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This report may be found online at
http://www.orda.org/corporate/corporate.php
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The New York Olympic Regional Development Authority (ORDA) was established in 1981 under legislation enacted by the State of New York to operate, maintain and promote the facilities that were utilized during the 1980 Winter Olympic Games in the Lake Placid region.

The concept was to combine facilities owned by the State of New York - Whiteface ski area in Wilmington and the bobsled, skeleton, luge, cross country and biathlon facilities of the Olympic Sports Complex - with those owned by the Town of North Elba - the Olympic Center, the Olympic Speed Skating Oval and the Olympic Jumping Complex - for efficient and effective management. Gore Mountain ski area in North Creek was added in 1984 along with the Lake Placid United States Olympic Training Center in 1990. The 1932 & 1980 Lake Placid Winter Olympic Museum, now the Lake Placid Olympic Museum and located in the Olympic Center, was added in 1994.

The Authority has hosted over 370 major national and international events and competitions since its inception. The events and competitions have included 14 World Championships and over 81 World Cup competitions in bobsled, skeleton, luge, biathlon, speed skating, ski jumping, freestyle skiing, alpine skiing, snowboarding and the Winter Goodwill Games in 2000. In January of 2005, ORDA hosted the first-ever Geoff Bodine Bobsled Challenge. This event saw ORDA team with NASCAR driver Geoff Bodine, the Bo-Dyn Bobsled Project and other NASCAR drivers in this charity made-for-TV bobsledding event. All proceeds from the Challenge went to the Bo-Dyn Bobsled Project, which builds bobsleds for the U.S. Olympic Bobsled Team at no cost to the athletes. In 2010 the project paid off as the world witnessed USA Bobsled pilot Steve Holcomb and crew made history as they took the podium and claimed the gold medal in the 2010 Vancouver Winter Games men’s four-man bobsled event. This was the first time since 1948 the U.S. had won an Olympic gold medal in the four-man event. In February 2009 ORDA hosted the world when the FIL World Luge Championships came to Lake Placid and again in 2009 and 2012 with the FIBT Bobsled and Skeleton World Championships. The Olympic Regional Development Authority not only hosts winter events but summer ones as well. ORDA hosted the first three annual ESPN Great Outdoor Games during the summers of 2000, 2001 and 2002. During the summer of 2004, ORDA partnered with the City of Hope and I Love New York among others to host the inaugural Songs at the Lake music festival. This outdoor festival featured a wide variety of musicians, which ranged from Country to Zydeco. A portion of the ticket sales benefited cancer research, treatment and education at the world-renowned City of Hope, based in Los Angeles, California. In 2011 one of three inaugural qualifying races for the famous Leadville Trail 100 MTB Race in Leadville, Colorado was held at Whiteface Mountain. This race, known as the Wilmington Whiteface 100K and returning June 17, 2012. The Olympic Authority and its partners manage all events and competitions with its communications, corporate marketing, engineering, events, finance, marketing, sports development and timing and scoring departments.

Beyond management of events and initiation programs, such as the Sports Development Program, which promotes education and participation in Olympic sports, the Authority has significantly expanded and improved its facilities over the years with assistance from the State of New York and the federal government. ORDA is also a major promoter of tourism in the Adirondack Region of Upstate New York. From figure skating shows at the Olympic Center to international competitions in winter sports, the Authority has enabled Lake Placid to proudly carry on the tradition of the “Winter Sports Capital of the World.”
Olympic Regional Development Authority Venue Background

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

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

Olympic Jumping Complex
This complex is home to winter and summer ski jumping and freestyle skiing. The large (K120) and normal (K90) jumps were used for the 1980 Winter Olympic Games. In addition, there are two (K40 and K15) training hills used for development programs. A combination of ceramic tiles and plastic mats allow the jumpers to train and compete in the non-snow months. The Freestyle Sports Park, completed in 1988, is America’s foremost water ramp training and competitive facility for freestyle aerial skiing. Summer aerialists practice their moves by landing in an aerated 750,000-gallon pool. During winter months, launching ramps and a steep landing hill are utilized for training and world-class events in freestyle aerials.

Olympic Sports Complex
During the winter months this complex offers the combined bobsled/skeleton/luge track, which was completed in January 2000, 50-kilometers of cross country skiing (a network built for the 1980 Winter Olympic Games), and a biathlon center. This is a year-round training facility for U.S. and international athletes. The public can visit the complex and take a bobsled or skeleton ride, join a guided tour of the complex, or ski the extensive cross country network of groomed and set track trails. In the summer months wheeled bobsled rides are also available on the 1980 Winter Olympic bobsled track, as well as, a cross country mountain biking center and a summer biathlon training facility.

Whiteface Ski Area
Whiteface has the greatest vertical drop east of the Rockies at 3,430-feet. In addition to being a favorite among recreational skiers and snowboarders, all of the race courses are fully sanctioned for international competition. There are 11 lifts and 86 trails ranging from beginner to expert with out-of-bounds skiing and riding, commonly known as “The Slides.” In non-winter months, Whiteface operates as a downhill mountain biking center and hosts a variety of festivals and events. Tourists can enjoy a summer gondola ride to the summit of Little Whiteface or drive the Whiteface Veterans Memorial Highway where they can experience the spectacular views from the summit of Whiteface. The Cloudsplitter Gondola, North America’s fastest gondola, whisks passengers from the base lodge to the summit of Little Whiteface in just over seven minutes and is used year-round.
Gore Mountain Ski Area

Gore has a wide variety of terrain, from easy beginner slopes to challenging expert trails. There are eight lifts, including the Northwoods Gondola, and 88 trails spread over three distinct ski areas at Gore. Gore also boasts one of the steepest headwalls in the East. During the non-winter months, Gore offers mountain biking, hiking and other summer activities. Gore is in North Creek, located in Warren County, approximately an hour from Lake Placid. The mountain added the new Ski Bowl Lodge in December 2009. In January 2011, Gore Mountain added the Hudson Chair and completed its Interconnect with the historic North Creek Ski Bowl. Gore also runs the North Creek Ski Bowl, which offers tubing and night skiing.
The fiscal year 2011-2012 proved to be a busy one for the Olympic Center; the highlight being the opening of the Conference Center at Lake Placid. Other highlights include the Festivus Faceoff, *Stars on Ice presented by Smucker's* and the return of the NCAA Division III Men’s Ice Hockey Championships.

**Olympic Center Revenue**

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* The data from 2011-2012 includes the revenue from the new Conference Center at Lake Placid.

**Hockey**

As in the past, hockey continues to be a large part of the Olympic Center’s revenue, as well as, having a large economic impact on the entire region. The Can/Am Hockey Group and Canadian Hockey Enterprises events brought 25,000 visitors to the region this past year. USA Hockey, Northwood School, the Lake Placid Youth Association and National Sports Academy together are responsible for another 10,000 visitors to the region.

**Figure Skating**

The Olympic Center’s summer figure skating program continues to be strong. This past summer saw approximately 1,000 skaters train and compete in Lake Placid. The synchronized skating weeks in the summer continue to be popular, showing growth each season throughout the past seven years.

**Olympic Speed Skating Oval**

The speed skating oval opened on December 15, 2011 and continued its operations through February 29, 2012. Outdoor public skating revenues were up from the previous year. We continued to re-paint the surface to assist in reflecting the sun off the ice and the heat associated with it. ORDA will paint other portions of the track this late summer and early fall.

**Conference Center at Lake Placid**

The conference center opened for business in May of 2011. Since that time we have hosted a wide variety of conferences and gatherings. Groups as large as 900 or as intimate as 15 people utilized the conference center. The Conference Center is proving to be extremely versatile and is receiving wonderful reviews from our guests. We are presently securing events for 2013 and beyond.

**Facility Improvements**

The Olympic Center is presently installing a new 300-ton compressor which will improve refrigeration capabilities. Other improvements include making roof repairs and replacing windows and doors throughout the center.
2011 -2012 Major Events

*Stars on Ice presented by Smucker’s*
Festivus Faceoff – ECAC Division I hockey
NCAA Division III Men’s Ice Hockey Championships
Harlem Globetrotters
CSEA Occupational Safety & Health Conference

**Future Events**
NCAA Division III Men’s Ice Hockey Championships
2013 Eastern Synchronized Skating Championships
Stars on Ice
2012 USA Hockey National Junior Evaluation Camp
80th Annual Lake Placid Ice Dance Championships

**Lake Placid Olympic Museum**

In 2011, the "1932 & 1980 Lake Placid Olympic Museum" officially changed its name to "Lake Placid Olympic Museum."
The collection has grown over the years and exhibits now represent each of the Olympic Winter Games dating back to 1924. With the expansion of artifacts it was important that the name of the museum reflect the breadth of the museum.

**Museum Projects and Exhibits**

Images and research materials were provided to the following: ESPN the Magazine, Oxford University Press, Adirondack Life, Penn State and the United States Olympic Committee.


Significant items that have been loaned to the Museum for display this year were U.S. bobsledder Steven Holcomb’s gold medal in men’s four-man bobsled from the Vancouver 2010 Olympic Winter Games, along with an original USA hockey jersey from the gold medal winning team during the 1960 Squaw Valley Winter Games.
During the 2012 Empire State Winter Games, the Museum presented *Aquila Theatre Company’s Ancient Greeks/Modern Lives: The Glory of Competition*. This program was created as part of the first ever cultural and educational offerings of the Empire State Games and reinforces the original Greek ideal of the “whole man.” Tess Stanton and Faith Fell of Lake Placid Central School District volunteered as the Lake Placid Olympic Museum’s Greek guides.

The “Legends of Mt. Van Hoevenberg” project was unveiled during the FIBT World Bobsled and Skeleton Championships in February 2012, as part of the International Sliding Sports Museum. The banners were on display at Lake Placid’s Mids-Park with the help of community organizer Joe Lamb. Phase-one of the International Sliding Sports Museum at the Olympic Sports Complex at Mt. Van Hoevenberg, in Lake Placid, New York is scheduled to debut during the 2012 summer.

Museum Revenue

The Lake Placid Olympic Museum showed a rise in its visitor count by over 1,600 people over this past year and during the past four years, visitors have increased by 7,000. While the visitor count continued to grow, there was a decrease in revenue outcome. The Museum did not sell as many passports as last year and we can hypothesize that this may be due to unseasonably poor weather conditions.

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The Museum closed out the year with Museum Director, Liz DeFazio retiring. Liz had worked for the Museum for 13 years and was an employee of the Olympic Regional Development Authority for a total of 15 years.
Olympic Jumping Complex

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

Projects and Improvements

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

2011-2012 Completed Projects:

- Relocation of the K18 to the area between the K120 and the K48
- Rebuild of the winter freestyle aerial site including a new judges’ tower
- Purchase of a new plow truck
- FEMA repairs to grounds and pool after spring flooding

Visitation

Over 58,000 visitors passed through the complex in 2011-2012. Summer guests continue to make up about 70-percent of visitation. Highlighting the summer activities was the Summer Jumping Series. Twelve-thousand people visited the venue on eight Wednesdays and eight Saturdays throughout July and August. Twelve thousand people generated $100,000 in revenue. The return of night events to the winter calendar, which included two night aerial events, lead to a significant increase in winter visitation of over 3,000 guests. Tubing continued to be popular with the guests with over 4,800 guests and revenue of almost $42,000. In addition, the venue started a self operated food and merchandise operation in the base lodge that grossed over $56,311.00 since opening July 1, 2011.

Olympic Jumping Complex Revenue

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Athlete Usage

Nordic

Participation in Nordic jumping was down this year as many athletes matured and traveled more extensively to competitions. The Nordic program members from the New York Ski Educational Foundation (NYSEF) and the USA Ski Jumping group continue to develop programs to increase participation.

Freestyle

The freestyle training center logged over 4,000 skier days in the summer of 2011. The U.S. Ski Team continued a freestyle development program in Lake Placid, headed by 1998 Olympic Champion Eric Bergoust. Through the support of the U.S. Ski Team the venue has hired former U.S. Ski Team athlete Joe Davies to manage and coach a year round freestyle program, specializing in preparing young aerial athletes for the U.S. Ski Team. Year one saw two of its athletes move from the Lake Placid freestyle program to the U.S. Ski Team Elite Aerial Development Program. Freestyle programs generated $75,000 for the venue last year.
**Biathlon**
The U.S. Biathlon Team and development teams called Lake Placid home throughout the summer and into the fall, utilizing both the ski jumps roller-ski loop and shooting range, as well as, the biathlon shooting range at the Olympic Sports Complex (OSC).

In addition to Nordic jumping, freestyle and biathlon athlete activity, the venue saw increased usage from other sport groups including the United States Luge Association, NYSEF Nordic cross country programs, and U.S. Ski Team Nordic programs.

**Olympic Sports Complex**

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

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

**Sliding Tracks**
The sliding tracks, once again, set the mark for the longest season in the world with operations that stretched from October 20, 2011 to April 13, 2012. During that time over 26,700 trips down the track were completed during competition, training and recreational programs. The venue was honored once again with hosting the 2012 FIBT Bobsled and Skeleton World Championships – a history-making event where the U.S. team turned in the best Worlds performance ever, which included four gold medals and one bronze.

**Projects and Improvements**

Projects and improvements in 2011-2012 primarily involved infrastructure improvements to the ammonia plant, water pumps and sled transport fleet.

**2011-2012 Completed Projects:**

- Replaced a mid-1970’s ammonia pump with a modern pump installed on an energy efficient variable-speed drive, allowing for precise regulation of ammonia

- Constructed a covered observation deck at curve-9 enhancing coaching and spectator viewing

- Replaced the 480-volt mountain water pump

- Purchased two new sled transport trucks and received two additional sled transport trucks as part of the Chevrolet sponsorship package

- 2011 spring flooding repairs were performed with over $34,000 in funding from FEMA
Visitation

Visitation at the OSC sliding tracks is characterized by two main groups; passenger bobsled participants and general admission guests. Admissions were up significantly due to the hosting of the world championships in February of 2012. In total, over 34,000 guests toured the venue during the year with over 17,000 visiting as part of the world championships.

Ridership fell this season due to the hosting of the world championship event during the President’s Week holiday. Total numbers for the year were over 18,200 riders for both the bobsled and the skeleton rides.

In our fourth year of self-operation of food and retail services to the public, the gross revenue for the fiscal year was over $111,500.00. Food generated $18,000 in sales, while merchandise continues to prove popular, grossing $93,500. The world championships accounted for a major increase in merchandise sales with over $36,000 in sales during the two week period. Since its inception in July of 2009, the food and merchandise operation has generated over $200,000 in gross sales.

Olympic Sports Complex Revenue

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Events

The track hosted the FIBT World Championships in bobsled and skeleton in February as well as several other international events including two America’s Cup bobsled/skeleton events, one Intercontinental Cup skeleton event and the sixth annual FIBT International Sliding School for bobsled and skeleton. The track also offered paid international training weeks for luge, bobsled and skeleton athletes.

In addition to international competition, the venue also hosted a variety of national championship and selection races in bobsled, skeleton and luge.

Athlete Usage

The total number of athlete training and competition trips down the track reached 26,700. Luge was again the largest user group with over 10,000 slides, while bobsled had almost 3,000 trips and skeleton almost 8,500. Athlete usage programs generated over 55,000 in revenue for the venue.

Lake Placid Development Program

ORDA and specifically the OSC combined track continued a partnership with the United States Bobsled and Skeleton Team to fund development programs for bobsled and skeleton in Lake Placid. A portion of the proceeds from the one-half mile bobsled ride program (The Lake Placid Bobsled Experience) was allocated to a special fund for use in a Lake Placid based development program. This year, the program employed two full-time staff and two part-time coaches and operated with a budget of $180,000 to fund sled repair, training, athlete recruitment and payroll for the coaching staff. The program coached and screened over 250 athletes over the course of the season.
The purpose of this program was to fill a gap in existing programs that was preventing the U.S. from producing the next generation of bobsled and skeleton athletes. The long-term goal is to produce high level athletes and to assure continued high level usage at the track. This year saw the first development athletes in skeleton complete on the World Cup tour.

Cross Country and Biathlon

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

Projects and Improvements

The focus of maintenance and trail repair in 2011 - 2012 was on trail homologation which would allow the venue to host national and international events. The primary project focused on a complete redesign of Harry’s Hill, to improve drainage and fit international specifications. In addition, a bridge on Porter Mountain was replaced with funding from FEMA after it was damaged by spring flooding. Three new fuel efficient snowmobiles and a new plow truck were purchased with Empire State Development funding.

Visitation / Programs

Visitation for 2011 - 2012 were strongly effected by low snowfall totals. The trail system was open 90 days, instead of its normal average of 125 days per season. Trail conditions and percentage of trails open this season were consistently below average, with full-time operating conditions proving to be less than three weeks of the season. The venue saw almost 31,000 skier visits for the previous season, however; due to the consistent lack of snow, skier visits were down to 16,600, marking the lowest skier total in decades. Total visitation accounts for all season pass holders 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 less than 5,000 skier visits this year. Total revenue, including the summer biathlon program was 111,400 with 480 season passes sold.

Cross Country and Biathlon Center Revenue and Visitation

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Events

The weather conditions lead to the cancelation of most major events including the Annual Lake Placid Loppet. The venue did host a 2012 Nor-Am Biathlon event and several minor events.

Athlete Usage

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

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Snowmaking improvements and Energy Efficiencies

The summer of 2011 was Gore Mountain’s most exciting snowmaking year since tapping the Hudson River in 1996. A huge acquisition of 160 new high-efficiency tower guns was added to Gore’s snowmaking inventory. One hundred and thirty 30-foot snow guns were concentrated on core terrain trails including Sunway, Otter Slide, Sleighride, 3B, and Quicksilver, as well as, newer terrain including the Wild Air Terrain Park and Burnt Ridge Mountain’s massive expert Sagamore trail. Thirty shorter 10-foot guns were used for the signature Showcase trail on the Adirondack Express lift line.

The new snowgun supply allowed Gore to relocate some of its existing tower guns to the North Side, for family-friendly cruisers including Pete Gay and Sleeping Bear. New fan gun outlets for the base area Arena trail provided powerful snowmaking capabilities there, and allowed for ground guns to the summit more quickly during the early season.

The snowmaking project resulted in notable decreases to energy costs. As snowmaking accounts for about 70% of Gore Mountain’s energy use, the results were dramatic:
The new snowmaking efficiencies resulted in a 28% decrease of electricity costs in just one year. Despite fuel price increases, total energy costs (including fuel) decreased 26% or $572,831.98, from 2010-2011 to 2011-2012. It should be noted that the 2011-2012 snow season was disastrous in terms of winter weather; Gore’s natural snowfall of just 76 inches amounted to half of what a typical season delivers. Therefore, reliance on the snowmaking system was much higher than usual. Because of the new guns, Gore delivered a quality product when many ski areas in the region could not even open.

### Trail Developments

Two new glades were built on Little Gore Mountain; the "Hudson Glades" which incorporated the historic “Hudson” trail terrain and the "Ski Bowl Glades," which are located north of the new Hudson Chair lift line. The Hudson Chair, which opened in January 2011, completed Gore Mountain’s interconnect with the historic North Creek Ski Bowl.

A significant extension of the new lower-mountain Chatterbox Glades all the way to the 3B trail was completed. As with its variety of terrain parks, Gore offers a progressive approach to tree skiing and riding, featuring various levels of difficulty in these specialty areas for guests to develop their skill levels and work their way up.

### Lodge Improvements

Updates were made to accommodate more seating in the Tannery Pub, and planning and budgeting for a complete remodel of the restaurant during 2012-2013 was completed. The new “Open Pit Grille” on the sundeck was built, designed to deliver efficient and creative foodservice for breakfast, lunch, and après-ski.

### Saratoga-North Creek Railroad and Community Partnerships

The region celebrated the introduction of a new passenger rail that connects the Saratoga Amtrak station with North Creek. Gore Mountain has partnered with the new Saratoga-North Creek Railroad in several capacities, including creating packages that combine rail tickets with skiing/snowboarding, tubing, gondola rides, and educational programs, as well as, cooperative advertising.

Gore completed its third year as an active partner in providing free shuttle service between the mountain, the North Creek Ski Bowl, and Main Street. It maintains energetic relationships with 80 lodging properties, 22 real-estate and building companies, 32 shops and attractions, and numerous tourism bureaus and chambers of commerce.

### Current Projects

- Major expansion of summer operation - Gore Mountain has acquired a climbing wall, a bungee trampoline, and several inflatables. These attractions, along with the scenic gondola ride, guided hiking excursions, downhill mountain biking, and numerous educational opportunities are designed to increase Gore Mountain’s revenue and add to the region’s year-round destination appeal.
• Construction is underway for a complete remodel of the Tannery Pub & Restaurant. A deck that will add 108 seats is being constructed, and the old kitchen has been demolished. The replacement kitchen will allow for a better menu, the ability to offer reconfigured and increased seating space and an overall improved dining experience, which includes the addition of silverware, dinnerware, and glassware replacing disposable products.

• The Open Pit Grille is being enhanced with log siding, the Base Lodge is being painted, and food service design improvements are scheduled for the Saddle Lodge.

• Gore Mountain is actively exploring initiatives to control energy expenses, which includes researching hydroelectric capabilities, modernizing lodge and maintenance facility lighting, and creatively negotiating with energy suppliers.
Whiteface Ski Area

Whiteface Mountain, which includes the Whiteface Veterans Memorial Highway, was the home to the 1980 Olympic Winter Games Men’s and Women’s Downhill, Slalom and Giant Slalom, and boasts the greatest vertical drop of 3,430 ft. in the eastern United States. A short hike to the top of the “Slides” provides advanced skiers and riders with off-piste double-black diamond wilderness terrain skiing, at an elevation of 4,650 ft. Whiteface offers skiers and riders 11 Lifts and 86 trails with a variety of terrain. Set in the “Forever Wild” Adirondack Park, Whiteface is the perfect blend of wilderness adventure and family fun.

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

Summer activities at the mountain include the scenic Cloudsplitter gondola ride to the summit of Little Whiteface Mountain, which travels 8,487 ft. along a vertical rise of 2,432 ft. The gondola also services downhill mountain biking from the Little Whiteface summit. Other summer activities include disc golf, interpretive hikes, races and festivals.

Travel the highway of New York’s fifth highest peak and witness the breathtaking views this eight-mile drive from the Town of Wilmington has to offer. The Memorial Highway is extremely rich in history; it was dedicated by Governor Franklin D. Roosevelt in 1929 and opened in 1935, by the same Roosevelt, though this time with a different title: President. The Whiteface Veterans Memorial Highway was listed in the National Register of Historic Places in 2008. It climbs 3,400 ft. over an average grade of eight percent, and ends just 276 vertical feet below the summit where you can either walk the final .2-mile along a mountain trail or take an elevator deep inside the mountain to the summit. With so much to offer and rare natural beauty, Whiteface Mountain is truly the centerpiece for the region throughout both summer and winter.

The Year in review

Spring/Summer

The spring season began with major flooding on May 27, 2011. An intense thunderstorm dropped approximately three inches of rain on the upper elevations of Whiteface. As a result of this storm, a new landslide occurred in our “slide” area. Additionally, the mountain suffered considerable damage to roads, culverts and ski trails. Ninety-thousand dollars in repairs were needed to restore the damaged areas. All of the repair expense and future mitigation were covered by FEMA and insurance claims.

The summer season ended with the arrival of Hurricane Irene on August 28, 2011. This storm brought significant flooding to the whole region and drastically reduced our visitation for the month of September. The mountain again suffered more flood damage in many of the same locations that were damaged in the spring. The most extensive damage occurred at the snowmaking pump house on the Ausable River. The pump house was filled with silt and the primary and secondary power serving the building were destroyed.

Damages for Irene totaled $296,000, with all of the repair expenses and future mitigation needs covered by FEMA and insurance claims.

The majority of the flood repairs and mitigation were performed by Whiteface employees. This work was in addition to all normal operations and maintenance projects.

- 17 -
Summer Projects

Whiteface received an Empire State Development (ESD) grant for approximately $1.7 million. The projects included in this grant were as follows:

• **Little Whiteface lift refurbishment** - This project was awarded to *Doppelmayr CTEC* and involved the replacement of towers and tower machinery on the upper half of the Little Whiteface Chair. (Towers 12-28)

The equipment that was replaced ranged in age from 1958 to 1978. Part of this project also included a significant overhaul of the motor room and gear box.

• **Equipment Purchases** - Various pieces of equipment were purchased to update old and unreliable machinery. These purchases included trucks, ATV’s, snowmobiles, buses, snowcats and an excavator.

• **Lift Maintenance** - A significant portion of the ESD grant went to lift maintenance, primarily for gondola line work and cabin maintenance. Another portion was also used to paint lift terminals and chairs.

• **High Voltage Power** - Repairs were made to high voltage lines, including some that had suffered storm damage. Other repairs made were upgrades or maintenance.

• **Building Maintenance** - Projects included base lodge roof replacement, base lodge flooring, mid-station roof replacement, *Boule’s Bistro* door repair, with siding repair and painting on the base lodge and the Easy Acres Lodge. New overhead doors were also purchased and installed on the vehicle maintenance shop.

• **Trail Maintenance** - Trail projects included brushing and stabilization on ski trails and lift lines.

The following additional major projects were undertaken in partnership with our concessionaire *Centerplate Corporation*:

• **J. Lohr Café** - This project included the addition of new kitchen equipment and hood system, allowing for faster service of high quality food. Renovations also included a new bar and furniture.

• **Rental Shop** - The rental shop was emptied and repainted, with new rack and storage systems for equipment installed. This modernized our look and increased efficiency in serving our guests.

Over 600 new pairs of skis were also purchased for rental operations.

• **Ski Shop** – The ski shop was totally gutted and remodeled, with new lighting, clothing fixtures and cabinetry installed along with a new front entrance; this has made for a fresh new look and the store has been re-named *Brookside Apparel*.

Summer Operations

The spring/summer season began with the youth fishing contest, and the opening of the Whiteface Veterans Memorial Highway on May 20, 2011. In addition to the daily sightseeing activities, numerous events such as bike races, footraces, bird watching and weddings took place at the Veterans Memorial Highway.
The Cloudsplitter scenic gondola rides and Whiteface Downhill Mountain Bike Park began operating for the summer season June 17th.

The inaugural Wilmington/Whiteface 100k bike race, starting and finishing at Whiteface, was held on June 19. This was one of three qualifying events for the Leadville Trail MTB 100, held in Colorado. Its course travels from Whiteface through Wilmington as far as Lewis and then back to Whiteface, taking racers through a variety of terrain including paved roads, jeep roads and single track trails.

The scenic gondola saw an active summer, with various events, weddings, and a rededication ceremony with the 10th Mountain Division at Ft. Drum. The 10th Mountain Division also held the first Mule Skinner Challenge at Whiteface climbing from the base to the top in teams of three.

The Whiteface Mountain Bike Park operated by High Peaks Cyclery had another successful bike season. The gondola was used by bikers to access the mountain’s most challenging terrain, while a shuttle bus transported bikers to the novice trails on the lower mountain.

In addition to the scenic gondola and downhill mountain biking, Whiteface also offered guided hikes and disc golf. Overall summer visits and revenue were down, as the region experienced a very rainy early season, and our fall season was greatly hindered after hurricane Irene hit the region.

**Winter**

Our ski season began November 25, 2012. Whiteface offered skiing from the top of the gondola to the base. Unfortunately, after the opening weekend the region experienced mild temperatures for the rest of November and into December.

The unusually warm weather persisted throughout December, making it difficult to open trails for the Christmas holiday week. These warm weather patterns continued throughout the entire season. Much of North America experienced a major drop in natural snowfall throughout the 2011-2012 ski season, resulting in considerably fewer skier visits across the industry. Nationally, ski areas experienced a 15% drop in business, while at Whiteface visits were down by approximately 20%, with revenue 14% lower than last year.

In spite of the weather, Whiteface snowmaking and grooming crews did a superb job opening new trails and keeping the conditions excellent throughout much of the year. Whiteface received many compliments from guests and pass holders, concerning the excellent skiing we provided in such a mild winter.

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

Whiteface closed on March 25 after 122 days of operation, this was the earliest closing and shortest season in many years.
Whiteface Revenue and Visits

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Marketing/Guest Services

Whiteface Mountain’s marketing department in its usual course of business covers ski shows, group sales, marketing plans, guest service, snow reporting, consumer events, and a host of other responsibilities. The marketing department works closely with Gore Mountain and the Olympic Regional Development Authority’s Resort Marketing Coordinator.

Group Sales revenue continues to rise, surpassing the million dollar mark for the second year in a row; revenues have doubled in the past five years with continued growth in the United Kingdom (UK) market.

We also added the Cloudstore (an on-line ticket store) to our website this winter. Previously we did not have a mechanism in place to capture one-day lift ticket sales online. We see tremendous revenue opportunities in this platform moving forward.

Participation in special consumer events more than doubled in the paid events category and several new free events were added with over 100 participants. Event participation would have been even higher if we were to have held Pond Skimming and Apple Butter Open Moguls; both of which were cancelled due to warm weather conditions. We also added a BagJump activity this season which was well received and produced the most revenue for any of our consumer events this season.

Guest Services implemented a “Snow Guarantee” this season which was well received by our guests and ensured future visits to Whiteface.

Social Media - Our social media efforts continued with the migration of our Facebook friend page to business page concluding the season with over 12,000 likes. Our Twitter page saw substantial growth doubling followers to over 2,000 with high levels of engagement.

• Youtube – Our page has had over 16,000 views this year. This is an area we need to address for next season with the addition of a full-time seasonal video/blogging position.

• Flickr – A sight that highlights “photos of the day” saw incredible growth with 260,438 photo views. Last season we had 64,400 views. We also created a Pinterest page.

It is important to note that while quantity is good, quality and engagement is crucial and we have fans that like to post frequently. Despite the lack of natural snow and weather, comments on our social networking sites remained optimistic and positive with frequent posts of thanks and praise to efforts of snowmaking, grooming and Whiteface staff in general.
Administrative

Doug Hart retired as Business Manager and Bill Borland was selected to fill his position.

The management of Whiteface worked with the Town of Wilmington and the Essex County planning board to apply for Federal and State grants to help with the maintenance on the Whiteface Veterans Memorial Highway and its existing structures. Whiteface is currently in the process of administering the following two grants:

• NYS Parks and Recreation Grant for the Whiteface Veterans Memorial Highway Restoration - The grant includes Whiteface Castle roof replacement, Summit House roof replacement, masonry repair on the castle and retaining walls, septic system and potable water design and upgrade.

• Scenic Byways Grant - This grant was established through a cooperative effort with the Wild Center Museum in Tupper Lake. The project will provide for design and installation of interpretive signs, video, and brochures for the Whiteface Veterans Memorial Highway and the Cloudsplitter scenic gondola ride.

Summary

As is the case in the outdoor recreation industry as a whole, the weather hampered our summer and winter business. Because of this it was necessary to manage expenses in response to lost revenue. Weather also created significant extra work in the form of two flooding events this year. The flood repair affected our overall expense and labor but fortunately most of the expense was covered through FEMA and insurance claims.

Significant capital and maintenance projects were completed through the Empire State Development grant and our partnership with Centerplate. These maintenance and capital projects were significant accomplishments and helped ensure guest satisfaction this season and for years to come.

This year provided many operational challenges, Whiteface staff rose to the occasion and provided a great experience for our visitors and we look forward to a successful future.

Communications

Goals

• To interface with the Governor’s office and assist in the State’s mission of enhancing New York’s place in the world of tourism and event hosting;

• To generate press coverage of the ORDA venues and events therein working with print, broadcast, electronic, photo, cyber and social media;

• To satisfy media inquiries into ORDA venues, activities and events;

• To assist above media situations with materials and staff;

• To provide world-class working conditions and services for media at ORDA sporting events;

• Synergize the reach of ORDA, its sponsors and constituents to positively impact all three;
Event Coverage


- June 19 – Inaugural Wilmington/Whiteface 100k Mountain Bike Race. Local and regional press.

- June 21 – Conference Center at Lake Placid Grand Opening Celebration & Open House. Local and regional press.


- December 30 – Smucker’s Stars on Ice. Tape delay national broadcast on NBC television. Local and regional press coverage.

- December 29 - New Year’s Master’s Ski Jump. Local and regional press coverage.


- February 2-5 – 32nd Annual Empire State Winter Games. State-wide, local and regional press coverage.

News Clip Summary From Meltwater News Service
* Circulation numbers are not available with ORDA’s current contract

April 2011 – 511
May 2011 – 192
June 2011 – 748
July 2011 – 751
August 2011 – 441
September 2011 – 332
October 2011 – 271
November 2011 – 889
December 2011 – 1,012
January 2012 – 1,571
February 2012 – 2,134
March 2012 – 811

Media Highlights 2011-2012

• Whiteface/Lake Placid received several accolades throughout the year to include:
  1. Voted the #1 Ski Resort in New York State by readers of SKI Magazine. The poll also chose Whiteface/Lake Placid as the fourth top ski resort in the eastern United States. Whiteface/Lake Placid was also tabbed number-one for off-hill activities for the 19th consecutive year
  2. National Geographic Magazine named Whiteface/Lake Placid as one of the “Best 10 Winter Trips 2012”
  3. National Geographic Magazine named Whiteface/Lake Placid as a “Top-10 Winter Adventures” destination
  4. Budget Travel Magazine selected Whiteface/Lake Placid as one of the “11 Coolest Winter Places in America”
  5. Ottawa Citizen Newspaper included Whiteface/Lake Placid as a “Five Worth the Drive for Great Downhill Skiing”
  6. Sherman Travel featured Whiteface/Lake Placid in its “Six Romantic Destinations” segment
  7. Away.Com listed Whiteface/Lake Placid in its listing of “Top-10 Resorts for Summer Fun”
  8. The New York Daily News included Whiteface/Lake Placid as one of the “Coolest Ski Resorts in America”
  9. Outside Magazine listed the Whiteface Veterans Memorial Highway as one of the “Top Five Hill Climbs in North America for cycling

• September 2-4 – QVC Channel’s Carolyn Pollack shoots destination piece in Lake Placid to support her jewelry design and collection. Lake Placid is featured the following week on QVC

• November 30 – ORDA, ISKINY and I Love New York combine to host “New York City Media Night,” in New York City. The event promotes skiing and ski destinations in New York State. Forty-nine ski, travel, outdoor and business media from the Tri-State area participate in the event

• December 14 - Second Annual New York Media Ski Day at Whiteface. Twenty-one New York State media participated in the FAM tour of Whiteface Mountain

• January 18 - Inaugural New England Media Ski Day at Whiteface.

• February 3 - Travel Channel shoots “Extreme Lake Placid,” featuring Whiteface Mountain’s Black Diamond Trails and Bobsled & Skeleton Experiences. Segment is scheduled to air in Aug. 2012
• The ORDA communications department conducted 68 individual FAM tours for outdoor, travel, family and ski media throughout the year

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 Olympic Regional Development Authority operations. In addition, Corporate Development is responsible for the coordination and management of the Winter Olympic Challenges, and the Gold Medal Games programs.

Sponsorship

The fiscal year 2011-2012 saw continued interest with sponsorship and corporate programs for the Corporate Development Department. We welcome our newest partner Centerplate, in addition to their 10-year agreement, as our official hospitality provider. Corporate Development was able to secure a 10-year sponsorship as well. We were very fortunate to successfully renew our agreements with Chevrolet through November 2013 which includes 10 vehicles and two 3500 up-fitted box trucks for use at the Olympic Sports Complex for sled transport. Corporate Development also secured a new 10-year agreement with Coca-Cola, providing ORDA with more revenue potential and substantial marketing support. Working together with our partner Centerplate, Corporate Development was able to successfully renew its wine sponsor, J. Lohr Vineyards & Wines, giving them naming rights to the revamped Café & Wine Bar at Whiteface with additional exposure at the new Conference Center at Lake Placid.

Additionally, we were able to renew several local sponsorship packages and our many local trade agreements. We also concentrated on servicing our existing sponsors with an emphasis on promotional activation to increase ORDA revenues: Coca-Cola Why Not Wednesdays at Whiteface and Gore assisted in bringing in guests mid-week in an otherwise challenging winter; the second Chevy Owners Appreciation Days at Whiteface, January 21-22, brought close to 2,000 Chevy owners for a day of skiing, lunch, an opportunity to take in the World Cup freestyle aerial competition and a look at the new 2012 Chevy models.

Two event partnerships were forged for the February FIBT World Championship Bobsled and Skeleton competition. They assisted in off-setting the costs of hosting the event; Conceptum Logistics, a Germany based logistics company, and BMW through a relationships with the United States Olympic Committee (USOC) and the United States Bobsled & Skeleton Federation (USBSF). Total revenue from sponsorships was $357,100.00 in cash and $932,018.00 of value-in-kind.

Local Sponsorship

Another focus for the past year has been sponsorship opportunities with the ORDA venues and programs aimed at local businesses. Revenue from local sponsorships was $67,100.00; $89,417.00 from these programs/events; $45,500 in local media trade; $38,958.00 in local trade value-in-kind; $19,000.00 of value-in-kind product as part of a revamped local ski shop program.
Corporate Development Programs

The Corporate Development Department, through the Winter Olympic Challenge, Gold Medal Games and Gold Medal Games Family Edition programs employs a Corporate Programs Representative to sell, oversee, manage and service these events. These programs are designed for corporations, associations, military, clubs, families and other large gatherings looking for an off-site location to host meetings, employee incentive programs, banquets or themed events on our venues while combining truly unique interactive Olympic activities and tours with their outing. Working within a company’s budget and time constraints, we successfully completed 52 programs in 2011-2012 (compared to 47 in 2010-2011, 49 in 2009-2010 and 41 in 2008-2009) highlighted by groups from BP, Chevrolet and BMW, introducing 2,070 (1,969 in 2010-2011, 2,623 in 2009-2010 and 1,701 in 2008-2009) company executives and their staff, families and their guests to the ORDA facilities and grossing $319,221.72 in revenue ($374,335.98 in 2010-2011, $233,166.12 in 2009-2010 and $211,327.00 in 2008-2009).

Vending

Our five-year agreement with Tri-Lakes Vending of Lake Placid expired during this fiscal year, and we issued a RFP for a new five-year agreement receiving only a few responses. Following a review of the proposals we decided to stay with Tri-Lakes Vending, awarding them a new five-year agreement. ORDA receives 30¢/unit sold of carbonated and non-carbonated beverages, candy, gum/mints, chips, and cookies, sold at all of the Lake Placid ORDA venues.

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ATM

With our bank partner, Citizens Bank, deciding not to renew their contract it left us with the ability to seek a third party for our ATM services at the ORDA venues. A RFP was created and issued, with responses from three companies providing proposals. After a careful review process, Harp Cash Technologies was selected as our ATM provider for a period of three years. ORDA will receive a cash amount for every ATM transaction on ORDA managed venues. This year, in just four months, ORDA received $4,699.00 in revenue from ATM transactions.

The Year Ahead

Sponsorship

The focus for the upcoming year is multiple and diverse. Work continues on developing a new sponsorship website. Plans are to concentrate on renewals of our existing agreements with Anheuser Busch and J. Lohr
Vineyards & Wines, as well as our regional partners and our advertising agreements with Northwood School, National Sports Academy, Can-Am and Canadian Hockey Enterprises. Corporate Development will focus on finding a new bank partner, as well as search for new partners in the following categories: grocery, flavored milk, coffee, liquor, hardware, paint, and log homes. We look to further our relationship with the USOC and their leadership to assist us with their existing partners while offering them some of our assets to assist them in attracting new sponsors.

Local Sponsorship

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

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

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

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

Event Sponsorship

In addition to ORDA’s annual summer events (Summer Jumping Series – Wet ‘n Wild Wednesday and Soaring Saturday and Summer Skating Series – Freaky Friday & Saturday Night Ice Show), this year’s focus will be on the FIBT Bobsled and Skeleton World Cup, FIL Luge World Cup and many other ORDA hosted events.

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

Our Corporate Programs staff will continue to solicit corporations for our Corporate Programs Winter Olympic Challenge and Gold Medal Games, promote the Gold Medal Games Family Edition which pitches families in head-to-head competition in a safe and fun environment, and welcome groups all seasons of the year. The close partnership we enjoy with the venues maximizes every guest experience which is subject to venue availability.

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

Events

The New York State Olympic Regional Development Authority had a busy 2011-2012 events season, hosting several major events.

The fall started off with the annual Flaming Leaves Festival featuring two ski jumping competitions, in addition to live Blues bands, barbeque, craft vendors and games for both kids and adults. December brought the Festivus
Hockey Faceoff against ECAC Division I men’s ice hockey rivals Clarkson University, RPI, St. Lawrence University and Union College.

January and February were busy months at our venues. In January, the Lake Placid FIS Freestyle World Cup was held at the Olympic Jumping Complex and Whiteface Mountain. Over 140 of the world’s best aerial and mogul skiers competed in the three day event. For two weeks in February, the Olympic Sports Complex hosted the 2012 Bauhaus FIBT Bobsled and Skeleton World Championships. This event brought over 400 athletes and coaches from 26 different nations to Lake Placid.

The month of March saw the return of the NCAA DIII Men’s Ice Hockey Championships to the 1980 Herb Brooks Arena. Additional events that were held at our Olympic venues this season were two Bobsled and Skeleton America’s Cup competitions, the New Year’s Master Ski Jump and the FIBT Bobsled and Skeleton Driver’s School.

As we close the 2011-2012 event season, we look forward to hosting several major events in the coming 2012-2013 event season. These include the FIBT World Cup Bobsled and Skeleton, the FIS World Cup Freestyle and the FIL World Cup Luge.

**Human Resources**

For the fiscal year 2011-2012, the Human Resources Department, in addition to its normal day to day responsibilities, engaged in a variety of significant endeavors. The major projects were as follows: (1) assisting with the Concessions Contract negotiation; (2) Collective Bargaining; and (3) continuing to pursue funds available through the Early Retiree Reinsurance Program (ERRP).

**Concessions Contract**

The director of Human Resources, in conjunction with the Olympic Regional Development Authority (ORDA) Sr. Vice President, worked diligently during the spring and summer months to ensure the best contract possible with its concessionaire.

**Collective Bargaining**

The HR director is the chief spokesperson for collective bargaining for a successor agreement to the CSEA/ORDA Collective Bargaining Agreement.

**Early Retiree Reinsurance Program**

The HR department devoted a significant amount of time working with its insurance broker in the hopes of obtaining monies made available by the federal government for insured retirees under the age of 65. While the application was approved, the federal agency responsible for disbursement has yet to make a final assessment as to monies still available. ORDA continues to hope that there may be monies left that will be distributed in accordance with the original approved application.

In addition to the above, the HR department continues to work closely with venues on major issues including, but not limited to, employee discipline, dispute resolution, and employee recognition. Beyond that, we are always exploring avenues to assist in reducing and/or limiting the cost of health insurance.
The ORDA Marketing Department works 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, and advertising. Our team strives for customer service excellence and enhancing the guest’s overall experience in the Adirondack Region. These efforts not only impact ORDA venues but also the surrounding businesses, communities, and New York State.

Summer 2011 - Whiteface Lake Placid

The summer of 2011 was generally cool and mild. Some unfavorable weather throughout the season, including hurricane Irene in August, affected travel and vacation plans along the entire east coast. Despite the challenging weather, the Whiteface Lake Placid team moved ahead with summer campaigns to promote activities and events in the Olympic Region. A combination of social media, collateral, signage at venues, website cross marketing, local frontline training and venue visitation program, and advertising were the foundation for summer marketing projects. The Olympic Sites Passport was slightly off last year’s performance, however, results were impressive - second highest year in our history.

Winter 2011-2012 - Whiteface Lake Placid

Going into the 2011-2012 winter season, the marketing team pursued a campaign similar to that of 2010-2011. Our goals were to maximize exposure in our target markets, effectively execute all projects, improve communication with our customers, creatively align our messaging with selected mediums, all while reducing expenses and shifting more funds toward active marketing efforts rather than production.

Highlights

New Canadian Efforts

For 2011-2012 we started initiatives in Canada early with a multi-faceted campaign in Montréal. Through a new relationship with a marketing agency in Montréal we decided to plant a seed in Montréalers minds during two
major summer events which attract over 150,000 people. A combination of video and interactive elements were present at these events exposing the Whiteface Lake Placid offerings. This initial exposure was then followed by a month long experiential marketing campaign comprised of guerilla marketing tactics including sidewalk imprints, street team, and mobile projection advertising. These were built into a three phase strategy with the intention to attract, raise awareness, and increase the recall rate. Names and e-mail addresses were collected and used as one of the measureables in this campaign.

**Teaser Campaign - Buzz Strategy**

Street Team in white covered with Ski the Face stickers walking all over Montréal and performing “flash dance” style actions to gain inquisitive attention. The Whiteface Lake Placid logo was sprayed on sidewalks in over 250 high traffic locations; again to gain that inquisitive attention.
• **Reveal Phase – Social Interaction Strategy**

During the reveal phase the street team increased interaction with Montréalers and encouraged them to sign up via *iPad* to enter to win Whiteface Lake Placid sweepstakes. They handed out Ski the Face stickers and other swag items while encouraging them to plan a “Ski and Stay” in the Olympic Region. At the same time a PR campaign launched utilizing various communication and social media channels. Additionally, mobile projection advertising began; it was a truly new and unique guerilla marketing tactic.

• **Keep-Up Phase – Recall and Support Strategy**

The PR, digital mobile projections, digital trucks, and street team continued through the month of December. E-mails were sent to those who signed up with the street team and many visited the *Flickr* site created to show them their picture with the street team.
ORDA and NYS Office of General Services

On left, kids celebrate after pretend bobsled experience and were given gold medals.

Olympian Jon Napier gives child tips on how to drive bobsled.

2010 Olympic Gold Medalist Steve Holcomb at Empire State Plaza Skating Rink.

The ORDA Store

The ORDA Store has continued to be the “one stop shop” for our visitors. Our knowledgeable staff provides accurate information, schedules, directions, event and activity tickets, and sells Olympic venue merchandise. Despite a slower winter and summer season, extra effort put into setting up off-site sales at hockey tournaments from January – April and October – December, significantly helped to keep revenue in line with the yearly budget. The store staff is constantly working with the community; answering questions, redeeming hotel vouchers, and assisting guests with general information about the region. Continuing with this excellent service has a major impact on the guest’s experience. Each new employee receives individual customer service training. Our motto is never to say “I don’t know.”
Sports Development Department

The Sports Development Department promotes education and participation in winter Olympic sports year round, providing the most exhilarating winter Olympic experience possible. Custom programs offer school classes, activity groups, athletic teams and local youth groups the Olympic education field trip of a lifetime. In the summer, The Sports Development Department also runs the Gold Medal Adventure Program, a sport’s experience day camp for adventurous kids and their families ages 10 and up. The Sports Development Department conducts guided tours of the Olympic venues, which not only offer historical information of the facilities and sports, but beautiful views of the Adirondacks as well.

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

Sports Development Highlights for 2011-2012

- **Sports Development school/university/camp clinics** - The Sports Development Department had continued success with its core program for the 2010/2011 season. The year-round program saw more than 5,000 participants ranging from school, college, camp, and youth groups. The field trips allowed students to take part in different winter sports including luge, bobsled, alpine skiing, curling, biathlon, cross-country skiing and skating. Students and campers were also given behind the scenes tours of the Olympic venues. Sports Development also conducted educational tours for numerous college and university sport management classes.

- **Gold Medal Adventure** – The Gold Medal Adventure program is a fun-filled program for the entire family looking to experience exciting winter Olympic sports in the “Winter Sports Capital of the World.” A professional and experienced staff guarantees an experience you’ll never forget. The Gold Medal Adventure, for children and adults, offers interactive clinics and demonstrations of select Olympic events and tours the state-of-the-art Lake Placid training and competition facilities.
• **Scholastic Sliding/Sports Challenge for World Cup Freestyle and Bobsled Skeleton World Championships** - Once again the Sports Development Department conducted the Scholastic Sliding Challenge during World Cup Freestyle and World Championships for Bobsled and Skeleton. The program, targeting elementary school children, is a fun and interactive educational program that allows classrooms to adopt a country participating in the World Cup. The schools were provided with online lesson plans and details on how to communicate with athletes.

The program included a special trip to see the events in Lake Placid, where the students were able to cheer on their adopted country. Over 600 students participated. U.S. freestyle ski team members visited Lake Placid’s sixth grade classes to talk about their sport.

• **Head Start Learn to Ski Program** - The Sports Development Department organized the Head Start Learn to Ski Program with Kid’s Campus. This year eight head start programs attended with over 140 children participating in the program.

• **Gold Medal Games Logistics** - The Sports Development Department continued to provide logistical assistance for the Corporate Development Department’s Gold Medal Games. Many corporate groups visited Lake Placid to take part in the Gold Medal Games.

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

For the 2011-2012 season ORDA’s Sports Development Department will continue to offer exciting programs for children and adults and devote time to ensure successful school and camp programs through out the year.
Pat Barrett, Chairman

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

Serge Lussi, Vice Chairman, Olympic Regional Development Authority

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

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

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

Joe Martens, Commissioner, Department of Environmental Conservation

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

Kenneth Adams was appointed as Empire State Development (ESD) President and CEO January of 2011 by Governor Andrew M. Cuomo. Mr. Adams comes to the ESD from The Business Council of New York State, where he served as President and CEO since 2006. Prior to leading the Business Council, Mr. Adams was President of the Brooklyn Chamber of Commerce and Director of the MetroTech Business Improvement District in Downtown Brooklyn. He was also the founding Executive Director of New York Cares, New York City’s leading volunteer organization, from 1988 to 1994.

Clifford Donaldson, Jr.

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

Robert Flacke

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

Jerry Strack

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

Edwin Weibrecht

Edwin Weibrecht earned a Bachelor of Science degree in Mechanical Engineering from the New Jersey Institute of Technology at Newark College of Engineering in Newark, New Jersey, and has studied toward his MBA. He has been the owner of the Mirror Lake Inn and Cold Lakes Contracting Corporation of Lake Placid since 1976. Weibrecht has served on the ORDA Board since 1993. He has been and is currently involved with several local and state organizations including Vice-Chairman of the Lake Placid Horse Show, New York Ski Education Foundation Board (NYSEF), Lake Placid Institute Board, North Country Alliance Loan Commission Advisory Board, NYS Attorney General’s Philanthropic Benefit Committee and New York State Governor’s Tourism Advisory Council. He is married to Lisa Clune Weibrecht and has five children.
The 2011-2012 Annual Report Has Been Approved By
The New York State Olympic Regional Development Authority Board of Directors:

Patrick Barrett, Chairman Olympic Regional Development Authority

Serge Lussi, Vice Chairman Olympic Regional Development Authority

Rose Harvey Commissioner NYSPRHP/Harold Hagemann NYSPRHP Rep.


Kenneth Adams President & CEO ESD/Peter Wohl ESD Representative

Clifford Donaldson Jr., Board of Directors Olympic Regional Development Authority

Robert Flack, Board of Directors Olympic Regional Development Authority

Jerry Strack, Board of Directors Olympic Regional Development Authority

Edwin Weibrecht, Board of Directors Olympic Regional Development Authority