



ANNUAL REPORT
2015 - 2016



OLYMPIC REGIONAL
NEW YORK
DEVELOPMENT AUTHORITY



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2016 New York State Olympic Regional Development Authority (ORDA) Annual Report



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

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Joint letter from the Chairman of the Board and President/CEO

The New York State Olympic Regional Development Authority (ORDA) has prepared the 2015-16 Annual Report highlighting the undertakings of the organization while at the same time illustrating results of a difficult winter season due to El Niño. Though the outcomes were telling, the organization had many accomplishments of note and therefore stands by those results as we continue to assist with the economic vitality of the multiple regions that are served.

ORDA was created in 1982 to maintain, promote and improve the venues created for the 1980 Winter Olympic Games. In 1984, Gore Mt was added to the organization. In 1989, the United States Olympic Training Center was constructed. In 2012, we were able to open the new Conference Center as well as add Belleayre Mountain to this New York State Authority. In all that time, \$180-million has gone back into the venues in the form of improvements emanating from capital appropriations, grants, the Winter Sports Trust Fund and the Olympic Training Fund. Well over 200 World Cup and international events have been played out on the venues we manage. Countless festivals, shows, conferences, national and regional events have continued to bring notoriety to the State, as well as millions of visitors to our towns and villages. Prestigious awards have been won as well as significant recognition from International and National Sports Federations. Economic impact from operations exceeds \$120-million annually.

We are extremely proud of our staff, volunteers and operations. Together, with our communities and their leaders, we have made a profound influence on the wellbeing of our constituencies. The future looks bright as we again embark on a multitude of projects and events that will have long lasting effects on our organization while simultaneously bolstering the economies of Upstate New York.

Finally, ORDA wishes to thank Governor Andrew M. Cuomo and his staff for their ongoing leadership which ultimately gives us the wind on which to set our sails.

Sincerely,

Pat Barrett – Chairman

Ted Blazer – President/CEO

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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 1989, ORDA assisted the United States Olympic Committee (USOC) building the current Lake Placid Olympic Training Center (OTC). Sitting on 29 acres of land, the facility features housing, dining and gymnasium facilities that cater to biathlon, bobsled and skeleton, figure skating, hockey, luge, ski and snowboard and speed skating. While these athletes are the most frequent users of the facility, athletes from boxing, canoe and kayak, judo, rowing, synchronized swimming, team handball, water polo and wrestling also utilize the Center.

The LPOTC has since helped benefit thousands of Olympic hopefuls, numerous community groups and countless visitors from around the globe.

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 more than 400 major national and international events and competitions since its inception. The events and competitions have included 14 World Championships and almost 100 World Cup competitions in bobsled, skeleton, luge, biathlon, speed skating, ski jumping, freestyle skiing, alpine skiing, snowboarding and the Winter Goodwill Games in 2000.

It has also hosted annual Congresses for the sports of bobsled and skeleton (in 2012) and luge (in 2016). The Congress is a gathering of all of the sport's participating nations where elections of officers, policies, rules and race schedules are determined.

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 sixth 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 both Adirondack and Catskill regions. 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."

In North Creek, Gore Mountain and the community continue grow. Once considered a "day-trip" destination, the region is a four-season Adirondack destination for exploration and adventure.

In May 2016, during the annual National Ski Areas Association Conference, held in Nashville, TN, Gore was presented the esteemed Golden Eagle Award for Overall Environmental Excellence. The Golden Eagle Awards, overseen in a partnership between *SKI Magazine* and NSAA, are the ski industry's most prestigious honor for recognizing resort environmental programs and projects.

The ski resort took the top environmental honors in the medium-sized ski area category for consistent leadership on environmental stewardship and enhancing the guest experience in creative ways that help both the planet and its business, with an emphasis upon initiatives accomplished during the last twelve months. Gore Mountain serves as an industry model for development, demonstrating that a growing resort (its acreage and uphill capacity have increased 131 percent and 142 percent respectively over the last 20 years) can at the same time be sustainable.

In Highmount, more than \$5-million has already been invested into the resort leading to solar power, improved snowmaking, additional trails, new MSA and ski patrol facilities and improvements to the resort's Discovery Lodge.

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.

OLYMPIC CENTER

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The Olympic Center was once again very busy during the fiscal year 2015-'16. The center hosted a variety of sporting, entertainment and public assembly events.

Ice Hockey

Ice hockey is still a major part of the Olympic Center's operation. USA Hockey continued its support by having Lake Placid host both its international men's junior program and women's national team camps in August, as well as a large adult hockey tournament in January.

Can-Am Hockey Group also hosts tournaments throughout the year which bring thousands of players and their families to town. In addition to USA Hockey and the Can-Am Group, Canadian Hockey Enterprise and Northwood School also host tournaments, each adding to the Lake Placid experience.

Along with these events, the very successful Lake Placid Central High School boys and girls hockey teams call the Olympic Center home. The Olympic Center ran a number of very successful hockey events in 2015-'16. The second annual Miracle Holiday Classic was attended by 36 teams as well as 10 mite teams. That more than doubled the attendance from the inaugural year.

The Authority also managed the hockey tournament portion of the Empire State Games which had eight teams participating.

On the national level, the Olympic Center hosted the ECAC Men's Ice Hockey and the NCAA Division III Men's Ice Hockey National Championship tournaments. Both events were well attended and successful.



The ECAC tournament drew more than 8,500 fans (Friday – 4310, Saturday – 4248) during its two days, while the NCAA Division III championships brought in over 4,000 fans (Friday – 2282, Saturday – 1840) to the Herb Brooks Arena.

During March's ECAC championship tournament, both ORDA and ECAC Hockey announced a new three-year commitment. This ensures that the championship tournament will remain in Lake Placid until at least 2020.

NCAA Championship will be held in Utica, NY next year, but returns to the Olympic Center in March of 2018.

Hockey continues to grow to the point that some tournaments are using ice at the Saranac Lake Civic Center.

Figure Skating

Lake Placid's figure skating legacy remains strong and summer continue to be the busiest time for Lake Placid. In 2015, there were 500 skaters in the summer figure skating program which consisted of free skating and ice dancing programs, adult skating programs and synchronized skating camps.

While in August, the Skyliners Synchronized Skating Teams' senior, junior, novice and intermediate lines continued their summer training camps in Lake Placid. The Skyliners junior and senior teams returned in January to prepare for the remainder of their



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international competitions as well as the U.S. Synchronized Skating Championships. Nexxice Junior Synchronized Skating Team also trained in Lake Placid in August.

ORDA's two summer figure skating competitions continue to thrive. Four hundred and thirty eight skaters competed in the Lake Placid Figure Skating Championships, the largest turnout in the past decade. The Lake Placid Ice Dance Championships added a new international event, the Lake Placid Ice Dance International, which was International Skating Union minimum scored. Twenty-eight junior and senior ice dance teams from 10 countries participated.

The Olympic Center also hosted a Youth Olympic Games qualifier as part of its standard events to select the ice dance team that would eventually represent the United States.

In October, the Olympic Center hosted the 2016 North Atlantic Regional Championships. This competition is the first step in the U.S. Figure Skating qualifying event structure, leading to the January 2016 U.S. Figure Skating Championships in St. Paul, MN. Over 250 athletes participated in nine events, making it one of the largest regions of U.S. Figure Skating.

The Olympic Center staff also managed the figure skating portion of the Empire State Games. The figure skaters made up the largest contingent of the Games with over 500 individual competitors, as well as 30 synchronized skating teams.

The Olympic Center is currently preparing for another summer season. The Ice Dance International will once again be held and will be the very first ISU event of the season. We are also currently bidding on future U.S. Figure Skating domestic and international events.

Conference Center

The Conference Center, entering its fifth year of operation, continues to host multi-day conferences and single day meetings. Food shows, training seminars and association conferences continue to choose Lake Placid as a meeting site. Two thousand and sixteen is expected to show a sharp rise in conference business – a trend that'll continue in 2017 and beyond.



Many conferences return to Lake Placid and the Conference Center, which shows it continues to make inroads in the competitive conference business.

Oval

The Oval opened mid-December this year and it hosted several local events along with public skating. Despite the mild winter, 13,000 people skated on the famed outdoor oval.

LED lighting was installed around the track and news skate rentals were added the oval's stock.

Improvements

- Replaced dehumidification system and heat in US Rink
- Purchased ice covering system
- Upgraded security cameras
- Completed VIP area in 1980 Rink
- Upgraded bathrooms
- Replaced windows and doors
- Upgraded 1980 Rink elevator
- New Plexi-Glass for the 1980 rink

Year	2011-'12	2012-'13	2013-'14	2014-15	2015-'16
Revenue	\$2,653,300	\$3,022,177	\$2,922,765	\$3,943,057	\$3,019,744

* 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.

BELLEAYRE SKI RESORT



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<i>Year</i>	2012-2013	2013-2014	2014-2015	2015-2016
<i>Revenue</i>	\$5,298,259	\$4,939,402	\$5,083,710	\$3,656,890
<i>Visits</i>	115,919	128,698	133,911	75,250

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



The 2015-'16 was a season of ups and down with very little natural snowfall and unseasonably warm temperatures, often times with rain followed by bitter cold weather. A typical season at Belleayre averages 130 ski days with 130" of natural snow. This past winter season was far from average and the mountain was open for 91 days with a total of 38" of natural snow for the entire season.

Belleayre fought hard to provide the best skiing and riding conditions possible, given the circumstances and in the end the resort had some great skiing and a ton of fun. While the warm weather and lack of snow played an important factor this season, Belleayre still put on a number of family fun events including the USA Luge Challenge, Belleayre Cup Race, a couple of Park Jams, the Annual Mogul Mash, four races of the Weekend Race Series, Winter Fun Week and ended the season on a high note with the Slush Cup and Tailgate Competition. The summer events calendar was filled with "Your First Mud Run," Belleayre Beach Parties, the annual Fall Festival and other special events. Moving forward with summer activities, the resort is constantly looking ahead to keep expanding the summer calendar with additional events, music and weddings.

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This season, the primary focus was the overall guest experience. Resources were allocated to providing an exceptional guest experience to include sending out guest surveys to interested parties. The surveys gave our guests an avenue in which to share their comments and concerns while at the same time provide instant feedback which allowed us to quickly see where and how the resort can improve the experience. The overall visit, website, parking, employee friendliness, rentals, lessons and food & beverage were just some of the areas being surveyed. All of the information collected will be reviewed and analyzed during the off season and changes will be made where necessary to provide our customers with the best experience possible.

ENHANCING THE BELLEAYRE EXPERIENCE



This past season proved to be a season of change for the mountain. Since Belleayre was transferred from Department of Environmental Conservation (DEC) to the New York State Olympic Regional Development Authority (ORDA) in 2012, there have been numerous investments and upgrades in snowmaking, infrastructure, base lodges, grooming, food & beverage and this season was no different as the additional investments were directed towards projects geared at improving the overall customer experience and service.

NEW WEBSITE - belleayre.com received a new makeover and was launched on June, 4, 2015. The site is now responsive making it easier to view and navigate on multiple devices such as mobile phones, tablets and computers.

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PHASE II OF THE DISCOVERY RENTAL CENTER - Phase II of the Discovery Rental Center consisted of putting the finishing touches on the inside of the structure with fresh paint, new signage, lockers and additional seating for putting on boots. The Discovery Rental Center and the Discovery Lodge were connected with a breezeway and vestibules were added to the entrances. New heated walkways were also added to the entrance ways of the Discovery Rental Center and the rental process was upgraded from using the traditional paper system to a more streamlined computer system, making the rental process quicker and easier for the customer.

DISCOVERY LODGE UPGRADES - The entire lower level of the Discovery Lodge received a much needed facelift. The breezeway, the Kidscamp area and Tiger Den all received a fresh coat of paint. The majority of the overhead lighting on the main level, the breezeway and in the administration offices were replaced with energy saving LED lights with motion sensor switches. During the off season, the remaining lights will be upgraded to the new LED lights.

SNOWMAKING UPGRADES - The zoning of the snowmaking lines on the west side of the mountain continued where it was left off last summer. The three zones allow Belleayre to efficiently make more snow on the west side, especially on the Deer Run trail, without having to sacrifice snowmaking on other trails. The three separate zones also allows for the high energy efficient snow guns to be used at the top of the mountain. These snowguns use less energy, make more snow and will help reduce snowmaking costs.

SKI PATROL - The first aid facilities moved out of the Overlook and Discovery Lodges to a more centrally located area between the main lodges. From this new location, patrollers can be easily dispatched to either the upper or lower mountain.

DREAMCATCHER GLADE – The addition of the Dreamcatcher Glade was well received last season and efforts continue in widening and clearing out the glade during the fall months.

TIGER DEN - The Tiger Den drop off center moved from the upper area to the lower level of the Discovery Lodge, adjacent to the Kidscamp Program. With this move, all of our children's programs are now located in the same building next to one another making it easier for families with multiple children to drop off and pick up.

STREAMING WEBCAM - A LIVE high definition streaming webcam was installed and went live January 3, 2016. The Belleayre WebCam is located on the upper

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mountain overlooking the Overlook Lodge base area. The webcam page is the third highest viewed page on belleayre.com.

NEW MOUNTAIN SIGNAGE - All of Belleayre's inside and outside mountain signage received a new look. Directional and way finding signs were all replaced as were lodge signs, parking signs, pricing signs and more. The new signs now carry the same look of Belleayre, pulling from the colors in the Belleayre logo.

SNOWSPORTS PROGRAMS – There were some minor changes to some of the snowsport programs.

- ***New Meeting Place For All Group and Private Lessons*** - The meeting place for all lessons was moved to the Discovery Lodge. This change allows the ability to have all instructors on hand at line up for private and group lessons. The move also allows our customers to go to one spot for drop offs rather than going to different lodges.
- ***Alpine Development*** - The age limit was lowered to include a limited number of five and six year olds.
- ***Freestyle Program*** - Additional early and late season training dates were added.
- ***Coaches-in-Training Program*** - This new program was added to the program lineup for those who want to learn how to become a successful coach at Belleayre.
- ***Adult Midweek Workshop*** - The workshop was split into two four week sessions which provides the most flexibility. Customers have the ability to choose the full eight week program or one of the four week sessions.
- ***Adaptive Snowsports Program*** - The Adaptive Program moved from the upper area to the lower level of the Discovery Lodge keeping all of our snowsports programs in one place allowing for easy access to the beginner terrain.

SUMMER AND FALL OPERATIONS



To help Belleayre become a four season resort destination, the resort offers a variety of off-season activities to include the Belleayre Beach, Fall Festival, mountain biking and lodge rentals for weddings and special events. The summer and fall months brought more than 25,000 visitors to the resort and approximately \$150,000 in revenue from summer activities, events and the fall festival plus revenue collected from season pass sales, programming and catering events through the May through October.

BELLEAYRE BEACH

The Belleayre beach 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, nearly 18,000 patrons visited the beach to enjoy all it has to offer – including several local town and school recreation groups. More than \$71,000 of revenue was generated at the beach from entrance fees, beach season passes, climbing wall, boat rentals, chair rentals and pavilion rentals plus concession commissions from the Centerplate operated Snack Shack.

NEW AT THE BEACH 2015

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- **Stand On Top Paddle Board Rentals** - Stand on top paddle board rentals are now available for rent at the beach. Three hundred and fifty patrons, of all ages and skill levels, took advantage of this new way of "boating" and experienced the lake like never before.
- **Beach Parties** - The first beach party of the summer was held on July 18 and the second on August 15. There were kid's activities, live music, beverages and a barbeque throughout the day. The kid's activities, especially the water balloon toss and bucket brigade, were a big hit with everyone including the adults who got to participate in the activities.
- **New Food at the Belleayre Beach Snack Shack** - The Belleayre Beach Snack Shack increased the menu variety at the beach. The Snack Shack added a deep fryer and added French fries, cheese fries and onion rings to the menu. The barbeque grill served up burgers, hot dogs and some other food options.
- **Weekend Morning Yoga** – Free early morning yoga was added at the beach lineup courtesy of The Ashram Center from Margaretville, NY. Classes took place every Sunday from 8:30 to 10:30 a.m. from May 30 through Labor Day Weekend.
- **New Boat Dock** - A bigger boat dock was added to accommodate all of the paddle and row boats. All of the boats are now conveniently located in one easy to get to location.

SUMMER/FALL EVENTS

THE ANNUAL FALL FESTIVAL - The Fall Festival takes place every year over the Columbus Day weekend and hosts local arts and crafts vendors, local businesses and antique/garage sale vendors. In addition to vendors, the weekend consisted of live music, provided by the Belleayre Conservatory, the popular sky ride, kids entertainment, climbing wall, K9 Demo from the Ulster County Sheriff's Department, Smokey Bear, pumpkin decorating, arts and crafts, mountain bike tours, German fare food & beverages and a giant ski/apparel sale courtesy of the Pro Ski-N-Ride shop. On sale at the Belleayre booth were the very popular three-packs, season passes, seasonal programming, frequent skier cards and SKI3 snow samplers. The weekend brought between 4,000 – 5,000 people and everyone in attendance enjoyed a fantastic fall weekend.

MOUNTAIN BIKING - Mountain biking begins every year 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 Race, sponsored by Overlook Mountain Bikes, is held

yearly in late August at Belleayre. The 2015 bike race brought approximately 130 racers with an additional 250 spectators and Centerplate provided the food.

YOUR FIRST MUD RUN & GARAGE SALE – September 5, 2015 was a Family Affair at Belleayre with Your First Mud Run and Community Garage Sale taking place. “Your First Mud Run” is a mud run designed for everyone and is the best race in the country for first timers and families. Your First Mud Run is the ONLY race in the country where parents can run the same course with their kids as young as six years old. The course featured a six foot high wall, a set of crawling tubes, a tire carry, heavy jump ropes, a burpie station and a mud pit. Smaller versions of all the obstacles were set up just for the kids. “Your First Mud Run” had over 80 participants and we are looking to grow this event in the future. The Community Wide Garage Sale also took place at the same time as the mud run and anyone could participate. There were a handful of “garage salers” for the day, while Centerplate provided a barbeque, snacks and drinks.

OTHER EVENTS - The rest of the summer calendar was filled with a dozen special events including weddings, birthday parties, corporate events, banquets, conferences, reunions, fundraisers and meetings. An additional 1,000 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.

BELLEAYRE MUSIC FESTIVAL - The Board of Directors of the Belleayre Conservatory, which has presented the Belleayre Music Festival for the last 23 years, decided to put the 2015 Festival on hiatus while it reviewed opportunities for a newly envisioned Belleayre Music Festival for 2016 and beyond. The Belleayre Conservatory remains committed to improving arts based tourism in the Belleayre region and will continue to work, promote and support cultural programs in the community. For more information about the Belleayre Music Festival, please visit their website at www.belleayremusic.org.

GORE MOUNTAIN



Two-thousand-fifteen and 16, while being historically adverse in terms of Northeast weather, still was a year of successful accomplishments at Gore Mountain. It was momentous for Gore's ongoing energy efficiency initiatives; a two-project, 25-year solar energy contract was signed for a 5.325 megawatt system and ground broke in December for the installation of the 14,589 panels.

Gore also invested in another fleet of high-efficiency tower guns for snowmaking, completed several environmentally-friendly trail modifications, installed new variable-drive snowmaking pumps and served more locally-sourced foods. Due to these achievements, the Resort was presented with the esteemed Golden Eagle Award for Overall Environmental Excellence at the National Ski Areas Association (NSAA) Conference, held in Nashville, TN. The Golden Eagle Awards, overseen in a partnership between *SKI Magazine* and NSAA, are the ski industry's most prestigious honor for recognizing resort environmental programs and projects.

The North Creek ski resort took the top environmental honors in the medium-sized ski area category for consistent leadership on environmental stewardship and enhancing the guest experience in creative ways that help both the planet and its business, with an emphasis upon initiatives accomplished during the last twelve months. Gore Mountain serves as an industry model for development, demonstrating that a growing resort (its acreage and uphill capacity have increased 131 percent and 142 percent respectively over the last 20 years) can at the same time be sustainable.

Gore also completed its first environmental audit, summarizing topics such as water conservation and wastewater management, hydroelectric potential, emissions and fuels within one document.

The snowmaking infrastructure was put to the test during the 2015-'16 season. Despite an unusually mild winter with only 37" (20-year average is 133") of natural snow (often accompanied by destructive rain and/or mixed precipitation), Gore maintained a daily operation from Thanksgiving weekend through Easter, and added a final weekend in April. The ability to remain open was due to recent investments and modernization of the snowmaking system- without them, the season would have been significantly shorter and even more costly to provide.

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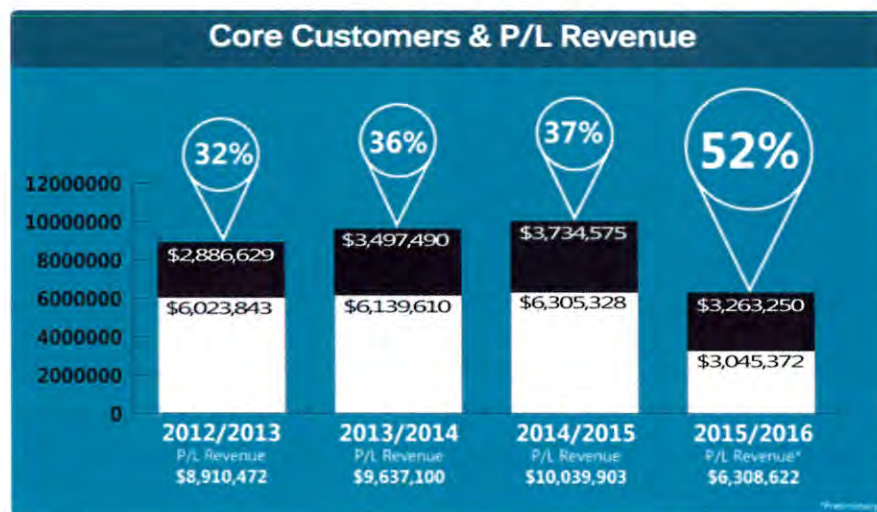
While the widespread weather proved detrimental to all winter sports, it helped to forge an exciting alliance with the Nordic race community. The North Creek Ski Bowl welcomed large race teams that would not have been able to host their premier events elsewhere. Scheduling with Nordic organizations for 2017 events is in progress.

Other projects completed were new snowmaking capabilities installed on alpine trails at the North Creek Ski Bowl, three more trails were added to an updated map profile, and the Guest Services and Daycare areas exchanged locations and were renovated to better serve guests.

To help identify new opportunities and areas to improve, surveys were regularly distributed to guests to gauge their experience on several aspects of their visit including lessons, foodservice, terrain variety, arrival process and rentals.

This winter's weather proved to be among the worst for the ski industry and Gore's revenue suffered. The Gore region remains dependent on "daytrip" dependent. While day visitors skied less frequently this winter, Gore's loyal and critical core customer base, a combination of day trip and destination visitors, helped the resort through the adverse season.

The chart below indicates in black the important portion of revenue contributed by Gore's core customer. They are defined as season passholders, frequent skier cardholders and those who purchase prepaid ticket packs. These guests commit to several days at Gore well in advance of the season.



PROJECTS & PRIORITIES

Projects continue at Gore. They include the replacement of the Northwoods Gondola cable, shortening of the Adirondack Express II cable, replacement of the flooring on the upper level of the Base Lodge and earthwork improvements to the North Creek Ski Bowl's Nordic terrain.

Two projects below are designed to update antiquated equipment and/or buildings and their completion represents ORDA's continued commitment to the guest experience.

Increased square footage, renovation, and modernization of Gore Mountain buildings-



The photo on the left is Gore's Saddle Lodge, located at the top of Adirondack Express II. The antiquated structure is poorly designed, too small, and an unsuitable representation of Gore. Presently it is the only upper-mountain facility that offers food and restrooms to the hundreds of thousands of guests that ski or ride Gore each year. Plans call for an attractive remodel that uses the existing foundation, but adds a much-needed second floor and outside entrances for restrooms.



Another structure in need of an update is the unloading station of the historic gondola, shown on the left. This is the first building skiers/riders see when arriving at Gore's summit. The only summit facilities presently available are an outdated warming shack and randomly placed outhouses. Renovation of this barn into a summit warming lodge, with waterless toilets and some simple skier services, provides the basic comforts needed for guests to remain at the summit, rather than ski or ride towards more congested lodges and trails.

The base lodge also requires more space to alleviate crowding, better serve guests and further develop additional revenue opportunities to include seasonal and day-use locker areas, group meeting places and enhanced concessions. The shared Ski Bowl Lodge is positioned inconveniently from the slopes. A new lodge more specific to the needs of Gore's guests could be used year-round.

Off-season anchor attraction- To create viable off-season revenue opportunities, a signature anchor attraction is necessary. While Gore presently offers some smaller summer activities, the mountain does not have competitive appeal. Plans for a zipline that could be used during all four seasons have been shared with stakeholders and received a favorable response.

WHITEFACE MOUNTAIN



The Venue

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. They include alpine ski racing, freestyle skiing and snowboarding competitions, terrain park events and tree skiing.

The Whiteface Adventure Park includes the scenic Gondola ride to the summit of Little Whiteface Mountain, which travels 8,487' along a vertical rise of 2,432'. The Cloudsplitter Gondola also services Mountain Biking from the Little Whiteface summit. Other Adventure Park activities include disc golf, interpretive hikes, 4x4 tours, air bag free fall, yoga on the mountain, festivals and the Adventure Zone.

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

With so much to offer and rare natural beauty, Whiteface Mountain is truly the centerpiece of the region summer and winter.

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Summer 2015

The summer gondola season started the weekend of June 6, 2015 with annual Wilmington Whiteface Bikefest and 100K mountain bike race, a qualifier for the prestigious Leadville 100 MTB. The summer of 2015 was the highest revenue generating summer season on record for the gondola. Last year was only surpassed by the previous year when the resort had an additional 20 operational days due to the Highways limited operational schedule.

The Highway logged the most visitors since 1999 while generating record revenue. Much of this can be attributed to the road re-pavement, ideal weather conditions and increased operating hours.

Needless to say, with both summer operations showing optimal numbers Whiteface's overall summer operations revenue was up almost 10%.

Spring/Summer revenue and attendance

Below is the summary of visitors and revenue of Whiteface Mountain **Summer** activities.

Visitors	2009	2010	2011	2012	2013	2014	2015
WF Gondola	37,681	42,392	34,199	34,629	38,797	45,102	40,274
WF Highway	66,025	72,023	65,251	74,475	72,579	61,528	78,752
Mountain Biking	1,825	2,115	1,832	1,538	1,191	1,187	992
Total	105,531	116,530	101,282	110,642	114,580	107,817	120,018

Revenue	2009	2010	2011	2012	2013	2014	2015
WF Gondola	\$459,122	\$529,645	\$441,948	\$463,358	\$595,473	\$775,767*	\$692,321*
WF Highway	\$383,547	\$468,325	\$438,005	\$505,926	\$556,842	\$437,561	\$673,380
Mountain Biking	\$16,985	\$19,404	\$17,476	\$16,327	\$15,121	\$15,453	\$12,169
Total	\$859,654	\$1,017,374	\$897,429	\$985,611	\$1,169,449	\$1,228,582	\$1,377,870

* including \$98,654. For 'Whiteface Other Activities,' including the Whiteface Adventure Park.

Winter 2016

While Whiteface enjoyed its greatest financial summer to date, the winter season was not as strong. This past winter proved to be the worst season on record.

In a typical year, Lake Placid's average winter high temperature is 33 degrees. The area also receives over 100 inches of snow and less than five inches of rain. This winter the average temperature was 39 degrees, while the resort received just 58 inches of snow and more than 17 inches of rain. These weather conditions, combined with a weak Canadian dollar resulted in a decline of skier days and revenue of just over 20%.

The weather conditions proved to be quite challenging for the Whiteface Mountain snowmaking and grooming crews, but they far exceeded expectations and those who came to the mountain to ski and ride spoke highly about the conditions.

Total Revenue and Winter Visitation

Skier visits and revenue both fell 2015-'16 to include each holiday period. Whiteface earned approximately \$700,000 less revenue during Christmas week and \$50,000 less during President's week compared to the previous season.

	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Revenue	\$8,408,304	\$10,493,708	\$9,096,676	\$8,549,601	\$8,666,481	\$9,549,752	\$7,698,359*

	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Skier Days	188,784	209,214	164,952	192,427	214,159	216,219	167,501*

* 2015-'16 #s are estimates based on latest ORDA Finance Winter 2015-'16 preliminary profit loss statement

Projects and purchases:

Last summer, \$12 million in state funding, through Governor Andrew M. Cuomo, enabled vital repairs as the Highway endured multiple landslides, heavy rains and earthquakes, in addition to the region's harsh weather, high winds and freezing conditions.

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This project, managed by the Department of Transportation, was done by Reifenburgh Construction. Work consisted of a total repave of the road (from the top of the mountain down to the four corners in Wilmington), slip lining all culverts, repointing all stone guide rails and installing a new septic system, tables and bike racks. The project's completion ensures that guests will be able to experience this unique treasure for many years to come.

While work was being completed to the Highway, Whiteface staff was involved in many lodge modification projects, enabling better flow and a more inviting and comfortable feel, geared towards enhancing the overall guest experience. These projects included the completion of the base lodge's solarium and construction of the Taste NY Café, Base Camp Market. Rubber flooring was also installed in the Ausable room, along with enhanced exterior lighting, the relocation of the rental shop entrance door, and a redesign of downstairs Snowsports desk area. These projects were very well received by our guests and raised the bar for our future lodge remodels.

On hill, resources were directed to manicuring ski trails and reduce the amount of snowmaking necessary to open trails. A newly installed pipeline, combined with high efficient snow guns, on the Moose Trail ensured that there would be as much terrain open as possible to the Bear Den Lodge for the Christmas period.

After the resort's main heating fuel tank failed, it was decided to retrofit the mountain's burners to propane. This showed instant paybacks as it reduced the base lodge's heating expense, while using a more efficient and cleaner heating method. The savings were enough to show a two-year payback in the investment. We are exploring plans to do the same with the maintenance garage.

Over the past few years, Whiteface has been able to secure grants through NYSEG, our energy supplier, for snowmaking efficiency projects that reduce the amount of energy used to make snow. This year, Whiteface received another 50% grant for 54 new Ratnik efficient snow guns. These snow guns are approximately 75% more efficient than the previous model.

Working Centerplate (ORDA/Whiteface's food and rental concessionaire) the mountain was able to install all new "point of sale systems" throughout its food, merchandise and rental outlets. This system allows for a better utilization of data and helps to manage financial reports and create better menus.

Marketing/Guest Services

The primary focus at Whiteface this season has been to improve the overall guest experience. While this is a very broad initiative staff has begun to take measures to ensure guests' satisfaction and measure their loyalty.

Guest services has focused on providing a better customer service and more flexibility in arrival dates for multi-day guests. The snow guarantee continues to prove its worth, allowing guests to exchange their current lift ticket for a return voucher within a one hour of purchase. Via an online dashboard, investment into Guest Research provided real time feedback from visitors about their time at Whiteface. This will also allow staff to determine the guest satisfaction and make adjustments to various products in order to please customers. This in turn earned Whiteface loyal guests and increased revenue.

Guest Research measures satisfactions and loyalty based on the Net Promoter Score (NPS). We ended up collecting over 2,500 emails and having 1,095 respondents. The program proved to be successful and a positive step towards determining what the guest's' values. The season ending NPS was 68 and we look to project that number to the upper 70's by the end next ski season.

The inclement weather also affected on-line sales. Whiteface sales started in September 2015 and ended in during the third week of April. Sales finished the year down 32% over last year with total sales (including breakage) of \$1.7-million.

The plan for next year is to start summer on-line sales earlier, be more involved with the pricing structure of E-tickets around the holiday periods and determine the strategic plan for the Canadian market as the Canadian exchange rate this winter was poor and revenue was lost. Expanding sales into Florida this upcoming season is also under consideration so as to put Whiteface in the forefront as a world-class destination for Florida skiers.

The ski show season began in May, with the spring group ski shows in Washington, D.C.; New Jersey; Philadelphia and Boston. Show continue through November.

In the fall, Whiteface was represented at shows in Syracuse, Rochester, Toronto, Ottawa, Montreal, Albany, New Jersey, Philadelphia and Boston. Last fall, The Group Sales Manager also traveled to The Telegraph Ski and Snowboard Show in London. This trip proved to be an important component in the overall success of sales totaling 600 visitors to Whiteface this season alone.

The College Seasons Pass program continues to be a strong performer, generating revenue totaling \$342,010. The SUNY Plattsburgh relationship has strengthened as the university continues to push marketing geared toward skiing and riding Whiteface.

Special consumer events such as Mountain Tours, Flying Squirrel Park Sessions and High Ollie remained on the monthly calendar, but the annual International Pond Skimming Championship was canceled due to lack of snow and poor weather conditions.

Social Media: Whiteface social media continues to evolve and grow with the ever changing on-line demand. More paid campaigns this season gained the resort valuable early season revenue from on-line purchases. The holiday Santa toy and coat drive video campaign drove over 100,000 in viewership in just a single day.

Video was used much more this season throughout the mountain's social media channels thanks to the addition of a full-time photographer and videographer. Whiteface's YouTube channel saw over half-a-million views this year and the Instagram following is now almost 12,000. Twitter continues to be the driving force for picking up regional and national news. We continue to learn and grow with the ever changing social landscape, keeping Whiteface Social Media at the forefront of press and consumer streams.

Administrative

Aaron Kellett continues to serve as the Venue manager at Whiteface, Mike LeBlanc is the Assistant Manager, Bill Borland- Business Manager, Dustin Ulrich- Guest Experience Manager, Kristen Morse- Group Sales, Kelsey Stanton- HR Manager, Brandee Reiley- Social Media and Events Manager.

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 set the mark again for the longest season in the world with operations that stretched from October 8, 2015 to April 8, 2016. 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 2015-'16 primarily involved infrastructure improvements to the track coating, and track shade system, construction of a new scale house, ammonia plant upgrades and the purchase fleet vehicles. The track insulation project was the major project of 2015 and was accomplished by the in house crew. After the first winter with the improved coating significant differences in ice retention were noted.

2014-'15 Completed Projects:

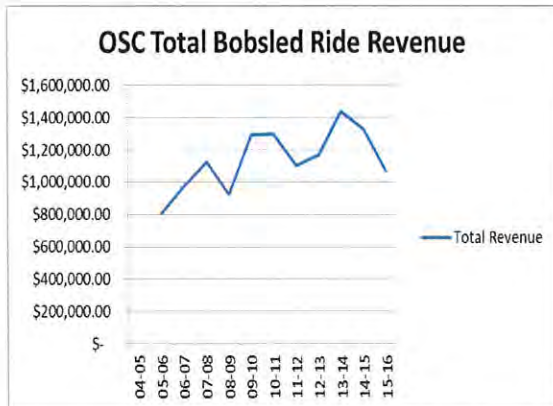
- Completion of Track Insulation Coating
- Installation of an improve permanent sun shade at Start 3
- Construction of a new Scale House at the Finish
- Made required repairs to Ammonia Plant
- Purchase of Fleet Vehicles for Crew

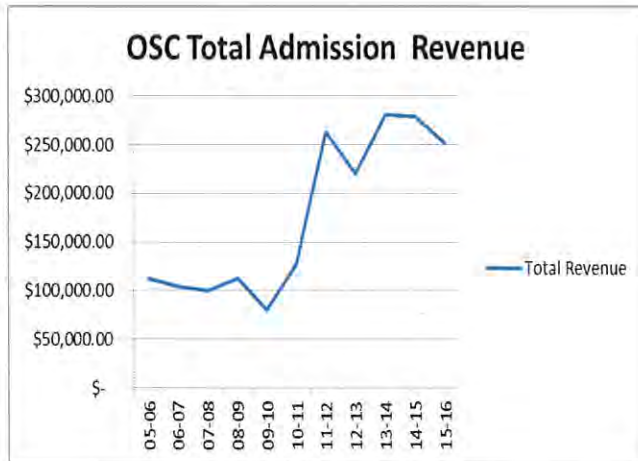
Visitation

Visitation at the OSC sliding tracks is characterized by two main groups; passenger bobsled riders and general admission guests. Admissions for the 2015-'16 increased by almost 3,000 guests primarily due to a shift in visitor over the

winter from rider to visitor due to a number of event and weather factors. Total visitation for the year was almost 34,000 guests.

Total ride numbers for the year were over 15,500 riders for both the bobsled and the skeleton ride. The decrease of almost 5,000 riders was primarily due to a World Cup Bobsled and Skeleton event that coincided with the Christmas Holiday and an extremely cold President's Weekend that forced cancelation of many rides.





Events

The track hosted a FIBT World Cup in Bobsled and Skeleton in January and a FIL Luge World Cup December 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 25,000 to 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 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

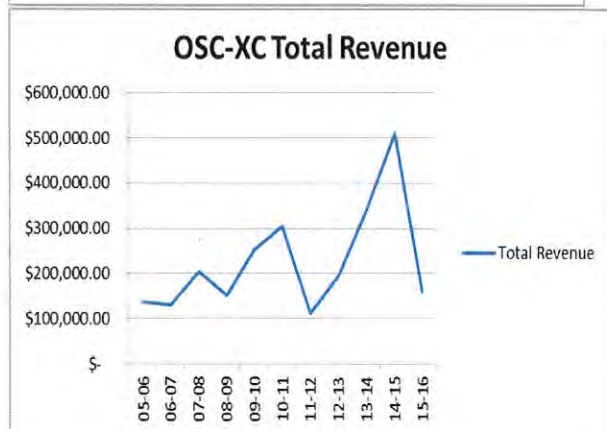
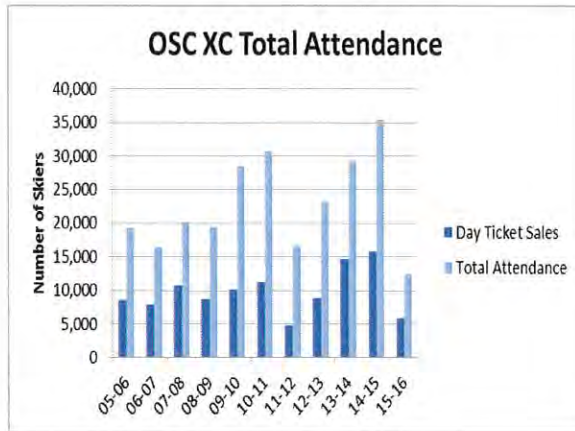
The focus of maintenance and trail repair in 2015-'16 was on customer experience improvements including a remodel to an existing storage building to create a remote warming hut on the beginner trail system. In addition significant trail work was conducted to replace culverts on the Ladies 5km and to enlarge the entrance to that trail to better accommodate racing events.

Visitation / Programs

Unlike the previous year (with record skier numbers and consistently good snow conditions), 2015-'16 saw one of the worst operating seasons in memory. The trail system was open just 37 days. The trails closed on February 15 and did not re-open for the remainder of the season. There were less than 12,500 of skiers over the season, down from over 35,000 skier visits in 2014-'15. 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 5,800 skier visits this year.

Total revenue from all revenue streams, including the summer biathlon program and rentals was almost \$200,000 with 626 season passes sold. The revenue numbers are stronger than would traditionally have been expected for the limited

season and that is primarily due to the additional revenue streams from rental and retail added in 2014-'15.



Events

The cross country staff conducted a large number of events at the Olympic Jumping Complex using the man-made loop. Events included the USSA Super Tour and NENSA Eastern Cup, the Empire State Games, the Clarkson Carnival, the Williams Carnival, the NYS Public High School Championships and the USCSA National Championships, as well as many local races. The only event that was canceled was the Lake Placid Loppet.

Athlete Usage

Limited training occurred at Mt Van Hoevenberg with athletes being forced to use the man-made snow loop at the Olympic Jumping Complex.

OLYMIC 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 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

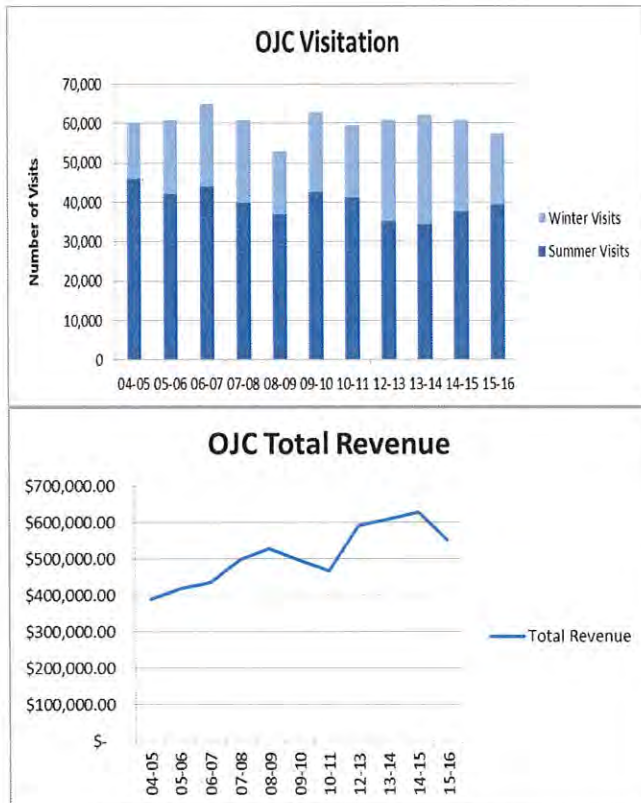
Several significant projects were completed using funds from the yearly maintenance budget and from capital funds.

2015-'16 Completed Projects:

- Refurbished two of four towers on the venue chairlift
- Rebuild of the Deflection Boards on the K90 and K120 to meet current homologation standards
- Repairs to the Freestyle Pool
- Continued remodel of the Base Lodge with the completion of a 40 x 80 concrete patio, new electrical and water service and the pouring of foundations for additions to be built in the spring of 2016

Visitation

57,500 visitors passed through the complex in 2015-'16. Events attendance was down significantly with the cancelation of two major events, the New Year's Ski Jump and the World Cup Freestyle. The two events typically draw a total of over 5,000 spectators in two evenings. The Summer Jumping Series events and the Flaming Leaves Festival continue to be popular summer events.



Extreme tubing continued to be popular with almost 2,000 guests participating and revenue of \$30,000. Winter tubing was not offered this year due to the weather challenges and the need to maintain snow coverage on other areas of the venue. Venue concessions and merchandise sales were limited due to the construction projects associated with the base lodge.

Athlete Usage

Nordic

Participation in the elite Nordic jumping program remained stagnant, with little growth in the junior program. Training was limited this winter to the K90 due to the weather constraints. The inruns were built six times, but only seven jumping session were able to be held. Eventually, the K90 was taken down to the summer track to allow for some additional late season jumping sessions.

The venue hosted the 2015 US Ski Jumping National Championships during the Flaming Leaves Festival.

Freestyle

The freestyle training center logged over 3,000 skier days in the summer of 2015. The U.S. ski team continued its freestyle development program in Lake Placid and alumni from that program continued to enjoy international success. Freestyle programs generated over \$50,000 for the venue this season.

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.

This winter the loop was widely used by all Nordic skiers and was used for all Nordic racing due to the lack of natural snow at Mt Van Hoevenberg. Events held on the loop included the USSA Super Tour and NENSA Eastern Cup, the Empire State Games, the Clarkson Carnival, the Williams Carnival, the NYS Public High School Championships and the USCSA National Championships. In addition to racing the loop was open for public skiing for intermediate and above skiers.

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.

COMMUNICATIONS/PUBLIC RELATIONS

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;

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- Synergize the reach of ORDA, its sponsors and constituents to positively impact all three

HIGHLIGHTS:

- In October 2015 ORDA's communications/public relations department welcomed Emily Dennin to its staff. Dennin, who was raised in Lake Placid, formally worked for the Adirondack Medical Center's Health Foundation where she developed content for the Foundation's website, annual impact report and social media. She also developed the Foundation's marketing strategies for fundraising initiatives and capital projects.

With ORDA, she is a key component to the department's strategic plan. Not only does she assist with the everyday operations of ORDA's communications/public relations department, but she's involved in the planning and execution of the Authority's event coverage, as assistant Chief Press Officer and also assists media who visit ORDA's Olympic venues and Lake Placid region through FAM tours.

As a public relations specialist, she is also responsible for developing content for press releases, developing and editing content for ORDA's official web site, WhitefaceLakePlacid.com, developing strategy, execution and content for ORDA's social and electronic media and developing and editing content for ORDA's newly launched Content Hub, Side-Trax.

- In December 2015, ORDA's communications/public relations department launched the Authority's Content Hub, Side-Trax (www.whiteface.com/side-trax). ORDA's Content Hub was developed as a branding and engagement tool, in the form of video, photos, audio and text, that leverages user-generated content (photos, blog posts, articles, personal stories, etc.) to establish authority and authenticity outside of our corporate marketing efforts.

The goal of the Content Hub is to establish credibility through the cultivation of brand ambassadors with an influential media presence who will advocate for Whiteface Lake Placid across their own channels, and consequently, inspire travel and participation at our venues, while increasing visits and sales. The content hub is integrated into Whiteface.com with a specific section of the site dedicated to housing the content and the layout is designed to make it easy for users to navigate and find relevant content.

ORDA's communications/public relations department continues to develop and obtain meaningful and quality content that includes personal experiences and perspectives, photographs, audio and video clips from outside parties to be presented in a manner that creates authority with an authentic and genuine approach.



- ORDA's communications/public relations department redesigned the *Flame Magazine*. Once a quarterly publication, the magazine is now bi-annual (Spring/Summer & Autumn/Winter). The redesigned publication continues to focus on ORDA's Olympic venues and resorts, with an emphasis on lifestyle. The new categories that include Off-Mountain, On-Mountain, the Legacy and the Winter Sports Capital of the world also make it easier for the reader to find content that most interests them.
- In November 2015, ORDA and its communications/public relations department teamed with I Love New York, Empire State Development and I Ski NY to host its annual New York State Winter Media and Industry Night.

This year's event brought together almost 100 travel, outdoor, adventure and ski industry media to Celsius Grill at Bryant Park. Not only did these media



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have the opportunity to speak with ski industry and resort leaders in New York State, the event was also expanded to include Empire State leaders in the travel and promotion industry and attractions. The evening's format provides ample time for networking and one-on-one discussion between media and presenters.

EVENT COVERAGE:

The 2015-'16 generated considerable event coverage for ORDA's Olympic venues and resorts as well as for the event organizers, governing bodies, participants and/or athletes. As many as 300 media covered the various events throughout the year. Below is a list highlighting many of the events and competitions that took place.

1. June 5-7 – 6th annual Wilmington Whiteface Bikefest, 5th annual Wilmington Whiteface 100k MTB race, local and regional media
2. Aug. 2-8 – USA Hockey Junior National World Championship Evaluation Camp, **International Media** to include Total Sports Network – TSN (Montreal, Canada), CBC-Radio (Toronto, Canada), CBC-Television (Toronto, Canada), **National Media** to include the Associated Press (Albany, NY), NHL Network (New York, NY), ESPN (Bristol, CT./New York, NY), New York Daily News (New York, NY), New York Times (New York, NY), Boston Globe (Boston, MA) Philadelphia Inquirer (Philadelphia, PA), NBC Universal Sports (New York, NY), **Industry Publications** to include NHL.Com, PuckDaddy.Com, HockeyBuzz.Com, HockeyProspect.Com, HockeysFuture.Com, Red Line Report and New England Hockey Journal. Local and regional media
3. Aug. 10-18 – USA Women's Hockey Festival, local and regional media
4. Aug. 19-24 -- USA Hockey Women's U18 +U22 Series vs. Canada, local and regional media
5. Oct. 1-6 – North Atlantic Figure Skating Championships, **Industry Publication** to include Skating Magazine and local and regional media
6. Oct. 3-4 Oktoberfest, Local and regional media
7. Oct. 10 – 4th annual Lake Placid BrewFest, Local and regional media

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8. Oct. 10-11 – Flaming Leaves Festival, Local and regional media
9. Dec. 2-5 – FIL Luge World Cup, **National Media** to include NBC Sports Network Television, Universal-NBC Sports Television, ESPN (Bristol, CT/New York, NY), NBCSports.com, USA Today (McLean, VA), New York Times (New York, NY) the Associate Press (Albany, NY), National Public Radio (Washington, DC) and TeamUSA.org (Colorado Springs, CO). **International Media** to Include Eurosport and ZDF-Television/Radio and ARD-German Radio, as well as local and regional media.
10. Dec. 30 – Stars on Ice Skating Show, Local and regional media
11. Jan. 8-10 – IBSF Bobsled/Skeleton World Cup, National Media to include **National Media** to include NBC Sports Network Television, Universal-NBC Sports Television, ESPN (Bristol, CT/New York, NY), NBCSports.com, USA Today (McLean, VA), New York Times (New York, NY) the Associate Press (Albany, NY), National Public Radio (Washington, DC) and TeamUSA.org (Colorado Springs, CO). **International Media** to include European Press Agency. Local and regional media
12. Jan 14-16 – FIS Freestyle World Cup Cancelled due to weather conditions
13. Jan. 26-31 – USSA Cross Country Super Tour & NENSA Eastern Cup, Local and regional media
14. Feb. 19-21 – Lake Placid Nordic Fest, Cancelled to weather conditions



15. March 6-12 – USCSA Ski/Snowboard Championships, Local and regional media, media from participating colleges and universities
16. March 18-19 – ECAC Men's Ice Hockey Championship, Local and regional media, media from participating colleges and universities
17. March 25-26 – NCAA DIII Men's Ice Hockey Championship, Local and regional media, media from participating colleges and universities
18. April 3-7, 2nd annual Miracle on Ice Fantasy Camp, Local and regional media

MEDIA HIGHLIGHTS 2015-'16:

- *Outside Magazine* – Whiteface Mountain was listed as one of the best ski resort in the east
- *New York Post* – Whiteface was listed as one of the best 14 ski resorts in North America
- *OntheSnow.Com* – Whiteface was listed as one of 11 romantic ski resort getaways
- *USA Today* – Whiteface finished fourth in the readers' poll in its list of the 10 best ski towns
- *USA Today* – Lake Placid and Mt. Van Hoevenberg were nominated in the readers' poll for the best Nordic ski towns
- *SmarterTravel.Com* – Listed Belleayre, Gore and Whiteface as three of the best nine ski destinations in New York State
- *BusinessInsider.Com* – Listed Whiteface as one of 25 mountains everyone should ski in their lifetime
- *Yahoo Travel* – Included Lake Placid and Whiteface in its list of top U.S. mountain towns to chill by the fire this winter
- *Yahoo News* – Included Lake Placid and Whiteface in its list of top après ski spots in the U.S.

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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 2015-'16 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 agreements with Chevrolet (two years) and Anheuser Busch (three years) - adding Belleayre to the partnership.

Last year, ORDA's new coffee partner Ellis Coffee (serviced through Valley Vending out of Plattsburgh, NY) serviced the Whiteface Lake Placid venues, but expanded to Gore Mountain this past season. The goal is to expand to Belleayre in the coming season.

Additionally, Corporate Development was able to renew several local sponsorship packages and its many local trade agreements. The department finalized a seven year lease and sponsorship deal with USA Bobsled & Skeleton Federation.

The department also concentrated on servicing existing sponsors with an emphasis on promotional activation to increase ORDA revenues. The partnership with Coca-Cola provided an opportunity for a season long promotion on college campuses in the northeast as well as markets along the I-87 corridor.

The sixth Chevy Owners Appreciation Days at Whiteface was on January 16-17. This event at Whiteface brought in just under 2,000 Chevy owners for a day of skiing, a preview of the new 2016 Chevy models, a fun race, lots of excitement inside and outside the lodge and prize giveaways. This event generated more than 1,800 new leads for Chevrolet.

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Events

Event partnerships were forged which assisted in offsetting the costs to host events. This included the December's FIBT World Cup, in December. BMW through a relationship with the USOC and the United States Bobsled & Skeleton Federation signed on as a sponsor for this event, while DOW Chemical and Adirondack Bank signed on to support the FIL Luge World Cup. CHA Consulting supported the ECAC Hockey Men's Championship along with other local partners.

The Development Department was very much involved in the second annual Miracle on Ice Fantasy Camp, which consumed a great deal of time and energy between October and April. As many as 60 participants and 15 guests descend on Lake Placid for five days to be "coached" by 17 members of the 1980 Hockey Team.

Local Sponsorship

Another focus for the past year was sponsorship opportunities with ORDA venues and programs aimed at local businesses. Revenue from local sponsorships was \$27,550.00 in cash; \$77,633.00 value-in-kind product was generated from these programs/events and \$14,000.00 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 seeking an off-site location to host meetings, employee incentive programs, banquets or themed events on ORDA's 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 34 programs which introduced 1,336 company executives and their staff, families and their guests to the ORDA venues.

These programs grossed \$256,443.84 in revenue this past year.

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

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

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

Olympic Jumping Complex - \$6,731.00

Olympic Sports Complex – \$31,085.00

Whiteface - \$5,601.00

Passports - \$9,135.00

2015-'16 revenues:

Vending

This was ORDA's fifth year, of a five year agreement, with Tri-Lakes Vending of Lake Placid. Within this agreement, ORDA receives 30¢/unit sold of carbonated and non-carbonated beverages, candy, gum/mints, chips, and cookies, sold at all of the Lake Placid ORDA venues. This year the Authority received just under \$21,000.00 in revenue from vending transactions on our venues.

ATM

This year was ORDA's fifth full winter with HARP Cash Technologies, a third party, that maintains and services 12 ATM's on ORDA venues. ORDA receives a cash amount for every ATM transaction on each managed venues. This year the Authority received \$6,141.00 in revenue from ATM transactions on our venues.

Total revenue through the efforts of the corporate development department was \$744,257.24 in cash and \$875,800.00 of value-in-kind for a total of \$1,620,057.20

THE YEAR AHEAD:

Sponsorship

The focus for the upcoming year is multiple and diverse. Plans are to concentrate on renewing existing agreements with J. Lohr Vineyards & Wines, as well as regional partners and advertising agreements with Northwood School, Can-Am and Canadian Hockey Enterprises. Work continues on finding a new bank partner, as well as search for new partners in the categories of grocery, flavored milk, liquor, hardware, and paint. ORDA looks to further its 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

ORDA will evaluate its 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 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.

Partnerships continue with the area ski shops who furnish prizes for on mountain events and activities in exchange for skiing privileges.

Additionally, ORDA looks to expand upon its successful efforts with its resort guide, web presence and e-newsletter sponsorship.

Event Sponsorship

This year's focus will be on fall festivals (Oktoberfest, Flaming Leaves, Festival and Brewfest), FIL and FIBT World Cups, FIS World Cup Freestyle, Empire State Winter Games, Nordic Fest and Loppet, Junior National Cross Country Championships, The World Airline Ski Championships and other events.

Additionally, the Authority is working closely with the ECAC Hockey staff to develop packages and solicit corporate support for the ECAC Men's Ice Hockey Championship, returning in March. Corporate Development will again work in developing, selling and servicing the 3rd Annual Miracle on Ice Fantasy Camp. To date, 18 participants from last year's camp have already registered for the event.

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 continues to solicit other USOC sponsors for these programs.

The 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 and 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.

SPORTS DEVELOPMENT

The Olympic Regional Development Authority’s 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. 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 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 2015-‘16

- ***Sports Development school/university/camp clinics and educational tours***
- ***Wheeled Luge Experience- Summer Program***
- ***Head Start Learn to Ski Program***

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- ***Scholastic Sliding/Sports Challenge for World Cup Bobsled/Skeleton and Luge***
- ***Gold Medal Games/Corporate Group Logistics***
- ***Olympic Center Fitness Center***
- ***Olympic Center Skate Rentals***
- The Sports Development Department had continued success with its core program for the 2015-'16 season. The year-round program saw more than 5,500 participants ranging from school, college, camp, and youth groups. The field trips allowed students to take part in different winter sports including luge, bobsled, alpine skiing, curling, biathlon, cross-country skiing and skating.

Students and campers were also given behind the scenes tours of the Olympic Venues. Sports Development also conducted educational tours for numerous college and university sport management classes.

- **Wheeled Luge Experience** –During the summer Sports Development staff assisted the Olympic Jumping Complex with the wheeled luge program open to the public. Participants learned about the sport of luge and were given a clinic on luge 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/Skeleton and Luge. 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 1,500 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 Miracle on Ice Fantasy Camp.
- The Sports Development Department organized the Head Start Learn to Ski Program with Kid's Campus. This year four Head Start Programs attended with over 75 children participating in the program.
- The 2016 New York City "Winterjam" was cancelled this year due to weather. Over the past several winters, this programs has allowed more than 15,000 people to participate in numerous outdoor winter activities and sports to include cross country skiing, snowshoeing, snowboarding, alpine skiing, sledding and winter camping. It also give the Authority the opportunity to promote ORDA its trademark Learn to Ski program, Parallel from the Start, which is offered at all three ski resorts, Belleayre, Gore and Whiteface.
- Sports Development continued 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 the Northwood School hockey teams utilized the weight room and work out area. 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 2016-'17 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.



EVENTS DEPARTMENT

The New York State Olympic Regional Development Authority hosted several major events in 2015-'16.

Traditionally, October kicks off ORDA's festival and event season. Whiteface hosted Oktoberfest the first weekend of the month, where for the second year a 5K lederhosen trail run, a 1K fun run and stein holding and yodeling contests were held.

During the Columbus weekend, the Olympic Jumping Complex hosted the annual Flaming Leaves Festival, featuring the U.S.



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National Ski Jumping Championships, live Blues bands, barbeque, craft vendors and games for both kids and adults. The same weekend, the Olympic Center's 1932 rink hosted the Lake Placid Brewfest. In its fourth year, Brewfest continued to grow in both public participants and brewery participation. Sixty-eight breweries participated.

October through January was a busy period for the Olympic Sports Complex, from hosting development camps to world-class sliding competitions.

The event season for the complex and the one-mile long track begin in October, with the International Bobsled and Skeleton Federation Youth Bobsled and Skeleton Series. This is where young athletes in the sport spend time on a track and become familiar with the sports of bobsled and skeleton.

In November, the 20-curve course hosted the IBSF Inter Continental Cup Skeleton. Athletes from 14 nations came to compete in the sports of bobsled and skeleton.

Then in December, the Federation of International Luge World Cup made a stop in Lake Placid. The

December 1-5 race brought together athletes (39 men, 26 women and 20 doubles teams) from around the world to compete in men and women's singles, doubles and team relay training and racing.



More of the world's top sliders arrived in January for the International Bobsleigh and Skeleton Federation World Cup. Ninety-six sleds competed in four-man bobsled, two-man bobsled, women's bobsled and men's and women's skeleton.

The end of January and beginning of February were busy for the Olympic Jumping Complex. From January 26-31 the venue hosted the USSA Cross Country Super

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Tour and NENSA Eastern Cup. Originally scheduled for the Mt. Van Hoevenberg cross country venue, but moved due a lack of snow, over 200 Nordic athletes participated in the event.

Finally, February brought NorAm Aerials to the Olympic Jumping Complex. Development athletes in the freestyle sport of Aerials, trained and competed for 5 days while in Lake Placid.

In March, ORDA, NYSEF, Whiteface Mountain, Lake Placid and the Town of Wilmington joined together to host the 2016



United States Collegiate Ski and Snowboard Association National Championships. The five-day long event brought together more than 550 athletes, from the top 65 collegiate teams to compete in all four disciplines of alpine skiing, cross-country skiing, freestyle skiing and snowboarding.

March also featured plenty of Hockey, in fact it was entitled “Hockey Madness” at the Olympic Center. It all began, March 13, with ECHL hockey when the Starting with the ECHL Hockey when the Adirondack Thunder played host to the Reading Royals. This was the first ever professional regular season hockey game for the famed Olympic Center.

ECAC championship hockey also returned for a third year. This year’s championship field featured Dartmouth, Harvard, St. Lawrence and Quinnipiac. Quinnipiac went onto win the tournament and earn an automatic bid into the NCAA Division I Men’s Ice Hockey Championship tournament, where they eventually fell to North Dakota in the championship game, in Tampa, FL.

Immediately following the ECAC championship, the NCAA Division III Men's Ice Hockey Championship returned to the Herb Brooks Arena. This tournament featured two teams from the west, St. Norbert and Wisconsin



Stevens Point, and two teams from the east, Geneseo and UMass Boston. Wisconsin Stevens Point went on to claim the school's fifth championship crown, their first since 1993.

Next year the tournament will be held in Utica, NY before returning to Lake Placid in March 2018.

For the second consecutive year, the event season concluded with the Miracle on Ice Fantasy Camp, a gathering of the 1980 U.S. Hockey Team Miracle Fantasy Camp "Campers." Sixteen players from that famed 1980 squad, as well as the team's assistant coach Craig Patrick, came to Lake Placid to host and participate in the second annual Camp.

The camp also included more than 90 registered participants and guests who were given the opportunity to connect with one of the greatest moments in sports, the "Miracle on Ice." 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 the ORDA Event's staff looks ahead, 2016-'17 will time. It begins when ORDA and the United States Luge Association host June's the 64th Federation of International Luge Congress. This event is expect to bring over 125 luge delegates and officials from around the world to attend four days of meetings in Lake Placid.

ORDA and ECAC Hockey also agreed to a three-year extension, meaning that the prestigious conference's championship tournament will remain in the two-time Olympic village through 2019. In addition to our usual events, ORDA and its Olympic venues have added two new events, the Cross Country Junior Championships and the World Airlines Ski Championships. Both are slated for March 2017.



HUMAN RESOURCES

For the Fiscal Year 2015-'16, the New York State Olympic Regional Development's Human Resources Department, in addition to its normal day to day responsibilities, worked with executive staff on implementation of a plan whereby the guest becomes the number one priority with respect to day-to-day operations. Furthermore, the human resources also continued its focus on Affordable Care Act (ACA) compliance and controlling health insurance costs to both the organization and its staff.

As the Guest Experience was a primary focus for the organization, the human resources department worked with various executive staff to implement the initiative. This included bringing in a motivational/guest experience speaker to energize employees, as well as educate them and obtain buy-in on the new program.

In addition, human resources worked collaboratively with other departments to develop an on-boarding/educational video that introduced staff to the Authority by stressing the importance of the guest experience and reinforcing its commitment to the clientele.

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Another priority focused on compliance with the Affordable Care Act (ACA). Specifically, the HR Department, based upon a strategic analysis of current policy and procedures, established ACA compliant measurement periods regarding health insurance eligibility. The HR Department also worked with its insurance broker ensuring accurate tracking so that staff would receive their 1095-B and 1095-C forms in a timely manner. In conjunction with this, the HR Department introduced alternative, less costly health insurance options to staff as a cost-effective alternative.

HR also continued to monitor its High Deductible Health Plan (HDHP) for Management/Confidential (MC) staff. This ensured that the plan continued to be a viable replacement for its previous health insurance plan. The HR Department decided that, as part of this process, it would offer regular claims workshops for staff to confirm that deductible billing was accurate and staff was not over-charged for hospital and doctor visits.

While results are preliminary, all indications support the notion that the transition to the HDHP contributed to maintaining a significantly lower premium, while maintaining benefit levels for MC staff. ORDA continues to see substantial and recurring savings versus the former health plan offered to MC's: the CY2016 premium for the HDHP is still less than the CY2013 premium under the previous plan.

Another important aspect of ORDA's commitment to cost containment of health insurance is wellness. The Authority believes that by encouraging attention to daily wellness, it will not only enjoy a reduction in health insurance claims, but will also have healthier staff. This, in theory, should reduce at-work injuries which, in turn, also reduces workers compensation claims.

Of course, as health care costs continue to rise, human resources continues its dedication to exploring ways to minimize costs while at the same time maintain reasonable levels of benefits for its staff.

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

Along the same lines, the 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 obtain results and save money. Whiteface Lake Placid, Gore, and Belleayre work together and independently to drive results for the season. In addition to cross marketing, the marketing 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

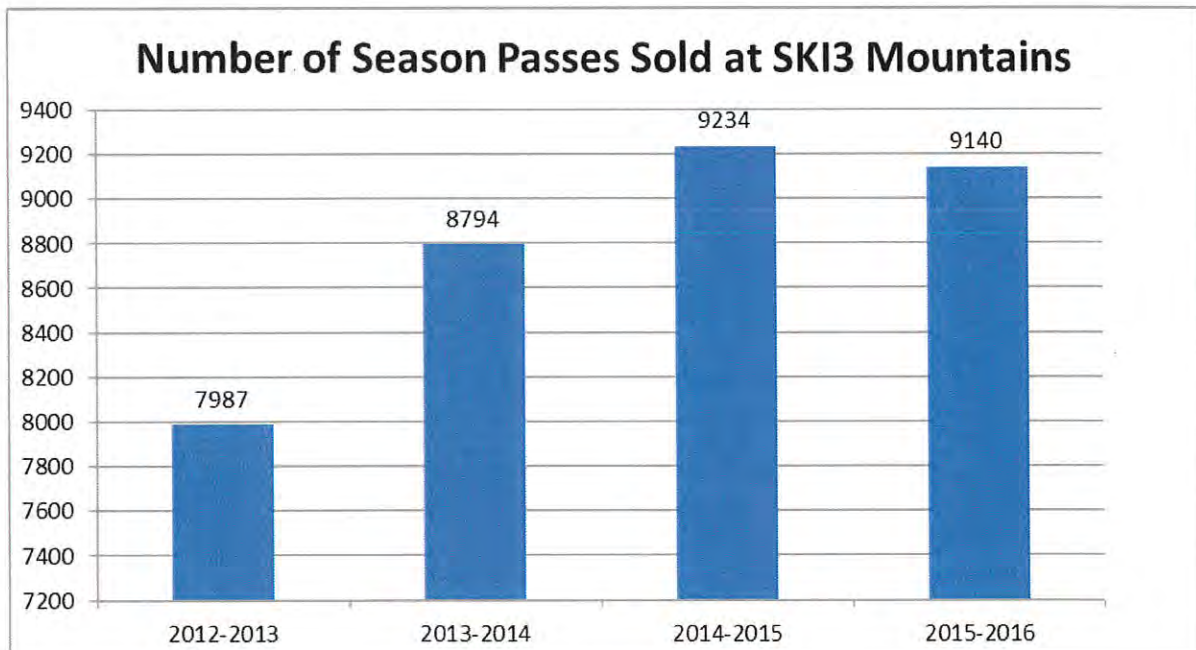
Overview and a Few Highlights from 2015-'16

This year was definitely a year that we'd like to put behind us. While strategies were put in place to increase revenue and visitation, ultimately Mother Nature competed against us with a weather pattern that was not favorable for winter sport activities or ambitions. None-the-less ORDA's marketing teams worked diligently

to make the most of it and leveraged tactics that would ultimately help to improve the Guest Experience while trying to minimize the loss of ticket sales to our mountains, events and activities.

Season Pass Sales

Season pass sales started off strong at ORDA's three ski resorts. Revenue and quantities were just a bit under last year, but up from the prior two years before that. A new pass was introduced, a "20 Something Pass," which was welcomed by many and applauded as a way to get younger generations skiing during a financially sensitive period in their lives. ORDA also added "Bring a Friend" perks and offered the ability to introduce new friends to skiing and snowboarding with a free package to Parallel from the Start and Learn to Snowboard. Overall we're pleased with sales of this product for the year, but after watching several new passes launched this spring, along with refreshed perks and pricing structure, the Authority agreed to evaluate our pass offerings for 2017-'18 and completely refresh.



Winter Early Bird Blitz Campaign 2015

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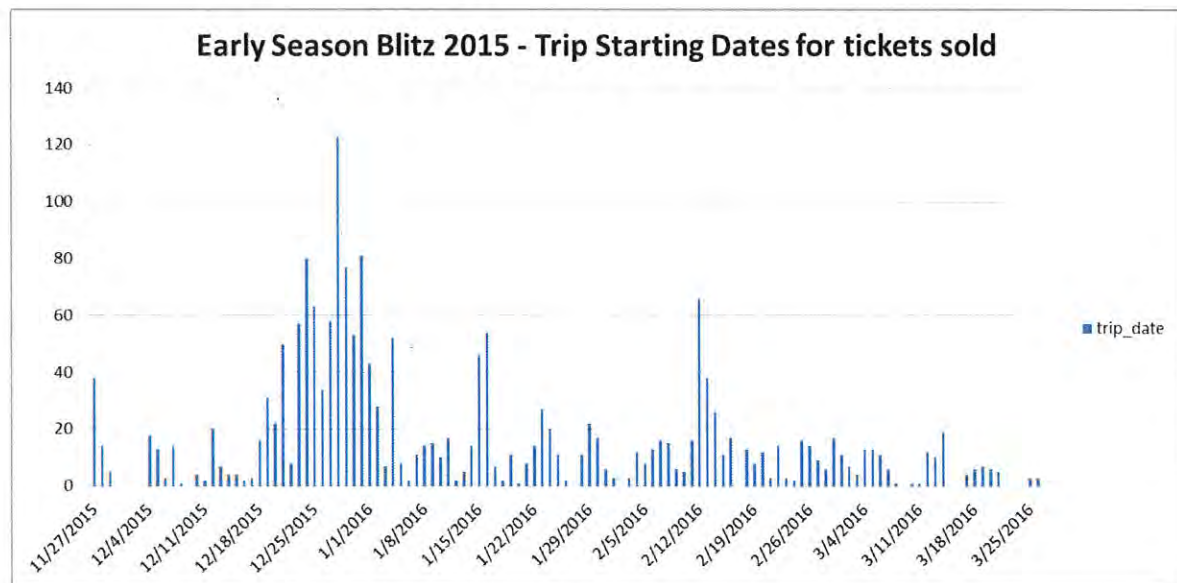


Whiteface superseded its goal of a 50% increase over prior year for the resort's Winter Early Bird Blitz Campaign. Two thousand, fourteen and 15 was the first year that Whiteface launched advances sales online to capture guests' inspirations early and get them talking about coming to Whiteface Lake Placid months prior to their trip. ORDA's marketing team worked collaboratively with lodging properties and the Lake Placid Visitor Bureau to create this sales blitz and lock in skier visits for the season. This was not only extremely successful at the beginning of the year, but also helped to insulate the resort throughout the season as the weather turned for the worse.

Results from the Winter Early Bird Blitz

Measureables	Compare YOY		Growth
	2014	2015	
Revenue (All advanced Sales thru 10/31)	\$92,795	\$169,577	82.74% in Revenue
Skier Days Booked	2247	4595	104.49% in Skier Days
Number of Individual Tickets	803	1907	137.48% in number of tickets sold

These advanced sales helped to insulate Whiteface for Christmas.



Demographic Info on Tickets Sold



Learn to Ski and Snowboard

Weather played a dramatic role this winter in affecting ORDA's three resorts' ability to grow new skiers and riders. Unfortunately, beginner terrain was challenging to get open during the first part of the season where temperatures were far above normal and lower elevations just could not hold a good base.

We focused on the core attributes of these programs and made the most of our ski school offerings. Impressively, and thanks to a few school groups brought in from the UK, Whiteface actually saw a gain in visits to their Parallel from the Start Program. For next year, ORDA will continue to grow its beginner offerings through a focus on the Guest Experience and making learning to ski and ride as easy as possible from the moment our guests discover the program.



Visits from Parallel from the Start		
	2014-2015	2015-2016
Whiteface	3901	4075
Gore	670	468
Belleayre	1114	550

Note: A good portion of Whiteface visitation represented on the chart above is from school groups taking beginner lessons. Increased participation from these groups contributed to overall growth in Whiteface's PFS numbers this year. However, for comparison purposes to the other two mountains, if we removed these groups and just looked at **regular** visitation thru our PFS program, Whiteface still did quite well down only 12% (999 visits compared to 1134 visits) in PFS compared to the 30% and 50% decrease from Gore and Belleayre respectively year over year.

Guest Research and Ryan Solutions – An investment into the Guest Experience

Marketing is shifting. While traditional marketing is still vital to enticing future customers, it is only a part of the mix for what will truly influence new visitors to a destination or consumers to purchase products and services.

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

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

This is significant and cannot be ignored. With the way technology evolves, it is critical that we understand how consumers are influenced in making decisions. ORDA made this the top priority starting in 2015 by investing in Guest Research, Ryan Solutions, and employee training.

Guest Research is a digital survey platform which gathers real time feedback from resort guests throughout the year, maps out the results, while also showing us how we compare against a select competitive set. This tool helps us to identify problematic areas as they occur so we can make quick changes and adjustments

in the ticketing process, ski school, grooming, website, conditions reporting, food service, products, and a variety of other facets that all circulate around guest experience. Resorts are also able to capture guest data and demographic info.

This information is invaluable and being used by our teams to gauge where to make improvements, how successful we are at making those changes, and remedy customer complaints so that we make them our brand advocates instead of detractors. Ultimately, this is the goal because of the way social and digital platforms are informing people. Trip Advisor, Yelp, and Facebook are all examples of sources of information for the consumer who is deciding on whether or not to visit one of our venues.



Ryan Solutions is fully integrated Customer Relationship Management system. It connects and syncs Guest Research Data, Social Data, Siriusware (resort ticketing system /sales), and our online sales and enables us to target and create communication with selected groups of our guests. This can be anything from a simple thank you message, to a welcome back message, to sales and cross marketing. All data is being synced and grouped into one portal.

In addition, ORDA brought in a motivational speaker during two different occasions to talk about the importance of customer service, what makes a positive and unique guest experience, and how important it is that we work together.

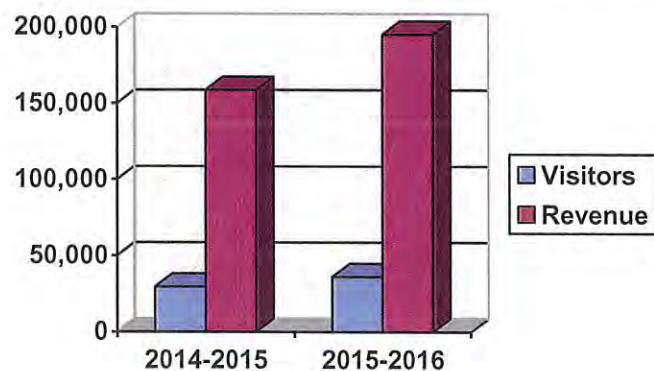
Incorporated into these presentations was a training video that will be utilized in the future to show all on-boarding staff who we are and ORDA's expectations in guest relations. This is all part of the initial steps to creating an environment where ORDA staff feel a sense of empowerment in creating the best experience at our venues.



2016-'17 will be our first full year utilizing these systems while also integrating them with our marketing strategies. A good snow year, combined with these new tools and creative marketing strategies will most definitely create a positive impact next year and years to come!

LAKE PLACID OLYMPIC MUSEUM

	4/1/2014 – 3/31/2015	4/1/2015 – 3/31/2016
Visitors	29,540	36,000
Net Revenue	\$158,600	\$195,200



The Lake Placid Olympic Museum enjoyed one of its best years yet, as visitors and revenue both increased from the year before. Thirty-six thousand more people visited the museum in 2015-'16, an increase of more than 6,400 people and revenue of nearly \$37,000 from the previous year.

The increase in visitors was caused in large part to new exhibits that both increased the museum's visibility and relevance and its continued goal of assuring the preservation and accessibility of its collections.

Two new exhibits proved to be tremendously popular. The temporary exhibit, "Learning to Ski: Memories of Olympic Skiers" funded in part by the Lake Placid Education, featured memories of the region's Olympians. The exhibit area alpine and Nordic Olympians who shared their experiences when they first learned to ski through images of their early experiences in their sports.

Other exhibits were more visitor engaging, interactive and "hands-on" to include the newly installed permanent speed skating exhibit.

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The Lake Placid Olympic Museum staff spent considerable time organizing this exhibit. In addition to the research and writing supporting it, interviews were also conducted with Olympic speed skaters: Jeanne Ashworth; Dan Jansen; Bonnie Blair; Apolo Ohno and Eric Heiden.

The interviews are featured within the exhibit, along with an interactive video featuring a segment with Eric Heiden. In that video, visitors can explore the mental and physical skills needed to achieve success at the Olympic level.

An additional video monitor features a scrapbook belonging to Henry Uihlein and visitors can explore pages it and discover his passionate support for the region's early speed skaters. The exhibit also includes a "skate to the beat"



physical activity and a historic timeline showing speed skating's equipment evolution.

The museum also continued its and educational outreach to area students. Students from the Lake Placid Elementary School, Saranac Lake Central School, and Keene Central School learned about the Olympics and Lake Placid history within it by participating in scavenger hunts and field trips.

The holiday season has always been a busy one for the museum. One of the highlights is the ornament making program, held during the annual village stroll. This was the



museum's fourth year hosting the event, and its best turnout with a combined total of 300 children and parents participating.

In addition to the area students, educational programs were also offered to more than 450 hockey players who took part in the CanAm summer hockey camps. These programs focused on the evolution of hockey equipment and athletes.

The two trivia nights also proved to be fun and successful. Community members came together to engage in friendly competition, while the events served as fundraisers that assisted with exhibit renovations. It was an opportunity for participants to see some of the recent changes at the Lake Placid Olympic Museum made during the year.

Finally, Lake Placid Olympic Museum staff assisted with a large research project for the International Olympic Museum in Lausanne, Switzerland to inventory the Olympic slides in our collection.

Once the project was completed, museum manager, Alison Haas and collections manager, Susanna Fout traveled to Lausanne as guest of the International Olympic Committee (I.O.C.) to discuss collaborating on future photo and video projects, take part in several presentations and workshops and explore the exhibits at the Olympic Museum. Alison Haas also gave a presentation on the collections at the Lake Placid Olympic Museum for the Culture and Heritage Foundation department.



ORDA BOARD OF DIRECTORS

Pat Barrett, Chairman

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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, Co-Vice Chairman

Recently retired from the financial field, Joseph Kelly has had a long and distinguished career with financial services companies such as Janney Montgomery Securities, Prudential Bache Securities, A.G. Becker & Co. and A.G. Edwards & Co.

Mr. Kelly served as Chairman of the Federal Agencies Securities Committee of the Public Securities Association, and as an Executive Committee member of the U.S. Primary Dealers Association, and has been listed in "Who's Who in American Finance". As a leader in community service for many years, Mr. Kelly is the Founding Chairman of the Belleayre Conservatory and the Coalition to Save Belleayre Mountain, and was a charter member of both the Belleayre Regional Advocacy Group and the Belleayre Mountain Ski Center Hall of Fame.

He has also served as a board member of the Catskill Regional Ski Task Force and the M-Ark Project. Joseph Kelly is a veteran of the United States Army, having served as a First Lieutenant in Korea. He is a graduate of Niagara University, having performed post-graduate work at New York University.

He currently resides in Fleischmanns and Rockville Centre with his wife, Dianne, and they have three children and nine cherished grandchildren.

Andrew Lack, Co-Vice Chairman

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

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

Prior to joining Bloomberg, Mr. Lack was Chairman and CEO of Sony Music Entertainment. Before joining Sony Music Entertainment, he was president and chief operating officer of NBC, where he oversaw entertainment, news (including MSNBC and CNBC), NBC stations, sales and broadcast and network operations. From 1993 to 2001, Mr. Lack was president of NBC News. 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 four Alfred I. DuPont-Columbia University Journalism Awards. Mr. Lack received a bachelor's degree from the College of Fine Arts at Boston University where he is currently a trustee. He lives in Bronxville with his wife Betsy and their two sons.

Basil Seggos, Commissioner NYS Parks

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

Prior to working in the Governor's office, Basil served as Vice President of Business Development at the clean-tech private equity company Hugo Neu

Corporation, Chief Investigator and Attorney at Riverkeeper, Associate at the Natural Resources Defense Council, and as a legal clerk at the White House.

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

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

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.

Howard Zemsky, Empire State Development President, CEO and Commissioner

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

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

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



Mr. Zemsky has co-chaired the Western New York Regional Economic Development Council during the past four years and has worked closely on the Governor's Buffalo Billion revitalization initiative. His company, Larkin Development Group, has redeveloped approximately 1.0 million square feet of historic building space in Buffalo since 2002, with a particular focus on reclaiming Buffalo's earliest industrial neighborhood, the Larkin Historic District.

In recent years Howard has chaired Western New York's Transportation Authority, SUNY Buffalo State College serving over 10,000 students, and he has served as President of the Richardson Center Corporation, a non-profit board charged with rehabilitation of the Richardson and Olmsted designed former NY State Psychiatric Hospital. Mr. Zemsky has a Bachelor's degree from Michigan State University and a M.B.A from the University of Rochester.

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

William "Bill" Beaney

Bill is in his 22nd year as head coach of the Middlebury College men's golf team. His strong coaching abilities have developed the Panthers' golf team into one of the top teams in the region.

He currently has the team in the midst of its most successful stretch in school history. Over the past nine seasons, the Panthers have won the NESCAC Championship on six different occasions (2007, 2009, 2011, 2012, 2014, 2015), advancing to the NCAA Tournament in each of those seasons.

He was named the NESCAC Coach of the Year in 2007, 2013, 2014 and 2015.

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 Ms. Broderick was a Supervisor for the Lake Placid Olympic Organizing Committee at the Mount Van Hoevenberg Cross Country and Biathlon venue. Ms. Broderick 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, Ms. Broderick 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.

Ms. Broderick has served as Past President of the Gore Mountain Regional Chamber of Commerce, Vice President of the Adirondack North Country Outreach Center, and a member of the Ski Bowl Park Advisory Committee.

She is currently the Treasurer of the Friends of the Town of Johnsburg (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.

Mr. Donaldson was appointed to the ORDA Board of Directors by New York State Assembly Speaker Sheldon Silver. From 1981-1994, he served as a member of the Franklin County Legislature representing the Saranac Lake region. In 1984, Assembly Speaker Stanley Fink appointed Donaldson to the position of Director of the Speaker's North Country Regional Office.

Donaldson received his bachelor's degree from the College of the Ozarks in Clarksville, Arkansas, and his Master of Education from Arkansas Tech University. He lives in Saranac Lake with his wife Joan and his son Aaron.

Robert Flacke

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Robert "Bob" Flacke returned to ORDA in January 2009. Since 1958 he has run the Fort William Henry Corporation.

Mr. Flacke graduated from the College of the Holy Cross, and went on to join the U.S. Navy, retiring as a captain from the U.S. Naval Reserve in 1988.

He was a teacher at Queensbury Junior High School from 1958- 1975, at which point he made his move into public service. Mr. Flacke is very involved in local and state government, and was on a committee for the 1980 Winter Olympic Games.

From 1979-1983, Mr. Flacke was the Chairman of ORDA, and returned once again from 1993-94 as interim CEO. Mr. Flacke is a former Commissioner of the NYS Department of Environmental Conservation, as well as, a former Adirondack Park Agency Chairman.

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

John R. Parete

Elected to the Ulster County Legislature November 9, 2011, John R. Parete has also served as former Democratic Chairman and Elections Commissioner; acting as Chair from 1999-2008 and Commissioner from 2006-2008.

Previously, Mr. Parete has also held the Ulster County Auditor and Purchasing Director Positions from 1979-1980 and 1980-1981, respectfully.

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



The 2015-2016 Annual Report has been approved by:
The New York State Olympic Regional Development Authority
Board of Directors

J. Patrick Barrett, Chairman _____

Andrew Lack, Vice Chairman _____

Joseph Kelly, Vice Chairman _____

Stephen Hunt, ESD Representative _____

Paul Laudato, NYSPRHP Representative _____

DEC Representative _____

William Beaney _____

Jill Broderick _____

Cliff Donaldson, Jr. _____

Robert Flacke _____

John Parete _____