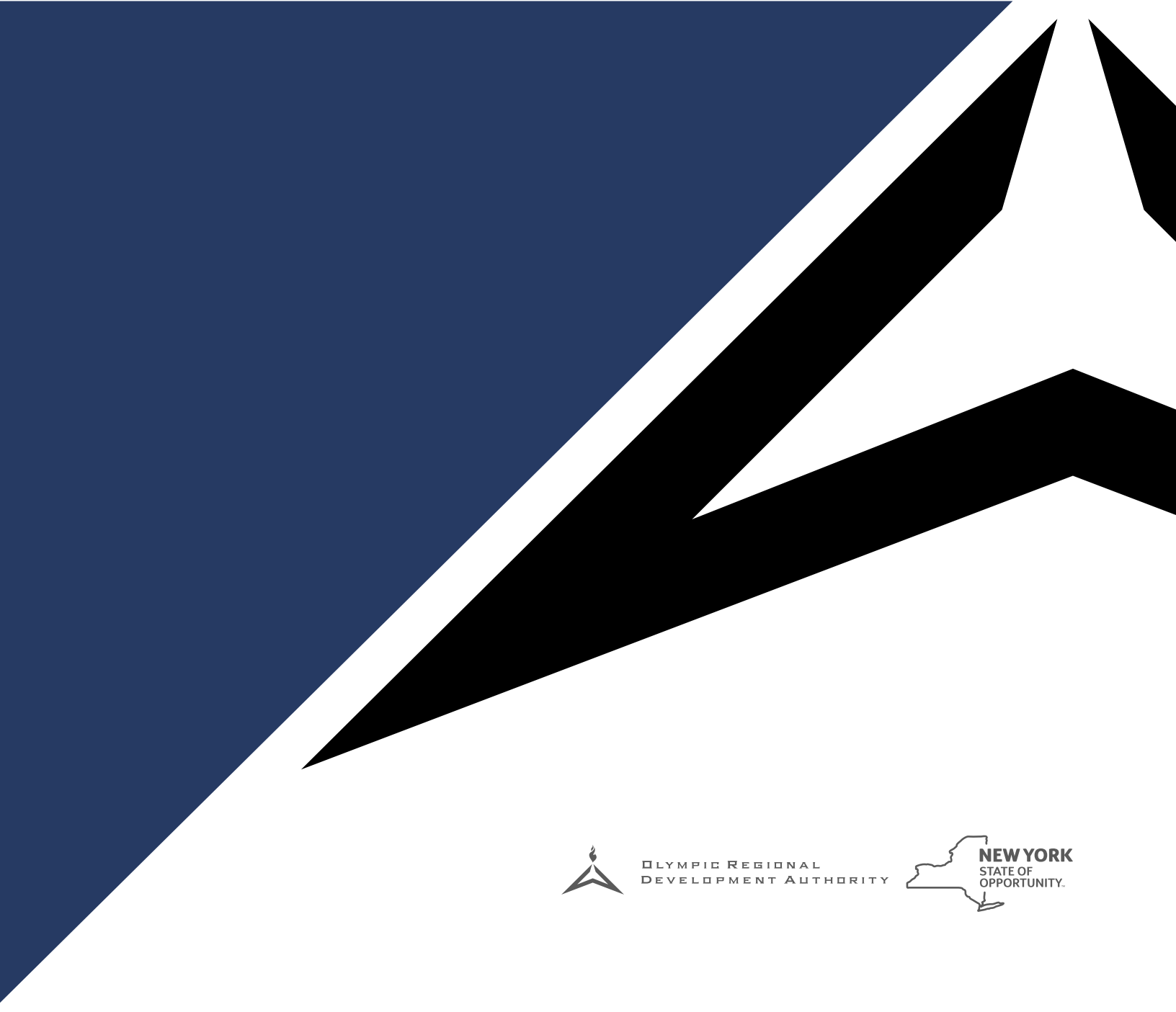




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2016-2017 Annual Report New York State Olympic Regional Development Authority



OLYMPIC REGIONAL
DEVELOPMENT AUTHORITY







OLYMPIC REGIONAL
DEVELOPMENT AUTHORITY



NEW YORK
STATE OF
OPPORTUNITY.

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OLYMPIC REGIONAL
DEVELOPMENT AUTHORITY

welcome letters

Letter from the Chairman of the Board of Directors

Dear Readers:

New York State is proud of its world-class recreational facilities that fall under the auspices of the Olympic Regional Development Authority (ORDA). From our three ski resorts, Belleayre, in Highmount; Gore Mountain, in North Creek; and Whiteface Mountain, in Wilmington, to the Olympic Training facilities in Lake Placid, our commitment in providing recreational and competitive activities for people from the State and around the world is bigger than ever.

ORDA's dedication to making these facilities the best in the world is made possible through Governor Andrew M. Cuomo's commitment and support. The Governor's steadfastness to the economic vitality of the Adirondack and Catskill parks by investing through ORDA will help attract new skiers and snowboarders.

This past year was one of change. In March, ORDA introduced Mike Pratt as its President/CEO. In the Authority's 35-year history, Mike is just the fifth person to serve as President/CEO.

Mike has been with ORDA for more than 30 years so he has a unique knowledge and understanding of the company. The Board and I are confident that through Mike's leadership ORDA's three ski resorts and its Olympic venues remain vibrant and continue to serve as economic catalysts to each of their communities

ORDA enjoyed a tremendous year, one that we can take pride in. The future continues to look bright, so I'm particularly pleased to present to you the New York Olympic Regional Development Authority's 2016-'17 Annual Report.

Pat Barrett
ORDA Board Chairman



Letter from ORDA President/CEO

The past year was a particularly challenging one for the New York State Olympic Regional Development Authority (ORDA) and its venues. Due to the catastrophic 2015-'16 winter, pre-season ski sales were significantly down at each of the three ski resorts. However, the resorts did rebound and met their internal and operational goals for 2016-'17.

ORDA hosted to several events this past year to include regional, state, national and World Championship competition. Even more events are planned for this year in which Skate America and World Cup action in bobsled, freestyle skiing, luge and skeleton will help to determine the athletes who will compete for Team USA during February's Olympic Winter Games.

ORDA is proud to serve as an economic catalyst to both the Adirondack and Catskill parks. We recognize the responsibility we have of not only bringing visitors to each of our venues, but to the businesses within each of the communities we serve.

ORDA is making large and small improvements to its operations and facilities. We are working behind the scenes to make them more reliable and efficient, while continuing to offer the highest quality product possible. None of this is possible without a committed, caring and dedicated staff. My thanks and appreciation are always extended to them.

Sincerely,

Mike Pratt
ORDA President/CEO



About ORDA



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, as well as the Lake Placid United States Olympic Training Center in 1990. The Lake Placid Olympic Museum was re-located to the Olympic Center in 1994.

In April 2012, The State of New York transferred operations of Belleayre Ski Area, located in Highmount, from the Department of Environmental Conservation (DEC) to ORDA. The Authority took over the resort’s daily operations in November 2012.

Since its inception, the Authority and its venues have hosted more than 450 major national and international events and competitions since its inception. This includes 14 World Championships and more than 100 World Cups in alpine skiing, biathlon, bobsled, freestyle skiing, luge, skeleton, ski jumping, snowboarding and speed skating.

Aligned with New York State’s Department of Economic Development, ORDA’s facilities play a key role in

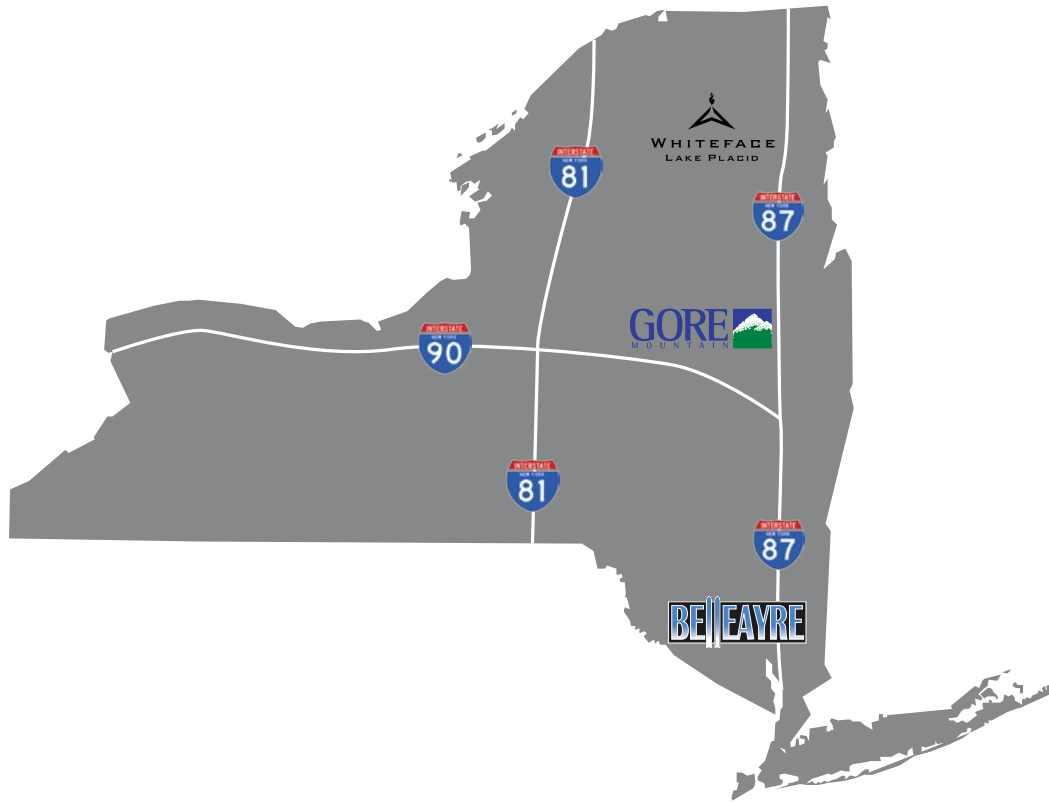
Governor Andrew Cuomo’s strategy of promoting tourism as a tool for economic development in the North Country. Moreover, the state continues to invest in the ORDA managed facilities so that they continue to attract high numbers of athletes and visitors to the Lake Placid region.

The Authority and its venues have hosted more than 450 major national and international events and competitions since its inception.

Most recently, the Governor’s administration invested a total of \$28-million into ORDA’s three ski resorts to help transform them into year-round, world-class skiing destinations and attract new skiers and snowboarders from around the globe.

The investment builds on the current facilities at each mountain. It’s intended to create an unparalleled tourism destination for visitors. In addition, it expands opportunities for local small businesses in the surrounding areas and help promote the state’s vast winter recreational opportunities.

These investments continue to make ORDA’s facilities economic engines that drive tourism to the North Country and Catskill regions.



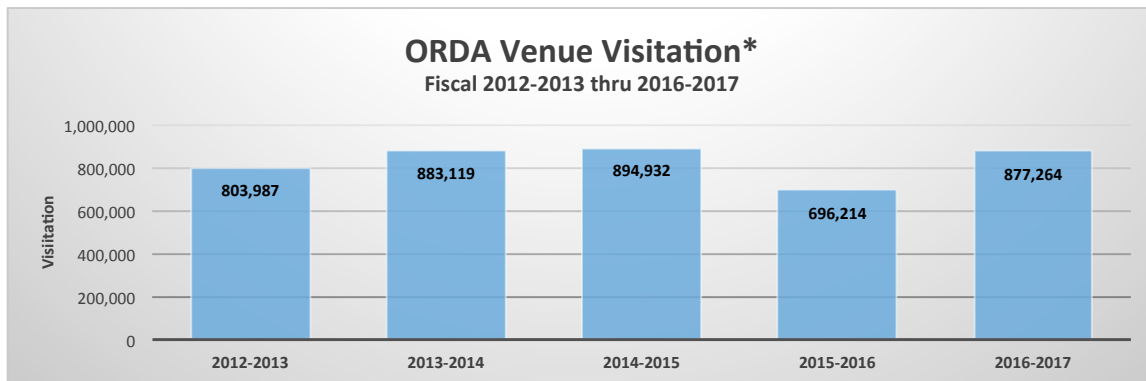
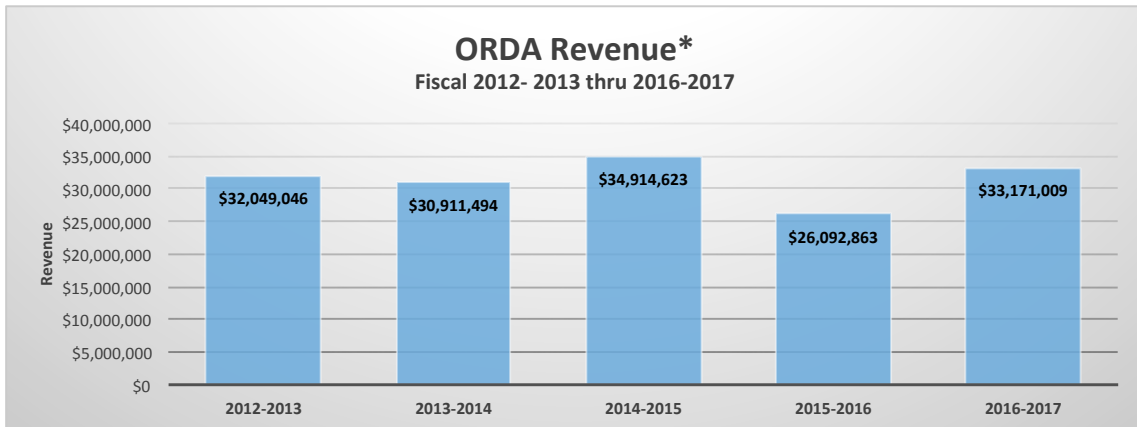
ECONOMIC CATALYST

ORDA partners with hundreds of businesses, both public and private, all across the State of New York. These relationships are with lodging properties, printing companies, manufacturers, marketing agencies, restaurants, State Parks, DEC, women owned businesses, I LOVE NY, Ski Areas of New York, municipalities, villages, towns, and Chambers of Commerce. ORDA works with these businesses and organizations in mutually beneficial ways that help to drive the state's economy.

The ORDA team supports many local and statewide initiatives as it relates to promoting tourism. ORDA collaborates with lodging properties and works to create ski and stay packages that bring guests to their hotels, motels and B&B's. The Authority works with Chambers of Commerce and DMO's to share data, insights and develop creative programming that further develops the areas where ORDA venues are located.

ORDA works cooperatively with New York State agencies, like Parks and Recreation and other privately owned ski areas, to bring skiing and sporting activities to Central Park. In return, it encourages people to visit New York State attractions and "Get Out of Town."

ORDA strives for accomplishing goals at minimal costs and leveraging relationships that drive tourism for both public and private entities. In fact, ORDA won the NYSTIA 2013 Tourism Excellence Award for Tourism Marketing thru a cooperative program with Ski Areas of NY.

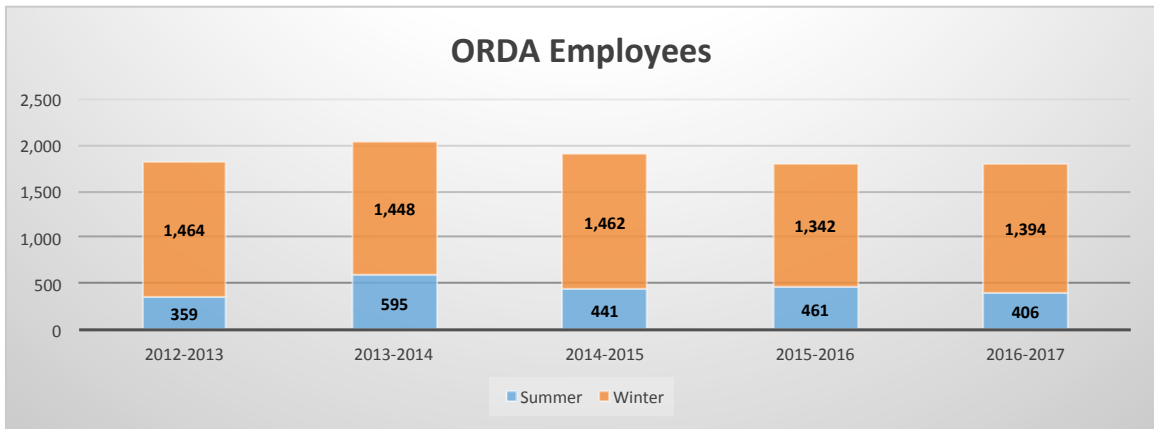


ORDA VENUES:

ORDA's Olympic venues (Olympic center, speed skating oval, ski jumps, Mt. Van Hoevenberg Olympic Sports Complex Track, Mt Van Hoevenberg Nordic center) and three ski resorts (Belleayre Ski Resort, Gore Mountain, Whiteface Mountain) are major catalysts and economic engines for the Adirondack and Catskill regions. Visitors to these venues in 2016-'17 generated more than \$33-million in total revenue.

Many visitors to ORDA's venues spend evenings in hotels/motels, purchase meals at local restaurants and diners, shop for souvenirs and purchase gas at local stations. This direct spending positively influences the local economy.

**Visitors and revenue numbers reflect daily visitors to ORDA's venues and does not take events into account.*



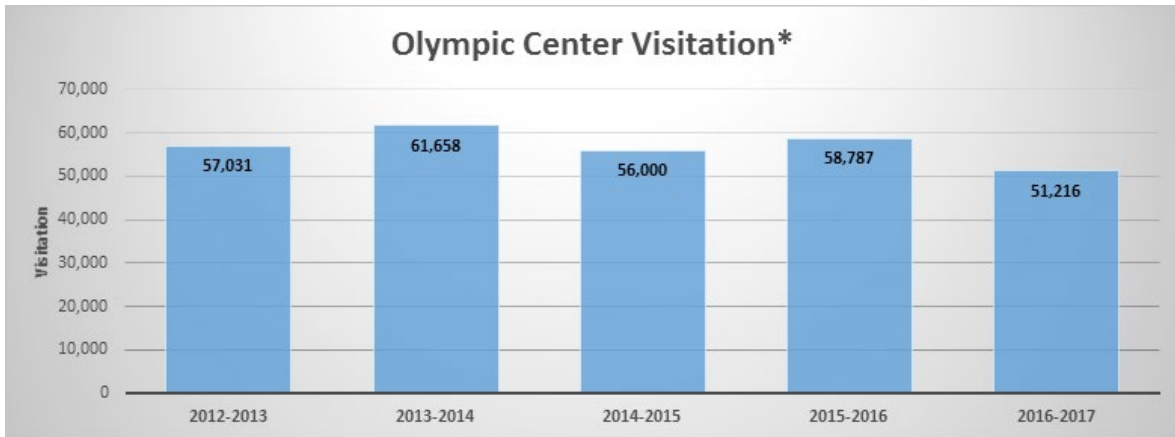
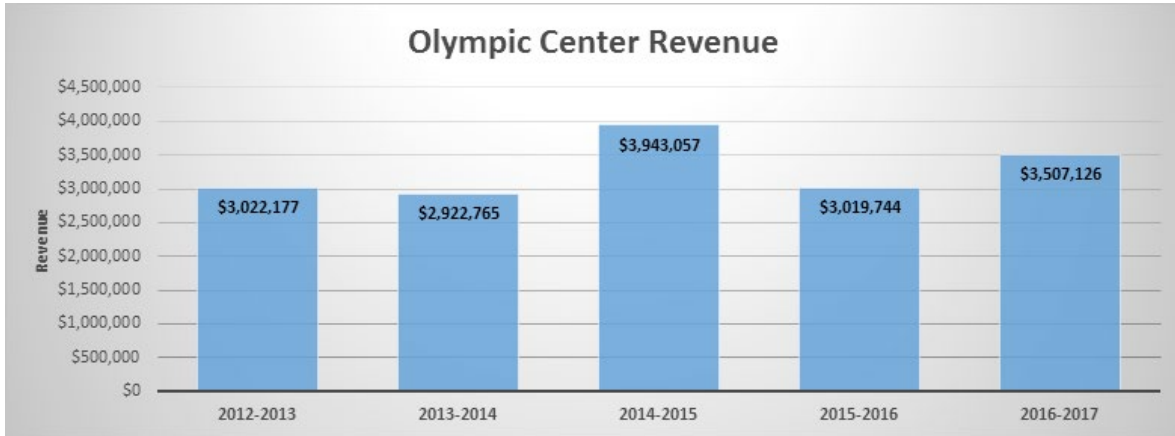
ORDA EMPLOYEES:

ORDA is one of the largest employers in the Adirondack and Catskill regions, employing more than 1,400 full/ part time people during peak operational times. Employment and unemployment are the driving forces behind economic growth and stagnation. With each person working, that is one more individual paying federal and state income tax, and sale tax revenue. Additionally, many of ORDA's employees live within the local communities and they pay rent, mortgage, taxes and groceries, all of which go back into the community.

** Employment numbers reflect peak seasons during the summer and winter months at ORDA venues*

2016 Revenue & Visitation





OLYMPIC CENTER

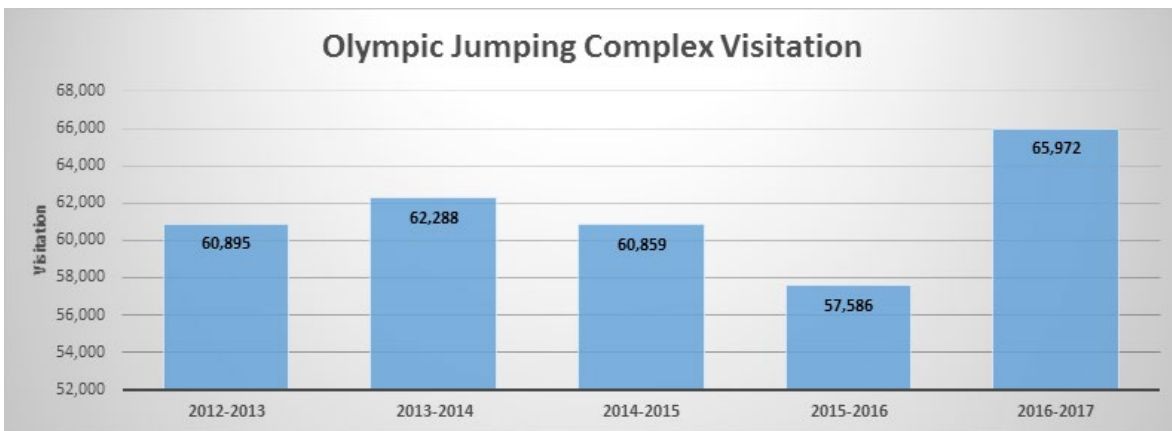
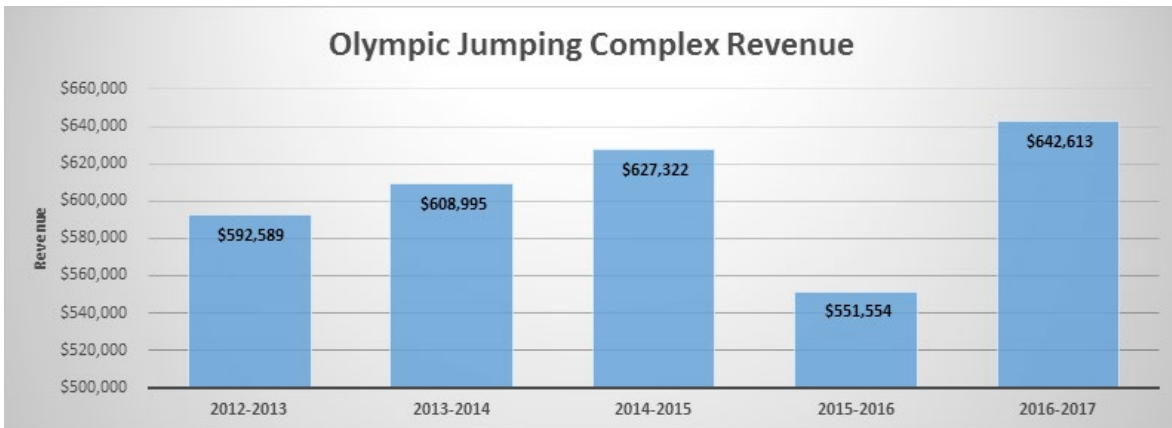
The Olympic Center includes three ice surfaces: the 1932 Jack Shea Arena, the 1980 Herb Brooks Arena (home of the “Miracle on Ice”) and the USA rink (a NHL regulation ice surface).

The Olympic Center is also home to the Authority’s administrative offices, Lake Placid Olympic Museum and the 90-thousand square foot Conference Center at Lake Placid.

The Herb Brooks Arena has hosted a number of events throughout the years. In 2005, all 19 remaining players from the famed 1980 USA Hockey Team gathered to re-live their improbable moment and celebrate the 35th anniversary of their Olympic gold medal run.

Other events include figure skating training and competitions, as well as NCAA championship tournaments and the ECAC Men’s Ice Hockey Championship tournament.

It’s also available for tours, recreational skating, conventions and concerts.



2016 Revenue & Visitation

OLYMPIC JUMPING COMPLEX

This complex is home to winter and summer ski jumping, freestyle skiing and a 2.5k Nordic ski loop. The Olympic Jumping Complex was the site for the 1932 70k ski jumping competition and the 1980 Olympic 90k and 70k ski jumping events.

Today, the complex comprises 120k and 90k ski jump towers and training hills that measure 48k and 20k. Currently, the two training hills are used for development programs.

Adjacent to the ski jumps sits the complex’s freestyle training complex. During the summer training period, aerial and freestyle skiers practice their moves, landing in an aerated 750,000-gallon pool. During the winter, the complex is home to aerial training, as well as national and world-class international competition. Athletes soar as high as 60 feet in the air, utilizing “kickers,” made of snow and ice atop a steep landing hill.

Originally built in 2008, and expanded in 2014, the complex’s 2.5-kilometer roller loop and biathlon range is the summer home for American cross country and biathlon athlete training. The shooting range is covered, heavily baffled, and very well protected from the wind. Athletes can shoot in wet and windy weather, with very little change in the conditions on the range.

During the winter, a snowmaking system helps to keep the loop covered with at least three feet of artificial snow. This is maintained through mid-March.



OLYMPIC SPEED SKATING OVAL

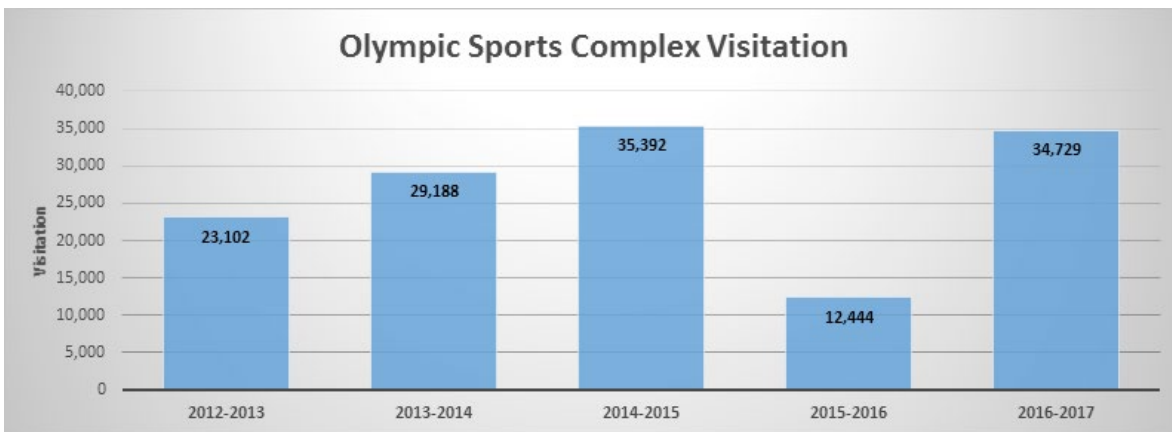
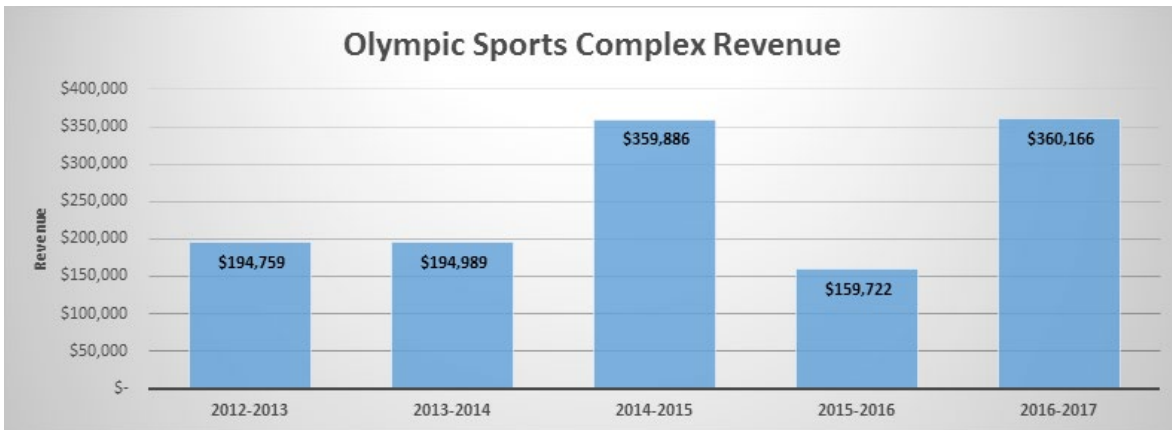
The James B. Sheffield Olympic Speed Skating Oval, located next to the Lake Placid High School, in the heart of the Village of Lake Placid, is one of only three fully-refrigerated 400-meter skating ovals in the United States.

The oval is distinguished for hosting the 1932 Olympic Winter Games' Opening Ceremony and as the site of American Jack Shea's two Olympic gold medal performances during the '32 winter Games.

It's best known as the place where the United States' Eric Heiden raced to five gold medals during the 1980 Lake Placid Olympic Winter Games, all in Olympic or world record time.

The oval operates during the winter months, between December and March, and hosts long-track speed skating training and competition, as well as being open to the public for recreational skating.

**Olympic Speed Skating Oval visits and revenue are included in Olympic Center numbers.*



2016 Revenue & Visitation

OLYMPIC SPORTS COMPLEX

During winter months, the Olympic Sports Complex offers the combined the bobsled/skeleton/luge track, 50-kilometers of cross country skiing, and a biathlon center. This is a year-round training facility for U.S. and international athletes. The public can take tours of the complex, experience a bobsled or skeleton ride, or ski the extensive cross country network of groomed and set track trails that were used during the 1980 Olympic Winter Games.

During the summer, wheeled bobsled rides are available to the public on the 1932 & 1980 Olympic bobsled track. Visitors can also enjoy mountain biking from the cross country center’s biking center and summer biathlon is also available.

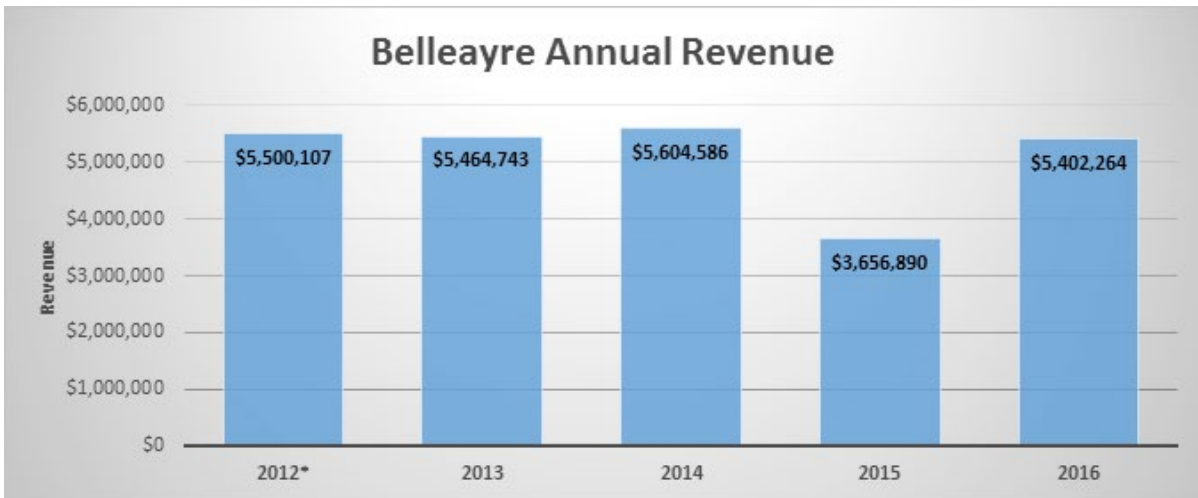
This past winter, the Nordic ski center leased the Technoalpin Snowfactory. As the only location in North America to have the machine, snowmaking operations continued even in challenging conditions, stock piling snow which was eventually spread out throughout the Nordic center’s core loops and stadium area. ORDA has extended the lease on the Snowfactory, as its snow production allowed the facility to be open during Christmas and the Martin Luther King vacation periods.



LAKE PLACID OLYMPIC MUSEUM

The Lake Placid Olympic Museum, located in the Olympic Center, is the second largest of its kind in the world, trailing only the Olympic museum in Luzerne, Switzerland.

The museum is recognized worldwide for its extensive collection of artifacts and memorabilia from the two Lake Placid Olympic Winter Games, including Sonja Henie’s gold medal in 1932, as well as memories from American speed skater Eric Heiden’s unprecedented five gold medal performance and the United States men’s hockey team “Miracle on Ice” victory and gold medal in 1980.



2016 Revenue & Visitation

BELLEAYRE SKI RESORT

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

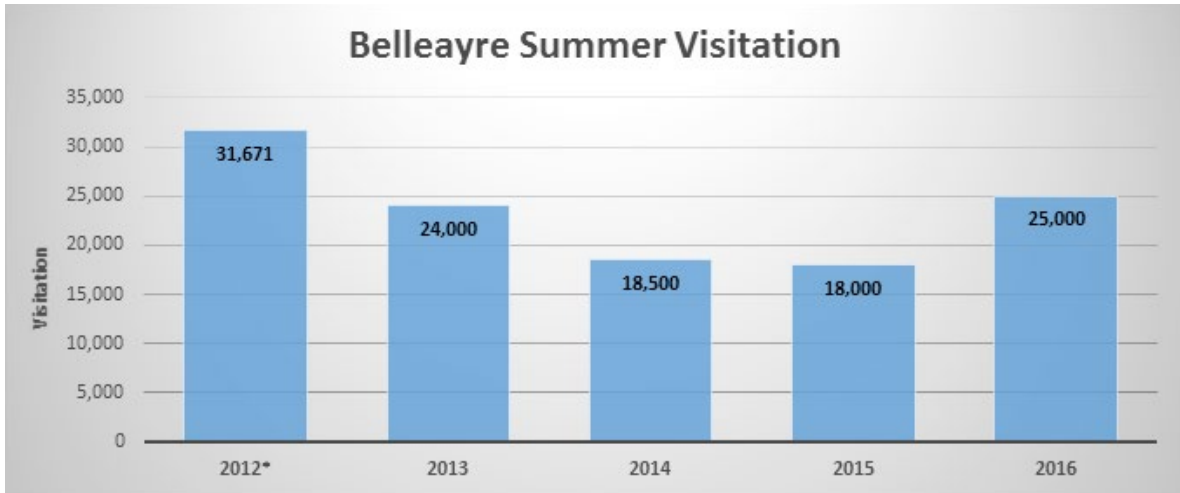
As New York State’s original ski resort, construction began in 1949 and the ski center opened for its first winter season with five trails and an electrically powered rope tow. The Highmount, New York resort now operates with 55 trails, parks and glades and eight lifts.

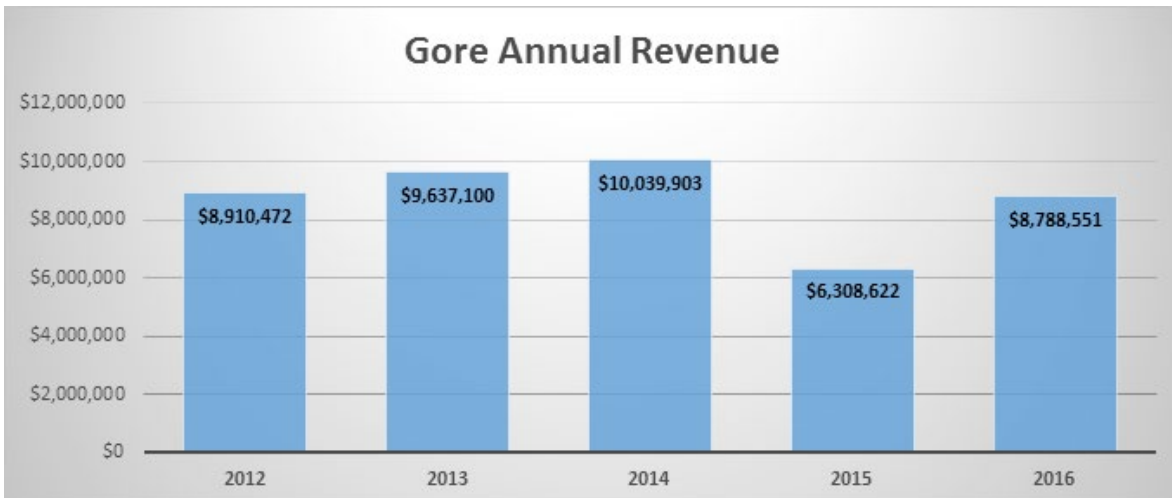
Since assuming operations of the Belleayre Ski Resort, the New York State Olympic Regional Development has invested more than \$5-million in infrastructure, food and beverage, snowmaking, grooming and renovations resort’s lodges and ski patrol building.

During the summer months, Belleayre offers everything from the beach to concerts.

The resort’s beach is open from Memorial Day Weekend through Labor Day Weekend, while concerts in the Discovery Lodge, presented by the not-for-profit Belleayre Conservatory, are presented from July 4 through the Labor Day weekend.

BELLEAYRE SKI RESORT





GORE MOUNTAIN

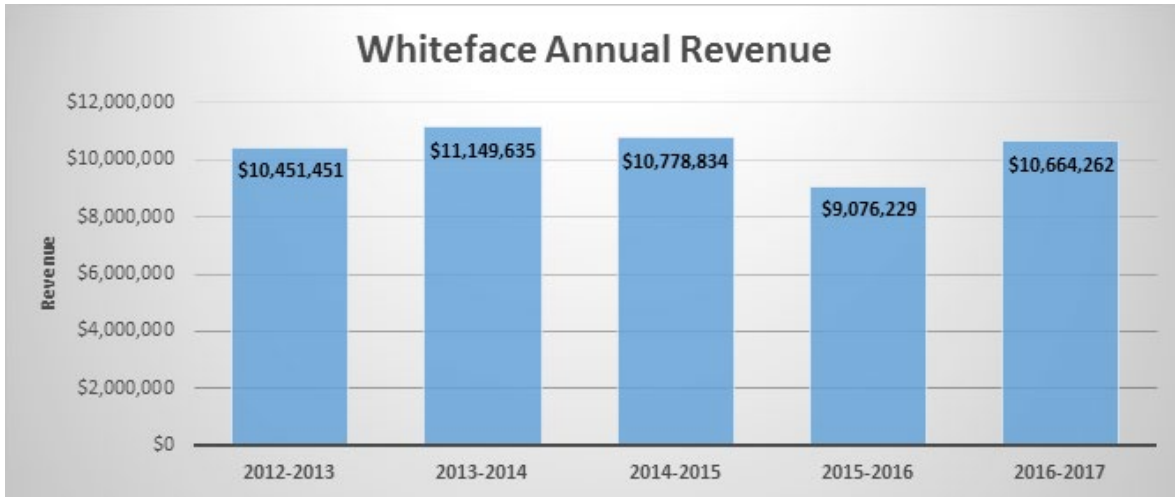
Gore Mountain, located in North Creek, is home to the most skiable acreage and largest lift infrastructure in New York State. Conveniently located just 25 minutes from I-87, Gore attracts skiers and riders from throughout the Northeast and beyond.

Home to 42 miles of trails and 439 skiable acres, spread over four unique peaks (Gore, Bear, Burnt Ridge, and Little Gore Mountains), guests can explore 108 alpine trails, which include 27 glades and seven freestyle areas.

Visitors can also experience a combination of history and new amenities at the celebrated North Creek Ski Bowl, one of the first commercial ski areas and organized ski patrols in the country. There they can find a Nordic center complete with grooming, snowmaking, and lights and alpine skiing available both day and night, which interconnects to the rest of Gore’s trail network. The historic Ski Bowl

During the summer and fall months, Gore Mountain features scenic gondola rides, hiking, downhill mountain biking and base area adventure attractions. The resort hosts weddings, special events and gatherings with any level of catering available year-round.

**Gore skier visits are measured with a formula for season pass holders and not with scans.*



WHITEFACE MOUNTAIN

Whiteface Mountain, which includes the Veterans Memorial Highway, was the site of the 1980 Winter Olympic alpine events and boasts 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.

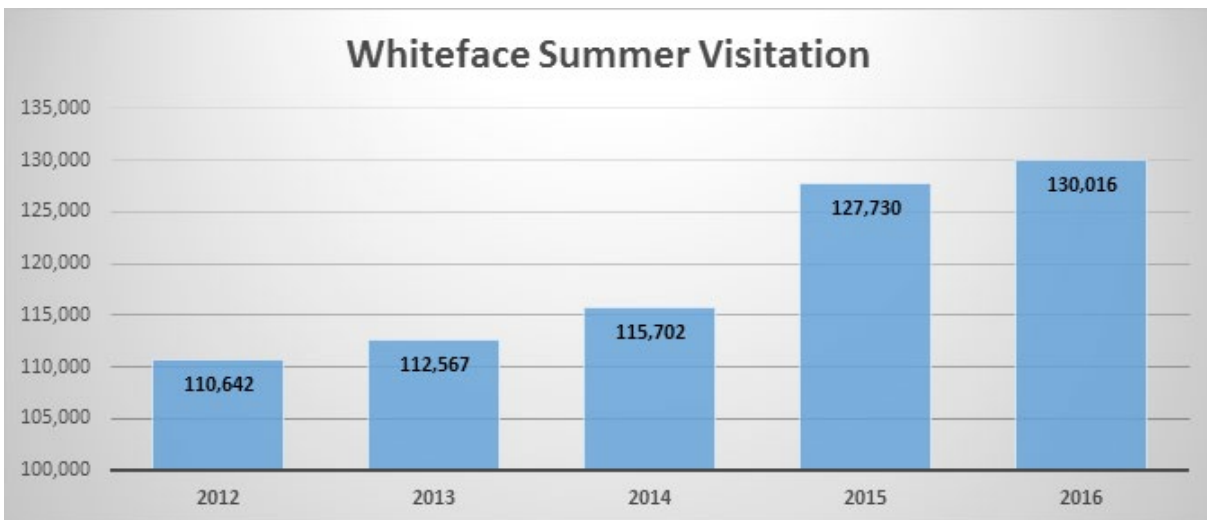
Whiteface features 11 Lifts and 87 trails with a variety of terrain. Set in the Adirondack Park, it's the perfect blend of wilderness adventure and family fun.

The ski resort offers a wide variety of competitive and recreational snow sports activities during the winter season. They include alpine ski racing, freestyle skiing and snowboarding competitions, terrain park events and tree skiing.

The Whiteface Adventure Park includes the scenic Gondola ride to the summit of Little Whiteface Mountain, which travels 8,487' along a vertical rise of 2,432'.

The Cloudsplitter Gondola also services mountain biking from the Little Whiteface summit. Other Adventure Park activities include disc golf, interpretive hikes, 4x4 tours, air bag free fall, yoga on the mountain, festivals and the Adventure Zone.

The Whiteface Mountain Veterans Memorial Highway is a breathtaking eight-mile drive from the Town of Wilmington to the summit of Whiteface Mountain. Completed in 1936, the historical Highway climbs 3,400' and ends just 276 vertical feet below the summit. From there, visitors can either walk the final fifth of a mile along a mountain trail or take an elevator deep inside the mountain to the summit.



2016 Revenue & Visitation



ORDA Ski Resorts Annual Reports



BELLEAYRE SKI RESORT

The 2016-‘17 ski season started November 25, 2016 and lasted a full 130 days. The 10-year average snowfall at Belleayre Ski Resort is 130-inches, but this winter 152-inches blanketed New York State’s original ski resort.

Unlike the 2015-‘16 season, this season got off to an excellent start. The late-October into early-November snowfall had the community thinking skiing and riding early, while the cold temperatures allowed for snowmaking throughout the season. Moreover, when April and the spring skiing/riding season arrived, 70-percent of the resort’s terrain was still open.

Mother Nature did not always cooperate. There were times where there were warmer temperatures, rain and ice storms. As an example, during the Presidents holiday period temperatures soared into the 50’s.

Ice storms and wind also caused two power outages. The first outage knocked the power out from 7-10

a.m., giving the ski resort a late start to the day. On the second occasion, high winds and power outages caused Belleayre to shut down completely for the day and two additional days of closures occurred due to ice and unsafe conditions.

March tends to be the snowiest month and last March did not disappoint. A mid-month snowstorm delivered almost three feet of snow over one week’s time, making for some of the best skiing and riding in the past couple of years. The storm also set the resort up well for the spring season.

Belleayre played host to a wide variety of events during the winter including: USASA Races, USCSA Events, several local high school races, Ski Patrol BBQ, several PSIA/AASI events, American Cancer Society Ski-Lay for Life, Winter Fun Week, local chamber mixers and the Belleayre Slush Cup just to name a few.

Some of the guests’ favorite events were the Annual Mogul Mash, The USA Luge Challenge, Belleayre Cup Race and the President’s Bash, featuring a



torchlight parade and a nighttime rail jam.

There were some new events also added to the calendar. The Ski for MS brought Belleayre Ski Resort and the community together for a daylong ski and fundraising event. Ski for MS included a ski race, scavenger hunt, memorial ski down, après party and prizes. All proceeds benefit Can Do MS, a national nonprofit organization delivering educational health and wellness programs for families with MS.

The Penguin Paddle was also new. This fun for all age's event had children and adults sliding on their bellies "penguin style" down the slopes. All participants received a participation award.

Belleayre is renowned as a year-round destination. It transforms from a ski resort to a "must visit" summer destination. From Memorial Day to Labor Day, visitors enjoy lifeguard supervised swimming at the

Belleayre Beach, pedal boats, kayaks, rowboats and paddleboard rentals. There are also areas to picnic, play horseshoes, volleyball, basketball, fish and take in great music at the Belleayre Music Festival summer concert series.

That is just a small sample of the events and activities that take place during summer. The Resort is also the region's premier destination for weddings, conferences, parties, banquets and other special events. It attracts almost 26,000 visitors totaling close to \$120,000 in revenue from day activities and an additional \$346,000 in revenue collected from season pass sales, programming and catering.

Belleayre's two summer beach parties (June and August) featured a BBQ, live music from local bands and kid friendly activities and games, where children of all ages could join in and have fun. In all, almost 19-thousand people visited the beach, generating in



excess of \$74,000 of revenue from these activities and the concession commissions from the Beach Snack Shack.

Following a one-year hiatus, the Belleayre Music Festival returned for the summer in its new venue inside the Discovery Lodge. The summer concert series brought 1,400 people and highlighted music of The Yardbirds, Pee Wee Ellis & Billy Harper, Cristina Fontinelli, Paul Green, Anderson East and Paul Green Rock Academy All-stars performing the music of Frank Zappa. The pre-concert festivities on the Discovery Deck began 90 minutes before each show and concertgoers enjoyed live local music, dinner and drinks.

The annual Columbus Day Weekend Fall Festival showcases local arts & crafts vendors, area businesses and antique/garage sale vendors. In addition to vendors, the weekend features live music, sponsored by the Belleayre Conservatory, the popular sky ride to the summit, K9 Demo from the Ulster County Sheriff's Department, Smokey Bear, pumpkin decorating, face painting & balloon animals and

Centerplate provides plenty of German food and beverages. Between 4-thousand and 5-thousand people attend this event, so this is the perfect opportunity to re-equant and sell the very popular three-packs, season passes, seasonal programming, frequent skier cards and SKI3 snow samplers, along with ski and riding apparel courtesy of the Pro Ski-N-Ride.

Almost 20 racers participated in the inaugural 10K Summit Endurance Race. Not for the faint of heart, the September 10 event took runners from Discovery Lodge, up along the resort's alpine trails to the summit and then back down to the Discovery Lodge. After completing the 1,404 vertical climb and decent all participants received a medal, t-shirt, and a \$10 gift certificate to roadid.com along with other prizes.

Other events that dotted Belleayre's summer calendar included: "Your First Mud Run" (a New York State Mountain Bike Series Race) and a dozen special happenings such as weddings, birthday parties, corporate events, banquets, conferences, reunions, fundraisers and meetings bringing another 1,300



people to Belleayre through these special events.

While the resort kept busy with its summer operations, several projects were undertaken aimed at improving customer experience. Based on survey results and comments, work was done to expand the mountain's teaching terrain, improve lodges and chair lift seating, website and adding new food items.

In front of the Discovery Lodge, trees were cut in order to double the resort's beginner teaching terrain, found near the magic carpet. The newly expanded area has separate areas for snowsports lessons and the public. This allows for a better flow of beginner skiers/riders in progression from the magic carpet to the lifts.

Two-hundred and sixty-seven cushions cover the Tomahawk and Superchief chairs. The regrading and expansion of the Superchief's loading area changes the way in which surface water drains during melt-off. That run off water is diverted away from the

loading coral and chair lift. Moreover, the recent addition of 25 more feet to the chairs' loading area helps staff to better control lift lines.

Skiers and riders also enjoyed the resort's two newest dining options, the Maple Smoke House and the Taste of NY Café. Found in the Discovery Lodge, the Maple Smoke House served more than 3,000 pounds of pulled pork, beef brisket and Polish Kielbasa Sandwiches. All the meat was prepared at Belleayre, in the resort's one-of-a-kind smoker that is over nine feet long and six feet tall.

Taste of NY Café opened in January, operated on weekends, and during holiday periods, offers only New York State products, food and beverages. While seated and enjoying breathtaking views of the ski resort, customers choose from a variety of homegrown products including salads, flatbread pizzas, soups, craft beer, wine and vodka. For the non-skier/rider the café offered a beautiful setting to hang out and grab some food.



The resort’s second live high-definition camera has quickly become the “go to” page on Belleayre’s web site. The camera, overlooking the Discovery Lodge and teaching area, is the web site’s third most visited page, behind the home page and the snow report page.

Finally, gone are the resort’s generic tables and chairs. They’ve been replaced with an assortment of high tops, stools, chairs and tables so that everyone can comfortably enjoy the fabulous “Belle” views and rustic feeling of Belleayre and the surrounding Catskill Mountains.

The goal for next winter is to continue to build upon and enhance Belleayre customer experience. For the past two seasons, Belleayre has collaborated with Guest Research, Inc. to help collect, analyze and utilize customer feedback via surveys. The real time results measure customer’s satisfaction and loyalty.

This allows staff to see what is and what is not working in specific areas. One of the most important question the survey offers is “Would you visit Belleayre again?” Seventy-nine percent of respondents said “yes” – which is the highest score on the survey and is seven points ahead of other mountains in the competitive set.

Comparing the scores from this to last season, the majority of the results showed improvement over the 2015-’16 season. The biggest gains were in the overall visit, rentals and the variety of trails and conditions. The biggest losses occurred with kids’ snowsport lessons, day care and with the overall experience with lifts. Moving forward into next season, we evaluate the scores and customer comments and makes changes as necessary to keep improving the guest experience.



Gore Mountain

Gore Mountain reported a profitable winter, and the season was highlighted by the biggest single revenue day in the history of the resort. Several resort improvements and accolades contributed to a memorable 2016-'17 season.

In May 2016, Gore Mountain was awarded the esteemed Golden Eagle for Overall Environmental Excellence by a ski area at the National Ski Areas Association's (NSAA) Annual Conference in Nashville, TN. Presented by SKI Magazine, the Golden Eagle is the industry's most prestigious award for sustainability and Gore's broad range of environmental stewardship across several areas of its operation was integral to its win.

Gore Mountain successfully demonstrated that a growing resort (its acreage and uphill capacity have increased 131-percent and 142-percent respectively over the last 20 years) can at the same time be sustainable. Projects that contributed to this award were Gore's contracting of two 25-year solar power purchasing agreements, strategic trail modifications

to increase operational efficiency, energy-saving snowmaking investments, creative repurposing of buildings, the redevelopment of historic trails, various environmental education efforts, and Gore's increased service of locally sourced foods.

Gore's power purchasing agreements combined into a massive 5.325 MW system, the largest solar array dedicated to a ski area in the United States. Using remote net metering, 85-percent of Gore's electrical is poised to be offset. In cooperation with Borrego Solar, Gore Mountain is efficiently harvesting sunlight for its energy needs, utilizing 14,589 ground-mounted solar panels.

The electricity generated credits Gore's meter at a rate higher than power that is traditionally produced, while providing a cleaner, more sustainable source of energy to its electric distribution zone. The agreement should save the resort approximately \$10-million over the life of the contract, while offsetting 113,919 tons of carbon dioxide, 71,634 pounds of nitrogen oxide emissions and 131,835 pounds of sulfur. Gore's purchase agreement received support from Governor Cuomo's NY-Sun incentive



through the New York State Energy Research and Development Authority (NYSERDA).

The past year was the fifth consecutive year of significant modernization of the snowmaking infrastructure, with 66 high-efficiency guns replacing antiquated components of the system. Variable drives installed at Gore’s pump house allow the amount of water pumped to fluctuate more precisely with demand, also increasing system efficiency and further reducing annual electrical use. More guns, pump house efficiency improvements, and distribution updates all contributed to snow being made more quickly.

Gore Mountain’s entry into the world of Nordic racing and recreational cross country skiing was nothing short of a success story. The Nordic Center at the North Creek Ski Bowl quickly became a premier facility for racing events and public recreation. The new 5k trail system, complete with snowmaking, grooming and lights, was eagerly embraced by the Nordic racing community, and several high-profile races to include the New York State Public High School Athletic Association’s (NYSPHSAA) State Championships.

The center’s race calendar kicked off in early-December with the Section II season opener and culminated with the NYSSRA Nordic Championship Cup in March. Each event attracted hundreds of athletes and families who also visited the region’s lodging, shopping and dining establishments.

Public snowshoe and cross-country races were held in cooperation with the community. A food truck for the Ski Bowl was purchased to offer a more diverse menu and more efficient foodservice.

Lift maintenance teams were busy. Last spring they replaced the Northwoods Gondola cable and shortened the Adirondack Express II cable. They also regraded the Straight Brook Quad’s loading and the High Peaks Chair unloading areas.

Three capital projects are underway this summer. Renovations to the mid-mountain Saddle Lodge will double the capacity and improve the dining. The repurposing of the historic gondola unloading barn at the summit will add a new warming lodge with restrooms; and an expanded Northwoods Lodge adds additional space for rentals and the children’s learning center.



WHITEFACE MOUNTAIN

It was an average year for Whiteface Mountain when looking at visitation and revenue. That said; the resort did reduce overall operating expenses, which resulted in the most profitable season ever for the Olympic mountain.

Whiteface achieved this through numerous efficiency projects, a favorable long-term energy procurement contract and a new approach to managing staff and operations. Although revenue was less than its goal, operational efficiencies made up for the shortfall, which resulted in the record profit.

If anything was learned from the 2015-'16 ski/riding season it was how to operate a profitable ski resort during the most trying of times. The staff applied that knowledge to this winter's operations and reduced overall expenses by almost nine-percent from last season.

Last season did present some weather challenges to include unstable warm weather and several days of wind, rain, freezing rain and thaw conditions.

However, it was nowhere near what the resort and the entire northeast experienced the year before.

February's advantageous weather, during the first weekend of President's Week, allowed the resort to break its all-time skier/rider visit record for both days and Whiteface was able to make snow in early-March, at a time, traditionally it stops making snow. This, combined with a two-day nor'easter resulted in a strong spring skiing and riding season that lasted all the way to the Easter holiday.

The primary focus at Whiteface has always been to improve the overall guest experience. While this is a very broad initiative, the staff takes great actions to ensure guests' satisfaction and measure their loyalty.

Via an online dashboard, Guest Research provided real-time feedback from visitors about their time at Whiteface, while at the same time it gave the resort staff the ability to adjust various products in order to please customers. This in turn earned Whiteface loyal guests and increased revenue.

Guest Research measures satisfactions and loyalty based on the Net Promoter Score (NPS). The



WHITEFACE MOUNTAIN

program proves to be successful and a positive step towards determining what the guest value. Two seasons ago, Whiteface ended the year with NPS score of 68, last season the staff improved the score four points... to a 72. We are looking to project that number to the upper 70's by the end 2017-'18.

Coming off a poor 2015-'16 winter season, staff managed to continue work on several projects that focus on efficiencies, guest experience and revenue generation. Re-roofing of the main base lodge's administration and Cloudspin Bar & Grill sections were completed and the base lodge's entrance was modified with new siding, stonework and barn board.

A remodeled ticket booth added exterior access points so that people who pre-purchased tickets did not have to wait in line with other customers. Instead, they went to the outdoor online ticket only windows and walked to the lift.

Efficient snowmaking also remains a top priority. Whiteface Mountain added 11 mobile low energy HKD vipers, eight Nivis airless guns and a retro fit of 23 Ratnik sky giants to a medium energy double head to its snowmaking fleet. These purchases were possible through energy efficiency rebates that averaged 40-50 percent of the project cost. The mountain also purchased two new Techno Alpine fan guns and the resort expanded its fan gun

infrastructure so that more high-efficiency, low-energy guns can be added in the future.

As for last summer, it was one for the record books. Both the Cloudsplitter Gondola and Veterans Memorial Highway took in record visitor and revenue numbers.

The increase in the number of people who visited the Veterans Memorial Highway can be attributed to the \$12-million investment made Governor Andrew M. Cuomo and his administration towards repaving the eight-mile stretch of road. Warmer temperatures and a drier summer also added to the number of visits.

Several projects along the Highway are pushing towards completion to include installing a more accessible sealed water storage tank at the castle with improved pressure for the proper function of low flow fixtures. Castle stone pointing the summit's Castle and the generator building was faced with stone to fit the look and feel of this natural attraction. The Highway's biggest project, repairing the historic elevator, which carries able bodied and disabled people 26 stories to the mountain's summit, begins this summer. Through the past several years, the elevator has continued to be a problem, with multiple breakdowns, resulting in down time and lost revenue.



ORDA Venues Annual Reports



CONFERENCE CENTER AT LAKE PLACID

Conference Center at Lake Placid

There was a dramatic rise in usage of the Conference Center at Lake Placid and the Olympic Center last year. During the previous year, the Conference Center enjoyed 102 event days (usage of the Conference Center), but last year the Center was in use for 178 event days.

This surge in event days is due to the numerous meetings and conferences that took two, or more years, of planning. Last year's two most noteworthy events included Anytime Fitness' (Self Esteem Brands, LLC) annual meeting and the Diocese of Ogdensburg's Inspire Retreat. Both utilized the entire Olympic Center complex (from the U.S. Rink to the Conference Center).

Twenty-five hundred owners, managers and trainers from the United States and 23 countries met in Lake Placid during the September 8-11, 2016 Anytime Fitness Conference. Their trade show took place in the '32 Rink, while the Herb Brooks Arena, 1980 hosted the group's annual meeting.

This conference also utilized the Olympic Jumping Complex. The venue was the site for their Friday

night social and an aerial and ski jumping exhibition.

The Diocese of Ogdensburg hosted their September 25, 2016 one-day retreat, called Inspire-Called to Love. Four-thousand, five hundred Catholics united for spiritual seminars, ending with a mass celebrated by five bishops. The mass exit of 50 motor coaches and school busses was one of the highlights of the event.

The Conference Center also continued to provide meeting and socializing space for ORDA organized events and races. During the Authority's winter event season, visitors often saw the Conference Center decorated as a "Welcome & Friendship Center" for the hundreds of international athletes competing in bobsled, freestyle skiing, luge and skeleton World Cups.

In March, when Lake Placid and ORDA hosted the 2017 Junior U.S. Cross Country Skiing National Championships, many of the more than 400-plus junior age athletes competing used the Conference Center, and its available meeting rooms, as a central location in which to relax and network.



Olympic Center

The past year was a busy and successful one for the Olympic Center. It hosted a wide variety of sporting and entertainment events.

Ice hockey continues to be the Olympic Center's core business. USA Hockey utilized the Olympic Center for a variety of programs. USA women's U18 and over 18 players participated in a two-week camp, in August. This camp featured the country's best under 18 year-old and over 18 year-old women hockey players who were preparing for a series against Canada at the end of the month

The camp returns this summer and will include a series against Canada.

USA Hockey also held the USA Hockey Adult Classic, 32 team, three-day tournament.

Moreover, the Olympic Center welcomed a USA Hockey Referee Camp in which 40 officials from the East Coast participated.

The Can-Am Hockey group held a wide variety of tournaments and camps throughout the year. In January, they hosted a unique event where, along with their pond hockey tournament, they presented a youth tournament in the arena drawing over 1,000 players into Lake Placid for that weekend. Northwood School, Lake Placid Central School and Canadian Hockey Enterprises continue to use the facility, for practice, games, camps and tournament.

The Miracle Holiday Classic youth hockey tournament, continues to grow. In its third year, 19 mite teams along with 46 older squads played games over two December weekends.

On a higher level, ECAC Men's Ice Hockey rivals RPI and Clarkson squared off in a January conference match-up while in March, the 2017 ECAC Championship returned to the Olympic Center. This event brings the prestigious conference's top four teams to Lake Placid to play for the Whitelaw Trophy, the conference's post-season crown and an automatic



berth into the NCAA Division I Men's Ice Hockey National Championships.

Looking ahead to next March, the Center will hold both the Men's ECAC Ice Hockey Championship and the NCAA Division III Men's Ice Hockey National Championship in back-to-back weeks.

The summer figure skating programs still attracts athletes from not only the eastern United States, but elsewhere too. Four-hundred and seventy skaters took part in summer figure skating program and the two summer figure skating competitions, Lake Placid Figure Skating Championships and the Lake Placid Ice Dance Championships, brought a combined 800 skaters and families to Lake Placid.

Synchronized skating is also growing in popularity. The Olympic Center held a three-week synchronized skating camp and the New York based Skyliners Synchronized Skating Teams conducted their three-week long pre-season training camp in Lake Placid. That camp played an important role in the Skyliners' success last year when they won national titles and a national bronze medal.

The Empire State Winter Games held its figure

skating competition in the Olympic Center. This event is one of the largest figure skating competitions in the country and featured over 600 skaters and 38 synchronized skating teams.

In late-November, Lake Placid and the Olympic Center will be the site of the 2017 Skate America international figure skating competition. This competition, airing on NBC and NBC Sport Network, will attract a global field of skaters, officials and volunteers. Several of the participating skaters will also compete in February's 2018 Olympic Winter Games.

In February, the Olympic Center's Herb Brooks Arena said good-bye to the only scoreboard that has ever hung from its rafters. The original scoreboard, built and installed by Daktronics, was lowered for the final time in February, making way for a new state-of-the-art Daktronics LED board. This board's four full screens are capable of providing up-to-date game stats, replays, highlights and contests designed for fan interaction.

In addition to the Herb Brooks Arena, Daktronics also installed new scoreboards in both the USA and 1932 rinks.

OLYMPIC CENTER



The Olympic Center also began replacing its R-22 refrigerant with environmentally friendly R-407F. R-22 production stops after next year. The EPA forced manufacturers to stop producing it as it damages the Ozone when released.

Various companies have produced its replacement, some of which are successful while others not as much. Mollenbergh Betz, who provides the Olympic Center's refrigeration, encouraged the Olympic Center to use R-407f made by Honeywell.

Other capital projects the Olympic Center has undertaken include installing LED lights in the 1932 Rink, upgrading security cameras and upgrades to the center's compressor room where Frick Micro Processors are being installed.

Finally, the speed skating oval opened in early

December and remained open through the first week of March. Public skating on the historic outdoor oval remains one of the most popular activities for visitors. Almost 13-thousand people participated in the public skating sessions. Fire pits and a new sound system enhanced their experience.

The oval also hosted the 2017 Age Group National Championships.



Lake Placid Olympic Museum

The Lake Placid Olympic Museum continued its upward trend for visitors and revenue. In 2015-'16 the Museum enjoyed a 12-percent increase in visitors, which some attributed to the weather. However, this year's weather was more seasonable and yet the Museum enjoyed another banner year.

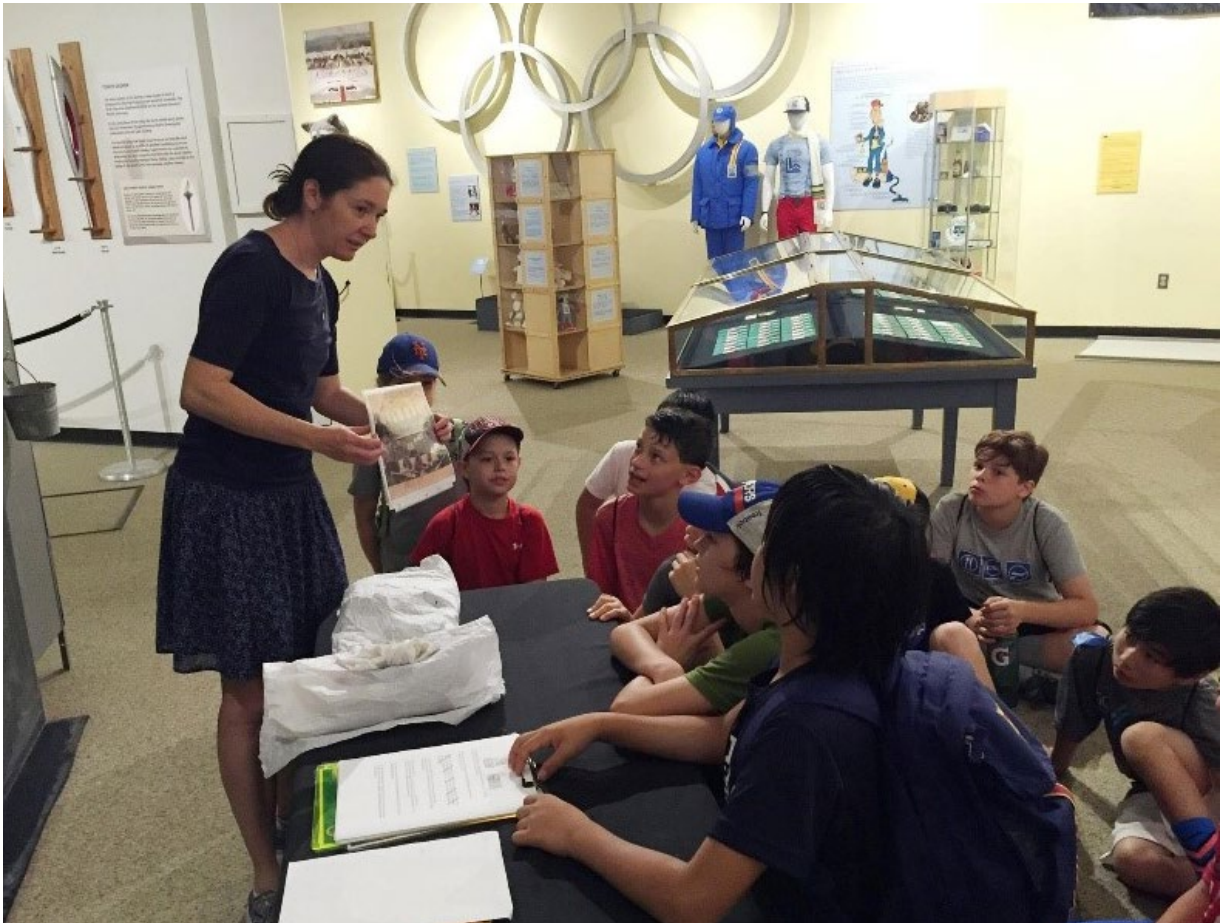
The Lake Placid Olympic Museum shares the excitement of the Olympics daily through exhibits and programs that visitors from around the world enjoy. In April, the Museum introduced the exhibit "Quest for Speed." This interactive display explores the sacrifices to become an Olympian and the quest for speed to obtain that goal.

"Quest for Speed" gives visitors a glimpse into the

minds of some of speed skating's greatest athletes to include five-time Olympic champion, Eric Heiden, through interactive activities and a timeline detailing the evolution of speed skating equipment.

Another temporary exhibit, on display, through the end of the year, focuses on Lake Placid's rich ski jumping history. The exhibit contains artifacts from as early as 1920 and photographs showing the dramatic changes at Intervales through the years. There is also a small "touch and feel" area highlighting summer jumping and the artificial surfaces athletes glide over to mimic the feeling of snow.

In addition to the new displays, the Lake Placid Olympic Museum also introduced new programs to include "Wine and Paint" and the "Olympic Poster



Printmaking Program.” Visitors that participated in the printmaking program explored and interpreted posters within the Museum’s vast collection, and at the same time created their own unique Olympic poster, which they kept as a memento.

This year the Museum completed an inventory of over 3,600 items from its collection detailing the history of Lake Placid’s rich winter sports history and the Olympic Winter Games. The materials identified include in excess of 1,300 videos and films, 900 posters, Olympic flags, antique sporting equipment, and archival materials.

The “Hockey History” program continued during the summer CanAm hockey season and during the annual Holiday Village Stroll, Olympic medals inspired guests to create holiday ornaments.

Museum staff also provided research assistance to both media and researchers and included: PBS, Atlas Obscura, The Boston Globe, and the United States Olympic Committee.



Olympic Jumping Complex

Operations at the Olympic Jumping Complex continue to focus on providing high-level athlete training facilities for the sports, biathlon, cross country skiing, freestyle skiing and ski jumping.

Events are the venue’s major attraction, accounting for 20,000 of the 66,000 people who visited.

Attendance to the jumping complex grew 11-percent when compared to 2015-’16. Flaming Leaves drew almost 3,000 people, 2,000 spectators attended the New Year’s Ski Jump, while 4,000 people came out to watch the nighttime World Cup Freestyle aerials event. The Summer Jumping Series continues to be the jumping complex’s biggest draw; more than 10,000 people attended the twice-weekly event.

Revenue also climbed by as much as 11-percent, compared to last year. Total venue ticket sales, to include, chairlift and K120 elevator tour, summer Extreme Tubing on the K90 and winter tubing, rose from \$556-thousand from a year ago, to \$642,600 this year. The total revenue, including private functions, such as February’s World Airline Championship

Nordic events and social activities, and other revenues, increased by almost \$100-thousand, from \$860-thousand last year to \$858,500 this year.

Renovating the Olympic Jumping Complex’s base lodge remains the venue’s primary capital project. Retail operations and private functions were limited due to continued construction on the three-year project.

Main structural work and additions to the lodge were finished last summer and new electrical service, upgraded plumbing, kitchen facilities and a new entrance for guests that is ADA compliant were completed. Work continues towards the installation of an elevator and second floor deck.

Repairs and upgrades to the complex’s snow grooming fleet and replacement of the aerial pool’s trampoline are other undertakings on the capital projects’ list.

Participation in the elite Nordic Jumping program grew only slightly last year. The smaller than anticipated growth could be in part due to the inconsistent weather, which affected training on the



OLYMPIC JUMPING COMPLEX

K90 ski jump. It was not until the middle part of January when it was decided to use the structure's summer in-run for training. The venue had never faced this dilemma, but once the commitment was made, athletes enjoyed more consistent jumping.

The freestyle training center logged over 3,000 skier days in the summer of 2016 and the freestyle program accounted for \$50-thousand in revenue.

The training center continues to play an important role as the "jumping off" point for the U.S. ski team's Elite Aerial Development Program (EADP). The U.S. Aerial National Championships and a Nor-Am Aerial competition this winter were both important events for developing athletes and supporting the EADP program. Alumni from the program continue to enjoy international success, including this year's World Championships, where Ashley Caldwell and Jonathan Lillis gave the United States its first sweep at Worlds in 22 years.

The U.S. biathlon and development teams continue to call Lake Placid home. During the summer, you can see the squads use the complex's 2.5-kilometer paved roller loop and shooting range for training. Some of the athletes also train at the shooting range found at the Mt. Van Hoevenberg Nordic center.

In partnership with the United States Olympic Committee (USOC), snowmaking is available so that athletes can continue training during the winter.

The ability to make snow played a vital role in ORDA and Lake Placid saving the 2017 the U.S. Cross Country Junior National Championships. Inclement and unseasonably warm mid-February weather melted away most of the snow at the Mt. Van Hoevenberg Nordic center and forced organizers to move the premier event to the jumps, where snowmaking allowed the 400-plus athletes to compete in the five-day event. The championships were first-class and considered a tremendous success, highlighting everything that ORDA and Lake Placid had to offer, as Amie Smith from New England noted.

I thought JN's was fantastic, and you, and your entire Organizing Committee, and ORDA and fellow jury members did a great job! Especially given the last minute venue change! Despite the disappointment of no mass start race, every other single event went off a planned, even with the last minute changes. Bravo to you all!

And not only were the races, the race course, registration, timing, etc., and everything at the jump site top notch, but I want you all to know how much our NE athletes loved the Chill Zone and all the activities you all planned for them during down time - well done! And, best run banquet, ever! :-)

Amie Smith - New England Team Leader

There were plenty of challenges in 2016-'17. The staff can take tremendous pride in their ability to maintain a functional and inviting venue for athletes and the public while undertaking the construction of the base lodge. As an example, in September, the jumping complex held its largest private function with over 2,000 people participating in the Anytime Fitness convention. Despite the obstacles, the evening of athletic exhibitions, tubing, food and music was a tremendous success. This function, as well as the numerous competitions and programs, illustrate the positive impact a completed base lodge will have once completed.

The venues continue to offer quality training, developing athletes in biathlon, cross country, freestyle and ski jumping. The infrastructure and capital projects undertaken last year go a long ways towards positioning that the Olympic Jumping Complex as an elite training facility for the next 30 years.



Mt. Van Hoevenberg Nordic Center

Abundant snow and good conditions brought Nordic skiers back to the Mt. Van Hoevenberg Nordic Center. This winter, the venue operated for 135 days and had almost 35-thousand skier visits. Compared to last season, that's 98 more days of operation and 23-thousand more skier visits on the center's Olympic trails.

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 14,000 skier visits this year. Total ticket revenue from all revenue streams, including the summer biathlon program and rentals was almost \$360-thousand with 657 season passes sold. The rental revenue and retail sales continue to be strong revenues streams with \$51-thousand in rental and \$49-thousand in retail revenue. Total revenue for the cross country venue was \$495-thousand.

For several years, the biggest complaint regarding

the Nordic center was its lack of snowmaking. So last winter, the Center introduced the Techno Alpin Snowfactory, the only one of its kind in North America. The Snowfactory, which began operating in December, was able to make snow, even in the most challenging conditions, by using the existing well water for the lodge. Housed in an insulated shipping container, the Snowfactory creates thin ice flakes that are sent to a conveyor belt, which sprays snow into piles and spread with machines. This year the facility was able to cover a three-kilometer loop and the stadium, which sustained skiing through inclement periods.

ORDA has agreed to lease the machine for four more years and plans to make snow in November, thus guaranteeing earlier starts to the Nordic ski season.

The Mt. Van Hoevenberg Nordic Center held number of events this winter including, the Lake Placid Loppet, the St. Lawrence Carnival and Junior National Qualifier, Empire State Games and Clarkson Carnival.

OLYMPIC SPORTS COMPLEX



Due to conditions, the 2017 Cross Country Junior National Championships moved to the Olympic Jumping Complex, however; the planning, revenue and expenses associated with the event were charged to the Nordic Center. The Championships were tremendously successful and accomplished its mission of providing a world-class event to over 400 junior skiers and their families.

The primary objective of the year was to rebound from the previous one. Mission complete, thanks to a number of positive factors that included seasonable temperatures, weather and the addition of the Snowfactory.



Mt. Van Hoevenberg Olympic Sports Sliding Complex

The Mt. Van Hoevenberg Olympic Sports Complex sliding center is home to the combined bobsled, luge and skeleton track, completed in January 2000 and is use by all levels of sliding sport athlete. It is also the site of the 1932 & 1980 Olympic bobsled track, used exclusively for the summer passenger ride program.

The combined track set the mark again for the longest season in the world. Operations began October 15, 2016 and concluded April 8, 2017. During that almost six-month stretch, more than 25,000 competition, training and recreation trips went down the one-mile long, 22-curve course.

Sliding Center visitors are characterized into two groups. They include passenger bobsled participants and general admission guests. More than 16,000 people participated in the center's various passenger ride programs; generating \$1,156,000 in revenue, up by more than \$100-thousand from last year. Meanwhile, 17,500 guests toured the historic facility and brought in more than \$289-thousand. In all, the sliding center accounted for just over \$2-million.

Naturally, the sliding center's busiest period is during the winter months. This past winter, the combined track hosted several national championship and selection races and international events to include North America's Cup bobsled/skeleton and World Cup action in all three sliding sports, bobsled, luge and skeleton.

Competition and athlete training account for the bulk in the number of runs down the track. Taking them into account, as well as the public, the mile-long facility handled more than 25-thousand trips down.

Luge again accounted for the most number of trips down the course, with almost 11-thousand, while two-man, four-man and women's bobsled athletes made a combined 3-thousand trips down. Skeleton athletes traveled down the course almost 5-thousand times and 6,500 public rides were counted.

The athlete training and competition generated almost \$40,000.00 in revenue.

ORDA and specifically the combined track continued a partnership with the United States Bobsled and



Skeleton Team to fund development programs for bobsled and skeleton.

A portion of the proceeds from the half-mile bobsled ride program (The Lake Placid Bobsled Experience) is allocated to a special fund for use in a Lake Placid based development program. The purpose of the program is to fill a gap in existing programs that was preventing the U.S. bobsled and skeleton team from producing the next generation of athletes. The long-term goal is to produce high-level athletes and to assure continued high-level usage at the track.

This year, the program employed one full-time staff and one part-time coach 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 and this year, the first development athletes in skeleton compete regularly on the World Cup tour and at World Championships.

There were several of capital projects at the Olympic Sports Complex, however; the primary ones involved

infrastructure improvements to the combined track. They included upgrades to the sidewalls and roof systems, improved lighting in Curve-10 and upgrading the ammonia plant. The venue also purchased new Fleet Vehicles.

The track continues to be the busiest in the world and often recognized for the quality of its ice and the hospitality of the staff. The management and staff continue to promote energy efficiency through infrastructure improvements, which in turn allow longer seasons and fewer days closed due to inclement weather.



OLYMPIC REGIONAL
DEVELOPMENT AUTHORITY



ORDA Administration/Corporate Reports



COMMUNICATIONS

Over the past several years, ORDA's Communications Department has expanded its role beyond sport, events and the Olympic venues and has become actively involved in promoting the Lake Placid and Adirondack region as a tourist destination. For the past several years, the department has attracted and developed relationships with a number of outdoor, recreational and destination media. Through what are known as FAM tours, which are used to promote the region as an exciting destination, several media have visited the area and detailed their experiences. While in the region, they experience ORDA's Olympic venues and enjoy other activities such as shopping, dining, hiking, climbing, sailing, boating and fishing. This has led to increased media exposure of ORDA's venues and region.

This year, the Communications Department expanded its outreach to include social media influencers. A social media influencer is a user on social media who has established credibility in a specific industry. Their audience are either small or

large and they have the ability to reach their loyal audience via their blogs and/or social networks through Twitter, Facebook, Instagram, etc. Since most social media influencers have an extremely loyal following this has resulted in increased engagement with the consumer, more so than with earned media.

ORDA's Communications Department continues to seek out influencers, who are a good contextual fit with our brand, while at the same time; work with traditional media outlets to expose consumers to the unique opportunities offered visiting ORDA's Olympic venues and the Lake Placid and Adirondack Region.

The past year generated considerable event coverage for ORDA's Olympic venues and resorts. As many as 282 media came to Lake Placid, covering and reporting on the various competitions ranging from World Cup caliber to the ECAC Men's Ice Hockey Championship tournament and U.S. Cross Country Junior National Championships.



One event that drew considerable national attention and coverage was the removal of the Herb Brooks Arena original scoreboard. For 39 years, the board illuminated hockey scores from mites to the NHL. It was lowered in early February to make way for a new state-of-the-art Daktronics video board.

ORDA's Communications Department organized a press event around the event in which DakTronics President Jim Morgan, ORDA President/CEO Ted Blazer and 1980 USA Hockey Team member Buzz Schneider attended and participated. National, regional and local media covered the ceremony, while a time-lapse video of the scoreboard's removal and the installation of the new board was created and posted to the Whiteface Lake Placid content hub Side-Trax.

The scoreboard's four panels sit in the Lake Placid Olympic Museum, Daktronics, the USA Hockey Hall of Fame and the New York State Museum.

Whiteface Lake Placid received several accolades from the media in 2016-'17. For the 27th consecutive

year, SKI Magazine ranked Whiteface Lake Placid #1 for Off-Hill activities. The publication's readers also tabbed the resort #2 overall in the eastern United States.

Outdoor Magazine included Whiteface Lake Placid in its list of "5 Destination Summer Spots to Vacation with Family," U.S. News & World Report placed the area in its rankings of "5 Top Ski Spots to Visit in the Off-Season," while the Mountain News made mention that Whiteface Lake Placid is "One of the Best Mountain Towns in America."

Yahoo News touted Whiteface and listed it as "7 Under the Radar Ski Destinations," and finally, the Olympic Center was a finalist in Kraft's Hockeyville, USA nation-wide contest.



ORDA 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.

The fiscal year 2016-'17 brought about continued interest in sponsorship and corporate programs for the Corporate Development Department, especially relating to event sponsorship and renewals. ORDA is very fortunate to renew its agreements with J. Lohr Vineyards and Wines and Ellis Coffee, as well as re-sign several local sponsorship packages and many local trade agreements.

The department continued to service its existing sponsors, Chevrolet, Anheuser Busch, Coca-Cola and Centerplate and placed an emphasis on promotional activation to increase ORDA revenues. The partnership with Coca-Cola provided the Authority the opportunity for a season-long promotion on college campuses throughout the northeast, as well as a February campaign for New York City that promotes March skiing at ORDA's three ski resorts. In-store promotions through shelf talkers and bottle neckrings were supported by digital video board ads at the Javitt's Center and in the Chelsea Pier Sports Complex.

The January, the 17th Chevy Owners Appreciation Days at Whiteface proved to be very successful, generating 1,857 new leads for Chevrolet. Just under 1,300 Chevy owners skied Whiteface for a day, checked out the new 2017 Chevy models, participated in a fun race and enjoyed plenty

excitement inside and outside the resort's base lodge, where they participated in prize giveaways.

Event partnerships were forged, helping to offset the costs to host events this year. BMW, through a relationship with USA Bobsled & Skeleton and Nexen Tires (a European manufacturer), through the marketing firm Infront, supported the FIBT Bobsled & Skeleton World Cup. Adirondack Bank signed on to support the FIL Luge World Cup and Burnham Benefit Advisors, along with a few local advertising partners, supported the ECAC Hockey Men's Championship.

The third annual Miracle on Ice Fantasy Camp consumed a good deal of the Corporate Development Department's time and energy from October through April. The efforts were well worth the investment, as 55 "campers" and nine guests descended on Lake Placid for the five-day camp in which they were "coached" by 17 members of the 1980 Hockey Team. All the "campers" enjoyed their experience and many developed camaraderie and friendships. As for the Authority, the event generated revenue for the Olympic Center and turned a profit once again.

Another focus for the year were sponsorship opportunities through ORDA's venues and programs aimed at local businesses. This was successful in developing partnerships with several area businesses including High Peaks Resort, The Golden Arrow, Paul Smith's College, Adirondack Life and WSLP. Revenue from local sponsorship generated \$34,300.00 in cash and \$77,633.00 value-in-kind (VIK) product.





The Corporate Development Department employs a Corporate Programs Representative to sell, oversee, manage and service its Winter Olympic Challenge program. This program is designed for corporations, associations, military, clubs, families and other large gatherings is a unique opportunity to host meetings, provide employee incentive programs, banquets or themed events on ORDA's venues with interactive Olympic activities and tours. Working within a company's budget and time constraints, the Winter Olympic Challenge successfully completed 60 programs, which introduced 3,433 company executives and their staff, families and their guests to ORDA's Olympic venues and grossed \$271,486.27 in revenue.



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

Centerplate - \$26,613.73 resulting in \$3,193.65 in commissions to ORDA

Olympic Center Building & Ice rental, Conf. Center @ LP and LP Olympic Museum admissions - \$11,680.00

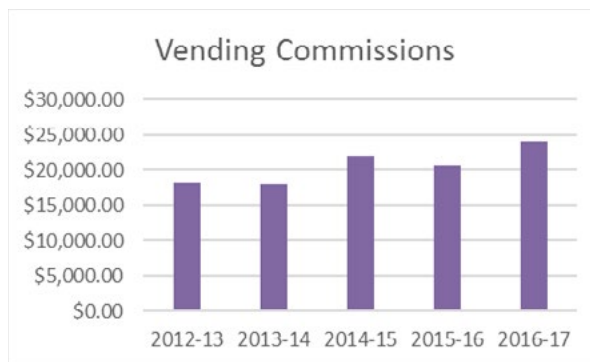
Olympic Jumping Complex - \$6,731.00

Olympic Sports Complex - \$31,085.00

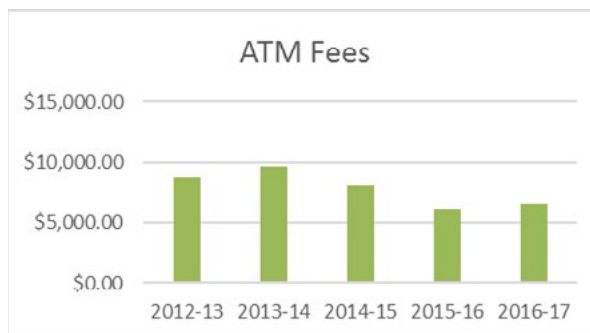
Whiteface - \$5,601.00

Passports - \$9,135.00

ORDA and Tri-Lakes Vending of Lake Placid completed the first of a five year renewal agreement in which ORDA receives 30¢/unit sold of carbonated and non-carbonated beverages, candy, gum/mints, chips, and cookies, sold at each of Lake Placid's ORDA venues. This year brought in just under \$24,000.00 in revenue from the vending transactions.

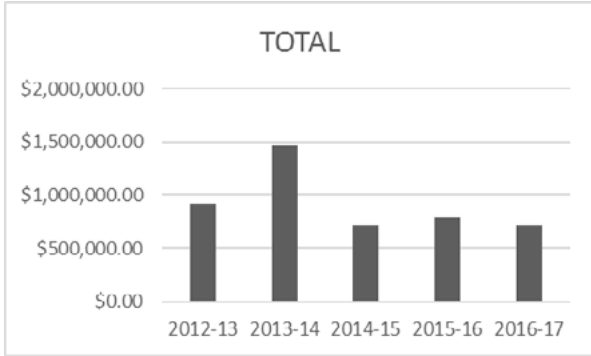


This was the sixth full winter in which HARP Cash Technologies, a third party, maintained and serviced 12 ATM's at ORDA venues. ORDA receives a cash amount for every ATM transaction on its venues and this year the Authority received \$6,552.00 in revenue.



CORPORATE DEVELOPMENT

Total revenue through the efforts of the corporate development department was \$721,431.40 in cash and \$781,800.00 of value-in-kind.



The focus for the upcoming year as in the past is multiple and diverse. Plans are to concentrate on renewals of existing agreements with Chevrolet, SCA Tissue and Anheuser Busch and regional partners such as National Business Equipment, and Ellis Coffee and our advertising agreements. ORDA looks to broaden its relationship with the United States Olympic Committee’s (USOC) leadership so that they can assist the Authority with their existing partners while offering them some of our assets to assist them in attracting new sponsors.

We will continue to evaluate existing local sponsorship opportunities and strategize on how to proceed for the coming year so that revenue from these programs is maintained. ORDA will work to renew partnerships with Paul Smith’s College, the Golden Arrow and High Peaks Resort while gain involvement from additional area businesses so that they might help to offset costs and in many cases allow ORDA’s venues to provide prizes for their consumer events.

Four year-round integrated packages (\$10,000.00 each) are being offered to local companies that provide exposure at venues, on tickets, event sponsorship and advertisements.

We will continue our partnerships with the local ski shops garnering prizes for on mountain events and

activities in exchange for skiing privileges. Moreover, we look to expand upon our successful efforts with our resort guide, web presence and e-newsletter sponsorship.

As for events, this year’s focus is on fall festivals (Oktoberfest, Flaming Leaves, Festival and Brewfest), the FIL and FIBT World Cups, Skate America and FIS World Cup Freestyle. Additionally, the Authority is working closely with the staff at ECAC Hockey to develop packages and solicit corporate support for the prestigious conference’s Championship tournament. We will once again take the lead in developing, selling and servicing the fourth Annual Miracle on Ice Fantasy Camp and have already signed up 38 campers.

Our Gold Medal Games program continues to stay steady on a year-round basis from small to mid-size companies, groups and organizations. The close partnership we enjoy with the venues maximizes every guest experience. 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 other hospitality programs.



ORDA Events Department

The New York State Olympic Regional Development Authority (ORDA) enjoyed a busy 2016-17 events season, hosting 28 events on 61 event days. More than 6,300 athletes from 31 counties trained and competed on ORDA Olympic venues this past year.

October kicked off the festival season. Whiteface hosted Oktoberfest, the first weekend of the month, then on Columbus weekend, the Olympic Jumping Complex held its annual Flaming Leaves Festival, featuring the U.S. National Ski Jumping Championships, live Blues music, barbeque, craft vendors and games for both kids and adults. Then the month closed out with the Olympic Center and the 1932 Rink as the site for the fifth annual Lake Placid Brewfest, highlighting 61 microbreweries from throughout the country.



FLAMING LEAVES FESTIVAL, featuring the US National Ski Jumping Championships, Olympic Jumping Complex



LAKE PLACID BREWFEST, Olympic Center 1932 Rink

November and December were busy months for the Mt. Van Hoevenberg Olympic Sports Complex combined track. The famed mile-long sliding track hosted World Cup events in bobsled, skeleton and luge. Ninety-eight of the world's best luge athletes competed in the November 28-December 3 FIL World Cup, then the following week 105 sleds and the top athletes from the sports of bobsled and skeleton took their turn on the 22-curve course. They participated in an international training week, followed by the IBSF World Cup.



FIL WORLD CUP LUGE AND IBSF WORLD CUP BOBSLED AND SKELTON, Olympic Sports Complex

ORDA EVENTS DEPARTMENT

Lake Placid celebrated the holidays with its traditional New Year's Ski Jump competition. Over 1,500 people flocked to the Olympic Jumping Complex to witness the high-flying action of ski jumping, off the 90-meter ski jump, followed by a fireworks display.

Another highlight of the holiday season was the December 30 return of the Stars on Ice figure skating show. Olympic, World and National champion skaters to include 2014 Olympic Ice Dance gold medalists Meryl Davis & Charlie White, graced the Olympic Center's ice for a one-night special event.

The holiday season wrapped up, January 7, with Division I men's ice hockey when ECAC Conference rivals Clarkson and RPI squared off in the Herb Brooks Rink.

The elite level of competition rolled into January when both Whiteface Mountain and the jumping complex hosted the FIS Freestyle Skiing World Cup. More than 250 athletes and coaches participated in the event in which the World Cup moguls were held on the Olympic mountain's Wilderness Trail, while the jumping complex was the site of the nighttime aerials event.



FIS FREESTYLE WORD CUP, Whiteface Mountain and Olympic Jumping Complex

Bobsled and skeleton athletes, from 21 nations, continued to roll into Lake Placid in January for 13 days of training and North American Cup and Intercontinental Cup racing at the Olympic Sports Complex.

February's 37th annual Empire State Winter Games brought 2,100 athletes, of all ages, from across New York State and beyond to Lake Placid to compete in 31 winter sports and the U.S. National Long Track Speed Skating Championships, on the Olympic Oval, closed out the month.



EMPIRE STATE GAMES, Olympic Jumping Complex

March may have been the busiest month of all. Its calendar included the World Airlines Ski Championships, 2017 U.S. Cross Country Junior National Championships, the ECAC Men's Hockey Championship, Lake Placid Loppett and the Miracle on Ice Fantasy Camp.

The month got underway with the World Airlines Ski Championships. This event brought 300 members of the airline community to Whiteface Mountain and Mt. Van Hoevenberg to compete in cross country, alpine and snowboard racing.

From March 3-11, the nation's best cross country skiers, all under 20 years-old, raced in the 2017 U.S. Cross Country Junior National Championships. During the eight days, more than 400 athletes, from as far away as Alaska and Washington State, competed on the Olympic Jumping Complex's 2.5-kilometer loop for 10 national titles and one international crown. While some will someday earn spots on United States' international race rosters, for many this was the most important and prestigious event of their racing career.

For the fourth year in a row, the ECAC Men's Hockey



Championship returned to the Olympic Center. Cornell, Harvard, Union and Quinnipiac each played for the conference's prestigious Whitelaw Trophy and an automatic bid into the NCAA National Championship tournament. Harvard went on to capture the ECAC post-season crown and the automatic bid. The Crimson eventually reached the NCAA tournament's Frozen Four, falling in the semi-finals.

The same weekend as the ECAC Men's Hockey Championship, Mt Van Hoevenberg held the traditional 25k and 50K Lake Placid Loppett. While the 25K and 50K events headline the Loppett, the weekend also featured shorter races of 12.5K, 6.25K and 3K. Each of these events were quite successful as they allow for more family participation.



2017 CROSS COUNTRY JUNIOR NATIONAL CHAMPIONSHIPS, Olympic Jumping Complex



ECAC MEN'S HOCKEY CHAMPIONSHIPS, Olympic Center

The event season finally ended with the third annual Miracle on Ice Fantasy Camp. During the four-day camp, 55 "Campers" enjoyed the opportunity to bond with 17 of the remaining 19 1980 USA Hockey team players. Not only did the Campers hang out and listen to stories from the gold medalists, but they were also coached and in some cases played alongside them during the camp's tournament games. The camp also included lodging, a bobsled ride, home and away replica 1980 USA Hockey game jerseys, a highlight video and memories that last a lifetime.



MIRACLE ON ICE FANTASY CAMP, Olympic Center

Several events dot the 2017-'18 events calendar. Many of them to include Skate America and World Cup action in bobsled, freestyle skiing, luge and skeleton will help to make up Team USA heading to PyeongChang for the 2018 Olympic Winter Games. Others such as the National Championships in Ski Jumping and Nordic Combined, and NorAm events in freestyle aerials, ski jumping and biathlon will display future national and Olympic team athletes.

Of course, area residents and visitors can continue to look forward to ORDA's traditional festivals Brewfest, Oktoberfest and Flaming leaves Festival. All are on the calendar for this year.



Human Resources

While fulfilling its day-to-day responsibilities, ORDA's Human Resources (HR) Department focused on re-tuning the Authority's annual training in which all employees must complete regardless of the type of work they do. The wide-ranging program educates state employees on items such as sexual harassment, internal controls, work place safety to drugs and alcohol abuse.

The HR department asked ORDA staff for feedback regarding the program and it learned that long, monotonous videos ultimately proved counter-productive resulting in either misunderstanding the program's objective, or simply lost interest.

So this year, interactive discussions were added to the training sessions along with streamlined videos, and additional videos from dynamic speakers. The result was a more engaged staff.

Human Resources also focused Affordable Care Act (ACA) compliance to include staff education and training and on-going efforts to control ever-rising health care costs. Similar to most industries, health care cost is amongst the biggest single line item to any budget.

The Department worked with the Authority's payroll company and insurance carrier to ensure timely and accurate 1095-B and 1095-C forms. This ultimately allowed the Authority to continue to introduce less costly alternate health insurance options (that comply with the ACA) and ensure that affordable health care was available for eligible staff.

HR also monitored claims and usage of its High Deductible Health Plan (HDHP) for Management/Confidential (MC) and offered regular claims workshops and education about the various health options available. The data gathered from this suggests that the HDHP plan encourages employees to monitor their claims more closely and be more diligent with usage. This has resulted in lower health care costs, as ORDA enjoyed its most favorable premium renewal in the last 15 years.

Overall wellness remains a priority. Continued commitment to wellness does not only contribute to reducing workplace injuries, but also sends a message that the Authority cares about its staff well-being. Therefore, ORDA continued to work with its health insurance broker to offer wellness programs and incentives as part of its health insurance options.

Finally, as transparency remains primary concern of the current administration, ORDA worked diligently to comply with statewide initiatives – especially relating to ethics, codes of conduct and investigation into discrimination/harassment claims. The HR Department met the state's mandates of continuing to review and modifying its hiring procedures and protocols through on-site and company-wide training. This has also re-enforced that the Authority and its staff work as public servants to the state and the administration.

Along the same lines, the HR Department works along-side the Governor's Office of Employee Relations to ensure compliance with statewide mandates related to personnel policies and protocols.



ORDA 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 influence ORDA venues, but also the surrounding businesses, communities, and New York State.

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 obtain results and save money. Whiteface Lake Placid, Gore and Belleayre work together and independently to drive results for the 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.

We utilize multiple outlets to connect with our guests and promote ORDA’s venues and activities. These can be summarized in the following three areas:

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, Groups, Broker, Colleges, Online and Ski Clubs*

MARKETING EVENTS: *Included but not limited to – Give Back Sundays, Coke Wednesdays, Bring a Friend, Flex Days, Bands and Entertainment, Family Fun Days, Festivals, Season Pass Holder Appreciation Week, and many more to drive customer engagement and fun.*



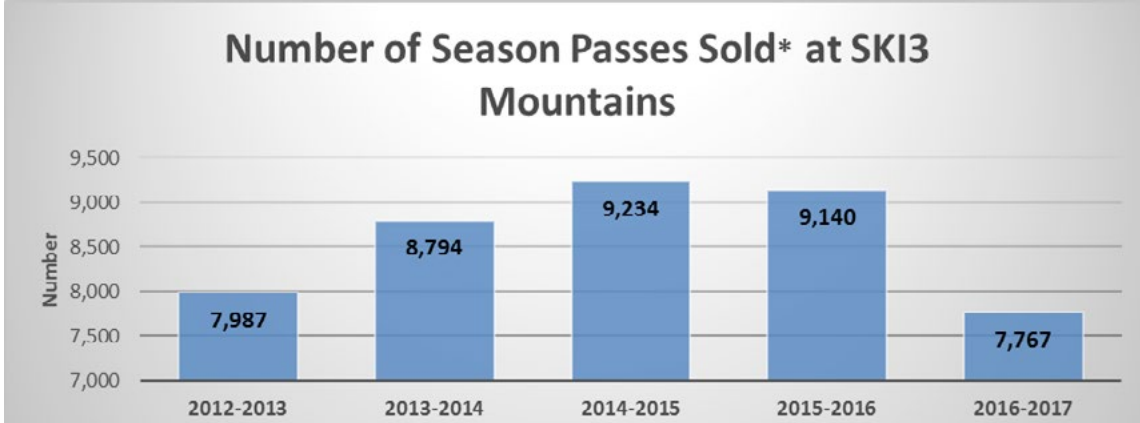
Last year was one in which we needed to rebound from the prior year (especially winter where it was one of the worst snow years in recent history). We set out with a focused plan to rebuild our guest’s confidence in our products; communicating with them more often in a more targeted manner. We analyzed the data, enhanced our pricing strategies, and put together programs and marketing campaigns to yield the best results possible and win back our guests. Below are a couple of highlights and key performance indicators.

One strong indicator of success for ORDA this past summer was the growth in Olympic Sites Passport sales. The Olympic Sites Passport gives admission to all of the Olympic venues, plus a 20-percent discount on many of the Olympic activities at each of the Authority’s sites. The figures below represent the revenue from sales of the Olympic Sites Passport over the past five summers.



Undoubtedly, coming off last year, this year was going to be tough. Consumer confidence was shaky and that was evident in season pass sales for 2016-‘17. Passes for the season are sold well ahead to the start of the season (majority of pass sales typically occur in April and August, well before any signs of the upcoming winter).

**these numbers only reflect regular consumer sales of passes – does not include college club or other channels.*



On the other hand, a focused effort on our early season “blitz” for Whiteface exceeded goals and expectations. The goal was to hit \$200-thousand in advanced sales on the third year of this campaign. We had a focused campaign driven by data from prior years along with enhanced utilization of Ryan Solutions (CRM) and improved content for the marketing campaign.

Mt. Van Hoevenberg also saw many positives this year. In addition to the several fantastic events that took place at that venue, the venue focused on developing a refreshed brand presence for Mt. Van Hoevenberg. One key component was developing a new website and communicating directly to the cross country audience regarding programming, events and conditions updates.



ORDA MARKETING

GUEST RESEARCH AND RYAN SOLUTIONS – AN INVESTMENT INTO THE GUEST EXPERIENCE

In 2015-'16, the Authority recognized a distinct shift in marketing (other leaders in the industry have already been employing the last few years). While traditional marketing is still vital to enticing future customers, it is only a part of the matrix for what will truly influence new visitors to a destination or consumers to purchase products and services.

According to Gartner Surveys, “Customer experience is the most pressing mandate for marketers, the top area of marketing technology investment in 2014, leading innovation spending in 2015.

By 2016, 89% of companies expect to compete mostly on the basis of customer experience, versus 36% just four years ago.”

This is significant and cannot be ignored. Through evolving technology, it is critical that ORDA understands how consumers’ decisions are influenced. With digital and devices ruling how we communicate with one another, we must recognize the importance of understanding what our guests are saying about us. ORDA made this the top priority starting in 2015 by investing in Guest Research, Ryan Solutions, and employee training.

So, how have we done?

The following are NPS (Net Promoter Scores) and evaluations for each of ORDA’s three ski resorts for 2016-'17; how they did this year, how each did verse last year, how they preformed against their target goals, and how each of the mountains compared against their competitive set (other mountains in the East coast selected as competitors).

The rankings below are only a few of the key performance indicators. There are several other attributes that we look at when evaluating ourselves including; rental shop, food and beverage, website and overall understanding of our guests. We are able to compile demographic information and visitor type from this survey platform. The resorts are still in the early stages of folding the information from this platform into their strategic plans, but it will become more and more important for determining pricing strategies, programming, capital investments, operational decisions and marketing campaigns. Overall, each of ORDA’s three mountains improved their YOY performance, yet looking at our competitive set; we have a little way to go in many areas. Our teams are focused on these areas and making changes for next year.

Whiteface	2015-16 NPS	2016-17 NPS	NPS Difference: 2016-17 vs. 2015-16	Targets	NPS Difference: 2016-17 vs. Targets	Comp Set Average NPS	NPS Difference: 2016-17 vs. Comp Set
Overall Visit							
Recommend Whiteface Lake Placid	67%	72%	5%	69%	3%	72%	0%
Visit Experience	48%	54%	6%	50%	4%	58%	-4%
Cleanliness	34%	41%	7%	36%	5%	50%	-9%
Staff Friendliness/Helpfulness	53%	54%	1%	55%	-1%	62%	-8%
Attractiveness	37%	45%	8%	39%	6%	52%	-7%
Safety and Security	49%	54%	5%	51%	3%	59%	-5%
Family Appeal	45%	51%	6%	47%	4%	63%	-12%
Ski/Snowboard Experience	36%	49%	13%	38%	11%	54%	-5%
Level of Crowding	32%	30%	-2%	34%	-4%	32%	-2%
Value for Price Paid	15%	23%	8%	-	-	29%	-6%
Level of Fun	52%	61%	9%	54%	7%	65%	-4%
Visit Whiteface Lake Placid Again	66%	70%	4%	68%	2%	72%	-2%

Gore Mountain	2015-16 NPS	2016-17 NPS	NPS Difference: 2016-17 vs. 2015- 16	Targets	NPS Difference: 2016-17 vs. Targets	Comp Set Average NPS	NPS Difference: 2016-17 vs. Comp Set
Overall Visit							
Recommend Gore Mountain	77%	80%	3%	79%	1%	74%	6%
Visit Experience	50%	59%	9%	52%	7%	59%	0%
Cleanliness	37%	32%	-5%	39%	-7%	46%	-14%
Staff Friendliness/Helpfulness	59%	59%	0%	61%	-2%	61%	-2%
Attractiveness	25%	28%	3%	27%	1%	47%	-19%
Safety and Security	49%	49%	0%	51%	-2%	59%	-10%
Family Appeal	55%	54%	-1%	57%	-3%	63%	-9%
Ski/Snowboard Experience	36%	53%	17%	38%	15%	54%	-1%
Lack of Crowding	39%	42%	3%	41%	1%	-	-
Value for Price Paid	32%	41%	9%	-	-	33%	8%
Level of Fun	49%	63%	14%	51%	12%	66%	-3%
Visit Gore Mountain Again	88%	90%	2%	90%	0%	74%	16%

Belleayre	2015-16 NPS	2015-16 NPS	NPS Difference: 2016-17 vs. 2015-16	Targets	NPS Difference: 2016-17 vs. Targets	Comp Set Average NPS	NPS Difference: 2016-17 vs. Comp Set
Overall Visit							
Recommend Belleayre Mountain	68%	72%	4%	70%	2%	70%	2%
Visit Experience	38%	45%	7%	40%	5%	57%	-12%
Cleanliness	24%	35%	11%	26%	9%	49%	-14%
Staff Friendliness/Helpfulness	45%	52%	7%	47%	5%	60%	-8%
Attractiveness	18%	27%	9%	20%	7%	48%	-21%
Safety and Security	34%	44%	10%	36%	8%	57%	-13%
Family Appeal	46%	58%	12%	48%	10%	65%	-7%
Ski/Snowboard Experience	21%	38%	17%	23%	15%	52%	-14%
Level of Crowding	23%	16%	-7%	25%	-9%	27%	-11%
Value for Price Paid	22%	34%	12%	-	-	30%	4%
Level of Fun	42%	53%	11%	44%	9%	62%	-9%
Visit Belleayre Mountain Again	79%	81%	2%	81%	0%	72%	9%



SPORTS DEVELOPMENT

The Olympic Regional Development Authority’s Sports Development Department promotes year-round education and participation, for youth to adults, in Winter Olympic Sports through unique interactive activities.

Its staff, which often has members from national development and World Cup teams who are training in Lake Placid, provides quality instruction and safety at all times.

During the autumn and winter months, staff worked in partnership with area schools to help promote the various events, while educating students about winter sports, Olympic history and Lake Placid’s Olympic venues. These customized programs included group activities, interactive sports clinics and field trips.

This led to more than 500 elementary school students participating in the Scholastic Sports Challenge. The Challenge, which was held during the three World Cup events in bobsled/skeleton, luge

and freestyle skiing, is a two-part program in which the school administrators and teachers are provided on-line lesson plans, with fun interactive materials, while the students “adopt” each of the countries participating.

During the luge World Cup, USA Luge’s three-time Olympian Chris Mazdzer visited the Lake Placid Elementary School and explained the sport of luge to elementary school students. Afterwards, those students and other area students attended a day of World Cup racing where they cheered for Mazdzer and the nation they adopted. The students also met several international athletes where they signed autographs and posed for pictures.

In addition to organizing the Scholastic Sports Challenge, the Sports Development program continued its year-round clinic program, where as many as 3,500 youth took part in different winter sports. They included alpine skiing, biathlon, bobsled, cross country skiing, curling, luge and skating. Participants were also treated to “behind the scenes” tours of ORDA’s Olympic venues, while educational tours were also provided for numerous



college and university age participants seeking degrees in sport management.

The Sports Development Department provided assistance to many of the Authority’s other events and campaigns to include the Gold Medal Games and Miracle on Ice Fantasy Camp. Staff also traveled to New York City, in mid-February, to work with NBC’s Today Show and the United States Olympic Committee and their one-year out celebration for the 2018 Olympic Winter Games. In the center of Rockefeller Plaza, the staff and the Whiteface Parks crew built “kickers” and a freestyle ski park for the NYSEF skiers to perform tricks during the live segment.

During the holiday season, Sports Development staff served venue ambassadors and provided additional customer services to the Olympic Sports Complex’s sliding track and Nordic ski center.

Moreover, although warm weather prevented ORDA from making snow during the annual NYC Winterjam, held in New York City’s Central Park, the staff and Belleayre Ski Resort provided informational material to more than 10,000 who stopped by their information booth.

Other programs that the Sports Development staff also assisted in include:

- Oktoberfest
- Flaming Leaves Festival
- Empire State Games
- World Airlines Ski Championships
- USSA Cross Country Junior National Championships
- ECAC Men’s Hockey Championships

Sports Development Highlights 2016-‘17

- Sports Development School/University/ Camp Clinics & Educational Tours
- Wheeled Luge Experience- Summer Program
- Scholastic Sliding/Sports Challenge for World Cup Bobsled/Skeleton/ Luge/Freestyle
- Gold Medal Games/ Corporate Group Logistics
- NBC Today Show Appearance
- NYC Winterjam
- OC Fitness Center
- Event Logistics for Festivals and World Cup Events
- Empire State Games Logistics

For the 2017-‘18 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.



OLYMPIC REGIONAL
DEVELOPMENT AUTHORITY



ORDA Board of Directors



OLYMPIC REGIONAL DEVELOPMENT AUTHORITY



OLYMPIC REGIONAL DEVELOPMENT AUTHORITY



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 term 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.

JOSEPH F. KELLY, CO-VICE CHAIRMAN

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 an 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.

ANDREW LACK, CO-VICE CHAIRMAN

Andrew Lack joined Bloomberg in October 2008 as CEO of its Global Media Group where he was responsible for the Company's expanding television, radio, magazine, conference and digital businesses.

Under his leadership, Bloomberg LP has enhanced the quality of its media properties, expanded internationally with partnerships in Turkey, the Middle East, Latin America, India and Asia, and built out services to bring Bloomberg to more people, in more places, on more platforms than ever before.

Prior to joining Bloomberg, Mr. Lack was Chairman and CEO of Sony Music Entertainment. Before joining Sony Music Entertainment, he was president and chief operating officer of NBC, where he oversaw entertainment, news (including MSNBC and CNBC), NBC stations, sales and broadcast and network operations. From 1993 to 2001, Mr. Lack was president of NBC News.



Mr. Lack spent much of his television career at CBS News. Mr. Lack's broadcasts at CBS earned numerous honors, including 16 Emmy Awards and four Alfred I. DuPont-Columbia University Journalism Awards. Mr. Lack received a bachelor's degree from the College of Fine Arts at Boston University where he is currently a trustee. He lives in Bronxville with his wife Betsy and their two sons.

Mr. Lack returned to NBC in April 2015 as the Chief Operating Officer for NBC and oversees the network's NBC News and MSNBC news programming.

BASIL SEGGOS, COMMISSIONER NYS PARKS

Basil Seggos is the Acting Commissioner of the New York State Department of Environmental Conservation. Previously, Basil served as both Deputy Secretary for the Environment and Assistant Secretary for the Environment to Governor Cuomo, advising the Governor on environmental policy and overseeing the operations of the state's environmental agencies, including the DEC, the Office of Parks Recreation & Historic Preservation, the Environmental Facilities Corporation, and the Adirondack Park Agency.

Prior to working in the Governor's office, Basil served as Vice President of Business Development at the clean-tech private equity company Hugo Neu Corporation, Chief Investigator and Attorney at Riverkeeper, Associate at the Natural Resources Defense Council, and as a legal clerk at the White House.

Basil graduated from Pace Law School in 2001, where he received the environmental law award and alumni achievement award, and from Trinity College in 1996 with a Bachelor of Arts. Basil is a Captain in the U.S. Army Reserve, Judge Advocate General's Corps.

ROSE HARVEY, COMMISSIONER, NEW YORK STATE OFFICE OF PARKS, RECREATION & HISTORIC PRESERVATION

In January 2011, Governor Andrew M. Cuomo appointed Rose Harvey to the New York State Office of Parks, Recreation and Historic Preservation.

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.

HOWARD ZEMSKY, EMPIRE STATE DEVELOPMENT PRESIDENT, CEO AND COMMISSIONER

In January 2015, Governor Andrew M. Cuomo nominated Howard Zemsky to serve as President/CEO of Empire State Development and Commissioner of the New York State Department of Economic Development. The Senate confirmed Mr. Zemsky on March 30, 2015.

Empire State Development, or "ESD," is the economic development agency of New York State. Mr. Zemsky and his colleagues manage a broad range of programs, incentives and services designed to increase private sector investment and job creation in New York. The organization has a staff of over 450 people located in 12 offices across the State.

Mr. Zemsky works closely with Lieutenant Governor Kathy Hochul and the respective regional co-chairs to implement the Regional Economic Development Councils, the Governor's decentralized, collaborative and strategic approach to economic development.



OLYMPIC REGIONAL DEVELOPMENT AUTHORITY

BOARD OF DIRECTORS

Mr. Zemsky has co-chaired the Western New York Regional Economic Development Council during the past four years and has worked closely on the Governor's Buffalo Billion revitalization initiative. His company, Larkin Development Group, has redeveloped approximately 1-million square feet of historic building space in Buffalo since 2002, with a particular focus on reclaiming Buffalo's earliest industrial neighborhood, the Larkin Historic District.

In recent years, He has chaired Western New York's Transportation Authority, SUNY Buffalo State College serving over 10-thousand, and he has served as President of the Richardson Center Corporation, a non-profit board charged with rehabilitation of the Richardson and Olmsted designed former NY State Psychiatric Hospital. Mr. Zemsky has a Bachelor's degree from Michigan State University and a M.B.A from the University of Rochester.

He is a Brooklyn native, a product of Long Island and a resident of Buffalo where he and his wife Leslie have lived for 30 years with their 3 children.

WILLIAM "BILL" BEANEY

Bill Beaney a Lake Placid native, graduated from Lake Placid High School in 1969.

Mr. Beaney attended the University of New Hampshire and graduated with a degree in history and teachers education. While at New Hampshire, he played four years of varsity hockey and was the captain of the 1973 team.

Mr. Beaney taught history, coached hockey at Bellows Free Academy, in St. Albans, VT, for three years before moving on to New England College in 1977. For the next seven years, he coached the college's hockey and soccer programs.

Mr. Beaney arrived to Middlebury College in 1986 and led the men's hockey team to eight NCAA Division III championships between 1995 and 2006. As the college's golf coach, he has led the Panthers

to the NESCAC Championship on six different occasions (2007, 2009, 2011, 2012, 2014, 2015), advancing to the NCAA Tournament in each of those seasons.

Mr. Beany and his wife, Judy, have two children, Brooke and Trevor.

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 (NYSEF) at Whiteface Mountain.

During the 1980 Winter Olympics Ms. Broderick was a Supervisor for the Lake Placid Olympic Organizing Committee at the Mount Van Hoevenberg Cross Country and Biathlon venue. She was once employed by ORDA as an Emergency Medical Technician and National Ski Patroller. She later became a race coach for NYSEF.

For several summers, Ms. Broderick was a Lifeguard Captain on the Cape Cod National Seashore in Wellfleet and safeguarded Barry Clifford's Expedition of "The Whydah." She now devotes her time to raising a family, practicing real estate, golf and community service.

Ms. Broderick 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 her family's mountain, and she resides at Friends Lake in Chestertown with her husband William, and 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.

Mr. 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.

Mr. Flacke 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, Mr. Flacke was the Chairman of ORDA, and returned once again from 1993-1994 as interim CEO. Mr. Flacke is a former Commissioner of the NYS Department of Environmental Conservation, as well as, a former Adirondack Park Agency Chairman.

He lives in Lake George along with wife Jean, and has four children.

ARTHUR LUSSI

Art Lussi is a native of Lake Placid where year-round sporting activities have always been a part of his life.

After graduating from Northwoods School in 1979, he attended Dartmouth College, where he walked onto the tennis and ski teams. All-East, captain and Dartmouth Championships honors highlighted is collegiate career.

Art graduated from Dartmouth in 1984, with a degree in English, and attend attended law school at Syracuse University. While at Syracuse, he participated in the 1987 World University Games in Jasna, Czechoslovakia, and was named the U.S. team's Alpine Captain.

While coaching ski racing in Vail, Colorado, Lussi joined the New York State Bar in 1989, followed by District of Columba Bar in 1990. He returned to Lake Placid, from Colorado, in 1991 to help his family manage and operate the Holiday Inn (now Crowne Plaza Hotel).

In 1996, Mr. Lussi purchased the Lake Placid Club, has lead and monitored the restoration of 15 of the historic cottages.



OLYMPIC REGIONAL DEVELOPMENT AUTHORITY

BOARD OF DIRECTORS

Mr. Lussi has coached ski racing with the New York Ski Education Foundation (NYSEF) since 1991, and has been NYSEF's Chairman for the past 10 years. In the mid 1990's he served on Lake Placid's Comprehensive Plan.

He currently sits on the Adirondack Park Agency Board and resides in Lake Placid as the Essex County representative on the APA Board with his wife Martina, daughters Danielle and Nina, and son Miles.

Moreover, as a 46'er Mr. Lussi appreciates the balance between economic development and conservation.

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.

Mr. Parete and his wife Barbara currently reside in Boiceville, New York, where they have successfully owned and operated the Boiceville Inn for 43 years.



Board of Directors' Approval Signatures



OLYMPIC REGIONAL DEVELOPMENT AUTHORITY

The 2016-2017 Annual Report has been approved by:
The New York State Olympic Regional Development Authority
Board of Directors

J. Patrick Barrett, Chairman *J. Patrick Barrett*

Andrew Lack, Vice Chairman _____

Joseph Kelly, Vice Chairman *Joseph Kelly*

Stephen Hunt, ESD Representative *Stephen Hunt*

Paul Laudato, NYSPRHP Representative *Paul Laudato*

DEC Representative _____

William Beaney *William Beaney*

Jill Broderick *Jill Broderick*

Cliff Donaldson, Jr. _____

Robert Flacke *Robert Flacke*

Arthur Lussi *Arthur Lussi*

John Parete *John Parete*



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