



OLYMPIC REGIONAL  
NEW YORK  
DEVELOPMENT AUTHORITY



2013-2014 Annual Report





## **Corporate Offices**

# **New York State Olympic Regional Development Authority**

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<http://www.orda.org/corporate/corporate.php>

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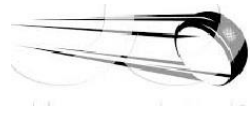
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## Historical Background of the Olympic Regional Development Authority

In 1981, the New York Olympic Regional Development Authority (ORDA) formed under legislation enacted by the State of New York to operate, maintain and promote the facilities utilized during the 1980 Olympic Winter Games in the Lake Placid region.

The concept was to combine facilities owned by the State of New York (Whiteface Ski Area in Wilmington and the bobsled, skeleton, luge, cross country and biathlon facilities of the Olympic Sports Complex ) with those owned by the Town of North Elba ( the Olympic Center, the Olympic Speed Skating Oval and the Olympic Jumping Complex) for efficient and effective management.

Gore Mountain Ski Area in North Creek was added in 1984, along with the Lake Placid United States Olympic Training Center in 1990. The 1932 & 1980 Lake Placid Winter Olympic Museum, now the Lake Placid Olympic Museum and located in the Olympic Center, was added in 1994.

In April 2012, Governor Andrew Cuomo's state budget transferred operations of Belleayre Ski Area in Highmount, New York, from the Department of Environmental Conservation (DEC) to ORDA, and in November 2012, the Authority took over Belleayre's daily operations.

The Authority has hosted almost 400 major national and international events and competitions since its inception. The events and competitions have included 14 World Championships and over 87 World Cup competitions in bobsled, skeleton, luge, biathlon, speed skating, ski jumping, freestyle skiing, alpine skiing, snowboarding and the Winter Goodwill Games in 2000.

In January of 2005, ORDA hosted the first-ever Geoff Bodine Bobsled Challenge. This event saw ORDA team with NASCAR driver Geoff Bodine, the Bo-Dyn Bobsled Project and other NASCAR drivers in this charity made-for-TV bobsledding event. All proceeds from the Challenge went to the Bo-Dyn Bobsled Project, which built bobsleds for the U.S. Olympic Bobsled Team at no cost to the athletes.

In 2010 the project paid off as the world witnessed USA Bobsled pilot Steve Holcomb and crew made history as they took the podium and claimed the gold medal in the 2010 Vancouver Winter Games men's four-man bobsled event. This was the first time since 1948 the U.S. had won an Olympic gold medal in the four-man event.

In February 2009, ORDA hosted the world when the FIL World Luge Championships came to Lake Placid and again in 2009 and 2012 with the FIBT Bobsled and Skeleton World Championships.

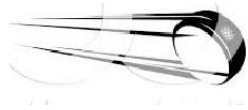
The Olympic Regional Development Authority not only hosts winter events, but summer ones as well. ORDA hosted the first three annual ESPN Great Outdoor Games during the summers of

2000, 2001 and 2002. During the summer of 2004, ORDA collaborated with the City of Hope and I Love New York among others, to host the inaugural Songs at the Lake music festival. This outdoor festival featured a wide variety of musicians, which ranged from Country to Zydeco. A portion of the ticket sales benefited cancer research, treatment and education at the world-renowned City of Hope, based in Los Angeles, California.

In 2011, one of three inaugural qualifying races for the famous Leadville Trail 100 MTB Race in Leadville, Colorado was held at Whiteface Mountain. These races were so popular there are now five qualifying races held throughout the country. This race, known as the Wilmington/Whiteface 100K, will return in for a third year in June of 2014. The Olympic Authority and its partners manage all events and competitions with its communications, corporate marketing, engineering, events, finance, marketing, sports development and timing and scoring departments.

Beyond management of events and initiation programs, such as the Sports Development Program, which promotes education and participation in Olympic sports, the Authority has significantly expanded and improved its facilities over the years with assistance from the State of New York and the federal government.

ORDA is also a major promoter of tourism in the Adirondack Region of Upstate New York. From figure skating shows at the Olympic Center, to international winter sport competitions, the Authority has enabled Lake Placid to carry on proudly, the tradition of competition and its designation as the “Winter Sports Capital of the World.”



## Olympic Regional Development Authority Venue Histories

### Olympic Center

The Olympic Center includes three ice surfaces: the 1932 Jack Shea Arena, the 1980 Herb Brooks Arena (home of the “Miracle on Ice”), the USA rink (a NHL regulation ice surface) as well as a conference center. The Olympic Center is a world-class, year-round training facility for figure skating and ice hockey. The Olympic Center is also available for recreational skating, conventions and concerts. In 1994, the Lake Placid Olympic Museum opened in the Olympic Center.

### Olympic Speed Skating Oval

This outdoor skating oval is one of three refrigerated 400-meter skating ovals in the USA and the site of Eric Heiden’s record five gold medals during the 1980 Lake Placid Olympic Winter Games. It is open during the winter months - December through March - for competitive training, events, and recreational skating.

### Olympic Jumping Complex

This complex is home to winter and summer ski jumping and freestyle skiing. The large 120K and normal 90K jumps were home to the 1980 Olympic Games. Three training hills (40K, 15K and 20K) are currently in use for development programs. Ceramic tiles and plastic mats allow athletes jump during non-snow months. The Freestyle Park is America’s foremost water ramp training and competitive facility for freestyle aerialists. Summer aerialists practice moves by landing in an aerated 750,000-gallon pool. During winter months, “kickers” and a steep landing hill are utilized for freestyle training and world-class aerial events.

### Olympic Sports Complex

During winter months, this complex offers the combined bobsled/skeleton/luge track, completed in January 2000, 50-kilometers of cross country skiing (the 1980 Games course), and a biathlon center. This is a year-round training facility for U.S. and international athletes. The public can take a tour of the complex, experience a bobsled or skeleton ride, or ski the extensive cross country network of groomed and set track trails.

During the summer, wheeled bobsled rides are also available on the 1980 Olympic winter bobsled track, as well as, a cross country mountain biking center, summer biathlon and guided horseback riding on the cross country trails.

## **Belleayre Mountain**

In November 2012, Belleayre Mountain was transferred by the Department of Environmental Conservation to the Olympic Regional Development Authority.

The New York State Forest Preserve declared Belleayre Mountain, located in Highmount, New York, “Forever Wild” in 1885. Construction began in 1949 and began its premier winter season with five trails, an electrically powered rope tow, New York’s first chairlift, With 55 trails, parks and glades, eight lifts, including the new High Speed Quad, Belleayre now stands as a model in the ski industry as one of the original trailblazers of skiing in New York State.

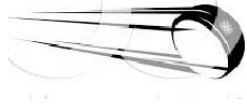
## **Gore Mountain**

Gore Mountain is located in New York’s Southern Adirondack Mountains, a 6.3 million-acre park that is the largest state park in the country and operates during winter and non-winter months. Established in 1964 by the State of New York and now managed by the Olympic Regional Development Authority, Gore is in its 49<sup>th</sup> year of operation. With 95 trails and 14 lifts, this 2,537 vertical drop is known for its four unique peaks: Gore Mountain, Bear Mountain, Burnt Ridge Mountain and Little Gore Mountain.

## **Whiteface Ski Area**

Whiteface has the greatest vertical east of the Rockies at 3,430-feet. There are 11 lifts and 87 trails ranging from beginner to expert with out-of-bounds skiing and riding.

In non-winter months, Whiteface operates as a downhill mountain biking center and hosts a variety of festivals and events. Tourists can enjoy a summer gondola ride to the summit of Little Whiteface or drive the Whiteface Veterans’ Memorial Highway where they can experience the spectacular views from the summit of Whiteface at 4,867-feet. The Cloudsplitter Gondola, whisks passengers from the base lodge to the summit of Little Whiteface in just 12 minutes and offers passenger rides year-round.



## The Olympic Center

The fiscal year 2013-2014 saw the Olympic Center host a wide variety of programs ranging from NHL and American Hockey League (AHL) camps to an Ironman dinner for 3,000. We also hosted a number of corporate gatherings, USA Women's Olympic team selection camp along with the ECAC Hockey Championship.

### *Hockey*

2013-2014 was again a very busy year for hockey. We hosted camps for the Philadelphia Flyers (NHL), Syracuse Crunch (AHL) and Abbotsford Heat (AHL), USA Women's Olympic Team, 4 Nations Cup (Sweden, USA, Finland and Canada) and USA World Junior Evaluation Camp. These events coupled with programs at Can-Am, CHE, Northwood, NSA and Lake Placid Central School provided a great deal of venue use. One of the high points of the season was the return of the ECAC Hockey Championships after a 10 year hiatus. The community came together and made the schools and spectators feel welcome.

### *Figure Skating*

Lake Placid continues to have a strong summer figure skating program. This past summer, 435 skaters participated in the 91<sup>st</sup> annual summer training program. An area that continues to grow for us is synchronized skating camps. This past summer, 92 skaters participated in our residence camp. Additionally, the Skyliners Synchronized Skating Teams (National Medalists, International Competitors) brought their summer training camps here in August. We are also seeing interest from other synchronized skating teams in hosting their own training camps here.

We have been awarded the 2015 Eastern Synchronized Skating Championships to be held in January, 2015 and the 2016 North Atlantic Regional Championships to be held in October, 2015. Currently we are in the planning stages for both of those events. The synchronized skating event will bring over 2,000 athletes to Lake Placid while North Atlantics will bring approximately 300.

### *Conference Center*

The Conference Center entered its third year of operation, hosting a wide variety of conferences, corporate gatherings, several wedding receptions, a clean energy conference, outdoor energy conference, NYS Lions along with Ironman registration and meals.

The building has proven to provide very flexible meeting space along with the proper technology required to provide service to our wide variety of clients.

We are presently bidding and booking events in 2020.

### *Speed Skating Oval*

The Speed Skating Oval opened on December 6, 2013, which was earlier than it has recently opened. We hosted 18,000 guests at the Oval, which is an increase from the previous year. We also painted a section of the track which certainly helped us maintain ice in last winter's unpredictable weather.

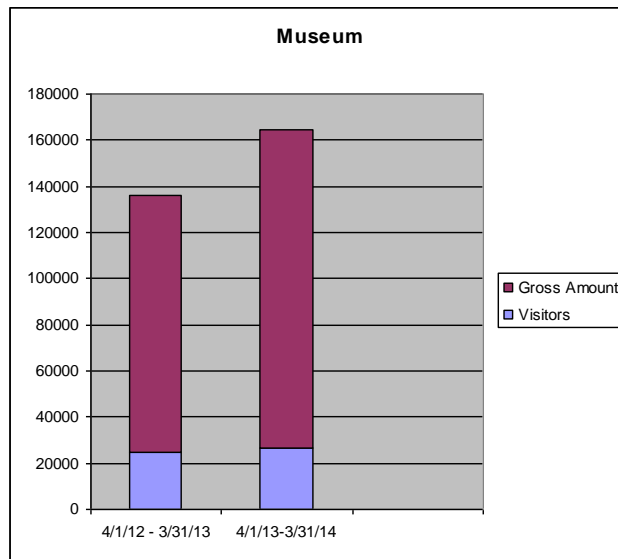
### **Building Improvements**

- Purchased and installed new 300 ton compressor
- Purchased and installed new transformer switch
- Rebuilt two locker rooms in 1980 Rink
- Minor roof repairs



# Lake Placid Olympic Museum

	4/1/2012 – 3/31/2013	4/1/2013 – 3/31/2014
<b>Visitors</b>	25,007	26,695
<b>Net Revenue</b>	\$123,002	\$162,859



On May 1<sup>st</sup>, the Museum implemented an increase in admission prices by \$1. This increase was congruent with increased admission prices at several other ORDA venues. On August 13, 2013, the museum experienced a record for a non-event day when 448 visitors passed through its doors.

Overall, the visitor count increased by over 1,600, from the previous year, and there was also significant increase in revenue as a result of February’s Olympic Winter Games in Sochi, Russia.

In June, the museum obtained the loan of a 1980 Olympic Ice Hockey gold medal and jersey for a period of two years. The loan is significant, as this is the first time the museum has been able to display this American treasure to the public.





The museum participated in the Holiday Village Stroll event and collaborated with the North Elba Historical Society on Friday, December 6, by offering a craft program making sled ornaments. On Saturday, December 7, over 100 children, along with their parents designed and created Olympic medal ornaments making it one of the most popular activities during the Stroll.

December was a busy month for staff as work was completed on the museum's first professionally designed exhibit, "Sonja Henie: Perfection on Ice." The exhibit was installed by The Exhibition Alliance before Christmas and the museum hosted a reception and fundraiser during the Holiday week with Holiday Festival on Ice skaters there as special guests to celebrate the opening. This exhibit attracted media attention and was featured on National Public Radio and Mountain Lake PBS.

In the weeks leading up to the Winter Games in Sochi, the museum received several research and image requests from a variety of media wanting to highlight the museum or film on location while covering Olympic stories. One of the largest projects the museum assisted with was for Showtime's *60 Minutes Sports*. Other coverage was with: WPTZ, NBC Hartford, Connecticut, WCMH Columbus, Ohio, Fox 44/ABC 22 Burlington, Vermont, North Country Public Radio, WHEC Rochester, New York, Watertown Times, and other local newspapers.

In January, the museum hosted a photograph exhibition, on loan from the International Paralympic Committee (IPC). The exhibit, "Spirit in Motion" was a selection of 16 images taken by Lieven Coudenys, an official photographer of the IPC, during the 2002 Paralympic Winter Games in Salt Lake City, 2006 Games in Torino, Italy and the 2010 Paralympic Games, held in Vancouver, Canada.

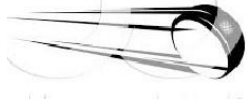




Along with the photographs, the museum displayed adaptive ski equipment, while providing a history of the Paralympic Games. The museum also co-sponsored, along with the Lake Placid Center for the Arts, an inspiring lecture by Chris Waddell, winner of 17 Paralympic medals in seven Paralympic Games and the first paraplegic to summit Mt. Kilimanjaro.

At the beginning of March, the Museum Manager visited Tupper Lake High School and attended several Physical Education classes and taught students about the Paralympic Games. Students participated in sit-skiing, visually impaired skiing and sled hockey.





## Olympic Jumping Complex

The Olympic Jumping Complex features the K90 and K120 meter ski jumps, the K40 and K15 meter training hills as well as the Freestyle Training Center. The site is fully equipped with a permanent snow-making system, an integrated scoring system and a speed meter. The majestic K90 and K120 towers dress the Adirondack skyline as you head into Lake Placid. The 120- meter tower (approximately 26 stories high) is complete with a glass look-out elevator where the public can ascend to the athlete start tower for a scenic lookout of the High Peaks and beyond as well as access the outside start gate. Visitors approach the elevator via a chairlift which rides up the steep landing hill.

### Projects and Improvements

Several significant projects were completed using funds from the yearly maintenance budget and from capital funds.

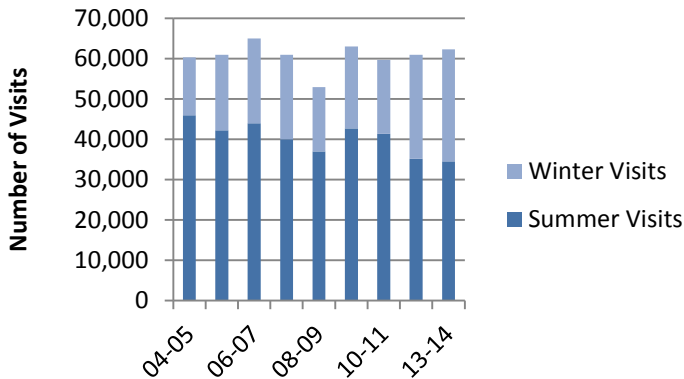
2013-2014 Completed Projects:

- Completed purchase of Piston Bully 300 Winch Cat
- Compressor 1 was rebuilt and motor replaced to allow for continued snowmaking operation
- Re-built ticket booth to allow for better functionality and improved service to customers
- Replaced freestyle pool building roof
- With the assistance of the United States Olympic Committee (USOC), conducted a snowmaking operation on the biathlon roller loop to serve pre-Olympic biathlon training and public skiing during low snow conditions during the Christmas holiday period.

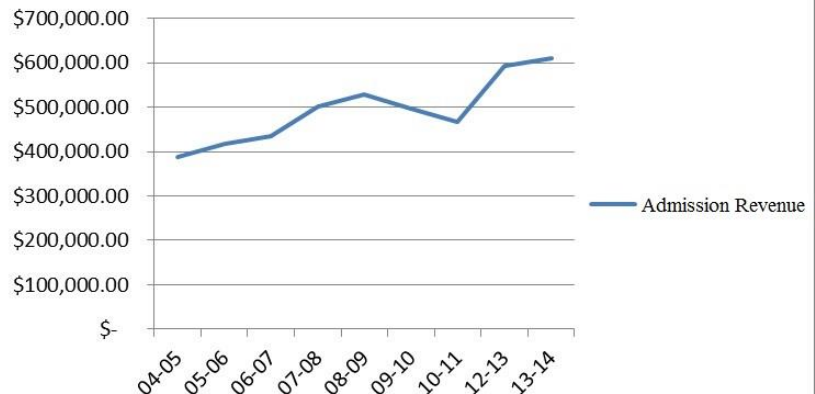
### Visitation

Over 62,000 visitors passed through the complex in 2013-2014. Events drew almost 15,000 visitors to the venue including over 6,000 people at the World Cup freestyle event. Summer Jumping Series events and the New Year's Master Ski Jump continued to be popular spectator events. Events generated over \$142,000 in revenue for the venue.

## OJC Visitation



## OJC Total Admissions Revenue



### Total Revenue

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Total Revenue	\$ 835,588.00	\$ 827,580.00	\$ 906,773.00	\$ 943,581.00	\$ 1,088,843.00

Tubing continued to grow in popularity with over 5,700 guests participating and revenue of over \$51,000. In addition the venue concessions and merchandise sales grossed over \$84,000.00.

### **Athlete Usage**

#### *Nordic*

Participation in the elite Nordic Jumping program remained stagnant however significant growth was the Junior Jumping program with over 20 local children learning the sport. The Nordic program members from the USA Ski Jumping group and NYSEF continue to develop programs to increase participation.

The venue hosted the 2013 U.S. Ski Jumping and Nordic Combined National Championships during the Flaming Leaves Festival and hosted the Nordic Combined portion on the roller loop.

#### *Freestyle*

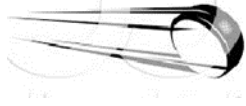
The Freestyle Training Center logged over 4,000 skier days in the summer of 2013. The U.S. ski team continued a freestyle development program in Lake Placid and the program placed two athletes on the Sochi Olympic team. Freestyle programs generated \$55,000 for the venue in a season cut short by a late summer fire in the pool building which limited fall operation.

#### *Biathlon*

The United States biathlon team and development teams called Lake Placid home throughout the summer and into the fall, utilizing both; the ski jumps roller loop and shooting range as well as the shooting range at the Olympic Sports Complex. This year a request was made for

snowmaking on the range loop, which was accomplished through a partnership with the USOC. It was widely used by all skier groups including USA Biathlon, which saw its highest Olympic finish ever in Sochi.

In addition to usage by Nordic jumping, freestyle and biathlon the venue saw increased usage from other sport groups including the United States Luge Association, NYSEF Nordic Cross Country Programs, and U.S. Ski Team Nordic programs.



## Olympic Sports Complex

The Olympic Sports Complex is comprised of two sections; the sliding tracks and the cross country/biathlon center. The sliding tracks include the combined track, built in 2000 for use by all levels of bobsled, skeleton and luge athletes for training and competition, and the 1980 track, used exclusively for the summer passenger ride program. The cross country and biathlon center consists of 50 kilometers (32 miles) of trail system, a biathlon range and a public lodge. In addition to a public cross country ski facility and a training facility for biathlon, the trails are leased to a private vendor during the summer months for use as a mountain bike center.

For the purposes of this report the sliding tracks and the cross country/biathlon center will be viewed independently.

### **THE SLIDING TRACKS**

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The sliding tracks, once again, set the mark for the longest season in the world with operations that stretched from October 1, 2013 to April 13, 2014. During that time, over 25,000 trips down the track were completed during competition, training and recreation programs.

#### **Projects and Improvements**

Projects and improvements in 2013-2014 primarily involved infrastructure improvements to the ammonia plant, water pumps and sled transport fleet.

#### *2013-2014 Completed Projects:*

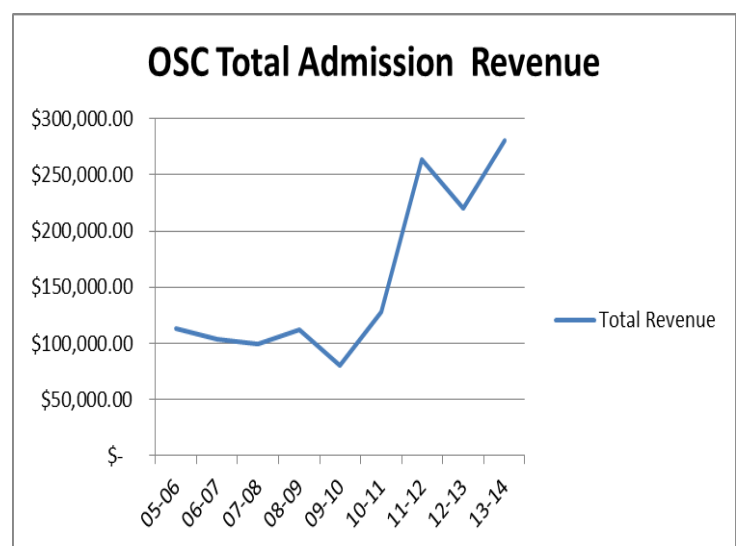
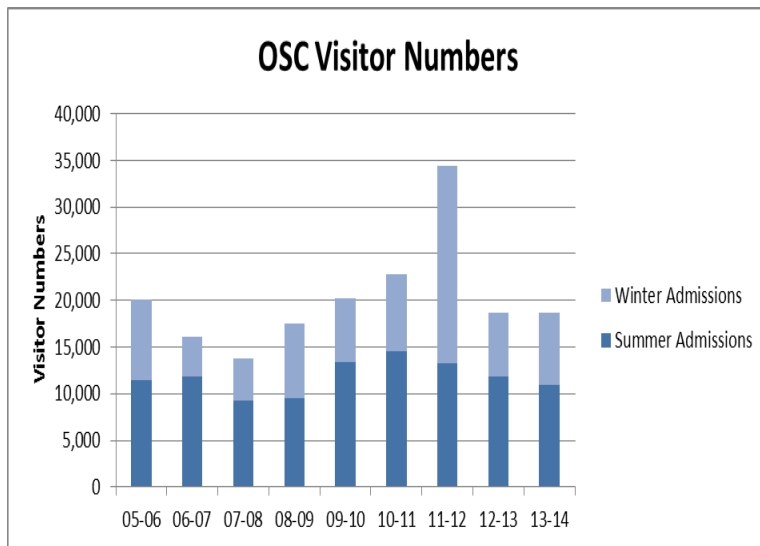
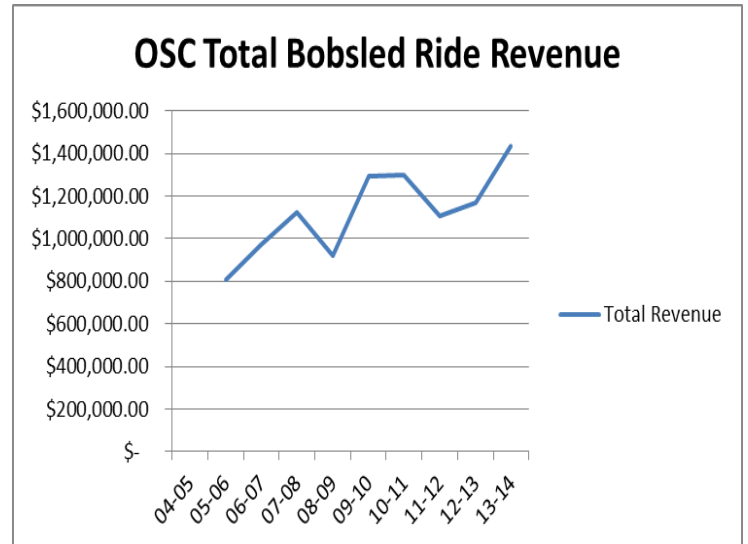
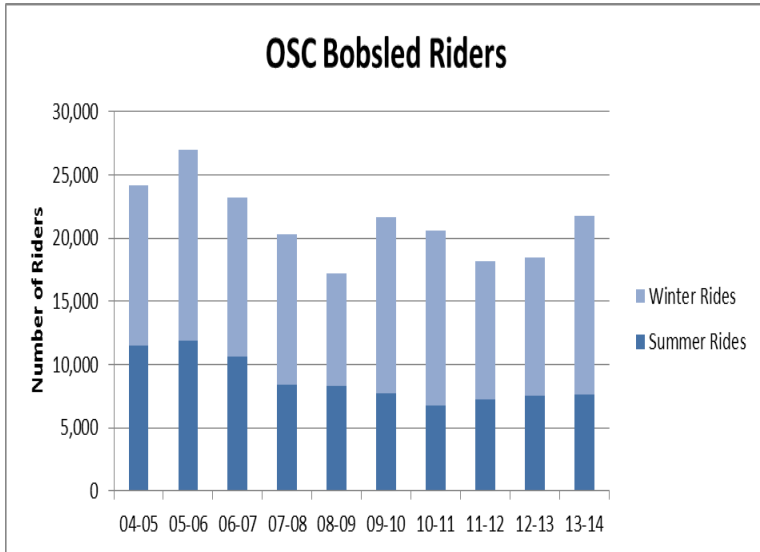
- Enlarged deck at Start #1 to accommodate more sleds
- Repaired and replaced shades on track
- Made required repairs to ammonia plant
- Made necessary repairs to track timing system

#### **Visitation**

Visitation at the OSC sliding tracks is characterized by two main groups; passenger bobsled riders and general admission guests. Admissions for the 2013-2014 remained steady over the season with added excitement during the Olympic time period. Total visitation improved slightly over the previous year from 36,000 to over 40,000 guests.

Total ride numbers for the year were over 21,700 riders for both the bobsled and the skeleton ride.

In year five of self-operation of food and retail services for the public the gross revenue for fiscal year was over \$122,500.00. Food generated \$15,000.00 in sales while merchandise continues to prove popular grossing \$107,000.00 dollars.



Total Revenue

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Total Revenue	\$1,883,060.00	\$1,976,713.00	\$1,950,334.00	\$1,916,197.00	\$2,136,177.00

## Events

The track hosted the first FIBT World Cup in bobsled and skeleton of the season in December, as well as several other international events including two North America's Cup bobsled / skeleton events. In addition to international competition, the venue also hosted a variety of national championship and selection races in bobsled, luge and skeleton.

## Athlete Usage

The total number of trips down the track was over 26,000, including training, competition, and public trips. Luge was again the largest user group with almost 11,000 slides, while Bobsled had almost 3,000 trips and Skeleton over 5,000 trips. Athlete usage programs generated almost \$40,000.00 in revenue for the venue. Public rides accounted for 6,500 trips down the track.

## *Lake Placid Development Program*

ORDA and specifically the OSC sliding track continued a partnership with the United States bobsled and skeleton team to fund development programs for bobsled and skeleton in Lake Placid. A portion of the proceeds from the half-mile bobsled ride program (The Lake Placid Bobsled Experience) was allocated to a special fund for use in a Lake Placid based development program. This year the program employed two full time staff and a part-time coaches and operated with a budget of \$150,000 to fund sled repair, training, athlete recruitment and to pay coaching staff. The program coached and screened over 250 athletes during the course of the season.

The purpose of this program was to fill a gap in existing programs that was preventing the U.S. from producing the next generation of bobsled and skeleton athletes. The long term goal is to produce high level athletes and to assure continued high level usage at the track. This year saw the first development athletes in skeleton complete on the World Cup tour.

## **CROSS COUNTRY AND BIATHLON**

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The cross country and biathlon center consists of 50 kilometers (32 miles) of trail system, a biathlon range and a public lodge. In addition to a public cross country ski facility and a training facility for biathlon and cross country the trails are leased to a private vendor during the summer months for use as a mountain bike center.

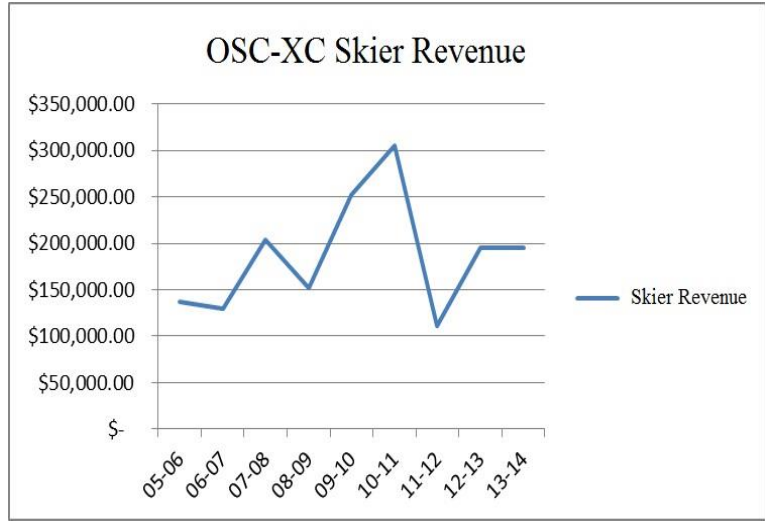
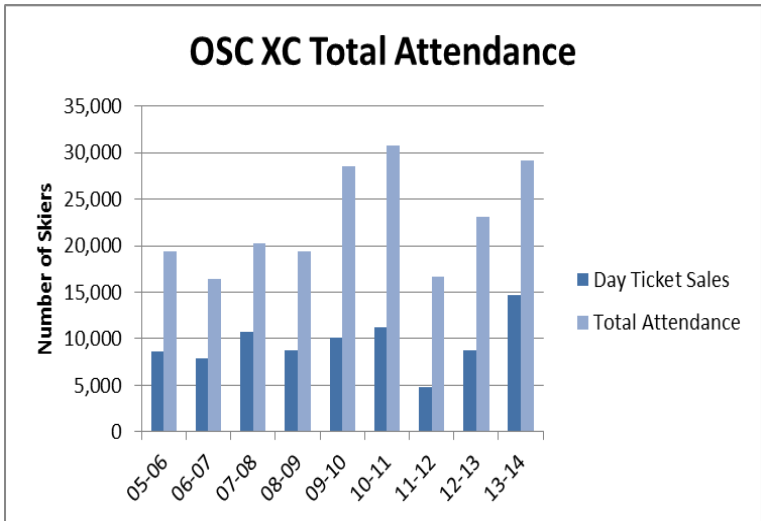
## Projects and Improvements

The focus of maintenance and trail repair in 2013-2014 was on lodge improvements continuing the enlargement of the lounge and adding a wine and beer bar for Centerplate operations.

## Visitation / Programs

The trail system was open in early December before closing for a month through the holidays due to lack of snow. Multi-organizational efforts were part of moving operations to the manmade loop at the jumps for holiday users. The trails remained open until late April, as late season snow

was strong. The venue saw over 28,000 skier visits rebounding from 23,000 in 2012-2013. Total visitation accounts for all season pass and athlete training days as well as usage by racing competitors. Daily ticket sales reflect all single and multi day trail passes sold and account for 13,859 skier visits this year. Total revenue, including the summer biathlon program was \$194,000.00 with 429 season passes sold.



Total Revenue

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Total Revenue	\$295,230.00	\$363,262.00	\$214,032.00	\$335,478.00	\$329,370.00

**Events**

The weather conditions allowed for successful events to be held including, the Lake Placid Loppet (although this race was moved to March), while the NYSEF Harry Eldridge event and the Clarkson Carnival were both moved to the manmade loop at the jumps. In addition, the venue hosted the cross country portion of the USCSA National Championships.

**Athlete Usage**

The venue hosted a diverse group of athletes at many levels throughout the season. NYSEF Nordic fielded elite and recreational athletes from ages six and up. Other local ski teams used Mt. Van Hoevenberg on a regular basis including the Lake Placid High School nordic team, the Saranac Lake High School nordic team, and the Paul Smiths College nordic team. USA Biathlon continues to house a residency program in Lake Placid.



Year	2007-2008*	2008-2009*	2009-2010*	2010-2011*	2011-2012*	2012-2013	2013-2014
Revenue	\$5,975,263	\$5,604,865	\$5,392,668	\$5,601,288	\$3,623,381	\$5,298,259	\$5,453,433
Visits	181,509	154,726	169,163	167,036	87,341	118,395	131,257

\*Statistics are based on Ski Season not Fiscal Year

In November 2012, Belleayre Mountain was transferred by the Department of Environmental Conservation to the Olympic Regional Development Authority.

**New For the 2013-2014 Season**



**SKI3 Products** - All three New York State Olympic Regional Development Authority (ORDA) operated ski resorts offered SKI3 products which include season passes and frequent skier cards to Belleayre Ski Resort, Gore Mountain and Whiteface Mountain. These products gave skiers and riders access to all three resorts and an unprecedented 227 trails, 886 acres of skiable terrain and over 7,300 feet of vertical.



**New Snowguns** – Twenty-five new snowguns were added to Belleayre’s arsenal, 10 of which are new SMI Polecat Fan Guns. These new fan snowguns are state of the art and energy efficient and increase the snowmaking capacity, while at the same are more efficient and reduce costs. As a result, Belleayre had one of its biggest opening days ever with nine trails and two lifts - including the Superchief Quad.



**Upgraded Snowmaking Infrastructure** - In addition to installing new snowmaking fan guns, more than 9,000 feet of air and water lines were also upgraded. This upgrade increased water pressure and further improved snowmaking efficiency and helped increase the resort’s snowmaking capacity. Four submersible pumps that supply water to all of the snowmaking guns were also replaced.



**New Groomers** - For years, Belleayre has been known for its great grooming. This year brought a couple of new Pisten Bully machines, including a winch cat. The addition of these groomers brought more perfect corduroy for your skiing and riding pleasure.



**Rossignol Experience Center** - The rental shop received a new makeover with the addition of the “Rossignol Experience Center.” Centerplate replaced all the older ski and riding equipment with more than 1,100 new pairs of skis from Rossignol and 200 new snowboards from Burton. In addition, over 50 pairs of high performance rental and demo skis were also available. In addition to the new equipment, the point of sale stations were moved which helped decrease the lines and make the flow of customers through the rental shop quicker and smoother. The “Rossignol Experience Center” at Belleayre makes learning to ski and improving your skiing easier, quicker and more fun for skiers of all ages.



**Discovery Lodge Marketplace Renovation**- Welcome to the new Discovery Lodge Marketplace. The cafeteria style food service was replaced with a more modern food court. The new food court brought a new and updated menu and more space for additional seating. Customers enjoyed gourmet pizza, paninis, soups, weekly specials, the famous Belleayre chili and a whole variety of other foods in the new Discovery Market Place. The new design also helped with customer flow and alleviated the lines at the cash registers.



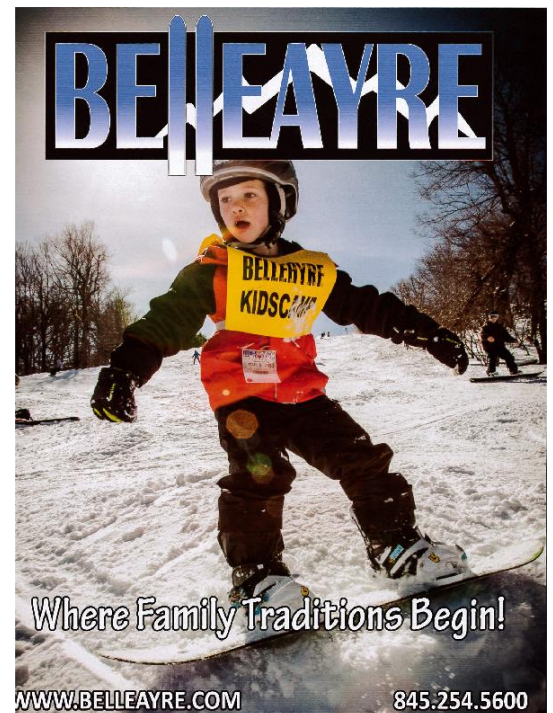
**New Surface Lift** - Hello magic carpet and good by handle tow surface lift. The handle tow was replaced on the bunny hill with a new magic carpet surface lift. This conveyor belt surface lift made it easier for the beginner and novice customers to get to the top of Runner Bear in learning area.

## Marketing

Belleayre’s marketing efforts included creating a matrix of marketing plans which included a variety of events, promotions, sales and advertising. The overall marketing plan was accomplished using a variety of traditional media (television, print, radio) and mixing it with some new media (digital and social media) to reach current and potential Belleayre customers throughout the Hudson Valley, New York City Metro, Long Island, Northern New Jersey, Northeast

Pennsylvania, Eastern Pennsylvania and Western Connecticut. Some samples of this mixture include:

- Increased the brochure distribution area and the number of brochures distributed was also increased.
- Signs and flyers were created and distributed locally for smaller events.
- Direct mailings were sent for season pass sales, seasonal programming, groups and more.
- Direct email blasts were sent out on a weekly basis.
- Cross promotions with Gore and Whiteface including SKI3 products – billboards, brochures, websites and more.
- Increased the third party snow reporting areas to encompass additional metro areas.
- Traditional media advertising included television commercials, radio commercials and print ads. This was the first season in a number of years a television commercial was used.
- An increased social media presence on Facebook, Twitter and Instagram.
- Attended more ski shows including some new summer shows in Central Park and more local shows.
- Digital advertising and banners ads on the Ad Network, mobile displays, Facebook ads, Snowcountry.com banners and digital billboards. Digital banners included both static and flash ads.
- A variety of on mountain events including a new event called the President Torchlight Bash. This new event consisted of a Warren Miller film screening, live music, torchlight parade and an evening rail jam. Other yearly events included a cardboard classic, dummy race, mogul competitions, race series and more.
- Creating more partnerships to give more exposure to Belleayre including Coca Cola, Colleges, Belleayre Region Lodging and Tourism Association, Belleayre Music Festival, Ski Areas of New York, I Love NY, Ulster Country Tourism, Central Catskill Chamber of Commerce, Ulster County Chamber of Commerce, Liftopia and more.



Ad space was sold again on the Belleayre website and in the brochure. New packages were offered with different price points which allowed businesses to have a variety of choices to fit their needs. These opportunities will help increase revenue streams and sponsorship opportunities and new ways for co-op advertising on the web and in the brochure.

A Cloud store was introduced this season. In addition to third party e-commerce, Belleayre had the opportunity to sell one day lift tickets off of the belleayre.com website. The result, online sales

were up 86% over last year. We hope to continue e-commerce in the future as it offers key management and promotional opportunities.

For a second year in a row group sales were challenged. School groups and ski clubs have always been a very large part of our group sales and due in part to cutbacks at the schools; Belleayre has lost a number of visiting school clubs. Looking to rejuvenate this segment, Belleayre is already booking and attending more shows to help increase these numbers. In the future, the sales department will be more active in pursuing new groups by making more phone calls, sending out letters and postcards, visiting group events and pre-booking reservations and evaluate the different price points.

The resort's social media efforts continued this year. Facebook "likes" increased by almost 1,000 this past year and we became more active on the @skibelleayre Twitter account having about 1,000 followers. An Instagram account was also created this past year and currently there are 750 people who follow @belleayre. We will continue our social networking efforts though all of the different avenues.

### **Summer/Fall Operations**

To help Belleayre become a four season resort destination, Belleayre offers a variety of summer activities including the Belleayre Beach, The Belleayre Music Festival and two festivals in the fall, one new September festival and one festival in October. Other summer events include weddings, banquets, conferences and mountain biking. Mountain biking begins in late-April and runs through autumn. All trails can be used for biking in the upper, lower and cross country areas. A New York State Mountain Bike Series was also held in late August. The goal is to grow mountain biking at Belleayre in the upcoming year.



The Belleayre Beach saw nearly more than 18,000 visitors. The beach offers lifeguard supervised swimming, row boat, pedal boat and kayak rentals, picnicking, horseshoe pits, volleyball, basketball, fishing and great relaxation. Unfortunately, due to staffing issues, the Red Cross Aqua School was not offered during the 2013 summer season. New at the Belleayre Beach, a Beach Season pass was offered to our customers. This season pass allowed access to the beach any time during normal operating hours.

## Year in Summary

The 2013-2014 season was the first full year in which Belleayre Ski Resort was managed by ORDA after being transferred by the Department of Environmental Conservation (DEC). The year began with cold weather and with the help of the new snowguns; Belleayre had one of the biggest openings ever with nine trails and two lifts, including the Superchief Quad.

The first major snowfall of the season occurred in mid January and the temperatures stayed cold for the rest of the winter through March. Nearly three feet of snow fell during the month of February, with one major storm just prior to President's week providing excellent conditions and the mountain was almost 100% open. Snowsports saw a slight increase over the previous year. We are constantly looking for new and creative ways to recruit new staff and also keep the existing staff coming back year after year.

While there challenges throughout the season, the Belleayre staff rose to the occasion while still providing a great experience for our customers.



2013/2014 MORE GORE

## Annual Report



Gore Mountain has made steady and significant long-term investments in minimizing its biggest expense: ENERGY.

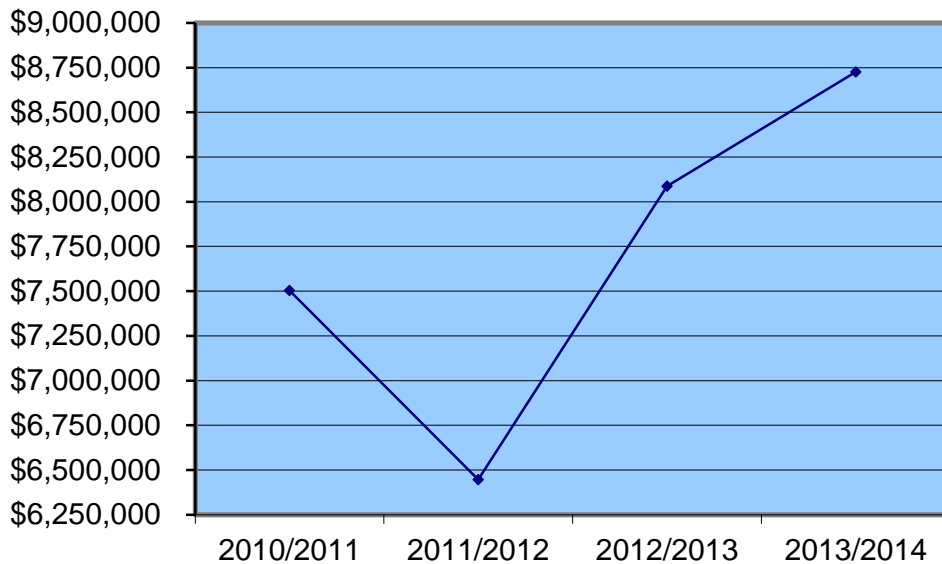
260 new high-efficiency tower guns have been acquired over the last three snow seasons, 100 of those for 2013/2014.

The table below represents Gore providing a better guest experience by operating more lifts and making more snow, which resulted in increased and record-breaking revenue. The energy required for the increased snowmaking and lift operations reduced, creating a favorable result on several levels during 2013/2014:

	2012/2013	2013/2014	CHANGE
Lift Days*	1071	1209	+13%
Gallons of Water Pumped	270 million	305 million	+13%
KWH Consumed	13,646,411	13,539,776	-106,635
Total Revenue	\$8,956,910	\$9,646,160	+7.7%

*\*One lift day is the equivalent of running one lift for one day. For example, one ski day with 10 lifts in operation is equal to 10 lift days.*

**ON-HILL REVENUE** – On-hill revenue consists of items such as season pass and lift ticket products and snow sports school programs.



Yearly on-hill revenue average over the three seasons prior to 2013/2014 was **\$7,345,193**.

The 2013/2014 on-hill revenue of **\$8,725,721** represents a 19% increase over this average and an all-time

*It should be noted that 2011/2012 was extremely unfavorable in terms of weather (thaw/freeze cycles and just 76" of natural snowfall, half of the annual average of 150"). The purchase of 160 tower guns in advance of that season was ideal to help counter the weather challenges and minimize its skewing of historical data. Despite the unusual weather of 2011/2012, this chart still represents steady revenue growth during the relatively average snowfall years of 2010/2011 (150"), 2012/2013 (168"), and 2013/2014 (147.5").*

**Total Revenue**

	<b>2009-2010</b>	<b>2010-2011</b>	<b>2011-2012</b>	<b>2012-2013</b>	<b>2013-2014</b>
Total Revenue	\$8,081,744.00	\$8,171,714.00	\$7,085,546.00	\$8,956,910.00	\$9,646,160.00

**2013/2014 IMPROVEMENTS**

**1) FOUR NEW TRAILS-** The new “Hedges” connector trail introduced access from the top of the Burnt Ridge Quad to the North Side. Meanwhile, the massive new “Boreas Glades” presented skiers a remarkable new Burnt Ridge Mountain adventure, while two smaller glades on Little Gore Mountain continued Gore’s exciting redevelopment of the Historic North Creek Ski Bowl.

**2) CHILDREN’S PROGRAM MAKEOVER-** Extensive renovations to the children's learning experience included the installation of a new 150' conveyor lift. Similar to moving walkways at airports, conveyors transport beginner skiers and riders uphill safely and easily. The new Greenway Conveyor is accessible from just outside the Mountain Adventure Center in the Northwoods Lodge. From the top of it, children can: a) ski back down; b) access the base of the

Bear Cub Poma; c) board a second 100' conveyor; or d) explore the newly improved terrain garden offering gentle earthen features that help develop skills and shape turns. Meanwhile, the interior of the Mountain Adventure Center was expanded by approximately 30% and features an improved registration and ticketing area.

**3) SNOWMAKING-** During 2013, 100 new high-efficiency tower guns and seven powerful fan guns were added to Gore's arsenal. Because 260 of these guns have been acquired in the last three years, Gore has been able to maximize pumping capacity, therefore making more snow in less time. In previous years, the more traditional ground guns would exhaust available air while burning more electricity before a similar amount of snow had been produced.

**4) CONCESSIONS IMPROVEMENTS-** A new 108-seat deck off the recently renovated Tannery Pub & Restaurant was completed, offering a year-round venue to enjoy food, drink, and special events.

The all-new "Corduroy Café" was built just outside the Tannery, designed to offer specialty morning snacks and drinks to start the day, as well as après-ski food and libations to end it.

**5) SUMMER PROGRAM-** Gore staff constructed an 18-hole outdoor miniature golf course to add to the list of off-season activities. New flower gardens were placed around the Base Area, and a popular stone labyrinth was built at the top of the Northwoods Gondola.

## **CURRENT PROJECTS**

Gore Mountain is working towards the following improvements for 2014/2015:

- a) Replacement of the 1984 Adirondack Express with a high-speed quad. The previous triple is the oldest high-speed lift in North America and maintenance and part replacement have become inefficient and arduous. The new quad will offer a smoother, faster, and more reliable ride out of Gore's primary Base Area, while providing access to the resort's four-peak network of terrain.
- b) 22 high-efficiency 30' permanent tower guns have been ordered for the Topridge trail on Bear Mountain. This improvement will reduce the costs and energy required to open this huge trail, while allowing it to be open to guests for more days during the winter.
- c) The J-Bar is getting a new "soft start" feature to provide an easier, more comfortable guest experience when the lift restarts in that beginner area.



# WHITEFACE LAKE PLACID

## 2013-2014



Whiteface Mountain, which includes the Whiteface Mountain Veterans' Memorial Highway, was the site of the 1980 Winter Olympics, and logs the greatest vertical drop (3,166') in the eastern United States. A short hike to the top of the slides (Extreme Skiing area) provides 3,430' of vertical. Whiteface boasts 11 lifts and 87 trails with a variety of terrain. Set in the Adirondack Park, Whiteface is the perfect blend of wilderness adventure and family fun.

Whiteface offers a number of competitive and recreational snow sports activities during the winter season for all levels of participants, including alpine ski racing, freestyle skiing and snowboarding competitions, terrain park events, and tree skiing.

Summer activities include a scenic gondola ride to the summit of Little Whiteface Mountain, which travels 8,487' over a vertical rise of 2,432'. The Cloudsplitter Gondola also services mountain biking, from the summit of Little Whiteface. Other summer activities include disc golf, interpretive hikes, 4x4 tours, air bag free fall and festivals.

The Whiteface Mountain Veterans' Memorial Highway is a breathtaking eight-mile drive from the town of Wilmington to the summit of Whiteface Mountain. The Memorial Highway was completed in 1936 and has a rich history. It climbs 3,400' over an average grade of eight percent, and ends just 276 vertical feet below the summit where you can either walk the final fifth of a mile along a mountain trail or take an elevator deep inside the mountain to the summit.

With so much to offer and rare natural beauty, Whiteface Mountain is truly the centerpiece of the region summer and winter.

## The Year in Review

### Spring/Summer

The spring and summer operational season featured types of weather. On Memorial Day weekend, Whiteface was surprised with 30 inches of snow on the summit, followed by extreme storms in June. The damage from these storms was covered by FEMA and totaled over \$100,000 in damage and repair.

Despite the extreme weather, the mountain it still managed to post its highest revenue on record at almost \$1.2 million. A major contributor to this was the new air bag operation that posted over \$50,000 in new revenue.

After years of cooperative work with the Wild Center and ANCA, Whiteface released its new informative way finding and educational project entitled "Whiteface the Exhibition." This project turns the mountain into an educational exhibition with signs and interactive elements that teach guests about the flora and fauna of Whiteface and the Adirondacks. There are elements on the ski center side but the majority of the exhibition is on the memorial highway side of the mountain.

Gondola rides and mountain biking commenced on June 14, weekends only, with daily operations starting on June 28. The third annual Wilmington/Whiteface Bikefest was held the weekend of June 14. The event featured the Leadville 100k bike race (400+ competitors), 12<sup>th</sup> running of the Whiteface Mountain Uphill bike race, and the 5k downhill. This event coincided with the start of summer operations.

This season marked the first year that the Cloudspin lounge opened its doors for the summer guests, offering a full bar and pub style menu. Whiteface created a weekly music series, “Rock the Face,” where bands played in the lounge every Saturday during the summer. This new event also continued with a winter music series of the same name.

The Whiteface Mountain bike park, operated by High Peaks Cyclery, continued operations with events and races scheduled throughout the season. The gondola was used by bikers to access the mountains most challenging terrain while a shuttle bus was used to access the novice trails on the lower mountain. Once again, mountain biking had a slightly below average summer.

Other summer operations included disc golf, nature hikes, 4x4 Alpine Expedition mountain tours, and air bag free fall.

Below is the summary of visitors and revenue of the Whiteface operated summer activities.

Visitors	2007	2008	2009	2010	2011	2012	2013
WF Gondola	39,756	38,576	37,681	42,392	34,199	35,025	38,797
WF Highway	71,448	65,045	66,025	72,023	65,251	74,475	72,579
Mountain Biking	1,430	1,574	1,825	2,115	1,832	1,540	1,191
Total	112,634	105,195	105,531	116,530	101,282	111,040	112,567

Revenue	2007	2008	2009	2010	2011	2012	2013
WF Gondola	\$464,212	\$452,125	\$459,122	\$529,645	\$441,948	\$469,135	\$595,473
WF Highway	\$400,531	\$372,362	\$383,547	\$468,325	\$438,005	\$505,926	\$556,842
Mountain Biking	\$15,302	\$15,483	\$16,985	\$19,404	\$17,476	\$16,601	\$15,121
Total	\$880,045	\$839,970	\$859,654	\$1,017,374	\$897,429	\$991,662	\$1,167,436

### Projects and Purchases:

*Equipment Purchases:* This year Whiteface purchased a new 600 Piston Bully winch cat, new 400 park pro snow cat, and a used transport cat. It also purchased some used trucks, new snowmobiles, new fan guns and a new Polaris ranger. 35 new efficient snow guns were purchased through a grant program from NYSEG.

*Lifts:* To combat inconsistent mechanical failure on the freeway lift a new communication line was installed and the lift motor was rebuilt. This work did not eliminate mechanical failure on this lift, but it did reduce it significantly. Other large lift maintenance projects include rebuilding

the motor for the summit quad, and hydraulic tensioning piston seals for the summit and Kids Kampus lift. Regular maintenance continued on all lifts.

*Little Whiteface building-* Essex County contracted Integrated Rigging and Construction to rebuild and increase the size of the Little Whiteface ski patrol building. This project started in May and was completed in November. This building houses emergency communication equipment that is used by all county emergency systems as well as ski patrol.

*Little Whiteface deck-* The Little Whiteface deck was rebuilt using material purchased the prior season.

*High Voltage Power:* Repairs were made to high voltage lines, some that had suffered storm damage other repairs were upgrades or maintenance. Also, more power points were added to allow for fan gun usage.

*World Cup mogul course-* Improved dirt work was done on the Wilderness Trail to improve the World Cup Freestyle moguls course. This made the course fit within spec for the first time and saved tens of thousands in snowmaking, fuel, and labor.

*Trail Maintenance:* Trail projects included brushing and stabilization on ski trails and lift lines. The trail maintenance department also cut a new glade on Lookout Mountain called Rand's Last Stand. This glade was named after long time General Manager Jay Rand.

Additionally major projects were undertaken in partnership with our concessionaire Centerplate. Projects included:

*Cloudspin lounge-* This project increased the capacity of the kitchen in the lounge and included new equipment, hood, and additional space. It paid off with a drastic increase in food sales.

*Mid station café-* The mid station café was reorganized and a wall was removed to allow for better customer flow and faster transactions.

*Medalist café-* This project included the installation of new fryers, rubber floor, and a grab and go station. The flow was also changed to allow for faster transactions and less confusion.

## Winter

Opening day was November 15, 2013 and Whiteface offered skiing from the top of the gondola to the mountain's base. The mountain's closing day was April 20, 2014 with top to bottom skiing. Whiteface opened a week earlier and closed a week later than anticipated due to great early and late season weather and increased snowmaking capacity. The slides were open for 13 days in March and April.

The mountain experienced exceptional skier visits and revenue in February 2014 (as compared to the prior season) and was on par with prior season results in December 2013 and March 2014. The reason for the average numbers was the mild weather during December and March.

Whiteface visits were up over 11.5% and revenue was 2.3% higher than last year. This is significantly higher than the national average which saw a decrease in skier visits of over 2%

Whiteface snowmaking and grooming crews did a superb job opening new trails and keeping the conditions excellent throughout much of the year. We received many compliments from guests and pass holders, concerning the excellent skiing we provided well into April.

Whiteface continued to host a multitude of events in conjunction with various partners including NYSEF (New York Ski Education Foundation), United States Ski Association, USCSA, and the ORDA events department.

Whiteface closed on April 20 after 149 days of operation, one of the latest closing dates and longest seasons to date.

The ski season ended on Easter Sunday under sunny skies with above average snow conditions for that time of year.

Operationally, there were very few lift malfunction related closures. Whiteface will continue to update and replace lift machinery that is causing down time.

Below are charts that represent the revenue and visits over the last seven (7) seasons, including the recently completed 2013-2014 ski season. As you can see, this is a modest improvement in revenue and significant increase in skier visits as compared to the prior (2012-2013) ski season and one of our highest skier visit (season) counts to date.

Total Revenue

	<b>2009-2010</b>	<b>2010-2011</b>	<b>2011-2012</b>	<b>2012-2013</b>	<b>2013-2014</b>
Total Revenue	\$9,367,859.00	\$10,493,708.00	\$9,025,507.00	\$10,451,451.00	\$11,149,635.00

	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Skier Days	188,784	209,214	164,952	192,008	218,348

[Marketing/Guest Services](#)

The sales and marketing department had a highly successful year. The ski show season started in May, with the spring group ski shows in Washington D.C., New Jersey, Philadelphia and Boston, and continued through November. In the fall Whiteface was represented at shows in Syracuse, Rochester, Toronto, Ottawa, London, Montreal, Albany, New Jersey, Philadelphia and Boston. The sales and marketing manager also traveled to Mountain Travel Symposium and had meetings with over 40 tour operators and 50 ski clubs. She was also a speaker on a panel entitled “Why Eastern Ski Resorts and Ski Areas” with representatives from Ski Vermont, Ski New

Hampshire and Ski Quebec. The workshop was so successful that Mountain Travel Symposium has asked for it to be repeated for the next five years.

Whiteface upgraded the ticketing POS system from RTP One to Siriusware in October 2014. This change put all three mountains and all of the Olympic venues on one ticketing system. The benefits include: Siriusware's ability to work with Elavon (RTP would not), all venues have access to the customer data base, reports include all venues, compatibility with our G/L system, integrated credit and much more. The new system is much faster than the old system and customer wait times for ticket purchases were drastically reduced.

E-ticket sales continued to grow, after a late start launching our e-stores in early December, Whiteface ended the year up 58% over LY with total sales (including breakage) of \$1,510,590. The plan for next year is to start online sales in the summer to increase our sales and get our customers to commit to visiting Whiteface.

Groups from the United Kingdom continue to grow and we have added a new tour operator for the 2014-'15 season. In 2013-'14 we had 1,685 skier days in UK school groups alone. We also partnered with Banchi Outdoor Adventures to bring almost 200 students from the Lycee Francais de New York for five days of skiing and lessons for the second year in a row with a sale of over \$60,000.

In February, Whiteface was instrumental in planning and hosting a UK media push with I Love New York. Six members for the UK media travelled up the I-87 corridor stopping at the different ski areas along the way. The trip culminated in an extremely successful visit to Whiteface and Lake Placid.

The College Seasons Pass program continues to grow selling close to 100 new passes this season with revenue totaling \$319,570.00. Two new colleges were added to the program and we hope to see their numbers grow as students become familiar with the program. SUNY Plattsburgh also conducted a marketing push geared toward skiing and ridding at Whiteface while in school. The marketing strategy included several commercials on the radio and Pandora.

In late March, Whiteface was awarded the 2017 Eastern Inter-Council Winter Carnival. The event, planned by the Eastern Pennsylvania Ski Council, will include ski councils from all over the eastern U.S.; Whiteface is already in the process of marketing and selling this Olympic themed event.

Special consumer events were added for the Olympic year to the mountain's monthly calendar including Whiteface Olympic history tours and an Olympic scavenger hunt. This season, pond skinning and the Apple Butter Open were both big successes as always.

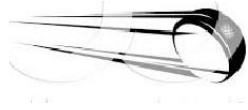
Whiteface Wipe-Out partnered with the Plattsburgh Rec Associations Rockeater, and the event's name was changed from Wipe-Out to Snoweater. A 1.5 K lap was also added to the event in an effort to mimic the popular 'Mud Run' events. The event doubled participation and hope to become known as the first 'Slush Run' of the season. Mud Run participants paid \$25 for the 1.5 K course and \$15 for the .5 K course.

*Social Media:* High quality social media endeavors have proven to double our following across all our social platforms this year. Facebook continues to show steady growth and extremely high interaction and sharing levels from our loyal fans.

The Twitter page is showing its merit with the opportunity to reach media professionals and gain national attention from its reach. Our Memorial Day weekend snowfall went ‘viral’ reaching over 26-million on the net and gaining national attention from ABC Nightly News, Good Morning America, CNN, The Weather Channel, several national radio stations and news channels in Great Britain and Japan.

With the help from some very talented interns, Whiteface’s video content on YouTube this season cannot even compare to last season, with over 154,800 hits. That is 3,500 hours of our media watched. Our content encompassed the Whiteface experience, mountain updates, park updates, trail openings, time lapses and event recaps. Instagram was also added to the social portfolio this year and it has quickly grown with over 2,200 followers to date.

The use of high quality content in Whiteface social media has put us in a place where industry professionals take notice and our social channels flow rapidly into the streams of future guests.



## Communications

### GOALS:

- To interface with the Governor's office and assist in the State's mission of enhancing New York's place in the world of tourism and event hosting;
- To generate press coverage of the ORDA venues and events therein working with print, broadcast, electronic, photo, cyber and social media;
- To satisfy media inquiries into ORDA venues, activities and events;
- To assist above media situations with materials and staff;
- To provide world-class working conditions and services for media at ORDA sporting events;
- Synergize the reach of ORDA, its sponsors and constituents to positively impact all three

### HIGHLIGHTS:

- In July, 2013, ORDA's public relations department welcomed Ashley McKenelley to its staff. McKenelley, a May 2013 graduate of Plattsburgh State University College, replaced Wendy Townsley, who moved to Park City, Utah.

McKenelley has quickly become a key component to the department's strategic plan. Not only does she assist with the everyday operations of ORDA's public relations department, but she involved in the planning and execution of the Authority's event coverage, as assistant Chief Press Officer and also assists media who visit ORDA's Olympic venues and Lake Placid region through FAM tours.

McKenelley also serves as the assistant editor to the Flame and frequently writes press release that distributed locally, regionally and nationally, promoting events on ORDA's Olympic venues and within the Lake Placid region.

- The 2014 Olympic Winter Games in Sochi, Russia brought about additional attention to the Lake Placid region and ORDA's Olympic venues. Leading up to, and during the Games, Lake Placid and ORDA's Olympic venues were featured on Showtime Television's "60 Minute Sports," ESPN's "30 for 30," Yahoo.Com Sport's "Memorable Moments," British Broadcasting Company's (BBC) "History of the Winter Olympics," NBC Universal Sports, NBC's "Today Show," as well as several NBC affiliates who

came to Lake Placid to produce their own stories and features looking back at the 1932 and 1980 Olympic Winter Games.

- In March, 2014, the North American Snowsports Journalists Association (NASJA) awarded ORDA's Director of Communications Jon Lundin with its Bob Gillen Award.

The Gillen Award is named in honor of a former *Ski Magazine* editor and resort marketing professional. It honors an individual who exemplifies the highest standards of professionalism in public relations and media communications.



Established in 1963, NASJA is North America's largest association of professional snowsports writers, authors, photographers, videographers, broadcasters and industry professionals. The association boasts more than 185 snowsports journalists and over 50 corporate members.

- **EVENT COVERAGE:**

1. June 13-16 –  
Wilmington/Whiteface Bike Fest  
and Wilmington Whiteface 100K  
MTB race, Local and regional  
press



2. June 15-27 – USA Women's  
National Team Selection Camp,  
New York Times, Denver Post,  
Albany Times Union, New York  
Post, TeamUSA.Org,  
Minneapolis Star Tribune, Associated Press, Getty, Philadelphia Inquirer, Chicago  
Tribune, NBC Universal Sports, local and regional press coverage



3. Aug. 24 – Towner Challenge, Local and regional  
press coverage

4. Aug. 3-10 –USA Hockey Junior World  
Championship Evaluation Camp, Local and regional press,  
Sports Illustrated, NHL Network, FastHockey.Com,  
NHL.Com, Sporting News, Washington Times, New York

Times, CBC Television, NBCSports.Com, NBC Universal television

5. Oct. 5-6 – Second Annual Lake Placid Brew Fest, Local and regional media
6. Oct. 5-6 – Annual Flaming Leaves Ski Jump, Local and regional media
7. Dec.9-15 – FIBT World Cup bobsled and skeleton racing, NBC Universal television, NBC Sports Network television, CBC Television, Associated Press, Reuters News Service, EPA News Service, Toronto Sun, United States Olympic Committee, New York Times, Baltimore Sun, local and regional press
8. Dec. 11 – Annual New York City Media Nite for ski, destination, travel, outdoor and media
9. Dec. 28 – IMG Holiday Festival on Ice, local and regional press
10. Jan. 13-16 – FIS World Cup Free-Style Skiing. Associated Press, United Press International, Canadian Press, NBC-Television, Japanese News Agencies, Getty Photos, Reuters Photos, Baltimore Sun, TeamUSA.Org, Albany Times Union, Troy Record, Toronto Globe & Mail, Montreal Gazette, LaPresse-Canada, Ballston Journal, Adirondack Daily Enterprise, WPTZ-Television, WCAX-Television, RDS-Canada Television & Radio, NBC Television.
11. Feb. 6-9 – Empire State Winter Games. State, local and regional press coverage
12. Feb. 13-16 – Nor/Am Freestyle Skiing. Local and regional press coverage
13. March 8 – Lake Placid Loppett. Local and regional press coverage
14. March 8-15 – United States College Ski and Snowboard Championships, Nassau News Leader, Schenectady Gazette, Willimantic Chronicle, local and regional press coverage
15. March 20-21 – ECAC Hockey Men’s Championship Tournament. Fox College Sports 1, school beat reporters and radio stations, local and regional press



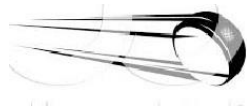
## **FAM TOURS OF ORDA'S OLYMPIC VENUES AND WHITEFACE/LAKE PLACID REGION**

This year, ORDA's communications department invited several travel, outdoor, ski, family and adventure journalists to the Lake Placid region to take part in familiarization tours (FAM tours) of ORDA's Olympic venues. The tours were well received and highly successful, resulting stories, articles, feature articles and millions of impressions.

Between April 1, 2013 and March 31, 2014, 72 media (some with family) participated in the FAM tour opportunities and experience Lake Placid and ORDA's Olympic venues. Media ranged from national outlets including the Men's Journal, New York Times, New York Daily News, Travel Channel, Weather Channel, Parenting Magazine, and Fodor's Travel to eastern outlets such as SnowEast Magazine, Vermont Public Radio, New Jersey Times, Mountain Lake PBS-TV, TravelWeekly.Com, GirlGoneTravel.Com, DestinationsMoms.Com, Albany Times Union and Schenectady Gazette.

## **MEDIA HIGHLIGHTS 2013-2014**

- Whiteface/Lake Placid received several accolades throughout the year to include:
  1. *SnowEast Magazine* – “#1 Ski Destination in New York State”
  2. *Smarter Travel Magazine* – “10 Best International Ski Destinations”
  3. *Smarter Travel Magazine* – “10 Incredible Ski Resorts Around the World”
  4. *Ski Magazine* readers ranked Whiteface/Lake Placid #1 for Off-Hill activities, marking 23 consecutive years the region has received this distinction The 2014 survey also tabbed Whiteface Mountain as the 10<sup>th</sup> top ski resort in the eastern United States. Whiteface also received kudos for Après Ski Activities (No. 4), Challenge (4), Scenery (No. 5), Character (No. 6), Dining (9) and Overall Value (No.10).
  5. *AOL.Com* – “Best Ski Vacations from New York”
  6. Listed in CNN International's World's Best Ski Runs 100-1. At #7
- Aug. 16-19 TravelLogged.Com's Liz Bored Wright FAM toured ORDA's Olympic venues and Lake Placid for a feature blog on unique family fun activities centered around Olympic activities
- Nov. 27 – New York Times Reporter Bill Pennington FAM toured ORDA's venues for an article on Olympic activities in Lake Placid during the Sochi Olympics
- Dec. 19-23 – Sandra Foyt FAM toured ORDA's Olympic venues and Lake Placid for a feature blog on Olympic related activities in Lake Placid during the Sochi Olympic Winter Games
- Dec. 11 – Fourth Annual New York Media Ski Day at Whiteface. Twenty-three New York State media participated in the FAM tour of Whiteface Mountain
- Jan. 15—Second annual New England Media Ski Day at Whiteface
- Feb. 27-March 1 – ORDA, Ski Areas of New York (SANY) and I Love New York joined together to host a United Kingdom (UK) FAM tour in which seven writers participated, skiing and touring Belleayre, Gore and Whiteface ski resort



## Corporate Development

The Corporate Development Department is responsible for the solicitation of all corporate sponsor opportunities including organizational, event and program sponsors. Working with international, national and regional corporations, Corporate Development works to create partnerships that provide unique promotional opportunities, raise incremental revenue and provide budget-relieving donations to assist in supporting the Olympic Authority and its venue operations. In addition, Corporate Development is responsible for the coordination and management of the Winter Olympic Challenges and the Gold Medal Games programs.

### Sponsorship

The fiscal year 2013-'14 saw continued interest with sponsorship and corporate programs for the Corporate Development Department, especially with event sponsorship. We were very fortunate to successfully renew our agreement with J. Lohr Vineyards & Wines, continuing the naming rights to the Café & Wine Bar at Whiteface, additional exposure at the Conference Center at Lake Placid, and expanding pouring and exposure in the Tannery and at the new service bar at Gore Mountain. Additionally, we were able to renew several local sponsorship packages, as well as many local trade agreements.

Corporate Development also concentrated on servicing its existing sponsors with an emphasis on promotional activation to increase ORDA revenues: The department's partnership with Coca-Cola provided it the opportunity for a season long Ski 3 promotion on college campuses throughout the northeast.

The fourth Chevy Owners Appreciation Days at Whiteface on January 17-19, 2014 brought close to 2,000 Chevy owners for a day of skiing and riding at Whiteface. Guests were also given the opportunity to take in the World Cup Freestyle Aerial competition and look at the new 2014 Chevy models. Two thousand, two hundred and sixty two new leads were generated for Chevrolet at this event.

Event partnerships were forged, which assisted in offsetting the cost of hosting events this year. Gasprom (A Russian oil company) partnered during December's FIBT World Cup bobsled and skeleton event. This relationship was brought about through the FIBT and BMW through a relationship with the United States Olympic Committee (USOC) and the United States Bobsled and Skeleton Federation (USBSF). CHA Consulting supported the ECAC Hockey Men's Championship along with a few local partners. Hannaford was signed on as the presenting sponsor of the Empire State Winter Games.

Event sponsorship revenue for 2013-'13 was \$97,620.00.

Total revenue from sponsorships was \$474,636.75 in cash and \$933,413.00 of value-in-kind.

## Local Sponsorship

Another focus for the past year has been sponsorship opportunities with the ORDA venues and programs aimed at local businesses. Revenue from local sponsorships was \$54,350.00 in cash; \$79,901.00 value-in-kind product was generated from these programs/events; \$45,000 in local media trade; \$44,640.00 in local trade value-in-kind; \$19,000.00 of value-in-kind product as part of our local ski shop program.

## Corporate Development Programs

The Corporate Development department, through the Winter Olympic Challenge and Gold Medal Games programs, employs a Corporate Programs Representative to sell, oversee, manage and service these events. These programs are designed for corporations, associations, military, clubs, families and other large gatherings looking for an off-site location to host meetings, employee incentive programs, banquets or themed events on ORDA's venues while combining truly unique interactive Olympic activities and tours with their outing. With the 2014 Olympic Winter Games in Sochi, Russia this past February, the department saw an increase in revenue and number of programs. USOC Olympic partners BP, Liberty Mutual and Coca-Cola took advantage of these programs. Working within a company's budget and time constraints, we successfully completed fifty-four (54) programs (forty-two (42) programs in 2012-'13, 52 programs in 2011-'12, 47 in 2010-'11, 49 in 2009-'10 and 41 in 2008-'09) introducing 2,248 company executives and their staff, families and their guests to the ORDA venues (1,629 in 2012-'13, 2,070 in 2011-'12, 1,969 in 2010-'11, 2,623 in 2009-'10 and 1,701 in 2008-'09).

These programs grossed \$909,964.87 in revenue this past year (\$480,395.63 in **2012-'13**, \$319,221.72 in **2011-'12**, \$374,335.98 in **2010-'11**, \$233,166.12 in **2009-'10** and \$211,327.00 in **2008-'09**).

### **Incremental revenue generated for the venues and Centerplate through these programs:**

Centerplate - \$148,505.92

Olympic Center Building & Ice rental – \$25,442.50

OC Centerplate F&B Commission - \$3,246.97

LP Olympic Museum - \$2,482.00

Conference Center Room Rental - \$4,220.00

Conference Center Centerplate F&B Commission - \$2,844.85

Olympic Jumping Complex - \$20,530.50

OJC Centerplate F&B Commission - \$6,042.51

Olympic Sports Complex - \$68,001.75

OSC Centerplate F&B Commission - \$438.16

Whiteface - \$11,736.00

WFC Centerplate F&B Commission - \$378.63

Passports - \$3,596.00

## Vending

This was year number-three of five with our agreement with Tri-Lakes Vending of Lake Placid. ORDA receives 30¢/unit sold of carbonated and non-carbonated beverages, candy, gum/mints, chips, and cookies, sold at all of the Lake Placid ORDA venues.

**2013-‘14 revenue:** \$18,044.00/ **2012-‘13 revenue:** \$18,132.05 / **2011-‘12 revenue:** \$17,695.35 / **2010-‘11 revenue:** \$ 21,384.55/ **2009-‘10 revenue:** \$20,596.45 / **2008-‘09 revenue:** \$24,402.30 / **2007-‘08 revenue:** \$30,252.40 / **2006-‘07 revenue:** \$29,391.20 / **2005-‘06 revenue:** \$30,748.35 / **2004-‘05 revenue:** \$27,622.10

## ATM

This was our third full winter with HARP Cash Technologies, a third party, who maintains and services twelve (12) ATM’s at the ORDA venues. ORDA receives a cash amount for every ATM transaction on ORDA managed venues. This year we received \$9,632.00 in revenue from ATM transactions on our venues.

## THE YEAR AHEAD:

### Sponsorship

The focus for the upcoming year is multiple and diverse. Work continues on developing a new sponsorship website. Plans are to concentrate on renewals of our existing agreements with Chevrolet, J. Lohr Vineyards & Wines and Anheuser Busch, as well as our regional partners and our advertising agreements with Northwood School, National Sports Academy, Can-Am and Canadian Hockey Enterprises.

The department will focus on finding a new bank partner, as well as search for new partners in the following categories: grocery, flavored milk, coffee, liquor, hardware, and paint. We look to further our relationship with the USOC and their leadership to assist us with their existing partners while offering them some of our assets to assist them in attracting new sponsors.

### Local Sponsorship

The Corporate Development department will build on its existing local sponsorship opportunities, grow the revenue from these programs and gain involvement from more local businesses assisting in offsetting costs and in many cases allowing the venues to provide prizes for their consumer events.

We will once again offer sponsor packages to our successful Summer Jumping Series to include eight weeks of Soaring Saturdays and Wet ‘n Wild Wednesdays and Summer Skating Series to include nine weeks of Freaky Fridays and Saturday Night Ice Shows.

Four (4) year-round integrated packages (\$10,000.00 each) will once again be offered to local companies as well, offering exposure at the venues, tickets, event sponsorship, and advertisements.

Additionally, Corporate Development look to expand upon our successful efforts with our resort guide, web presence and e-newsletter sponsorship.

### **Event Sponsorship**

In addition to our annual summer events (Summer Jumping Series – Wet ‘n Wild Wednesday and Soaring Saturday and Summer Skating Series – Freaky Friday & Saturday Night Ice Show) this year’s focus will be on our fall festivals, the FIBT & FIL World Cups, FIS World Cup Freestyle, and many other ORDA hosted events. We are working closely with the staff at the ECAC to develop packages and solicit corporate support for the ECAC Men’s Ice Hockey Championships which will return in March for year two of a three year agreement. We have already secured CHA Consulting as the presenting sponsor for the remaining two years.

### **Corporate, Association, Military, Club, Family & Group Programs**

The close partnership we enjoy with the venues maximizes every guest experience which is subject to venue availability. Corporate Programs staff will continue to solicit other USOC sponsors for these programs.

Our Gold Medal Games program continues to stay steady on a year-round basis from small to mid-size companies, groups and organizations. We will continue our sales efforts in conjunction with the Conference Center at Lake Placid and the local lodging properties on this very successful corporate, association and group interactive clinic and/or hospitality program. Work continues on our “Groups” web pages in conjunction with the Conference Center at Lake Placid, Whiteface, Olympic Sports Complex, Olympic Jumping Complex and Sports Development to market and sell our programs, pricing, menus and packages.

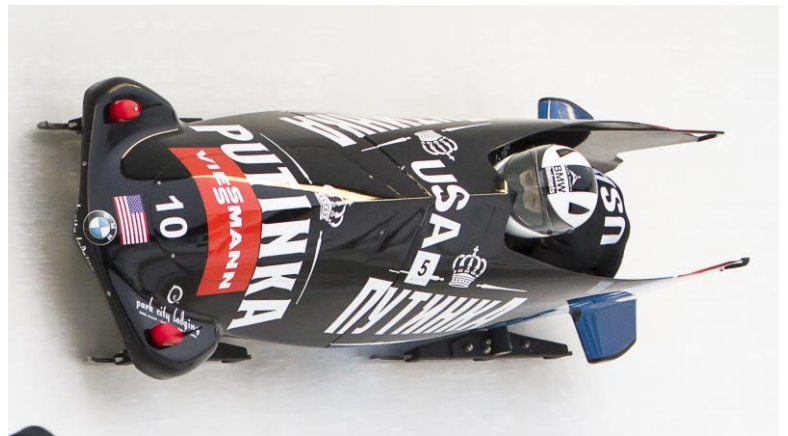


## Events

The New York State Olympic Regional Development Authority had a busy 2013-2014 events season, hosting several major events.

The season kicked off Columbus weekend with the annual Flaming Leaves Festival, featuring the US National Ski Jumping Championships, in addition to live Blues bands, barbeque, craft vendors and games for both kids and adults. At the conclusion of the event, we hosted a Sochi send off for the public to wish our athletes that live and train in Lake Placid, good luck on their upcoming season and road to the Olympic Games in Sochi, Russia, in February. Athletes from USA Luge, USA Bobsled and Skeleton and USA Ski and Snowboard took part in the sendoff. The same weekend, we hosted our inaugural Lake Placid Brew Fest in the 1932 rink at the Olympic Center. The event featured 30 micro-brew companies from around the country. In the second year of hosting this event, we saw the event grow in both public participants and brewery participation.

In November and December, the Olympic Sports Complex was host to the Federation of International Bobsleigh, first with North American Cup and immediately following, World Cup Bobsled and Skeleton. Twenty-two nations participated in World Cup Bobsled and Skeleton, where they trained and competed for one week at our venue. In the first week of January, a second North American Cup was held.



The new year kicked off with the New Year's Ski Jump at the Olympic Jumping Complex. Hundreds of spectators enjoyed a night of ski jumping and fireworks. Also in January, the Lake Placid FIS Freestyle World Cup was held at the Olympic Jumping Complex and Whiteface Mountain. Lake Placid was the final stop on the FIS Freestyle World Cup circuit, prior to teams going to Sochi for the 2014 Winter Olympics. Federations named their Olympic teams based upon their athlete's results in Lake Placid. In addition, FIS Globes were presented to the Aerial athletes, as this was the last event for those athletes.

February and March were busy months at our venues. Lake Placid was host to the Empire State Games. Over 1,450 athletes participated in the annual games, which were held at the Olympic Center, Whiteface Mountain, the Olympic Sports Complex and the Olympic

Jumping Complex. Also, at the Olympic Jumping Complex in February we hosted the US Ski Jumping Cup and NorAm Aerial Freestyle.

March brought the 32<sup>nd</sup> annual Lake Placid Loppet, which is part of the American Ski Marathon Series, and was held at Mt. Van Hoevenberg. Also in March, Lake Placid and Wilmington played host to the 2014 United States Collegiate Ski and Snowboard Association National Championships. The five-day long event brought together athletes from all four disciplines of alpine skiing, cross-country skiing, freestyle skiing and snowboarding from the top sixty-five collegiate teams across the nation, including Princeton University, Columbia University and Brown University. Over 550 athletes competed in this prestigious event.

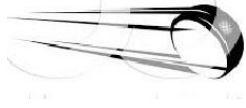


The winter events season ended with the return of the ECAC Men's Hockey Championships. This three year agreement brings the Men's Division I College Championships back to Lake Placid after being at other locations for the past 12 years.



As we look ahead to the 2014-2015 season, we look forward to expanding the Lake Placid Loppet, by turning the event into a weekend long event with nordic competitions and social activities throughout a three day period. We will also host three World Cups next season in the disciplines of Bobsled and Skeleton, Luge and Freestyle. We plan to continue to grow Lake Placid Brew Fest, as well as build our relationship with ECAC Hockey and the 12 colleges and universities the organization represents. In March of 2015, in conjunction with NYSEF and St.

Lawrence University, we will host the 2015 NCAA Division I Ski Championships in the sports of Alpine and Nordic Skiing. We are looking forward to working with the NCAA on this event.



## Human Resources

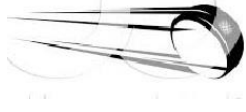
For the Fiscal Year 2013-2014, the Human Resources Department, in addition to its normal day to day responsibilities, focused on three major issues: (1) implementing the terms of a new union contract; (2) reducing personnel costs; and (3) instituting wellness programs for health insurance.

All three of these initiatives were interrelated. A key component of the newly approved collective bargaining agreement was a switch in health plans that not only reduced premium costs to the organization, but also instituted an incentive based wellness program to staff. The wellness program consists of regular on-line sessions whereby the employee would report his/her eating and exercise habits among other wellness-related matters. In order to help facilitate this, each venue has a dedicated kiosk whereby employees can reserve times to provide his/her on-line wellness reporting. The concept behind the program is that if staff take better care of themselves, that would ultimately have a positive impact on annual renewals thereby minimizing premium costs.

As a follow-up to this, at the end of the fiscal year, the HR Department looked for ways to expand wellness even further. Beginning in the 2014-2015 fiscal year, ORDA will also offer staff the ability to voluntarily obtain a health screening to help prevent major health events from occurring.

The HR Department believes that by encouraging wellness to be a key component of its staff's daily life, ORDA will not only enjoy a reduction in health insurance claims, but we will also have healthier staff. This, in theory, should reduce at-work injuries which, in turn, will also reduce workers compensation claims.

As health care costs continue to increase, the HR Department will continue to dedicate itself to exploring ways to minimize costs while at the same time maintaining reasonable levels of benefits for its staff.



## Marketing

ORDA's marketing team works collaboratively with all venues and departments to develop and implement strategies focused on increasing visitation and revenue. Marketing initiatives include: product development, pricing plans, data analysis and research, production of collateral, distribution, management of digital presence, marketing campaigns, advertising, programming, consumer events and sales. Our team strives for customer service excellence and enhancing the guest's overall experience in the Adirondack and Catskill regions. These efforts not only impact ORDA venues but also the surrounding businesses, communities, and New York State.

### Strategy / Media Mix

Each venue is unique in its offerings, strategies, and utilization of media. Finding synergies among all ORDA venues has helped to more efficiently and effectively get results and save money. Whiteface Lake Placid, Gore, and Belleayre work both together and independently to drive results for the 2013-2014 season. In addition to cross marketing, our staff also works closely with local organizations and businesses to further the reach and develop mutually beneficial programs.

Media Mix: *Including but not limited to* - Digital, Television, Radio, Print, Out of Home, Street Teams and Gorilla Marketing

Programs/Sales: *Including but not limited to* – Ski Shows, Group, Broker, College, Online, Ski Clubs

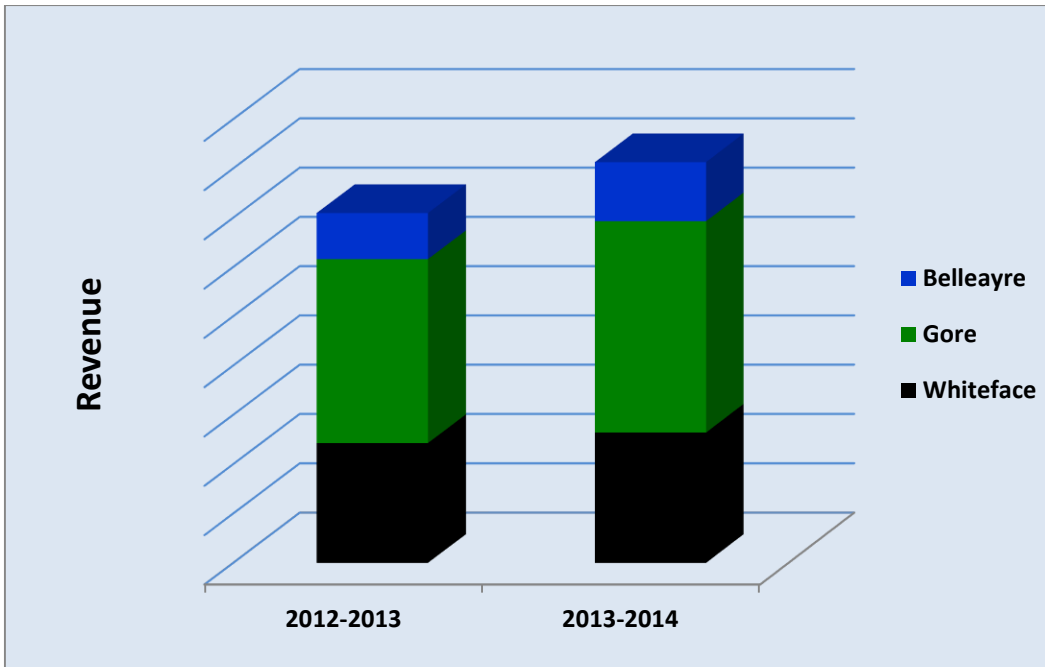
Marketing Events: *Included but not limited to* – Super Sundays, Coke Wednesdays, Bring a Friend, Flex Days, Bands and Entertainment, Family Fun Days, Festivals, Bag Jump, SX/BX

### Highlights from 2013 – 2014

#### **SKI3 Season Passes and Frequent Skier Cards**

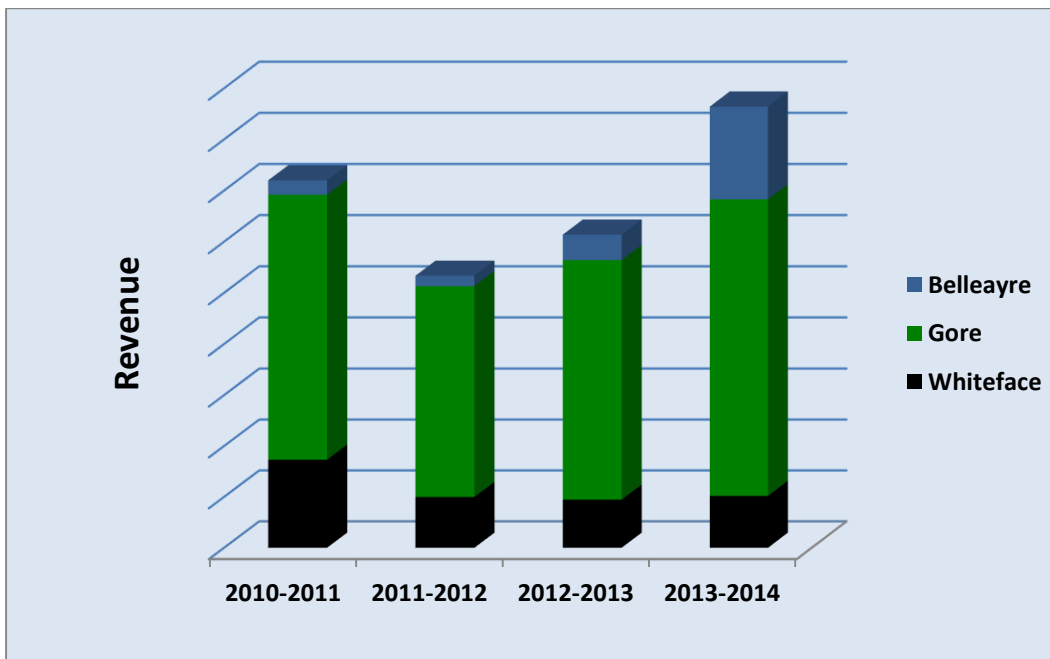
One of our major focuses for the season was on SKI3 season passes and frequent skier cards. The SKI3 season passes were marketed as the best priced product for visiting any of our ski areas valid every day of the winter season. We created the products and pricing strategically based on customer input and historical products. Recognizing the regular flow of visitation at our mountains we marginally added on \$40 to our dual mountain pass to upsell individuals to a SKI3 pass. This was well received and many took advantage of the new pass. For those that would not be travelling to other resorts, they were happy to have their single mountain passes still available. This led to positive revenue results for us for the 2013-2014 season. Overall, we realized a 15% growth in our main season pass products.

**Whiteface / Gore / Belleayre Season Passes – 15% growth 2013-2014**



- Figures above include main season pass products only

Our SKI3 Frequent Skier Card also underwent the same strategic concepting, yielding us significant results for the season. Revenue from cards purchased reflected increases of 8% at Whiteface, 24% at Gore, and 265% at Belleayre.



- Data is based on figures from ticket system Nov. 1 – March 18.

## SKI3 College Initiative

For 2013-2014 the mountain marketing teams got together to form a targeted campaign to attract more college students from Northern New Jersey to Plattsburgh, New York. The program was two-pronged and based on current resources that were available to us. We used existing teams to support additional sales efforts onsite at various colleges and created a special buy in program. We also worked with Corporate Marketing to gain brand exposure in 27 colleges across New York State. This brand awareness coincided with a contest where we collected names and e-mail addresses and on a weekly basis and gave away SKI3 branded swag and Coke swag. The program is in its early stages, but we were thrilled with the initial results.



Image of Union College flat screen in dining hall

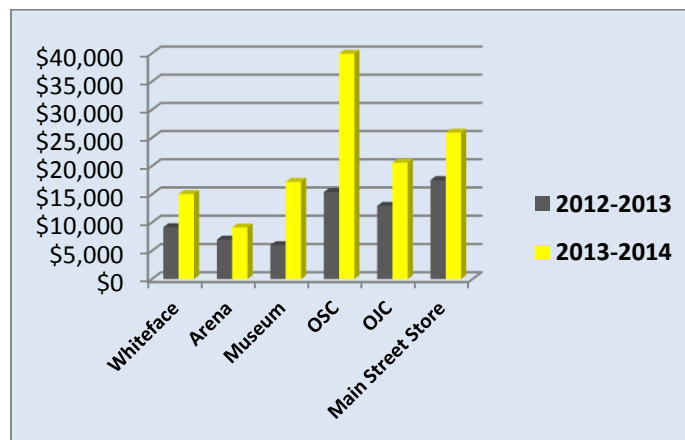
- 309 new college e-mail addresses
- Students from 24 colleges participated
- 155 prizes were sent out including a Grand Prize SKI3 Season Pass and Snowboard
- 2 e-mails were sent out to this data list resulting in:
  - 98.6 % delivery rate
  - 51.3% open rate
- All 3 mountains reached out to new schools gaining new onsite sales opportunities in about half a dozen colleges. Next year we are hoping to expand.

## Whiteface Lake Placid Winter Challenge / Passport Sales

It was an Olympic Year for us in Whiteface Lake Placid and SOCHI was top of mind for all of our customers. To coincide with the Winter Games, cross promote our Olympic Venues, and provide our customers with an unparalleled experience we created the 2014 Winter Challenge. This challenge was available over a two week period of time and gave families and friends the opportunity to compete in over 12 different Olympic style sports / challenges for an opportunity to win prizes. It was a huge success and people came all the way from Virginia to participate. All together we had over 300 individuals collect prizes and participate in 1500 activities collectively. In fact, over 40 people came out to try ski jumping!



A multitude of factors significantly impacted our Winter Passport Sales and all of our venues saw increases in revenue – over 90% increase from the previous year. All staff from frontline, to hotel partners, to our cross marketing signage team should be congratulated for a job well done!



- Winter Passport Sales 2013-2014 at each venue



## Sports Development



The Olympic Regional Development Authority's (ORDA) Sports Development Department promotes education and participation in Winter Olympic Sports year-round, providing the most exhilarating Winter Olympic experience possible. Custom programs offer school classes, activity groups, athletic teams and local youth groups the Olympic education field trip of a lifetime. In the summer, the Sports Development Department also runs the Gold Medal Adventure Wheeled Luge Program at the Olympic Jumping Complex. The Sports Development Department conducts guided tours of the Olympic venues, which not only offer historical information of the facilities and sports, but beautiful views of the Adirondacks as well.

Tours are merely icing on the cake, however; as the largest attraction of their programs are the interactive sports clinics. Sports clinics are offered in biathlon, bobsled, curling, luge, cross country skiing, hockey, etc. Ice Skating is also offered on one of the three ice rinks in the Olympic Center, including the 1980 Herb Brooks Arena. The Sports Development coaching staff is top-notch, providing quality instruction and insuring safety at all times. Even better, the staff often has members from National Development and World Cup teams training in Lake Placid.

## SPORTS DEVELOPMENT HIGHLIGHTS FOR 2013-2014

- *Sports Development school/university/camp clinics and educational tours*
- *Gold Medal Adventure-Wheeled Luge Summer Program*
- *Head Start Learn to Ski Program*
- *Scholastic Sliding/Sports Challenge for World Cup Freestyle, Bobsled and Skeleton*
- *Gold Medal Games/Corporate Group Logistics*
- *NYC Winterjam*
- *OC Fitness Center*

- The Sports Development Department had continued success with its core program for the 2013-14season. The year-round program saw more than 5,000 participants ranging from school, college, camp, and youth groups. The field trips allowed students to take part in different winter sports including luge, bobsled, alpine skiing, curling, biathlon, x-country skiing and skating. Students and campers were also given behind the scenes tours of the Olympic Venues. Sports Development also conducted educational tours for numerous college and university sport management classes.
- Gold Medal Adventure Wheeled Luge –During the summer Sports Development staff ran the wheeled luge program at the jumping complex open to the public. Participants learned about the sport of luge and were given a clinic on luge using training sleds fitted with rollerblade wheels. Utilizing the roller hill as a luge course participants were timed how fast they could make it down the course.
- Once again, the Sports Development Department conducted the Scholastic Sliding Challenge during World Cup Freestyle and World Cup for bobsled and skeleton. The program, targeting elementary school children, is a fun and interactive educational program that allows classrooms to adopt a country participating in the World Cup. The schools were provided with online lesson plans and details on how to communicate with athletes. The program included a special trip to see the events in Lake Placid, where the students were able to cheer on their adopted country.
- The Sports Development Department continued to provide logistical assistance for the Corporate Development Department’s Gold Medal Games. Many corporate groups visited Lake Placid to take part in the Gold Medal Games.
- The Sports Development Department organized the Head Start Learn to Ski Program with Kid’s Campus. This year five head start programs attended with over 100 children participating.
- The 2014 NYC Winterjam was extremely successful. With over 15,000 people attending the event in Central Park, participants were able to participate in numerous outdoor winter activities and sports. Gorgeous weather and cool temps allowed for optimum snowmaking in Central Park to accommodate activities such as

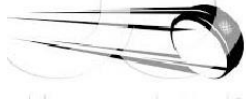


cross country skiing, snowshoeing, snowboarding, alpine skiing, sledding and winter camping. ORDA was also able to promote fantastic skiing at Whiteface, Gore and Belleayre.



- Sports Development continued to operate the fitness center at the Olympic Center. Throughout the school year National Sports Academy utilized the weight room and work out area for multiple sports including, hockey, skiing and snow sports. During World Cup events, international athletes used the facility to meet their training needs. Many improvements were made to make the space available for employees to use as well.

For the 2014-2015 season, ORDA's Sports Development Department will continue to offer exciting programs for children and adults and devote time to ensure successful school and camp programs throughout the year.



## ORDA Board of Directors

### *Pat Barrett, Chairman*

Pat Barrett was appointed ORDA Chairman by Governor Andrew M. Cuomo March 14, 2011. This is Barrett's second time serving as Chair, as he was appointed December 28, 2006 by Governor Pataki and held that position until June 2007. Mr. Barrett also serves as Chairman and Chief Executive Officer of CARPAT Investments, a private investment company. In addition, he is Chairman of Syracuse Executive Air Service, Inc., an air charter service and fixed base operator, and Bennington Iron Works, Ltd., located in Bennington, Vermont. He is also Chairman of the Board of the Whiteface Club Companies. Formerly, he was Chairman and Chief Executive Officer of Avis, Inc. Earlier in his business career, Barrett was Executive Vice President, Chief Financial Officer, and a Director, of Norton Simon, Inc., a consumer goods conglomerate whose properties included Avis, Hunt-Wesson, Max Factor, Canada Dry, and Somerset Importers. Mr. Barrett serves as a Trustee of Siena College, and as a Trustee Emeritus of Syracuse University. He retired in May, 2009 as Chairman of the Lincoln National Corporation, a financial services company headquartered in Philadelphia, as well as its New York subsidiary, Lincoln Life and Annuity of New York. In addition, he is a member of the Board of Directors of Coyne International Enterprises Corporation, and the Syracuse SkyChiefs Baseball Club, Inc. He also served as the Chairman of the New York State Ad Hoc Committee on the Future of Racing.

### *Serge Lussi, Vice Chairman, Olympic Regional Development Authority*

Serge Lussi is the Chairman of the Board of the Lake Placid Vacation Corporation. Mr. Lussi formerly served as a trustee of the United States Ski Team, as well as, a former Director of the United States Olympic Committee (USOC) where he headed the Committee on Training Centers. He was on the Executive Committee of the Lake Placid Olympic Organizing Committee, where he oversaw the alpine skiing events of the 1980 Lake Placid Winter Olympic Games. He currently lives in Lake Placid with his wife, Caroline. Their family operates the Placid Gold Resort Company.

### *Joseph F. Kelly, Vice Chairman, Olympic Regional Development Authority*

Recently retired from the financial field, Joseph Kelly has had a long and distinguished career with financial services companies such as Janney Montgomery Securities, Prudential Bache Securities, A.G. Becker & Co. and A.G. Edwards & Co. Mr. Kelly served as Chairman of the Federal Agencies Securities Committee of the Public Securities Association, and as a Executive Committee member of the U.S. Primary Dealers Association, and has been listed in "Who's Who in American Finance". As a leader in community service for many years, Mr. Kelly is the Founding Chairman of the Belleayre Conservatory and the Coalition to Save Belleayre Mountain, and was a charter member of both the Belleayre Regional Advocacy Group and the Belleayre Mountain Ski Center Hall of Fame. He has also served as a board member of the Catskill Regional Ski Task Force and the M-Ark Project. Joseph Kelly is a veteran of the United States Army, having served as a First Lieutenant in Korea. He is a graduate of Niagara University, having performed post-graduate work at New York University. He currently resides

in Fleischmanns and Rockville Centre with his wife, Dianne, and they have three children and nine cherished grandchildren.

### *Kenneth Adams, Empire State Development President, CEO and Commissioner*

Kenneth Adams was confirmed by the Legislature as Empire State Development (ESD) President & CEO and Commissioner of the New York State Department of Economic Development on April 5, 2011. In these positions, Mr. Adams works to promote economic practices that attract business and create jobs throughout New York State. Mr. Adams came to ESD from The Business Council of New York State, where he served as President and CEO since 2006. He led the organization, representing nearly 2,500 member businesses, chambers of commerce and professional and trade associations, in its mission of creating “economic growth, good jobs and strong communities across New York State.” Prior to leading the Business Council, Mr. Adams was President of the Brooklyn Chamber of Commerce and Director of the MetroTech Business Improvement District in Downtown Brooklyn. He was also the founding Executive Director of New York Cares, New York City’s leading volunteer organization, from 1988 to 1994. Mr. Adams is a resident of Brooklyn, New York, where he lives with his wife and two children.

### *Jill Ruhm Broderick*

Jill Ruhm Broderick is the founder of J.R. Broderick Real Estate, Inc. in North Creek, New York and has been a member of the National Association of Realtors since 1987. Ms. Broderick was confirmed to the Olympic Regional Development Authority Board of Directors in June of 2013. As a youth, Ms. Broderick began her lifelong love of winter sports at the Val Bialis Ski Area in Utica. She studied Business Management at North Country Community College in Saranac Lake, where she was a member of the National Junior Collegiate Athletic Association Alpine Ski Team, and trained with the New York Ski Education Foundation at Whiteface Mountain. During the 1980 Winter Olympics Jill was a Supervisor for the Lake Placid Olympic Organizing Committee at Mount Van Hoevenberg Cross Country and Biathlon. Jill was once employed by the Olympic Regional Development Authority as an Emergency Medical Technician and National Ski Patroller. She later became a Race Coach for The New York State Ski Education Foundation. For several summers, Jill was a Lifeguard Captain on the Cape Cod National Seashore in Wellfleet and safeguarded Barry Clifford’s Expedition of “The Whydah”. Most recently, she has devoted her time to raising a family, practicing real estate, golf and community service. Jill has served as Past President of the Gore Mountain Regional Chamber of Commerce, Vice President of the Adirondack North Country Outreach Center, and a member of the Ski Bowl Park Advisory Committee. She is currently the Treasurer of the Friends of the Town of Johnsbury (NY) Parks, Inc., a 501(c)3 non-profit corporation, and a member of the Main Street North Creek Business Alliance. Since 1983, Gore has been Jill’s family mountain, and she resides at Friends Lake in Chestertown with her husband William, and their daughter Margo.

### *Clifford Donaldson, Jr.*

Cliff Donaldson, Jr., former County Manager of Essex County, New York, resigned after 12 years in August of 2008 after being appointed the Commissioner's North Country Region Representative for New York State Department of Labor. Donaldson was appointed to the ORDA Board of Directors by New York State Assembly Speaker Sheldon Silver. From 1981-1994, he served as a member of the Franklin County Legislature representing the Saranac Lake region. In 1984, Assembly Speaker Stanley Fink appointed Donaldson to the position of Director of the Speaker's North Country Regional Office. Donaldson received his bachelor's degree from the College of the Ozarks in Clarksville, Arkansas, and his Master of Education from Arkansas Tech University. He lives in Saranac Lake with his wife Joan and his son Aaron.

### *Robert Flacke*

Robert "Bob" Flacke returned to ORDA in January 2009. Since 1958 he has run the Fort William Henry Corporation. He graduated from the College of the Holy Cross, and went on to join the U.S. Navy, retiring as a captain from the U.S. Naval Reserve in 1988. He was a teacher at Queensbury Junior High School from 1958- 1975, at which point he made his move into public service. Mr. Flacke is very involved in local and state government, and was on a committee for the 1980 Winter Olympic Games. From 1979-1983, Flacke was the Chairman of ORDA, and returned once again from 1993-94 as interim CEO. Robert Flacke is a former Commissioner of the NYS Department of Environmental Conservation, as well as, a former Adirondack Park Agency Chairman. Flacke lives in Lake George along with wife Jean, and has four children.

### *Rose Harvey, Commissioner, New York State Office of Parks, Recreation & Historic Preservation*

Rose Harvey was appointed to the New York State Office of Parks, Recreation and Historic Preservation by Governor Andrew M. Cuomo in January of 2011. For 27 years, Ms. Harvey held multiple leadership positions with The Trust for Public Land, beginning as a community organizer and rising to Senior Vice President and Regional Director of the Mid-Atlantic Region and finally as National Director of Urban Programs. Ms. Harvey most recently served as a senior fellow at the Jonathan Rose Companies, and a McCluskey Fellow and Lecturer at the Yale School of Forestry and Environmental Studies. She also serves on the Board of the Geraldine R. Dodge Foundation and the Yale Leadership Advisory Council.

### *Joe Martens, Commissioner, Department of Environmental Conservation*

Joe Martens was appointed as Commissioner to the Department of Environmental Conservation in January of 2011 by Governor Andrew M. Cuomo. Mr. Martens continues on the board after serving as Chairman of the ORDA Board of Directors, having been appointed in July of 2007 by Governor Eliot Spitzer. Until his recent appointment with the DEC, Commissioner Martens had also served as President of the Open Space Institute, a position he had held since 1998. Mr. Martens was previously State Secretary for Energy and Environment under former Governor Mario Cuomo. Martens, who has a second home in Lake Placid, has also worked for the Adirondack Park Agency (APA).

### *John R. Parete*

Elected to the Ulster County Legislature November 9, 2011, John R. Parete has also served as former Democratic Chairman and Elections Commissioner; acting as Chair from 1999-2008 and Commissioner from 2006-2008. Previously, Mr. Parete has also held the Ulster County Auditor and Purchasing Director Positions from 1979-1980 and 1980-1981, respectfully. Parete and his wife Barbara currently reside in Boiceville, New York, where they have successfully owned and operated the Boiceville Inn for 43 years.

### *Jerry Strack*

Jerry Strack was born and raised in Lake Placid. He currently owns and operates Central Garage, a business that he's had for the past 51 years. He has been involved with the Lake Placid Volunteer Fire Department for the past 48 years and is also a current member of the Lions Club. Strack has been involved with local government for years, having served as a Town Councilman for 23 years for the Town of North Elba. Mr. Strack was also on the Lake Placid Bank Board of Directors for many years. Strack still lives in Lake Placid with his wife Judi and runs Central Garage with his children Jay and Missi.

### *Edwin Weibrecht*

Edwin Weibrecht earned a Bachelor of Science degree in Mechanical Engineering from the New Jersey Institute of Technology at Newark College of Engineering in Newark, and has studied toward his MBA. He has been the owner of the Mirror Lake Inn and Mirror Lake Builders of Lake Placid since 1976. He was on the Board of the Lake Placid Olympic Organizing Committee and past President of the Lake Placid Chamber of Commerce. After the 1980 Games, he was the Founding Chair of Governor Carey's Olympic After Use Committee, which was the forerunner of ORDA. Weibrecht has served on the ORDA Board since 1993. He has been and is currently involved with several local and state organizations including Vice-Chairman of the Lake Placid Horse Show, New York Ski Education Foundation Board (NYSEF), Lake Placid Institute Board, North Country Alliance Loan Commission Advisory Board, NYS Attorney General's Philanthropic Benefit Committee and New York State Governor's Tourism Advisory Council. Prior to coming to Lake Placid he held various Operational Management positions with AT&T and MCI. He is married to Lisa Clune-Weibrecht and has five children.



The 2013-2014 Annual Report has been approved by:  
The New York State Olympic Regional Development Authority  
Board of Directors

J. Patrick Barrett, Chairman J. P. Barrett

Andy Lack, Vice Chairman A. Lack

Joseph Kelly, Vice Chairman J. Kelly

Roseanne Murphy, ESD Representative Roseanne Murphy

Harold Hagemann, NYSPRHP Representative Harold Hagemann

Chris Walsh, DEC Representative Chris Walsh

Jill Broderick Jill Broderick

Cliff Donaldson, Jr. Cliff Donaldson, Jr.

Robert Flacke Robert Flacke

Joseph V. Lamb Joseph V. Lamb

John Parete John Parete

Jerry Strack Jerry Strack