

Lake Placid's Destination Master Plan

*Designed by organizations and leaders
from the destination of Lake Placid, New York*

Facilitated by Egret Communications
Through the Essex County Destination Master Planning Process

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We will grow the Lake Placid tourism economy
while making it perform better for both visitors and residents,
by bringing tourism into a full partnership with the community,
becoming a greener destination,
spreading tourism's patronage throughout the year,
and finding a balance among events, recreation, and leisure travelers.
We will improve infrastructure in a way
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Vision: Evolving Lake Placid, the Destination

Lake Placid will grow its tourism economy while making tourism a better fit for the community; seek a balance among event-based, recreational and leisure tourism patronage; contribute to greater quality of life for residents, and be a "greener" year-round destination.

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Executive Summary

The tourism industry, ORDA, the public sector, and the community will enter into a full partnership to achieve a tourism economy that is engineered to be profitable, socially and environmentally sustainable, and a good fit for the community.

Tourism will enter into direct and ongoing communications with all other sectors, working to improve infrastructure that raises quality of life and enhances tourism. Tourism will engage in a positive way relative to the issues of affordable housing, day care, transportation and congestion, and a successful school system.

Lake Placid will develop a strong year-round tourism economy that balances among events, recreational travelers, and leisure travelers. Marketing will achieve a new balance among drive, fly, and international travelers. Lake Placid will adopt a new brand which balances between its strong Adirondack and sports themes. These changes will lead to longer average stays and greater spending per arrival, growing profits while spreading impacts over the calendar year.

Tourism will throw the weight (and the performance) of the industry behind the “greening” of Lake Placid, building a strong partnership with conservation and Park management, working closely with both town and village leaders, and adopting best practices for the industry. To accomplish that, the industry will push for stronger public transportation, a bicycle-friendly community, and education for both residents and visitors.

Lake Placid will continue to evolve its visitor products and experiences, improving its ability to compete with other destinations serving the same client base. There will be strong ongoing efforts to improve lodging, dining, nightlife, and the retail district, both from the visitor perspective and in relationship to the way they relate to the local community.

The tourism industry will partner with competitive venues, helping achieve support for continued State of New York investment for ORDA facilities and operating budgets, finding new and better ways to partner in landing events that are a good match for Lake Placid, improving the spectator and competitor experience in Lake Placid, helping to improve the volunteer system, and helping to manage event impacts on residents. The industry will partner with villages, towns, and the county to push for paved bike lanes on competitive and recreational routes, improving safety and reducing community and participant frustration.

Lake Placid Assessment

Intro Statement

Years ago, Lake Placid took its tourism future in its own hands. It took a blossoming Adirondack resort destination and went out and convinced the world to hold the Olympics there. That brought about the development of infrastructure and name recognition. When Lake Placid did the hard work of recruiting the Olympics a second time, more infrastructure was created and even more name recognition was established.

After that, Lake Placid has followed an incredible path to get to today. Initiative from Lake Placid resulted in a lodging tax that is programmed for marketing and not, like so many destinations, siphoned away for other uses. Lake Placid went out and captured events that used Lake Placid's setting, infrastructure, competitive sports image. Those events, like Ironman, World Cups and Championships, and the Lake Placid Horse Shows, drive traffic to the lodging, dining, and retail businesses and provide an economic bottom line to every visitor season. They also expose the destination to thousands of new leisure travelers every year. It is really unusual for a destination to succeed in this market to the extent that Lake Placid has.

Lake Placid, today, though, is at a crossroads. There are times when there are enough visitors in town that it feels to many that it has reached its limits. This is a crucial point for a destination.

Tourism was grown to provide jobs and business opportunities for people living in Lake Placid. In short, to make life better. But, in many destinations, unmanaged tourism takes over and starts to degrade life. Residents are not coming to retail because of parking concerns. It also, at that point, degrades the visitor experience resulting in a spiral down of destination value and visitor numbers. It's not a pretty thing – the textbooks of tourism are full of stories about when the magic is over. There is a responsibility and a need to be stewards and maintain the charm fifty years from now.

This planning project itself comes from the realization that Lake Placid is at a crossroads and the desire on the part of leadership to proactively work to find opportunities that are good for the industry and the community. Over the next year we'll all be working together to chart a course that enables Lake Placid to grow its tourism economy without taking steps that would deteriorate the quality of life for locals or the quality of the destination for visitors.

Beyond the volume issue, Lake Placid has some other things to think about. Lake Placid has continued to see investment in new lodging properties. The tourism industry has poured revenues back into lodging and dining infrastructure, but the balance of Lake Placid's infrastructure is not as upscale or current as some other destinations that potential national visitors might compare it to. Nationally and internationally, tighter markets that evolved after 2001 resulted in competitive upgrading of lodging rooms – a competition that continues.

Lake Placid started as an Adirondack getaway. It added the Olympic infrastructure and the competitive reputation. It sits in a beautiful location where it is a great hub for countless outdoor activities – both recreation and tourism. Outdoor-active visitors can base in Lake Placid and go out to climb, bike, hike, run, paddle, power boat, fish, and more. A visitor can also tour and to some extent use Olympic facilities, taking a wheeled bobsled run or an elevator to the top of the ski jump. Further, a visitor can watch hard core competitors training for or competing in events that are world class. And, where else could the person waiting your table or helping you with a purchase be a former Olympic competitor that just couldn't live anywhere else?

There is ample retail, some of which reflects the sports people come to watch or participate in, and some of which reflects genuine Adirondack souvenirs. There are places to rent equipment for paddling and biking. And there are even guide services to take visitors climbing or on a backcountry adventure.

Lake Placid and Saranac Lake share a passenger train experience built for visitors. One can tour a working maple syrup operation. There are many other visitor opportunities that are typical of a resort town – and not so much a reflection on where that resort town is.

Lake Placid's retail strip is a challenge to navigate in a vehicle when the town is hopping. In fact, congestion and parking issues are a detriment to visitor experience and residents' lifestyles.

Locals worry that the continued growth of second home sales in Lake Placid will price long term residents out of the homes and lifestyle they value. Already, it is too expensive for many people working tourism's front lines to live in Lake Placid.

And, there is some concern that the quantities of visitors are having an adverse impact on the natural environment – the very basis for Lake Placid's visitor economy – and the reason many people choose to live there.

A destination that stops competing for tourism falls to the back of the pack. That's not Lake Placid's style. So, the challenge in Lake Placid will be to find the moves to make that grow profits while managing (and perhaps even reducing) the impacts locals find troubling, those which threaten the sustainability of the destination, and those which diminish the visitor experience.

Snapshot of Current Tourism

The following lists are not prioritized.

Infrastructure

- Olympic venues
- Ironman and its route
- Horse Show grounds
- Lake Placid
- Mirror Lake
- Adirondack Park
- Rivers
- Retail zone

Experiences

- Olympic venues
- Competitions
- Watching competitions
- Training
- Watching training
- Paddling
- Power Boating
- Climbing
- Biking
- Running
- Train ride
- Maple syrup
- Retail zone
- Events
- Hiking
- Fishing
- Downhill Skiing (at Whiteface in Wilmington)
- Cross Country Skiing

Products

- Olympic venues
- Competitions
- Watching competitions
- Training
- Watching training
- Paddling
- Power Boating
- Climbing
- Biking
- Running
- Train ride
- Maple syrup
- Retail zone
- Events
- Equipment Rental
- Guide Services
- Cross Country Ski Center
- Wine Tasting

Gaps

Higher end dining

Visitors aren't aware of the "off Main Street" dining options

Hotels could advertise more of the "off Main Street" dining options

True Adirondack food and use of local products

Seasons

Four strong seasons. The events marketing has even managed to find patrons for the "mud season"

Quality

The visitor experience is very good. It could be better if the retail zone were to be a totally pedestrian area or a more pedestrian-friendly area. There is room for improvement in lodging and especially dining.

Rates

There is room to "grow" the ADR for Lake Placid. Similarly, the key to the future will be to expand the "expenditures per arrival" rather than to grow peak occupancy.

Competitiveness

Lake Placid competes well. Among the Ironman venues, more participants choose to compete in Lake Placid because of the location than any other. On the other hand, visitors who have been to Lake Placid and other comparable destinations don't rank Lake Placid's lodging, dining, and nightlife as high as the competitors'.

Positive and Negative Impacts

- Sometimes when Lake Placid is near capacity, some feel there are too many outsiders in the area.
- Ironman and other events can disrupt local travel patterns
- Tourism attracts second home buyers who are driving up the costs of real estate
- Perceived impacts to natural resources from the volume of visitors
- Some crowding of places that locals like to recreate

Benefits

- Tourism is the mainstay of Lake Placid's economy
- There are great choices for dining year-round because tourism also supports those businesses
- Most of the employment in Lake Placid is directly or indirectly related to tourism
- Tourism enables many residents to enjoy the "Lake Placid lifestyle"

Visitor Satisfaction

- Both individuals and groups return to Lake Placid in sufficient numbers to indicate a high level of satisfaction.
- Visitors who have been to Lake Placid are less likely to rate dining highly than those who have only contemplated a visit.
- Lake Placid doesn't have a strong nightlife component to its visitor experience.
- Visitors do enjoy being able to easily move (by foot) between lodging, Main Street retail zones, and attractions.
- Lake Placid's arts and culture scene is appreciated by visitors.

Potential New Products and Experiences

More opportunities to try out Olympic-type physical challenges

Community Wants

There is an expressed desire to continue to grow the tourism economy, but a strong wish that Lake Placid could manage the impacts of tourism.

Community Concerns

That tourism will change the atmosphere and lifestyle of Lake Placid

Visitor Perspectives

Products and Experiences that Contribute to a Sense of Destination

- Olympic venues
- Competitions
- Watching competitions
- Training
- Watching training
- Paddling
- Power Boating
- Climbing
- Biking
- Running
- Train ride
- Maple syrup
- Retail businesses that reflect Olympic or Adirondack themes
- Events
- Hiking
- Fishing
- Downhill Skiing (at Whiteface in Wilmington)
- Cross Country Skiing
- Main Street surrounded by mountains and close to lake

Products and Experiences that build on Essex County/Adirondack Sense of Destination

- Paddling
- Power Boating
- Climbing
- Biking
- Running
- Train ride
- Maple syrup
- Retail stores with legitimate Adirondack souvenirs
- Events
- Hiking
- Fishing
- Downhill Skiing (at Whiteface in Wilmington)
- Cross Country Skiing
- Touring to see fall colors or Adirondack scenery

Products that Conflict with Destination Appeal

Retail that doesn't reflect Adirondack (or Olympic) theme and retail that features cheap imported Adirondack or other souvenirs

What Makes This (or Would Make This) a Destination

Lake Placid **IS** a destination. The name is recognized and people seek out the destination for recreation and tourism. The name has strong ties to both Olympic and Adirondack themes among regional audiences and strong Olympic ties in broader markets.

One of the key factors for making this a destination is the presence of people who are fit and obviously engaged in challenging activities.

There is an energy about the destination that comes from having visitors recognize others with the same travel motivations and life styles in the same destination.

The active outdoor visitors couple with the active outdoor events to create an energy that is easily caught.

Visitor Satisfaction (what contributes, what detracts, what is needed)

Detractions:

- Traffic and parking
- Dining and Lodging with a view
- Nightlife

Contributions:

- Outdoor events
- Outdoor active patrons
- Olympic Venues and Training in Progress
- Great outdoor experiences
- Lodging and proximity to Main Street and attractions
- Arts and culture

Other Issues from Local Input

Summary

Lake Placid has a vibrant, energetic tourism economy. Local people have worked hard to cultivate an atmosphere of competition that extends past the Olympic theme. Lake Placid has an unusually high rate of success with events which, combined with the Olympic and Adirondack draws have created the only four season tourism economy in the Adirondacks. Tourism is the key to Lake Placid's economy.

Success sometimes creates problems. Lake Placid is on the verge of growing its tourism volume to the point where both the value of the visitor experience and the quality of life for locals could be threatened.

Lake Placid's lodging has seen a fair amount of rejuvenation and reinvestment. However, when compared with other national active outdoor destinations, that infrastructure is a little lower in quality and a bit outdated. More importantly, there is less diversity to dining and evening activities than one might expect in such a popular resort destination.

The big challenge for Lake Placid is to find a path that enables the tourism economy to grow while managing or even reducing the impacts from tourism on both local lifestyles and the visitor experience itself.

Lake Placid Analysis

Lake Placid has its own set of challenges as it has a vibrant nearly year-round tourism economy that, in many ways, has grown to a point where it generates some negative impacts on both local quality of life and visitor experiences. As Lake Placid seeks to grow profits while managing (or reducing) negative impacts to community residents and visitors, it will need to make some moves to evolve its product.

From a **Visitor Perspective**, Lake Placid has an exciting mix of events, Adirondack experiences, and experiences related to competitive events including the Olympic venues, the Ironman, and the Horse Shows. It has a number of products that deliver exciting experiences covering a broad spectrum of interests, making it a well-rounded destination.

From Lake Placid one can experience the Adirondacks from every level – windshield tourism to serious rock climbing and backcountry camping. There are Adirondack experiences that are suited for families, others for those seeking the solitude of wilderness, and still more that enable people to challenge themselves to scale rock walls and ski world class terrain. From Lake Placid, there are countless ways and places to access world class lakes and streams to fish, paddle, and powerboat.

Some of Placid's Olympic venues are showing wear and are lacking upkeep, prominent figure skaters are choosing more "convenient" practice sites, and there is a discernable lack of knowledge among potential travelers related to ways they can interface and interact with the facilities. It is a fair observation that the Olympic Venues sit empty more often than they are bustling with visitors. This is one aspect of Lake Placid's visitor economy that has played a significant role in building and creating patronage of the Lake Placid destination. But, younger adult visitors may identify Lake Placid more with the Adirondacks and non-Olympic events like the Horse Shows and Ironman.

With its mix of experiences (Adirondack and competitive) and the healthy hosting of events, Lake Placid is nearly a year-round destination. That enables businesses to plan for and manage employees in a way that continues to build product quality and visitor satisfaction.

Lake Placid has a huge variety of lodging ranging from upscale and current to old and in poor repair – including every step in between. Lake Placid competes with other destination mountain retreats and other regional destinations for the same visitors – and many of those have more upscale lodging options than Lake Placid. Lake Placid will need to continue to evolve its lodging products upward, at some point replacing those on the lower end with newer structures that are better oriented to views and better meet current lodging expectations.

Lake Placid hosts a variety of dining options, some with a view. Given the physically competitive theme of this destination and its clients, it is a little short on health-related dining. More dining – especially on the upscale end of quality and price – would be helpful. And, given the Olympic history of Lake Placid, it would be nice if cuisine would take on an international flair.

Lake Placid has an energetic retail zone. A first time visitor may find the associated congestion daunting – but then again most of those first time visitors are from urban areas within a day’s drive (where congestions rules). Local retailers have developed successful strategies to rotate stock to present storefronts that appeal to those attending events hosted in Lake Placid. Once again, though, much of what is presented as Adirondack craft work has really been knocked off by foreign factories. That undercuts the experience of being in Lake Placid, devalues Adirondack crafts, and sends visitor dollars out of the local economy.

The trolleys are an acknowledgement that Lake Placid has issues related to congestion and traffic flow and a first step toward making a problem an opportunity. The highway cannot be rerouted from the retail strip downtown. There are substantial gains in the quality of visitor experience to be made by coaxing day visitors onto the trolleys at the outskirts of town and overnight visitors onto the trolleys at their points of lodging. In a related issue, Lake Placid could use an upgrade to its entry points, creating more of a sense of arrival.

From a *Local Perspective*, Lake Placid is clearly facing some quality of life and cost of living issues related to its tourism economy.

The congestion that may confuse and annoy visitors causes some locals to route themselves away from an important part of their own town. While many locals understand and put up with the short-term congestion associated with big events, clearly others are losing patience. As the economy becomes more “year-round” that patience may run thin.

Successful tourism has drawn many second-home buyers into the Lake Placid economy. Those buyers have both driven up home prices and stimulated development which is ballooning the size of Lake Placid, threatening its small town character.

To balance that, Lake Placid residents need only look to other Adirondack communities to realize that tourism has brought Lake Placid residents a rich variety of dining experiences, that they are an important part of the whole Olympic phenomenon, that they can shop for needed supplies without a long journey, and that their town has an upbeat self confidence often missing in the Adirondacks.

Further, as Lake Placid becomes more of a year-round destination, that will imply better incomes for locals who work in the industry. It will mean that many can become established residents of the community, contributing in ways that seasonal labor cannot.

There does not seem to be a healthy open line of communication between local residents and the tourism industry. That will be needed as Lake Placid seeks to grow its tourism revenues while keeping its host community on the winning side of tourism.

From a *Structural Perspective*, Lake Placid is in good shape, but will need to both manage growth and grow quality to continue to improve its bottom line while reducing impacts to locals and visitors.

Internationally, the quality of lodging is continually improving. Rooms are getting bigger and amenities are improving, all at a rate that doesn't allow any lodging property or destination a moment's rest. Lake Placid's collection of lodging averages at the lower end when compared with national and international destinations that compete for the same visitor. The improvements that are underway currently need to continue – and they need to be communicated to potential patrons. It is hard to imagine that some of the older and lower priced lodging establishments will survive for ten years in this competitive market – and it would be good for the destination if those rooms were replaced/retooled with more current offerings.

Lake Placid's dining selection is broad, but not as broad as in competing destinations. As Lake Placid aims at higher spending destination travelers it will need more, more varied, and more upscale dining offerings. Dining with a view is important – there is some of that now, but more is needed. And there definitely needs to be more dining with “fun”.

Lake Placid's retail sector shows a great deal of variety, and is obviously run by skilled entrepreneurs. Keeping most of those shops locally owned and upgrading Adirondack style crafts to those actually produced in the Adirondacks will help. Effectively managing congestion will give more people time to peruse the shops and require less time searching for parking.

It might be helpful, in the downtown strip, if (over time) the majority dining migrated to the Mirror Lake side (for the views) while more shopping opportunities migrated to the uphill side. That would create a more “valuable” visitor experience – which would be rewarded by higher expenditures.

There has been a steady upswing in bicycling, both from those prepping for or wanting to test themselves on competitive routes and from those just wanting to ride amongst Adirondack scenery. The road system does not have adequate shoulders or parallel bike routes to support this growing activity. The addition of bike lanes or parallel but separate bike paths would greatly enhance both experience and safety.

Growth and inflating housing costs have pushed many of those who work in Lake Placid beyond its borders to find a place to live. Indeed, some long term residents feel “pushed out” by rising costs and willing outside buyers. This issue has the potential to “gut” the integrity of Lake Placid as a community and must be managed.

The Olympic image and Lake Placid’s own Olympic history are an important part of Lake Placid. The Olympic venues (and the many experiences to be had in them) are exciting visitor experiences. These venues should be protected and even enhanced as time passes. Whether they are widely patronized by travelers, the Olympics continue to provide credentials for Lake Placid as a host for competitive sports.

Lake Placid, as mentioned above, is or is on the cusp of having a year-round tourism economy. Moving to a year-round economy opens an important structural change in the way Lake Placid works as a destination. It ramps up Lake Placid’s ability to deliver a quality visitor experience. It can result in many businesses having a core of employees that have a long term interest in the success of both those businesses and the destination as a whole.

The issues of growth, reaching limits, impacts to visitor experience, impacts to local quality of life and cost of living all raise the issue of sustainability. Tourism has been the goose that has, year after year, laid Lake Placid’s golden egg. This project is intended to devise ways and build plans to protect the sustainability of Lake Placid as a destination, for the good of locals, visitors, and the tourism industry.

Lake Placid does have a great mechanism to capture visitor revenue and turn that revenue into skilled marketing moves. This project will result in the development of teams to address key aspects of the evolution of Lake Placid as a visitor destination, to provide a framework for actions and decisions, and to monitor future needs and outcomes.

Goals for Lake Placid Tourism

- Protect character of Lake Placid (small town, friendly place to live and visit)
- Develop a better partnership between tourism and the community
- Reduce congestion from visitor traffic
- Manage tourism growth and support community's effort to manage community growth
- Improve quality of life for all residents
- Become a factor in helping Lake Placid achieve affordable housing
- Build a year-round economy
- Strengthen the Adirondack side of the Lake Placid brand
- Recreate passion/engage community
- Strengthen facilities and programs related to competitive events
- Regain community support for events
- Raise spending per arrival
- Contribute to a reasonable cost of living for Lake Placid residents
- Build a better system for rewarding volunteers
- Reduce tourism's negative impacts and engineer positive benefits on the park
- Be a greener destination
- Improve visitor experience
- Achieve a balance among event-related, recreational, and leisure tourism patronage
- Bring tourism's energy and resources to support making Lake Placid a more youth-friendly and youth-oriented community

Actions

The actions, as follow, are those specific steps the destination intends to take to accomplish the goals described above.

Each of these actions is tied directly to goals, has a demonstrated relationship to other actions, has a timeline, and has individuals and/or organizations who have taken on the responsibility of pushing those actions to completion by the specified timeline.

Note that one of the actions is to form a “Lake Placid Community Council” which will be responsible for overseeing the execution, review, and renewal of this plan. The structure and duties of that tourism council are described in the first addendum. Expect that council to push each “team” to complete its action.

We have divided actions in Lake Placid into two “tiers”. Tier One Actions are broad steps that, together, form the basis for the evolution of the destination. Tier Two Actions are more focused and specific – the nuts and bolts of making the evolution materialize and keeping the destination both competitive and in tune with community needs. Both are necessary for success. Tier Two actions tend to be grouped under related Tier One actions in the organization below, and, in many cases, will have related “responsible parties”.

Each “action” is presented as a detailed description. Those descriptions are followed by the “action tracker” which plots the actions against time, outlines responsible parties, and makes it easy for the destination to follow progress.

1. Establish an ongoing “Community Council”

<p>Related Goals:</p>	<ul style="list-style-type: none"> • Protect character of Lake Placid (small town, friendly place to live and visit) • Develop a better partnership between tourism and the community • Reduce congestion from visitor traffic • Manage tourism growth and support community’s effort to manage community growth • Improve quality of life for all residents • Become a factor in helping Lake Placid achieve affordable housing • Build a year-round economy • Strengthen the Adirondack side of the Lake Placid brand • Recreate passion/engage community • Strengthen facilities and programs related to competitive events • Regain community support for events • Raise spending per arrival • Contribute to a reasonable cost of living for Lake Placid residents • Build a better system for rewarding volunteers • Reduce tourism’s negative impacts and engineer positive benefits on the park • Be a greener destination • Improve visitor experience • Achieve a balance among event-related, recreational, and leisure tourism patronage • Bring tourism’s energy and resources to support making Lake Placid a more youth-friendly and youth-oriented community
<p>Action:</p>	<ul style="list-style-type: none"> • Establish an ongoing “Lake Placid Community Council” to oversee the execution of the Plan and meet semi-annually
<p>Responsible Players:</p>	<p>Supervisor Politi, Mayor Randall, Ted Blazer/ORDA, Chief of Police, Jim McKenna/VB, Lodging from Merchants Assoc. Board, Lodging person from VB Board, various Govn't Depts.-Highway Dept, Water Dept.,Codes, Electric Dept, Planning Comm., Ernie Witkowski/Sup't of LP School, Northwood School, NSA, outdoor recreation person, LPCA. Add'l names: Jenn Webb, Brad Hathaway, Peggy Mousaw, Jill Cardinale, Dean Dietrich, Kate Fish, Gail Lautenschuetz, Nancie Battaglia, Don Poulsen</p>
<p>Timeline:</p>	<p>First meeting is in January 2010</p>
<p>Expected Outcomes:</p>	<ul style="list-style-type: none"> • The plan gets executed • There is a line of communication among residents, tourism businesses, and government • The momentum carries forward through plan renewal and goal evolution • Lake Placid is in charge of its future in tourism • Proactive addressing of both opportunities and issues

Notes and Details:	This becomes an overarching body that looks at the big picture, provides a web of communications and influence into all important aspects of the industry, government, and the community
Related Actions:	<ul style="list-style-type: none"> • Adjust timelines and finalize responsible players • Find ways to improve congestion, walkways, public access to waterways and to improve the arrival routes and tourism corridors • Support continued funding for Olympic venues • Renew, maintain, upgrade and develop new competitive venues that are a match for Lake Placid • Find a better system for rewarding volunteers • Improve sporting events for both spectators and participants • Create a paved bike lane on the Ironman route and other routes • Develop a drive to become a leadership green community and tourism industry, showcasing moves towards a greener destination and using marketing to showcase progress and results • Establish/reinforce Lake Placid as a healthy and healthful destination • Facilitate tourism education for community • Hospitality training • Open direct, ongoing, communications between tourism and all branches of local government • Bring the tourism community behind a day care solution for Lake Placid • Add tourism's energy and resources to the push for affordable housing • Make tourism a factor in the success of local schools • Manage smart growth of industry and support community efforts to manage growth • Forge a proactive partnership among tourism, Conservationists, Park Management and Joint Review Board • Strengthen public transportation • Make Lake Placid bicycle friendly for residents and visitors • Add infrastructure to support year-round tourism economy • Incubate and attract new tourism businesses and investment • Brand and market Lake Placid for all entities to buy into • Fill gaps and valleys to achieve true year-round economy • Find opportunities to build relationships with new visitors • Increase percentage of "leisure" travelers • Market region as place to test oneself against the same challenges world class athletes face • Engage in cutting edge electronic marketing techniques • Market the Adirondack strengths of Lake Placid • Work with nearby communities to "raise" regional success in tourism • Establish a base-line of data on visitor quantities, spending and demographics broken down by season and track changes • Evolve the retail district, dining and lodging to maintain

	<p>competitiveness in tourism markets</p> <ul style="list-style-type: none">• Move towards being a green destination• Improve nightlife experiences• Facilitate better air and train access and balance with the drive market to Lake Placid and use marketing to showcase those options
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1a. Adjust timelines and finalize responsible players

Related Goals:	<ul style="list-style-type: none"> • Protect character of Lake Placid (small town, friendly place to live and visit) • Develop a better partnership between tourism and the community • Reduce congestion from visitor traffic • Manage tourism growth and support community's effort to manage community growth • Improve quality of life for all residents • Become a factor in helping Lake Placid achieve affordable housing • Build a year-round economy • Strengthen the Adirondack side of the Lake Placid brand • Recreate passion/engage community • Strengthen facilities and programs related to competitive events • Regain community support for events • Raise spending per arrival • Contribute to a reasonable cost of living for Lake Placid residents • Build a better system for rewarding volunteers • Reduce tourism's negative impacts and engineer positive benefits on the park • Be a greener destination • Improve visitor experience • Achieve a balance among event-related, recreational, and leisure tourism patronage • Bring tourism's energy and resources to support making Lake Placid a more youth-friendly and youth-oriented community
Action:	<ul style="list-style-type: none"> • Establish an ongoing "Lake Placid Community Council" to oversee the execution of the Plan and meet semi-annually
Responsible Players:	Planning Team
Timeline:	December 2009
Expected Outcomes:	This is the final step in plan development – developing the core of responsible parties to execute the plan and adopting timelines for action
Notes and Details:	Work should be done in advance of the meeting, with action at the meeting focusing on ratifying that work and filling gaps
Related Actions:	<ul style="list-style-type: none"> • Establish an ongoing "Lake Placid Community Council" to oversee the execution of the Plan and meet as needed and semi-annually to renew the Plan • Find ways to improve congestion, walkways, public access to waterways and to improve the arrival routes and tourism corridors • Support continued funding for Olympic venues • Renew, maintain, upgrade and develop new competitive venues that are a match for Lake Placid • Find a better system for rewarding volunteers • Improve sporting events for both spectators and participants

	<ul style="list-style-type: none"> • Create a paved bike lane on the Ironman route and other routes • Develop a drive to become a leadership green community and tourism industry, showcasing moves towards a greener destination and using marketing to showcase progress and results • Establish/reinforce Lake Placid as a healthy and healthful destination • Facilitate tourism education for community • Hospitality training • Open direct, ongoing, communications between tourism and all branches of local government • Bring the tourism community behind a day care solution for Lake Placid • Add tourism's energy and resources to the push for affordable housing • Make tourism a factor in the success of local schools • Manage smart growth of industry and support community efforts to manage growth • Forge a proactive partnership among tourism, Conservationists, Park Management and Joint Review Board • Strengthen public transportation • Make Lake Placid bicycle friendly for residents and visitors • Add infrastructure to support year-round tourism economy • Incubate and attract new tourism businesses and investment • Brand and market Lake Placid for all entities to buy into • Fill gaps and valleys to achieve true year-round economy • Find opportunities to build relationships with new visitors • Increase percentage of "leisure" travelers • Market region as place to test oneself against the same challenges world class athletes face • Engage in cutting edge electronic marketing techniques • Market the Adirondack strengths of Lake Placid • Work with nearby communities to "raise" regional success in tourism • Establish a base-line of data on visitor quantities, spending and demographics broken down by season and track changes • Evolve the retail district, dining and lodging to maintain competitiveness in tourism markets • Move towards being a green destination • Improve nightlife experiences • Facilitate better air and train access and balance with the drive market to Lake Placid and use marketing to showcase those options
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1b. Improve congestion, walkways, public access to waterways, arrival routes, and tourism corridors

Related Goals:	<ul style="list-style-type: none"> • Protect character of Lake Placid (small town, friendly place to live and visit) • Develop a better partnership between tourism and the community • Reduce congestion from visitor traffic • Manage tourism growth and support community's effort to manage community growth • Improve quality of life for all residents • Build a year-round economy • Improve visitor experience
Action:	Find ways to improve congestion, walkways, public access to waterways and to improve the arrival routes and tourism corridors
Responsible Players:	To be assigned by Planning Team
Timeline:	Ongoing
Expected Outcomes:	<ul style="list-style-type: none"> • Improve visitor experience • Reduce tourism impacts on residents • Raise the value of the destination
Notes and Details:	Frustrated visitors don't spend as much and are less likely to return
Related Actions:	<ul style="list-style-type: none"> • Create a paved bike lane on the Ironman route and other routes • Establish/reinforce Lake Placid as a healthy and healthful destination • Facilitate tourism education for community • Hospitality training • Open direct, ongoing, communications between tourism and all branches of local government • Manage smart growth of industry and support community efforts to manage growth • Forge a proactive partnership among tourism, Conservationists, Park Management and Joint Review Board • Strengthen public transportation • Make Lake Placid bicycle friendly for residents and visitors • Add infrastructure to support year-round tourism economy • Work with nearby communities to "raise" regional success in tourism • Evolve the retail district, dining and lodging to maintain competitiveness in tourism markets • Move towards being a green destination • Facilitate better air and train access and balance with the drive market to Lake Placid and use marketing to showcase those options

1c. Support continued funding for Olympic venues

Related Goals:	<ul style="list-style-type: none"> • Recreate passion/engage community • Strengthen facilities and programs related to competitive events • Regain community support for events
Action:	Support continued funding for Olympic venues (management, renewal, upgrading, etc.)
Responsible Players:	To be assigned by Planning Team
Timeline:	Ongoing
Expected Outcomes:	Continued state support for Olympic venue renewal and programs Stronger relationship between Lake Placid and ORDA
Notes and Details:	Will be important to develop a symbiotic relationship between ORDA and the community, probably with a line of communications through the new sports council
Related Actions:	<ul style="list-style-type: none"> • Establish an ongoing "Lake Placid Community Council" to oversee the execution of the Plan and meet as needed and semi-annually to renew the Plan • Renew, maintain, upgrade and develop new competitive venues that are a match for Lake Placid • Find a better system for rewarding volunteers • Improve sporting events for both spectators and participants • Create a paved bike lane on the Ironman route and other routes • Establish/reinforce Lake Placid as a healthy and healthful destination • Open direct, ongoing, communications between tourism and all branches of local government • Manage smart growth of industry and support community efforts to manage growth • Strengthen public transportation • Add infrastructure to support year-round tourism economy • Brand and market Lake Placid for all entities to buy into • Fill gaps and valleys to achieve true year-round economy • Find opportunities to build relationships with new visitors • Market region as place to test oneself against the same challenges world class athletes face

1d. Renew, maintain, upgrade, and develop new competitive venues

Related Goals:	<ul style="list-style-type: none"> • Build a year-round economy • Recreate passion/engage community • Strengthen facilities and programs related to competitive events • Regain community support for events • Build a better system for rewarding volunteers • Improve visitor experience
Action:	Renew, maintain, upgrade and develop new competitive venues that are a match for Lake Placid
Responsible Players:	To be assigned by Planning Team
Timeline:	Ongoing
Expected Outcomes:	Lake Placid will continue to be a Mecca for those interested in competitive sports
Notes and Details:	If Lake Placid is to continue to attract competitive sports events and those who would test themselves where the best compete, it needs to always have the best facilities possible
Related Actions:	<ul style="list-style-type: none"> • Support continued funding for Olympic venues • Find a better system for rewarding volunteers • Improve sporting events for both spectators and participants • Create a paved bike lane on the Ironman route and other routes • Establish/reinforce Lake Placid as a healthy and healthful destination • Add infrastructure to support year-round tourism economy • Brand and market Lake Placid for all entities to buy into • Market region as place to test oneself against the same challenges world class athletes face • Evolve the retail district, dining and lodging to maintain competitiveness in tourism markets

1e. Find a better system for rewarding volunteers

Related Goals:	<ul style="list-style-type: none"> • Protect character of Lake Placid (small town, friendly place to live and visit) • Develop a better partnership between tourism and the community • Improve quality of life for all residents • Recreate passion/engage community • Regain community support for events • Build a better system for rewarding volunteers • Improve visitor experience
Action:	Find a better system for rewarding volunteers
Responsible Players:	To be assigned by Planning Team
Timeline:	One year
Expected Outcomes:	Volunteers (both local and regional) are easier to find, more reliable, and more willing to repeat
Notes and Details:	Volunteerism, like committee work, has the tendency to wear out those who participate
Related Actions:	<ul style="list-style-type: none"> • Support continued funding for Olympic venues • Renew, maintain, upgrade and develop new competitive venues that are a match for Lake Placid • Improve sporting events for both spectators and participants • Establish/reinforce Lake Placid as a healthy and healthful destination • Market region as place to test oneself against the same challenges world class athletes face

1f. Improve sporting events

Related Goals:	<ul style="list-style-type: none"> • Build a year-round economy • Recreate passion/engage community • Strengthen facilities and programs related to competitive events • Regain community support for events • Build a better system for rewarding volunteers • Bring tourism’s energy and resources to support making Lake Placid a more youth-friendly and youth-oriented community
Action:	Improve sporting events for both spectators and participants
Responsible Players:	To be assigned by Planning Team
Timeline:	One year, then ongoing
Expected Outcomes:	Spectators and participants rave about their Lake Placid experience, driving organizers to repeat, leveraging higher year-round occupancy, dining, retail, and patronage of other experiences
Notes and Details:	Invest in happy participants and spectators
Related Actions:	<ul style="list-style-type: none"> • Support continued funding for Olympic venues • Renew, maintain, upgrade and develop new competitive venues that are a match for Lake Placid • Find a better system for rewarding volunteers • Create a paved bike lane on the Ironman route and other routes • Establish/reinforce Lake Placid as a healthy and healthful destination • Facilitate tourism education for community • Hospitality training • Strengthen public transportation • Add infrastructure to support year-round tourism economy • Market region as place to test oneself against the same challenges world class athletes face

1g. Create a paved bike lane on the Ironman route and other routes

Related Goals:	<ul style="list-style-type: none"> • Reduce congestion from visitor traffic • Improve quality of life for all residents • Strengthen facilities and programs related to competitive events • Regain community support for events • Improve visitor experience • Bring tourism’s energy and resources to support making Lake Placid a more youth-friendly and youth-oriented community
Action:	Create a paved bike lane on the Ironman route and other routes favored for riding bikes
Responsible Players:	To be assigned by Planning Team
Timeline:	By 3 years
Expected Outcomes:	<ul style="list-style-type: none"> • Increased safety • Increased opportunities for visitors to test themselves on competitive routes • More scenic ride opportunities
Notes and Details:	Will take a concerted county-wide effort
Related Actions:	<ul style="list-style-type: none"> • Find ways to improve congestion, walkways, public access to waterways and to improve the arrival routes and tourism corridors • Support continued funding for Olympic venues • Renew, maintain, upgrade and develop new competitive venues that are a match for Lake Placid • Improve sporting events for both spectators and participants • Establish/reinforce Lake Placid as a healthy and healthful destination • Open direct, ongoing, communications between tourism and all branches of local government • Strengthen public transportation • Make Lake Placid bicycle friendly for residents and visitors • Add infrastructure to support year-round tourism economy • Market region as place to test oneself against the same challenges world class athletes face

2. Develop a drive to become a greener community and tourism industry

Related Goals:	<ul style="list-style-type: none"> • Protect character of Lake Placid (small town, friendly place to live and visit) • Develop a better partnership between tourism and the community • Reduce congestion from visitor traffic • Manage tourism growth and support community's effort to manage community growth • Improve quality of life for all residents • Contribute to a reasonable cost of living for Lake Placid residents • Reduce tourism's negative impacts and engineer positive benefits on the park • Be a greener destination
Action:	Develop a drive to become a leadership green community and tourism industry, showcasing moves towards a greener destination and using marketing to showcase progress and results
Responsible Players:	Jen Holderied, Kate Fish, LP Beautification, ORDA
Timeline:	One year
Expected Outcomes:	<ul style="list-style-type: none"> • Lake Placid has a more sustainable future • Lake Placid is able to better compete for visitors • Lake Placid's visitors go home, more determined to reduce their own impacts
Notes and Details:	<ul style="list-style-type: none"> • Develop a drive to become a greener community and tourism industry <ul style="list-style-type: none"> ○ Facilitate programs to support industry greening ○ Become a greener and carbon-neutral community (Lake Placid) <ul style="list-style-type: none"> ▪ Work with government to institute green policies in Lake Placid ▪ Facilitate education (adults and in schools) ▪ Reduce carbon usage by tourism industry in Lake Placid ○ Create greening incentives <ul style="list-style-type: none"> ▪ Water ▪ Energy ▪ Recycling ▪ Reduction of paper consumption ▪ Organic and locally produced ▪ Other impact reductions ○ Join or create certification programs related to greening ○ Grow "green products and experiences" ○ Develop tools to educate visitors before and after arrival ○ Secure funding to support tourism's impact mitigation, greening initiatives, conservation efforts and infrastructure development (and maintenance)

	<ul style="list-style-type: none"> ○ Use marketing to showcase green progress and promote the destination as green
<i>Related Actions:</i>	<ul style="list-style-type: none"> ● Open a direct and ongoing channel of communications between the tourism community and local government ● Forge a proactive partnership among tourism, conservation, and park management ● Manage growth of industry and support community efforts to manage growth ● Evolve all lodging products to be more current, competitive and green ● Showcase moves toward a greener destination

2a. Establish/reinforce Lake Placid as a healthy and healthful destination

Related Goals:	<ul style="list-style-type: none"> • Protect character of Lake Placid (small town, friendly place to live and visit) • Improve quality of life for all residents • Build a year-round economy • Improve visitor experience • Achieve a balance among event-related, recreational, and leisure tourism patronage
Action:	Establish/reinforce Lake Placid as a healthy and healthful destination
Responsible Players:	Jen Holderied, Kate Fish, LP Beautification, ORDA, LPECVB
Timeline:	Ongoing
Expected Outcomes:	A new wave of health-oriented visitors, events, conferences
Notes and Details:	Needs to be backed up with healthful dining, great bike and walking routes, and associated retail
Related Actions:	<ul style="list-style-type: none"> • Destination support for continued funding for Olympic venues • Develop a drive to become a greener community and tourism industry • Forge a proactive partnership among tourism, conservation, and park management • Improve Lake Placid dining experience • Make Lake Placid bicycle friendly for residents and visitors • Improve public access to waterways • Create a paved bike lane on the Ironman route and other routes • Repair the walk around Mirror Lake • Find opportunities in current economic crisis to build relationships with new visitors • Establish/reinforce LP as a healthy and healthful destination • Showcase moves toward a greener destination • Use marketing to reinforce Lake Placid's association with competitive sports • Market region as place to test oneself against the same challenges world class athletes face (and on the same courses/equipment)

3. Facilitate tourism education for community

Related Goals:	<ul style="list-style-type: none"> • Protect character of Lake Placid (small town, friendly place to live and visit) • Develop a better partnership between tourism and the community • Manage tourism growth and support community's effort to manage community growth • Improve quality of life for all residents • Become a factor in helping Lake Placid achieve affordable housing • Recreate passion/engage community • Regain community support for events • Contribute to a reasonable cost of living for Lake Placid residents • Bring tourism's energy and resources to support making Lake Placid a more youth-friendly and youth-oriented community
Action:	<ul style="list-style-type: none"> • Facilitate tourism education for community and create ongoing stream of public information that demonstrates the good tourism does for residents and quality of life
Responsible Players:	(Mary Jane Lawrence to take lead) LPECVB, Merchants Assoc., Schools, LP News/Editor
Timeline:	One year
Expected Outcomes:	<ul style="list-style-type: none"> • Residents understand the role of tourism in their community • Development of a tolerance for those moments when an event temporarily overwhelms Lake Placid • Residents better able to make tourism work for them • Residents feel listened to • Residents feel positive impacts of tourism on Lake Placid
Notes and Details:	<ul style="list-style-type: none"> • Start at school age • Need to develop a channel for communications • Need to be credible, but constant in talking about the benefits of tourism

<p>Related Actions:</p>	<ul style="list-style-type: none"> • Facilitate tourism education for community • Hospitality training • Open a direct and ongoing channel of communications between the tourism community and local government • Develop a drive to become a greener community and tourism industry • Manage growth of industry and support community efforts to manage growth • Make tourism a factor in the success of local schools • Bring the tourism community behind a day care solution for Lake Placid • Add tourism's energy and resources to the push for affordable housing • Strengthen public transportation • Make Lake Placid bicycle friendly for residents and visitors • Work on traffic routing to reduce congestion
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3a. Hospitality training

Related Goals:	<ul style="list-style-type: none"> • Protect character of Lake Placid (small town, friendly place to live and visit) • Develop a better partnership between tourism and the community • Improve quality of life for all residents • Build a year-round economy • Regain community support for events • Raise spending per arrival • Improve visitor experience
Action:	Hospitality training
Responsible Players:	(Mary Jane Lawrence to take lead) LPECVB, Merchants Assoc., Schools, LP News/Editor
Timeline:	One year
Expected Outcomes:	<ul style="list-style-type: none"> • Increases the likelihood of positive interactions with visitors • Improves visitor experience • Helps Lake Placid be more competitive • Develops relationships between visitors and Lake Placid that lead to repeat and referral tourism
Notes and Details:	<ul style="list-style-type: none"> • Everyone in Lake Placid that ever interfaces visitors (on the job or in general) should be given the opportunity to participate • Needs to be repeated regularly and frequently • Should co-develop with rest of Essex County
Related Actions:	<ul style="list-style-type: none"> • Facilitate tourism education for community • Make tourism a factor in the success of local schools • Work with nearby communities to “raise” regional success in tourism • Improve Lake Placid dining experience • Improve Lake Placid retail • Evolve all lodging products to be more current, competitive and green • Find opportunities in current economic crisis to build relationships with new visitors

3b. Open direct communications between tourism and local government

<p>Related Goals:</p>	<ul style="list-style-type: none"> • Protect character of Lake Placid (small town, friendly place to live and visit) • Develop a better partnership between tourism and the community • Reduce congestion from visitor traffic • Manage tourism growth and support community's effort to manage community growth • Improve quality of life for all residents • Become a factor in helping Lake Placid achieve affordable housing • Build a year-round economy • Recreate passion/engage community • Strengthen facilities and programs related to competitive events • Regain community support for events • Contribute to a reasonable cost of living for Lake Placid residents • Improve visitor experience • Bring tourism's energy and resources to support making Lake Placid a more youth-friendly and youth-oriented community
<p>Action:</p>	<ul style="list-style-type: none"> • Open a direct and ongoing channel of communications between the tourism community and local government <ul style="list-style-type: none"> ○ Help government understand how to work with tourism for mutual benefit ○ Open dialogue with all municipal departments to improve visitor experience and make tourism a better municipal partner ○ Rally tourism behind public infrastructure actions
<p>Responsible Players:</p>	<p>(Mary Jane Lawrence to take lead) LPECVB, Merchants Assoc., Schools, LP News/Editor</p>
<p>Timeline:</p>	<p>Six months</p>
<p>Expected Outcomes:</p>	<ul style="list-style-type: none"> • Better understanding on both sides • Able to jointly develop initiatives and infrastructure projects that benefit both tourism and community • Undo misunderstandings quickly • Improve visitor experience • Mitigate tourism impacts
<p>Notes and Details:</p>	<p>This needs to be an open and frequently used two way communication channel</p>

<p>Related Actions:</p>	<ul style="list-style-type: none"> • Open a direct and ongoing channel of communications between the tourism community and local government • Build a new sports council • Evolve the retail district • Develop a drive to become a greener community and tourism industry • Manage growth of industry and support community efforts to manage growth • Make tourism a factor in the success of local schools • Work with nearby communities to “raise” regional success in tourism • Bring the tourism community behind a day care solution for Lake Placid • Add tourism’s energy and resources to the push for affordable housing • Strengthen public transportation • Make Lake Placid bicycle friendly for residents and visitors • Work on traffic routing to reduce congestion • Upgrade arrival routes and tourism corridors • Improve public access to waterways • Create a paved bike lane on the Ironman route and other routes • Repair the walk around Mirror Lake • Add infrastructure to support year-round tourism economy • Establish an ongoing “Lake Placid Tourism Council” led by the Essex County/Lake Placid Convention and Visitors Bureau
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3c. Bring the tourism community behind a day care solution for Lake Placid

Related Goals:	<ul style="list-style-type: none"> • Protect character of Lake Placid (small town, friendly place to live and visit) • Develop a better partnership between tourism and the community • Manage tourism growth and support community's effort to manage community growth • Improve quality of life for all residents • Become a factor in helping Lake Placid achieve affordable housing • Build a year-round economy • Contribute to a reasonable cost of living for Lake Placid residents • Bring tourism's energy and resources to support making Lake Placid a more youth-friendly and youth-oriented community
Action:	Bring the tourism community behind a day care solution for Lake Placid
Responsible Players:	Mary Jane Lawrence
Timeline:	Six months
Expected Outcomes:	<ul style="list-style-type: none"> • A functional day care makes it easier to residents to take tourism responsibilities – and makes them more dependable employees • It is an easy step to take to show that tourism cares about community and employees
Notes and Details:	Tourism is the largest employer in Lake Placid – and it should contribute to the solution of this problem
Related Actions:	<ul style="list-style-type: none"> • Open a direct and ongoing channel of communications between the tourism community and local government • Manage growth of industry and support community efforts to manage growth • Make tourism a factor in the success of local schools • Add tourism's energy and resources to the push for affordable housing • Strengthen public transportation • Make Lake Placid bicycle friendly for residents and visitors • Work on traffic routing to reduce congestion • Fill gaps and valleys to achieve true year-round economy

3d. Add tourism's energy and resources to push for affordable housing

Related Goals:	<ul style="list-style-type: none"> • Protect character of Lake Placid (small town, friendly place to live and visit) • Develop a better partnership between tourism and the community • Manage tourism growth and support community's effort to manage community growth • Improve quality of life for all residents • Become a factor in helping Lake Placid achieve affordable housing • Build a year-round economy • Contribute to a reasonable cost of living for Lake Placid residents • Bring tourism's energy and resources to support making Lake Placid a more youth-friendly and youth-oriented community
Action:	Add tourism's energy and resources to the push for affordable housing
Responsible Players:	(Mary Jane Lawrence to take lead) LPECVB, Merchants Assoc., Schools, LP News/Editor
Timeline:	Six months, then ongoing
Expected Outcomes:	Tourism employees (and others) find affordable housing readily available as they seek jobs in Lake Placid
Notes and Details:	Tourism, as the largest employer, has a vested interest in solving this issue in a way that helps employees become members of the community – and have successful lives on tourism salaries
Related Actions:	<ul style="list-style-type: none"> • Open a direct and ongoing channel of communications between the tourism community and local government • Develop a drive to become a greener community and tourism industry • Manage growth of industry and support community efforts to manage growth • Make tourism a factor in the success of local schools • Bring the tourism community behind a day care solution for Lake Placid • Strengthen public transportation • Make Lake Placid bicycle friendly for residents and visitors • Work on traffic routing to reduce congestion • Improve public access to waterways • Repair the walk around Mirror Lake

3e. Make tourism a factor in the success of local schools

Related Goals:	<ul style="list-style-type: none"> • Protect character of Lake Placid (small town, friendly place to live and visit) • Develop a better partnership between tourism and the community • Manage tourism growth and support community's effort to manage community growth • Improve quality of life for all residents • Become a factor in helping Lake Placid achieve affordable housing • Build a year-round economy • Contribute to a reasonable cost of living for Lake Placid residents • Bring tourism's energy and resources to support making Lake Placid a more youth-friendly and youth-oriented community
Action:	<ul style="list-style-type: none"> • Make tourism a factor in the success of local schools <ul style="list-style-type: none"> ○ Help increase number of students enrolled ○ Cultivate a relationship between students and competitive sports
Responsible Players:	(Mary Jane Lawrence to take lead) LPECVB, Merchants Assoc., Schools, LP News/Editor
Timeline:	Six months, then ongoing
Expected Outcomes:	<ul style="list-style-type: none"> • As tourism becomes a more solid year-round employer, young families are able to come to or stay in Lake Placid, providing new students for the school system • Students are able to capitalize on the great opportunity of growing up in Lake Placid's world class competitive sports destination
Notes and Details:	<ul style="list-style-type: none"> • Tourism has a lot to give • Students can become volunteers – that should be handled as an opportunity, not an obligation
Related Actions:	<ul style="list-style-type: none"> • Facilitate tourism education for community • Open a direct and ongoing channel of communications between the tourism community and local government • Develop a drive to become a greener community and tourism industry • Manage growth of industry and support community efforts to manage growth • Make tourism a factor in the success of local schools • Bring the tourism community behind a day care solution for Lake Placid • Add tourism's energy and resources to the push for affordable housing • Repair the walk around Mirror Lake

4. Manage growth

Related Goals:	<ul style="list-style-type: none"> • Protect character of Lake Placid (small town, friendly place to live and visit) • Develop a better partnership between tourism and the community • Reduce congestion from visitor traffic • Manage tourism growth and support community's effort to manage community growth • Improve quality of life for all residents • Build a year-round economy • Raise spending per arrival • Contribute to a reasonable cost of living for Lake Placid residents • Reduce tourism's negative impacts and engineer positive benefits on the park • Be a greener destination
Action:	<ul style="list-style-type: none"> • Manage smart growth of industry and support community efforts to manage growth
Responsible Players:	LPECVB, Smart Growth, Realtors, Joint Review Board
Timeline:	Ongoing
Expected Outcomes:	Tourism can grow profits while reducing negative consequences for those who live in Lake Placid
Notes and Details:	<ul style="list-style-type: none"> • It's important to measure tourism success in revenues rather than quantities of visitors • Seek more spending per arrival rather than larger visitor peak counts • Manage peak days • Grow by filling in gaps, creating more value for the product, and recruiting higher spending visitors
Related Actions:	<ul style="list-style-type: none"> • Open a direct and ongoing channel of communications between the tourism community and local government • Develop a drive to become a greener community and tourism industry • Forge a proactive partnership among tourism, conservation, and park management • Make tourism a factor in the success of local schools • Work with nearby communities to "raise" regional success in tourism • Bring the tourism community behind a day care solution for Lake Placid • Strengthen public transportation • Make Lake Placid bicycle friendly for residents and visitors • Work on traffic routing to reduce congestion • Showcase moves toward a greener destination

4a. Forge a partnership among tourism, conservation, and Park management, and Joint Review Board	
Related Goals:	<ul style="list-style-type: none"> • Protect character of Lake Placid (small town, friendly place to live and visit) • Develop a better partnership between tourism and the community • Manage tourism growth and support community's effort to manage community growth • Improve quality of life for all residents • Strengthen the Adirondack side of the Lake Placid brand • Reduce tourism's negative impacts and engineer positive benefits on the park • Be a greener destination • Improve visitor experience • Achieve a balance among event-related, recreational, and leisure tourism patronage
Action:	Forge a proactive partnership among tourism, Conservationists, Park Management and Joint Review Board
Responsible Players:	LPECVB, Smart Growth, Realtors, Joint Review Board
Timeline:	Six months, then ongoing
Expected Outcomes:	<ul style="list-style-type: none"> • Adirondack Park is managed sustainably, providing the basis for Adirondack lifestyles and Lake Placid's tourism economy well into the future • Tourism decisions (by both destination and individual businesses) will be made in an environment of understanding • Adirondack Park can count on the tourism industry as a partner, rallying to its defense and becoming an army of energy when needed • Tourism will not ask to do that which is in conflict with park management • Tourism will actively mitigate impacts • Adirondack Park will manage tourism activities with a priority for the long term health of the resources
Notes and Details:	This takes a lot of listening and flexibility – but the payback is enormous

Related Actions:	<ul style="list-style-type: none">• Open a direct and ongoing channel of communications between the tourism community and local government• Develop a drive to become a greener community and tourism industry• Forge a proactive partnership among tourism, conservation, and park management• Manage growth of industry and support community efforts to manage growth• Evolve all lodging products to be more current, competitive and green• Strengthen public transportation• Improve public access to waterways• Create a paved bike lane on the Ironman route and other routes• Showcase moves toward a greener destination• Market the Adirondack strengths of Lake Placid
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4b. Strengthen public transportation	
Related Goals:	<ul style="list-style-type: none"> • Protect character of Lake Placid (small town, friendly place to live and visit) • Develop a better partnership between tourism and the community • Reduce congestion from visitor traffic • Manage tourism growth and support community's effort to manage community growth • Improve quality of life for all residents • Build a year-round economy • Contribute to a reasonable cost of living for Lake Placid residents • Be a greener destination • Improve visitor experience
Action:	<ul style="list-style-type: none"> • Strengthen public transportation <ul style="list-style-type: none"> ○ Solidify social and economic support ○ Increase local patronage ○ Extend routes ○ Introduce trolley to visitors before they arrive ○ Get visitors on trolley sooner after they arrive
Responsible Players:	LPECVB, Smart Growth, Realtors, Joint Review Board
Timeline:	Two years
Expected Outcomes:	<ul style="list-style-type: none"> • Visitors and residents are able to move around Lake Placid and between Lake Placid and neighboring communities without using private vehicles • Reduction of congestion • People are able to take tourism jobs in Lake Placid while living in neighboring communities, without the costs of driving • Region is poised to deliver tourism in an era when personal vehicles are not the main mode of transportation
Notes and Details:	As many benefits for residents as visitors

<p>Related Actions:</p>	<ul style="list-style-type: none"> • Facilitate tourism education for community • Open a direct and ongoing channel of communications between the tourism community and local government • Evolve the retail district • Develop a drive to become a greener community and tourism industry • Forge a proactive partnership among tourism, conservation, and park management • Manage growth of industry and support community efforts to manage growth • Work with nearby communities to “raise” regional success in tourism • Bring the tourism community behind a day care solution for Lake Placid • Add tourism’s energy and resources to the push for affordable housing • Make Lake Placid bicycle friendly for residents and visitors • Work on traffic routing to reduce congestion • Upgrade arrival routes and tourism corridors • Facilitate better air and train access to Lake Placid • Add infrastructure to support year-round tourism economy
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4c. Make Lake Placid bicycle friendly

Related Goals:	<ul style="list-style-type: none"> • Protect character of Lake Placid (small town, friendly place to live and visit) • Develop a better partnership between tourism and the community • Reduce congestion from visitor traffic • Manage tourism growth and support community's effort to manage community growth • Improve quality of life for all residents • Contribute to a reasonable cost of living for Lake Placid residents • Be a greener destination • Improve visitor experience • Achieve a balance among event-related, recreational, and leisure tourism patronage • Bring tourism's energy and resources to support making Lake Placid a more youth-friendly and youth-oriented community
Action:	Make Lake Placid bicycle friendly for residents and visitors
Responsible Players:	Brian Delaney
Timeline:	Two years
Expected Outcomes:	Visitors and residents are able to move about Lake Placid by bicycle safely, and have places to securely park bicycles when they stop
Notes and Details:	A big match for the outdoor healthy lifestyle
Related Actions:	<ul style="list-style-type: none"> • Open a direct and ongoing channel of communications between the tourism community and local government • Evolve the retail district • Develop a drive to become a greener community and tourism industry • Manage growth of industry and support community efforts to manage growth • Strengthen public transportation • Work on traffic routing to reduce congestion • Upgrade arrival routes and tourism corridors • Create a paved bike lane on the Ironman route and other routes

4d. Add infrastructure to support year-round tourism economy

Related Goals:	<ul style="list-style-type: none"> • Protect character of Lake Placid (small town, friendly place to live and visit) • Develop a better partnership between tourism and the community • Manage tourism growth and support community's effort to manage community growth • Improve quality of life for all residents • Become a factor in helping Lake Placid achieve affordable housing • Build a year-round economy • Contribute to a reasonable cost of living for Lake Placid residents • Improve visitor experience • Achieve a balance among event-related, recreational, and leisure tourism patronage
Action:	Add infrastructure to support year-round tourism economy
Responsible Players:	LPECVB, Smart Growth, Realtors, Joint Review Board
Timeline:	Ongoing
Expected Outcomes:	New infrastructure, coupled with focused marketing efforts, will enable Lake Placid to develop a true year-round tourism economy. This will mean that tourism businesses can employ employees for multiple years, giving them a chance to stay around and become members of the community. Multiple year employees raise the quality of the visitor experience. A year-round flow of revenues into the destination is valuable, as most tourism businesses have year-round expenses.
Notes and Details:	

<p>Related Actions:</p>	<ul style="list-style-type: none"> • Destination support for continued funding for Olympic venues • Open a direct and ongoing channel of communications between the tourism community and local government • Evolve the retail district • Manage growth of industry and support community efforts to manage growth • Improve Lake Placid dining experience • Improve Lake Placid retail • Improve Lake Placid nightlife • Improve sporting events for both spectators and participants • Renew, maintain, upgrade, and develop new competitive venues • Strengthen public transportation • Make Lake Placid bicycle friendly for residents and visitors • Work on traffic routing to reduce congestion • Upgrade arrival routes and tourism corridors • Improve public access to waterways • Facilitate better air and train access to Lake Placid • Create a paved bike lane on the Ironman route and other routes • Repair the walk around Mirror Lake • Fill gaps and valleys to achieve true year-round economy
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4e. Incubate and attract new tourism businesses and investment

Related Goals:	<ul style="list-style-type: none"> • Protect character of Lake Placid (small town, friendly place to live and visit) • Develop a better partnership between tourism and the community • Reduce congestion from visitor traffic • Manage tourism growth and support community's effort to manage community growth • Improve quality of life for all residents • Become a factor in helping Lake Placid achieve affordable housing • Build a year-round economy • Raise spending per arrival • Contribute to a reasonable cost of living for Lake Placid residents • Be a greener destination • Improve visitor experience • Achieve a balance among event-related, recreational, and leisure tourism patronage
Action:	Incubate and attract new tourism businesses and investment
Responsible Players:	LPECVB, Smart Growth, Realtors, Joint Review Board
Timeline:	Ongoing
Expected Outcomes:	<ul style="list-style-type: none"> • Higher chances that new tourism businesses will survive and thrive • Good atmosphere to encourage investment in new businesses • Builds a stronger relationship among local businesses
Notes and Details:	Some of the incubation actions can be accomplished with retired volunteers
Related Actions:	<ul style="list-style-type: none"> • Open a direct and ongoing channel of communications between the tourism community and local government • Develop a drive to become a greener community and tourism industry • Manage growth of industry and support community efforts to manage growth • Improve Lake Placid dining experience • Improve Lake Placid retail • Improve Lake Placid nightlife • Upgrade arrival routes and tourism corridors • Add infrastructure to support year-round tourism economy • Fill gaps and valleys to achieve true year-round economy • Establish a base-line of data on visitor quantities, spending, demographics, broken down by season • Track changes in visitor quantities, spending, demographics

5. Brand and market Lake Placid for all entities to buy into

Related Goals:	<ul style="list-style-type: none"> • Protect character of Lake Placid (small town, friendly place to live and visit) • Develop a better partnership between tourism and the community • Build a year-round economy • Strengthen the Adirondack side of the Lake Placid brand • Raise spending per arrival • Achieve a balance among event-related, recreational, and leisure tourism patronage
Action:	Brand and market Lake Placid for all entities to buy into
Responsible Players:	LPECVB/Kathy Phofl, ORDA, Merchants Assoc, Ad Workshop
Timeline:	Six months, Ongoing, Renewal of Brand Process in 5 Years
Expected Outcomes:	Lake Placid is able to succeed with several important target markets – and the various segments of the Lake Placid tourism economy see themselves as represented
Notes and Details:	Cover all the important facets of Lake Placid tourism in brand identity
Related Actions:	<ul style="list-style-type: none"> • Add infrastructure to support year-round tourism economy • Fill gaps and valleys to achieve true year-round economy • Balance drive market with some fly market • Find opportunities in current economic crisis to build relationships with new visitors • Increase percentage of “leisure” travelers • Establish/reinforce LP as a healthy and healthful destination • Use marketing to support air and train arrivals • Showcase moves toward a greener destination • Continue to pursue sporting events that are a match for Lake Placid • Use marketing to reinforce Lake Placid’s association with competitive sports • Market region as place to test oneself against the same challenges world class athletes face (and on the same courses/equipment) • Market the Adirondack strengths of Lake Placid

5a. Fill gaps to achieve true year-round economy

Related Goals:	<ul style="list-style-type: none"> • Protect character of Lake Placid (small town, friendly place to live and visit) • Develop a better partnership between tourism and the community • Reduce congestion from visitor traffic • Manage tourism growth and support community's effort to manage community growth • Improve quality of life for all residents • Become a factor in helping Lake Placid achieve affordable housing • Build a year-round economy • Contribute to a reasonable cost of living for Lake Placid residents • Achieve a balance among event-related, recreational, and leisure tourism patronage
Action:	<ul style="list-style-type: none"> • Fill gaps and valleys to achieve true year-round economy
Responsible Players:	LPECVB/Kathy Phofl, ORDA, Merchants Assoc, Ad Workshop
Timeline:	Ongoing
Expected Outcomes:	New infrastructure, coupled with focused marketing efforts, will enable Lake Placid to develop a true year-round tourism economy. This will mean that tourism businesses can employ employees for multiple years, giving them a chance to stay around and become members of the community. Multiple year employees raise the quality of the visitor experience. A year-round flow of revenues into the destination is valuable, as most tourism businesses have year-round expenses.
Notes and Details:	It will take a combination of various targets, focused marketing, and strategic events to accomplish this flow.

<p>Related Actions:</p>	<ul style="list-style-type: none"> • Evolve the retail district • Manage growth of industry and support community efforts to manage growth • Improve Lake Placid dining experience • Improve Lake Placid retail • Improve Lake Placid nightlife • Add tourism’s energy and resources to the push for affordable housing • Evolve all lodging products to be more current, competitive and green • Renew, maintain, upgrade, and develop new competitive venues • Strengthen public transportation • Make Lake Placid bicycle friendly for residents and visitors • Work on traffic routing to reduce congestion • Upgrade arrival routes and tourism corridors • Improve public access to waterways • Facilitate better air and train access to Lake Placid • Repair the walk around Mirror Lake • Add infrastructure to support year-round tourism economy • Balance drive market with some fly market • Find opportunities in current economic crisis to build relationships with new visitors • Increase percentage of “leisure” travelers • Engage in cutting edge electronic marketing techniques • Establish/reinforce LP as a healthy and healthful destination • Use marketing to support air and train arrivals • Showcase moves toward a greener destination • Continue to pursue sporting events that are a match for Lake Placid • Use marketing to reinforce Lake Placid’s association with competitive sports • Market region as place to test oneself against the same challenges world class athletes face (and on the same courses/equipment) • Brand Lake Placid for all entities to buy into • Market the Adirondack strengths of Lake Placid • Establish a base-line of data on visitor quantities, spending, demographics, broken down by season • Track changes in visitor quantities, spending, demographics
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5b. Find opportunities to build relationships with new visitor groups

Related Goals:	<ul style="list-style-type: none"> • Build a year-round economy • Raise spending per arrival • Achieve a balance among event-related, recreational, and leisure tourism patronage
Action:	Find opportunities to build relationships with new visitors
Responsible Players:	LPECVB/Kathy Phofl, ORDA, Merchants Assoc, Ad Workshop
Timeline:	Ongoing
Expected Outcomes:	Lake Placid can build new relationships that pay in repeat and referral tourism for years
Notes and Details:	When tough economic times disrupt tourism patterns there is a unique opportunity to create new relationships with new travelers
Related Actions:	<ul style="list-style-type: none"> • Fill gaps and valleys to achieve true year-round economy • Balance drive market with some fly market • Increase percentage of “leisure” travelers • Engage in cutting edge electronic marketing techniques • Establish/reinforce LP as a healthy and healthful destination • Use marketing to support air and train arrivals • Showcase moves toward a greener destination • Continue to pursue sporting events that are a match for Lake Placid • Use marketing to reinforce Lake Placid’s association with competitive sports • Market region as place to test oneself against the same challenges world class athletes face (and on the same courses/equipment) • Brand Lake Placid for all entities to buy into • Market the Adirondack strengths of Lake Placid

5c. Increase percentage of “leisure” travelers

Related Goals:	<ul style="list-style-type: none"> • Build a year-round economy • Strengthen the Adirondack side of the Lake Placid brand • Raise spending per arrival • Achieve a balance among event-related, recreational, and leisure tourism patronage
Action:	Increase percentage of “leisure” travelers
Responsible Players:	LPECVB/Kathy Phofl, ORDA, Merchants Assoc, Ad Workshop
Timeline:	Two years
Expected Outcomes:	<ul style="list-style-type: none"> • Multi-targeted tourism economy is more resilient • Leisure travelers tend to stay longer and spend more per day • Lake Placid is able to capitalize on its Adirondack heritage coupled with its competitive image
Notes and Details:	This market segment is important for Lake Placid to recruit
Related Actions:	<ul style="list-style-type: none"> • Forge a proactive partnership among tourism, conservation, and park management • Manage growth of industry and support community efforts to manage growth • Improve Lake Placid dining experience • Improve Lake Placid retail • Improve Lake Placid nightlife • Evolve all lodging products to be more current, competitive and green • Facilitate better air and train access to Lake Placid • Add infrastructure to support year-round tourism economy • Fill gaps and valleys to achieve true year-round economy • Balance drive market with some fly market • Find opportunities in current economic crisis to build relationships with new visitors • Engage in cutting edge electronic marketing techniques • Establish/reinforce LP as a healthy and healthful destination • Use marketing to support air and train arrivals • Showcase moves toward a greener destination • Market the Adirondack strengths of Lake Placid

5d. Market region as place to test oneself

Related Goals:	<ul style="list-style-type: none"> • Build a year-round economy • Recreate passion/engage community • Strengthen facilities and programs related to competitive events • Regain community support for events • Achieve a balance among event-related, recreational, and leisure tourism patronage • Bring tourism's energy and resources to support making Lake Placid a more youth-friendly and youth-oriented community
Action:	Market region as place to test oneself against the same challenges world class athletes face
Responsible Players:	LPECVB/Kathy Phofl, ORDA, Merchants Assoc, Ad Workshop
Timeline:	Six months
Expected Outcomes:	<ul style="list-style-type: none"> • Lake Placid "owns" the competitive sports image it wants – and can use that image to land the events it wants • Lake Placid creates a significant flow of visitors who come to test themselves on the same courses and infrastructure that the world's top athletes use • This reinforces the image of Lake Placid as a competitive Mecca • This generates spectators for events • These visits are supported by new experience and retail businesses
Notes and Details:	Market region as place to test oneself against the same challenges world class athletes face
Related Actions:	<ul style="list-style-type: none"> • Destination support for continued funding for Olympic venues • Build a new sports council • Build a better system for rewarding volunteers • Improve sporting events for both spectators and participants • Renew, maintain, upgrade, and develop new competitive venues • Continue to pursue sporting events that are a match for Lake Placid • Market region as place to test oneself against the same challenges world class athletes face (and on the same courses/equipment)

5e. Engage in cutting edge electronic marketing techniques

Related Goals:	<ul style="list-style-type: none"> • Build a year-round economy • Raise spending per arrival • Improve visitor experience • Achieve a balance among event-related, recreational, and leisure tourism patronage
Action:	Engage in cutting edge electronic marketing techniques (such as twitter and facebook)
Responsible Players:	LPECVB/Kathy Phofl, ORDA, Merchants Assoc, Ad Workshop
Timeline:	Six months
Expected Outcomes:	<ul style="list-style-type: none"> • Recruitment of techno-savvy travelers (tend to be younger) • Energizing “connected” travelers who are already in Lake Placid
Notes and Details:	<ul style="list-style-type: none"> • Twitter and Facebook are booming in tourism conversion right now • Others will emerge • This market is constantly shifting and will take dedicated attention
Related Actions:	<ul style="list-style-type: none"> • Fill gaps and valleys to achieve true year-round economy • Find opportunities in current economic crisis to build relationships with new visitors • Engage in cutting edge electronic marketing techniques • Establish a base-line of data on visitor quantities, spending, demographics, broken down by season • Track changes in visitor quantities, spending, demographics

5f. Market the Adirondack strengths of Lake Placid

Related Goals:	<ul style="list-style-type: none"> • Protect character of Lake Placid (small town, friendly place to live and visit) • Build a year-round economy • Strengthen the Adirondack side of the Lake Placid brand • Improve visitor experience • Achieve a balance among event-related, recreational, and leisure tourism patronage
Action:	<ul style="list-style-type: none"> • Market the Adirondack strengths of Lake Placid <ul style="list-style-type: none"> ○ Adirondack setting ○ Environment for outdoor activities ○ Products and experiences ○ Adirondack culture and mystique
Responsible Players:	LPECVB/Kathy Phofl, ORDA, Merchants Assoc, Ad Workshop
Timeline:	Six months
Expected Outcomes:	Lake Placid is seen as a true year-round Adirondack destination resort community – and captures the stream of visitors that seek related experiences
Notes and Details:	Balances nicely with the competitive sports market, creating two key strengths
Related Actions:	<ul style="list-style-type: none"> • Evolve the retail district • Develop a drive to become a greener community and tourism industry • Forge a proactive partnership among tourism, conservation, and park management • Work with nearby communities to “raise” regional success in tourism • Make Lake Placid bicycle friendly for residents and visitors • Improve public access to waterways • Repair the walk around Mirror Lake • Fill gaps and valleys to achieve true year-round economy • Balance drive market with some fly market • Find opportunities in current economic crisis to build relationships with new visitors • Increase percentage of “leisure” travelers • Establish/reinforce LP as a healthy and healthful destination • Use marketing to support air and train arrivals • Showcase moves toward a greener destination

5g. Raise regional success in tourism

Related Goals:	<ul style="list-style-type: none"> • Protect character of Lake Placid (small town, friendly place to live and visit) • Develop a better partnership between tourism and the community • Manage tourism growth and support community’s effort to manage community growth • Improve quality of life for all residents • Become a factor in helping Lake Placid achieve affordable housing • Build a year-round economy • Strengthen the Adirondack side of the Lake Placid brand • Raise spending per arrival • Reduce tourism’s negative impacts and engineer positive benefits on the park • Improve visitor experience • Achieve a balance among event-related, recreational, and leisure tourism patronage
Action:	Work with nearby communities to “raise” regional success in tourism
Responsible Players:	LPECVB/Kathy Phofl, ORDA, Merchants Assoc, Ad Workshop
Timeline:	Six months
Expected Outcomes:	Lake Placid and the surrounding Adirondack communities work together to improve visitor experiences, raise demand for Adirondack vacations, and improve profitability
Notes and Details:	As other parts of the Adirondacks raise capacity, the nature of the partnership will change
Related Actions:	<ul style="list-style-type: none"> • Facilitate tourism education for community • Hospitality training • Develop a drive to become a greener community and tourism industry • Forge a proactive partnership among tourism, conservation, and park management • Manage growth of industry and support community efforts to manage growth • Make tourism a factor in the success of local schools • Add tourism’s energy and resources to the push for affordable housing • Strengthen public transportation • Create a paved bike lane on the Ironman route and other routes • Market the Adirondack strengths of Lake Placid

5h. Establish a base-line of data and track changes

Related Goals:	<ul style="list-style-type: none"> • Protect character of Lake Placid (small town, friendly place to live and visit) • Develop a better partnership between tourism and the community • Manage tourism growth and support community's effort to manage community growth • Build a year-round economy • Raise spending per arrival • Reduce tourism's negative impacts and engineer positive benefits on the park • Achieve a balance among event-related, recreational, and leisure tourism patronage
Action:	Establish a base-line of data on visitor quantities, spending, demographics, broken down by season and track changes
Responsible Players:	LPECVB/Kathy Phofl, ORDA, Merchants Assoc, Ad Workshop
Timeline:	One year, ongoing
Expected Outcomes:	<ul style="list-style-type: none"> • If you know where you are at a given point, then you can chart progress • Progress is understandable – and can be used to recruit and justify tourism investment • Residents can see that actions are yielding results • Businesses can spot trends and market into them • Marketers can see the results of actions, and plan future campaigns
Notes and Details:	Primary data is very important – and the collection of it can draw together a set of volunteers and local businesses

<p>Related Actions:</p>	<ul style="list-style-type: none"> • Destination support for continued funding for Olympic venues • Facilitate tourism education for community • Open a direct and ongoing channel of communications between the tourism community and local government • Evolve the retail district • Make tourism a factor in the success of local schools • Improve Lake Placid dining experience • Improve Lake Placid retail • Improve Lake Placid nightlife • Evolve all lodging products to be more current, competitive and green • Balance drive market with some fly market • Increase percentage of “leisure” travelers • Use marketing to reinforce Lake Placid’s association with competitive sports • Track changes in visitor quantities, spending, demographics • Incubate new tourism businesses • Use the completed plan – and Lake Placid’s implementation track record – to attract new tourism investment
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6. Evolve the retail district, dining and lodging to maintain competitiveness

Related Goals:	<ul style="list-style-type: none"> • Improve quality of life for all residents • Build a year-round economy • Raise spending per arrival • Improve visitor experience • Achieve a balance among event-related, recreational, and leisure tourism patronage
Action:	Evolve the retail district, dining and lodging to maintain competitiveness in tourism markets
Responsible Players:	Merchants Association, restaurants, lodging, LPECVB
Timeline:	Ongoing
Expected Outcomes:	<ul style="list-style-type: none"> • Happier visitors • More repeat visits • More referrals • Better ability to compete for visitors • More jobs and business revenues • As lodging and dining improve to compete for a higher spending clientele, retail needs to adjust to offer what the new clientele seek • As Lake Placid markets its Adirondack opportunities harder, visitors will expect more authentic Adirondack retail opportunities (and will be disappointed with international knock-offs of Adirondack crafts) • After visitors have a great outdoor day, they can engage in Lake Placid nightlife – spawning longer stays, repeat and referral, better spending for retail, and more interest in quality dining
Notes and Details:	<ul style="list-style-type: none"> • Lake Placid ranks below its competitive set on dining at this point • If you are selling an Adirondack experience, a view is important when you dine • Local retail is very skilled at adjusting to changing event clientele • Nightlife needs to reinforce destination themes and resonate with target markets

<i>Related Actions:</i>	<ul style="list-style-type: none">• Evolve the retail district• Improve Lake Placid retail• Improve Lake Placid nightlife• Evolve all lodging products to be more current, competitive and green• Strengthen public transportation• Work on traffic routing to reduce congestion• Upgrade arrival routes and tourism corridors• Repair the walk around Mirror Lake• Add infrastructure to support year-round tourism economy• Fill gaps and valleys to achieve true year-round economy• Establish/reinforce LP as a healthy and healthful destination• Market the Adirondack strengths of Lake Placid
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6a. Move towards being a green destination

Related Goals:	<ul style="list-style-type: none"> • Protect character of Lake Placid (small town, friendly place to live and visit) • Develop a better partnership between tourism and the community • Reduce congestion from visitor traffic • Manage tourism growth and support community's effort to manage community growth • Improve quality of life for all residents • Contribute to a reasonable cost of living for Lake Placid residents • Reduce tourism's negative impacts and engineer positive benefits on the park • Be a greener destination
Action:	Move towards being a green destination
Responsible Players:	Merchants Association, restaurants, lodging, LPECVB
Timeline:	One year, ongoing
Expected Outcomes:	<ul style="list-style-type: none"> • Lake Placid has a more sustainable future • Lake Placid is able to better compete for visitors • Lake Placid's visitors go home, more determined to reduce their own impacts
Notes and Details:	<ul style="list-style-type: none"> • Develop a drive to become a greener community and tourism industry <ul style="list-style-type: none"> ○ Facilitate programs to support industry greening ○ Become a greener and carbon-neutral community (Lake Placid) <ul style="list-style-type: none"> ▪ Work with government to institute green policies in Lake Placid ▪ Facilitate education (adults and in schools) ▪ Reduce carbon usage by tourism industry in Lake Placid ○ Create greening incentives <ul style="list-style-type: none"> ▪ Water ▪ Energy ▪ Recycling ▪ Reduction of paper consumption ▪ Organic and locally produced ▪ Other impact reductions ○ Join or create certification programs related to greening ○ Grow "green products and experiences" ○ Develop tools to educate visitors before and after arrival ○ Secure funding to support tourism's impact mitigation, greening initiatives, conservation efforts and infrastructure development (and maintenance) ○ Use marketing to showcase green progress and promote the destination as green

<i>Related Actions:</i>	<ul style="list-style-type: none">• Open a direct and ongoing channel of communications between the tourism community and local government• Forge a proactive partnership among tourism, conservation, and park management• Manage growth of industry and support community efforts to manage growth• Evolve all lodging products to be more current, competitive and green• Showcase moves toward a greener destination
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6b. Improve Lake Placid nightlife

Related Goals:	<ul style="list-style-type: none"> • Protect character of Lake Placid (small town, friendly place to live and visit) • Develop a better partnership between tourism and the community • Manage tourism growth and support community's effort to manage community growth • Improve quality of life for all residents • Build a year-round economy • Raise spending per arrival • Improve visitor experience • Achieve a balance among event-related, recreational, and leisure tourism patronage
Action:	Improve Lake Placid nightlife
Responsible Players:	Merchants Association, restaurants, lodging, LPECVB
Timeline:	Ongoing
Expected Outcomes:	After visitors have a great outdoor day, they can engage in Lake Placid nightlife – spawning longer stays, repeat and referral, better spending for retail, and more interest in quality dining
Notes and Details:	Needs to reinforce destination themes and resonate with target markets
Related Actions:	<ul style="list-style-type: none"> • Open a direct and ongoing channel of communications between the tourism community and local government • Evolve the retail district • Improve Lake Placid dining experience • Improve Lake Placid retail • Improve sporting events for both spectators and participants • Strengthen public transportation • Work on traffic routing to reduce congestion • Upgrade arrival routes and tourism corridors • Add infrastructure to support year-round tourism economy • Fill gaps and valleys to achieve true year-round economy

7. Facilitate better air and train access to Lake Placid

Related Goals:	<ul style="list-style-type: none"> • Improve quality of life for all residents • Build a year-round economy • Raise spending per arrival • Contribute to a reasonable cost of living for Lake Placid residents • Improve visitor experience • Achieve a balance among event-related, recreational, and leisure tourism patronage
Action:	Facilitate better air and train access and balance with the drive market to Lake Placid and use marketing to showcase those options
Responsible Players:	LPECVB
Timeline:	One year, ongoing
Expected Outcomes:	<ul style="list-style-type: none"> • More visitors arrive by airplane and train • Lake Placid has more opportunities with markets that are further away • Lake Placid has more opportunities with people who come without vehicles or rent vehicles at the point of arrival by plane or car
Notes and Details:	<ul style="list-style-type: none"> • This can be helped by packaging • Requires partnerships between car rental companies and local lodging • Encourages guided tourism
Related Actions:	<ul style="list-style-type: none"> • Develop a drive to become a greener community and tourism industry • Forge a proactive partnership among tourism, conservation, and park management • Strengthen public transportation • Add infrastructure to support year-round tourism economy • Balance drive market with some fly market • Find opportunities in current economic crisis to build relationships with new visitors • Use marketing to support air and train arrivals

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Appendix

Tourism Council

The tourism council becomes the entity charged with guiding the future of tourism for the destination.

- Executing the DMP
- Renewing the DMP
- Identify necessary types of businesses to succeed
- Building support with government and community for public sector investment and infrastructure
- Partnering with nearby destinations, the county, and Adirondack Park
- Working closely with Essex County Visitors Bureau

The strength of the tourism council comes from building a momentum among government, community members and businesses to achieve those actions which move the destination toward goals outlined in the Destination Master Plan, which is shared openly with the community.

Mission Statement

The Tourism Council will draw on the public/private partnership of its membership and the destination to guide tourism to be more profitable, to contribute to our quality of life, to protect the natural and cultural assets that tourism depends upon, and to deliver great experiences for our visitors.

Guiding Principles

- Seeks tourism that is
 - Good for local businesses
 - Good for the community
 - Takes care of Adirondack Park
 - A great experience for visitors
- Strengthening public/private partnerships that help generate year-round employment
- Working collaboratively to raise the “value” of a County wide destination
- Recognition that tourism products are the product of private investment

Policies and Procedures

1. Membership - a balance of public, community, and tourism business interests
 - a. As vacancies occur, the council will actively recruit to regain that balance
2. Meetings will be scheduled as they are needed

3. Progress will be made by leading businesses and community toward goals that are widely endorsed.
4. Focus of the Tourism Council is on execution of the DMP, except for annual discussions on revision and renewal
5. "Keeper of the Plan" provides administrative function to the Tourism Council