2016 DRAFT

Strategic Marketing and Sales Plan

Regional Office of Sustainable Tourism

December 1st, 2015

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Executive Summary

Introduction and Overview

The Regional Office of Sustainable Tourism writes this Plan in a format that will provide a framework to steer all the functions the organization engages in.

Our goal is to develop a strategic plan that encompasses the marketing plan; a total document that would outline why a project is committed to, what the objectives of the project are and how we measure success.

Mission

The Regional Office of Sustainable Tourism is the destination marketing organization (DMO) of Essex County, Franklin County, Hamilton County, and respective towns and villages leading economic growth through tourism.

Vision

Our vision is to enrich the lives of visitors and residents alike by engineering a tourism economy which will sustain itself over time; economically, socially, and environmentally.

Operational Imperatives

1. The Regional Office of Sustainable Tourism (ROOST) adheres to the highest professional standards in all its actions.
2. ROOST holds itself accountable for achieving its mission and objectives.
3. ROOST's efforts and decisions will be responsive to market conditions, research data, and cost / benefit analysis.
4. ROOST takes a leadership role in pursuit of its mission.
5. ROOST recognizes which constituent groups represent its customers, partners, and beneficiaries; and responds to their needs and expectations accordingly.
   a. Customers: travelers, travel trade, and meeting and event planners.
   b. Partners: hospitality industry, government, and business.
   c. Beneficiaries: The communities of Essex County, Franklin County, Hamilton County, Town of North Elba, Village of Lake Placid, Village of Saranac Lake, Town of Harrietstown, Village of Tupper Lake, Town of Tupper Lake, and Town of Piercefield.
6. ROOST expands existing markets, while taking advantage of new market opportunities for it's beneficiaries.
7. ROOST primarily maintains a long-term, strategic marketing focus; and partners with others to respond to short-term marketing opportunities.
8. ROOST's primary marketing responsibility is to pursue market segments (individual and group) that will produce the best return on investment (ROI).
9. ROOST creates a fully integrated marketing plan and measures return on investment (ROI). annually and reports on a five-year rolling average.
10. ROOST will lead the destination master planning effort that is consistent with its mission, imperatives, and objectives.

11. ROOST will lead cooperative marketing initiatives that are consistent with the mission imperatives, market segments and brand within existing budget constraints.

Performance Measures

Mechanisms over which ROOST has complete control that, when targets are applied, determine ROOST's success.

‣ Return on Investment (ROI)
‣ Inquires converted
‣ Cooperative resources generated
‣ Bookings: Convention, events, tours
‣ Group leads converted
‣ Percentage of overhead expenses
‣ Media outreach, quality, and volume
‣ Social media followers, fans, and engagement
‣ Website analytics

Performance Indicators

Mechanisms that determine the success of the tourism industry within a given destination and "indicate" the impact ROOST's efforts.

‣ Economic impact of tourism
‣ Occupancy percentage
‣ Occupancy tax collections
‣ Length of stay
‣ Per party expenditures
‣ Attraction and event attendance

Program Goals

The three main focal points of all of ROOST's programming are the following:

‣ Aid ROOST beneficiaries in reaching a year-round sustainable tourism economy.
‣ Help ROOST beneficiaries in attracting private tourism investment.
‣ Continue to be a local advocate for tourism issues.
‣ Use tourism development as a tool to diversify community economies.

Current Trends

Zero Moment of Truth (ZMOT)

Throughout 2014-2015 various specific changes have occurred in the way that consumers research and book travel plans. However, the general visitor research and booking process is still currently following the ZMOT model adopted by ROOST in late 2013.

The graphic to the left represents the cyclical nature of the leisure travel marketing process and is a representation of the current body of work executed by ROOST.
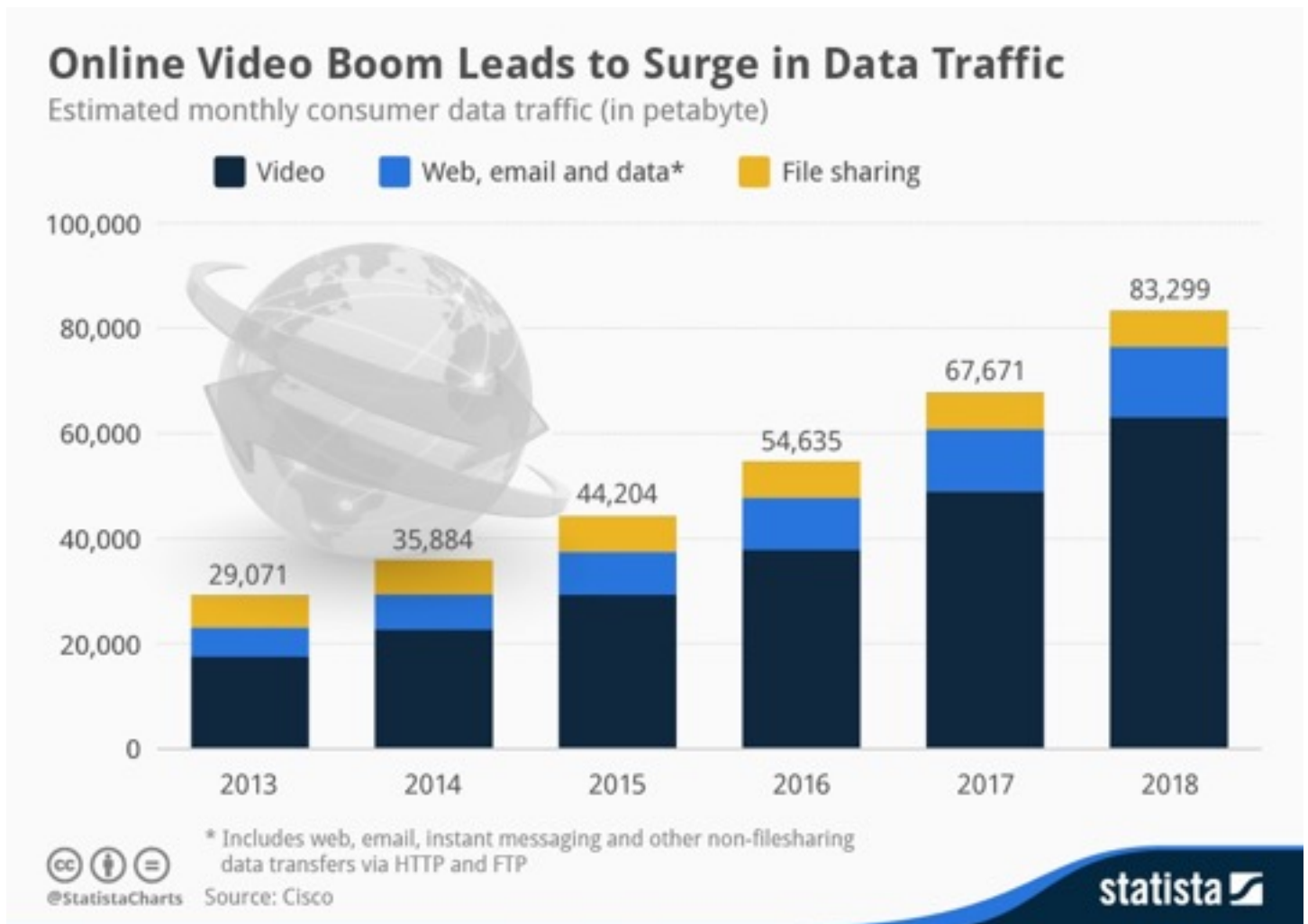
There are however, a variety of new factors that will influence efforts in 2016.

Video

"YouTube: 71% of travel searches on YouTube are for specific destinations, trumping search at 58%."

YouTube is the second largest searched database on the internet, second only to Google web searches. Our office has made great strides in 2015 producing a variety of video content for travelers to consume. With a steady decline in linear (traditional) TV viewers in the U.S. since 2014, and the hiring of a full-time videographer in late 2015, ROOST is in a significantly stronger position for successful video content creation in 2016. This shift has also been extremely beneficial for Destination Marketing Organizations (DMO) like ROOST who do not have the budget for expensive and lengthy traditional TV based marketing campaigns.

As the chart estimations below illustrate, online video consumption will continue to climb in the coming years and a larger portion of ROOST's media and content creation budget will be poised to take advantage of this growing trend.

Online Video Boom Leads to Surge in Data Traffic
Estimated monthly consumer data traffic (in petabyte)

Legend: ■ Video ■ Web, email and data* ■ File sharing

Year	Total
2013	29,071
2014	35,884
2015	44,204
2016	54,635
2017	67,671
2018	83,299

* Includes web, email, instant messaging and other non-filesharing data transfers via HTTP and FTP

@StatistaCharts Source: Cisco

statista

Mobile

It has been clear for some time that sites must be table, phone, and other mobile device ready. Google's "mobile friendly update" was rolled out in April of 2015 changing the balance of non-mobile ready websites vs mobile ready sites in search results forever. While these penalties in search rankings for non-responsive sites have been minimal to date, according to data trends they will continue to have greater implications over time.

Most of ROOST's destination sites are already mobile friendly, however these sites were still designed for the desktop foremost, and mobile device second following best practices at the time. ROOST will be switching this methodology with new designs for several region sites in 2016 treating the mobile experience foremost, and the desktop experience as secondary.

LakePlacid.com Desktop vs Mobile Traffic

2014   vs   2015

● Desktop ● Phone ● Tablet
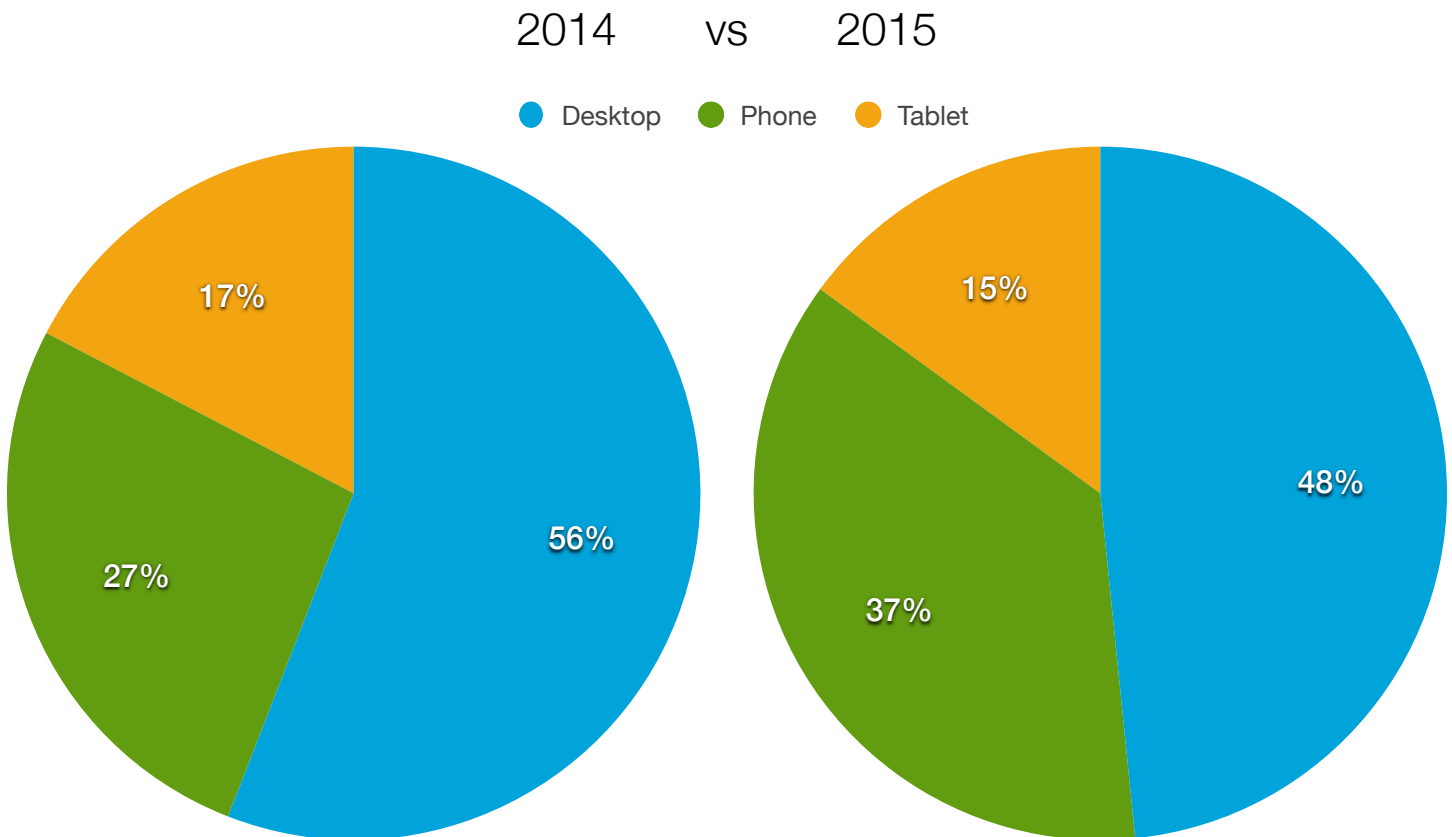
Social Media

Marketing via social media channels continues to be a fast moving target in the industry. The overall methodology to meet this demand has been to make social media programs as agile as possible while still keeping a cohesive overall brand message. This approach has been extremely effective at driving traffic for specific types of content that do well on specific social media channels. Year-over-year growth can be seen in the charts below.

As the importance of Google+ appears to be continuing to wane, furthering ad content that matches the platform in which it appears (native advertising), for other social media channels will continue to be a priority.

| YOY Facebook Referral	2014	2015 to date	% Change
Lake Placid	25,664	44,723	74.26%
Lake Champlain Region	5,915	10,182	72.14%
Whiteface Region	3,335	6,498	94.84%
Schroon Lake Region	2,960	7,390	149.66%
Saranac Lake	8,717	29,875	242.72%
Tupper Lake	1,297	29,225	2,153.28%
Malone	n/a	6,946	n/a
Adirondack Experience	13,631	91,364	570.27%
Totals	61,519	226,203	267.70%

Zero Moment of Truth

ZMOT will continue to be the basis for traveler marketing efforts throughout 2016. As such The overall marketing plan and strategic plan are broken down into sections based around this concept.

Dreaming

As noted in past marketing reports, experiential activities are still the greatest draw for travelers to the area. The 2014 Leisure Travel Study found similar trends in why travelers are drawn to the area. During the dreaming stage of ZMOT it is important to properly portray the dream vacation, business trip, family visit, etc. that the traveler to the region could have. A variety of tools and advertising mediums are used to make sure this dreaming message resonates clearly.

Essex County Key Attractions to Visiting the Area

Key Attractions to Visiting the Area 2014 Visitors and 5-Year Average
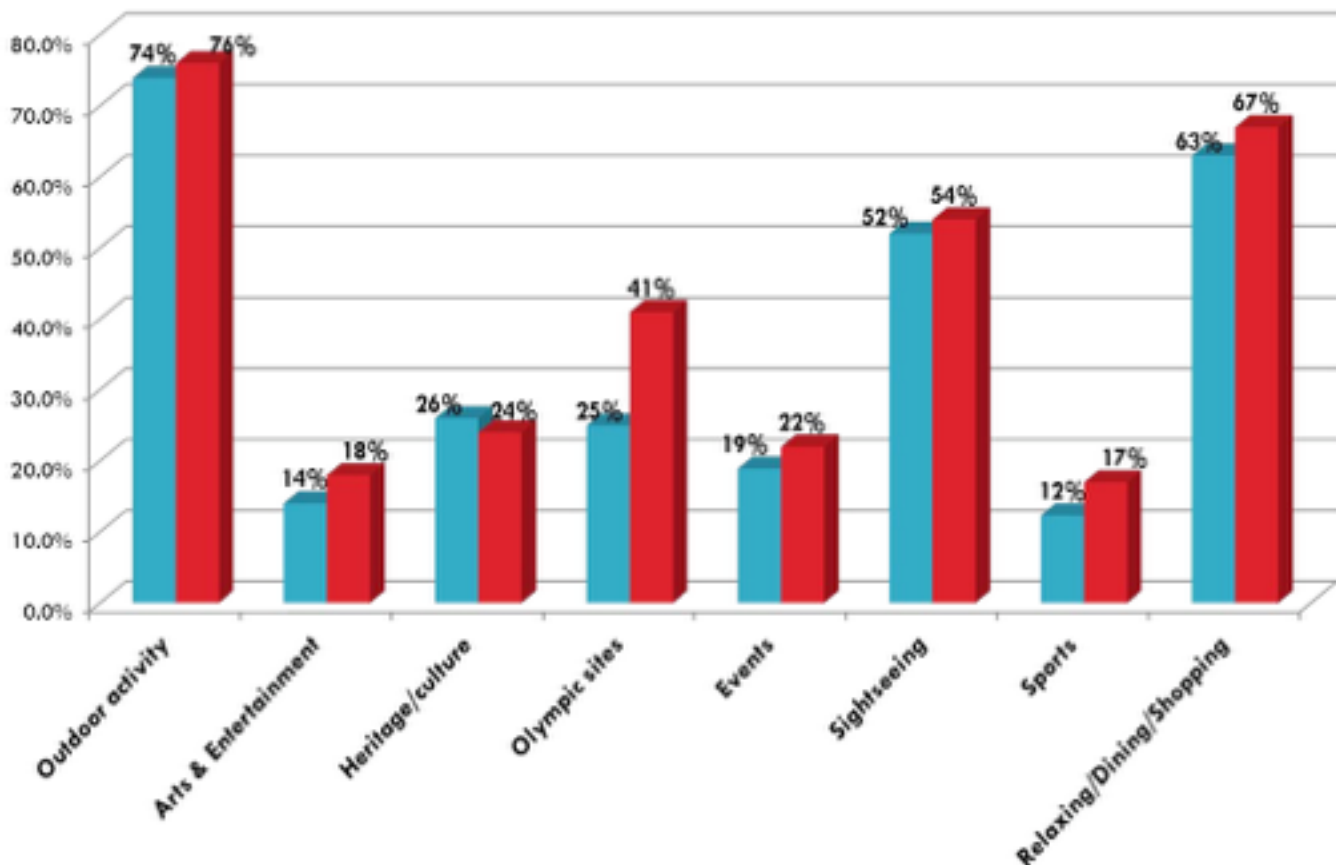
Photography

In 2014, ROOST hired a full-time staff photographer to continue much needed photo updates across regions and further expand the Adirondacks, USA website that provides a 360 degree tour of most of the Adirondacks. This position also added the ability to provide professional, near real-time, photo updates for relevant events, social media posts, and pages that has proved extremely valuable in providing the visuals needed during the dreaming phase of ZMOT. Additionally in 2015, ROOST implemented a real-time photo sharing procedure for all staff, this has been especially successful at providing a variety of real-time updates across the Adirondacks for social media.

Below for the Lake Placid Facebook page, social media data shows us that timely photo based posts are very effective at driving engagement and page "likes" which allow for future remarking via these social media channels.

Type	Average Reach	Average Engagement
Photo	4,444	262 / 343
Link	1,647	72 / 55

Essex County

Essex County photography for 2016 will focus around some key initiatives. The primary will be to fill gaps that still remain for sub-sections of county websites. Primarily these gaps remain in family fun activities, including mountain biking and bass fishing, shopping, and dining. In addition to filling these gaps, near realtime photo coverage of events that effect a large portion of the county such as Ironman Lake Placid, Cycle Adirondacks, etc. will be more prevalent. A large portion of collected photography will also be made available free of charge to local businesses starting in late 2016.

Since a ground work of photography has been laid in the preceding 18 months, additional attention will also be given to covering real-time conferences and events at the Conference Center at Lake Placid for social media and other promotions.

Franklin County

Since ROOST's contract with Franklin County is considerably new, many areas and activities in Franklin County will need to be photographed. Specific new elements will include heavy photo coverage of the Empire State Winter Games at Mount Pisgah, Dewey Mountain, and Titus Mountain. As well as building a base of snowmobile and other popular winter sport activities within Franklin County.

2016 will also include a more diverse focus on local business districts within the county. The purpose of this is to build a base of photography that can be shared with businesses towards the end of 2016 promoting "main street" and other shopping and dining experiences.

Hamilton County

Paddling and other water-related activities are currently well stocked with fresh photography through-out Hamilton County. For this reason there will be a much larger move towards covering local businesses and filling gaps in the shopping and dining categories.

Hamilton County photography will be made available to local businesses towards the end of 2016.

Town of Tupper Lake / Village of Tupper Lake / Town of Piercefield

Due to the separate contract with entities in the Tupper Lake area, additional photography specific to the area can be acquired. Specifically events in Tupper Lake such as the Fire and Ice Festival and the Tinman Triathlon will receive dedicated photo coverage.

Tupper Lake and Piercefield specific photos will be made available to local businesses in late 2016.

Village of Saranac Lake / Town of Harrietstown

Additional contracts with the Town of Harrietstown and the Village of Saranac Lake will allow for additional dedicated photography. Specifically lesser-known events such as the Plein Air Festival can be given photo coverage, as well as individual business photography, and increased coverage of lesser know recreation areas and trails. Municipal photography for use in the new Adirondack Regional Airport website will also be obtained in early summer featuring a variety of facilities and services there.

Videography

In October of 2015 ROOST was able to bring a full-time videographer on staff. Based on the explosion of interest and engagement with video content discussed previously, this position has become a necessity. While some video content was developed in 2015, ~22 individual videos, the current schedule for video content will be considerably more aggressive with this new staffer. Content for 2016 is predicted to leap to more than 200 videos. These videos will vary greatly in their length, subject material, and featured region.

As shown in the table below for the Lake Placid Facebook page, video content developed by the videographer in late 2015 is proving especially effective at driving engagement. It is important to note that all though average engagement and average reach for video content is considerably higher than photo content, there is about 1/20th of the video content because of increased production time with video. As such photography still has a much greater overall reach than video content.

Type	Average Reach	Average Engagement
Video	16,220	1,472 / 600
Photo	4,444	262 / 343

Essex County

For Essex County the winter of 2016 will focus specifically on skiing and family fun content. A focus on local businesses will begin in the spring of 2016 highlighting a few newer businesses that meet the mindset of our target demographic. Approximately 40 short clips and 20 longer running spots will be created for the county in 2016.

Franklin County

Franklin County lacks modern video in almost all areas. For this reason the primary initiative will be to blanket most activities with b-roll footage that can be used in future marketing initiatives that will begin in late 2016 thru 2017. The bulk of this footage will be centered around activities that drive overnight visitation. Some of those include skiing, golf, and snowmobiling. In the interim shorter "snippets" from collected b-roll will appear on social media and YouTube.

Hamilton County

Hamilton county was covered heavily in 2015 with paddling and other outdoor content. For this reason videography will shift to be more event and family fun driven with a specific focus on some of the larger events that drive overnight visitation within the county.

Town of Tupper Lake / Village of Tupper Lake / Town of Piercefield

Tupper Lake will be given specific attention around events. A "History of the Tinman" video will be created early in the year to raise awareness of the event and drive registration. Full aerial coverage of some larger events and areas such as Big Tupper and the Fire and Ice festival will also be covered. A large portion of videographer time will also be spent gathering footage of the Tinman event to ensure that material is available for heavy advertising in late 2016 / early 2017.

Village of Saranac Lake / Town of Harrietstown

Saranac Lake has a base of outdoor nature footage, but lacks focus and material for businesses in the town. Saranac Lake will be included with extra video spots focused around featuring the area as a shopping and dining destination. This was started in late 2015 featuring one of the newest businesses in the town, Origin Coffee Co., which was received well on social media. Additional attention will also be spent this winter showing Mount Pisgah as a true family fun destination in the Adirondacks.

Conference Center

The conference center is currently lacking footage for activities outside of the conference center itself. Additional b-roll will be collected in 2016 to fill this gap. Additional a "thank you" recap video will be created for larger conferences highlighting events and experiences attendees had.

Blogging

To date in 2015 ROOST staffers have written more than 400 blog entries across our 8 major region websites. This number will be similar for 2016, however contracted blogs will be increased to further this type of dreaming marketing. Blogs are essential for large sites like LakePlacid.com for creating engagement with content, but for smaller sites with less content and business resources like WhitefaceRegion.com they can become a significant form of overall site traffic and mind share for a brand. For example, 17% of website traffic today in 2015 has been the result of blog traffic on the WhitefaceRegion.com.

Featured blogs follow an editorial calendar and each of the 8 regions have at least one blog matching the weekly "theme". This coordination allows for a cross-region cohesive marketing message that has been proven effective in 2015.

Email Marketing

Direct email marketing will continue as a strong form of re-marketing in 2016. ROOST uses most email marketing during the dreaming stage as data shows dreaming content to be the least "bothersome" of email content resulting in unsubscribe rates below 0.2% on most sends. In 2015, ROOST emails under the Adirondacks, USA umbrella primary featured blog and photo content, and recently began featuring video content as well. Direct marketing under the Adirondacks, USA brand has been

especially beneficial for smaller region sites like TupperLake.com where all regions benefit from re-marketing the Adirondacks to leads generated from a specific region. This type and format will continue through 2016 with an emphasis on shareable content like this as a primary website visit driver.

Below: website traffic spikes on Tupper Lake's website directly correlate to email marketing via Adirondacks, USA.

Direct Mail

Direct mailing efforts for brochures will continue at a decreasing levels throughout 2016. While this service is still expected by some of the market, most travelers are now familiar with, and expect, digital alternatives. In-market experience materials like the Visitor Guide and materials developed and printed by the Adirondack Regional Tourism Council will continue to be used for fulfillment.

Trade and Consumer Shows

In order to raise awareness for certain types of regions and activities, trade and consumer shows will be used to build this brand recognition. In 2015 ROOST attended the Toronto Snow Show under the Lake Placid brand in conjunction with ORDA and several major lodging properties. ROI was calculated based on leads collected, hotel bookings, lift tickets sold, and the cost of show attendance. This show gave no positive ROI, but did appear to create additional brand awareness for the Canadian market. More data will be gathered in 2016 specifically targeted at brand awareness via trade and consumer shows to determine their efficacy.

Above: Lackluster website traffic driven by the Toronto Snow Show.

Conference Sales

Shows

The sales staff will attend a variety of functions designed to meet prospective clients and earn their business. Pop-up booths and collateral material are parts of this introductory period.

Direct Mail and Emails

After this initial contact, our conference sales staff will develop a communications schedule to reach out to their client list via direct mail and email. The sales team will send out a follow up post card after their contact and will also develop a broadcast email topic schedule to continue to reach out to their leads and remain top-of-mind.

Social Platforms

The sales team will develop and maintain strong LinkedIn profiles and use these channels to reach out to prospective clients. Maintaining strong public profiles helps with the relationship building necessary in conference sales. In addition to this increased posting and presence on Facebook and Twitter will allow for a broader more constant reach and engagement. These platforms also allow for an outlet of increased video content.

News and Blogs

The communications staff will work cooperatively with the sales staff to develop press releases and blog content for the website and for distribution to meetings market media.

Communications and Public Relations

The communications staff continues to conduct media relations and proactive public relations activities in order to facilitate media coverage about our Adirondack destinations in regional, national and international traditional and online influencer media. This is accomplished in-house by fulfilling press inquiries for information, photography, and video, proactively pitching to travel-related and traditional media and bloggers, and cultivating and maintaining relationships with key media and hosting appropriate media for in-region familiarization (FAM) tours. The ROOST communications staff will also continue to develop blog and news content for all destination websites.

Communications strategies will also include paid influencer programs to take advantage of online networks to amplify our destination marketing message and gain additional word of mouth.

Regional

In 2016, the department will extend a winter contract for the calendar year with a public relations firm located in New York City to conduct proactive media relations in the northeast US and Quebec/Ontario Canadian provinces. The firm will provide media outreach to achieve coverage aimed at an increased awareness of the Adirondacks, USA in general: the region's location, convenient access and its position as a special place to which informed city dwellers have been retreating for centuries to see the stars at night and bask in the clean air and clear water.

International

Since 2014, the department has engaged a marketing firm located in the Netherlands to provide ongoing media relationship development with Dutch, Belgian and United Kingdom media. This contract will be continued in 2016, with continued utilization of Lake Placid as a recognizable brand in the international market to promote the entire Adirondack region.

Essex County

As winter has the greatest potential for growth in Lake Placid/North Elba, a concerted effort to increase media exposure this winter is aligned with the theme: "America's First Winter Resort/ We've been playing in the snow for over 100 years." For the winter of 2015/16, ROOST has contracted with a PR contractor located in New York City specifically to promote winter in Lake Placid/North Elba via northeast media and influencers. This effort will include an online YouTube contest, which will be enhanced with paid influencer marketing.

Spring, summer and fall communications outreach will focus on cycling, hiking and heritage in the Lake Champlain Region; hiking, paddling and fishing in the Schroon Lake region; and fly fishing and biking in the Whiteface region.

Franklin County

Communications outreach for Franklin County will include unique experiences in the county such as golf in Malone, skiing at Titus Mountain, Akwasasne Mohawk Casino and Almanzo Wilder Homestead as well.

Hamilton County

Content development and media pitches for Hamilton County will highlight ice fishing and snowmobiling in winter, and abundant touring opportunities by motorcycle and road bikes, hiking, paddling and whitewater rafting in warm months.

Town of Tupper Lake / Village of Tupper Lake / Town of Piercefield

Ongoing promotion of popular annual events, the unique Adirondack Public Observatory and dark sky tourism, and the Wild Center experiences will lead proactive PR efforts in Tupper Lake, along with snowmobiling in winter and hiking and fishing opportunities in warm months.

Village of Saranac Lake / Town of Harrietstown

Special events, Saranac Lake's robust arts community and the Saranac 6er hiking challenge will be included in all hosted media tours and proactive communications efforts. Website news content development will include angles on these themes, as well as highlighting access to the region via the Adirondack Regional Airport.

Researching

Consumer research into which travel experience is right for them, and / or which area will meet the desired travel experience is an integral part of ZMOT. As such ROOST spends a great deal of time and effort ensuring these resources are available and accurate.

Database Entries

ROOST maintains a database of all known travel-related businesses in the region. Many of these businesses pay for enhanced listings on some of our site(s) to increase their visibility in our marketing programs. But this enhanced listing content creates a symbiotic relationship: the increased content; text, photos, videos all work to help raise the website in search engine rankings.

In addition to the business listings, our office will continue to prioritize the content on the site for publicly owned locations and activities: i.e.: hikes, biking loops, etc. This content has a huge impact to the site search ranking, but it remains imperative that we update this content to keep it fresh and reindexed by the search engines.

These database entries also provide an invaluable search resource for travelers looking for specific services or experience while planning their trip directly on one of our regions sites.

The dreaming phase also benefits from these database entries as each entry creates a piece of unique shareable content available for site visitors to post and link to when planning a trip with others, and/or inspiring other friends and family to consider the destination.

The legacy database system is currently aging out and needs to be revamped. This work began in 2015 and will continue to completion in 2016. The system will more cleanly reflect our multiple regions and allow for more complete and robust photo, video, and text descriptions to aid in the research phase.

Essex County

Essex County region sites maintain a wide diversity of product options for a traveller. Because this is one of the oldest regions managed by ROOST it has one of the most complete list of businesses and listings. With there being only routine maintenance to the data set, this existing pool will allow us to further enhance existing data with photo, video, and updated SEO.

Franklin County

Since the Franklin County contract is still fairly new there are many businesses who are unaware of the database service and its capabilities to publish data on Franklin County region websites. An education initiative will be undertaken in 2016 to fill gaps for missing businesses, hikes, paddles, and other county resources not currently listed on region sites.

Hamilton County

Hamilton County's site was not currently built with integration into the primary ROOST database system. 2016 will bring integration into this system which will allow for further enhanced listings, better data reporting, and a central easier to used software system for managing content on AdirondackExperience.com.

Town of Tupper Lake / Village of Tupper Lake / Town of Piercefield

Tupper Lake Chamber will be provided with direct access to the new enhanced database system to further their efforts for local businesses via website photo, video, and text content. TupperLake.com is currently already integrated with this system.

Village of Saranac Lake / Town of Harrietstown

The Saranac Lake Chamber will be provided with direct access to the new enhanced database system to further their efforts for local businesses via website photo, video, and text content. SaranacLake.com will also see a software upgrade to Drupal 7 in 2016.

Search Engine Optimization (SEO) and Search Engine Marketing (SEM)

Each of our major region websites employ a particular keyword strategy specific to that region's market and available services. While the overall strategy is decided upon in advance of most content development, individual pieces of content are developed to target a given set of keywords, in an agile way to keep up with shifts in market demand. This sort of strategy is necessary for all content developed, from blogs and webpages to database entries.

In addition to organic strategies via keywords and content, paid strategies will also be heavily utilized to target market segments that are difficult or unlikely to be reached by organic means. These types of targeted promotions and are an integral part of reaching travelers during the researching phase. Currently as much as 73% of website traffic for some region sites is acquired via SEO.
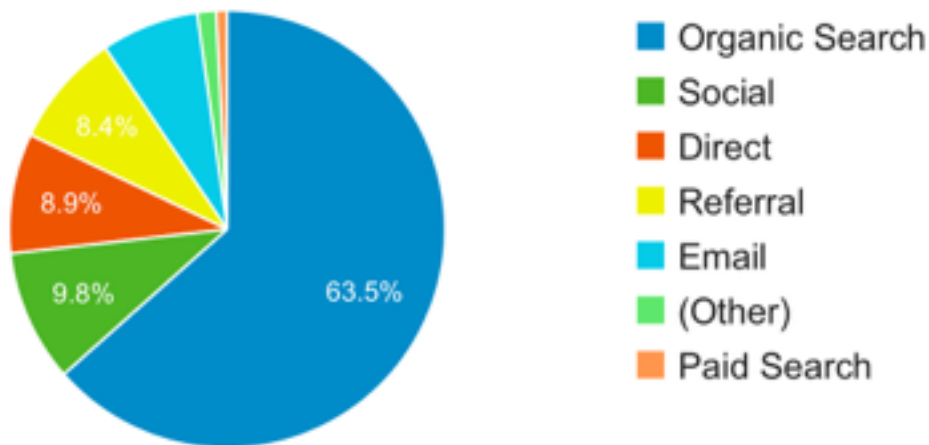
Left: 2015 traffic source break down for SaranacLake.com

Pie chart legend:
- Organic Search — 63.5%
- Social — 9.8%
- Direct — 8.9%
- Referral — 8.4%
- Email
- (Other)
- Paid Search

Website Content Updates

Region sites contain a variety of content, not withstanding generic pages that are developed and updated "manually". These pages are an important part of the research phase and must be kept timely and useful. Homepage, lodging, and activity pages of region sites are updated at least quarterly.

Other pages are updated seasonally or as required. These updates are primarily managed by several "Website Content Managers", however other staff with specific abilities and roles manage specific portions of content to keep all content updated.

Essex County

In addition to routine website updates Essex County will specifically see growth in additional featured content and better integration with Adirondacks, USA.

Franklin County

In 2015 ROOST made the decision to remove the website AdirondackLakes.com and focus efforts on the three main region sites for the county. In addition to normal site updates, Franklin County region sites will see enhanced ski and golf sections appearing in 2016.

Hamilton County

Hamilton County's site will see integration into Adirondacks, USA, enhanced listing management through the central ROOST database, and support for additional photos and videos associated with businesses and activities in 2016.

Town of Tupper Lake / Village of Tupper Lake / Town of Piercefield

Additional contract funding will allow for enhanced activity pages on the Tupper Lake website, as well as expanding existing event pages to be more comprehensive and include a more diverse selection of media.

Village of Saranac Lake / Town of Harrietstown

SaranacLake.com will receive a much needed upgrade to Drupal 7 and better integration with the ROOST database system. In addition to regular site updates enhanced event pages will be bettered further with video and integration with Adirondacks, USA.

Events

Events remain a large driver for overnight visitation. The 2014 Leisure and Travel survey echoed continued past trends with 19% of visitors coming to the area for events.

Our full-time events manager maintains a database of 1000's of events that occur across all of ROOST's regions. This database is used to push photo, video, and content out to websites. Accuracy, quality, and visual appearance of content are of the upmost importance during this stage of ZMOT.

Essex County

Special attention will be given to several fledgling and/or growing events through out the county. Most notably the increase in scope and events of the Empire State Winter Games, the second occurrence of Cycle Adirondacks, and bass fishing tournaments on Lake Champlain.

Franklin County

2016 will feature some major events in the Franklin County. The Empire State Winter Games with effects most of the county, and the Great Adirondack Trail Town Garage Sale will be expanding this year to take advantage of Franklin County this year as well.

Hamilton County

2016 will include direct paid marketing for some of Hamilton County's larger events and a large increase in marketing for the Great Adirondack Trail Town Garage Sale as it is expanded north and south to draw overnight visitation. The coming year will once again feature the Adirondack Challenge in Indian Lake, NY as well.

Town of Tupper Lake / Village of Tupper Lake / Town of Piercefield

> The Tupper Lake Tinman and Fire and Ice Festival will both get additional attention from ROOST this year in the form of direct paid advertising, photo, video, and PR coverage.

Village of Saranac Lake / Town of Harrietstown

> Saranac Lake will see enhanced coverage of it's events that have opportunity for growth, including spectating and participating in the 90 miler and the annual Winter Carnival.

Below: Events routinely show in the top most visited website pages for region sites.

1.	/		71,754 (12.41%)
2.	/lodging		30,406 (5.26%)
3.	/do/sights-attractions		30,400 (5.26%)
4.	/lodging/motels-inns		22,583 (3.91%)
5.	/enter-to-win		19,234 (3.33%)
6.	/events		16,833 (2.91%)
7.	/activities/wild-center		15,923 (2.75%)
8.	/recreation/hiking		15,598 (2.70%)
9.	/lodging/camping		14,425 (2.50%)
10.	/do		13,986 (2.42%)

Tourism News

In late 2015, news and press release sections were added to all destination websites. Initial data shows that this type of content is proving valuable to visitors and a more journalistic approach to travel news with the bake in 2016. Approximately 3 times more of the particular type of content will be developed in 2016.

Along these lines, the communications staff will develop news-formatted content in order to promote new and existing tourism-related experiences, businesses and organizations in each destination. By the end of 2016, these "Tourism News" stories will be aggregated on a page on roostadk.com for easy reference and additional return links to the destination websites.

Pageviews ⬇	Unique Pageviews	Avg. Time on Page	Entrances	Bounce Rate
15.44% ⬆	14.96% ⬆	3.82% ⬇	13.07% ⬆	0.17% ⬆
5,609 vs 4,859	4,950 vs 4,306	00:02:09 vs 00:02:14	3,840 vs 3,396	62.69% vs 62.79%

Above: visits to "news" content on LakePlacid.com is up 15% with little to no direct marketing effort other than content development.

Booking

Booking remained a struggle for ROOST and beneficiaries during 2015, but that is about to change.

Current Issues

ROOST continued with it's proprietary booking engine through 2015 while researching 3rd party alternatives. Current issues with the existing booking engine include:

‣ Dated user interface.

‣ Lack of supplier participation, and thus lack of inventory.

‣ High labor cost to update and maintain.

‣ No integration with third-party system like GDS or Pegasus.

Future Central Reservation System (CRS)

In mid-2016 ROOST will be migrating regions form the existing booking engine to a central reservation system through Inntopia. The key highlights for this system include

‣ Modern continuously developed user interface

‣ Support for unlimited suppliers of varying types (e.g. boat rentals, dining, lodging)

‣ Low annual maintenance costs

‣ Integration with many third-party systems including Pegasus.

This new CRS will allow for direct booking across multiple regions for lodging, activities, and attractions at a low supplier cost. It will also allow for direct marketing to a booking engine and immediate ROI calculation on campaigns.

Experience

Destination Management

For several years ROOST has been touting the fact that destination development works hand in hand with marketing. Across the country, destination marketing organizations (DMOs) are recognizing that the future role of DMOs will be two-pronged: destination management and destination marketing. Some strides have been made in initiatives that support the destination master plan programs but more needs to be accomplished.

In 2015, our office worked with various communities to work through the Destination Workbooks - an integral part of the North Country Regional Economic Development Council funding.

In 2016, our office will continue to increase our efforts in gaining local support for infrastructure development, education regarding financial programs, and destination planning; each of these tasks are linked to an overall objective of Destination Management.

Essex County

Essex County has completed its Tourism Destination Area (TDA) workbook. Data gathered from this process has resulted in the following ongoing Destination Master Planning (DMP) goals for 2016 and beyond include:

- Increase year-round use of recreational attractions.
- Utilize tourism as a way to increase retail development.
- Increase tourism revenue/visitation.
- Increase overnight and extended stays.
- Increase resources to grow capacity for tourism infrastructure (lodging, retail, dining, sewer & water, etc.).
- Development of new attractions and events.
- Unite communities to accomplish tourism and economic development goals.
- Increase the cooperative relationship of the area (organizations, communities, & municipalities) as well as creating a closer relationship with marketing and economic development agencies.
- Allow expansion of current businesses and welcome new businesses adding to our destination and the quality of life.
- Generate jobs and business opportunities.
- Guide the local culture, especially the younger generation, to be more hospitality and entrepreneurial minded.
- Expand transportation available for visitors and residents.
- Increase awareness/knowledge of all the area has to offer.
- Community buy in
- Use tourism to develop amenities that will encourage an increase in the number of year-round residents.
- Position region for economic growth
- Utilize tourism to promote other forms of economic growth
- Enhance the quality of life for the residents
- Drive outside investment
- Cell and broadband coverage
- Increase Curb Appeal
- Increase economic vitality of communities

Franklin County

Beginning in early 2016 ROOST will begin work on a possible agreement with Town of Malone and the Village of Malone to start the destination planning process and start on a Tourism Destination Area (TDA) workbook in 2016.

Hamilton County

Destination Master Planning (DMP) goals for 2016 and beyond include:

- Develop all-season attractive and sustainable mixed use downtowns
- A business infrastructure to sustain a healthy community with employment opportunities for children to work after their education is complete
- Increase lodging capability year round
- Utilize tourism as a means to obtain a year-round economy.
- Easier access for visitors
- Identify incentives to encourage redevelopment, development and expansion of businesses.
- Improve snowmobile connectors off the lakes.
- Participation in micro loan program.
- Increase jobs and business opportunities.
- Increase workforce.
- Increase housing stock for workforce and residents.

- Increasing tourism as a way to increase the quality of life for residents.
- Increase the amount of year-round lodging.
- Create an environment to encourage younger adults.
- Fiberoptic internet connections
- Increase tourism in the shoulder seasons.
- Grow tourism economy by building events.
- Implement some of the Hamlets 3 plan.
- Resortification (having critical mass of businesses, curb appeal, and walkability)
- Public transportation
- Work with DEC to keep campsites open through October
- Open up more information about the many forms of eco-tourism that remain untapped.
- Encourage state DOT to repair roads so guests can travel to our destination safely.
- Expand cell and broadband connections for our visitors and business destinations.
- Quality updates to Forest Preserve infrastructure such as trailheads, campgrounds and boat launches.
- Better marketing of all assets by county or park-wide agencies.
- Diversify winter activities to supplement snowmobile business.
- Increase tourism related revenues in shoulder seasons
- Increase non summer business with a concentration mid week winter
- Create an environment for increasing commercial entrepreneurial investment
- Marketing and branding

Town of Tupper Lake / Village of Tupper Lake / Town of Piercefield

The Town of Tupper Lake, Village of Tupper Lake, and the Town of Piercefield have established a variety of goals via their Tourism Destination Area (TDA) workbook in 2015. While most of these goals will not come to completion in 2016, they are as follows:

- Determine occupancy rate and increase by an additional 10% by 2018.
- Add 150 additional rooms to Tupper Lake's lodging portfolio by 2020.
- Add 10 new hospitality businesses by 2018.
- Bring Big Tupper's annual skier visit up to 50,000 by 2022.
- Winterize the Tupper Lake Golf and Cross Country Center, pro-shop, restaurant, and trails, by 2020.
- Bring the back 9 holes of the Tupper Lake Golf Course up to the standards of the front 9 by 2020.
- To develop and implement a public transportation system that will connect Tupper Lake's two "Main Street" areas to one another as well as to area attractions such as: The Wild Center, Little Wolf Beach, Big Tupper Ski Area, and Fish Creek Campground.
- To improve Tupper Lake's "curb appeal" through streetscape, public space improvements, private property façade improvements, and the creation of new "gateways" that create a sense of arrival as you enter town. (2016-2017)

Village of Saranac Lake / Town of Harrietstown

The primary goal for 2016 will be to begin the Tourism Destination Area (TDA) workbook to inventory tourism assets. A secondary component will be to implement and report on a Saranac Lake retail survey.

Visitor Services

Visitor services play a critical role in providing a positive visitor experience within the regions.

Essex County

ROOST will continue to maintain the offices in Lake Placid, Crown Point, and Saranac Lake. As well as support the regional visitors centers in Wilmington, Schroon Lake, and Ticonderoga.

Town of Tupper Lake / Village of Tupper Lake / Town of Piercefield

2015 saw an expansion of visitor services to Tupper Lake. We currently provide staffing and office related support at this location, which will continue through 2016.

Village of Saranac Lake / Town of Harrietstown

ROOST will continue to maintain and support the visitor center in Saranac Lake through 2016.

Guide Book / Print

As mobile platforms become more prevalent, consumers are taking printed pieces less and less. In many instances, travelers in our visitor centers come and gather information on hikes/activities, but leave the brochures behind. 2015 saw a Lake Placid specific guide book to match market demand.

The multi-region piece will provide the most requested area information with details on how to gather further information via a web-enabled device.

Essex County

In 2016, ROOST will reproduce another Lake Placid specific guidebook, banners and collateral for the Whiteface Region, a Lake Champlain Region map guide, and participate in a multi-region print collateral piece.

Franklin County

Franklin County will participate in a multi-region collateral piece.

Hamilton County

Hamilton County will participate in a multi-region collateral piece.

Town of Tupper Lake / Village of Tupper Lake / Town of Piercefield

ROOST will assist in the production and design of the Tupper Lake Guide.

Local Communications

In 2015, the redesigned ROOST website included a communications section to host resources for travel media as well as news stories, current marketing opportunities and resources of interest to Adirondack region tourism-related businesses and organizations. This type of content, including educational resources for marketing partners such as marketing strategies and trends and how they affect our region will be prioritized in 2016.

This content and more is also distributed via the ROOST News, a biweekly electronic newsletter aimed at keeping our Adirondack tourism industry partners up to date with respect to events and opportunities to support their ongoing marketing planning efforts.

ROOST will be hosting the first annual ROOST ADK Destination Marketing Summit in March, 2016. This day-long workshop will include presentations on various contemporary destination marketing strategies and trends by industry experts and ROOST staff.

ROOST communications staff will continue to represent ROOST as its official spokespersons and media resources, and will continue to provide public relations support for regional municipal partner initiatives and events as needed.

Sharing

The final step in the ZMOT cycle is sharing a travel experience, be it good or bad. This sharing stage can take place in market, before the trip has commenced, or after the trip. As such a large part of our social media strategy is not just creating content that is accurate, accessible, and easily shareable; but to also engage with travelers on these networks so that they feel connected to the beneficiary's region in a personal way.

Traditionally social media accounts have been managed by communication and public relations staffers in an effort to keep concise messaging across multiple region brands. This strategy his proved fairly effective but it starting to come up short on capacity to provide some of these sharing services.

With this in mind late 2015 included migrating social media brands to individual staff members with the skill to manage the day-to-day unsolicited engagement with travelers. This has proved extremely effective to date and will be continued in 2016 along with increased staff training in social media management.

In addition to these enhancements ROOST will also be marketing on younger emerging social media advertisement platforms such as Snapchat and Instagram.

Marketing Evaluation and Market Analysis

ROOST conducts a variety of research through out the year. Here are the proposed research projects either in progress through, or completed in 2016.

Essex County

Annual Leisure and Travel Study will be conducted in the 1st quarter of 2016.

Franklin County

1st annual Leisure and Travel Study will be conducted in the 1st quarter of 2016.

Hamilton County

1st annual Leisure and Travel Study will be conducted in the 1st quarter of 2016.

Town of Tupper Lake / Village of Tupper Lake / Town of Piercefield

Branding study to be released in early 2016. Breakout report of Leisure and Travel survey specific to Saranac Lake. Retail survey to be conducted in mid-2016.

Village of Saranac Lake / Town of Harrietstown

Breakout report of Leisure and Travel survey specific to Saranac Lake. Retail survey to be conducted in mid-2016.

Staffing Changes

As marketing shifts from a media buying model to an experiential content-based model, staffing needs have continued to increase.

Operations and Service Coordinator

As ROOST contracts and beneficiaries have increased in scope, additional organizational needs have become increasingly apparent. A new position will be created in 2016 to fulfill these organizational, data tracking, and marketing needs. The position will be responsible for tracking ROOST contracts and overall marketing initiatives. Data collection and reporting will also be a large portion of this position's duties, as well as aiding in conference center and visitor service when needed.

Web Developer

ROOST's website development needs have expanded approximately 35% in 2015. With the increased website development demand for region sites that were acquired in 2015, an additional web developer has become a requirement. While a need for maintaining legacy systems continues, an even larger need for new project development must be met in 2016. This position and its duties will mirror the existing web developer position.

Conclusion

This marketing plan has been drafted with the most current research available, our own research and response to the Leisure Travel Study. We feel it is the most strategic use of county marketing dollars, town funding, village funding, New York State Empire State Development Matching Funds, and business support funds.

Any questions regarding the details of this plan can be addressed to:

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Proposed Budget for 2016

REGIONAL OFFICE of SUSTAINABLE TOURISM
adirondacks, usa

			Allocation								
	Total	Essex County	Franklin County	Hamilton County	Lake Placid and North Elba	Tupper Lake Town & Village	Saranac Lake age/ Town of larrietstown	ESWG		Total	
Revenues											**Revenues**
Essex County Occupancy Tax:											
Hotels, Motels, B&B's	2,050,000	2,050,000								2,050,000	Market New York
Vacation Rentals	275,000	275,000								275,000	Empire State Winter Games
Essex County - Matching Funds	85,488	85,488								85,488	Adirondack Challelnge
Town of North Elba	55,000				55,000					55,000	In Kind Contributions - ROOST
Village of Lake Placid	10,000				10,000					10,000	
Convention Commissions	198,000	198,000								198,000	Total Revenues
Membership Dues	7,000	7,000								7,000	
Reservation System	25,000	25,000								25,000	
Summer Internet Sales	60,000	60,000								60,000	
Winter Internet Sales	55,000	55,000								55,000	
Adks USA	4,000	4,000								4,000	
Brochure Distribution -	2,500	2,500								2,500	
Brochure Distribution -	25,000	25,000								25,000	
Product Sales	5,000	5,000								5,000	
Miscellaneous Income	7,000	7,000								7,000	
Franklin County	476,000		476,000							476,000	
Franklin County Matching Funds	87,646		87,646							87,646	
Franklin County Sales	5,000		5,000							5,000	
Hamilton County	195,000			195,000						195,000	
Hamilton County Matching Funds	91,961			91,961						91,961	
Hamilton County Sales	5,000			5,000						5,000	
Village of Saranac Lake	12,500						12,500			12,500	
Town of Harrietstown	12,500						12,500			12,500	
Village of Tupper Lake	12,500					12,500				12,500	
Town of Tupper Lake	12,500					12,500				12,500	
Town of Piercefield	5,000					5,000				5,000	
LP-EC Quality Destination Fees	15,000							15,000		15,000	
Donated Services/Facilities	49,824				49,824					49,824	
Total Revenues	3,844,419	2,798,988	568,646	291,961	114,824	30,000	25,000	15,000	0	3,844,419	
									proof	3,844,419	
Adjusted for Allocation Calculation	3,624,419	2,593,988	568,646	291,961	114,824	30,000	25,000	0	0		
Allocation Ratio		71.57%	15.69%	8.06%	3.17%	0.83%	0.69%		0.00%	100.00%	

LP-EC Quality Destination Inc
Proposed Budget for 2016

Revenues	
Market New York	125,000
Empire State Winter Games	150,585
Adirondack Challelnge	20,000
In Kind Contributions - ROOST	17,341
Total Revenues	312,926

Proposed Budget for 2016

REGIONAL OFFICE of SUSTAINABLE TOURISM
adirondacks, usa

					Allocation								
						Lake Placid and		Saranac Lake age/ Town of			LP-EC Quality		
		Total	Essex County	Franklin County	Hamilton County	North Elba	Tupper Lake Town & Village	larrietstown	ESWG	Destination	Total	!	
Expenses:												!	Expenses:
Personnel Costs	0	1,533,515	1,170,033	190,598	58,531	60,583	15,693	10,578	15,000	12500	1,533,515	!	Administrative Overhead	17,341
Fish Hatchery	0	50,000	50,000								50,000	!	
Tourism Enhancement Fund (TEF)	0	45,010	45,010								45,010	!	Total Expenses	17,341
OCC Tax Enforcement	0	21,500	21,500								21,500	!	
Direct Marketing:	0												
Conference Marketing	0	40,000	40,000								40,000		
Marketing Fulfillment	0	50,000	35,785	7,845	4,028	1,584	414	345			50,000		
Pubic Relations	0	80,000	57,256	12,551	6,444	2,534	662	552			80,000		
Matching Funds Programs	0	530,190	170,976	175,292	183,922						530,190		
Other Marketing Programs	0	823,880	639,649	129,261	16,367	26,101	6,819	5,683			823,880		
Total Direct Marketing		1,524,070	943,666	324,949	210,761	30,220	7,895	6,580	0	0	1,524,070		
Professional Services	0	65,000	42,102	10,198	5,236	2,067	538	448		4,410	65,000	!	
Travel	0	55,000	41,670	8,629	2,116	1,749	455	379			55,000	!	Revenues Over (Under) Expenses	295,585
Office Expenses	(0)	50,000	30,996	7,845	4,028	1,590	4,766	345		431	50,000	!	
Office Space	0	49,824	29,324			15,000		5,500			49,824	!	
Miscellaneous Expenses	0	15,000	10,940	2,353	1,208	270	124	103			15,000	!	
Interest Expense	0	2,500	1,823	392	201	45	21	17			2,500	!	
Regional Events	0	45,000	45,000								45,000	!	
Essex County Events	0	150,000	150,000								150,000	!	
Conference Expense	0	60,000	60,000								60,000	!	
Print	0	50,000	35,785	7,845	4,028	1,584	414	345			50,000	!	
Research & Tracking	0	25,000	18,233	3,922	2,014	451	207	172			25,000	!	
Internet	(0)	35,000	25,528	5,491	2,819	630	290	241			35,000	!	
Promotional Items	(0)	15,000	12,149	2,353		270	124	103			15,000	!	
Destination Master Plan (DMP)	(0)	10,000	7,294	1,569	806	180	83	69			10,000	!	
Building Improvements	0	3,000	2,188	471	242	54	25	21			3,000	!	
New Program Implementation	0	20,000	14,314	3,138	1,611	634	166	138			20,000	!	
Reserve Fund	0	20,000	20000								20,000	!	
												!	
Total Expenses		3,844,419	2,777,557	569,753	293,600	115,326	30,801	25,040	15,000	17,341	3,844,419	!	
											3,844,419		
												!	
Revenues Over (Under) Expenses		0	21,431	(1,107)	(1,639)	(502)	(801)	(40)	0	(17,341)	0	!	

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