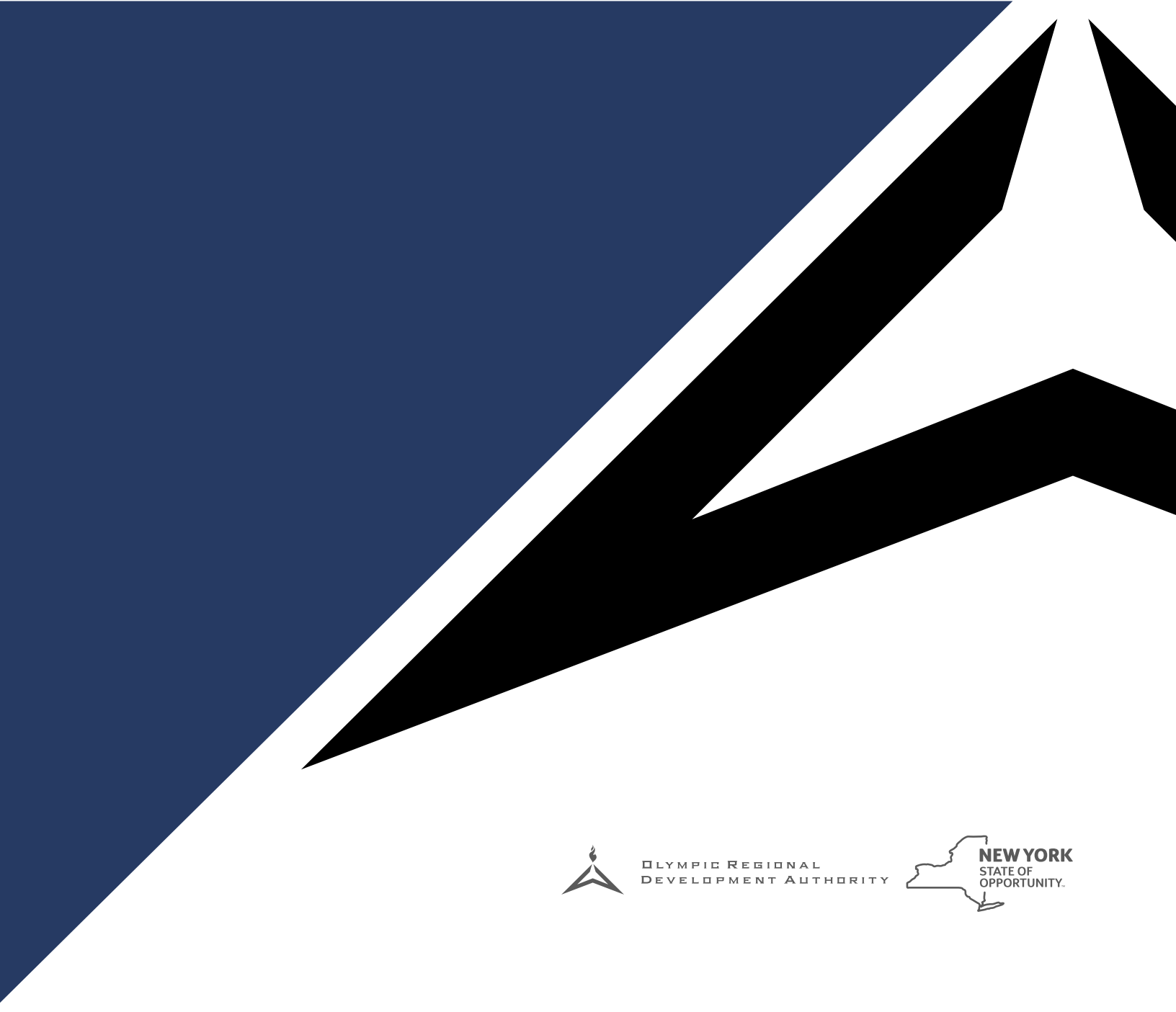




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2017-2018 Annual Report New York State Olympic Regional Development Authority



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NEW YORK
STATE OF
OPPORTUNITY.

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welcome letters

Letter from the Chairman of the Board of Directors

Dear Readers:

From the record breaking snowfall at our ski resorts, to the record breaking achievements at the Olympic Winter Games, the 2017-2018 season was filled with excitement and success for the Olympic Regional Development Authority.

We enjoyed over 150-inches of snow at Belleayre Ski Resort, in the Catskills. We were open for a record number of days at Whiteface, in Wilmington, and Gore Mountain was nationally recognized once again by the National Ski Areas Association for its safety and operations.

The road to the 2018 Olympic Winter Games went straight through the Authority’s Olympic venues, as the Lake Placid region played host to six international events that helped to determine many of the worldwide athletes who competed in February’s Winter Games. Our very own Chris Mazdzer who grew up training on Mt. Van Hoevenberg’s sliding track raced to Olympic history as he captured the first-ever silver medal for the U.S. men’s singles luge team.

I would like to take this opportunity to thank New York Governor Andrew M. Cuomo for his commitment and support of the ORDA mission. His steadfast support continues to keep the Authority as a vital economic engine for both the Adirondack and Catskill regions.

His investments provide ORDA with the resources needed to maintain and further develop our three ski resorts. It also allows for the most elite athletes in the world to live, train and compete at our Olympic venues.

On behalf of the ORDA staff and Board of Directors, I am pleased to present the 2017 Olympic Regional Development Authority’s Annual Report.

Pat Barrett
ORDA Board Chairman



Letter from ORDA President/CEO

While this past year was challenging for the New York State Olympic Regional Development Authority (ORDA) and its venues, I am proud to report that we met and exceeded our sales and operational goals. Thanks in-part to favorable spring skiing conditions and increased attendance at many of our events, we experienced a successful 2017-2018 season.

ORDA continued to host and operate several regional, state, national and World Cup competitions across our portfolio this year. ORDA facilities were “front and center” for the training and qualifying of Team USA, as well as the world’s most elite athletes in preparation for the PyeongChang Olympic Winter Games in February.

Our world-class events and ski resorts continued to attract guests to New York State and serve as an economic catalyst to both the Adirondack and Catskill regions. We enjoyed increased guest visits by approximately 5 %, increased net promoter scores of 5% and numerous tourism-industry accolades further helping the businesses communities in which we operate.

ORDA also continued to make improvements and modernizations to our venues that further enhanced our guest experience. Our infrastructure is becoming more efficient, environmentally responsible and easier to access than ever before. We look to expand upon the momentum we have created in 2017-2018 with even more snow making, seamless ticketing platforms and a wider range of year-round attractions.

We are also excited to host the World with our involvement in the upcoming 2018 North Atlantic Figure Skating Championships, 2018 luge and bobsled/skeleton World Cups, 2019 International Children’s Winter Games and the 2019 ECAC Men’s Ice Hockey Championship to name a few.

Of course, none of the success we have enjoyed this past year would have been possible if it weren’t for the committed, caring and dedicated team of ORDA employees, volunteers and community partners. To all of you, I extend my greatest appreciation and thanks.

Sincerely,

Mike Pratt
ORDA President/CEO



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About ORDA



In 1981, the New York State 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 Resort, located in Highmount, from the Department of Environmental Conservation (DEC) to ORDA. The Authority took over the resort’s daily operations in November 2012.

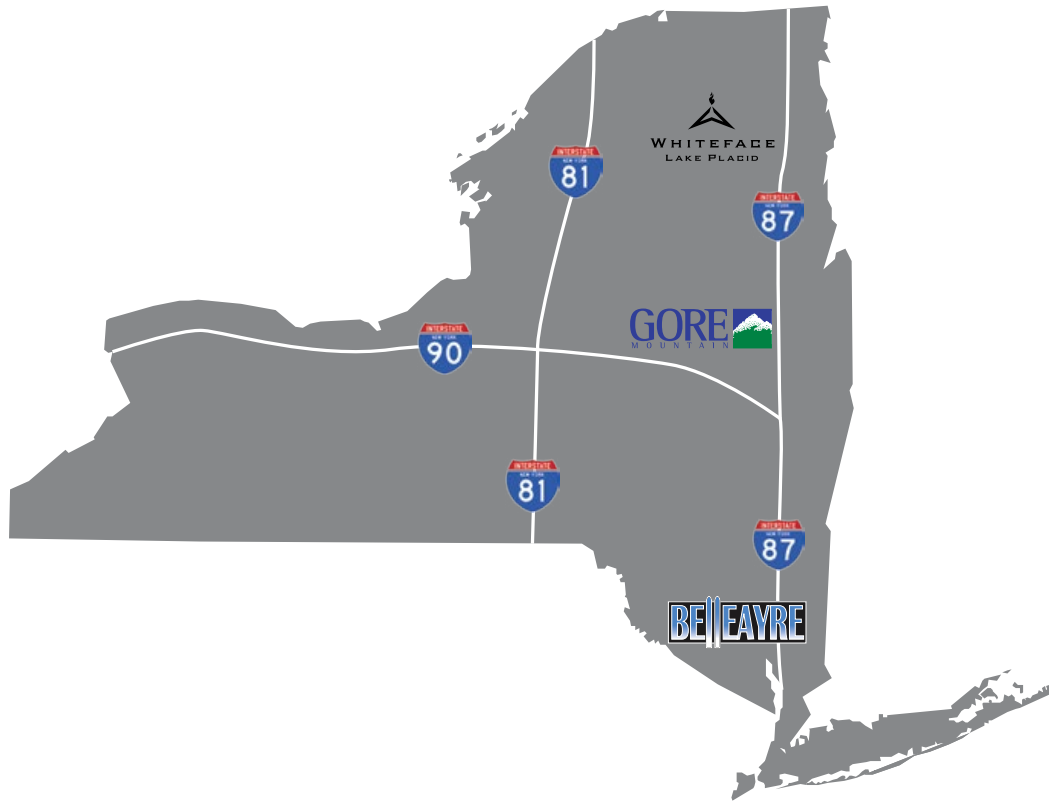
Since its inception, the Authority and its venues have hosted more than 460 major national and international events and competitions. This includes 14 World Championships and more than 110 World Cups in alpine skiing, biathlon, bobsled, freestyle skiing, luge, skeleton, ski jumping, snowboarding and 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.

Most recently, the Governor’s administration allocated \$62.5 million in capital funding to ORDA that will be used to upgrade and modernize its Olympic sports venues and three ski areas.

These investments continue to make ORDA’s facilities economic engines that drive tourism to the North Country and Catskill regions. The appropriation will also support the Olympic venues as they continue to attract large-scale national and international competition, while at the same time continue their role as tourism attractors.

This is underscored in ORDA’s most recent Economic Impact Study, conducted by RRC Associates Inc. and completed in March 2018. The Study concluded that the cumulative economic value of the level of tourism generated by ORDA was \$156-million for the 12-month period covering the 2016-‘17 fiscal year. It also concluded that the aggregate direct spending of visitors to ORDA facilities and venues totaled \$104.9-million, a figure that includes visitor spending both at ORDA facilities and spending at other businesses and establishments.



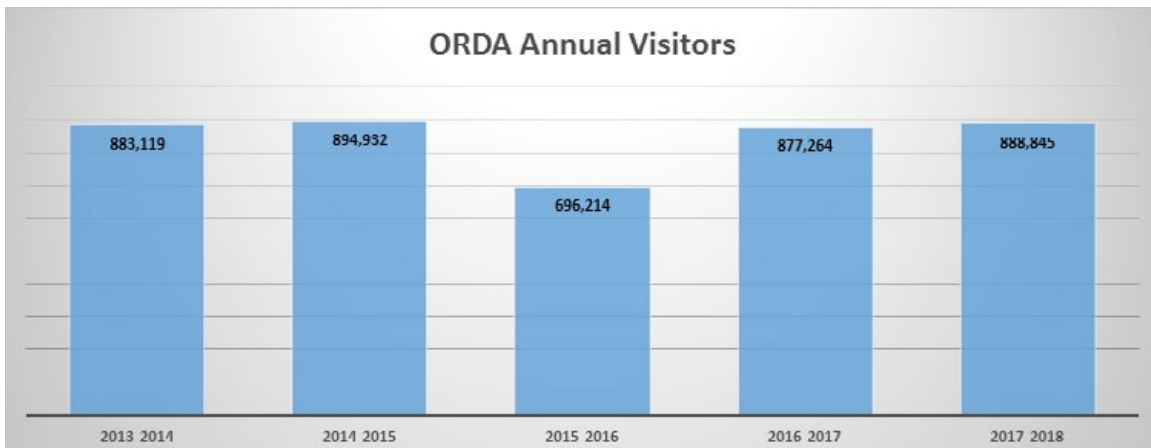
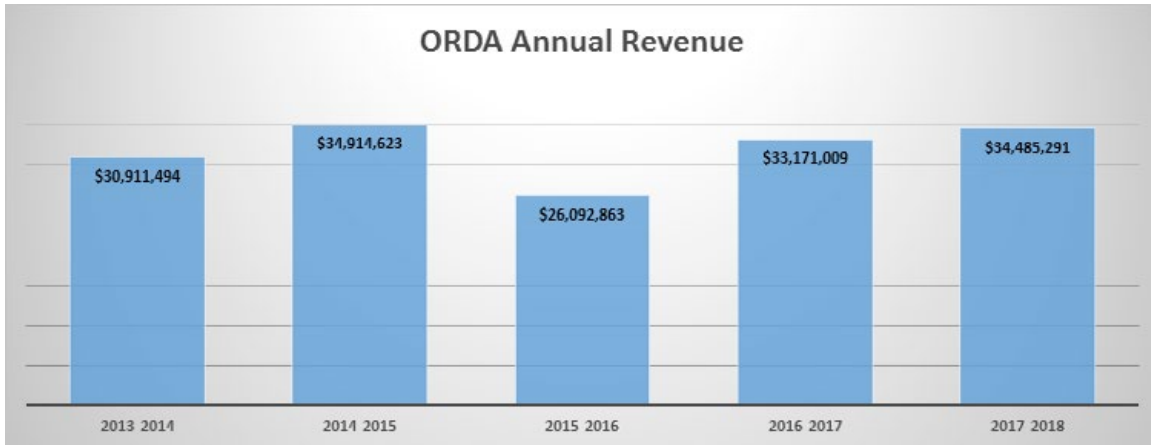
ECONOMIC CATALYST

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 supporting 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.

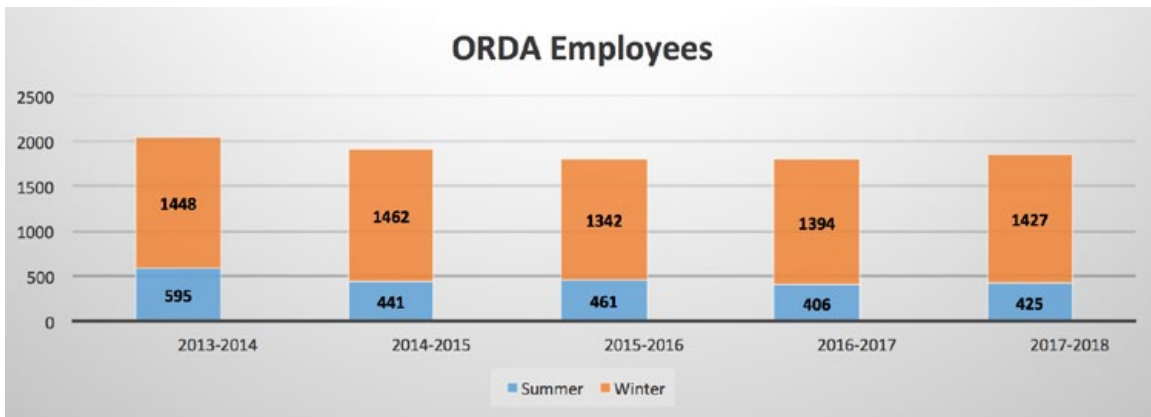


ORDA VENUES:

ORDA’s Olympic venues (Olympic center, speed skating oval, ski jumps, Mt. Van Hoevenberg Olympic Sports Complex track and Mt Van Hoevenberg Nordic center) and three ski resorts (Bellevue Ski Resort, Gore Mountain and Whiteface Mountain) are major catalysts and economic engines for the Adirondacks and Catskill regions. Visitors to these venues in 2017-’18 generated more than \$34-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:

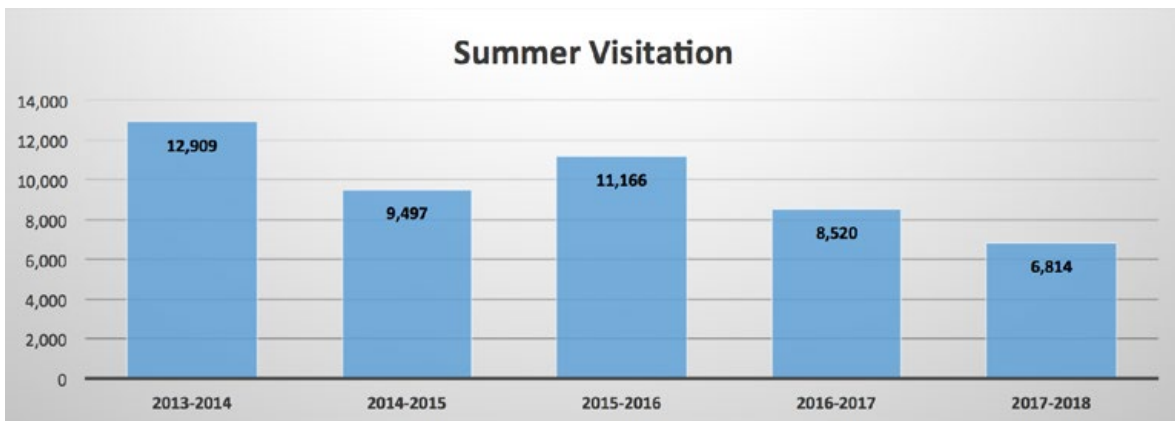
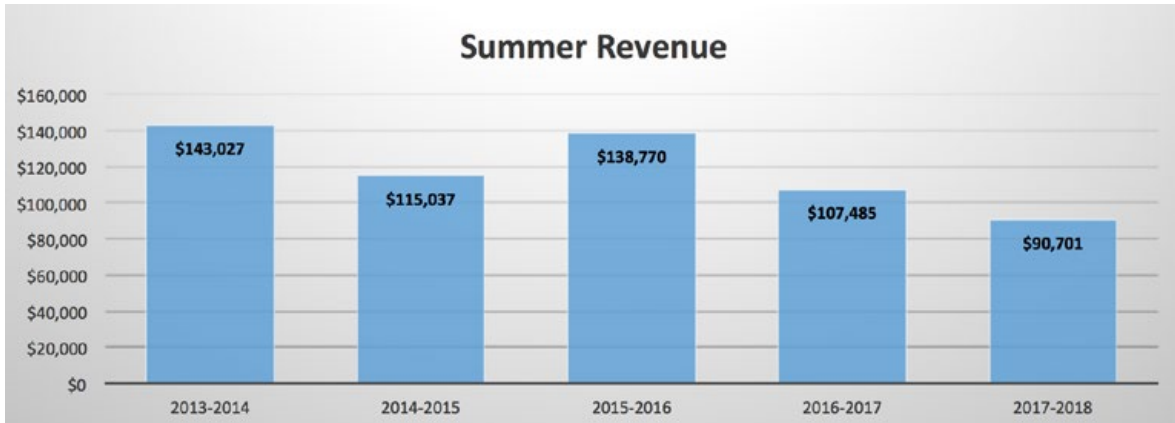
ORDA is one of the largest employers in the Adirondack and Catskill regions, employing more than 1,400 full/part time people during peak operational times. Employment and unemployment are the driving forces behind economic growth and stagnation. With each person working, that is one more individual paying 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.



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2017 Revenue & Visitation



OLYMPIC CENTER

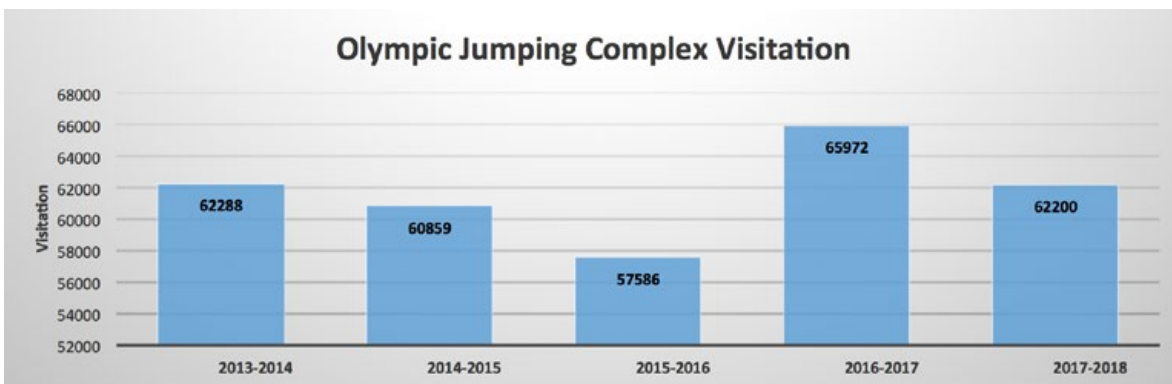
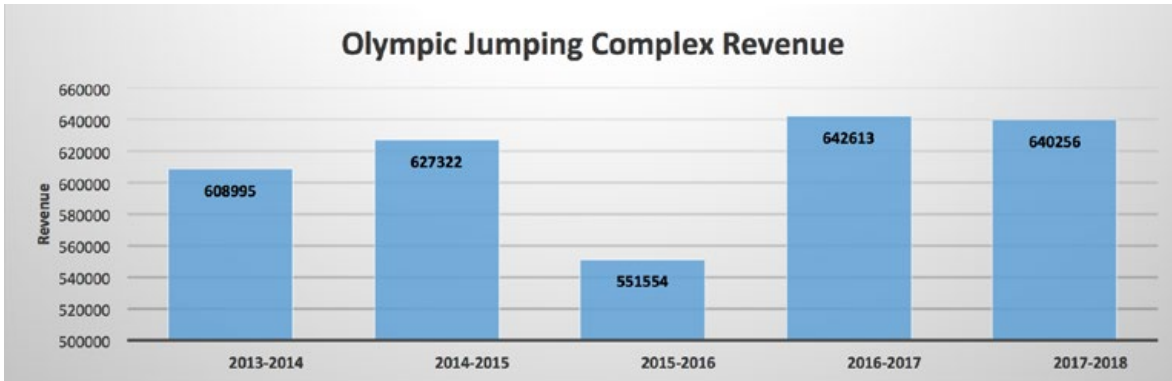
The Olympic Center includes three ice surfaces: the 1932 Jack Shea Arena, the 1980 Herb Brooks Arena (home of the “Miracle on Ice”) and the USA Rink (a NHL regulation ice surface).

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 Division III Men’s Ice Hockey Championship tournaments and the ECAC Men’s Ice Hockey Championship tournament.

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



OLYMPIC JUMPING COMPLEX

This complex is home to winter and summer ski jumping, freestyle skiing and a 2.5 kilometer 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. During the non-winter months, ceramic tiles and plastic mats allow athletes to train on the 90k, 48k and 20k jumps.

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

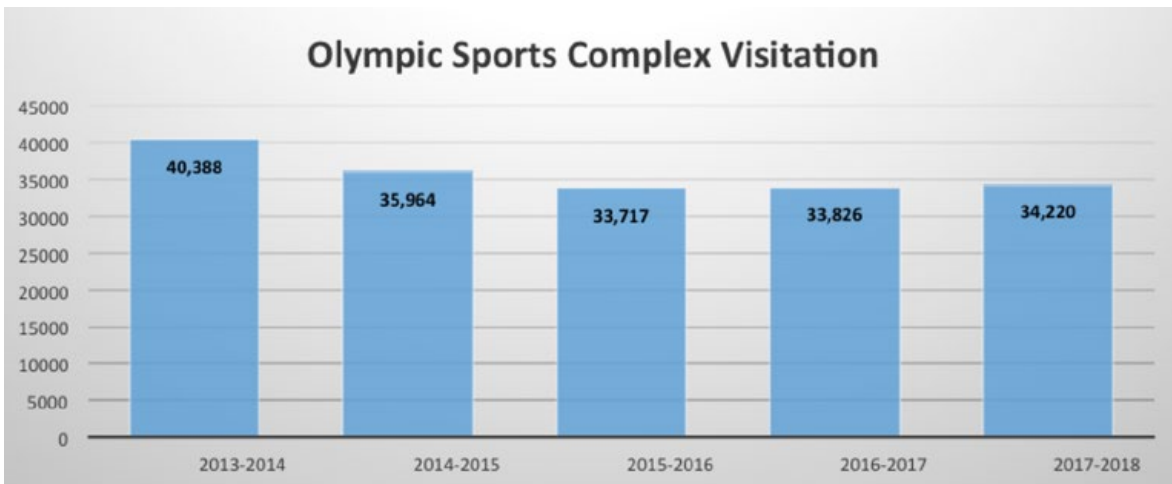
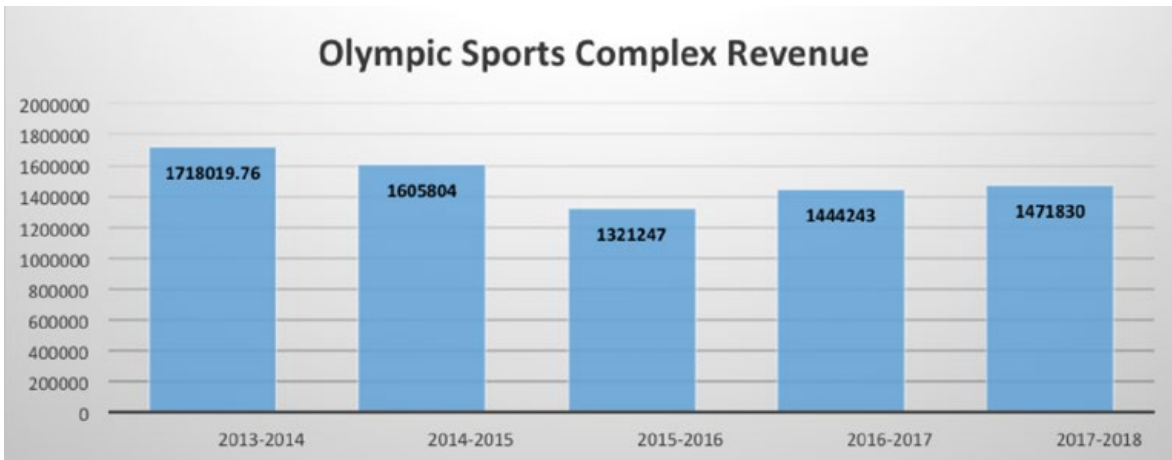
The James B. Sheffield Olympic Speed Skating Oval, located next to the Lake Placid High School, in the heart of the Village of Lake Placid, is one of only three fully-refrigerated 400-meter skating ovals in the United States.

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.*



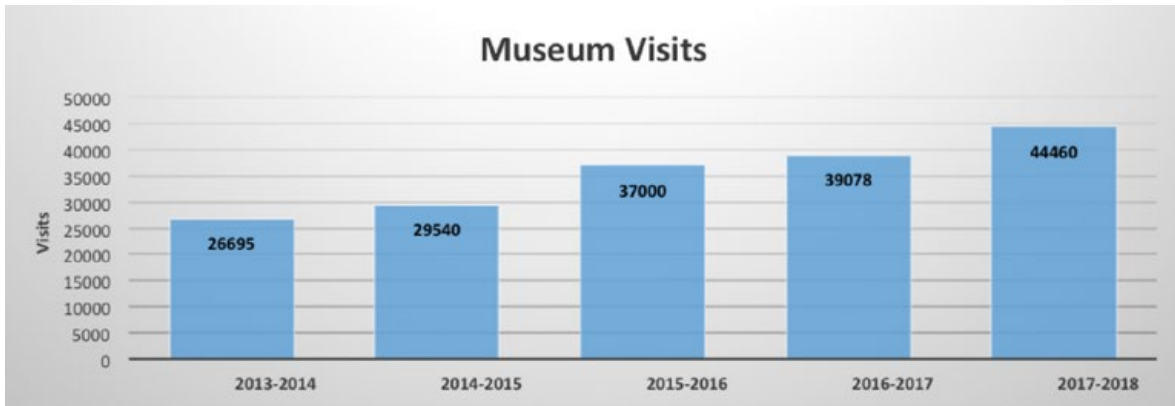
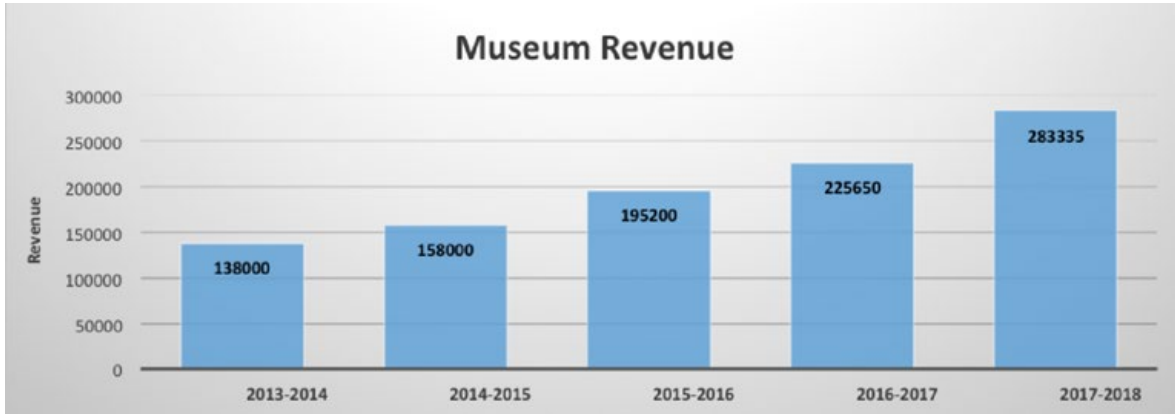
2017 Revenue & Visitation

OLYMPIC SPORTS COMPLEX

During winter months, the Olympic Sports Complex offers the combined 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.

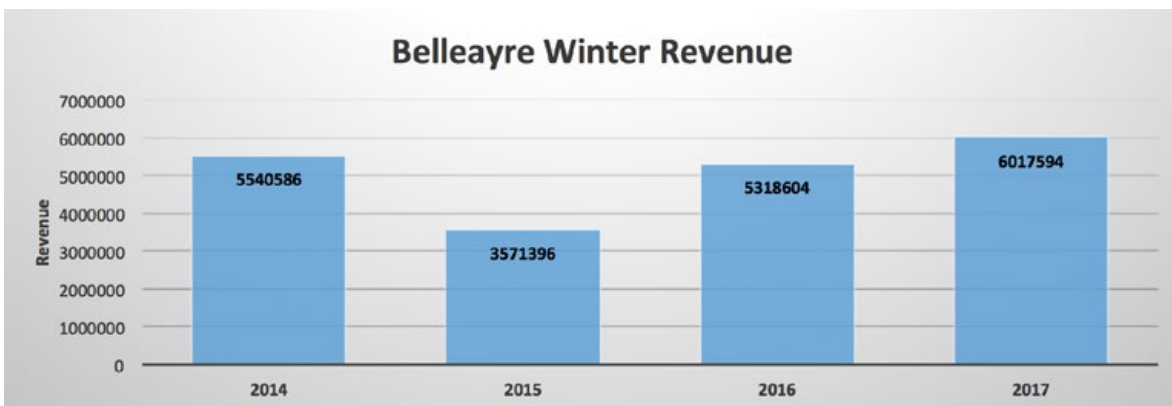
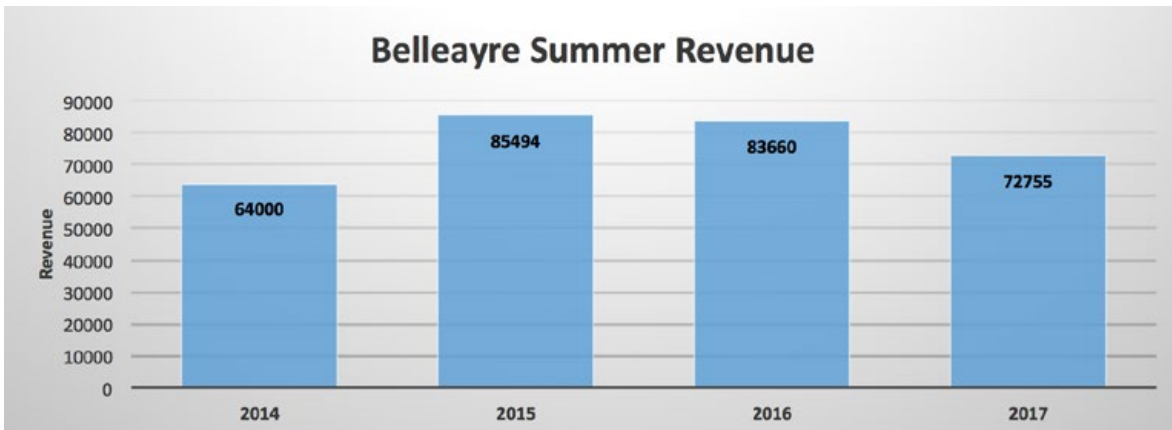
Last winter, the Nordic ski center continued to lease the Technoalpin Snowfactory. As the only location in North America to have the machine, snowmaking operations continued even in challenging conditions, stock piling snow which was eventually spread out throughout the Nordic center’s 50-kilometers, or 30-miles, of trails. The complex has agreed to lease the machine for another three years, making it a permanent fixture.



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.



2017 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.

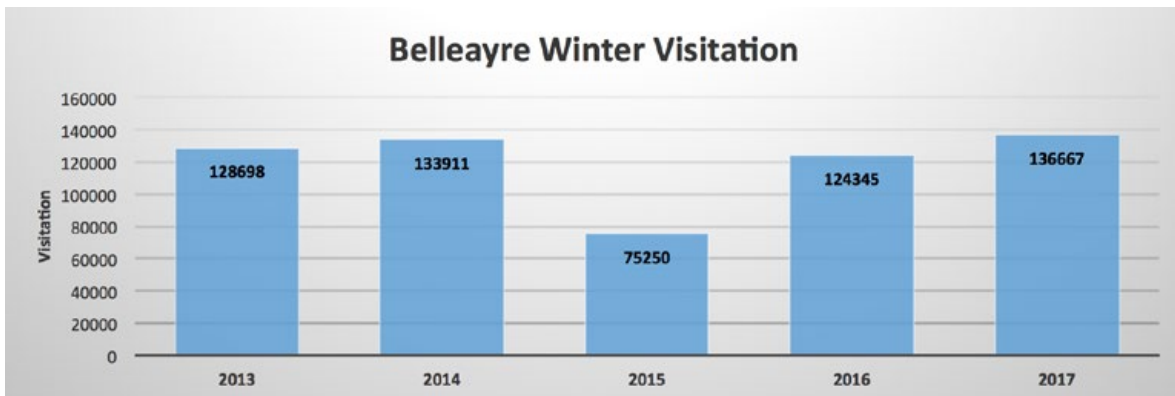
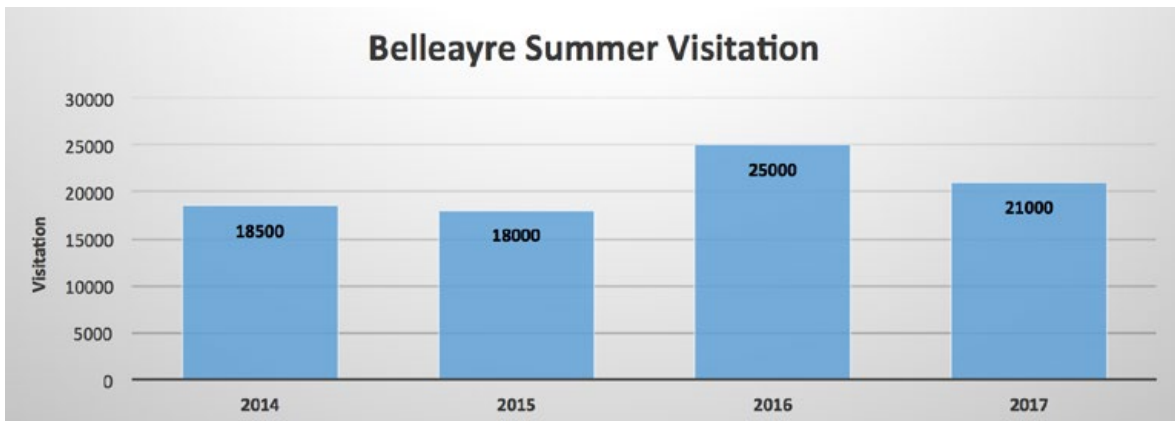
Declared “Forever Wild” in 1985, the Highmount resort now operates with 55 trails, parks and glades, eight lifts and newly installed gondola, the Catskill Thunder.

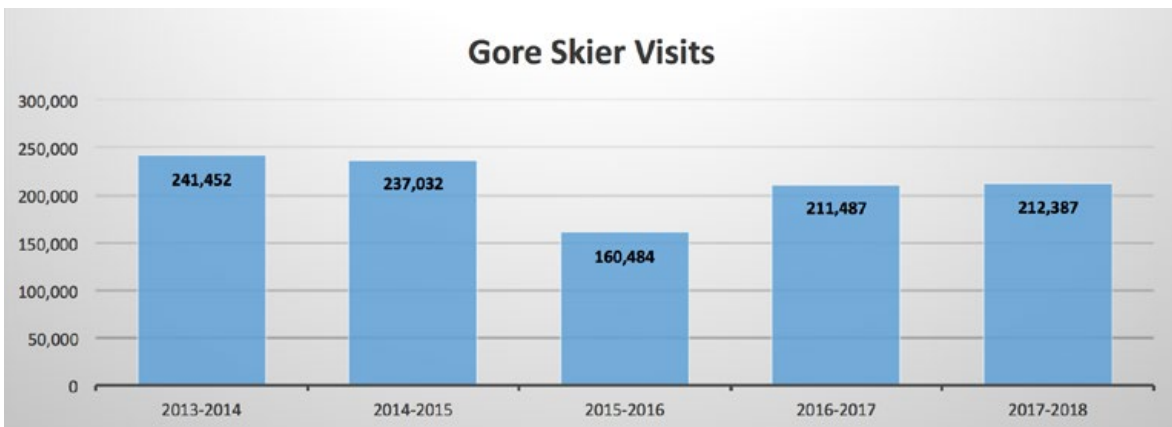
Since assuming operations of the Belleayre Ski Resort, the New York State Olympic Regional Development has invested millions of dollars in infrastructure, food and beverage, snowmaking, grooming and renovations to the resort’s lodges and ski patrol building.

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

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





2017 Revenue & Visitation

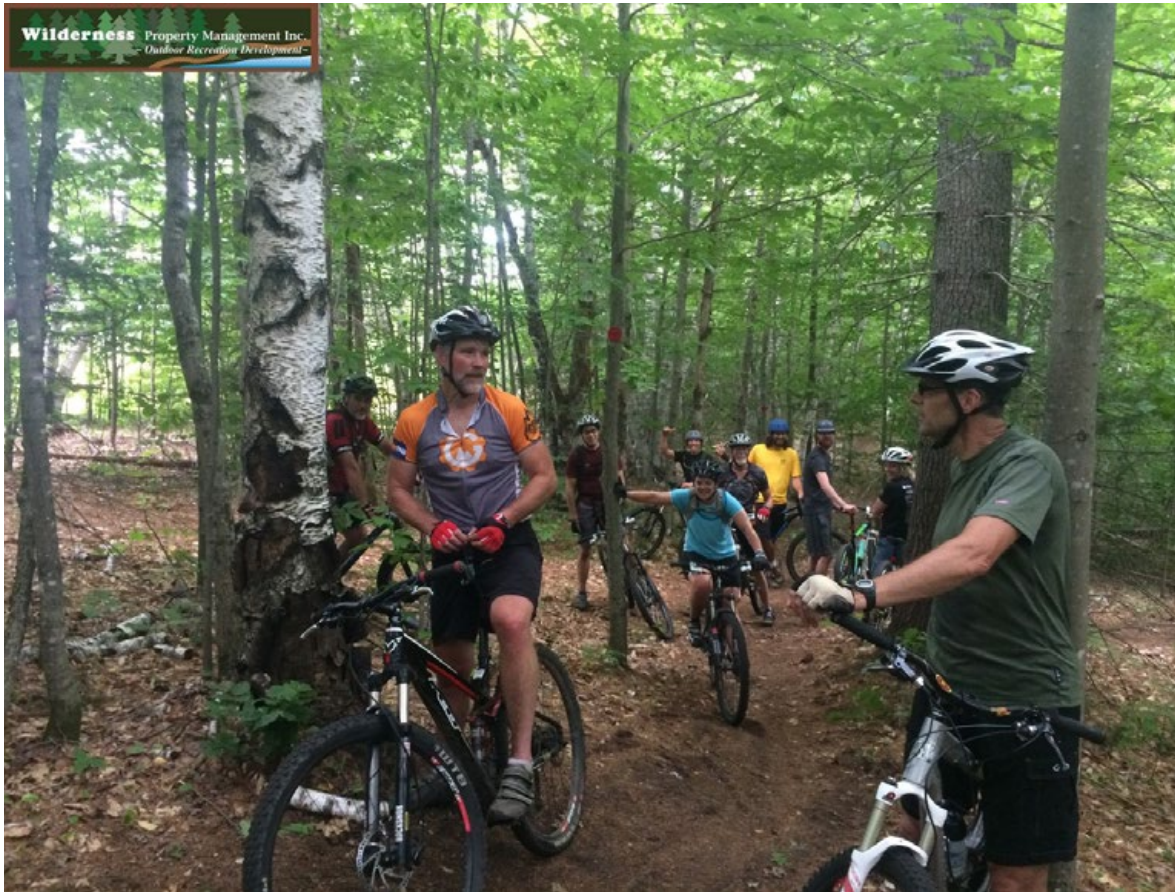
GORE MOUNTAIN

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.

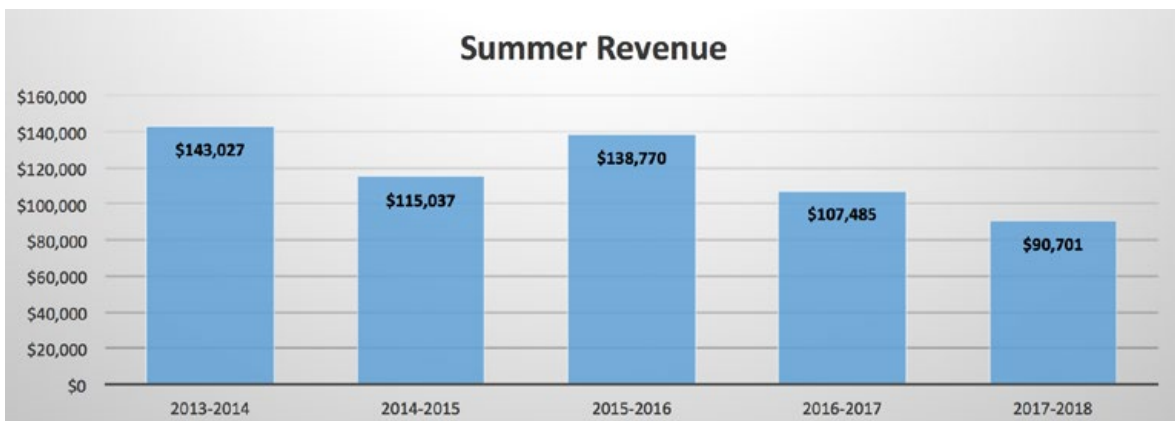
Home to 42 miles of trails and 439 skiable acres, spread over four unique peaks (Gore, Bear, Burnt Ridge, and Little Gore Mountains), guests can explore 108 Alpine trails, which include 27 glades and seven freestyle areas.

In addition to Alpine skiing and snowboarding at Gore visitors can also experience a combination of history and amenities at the North Creek Ski Bowl. Located at the foot of Little Gore Mountain, one of the resort's four developed peaks, this second hub of Gore keeps its cherished history close, while steadily unfolding a variety of new adventures for discovery. A year-round recreation and community complex, which interconnects to Gore's trail network, the Ski Bowl offers Alpine skiing and snowboarding, freestyle fun, Nordic skiing and snowshoeing, mountain biking, hiking and more

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.

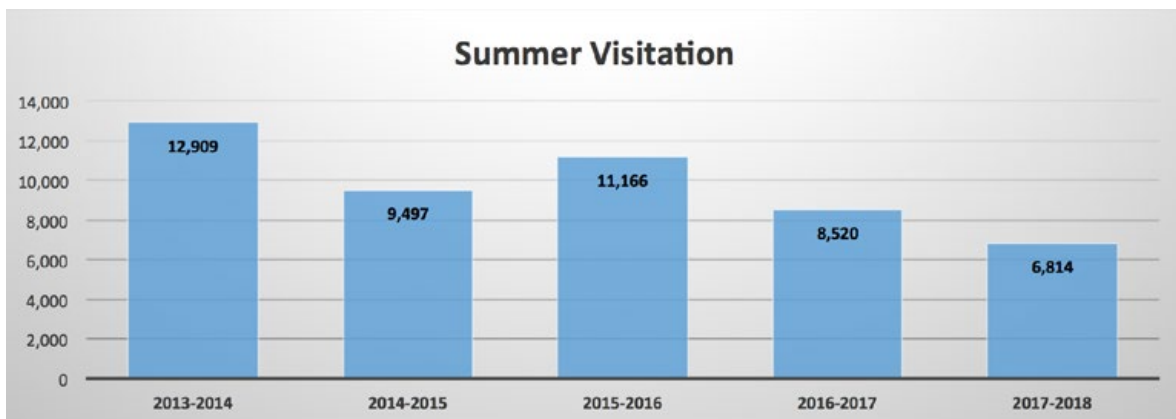


GORE MOUNTAIN





GORE MOUNTAIN





WHITEFACE MOUNTAIN

Whiteface Mountain, which includes the Veterans Memorial Highway, was the site of the 1980 Olympic Winter Games' 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.

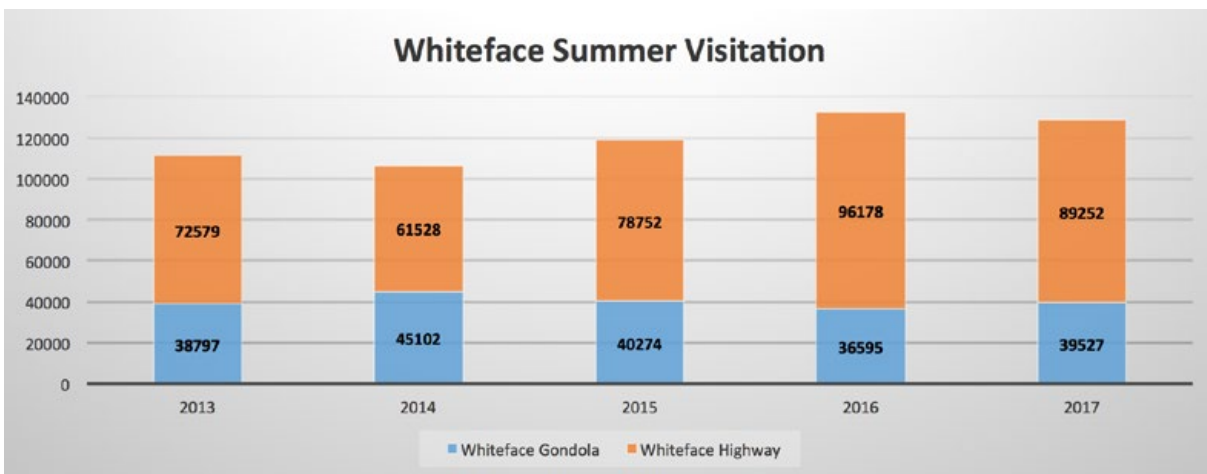
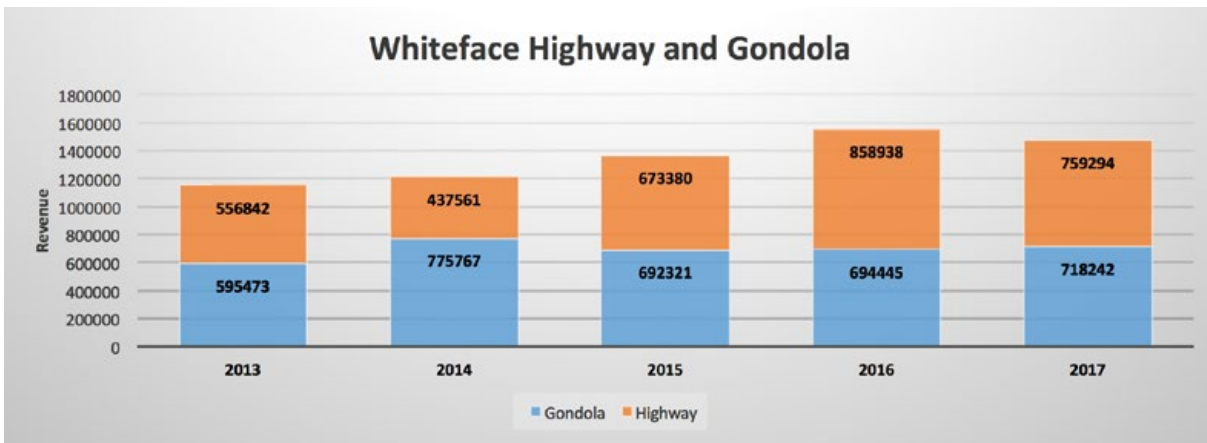
Whiteface features 11 lifts and 87 trails with a variety of terrain. Set in the Adirondack Park, it's the perfect blend of wilderness adventure and family fun.

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, 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.





OLYMPIC REGIONAL
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ORDA Ski Resorts Annual Reports



BELLEAYRE SKI RESORT

BELLEAYRE SKI RESORT

The brand new Catskill Thunder Gondola is one of the biggest investments for the Belleayre Ski Resort in more than a decade. The addition of a high-speed gondola, which opened December 30, 2017, is just one part of New York’s investment into the Catskill area ski resort, designed to increase year-round visitation, enhance customer experience and provide a major boost to tourism and the region’s economy.

Surveying crews and engineers spent the spring months mapping out locations for the terminals and lift towers. By June, lift lines were cleared and ground breaking for lift construction began July 1, 2017. From June through December, crews worked tirelessly, installing the infrastructure and gondola

so that the Catskill region’s only gondola would be operational in time for New York Governor Andrew M. Cuomo to announce its opening on December 30, 2017, at 9:37 a.m. Shortly afterwards, skiers and snowboarders boarded the gondola which would eventually carry them to the resort’s summit in under seven minutes.

“The Catskills are home to some of the beautiful mountains and outdoor recreational activities that New York has to offer and Belleayre Mountain is one of its crown jewels,” Governor Cuomo said. “The opening of this gondola is an investment which will not only boost the region’s growing tourism economy, but it will also allow New Yorkers to experience some of the best views and attractions in the world year-round.”



CATSKILL THUNDER GONDOLA FUN FACTS

- Number of man hours to install gondola: Over 5,500
- Total number of cabins: 60
- Spliced length of cabling: 13067.09 ft
- Top speed: 1,000 ft per minute
- Uphill capacity: 2,000 people per hour
- Number of tons of concrete pour for both top & bottom terminals: 200 tons each/400 tons total
- Number of towers installed: 16
- Tallest tower: 58 ft
- Date construction began: July 1, 2017.
- Bull wheel size: Drive (bottom) 15.75 ft and the Return (top) 17.06 ft.
- Motor size: 600hp electric primary, a 600hp diesel auxiliary & a 130hp tertiary diesel engine

In addition to the new gondola, a skier bridge and a new trail were added to connect the upper and lower mountains. The skier bridge was built over the access road, just below the Tomahawk parking lots and

the new Lower Deer Run begins at the Tomahawk parking lots and pops out just above the Discovery base lodge. Customers are now able to make laps on the gondola and enjoy 1,400-feet of continuous vertical skiing and riding.

While there have been many enhancements to Belleayre’s snowmaking system, the resort continues to replace existing lines to create more efficient snowmaking capabilities. Five HKD low-energy efficient snow guns were purchased, allowing the mountain to use less resources, run more guns at one time, and pump more water onto the trails. In preparation for the additional snowmaking compressors to the lower area for the upcoming 2018-‘19 season, the Winnisook trail’s water line was replaced, new snowmaking water and air lines were installed on the Lower Deer Run trail and new electric transformers were installed at the Discovery Lodge.



BELLEAYRE SKI RESORT

As a year-round destination, the snowmaking lake in Pine Hill is now the Belleayre Beach. From Memorial Weekend to Labor Day, more than 14,500 summer visitors enjoyed lifeguard supervised swimming, boat rentals, picnicking, horseshoes, volleyball, basketball, fishing and hiking. Attendance was slightly down in comparison to the previous year, which can be attributed to a colder and rainier summer.

The annual Fall Festival takes place every Columbus Day Weekend and showcases local art and craft vendors, and area businesses. The weekend also features live music, a sky ride to the summit (on Lift #7), equipment and apparel sales, Ulster County Sheriff Department K9 demos and a number of other family fun events and activities. This year, it's estimated that between 4,000 and 5,000 people attended the Festival which helps to kick off the start of the winter season through the sales of the very popular three-packs of ski tickets, season passes, seasonal programming, frequent skier cards and SKI3 snow samplers.

Other summer and fall events included a mud run obstacle course race, a Catskill Mountain Series mountain bike race, jazz concerts, weddings, conferences and banquets. Approximately 21,000 guests visited Belleayre, between May and October, generating \$79,000 in day activities, as well as an additional \$522,000 in revenue for season pass sales, programming and catered events.

The 2017-'18 winter ski season extended from November 24, 2017 to mid-April 2018 and skiers and snowboarders enjoyed 134 days on the resort's vast trail system. The winter mimicked the previous winter weather pattern with early season cold, allowing for optimal snowmaking, followed by inconsistent weather patterns of rain, ice, unseasonably warm temperatures and periods of snow.

Through February, only 60-inches of natural snow blanketed the resort. Despite the lack of snow cover, Belleayre set a new single day record with 6,000 visitors during President's Weekend. Even with the

BELLEAYRE SKI RESORT



record-breaking day, skier visits were behind the previous season by seven percent and five percent, respectively.

March more than made up for February's light snow cover. Mother Nature dumped more than six feet of snow. The snow offered epic skiing and snowboarding on every one of the resort's trails and glades which resulted in record visits and revenue for not only March, but for April as well. By the end of the season, skier visits outpaced the previous season by 13-percent and revenue was ahead by 10-percent.

Section IV & Section IX high school races, U.S. Ski & Snowboard Association, U.S. Snowboard & Freeski Association, U.S. Collegiate Ski & Snowboard Association, and Professional Ski Instructors of America training and testing filled the resort's events calendar. The Mogul Mash, Belleayre Cup Race, and the President's Bash (featuring a torchlight parade and rail jam), and the Easter egg hunt continue to

be our guests' favorite annual events, but it was the season-ending Slush Cup that provided the most excitement with 85 participants.

The three Belleayre Give Back Days were also successful. For each day, Belleayre partnered with local non-profit organizations to offer skiers and snowboarders savings on their daily lift ticket. The first Belleayre Give Back Day, a toy drive was Sunday, January 21, followed by a Friday, February 16, food drive. The final Give Back Day, Saturday, March 10, benefited area pet shelters through a pet food and pet supplies drive.

Belleayre partnered with Guest Research, Inc. again to improve the overall guest experience at the mountain. Guest Research, Inc. assists in collecting, analyzing and utilizing customer feedback to fully measure guest satisfaction and allows the resort to manage guest loyalty based on a Net Promotor Score (NPS). This enables the Belleayre Ski Resort



staff to quickly respond to any negative feedback and enhance the overall guest experience at the mountain.

Overall, the staff at Belleayre hit all of the predetermined targeted scores, and also increased scores in a majority of categories. The biggest gains were seen in the Discovery Lodge food services. A double digit NPS score was gained thanks to the addition of the Maple Smoke House, various daily specials and food choices. Other major gains were seen in the Tiger Den and Kids group lessons and 84-percent of customers surveyed said that they would visit Belleayre again.

Another area of NPS score improvement lift overcrowding, more specifically at the Superchief lift. With the addition of the Catskill Thunder Gondola, the uphill capacity increased by 2,000 to 12,980 people an hour and by season's end, the NPS score for

overcrowding was 32-percent, which was a 16-percent increase over the last season. Now, with one high-speed lift on the east side and one high-speed lift on the mountain's west side, skier traffic is more evenly spread out across the entire resort. As a result, shorter lines and less overcrowding were found at the lifts than in previous years.

In January 2018, Belleayre's interactive trailmap went live, providing visitors to belleayre.com with an easy visual of what trails and lifts are open/closed without having to view the written report.

Capital improvement projects are underway for this summer. A new state of the art, first aid medical building is in the process of being built and will more than double the current space and Phase One of the Discovery Lodge will prepare the lodge for future expansion.



Gore Mountain

Gore Mountain's revenue and skier visits have both grown over the past two seasons. Gore enjoyed a 142-day long season, highlighted by its second-ever busiest day when 7,069 skiers and snowboarders visited the resort during the President's Week holiday period, February 19, 2018. Each of Gore's guest were excited to see the many recently completed capital improvements. They include a complete renovation of the mid-mountain Saddle Lodge, a brand-new Straight Brook Lodge at Gore's summit and significant expansions to the Northwoods Lodge.

The Saddle Lodge's interior space more than doubled in size to 7,125 square feet while its occupancy also increased from 100 people to 238. An attractively-styled vernacular, an expanded and updated kitchen to serve a larger, more creative menu, new bathrooms and an open façade and lobby area were also added.

At Gore Mountain's summit, the new Straight Brook Lodge, which was the original 1967 gondola unloading station, gives skiers and snowboarders a comfortable shelter as well as access to vending

machines and eco-friendly composting toilets. By reusing the existing structure, this new lodge was well-received by guests and filled a critical need within Gore's on-mountain facilities.

By expanding the Northwoods Lodge, extra space to the rental and repair shop on the lower level was added and additional square footage upstairs helped accommodate Gore's growing children's programs. Larger restrooms on the lower level include a "family restroom" to service parents with young children. This additional space also makes the arrival process for families with young children, novice skiers and riders, and groups smoother.

The new parking lot, constructed last summer, accommodates 190 cars and greatly reduces parking along the resort's access road where guests were required to park on busy days when the upper lots were filled. Since more guests are able to park closer, shuttle service to the resort's base area has also become more efficient.

The resort's 5.3 megawatt (MW) solar array was fully operational this winter. Supporting Governor Andrew M. Cuomo's NY-Sun initiative, the largest



dedicated solar array to a ski resort in the U.S., produced enough solar credits to cover almost 70-percent of Gore Mountain’s energy bills, all while producing clean energy to the region.

This year, Gore replaced 136 older snowguns with newer high-efficient, low-energy guns. The new guns, along with pump house efficiency improvements and distribution upgrades, helped to reduced energy usage while at the same time make the resort’s snowmaking quicker and more efficient. The staff also completed extensive work on the resort’s network of glades, where skiers and snowboarders enjoyed a longer season on these 28 powder-filled wooded trails.

Gore’s Nordic Center at the North Creek Ski Bowl continued to gain popularity and recognition within the Nordic community. Built in time for the 2016-’17 Nordic season, trails were widened last summer to improve grooming access and offer more consistent conditions throughout the entire network.

The Nordic center hosted a number of events to include the New England Nordic Ski Association (NENSA) U16 Championships and the New York State Public High School Athletic Association

(NYSPHSAA) Nordic Championships. Each race attracted hundreds of athletes and their families and brought visitors to the region’s lodging, shopping and dining areas.

Gore has secured both 2019 and 2020 NYSPHSAA Nordic and Alpine Ski Championships. This comes on the heels of the New York Ski Educational Foundation (NYSEF) hosting 21 days of ski competitions, including the esteemed FIS Women’s Super G, the U19 State Championships and the U19 Eastern Finals.

Several capital projects are in store for Gore Mountain this year. Building renovations, a major overhaul to the resort’s snowmaking system, an expanded reservoir, a new pump house and new automation capabilities are all planned. More high-efficiency, low-energy snowguns will also be added to the fleet.

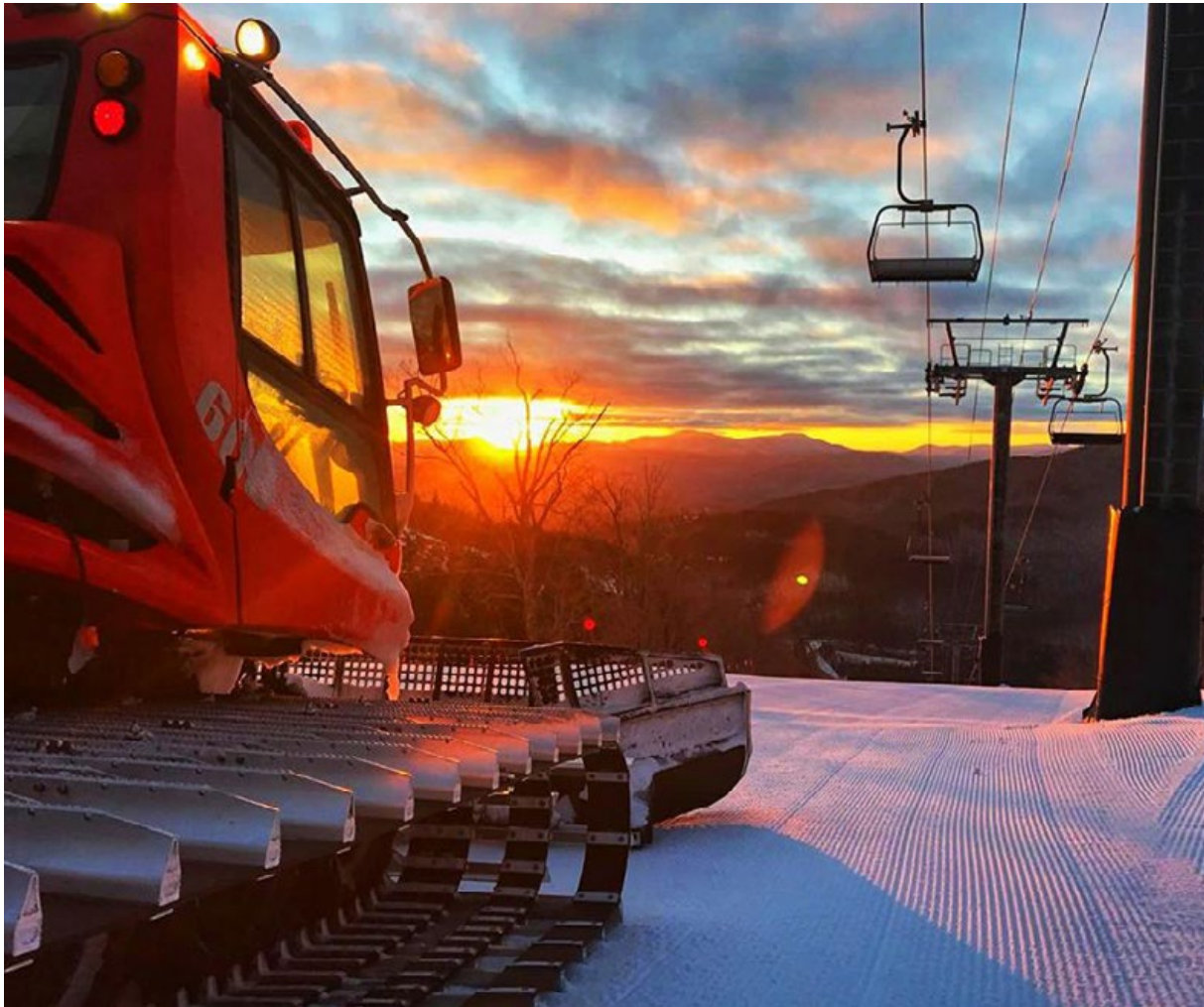


WHITEFACE MOUNTAIN

Whiteface enjoyed a solid start to its skiing and snowboarding season in November and early December, as operational crews were able to open a variety of trails in a timely manner. During the Christmas holiday, weather turned very cold, causing the Ausable River's height to drop and making pumping water for snowmaking at full capacity impossible. Daily low temperatures were in the negative teens (before wind chill) and there were serious concerns regarding safety of the night time crews which led management to prioritize the lower mountain for snowmaking during this time period.

During the Martin Luther King holiday weekend, that Friday and Saturday morning, Whiteface received one-and-a-half inches of rain which made for challenging conditions. Through these two important holiday weekends, Whiteface Mountain received minimal snow and extreme rising and falling temperatures. This resulted in fewer than anticipated visits and lower revenue.

The weather finally turned around in February and snowmaking conditions were ideal. The resort opened its third peak (Lookout Mountain) in time for President's Week and skiers and snowboarders were spread out the entire resort. This holiday period is typically the busiest week of the year and during



WHITEFACE MOUNTAIN

that first weekend, on Sunday, Whiteface broke its all-time visitation record with 6,439 skiers and snowboarders. Unfortunately, rain settled in by mid-week and by Wednesday, January 21, temperatures rose to as high as 65 degrees. Luckily, colder weather arrived in time for the weekend and the holiday period turned out to be a great success.

While President's week was successful from a visitation and revenue standpoint, the warm weather in early-March took a huge toll on the mountain's snowpack and Whiteface almost restarted its snowmaking system to ensure a successful spring ski season. By mid-March, colder temperatures settled back in and the month proved to be the snowiest

one of the entire winter season as several feet of snow blanketed the resort. The last snow of the season boosted March's revenue, which was up over 50-percent compared to the prior year.

The Whiteface staff should be commended for facing the ever-changing weather conditions head on and for their ability to offer guests the best skiing and snowboarding conditions possible. Their efforts and dedication allowed Whiteface to post record revenue and operational days.



Capital improvement projects were also a big part of 2017-'18. From snowmaking to base lodge improvements, guests remarked about the many projects, all designed to enhance their overall experience. Below, is a brief rundown of the completed and on ongoing projects.

Renovations to the base lodge improved customer flow and ADA access throughout the lodge. New restrooms were also installed on the main Base Camp Market level. The elevator will be completed in 2018, as will the work being done to the main ticket entrance where brick pavers (with a snowmelt system) will also be completed this coming year. The egress sprinkler system, fire doors, consolidated locker rooms and water line upgrades are also due for completion in 2018.

The resort's main bar/pub location, Cloudspin Lounge is completely new and is now called the Cloudspin Bar & Grill. The Bar & Grill's roof was raised and dormered out to bring the mountain indoors with a wall of windows, fireplace, new kitchen, bar and restrooms.

A large 17,000 square foot addition to the Bear Den

Lodge was added, essentially doubling the lodge's size. The new lodge will eventually be home to all of the resort's children's programs, a new cafeteria and pub, as well as being the base of operations for all snow sports lessons.

Whiteface replaced its main switching gear, which over the years had become a serious liability. Obsolete, problematic, unreliable and unsafe equipment was replaced with a reliable, efficient upgrade. Ageing 40+ year-old underground power lines will continue to be replaced in the future.

Six-thousand feet of snowmaking line was replaced on the Boreen and Brookside trails, both of which dated back to the Olympic Games. New medium-efficiency sled guns were purchased to replace old inefficient mobile technology.

A new drive was installed on the summit quad lift. The gondola motors were rebuilt as well.

Staff worked on rehabbing the Porcupine Lodge at the top of Lookout Mountain to serve as a warming hut for guests. Ski Patrol was relocated to the lodge, additional foundation support, a new metal roof, a



new deck, doors, siding and replacement windows and flooring were also added. Work continues in 2018.

A new shuttle bus, Yamaha Viking Side-by-Side (for summer operations), and a Piston Bully 600 were also purchased.

The elevator replacement project has started and will continue through 2018.

Several of the past ski seasons have been daunting with inclement weather patterns. One of our reoccurring goals is to strengthen our online sales presence, allowing the resort to be more “weatherproof” by securing customer commitment days ahead of their visit. There was a nine-percent revenue growth from this program this season.

The recent weather patterns make it difficult to compare year to year revenue and profitability. However; one measurement used to track improvements is through a survey system called Guest Research. Guests to Whiteface Mountain are sent a survey that asks them to rate their visit through several categories. This allows the resort

to compare ourselves year over year, as well as see how our competitors fair in the same categories. Throughout most categories the resort saw strong growth and received higher scores than our competitive sets.

In the summer, Whiteface Mountain offers a variety of activities at the ski resort as well as the Veterans Memorial Highway. Whiteface did not break visitation or revenue records this year, but each operation reported the second highest income on record.

The Memorial Highway saw approximately 90,000 visitors. This is above average, but the elevator experienced significant downtime. When this happened there is a reduced rate ticket that is sold. This was the case for most of the season. Currently, the elevator is in the process of being replaced. This will help ensure reliability moving forward

The Whiteface Adventure Park continues to show strong numbers considering the Air Bag free fall operation has been discontinued. The ski resort hosted over 40,000 visitors this past year.



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ORDA Venues Annual Reports



Conference Center at Lake Placid

The Conference Center continues to play a central role in the Lake Placid experience, bringing together visitors both regionally and internationally. Our guests utilize the center to educate, entertain and to celebrate. Associations, businesses, organizations and families utilized the Conference Center for a total of 147 event days. Out of the 67 entities, more than 50-percent were returning customers. This is a testament to the level of professionalism and service that is provided by the staff, as well as the functionality of the facility itself.

Overall visitor numbers to the Conference Center reached 57,000. The largest group to use the Conference Center continues to be the World Triathlon Corporation, the owner of both the Ironman Lake Placid and Ironman 70.3 Lake Placid. Registration for both events is held in the Lussi Ballroom. The full Ironman hosts a VIP luncheon on race day in the Lookout Gallery, a celebration breakfast the following morning and a dinner for over 500 volunteers on Monday evening. Ironman 70.3 has the same number of athletes participating, but other events are scaled back.

In October, the Conference Center hosted the New York State School Boards Association. Seven years in the planning, the contract for this group was signed before the Conference Center officially opened

for business in 2011. Seven-hundred New York State School Districts sent a representative. Total attendance exceeded 2,500. Between the 1980 Rink and the USA Rink there were 165 8x10 booths. Six full size school busses were on display in the USA Rink, as well as safety demonstrations in the stands. The general session for 1,200 attendees was held in the 1932 Rink and workshops were scheduled for the Conference Center. Sponsor receptions were held in the Lake Placid Olympic Museum and the Intervales Lodge. This conference had a huge impact on our venues. As a result of the success of the School Board convention, New York State United Teachers is considering Lake Placid as a future location.

Throughout the winter, the Conference Center was the host site for seed meetings and social functions for ORDA organized events. Included were, USA Bobsled/Skeleton; United States Luge Association, IBSF Para-Sport and Empire State Winter Games Adaptive Athletes.

In March, the United States Collegiate Ski and Snowboard Association returned for a third year. Lake Placid and the conference center is a perfect fit for this six-day event and 400-plus student athletes. The daily awards ceremonies are held in the ballroom and attended by the all participating athletes and parents. Their awards banquet is held on Saturday night and 550-575 are in attendance.



Olympic Center

The Olympic Center had a busy 2017-'18 fiscal year with a great deal of figure skating and hockey activity.

Hockey at the Olympic Center continues to grow. USA Hockey's U-18 program returned this past summer with a one-week training camp, followed by a week-long series with their counterpart from Canada.

The Olympic Center also hosted a USA Hockey adult tournament with over 30 teams participating. This was followed by a USA Hockey referee camp involving approximately 40 East Coast coach officials.

The CanAm Hockey group continues to host a wide variety of events, bringing upwards of 20,000 participants, family and officials to the villages of Lake Placid and Saranac Lake.

Northwood School, Lake Placid Central School

and Canadian Hockey Enterprises continue to use the complex for games, practices, camps and tournaments.

The Olympic Center's summer figure skating program, consisting of the summer skating school, synchronized skating camp, Lake Placid Figure Skating Championships and Lake Placid Ice Dance Championships & International Competition, still highlights the summer months. The program brings in excess of 1,000 athletes to Lake Placid.

The Center welcomed back the three-week long Skyliners Synchronized Skating Teams training camp. Skaters from the Skating Club of New York participated in the camp. These teams had their most successful season to date with five national medals including two golds. Their junior team won the silver medal at the World Junior Synchronized Skating Championships while their senior team made their senior World Championships debut, placing ninth.



In November, Skate America returned to Lake Placid and the Olympic Center for the first time since 2009. Skate America, part of the International Skating Union's Grand Prix Series, featured exciting pre-Olympic skating including three eventual Olympic medalists. According to U.S. Figure Skating, the event was the third highest grossing Skate America ever.

The Miracle Holiday Classic (two December weekends) has steadily grown in its four years. This year, 25 mite, 44 squirt, pee wee and bantam teams participated.

February's Empire State Winter Games' short track, hockey and figure skating events each took place in the Olympic Center. Figure skating produced the largest number of participants, with about 600 individual skaters and 36 synchronized skating teams.

For the fifth consecutive year, the ECAC Hockey Men's Championship returned to the Olympic Center in March. Clarkson, Cornell, Harvard and Princeton

played for an automatic berth into the NCAA Division I Men's Ice Hockey National Championship in front of more than 6,000 nightly fans. Princeton University eventually won the tournament and earned the automatic berth into the national championship tournament.

Just one week following the ECAC championship tournament, the NCAA Division III Men's Ice Hockey National Championship Tournament returned to the Olympic Center for a record seventh time. St. Norbert College skated away with the title, becoming just one of three schools to win five or more national titles.

Last year the Olympic Center purchased a new, state-of-the-art LED scoreboard. This board has added to the event experience of athletes and spectators alike.

There's a new roof over the Olympic Center's Herb Brooks Arena and plans are in place to continue replacing older roofing above the complex. The Center continues to replace R22 refrigerant with

OLYMPIC CENTER



R-407F, while upgrading refrigeration and replacing mechanical valves with electrical ones. Work also continues on replacing the switch gear with newer, more efficient equipment.

New rubber flooring was installed in the locker room area and a new entrance system was put in place in the athlete's entrance. A new sound system has also been installed in the 1932 Rink, and new spectator seating is also being introduced to the Herb Brooks Arena.

New video cameras throughout the complex were also installed.

The Oval opened in December and operated through the end of February. The weather presented challenges, however; 13,000 guests participated in public skating and a variety of speed skating competitions.



Lake Placid Olympic Museum

The museum’s revenue and visitation for the fiscal year 2017-’18 continued to increase.

This year, the museum’s achievements are highlighted by the addition of new exhibits and programs.

The exhibit, “Name Game: History of Whiteface” was installed in January 2018 and commemorates the 60th anniversary of Whiteface Mountain’s opening and explores its history through graphic text panels and interactive activities. The exhibit panels highlight how the mountain’s trail map reveals an interesting story combining local heritage and culture, wildlife, and the trailblazers who dedicated themselves to the resort.

Another new exhibit highlights the ski disciplines of Biathlon, Cross-Country Skiing, Ski Jumping, and Nordic Combined and provides an overview of each Olympic event. Featured in the exhibit is Andrea Henkel Burke, the most decorated female in Biathlon history and on display are the Olympic medals she won in Salt Lake City, Torino, and Vancouver.

The Lake Placid Olympic Museum continued to host programs that both the community and visitors were able to participate in.

The museum’s director, Alison Haas, organized a new program, “Meet an Olympian” during the summer. The weekly program was a unique opportunity for visitors to speak with several regional Olympians about their journey to the Games and learn more about what it takes to be an Olympic athlete. Athletes



included: Tara Geraghty-Moats (Ski Jumper), Andrew Weibrecht (Alpine Skier), Lowell Bailey (Biathlete), Tim Burke (Biathlete), and Chris Mazdzer (Luge).

Other new programs the museum established included a special program put together by the Lake Placid Olympic Museum, the Lake Placid-North Elba Historical Society and Historic Saranac Lake. An installation of historic photographs from their collections was on display at both the dementia unit at Elderwood of Uihlein and at Saranac Village at Will Rogers. The “Memory Making” exhibit encouraged storytelling and fostered connections and conversations about shared memories. The residents and caregivers discussed the photographs in a “Blast from the Past” program in January and February.

The museum hosted a slide show presentation with the Wilmington Historical Society on “Whiteface Ski History” in February. The program included an

overview of Whiteface Mountain ski area history. In addition to these programs, they continued to provide a “Hockey History” educational program to 600 athletes during the summer CanAm hockey camps.

The museum continued their preservation efforts and accessibility of its collections. Collections Manager, Louise McGoldrick, processed over 3,500 items in the Lake Placid Olympic Museum’s collection including, 700 architectural drawings, along with historic photographs, objects, and archival materials.

Museum staff handled roughly 240 research inquiries and provided assistance to both media and independent researchers that included: International Olympic Committee, NBC Universal, Associated Press, Vice Sports, Penn State, Adirondack Life, and the International Sports Heritage Association.



Olympic Jumping Complex

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

Events remain the venue’s major attraction, accounting for 20,000 of the 62,200 people who visited. The Summer Jumping Series drew the most people with over 10,000 guests, while 3,000 people attended Flaming Leaves. The New Year’s ski jumping competition had more than 2,000 people in attendance and the FIS Freestyle Aerial World Cup events (two night time competitions) drew in excess of 4,000 people to the venue.

Public activities such as the chairlift, K120 elevator tour and summer Extreme Tubing account for the remaining 42,200 visitors.

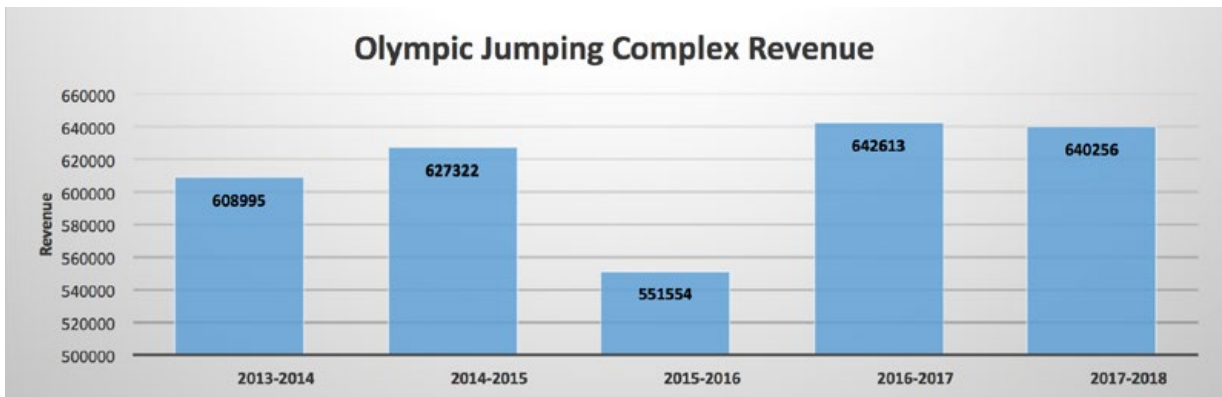
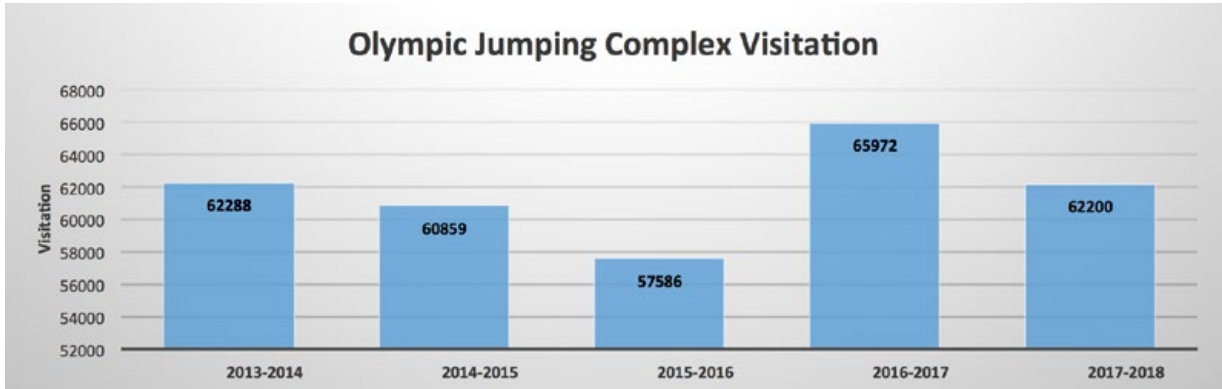
Revenue this year was on par to last year’s. Ticket revenue for 2017-’18 was over \$640,000, just \$2,600 shy of the previous year. Even though overall attendance was down by 10,000 people, from 2016-’17,

strong retail sales following completion of the base lodge construction pushed retail and food sales for the year to over \$92,000. Construction did impact the venue’s retail operations and private functions, but booking are strong for the upcoming year. More than 30 events are already planned for the summer season calendar.

Completion of the base lodge was the venue’s number-one priority. Planned as a three-year project, the main structural work and additions to the building were completed during the summer of 2016, while the tower’s interior, the second floor and elevator installation were all finished in 2017.

In addition to completing the base lodge, repairs and upgrades were also done to the freestyle pool area and roller loop pavement.

The elite Nordic Jumping program continues to grow and last winter a number of eastern athletes began jumping off of the K90 hill. This was in spite of mid-February’s inclement and unpredictable weather. For the second consecutive winter, staff decided to use the structure’s summer in-run for training and once



that commitment was made, the athletes enjoyed more consistent jumping. However, February’s weather did force the cancellation of the U.S. Cup competition. The venue was still able to host several other events on the smaller hills for the regional junior jumpers.

The Freestyle Training Center logged over 2,000 skier days in the summer of 2017. 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). Alumni from the program continued to enjoy international success as members of the U.S. ski team, Ashley Caldwell and Jonathan Lillis, both 2017 world champions, competed in February’s Olympic Winter Games in PyeongChang, South Korea.

The United States Biathlon Team and development teams continue to call Lake Placid home.

Throughout the summer months and into the autumn season these athletes utilize both the ski jumps’ roller loop and shooting range and some even train at the Olympic Sports Complex’s biathlon range.

The staff took tremendous pride in its ability to maintain a highly functional venue for the athletes and the public while undertaking the major construction projects. The Olympic Jumping Complex enjoyed a successful summer season, followed by October’s largest Flaming Leaves Festival ever. This underscores the venue’s commitment and success to the visiting public and events.

The base lodge, along with the other completed capital projects and future projects will continue to position the Olympic Jumping Complex as a premier training site for the next 30 years.



Mt. Van Hoevenberg Nordic Center

The Mt. Van Hoevenberg Nordic Center enjoyed its longest season ever, 157 days. Thanks to the TechnoAlpin Snowfactory technology, Mt. Van Hoevenberg was the first Nordic center in North America to have skiing this fall, when it opened on October 20, and one of the last to close. The season ended Sunday, April 22.

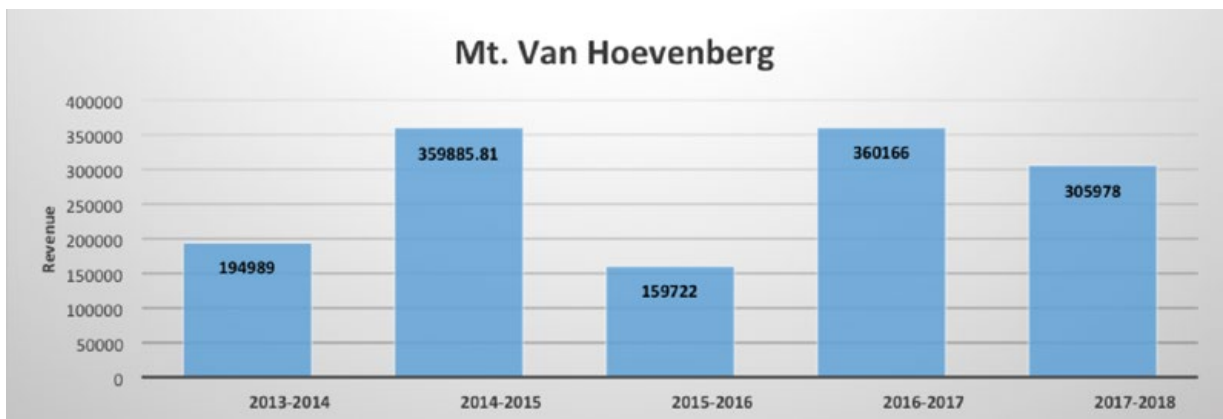
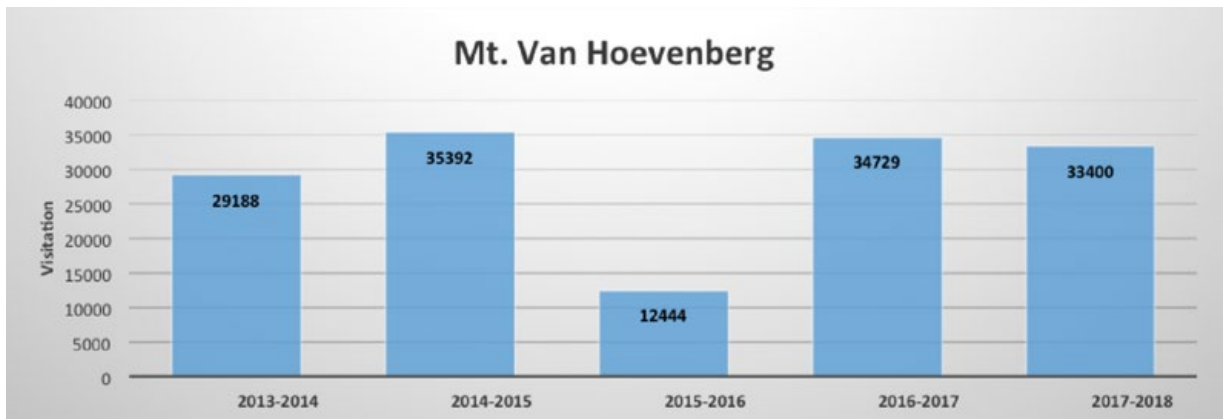
The Snowfactory has allowed the Center to make snow using the existing well water for the base lodge. The Snowfactory is capable of making snow in almost any temperature, even as warm as 80-degrees Fahrenheit. This technology allowed the venue to open in late-October, in time for a U.S. Para-Nordic pre-Olympic Camp for the Paralympic Nordic and Biathlon Team. Throughout the course of the winter season, snow is made in piles and spread with

machines to cover the trails when needed.

Almost 33,400 skiers visited the center's 56 kilometers trails this winter. Total visitation accounts for all season pass and athlete training days, as well as usage by racing competitors. Daily ticket sales reflect all single and multi-day trail passes sold and account for 13,500 skier visits this year.

Total ticket revenue from all revenue streams, including the summer biathlon program and rentals, was almost \$353,500 with 679 season passes sold. The rental revenue and retail sales continue to be a strong revenue stream with \$51,000 in rental and \$49,000 in retail revenue.

The Nordic center staff conducted a large number of events this season to include the Lake Placid Loppet, the Harry Eldridge JN Qualifier, the Empire State Winter Games, the Clarkson Carnival, and the



USCSA National Championships and several local races.

The goal of this past winter was to continue to build

upon the strong winter from the year before. That goal was achieved with a better than average snow year and the addition of the Snowfactory allowing for a record season of 157 days.



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. Construction was completed in January 2000, in time for the Winter Goodwill Games, and is used by all levels of sliding sport athlete. The Complex is also home to the 1932 & 1980 Olympic bobsled track, used exclusively for the summer passenger ride program.

Year after year, the combined track sets the mark for the world's longest season and this year was no different. Athletes began sliding on the one-mile long course beginning October 1, 2017 and the last sled down the track was on April 9, 2018. During that time, there were more than 25,000 trips down the track.

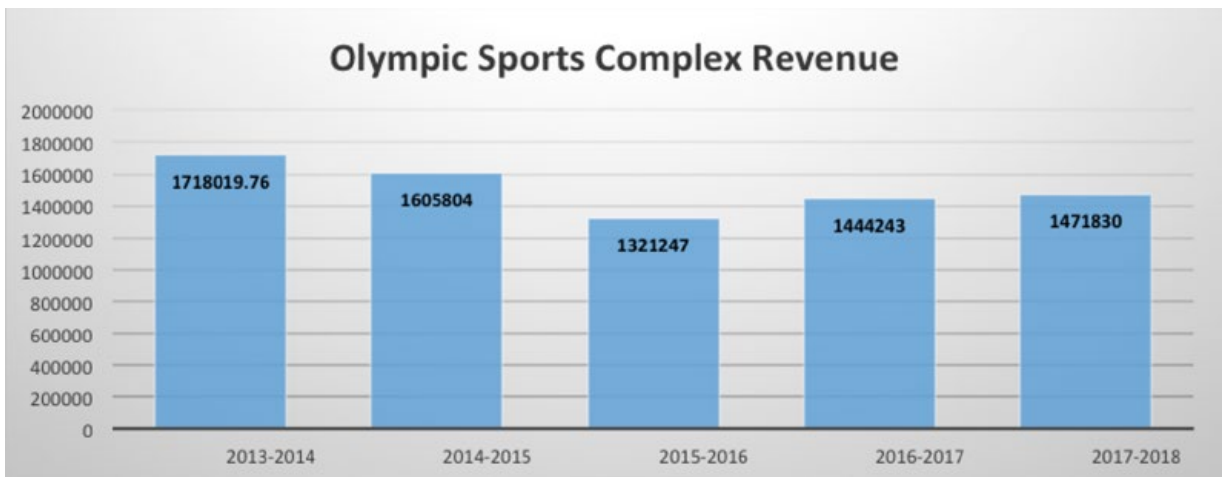
Sliding Center visitors are characterized into two groups. They include passenger bobsled participants and general admission guests. Over 16,000 people participated in the various passenger ride programs, earning \$1,200,000 in revenue, while 21,700 guests toured the historic facility bringing in more than \$312,000 in revenue. The total visitation for the year was 37,700 and ticket and ride revenue was similar to last year's, reflecting the continued success of the programs.

This winter the combined track hosted two World Cup events which helped to determine the athletes who would later compete in February's Olympic Winter Games in PyeongChang, South Korea. The events included November's IBSF World Cup Bobsled and Skeleton event and December's FIL World Cup Luge race. January's North American Cup bobsled and skeleton event featured the two sliding sports' "second-tier," athletes, those who did not compete on the World Cup tour, trying to secure Olympic berths.

In addition to those Olympic qualifying races, the 22-curve facility hosted a Para-World Cup bobsled race, as well as a variety of national championship and Olympic Team selection races in bobsled, luge and skeleton.

National and international athletes accounted for 19,000 trips down the track last winter. Luge was again the largest group to train and race with almost 11,000 trips down the course, while skeleton was second, sending 5,000 athletes down the track. Bobsled accounted for almost 3,000 trips. Those training and racing runs generated almost \$40,000.00 in revenue.

ORDA and specifically the OSC Sliding Track continued their partnership with the United States Bobsled and Skeleton Team to fund development programs for Bobsled and Skeleton in Lake Placid.



A portion of the proceeds from the half-mile bobsled ride program (The Lake Placid Bobsled Experience) was allocated to a special fund for use in a Lake Placid based development program. The purpose of this program is to fill a gap in existing programs which prevent the United States from producing high level bobsled and skeleton athletes capable of competing in international competition.

This year the development 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.

There were several of capital projects at the Olympic

Sports Complex, however; the primary ones involved infrastructure improvements to the combined track including upgrades to the sidewalls and roof systems, enhanced lighting in Curves 14, 17 and 19, and several straight sections of track. The access road, from the complex's entrance to the top of the track (Start #1) was also repaved. Energy efficiency gains from infrastructure improvements allowing for a longer season and fewer days closed due to weather concerns.

It was another strong season for the Mt. Van Hoevenberg Olympic Sports Complex's sliding center. The track continues to be the busiest in the world and to receive high marks for the quality of the ice and the hospitality of the staff.



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ORDA Administration/Corporate Reports



COMMUNICATIONS

The road to PyeongChang, South Korea and February’s 2018 Olympic Winter Games went straight through Lake Placid and its Olympic venues. This past winter, the region played host to six international events that helped to determine many of the worldwide athletes who competed in the XXIII Winter Games.

The event season began November 9 -10 when the Mt. Van Hoevenberg Olympic Sports Complex sliding track hosted the BMW IBSF World Cup Bobsled and Skeleton event. Just two weeks after that, the Olympic Center welcomed back, for the first time since 2009, the Bridgestone Skate America Grand Prix figure skating competition.

December 15-16, the fastest sport on ice, FIL World Cup Luge returned to the Olympic Sports Complex track. These athletes competed in what was the sport’s last international competition to help eventually determine who would compete in PyeongChang.

January’s three Olympic qualifying events included the IBSF North American Cup bobsled and skeleton event, January 2-12, and the FIS Freestyle Aerials World Cup, held at the Olympic Jumping Complex, January 19-20. The North American Cup bobsled and skeleton event featured the two sliding sports’ “second-tier,” athletes, those who did not compete on the World Cup tour, trying to secure Olympic berths, while the two freestyle aerial World Cups helped to determine the 2018 Olympic Aerials field.

Event coverage was very heavy in the run-up to the



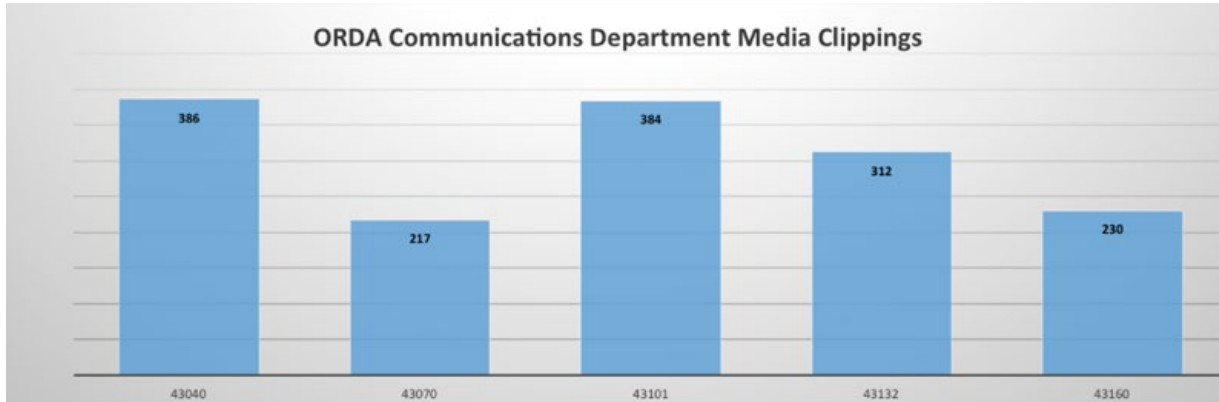
2018 Olympic Winter Games. NBC's network of stations (NBC Sports, Universal and the NBC Sport Network) as well as the Olympic Channel and other international television broadcast outlets carried extensive live or delayed event coverage, introducing hundreds of thousands of television viewers, on-line subscribers and social media followers to the Lake Placid region and ORDA's Olympic venues.

Major market newspapers and broadcast outlets also attended each event. The newspapers and on-line publications included Associated Press and Photos, Canadian Press (AP of Canada), New York Times, Sports Illustrated, Boston Globe, Esquire Magazine, and TeamUSA.org (The United States' Olympic Committee's on-line news and content web site).

A number of television outlets also broadcast

news packages and they included, CNN-News, BBC-Television, Eurosport-Television, Nextar Broadcasting, NBC-Boston, WNBC-New York City, WHEC-Rochester, and WLWT-Cincinnati. In addition to their event packages, these stations also produced feature stories regarding Lake Placid's Olympic legacy and heritage and highlighted the region as a winter travel/vacation destination.

Other events this winter that also brought about considerable media attention included: IBSF Para-Bobsled World Cup, November 27-December 3, USCSA Ski and Snowboard Championships, March 4-10, ECAC Hockey Men's Championship, March 16-17, the 2018 NCAA Division III Men's Ice Hockey Championship and the fourth annual Miracle on Ice Fantasy Camp, March 25-29.



NEWS CLIP SUMMARY (FROM MELTWATER)

November Articles – Reaching 19-million people reflect Whiteface Mountain, Gore and Belleayre Ski Resorts Openings, Skate America Grand Prix Figure Skating Competition and IBSF World Cup Bobsled/ Skeleton event and Travel & Tourism related articles.

December Articles – Reaching 14-million people reflect FIL Luge World Cup event, Stars on Ice Skating Show and Travel & Tourism related articles

January Articles – Reaching 19-million people reflect FIS Freestyle Aerials World Cup, IBSF North American Cup Bobsled & Skeleton race, lead up to 2018 Olympic Winter Games and Travel & Tourism related articles.

February Articles – Reaching 17-million people reflect Empire State Winter Games, regional Olympians competing in the 2018 Olympic Winter Games, Lake Placid Olympic heritage, and Travel & Tourism related articles.

March Articles – Reaching 14-million people reflect ECAC Men’s Ice Hockey Championship, NCAA DIII Men’s Ice Hockey National Championship, Saranac Lake Parade of Olympians, 2018 Olympic Winter Games wrap-up and Travel & Tourism related articles.

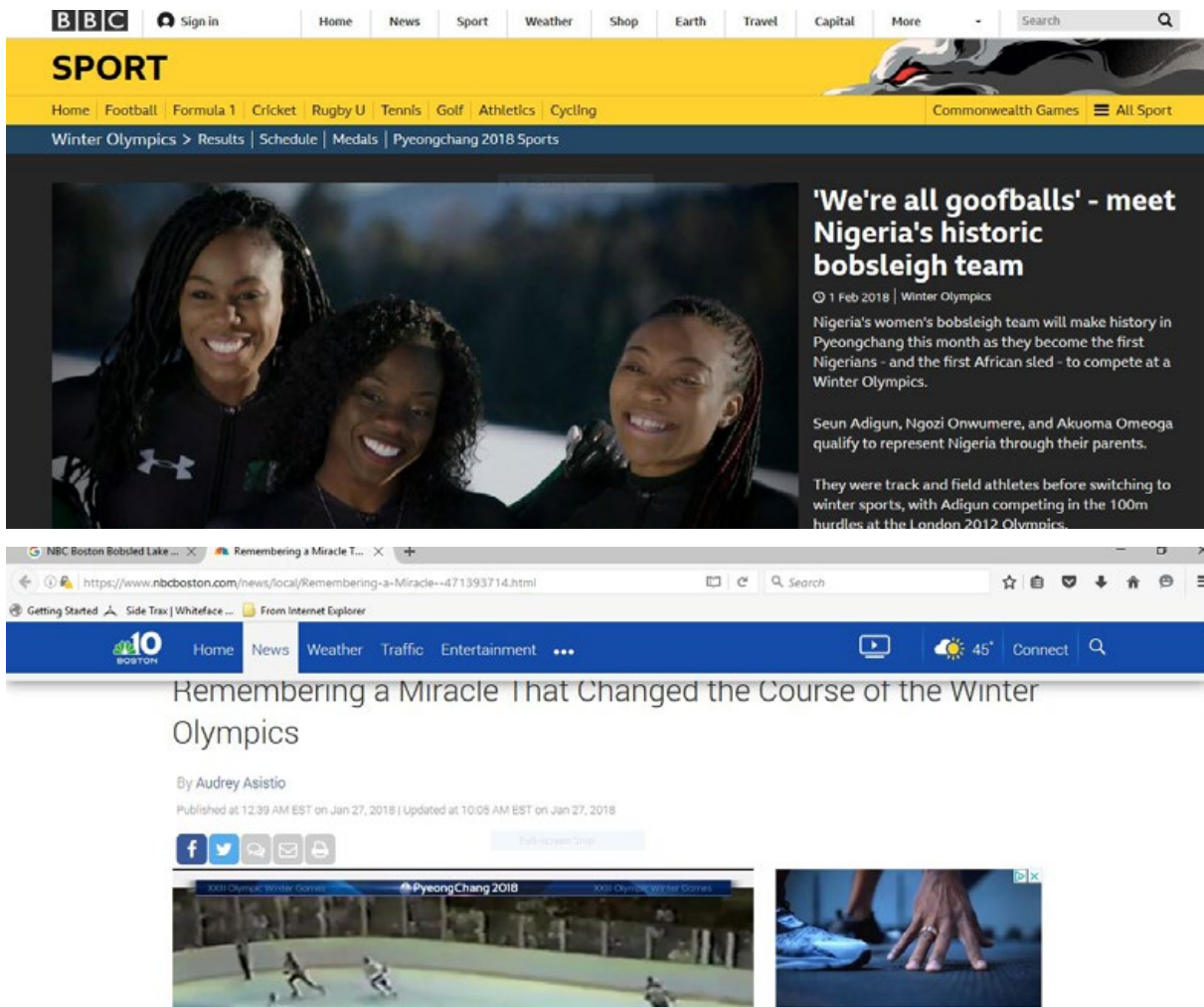
While working hand-in-hand with each of these sport’s international and national governing bodies

to coordinate master communications strategies, social media content and seamless press operations, ORDA’s Communications Department continued to foster and develop new relationships with travel and outdoor social influencers through what are known as FAM tours.

Last year, the department began integrating social influencers (a social media influencer is a user on social media who has established credibility in a specific industry) into its FAM tour outreach. The influencers who were invited to Lake Placid and the Adirondack region shared their experiences with their loyal audience via their blogs and/or social platforms 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 will continue to seek out influencers, who are a good contextual fit with its brand, while at the same time; work with traditional media outlets to expose consumers to the unique opportunities offered by visiting ORDA’s Olympic venues, Lake Placid and the Adirondacks and Catskill regions.

The Communications Department utilized its own traditional and social platforms to support the numerous events and to highlight Lake Placid, its Olympic heritage and Adirondack and Catskill



regions. This winter/spring, the department published a two-side Flame Magazine. One side featured articles highlighting on and off-mountain activities and Lake Placid's legacy, while the other, which featured 2018 men's singles luge Olympic silver medalist, Chris Mazdzer, featured everything Olympic, to include highlighting the many past and current Olympians from the area, to how to watch the Olympics on-line or television and Lake Placid's own Olympic lore.

Side-Trax, the Whiteface Lake Placid content hub, was another tool used to promote Lake Placid's Olympic legacy. Utilizing the theme of Body, Mind and Soul, videos of ORDA sponsored athletes (women's bobsled, Jamie Greubel-Poser; alpine

skier, Andrew Weibrecht; and biathletes, Tim Burke and Lowell Bailey) were produced and featured on Side-Trax, generating thousands of views each, while organically promoting Lake Placid and ORDA's Olympic venues.

All of this, as well as managing the day-to-day media inquiries and department duties, were handled with quantity and quality even as the communication's department was reduced in size to one. The department's public relations strategist/assistant position was vacated in August (it remains unfilled), however; the continuity continued through our primary event season with no loss of service and the work in the field remained smooth and strong.



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 2017-'18 saw continued interest with sponsorship and corporate programs for the Corporate Development Department. ORDA was very fortunate to successfully renew agreements with Chevrolet (two years), KOA and Ellis Coffee, as well as renew several local sponsorship packages and our many local trade agreements.

The department continued to service its existing sponsors Chevrolet, Anheuser Busch, Coca-Cola and Centerplate, placing an emphasis on promotional activation to increase revenue. The Coca-Cola partnership provided the Authority with the opportunity for a season long promotion on several northeast college campuses.

January's eighth Chevy Owners Appreciation Days at Whiteface proved to be very successful, generating 1,845 new leads for Chevrolet. Just over 1,300 Chevy owners skied Whiteface, checked out the new 2018 Chevy models, participated in a fun race and enjoyed plenty of excitement inside and outside the resort's base lodge, where they participated in prize giveaways.

Event partnerships continued, helping to offset the costs to host events. BMW, through a relationship

with USA Bobsled & Skeleton, and LiquiMoly, through the marketing firm Infront, supported the IBSF Bobsled & Skeleton World Cup. The USOC's TeamUSA, on-line store, supported the World Cup Luge event while Labatts, 5-Hour Energy and the National Guard, along with a few local advertising partners, supported the ECAC Hockey Men's Championship.

The fourth annual Miracle on Ice Fantasy Camp was a success due to the collaborative efforts of the Corporate Development, the Events Department and the Olympic Center staff. Sixty-four "campers" and 12 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.

Cash revenue from combining sponsorships and event sponsorship was \$374,793.10 in cash while \$362,500.00 value-in-kind product was generated from these partnerships.



Another focus for the past year has been sponsorship opportunities with ORDA's venues and programs aimed at local businesses. Successful partnerships with several businesses continued to include High Peaks Resort, The Golden Arrow, Paul Smith's College, Adirondack Life and WSLP-Radio. The revenue generated from these partnerships was \$64,300.00 in cash and \$103,861.00 value-in-kind



(VIK) product. VIK products from area ski shops stood at \$20,000.00.



The Corporate Development Department employs a Corporate Programs Representative to sell, oversee, manage and service its Winter Olympic Challenge program. This program, 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 66 programs, which introduced 2,997 company executives and their staff, families and their guests to ORDA's Olympic venues and grossed \$241,277.90 in revenue.

A four-day, three-night package put together in conjunction with the U.S. Olympic Committee during the 2018 Olympic Winter Games that brought 145 of their sponsors and guests to ORDA's venues highlighted the year.



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

Centerplate - \$88,118.52 resulting in over \$10,000 in commissions to ORDA

Olympic Center Building & Ice rental, Conf. Center @ LP and LP Olympic Museum admissions - \$24,660.70

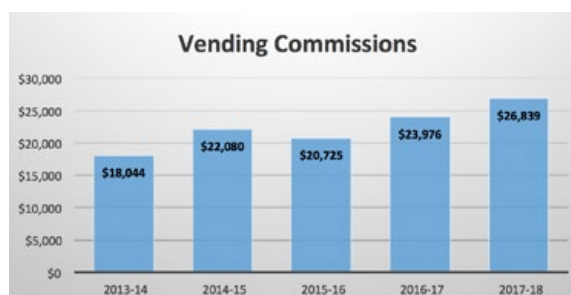
Olympic Jumping Complex - \$21,508.00

Olympic Sports Complex - \$26,745

Whiteface - \$17,078.75

Passports - \$3,000.00

ORDA and Tri-Lakes Vending of Lake Placid completed the second 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 \$27,000.00 in revenue from the vending transactions.



This was the seventh 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 \$6,215.00 in revenue.



Total revenue through the efforts of the corporate development department was \$713,425.17 in cash and \$486,361.00 of VIK.



The focus for the upcoming year is multiple and diverse. Plans are to concentrate on renewals of existing agreements with Anheuser Busch, J. Lohr Vineyards & Wine, as well as with regional partners such as National Business Equipment and Ellis Coffee. The department will also focus on its advertising agreements with KOA and Canadian Hockey Enterprises. 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. We are hopeful to renew our partnerships with Paul Smith's College, The Golden Arrow and High Peaks Resort, while gaining involvement from additional local businesses to help offset the costs of providing prizes for their consumer events on ORDA's venues.

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

The Department will continue its partnerships with the local ski shops, gathering prizes for on-mountain events and activities in exchange for skiing privileges. Additionally, 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 will be on World Cups, the FIL World Cup Luge, FIS World Cup Freestyle and the IBSF Bobsled & Skeleton World Cup. Additionally, the Authority is working closely with the ECAC Hockey staff to develop packages and solicit corporate support for March's prestigious conference championship tournament. We will once again take the lead in developing, selling and servicing the fifth annual Miracle on Ice Fantasy Camp in which several people have already registered.

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 had a busy 2017-'18 events season, hosting 30 events on 89 event days. Over 4,000 athletes and competitors from over 30 counties trained and competed on the ORDA venues during the year.

In May, the Olympic Center hosted two events, the Pop and Flo Wrestling Tournament which brought over 600 athletes, 75 coaches and hundreds of family and friends for two days of competition. The USA Gymnastics Rhythmic Championships hosted almost 400 athletes, 120 coaches and hundreds of family and friends for four days of competition.

The annual summer figure skating competitions, the Lake Placid Figure Skating Championships and the Lake Placid Ice Dance Championships, took center stage at the Olympic Center in July and August.

Whiteface hosted three events over the summer months, all venue rentals. The annual Tour of Wilmington Whiteface, featuring a 100-mile Leadville race qualifier and the uphill bike race, was held in early June and attracted over 900 competitors combined. In July, the Whiteface Vertical Weekend (Vertical Run and Sky Runner Series Marathon) featured approximately 200 competitors tackling the grueling ski trails on Whiteface. The Peak-2-Brew Relay Race rounded out Whiteface's summer events in August as 265 athletes representing 16 teams started the race atop the Memorial Highway, passed through Wilmington and Lake Placid with a stop at the Olympic Jumping Complex, on their way to the finish line at a brewery in Utica, NY the following day.

The third weekend in September, ORDA hosted the Lake Placid Brew Fest in the 1932 rink at the Olympic Center. Eight hundred-thirty (830) people attended, sampling 125 different beers from over 70 brewers from across the nation.

Traditionally, October kicks off the festival season. Whiteface Mountain's annual Oktoberfest was held the first weekend of the month, followed by the

Olympic Jumping Complex's Flaming Leaves Festival, Columbus Day weekend. This event featured the U.S. National Championships - Ski Jumping & Nordic Combined. While watching the exciting ski jumping and Nordic racing, visitors enjoyed music, Korean and American barbeque, craft vendors and games.



FLAMING LEAVES FESTIVAL, featuring the US National Championships - Ski Jumping & Nordic Combined, Olympic Jumping Complex



LAKE PLACID BREWFEST, Olympic Center 1932 Rink

The Mt. Van Hoevenberg Olympic Sports Complex enjoyed a busy November and December hosting World Cup athletes in the sports of bobsled, skeleton and luge. In November, the facility was the site for both the International Bobsleigh and Skeleton Federation International Training Week, followed by World Cup racing action. Since 2017-'18 was an Olympic year, both events drew large fields of competitors as 190 athletes from 23 nations descended upon the one-mile long track. November was followed up by the Federation of International Luge's World Cup, December 12-16. This event was the final World Cup qualifying race for the 2018 Olympic Winter Games and 150 athletes from 22 nations competed.



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

ORDA and Lake Placid celebrated the Thanksgiving Holiday with Skate America. Sixty athletes from 14 nations competed in this nationally televised (NBC, NBC Sports Network and the Olympic Channel) international figure skating competition which is part of the sport's Grand Prix series. This event was the third highest grossing revenue in the history of Skate America and received tremendous global media coverage.



SKATE AMERICA, Olympic Center –
1980 Rink – Herb Brooks Arena

The holiday season finished in style with the New Year's Ski Jump. Over 1,200 people watched the high-flying action as ski jumpers launch themselves from the top of the 90-meter ski jump, followed by a fireworks display.

On December 30, Stars on Ice also returned to the Olympic Center as some of figure skating and the tour's most memorable and popular skaters graced the ice for a special one-night event. At the center of the celebration was 2014 Olympic ice dance gold medalists Meryl Davis and Charlie White.

January was an extremely busy month for ORDA and its Olympic venues. The Lake Placid FIS Freestyle Aerials World Cup was the last World Cup event ahead of the 2018 Olympic Winter Games, in PyeongChang, South Korea and 72 athletes from 12 nations, plus coaches and team staff participated in the event held at the Olympic Jumping Complex. Ahead of the Games, the U.S. Olympic aerial teams returned to Lake Placid for additional training.



FIS FREESTYLE WORD CUP,
Olympic Jumping Complex

The Olympic Sports Complex was equally busy. The IBSF North American Cup helped to determine several Olympic teams. This series features several of bobsled and skeleton’s “second-tier” athletes, those not on the World Cup circuit. Athletes from 21 nations spent 13 days in Lake Placid, competing and training with hopes of qualifying for the winter Games.

The 38th annual Empire State Winter Games kicked

off the month of February, 2-4. The multi-sport, Olympic-style event brought together athletes from across New York State, and beyond, to compete in 31 winter sport events. The 2018 Games included more than 2,100 athletes of all ages, including master divisions.

The month wrapped up, President’s week, with Nor-Am Biathlon, NorAm Aerials and a U.S. Cup Ski Jump (although it was shortened due to weather).



EMPIRE STATE GAMES,
Olympic Jumping Complex

For the past several years, March has been one of the busiest months of the entire “event season,” and this year was no different.

More than 600 student-athletes took part in the US

College Ski & Snowboard Championships, held at both Whiteface Mountain and Mt. Van Hoevenberg.

The ECAC Men's Hockey Championship also returned to the Olympic Center for the fifth year in a row. Division I hockey teams from Princeton University, Cornell University, Harvard University and Clarkson University all descended upon the Olympic Center trying to earn an automatic bid into the 2018 NCAA Division I Men's Ice Hockey National Championship Tournament. This year's league championship tournament drew over 11,000 fans as a packed house watched Princeton take the title over Clarkson.

Nordic skiers and families choose to race in these events, rather than the longer competitions.

The weekend following the ECAC championship tournament and Loppet, the Olympic Center hosted the NCAA Division III Men's Ice Hockey Championship for a record seventh time. Colby College, UW-Steven's Point, St. Norbert College and Salve Regina University battled for the prestigious national title. St. Norbert needed two overtimes against Salve Regina en route to their fifth national title.



The same weekend as ECAC Men's Hockey Championship, Mt. Van Hoevenberg hosted the annual 50K and 25K Loppet. Along with these two distance races, the event also featured shorter distances of 3K, 6.25K and 12.5K. These shorter events continue to grow in size as less experienced

ECAC MEN'S HOCKEY CHAMPIONSHIP,
Olympic Center



**NCAA MEN'S DIVISION III
ICE HOCKEY CHAMPIONSHIP,**
Olympic Center

At the end of March, 17 of the 1980 USA Hockey team players and staff returned to Lake Placid, to participate in the fourth annual Miracle on Ice Fantasy Camp. This four-day camp featured 64 "Campers" who bonded with members of the acclaimed team. While bonding with members of the gold medal winning hockey team, the "campers" received lodging at the High Peaks Resort, played in "tournament games," enjoyed an opening reception bobsled ride and went home with home and away replica 1980 USA Hockey game jerseys, a highlight video and lifelong friendships with their fellow "campers."



MIRACLE ON ICE FANTASY CAMP,
Olympic Center

Looking ahead, 2018-'19 will be equally as busy. October we can expect the North Atlantic Figure Skating Championships, while in November, North America Cup Bobsled & Skeleton returns. Luge World Cup racing is on December's calendar, while January is packed with the International Children's Winter Games, FIS U.S. Freestyle Cup (moguls & aerals), the Junior World Championship qualifier in long track speed skating and a U.S. Super Tour in cross country skiing. March's highlights include the ECAC Hockey Championship and for the first time ever the IBSF Para Bobsled World Championships.

ORDA and its venues will also host a myriad of domestic and NorAm events in February including: freestyle aerals, ski jumping and biathlon. The "traditional events and festivals" (Lake Placid Summer Free Skate Competition, Lake Placid Ice Dance, Peak 2 Brew Relay, USA Hockey Women's festival, Oktoberfest and Flaming Leaves Festival, New Year's ski jump, the Empire State Winter Games and the Loppet) also dot the calendar.



Human Resources

In addition to its normal day to day responsibilities, ORDA's Human Resources Department (HR) focused on negotiating and finalizing the ORDA/CSEA Collective Bargaining Agreement. Other priorities for the year included Affordable Care Act (ACA) compliance, staff education and training, along with continued efforts to control health care costs.

As far as the CSEA/ORDA Collective Bargaining Agreement is concerned, the two major issues, as usual, were wages and health insurance. Over the years, ORDA's wage rates got to a point where the Authority could no longer be competitive within the labor market. Management recognized this and worked diligently for the past two years to devise a plan whereby ORDA could provide a competitive wage and, consequently, effectively recruit qualified candidates.

The primary challenge was finding savings elsewhere to help offset the costs of increased wages. During negotiations, ORDA and CSEA agreed to switch to a High Deductible Health Plan for the bargaining unit members which contributed significantly to offsetting the costs of increased wages. ORDA was also able to maintain a high level of benefits for its staff by setting up a Health Reimbursement Account for its employees.

Another priority was to review the prior year's initiatives with respect to Affordable Care Act (ACA). The HR Department continued to work with the Authority's payroll company and insurance carrier to ensure timely and accurate 1095-B and 1095-C forms.

The Department continued to monitor claims and usage of the High Deductible Health Plan (HDHP) for Management/Confidential (MC) staff. Data suggests that the HDHP plan encouraged employees to more closely monitor their claims and be more diligent with usage. This, along with CSEA's move to an HDHP, drastically reduced premium costs for CY 2018 versus CY 2017. Additionally, continued commitment to wellness helped contribute to reducing cost of the health insurance renewal.

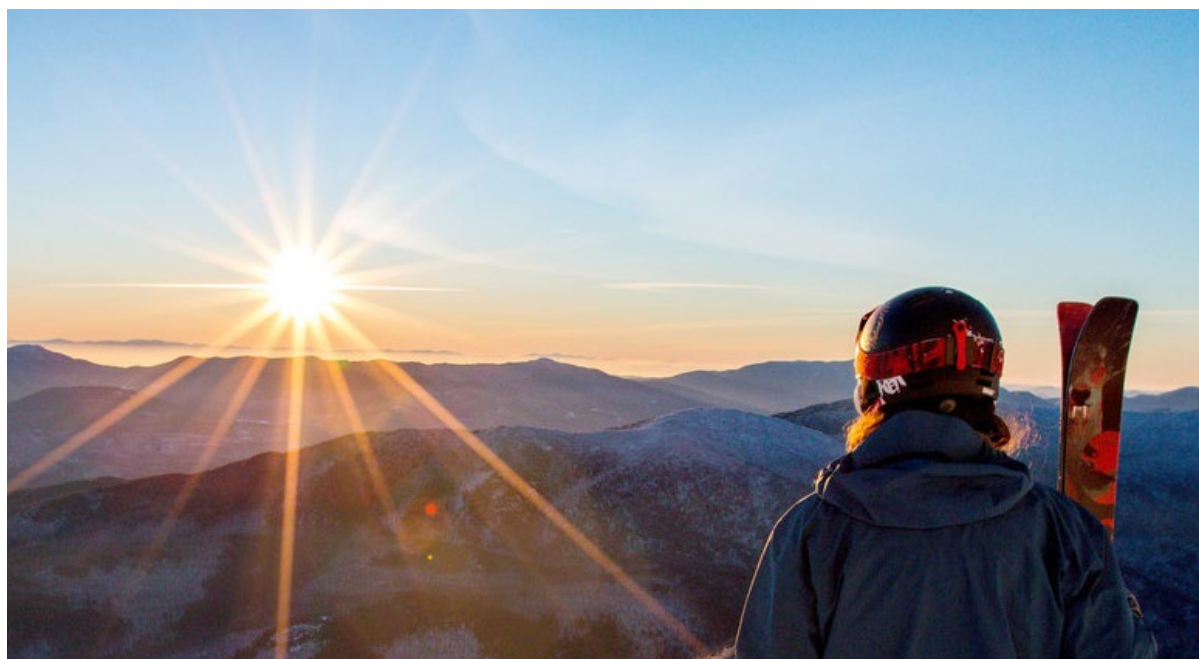
Last, as transparency continues to be a primary concern of the current administration, ORDA worked diligently to comply with statewide initiatives – especially as it relates to ethics, codes of conduct, and investigation into discrimination/harassment claims. ORDA's Human Resources Department accomplished the state's goals by continuing to review and modify new hiring procedures and protocols ensuring staff acknowledge their obligations as public servants. This was reinforced via both on-site and company-wide training.

Along the same lines, the Department continues to work with the Governor's Office of Employee Relations (GOER) 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 impact ORDA venues but also the surrounding businesses, communities and New York State.



STRATEGY / MEDIA MIX

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

MEDIA MIX: Including but not limited to - Digital, Television, Radio, Print, Out of Home, Street Teams, Gorilla Marketing

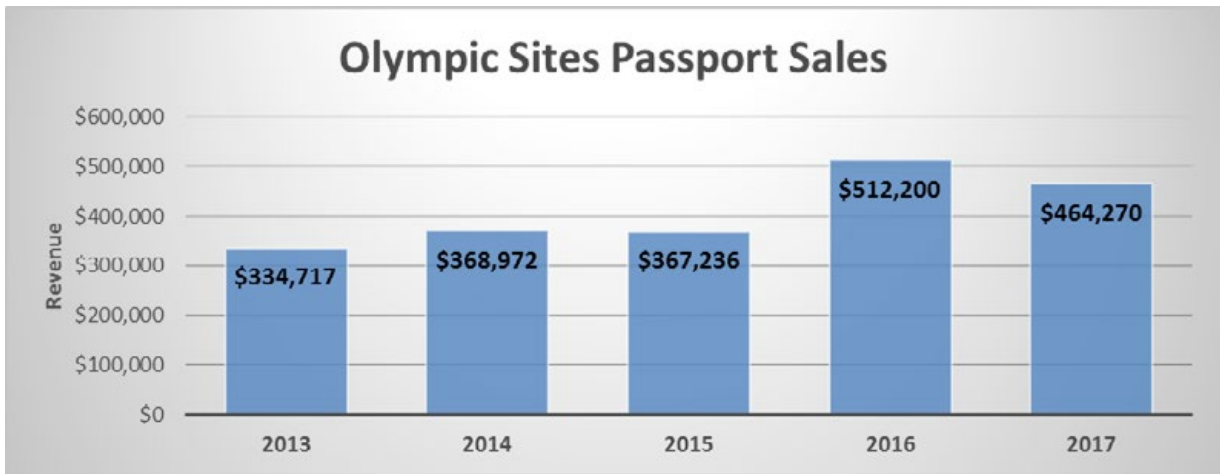
PROGRAMS / SALES: Including but not limited to - Ski Shows, Groups, Broker, Colleges, Online, Ski Clubs

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.

OVERVIEW AND HIGHLIGHTS FOR 2017-'18

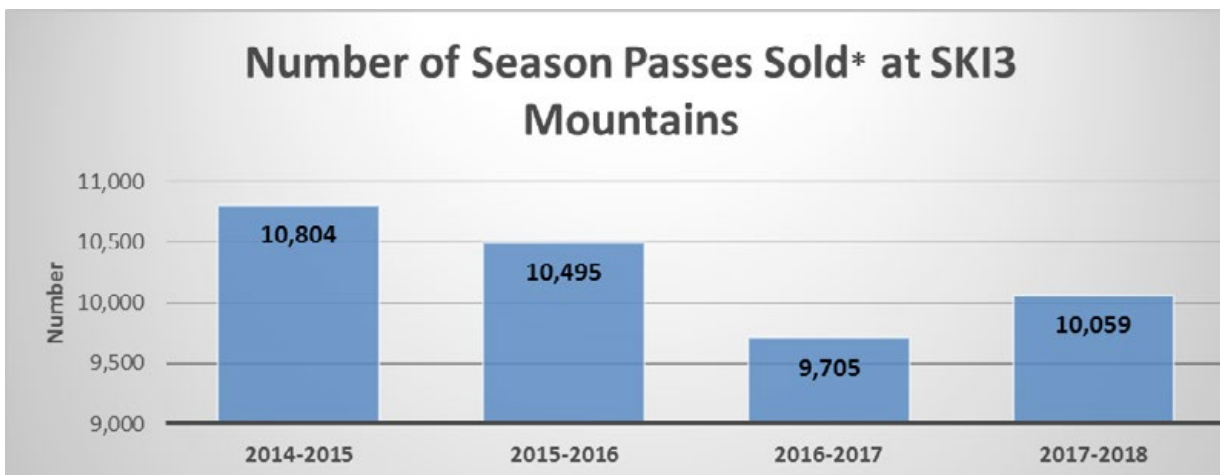
This year was an interesting one with both challenges and great successes. ORDA marketing continued to build on its efforts from the prior year taking advantage of new technologies and focusing on the guest experience. We utilized data and information collected through a variety of touch points to generate targeted campaigns and communicate with our customers. We also expanded our online offerings which allowed guests to book more with us in advance. This continues to be a trend and something we will expand on into the future.

SUMMER



Summer weather was a bit of a challenge, cooler and rainier than the prior year. None-the-less, visitation and revenue was strong at the Olympic venues and Olympic Sites Passport sales had a second best in history. For the first time this summer, the passport was sold online in advance and there was a quick response with visitors purchasing online upon launching.

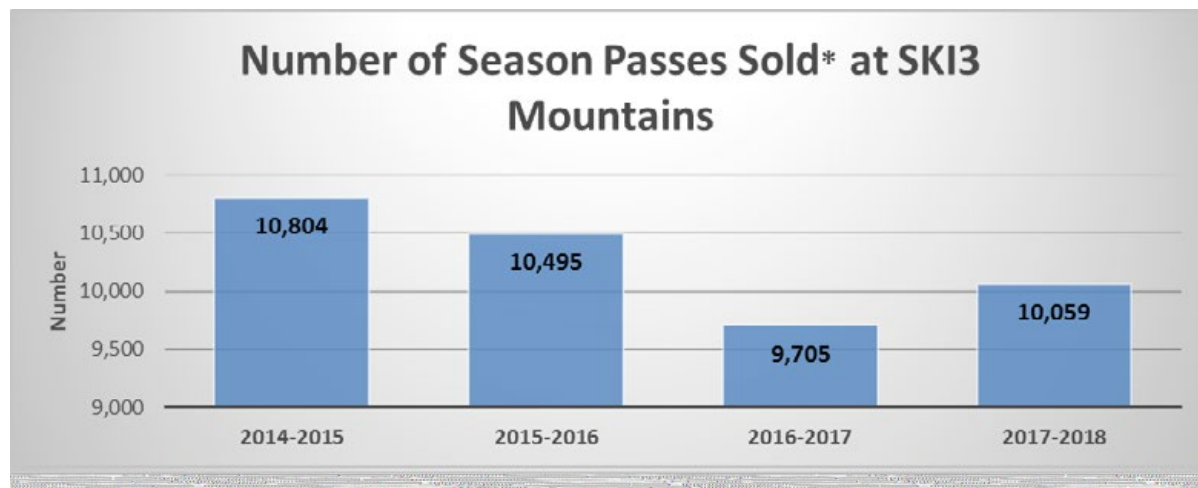
WINTER





The winter season started off strong with season pass sales and advanced sales for the three ski areas (Bellevue Ski Resort, Gore Mountain and Whiteface Mountain). In fact, all three ski areas were up in season pass revenues and quantities. New this season, ORDA marketing moved some of its college programming online in order to increase conversion and minimize the resources in processing and sales. Marketing continues to build on these programs leveraging our investments in technology.

*This year's numbers represent all passes sold via consumer channels including college



In addition to season pass sales growth, Whiteface saw an increase in sales for the fourth straight year with over a 12-percent growth year over year during the Early Season Blitz. The goal was to hit \$220,000 in advance sales between August – October which was exceeded. Marketing honed our efforts for this campaign and expanded its data driven strategies leveraging Ryan Solutions.

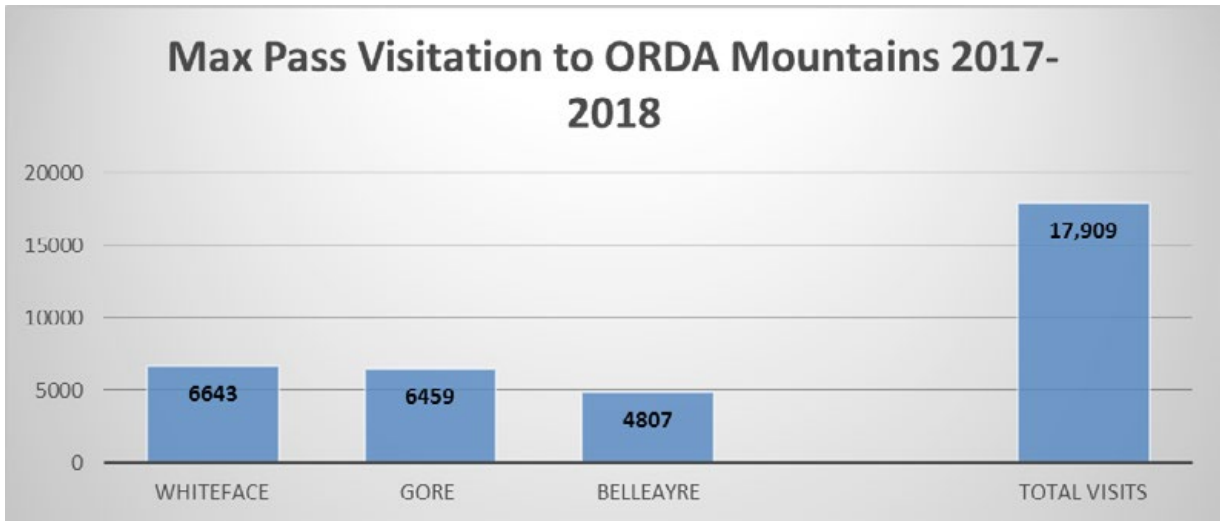
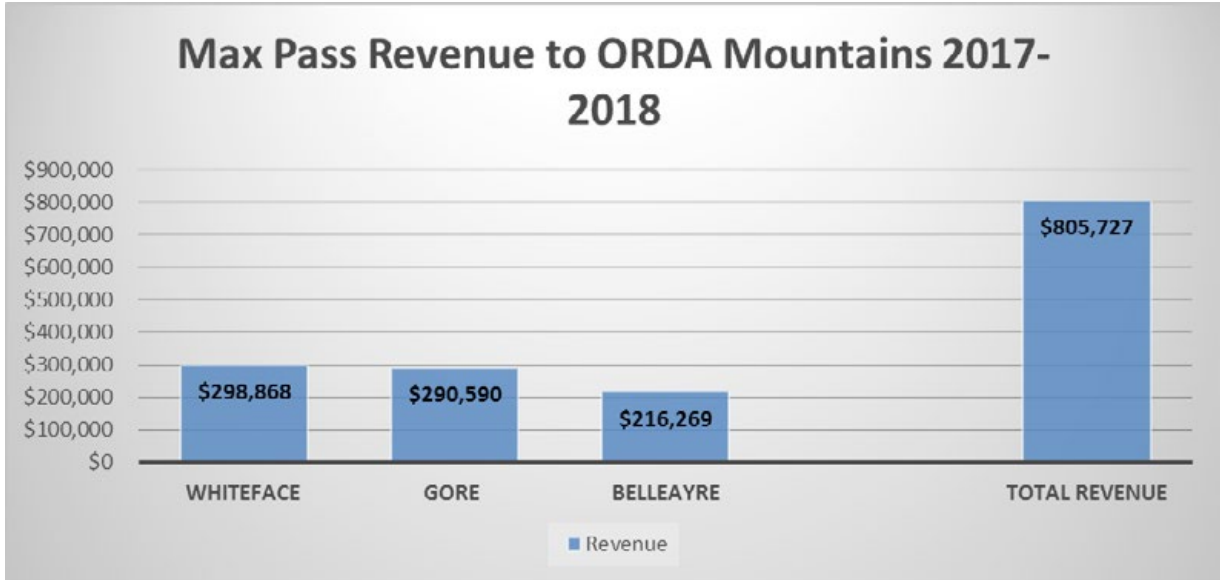
LAKE PLACID OLYMPIC VENUES AND EVENTS

ORDA continues to build awareness for the activities and events held on its Lake Placid Olympic Venues through the strategy media mix mentioned above. This year the marketing department built new videos, commercials and content which were shared socially to create engagement and showcase the Authority's offerings. While each venue and event can showcase individual results, a positive indication of successes this winter is the 40-percent growth in the Olympic Sites Passport sales over last year.

ORDA MOUNTAINS JOINED THE MAX PASS

ORDA pursued a unique mountain pass venture this year; teaming up with the organizers of the Max Pass. This presented a terrific opportunity for ORDA to gain additional revenue, skier visits and exposure with new skiers throughout the Northeast. The impact was substantial. Numbers are still being finalized at the time of this report, however; all three of ORDA ski resorts greatly benefited from joining the Max Pass. Additionally, this pass largely sold in New England (specifically the Boston market) of which we have been wanting to tap

into for years. The purchasers skewed younger than our traditional base of pass holders, therefore giving ORDA and its ski resorts access to a new millennial group of customers. Below are some statistics from the season and revenue earned.



Unfortunately, the Max Pass has been dissolved because of ski area mergers and the formation of new mountain conglomerates. ORDA will continue to seek out programs that align us with the right relationships to build skiers, skier visits and ultimately revenue.



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

A couple of years ago 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 today 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. With the way technology has evolved, it is critical that ORDA understands how consumers are influenced today in making decisions. With digital and devices ruling how the public communicates 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 of ORDA's three ski resorts for 2017-'18; how they did this year, how they did versus last year, how each performed against their target goal 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 as 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. We are still in the early stages of folding the information from this platform into our strategic plans, but it will become increasingly important for determining pricing strategies, programming, capital investments, operational decisions and marketing campaigns. Overall, each of ORDA's mountains improved their year-over-year performance, yet taking a look at our competitive set, we have room to grow in many areas.

Gore	NPS Score: 2017-2018	Last Year	Difference YOY	Target	Difference vs. Target	Comp Set	Difference vs. Comp Set
Recommend Gore Mountain	80%	80%	0 pts.	82%	-2 pts.	72%	8 pts.
Overall Visit Experience	60%	59%	2 pts.	61%	-1 pt.	57%	3 pts.
Overall Cleanliness	42%	32%	10 pts.	36%	6 pts.	47%	-5 pts.
Overall Staff Friendliness/Helpfulness	64%	59%	5 pts.	61%	3 pts.	62%	2 pts.
Overall Attractiveness	40%	28%	13 pts.	32%	8 pts.		
Overall Safety and Security	56%	49%	6 pts.	53%	3 pts.	58%	-2 pts.
Overall Family Appeal	58%	54%	4 pts.	57%	1 pt.	58%	1 pt.
Overall Ski/Snowboard Experience	53%	53%	1 pt.	55%	-2 pts.	54%	0 pts.
Overall Lack of Crowding	43%	42%	1 pt.	44%	-1 pt.		
Overall Value for Price Paid	42%	41%	0 pts.			28%	14 pts.
Overall Level of Fun	67%	63%	4 pts.	66%	1 pt.	64%	3 pts.
Visit Again	89%	90%	-1 pt.	92%	-3 pts.	74%	15 pts.

Belleayre	NPS Score: 2017-2018	Last Year	Difference YOY	Target	Difference vs. Target	Comp Set	Difference vs. Comp Set
Recommend Belleayre Mountain	74%	71%	3 pts.	74%	0 pts.	69%	6 pts.
Overall Visit Experience	56%	45%	11 pts.	49%	7 pts.	57%	-1 pt.
Overall Cleanliness	44%	35%	10 pts.	39%	5 pts.	49%	-4 pts.
Overall Staff Friendliness/Helpfulness	61%	52%	8 pts.	56%	5 pts.	59%	2 pts.
Overall Attractiveness	40%	27%	13 pts.	31%	9 pts.	49%	-9 pts.
Overall Safety and Security	55%	44%	10 pts.	48%	7 pts.	57%	-2 pts.
Overall Family Appeal	61%	58%	4 pts.	62%	-1 pt.	61%	0 pts.
Overall Ski/Snowboard Experience	49%	38%	11 pts.	42%	7 pts.	52%	-3 pts.
Overall Level of Crowding	31%	16%	15 pts.	20%	11 pts.	31%	0 pts.
Overall Value for Price Paid	45%	34%	11 pts.			33%	12 pts.
Overall Level of Fun	61%	53%	8 pts.	57%	4 pts.	62%	-1 pt.
Visit Again	84%	82%	2 pts.	83%	1 pt.	71%	13 pts.



SPORTS DEVELOPMENT

The Olympic Regional Development Authority’s Sports Development Department promotes year-round education and participation, from 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, Sports Development staff worked in partnership with area schools to help promote the various national and international 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 600 elementary school students participating in the Scholastic Sports Challenge. The Challenge, held during the four World Cup events in bobsled/skeleton, luge and freestyle skiing (two events), 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 FIL World Cup Luge, USA Luge’s three-time Olympian Chris Mazdzer and women’s luge athlete Emily Sweeney visited the Lake Placid Elementary School and explained their sport to elementary school students. Afterwards, those students and others, attended a day of World Cup racing where they cheered for Mazdzer and the nation they adopted. They also met several of the international competitors, who 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 3,000 youth took part in various winter sports, including biathlon, bobsled, cross-country skiing, curling, luge and skating. Participants were also treated to “behind the scene” tours of ORDA’s Olympic venues, while educational tours were 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, at the end of October, 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 a kicker and a freestyle ski park for the NYSEF skiers to perform tricks during the live segment.

The Sports Development Department participated in another successful New York City Winterjam (sponsored by ORDA and Ski Areas of New York along with New York City Parks). The event was held in the city's Central Park. Staff from Whiteface, Gore and Belleayre, along with additional ski resorts provided informational material to more than 15,000 who participated. The event also included a Learn to

Ski area where over 300 people were given ski lessons.

Other programs that the Sports Development staff assisted in include: • Oktoberfest • Flaming Leaves Festival • Empire State Winter Games • ECAC Men's Hockey Championship-NCAA Division III Hockey Championship

Sports Development Highlights 2017-'18 • Sports Development School/University/ Camp Clinics & Educational Tours • Scholastic Sliding/Sports Challenge for World Cup Bobsled/Skeleton/ Luge/ Freestyle • Gold Medal Games/ Corporate Group Logistics • NBC Today Show Appearance (100 Days Out to the Olympics) • NYC Winterjam • OC Fitness Center • Event logistics for festivals and World Cup events

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



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.

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 three 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. Beaney 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.



BOARD OF DIRECTORS

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.

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



The 2017 - '18 Annual Report Has Been Approved By The New York State Olympic Regional Development Authority.

ORDA Board of Directors:

Patrick Barrett, Chairman Olympic Regional Development Authority

Signature: [Handwritten Signature]

Joe F. Kelly, Co-Vice Chairman Olympic Regional Development Authority

Signature: [Handwritten Signature]

Andrew Lack, Vice Chairman Olympic Regional Development Authority

Signature: _____

Basil Seggos, Commissioner NYS Parks

Signature: _____

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

Signature: _____

Howard Zemsky, Empire State Development President, CEO and Commissioner

Signature: _____

Bill Beaney, Board of Directors Olympic Regional Development Authority

Signature: [Handwritten Signature]

Jill Broderick, Board of Directors Olympic Regional Development Authority

Signature: [Handwritten Signature]

Cliff Donaldson, Board of Directors Olympic Regional Development Authority

Signature: _____

Robert Flacke, Board of Directors Olympic Regional Development Authority

Signature: _____

Art Lussi, Board of Directors Olympic Regional Development Authority

Signature: [Handwritten Signature]

John Parete, Board of Directors Olympic Regional Development Authority

Signature: [Handwritten Signature]



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