



ANNUAL REPORT
2014 - 2015



OLYMPIC REGIONAL
NEW YORK
DEVELOPMENT AUTHORITY



**Corporate Offices
New York State
Olympic Regional
Development Authority**

2634 Main Street
Lake Placid, NY 12946
518.523.1655

www.whitefacelakeplacid.com

www.goremountain.com

www.belleayre.com



This report can be viewed online at
<http://www.orda.org/corporate/corporate.php>

TABLE OF CONTENTS

4	History
6	Venue Histories
8	The Olympic Center
10	Lake Placid Olympic Museum
13	Olympic Jumping Complex
16	Olympic Sports Complex
20	Belleayre Mountain
27	Gore Mountain
34	Whiteface Mountain
40	Parallel from the Start
47	Communications
52	Corporate Development
56	Events
67	Human Resources
69	Marketing
72	Sports Development
76	Board of Directors
81	Board Approval Page

History

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

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

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

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

The Authority has hosted almost 400 major national and international events and competitions since its inception. The events and competitions have included 14 World Championships and over 90 World Cup competitions in bobsled, skeleton, luge, biathlon, speed skating, ski jumping, freestyle skiing, alpine skiing, snowboarding and the Winter Goodwill Games in 2000.

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

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

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

The Olympic Regional Development Authority not only hosts winter events, but summer ones as well. ORDA hosted the first three annual ESPN Great Outdoor Games during the summers of 2000, 2001 and 2002.

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

In 2011, ORDA and the Town of Wilmington joined together to bring the Wilmington Whiteface 100K mountain bike race to the region. Now in its fifth year, this race continues to grow and attract some of the top mountain bikers from throughout the northeastern United States and Canada, many of whom hope to, through this event, qualify for the prestigious Leadville 100K MTB, held every August in Leadville, CO.

The Olympic Authority and its partners manage all events and competitions with its communications, corporate marketing, engineering, events, finance, marketing, sports development and timing and scoring departments.

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

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

Venue Histories

Olympic Center

The Olympic Center includes three ice surfaces: the 1932 Jack Shea Arena, the 1980 Herb Brooks Arena (home of the “Miracle on Ice”), the USA rink (a NHL regulation ice surface) as well as a conference center. The Olympic Center is a world-class, year-round training facility for figure skating and ice hockey. The Olympic Center is also available for recreational skating, conventions and concerts. In 1994, the Lake Placid Olympic Museum opened in the Olympic Center. In May 2010, a state of the art conference center was also added to the Olympic Center. With 90,000 square feet of meeting space, this is the perfect gathering place for meetings of all sizes.

Olympic Speed Skating Oval

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

Olympic Jumping Complex

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

Olympic Sports Complex

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

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

Belleayre Mountain

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

The New York State Forest Preserve declared Belleayre Mountain, located in Highmount, New York, “Forever Wild” in 1885. Construction began in 1949 and began its premier winter season with five trails, an electrically powered rope tow, New York’s first chairlift, With 55 trails, parks and glades, eight

lifts, including the new High Speed Quad, Belleayre now stands as a model in the ski industry as one of the original trailblazers of skiing in New York State.

Gore Mountain

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

Whiteface Ski Area

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

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

The Olympic Center

Fiscal year 2014-2015 at the Olympic Center was a very busy one. The center hosted a wide variety of sporting and public assembly events.

Hockey

It was an active year for ice hockey. USA Hockey with both their junior program and women's national teams programs trained at the center along with a large adult hockey tournament in January. Programs and tournaments conducted by Can-Am, CHE and Northwood, were held with large numbers of teams and their families in attendance. The center hosted practices and games for both NSA and Lake Placid Central School.

The Olympic Authority ran a number of hockey events this season. In October, ORDA partnered with USA Hockey's ADM program to host a Cross Ice Mite Jamboree (U8) which was attended by 18 teams from around New York State. The inaugural Miracle Holiday Classic was held in December. Fifteen teams from the northeast and Canada participated in four divisions.

The Olympic Center also co-hosted the New Year's College Hockey Classic with Middlebury College. This Division III tournament featured four teams. Along with the college hockey tournament, eight North Country youth hockey teams came in for clinics with the college hockey coaches and players.

The ECAC Men's Hockey Championships returned for their second tournament of a three-year commitment. The tournament had strong attendance and received a warm Lake Placid welcome.

Certainly one of the highlights of last winter was the 35th reunion of the 1980 Olympic Hockey Team. Over 4,300 tickets were sold with unparalleled media coverage leading up to and during the event. This event coupled with the live NBC "Hockey Day in America" all day coverage from the Oval put the name *Lake Placid* in the hearts and minds of every hockey fan in America.

Figure Skating

The figure skating legacy in Lake Placid continues to remain strong. Summer is the busiest time for figure skating in Lake Placid. In 2014, there were just over 400 skaters in the summer figure skating program as well as 119 skaters in the synchronized skating camps. In addition, the Skyliners Synchronized Skating Teams continued their summer training camps in Lake Placid for the month of August.

ORDA's two summer figure skating competitions are thriving – both the Lake Placid Figure Skating Championships, in June, and the Lake Placid Ice Dance Championships, in August, had over 350 competitors each.

The Olympic Center hosted the 2015 Eastern Synchronized Skating Championships, in January, which brought approximately 2,500 athletes to the Village and surrounding towns. These athletes came with their parents, coaches, friends and families and were able to enjoy a beautiful winter weekend in Lake Placid.

The Olympic Center is currently preparing for the 2016 North Atlantic Regional Figure Skating Championships to be held in October, 2015. This event is the first level of the U.S. Figure Skating Qualifying competition structure. Further, in conjunction with the Lake Placid Ice Dance Championships, the Olympic Center will be hosting the Lake Placid Ice Dance International. This event was approved by the International Skating Union (ISU) as an ISU minimum score event. Our standard competition will also serve as a qualifier for the United States ice dance team for the 2016 Youth Winter Olympic Games in February.

Conference Center

The Center, in its fourth year of operation, hosted a variety of public and private events. Multi-day meetings, dinners, technology shows and recently our first ever food show, along with banking and medical conferences.

The infrastructure continues to perform well and the Conference Center is starting to see a good number of repeat conferences. ORDA will continue to bid on conference and in 2016 will host the largest number of events in the Center that Lake Placid has seen in many years.

Oval

The Oval opened for the season in early December. The oval hosted several local speed skating events along with public skating. Over 15,000 people skated on the Oval this season. ORDA purchased a fleet of rental skates which through rental increased our revenue at the Oval. The Authority have recently purchased LED lighting and will replace old track lights this summer and fall.

Improvements

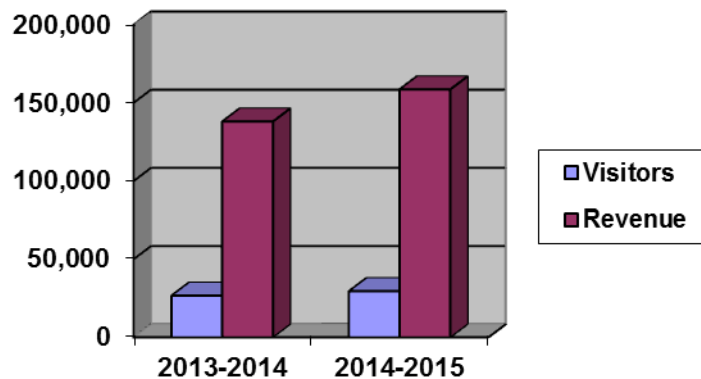
- Replaced link building roof
- Purchased new LED Marquee
- Purchased rental skates for indoor and outdoor rental
- Upgraded 1932 Rink public restrooms
- Rebuilt two locker rooms in 1980 Rink
- Constructed a VIP seating area in 1980 Rink

Year	2010-11	2011-'12	2012-'13	2013-'14	2014-15
Revenue	\$2,677,4888	\$2,653,300	\$3,022,177	\$2,922,765	\$3,943,057

* The data beginning in 2011-'12 includes the revenue from the Conference Center at Lake Placid. Revenue data does not include the Lake Placid Olympic Museum.

Lake Placid Olympic Museum

	4/1/2013 – 3/31/2014	4/1/2014 – 3/31/2015
Visitors	26,695	29,540
Revenue	\$138,000	\$158,600



During the fiscal year 2014-2015, the museum had a 10% increase in visitors and revenue increased by \$20,000 to show a nearly 15% increase in ticket sales.

At the end of 2014, the New York State Council of the Arts and the Museum Association of New York awarded the museum a \$3,000.00 Get Set grant to assist with the development of an interpretation plan to help in the planning of exhibits and programs. With the assistance of a museum consultant, the museum began to conduct surveys and gather information from our audiences to help the museum determine the approach to take in creating future exhibitions and activities to better serve and engage our visitors and the community more effectively.

The museum provided several outreach programs for area school children during 2014 – 2015, to include those at Lake Placid Elementary School, Tupper Lake Central High School, and Keene Central School.



As the museum began to develop more programs for children in 2014, it became apparent that additional space was needed to offer activities at the museum. Staff installed prints in the old Hall of Fame room to create a more welcoming space before hosting the “Lake Placid After School Program.” Most students had never had the opportunity to visit the museum before and were introduced to the collections and participated in a program where they created their own “medals.”

Significant items that the museum acquired in 2014 include the 1936 Olympic gold medal and diploma awarded to bobsledder, Ivan Brown and over 200 items from three-time Olympic speed skater, Valentine Bialas (1924-1932) which included medals, trophies, and a 1932 Olympic Diploma.

In September 2014, museum staff created an exhibit on the Athletes Village from the 1980 Olympic Winter Games. The one year - temporary exhibit, entitled the *Olympic Prison* is a look inside the Athletes Village that is now used as Ray Brook Federal Correctional Institute. Visitors can view building layouts, photographs and learn about its after-use.



The museum received the loan of Andrew Weibrecht’s Sochi 2014 Opening Ceremony uniform which prompted staff to re-design the “Fashion in the Olympics” exhibit. In addition to this venue improvement, the museum re-painted several parts of the museum with the help of the Olympic Center’s maintenance staff to better highlight the collections on display.

Staff provided research assistance along with both photographs and archival materials from the collection to the International Olympic Committee, Jim Craig (1980 U.S. Ice Hockey Team member), and British author Andy Bull.

The Lake Placid Olympic Museum finished the year by finalizing the digitization of a unique scrapbook dating back to the 1910’s to the 1920’s, created by Henry Uihlein II. Funded by the Henry Uihlein II and Mildred A. Uihlein Foundation, staff at the Lake Placid Olympic Museum along with the Northern New York Library Network worked together to digitize the scrapbook to help preserve the contents found inside. This treasure provides a record of how Lake Placid became a mecca for winter sports and has been uploaded to the New York Heritage Digital Collections website (<http://newyorkheritage.org/>), where it is now able to be browsed in its entirety.



Olympic Jumping Complex

The Venue

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

Projects and Improvements:

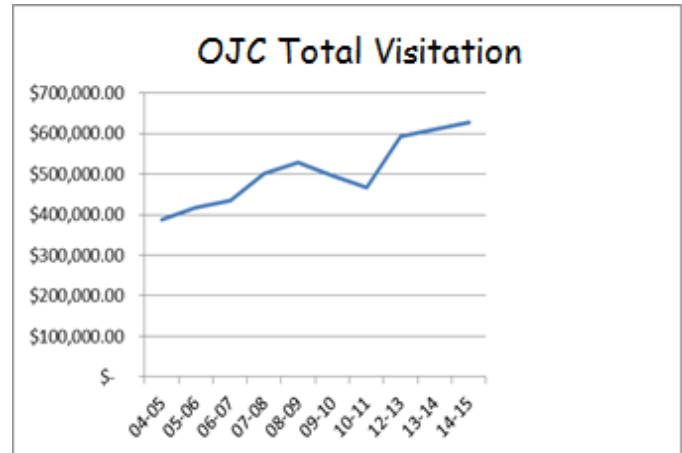
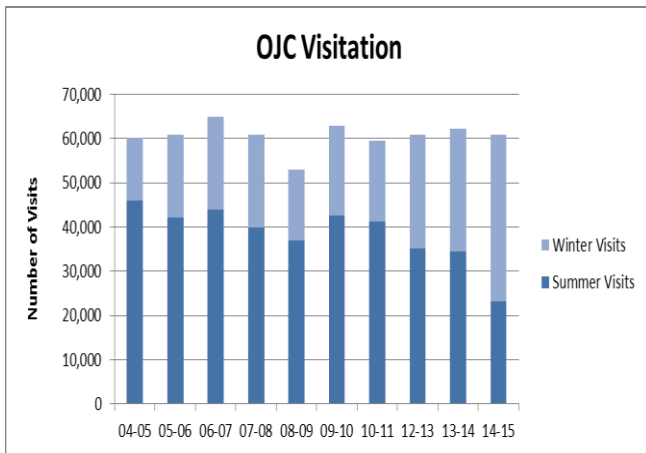
Several significant projects were completed using funds from the yearly maintenance budget and from capital funds.

2014-2015 Completed Projects:

- Redesign and rebuild of the freestyle building damaged by fire in the fall of 2013
- Replacement of lift drive and electrical system on the venue chairlift
- Began modernization work on the elevator in the K120
- Purchased equipment for the summer tubing operation
- Purchased two new fleet vehicles
- Began remodel of the base lodge with the construction of a 40 x 80 concrete patio on the front of the base lodge to allow for large parties.

Visitation

Almost 63,000 visitors passed through the complex in 2014-2015. Events drew almost 10,000 visitors to the venue with the largest single event being the New Year's Ski Jump with approximately 2,500



people. The Summer Jumping Series events and the World Cup Freestyle continued to be popular spectator events.

Tubing continued to grow in popularity with over 5,000 guests participating and revenue of over \$48,000. The addition of Extreme Tubing to the summer activity line up added over 2,000 visits to the venue and over \$41,000 in revenue. In addition, the venue concessions and merchandise sales grossed over \$89,000.00.

Athlete Usage

Nordic

Participation in the elite Nordic jumping program remained stagnant with little growth in the Junior Jumping program. The opening of the K120 for the first time in several years along with the hosting of a FIS Cup Ski Jumping event made for a strong month of jumping in February.

The venue hosted the 2014 U.S. Ski Jumping and Nordic Combined National Championships during the Flaming Leaves Festival and hosted the Nordic Combined portion on the roller loop.

Freestyle

The freestyle training center logged over 4,000 skier days in the summer of 2014. The U.S. Ski Team continued a freestyle development program in Lake Placid and the program saw tremendous World Cup success when two alumni of the program won the Overall World Cup titles for both men and women. Freestyle programs generated over \$55,000 for the venue in a season that began late due to the renovations to the pool building.

Biathlon

The United States biathlon team and development teams called Lake Placid home throughout the summer and into the fall, utilizing both; the ski Jumps roller loop and shooting range as well as the shooting range at the Olympic Sports Complex. This was the second year a request was made for snowmaking on the range loop, which was accomplished through a partnership with the USOC. It was widely used by all skier groups including USA Biathlon.

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



Olympic Sports Complex

The Venue

The Olympic Sports Complex is comprised of two sections; the sliding tracks and the cross country/biathlon center. The sliding tracks include the combined track, built in 2000 for use by all levels of bobsled, skeleton and luge athletes for training and competition and the 1980 Track used exclusively for the summer passenger ride program.

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

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

The Sliding Tracks

The sliding tracks, once again, set the mark for the longest season in the world with operations that stretched from October 15, 2014 to April 12, 2015. During that time, over 25,000 trips down the track were completed during competition, training and recreation programs.

Projects and Improvements:

Projects and improvements in 2014-2015 primarily involved infrastructure improvements to the track timing system, ammonia plant and luge start ramp, the completion of the covering over the finish ramp and the purchase fleet vehicles. Projects deferred to 2015 include a coating system to protect the track insulation, a start building design for Start 4 and a new phone system for the venue.

2014-2015 Completed Projects:

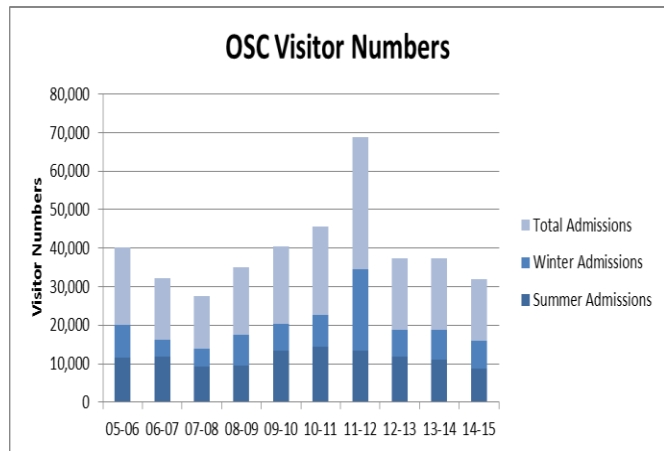
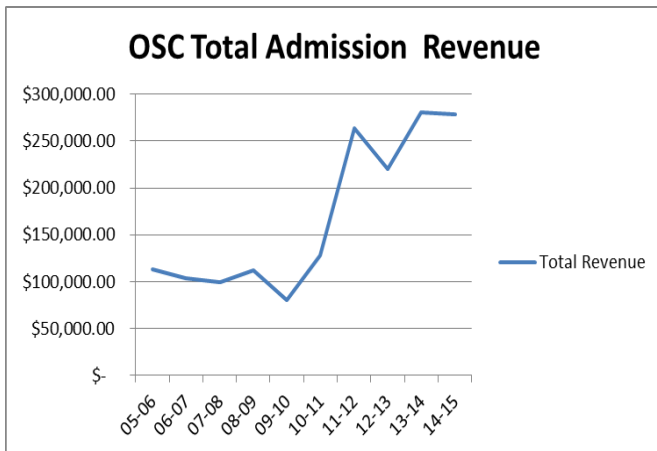
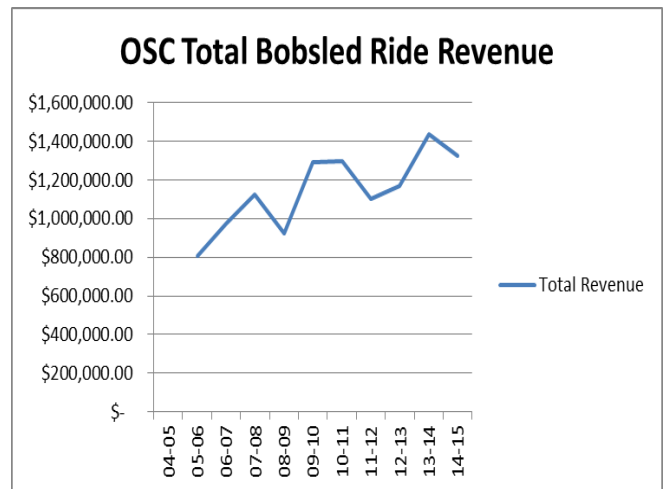
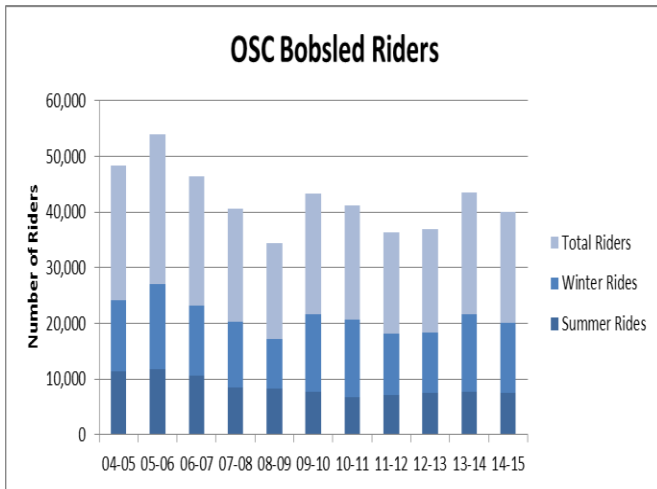
- Purchase of a new Timing System for the Track
- Completed Covering System over the Finish Ramp
- Made required repairs to Ammonia Plant and moved the Start Eye on the Luge Start Ramp
- Purchase of Fleet Vehicles for Crew

Visitation

Visitation at the OSC Sliding Tracks is characterized by two main groups; passenger bobsled riders and general admission guests. Admissions for the 2014-2015 remained steady over the season with a small post-Olympic decrease. Total visitation for the year was almost 36,000 guests.

Total ride numbers for the year were over 20,000 riders for both the bobsled and the skeleton ride.

In year six of self-operation of food and retail services for the public the gross revenue for fiscal year was over \$112,000. Food generated \$13,000 in sales while merchandise continues to prove popular grossing \$99,000 dollars.



Events

The track hosted a FIBT World Cup in Bobsled and Skeleton and a FIL Luge World Cup, December, 2014, as well as several other international events including a North America's Cup Bobsled / Skeleton events. In addition to international competition, the venue also hosted a variety of national championship and selection races in bobsled, skeleton and luge.

Athlete Usage

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

Lake Placid Development Program

ORDA and specifically the OSC Sliding Track continued a partnership with the United States Bobsled and Skeleton Team to fund development programs for bobsled and skeleton in Lake Placid. A portion of the proceeds from the half-mile bobsled ride program (The Lake Placid Bobsled Experience) was allocated to a special fund for use in a Lake Placid based development program.

This year the program employed one full time staff and one part-time coach and operated with a budget of \$150,000 to fund sled repair, training, athlete recruitment and to pay coaching staff. The program coached and screened over 250 athletes during the course of the season.

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 compete regularly on the World Cup tour and at World Championships.

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

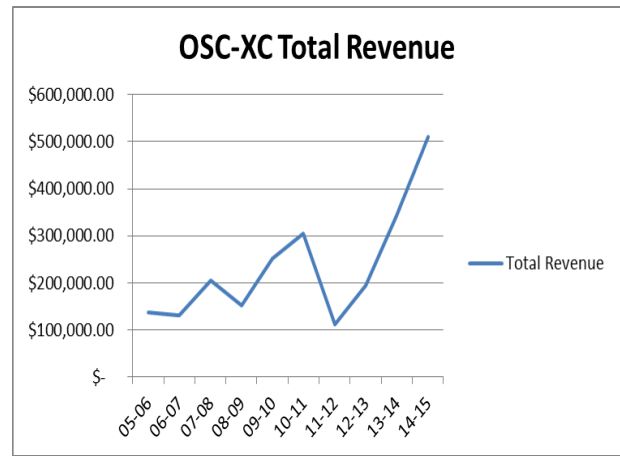
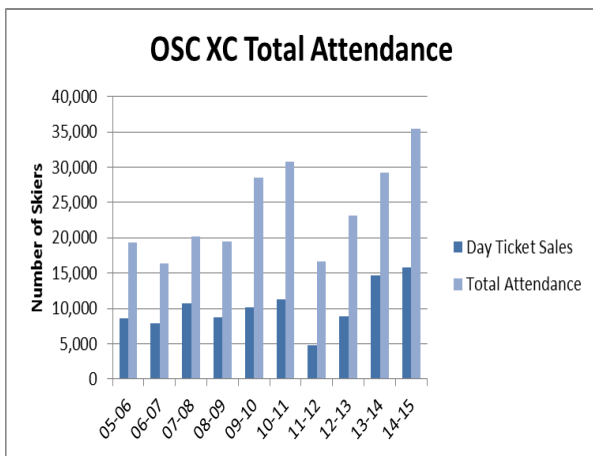
The focus of maintenance and trail repair in 2014-2015 was on customer experience improvements continuing the enlargement of the lounge and improving the wine and beer bar. The major capital purchase was a buyout of the Centerplate operations, including the rental fleet. The food service

operation was sub-contracted to local food purveyor, Green Goddess Natural Foods. That change was met with tremendous positive public response.

Rental operation and merchandise sales were consolidated under venue operations. The rental program grossed revenue of over \$50,000 and gross sales of merchandise was over \$50,000 as well. In total over \$100,000 in revenue to the venue and greatly improved customer experience at the venue.

Visitation / Programs

The trail system was open in early-December and remained in continuous operation until mid-April. This is significant as it is the first year in recent history that the trails did not close due to weather related issues. The venue saw over 35,000 skier visits increasing from 28,000 in 2013-2014. Total visitation accounts for all season pass and athlete training days as well as usage by racing competitors. Daily ticket sales reflect all single and multi-day trail passes sold and account for 15,832 skier visits this year. Total revenue from all revenue streams, including the summer biathlon program and rentals was over 509,000 with 663 season passes sold.



Events

The venue hosted 31 events ranging from local high school races to the Saint Lawrence Winter Carnival and the NCAA National Championships. The Lake Placid Loppet was packaged with the Saint Lawrence Winter Carnival and a new challenge race to create a new event called the Lake Placid Nordic Festival. The event was well received and was a strong springboard to the NCAA National Championships. In addition to these events the venue also hosted the NYSEF Harry Eldridge event and the Clarkson Carnival and a Biathlon Nor-AM.

Athlete Usage

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



Year	2008-2009*	2009-2010*	2010-2011*	2011-2012*	2012-2013	2013-2014	2014-2015
Revenue	\$5,604,865	\$5,392,668	\$5,601,288	\$3,623,381	\$5,298,259	\$4,939,402	\$5,083,710
Visits	154,726	169,163	167,036	87,341	115,919	131,257	133,911

*Statistics are based on Ski Season not Fiscal Year

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

NEW for the 2014-2015 Season

This past season at Belleayre proved to be a season of growth and change for us and the changes have not yet stopped. Additional investments in Belleayre had the staff working hard all season to complete. The majority of the projects this year were geared towards improving the overall customer experience and customer service at Belleayre.

- The Dreamcatcher glade was added to west side of the mountain, right off of the Deer Run trail. The trail was cleared out and in early November and was opened to the public on February 11, 2015. This new trail was a great addition to the mountain and showcased the variety of terrain that Belleayre has to offer.
- The Overlook Lodge cafeteria was completely renovated. This new grab-n-go layout helped reduce lines, bottlenecks and improve flow through the cafeteria.
- The Overlook Lodge Carving Board located next to Groomers Lounge received a new makeover and a new name – Groomers Pub. The serving windows were cut open and made wider and additional "bar type" food was added to the menu, giving customers more of a variety of food options at the mountain.
- New for this season, Groomers Pub offered sit down service which enhanced the customer experience in the Groomers Lounge.



- A brand new Piston Bully PB400 winch cat was added to the grooming fleet. The winch cat allows us to push snow up the mountain and to cut back on some snowmaking costs while still providing excellent conditions.
- The summer also brought extensive snowmaking upgrades - including a three "zone" water line segregation to the upper half of the mountain. Also added were 25 new Sky Giant Flanged Heads to our snow guns to increase our existing snowmaking capabilities. Both of these snowmaking upgrades allowed the resort to put low energy snow guns at the top of the mountain, make more snow on the upper half of the mountain and become more energy efficient. Belleayre also received a new electric Cameron Turbo Air 3000 compressor which replaced four diesel compressors. The compressor is more efficient than the diesel compressors and also allows us to pump more water at a faster rate.
- In front of the Discovery Lodge, a new 120' x 50' structure was built and is the new home of the Discovery Rental Zone and Rossignol Experience Center. Phase I of the project was completed on December 24, 2015 and the new rental shop opened on Christmas Day. Phase II of the project has already begun for the offseason. It will include additional walls, flooring and new signage. This new rental space streamlined the rental process making it customer friendly, easier and more efficient to get to each station. Wait times were cut down from an hour at times to 20 minutes or less during holiday periods with virtually no wait midweek and much less of a wait on weekends. In the process, bottlenecks were eliminated. Also new this year, the rental shop purchased snowskates for rent – which is a hybrid of a skateboard and a snowboard.
- The Parallel from the Start Program was added to our snowsports programming lineup. This trademarked program utilizes familiar movements and skis designed with beginners in mind. The three-day program includes 3 days of beginner mountain lift tickets, 3 three days of rentals and three days of class lessons. The three-day Parallel from the Start Program can be used at Belleayre, Gore and Whiteface Mountains, or in any combination at the three mountains. After completing all three days, the customer received a free SKI3 Frequent Skier Card. A one day PFS program is also offered and similar one and three day Learn to Snowboard packages are also offered.
- In addition to the SKI3 Parallel from the Start and Learn to Snowboard packages, other SKI3 items were added to the lineup including the SKI3 Snow Sampler and SKI3 Military Pass. All SKI3 products can be used at Belleayre, Gore and Whiteface Mountains.
- The Discovery Lodge restroom was completely remodeled with new tile, flooring, stalls and fixtures.
- The ecommerce store was overhauled and was launched during the summer of 2014. The online store is now integrated into the resort's sales program - which will streamline the purchasing of season passes and programming. For the first time, daily lift tickets were available for purchase through the Belleayre.com website and customers saved up to 44% on their daily lift tickets.
- Kidscamp moved into the old rental shop in the Discovery Lodge. This move more than doubled the inside area of the Kids Zone and the extra space was used for seating and registration for the program.



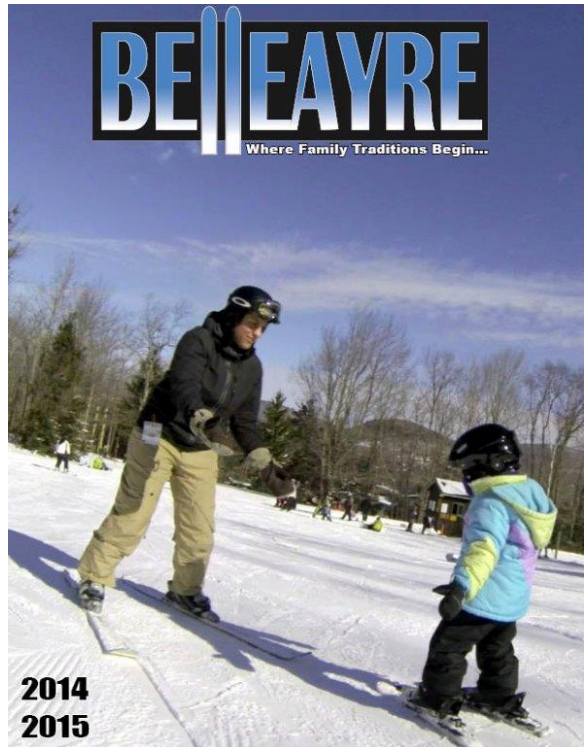
DISCOVERY LODGE RESTROOMS REMODLED



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

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

- Direct mailings were sent for season pass sales, seasonal programming, groups and more.
- Traditional media advertising included television commercials, radio commercials and print ads through the Hudson Valley, Long Island, New York City Metro and Northern New Jersey.
- An increased social media presence on Facebook, Twitter and Instagram. Facebook likes have grown almost 2,500, Instagram increased by over 1,100 and Twitter increased by a couple hundred followers. Between Facebook advertising, daily posts, pictures, reposting statuses and pictures the social media outlets kept our customers engaged and well informed.
- The Belleayre marketing team attended more ski shows including some new summer shows, local ski shop shows and added a Syracuse show into the mix. At all the ski shows, Belleayre sold ski products including the SKI3 Frequent Skier Cards, SKI3 Snow Samplers and Belleayre only Two-Pack non-holiday tickets. Marketing increased its email database by over 700 with the collection of email addresses at various ski shows we attended.
- Digital advertising and banners ads were placed



using the Trade Desk Display and mobile advertising platform. They were concentrated through the Hudson Valley and Long Island markets. Other digital placement included Facebook ads (right hand rail ads), Snowcountry.com banners and Onthesnow.com ads running on the home page, New York page and Vermont page. Digital banners included both static and flash ads and using a mix of mobile and wired.

- Direct email blasts were sent out on a regular basis. A new email template was created and implemented in March. The new E-News is adaptive and responsive, mobile friendly, cleaner and easier to navigate. The email database increased by almost 4,000 emails which were acquired from online sales, ski shows and signing up through the website.
- New on mountain events this year included the USA Luge Challenge, the LL Bean Boot Mobile and Hovland Snowskates Demos. Other yearly events included a cardboard classic, dummy race, Moguls Mash, Turn N' Burn Competition, Weekend Race Series, Presidents' Torchlight Bash and more.

Summer/Fall Operations

To help Belleayre become a four season resort destination, Belleayre offers a variety of off season activities including the Belleayre Beach, fall festival, lodge rentals and mountain biking. The summer and fall months brought more than 26,800 visitors to Belleayre and more than \$131,400 in revenue from summer activities and the fall festival, plus revenue collected from season pass sales, programming and catering events through the summer months.

The Belleayre each offers lifeguard supervised swimming, row boat, pedal boat and kayak rentals, picnicking, horseshoe pits, volleyball, basketball, fishing and great relaxation! Between Memorial Day weekend and Labor Day, more than 16,000 patrons visited the beach to enjoy all it has to offer – including several local town and school recreation groups. Newly added was a rock climbing wall and both kids and adults alike loved the new attraction. Also new at the Belleayre Beach, a deep fryer was added to the Snack Shack which now allows for more food offerings including french fries and chicken tenders. Look for an increased summer menu at the Beach for the 2015 season.



Belleayre is the home of the Belleayre Music Festival. The festival ran weekends from July 5th through August 30th with more than 5,800 people attending the concert series. The summer of 2014 brought an eclectic range of performances including a symphony featuring the music of Queen, a Broadway performance by Norbert Leo Butz, the comedy of Colin Quinn, multiple nights of Jazz & Latin Jazz and a Gaetano Donizetti's Lucia di Lammermoor opera. The highlight of the concert series was closing night when some of Brooklyn's brightest and best bands hit the stage in the big music tent. The Hold Steady, Big Data and Lily & The Parlour Tricks were just a few of the talent that was showcased closing night. More information about the Belleayre Music Festival can be found by visiting the Belleayre Music Festival website at belleayremusic.org.



The Annual Fall Festival is held over Columbus Day Weekend. The festival hosts local arts & crafts vendors, local businesses and antique/garage sale vendors. In addition to vendors, the weekend also consisted of live music, the popular sky ride, fishing & a fishing derby, kid's entertainment, pumpkin decorating, arts and crafts, German fare food & beverages. Belleayre season passes, seasonal programming, frequent skier cards, the popular 3-packs, snow samplers were also on sale at this annual event. The weekend brought between 4,000 – 5,000 people and everyone in attendance enjoyed a fantastic fall weekend.

Mountain biking begins in late April and runs through the fall. All the trails at Belleayre can be used for biking, including the cross country trails - there is no cost to use any of the trails for mountain biking. A NY State Mountain Bike Series, sponsored by Overlook Mountain



Bikes, is held yearly in late August at Belleayre. The 2014 bike race was the biggest to date bringing the best athletes with 125 racers plus an additional 350 spectators in attendance.

The rest of the calendar was filled with 15 special events including weddings, birthday parties, corporate events, banquets, conferences, reunions, fundraisers and meetings. An additional 2,100 people visited Belleayre through these special events. Centerplate is Belleayre's on mountain food service provider and catered all the special events that needed food.

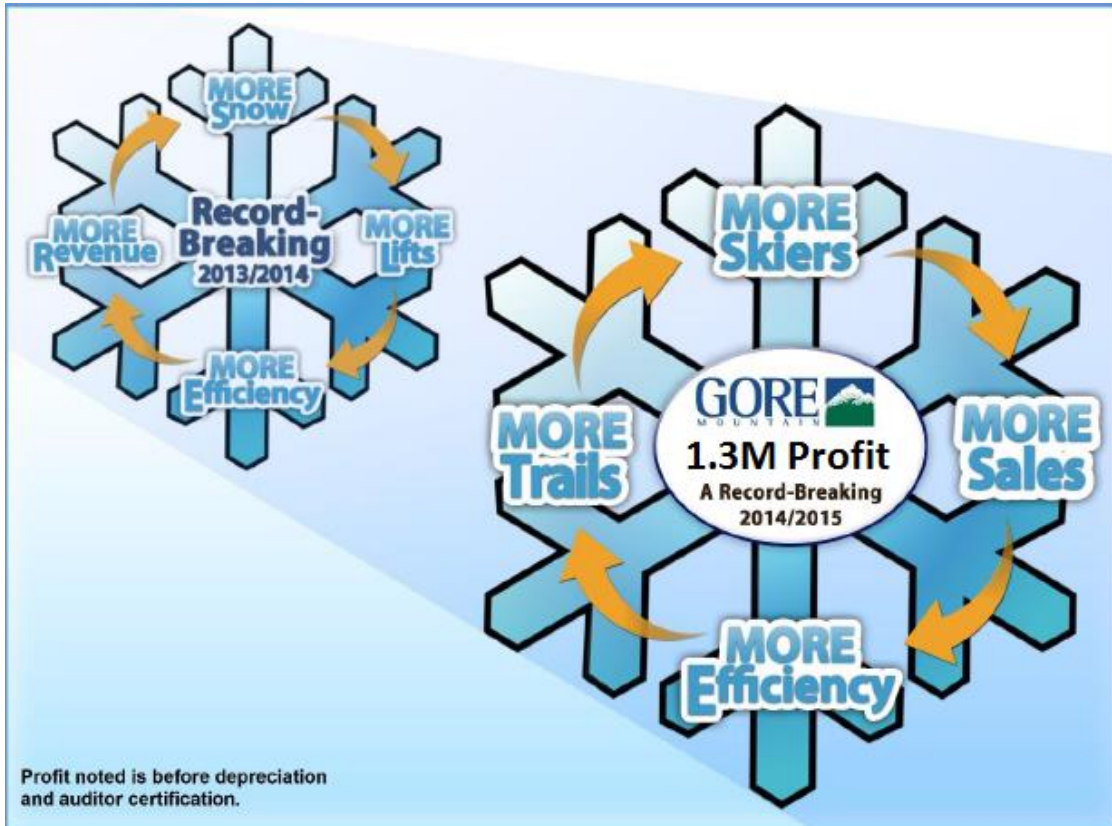
Statistical Information

<i>Trails, Parks & Glades</i>	<i>50</i>
<i>Lifts</i>	<i>8</i>
<i>Summit Elevation</i>	<i>3,429 ft</i>
<i>Longest Trail</i>	<i>12,024 ft</i>
<i>Snowmaking</i>	<i>96%</i>
<i>Beginner Terrain</i>	<i>22%</i>
<i>Intermediate Terrain</i>	<i>58%</i>
<i>Expert Terrain</i>	<i>20%</i>
<i>Uphill Capacity</i>	<i>10,980/hr</i>
<i>Vertical Drop</i>	<i>1,404 ft</i>
<i>Total Acres</i>	<i>2,193</i>
<i>Skiable Acres</i>	<i>171</i>
<i>Cross Country Tails</i>	<i>9 km</i>

Year in Summary

Belleayre opened the doors to the 2014-2015 ski season on November 22, 2014 and the first major snowfall occurring a week later. The early weeks of December were warm and snowmaking was difficult for most of the month. Once the cold temperatures settled in, the snowmaking team took off

and blasted snow across the entire mountain. Between the cold temperatures of January and the natural snow fall, 100% of the mountain was open by February 11, 2015, serving up some incredible conditions. The biggest challenge of the season was the bitter cold during the Presidents Holiday period, where the daily temperatures highs were in the single digits and wind chills well into the negatives. Another hurdle was the lack of snow sports instructors. Trying to keep up with the demand of daily and seasonal programming was a challenge. Belleayre will be making some changes to scheduling and timing of its programs to help keep up with demands as well as more actively recruiting staff during the off season. As each season comes and goes, it brings with it a new set of challenges and as always, the Belleayre staff exceeds expectations to provide a great experience for our customers.



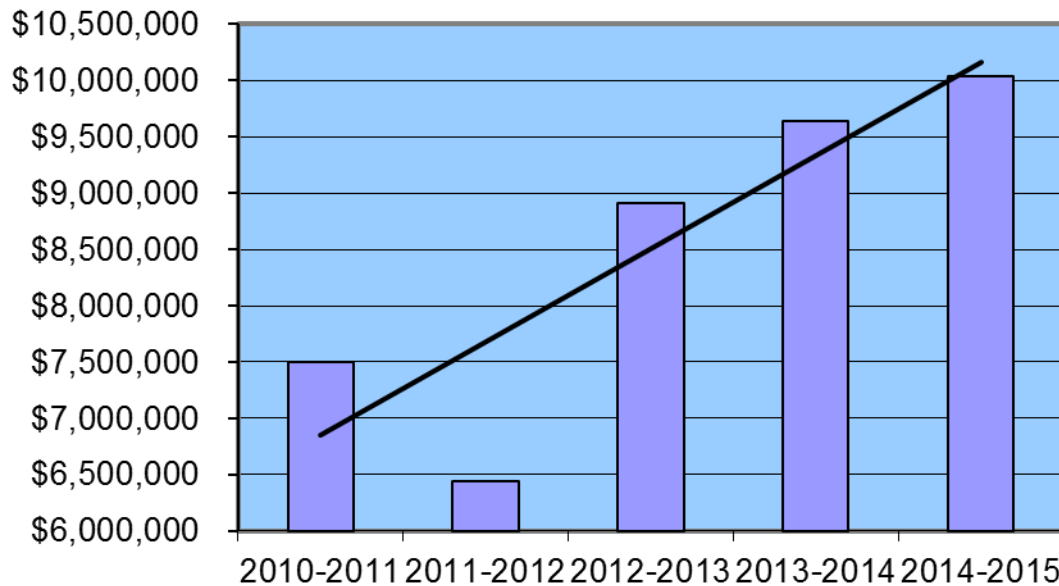
	2012-2013	2013-2014	2014-2015
Lift Days*	1,071	1,209	1,305
Gallons of Water Pumped	277 million	305 million	297 million
KWH Consumed	13,646,411	13,429,859	13,180,674
On-Hill Revenue	\$8,910,472	\$9,637,100	\$10,039,903

**One lift day is the equivalent of running one lift for one day. For example, one ski day with*

10 lifts in operation is equal to 10 lift days.

Gore Mountain actively continued its energy efficiency initiative during 2014-2015, and in the two charts above illustrates the multi-faceted and perpetuating benefits of investing in new snowmaking technologies. A more efficient system leads to more terrain open, realized at a lower

cost for a longer portion of the season. The higher quantity and higher quality of available terrain attracts more skiers, and the offset expenses combined with increased revenue is a major driver of profitability. ON-HILL REVENUE (dollars generated April 1 – March 31)



2011-2012 was unusually adverse in terms of weather (thaw/freeze cycles and just 76” of natural snowfall, half of the annual average of 150”). Despite that unfavorable season for all Northeast ski areas, this chart still represents steady revenue growth at Gore during the relatively average snowfall years of 2010-2011 (150”), 2012-2013 (168”), and 2013-2014 (147.5”), and the below average snowfall year of 2014-2015 (124.5”).

COMPLETED PROJECTS FOR 2014-2015

1) ADIRONDACK EXPRESS II- Gore Mountain replaced the oldest high-speed lift in North America with a new high-speed quad. “AEII” offered guests a smoother, faster, and more reliable ride out of the primary Base Area, and the new unloading zone near the mid-mountain Saddle Lodge was lowered to provide an easier egress onto the slopes.

2) NEW SNOWMAKING- Twenty-two new high-efficiency tower guns were added to the Topridge trail on Bear Mountain. New snowmaking was also placed around the Pipeline Bridge to further improve Gore Mountain’s interconnect with the historic North Creek Ski Bowl.

3) TRAIL CONSTRUCTION- The Echo trail, which recently received FIS and USSA race certifications, was widened up to 20 feet in some areas. Four new glades were added to the trail map.

Significant trail work to smooth inconsistencies on the Foxlair trail made for more efficient snowmaking, allowing for it to open faster.

4) BEGINNER IMPROVEMENTS- Gore Mountain rebuilt the loading area and base station, and improved the mid-station of the Sunway Chair. A new soft-start feature was added to the J-bar. New beginner-specific equipment and instruction was introduced with the SKI3 Parallel from the Start program.

5) PARKING- Capacity was increased in Lot F and at the North Creek Ski Bowl.

CURRENT PROJECTS

Gore Mountain is working towards the following improvements for 2015-2016:

- a) **Snowmaking & Terrain Improvements at the North Creek Ski Bowl-** Gore Mountain is busy improving the experience at its newest pod of terrain located on Little Gore Mountain. New snowmaking for the Moxham, 46ER, and Hudson trails has been prioritized, and the Hudson trail has already been converted from its previous glade status to a traditional trail.
- b) **Guest Services & Daycare Swap**– To provide a highly visible location for Guest Services and a quieter and more secure location for daycare, the two departments will exchange locations. Guests that need assistance will be able to quickly locate help, and the renovated Northwoods Lodge area will also be able to accommodate the growing storage and office needs of the IT department.
- c) **New Trail Map-** While Gore spans nine sides of four unique peaks, has the sixth greatest vertical in the East, and the most terrain in New York State, the current map no longer provides a valuable or accurate representation of the resort. The map will be redesigned this year using modern three-dimensional software to better depict the varied and multi-mountain experience Gore offers.
- d) **Freestyle Updates-** Gore plans to shape earthen features into its popular boardercross at the North Creek Ski Bowl so the course can open earlier in the season. New snowmaking guns for the Wild Air terrain park will facilitate a more dynamic freestyle experience on that trail.
- e) **Communication Upgrades-** Gore Mountain will continue improving access to complimentary wireless for its guests.

MANAGEMENT PRIORITIES

To help maintain the positive growth curve, Gore Mountain has prioritized the following:

1) Replacement of the 1967 High Peaks double chair- The current layout of this lift does not offer access to all of Gore Mountain's summit trails. Its manufacturer, Riblet, is no longer in business. A new lift for the High Peaks Area will provide more reliable service to guests, decrease maintenance

costs, increase uphill capacity, and disperse skiers throughout the resort's terrain more efficiently.

2) **Continued investment in the efficiency of the snowmaking system-** This will further advance Gore's recent successes in decreasing costs and improving the product quality, thereby contributing to increased profit. While the benefits of transitioning to high-efficiency equipment have been clearly illustrated, only one-third of Gore Mountain's snowmaking system utilizes these technologies.

3) **Increased square footage of Gore Mountain buildings, particularly the Base Lodge-** To satisfy the demand of peak revenue-generating weekends and holidays, more space is required. Additional space could also serve to build ancillary revenue opportunities, such as seasonal and day-use locker areas, group meeting places, and enhanced concession services.

4) **Anchor Summer Attraction-** In order to capitalize on warm-weather revenue opportunities, a signature anchor attraction is necessary. While Gore presently offers some smaller summer activities, it does not have competitive off-season appeal. Plans for a zipline that could be used during all four seasons have been shared with stakeholders and met with favorable response.

5) **Renewable Energy Initiatives-** Gore Mountain is organizing the foundation of solar programs both independently and with the Town of Johnsbury. Opportunities for hydropower are also being explored.

SPECIAL EVENTS – Focused on Fun & Families

Pond Skimming Contest- April 12: Get wet and goofy skimming across our largest pond ever. Great music and awesome prizes!

Easter Sunrise Services & Buffet Brunch- April 20: Ride the gondola to the non-denominational service atop Bear Mountain, then enjoy a fabulous Easter brunch in the base lodge.

Opening Day of Summer Operations- July 12

Downhill Mountain Biking Camp- July 26: Downhill mountain biking instruction for beginner to intermediate level riders, ages 10 & up. Ride through wooded trails and over rocks, logs, and stream beds. Camp includes lunch and all-day lift ticket.

Gore Mountain Craft Fair- Saturday-Sunday, August 2-3: Adirondack artisans and vendors, kids activities, summer food and drink menu, and live entertainment.

Painting the Landscape in Pastel- August 10: Learn about the art of pastels and create your own masterpiece. Class includes instruction, lunch, and scenic gondola ride.

Downhill Mountain Biking Camp- August 16 (description above)

Bread Basket Workshop- September 6: Weave your own bread basket with rattan reed and choice of accent colors. Class includes materials and instruction, pottery warming stone, and scenic gondola skyride. Suitable for ages 16+.

North Creek Farmers Market Brunch- September 7: A unique display of healthy, local foods from Gore Region Restaurants. This brunch gets rave reviews and everyone dining enjoys a scenic gondola skyride included!

Carl Heilman II Photography Camp- September 20: Learn how to photograph various nature scenes from the best in the business, with Gore as the backdrop. Class includes instruction, lunch, and scenic gondola skyride!

Gore Mountain Leaf Cruncher- September 21: 5K trail & base area run/walk with an all-new course layout. A scenic gondola ride was included with registration.

Adirondack Pack Basket Workshop- October 4: Weave an Adirondack Pack Basket complete with solid pine interior base and skids, and custom cotton harness and matching handle. This class is suitable for adults and includes materials, tools, instruction, and lunch.

Gore Mountain Harvest Fest- October 11-12 Fantastic event featuring local artisans & vendors, kids entertainment, hearty fall food & drink menu, and live music!

Season Pass Price Deadline- November 14

Opening Day of Winter Operations- November 16

Gore Mountain Gives Food Drive- Opening Day Through December 14: Donate a non-perishable food item to annual pantries in exchange for a lift ticket discount!

First Day of Season-Long Programs for Kids & Teens- December 6: Mountain Adventure for ages 4-12, Instructor in Training for ages 13-15, Teen X-Treme for ages 13-15.

Take Your Kids to Gore Week #1- December 15 – December 21: Ages 19 & under ski and ride FREE with full-paid parent.

Inside Edge Demo Day: December 17

Twelve:30 Log Jam: December 20- A holiday freestyle event.

3-Day Holiday Camp for Kids- December 26-December 28

Goldstock's Demo Day- December 28

Gail's Bump Camps- January 3 & 4

NYSEF U10/12 World Cup #1: January 4

SANY Discovery Day: January 8- Discover NY Skiing during this fabulous statewide promotion.

NYSEF U16 Giant Slalom- January 10

NYSEF U14 Race- January 11

2-Day Holiday Camp for Kids: January 17 & 18

NYSEF U10/12 World Cup #2

Sunday, January 18

Torchlight Parade & Fireworks Spectacular- January 18: Awesome fireworks & torch parade in the Base Area!

NYSEF U14 Super G Camp & Race- January 24-26

Gore Mountain Restaurant Week- January 25-January 30: A showcase of regional dining & culinary talent, featuring a fun race on January 26!

NYSEF U16 Super G Camp & Race- Saturday, January 31 – Monday, February 2

US Paralympic Team Training- February 2- February 4

NYSEF USCSA Carnival & Race- February 7 – February 8

NYSEF U10/12 World Cup #3- Sunday, February 8

NYSEF HS Race- February 10

NYSEF U16/U18 Super G- February 13

2-Day Holiday Camp for Kids Ages 4-12- February 14 & 15

USASA Boarder/Skier Cross Double Header at the Ski Bowl- February 15 & 16

3-Day Holiday Camp for Kids- February 17-19

Saturday Night Rush Hour- February 21: Nordic/Snowshoe race at the Ski Bowl

NYSEF U10/12 World Cup #4- February 22

NYSEF U18 State Championships- February 27- March 1

Mini-Shredders Jibfest- February 28: Freestyle competition for kids ages 10 & under only!

NYSEF U14 State Championships: March 5- March 8

Big Air at Little Gore- March 7: Evening freestyle competition under the Ski Bowl lights!

NYSEF USSA Eastern Finals: March 14 – March 17

NYSEF U10/12 World Cup #5- March 15

Season Passholder Appreciation Week: March 16-March 22

Take Your Kids to Gore Week #2: March 21-March 27 (description above)

NYSEF Spring Slalom: March 21-March 22

Gore Mountain Maple Fest- March 29: Live music, lift ticket specials, & maple fare and fun!



WHITEFACE



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

Whiteface offers a 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 ski center have been re-branded as the Whiteface Adventure Park to include the scenic gondola ride to the summit of Little Whiteface Mountain, which travels 8,487' along a vertical rise of 2,432'. The Cloudsplitter Gondola also services mountain biking from the Little Whiteface summit. Other summer activities include disc golf, interpretive hikes, 4x4 tours, air bag free fall, yoga sessions on the mountain, festivals, and the new Adventure Zone.

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

take an elevator deep inside the mountain to the summit. With so much to offer and rare natural beauty, Whiteface Mountain is truly the centerpiece of the region summer and winter.

Spring/Summer

The summer of 2014 was the start of many new maintenance and revenue generating projects. The signature project for the summer was a complete reconstruction of the Veteran's Memorial Highway. This project was managed by the Department of Transportation and the contractor is Reifenburg Construction. This major undertaking consists of slip lining all culverts, repointing all stone guide rails, a new septic system, new tables and bike racks and a total repave of the road from the top of the mountain down to the 4 corners in Wilmington. The price tag for this venture is \$12-million and is scheduled to be completed by June 30, 2015. Whiteface sincerely thanks the local political leaders and Governor Andrew M. Cuomo for supporting this project.

Due to the construction project, the Memorial Highway had a limited operating season in the spring and fall. The revenue for the highway was down \$120,000 or approximately 22% (compared to total revenue earned in summer 2013) due to this fact.

In the summer months, Whiteface decided to expand hours of operations on all summer activities. Gondola rides and mountain biking commenced full time operation on June 20. This was one week earlier than normal but Whiteface had noticed an earlier influx of tourists and decided to capitalize on the increased visitation. June 20 was the weekend of the Wilmington-Whiteface Bike Fest with the fourth running of the Leadville Trail 100K mountain bike qualifier race (500+ competitors), 13th running of the Whiteface Mountain Uphill Bike Race, and the start of summer operations. Opening weekend was the grand opening of the rebranded Whiteface Adventure Park. This park added a new Adventure Zone consisting of a euro bungee, climbing wall, spider tower, giant blow up slide, slack line park, and bounce house. These new activities, along with our alpine expedition ranger tours, guided hikes, disc golf and air bag free fall brought in \$108,934.00 in new revenue. The resort considers year one of the Adventure Park to be a success and look forward to increased offerings and revenue in 2015.

The gondola rides saw increased visitation due to extended operational hours and the limited schedule of the Veterans Memorial Highway. Revenue from gondola rides was up approximately \$70,000. Even with the limited operational schedule of the highway, the total revenue from summer 2014 was up over \$60,000 compared to summer 2013.

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

Centerplate continued to operate both J.LOHR Wine Bar & Café and the Cloudspin Lounge. The Cloudspin Lounge was open weekends and continued to play host to the Rock the Face summer music series.

Projects and purchases:

Equipment purchases: the big equipment purchase for the year was 100 new energy-efficient snow guns. Whiteface was able to secure a 50% grant for purchase and install. Whiteface also purchased new fan snow guns, a septic pump truck, a Polaris Ranger, mini excavator, a bus, and paid off a snow cat.

Bear Den Mountain (formally known as Kids kampus): this was a large project that consisted of adding two new bathrooms, enclosing a porch, expanding retail offerings, and reorganizing the entire lodge to allow for proper flow for programs and services. Whiteface staff enclosed the magic carpet to allow for more lift reliability. We also rebranded the entire area to Bear Den Mountain making it a go to location for all beginners and families.

Trail maintenance: there were two significant trail projects last summer on Upper Valley and the Wilmington trail, making these trails safer and easier to maintain.

The Upper Valley project consisted of widening the trail, burying a power line, and moving the snowmaking line. This allowed for increased skier traffic and easier maintenance of the trail.

The Wilmington Trail project consisted of widening the trail, including significant drilling, blasting and major excavation. Maine Drilling & Blasting and G.W Tatro Construction were contracted to help us with this work.

Enclosing of Main Lodge's Old Ticket Booth: this project took an unused outside space and turned it into a very popular changing area with direct slope access.

Chair lift upgrades: capital money was used to update the drives on two ski lifts as well as modernize the safety switches on the summit lift.

Entrance paving: Luck Brothers were contracted to repave three areas of the main access road to the ski resort.

The Solarium- a new solarium was constructed that attached to the main cafeteria and consists of many sky lights and windows. This space is slated to include a coffee bar called the "Green House" and adds 100 additional seats to the lodge. Murnane Builders were contracted to help with the project.

Cloudspin Lounge- New natural hickory tables and chairs were purchased and installed in the Cloudspin Lounge. This made the space more inviting and we saw a significant increase in revenue in the lounge this season.

Parking Lot Millings- Whiteface was able to secure all the pavement millings from the Memorial Highway and spread across all unpaved parking areas. The millings created a much friendlier walking surface especially in the spring when the lots get wet.

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

Visitors	2008	2009	2010	2011	2012	2013	2014
WF Gondola	38,576	37,681	42,392	34,199	34,629	38,797	45,102
WF Highway	65,045	66,025	72,023	65,251	74,475	72,579	61,528
Mountain Biking	1,574	1,825	2,115	1,832	1,538	1,191	1,187
Total	105,195	105,531	116,530	101,282	110,642	114,580	107,817

Revenue	2008	2009	2010	2011	2012	2013	2014
WF Gondola	\$452,125	\$459,122	\$529,645	\$441,948	\$463,358	\$595,473	\$775,767*
WF Highway	\$372,362	\$383,547	\$468,325	\$438,005	\$505,926	\$556,842	\$437,561
Mountain Biking	\$15,483	\$16,985	\$19,404	\$17,476	\$16,327	\$15,121	\$15,453
Total	\$839,970	\$859,654	\$1,017,374	\$897,429	\$985,611	\$1,169,449	\$1,228,582

* including \$108,934 for ‘WF Other Activities’, including the new Whiteface Adventure Park.

Winter

The 2014-2015 winter was one of the coldest on record. This was both a blessing and a curse for Whiteface Mountain. Opening day was November 16 and closing day was April 19. For a second year in a row, the ski season started earlier and ended later than originally estimated. This was due to cold weather, new snowmaking, grooming technology and methods, and the hard work of all the crews.

Whiteface experienced very strong early season numbers despite the significant rainfall during the beginning of the Christmas Holiday. Once that rain event was over, Whiteface did not see a thaw until what is believed to be late-March. The exceptionally cold weather allowed Whiteface to shut down snowmaking two (2) weeks ahead of schedule. This saved a significant amount of money on both power and labor. On the other hand, the cold weather during February and warnings from local meteorologists kept many skiers and riders indoors during January and February. Whiteface Mountain earned approximately \$350,000 less revenue during President’s Week this season compared to last.

Whiteface snowmaking and grooming crews did a superb job opening new trails and keeping the conditions excellent throughout much of the year. The mountain received many compliments from guests and pass holders alike. To date, Whiteface has seen an early jump in season pass revenue for the 2015-2016 season.

Whiteface hosted a multitude of events in conjunction with various partners including NYSEF (New York Ski Education Foundation), United States Ski Association and the ORDA Events department. A couple highlight events this past season were FIS World Cup moguls and NCAA Skiing Championships.

The ski season ended on a high note with two beautiful weather weekends and some great bands that kept skiers and riders at the resort until the evening each day.

Operationally, the only major lift issue was the premature gondola bull wheel bearing failure in mid-December. This was a major repair that required a week of lift closure and work around the clock. Whiteface and Dopplemayr crews were able to get the lift running again just in time for the Christmas Holiday. Whiteface will continue to update and replace lift machinery that is causing down time.

Below are charts that represent the revenue and visits over the last seven (7) seasons, including the recently completed 2014-2015 ski season. As you can see, this past season’s revenue is down ~1% whereas skier days were up ~1%* as compared to the prior (2013-2014) ski season.

* We still consider our 2013-2014 season to have the highest skier days to date. All pre-sold 2013-2014 season passes (sold prior to Nov. 2013) were unable to be scanned/counted by our new scanners and had to be swapped out for new ones... a process that took place over the course over the first month or so of the 2013-2014 ski season.

	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Revenue	\$7,973,623	\$8,408,304	\$10,493,708	\$9,096,676	\$8,549,601	\$8,666,481	\$8,574,301

	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Skier Days	185,586	188,784	209,214	164,952	192,427	214,159	216,219

Marketing/Guest Services

The ski show season started in May, with the spring group ski shows in Washington, D.C.; New Jersey; Philadelphia and Boston, and continued through November. In the fall, Whiteface was represented at shows in Syracuse, Rochester, Toronto, Ottawa, London, Montreal, Albany, New Jersey, Philadelphia and Boston. The sales & marketing manager also traveled to Mountain Travel Symposium and had meetings with over 40 tour operators and 50 ski clubs.

E-ticket sales grew. This year’s sales started in August of 2014 and ended the year up 64% over last year with total sales (including breakage) of \$2.5-million. The plan for next year is to start online sales earlier in the summer to increase sales and get customers to commit to visiting Whiteface.

Groups from the United Kingdom increased and the resort added a new tour operator for the 2014-15 season. In 2014-2015 there were 1,845 skier days in UK school groups alone. Whiteface also partnered with Banchi Outdoor Adventures to bring almost 200 students from the Lycee Francais de New York for five days of skiing and lessons for the third year in a row with a sale of over \$60,000.

College season passes continued to grow. This well-established program continues to prove its solid revenue stream with revenue totaling \$340,145. The SUNY Plattsburgh relationship is strengthened as they maintain their efforts to push marketing geared toward skiing and ridding at Whiteface, increasing skier visits via increased pass sales and programs.

Whiteface was awarded the 2016 Blue Ridge Ski Council event in February of 2016. The event, planned by the Blue Ridge Ski Council and Banchi Outdoor Adventures, will include ski councils from all over the greater Washington D.C area; Whiteface is already in the process of marketing and selling this Olympic themed event.

Special consumer events remained on a consistent schedule, the monthly calendar including Mountain Tours, Flying Squirrel Park Sessions, and added High Ollie. This season of Pond Skimming & Rock the FACE music series ended with a bang on one of the most beautiful days of the season with a packed house.

Social Media: The continued expectation of producing high quality social media endeavors has proven to grow our internet reach several times more than we have ever seen before; meeting all our social media goals this season. With an organic reach high of almost 110,000, Facebook continues to show marketing value. Video is becoming more powerful. We were able to greatly increase our turn around and ability to cover multiple events and locations with quality posts thanks to the addition of Jake Sporn. His enthusiasm, attention to detail and high quality standard was a much needed addition to our marketing team. Our YouTube presence stayed solid this year with 141,614 views 189,737 minutes of content consumed. Instagram doubled, gaining stream interaction and is constantly receiving 400 – 500 likes per posts. Twitter is showing its merit with the opportunity to reach media professionals and gain local and national attention from its reach. We continue to learn and grow with the ever changing social world keeping Whiteface Social Media at the forefront of press and consumer streams.

Administrative

Aaron Kellett is the Venue manager, Mike LeBlanc is the Operations Manager; Bill Borland, Business Manager; Lauren Garfield, Sales and Marketing Manager; and Kristen Morse, Group Sales; Kristy Duell Payroll Manager; Brandee Reiley, Social Media and Events Manager.



Learning to Ski and Snowboard – Adult Programming Initiative

Overview

ORDA has always been proud of its ski school programs, staff, and our ability to provide a professional and fun learning experience for all ages. This year, as an organization, ORDA committed to focusing on attracting beginner skiers and riders with a mission of converting them to lifelong snow sports enthusiasts. From the top down, ORDA's three ski resorts (Belleayre, Gore and Whiteface) had full support and resources for increasing the number of beginner skiers and riders at all our resorts.

Programming, equipment, instruction, pricing, and the overall experience were all aligned across our three mountains – not a small feat. A message of Learn to Love Winter – Learn to Ski and Snowboard was infused into all of ORDA's resorts' existing marketing materials, on venue signage, staff training, communication, and conveyed to all our partners. For the first time ORDA allocated a budget specifically to gain exposure for SKI3 Learn to Ski and Snowboard packages. The marketing campaign included a wide variety of mediums including: print, radio, digital, television, out of home, and a very new attempt at a digital referral program to better leverage social channels.

Unique to ORDA's mountains, the Authority trademarked its learn to ski program called Parallel from the Start. Equipment is the key to the success of this program and the ability to make open parallel turns almost immediately builds quick confidence and excitement. The three ski resorts also guaranteed that anyone can get to the top of the mountain after just three days of lessons (with the idea that if they did not we would give them lessons for free until they do to show them our commitment). The three ski resorts utilized a new ski from Head that is just about 95 centimeters in length and have fully customized the top sheet to be on brand with the program and cross marketing our mountains.

The results for the first year of this program were strong and positive. Whiteface saw a 28% growth in participation with a 25% growth in revenue. Gore realized a 26% growth in participation and a 31% growth in revenue. Belleayre saw only a 1% growth in skier visits respectively, however; nearly 32% in revenue. Pricing strategy was highly considered when looking across the mountains and their competitive sets. Most impressive were the survey results. Ninety-seven percent of beginners said they would be likely to return to one of ORDA's SKI3 Mountains while 94 % said they would recommend

our programming to friends. These are significant findings and indicate success in conversion. Overall – we will look to expand upon these programs for next year and continue to focus on developing new skiers and riders.

Goals and Objectives

Goals

- 1.) Increase number of new skiers and riders
- 2.) Increase number of Level 1 lessons and packages
- 3.) Convert these beginners – attain repeat visitation of 3 or more times

Objectives

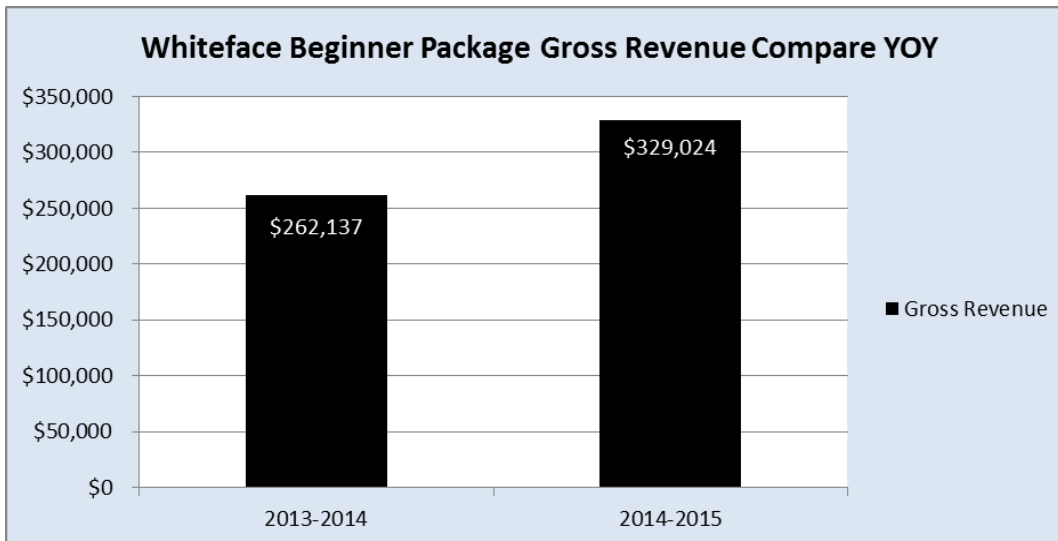
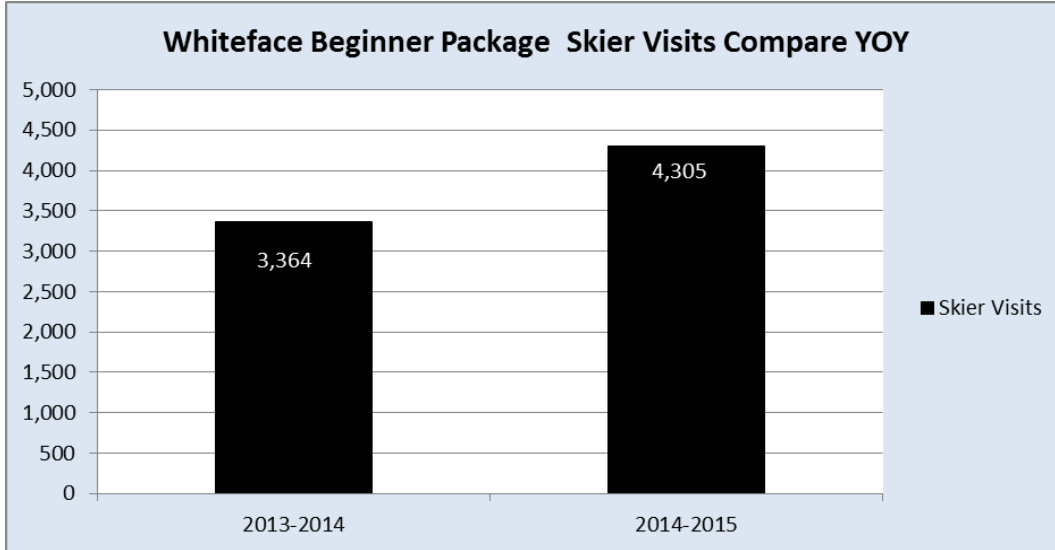
- 1.) Develop a model that is sustainable and financially sound for continuous growth
- 2.) Remove barriers of entry into the sport and create positive experiences
- 3.) Build confidence and always keep it fun!

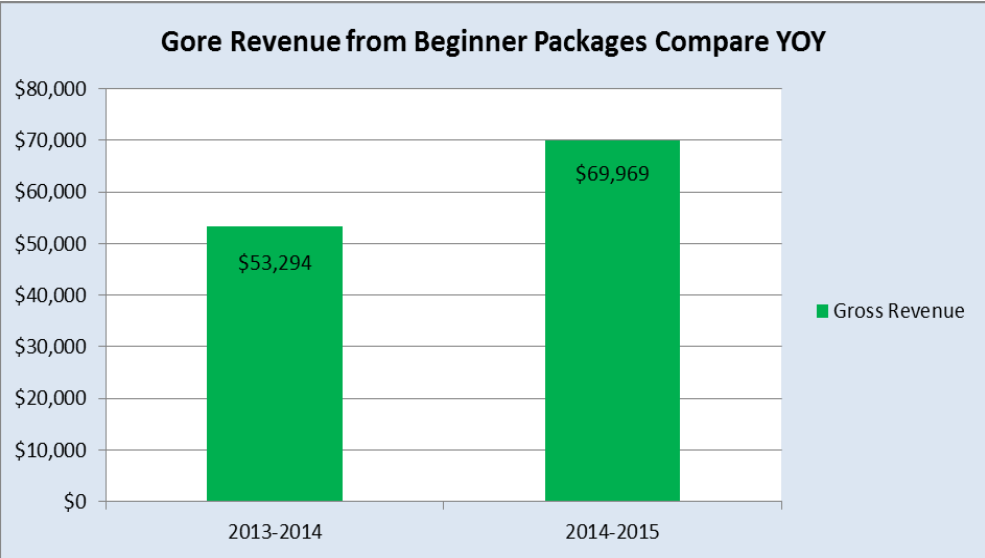
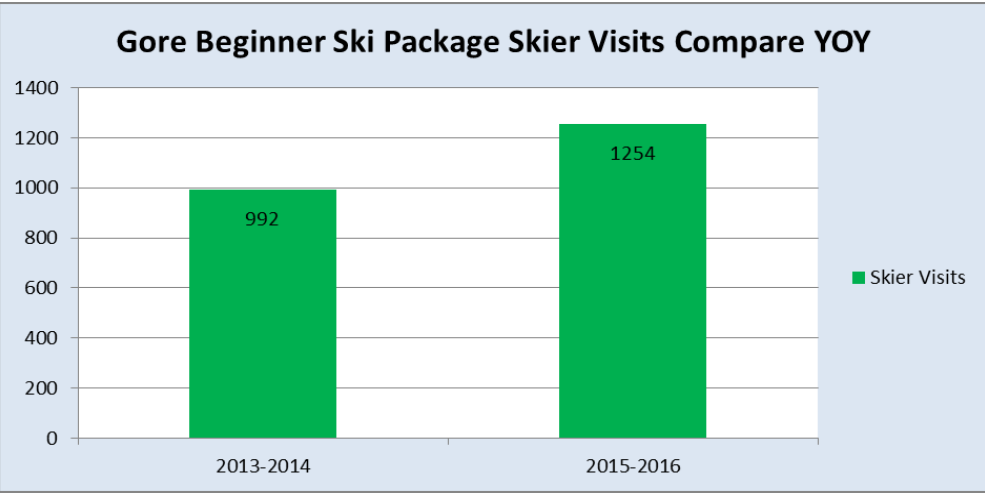
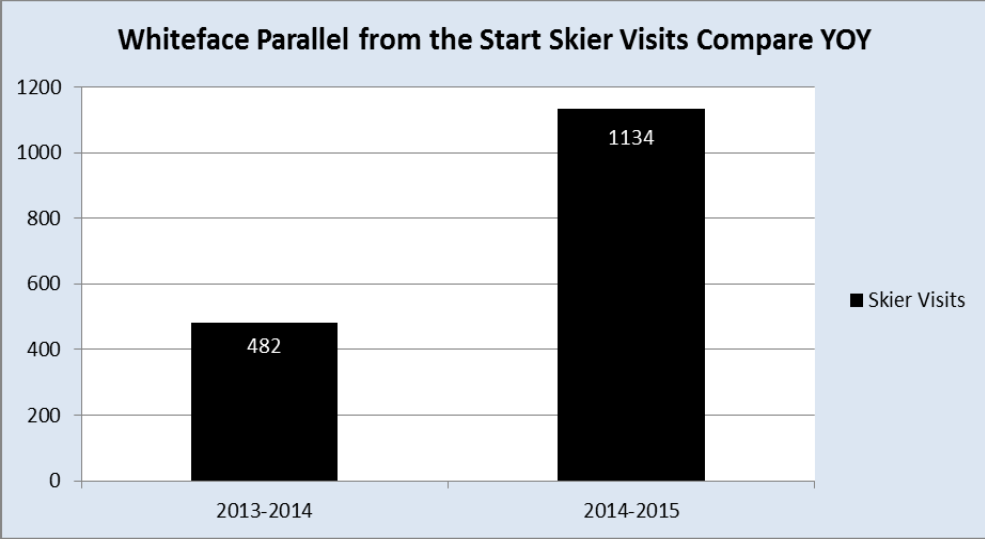
Summary of Process

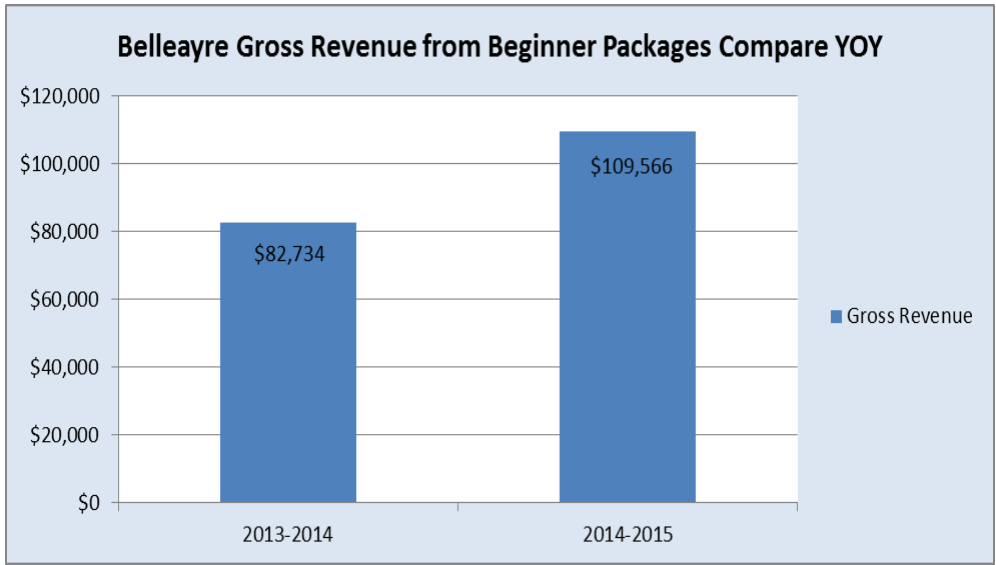
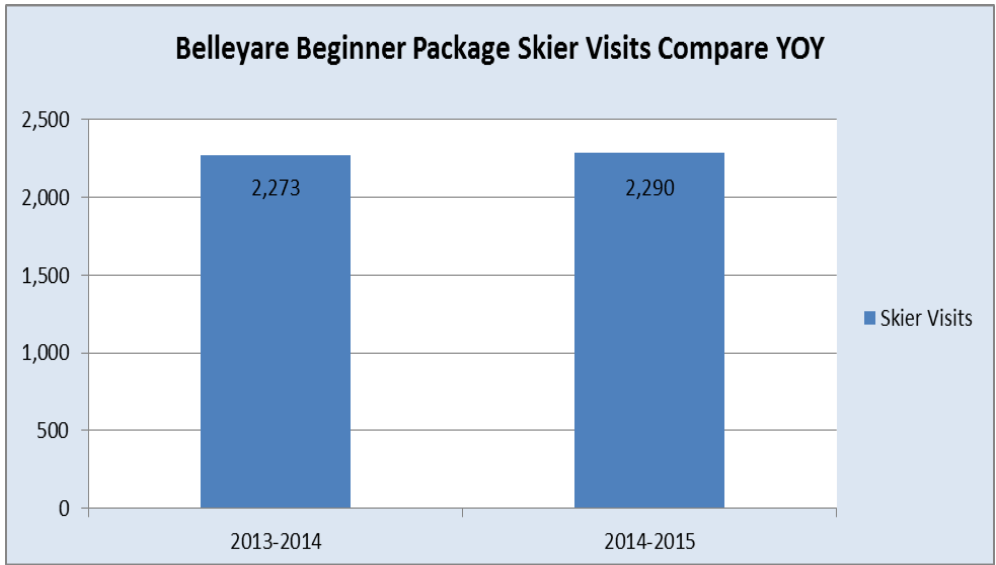
- 1.) Research
 - a. Explored several other programs, success stories, NSAA information / statistics
 - b. Garnered information / feedback from our Ski School Directors
 - c. Evaluated our current mountain programming, pricing, revenues, and expenses.
- 2.) Reviewed Concepts and Proposals with Staff
- 3.) Defined Goals , Objectives, and Measurables
- 4.) Developed an Action Plan – Two-Pronged
 - a. Snow Sports Programming
 - b. Marketing / Communications
- 5.) Evaluations
 - a. Throughout the program review numbers, staff feedback, customer feedback
 - b. Periodic revenue and volume review
 - c. Final Evaluation - April 30
 - d. Survey all beginner participants all mountains

Results

The graphs below represent gross revenues and skier visits attributed to beginner packages at ORDA Mountains. Whiteface was the only mountain who previously had the Parallel from the Start program – therefor the chart comparisons for Belleayre and Gore are relative but not exactly apples to apples. There are also pricing shift considerations – Gore pricing went down while Belleayre pricing increased year over year for this program.







Additional Details

Charts include skier visits attributed to beginner packages for skiing and snowboarding. Whiteface’s revenue includes rentals while Gore and Belleayre do not. This is done in order to have a relative comparison year over and year and how products were built into our system.

These charts only represent adult beginner packages. There is a substantial amount of additional data regarding children’s programming and other clinics that help to develop new skiers and snowboarders.

Results – A look at how ORDA SKI3 Mountains compare 2014-2015

<u>Description</u>	Gore 2014-2015	Belleayre 2014-2015	Whiteface 2014-2015
# PFS LESSONS	670	1114	3901
PFS REVENUE	\$48,573	\$78,776	\$261,508
# LTS LESSONS	246	597	404
LTS REVENUE	\$17,632	\$44,349	\$39,899
# SKI BETTER LESSONS	289	514	230
SKI BETTER REVENUE	\$32,068	\$40,510	\$23,102
# RIDE BETTER LESSONS	49	65	60
RIDE BETTER REVENUE	\$4,605	\$4,987	\$4,516
Total # of LESSONS	1254	2,290	4595
Total LLR (includes rental)	\$102,878	\$168,622	\$329,025
TOTAL LLR Less Rental	\$69,969	\$109,566	\$214,711

PFS = Parallel from the Start

LTS = Learn to Snowboard

Ski Better - Program for those who have skied before and wanted a package and a lesson

Ride Better – Program for shoe who have snow boarded before and wanted a package and a lesson

LLR = lift, lesson, rental

Rentals – ORDA only sees a portion of rental revenues as we have a concessionaire and do not absorb costs affiliated with operating rentals.

Note – Whiteface includes some specialty group / broker sales. Gore and Bell do not.

Marketing and Expenditure Highlights

ORDA integrated learn to ski and snowboard messaging into every facet of communication internally and externally to expose and promote our beginner programming. Overall, Parallel from the Start and Learn to Snowboard received an estimated \$500,000 worth of exposure from direct spend, partner opportunities, fam tours, and on site presence.

Marketing / Media / Communication Highlights

- Four Websites – plus partner sites
- Digital Targeted Advertising NY Metro /Albany / Canada
- Zoom Media Gym Advertising NY Metro – 1899 screens across 57 fitness centers greater NYC
- MTA platforms NY Metro
- Television Commercials – NEWS CHANNEL 12 NYC
- Television - Time Warner Snow Reports - Albany
- 2 Blogs – Lake Placid.com / Press Releases / Local Editorial content
- 12+ Media Fam Tours at SKI3 Mountains on behalf of PFS
- 200,000 Brochures included messaging across the North East in sporting good stores
- Flame Magazine articles throughout Fall / Winter
- Joe Jay Film Production – National Exposure connecting Andrew Weibrecht to Parallel from the Start - total airings in USTVHH = 136,033,900
- Point of Sale Advertising – Price Chopper, Hess, Burger King – Coke
- Local Learn to Ski Days and Orientation / Lodging Property Orientation
- Cross marketed in ORDA event programming and information
- Digital Referral Program – one of the first of its kind to promote learning to ski.
- NYC Winter Jam event – 25,000 spectators plus media coverage
- Chinese Media Agency – largely focused on promoting beginner packages across television, digital, news, live broadcasts (NYC Winter Jam)

Media Snap Shots

- Interview – Haley Obrien at Whiteface
<http://newarknewsroundup.blogspot.com/2015/02/snapshot-halley-o-checks-in-from.html>
- News WCAX – Parallel from the Start plug <http://www.wcax.com/story/28197931/slopeside-with-nick-borelli-whiteface-mountain>
- Articles in Poughkeepsie Journal, The View, Advertorial Snow East.

Communications

GOALS

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

HIGHLIGHTS

- February 2015 marked the 35th anniversary of the 1980 Olympic Winter Games in Lake Placid. Of course, February 22 also marked the 35th anniversary of the “Miracle on Ice,” when the U.S. Olympic Hockey team stunned the former Soviet Union 4-3 en route to the improbable Olympic gold medal.



- This event generated considerable attention for the 1980 Olympic Winter Games and Lake Placid’s Olympic venues, most notably the Olympic Center. Two documentaries, highlighting the Soviet Union’s account of the Miracle game were produced/released and Lake Placid was prominent in both. “Red Army,” written, produced and directed by Gabe Polsky detailed the rise of the Russian hockey program, from the beginning, through the eyes of Slava Fetisov to the team’s stunning loss in Lake Placid and beyond, detailing Russia’s eventual influence in the National Hockey League.

Jonathan Hock directed ESPN’s version of the “Miracle on Ice,” through a 30 for 30 piece entitled of “Miracles and Men.” Also featuring Slava Fetisov, this documentary also detailed the Soviet’s side of the “Miracle on Ice.”

- On February 21, 2015 ORDA and Lake Placid brought back all 19 surviving members of the 1980 USA Olympic Hockey Team for a special reunion and anniversary celebration of the 35th

anniversary of the “Miracle on Ice.” This marked the first time that every player from that famed team reunited in Lake Placid since winning the 1980 Olympic gold medal. The program, entitled “Relive the Miracle,” drew more than 5,000 fans to the Herb Brooks Arena- 1980 Rink, as well as considerable national and international media from ABC News, ESPN, CNN, FOX-Television, NBC Nightly News, Today Show, Sports Illustrated, NBC Sports Network, United States Olympic Committee (TeamUSA.Org), Associated Press, United Press International, USA Today, National Public Radio and local regional outlets to include Time Warner Cable News Network, WNYT-NBC (Albany), WAMC-Radio (Plattsburgh/Albany), WRGB-CBS (Albany),



New York Daily News, The Saratogian, Trenton Times, Mountain Lake PBS-TV (Plattsburgh), WPTZ-NBC (Plattsburgh), WFFX-FOX (Burlington) and Plattsburgh Press Republican.

- NBC hosted Hockey Weekend Across America, the network’s live NHL studio show in Lake Placid on the evening of February 21 and throughout the

day on February 22. Hosted by Liam McHugh, Keith Jones, Jeremy Roenick and Mike Milbury, the studio show took place on the Olympic oval with games airing nationally on NBC, NBC Sports Network and NBC Universal. While highlighting hockey opportunities throughout the United States, the three games featured Washington at Philadelphia, Chicago hosting Boston and Dallas traveled to Minnesota. All handoffs, teasers, in studio analysis, promos and interviews took place from Lake Placid.

- Eleven members of the 1980 USA Hockey Team returned to Lake Placid March 29-April 1, 2015 to participate in the inaugural Miracle on Ice Fantasy Camp. Fifty-six hockey enthusiasts participated in the camp and ORDA’s communication’s department provided daily updates through its social media channels (1980 Hockey Camp) through Facebook, Twitter, Instagram and YouTube.

ORDA’s communication’s department was also instrumental in announcing and promoting the camp. The department established social media outlets and provided content to Facebook, Twitter and YouTube with the overall goal of creating avenues in which fans and enthusiasts could interact with staff and players from the 1980 USA Hockey team.

Additionally, ORDA communication’s department utilized traditional media to promote the camp. Outlets to include NBC Sports Network, USA Today, NBC News Channel, National

Public Radio and the Associated Press helped to produced articles that were fed nationwide to affiliate outlets, generating hundreds of thousands of media impressions about the camp nationally.

EVENT COVERAGE

1. June 20-22 – Wilmington/Whiteface Bike Fest and Wilmington Whiteface 100K MTB race, Local and regional press
2. July 30-Aug. 2 – Lake Placid Summer Ice Dance Championships, Local and regional press
3. Aug. 2-9 –USA Hockey Junior World Championship Evaluation Camp, Local and regional press, Sports Illustrated, NHL Network, FastHockey.Com, NHL.Com, Sporting News, TSN, Yahoo Sports, USCHO.Com
4. Oct. 11 – Third Annual Lake Placid Brew Fest, Local and regional media
5. Oct. 11-12 – Annual Flaming Leaves Ski Jump, Local and regional media
6. Oct. 25—Inaugural Bluegrass Jam, Local and regional media
7. Nov. 5 – Annual New York City Media Nite for ski, destination, travel, outdoor and media
8. Dec. 1-7 – FIL Luge World Cup racing, NBC Universal television, NBC Sports Network television, Associated Press, EPA News Service, United States Olympic Committee, local and regional press
9. Dec. 8-14 – FIBT World Cup bobsled and skeleton racing, NBC Universal television, NBC Sports Network television, CBC Television, Associated Press, EPA News Service, United States Olympic Committee, ARD Radio-Germany, ESPN-Radio, local and regional press
10. Dec. 30 – Stars on Ice, local and regional press
11. Jan. 29-31 – FIS World Cup Free-Style Skiing.



News Agencies, Getty Photos, Reuters Photos, Baltimore Sun, TeamUSA.Org, Albany Times Union, Troy Record, Toronto Globe & Mail, Montreal Gazette, LaPresse-Canada, Ballston Journal, Adirondack Daily Enterprise, WPTZ-Television, WCAX-Television, RDS-Canada Television & Radio, NBC Television.

12. Feb. 5-8 – Empire State Winter Games. State, local and regional press coverage
13. Feb. 16 – Harlem Globetrotter, Local and regional press coverage
14. Feb. 27-March 1, Lake Placid Nordic Ski Festival/Lake Placid Loppett, local and regional press coverage
15. March 14-16 – NCAA National Ski Championships, SkiRacing.Com, FasterSkier, local and regional press coverage
16. March 20-21 – ECAC Hockey Men’s Championship Tournament. Fox College Sports 1, school beat reporters
17. and radio stations, local and regional press

FAM TOURS OF ORDA’S OLYMPIC VENUES AND WHITEFACE/LAKE PLACID REGION

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

Between April 1, 2014 and March 31, 2015, 61 media (some with family) participated in the FAM tour opportunities and experience Lake Placid and ORDA’s Olympic venues. Media ranged from national and international outlets including *Afar Magazine*, *Dentelle + Fleurs Magazine*, *Family Fun Magazine*, *Parade Magazine*, *Go Nomad.Com* and *Lifestyle Mirror* to eastern outlets such as *SnowEast Magazine*, *New York Post*, *New York Times*, *New Jersey Times*, *Ottawa Life Magazine*, *SkiTrax.Com* and *AdventureKids.Com*.



MEDIA HIGHLIGHTS 2014-2015

- Whiteface/Lake Placid received several accolades throughout the year to include:
 1. *Next Avenue* – “Top-10 Stops on Your Pop Culture Vacation”
 2. *USA Today* – “10 Best Ways to Live Your Olympic Dreams”
 3. *CurbedSki.Com* – “Rounding Up the Best 11 Ski Towns for the Holidays”
 4. *Travel Pulse* – “Four Places Your Guaranteed a White Christmas and Winter Fun”
 5. *Blood, Sweat and Cheers* – “Whiteface Mountain Top-10 Oktoberfests”
 6. *Huffington Post* – “Top 10 Places to Ski East of the Rockies”
 7. *Fodor Travel* – “Top 10 Ski Resorts for Summer Fun”
 8. *Travel + Leisure* – “America’s Favorite Mountain Towns”

9. *Ski Magazine* readers ranked Whiteface/Lake Placid #1 for Off-Hill activities, marking 24 consecutive years the region has received this distinction. The 2015 survey also tabbed Whiteface Mountain as the 10th top ski resort in the eastern United States. Whiteface also received kudos for Après Ski Activities (No. 4), Challenge (4), Scenery (No. 5), Character (No. 6), Dining (9) and Overall Value (No.10).

Corporate Development

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

Sponsorship

The fiscal year 2014-15 saw continued interest with sponsorship and corporate programs for the Corporate Development Department especially with event sponsorship and renewals. We were very fortunate to successfully renew our agreement with J. Lohr Vineyards & Wines, continuing the naming rights to the Café & Wine Bar at Whiteface, additional exposure at the Conference Center @ Lake Placid, and expanding pouring and exposure in the Tannery and at the new service Bar at Gore Mountain. We also re-signed “our away from home products” partner in SCA Tissue and were able to expand on a limited basis to Belleayre. We were also successful in landing a new coffee partners for the Whiteface Lake Placid venues, Ellis Coffee serviced through Valley Vending out of Plattsburgh, NY. Our hope is to expand to Gore and Belleayre in the coming season. 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: Our partnership with Coca-Cola provided us the opportunity for a season long Ski 3 promotion on college campuses in the northeast.

The fifth Chevy Owners Appreciation Days at Whiteface on January 17-19 brought in just over to 2,000 Chevy owners for a day of skiing, a look at the new 2015 Chevy models, a fun race, lots of excitement inside and outside the lodge and prize giveaways. 2,159 new leads were generated for Chevrolet at this event.

Event partnerships were forged, assisting in offsetting the costs to host events this year, for the FIBT World Cup in December: BMW through a relationships with the USOC and the United States Bobsled & Skeleton Federation. CHA Consulting supported the ECAC Hockey Men’s Championship along with a few local partners.

Two major and extremely successful events, the 35th Anniversary Celebration of the 1980 Miracle On Ice USA Men’s Ice Hockey Team Reunion of all 19 living members as well as the first ever Miracle on Ice Fantasy Camp consumed a lot of time and energy from October until April for the Corporate Development Department. The efforts were well worth the investment put into these events. The exposure garnered from the 35th Anniversary Reunion and Celebration was unmeasurable in terms of media value, highlighted by the NHL on NBC’s Hockey Weekend in America studio show filmed live

from the Olympic Oval. The Fantasy Camp saw over 56 participants and 20 guests descend on Lake Placid for 5 days to be “coached” by 11 members of the 1980 Hockey Team. In addition to the great experience each camper received and the camaraderie and friendships that developed the event was able to turn a small profit.

Total revenue from sponsorships was \$418,626.00 in cash and \$1,055,250.00 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 \$44,050.00.00 in cash; \$82,690.00.00 value-in-kind product was generated from these programs/events and \$19,000.00 of value-in-kind product as part of our local ski shop program.

Corporate Development Programs

The Corporate Development department through the Winter Olympic Challenge and Gold Medal Games programs employs a Corporate Programs Representative to sell, oversee, manage and service these events. These programs are designed for corporations, associations, military, clubs, families and other large gatherings looking for an off-site location to host meetings, employee incentive programs, banquets or themed events on 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 fifty (50) introducing 2,354 company executives and their staff, families and their guests to the ORDA venues.

These programs grossed \$223,638.24 in revenue this past year.

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

Centerplate - \$70,243.23 resulting in \$3,942.04 in commissions to ORDA

Olympic Center Building & Ice rental, and LP Olympic Museum admissions – \$15,194.75

Conference Center Room Rental - \$4,220.00

Olympic Jumping Complex - \$11,032.50

Olympic Sports Complex – 32,070.15

Whiteface - \$6,669.00

Passports - \$1,595.00

Vending

This was Year 4 of 5 with our agreement with Tri-Lakes Vending of Lake Placid ORDA receives 30¢/unit sold of carbonated and non-carbonated beverages, candy, gum/mints, chips, and cookies, sold at all of the Lake Placid ORDA venues. This year we received just over \$20,000.00 in revenue from vending transactions on our venues.

2014-15 revenues:

ATM

This was our fourth full winter with HARP Cash Technologies, a third party, who maintains and services twelve (12) ATM's at the ORDA venues. ORDA receives a cash amount for every ATM transaction on ORDA managed venues. This year we received \$8,149.00 in revenue from ATM transactions on our venues.

The Year Ahead:

Sponsorship

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

Local Sponsorship

With the departure of one of our staff members we will evaluate our existing local sponsorship opportunities and strategize on how we proceed for the coming year to maintain 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.

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

We will continue our partnerships with the local ski shops garnering prizes for our on mountain events in exchange for skiing privileges.

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

Event Sponsorship

This year's focus will be on our fall festivals (Oktoberfest, Flaming Leaves, Festival and Brewfest), the FIL (December) and FIBT (January) World Cup, FIS World Cup Freestyle, the Empire State Winter Games, the newly created Nordic Fest & Loppet and many other ORDA hosted events. March will bring us three hockey events (Adirondack Thunder game, ECAC's and NV+CAA DIII Men's Ice Hockey Championships). We are working closely with the staff at the ECAC to develop packages and solicit corporate support for the ECAC Men's Ice Hockey Championships which will return in March for year 3 of a 3 year agreement. Our title sponsor for the ECAC's, CHA Consulting, will be in year 2 of a two year agreement. We will once again assist in developing, selling and servicing the 2nd Annual Miracle on Ice Fantasy Camp and have already signed up 24 campers who will return from this past year.

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

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

Our Gold Medal Games program continues to stay steady on a year-round basis from small to mid-size companies, groups and organizations. We will continue our sales efforts in conjunction with the Conference Center at Lake Placid and the local lodging properties on this very successful corporate, association and group interactive clinic and/or hospitality program. The work being done at the Olympic Jumping Complex will hamper our ability to sell groups & associations for this summer/fall season however the work being done will come back to us quickly with the new renovations to the base lodge. Work continues on our "Groups" web pages in conjunction with the Conference Center at Lake Placid, Whiteface, Olympic Sports Complex, Olympic Jumping Complex and Sports Development to market and sell our programs, pricing, menus and packages.

Events

The New York State Olympic Regional Development Authority had a busy 2014-2015 events season, hosting several major events.

The month of October kicked off the festival season. Whiteface hosted Oktoberfest the first weekend of the month, where new activities, such as a 5K lederhosen trail run, a 1K fun run and stein holding and yodeling contests were added to the festival. On Columbus weekend, the Olympic Jumping Complex hosted the annual Flaming Leaves Festival, featuring the U.S. National Ski Jumping Championships, in addition to live Blues bands, barbeque, craft vendors and games for both kids and adults. The same weekend, ORDA hosted the Lake Placid Brew Fest in the 1932 rink at the Olympic Center. The event featured 55 micro-brew companies from around the country. In just the third year of hosting Brew Fest, the event has grown in both public participants and brewery participation.

A new event, the Lake Placid Bluegrass Jam was added this season on Saturday, Oct. 25. Headlined by Grammy award winners Sam Bush and the Del McCoury Band, 10 bands, ranging from the traditional Bluegrass sound to the Newgrass style, performed in the 1932 rink at the Olympic Center.

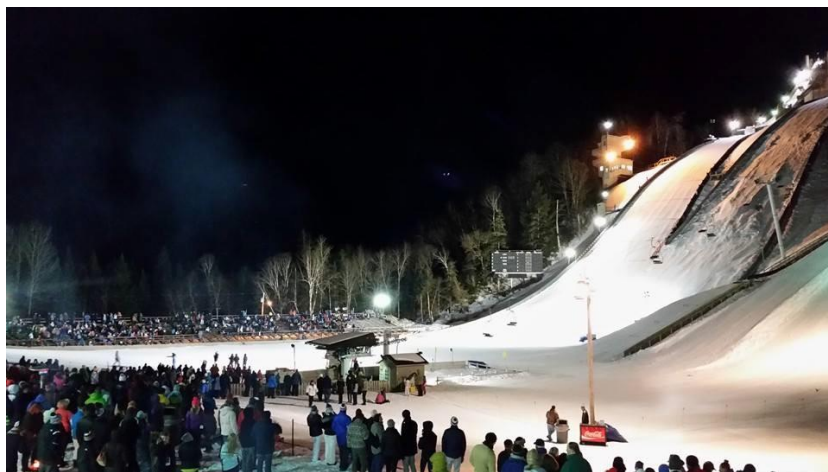


The Olympic Sports Complex hosted two World Cups in the month of December. First was the Federation of International Luge World Cup, Dec. 1-6, where 15 nations trained and competed on the venue. The week following FIL Luge World Cup, ORDA hosted the International Bobsleigh and Skeleton Federation for the FIBT World Cup Bobsled and Skeleton. Ninety-three sleds competed in four-man bobsled, two-man bobsled, women's bobsled and men's and women's skeleton.



World Cup Luge

The New Year kicked off with the New Year's Ski Jump at the Olympic Jumping Complex. Hundreds of spectators enjoyed a night of ski jumping and fireworks. Bobsled returned to the Olympic Sports Complex in January for North American Cup, where the upcoming stars in the sport of bobsled competed in two-man and four-man bobsled racing. Also in January, the Lake Placid FIS Freestyle World Cup was held at the Olympic Jumping Complex and Whiteface Mountain. Over 230 athletes, coaches and team staff participated in the event.



February was a busy month at the Olympic Jumping Complex, where the venue hosted NorAm Aerial Freestyle and FIS Cup Ski Jumping. Also in February, the 1980 USA Hockey Team was back in Lake Placid for the first time in 35 years. All 19 members from the famed 1980 USA Hockey Team returned to relive their “Miracle on Ice” moment. For the first-time ever, every surviving member of the team was together to celebrate their Olympic gold, in the same arena where the team stunned the world, beating the Soviet Union 4-3, in the game that’s known worldwide as the “Miracle on Ice.

The end of February and the beginning of March brought the 33rd annual Lake Placid Loppet at Mt. Van Hoevenberg. This year it was made into a weekend long event, the Lake Placid Nordic Festival. Whether you were a beginner skier or an experienced racer, the Lake Placid Nordic Festival was created as an event for all ages and ability levels. Throughout the three-day festival there was skiing, waxing and orienteering clinics, demonstrations, dinners and parties.

Also in March, Whiteface Mountain and Mt. Van Hoevenberg played host to the 2015 NCAA Division I Ski Championships. Top collegiate athletes from around the country competed in Nordic and alpine skiing. The Olympic Regional Development Authority and St. Lawrence University were co-hosts of the event. For the second year in a row, ECAC Men’s Hockey Championships returned to the Olympic Center in March. The Men’s Division I College Championships played host to St. Lawrence University, Colgate University, Harvard University and Quinnipiac University.



To conclude the winter event season, the 1980 U.S. Hockey Team Miracle on Ice Fantasy Camp came to the Herb Brooks Arena, March 29-April 2. Registered participants joined members of a team that created, in the words of Sports Illustrated Magazine, the “Sports Event of the 20th Century.” There were 56 registered participants and 20 guests. The Fantasy Camp attendees skated with, were coached by, and received instruction from the likes of Mike Eruzione, Neal Broten, Dave Christian, John Harrington, Steve Janaszak, Ken Morrow, Mike Ramsey, Mark Wells, Mark Johnson, Dave Silk and Buzz Schneider. The Miracle on Ice Hockey Fantasy Camp was a chance to connect with one of the greatest moments in sports. This camp enabled participants and players to re-live that time period, share inside stories and allow an opportunity to play in one of the most famed arenas in all of sports.



As we look ahead to the 2015-2016 winter event season, we look forward to expanding our new events- Lake Placid Bluegrass Jam, Lake Placid Nordic Festival and the Miracle on Ice Fantasy Camp. We will also host two World Cups next season in the disciplines of Bobsled and Skeleton and Freestyle.

The coming season will also bring three collegiate championships to Lake Placid, ECAC Men’s Hockey Championships, NCAA Division III Men’s Hockey Championships and U.S. College Ski and Snowboard Champion.

Human Resources

For the Fiscal Year 2014-2015, the Human Resources Department, in addition to its normal day-to-day responsibilities, focused on implementing new statewide personnel policy initiatives as well as cost saving measures for health insurance.

As transparency has been a primary concern of the current administration, ORDA worked diligently to comply with statewide initiatives – especially as it relates to ethics, codes of conduct, and investigation into discrimination/harassment claims. ORDA's HR Department accomplished the state's goals by instituting new hiring procedures and protocols ensuring that staff acknowledged their obligations as public servants. This was further reinforced through on-site training. In addition to the on-site training, the HR Department worked with ORDA's Information Technology Department to make certain training available on ORDA's computer network. These proved to be effective ways of communicating our goals and objectives insofar as new personnel policies and protocols were concerned.

Another priority focused on trying to reduce anticipated health care costs. For the past few years, the HR Department has worked with ORDA's insurance broker and examined alternative health insurance plans/concepts. Because of historically favorable renewals, ORDA had been fortunate in controlling increased costs related to health care. That said, the HR Department has been anticipating that this trend would not continue. Consequently, the HR Department, in working with its broker, monitored other public sector employers and how they transitioning into various alternative plans. ORDA's initial health insurance renewal for CY 2015 provided for an almost 20% increase in premium – whereby in previous years, ORDA was successful in keeping the renewal around 10% or below. In order to reduce these costs, the HR Department facilitated a move to a High Deductible Health Plan for its management staff. This represented a significant change to how staff would manage and receive health care benefits. Through continuing education of the health plan to staff as well as the creation of Health Savings Accounts, the HR Department made the transition as seamless as possible and also saved ORDA an estimated \$400,000 in health care costs for CY 2015.

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

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

Along the same lines, the HR Department will continue to work with the Governor's Office of Employee Relations to ensure compliance with statewide mandates related to personnel policies and protocols.

Marketing

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

Strategy / Media Mix

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

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

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

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

SKI3 Highlights from 2014 – 2015

If we are to grow and create a sustainable future, we must create a passion for our activities and cultivate future snow sports participants. We've always been proud of our ski school programs, staff, and our ability to provide a professional and fun learning experience for all ages. This year, as an organization, we committed to focusing on attracting beginner skiers and riders with a mission of converting them to lifelong snow sports enthusiasts. From the top down, we had full support and resources for increasing the number of beginner skiers and riders at all our resorts.

Programming, equipment, instruction, pricing, and the overall experience were all aligned across our three mountains – not a small feat. A message of Learn to Love Winter – Learn to Ski and Snowboard was infused into all of our existing marketing materials, on venue signage, staff training, communication, and conveyed to all our partners. For the first time we allocated a budget specifically to gain exposure for SKI3 Learn to Ski and Snowboard packages. Our marketing campaign included a wide variety of mediums including: print, radio, digital, television, out of home, and a very new attempt at a digital referral program to better leverage social channels.

Unique to our mountains, we trademarked our learn to ski program called Parallel from the Start. Equipment is the key to the success of this program and the ability to make open parallel turns almost immediately builds quick confidence and excitement. We also guaranteed that anyone can get to the top of the mountain after just 3 days of lessons (with the idea that if they did not we would give them lessons for free until they do to show them our commitment). We utilized a new ski from Head that is just about 95 centimeters in length and have fully customized the top sheet to be on brand with the program and cross marketing our mountains.

Feedback from beginners who took Parallel from the Start or Learn to Snowboard

84% said they now consider themselves skiers / snowboarders

93% said they would recommend this program to

96% said they would likely return back to our resorts

Some positive comments:

Loved it. Instructors were top notch and super friendly. Winter just ended and I can't wait for it to be back. I've learned to love winter!! ;)

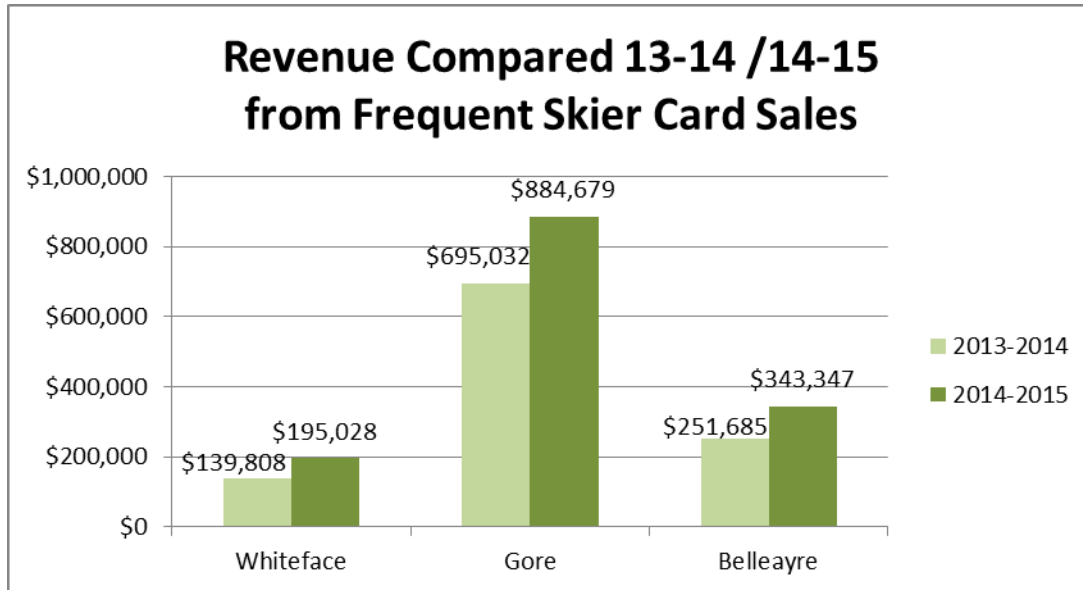
We had the opportunity to ski all three mountains this year and were very happy with all experiences. We will be back next year.

I am SO pleased I have this opportunity to share how EXCEPTIONAL my experience was. I have skied in Switzerland originally, namely Berner Oberland, Gstaad, Zermatt, St.Moritz, as well as Colorado, namely, Breckenridge, Copper Mountain and Vail, and this was such an enjoyable experience in so many ways. Thank you! Yes, I can no say, I can ski (properly)!!! :-) So happy!!!

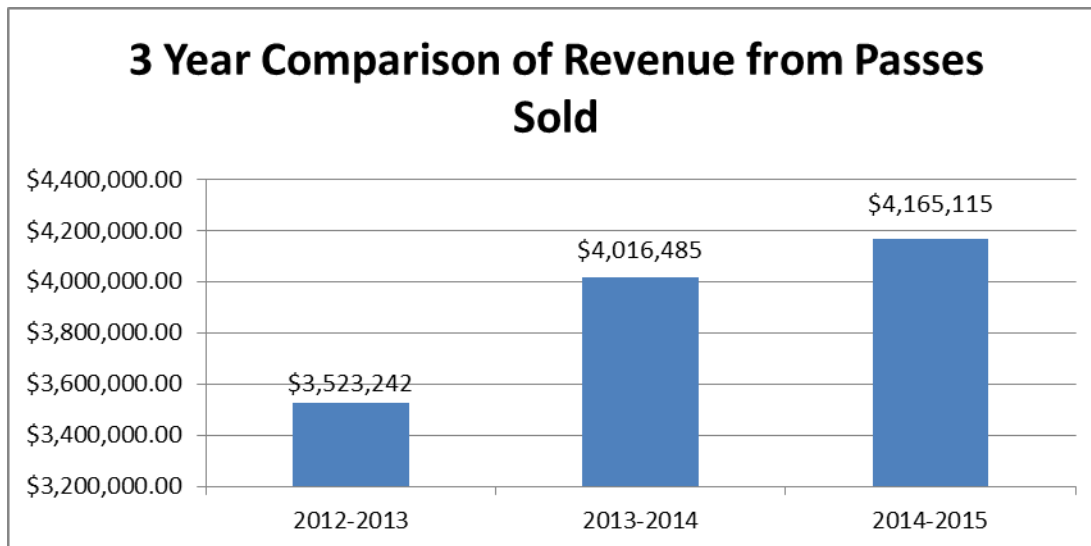
We will work to grow and further develop these programs for next season.

SKI3 Season Passes and Frequent Skier Cards

The ORDA ski resorts saw another year of success and growth with both Season Passes and Frequent Skier Cards. Specifically, we redesigned the frequent skier card and added more value in for our customers. Ultimately this proved extremely successful in sales and increased utilization.



3 Year History of Season Pass Sales



Sports Development

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

Tours are merely icing on the cake however, as the largest attraction of their programs are the interactive sports clinics. Sports clinics are offered in biathlon, bobsled, curling, luge, cross country skiing, hockey, etc. Ice Skating is also offered on one of the three ice rinks in the Olympic Center, including the 1980 Herb Brooks Rink-1980 Olympic 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 2014-2015

- *Sports Development school/university/camp clinics and educational tours-Year round programs.*
 - *Wheeled Luge Experience- Summer Program*
 - *Head Start Learn to Ski Program*
 - *Scholastic Sports Challenge for World Cup Bobsled and Skeleton*
 - *Gold Medal Games/Corporate Group Logistics*
 - *NYC Winterjam*
 - *OC Fitness Center*
 - *OC Skate Rentals*
-
- The Sports Development Department had continued success with its core program for the 2014-2015 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, x-country skiing and skating. Students and campers were also given behind the scenes tours of the Olympic Venues. Sports

Development also conducted educational tours for numerous college and university sport management classes.



- Wheeled Luge Experience –During the summer, the Sports Development staff ran the wheeled luge program at the jumping complex which was open to the public. Participants learned about the sport of luge and were given a clinic on the sport using training sleds fitted with rollerblade wheels. Utilizing the roller hill as a luge course participants were timed how fast they could make it down the course.



- The Sports Development Department conducted the Scholastic Sports Challenge during World Cup 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 1,200 students participated.

- 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. Staff also provided support for numerous events including the 35th Miracle on Ice Anniversary and the inaugural Miracle on Ice Fantasy Camp.
- The Sports Development Department organized the Head Start Learn to Ski Program with Kid’s Campus. This year five head start programs attended with over 100 children participating in the program.



- The 2015 NYC Winterjam was a huge success. With over 15,000 people attending the event in Central Park, participants were able to participate in numerous outdoor winter activities and sports. Gorgeous weather and cool temps allowed for optimum snowmaking in Central Park to accommodate activities such as cross country skiing, snowshoeing, snowboarding, alpine skiing, sledding and winter camping. ORDA was also able to promote our PFS program at Whiteface, Gore and Belleayre.



- This year ORDA took over management of skate rentals at the Olympic Center and Olympic Speed Skating Oval. Sports Development managed staffing and coordinating the rental process for both locations.
- 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 2015/16 season, ORDA's Sports Development Department will continue to offer exciting programs for children and adults and devote time to ensure successful school and camp programs throughout the year.

ORDA Board of Directors

Pat Barrett, Chairman

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

Joseph F. Kelly, Vice Chairman

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

Andrew Lack, Co-Vice Chairman

Andrew Lack joined Bloomberg in October 2008 as CEO of its Global Media Group where he was responsible for the Company's expanding television, radio, magazine, conference and digital businesses. Under his leadership Bloomberg LP has enhanced the quality of its media properties, expanded internationally with partnerships in Turkey, the Middle East, Latin America, India and Asia, and built out services to bring Bloomberg to more people, in more places, on more platforms than ever before. Prior to joining Bloomberg, Mr. Lack was Chairman and CEO of Sony Music Entertainment. Before joining Sony Music Entertainment, he was president and chief operating officer of NBC, where he oversaw entertainment, news (including MSNBC and CNBC), NBC stations, sales and broadcast and network operations. From 1993 to 2001, Mr. Lack was president of NBC News. Before going to NBC, Mr. Lack spent much of his television career at CBS News. Mr. Lack's broadcasts at CBS earned numerous honors, including 16 Emmy Awards and 4 Alfred I. DuPont-Columbia University Journalism Awards. Mr. Lack received a bachelor's degree from the College of Fine Arts at Boston University where he is currently a trustee. He lives in Bronxville with his wife Betsy and their two sons.

Kenneth Adams, Empire State Development President, CEO and Commissioner

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

Jill Ruhm Broderick

Jill Ruhm Broderick is the founder of J.R. Broderick Real Estate, Inc. in North Creek, New York and has been a member of the National Association of Realtors since 1987. Ms. Broderick was confirmed to the Olympic Regional Development Authority Board of Directors in June of 2013. As a youth, Ms. Broderick began her lifelong love of winter sports at the Val Bialis Ski Area in Utica. She studied Business Management at North Country Community College in Saranac Lake, where she was a member of the National Junior Collegiate Athletic Association Alpine Ski Team, and trained with the New York

Ski Education Foundation at Whiteface Mountain. During the 1980 Winter Olympics Jill was a Supervisor for the Lake Placid Olympic Organizing Committee at Mount Van Hoevenberg Cross Country and Biathlon. Jill was once employed by the Olympic Regional Development Authority as an Emergency Medical Technician and National Ski Patroller. She later became a Race Coach for The New York State Ski Education Foundation. For several summers, Jill was a Lifeguard Captain on the Cape Cod National Seashore in Wellfleet and safeguarded Barry Clifford's Expedition of "The Whydah". Most recently, she has devoted her time to raising a family, practicing real estate, golf and community service. Jill has served as Past President of the Gore Mountain Regional Chamber of Commerce, Vice President of the Adirondack North Country Outreach Center, and a member of the Ski Bowl Park Advisory Committee. She is currently the Treasurer of the Friends of the Town of Johnsbury (NY) Parks, Inc., a 501(c) 3 non-profit corporation, and a member of the Main Street North Creek Business Alliance. Since 1983, Gore has been Jill's family mountain, and she resides at Friends Lake in Chestertown with her husband William, and their daughter Margo.

Clifford Donaldson, Jr.

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

Robert Flacke

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

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

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

Joseph Lamb

Joseph Vernon Lamb is currently the President of Lamb Lumber Co Inc. in Lake Placid, NY. Before this he was the Technical Director for the Canadian Ski Association from 1986-1988. In 2011 he was the recipient of the Julius Blegen Award from the US Ski & Snowboard Association and was named into the Lake Placid Hall of Fame. A member US Olympic Team for Nordic Combined, Lamb competed in Sapporo, Japan in 1972. After the Olympics, he attended the University of Vermont and graduated in 1978 with a BS. in Resource Economics and a BA in Coaching. In 1981, he became the head coach of the US Olympic Nordic Combined team. In 2002, Lamb was appointed Chief of Competition for Nordic Combined events at the Salt Lake City Olympics. Joe and his wife, Kathryn, have one son, Erik, and four grandchildren.

Joe Martens, Commissioner, Department of Environmental Conservation

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

John R. Parete

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

Jerry Strack

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

