



NEW YORK STATE  
**OLYMPIC REGIONAL  
DEVELOPMENT AUTHORITY**

*2025/2026 Budget &  
2024-2029 Financial Plan*

Approved      Proposed      Projected      Projected      Projected

	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029
<b>Revenue &amp; Financial Sources</b>					
<b>Operating Revenues</b>					
Charges for Services	\$52,901,000	\$55,137,150	\$57,342,636	\$59,636,341	\$62,021,795
Rentals & Financing Income	\$4,385,500	\$4,776,795	\$4,967,867	\$5,166,581	\$5,373,245
Other Operating Revenues	\$9,147,250	\$11,905,805	\$12,382,037	\$12,877,319	\$13,392,411
<b>Non-Operating Revenues</b>					
Investment Earnings					
State Subsidies / Grants	\$13,940,000	\$13,940,000	\$13,940,000	\$13,940,000	\$13,940,000
Federal Subsidies / Grants					
Municipal Subsidies / Grants	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
Public Authority Subsidies					
Other Non-Operating Revenues	\$917,575	\$954,125	\$954,125	\$954,125	\$954,125
<b>Proceeds from the Issuance of Debt</b>					
<b>Total Revenues &amp; Financing Sources</b>	\$81,791,325	\$87,213,875	\$90,086,665	\$93,074,367	\$96,181,576
<b>Expenditures</b>					
<b>Operating Expenditures</b>					
Salaries and Wages	\$37,494,910	\$37,924,537	\$39,062,273	\$40,234,142	\$41,441,166
Other Employee Benefits	\$18,524,866	\$16,767,532	\$17,438,233	\$18,135,762	\$18,861,193
Professional Services Contracts	\$219,500	\$374,420	\$385,653	\$397,222	\$409,139
Supplies and Materials	\$5,764,350	\$6,441,161	\$6,634,396	\$6,833,428	\$7,038,431
Other Operating Expenditures	\$20,021,250	\$25,706,224	\$26,477,411	\$27,271,733	\$28,089,885
<b>Non-Operating Expenditures</b>					
Payment of Principal on Bonds and Financing Arrangements					
Interest and other Financing Charges					
Subsidies to Other Public Authorities					
Capital Asset Outlay	\$82,500,000	\$155,300,000	\$121,500,000	\$77,000,000	\$70,000,000
Grants and Donations					
Other Non-Operating Expenditures					
<b>Total Expenditures</b>	\$164,524,876	\$242,513,875	\$211,497,966	\$169,872,288	\$165,839,814
<b>Capital Contributions</b>	\$82,500,000	\$155,300,000	\$121,500,000	\$77,000,000	\$70,000,000
<b>Excess (Deficiency) of Revenues and Capital Contributions Over Expenditures</b>	(\$233,551)	(\$0)	\$88,699	\$202,079	\$341,762

*\*Actual funding availability will be determined on an annual basis, subject to state budget process outcomes*

**(a) Olympic Authority's Relationship with New York State Government**

New York State Olympic Regional Development Authority (“Olympic Authority”) was created under Title 28 of the Public Authorities Law as a public benefit corporation on June 10, 1981, to operate, manage and maintain the Olympic facilities in and around Lake Placid, New York. The Olympic Authority assumed operation of the facilities at Whiteface Mountain Ski Center and Memorial Highway and the Mount Van Hoevenberg Recreation Area on October 4, 1982, under an agreement with the New York State Department of Environmental Conservation (“DEC”). The Olympic Authority assumed operation of the arena complex, the speed skating oval, and the Intervales Ski Jump complex on October 13, 1982, under agreement with the Town of North Elba, as trustee for the Town of North Elba Public Parks and Playground District. On April 1, 1984, the Olympic Authority entered into an agreement with DEC to operate, manage and maintain Gore Mountain Ski Center. On April 1, 2012, the Olympic Authority assumed management responsibility of Belleayre Ski Area in Highmount, New York. Belleayre was previously managed by DEC.

The Olympic Authority’s operations are overseen by a Board of Directors (“Board”). The Olympic Authority’s Board consists of the Commissioner of Environmental Conservation, the Commissioner of Empire State Development, the Commissioner of Parks, Recreation and Historic Preservation and nine members appointed by the Governor, by and with the advice and consent of the Senate. The Olympic Authority receives an annual operating appropriation from the general fund based on projected needs. Income of the Olympic Authority is exempt from taxation.

The Olympic Authority’s legislative mandate is to:

1. Institute a comprehensive, coordinated program of activities utilizing the Olympic facilities in and around Lake Placid, Gore Mountain Ski Center in North Creek, and Belleayre Mountain Ski Center in Highmount, in order to ensure optimum year-round use and enjoyment of these facilities to the economic and social benefit of the regions and to minimize the financial burden on state and local government by maximizing revenue opportunities.
2. Improve the physical fitness and recreational education of the people of New York and the United States.
3. Develop, implement, and supervise a comprehensive, coordinated program for the management, promotion, and scheduling of a wide range of national and international athletic training and competitive opportunities that maximize the utilization of the Olympic facilities.
4. Develop, construct, operate, manage, and maintain facilities for the training and housing of amateur athletes in connection with the United States Olympic Committee’s training center program and the Olympic Authority’s conduct of national and international sports events.

**(b) Budget Process**

The creation of the 2025/2026 operational budget is challenging, due to the uncertainties including, but not limited to, weather unpredictability, rising costs, and labor shortages.

During the summer of 2024 the Venue General Managers, the VP of Marketing, Communications, and Sponsorship, and the Olympic Authority’s President & CEO along with the Director of Finance, reviewed past performance and analyzed upcoming initiatives to develop the budget, ensuring it aligns with the organization’s mission.

Consideration was also made from input by relevant Olympic Authority staff as it related to projected payroll and payroll added costs based on current and projected staffing levels.

Generally, in October of each year, the Division of the Budget (“DOB”) issues a letter (the “call letter”) to the Olympic Authority’s President & CEO requesting the Olympic Authority’s budget submission for the upcoming

fiscal year. The call letter specifies budget directives and the filing due date. As a public benefit corporation of the State, the Olympic Authority's fiscal year aligns with the State and the data presented is in accordance with the guidelines provided by the DOB.

The Budget process will end with an appropriation request to the Director of the Budget on the prescribed date of the call letter and then upload the proposed 2025/2026 budget to the Public Authorities Reporting Information System at the end of the calendar year.

The Proposed 2025/2026 Budget and 2024-2029 Financial Plan relies on data and projections developed through the following timeframe:

- During July/August – develop preliminary budget forecasts, including revenue and expenses, preliminary operations and maintenance, and capital expense targets.
- During September – Review the Olympic Authority's Proposed Budget and Financial Plan with the Executive Committee.
- During September/October – make the Olympic Authority's Proposed Budget and Financial Plan available for public inspection at five convenient locations and on the Olympic Authority's website.
- During November/December – seek authorization from the Olympic Authority's Board of Directors to approve the Final Budget and Financial Plan; submit the information to the State Comptroller's Office; and make the approved document available for public inspection at five convenient locations and on the Olympic Authority's website.

**(c) Budget Assumptions**

**The Olympic Authority Revenue and Expenses**

The Olympic Authority generates approximately 80% of its revenue from its operations, with the other 20% coming from New York State operating appropriations combined with funds from the Town of North Elba. Operational revenue is extremely hard to forecast as so much of it is dependent upon the weather and economy.

The projected staffing level is determined by evaluating the employee headcount during the current fiscal year and forecasting future headcounts based upon anticipated organizational needs. Payroll added costs are also projected based on the headcount. The impact of the economy and the ever-changing minimum wage was taken into consideration.

The Budget has been prepared in conformity with accounting principles generally accepted in the United States of America (GAAP) as applied to governmental entities. All revenues and expenses are recognized on the accrual basis.

**Investment Income**

Investment of the Olympic Authority's funds is reviewed and approved annually by the Executive Committee & Board of Directors and administered in accordance with the Olympic Authority's investment guidelines. These guidelines comply with the New York State Comptroller's investment guidelines for public authorities and were adopted pursuant to Section 2925 of the New York Public Authorities Law.

**(d) Self-Assessment of Budgetary Risks**

Set forth below is a summary of certain risks associated with the Olympic Authority's assets and operations. The following discussion of risks is intended only as a partial list and does not purport to identify all the risk factors that may affect the Olympic Authority's assets and operations. Any one or more of the factors discussed and others could adversely affect the Olympic Authority's operations, assets, revenues and expenses to an extent that cannot be determined at this time.

- **Climate Change** – The Olympic Authority recognizes the effects that climate change has had and will continue to have on the Northeast's winter recreation and its core assets, the Olympic Authority has incorporated climate change into its decision-making at the operational, planning, and executive levels. Through its budget planning, the Olympic Authority has invested in high-efficiency snowmaking, hybrid maintenance equipment, dedicated solar arrays, modernized building systems, updated refrigeration for ice rinks, and electric car charging stations. The Olympic Authority has adapted some of its existing infrastructure and equipment to offer more year-round activities, maximize venue use, support regional tourism, and advance economic development efforts in surrounding areas.
- **Other Business Risks**
  - **Industry Transformation** – Through its strategic planning and risk management processes, the Olympic Authority regularly evaluates its mission, objectives, and customer needs and seeks to appropriately position the Olympic Authority to effectively meet the challenges of the transforming winter sport and tourism industry through implementation of initiatives such as long-term asset management strategy and a suite of customer solutions including new/modified facilities, technology, and product offerings.
  - **Workforce** – Like many other industries, the winter sport and tourism sector are realizing increased competition for, and a general shortage of, talent in high skilled areas. This trend is expected to continue and be further impacted by transformations in the industry where new technologies are being developed and deployed. The Olympic recognizes the uncertainty associated with attracting and retaining staff with the skills and competencies needed to meet stated objectives and regularly evaluates and positions its recruiting, talent development, and benefits programs accordingly.
  - **Physical and Cyber Security** – The Olympic Authority constantly assesses the nature of the physical and cyber security risks and adjusts its resources to best anticipate and respond to any threats. Investments to harden both physical and cyber assets and their related infrastructure are continually needed to minimize potential adverse impacts to protect the Olympic Authority and customer information.
  - **Catastrophic Natural Events** – A catastrophic natural event such as severe weather or flooding can negatively affect the operability of the Olympic Authority assets and facilities. The Olympic Authority regularly evaluates the resiliency of its assets and facilities. In addition, the Olympic Authority annually develops and implements disaster planning programs through its Emergency Management and Operations Plan. This plan is based on the specific, unique natural threats at each of its facilities. The Olympic Authority regularly conducts drills and exercises to ensure advance preparation for these types of events. The Olympic Authority maintains close working relationships with local first responders and government agencies to ensure its ongoing preparedness.
  - **Occupational Health and Workforce Safety** – The Olympic Authority and its employees are exposed to a variety of health and safety risks. The health and safety of the Olympic Authority's workforce, customers, and contractors is of the highest priority to the Olympic Authority. The Olympic Authority has put in place multiple levels of controls, policies, procedures, and training programs in support of reducing and/or eliminating health and safety incidents. To mitigate these risks, the Olympic Authority works closely with the Department of Health and other local and county health departments to ensure its ongoing preparedness and responsiveness.
  - **Litigation Risk** – Actions or claims against the Olympic Authority include those arising out of negligence, personal injury, breach of contract, employment, and other matters. Pursuant to Public

Authorities Law § 2622 (4), all actions or claims against the Olympic Authority to recover damages for injuries to property or for personal injury arising out of the operation of its facilities located on State land is exclusive to the New York State Court of Claims. Payment of awards or judgments for such claims are made by the State of New York in accordance with section 20 of the Court of Claims Act. All other claims will, in the opinion of the Olympic Authority, and through representation by outside counsel hired by the Olympic Authority, be disposed of within the amounts of the Olympic Authority’s insurance coverage, where applicable, or the amount which the Olympic Authority has available therefore and without any material adverse effect on the business of the Olympic Authority.

- **Regulatory Risks** – Congressional and regulatory action for the increased regulation of air, water and contaminants is periodically considered, and there are potential legislative and regulatory proposals which may affect the Olympic Authority in the future. Currently, NYS Executive Order 22 (EO22) mandates that State Agencies implement a sustainability and decarbonization program, which includes Buying and Operating Green, Reducing Greenhouse Gas Emissions, and the BuildSmart 2025 program. The potential impact of these proposals and EO22 on the Olympic Authority’s operations is not presently predictable or quantifiable.

**(e) Revised Forecast of Current Year’s Budget**

Once the Operation Budget is approved it is not revised as the year progresses. During the year actual vs budget is constantly reviewed and analyzed.

The Capital Budget is frequently reviewed, and adjustments made as various projects transition from start to finish.

**(f) Reconciliation of Current Year’s Budget and Revised Forecast**

Once the Operation Budget is approved it is not revised as the year progresses. All actual revenue and expenses are reviewed to develop and modify upcoming budgets.

The Capital Budget is frequently reviewed, and adjustments made as various projects transition from start to finish.

**(g) Statement of Previous Year’s Financial Performance**

Last Year Actual	Last Year Budget
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	2023/2024	2023/2024	Variance
<b>Revenue &amp; Financial Sources</b>			
Operating Revenue			
Charges for services	\$49,908,881	\$43,538,230	\$6,370,651
Rental & Financing Income	\$4,151,305	\$3,675,834	\$475,471
Other Operating revenues	\$9,610,570	\$5,173,919	\$4,436,651
Non-Operating Revenues			
Investment earnings	\$1,019,376	\$1,000	\$1,018,376
State Subsidies/Grants	\$14,940,000	\$14,940,000	(\$0)
Federal Subsidies/Grants			
Municipal Subsidies/Grants	\$500,000	\$500,000	\$0
Public Authority Subsidies			
Other Non-Operating Revenues	\$908,007	\$1,036,280	(\$128,273)
Proceeds from the Issuance of Debt			
<b>Total Revenues &amp; Financing Sources</b>	<b>\$81,038,139</b>	<b>\$68,865,263</b>	<b>\$12,172,876</b>
<b>Expenditures</b>			
Operating Expenses			
Salaries and Wages	\$34,481,034	\$29,966,753	(\$4,514,281)
Other Employee Benefits	\$14,510,330	\$16,780,215	\$2,269,885
Professional Services Contracts	\$307,816	\$297,521	(\$10,295)
Supplies and Materials	\$6,121,123	\$4,393,491	(\$1,727,632)
Other Operating Expenditures	\$22,456,955	\$17,394,782	(\$5,062,173)
Non-Operating Expenditures			
Payment of Principal on Bonds			
Financing Arrangements			
Interest and Other Financing Charges			
Subsidies to Other Public Authorities			
Capital Asset Outlay	\$92,500	\$92,500	\$0
Grants and Donations			
Other Non-Operating Expenditures			
Total Expenditures	\$77,969,758	\$68,925,262	(\$9,044,496)
Capital contributions	\$92,500	\$92,500	\$0
Excess (Deficiency) of Revenue and Capital Contributions Over Expenditures	\$3,160,881	\$32,501	\$3,128,380

Despite the low snowfall in the northern area, the 2023/2024 fiscal year was a success. The Olympic Authority grew revenue, made smart investments in its facilities, developed new businesses opportunities, continued to invest in some short-term Treasury Bills and incurred no debt. Labor and supply chain shortages presented several challenges to these successes. However, the excellence of the Olympic Authority staff made the organization's accomplishments possible.

**(h) Employee Data – number of employees, full-time, FTEs and functional classification**

	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Exec Mgmt	18	20	20	19	19
Mktg Sales	26	28	28	28	28
Finance	10	10	10	10	10
Other Admin	83	83	83	83	83
Venue Ops (projected)	480	485	490	490	490
	617	626	631	631	631

**(i) Gap-Closing Initiatives – revenue enhancements or cost-reduction initiatives**

The Olympic Authority continues to seek revenue streams that are favorable to the bottom line. The Olympic Authority continues to monitor operating expenses to manage cash outflows. The Olympic Authority has invested in a solar array for Whiteface Mountain and purchased the arrays dedicated to Gore Mountain, thereby producing clean electricity to the energy zones they are located in while offsetting the resorts’ use. The Olympic Authority has made a strong commitment to modernizing the snowmaking fleets with high-efficiency guns, system monitoring, motors with variable drives, and new energy-saving technologies. This means the Olympic Authority is making more snow in less time, using less energy. The Olympic Authority has invested in reloadable RFID technology and a robust e-commerce platform. This allows guests hassle-free ticketing in advance online, with no waste. The RFID media lasts for years, offering convenient direct-to-lift access winter after winter. New improvements at the facilities have allowed the Olympic Authority to expand year-round operations, thereby extending its revenue opportunities.

**(j) Material Non-Recurring Resources – source and amount**

There are no material non-recurring resources expected in the 2024-2029 period.

**(k) Shift in Material Resources**

There are no anticipated shifts in material resources from one year to another.

**(l) Debt Service**

The Olympic Authority does not issue debt.

During the fiscal year ended March 31, 2022, the Olympic Authority saw an improvement in cash flow and made it a priority to pay down its debt to zero. This will be a savings in future years of interest and finance charges. During the fiscal year ended March 31, 2024, the Olympic Authority continued to be debt free. Also, due to better cash flow the Olympic Authority was able to pay some large annual invoices in full, rather than in installments, again saving on interest and finance charges.

Below is the balance of outstanding debt currently and projected operational debt through March 31, 2029:

Actual	Projected Balance				
3/31/2024	3/31/2025	3/31/2026	3/31/2027	3/31/2028	3/31/2029

Key Bank \$7M Line of Credit	\$0	\$0	\$0	\$0	\$0	\$0
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**(m) Capital Commitments and Sources Funding\***

The Olympic Authority’s plan for its Maintenance and Improvements of Existing Facilities is \$14.1M for year 2025/2026, \$14.7M for year 2026/2027, \$15.0M for 2027/2028, and \$18.3M for 2028/2029. These funds will target Health & Safety, Environmental Stewardship, Revenue Enhancement, Technology, efficiencies, and ongoing upkeep to infrastructure.

The Olympic Authority’s plan for its New Capital is currently \$141.2M in year 2025/2026, \$106.8M for year 2026/2027, \$62.0M for 2027/2028, and \$51.7M for 2028/2029. These funds will be invested in lifts, snowmaking, electrical & building infrastructure, year-round operational infrastructure and economic development opportunities.

***\*Actual funding availability will be determined on an annual basis, subject to state budget process outcomes.***

The Olympic Authority has grown significantly in recent years, both in its scope of operations and in the increased value of its assets. The last eight years of the Olympic Authority's total insured values are listed below, representing a 104% increase during that period. Proposed capital budgets are designed with an emphasis on the Olympic Authority’s current and future needs for proper maintenance of its infrastructure and the organization's continued evolution in technology, sustainability, and the guest and athlete experience.

<u>Fiscal Year</u>	<u>ORDA's Total Insured Value</u>
2016-2017	\$240,927,055
2017-2018	\$241,767,225
2018-2019	\$257,165,513
2019-2020	\$256,198,336
2020-2021	\$365,322,690
2021-2022	\$418,839,573
2022-2023	\$462,983,526
2023-2024	\$493,080,051