area needs.

Should the decision be made to bid for a future Olympic and Paralympic Winter Games, the Club agrees to continue having dialogue with the intent of Coors Field being named as a potential venue in the Bid.

A Memorandum of Understanding is anticipated to be negotiated in good faith that sets out further detail of the venue use agreement including venue requirements, use periods, financial provisions, security provisions, marketing and branding rights and other related key Olympic and Paralympic terms. Nothing in this letter of consent is binding upon the Club.

Regards,

Gregory D. Feasel
Chief Operating Officer/Executive Vice President Business Operations

GF/ko

Colorado Rockies Baseball Club • Coors Field • 2001 Blake Street • Denver, Colorado 80205-2000 • Phone (303) 292-0200

COPPER MOUNTAIN

RE: Letter of Consent

April 10, 2018

Dear Denver Olympic Exploratory Committee,

This letter confirms that Copper Mountain Resort has been in dialogue with the Exploratory Committee regarding the use of the facility for various potential competition and/or non-competition uses as it relates to a potential future Olympic and Paralympic Winter Games Bid. We have been provided with the general timeline required for use of the venue, potential uses of the venue, general provisions about how the Games are operated, and the general impacts in terms of facility and surrounding area needs.

Should the decision be made to bid for a future Olympic and Paralympic Winter Games, Copper Mountain Resort agrees to continue having dialogue with the intent of being named as a potential venue in the Bid.

A Memorandum of Understanding is anticipated to be negotiated in good faith that sets out further detail of the venue use agreement including venue requirements, use periods, financial provisions, security provisions, marketing and branding rights and other related key Olympic and Paralympic terms.

Regards,

Gary Rodgers
President & General Manager
Copper Mountain Resort

Copper Mountain Resort
0800 Copper Road - #3001, Copper Mountain, CO 80443
www.coppercolorado.com

KSE

Kroenke Sports & Entertainment

James A. Martin
President & Chief Executive Officer

April 10, 2018

To the Denver Olympic Exploratory Committee

Re: Letter of Consent

This letter confirms that Kroenke Arena Company, LLC dba the Pepsi Center has been in dialogue with the Exploratory Committee regarding the use of the facility for various potential competition and/or non-competition uses as it relates to a potential future Olympic and Paralympic Winter Games bid. We have been provided with the general timeline required for use of the venue, potential uses of the venue, general provisions about how the Games are operated, and the general impacts in terms of facility and surrounding area needs.

Should the decision be made to bid for a future Olympic and Paralympic Winter Games, the Pepsi Center agrees to continue having dialogue with the intent of being named as a potential venue in the bid.

A Memorandum of Understanding is anticipated to be negotiated in good faith that sets out further detail of the venue use agreement including venue requirements, use periods, financial provisions, security provisions, marketing and branding rights and other related key Olympic and Paralympic terms.

Regards,

Jim Martin

Jim Martin
Kroenke Arena Company

1000 Chopper Circle, Denver, Colorado 80204 303.405.1100 PepsiCenter.com

Mayor's Office of the
National Western Center
201 W. Colfax Avenue,
Department 205
Denver, CO 80202
720.865.2839

April 24, 2018

Dear Members of the Denver Olympic Exploratory Committee

Please let this letter confirm the City and County of Denver has been in dialogue with your team regarding the use of City-owned facilities specific to the National Western Center Campus for potential competition and/or non-competition uses as it relates to a potential future Olympic and Paralympic Winter Games Bid. The venues or facilities include the National Western Center Livestock Arena, National Western Center Expo Hall and National Western Center Arena. The City of Denver has received a general timeline required for use of these venues, potential uses of each venue, general provisions about how the Games are operated, and the general impacts in terms of facility and surrounding area needs.

Should the decision be made to bid for a future Olympic and Paralympic Winter Games, the City of Denver agrees to continue having dialogue with the intent of being named as a potential venue in the Bid.

A Memorandum of Understanding is anticipated to be negotiated in good faith that sets out further detail of the venue use agreement including venue requirements, use periods, financial provisions, security provisions, marketing and branding rights and other related key Olympic and Paralympic terms.

Regards,

Joe Garcia
Chairman of the Board
National Western Center Authority

Gretchen Hollrah
Executive Director
Mayor's Office of the National Western Center

RE: Letter of Consent

April 10, 2018

To the Denver Olympic Exploratory Committee

This letter confirms that **Sports Authority Field at Mile High** have been in dialogue with the Exploratory Committee regarding the use of the facility for various potential competition and/or non-competition uses as it relates to a potential future Olympic and Paralympic Winter Games Bid. We have been provided with the general timeline required for use of the venue, potential uses of the venue, general provisions about how the Games are operated, and the general impacts in terms of facility and surrounding area needs.

Should the decision be made to bid for a future Olympic and Paralympic Winter Games, **Sports Authority Field at Mile High** agrees to continue having dialogue with the intent of being named as a potential venue in the Bid.

A Memorandum of Understanding is anticipated to be negotiated in good faith that sets out further detail of the venue use agreement including venue requirements (including Broncos / NFL priority scheduling needs), use periods, financial provisions, security provisions, marketing and branding rights and other related key Olympic and Paralympic terms.

Regards,

Jay Roberts, General Manager

STADIUM
MANAGEMENT
COMPANY, LLC

1701
BRYANT
STREET
SUITE 700
DENVER
COLORADO
80204

720.258.3000
FAX 720.258.3050

www.SportsAuthorityFieldatMileHigh.com

April 11, 2018

From: Steamboat Springs

To: Denver's Exploratory Committee – Exploring the Games

Dear Exploratory Committee,

Thank you for conducting a community engagement meeting in Steamboat Springs on March 21. The discussion that took place in Olympian Hall at the base of Howelsen Hill affirmed the alignment of your initiative within our community. We are supportive of your movement on behalf of the State of Colorado to host a future Olympic and Paralympic Winter Games and believe that Steamboat Springs should be an integral component.

At our community meeting, Steve McConahey conveyed the concept of "doing Olympics differently" which resonated with our community leaders. Colorado has a history and culture of doing things differently that sets our state and our population apart from the rest of the country. We believe that as a state, we have the optimal conditions to host the Games by taking advantage of the assets and terrain within Colorado. Our Olympic heritage, event production experience and sustainable physical framework makes Ski Town U.S.A.® an ideal location to host world-class Nordic and Freestyle events during a Denver-hosted Winter Olympics and Paralympics.

The Steamboat Springs Winter Sports Club is one of the largest, most successful winter sports clubs in America and has trained over 95 Winter Olympians, most recently sending 15 athletes to PyeongChang (list attached). There is a passion for winter sports, international competition and hometown spirit here that only a few towns in the world can rival.

Steamboat Springs hosts numerous large-scale events every year. Historic Howelsen Hill is the oldest continuously operated ski area in the country. Over the course of the last 25 years, it has served as the site of numerous Nordic Combined World Cups, National and Junior National Championships, and NCAA National Championship Nordic competitions. Additionally, the Freestyle course at the Steamboat Ski Resort hosted the Freestyle Olympic Trials in 2006 and 2010. US Freestyle Championships have been held in Steamboat four times. NASTAR Finals took place in Steamboat five times in the last 10 years. The Disabled Alpine World Cup was here in 2005. A more detailed, though not exhaustive list of high-level competitions hosted by Steamboat Springs is attached. Steamboat has a long and successful history of producing internationally recognized events, excelling through immense experience, community collaboration, and volunteerism.

Infrastructure sustainability was discussed during our meeting. We have numerous attributes that would support this effort. Lodging, restaurants and retailers have the capability and experience in serving upwards of 20,000 guests during a given timeframe. Our freestyle mogul and aerial facilities are world-class at the Steamboat Ski Area, and Howelsen Hill is one of only three primary ski jumping facilities in the United States and the only one in Colorado. An investment in our ski jumping complex as part of hosting events during the Olympic Winter Games, would help ensure its sustainability for future generations.

Easy access to Steamboat Springs is an additional current asset. The Yampa Valley Regional Airport, 30 minutes west of town, is an ideal option to help alleviate potential I-70 congestion. Ski season 2017-18 boasted non-stop flights from 14 major airports on five carriers. Daily year-round service to and from Denver is available on United Airlines, the official airline of the US Olympic Committee.

We look forward to continued dialogue in an effort to demonstrate that Colorado is an authentic winter sports home and the perfect location for the Olympic Winter Games in the near future.

In support,

Jason Lacy
City Council President
City of Steamboat Springs

Rob Perlman
President and Chief Operating Officer
Steamboat Ski & Resort Corporation

Jim Boyne
Executive Director
Steamboat Springs Winter Sports Club

Kara Stoller
Chief Executive Officer
Steamboat Springs Chamber Resort Association

Julie Taulman
Executive Director
STARS (Steamboat Adaptive Recreational Sports)

Steamboat Spring Winter Sports Club WINTER Olympian TOTALS: 165 Appearances 95 Olympians 16 Medals										
SSWSC Winter Olympians									**Medals**	**Discipline**
Alan	Alborn	1998	2002	2006						Special Jumping
Bobby	Aldighierri	1992								Moguls
Jim	Barrows	1968								Alpine
Ann	Battelle	1992	1994	1998	2002					Moguls
Manuela	Berchtold	2002	2006							Moguls, Freestyle
Ben	Berend	2018								Nordic Combined
Scott	Berry	1972								Special Jumping
Philippe	Berube	2006								Alpine Snowboard
Belle	Brockhoff	2014	2018							Snowboard Cross
Caroline	Calve	2010	2014							Snowboard Cross
Brett	Camerota	2006	2010						2010 Silver	Nordic Combined
Eric	Camerota	2006								Nordic Combined
Van	Card	1964								Special Jumping
Nelson	Carmichael	1988	1992						1992 Bronze	Moguls
Callan	Chythlook-Sifsof	2010								Snowboard
Nick	Cleaver	1992	1994							Moguls
Annelsie	Coberger	1992	1994							Alpine
Gary	Crawford	1980	1988							Nordic Combined
Marvin	Crawford	1952	1956							Nordic Combined
Jeff	Davis	1980								Special Jumping
Matt	Dayton	2002								Nordic Combined
Bill	Demong	1998	2002	2006	2010	2014			2010 Gold, Silver	Nordic Combined
Patrick	Deneen	2010	2014							Moguls
Maria	Despas	1998	2002							Moguls
Mick	Dierdorff	2018								Snowboard Cross
Brendan	Doran	1998	2002							Special Jumping
Shannon	Dunn	1998	2002						1998 Bronze	Snowboard Cross
Tarsha	Ebbern	1992								Moguls
Jere	Elliott	1968								Alpine
Jon	Elliott	1960								Special Jumping
Nita	Englund	2018								Special Jumping
Kris	Erichsen	1998	2002							Nordic Combined
Ted	Farwell	1952	1956	1960						Nordic Combined
Kris	Federsen	1988	1992	1994						Moguls
Bryan	Fletcher	2014	2018							Nordic Combined
Taylor	Fletcher	2010	2014	2018						Nordic Combined
Kylie	Gill	1992	1998							Moguls
Arielle	Gold	2014	2018						2018 Bronze	Snowboard
Taylor	Gold	2014								Snowboard
Jasper	Good	2018								Nordic Combined
Michelle	Gorgone	2006	2010							Alpine Snowboard
Sacha	Gros	1998								Alpine
Matt	Grosjean	1992	1994	1998						Alpine
Ryan	Heckman	1992	1994							Nordic Combined
Corky	Heid	1956								Special Jumping
Ray	Heid	1960								Special Jumping
Jed	Hinkley	2002								Nordic Combined
Jarryd	Hughes	2014	2018						2018 Silver	Snowboard Cross
Dave	Jarrett	1994	1998							Nordic Combined

Tyler	Jewell	2006	2010							Alpine Snowboard
Clint	Jones	2002	2006							Special Jumping
Jaelin	Kauf	2018								Moguls
Ellie	Koyander	2010								Moguls
Caroline	Lalive	1998	2002	2006						Alpine
Ester	Ledecka	2014	2018						2018 two Gold	Alpine Snowboard, Alpine (GS)
Andy	LeRoy	1998								Alpine
Jana	Lindsey	2006	2010							Moguls
Todd	Lodwick	1994	1998	2002	2006	2010	2014		2010 Silver	Nordic Combined
Kerry	Lynch	1980	1984							Nordic Combined
Rosie	Mancari	2018								Snowboard Cross
Travis	Mayer	2002	2006						2002 Silver	Moguls
Adam	McLeish	2010								Moguls
Chris	McNeill	1976	1980							Special Jumping
Rick	Mewborn	1988								Special Jumping
Jack	Miller	1988								Alpine
Michael	Morse	2010								Moguls
Aaron "AJ"	Muss	2018								Alpine Snowboard
Eliza	Outtrim	2014								Moguls
Crosby	Perry-Smith	1952								Special Jumping
Maria	Quintana	1988								Arials
Justin	Reiter	2014								Alpine Snowboard
Katy	Rodolph-Wyatt	1952	1956							Alpine
Ansten	Samuestuen	1960	1964							Special Jumping
Tommy	Schwall	2002	2006							Special Jumping
Johanna	Shaw	2006	2010							Alpine Snowboard
Erin	Simmons Nemec	2006								Snowboard Cross
Jason	Smith	2006								Snowboard Cross
Johnny	Spillane	1998	2002	2006	2010				2010 three Silver	Nordic Combined
Ryan	St. Onge	2006	2010							Moguls
John	Steele	1932								Special Jumping
Tim	Tetreault	1992	1994	1998						Nordic Combined
Craig	Thrasher	1994								Alpine
Mike	Trapp	2018								Alpine Snowboard
Linas	Vaitkus	1998								Alpine
Carl	Van Loan	2002	2006							Nordic Combined
Randy	Weber	1994	1998							Special Jumping
Keith	Wegeman	1952								Special Jumping
Paul	Wegeman	1952								Cross Country, Nordic Combined
Buddy	Werner	1956	1960	1964						Alpine
Loris	Werner	1964	1968							Special Jumping
Skeeter	Werner	1952	1956							Alpine
Vic	Wild	2014	2018						2014 two Gold	Alpine Snowboard
Todd	Wilson	1988	1992							Nordic Combined
Gordon	Wren	1948								Alpine, cross country
Kimiko	Zakreski	2010								Snowboard

Winter Olympians With Ties to Steamboat										
Deb	Armstong	1984	1988						1988 Gold	Alpine
Martin	Bayer	1992	1994							Nordic Combined
Jan	Bucher	1988								Moguls
Chad	Fleischer	1994	1998							Alpine
Jarle	Halsnes	1980								Alpine
Hank	Kashiwa	1972								Alpine
Billy	Kidd	1964	1968						1964 Silver	Alpine
Ally	Kunkel	2018								Paralympics, Alpine
Ron	McMorris	1984								Paralympics
Chris	Puckett	1992								Alpine
Ivana	Radlova	1988								Cross Country
Thedo	Remmelink	1988								Alpine Snowboard
Richard	Stithen	1980								Luge
Jorge	Torrella	1988	1992							Moguls
Sue	White	2017							Gold	Special Olympics Alpine
Steamboat Summer Olympians										
Sean	Colgan	1980								Rowing
Fred	Honebein	1996								Rowing
Anne	Kakela	1996								Rowing
Rich	Weiss	1992	1996							Kayaking
Sven	Wiik	1948								Gymnastics
Blake	Worsley	2012								Swimming
Steamboat Olympic Coaches (Coached at Olympics)										
Bobby	Aldighieri	2002	2006							
Jon	Casson	2014								
Chris	Gilbertson	2010								
Jeff	Good	1992	1994	1998						
Dave	Jarrett	2006	2010	2014						
Rob	Powers	1994	1998	2002						
Justin	Reiter	2018								
Thedo	Remmelink	2002	2014							
Park	Smalley	1992	1994							
Don	St. Pierre	1998	2002							
Erik	Steinberg	1984	1988							
Tom	Steitz	1994	1998	2002						
Spencer	Tamblyn	2014								
Sven	Wiik	1960								

Major Events Hosted in Steamboat Springs (not comprehensive)

- US Freestyle Championships - 2016, 2015, 2003, 2001
- Freestyle Olympic Trials - 2006, 2010
- Nordic Combined Olympic Trials – 1994, 2009
- Junior Olympics- Freestyle- 2003
- Gold Cup – Jumping and Nordic Combined- 2001-2002
- NCAA Championships (Alpine and Nordic) - 1968, 1969, 1979, 1993, 2006, 2010, 2016, 2018
- NASTAR finals - 2007, 2008, 2009, 2016, 2017
- Disabled Alpine World Cup- 2005
- Telemark World Championships- 2015
- World Cup – Nordic Combined – 1994, 1995, 1996, 1997, 1998, 1999, 2001, 2002
- World Cup "B" – Nordic Combined – 2004, 2005, 2006
- US Jumping and Nordic Combined National Championships – 1994, 1995, 1997, 1998, 2002, 2003, 2004, 2005, 2006, 2007
- Junior Jumping and Nordic Combined National Championships – 1995, 2000, 2005, 2010, 2015
- Continental Cup – Nordic Combined – 2010, 2017
- USA Pro Cycling Challenge – 2011, 2013, 2015
- WinterWonderGrass – 2017, 2018
- IMBA World Summit – 2014
- Colorado High School Cycling League Race Series – 2017, 2018
- Triple Crown Baseball Tournaments – 30+ years
- Steamboat Springs Pro Rodeo Series – over 100 years
- Winter Carnival – over 100 years
- Olympian Send-offs – 2012, 2014, 2018

The Ranch
Larimer County Fairgrounds and Events Complex
BUDWEISER EVENTS CENTER | FIRST NATIONAL BANK EXHIBITION HALL | RANCH-WAY FEEDS INDOOR ARENA

RE: Letter of Consent

April 16/2018

To the Denver Olympic Exploratory Committee

This letter confirms that The Ranch, Larimer County's Event Complex have been in dialogue with the Exploratory Committee regarding the use of the facility for various potential competition and/or non-competition uses as it relates to a potential future Olympic and Paralympic Winter Games Bid. We have been provided with the general timeline required for use of the venue, potential uses of the venue, general provisions about how the Games are operated, and the general impacts in terms of facility and surrounding area needs.

Should the decision be made to bid for a future Olympic and Paralympic Winter Games, The Ranch agrees to continue having dialogue with the intent of being named as a potential venue in the Bid.

A Memorandum of Understanding is anticipated to be negotiated in good faith that sets out further detail of the venue use agreement including venue requirements, use periods, financial provisions, security provisions, marketing and branding rights and other related key Olympic and Paralympic terms.

Regards,

Christopher Ashby
Director – The Ranch

5280 ARENA CIRCLE, SUITE 100 | LOVELAND, CO 80538 t 970.619.4000 | f 970.619.4001

RE: Letter of Consent

Monday, April 16, 2018

To the Denver Olympic Exploratory Committee

This letter confirms that the **Daniel L. Ritchie Center for Sports and Wellness at the University of Denver** have been in dialogue with the Exploratory Committee regarding the use of the facility for various potential competition and/or non-competition uses as it relates to a potential future Olympic and Paralympic Winter Games Bid. We have been provided with the general timeline required for use of the venue, potential uses of the venue, general provisions about how the Games are operated, and the general impacts in terms of facility and surrounding area needs.

Should the decision be made to bid for a future Olympic and Paralympic Winter Games, the **Daniel L. Ritchie Center for Sports and Wellness at the University of Denver** agrees to continue having dialogue with the intent of being named as a potential venue in the Bid.

A Memorandum of Understanding is anticipated to be negotiated in good faith that sets out further detail of the venue use agreement including venue requirements, use periods, financial provisions, security provisions, marketing and branding rights and other related key Olympic and Paralympic terms.

Based upon the transition of leadership within the Division of Athletics and Recreation that occurs on May 1st, 2018; this letter has been signed by both the current and incoming Vice Chancellor.

Regards,

Peg Bradley-Doppes
Vice Chancellor

Karlton Creech
Vice Chancellor

VAIL RESORTS

EXPERIENCE OF A LIFETIME™

April 10, 2018

Denver Olympic Exploratory Committee

This letter confirms that Vail Resorts has been in dialogue with the Exploratory Committee regarding the use of its resorts, Vail, Beaver Creek, Breckenridge and Keystone, for various potential competition and/or non-competition uses as it relates to a potential future Olympic and Paralympic Winter Games Bid. We have been provided with the general timeline required for use of the venue, potential uses of the venue, general provisions about how the Games are operated, and the general impacts in terms of facility and surrounding area needs.

Should the decision be made to bid for a future Olympic and Paralympic Winter Games, Vail Resorts agrees to continue having dialogue with the intent of being named as a potential venue in the Bid with the understanding that the municipalities, counties and communities at the resorts as well as the United States Forest Service will also be included in the discussions.

A Memorandum of Understanding is anticipated to be negotiated in good faith that sets out further detail of the venue use agreement including venue requirements, use periods, financial provisions, security provisions, marketing and branding rights and other related key Olympic and Paralympic terms.

Regards,

Chris Jarnot
Executive Vice President – Mountain Division

cc: Scott Fitzwilliams, White River National Forest

Vail Resorts
390 Interlocken Crescent
Broomfield, CO 80021
303-404-1866

WINTER PARK RESORT
MORE THAN YOU IMAGINE.

April 27, 2018

RE: Letter of Consent

To the Denver Olympic Exploratory Committee:

This letter confirms that Winter Park Resort has been in dialogue with the Exploratory Committee regarding the use of our facilities for various potential competition and/or non-competition uses as it relates to a potential future Olympic and Paralympic Winter Games Bid. We have been provided with the general timeline required for use of the venue, potential uses of the venue, general provisions about how the Games are operated, and the general impacts in terms of facility and surrounding area needs.

Should the decision be made to bid for a future Olympic and Paralympic Winter Games, Winter Park Resort agrees to continue having dialogue with the intent of being named as a potential venue in the Bid.

A Memorandum of Understanding is anticipated to be negotiated in good faith that sets out further detail of the venue use agreement including venue requirements, use periods, financial provisions, security provisions, marketing and branding rights and other related key Olympic and Paralympic terms.

Regards,

Sky Foulkes
President/COO

WINTER PARK RESORT | PO BOX 36 WINTER PARK, CO 80482
970.726.5514 | 303 892.0961 | FAX 303.892.5823
WWW.WINTERPARKRESORT.COM

Press Release - Announcing Opportunities for Community Engagement

Media Contacts:
Ramonna Robinson
GroundFloor Media
303-868-6288
rrobinson@groundfloormedia.com

Jeremy Story
GroundFloor Media
720-984-2730
jstory@groundfloormedia.com

Key Community Input Sought Regarding Potential Olympic and Paralympic Winter Games Bid

Exploratory committee charged with determining if the Games would be good for Denver and Colorado

DENVER (Jan. 30, 2018) – The exploratory committee charged with determining if Denver and Colorado should submit a bid to host an Olympic and Paralympic Winter Games announced opportunities today for community members to share their input. The in-person meetings and online forums will provide community members an opportunity to ask questions and share their opinions about potentially hosting a Winter Games.

"The exploratory committee is working diligently to determine not only if Denver and Colorado could host an Olympic and Paralympic Winter Games, but also if we should bid on a future Games," said Rob Cohen, chair of the exploratory committee and chairman & CEO of The IMA Financial Group. "We want to know if hosting the Games would be good for Denver and Colorado, and hearing from members of our community is vital to helping make that determination."

A new website, www.explorethegames.com, provides general information about the exploratory process and offers visitors the opportunity to participate in a survey to share their feedback. Furthermore, online meetings for community members are being conducted on Thursday, Feb. 8, from 6:00 p.m. to 7:00 p.m. MT and Saturday, Feb. 24, from 9:00 a.m. to 10:00 a.m. MT. Details about the online community meetings can be found at www.sharingthegold.org.

Members of the exploratory process are attending as many meetings as possible at civic, business and nonprofit organizations in the Denver metro area and along the I-70 mountain corridor. Additionally, "Sharing the Gold" advisory groups, composed of several key constituencies, are being assembled in the Denver metro area and mountain communities in which a Winter Games would likely take place if Denver and Colorado were to pursue a bid. These advisory groups will provide recommendations to the Exploratory Committee in March, and those recommendations will be considered among a variety of factors the committee is exploring.

About the Winter Games Exploratory Process
Mayor Michael B. Hancock, with the support of Colorado Governor John Hickenlooper, assembled a group of civic and community leaders from around the State of Colorado in Dec. 2017 to determine whether Denver should submit a bid for a future Olympic and Paralympic Winter Games when the United States Olympic Committee (USOC) issues a call for U.S. candidates.

Denver's exploratory committee is, first and foremost, determining if hosting a future Olympic and Paralympic Winter Games would be good for Denver and Colorado. That includes identifying ways for the Games to be financed privately, while still meeting all of the requirements of the International Olympic Committee (IOC). The exploratory committee is also exploring what legacy an Olympic and Paralympic Winter Games would leave for Denver and Colorado, establishing the appropriate forums for community input, and examining a number of aspects related to hosting a Winter Games, such as financing, environmental impact, Games operations, protocol, process and timing.

The exploratory committee is chaired by Cohen. The committee's findings will be presented to Mayor Hancock and Gov. Hickenlooper in March 2018. Any decision to submit a bid for a future Olympic and Paralympic Winter Games will be based on the assessment completed by the exploratory committee, as well as any outcomes related to the IOC and USOC decision-making processes. The USOC is the sole entity that will determine whether to submit a bid for the Olympic and Paralympic Winter Games, and it can only submit one U.S. bid city to the IOC.

###

Metro Denver Sharing the Gold Advisory (STGA) - Member List

Metro Denver Sharing the Gold Advisory Members

First Name	Last Name	Organization/Group Represented (if provided)
Paul	Aceto	Virginia Vale Registered Neighborhood Organization
Sofia	Aguilar	Hispanic Chamber of Commerce of Metro Denver
Larry	Ambrose	Inter-Neighborhood Cooperation (INC)
Ivan	Anaya	Astucia Ventures
Howard	Arnold	Rocky Mountain Pipe Trades District Council
Kwon	Atlas	
Andrea	Barela	NEWSED
Lt. Col Barry	Bratt	Colorado State Patrol
Chris	Brock	Colorado Cross-Disability Coalition
Jeff	Campos	Global Chamber
Sheridan	Castro	Focus Points Family Resource Center
Pat	Colye	Atlantis Community Foundation
Beth	Conover	Gates Family Foundation
Dave	Davia	Colorado Association of Mechanical & Plumbing Contractors
Steve	Dayney	
Candice	De	Denver City Council District 4 Neighborhood Representative
Gigi	de Gala	Asian Pacific Development Center
Tricia	Downing	Redefining Able
Kim	Easton	National Sports Center for the Disabled
Ilyas	El Amin	Masjid Taqwa and Muslim Family Services
Maisha	Fields-Pollard	Fields Foundation
Veronica	Figoli	Denver Public Schools Foundation
Greg	Fulton	Colorado Motor Carriers Association
Velvia	Garner	
Tim	Gaudette	
Jason	Gaulden	
Dave	Genova	Regional Transportation District (RTD)
Ray	Gonzales	Adams County
Rudy	Gonzales	Servicios de la Raza
CL	Harmer	CLH Communications
Ian	Harwick	Denver City Council District 7 Neighborhood Representative
Russell	Hedman	Colorado Black Chamber of Commerce
Kathy	Hodgson	City of Lakewood
Kiera	Jackson	Colorado Black Women for Political Action
Dilpreet	Jammu	Interfaith Alliance Colorado
Gosia	Kung	Kung Architecture
Tom	Luehrs	St. Francis Center
Joe	Megyesy	One Colorado
Nola	Miguel	
Tony	Milo	Colorado Contractors Association
Kenny	Monfort	
Jessica	Newton	Black Girls Hike
Long V.	Nguyen	Asian Chamber of Commerce

Metro Denver Sharing the Gold Advisory Members

Michael	Niyompong	
Christine	O'Connor	Inter-Neighborhood Cooperation (INC)
Cleo	Parker Robinson	Cleo Parker Robinson Dance
Stacy	Parrish	
Ryann	Peyton	
Cmdr. Patrick	Phelan	Denver Police Department
Pastor Del	Phillips	Colorado Black Leadership Caucus
Kristi	Pollard	Jefferson County Economic Development
Katrina	Reed	
Jason	Reiger	
Nikki	Ricks	Network Financial Group/Colorado African Chamber of Commerce
Lisa	Rigsby Peterson	Lone Tree Arts Center
Taylor	Rockhold	Downtown Denver Partnership's CityBuild Denver
Kent	Seidel	University of Colorado Denver
Stephanie	Shearer	Small business owner and advocate
Trish	Stiles	Metro City and County Managers Association
Vivian	Stovall	American Association of People with Disabilities
Shadana	Sultan	Rocky Mountain Indian Chamber of Commerce
Steven	Summer	Colorado Hospital Association
Severn (Sevy)	Swift	Colorado School of Mines and Young Coloradans
Darrell	Watson	Whittier Registered Neighborhood Organization

SHARING THE GOLD

SHARING THE GOLD ADVISORY
Saturday, February 3, 2018
9:00 a.m. – 11:00 a.m., McNichols Civic Center Building

9:00 a.m.	Welcome and Introductions *Nita Mosby Tyler, Moderator*
9:20 a.m.	Sharing the Gold Advisory Responsibilities *Nita Mosby Tyler, Moderator*
9:35 a.m.	Olympic and Paralympic Winter Games Exploratory Orientation *Rob Cohen, Chair, Exploratory Committee, and Subcommittee Co-Chairs*
10:15 a.m.	Q & A *Nita Mosby Tyler, Moderator*
10:45 a.m.	Overview Next Work Session and Review Schedule – see reverse *Nita Mosby Tyler, Moderator*
11:00 a.m.	Adjourn

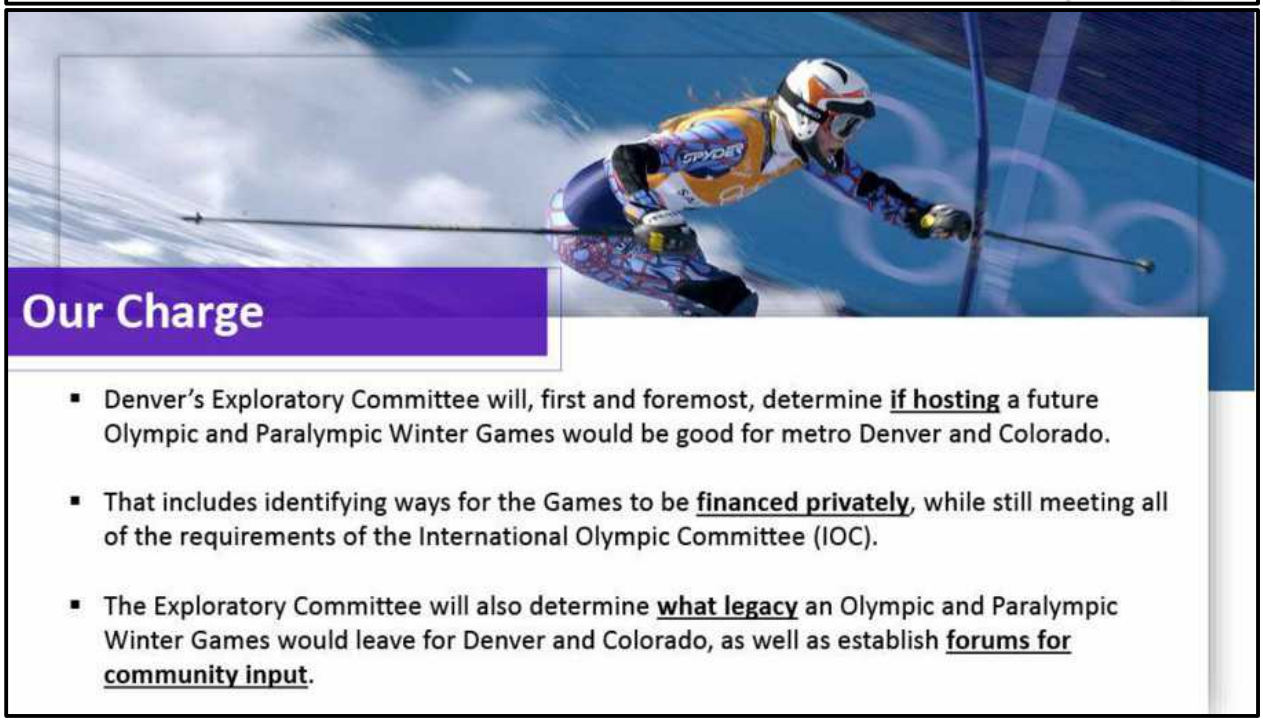
BACKGROUND INFORMATION AND HELPFUL LINKS:

Exploring The Games Website: www.exploretheGames.com

Online Community Meetings and Survey: www.sharethegold.org

Olympic Agenda 2020: https://www.olympic.org/olympic-agenda-2020


Denver, Colorado USA
Olympic and Paralympic Winter Games
Exploratory Process
January-March 2018

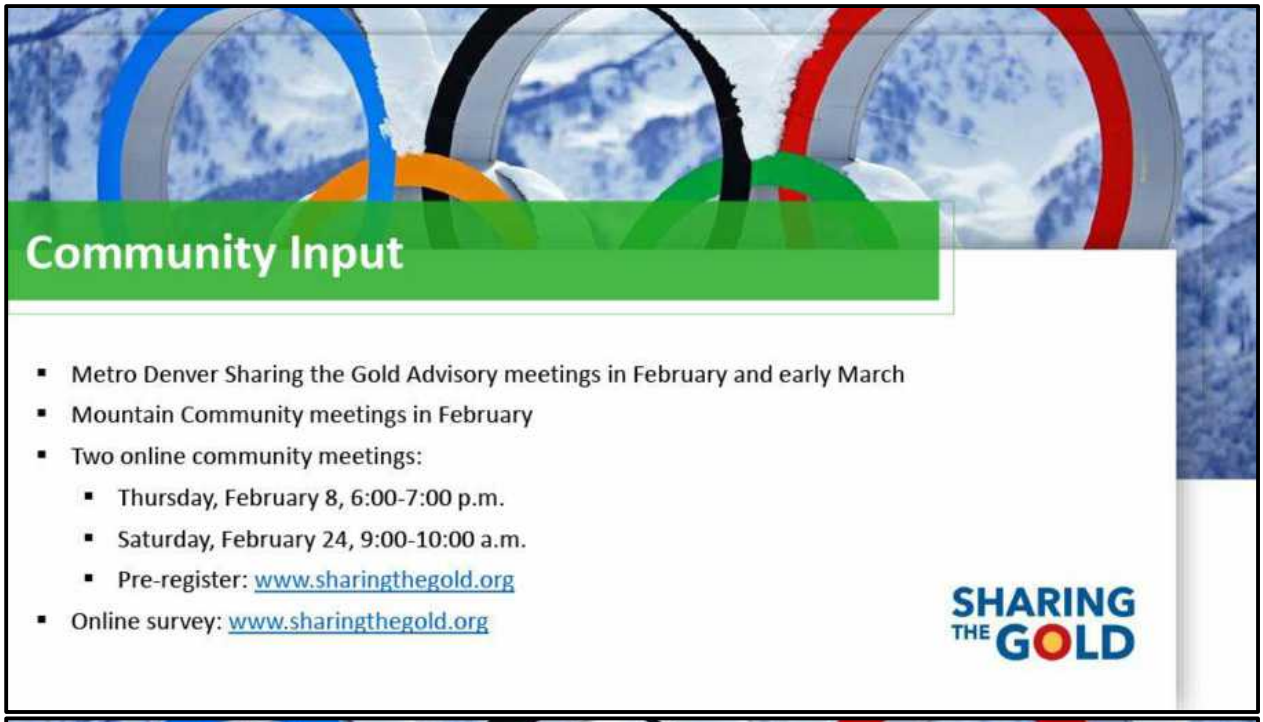

Our Charge
Denver's Exploratory Committee will, first and foremost, determine if hosting a future Olympic and Paralympic Winter Games would be good for metro Denver and Colorado.
That includes identifying ways for the Games to be financed privately, while still meeting all of the requirements of the International Olympic Committee (IOC).
The Exploratory Committee will also determine what legacy an Olympic and Paralympic Winter Games would leave for Denver and Colorado, as well as establish forums for community input.

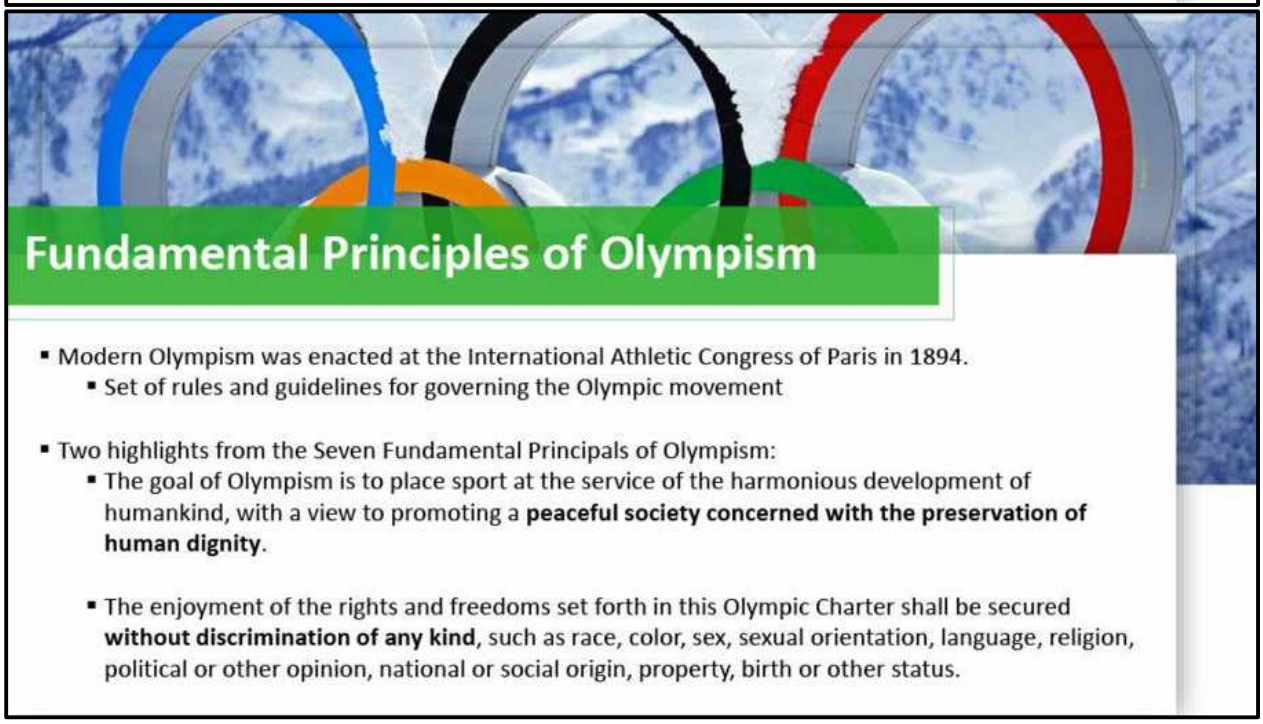
Process – To Date

- December 2017: Exploratory Committee formed
- Late-Dec. 2017/early-Jan. 2018: Subcommittees formed
  - Community & Civic Engagement
  - Communications
  - Games Operations
  - Finance
  - Legal
- Mid-Jan. 2018: Community & civic engagement commenced

Sharing the Gold

- The Sharing the Gold engagement plan is meant to spur statewide discussion about whether hosting an Olympic and Paralympic Winter Games would be good for Metro Denver and the entire state.
- Sharing the Gold includes the establishment of advisory groups, made up of key constituencies throughout the Denver Metro region and the mountain/rural communities in which a Winter Games would likely take place if Denver and Colorado were to pursue a bid.
- There will also be two online community meetings to share information, gather feedback and engage the broader public's participation in this process.
- Explorethegames.com provides general information about the exploratory process and offers visitors the opportunity to participate in a survey to assess community members' feedback and ideas.


Community Input
Metro Denver Sharing the Gold Advisory meetings in February and early March
Mountain Community meetings in February
Two online community meetings:
Thursday, February 8, 6:00-7:00 p.m.
Saturday, February 24, 9:00-10:00 a.m.
Pre-register: www.sharingthegold.org
Online survey: www.sharingthegold.org
SHARING THE GOLD


Fundamental Principles of Olympism
Modern Olympism was enacted at the International Athletic Congress of Paris in 1894.
Set of rules and guidelines for governing the Olympic movement
Two highlights from the Seven Fundamental Principals of Olympism:
The goal of Olympism is to place sport at the service of the harmonious development of humankind, with a view to promoting a peaceful society concerned with the preservation of human dignity.
The enjoyment of the rights and freedoms set forth in this Olympic Charter shall be secured without discrimination of any kind, such as race, color, sex, sexual orientation, language, religion, political or other opinion, national or social origin, property, birth or other status.

Why We're Here

- The International Olympic Committee is interested in conducting an Olympic and Paralympic Winter Games in North America in the near future.
- The U.S. Olympic Committee (USOC) is the sole entity that will determine whether to submit a U.S. bid for an Olympic and Paralympic Winter Games.
- If the USOC decides to submit a bid, Denver needs to be prepared and know whether or not we should bid.

IOC - Bidding for the Games

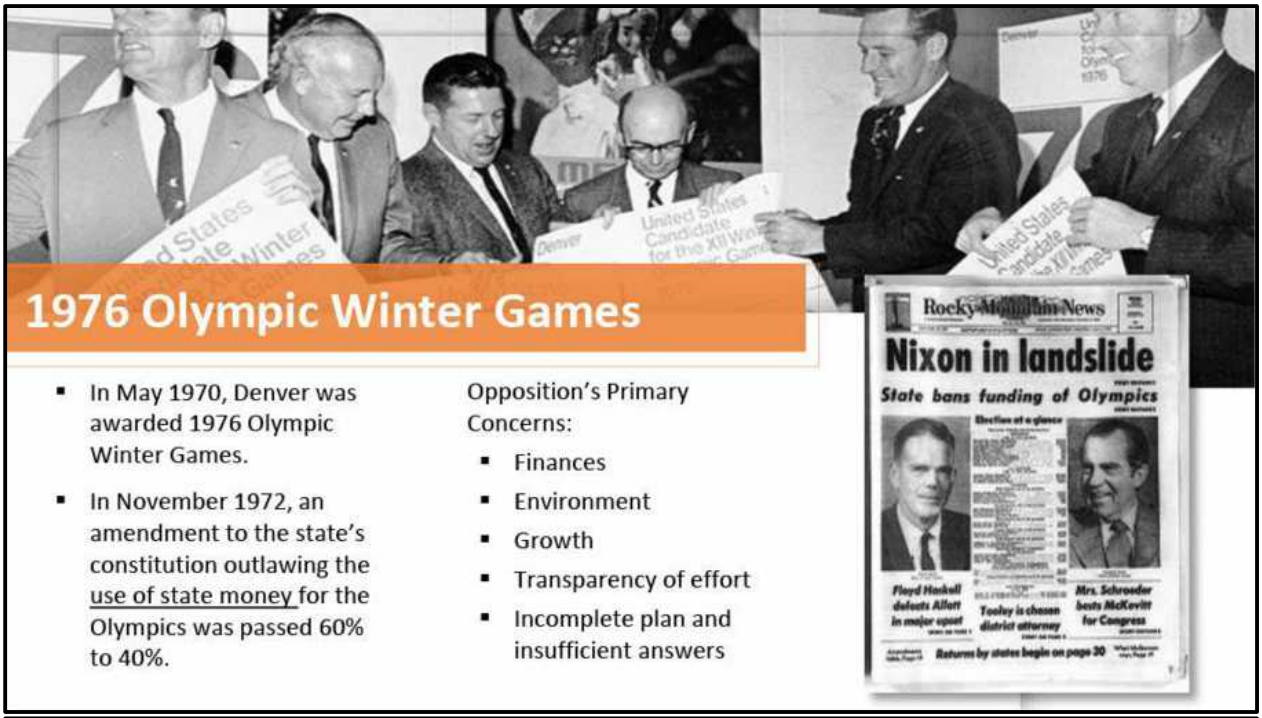
- A new bid process
- Process starts seven years in advance of the Games
- Bidding period for 2026
  - IOC Dialogue Phase: September, 2017 – October, 2018
  - March 31, 2018: USOC may want to select one U.S. city to continue Dialogue Phase
  - IOC Candidate Phase: October, 2018 – September, 2019
  - IOC Host City Selection: September, 2019

IOC Changes

- Facing challenges: corruption, doping, cost, referendums
- A new desire for bidding protocols created **AGENDA 2020** – the IOC's new guidelines now emphasize:
  - Sustainability
  - Cost-efficiency
  - Use existing or temporary infrastructure as pillars to new bids
  - Legacy to the city
  - IOC is negotiating dollars to host in advance of staging Games

History of Colorado Winter Games Bidding

- 1932 - Winter Olympic Games in Lake Placid
- 1956 - Colorado Springs bid, Cortina Italy was selected
- 1976 - Denver selected to host Games, Salt Lake City dropped out & Innsbruck was selected
- 1998 - Salt Lake City won the 2002 Games
- 2012 - Denver Exploratory Committee formed for 2022 Games, USOC decided not to bid
- 2017 - USOC announced they are ready to bid for the Winter Games, potentially 2026 or beyond



1976 Olympic Winter Games

- In May 1970, Denver was awarded 1976 Olympic Winter Games.
- In November 1972, an amendment to the state's constitution outlawing the use of state money for the Olympics was passed 60% to 40%.

Opposition's Primary Concerns:

- Finances
- Environment
- Growth
- Transparency of effort
- Incomplete plan and insufficient answers

Rocky Mountain News

Nixon in landslide

State bans funding of Olympics

Election at a glance

Floyd Haskell defeats Allott in major upset

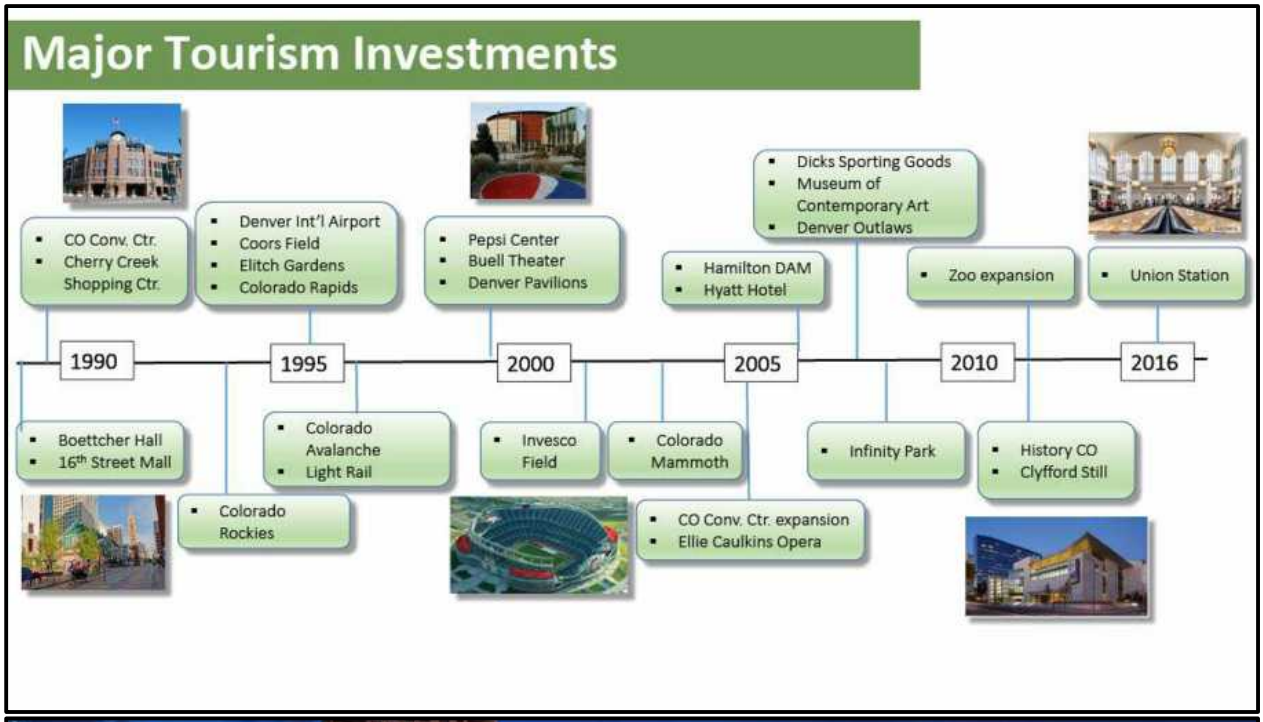
Tooley is chosen district attorney

Mrs. Schroeder beats McCevitt for Congress

Returns by states begin on page 30

Denver in 1976 | Denver Today

- Denver International Airport (DEN) (*instead of Stapleton*)
- From one professional sports team to seven
- Four major sports stadiums
- Colorado Convention Center and expansions
- Numerous high-profile and high-security events hosted
- From 10,000 hotel rooms to more than 47,000 metro-wide
- 88 miles of passenger rail, including between DEN and downtown
- A second tunnel next to the Eisenhower Tunnel
- A third lane added to portion of I-70 during high-usage times



Criteria	Summer Games	Winter Games
Nations Participating	207	94
Athletes Participating	11,237	2,850
Events	28 sports & 306 events	7 sports & 102 events
Number of Venues Required	33	16

Source: Wikipedia

Size Perspective

	National Western Stock Show	Winter Games
Ticketed Spectators	705,574*	596,423**
Event Days	16	17

	Friday Before Labor Day in Denver	Winter Games Closing Ceremony
Ticketed & Spectators	200,000***	60,000

Sources: *Denver Post 1/21/18, **IOC, Vancouver 2010, 500,000 ticketed spectators and 96,423 accredited stakeholders; ***VISIT DENVER 70k Mile High Stadium; 45,000 Coors Field; 85,000 Taste of Colorado

History of Events Enhancing City's & State's Image

What We Offer

- **Iconic** locations – city and mountains
- **Experienced** venues in hosting national and international events annually
- Unparalleled spectator **capacities** and **revenue** opportunities
- **World-class city** with large city and regional populations, large millennial population
- **Major businesses** – exciting new opportunities
- Consistent weather – **snow** in the mountains | **sun** in the city

Plan Considerations

- Provides the highest-quality **experience** for athletes and all stakeholders
- **Showcase** Denver, the mountain communities and all of Colorado
- Consists of **existing, planned and temporary venues**
- The only new construction needed in Denver/Colorado would be for Olympic Villages
- **Centered** in Denver and the Eagle/Summit County winter resorts

Venues

Olympic Competition Venue Requirements

- Snow Venues – 3-4 Ski Resorts (capacity 6,000-15,000 spectators)
- Ice Venues – 5 Arenas (capacities 3,000-20,000 spectators)
- Outdoor Venues – Sliding, Jumping, Nordic (capacity 10,000 or more spectators)

Olympic Non-Competition Venue Requirements

- Athletes Village (5,500 beds)
- Main Media Center (800,000 square feet or more)
- Opening/Closing Ceremonies Stadium (capacity 40,000 spectators or more)
- Medals Plaza (capacity 10,000 or more)

Transportation Requirements

Olympic Requirements and Standards

- Airports capable of handling 60,000-plus passengers per day
- Systems – Olympic Family, Athletes, Media/Broadcast, Staff
  - Cars, vans, buses
- Olympic Lanes Preferred – priority delivery for Olympic-related vehicles
- Ticketed Spectators – light rail, park & rides with shuttle buses

Transportation

Denver and Colorado Approach

- Airports – DEN, Colorado Springs, Eagle, Broomfield, Front Range, Centennial
- Existing systems – light rail, bus lines, highways, streets
  - Denver moves large crowds for large events
- I-70 – Must provide assurances all constituents can be moved in a timely way
  - Park and rides, Olympic Lanes, Express Lanes
  - Potential improvements expedited by Olympic Games

Sports Operations

- Denver, Colorado and Summit County/Eagle County have hosted many national- and international-class sports championships and major special events in many of the Olympic sport disciplines
- Our state has a large contingent of skilled and experienced sports producers, staff and volunteers

Olympic Operations



Accommodations

- Denver, Colorado and Eagle/Summit County meet the requirements for hotel rooms, quality levels and distances from Olymp ic centers

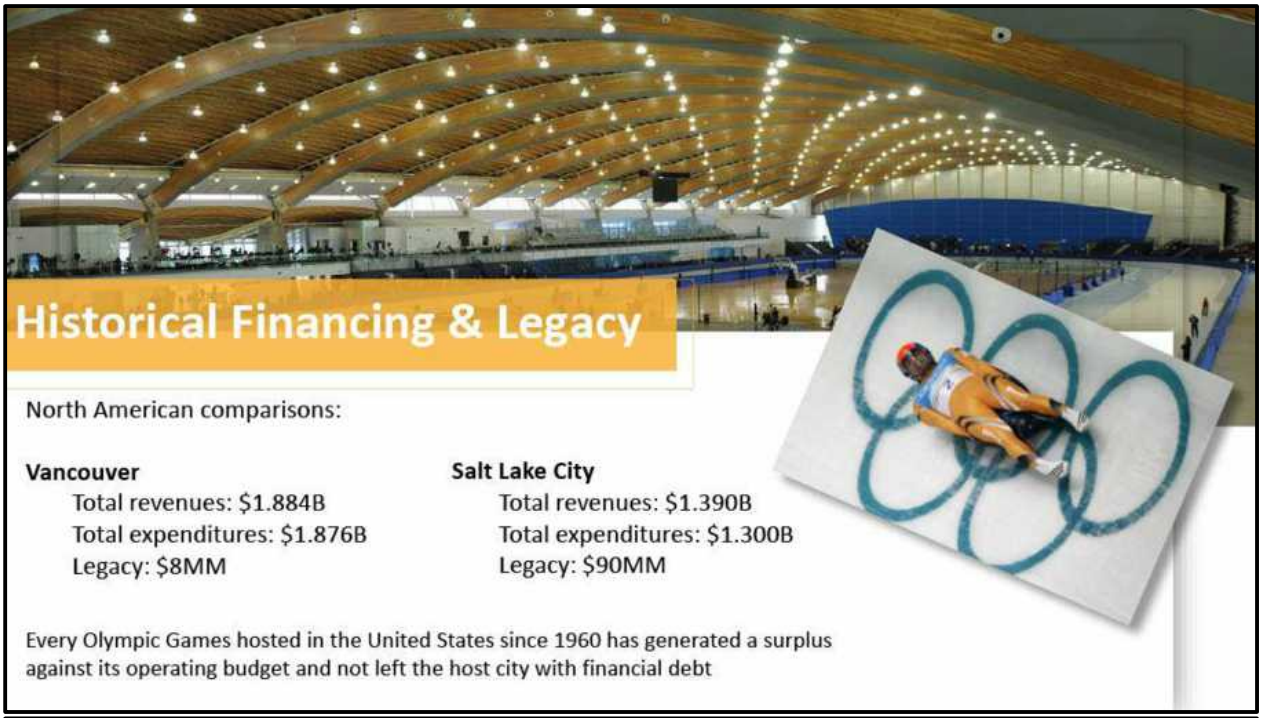
Security

- Denver has hosted numerous National Special Security Events (NSSE) in the past
- Familiarity with security procedures at all levels

Financing

Bid will require extensive/integrated fundraising efforts

- Privately funded model
- Investigating options, such as a Special Purpose Authority, non-profit entity, other
- Negotiations with USOC and IOC on shared revenues and direct financial contributions
- Tiered fundraising strategy: tickets, sponsorship, merchandise



Historical Financing & Legacy

North American comparisons:

Vancouver
- Total revenues: $1.884B
- Total expenditures: $1.876B
- Legacy: $8MM

Salt Lake City
- Total revenues: $1.390B
- Total expenditures: $1.300B
- Legacy: $90MM

Every Olympic Games hosted in the United States since 1960 has generated a surplus against its operating budget and not left the host city with financial debt

Concerns We Have Heard

- Cost to put on Games and build facilities
- Added congestion in Denver and the I-70 mountain corridor
- Population growth
- Denver and Colorado have bigger issues to deal with (e.g., affordable housing, education)
- Environmental concerns
- Only for the elite
- Reputation of Olympic cities failing and bailouts

Why could this be good for Denver and Colorado?

- Agenda 2020: IOC now encouraging bids from cities that incorporate long-term planning needs - sporting, economic, social and environmental
- Winter Games budgets are now more manageable and attainable
- Denver is researching a privately financed Games
- The Olympic Games have been used as a catalyst to address long-term challenges. Denver would explore:
  - Affordable housing in metro Denver and mountain communities
  - I-70 congestion along the mountain corridor

Why could this be good for Denver and Colorado?

A Winter Olympics could provide:

- An opportunity to showcase our resources and businesses to the world
- A catalyst to look at planning and smart growth for the next 50 years
- Economic stimulus – short-term and long-term
- Inspiration for future generations
- Olympic values that are in alignment with the lifestyle and culture of Denver and Colorado


Thank You
Learn more: www.explorethegames.com
Survey & Online community meetings (2/8 & 2/24): www.sharingthegold.org

Metro Denver STGA - Meeting 1 Q&A

	Question	Answer
1	Will the survey be revised?	Following the first STGA meeting, we consulted with a member of the STGA who is a research professional, and six of the questions in the survey were subsequently revised slightly in order to make them more neutral. The revisions will not impact the outcome of the survey.
2	Will the survey results be shared with the Sharing the Gold Advisory (STGA) members?	The results of the survey will be analyzed by a third-party and provided to the Community and Civic Engagement Subcommittee to consider among other data points that factor into their recommendation. The survey results will not be shared directly with the STGA members.
3	As a member of the STGA, I was curious if there are any restrictions on how I share the info I receive at the meetings with my community. For instance, can I engage in conversations via social media? Can I share the PowerPoint presentation?	Yes, we encourage Sharing the Gold Advisory members to engage in conversations with their networks regarding this effort. As requested during the first STGA meeting, all Sharing the Gold Advisory members have received materials that could be utilized in emails and on social media channels, which you can personalize as you like. The PowerPoint presentation is provided for you to utilize in conversations with your community, and the Feb. 8th online community meeting is available for viewing on www.sharingthegold.org so that community members have an opportunity to view the PowerPoint within the context of the public meeting.

4	After reviewing Agenda 2020, I notice that in Recommendation 1 Item 1, the IOC states it will introduce "an assistance phase" during which information will be provided on how "previous cities have ensured positive ... Game legacies". Has such information about how positive legacies were created been provided to our committee and can it be shared with STGA? If not, can we request that information from the IOC? Seems very helpful to our analysis. And are we in the "assistance phase" now or when will that be (assuming IOC is in fact implementing this of course)?	The International Olympic Committee (IOC) indicates that they will provide advice and "assistance" to potential candidate cities, once they are officially named as an "interested city" by their National Olympic Committee (in our case the United States Olympic Committee [USOC]). At this time, the USOC has not announced a city for any upcoming bid cycle. At the Mayor's and Governor's request, the Exploratory Committee is compiling information and studying whether we could and should consider a potential Denver/Colorado Winter Games bid, in case the USOC decides to enter a future bid cycle. Once a city is announced as a bid city by their NOC (in our case, the USOC), that city is then considered an "interested city" and enters the "dialogue phase." At that point, the IOC would provide working sessions and on-site support in the areas of: 1) Games Concept (venues, etc.); 2) Finance, Marketing and Legal; 3) Games Governance and Operations; and 4) Legacy and Sustainability. They would share details about past success stories and challenges and help the interested cities determine what would work best for them and their goals. Finally, the IOC does currently provide some information about past host cities' legacies at https://www.olympic.org/olympic-legacy. Specifically, the "Factsheet: Legacies of the Olympic Games" goes into some detail about individual cities' legacies, going back to 2000 for Summer Games and 2002 for Winter Games: https://stillmed.olympic.org/media/Document%20Library/OlympicOrg/Factsheets-Reference-Documents/Games/Legacies/Factsheet-Legacies-of-the-Games-May-2016.pdf#_ga=2.150813942.1150370683.1517861051-1738670199.1517861051

5	Also in respect of Agenda 2020, I see in Recommendation 2 Item 4, the budget for the games is divided into an "operating budget" and a separate budget for "long-term investment in infrastructure". I recall Rob talking quite a bit about the "operating budget", e.g., saying the committee is contemplating a surplus in the "operating budget". Can you provide some basic information about the "long-term investment" budget and whether we've done any analysis of the "return on such investment" (as described in Recommendation 2)? For example, are the sources of funds for the two budgets different? how are you determining which expenditures go into which budget? Do we have any sense of the approximate size of the two budgets?	If we are successful in planning only temporary venues for the three venues that Denver/Colorado do not currently have, those costs would all go into the operating budget. The only items that would need to go into a long-term investment budget would be any construction that would remain after the Games. The one question in this area would be construction of Olympic Village(s) – if we indeed are able to plan this as affordable and workforce housing after the Games, that would go into a long-term investment budget. If this construction could be done by a private developer, like many other affordable housing projects, then it would not be in the budget at all. So, in summary, we would ideally have nothing in a "long-term investment in infrastructure" budget.
6	Who chose the members of the Finance Advisory Group? (Please be specific.)	The members of the Finance Subcommittee were selected by the co-chairs of the committee, in consultation with the Exploratory Committee. The list of Exploratory Committee members is posted at www.explorethegames.com. See below for members of the Finance subcommittee.
7	Please list all members of the Finance group. Are any of them being reimbursed for time? Are they able to hire analysts or are you using staff within the City and State offices?	The Finance Subcommittee is made up of individuals with financial expertise in fields such as accounting and banking. All private sector members of the subcommittee are volunteers. There are members who are employed by the City and County of Denver (see Question 10 below). There are no paid contracts with third-party financial analysts at this time. Finance subcommittee co-chairs: **Steve McConahey**, SGM Capital and **Navin Dimond**, Stonebridge Companies. Subcommittee members: Greg Anton, Anton Collins Mitchell LLP; **Denise Burgess**, Burgess Services; Jim Burton, Grant Thornton; Marshall Crawford, US Treasury on Special Projects; Lori Davis, Grant Thornton; Brendan Hanlon, Denver Department of Finance; Rus Heise, Denver Health; Eric Hiraga, Denver Office of Economic Development; Bob Hottman, EKS&H; Tracy Huggins, Denver Urban Renewal Authority; Jeff Ruffe, VISIT DENVER; Donna Tillery, Woodfield Fund Administration; and Scotty Williams, GIS. Those in bold are members of the Exploratory Committee.

8	Who chose the members of the "Sharing the Gold" Advisory Group? What criteria, if any, were used in attempting to reach a cross section of the 6 county area? Please be specific providing the names of those who chose the participants. (I am aware that INC was chosen because the Inter-Neighborhood Committee's Executive Board formally objected to the composition of the Exploratory Committee, and because it represents over 100 registered neighborhood associations in Denver, but I am curious how others were chosen.)	The members of the Sharing the Gold Advisory (STGA) were selected by the co-chairs of the Community and Civic Engagement Subcommittee, in consultation with the Exploratory Committee. They were chosen to represent a cross-section of interested stakeholders from throughout the seven-county metro region. A roster of STGA members is included with the materials for the February 15th meeting.
9	Can you release the size of each contract with Sewald Hanfling, Prosono, k-solutionsllc, Nita Mosby-Tyler, and any other consultant or researcher or lawyer or financial/political analyst (i.e. Floyd Ciruli, CRL etc.) for work performed in connection with exploring this idea in calendar year 2017, and calendar year 2018 to date. Who is entering the contract with these folks? Visit Denver?	Denver Sports Commission, an affiliate of VISIT DENVER, The Convention & Visitors Bureau, which was founded to help bring high-profile sporting events to Denver, is funding the exploratory efforts. Given the short timeline related to this exploratory process, a small number of consultants has been retained to support the efforts. As a private nonprofit organization, Denver Sports does not share the costs associated with bid efforts.

10	Please provide the number of hours spent by state and city staff in connection with the possible bid in 2017 and in 2018. Please include how many hours staff of Visit Denver and Downtown Denver Partnership are spending on this. This exploratory effort has involved tax monies, and I would appreciate an accounting of amount spent to date by state tourism folks, the Governor's staff, the Mayor's administration, Visit Denver etc.	As a private nonprofit organization, Denver Sports has not tracked the time its staff has spent on this effort since Denver Sports and VISIT DENVER's sole responsibility and full time mission is to bring conventions, meetings, events and visitors to Denver for the economic well-being of the city, the community and their members. The organization does not share the costs associated with bid efforts. Some employees of both the City of Denver and State of Colorado serve on subcommittees as part of their normal duties; they are not tracking their time specific to this effort.
11	Please provide the list of groups/individuals that have been or will be directly contacted to send the survey to their members.	As part of the Sharing the Gold outreach efforts, members of the Community and Civic Engagement Subcommittee, the Communications Subcommittee and the Exploratory Committee have undertaken expansive efforts to share information about the exploratory process, including the online survey, throughout the Denver Metro Area and in the mountain communities along I-70. The Communications Subcommittee has reached out to media outlets in Denver and mountain communities to promote the online community meetings and survey, as well. You will also recall that we hope you will share the survey with your friends, neighbors and other members of the community.
12	Can you provide the list of persons/groups/media that will be directly contacted regarding the public online meetings and the message that is being included?	Answer above. See Question #11.
13	Please provide a list of all anticipated expenses and the source of funds that will cover each expense.	Answer above. See Question #9.

14	Can you please provide the anticipated indirect sources of revenues that will indirectly aid in hosting the Olympics? I am speaking of projects advanced through existing City channels and State channels that will indirectly reduce the official "costs" of hosting the Olympics. Just by way of example — 16th Street Mall, NWC infrastructure, Skating Rink at NWC, improvements to Convention Center, improvements/naming rights to other sports venues, state highway patrol, improvements to I70. Will mountain ski resorts or mountain towns be expected or encouraged to spend local dollars that will in effect reduce the "Olympic Committee's" expenditures?	The Finance Subcommittee is researching the potential cost to host an Olympic and Paralympic Winter Games in Denver and Colorado. Initial estimates are that it could cost approximately $2 billion. The IOC would contribute $950 million under Agenda 2020. Agenda 2020 is a strategic roadmap for the Olympic Games, which embodies a new philosophy for hosting that supports economic, social and environmental long-term planning needs. In addition to the funds from the IOC, event ticket sales, merchandising revenue and corporate sponsorships would be used to finance the Games. These sponsorships would be by companies who typically follow the Games no matter where they go around the world and would not take away from other local causes. "The New Norm," an ambitious set of 118 reforms that reimagines how the Olympic Games are delivered, was presented to the membership of the International Olympic Committee (IOC) at its 132nd Session in February 2018. The plan, which focuses on six recommendations of Olympic Agenda 2020 related to the organization of the Games, will provide cities with increased flexibility in designing the Games to meet long-term development goals, and will ensure that host cities receive more assistance from the IOC and the wider Olympic Movement. More details available at: https://stillmed.olympic.org/media/Document%20Library/OlympicOrg/News/2018/02/Infographic-New-Norm.pdf and https://stillmed.olympic.org/media/Document%20Library/OlympicOrg/News/2018/02/2018-02-06-Olympic-Games-the-New-Norm-Report.pdf

15	Please provide budget materials even if they are not in final form. The response that the budget was not ready on Saturday Feb. 3rd was unacceptable. How can we possibly understand the "privately financed" statement if we can't see all the analysis that has been performed. A response that it is only in draft form and therefore can't be released simply deprives the public of understanding the basis of the Exploratory Committee's decision making. It is difficult for me to understand how either the "Sharing the Gold" Advisory or the Exploratory Committee itself can make decisions without far more information.	Answer above. See Question #14.
16	How will IOC funds be used to "jump start" local projects? Please explain.	Under Agenda 2020 the IOC would provide the host city with $950 million to assist with executing the Olympic and Paralympic Winter Games. In this exploratory phase, it is too early to determine what "local projects" might be undertaken.
17	If, for example, the "Committee" decides to place athlete housing in Sun Valley or near Elitches or in the 6th Avenue railyard area, will the Committee cover the entire cost for such housing construction and then donate the entire product to Denver? Will it sell the housing stock to Denver? Will all construction costs come out of the $950M from IOC or will the Committee be looking for partnerships with DHA or Denver or Denver's Affordable Housing Fund?	Answer above. See Question #5.

18	If, hypothetically of course, the "Committee" independently determines that Denver's Mountain Parks would be a perfect venue for the nordic event, will it seek financial contribution from Denver Parks? If it uses state lands, how will you account for that use of public lands? Will you independently fundraise for direct contributions from organizations in return for naming rights? Or will the entire cost be covered by the $950M from the IOC? Will $ be left for maintenance etc. or will it be up to local/state taxpayers to assume that obligation?	The Exploratory Committee is still exploring where each event would take place.
19	Does Denver have any ability to negotiate with IOC on the amount it will receive?	Agenda 2020 states that the IOC will provide $950 million to the host city of the 2026 Winter Games. The amount provided for future Games has yet to be determined/released.
20	What is the estimate for costs for environmental work that might be required in connection with the three additional venues?	Any estimated costs that are related to temporary venues being considered by the Games Concept/Operations and Finance Subcommittees will be included within the operating budget of the Games and included in the final recommendations.
21	What do you anticipate will be the cost associated with submitting a bid if the Exploratory Committee decides to go ahead?	This is the first round of cities to bid under Agenda 2020, so the anticipated cost of a bid is unknown. Part of the goal of Agenda 2020 is to reduce the cost and length of the bidding process so that it is less cumbersome and less expensive than it has been in the past. See Answers to Questions #14 and #26.
22	Will any improvements be necessary for the 13 venues that are already built? What are the anticipated costs of improvements to each venue and how will those improvements be funded?	Answer above. See Question #15. Any estimated costs that are related to venues is being considered by the Games Concept/Operations and Finance subcommittees and would be within the operating budget of the Games and included in the final recommendations.

23	Are there pre-planned events budgeted as marketing and promo tools leading up to the event? I would like to recommend local artists be considered in those events prior and during the Olympics. So often National artists are headliners and Local artists are considered late in the process with no budgetary consideration. I feel with the early planning process this can be explored as well.	In this exploratory phase, it is too early to determine what ancillary events would be planned in conjunction with a Winter Games in Denver and Colorado. We do know that incorporating the arts, local artists and other local enterprises into such events is an important consideration.
24	Is there anyway of sharing the public PPT on Facebook?	The best way to share the community presentation, including the PowerPoint, online (including on Facebook) is to provide the link to view the Feb. 8th online community meeting: https://youtu.be/XUJ5Y08T8UQ
25	How many people were in Denver for the Pope's visit?	The Pope's World Youth Day was 25 years ago and records indicate that more than 200,000 registered delegates attended the weeklong event. World Youth Day attracted an estimated 500,000 people to Cherry Creek reservoir.
26	I read in the paper that the cost of making a bid to the IOC is $50 to $100 million. Is that correct?	That amount is an old standard for Summer Games bids that included exceptionally heavy competition. The cost of bidding for both Winter and Summer Games has been significantly reduced by the new IOC guidelines (Agenda 2020 and The New Norm), and if pursued, a bid by Denver/Colorado would be privately funded. See Answers to Questions #14 and #21.

Sharing The Gold Advisory meeting

February 3, 2018

Question and Answer notes

Question: How will the surplus be designated? Answer: Use of any surplus be determined at a later time.

Question: What about creating apps other technology for feedback? Answer: All is possible bring back feedback.

Question: Why was there are only Spanish language translation? Answer: We have not explored translating the website into other languages, yet.

Comment: The online survey is not statistically valid. It is only promotional. Answer: We will bring this feedback to the team and review the survey.

Question: Have we considered putting in a train instead of six lanes are on the highway, or some other mode of transportation that carries us into the future like Salt Lake City? Answer: All solutions will be considered.

Question: Will you be paying attention to businesses other than construction companies? Answer: We are looking at how other Olympics managed that, studying their outcomes. We will learn other ways of engagement and use.

Question: Does the IOC specify the size, sites, etc. of the villages for the Olympics and the Paralympics? Answer: We have the option of considering more and smaller villages that can translate better into affordable housing use after the Games. Depending on whether the Paralympics are before or after the Games, we may be able to use Paralympic fittings and accessibility fittings in the villages for accessible housing.

Question: Can the webinars be more inclusive for folks who don't have Internet access? Are we able to hold our own small gatherings or gatherings at libraries for people who don't have access? Answer: We will bring that idea to the group that is working on the webinars.

Question: What are the finances? It is difficult to make any decisions until we understand what the cost will be and how it will be financed. What parts will be included as Olympic-related costs and costs pushed to the cities? Answer: The Finance Committee isn't done with their work. All Olympic expenses will be included in the

operating the budget. We intend to build nothing that isn't Olympic related. We will be transparent with the finances when the Finance Committee work is done.

Question: What is the likelihood of the United States being selected for the 2026 games given that L.A. will have the games in 2028? Answer: Rob reiterated his previous comments about the selection process.

Question: will there be mandates in contracting? Will a disparity study be undertaken? Answer: We don't have those answers yet. Thank you for bringing up the topic.

Question: What about overload of military and police security? Answer: We are working closely with state and local security. We have representatives on this group.

Comment: Business wasn't driven to local visitors in the community in other Olympics. How will you drive business to local companies? Answer: We don't know yet. But we have to seven years to keep these ideas in mind and to develop ways to address that.

Question: Can all other questions be sent to the advisory committee? Answer: Yes

Question: How will the financing work for investors? Answer: We are looking at some of the financing models from other Games. With the IOC's 2020 framework, there are new ways of financing. We will post models for you on the website to help you understand what others have done and how they have financed their Games.

Question: Does private funding prevent public input? Answer: Not that we are aware of.

Question: Will the public be able to weigh in if a Special District or Authority is created? Answer: Yes.

Question: Who submits the bid? Answer: The City and County of Denver.

Question: Are we comparing the cost to host the Olympic Games to existing events? Answer: We don't have comparables because many events are privately funded.

Question: Is this the best use of our funds? For instance, is it better from a revenue standpoint to hold more Stock Shows per year vs. a single Olympic Games to raise funds for the metro area? Answer: We have not done that comparison. Please submit that as a question and we will work on an answer.

Question: Is the committee working on accessibility issues? Answer: Yes we are. And we want all of your comments and advice brought forward as we work.

SHARING THE GOLD

SHARING THE GOLD ADVISORY
Thursday, February 15, 2018
6:00 – 8:00 p.m., McNichols Civic Center Building

5:30 p.m.	Check-in and Dinner
6:00 p.m.	Welcome and Overview of Work Session *Moderators: Nita Mosby Tyler and Jesus Salazar*
6:15 p.m.	Work Session: Idea Capture
6:50 p.m.	Read-Out
7:40 p.m.	Summary and Next Steps
8:00 p.m.	Adjourn

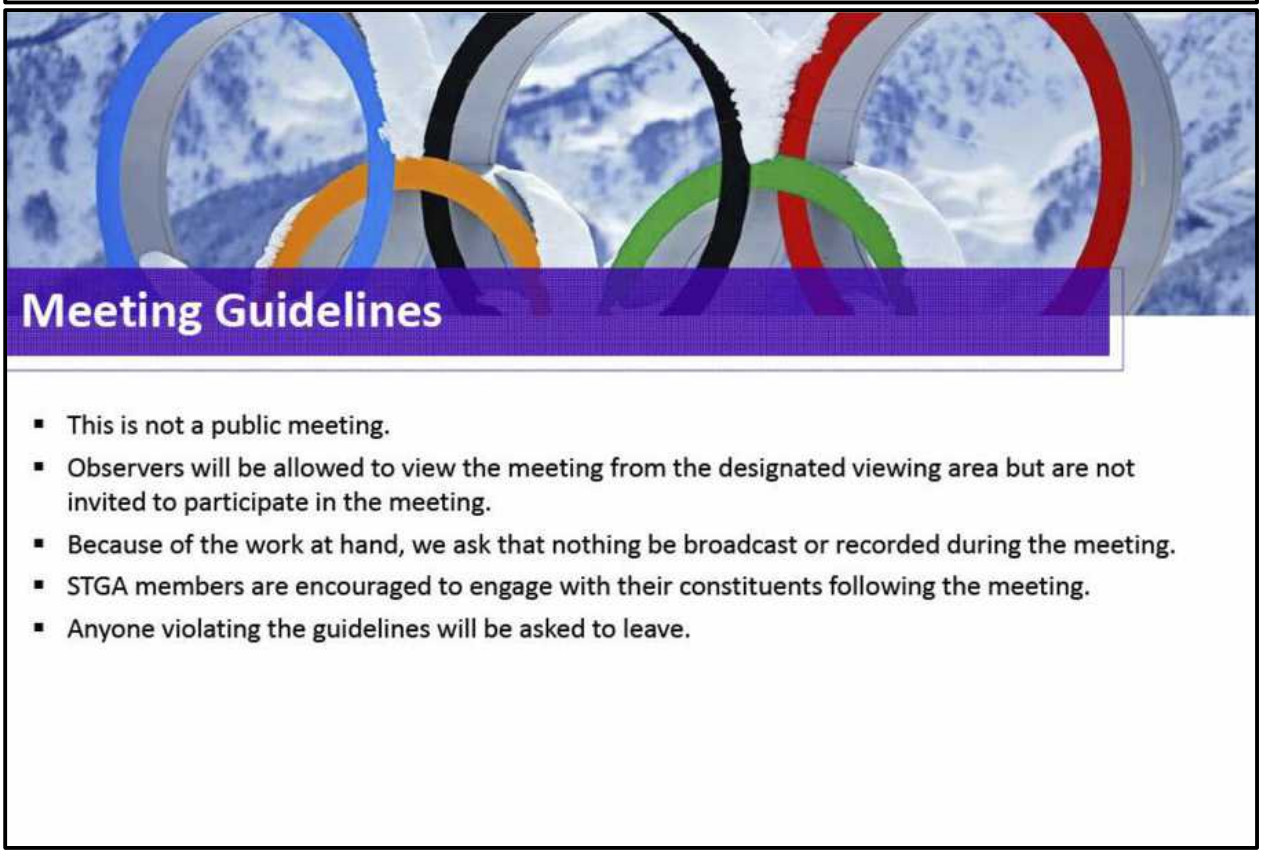
BACKGROUND INFORMATION AND HELPFUL LINKS:

Exploring The Games Website: www.explorethegames.com

Online Community Meetings and Survey: www.sharingthegold.org

Olympic Agenda 2020: https://www.olympic.org/olympic-agenda-2020


Welcome!
SHARING THE GOLD
Meeting #2
February 15, 2018


Meeting Guidelines
This is not a public meeting.
Observers will be allowed to view the meeting from the designated viewing area but are not invited to participate in the meeting.
Because of the work at hand, we ask that nothing be broadcast or recorded during the meeting.
STGA members are encouraged to engage with their constituents following the meeting.
Anyone violating the guidelines will be asked to leave.

Exercise Purpose

We are seeking to gauge community response to the questions on which Mayor Hancock is seeking input:

Vision	Legacy	Risks & Challenges	Other
Were we to bid, win, and ultimately host the Olympics, what would be the community's vision of a successful event? What would be the biggest positives of doing it? What is the community most excited about?	Once the camera's, athletes, and visitors leave, what is left behind? What is left behind for the community to continue to enjoy? What is left behind that has made it worth the effort? Infrastructure, revenue, etc.?	What is the community most concerned about? What are the biggest challenges that would need to be overcome/addressed for the community to ultimately support a bid?	What else should be considered?

Exercise Overview, Pt. 1

- There are four walls: vision, legacy, risks/challenges, and other.
- STGA members will write down responses/observations/concerns for each of the four categories on sticky notes.
- You may write as many responses as you'd like for each category.
- Please be clear, legible, and concise.

Exercise Overview, pt. 2

- Please place sticky notes in the category to which they belong.
- When placing notes, please read through the existing notes; if yours is similar to a pre-existing note, place your note immediately adjacent to those it is most like. **If it is a <u>new</u> theme or concept, create a new cluster.** This will allow the group to better observe commonalities.
- Facilitators will then "clean up" the categories as needed to ensure themes or concepts are clustered appropriately. STGA members are encouraged to walk around and study the walls.

Exercise Overview, pt. 3

- At your assigned tables, please collaborate to develop 2-3 defining statements or conclusions for each category based on what you have observed. You should have 8-12 defining statements total.
- Write each of your unique statements on the top of a large sticky sheet (one statement per sheet, *please do not write on the bottom half of the sheet*).
- Assign a spokesperson for your table that will share your statements with the broader group.
- When your table is called upon, the spokesperson will read each statement and the facilitator will place each on the wall. *Note: duplicate or very similar statements will not be put on the wall.*

Exercise Overview, pt. 4

The entire room will now engage in a question & answer session to clarify any of the statements on the wall. ***The questions may only be asked in a yes/no format.***

- Valid question: Does Statement 1 assume all funding surplus goes to public education?
- Invalid question: Does Statement assume all funding surplus goes to public education or higher education?
- Invalid question: I don't think that Statement 1 is possible to accomplish.

Exercise Overview, pt. 5

Each STGA member has **twelve green dots and twelve red dots**

- For each category, please **select up to three statements** you most identify with by putting a green dot on the large sticky sheet containing the statement.
- For each category, please **select up to three statements** you least identify with by putting a red dot on the large sticky sheet containing the statement.
- *You do not have to use all of your dots.*
- ***You may only place one dot per statement.***

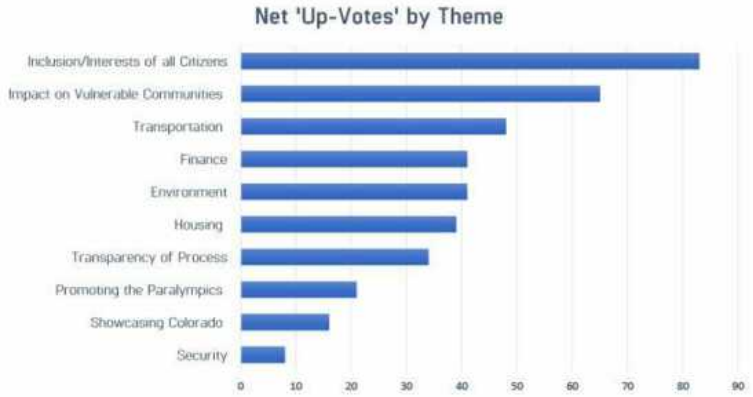
Thank You

Learn more: www.explorethegames.com

Survey & Online community meetings (2/8 & 2/24): www.sharingthegold.org

Metro Denver STGA - Meeting 2 Dot Voting Analysis

Dot Voting Analysis



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1

The Interests and Inclusion of All Citizens

Thematically, the statements garnering the most 'up-votes' were statements advocating for the interests and inclusion of all citizens throughout the planning, execution, and aftermath of the games.

- Advocates for an inclusive Olympic experience identified a desire for substantive inclusion throughout the Olympic process, but also symbolic inclusion through the intentional display and celebration of Colorado's "cultural diversity."
- There were specific requests that the city work to make Olympic attendance accessible for all people, regardless of socioeconomic status.
- Groups for whom formal inclusion efforts would be beneficial included black and brown business owners, the LGBT community, the state's rural communities, and low-income populations.

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2

The Impact on Marginalized Communities

There is concern over the ways in which the games could negatively impact marginalized communities across the state, but also hope that with purposeful planning, even vulnerable groups could benefit from the Olympic presence.

- There is significant concern that low-income, homeless, and elderly people could be displaced by the build-up to, and execution of, the Olympics – not only in Denver, but throughout the I-70m corridor.
- Some worry that Colorado's vibrant and unique cultural landscape could be compromised by the continued gentrification of low-income communities brought on by the hosting of the games.
- However, there is hope that the games could serve as a catalyst for equitable and pro-social change, such as increased access to winter sports for low-income youths.

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3

Transit and Affordable Housing

There is a strong desire for a legacy of improved transportation infrastructure, as well as sustainable, innovative investments in affordable housing.

- There was specific interest in the development of rapid transit infrastructure along the I-70 corridor and Interstate 25
- Transportation-related statements were the most 'up-voted' statements in the "Legacy" category, comprising almost 50% of all 'up-votes'
- One of the most up-voted statements (receiving an up-vote from 30% of attendees) called for the purposeful transformation of athlete housing into affordable housing for Denver residents
- There was evidence that housing was an area in which public investment would be tolerated, if the cost went toward sustainable, innovative, and long-term investments in affordable housing.

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4

Environmental Sustainability

STGA members believe that environmental sustainability should be both a pre-requisite and an outcome of hosting the Olympic Games.

- Specifically, there is a strong desire to promote and successfully execute a "zero-waste" event. Almost 50% of meeting attendees 'upvoted' this proposal.
- The games are viewed as opportunity to both 'showcase' Colorado's singular landscape and environmental resources, and the state's commitment to the preservation of these resources
- The concern for environmental protection and waste-mitigation spans both urban and rural communities

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5

Finance

There is a clear lack of understanding (or possibly trust) regarding the current financing proposal.

- Statements expressing a concern that Coloradans would be "stuck with the bill" or "shouldering" the debt received 25 'up votes'
- Concerns over financial mismanagement seem to be tied to concerns over "transparency" and "integrity."
- There is also an optimism that the Games could generate a positive financial return for the state, and that those financial surpluses could be distributed in an equitable, pro-social way.
- Statements related to financing received only one 'down-vote,' indicating that fiscal concerns are widely seen as being valid and worth consideration.

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6

Other Findings of Note

There was a general sense of consensus around the biggest issues, and support for some very specific ideas.

- **There was more agreement that disagreement. Around 75% of all posted dots were green dots, and 30% of 'down votes' were confined to two statements (concern over the legacy of the '76 vote, and concern over the opposition of the state's anti-growth movement)**
- **Transparency throughout the bidding and planning process is seen as a widely-held and justifiable concern. Statements relating to procedural transparency garnered 34 'up-votes'**
- **Some specific proposals received significant numbers of 'up-votes'**
  - Zero-waste event (24)
  - Highlighting Colorado as a culturally diverse community by ensuring multiple cultures and communities participate in the bidding process, distribution of funds ensuring all of our communities are benefiting and not just the privileged. (21)
  - Transitioning Olympic Village into affordable housing (17)
- **Only one statement received a notable number of 'up' and 'down' votes – indicating a potential contentious issue: "define percentage minimums for local/small businesses to have access to economic opportunities" (9 up/8 down)**

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7

Draft Deliverable

If we were to stop all analysis today and present a deliverable for ratification, it may look something like this.

We would support a bid if all of the following are true:

- Formal structures/institutions designed to represent the interests of vulnerable communities before, during, and after the games.
- There is a commitment to a zero-waste event.
- There are sustainable investments in housing and transit infrastructure.
- There are formal structures designed to ensure transparency of process.

We would not support a bid if any of the following are true:

- Planning and decision making processes are opaque confined to a group of non-representative elites
- There are no improvements in infrastructure
- Coloradans are burdened with a public debt
- There is no effort to showcase the state's unique and diverse culture
- There is negative net impact on the State's environment

Vision

We envision an Olympic Games that exemplifies the best of Colorado's innovative, inclusive, and forward-thinking culture. A Colorado Olympics would be driven by an emphasis on operational transparency, fiscal responsibility, environmental sustainability, and practices designed to ensure the collective benefit of all Coloradans.

Legacy

- Sustainable investments in improve infrastructure, especially transit and affordable housing
- A positive and equitable impact on the lives of all Coloradans, with a specific interest in low-income youths and marginalized populations

Risks

- Financial failure leaving taxpayers shouldering a debt
- A lack of transparency throughout the planning process
- Detrimental impact on marginalized groups
- Negative environmental impact

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8

Metro Denver STGA - Meeting 2 Q&A

Question	Question	Answer
1	The big question to wrestle with is not whether there have been issues in the past with the games (and BTW, there are examples in research where they've NOT gone badly...) but rather, do the new bid guidelines and Games expectations either address those past issues, or permit Colorado to develop a plan that will avoid the problems?	Agenda 2020 and The New Norm were created to directly address previous challenges to ensure that the Summer and Winter Games are successful, positive events for host cities, athletes, spectators, and all other stakeholders. If Denver were to submit a bid to host a future Winter Games, the organizing committee would work closely with the U.S. Olympic Committee (USOC) and International Olympic Committee (IOC) to ensure a positive vision, an impactful long-term legacy for Colorado, and to reduce and mitigate, as much as possible, any potential risks or challenges. "The New Norm," an ambitious set of 118 reforms that reimagines how the Olympic Games are delivered, was presented to members of the International Olympic Committee (IOC) at its 132nd Session in February 2018. The plan is a strategic approach including updated services and requirements that will lead to a maximum savings of hundreds of millions of dollars in the delivery of the Olympic and Paralympic Games. Conducted in close collaboration with partners and industry experts, the Olympic Games Delivery Executive Steering Committee analyzed every function of operations, including venues, energy, broadcasting, accommodation, transport and technology, and also looked at the Paralympic Games. The IOC will work with cities every step of the way to ensure that the Games are affordable, beneficial and sustainable. The IOC is a not-for-profit independent international organization made up of volunteers, and is committed to building a better world through sports. It redistributes more than 90 percent of its income to the wider sporting movement, which means that every day the equivalent of 3.4 million U.S. dollars goes to help athletes and sports organizations at all levels around the world.

2	Do the USOC / IOC really mean to follow those new guidelines? No way to really know, of course, but the committee CAN put together a clear plan with decision points to cut losses quickly should the new Agenda turn out to be more PR window dressing than actual change.	Once a city is announced as a bid city by their National Olympic Committee (NOC, in our case the USOC), that city is then considered an "interested city" and enters the "dialogue phase." At that point, the IOC would provide working sessions and on-site support in the areas of: 1) Games Concept (venues, etc.); 2) Finance, Marketing and Legal; 3) Games Governance and Operations; and 4) Legacy and Sustainability. They would share details about past success stories and challenges and help the interested cities determine what would work best for them and their goals. Also, see answer to question #1.
3	Are all Exploratory Committee and subcommittee meetings (except our STGA meetings) still closed to the public? Please explain why these meetings do not need to comply with Colorado's Open Meeting Law, since the Committee was formed by our Governor and Mayor and addresses public business.	The Exploratory Committee is committed to transparency throughout this process. Some of the Exploratory Committee's work (including the subcommittees) needs to be conducted in private sessions because we're discussing proprietary information that could be essential to a bid in the future, therefore these meetings are not open to the public. The Sharing the Gold Advisory group members were carefully selected to represent the diversity within our communities. In order to maintain consistency and integrity throughout the process, participation in those meetings is limited to those individuals. The groups advising exploring the city and state's interest in pursuing an Olympic and Paralympic bid are not bodies of the city or state, and are therefore not subject to the Colorado Open Meetings Law. Furthermore, meetings of advisory groups are not part of the official policy-making process for a state or local public body.
4	If the meetings are now open, would you be so kind as to notify the STGA and the public regarding future meetings of any subcommittee and the Exploratory Committee?	See answer to question #3.

5	It is my understanding from an earlier answer that STGA members will not be able to review the actual survey responses but will have to wait for a summary from consultants. Since we were charged with reaching out and spreading this survey, it is incumbent that we be able to review the raw data collected as a result of this civic engagement effort and gathered in this regard. Please advise how members of STGA can review not only a summary prepared by consultants but the raw data and all comments submitted.	The Sharing the Gold Advisory (STGA) is one of numerous important components of our broad community and civic engagement efforts, which also include: meetings in five mountain communities, a public survey, two online community meetings, and presentations to numerous organizations and groups. The results of the survey will be analyzed by a third-party and provided to the Community and Civic Engagement Subcommittee to consider among other data points that factor into their recommendation. The survey results will not be shared directly with the STGA members. The Community and Civic Engagement subcommittee will take all comments and feedback from all of these engagement efforts into consideration when making its recommendation to the Exploratory Committee.
6	Regarding the Feb. 8 online event, how many people participated, how many questions were submitted, and how many were asked?	73 people participated in the Feb. 8 online community meeting. An additional 118 people viewed the recorded meeting online. Within the time available, we were able to answer approximately half of the questions submitted (19 of 36).
7	Regarding the Feb. 24 online event, how many people participated, how many questions were submitted, and how many were asked?	90 people participated in the Feb. 24 online community meeting. An additional 29 people have viewed the recorded meeting online (as of March 1). Within the time available, we were able to answer nearly half of the questions submitted (24 of 50).

8	What dollar amount has been spent by Denver Sports Commission towards consultants, event planning, studies, publicity, public relations to date? What is the budget associated with the setting up of the Exploratory Committee? Are there other sources of spending by Denver or Colorado (or private funds) being directed toward this work? I understand that members of the committees serve without direct compensation (unless they are simultaneously employed by Denver or the State), but it would be useful to have an accounting of all costs associated with this exploratory effort to date.	All members of the Exploratory Committee and subcommittees are volunteers. Given the short timeline related to this exploratory process, a small number of consultants has been retained to support the efforts. As a private nonprofit organization, Denver Sports does not share the costs associated with bid efforts.

9	In a prior answer, it was stated: Denver Sports Commission, an affiliate of VISIT DENVER, The Convention & Visitors Bureau, which was founded to help bring high-profile sporting events to Denver, is funding the exploratory efforts. Given the short timeline related to this exploratory process, a small number of consultants has been retained to support the efforts. As a **private nonprofit organization**, Denver Sports does not share the costs associated with bid efforts. (emphasis added) To an ordinary community member, this appears to be a matter of semantics, calling an entity created by the City a private non-profit organization not subject to releasing information regarding its expenditures. I would repeat my ask that we be advised as to the amount of our tax dollars that have been and will be spent on this exploratory process.	See answer to question #8.
10	What is the Exploratory Committee's estimate of the cost of putting together and submitting a bid to the IOC — if it makes the decision to go ahead and prepare one. Please explain how work on that submission to the IOC will be paid for.	The 2026 Winter Games bid process will be the first round of cities to bid for a Games under Agenda 2020, so the anticipated cost of a bid isn't certain. Part of the goal of Agenda 2020 is to reduce the cost and length of the bidding process, so that it is less cumbersome and less expensive than it has been. Agenda 2020 has a goal of both reducing the cost of bids as well as the costs of hosting the Games. With this in mind, the IOC has shortened the length of the candidature bid process from two years to one year and has also reduced the number of presentations and meetings that a bid city would need to participate in. If Denver/Colorado did proceed with submitting a bid for the Winter Games the cost of that bid would be paid for by private donations and fundraising.

11	Can you please inform the STGA if the city, state or any entity associated with the city or state (such as Visit Denver, Denver Sports Commission etc.) has retained any lawyers, accountants, or other experts in connection with the work of the Exploratory Committee or its subcommittees? This would apply to work already performed or to be performed in the next few weeks prior to making a decision.	Given the short timeline related to this exploratory process, a small number of consultants has been retained to support the efforts, none of which are practicing attorneys or accountants.
12	I have heard in presentation that Colorado already has most of the venues it would need to host. Please provide the estimated cost of preparing, expanding, upgrading the 13 venues that already exist and will be utilized if Denver/Colorado wins a bid.	The Exploratory Committee is still exploring where each event would take place if Denver and Colorado were to pursue a future Winter Games. Any estimated costs that are related to venues is being considered by the Games Concept/Operations and Finance subcommittees and would be within the operating budget of the Games and included in the final recommendations.
13	It is our understanding that the Olympics Committee will only have to build from scratch three venues. Please provide the estimated cost of land acquisition/leasing, constructing, and demolishing the temporary venues being discussed.	See answer to Question #12.
14	Have members of the Exploratory Committee or individuals designated by the Exploratory Committee met with CDOT officials, Congressional offices, etc. to discuss federal funding of highway expansion? If so, please advise which government representatives the team has met with.	The Exploratory Committee is not discussing highway expansion. If such changes are needed and Coloradans want to pursue them, then those changes should take place regardless of whether or not Denver and Colorado were to host a Winter Games.

15	I heard in the Feb. 24 online forum that you anticipate needing only 1500-2500 housing units for athletes and that you want to use the games as a catalyst to solve housing issues. Please explain whether the Olympics Committee would carry that entire cost and then give the properties to each municipality, or whether it would require a partnership with each city to get these built, including financial contributions from towns/cities.	The IOC requires that that Athletes Village(s) for a Winter Games accommodate 5,500 athletes, coaches, trainers and officials. The Finance and Games Operations subcommittees are exploring the possibility of converting the Athletes Villages into affordable and/or workforce housing as a long-term legacy for Metro Denver and the mountain communities. How such Athletes Villages would be financed has not been determined, but it is being researched by the aforementioned committees.
16	What is the timeline for Denver/the USOC to submit a bid?	The Exploratory Committee is working to determine if Denver and Colorado should pursue a future Olympic and Paralympic Winter Games, should the USOC decide to pursue a U.S. bid. That has not happened yet, so there is no actual bid nor a related timeline.

SHARING THE GOLD

SHARING THE GOLD ADVISORY
Saturday, March 3, 2018
1:00 – 3:00 p.m., McNichols Civic Center Building

1:00 p.m.	Welcome *Moderator: Jesus Salazar*
1:05 p.m.	Open Comment Session
2:35 p.m.	Topic-Based Dialogue
3:00 p.m.	Adjourn

BACKGROUND INFORMATION AND HELPFUL LINKS:

Explore The Games website: www.explorethegames.com

Community Engagement website: www.sharingthegold.org

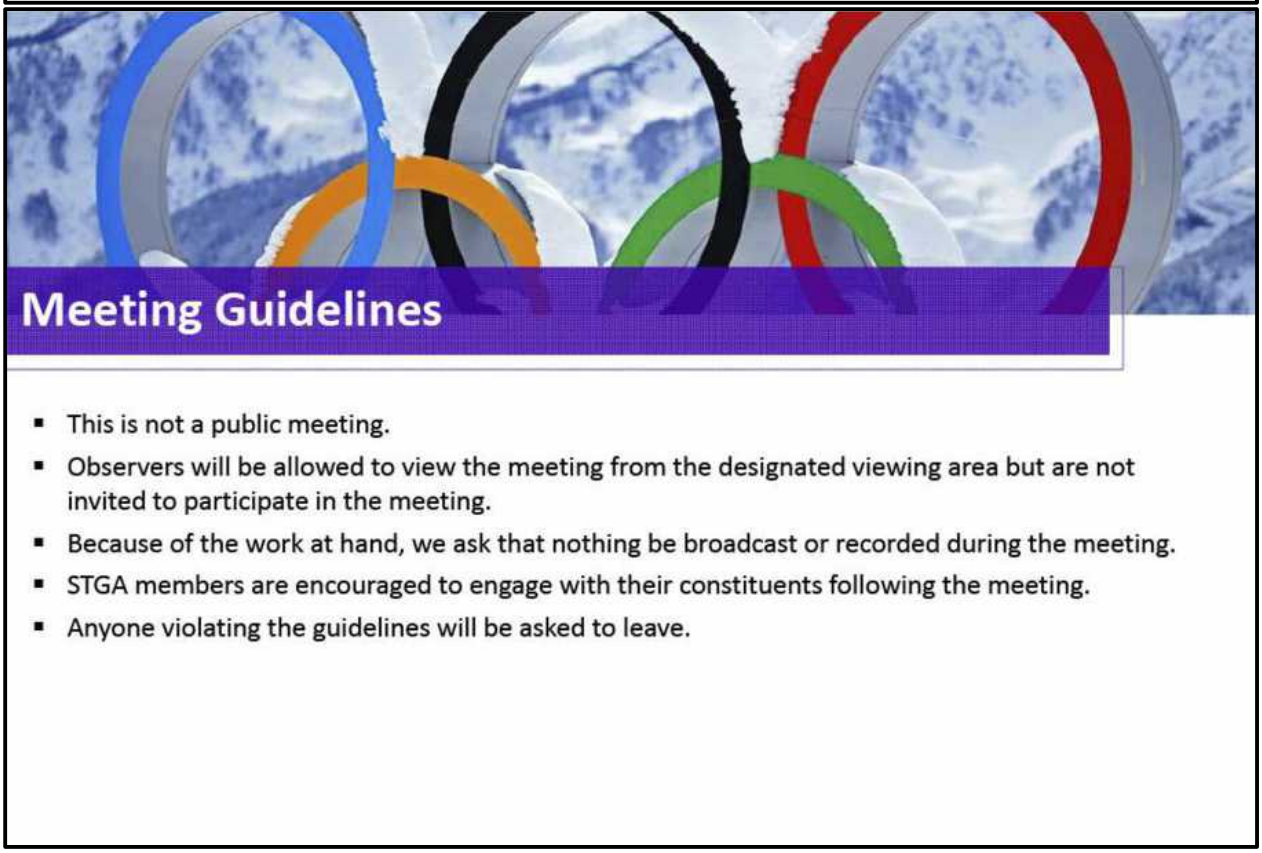
Olympic Agenda 2020: www.explorethegames.com/stay-informed/agenda-2020

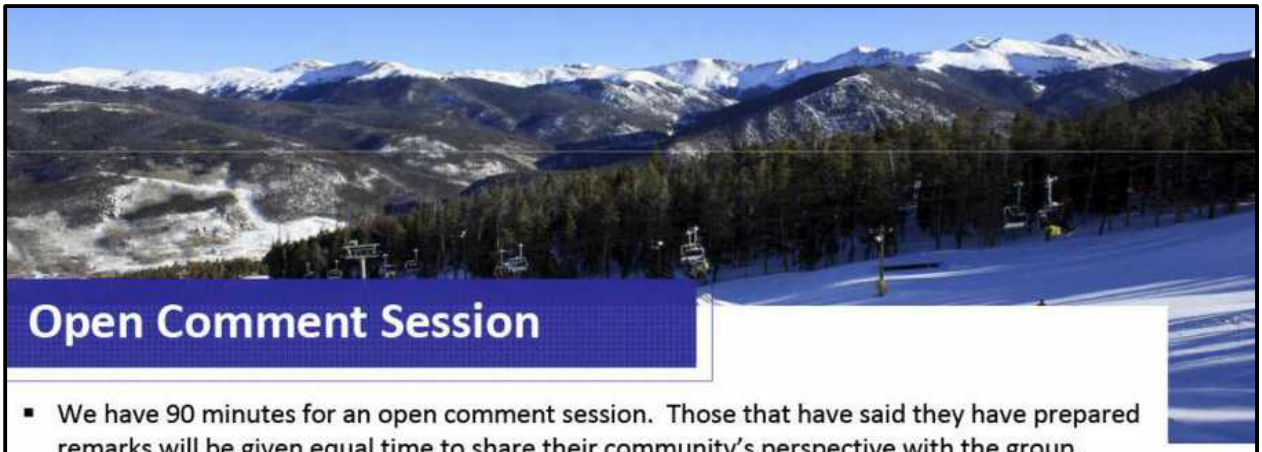
The New Norm: www.explorethegames.com/stay-informed/new-norm/

SHARING THE GOLD ADVISORY MEETINGS:

1. Meeting 1: Saturday, February 3, 2018, 9:00-11:00 a.m.
2. Meeting 2: Thursday, February 15, 2018, 6:00-8:00 p.m.
3. Meeting 3: Saturday, March 3, 2018, 1:00-3:00 p.m.
4. **Added, Meeting 4: Thursday, March 8, 2018, 6:00-8:00 p.m.**
   Note: All meetings will take place at the McNichols Civic Center Building, 144 W. Colfax Ave., Denver 80202


Welcome!
SHARING THE GOLD
Meeting #3
March 3rd, 2018


Meeting Guidelines
This is not a public meeting.
Observers will be allowed to view the meeting from the designated viewing area but are not invited to participate in the meeting.
Because of the work at hand, we ask that nothing be broadcast or recorded during the meeting.
STGA members are encouraged to engage with their constituents following the meeting.
Anyone violating the guidelines will be asked to leave.



Open Comment Session

- We have 90 minutes for an open comment session. Those that have said they have prepared remarks will be given equal time to share their community's perspective with the group.
- The time keeper will be responsible for giving speakers a 30 second warning (yellow card), and alerting speakers when their allotted time has expired (red card).
- Please refrain from responding to or interrupting a speaker in any way (clapping, vocal agreement or disagreement, etc.)
- There will be an opportunity for discussion after the open comment portion of today's session.

Open Comment Session

- What have you heard from your individual outreach and conversations with colleagues, boards, community groups, and others about the potential of Denver and Colorado pursuing a future Olympic and Paralympic Winter Games as it relates to vision, legacy, risks/challenges or other topics?
- If you are willing to share, how many people have you connected with as part of this broader engagement effort?
- If for any reason you would prefer to not share your feedback verbally with the entire group, you can send your written feedback via email to STGA.DENCO@gmail.com.

Topic-based Discussion

- For convenience we have established 6 topic areas throughout the meeting space to help organize dialogue.
- For the next 20 minutes, you are encouraged to explore the topic areas that align with your highest priorities and discuss with other committee members.
- Reflect on the information that you've heard, and debrief with other advisory members.
- Should you find that you have questions that have not been addressed by an advisory meeting, the resources posted on DropBox, or by the advisory Gmail address, please submit that question to one of the staff 'scribes' stationed at each area.

Topic Areas

Topic 1 – Transportation

Topic 2 – Housing

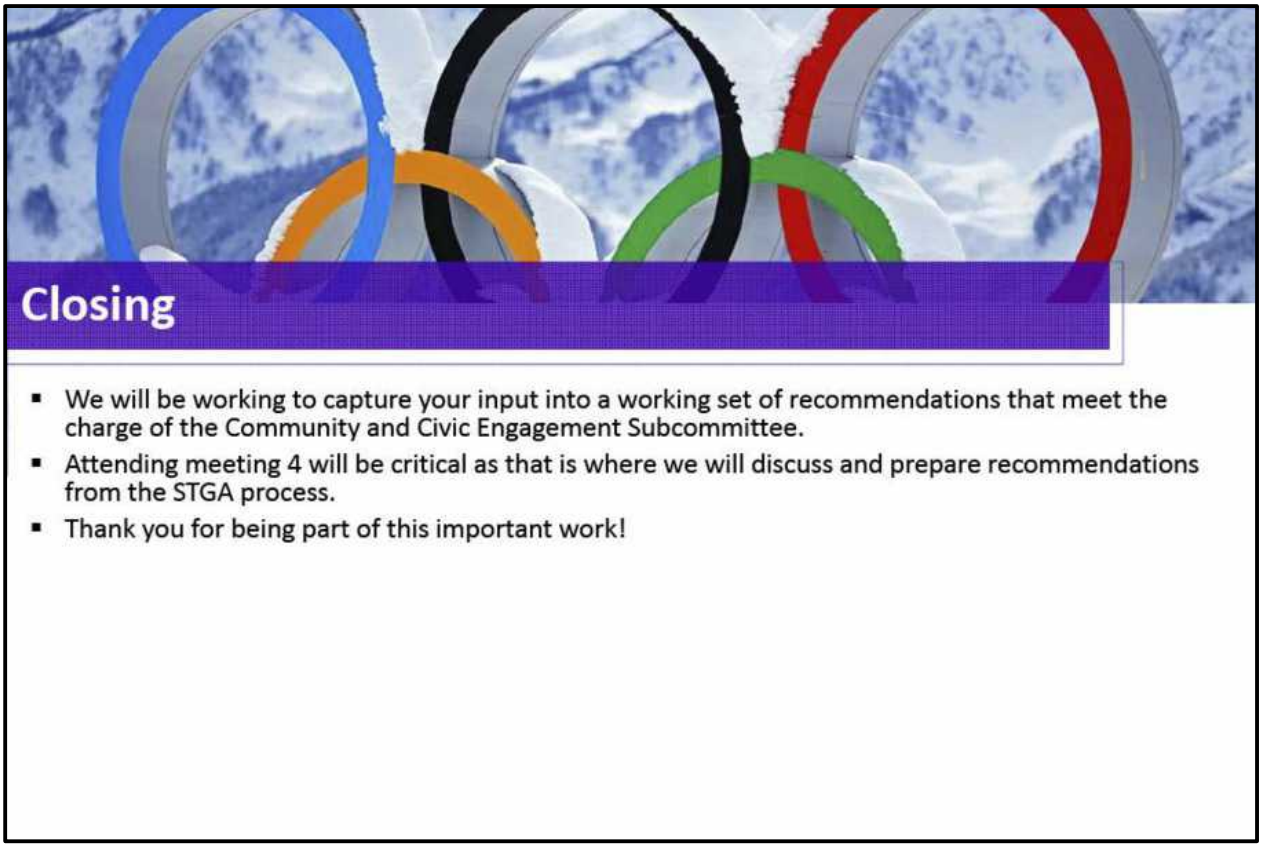
Topic 3 – Inclusion

Topic 4 – Environment/Sustainability

Topic 5 – Finance

Topic 6 – Community Impact

Topic 7 – Other/general


Closing
We will be working to capture your input into a working set of recommendations that meet the charge of the Community and Civic Engagement Subcommittee.
Attending meeting 4 will be critical as that is where we will discuss and prepare recommendations from the STGA process.
Thank you for being part of this important work!

Metro Denver STGA - Meeting 3 Q&A

Question #	Question	Answer
1	How and when will cultural institutions be brought into the process?	Outreach to cultural institutions has occurred during the exploratory process through our community and civic engagement efforts. Incorporating the arts, local artists and other local enterprises into a potential Olympic and Paralympic Winter Games is an important consideration.
2	Can legacy housing serve as a shelter for homelessness (0-10% of AMI)?	The Finance and Games Operations subcommittees are exploring the possibility of converting the Athletes Villages into affordable and/or workforce housing as a long-term legacy for Metro Denver and the mountain communities. Other potential legacy uses of these units may be further explored.
3	How much subsidy is needed to reduce AMI? How many units? How many bedrooms?	The International Olympic Committee (IOC) requires that Athletes Village(s) for a Winter Games accommodate 5,500 athletes, coaches, trainers and officials. The Finance and Games Operations subcommittees are exploring the possibility of converting the Athletes Villages into affordable and/or workforce housing as a long-term legacy for Metro Denver and the mountain communities. How such Athletes Villages would be financed has not been determined, but it is being researched by the aforementioned committees.
4	Aren't Olympic villages like dorms? Do they make sense for affordable housing? Would it require co-housing? Does this affect their viability?	Athletes Villages are not necessarily built like dorms, unless that is their intended use afterward. They are often built like apartments and condos.
5	Would it be viable to use "shipping container housing"?	No determination has been made regarding what materials could be used for housing units.
6	How will we find/purchase land for the housing?	No determination has been made regarding where Athlete Villages may be located in the Denver Metro area or mountain communities. Coordination among many stakeholders would be necessary if Denver and Colorado were to host an Olympic and Paralympic Winter Games in the future.
7	Disbursement of affordable housing – How far can we disburse? How many individual affordable housing locations can we build?	Answer above, see Questions #3 and #6.
8	Could you disburse units that are apartment style and not dorm style?	Answer above, see Question #4.
9	Will we need public funding for housing with the public subsidy being paid back after the Olympics?	Answer above, see Question #3.
10	How will we determine who benefits from the affordable housing? Who gets the priority?	No determination has been made regarding how potential legacy housing units may be distributed in the Denver Metro area and mountain communities if Denver and Colorado were to host an Olympic and Paralympic Winter Games in the future. Coordination among many stakeholders would be necessary.

11	Can we allow affordable housing to be used for seniors? Can Paralympic housing be used for seniors?	Answer above, see Question #10.
12	How much would it cost for a train up and down the I-70 corridor? What public money is currently is available?	The Exploratory Committee isn't looking at proposing changes to our highway or rail systems. If such changes are needed and Coloradans want to pursue them, they should take place regardless of whether or not Denver and Colorado were to host a Winter Games. The Colorado Department of Transportation (CDOT) issued an I-70 Record of Decision (ROD) in 2011 that approved a program of transit, highway, safety, and other improvements on the 144-mile route between Glenwood Springs and the western edge of the Denver metropolitan area. The ROD can be found at: https://www.codot.gov/projects/i-70-old-mountaincorridor/i-70-record-of-decision.html. In August 2014, CDOT issued an Advanced Guideway System (AGS) Feasibility Study for a 120-mile segment of the mountain corridor. The AGS is available at: https://www.codot.gov/projects/AGSstudy
13	After any new infrastructure is built using funds from the Olympics, how will we fund capital maintenance?	Unlike recent Olympic and Paralympic Games host cities, Denver is not interested in building new venues just for the Games. Instead, the Exploratory Committee wants to find ways to maximize the infrastructure investments that Metro Denver and the mountain communities have already made and to supplement with temporary venues. In reviewing the venues needed to host the Winter Games, there are only three venues that Denver and Colorado that aren't already existing or planned – ski jump, a sliding center and Nordic. The Games Operations Subcommittee is looking into how we could provide those venues through temporary structures that could either be recycled, sold or used elsewhere following the Games. The Exploratory Committee does not plan to recommend any long-term infrastructure projects for the Winter Games. Long-term infrastructure projects would be outside of the operating budget. The Games could be a catalyst for such things, but if they are needed, they should be undertaken regardless of whether or not Denver and Colorado were to host a Winter Games. Because the Games Operations Subcommittee is exploring the option of temporary venues for the venues Denver and Colorado don't have, the cost of building those venues would be included in the operating budget; they would not be infrastructure costs that would burden cities or tax payers.
14	Who would ultimately pay for transportation improvements and can we count on the Federal Government?	Previous host cities, such as Salt Lake City and Vancouver, have benefitted from improvements to their roads to and from mountain communities. The Exploratory Committee does not know at this time what funds could be received by the federal government for a potential Games, but based on past actions and research approximately $2 billion in federal funds was allocated for L.A., Salt Lake City and Atlanta (in aggregate; 1999 dollars).

15	Will you make a commitment to employ high school students and youth to work the Games?	Providing opportunities for Metro Denver and Colorado residents, including youth, to participate in, volunteer and work at a potential Winter Games is an important consideration. Details would not be fleshed out unless Denver and Colorado were to host a future Olympic and Paralympic Winter Games.
16	Can you please share details regarding revenue streams (other than the $950M from IOC) and expenses to host the games?	Estimated operating budget items include: operations (administrative/operations/management, ceremonies, IT & telecom, staffing, transportation services); venue preparation (overlay, rental, temporary construction, fees/reserve); financing expense/insurance; legacy; and contingency. Estimated operating revenue sources include: IOC contribution (including broadcast rights); domestic and international sponsorships; ticketing; and licensing/merchandise/donations.
17	What happens if debt occurs? Who is responsible?	The Finance Subcommittee is exploring ways to provide a guarantee to the International Olympic Committee that would not require a government entity to provide that guarantee, but rather that entity would be responsible for managing the operating budget and controlling profit and loss.
18	Can we have a social justice benefit using surplus money?	While the Finance Subcommittee is exploring the potential to include a legacy fund as part of the operating budget, no determination has been made regarding how such a legacy fund would be utilized if Denver and Colorado were to host a future Olympic and Paralympic Winter Games. Coordination among many stakeholders would be necessary.
19	Who will be the guarantor of initial debt?	The Exploratory Committee is researching options in which the guarantee would be signed by a separate non-governmental entity. The Exploratory Committee is proposing a privately financed Games using temporary venues inside an operating budget that is managed by a separate entity. That separate entity would ideally manage the operating budget and help avoid cost overruns. That entity will be protected using financial instruments – primarily insurance – to insure against loss of appeal (ticket, sponsorship sales), world events, weather, the host city contract, public liability, etc.
20	Who would issue insurance for the games?	This would be determined if Denver and Colorado were to host a future Olympic and Paralympic Winter Games. It can be assumed that there would be a competitive bidding process to provide such services.
21	What is the structure for surplus distribution?	Answer above, see Question #18.
22	Do we need to build new ski runs (and cut down trees) or can we use existing runs?	No. We can use existing runs for the alpine and snowboarding events.
23	Will there be snow in 2030 due to climate change? What is the environmental impact of making snow in our arid climate?	Unfortunately, a number of recent Winter Games have had to deal with weather challenges (e.g., Vancouver, Sochi), and they were able to compensate for lack of snow through technology and man-made snow.

24	What implications does TABOR have on the Olympics?	Since TABOR deals with tax revenue, it would not have an impact on the operating budget of the Olympic Games. The Winter Games Exploratory Committee is identifying ways for the Games to be financed privately with funds from the International Olympic Committee, corporate sponsorships, event ticket sales and merchandising revenues.
25	Why wouldn't private investors put money towards transportation without the Olympics?	The plan the Exploratory Committee is researching does not include private investors. We're discussing Games revenues sources (see #16 above) to finance the operating budget. Transportation investments need to be found regardless of whether or not Colorado hosts an Olympic Games, yet the Games could be a catalyst to speed up solutions that may be planned or under consideration.
26	Will there be plans to drive engagement toward health and wellness in communities of color as part of the Olympics?	As the Exploratory Committee assesses the feasibility of hosting the Games, it is important to know if the Olympics and Paralympics would leave a positive legacy for Denver and Colorado. Health and wellness engagement in all communities, including those of color, would be further explored if Denver and Colorado were to host a future Olympic and Paralympic Winter Games.
27	How do we ensure public transportation can still serve the communities it typically serves even though the Olympics is going on?	It's important to note that the Olympic Winter Games last 17 days and span only two to three weekends. The majority of ticketed spectators will ride shuttle buses from designated locations, which is commonly done at most Olympic Games, as well as many major sporting events and festivals. All other public transportation would function as normal.
28	Can we get a prediction of growth for the state both with and without the Olympics?	It is not the role of the Exploratory Committee to predict growth in Colorado, nor is there a proven correlation between a city's growth and hosting an Olympic Games. Further, there seems to be some misperception about the size of the Winter Games. The Winter Games are only about a third of the size of the Summer Games and only last 17 days. Denver has hosted events of the same size – and larger – before. It is estimated that an Olympic Winter Games would attract about 595,000 ticketed spectators and accredited stakeholders over the 17-day event in the Denver Metro area and the mountains. The National Western Stock Show, in comparison, attracted about 705,000 ticketed spectators over the 16-day event in Denver in 2018. Another way to provide perspective on this is to look at the closing ceremonies compared to a busy day in Denver last fall. The Olympic Winter Games would likely attract about 60,000 people for closing ceremonies. Comparatively, more than 200,000 people convened in the City of Denver on the Friday of this past Labor Day weekend for the CU-CSU football game, the Colorado Rockies game and Taste of Colorado.

29	What is the location scope of the Games?	During the exploratory process, the Games Operations Subcommittee is compiling a list of the possible venues for an Olympic and Paralympic Winter Games in Colorado, and there are venues throughout the state. Also, see answer to Question #13.
30	Should this be a priority for business, government, and civic leaders?	The Exploratory Committee and subcommittees are working diligently to determine not only if Denver and Colorado could host an Olympic and Paralympic Winter Games, but also if we should bid on a future Games. The Exploratory Committee is interested in learning if and how hosting an Olympic and Paralympic Winter Games could benefit Denver and Colorado.
31	How do you make sure specific communities and small businesses have access to the events?	Providing opportunities for Metro Denver and Colorado residents and businesses to participate in and benefit from a potential Winter Games would be an important aspect of planning, if Denver and Colorado were to host a future Olympic and Paralympic Winter Games.
32	What is the racial/ethnic makeup of the exploratory & finance committees?	Great thought was put into the makeup of the Exploratory Committee to ensure it represents a diverse and broad cross-section of leaders in our community – business, political, sports, civic, and other. The list of Exploratory Committee members can be found at ExploretheGames.com. The list of Finance Subcommittee members can be found in the STGA QA document following meeting 1.
33	How will specific communities be included in the distribution of surplus money?	Answer above, see Question #18.
34	How will specific communities be included in the distribution of contracting?	Answer above, see Question #31.
35	How will specific communities, particularly youth, be engaged prior to, during and after the Games in winter sports?	Answer above, see Question #15.

STGA – March 3, 2018

Larry Ambrose, Inter-Neighborhood Cooperation (INC)

- Represent 100 registered neighborhood organizations (RNOs)
- The organization doesn't take a position until after a fair and balanced presentation
- Variety of opinions regarding bidding on the Olympics being a good idea
- INC Meeting/Debate: March 10, 10 a.m. -12 p.m. at Park Hill Congregational Church
- Southwest Improvement Council – Most of senior citizens from that organization are opposed
- Professor of Hospitality Management/Metro – 32 students and 30 were present – the group was divided on support/opposition by about 50/50
- When asked if they would support if the games were privately financed , 21-9 in favor
- If there were cost overruns and the public had to cover the costs, 28-2 in opposition

Kwon Atlas, Chief of Staff, State Representative James Coleman:

- Appreciate today's format
- He grew up in North Denver
- Personally sent out information via Facebook to approximately 500 followers. Paid personally to boost responses.
- Garnered a negative response
- Not sure if the responses are representative, as those that feel strongest respond
- Concern, overall around hosting games (winter or summer)
- History/legacy of Olympics may be the issue
- If going forward, need a well-funded effort to tell the story of what is happening, and the benefits
- When a one-on-one conversation occurred, it did seem to help
- African American community in Denver has been left behind – health, wellness, travel to the mountains (cost). Would like a real effort and benefit to ensure all are engaged in the process. Need to be sure to include African American community for work options
- This could be viewed as a "stimulus project"

Chris Brock, Colorado Cross Disability Coalition

- Friends, family, colleagues have been the focus of his conversations
- History of Olympics has been tainted
- Personal research, more intrigue, what opportunity could this create?
- Imagine if we didn't commit to Coors Field/Rockies 25 years ago - what would that mean for Denver/Downtown today?
- If we do this let's be optimistic. Let's be the shining star. Let's engage the community, let's invest in key issues, include all communities
- Most of the people he spoke with were in favor. Address the concerns along the way so we are the example of how great this can be.

Pat Coyle/Atlantis Community Foundation
(CLOCK LIMIT REACHED BEFORE COMPLETED FEEDBACK)

- Housing for affordable community
- Focus around legacy side
- Reached out 700 folks – housing community
- 5 areas of focus/questions:
  - In general, Olympics being a catalyst for affordable housing and transportation (I70) – you get better support/interest
  - Location of Olympic villages in multiple sites
  - Interest in the ability to have manufactured housing that could be moved
  - Can you convert from a dorm to a product that is viable in the market place? YES
  - Public subsidy? Often used to leverage private financing. Needed.
- 25 percent for disability and seniors? All but the seniors thought this was a good idea.
- Mixed in the disability community.

Dave Davia, Colorado Association of Mechanical and Plumbing Contractors

- Family conversations very interesting. Undercurrent around growth and transportation. What will this do to that situation? Lack of knowledge – once facts are shared it soften folks. Open to legacy discussion.
- Presented to a large # of people though various organizations. Transportation is key. Affordable housing is key.
- Some feedback from communities outside the metro area/mountains – concerns about
  "drive through" impact.
- More information = more support

Velvia Garner

- Focused on older individuals of color
- Process, online meeting wasn't a good approach as some folks cannot participate, more face to face meetings needed
- 2030 is too far away - glad they were asked, but wanted it face to face
- Concern about the cost. They don't trust government. They don't believe…
- Her family is split
- The information missing is how does this impact individuals. Who benefits?
- Younger people of color are mixed

Jason Gaulden

- Speaking with folks across many areas including Denver, Colorado Springs, Front Range
- Mixed bag. Opportunity, excitement, concerns. Mostly positive. Want more information.
- How do you maximize legacy housing? Can the games be turned into a true/viable solution on housing front?
- Appreciated the last meeting as it addressed concerns around size/footprint of the Olympic Games
- Transportation

- Biggest question – "What do you mean privately funded?" Need more details.
- How does the legacy funding impact/go to the community if private financing?

Rudy Gonzalez, Servicios de la Raza

- Work with families and seniors, people in crisis
- Reached out through forums and Facebook. Need to be careful with messaging to communities of color
- Hosted bilingual forums. Seniors – public investment, no. Private investment with legacy (housing, transportation) yes.
- Youth were supportive about the pageantry – being out front. Private investment and legacy, yes.

Kiera Jackson, Colorado Black Women for Political Action

- Excited, but how are communities of color going to benefit? How will our young people participate in this? Not just asking opinion, but truly engaging communities of color is key.
- Need more information.

Dilpreet Jammu, Interfaith Alliance Colorado

- Reached out to 40-50 partner churches and other organizations
- Fiscal Oversight Group, Douglas County School Board – loved the concept, no public debt
- Want to make sure income equality
- Want to ensure homeless do not experience a "sweep"
- Needs to be a net benefit that can be determined
- Process: Need committee to moderate/manage to ensure all are taken care of, as needed, in real time

Gosia Kung, Walk Denver founder

- Transportation solutions – focus on transit. Walk/bike/transit. No need for car.
- Car free from Denver through I70 corridor
- Average athletes – what is in this for me? What benefits for community in general?

Joe Megyesy, One Colorado

- Reached out to 1,500 people via Facebook/Twitter
- 50 unique responses
- Enthusiasm around highlighting the city/state
- Positive feedback for LBGTQ athletes
- Finance issues are concerning. What will it mean for local communities?
- How do we leverage for infrastructure? Transportation/housing?

Nola Miguel, I70 Corridor:

- Works for Globville Elyria Swansea Coalition
- A challenge to look so far head – 2026, 2030
- I-70 expansion West of Brighton Blvd. What will this mean for Globeville and other communities in the area?

- Is it good, or bad? Could it improve health, air quality?
- Concerns the benefits wouldn't come back to those most impacted by change. Project doesn't apply to them… one more promise that isn't kept? Will this help their community?
- Trash impact
- Need more information
- Concern about time being spent by her, others, elected leaders on this instead of other issues of importance.

Jessica Newton, Black Girls Hike

- How do we leverage the Olympic movement to engage African American community in outdoors?

Long Nguyen, Asian Chamber of Commerce

- Shared with his membership through Facebook and with companies
- "Only time I hear negative feedback is in this room (referring to STGA meetings)
- Legacy opportunities are good. Why are we complaining? Exploratory Committee is focused on the right things, asking the right questions.
- Exploratory Committee won't proceed if it won't work...

Christine O'Connor, Inter-Neighborhood Cooperation (INC)

- "Feels like I live in a parallel universe."
- We don't need the Olympics to continue to focus on good things happening here
- 22,000 via NextDoor. About 100 responded. Lowry, East Colfax, Mayfair, Virginia Vale, Montclair. Mostly no.
- Councilman Susman's meeting – RNOs leadership. Concerns with finance. Need more information.

Cleo Parker Robinson, Cleo Parker Robinson Dance

- Feedback isn't based on statistics, but people feel opportunity
- Address I70, affordable housing. Catalyst.
- People of color are happy to be at table now. Have not always been.
- Jr. Olympian - 1977
- Elders feel differently – different time in life
- Concern about homelessness
- Arts component. Need to take into consideration before and after. Don't just utilize the arts community during the event.
- Opportunity to use this as an educational opportunity. Share the history of African Americans and Native Americans in our city/region/state
- Health and Wellness

Kristi Pollard, Jefferson County Economic Development Corporation

- Reached out to broader business community and local government in Jefferson County,
  Very positive.
- Short term and long-term benefit from an economic standpoint
- Legacy is good. Affordable housing in more than one place. Leverage $ for transportation.

- But be realistic around timing – federal process, etc.
- Private financing approach is appealing, but want to make sure we know what the debt load (if any) would be in advance.
- Make sure any built structure has a second life.
- Workforce: thousands of short-term jobs. Transportation, housing. Make sure there is a plan in place for after for those workers.

Katrina Reed, Representing Denver Council District 2

- She is the Vice President of HOA near FT. Logan Cemetery
- Sent out Facebook post and emails – approx. 1,300 people Responses low, so began to ask in person
- Mixed bag
- 56 personal contacts: 18 no, 30 yes, 8 from no to undecided after conversation
- Biggest issues – mountain access/improvements, environmental impact/damage, finance, tax dollars. Supportive of legacy and investment. Liked the possibility of youth programing
- Trends: 95 of Nos were 40+
- Yes - 30 percent were 40

Trish Stiles, Metro City and County Managers Association

- Positive about the opportunity
- Proud and like idea to showcase communities and state
- Housing and transportation are issues across the region
- Affordable housing ideas from the Brighton Housing Development Authority (need to reach out to ask)
- More education and facts help people understand the issue
- Like idea of non-profit as entity

Vivian Stoval, American Association of People with Disabilities

- Much overlap with what heard today
- Disabled veterans – Paralympics – very excited
- Seniors – once you have a conversation minds can change
- Housing, transportation, financing are concerns
- 32,000 members of association in state. Have shared survey.

Sevy Swift, Colorado School of Mines and Young Coloradans

- Spoke with faculty, staff, students, family
- 200 outreach/70 meaningful
- Concerns: Infrastructure, too busy, growth, pollution, no public $, need support from all members of CO community, economic results
- Pros: leverage money to address needs like transportation, exciting for opportunity to show off Colorado

SHARING THE GOLD

SHARING THE GOLD ADVISORY
Thursday, March 8, 2018
6:00-8:00 p.m., McNichols Civic Center Building

6:00 p.m.	Welcome *Moderator: Jesus Salazar*
6:10 p.m.	Recommendations Deliverable Review and Internal Reflection
6:30 p.m.	Recommendations Exercise
8:00 p.m.	Adjourn

BACKGROUND INFORMATION AND HELPFUL LINKS:

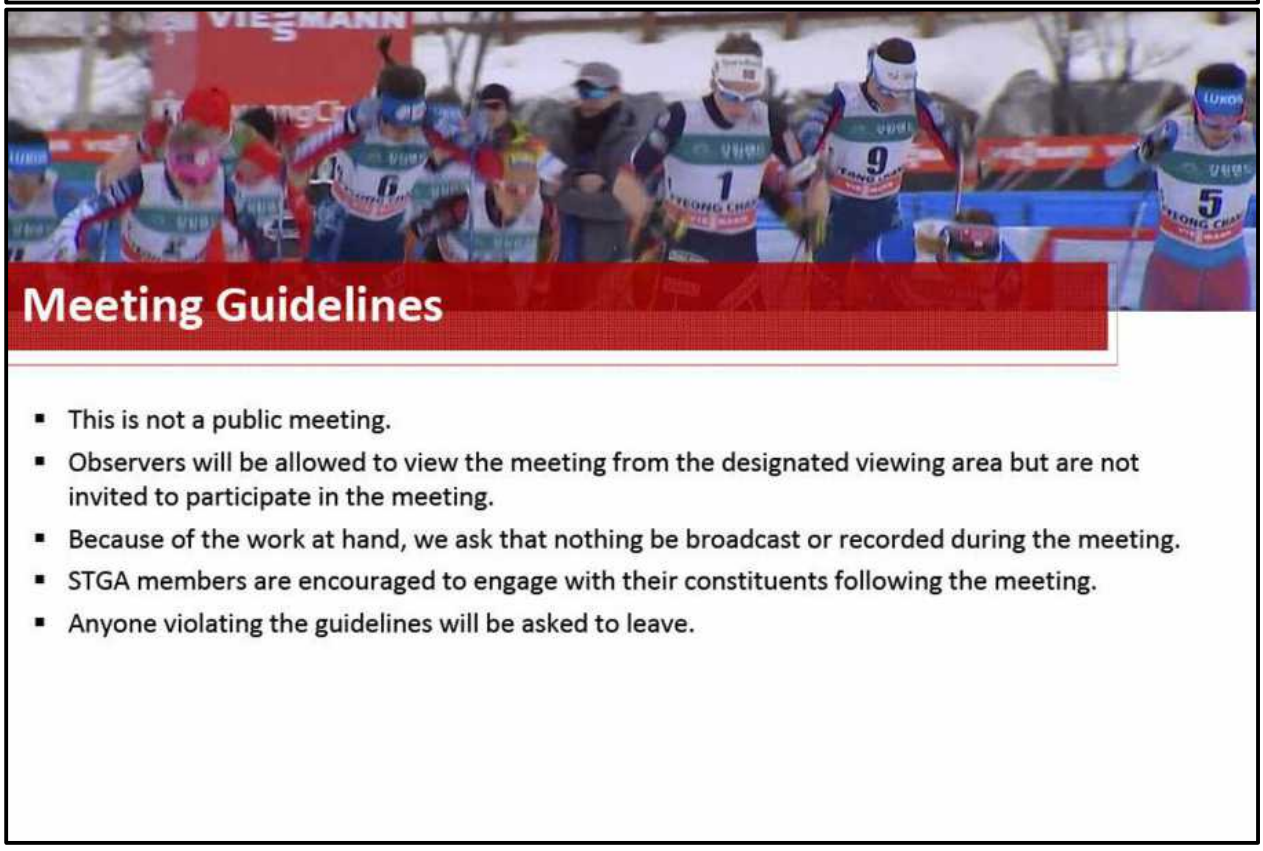
Explore The Games website: www.explorethegames.com

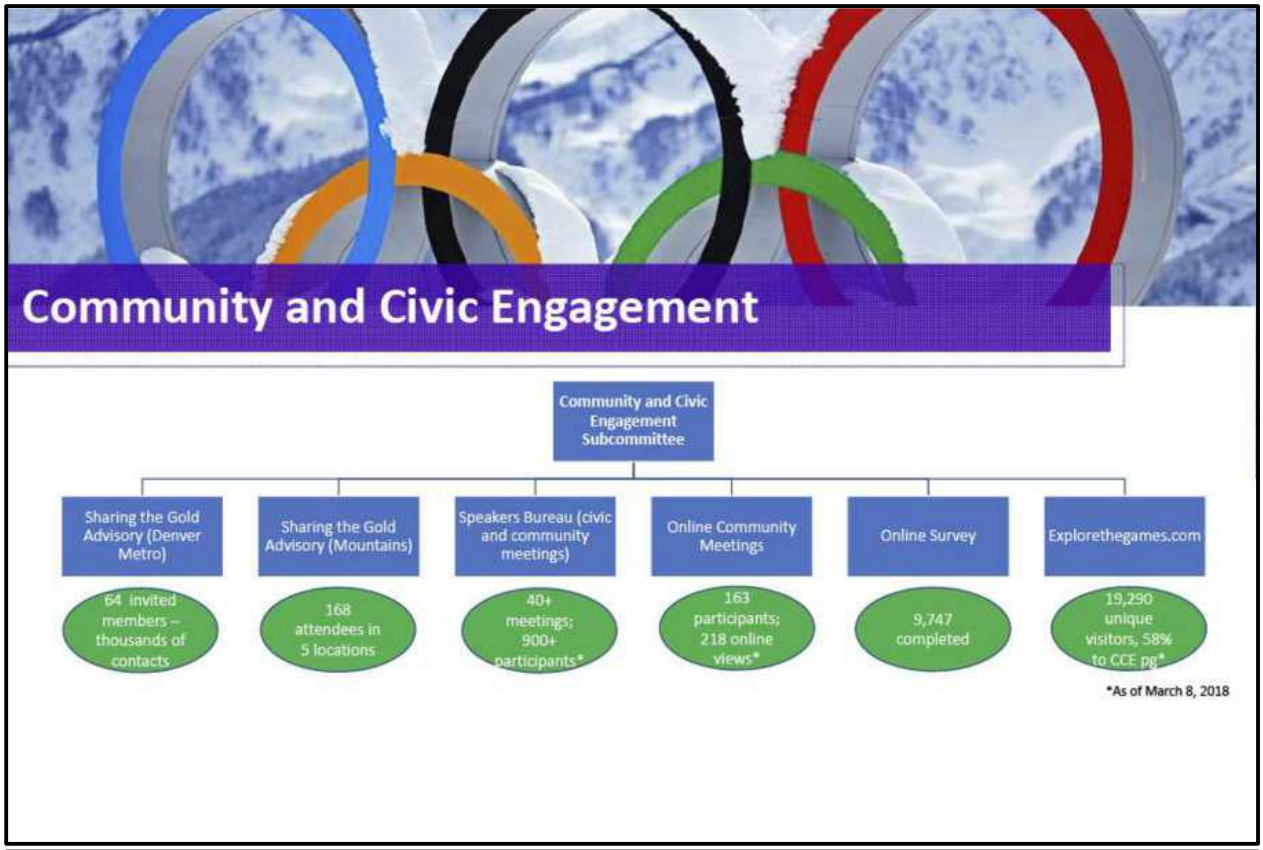
Community Engagement website: www.sharingthegold.org

Olympic Agenda 2020: www.explorethegames.com/stay-informed/agenda-2020

The New Norm: www.explorethegames.com/stay-informed/new-norm/


Welcome!
SHARING THE GOLD
Meeting #4
March 8, 2018


Meeting Guidelines
This is not a public meeting.
Observers will be allowed to view the meeting from the designated viewing area but are not invited to participate in the meeting.
Because of the work at hand, we ask that nothing be broadcast or recorded during the meeting.
STGA members are encouraged to engage with their constituents following the meeting.
Anyone violating the guidelines will be asked to leave.


Community and Civic Engagement
Community and Civic Engagement Subcommittee
Sharing the Gold Advisory (Denver Metro)
64 invited members – thousands of contacts
Sharing the Gold Advisory (Mountains)
168 attendees in 5 locations
Speakers Bureau (civic and community meetings)
40+ meetings; 900+ participants*
Online Community Meetings
163 participants; 218 online views*
Online Survey
9,747 completed
Explorethegames.com
19,290 unique visitors, 58% to CCE pg*
*As of March 8, 2018


Exploratory Committee and Subcommittees
Exploratory Committee
Community and Civic Engagement
Communications
Games Operations
Finance
Legal

Process and Timing

- Early-March: Subcommittees wrap-up work
- Mid-March: Subcommittees report to Exploratory Committee
- Mid-March through late-April: Exploratory Committee reviews Subcommittee reports
- Late-April: Exploratory Committee finalizes recommendation
- Early-May: Exploratory Committee recommendation presented to Mayor Hancock and Governor Hickenlooper
- Sept. 2019: IOC selects host city for 2026 Winter Games
- TBD: 2030 Winter Games host city selected (Note: Olympic host cities are typically selected seven years prior to the respective Games)

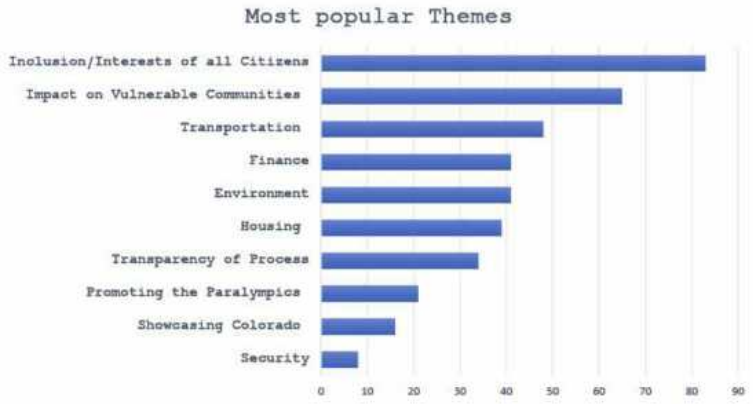
Exercise 1

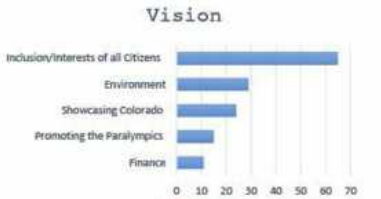
- You all should have in front of you the current working draft of the STGA recommendations.
- I will quickly review the recommendations with you.
- You will have 15 minutes to review the draft and begin thinking about why you agree or disagree with this statement:

"If Denver and Colorado were to pursue a future Olympic and Paralympic Winter Games,
this document
accurately reflects the collective recommendations of the STGA
to the Civic and Community Engagement Subcommittee."

- In our next exercise, we will determine what changes will be required to drive the maximum level of agreement.

Analysis from STGA Meeting 2





Exercise 2

- On the floor there are four zones: Strongly Agree, Moderately Agree, Moderately Disagree, Strongly Disagree.
- We have members from the exploratory subcommittees to comment on proposed changes in real time.
- For the duration of this exercise, you will stand/sit in the zone that best represents your sentiment to the following statement:

"If Denver and Colorado were to pursue a future Olympic and Paralympic Winter Games,
this document and the pending changes,
accurately reflect the collective recommendations of the STGA
to the Civic and Community Engagement Subcommittee."

- You can move between any of the four zones throughout the exercise.

Note: You are only agreeing with the statement above, not whether or not you support an Olympic and Paralympic Bid.

Exercise 2

- Our goal is to make changes to the document that will maximize our collective agreement.
- I will select people from the moderately disagree, strongly disagree categories at random.
- The selected people will have up to two minutes to answer the following question:
  - "Why don't you agree and what change(s) would you recommend to move you at least one zone forward?"
- The panel has one minute to comment on if they believe the recommendation is feasible or not.
- By a show of hands I will gauge:
  - Who will move forward because of the change?
  - Who will move backward because of the change?
- If the move results in more people moving forward than backward, we will incorporate the recommendation.
- Repeat until we run out of time, or can't make any more positive changes to the end deliverable.

Thank you!

- All pending changes will be incorporated.
- We are going to include in the Appendix of the deliverable:
  - Output from STGA Meeting 2
  - Notes from STGA Meeting 3
  - Questions and Answers throughout the process
  - Any documentation included in the Dropbox
- If you have any additional artifacts to include in the Appendix, please submit them to STGA.DENCO@gmail.com by **Midnight tomorrow night (3/9/2018).**
- We will submit these recommendations to the Civic and Community Engagement Subcommittee to be incorporated into their recommendations to the Exploratory Committee.

STGA Final Meeting
March 6, 2018

CL Harmer: Good process. Skillful from an engagement standpoint. Would like to see this process for other big issues – TABOR, housing, etc. Wish we were focused there, instead of the Olympics. No mass transit mentioned in the draft document. Concern that not a focal point for transportation. Struggling to support if it doesn't address transportation needs to the mountains.

******There are representatives in every category, from agree to disagree***

Rob Cohen: Would be great if this could be a catalyst to address transportation issues between here and the mountains. That said, not in the Olympics operating budget. Could be a great legacy of this effort if addressed because of hosting the Games.

Support for modification – bolster language around public, multi-modal transportation. Change in Legacy.

Joe Megyesy: Stronger language, specificity around transparency around financing. Public input for all parts of budgeting. Subject to public record requests. Complete and full financial transparency. Add a "how" this will happen to the document. Where will it be placed? Request is in Vision.

Steve McConahey: Want to protect our competitive advantage with regards to complete disclosure. Will be public document in the future.

******Several STAG members say they will move forward with more transparency***

Larry Ambrose: Wants Vision to be clear that no public dollars will be utilized/no risk to taxpayers. Move to the top. Only was done in one city, Los Angeles. IF they are willing to forgo signing the document, there are a lot of benefits if there is no public sector risk.

Rob Cohen: Conceptually in agreement. No private sector funding and the city does not sign the guarantee. Looking at insurance options. Chicago priced this for their bid. Boston started that process, but did not proceed, and LA is implementing as part of their bid. Cost overruns are an issue when you are building new facilities. Less of an issue when you are renting a facility. Any additional upkeep is not required.

******More people supportive of moving towards agree***

Pat Coyle: Need to understand the role of the Olympic effort vs our broader needs. Not the role of the Olympics to fix all our needs. Could be catalyst.

Kiera Jackson: No accountability structures. What is the "how" we are going to address these concerns. Need community collaboration. Include underserved communities. Should be an overarching vision statement.

Kwon Atlas: Community/task force that is diverse and watching over the process. Oversight Committee.

Rob Cohen: Alignment with the concept of a community task force. Make it a value. It's stronger than making it just a task force. Committed.

Pat Coyle: A lot of what we talked about is the Legacy. Need to be separated....can't have affordable housing and transportation without public investment. Can't put that in the Olympics and we are. Defining Legacy is important. The Olympics process is to evaluate statewide support - statewide transportation needs is not going to be financed through the operations budget. It looks like we are going to blend, and is unreal.

Paul Aceto: Concern about safety and security. More on multi-modal – mag-lev train. This will be a distraction from addressing our societal challenges.

Rob Cohen: The Olympics is a National Security event. Fully committed to working with the federal government and local law enforcement to meet the needs outlined by the federal government. Problematic to attach the Games to a specific transportation mode. More comfortable with language around multi-modal and leverage.

Vivian Stovall: During DNC the transportation and security systems in Denver were not as readily available as was needed. Need to make sure that isn't the case if we proceed.

Rob Cohen: Same service level for 911 and transportation services during Games as today. (Not adopted)

Kwon Atlas: Wants to set a 40 percent requirement for MWBE. (proposal not supported)

Jerome Davis: Likes the aspiration, but this doesn't set guidelines we can meet and could cause harm.

CL Harmer: All the energy and shouldn't go into the challenges, I still have challenges that we are spending time on this.

Kierra Jackson: No accountability structures. When we talk about transparency, finances in the budget, no system of accountability. Overarching committees. Who is that committee? On the back side that lists our concerns, would not support a bid unless we do...how do we know they are going to be addresses in the future?

Note: Team looks at language around study and goals....

Kwon Atlas: Youth programs for low income kids to practice winter sports. And programs for disabled youth for Paralympic activities.

Steve: We believe budget's legacy fund would address this.

Kwon Atlas: Big sale for people – propose a resolution for kids of color to practice sports...that is what would get community more supportive.

Jerome: Can we build up programs that exist today? Let's maximize those now.

******Don't have anyone in moderately disagree category now, everyone has moved forward through the discussion process***

METRO DENVER STGA RECOMMENDATIONS TO CIVIC AND COMMUNITY ENGAGEMENT SUBCOMMITTEE

These recommendations are the product of the Metro Denver Sharing the Gold Advisory (STGA), which consisted of more than 60 invited residents, representing diverse communities and organizations. In addition to participating in four working meetings, STGA members reached out to thousands of individuals in their networks and constituencies to collect and share their thoughts regarding if Denver and Colorado should pursue a future Olympic and Paralympic Winter Games bid.

Vision

If Denver and Colorado were to pursue a future Olympic and Paralympic Winter Games, the events should reflect positively on our state and its residents, while benefiting communities across the state, regardless of geographic location or socioeconomic status. Therefore, we (the STGA) would support a future Olympic and Paralympic Winter Games bid, if the planning and execution of the Games were to hold true to the following vision:

- The public will have **full transparency** into **how** the games are financed, who benefits, and how decisions are made. Any authority or agency created to host the Games is **subject to public record requests**.
- There is no **taxpayer liability** in the event of any initial debt load, budget overruns or other unknown circumstances.
- There will an **inclusive and diverse community task force** established to ensure that there is **accountability to the recommendations within this document**.
- Organizers in Metro Denver and throughout Colorado will purposefully work to include the voices from all communities and will **set a new standard for what inclusion looks like**, setting an example for future hosts of the Games to emulate.
- Part of the budget for hosting the Games will be specifically allocated for contracting **opportunities for local, minority, women and disadvantaged small businesses** in the metro area and mountain communities.
- There is a commitment to the creation of a **specific program or an expansion of existing programs** that **increases access to mountain sports and winter activities** for **underserved and disabled youth**.
- The Games will **showcase** the beauty of our state and the passion and spirit of **ALL our people and cultures**.
- Hosting the Games is a **catalyst for improvements in multi-modal, public transportation** throughout the I-70 corridor with a **preference toward mass transit** options over roadway improvements.
- The service levels for **existing public services** (e.g. emergency, transit, etc.) **remain uninterrupted** by the games.

- Metro Denver and Colorado will **not hide or mask** our societal challenges but will use the Games as an opportunity to address them.
- Organizers will place an emphasis on **social and environmental sustainability** that sets a **new international standard**.
- The community will celebrate a **successfully executed "zero-waste event"** that maintains the environmental integrity of our communities.
- There will be a formal and efficient system to **capture and address challenges** as they arise throughout the preparation and during the execution of the Games.

Risks and Challenges

STGA members have some concerns with regard to hosting a future Olympic and Paralympic Winter Games that are unique to our city, state and its residents. We recognize, therefore, the following risks and challenges, and would not support a future bid unless those risks and challenges are proactively and purposefully addressed.

- There is a concern that although local and state governments would not be required to subsidize or guarantee the financial results of the Games, there may still be **taxpayer liability** in the event of any initial debt load, budget overruns or other unknown circumstances.
- There is a concern about a lack of **transparency regarding funding and financial commitments**, which makes it difficult to know who benefits most from Colorado hosting the Games.
- There is a concern that those who are **most impacted** by the Games (e.g. the transit dependent) could also be the ones that **benefit the least** and that those may also be the individuals who are least able to participate in the Games due to geographic access, socio-economic challenges and other barriers.
- There is a concern that **low-income, homeless and elderly people will be displaced** by the build-up to, and execution of, the Games – not only in Denver, but throughout the I-70 mountain corridor.
- There is a concern that Metro Denver and Colorado could fail to use the Games as a catalyst for improvements to the **transportation challenges** currently present in Metro Denver and throughout the I-70 corridor, such as **significant traffic congestion**.
- There is a concern about potentially beneficial legacy projects (e.g. affordable housing) and that they would require significant **debt to be maintained and operated long-term.**
- There is concern because the final report is still under development; therefore, **we have remaining questions that can't be addressed at this time**.

Legacy

The Olympic and Paralympic Winter Games are major events that would impact the lives of Coloradans well into the future. With this in mind, we would support a future Olympic and Paralympic Winter Games bid if the event fostered the following legacy:

- **Underserved communities as well as our youth and future generations** will have **greater access to and engagement in** outdoor and mountain activities.
- Metro Denver and Colorado will be **globally recognized** for the creativity we applied in leveraging the Games to maximize social benefit and the innovative ways in which we addressed challenges that may arise.
- The community will be able to say, with confidence, that hosting the Games **accelerated our collective ambitions** and **did not distract us** from our community, social and economic priorities.
- Colorado will **benefit from innovative, multi-modal, public transportation improvements** that reduce congestion and increase safety and accessibility for people in our urban and mountain communities.
- **Coloradans, especially our most vulnerable,** will have a voice in how a financial surplus would be utilized.
- Metro Denver and mountain communities will benefit from increased access to **affordable housing** resulting directly from the Games.

Mountain Communities STGA - Sample Agenda

SHARING THE GOLD

Denver Olympic Exploratory Committee

Mountain Community Advisory Group: STEAMBOAT

Mar 21, Wednesday @ 9:00-11:00am
Olympian Hall

AGENDA
(2 hours)

9:00 WELCOME

9:05 PROGRAM OVERVIEW
1. Purpose of the "Share the Gold" Advisory Groups
2. Purpose of and agenda for today's meeting

9:15 PRESENT UPDATE from Exploratory Cte

9:35 Q & A

9:50 ENGAGE in Small Group discussion
1. VISION of a successful event
   - What are the biggest potential benefits?
2. LEGACY of what's left behind
   - What would YOU like to see left behind for the community to appreciate?
3. RISKS/CHALLENGES
   - What are YOU most concerned about?
   - What are the potential solutions to mitigate these challenges?

10:20 FEEDBACK from Small Groups

10:40 SUMMARY DISCUSSION

10:50 WHAT'S NEXT?

10:55 CONCLUDING REMARKS

DISCUSSION OUTLINE

1. **Small Group discussion to share YOUR thoughts regarding Vision, Legacy and Challenges**
   - **10 min per topic/ 30 min total**
   - **Designate three people at your table to write the statements on a flipchart which capture your group's perspectives regarding Vision, Legacy and Challenges.**
   - **Statements should be one sentence that clearly articulates the opinion. If multiple people at your table have a similar statement, try to combine them into one that represents the shared perspectives.**

2. **Report Out from each group (4 min per group)**
   - **Each scribe at each table will review their group's summary opinion statements.**

3. **Summary of Group statements (5 min)**
   - **We'll review together the collective opinion of the community.**

What do YOU think?

VISION

1. **What would be YOUR vision of a successful event?**
2. **What are the biggest potential benefits?**

LEGACY

1. **When the Games end, what would YOU like to see left behind for the community to appreciate?**
   - **Infrastructure?**
   - **Revenue?**
   - **Reputation?**

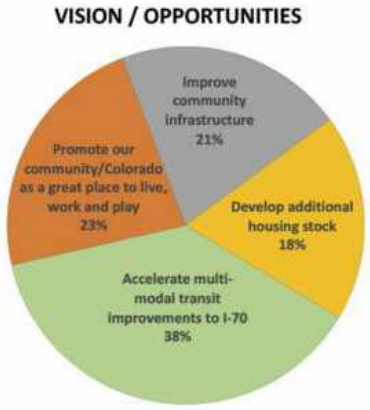
CHALLENGES

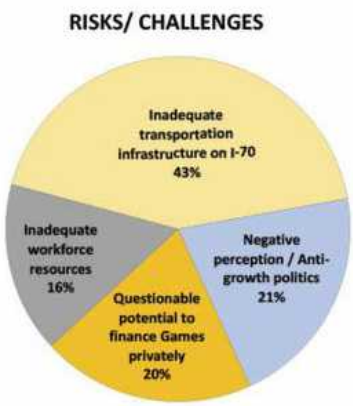
1. **What are YOU most concerned about?**
2. **What are potential solutions to mitigate these challenges?**

Sharing the Gold – MOUNTAIN COMMUNITIES SUMMARY

- Engaged 211 participants in six communities: Breckenridge, Frisco, Georgetown, Steamboat Springs, Vail, and Winter Park
- Participants in each community were generally enthused about the prospect of hosting the Olympics, with positive energy around "Vision" and "Legacy" outpacing concerns about "Challenges" by a 4:1 ratio in five communities.
- Exit Survey results showed a very favorable opinion of the meetings:
  - *"I felt like my opinions were heard."* 4.45 / 5.0
  - *"I felt like I was genuinely being asked for my opinion rather than being led to a desired conclusion."* 4.31 / 5.0
  - *"I liked the format/flow for today's meeting."* 4.45 / 5.0
  - *"I felt like today's discussion was worth my time."* 4.45 / 5.0
  - *"I feel more enthused about the potential of hosting the Olympics after this discussion."* 4.35 / 5.0

Sharing the Gold – Summary of Issues (211 attendees)



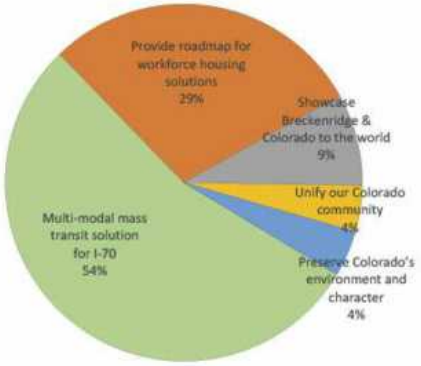


Sharing the Gold – BRECKENRIDGE (34 attendees)

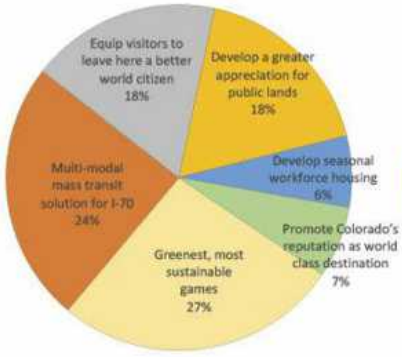
Chris Alleman
Morgan Bast
Jeanne Bistrannan
Ernie Blake
Margaret Bowes
Meg Boyer
Dick Carleton
Paul Chodkowski
Kathy Christina
Mike Dudick
Jerry Dziedic
Laura Dziedic
Debra Edwards
Bruce Fitch
Scott Fitzwilliams
Dan Gibbs
Rick Holman
Bruce Horii
Lucy Kay
Jesse Keaveny
Amy Kemp
Phil Lindeman
Haley Littleton
Eric Mamula
Diane McBride
Sandy Metzger
Thad Noll
Larissa Oneil
Peyton Rogers
Dave Rossi
Ann-Marie Sandquist
Scott Sodergren
Mark Spiers
Joseph Yob

Sharing the Gold – BRECKENRIDGE (34 attendees)

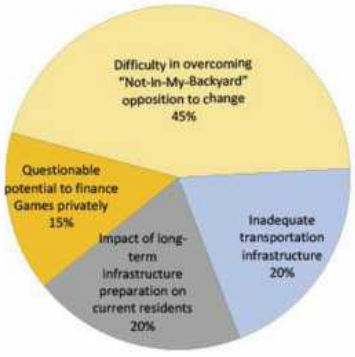
VISION / OPPORTUNITIES



LEGACY



RISKS/ CHALLENGES

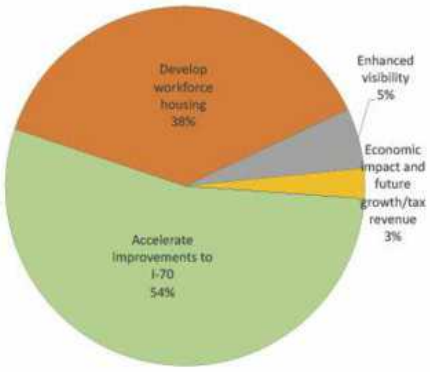


Sharing the Gold – FRISCO (23 attendees)

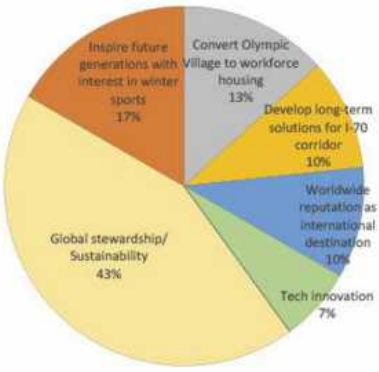
Tom Acre
Dave Askeland
Jennifer Barchers
Kevin Burns
Michael Connolly
Terry Craig
Sean Gratzen
Mark Heminghous
Kyle Hendricks
Peggy Hiller
Ryan Hyland
Rachel Lunney
Sam Massman
Dan McCrerey
Jean Mikulas
John Minor
John Monson
Antonio Olivero
David Reynolds
Mike Shambarger
Jason Smith
Karn Stiegelmeier
Scott Vargo

Sharing the Gold – FRISCO (23 attendees)

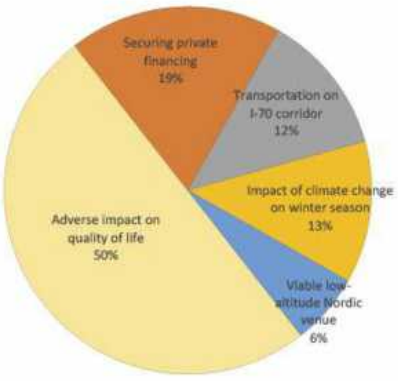
VISION / OPPORTUNITIES



LEGACY



RISKS/ CHALLENGES



Sharing the Gold – GEORGETOWN (29 attendees)

Rick Albers
Kelly Babeon
Kevin Brown
John Bryan
Jon Cain
Steve Coffin
Bill Coffin
Jane Coffin
Al Frei
Rob Goodell
Vanessa Henderson
Mike Hillman
Nicolena Johnson
Lynette Kelsey
Bob Loeffler
Mary Jane Loevlie
Chris Malenka
Andy Marsh
Tim Mauck
Peter Monson
Keith Montag
Cindy Neely
Neil Ogden
Kevin O'Malley
Cassandra Patton
Suzen Raymond
JoAnn Sorensen
Patti Tyler
Lindsey Valdez

Sharing the Gold – GEORGETOWN (29 attendees)

VISION / OPPORTUNITIES

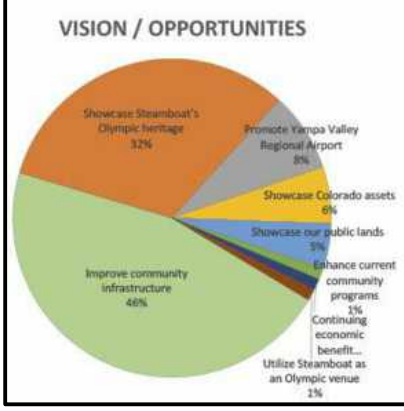
LEGACY

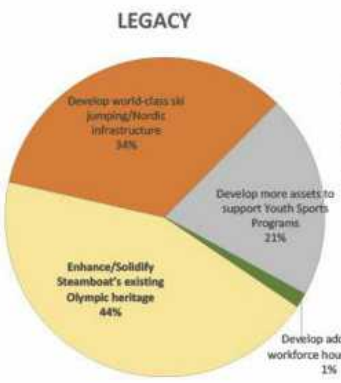
RISKS/ CHALLENGES

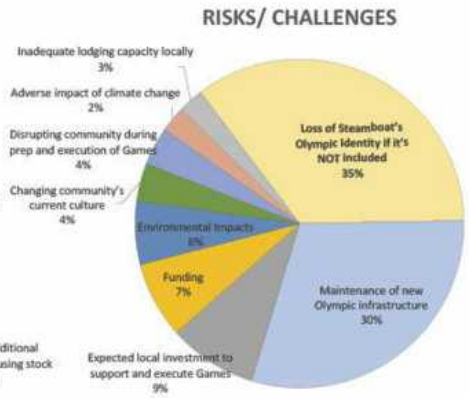
Sharing the Gold – STEAMBOAT (43 attendees)

Traci Allen
Jason Blevins
Kevin Booth
Jim Boyne
John Bristol
Katie Brown
Amy Burkholder
Nelson Carmichael
Cory Christensen
Luke DeWolfe
Erica Dickerman
Jay Fetcher
Soniya Fidler
Sarah Floyd
Kent Foster
Todd Hagenbuch
Sarah Jones
Loryn Kasten
Jason Lacy
Sarah Leonard
Mike Lomas
Charlie MacArthur
Ellie McAtee
Maren McCutchan
Brad Meeks
Kathi Meyer
Jon Nolting
JC Norling
Darcy Owens-Trask
Carlie Pedrini
Rob Perlman
Dan Pirrallo
Lisa Popovich
Joe Reichenberger
Cheryl Renfroe
Geovanny Romero
Lis Schlichtman
Jim Schneider
Brad Setter
Laura Soard
Kara Stoller
Gary Suiter
Kim Weber

Sharing the Gold – STEAMBOAT (43 attendees)



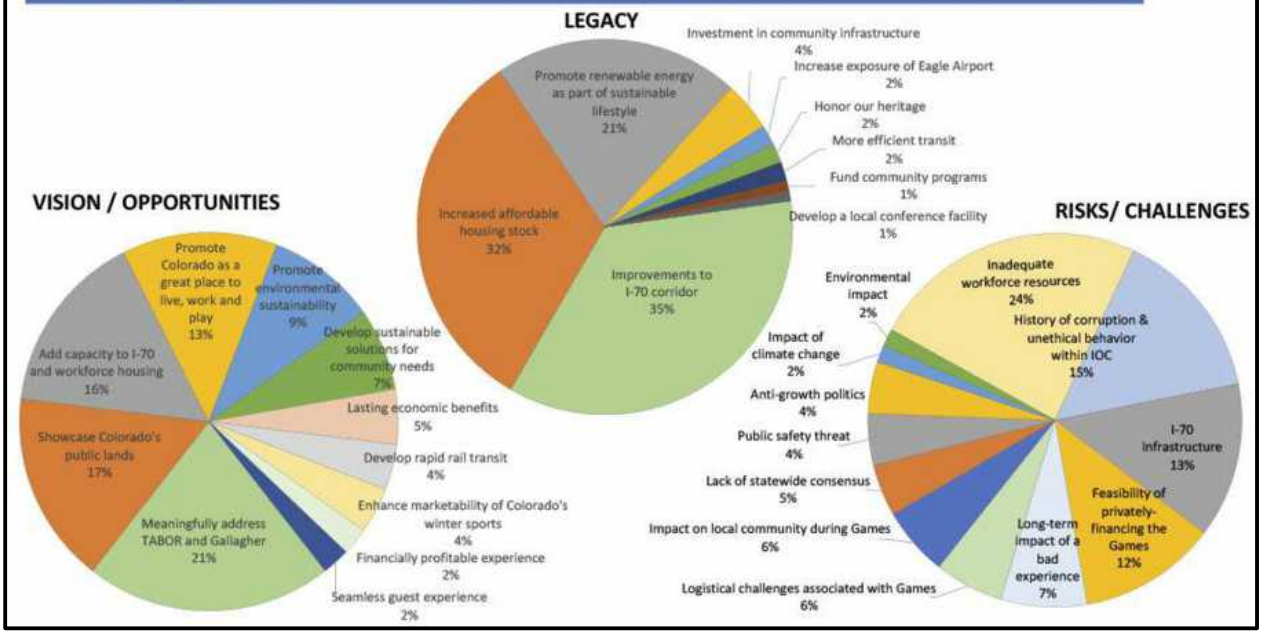




Sharing the Gold – VAIL (53 attendees)

Jeff Andrews	Jon Erickson	Jeff Layman	Chris Romer
Jared Binicki	Jennie Fancher	Aaron Mayville	Ernest Saeger
Mike Brown	Markian Feduschak	Anne McKibbin	Matt Scherr
Jen Brown	John Garnsey	Mike McWilliam	Gary Shimanowitz
Rebecca Burns	Mark Gordon	Laurie Mullen	Bill Simmons
Maren Cerimele	Jeremy Gross	Brian Nolan	Chris Smith
Kathy Chandler-Henry	Ursula Gross	Mike Nugent	Sarah Smith Hymes
Greg Clifton	Greg Holl	Mike Ortiz	Jon Stavney
Steve Coffin	Mike Imhof	Kate Peters	Mia Vlaar
Barry Davis	Greg Johnson	Christian Reece	Alison Wadey
Doris Dewton	Rebecca Kanaly	Kathryn Regjo	Erik Williams
Seth Ehrlich	Elaine Kelton	Brandy Reitter	Kim Williams
Dave Eickholt	Ryan Kenney	Jeremy Rietmann	Greg Winkler

Sharing the Gold – VAIL (53 attendees)

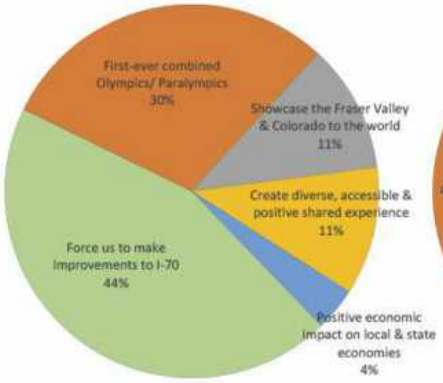


Sharing the Gold – WINTER PARK (29 attendees)

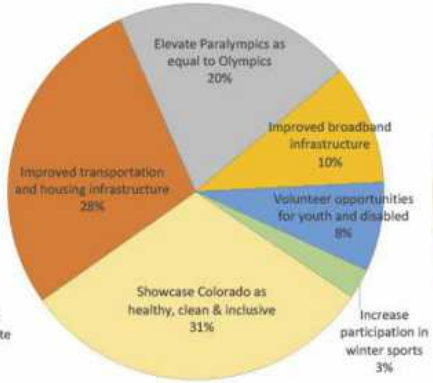
Aaron Blair
Jeff Burrows
Catherine Ross
Rich Cimino
Mary Ann Degginger
Jeff Durbin
Kim Easton
Sky Foulkes
Allie Heon
Christian Hornbaker
Marie Huston
Jimmy Lahrman
CA Lane
Megan Ledin
Scott Ledin
Merritt Linke
Eric Mason
Laurie Mason
John Morrissey
Dan Nolan
Erik Petersen
Frank Reeves
Nicole Reeves
Sherry Shelton
Kristen Spronz
Mike Turner
Ben Watson
Bill Wengert
Sandy White

Sharing the Gold – WINTER PARK (29 attendees)

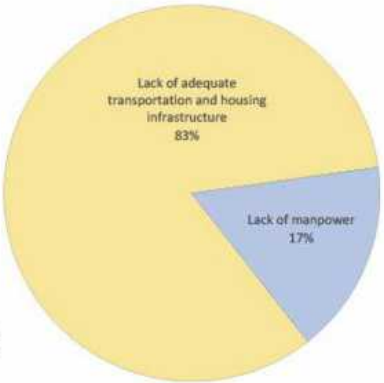
VISION / OPPORTUNITIES



LEGACY



RISKS/ CHALLENGES



Online Community Meeting Presentation

Process – To Date

- December 2017: Exploratory Committee formed
- Late-Dec. 2017/early-Jan. 2018: Subcommittees formed
  - Community & Civic Engagement
  - Communications
  - Games Operations
  - Finance
  - Legal
- Mid-Jan. 2018: Community & civic engagement commenced

Sharing the Gold

- The Sharing the Gold engagement plan is meant to spur statewide discussion about whether hosting an Olympic and Paralympic Winter Games would be good for Metro Denver and the entire state.
- Sharing the Gold includes the establishment of advisory groups, made up of key constituencies throughout the Denver Metro region and the mountain/rural communities in which a Winter Games would likely take place if Denver and Colorado were to pursue a bid.
- There will also be two online community meetings to share information, gather feedback and engage the broader public's participation in this process.
- Explorethegames.com provides general information about the exploratory process and offers visitors the opportunity to participate in a survey to assess community members' feedback and ideas.

Community Input

- Metro Denver Sharing the Gold Advisory meetings in February and early March
- Mountain Community meetings in February
- Two online community meetings:
  - Thursday, February 8, 6:00-7:00 p.m.
  - Saturday, February 24, 9:00-10:00 a.m.
  - Pre-register: www.sharingthegold.org
- Online survey: www.sharingthegold.org

SHARING THE GOLD

Fundamental Principles of Olympism

- Modern Olympism was enacted at the International Athletic Congress of Paris in 1894.
  - Set of rules and guidelines for governing the Olympic movement
- Two highlights from the Seven Fundamental Principals of Olympism:
  - The goal of Olympism is to place sport at the service of the harmonious development of humankind, with a view to promoting a **peaceful society concerned with the preservation of human dignity**.
  - The enjoyment of the rights and freedoms set forth in this Olympic Charter shall be secured **without discrimination of any kind**, such as race, color, sex, sexual orientation, language, religion, political or other opinion, national or social origin, property, birth or other status.

Why We're Here

- The International Olympic Committee is interested in conducting an Olympic and Paralympic Winter Games in North America in the near future.
- The U.S. Olympic Committee (USOC) is the sole entity that will determine whether to submit a U.S. bid for an Olympic and Paralympic Winter Games.
- If the USOC decides to submit a bid, Denver needs to be prepared and know whether or not we should bid.

IOC - Bidding for the Games

- A new bid process (Agenda 2020)
- Traditionally, process starts nine years in advance of the Games with a selection seven years in advance of the Games
- Bidding period for 2026*
  - IOC Dialogue Phase: September 2017 – October 2018
  - March 31, 2018: USOC may select one U.S. city to continue Dialogue Phase
  - IOC Candidate Phase: October 2018 – September 2019
  - IOC Host City Selection: September 2019
- *Timing for a dual bid (2026 and 2030) could be the same, 2024 (Paris) and 2028 (Los Angeles) were awarded at the same time (2017)

IOC Changes

- Facing challenges: corruption, doping, cost, referendums
- A new desire for bidding protocols created **AGENDA 2020** – the IOC's new guidelines now emphasize:
  - Sustainability
  - Cost-efficiency
  - Use existing or temporary infrastructure as pillars to new bids
  - Legacy to the city
  - IOC is negotiating dollars to host in advance of staging Games

- **"The New Norm"** is an ambitious set of 118 reforms that reimagines how the Olympic Games are delivered. It is a strategic approach including updated services and requirements that will lead to maximum savings of hundreds of millions of dollars in the delivery of the Olympic and Paralympic Games.

History of Colorado Winter Games Bidding

- 1932 - Winter Olympic Games in Lake Placid
- 1956 - Colorado Springs bid, Cortina Italy was selected
- 1976 - Denver selected to host Games, Salt Lake City dropped out & Innsbruck was selected
- 1998 - Salt Lake City won the 2002 Games
- 2012 - Denver Exploratory Committee formed for 2022 Games, USOC decided not to bid
- 2017 - USOC announced they are ready to bid for the Winter Games, potentially 2026 or beyond

1976 Olympic Winter Games

- In May 1970, Denver was awarded 1976 Olympic Winter Games.
- In November 1972, an amendment to the state's constitution outlawing the use of state money for the Olympics was passed 60% to 40%.

Opposition's Primary Concerns:

- Finances
- Environment
- Growth
- Transparency of effort
- Incomplete plan and insufficient answers


Rocky Mountain News

Nixon in landslide

State bans funding of Olympics

Floyd Haskell defeats Allott in major upset

Tooley is chosen district attorney

Mrs. Schroeder beats McKevitt for Congress

Returns by states begin on page 30

Denver in 1976 | Denver Today

- Denver International Airport (DEN) (*instead of Stapleton*)
- From one professional sports team to seven
- Four major sports stadiums
- Colorado Convention Center and expansions
- Numerous high-profile and high-security events hosted
- From 10,000 hotel rooms to more than 47,000 metro-wide
- 88 miles of passenger rail, including between DEN and downtown
- A second tunnel next to the Eisenhower Tunnel
- A third lane added to portion of I-70 during high-usage times

Major Tourism Investments

- CO Conv. Ctr.
- Cherry Creek Shopping Ctr.

- Denver Int'l Airport
- Coors Field
- Elitch Gardens
- Colorado Rapids

- Pepsi Center
- Buell Theater
- Denver Pavilions

- Dicks Sporting Goods
- Museum of Contemporary Art
- Denver Outlaws

- Hamilton DAM
- Hyatt Hotel

- Zoo expansion

- Union Station

1990 | 1995 | 2000 | 2005 | 2010 | 2016

- Boettcher Hall
- 16th Street Mall

- Colorado Rockies

- Colorado Avalanche
- Light Rail

- Invesco Field

- Colorado Mammoth

- CO Conv. Ctr. expansion
- Ellie Caulkins Opera

- Infinity Park

- History CO
- Clyfford Still

Winter vs. Summer Olympics

Criteria	Summer Games	Winter Games
Nations Participating	207	94
Athletes Participating	11,237	2,850
Events	28 sports & 306 events	7 sports & 102 events
Number of Venues Required	33	16

Source: Wikipedia

Size Perspective

	National Western Stock Show	Winter Games
Ticketed Spectators	705,574*	596,423**
Event Days	16	17

	Friday Before Labor Day in Denver	Winter Games Closing Ceremony
Ticketed & Spectators	200,000***	60,000

Sources: *Denver Post 1/21/18, **IOC, Vancouver 2010, 500,000 ticketed spectators and 96,423 accredited stakeholders; ***VISIT DENVER 70k Mile High Stadium; 45,000 Coors Field; 85,000 Taste of Colorado

History of Events Enhancing City's & State's Image

What We Offer




- **Iconic** locations – city and mountains
- **Experienced** venues in hosting national and international events annually
- Unparalleled spectator **capacities** and **revenue** opportunities
- **World-class city** with large city and regional populations, large millennial population
- **Major businesses** – exciting new opportunities
- Consistent weather – **snow** in the mountains | **sun** in the city

Plan Considerations



- Provides the highest-quality **experience** for athletes and all stakeholders
- **Showcase** Denver, the mountain communities and all of Colorado
- Consists of **existing, planned and temporary venues**
- The only new construction needed in Denver/Colorado would be for Olympic Villages
- **Centered** in Denver and the Eagle/Summit County winter resorts

Venues

Olympic Competition Venue Requirements

- Snow Venues – 3-4 Ski Resorts (capacity 6,000-15,000 spectators)
- Ice Venues – 5 Arenas (capacities 3,000-20,000 spectators)
- Outdoor Venues – Sliding, Jumping, Nordic (capacity 10,000 or more spectators)

Olympic Non-Competition Venue Requirements

- Athletes Village (5,500 beds)
- Main Media Center (800,000 square feet or more)
- Opening/Closing Ceremonies Stadium (capacity 40,000 spectators or more)
- Medals Plaza (capacity 10,000 or more)

Transportation Requirements

Olympic Requirements and Standards

- Airports capable of handling 60,000-plus passengers per day
- Systems – Olympic Family, Athletes, Media/Broadcast, Staff
  - Cars, vans, buses
- Olympic Lanes Preferred – priority delivery for Olympic-related vehicles
- Ticketed Spectators – light rail, park & rides with shuttle buses

Transportation

Denver and Colorado Approach

- Airports – DEN, Colorado Springs, Eagle, Broomfield, Front Range, Centennial
- Existing systems – light rail, bus lines, highways, streets
  - Denver moves large crowds for large events
- I-70 – Must provide assurances all constituents can be moved in a timely way
  - Park and rides, Olympic Lanes, Express Lanes
  - Potential improvements expedited by Olympic Games

Sports Operations

- Denver, Colorado and Summit County/Eagle County have hosted many national- and international-class sports championships and major special events in many of the Olympic sport disciplines
- Our state has a large contingent of skilled and experienced sports producers, staff and volunteers

Olympic Operations



Accommodations

- Denver, Colorado and Eagle/Summit County meet the requirements for hotel rooms, quality levels and distances from Olymp ic centers

Security

- Denver has hosted numerous National Special Security Events (NSSE) in the past
- Familiarity with security procedures at all levels

Financing

Bid will require extensive/integrated fundraising efforts

- Privately funded model
- Investigating options, such as a Special Purpose Authority, non-profit entity, other
- Negotiations with USOC and IOC on shared revenues and direct financial contributions
- Tiered fundraising strategy: tickets, sponsorship, merchandise

Historical Financing & Legacy

North American comparisons:

Vancouver
- Total revenues: $1.884B
- Total expenditures: $1.876B
- Legacy: $8MM

Salt Lake City
- Total revenues: $1.390B
- Total expenditures: $1.300B
- Legacy: $90MM

Every Olympic Games hosted in the United States since 1960 has generated a surplus against its operating budget and not left the host city with financial debt

Concerns We Have Heard

- Cost to put on Games and build facilities
- Added congestion in Denver and the I-70 mountain corridor
- Population growth
- Denver and Colorado have bigger issues to deal with (e.g., affordable housing, education)
- Environmental concerns
- Only for the elite
- Reputation of Olympic cities failing and bailouts

Why could this be good for Denver and Colorado?

- Agenda 2020: IOC now encouraging bids from cities that incorporate long-term planning needs - sporting, economic, social and environmental
- Winter Games budgets are now more manageable and attainable
- Denver is researching a privately financed Games
- The Olympic Games have been used as a catalyst to address long-term challenges. Denver would explore:
  - Affordable housing in metro Denver and mountain communities
  - I-70 congestion along the mountain corridor

Why could this be good for Denver and Colorado?

A Winter Olympics could provide:

- An opportunity to showcase our resources and businesses to the world
- A catalyst to look at planning and smart growth for the next 50 years
- Economic stimulus – short-term and long-term
- Inspiration for future generations
- Olympic values that are in alignment with the lifestyle and culture of Denver and Colorado

Thank You

Learn more: www.explorethegames.com

Survey: www.sharingthegold.org

Speakers Bureau Meeting Spreadsheet

DATE OF PRESENTATION	ORGANIZATION	SPEAKER	NUMBER OF PEOPLE ATTENDED
2/1/2018	Denver City Council - Flynn, Clark, Brooks, Black	Brittany Morris Saunders, Rob Cohen, Richard Scharf, Khadija Haynes, Carrie Atiyeh, Janice Sinden	4
2/2/2018	Denver City Council - New, Susman, Espinoza, Lopez, Kashmann, Ortega	Brittany Morris Saunders, Rob Cohen, Richard Scharf, Khadija Haynes, Carrie Atiyeh, Janice Sinden	6
2/2/2018	Denver City Auditor	Brittany Morris Saunders, Rob Cohen	1
2/2/2018	Mayor Steve Hogan, Aurora	Anthony E. Graves	1
2/6/2018	Governor's Cabinet	Richard Scharf and Janice Sinden	40
2/7/2018	Hispanic Contractors/Colorado Diversity Leaders	Khadija K. Haynes	70
2/7/2018	Metro Mayors Caucus	Reeves Brown	41
2/8/2018	Denver City CW Kendra Black constituents	Brittany Morris Saunders	25
2/8/2018	Denver Metro Chamber of Commerce	Richard Scharf and Janice Sinden	45
2/8/2018	Downtown Denver Partnership, Denver Civic Ventures Board	Brittany Morris Saunders, Tamra Ward	25
2/9/2018	Denver City Council - Kniech, Herndon, Gilmore	Brittany Morris Saunders, Khadija Haynes, Matthew Payne	3
2/13/2018	Denver Sports Advisory Committee	Matthew Payne, Carrie Atiyeh, Steve McConahey	13
02/13/2018	GroundFloor Media/CenterTable	Ramonna Robinson	16
2/15/2018	Colorado Hotel & Lodging Association	Richard Scharf, VISIT DENVER webinar for tourism industry	54 total (CHLA, CRA, CTO, TIAC, CADMO, Desintation CO, CO Ski Country)
2/15/2018	Colorado Restaurant Association	Richard Scharf, VISIT DENVER webinar for tourism industry	see above re: CHLA
2/15/2018	Colorado Tourism Office	Richard Scharf, VISIT DENVER webinar for tourism industry	see above re: CHLA
2/15/2018	Destination Colorado/TIAC/CADMO	Richard Scharf, VISIT DENVER webinar for tourism industry	see above re: CHLA

2/15/2018	Colorado Ski Country USA	Richard Scharf, VISIT DENVER webinar for tourism industry	see above re: CHLA
2/15/2018	Colorado Black Leadership Caucus	Khadija K. Haynes	15
2/15/2018	CML Board	Athony Graves	110
2/15/2018	Metro Denver Economic Development Council	Brittany Morris Saunders and Tamra Ward	40
2/15/2018	CO Counties, Inc. (CCI) Tourism Committee	Carrie Atiyeh and Anthony Graves	50
2/19/2018	CU Denver Cabinet and Deans	Kathy Hagan	18
2/20/2018	Denver Metro Chamber: Colorado Competitive Council	Anthony E. Graves	20
2/21/2018	Greater Metro Denver Ministerial Alliance	Khadija K. Haynes & Tracy Winchester	12
2/21/2018	Denver Regional Council Of Governments (DRCOG) Board	Bruce James	40-50
2/21/2018	Downtown Denver Partnership, CityBuild	Brittany Morris Saunders	40
2/21/2018	Metro Denver EDC ED Profs Group	Brittany Morris Saunders	15
2/21/2018	Downtown Denver Partnership's DDI Board	Brittany Morris Saunders, Tamra Ward	40
2/21/2018	Downtown Colorado, Inc.	Anthony E. Graves and Patricia Lepiani	10
2/22/2018	South Metro Denver Chamber	Luella Chavez D'Angelo	
02/22/2018	National Western Citizen Advisory Committee	Carrie Atiyeh	40
02/22/2018	Scientific and Cultural Facilities District (SCFD)	Khadija Haynes	30
2/23/2018	Statewide Transportation Advisory Committee (STAC)	Tamra Ward	60
2/23/2018	Denver Hispanic Chamber of Commerce of Metro Denver	Richard Scharf	25
2/23/2018	Metro Area County Commissioners	Steve McConahey	10
2/26/2018	Denver Metro Chamber Leadership Foundation	Steve Sander, Anthony Graves	41
2/26/2018	Downtown Denver Partnership Member Briefing	Brittany Morris Saunders	15
2/26/2018	Colorado Black Women for Political Action	Khadija K. Haynes	40
2/26/2018	Co Women's Chamber of Commerce	Carrie Atiyeh	10
2/27/2018	Karsh Hagan	Kathy Hagan	65
2/27/2018	The Denver Foundation	Khadija K. Haynes	1

2/27/2018	MSU Denver	Steve McConahey	
2/27/2018	The Hangar at Stanley (small businesses)	Lori Fox	10
2/27/2018	Denver City CW Mary Beth Susman constituents	Brittany Morris Saunders, Steve Sander	40
2/27/2018	Denver City CM Paul Kashmann constituents	Richard Scharf and Carrie Atiyeh	50
2/27/2018	Parker Area Chamber of Commerce	Anthony Graves	12
2/28/2018	MEP Alliance	Brittany Morris Saunders	10
02/28/2018	Downtown Denver Partnership Resident Briefing	Tamra Ward	25
2/28/2018	Outdoor Industry Association	Rachel Benedick and Richard Scharf	15
2/28/2018	NW Douglas County ED	Brittany Morris Saunders	20
3/1/2018	Metro City and County Managers Association	Anthony E. Graves	25
3/3/2018	Denver City CM Wayne New constituents	Rob Cohen	75
3/7/2018	Colorado forum	Rob Cohen, Steve McConahey	
3/7/2018	CUSD All Hands	Jesus Salazar	30
3/10/2018	INC	Rob Cohen, Jerome Davis, Steve McConahey	150
3/13	Scientific and Cultural Collaborative	Khadija K. Haynes	20
3/13/2018	DU Board of Trustees	Anthony E. Graves	25
03/13/2018	The Coloradan (residential)	Rob Cohen, Bruce James, Steve McConahey, Richard Scharf, Jeff Keas	130
03/14/2018	Colorado Tourism Office Board of Directors	Richard Scharf	30
03/15/2018	Colorado Association of Ski Towns (CAST)	Anthony Graves	30
3/16/2018	Highline Canal Conservancy Board	Anthony E. Graves	10
3/19	Colorado Concern	Rob Cohen	
3/26/2018	Colorado Real Estate Alliance	Carrie Atiyeh	20

Letter of Support from the I-70 Collaborative Effort

I-70 Collaborative Effort

March 30, 2018

Dear Members of the Colorado Olympic Exploratory Committee,

As members of the I-70 Collaborative Effort, we commend you for your efforts to solicit the concerns, interests and desires of Coloradans on the prospect of a bid for the winter Olympics. We particularly want to thank you for your outreach to communities in the I-70 mountain corridor. Given that many of the events will occur in the corridor, we have a particularly deep appreciation for the opportunities that an Olympics would bring as well as the challenges.

One of the most significant of those challenges will be I-70. Efficient and safe travel on the highway will be essential to a successful Olympic bid and a successful Olympic experience. That is not what we currently have, however. Travel in the corridor today is a frustrating and even nightmarish experience for travelers.

The Olympics present a tremendous opportunity to make real and meaningful progress in solving this long-standing problem.

It is important for you to know, should you proceed with your efforts, that there is a plan for I-70. It was issued by the Federal Highways Administration (FHWA) and the Colorado Department of Transportation (CDOT) in a Record of Decision (ROD) in June of 2011. It is a multi-modal plan that includes both high-speed mass transit and highway widening. Years of engineering analysis and research concluded that a multi-modal plan was the only approach for meeting the projected needs in capacity.

The I-70 plan was the outcome of challenging and tough discussions by the Collaborative Effort (CE), a group of 27 stakeholders in the corridor stretching from the west slope to the Denver metro area. Our group is specified in the ROD as the formal entity responsible for monitoring improvements to the corridor and ensuring they comply with the ROD. We meet several times a year for that purpose and met most recently to specifically discuss the potential Olympic bid. Our membership list is attached.

Some progress has been made in implementing this plan. Since it was issued, the Veterans Memorial Tunnels east of Idaho Springs have been expanded, the eastbound peak period shoulder lane has been built, and other improvements to the highway have been made. These alone are not enough, however. As the analysis by FHWA and CDOT determined, and as the ROD specified, highway improvements must be done in conjunction with high-speed mass transit. One without the other will not suffice; both are needed.

More progress is needed on the transit portion of the ROD. And therein lies the opportunity: the Olympics could be a catalyst to realizing high-speed mass transit in the corridor.

We understand one approach utilized by Olympic organizers is transporting spectators by bus. We agree that existing infrastructure, with the right kind of demand-side management, can work. It is not an

approach without significant risk, however. Any approach that continues to rely on the highway as the primary mode of transportation is vulnerable to weather. Any snow event has the potential to shut down the highway or make bus travel in the corridor treacherous. The consequences to the Games, and to Colorado's reputation around the world, could be severe.

That is the benefit of high-speed mass transit. Not only do technologies exist that are weather-proof, but high-speed mass transit will provide an efficient and safe method of transporting thousands of spectators to events in the corridor, showcase Colorado to the world as a leader in sustainable transportation modes, and finally provide a permanent and long-standing solution to congestion in the corridor.

When the ROD was developed, there was a perception that high-speed mass transit was something far off in the future. It is rapidly becoming a present-day reality. CDOT, through its Advanced Mobility program and its recently-announced partnerships with cutting edge technologies, is making Colorado ground zero for a revolution in transportation. New high-speed mass transit technologies are on the cusp of being built, here in Colorado, and are expected to be operational in just a few years.

Should the decision be made to proceed further in investigating Denver and Colorado as a host for an upcoming Winter Games we strongly encourage the Exploratory Committee to advocate for federal funds to build high-speed mass transit in the corridor, and the CE stands ready to support you on this effort. The breadth of our membership and the depth of our commitment can be valuable assets in such an effort. We would also encourage you to work with CDOT to become familiar with the breakthroughs on technology so you too can see that technologies exist and are being put in place today.

The Olympics present a tremendous opportunity to significantly improve travel on I-70 and help solve one of Colorado's most challenging transportation problems. It is an opportunity that should not – and must not – be squandered. High-speed mass transit in the corridor would leave a lasting and beneficial legacy for those who travel the corridor today and for generations of Coloradans to come.

Thank you for your efforts.

Sincerely,

Timothy Mauck
Commissioner
Clear Creek County

Dan Gibbs
Commissioner
Summit County

Co-chairs
I-70 Collaborative Effort

I-70 Collaborative Effort Membership

Eagle County
Summit County
Clear Creek County
Garfield County
Jefferson County
Town of Vail
City of Idaho Springs
Mayor's Office City and County of Denver
I-70 Coalition
High Speed Transit Representative
Summit Stage
Colorado Rail Passenger Association
Colorado Association of Transit Agencies
Colorado Trout Unlimited
Sierra Club, Rocky Mountain Chapter
Headwaters Group
Colorado Public Interest Research Group
Colorado Motor Carriers Association
Denver Metro Chamber of Commerce
Vail Resorts
Colorado Business Representative (Shotcrete Technologies)
Colorado Ski Country USA
US Army Corps of Engineers
US Forest Service
Federal Highways Administration
Colorado Department of Transportation
Colorado State Historic Preservation Office

Letter of Support from the Metro Denver Lodging Council

MDLC

METRO DENVER
LODGING COUNCIL

2018 Board of Directors

Greg Leonard, Hyatt Regency Denver at Colorado Convention Center (Chairman of the Board)

Allen Paty, Doubletree by Hilton Denver (Chair Elect)

Tony Dunn, Sheraton Denver Downtown (Immediate Past Chair)

Cindy Bedan, Sage Hospitality

Louis Bene, Hilton Garden Inn Denver Downtown

Chris DeChillo, Towne Park

Dr. James Drake, Metropolitan State University of Denver

Michael Engleberg, Valiant Products

Steve Haley, The Brown Palace Hotel & Spa

Briana Miller, Sheraton Denver West

Bill Ninivaggi, Hilton Denver City Center

Scott Perry, Denver Airport Marriott at Gateway Park

Tom Povich, PSAV

February 15, 2018

Richard Scharf
VISIT DENVER
1555 California Street, Suite 300
Denver, Colorado 80202

Dear Richard:

I am writing today on behalf of the Colorado Hotel and Lodging Association's Metro Denver Lodging Council's Board of Directors. The Board is grateful to you for the work you and the Olympics Exploratory Committee have done and we have voted to support the Committee recommending that Denver bid to host a winter Olympics. We believe that this effort will put Denver on the international stage in a way that will benefit the City for decades to come and we appreciate the thoughtful process you have undertaken.

Thank you for your support and leadership on this important issue. We very much appreciate your continued efforts to ensure that Denver is a top destination for tourists and visitors from around the world.

Most Sincerely,

Amie Mayhew
President & CEO
CO Hotel & Lodging Association

4700 S. Syracuse Street, Suite 410 Denver, CO 80237
303-297-8335 | ColoradoLodging.com

SHARING THE GOLD

Executive Summary

Background

Denver Mayor Michael B. Hancock, in conjunction with Colorado Governor John Hickenlooper, convened a statewide group of leaders in December 2017 to explore the possibility of Colorado hosting the Olympic and Paralympic Winter Games in 2026 or 2030. The exploratory committee has conducted a robust community and civic engagement process to solicit feedback from Coloradans. The outreach effort included an online survey that was available to the public for just longer than one month, from January 30, 2018 to March 3, 2018. The survey asked some basic demographic questions as well as three series of questions with quantitative responses to identify potential benefits, potential challenges, and potential legacies associated with hosting a Winter Games. Respondents were asked to share open-ended answers after each series of questions and again at the end of the survey.

Overall Responses

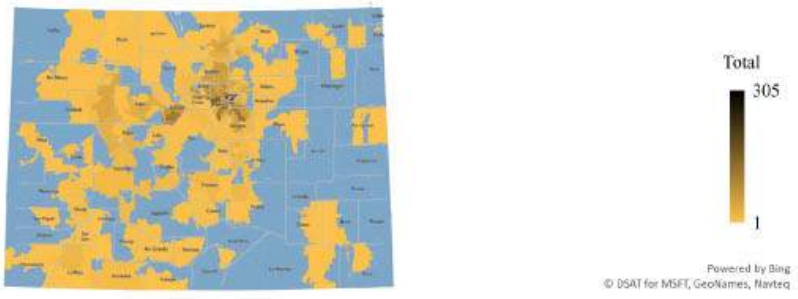
During that period 13,589 people began the survey. 9,589 respondents completed the survey. 78 surveys were completed by respondents living outside of Colorado based on the zip code entered at the start of the survey. Therefore, we ended with 9,511 surveys for analysis. Of the 13,589 initial respondents, nine utilized the Spanish language version of the survey and six of those nine completed the Spanish language survey. In some cases, respondents who completed the Spanish language version of the survey answered the open-ended questions in English. The survey ended with a 71 percent completion rate which is exactly in line with the industry average for this type of survey. 1,284 responses shared an IP address with at least one other response. These duplicates were not disqualified as the responses appear to have come from different people and the sentiment of the responses was exactly aligned with the total responses.

- 13,589 surveys started
- 9,589 surveys completed
- 71% completion rate
- 78 completed surveys outside CO
- **9,511 total surveys for analysis**

Responses by Geography

Colorado is divided into 64 counties and 644 zip codes. The online survey received responses from 57 counties (89 percent) and 349 zip codes (54 percent). Responses were most concentrated in the Denver Metro Area and mountain communities in which a Winter Games would likely take place if Denver and Colorado were to pursue a bid.

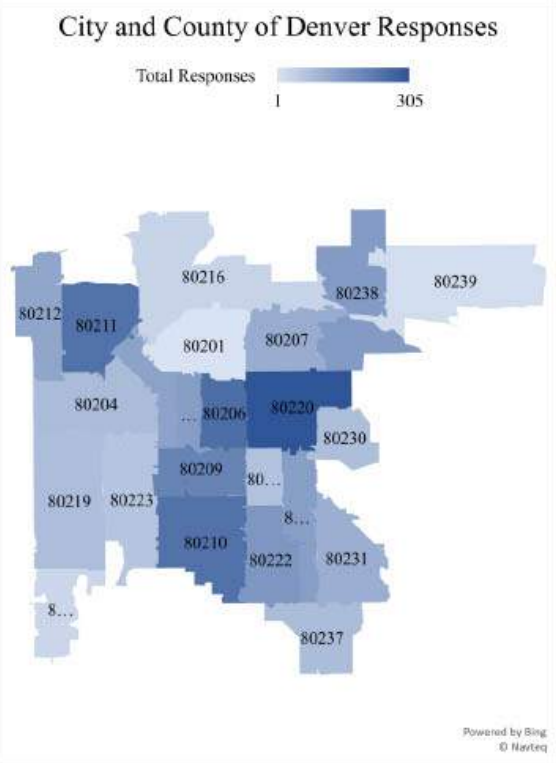
Total Responses



Statewide average number of responses per zip code: 23

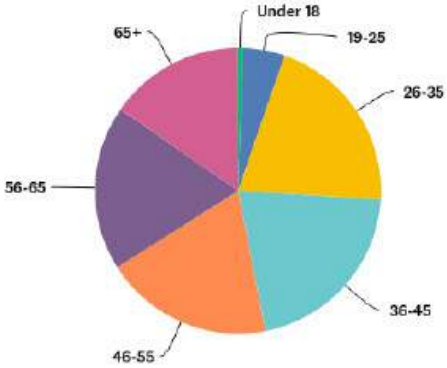
Statewide top ten zip codes with most completed surveys:

Zip Code	City	County	Total	Percent of Total
80220	Denver	Denver	305	3.21 percent
80206	Denver	Denver	251	2.64 percent
80210	Denver	Denver	243	2.55 percent
80211	Denver	Denver	242	2.54 percent
80205	Denver	Denver	215	2.26 percent
80209	Denver	Denver	205	2.16 percent
80222	Denver	Denver	163	1.71 percent
80238	Denver	Denver	153	1.61 percent
80401	Golden	Jefferson	153	1.61 percent
80218	Denver	Denver	149	1.57 percent



Responses by Age

Respondents 36 to 45 years old provided the highest number of complete responses at 1,998 or 21 percent of all responses. Respondents 26 to 35 years old came in a close second with 1,963 (21 percent of total) completed surveys. Following closely in third were respondents aged 46 to 55 years old with 1,812 (19 percent of total) completed surveys. In fourth place with 1,774 (19 percent of total) completed surveys were respondents aged 56 to 65 years old. Respondents 65 years old and older completed 1,459 surveys or 15 percent of total. Trailing significantly were respondents aged 19 to 25 years old with 451 (5 percent of total) completed surveys. The age group with the fewest number of completed surveys were respondents aged 18 years old and younger who accounted for 54 (0.57 percent of total) completed surveys.



Responses

Importance of Possible Legacy Left by Hosting Olympics (listed in order of importance as ranked by respondents):

1. I-70 congestion relief
2. Increased transit and mobility options
3. New affordable housing
4. Long-term opportunities for youth
5. Creation of community investment fund

More than 45% of respondents said that I-70 traffic relief is the most important legacy that the Winter Games could leave.

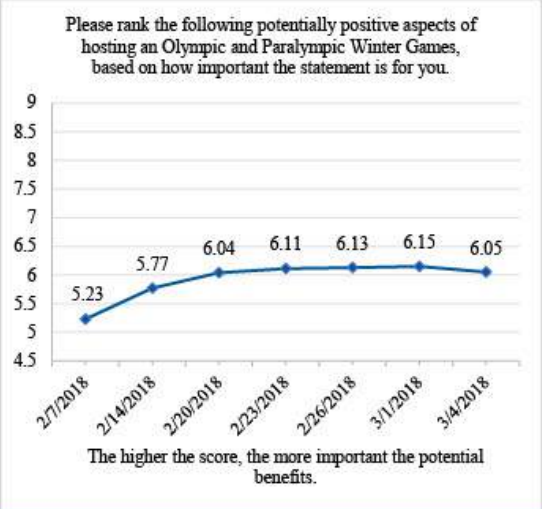
Responses Continued

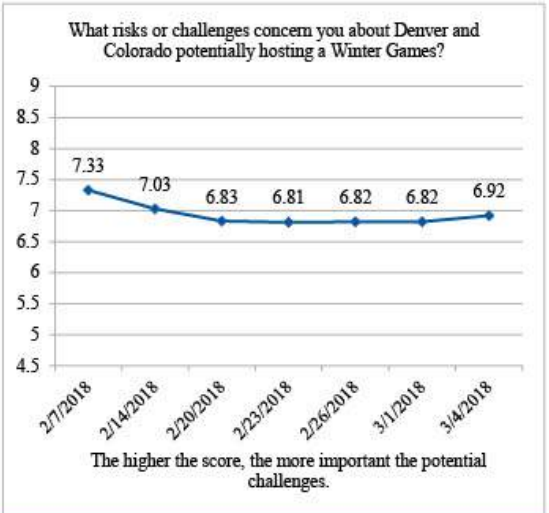
Potential Benefits of Hosting the Olympics (listed in order of importance as ranked by respondents):

1. The values of the Olympic Games' include athletes competing equally, diversity and equality, clean sport and peace through sport.
2. If the committee is able to host the Games with private financing so that there would be minimal, if any, impact to tax payers.
3. If hosting the Games could provide the opportunity to receive non-local tax base revenue to help solve transportation congestion issues getting to and from the mountains along I-70.
4. If the exploratory committee could find ways to maximize infrastructure investments Denver and Colorado have already made, supplementing any venues we don't have with temporary venues that could either be recycled, sold or used elsewhere following the Games. (There are only three required venues that Denver and Colorado do not already have.)
5. Every Olympic Games hosted in the United States since 1960 has generated a surplus against its operating budget and not left the host city with financial debt.
6. International Olympic Committee funding could provide long-term solutions to state's problems
7. Other
8. What legacy a Winter Games would leave for Denver and Colorado. For instance, Olympic villages could provide long-term affordable housing opportunities in Denver and mountain communities.

Potential Challenges with Hosting Olympics (listed in order of importance as ranked by respondents):

1. I believe the I-70 mountain corridor, as it is currently configured, is not capable of managing the traffic congestion associated with hosting the Winter Games.
2. Other
3. I believe that the Olympics would further accelerate the growth of our region and cause more people to move to Denver and Colorado.
4. I believe the mountain communities are not capable of accommodating the number of people who will attend the Winter Games.
5. I believe new venues and infrastructure will be needed for the Winter Games that will not be an asset to Denver or Colorado in the long-term.
6. I believe hosting the Olympic and Paralympic Winter Games does not make financial sense.
7. I believe Denver is not capable of accommodating the number of people who will attend the Winter Games.
8. I believe the Olympics and Paralympics are not environmentally sustainable and have a negative environmental impact.
9. I believe the Games will affect my everyday life (e.g., my 9 – 5 commute).





Messaging

While responses to individual questions largely mirrored the aggregate sentiment, several questions stood out.

In the first series of questions which asked about possible benefits, the Olympics embracing important values and the ability of Colorado to host the Olympics with private financing resonated most with respondents. Alternatively, Olympic villages providing long-term affordable housing and Colorado receiving funding from the International Olympic Committee for long-term solutions received the highest number of low scores.

In the second series of questions, more than 83 percent of respondents identified the I-70 corridor, as it is currently configured, being incapable of managing traffic congestion associated with the Olympics, as a possible challenge if Colorado hosted the Winter Games. In second place, 57.5 percent of respondents identified the ability of mountain communities to accommodate crowds associated with the Olympics as a possible challenge. One of the least important concerns according to respondents was the effect that the Olympics would have on individuals' everyday lives. Possible challenges like environmental sustainability and Denver's ability to host the Olympics were also identified less-often as potential hurdles.

Open-Ended Responses

Respondents were provided four opportunities to provide open-ended feedback regarding Colorado hosting the Olympics: once after the first series of questions, again after the second series of questions, yet again after the third series of questions, and finally, at the end of the survey. By far the most popular place to leave comments was at the end of the survey with 4,362 people (46 percent of respondents) taking the opportunity to do so.

The final open-ended question asked, "Do you have any other comments, questions or concerns to share with the Exploratory Committee?" Analysis of the responses shows that 2,320 or 53 percent of all comments responsive to this final question came from people who had previously identified potential challenges or made otherwise critical comments in their responses to the previous open-ended questions. Meanwhile, respondents who had identified possible benefits or left otherwise positive comments through their responses to the previous open-ended questions left 1,049 comments, accounting for 24 percent of final comments. Those respondents whose answers to the previous open-ended questions did not mention possible benefits or challenges and were more neutral in tone tallied 992 final comments, or nearly 23 percent of final comments. Compared to the total number of completed surveys, comments that focused on possible challenges or were otherwise critical in response to the final open-ended question made up less than a quarter of all those who completed the survey.

Conclusions

Based on the data obtained from the online survey regarding public sentiment toward Colorado hosting the Olympic and Paralympic Winter Games in 2026 or 2030, the following conclusions can be drawn.

- Respondents aged 36-45 years old provided the highest number of complete responses with 1,998 individual responses (21 percent of all responses).
- Roughly 67 percent of respondents (6,376 individuals) read or watched media coverage about the exploratory process while one third of respondents (3,157 individuals) heard about the exploratory process from friends, family, or co-workers.
- The potential benefit ranked as most important by respondents was, "The values of the Olympic Games' include athletes competing equally, diversity and equality, clean sport and peace through sport."
- The potential challenge ranked as most important by respondents was, "I believe the I-70 mountain corridor, as it is currently configured, is not capable of managing the traffic congestion associated with hosting the Winter Games."
- The potential legacy that could be left by hosting the Games ranked as most important by respondents was, "I-70 congestion relief between Denver and the mountains."

Executive Summary of Statewide Poll Results

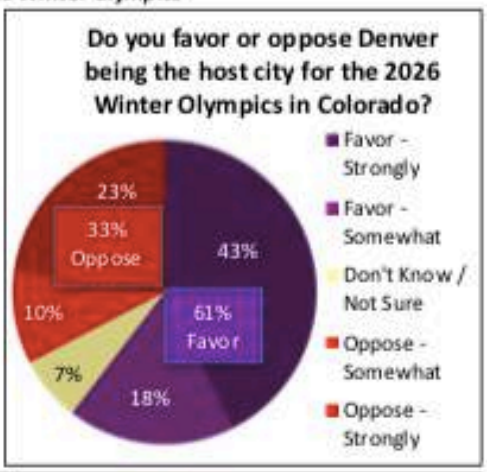
To: Denver Olympics Exploratory Committee
From: Chris Keating, Keating Research
Date: January 31, 2018
Re: Key Findings from the January 2018 Colorado Statewide Olympics Survey

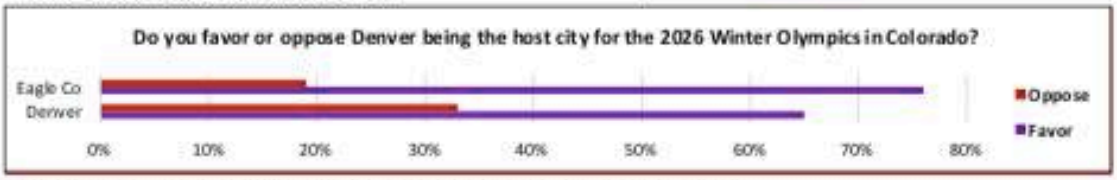
By nearly 2-to-1, Colorado Voters Favor Denver Hosting the 2026 Winter Olympics

A majority (61%) of Colorado voters favor Denver hosting the 2026 Winter Olympics, compared to just 33% of voters who oppose a Winter Olympic bid. This represents a nearly 2:1 margin, which is reinforced by 43% of voters who *strongly* favor Denver hosting the 2026 Winter Olympics.

The potential for Denver to host the Winter Olympics is a non-partisan issue as an equal number of Democrats (61%), Republicans (61%) and Unaffiliated voters (60%) favor an Olympic bid.

In every region of Colorado, a majority of voters favor Denver hosting the Winter Olympics. In Denver, two-thirds (65%) of voters favor a Winter Olympic bid. In Eagle County, where many of the outdoor activities would be expected to be located, voters favor a winter Olympic bid by a 4:1 margin, with 76% favoring to just 19% opposing.





Colorado Voters Have an Overwhelmingly Favorable View of the Olympics

Support for Denver hosting the 2026 Winter Olympics is strengthened by a well-liked brand. More than 8-of-10 (84%) Colorado voters view the Olympics favorably, while the Winter Olympics attracts favorable views from 76% of Colorado voters.

Voters Want the Olympics to Benefit Coloradans

If Denver were to pursue a bid and host the Winter Olympics, voters want the Games to deliver benefits to the people of Colorado including the following:

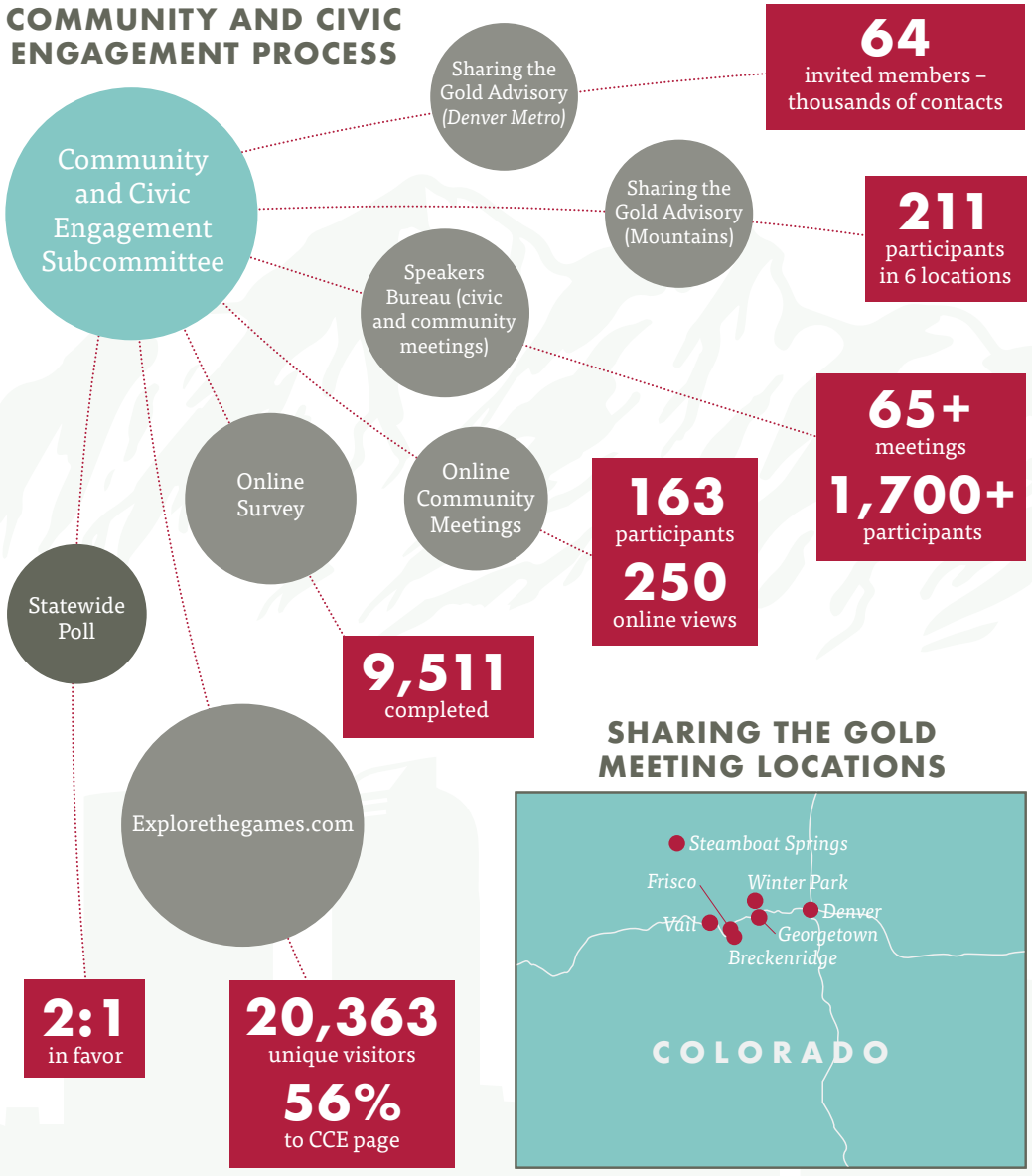
- **Opportunities for the disabled and disabled veterans** by hosting the Paralympic Games;
- **Housing for athletes being converted into affordable housing** for Colorado workers once the Olympics are over;
- **Transportation and mobility options** needed to host the Olympics will remain long after the Games are over.
- **Colorado will see economic benefits,** just as the 2002 Olympic Games were positive for Utah's economy;
- **Colorado's local businesses benefit and create jobs** with millions of dollars in tourism and construction spending;
- **Colorado hosting the Games without spending a lot of money** because many of the needed facilities already exist.

This poll data is based on 735 active voters in Colorado, including an oversample of 200 voters in Denver and 100 voters in Eagle County. Keating Research, Inc. conducted these live telephone interviews, including cell phones, from January 22-28, 2018. The worst-case margin of error at the 95% level for the total sample of 735 is plus or minus 4%, for the sample of 200 in Denver is plus or minus 6.9% and for the sample of 100 in Eagle County is 9.8%.

SHARING THE GOLD

The Sharing the Gold engagement plan was developed to spur statewide discussion about whether hosting an Olympic and Paralympic Winter Games would be good for Denver and the entire state.

COMMUNITY AND CIVIC ENGAGEMENT PROCESS



SHARING THE GOLD MEETING LOCATIONS

Denver Olympic Exploratory Committee Media Coverage

Date	Outlet	Article Focus	Link
1/30	KUSA-NBC	Community Engagement	http://www.9news.com/article/news/local/next/should-denver-host-the-olympics-share-your-thoughts/73-512979953
1/30	KDVR-FOX	Community Engagement	
1/30	Denver Post	Community Engagement	https://www.denverpost.com/2018/01/30/denver-winter-olympics-bid-public-outreach/
1/30	KCNC-CBS	Community Engagement	http://denver.cbslocal.com/2018/01/30/public-input-olympics-colorado/
1/31	KMGH-ABC	Community Engagement	https://www.thedenverchannel.com/news/local-news/colorado-mulling-bid-for-winter-olympics
1/31	KOAA-NBC	Exploratory Process	http://www.koaa.com/story/37394358/should-denver-try-for-winter-olympics-bid
1/31	Real Vail	Community Engagement	http://www.realvail.com/denver-colorado-winter-olympics-exploratory-committee-seeks-public-input/a4783
1/31	Denver Business Journal	Exploratory Process	https://www.bizjournals.com/denver/news/2018/02/05/should-denver-go-for-the-gold-committee-is.html
2/1	Colorado Public Radio	Exploratory Process	http://www.cpr.org/news/story/colorado-once-said-no-to-the-winter-olympics-boosters-to-try-again
2/1	Denverite	Exploratory Process	https://www.denverite.com/winter-olympics-tourism-minded-officials-denver-desire-crowd-conscious-residents-fear-48214/
2/3	Denverite	Exploratory Process	https://www.denverite.com/denver-winter-olympics-bid-48295/
2/3	Denver Post	Exploratory Process	https://www.denverpost.com/2018/02/03/denver-olympic-exploratory-committee-winter-olympics/
2/6	KMGH-ABC Facebook Live	Exploratory process	N/A
2/7	KDVR-FOX	Community Engagement	http://kdvr.com/2018/02/08/exploratory-committee-seeks-input-on-whether-denver-should-bid-for-winter-olympics/
2/8	Colorado Public Radio	Exploratory Process	http://www.cpr.org/news/story/governor-hickenlooper-upside-colorado-olympic-bid
2/8	Summit Daily	Exploratory process	https://www.summitdaily.com/news/sports/olympic-odds-ends-trends-so-just-how-do-you-become-an-olympic-luger-and-flag-bearer-anyway/
2/8	KCNC-CBS	Community Engagement	http://denver.cbslocal.com/2018/02/08/olympics-denver-host-city-meeting/
2/9	KUSA-NBC	Community Engagement	http://www.9news.com/article/news/local/could-and-should-denver-host-the-winter-olympics/73-516368358
2/9	Denver Business Journal	Exploratory Process	https://www.bizjournals.com/denver/news/2018/02/09/denver-to-shift-focus-after-u-s-olympic-committee.html
2/9	Loveland Herald	Denver Winter Olympics 2030	http://www.reporterherald.com/news/colorado/ci_31655759/denver-winter-olympics-committee-forges-ahead-after-usoc
2/9	Denver Post	Exploratory Process	https://www.denverpost.com/2018/02/09/denver-winter-olympics-2030-bid/

2/9	Denverite	Exploratory Process	https://www.denverite.com/usoc-announces-2026-winters-olympics-bid-unlikely-denver-still-exploring-future-years-48519/
2/9	Deseret News	Another SLC Olympic bid would be slowed	https://www.deseretnews.com/article/900009846/another-slc-olympic-bid-would-be-slowed-but-not-stopped-if-usoc-doesnt-seek-2026-games.html
2/9	Real Vail	Exploratory Process	http://www.realvail.com/usoc-confirms-2030-winter-olympics-target-as-denver-pushes-forward-with-exploratory-process/a4824
2/10	Inside the Games blog	Competitive Landscape	https://www.insidethegames.biz/articles/1061314/salt-lake-city-officials-remain-confident-they-can-host-2030-winter-olympics
2/11	KMGH-ABC	Exploratory Process	https://www.thedenverchannel.com/news/360/when-it-comes-to-the-winter-olympics-colorado-is-more-infamous-than-anything-else
2/16	Denverite	STGA	https://www.denverite.com/denver-winter-olympics-committee-48817/
2/16	Denver Post	Exploratory Process	https://www.denverpost.com/2018/02/16/keeping-an-open-mind-about-a-denver-winter-olympics-bid/
2/22	KUSA-NBC	Exploratory Process	http://www.9news.com/article/news/local/an-update-from-the-group-exploring-a-denver-olympics-bid/73-522336699
2/22	KMGH-ABC	Exploratory Process	https://www.thedenverchannel.com/news/front-range/denver/denver-olympic-committee-focuses-on-2030-winter-games-extends-deadline
2/22	Colorado Public Radio	Exploratory Process	http://www.cpr.org/news/story/should-the-olympics-come-to-colorado-time-is-running-out-to-have-your-say
2/22	KCNC-CBS	Exploratory Process	http://denver.cbslocal.com/2018/02/22/exploratory-committee-no-i-70-improvements-needed-to-host-olympics/
2/23	Summit Daily	Exploratory Process	https://www.summitdaily.com/news/sports/summit-county-leaders-skeptical-of-a-colorado-olympics-but-see-opportunity-for-fixing-interstate-70/
2/24	Aspen Daily News	Exploratory Process	https://www.aspendailynews.com/news/the-olympic-spirit-edges-closer-to-the-valley/article_2940dcb2-1918-11e8-96f6-17ffb70ef8e8.html
2/25	Inside the Games blog	Mountain Community Meetings	https://www.insidethegames.biz/articles/1061932/denver-still-deciding-whether-or-not-to-bid-for-2030-winter-olympic-and-paralympic-games
2/26	Denver Post	Exploratory Process	https://www.denverpost.com/2018/02/26/how-to-pay-for-denver-winter-olympics/
2/26	Associated Press	Exploratory Process	http://hosted.ap.org/dynamic/stories/U/US_WINTER_OLYMPICS_DENVER_COOL-
2/27	KCNC-CBS	Mountain Community Meetings	http://denver.cbslocal.com/2018/02/27/winter-olympics-eagle-county-vail-i-70/
2/27	KMGH-ABC	Exploratory Process	https://www.thedenverchannel.com/news/local-news/denver-councilman-wants-community-input-on-possible-olympic-bid
2/28	KRCC-Radio	Exploratory Process	http://krcc.org/post/denver-weighing-bid-future-winter-olympics
2/28	Vail Daily	Mountain Community Meetings	https://www.vaildaily.com/news/sports/please-do-not-bring-the-winter-olympics-to-colorado/
3/1	Summit Daily	Mountain Community Meetings	https://www.summitdaily.com/news/please-dont-bring-the-winter-olympics-to-colorado/

3/1	Glenwood Post Independent	Exploratory Process	https://www.postindependent.com/opinion/toussaint-column-an-olympic-sized-miscalculation/
3/1	Summit Daily	Mountain Community Meetings	https://www.summitdaily.com/news/2030-olympic-bid-for-denver-would-require-major-land-housing-commitments-for-mountain-towns/
3/2	95Rock	Mountain Community Meetings	http://95rockfm.com/2026-winter-olympics-coming-to-colorado/
3/2	Times (Summit Daily)	Exploratory Process	https://www.aspentimes.com/news/2030-olympic-bid-for-denver-would-require-major-land-housing-commitments-for-mountain-towns/
3/2	Denver Post (Summit Daily)	Exploratory Process	https://www.denverpost.com/2018/03/02/denver-olympics-bid-mountain-town-requirements/
3/3	Denver Post	Community Meetings	https://www.denverpost.com/2018/03/03/olympics-bid-listening-session/
3/3	Park Record	Exploratory Process	https://www.parkrecord.com/news/winter-olympics-2030-vail-resorts-could-medal-in-any-u-s-bid/
3/8	Colorado Public Radio	Exploratory Process	http://www.cpr.org/news/story/colorado-winter-olympics-or-nolympics-opponents-want-voters-to-decide
3/8	KUSA-NBC	Exploratory Process	http://www.9news.com/article/news/local/next/how-could-denver-host-the-olympics-and-stay-on-budget/73-527326754
3/9	KMGH-ABC	Exploratory Process	https://www.youtube.com/watch?v=l_x80-6nc4g
3/9	KUSA-NBC	Exploratory Process	http://www.9news.com/article/news/local/this-group-really-doesnt-want-colorado-to-host-the-olympics/73-527154102
3/9	USA Latest News	Exploratory Process	https://usa-latestnews.com/politics/should-colorado-seek-olympics-or-should-voters-get-a-say-first-potential-bid-draws-opposition-before-exploratory-committee-is-finished/
3/9	Denver Post	Exploratory Process	https://www.denverpost.com/2018/03/09/colorado-olympics-opposition/
3/9	KUSA-NBC	Exploratory Process	http://www.9news.com/article/news/local/this-group-really-doesnt-want-colorado-to-host-the-olympics/73-527154102
3/10	Associated Press	Community Meetings	https://www.apnews.com/75ba1e7f835d41cf86d66ad6c2d5c40d/Former-Colorado-governor,-Boston-activist-back-Olympic-vote
3/10	KUSA-NBC	Community Meetings	http://www.9news.com/article/news/local/debate-over-2030-olympics-bid/73-527534980
s3/10	Denver Post	Community Meeting	https://www.denverpost.com/2018/03/10/denver-potential-olympic-winter-games-bid-community-debate/
3/13	Inside the Games	Community Meetings	https://www.insidethegames.biz/articles/1062585/opponents-to-2030-olympic-bid-claim-denver-should-hold-public-referendum
3/13	Salt Lake Tribune	Exploratory Process	https://www.sltrib.com/sports/2018/03/14/usoc-tells-ioc-it-wants-to-put-an-american-city-up-for-next-round-of-bidding-for-the-winter-games/
3/13	Deseret News	Exploratory Process	https://www.deseretnews.com/article/900012963/this-is-wow-salt-lake-able-to-participate-in-2026-winter-games-bidding-process.html
3/21	Steamboat Pilot	Mountain STGA in Steamboat	https://www.steamboattoday.com/news/steamboat-springs-an-olympic-venue-option-for-potential-denver-bid/
3/21	Denver Post	Mountain STGA in Steamboat	https://www.denverpost.com/2018/03/21/colorado-winter-olympics-bid-steamboat-springs/

3/21	Summit Daily	Summit Daily Olympic meeting	https://www.summitdaily.com/news/sports/takeaways-from-summit-dailys-colorado-olympics-discussion/
3/21	Aspen Times	Mountain STGA in Steamboat	https://www.aspentimes.com/news/sports/steamboat-springs-an-olympic-venue-option-for-potential-denver-bid/
3/22	Vail Daily	Mountain STGA in Steamboat	https://www.vaildaily.com/news/if-colorado-makes-an-olympic-bid-it-will-create-a-new-paradigm-about-how-you-do-the-olympics-exploratory-committee-pitchman-says/
3/25	Inside the Rings	Exploratory Process	https://www.insidethegames.biz/index.php/articles/1063080/potential-host-denver-claim-can-host-financially-sustainable-winter-olympics-if-chosen-for-2030
3/27	Steamboat Pilot	Exploratory Process	https://www.steamboattoday.com/news/our-view-a-place-at-the-olympics-bid-table/
3/30	The News & Observer	Exploratory Process	http://www.newsobserver.com/sports/article207406344.html
3/30	Salt Lake Tribune/AP	Exploratory Process	https://www.sltrib.com/sports/2018/03/30/no-lillehammer-olympic-bid-in-2026-setting-up-a-possible-2030-bid-against-salt-lake/
4/10	Colorado Freedom of Information Coalition - blog	Exploratory Process	http://coloradofoic.org/why-doesnt-the-winter-olympics-exploratory-committee-comply-with-the-sunshine-law/
4/11	La Voz	Exploratory Process	http://www.lavozcolorado.com/detail.php?id=9639

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DENVER AND COLORADO OLYMPIC AND PARALYMPIC EXPLORATORY COMMITTEE

FINAL REPORT AND RECOMMENDATIONS | JUNE 2018