



SALT LAKE

Proposal for the

2014 IUFRO World Congress



DIFFERENT BY NATURE

CONTENTS

	<u>Page</u>
LETTERS OF INVITATION	1
Chief, Forest Service	
Governor, State of Utah	
Mayor, Salt Lake County	
President, National Association of University Forest Resource Programs	
President and CEO of the Salt Lake Convention and Visitor Bureau	
LETTERS OF SUPPORT	7
INFORMATION ON HOST COUNTRY	11
A. Name of Host Country	
B. Host Organization	
C. Submission Date	
D. Forests and Forestry in the United States of America	
E. Organizational Plan	
FINANCIAL INFORMATION	23
HOST CITY INFORMATION	28
A. Why Salt Lake City, Utah?	
B. Salt Lake City's Strategic Location and International Access	
C. Introduction to Salt Lake County and Surrounding Area	
D. Introduction to Downtown Salt Lake City	
• Salt Lake County Convention Center	
• Hotels and Shopping In Easy Walking Distance	
• Convenient Public Transportation	
• Dining and Cultural Opportunities	
• Commitments to Sustainability	
E. Business and Related Services	
PROPOSED VENUE: Salt Lake County Convention Center	38
A. Meeting Rooms	
B. Exhibit Space	
C. Telecommunications and WiFi Capabilities	
D. Venues for Social Functions	
E. Public Safety and Media	
CONGRESS EXCURSIONS	43
CONCLUSION	47
APPENDICES	49
Detailed Budget	
Salt Lake County Convention Center Details	
Congress Hotels	

LETTERS OF INVITATION



Hubbard Brook Experimental Forest, New Hampshire



United States
Department of
Agriculture

Forest
Service

Washington
Office

1400 Independence Avenue, SW
Washington, DC 20250

File Code: 1360/4000

Date:

JUL 30 2009

Dr. Don K. Lee
International Union of Forest Research Organizations
Hauptstrasse 7
A-1140 Wien-Hadersdorf
AUSTRIA

Dear Dr. Lee:

I am honored to extend an invitation to the International Union of Forest Research Organizations (IUFRO) to choose Salt Lake City, Utah, as the site of the XXIV IUFRO World Congress in 2014. The Forest Service would be delighted to be the Host Organization for the XXIV IUFRO World Congress.

Our IUFRO membership provides one of our most important and effective portals for engaging with the global research community. In particular, your Special Programme for Developing Countries (SPDC) is a vital conduit for sharing our research results, providing technical assistance and building research capacity in less developed countries.

I was the Forest Supervisor of the Wasatch-Cache National Forest, headquartered in Salt Lake City, for several years including during the XIX Olympic Winter Games. I know that Salt Lake City would be a superb venue for your World Congress. It has excellent global airline connections and outstanding infrastructure to support the meeting. In addition, the region—including six nearby national forests—offers many opportunities for field trips and tours.

If you award the 2014 Congress to the USA, the U. S. Forest Service will provide the leadership for the Congress Organizing Committee and help staff and support the committees needed to organize field tours and other local arrangements to put on an outstanding meeting. We look forward to working with the other 40 IUFRO members from the United States, particularly the members of the National Association of University Forest Resources Programs, to host the meeting, and we will bring additional public and private partners to the project.

Having confirmed the willingness of the U. S. Forest Service to serve as the Host Organization for the XXIV IUFRO World Congress, I hope to have the opportunity to welcome you and IUFRO members from around the world to Salt Lake City in 2014.

Sincerely,

THOMAS L. TIDWELL
Chief

cc: Peter Mayer, IUFRO Executive Director



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State of Utah

JON M. HUNTSMAN, JR.
Governor

GARY R. HERBERT
Lieutenant Governor

Office of the Governor

December 10, 2008

Dr. Peter Mayer
Executive Director
World Congress of the International Union of Forest Research Organizations
c/o Federal Office and Research Centre for Forests Mariabrunn
Austria AT 1140
Austria

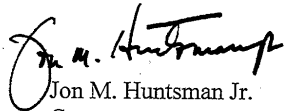
Dear Dr. Mayer:

On behalf of the great State of Utah, I am pleased to extend a personal invitation to the World Congress of the International Union of Forest Research Organizations to consider Salt Lake City as the site for the 2014 World Congress.

The natural scenic beauty, recreational opportunities, and historic attractions of Utah are assets to be enjoyed by all visitors. Salt Lake City is literally the crossroads of the West, and the center of a dynamic and flourishing state and region. Your participants will find Utah to be a friendly state filled with exciting and interesting things to see and do. Utah has world class ski resorts, unlimited sightseeing in five national parks, and extensive recreational activities from water sports to mountain hiking.

We are proud of the record we have established as a proven host for many national and regional gatherings. We look forward to providing your members with *Life Elevated* experiences in Salt Lake City, Utah.

Sincerely,


Jon M. Huntsman Jr.
Governor

State Capitol, Suite 200, P.O. Box 142220, Salt Lake City, Utah 84114-2220



December 11, 2008

**SALT LAKE
COUNTY**

PETER M. CORROON
Salt Lake County Mayor

2001 South State Street
Suite N-2100
Salt Lake City, UT 84190-1020

801 / 468-2500
801 / 468-3535 fax

Dr. Peter Mayer
Executive Director
World Congress of the International Union of Forest Research Organizations
c/o Federal Office and Research Centre for Forests Mariabrunn
Austria AT 1140
Austria

Dear Dr Mayer:

Thank you for considering Salt Lake as a site for the 2014 World Congress. Salt Lake has become an extremely popular leisure and convention destination.

The 2002 Olympic Winter Games have left Salt Lake with an impressive array of new hotels, new venues, a new light rail system, new restaurants and nightclubs. Visitors are impressed with Salt Lake's accessibility, Rocky Mountain scenery, clean safe streets, friendly people and endless cultural and recreational attractions.

Salt Lake's compact convention district features Historic Temple Square, the Mormon Tabernacle Choir, museums, galleries, a planetarium, theaters, two indoor shopping malls and a brand new 43-acre retail and entertainment complex. There are seven ski and summer resorts within 35 minutes of the convention district and ten national parks within a day's drive. Salt Lake truly offers something for everyone throughout the year.

I am confident that you and your delegates will discover our community to be full of friendly, helpful people who eagerly welcome visiting groups. We have successfully hosted the world during the Olympic Games and now look forward to hosting your group. Again, thank you for your consideration.

Sincerely,

Peter M. Corroon
Salt Lake County Mayor



National Association of University Forest Resources Programs

July 20, 2009

Professor Don Koo Lee, President
International Union of Forest Research Organizations (IUFRO)
c/o Dr. Peter Mayer
IUFRO Executive Secretary
Hauptstrasse 7
A-1140 Wien-Hadersdorf,
Austria

Dear Dr. Lee:

On behalf of the National Association of University Forest Resources Programs (NAUFRP), I am writing to support the bid of the United States Forest Service to host the IUFRO XXIV World Congress in Salt Lake City, Utah in 2014.

NAUFRP represents 65 universities in the United States of America who provide forest resource education at the undergraduate and graduate levels and conduct research to protect, manage, and use our nation's forests and related natural resources. Many of our members are also members of IUFRO; and together, we comprise two-thirds of the IUFRO members in the United States.

The proposed host city—Salt Lake City, Utah—is the crossroads of America's West. The area is rich in history and cultures and natural beauty. Surrounding the city is a very diverse landscape ranging from arid plains and the Great Salt Lake to the high mountains of the Wasatch Front. The area is one of the premier recreation destinations in the West, noted for its winter sports and as host of the XIX Olympiad Winter Games.

Our member universities expect to play important roles in helping to organize and host the Congress. Our faculty members and graduate students are vital components of the nation's forest research capacity. Many are active in IUFRO research groups and working parties. We see this as a once-in-a-lifetime opportunity for them to share their knowledge and experiences with their colleagues from overseas and to return the many favors our overseas IUFRO colleagues have extended to us and our institutions in recent years when we have traveled to meetings outside of the USA. Finally, we are excited about the unique learning opportunity that this Congress will be for our students in 2014—both from a scientific standpoint and a cultural one as they engage with fellow students from other institutions around the world.

The NAUFRP member universities look forward with great anticipation to helping the United States Forest Service organize and host the IUFRO XXIV World Congress in Salt Lake City in 2014.

Sincerely,

Hal Salwasser, President
NAUFRP

Creating Knowledge—Developing Leaders

www.naufrp.org

2009-2010 Executive Committee

Hal Salwasser, President
Oregon State University

Tim White, President-Elect
University of Florida

George M. Hopper, Past-President
Mississippi State University

Margaret (Peg) R. Gale, Secretary-Treasurer
Michigan Tech University

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Kamran K. Abdollahi, Diversity
Southern University and A&M

George Brown, Diversity
Alabama A&M University

Perry Brown, ATR Liaison
University of Montana

Steve Bullard, Research
University of Kentucky

Barry Goldfarb, International
North Carolina State University

Daniel E. Keathley, Policy
Michigan State University

Patricia A. Layton, Education
Clemson University

Joseph McNeel, Extension
West Virginia University

Regional Committee Chairs

Keith L. Belli, Southern
University of Tennessee

Jo Ellen Force, Western
University of Idaho

David Newman, Northeastern
State University of New York

Robert Swihart, North Central
Purdue University

At-Large

James A. Allen
Northern Arizona University

Richard W. Brinker
Auburn University

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NAUFRP Executive Liaison

Terri Bates
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July 30, 2009

Different by Nature.



Dr. Peter Mayer
Executive Director
World Congress of the International Union of Forest Research Organizations
c/o Federal Office and Research Centre for Forests Mariabrunn
Austria AT 1140
Austria

Dear Dr. Mayer:

It is with pleasure that I write this letter inviting the World Congress of the International Union of Forest Research Organizations to Salt Lake for the 2014 World Congress.

The Salt Lake Convention & Visitors Bureau and the entire community is eager to extend our hospitality to the World Congress of the International Union of Forest Research Organizations. We welcome the opportunity to host your prestigious organization at the 2014 World Congress and commit our support and talent to ensure a successful meeting.

Please allow us the opportunity to host you. We guarantee you will have a spectacular experience.

Sincerely,

A handwritten signature in black ink, appearing to read "Scott Beck", with a stylized flourish at the end.

Scott Beck
President/CEO

SB/cm

**Salt Lake Convention
& Visitors Bureau**

90 South West Temple
Salt Lake City, Utah 84101

telephone 801.534.4900

www.VisitSaltLake.com

LETTERS OF SUPPORT





Warner College of Natural Resources

Office of the Dean
Colorado State University
101 Natural Resources Building
Fort Collins, Colorado, 80523-1401
Phone: (970) 491-6675
Fax: (970) 491-0279
www.warnercnr.colostate.edu

July 20, 2009

Dr. Don K. Lee, President
International Union of Forest Research Organizations
c/o Dr. Peter Mayer, IUFRO Executive Director
Hauptstrasse 7
A-1140 Wien-Hadersdorf
Austria

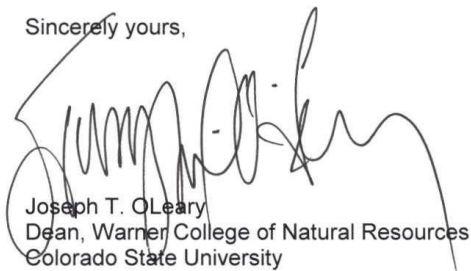
Dear Dr. Lee:

I am writing to indicate my strong support for the United States Forest Service bid to host the XXIV IUFRO World Congress in Salt Lake City, Utah.

I believe that holding this global meeting of forest researchers in the western United States would be of great interest to IUFRO members. The ecological disturbances we are facing — climate change, wildfires, pest outbreaks, and invasive species, just to name a few — are no longer just regional issues, they are global ones. The economic and social dimensions of these problems are vitally important too. Our research and our educational programs are aimed squarely at helping to solve these multi-faceted problems. We look forward eagerly to sharing the results of our research with IUFRO members in 2014.

Salt Lake City and the surrounding region is a wonderful place to see some of the magnificent diversity and beauty of forests and rangelands common to the interior West. It is a world-renowned tourist destination and has everything needed for a successful IUFRO World Congress.

Sincerely yours,



Joseph T. O'Leary
Dean, Warner College of Natural Resources
Colorado State University



175 East 400 South, Suite 600
Salt Lake City, Utah 84111
801.364.3631 • Fax 801.328.5098
www.saltlakechamber.org

To: ***International Union of Forest Research Organizations (IUFRO)***
c/o Federal Office and Research Centre for Forests
Mariabrunn (BFW)
Hauptstrasse 7
A-1140 Vienna, Austria

December 23, 2008

Dear Dr. Mayer

The Salt Lake Chamber is Utah's largest business association and Utah's Business Leader. With roots that go back to 1887, the Chamber has been standing as the voice of business, supporting its members' success and championing community prosperity for over 100 years. The Chamber represents over 4200 businesses statewide and one in every three jobs in the Utah economy.

The Salt Lake Chamber enthusiastically supports an opportunity to host the 2014 *International Union of Forest Research Organizations World Congress* in Salt Lake City. We believe that Utah is an ideal destination for this event. Our unique combination of growing economic opportunities, government commitment to environmental conservation and sustainability, internationally recognized exhibition facilities and world-class lodging and resort destinations will make us a wonderful host.

In addition, Salt Lake City International Airport offers easy access to the downtown area and its major exhibition and lodging facilities. It is conveniently located 20 minutes away from downtown Salt Lake and is a host to Delta Airlines Hub with direct flights to France, Canada, Mexico and starting June 2009, Japan.

We encourage you to consider Salt Lake City Utah as the destination for the 2014 International Union of Forest Research Organizations World Congress.

Sincerely,

Lane Beattie
President and CEO



Governor's Office of Economic Development

State of Utah

JON M. HUNTSMAN, JR.
Governor

GARY R. HERBERT
Lieutenant Governor

JASON P. PERRY
Executive Director

December 22, 2008

International Union of Forest Research Organizations (IUFRO)
c/o Federal Office and Research Centre for Forests
Mariabrunn (BFW)
Hauptstrasse 7
A-1140 Vienna, Austria
Email: office@iufro.org

Attn: Dr. Peter Mayer
Executive Director
E-mail: mayer@iufro.org

**RE: 2014 World Congress of the International Union
of Forest Research Organizations**

Dear Dr. Mayer:

On behalf of the International Trade & Diplomacy Office of the Utah Office of Economic Development of the State of Utah, I am pleased to hear you are considering Salt Lake City (Salt Lake County, Utah) as the site for the 2014 IUFRO World Congress.

Representing one of the countries with the highest membership in IUFRO and one of the largest area covered by national forests, the United States of America have hosted IUFRO World Congress only in 1971 and the last Congress in North America was held in 1990, 24 years before the 2014 event.

In particular I believe that Utah and Salt Lake City, the "crossroad" of the Intermountain West, would be an ideal destination for such event, IUFRO members, and exhibitors representing the Forestry Industry and the Sustainability and Outdoor Arena considering:

- the experience of the Salt Palace Convention Center and the Salt Lake Convention & Visitors Bureau in hosting first-ranked national meetings and events (a yearly average of 30-34 conventions/trade-shows that utilize the Salt Lake Palace, and 275-300 meetings that utilize single hotel properties or other venues);
- a pristine environment, rich of mountains, forests, vegetation, water and wildlife, with the presence in Utah of 5 National Forests under the patronage of the U.S. Forest Service, 42 State Parks (www.stateparks.utah.gov) and 5 National Parks, other 3 National Parks just across the Utah border in Colorado, Wyoming and Arizona, the scenic red rock icons of Moab and Lake Powell, various County Parks;



324 South State Street, Fifth Floor • Salt Lake City, Utah 84111 • (801) 538-8700 • facsimile (801) 538-8888 • www.goed.utah.gov

HOST COUNTRY INFORMATION



Introduction

The United States Department of Agriculture, Forest Service, is honored to be able to submit this proposal, on behalf of our Agency and the National Association of University Forest Resources Programs (NAUFRP), the Salt Lake Convention and Visitor Bureau (SLCVB), and our other partners, to host the World Congress of the International Union of Forest Research Organizations (IUFRO) in September, 2014, in Salt Lake City, Utah.

Information on Host Country

- A. **Name of the Host Country:** The United States of America
- B. **Host Organization:** The United States Department of Agriculture, Forest Service

Contact Information:

Dr. Ann Bartuska, Deputy Chief for Research & Development
USDA Forest Service
201 14th Street, NW
Washington, DC 20024
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Dr. Richard W. Guldin, Director, Quantitative Sciences and USDA Liaison to IUFRO
USDA Forest Service
1601 North Kent Street, RPC-4
Arlington, VA 22209
rguldin@fs.fed.us
Tel: +1-703-605-4177

- C. **Submission Date:** July 31, 2009
- D. **Forests and Forestry in the United States of America**

Introduction

The forests of the United States of America are incredibly diverse. From the tropical forests of Hawaii, Puerto Rico, and the U.S. Virgin Islands to the boreal forests of northern Alaska; from the urban forests of our great cities to the remote wildernesses of untrammelled solitude and beauty, our forests are a key part of our society, our economy, and the quality of life in the United States. The tremendous variety of our forests create a wonderful diversity of ecological conditions, an amazing array of opportunities for researchers, and a challenging set of conditions for forest managers.

In the era before Western European settlement began in the early 1600s, the forests in what is now the United States of America (USA) played an important role in the lives and culture of indigenous peoples. They relied upon the forests and their plant and animal communities for sustenance, shelter, and medicines—tangible goods and ecosystem services—as well as places and providers of things of special significance for their cultures. For generations, the wisdom of indigenous peoples shaped and was shaped by the landscape and its forests.

The first European settlers encountered vast forests. It is estimated that in 1630, the area of forest land in the United States was just over 395 million hectares, or about 46 percent of the total land area. By 1907, the area of forest had declined to an estimated 300 million hectares, or 34 percent of the total land area. Most of the decline occurred in the eastern United States between 1850 and 1900 as broad-leaved forests were cleared for agriculture. During that period, an average of 3,400 hectares was cleared every day for 50 years. By the dawn of the 20th century, forest losses subsided because coal had become the fuel of choice for transportation, heating, and cooking. Since 1900, the forest land area of the United States has varied less than 5 percent while population has tripled.

Although the area of forest land in the United States has changed little over the past 110 years, that does not mean that the forests themselves have not changed. There have been many changes as urban areas have expanded into forests, marginal croplands have reverted to forests, harvested areas have regrown, private landowners have bought and sold forests, and federal and state policies have evolved.

Current Situation

- 33 percent of the United States' land area is forest; some 304 million hectares;
- 70 percent of the forest in the West is ***publicly*** owned while 81 percent of the forest in the East is ***privately*** owned;
- 56 percent of all forests are privately owned and 20 percent of private individuals owning forests are older than 75 years;
- Standing volume per acre is twice what it was in 1953;
- Timber harvests occur on 4.4 million hectares annually; primarily on private lands;
- Forests in the lower 48 States offset 11 percent of gross CO₂ emissions from all sources;
- Forest landowners receive \$553 million annually for carbon offsets and conservation easements;
- Federal agencies spend over \$1 billion annually on wildfire suppression.

Broad-leaved forests cover 123 million hectares nationwide, predominantly in the East. The largest single forest type is oak-hickory—nearly half of all broad-leaved forests—followed by maple-beech-birch forests. These two types combined account for two-thirds of all broad-leaved forests. The most abundant age class is 40-80 years, as second- and third-growth forests in the East mature.

Conifer forests cover 160 million hectares, and are found predominantly in the West (121 million hectares) and the South (28 million hectares). Pines are the dominant species group. Loblolly-shortleaf pine and longleaf-slash pine types in the South and ponderosa and lodgepole pines in the West account for more than one-fourth of all conifer area.. The single largest conifer type is spruce-birch (23 million hectares in interior Alaska) followed closely by Douglas-fir (16 million hectares

predominately in the Pacific Coast region). Conifer age classes are bimodal, with more acreage in younger stands intensively managed for wood production in the South and a preponderance of older stands in the West, where most of the nation's old-growth forests occur.

Protected Areas

The United States has a long history of forest protection. Yellowstone National Park in Wyoming, one of the world's first National Parks, was set aside in 1872. In the late 1800's, the Forest Reserves (now National Forests) were established to protect water and provide timber. Passage of the Wilderness Act in 1964 provided further protection to millions of hectares. Protected forest areas are scattered throughout the United States, but are most abundant in the West on federal public land. In the East, the Adirondack and Catskill Reserves, set aside nearly a century ago and managed by the State of New York, are two of the largest protected forests in nonfederal ownership. Today, 26 million hectares of U.S. forests are in protected areas, roughly half of the total area protected nationwide (61 million hectares; 7 percent of the nation's total land area).

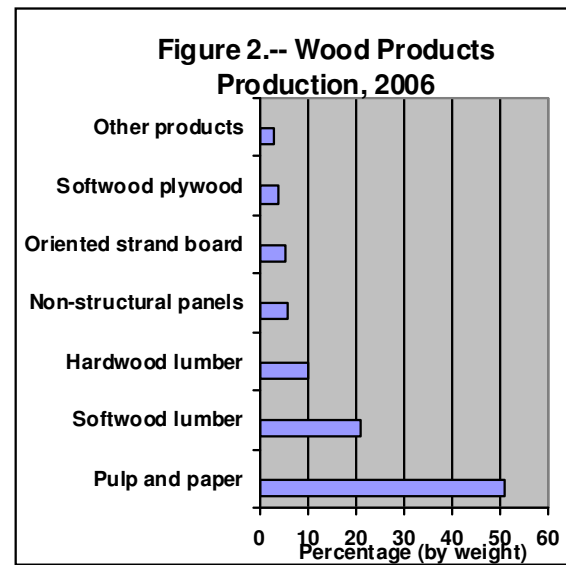
Harvesting and Production of U.S. Forest Industries

The volume of total roundwood harvested (including fuelwood) increased fairly steadily from about 283 million cubic meters in the 1930's to 532 million cubic meters in 1989, then declined to 464 million cubic meters in 2006—a figure equivalent to 25 percent of world harvest.

Figure 1.—Forest Cover Types of the United States



The wood harvested is used to produce a variety of products, Figure 2. The U.S. is the largest global producer of pulp and paper, producing 26 percent of global pulp for paper and 22 percent of global paper and paperboard. The U.S. also leads the world in global lumber production (20 percent) and is in second place globally in wood-based panels behind China, producing 15 percent of total global panel production.¹ The total value of products shipped by the wood, paper, and furniture industries totaled \$309 billion in 2006. This represents 8 percent of total U.S. manufacturing output.



The most important recent development in wood products production from a regional standpoint has been the marked increase in roundwood harvests in the South along with concurrent reductions in the North and Pacific Coast regions. Industrial roundwood harvest volume increased 80 percent in the South since 1970, accounting for 62 percent of total U.S. harvest in 2006. In contrast, the North provided 18 percent of the 2006 harvest, followed by the Pacific Coast with 16 percent and the Rocky Mountains/Interior West at 3 percent.

Wood energy use was 2.2 quadrillion BTUs in 2006, roughly 2.4 percent of U.S. energy consumption.

International Collaboration

The forestry community in the U.S. has a long history of engagement in regional and global activities related to forests. Since the United Nations Conference on Environment and Development in 1992, the U.S. has actively participated in many international activities and contributed to the progress towards sustainable forest management of all types of forests.

In the 1990s following UNCED, the Forest Service and key partners, including the National Association of State Foresters (NASF) and national non-governmental organizations, organized the Roundtable on Sustainable Forests (RSF) to bring strategic thinking from the broad and diverse community of interests in sustainable forest management to critical forestry issues—locally, nationally, and globally. The intellectual contributions and political support from RSF participants have been vital to progress made by the Montréal Process Working Group.

The Forest Service, through our International Programs Staff, plays key roles in international forest and environmental policy process, including UNFF, CBD, UNFCCC, CCD, and IPCC. In addition, we are active in regional processes, including the North American Forestry Commission and the International Tropical Timber Organization, making progress on a number of fronts towards conservation and sustainable management of domestic and global forests. We

¹ FAOSTAT. See <http://www.fao.org/forestry/28815/en>.

also have a number of bilateral agreements in place to advance the forefront of science through networks such as IUFRO and through bilateral agreements with partners around the globe. The International Programs Staff also provides technical assistance and support to individual countries on a broad array of activities, including fighting wildfires, combating illegal logging, and recovering from natural disasters.

University members of IUFRO within the United States play significant roles in educating students from around the world. Many foreign graduate students have studied and are studying at U.S. universities, enriching the intellectual and cultural diversity of campuses while they are studying here and then taking what they have learned and applying it to improve the conditions of forests and related natural resources in their home countries. These contributions represent a vital contribution to the health, productivity, and biological diversity of forested ecosystems around the world.

Forests of Utah

The topography of Utah is heavily influenced by two mountain ranges. The Wasatch Range runs north-south from southern Idaho down to the northern rim of the Grand Canyon in Arizona. The Uinta Mountains are one of the rare ranges running east-west from the Wasatch Range north of Salt Lake City easterly into southern Wyoming. Peaks in these ranges rise some 1,500 meters above the valley floor in the vicinity of the Great Salt Lake.

The climate in much of Utah is classified as semi-arid steppe. Salt Lake City averages 40 cm of precipitation annually, mostly from October to May. Although some of that precipitation falls as rain in the valleys, high up in Wasatch and Uinta Mountains, it falls as snow. Some of the alpine areas receive as much as 12.5 meters of snow annually, creating excellent conditions for winter sports activities. But unique to this region, many of the streams carrying snow melt do not ultimately run to the oceans. Rather, they carry the water down to land-locked saline lakes.



The forests of Utah are heavily influenced by the topography and aspect where they grow. Dry valley floors and east-facing slopes are dominated by pinyon pine and western juniper, which account for 58 percent of Utah forests. Aspen, Douglas-fir, Engelmann spruce, white fir, ponderosa pine and lodgepole pine all find niches at various elevations and on wetter sites. When all the forests of Utah are totaled, 29 percent of the total land area of Utah—some 6.2 million hectares—are forested. Eighty percent of Utah forests are in public ownership. The agencies responsible for managing these public lands include the Forest Service, the National Park Service, and the Bureau of Land Management (who also has responsibility for publicly-owned rangelands).

Forests in the Wasatch Range are among the most heavily used for public recreation of any forests in the U.S. Utah winter sports areas are world-renowned. In other seasons, different types of recreation are popular, from river rafting in the spring time when rivers are filled with

melted snow, to summertime and autumn trail use for hiking, horseback riding, and riding off-road vehicles. The forests are also prime sources of potable drinking water and irrigation water for cities and towns, so watershed management and threats to watershed health are important issues for public land managers. In recent years, other threats to forest health, including insect outbreaks and wildfires, have created interesting natural resource management challenges.



Abundant wildlife exists in Utah forests. Resident and migratory birds provide viewing opportunities. Large mammals are common; viewing them during seasonal migrations from higher elevations to lower ones is a popular activity. Viewing wildlife in landscapes of striking scenic beauty make outdoor photography and sightseeing very popular activities.

Taken together, the diversity in landscapes, proximity of cities to forests, and heavy reliance on public lands for multiple uses and values make Utah among the most interesting locales for forest managers and researchers.

Commitments to Sustainable Forest Management

The United States of America is a charter member of the Montréal Process Working Group for the conservation and sustainable management of temperate and boreal forests. Along with other Montréal Process member countries, the U.S. prepares national reports detailing the status, condition and recent trends in the country's forests using a common set of criteria and indicators. For additional information about U.S. forests, please see the new *National Report on Sustainable Forests –2010*, available at <http://www.fs.fed.us/research/sustain/2010SustainabilityReport>. In addition to summarizing information on conditions and trends in U.S. forests, the report also highlights ways that the Montréal Process criteria and indicators are being used to shape forest conservation and sustainable management practices at the national, state, and county levels.

At the regional level in the western U.S., a number of sustainability initiatives are underway. An example is the Western Climate Initiative (<http://www.westernclimateinitiative.org>), which is developing a strategy to reduce greenhouse gas emissions in the region. The State of Utah is a WCI partner.

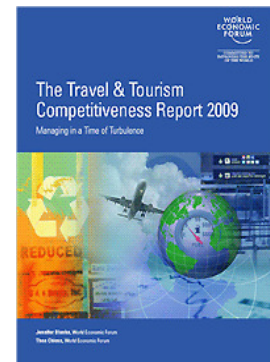
The Growing Importance of Sustainability to the Travel and Tourism Industry

Travel and tourism is now one of the largest industries in the world. It creates jobs, capital investments, and trade. It also creates environmental impacts. Now is a critical time for areas that are emerging as prime travel destinations to develop appropriate ways to balance the sustainability of their environmental resources that are key attractors of travelers and tourists with the economic and social benefits from travel and tourism.

Julia Marton-Lefevre, Director-General of IUCN-The World Conservation Union, recently said², *"Nature-based tourism is increasingly becoming a driver in tourism development for many destinations. This makes a clear business case for the implementation of effective policies and measures that will ensure that the effective conservation of nature is at the heart of the tourism economy."*

Increasingly, travelers are expressing greater ecological awareness in their choices of destinations. This is leading the hospitality industry to develop new, more sustainable approaches to hosting travelers. Sustainable travel and tourism guidelines and management practices are emerging as important decision criteria for choosing both leisure and business destinations and facilities.

The World Economic Forum recently released their 2009 report on competitiveness of countries in travel and tourism. The United States consistently ranks in the top 10 countries worldwide as a desirable host for travelers and tourists. It is ranked by the WEF as the top country in the world for human, cultural, and natural resources and number 2 in the business environment and infrastructure to support travelers and tourists. In particular, the U.S. has highly competitive pricing for airline travel and for lodging/accommodations compared to other countries.



The Intermountain West, anchored by Salt Lake City, is at the forefront of these emerging trends linking sustainable travel and tourism with sustainable management of natural resources. The sensitivity with which ecosystems, social concerns, and economic development are balanced and sustainably managed has emerged as a hallmark in this region. These factors plus recent investments over the past decade in local infrastructure to support both business travel for conventions and meetings and leisure travel for outdoor recreation make Salt Lake a magnet for those with a strong sustainability consciousness.

E. Organizational Plan

The Research and Development Deputy Area is the arm of the Forest Service that will be the Host Organization for the 2014 IUFRO World Congress. The Deputy Chief for Research and Development and the President of the National Association of University Forest Resource Programs (NAUFRP)³ will be the Co-Chairs of the Congress Organizing Committee (COC). Other COC members will be drawn from key executives and senior staff of partner organizations, including other federal agencies, state agencies, universities, forest industries, and other non-governmental organizations.

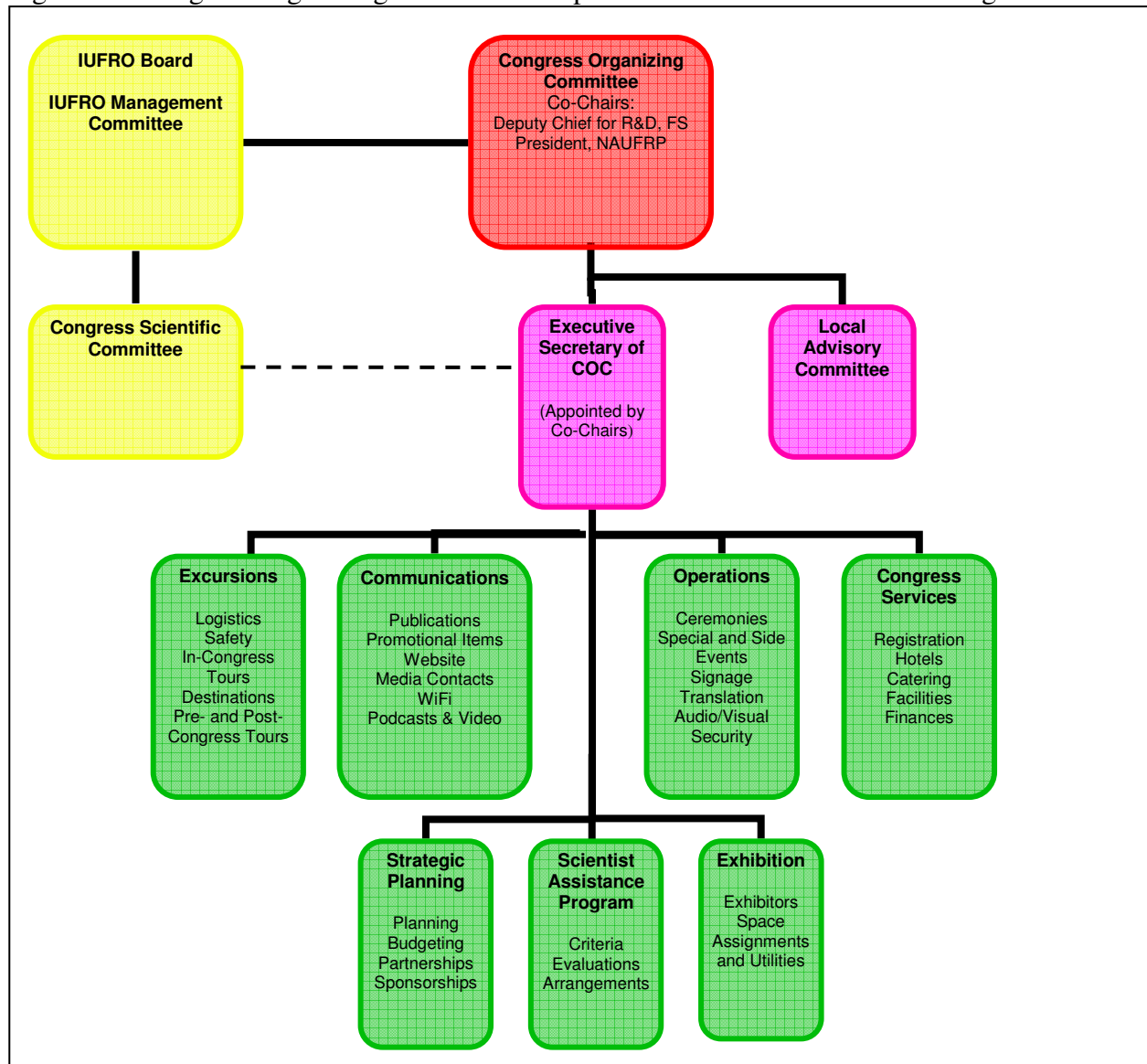
The work of the COC will be led by an Executive Secretary, appointed by the Co-Chairs. Seven sub- committees will be formed to work on specific parts of the project, Figure 3. The sub-

² World Economic Forum. 18 March 2008. <http://www.tourism-review.com/article/799-wirld-economic-forum-travel-tourism-report-highlights-the-importance-of-sustainability>

³ The National Association of University Forest Resource Programs (NAUFRP) is a non-governmental organization of forestry school deans in the United States of America. Many NAUFRP members are also IUFRO members.

committee leaders, together with the Secretary General, the COC Co-Chairs, and a representative from the Salt Lake Convention & Visitors Bureau (SLCVB) will constitute the steering committee for the Congress. The structure envisioned is quite similar to that developed and used for the 2010 IUFRO World Congress.

Figure 3.-- Congress Organizing Committee Proposed for 2014 IUFRO World Congress



The IUFRO Board and Management Committee will provide overall advice and recommendations to the COC. Close liaison is expected between the Executive Secretary of the COC and the Chair of the Congress Scientific Committee (CSC), depicted as a dotted line in Figure 2. In addition, it is expected that the CSC will work closely with certain sub-committees, such as Communications and Scientist Assistance Program, to provide a well-integrated Congress.

The Executive Secretary of the COC will be a senior official from the Forest Service who will devote an increasing amount of time and energy to organizing the Congress. In 2012 to 2014, this person will be devoting nearly full-time to this activity.

The Local Advisory Committee will be co-chaired by the Forest Service's Rocky Mountain Research Station Director, the Forest Service's Regional Forester (Region 4), and a representative of the Salt Lake Convention and Visitors Bureau. Additional members will be selected from other public agencies, non-governmental organizations, and the SLCVB to provide a balanced perspective on opportunities in the region and assure close connections to local organizations essential to the success of the Congress.

Sub-committee chairs will be selected from IUFRO member organizations and the SLCVB and staffed with individuals from those organizations. The chairs of these sub-committees, together with the Executive Secretary, the Co-Chairs, and a representative of the SLCVB will comprise the COC for the 2014 IUFRO World Congress if the bid is awarded to the United States.

The SLCVB staff and member organizations will play important roles in helping to organize and host the Congress. SLCVB representatives will co-chair the Local Advisory Committee and be members of the seven sub-committees. Additionally, some specific organizational functions will be outsourced and contracted, consistent with host organization policies, best-practices of the convention and meeting industry, and the operational experience from major national and international events, meetings and trade-shows held at the proposed destination. If the bid to host the Congress is awarded to the U.S., then appropriate contracts will be negotiated by the Forest Service with SLCVB and other service providers to deliver the suite of services essential for a successful Congress.

Excursions

The Excursions subcommittee will be responsible for transportation, logistics, and associated safety measures. They will plan In-Congress tours and the logistics needed to transport delegates and traveling companions on the day-long field trips. Representatives from local offices of federal, state, and local agencies responsible for sites and management programs will be key members helping to plan an array of tours aligned with the breadth of IUFRO



Division and research group interests. The sub-committee will also arrange bus transportation and work with local police on traffic-related issues. Specific information about destinations and routes are not yet available. If the IUFRO Board recommends the U.S. bid to the International Council, then excursion planning will begin in months leading up to the International Council's meeting at the 2010 IUFRO World Congress so an array of options is available for Board and

Council review in 2010. Suffice it to say that the opportunities are plentiful and diverse within a 3-hour driving radius of Salt Lake City.

The subcommittee will also work with partners throughout the United States to help arrange Pre- and Post-Congress tours linked to the Congress. This set of tours will allow delegates to visit forests in other parts of the U.S. before or after the Congress. It will also plan optional pre- and post-convention activities (e.g., golf outings to local resorts, horseback rides into the back country) in the Salt Lake County area and to more distant destinations (e.g., Monument Valley and national parks too far from Salt Lake City for in-Congress tours). SLCVB assistance will be especially helpful in designing and arranging pre- and post-Congress tour opportunities.

Strategic Planning

The Strategic Planning sub-committee will provide overall planning assistance to the Executive Secretary, help refine budget estimates and track expenses, and help build partnerships and sponsorships for the Congress.

Communications

The Communications sub-committee will be responsible for building awareness and interest world-wide throughout the forest and natural resources communities in attending the Congress. They will design the Congress web-site and related electronic information, such as pod-casts; prepare periodic updates of web information and written materials; plan for video production of key events for virtual delegates; produce promotional materials, including brochures and trinkets; and plan for effective use of WiFi capabilities at the Congress, including wikis and social networking methods to enable delegates and others to connect on issues and topics important to them—from e-dialogues on Division or research group topics to university alumni social gatherings. Finally, the sub-committee will work with local and regional media to get key messages from IUFRO Board members out to communities of interest around the world.

Scientist Assistance Program

The SAP sub-committee will be responsible for working closely with the IUFRO Board and Secretariat—especially the Special Programme for Developing Countries—to establish criteria for selecting individuals to receive SAP assistance; to solicit and evaluate requests for assistance from eligible individuals; and to assist with making arrangements for them to attend the meeting. The sub-committee will also seek additional donor funding to support the SAP program,

Exhibition

The Exhibition sub-committee will be responsible for organizing the exhibition. They will identify and invite exhibitors to participate, allocate spaces in the exhibit hall, and work with the Salt Palace Convention Center staff to arrange for necessary support services for exhibitors.

Operations

The Operations sub-committee will be responsible for organizing the opening and closing ceremonies, plenary sessions, the farewell gala and other special events (e.g., university alumni gatherings) in the Convention Center and nearby hotels. They will work closely with the Salt Palace Convention Center staff to post appropriate signs to guide delegates, provide translation services, arrange necessary meeting rooms with audio/visual support; and assure adequate security during the meeting including emergency medical staff. In short, this sub-committee and the Exhibition sub-committee will work closely with the facility manager and their vendors to assure smooth operation of the Congress.

Congress Services

The Congress Services sub-committee will handle a number of important Congress services, including registration, hotel reservations, catering for food and beverage services, tour reservations, revenue collection, and other essential services. Provision of these and selected other services required by other sub-committees, such as website development and production of promotional materials, are expected to be consolidated into a single contract, or master contract with specific sub-contracts, let by the Host Organization.

Summary

The Forest Service, NAUFRP, and SLCVB are committed to working closely together to organize an outstanding 2014 IUFRO World Congress. Each has unique skills and abilities and extended networks of contacts within the natural resources, convention planning, and hospitality and tourism industries to assure a top-quality Congress. The commitments of in-kind support and the solid financial plan that balances income and expenditures are a firm foundation for this bid.

FINANCIAL INFORMATION



Sonoran Desert, Arizona

Financial Information

The Host Organization is a federal government agency whose funding is appropriated annually by the Congress of the United States of America. The recent global economic downturn has created funding uncertainties in many countries, including the United States of America. Future funding levels for the agency are unknown. So the Forest Service cannot commit in 2009 to providing a large cash contribution in 2014 to underwrite support for a meeting that will be held five years from now. However, there are additional ways to build a solid financial plan and create substantial value for IUFRO and its members who will attend the 2014 World Congress,

The Forest Service is committed to providing strong leadership to the Congress Organizing Committee (COC) and also in-kind contributions of the time and energy of many of our employees to help plan and host the meeting. The agency commits to three things:

- Providing a senior executive to serve as Executive Secretary of the COC with an annual operating account of \$75,000 per year, starting in 2010, to cover the operating expenses needed to plan, organize, and publicize the Congress.
- Working closely with the Salt Lake Convention and Visitors Bureau (SLCVB) and their network of contacts to plan, organize, and publicize the Congress.
- Leveraging our partnerships with other organizations to help use their energy and influence to create a top-quality World Congress, including a wide assortment of field trips for the In-Congress Tours.
- The aggregate value over five years of these Host Organization contributions is estimated at \$300,000 in cash and between \$450,000 and \$700,000 in in-kind contributions.

The uncertainties of future federal appropriations led to development of an IUFRO World Congress financial proposal by the Salt Lake Convention and Visitors Bureau (SLCVB) that is self-sustaining—its income streams balance its expenditures. The Salt Lake Convention and Visitors Bureau has a proven track record in hosting top-ranked international, national, and regional meetings and events in the Salt Palace Convention Center—a LEED certified facility that is one of the largest and most technologically advanced facilities in the United States. The Salt Palace was the media center for the XIX Olympic Winter Games. The Convention and Visitors Bureau, whose offices are in the Salt Palace, played an important role in helping to host the Winter Games. In the typical year, the SLCVB hosts 30-35 conventions and trade shows⁴ at the Salt Palace and an additional 275-300 meetings that utilize single hotel properties and other local venues. Based on their deep experience, the cost and income estimates contained in this proposal are practical and achievable.

⁴ See the websites of the July 2009 World Congress of the Meeting Professionals Industry <http://www.mpiweb.org/events/wec2009.aspx> and the Outdoor Recreation equipment retailers organization <http://www.outdoorretailer.com> to see illustrations of the meeting and organizational capacity of the SLCVB at the Salt Palace.

Key features of the financial plan include:

- An extraordinarily competitive cost for licensing meeting and exhibiting space at the Salt Palace Convention Centre (only \$135,000);
- Competitive hotel, food and beverage, and tour pricing grids. The hotel and tour pricing grids include a 10 percent commission for the Congress organizers, a revenue stream built into the financial plan;
- Opportunities to expand the trade exhibition component of the 2014 IUFRO World Congress, targeting North American industries and research support firms in addition to agencies, organizations and institutions who would normally purchase exhibit space;
- A creative program, comprising additional events and benefits to delegates and exhibitors, when compared to the registration packages for the 2005 IUFRO World Congress in Brisbane, Australia.
- Special events and community service projects that blend Salt Lake City's strong commitment to urban forests, livable communities, and superb natural resources with IUFRO's demonstrated commitment to sustainable forests, economies, and societies.

Proposed Registration Fee Structure

The final registration fee will be set closer to the actual meeting, in close consultation with the IUFRO Board. But after analyzing the registration fee structure for the 2005 IUFRO World Congress in Brisbane and the "early bird" registration level of US\$650 for the upcoming Seoul World Congress, the following registration fees were used to build the financial plan:

Registrant Category	"Early" (Before 1 April 2014)	"Regular" (Before 1 June 2014)	"Late" (After 1 June 2014)
Developed Countries	\$750	\$1,000	\$ 1,250
Developing Countries	\$500	\$675	\$800
Traveling Companions	\$250	\$400	\$400
Students	\$250	\$300	\$300
Virtual Delegates	\$250	\$300	\$300

This allows a one-third discount for delegates from Developing Countries and Countries in Transition and keeps costs much lower than Brisbane for Students and Traveling Companions. Costs for exhibit spaces are commensurate with the industry standards in the United States, include one free registration per booth, and offer a price break for early sign-up.

A unique feature of this bid is creating the opportunity for people to participate in the Congress through "virtual" means—pod casts, social networking, and digital downloads. The opening and

closing ceremonies, plenary presentations, and selected other sessions would be digitally video-recorded, produced, and served up those via web-based downloads to people who cannot physically attend the meeting. Technology exists to charge an access fee to move to a password-protected portion of the Congress website to download those files via the Internet for viewing remotely. The proposal conservatively estimates that 75-125 people would purchase virtual registrations to access these files. The files would be made available soon after they occur (48-96 hours), depending on the production time schedule. This technology is state-of-the art in the meeting and convention industry and is already generating additional revenue streams for hosts. The websites cited in the first footnote to this section illustrate this feature.

Summary of Anticipated Income and Expenses

The financial plan for the 2014 IUFRO World Congress was developed based on four alternative attendance levels. Recent experiences from the 2005 IUFRO World Congress in Brisbane (1,740 attendees) and projections from planners of the 2010 World Congress in Seoul suggest a probable attendance level of between 2,000 and 2,500 attendees. However, for reasons outlined above, as well as the reputation of Salt Lake City and the surrounding area, we are optimistic that attendance may exceed 3,000 people.

This proposal envisions being able to fund the expenses of the Congress, including paying the full costs for between 60 and 200 delegates from developing countries through the Scientist Assistance Program. The SAP will cover airfare, hotel accommodations, an allowance for meals, and an exemption from registration fees—an estimated \$3,450 per delegate. The selection criteria for the SAP will be developed in close consultation with the IUFRO Secretariat and the Special Programme for Developing Countries.

Attendance Assumptions	1,500 delegates	2,000 delegates	2,500 delegates	3,000 delegates
	30 exhibitors	50 exhibitors	70 exhibitors	90 exhibitors
TOTAL ESTIMATED INCOME	\$1,321,991	\$1,795,594	\$2,265,446	\$2,735,299,
TOTAL ESTIMATED EXPENSES	\$1,235,845,	\$1,571,7000	\$1,969,175	\$2, 219,300
NET REVENUE	\$86,146	\$223,894	\$296,271	\$515,999
Scientist Assistance Program (# persons included in Est. Expenses)	60	100	150	150

The financial plan was built on three income sources: registration fees, exhibitor fees, and commissions from hotel and tour operators. Opportunities exist to create additional pre- and post-convention tourism opportunities, such as golf outings, nature photography day trips, or back-country rides, within the area covered by the commissions to generate additional income.

Additional revenue streams are possible. They include selling sponsorships for coffee breaks, advertising in brochures and programs by local businesses, special registrations (one-day entries, the Farewell Gala). The financial plan currently counts \$0 revenue from these sources that, for other conventions held in Salt Lake City, have generated income for convention organizers. To

the extent that additional income can be generated from other sources, the projected expenses could also be adjusted to reflect both the fund-raising expenses associated with generating those incomes and other expense lines in the budget, such as increasing the number of delegates supported by the Scientist Assistance Program.

On the Expenditure side, the proposal has two principal components: cost estimates for services in support of the Congress; and costs of the Scientist Assistance Program. The cost estimates for services are based on a proposed list of services that can be provided by the SLCVB and the Salt Palace Convention Center to support planning, organizing, and hosting the Congress. These estimates are based on their experience for groups similar in size as ours. The costs of the Scientist Assistance Program were developed based on airfares included in the Delta Airlines-SLCVB agreement, the hotel price grid using hotels in the lower rung of the grid, and standard U.S. government daily rates (per diem) for meals beyond those provided through the Congress registration fee (welcome reception and farewell gala).

If the Congress manages to generate net revenue after all bills are paid, any remaining proceeds up to \$250,000 would be split equally between IUFRO and Forest Service Research and Development. If net revenues exceed \$250,000, then SLCVB, as a non-profit with a statutory mission that includes improving the area's economy and the sustainability of tourism, is entitled to a 20% share of net revenues above \$250,000. If revenues fail to cover expenses, Forest Service Research and Development will cover the outstanding balance.

Additional details on the financial arrangements are in the Appendix.

Creating Additional Financial Value for Congress Delegates

Salt Lake City is the largest hub for Delta Airlines in the western United States of America. Additional information on the airport, Delta's network of destinations, and Delta's ability through its membership in the SkyTeam alliance of airlines to provide fast, easy connections to destinations around the world is available on their websites⁵. Because of the large number of meetings and conventions held annually in Salt Lake City, the SLCVB and Delta Airlines have a master agreement that provides for reduced airfares for delegates attending meetings hosted by SLCVB. These reduced airfares for flights on Delta and its SkyTeam allies would be extended to IUFRO World Congress delegates through a promotional code assigned to the IUFRO Congress.

Pre- and Post-Congress tours will give delegates the opportunity to do sightseeing and participate in other leisure activities. The COC will explore the possibilities of developing special packages at below-market prices for delegates that create additional value for Congress delegates.

⁵ See <http://www.slairport.com>; <http://www.delta.com>; and <http://www.skyteam.com>.

HOST CITY INFORMATION



Host City Information

A. Why Salt Lake City, Utah?

Salt Lake City sits at the cross-roads of the Western United States. In the millennium before European colonization of the area, it was the confluence of Anasazi and Shoshonean cultures; the former a pueblo-based culture based on maize-beans-squash agriculture, the latter a hunter-gatherer culture with many traits of the Plains Indians.⁶ In the 1700s, Navajos began to move into the area in search of pasture for their herds of Spanish sheep and goats. Numerous explorers, trappers, and traders traversed the area in the latter 1700s and early 1800s, establishing economic relationships. The Mormon pioneers arrived in 1847, further transforming the area. Twenty-two years later in 1869, the first transcontinental road was constructed, passing just north of Salt Lake City. In the mid-20th century, Salt Lake City became a key junction for the Interstate Highway system—Interstate 80 connecting New York City and San Francisco and Interstate 15 connecting Los Angeles and Calgary. Today, Salt Lake City is a global air travel hub and one of the best meeting and conference locations in the western United States, particularly for groups focused on natural resources. This rich history of being a cross-road for travelers and destination for outdoor enthusiasts gives the State of Utah and the Salt Lake City area a unique set of historical and cultural traditions for hosting the 2014 IUFRO World Congress.

B. Salt Lake City's Strategic Location and International Access

The Salt Lake International Airport (<http://www.slairport.com>) is situated six miles northwest of the downtown Salt Lake City convention district. It is strategically located to conveniently reach any destination in North America. The airport is served by 8 of the top 10 U.S. air lines. Together, these airlines offer over 750 flights in and out each day, Figure 4. Recent government statistics show that it is the top U.S. airport for on-time arrivals and departures. Transit between the airport and downtown is fast and simple. A free fare light rail system is under construction and scheduled to start operations in 2012.

Salt Lake City International Airport is the western hub for Delta Airlines, with direct flights to over 100 domestic cities and direct flights to France, Japan, Canada, and Mexico. It is the second-largest hub in Delta's system after Atlanta, Georgia⁷. In the past decade, passenger travel through the airport has grown by 40 percent and 30 new destinations have been added. Delta has increased service with 50 new flights, "*building*" on what Ed Bastian, Delta President and Chief Financial Officer, defined as "*the continued success of the largest international expansion in its history*" and the "*fastest-growing domestic hub for Delta*."⁸ Beginning on

⁶ Lewis, David R. "Native Americans in Utah." Utah History Encyclopedia. http://www.historytogo.utah_chapters/american_indians/nativeamericansinutah

⁷ Atlanta, Georgia's airport is served by Air Canada, Air France, British Airways, KLM Royal Dutch Airlines, Korean Air, and Lufthansa, with non-stop service between Atlanta and many of their destinations.

⁸ Bastian, Ed. Delta to Launch First Trans-Atlantic Flight from Salt Lake City with New Non-stop Service to Paris. Press release 23 Aug 2007 http://news.delta.com/article_display.cfm?article_id=10819

Figure 4.—Airline route map for Salt Lake City Airport



2 June 2008, Delta began nonstop service to Paris, France’s Charles de Gaulle International Airport, in cooperation with SkyTeam partner Air France. The SkyTeam alliance⁹ of 11 member airlines and 3 affiliates offers access to 841 destinations in 162 countries. In particular, Air France and KLM offer many possibilities for travel from Africa through Paris and Amsterdam.

Since the recent merger of Delta and KLM-Northwest Airlines, the combined strength of the two systems is being integrated. This is expected to result in better service to Asia (via Northwest’s network) and Europe (via KLM-Northwest network, based in Amsterdam). For example, a new non-stop flight between Salt Lake City and Tokyo-Narita began in July 2009.

If the IUFRO awards the bid to the United States, the SLCVB will be in a position to discuss creation of a special group airline fare agreement with Delta, which will provide a substantial discount from published airfares for delegates that register for the IUFRO World Congress.

⁹ SkyTeam is a global airline alliance of 11 members (Air France, KLM Royal Dutch, Delta, Northwest, Continental, Aeroflot, AeroMexico, Alitalia, China Southern, Czech Airlines, Korean Air), and 3 affiliates (Air Europa, Copa Airlines, and Kenya Airways) that serve 841 destinations in 162 countries (<http://www.skyteam.com>).

C. Introduction to Salt Lake County and the Surrounding Region

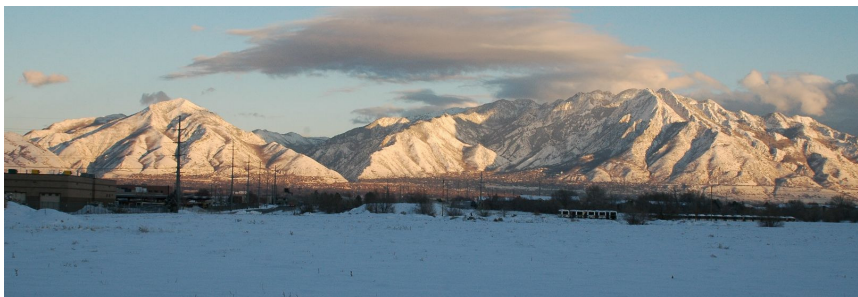
Utah and the Salt Lake County area have emerged in the past 20 years as a dynamic region emerging as an important growth center for the United States. According to the *2007 State New Economy Index*, Utah is ranked as the top state in the nation for Economic Dynamism, determined by "*the degree to which state economies are knowledge-based, globalized, entrepreneurial, information technology-driven and innovation-based.*" Other recent rankings¹⁰ include:

- 4th in the listing "Best State for Business", by Forbes Magazine August 2006;
- 1st in the listing of "Most Dynamic State in the Nation" in the Kaufman 2007, State New Economic Index.
- 3rd in the CNBC list of "Best State for Business", July 2007;
- 1st in "Best Managed State" by USA Today, July 2007;
- 5th in the list of "Top Ten Pro-Business States", by Pollina, Corporate Top 10 Pro-Business States 2007;
- 2nd in America's "10 best cities for commuters" in Forbes Magazine, April 2008, and
- 1st as largest airline hub in the western United States.

In recent years, northeastern Utah—from the cities of Logan and Brigham City on the north to Provo on the south and anchored in the middle by Salt Lake City—has become a major business center. It is the economic heart of Utah, containing 2 million people, about 80 percent of Utah's population. Its economy is broad-based, including transportation (air and rail), information technology, research, high-tech government services, resource extraction (oil and gas, mining for copper, gold, and silver), manufacturing (steel, aerospace, mountain sports equipment) media (film and video production), and tourism (skiing, outdoor recreation, sightseeing).

Utah welcomed more than 19.3 million visitors in 2006 and the goal—as formulated by Utah Governor Jon Huntsman at the recent 2008 Utah Tourism Conference on 12-14 May 2008—is to reach 25 million visitors by 2012.

Salt Lake City sits at 1,300 meters, with the Wasatch Mountains, rising just east of the city to 3,500 meters. This makes the area one of the nation's premier winter sports destinations. The Salt Lake area hosted



athletes from around the world for the XIX Olympic Winter Games in 2002. Each year, the area plays host to outdoor events, including World Cup skiing competitions, the X-Tierra Winter World Championship, and other national winter sports competitions. Throughout the year, visitors are also attracted to the red-rocks scenery and mountain vistas.

¹⁰ http://goed.utah.gov/facts_and_research/utahbusiness2008.html and <http://goed.utah.gov/documents/FACTSBOOK2008.pdf>

Residents of the area recognize the importance of balancing human impact on this landscape with environmental conservation. They and their elected representatives are extraordinarily committed and dedicated to sustainability, best practices, and climate-change adaptation policies for the preservation of mountain, canyon, and valley eco-systems; forests and natural resources; diversified cultures; and a vibrant economy.

Utah is a gem for outdoor enthusiasts and forest science. The five Utah national forests¹¹ are managed by United States Forest Service for multiple uses, including forest science and research. These regional riches will be destinations for many of the In-Congress field tours. In addition, the five Utah national parks¹² offer visitors beautiful and unique scenery and outdoor experiences. Pre- and Post-Congress tour opportunities will give delegates the opportunity to range further afield to see more of the area's unique beauty—from the semi-arid and saline environment surrounding the Great Salt Lake to alpine splendors.

D. Introduction to Salt Lake City

Salt Lake City, with a population of just over 1 million people, has a cosmopolitan culture. The state capital of Utah, Salt Lake City is safe, clean and affordable, creating exceptional quality of life for the state's residents and business travelers.

The city is compact and walkable, Figure 5. It also has excellent local trolley service connecting the airport with downtown destinations. Local art and history museums are within five blocks of the convention center. Shopping at the Gateway Center is two blocks from the Salt Palace Convention Center. Additional information about the city is available on several websites: Salt Lake City Convention & Visitors Bureau (<http://www.saltlake.org> and www.VisitSaltLake.com), Ski Utah (skiutah.com), and the State Office of Tourism (utah.gov). Salt Lake City's and Salt Lake County's cost of living and doing business is well below national levels, according to most indicators.

According to the Denver-based Robert S. Benton and Associates, publisher of the Rocky Mountain Lodging Report the cost of Salt Lake's hotels, in terms average room rate, average revenue per room and increase from the previous year, is lower than the average of competitive destinations in America and way below the cost of equivalent European and Asian cities.

The weather in Salt Lake City for the proposed convention dates—8-13 September 2014—is at the transition between summer and autumn. The daily average high temperature in September is 26°C and the average daily low is 10.5°C. Salt Lake City averages 40 cm of rainfall annually; most falling in October to May, with less than 2 cm per month from June to August. In the typical September, it rains on 5 days during the month, dropping a total of 3.5 cm of rain. September storms may bring fresh snow to the highest mountain tops of the Wasatch Range.

¹¹ Ashley National Forest (<http://www.fs.fed.us/r4/ashley/>), Dixie National Forest (<http://www.fs.fed.us/r4/dixie/>), Fishlake National Forest (<http://www.fs.fed.us/r4/fishlake/>), Manti-Lasal National Forest (<http://www.fs.fed.us/r4/mantilasal/>) and Wasatch-Cache and Uinta National Forests (<http://www.fs.fed.us/r4/uwcc/>)

¹² See <http://www.utah.com/nationalparks/>

Figure 5.—Map of Downtown Convention Center District, Salt Lake City



- 1 Howard Johnson Express Inn
- 2 The Salt Lake Plaza Hotel
- 3 Radisson Hotel Downtown
- 4 Marriott Downtown
- 5 Shilo Inn
- 6 Hotel Monaco
- 7 Marriott City Center
- 8 Hilton City Center
- 9 Peery Hotel
- 10 Homewood Suites
- 11 Residence Inn by Marriott
- 12 Courtyard by Marriott
- 13 Hampton Inn Downtown
- 14 Crystal Inn Downtown
- 15 Sheraton City Centre
- 16 Metropolitan Inn
- 17 Little America Hotel
- 18 Grand America Hotel
- 19 Hilton Garden Inn
- 20 Royal Garden Inn
- 21 Embassy Suites
- 22 SpringHill Suites
- 23 Red Lion Hotel

- A Pioneer Memorial Museum
- B Utah State Capitol
- C Council Hall
- D Conference Center
- E Museum of Church History & Art
- F Family History Library
- G Temple Square
- H Maurice Abravanel Hall
- I Salt Lake Art Center
- J City Creek Center
- K The Cathedral of the Madeleine
- L St. Mark's Cathedral
- M Museum of Utah Art and History
- N Capitol Theatre
- O Gallivan Center Plaza
- P Rose Wagner Performing Arts Center
- Q Holy Trinity Cathedral
- R The Gateway
- S Rio Grande Depot
- T City & County Building
- U Library Square

Salt Palace Convention Center



The Salt Lake Palace is located in the heart of downtown Salt Lake City. It offers 64,500 m² of exhibition and meeting space. The largest plenary meeting room is 4,150 m² and the largest banquet space is the same size. Available meeting spaces are highly flexible and can be configured into different sizes to accommodate all of IUFRO's different groups—from as small as 30-50 people to thousands. Further, the types of sessions that can be hosted cover the full range of anticipated IUFRO events, including plenary and sub-plenary sessions; divisions, research groups, and working parties; poster sessions; receptions and special events; and exhibit hall and trade show. Special rooms are also available to host visiting dignitaries.

Hotels and Shopping

There are 17,000 hotel rooms in the community. All the hotels that will be utilized by the IUFRO World Congress are located within walking distance (four blocks) of the Salt Palace Convention Center. They offer a variety of rates and amenities, with rates ranging from \$126 to \$193 per day. All of these full service hotels comply with the Americans with Disabilities Act and have developed sustainability best-practices and policies. See Appendix D for Congress hotel information.

Although there are some hotels with cheaper rates (\$70-\$100 per day) on the fringes of Salt Lake City and in surrounding towns, their locations require an automobile. When the cost of the car and parking at the Salt Palace is factored in, it will be less expensive and more environmentally sensitive for individual delegates to stay at one of the lower-priced convention district hotels and use the trolley system and walking to get around. In the event of an emergency (e.g., need to go to the hospital), city taxis are available and can be quickly arranged by hotel concierges. To assist with finding lodging for students attending the Congress, the COC will investigate whether some lodging may be available at local universities.

There are over 100 retail shopping establishments in the convention district. The largest concentration of shopping is located in the Gateway Center, two blocks west of the Salt Place Convention Center. Specialty retailers (e.g., electronics) are close by within easy and inexpensive taxi distance.

Local Transportation

Although the city is walkable and safe, a new light-rail system (trolley) is under construction that will provide fast, free, connections between Salt Lake International Airport and the convention district. The rail line has two stations within a block of the convention center. The lines continue to other parts of the city for those interested in exploring other neighborhoods.

Dining and Cultural Opportunities

Downtown Salt Lake has over 140 restaurants and nightclubs the downtown convention district. They offer experience ranging from formal “white tablecloth” dining to informal “brew pub”, “wine bar”, and “fast food.” Many different cuisines and price ranges are available.

Although most well-known for its winter sports opportunities, a wide variety of sports options are available. Spectators can watch the “American Pastime” of baseball; the Salt Lake City Bees team will be nearing the end of their season. Football (soccer) fans can follow Real Salt Lake. In early September—the month for the IUFRO Congress—collegiate sports will also be getting underway.

Participant sports opportunities are many and varied. Running, bicycling, horseback riding, and more strenuous outdoor adventure sports are available through local outfitters. Numerous public golf courses are close by.

Arts enthusiasts enjoy a unique mix of exceptional performing arts experiences (www.nowplayingutah.com). Salt Lake City is one of only a dozen US cities with a resident theatre, opera, ballet and symphony. Its diverse arts and cultural community creates a more vibrant urban experience. More than 2 million people annually attend art and culture events in downtown Salt Lake City—home to the Utah Symphony, Utah Opera, Ballet West, the Mormon Tabernacle Choir, Living Traditions Folk Festival, First Night, Utah Arts Festival, the Twilight Concert Series, and dozens of art galleries and museums. Whether its sculpture, opera, performance art, ballet, film, theatre or rock 'n roll that is of interest, delegates can find it downtown. The Salt Lake Arts Center and museum is adjacent to the Salt Palace the Performing Arts Center is two blocks away. Several interesting museums are located in Salt Lake City, including the Daughters of the Utah Pioneers Museum, the Fort Douglas Military Museum, the Utah Museum of Natural History and the Utah Museum of Fine Arts. Guided tours of several buildings that are part of the headquarters of the Church of Jesus Christ of Latter-Day Saints (LDS) are also available.

Commitments to Sustainability

The picture of Salt Lake City would be incomplete if some description was not included about the dedication of citizens and their local governments to protect and preserve the Wasatch Mountains and Great Salt Lake and their unique natural resources. Over the past 160 years, Utahans sought to build a sustainable and well-diversified mountain culture. Although the socio-economic circumstances that led to the founding of Salt Lake City have changed dramatically, the local residents’ commitments to sustainable use of the landscape and the water it provides continue and are growing stronger. These commitments helped shape the development of Salt Lake City and its quality of life, which Utahans today define as “*Life Elevated*”, drawn from the soaring Wasatch Mountains.

Utahans’ response to climate change and the need to preserve their own environment has always been strongly focused and that focus motivated public action, even before the report of the Governor’s Blue Ribbon Advisory Council on Climate Change. In many areas of conservation, a

solid record of environmentally progressive practices and sustainability initiatives has been developed, including:

- Hosting the 2002 Olympic Winter Games in Salt Lake City—the largest metropolitan area which ever hosted the Winter Games up to that time—in a way that did not exceed the design limits of the urban systems that were already in place. The 2002 agreement to host the games mandated the first environmentally sound games and resulted in a precedent-setting transformation of one of the most popular sports events on the planet into a model of environmental sensitivity and sustainability. The sustainability program, best practices and recommendations developed by the local organizing committee have been recognized as a leading milestone for the organization of future Olympic Games.
- The *Western Climate Initiative Agreement* (WCIA), signed by 8 U.S. states and 4 Canadian provinces¹³, committed them to reducing green house gas emissions (GHG) in the West, including establishing a regional GHG reduction goal by the end of August 2007¹⁴.
- Educational State campaigns, including “*Make a Difference—Choose Clean Air*”; “*Keep Utah Cool*”; and “*Utah Clean Air*”.
- The management, organization, and multiple use policies adopted for the municipal watersheds of Salt Lake City and the City of Ogden, outlined by the 1988 Watershed Management Plan, designating as “*protected watershed areas*” City Creek, Parleys, Big Cottonwood, and Little Cottonwood Canyons. This plan established acceptable levels of development consistent with public needs and desires.¹⁵



- Several initiatives for forestry preservation and revegetation/tree planting in the city and surrounding jurisdictions. Two examples:
 - The *One Million Trees for One Million People* initiative launched by the Mayor of Salt Lake County. This is a ten-year campaign to involve young children to senior citizens in planting one million trees by 2017 to improve the urban landscape. It relies on

¹³ An additional 13 observers—6 more U.S. states, 1 more Canadian province, and 6 Mexican states—were parties to this agreement.

¹⁴ See www.westernclimateinitiative.org

¹⁵ See <http://www.slcgov.com/Utilities/default.htm>.

community partnerships and collaboration to reduce the impacts of living in a rapidly growing area (<http://www.milliontrees.slco.org>).

- Leadership by the Mayors of Salt Lake County and Park City within the U.S. Conference of Mayors, to create a Mayors' Climate Protection Agreement in which they pledge to reduce carbon emissions by 7 percent below 1990 levels.
<http://www.usmayors.org/climateprotection/agreement.htm>

E. Business and Related Public Services

There are a number of national and regional banks within six blocks of the convention center. All can provide assistance to visitors. Automated teller machines are common offering access to funds from delegates' credit or debit cards. Most carry modest fees (typically \$1.50 to \$2.50 per transaction) for cash withdrawals on cards they have not issued.

Due to the global missionary outreach programs of the LDS church, the populace is more highly fluent in a larger number of foreign languages than many of cities of comparable size in the United States. Finding someone who can assist in translation in the event of an emergency is easy.

The medical care available in Salt Lake City is top quality. There are several hospitals in the city with excellent emergency care capabilities. There are many local physicians, dentists, and other specialists. Hotel concierges can assist in finding care in the event of a sudden illness.

Summary

Salt Lake City is an outstanding destination for hosting the XXIV IUFRO World Congress. Its setting in the western United States offers delegates the opportunity to sample a wide diversity of nearby world-renowned ecosystems. Excellent air connections to cities around the globe make it easy to get to. The convention center and district surrounding it offer all the services that might be needed by delegates and their traveling companions. Finally, the proven record of professionalism in the local convention and meeting industry at creating and hosting successful meetings from other scientific and professional organizations suggests that IUFRO and its members will be well-pleased if they choose to meet here in 2014



PROPOSED VENUE



Interior, Salt Palace Convention Center

Proposed Venue: Salt Lake County Convention Center



Located in the heart of downtown, the Salt Palace Convention Center is one of the largest and most beautiful convention centers in the West. The Salt Palace's design emphasizes natural light, with skylights and hundreds of windows throughout the building. Its meeting and exhibit space is both attractive and functional, while its state-of-the-art facilities are wired for high-demand technology needs.

The Salt Palace recently received Silver level LEED Certification. Examples of its commitments to being a “green” meeting venue include:

- Solar panels on the roof that provide 20 kilowatt-hours per day to power lighting of the underground parking facility;
- Waste disposal that sorts all trash and recycling all available material;
- An energy efficient HVAC system, installed in 2006 that saves 25 percent in energy consumption;
- Motion sensors for the lighting system throughout the building, so lights are only on when the space is being used;
- Low-flow or waterless bathroom fixtures, saving 40,000 gallons of water per unit per year
- High efficiency drip irrigation system for all landscaping, which reduced water consumption 50 percent.

Salt Lake County has contracted with SMG to manage the Salt Palace Convention Center. SMG manages 211 properties throughout North America, Europe, and Asia, including 34 multi-purpose arenas, 8 stadiums, 69 convention facilities, 47 theaters and auditoriums, and 18 special purpose facilities. Noteworthy sites managed by SMG include the National Trade Centre of Toronto, the China National Convention Center in Olympic Green in Beijing, and the Moscone Center in San Francisco. They have deep experience in supporting conventions and meetings, not only in Salt Lake City but in other cities worldwide.

The Salt Palace convention services staff is award-winning. For the past 14 years, they have won the Gold Service Award from *Meetings and Conventions*. In 2008, they won the *Meeting News Planners Choice Award*.

A. Meeting Rooms

The Salt Palace has over 14,800 square meters of meeting space, which can be configured to accommodate 67 concurrent meetings. The smallest room size that can be configured is 45 square meters and the largest is 2200 square meters, enabling a conference to match the room size to the expected attendance at the concurrent session. The meeting room spaces are located on three separate floors, connected by stairways, escalators, and elevators. All are accessible to people with mobility disabilities.

The Ballroom is 4,180 square meters, capable of holding 4,900 people in a theater setting and 2,900 people in a banquet setting. It can be subdivided in up to 10 smaller ballrooms, to match the room size with the size of the plenary session or meal being held.

Additional details and a virtual tour of the meeting rooms at the Salt Palace can be found at http://www.saltpalace.com/floorplans_sp.html. On that web site, visitors can scroll over meeting spaces and get more detailed statistics on individual room configuration possibilities.

Space rental rates (2008 dollars) are US\$0.175 per gross square foot for meeting space and US\$0.115 per gross square foot for exhibit hall space. Based on information from the Brisbane and Seoul World Congresses, the space fees will be approximately \$135,000 for the week. When more detailed information about numbers and sizes of meeting rooms and total exhibit hall space needs are confirmed, a more precise estimate of space costs will be made.

B. Exhibit Hall

The Exhibit Halls total 47,800 square meters, which can be divided into 9 separate exhibit halls, ranging in size from 1,500 to 12,100 square meters.

C. Telecommunications and WiFi Capabilities

Internet communications in the facility are state-of-the-art. The facility has 44 ISDN lines connected to a fast 100MB Ethernet server with over 1GB of access, able to handle a hardwire



network of over 6,000 computers at one time. Thirty-three WiFi access points throughout the venue are capable of serving 3,000 wireless users simultaneously.

There is an on-site business center capable of handling routine business needs, such as printing, package shipping and receiving, faxes, and office equipment rentals, including wheelchairs and scooters.

An audio/visual contractor is available on site to provide support for those needs in both large and small meeting spaces.

D. Venues for Social Functions

Many of the rooms can be configured to host social functions. An on-site caterer, Utah Food Services, can provide a diversity of menu options. They are considered one of the top six convention center caterers in the United States. Surrounding hotels also have meeting spaces available for social functions. They are able to host functions of many different sizes and provide a variety of food and beverages.

E. Public Safety and Media

The in-house security and safety staff maintain 24-hour security coverage for the perimeter areas, life safety alarm systems, and camera surveillance systems. With over 60 cameras—half of which have zoom, pan, and tilt capabilities—the security staff is aware of all activity in the building. In addition, several Emergency Medical Technicians serve on the full-time security staff and maintain a completely furnished First Aid Center. Also, in an effort to prevent the spread of potentially harmful viruses and bacteria, over 30 hand sanitizer stations are strategically placed throughout the facility.



When a medical emergency occurs that cannot be handled by in-house staff, they contact ambulances to transport individuals to local hospitals. The hospitals in Salt Lake City can provide the full range of emergency medical care that may be needed.

Fire departments respond promptly to alarms. There are multiple exit points for delegates in the event of a fire.

Convention Center staff members have excellent working relationships with local

police departments. In the event of an incident, police will respond quickly.

The SLCVB has excellent relationships with local print and electronic media. They can assist in helping to convey messages both to printed media and electronic messages (e.g., audio and video spots and interviews) to web sites (e.g., pod casts) and broadcast media.

CONGRESS EXCURSIONS



Antelope Island State Park

Congress Excursions

In-Congress Tours

Specific planning for In-Congress excursions remains to be completed. This is the central task that will be assigned to the Excursions sub-committee, which will be organized if the IUFRO Board decided to recommend the U.S. bid to the International Council. But preliminary discussions with agency employees and partners in the Salt Lake City vicinity have indicated that a wide variety of tours are possible.

The Wasatch Mountain range, nearby towns, and other notable sites within a 2 to 3 hour one-way drive from Salt Lake City offer a host of excursion opportunities. The national forests, other federal lands, and state lands provide a diverse assortment of public land visitation possibilities. In addition, there are many opportunities for linking cultural sites to the more natural environments typically visited on IUFRO In-Congress tours. For example, one potential trip could combine a visit to the Golden Spike Historic Monument (where in May 1869, the Union Pacific and Central Pacific Railroads joined 1,776 miles of rail creating the first trans-continental railroad) with a visit to the Bear River Migratory Bird Refuge, managed by the U.S. Fish and Wildlife Service.

There are many opportunities to observe and discuss land management activities with resource managers on the federal and state lands surrounding Salt Lake City. In addition, representatives of the users of these areas also have stories to tell. There are ecological, economic, and social dimensions to all these opportunities. It will be possible to plan and deliver a variety of In-Congress tours that encompass many of the interests represented in IUFRO's scientific divisions and task forces.

A sample of possibilities includes:

- Sites developed for the 2002 Winter Olympic Games, such as the Utah Winter Sports Park, site of the bobsled, luge, and ski-jumping events. Not only are the locales of the events interesting facilities themselves, but opportunities exist to also discuss with natural resource managers how the games and similar recreation events impact their land management activities and the surrounding communities.



- In dry environments, water is always an important natural resource. This area provides a number of opportunities to review watershed management activities, and explore how water users are contributing to efficient management of available potable water supplies.

- Trees are an important component of the Salt Lake City cityscape. The opportunity to discuss urban forest management with city resource managers, and perhaps also participate in tree planting activities, is a possibility.
- Mining has been an important economic driver of Utah land use and development activities for over a century. There are opportunities to explore the historic and contemporary impacts of mining and mine reclamation on the landscapes and economy of Utah. Many nearby towns, such as Park City, got started in the late 1800s to support silver and gold mines. The Bingham Canyon Open Pit Copper Mine, the largest man-made excavation in the world, is 20 miles from Salt Lake City.



These are illustrations of the variety of options that exist, which will be further pursued if the IUFRO Board chooses to recommend the U.S. bid.

Pre- and Post-Congress Tours

There are a great many other possible tour destinations in Utah beyond the driving range of the In-Congress tours. Southern Utah, site of five magnificent National Parks, is within easy range of an over-night trip. The parks have unique geological formations, such as natural rock arches, and amazing vistas. Monument Valley, in extreme southern Utah on the Navajo Indian Reservation, has been immortalized in movies. Glen Canyon National Recreation Area in southern Utah and Flaming Gorge National Recreation Area in nearby southwestern Wyoming offer a variety of water-based recreation possibilities.

The SLCVB has excellent contacts with local recreation facilities and operators. They will participate in the Excursions sub-committee to bring their expertise to that group's work. Among their other convention clients are groups serving the outdoor recreation industry. This provides a wide range of contacts that can be used to identify Pre- and Post-Congress tour possibilities. Other conventions in Salt Lake City that have sought similar tours in the past, so there is a good record too. Among the possibilities to consider are the following:

- Canyonlands by Jet Boat and Jeep. This is a three-day sightseeing tour.
- Majestic Canyons and Las Vegas. This is a five-day tour through southern Utah to a city renowned for its entertainment possibilities.
- Yellowstone, Tetons, and Jackson Hole. This is a five-day tour to national parks in the northern Rocky Mountains in northwestern Wyoming. The scenery there is markedly different than in Utah.

The Excursions sub-committee will also work with representatives of the Forest Service and NAUFRP from other parts of the United States to explore the possibilities of organizing trips to visit forest research sites and partner facilities in other parts of the United States. The sub-committee may want to contact IUFRO Division Coordinators to gain a sense of the level of interest in focusing some of these tour options on topics of specific scientific interest to their members. For example, if there is sufficient interest in air pollution's impacts on forests, it may be possible to plan a tour in Southern California hosted by a leading Forest Service researcher to see research in progress there.

Conclusion

The United States Forest Service, in partnership with the National Association of University Forest Resource Programs and the Salt Lake Convention and Visitor Bureau are excited about the possibility of hosting the 2014 IUFRO World Congress.

The process of preparing this bid has led each of us to consider more carefully the many details that go into organizing and hosting such an event. The annual conventions of the Society of American Foresters are of similar size to the IUFRO World Congress and Forest Service employees and university faculty members are often heavily involved in organizing and hosting those events. So we have experience within the forestry community to draw upon. Similarly, the Salt Lake Convention and Visitor Bureau is a highly experienced organization, well-known and highly regarded in the convention and tourism industry. We also recognize that by desiring to hold the next IUFRO Congress in 2014, that the time to plan and organize the Congress is 20 percent shorter than the normal five-year cycle. This makes the experience of the Host Organization and its partners a more important element in the bid evaluation process. By combining our experience and our energies, the Forest Service, NAUFRP and we believe it is possible to organize the 2014 IUFRO World Congress in a very cost-efficient way and to provide an outstanding experience for delegates.

There are only a few locations in the United States that can offer forest researchers the opportunity to meeting in a city with excellent international travel connections, a world-class convention infrastructure, a strong civic commitment to sustainability, and with forests and other natural ecosystems of outstanding beauty so close to the meeting site. Salt Lake City is one of those places. The natural setting—its climate, geology, topography, ecology--is a unique one that will provide a superb learning opportunity for delegates. This combination provides a number of advantages to IUFRO members that will be hard to match.

The last IUFRO World Congress held in North America was in 1990 in Montréal, Canada. The last IUFRO World Congress hosted by the United States Forest Service was in 1971 in Gainesville, Florida. Since these two events, IUFRO has met in Europe (Tampere, Finland in 1995) and three times in the Asia-Pacific Region (Kuala Lumpur in 2000, Brisbane in 2005, and Seoul in 2010). IUFRO members in the United States believe that 2014 is an opportune time to come back to North America. It will be 43 years since we've been able to extend our hospitality to our fellow IUFRO members from around the world and we are eager to do so.

It is a matter of strategic importance to IUFRO to build research capacity in Latin America. Over the past decade, IUFRO has held major meetings there and the Special Programme for Developing Countries has held training sessions that have been successful and greatly appreciated. Many IUFRO members in the United States share these same strategic interests. Several of the leading forestry schools in the U.S. have permanent relationships with schools, faculty, and students in the southern hemisphere. If the 2014 IUFRO World Congress is convened in the United States, it will be possible for more of our Central and South American

colleagues to attend. The Forest Service and NAUFRP believe this is also an important consideration.

The Forest Service, NAUFRP member universities, and the Salt Lake Convention and Visitor Bureau are both proud and humbled to be considered as host organization and site for the 2014 IUFRO World Congress. We are confident that our partnership will make possible a terrific Congress. We look forward with eager anticipation to the prospect of being able to greet our colleagues from around the globe and share western U.S. hospitality in a glorious natural setting.

APPENDICES



Detailed Budget
Salt Lake Convention Center Map and Room Capacities
Congress Hotels

Financial Plan for XXIV IUFRO World Congress (28 July 2009)

Attendance Assumptions:

Delegates (Full Price)	1,500	2,000	2,500	3,000	4,000
Delegates (Scientist Assistance Program)	60	100	150	150	200
Exhibitors	30	50	70	90	100

INCOME STATEMENT

Registration Fees - Delegates	1,048,425	1,397,900	1,747,375	2,096,850	2,795,800
Registration Fees - Virtual Delegates	15,000	25,000	31,250	37,500	50,000
Registration Fees - Exhibitors	83,816	139,694	195,571	251,449	279,388
Total Registration Revenue	1,147,241	1,562,594	1,974,196	2,385,799	3,125,188
Hotel Room 10% Commission	165,900	221,200	276,500	331,800	424,400
Sale of Publications (Congress Reports & Abstracts)	12,500	12,500	12,500	12,500	12,500
In-Congress Tour Commission	8,850	11,800	14,750	17,700	23,600
Additional Revenue Possibilities:					
Special Registrations and Individual Admissions:					
1. Single Day					
2. Opening & Closing Ceremonies					
3. Farewell Gala Event					
Pre- and Post-Congress Tours Commissions					
Trade Exhibition (public admission)					
Congress Report Advertising Revenues					
1. Exhibitors and Sponsors					
2. Local Businesses					
Sponsors, Donations, & Financial Contributions					
			To be determined		

TOTAL ESTIMATED INCOME	1,321,991	1,795,594	2,265,446	2,735,299	3,573,188
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EXPENSE STATEMENT

Congress Organization Contract	200,000	200,000	200,000	200,000	200,000
Salt Palace Space Licensing Contract	135,000	135,000	135,000	135,000	135,000
Proposed Food and Beverage Service Contract	509,625	679,500	849,375	1,019,250	1,359,000
In-Congress Excursions & Field Tours	85,000	88,500	118,000	177,000	236,000
Production of Virtual Program	15,000	25,000	31,250	37,500	50,000
Special Events					
Tree planting ceremony	no cost	no cost	no cost	no cost	no cost
Charity Events and Community Service	no cost	no cost	no cost	no cost	no cost
Transportation and other expenses for special events	22,500	30,000	37,500	45,000	60,000
Country Western Mountain Man Rendezvous (Farewell)					
Band and Music	10,000	10,000	10,000	10,000	10,000
Additional expenses for event @ \$15/person	22,500	30,000	37,500	45,000	60,000
Publications and Printing	30,000	30,000	35,000	35,000	40,000
Scientist Assistance Program	206,220	343,700	515,550	515,550	687,400
TOTAL ESTIMATED EXPENSES	1,235,845	1,571,700	1,969,175	2,219,300	2,837,400

TOTAL NET REVENUE	86,146	223,894	296,271	515,999	735,788
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Assumptions for Constructing Financial Plan

REGISTRATION FEES

% of Attendees FROM:		How They Register			Number of Delegates Paying Registration Fees				
		70%	20%	10%	1500	2000	2500	3000	4000
	Early Bird		Regular	On-Site					
67%	Developed Countries	750	1000	1250	\$854,250	\$1,139,000	\$1,423,750	\$1,708,500	\$2,278,000
	Developing Countries and Countries in								
13%	Transition	500	675	800	\$110,175	\$146,900	\$183,625	\$220,350	\$293,800
10%	Traveling Companions	250	400	400	\$44,250	\$59,000	\$73,750	\$88,500	\$118,000
10%	Students	250	300	300	\$39,750	\$53,000	\$66,250	\$79,500	\$106,000
	Scientist Assistance Program								
	(Not Included in estimated registration fees)	0	0	0	\$0	\$0	\$0	\$0	\$0
1					\$1,048,425	\$1,397,900	\$1,747,375	\$2,096,850	\$2,795,800

VIRTUAL REGISTRATIONS

Fee per person	200	250	250	15000	25000	31250	37500	50000
Number of Delegates	5%	5%	5%					

EXHIBITOR FEES

% of Exhibitors			Number of Exhibitors				
			30	50	70	90	100
	Standard Trade Exhibit, 10x10 \$18/sqft	1800	\$37,440	\$62,400	\$87,360	\$112,320	\$124,800
	Enhanced Trade Exhibit, 15x15x\$12/sqft	2700	\$30,476	\$50,794	\$71,111	\$91,429	\$101,588
0.35	Additional Exhibitor Registrations	500	\$15,900	\$26,500	\$37,100	\$47,700	\$53,000
			\$83,816	\$139,694	\$195,571	\$251,449	\$279,388

SCIENTIST ASSISTANCE PROGRAM COSTS

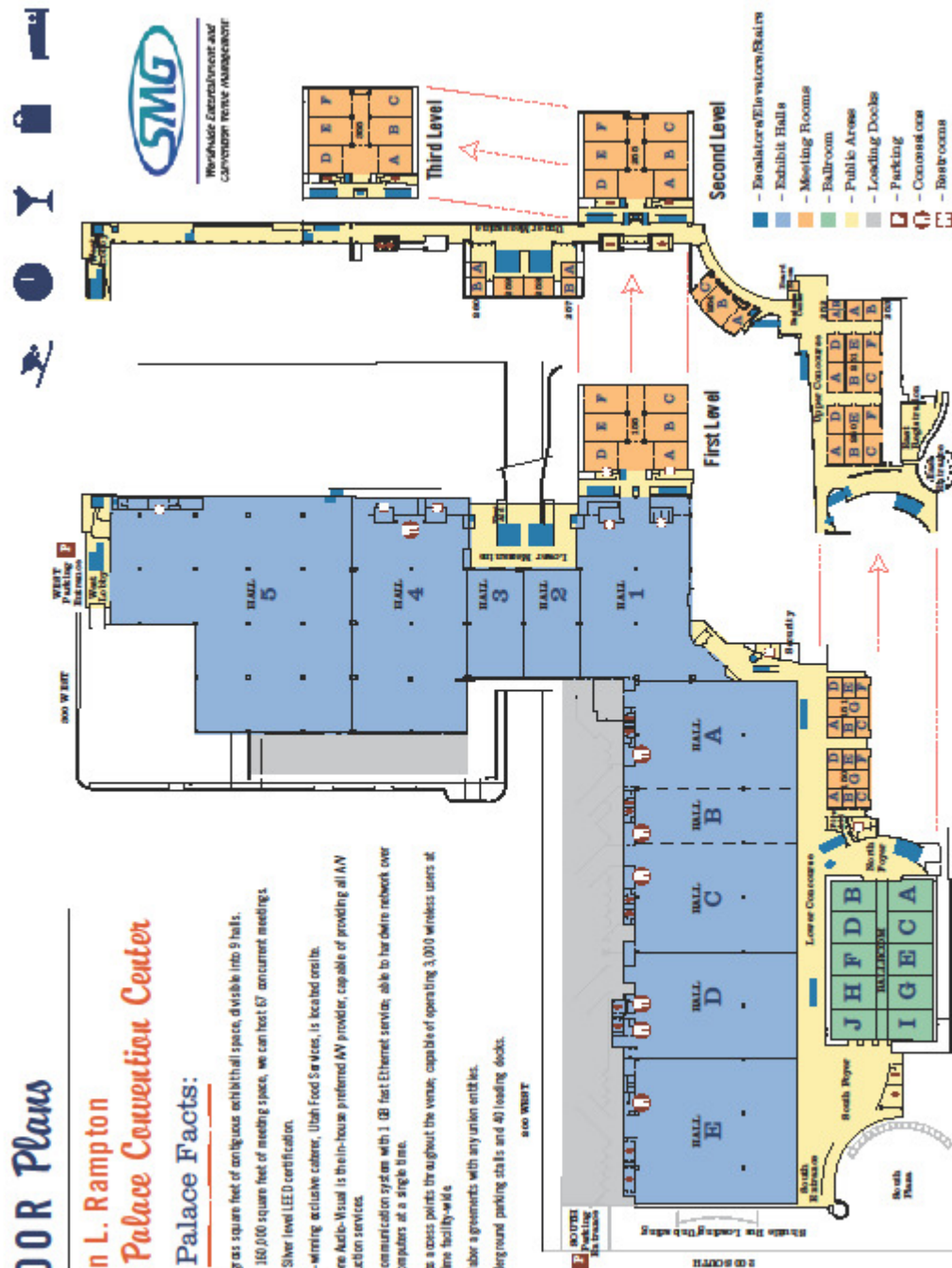
	Per Person	# of people				
		60	100	150	150	200
Airfare	\$2,250					
Hotel	\$903					
Per Diem	\$284					
Total Cost/SAP Delegate	\$3,437	\$206,220	\$343,700	\$515,550	\$515,550	\$687,400

FLOOR Plans

Calvin L. Rampton Salt Palace Convention Center

Salt Palace Facts:

- 1 515,000 gross square feet of contiguous exhibition space, divisible into 9 halls.
- 2 With over 160,000 square feet of meeting space, we can host 67 concurrent meetings.
- 3 Received Silver level LEED certification.
- 4 An award-winning exclusive cabaret, Utah Food Services, is located onsite.
- 5 Cornerstone Audio-Visual is the in-house preferred AV provider, capable of providing all AV and production services.
- 6 Internet communication system with 1 GB fast Ethernet service; able to handle network over 10,000 computers at a single time.
- 7 33 wireless access points throughout the venue, capable of operating 3,000 wireless users at a single time facility-wide.
- 8 Holds no labor agreements with any union entities.
- 9 1,000 underground parking stalls and 40 loading docks.



SALT PALACE Convention Center



Exhibit Halls

ROOM	SQ. FT.	Theatre	Classroom	Classroom	Classroom
Exhibit Hall A	48,600	5,300	2,700	2,700	30'
Exhibit Hall B*	24,300	2,650	1,350	1,350	30'
Exhibit Hall C	48,600	5,300	2,700	2,700	30'
Exhibit Hall D	48,600	5,300	2,700	2,700	30'
Exhibit Hall E	64,800	7,100	3,600	3,600	30'
Exhibit Hall 1	48,600	5,300	2,700	2,700	30'
Exhibit Hall 2	16,200	1,700	900	900	30'
Exhibit Hall 3	16,200	1,700	900	900	30'
Exhibit Hall 4	64,800	6,500	3,000	3,000	30'
Exhibit Hall 5	120,300	12,000	6,000	6,000	30'

* Hall B is used as a show-up hall; must be used in conjunction with A or C.

Ballroom

ROOM	SQ. FT.	Theatre	Classroom	Classroom	Classroom
Ballroom	48,600	4,900	2,500	2,500	30'
Room A	3,800	400	200	200	30'
Room B	3,800	400	200	200	30'
Room C	3,800	400	200	200	30'
Room D	3,800	400	200	200	30'
Room E	3,800	400	200	200	30'
Room F	3,800	400	200	200	30'
Room G	3,800	400	200	200	30'
Room H	3,800	400	200	200	30'
Room I	3,800	400	200	200	30'
Room J	3,800	380	200	200	30'

Meeting Rooms

ROOM	SQ. FT.	Theatre	Classroom	Classroom	Classroom
Room 150 A-G	6,000	700	350	350	15'
Room 151A	600	50	20	20	15'
Room 151B	590	50	20	20	15'
Room 151C	600	60	20	20	15'
Room 151D	600	60	20	20	15'
Room 151E	590	60	20	20	15'
Room 151F	600	60	20	20	15'
Room 151G	2,300	250	140	140	15'

Meeting Rooms

ROOM	SQ. FT.	Theatre	Classroom	Classroom	Classroom
Room 151 A-G	6,000	700	350	350	15'
Room 151A	625	50	20	20	15'
Room 151B	600	60	20	20	15'
Room 151C	670	60	20	20	15'
Room 151D	625	60	20	20	15'
Room 151E	600	60	20	20	15'
Room 151F	670	60	20	20	15'
Room 151G	2,710	270	140	140	15'
Room 151 A-F	2,400	240	100	100	15'
Room 151A	2,530	260	100	100	15'
Room 151B	3,240	300	150	150	15'
Room 151C	3,240	300	150	150	15'
Room 151D	2,530	260	100	100	15'
Room 151E	3,240	300	150	150	15'
Room 151F	3,240	300	150	150	15'
Room 250 A-F	8,300	850	500	500	20'
Room 250A	1,650	120	80	80	20'
Room 250B	1,470	120	80	80	20'
Room 250C	1,490	120	80	80	20'
Room 250D	1,300	110	60	60	20'
Room 250E	1,300	110	60	60	20'
Room 250F	1,300	110	60	60	20'
Room 251 A-F	8,800	900	550	550	20'
Room 251A	1,300	110	60	60	20'
Room 251B	1,300	120	60	60	20'
Room 251C	1,600	120	80	80	20'
Room 251D	1,600	150	80	80	20'
Room 251E	1,600	150	80	80	20'
Room 251F	1,700	150	80	80	20'
Room 252 A-B	980	80	50	50	12'
Room 252A	490	40	20	20	12'
Room 252B	490	40	20	20	12'
Room 253 A-B	2,000	200	100	100	12'
Room 253A	990	100	40	40	12'
Room 253B	1,010	100	40	40	12'

Meeting Rooms

ROOM	SQ. FT.	Theatre	Classroom	Classroom	Classroom
Room 254 A-C	4,500	450	240	240	20'
Room 254A	1,000	100	60	60	20'
Room 254B	2,500	250	120	120	20'
Room 254C	1,000	100	60	60	20'
Room 255 A-F	24,000	2,400	1,000	1,000	18'
Room 255A	2,530	260	120	120	15'
Room 255B	3,240	300	150	150	15'
Room 255C	3,240	300	150	150	15'
Room 255D	2,530	260	120	120	15'
Room 255E	3,240	300	150	150	15'
Room 255F	3,240	300	150	150	15'
Room 257	1,700	170	100	100	13'
Room 257A	65	65	40	40	13'
Room 257B	75	75	40	40	13'
Room 258	1,380	140	60	60	13'
Room 259	1,380	140	60	60	13'
Room 260	1,700	170	100	100	13'
Room 260A	65	65	40	40	13'
Room 260B	75	75	40	40	13'
Room 355 A-F	24,000	2,400	1,000	1,000	18'
Room 355A	2,530	260	120	120	18'
Room 355B	3,240	300	150	150	18'
Room 355C	3,240	300	150	150	18'
Room 355D	2,530	260	120	120	18'
Room 355E	3,240	300	150	150	18'
Room 355F	3,240	300	150	150	18'
Kenneth Wright Ballroom	permanent ballroom table for 20				30'

Hotel Grid

International Union of Forest Research Organizations

2014 World Congress

Salt Lake City

Hotel	Total Number of Rooms in Hotel	Proposed Number of Rooms for IUFRO	2009 Commissionable Rate	Proximity To Convention Center
Marriott Downtown Salt Lake	515	400	\$172 s/d	Across the Street
Hilton Salt Lake City Center	499	350	\$162 s/d	Across the Street
Radisson Hotel Salt Lake City Downtown	380	250	\$172 s/d	Adjacent
Salt Lake Plaza Hotel	150	150	\$125 s/d	Across the Street
Shilo Inn Hotel	200	130	\$132 s/d	Across the Street
Hotel Monaco	225	100	\$172 s/d	One Block
Peery Hotel	73	45	\$192 s/d	One Block
Marriott Salt Lake City Center	350	250	\$162 s/d	Two Blocks
Sheraton City Centre Hotel	350	200	\$172 s/d	Three Blocks
Crystal Inn Downtown	175	150	\$132 s/d	Three Blocks
Little America Hotel	850	700	\$152-172 s/d	Four Blocks
Red Lion Hotel Salt Lake Downtown	392	200	\$152 s/d	Four Blocks
Royal Garden Inn	311	180	\$152 s/d	Four Blocks
Embassy Suites Hotel	241	175	\$172 s/d	Four Blocks
		3,280		

