

Warren County Tourism Study

May 26, 2022



Table of Contents

Executive Summary, Study Purpose & Orientation

- 1) Warren County Destination Profile
- 2) Competitive Destination Overview
- 3) Year-Round Destination Profiles & Best Practices
- 4) Spring, Summer, Fall Destination Profiles & Best Practices
- 5) Winter Destination Profiles & Best Practices
- 6) Appendix: Economic & Demographic Analysis

Project Orientation

Warren County engaged Hunden Strategic Partners to conduct a tourism analysis for the County, as well as competitive destinations in the northeast and across the country. HSP will provide competitor market data to help formulate a dashboard for future data tracking and benchmarking. HSP's analysis intends to answer the following key questions:

- For Warren County and for the competitive destinations, who are the visitor populations?
- Which summer and winter destinations are most competitive with Warren County?
- For the summer and winter destinations, which have shown the greatest growth over the past five years?
- What are Warren County's top five competitor destinations spending on marketing and advertising? How are they investing marketing dollars (to reach group travel versus leisure)?
- What metrics do competitive destinations use to track success and growth?
- What best practices have these destinations followed to cultivate growth that is faster than their competitors?



Competitive Vacation Destinations

HSP analyzed Warren County’s indicated competitive destinations to understand how they fare and navigate the different seasons. By first understanding the destination and their practices, best practices and takeaways from each destination will be provided.

| Competitive Vacation Destinations | |
|---|--|
| Year-Round | |
| Essex & Hamilton County/Lake Placid, NY | |
| Saratoga Springs, NY | |
| Albany, NY | |
| Spring, Summer, Fall | |
| Hershey, PA | |
| Finger Lakes, NY | |
| Cape Cod, MA | |
| Hampton Beach, NH | |
| Atlantic City, NJ | |
| Winter | |
| Watertown, NY | |
| Woodstock, NH | |
| Stowe, VT | |
| Rutland, VT | |
| Daytona Beach, FL | |

Source: Hunden Strategic Partners



Ranking Competitors

HSP generated a competitive score for each of the identified locations. Scores are based on HSP’s analysis of seasonal visitation and overlapping target markets with Warren County. These scores determine the most important competitors for Warren County to continually benchmark performance against.

Essex County (Lake Placid) is Warren County’s biggest competitor as they pull visitors from the same region and compete during all seasons for the same visitors origins.

| Competitive Destination Analysis | | | | |
|----------------------------------|-------------------------|--|--|-------------------|
| Location | Summer Competitor? | | | Competitive Score |
| | Winter Competitor? | | | |
| | Visitor Market Overlap? | | | |
| Essex County | | | | 3 |
| Hershey/Harrisburg | | | | 2.5 |
| Woodstock/White Mountains | | | | 2.5 |
| Saratoga Springs | | | | 2.5 |
| Rutland | | | | 2.5 |
| Cape Cod | | | | 2.5 |
| Stowe | | | | 2 |
| Albany | | | | 2 |
| Atlantic City | | | | 2 |
| Finger Lakes | | | | 1.5 |
| Daytona Beach | | | | 1.5 |
| Hampton Beach | | | | 1.5 |
| Watertown/1000 Islands | | | | 1 |

A higher competitive score denotes destination is a true competitive destination to Warren County and their performance should be continually benchmarked against.

The highest possible competitive score is a 3.

The scores are color-coded for ease of analysis. Green denotes a high score with representing low scores.

Green dot (competitive, value 1), yellow (.5), red (not competitive, 0)

Source: Hunden Strategic Partners

Competitor Asset Comparison

HSP ranked the assets and events of each competitive destination to rank each location's tourism package.

Warren County scores well in this analysis but can improve by increasing offering in categories not ranked well in (yellow or green). Of the areas ranked poorly in, Warren County may consider adding hotels to its ski areas and building assets to drive year-round sports tourism. Further analysis will be needed to determine if adding these assets would be financially feasible.

| Location | Competitive Destination Destination Offering Analysis | | | | | | | | | | Asset Offering Score |
|---------------------------|--|--------------------|---------------|-------|-----------------|-------|--------|----------------|----------------|-------------------|----------------------|
| | Destination Hiking | Destination Skiing | Notable Lakes | Ocean | Amusement Parks | Arena | Gaming | Sports Tourism | Special Events | Convention Center | |
| Essex County | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | 7 |
| Warren County | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | 6 |
| Atlantic City | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | 6 |
| Daytona Beach | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | 5.5 |
| Woodstock/White Mountains | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | 5 |
| Cape Cod | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | 5 |
| Saratoga Springs | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | 5 |
| Hershey/Harrisburg | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | 4.5 |
| Albany | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | 4.5 |
| Stowe | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | 4 |
| Finger Lakes | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | 3.5 |
| Rutland | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | 3.5 |
| Hampton Beach | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | 2.5 |
| Watertown/1000 Islands | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | 1 |

Green dot (strong asset, value 1), yellow (low supply and/or low quality, .5), red (trait not present, 0)

Source: Hunden Strategic Partners

Summer Visitation Comparison

Summer Hotel Room Demand Overtime (June, July August Combined)

Sorted by Five-Year Growth Rate

| Year | Volusia County, FL (Daytona Beach) | Grafton County, VT (Woodstock) | Atlantic County, NJ (Atlantic City) | Lamoille County, VT (Stowe) | Rutland County, VT | Essex County, NY | Warren County, NY | Dauphin County, PA (Hershey) | Barnstable County, MA (Cape Cod) | Finger Lakes, NY (Seneca, Cayuga, Yates) | Jefferson County, NY (1000 Islands) | Saratoga County, NY | Rockingham County, NH (Hampton Beach) | Albany County, NY |
|----------------|--|-----------------------------------|---|-----------------------------------|-----------------------|---------------------|----------------------|------------------------------------|--|--|---|------------------------|--|----------------------|
| 2012 | 627,690 | 210,216 | 1,674,934 | 127,386 | 156,141 | 152,634 | 463,910 | 546,158 | 782,269 | 70,791 | 174,080 | 200,505 | 335,433 | 457,241 |
| 2013 | 684,910 | 213,876 | 1,581,658 | 130,159 | 155,907 | 150,335 | 446,156 | 572,758 | 779,088 | 75,992 | 169,987 | 198,054 | 330,661 | 463,224 |
| 2014 | 725,042 | 220,862 | 1,519,980 | 132,740 | 158,093 | 154,256 | 460,793 | 581,058 | 770,145 | 76,165 | 180,095 | 223,215 | 362,651 | 505,135 |
| 2015 | 747,585 | 220,002 | 1,292,607 | 128,272 | 151,984 | 151,755 | 454,289 | 587,282 | 772,776 | 74,507 | 176,110 | 238,321 | 374,256 | 497,801 |
| 2016 | 775,410 | 223,899 | 1,558,892 | 132,948 | 149,890 | 151,768 | 452,189 | 592,444 | 767,590 | 79,465 | 172,067 | 236,878 | 366,266 | 489,532 |
| 2017 | 755,347 | 228,521 | 1,456,085 | 130,357 | 149,828 | 148,818 | 455,601 | 583,830 | 770,269 | 95,982 | 169,219 | 249,373 | 354,050 | 473,259 |
| 2018 | 842,770 | 248,262 | 1,725,414 | 131,172 | 152,621 | 151,160 | 468,019 | 591,963 | 769,957 | 100,023 | 171,755 | 266,985 | 360,530 | 460,971 |
| 2019 | 823,671 | 250,026 | 1,668,874 | 133,795 | 154,263 | 153,302 | 475,711 | 637,617 | 742,924 | 99,346 | 174,582 | 269,966 | 370,607 | 481,662 |
| 2020 | 663,574 | 153,031 | 1,246,010 | 65,794 | 83,458 | 107,141 | 317,334 | 306,948 | 494,596 | 59,257 | 115,015 | 149,034 | 226,740 | 224,984 |
| 2021 | 894,635 | 236,367 | 1,477,028 | 131,081 | 150,370 | 144,886 | 440,154 | 561,336 | 739,098 | 91,279 | 160,882 | 235,802 | 331,562 | 417,999 |
| 2015-19 Growth | 10.2% | 13.6% | 29.1% | 4.3% | 1.5% | 1.0% | 4.7% | 8.6% | -3.9% | 33.3% | -0.9% | 13.3% | -1.0% | -3.2% |
| 2017-21 Growth | 18.4% | 3.4% | 1.4% | 0.6% | 0.4% | -2.6% | -3.4% | -3.9% | -4.0% | -4.9% | -4.9% | -5.4% | -6.4% | -11.7% |

Source: CoStar

HSP compared summer hotel demand in each identified competitive destination to determine which destinations have grown in the most in recent years. From 2015 until 2019 the Finger Lakes and Atlantic City saw the greatest increases in hotel demand prior to the pandemic. The pandemic hindered hotel demand in many of the competitive destinations, resulting in lower to negative growth rates in hotel demands in every market except Florida. HSP assumes this may in part be due to lower COVID-19 regulations in the state of Florida.

Winter Visitation Comparison

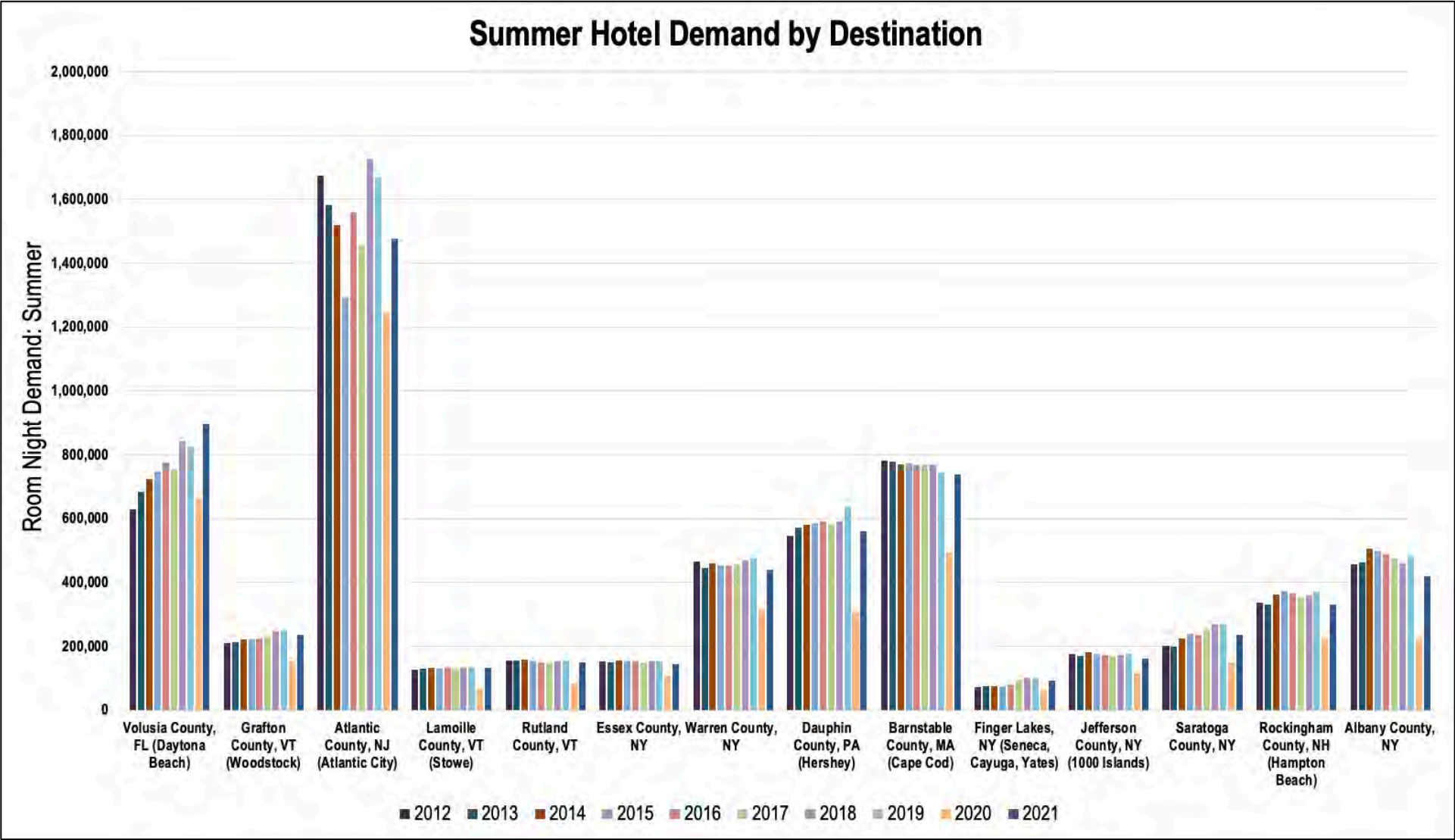
| Winter Demand Growth (January, February, March Combined) Sorted by Five-Year Growth Rate | | | | | | | | | | | | | | |
|---|-----------------------------------|-----------------------|-----------------------------------|--|---|--|----------------------|---------------------|--|------------------------------------|--|------------------------|----------------------|---|
| Year | Lamoille County, VT (Stowe) | Rutland County, VT | Grafton County, VT (Woodstock) | Finger Lakes, NY (Seneca, Cayuga, Yates) | Jefferson County, NY (1000 Islands) | Volusia County, FL (Daytona Beach) | Warren County, NY | Essex County, NY | Rockingham County, NH (Hampton Beach) | Dauphin County, PA (Hershey) | Barnstable County, MA (Cape Cod) | Saratoga County, NY | Albany County, NY | Atlantic County, NJ (Atlantic City) |
| 2013 | 98,310 | 123,980 | 127,012 | 41,403 | 79,633 | 682,806 | 157,592 | 88,041 | 183,515 | 331,623 | 216,193 | 118,772 | 324,992 | 1,005,206 |
| 2014 | 99,168 | 114,755 | 130,529 | 41,756 | 77,217 | 703,435 | 144,435 | 81,134 | 187,668 | 368,343 | 203,634 | 126,635 | 342,784 | 816,823 |
| 2015 | 100,262 | 116,391 | 140,657 | 41,627 | 78,767 | 736,223 | 137,080 | 80,189 | 210,677 | 386,206 | 215,186 | 150,578 | 361,368 | 670,258 |
| 2016 | 94,777 | 106,517 | 135,194 | 42,508 | 76,809 | 772,673 | 138,701 | 78,741 | 213,660 | 375,416 | 219,165 | 136,969 | 353,442 | 1,064,188 |
| 2017 | 97,520 | 111,237 | 147,063 | 47,986 | 77,562 | 728,616 | 146,190 | 81,014 | 215,499 | 383,075 | 215,368 | 161,888 | 363,726 | 1,002,062 |
| 2018 | 95,146 | 110,418 | 147,470 | 52,534 | 79,733 | 781,018 | 154,411 | 83,397 | 226,518 | 406,696 | 205,107 | 161,172 | 351,700 | 981,743 |
| 2019 | 98,234 | 116,042 | 153,626 | 54,140 | 77,536 | 804,080 | 151,299 | 81,566 | 215,695 | 405,943 | 169,996 | 168,503 | 355,385 | 1,091,279 |
| 2020 | 83,869 | 101,650 | 142,896 | 47,373 | 70,507 | 714,212 | 135,279 | 73,050 | 203,448 | 353,292 | 172,486 | 149,878 | 310,971 | 892,708 |
| 2021 | 76,446 | 96,937 | 131,371 | 47,027 | 69,385 | 730,452 | 132,511 | 69,618 | 158,508 | 258,978 | 143,207 | 108,210 | 228,768 | 712,561 |
| 2022 | 115,846 | 133,598 | 167,396 | 58,751 | 82,655 | 805,778 | 159,000 | 85,082 | 228,031 | 391,800 | 193,001 | 146,494 | 315,121 | 783,708 |
| 2015-19 Growth | -2.0% | -0.3% | 9.2% | 30.1% | -1.6% | 9.2% | 10.4% | 1.7% | 2.4% | 5.1% | -21.0% | 11.9% | -1.7% | 62.8% |
| 2018-22 Growth | 21.8% | 21.0% | 13.5% | 11.8% | 3.7% | 3.2% | 3.0% | 2.0% | 0.7% | -3.7% | -5.9% | -9.1% | -10.4% | -20.2% |

Source: CoStar

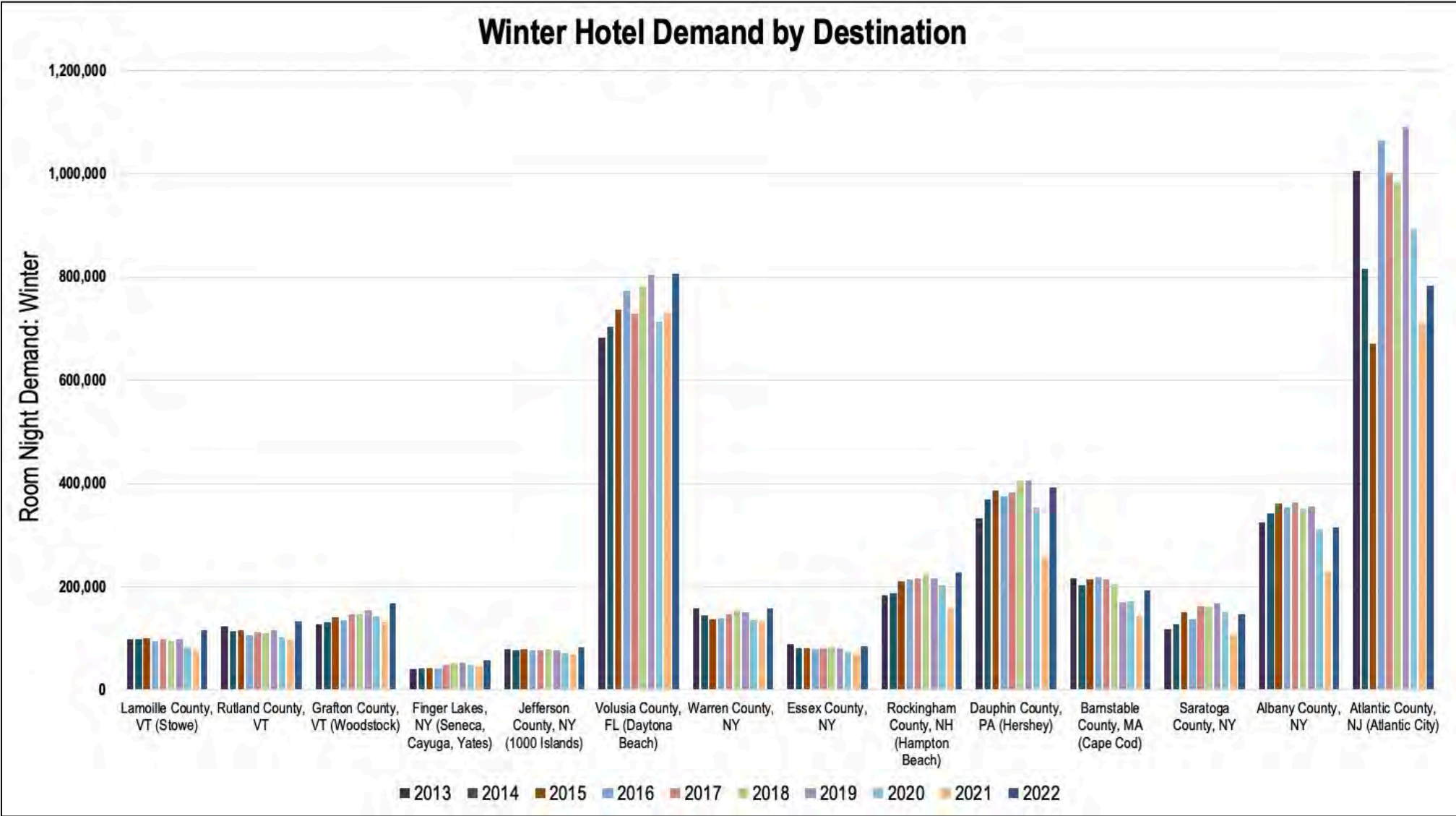
HSP compared winter hotel demand in the identified competitive destinations to determine which markets have experienced growth in winter tourism in recent years. Before the pandemic, the Finger Lakes and Atlantic City saw strong growth in the number of overnight visitors.

Comparing pre- (2018) and post (2022) pandemic demand, the destinations in Vermont with strong nodes of hospitality nodes near ski hills experienced the greatest growth in tourism.

Summer Visitation Comparison



Winter Visitation Comparison








Competitive Destination Key Takeaways

Competitive Vacation Destinations

Year-Round



Year-Round Destination Overview

| Destination | Competitor? | Key Takeaways |
|--|---|---|
| Essex County (Lake Placid), New York |  | Strong identity with strong year-round assets. <i>Best Practices: Sports Tourism, Meetings and Events</i> |
| Saratoga Springs, New York |  | Strong horse racing identity and town history. <i>Best Practices: Meetings and Events, Special Events</i> |
| Albany, New York |  | State Capital allowing for meetings and high school sporting events. <i>Best Practices: Meetings and Events</i> |

Competitive Vacation Destinations

Spring, Summer and Fall



Spring, Summer, Fall Destination Overview

| Destination | Competitor? | Key Takeaways |
|------------------------------|-------------|--|
| Hershey, Pennsylvania | ✓ | Hersheypark is the main attraction. State capital drives conventions. <i>Best Practices: Amusement Entertainment, Meetings and Events</i> |
| Finger Lakes, New York | ✓ | Multiple lake towns like Village of Lake George and Bolton. Minimal Hotel visitation. Exploding winery visitation. |
| Cape Cod, Massachusetts | ✓ | Beach destination. Baseball tourism. <i>Best Practices: Sports Tourism, Data Collection</i> |
| Atlantic City, New Jersey | ✓ | Strong culture of gambling. Mostly an adult destination. <i>Best Practices: Gaming, Meetings and Events</i> |
| Hampton Beach, New Hampshire | ✗ | Strong summer visitation, minimal winter visitation. Beach town. <i>Best Practices: Special Events</i> |

Competitive Vacation Destinations

Winter



Winter Destination Overview

| Destination | Competitor? | Key Takeaways |
|-----------------------------|-------------|---|
| Woodstock, New Hampshire | ✓ | Strong winter assets. Unique summer assets. <i>Best Practices: Meals Tax, Separate Season Marketing Entities</i> |
| Stowe, Vermont | ✓ | Stronger Hiking and skiing options compared to WC. <i>Best Practices: Nature Visitation</i> |
| Rutland, Vermont | ✓ | Similar hiking and skiing options to WC. <i>Best Practices: Special Events</i> |
| Daytona Beach, Florida | ✓ | Strong year-round visitation with lack of seasonality. <i>Best Practices: Special Events Funding, Data Collection</i> |
| Watertown, New York | ✗ | Poor occupancy tax collections. Weak winter assets. <i>Best Practices: None.</i> |

Best Takeaways

HSP provided an overview of best competitor practices for Warren County to take note of throughout the analysis.

Sports Tourism

Essex County, NY

Albany, NY

Cape Cod, MA



Meetings & Events

Essex County, NY

Saratoga Springs, NY

Albany, NY

Hershey, PA

Atlantic City, NJ



Special Events

Saratoga Springs, NY

Hampton Beach, NH

Rutland, VT

Daytona Beach, FL



Funding & Structure

Woodstock, NH

Daytona Beach, FL



Strong Opportunities

Sports Tourism - To fill the winter calendar, there is a potential opportunity to develop an indoor youth sports facility to host large tournaments (hockey, basketball, volleyball etc.). Warren County would experience stronger winter visitation if Gore Mountain had more hotels within the immediate area.

Special Events – Warren County already has an established and robust calendar of special events. As experienced with IceCastles, these events have done well at bringing new visitors to the market. Events give a reason for store owners to return to the county during winter months. There is room to grow the number of events.

Funding & Structure – Daytona Beach provides a case study on performance-based event funding for marketing dollars. Funding varies for new and established events. White Mountains shows the power of separate seasonal marketing entities.

Non-Optimal Opportunities

Meetings & Events – Warren County does not have a large-scale facility to host conventions. The county is situated further from the airport and has nearby towns with established convention centers which would hinder a potential project.

Tourism Budget Comparison

| Year | Use of Funds - Visitor Bureau Spending | | | | | | | | | |
|---------------------------|--|------------------------------|---------------------------|---------------------|----------------------|--------------------|---------------------------|-----------------------|----------------------------------|-----------------------------|
| | 2022 | 2022 | 2022 | 2021 | 2019 | 2019 | 2019 | 2018 | 2019 | 2019 |
| Tourism Department | Warren Co. Occ. - 0002 | Warren Co. Tourism - 0001 | Warren County Combined | ROOST Adirondack | Discover Saratoga | Discover Albany | Hershey-Harrisburg RVB | Cape Cod Chamber | 1000 Islands Regional Tourism | Daytona Beach CVB / HAAA |
| Total Funding/Revenue | \$3,227,000 | \$2,448,689 | \$5,675,689 | \$2,978,566 | \$1,766,178 | \$1,917,729 | \$3,903,542 | \$2,132,527 | \$987,438 | \$11,111,900 |
| Advertising/Promotion | \$600,000 | \$1,690,290 | \$2,290,290 | \$1,803,180 | \$226,335 | \$138,901 | \$864,261 | \$438,327 | \$706,024 | \$6,191,521 |
| % of Revenue | 19% | 69% | 40% | 61% | 13% | 7% | 22% | 21% | 72% | 56% |
| Salaries | – | \$483,012 | \$483,012 | \$1,716,711 | \$809,945 | \$850,765 | \$1,536,537 | \$676,002 | – | \$1,265,741 |
| % of Revenue | – | 20% | 9% | 58% | 46% | 44% | 39% | 32% | – | 11% |
| Occupancy Tax Collections | | | \$6,895,987 | \$6,594,420 | \$663,000 | \$8,140,240 | \$8,000,000 | \$11,654,890 | \$373,300 | \$20,016,569 |
| Collection Entity | | | Warren County, NY | Essex County, NY | Saratoga Springs | Albany, NY | Dauphin County, PA | Barnstable County, MA | Jefferson County, NY | Volusia County, FL |
| Occ Tax Year | | | 2021 | 2021 | 2019 | 2019 | 2021 | 2016 | 2021 | 2021 |

Source: Various Individual Organizations, Counties

HSP gathered available information on budgets of various competitive destination tourism entities. For many of the destinations, information was not readily available and different destinations have varying structures. Each CVB spends their budget in different ways. Daytona Beach provides a good case study on usage of budget dollars for special events.

Warren County does not differ greatly from the typical usage of CVB spending dollars from the average tourism body.

Warren County SWOT

| | STRENGTHS | OPPORTUNITIES |
|----------|---|--|
| POSITIVE | <ul style="list-style-type: none"> ▪ Strong summer visitation from assets and events ▪ Mid-scale arena: facility to host concerts and host sporting events ▪ Data tracking of tourism assets ▪ Strong regional visitation | <ul style="list-style-type: none"> ▪ Indoor youth sports & event facility ▪ Hotel at Gore Mountain ▪ Expansion of special events calendar ▪ Utilization of expanded mobile tracking data to further compare to competitors |
| NEGATIVE | WEAKNESSES | THREATS |
| | <ul style="list-style-type: none"> ▪ Strength of winter assets compared to many regional competitors ▪ Lack of hotel availability near largest ski mountain ▪ Closing of shops during winter season ▪ Distance from airport | <ul style="list-style-type: none"> ▪ Climate change affecting seasonality of events and winter assets ▪ Competition for regional visitors amongst nearby destinations |



Warren County Tourism Dashboard

Regional Area & Seasonal Visits Analysis

Warren County & Competitor Destinations - Estimated Visits, All of 2019 and Seasonally in 2021 beyond 30 Miles, Staying at least Two Hours

| Overall Destination | 2019 Visitation | | | | 2021 Visitation | | | | Growth from 2019 to 2021 | |
|--------------------------|-----------------|-----------------|---------------------------|---------------------------------|-----------------|-----------------|---------------------------|---------------------------------|--------------------------|-----------------------------|
| | Total Visits | Unique Visitors | Average Visitors Per Week | Visit Frequency (Max 1 per day) | Total Visits | Unique Visitors | Average Visitors Per Week | Visit Frequency (Max 1 per day) | % Change in Total Visits | % Change in Unique Visitors |
| Daytona Beach, FL | 35,200,000 | 5,700,000 | 109,615 | 6.14 | 40,200,000 | 6,200,000 | 119,231 | 6.48 | 14.2% | 8.8% |
| Cape Cod, MA | 29,700,000 | 3,600,000 | 69,231 | 8.23 | 33,900,000 | 3,800,000 | 73,077 | 8.92 | 14.1% | 5.6% |
| Atlantic City, NJ | 27,300,000 | 6,300,000 | 121,154 | 4.34 | 22,700,000 | 4,900,000 | 94,231 | 4.67 | -16.8% | -22.2% |
| Finger Lakes | 17,000,000 | 2,500,000 | 48,077 | 6.80 | 17,600,000 | 2,500,000 | 48,077 | 7.01 | 3.5% | 0.0% |
| Hershey, PA | 13,800,000 | 5,100,000 | 98,077 | 2.70 | 11,700,000 | 4,200,000 | 80,769 | 2.82 | -15.2% | -17.6% |
| Warren County | 12,500,000 | 2,200,000 | 42,308 | 5.65 | 13,100,000 | 2,200,000 | 42,308 | 5.93 | 4.8% | 0.0% |
| Thousand Islands | 7,300,000 | 833,200 | 16,023 | 8.78 | 8,000,000 | 897,800 | 17,265 | 8.92 | 9.6% | 7.8% |
| Woodstock, NH | 6,500,000 | 1,200,000 | 23,077 | 5.55 | 7,100,000 | 1,300,000 | 25,000 | 5.54 | 9.2% | 8.3% |
| Essex County/Lake Placid | 6,200,000 | 1,000,000 | 19,231 | 6.08 | 6,100,000 | 970,800 | 18,669 | 6.33 | -1.6% | -2.9% |
| Hampton Beach, NH | 5,300,000 | 1,300,000 | 25,000 | 4.10 | 5,800,000 | 1,400,000 | 26,923 | 4.24 | 9.4% | 7.7% |
| Rutland Ski Area, VT | 4,800,000 | 662,900 | 12,748 | 6.61 | 4,700,000 | 325,100 | 6,252 | 7.14 | -2.1% | -51.0% |
| Saratoga Springs | 4,000,000 | 1,100,000 | 21,154 | 3.85 | 3,500,000 | 817,000 | 15,712 | 4.08 | -12.5% | -25.7% |
| Albany, NY | 3,300,000 | 906,900 | 17,440 | 3.65 | 2,200,000 | 399,500 | 7,683 | 5.60 | -33.3% | -55.9% |
| Stowe, VT | 3,100,000 | 671,200 | 12,908 | 4.64 | 3,000,000 | 592,700 | 11,398 | 5.11 | -3.2% | -11.7% |

Source: Placer.ai and HSP

The table above shows the first half of the Regional Area and Seasonal Visit dashboard. HSP created POIs (Points of Interest) on Placer.ai that capture Warren County and competitive destinations to track visitation trends by year and season and household incomes of visitors. Filters have been added to the analysis to only capture data from visitors travelling over 30 miles from their homes and that stayed in Warren County for over two hours. HSP has provided visitation numbers for 2019 and 2021 as well as percent changes between the two years to show performance data of Warren County compared to its competitors.

Each column is conditionally formatted with red cells showing poor performance and green cells showing the top performers. The tourism index column compares the number of unique visitors of Warren County and a competitive destination.

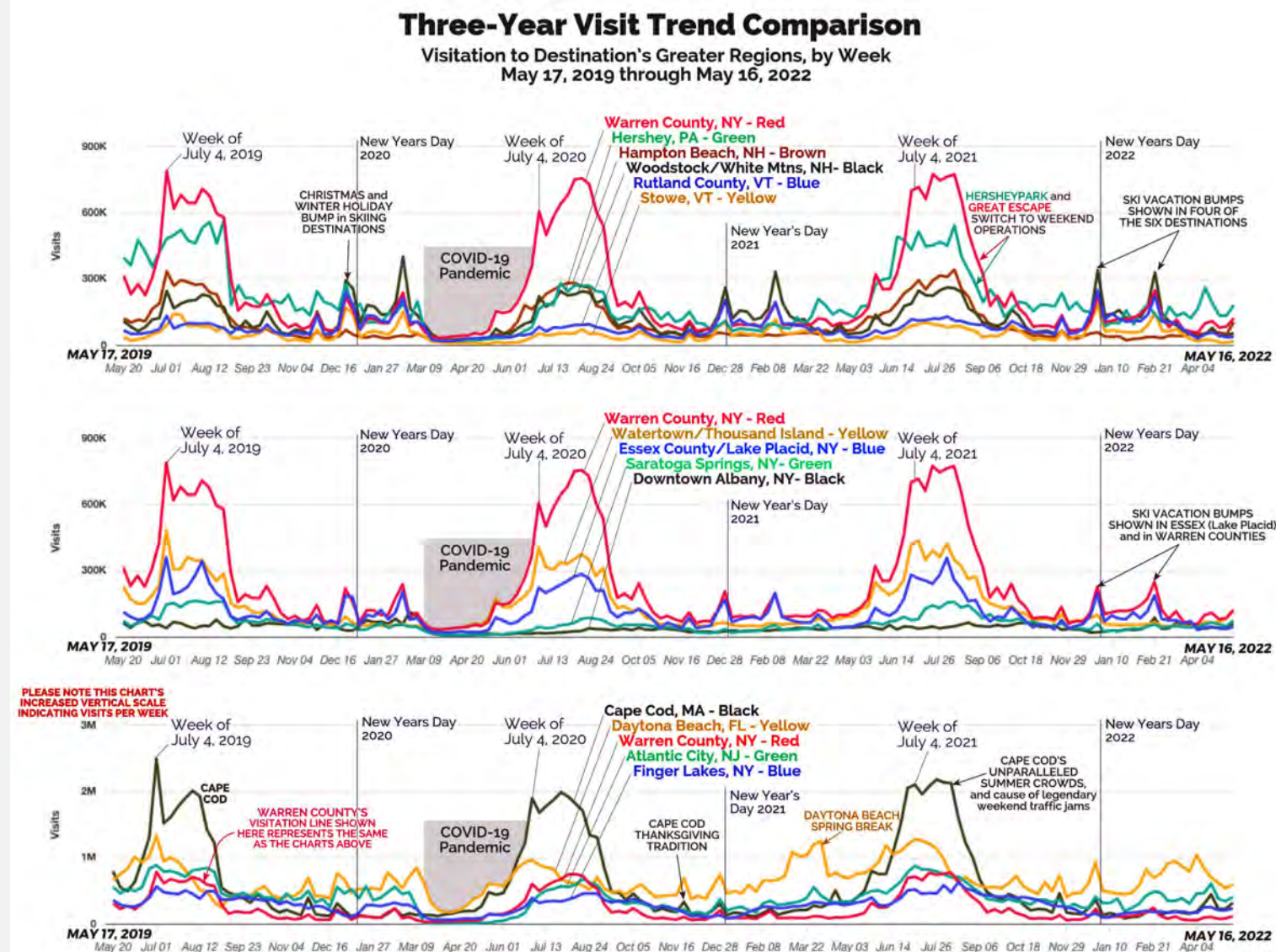
Each POI is saved in Placer.ai so that HSP can update visitation statistics for yearly data in the future allowing Warren County to continuously track visitation trends and compare data to competitive destinations.

Regional Area & Seasonal Visits Analysis

The Charts to the right show Warren County's visitation over three years in relation to their competitors' greater tourism regions in this study, and are the same regions shown in the previous table.

The comp set data has been broken down into three separate charts for clarity over the same time span. Warren County is red in each chart, and the competitors are labeled by color.

This is the most recent data available through Placer.ai, beginning May 17, 2019, and ending May 16, 2022.



Regional Area & Seasonal Visits Analysis

| | Warren County & Competitor Destinations - Estimated Visits, All of 2019 and Seasonally in 2021 beyond 30 Miles, Staying at least Two Hours | | | | | | | | | | | | | | | | | |
|--------------------------|--|-----------------|-------------------|-----------------|----------------------------------|-----------------|-------------------|-----------------|-----------------------------------|-----------------|-------------------|-----------------|---------------------------------|---------------------------------|----------------|--|--|----------------|
| Overall Destination | 2021 Summer Visitation (107 days) | | | | 2021 Autumn Visitation (84 days) | | | | 2022 Winter Visitation (107 days) | | | | Average Household Income | | | Percent of Visits from Households with High Annual Incomes | | |
| | Total Visits | Unique Visitors | Average | Frequency | Total Visits | Unique Visitors | Average | Frequency | Total Visits | Unique Visitors | Average | Frequency | Average Household Income (2019) | Average Household Income (2021) | Percent Change | Percent with incomes over \$200,000 (2019) | Percent with incomes over \$200,000 (2021) | Percent Change |
| | | | Visitors Per Week | (Max 1 per day) | | | Visitors Per Week | (Max 1 per day) | | | Visitors Per Week | (Max 1 per day) | | | | | | |
| Daytona Beach, FL | 8,600,000 | 1,900,000 | 124,305 | 4.60 | 1,400,000 | 445,700 | 36,704 | 3.16 | 1,800,000 | 542,700 | 35,505 | 3.33 | \$105,900 | \$107,100 | 1.1% | 11.5% | 11.9% | 3.5% |
| Cape Cod, MA | 1,700,000 | 593,400 | 38,835 | 2.71 | 694,900 | 198,800 | 16,372 | 2.99 | 668,800 | 219,200 | 14,341 | 2.71 | \$112,900 | \$116,200 | 2.9% | 13.1% | 14.5% | 10.7% |
| Atlantic City, NJ | 3,200,000 | 659,900 | 43,187 | 4.87 | 836,800 | 204,100 | 16,808 | 4.10 | 1,300,000 | 304,800 | 19,941 | 4.27 | \$113,900 | \$116,100 | 1.9% | 13.0% | 13.5% | 3.8% |
| Finger Lakes | 7,200,000 | 1,700,000 | 111,257 | 4.26 | 3,800,000 | 769,100 | 63,337 | 4.97 | 2,700,000 | 632,600 | 41,387 | 4.27 | \$111,400 | \$115,700 | 3.9% | 13.0% | 13.9% | 6.9% |
| Hershey, PA | 4,800,000 | 769,800 | 50,380 | 6.29 | 1,100,000 | 227,700 | 18,752 | 4.93 | 864,200 | 175,800 | 11,501 | 4.93 | \$81,600 | \$83,600 | 2.5% | 5.8% | 6.2% | 6.9% |
| Warren County | 6,300,000 | 3,000,000 | 196,335 | 2.10 | 2,200,000 | 1,000,000 | 82,352 | 2.14 | 2,200,000 | 909,900 | 59,529 | 2.41 | \$99,500 | \$97,600 | -1.9% | 10.1% | 9.8% | -3.0% |
| Thousand Islands | 736,800 | 225,100 | 14,732 | 3.27 | 572,500 | 181,900 | 14,980 | 3.15 | 673,000 | 255,600 | 16,722 | 2.63 | \$98,000 | \$91,800 | -6.3% | 9.8% | 9.3% | -5.1% |
| Woodstock, NH | 1,100,000 | 308,300 | 20,177 | 3.67 | 583,500 | 186,600 | 15,367 | 3.13 | 945,100 | 239,300 | 15,656 | 3.95 | \$136,700 | \$141,000 | 3.1% | 17.9% | 19.3% | 7.8% |
| Essex County/Lake Placid | 1,600,000 | 325,100 | 21,276 | 4.82 | 937,000 | 230,100 | 18,949 | 4.07 | 1,600,000 | 393,100 | 25,718 | 4.09 | \$113,400 | \$116,400 | 2.6% | 13.1% | 14.2% | 8.4% |
| Hampton Beach, NH | 2,900,000 | 797,000 | 52,160 | 3.67 | 1,100,000 | 312,900 | 25,768 | 3.45 | 1,900,000 | 489,300 | 32,012 | 3.91 | \$117,100 | \$112,700 | -3.8% | 13.7% | 12.9% | -5.8% |
| Rutland Ski Area, VT | 3,600,000 | 1,200,000 | 78,534 | 3.13 | 620,900 | 217,200 | 17,887 | 2.86 | 629,800 | 214,600 | 14,040 | 2.94 | \$95,100 | \$94,100 | -1.1% | 9.0% | 9.1% | 1.1% |
| Saratoga Springs | 23,800,000 | 3,400,000 | 222,513 | 6.93 | 3,300,000 | 765,500 | 63,040 | 4.29 | 2,700,000 | 649,800 | 42,512 | 4.21 | \$129,100 | \$133,400 | 3.3% | 17.1% | 18.3% | 7.0% |
| Albany, NY | 10,500,000 | 3,400,000 | 222,513 | 3.13 | 3,900,000 | 1,400,000 | 115,293 | 2.88 | 5,800,000 | 1,900,000 | 124,305 | 2.98 | \$98,200 | \$92,700 | -5.6% | 9.9% | 8.9% | -10.1% |
| Stowe, VT | 15,200,000 | 3,400,000 | 222,513 | 4.40 | 6,700,000 | 1,500,000 | 123,528 | 4.35 | 10,900,000 | 2,600,000 | 170,101 | 4.12 | \$79,400 | \$80,300 | 1.1% | 5.7% | 5.9% | 3.5% |

Source: Placer.ai and HSP

The table above shows the second half of the Regional Area and Seasonal Visit dashboard. This portion of the dashboard shows visitation to Warren County and its competitive destinations by season as well as the average household income of visitors to each location.

The data can be updated on a yearly basis to track visitation trends by season to Warren County and its competitors. The current data shows that Daytona Beach and Atlantic City have the strongest year-round tourism compared to other destinations with green cells (highest visitation numbers) in the summer, autumn and fall seasons.

Ski Area Analysis

| Destination Area Ski Area | | Ski Areas in Warren County and Competitor Destination Areas - Estimated Visitation, 2019 and 2021 <i>beyond 30 Miles</i> (Sorted by 2021-2022 Winter Visitation) | | | | | | | | | | | | | | | |
|--------------------------------|-----------------------|--|-----------------|---|-----------------|--------------------------|-----------------------------|--|--------------------------------------|-----------------|--|---------------------------------------|---------------------------------------|----------|--|--|----------|
| | | 2019-20 Winter Visitation Nov 22 - April 8 (138 days) | | 2021-22 Winter Visitation (138 days) | | Growth 2019 to 2021 | | | 2021 Summer Visitation (107 days) | | | Average Household Income | | | Percent of Visits from Households with High Annual Incomes | | |
| | | Total Visits | Unique Visitors | Total Visits | Unique Visitors | % Change Total Visits | % Change Unique Visitors | % of Visitors traveling over 100 miles in 2021 | Total Visits | Unique Visitors | % of Visitors traveling over 100 miles in 2021 | Average Household Income (2019) | Average Household Income (2021) | % Change | Percent with Incomes over \$200,000 (2019) | Percent with Incomes over \$200,000 (2021) | % Change |
| Rutland, VT | Okemo Mountain | 800,700 | 248,700 | 790,700 | 293,400 | -1.2% | 18.0% | 88.1% | 10,300 | 5,600 | 81.0% | \$129,300 | \$127,000 | -1.8% | 16.2% | 16.1% | -0.6% |
| Rutland, VT | Killington Ski Resort | 754,800 | 267,600 | 763,600 | 286,000 | 1.2% | 6.9% | 92.5% | 4,800 | 4,600 | 79.0% | \$119,000 | \$123,800 | 4.0% | 13.5% | 14.9% | 10.4% |
| Stowe, VT | Stowe Mountain | 600,900 | 180,700 | 710,900 | 246,600 | 18.3% | 36.5% | 95.0% | 47,900 | 45,000 | 93.2% | \$134,400 | \$134,300 | -0.1% | 17.6% | 17.7% | 0.6% |
| Woodstock, NH | Loon Mountain | 607,700 | 203,900 | 614,700 | 234,400 | 1.2% | 15.0% | 79.0% | 14,000 | 13,100 | 32.0% | \$89,500 | \$94,100 | 5.1% | 6.7% | 8.0% | 19.4% |
| Warren County, NY | Gore Mountain | 290,200 | 117,100 | 354,600 | 136,600 | 22.2% | 16.7% | 63.5% | 210,900 | 96,800 | 95.6% | \$171,400 | \$162,400 | -5.3% | 22.5% | 23.6% | 4.9% |
| Woodstock, NH | Waterville Valley | 369,700 | 129,000 | 306,500 | 127,400 | -17.1% | -1.2% | 71.8% | 6,100 | 2,800 | 85.2% | \$120,000 | \$117,500 | -2.1% | 14.4% | 15.2% | 5.6% |
| Essex County, NY | Whiteface Mountain | 283,500 | 126,200 | 302,400 | 137,500 | 6.7% | 9.0% | 83.5% | 98,100 | 48,700 | 75.6% | \$143,300 | \$138,800 | -3.1% | 19.8% | 19.5% | -1.5% |
| Finger Lakes, NY | Bristol Mountain | 121,400 | 47,200 | 185,400 | 65,000 | 52.7% | 37.7% | 20.1% | 18,100 | 3,600 | 52.8% | \$131,900 | \$134,400 | 1.9% | 16.9% | 17.7% | 4.7% |
| Woodstock, NH | Cannon Mountain | 194,200 | 73,600 | 159,700 | 75,100 | -17.8% | 2.0% | 71.8% | 56,300 | 27,500 | 85.0% | \$172,100 | \$154,700 | -10.1% | 25.5% | 22.8% | -10.6% |
| Warren County, NY | West Mountain | 75,900 | 47,000 | 121,500 | 78,500 | 60.1% | 67.0% | 59.3% | 156,700 | 76,600 | 81.4% | \$141,000 | \$134,900 | -4.3% | 19.9% | 18.9% | -5.0% |
| Rutland, VT | Pico Mountain | 133,500 | 54,900 | 105,000 | 43,800 | -21.3% | -20.2% | 89.4% | 126,000 | 42,100 | 71.1% | \$131,900 | \$134,500 | 2.0% | 17.7% | 18.2% | 2.8% |
| Stowe, VT | Bolton Valley Resort | 50,100 | 24,400 | 64,500 | 32,000 | 28.7% | 31.1% | 83.0% | 99,200 | 79,700 | 80.3% | \$134,100 | \$130,800 | -2.5% | 17.7% | 18.0% | 1.7% |

Dates of Measurement: Winter 2018-19: Nov 28 through April 14. Winter 2021-22: November 24 through April 10, 2022. Summer: May 28 through September 12, 2021.

Source: Placer.ai, and HSP research. **A NOTE from HSP:** Placer.ai uses in-house designed algorithms that tracks cell-phone movements (involving about 10% to 15% of U.S. residents), to estimate the total attendance at any place during any time frame. While the overall relative data is quite accurate, Placer's estimates involving numeric attendance figures tend to be overstated evenly across all geographies over the actual recorded attendance. In this table, the ratio of one ski resort to another is very accurate. The general trend of increase and decrease in attendance year-over-year is also quite accurate. However, please be advised that the total numeric attendance figures shown during a period of time is generally inflated by a very similar percentage in all cases.

Similar to the Regional Area and Seasonal Visits analysis table, HSP has created POIs for ski areas within the competitive destinations. The table above shows the total visits during the winter and summer seasons of 2019 and 2021, as well as the percent change between the two years. The table also shows the percentage of visitors traveling from over 100 miles for skiing and hiking, as well as average household incomes of visitors.

Rutland's Okemo and Killington Mountains attracted the most visitors during the 2021-2022 winter season, followed by Stowe Mountain.

The POIs can be updated on a yearly basis to show the visitation trends in future years to help with ongoing analysis.

Overall Destination Visitation

HSP geo-fenced large attractions and downtown corridors of Warren County and its competitors. This allows Warren County to benchmark its performance by attraction, in terms of number of visitors and types of visitors. Each column has its own ranking to show the top performers in each category.

Of competitive destinations, Atlantic City's Boardwalk and Tanger Outlets receive the highest visitation numbers, followed by Hersheypark and its surrounding assets such as the Giant Center and ZooAmerica.

| Overall Destination | Walkable Destination Hub | Total Estimated Visits (2019) | Total Estimated Visits (2021) | Total Estimated Unique Visitors (2019) | Total Estimated Unique Visitors (2021) | % Change Between 2019 & 2021 | Average Household Income (2019) | Percent with incomes over \$100,000 (2019) | Percent with incomes over \$200,000 (2019) | Percent with incomes over \$200,000 (2021) |
|----------------------|---|-------------------------------|-------------------------------|--|--|------------------------------|---------------------------------|--|--|--|
| Lake George, NY | Lake George Village | 4,200,000 | 4,800,000 | 1,400,000 | 1,600,000 | 14% | \$104,000 | 31.3% | 10.9% | 11.0% |
| | Great Escape & Outlets Zone | 3,800,000 | 3,900,000 | 1,500,000 | 1,600,000 | 7% | \$93,800 | 33.6% | 8.5% | 8.5% |
| | Lake George - Downtown Village | 2,800,000 | 3,200,000 | 1,200,000 | 1,400,000 | 17% | \$103,600 | 38.2% | 10.7% | 10.9% |
| | Aviation Mall - Queensbury Exit | 3,500,000 | 3,700,000 | 1,000,000 | 1,000,000 | 0% | \$88,200 | 30.6% | 7.6% | 7.6% |
| | Bolton Landing - Business District | 1,100,000 | 1,100,000 | 392,200 | 439,100 | 12% | \$136,700 | 48.0% | 17.7% | 18.0% |
| | Warrensburg Area (*larger area) | 1,580,000 | 1,600,000 | 398,400 | 428,300 | 8% | \$95,500 | 35.0% | 8.5% | 9.4% |
| | Glens Falls (entire city limits) | 1,800,000 | 1,700,000 | 392,500 | 351,100 | -11% | \$85,100 | 29.9% | 8.1% | 7.3% |
| | Warrensburg - Downtown | 416,500 | 408,400 | 169,200 | 187,400 | 11% | \$96,800 | 35.1% | 9.0% | 10.1% |
| | Glens Falls Downtown | 368,600 | 376,500 | 157,100 | 152,800 | -3% | \$88,700 | 36.1% | 13.1% | 9.5% |
| | North Creek - Downtown Village | 135,600 | 237,400 | 59,100 | 119,000 | 101% | \$125,500 | 42.4% | 14.4% | 13.5% |
| | Core Mountain Ski Area | 332,500 | 354,800 | 120,300 | 114,000 | -5% | \$126,700 | 44.9% | 15.5% | 15.7% |
| | North Creek Ski Bowl | 21,600 | 27,800 | 8,200 | 12,200 | 49% | \$109,600 | 38.4% | 11.8% | 14.7% |
| Lake Placid, NY | Downtown Lake Placid | 2,700,000 | 2,300,000 | 771,800 | 711,000 | -8% | \$155,900 | 40.4% | 13.4% | 13.5% |
| | Saranac Lake | 769,900 | 819,400 | 239,000 | 249,000 | 4% | \$88,600 | 30.3% | 7.5% | 8.6% |
| | Whiteface Mountain | 350,400 | 370,700 | 167,300 | 174,000 | 4% | \$129,300 | 43.9% | 16.1% | 18.2% |
| Saratoga Springs, NY | Saratoga Springs Downtown | 2,000,000 | 1,900,000 | 704,900 | 670,200 | -5% | \$118,900 | 40.5% | 14.3% | 15.4% |
| | Saratoga Race Course | 473,800 | 277,400 | 429,900 | 246,900 | -43% | \$117,900 | 41.6% | 14.0% | 14.0% |
| | Saratoga Spa State Park - Arts & Spa Area | 411,200 | 245,500 | 247,500 | 165,500 | -33% | \$103,800 | 35.7% | 10.8% | 13.0% |
| | Saratoga Harness Racing & Casino | 408,100 | 143,400 | 358,700 | 129,000 | -64% | \$92,400 | 31.9% | 8.1% | 8.6% |
| | Saratoga Spa State Park - Geyser Trail Area | 57,200 | 64,900 | 45,800 | 52,300 | 14% | \$101,700 | 36.0% | 10.9% | 11.5% |
| Hershey, PA | Hershey - Core Attractions | 8,300,000 | 6,700,000 | 4,700,000 | 3,900,000 | -17% | \$101,200 | 36.8% | 10.4% | 9.9% |
| | Outlets at Hershey | 1,300,000 | 1,200,000 | 809,300 | 797,700 | -1% | \$89,100 | 30.7% | 7.7% | 7.1% |
| | Hersheypark (theme park) | 2,700,000 | 2,200,000 | 1,900,000 | 1,500,000 | -21% | \$104,400 | 38.4% | 11.2% | 10.2% |
| | Hershey Walkable Attractions Area | 11,800,000 | 9,700,000 | 5,600,000 | 4,800,000 | -18% | \$100,000 | 38.1% | 10.1% | 10.0% |
| Stowe, VT | Stowe - Historic Village | 861,000 | 913,200 | 348,200 | 372,800 | 7% | \$133,800 | 45.5% | 17.3% | 17.8% |
| | Stowe Mountain Resort area | 644,000 | 697,400 | 182,400 | 192,400 | 5% | \$158,000 | 50.7% | 22.3% | 24.4% |
| Cape Cod, MA | Hyannis - Main Street & Inner Harbor | 2,500,000 | 2,800,000 | 1,100,000 | 1,200,000 | 9% | \$121,400 | 43.3% | 14.7% | 15.0% |
| | Provincetown - Commercial Street Area | 1,900,000 | 2,000,000 | 838,000 | 832,000 | -1% | \$117,200 | 42.0% | 14.3% | 14.4% |
| | Woods Hole | 1,400,000 | 1,400,000 | 659,200 | 727,700 | 10% | \$127,300 | 44.8% | 16.8% | 18.6% |
| | Mashpee Commons | 739,600 | 887,200 | 287,400 | 347,700 | 21% | \$139,900 | 49.9% | 19.9% | 21.0% |
| Hampton Beach, NH | Hampton Beach | 2,200,000 | 2,500,000 | 910,000 | 1,100,000 | 21% | \$91,100 | 33.3% | 7.7% | 7.5% |
| North Woodstock, NH | North Woodstock - Lincoln | 2,200,000 | 2,400,000 | 904,300 | 1,000,000 | 11% | \$110,600 | 40.8% | 12.1% | 11.3% |
| | North of North Woodstock - Flume Gorge | 435,700 | 558,000 | 249,700 | 336,000 | 35% | \$104,900 | 38.7% | 11.0% | 9.9% |
| | Littleton - Downtown & Riverwalk | 544,800 | 620,700 | 212,900 | 287,600 | 35% | \$99,400 | 34.2% | 9.5% | 10.0% |
| | Loon Mountain Ski Resort Area | 903,000 | 786,500 | 279,300 | 263,700 | -6% | \$130,100 | 45.8% | 17.1% | 15.7% |
| Finger Lakes, NY | Warrior Premium Outlets | 1,100,000 | 1,000,000 | 684,300 | 681,100 | 0% | \$78,300 | 25.5% | 5.0% | 5.0% |
| | Watkins Glen | 1,200,000 | 1,400,000 | 522,800 | 654,500 | 25% | \$87,500 | 29.3% | 7.2% | 8.1% |
| | Watkins Glen State Park Gorge | 283,300 | 318,200 | 263,500 | 296,600 | 13% | \$94,700 | 32.7% | 9.0% | 9.2% |
| | Geneva | 651,800 | 708,300 | 240,800 | 291,100 | 21% | \$85,700 | 32.0% | 9.2% | 9.7% |
| | Skaneateles | 581,800 | 553,100 | 214,000 | 242,800 | 13% | \$104,000 | 36.2% | 11.5% | 12.5% |
| | Canandaigua | 438,300 | 517,600 | 180,700 | 225,400 | 25% | \$85,200 | 28.0% | 6.6% | 8.3% |
| | Penn Yan | 568,000 | 677,700 | 162,400 | 210,200 | 29% | \$88,700 | 31.9% | 7.2% | 8.3% |
| | Auburn | 459,400 | 411,500 | 133,400 | 128,400 | -4% | \$84,400 | 28.3% | 7.0% | 7.3% |
| | Seneca Falls | 282,300 | 284,800 | 114,400 | 120,300 | 5% | \$88,300 | 29.5% | 7.2% | 7.1% |
| | Watkins Glen | 93,300 | 117,600 | 48,100 | 63,200 | 31% | \$81,700 | 24.5% | 5.3% | 5.5% |
| Watertown, NY | Alexandria Bay - 1000 Lakes Tourist Area | 701,600 | 852,800 | 279,900 | 342,100 | 22% | \$84,000 | 24.8% | 6.1% | 5.8% |
| | Clayton Visitors Area | 558,700 | 715,100 | 181,300 | 228,900 | 26% | \$90,600 | 30.7% | 7.8% | 8.2% |
| | Watertown - Downtown | 456,700 | 391,500 | 128,600 | 126,600 | -2% | \$71,600 | 21.0% | 4.2% | 4.6% |
| | Sackets Harbor | 183,000 | 210,000 | 80,600 | 94,900 | 18% | \$86,000 | 32.1% | 7.7% | 8.4% |
| Rutland, VT | Killington Ski Resort & Lodges Area | 2,100,000 | 2,000,000 | 454,800 | 406,200 | -11% | \$139,200 | 47.7% | 18.7% | 19.5% |
| | Killington - Ski Resort | 977,800 | 758,200 | 307,500 | 240,800 | -22% | \$136,300 | 47.8% | 18.3% | 19.4% |
| | Rutland - Downtown | 563,900 | 179,400 | 179,400 | 181,300 | 1% | \$93,800 | 31.0% | 8.5% | 9.2% |
| Albany, NY | Downtown | 2,200,000 | 992,300 | 880,800 | 404,700 | -54% | \$96,200 | 33.4% | 9.6% | 9.1% |
| Atlantic City | Boardwalk Hotels & Tanger Outlets | 16,200,000 | 13,500,000 | 4,600,000 | 3,900,000 | -15% | \$95,100 | 34.4% | 9.2% | 8.1% |
| Daytona Beach | Boardwalk & Beach Piers | 7,000,000 | 7,900,000 | 2,600,000 | 3,000,000 | 15% | \$78,100 | 25.0% | 5.4% | 5.2% |

Important Note for understanding and interpreting these estimated visitation figures: All numeric estimates shown here are from Placer.ai, through cell phone GPS tracking and "geofencing," which tracks the movements of between 10% and 15% of all U.S. cell phones. Algorithms are then applied to the raw data to represent actual attendance (both total visits and unique visitors) within a geographically defined area. By Placer.ai's own admission, as well as HSP's independent findings, these estimates are very likely to be estimated by a significant but relatively uniform percentage across all U.S. geographies. Therefore, the relational differences between the visitation totals are quite accurate, and can be used as a highly reliable measure of attendance performance over time, and to determine the relative popularity of a place, versus other places.

Source: Placer.ai and HSP research

ADR Table

The table on the right is a screenshot of a dynamic pivot table that tracks ADR data from 2012 – March 2022.

Warren County's ADR performance is among the average performance throughout the year except in the months of July and August when rate rise into the \$160-\$170 range.

In July and August of 2019, Barnstable County had the highest ADR among the competitive set.

Atlantic County witnessed the highest ADR growth in the period during April and May, growing 37 percent in April and 42 percent in May from 2018's rates.

| ADR by Month In A Selected Year With Year-Over-Year Change | | | | | | | | | | | | |
|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Year | 2019 | | | | | | | | | | | |
| Destination/Competitor | Month | | | | | | | | | | | |
| | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
| ADR Warren County, NY | \$118.80 | \$134.98 | \$113.62 | \$106.51 | \$117.84 | \$132.67 | \$169.43 | \$178.11 | \$134.96 | \$126.08 | \$112.61 | \$134.45 |
| ADR Essex County, NY | \$126.55 | \$147.96 | \$120.07 | \$111.98 | \$126.77 | \$150.24 | \$200.72 | \$211.10 | \$151.35 | \$138.67 | \$119.77 | \$148.00 |
| ADR Saratoga County | \$107.88 | \$109.62 | \$111.84 | \$116.69 | \$127.07 | \$130.35 | \$167.96 | \$197.46 | \$130.47 | \$127.45 | \$115.33 | \$108.32 |
| ADR Albany County, NY | \$103.68 | \$111.66 | \$115.78 | \$110.56 | \$116.14 | \$111.11 | \$118.76 | \$120.43 | \$111.10 | \$114.02 | \$104.95 | \$99.31 |
| ADR Dauphin County, PA | \$101.09 | \$106.59 | \$108.41 | \$112.92 | \$121.30 | \$137.22 | \$144.20 | \$145.88 | \$116.48 | \$123.42 | \$112.14 | \$110.42 |
| ADR Finger Lakes, NY (Seneca, Cayuga, Yates) | \$92.93 | \$95.99 | \$102.71 | \$103.52 | \$124.08 | \$116.98 | \$116.40 | \$128.38 | \$114.44 | \$120.32 | \$101.13 | \$92.87 |
| ADR Barnstable County, MA (Cape Cod) | \$124.89 | \$131.61 | \$126.20 | \$140.16 | \$174.78 | \$237.29 | \$327.08 | \$339.01 | \$216.00 | \$169.52 | \$142.18 | \$148.07 |
| ADR Rockingham County, NH (Hampton Beach) | \$102.12 | \$105.37 | \$101.93 | \$104.97 | \$119.01 | \$129.05 | \$145.89 | \$149.28 | \$137.63 | \$137.72 | \$113.21 | \$111.74 |
| ADR Atlantic County, NJ (Atlantic City) | \$92.24 | \$97.21 | \$103.05 | \$122.44 | \$134.14 | \$139.48 | \$137.58 | \$136.06 | \$135.06 | \$131.70 | \$126.77 | \$129.87 |
| ADR Jefferson County, NY (1000 Islands) | \$97.97 | \$105.94 | \$96.62 | \$93.61 | \$104.97 | \$112.80 | \$134.77 | \$140.93 | \$115.54 | \$109.07 | \$97.77 | \$102.96 |
| ADR Grafton County, VT (Woodstock) | \$136.20 | \$151.05 | \$129.39 | \$125.91 | \$137.45 | \$161.09 | \$172.59 | \$170.65 | \$156.65 | \$172.20 | \$136.27 | \$145.92 |
| ADR Rutland County, VT | \$139.00 | \$150.88 | \$128.39 | \$114.34 | \$129.12 | \$143.02 | \$153.78 | \$154.99 | \$155.96 | \$177.28 | \$131.91 | \$162.20 |
| ADR Lamoille County, VT (Stowe) | \$191.36 | \$209.54 | \$173.84 | \$132.10 | \$163.79 | \$167.16 | \$190.86 | \$196.55 | \$189.97 | \$198.93 | \$147.15 | \$208.15 |
| ADR Volusia County, FL (Daytona Beach) | \$113.70 | \$145.40 | \$141.80 | \$122.04 | \$111.95 | \$121.01 | \$131.57 | \$101.19 | \$92.29 | \$102.35 | \$97.54 | \$94.24 |
| Warren County YOY Change | 3% | 5% | 3% | 2% | 3% | -2% | 0% | 5% | -1% | 2% | 4% | 1% |
| Essex County YOY Change | 3% | 6% | 4% | 3% | 3% | -1% | 1% | 5% | -2% | 2% | 4% | 1% |
| Saratoga County YOY Change | 1% | 0% | 1% | 0% | -1% | -3% | 5% | 2% | -3% | -1% | 1% | -1% |
| Albany County YOY Change | -1% | 3% | 6% | 1% | 1% | -2% | 0% | -1% | 0% | -1% | 0% | 1% |
| Dauphin County YOY Change | 2% | 1% | 1% | -1% | 0% | -3% | 0% | 0% | -3% | -1% | 0% | -1% |
| Finger Lakes, NY (Seneca, Cayuga, Yates) YOY Change | 1% | 0% | 3% | -2% | 1% | -1% | -2% | 0% | -5% | 2% | -2% | 1% |
| Barnstable County, MA (Cape Cod) YOY Change | 6% | 5% | 6% | 6% | 5% | 5% | 6% | 5% | 2% | 2% | 6% | 22% |
| Rockingham County, NH (Hampton Beach) YOY Change | 4% | 2% | 1% | 1% | 2% | 3% | 5% | 7% | 5% | 0% | -7% | 2% |
| Atlantic County, NJ (Atlantic City) YOY Change | 13% | 12% | 11% | 37% | 42% | 2% | -3% | -3% | -4% | -2% | -2% | 31% |
| Jefferson County, NY (1000 Islands) YOY Change | 2% | 2% | 2% | 1% | 3% | -1% | 1% | 4% | 0% | 3% | 4% | 2% |
| Grafton County, VT (Woodstock) YOY Change | 2% | 1% | 0% | 1% | 5% | 1% | 1% | 2% | 0% | 5% | 2% | -1% |
| Rutland County, VT Yearly YOY Change | 5% | -1% | 0% | 2% | 0% | 0% | 3% | 2% | -2% | 3% | 1% | 2% |
| Lamoille County, VT (Stowe) YOY Change | 0% | -2% | -1% | -2% | 3% | 2% | 4% | 2% | 0% | 2% | 3% | 2% |
| Volusia County, FL (Daytona Beach) YOY Change | 1% | 1% | 2% | 4% | 3% | 4% | 1% | -1% | -6% | -3% | -1% | -3% |

RevPAR Table

The table on the right is a screenshot of a dynamic pivot table that tracks RevPAR data from 2012 – March 2022.

Similar to the ADR data, in 2019 Warren County's RevPAR data performance among the average between the competitive set but performs near the top of the set in July and August.

In July and August of 2019, Barnstable County had the highest RevPARs among the competitive set with \$246 in July and \$263 in August.

| RevPAR by Month In A Selected Year With Year-Over-Year Change | | | | | | | | | | | | | |
|---|---------|----------|----------|---------|---------|----------|----------|----------|----------|----------|---------|----------|-----------------|
| Year | 2019 | | | | | | | | | | | | |
| | Month | | | | | | | | | | | | |
| Destination/Competitor | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Monthly Average |
| RevPAR Warren County, NY | \$43.40 | \$60.83 | \$49.73 | \$48.02 | \$60.21 | \$83.97 | \$127.88 | \$141.32 | \$81.08 | \$72.40 | \$53.24 | \$52.09 | \$72.85 |
| RevPAR Essex County, NY | \$44.41 | \$64.42 | \$49.58 | \$47.83 | \$61.74 | \$93.05 | \$150.33 | \$168.28 | \$88.92 | \$76.78 | \$53.81 | \$55.19 | \$79.53 |
| RevPAR Saratoga County, NY | \$47.36 | \$57.42 | \$64.35 | \$71.05 | \$82.04 | \$91.87 | \$129.24 | \$162.87 | \$93.54 | \$89.65 | \$68.45 | \$49.28 | \$83.93 |
| RevPAR Albany County, NY | \$47.09 | \$60.92 | \$72.81 | \$66.50 | \$73.37 | \$74.65 | \$86.58 | \$91.67 | \$73.46 | \$78.53 | \$58.67 | \$45.27 | \$69.13 |
| RevPAR Dauphin County, PA (Hershey) | \$44.62 | \$58.79 | \$60.52 | \$72.61 | \$77.77 | \$103.34 | \$109.33 | \$115.24 | \$71.86 | \$80.60 | \$58.88 | \$47.66 | \$75.10 |
| RevPAR Finger Lakes, NY (Seneca, Cayuga, Yates) | \$32.07 | \$39.70 | \$47.31 | \$52.28 | \$71.52 | \$74.14 | \$81.80 | \$96.48 | \$70.01 | \$78.23 | \$48.02 | \$34.62 | \$60.51 |
| RevPAR Barnstable County, MA (Cape Cod) | \$28.23 | \$39.68 | \$37.65 | \$49.64 | \$79.32 | \$146.76 | \$246.70 | \$263.81 | \$134.08 | \$82.89 | \$49.29 | \$40.09 | \$99.85 |
| RevPAR Rockingham County, NH (Hampton Beach) | \$47.63 | \$55.58 | \$56.90 | \$62.76 | \$82.57 | \$99.04 | \$114.16 | \$119.54 | \$99.82 | \$103.54 | \$68.47 | \$56.21 | \$80.52 |
| RevPAR Atlantic County, NJ (Atlantic City) | \$41.51 | \$53.42 | \$61.60 | \$70.06 | \$81.17 | \$98.13 | \$111.89 | \$113.10 | \$85.14 | \$74.29 | \$69.03 | \$64.82 | \$77.01 |
| RevPAR Jefferson County, NY (1000 Islands) | \$34.97 | \$45.93 | \$41.77 | \$42.97 | \$54.33 | \$71.10 | \$100.26 | \$108.68 | \$68.11 | \$62.41 | \$45.69 | \$38.91 | \$59.59 |
| RevPAR Grafton County, VT (Woodstock) | \$57.11 | \$80.98 | \$60.45 | \$55.78 | \$67.20 | \$101.35 | \$126.40 | \$134.14 | \$104.80 | \$123.59 | \$67.28 | \$65.22 | \$87.03 |
| RevPAR Rutland County, VT | \$68.21 | \$90.96 | \$67.67 | \$51.71 | \$70.11 | \$90.71 | \$110.65 | \$114.72 | \$110.11 | \$130.81 | \$66.13 | \$83.95 | \$87.98 |
| RevPAR Lamoille County, VT (Stowe) | \$97.28 | \$131.80 | \$101.73 | \$68.89 | \$93.66 | \$113.70 | \$149.05 | \$161.96 | \$142.49 | \$153.68 | \$80.64 | \$108.03 | \$116.91 |
| RevPAR Volusia County, FL (Daytona Beach) | \$63.98 | \$98.69 | \$114.88 | \$87.47 | \$73.43 | \$88.75 | \$97.96 | \$56.39 | \$40.61 | \$53.95 | \$53.50 | \$46.89 | \$73.04 |
| Warren County, NY YOY Change | 3% | 3% | 1% | 3% | 2% | -2% | 5% | 6% | -4% | -1% | 12% | 1% | 2% |
| Essex County, NY YOY Change | 2% | 4% | 0% | 3% | 2% | -3% | 4% | 7% | -5% | -2% | 12% | 1% | 2% |
| Saratoga County, NY YOY Change | 2% | 2% | 5% | -2% | 1% | -5% | 10% | 2% | 1% | -1% | 12% | 3% | 3% |
| Albany County, NY YOY Change | -9% | 0% | 12% | -1% | 0% | -3% | 6% | 0% | 4% | -3% | 6% | 7% | 2% |
| Dauphin County, PA (Hershey) YOY Change | -4% | -5% | -5% | -1% | 2% | -5% | 5% | 4% | -7% | -6% | -1% | 0% | -2% |
| Finger Lakes, NY (Seneca, Cayuga, Yates) YOY Change | 3% | 2% | 9% | -9% | 1% | -7% | 0% | 1% | -11% | 6% | -2% | 6% | 0% |
| Barnstable County, MA (Cape Cod) YOY Change | -11% | -4% | -16% | -4% | 1% | 1% | 4% | 2% | -6% | -3% | 5% | 16% | -1% |
| Rockingham County, NH (Hampton Beach) YOY Change | -4% | -4% | -7% | -5% | 1% | 2% | 7% | 9% | 0% | -13% | -23% | -2% | -3% |
| Atlantic County, NJ (Atlantic City) YOY Change | 6% | 10% | 9% | 32% | 37% | -3% | -4% | -5% | -8% | 2% | 3% | 32% | 9% |
| Jefferson County, NY (1000 Islands) YOY Change | 1% | -1% | -1% | 1% | 2% | -1% | 6% | 4% | -4% | 0% | 8% | 2% | 1% |
| Grafton County, VT (Woodstock) YOY Change | 3% | 1% | 1% | -5% | 2% | -5% | 3% | 4% | 0% | 5% | 0% | -2% | 1% |
| Rutland County, VT YOY Change | 11% | 4% | 3% | -2% | 6% | -1% | 7% | 2% | 0% | 2% | -1% | 3% | 3% |
| Lamoille County, VT (Stowe) YOY Change | 3% | 2% | 1% | -4% | 4% | 5% | 6% | 3% | 2% | 4% | 5% | 1% | 3% |
| Volusia County, FL (Daytona Beach) YOY Change | 5% | -2% | 4% | 5% | 12% | 4% | -3% | -13% | -24% | -4% | 7% | -1% | -1% |

Occupancy Table

The table on the right is a screenshot of a dynamic pivot table that tracks occupancy data from 2012 – March 2022.

Rockingham County, Lamoille County and Saratoga County were the top three performers in 2019, followed closely by Albany County, Volusia County and Dauphin County.

The majority of year-over-year changes were negative between 2018 and 2019 but Saratoga County, Albany County, Rutland County and Lamoille County all showed slightly positive increases.

| Occupancy by Month In A Selected Year With Year-Over-Year Change | | | | | | | | | | | | | | |
|--|-------|-----|-----|-----|-----|-----|-----|-----|------|------|------|-----|-----------------|--|
| Year | 2019 | | | | | | | | | | | | | |
| Destination/Competitor | Month | | | | | | | | | | | | | |
| | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Monthly Average | |
| Occupancy Warren County | 37% | 45% | 44% | 45% | 51% | 63% | 76% | 79% | 60% | 57% | 47% | 39% | 54% | |
| Occupancy Essex County | 35% | 44% | 41% | 43% | 49% | 62% | 75% | 80% | 59% | 55% | 45% | 37% | 52% | |
| Occupancy Saratoga County | 44% | 52% | 58% | 61% | 65% | 71% | 77% | 83% | 72% | 70% | 59% | 46% | 63% | |
| Occupancy Albany County | 45% | 55% | 63% | 60% | 63% | 67% | 73% | 76% | 66% | 69% | 56% | 46% | 62% | |
| Occupancy Dauphin County | 44% | 55% | 56% | 64% | 64% | 75% | 76% | 79% | 62% | 65% | 53% | 43% | 61% | |
| Occupancy Finger Lakes, NY (Seneca, Cayuga, Yates) | 35% | 41% | 46% | 50% | 58% | 63% | 70% | 75% | 61% | 65% | 47% | 37% | 54% | |
| Occupancy Barnstable County, MA (Cape Cod) | 23% | 30% | 30% | 35% | 45% | 62% | 75% | 78% | 62% | 49% | 35% | 27% | 46% | |
| Occupancy Rockingham County, NH (Hampton Beach) | 47% | 53% | 56% | 60% | 69% | 77% | 78% | 80% | 73% | 75% | 61% | 50% | 65% | |
| Occupancy Atlantic County, NJ (Atlantic City) | 45% | 55% | 60% | 57% | 61% | 70% | 81% | 83% | 63% | 56% | 55% | 50% | 61% | |
| Occupancy Jefferson County, NY (1000 Islands) | 36% | 43% | 43% | 46% | 52% | 63% | 74% | 77% | 59% | 57% | 47% | 38% | 53% | |
| Occupancy Grafton County, VT (Woodstock) | 42% | 54% | 47% | 44% | 49% | 63% | 73% | 79% | 67% | 72% | 49% | 45% | 57% | |
| Occupancy Rutland County, VT | 49% | 60% | 53% | 45% | 54% | 63% | 72% | 74% | 71% | 74% | 50% | 52% | 60% | |
| Occupancy Lamoille County, VT (Stowe) | 51% | 63% | 59% | 52% | 57% | 68% | 78% | 82% | 75% | 77% | 55% | 52% | 64% | |
| Occupancy Volusia County, FL (Daytona Beach) | 56% | 68% | 81% | 72% | 66% | 73% | 75% | 56% | 44% | 53% | 55% | 50% | 62% | |
| Warren County YOY Change | 0% | -1% | -1% | 0% | -1% | 0% | 3% | 1% | -2% | -1% | 3% | 0% | 0% | |
| Essex County YOY Change | 0% | -1% | -2% | 0% | -1% | -1% | 3% | 1% | -2% | -2% | 3% | 0% | 0% | |
| Saratoga County YOY Change | 0% | 1% | 2% | -1% | 1% | -1% | 3% | 0% | 3% | 0% | 6% | 2% | 1% | |
| Albany County YOY Change | -4% | -2% | 3% | -1% | -1% | -1% | 4% | 1% | 3% | -1% | 3% | 3% | 1% | |
| Dauphin County YOY Change | -3% | -4% | -3% | 0% | 1% | -1% | 4% | 3% | -2% | -3% | -1% | 1% | -1% | |
| Finger Lakes, NY (Seneca, Cayuga, Yates) YOY Change | 1% | 1% | 2% | -4% | 0% | -4% | 1% | 1% | -4% | 3% | 0% | 2% | 0% | |
| Barnstable County, MA (Cape Cod) YOY Change | -4% | -3% | -8% | -4% | -2% | -3% | -2% | -2% | -5% | -2% | 0% | -1% | -3% | |
| Rockingham County, NH (Hampton Beach) YOY Change | -4% | -3% | -5% | -4% | -1% | -1% | 1% | 2% | -4% | -11% | -13% | -2% | -4% | |
| Atlantic County, NJ (Atlantic City) YOY Change | -3% | -1% | -1% | -3% | -2% | -4% | -1% | -2% | -3% | 2% | 3% | 1% | -1% | |
| Jefferson County, NY (1000 Islands) YOY Change | -1% | -1% | -1% | 0% | -1% | 0% | 4% | 0% | -3% | -2% | 2% | 0% | 0% | |
| Grafton County, VT (Woodstock) YOY Change | 0% | 0% | 0% | -3% | -1% | -4% | 1% | 1% | 0% | 0% | -1% | 0% | -1% | |
| Rutland County, VT YOY Change | 3% | 3% | 2% | -2% | 3% | -1% | 3% | 0% | 1% | -1% | -1% | 1% | 1% | |
| Lamoille County, VT (Stowe) YOY Change | 1% | 3% | 2% | -1% | 0% | 2% | 2% | 1% | 1% | 1% | 1% | -1% | 1% | |
| Volusia County, FL (Daytona Beach) YOY Change | 2% | -2% | 2% | 1% | 6% | 0% | -3% | -7% | -10% | -1% | 5% | 1% | -1% | |

Room Night Demand Table

The table on the right is a screenshot of a dynamic pivot table that tracks room night demand data from 2012 – March 2022.

Atlantic County and Volusia County had the highest room demand in 2019. Atlantic County's average monthly demand was over 430,000 while Volusia County's was nearly 250,000. Warren County's monthly average was just over 96,000.

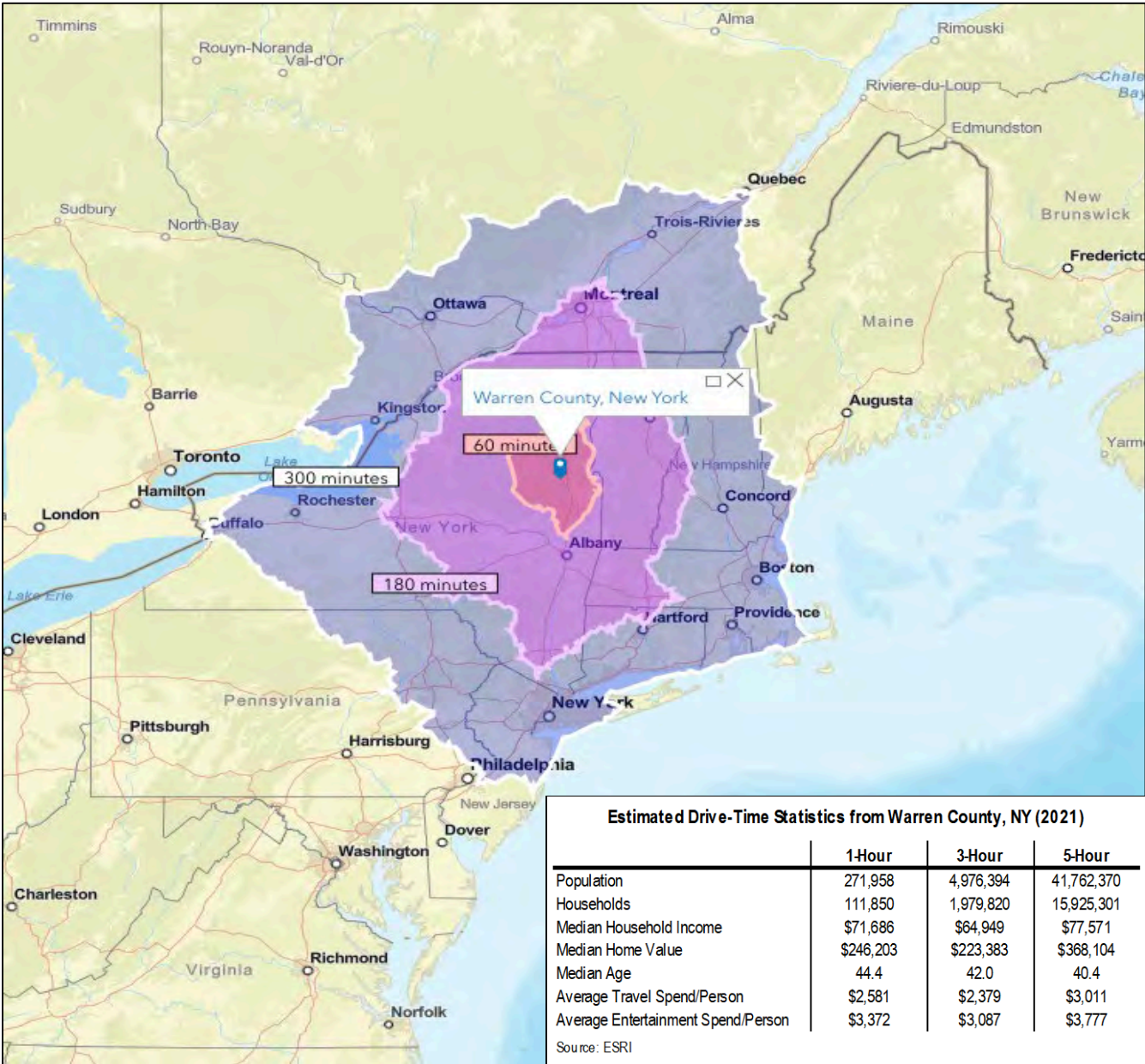
Saratoga County, Albany County, Dauphin County and Atlantic County showed the highest positive growth in demand between 2018 and 2019 with growth rates between three and four percent.

| Demand by Month In A Selected Year With Year-Over-Year Change | | | | | | | | | | | | | |
|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-----------------|
| Year | 2019 | | | | | | | | | | | | |
| | Month | | | | | | | | | | | | |
| Destination/Competitor | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Monthly Average |
| Demand Warren County, NY | 45,250 | 51,103 | 54,946 | 63,961 | 109,739 | 134,848 | 166,172 | 174,691 | 128,108 | 115,132 | 62,740 | 48,206 | 96,241 |
| Demand Essex County, NY | 24,735 | 27,722 | 29,109 | 28,886 | 34,804 | 42,827 | 53,514 | 56,961 | 40,627 | 39,561 | 30,796 | 26,285 | 36,319 |
| Demand Saratoga County, NY | 49,631 | 53,489 | 65,383 | 69,101 | 76,574 | 80,894 | 91,265 | 97,807 | 82,268 | 83,404 | 64,914 | 51,422 | 72,179 |
| Demand Albany County, NY | 102,424 | 111,130 | 141,831 | 131,287 | 142,474 | 146,637 | 164,414 | 170,611 | 143,414 | 158,963 | 124,854 | 105,199 | 136,937 |
| Demand Dauphin County, PA (Hershey) | 118,338 | 135,448 | 152,157 | 169,615 | 175,645 | 202,208 | 213,251 | 222,158 | 169,873 | 185,800 | 144,580 | 122,803 | 167,656 |
| Demand Finger Lakes, NY (Seneca, Cayuga, Yates) | 15,844 | 17,151 | 21,145 | 23,482 | 27,694 | 29,470 | 33,766 | 36,110 | 28,446 | 31,464 | 21,255 | 17,242 | 25,256 |
| Demand Barnstable County, MA (Cape Cod) | 46,399 | 57,254 | 66,343 | 102,343 | 157,487 | 207,114 | 263,721 | 272,089 | 210,042 | 167,202 | 83,250 | 55,491 | 140,728 |
| Demand Rockingham County, NH (Hampton Beach) | 66,912 | 68,510 | 80,273 | 83,854 | 110,263 | 118,968 | 124,369 | 127,270 | 110,251 | 113,739 | 85,062 | 74,526 | 97,000 |
| Demand Atlantic County, NJ (Atlantic City) | 318,394 | 350,626 | 422,259 | 397,273 | 434,177 | 488,826 | 583,897 | 596,151 | 437,509 | 403,453 | 376,961 | 357,031 | 430,546 |
| Demand Jefferson County, NY (1000 Islands) | 23,513 | 25,676 | 28,347 | 30,018 | 42,234 | 50,113 | 61,114 | 63,355 | 46,868 | 45,919 | 29,990 | 24,507 | 39,305 |
| Demand Grafton County, VT (Woodstock) | 46,597 | 54,472 | 52,557 | 48,447 | 57,349 | 71,424 | 85,910 | 92,692 | 76,346 | 84,632 | 54,534 | 50,768 | 64,644 |
| Demand Rutland County, VT | 36,448 | 40,445 | 39,149 | 32,290 | 39,976 | 45,496 | 53,332 | 55,435 | 51,170 | 55,265 | 36,033 | 38,444 | 43,624 |
| Demand Lamoille County, VT (Stowe) | 30,053 | 33,586 | 34,595 | 29,602 | 33,540 | 38,915 | 46,167 | 48,713 | 42,912 | 45,671 | 31,320 | 30,649 | 37,144 |
| Demand Volusia County, FL (Daytona Beach) | 227,784 | 248,174 | 328,122 | 284,029 | 268,592 | 290,616 | 304,865 | 228,190 | 174,352 | 215,598 | 216,921 | 203,349 | 249,216 |
| Warren County, NY YOY Change | -1% | -2% | -3% | 2% | 1% | 0% | 4% | 1% | -2% | -2% | 7% | 1% | 0% |
| Essex County, NY YOY Change | -1% | -2% | -3% | 0% | -1% | -1% | 4% | 2% | -3% | -3% | 8% | 0% | 0% |
| Saratoga County, NY YOY Change | 0% | 6% | 7% | 2% | 2% | -1% | 5% | 0% | 4% | 0% | 11% | 4% | 3% |
| Albany County, NY YOY Change | -6% | -1% | 8% | 1% | 2% | 2% | 9% | 3% | 6% | 1% | 8% | 9% | 3% |
| Dauphin County, PA (Hershey) YOY Change | -2% | 0% | 1% | 5% | 6% | 3% | 12% | 9% | 2% | 0% | 4% | 7% | 4% |
| Finger Lakes, NY (Seneca, Cayuga, Yates) YOY Change | 2% | 1% | 6% | -7% | 0% | -5% | 1% | 2% | -6% | 5% | 0% | 6% | 0% |
| Barnstable County, MA (Cape Cod) YOY Change | -18% | -10% | -21% | -9% | -4% | -5% | -3% | -3% | -8% | -4% | 0% | -6% | -8% |
| Rockingham County, NH (Hampton Beach) YOY Change | -6% | -3% | -6% | -4% | 1% | 1% | 3% | 4% | -4% | -12% | -16% | -1% | -3% |
| Atlantic County, NJ (Atlantic City) YOY Change | 8% | 13% | 12% | 11% | 12% | -6% | -2% | -3% | -5% | 3% | 4% | 1% | 4% |
| Jefferson County, NY (1000 Islands) YOY Change | -2% | -3% | -3% | 0% | -2% | 0% | 5% | 0% | -5% | -3% | 3% | -2% | -1% |
| Grafton County, VT (Woodstock) YOY Change | 4% | 4% | 5% | -2% | -2% | -5% | 3% | 4% | 2% | 2% | 0% | 1% | 1% |
| Rutland County, VT YOY Change | 6% | 6% | 3% | -5% | 5% | -2% | 5% | 0% | 2% | -1% | -2% | 2% | 2% |
| Lamoille County, VT (Stowe) YOY Change | 3% | 4% | 3% | -3% | 1% | 3% | 2% | 1% | 1% | 2% | 2% | -1% | 1% |
| Volusia County, FL (Daytona Beach) YOY Change | 7% | 0% | 3% | 3% | 12% | 2% | -1% | -8% | -16% | 2% | 11% | 4% | 1% |

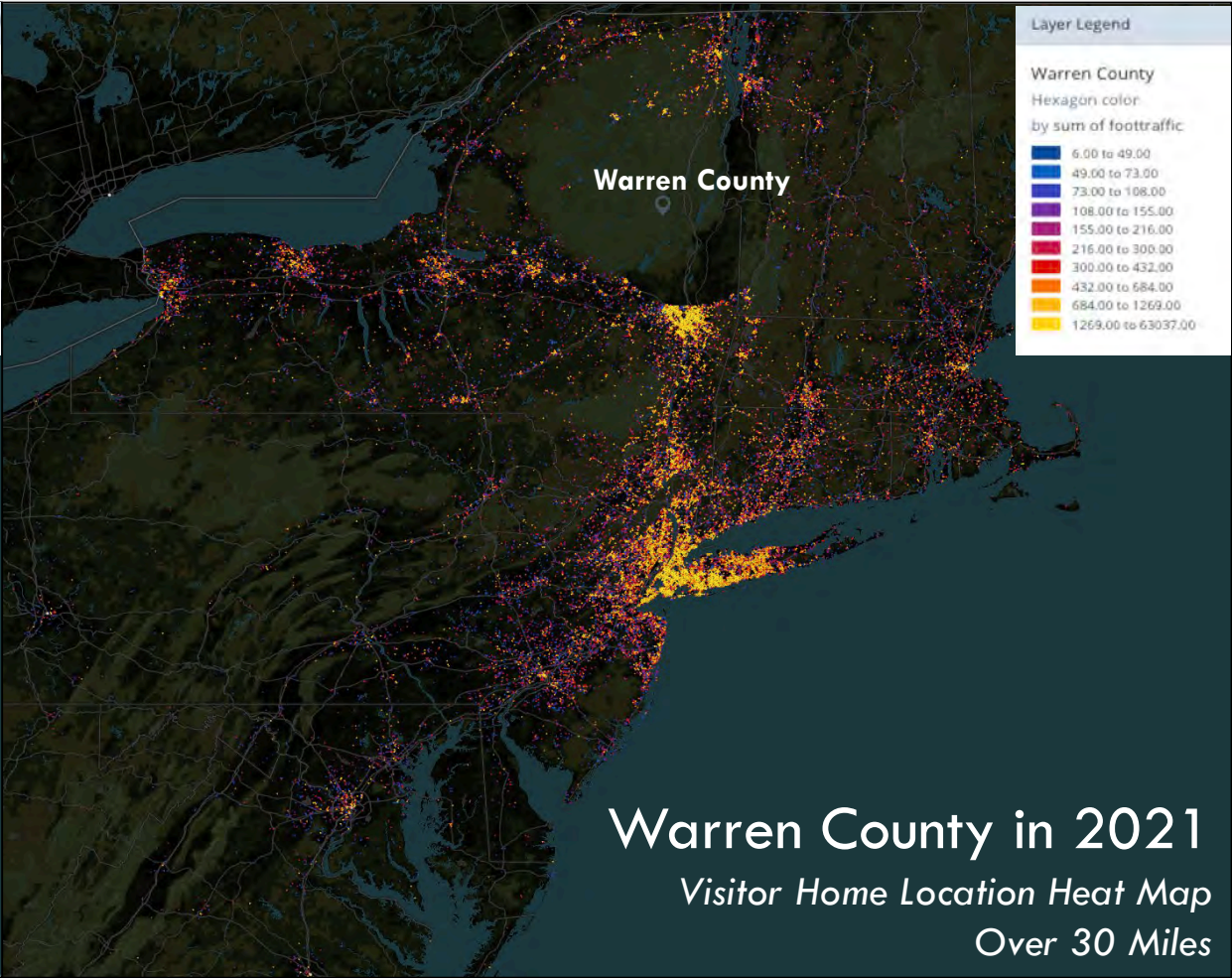
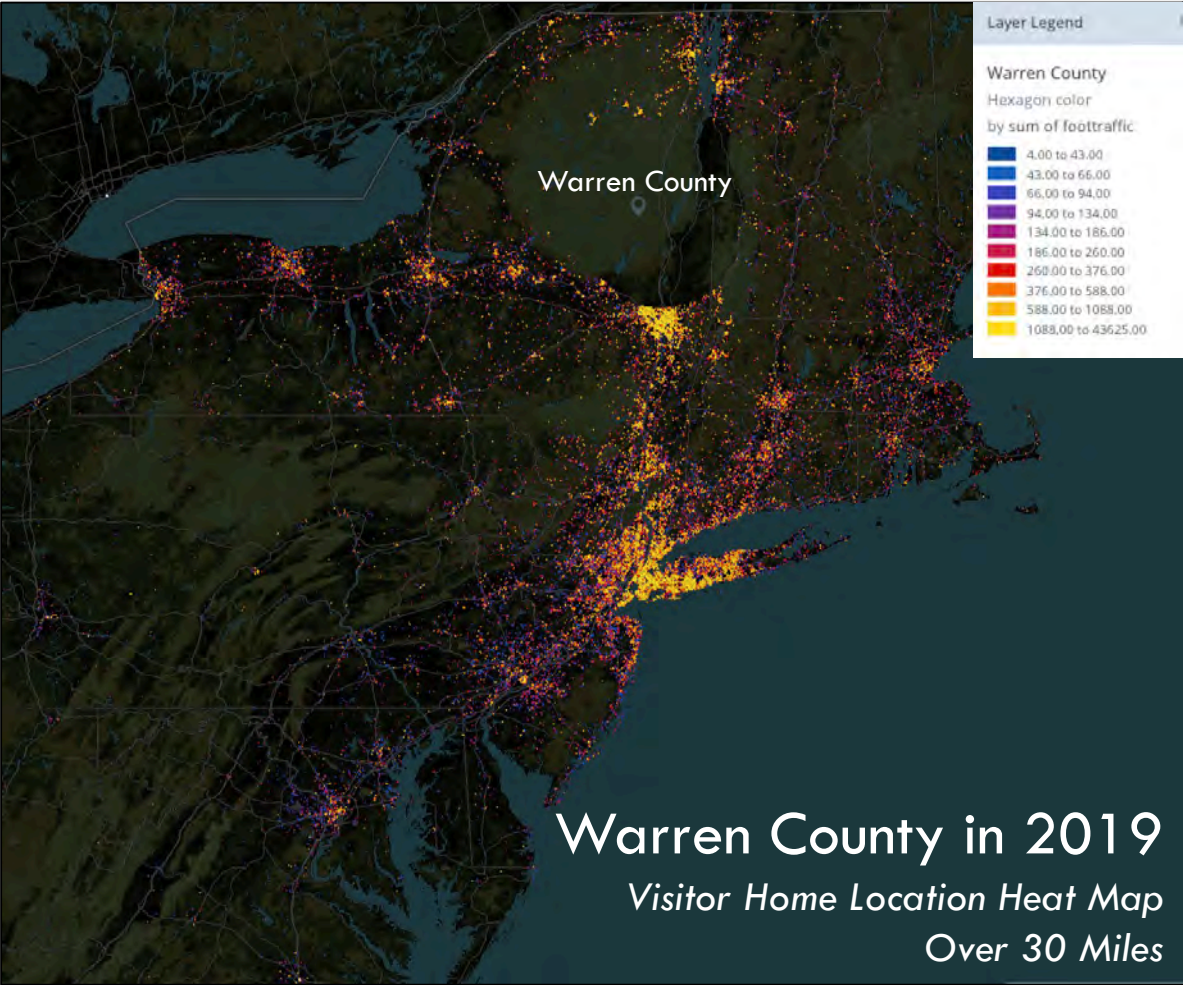
Chapter 1: Warren County Destination Profile

Regional Overview & Drive Times

Within a 5-hour drive time, there is a population of over 41.7 million people and nearly 16 million households. This distance includes major cities along the east coast including Concord, Boston, Providence, New York City, and Western New York. On average, people within this area spent nearly \$3,000 on travel and \$3700 on entertainment in 2021.



Warren County Total Visitation

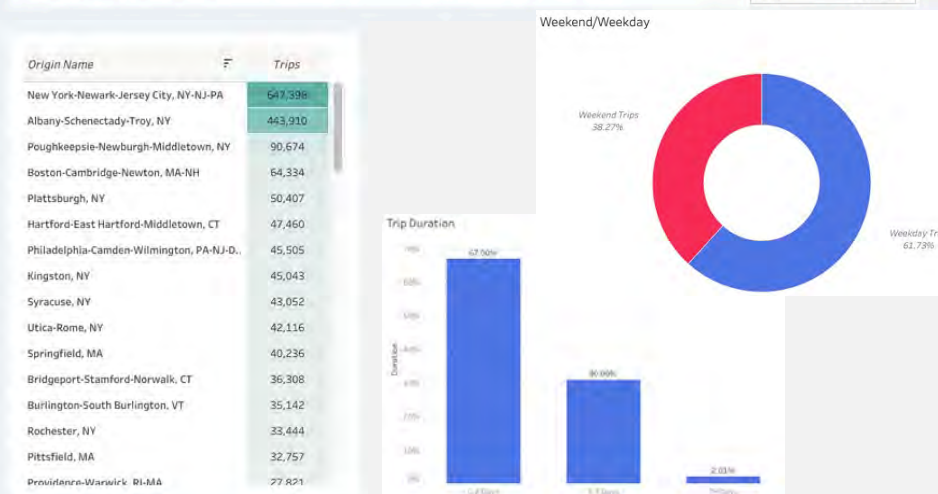
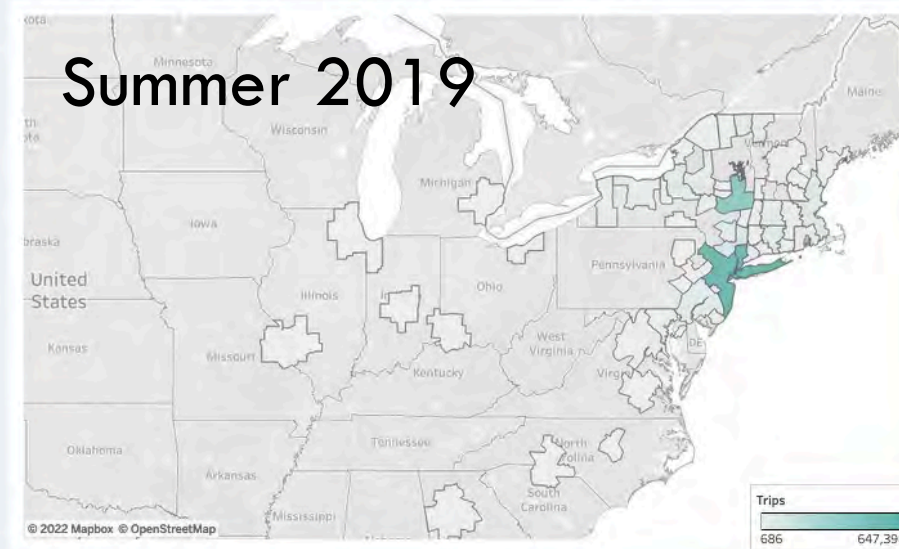


Warren County Summer v Winter Visitation 2019

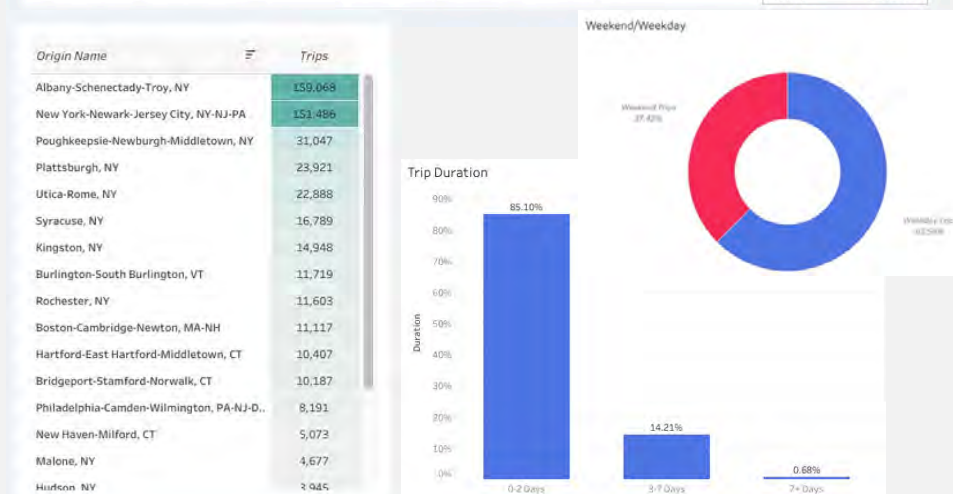
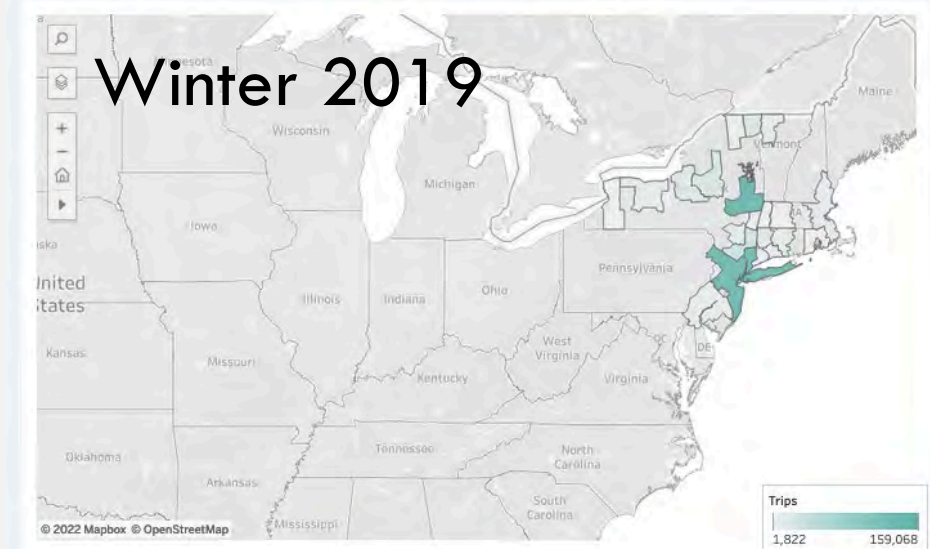
For summer and winter seasons, the largest market for Warren County tourism is the New York City market, followed by the nearby area of Albany-Schenectady-Troy, New York.

The largest market outside of New York during summer is the Boston area. With ski mountains being closer to Boston, Warren County pulls few visitors from the market during the winter.

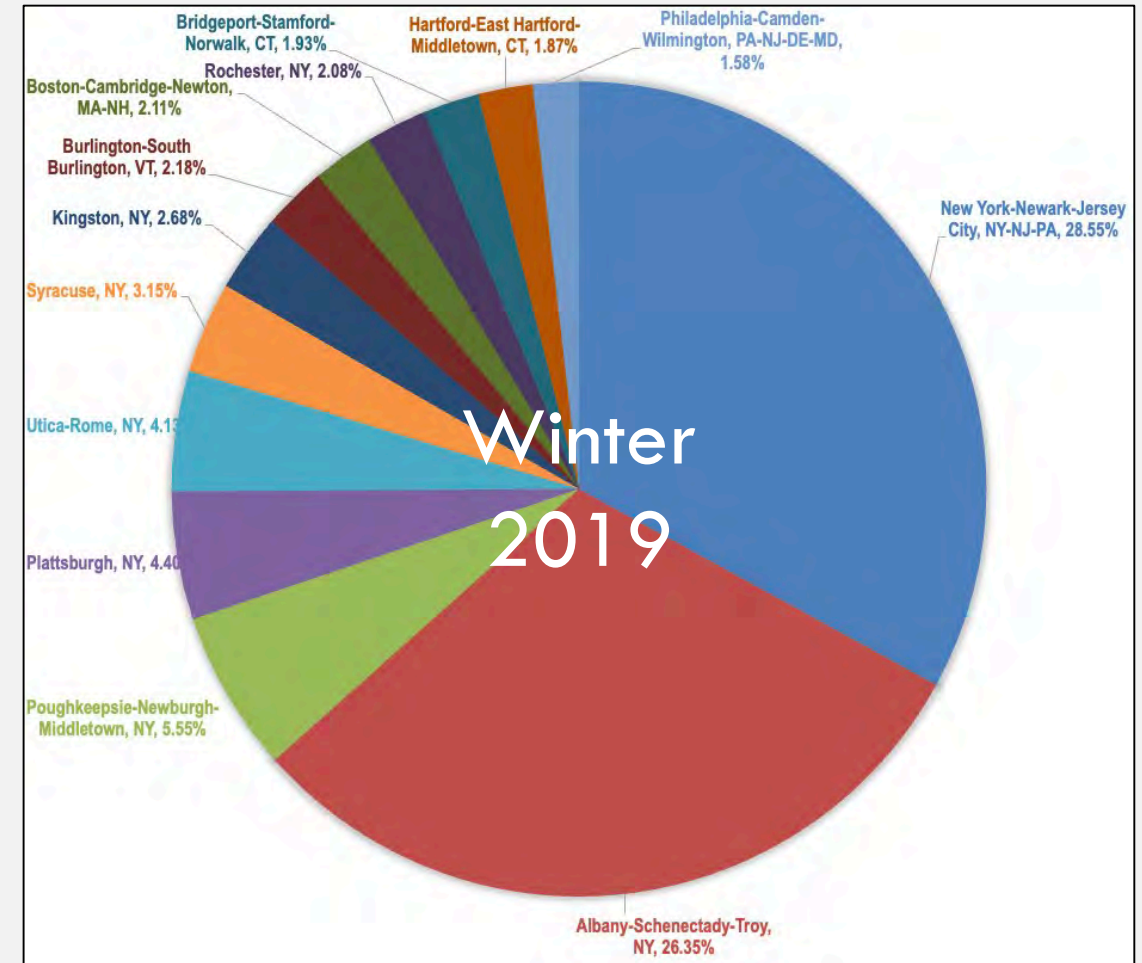
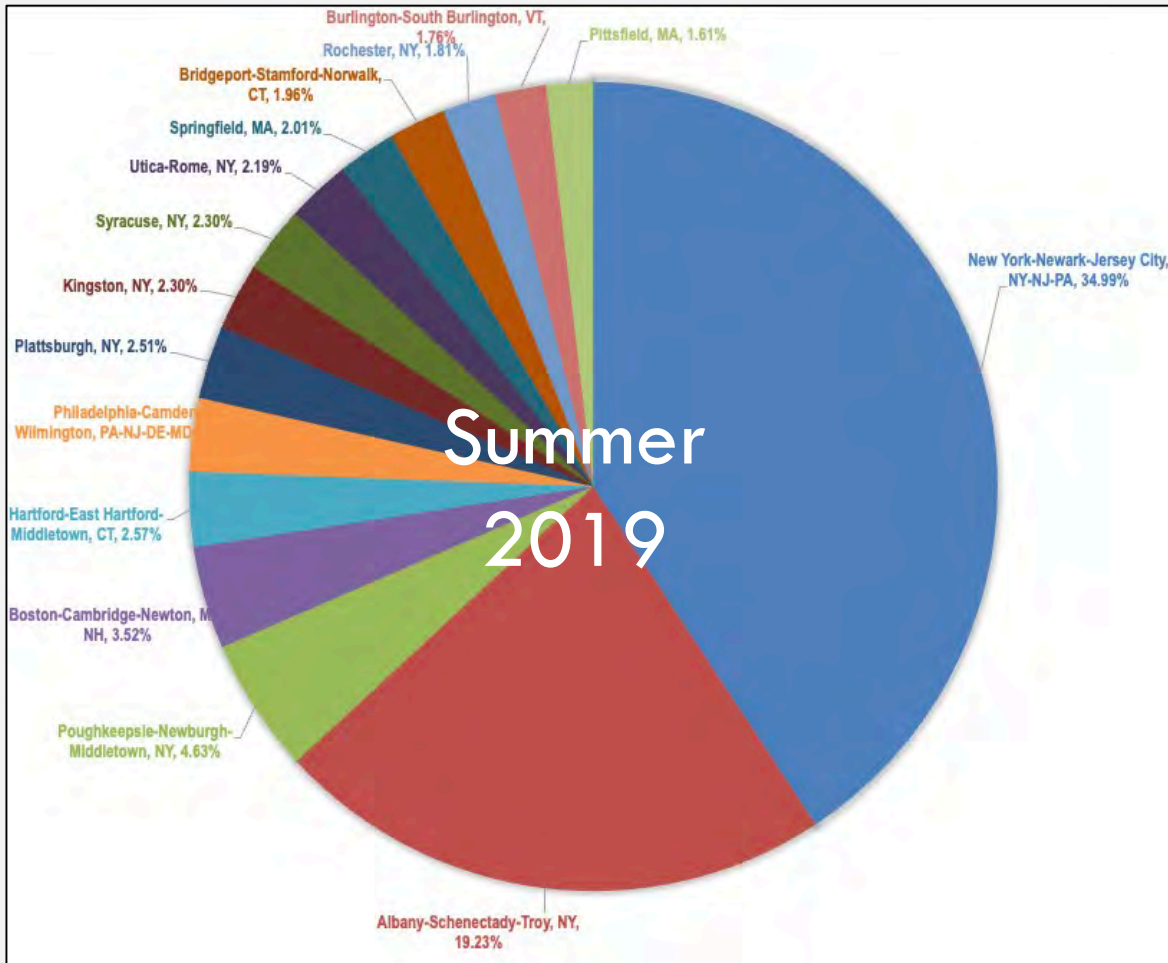
Number of Trips From Each MSA to Warren County Between Jun 2019 - Sep 2019



Number of Trips From Each MSA to Warren County Between Jan 2019 - Apr 2019



Warren County Summer v Winter Visitation 2019

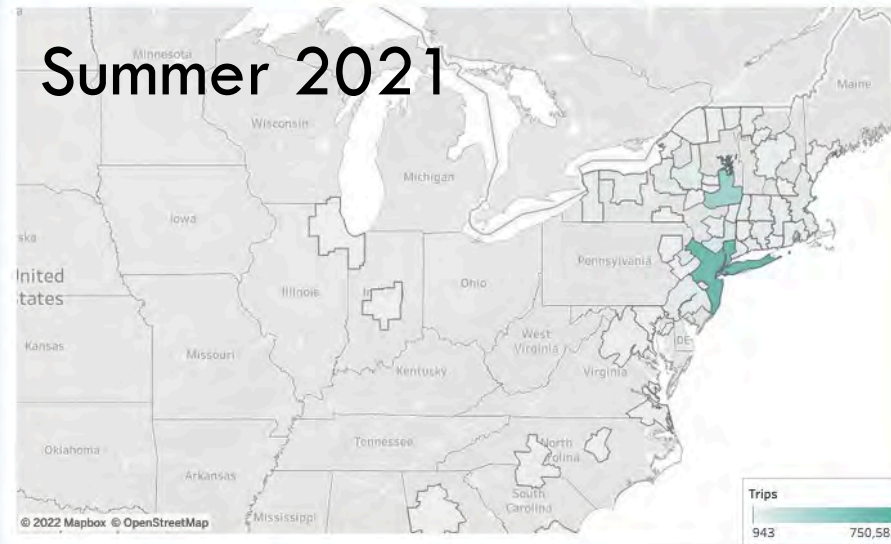


The percentage of New York City visitors decreases during the winter and the area experiences more local visitation from Albany-Schenectady-Troy.

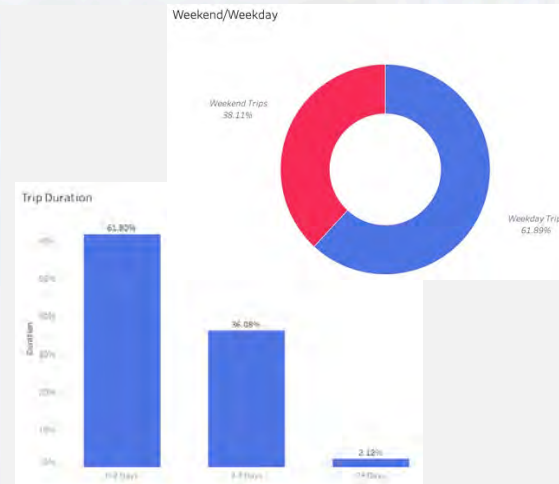
Warren County Summer v Winter Visitation 2021

The number of total New York City summer visitors increased by just over 100,000 visitors from 2019 to 2021. The number of visitors in the summer increased, while winter stays the same. Generally, the percentages of visitors from each area remained unchanged between the two years.

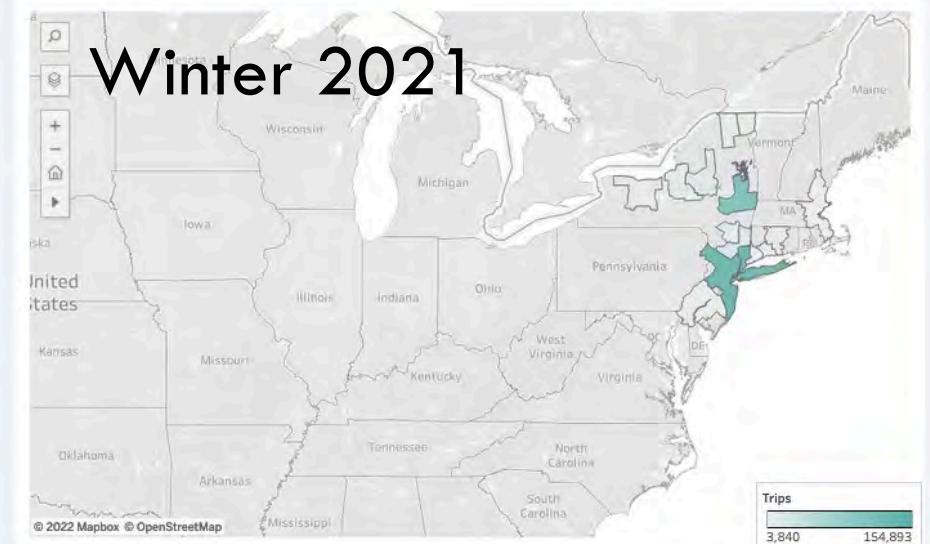
Number of Trips From Each MSA to Warren County Between Jun 2021 - Sep 2021



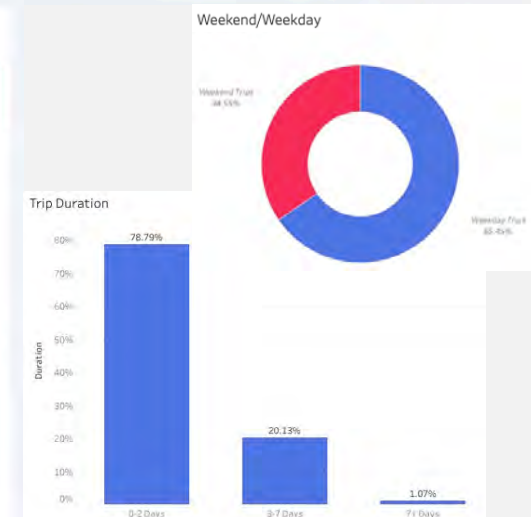
| Origin Name | Trips |
|--|---------|
| New York-Newark-Jersey City, NY-NJ-PA | 750,583 |
| Albany-Schenectady-Troy, NY | 416,331 |
| Poughkeepsie-Newburgh-Middletown, NY | 105,669 |
| Boston-Cambridge-Newton, MA-NH | 63,666 |
| Utica-Rome, NY | 48,676 |
| Philadelphia-Camden-Wilmington, PA-NJ-D. | 46,167 |
| Kingston, NY | 45,652 |
| Syracuse, NY | 45,255 |
| Plattsburgh, NY | 45,169 |
| Hartford-East Hartford-Middletown, CT | 45,163 |
| Rochester, NY | 42,851 |
| Bridgeport-Stamford-Norwalk, CT | 39,602 |
| Springfield, MA | 37,779 |
| Burlington-South Burlington, VT | 31,414 |
| Buffalo-Cheektowaga, NY | 29,371 |
| Gittsfield, MA | 27,969 |



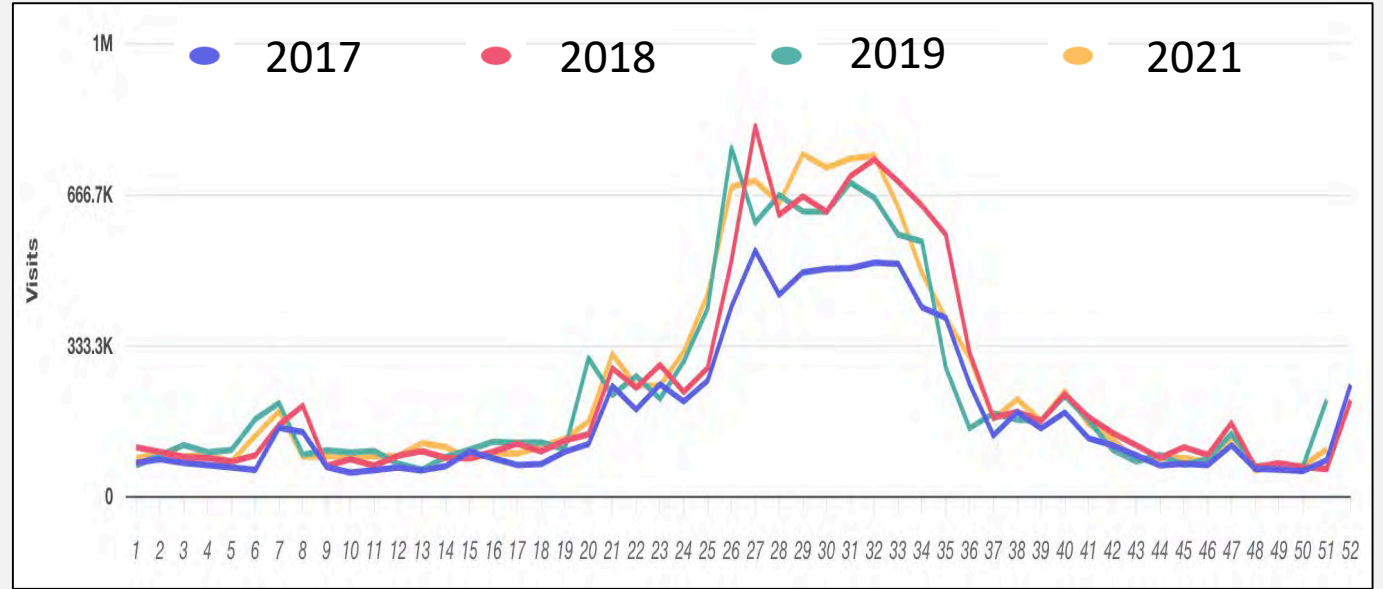
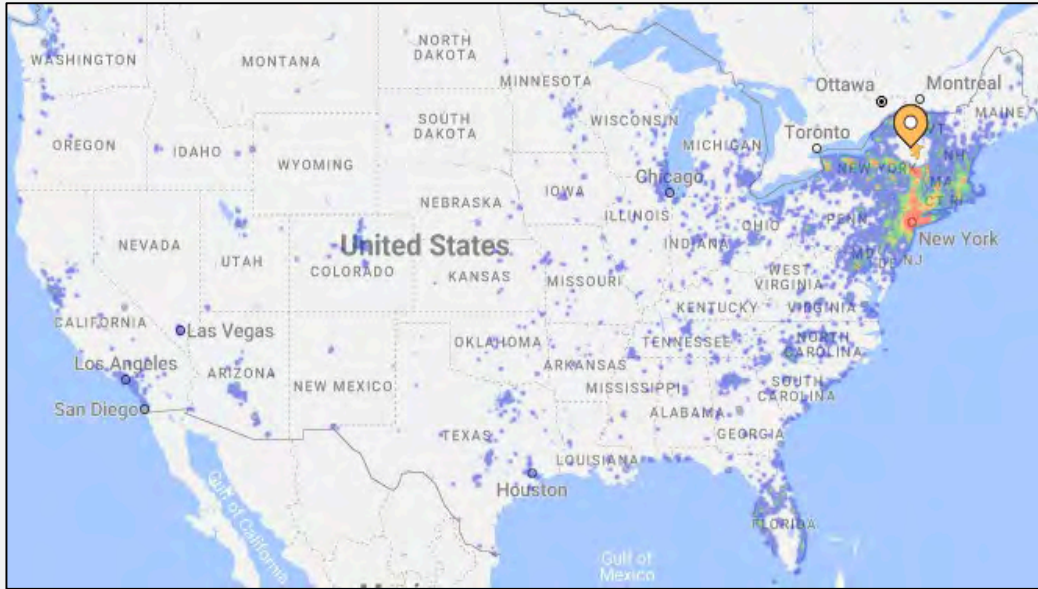
Number of Trips From Each MSA to Warren County Between Jan 2021 - Apr 2021



| Origin Name | Trips |
|--|---------|
| New York-Newark-Jersey City, NY-NJ-PA | 154,893 |
| Albany-Schenectady-Troy, NY | 126,495 |
| Poughkeepsie-Newburgh-Middletown, NY | 21,961 |
| Utica-Rome, NY | 17,175 |
| Plattsburgh, NY | 13,278 |
| Syracuse, NY | 13,104 |
| Kingston, NY | 12,961 |
| Rochester, NY | 10,743 |
| Bridgeport-Stamford-Norwalk, CT | 8,623 |
| Malone, NY | 8,291 |
| Philadelphia-Camden-Wilmington, PA-NJ-D. | 7,654 |
| Hartford-East Hartford-Middletown, CT | 6,659 |
| Boston-Cambridge-Newton, MA-NH | 5,016 |
| New Haven-Milford, CT | 3,840 |



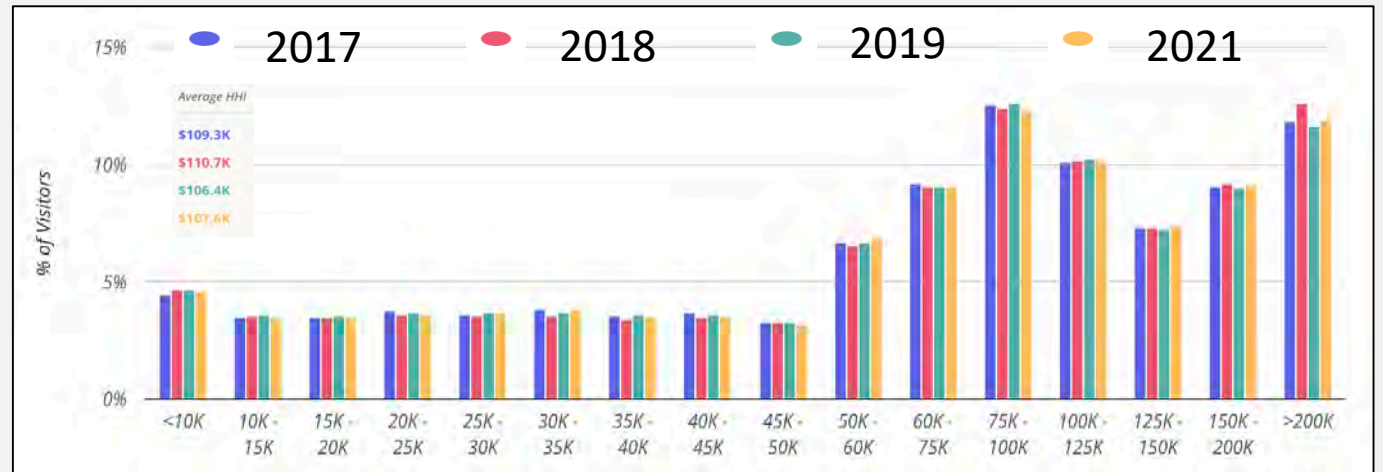
Warren County Total Visitation



Warren County Visitation

| Year | Vists | Unique Visits | Visit Frequency |
|------|------------|---------------|-----------------|
| 2017 | 9,700,000 | 1,500,000 | 6.50 |
| 2018 | 12,500,000 | 2,000,000 | 6.23 |
| 2019 | 12,100,000 | 2,000,000 | 6.00 |
| 2021 | 12,600,000 | 2,100,000 | 6.09 |

Source: Placer.ai



2020 was excluded to remove the impact of the COVID-19 pandemic.

Adirondack Region

Adirondack Region Overview

The Adirondack Region refers to the mountainous regions of Upstate New York State.

The region as a whole offers year-round activities from spring rafting, summer lake days, fall hiking and winter snow sports. Different areas of the region are known for different things such as Olympic Games, clear lakes or world class hiking.

The largest office relating to tourism is the Regional Office of Sustainable Tourism. This body is the responsible destination marketing officer (DMO) for Essex County, Hamilton County, Lake Placid, Saranac Lake and Tupper Lake in New York. ROOST ADK works alongside Warren County Tourism on many initiatives.

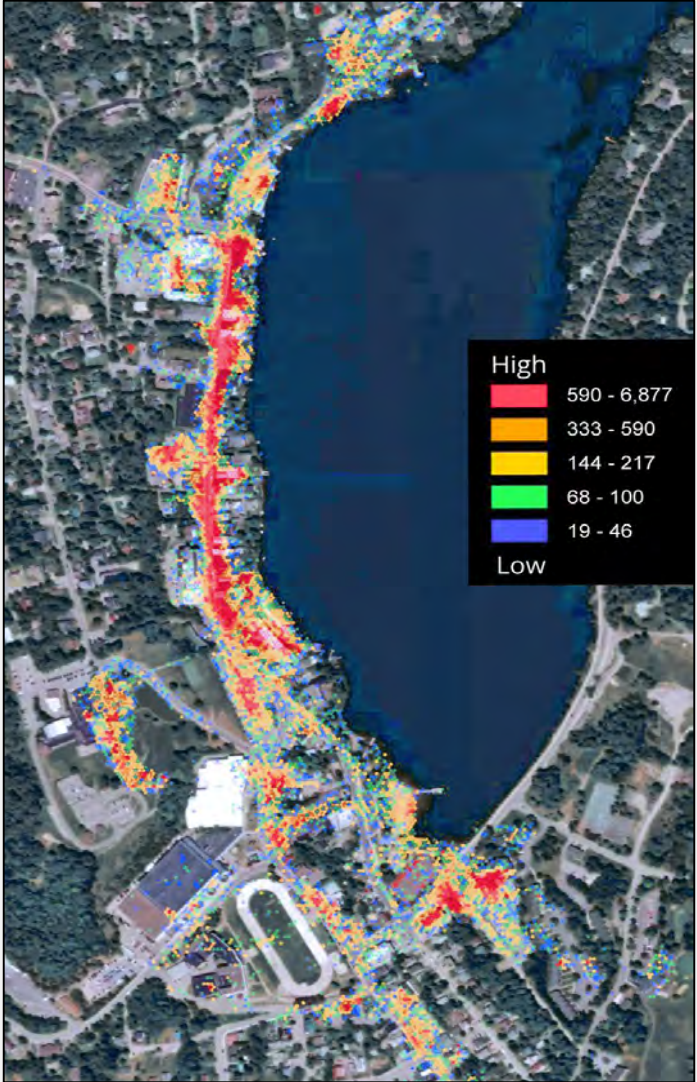


Adirondack Region Summer Foot Traffic Heat Map

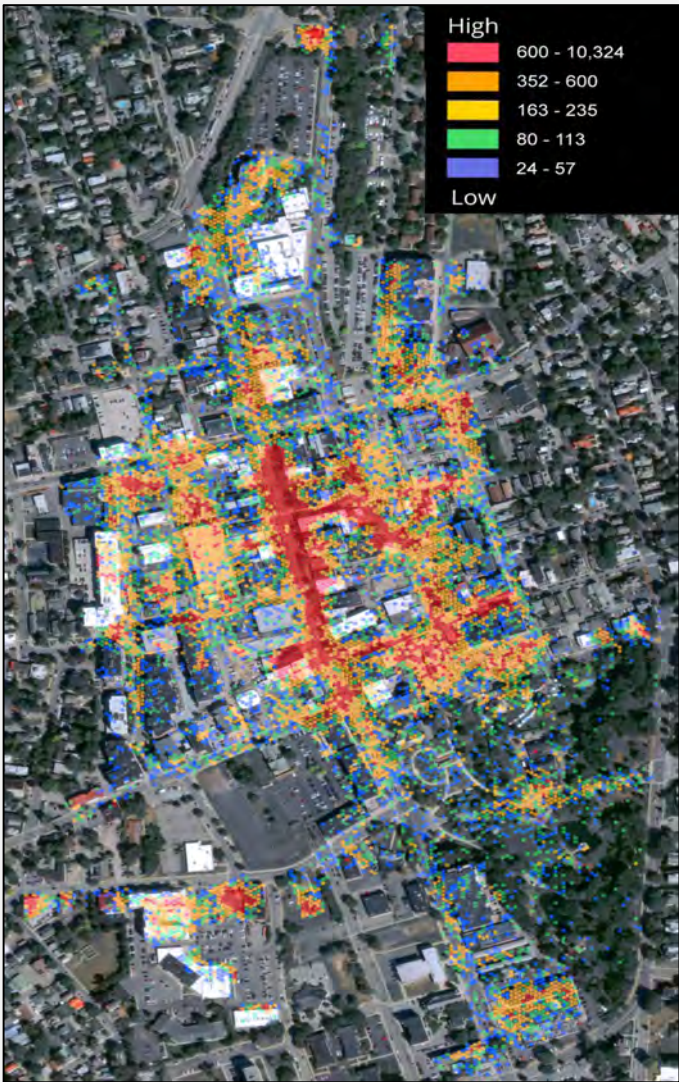
Lake George



Lake Placid



Saratoga Springs

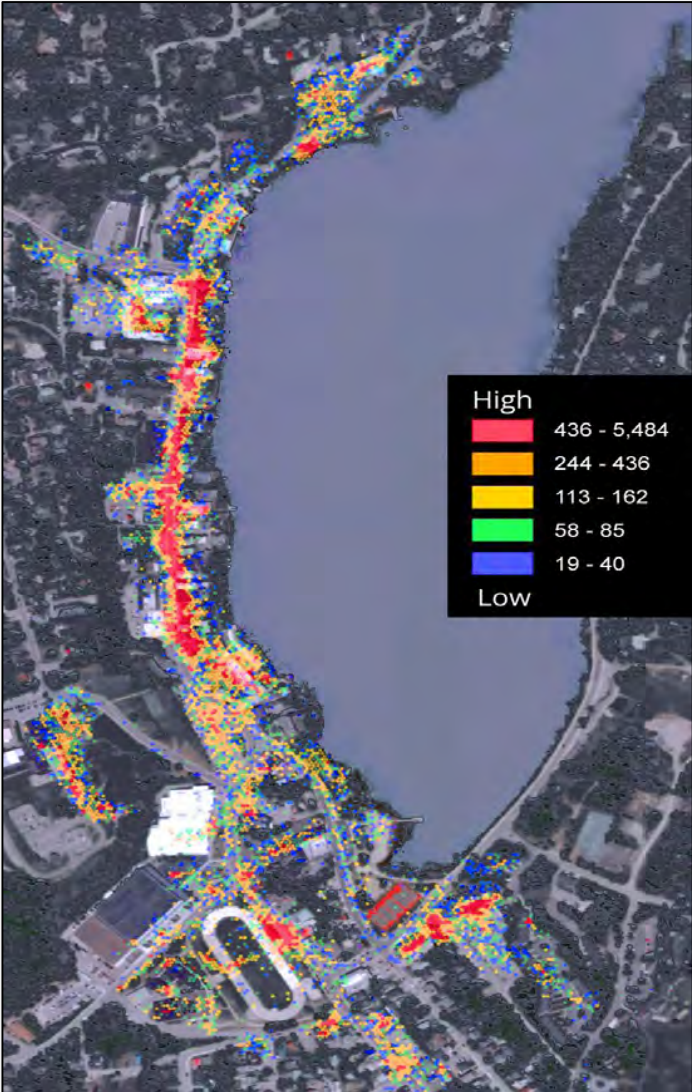


Adirondack Region Winter Foot Traffic Heat Map

Lake George

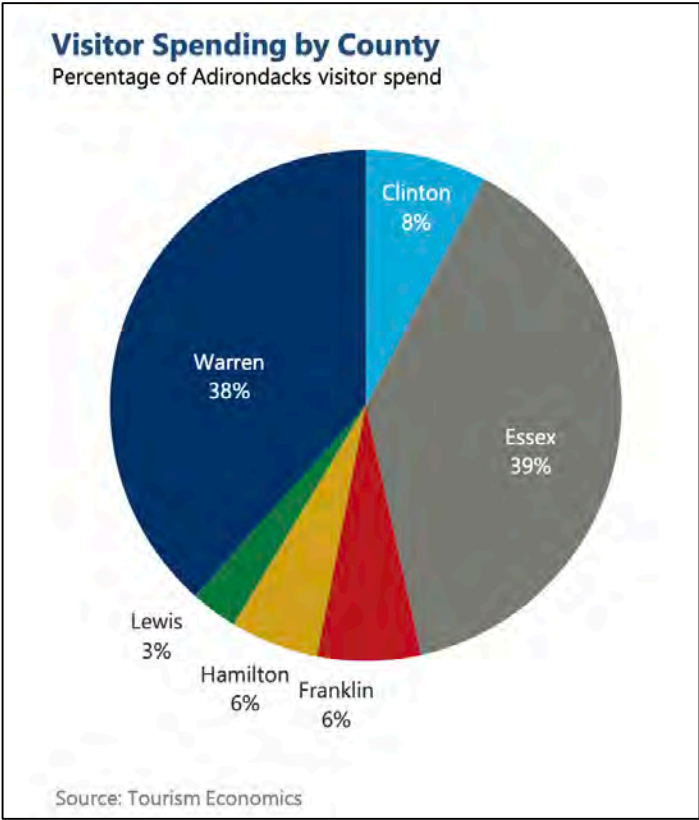
Lake Placid

Saratoga Springs



Adirondack Visitor Spending-2020

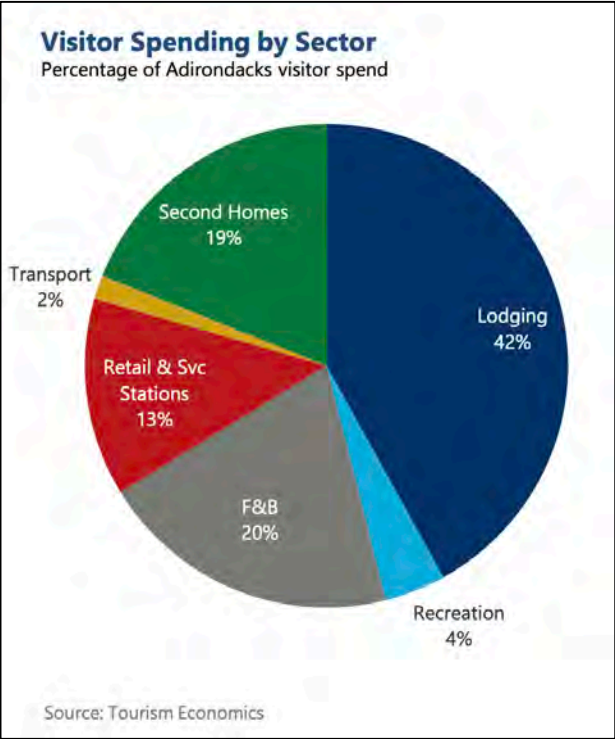
Warren County and Essex County are the leading counties in visitor spending across the Adirondack Region. Warren County was leading in traveler spending in years prior to the COVID pandemic. During the pandemic the amount of spending in Warren County decreased by 20 percent, allowing Essex County to become the number one spending county in the area.



| Traveler Spend | | | | | |
|--|---------|---------|---------|---------|-------------|
| Amounts in millions of nominal dollars | | | | | |
| | 2017 | 2018 | 2019 | 2020 | 2020 Growth |
| Total | \$1,422 | \$1,491 | \$1,541 | \$1,310 | -15.0% |
| Clinton | \$136 | \$142 | \$148 | \$101 | -32.1% |
| Essex | \$471 | \$495 | \$508 | \$509 | 0.1% |
| Franklin | \$88 | \$98 | \$102 | \$86 | -16.2% |
| Hamilton | \$80 | \$83 | \$83 | \$73 | -11.6% |
| Lewis | \$44 | \$44 | \$46 | \$39 | -13.5% |
| Warren | \$603 | \$629 | \$655 | \$503 | -23.2% |

Adirondack Visitor Spending by Sector - 2020

Across visitors from the Adirondack region, 42 percent of spending dollars were allocated towards lodging. Food and beverage accounted for 20 percent of spending. Second homes made up the third most spending dollars at 19 percent.



| | Lodging | Recreation | F&B | Retail & Svc Stations | Transport | Second Homes | Total |
|----------|---------|------------|---------|-----------------------|-----------|--------------|-----------|
| Total | \$549.7 | \$53.7 | \$264.5 | \$173.5 | \$20.8 | \$248.1 | \$1,310.3 |
| Clinton | \$30.8 | \$2.9 | \$28.7 | \$14.2 | \$8.6 | \$15.6 | \$100.8 |
| Essex | \$248.7 | \$32.7 | \$82.4 | \$80.3 | \$3.6 | \$61.0 | \$508.7 |
| Franklin | \$18.0 | \$4.9 | \$21.4 | \$10.5 | \$0.1 | \$31.0 | \$85.8 |
| Hamilton | \$14.5 | \$2.0 | \$7.2 | \$5.4 | \$0.2 | \$43.7 | \$73.0 |
| Lewis | \$3.9 | \$0.4 | \$4.5 | \$1.8 | \$0.0 | \$28.8 | \$39.4 |
| Warren | \$233.8 | \$10.8 | \$120.3 | \$61.3 | \$8.4 | \$68.1 | \$502.6 |

Source: Tourism Economics



Warren County Tourism Analysis



Warren County Tourism Overview

The following areas were analyzed to better understand Warren County as a tourist destination.

| | |
|-------------------------------------|---|
| Tourism Assets | What attracts people to Warren County? |
| Festivals & Events | What special events draw people to Warren County? |
| Major Activity Nodes | Where does commercial activity occur? |
| Sports Tourism | Can and does Warren County host sport tournaments? |
| Tourism Promotion | How do Warren County and the CVB allocate money to tourism? |
| Current & Potential Tourism Metrics | How does/can Warren County track tourism? |

Tourism Assets



Summer Tourism

Warren County – Selected Summer Activities



Six Flags Great Escape

Queensbury



Village of Lake George

Lake George



Lake George Cruises

Lake George



Beaches

Lake George



Adirondack Winery

Village of Lake George
and Bolton



Revolution Rail

Lake George



Warren County – Selected Summer Activities



White Water Rafting



**Bolton Treetop
Adventure Park**



**West Mountain Aerial
Adventure Park**



**Dino Roar Valley/Lake
George Expedition Park**



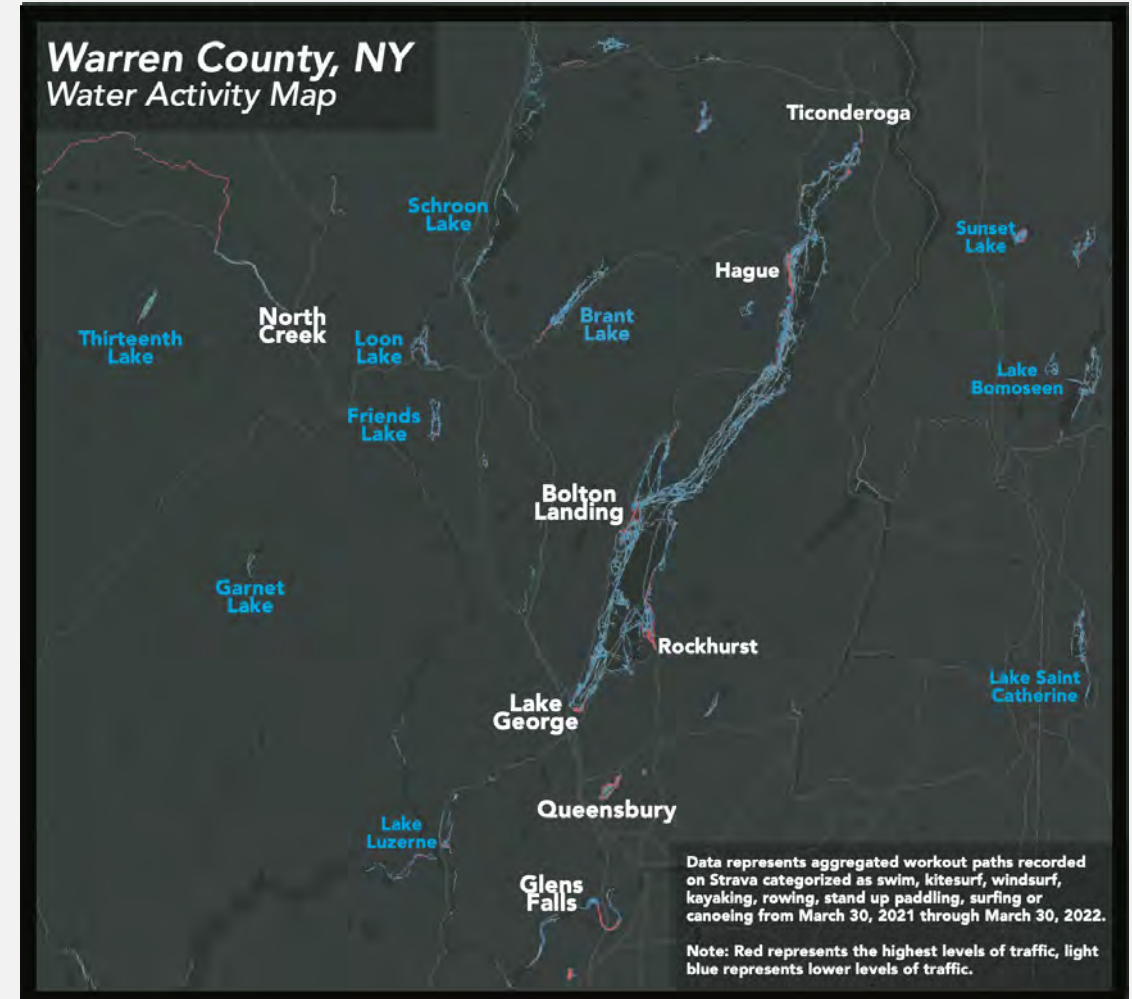
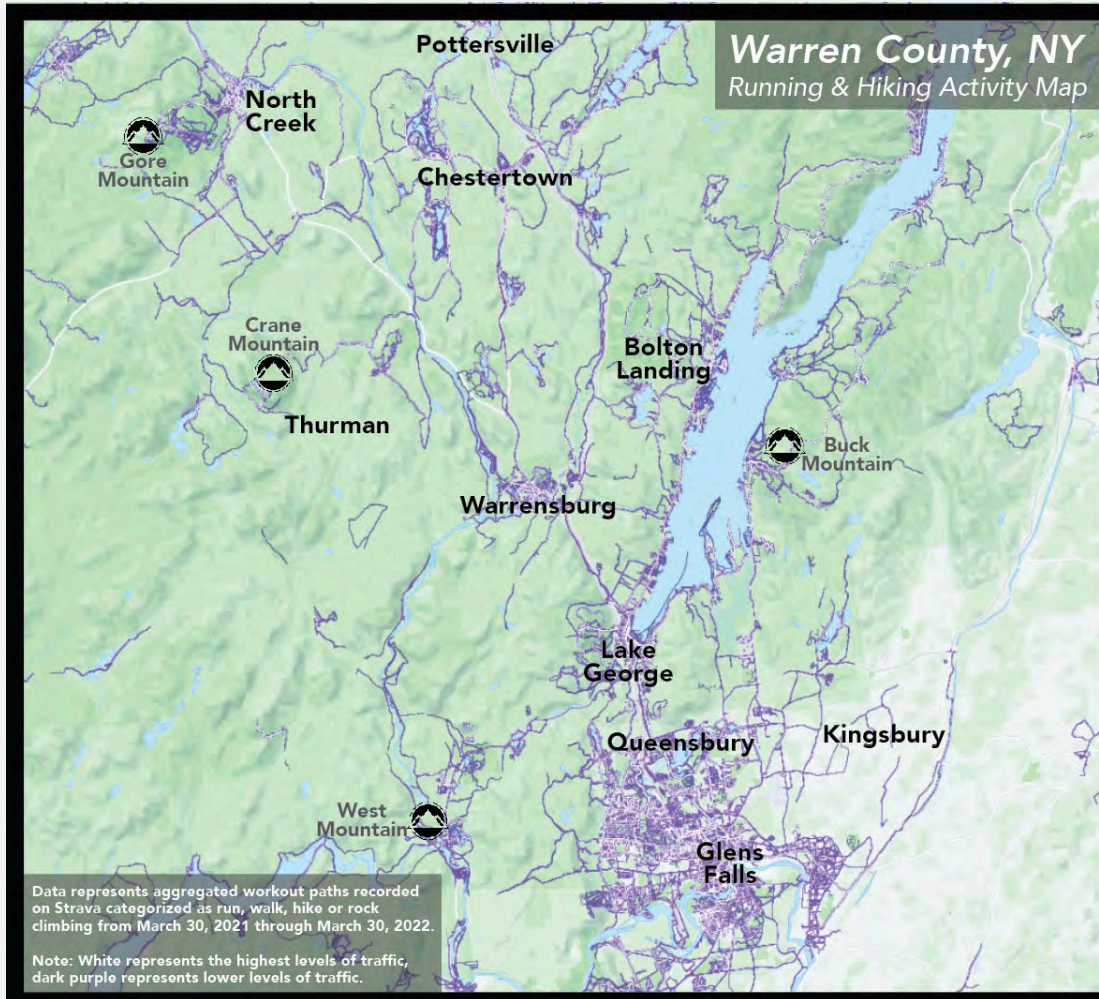
**Mountain Biking at
Gore & West Mountain**



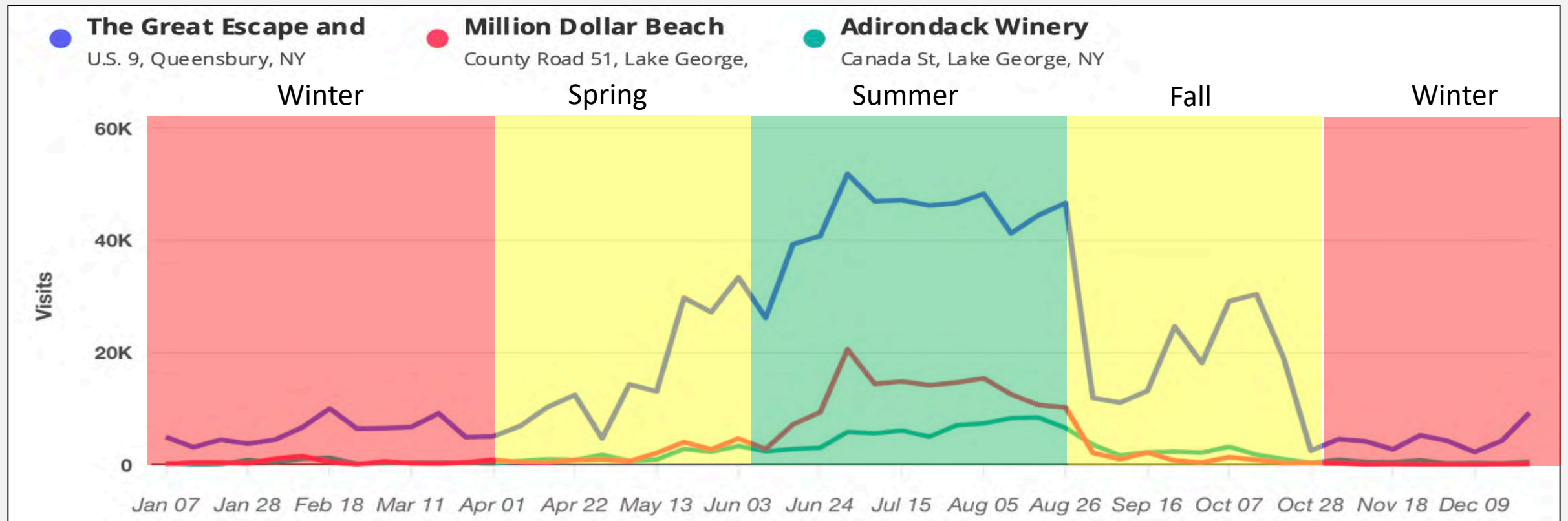
Golf Courses

Summer Activity Trail Maps

Warren County attracts many visitors seeking outdoor activities. The following graphics show the recorded workouts relating to running/hiking and water activities. Within each category umbrella, there are many exercises.



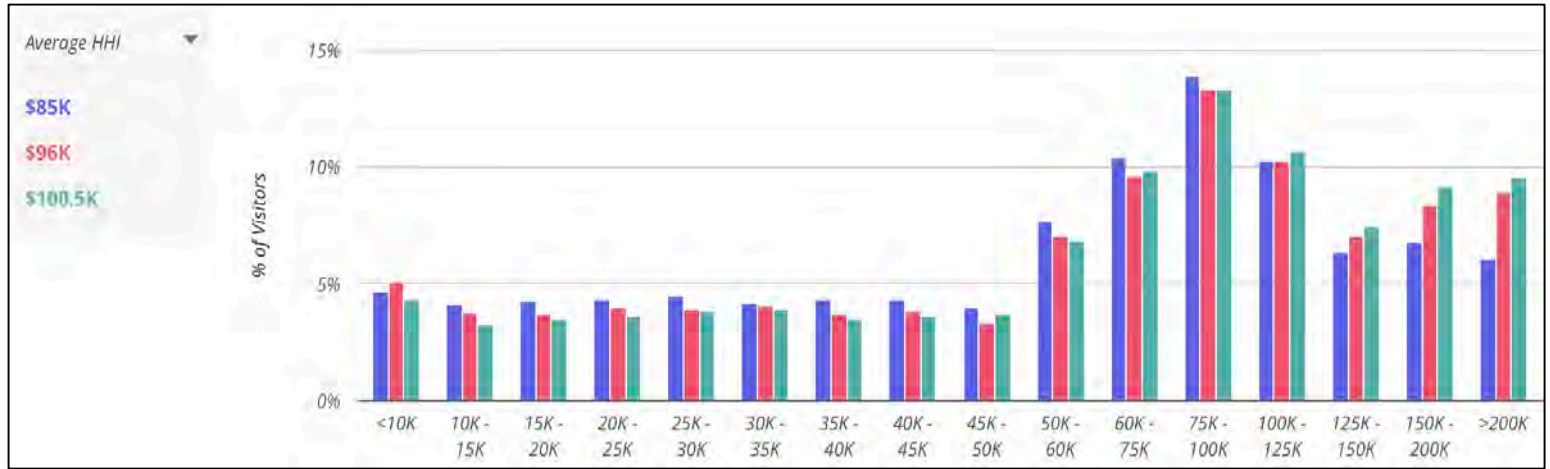
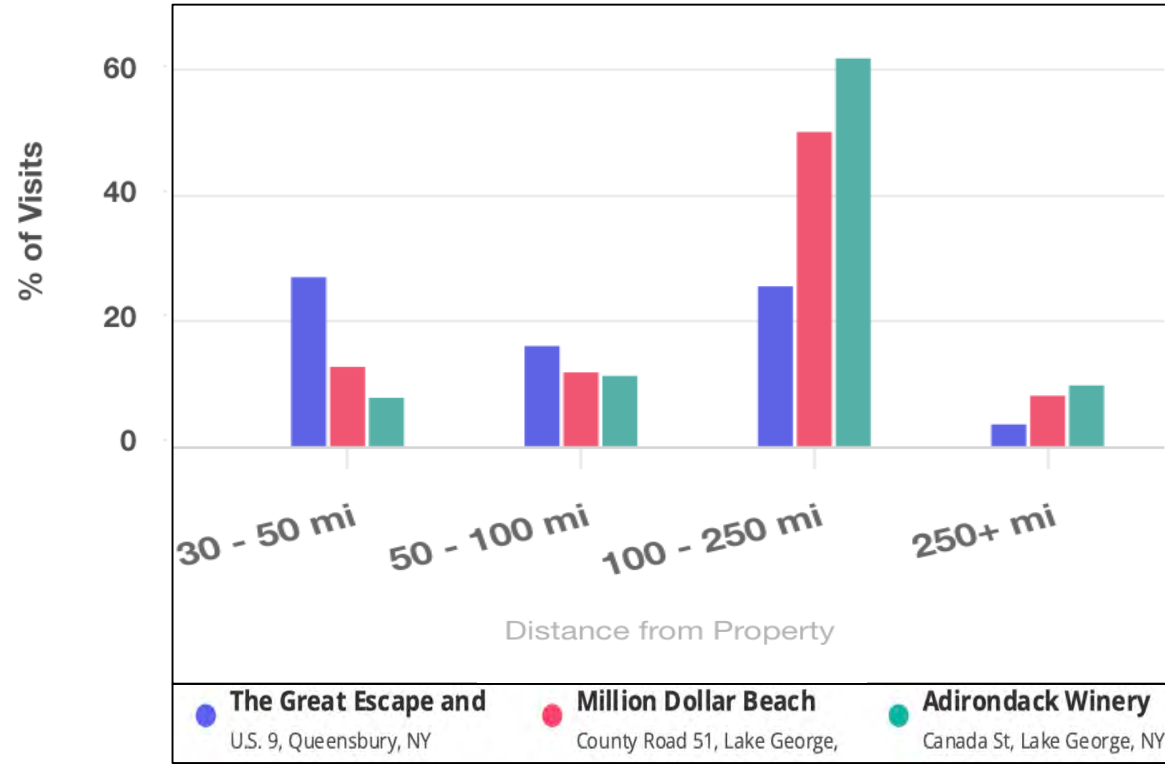
Summer Asset Tourism



Aside from Lake George itself, the Great Escape, Million Dollar Beach and the Adirondack Winery are among the top summer tourism assets in Warren County. These assets are oriented towards the summer season as reflected in their visitations throughout the year. Assets located near the Lake perform well in the summertime due to their location to the hospitality assets and lake activities.

Summer Visitor Profile

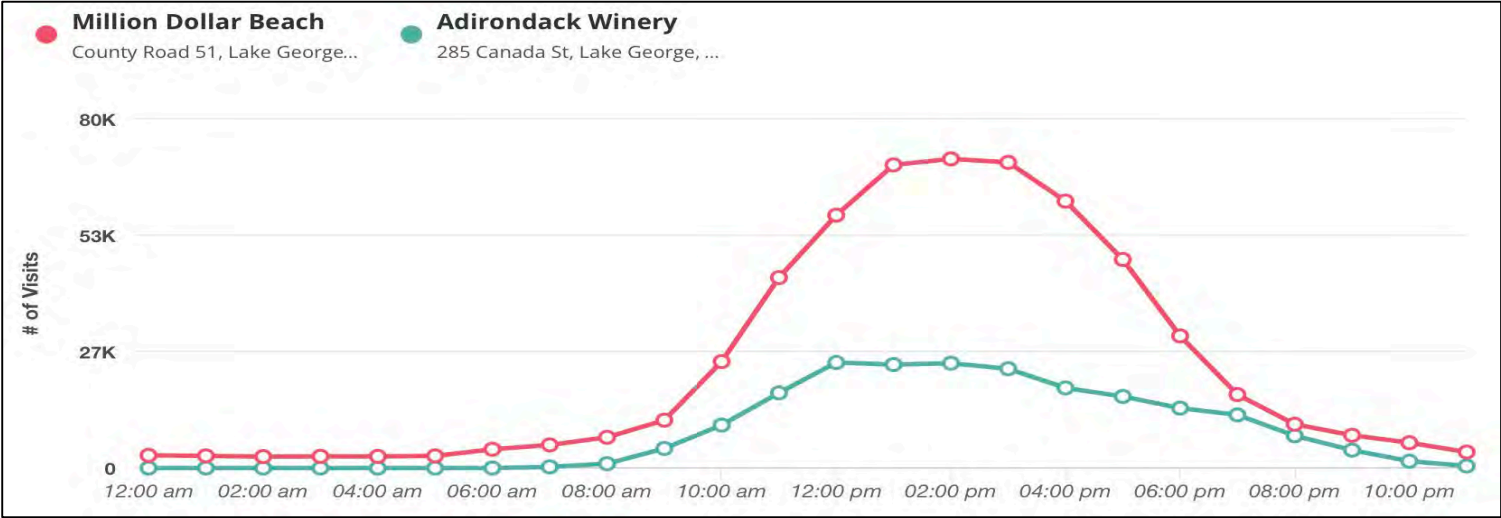
The majority of visitors to The Great Escape, Million Dollar Beach and Adirondack Winery come from a distance between 100 and 250 miles, which covers the northeastern part of the country. The average household incomes range between \$60,000 and \$125,000 but there is also a healthy percentage of visitors with a household income of over \$125,000.



Million Dollar Beach and Adirondack Winery Daily Visitation

Million Dollar Beach and Adirondack Winery have similar visitation patterns regarding time-of-day visitation and day of week visitation. Both destinations peak between noon and 3:00 PM and slowly tail off into the evening. There is an opportunity to capitalize on the visitation to these assets with additional restaurants or entertainment options to keep visitation strong later into the night.

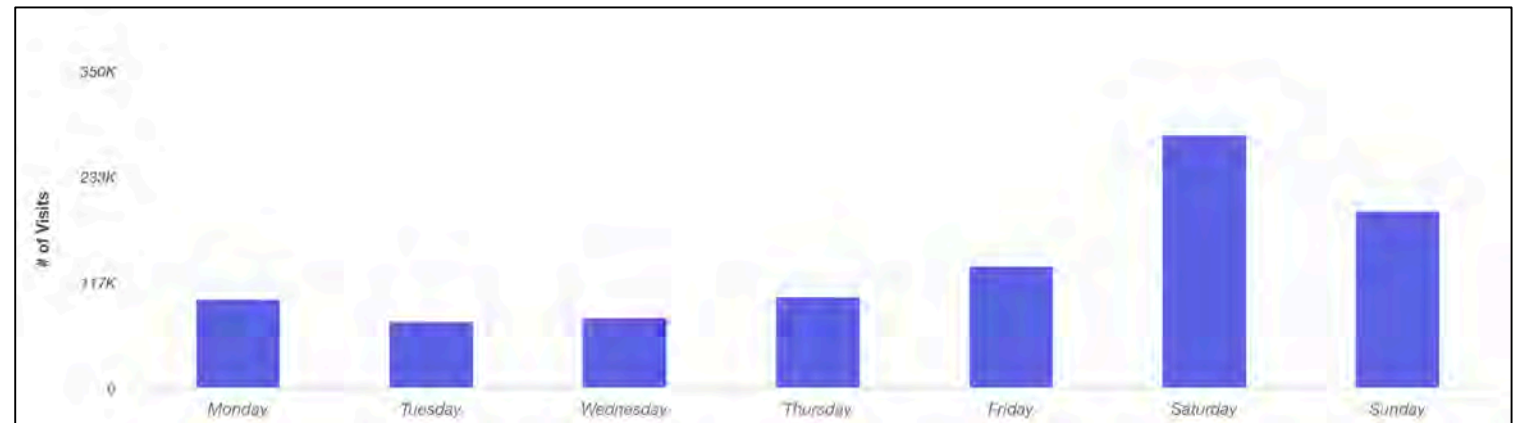
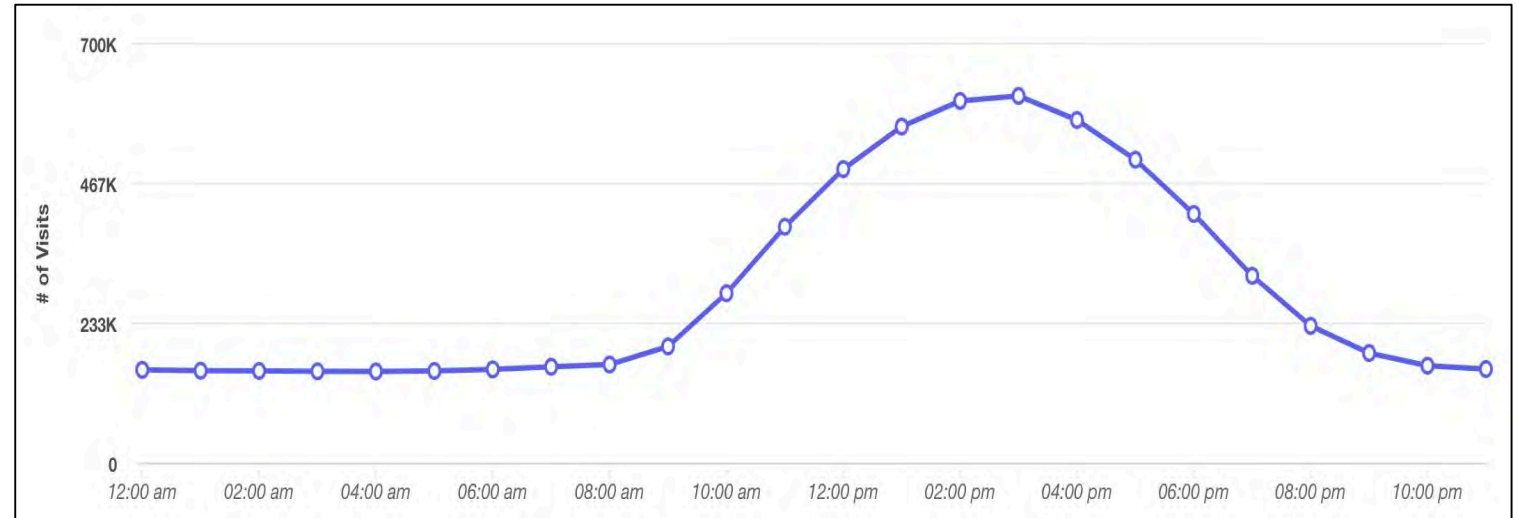
Visitation throughout the week stays consistent across the two destinations and spikes on the weekends, which is expected due to weekend trips to Warren County.



The Great Escape and Hurricane Harbor

The Great Escape and Hurricane Harbor follow a similar visitation pattern as Million Dollar Beach and the Adirondack Winery, with visitation throughout the day peaking between noon and 3:00 PM and decreasing into the evening.

Visitation on weekdays floats between 50,000 and 100,000 visits then jumps to nearly 250,000 on Saturdays and 200,000 on Sundays.



Lake George Steamboat



The table shows where the customers of Lake George Steamboat live. About 58 percent of steamboat ticket buyers live in New York State, with New Jersey being the second largest pool of customers to the Steamboat.

**Lake George Steamboat
Tickets Sold per Region, 2019 - 2021**

| Region | 2019 | 2020 | 2021 | % of 2021 |
|---------------------------|----------------|---------------|----------------|-------------|
| New York State | 114,216 | 96,313 | 135,316 | 58% |
| New York City | 21,450 | 26,743 | 30,517 | 13% |
| Westchester Co. | 5,022 | 6,549 | 7,424 | 3% |
| Western NY | 2,209 | 2,521 | 3,379 | 1% |
| "Upstate" NY | 87,744 | 6,302 | 97,375 | 42% |
| Capital District | 12,309 | 5,556 | 12,014 | 5% |
| Saratoga Region | 5,060 | 1,606 | 4,224 | 2% |
| Connecticut | 12,539 | 8,252 | 15,584 | 7% |
| Massachusetts | 12,817 | 12,029 | 15,457 | 7% |
| Vermont | 2,890 | 916 | 2,521 | 1% |
| Pennsylvania | 6,793 | 4,804 | 9,118 | 4% |
| New Jersey | 21,274 | 20,658 | 32,397 | 14% |
| Maryland | 956 | 824 | 1,673 | 1% |
| Ohio | 784 | 231 | 990 | 0% |
| Quebec | 1,908 | 0 | 11 | 0% |
| Other | 30,638 | 54,922 | 3,470 | 1% |
| Total Tickets Sold | 193,755 | 96,991 | 232,684 | 100% |

Source: Lake George Steamboat



Winter Tourism

Warren County – Selected Winter Activities



Gore Mountain

North Creek



West Mountain

Queensbury



**Adirondack Thunder
Hockey**

Queensbury



Ice Castles

Charles R. Wood Park



**Lake George Winter
Carnival**

Lake George

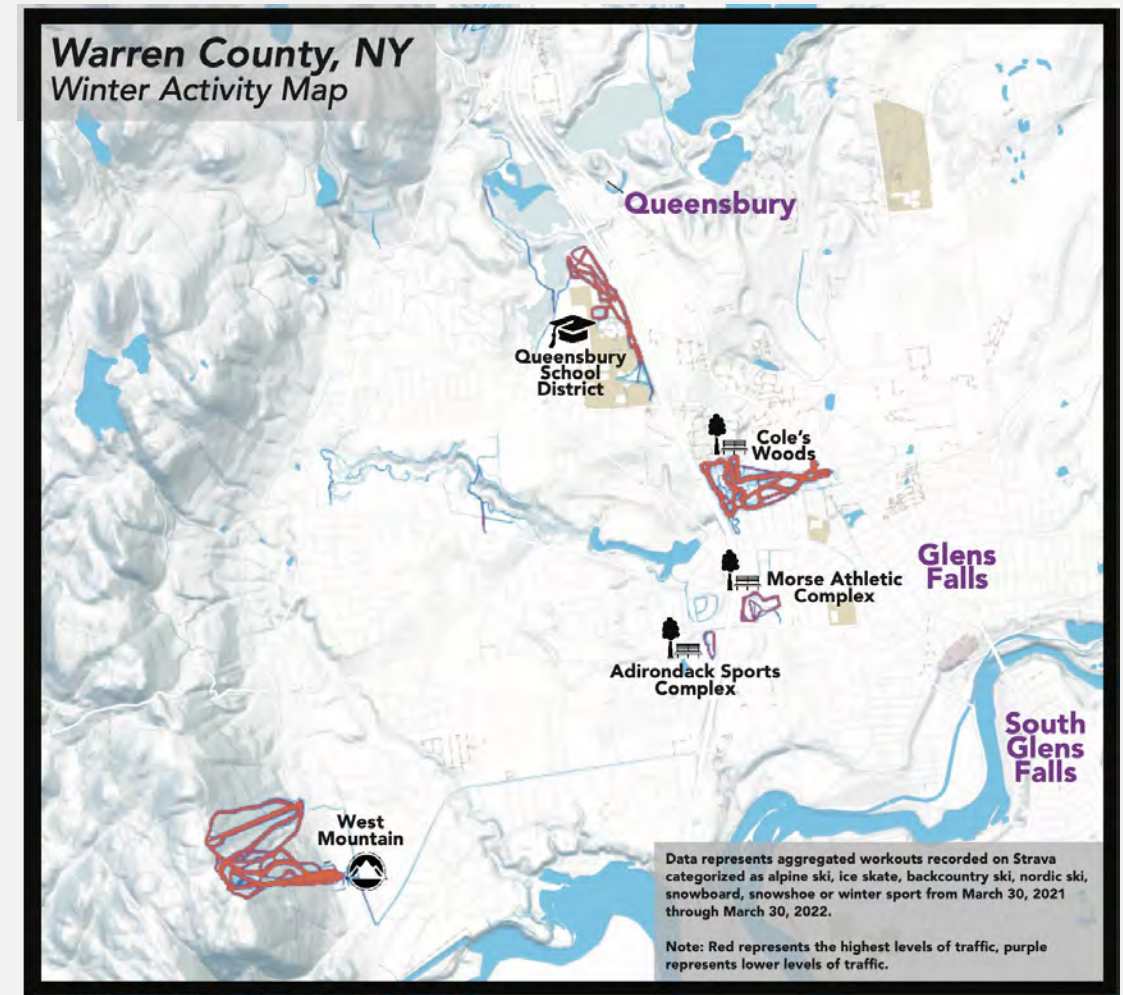
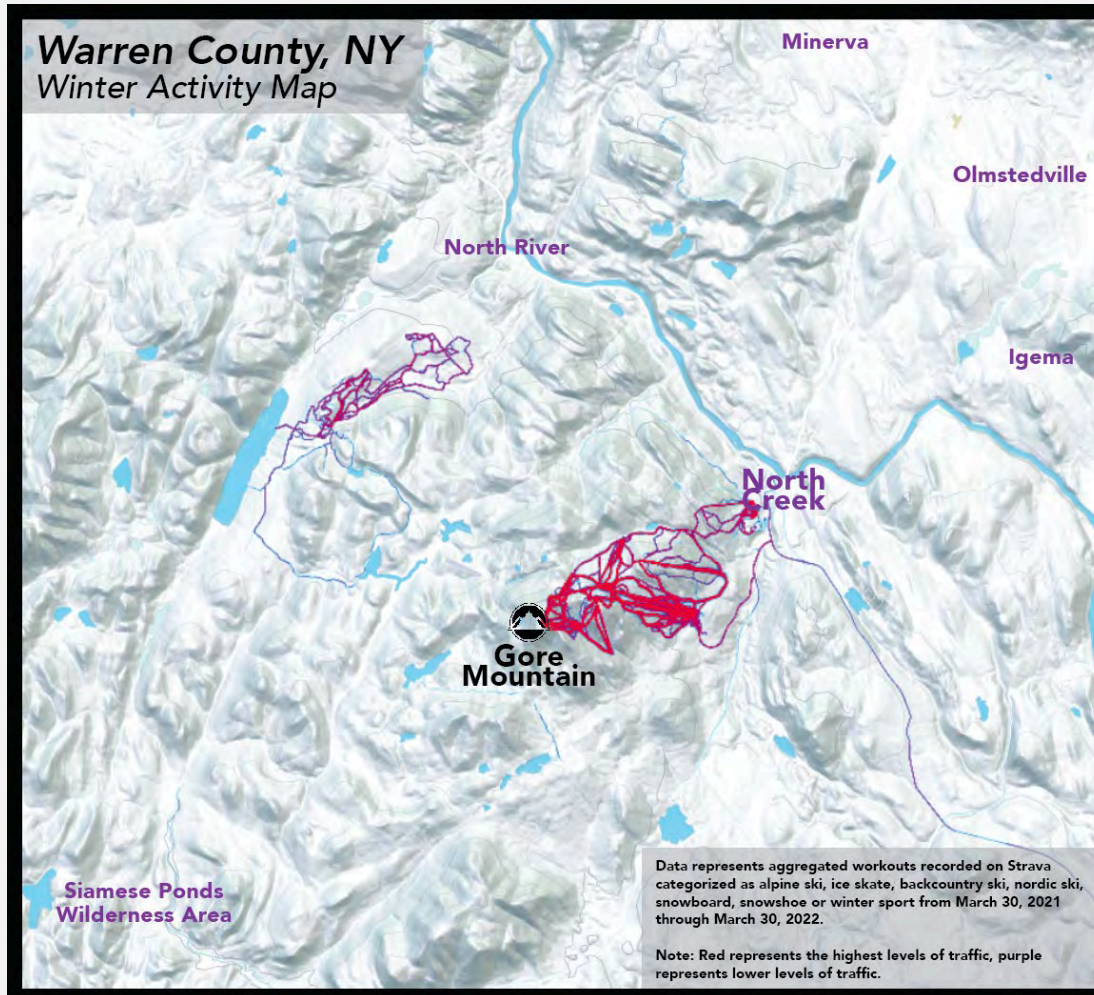


Snowmobiling

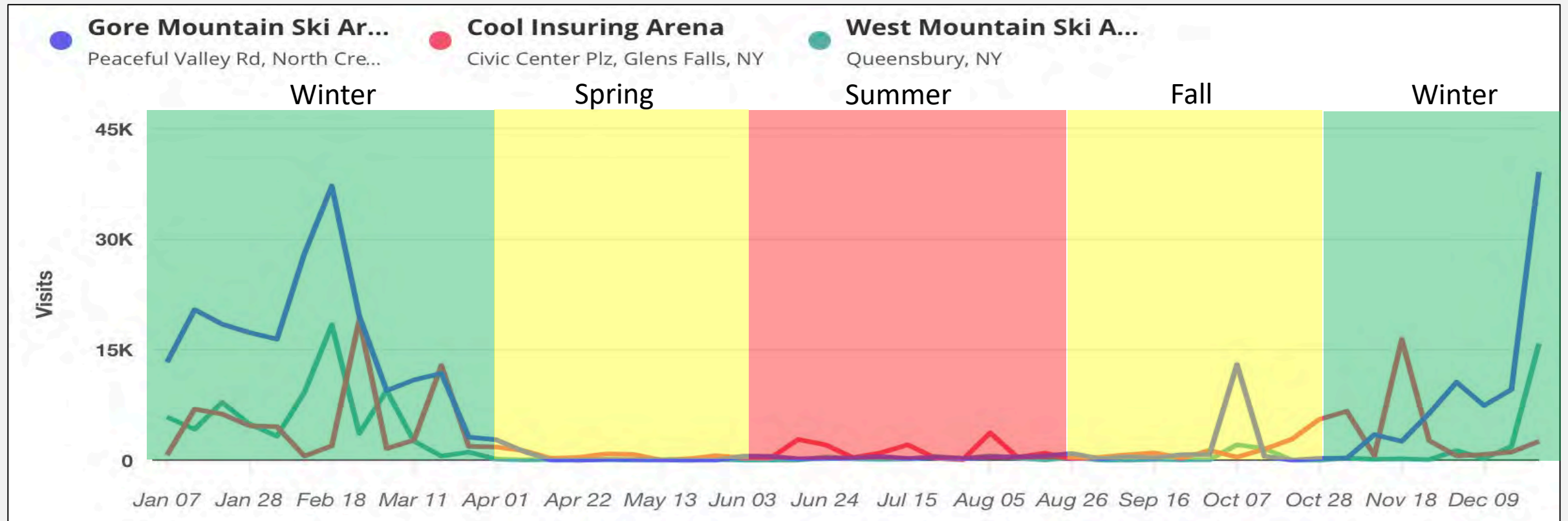
Various Locations

Winter Activity Trail Maps

Warren County and the Adirondacks are hubs for visitors seeking outdoor activities. The following graphics show the recorded workouts relating to winter activities.

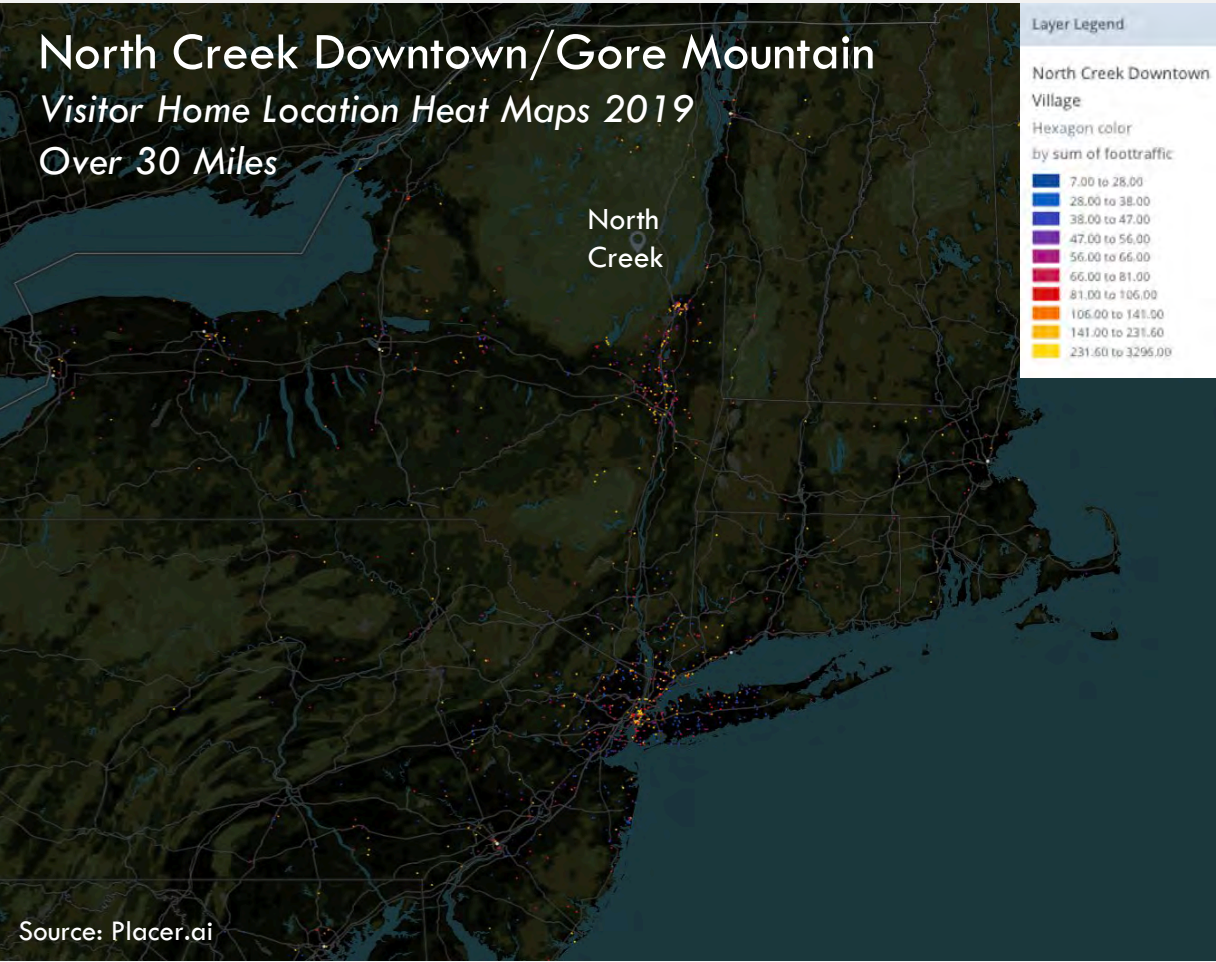
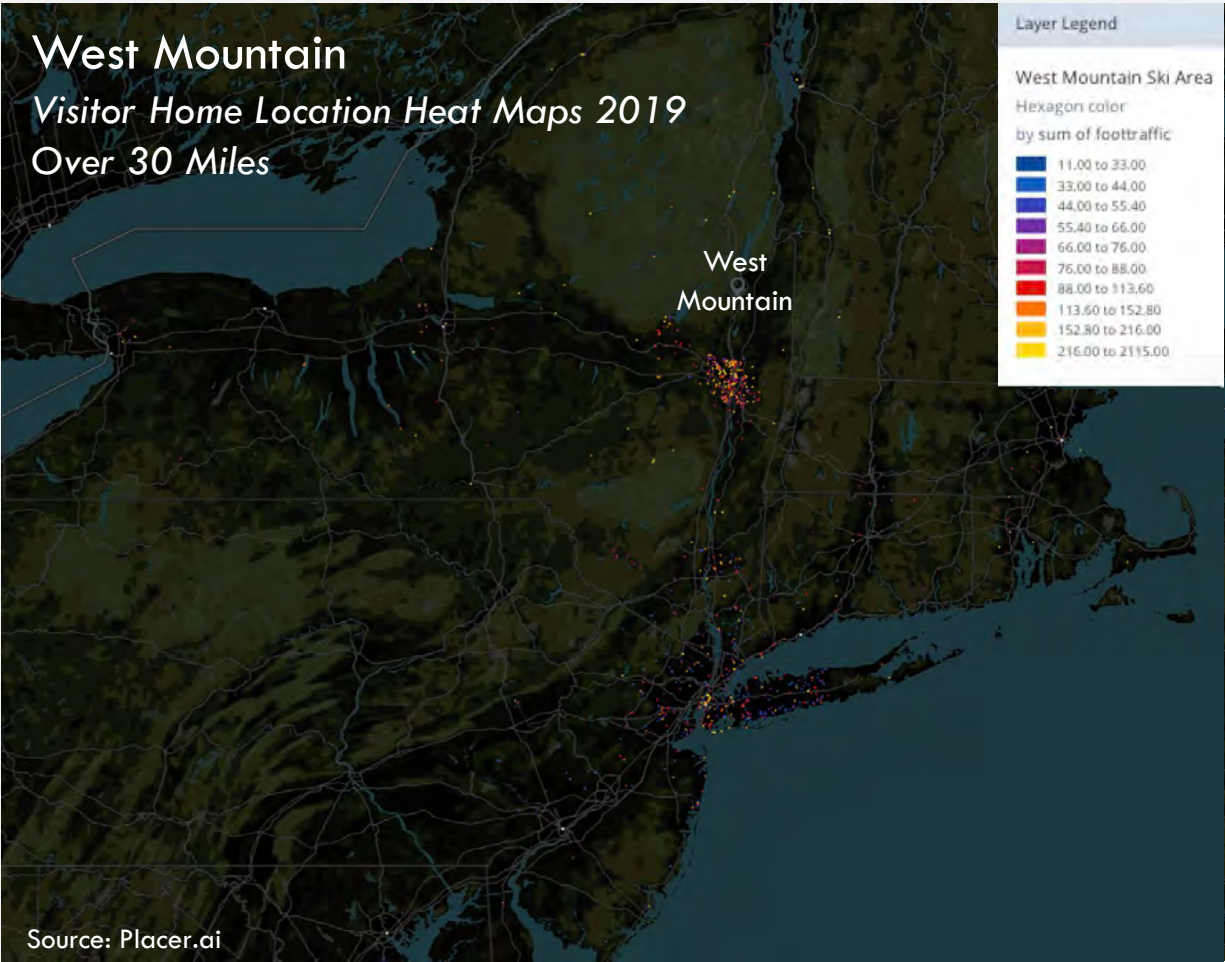


Winter Asset Tourism

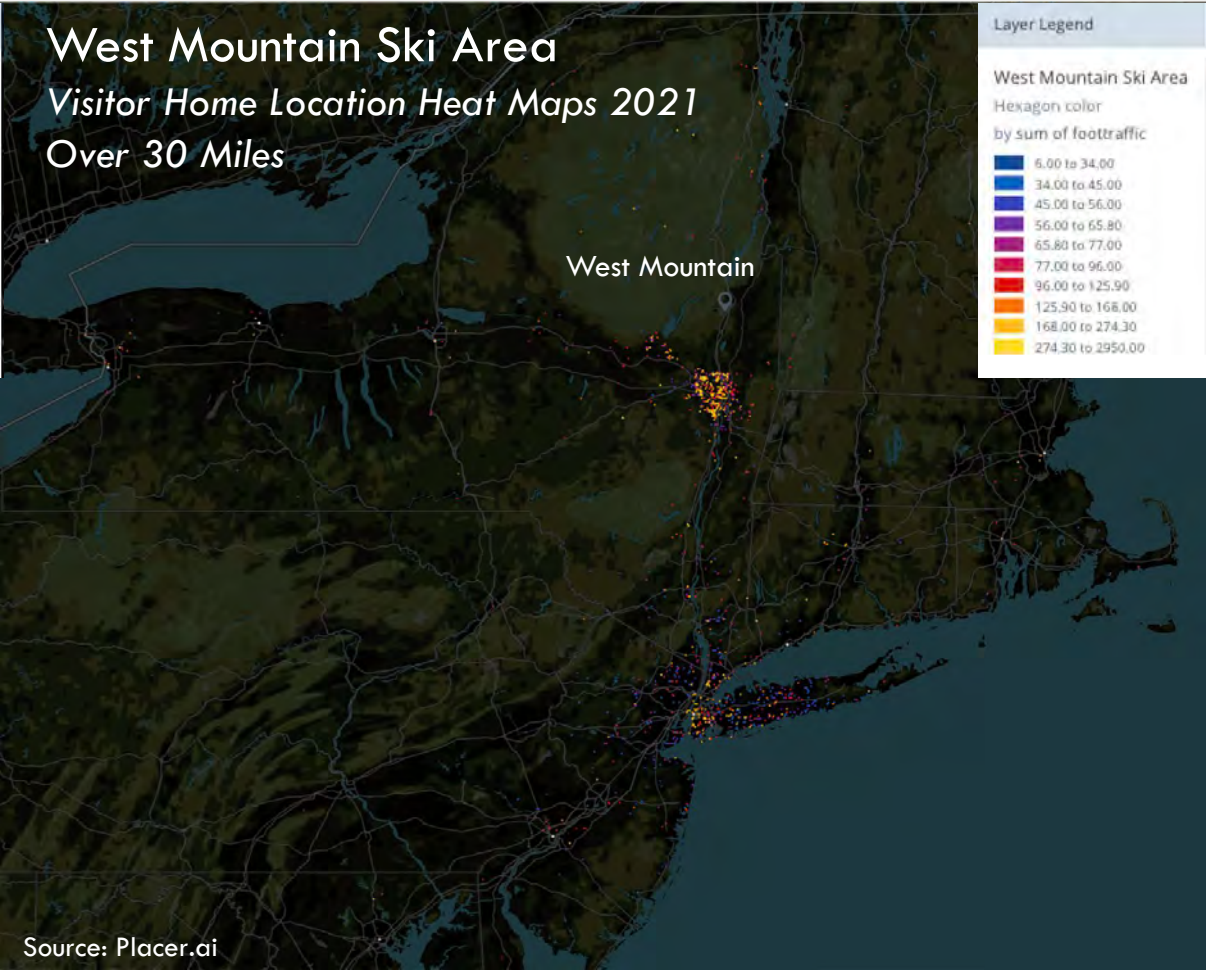
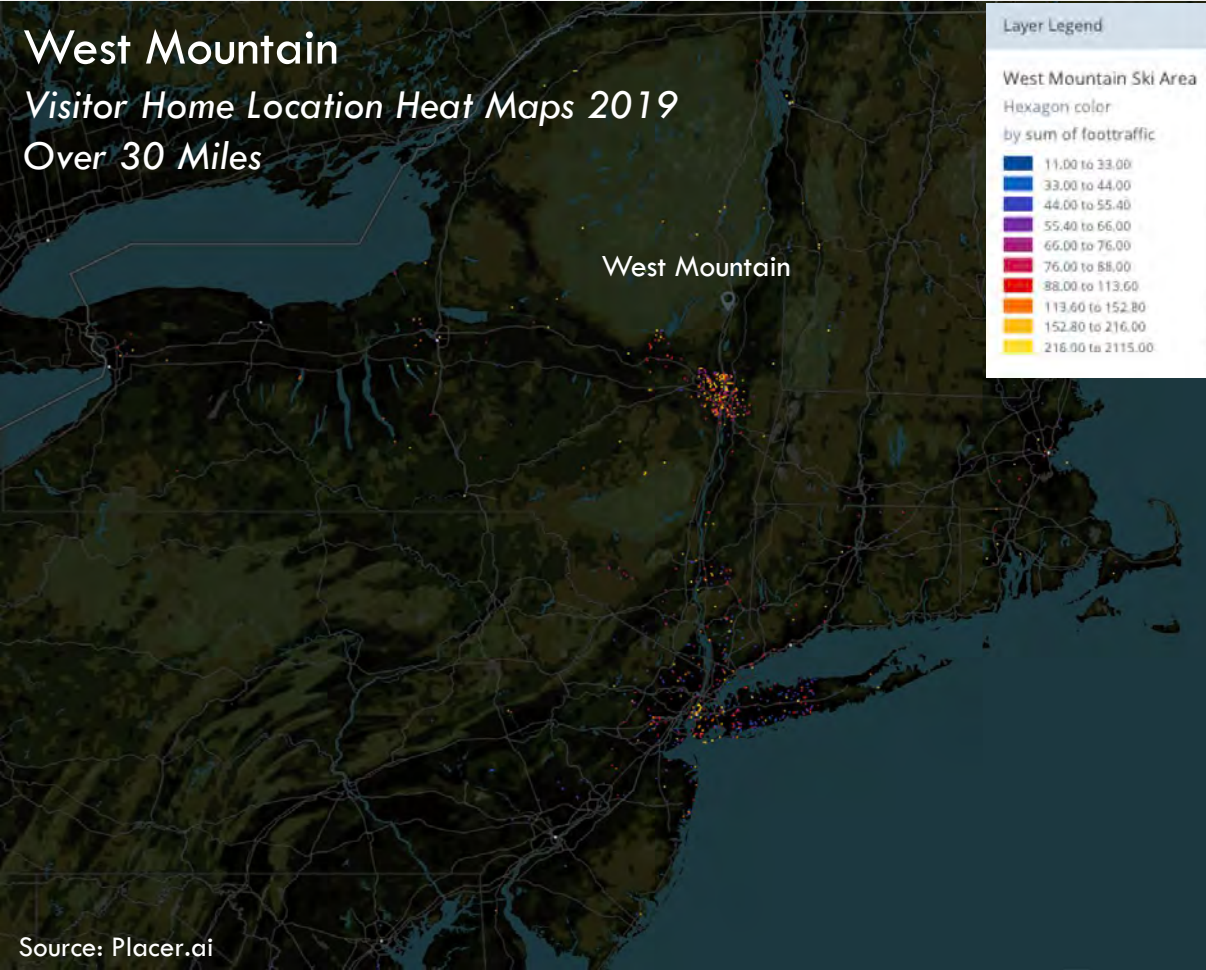


Gore Mountain, Cool Insuring Arena and West Mountain are among Warren County's top winter assets and assist the county during the cold months in attracting tourism. These assets are mainly active between November and March, but Gore Mountain hosts events such as Harvest Fest in the beginning of October that leads to a spike in visitation in the fall season. Cool Insuring Arena also hosts smaller events throughout the year and hosts the Adirondack Thunder ECHL hockey team.

Warren County Ski Area Visitation



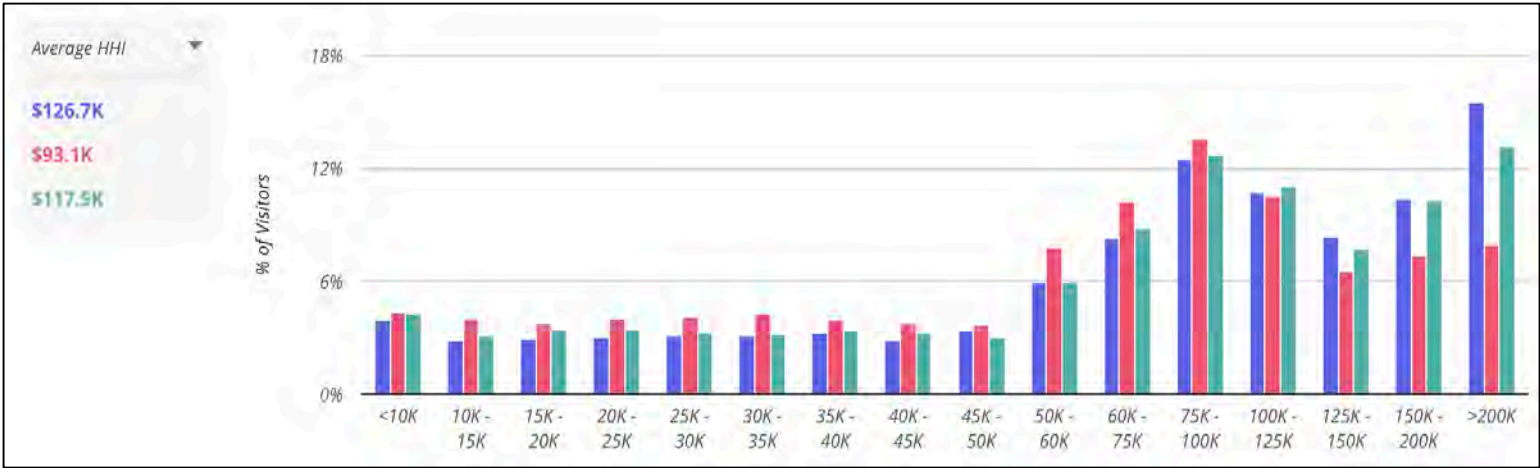
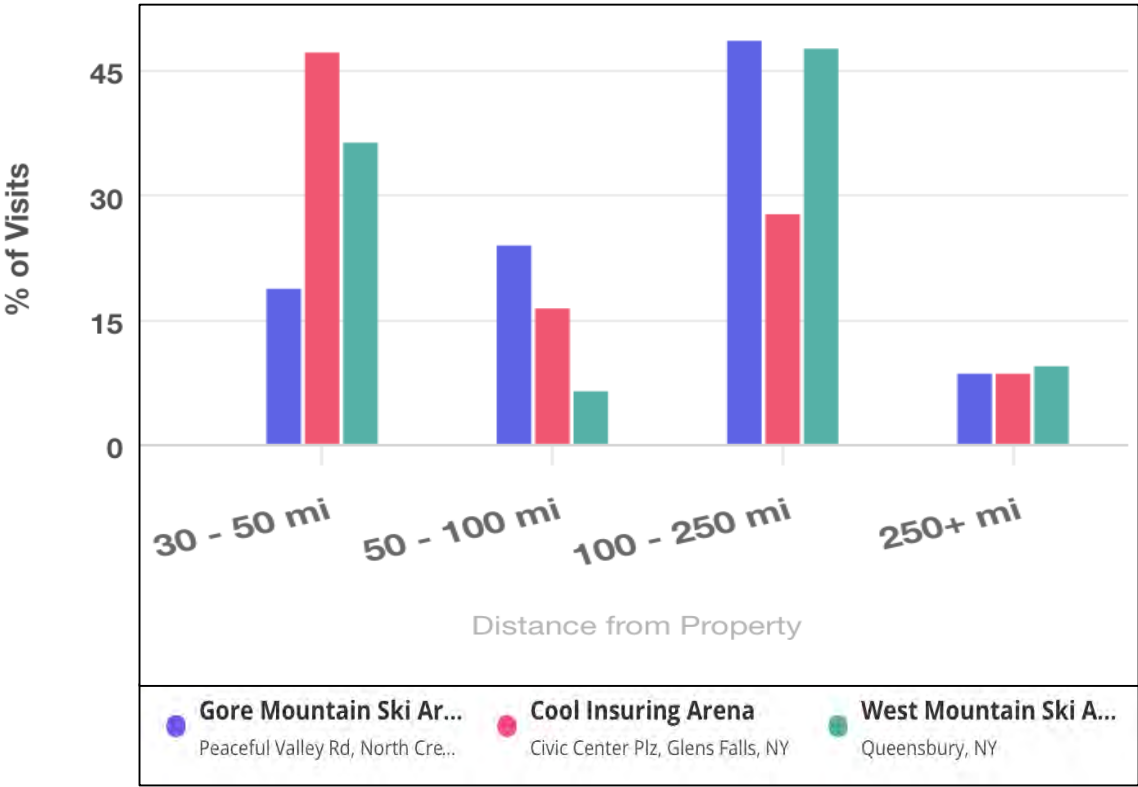
West Mountain Visitation – 2019 v 2021



Winter Visitor Profile

The majority of non-local visitors to Cool Insuring Arena come from a distance of between 30 and 50 miles. Gore Mountain and West Mountain also attract strong visitation from this distance, but mainly attract visitors from between 100 and 250 miles away.

The average household incomes of visitors to the two ski destinations are much higher compared to other assets within Warren County, suggesting that the ability to attract and keep skiing guests longer with an overnight accommodation would increase spending substantially .



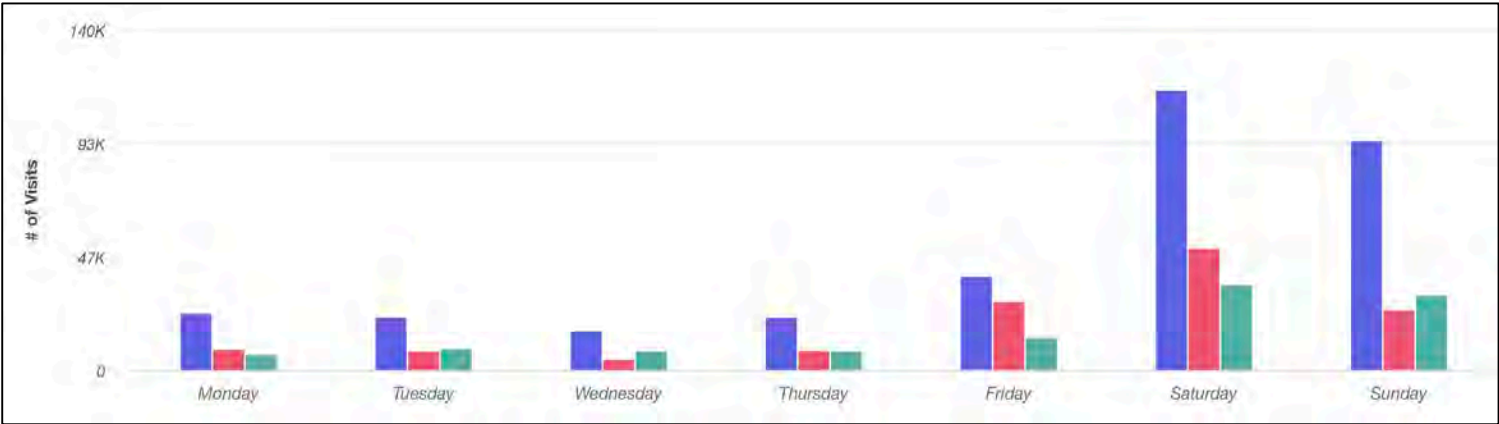
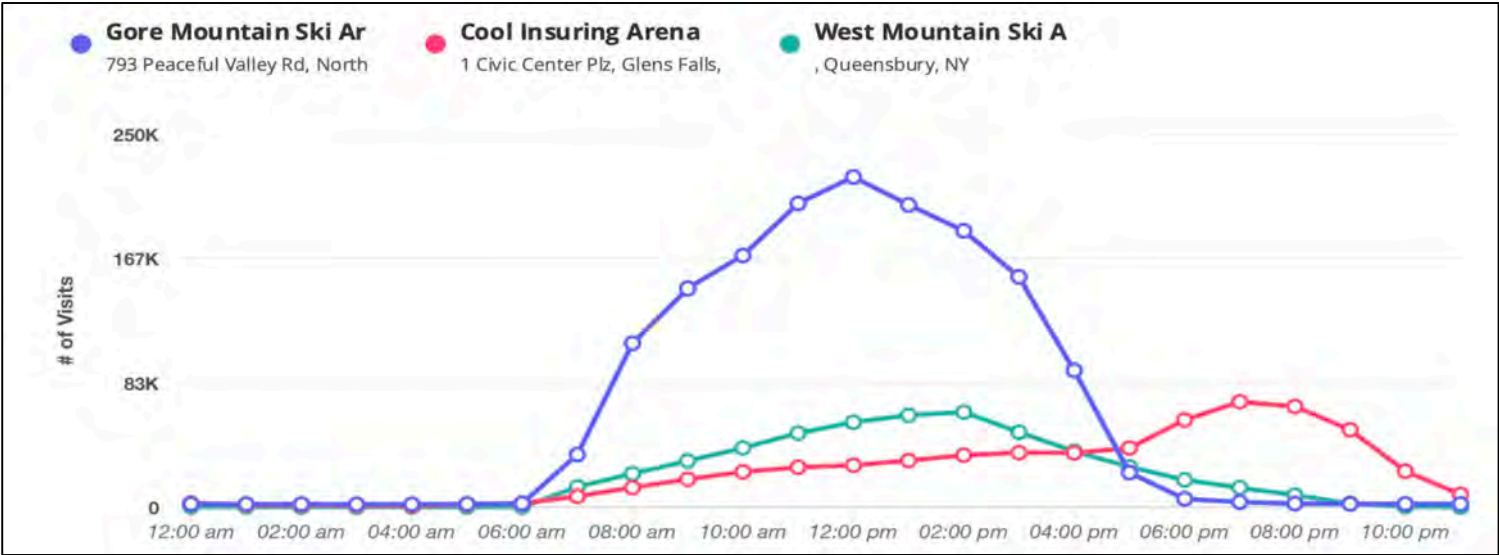


Winter Asset Tourism Profile

Of the three destinations, Gore Mountain receives the highest total visitation, but due to its lack of nearby hotels, the visitation quickly drops off past 4:00 PM in the afternoon.

Despite West Mountain being a less popular ski destination, the mountain is open for night skiing and can keep visitors through later hours in the day. Gore Mountain does not offer night skiing.

Cool Insuring Arena tends to attract the majority of its visitation in the evening and night hours because of events like ECHL hockey games.

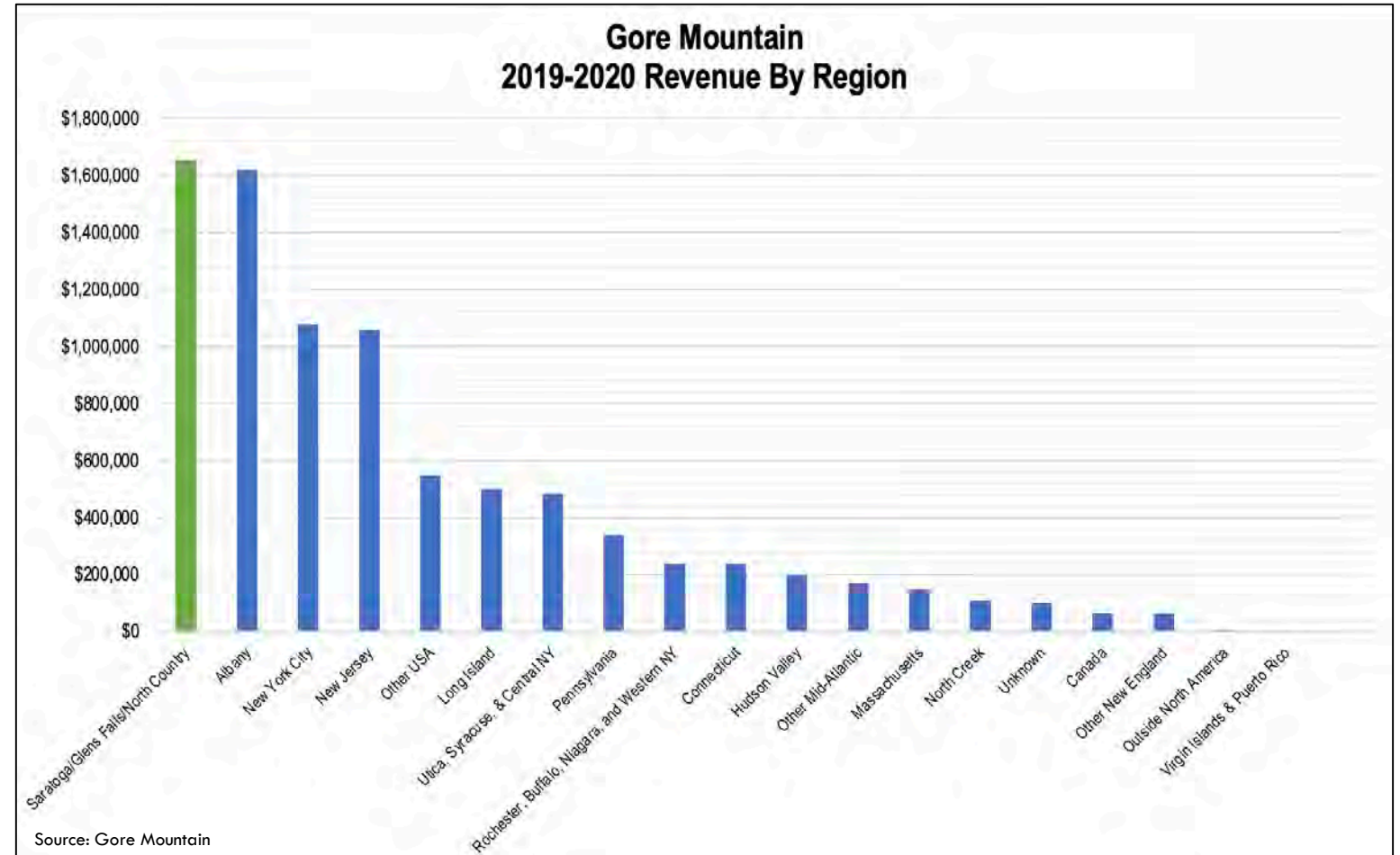


Gore Mountain Markets

The table shows how much revenue was generated by different regions. HSP used revenue data rather than ticket sales as season passes made direct comparisons difficult.

Gore Mountain relies heavily on strong local business, with Saratoga/Glens Falls/North Country being their top market, as well as the drive-in Albany market. New York City and New Jersey are the next largest spending markets to Gore Mountain.

Gore Mountain garners regional visitation but does not capture visitors outside of the Northeast.



Warren County – Selected Year-Round Activities



**Adirondack Craft
Beverage Trail**



Outlet Shopping



Hyde Collection



**Indoor Attractions
(Rock Climbing,
Bowling, Trampoline
Parks)**



**Museums, Landmarks
and Culture**



Distilleries

Festivals and Events

Major Warren County Events

Festivals and events are strong demand driver for visitation. When implemented correctly, they can be a catalyst for driving overnight visitors to the area during slower months. The table to the right overviews the events and festivals held in Warren County at different times of the year, while the left table defines mud months and different seasons in Warren County that will be referenced throughout the analysis.

| Seasonality of Warren County | |
|------------------------------|--------------|
| Month | Time of Year |
| January | Winter |
| February | Winter |
| March | Winter |
| April | Mud |
| May | Mud/Spring |
| June | Summer |
| July | Summer |
| August | Summer |
| September | Fall |
| October | Fall |
| November | Mud |
| December | Mud/Winter |

| Major Annual Festivals & Events Held in Warren County | | | | |
|---|---------------------------------|---------------------|----------------------|------------------------|
| Month | Event | Estimated Attendees | Number of Event Days | Location |
| January - February | Ice Castles | 80,000 | 30 | Festival Commons |
| February | Winter Carnival | 80,000 | Weekends | Village of Lake George |
| March | Thuman Maple Days | 6,000 | 6 | Lake George |
| April | – | – | – | – |
| June | Americade Motor Rally | 50,000 | 5 | Lake George |
| | Adirondack Wine & Food Festival | 6,400 | 3 | Festival Commons |
| | LARAC Summer Arts Festival | 3,000 | 2 | Glens Falls |
| July | – | – | – | – |
| August | Lake George Music Festival | 3,000 | 1 | Festival Commons |
| September | Adirondack Balloonfest | 150,000 | 3 | Queensbury Airport |
| | Adirondack National Car Show | 15,000 | 3 | Lake George |
| October | Worlds Largest Garage Sale | 55,000 | 2 | Warrensburg |
| November | Light Up the Village | 3,000 | Multiple | Lake George |
| December | Holiday Festival of Lights | 5,000 | 8 | Lake George |
| | Adirondack Christkindlmarkt | 5,000 | 4 | Glens Falls |

Source: Warren County Tourism

Festival Venues in Warren County



Festival Commons at Charles Wood Park



Lake George



Shepard Park



Floyd Bennett Airport

Ice Castles

Ice Castles is a successful winter event with five locations across the County that exhibit art sculptures out of ice. The event is new to Warren County in 2022, but has been a game changing tourism attraction for the winter season. In its first year, the event sold over 80,000 tickets and has attracted people from all over the country. Advance ticket prices usually fall between \$20 and \$25, but tickets sold to visitors that walk up to the event are \$35.

Ice Castles has generated roughly \$6 million in media coverage for Warren County with exposure on national media outlets (via Ice Castles). Hotels in Warren County have reported a 30 percent premium in rates compared to past years during the period and local businesses and restaurants have remained open throughout the event to capitalize on the increase in tourism that the event has generated.

In interviews with representatives from Ice Castles it was conveyed that Warren County has been a great location for the event. Ice Castles has agreed to host the event again in 2023 with the hopes of better weather and a long-term contract in the future.





Impact of Ice Castles Visitation – Jan. 29 – Feb. 20

2019

| | | | |
|----------------|-------|-----------------|---------|
| Visits | 89.6K | Visit Frequency | 1.61 |
| Visits / sq ft | N/A | Avg. Dwell Time | 236 min |
| Visitors | 55.5K | Panel Visits | 1.6K |

2022

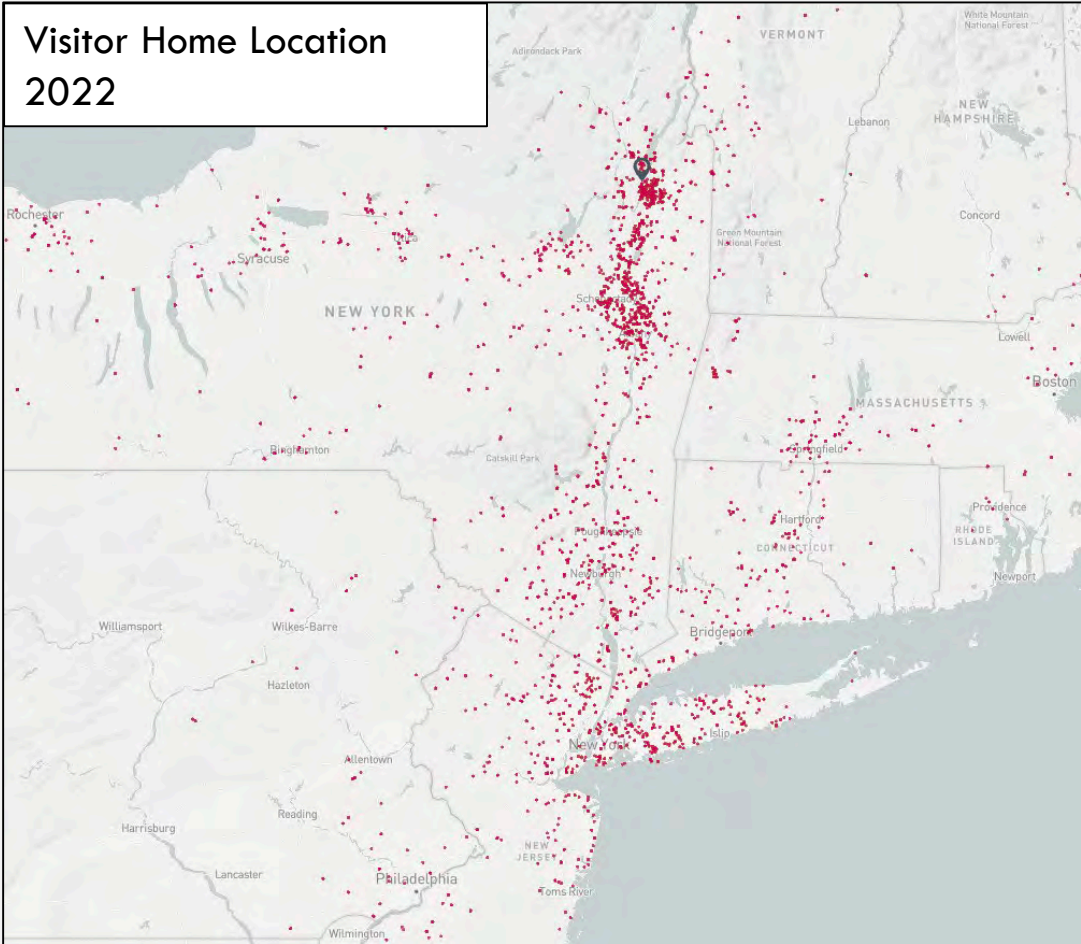
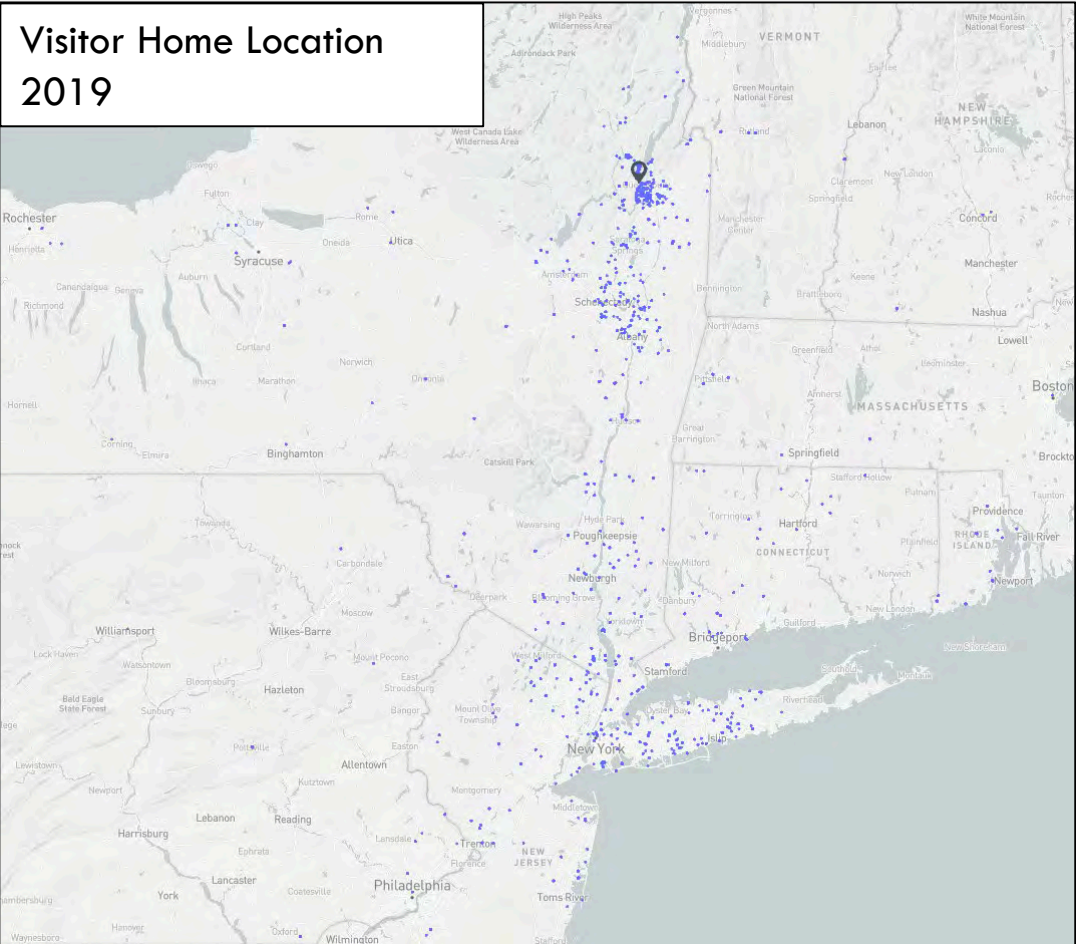
| | | | |
|----------------|--------|-----------------|---------|
| Visits | 183.4K | Visit Frequency | 1.31 |
| Visits / sq ft | N/A | Avg. Dwell Time | 164 min |
| Visitors | 139.9K | Panel Visits | 3.9K |

The two figures above show the difference in visitation between 2019 and 2022 (January 29- February 20) with the introduction of Ice Castles near the Village of Lake George in 2022.

Source: Placer.ai



Ice Castles Visitation – Jan. 29 – Feb. 20



The two figures above show the difference in visitation between 2019 and 2022 (January 29 - February 20) with the introduction of Ice Castles near the Village of Lake George.

Source: Placer.ai

Adirondack Wine & Food Festival (AWFF)

The Adirondack Wine and Food Festival will host its 6th annual event in June 2022. The event is hosted by the Adirondack Winery in the Charles R. Wood Festival Commons and attracts over 120 vendors from within New York State, including wineries, breweries, cideries, distilleries, food vendors, artisan pop-up shops and food trucks. The festival is set up in a farmer's market format and takes a “try before you buy” approach that exposes visitors to the products of all the vendors of the event.

The AWFF aims to enhance the Adirondack Craft Beverage Trail, a program run by the Lake George Chamber of Commerce. The Beverage Trail consists of 27 establishments across four counties in the Adirondacks. The popularity of craft beverage companies is rapidly increasing in the region and the AWFF gives exposure to smaller companies.

The festival has grown each year with 2,500 visitors in 2015 and over 6,400 visitors in 2019. The goal for 2022 is 7,000 attendees.

The festival was originally funded by village, town and county occupancy tax dollars but since it has grown in popularity, it only receives county occupancy tax dollars to help with event costs.

Source: AWFF



Adirondack Wine & Food Festival Audience & Impact

2019 Attendees: 6,400

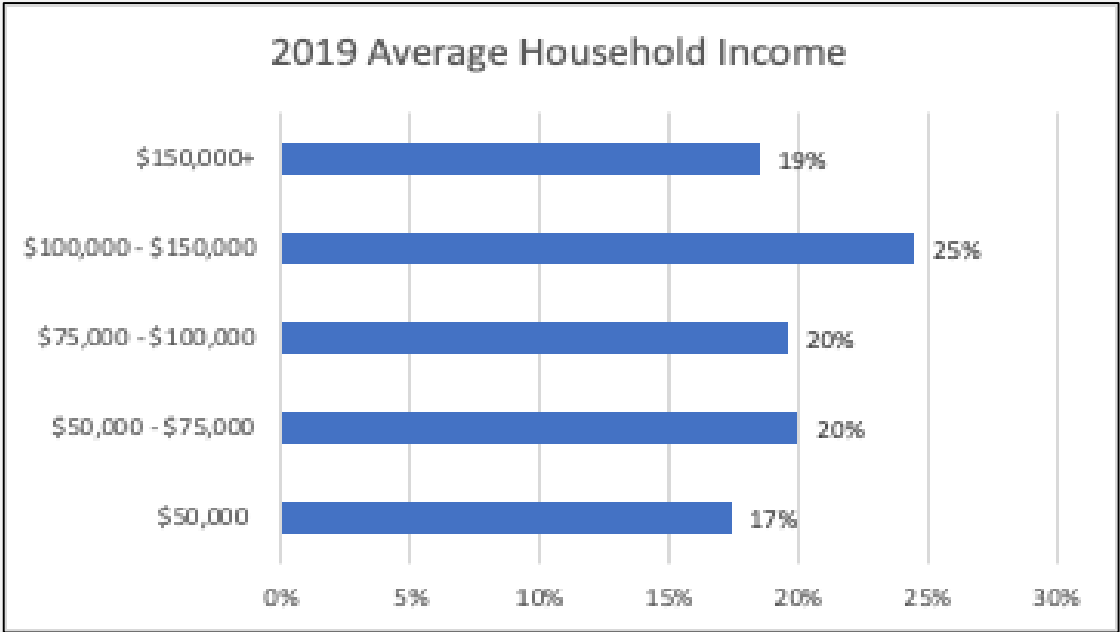
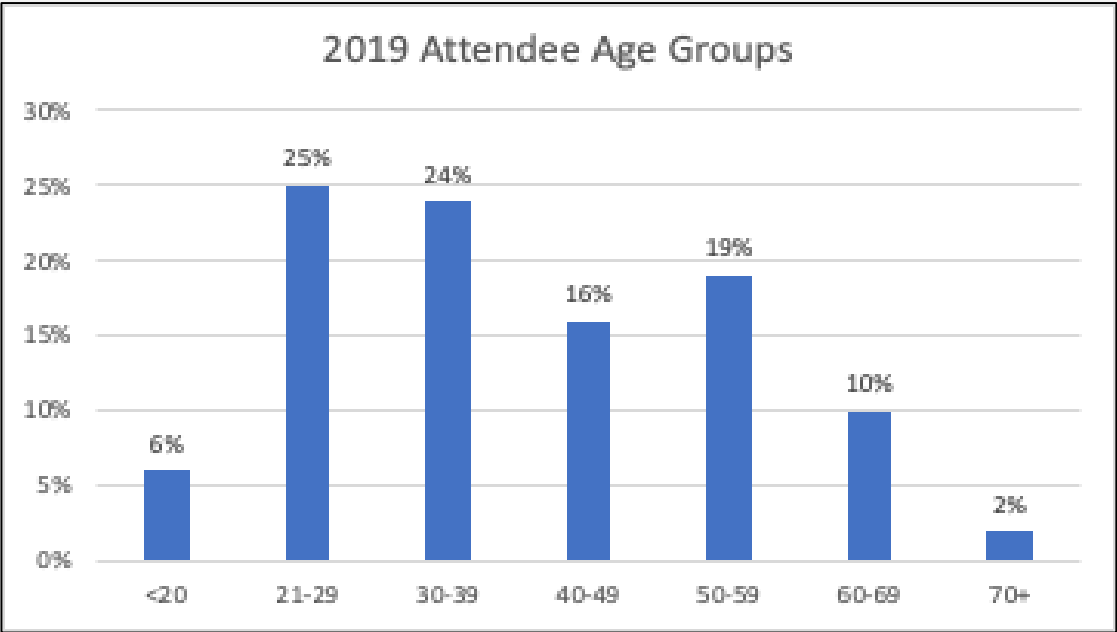
\$3.6 million Economic Impact

4,500 Room Nights Generated

98.6% expected return rate

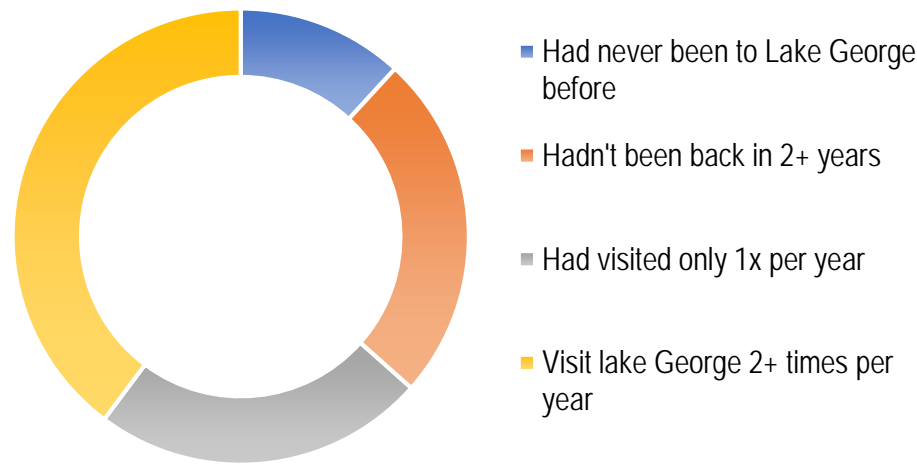
The AWFF primarily attracts young adults between ages 21-40. This younger professional demographic typically explores craft beverages as opposed to national brands. This younger demographic is important to attract and expose to Warren County to establish repeat visitors in the future.

The event attracts individuals with higher average household incomes as 44% of attendees in 2019 reported a household income of over \$100,000. As reported by the Adirondack Winery, these individuals also spend money at local restaurants, Lake George Village retail shops and the shopping outlets.



Adirondack Wine & Food Festival Visitors

VISITATION TO THE REGION



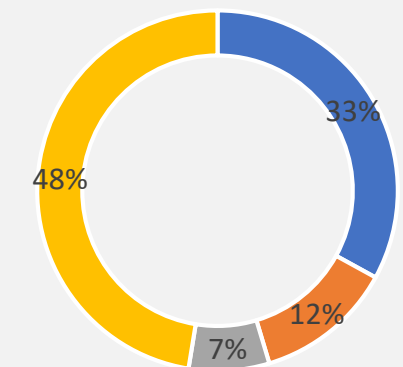
78.8% New York 3.7% Massachusetts 3.6% New Jersey 3.4% Connecticut 3.3% Vermont

“Incredibly, **73% of attendees** said they planned a trip to Lake George specifically to attend the AW&FF, signifying the vast majority of local revenue generated by the festival would not exist without it. For 2022, that means **5,642 people!**”

Source: AWFF

Adirondack Wine & Food Festival Visitors

WHERE DO ATTENDEES
STAY?



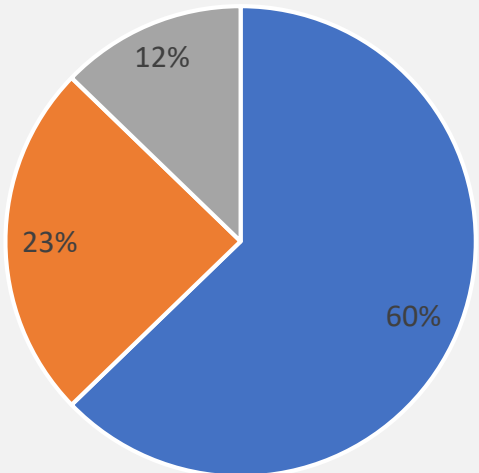
- Hotels / Motels
- Campgrounds / RV Parks
- Rental Home or Air BnB
- Their home or friends' home

OVERNIGHT /
DAY TRIPPERS



- OVERNIGHTERS
- DAY TRIPPERS

ROOM NIGHTS
(TOTAL = 4,745 NIGHTS)



- Resort / Hotel / Motel
- Campgrounds
- Air BnB / Rental Home

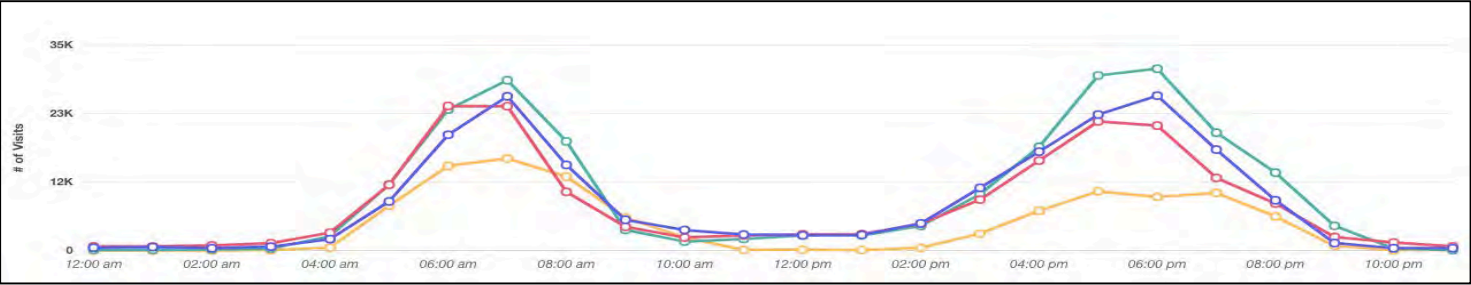
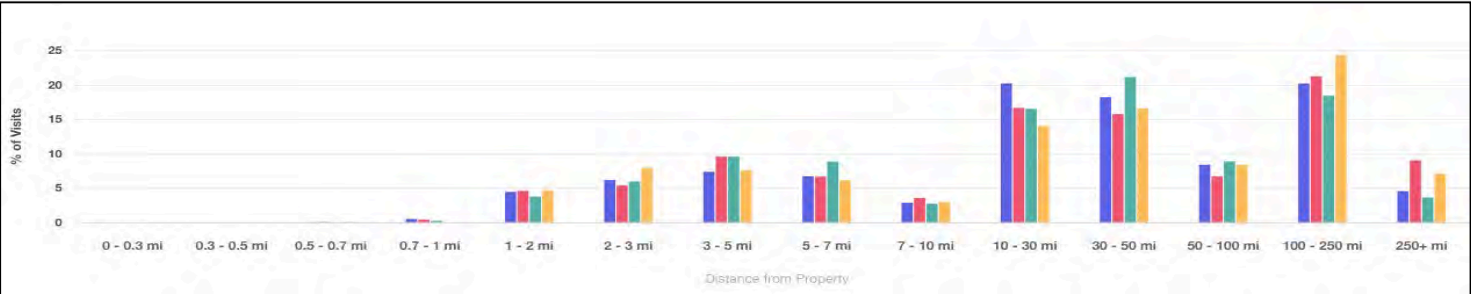
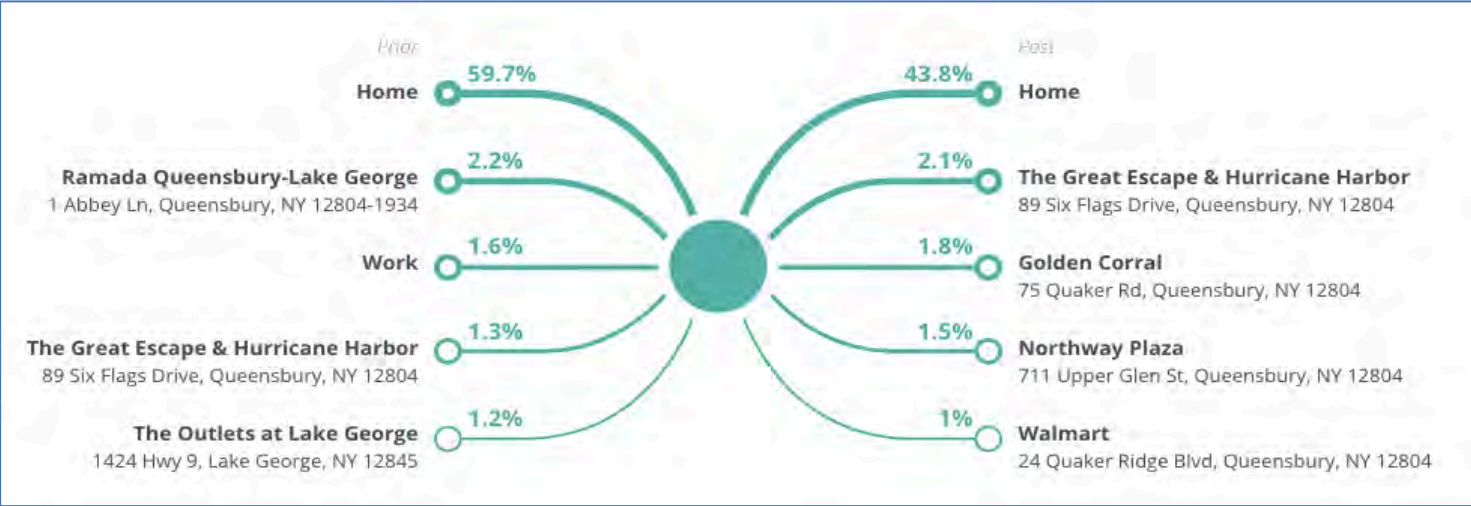
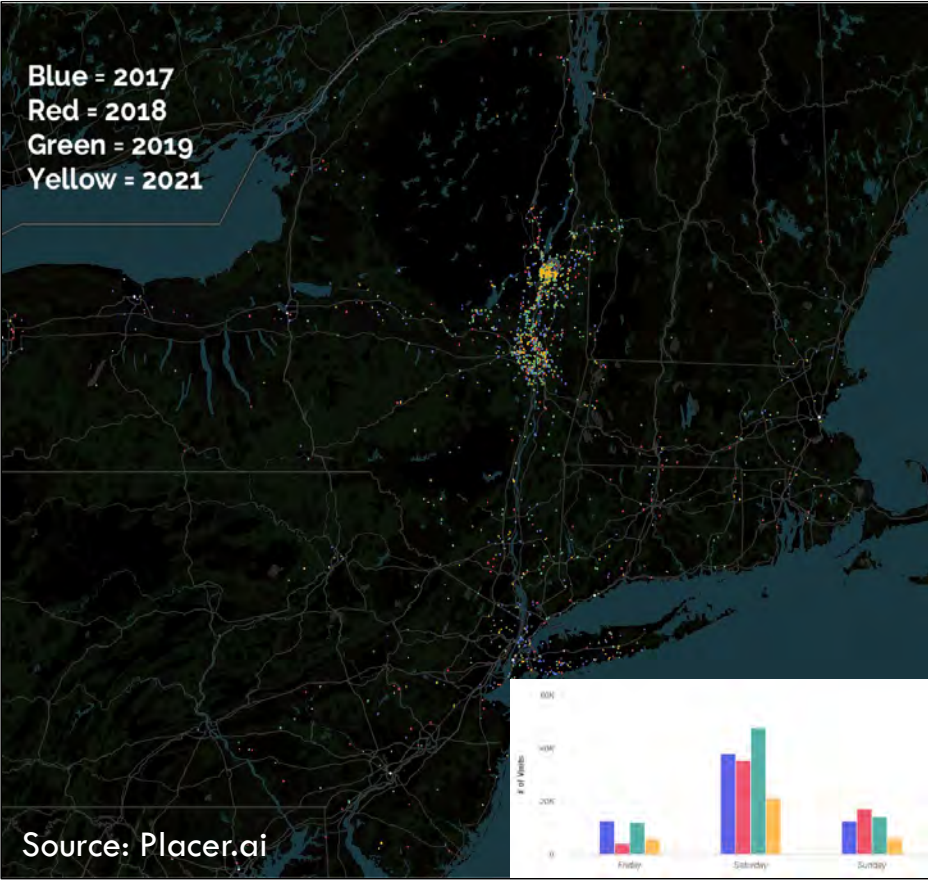
“As an alcohol-focused event, many local attendees stayed overnight at a local lodging property. While 45.7% of our attendees were day-trippers, **54.3% of attendees stayed overnight** in the Lake George area. Of those overnight attendees, **89% of them stayed 2 or more nights** in the region at hotels, motels, campgrounds and Airbnb's / rental homes.”

Source: AWFF

Adirondack Balloonfest

2019 Visitation Characteristics

- 75,700 visits
- 66,900 unique visitors



Light Up the Village

HSP interviewed Mayor Robert Blais regarding Light Up the Village. The interview is summarized below. The various numbers represent anecdotal estimates from the Mayor.

About Event

In previous years they tried to extend the event to be two days with a movie on the Friday, but there was not a good turnout for the Friday movie.

During the event, in recent years (not including 2020), **about 1/3 of the 14 restaurants were open for the event.** Compare this to Ice Castles in 2022, when “about half of the restaurants opened in downtown Lake George.”

Visitors

The event draws around 3,000 to 4,000 visitors.

It is estimated that the visitors are **50% local residents.** Each of the last three years the winners of the Ugly Sweater Contest were from MA, NH and CT.

Funding

The event is funded from the budget of the Village and usually costs around \$8,000 - \$10,000 to put on

The funding for this event does not come from the Tourism budget, but the 49 concerts and fireworks shows during other times of the year are paid for by the occupancy tax.

Data

Lake George collects data for everyone who enters a contest, but the Mayor reported that the data has been lost.

According to the Mayor, the Teen Center sells hot chocolate and tends to do \$500-\$700 in sales. The cider and donuts vendor does about \$800-\$1,000 in sales during the event.

Source: Mayor Blais

Winterfest

Hunden collected data reporting on Lake George Winterfest. The tables to the right display some data points collected from survey's mobile data.

During the 2021 Winterfest, 45 percent of respondents were first time Warren County winter visitors.

About 43 percent of visitors to Winterfest stayed 2 nights, while 26 percent visited 3+ nights.

Source: Sam Luciano

**Lake George Winterfest 2021
Guest Survey Results**

| Length of Visit | How Many Nights Did You Stay in the Area? | % of Total |
|--------------------|---|-------------|
| Daytrip | 32 | 19% |
| 1 Night | 18 | 11% |
| 2 Nights | 72 | 43% |
| 3+ Nights | 43 | 26% |
| Blank | 1 | 1% |
| Grand Total | 166 | 100% |

Source: Lake George Winterfest

**Lake George Winterfest 2021
Guest Survey Results**

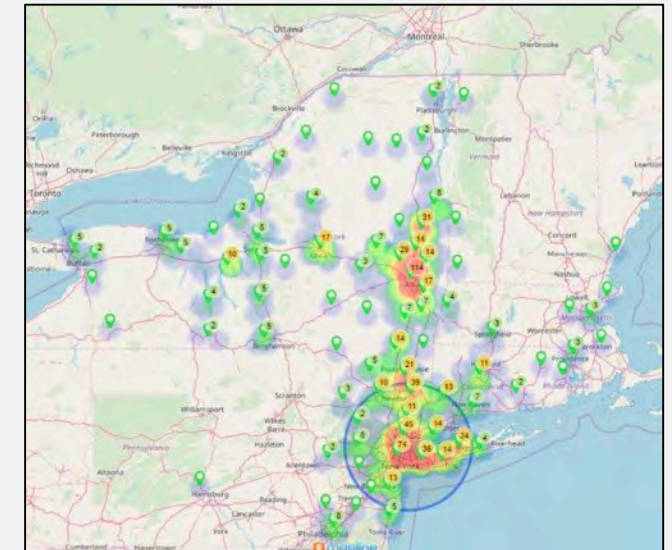
| How Did you Discover the Lake George Region for the First Time? | Number of Responses |
|---|---------------------|
| Convention or event | 1 |
| Friend, family member, or co-worker | 65 |
| I came to Lake George as a child | 40 |
| On-line travel Agencies | 1 |
| Other (please specify) | 18 |
| Print Advertising | 4 |
| Radio | 1 |
| Response | 1 |
| Television | 2 |
| The internet | 38 |
| Grand Total | 171 |

Source: Lake George Winterfest

**Lake George Winterfest 2021
Guest Survey Results**

| First Time Visiting During Winter? | Number of Responses | % of Total |
|------------------------------------|---------------------|-------------|
| Yes | 77 | 45% |
| No | 93 | 55% |
| Total | 170 | 100% |

Source: Lake George Winterfest



Winter Carnival

Winter Carnival is a month-long winter festival **ON** Lake George. The carnival happens on weekends throughout February each year. The event has been held for over 60 years and continues to be one of Warren County's largest events.

Winter Carnival includes all different kinds of events including car, ATV and outhouse races on Lake George, parades, fireworks, cook-offs, golf tournaments on the lake, helicopter rides, pony rides and many other family activities. The event's mix of activities allows it to attract visitors from all age groups to Warren County in the winter, which is a slower season for the area.

Winter Carnival is a major event for Warren County, attracting an estimated 80,000 visitors in 2022 according to the events operators.

Source: Winter Carnival



Major Activity Nodes

Major Activity Nodes Cores

HSP identified the major economic cores within Warren County. Placer.ai data was utilized to show visitation and origin of visitors to these areas of the county throughout the year to understand how each node performs.

| Warren County, NY Major Economic Cores Sorted By Relevance | |
|---|----------------------|
| Destination | Type |
| Lake George Resort Area | Downtown |
| Bolton Resort Area | Downtown |
| Glens Falls | Downtown |
| Queensbury Area/Aviation Mall District | Downtown |
| Warrensburg Area | Recreational |
| The Great Escape & Adirondack Outlet Mall | Entertainment/Retail |
| Source: EDC Warren County, NY | |

What other communities did you visit while in Warren County/The Lake George Area? (Check ALL that apply)

| Answer Choices | Responses |
|----------------|-----------|
| Lake George | 48.59% |
| Bolton Landing | 42.55% |
| Glens Falls | 40.41% |
| Queensbury | 36.52% |
| Warrensburg | 24.14% |



Lake George

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Village of Lake George/Resort Area

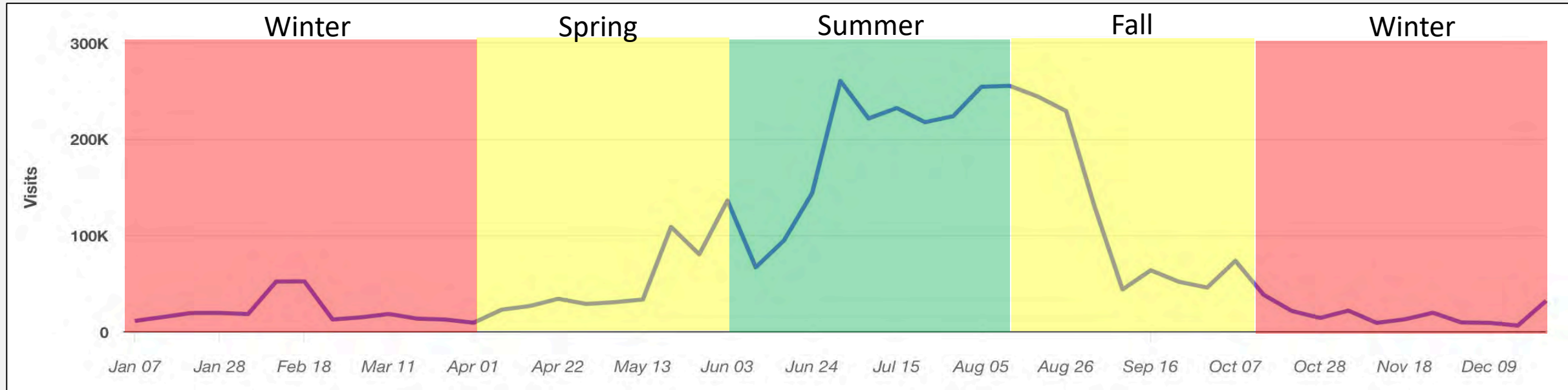
The Village of Lake George is the main activity hub of the Lake George Resort Area. The Lake George Resort Area is situated at the southern end of Lake George. The area has a high concentration of hotels and activities that extend north and south on U.S. Route 9.

A major feature of the area is the Lake George Steamboat.

In the summertime the area is popular for its various beaches, shops, restaurants, parks, and entertainment options.



Village of Lake George Visitation

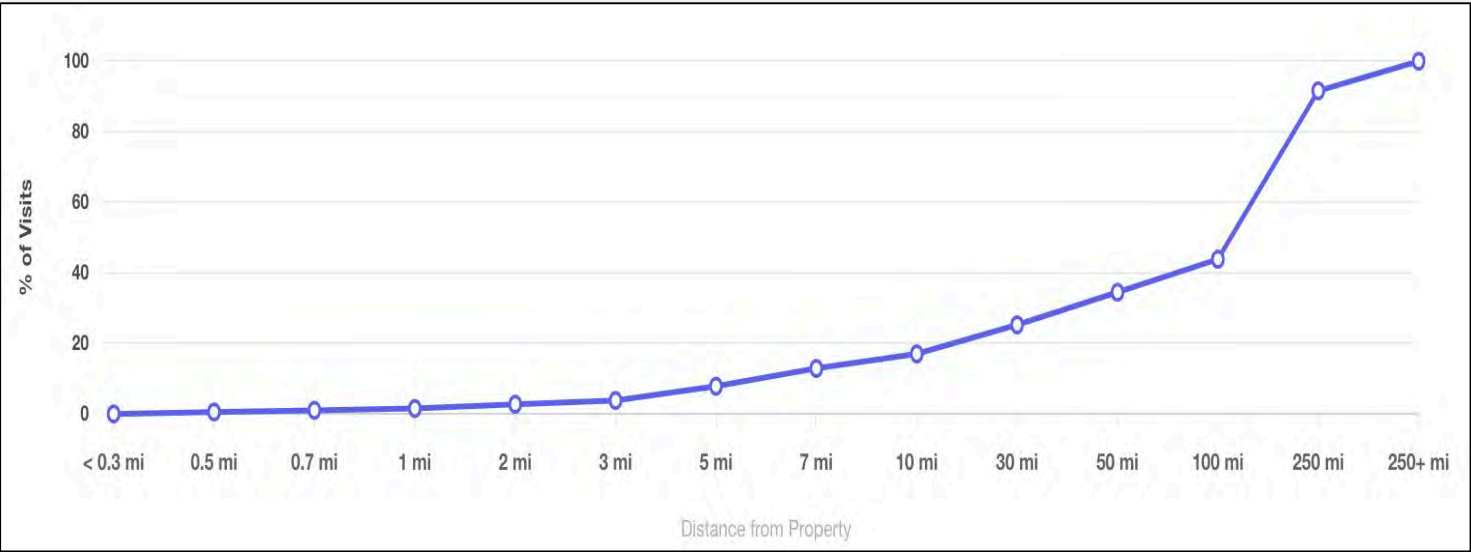
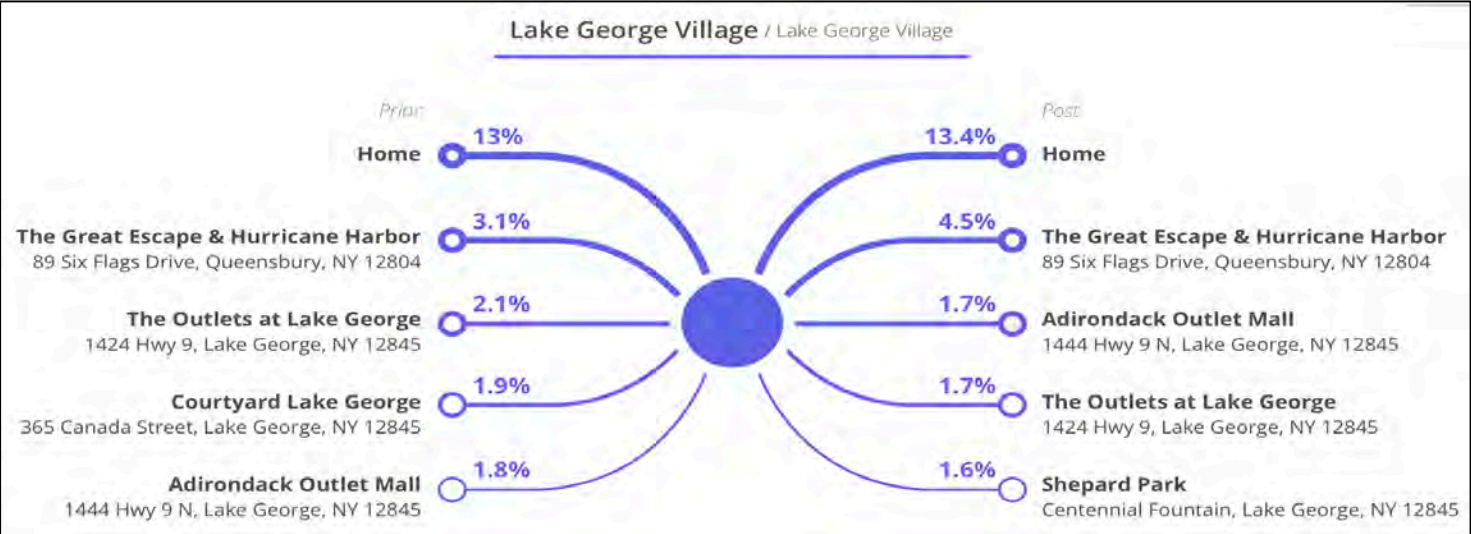
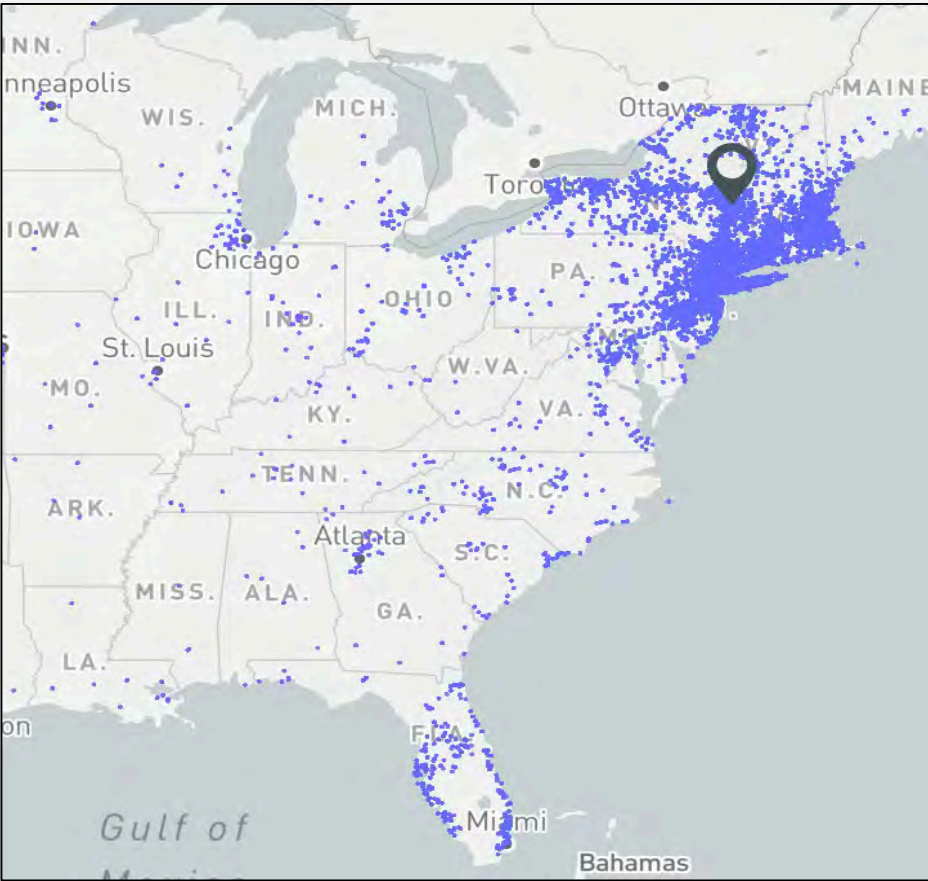


Visitation throughout the year is conditional based on weather. The only notable increase in visitation outside of the summer takes place in February during Winter Fest, as well as late spring and early fall. From interviews with tourism officials, it was concluded that a contributing factor to low visitation outside of the summer months is a result of cold weather and local business owners that close during these months, resulting in a quiet downtown area with closed attractions. This is a chicken-and-egg problem, where businesses need to be open if visitors come during non-traditional times, but getting visitors consistently is what would help keep businesses open.

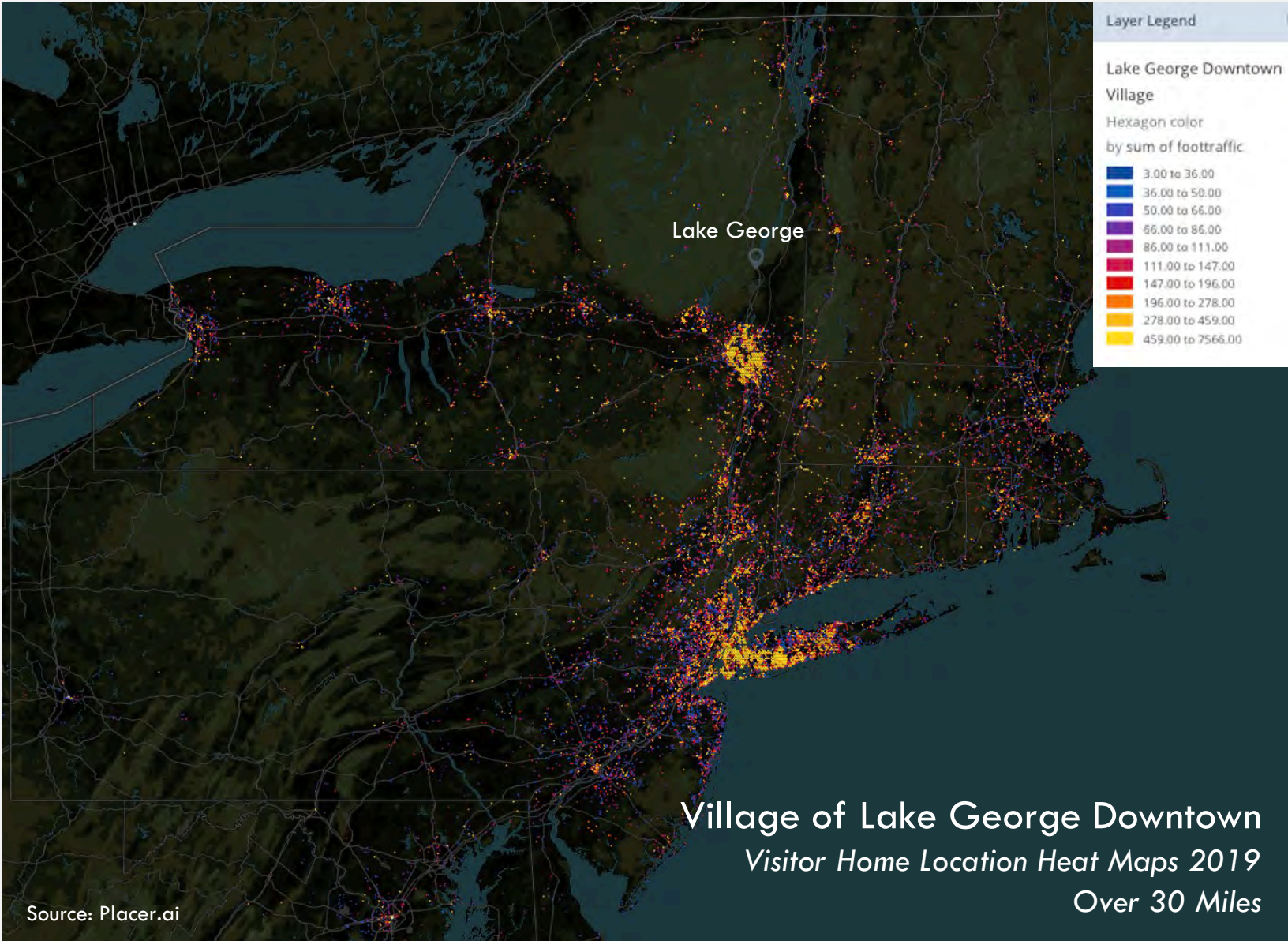
Village of Lake George

2019 Visitation Characteristics

- 3,900,000 visits
- 1,500,000 unique visitors



Village of Lake George Downtown Visitation





Bolton Landing

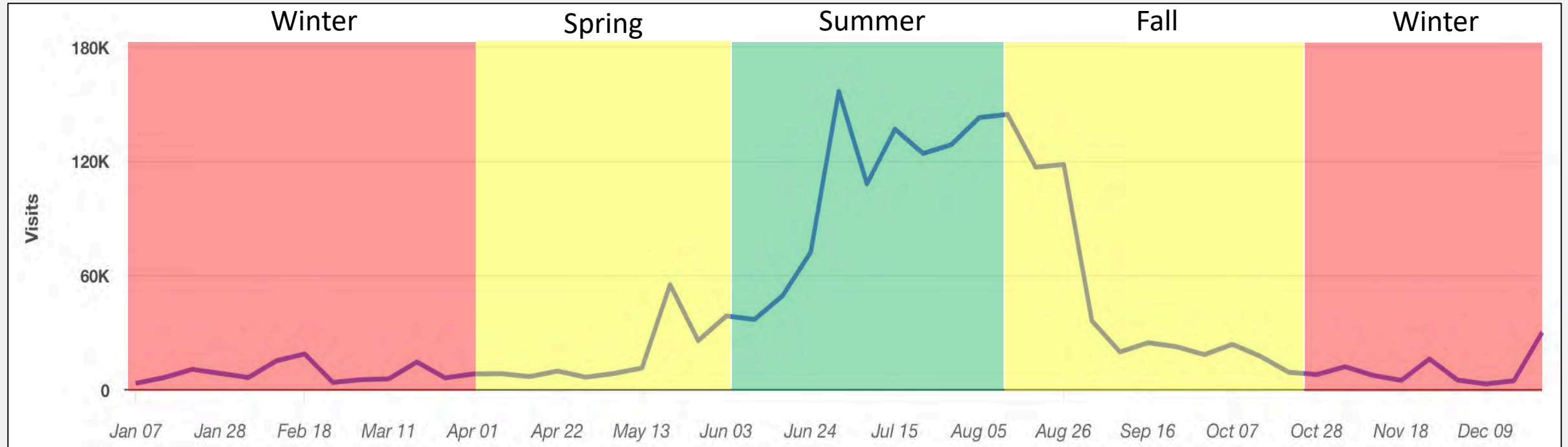
Bolton Landing

Bolton Landing is located nearly halfway up Lake George on the western bank of the lake. The area features a walkable village and the most upscale resort in Warren County, the Sagamore Resort.

Bolton Landing is a popular place on Lake George for water activity rentals, fishing, island camping, beaches, golfing and hiking.



Bolton Landing Visitation

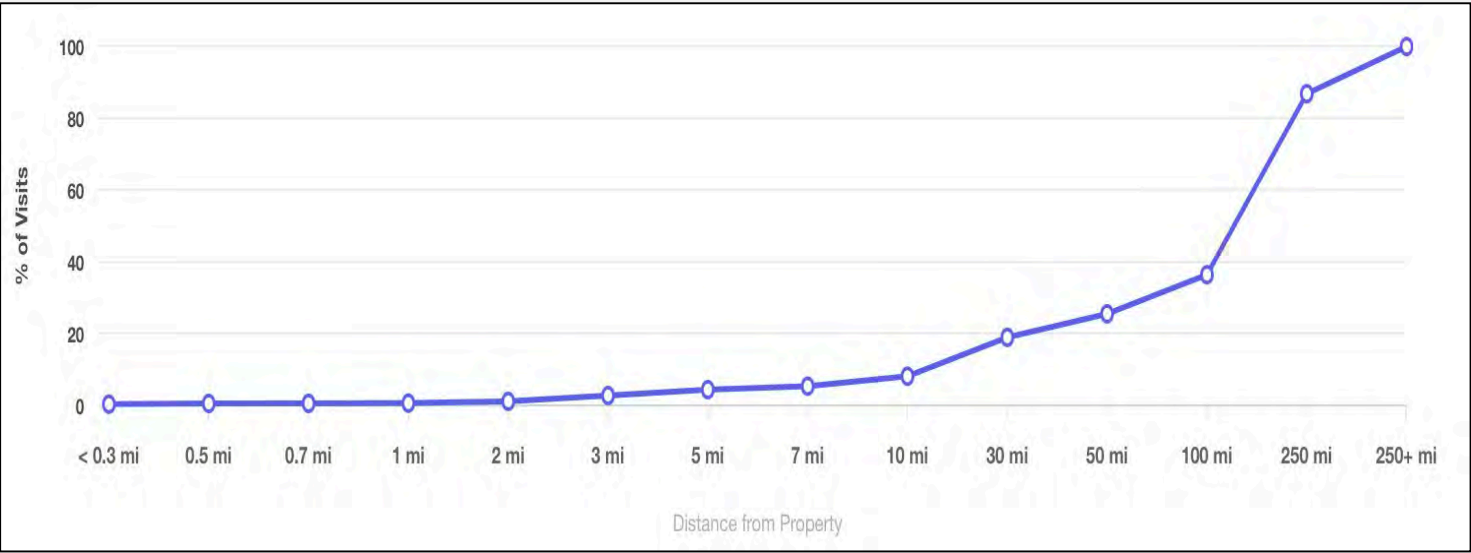
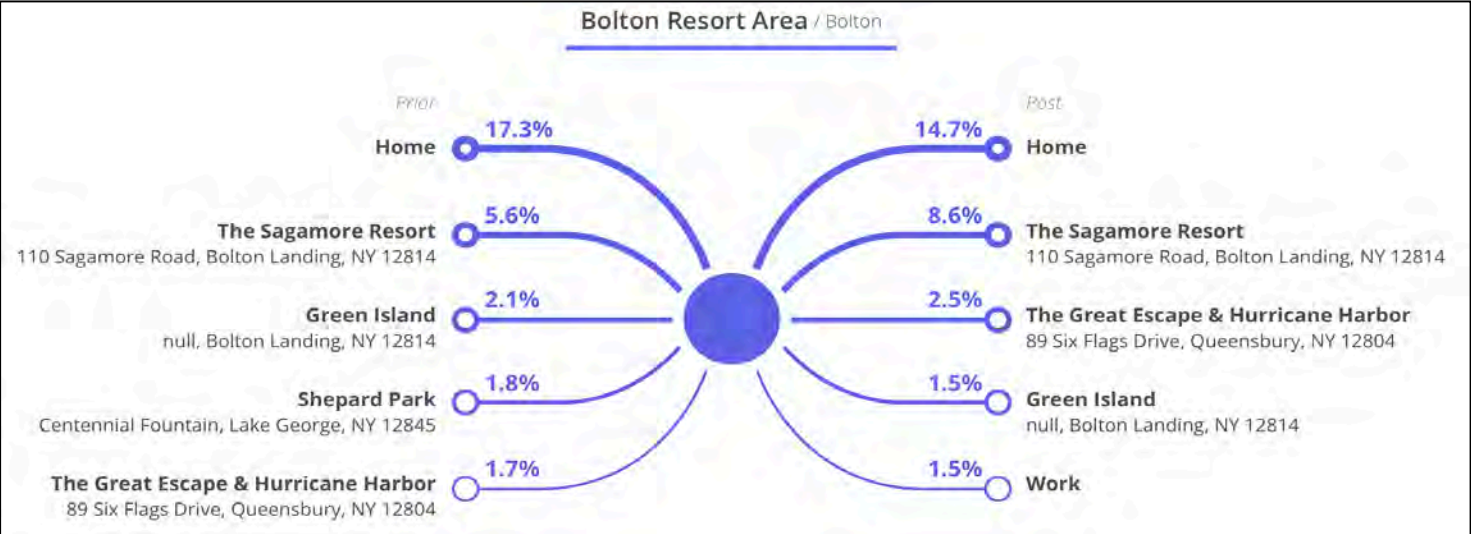
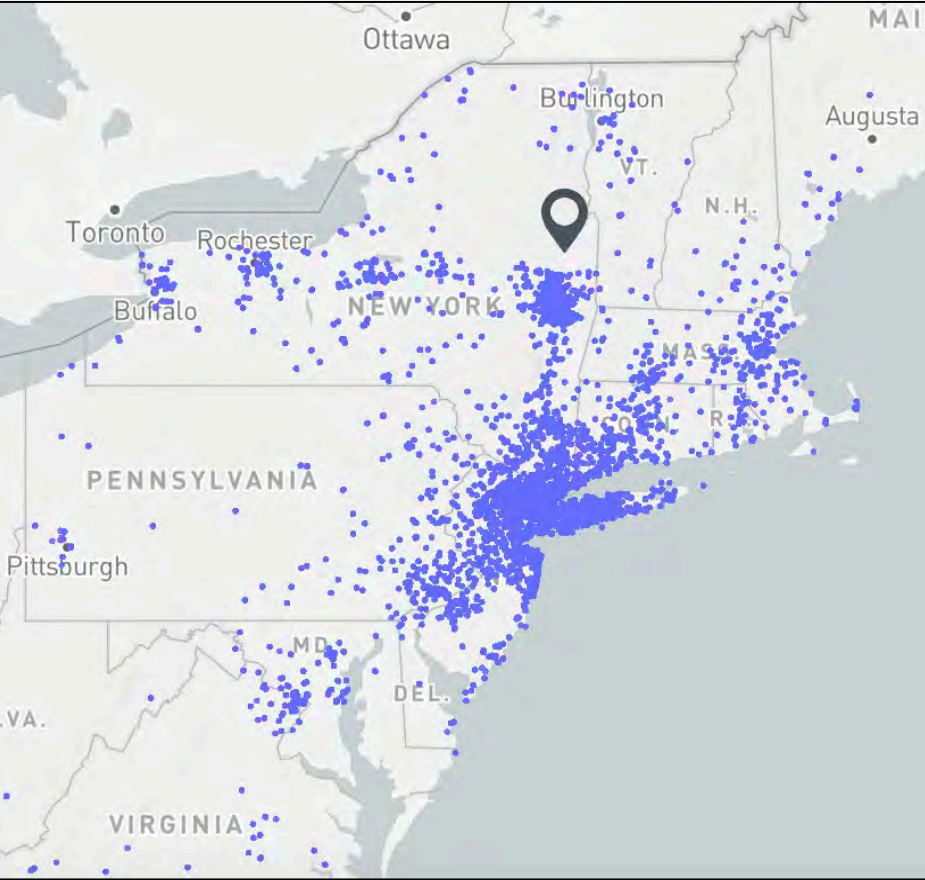


Bolton Landing is not as developed as the Village of Lake George and does not attract as much visitation. Bolton is still a popular destination with the Sagamore Resort and rental properties. Bolton is mainly a hotspot for tourism in the summer for activities related to Lake George, but has begun to increase winter visitation with events such as the Sagamore's Ice Bar, snowshoeing and snowmobiling.

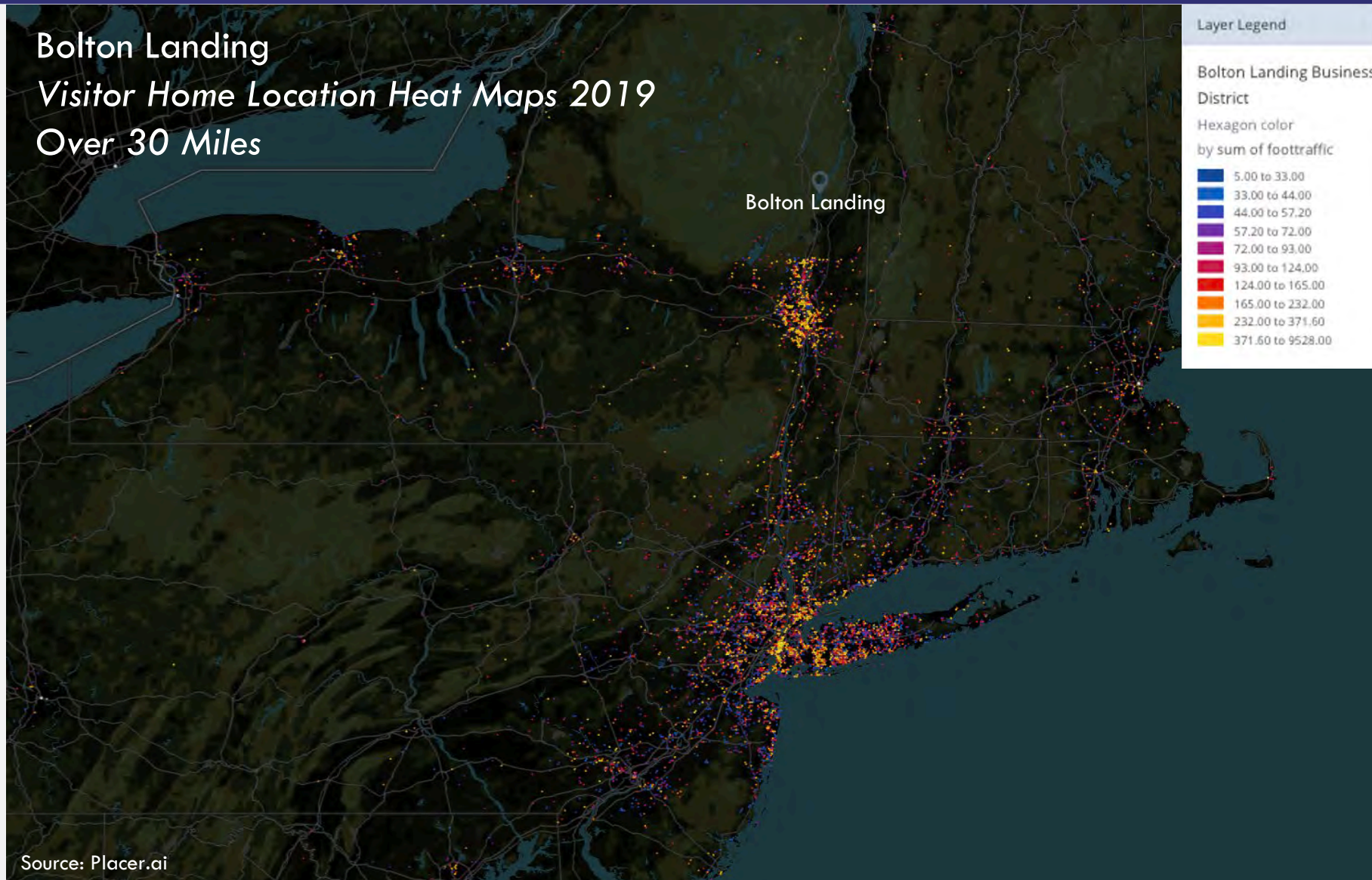
Bolton Landing

2019 Visitation Characteristics

- 1,900,000 visits
- 583,100 unique visitors



Bolton Landing Visitation





Glens Falls

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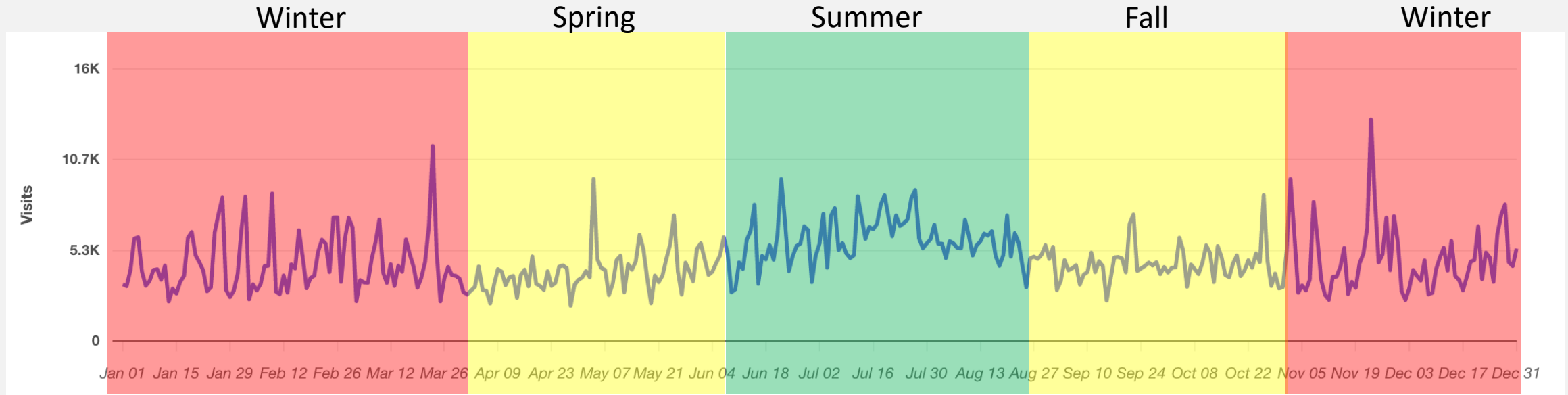
Glens Falls

Glens Falls is at the southeast corner of Warren County. Glens Falls has a rich history in theater and the finance and printing industries.

Glens Falls is home to the Adirondack Thunder, an East Coast Hockey League team that plays in the Cool Insuring Arena.



Glens Falls – Visitors From Over 30 Miles

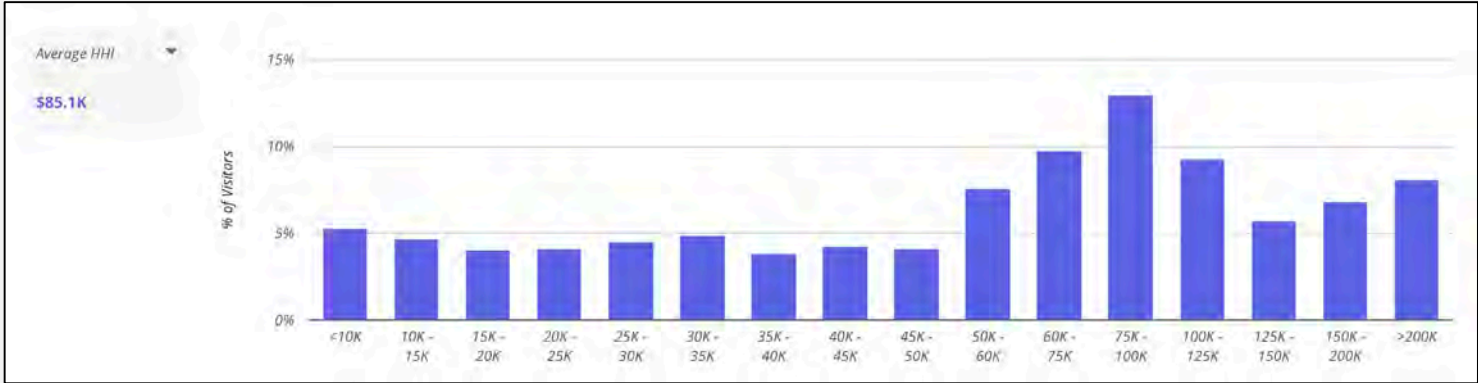
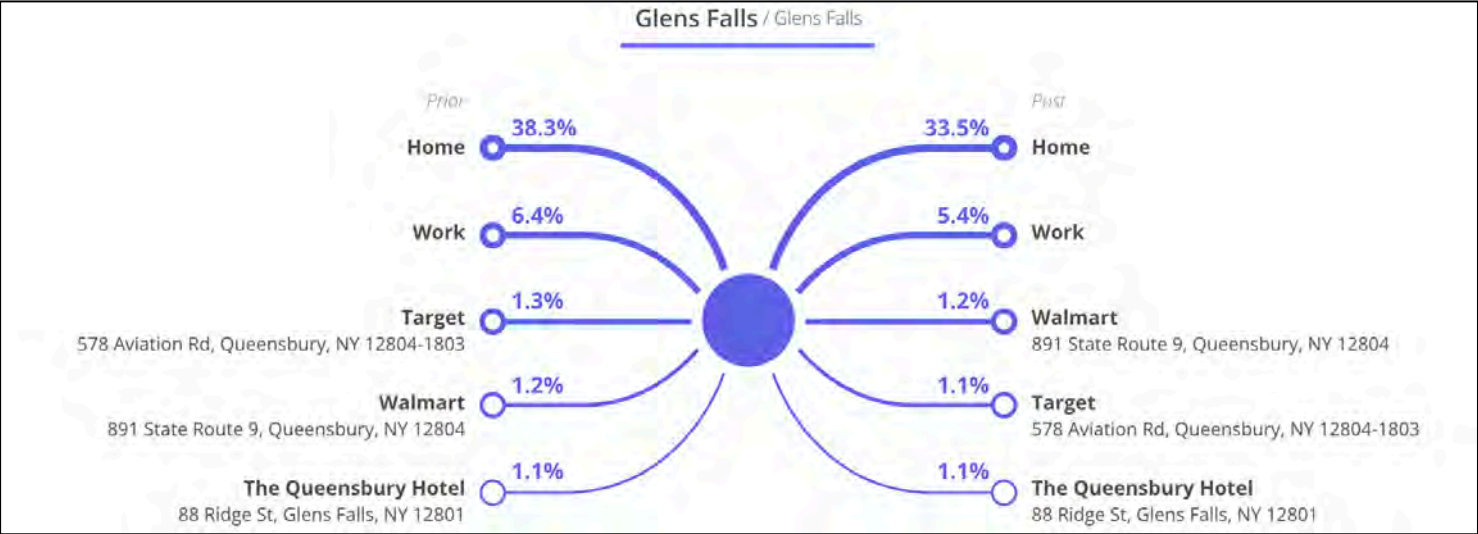
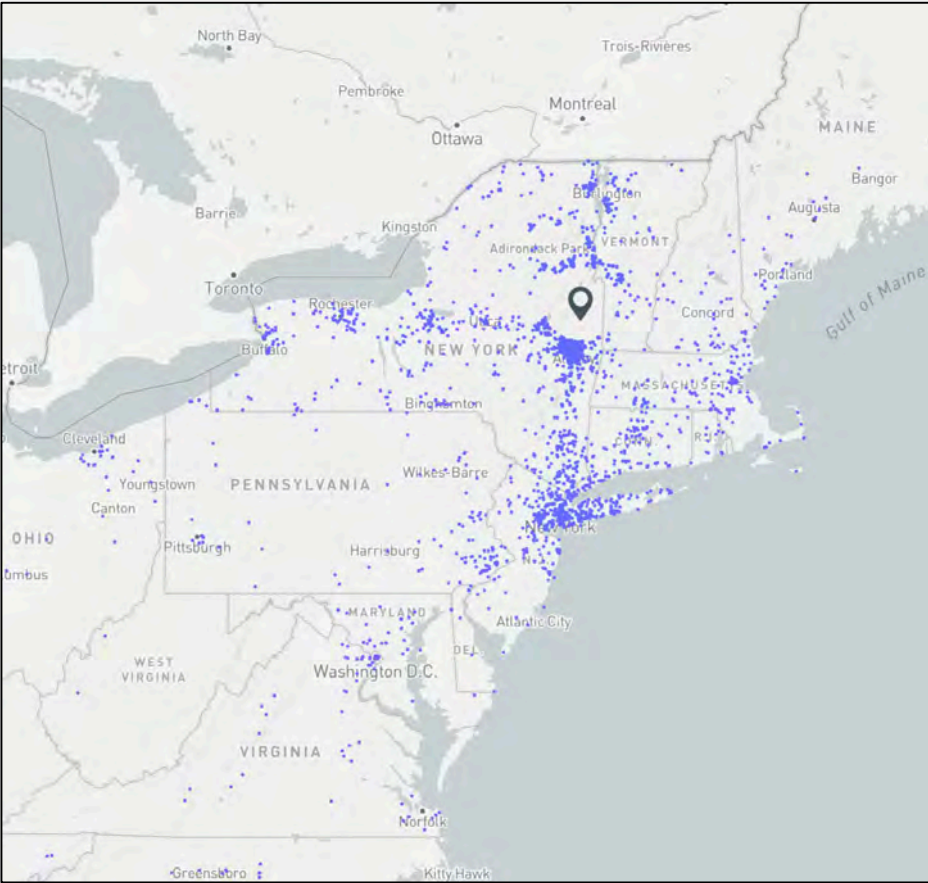


Glens Falls is a year-round town. It does not face a large amount of seasonality like other destinations in Warren County. Glens Falls is a town with businesses open year-round and planned events throughout the year. These factors help sustain year-round visitation.

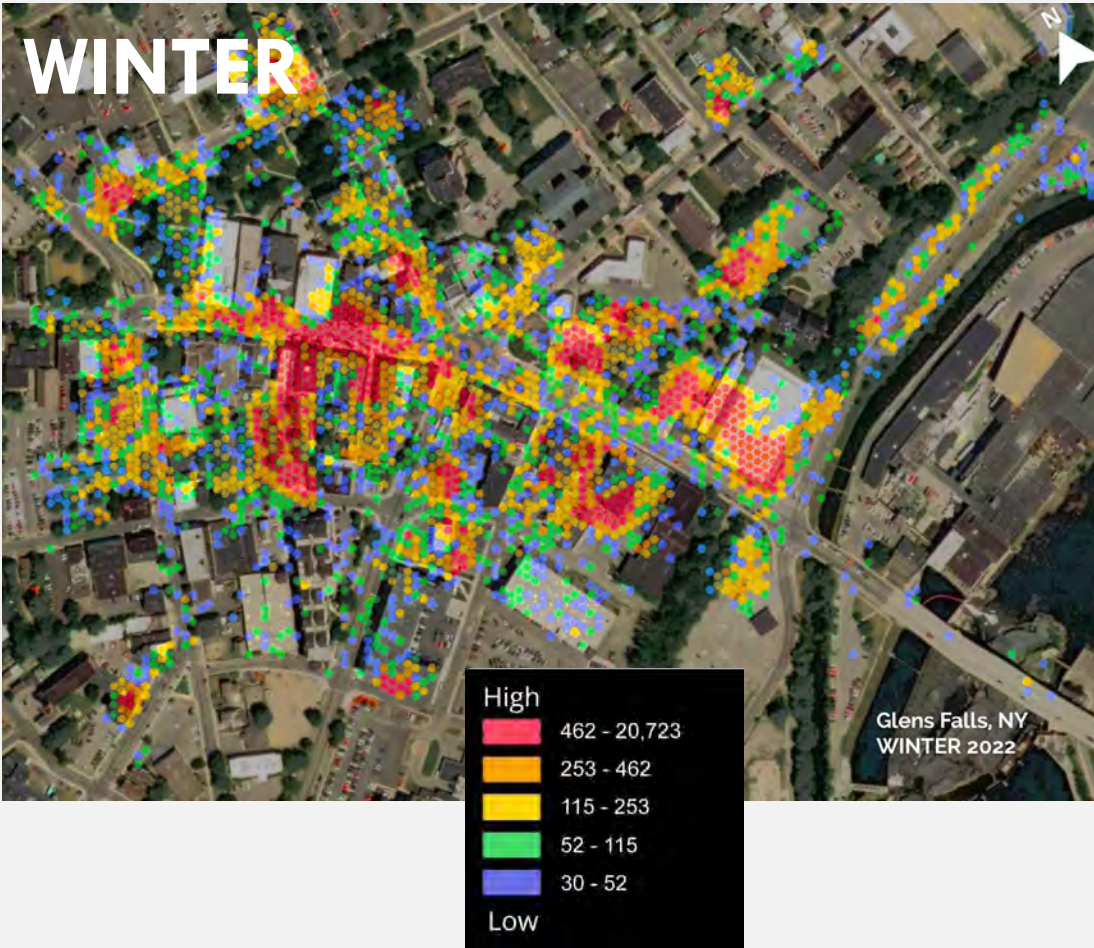
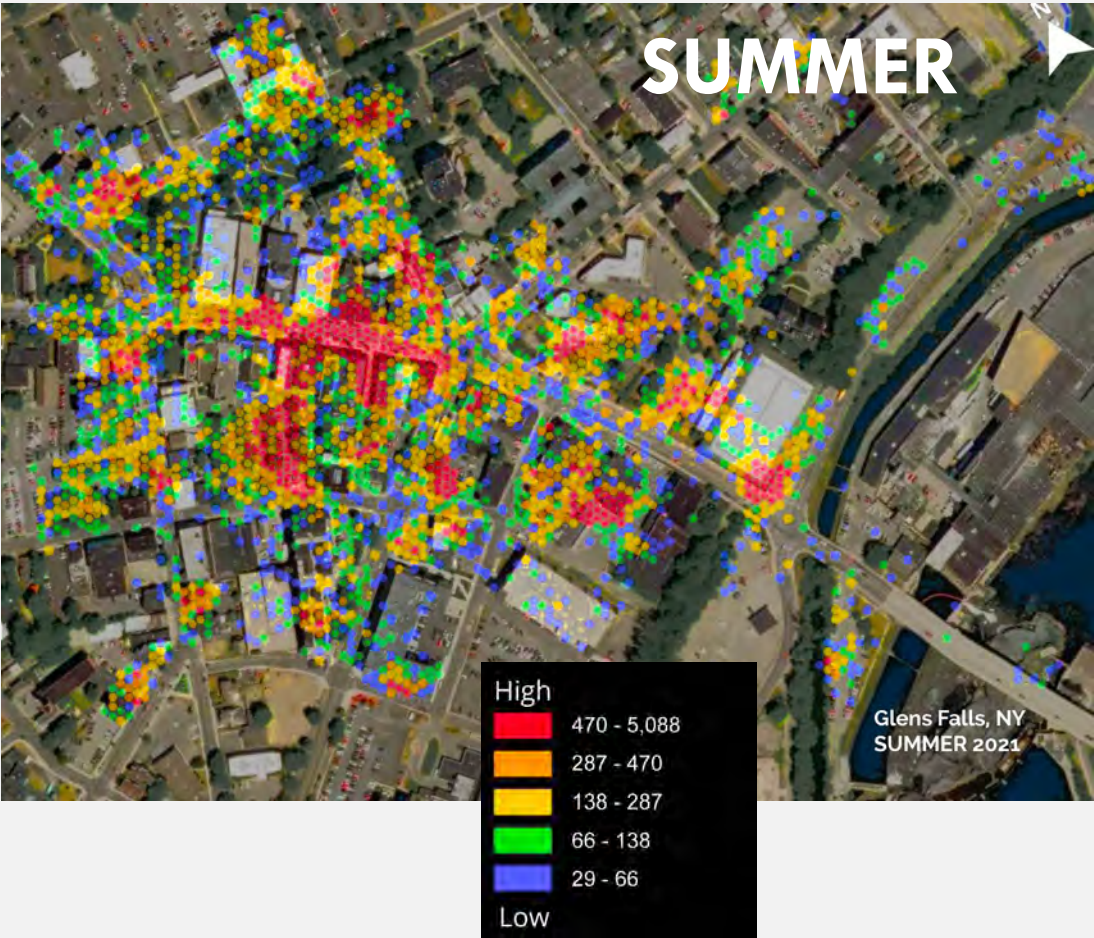
Glens Falls – Visitors From Over 30 Miles

2019 Visitation Characteristics

- 1,800,000 visits
- 392,500 unique visitors

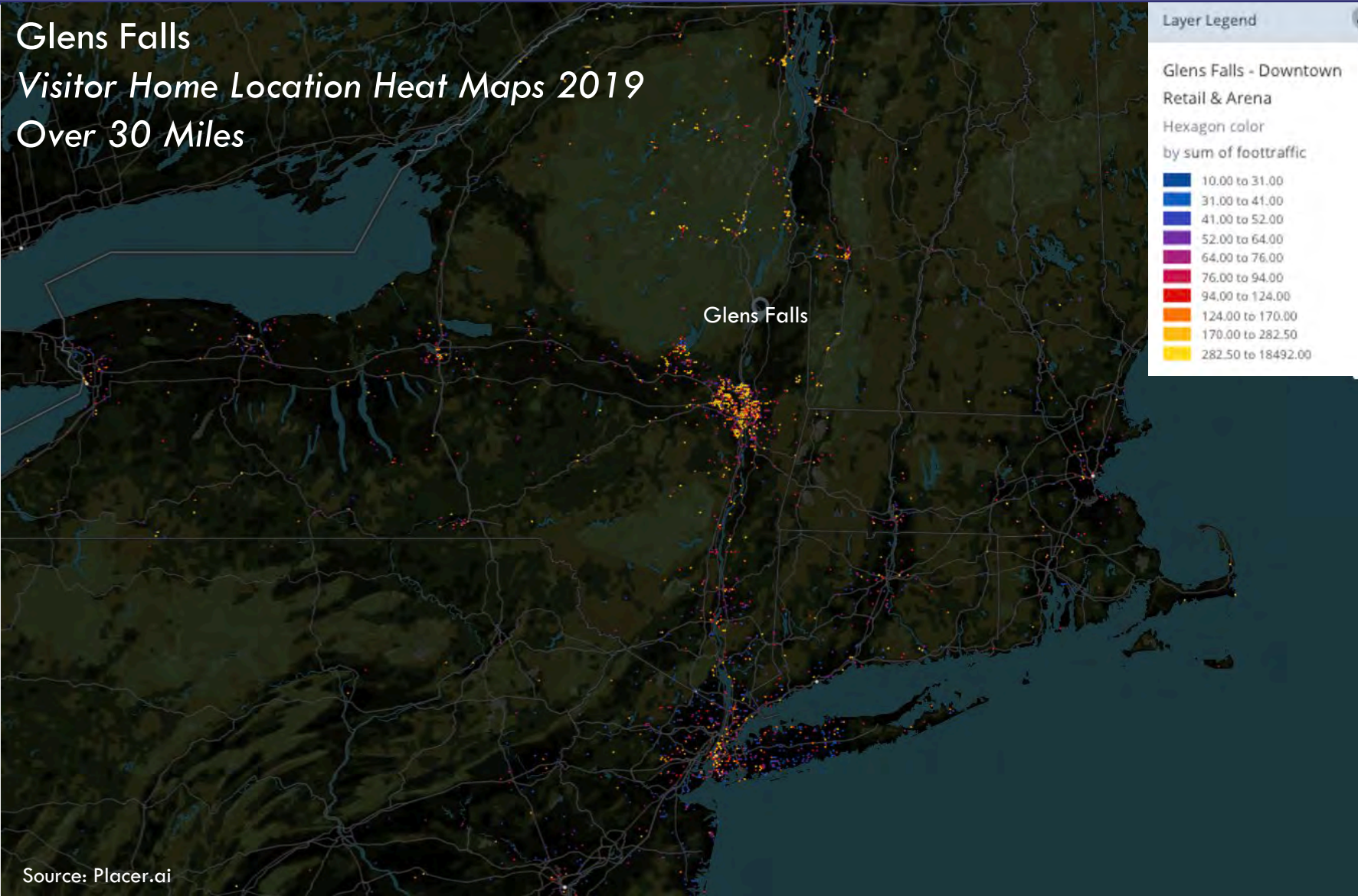


Glens Falls Foot Traffic Heat Map



These heat maps show the areas of Glens Falls that experience foot traffic during winter and summer.

Glens Falls Visitation





Queensbury/Aviation Mall Business District

Queensbury/Aviation Mall Business District

The Aviation Mall is roughly 640,000 square feet of retail and restaurant space in Queensbury. The largest tenants include Target, JCPenney, Dick's Sporting Goods, Regal Cinemas, Ollie's Bargain Outlet and Sephora.

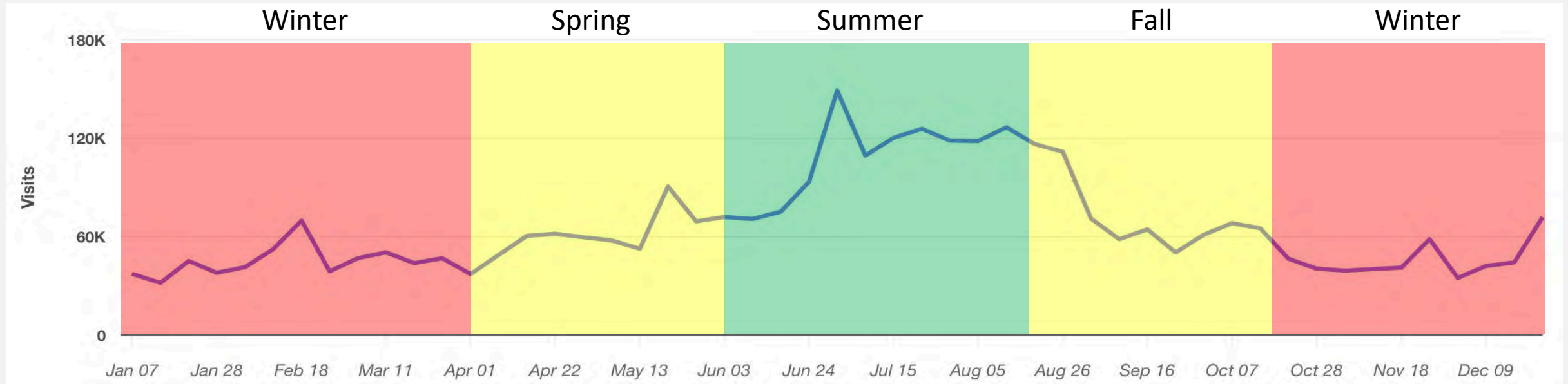
Average rents within the mall range from \$12 and \$15 per square foot.

Aviation Mall also hosts small community events and larger-scale events. In 2019, the mall hosted 150 community organizations meetings and 17 larger-scale events for local non-profits.

Vacancies have been rising in the mall over the past five years and like many malls across the country, visitation to the mall has been on a steady decline.



Queensbury/Aviation Mall Business District Visitation by Season

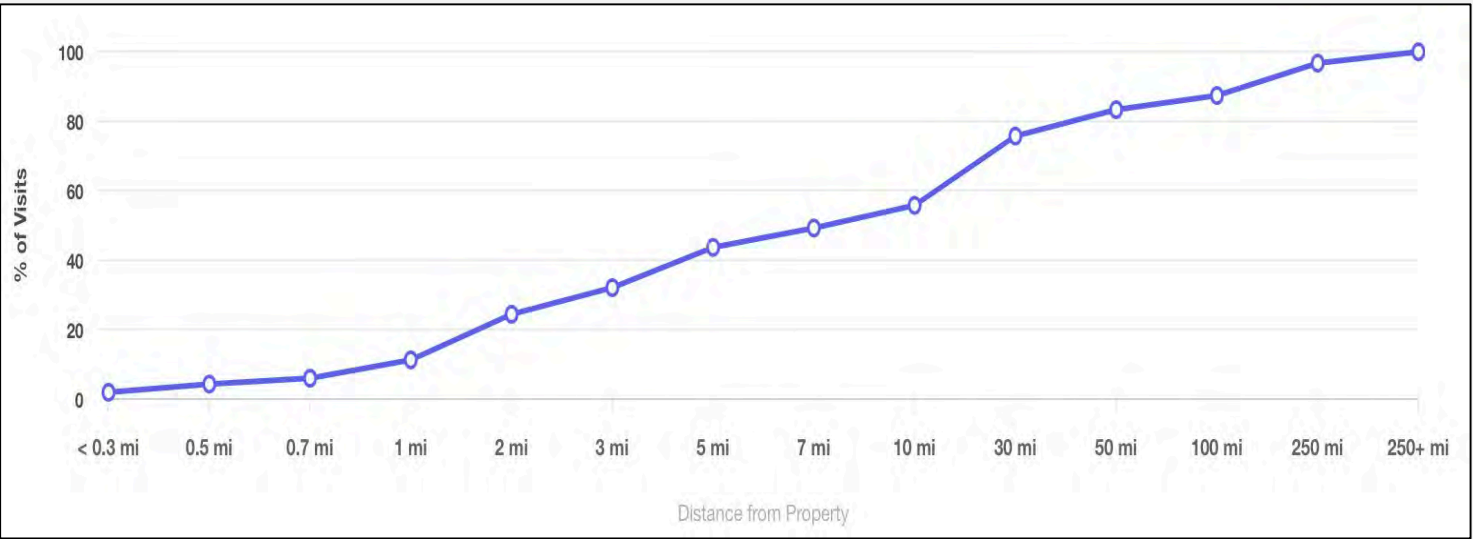
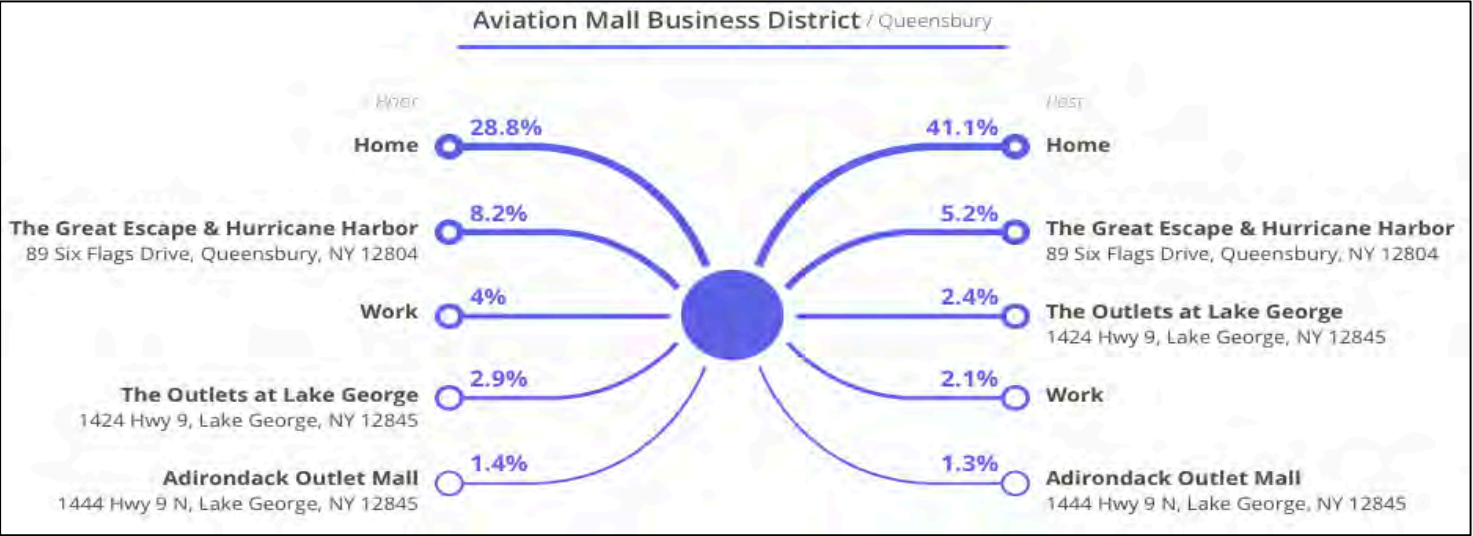
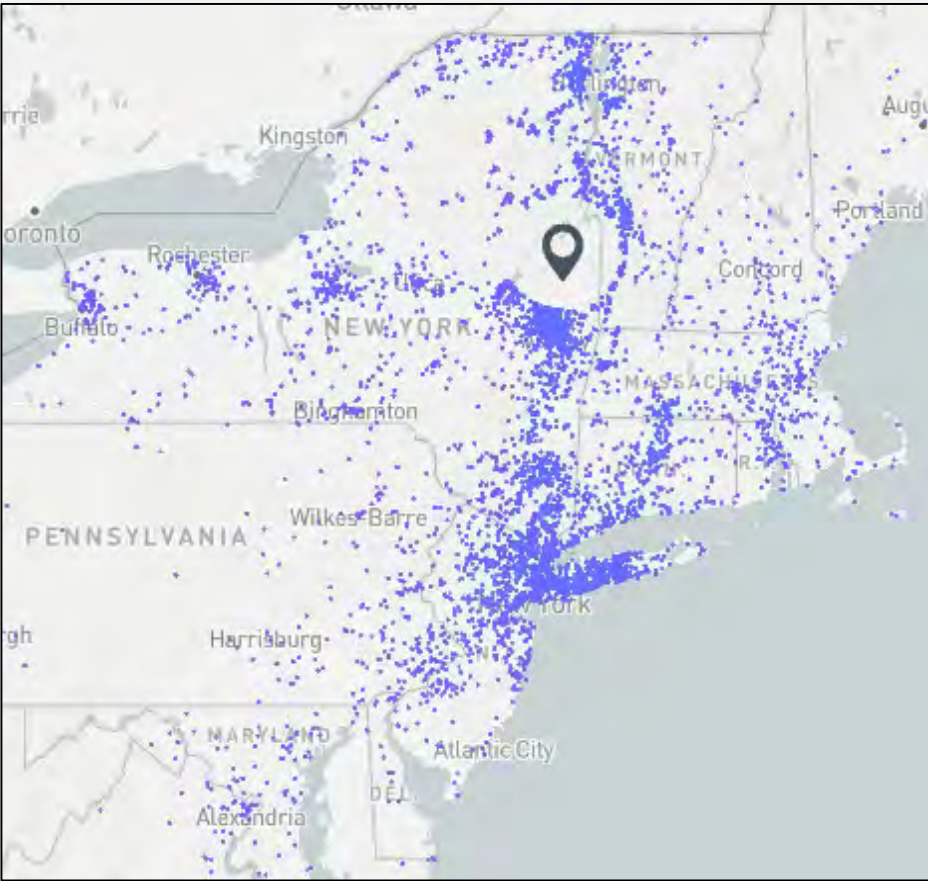


As one of the main retail nodes in Warren County, visitation beyond 30 miles stayed strong throughout 2019. The mall's proximity to Highway 87's Exit 19 helps bring traffic to the area. The mall is also located at the intersection of Route 9, Quaker Road and Aviation Road, which roughly 40,000 cars pass through per day. There is a clear indication of more people in the Queensbury area in the summer months when Lake George is in the midst of its busy season.

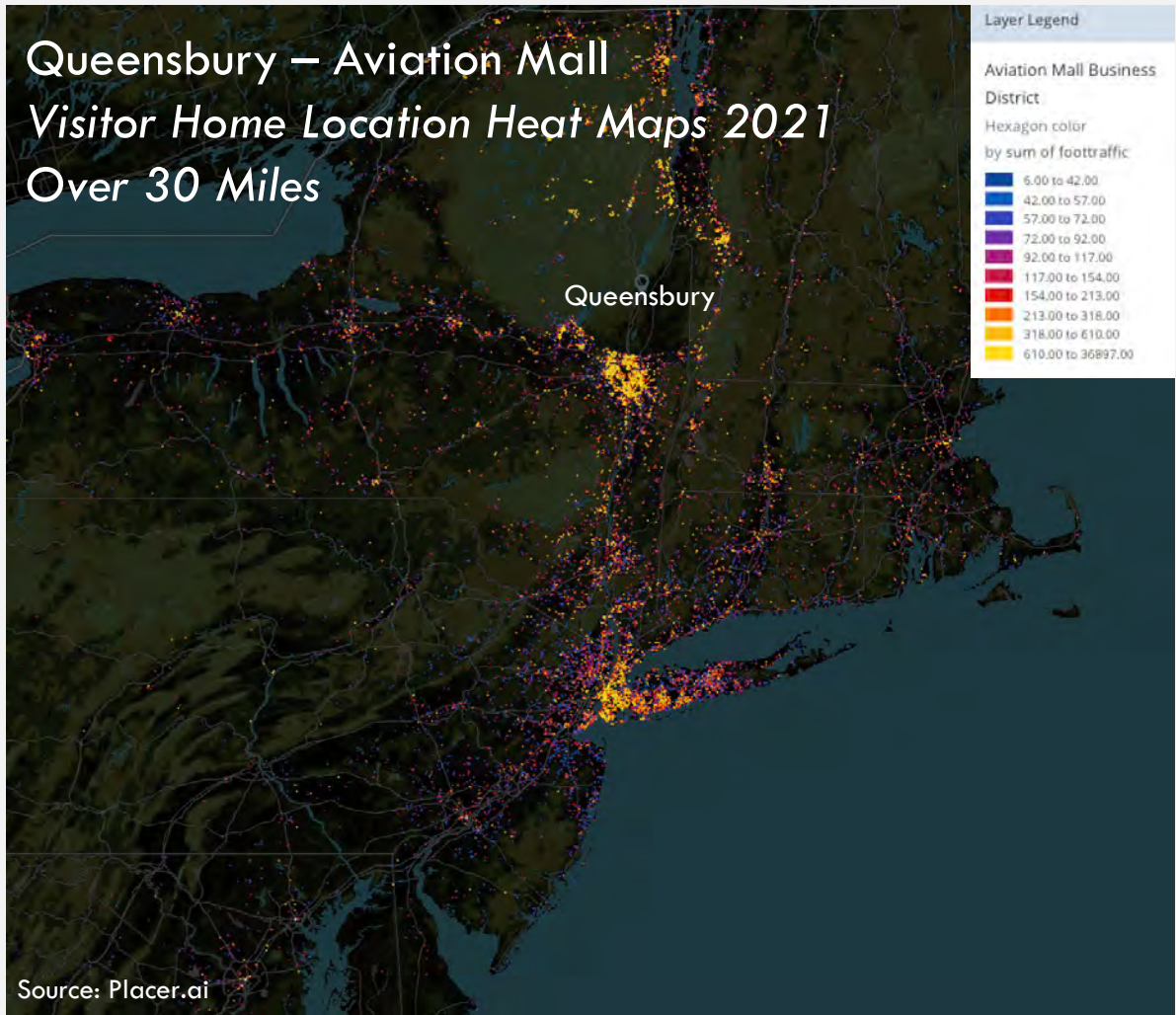
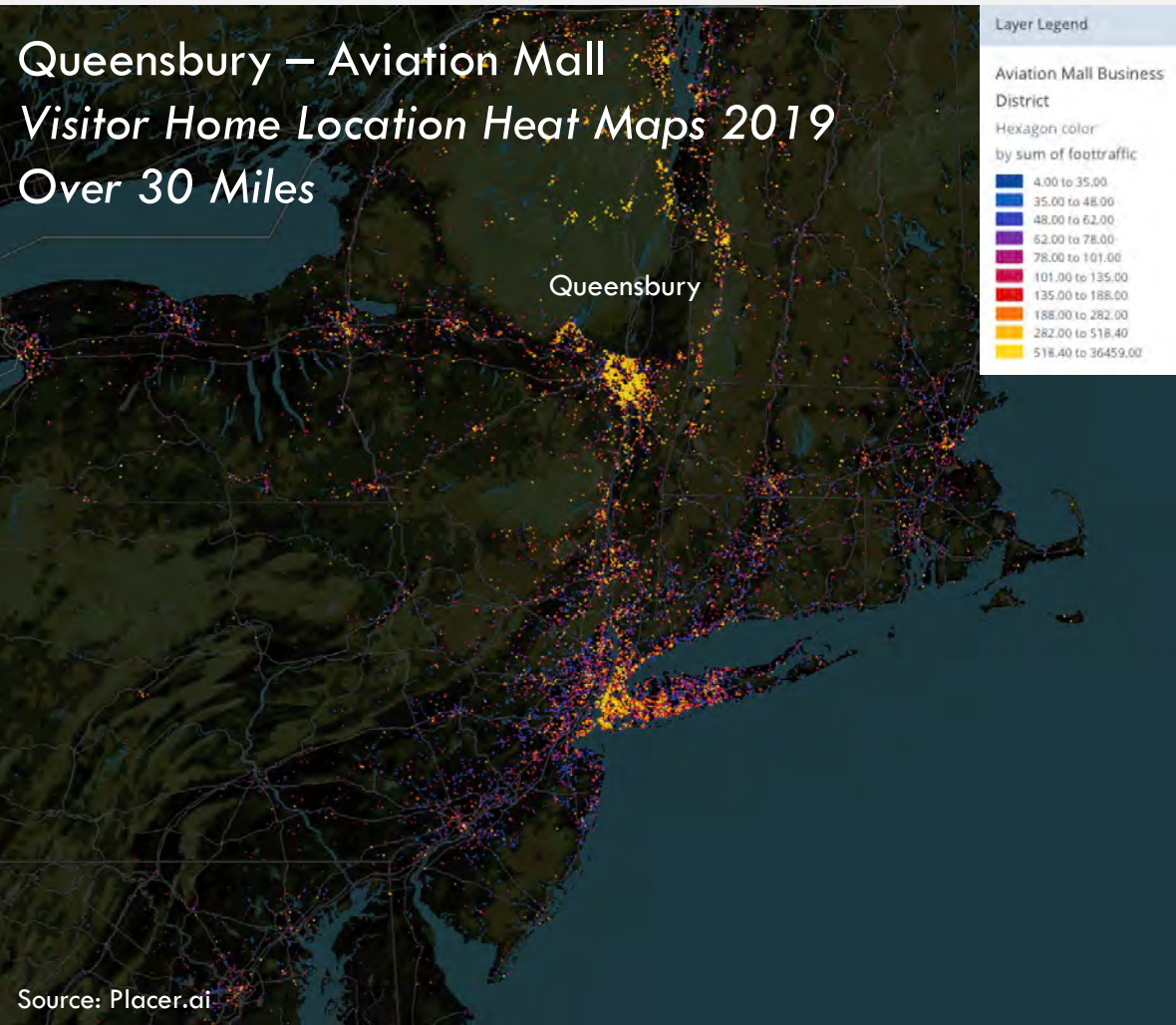
Queensbury/Aviation Mall Business District

2019 Visitation Characteristics

- 3,400,000 visits
- 1,200,000 unique visitors



Queensbury – Aviation Mall Visitation





Warrensburg Area

hunden strategic partners

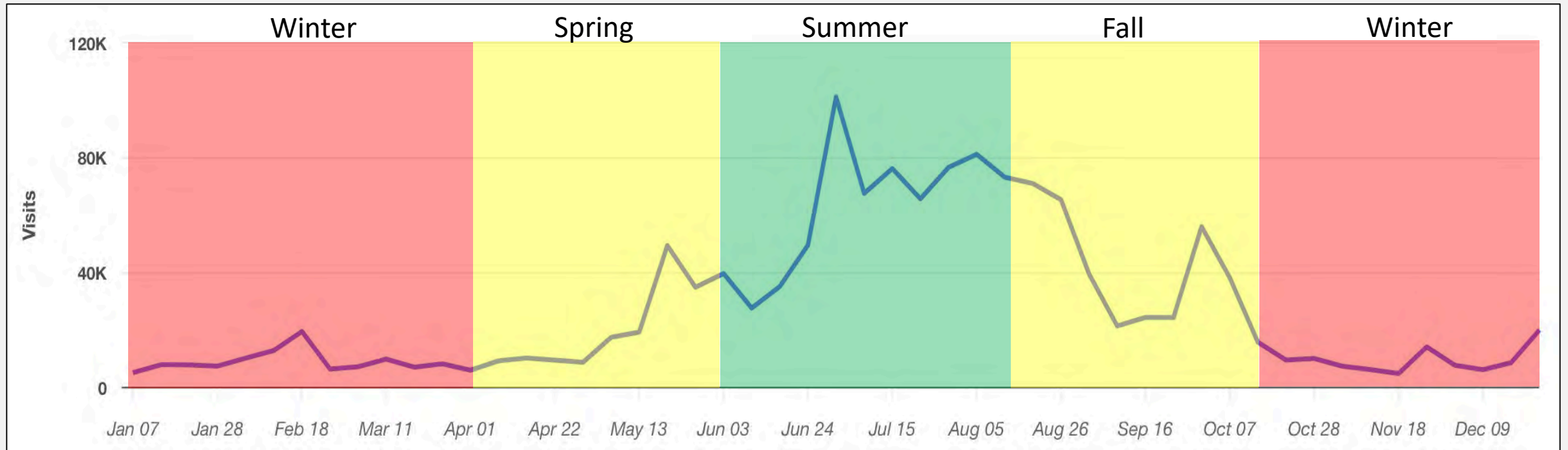
Warrensburg Area

Warrensburg is located next to Highway 87, directly north of the Village of Lake George. In the summer, Warrensburg is known primarily for outdoor activities such as campgrounds, hiking, rafting, golfing and boating. In the winter, Warrensburg is known for snowmobiling, cross country skiing and Hackensack Mountain Park.

Warrensburg is also home to the World's Largest Garage Sale with more than 500 vendors.



Warrensburg Area

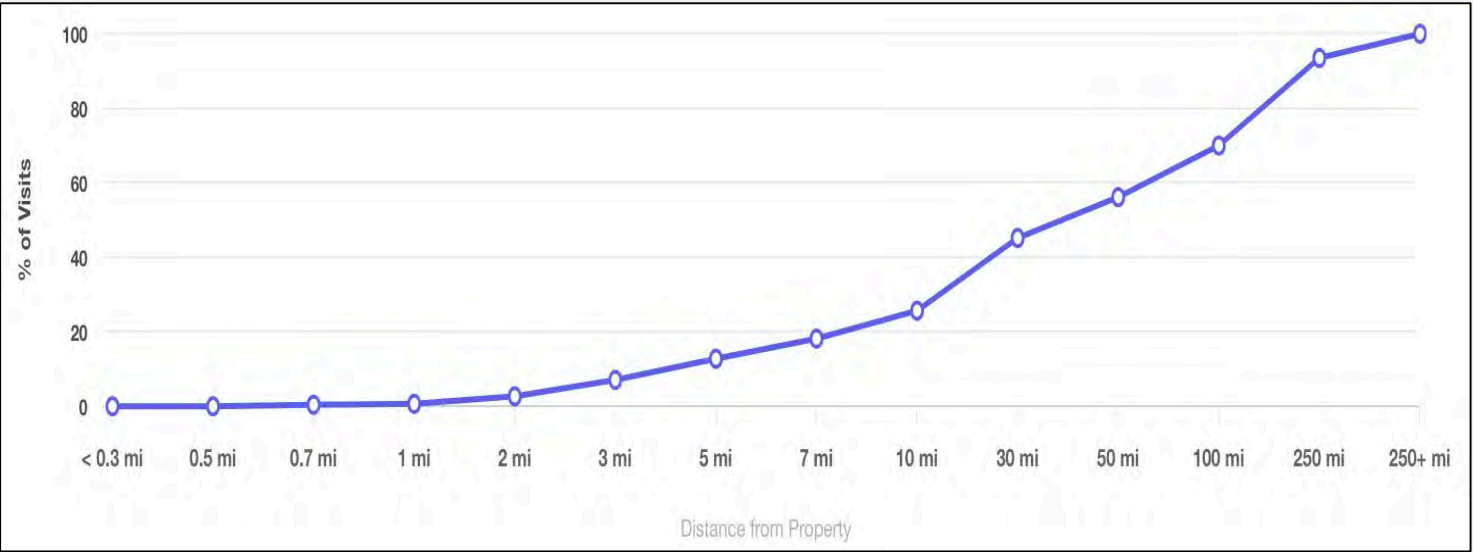
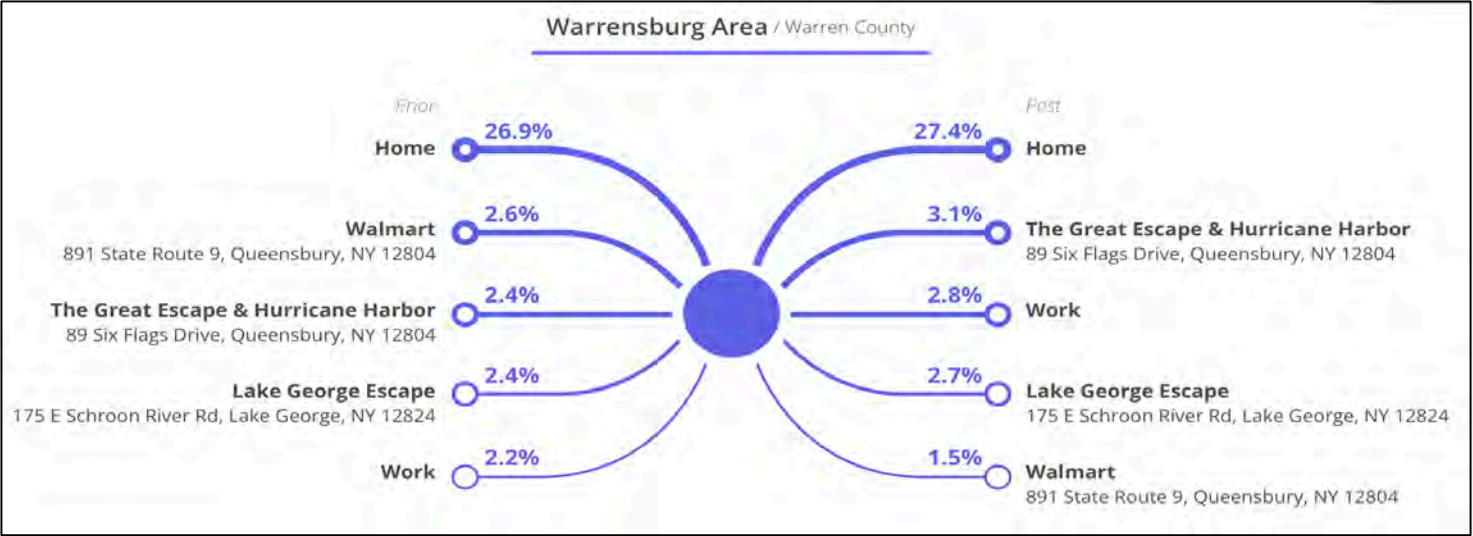
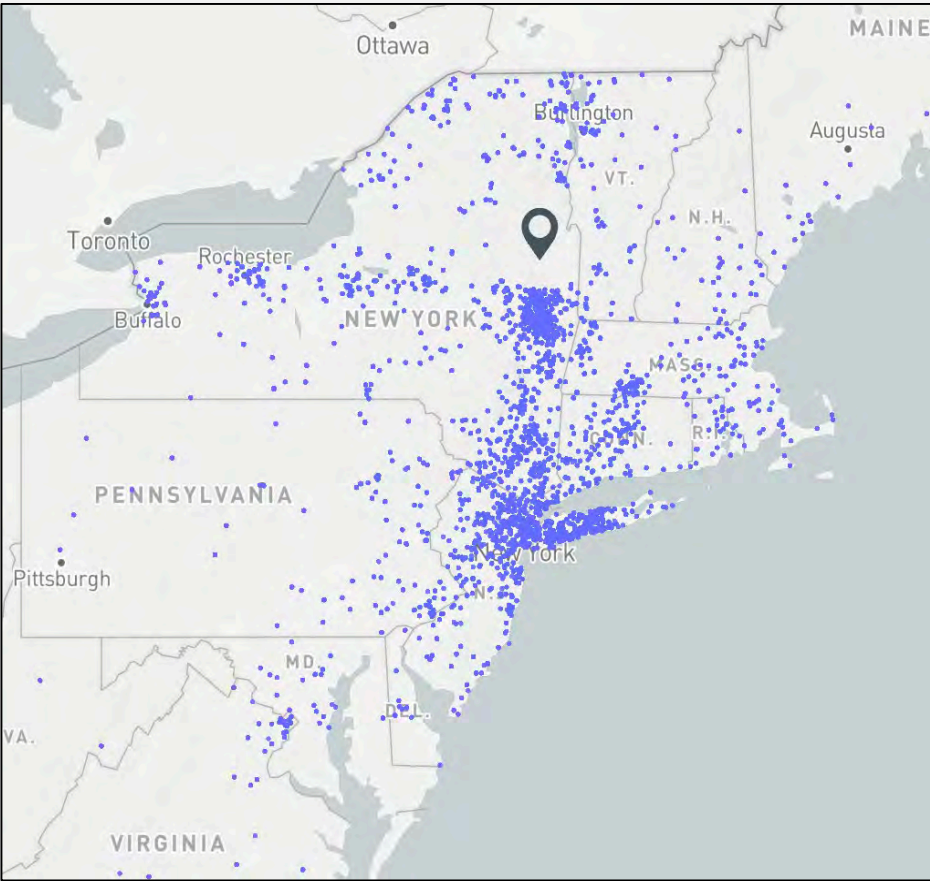


Warrensburg is not as popular as other areas of Warren County, but still shares the same seasonality as the other major economic cores. The World's Largest Garage Sale is specific to Warrensburg which typically takes place at the end of September and gives the area higher visitation relative to other areas in the county during the fall shoulder season. This is an example of the impact of well-developed events that occur annually.

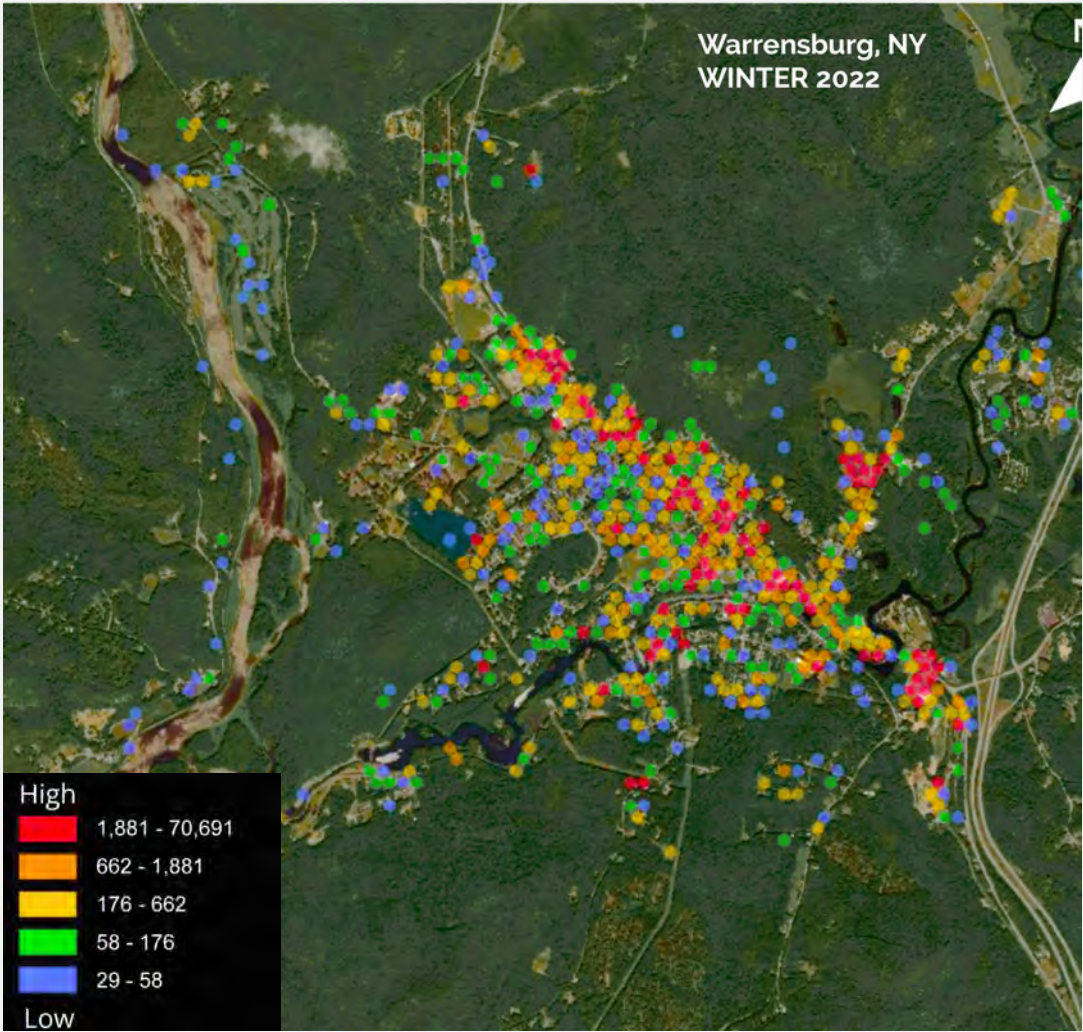
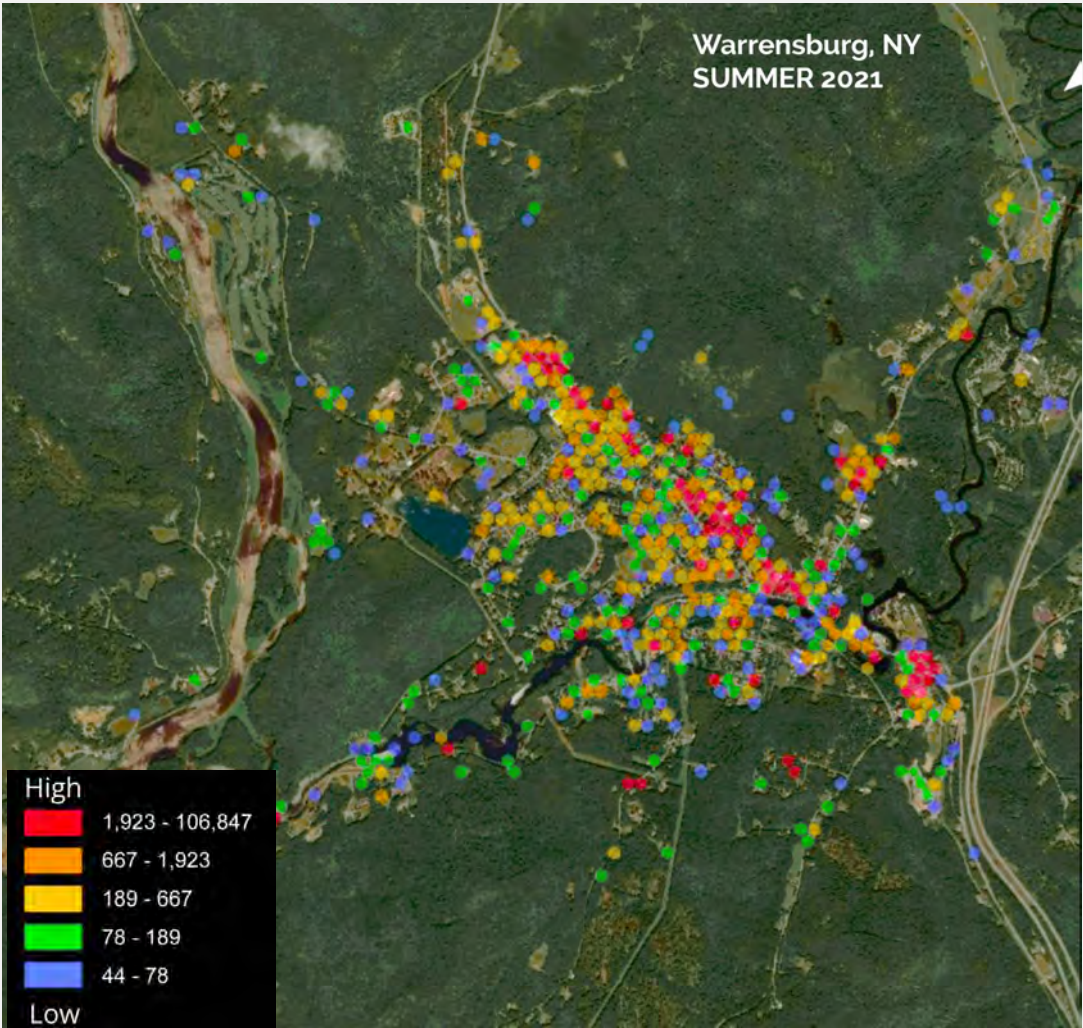
Warrensburg Area

2019 Visitation Characteristics

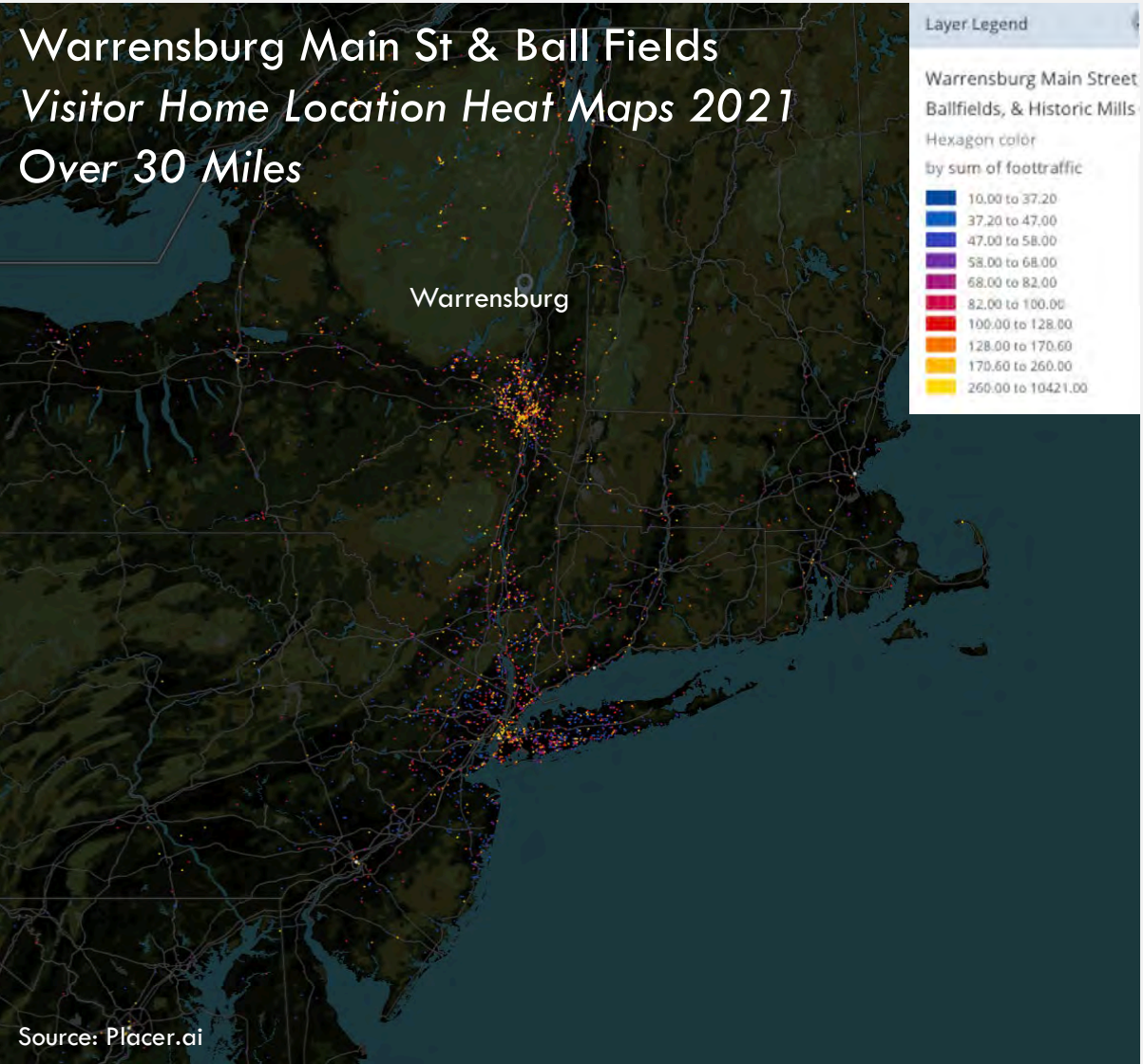
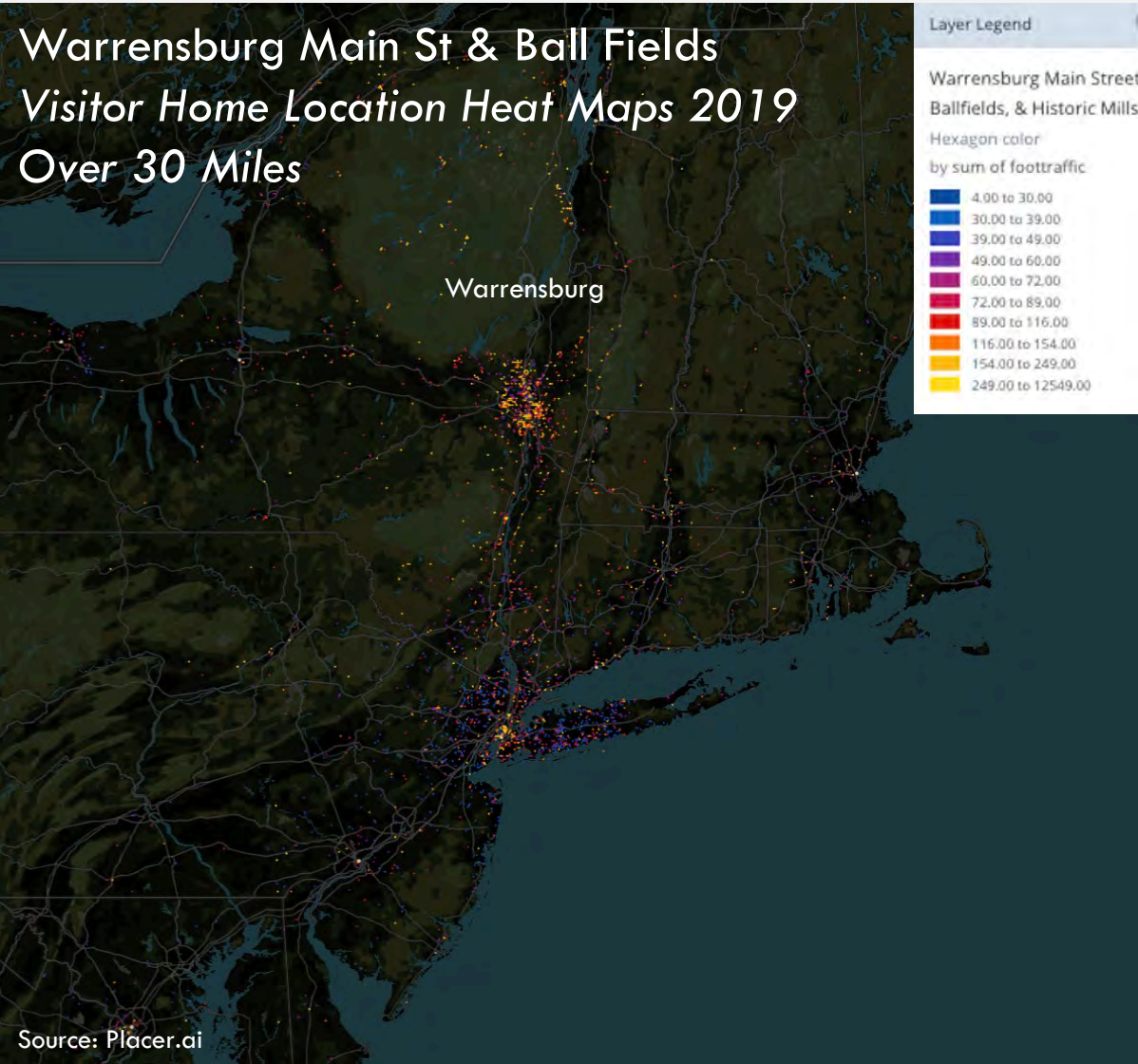
- 1,400,000 visits
- 443,100 unique visitors



Warrensburg Foot Traffic Heat Map



Warrensburg Visitation





The Great Escape & Adirondack Outlet Mall

hunden strategic partners

Great Escape & The Outlets

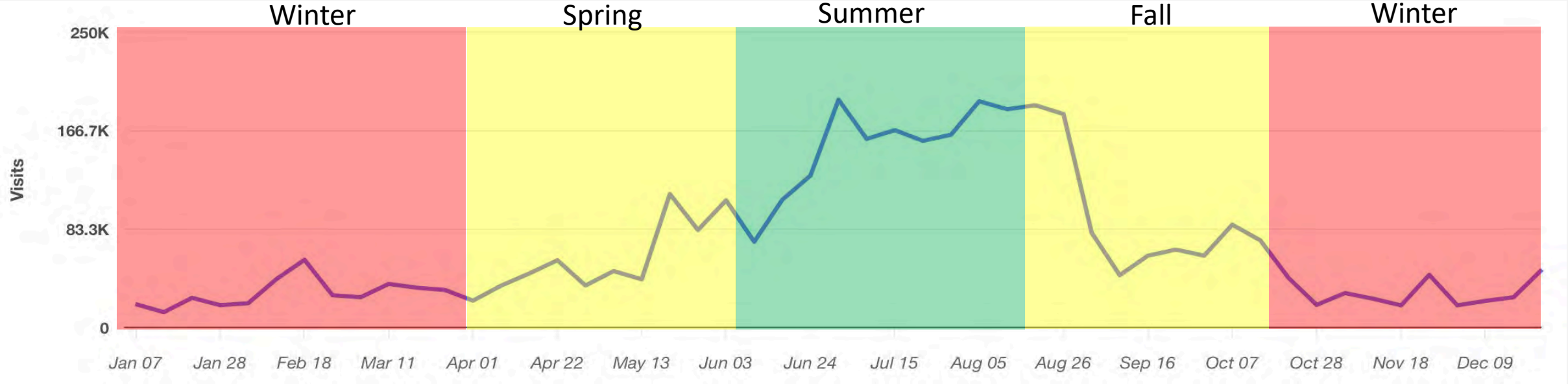
The Six Flags Great Escape and The Outlets at Lake George are located a mile apart, between Highway 87 and U.S. Route 9.

Six Flags Great Escape and Hurricane Harbor is one of Warren County's most visited attractions. Six Flags is open from May through October, but the Great Escape Lodge and indoor waterpark is open year-round.

The Outlets at Lake George attract year-round visitation with a total of 60 stores and additional restaurants. From interview feedback with the owner of the outlets, the retail node attracts waves of Canadian visitors that cannot be picked up by Placer.ai visitation data.



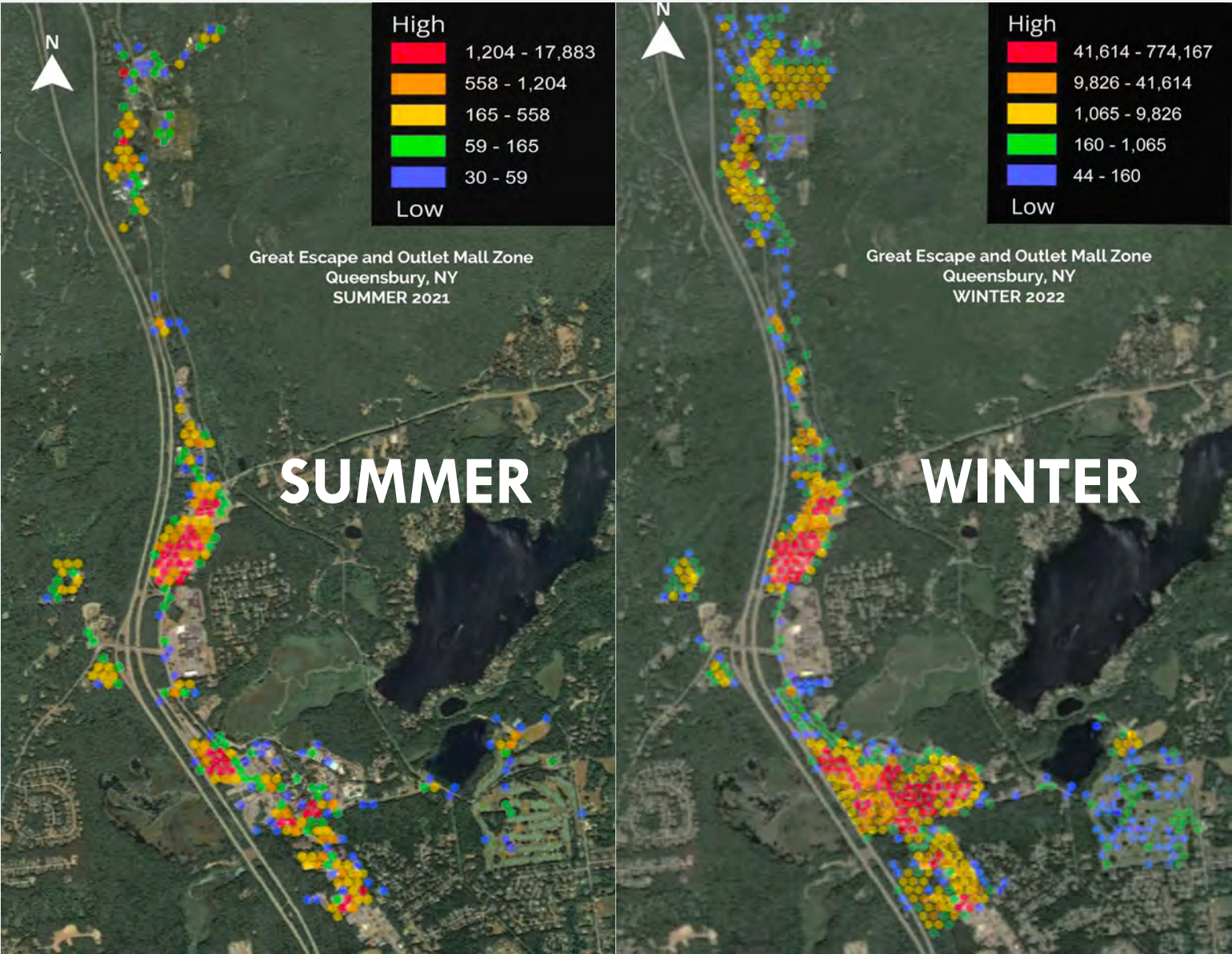
Great Escape & The Outlets Visitation by Season



Visitation to these two assets in Lake George peaks in July and August. Visitation in the spring shoulder season steadily builds into the summer, but rapidly declines between August and September. Since the Great Escape is an outdoor attraction, it is typically open from mid-May to the end of October. Visitation outside of this time comes from the Great Escape Lodge and the outlet mall.

Great Escape & Outlet Foot Traffic Heat Map

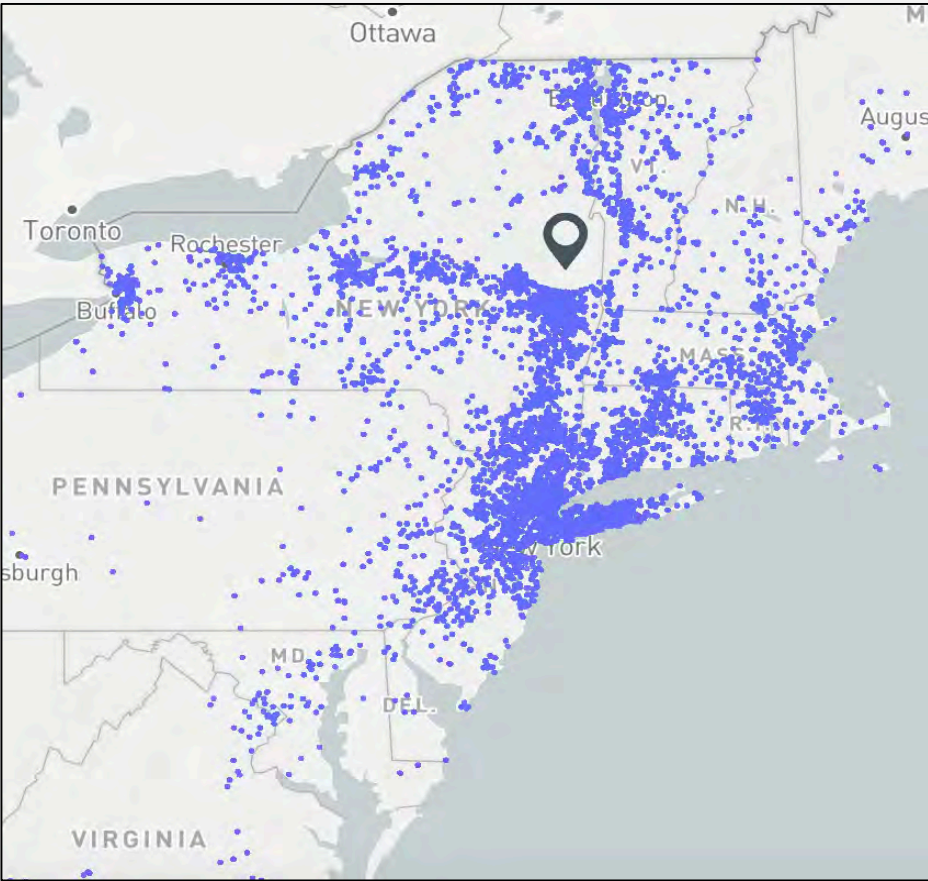
The Great Escape area has much stronger summer activation than winter activity.



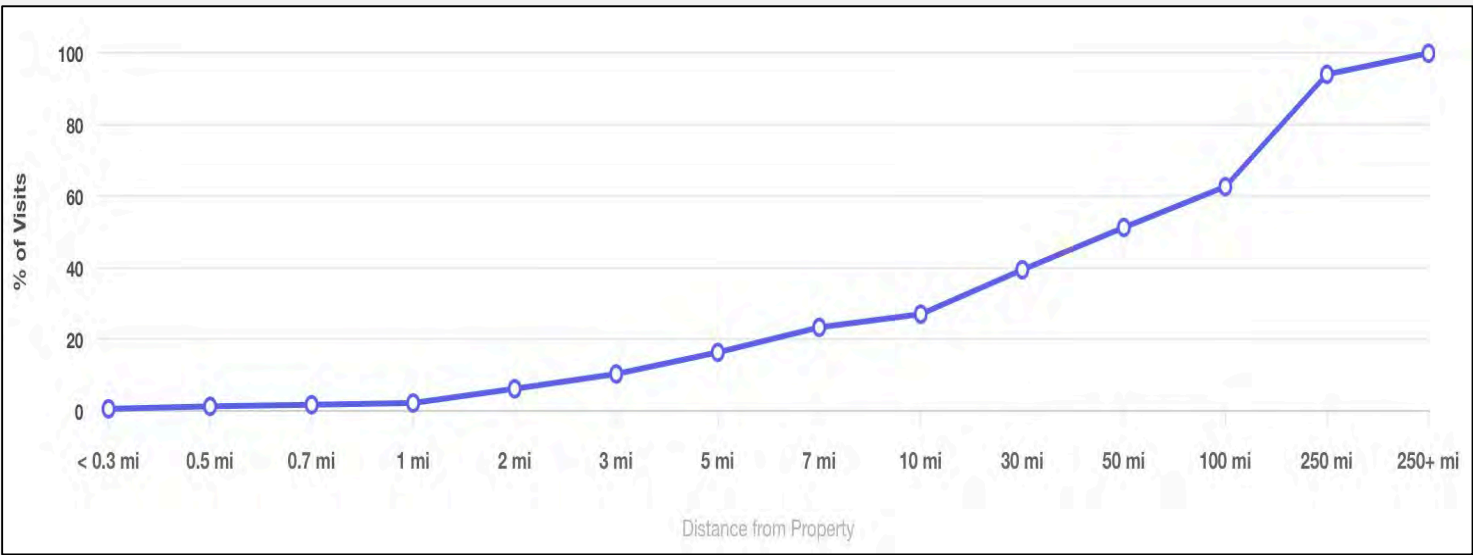
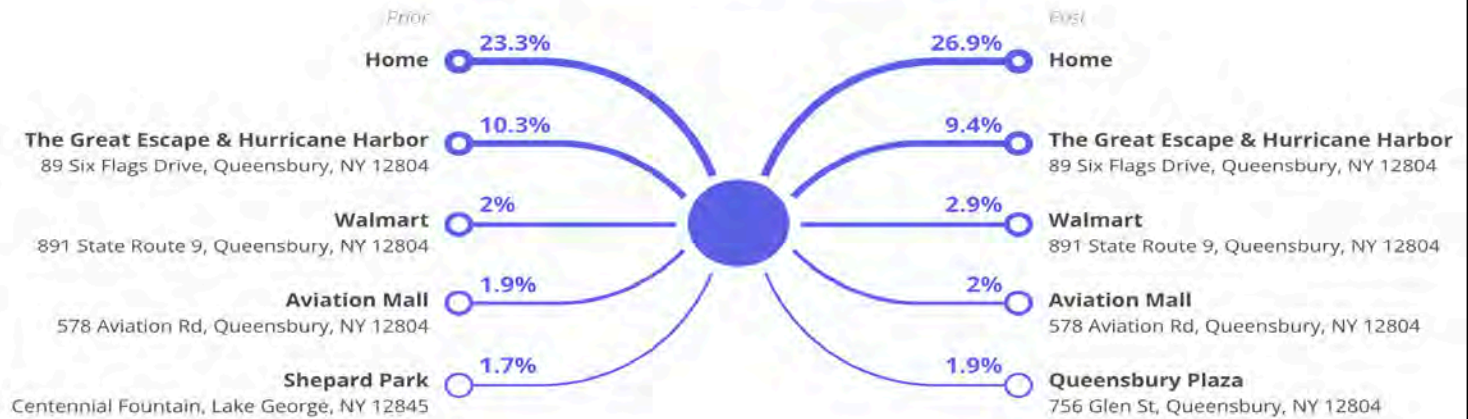
The Great Escape & The Adirondack Outlet Mall

2019 Visitation Characteristics

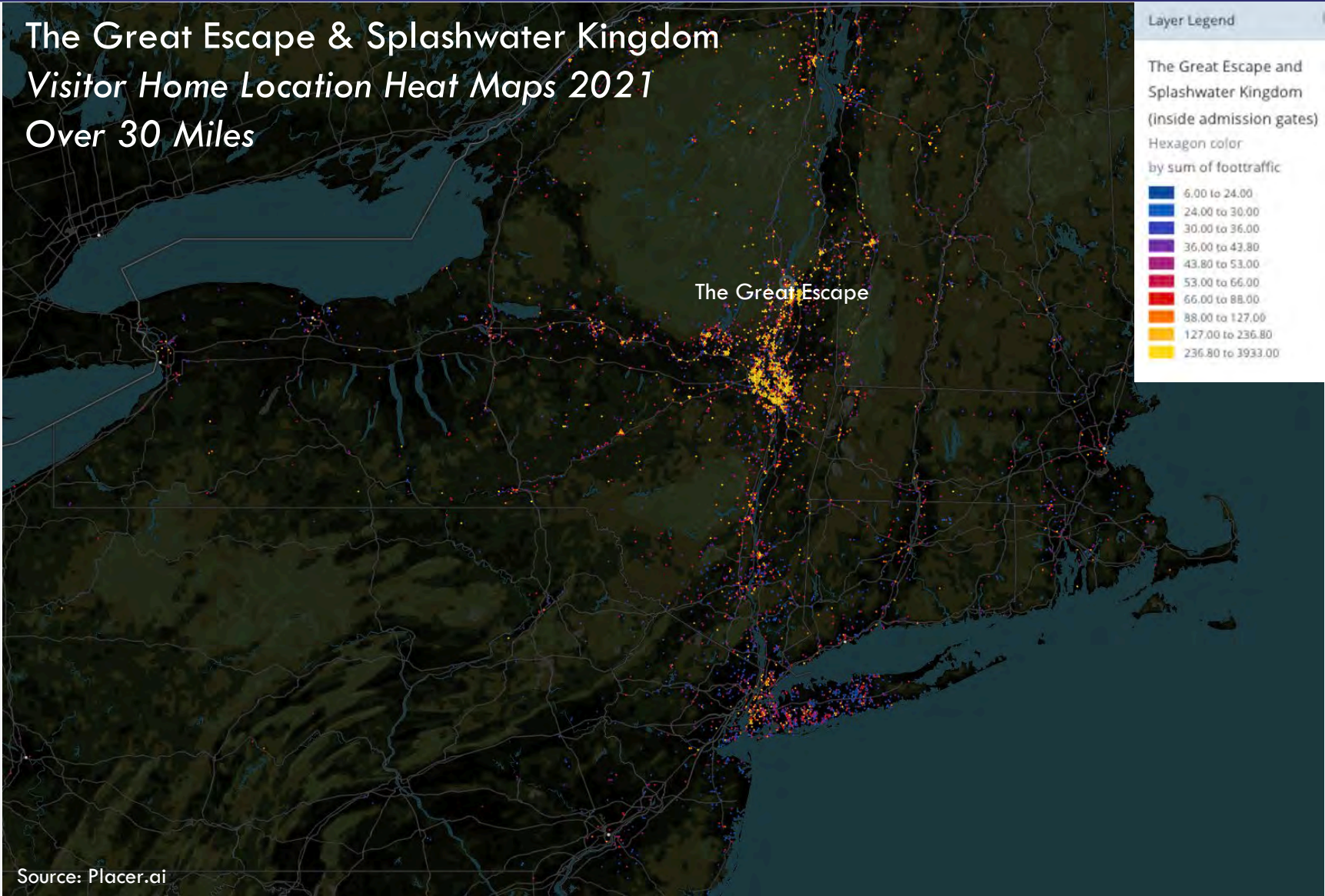
- 3,600,000 visits
- 1,500,000 unique visitors



Great Escape & Outlet Mall Zone / Warren County

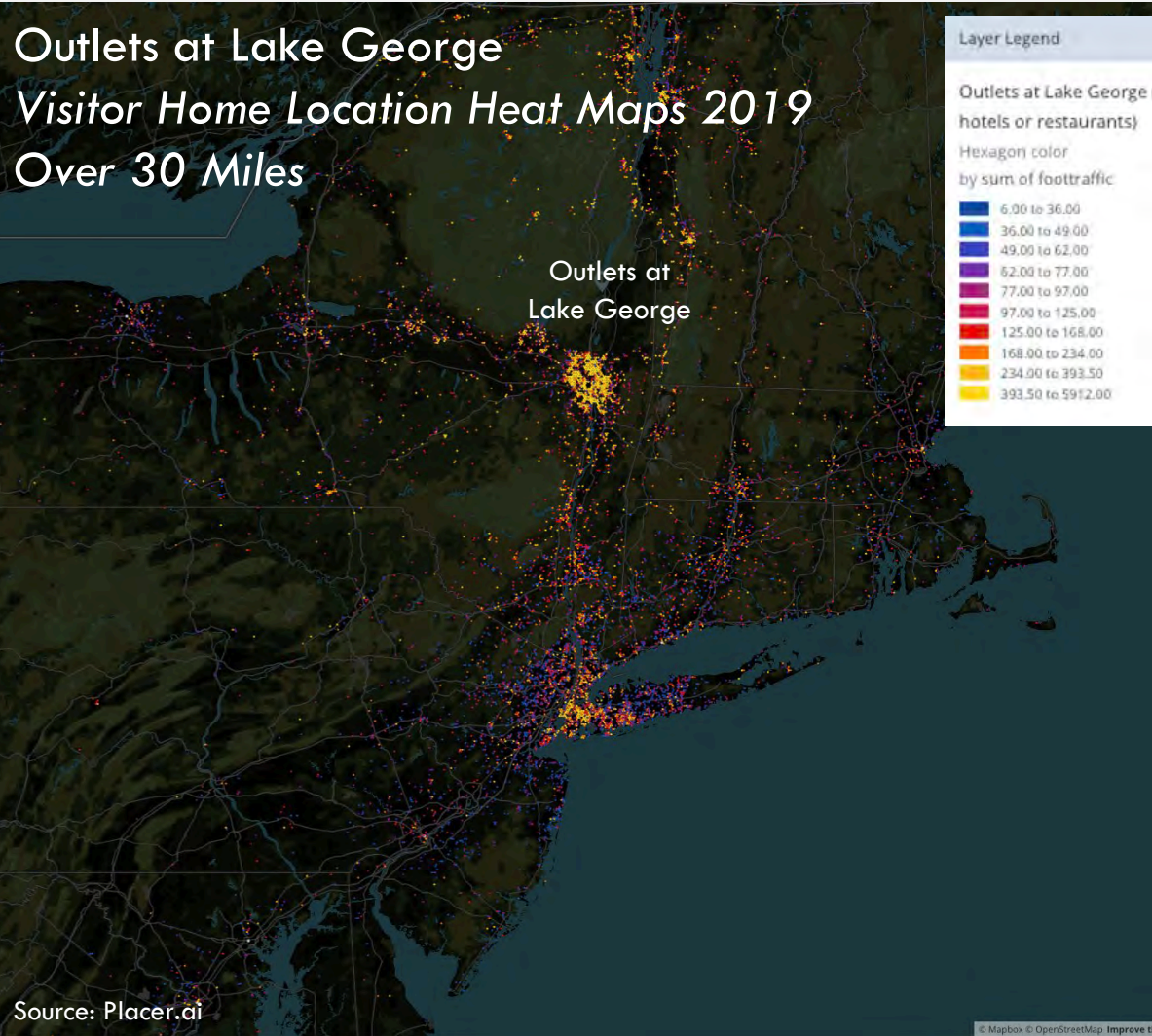


The Great Escape Visitation

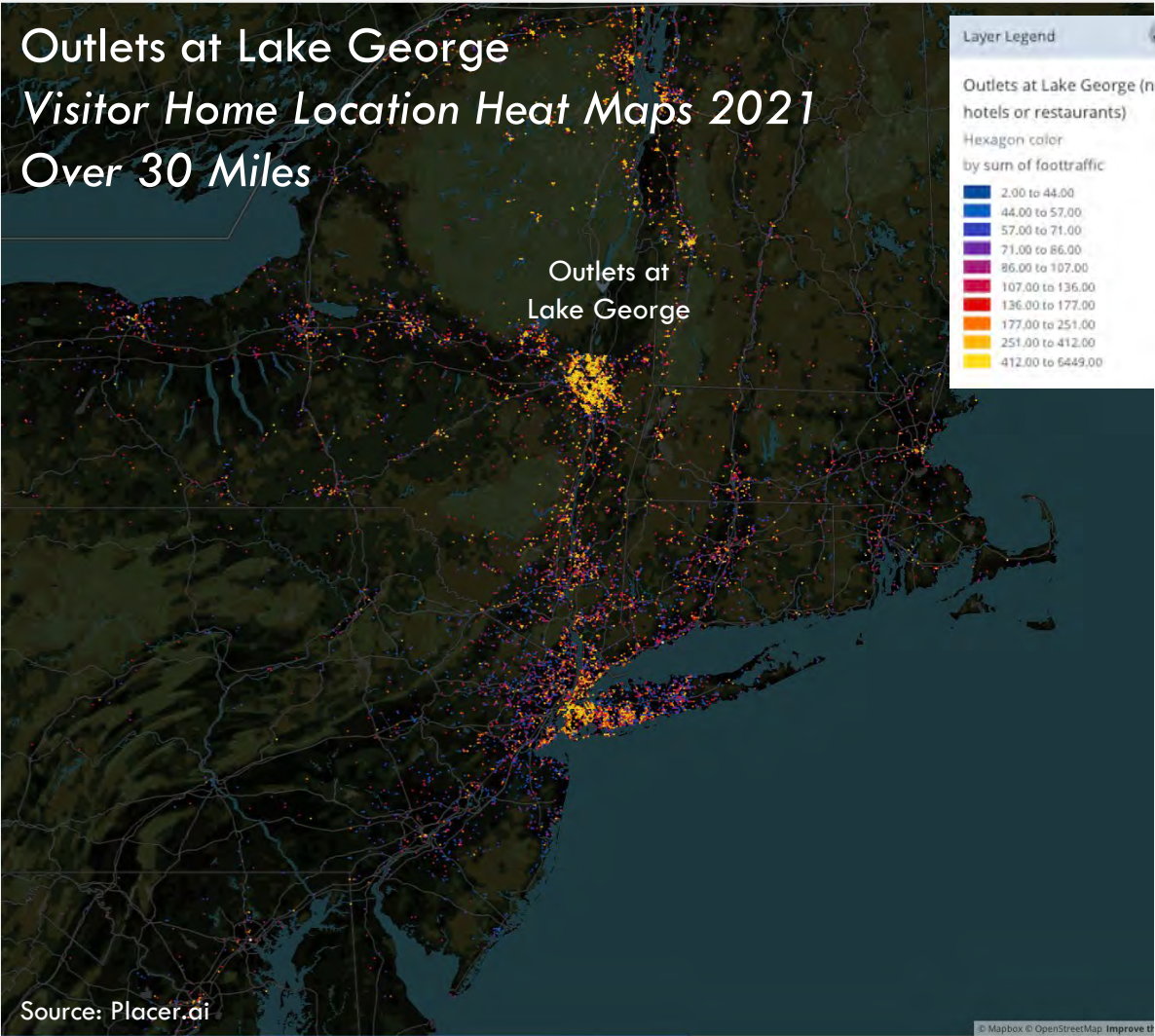


Outlets at Lake George Visitation

Outlets at Lake George
Visitor Home Location Heat Maps 2019
Over 30 Miles



Outlets at Lake George
Visitor Home Location Heat Maps 2021
Over 30 Miles



Adirondack Outlet Mall

The chart shows of the percentage of sales at the outlet mall by month. The end of the summer are the best months for sales and visitation in the area. The winter months are the toughest times for the mall tenants.



Seasonality of Adirondack Outlet Mall Percentage of Annual Sales

| Month | 2018 | 2019 | 2020 | 2021 |
|--------------|--------------|---------------|-----------|---------------|
| January | 4.8% | 4.0% | — | 4.4% |
| February | 4.9% | 4.8% | — | 4.3% |
| March | 5.9% | 5.9% | — | 6.6% |
| April | 5.4% | 6.0% | — | 6.1% |
| May | 6.9% | 6.9% | — | 6.7% |
| June | 8.6% | 8.4% | — | 8.5% |
| July | 10.9% | 10.1% | — | 11.2% |
| August | 13.6% | 13.6% | — | 12.8% |
| September | 10.1% | 9.9% | — | 9.9% |
| October | 8.7% | 8.7% | — | 9.1% |
| November | 9.6% | 9.8% | — | 9.7% |
| December | 10.5% | 11.9% | — | 10.7% |
| Total | 99.9% | 100.0% | -- | 100.0% |

(--) Data not available

Source: Adirondack Outlet Mall

Major Activity Nodes SWOT

| | STRENGTHS | OPPORTUNITIES |
|----------|--|---|
| POSITIVE | <ul style="list-style-type: none"> Activity in the summer months is very strong around Lake George, which attracts visitation from all over the Northeast. Diverse mix of assets and events throughout Warren County. | <ul style="list-style-type: none"> Additional events may be able to drive event driven tourism. The events in the market thus far have been rather successful. Development of less popular areas of Warren County. Affordable housing for seasonal workers |
| NEGATIVE | WEAKNESSES | THREATS |
| | <ul style="list-style-type: none"> Businesses and hotels close during the wintertime. The area is spread out, thus transportation between economic cores is often difficult. Poor cellular connection in many areas | <ul style="list-style-type: none"> Seasonality Failure to keep younger generations interested in Warren County caused by a lack of continued innovation Lack of airport connectivity, other areas may begin to attract talent/businesses as a result |

Sports Tourism

Sports Facilities

According to the Lake George CVB, approximately 43 percent of Warren County group business over the last 5 years has been driven by sport tourism.

These sports include lacrosse, soccer, basketball, volleyball (indoor and beach), running & cycling events, mountain biking, baseball, softball, hockey, field hockey, disc golf, endurance/long distance swimming, and pickleball.

Indoor Sports Facilities - Warren County, NY Excluding Public/Private School Facilities

| Facility | City | County | Indoor Facilities | | | |
|--|----------------|----------|-----------------------------|-----------|------------|------------------|
| | | | Multi-Purpose Turf Field | Gymnasium | Ice Sheets | Bowling Lanes |
| Adirondack Sport Complex - The Dome | Queensbury | Warren | 1 | — | — | — |
| Cool Insuring Arena | Glens Falls | Warren | — | — | 1 | — |
| Glens Falls Recreation Center (Fire Rd Rink) | Glens Falls | Warren | — | — | 1 | — |
| Kingpin Family Fun Center | S. Glens Falls | Saratoga | — | — | — | 42 |
| Lanes and Games Bowling Center | Lake George | Warren | — | — | — | 24 |
| SUNY Adirondack Community College | Queensbury | Warren | — | 1 | — | — |
| Total | | | 1 | 1 | 2 | 66 |

Source: Hunden Strategic Partners, Warren County Tourism

Outdoor Sports Facilities - Warren County, NY Excluding Public/Private School Facilities

| Facility | City | County | Outdoor Facilities | | | | | |
|-------------------------------------|----------------|------------|--------------------|-----------|------------|-----------|------------|-------------------|
| | | | Diamonds | Fields | Basketball | Tennis | Ice Sheets | Trails (Miles) |
| Adirondack Sport Complex - The Dome | Queensbury | Warren | 4 | 3 | — | — | — | — |
| SUNY Adirondack Community College | Queensbury | Warren | 1 | 1 | — | 6 | — | — |
| Adirondack MX Facility | Fort Ann | Washington | — | — | — | — | — | 3.1 |
| Crandall Park | Glens Falls | Warren | 2 | 3 | 2 | 2 | — | — |
| Cole Woods Ski Trails | Glens Falls | Warren | — | — | — | — | — | 4.1 |
| East Field Stadium | Glens Falls | Warren | 4 | 4 | 2 | — | — | — |
| Golden Goal Sport Park | Fort Ann | Washington | — | 8 | — | — | — | — |
| Gumey Mountain Bike Park | Queensbury | Warren | — | — | — | — | — | 13 |
| Haviland Cove | Glens Falls | Warren | 1 | — | — | — | — | — |
| Warrenburg Town Rec Fields | Warrenburg | Warren | 2 | 2 | 2 | 2 | — | — |
| Rogers Beach Park | Bolton Landing | Warren | — | — | 1 | 2 | — | — |
| Vet Memorial Park | Bolton Landing | Warren | — | — | 1 | — | — | — |
| Total | | | 14 | 21 | 8 | 12 | 0 | 20 |

Source: Hunden Strategic Partners, Warren County Tourism



Adirondack Sports Park (“The Dome”) – Queensbury, NY

Notes: The Dome is a 108,000-square foot indoor turf field. The facility can host multiple games concurrently, allowing the Dome to host tournaments and leagues. In addition to the indoor facility, there are three baseball fields and a multi-use field on the same property.



Cool Insuring Arena – Glens Falls, NY – Capacity 4,806

Notes: The Cool Insuring Arena is home to the Adirondack Thunder, an ECHL affiliate of the New Jersey Devils. The arena is more than a hockey arena in that it also hosts smaller concerts, the Puppy Bowl (2021 and 2022) and high school basketball sectional tournaments. It can have one court/ice sheet at a time which limits its ability to host multi-team tournaments.



Glens Falls Recreation Center – Glens Falls, NY

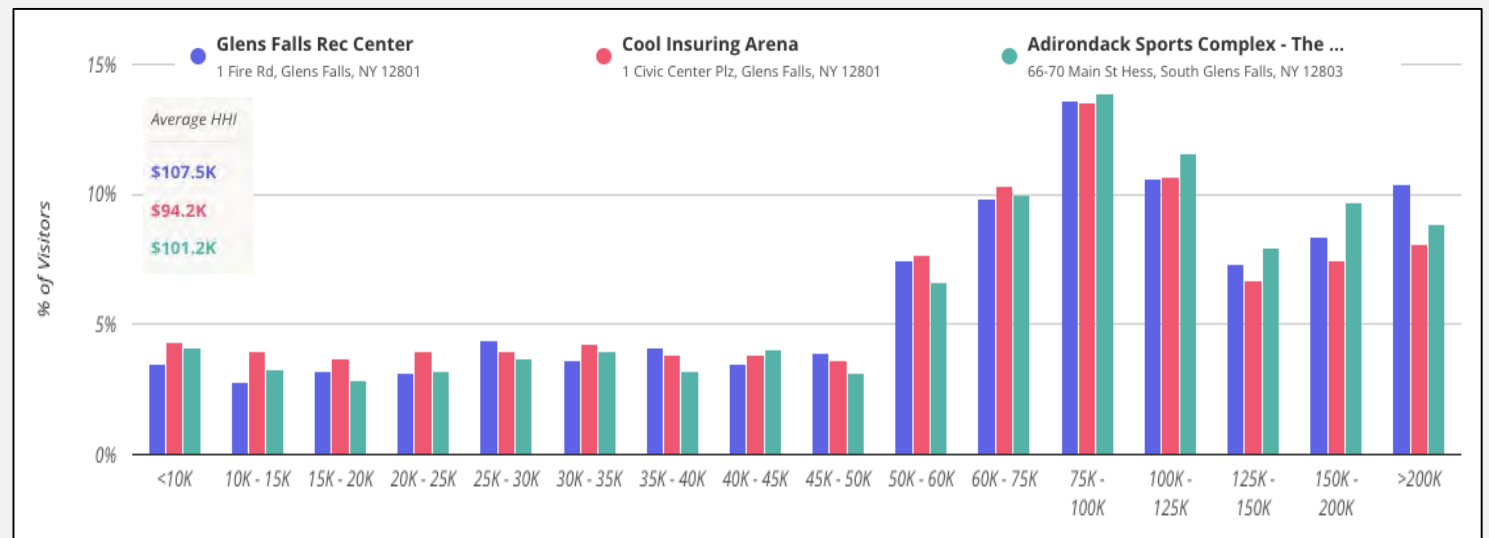
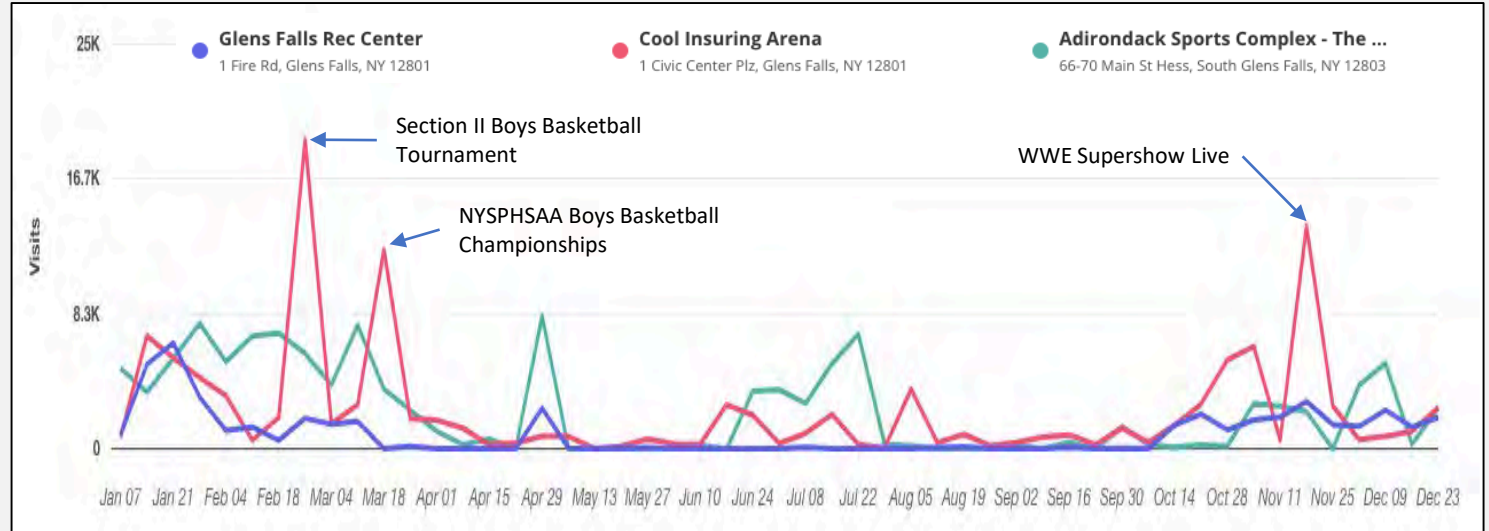
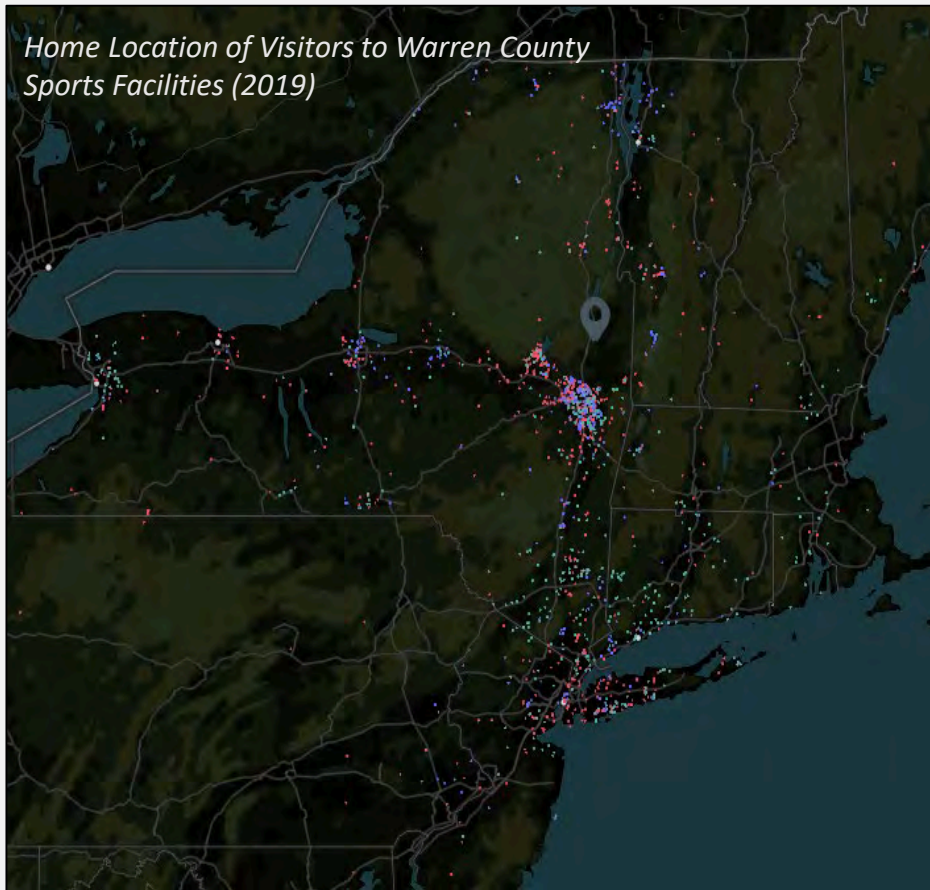
Notes: The Glens Falls Rec Center is an ice facility located next door to the Glens Falls YMCA. The facility hosts youth hockey organizations, figure skating events and public skates for the community.

Warren County Sports Facilities Visitation

2021 Combined Visitation Characteristics beyond 30 miles to Warren County Sports Facilities:

- **300,100 visits**
- **134,900 unique visitors**

Home Location of Visitors to Warren County Sports Facilities (2019)



Additional Warren County Sports Facilities



**Crandall Park
Sports Field**



**Queensbury
School District**



**Jenkinsville Sports
Park**



SUNY Adirondack



East Field

Factors Driving Tournament Demand & Activity

There are several factors that impact a city's ability to capture large tournaments. These factors include the following:

- Number and quality of fields and playing surfaces
- Strong on/off-site amenities and attractions
 - Food & Beverage
 - Retail
 - Hotels
 - Entertainment
- Accessibility, by Air and by Car

Counties, cities and destinations with stronger packages of the above listed items will be more successful in attracting major tournament groups. These major tournament groups garner a nationwide pull for tournaments, which brings in teams from surrounding states and across the country.

Opportunity in Warren Co.

- There is a gap in indoor facilities for court sports and hockey
- The area has seen success in outdoor tournaments, leading to 43 percent of the area group business, but has room for growth during winter/mud months
- Sectional basketball and minor league hockey already use the Cool Insuring Arena. This facility could be leveraged as a championship sheet/court for basketball and hockey tournaments.

HSP interviewed the staff of the Lake George CVB to better understand Warren County's Sports Tourism market. The following points list the key takeaways:

- The CVB has recently looked into expanding the supply of sports facilities in Warren County including the acquisition of the Lake George Forum. The forum was of interest to the CVB because of its location to Cool Insuring Arena, which hosts regional tournaments. The forum would have allowed for the ability to expand the size of tournaments held in the area, but it was purchased to be utilized as a boat showroom.
- The Dome is a busy facility that is typically fully booked in the winter months and the CVB has had to turn away business because there is no availability at the facility for additional tournaments or events. The CVB uses the Dome and SUNY Adirondack for basketball and volleyball tournaments, but they need additional sport courts to help support larger tournaments that are interested in hosting events in the market. Basketball Tournaments have been difficult to pursue because of limited courts in the county.
- There is a shortage of ice facilities in the market and the Cool Insuring Arena is not always available because of their contract with the Adirondack Thunder ECHL team. Recently, Albany has lost some of their ice sheet supply. There is a big opportunity for Warren County to fill the gap in the regional market.

Interview Adirondack Youth Hockey Assoc.



Royce Lawrence, President of AYHA

Hockey in Warren County:

There are currently 525 children participating in AYHA, with over 100 coaches and hundreds of other family volunteers.

AYHA is one of the five largest youth hockey programs in New York state, and the largest to the east of Rochester.

Hockey families have to travel to Buffalo, Rochester, NY; Marlboro, MA; Philadelphia, PA for tournaments.

The hockey season lasts from October to April. During the spring, these hockey players often shift to lacrosse.

Warren County sees strong competition with Essex County over youth hockey programs.



Warren County How Does WC Promote Itself?

The Brand

To position the Lake George Area as an iconic vacation destination and “Original Vacation,” the Warren County Tourism Department has consistently created vibrant and innovative year-round brand awareness and thematic campaigns to generate demand, interest and visitations.

Lake George Area

This well recognized logo continues to be incorporated across all Lake George Area advertising, promotional and media platforms. The specific blending of font, color and flow is designed to recall vintage vacation signage and postcards evoking memories of local Americana and an authentic Adirondack experience.



“The Original Vacation”

“The Original Vacation” has become an essential slogan across all Tourism Department campaigns, platforms and collateral. But it is also the Lake George Area’s most literal claim to fame, being located such a short distance from the crowded metropolitan centers of the east coast.



Audience Segments by Season

Warren County tourism has different target demographics by season, they are shown below.

Spring/Summer

Leisure Travelers (couples and families)

- Female decision makers, 25-64, HHI \$75k+ who are in the market for leisure travel

Value Travelers

- Female decision makers, 25-64, HHI \$75k+, families and baby boomers

Outdoor Enthusiasts

- Male and female decision makers, 25-64, HHI \$75k+

Fall

Families

- Female decision makers looking for weekend trips

Outdoor Recreation Enthusiast

- Male and female travelers who plan around outdoor recreation

Health/Wellness (Couples and baby boomers)

- Male and female travelers who want to unwind, unplug, and connect with nature

Winter

Families/Couples

- Male and female decision makers, 25-54, HHI \$75k+ who seek winter activities

Outdoor Winter Recreation Enthusiasts

- Millennials who aim to travel for outdoor recreation

Staycationers

- Families that have not already booked vacation during school break

2022 Tourism Department Budget - \$2,448,689

Promotion - \$1,429,146

Media spending tactics including digital and social media marketing, content marketing, broadcast and print media campaigns, and industry partnerships.

Vendor for media buy services – broadcast, cable and connected TV ads, programmatic display ads, and location-based advertising

NY State Matching Funds program for partnerships with Adirondack Regional Tourism Council (ARTC)

Contract - \$315,535

- Website Development
- Video Production and traffic to stations
- Travel Guide Printing
- Analytics:
 - Smith Travel Research
 - AirDNA (Short-Term Rentals)
 - Mobile Tracking
- IT Support

Staff - \$692,043

Staff implements and oversees promotion:

- **Front-end** roles such as creation, distribution and tracking of print and digital advertising collateral, digital content, social media management and website management
- **Back-End** roles such as database-inquiry systems, research, analysis and reporting of tourism data, trends and community outreach

Miscellaneous: \$11,965

- Office supplies
- Furnishings
- Telephone
- Software
- Subscriptions
- Presort software
- Etc.

Promotion Budget

Promotional spending is divided into three primary categories corresponding to season, each of which consists of themes and budget allocations specific to that category. The budget breakdown and strategies applied are described below.

Spring/Summer (55%)

Historically these are the strongest seasons in Warren County, so the majority of the budget goes to benefit a majority of stakeholders in the county.

Spending is broken down into a

- Pre-Fourth of July campaign to ramp-up for summer and encourage travel
- Post-Fourth of July campaign and appeal to last minute decision makers

Fall (25%)

Aimed to extend the momentum of summer into September and October.

Several festivals, Oktoberfests and weddings have been able to aid the success of this time.

Winter (20%)

Focuses on proven assets such as downhill skiing, winter carnivals, outlet shopping, ice bars and weatherproof indoor activities.

Recent winters have been weather dependent, while Ice Castles and Winterfest have supported significant growth.

Content Theme Calendar

Each month, Warren County Tourism utilizes different themes in their marketing techniques to attract visitors. The accompanying table shows the primary and secondary themes of the marketing campaigns by month.

| Visit the Lake George Area Content Calendar | | |
|---|--|--|
| Winter November - March | Spring/Summer April - August | Fall August - October |
| January | April | September/October |
| Ice Castles Ice Bars Winterfest <i>Downhill Skiing</i> <i>Snowmobiling</i> <i>Winter Recreation</i> | Whitewater Rafting Indoor Fun Staycation <i>Spring Hiking</i> <i>Vacation Planning</i> | Fall Festivals Oktoberfests <i>Adirondack Nationals</i> <i>Balloon Festivals</i> <i>Music Festivals</i> <i>Garage Sale</i> <i>Thuman Fall Farm Tours</i> <i>Film Festival</i> <i>Fright Feest</i> <i>Leaf Peeping</i> |
| February | May | |
| Ice Castles Ice Bars Winterfest Winter Camivals <i>Snowshowing</i> <i>Cross-Country Skiing</i> <i>Snowmobiling</i> | Summer Kickoff <i>Americade</i> <i>Adirondack Wine & Food Fest.</i> | |
| March | June/July/August | |
| Maple Days Indoor Fun | Family Adventure On The Water <i>Fireworks</i> <i>Crusing/Boating</i> <i>Beaches</i> <i>Fishing</i> <i>Events</i> <i>Camping</i> | |
| November | | |
| Shopping <i>ADK Thunder Hockey</i> | | |
| December | | |
| Winter Recreation Downhill Skiing <i>Holiday Events</i> <i>Chriskindlmarkt</i> <i>Small Business Saturday</i> <i>Indoor Activities</i> | | |

Non-italicized text represents primary themes; *italicized text* represents secondary themes

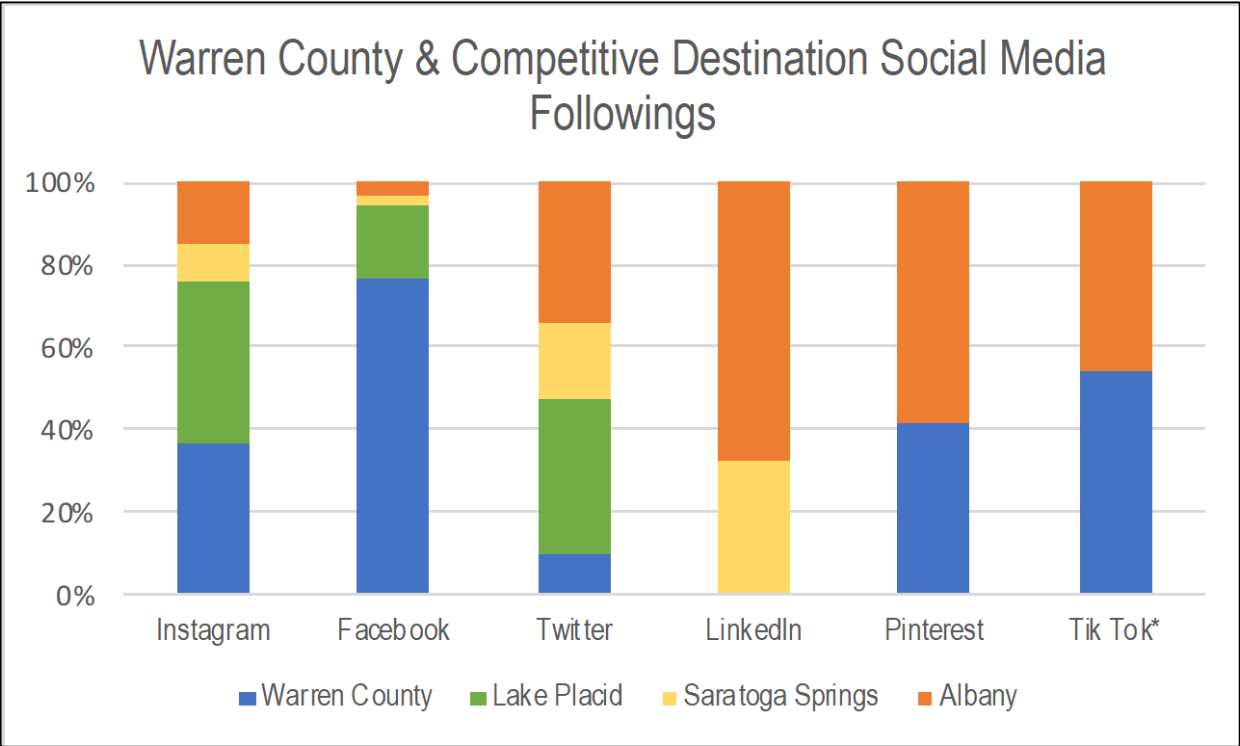
Source: Warren County Tourism Department

Adirondack Region Social Media Performance

Warren County’s social media performance is well above their competition.

Warren County’s Facebook page separates them from their competitors with over 360,000 followers. Facebook and Instagram are important services for promoting events, showcasing tourism assets and providing news updates to the public.

Similar to these two platforms, Tik Tok is emerging as a popular social media site and is an opportunity for Warren County’s promotion going forward.



| Warren County & Competitive Destination Social Media Followings | | | | |
|---|---------------|-------------|------------------|--------|
| Media Outlet | Warren County | Lake Placid | Saratoga Springs | Albany |
| Instagram | 41,914 | 44,500 | 9,596 | 17,414 |
| Facebook | 363,651 | 84,438 | 13,292 | 13,455 |
| Twitter | 3,183 | 12,000 | 6,195 | 10,913 |
| LinkedIn | – | – | 545 | 1,153 |
| Pinterest | 338 | – | – | 467 |
| Tik Tok* | 359 | – | – | 300 |
| Total | 409,445 | 140,938 | 29,628 | 43,702 |

* Started in 2021

Source: Various CVBs



Warren County How Do You Track Tourism? Key Performance Indicators

Tourism Metrics & Key Performance Indicators

Smith Trend Hotel Analytics

Sales Tax Collections

AirDNA Short-Term Rental Data

New York State Economics

Occupancy Tax Collections

Mobile Phone Tracking

Email/Newsletter Marketing

Website/Google Analytics

Social Media Analytics

Examples of the collected data from Warren County Tourism is shown in the appendix, but the effectiveness of the data is evaluated below.

Smith Trend Hotel Analytics

Strengths:

Shows supply, demand and performance data for hotels.

Weaknesses:

Low levels of reporting (38 percent of hotel/motel rooms report in the county).

Does not include short-term rental data, which is becoming more popular in the area. (Warren County does subscribe to AirDNA to get short-term rental data.)

AirDNA Short-Term Rental Data

Strengths:

Fills the gap of STR data. Allows the County to understand the trends within AirBnB, VRBO and other short-term rental properties.

Weaknesses:

Does not combine with STR to create one wholistic platform detailing tourism demand.

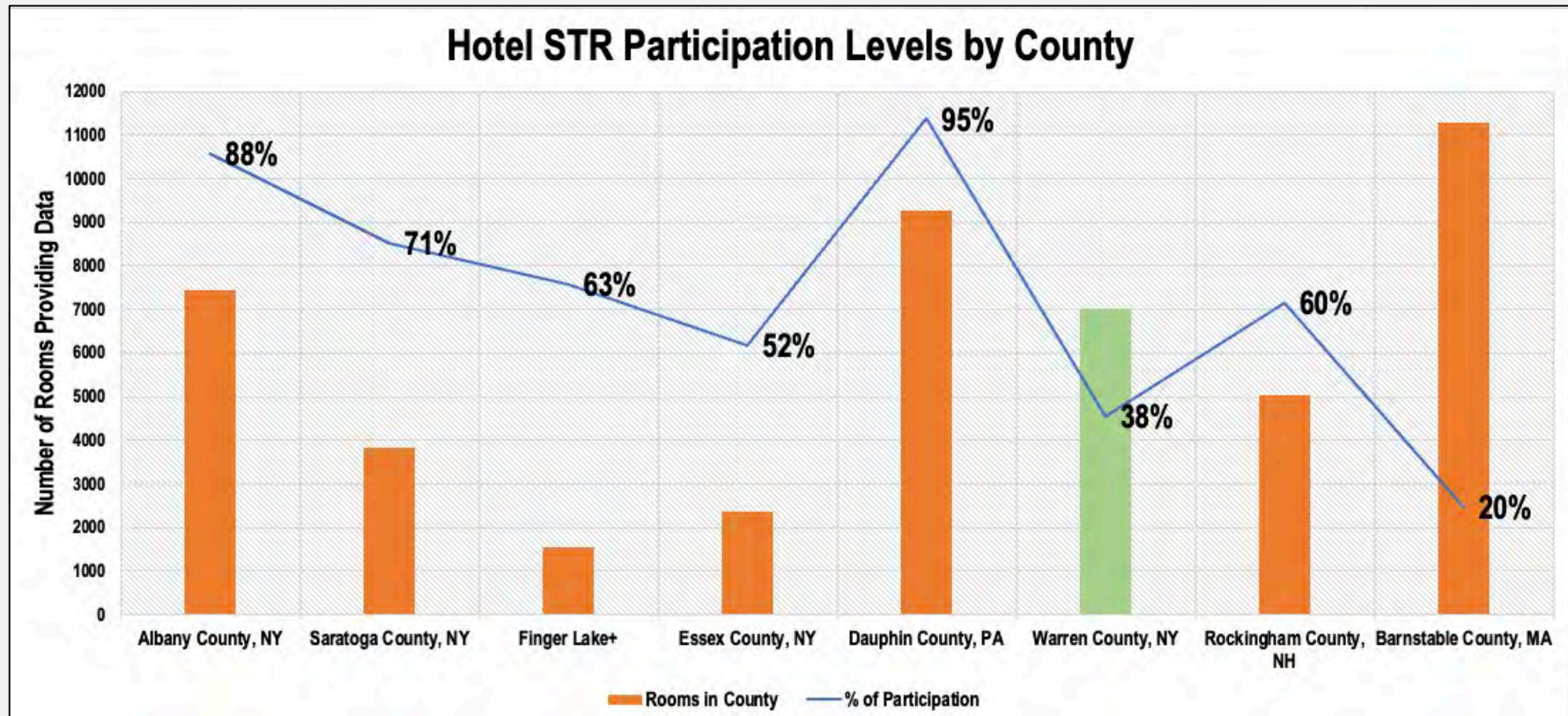
Occupancy Tax Collections

Strengths:

Accurately reflects an increase in spending on lodging in the County.

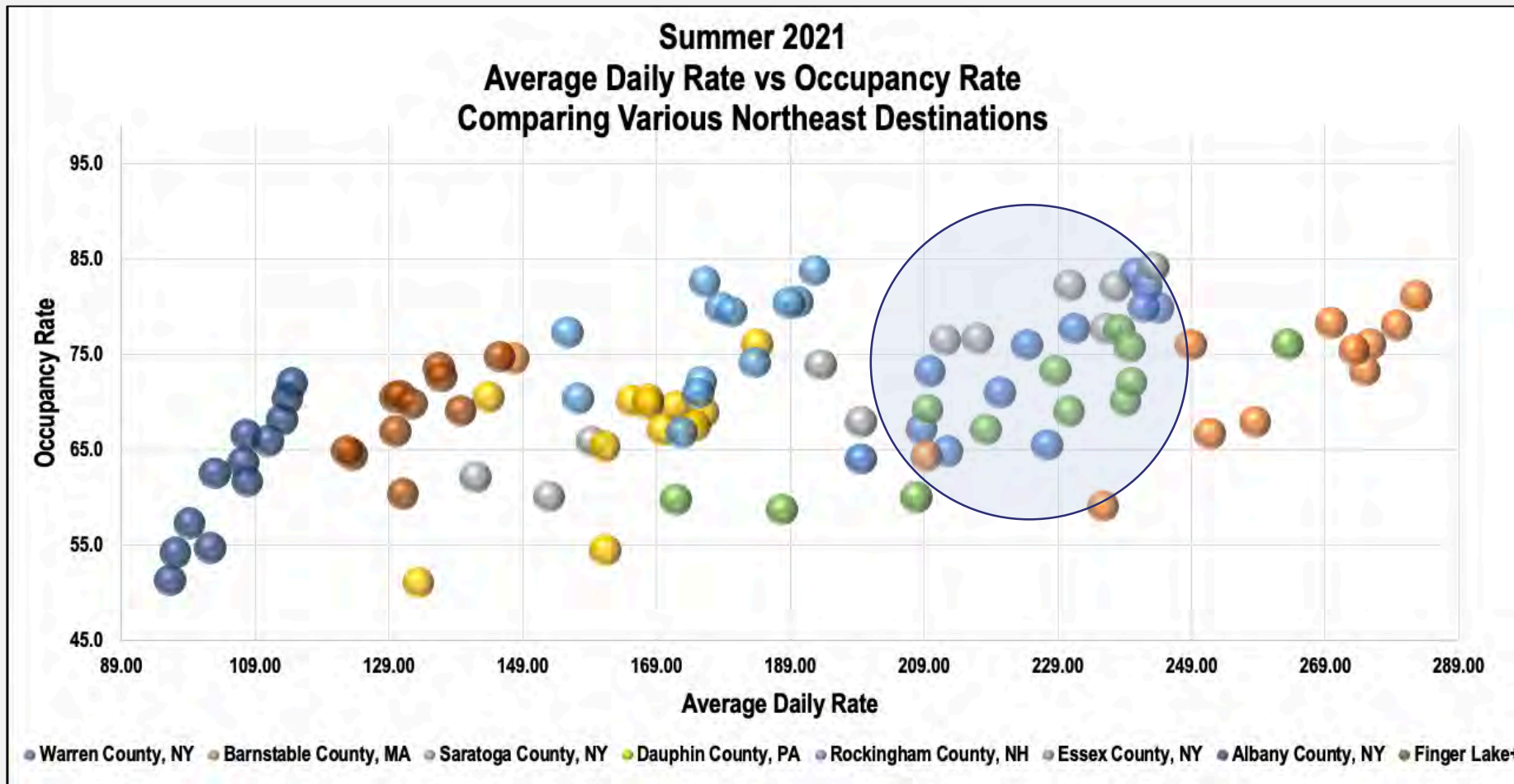
Weaknesses:

Seasonality, supply & demand and inflation all play a role in the changing occupancy tax collections.



Smith Travel Research (STR) shows hotel performance data. The STR data is valuable for showing supply and demand for overnight accommodations. The data is hindered by hotels not reporting data. In Warren County, only 38 percent of the hotel/motel rooms report their performance data. Reporting represents 7,048 rooms on the report while only 2,716 are reporting subscribers.

STR - Average Daily Rate vs Occupancy Rate



This graphic shows how Warren County compares to other northeast destinations in terms of summer occupancy rates and the average daily rate for hotel rooms.

| Last Twelve Months September 2021 vs Last Twelve Months September 2020 | | | | | | | | | | | | | | | |
|--|--------------------|-------|--------|-----------------|-------|-------|----------------|------|-------|--------------------|------|--------|--------|------|-------|
| Property Type | Available Listings | | | Booked Listings | | | Occupancy Rate | | | Average Daily Rate | | | RevPAR | | |
| | 2020 | 2021 | % Chg | 2020 | 2021 | % Chg | 2020 | 2021 | % Chg | 2020 | 2021 | % Chg | 2020 | 2021 | % Chg |
| Entire Place | 1,481 | 1,574 | 6.3% | 1,330 | 1,500 | 12.8% | 52% | 59% | 14.2% | 355 | 405 | 14.2% | 185 | 241 | 30.4% |
| Private Room | 175 | 200 | 14.3% | 169 | 186 | 10.1% | 43% | 40% | -6.5% | 156 | 174 | 11.6% | 67 | 70 | 4.3% |
| Shared Room | 6 | 6 | 0.0% | 6 | 6 | 0.0% | 26% | 36% | 38.7% | 61 | 223 | 262.8% | 16 | 79 | #### |
| Bedrooms (*) | | | | | | | | | | | | | | | |
| Hotel Comp (Studio and 1 bedroom) | 283 | 266 | -6.0% | 199 | 235 | 18.1% | 55% | 64% | 15.9% | 182 | 204 | 12.1% | 100 | 130 | 30.0% |
| Studio | 121 | 77 | -36.4% | 48 | 52 | 8.3% | 56% | 63% | 11.7% | 150 | 170 | 13.5% | 84 | 106 | 26.8% |
| 1 bedroom | 162 | 189 | 16.7% | 151 | 183 | 21.2% | 55% | 64% | 17.0% | 190 | 213 | 12.4% | 103 | 136 | 31.5% |
| 2 bedrooms | 364 | 401 | 10.2% | 343 | 386 | 12.5% | 56% | 62% | 11.8% | 235 | 268 | 13.6% | 131 | 167 | 27.0% |
| 3 bedrooms | 395 | 428 | 8.4% | 368 | 414 | 12.5% | 50% | 56% | 12.3% | 356 | 399 | 11.9% | 179 | 224 | 25.6% |
| 4+ bedrooms | 439 | 479 | 9.1% | 420 | 465 | 10.7% | 50% | 58% | 16.8% | 525 | 610 | 16.3% | 261 | 354 | 35.8% |
| Submarkets (*) | | | | | | | | | | | | | | | |
| Rockingham County | 1,020 | 1,052 | 3.1% | 902 | 983 | 9.0% | 61% | 67% | 9.6% | 253 | 297 | 17.5% | 155 | 200 | 28.8% |
| Essex County | 1,607 | 1,801 | 12.1% | 1,524 | 1,752 | 15.0% | 53% | 64% | 20.5% | 336 | 367 | 9.2% | 180 | 236 | 31.5% |
| Saratoga County | 1,580 | 1,647 | 4.2% | 1,376 | 1,553 | 12.9% | 49% | 55% | 11.2% | 403 | 484 | 20.2% | 199 | 266 | 33.7% |
| Seneca County | 388 | 400 | 3.1% | 372 | 390 | 4.8% | 59% | 69% | 16.1% | 356 | 409 | 14.8% | 210 | 280 | 33.3% |
| Dauphin County | 496 | 521 | 5.0% | 423 | 454 | 7.3% | 58% | 60% | 4.4% | 188 | 253 | 34.4% | 109 | 153 | 40.3% |
| Rutland County | 1,605 | 1,628 | 1.4% | 1,483 | 1,549 | 4.5% | 45% | 50% | 11.1% | 417 | 420 | 0.7% | 186 | 208 | 11.9% |

AirDNA shows the supply, demand and performance of short-term rentals (airBNB, Vrbo, etc.) in Warren County.

Occupancy Tax Collections

The table shows occupancy tax collections within Warren County.

Currently the occupancy tax rate is four percent on hotel, and short-term rental stays.

This data alone cannot provide an accurate representation of changes in tourism. Seasonality, supply & demand and inflation all play a role in the various occupancy tax collections.

Warren County Occupancy Tax Collections

| Year | Total Occ. Tax Collected | Occ. Tax from Hotel/Motel | Occ Tax from Short-Term Rentals |
|------|--------------------------|---------------------------|---------------------------------|
| 2004 | \$2,597,871 | \$2,597,871 | — |
| 2005 | \$2,792,448 | \$2,792,448 | — |
| 2006 | \$3,033,734 | \$3,033,734 | — |
| 2007 | \$3,478,028 | \$3,478,028 | — |
| 2008 | \$3,302,214 | \$3,302,214 | — |
| 2009 | \$2,947,320 | \$2,947,320 | — |
| 2010 | \$3,279,999 | \$3,279,999 | — |
| 2011 | \$3,373,848 | \$3,373,848 | — |
| 2012 | \$3,533,155 | \$3,533,155 | — |
| 2013 | \$3,707,383 | \$3,707,383 | — |
| 2014 | \$3,814,805 | \$3,814,805 | — |
| 2015 | \$4,148,377 | \$4,148,377 | — |
| 2016 | \$4,171,995 | \$4,171,995 | — |
| 2017 | \$4,331,908 | \$4,331,908 | — |
| 2018 | \$4,510,948 | \$4,510,948 | — |
| 2019 | \$4,864,332 | \$4,864,332 | — |
| 2020 | \$4,238,439 | \$4,238,439 | — |
| 2021 | \$6,895,987 | \$5,954,652 | \$941,335 |

Source: Warren County Tourism

Examples of the collected data from Warren County Tourism is shown in the appendix, but the effectiveness of the data is evaluated below.

Sales Tax Collections

Strengths:

Reflects an increase in spending in the County overtime well

Weaknesses:

Many visitors spend their time doing free activities (hiking, swimming, etc.) that this metric does not track. A healthy amount of travelers are not accounted for in sales tax collection analysis.

Seasonality, supply & demand and inflation all play a role in the changing sales tax collections.

NYS Tourism Economics

Strengths:

Compares regions of NY state well from various organizations.

Weaknesses:

Combines data and counties to the point that it is not helpful to make actionable decisions from. Many of these large areas combine urban and rural areas, thus making area specific decisions difficult.

DOMO+ROVE Mobile Phone Tracking

Strengths:

Allows user to tell who, when and where travelers visited. Great insights for tracking overall tourism.

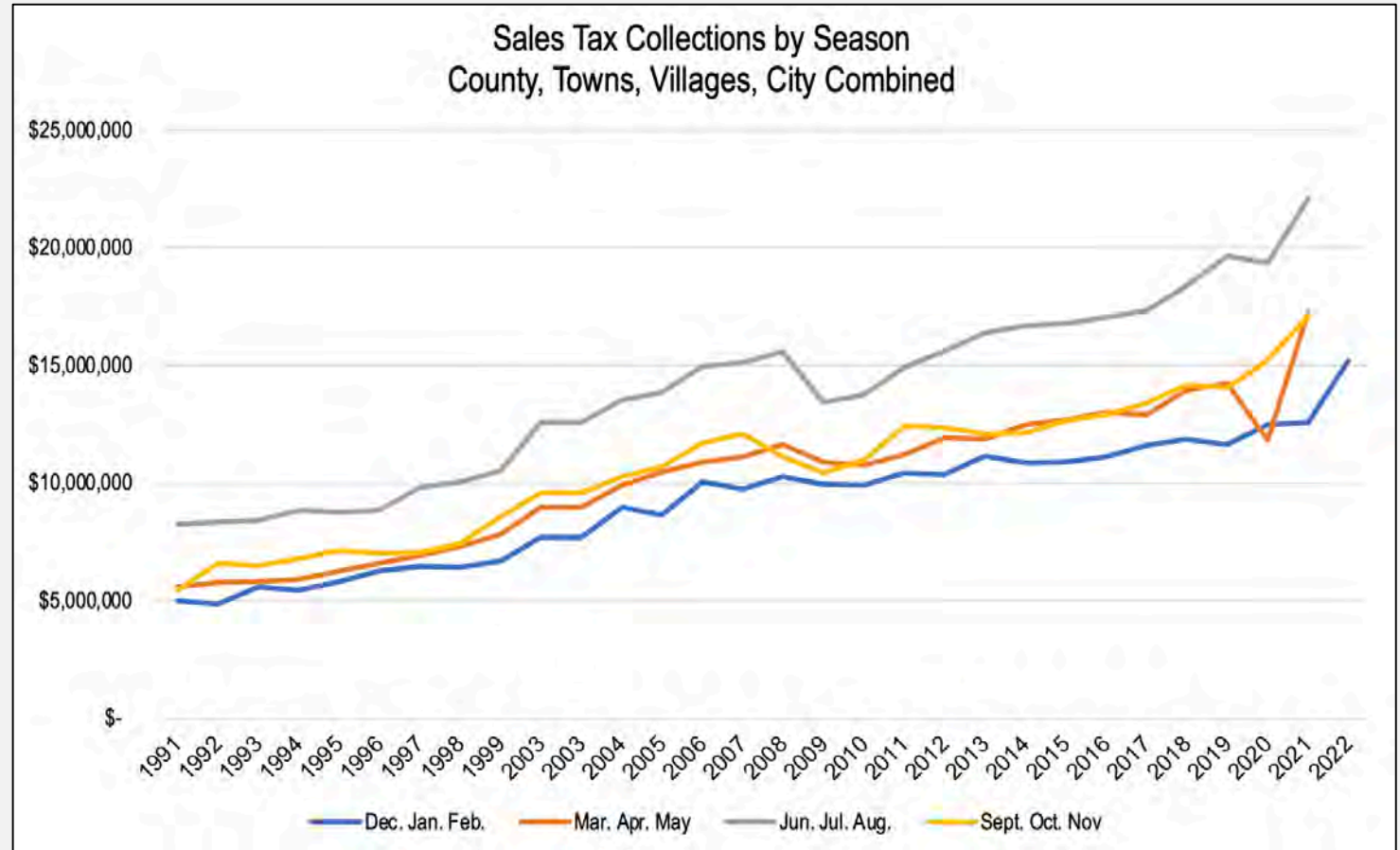
Weaknesses:

Very similar to Placer.ai, but with less accessibility to specific mapping tools. Mapping is hard to understand. Data is limited to places within New York state. Less precise compared to Placer.ai (HSP).

Sales Tax Collections

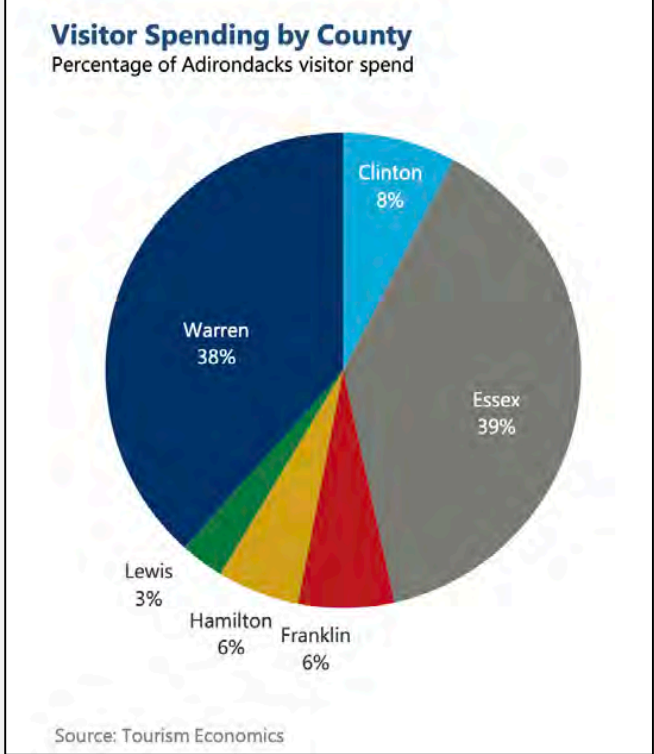
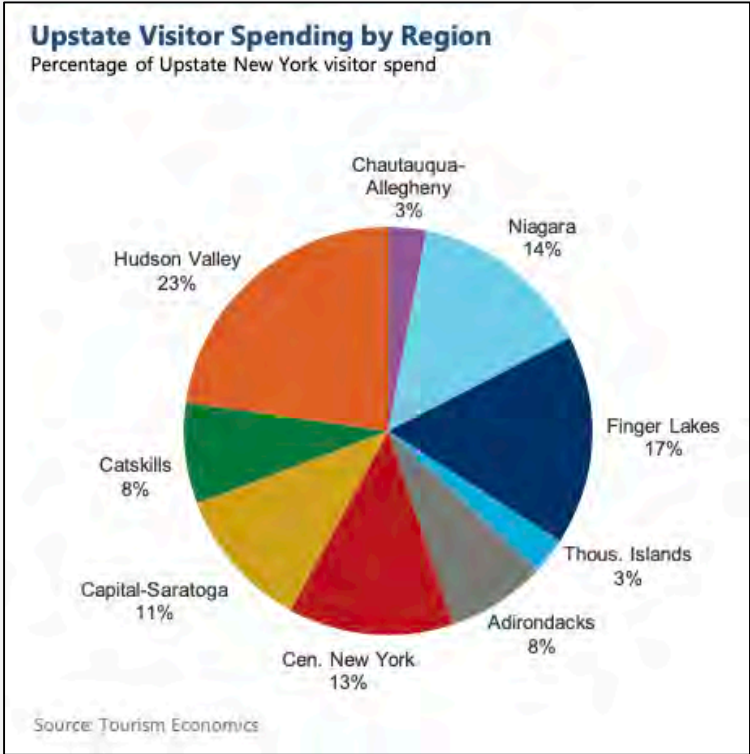
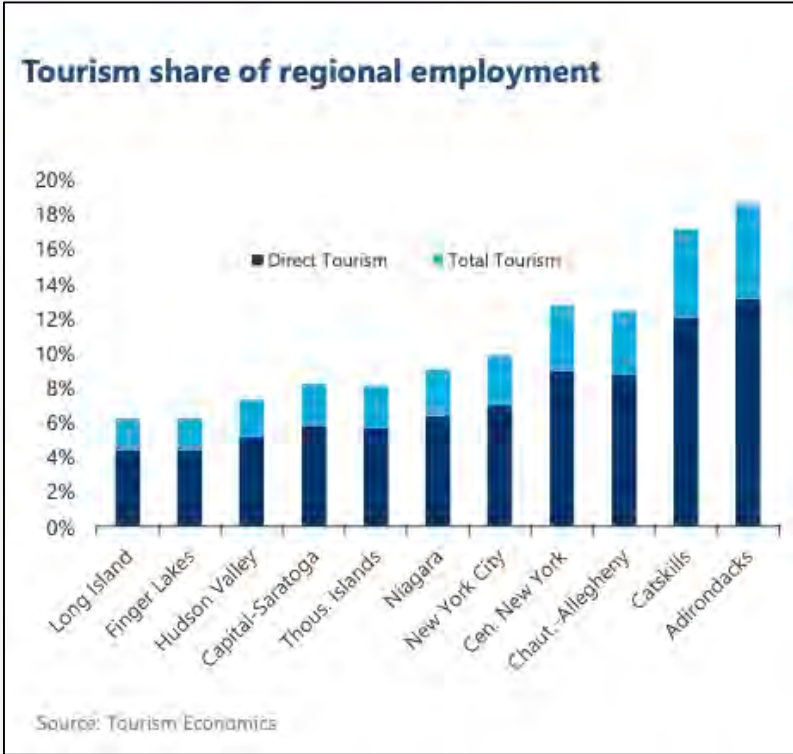
| Year | Dec. | Jan. Feb. | Mar. Apr. May | Jun. Jul. Aug. | Sept. Oct. Nov |
|------|---------------|---------------|---------------|----------------|----------------|
| 1991 | \$ 5,001,390 | \$ 5,584,819 | \$ 8,230,338 | \$ 5,438,220 | |
| 1992 | \$ 4,862,211 | \$ 5,758,854 | \$ 8,336,257 | \$ 6,580,853 | |
| 1993 | \$ 5,570,871 | \$ 5,798,743 | \$ 8,414,264 | \$ 6,486,551 | |
| 1994 | \$ 5,439,236 | \$ 5,903,776 | \$ 8,814,971 | \$ 6,765,867 | |
| 1995 | \$ 5,791,337 | \$ 6,251,181 | \$ 8,772,367 | \$ 7,121,984 | |
| 1996 | \$ 6,244,208 | \$ 6,572,520 | \$ 8,835,241 | \$ 6,995,810 | |
| 1997 | \$ 6,467,630 | \$ 6,903,584 | \$ 9,810,223 | \$ 7,032,313 | |
| 1998 | \$ 6,430,864 | \$ 7,300,152 | \$ 10,028,662 | \$ 7,415,371 | |
| 1999 | \$ 6,687,920 | \$ 7,834,197 | \$ 10,510,790 | \$ 8,559,935 | |
| 2003 | \$ 7,695,667 | \$ 8,947,081 | \$ 12,568,934 | \$ 9,591,043 | |
| 2003 | \$ 7,695,667 | \$ 8,947,081 | \$ 12,568,934 | \$ 9,591,043 | |
| 2004 | \$ 8,955,298 | \$ 9,901,048 | \$ 13,512,614 | \$ 10,262,386 | |
| 2005 | \$ 8,645,145 | \$ 10,467,465 | \$ 13,850,500 | \$ 10,682,689 | |
| 2006 | \$ 10,045,577 | \$ 10,877,582 | \$ 14,939,164 | \$ 11,680,027 | |
| 2007 | \$ 9,742,712 | \$ 11,111,341 | \$ 15,111,379 | \$ 12,069,428 | |
| 2008 | \$ 10,272,355 | \$ 11,630,390 | \$ 15,575,541 | \$ 11,098,864 | |
| 2009 | \$ 9,920,997 | \$ 10,868,073 | \$ 13,429,717 | \$ 10,421,126 | |
| 2010 | \$ 9,897,883 | \$ 10,758,373 | \$ 13,758,967 | \$ 10,967,433 | |
| 2011 | \$ 10,436,869 | \$ 11,217,222 | \$ 14,902,464 | \$ 12,418,328 | |
| 2012 | \$ 10,375,612 | \$ 11,923,059 | \$ 15,593,146 | \$ 12,351,155 | |
| 2013 | \$ 11,152,527 | \$ 11,846,577 | \$ 16,398,231 | \$ 12,096,230 | |
| 2014 | \$ 10,840,865 | \$ 12,474,875 | \$ 16,688,405 | \$ 12,117,053 | |
| 2015 | \$ 10,883,872 | \$ 12,676,532 | \$ 16,777,594 | \$ 12,653,746 | |
| 2016 | \$ 11,112,388 | \$ 12,990,940 | \$ 17,023,026 | \$ 12,884,284 | |
| 2017 | \$ 11,590,295 | \$ 12,907,971 | \$ 17,325,060 | \$ 13,389,621 | |
| 2018 | \$ 11,849,552 | \$ 13,930,676 | \$ 18,364,196 | \$ 14,157,092 | |
| 2019 | \$ 11,641,424 | \$ 14,226,253 | \$ 19,628,678 | \$ 14,049,612 | |
| 2020 | \$ 12,473,352 | \$ 11,819,123 | \$ 19,355,298 | \$ 15,196,894 | |
| 2021 | \$ 12,561,904 | \$ 17,276,498 | \$ 22,075,849 | \$ 17,113,832 | |
| 2022 | \$ 15,180,183 | | | | |

Source: Warren County Tourism

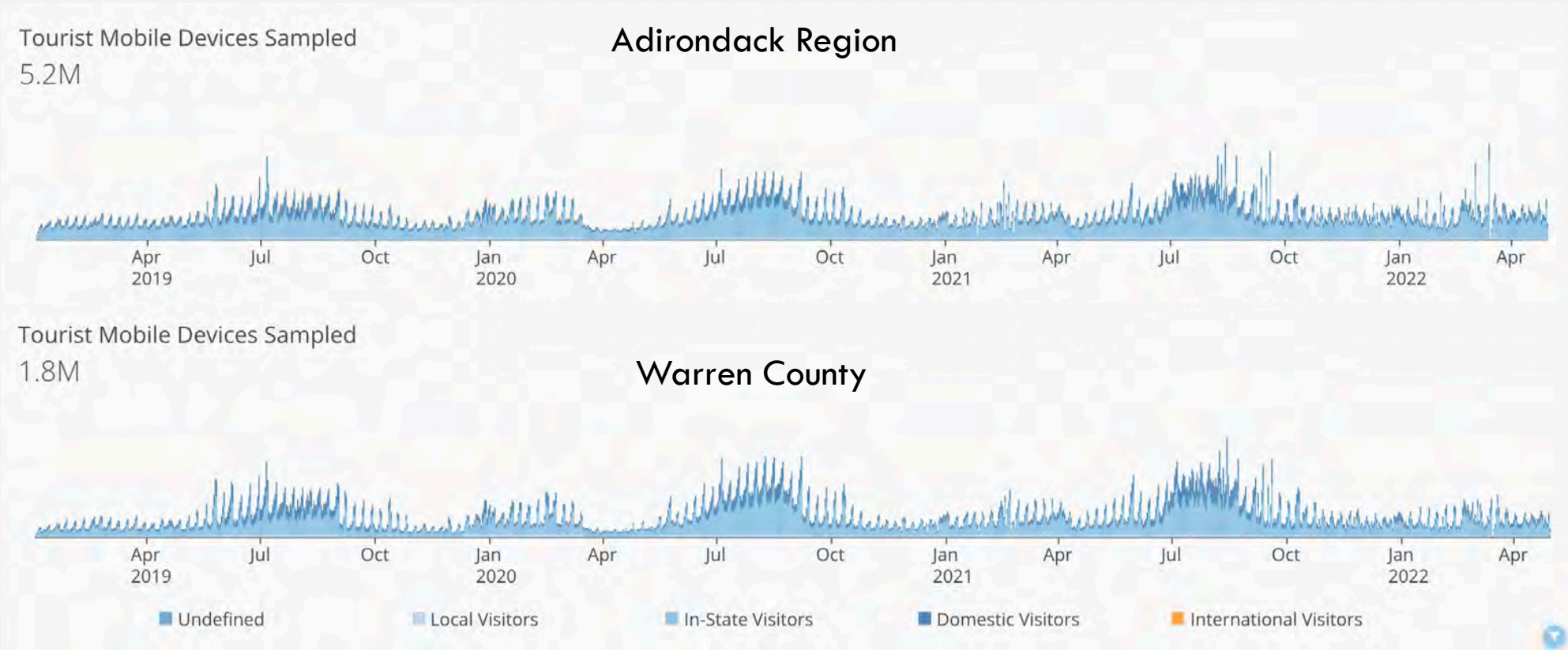


Sales tax shows the growth in spending in the area. By separating it by season, it shows the times of the year when more spending and visitation occurs. The growth in sales tax also reflects inflation, which should be factored in when analyzing growth in tax payments.

The summer is the strongest time of the year for spending, signaling more visitors and more spending occurs during this time of the year. December through February is the slowest time of the year for sales tax collections, even with holiday season spending.



New York State Economics reports on tourism and spending around the state. These reports are good for comparing against other New York destinations. A downfall of these reports is that they do not allow comparisons to destinations in other states.



DOMO+ROVE provide the mobile tracking data for WCT. The insights are valuable at showing total visitation to different counties, areas and specific attractions. The mobile tracking is a strong tool to show where different travelers are coming from across the world.

Examples of the collected data from Warren County Tourism is shown in the appendix, but the effectiveness of the data is evaluated below.

Email/Newsletter Marketing

Strengths:

Spreads relevant information regarding events on a year-round basis.

Weaknesses:

The majority of email blasts do not get opened; likely many emails on the list are older, unused accounts.

Website/Google Analytics

Strengths:

Shows who, when, and how people accessed the VisitLakeGeorge website.

Weaknesses:

Does not include LakeGeorge.com data, as this website is run by a separate entity.

Social Media Analytics

Strengths:

Shows free and paid advertising performance. Connects with multiple generations across all platforms.

Weaknesses:

Does not compare against other competitors or show dollars spent in the area. Does not convert to travels necessarily.

Email/Newsletter Marketing

E Blast Campaign:

Monthly email delivered to Opt-in list includes blogs, upcoming events and relevant information and links.





Emails 2021:

- Emails Delivered: 455,703
- Emailed Opened: 115,495
- Click Throughs: 10,002

Newsletter Campaign:

Emails delivered on a monthly and “breaking news” basis to the Comprehensive Tourism Business List.

- Emails Delivered: 15,077
- Emails Opened: 3,937
- Click Throughs: 561

| | |
|---|--|
|  |  <p>A Wintercation Destination!</p>  <p>With so many of our guests familiar with The Lake George Area's summer offerings, we're reminding them that they've experienced only half the magic of this favorite vacation destination!</p> <p>We have launched the catchphrase "Wintercation Destination" as a showcase to serve up our exceptional slate of events planned for this winter, to include Ice Castles, Winter Carnivals, Ice Bars and the season-long WinterFest.</p> |
| <p><i>Ice Castles Magic and More!</i></p> <p>The wait will soon be over for the debut of the most anticipated new winter attraction in New York.</p> <p>Ice Castles in Lake George will open to the public on Sunday, January 23, 2022!</p> <p>Tickets will go on sale at www.icecastles.com/new-york today at 8pm ET.</p> <p>Ice artisans are working around the clock to get the attraction at Festival Commons ready for Sunday's grand opening. The interactive experience will feature ice-carved tunnels, fountains, slides, frozen thrones, and cascading towers of ice embedded with color-changing LED lights. Artisans have spent the last 8 weeks growing, harvesting, and hand-placing icicles to create the life-size fairytale playground.</p> <p>Click here to buy your Ice Castles tickets!</p> | <p>Mask Mandate in Place in NYS</p>  <p>Governor Kathy Hochul is reminding New Yorkers that the mask protocol for all indoor public places announced Friday is now in effect, and that there is a new Frequently Asked Questions resource available for business owners and the general public. Effective through January 15, masks will be required to be worn in all indoor public places unless businesses or venues implement a vaccine requirement. All patrons two years and older must wear a mask at all times while indoors.</p> <p>The Tourism Department would like to let all of our business partners know that wonderful winter-themed posters like the one above are available for download to print off and display prominently!</p> <p>Click here to download your posters!</p> |

Google Analytics shows data regarding the who, when, where and how users accessed VisitLakeGeorge.com. This data is valuable to understand where interested parties are located and determining the best platforms to market on.

VisitLakeGeorge.com Google Analytics
January 1, 2021 - December 31, 2021

| Sessions by Country | | Sessions by Region | | Sessions by City | |
|---------------------|-----------|--------------------|-----------|------------------|----------|
| Country | Sessions | Region | Sessions | City | Sessions |
| United States | 2,493,089 | New York | 1,567,019 | New York | 437,987 |
| Not Set | 13,754 | New Jersey | 268,476 | Not Set | 148,361 |
| Canada | 11,179 | Connecticut | 134,384 | Albany | 78,739 |
| China | 5,511 | Massachusetts | 131,216 | Queensbury | 78,215 |
| India | 4,621 | Pennsylvania | 108,707 | Saratoga Springs | 62,208 |
| United Kingdom | 2,267 | Vermont | 36,147 | Syracuse | 37,298 |
| Pakistan | 2,098 | Florida | 26,482 | Boston | 32,351 |
| Israel | 1,260 | Not Set | 22,895 | Country Knolls | 27,996 |
| Australia | 1,132 | Ohio | 16,368 | Philadelphia | 25,264 |
| Bangladesh | 1,099 | New Hampshire | 16,368 | Troy | 24,112 |

Source: Warren County Tourism via Google Analytics

VisitLakeGeorge.com Google Analytics
January 1, 2021 - December 31, 2021

| Sessions by Traffic Type | | Sessions by Keyword | | Users by Event Category | |
|--------------------------|-----------|---------------------|-----------|-------------------------|----------|
| Traffic Type | Sessions | Region | Sessions | Event Category | Sessions |
| Organic | 1,251,385 | Not Provided | 1,234,153 | Outbound Links | 539,833 |
| Referral | 488,720 | Not Set | 712,055 | Attractions | 104,368 |
| Social Paid | 293,417 | Ice-Castles | 81,263 | Lodging | 56,057 |
| Paid | 289,378 | Sherpas-of-the-Lake | 78,343 | Events | 44,807 |
| Direct | 188,152 | Lodging | 58,659 | Recreation | 40,183 |
| Native | 17,595 | Events | 32,884 | Camping | 11,269 |
| Banner | 17,302 | Summer-Adventure | 30,551 | Toggle | 10,397 |
| Email | 8,292 | Lake George | 27,495 | Header | 3,674 |
| OnTarget | 3,530 | Lake George Events | 13,140 | Featured Listing | 2,003 |
| Video | 584 | Retargeting | 12,310 | Mails | 1,465 |

Source: Warren County Tourism via Google Analytics

VisitLakeGeorge.com Google Analytics
January 1, 2021 - December 31, 2021

| Overall Website Statistics | | Pageviews and Bounce Rate by Page | | |
|----------------------------|------------|---|-----------|-------------|
| Metric | Data Point | Page | Pageviews | Bounce Rate |
| Users | 1,934,353 | / | 332,632 | 41.70% |
| New Users | 1,935,743 | /top-attractions | 317,158 | 42.59% |
| Sessions | 2,558,715 | /events/ice-castles | 227,871 | 60.09% |
| Pageviews | 5,708,129 | /things-to-do | 208,585 | 30.76% |
| Avg. Time on Page | 0:01:32 | /lodging | 133,152 | 46.87% |
| Avg. Session Duration | 0:01:54 | /things-to-do/factory-outlets-lake-george | 132,403 | 64.85% |
| Bounce Rate | 55.86% | /events | 118,332 | 29.80% |
| | | /things-to-do/revolution-rail-co | 114,795 | 52.38% |
| | | /events/adirondack-balloon-festival | 95,899 | 62.02% |
| | | /blog/sherpas-lake | 92,688 | 86.98% |

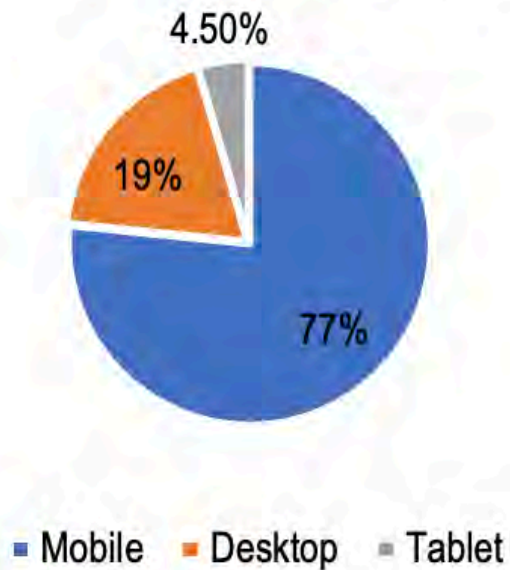
Bounce Rate is defined as the percentage of visitors that leave a webpage without taking an action
Source: Warren County Tourism via Google Analytics

VisitLakeGeorge.com Google Analytics
January 1, 2021 - December 31, 2021

| Sessions by Age | | Sessions by Gender | | Sessions by Social Network | |
|-----------------|----------|--------------------|----------|----------------------------|----------|
| Age | Sessions | Gender | Sessions | Social Network | Sessions |
| 18-24 | 51,821 | Female | 325,884 | Facebook | 430,127 |
| 25-34 | 113,633 | Male | 235,621 | Instagram Stories | 7,965 |
| 35-44 | 103,383 | | | Instagram | 5,628 |
| 45-54 | 106,000 | | | Twitter | 1,037 |
| 55-64 | 101,895 | | | Pinterest | 861 |
| 65+ | 65,478 | | | Snapchat | 76 |
| | | | | TripAdvisor | 53 |

Source: Warren County Tourism via Google Analytics

Website Analytics
Visits by Device Type



Website Analytics
Sessions per Year



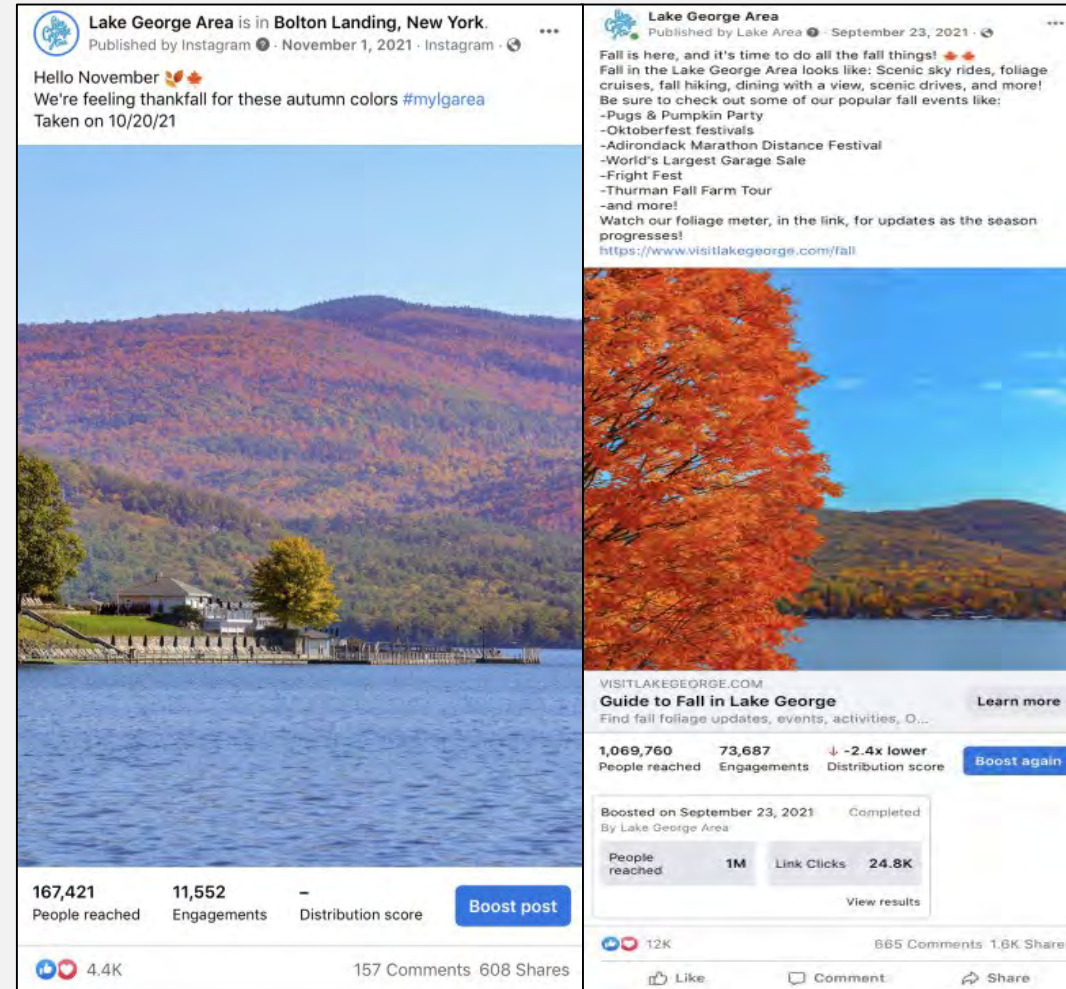
Website analytics are very similar to the Google Analytics and likely come from the same source.

March 28, 2021 -- Number of Followers: 363,651

Top Organic Post:

Hello November

- 4,477 likes
- 157 comments
- Largely female audience split between baby boomers and millennials



Lake George Area is in Bolton Landing, New York.
Published by Instagram · November 1, 2021 · Instagram

Hello November 🍁🍁
We're feeling thankful for these autumn colors #mylgarea
Taken on 10/20/21

Lake George Area
Published by Lake Area · September 23, 2021

Fall is here, and it's time to do all the fall things! 🍁🍁
Fall in the Lake George Area looks like: Scenic sky rides, foliage cruises, fall hiking, dining with a view, scenic drives, and more!
Be sure to check out some of our popular fall events like:
-Pugs & Pumpkin Party
-Oktoberfest festivals
-Adirondack Marathon Distance Festival
-World's Largest Garage Sale
-Fright Fest
-Thurman Fall Farm Tour
-and more!
Watch our foliage meter, in the link, for updates as the season progresses!
<https://www.visitlakegeorge.com/fall>

Guide to Fall in Lake George
Find fall foliage updates, events, activities, O...

1,069,760 People reached
73,687 Engagements
-2.4x lower Distribution score
Boost again

Boosted on September 23, 2021
By Lake George Area

1M People reached
24.8K Link Clicks
View results

167,421 People reached
11,552 Engagements
- Distribution score
Boost post

4.4K Likes
157 Comments
608 Shares

Top Boosted Post:

Fall is Here!

- 12,834 likes
- 25,126 link clicks
- 1,042,431 paid reach




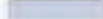
















Social Media Analytics - Facebook

The most similar pages to the Lake George Area Facebook are I Love New York, Hersheypark, Lake George, Visit Adirondacks and Lake Placid ADK.

In the given week of the screenshot, Warren County had the greatest engagement compared to five of its peers.

This can provide insight into Warren County's greatest competitors.



| Pages to Watch | | | | | Create post |
|---|--|----------------|------------------------------|---|----------------|
| Compare the performance of your Page and posts with similar Pages on Facebook. | | | | | |
| Add Pages | | | Reactions, Comments & Shares | | |
| Page | Total Page Likes | From Last Week | Posts This Week | Engagement This Week | |
| 1  I LOVE NEW YORK | 1.4m  | ▲ 100% | 14 | 132.9K  | |
| 2  Hersheypark | 823.8K  | ▲ 100% | 3 | 36.4K  | |
| YOU 3  Lake George Area | 361K  | ▲ 100% | 7 | 192.2K  | |
| Keep up with the Pages you watch. | | | | | Get more likes |
| 4  LAKE GEORGE | 196.8K  | ▲ 100% | 12 | 40.7K  | |
| 5  Visit Adirondacks | 114.2K  | ▲ 100% | 2 | 7.3K  | |
| 6  Lake Placid ADK | 82.3K  | ▲ 100% | 7 | 12.8K  | |

Social Media Analytics - Instagram

March 28, 2021 – Number of Followers: 41,914

Top Instagram Post:

Lake George Welcome Sign

- 4,084 likes
- Most liked post
- Largely female millennial audience



Top Instagram Post:

Ice Cream Blog/Sprinkles

- 234 profile visits
- 1,166 likes
- 97 link clicks

Social Media Analytics – Twitter and Pinterest

Twitter

March 28, 2021 -- Number of Followers: 3,183

Profile Visits in 2021: 18,421

Most Popular Tweet: 2,209 impressions

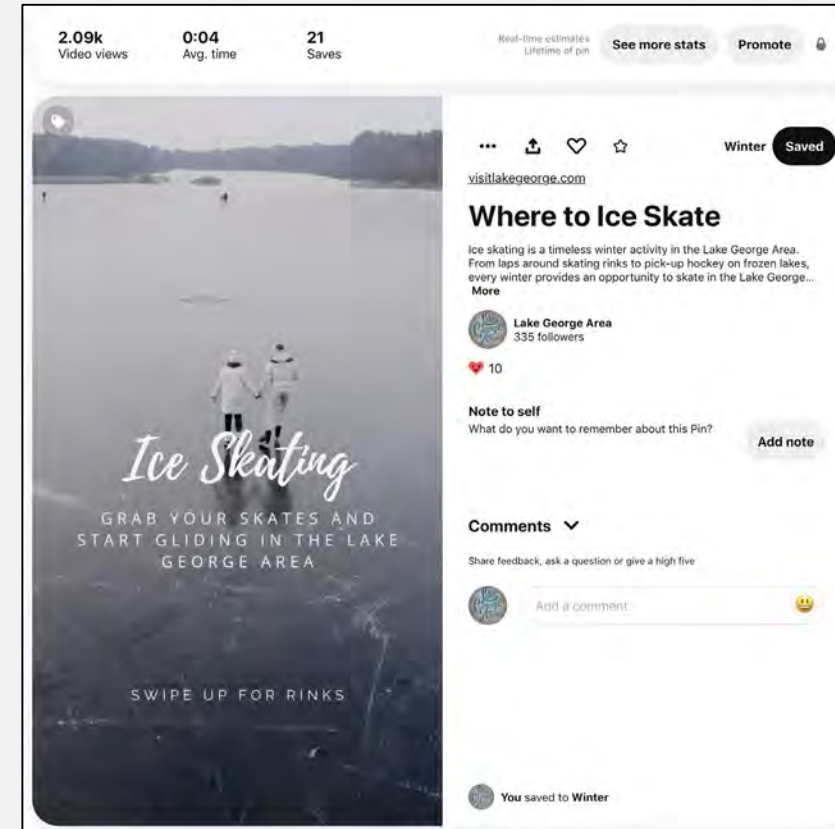


Pinterest

Number of Followers: 338

Impressions in 2021: 250,280

Number of Pinners who engaged with post: 5,750



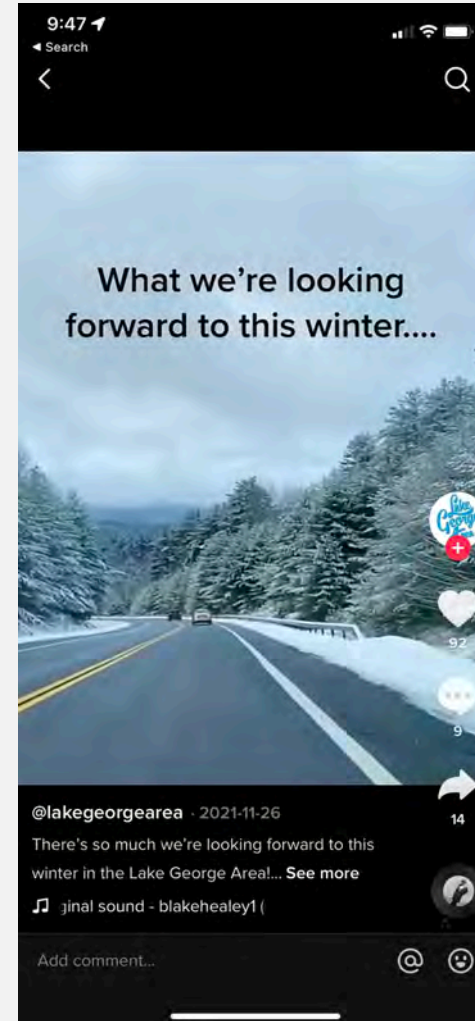
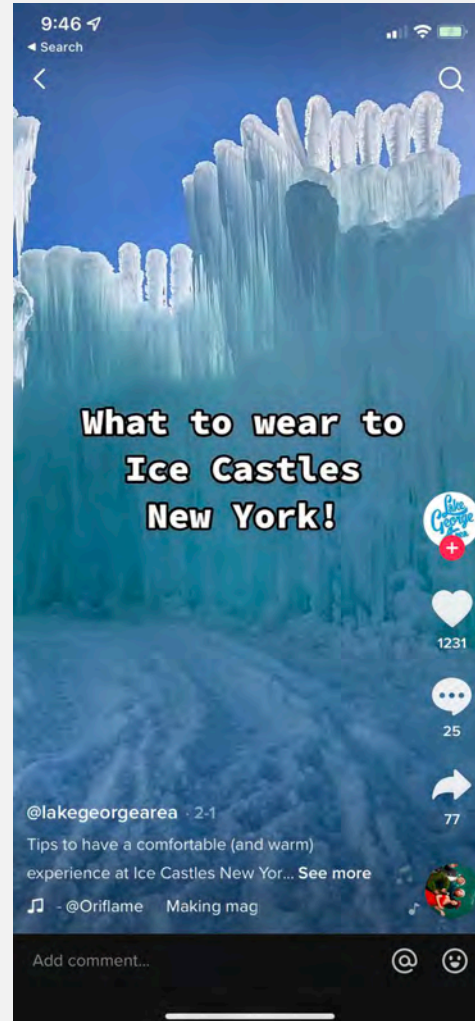
First Post September 27, 2021

March 30, 2021 -- Number of Followers: 362

Most Viewed Post:

What to Wear to Ice Castles

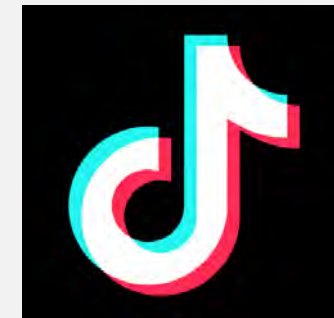
- 5,828 views
- 1,231 likes
- 25 comments



Second Top Post

What We're Looking Forward to this Winter...

- 2,717 views
- 92 likes
- 9 comments



Implications & Takeaways

| POSITIVE | STRENGTHS | OPPORTUNITIES |
|----------|--|--|
| | <ul style="list-style-type: none">Warren County matches and/or beats the competitive standard of data tracking by visitor bureaus and DMO's | <ul style="list-style-type: none">Increase use of intercept surveysIntegrate Placer.ai data into regular reports for Warren County Tourism |
| NEGATIVE | WEAKNESSES | THREATS |
| | <ul style="list-style-type: none">Lack of hotels and motels reporting to STRMobile tracking data only captures online inquiries, and likely does not capture the majority of visitors | <ul style="list-style-type: none">Without adopting new visitation data like Placer.ai, Warren County could fall behind other competitive destinations that are turning to new technology |

Chapter 2: Competitive Destination Overview

Competitive Destination Overview

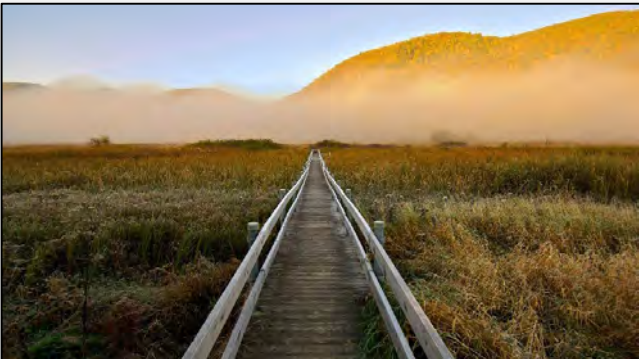


Warren County Tourism identified three year-round, five summer, and five winter destinations as competitors. HSP analyzed these destination's assets, performance, visitation and tourism organizational structures (when available) to determine if they are truly competitors. These destinations will be referred to as 'competitive destinations' throughout this analysis, regardless if HSP believes they are truly competitors or not.



This section will provide an overview of findings on the competitive destinations, with the following chapters going into more detail on each.

A breakdown of how HSP will present the Competitive Destination Overview will be shown on the following slide.



Competitive Destination Overview

Competitor Ranking & Destination Offering Analysis

Hotel Performance Comparison

Budget & Asset Comparison

Target Market Comparison

Key Takeaways

Next Steps for Warren County Tourism

Ranking Competitors

HSP generated a competitive score for each of the identified locations. Scores are based on HSP’s analysis of seasonal visitation and overlapping target markets with Warren County. These scores determine the most important competitors for Warren County to continually benchmark performance against.

Essex County (Lake Placid) is Warren County’s biggest competitor as they pull visitors from the same region and compete during all seasons for the same groups.

| Competitive Destination Analysis | | | | |
|----------------------------------|--------------------|--------------------|-------------------------|-------------------|
| Location | Summer Competitor? | Winter Competitor? | Visitor Market Overlap? | Competitive Score |
| Essex County | ● | ● | ● | 3 |
| Hershey/Harrisburg | ● | ● | ● | 2.5 |
| Woodstock/White Mountains | ● | ● | ● | 2.5 |
| Saratoga Springs | ● | ● | ● | 2.5 |
| Rutland | ● | ● | ● | 2.5 |
| Cape Cod | ● | ● | ● | 2.5 |
| Stowe | ● | ● | ● | 2 |
| Albany | ● | ● | ● | 2 |
| Atlantic City | ● | ● | ● | 2 |
| Finger Lakes | ● | ● | ● | 1.5 |
| Daytona Beach | ● | ● | ● | 1.5 |
| Hampton Beach | ● | ● | ● | 1.5 |
| Watertown/1000 Islands | ● | ● | ● | 1 |

Green dot (competitive, value 1), yellow (.5), red (not competitive, 0)

Source: Hunden Strategic Partners

A higher competitive score denotes destination is a true competitive destination to Warren County and their performance should be continually benchmarked against.

The highest possible competitive score is a 3.

The scores are color-coded for ease of analysis. Green denotes a high score with representing low scores.

Competitor Asset Comparison

HSP ranked the assets and events of each competitive destination to rank each location's tourism package.

Warren County scores well in this analysis but can improve by increasing offering in categories not ranked well in (yellow or red). Of the areas ranked poorly in, Warren County may consider adding hotels to its ski areas and building assets to drive year-round sports tourism. Further analysis will be needed to determine if adding these assets would be financially feasible.

| Location | Competitive Destination Destination Offering Analysis | | | | | | | | | | Asset Offering Score |
|---------------------------|--|--------------------|---------------|-------|-----------------|--------|--------|----------------|----------------|-------------------|----------------------|
| | Destination Hiking | Destination Skiing | Notable Lakes | Ocean | Amusement Parks | Arena | Gaming | Sports Tourism | Special Events | Convention Center | |
| Essex County | Green | Green | Green | Red | Red | Green | Red | Green | Green | Green | 7 |
| Warren County | Green | Yellow | Green | Red | Green | Green | Red | Yellow | Green | Red | 6 |
| Atlantic City | Red | Red | Red | Green | Yellow | Green | Green | Yellow | Green | Green | 6 |
| Daytona Beach | Red | Red | Red | Green | Yellow | Yellow | Yellow | Green | Green | Green | 5.5 |
| Woodstock/White Mountains | Green | Green | Green | Red | Green | Red | Red | Red | Green | Red | 5 |
| Cape Cod | Red | Red | Red | Green | Yellow | Red | Yellow | Green | Green | Green | 5 |
| Saratoga Springs | Yellow | Yellow | Green | Red | Red | Red | Green | Red | Green | Green | 5 |
| Hershey/Harrisburg | Yellow | Red | Red | Red | Green | Red | Red | Green | Red | Green | 4.5 |
| Albany | Yellow | Red | Red | Red | Red | Green | Green | Green | Red | Green | 4.5 |
| Stowe | Green | Green | Yellow | Red | Red | Red | Red | Yellow | Green | Red | 4 |
| Finger Lakes | Green | Yellow | Green | Red | Red | Red | Green | Red | Red | Red | 3.5 |
| Rutland | Green | Green | Yellow | Red | Red | Red | Red | Red | Green | Red | 3.5 |
| Hampton Beach | Red | Red | Red | Green | Red | Red | Yellow | Red | Green | Red | 2.5 |
| Watertown/1000 Islands | Red | Red | Green | Red | Red | Red | Red | Red | Red | Red | 1 |

Green dot (strong asset, value 1), yellow (low supply and/or low quality, .5), red (trait not present, 0)

Source: Hunden Strategic Partners



Hotel Performance Comparison

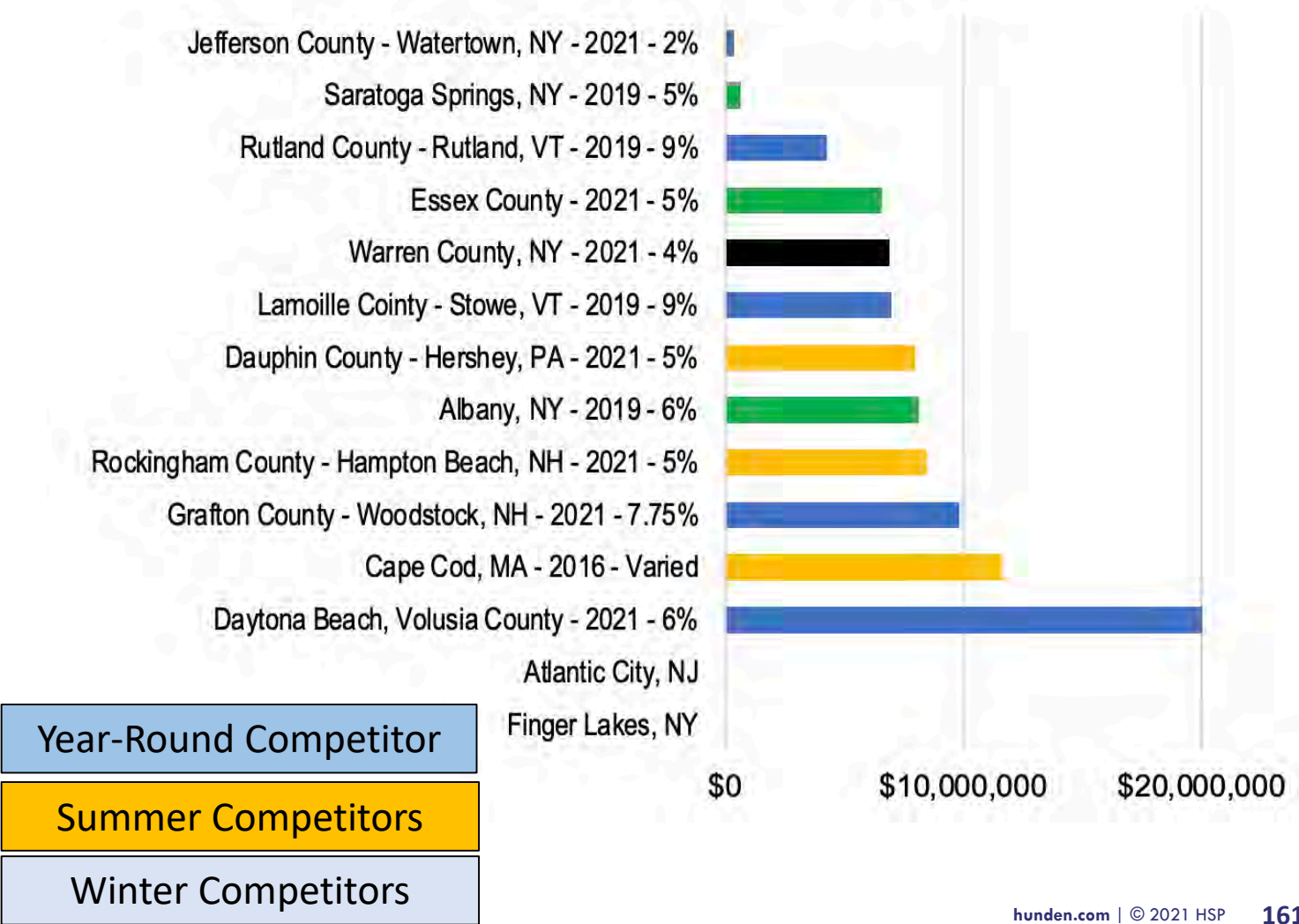
Occupancy Tax Collection Comparison

Each destination collects and publishes occupancy tax collections in different ways. Some areas have bed taxes on state, county and city levels, some only collect at the county level.

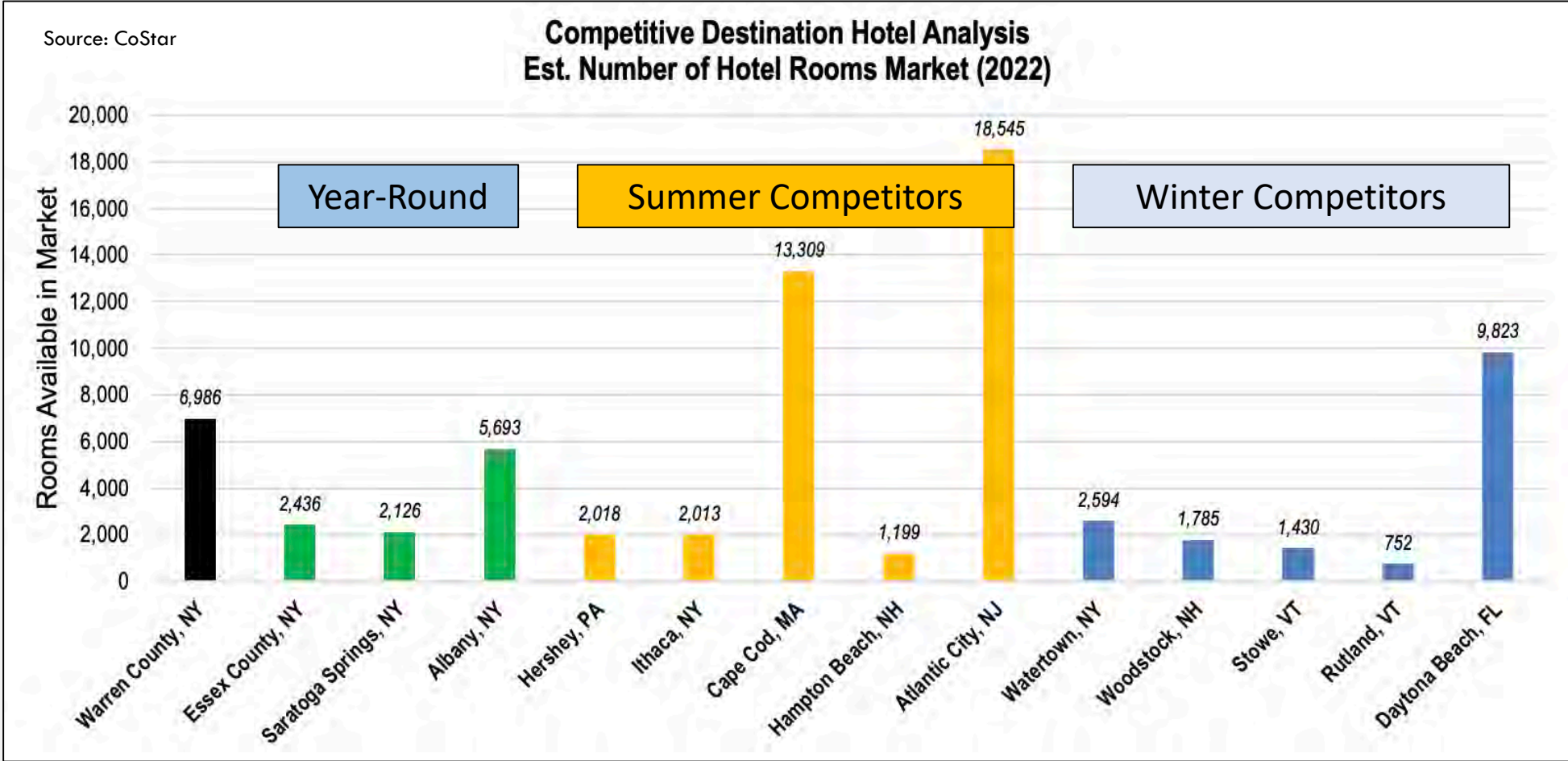
The table shows the information HSP was able to collect to show the difference in taxes collected by destination.

Warren County has a lower occupancy tax rate than most, yet generates a strong amount of revenue. With an increase in the rate, the County would still be competitive, yet generate more revenue.

Occupancy Tax Collections Competitive Destination Comparison

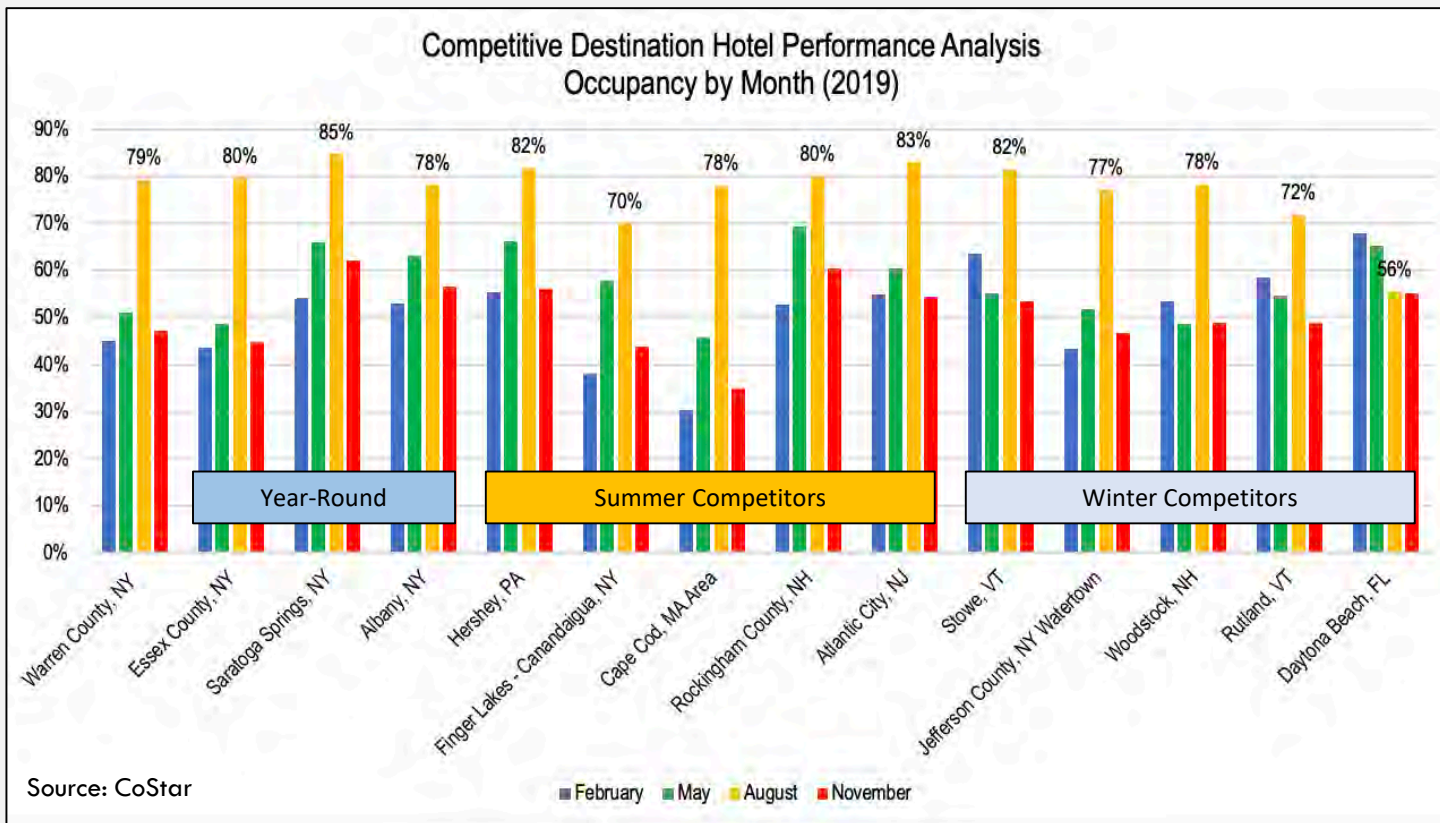


Number of Hotel Rooms per Market



The table above shows the number of hotel rooms available in each competitive market. With ongoing construction/renovations the numbers may not be exact, but provide a good basis to compare the **market's expectation on annual tourism/hotel demand**. Comparing these metrics with occupancy and RevPAR (revenue per available room) metrics will help assess each market's performance.

Hotel Performance



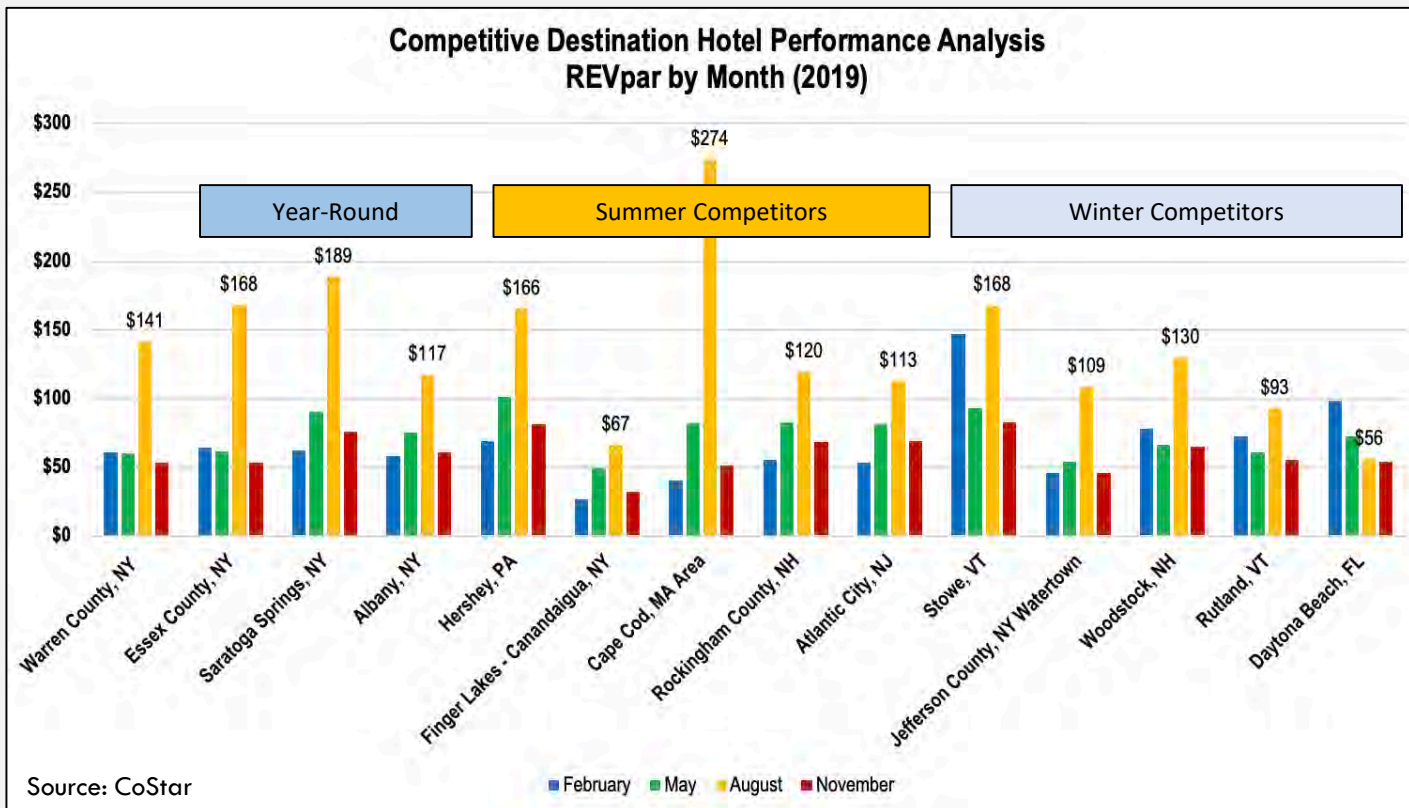
Competitive Destination Hotel Demand
Occupancy by Month (2019)

| Destination | Occupancy by Time of the Year (2019) | | | |
|--------------------------------|--------------------------------------|-----|--------|----------|
| | February | May | August | November |
| Warren County, NY | 45% | 51% | 79% | 47% |
| Essex County, NY | 44% | 49% | 80% | 45% |
| Saratoga Springs, NY | 54% | 66% | 85% | 62% |
| Albany, NY | 53% | 63% | 78% | 57% |
| Hershey, PA | 55% | 66% | 82% | 56% |
| Finger Lakes - Canandaigua, NY | 38% | 58% | 70% | 44% |
| Cape Cod, MA Area | 30% | 46% | 78% | 35% |
| Rockingham County, NH | 53% | 69% | 80% | 61% |
| Atlantic City, NJ | 55% | 61% | 83% | 55% |
| Stowe, VT | 64% | 55% | 82% | 54% |
| Jefferson County, NY Watertown | 43% | 52% | 77% | 47% |
| Woodstock, NH | 53% | 49% | 78% | 49% |
| Rutland, VT | 59% | 55% | 72% | 49% |
| Daytona Beach, FL | 68% | 65% | 56% | 55% |

Source: CoStar

Hotel occupancy shows the percentage of occupied hotel rooms in a given market during a specific month. This chart shows which competitors are filling up more of their rooms throughout the year. August is often the strongest month for tourism in each destination, but comparing the February and May data points will show which destinations are filling more rooms during winter and mud months.

Hotel Performance



**Competitive Destination Hotel Performance
REVpar by Month (2019)**

| Destination | REVpar by time of the Year (2019) | | | |
|--------------------------------|-----------------------------------|-------|--------|----------|
| | February | May | August | November |
| Warren County, NY | \$61 | \$60 | \$141 | \$53 |
| Essex County, NY | \$64 | \$62 | \$168 | \$54 |
| Saratoga Springs, NY | \$62 | \$90 | \$189 | \$76 |
| Albany, NY | \$58 | \$75 | \$117 | \$61 |
| Hershey, PA | \$69 | \$101 | \$166 | \$82 |
| Finger Lakes - Canandaigua, NY | \$27 | \$49 | \$67 | \$32 |
| Cape Cod, MA Area | \$40 | \$83 | \$274 | \$51 |
| Rockingham County, NH | \$56 | \$83 | \$120 | \$68 |
| Atlantic City, NJ | \$53 | \$81 | \$113 | \$69 |
| Stowe, VT | \$147 | \$93 | \$168 | \$83 |
| Jefferson County, NY Watertown | \$46 | \$54 | \$109 | \$46 |
| Woodstock, NH | \$78 | \$66 | \$130 | \$65 |
| Rutland, VT | \$72 | \$61 | \$93 | \$56 |
| Daytona Beach, FL | \$99 | \$73 | \$56 | \$54 |

Source: CoStar

Cape Cod has by far the strongest RevPARpar of all destinations. Cape Cod has developed their summer seasons well with summer league baseball, beaches and local events. This metric is impressive, especially with the large number of hotels in the area.

Warren County competes within the middle range of the competitive set.



Budget Comparison

Tourism Budget Comparison

| Year | Use of Funds - Visitor Bureau Spending | | | | | | | | | |
|---------------------------|--|--------------------------------------|-----------------------------------|-----------------------------|------------------------------|----------------------------|-----------------------------------|-----------------------------|--|-------------------------------------|
| | 2022 Warren Co. Occ. - 0002 | 2022 Warren Co. Tourism - 0001 | 2022 Warren County Combined | 2021 ROOST Adirondack | 2019 Discover Saratoga | 2019 Discover Albany | 2019 Hershey-Harrisburg RVB | 2018 Cape Cod Chamber | 2019 1000 Islands Regional Tourism | 2019 Daytona Beach CVB / HAAA |
| Tourism Department | | | | | | | | | | |
| Total Funding/Revenue | \$3,227,000 | \$2,448,689 | \$5,675,689 | \$2,978,566 | \$1,766,178 | \$1,917,729 | \$3,903,542 | \$2,132,527 | \$987,438 | \$11,111,900 |
| Advertising/Promotion | \$600,000 | \$1,690,290 | \$2,290,290 | \$1,803,180 | \$226,335 | \$138,901 | \$864,261 | \$438,327 | \$706,024 | \$6,191,521 |
| % of Revenue | 19% | 69% | 40% | 61% | 13% | 7% | 22% | 21% | 72% | 56% |
| Salaries | – | \$483,012 | \$483,012 | \$1,716,711 | \$809,945 | \$850,765 | \$1,536,537 | \$676,002 | – | \$1,265,741 |
| % of Revenue | – | 20% | 9% | 58% | 46% | 44% | 39% | 32% | – | 11% |
| Occupancy Tax Collections | | | \$6,895,987 | \$6,594,420 | \$663,000 | \$8,140,240 | \$8,000,000 | \$11,654,890 | \$373,300 | \$20,016,569 |
| Collection Entity | | | Warren County, NY | Essex County, NY | Saratoga Springs | Albany, NY | Dauphin County, PA | Barnstable County, MA | Jefferson County, NY | Volusia County, FL |
| Occ Tax Year | | | 2021 | 2021 | 2019 | 2019 | 2021 | 2016 | 2021 | 2021 |

Source: Various Individual Organizations, Counties

HSP gathered available information on budgets of various competitive destination management organizations (DMO's). For many of the DMO's, information was not readily available. Destinations have varying structures of tourism organizations. For example, the Casino Redevelopment Authority (CRDA) of Atlantic City covers land usage, land redevelopment, and many other tasks that go beyond a typical DMO. Each DMO spends their budget in different ways. Daytona Beach provides a good case study on usage of budget dollars on special events.

Takeaways from this information should be how Warren County spends money on marketing and salaries relative to other tourism bodies. Warren County has a relatively large budget for tourism compared to other destinations that generate more tourism dollars (Cape Cod) but spend those dollars in different ways. Each



Asset Comparison

Destinations with Premier Skiing Assets



**Warren County,
New York**
Gore Mountain



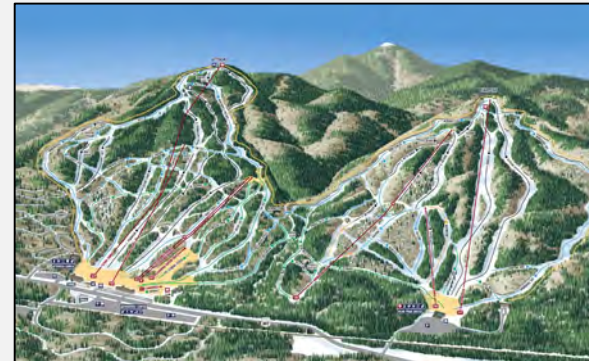
**Rutland,
Vermont**
*Stratton, Okemo, Killington
Mountains*



**Stowe,
Vermont**
Stowe Mountain



**Essex County,
New York**
Whiteface Mountain



**White Mountains,
New Hampshire**
*Attitash, Loon Mountains &
Mount Sunapee*

Ski Mountain Comparison

Hunden compared visitation statistics over 30 miles between the competitive set's major ski mountains.

In 2019, Gore was the most visited mountain not affiliated with a major ski pass. The mountain's metrics (acres, drop and number of lifts) are not very different from the more visited mountains.

The area where it Gore falls short is the number of nearby hotels. Of the studied mountains, Gore Mountain has the third fewest number of hotel rooms within a five-mile radius. Its relatively strong visitation with minimal hotels suggest it benefits from regional day trippers.

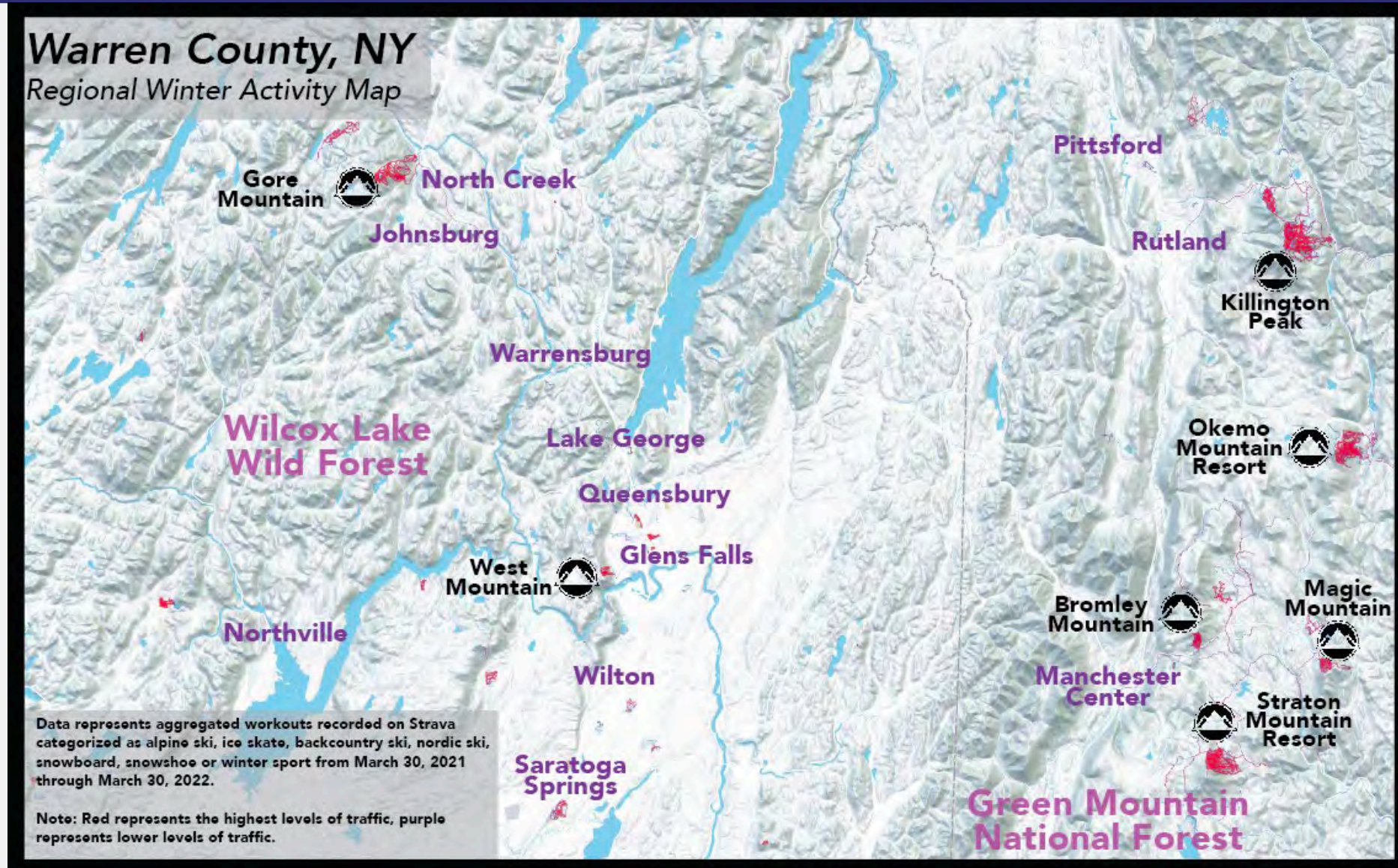
| Pass | Mountain | Destination Market | Hotels Rooms Within 10 Miles | Skiable Acres | Vertical Drop | No. of Lifts | 2019 Visits | 2019 Visitors | Visits Per Customer |
|------|----------------------|---------------------|------------------------------|---------------|---------------|--------------|-------------|---------------|---------------------|
| ● | Stratton Mountain* | Winhall, VT | 1,268 | 670 | 2,003 | 11 | 881,300 | 240,900 | 3.66 |
| ▲ | Attitash Mountain | White Mountains, NH | 1,258 | 311 | 1,750 | 9 | 632,900 | 255,100 | 2.48 |
| ● | Loon Mountain | White Mountains, NH | 1,648 | 370 | 2,100 | 10 | 631,600 | 205,800 | 3.07 |
| ▲ | Stowe Mountain | Stowe, VT | 2,091 | 468 | 2,360 | 13 | 610,300 | 218,500 | 2.79 |
| ▲ | Okemo Mountain | Rutland, VT | 355 | 667 | 2,200 | 20 | 554,900 | 183,900 | 3.02 |
| ● | Killington Mountain | Rutland, VT | 2,338 | 1,509 | 3,050 | 22 | 402,000 | 203,400 | 1.98 |
| ▲ | Mount Sunapee | White Mountains, NH | 268 | 233 | 1,510 | 8 | 392,500 | 137,000 | 2.86 |
| ◆ | Gore Mountain | Warren County, NY | 156 | 448 | 2,537 | 14 | 362,700 | 137,700 | 2.63 |
| ● | Sugarbush Mountain* | Warren, VT | 349 | 581 | 2,600 | 16 | 355,000 | 96,900 | 3.66 |
| ◆ | Whiteface Mountain | Lake Placid, NY | 1,867 | 288 | 3,430 | 12 | 350,400 | 167,300 | 2.09 |
| ◆ | Cannon Mountain | White Mountains, NH | 1,812 | 285 | 2,180 | 11 | 327,000 | 156,600 | 2.09 |
| ◆ | Cranmore Mountain | White Mountains, NH | 2,550 | 200 | 1,200 | 9 | 318,900 | 171,500 | 1.86 |
| ◆ | Bretton Woods | White Mountains, NH | 533 | 467 | 1,500 | 10 | 256,900 | 107,300 | 2.39 |
| ◆ | Waterville Ski Area | White Mountains, NH | 1,036 | 265 | 2,020 | 12 | 208,600 | 62,100 | 3.36 |
| ◆ | Bromley Mountain | Rutland, VT | 1,311 | 178 | 1,334 | 9 | 185,300 | 88,400 | 2.10 |
| ◆ | Smugglers Notch | Stowe, VT | 675 | 310 | 2,610 | 8 | 169,300 | 63,600 | 2.66 |
| ◆ | Greek Peak | Finger Lakes, NY | 880 | 220 | 952 | 8 | 160,800 | 55,300 | 2.91 |
| ▲ | Wildcat Mountain | White Mountains, NH | 1,286 | 225 | 2,112 | 5 | 152,800 | 57,800 | 2.64 |
| ◆ | West Mountain | Warren County, NY | 2,539 | 126 | 1,010 | 5 | 125,000 | 78,200 | 1.60 |
| ● | Pico Mountain | Rutland, VT | 2,274 | 468 | 1,967 | 7 | 121,700 | 41,200 | 2.95 |
| ◆ | Bristol Mountain | Finger Lakes, NY | 0 | 138 | 1,200 | 5 | 117,300 | 43,200 | 2.72 |
| ◆ | Magic Mountain | Rutland, VT | 606 | 205 | 1,500 | 6 | 63,200 | 23,100 | 2.74 |
| ◆ | Bolton Valley Resort | Stowe, VT | 1,825 | 300 | 1,704 | 6 | 52,600 | 22,700 | 2.32 |
| ◆ | Black Mountain | White Mountains, NH | 2,118 | 140 | 1,100 | 4 | 39,900 | 17,700 | 2.25 |
| ◆ | Song Mountain | Finger Lakes, NY | 43 | 100 | 700 | 5 | 12,700 | 6,500 | 1.95 |
| ◆ | Dry Hill Ski Area | Watertown, NY | 1,403 | 35 | 300 | 3 | 8,800 | 4,000 | 2.20 |

*Mountain is not an identified competitive destination, but included as it is regional competitor
Source: Placer.ai, Various

Legend

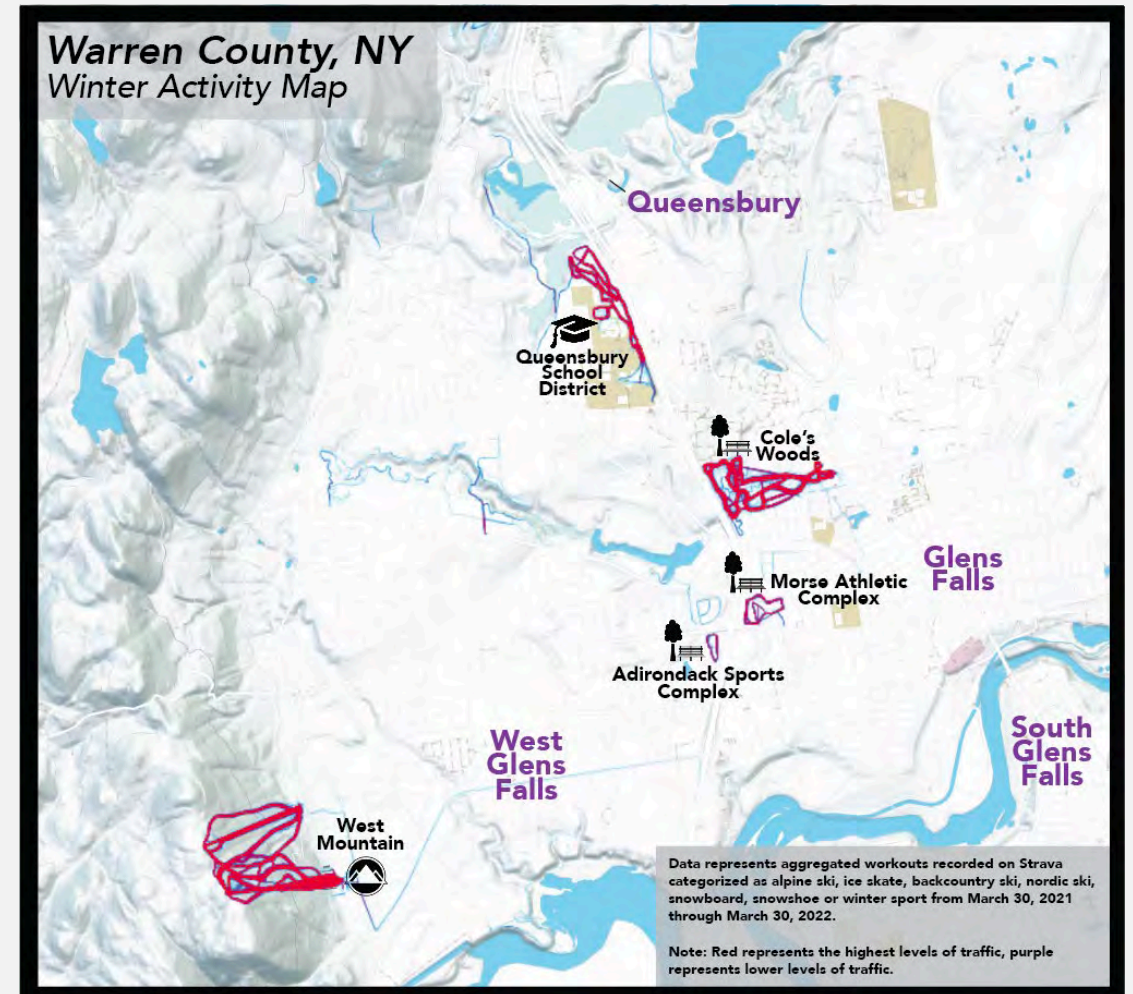
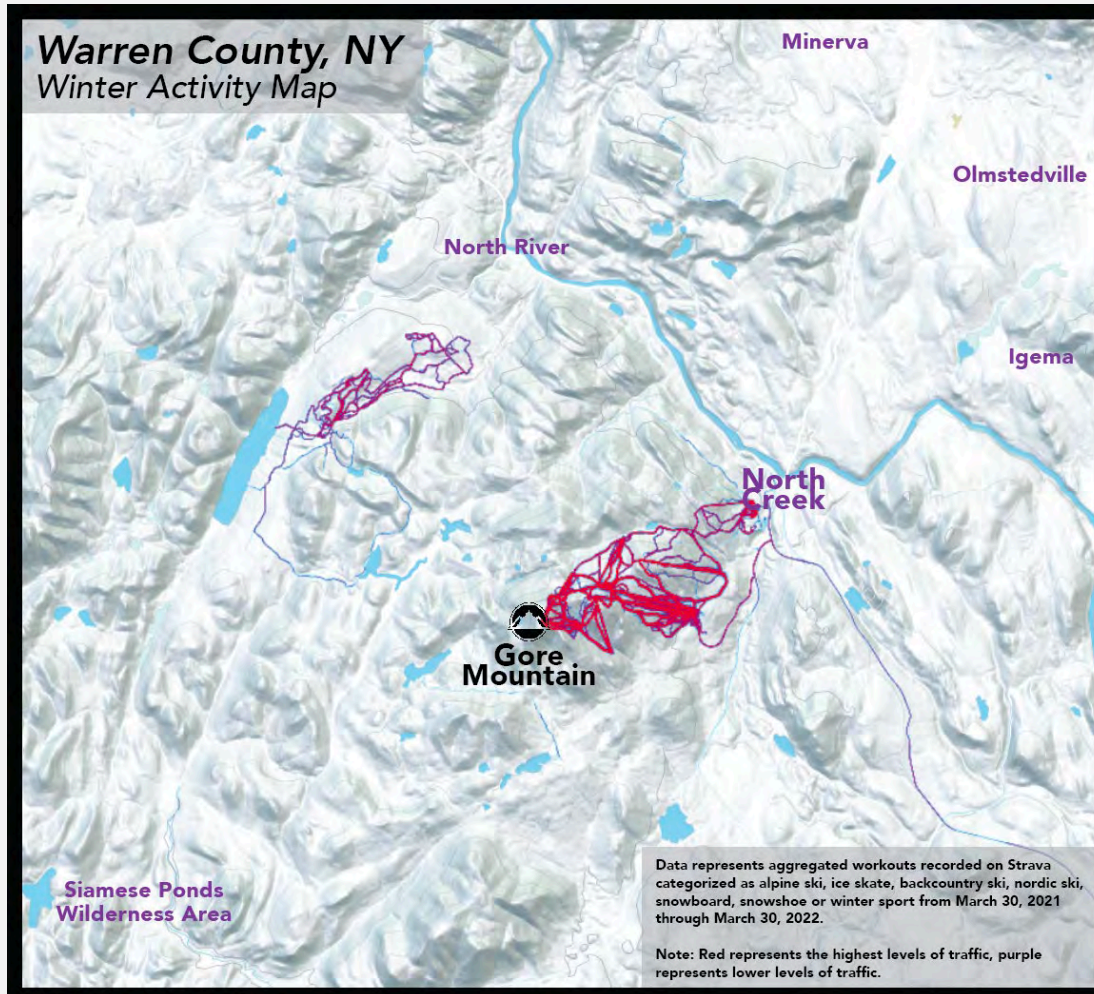
- Ikon Pass Partner
- ▲ Epic Pass Partner
- ◆ Non-Epic/Ikon Partner

Regional Warren County Winter Activity Maps

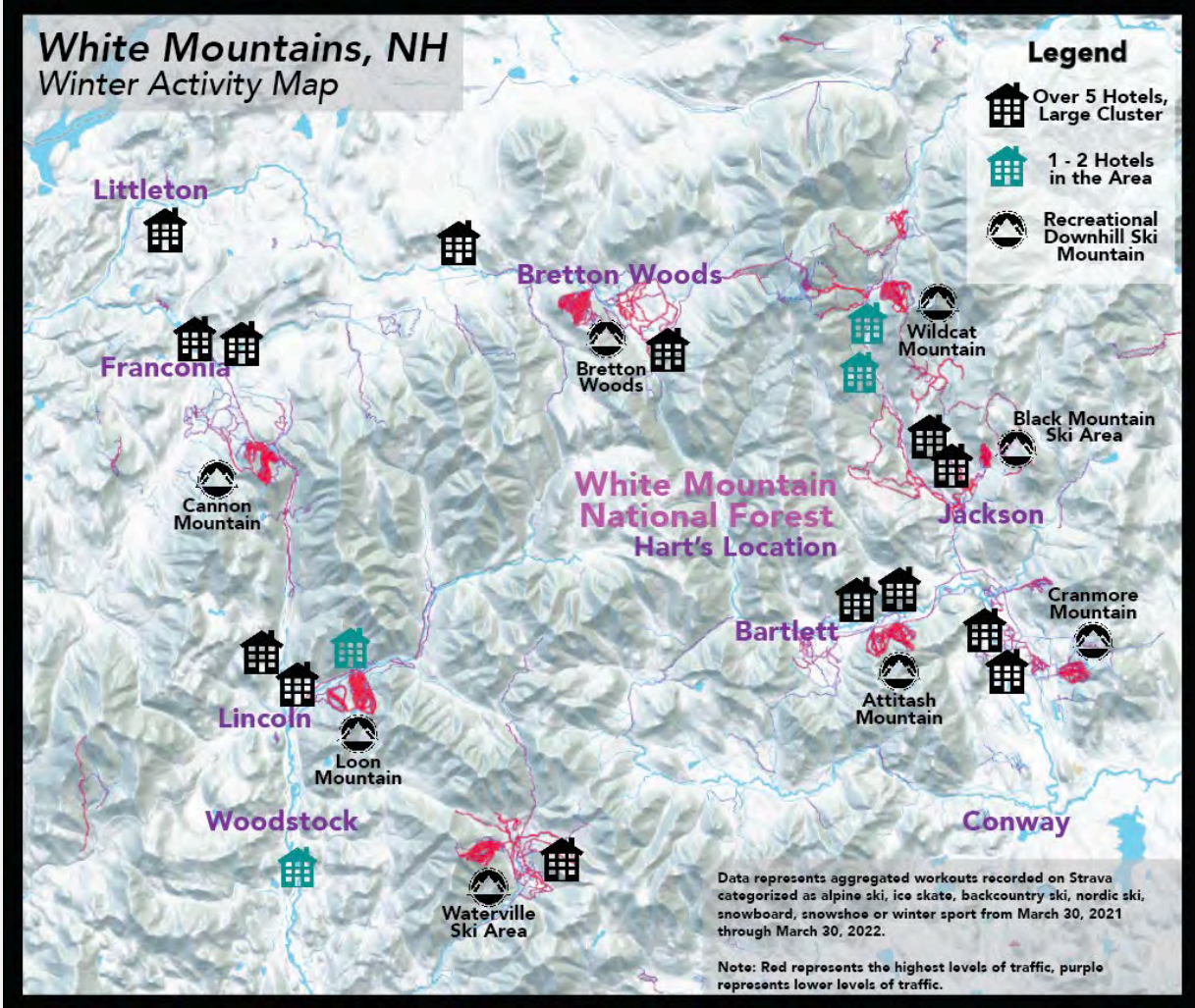
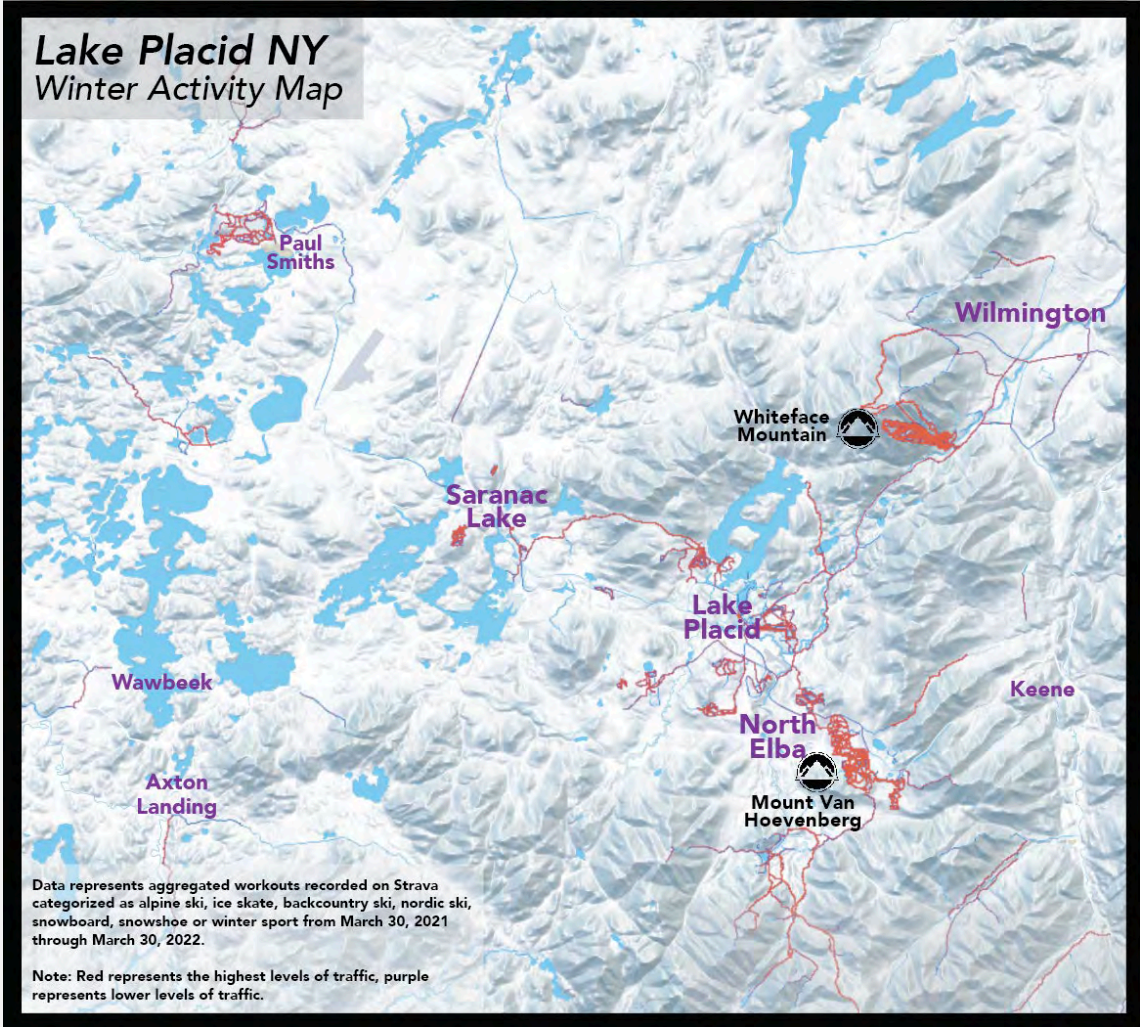


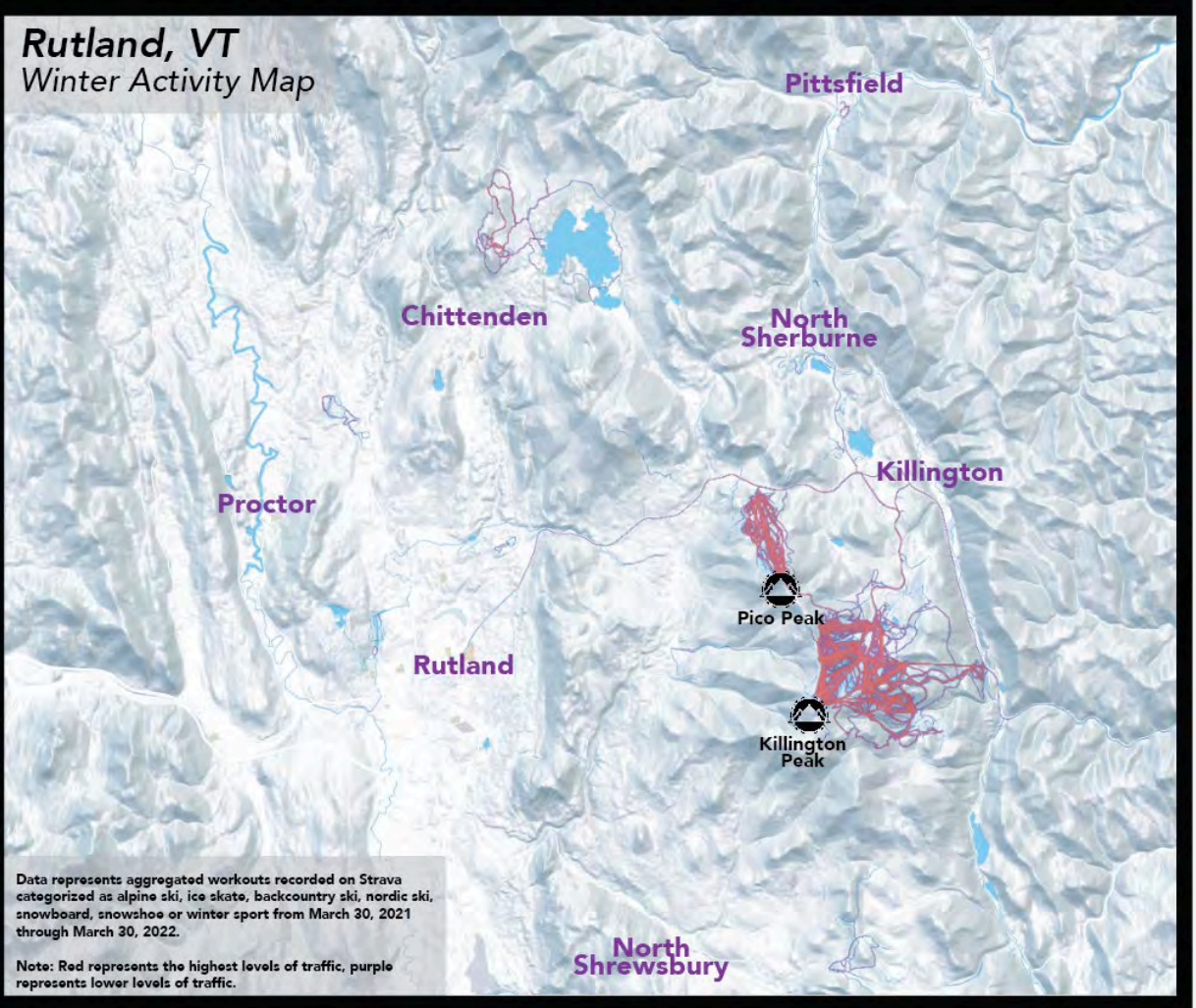
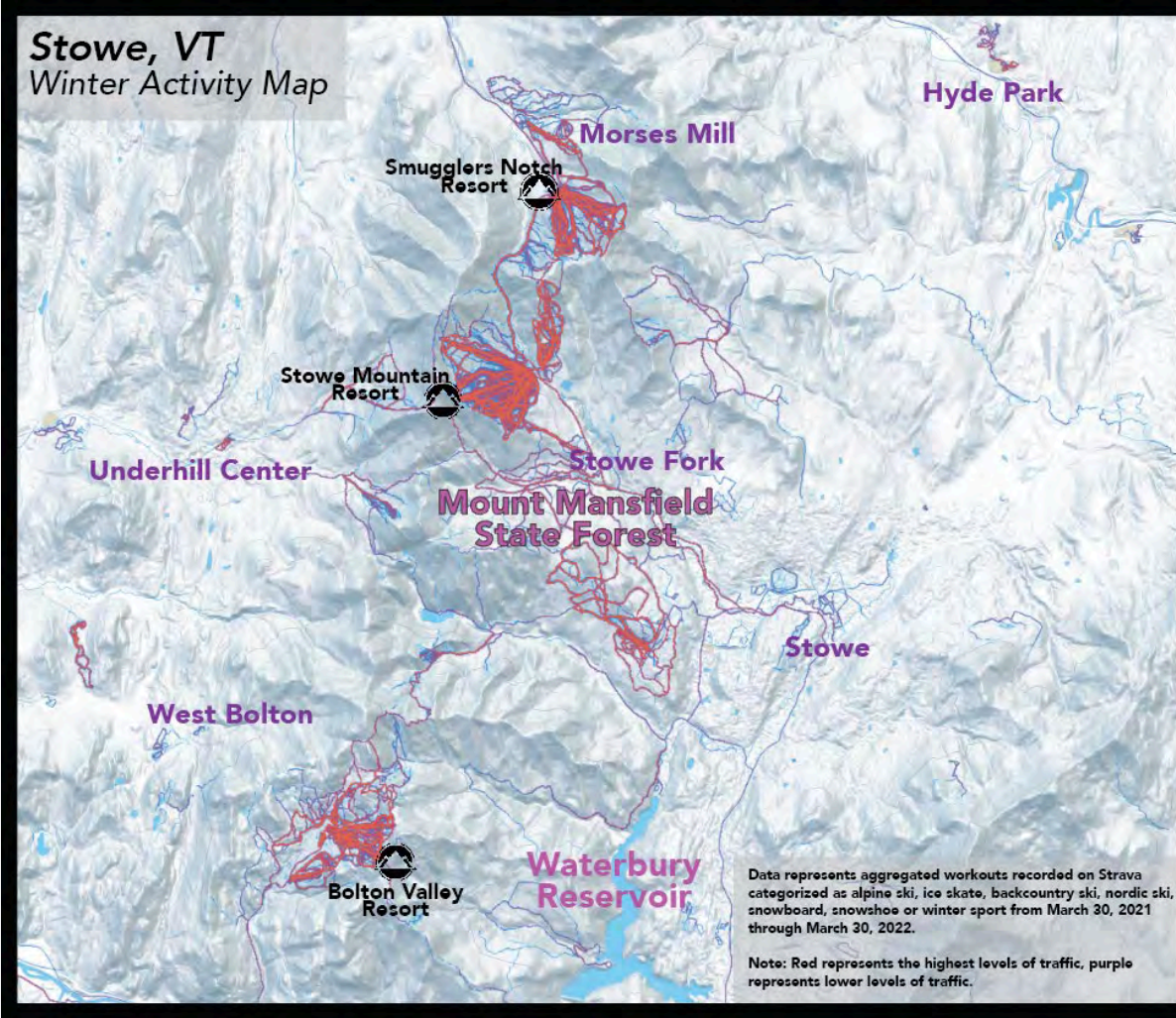
Warren County Winter Activity Maps

For a basis of comparison, the two graphics below show the areas where the majority of outdoor winter exercises are recorded in Warren County. The following slides will show how competitive destinations compare.



Lake Placid and White Mountains





Destinations with Relevant Arenas



Warren County

Cool Insuring Arena

4,807 capacity



Hershey

Giant Center

10,500 capacity



Lake Placid

Herb Brooks Arena

7,700 capacity



Atlantic City

Jim Whelan Boardwalk

10,500 capacity



Albany

MVP Arena

15,357 capacity



Daytona Beach

Ocean Center (Arena)

9,312 capacity

Music Venue Comparison

Large arenas give destinations a venue to host large scale concerts and sporting events year-round. HSP identified larger scale music venues and arenas in each of the competitive markets and used geofencing data to determine how the use of these assets compare with Warren County.

Warren County's assets have relatively low visitation compared to the competitive destination arenas. This shows a potential area of opportunity and current weakness of Warren County as an entertainment destination.

Competitive Destination Music Venue Visitation Over 30 Miles (January 1, 2019 - December 31, 2019)

| Venue | Location | 2019 Visits | 2019 Visitors | Visits/Customer |
|---------------------------------|----------------------|-------------|---------------|-----------------|
| Jim Whelan Boardwalk | Atlantic City, NJ | 870,600 | 574,200 | 1.52 |
| Giant Center | Hershey, PA | 688,400 | 471,800 | 1.46 |
| MVP Arena | Albany, NY | 379,800 | 257,800 | 1.47 |
| CMAC | Canandaigua, NY | 331,500 | 214,000 | 1.55 |
| Ocean Center (Arena) | Daytona Beach, FL | 329,300 | 150,300 | 2.19 |
| Hershey Stadium | Hershey, PA | 291,700 | 259,800 | 1.12 |
| Saratoga Performing Arts Center | Saratoga Springs, NY | 264,600 | 157,800 | 1.68 |
| Daytona Beach Bandshell | Daytona Beach, FL | 258,600 | 214,700 | 1.20 |
| Herb Brooks Arena | Lake Placid, NY | 224,700 | 122,400 | 1.84 |
| Shepard Park | Lake George, NY | 203,600 | 172,300 | 1.18 |
| Cool Insuring Arena | Glens Falls, NY | 125,800 | 67,900 | 1.85 |
| Casino Ballroom | Hampton Beach, NH | 94,200 | 78,700 | 1.20 |
| Seashell Stage | Hampton Beach, NH | 49,200 | 44,100 | 1.12 |
| Spruce Peak Arts | Stowe, VT | 24,000 | 14,600 | 1.64 |
| del Lago Casino - The Vine | Waterloo, NY | 15,800 | 11,400 | 1.39 |

Grey highlighted cells represent indoor venues, blue highlight represents Warren County venues

Source: Placer.ai

Destinations with Premier Amusement Parks

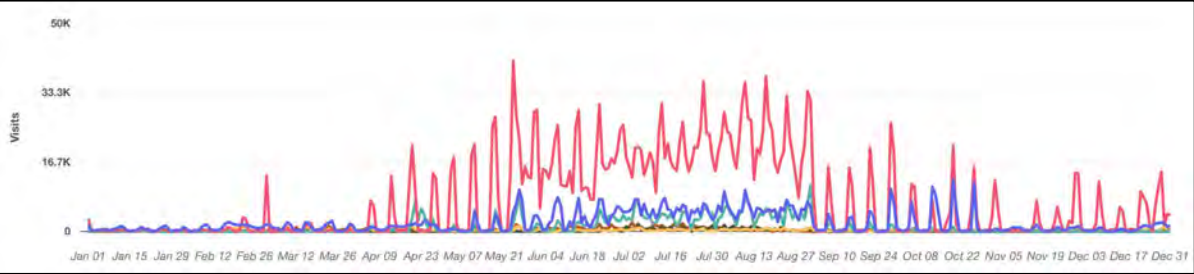
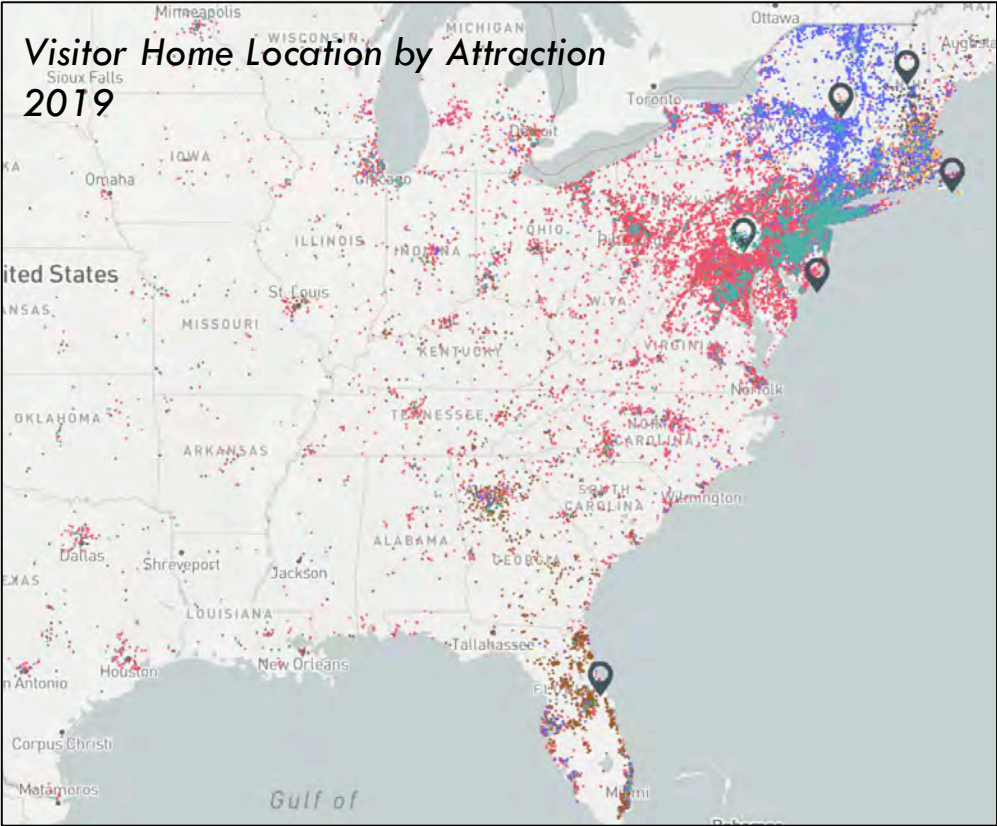


Competitive Amusement Attraction Performance

One of Warren County’s greatest tourism attractions is the Great Escape amusement park. HSP compared amusement visitation in competitive destinations to provide benchmarks for Warren County to compare against.

| Competitive Destination Amusement Attraction Visitation from Over 30 Miles (January 1, 2019 - December 31, 2019) | | | | |
|---|-------------------|-------------|---------------|---------------------|
| Attraction | Location | 2019 Visits | 2019 Visitors | Visits Per Customer |
| Hersheypark | Hershey, PA | 2,700,000 | 1,900,000 | 1.42 |
| Great Escape/Splashwater Kingdom | Warren County, NY | 757,900 | 356,900 | 2.12 |
| Atlantic City Steel Pier | Atlantic City, NJ | 392,600 | 345,400 | 1.14 |
| Daytona Lagoon | Daytona Beach, FL | 118,000 | 99,500 | 1.19 |
| Cape Codder Waterpark | Barnstable, MA | 96,400 | 48,700 | 1.98 |
| Whales Tales Waterpark | Lincoln, NH | 45,300 | 37,500 | 1.21 |

Source: Placer.ai



Hersheypark attracts the most visitors each year by a wide margin. Hersheypark attracts visitors from all over the country while The Great Escape in Warren County mainly attracts visitors from New York, Vermont, New Hampshire, Connecticut and Massachusetts.

Overall Destination Visitation

HSP geo-fenced large attractions and downtown corridors of Warren County and its competitors. This allows Warren County to benchmark its performance by attraction, in terms of number of visitors and types of visitors. Each column has its own ranking to show the top performers in each category.

Warren County's highest visited areas include Downtown Lake George and the Great Escape. The fastest growing area in the county between 2019 and 2021 was North Creek's Downtown Village.

Of competitive destinations, Atlantic City's Boardwalk and Tanger Outlets receive the highest visitation numbers.

| Overall Destination | Walkable Destination Hub | Total Estimated Visits (2019) | Total Estimated Visits (2021) | Total Estimated Unique Visitors (2019) | Total Estimated Unique Visitors (2021) | % Change Between 2019 & 2021 | Average Household Income (2019) | Percent with incomes over \$100,000 (2019) | Percent with incomes over \$200,000 (2019) | Percent with incomes over \$200,000 (2021) |
|----------------------|---|-------------------------------|-------------------------------|--|--|------------------------------|---------------------------------|--|--|--|
| Lake George, NY | Lake George Village | 4,200,000 | 4,800,000 | 1,400,000 | 1,600,000 | 14% | \$104,000 | 31.3% | 10.9% | 11.0% |
| | Great Escape & Outlets Zone | 3,800,000 | 3,900,000 | 1,500,000 | 1,600,000 | 7% | \$93,800 | 33.6% | 8.5% | 8.5% |
| | Lake George - Downtown Village | 2,800,000 | 3,200,000 | 1,200,000 | 1,400,000 | 17% | \$103,600 | 38.2% | 10.7% | 10.9% |
| | Aviation Mall - Queensbury Exit | 3,500,000 | 3,700,000 | 1,000,000 | 1,000,000 | 0% | \$88,200 | 30.6% | 7.6% | 7.6% |
| | Bolton Landing - Business District | 1,100,000 | 1,100,000 | 392,200 | 439,100 | 12% | \$136,700 | 48.0% | 17.7% | 18.0% |
| | Warrensburg Area (*larger area) | 1,580,000 | 1,600,000 | 398,400 | 428,300 | 8% | \$95,500 | 35.0% | 8.5% | 9.4% |
| | Glens Falls (entire city limits) | 1,800,000 | 1,700,000 | 392,500 | 351,100 | -11% | \$85,100 | 29.9% | 8.1% | 7.3% |
| | Warrensburg - Downtown | 416,500 | 408,400 | 169,200 | 187,400 | 11% | \$96,800 | 35.1% | 9.0% | 10.1% |
| | Glens Falls Downtown | 368,600 | 376,500 | 157,100 | 152,800 | -3% | \$88,700 | 36.1% | 13.1% | 9.5% |
| | North Creek - Downtown Village | 135,600 | 237,400 | 59,100 | 119,000 | 101% | \$125,500 | 42.4% | 14.4% | 13.5% |
| | Core Mountain Ski Area | 332,500 | 354,800 | 120,300 | 114,000 | -5% | \$126,700 | 44.9% | 15.5% | 15.7% |
| | North Creek Ski Bowl | 21,600 | 27,800 | 8,200 | 12,200 | 49% | \$109,600 | 38.4% | 11.8% | 14.7% |
| Lake Placid, NY | Downtown Lake Placid | 2,700,000 | 2,300,000 | 771,800 | 711,000 | -8% | \$155,900 | 40.4% | 13.4% | 13.5% |
| | Saranac Lake | 769,900 | 819,400 | 239,000 | 249,000 | 4% | \$88,600 | 30.3% | 7.5% | 8.6% |
| | Whiteface Mountain | 350,400 | 370,700 | 167,300 | 174,000 | 4% | \$129,300 | 43.9% | 16.1% | 18.2% |
| Saratoga Springs, NY | Saratoga Springs Downtown | 2,000,000 | 1,900,000 | 704,900 | 670,200 | -5% | \$118,900 | 40.5% | 14.3% | 15.4% |
| | Saratoga Race Course | 473,800 | 277,400 | 429,900 | 246,900 | -43% | \$117,900 | 41.6% | 14.0% | 14.0% |
| | Saratoga Spa State Park - Arts & Spa Area | 411,200 | 245,500 | 247,500 | 165,500 | -33% | \$103,800 | 35.7% | 10.8% | 13.0% |
| | Saratoga Harness Racing & Casino | 408,100 | 143,400 | 358,700 | 129,000 | -64% | \$92,400 | 31.9% | 8.1% | 8.6% |
| | Saratoga Spa State Park - Geyser Trail Area | 57,200 | 64,900 | 45,800 | 52,300 | 14% | \$101,700 | 36.0% | 10.9% | 11.5% |
| Hershey, PA | Hershey - Core Attractions | 8,300,000 | 6,700,000 | 4,700,000 | 3,900,000 | -17% | \$101,200 | 36.8% | 10.4% | 9.9% |
| | Outlets at Hershey | 1,300,000 | 1,200,000 | 809,300 | 797,700 | -1% | \$89,100 | 30.7% | 7.7% | 7.1% |
| | Hersheypark (theme park) | 2,700,000 | 2,200,000 | 1,900,000 | 1,500,000 | -21% | \$104,400 | 38.4% | 11.2% | 10.2% |
| | Hershey Walkable Attractions Area | 11,800,000 | 9,700,000 | 5,600,000 | 4,800,000 | -18% | \$100,000 | 38.1% | 10.1% | 10.0% |
| Stowe, VT | Stowe - Historic Village | 861,000 | 913,200 | 348,200 | 372,800 | 7% | \$133,800 | 45.5% | 17.3% | 17.8% |
| | Stowe Mountain Resort area | 644,000 | 697,400 | 182,400 | 192,400 | 5% | \$158,000 | 50.7% | 22.3% | 24.4% |
| Cape Cod, MA | Hyannis - Main Street & Inner Harbor | 2,500,000 | 2,800,000 | 1,100,000 | 1,200,000 | 9% | \$121,400 | 43.3% | 14.7% | 15.0% |
| | Provincetown - Commercial Street Area | 1,900,000 | 2,000,000 | 838,000 | 832,000 | -1% | \$117,200 | 42.0% | 14.3% | 14.4% |
| | Woods Hole | 1,400,000 | 1,400,000 | 659,200 | 727,700 | 10% | \$127,300 | 44.8% | 16.8% | 18.6% |
| | Mashpee Commons | 739,600 | 887,200 | 287,400 | 347,700 | 21% | \$139,900 | 49.9% | 19.9% | 21.0% |
| Hampton Beach, NH | Hampton Beach | 2,200,000 | 2,500,000 | 910,000 | 1,100,000 | 21% | \$91,100 | 33.3% | 7.7% | 7.5% |
| North Woodstock, NH | North Woodstock - Lincoln | 2,200,000 | 2,400,000 | 904,300 | 1,000,000 | 11% | \$110,600 | 40.8% | 12.1% | 11.3% |
| | North of North Woodstock-Flume Gorge | 435,700 | 558,000 | 249,700 | 336,000 | 35% | \$104,900 | 38.7% | 11.0% | 9.9% |
| | Littleton - Downtown & Riverwalk | 544,800 | 620,700 | 212,900 | 287,600 | 35% | \$99,400 | 34.2% | 9.5% | 10.0% |
| | Loon Mountain Ski Resort Area | 903,000 | 786,500 | 279,300 | 263,700 | -6% | \$130,100 | 45.8% | 17.1% | 15.7% |
| Finger Lakes, NY | Warrior Premium Outlets | 1,100,000 | 1,000,000 | 684,300 | 681,100 | 0% | \$78,300 | 25.5% | 5.0% | 5.0% |
| | Watkins Glen | 1,200,000 | 1,400,000 | 522,800 | 654,500 | 25% | \$87,500 | 29.3% | 7.2% | 8.1% |
| | Watkins Glen State Park Gorge | 283,300 | 318,200 | 263,500 | 296,600 | 13% | \$94,700 | 32.7% | 9.0% | 9.2% |
| | Geneva | 651,800 | 708,300 | 240,800 | 291,100 | 21% | \$85,700 | 32.0% | 9.2% | 9.7% |
| | Skaneateles | 581,800 | 553,100 | 214,000 | 242,800 | 13% | \$104,000 | 36.2% | 11.5% | 12.5% |
| | Canandaigua | 438,300 | 517,600 | 180,700 | 225,400 | 25% | \$85,200 | 28.0% | 6.6% | 8.3% |
| | Penn Yan | 568,000 | 677,700 | 162,400 | 210,200 | 29% | \$88,700 | 31.9% | 7.2% | 8.3% |
| | Auburn | 459,400 | 411,500 | 133,400 | 128,400 | -4% | \$84,400 | 28.3% | 7.0% | 7.3% |
| | Seneca Falls | 282,300 | 284,800 | 114,400 | 120,300 | 5% | \$88,300 | 29.5% | 7.2% | 7.1% |
| | Watkins Glen | 93,300 | 117,600 | 48,100 | 63,200 | 31% | \$81,700 | 24.5% | 5.3% | 5.5% |
| Watertown, NY | Alexandria Bay - 1000 Lakes Tourist Area | 701,600 | 852,800 | 279,900 | 342,100 | 22% | \$84,000 | 24.4% | 6.1% | 5.8% |
| | Clayton Visitors Area | 558,700 | 715,100 | 181,300 | 228,900 | 26% | \$90,600 | 30.7% | 7.8% | 8.2% |
| | Watertown - Downtown | 456,700 | 391,500 | 128,600 | 126,600 | -2% | \$71,600 | 21.0% | 4.2% | 4.6% |
| | Sackets Harbor | 183,000 | 210,000 | 80,600 | 94,900 | 18% | \$86,000 | 32.1% | 7.7% | 8.4% |
| Rutland, VT | Killington Ski Resort & Lodges Area | 2,100,000 | 2,000,000 | 454,800 | 406,200 | -11% | \$139,200 | 47.7% | 18.7% | 19.5% |
| | Killington - Ski Resort | 977,800 | 758,200 | 307,500 | 240,800 | -22% | \$136,300 | 47.5% | 18.3% | 19.4% |
| | Rutland - Downtown | 563,900 | 179,400 | 179,400 | 181,300 | 1% | \$93,800 | 31.0% | 8.5% | 9.2% |
| Albany, NY | Downtown | 2,200,000 | 992,300 | 880,800 | 404,700 | -54% | \$96,200 | 33.4% | 9.6% | 9.1% |
| Atlantic City | Boardwalk Hotels & Tanger Outlets | 16,200,000 | 13,500,000 | 4,600,000 | 3,900,000 | -15% | \$95,100 | 34.4% | 9.2% | 8.1% |
| Daytona Beach | Boardwalk & Beach Piers | 7,000,000 | 7,900,000 | 2,600,000 | 3,000,000 | 15% | \$78,100 | 25.0% | 5.4% | 5.2% |

Important Note for understanding and interpreting these estimated visitation figures: All numeric estimates shown here are from Placer.ai, through cell phone GPS tracking and "geofencing," which tracks the movements of between 10% and 15% of all U.S. cell phones. Algorithms are then applied to the raw data to represent actual attendance (both total visits and unique visitors) within a geographically defined area. By Placer.ai's own admission, as well as HSP's independent findings, these estimates are very likely to be estimated by a significant but relatively uniform percentage across all U.S. geographies. Therefore, the relational differences between the visitation totals are quite accurate, and can be used as a highly reliable measure of attendance performance over time, and to determine the relative popularity of a place, versus other places.

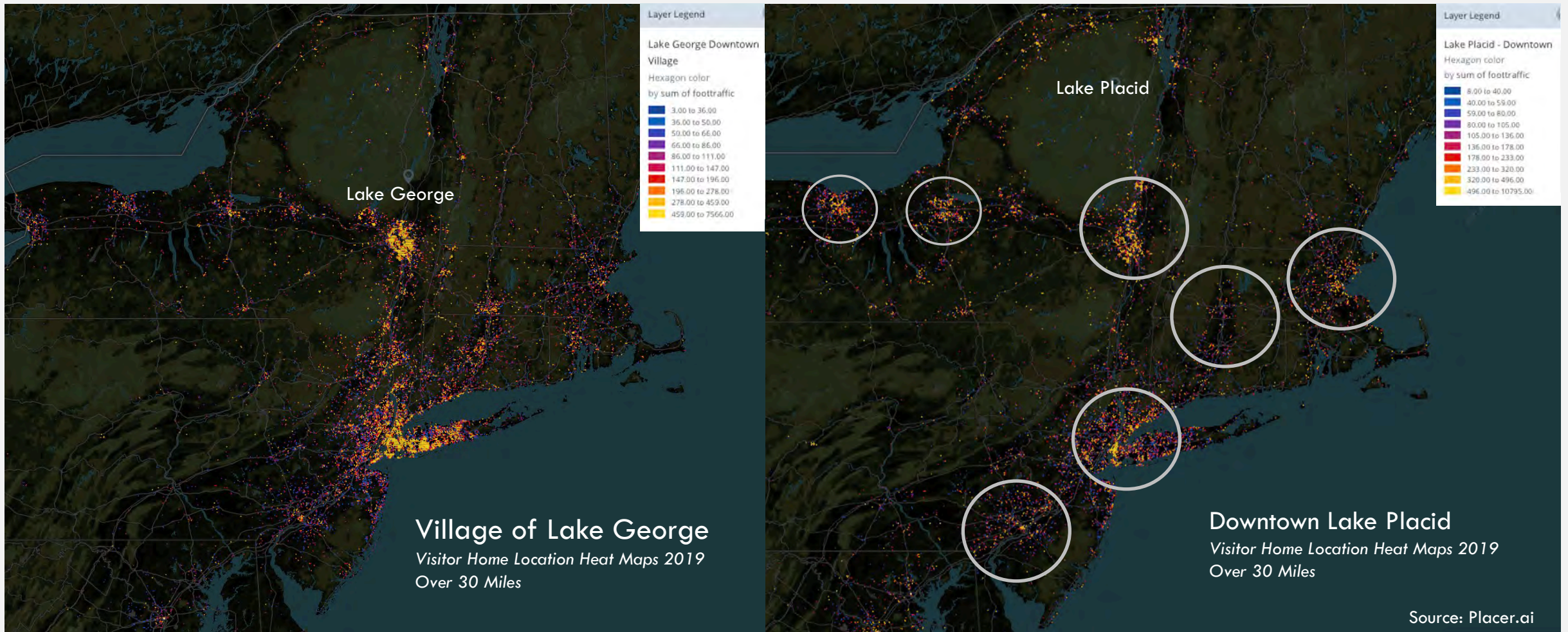
Source: Placer.ai and HSP research



Target Market Comparison

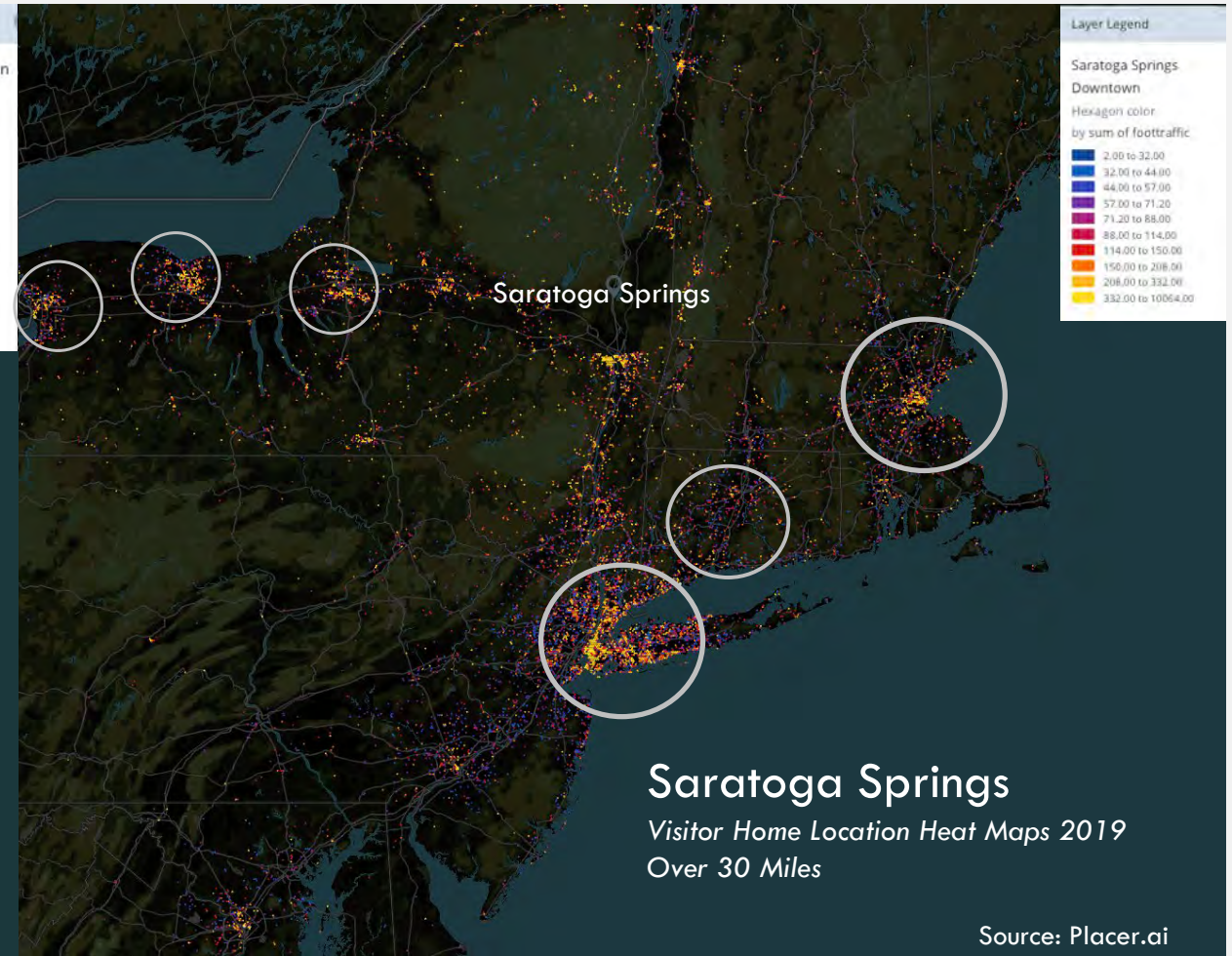
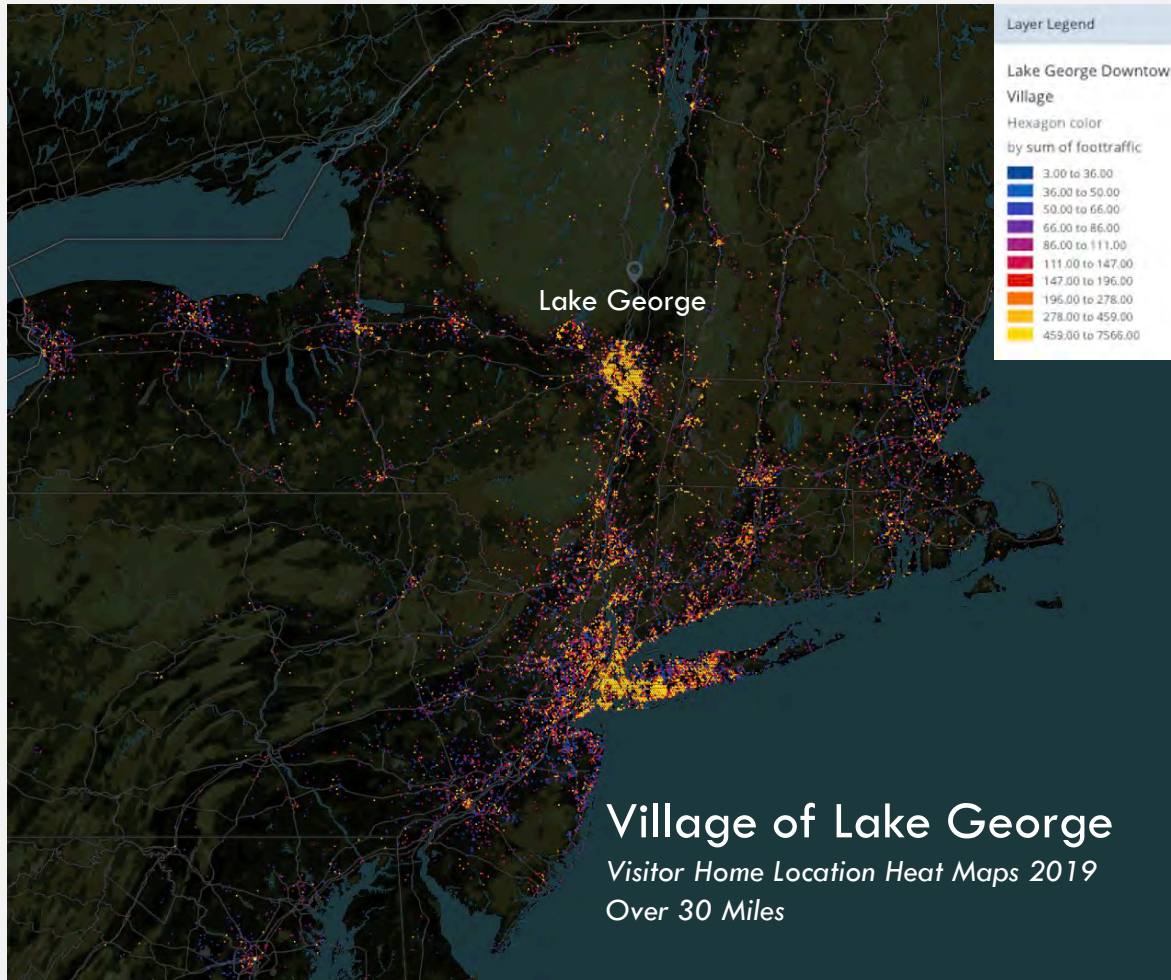
Year-Round Destinations

Warren County vs Essex County Visitation



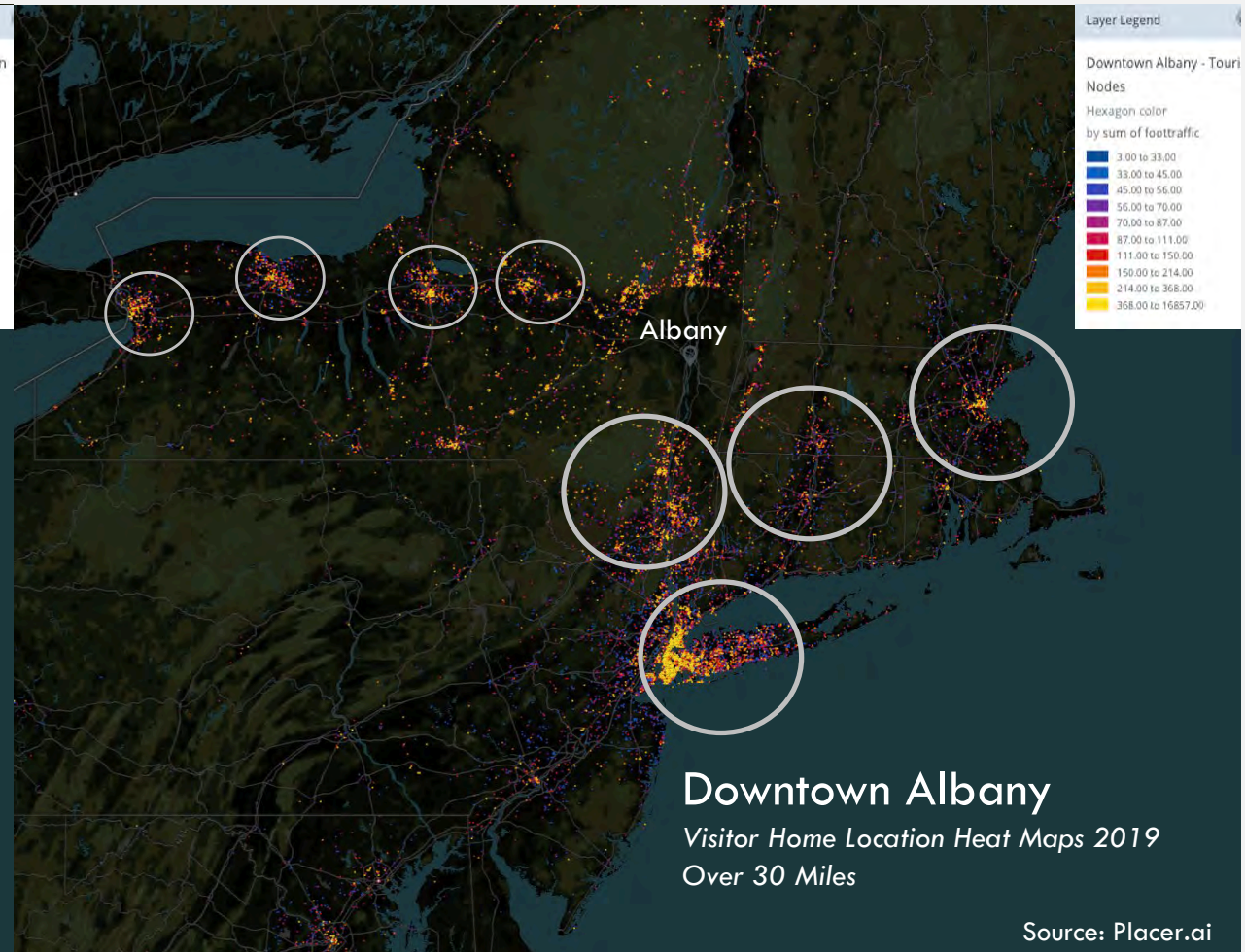
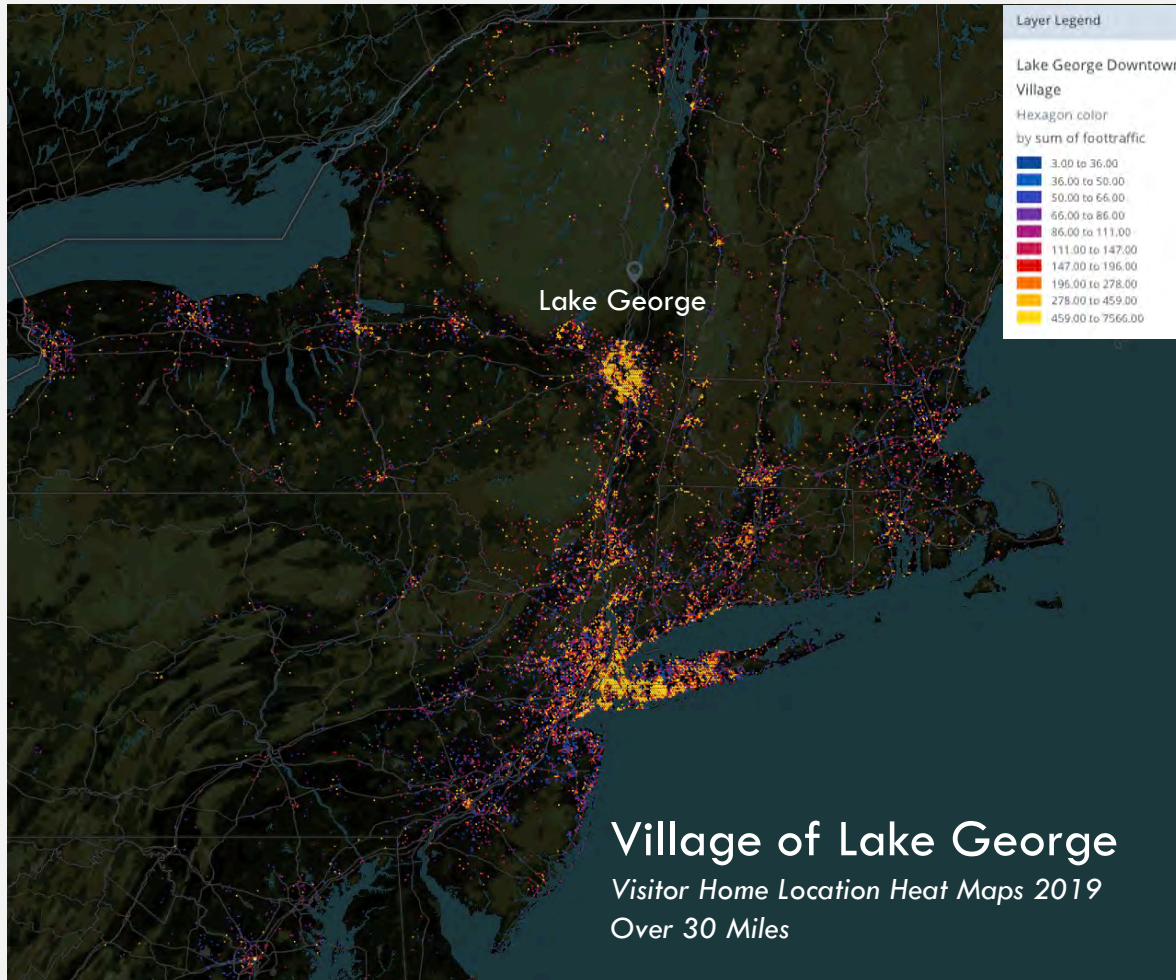
In 2019, Lake George attracted a larger visitation base from Saratoga Springs, Albany, the New York-Newark-Jersey City MSA (New York City MSA), central Massachusetts and Connecticut than Lake Placid. Lake Placid attracted a larger visitation base from Western New York, the Boston-Cambridge-Newton MSA (Boston MSA), the Philadelphia-Camden-Wilmington MSA (Philadelphia MSA) and the Northern Adirondack region.

Warren County vs Saratoga Springs Visitation



In 2019, Lake George attracted a larger visitation base from the New York City MSA, central Massachusetts and Connecticut than Saratoga Springs. Saratoga Springs attracted a larger visitation base from Western New York and the Boston MSA. Due to the 30-mile filter, Albany and Adirondack region visitation is not applicable for comparison. The most market overlap occurs in Boston, Connecticut, New York City and Western New York.

Warren County vs Albany Visitation



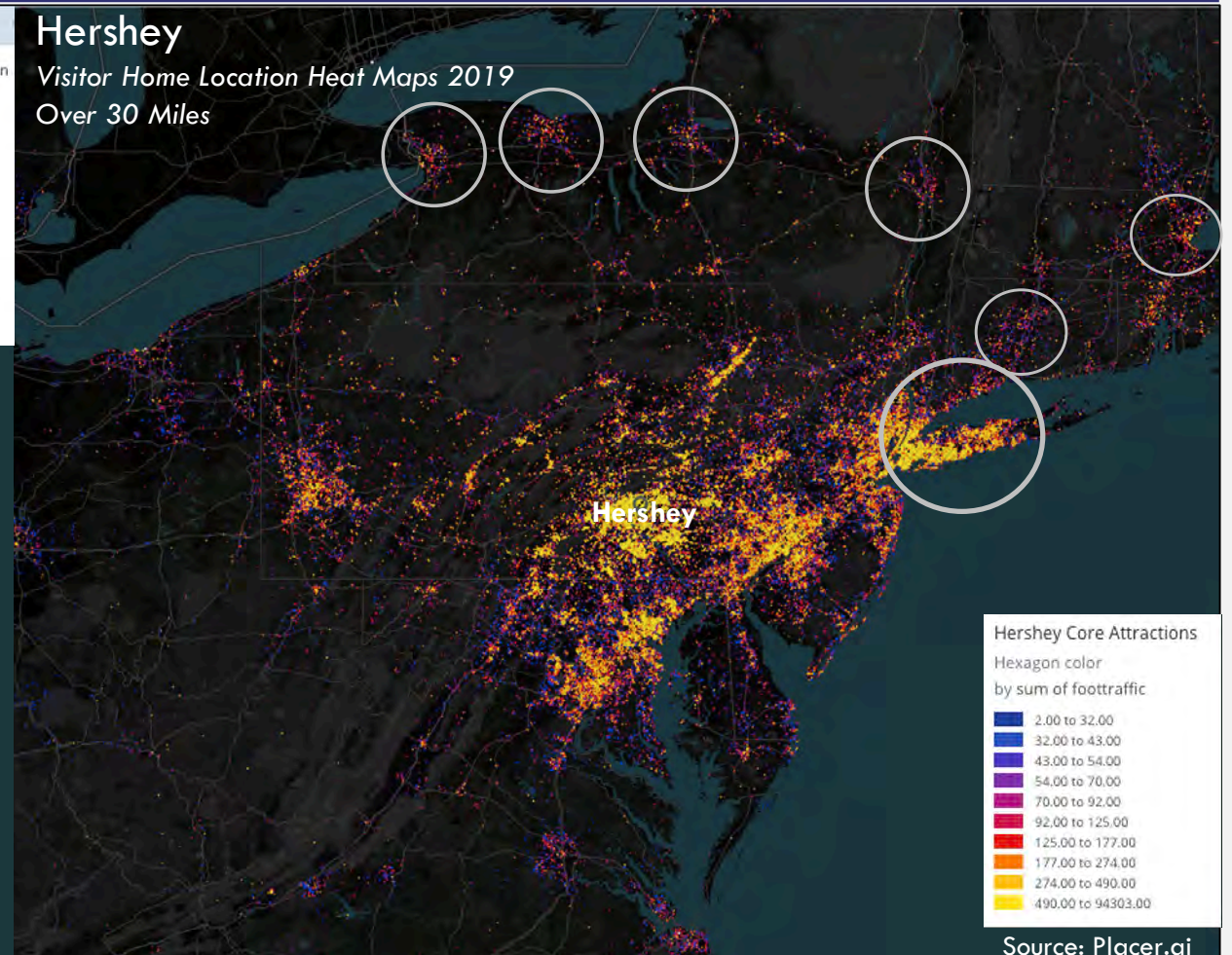
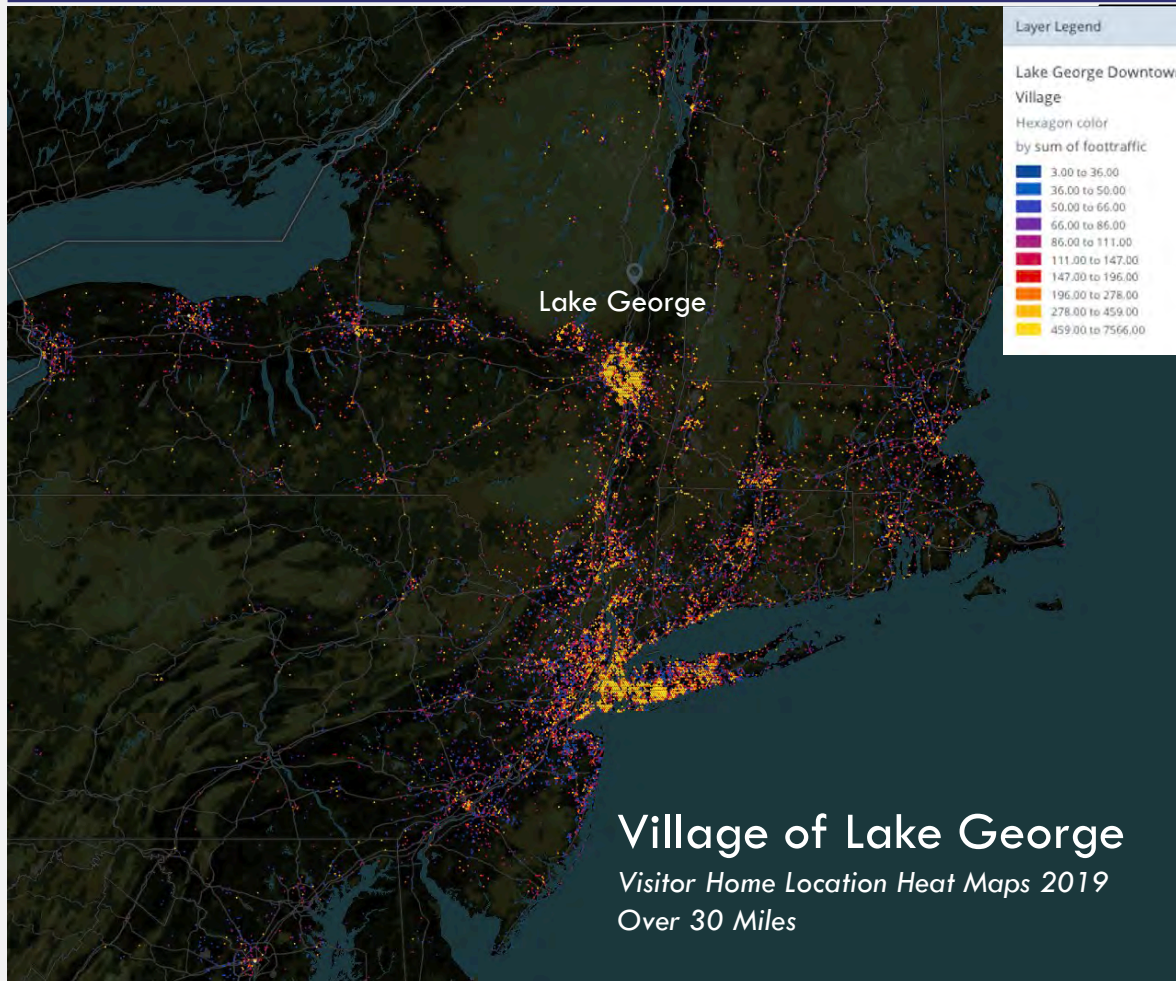
In 2019, Lake George attracted a larger visitation base from the the Philadelphia MSA, Long Island, Connecticut and Massachusetts and New Jersey. Due to Albany being the capital of New York State and its meetings and convention assets, Albany attracted a larger visitation base from major cities within New York such as Buffalo, Rochester, Syracuse and Manhattan. These assets will be covered in section three of this report. The main visitation overlap occurred in Western New York, the New York City MSA, Massachusetts, Connecticut, and Boston.



Target Market Comparison

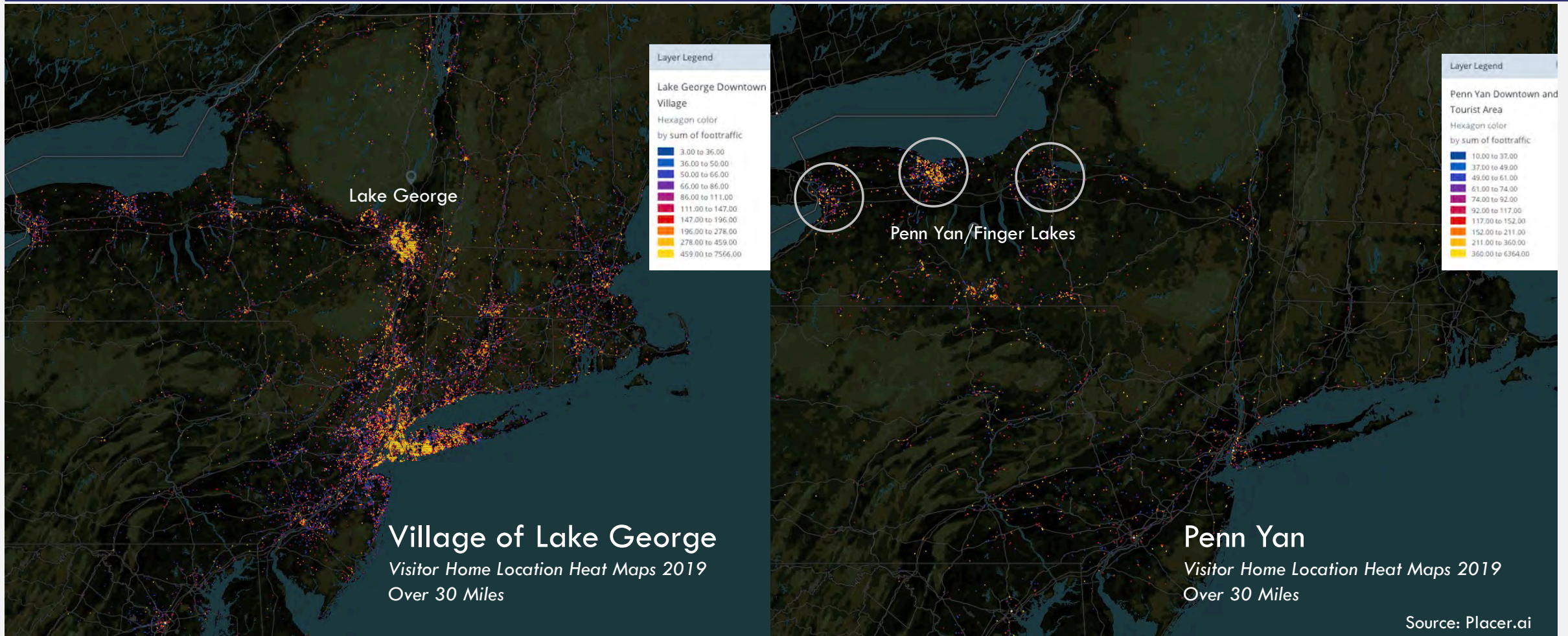
Summer Destinations

Warren County vs Hershey Visitation



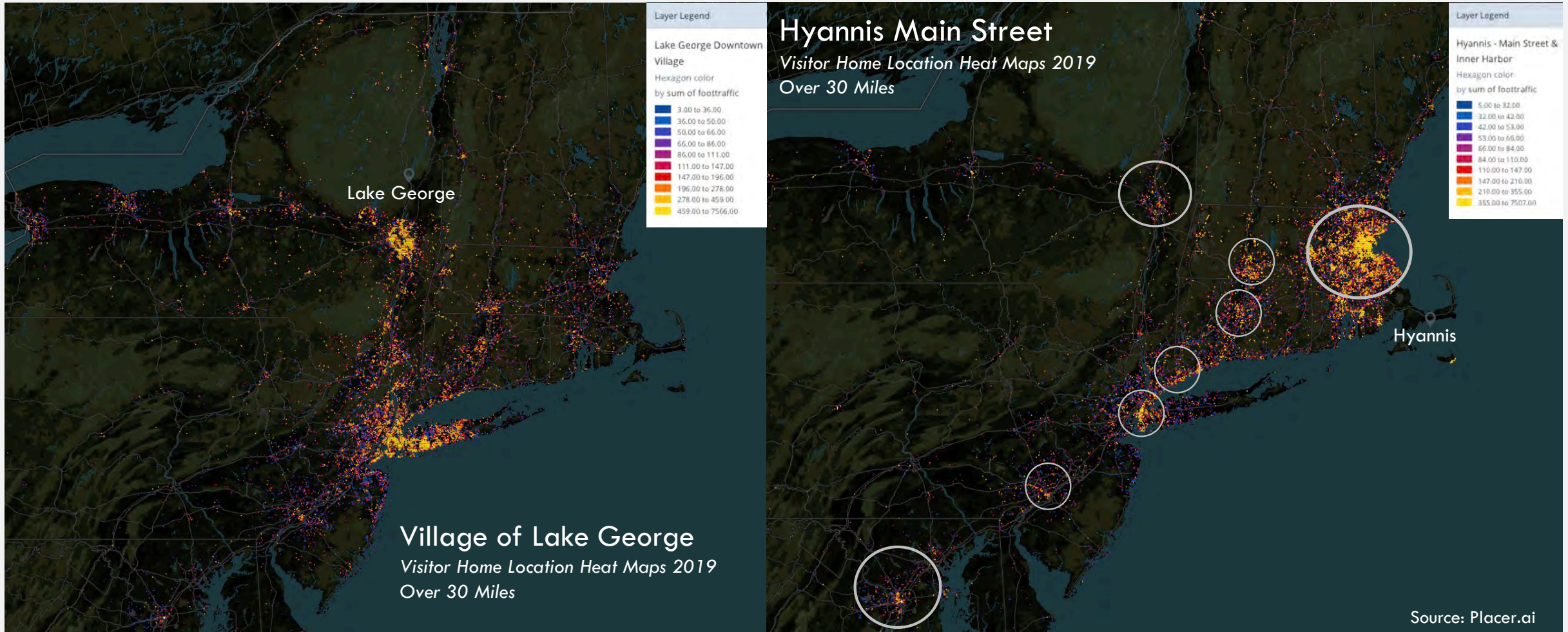
Hershey, Pennsylvania was among the top destinations covered in this report in terms of total visitation numbers in 2019. Hershey's location allows it to attract visitors from the New York City MSA, (Warren County's largest visitation base) the Philadelphia MSA, the Washington-Baltimore MSA (Washington D.C. MSA) and other major cities along the eastern seaboard. Hershey also generated visitation from Western New York, Connecticut and Massachusetts that are located closer to Warren County. The main visitation overlap occurred in New York City, Connecticut, Boston, Albany and Western New York.

Warren County vs Finger Lake Visitation



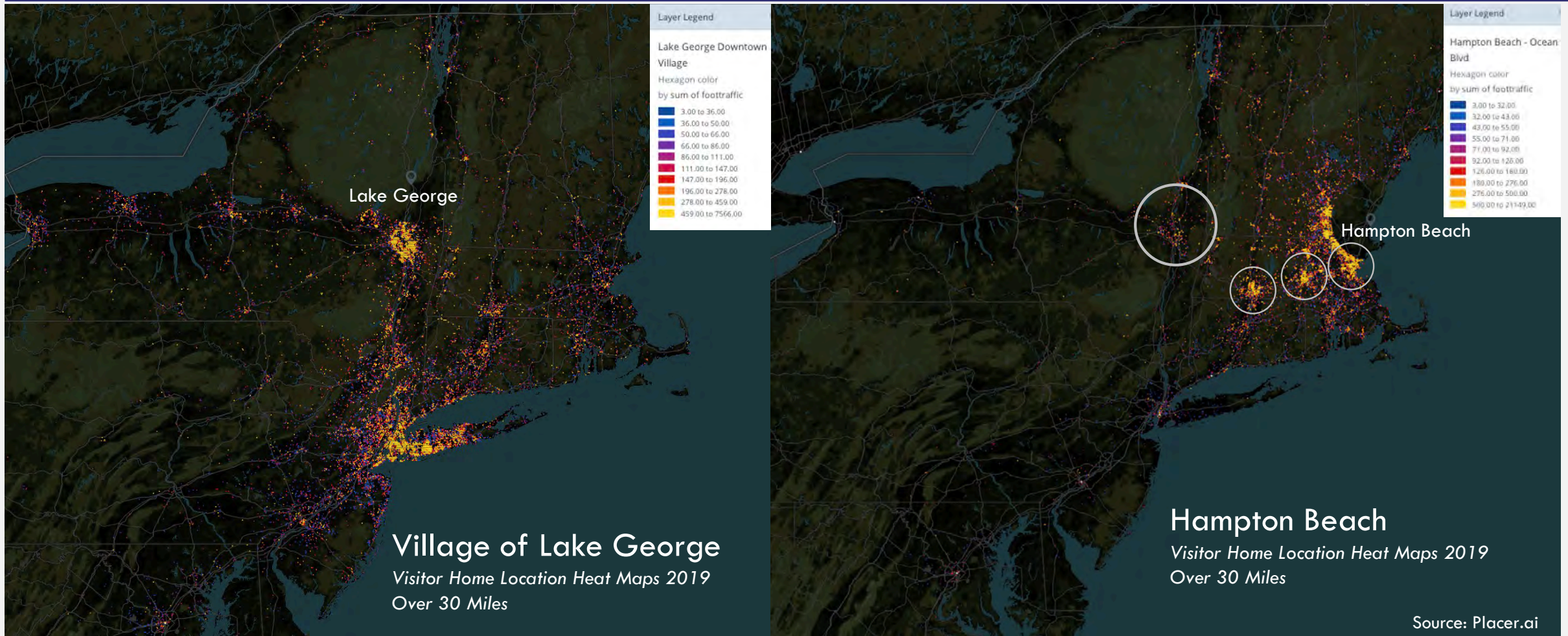
Penn Yan is smaller competitive destination among many in the Finger Lakes region. In 2019, Penn Yan primarily attracted visitors from Southwestern New York, Buffalo, Rochester and Syracuse. Warren County attracted visitors from many of these same markets but attracted more visitors from nearly every part of the Northeast.

Warren County vs Cape Cod Visitation



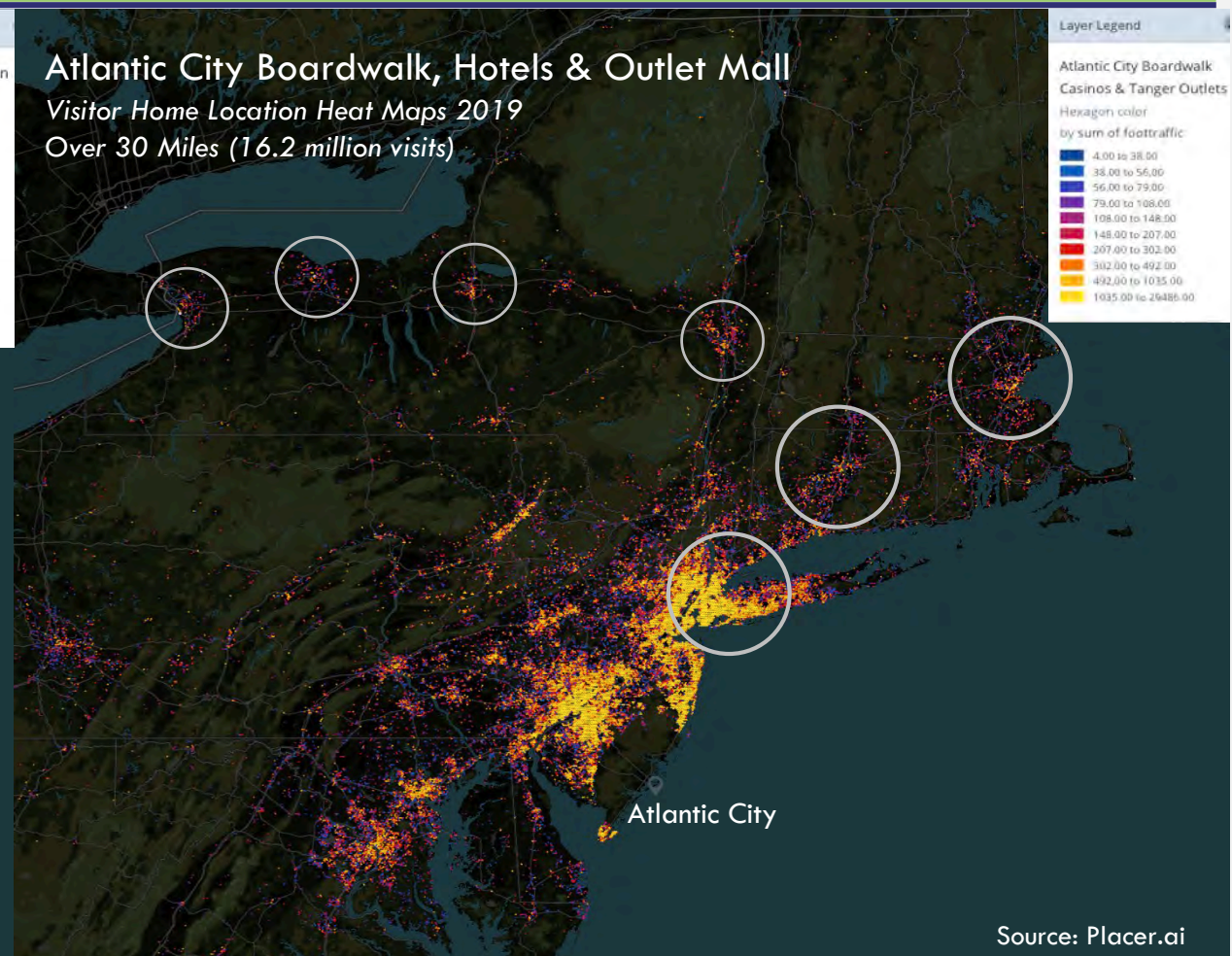
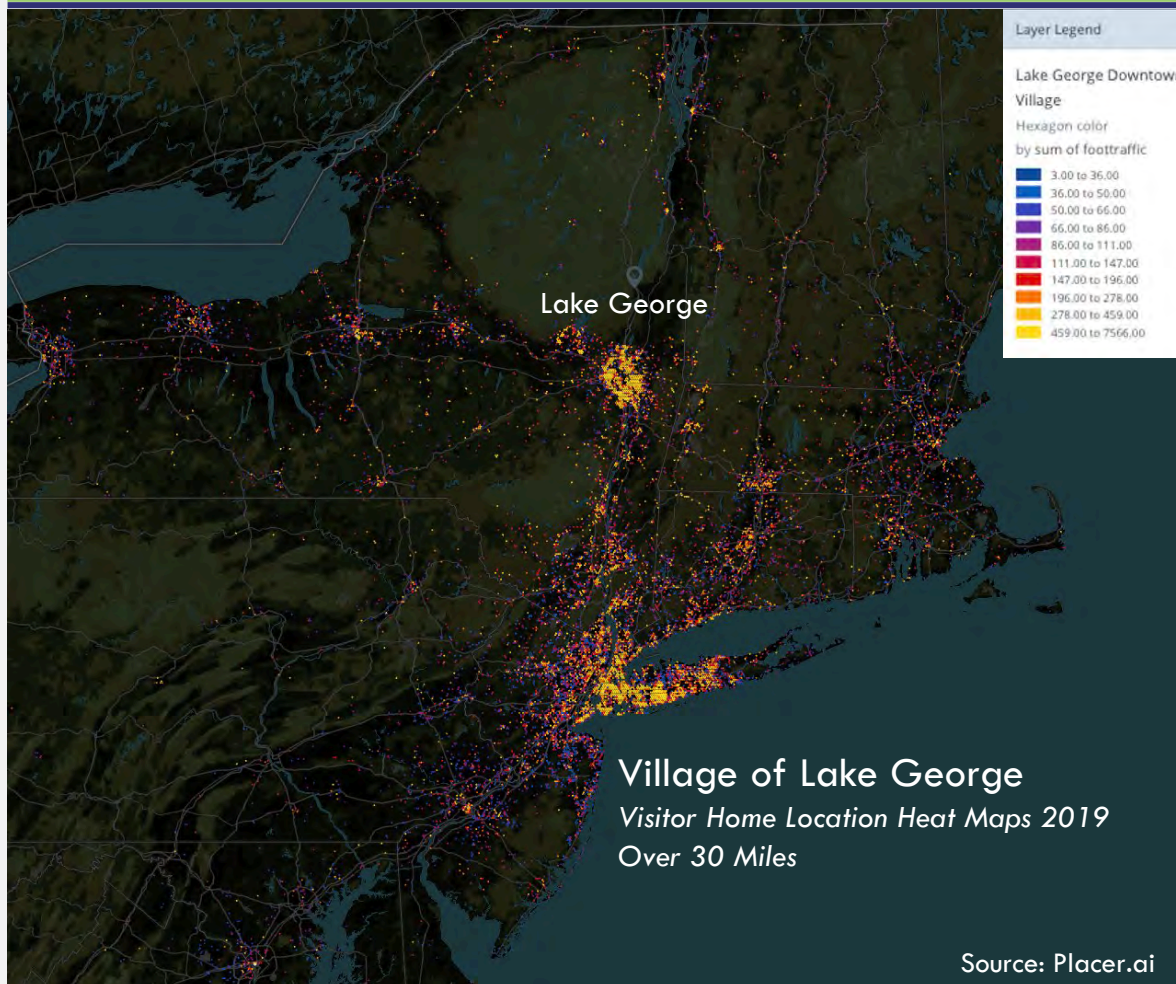
Cape Cod is another strong competitor in terms of total visitation numbers. Cape Cod's main visitor base in 2019 came from the Boston MSA but also attracted visitors from other parts of Massachusetts, Rhode Island, Connecticut, New Hampshire, the New York City MSA, Albany, Philadelphia MSA and Western New York. The main visitation overlap occurred in the Boston MSA, Massachusetts, Connecticut, the New York City MSA, Albany, the Philadelphia MSA and The Washington D.C. MSA.

Warren County vs Hampton Beach Visitation



In 2019, Hampton Beach mainly attracted visitors from the Boston-Cambridge-Newton MSA and New Hampshire. The main overlap in attraction between Warren County and Hampton Beach occurred in Springfield, Massachusetts, Worcester, Massachusetts, Hartford, Connecticut, the Boston MSA and Rhode Island. Hampton Beach also attracted visitors from Vermont and Albany.

Warren County vs Atlantic City Visitation



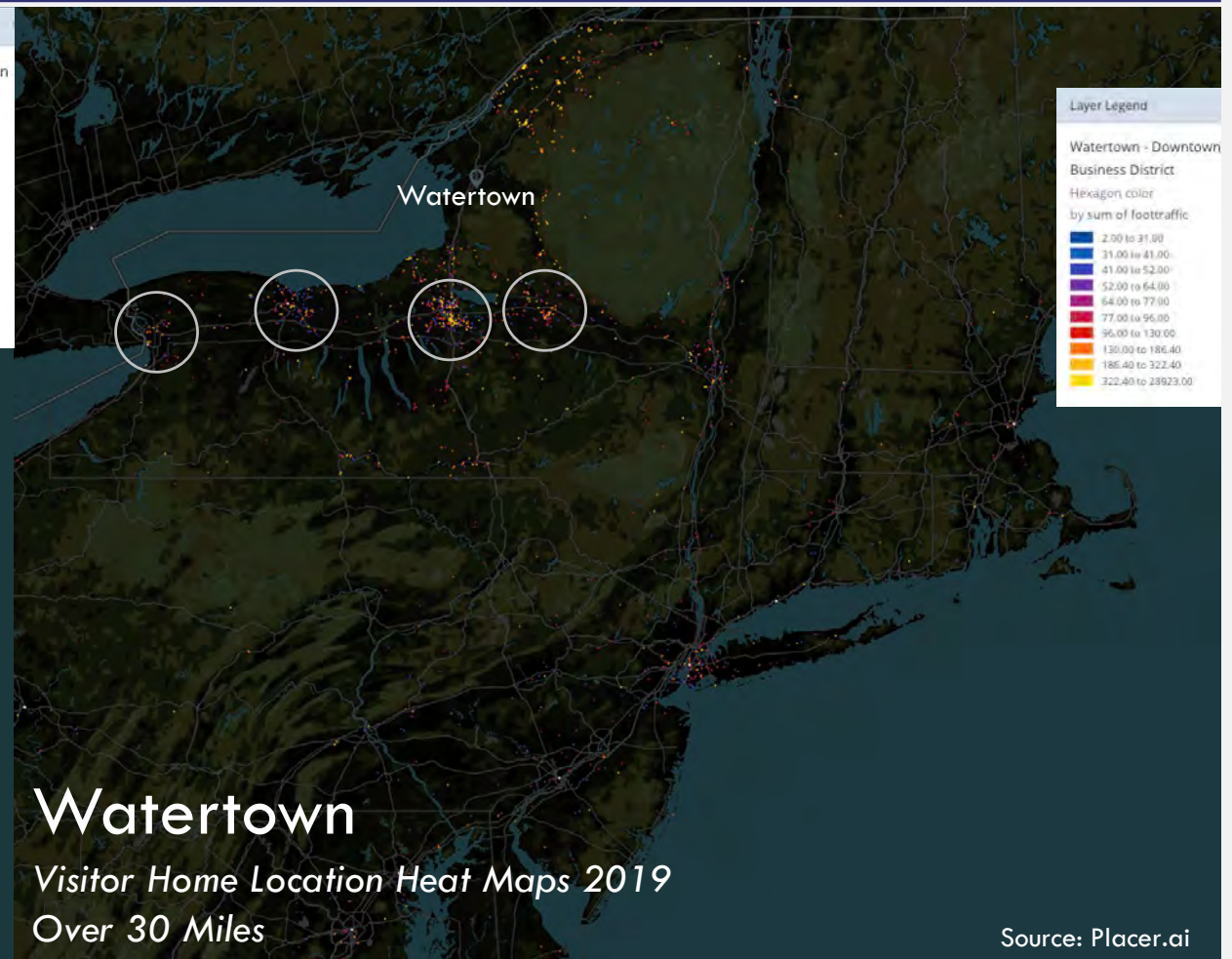
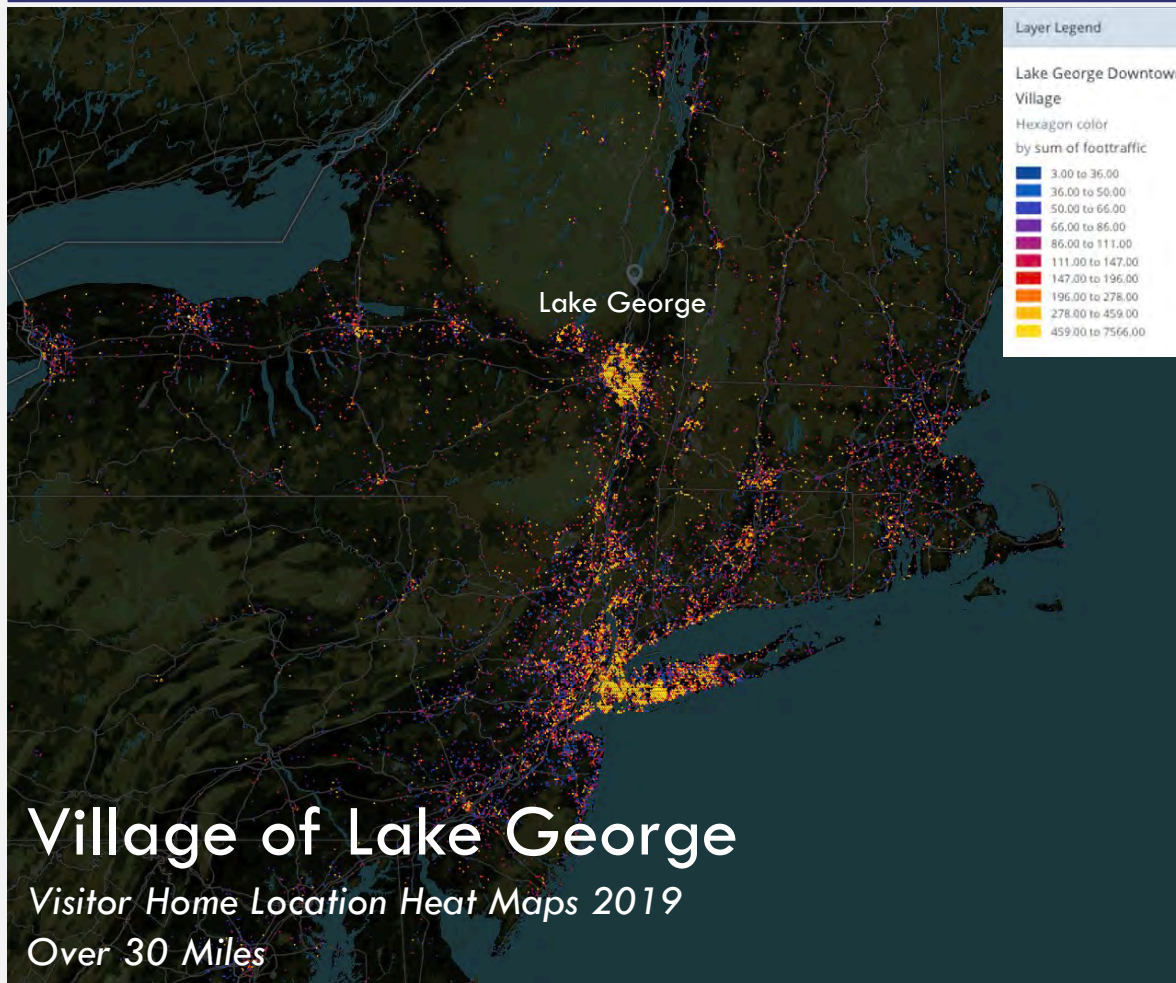
Atlantic City was among the top destinations covered in this report in terms of total visitation numbers in 2019. Similar to Hershey, PA, Atlantic City's location allows it to attract visitors from the New York-Newark-Jersey City MSA, (Warren County's largest visitation base) the Philadelphia-Camden-Wilmington MSA, the Washington-Baltimore MSA. In addition to the major MSAs, Atlantic City also attracted visitors from many of the same markets as Warren County including Upstate New York, Connecticut, Massachusetts and Boston. Despite competing in many of the same markets, Atlantic City and Warren County attract different demographics which will be covered in section four of this report.



Target Market Comparison

Winter Destinations

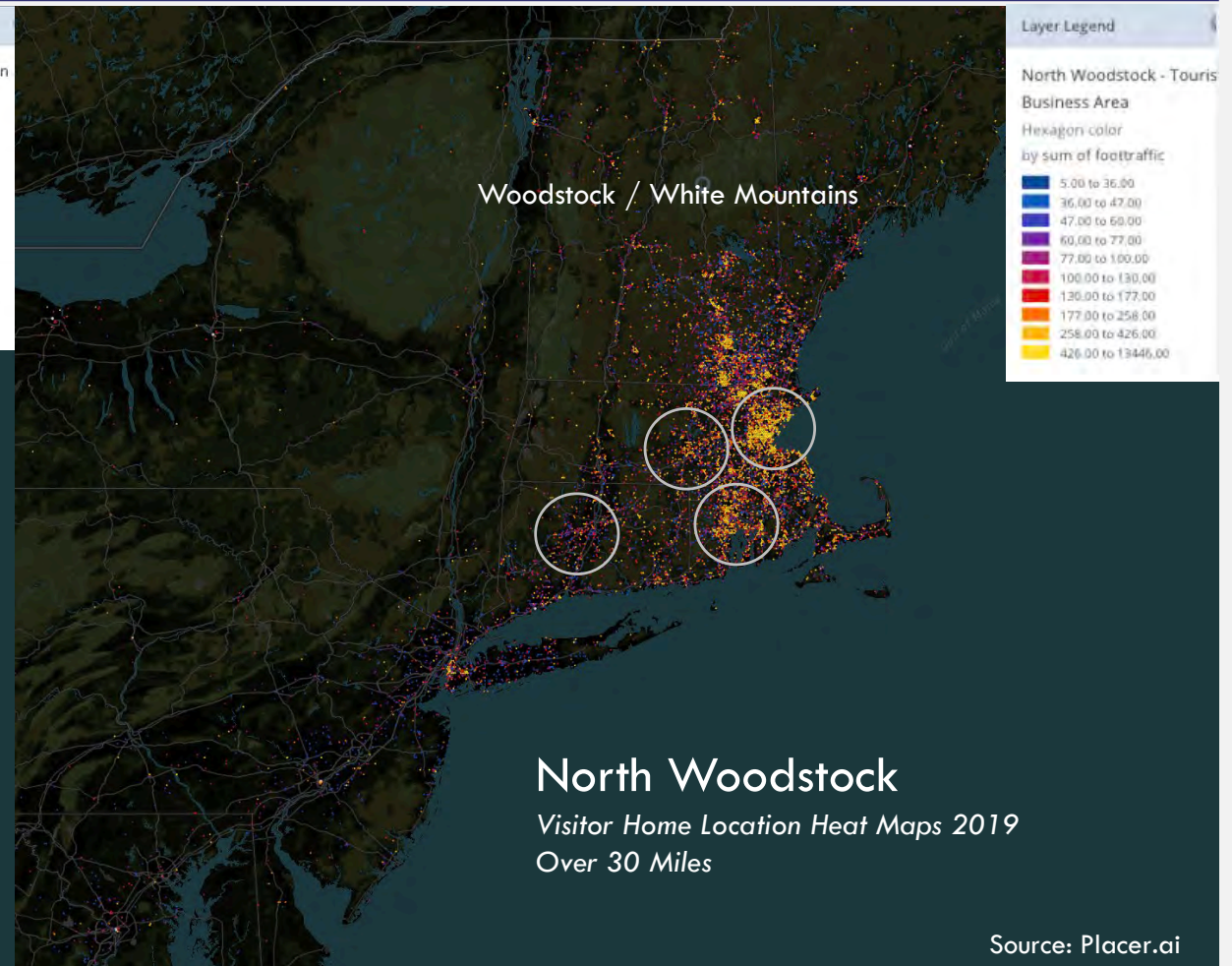
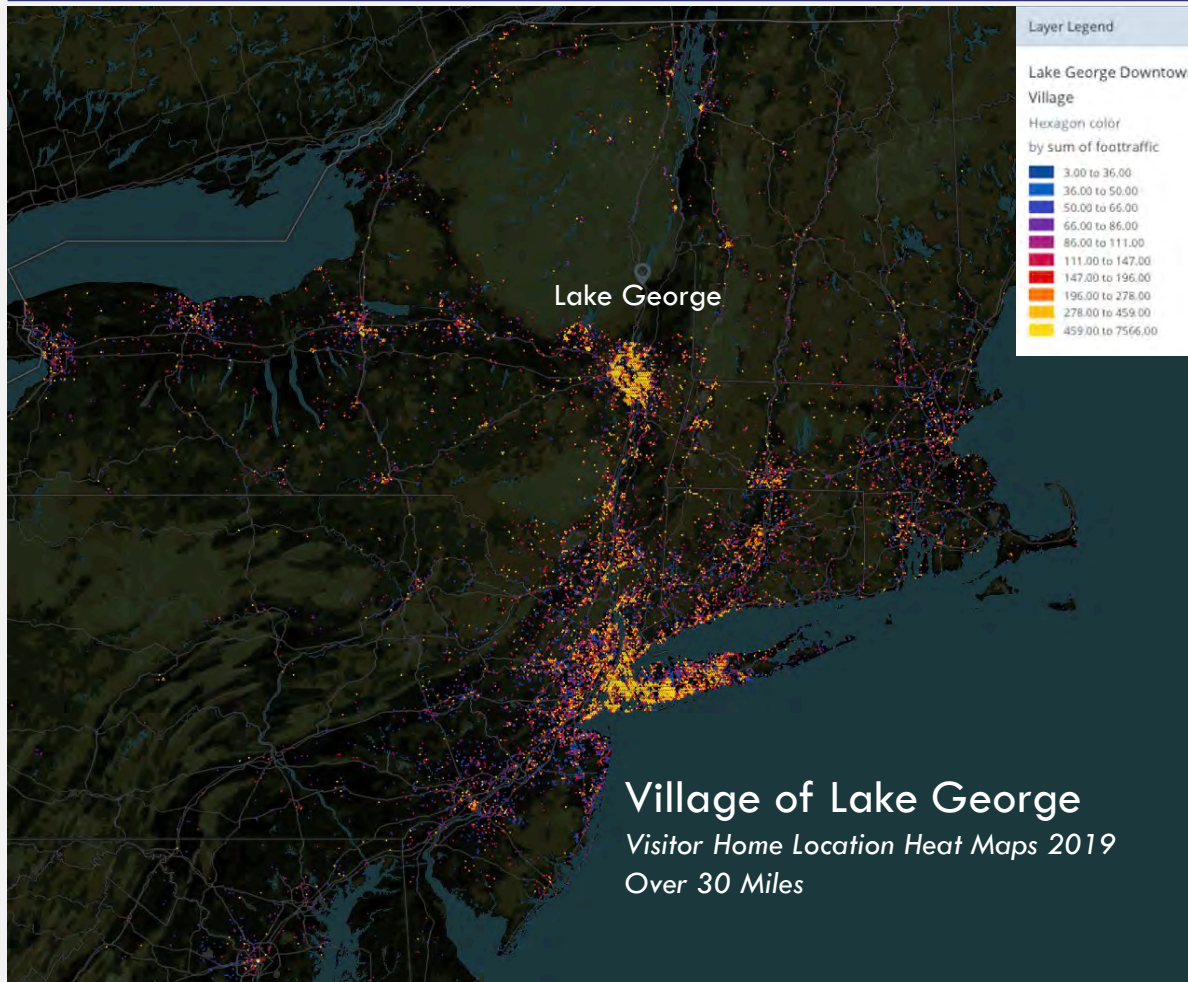
Warren County vs Watertown Visitation



Source: Placer.ai

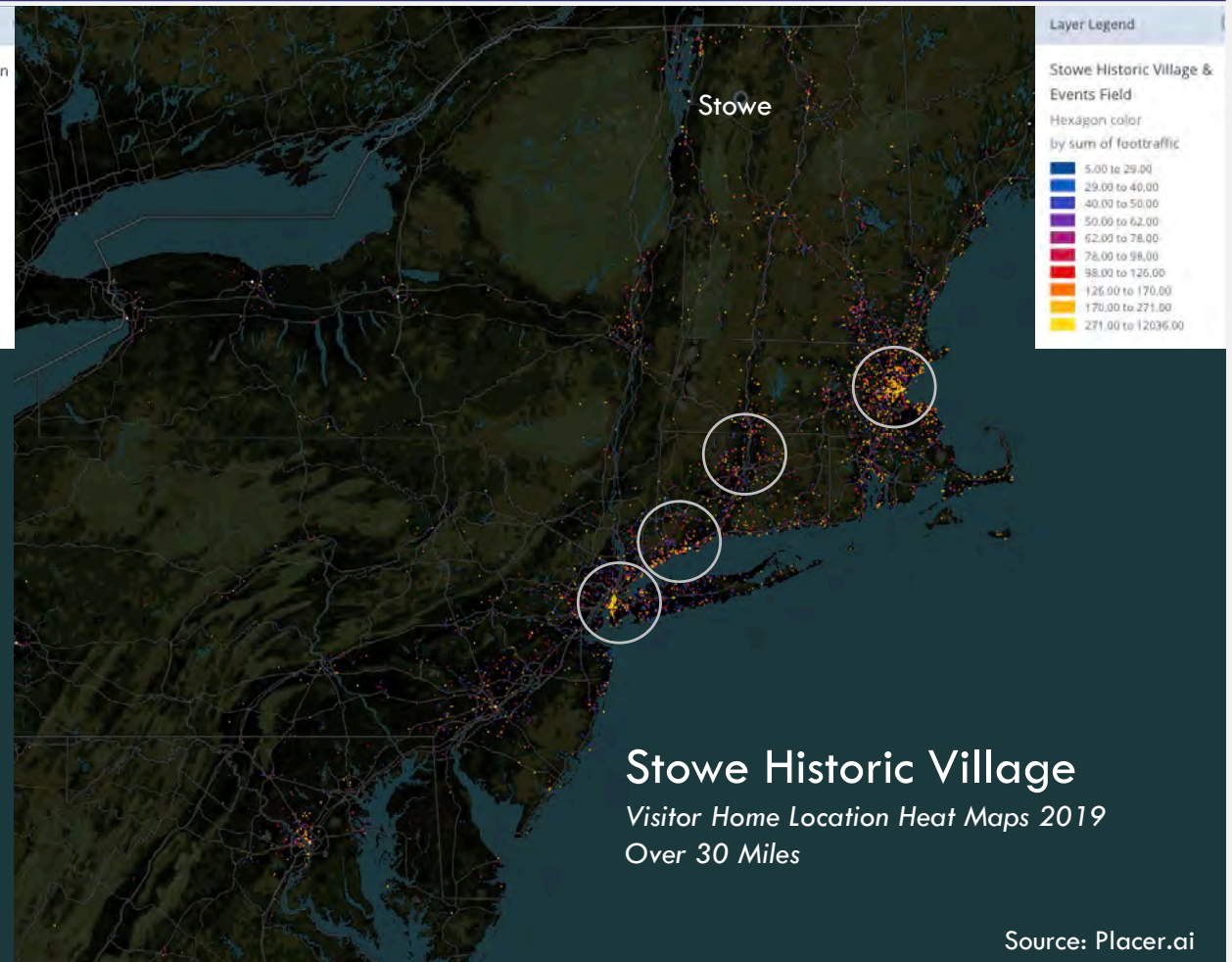
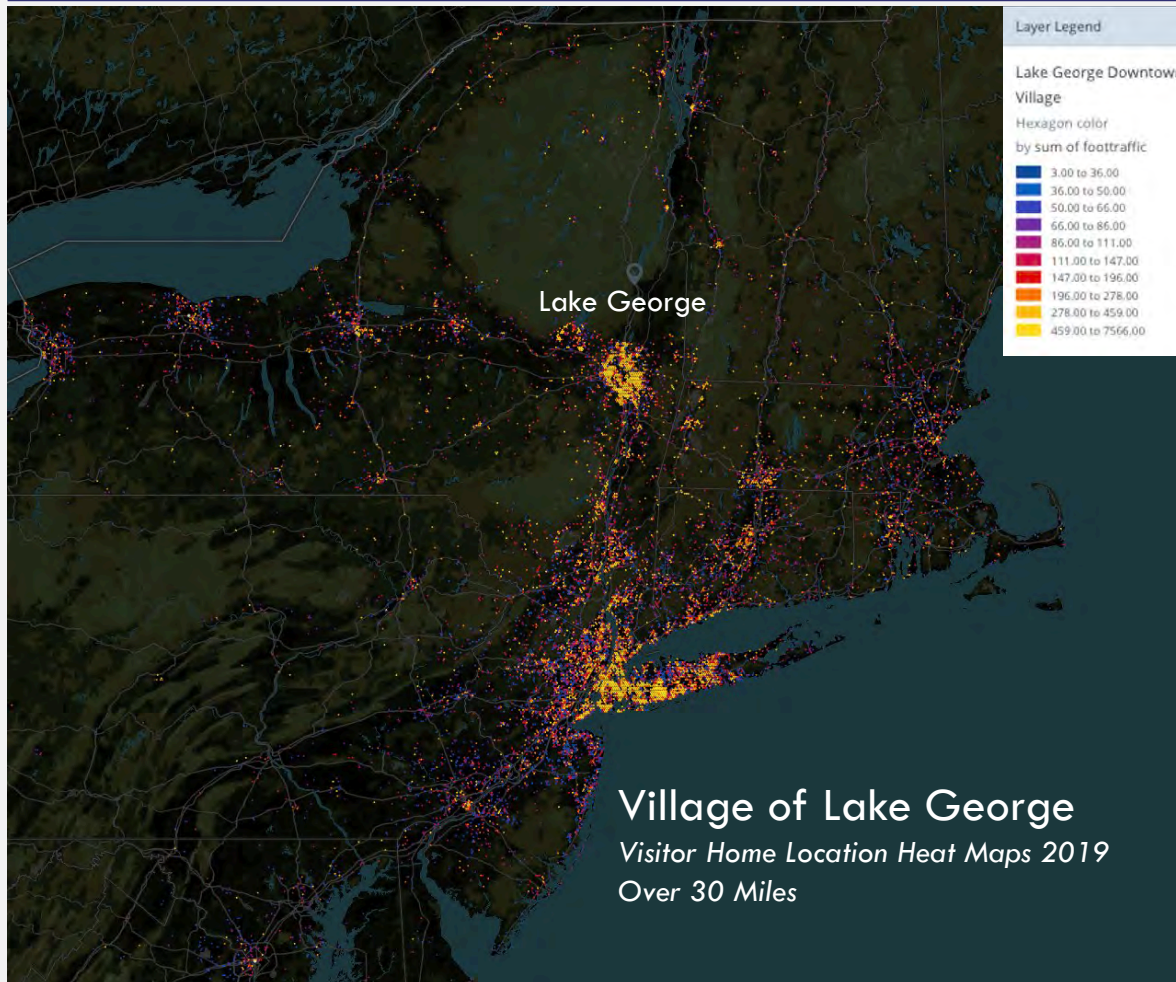
Watertown is smaller competitive destination compared to other destinations in the competitive set. In 2019, Watertown primarily attracted visitors from Buffalo, Rochester, Syracuse, Utica and the Northern Adirondack Region. Warren County attracted visitors from many of these same markets but attracted more visitors from nearly every part of the Northeast.

Warren County vs Woodstock Visitation



In 2019, Woodstock and the White Mountains attracted visitors from the Boston-Cambridge-Newton MSA, New Hampshire, Rhode Island, Connecticut, Massachusetts and Maine. The main overlap in attraction between Warren County and Woodstock occurred in Springfield, Massachusetts, Worcester, Massachusetts and the Boston-Cambridge-Newton MSA.

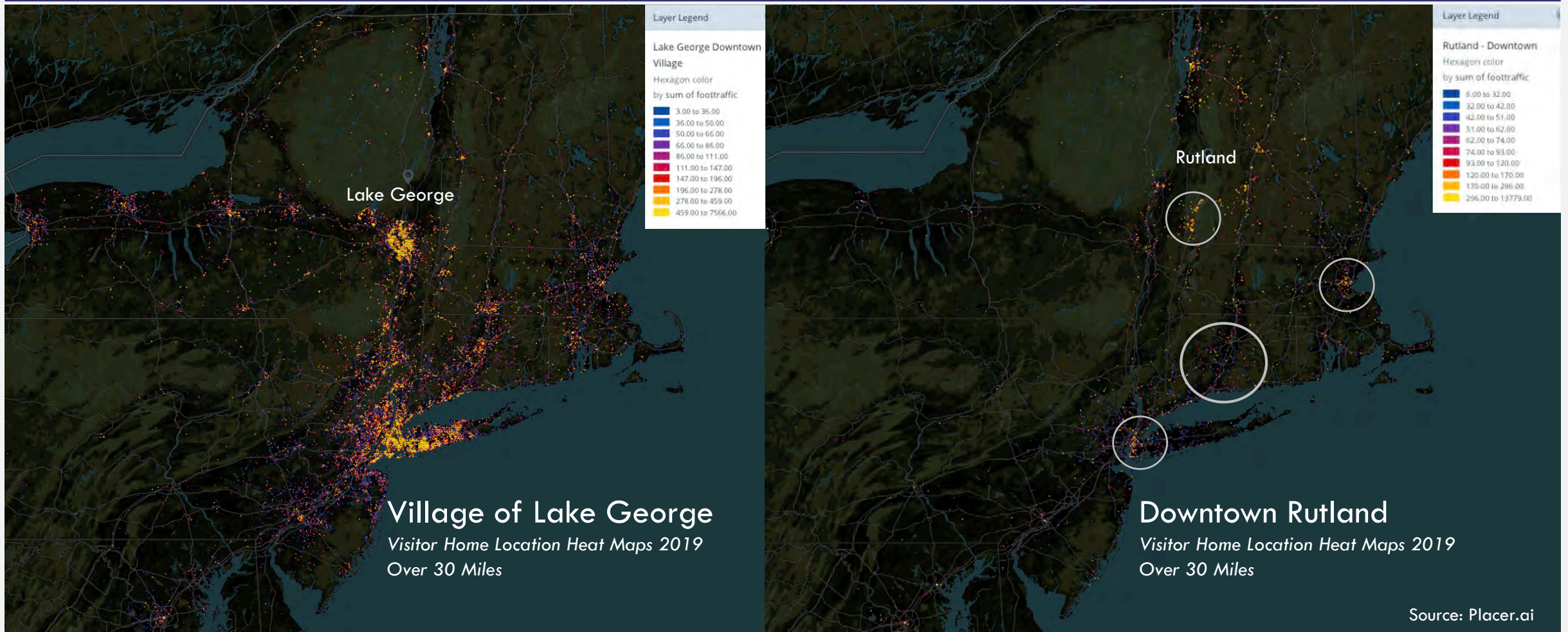
Warren County vs Stowe Visitation



Source: Placer.ai

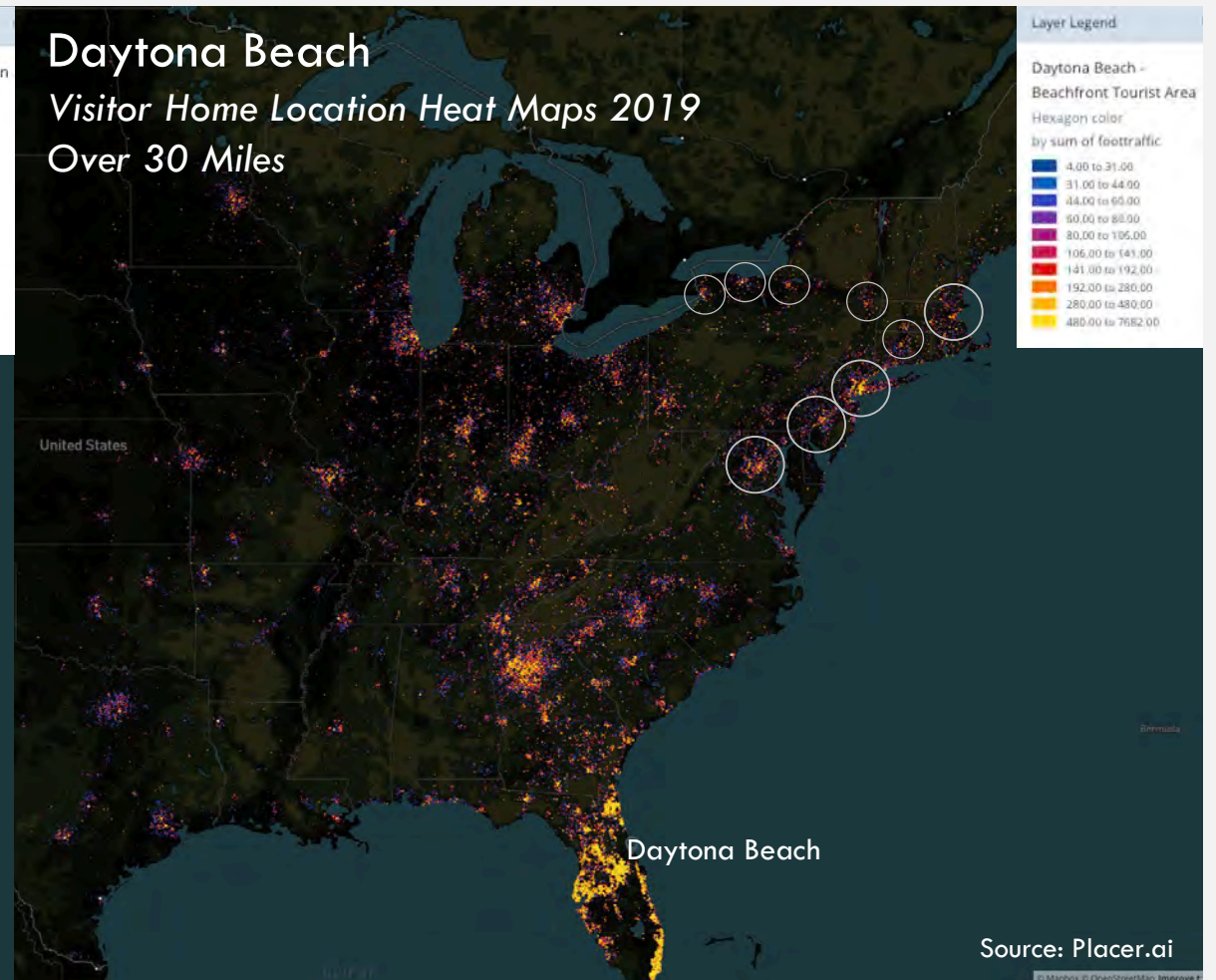
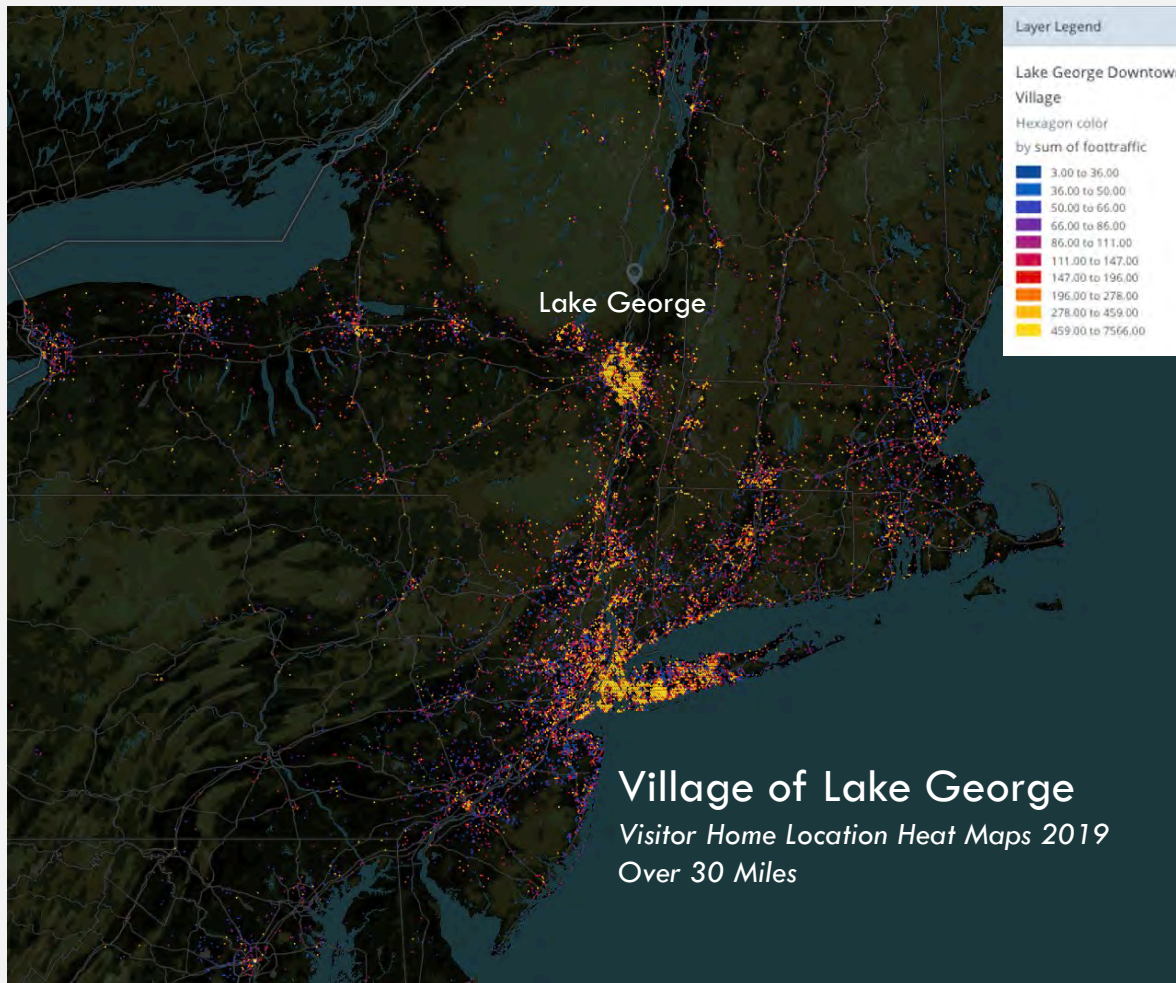
In 2019, Stowe attracted visitors from the Boston-Cambridge-Newton MSA, Vermont, New Hampshire, Rhode Island, Connecticut, Massachusetts and Maine. The main overlap in attraction between Warren County and Stowe occurred in the Boston MSA, the New York City MSA, and Connecticut.

Warren County vs Rutland Visitation



In 2019, Rutland attracted visitors from Vermont, the Boston MSA, New Hampshire, Connecticut, Massachusetts, the New York City MA and Maine. The main overlap in attraction between Warren County and Rutland occurred in the Boston MSA, the New York City MSA, Connecticut and Southwestern Vermont.

Warren County vs Daytona Beach Visitation



In 2019, Daytona Beach attracted visitation from all over the country. Daytona's tourism experience is unique compared to other destinations in the competitive set. Despite its location in Florida, Daytona attracts visitation from the Northeast, mainly overlapping in the New York City MSA, Boston MSA, Philadelphia MSA, Washington D.C. MSA, Connecticut and Upstate New York.

Implications and Takeaways: Warren County Tourism

Best Takeaways

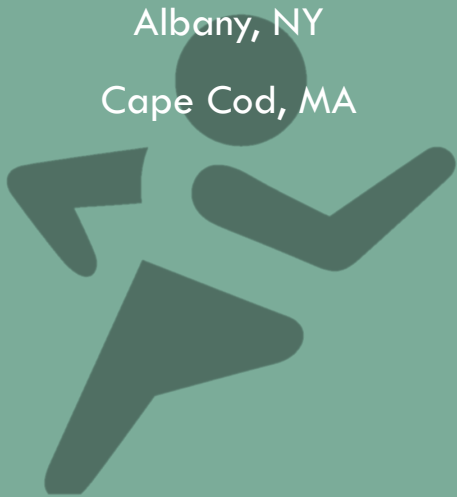
HSP provided an overview of best practices for Warren County to take note of throughout the following analysis.

Sports Tourism

Essex County, NY

Albany, NY

Cape Cod, MA



Meetings & Events

Essex County, NY

Saratoga Springs

Albany, NY

Hershey, PA

Atlantic City, NJ



Special Events

Saratoga Springs, NY

Hampton Beach

Rutland, VT

Daytona Beach, FL



Funding & Structure

Woodstock, NH

Daytona Beach, FL



Strong Opportunities

Sports Tourism - To fill the winter calendar, there is a potential opportunity to develop an indoor youth sports facility to host large tournaments (hockey, basketball, volleyball, wrestling, cheer, etc.). Separately, WC would experience stronger winter visitation if Gore Mountain had more hotels within the immediate area. The extension of the public sewer system to the area would make such developments much more viable.

Special Events – Warren County already has an established and robust calendar of special events. As experienced with IceCastles, these events have done well at bringing new visitors to the market. Events give a reason for store owners to return to the county during winter months. There is room to grow the number of events.

Funding & Structure – Daytona Beach provides a case study on performance-based event funding for marketing dollars. Funding varies for new and established events. White Mountains shows the power of separate seasonal marketing entities.

Non-Optimal Opportunities

Meetings & Events – Warren County does not have a large-scale facility to host conventions. The county is situated further from the airport and has nearby towns with established convention centers which would hinder a potential project.



Sports Tourism

hunden strategic partners

HSP identified two areas that Warren County could develop assets to further succeed during winter months: youth sports and mountain lodging. The following section will reveal the need to strengthen these assets.

Youth Sports

Youth sports tournaments drive high-impact overnight visitation from families from within a five-hour drive time, typically.

A youth sports facility that could fill a gap for hockey basketball, volleyball, indoor pickleball, cheer, wrestling and other indoor sports could drive overnight visitors year-round during weekends and for weekday practices.

Mountain Lodging

When planning ski trips, tourists look for destinations that have everything they need in one place. Mountains offering lodging accommodations within close proximity allow visitors to spend their time enjoying the outdoors as opposed to travelling to and from their lodging.

Gore Mountain is Warren County's premier skiing destination, but its supporting lodging assets are severely underbuilt compared to competitive destinations' premier skiing locations. Skiing is a major source of winter tourism in the region and Warren County is not currently capturing Gore Mountain's full potential for winter tourism.

Youth Sports Facilities

According to Warren County Tourism, approximately 43 percent of Warren County group business over the last 5 years has been driven by sport tourism.

These sports include lacrosse, soccer, basketball, volleyball (indoor and beach), running & cycling events, mountain biking, baseball, softball, hockey, field hockey, disc golf, endurance/long distance swimming, and pickleball.

Indoor Sports Facilities - Warren County, NY
Excluding Public/Private School Facilities

| Facility | City | County | Indoor Facilities | | | |
|--|----------------|----------|-----------------------------|-----------|------------|------------------|
| | | | Multi-Purpose Turf Field | Gymnasium | Ice Sheets | Bowling Lanes |
| Adirondack Sport Complex - The Dome | Queensbury | Warren | 1 | — | — | — |
| Cool Insuring Arena | Glens Falls | Warren | — | — | 1 | — |
| Glens Falls Recreation Center (Fire Rd Rink) | Glens Falls | Warren | — | — | 1 | — |
| Kingpin Family Fun Center | S. Glens Falls | Saratoga | — | — | — | 42 |
| Lanes and Games Bowling Center | Lake George | Warren | — | — | — | 24 |
| SUNY Adirondack Community College | Queensbury | Warren | — | 1 | — | — |
| Total | | | 1 | 1 | 2 | 66 |

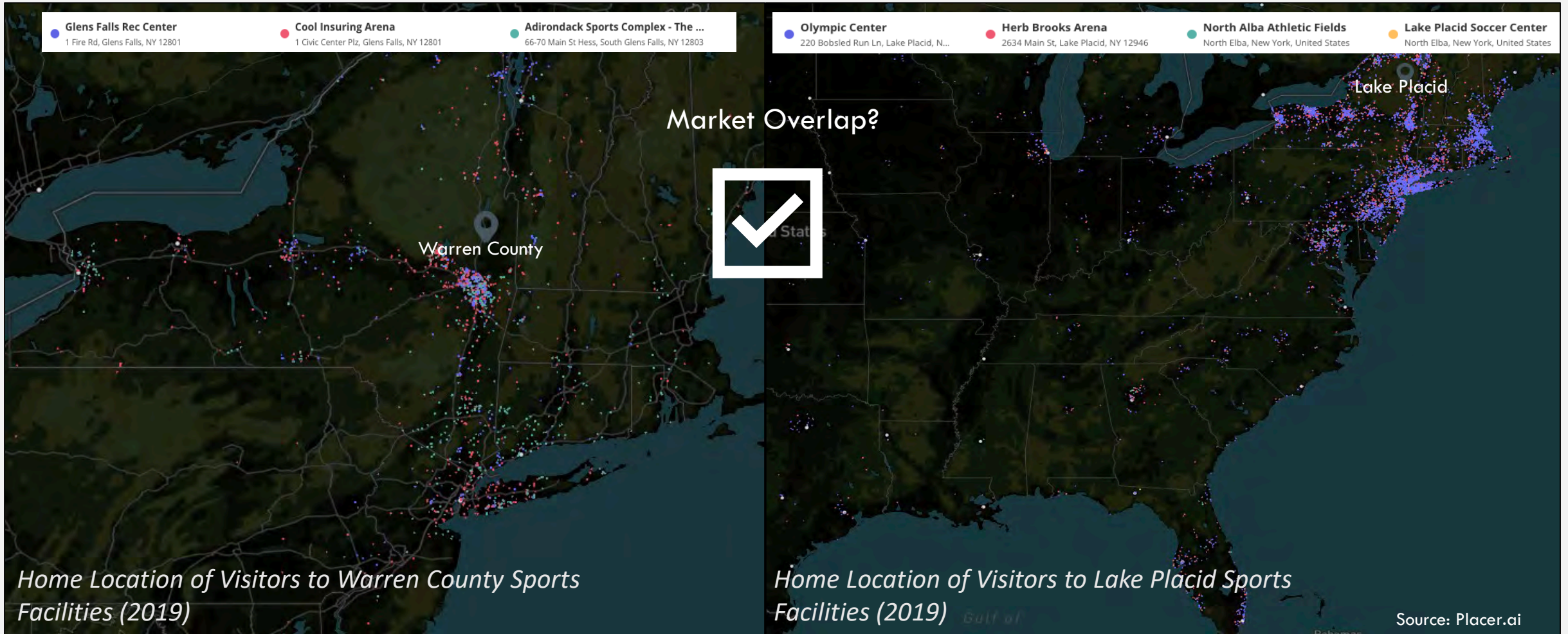
Source: Hunden Strategic Partners, Warren County Tourism

Outdoor Sports Facilities - Warren County, NY
Excluding Public/Private School Facilities

| Facility | City | County | Outdoor Facilities | | | | | |
|-------------------------------------|----------------|------------|--------------------|-----------|------------|-----------|------------|-------------------|
| | | | Diamonds | Fields | Basketball | Tennis | Ice Sheets | Trails (Miles) |
| Adirondack Sport Complex - The Dome | Queensbury | Warren | 4 | 3 | — | — | — | — |
| SUNY Adirondack Community College | Queensbury | Warren | 1 | 1 | — | 6 | — | — |
| Adirondack MX Facility | Fort Ann | Washington | — | — | — | — | — | 3.1 |
| Crandall Park | Glens Falls | Warren | 2 | 3 | 2 | 2 | — | — |
| Cole Woods Ski Trails | Glens Falls | Warren | — | — | — | — | — | 4.1 |
| East Field Stadium | Glens Falls | Warren | 4 | 4 | 2 | — | — | — |
| Golden Goal Sport Park | Fort Ann | Washington | — | 8 | — | — | — | — |
| Gumey Mountain Bike Park | Queensbury | Warren | — | — | — | — | — | 13 |
| Haviland Cove | Glens Falls | Warren | 1 | — | — | — | — | — |
| Warrenburg Town Rec Fields | Warrenburg | Warren | 2 | 2 | 2 | 2 | — | — |
| Rogers Beach Park | Bolton Landing | Warren | — | — | 1 | 2 | — | — |
| Vet Memorial Park | Bolton Landing | Warren | — | — | 1 | — | — | — |
| Total | | | 14 | 21 | 8 | 12 | 0 | 20 |

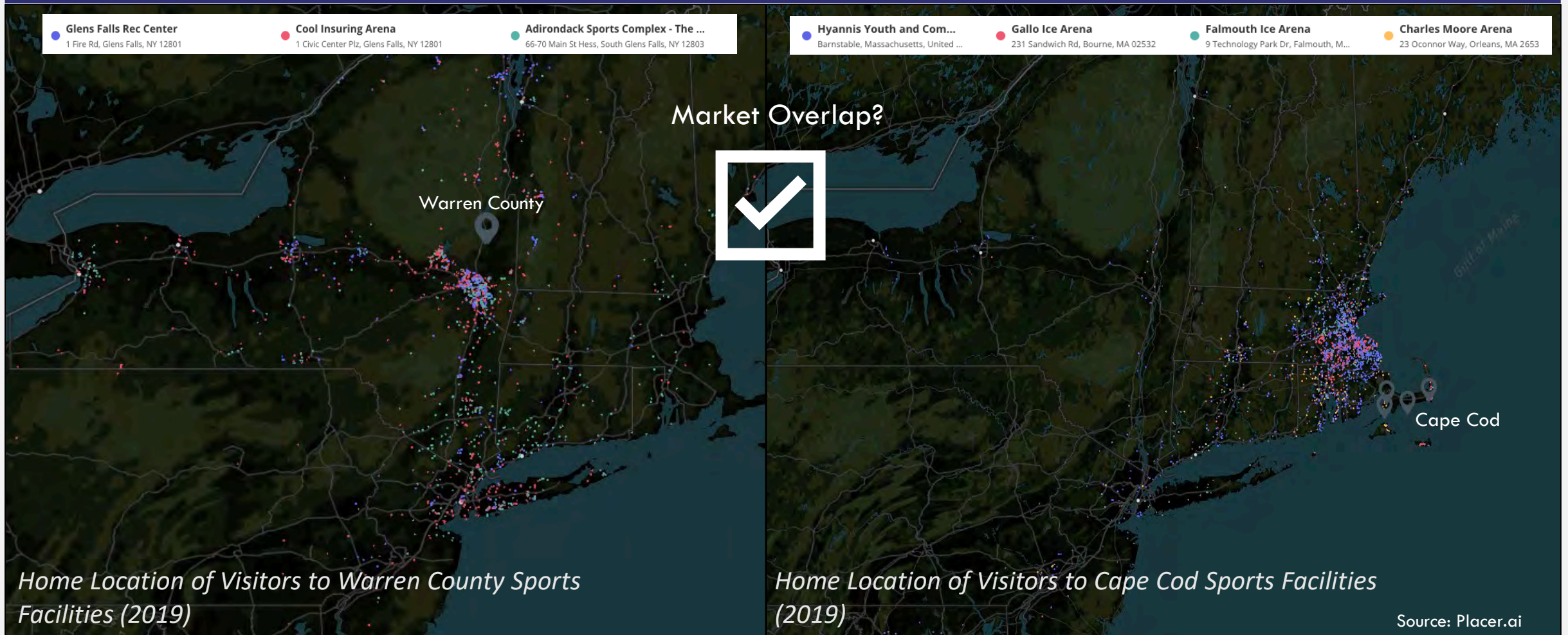
Source: Hunden Strategic Partners, Warren County Tourism

Warren County vs Lake Placid Sports Visitation



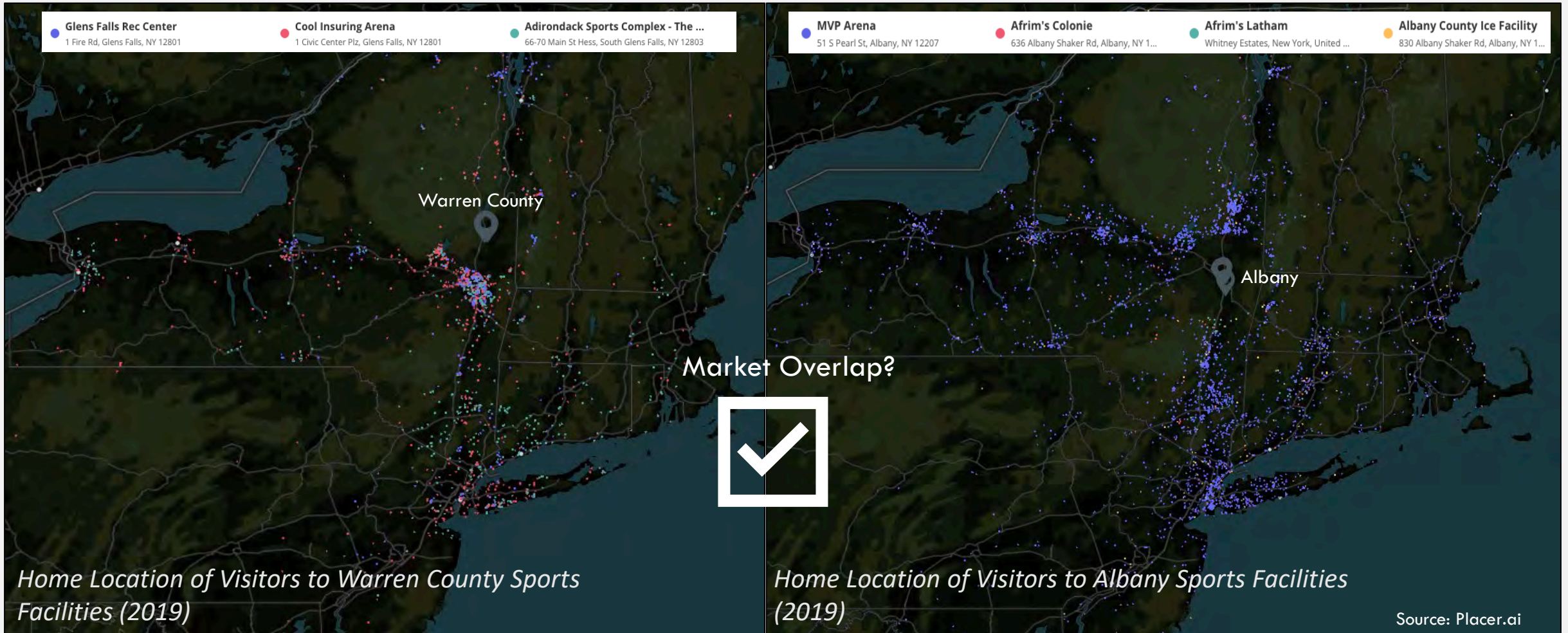
Currently, Warren County and Lake Placid attract visitors from many of the same locations for youth sports competitions. Lake Placid's historical relevance in hockey as well as their quality of facilities, such as the Herb Brooks Arena, allow them to host large regional tournaments. Warren County does not currently have a quality facility that would allow them to compete in attracting tournaments.

Warren County vs Cape Cod Sports Visitation



In 2019, Warren County attracted more visitors from Connecticut and Massachusetts to their sports facilities than Cape Cod attracted from Warren County. Visitors to Warren County from Connecticut and Massachusetts went to the Cool Insuring Arena and Adirondack Sports Complex which are two destinations for hockey, basketball and volleyball. With a more competitive youth sports facility Warren County has the potential to attract more visitors from Central Connecticut and Massachusetts that currently visit Cape Cod for tournaments.

Warren County vs Albany Sports Visitation



When comparing sports visitation to Albany and Warren County, Albany has an advantage due to MVP Arena. However, when comparing the smaller youth sports facilities, (Glens Falls Rec Center and Adirondack Sports Complex in Warren County compared to Afrim's Colonie & Latham and Albany County Ice Facility) Warren County's sports facilities attract a larger visitation base. Warren County has an opportunity to develop a multi-sport facility that could enhance this advantage and capture tournament traffic in Albany and other parts of Upstate New York.

Factors Driving Tournament Demand & Activity

There are several factors that impact a community's ability to capture large tournaments. These factors include:

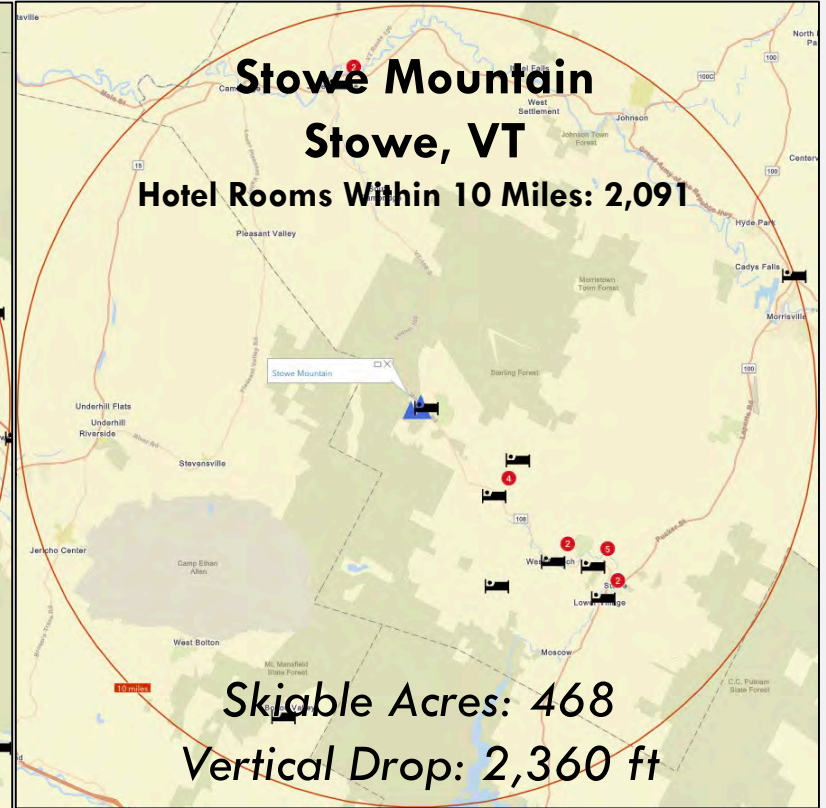
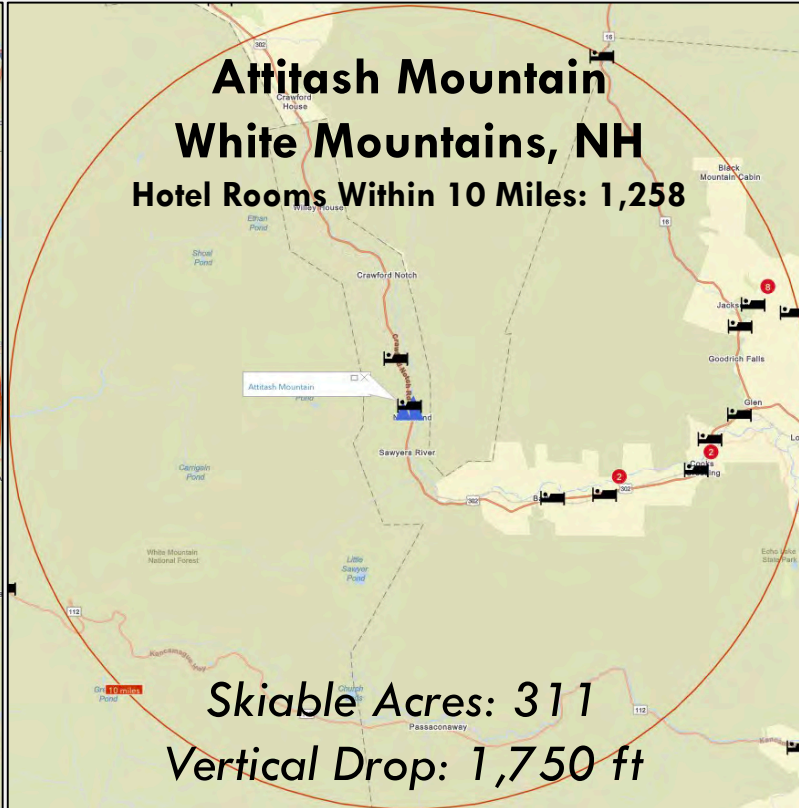
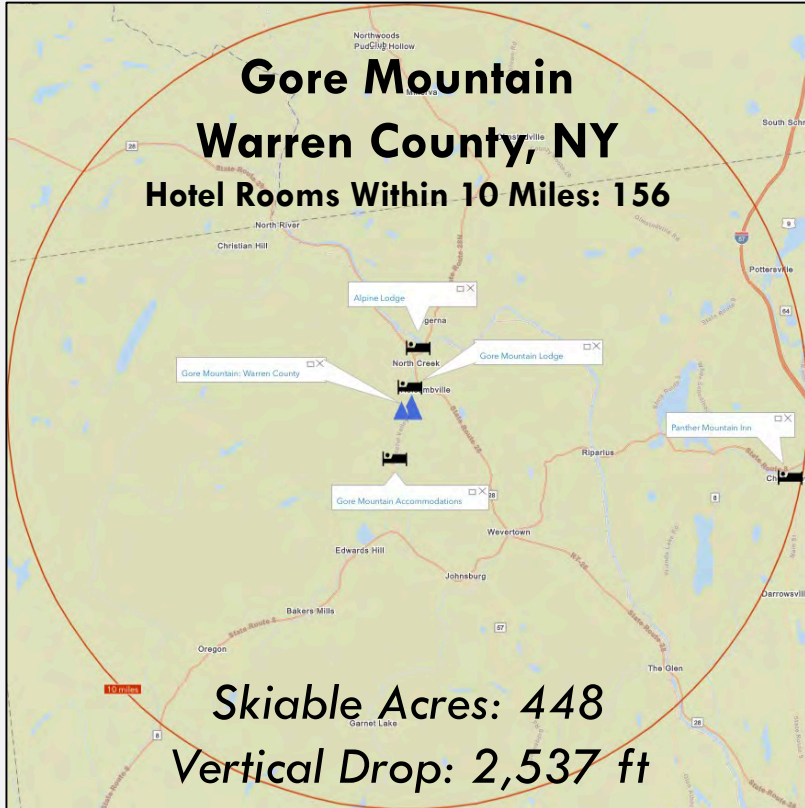
- Number and quality of fields and playing surfaces
- Strong on/off-site amenities and attractions
 - Food & Beverage
 - Retail
 - Hotels
 - Entertainment
- Accessibility, primarily by Car

Cities with stronger packages of the above listed items will be more successful in attracting major tournament groups. These major tournament groups garner a nationwide pull for tournaments which bring in teams from surrounding states and across the country.

Opportunity in Warren Co.

- There is a gap in indoor facilities for court sports and hockey
- The area has seen success in mostly outdoor tournaments, supporting 43 percent of the area group business, but has room for growth during winter/mud months
- Sectional basketball and minor league hockey already visit the area at Cool Insuring Arena. This facility could be leveraged as a championship sheet/court for basketball and hockey tournaments.

Ski Mountain Hotel Availability Comparison



The best performing ski mountains have a large number of nearby hotels, allowing for long distance tourists to stay and play all in one space. Warren County should look into developing hotels around Gore Mountain to develop their strongest winter asset into a destination vacation spot as the other mountains have developed.



Funding & Structure

Daytona Beach Event Funding Best Practice

The Daytona Beach Area Convention & Visitors Bureau (CVB) offers funding for non-local **marketing** for events with dates and activities that have the ability to **prove direct impacts on increased room nights during slower seasons** within the Daytona Beach Area. Events cannot occur around holidays or dates of established events.

Criteria: New Events

New Events/In-Development (potential funding: \$1,000-\$15,000) should:

- Be an inaugural event or less than five years old
- Have the potential to develop into an annual event
- Host activities that span at least two full days
- Have the potential to draw out-of-area guests to help drive overnights stays

Criteria: Established Events

Annual Events/Established Events (potential funding: \$5,000-\$25,000) should:

- Be more than five years old
- Demonstrate year-over-year increases in attendance levels
- Host activities that span 3-7 full days
- Have a positive impact on the community
- Demonstrate overnight stays from the Southeast, U.S. and/or internationally

Featured Daytona Beach Annual Events



Speedweeks & DAYTONA 500

February 15 - 20

250,000 visitors



Bike Week

March 4 - 13

500,000 visitors



Spring Turkey Run

March 25 - 27

150,000 visitors



Jeep Beach

April 25 - May 1

200,000 visitors

20,000 jeeps



Welcome to Rockville

May 19 - 22

161,000 visitors



Biketoberfest

October 13 - 16

125,000 visitors



Festival & Event Case Studies

Festival and Event Case Studies

Cold Weather and Winter Festivals and Events; U.S. and Abroad

| Festival/Event Name | City and State, or Nation | Duration or Timing | Unique Quality that makes it Stand Out (Description) |
|--------------------------------|----------------------------------|-----------------------------------|---|
| Quebec Winter Carnival | Quebec City, Quebec, Canada | 9 days | World's Largest Winter Carnival, dating to 1894. Parades, ice sculpting, live music, lit up streets |
| Shetland Viking Fire Festival | Lerwick, Scotland | 24 hours, Last Tuesday in January | People dressed in Viking gear celebrating historic Viking culture |
| Winter Carnival | Steamboat Springs | 5 days | Fireworks, skiing races, downhill skiers with lighted flares |
| Niagara Icewine Festival | Niagara Fall, Ontario, Canada | 15 days | 35 wineries participate, wine and food sampling, live music, longest lighted streets in North America |
| World Ice Art Championship | Fairbanks, AK | Mid Feb - End of March | Since 1930, creating art out of blocks of ice by teams of four |
| Portland Winter Light Festival | Portland, OR | 11 days | Lighted art installations by world artists, appearing around the city, acrobatic light displays, parades and interactive exhibits |
| Branson & Scenic Railway | Branson, MO | Holiday & winter season | Over 1 million lights, organized trails to view the city's best decorations, with parade, 1 hour train ride turned into the "Polar Express" |
| Snowdown Durango | Durango, CO | Jan 26 - Jan 30 | Events spread across Durango with a different theme each year. Best Bloody Marys, bed races, snow golf, Snowdown Follies, |
| A Colonial Christmas | Williamsburg, VA | Dec 2 - Feb 20 | Since 1945, Yorktown transports visitors back to Colonial Days, ice skating at Liberty Ice Pavilion |
| Winter Festival of Lights | Niagara Fall, Ontario, Canada | Nov 19 - Jan 31 | Illumination Light Festival encompassing a 5 mile route and more than 120 light shows. |
| Let It Go | Brainard, MN | Winter season | "Calling all Queen Elsa-wannabes," artists create walk-through castles, with tunnels, slides and frozen fountains |
| Skate On | Chicago, Edina, Madison, Other | Winter season | Ice Skating Ribbons: artificial trails that snake through cities, parks, scenic areas, under bridges. |
| Sapporo Snow Festival | Sapporo, Japan | February | 2 million each year come see the illuminated ice castles. Snow slides, snow maze, food & drink stalls and live music |

Source: Placer.ai and HSP

The table above shows a compiled list of unique winter events and festivals from around the world that HSP determined to be among the top winter festivals and events. Beyond comparing tourism to competitive destinations, festivals and events can provide compelling case studies for functionality, additional events, marketing efforts and funding methods.

Case Study Festivals



Quebec Winter Carnival, Canada



Durango, Colorado



Winter Festival of Lights, Niagara Falls



Sapporo Snow Festival, Japan



Colonial Christmas, Virginia



Steamboat Springs Winter Carnival, Colorado

Leavenworth, Washington



Chapter 3:

Competitive Destinations

Year-Round Competitors

Competitive Vacation Destinations

Year-Round



Year-Round Destinations

Warren County Tourism identified several destinations across the Northeast that it views as competitive throughout the year. Essex County, Saratoga County and Albany County are all within an hour drive from Warren County. These destinations compete for overlapping drive-in tourism markets.

The destinations that HSP analyzed include:

- Essex County/Lake Placid, NY
- Saratoga Springs, NY
- Albany, NY

Each destination tracks and reports tourism in various manners. Some destinations had representatives that were willing to share information/data while other destinations denied requests to speak. All relevant, obtainable data for each destination will be shown in the following report.





Essex County

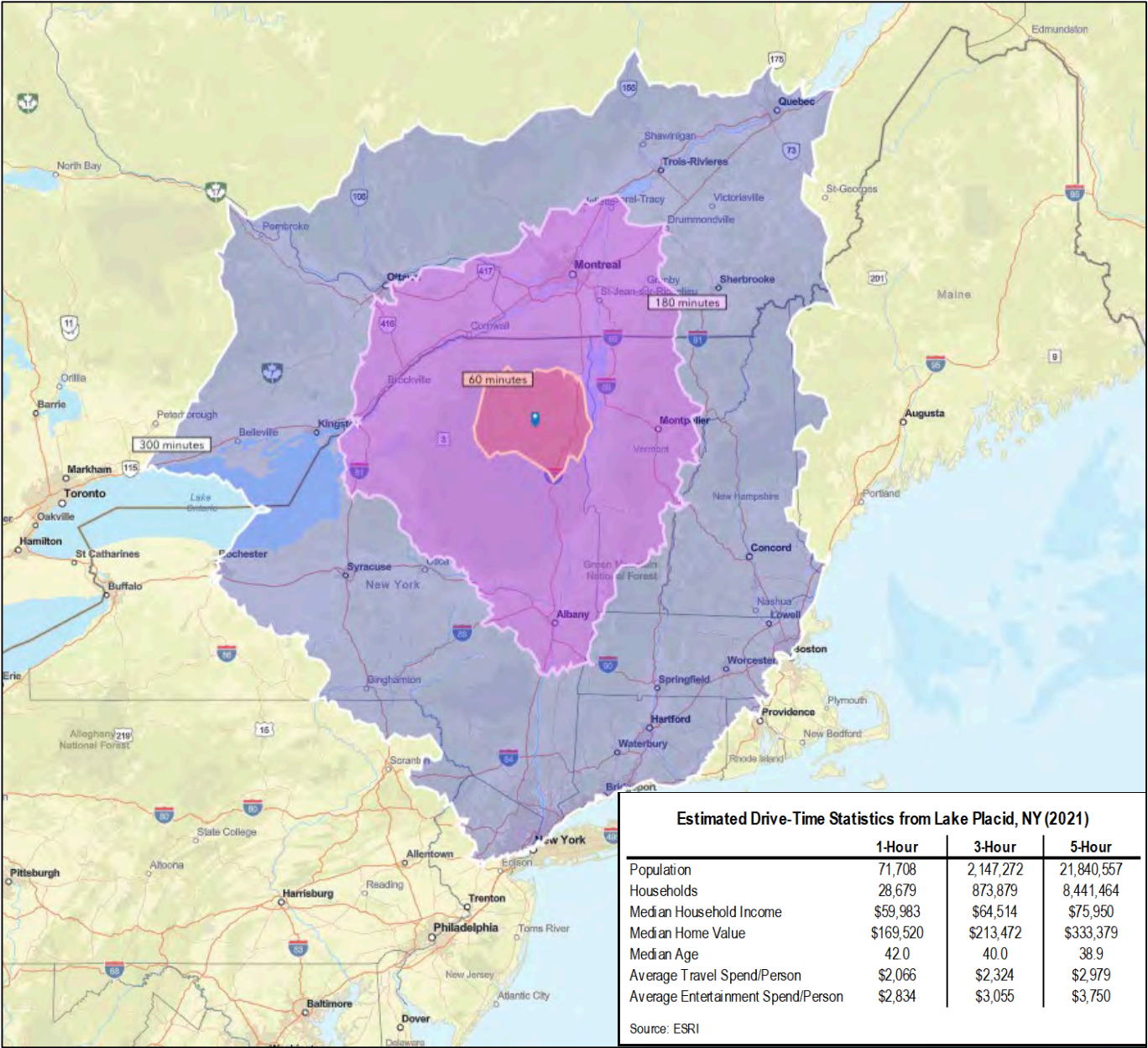
& Selected Information on nearby Hamilton County

Lake Placid Location Breakdown

Within a 3-hour drive time, there are 2.1 million people and 873,000 households.

A five-hour drive-time captures Montreal, Rochester, Warren County and the suburbs of Boston, and New York City.

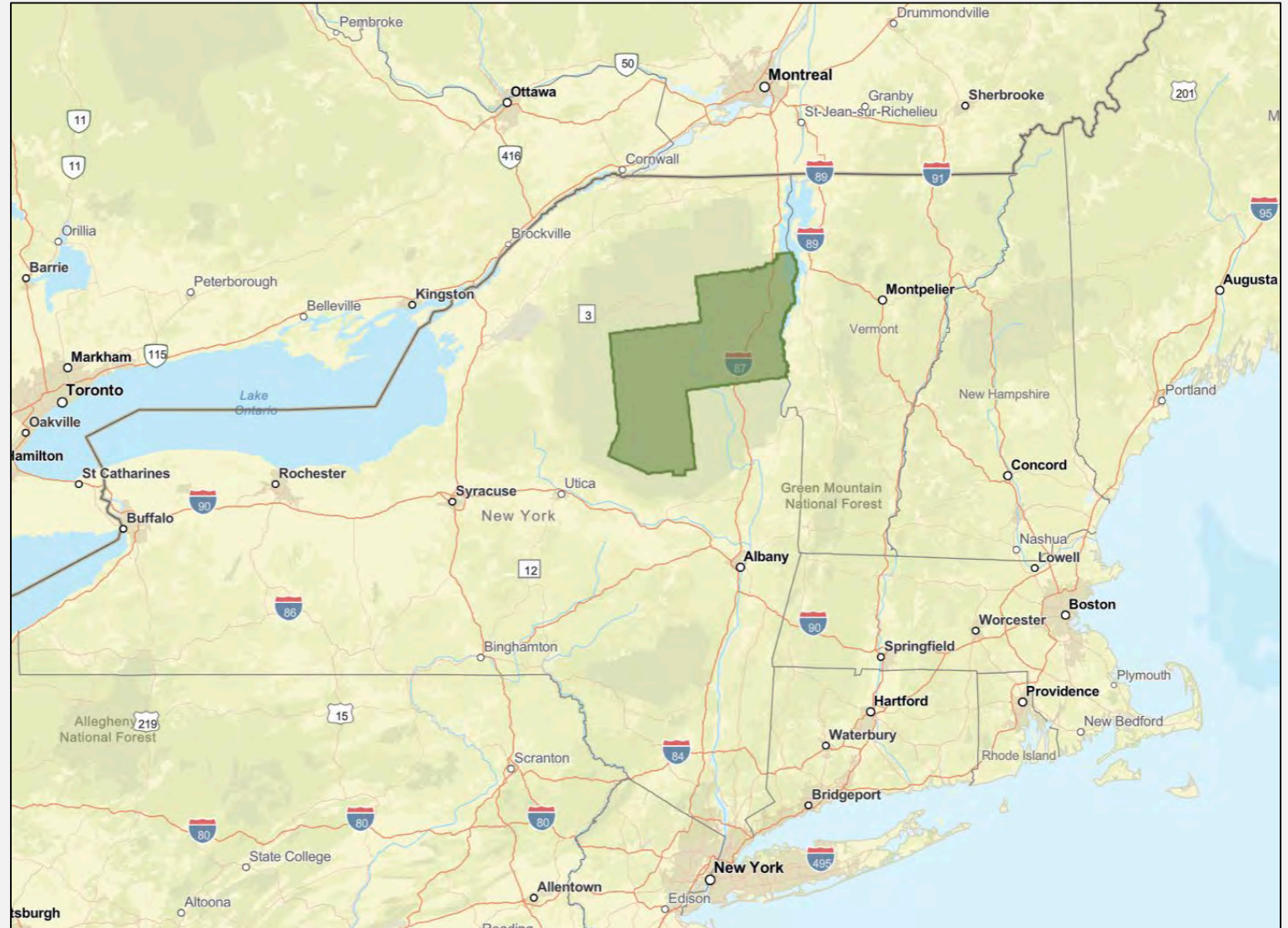
Lake Placid’s location is both an advantage and disadvantage. Its remote location drives a large percentage of overnight stays, but it is far away from air transport. The nearest major airport is in Albany, New York (2.25 hours away).



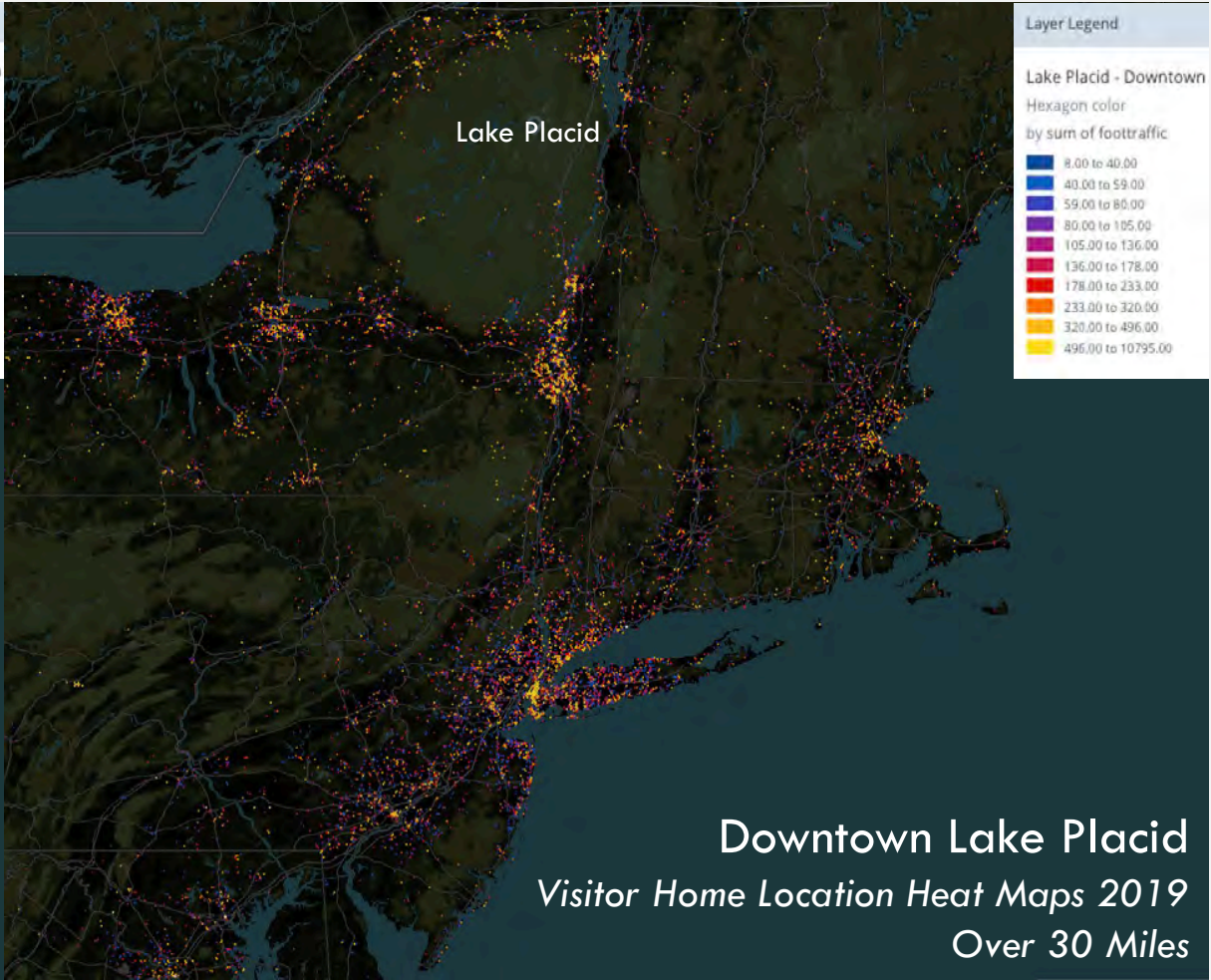
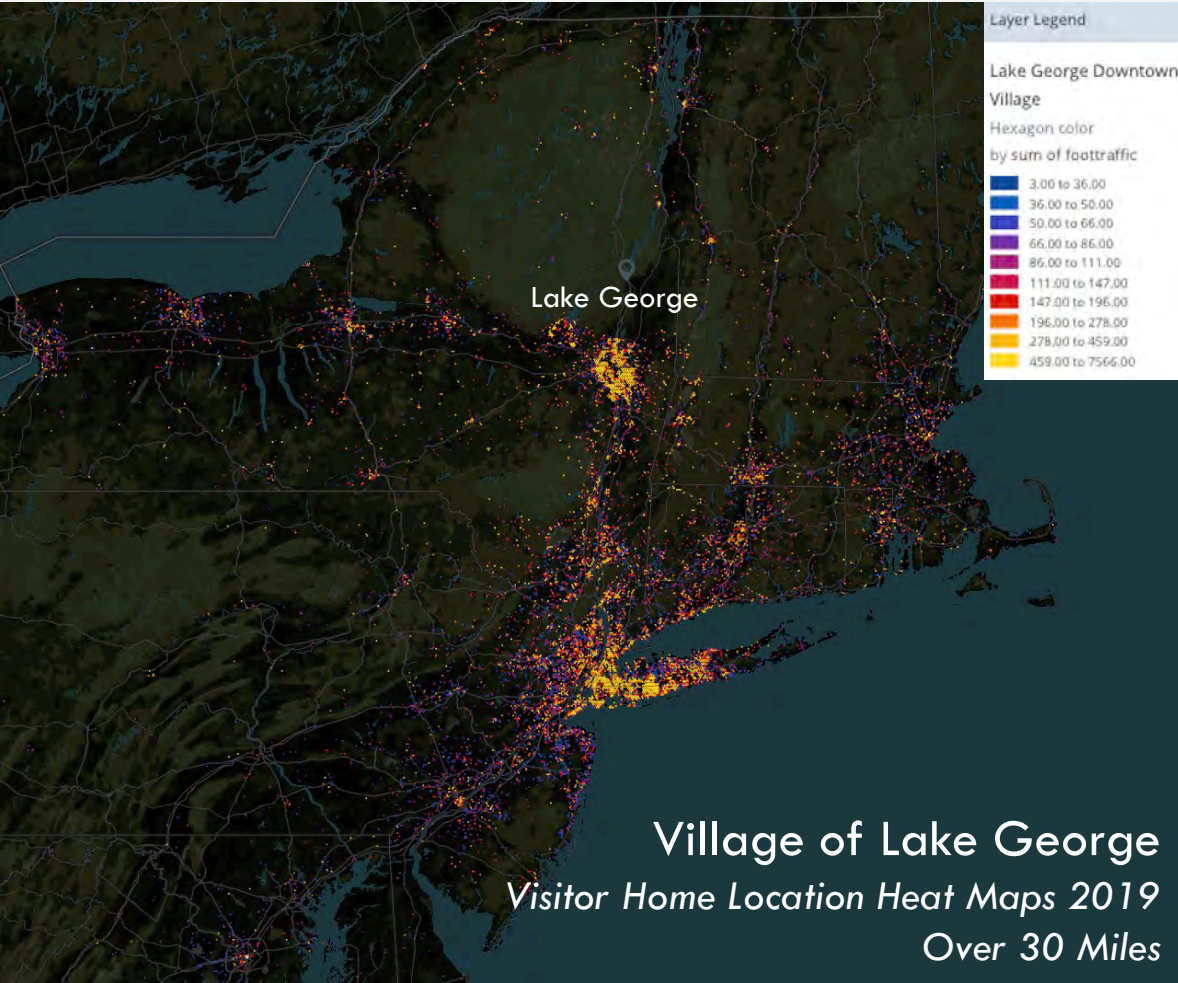
Essex and Hamilton County Overview

Essex County is located to the north of Warren County. It is often identified as the home to the Winter Olympics in Lake Placid. It has year-round tourism from winter sports as well as multiple lakes for summer watersports.

Hamilton County is the state's third largest geographic county, but one of the least populated. It contains over 1,800 acres of mountainous lakes, rivers and streams to the west of Warren County. It is a hotspot for outdoor tourism activities. Lake Pleasant and Oak Mountain (skiing) are two of the largest attractions in the county.



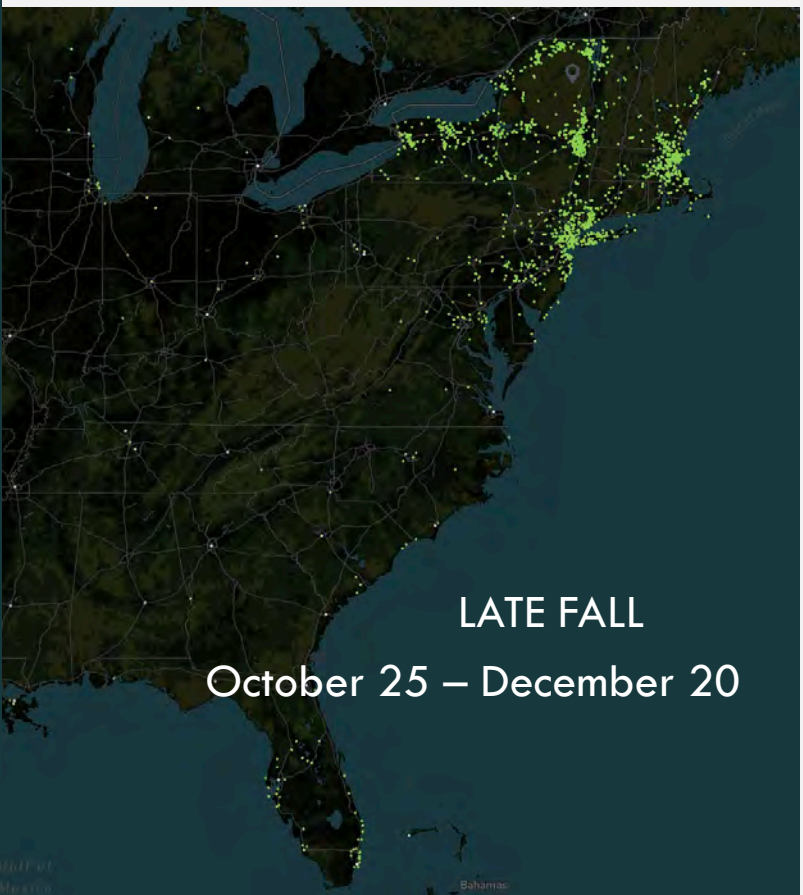
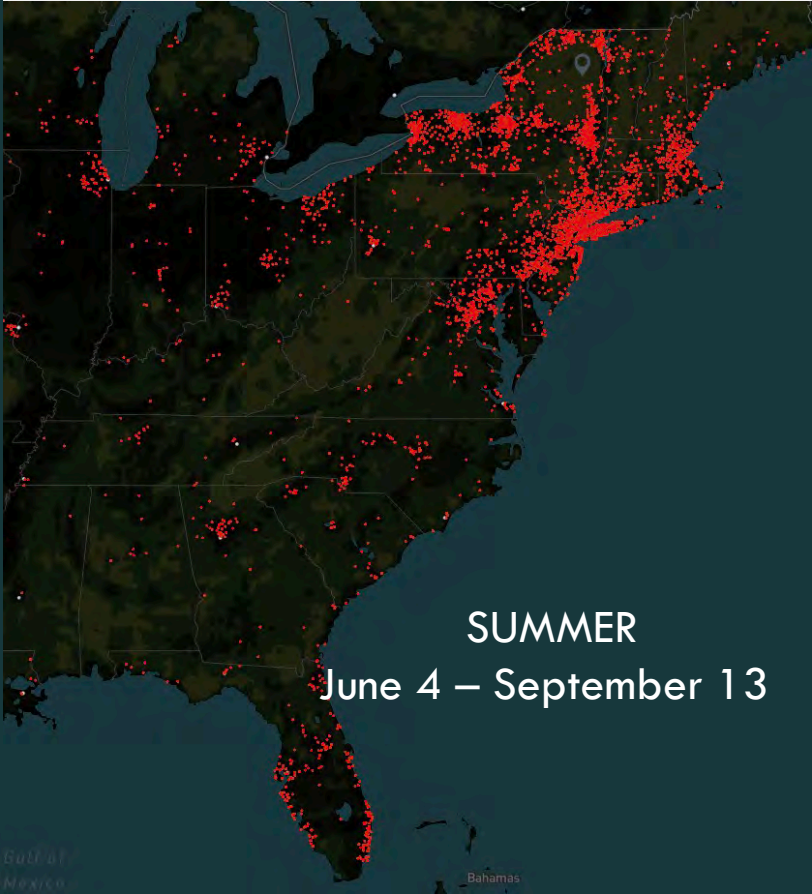
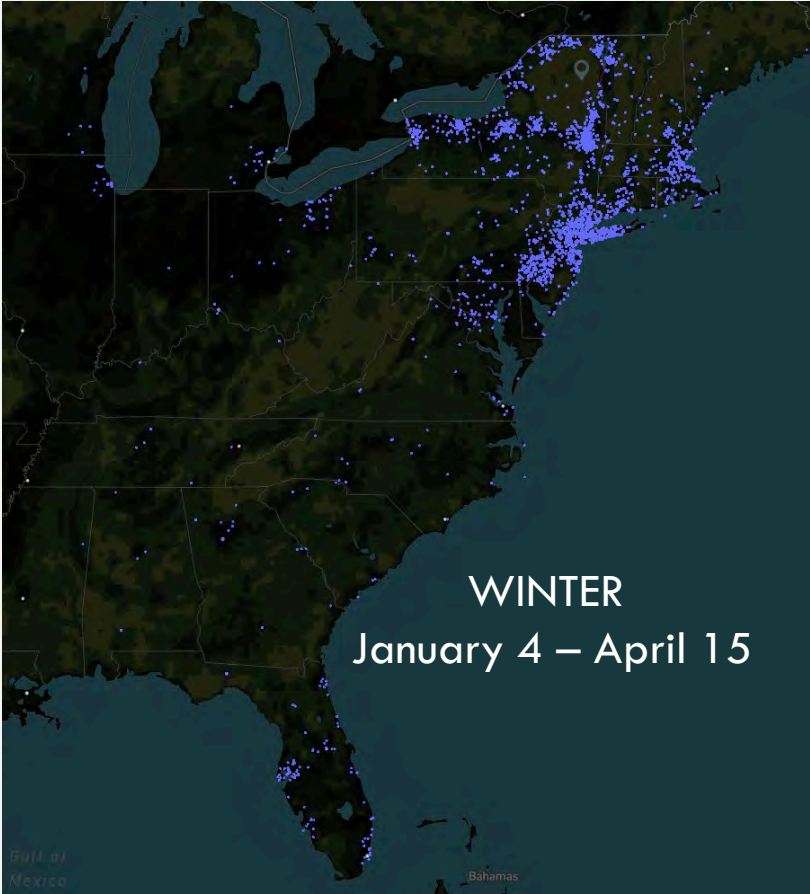
Warren County vs Essex County Visitation





Downtown Lake Placid Seasonal Visitation Maps - 2019

Visitor Home Location by Season

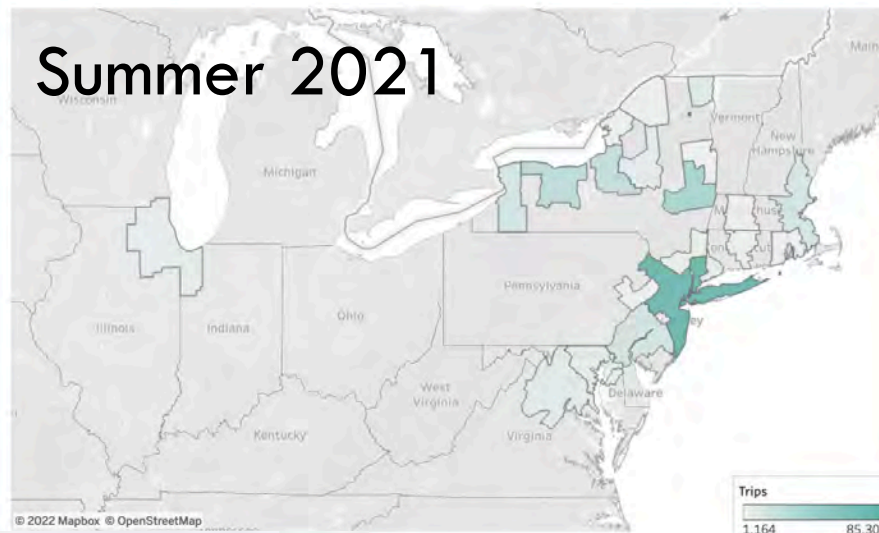


Lake Placid Summer v Winter Visitation

For summer and winter seasons, the largest market for Lake Placid tourism is the New York City market followed by the nearby area of Albany-Schenectady-Troy, New York. Lake Placid pulls from the Rochester market to a greater degree than Warren County.

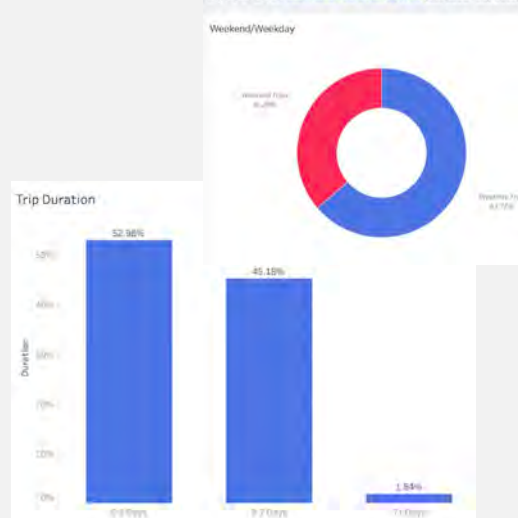
Lake Placid experiences more weekend trips during the summer compared to the winter months.

Number of Trips From Each MSA to Lake Placid - Core Tourist Area Between Jun 2021 - Sep 2021

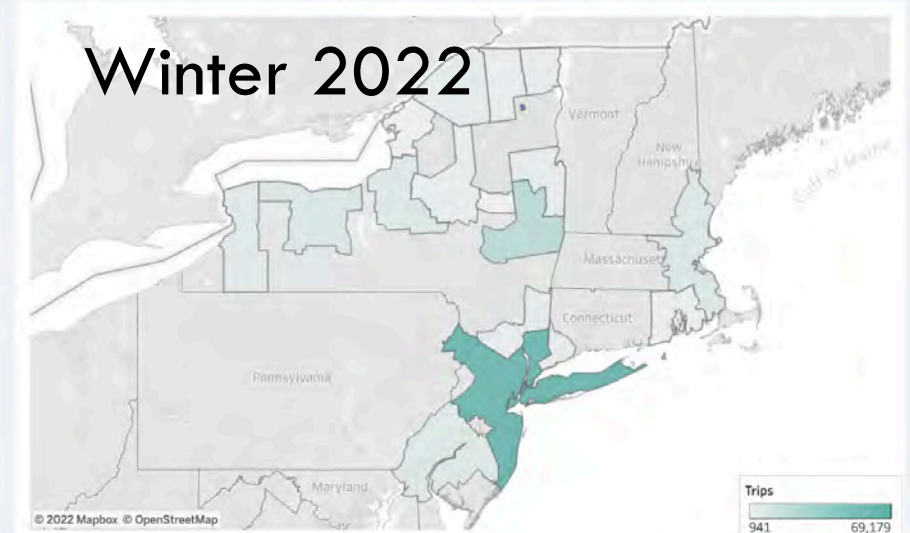


| Origin Name | Trips |
|--|--------|
| New York-Newark-Jersey City, NY-NJ-PA | 85,301 |
| Albany-Schenectady-Troy, NY | 41,174 |
| Rochester, NY | 28,566 |
| Syracuse, NY | 24,209 |
| Philadelphia-Camden-Wilmington, PA-NJ-DE-MD | 16,753 |
| Buffalo-Cheektowaga, NY | 15,680 |
| Boston-Cambridge-Newton, MA-NH | 14,610 |
| Plattsburgh, NY | 9,114 |
| Washington-Arlington-Alexandria, DC-VA-MD-WY | 7,568 |
| Baltimore-Columbia-Towson, MD | 6,443 |
| Utica-Rome, NY | 6,132 |
| Chicago-Naperville-Elgin, IL-IN-WI | 5,983 |
| Bridgeport-Stamford-Norwalk, CT | 4,891 |
| Poughkeepsie-Newburgh-Middletown, NY | 4,628 |
| Ogdensburg-Massena, NY | 2,562 |
| Springfield, MA | 2,369 |

Trip Statistics for Lake Placid - Core Tourist Area (Jun 2021 - Sep 2021)

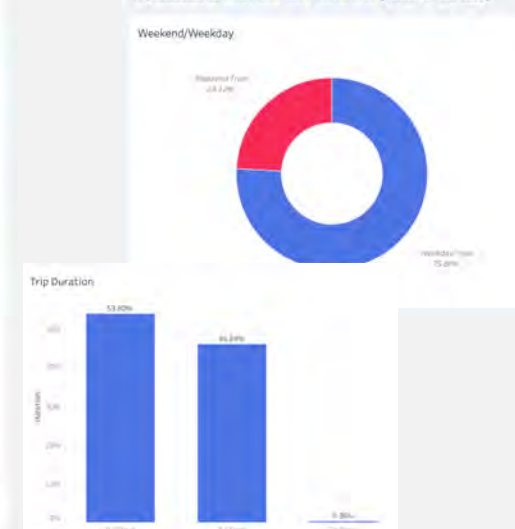


Number of Trips From Each MSA to Lake Placid - Core Tourist Area Between Jan 2022 - Mar 2022



| Origin Name | Trips |
|---|--------|
| New York-Newark-Jersey City, NY-NJ-PA | 69,179 |
| Albany-Schenectady-Troy, NY | 24,980 |
| Rochester, NY | 9,670 |
| Boston-Cambridge-Newton, MA-NH | 9,226 |
| Syracuse, NY | 8,877 |
| Philadelphia-Camden-Wilmington, PA-NJ-DE-MD | 8,394 |
| Buffalo-Cheektowaga, NY | 6,127 |
| Ogdensburg-Massena, NY | 4,957 |
| Poughkeepsie-Newburgh-Middletown, NY | 4,776 |
| Plattsburgh, NY | 4,574 |
| Glens Falls, NY | 4,533 |
| Bridgeport-Stamford-Norwalk, CT | 3,953 |
| Utica-Rome, NY | 3,339 |
| Malone, NY | 3,132 |
| Providence-Warwick, RI-MA | 2,644 |
| Watertown-Fort Drum, NY | 1,085 |

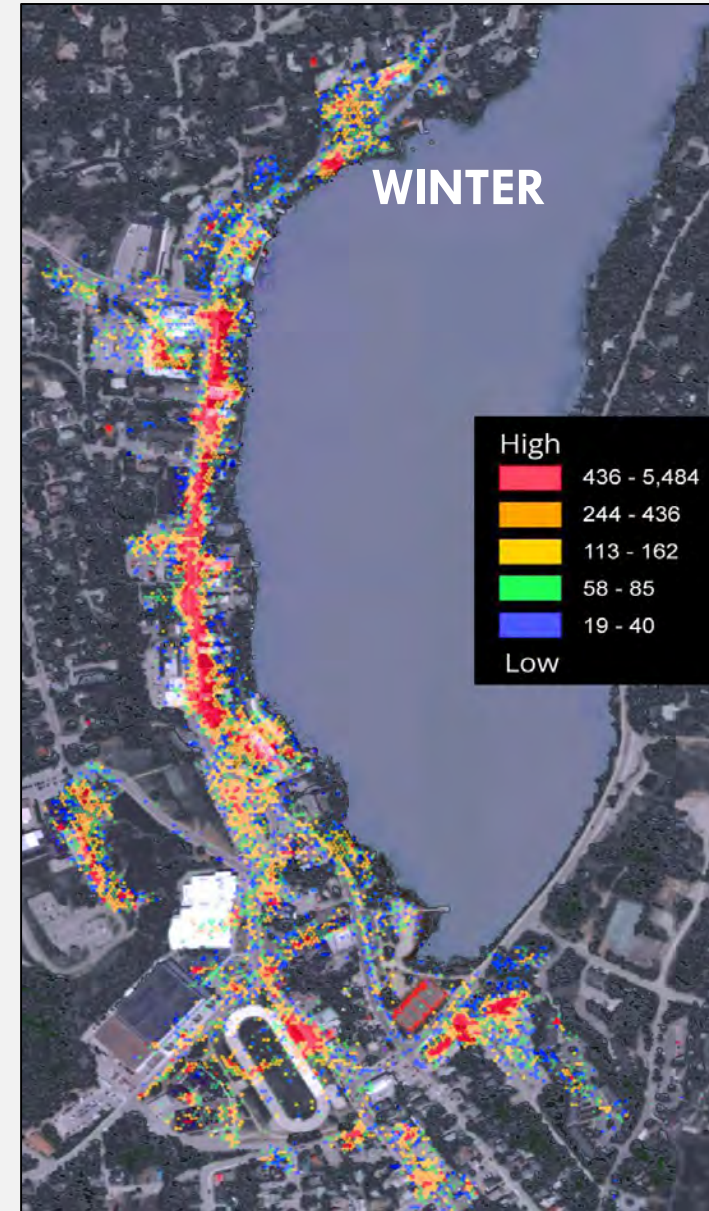
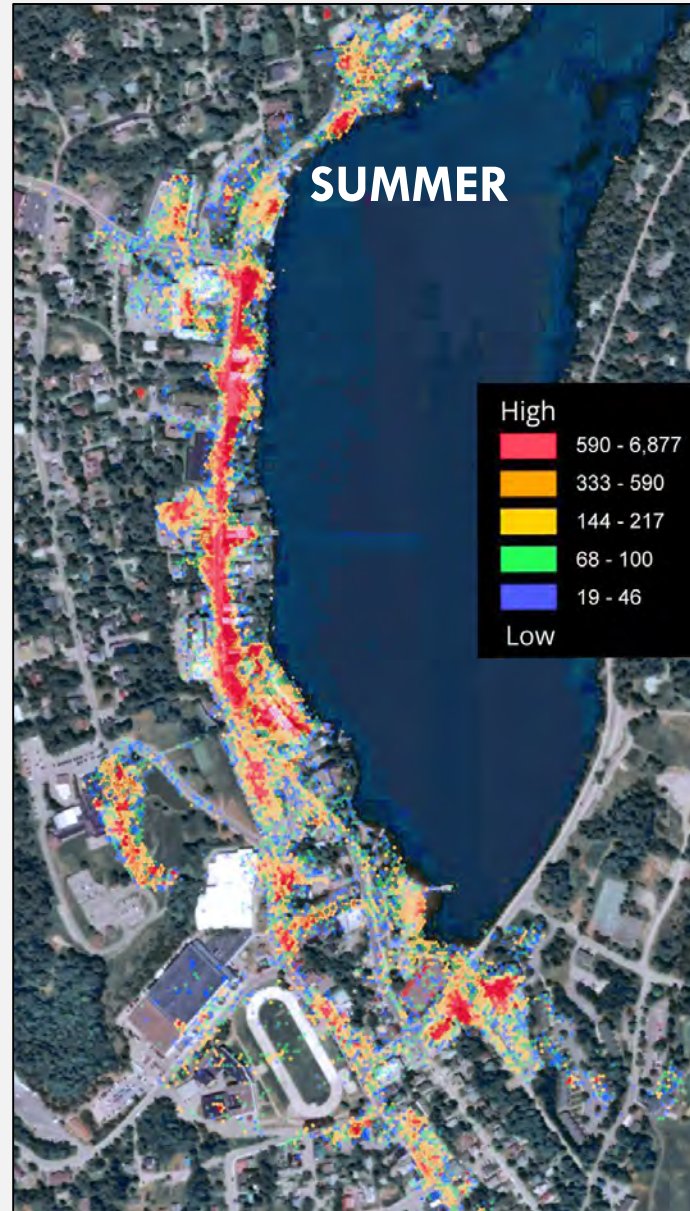
Trip Statistics for Lake Placid - Core Tourist Area (Jan 2022 - Mar 2022)



Lake Placid Downtown Foot Traffic Heat Map

The sets of Summer-versus-Winter heat maps on the next three slides show that Lake Placid and Saranac Lake, the hubs of the High Peaks outdoor recreation area, is able to retain much of its summer visitation in winter, despite very cold weather and an isolated market. The larger array of winter recreation infrastructure attracts a large winter-sports audience.

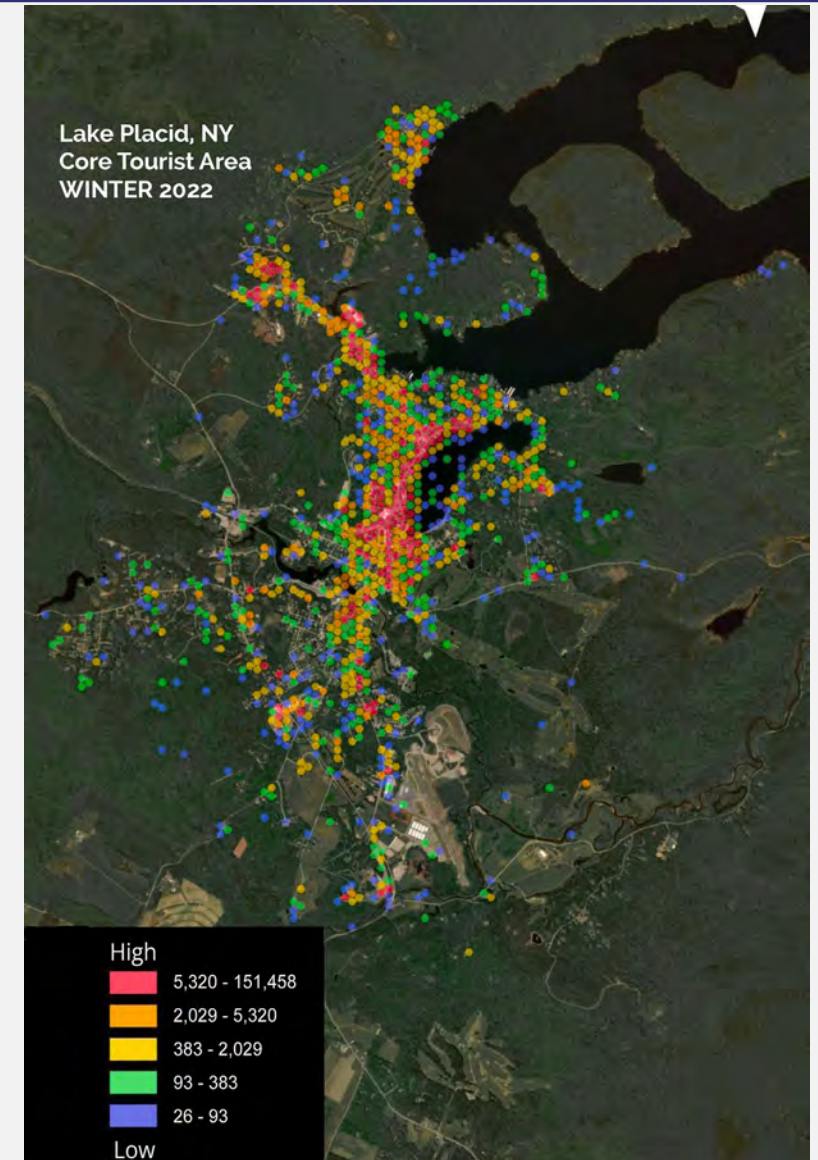
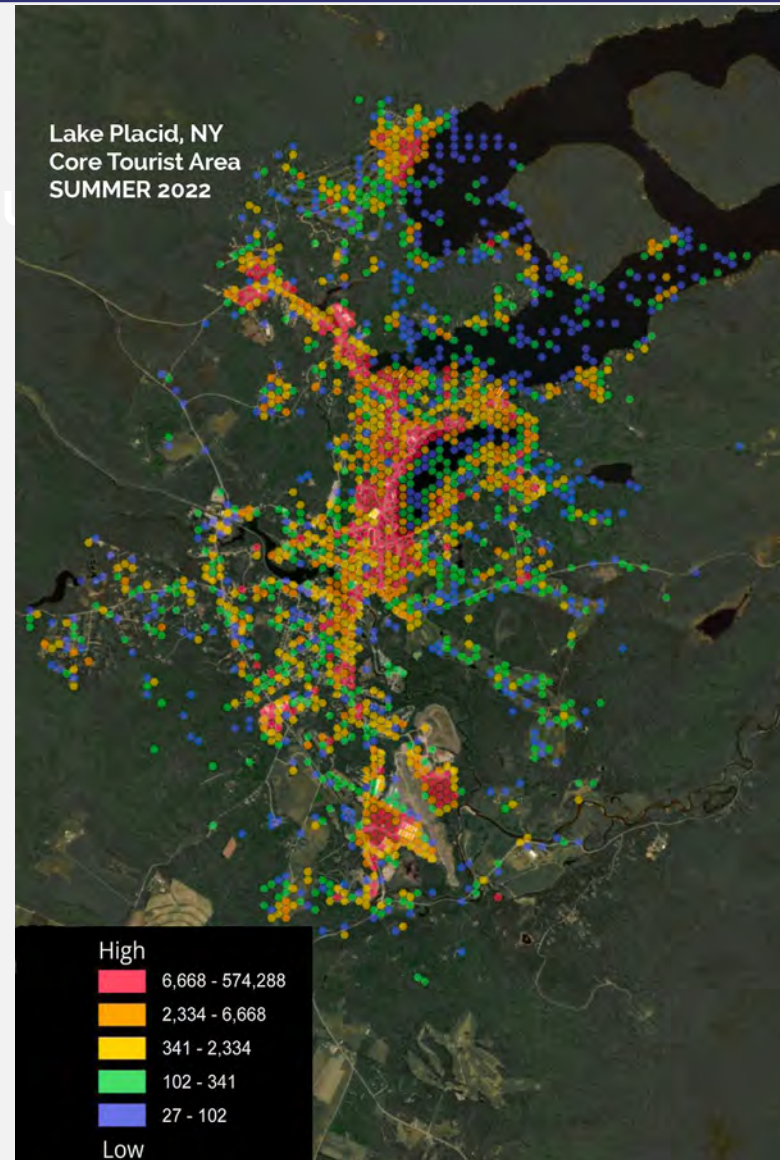
The maps show that areas of visitation shift, but do not fall off the same way that other popular getaway destinations in their off-seasons. This map focuses on the walkable area of downtown Lake Placid.



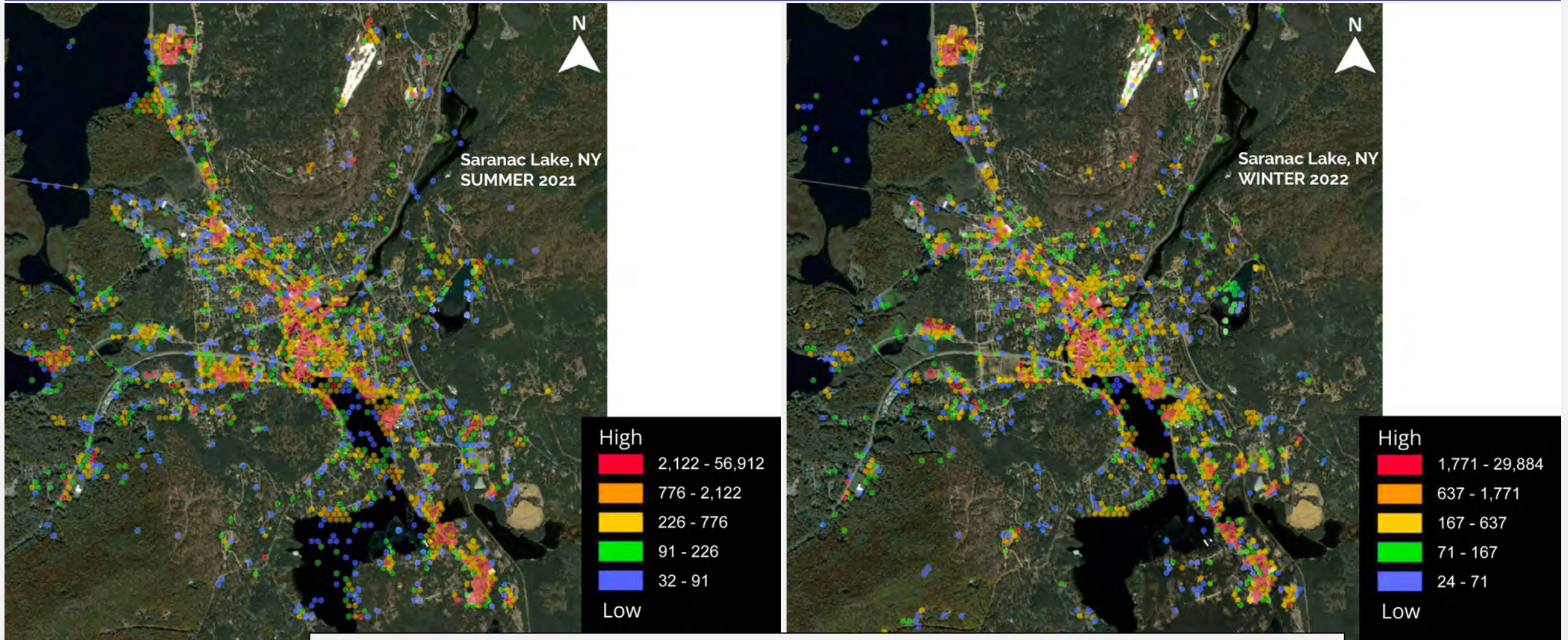
Lake Placid area Foot Traffic Heat Map

Of the three sets of heat maps shown for Essex County, this map shows how the attention from tourists shifts to other areas, mostly noticeable around the outdoor activities on the lake, golf courses, and sporting facilities on the south side of the city.

The area around the Olympic ski jump and ice skating rinks are still popular spots in winter, as are resorts near the water's edge.



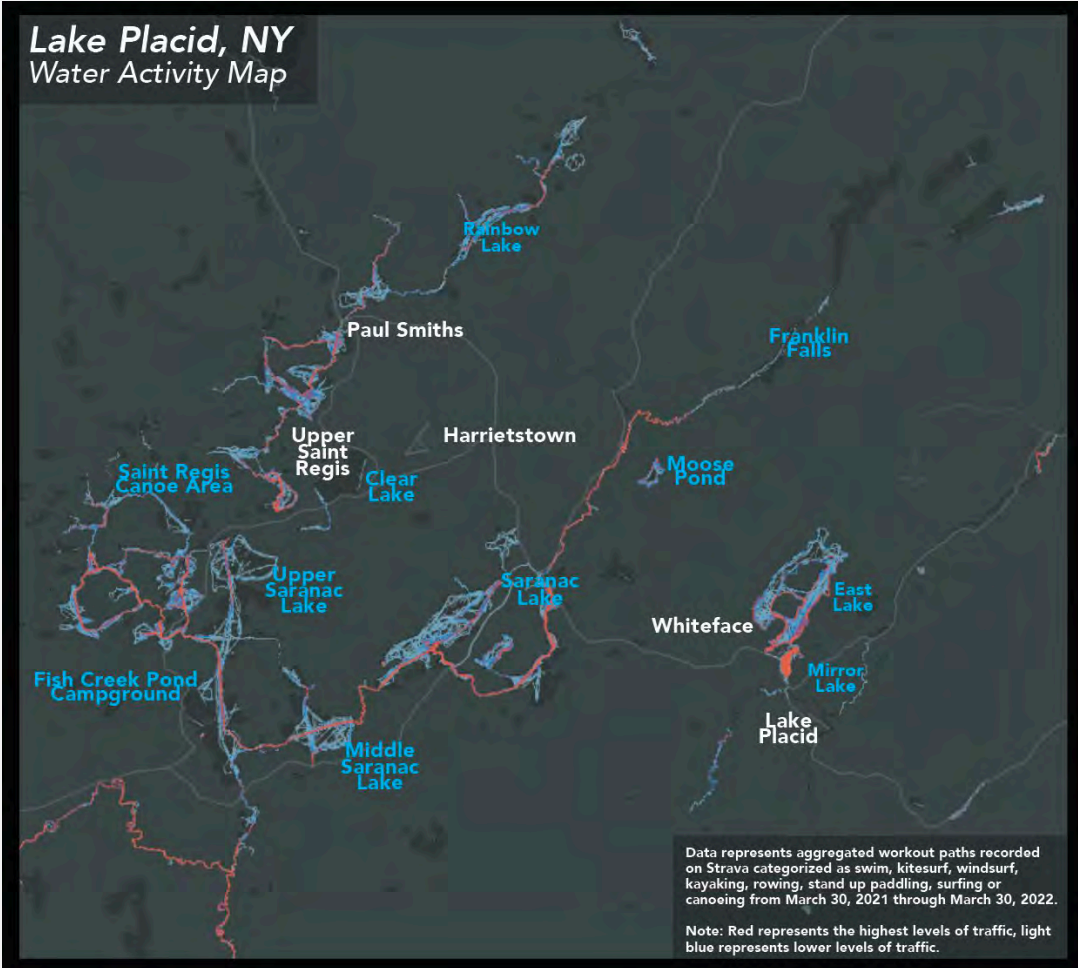
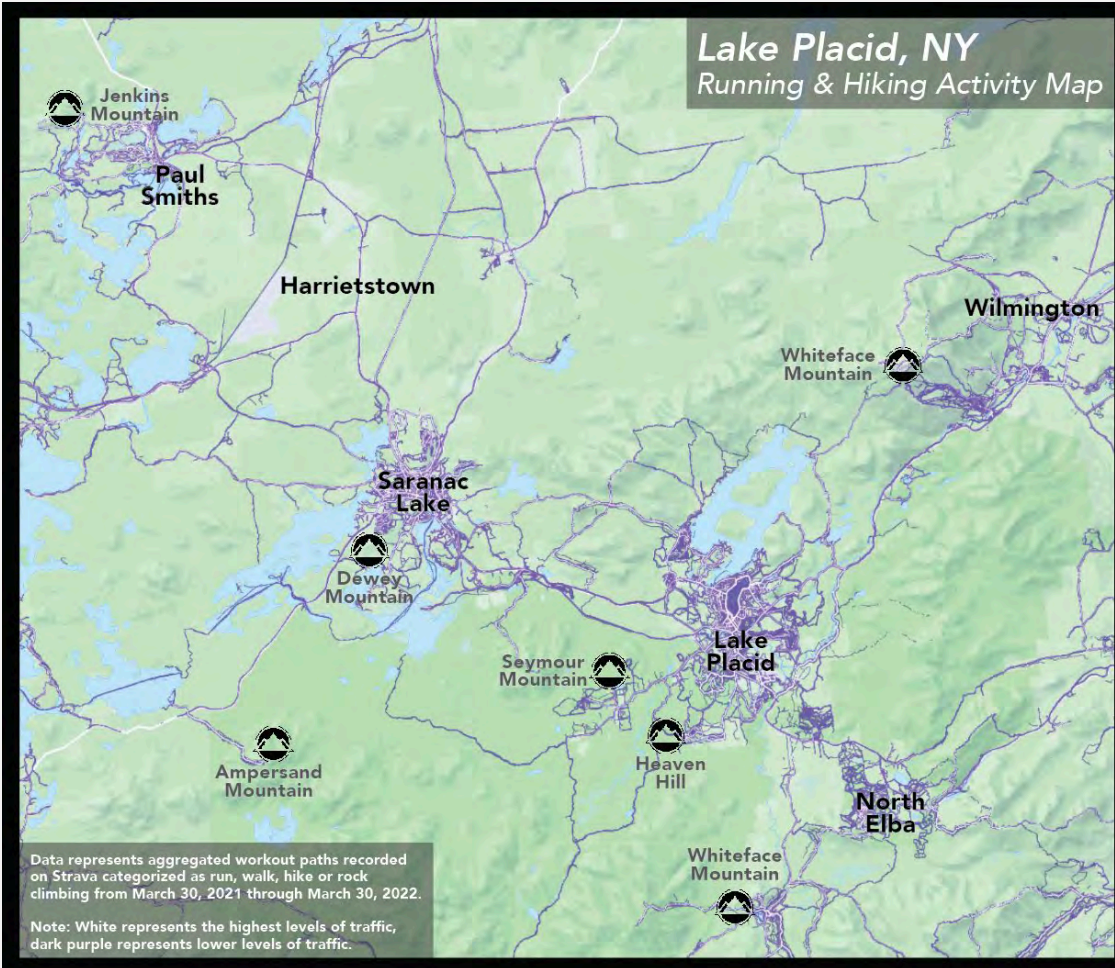
Saranac Lake Area Foot Traffic Heat Map



These heat maps show Saranac Lake is busier during the summer than winter, however, is still a year-round destination based on skiing, other winter recreation opportunities, and the resorts in area. Much of this activity is generated by Olympic-related facilities in Lake Placid, less than ten miles to the east.

Summer Activity Enthusiasts Trail Maps

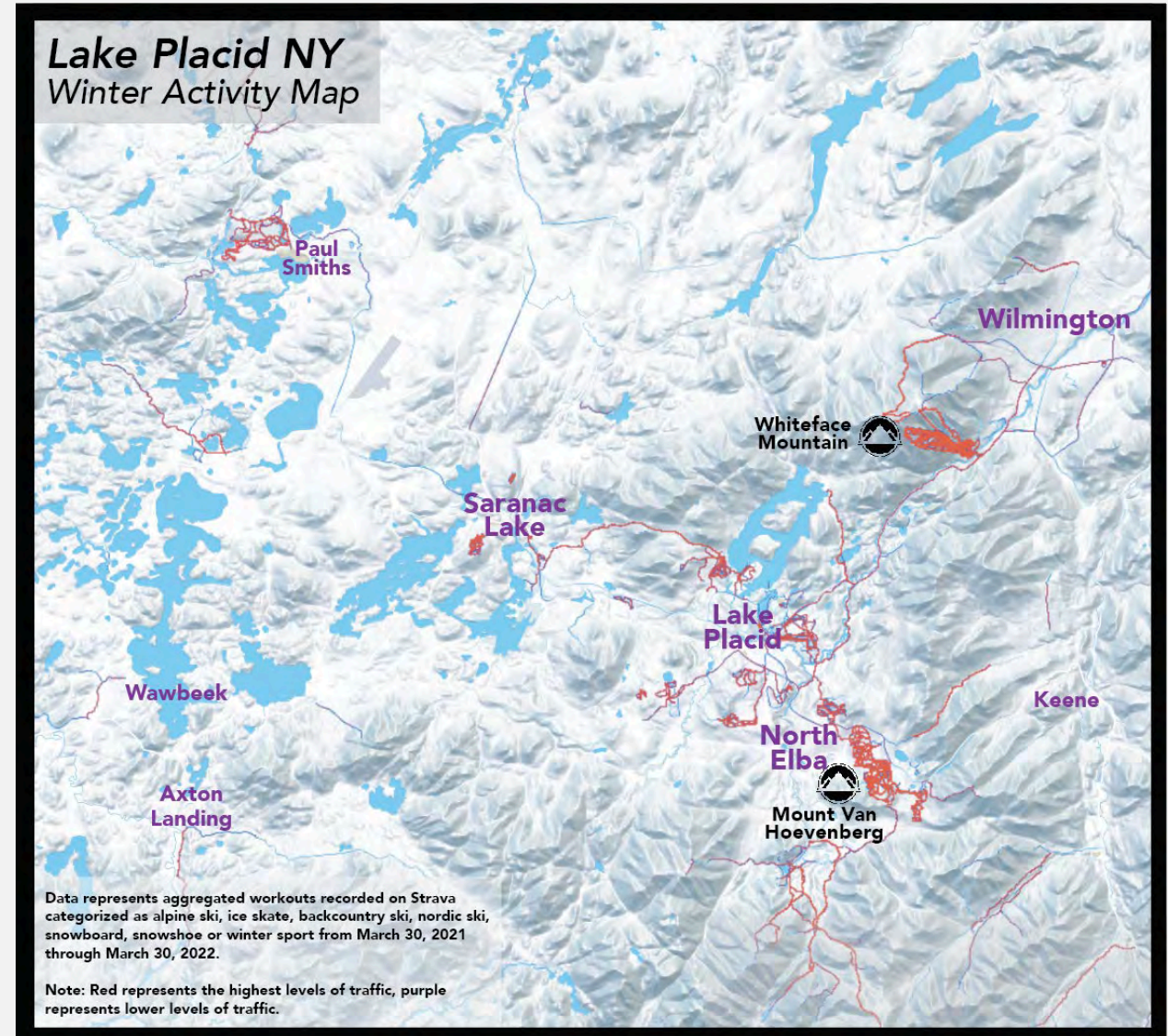
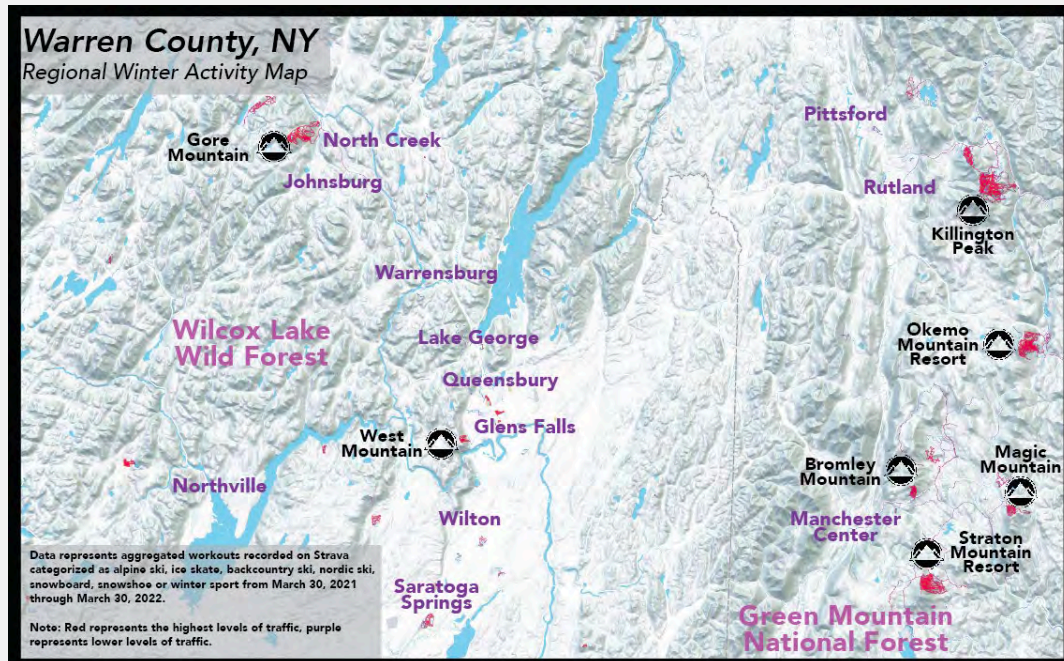
Essex County attracts many visitors seeking outdoor activities. The following graphics show the recorded workouts relating to running and water activities. Within each category umbrella, there are many exercises.



Winter Activity Trail Maps

Lake Placid has become known as an international hub for winter activities as a result of the Olympics.

The graphic to the right shows recorded winter activity workouts by outdoor enthusiasts. When comparing to the Warren County activity map (below), it is evident Lake Placid attracts a greater number of winter enthusiasts as there are more locations for these activities.





Lake Placid – Selected Assets



Lake Placid



Whiteface Mountain



Mirror Lake



Olympic Memorabilia



**Olympic Center
(Hockey)**



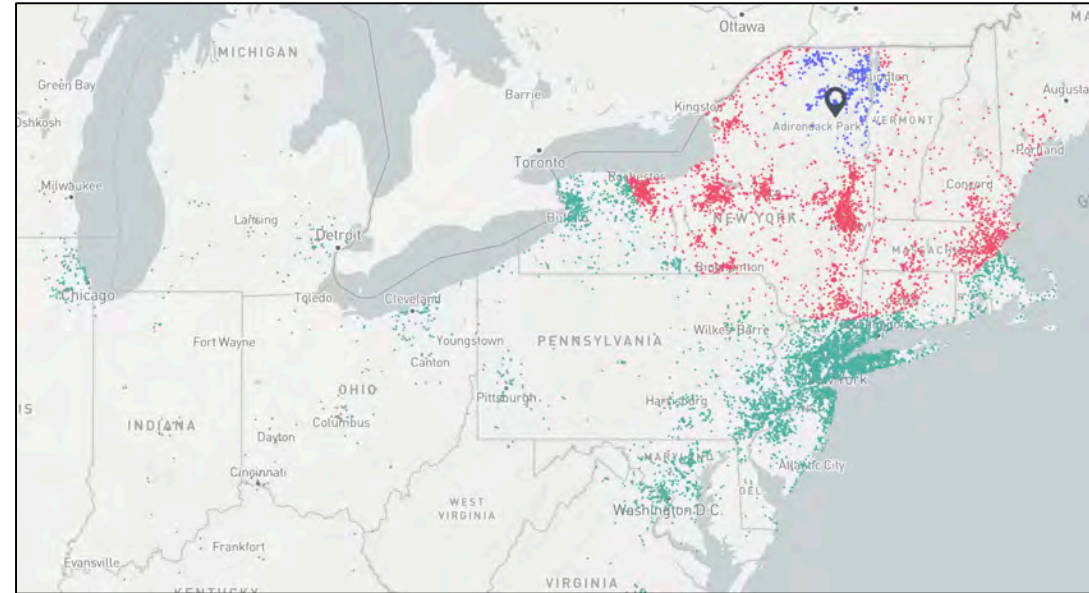
Downtown Lake Placid

Downtown Lake Placid

HSP performed geofencing analysis of downtown Lake Placid to discover when and where visitors came from 2019 to 2021. HSP differentiated the home distance of visitors based on location: local, regional, or long-distance visitors (shown in the table).

The home location of visitors is shown in the top graphic. The statistics are shown in the middle table.

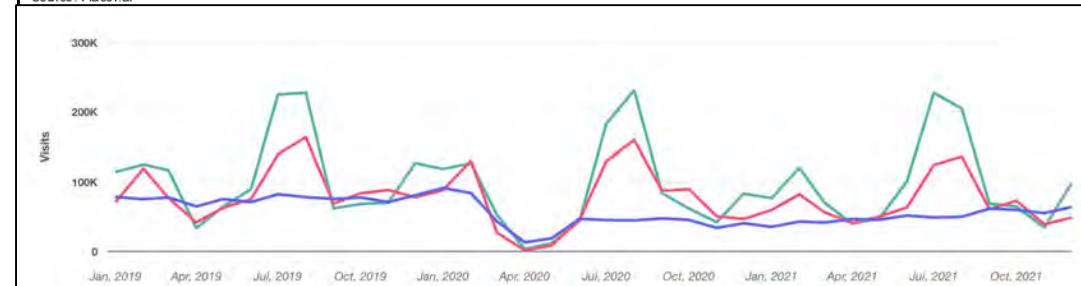
The bottom graphic shows that downtown Lake Placid garners the majority of its visitation during summer months, getting about half as much visitation during winter months as summer months.



Downtown Lake Placid Visitation
January 1st, 2019 - December 31st, 2021

| Visitor Origins by Distance from Site (Colors correspond to charts & maps) | Total Visits | | Total Unique Customers | | Avg. Visits per Customer |
|---|-----------------------|-------------------------|--------------------------|----------------------------|--------------------------|
| | Est. Number of Visits | Percent of Total Visits | Est. Number of Customers | Percent of Total Customers | |
| Locals - Within 50 miles | 2,100,000 | 25.0% | 109,100 | 8.6% | 19.25 |
| Regional Distance - Over 50 miles & Less Than 200 miles | 2,800,000 | 33.3% | 512,700 | 40.6% | 5.46 |
| Long Distance only - Over 200+ miles | 3,500,000 | 41.7% | 642,300 | 50.8% | 5.45 |
| Total Visits | 8,400,000 | 100.0% | 1,264,100 | 100.0% | 6.65 |

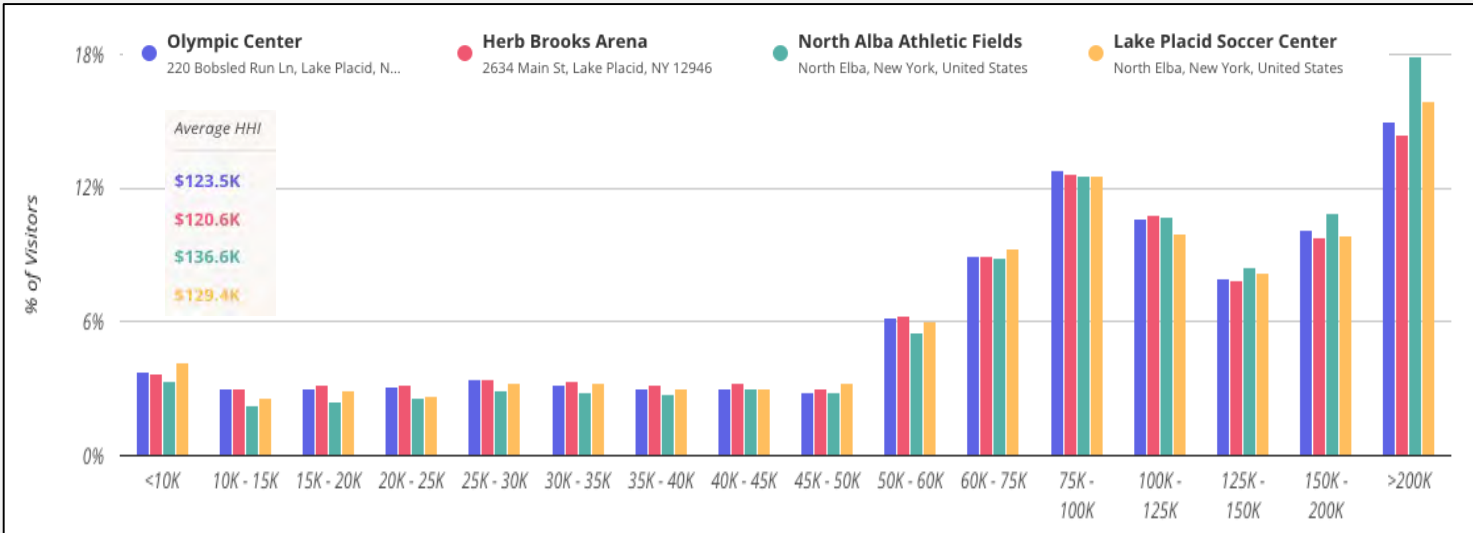
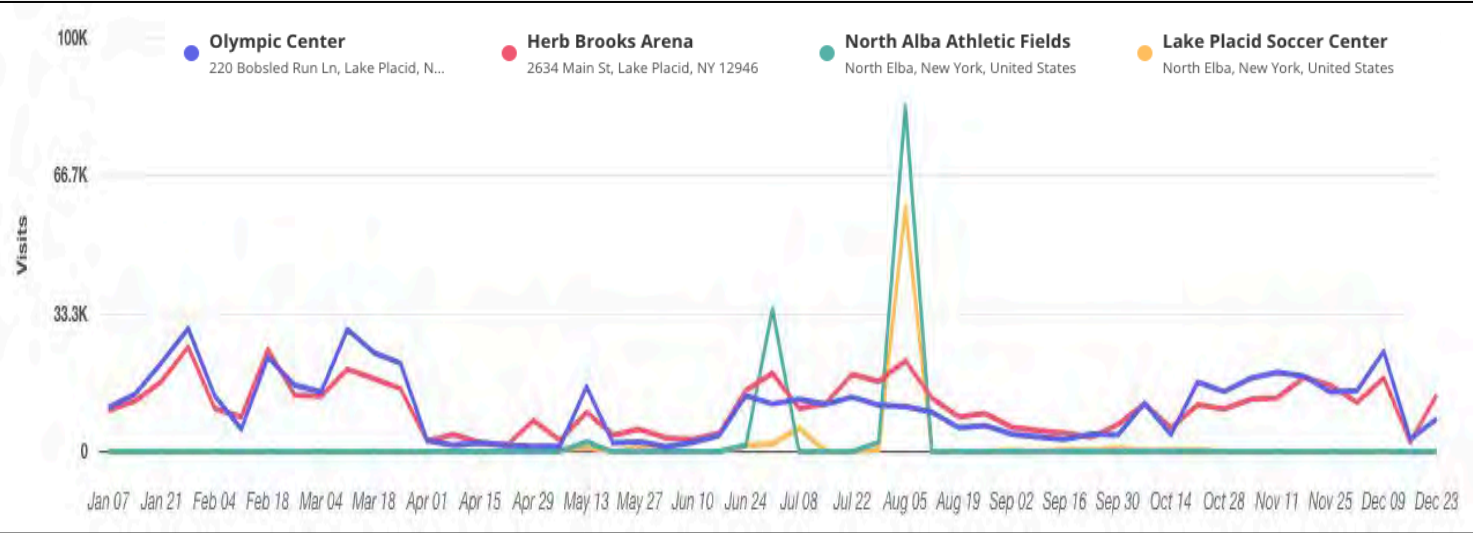
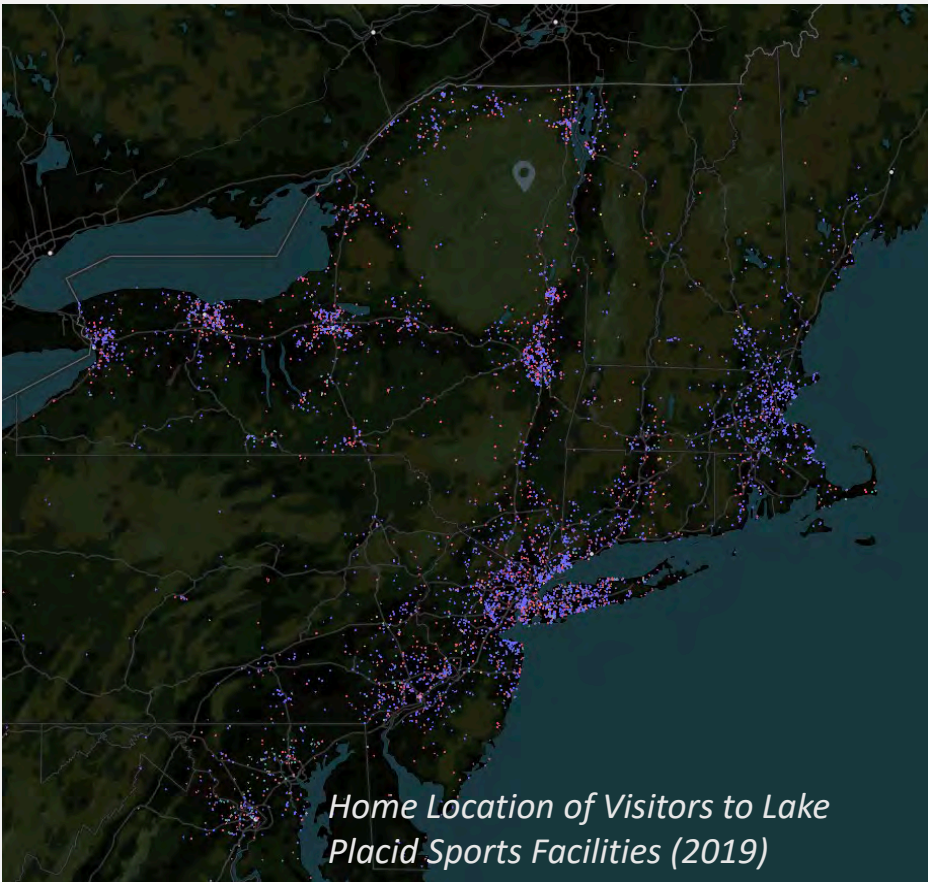
Source: Placerr.ai



Lake Placid Sports Facility Visitation

2019 Combined Visitation Characteristics beyond 30 miles:

- 1,359,100 visits
- 656,000 unique visitors



Lake Placid Selected Events (2022)



Empire State Winter Games

February 3 – 6



Lake Placid Summit Classic Lacrosse

August 1 – 7



Ironman Lake Placid

July 24



FISU World University Championship Speed Skating

March 2



ECAC Men's Hockey Championship

March 18



NCAA DIII Ice Hockey Championships

March 25



Essex and Hamilton County How Do They Track Tourism?

Essex County Occupancy Tax

Historically Warren County has collected a greater amount in occupancy tax collections until recent years. In 2020, Essex County increased the occupancy tax rate from three to five percent.

Approximately 95 percent of occupancy tax collections in Essex County go to ROOST ADK (The Regional Office of Sustainable Tourism).

Warren County may consider raising their occupancy tax rate to increase occupancy tax collections similar to Essex County.

Essex County vs Warren County Occupancy Tax Collections

| Year | Essex County - 5% | Warren County - 4% |
|------|-------------------|--------------------|
| 2012 | \$1,783,212 | \$3,533,155 |
| 2013 | \$1,903,014 | \$3,707,383 |
| 2014 | \$2,001,517 | \$3,814,805 |
| 2015 | \$2,045,292 | \$4,148,377 |
| 2016 | \$2,328,875 | \$4,171,995 |
| 2017 | \$2,677,914 | \$4,331,908 |
| 2018 | \$2,869,255 | \$4,510,948 |
| 2019 | \$3,001,291 | \$4,864,332 |
| 2020 | \$4,132,679 | \$4,238,439 |
| 2021 | \$6,594,420 | \$6,895,987 |

Notes:

2016 Essex County: AirBnB begins collecting occ. tax

2017 Essex County: All short-term rentals begin collecting occ. tax

2020 Essex County: Occ. tax rate increased from 3% to 5%

2021 Warren County: Begin collecting occ. tax on short-term rentals

Source: Essex County Treasurer, Warren County Tourism

Time of the Year

The Regional Office of Sustainable Tourism (ROOST) successfully collected surveys from 3,500 visitors to Hamilton and Essex County during 2020.

The table on the right shows the time of year in which respondents visited the area. The table is a color-coded heat map that shows high traffic times of the year.

Individuals that used short term rentals on average visited the area multiple times throughout the year. Essex County, while known for its winter sports, was most often visited during the summer and fall months.

| 2020 Survey - Time of Year Visiting - Essex and Hamilton County | | | | |
|---|-------------|--------------------|---------------|-----------------|
| Time of Year | Daytrippers | Short Term Rentals | All Travelers | |
| | | | Essex County | Hamilton County |
| January - February | 10% | 32% | 15% | 9% |
| March - April | 8% | 23% | 6% | 5% |
| May - June | 20% | 7% | 15% | 22% |
| July - August | 32% | 37% | 31% | 42% |
| September - October | 23% | 24% | 23% | 19% |
| November - December | 7% | 8% | 9% | 2% |
| Total | 100% | 131% | 99% | 99% |

Source: Regional Office of Sustainable Tourism (RoostADK)

Spending Allocation

The accompanying table shows different spending levels for various visitor types and by location. Lodging, meals and retail were the dominant spending categories for all visitors.

The Adirondack Region is an outdoor recreation destination but the majority of spending from visitors falls within retail, meals and lodging. Developing strong supporting assets such as retail and restaurant assets helps capture additional tourism spending dollars and enhances visitors experience.

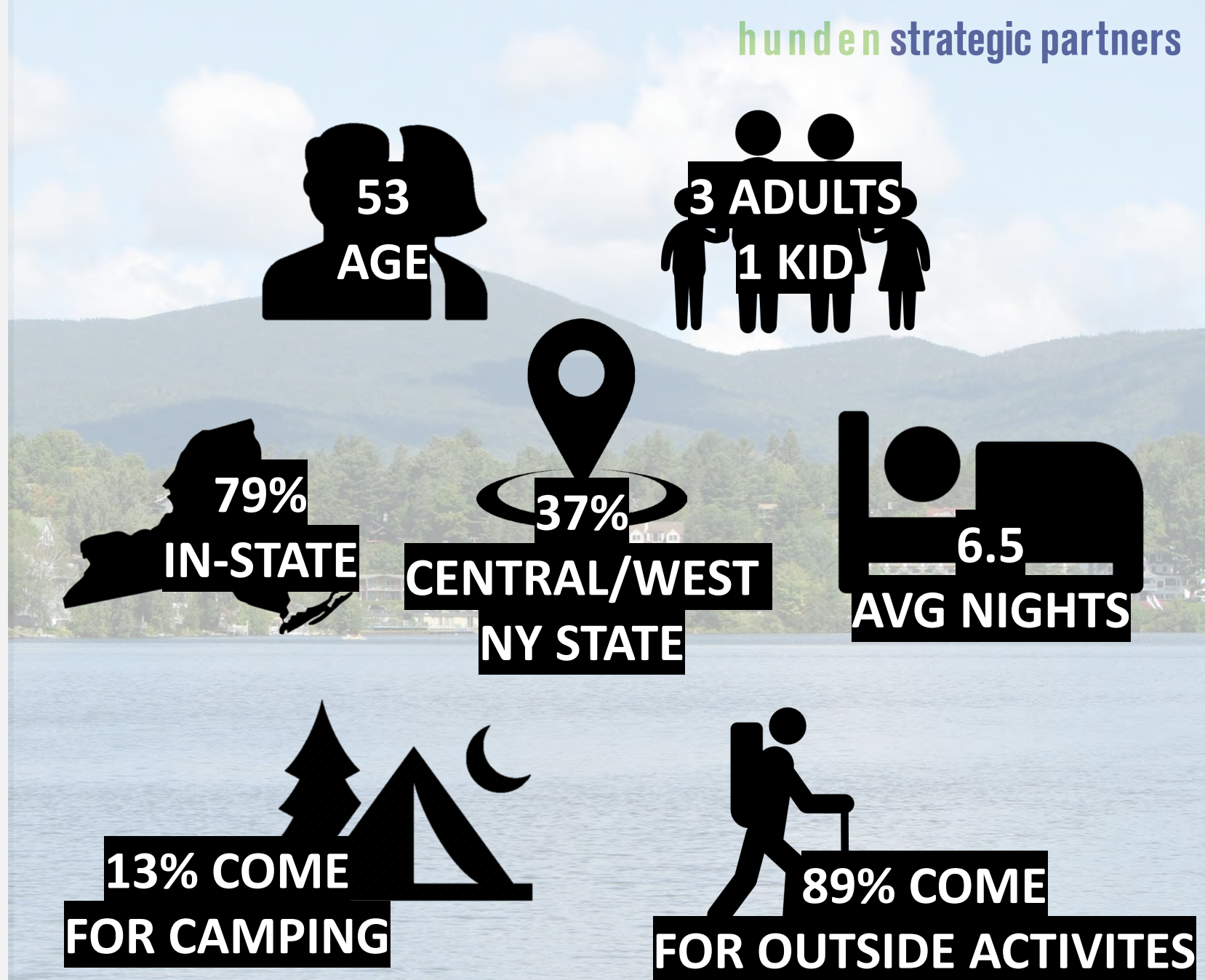
| 2020 Survey - Total Expenditure Allocation by Category | | | | |
|--|-------------|--------------------|---------------|-----------------|
| Time of Year | Daytrippers | Short Term Rentals | All Travelers | |
| | | | Essex County | Hamilton County |
| All other | 2% | 0% | 1% | 1% |
| Attractions & Events | 4% | 3% | 3% | 2% |
| Entertainment | 4% | 3% | 4% | 4% |
| Transportation | 7% | 3% | 4% | 5% |
| Shopping/Retail | 26% | 10% | 15% | 16% |
| Meals | 56% | 19% | 24% | 27% |
| Lodging | — | 62% | 49% | 45% |
| Total | 99% | 100% | 100% | 100% |

Source: Regional Office of Sustainable Tourism (RoostADK)

Essex County Visitor Profile

The neighboring graphics show the profile of visitors to Essex County throughout the year.

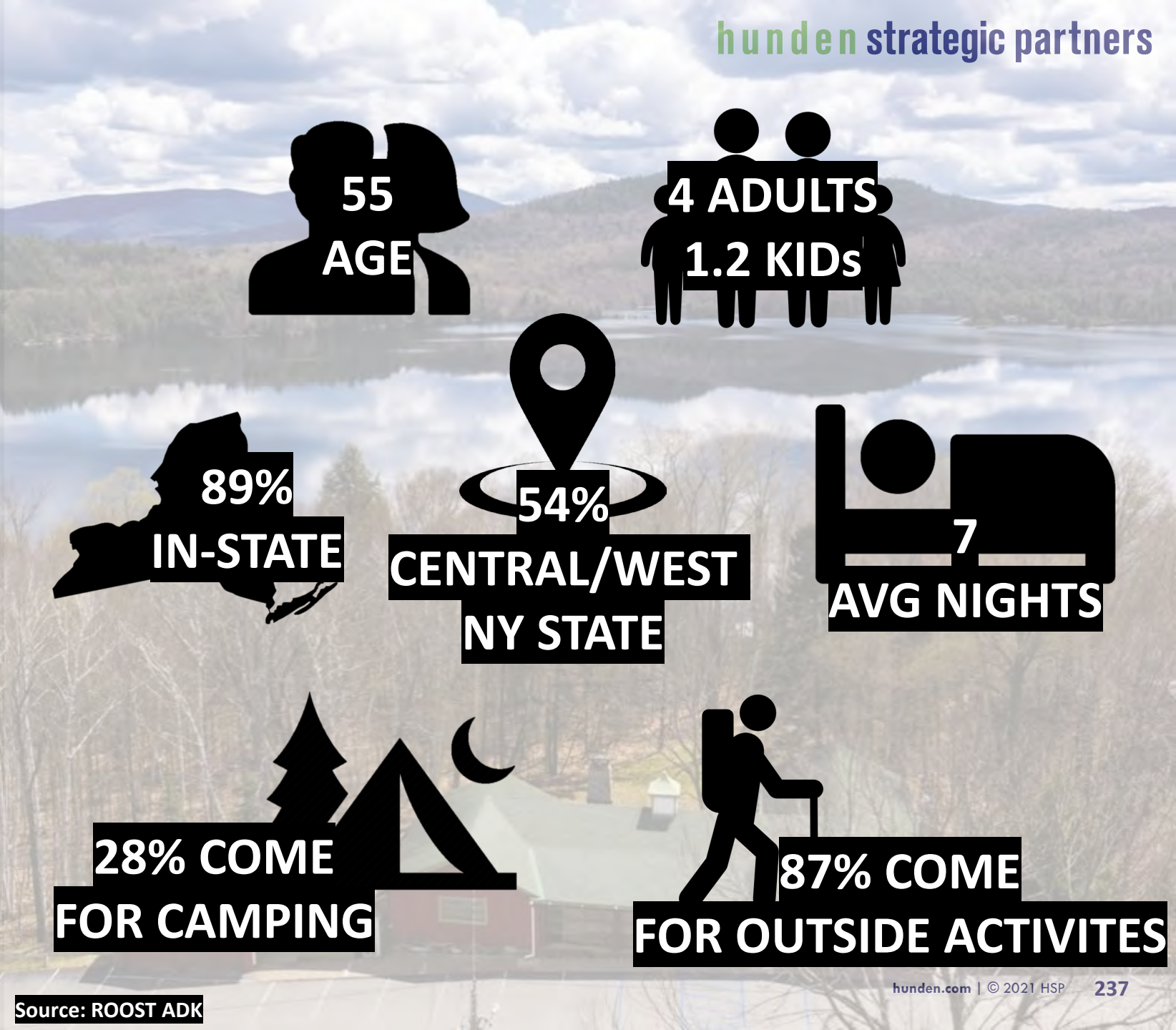
The average visitor to the region is a 53-year-old bringing their family of four. Approximately 79 percent of visitors from from within the state, with 37 percent of visitors coming from within the drivable central/west regions of New York State. They mostly come for activities, with 13 percent of visitors coming mainly for hiking.



Hamilton County Visitor Profile

The neighboring graphics show the profile of visitors to Hamilton County throughout the year.

The average age compared to Essex is two years older and the groups are slightly larger. Compared to Essex County, larger percentages of visitors come from more immediate areas. These in-state visitors come for dominantly outdoor activities and stay an average of a week.





Essex and Hamilton County Hotel Industry Overview

Essex County: Hotel Industry Overview

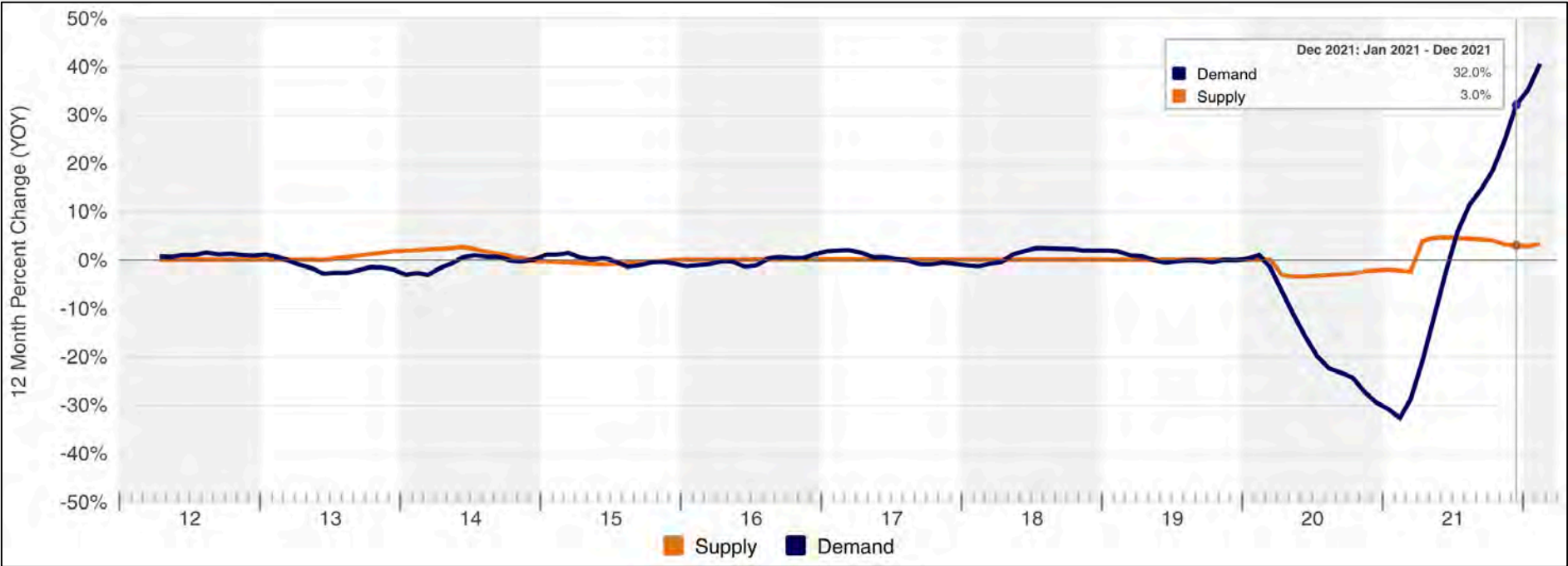
2021 Inventory:
2,436 Rooms

2021 Occupancy:
49.8%

2021 ADR:
\$185

2021 RevPAR:
\$92

The following chart shows the historical change in supply and demand for hotels in Essex County, NY over a 10-year period.



The change in supply in the county has remained stagnant over the ten-year period and demand has not fluctuated except for in 2020 and 2021 due to COVID-19. Demand had a negative 32.7 percent change in February 2021. Since then, there has been a sharp recovery in demand of nearly 51.3 percent change from March 2021.

Essex County, NY Performance by Class Overview

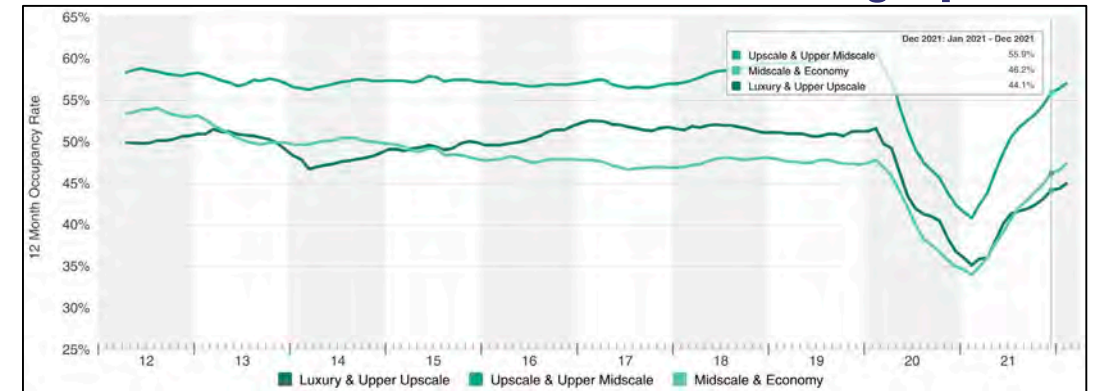
HSP utilized Costar/STR to understand the trends in the hotel industry in Essex County, NY. The performance trends in the figures are broken up into three categories, representing the different chainscales available in the county.

The first figure shows the occupancy trends by chainscale over a 10-year period. The Upper Midscale and Upscale chainscales are most in demand and outperform the other four chainscales. As of December 2021, the average occupancy for the Upper Midscale & Upscale was nearly 56 percent.

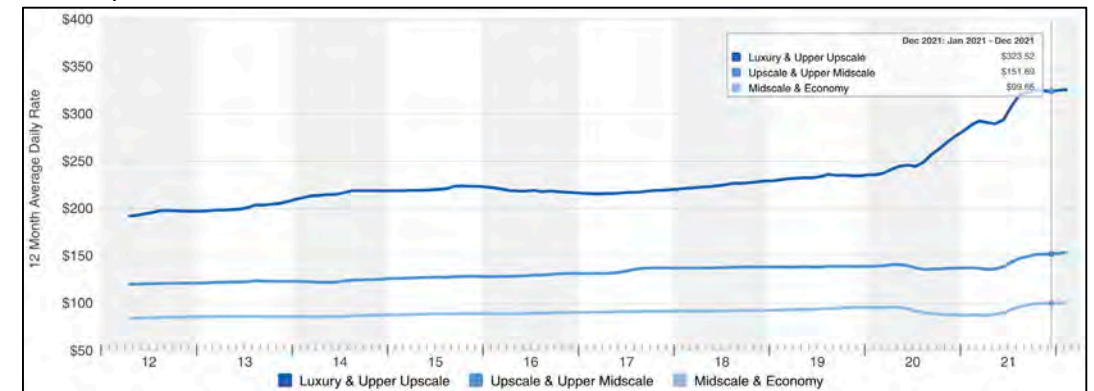
The second figure shows the average daily rate by chainscale. Prior to COVID-19, each chainscale saw a steady rise in ADR and minor drops during the COVID-19 period. Shortly after, as restrictions in travel began to ease, the average ADR in 2021 within the Luxury & Upper Upscale chainscales rose to a high of \$323.52 while Upscale & Upper Midscale average ADR was \$151.69 and Midscale & Economy average ADR was \$99.65.

The third figure shows the trends in RevPAR. Since RevPAR is a product of Occupancy and ADR it mirrors the trends seen in both metrics.

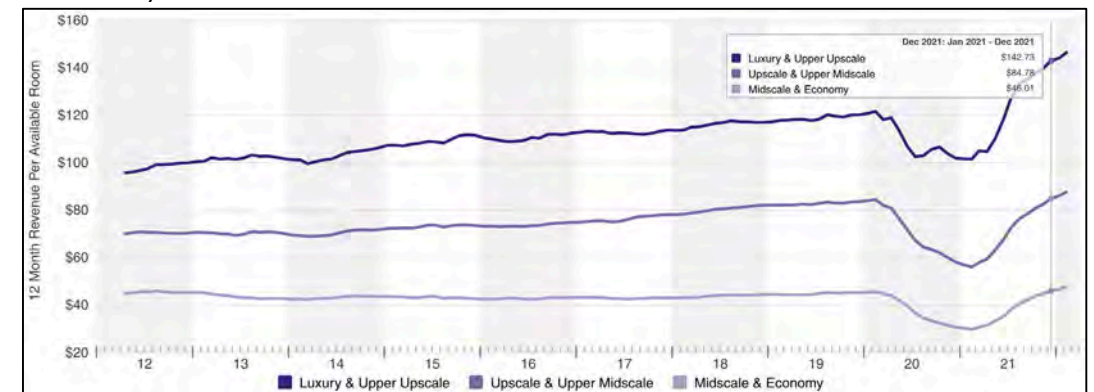
Occupancy by Chainscale



ADR by Chainscale



RevPAR by Chainscale



Interview: Lake Placid CVB – Roost ADK

HSP interviewed representatives from ROOST ADK. Key takeaways from the interview are summarized below.

Visitation

Lake Placid’s remote location pushes most travelers to stay overnight.

The name recognition from the Olympics allows them to continually benefit from large numbers of international travelers.

ROOST believes Lake Placid is truly unique, but its biggest competitors are Stowe and Vail for winter activities.

Events

The majority of large groups that visit the area are sports oriented. Some of these events are the Ironman, Empire State Winter Games and Winter Carnival at Saranac Lake.

Data

ROOST tracks occupancy tax collections and uses customer intercept surveys to gather data on tourism. These reports are made available on their website.

These data points help make ROI decisions on marketing and event initiatives.

Lake Placid occupancy tax collections have grown as a result of both higher rates and increased demand.

Thoughts on Warren Co.

Lake Placid faces less seasonality compared to Warren County because they have achieved a year-round identity, highlighted by their winter tourism strength. Another advantage of Lake Placid is ease of access to both summer and winter activities from the main village.

HSP analyzed Essex and Hamilton County as competitive destinations, the following implications were drawn.

What They Do Best:

While Lake Placid is commonly known for the winter Olympics, it has developed itself into a 365-day destination that generates more visitation during the summer months. Because it hosted the winter Olympics, the area has the infrastructure to host any winter sport tournament. A best practice of Lake Placid is their use of sports tourism, during the summer and winter months.

Hamilton County is a more remote, less known area, with visitation from visitors for hiking and other outdoor activities.

Why They Are a Good Competitor:

Warren County truly competes with other Northeast destinations with similar assets. When people who live in the Northeast decided to go on a lake or mountain vacation, they choose between areas in the Adirondacks. Similar to Warren County, Lake Placid has built an identity of hiking, lake days and skiing. When looking at Warren County, Lake Placid is likely one of its top alternative vacation destinations in the eyes of visitors.

Hamilton County is not a competitive destination as it does not attract high levels of tourism or position itself as a destination with its marketing efforts.

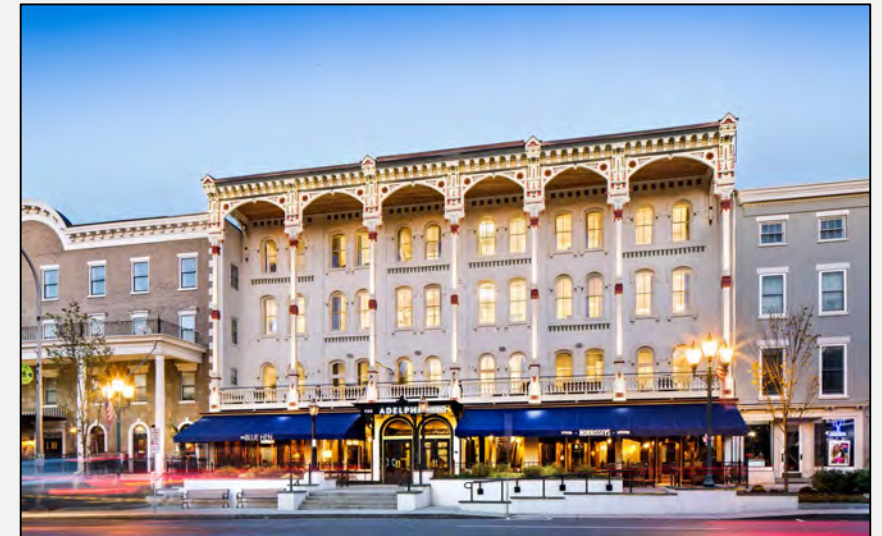
Saratoga Springs, New York

Saratoga Springs, New York

Saratoga Springs, New York is located in Saratoga County which is Warren County's neighboring county to the south. Highway 87 runs through Saratoga County adjacent to Saratoga Springs and helps generate visitation to the area from travelers in the state and region.

Saratoga Springs is a historical and culturally-rich area in New York State that was originally known for its natural mineral springs but over time, evolved into a vacation destination for wealthy residents of New York City.

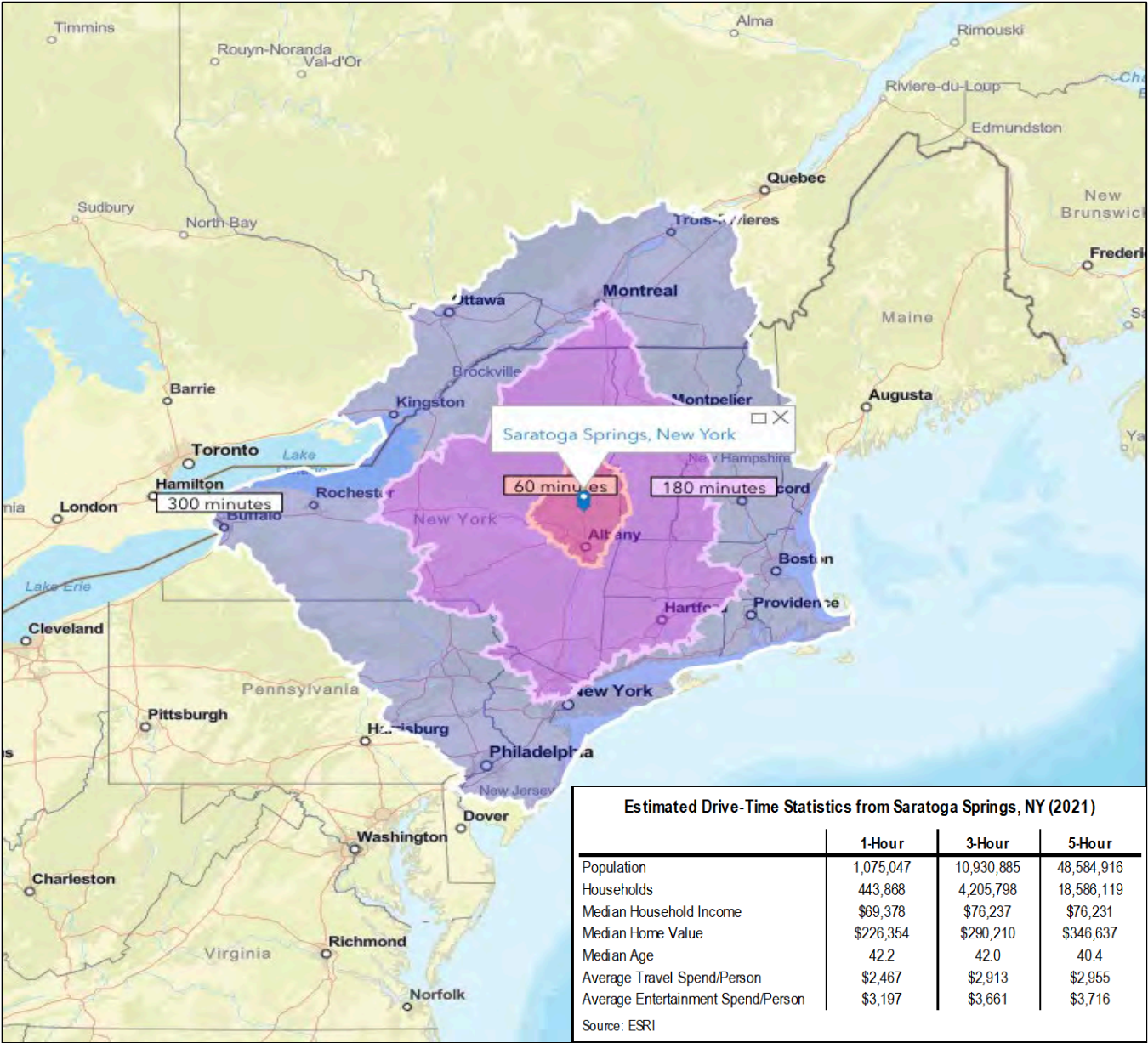
Saratoga Springs is now known for the Saratoga Racecourse, one of the most popular horse racing destinations in the country. The city has developed a vibrant and active downtown main street that promotes walkability and safety for visitors to experience its boutique retail shops, restaurants, parks, museums and entertainment facilities.



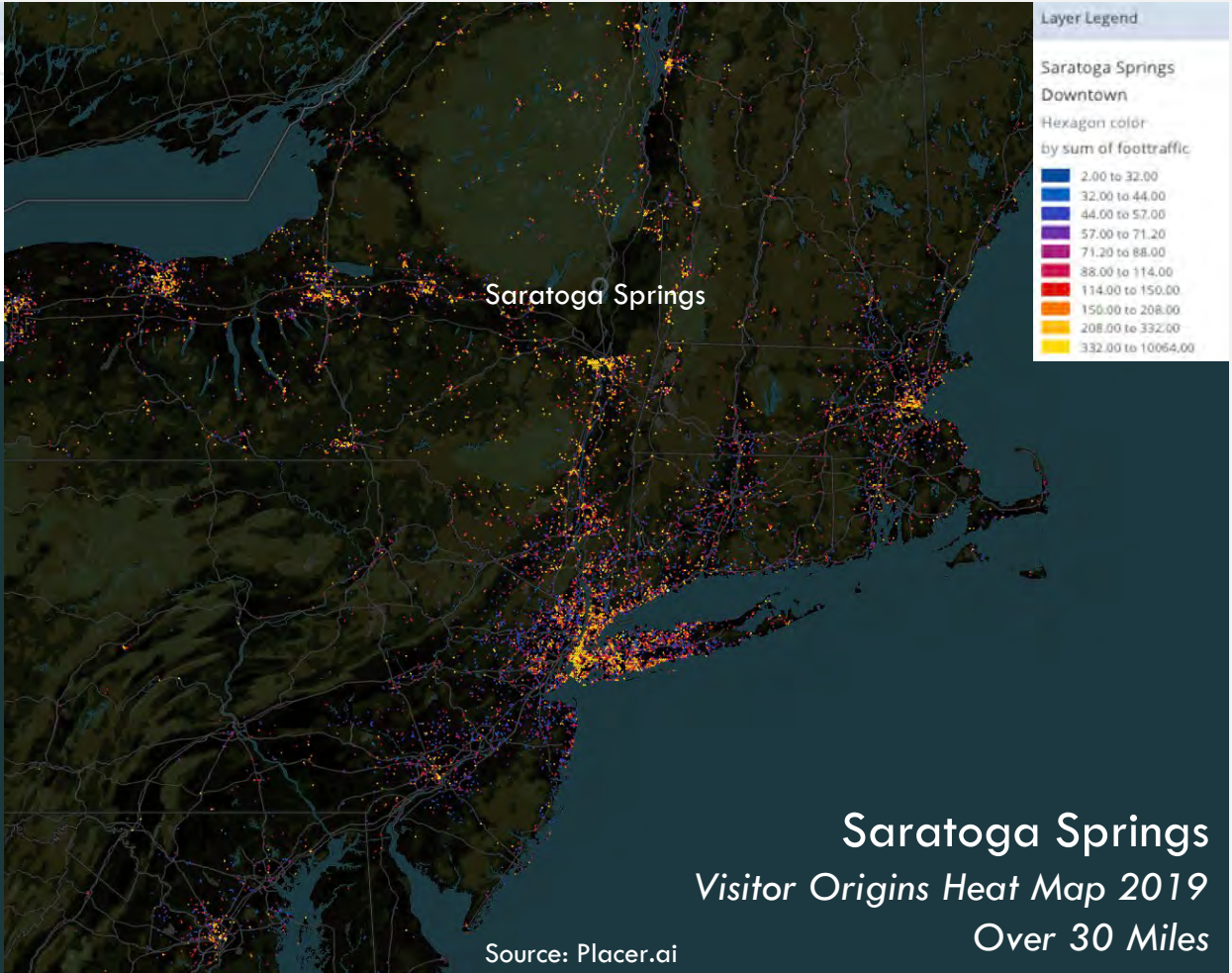
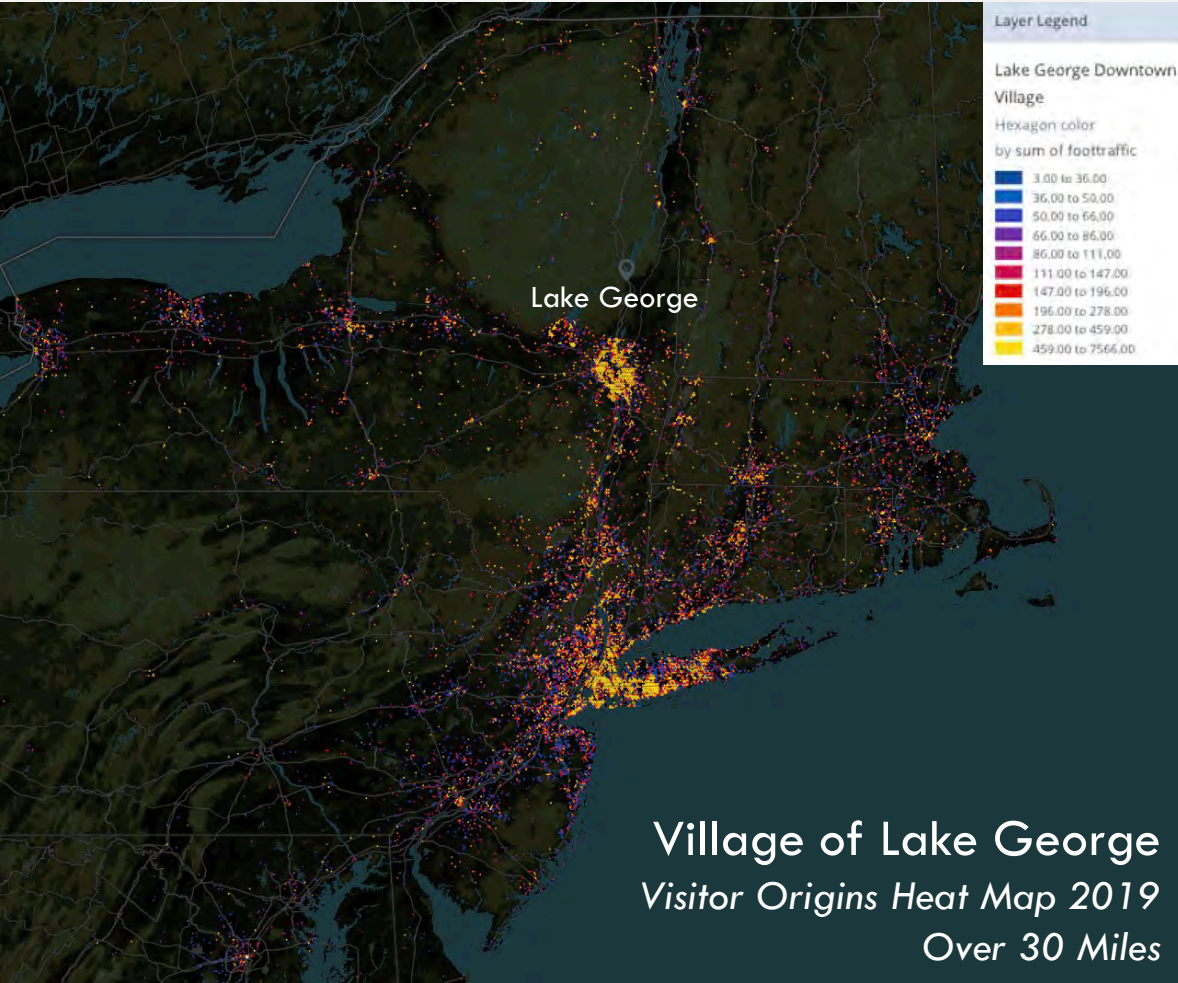
Saratoga Springs Location Breakdown

Within a 5-hour drive time, there is a population of over 48.5 million people and over 18.5 million households. This distance includes major cities along the east coast including Concord, Boston, Providence, New York City, Philadelphia and Western New York. On average, people spent nearly \$3,000 on travel and \$3,700 on entertainment in 2021.

Lake George is located 26 miles north of Broadway in Saratoga Springs, making it Lake George’s nearest competitors. The proximity between the two destinations results in overlap in the target markets but the two county’s asset offerings are different.



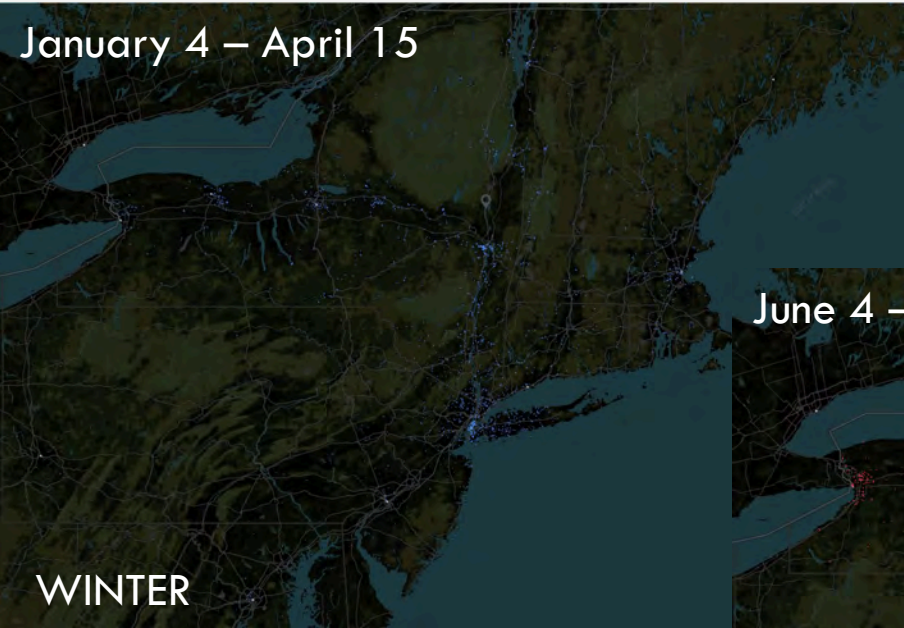
Warren County vs Saratoga Springs Visitation





Saratoga Springs Downtown Area Visitation - 2019

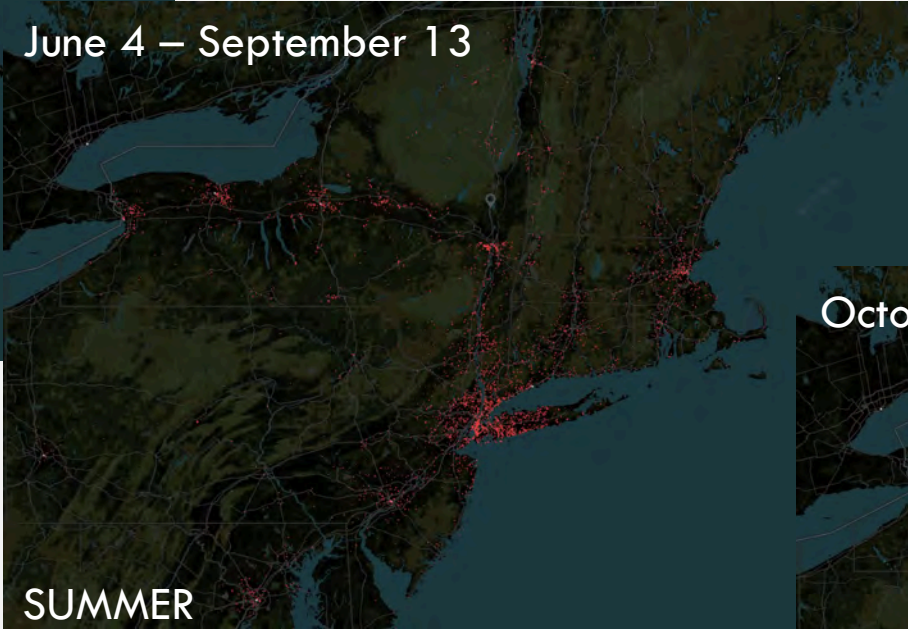
January 4 – April 15



WINTER

Visitor Home Location by Season

June 4 – September 13



SUMMER

October 25 – December 20

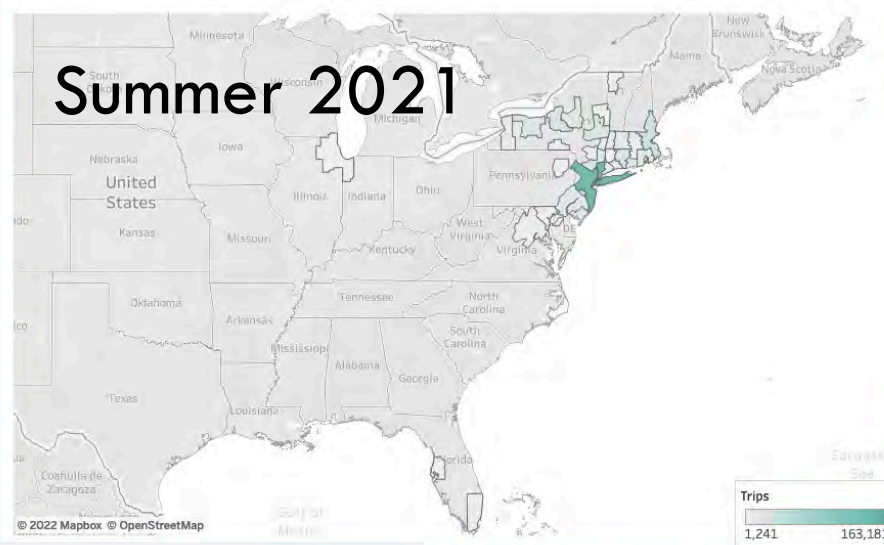


FALL

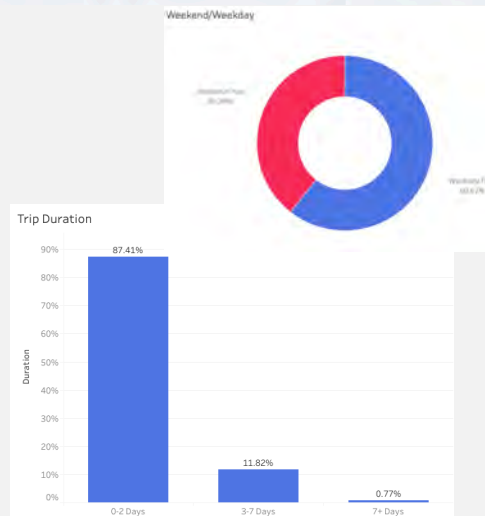
Saratoga Springs Summer v Winter Visitation

For summer and winter seasons, the largest market for Saratoga tourism is the New York City. During the summer the Saratoga market has a much wider and greater pull for tourism. During the winter months it becomes more localized.

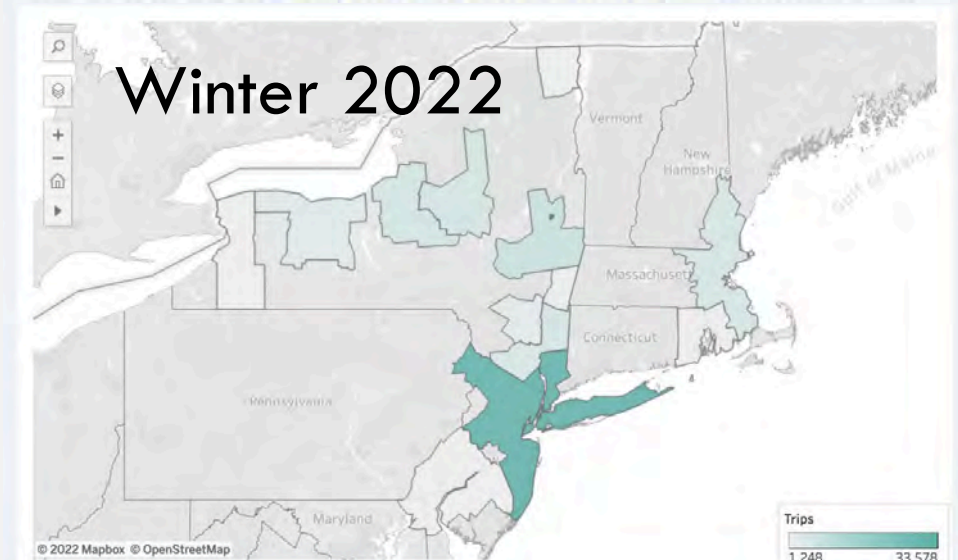
Number of Trips From Each MSA to Saratoga Springs - City, State Park, Racetracks and Retail Between Jun 2021 - Sep 2021



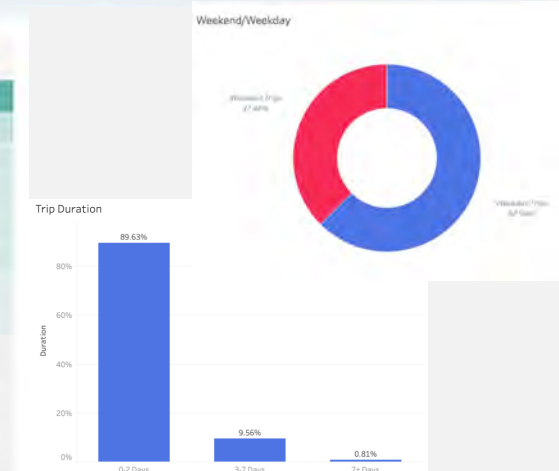
| Origin Name | Trips |
|--|---------|
| New York-Newark-Jersey City, NY-NJ-PA | 163,181 |
| Boston-Cambridge-Newton, MA-NH | 37,549 |
| Albany-Schenectady-Troy, NY | 24,282 |
| Syracuse, NY | 23,180 |
| Poughkeepsie-Newburgh-Middletown, NY | 22,618 |
| Rochester, NY | 20,352 |
| Utica-Rome, NY | 17,961 |
| Hartford-East Hartford-Middletown, CT | 17,550 |
| Philadelphia-Camden-Wilmington, PA-NJ-D. | 16,981 |
| Springfield, MA | 13,267 |
| Bridgeport-Stamford-Norwalk, CT | 12,764 |
| Kingston, NY | 9,635 |
| New Haven-Milford, CT | 9,260 |
| Providence-Warwick, RI-MA | 8,748 |
| Pittsfield, MA | 8,415 |
| Buffalo-Cheektowaga, NY | 8,049 |



Number of Trips From Each MSA to Saratoga Springs - City, State Park, Racetracks and Retail Between Jan 2022 - Mar 2022



| Origin Name | Trips |
|--|--------|
| New York-Newark-Jersey City, NY-NJ-PA | 33,578 |
| Albany-Schenectady-Troy, NY | 8,767 |
| Utica-Rome, NY | 6,485 |
| Syracuse, NY | 6,415 |
| Boston-Cambridge-Newton, MA-NH | 6,092 |
| Poughkeepsie-Newburgh-Middletown, NY | 5,980 |
| Rochester, NY | 4,000 |
| Kingston, NY | 3,221 |
| Hudson, NY | 1,785 |
| Plattsburgh, NY | 1,486 |
| Providence-Warwick, RI-MA | 1,317 |
| Philadelphia-Camden-Wilmington, PA-NJ-D. | 1,287 |
| Buffalo-Cheektowaga, NY | 1,248 |



Saratoga Springs Foot Traffic Heat Map

The downtown Saratoga Springs set of comparable summer and winter pedestrian heat maps illustrate that, compared with Lake George, the winter foot-traffic aided by improved street landscaping efforts, which creates a unified sense of place, the fact that there is significant employment and business within the walkable area, and there are still crowd-generating facilities in operation during cold months, despite the racetrack and state park enduring their off-season.

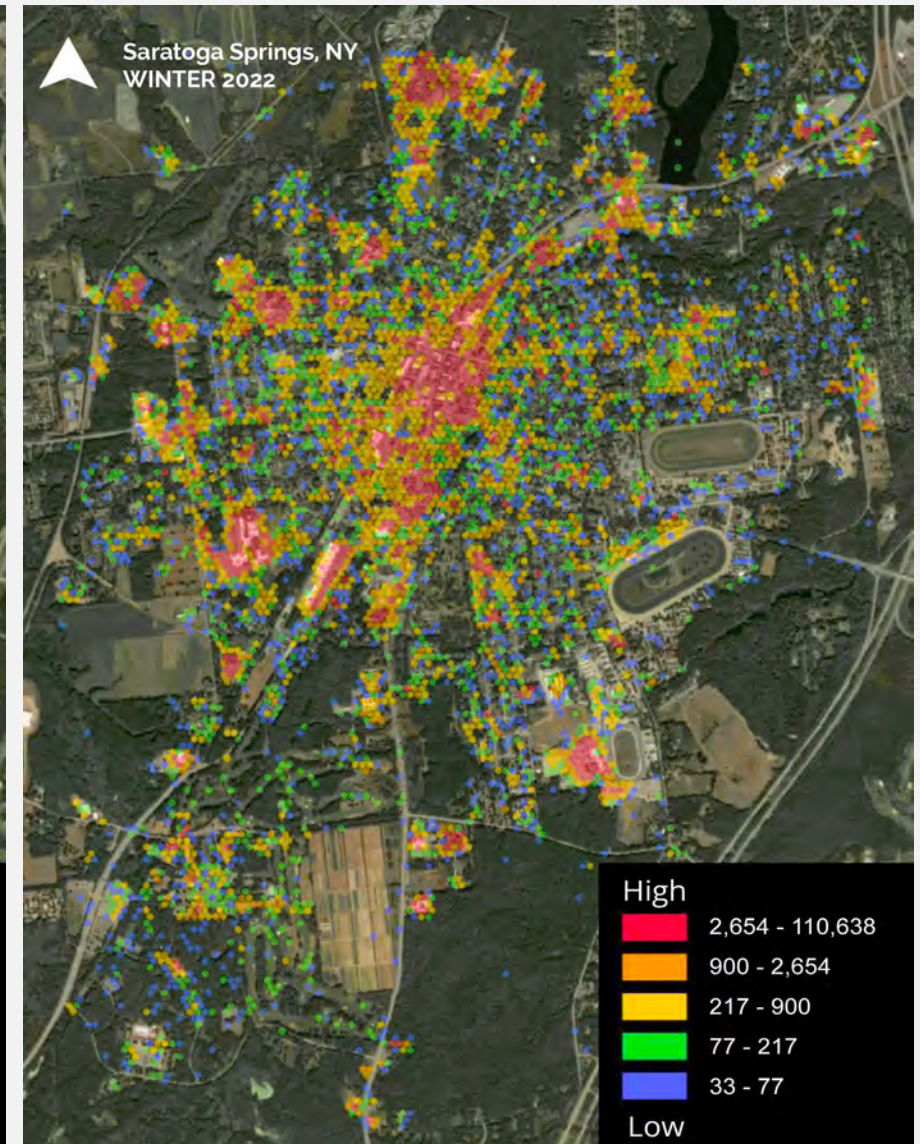
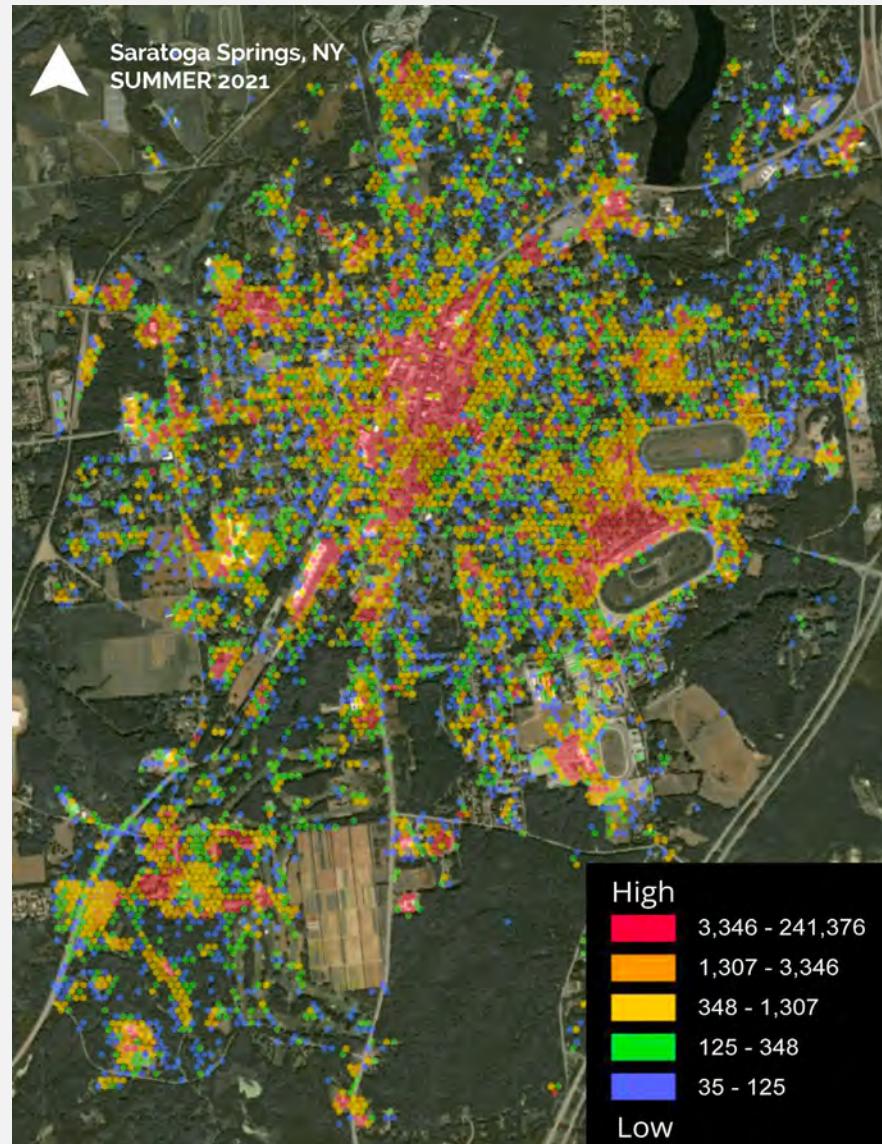
The year-round meetings facilities at the Hilton and City Center is the most effective operation infusing out-of-town shoppers and diners onto the downtown streets. A healthy variety of independent restaurants and boutiques in operation have made downtown Saratoga Springs a popular weekend getaway any time of year for the sizeable regional population.



Saratoga Springs city-wide Foot Traffic Heat Map

The famous horse racing track and Saratoga Spa State Park both are shows to be strong magnets for tourism in summer, and much less so in winter. Indoor museums and arts facilities in the Saratoga Spa state park still draw a fair number of visitors in winter, despite far fewer people visiting the natural outdoor geysers within the park.

Additionally, the Saratoga Gaming and Harness Racing Casino Hotel, as well as some museums and arts venues, and Skidmore College are shown to attract year-round visitation.





Saratoga Springs Assets and Events

Saratoga Springs Selected Assets



Saratoga Racecourse



Broadway (Downtown Area)



Festivals & Events



Saratoga Casino



Saratoga Springs City Center



Saratoga Performing Arts Center

Broadway (Downtown Saratoga)

Saratoga Springs has developed an eclectic, walkable downtown district. Broadway also shuts down for large festivals and events such as Chowder Fest.

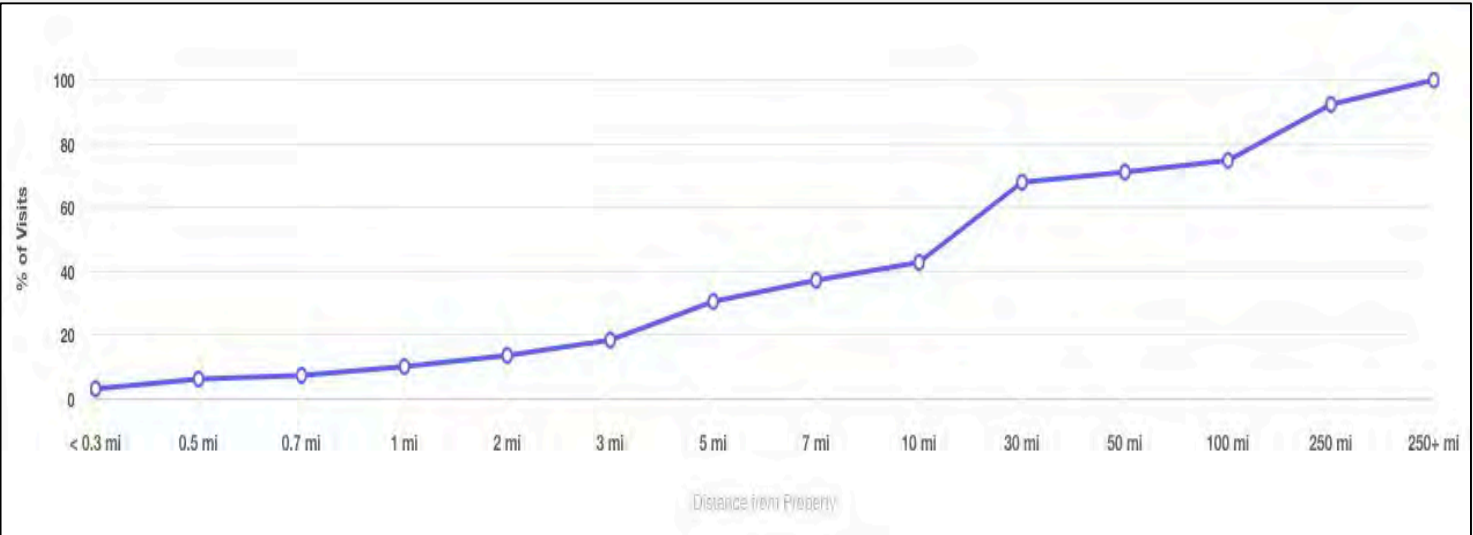
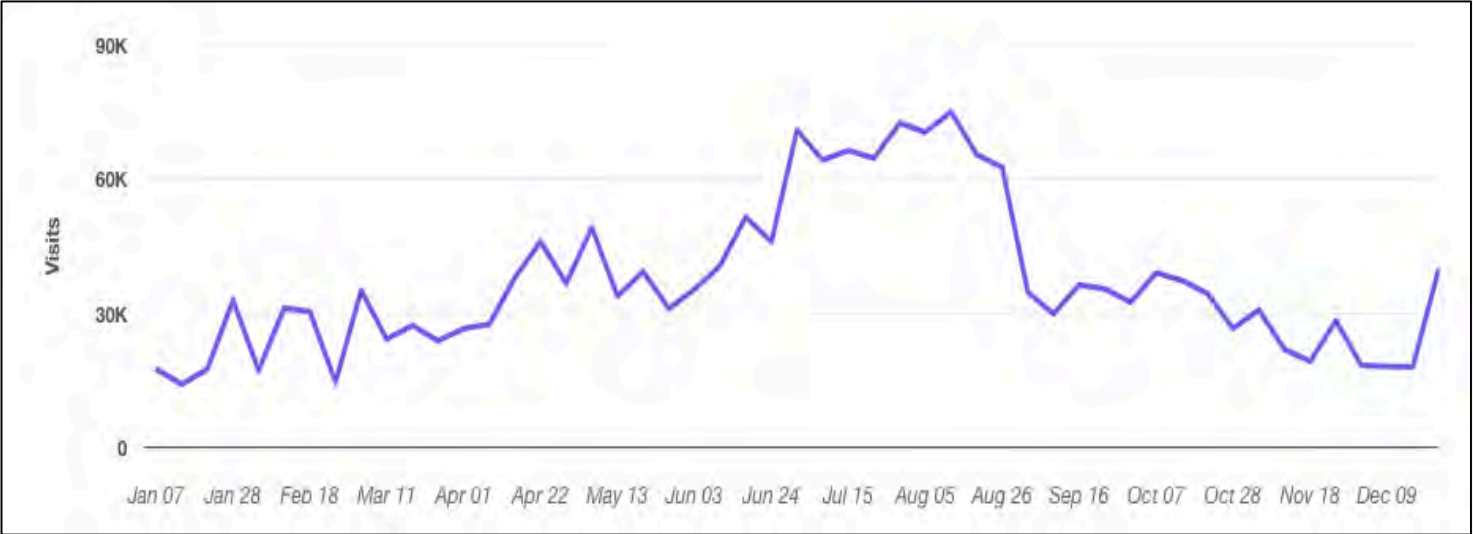
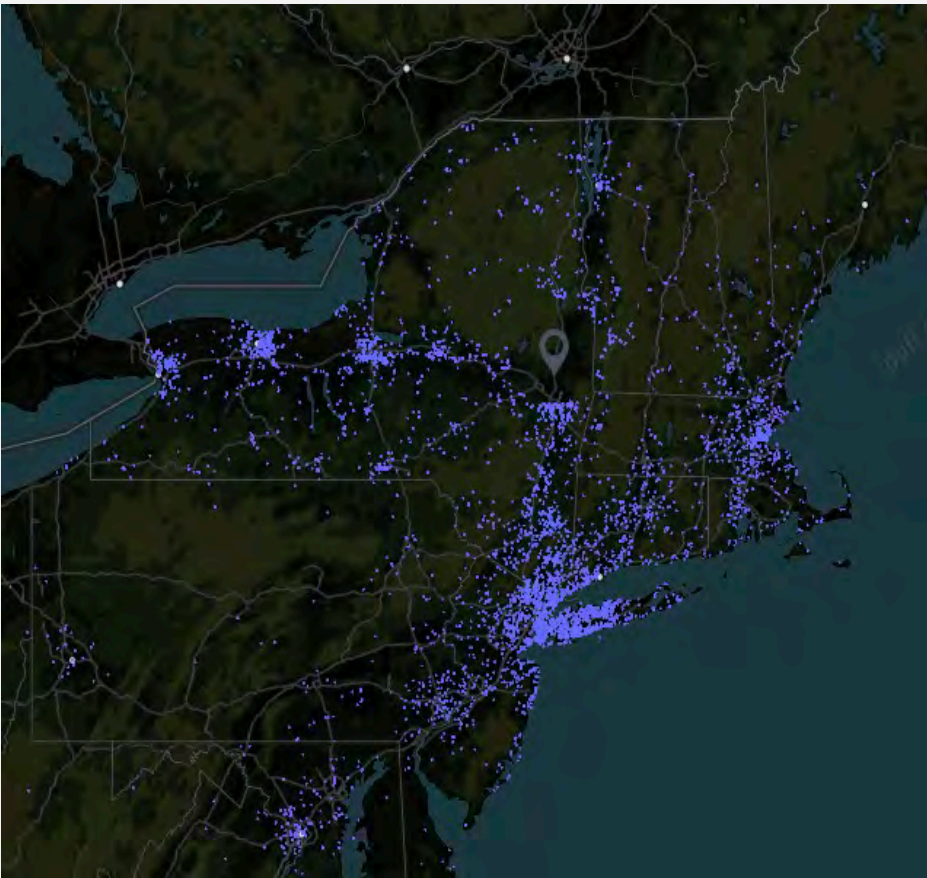
The mix of assets on Broadway attracts people to the downtown area and supports the activity that the City Center attracts.



Broadway (Downtown Saratoga)

2019 Visitation Characteristics beyond 30 miles:

- 1,900,000 visits
- 802,700 unique visitors



Saratoga Racecourse

Saratoga Racecourse is one of the oldest horse racing tracks in the country. The track is located just over a mile off of Broadway, making it easily accessible from the downtown.

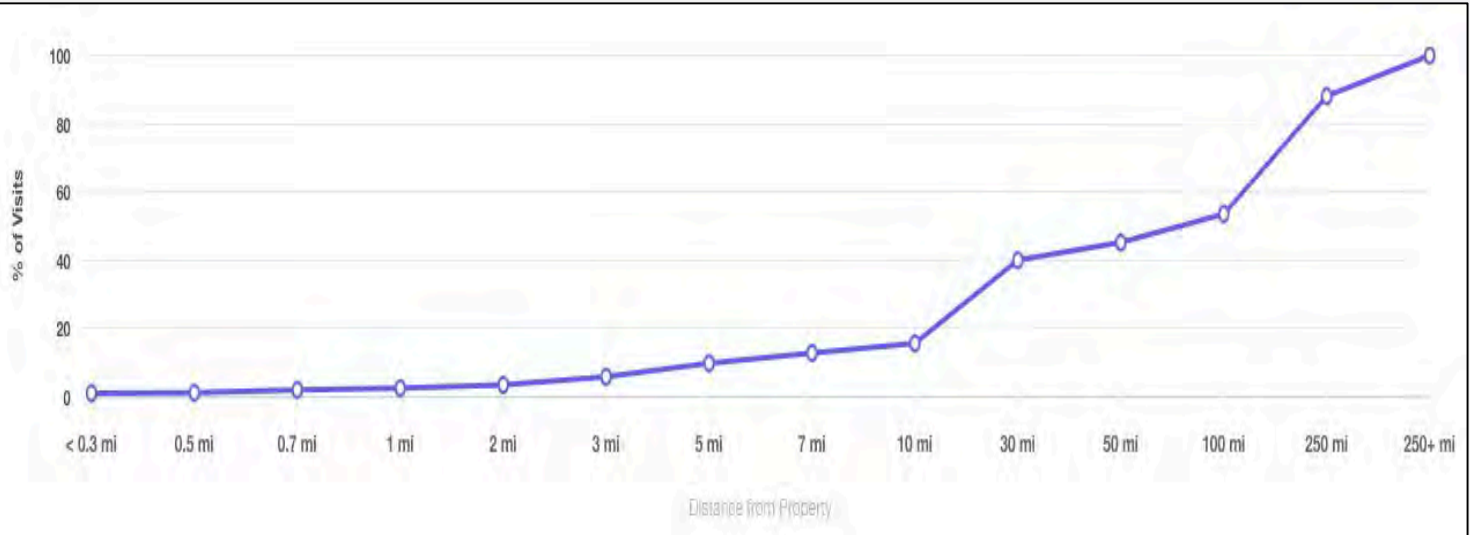
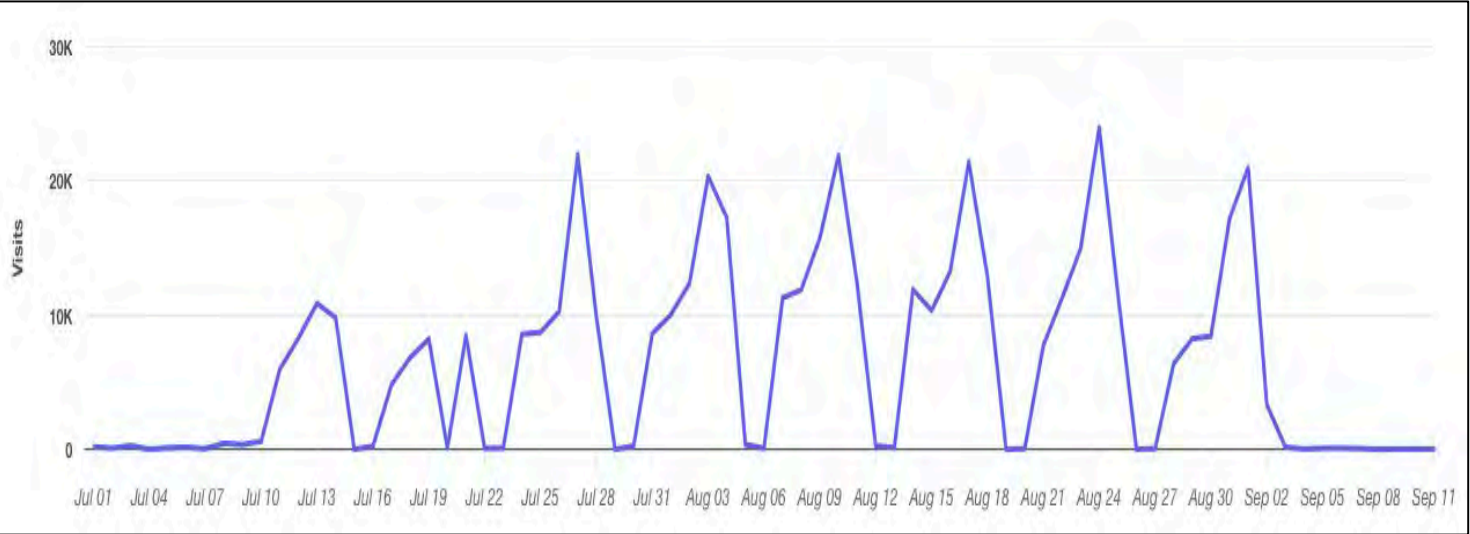
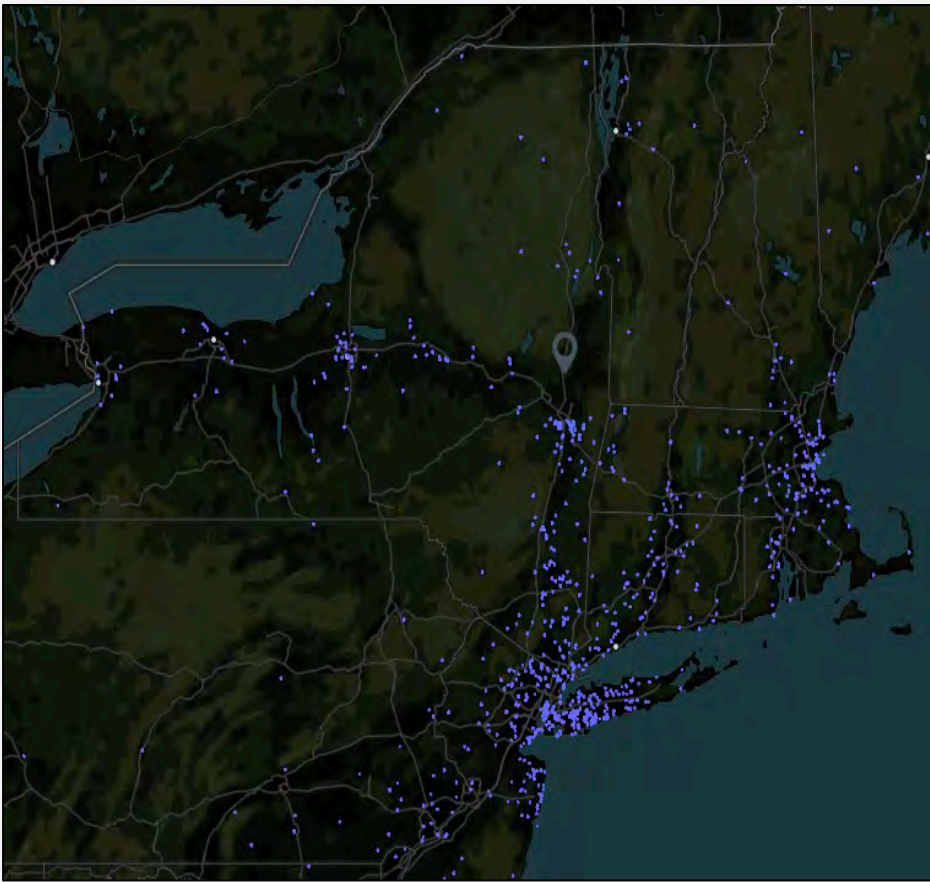
The racing season runs from July until early September and attracts people from all over the country to experience all that Saratoga has to offer. The track is a historical landmark in Saratoga and is a major tourism generator in the region.



Saratoga Race Course

2019 Visitation Characteristics beyond 30 miles:

- 473,000 visits
- 315,400 unique visitors



Chowder Fest

Chowder Fest is a weekend event organized by Discover Saratoga in order to stimulate activity for the community in the winter season. The event typically attracts between 30,000 - 40,000 people and is hosted in the downtown area.

Since the street is closed to traffic, there is live music and other attractions for people to enjoy while moving between vendors. The event stimulates the local businesses that see less traffic in the winter months.



Saratoga Beer Week

Saratoga Beer Week is another event hosted in February to attract visitors during winter. The event is held at the City Center and features craft breweries from all over the country, food entertainment and educational sessions.

Craft beers, wine, seltzers and whiskey are popular in the region and the event brings more attention to the companies that are developing in New York State.



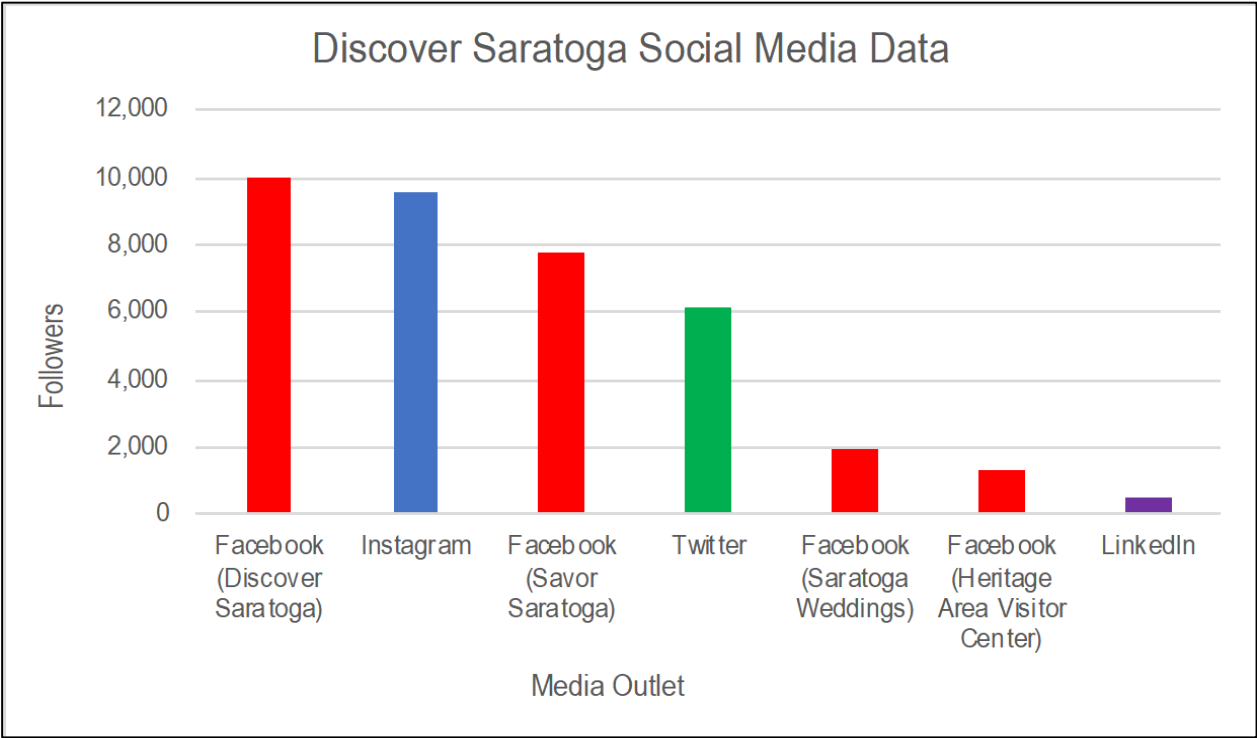
Saratoga Springs How Do They Track Tourism?

Marketing Metrics and Types

Discover Saratoga focuses on social media to track engagement and performance through various social media platforms. The organization has four separate Facebook pages, Instagram, Twitter and LinkedIn.

Discover Saratoga also uses Google Analytics and tracked 14,918 users and 35,814 page views.

Discover Saratoga conducts email marketing with a Meeting Planner Newsletter, Membership Newsletter and Saratoga Fans Newsletter.



| Discover Saratoga Social Media Data | |
|---|--------------------|
| Media Outlet | Followers or Users |
| Facebook (Discover Saratoga) | 10,034 |
| Instagram | 9,596 |
| Facebook (Savor Saratoga) | 7,807 |
| Twitter | 6,195 |
| Facebook (Saratoga Weddings) | 1,965 |
| Facebook (Heritage Area Visitor Center) | 1,293 |
| LinkedIn | 545 |
| Total | 37,435 |
| Source: Discover Saratoga | |

| Discover Saratoga Email Marketing Data | | |
|--|-----------|--------------------|
| Email Grouping | Open Rate | Click-To-Open Rate |
| Meeting Planner Newsletter | 19.1% | 5.1% |
| Membership Newsletter | 46.6% | 6.3% |
| Saratoga Fans Newsletter | 37.3% | 9.5% |
| Source: Discover Saratoga | | |

HSP interviewed the staff of Discover Saratoga to better understand the organization and Saratoga Springs. The following points list the key takeaways:

- Saratoga Springs is a four-season destination with a strong mix of leisure travel in the warmer months and primarily business and group travel in the colder months. Racing season brings strong visitation on weekends, but Discover Saratoga puts more effort into targeting conventions during this time to fill the weekdays and meet goals for RevPAR.
- Due to their location relative to Warren County, Saratoga Springs naturally experiences similar declines in leisure travel in the shoulder and winter months, but the Saratoga City Center helps alleviate these declines by attracting regional and state associations, as well as corporate travel. The Saratoga City Center was expanded in 2011 and is attached to The Saratoga Hilton. The hotel has 242 rooms, 10 meeting rooms and 20,546 square feet of total event space.
- Business travel is drawn to Saratoga Springs because of their eclectic downtown core. Saratoga's main street, or "Broadway," is a walkable downtown core with boutique shops, restaurants, breweries, museums and entertainment for visitors to experience while in the area. There are six hotels on Broadway that allow visitors the freedom to walk around the downtown core.

Discover Saratoga Interview Feedback

HSP interviewed the staff of Discover Saratoga to better understand the organization and Saratoga Springs and the following points list the key takeaways:

- Similar to Warren County, many residents in the area leave in the winter months and activity slows down. To combat this, Saratoga has developed a strong event and festival scene in their winter months. The main events include Chowder Fest, the Victorian Street Walk, Restaurant Week and Beer Week.
- Saratoga Racecourse's racing season falls between mid July and Labor Day. During racing season, there is an influx of tourism activity. Hotels are typically near full occupancy and charge high rates.
- Discover Saratoga has developed incentive programs for new groups that give between \$500 and \$1000 to put towards transportation, food and entertainment expenses.



Saratoga Springs, NY Hotel Industry Overview

Saratoga Springs, NY: Hotel Industry Overview

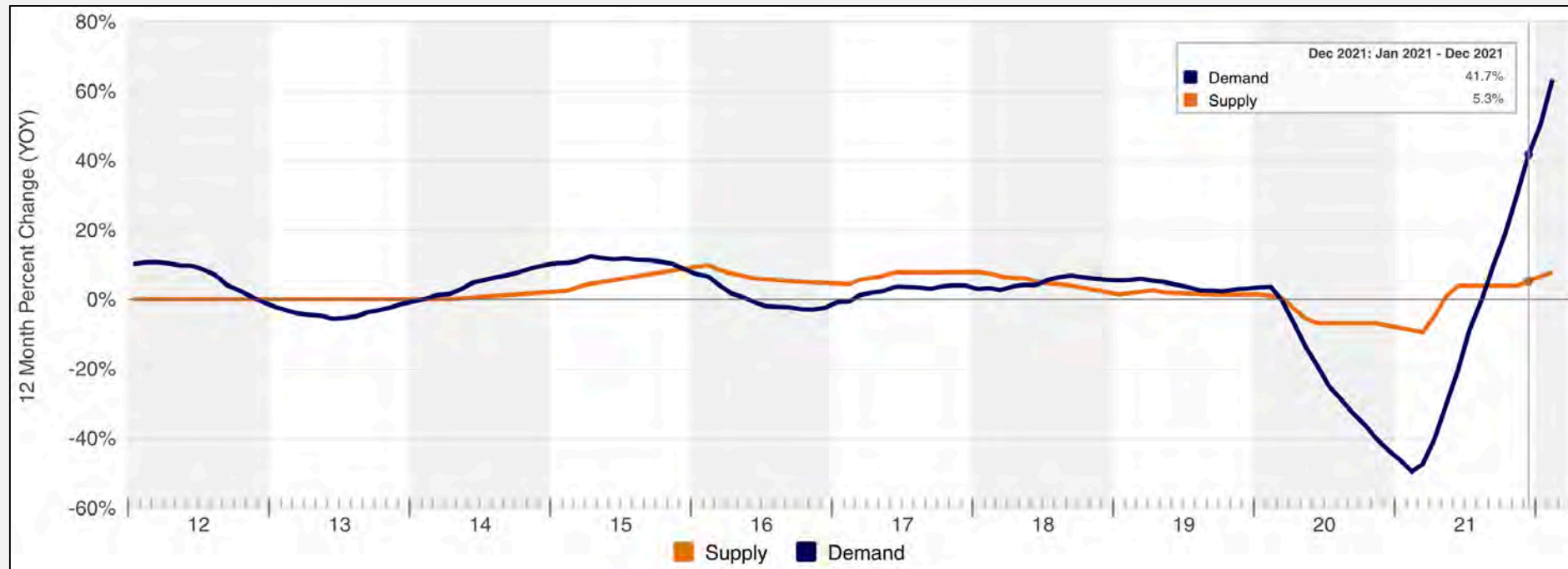
2021 Inventory:
2,126 Rooms

2021 Occupancy:
55.5%

2021 ADR:
\$149

2021 RevPAR:
\$83

The following chart shows the historical change in supply and demand for hotels in Saratoga Springs, NY over a ten-year period.



Prior to COVID-19, the Saratoga Springs area had seen an increase in supply of hotels in the area between late 2015 and 2017. The new supply was quickly absorbed in 2018. During COVID-19, change in demand dropped by 50 percent in late 2020 but quickly increased by December 2021.

Saratoga Springs, NY Performance by Class Overview

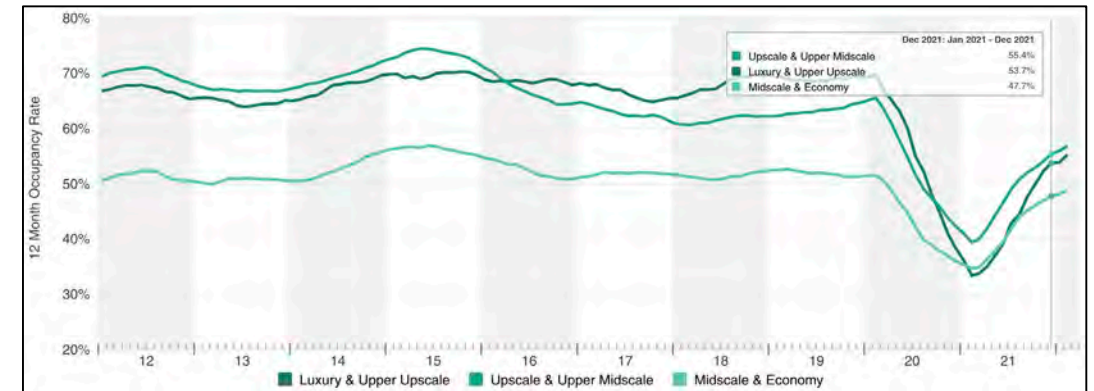
HSP utilized Costar/STR to understand the trends in the hotel industry in Saratoga Springs, NY. The performance trends in the figures are broken up into three categories, representing the different chainscales available in the area.

The first figure shows the occupancy trends by chainscale over a 10-year period. Prior to COVID-19, the Luxury & Upper Upscale and Upper Midscale & Upscale chainscales performances were similar to each other. Since 2016, the Luxury & Upper Upscale properties received high demand compared to other hotel properties in the area until 2020. As of December 2021, the average occupancy for the Upper Midscale & Upscale was nearly 55.4 percent while the average occupancy for the Luxury & Upper Upscale properties was 53.7 percent.

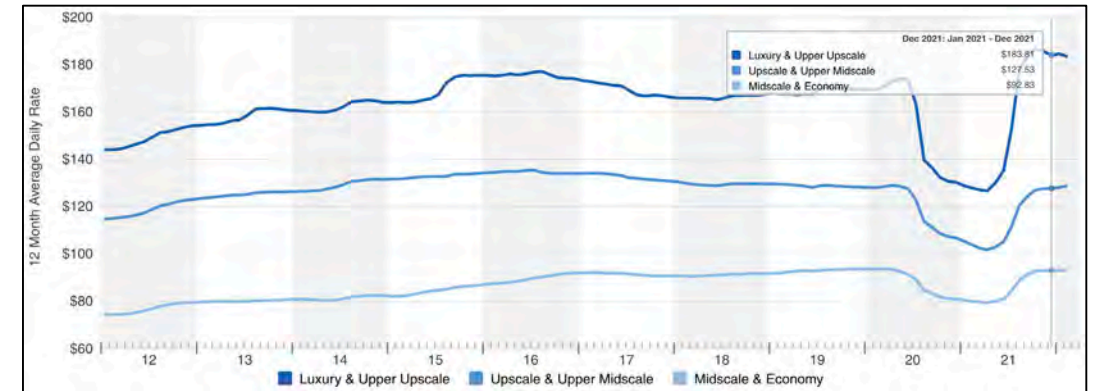
The second figure shows the average daily rate by chainscale. Prior to COVID-19, the Luxury & Upper Upscale chainscale saw a steady rise in ADR until COVID-19. Shortly after the average ADR in 2021 within the Luxury & Upper Upscale chainscales rose to a high of \$183.81 while Upscale & Upper Midscale average ADR was \$127.53 and Midscale & Economy average ADR was \$92.83.

The third figure shows the trends in RevPAR. Since RevPAR is a product of Occupancy and ADR it mirrors the trends seen in both metrics. Luxury & Upper Upscale properties had the strongest recovery in RevPAR compared to the other chainscales.

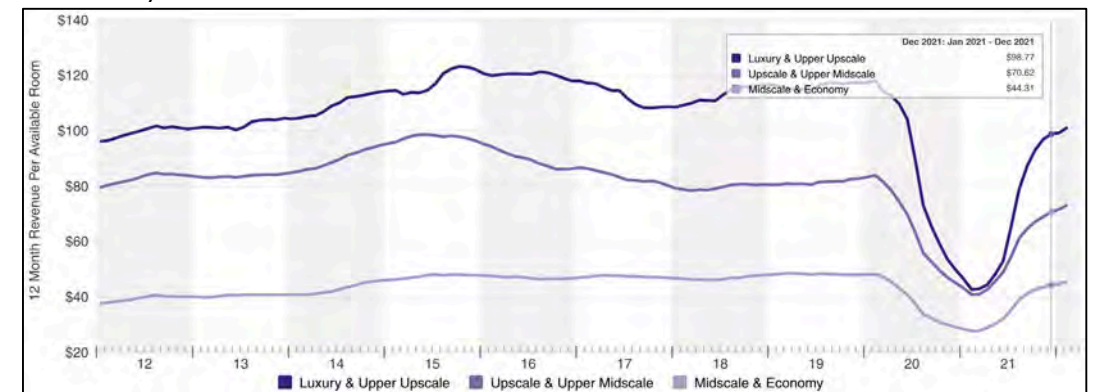
Occupancy by Chainscale



ADR by Chainscale



RevPAR by Chainscale



HSP analyzed Saratoga Springs as a competitive destination, the following implications were drawn.

What They Do Best:

Saratoga Springs has maintained a strong identity led by history and culture. In the summer months, Saratoga Springs draws visitors to its world-renowned racecourse and casino, as well as its activated downtown core. This walkable downtown core helps Saratoga Springs stay relevant as a year-round destination by supporting its convention center and local festivals and events. Saratoga focuses on conventions and meetings in the colder, winter months to keep consistent visitation to the area.

Why They Are a Good Competitor:

Saratoga Springs is the closest notable city outside of Warren County. Warren County and Saratoga Springs compete for many of the same visitors in the Adirondack area, but each destination has a unique set of tourism assets.

Albany, New York

Albany, New York

Albany is the state capital of New York and is located roughly 50 miles south of Warren County. The capital city serves as a hotspot of group and transient travel related to the state government and meeting and conventions for the region. The city's meeting and convention assets force the destination to focus mainly on these assets as opposed to tourism assets. Albany serves as a central meeting point between New York City, Boston, Canada and Western New York making it a popular destination for regional events such as conferences and trade shows.

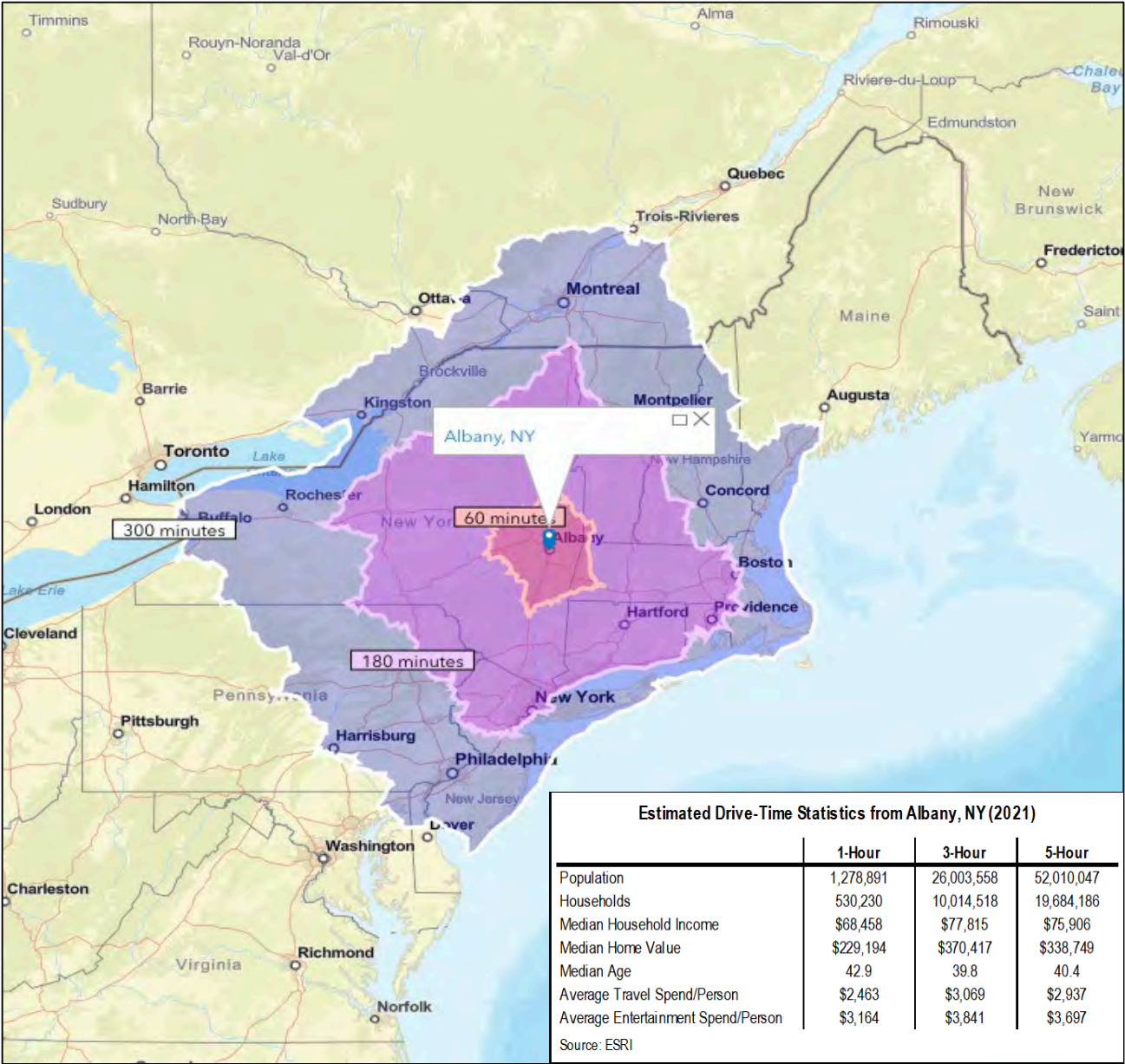
Albany primarily markets their ability to host meetings and group events, sporting events and weddings. The effects of the COVID-19 pandemic have forced tourism officials to look beyond the meetings and event market and shift to promoting sports, weddings and the rich history and culture in the area, but the tourism market remains underdeveloped.



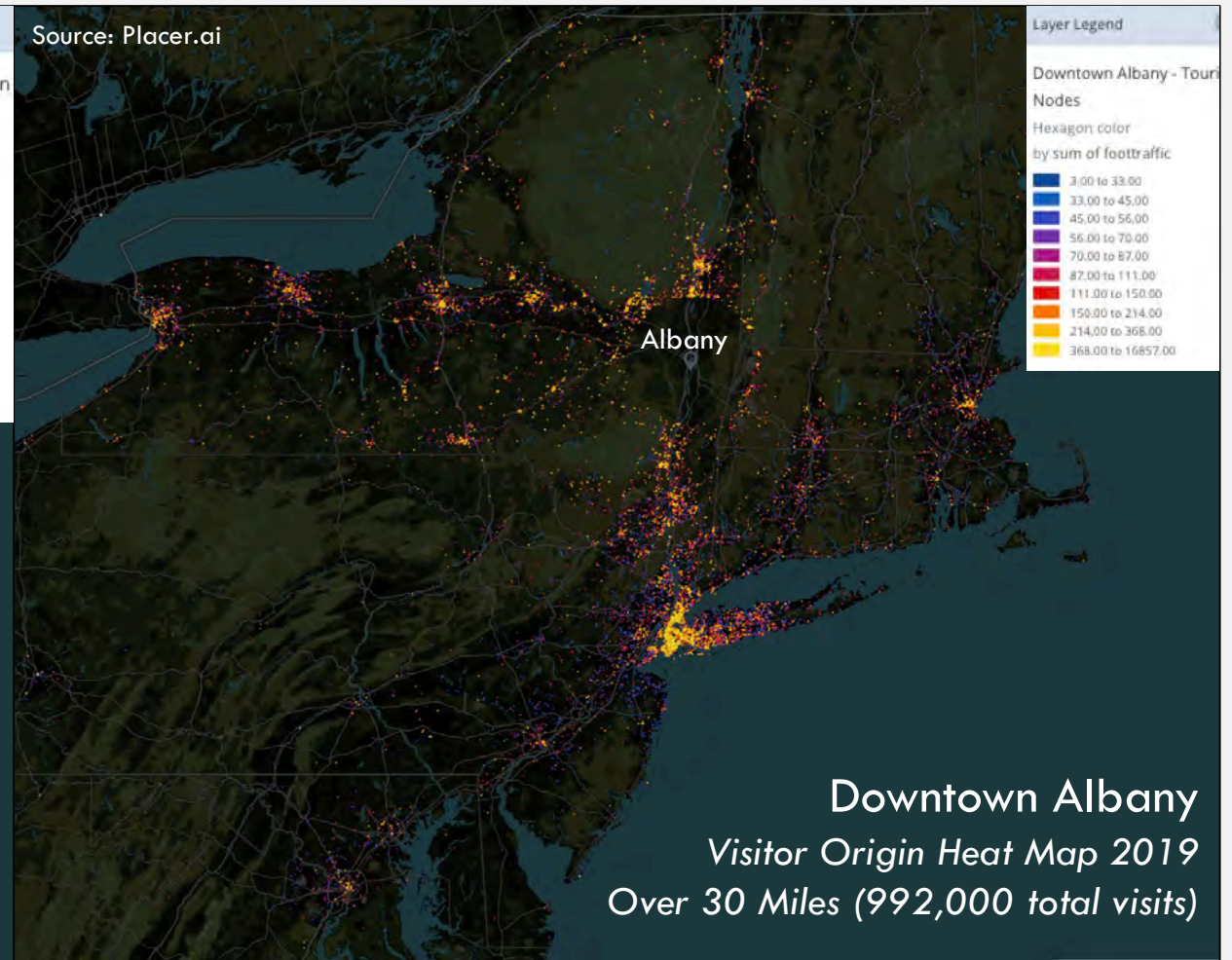
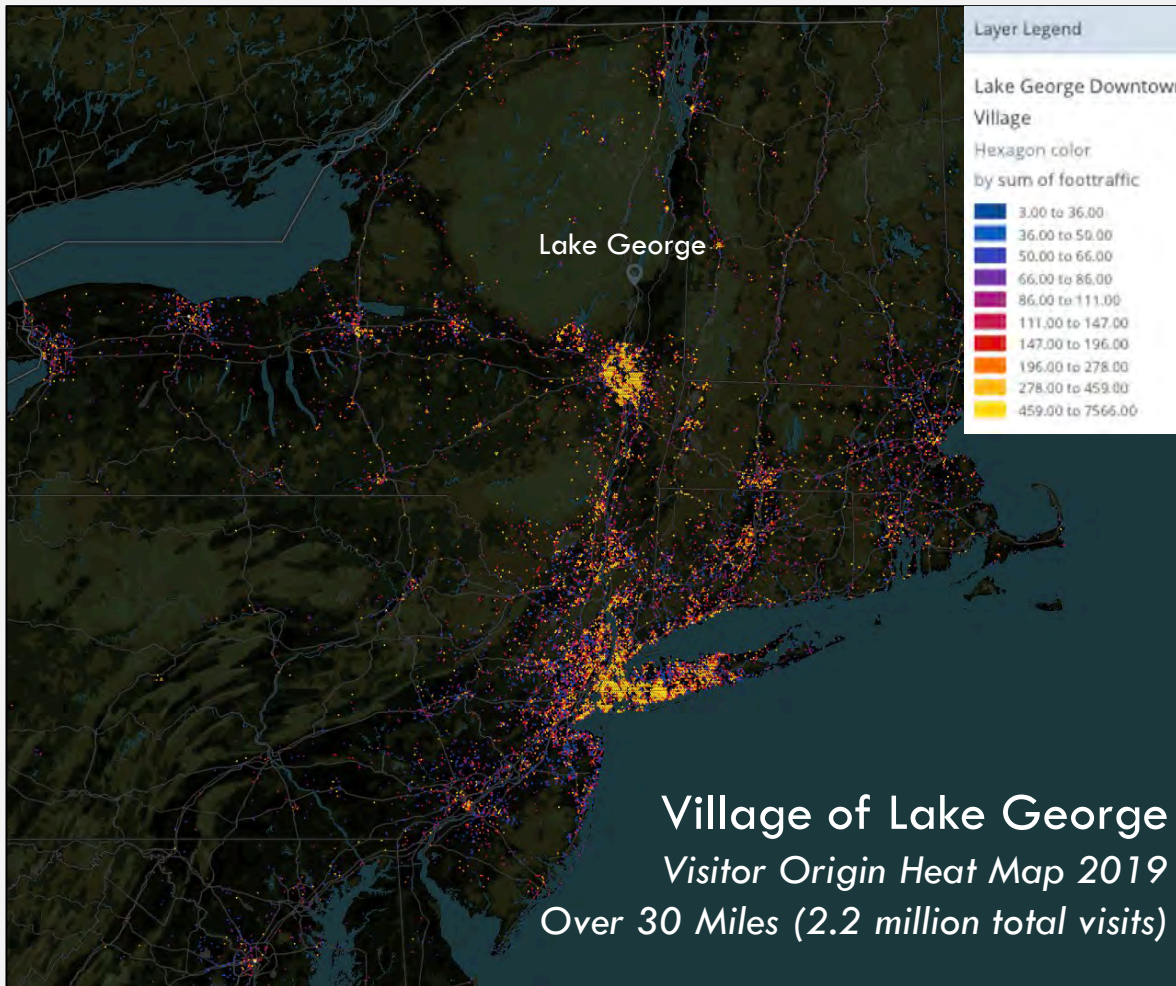
Albany Location Breakdown

Within a five-hour drive time, there are more than 52 million people and nearly 20 million households. This distance includes major cities along the east coast including Concord, Boston, Providence, New York City, Philadelphia and Western New York. On average, people within this area spent nearly \$3,000 on travel and \$3,700 on entertainment in 2021.

Highways 87 and 90 pass through Albany, making it easily accessible in the region. The Albany International Airport is also a major asset for accessibility for the area.

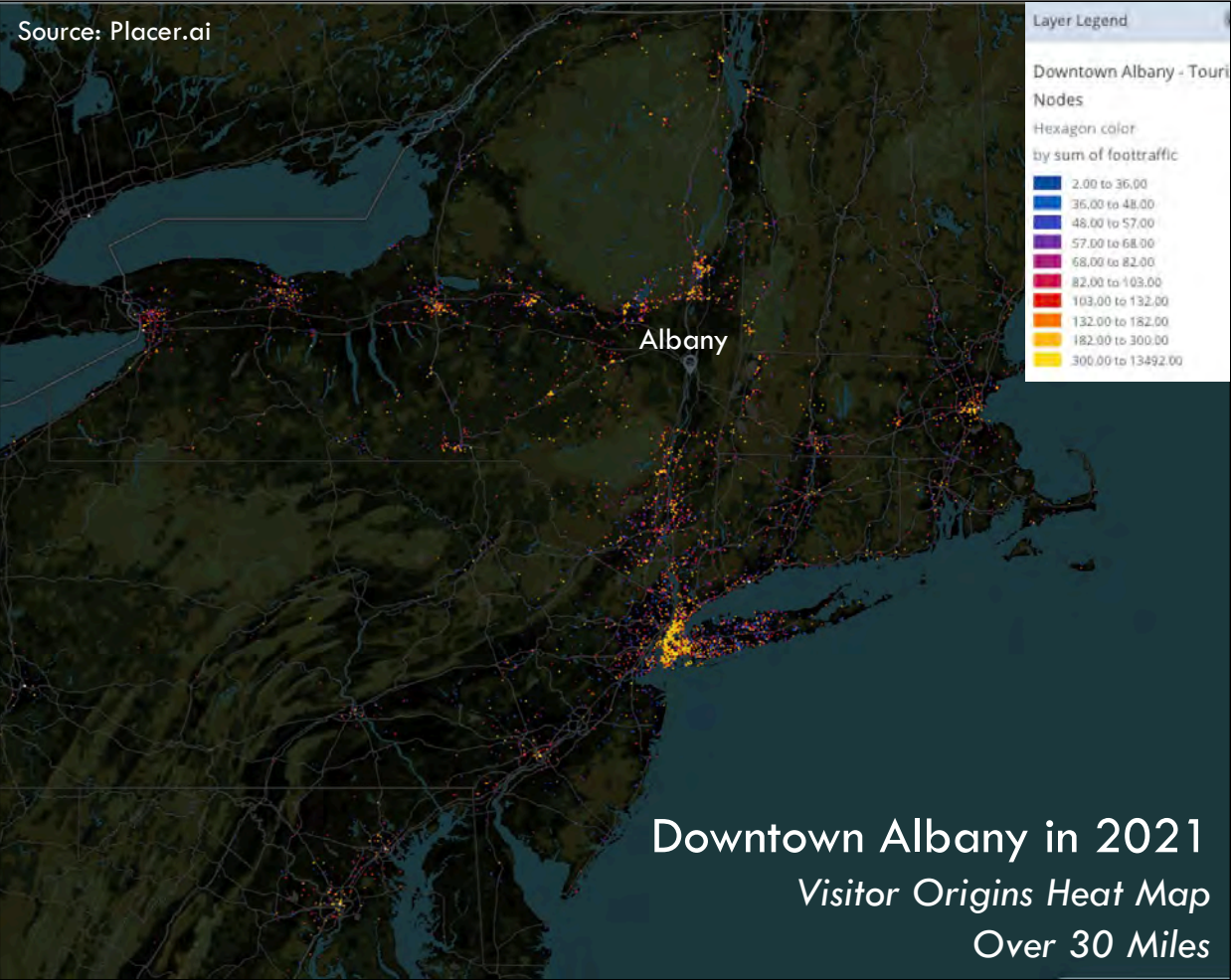
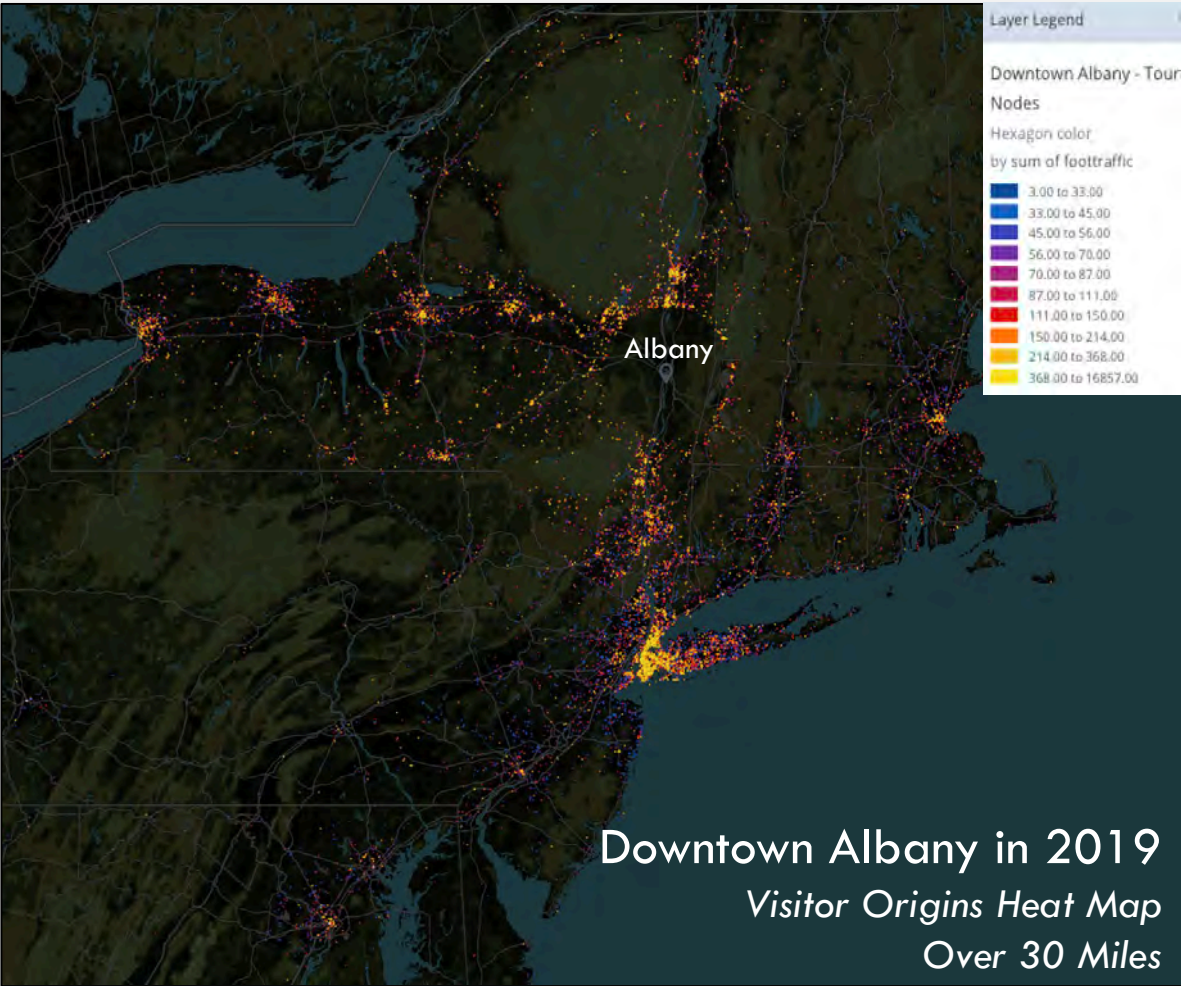


Warren County vs Albany Visitation



Visitation for Albany is concentrated in the most urban parts of cities within New York state, unlike Lake George's typical visitors, which tend towards suburban and rural living, and beyond the state's borders.

Albany Visitation 2019 vs 2021



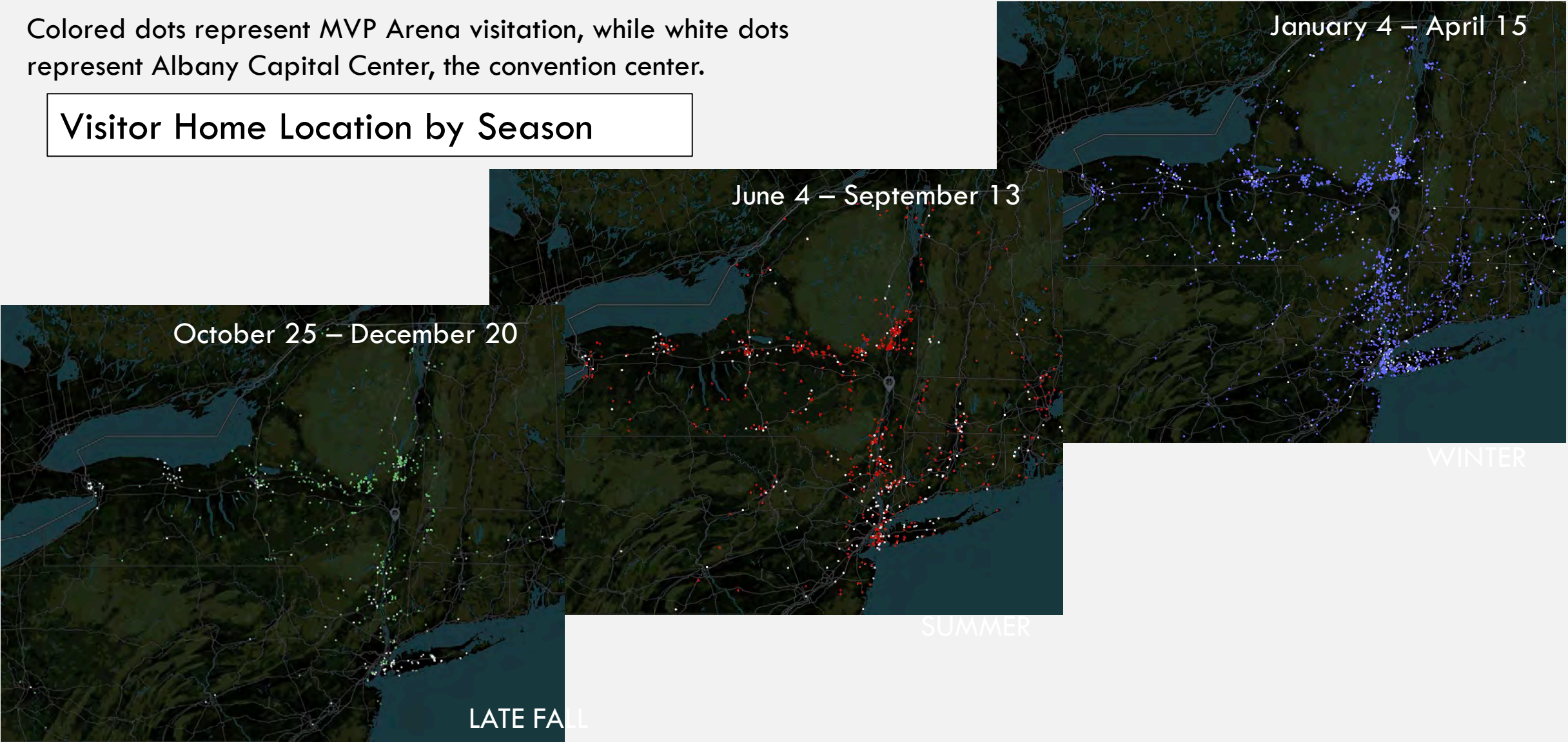
Unlike any other destination in this study, Albany was the greatest victim of the pandemic's changing social regulations. As of 2021, the city was still a far cry from experiencing typical visitation.



Albany Seasonal Visitation - 2019

Colored dots represent MVP Arena visitation, while white dots represent Albany Capital Center, the convention center.

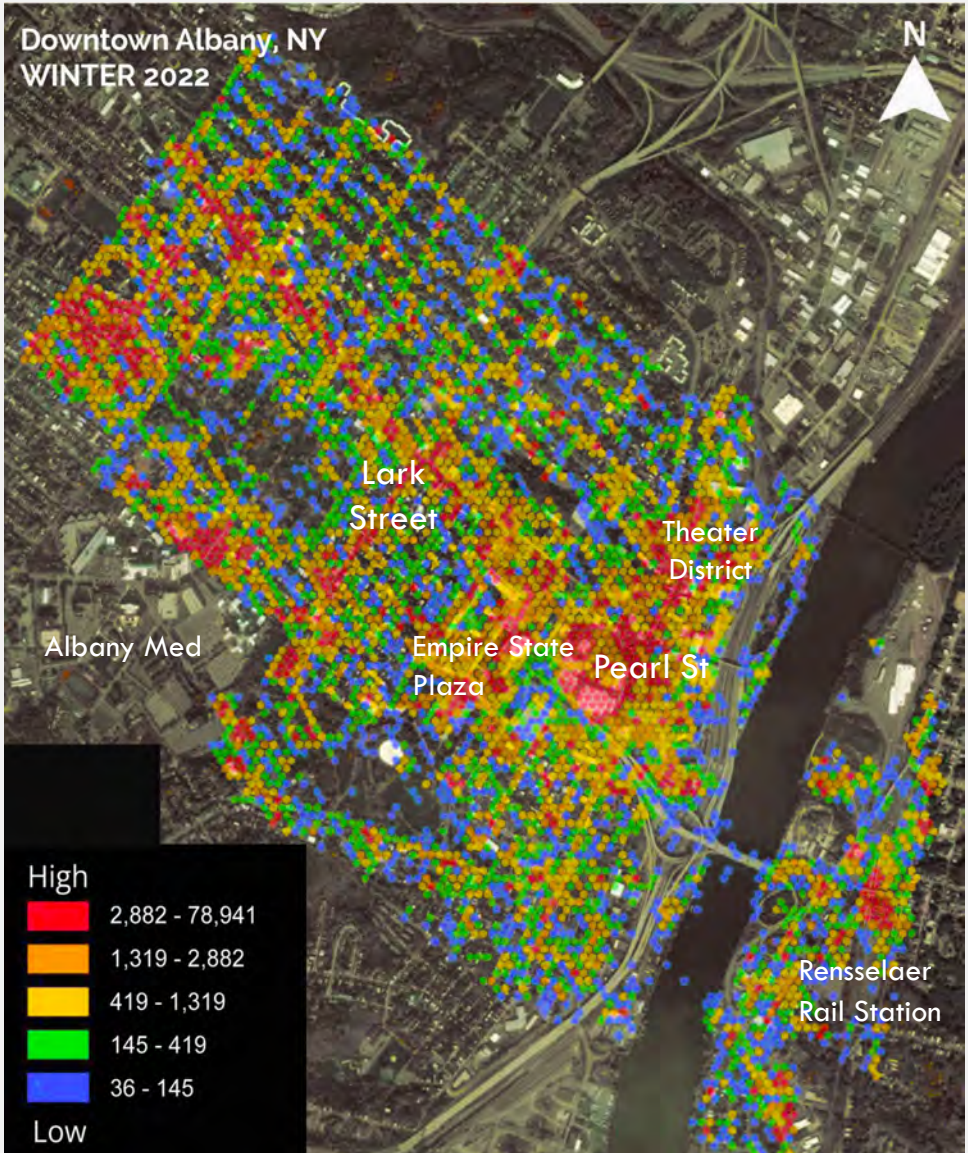
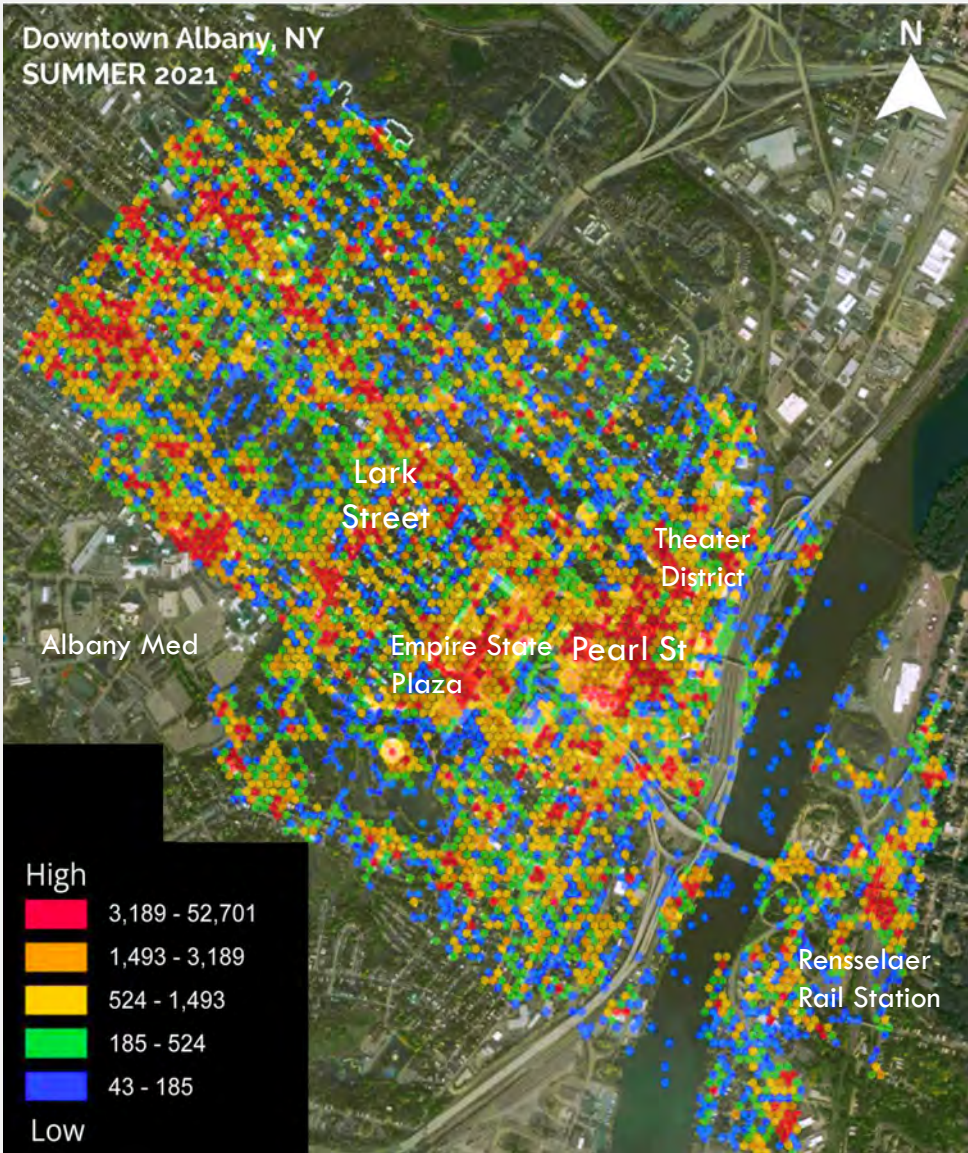
Visitor Home Location by Season



Albany Visitation Summer vs Winter

Downtown Albany is primarily a government center for the state, and a regional center of venues that host touring Broadway shows, touring music and family concerts, and small clusters of dining and unique retail offerings.

With government offices and colleges closed for much of the summer, the winter months actually show an increase in visitation.

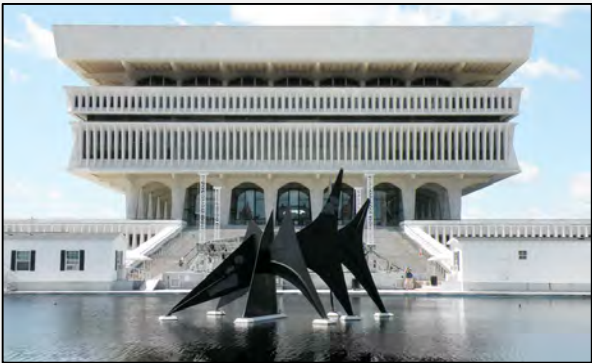




Albany Assets and Events



Albany Selected Assets



**New York State
Museum**



New York State Capitol



**Youth Sports, College
Athletics & Minor
Leagues**



**Albany Capital Center
& Other Meeting and
Event Venues**



Washington Park



**Capital Craft Beverage
Trail**

Albany Capital Center

The Albany Capital Center (ACC) was opened in 2017. The ACC is located in downtown Albany and situated within walking distance to the city's popular restaurants, retail shops, hotels, museums and nightlife.

The facility has over 55,000 square feet of total space. The functional spaces are divided into 22,500 square feet of ballroom and exhibit space, six meeting rooms with a total of 9,200 square feet and 13,500 square feet of open pre-function space.



Albany Capital Center Economic Impact (Since 2017)

\$54.6 Million in New
Visitor Spending

86,098 Room Nights
Generated

350,200 Total Visitors;
656 Total Events

\$6.4 Million in Sales
Taxes Generated

The ACC is managed by ASM Global, an event and venue management company that manages venues across the country. ASM and Discover Albany organize conventions, meetings, sporting events, e-sports events, trade shows concerts and other events to populate the facility’s flexible spaces.

These events have effectively generated nearly \$55 million in overnight, food and beverage, transportation, entertainment and retail spending in downtown Albany, boosting the local economy.

Albany Capital Center Event Data

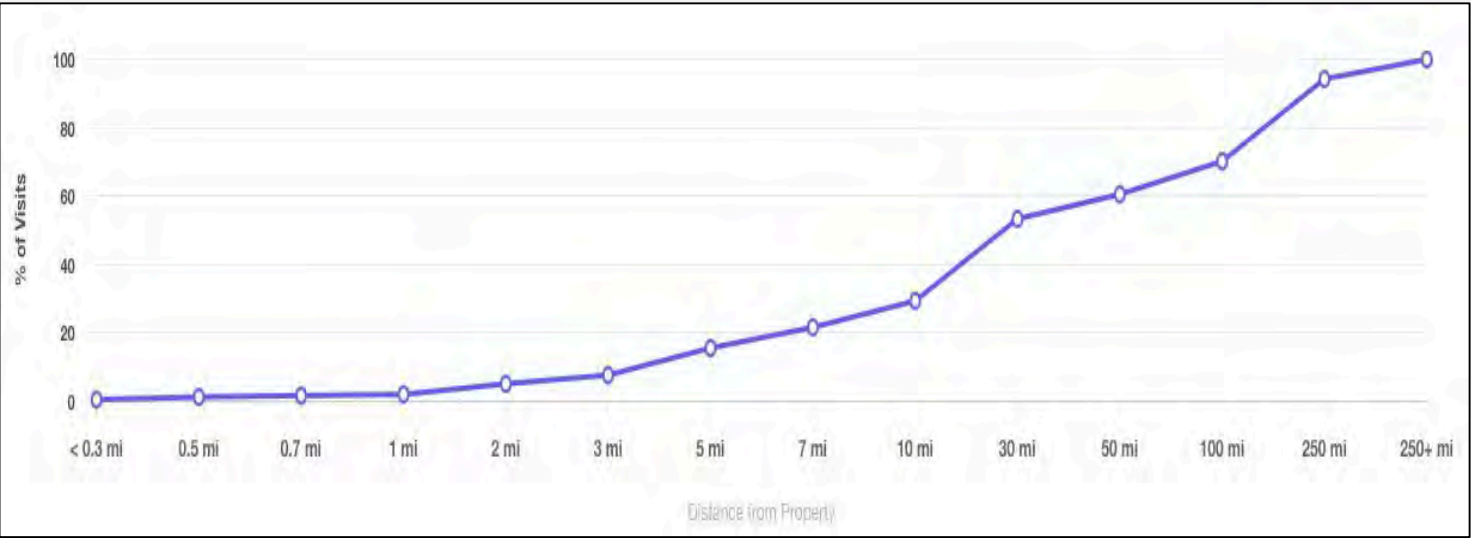
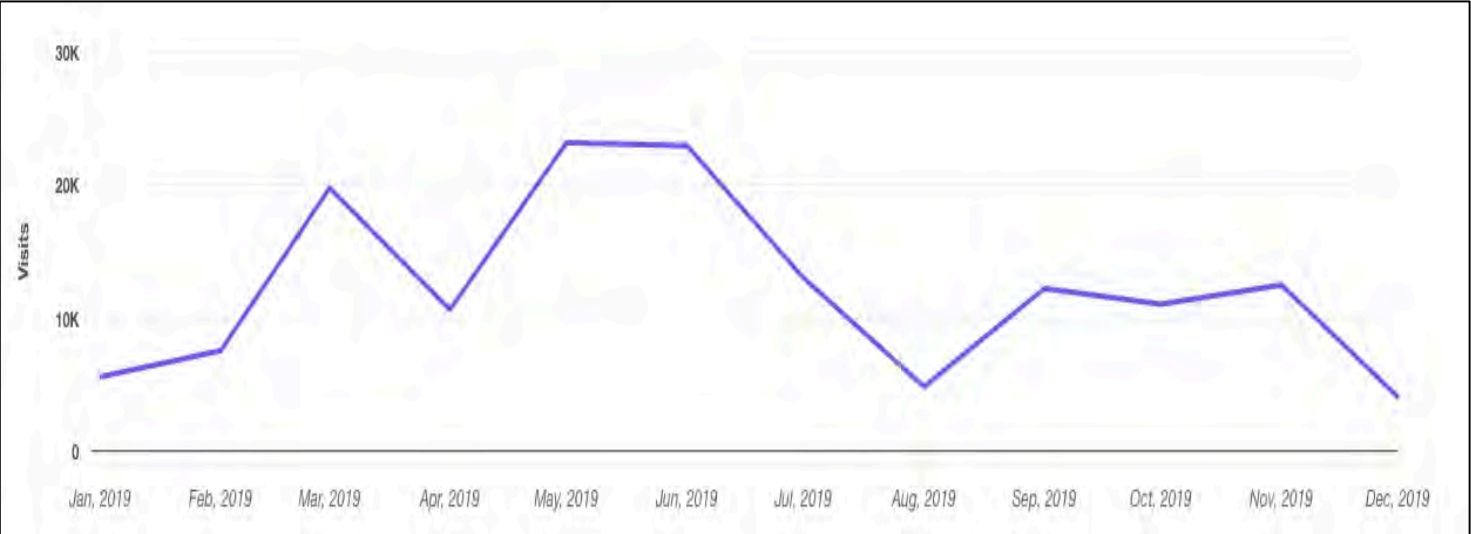
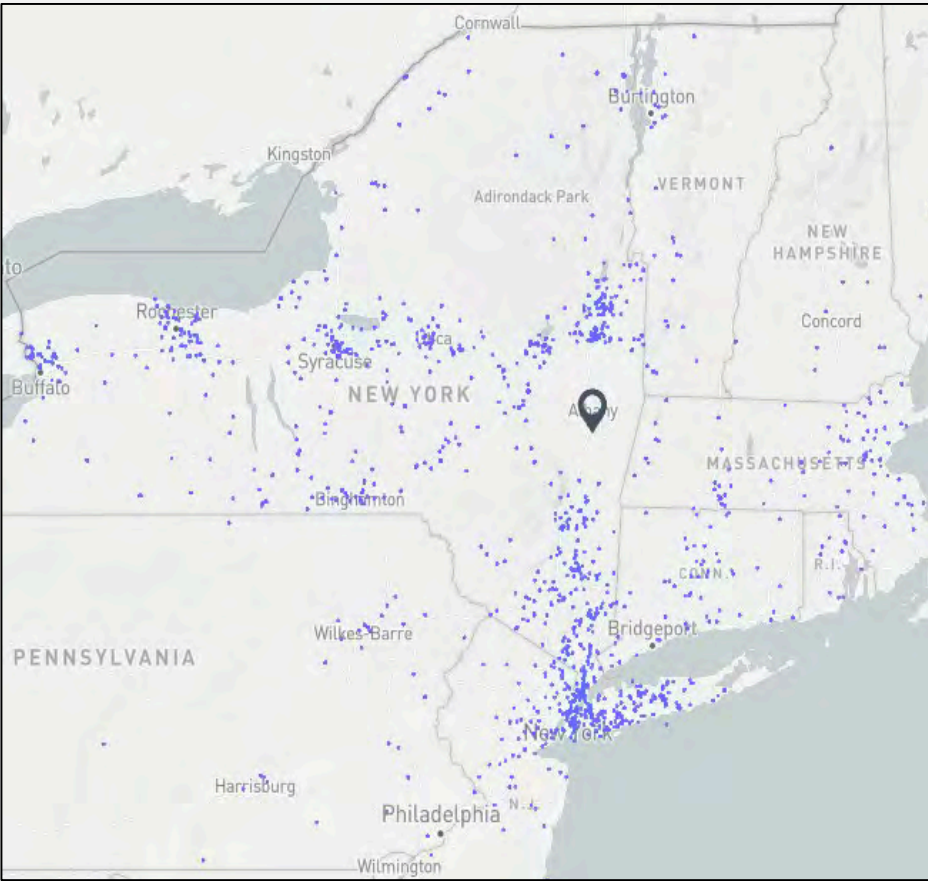
| Event Type | Number of Events |
|-----------------|------------------|
| Conventions | 51 |
| Meetings | 283 |
| Public Events | 44 |
| Social Events | 153 |
| Sporting Events | 82 |
| Trade Shows | 21 |
| Other Events | 22 |
| Total | 656 |

Source: Albany Capital Center

Albany Capital Center Visitation (2019)

2019 Visitation Characteristics beyond 30 miles:

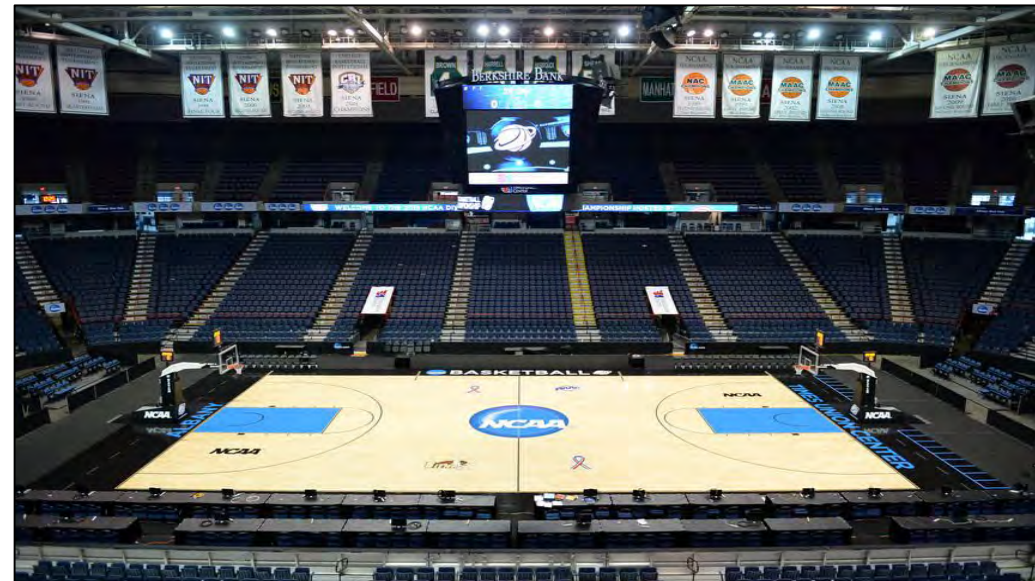
- 147,400 visits
- 96,000 unique visitors



MVP Arena

MVP arena is located in downtown Albany and has a maximum capacity of 17,500 for concerts and entertainment shows and 15,500 for sporting events. The venue has a total of 87,580 square feet of event space.

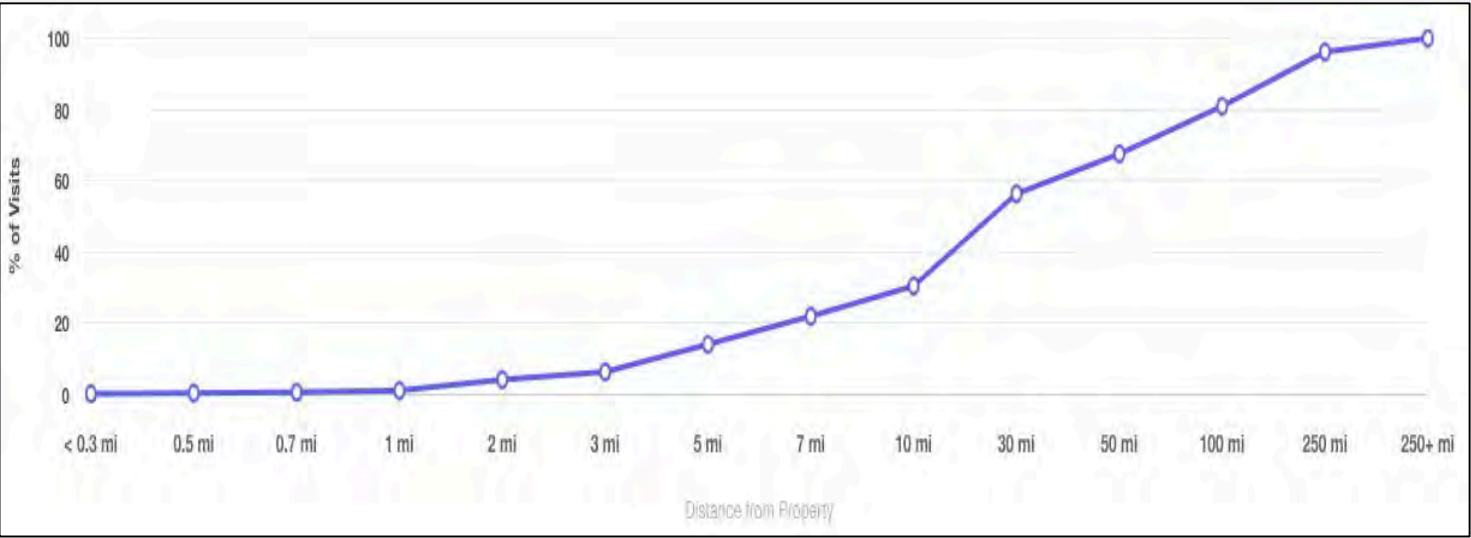
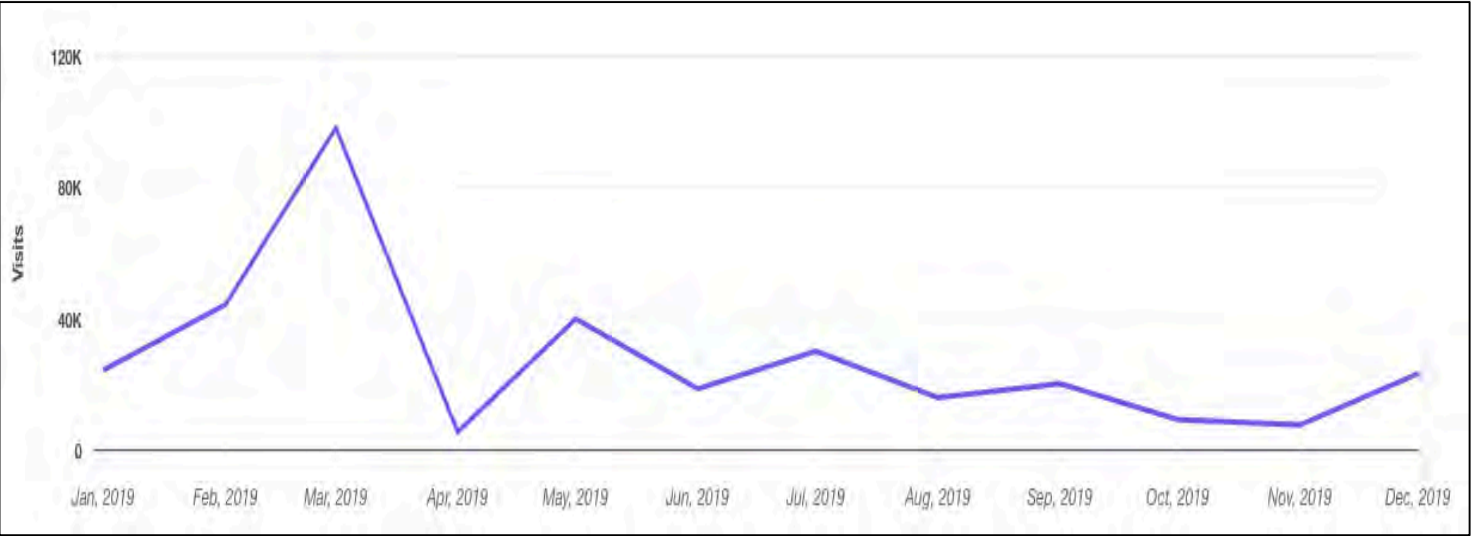
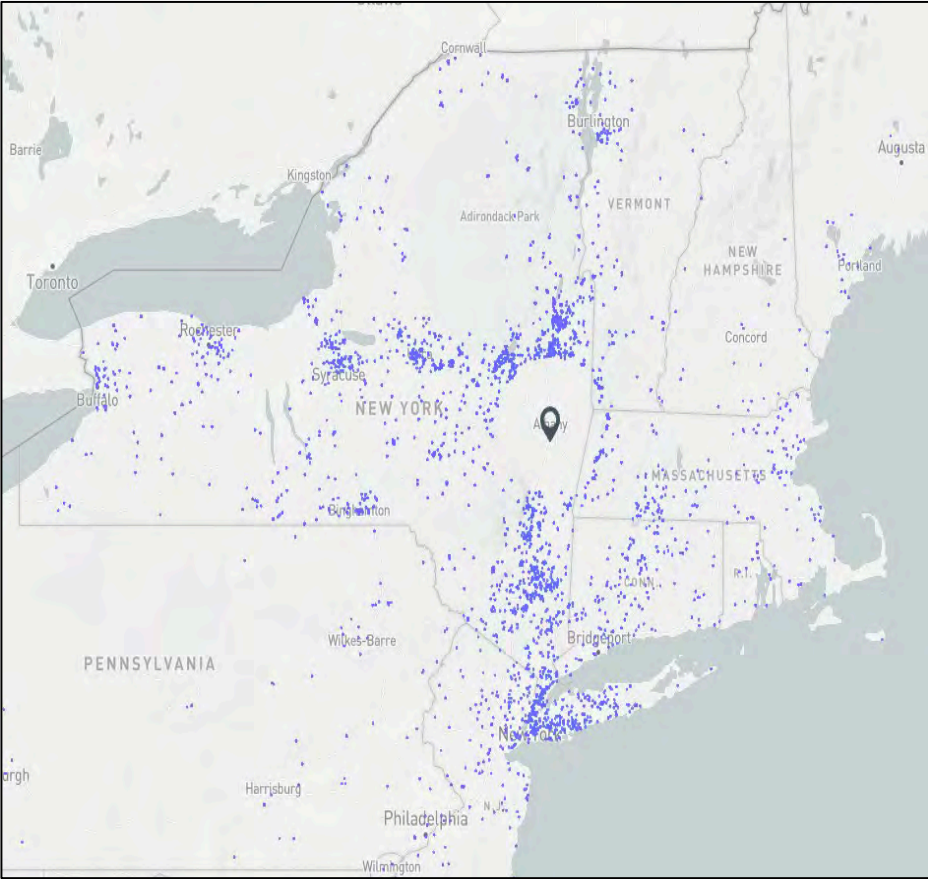
MVP Arena hosts New York State Public High School Athletic Association (NYSPHSAA) Championship events, Siena College Division I basketball games, Albany Firewolves Indoor Lacrosse, concerts, Feld Entertainment events and other large-scale events. The arena also hosts trade shows, conventions and banquets.



MVP Arena Visitation (2019)

2019 Visitation Characteristics beyond 30 miles:

- 338,300 visits
- 245,500 unique visitors



Empire State Plaza Convention Center

The Empire State Plaza and Convention Center is also located in downtown Albany. The convention center hosts conferences, conventions, meetings, consumer shows and other specialized events.

The facility has 26,000 square feet of convention and exhibit space, seven meeting rooms with a total of 14,250 square feet, 16,000 square feet of open pre-function space and a 4,737 square foot observation deck.



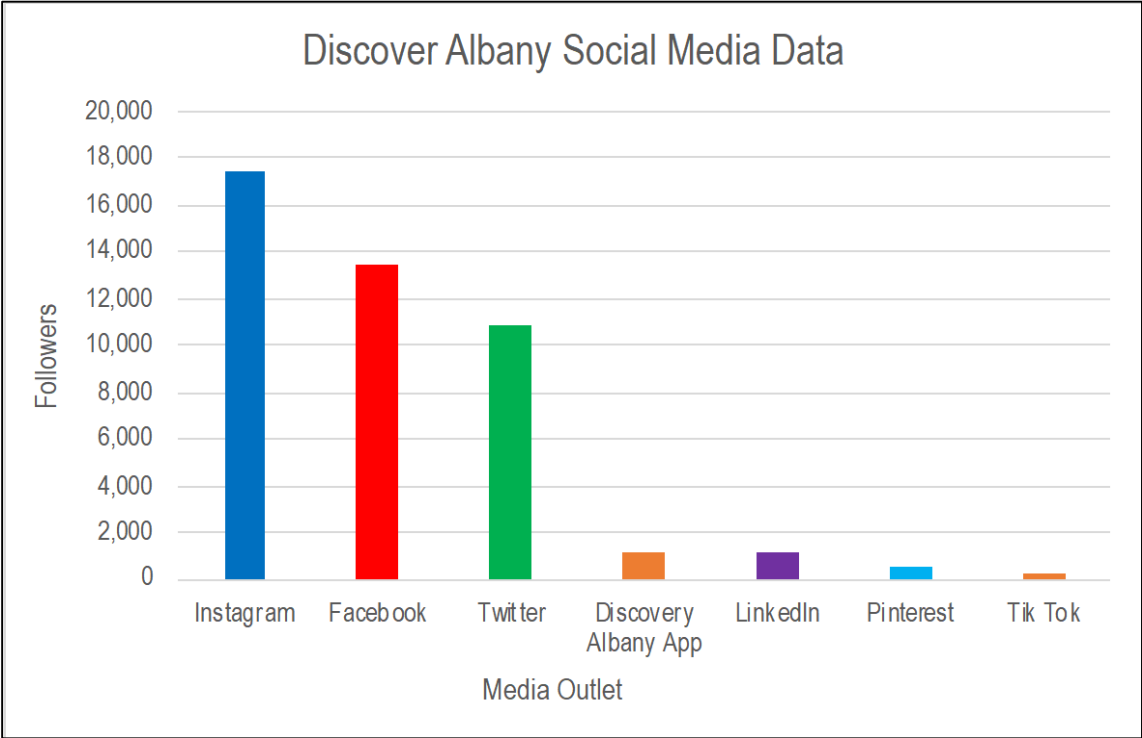


Albany How Do They Track Tourism?

Marketing Metrics and Types

Discovery Albany focuses on social media to track engagement and performance through various social media platforms.

The organization uses all major platforms and had the most growth on Instagram, LinkedIn and Pinterest in 2021. Discover Albany had over 5.3 million impressions in 2021 and 203,000 engagements on their social media platforms. The organization’s website also received 431,000 views and hosted 30 live chats and virtual events in 2021.



| Discover Albany Social Media Data | | |
|-----------------------------------|--------------------|---------------|
| Media Outlet | Followers or Users | 2021 Increase |
| Instagram | 17,414 | 20.90% |
| Facebook | 13,455 | 3.40% |
| Twitter | 10,913 | 1.70% |
| Discovery Albany App | 1,200 | – |
| LinkedIn | 1,153 | 18.70% |
| Pinterest | 467 | 20.80% |
| Tik Tok | 300 | – |
| Total | 44,902 | 13.1% |
| Source: Discover Albany | | |

Discover Albany Interview Feedback

HSP interviewed staff of Discover Albany to better understand the organization and Albany County and the following points list the key takeaways:

- Discover Albany is “very reliant” on meetings and convention business to generate occupancy tax needed to fund the organization. The majority of this business is related to the state’s government meetings and events. The business segment allows them to combat seasonality and generate visitation throughout the year.
- The meetings and conventions market is established and stable in the Albany market. The Albany Capital Center, Empire State Plaza Convention Center, Egg Performing Arts Center and MVP Arena (referred to collectively as the ‘Capital Complex’) combine to more than 159,000 square feet of event space, the largest convention and meeting market in Upstate New York.
- The staff is not pressured to generate leads, but rather assist and manage leads that come to them.
- Albany has a strong youth sports market and recently hired two new sales managers to manage the sports market separately from Discover Albany’s traditional concentrations. Lacrosse, soccer and hockey are the most popular sports within the market.

Discover Albany Interview Feedback

HSP interviewed staff of Discover Albany to better understand the organization and Albany County. The following points list the key takeaways:

- COVID-19 had an extreme negative effect on Albany's tourism with the halt of business travel. The organization was forced to evaluate what tourism assets the county would have if it was not the state capital. As the pandemic continued, they realized they had little to no understanding of their tourism market because of their historical dependance on meetings and conventions.
- Discover Albany mainly promotes heritage and culture through the area's museums, parks and hiking trails. The parks and hiking trails do not significantly contribute to the organization and are not strong tourism drivers.
- Discover Albany does not have a strong system for developing new events and spends more effort on existing events and festivals.



Albany, NY Hotel Industry Overview

Albany, NY: Hotel Industry Overview

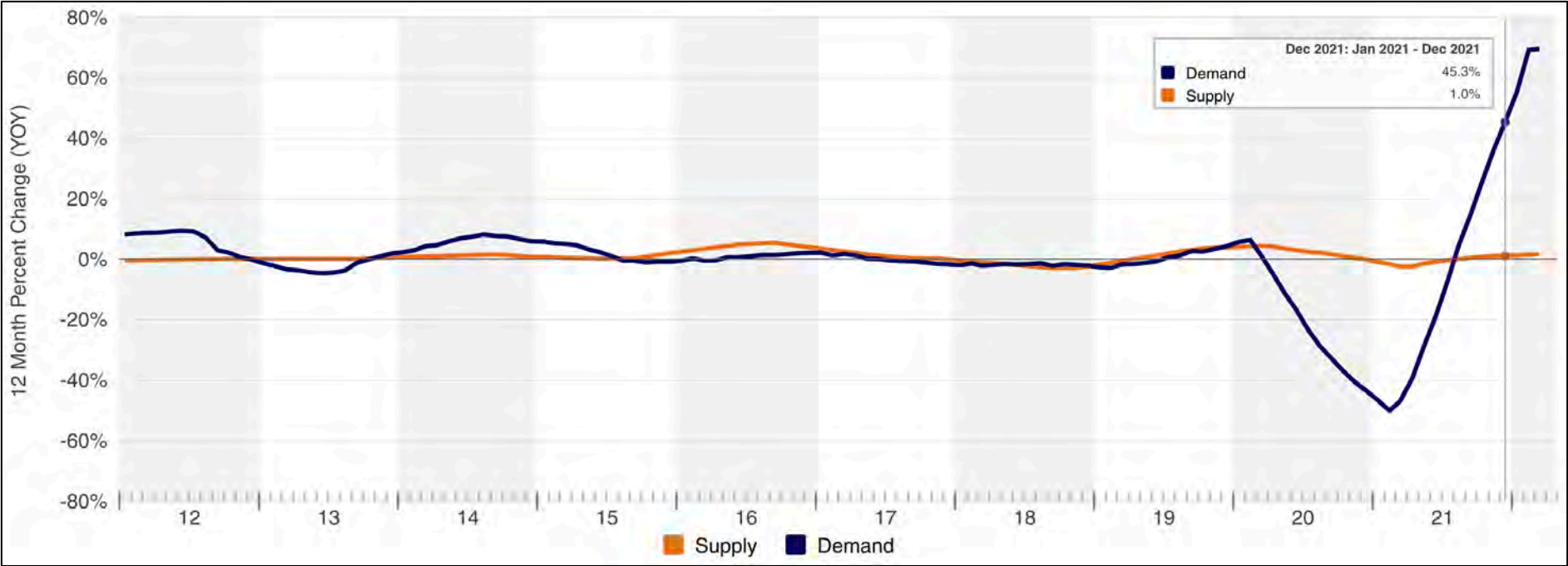
2021 Inventory:
5,693 Rooms

2021 Occupancy:
54.4%

2021 ADR:
\$103

2021 RevPAR:
\$56

The following chart shows the historical change in supply and demand for hotels in Albany, NY over a 10-year period.



The change in supply in the county has remained stagnant until 2016, when supply of hotels increased by five percent. Major fluctuations in demand had not occurred until 2020 and 2021 due to COVID-19. Demand had a negative 50.2 percent change in February 2021. Since then, there has been a sharp recovery in demand of nearly 45.3 percent.

Albany, NY Performance by Class Overview

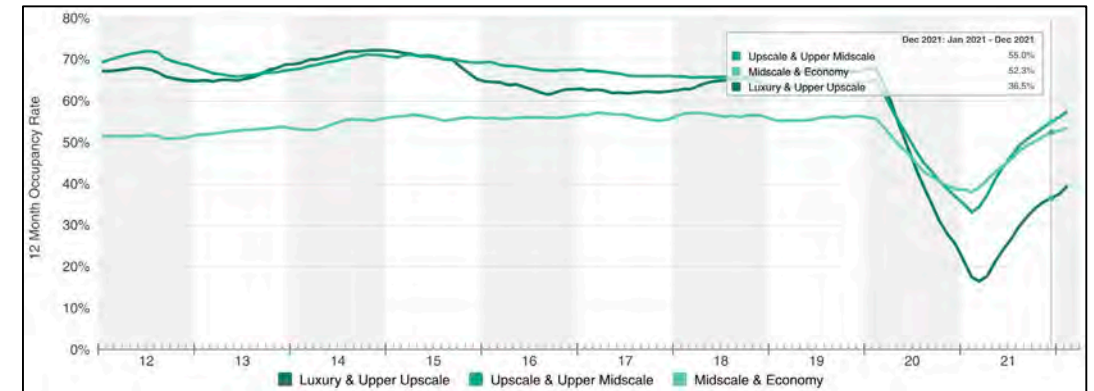
HSP utilized Costar/STR to understand the trends in the hotel industry in Albany, NY. The performance trends in the figures are broken up into three categories, representing the different chainscales available in the area.

The first figure shows the occupancy trends by chainscale over a 10-year period. Prior to COVID-19, the Luxury & Upper Upscale and Upper Midscale & Upscale chainscale performances were similar to each other. As of December 2021, the average occupancy for the Upper Midscale & Upscale was nearly 55 percent while the average occupancy for the Luxury & Upper Upscale properties was 36.5 percent. The Luxury & Upper Upscale chainscales have suffered the most and have not fully recovered in occupancy as much as the other chainscales. The Midscale & Economy chainscale properties are forecasted to return to pre-pandemic occupancy levels in 2022.

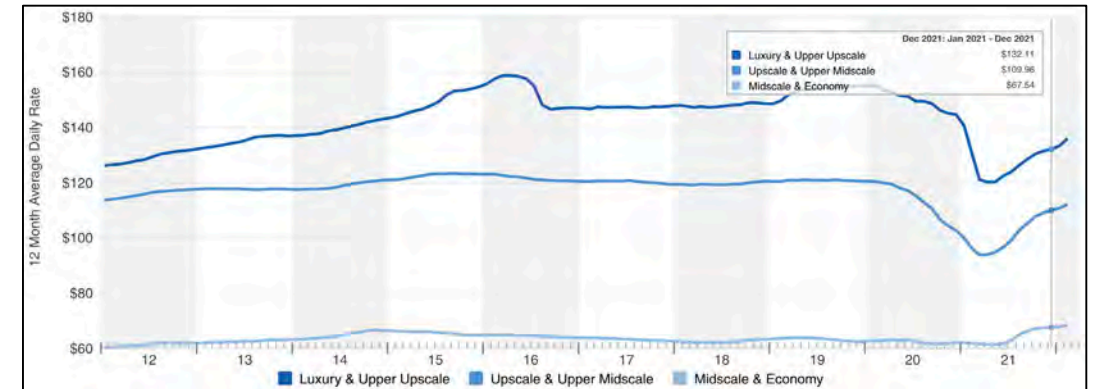
The second figure shows the average daily rate by chainscale. Prior to COVID-19, the Luxury & Upper Upscale chainscale saw a steady rise in ADR, with minor fluctuations until COVID-19. As restrictions began to ease, a rise in leisure activity and travel spurred a recovery in the market. The average ADR in 2021 within the Luxury & Upper Upscale chainscales rose to a high of \$132.11 while Upscale & Upper Midscale average ADR was \$109.98 and Midscale & Economy average ADR was \$87.54.

The third figure shows the trends in RevPAR. Since RevPAR is a product of Occupancy and ADR it mirrors the trends seen in both metrics.

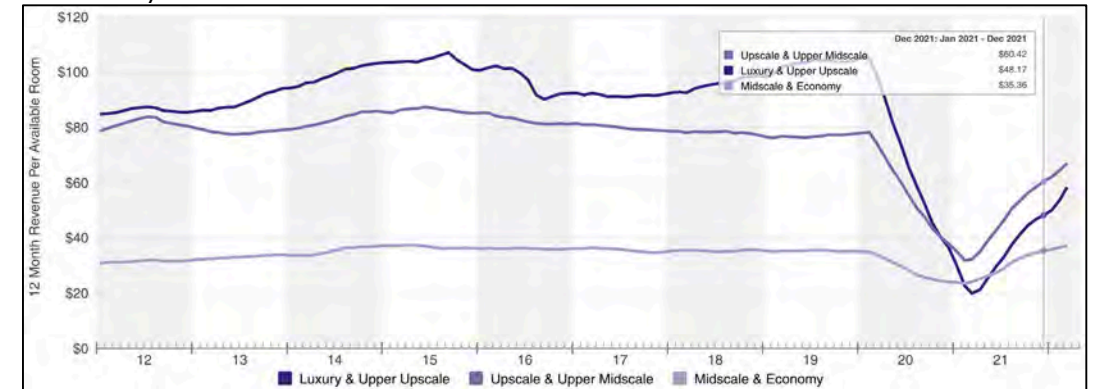
Occupancy by Chainscale



ADR by Chainscale



RevPAR by Chainscale



HSP analyzed Albany as a competitive destination, the following implications were drawn.

What They Do Best:

Albany is the capital of New York and the largest market for conventions and meetings in the state. Albany is able to attract large events without expending marketing efforts because of its role in state government. These facilities also allow Albany to attract events such as concerts, NCAA tournament games and other New York State high school championships.

Why They Are a Good Competitor:

Albany is not a relevant competitor to Warren County, other than for sports, because of the different forms of tourism they target. Albany does not place an importance on leisure travel, which is the main market for Warren County.

Spring, Summer, Fall Competitors

Competitive Vacation Destinations

Spring, Summer and Fall



Spring, Summer, Fall

Warren County Tourism identified several destinations across the northeast that it views as competitive during the spring, summer and fall periods of the year.

The destinations that HSP analyzed include:

- Hershey, Pennsylvania
- Finger Lakes, New York
- Cape Cod, Massachusetts
- Hampton Beach, New Hampshire
- Atlantic City, New Jersey

Each destination tracks and reports tourism in various manners. Some destinations had representatives that were willing to share information/data while other destinations denied requests to speak. All relevant, obtainable data for each destination will be shown in the following report.



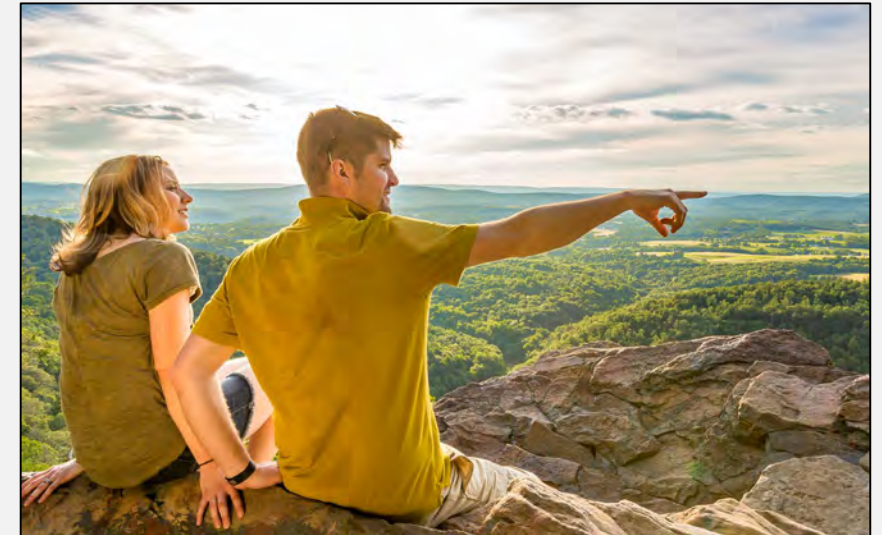
Hershey, Pennsylvania

Hershey, Pennsylvania

Hershey sits just east of Harrisburg, the capital of Pennsylvania.

The area is most known for its amusement park and other attractions related to the Hershey Chocolate Factory. Outside of the chocolate related attractions, the area has notable breweries, outdoor activities, vineyards and live music that appeals to all ages and families.

Hershey and Harrisburg are strong summer destinations for regional visitors. During the winter, the area does not have assets (ski hills, hiking trails, lakes etc.) that make it a strong competitor with other northeast destinations.

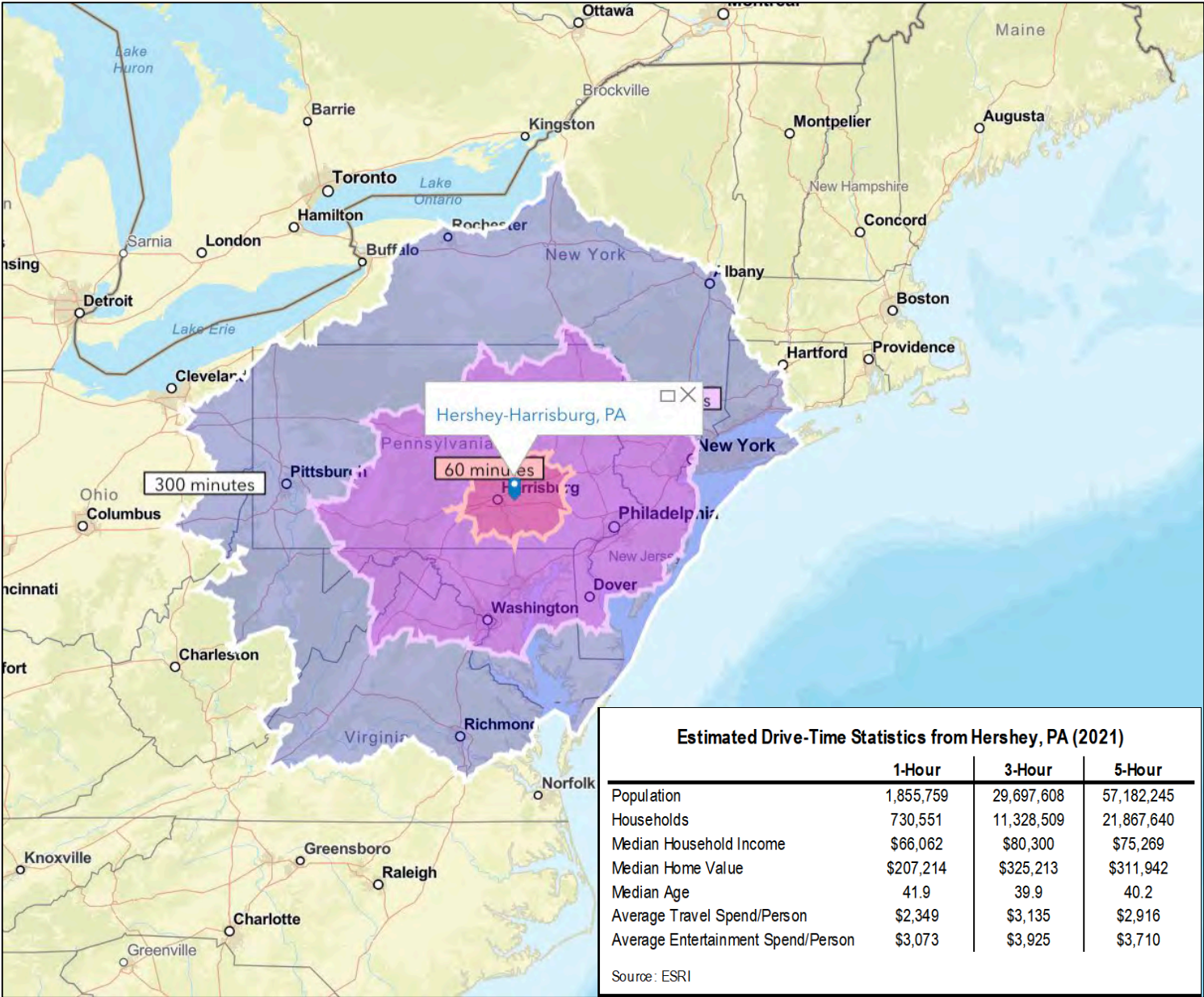


Hershey Location Breakdown

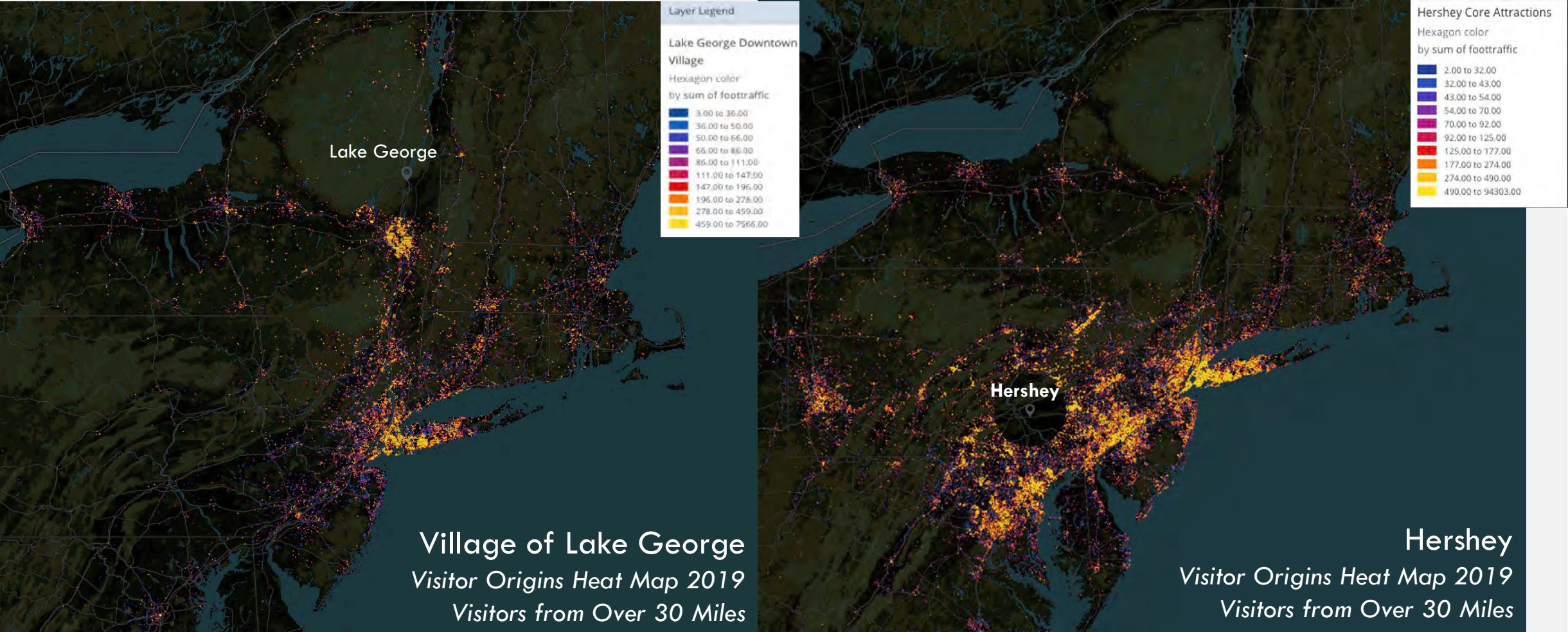
Within a 3-hour drive time, there is a population of over 29.6 million people and over 11.3 million households.

Hershey has a centralized location within the northeast which allows for a population of 57 million to be within a five-hour drive time of the city. A five-hour drive time captures Pittsburg, Philadelphia, New York City, Washington D.C. and Richmond.

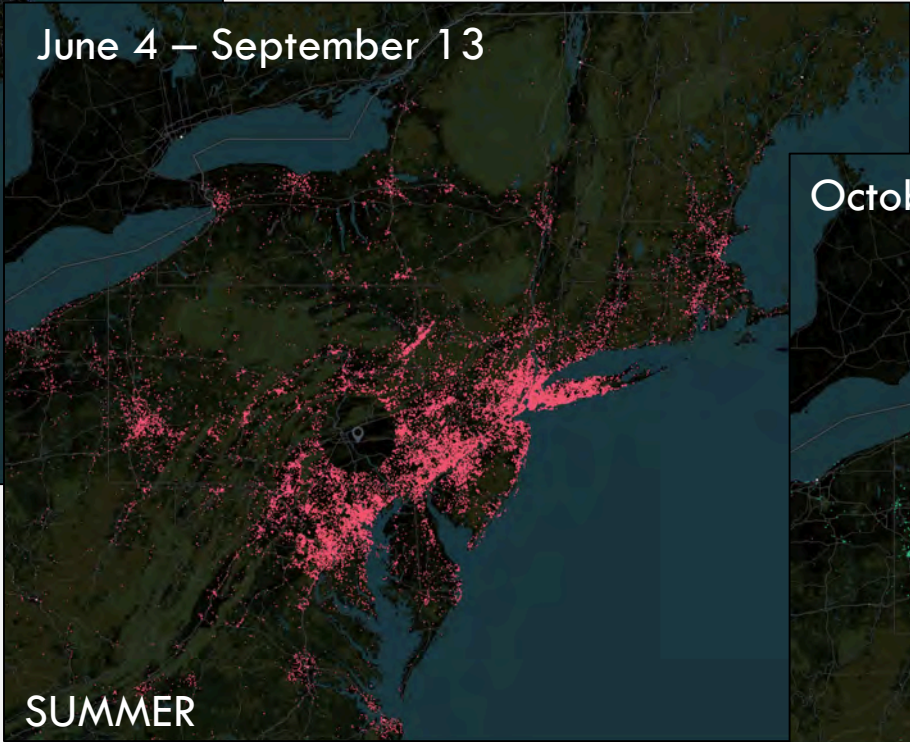
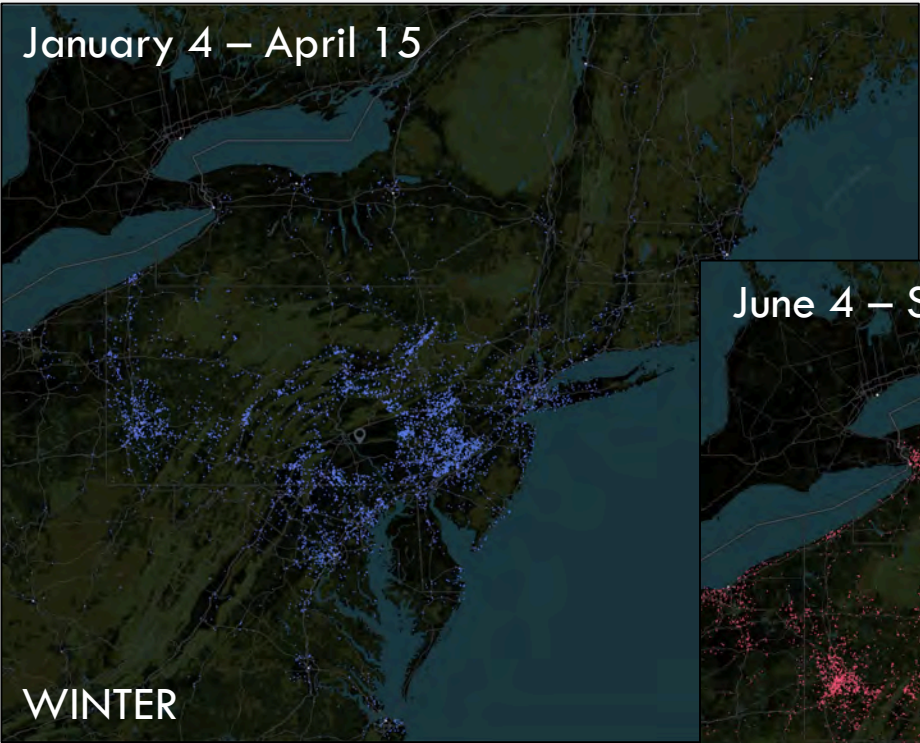
The entertainment spending of individuals within the five-hour drive-time is high, with an average entertainment spending of \$3,700.



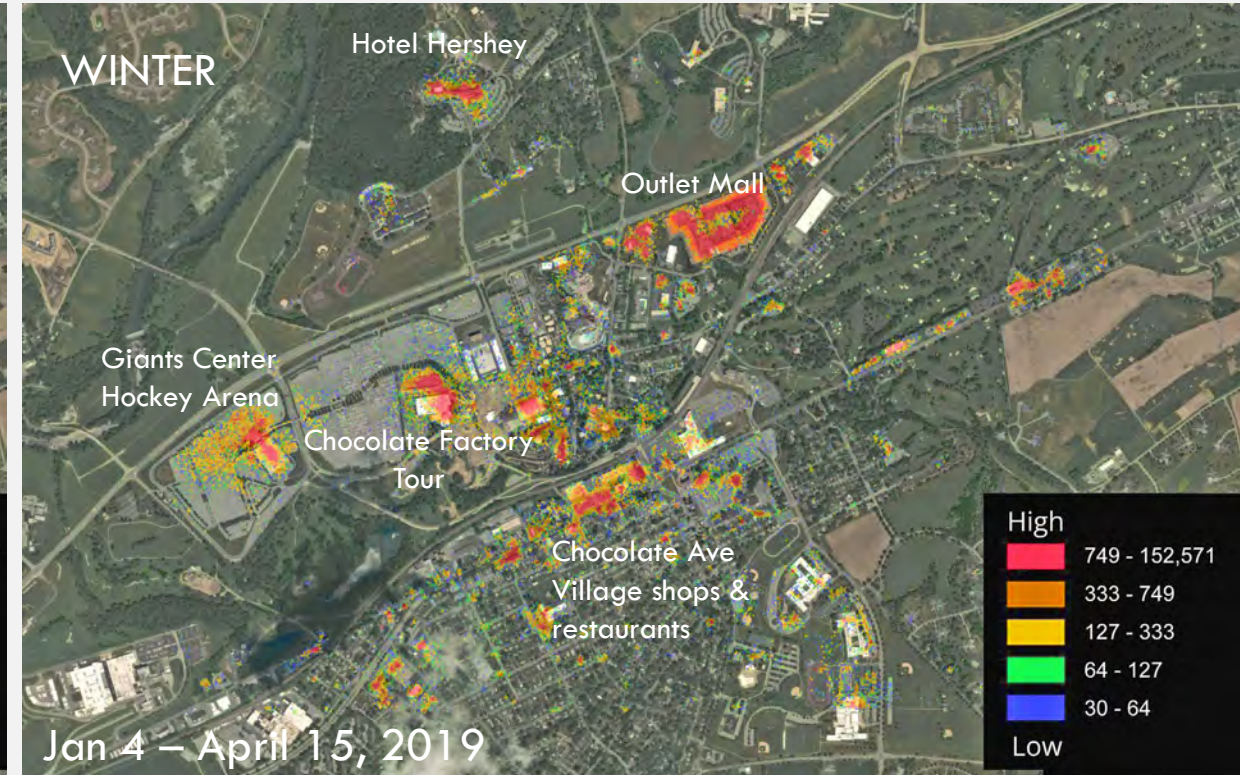
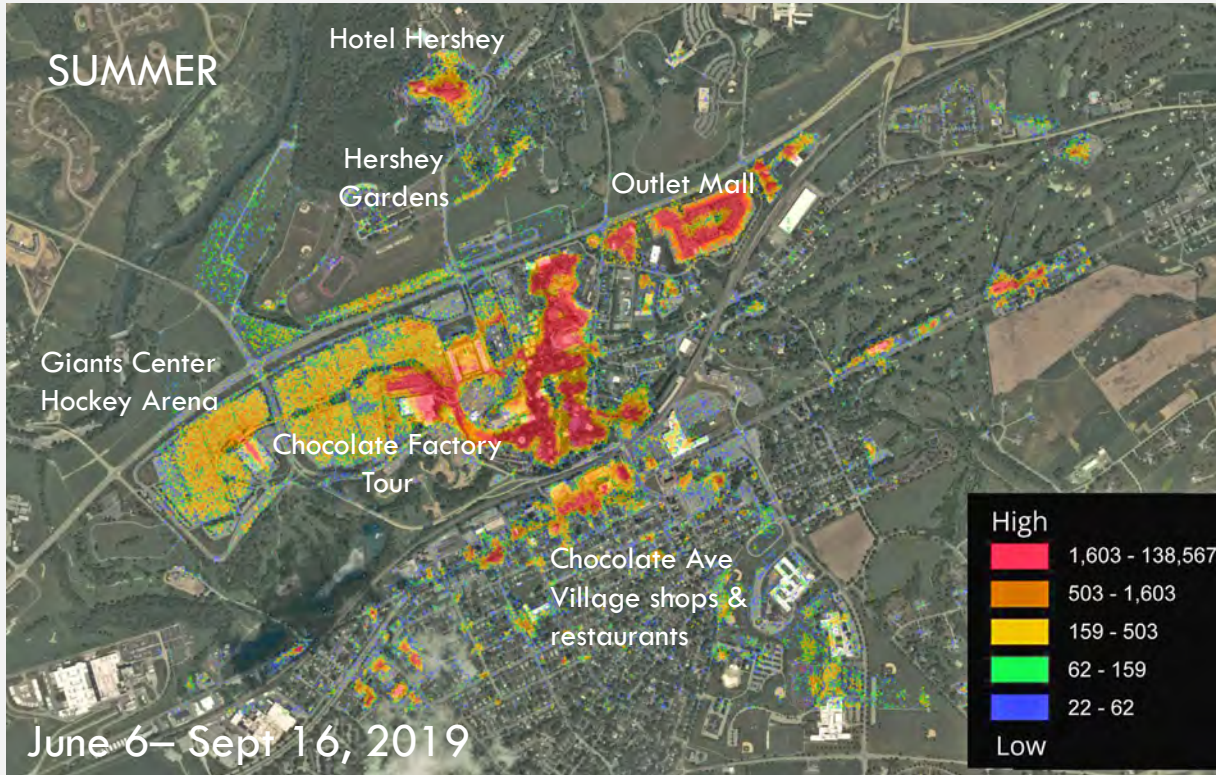
Warren County vs Hershey Visitation



Hersheypark & Core Attractions Visitation Maps



Hersheypark & Core Attractions Visitation Maps



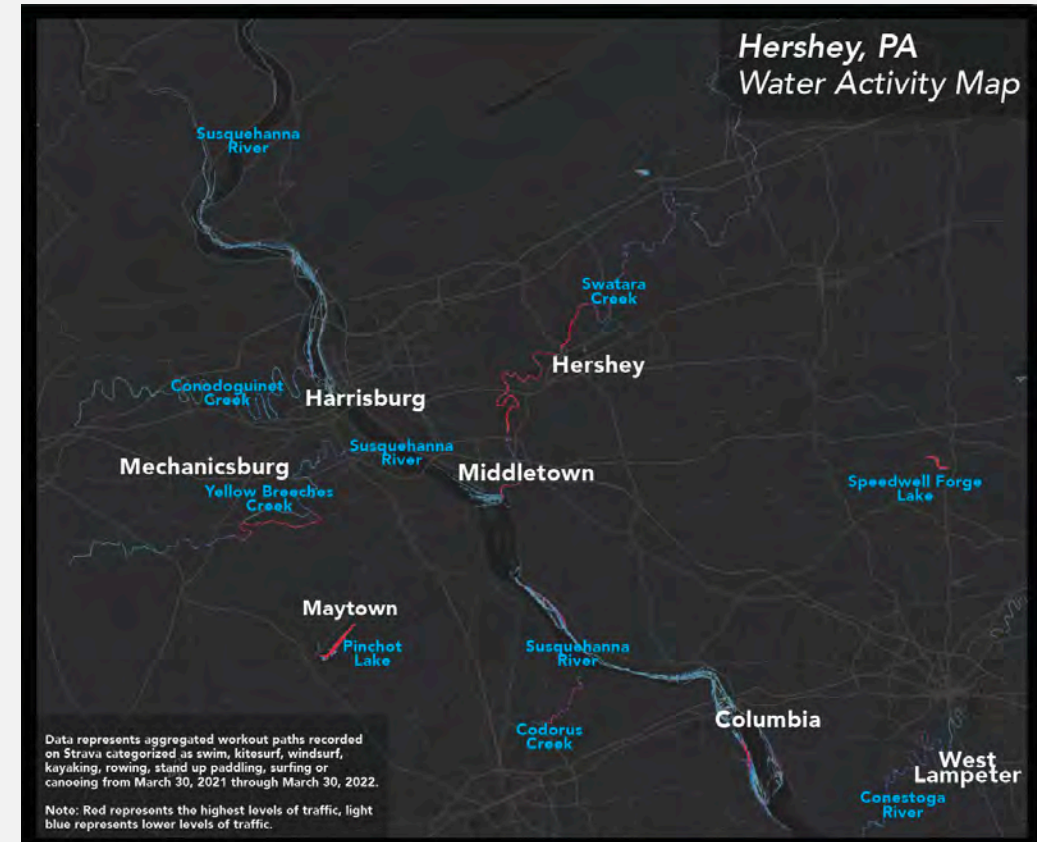
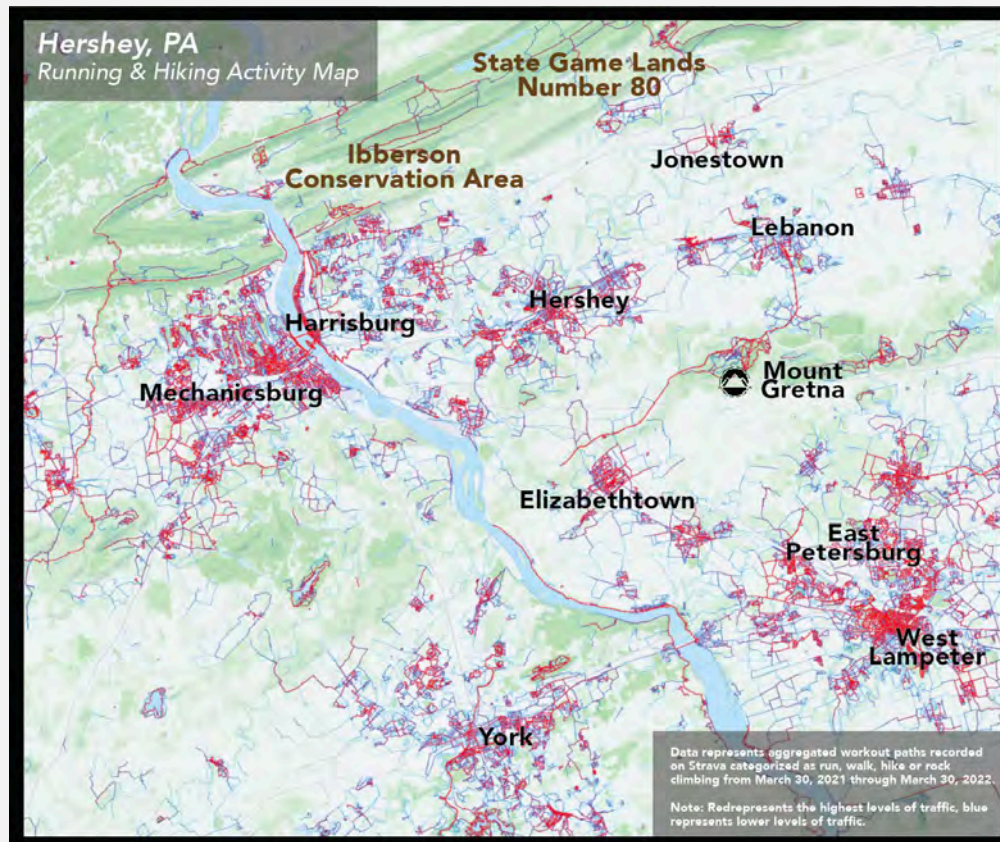
These heat maps illustrate just how much the tourism base of Hershey relies heavily on the success of Hersheypark theme park and thrill rides. Although it is very successful, when it is not open daily, tourism drops precipitously. Nevertheless, the other attractions are clustered in a way that during the nine-month slow season, Hershey is able to draw crowds in other ways through a variety of indoor venues and attractions within a walkable distance.



Hershey Assets and Events

Outdoor Activity Maps

To understand the areas of activity between summer activities, Hunden gathered Strava activity maps of recorded workouts for running/hiking and water activities. These maps show where and how much outdoor activities occur. There are minimal runs/hikes recorded in elevated areas, suggesting hiking enthusiasts do not travel to the area for the nature hikes. The water activities compared to Warren County are minimal. These maps suggest minimal visitation to Hershey relates to outdoor nature and more so are oriented towards the park.

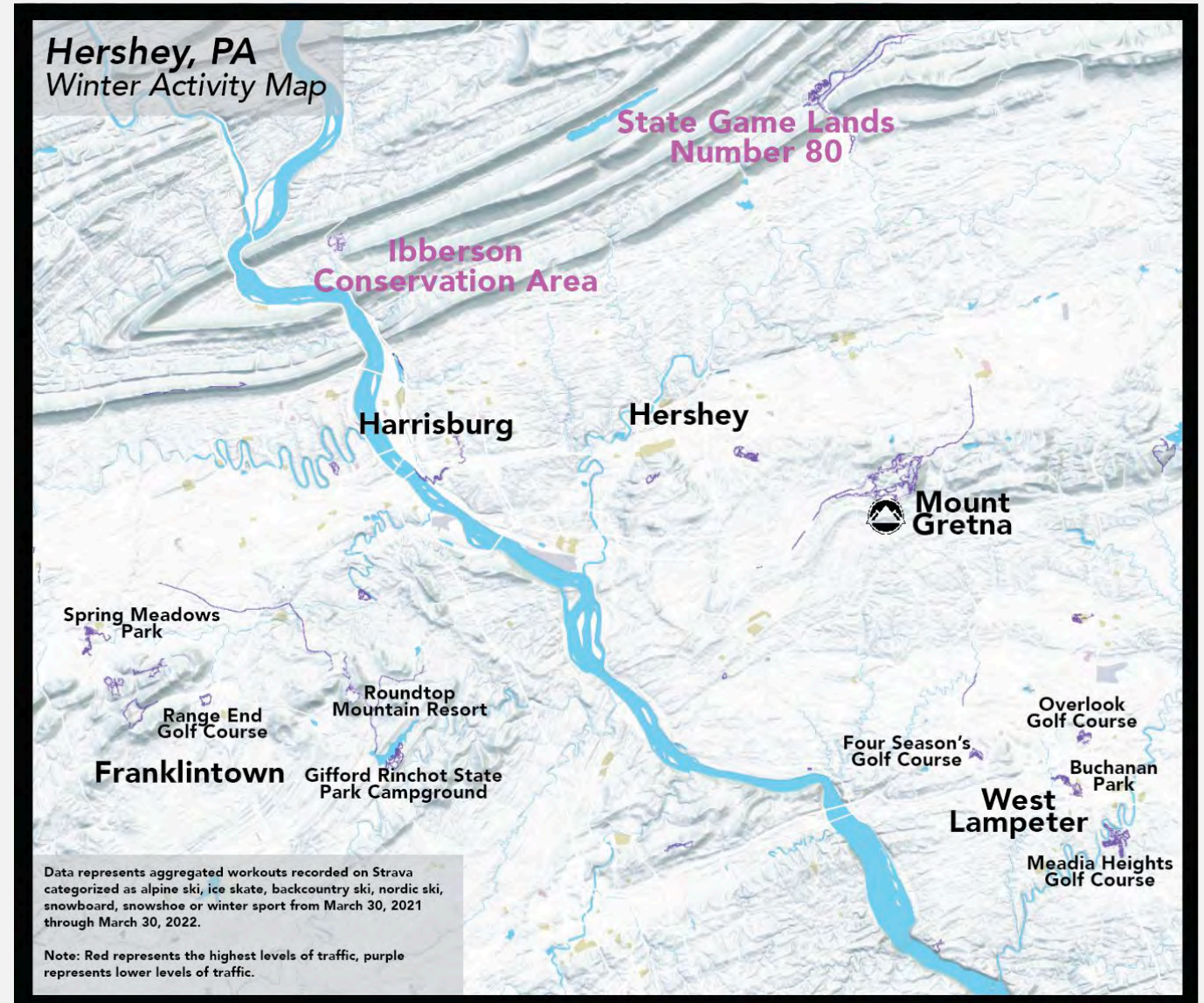


Winter Activity Maps

In order to analyze the activities during the winter in the Hershey area, Hunden gathered Strava activity maps of recorded winter activities. These maps show where and how much outdoor activities occur.

The potential winter workouts that are included are alpine ski, ice skate, backcountry ski, Nordic ski, snowboard or snowshoe.

Winter activities are limited in the Hershey area. Outside of Mount Gretna (small ski hill), the majority of workouts are recorded on golf courses and local parks.



Hershey-Harrisburg, Pennsylvania – Selected Assets



**Hersheypark &
Core Attractions**



**Pennsylvania Farm
Show Complex &
Expo Center**



Giant Center
Hershey Bears Arena



PA State Capitol



ZooAmerica



**Indian Echo
Caverns**

Hersheypark & Core Attractions

Hersheypark is a popular amusement and water park with the Hershey's candy theme. Other major destinations in the area include the Giant Center, Hotel Hershey, ZooAmerica and Hersheypark Stadium.

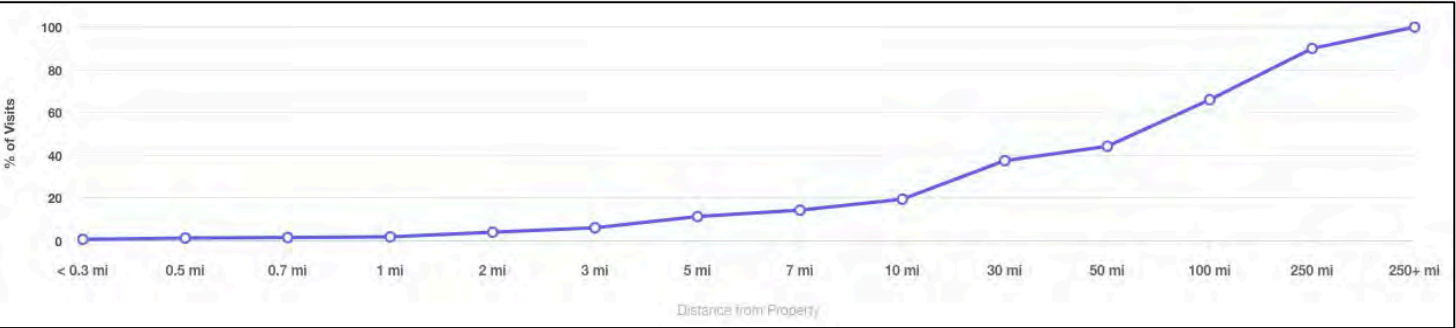
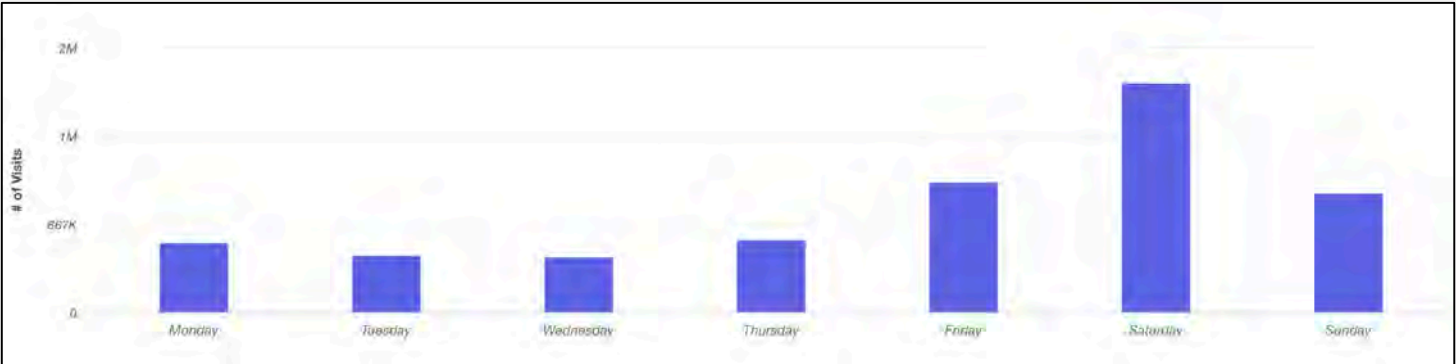
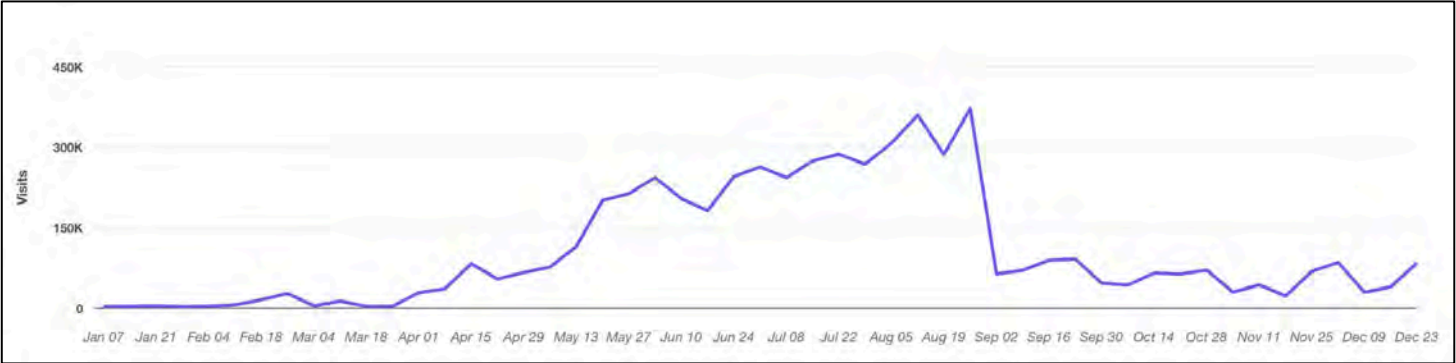
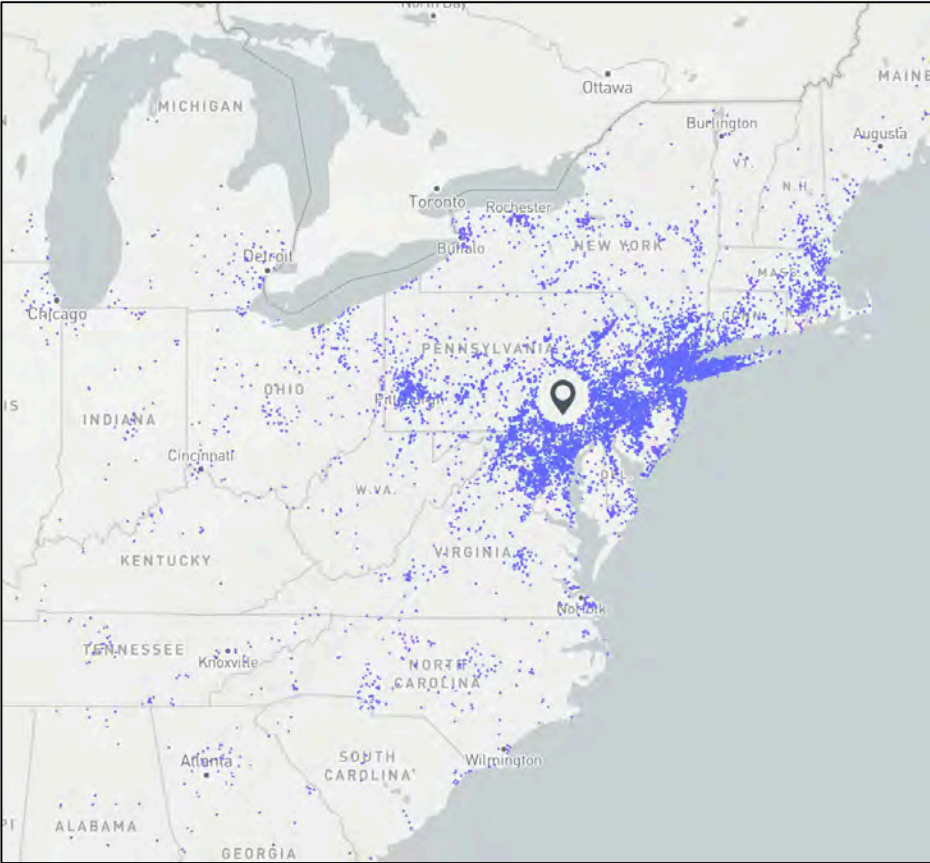
Hersheypark has been open for over 100 years and gone through multiple renovations to make it one of the most popular amusement parks in the country.



Hershey Park Visitation (2019)

2019 Visitation Characteristics beyond 30 miles:

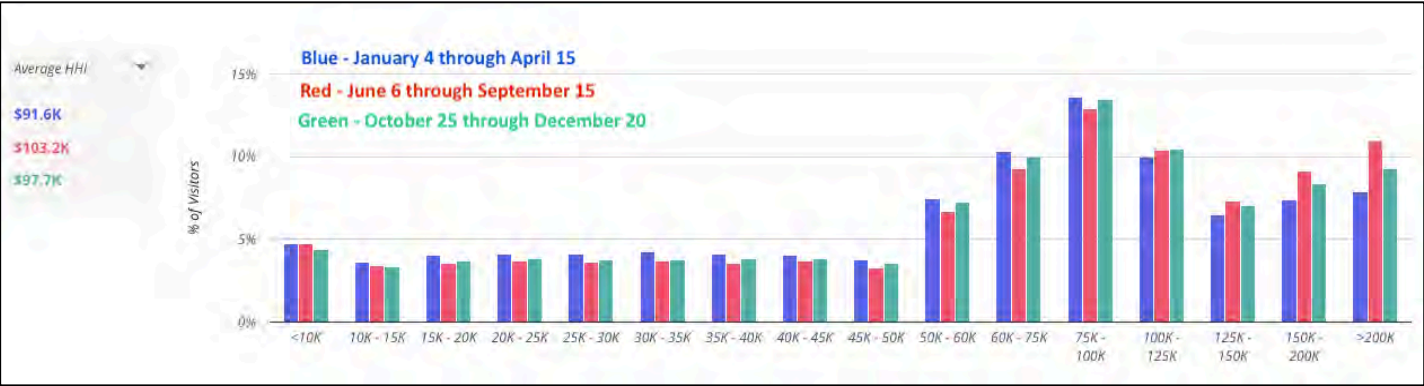
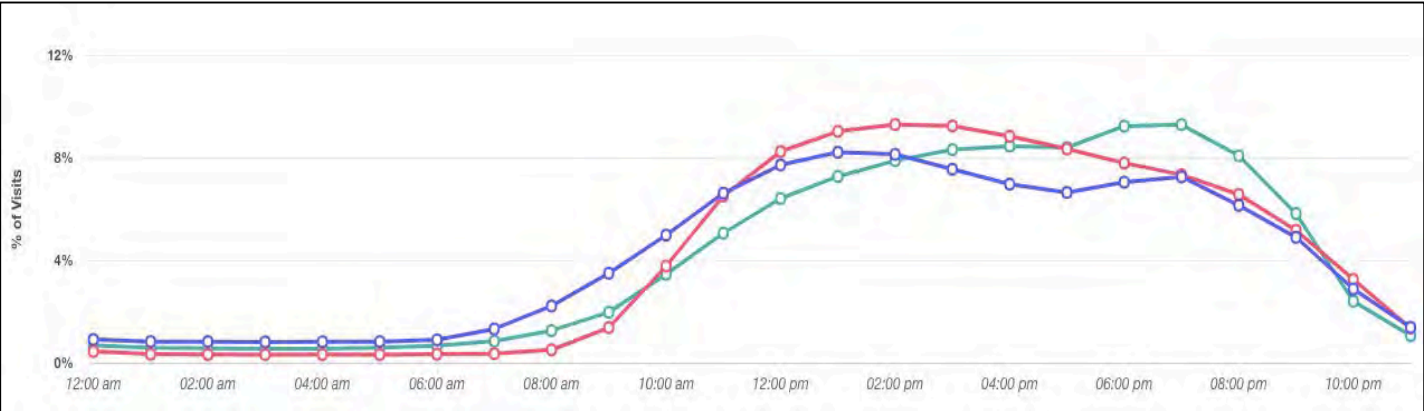
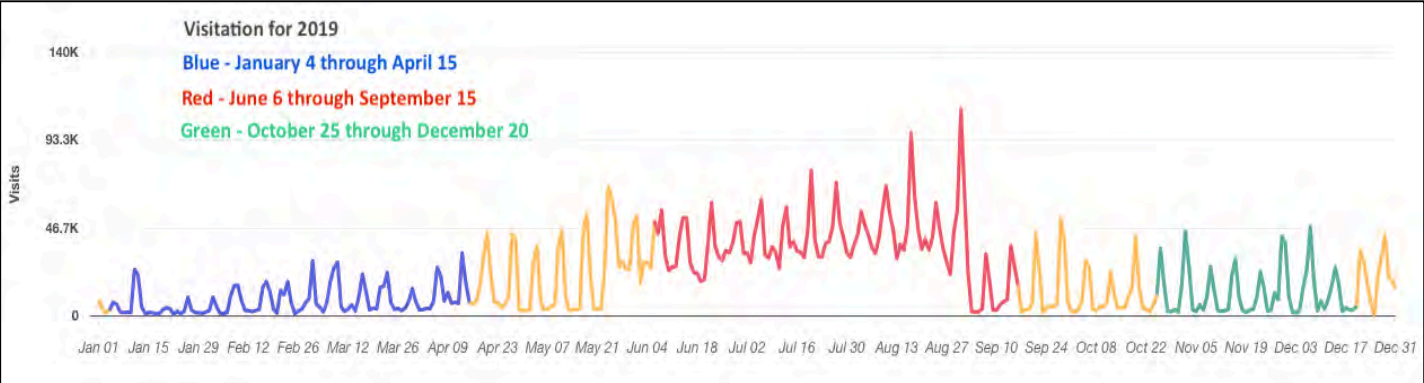
- 7,300,000 visits
- 4,700,000 unique visitors



Hersheypark & Core Attractions Visitation by Season

The top chart on the right shows that the main tourism season for Hershey is in the summer months between June and August. As a family destination, the summer months are more active while children are out of school for the summer. The Giant Center is home to the Hershey Bears, an American Hockey League (AHL) team and the minor league affiliate of the Washington Capitals. The team provides the area with visitation throughout the winter months. January through April is Hershey's slowest period of time for tourism.

The time-of-day visitation varies throughout the year with the summer months attracting people earlier in the day and the winter months attracting more visitation at night.

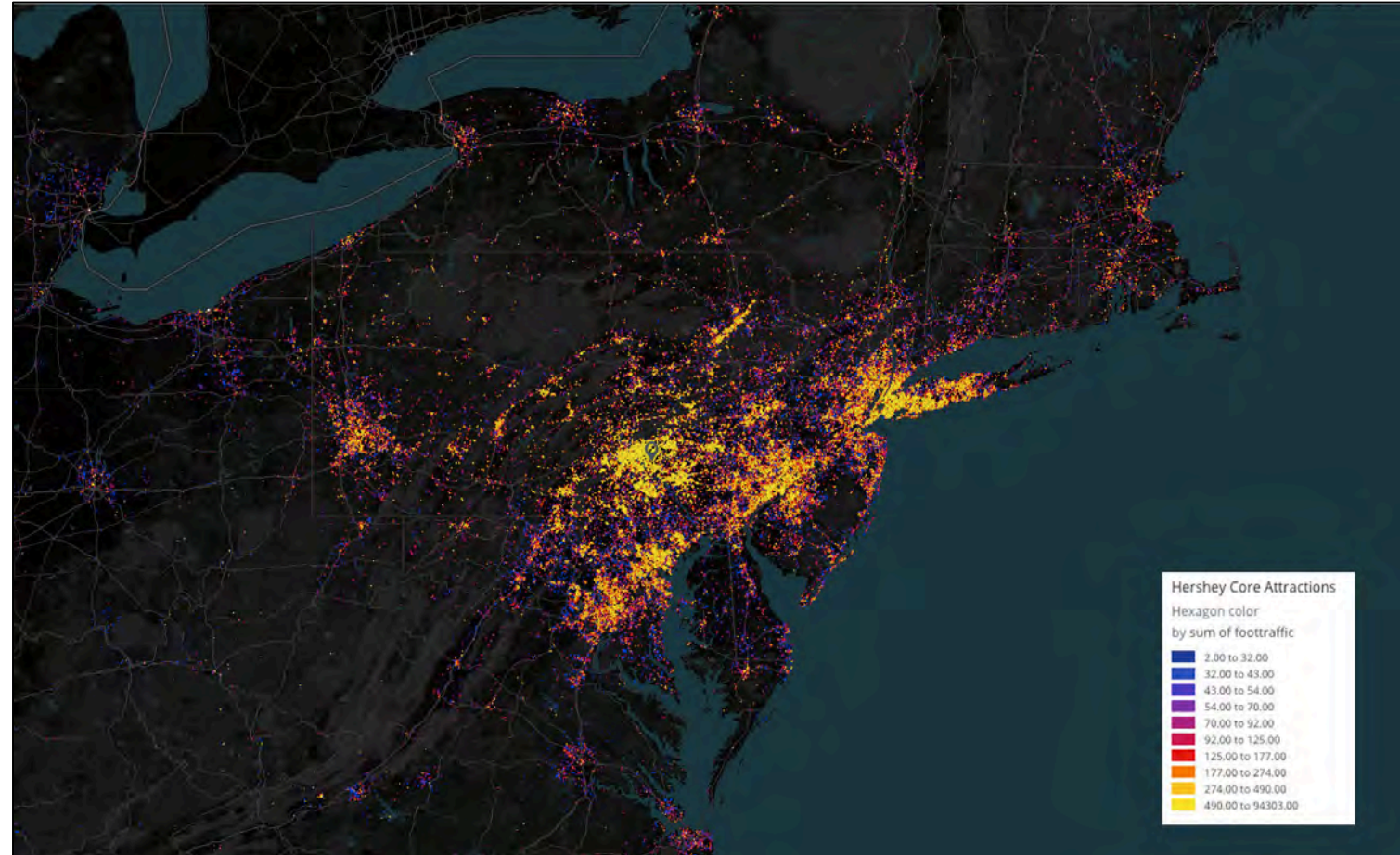


Hersheypark & Core Attractions Visitation by Season

The hexagon map on the right is broken down into 10 colors that represent various densities of visitation to the Village of Lake George. Yellow represents the top 10% of density of all of the visitors from over 30 miles.

Hershey competes with Warren County in the New York City and Long Island markets. Other major markets for Hershey include Allentown, Trenton, Philadelphia, Wilmington, Pittsburgh, Washington D.C. and Baltimore.

Buffalo, Rochester, Syracuse, Albany, Boston and Norfolk are also major markets for Hershey's visitation.





Hershey, PA Hotel Industry Overview

Hershey, PA: Hotel Industry Overview

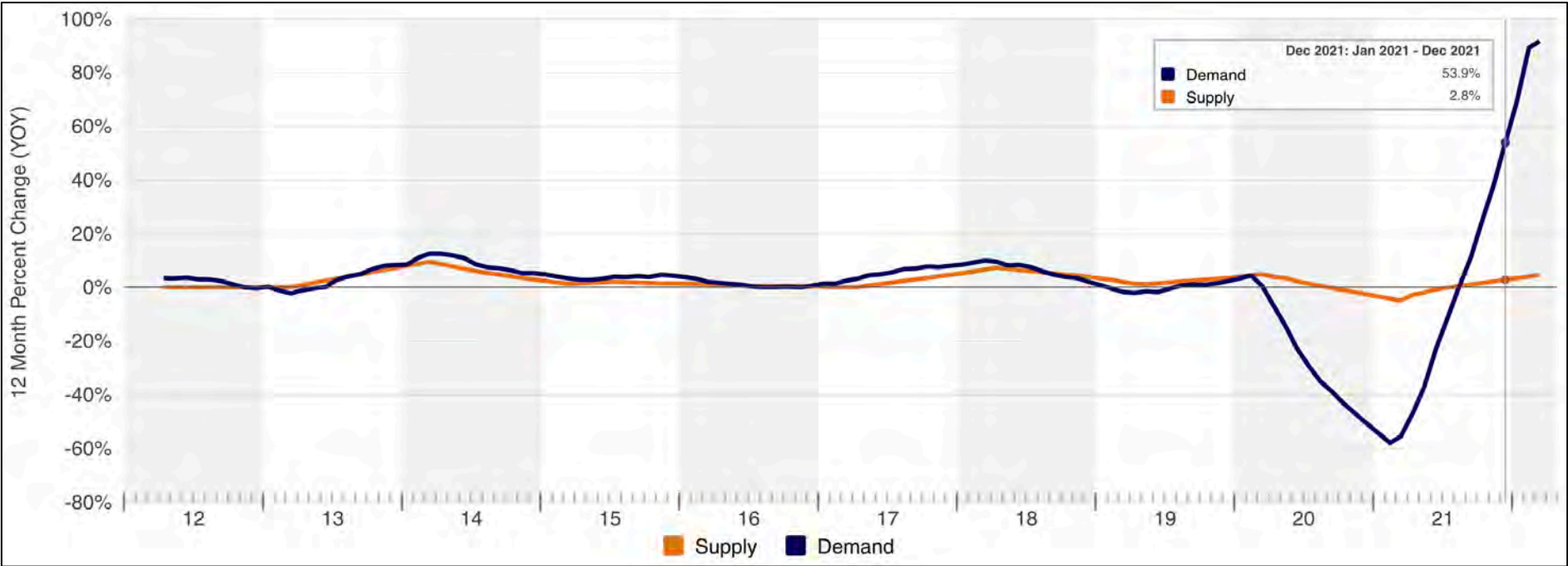
2021 Inventory:
2,018 Rooms

2021 Occupancy:
52.7%

2021 ADR:
\$162

2021 RevPAR:
\$85

The following chart shows the historical change in supply and demand for hotels in Hershey, PA over a 10-year period.



Changes in supply in Hershey, PA took place between 2013 and 2014 and in 2018. In both time periods, there was more than a nine percent change in supply of hotels in the area. There was a two percent increase in supply of hotels by the end of 2021. Change in demand has generally been on-pace with changes in supply, demand had a negative 58 percent change in early 2021 compared to the prior year. An increase in demand in 2021 was led by an increase leisure activity.

Hershey, PA Performance by Class Overview

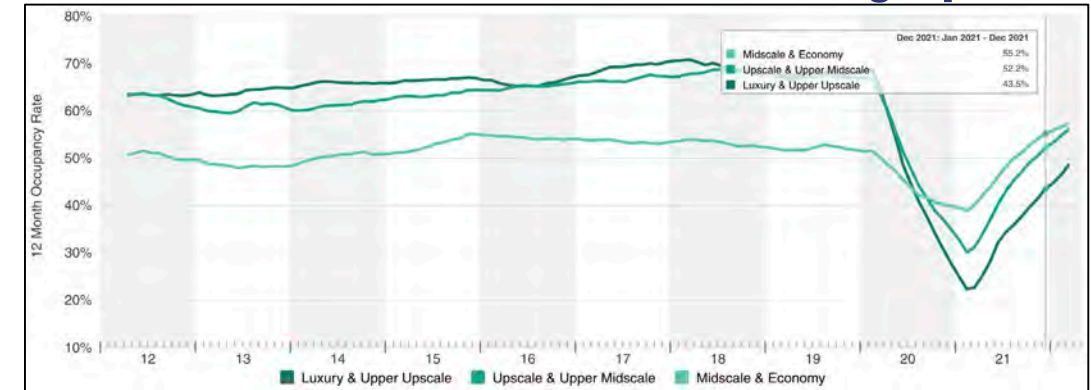
HSP utilized Costar to understand the trends in the hotel industry in Hershey, PA. The performance trends in the figures are broken up into three categories, representing the different chainscales available in the area.

The first figure shows the occupancy trends by chainscale over a 10-year period. Prior to COVID-19, the Luxury & Upper Upscale and Upper Midscale & Upscale chainscales performances were similar to each other. When COVID-19 hit, the Luxury & Upper Upscale properties were affected the most in demand while the Midscale & Economy properties recovered and achieved record high occupancy averages. As of December 2021, the average occupancy for the Midscale & Economy chainscale was nearly 55.2 percent while the average occupancy for the Upper Midscale & Upscale properties was 52.2 percent.

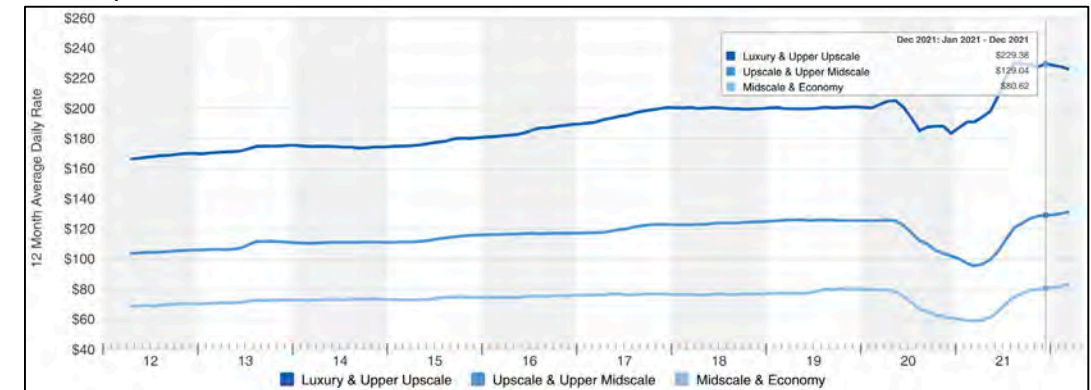
The second figure shows the average daily rate by chainscale. Prior to COVID-19, the Luxury & Upper Upscale chainscale saw a steady rise in ADR until COVID-19. Shortly after the average ADR in 2021 within the Luxury & Upper Upscale chainscales increased to a high of \$229.38 while Upscale & Upper Midscale average ADR was \$129.04 and Midscale & Economy average ADR was \$80.62.

The third figure shows the trends in RevPAR. Since RevPAR is a product of Occupancy and ADR and tends to mirror the trends seen in both metrics. Of all chainscales, Midscale & Economy properties had the strongest recovery in RevPAR than compared to the other chainscales.

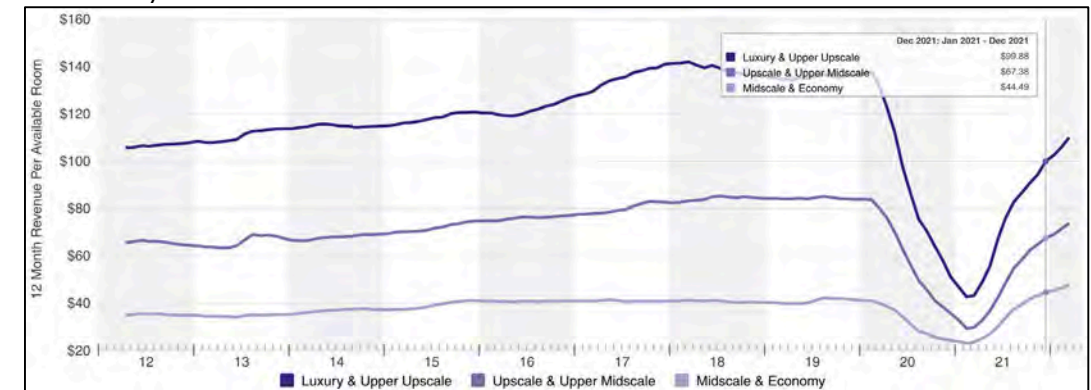
Occupancy by Chainscale



ADR by Chainscale



RevPAR by Chainscale



HSP analyzed Hershey as a competitive destination, the following implications were drawn.

What They Do Best:

Hershey effectively leverages their strongest asset to generate tourism, Hersheypark. The amusement park brings in the majority of visitation to the area during summer months, but closes during the winter. Hershey's other attractions are located in close proximity to the park, effectively creating connectivity and critical mass between tourism assets.

The visitor's bureau for Hershey also covers the state capital, Harrisburg. Like many state capitals, Harrisburg is a strong market for meetings and events especially those relating to state government. These meetings and conventions happen year-round, but account for the majority of out-of-town visitors during the winter months.

Why They Are a Good Competitor:

Hersheypark is a similar asset to The Great Escape amusement park in Warren County. The amusement parks in both areas make them successful in being a family destination. Both destinations rely on drive-in visitation and compete in the same major markets, such as New York City, Upstate New York and Boston.



Finger Lakes, New York

hunden strategic partners

Finger Lakes Region

The Finger Lake Region is located in Upstate New York, south of interstate 90. The Finger Lakes Region is made up of 11 lakes and is primarily known as an outdoor recreation destination.

In the summer, the Finger Lakes has emerged as a popular destination for their wineries, vineyards, craft beverage production, hiking, biking and weddings. In the winter, the Finger Lakes is also a popular skiing destination.

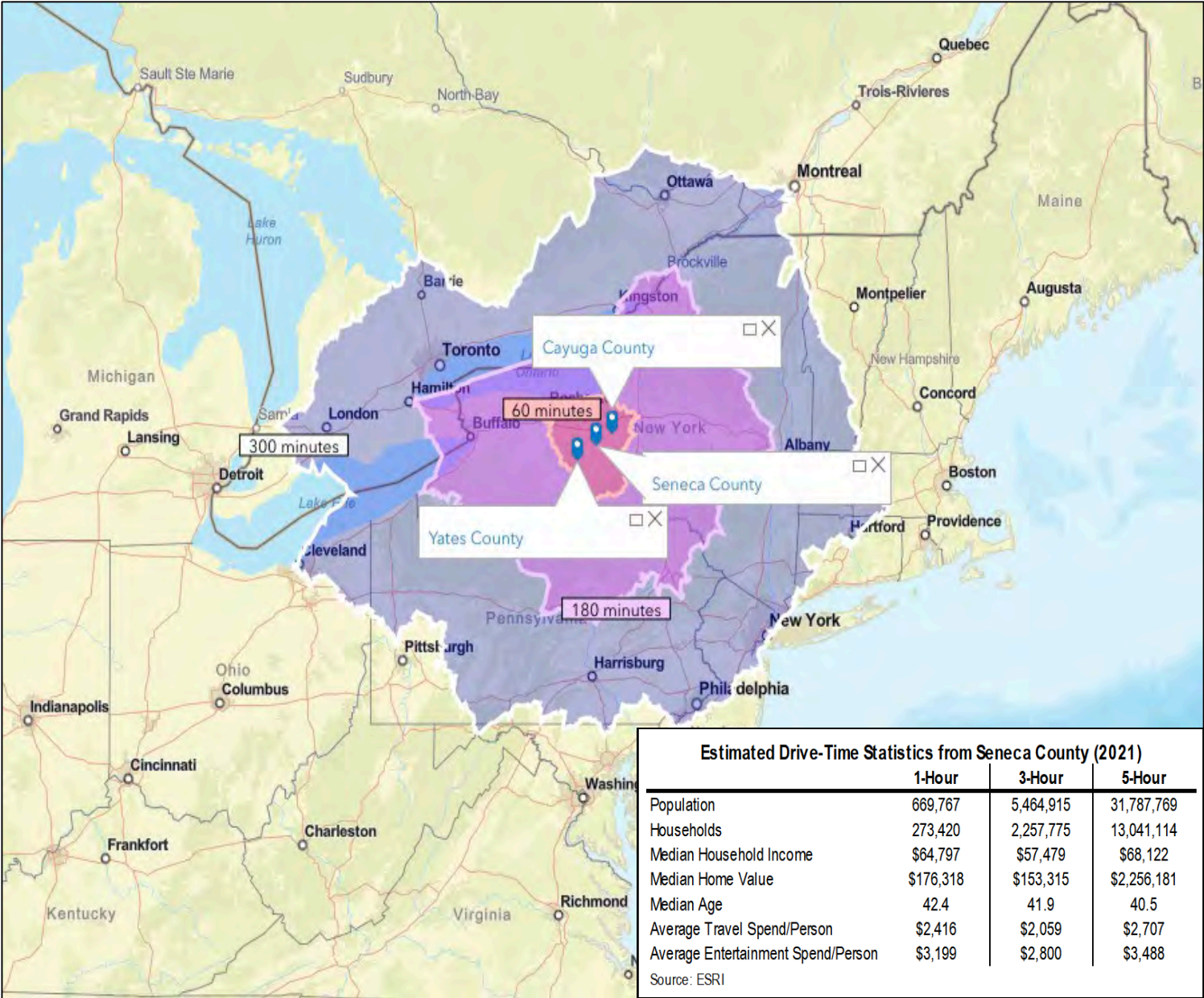
As a competitive destination in Upstate New York, the Finger Lakes is an important region to understand for Warren County when competing for tourism.



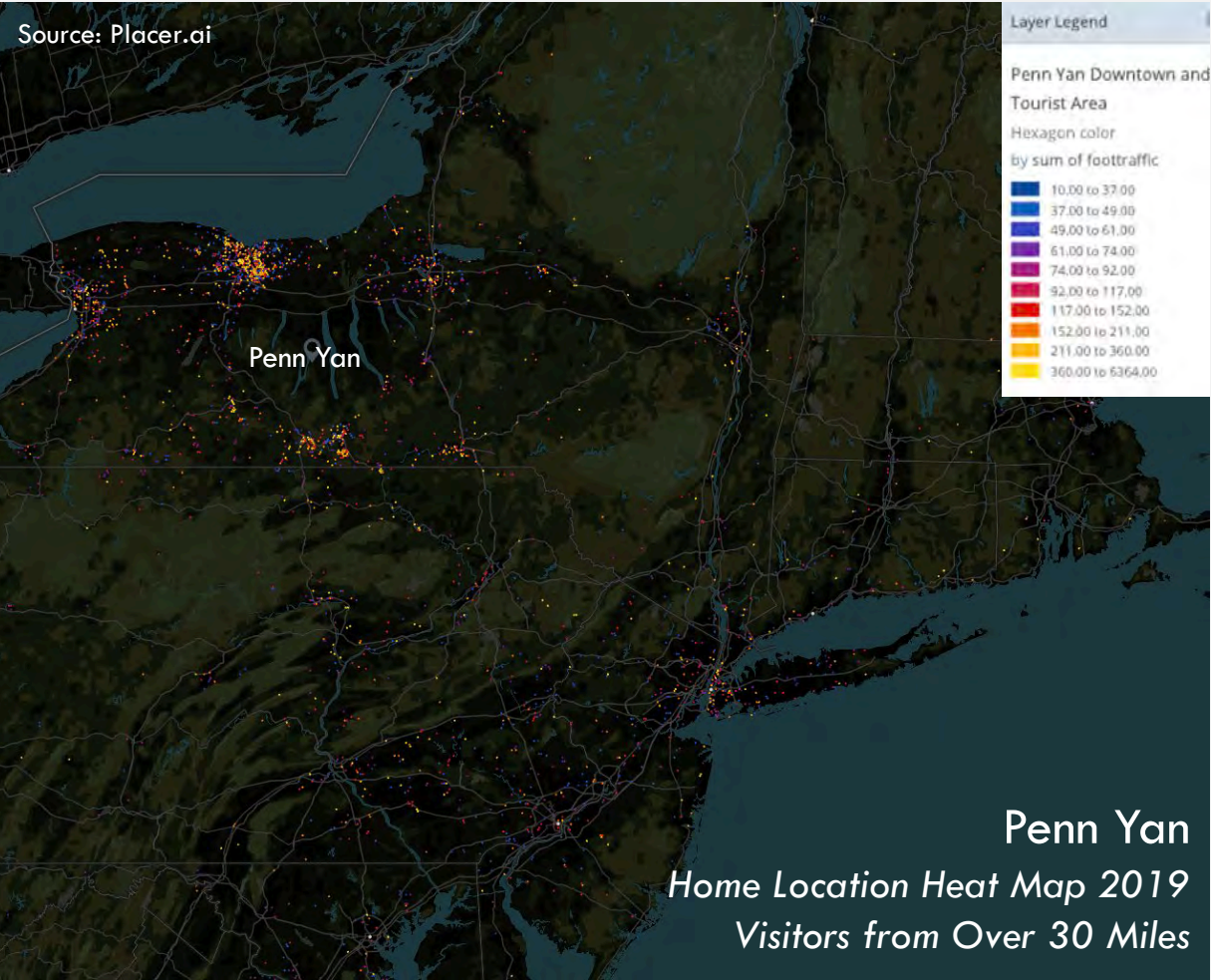
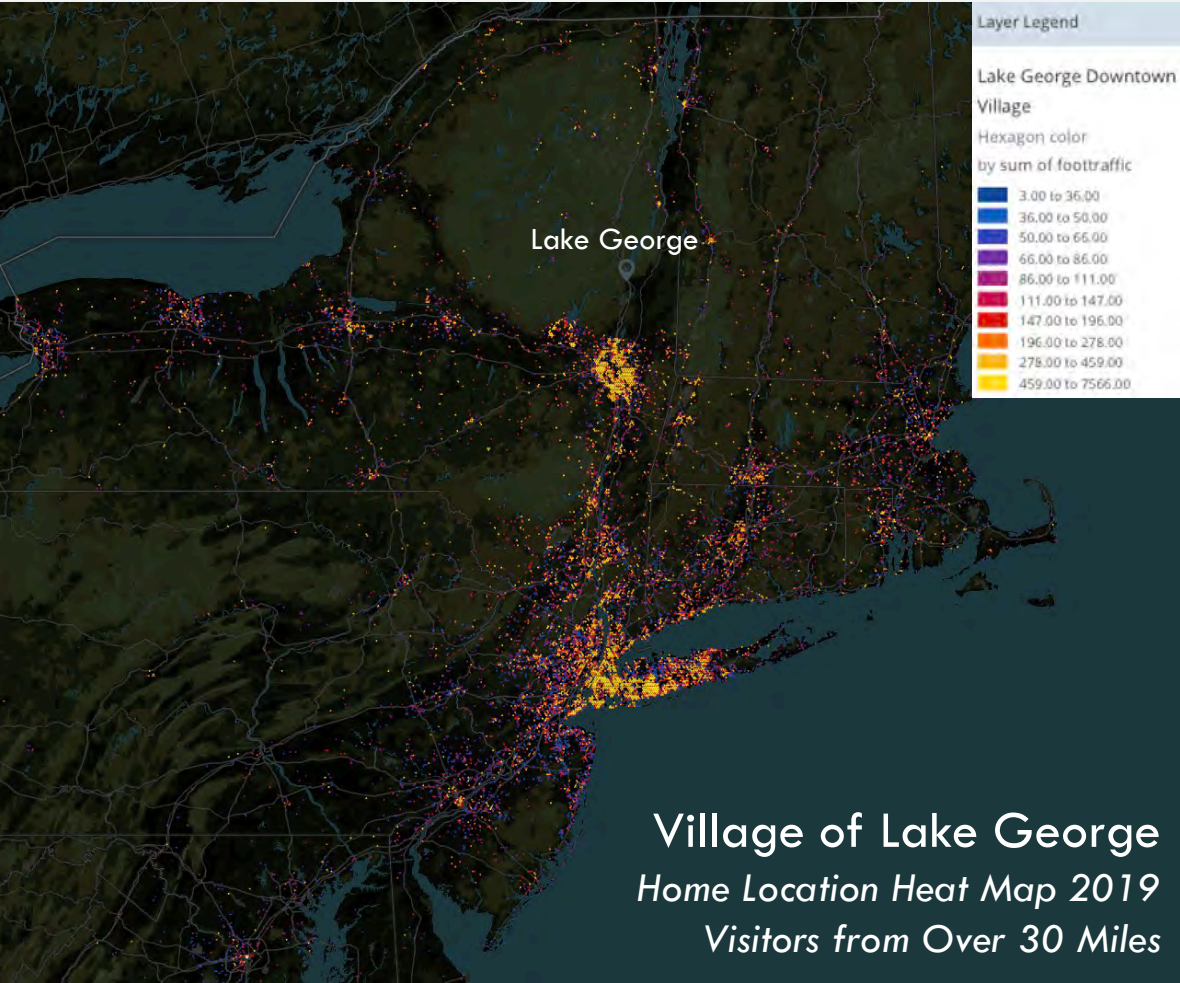
Finger Lakes Location Breakdown

Within a 3-hour drive time, there is a population of over 5.4 million people and over 2.2 million households.

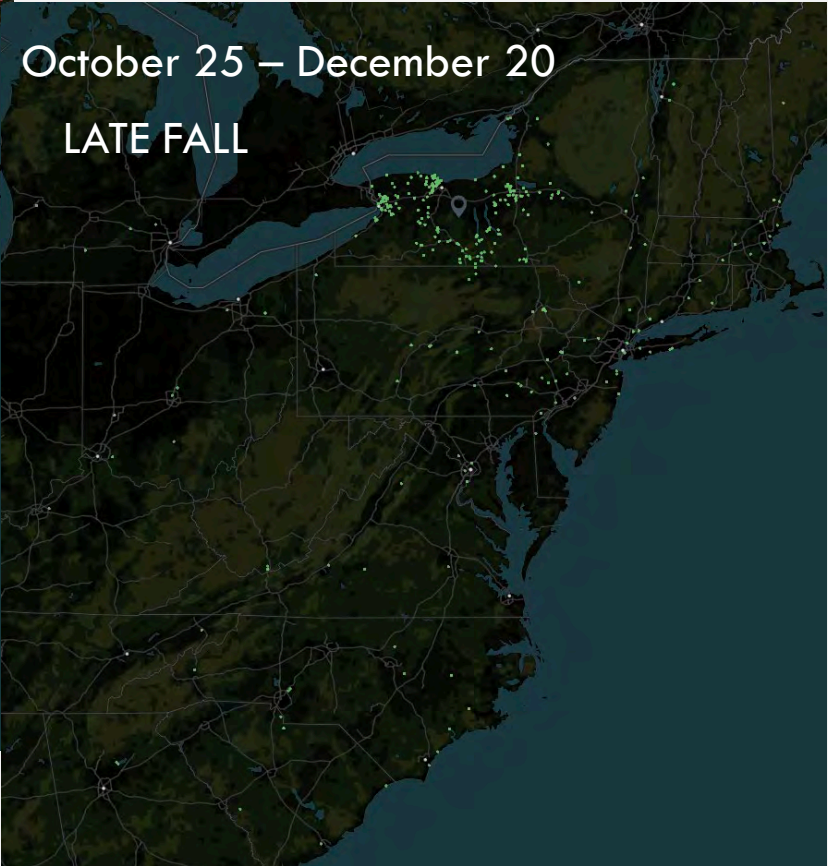
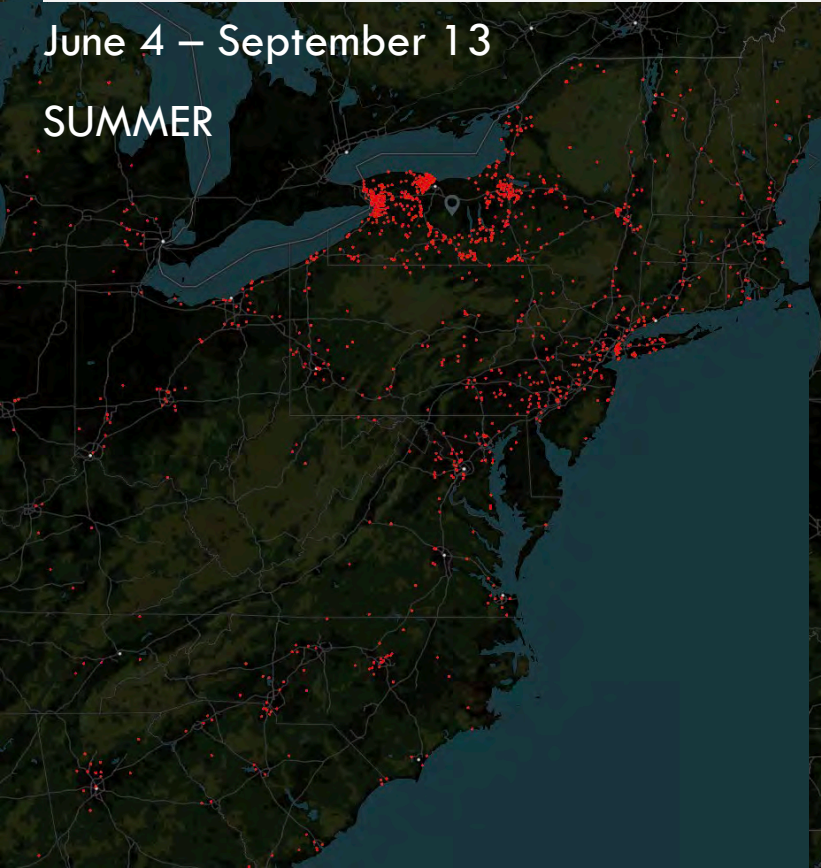
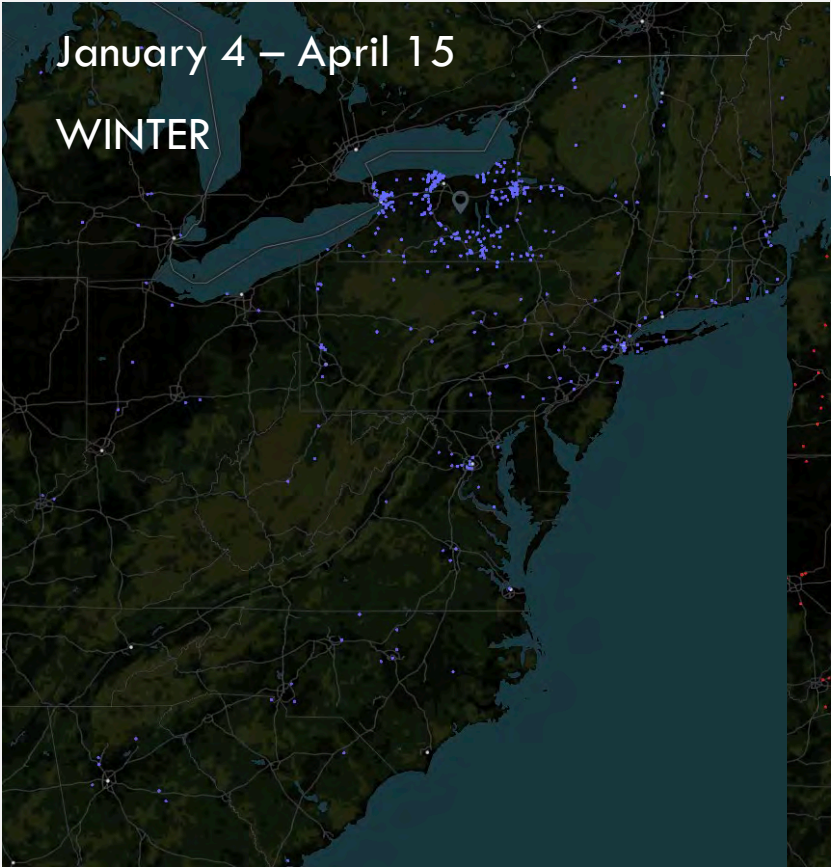
A five-hour drive-time captures the Cleveland, Toronto, Ottawa, Buffalo, Philadelphia, Albany, Rochester markets. Just outside of a five-hour drive is the New York City and Pittsburgh markets.



Warren County vs Penn Yan Visitation



Finger Lakes (Canandaigua) Seasonal Visitation Maps



Finger Lakes Summer v Winter Visitation by Metro

For summer and winter seasons, the largest market for the Finger Lakes region is the New York City, followed by Buffalo. During the summer the market has a much wider and greater pull for tourism.

During the winter months it becomes more localized, with more coming from the small metro area of Utica, ahead of Philadelphia. Most of the Rochester and Syracuse markets are within 30 miles of the Finger Lakes area border, and therefore, most people there are not counted.

Summer 2021

| Finger Lakes, NY - Summer 2021 Visitor Origination by Metro Area | | | |
|--|---|-------------------|---------------------------|
| 1,524,740 Total Visitors (outside of 30 miles & minimum stay of 2.5 hours) | | | |
| Rank | Metro Area Name | Visitors by Metro | Percent of Total Visitors |
| 1 | New York-Newark-Jersey City, NY-NJ-PA | 303,191 | 19.9% |
| 2 | Buffalo-Cheektowaga, NY | 113,199 | 7.4% |
| 3 | Philadelphia-Camden-Wilmington, PA-NJ-DE-MD | 68,879 | 4.5% |
| 4 | Utica-Rome, NY | 47,481 | 3.1% |
| 5 | Boston-Cambridge-Newton, MA-NH | 44,026 | 2.9% |
| 6 | Washington-Arlington-Alexandria, DC-VA-MD-WV | 41,249 | 2.7% |
| 7 | Albany-Schenectady, NY | 40,328 | 2.6% |
| 8 | Binghamton, NY | 31,017 | 2.0% |
| 9 | Baltimore-MD | 21,888 | 1.4% |
| 10 | Chicago-Naperville-Elgin, NW Indiana IL-IN-WI | 19,661 | 1.3% |
| 11 | Pittsburgh, PA | 19,025 | 1.2% |
| 12 | Tampa St Petersburg-Clearwater, FL | 18,960 | 1.2% |
| 13 | Rochester, NY (only far NW section) | 18,899 | 1.2% |
| 14 | Scranton--Wilkes-Barre, PA | 18,506 | 1.2% |
| 15 | Batavia, NY | 16,570 | 1.1% |
| 16 | Cleveland-Akron, OH | 22,811 | 1.5% |
| 17 | Los Angeles, CA | 16,345 | 1.1% |
| 18 | Syracuse, NY (only far NEW section) | 15,857 | 1.0% |
| 19 | Miami-West Palm Beach, FL | 15,238 | 1.0% |
| 20 | Watertown, NY | 14,349 | 0.9% |
| TOTAL | | 907,479 | 59.5% |
| Source: Placer.ai | | | |

Winter 2022

| Finger Lakes, NY - Winter 2022 Visitor Origination by Metro Area | | | |
|--|---|-------------------|---------------------------|
| 560,845 Total Visitors (outside of 30 miles & minimum stay of 2.5 hours) | | | |
| Rank | Metro Area Name | Visitors by Metro | Percent of Total Visitors |
| 1 | New York-Newark-Jersey City, NY-NJ-PA | 118,863 | 21.2% |
| 2 | Buffalo-Cheektowaga, NY | 35,651 | 6.4% |
| 3 | Utica-Rome, NY | 19,549 | 3.5% |
| 4 | Washington-Arlington-Alexandria, DC-VA-MD-WV | 19,221 | 3.4% |
| 5 | Philadelphia-Camden-Wilmington, PA-NJ-DE-MD | 18,731 | 3.3% |
| 6 | Binghamton, NY | 18,312 | 3.3% |
| 7 | Albany-Schenectady, NY | 18,246 | 3.3% |
| 8 | Boston-Cambridge-Newton, MA-NH | 18,021 | 3.2% |
| 9 | Rochester, NY (far NW section) | 11,438 | 2.0% |
| 10 | Bridgeport-Stamford-Norwalk, CT | 9,586 | 1.7% |
| 11 | Watertown, NY | 8,115 | 1.4% |
| 12 | Syracuse, NY (northeast portion only) | 7,633 | 1.4% |
| 13 | Cleveland-Akron, OH | 7,260 | 1.3% |
| 14 | Chicago-Naperville-Elgin, NW Indiana IL-IN-WI | 7,167 | 1.3% |
| 15 | Allentown-Bethlehem-Easton, PA-NJ | 6,754 | 1.2% |
| 16 | Batavia, NY | 6,715 | 1.2% |
| 17 | Scranton--Wilkes-Barre, PA | 6,404 | 1.1% |
| 18 | Los Angeles, CA | 6,297 | 1.1% |
| 19 | Pittsburgh, PA | 6,160 | 1.1% |
| 20 | Baltimore, MD | 5,205 | 0.9% |
| TOTAL | | 355,328 | 63.4% |
| Source: Placer.ai | | | |



Finger Lakes Assets and Events

Finger Lakes – Selected Assets



Water Recreation



Hiking and Mountain Biking Trails



Festivals, Events and Concerts



Wineries, Vineyards and Craft Beverages



Resorts and Wedding Venues



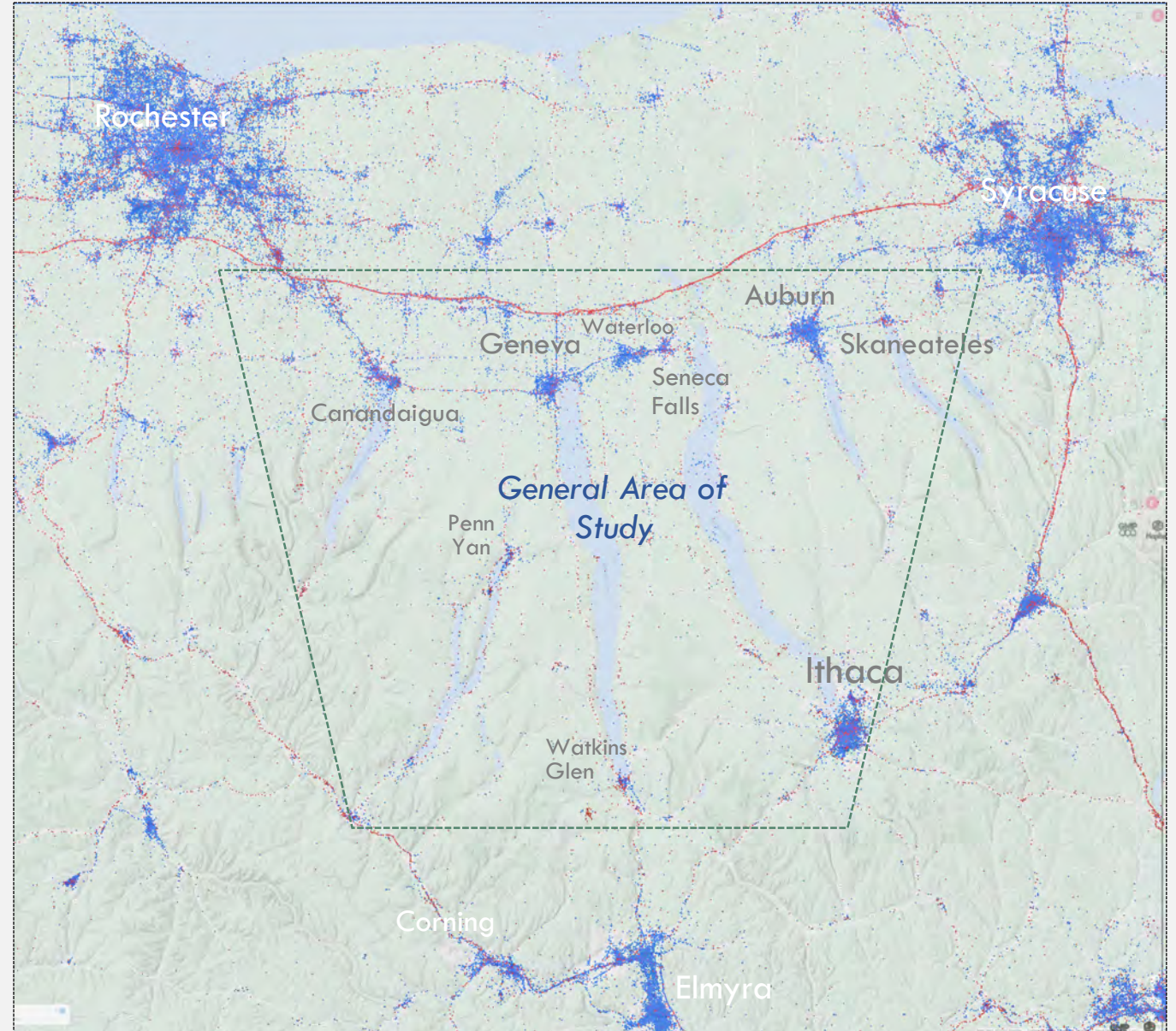
Skiing Destinations

Multiple Hubs of Activity

The Finger Lakes are both a single region, and also a myriad of differing landscapes, economic means, parks, towns and cities. Depending on the topography, flat farmland and rugged forested and deep ravines and canyons determine the character of a local area. The maps on the following two slides both use social media to indicate where people go, stay, traverse and congregate.

In the map to the right, red dots indicate from where visitors and blue dots show from where locals sent Twitter “tweets.” Red dots are so thick that they form a solid line along I-90, the New York State Thruway. Small cities at the ends of each lake each show clusters of red dots, including Geneva, Canandaigua and Skaneateles, Watkins Glen, Penn Yan, and Ithaca.

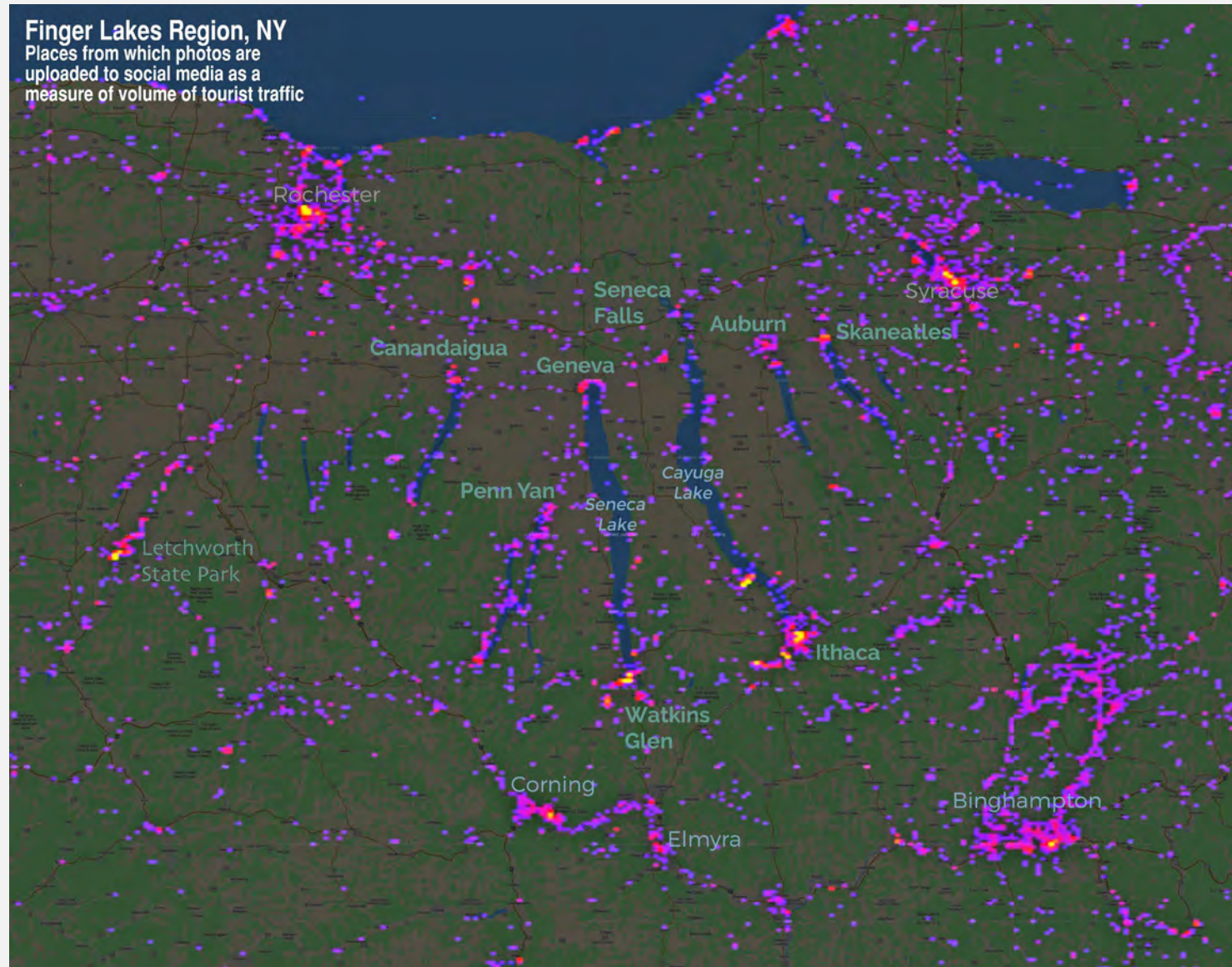
The southern ends of the lakes are the most naturally scenic, with forests and hills, however, they are farther from the busiest highways, and are less convenient for weekend getaways. Northern areas are closest to the busiest highways and populations, and therefore, receive higher volumes of visitors overall.



Multiple Hubs of Activity

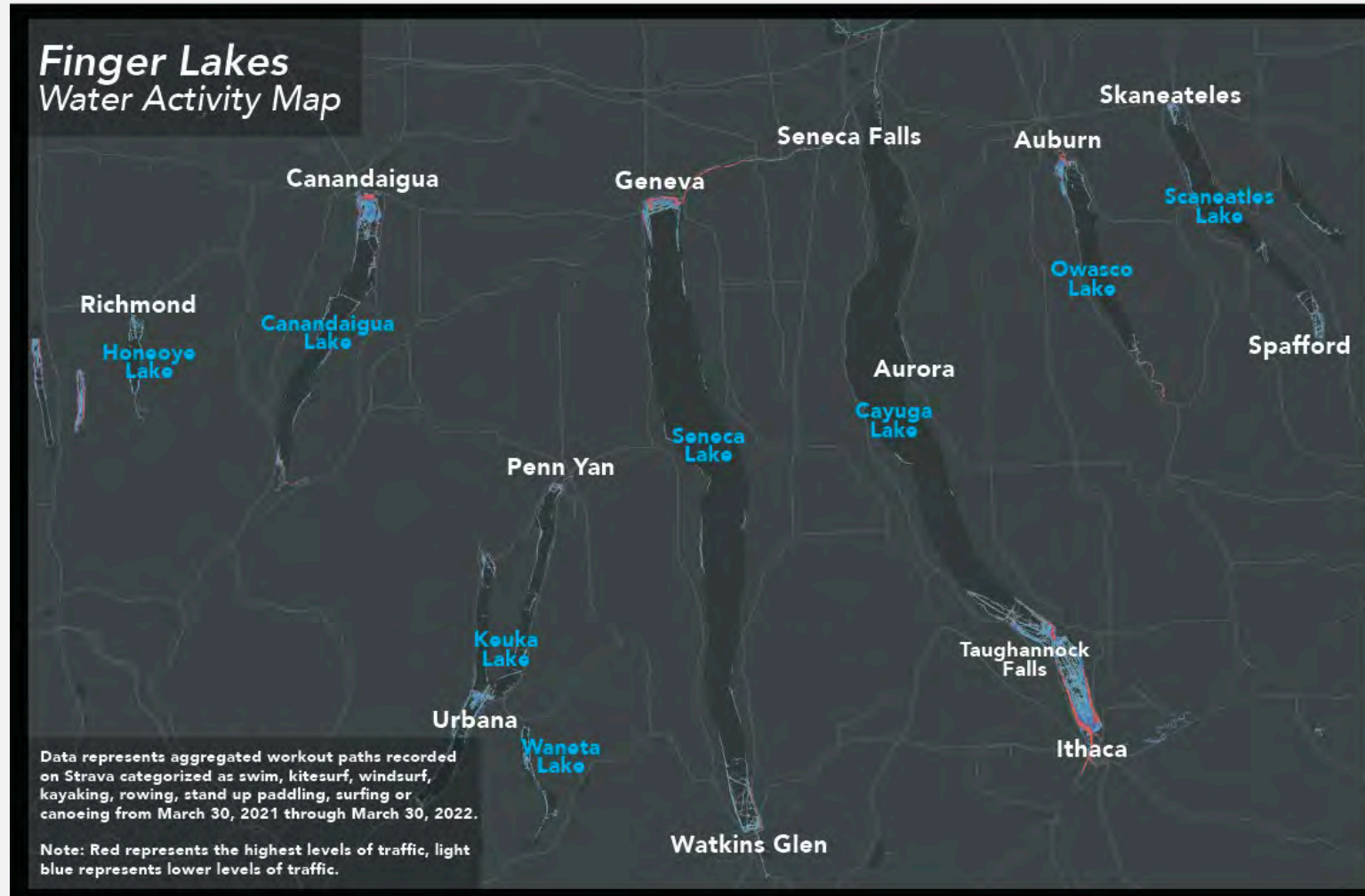
This map marks locations where people took photos and shared them on Google Maps and Google Earth. These maps tend to favor the travel destinations of socially-active people between the ages of 14 and 34, and that should be kept in mind when noticing what are the most photographed locations.

College towns such as Ithaca and Syracuse, as well as downtown Rochester and nearby colleges show up the brightest. Letchworth and Watkins Glen State Parks both feature unusually scenic gorges and waterfalls, among the very top of the statewide parks system in attendance, popular with day-trippers and longer-distance travelers. Stops such as wineries and farms with retail markets along the roadsides near the lakeshores are popular along the length of nearly every lake, especially Seneca and Cayuga Lakes.

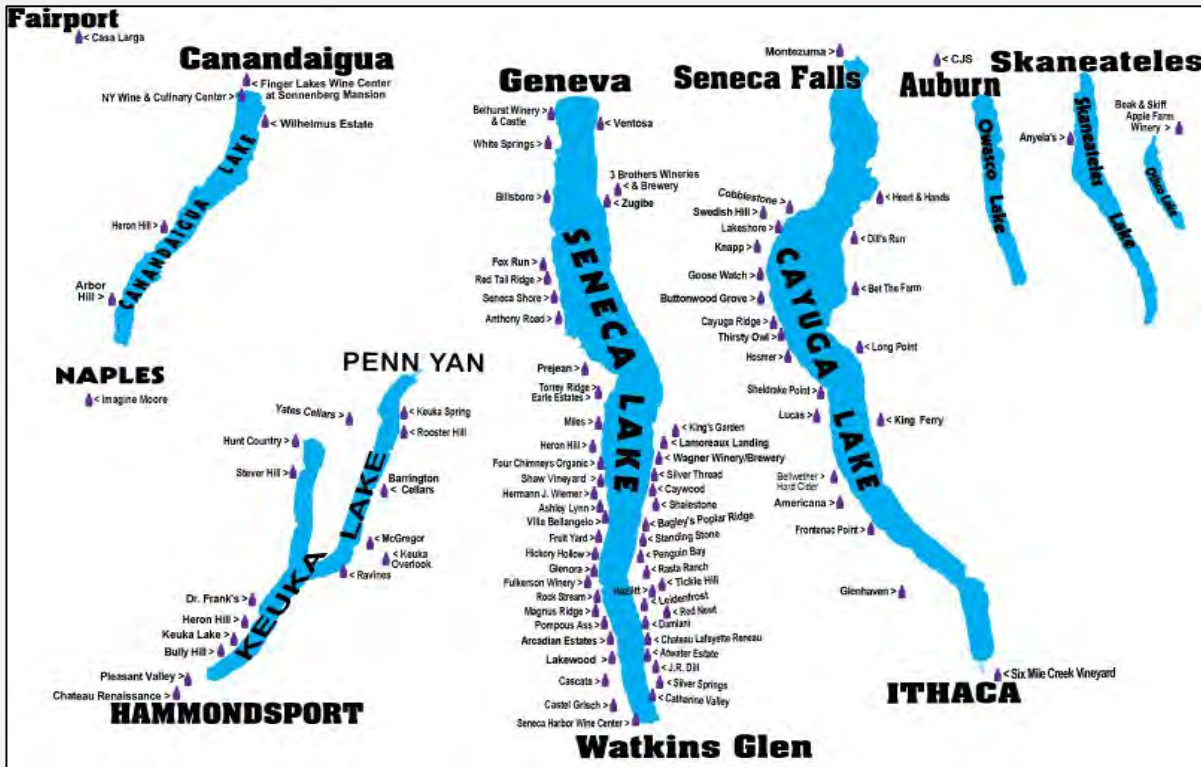


Summer Activity – Water Sport Enthusiasts Maps

The Finger Lake's main draw is the accessibility to water activities. The following graphics show the recorded workouts relating to water activities and reveals the nodes of water activities in Canandaigua, Ithaca, Watkins Glen and Geneva.



Finger Lakes Region Wineries



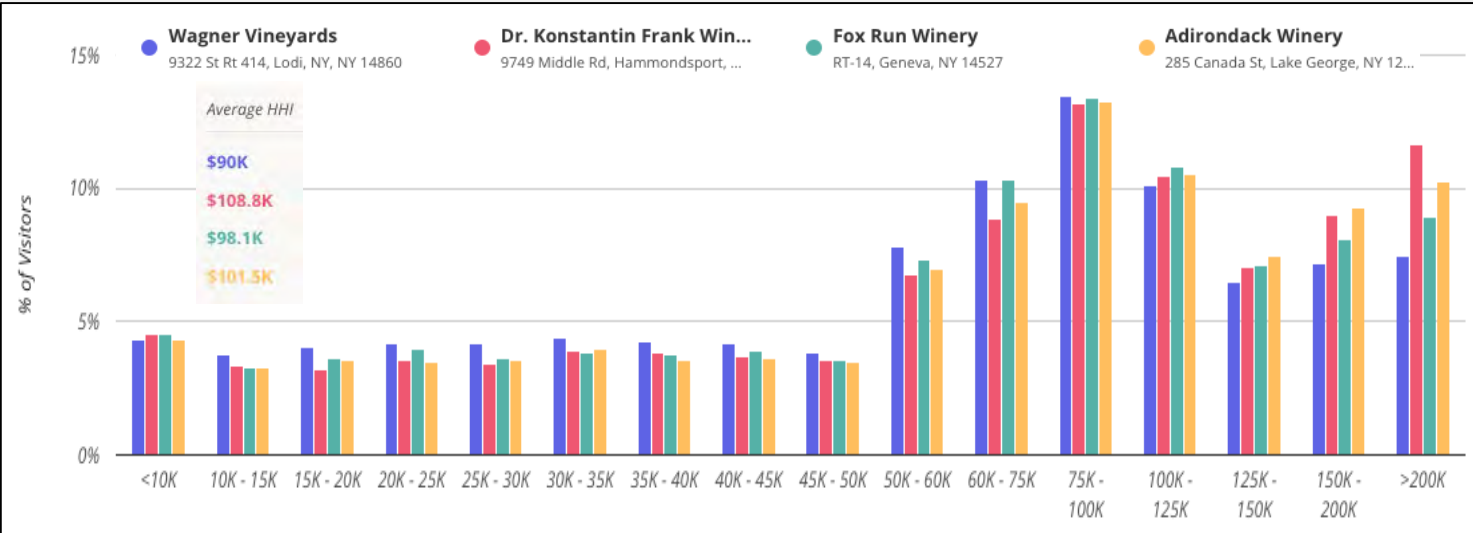
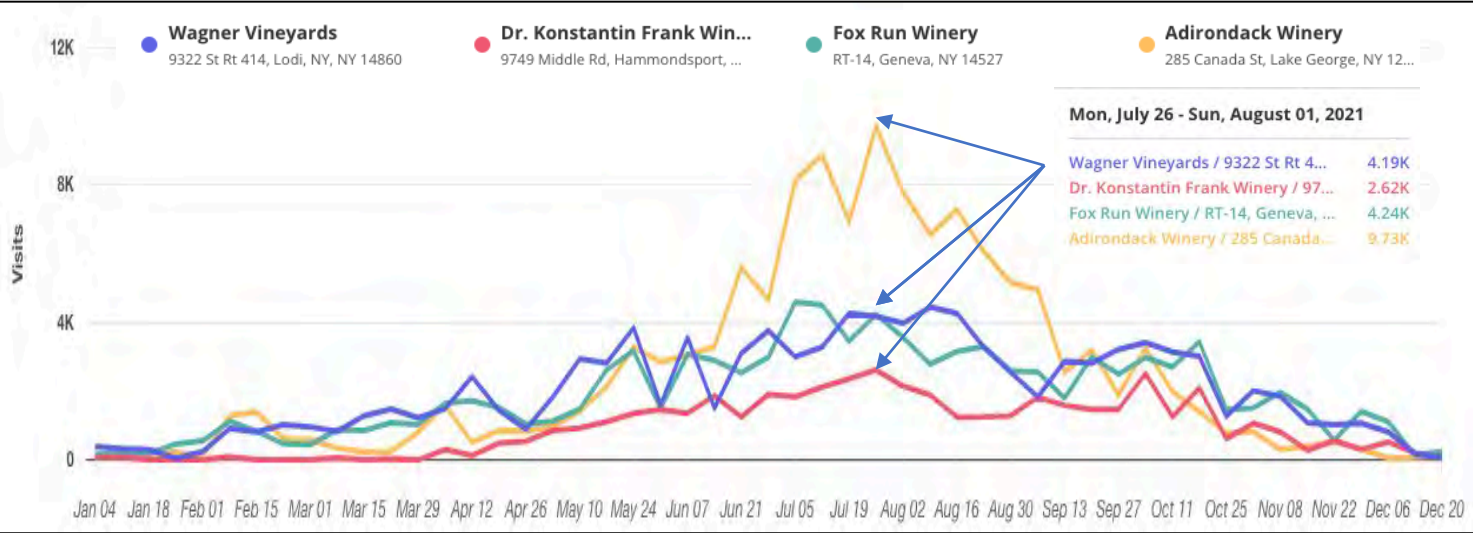
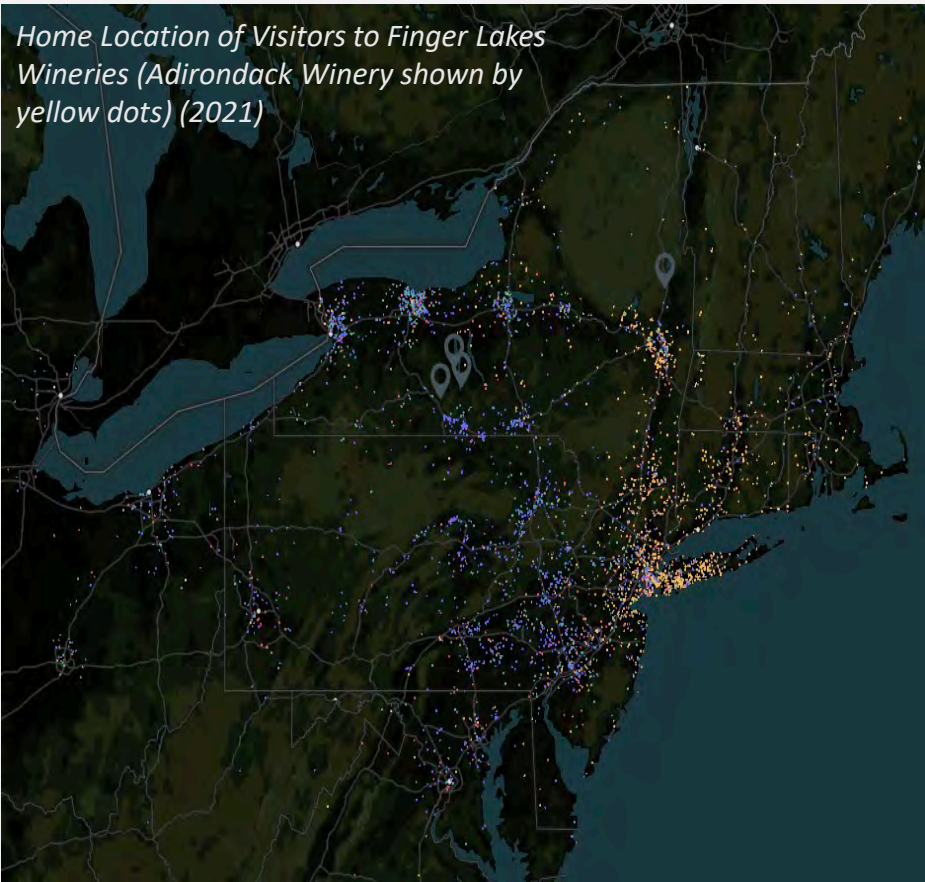
Visit Finger Lakes heavily advertises the various wine trails within the Finger Lakes Region. There are many wineries spread throughout the region, but the Keuka Lake, Seneca Lake and Cayuga Lake have the highest concentrations. Each lake has its own trail with guided tours and transportation between venues to ensure safety for visitors. Wineries also offer food pairings, culinary experiences and live music to enhance visitation and length of stay.

Finger Lakes Wineries vs. Adirondack Winery Visitation

2021 Combined Visitation Characteristics beyond 30 miles to Finger Lakes Wineries (excluding Adirondack Winery):

- 251,400 visits
- 227,100 unique visitors

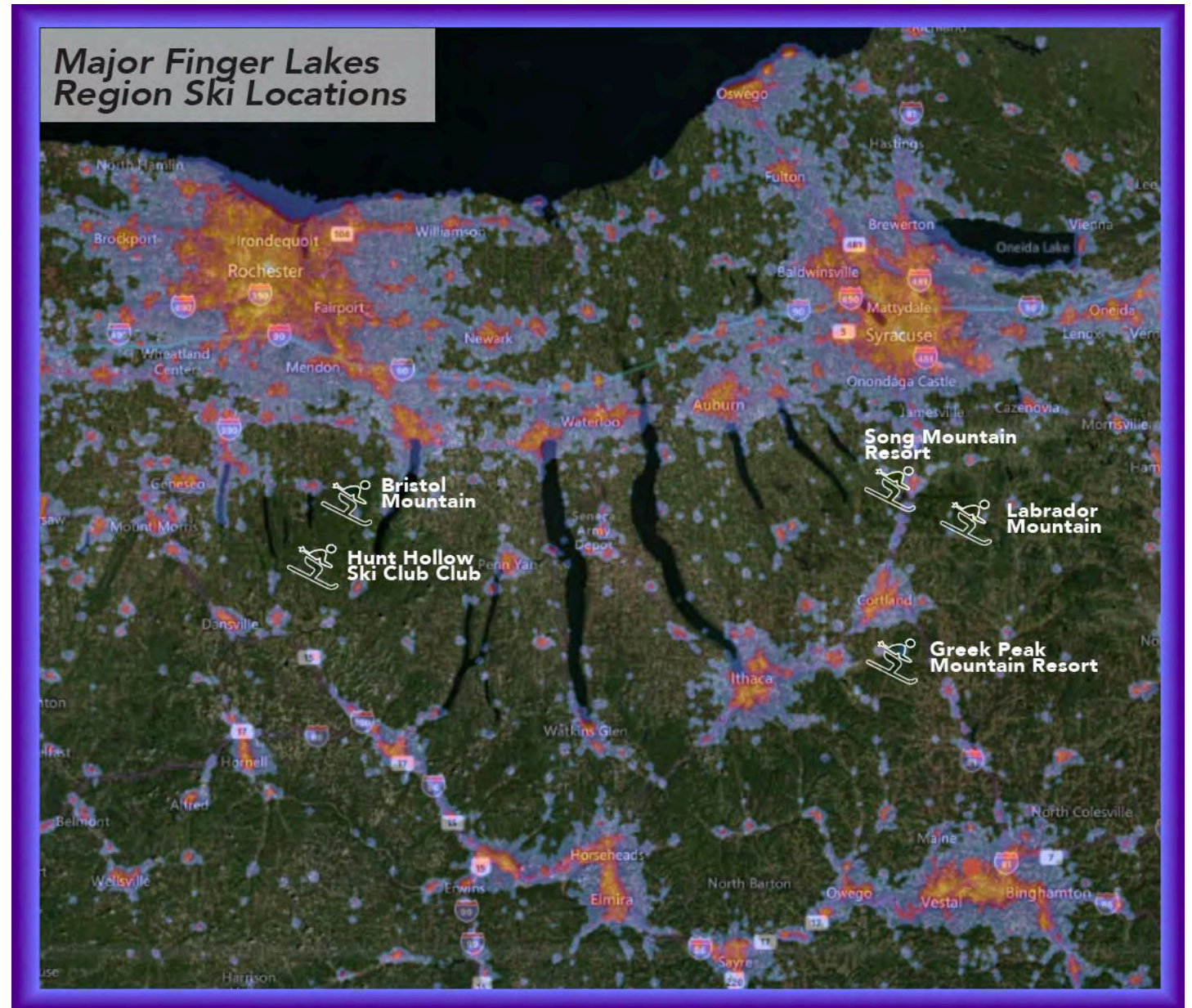
Home Location of Visitors to Finger Lakes Wineries (Adirondack Winery shown by yellow dots) (2021)



Finger Lakes Region Skiing

The Finger Lakes Region has five ski destinations on the eastern and western sides of the region.

The following placer slides will analyze the top three ski destination's visitation compared to Gore Mountain.

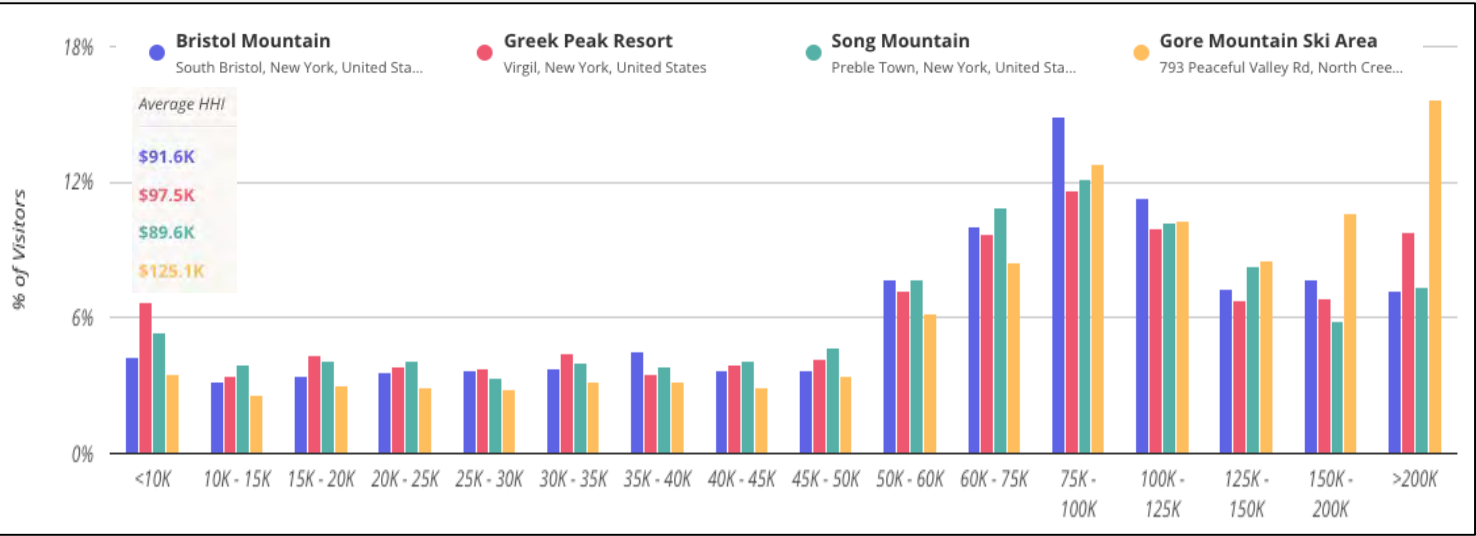
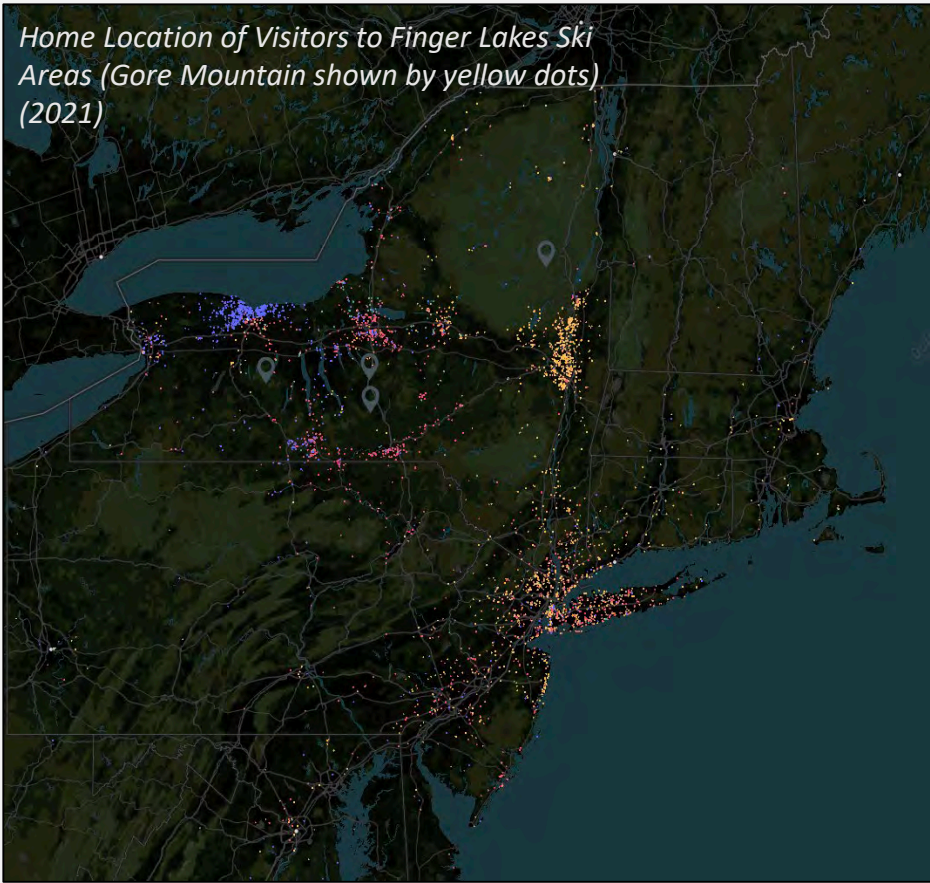


Finger Lakes Ski Area Visitation

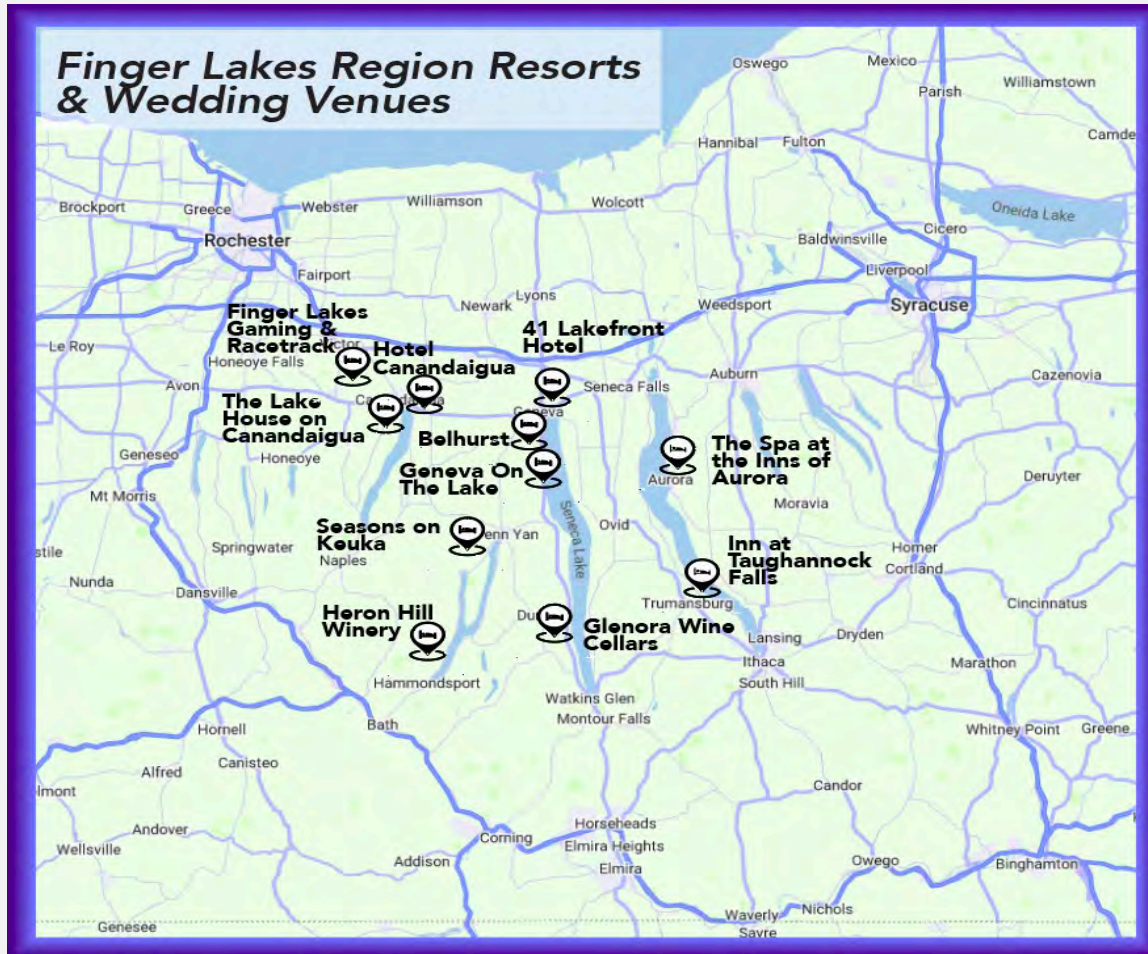
2021 Combined Visitation Characteristics beyond 30 miles to Finger Lakes Ski Areas (excluding Gore Mountain):

- 371,800 visits
- 145,900 unique visitors

Home Location of Visitors to Finger Lakes Ski Areas (Gore Mountain shown by yellow dots) (2021)



Finger Lakes Region Resorts and Wedding Venues



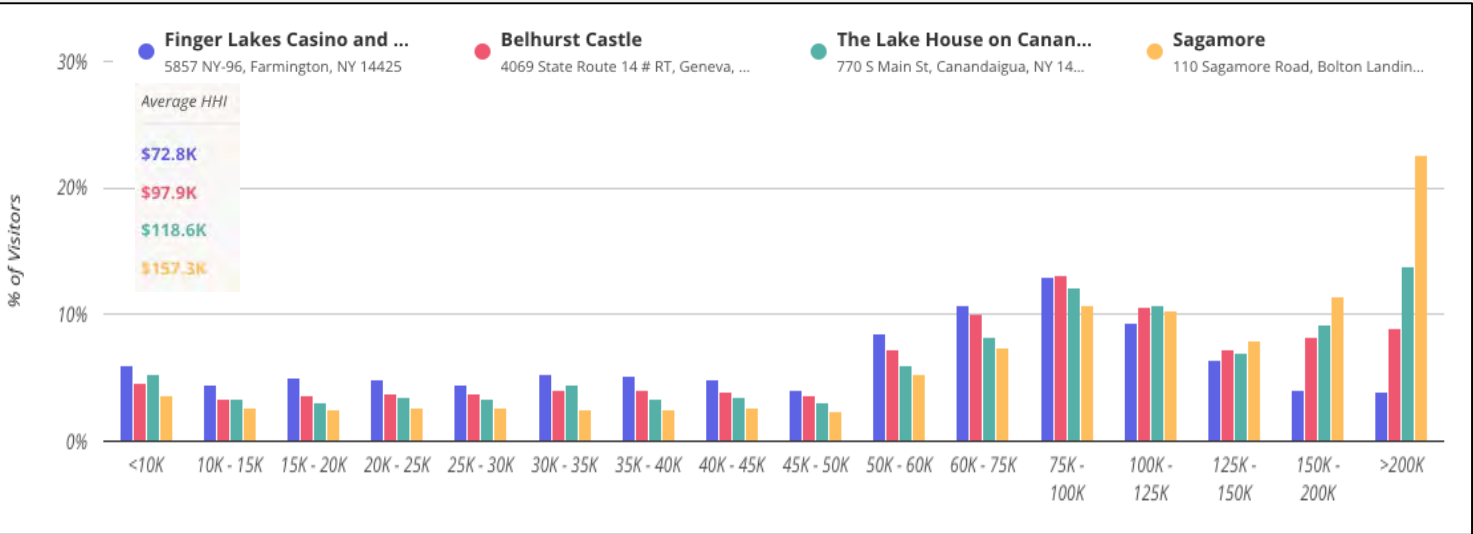
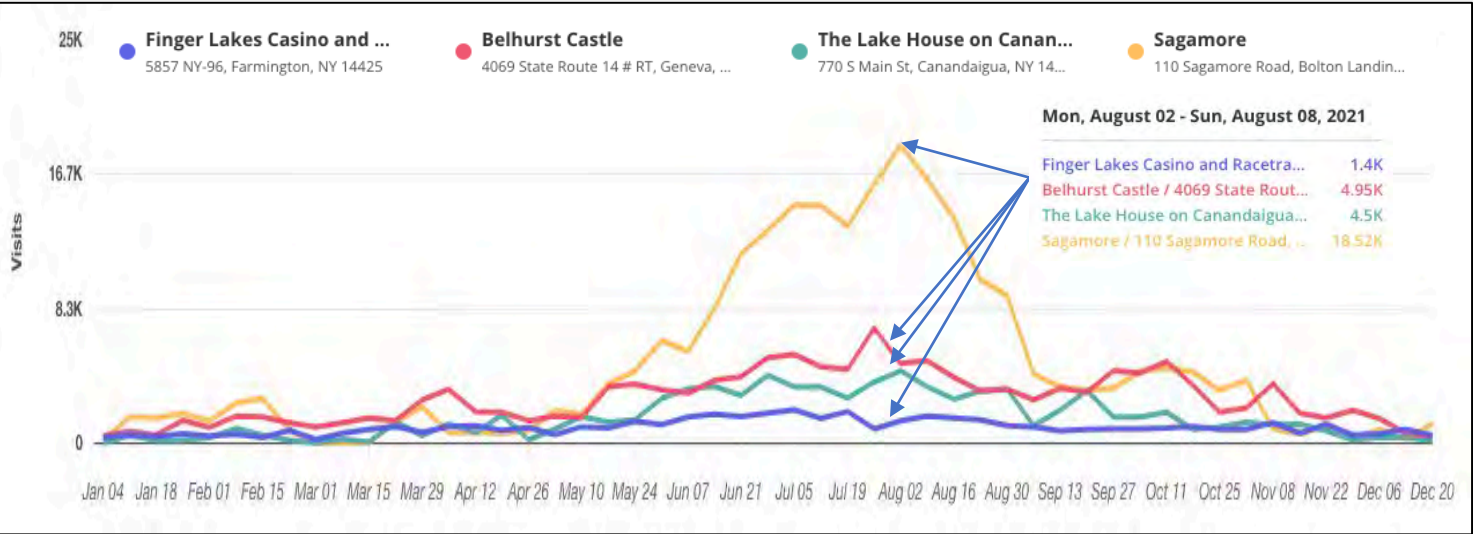
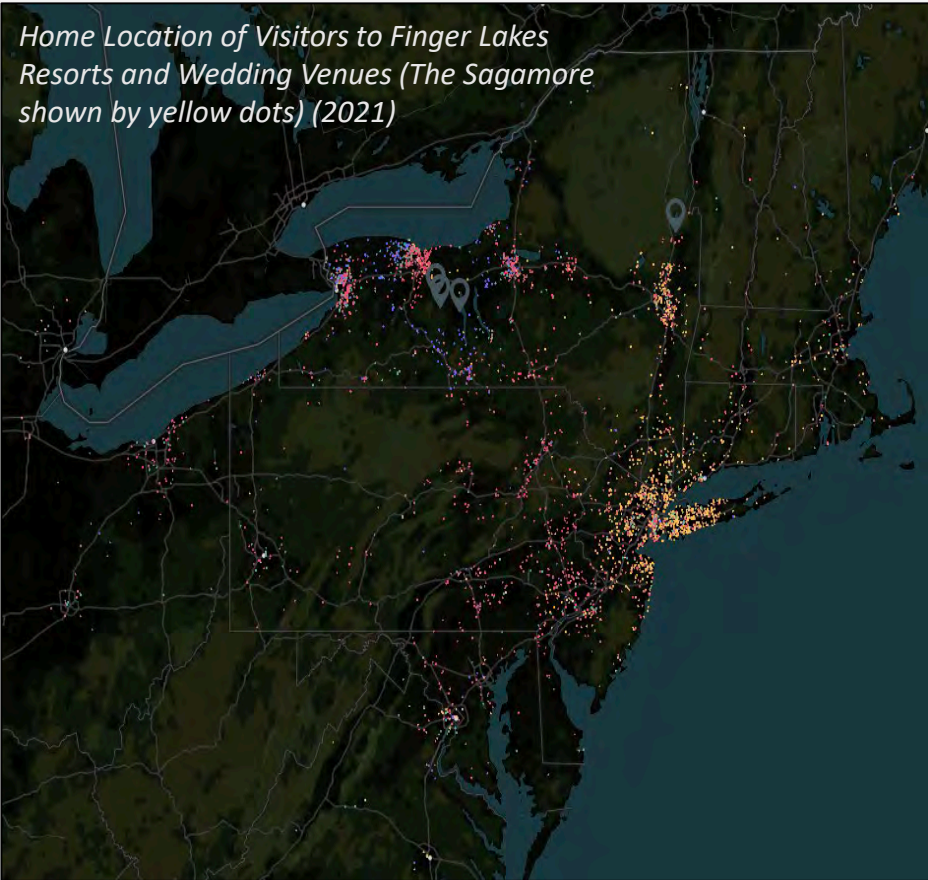
The Finger Lakes has emerged as a popular wedding destination in Upstate New York because of its diverse mix of resorts, wineries, casinos and renovated barns. The region has venues across all 11 Finger Lakes, taking advantage of scenic views.

Finger Lakes Region Resorts vs. The Sagamore Visitation

2021 Combined Visitation Characteristics beyond 30 miles to Finger Lakes Resorts and Wedding Venues (excluding The Sagamore):

- 280,300 visits
- 162,700 unique visitors

Home Location of Visitors to Finger Lakes Resorts and Wedding Venues (The Sagamore shown by yellow dots) (2021)



Hiking - Selected Destinations



**Taughannock Falls
State Park**



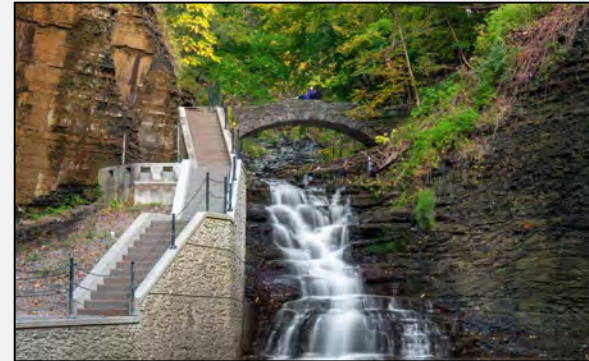
Grimes Glen Park



Watkins Glen



Buttermilk Falls



Ithaca Gorges



**Cumming Nature
Center**

Festivals and Events – Selected List



**Spring Carnival –
Bristol Mountain**
March



Maple Weekend
March



Roses and Rosés
June



**Indigenous Music &
Arts Festival**
July



**Canandaigua Lakefront
Art Show**
July



Ring of Fire
July

Festivals and Events – Selected List



Naples Grape Festival

September



Naples Open Studio Trail

October



Granger Homestead Christkindl Market

November



Granger's Festival of Trees

December



Clifton Springs Festival of Lights

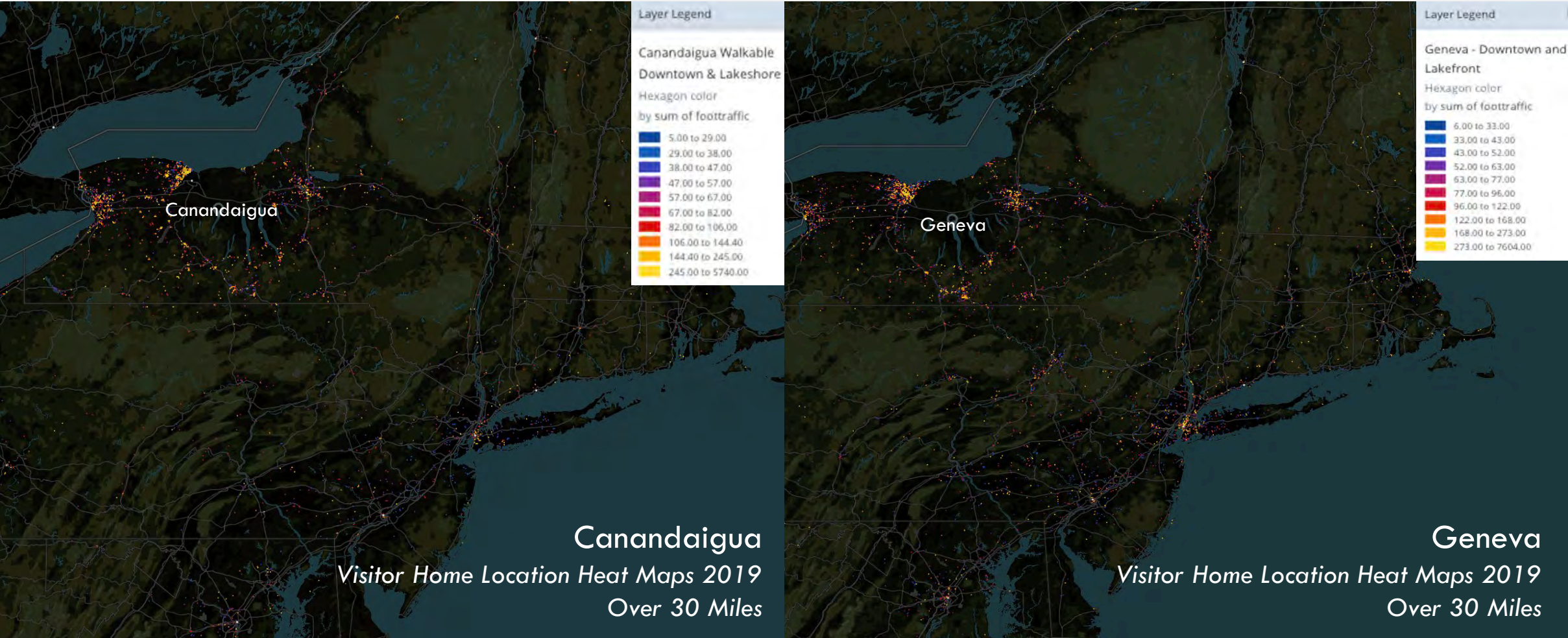
December

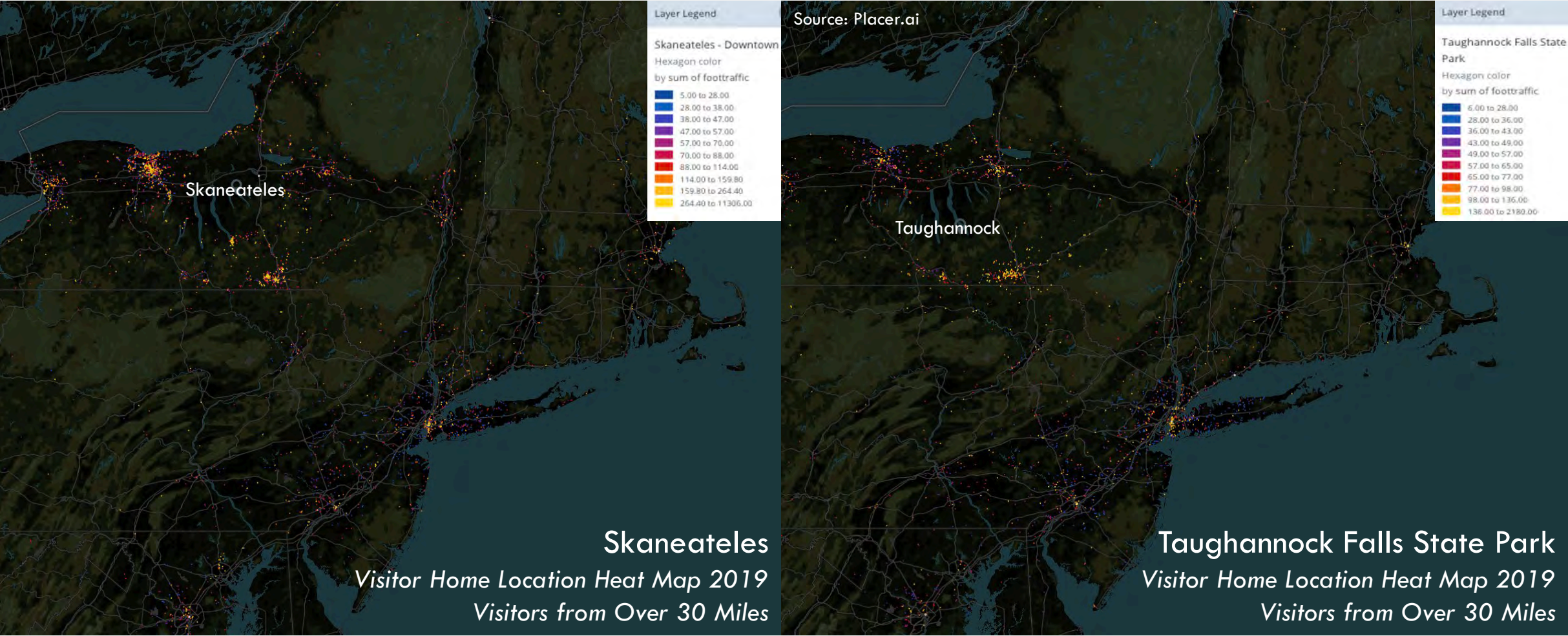


Native American Winter Games & Sports

December

Finger Lake Visitation






Finger Lake Visitation

Geneva, NY, is the most central of all of the Finger Lakes hubs of activity. Which city is most popular is largely subjective, depending on each tourist's interests and location of origin; they will head to whichever town is closest, first.

Downtown Geneva is shown as a set of contrasting summer and winter pedestrian heat maps.

Although Geneva does not generate the same swell of summertime crowds as many other tourist centers, downtown is a popular stop along the winery and brewery tours, and the city is closely associated with the Finger Lakes tourism region. Lakefront open space parks are well-utilized for special events, and paved recreations trails line the lakefront.



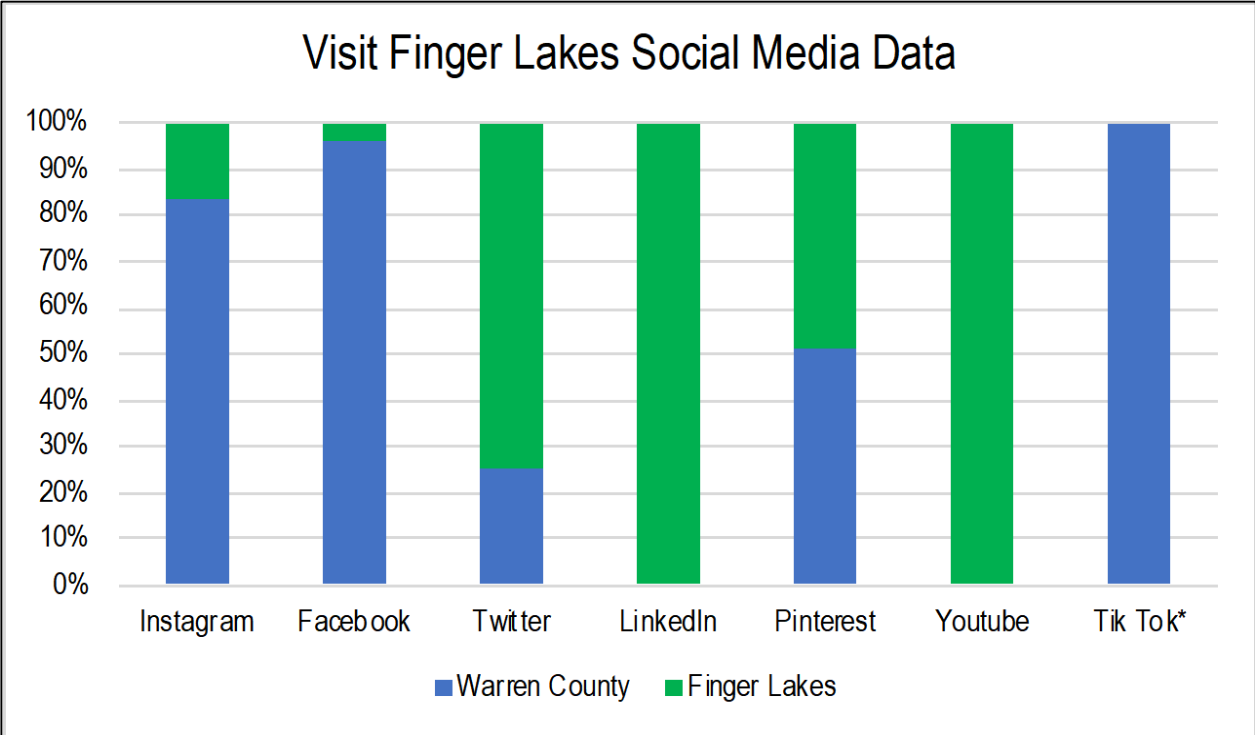


Finger Lakes Region How Do They Track Tourism?

Marketing Metrics and Types

Visit Finger Lakes uses many social media platforms but has 33,000 followers compared to Warren County’s 409,000 followers.

Visit Finger Lakes oversees Ontario County, which is only one of 14 counties in the Finger Lakes Region. Counties are competing for visitation within the region making social media and marketing efforts individualized.



| Finger Lakes Social Media Data | | |
|--------------------------------|---------------|--------------|
| Media Outlet | Warren County | Finger Lakes |
| Instagram | 41,914 | 8,233 |
| Facebook | 363,651 | 14,653 |
| Twitter | 3,183 | 9,359 |
| LinkedIn | – | 633 |
| Pinterest | 338 | 321 |
| Youtube | – | 197 |
| Tik Tok* | 359 | – |
| Total | 409,445 | 33,396 |

*Started in 2021

Source: Warren County and Visit Finger Lakes

NYS Tourism Report Economic Impact by Region

| Tourism Economic Impact by Region (2018) | | | | | |
|--|----------------------|----------------------|---------------------|---------------------|---------------------|
| Region | Direct Sales ('000s) | Labor Income ('000s) | Employment (People) | Local Taxes ('000s) | State Taxes ('000s) |
| New York City | \$46,649,839 | \$25,128,860 | 414,693 | \$3,306,343 | \$2,544,298 |
| Long Island | \$6,135,235 | \$3,281,344 | 81,735 | \$405,707 | \$334,618 |
| Hudson Valley | \$4,365,871 | \$2,256,370 | 62,262 | \$307,421 | \$238,116 |
| Finger Lakes | \$3,168,690 | \$1,571,380 | 58,853 | \$225,684 | \$172,821 |
| Greater Niagara | \$2,777,872 | \$1,516,478 | 53,009 | \$184,503 | \$151,506 |
| Central New York | \$2,473,007 | \$1,400,603 | 37,015 | \$153,292 | \$134,879 |
| Capital-Saratoga | \$2,136,117 | \$1,181,885 | 38,406 | \$142,855 | \$116,505 |
| Adirondacks | \$1,490,681 | \$705,605 | 21,089 | \$101,585 | \$81,302 |
| Catskills | \$1,468,595 | \$674,800 | 19,526 | \$96,621 | \$80,098 |
| Chautauqua-Allegheny | \$588,668 | \$264,505 | 11,383 | \$39,923 | \$32,106 |
| Thousand Islands | \$564,236 | \$246,478 | 9,074 | \$36,295 | \$30,774 |
| Total | \$71,818,811 | \$38,228,308 | \$807,045 | \$5,000,229 | \$3,917,023 |

Source: Tourism Economics, Oxford Economics

The Finger Lakes Region publishes the NYS Tourism Impact report every year as the review to the Finger Lakes Region as a whole. By benchmarking themselves against the other 10 regions of NYS, the Finger Lakes compares sales, income, employment and tax collections from tourism across the state.

NYS Tourism Report Economic Impact by County

Tourism Economic Impact by County (2018)

| Region | Traveler Spend ('000s) | Labor Income ('000s) | Employment (People) | Local Taxes ('000s) | State Taxes ('000s) |
|--------------|------------------------|----------------------|---------------------|---------------------|---------------------|
| Monroe | \$1,073,852 | \$568,674 | 19,949 | \$78,957 | \$58,568 |
| Onondaga | \$906,079 | \$429,131 | 17,139 | \$66,033 | \$49,418 |
| Tompkins | \$227,127 | \$120,634 | 3,718 | \$16,699 | \$12,388 |
| Ontario | \$218,226 | \$109,582 | 4,553 | \$14,786 | \$11,902 |
| Steuben | \$144,598 | \$65,401 | 2,369 | \$9,904 | \$7,886 |
| Cayuga | \$104,693 | \$48,426 | 1,534 | \$6,935 | \$5,710 |
| Chemung | \$99,671 | \$51,162 | 1,994 | \$6,382 | \$5,436 |
| Cortland | \$73,583 | \$34,121 | 1,795 | \$4,508 | \$4,013 |
| Yates | \$67,502 | \$29,079 | 794 | \$4,906 | \$3,682 |
| Seneca | \$65,374 | \$33,528 | 1,090 | \$4,223 | \$3,565 |
| Livingston | \$57,214 | \$29,748 | 1,358 | \$3,517 | \$3,120 |
| Schuyler | \$54,138 | \$17,477 | 687 | \$4,024 | \$2,953 |
| Wayne | \$43,470 | \$19,558 | 947 | \$2,523 | \$2,371 |
| Tioga | \$33,165 | \$14,858 | 927 | \$2,289 | \$1,809 |
| Total | \$3,168,692 | \$1,571,379 | \$58,854 | \$225,686 | \$172,821 |

Source: Tourism Economics, Oxford Economics



The NYS Impact Report also drills down on all of the counties within the Finger Lakes. Monroe County (includes Rochester, NY) and Onondaga County (includes Syracuse, NY) lead all 14 counties in the Finger Lakes region in travel spend, labor income, employment and tax generation. Cayuga, Yates and Seneca all fall near the middle in economic impact generated by tourism.

NYS Tourism Report Travel Spend

Tourism Economic Impact, Travel Spend by County ('000s) (2018)

| Region | Lodging | Recreation | F&B | Retail | Transport | Second Homes | Total |
|--------------|------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| Monroe | \$301,874 | \$52,332 | \$328,713 | \$189,776 | \$194,459 | \$6,698 | \$1,073,852 |
| Onondaga | \$219,108 | \$34,287 | \$271,138 | \$158,968 | \$193,336 | \$29,242 | \$906,079 |
| Tompkins | \$63,820 | \$13,491 | \$64,707 | \$41,295 | \$37,770 | \$6,044 | \$227,127 |
| Ontario | \$40,734 | \$11,141 | \$88,524 | \$39,773 | \$20,472 | \$17,582 | \$218,226 |
| Steuben | \$32,228 | \$10,304 | \$33,462 | \$22,049 | \$8,098 | \$38,457 | \$144,598 |
| Cayuga | \$30,693 | \$3,873 | \$24,113 | \$15,575 | \$13,099 | \$17,340 | \$104,693 |
| Chemung | \$17,709 | \$3,141 | \$40,247 | \$15,758 | \$19,119 | \$3,696 | \$99,670 |
| Cortland | \$15,394 | \$5,737 | \$32,011 | \$13,809 | \$1,325 | \$5,308 | \$73,584 |
| Yates | \$14,696 | \$696 | \$19,442 | \$9,972 | \$1,347 | \$21,348 | \$67,501 |
| Seneca | \$13,918 | \$2,143 | \$23,685 | \$12,865 | \$938 | \$11,825 | \$65,374 |
| Livingston | \$10,907 | \$1,503 | \$24,648 | \$11,363 | \$2,828 | \$5,965 | \$57,214 |
| Schuyler | \$15,956 | \$3,593 | \$13,271 | \$8,701 | \$0 | \$12,616 | \$54,137 |
| Wayne | \$4,163 | \$2,030 | \$15,577 | \$6,109 | \$4,699 | \$10,891 | \$43,469 |
| Tioga | \$11,356 | \$3,248 | \$8,385 | \$5,903 | \$307 | \$3,966 | \$33,165 |
| Total | \$792,556 | \$147,519 | \$987,923 | \$551,916 | \$497,797 | \$190,978 | \$3,168,689 |

Source: Tourism Economics, Oxford Economics



The Finger Lakes region has very diverse attractions and natural assets which causes counties to generate more travel spending in certain categories. Aside from Monroe and Onondaga County, Tompkins County generates the most lodging, recreation, retail and transport spend while Ontario County generates the most food and beverage spend.

NYS Tourism Report Local Tax Generation

Tourism Economic Impact, Local Tax Generation (2018)

| Region | 2016 | 2017 | 2018 | 2017-2018 Change |
|----------------------|----------------------|----------------------|----------------------|------------------|
| Monroe | \$77,971,591 | \$80,428,048 | \$78,956,555 | -1.8% |
| Onondaga | \$65,569,906 | \$66,486,765 | \$66,033,165 | -0.7% |
| Tompkins | \$14,870,889 | \$16,228,222 | \$16,699,124 | 2.9% |
| Ontario | \$14,186,971 | \$14,688,984 | \$14,786,332 | 0.7% |
| Steuben | \$9,310,077 | \$9,505,027 | \$9,903,510 | 4.2% |
| Cayuga | \$6,951,582 | \$7,045,491 | \$6,934,562 | -1.6% |
| Chemung | \$6,224,638 | \$6,313,488 | \$6,382,488 | 1.1% |
| Yates | \$4,543,670 | \$4,811,384 | \$4,905,715 | 2.0% |
| Cortland | \$4,522,261 | \$4,550,870 | \$4,507,614 | -1.0% |
| Seneca | \$3,669,214 | \$4,029,615 | \$4,222,720 | 4.8% |
| Schuyler | \$3,557,461 | \$3,788,216 | \$4,024,435 | 6.2% |
| Livingston | \$3,236,508 | \$3,360,286 | \$3,516,808 | 4.7% |
| Wayne | \$2,417,993 | \$2,489,215 | \$2,522,539 | 1.3% |
| Tioga | \$2,039,851 | \$2,142,511 | \$2,288,565 | 6.8% |
| Total/Average | \$219,072,612 | \$225,868,122 | \$225,684,132 | 2.12% |

Source: Tourism Economics, Oxford Economics



Overall, counties in the Finger Lakes region generated \$225.6 million local tax dollars in 2018. Cayuga, Yates and Seneca County fall near the middle of the table for local taxes generated by tourism. Yates and Seneca County both experienced positive tax generation in 2018 while Cayuga's was slightly negative.



Finger Lakes, NY Hotel Industry Overview

Ithaca, NY: Hotel Industry Overview

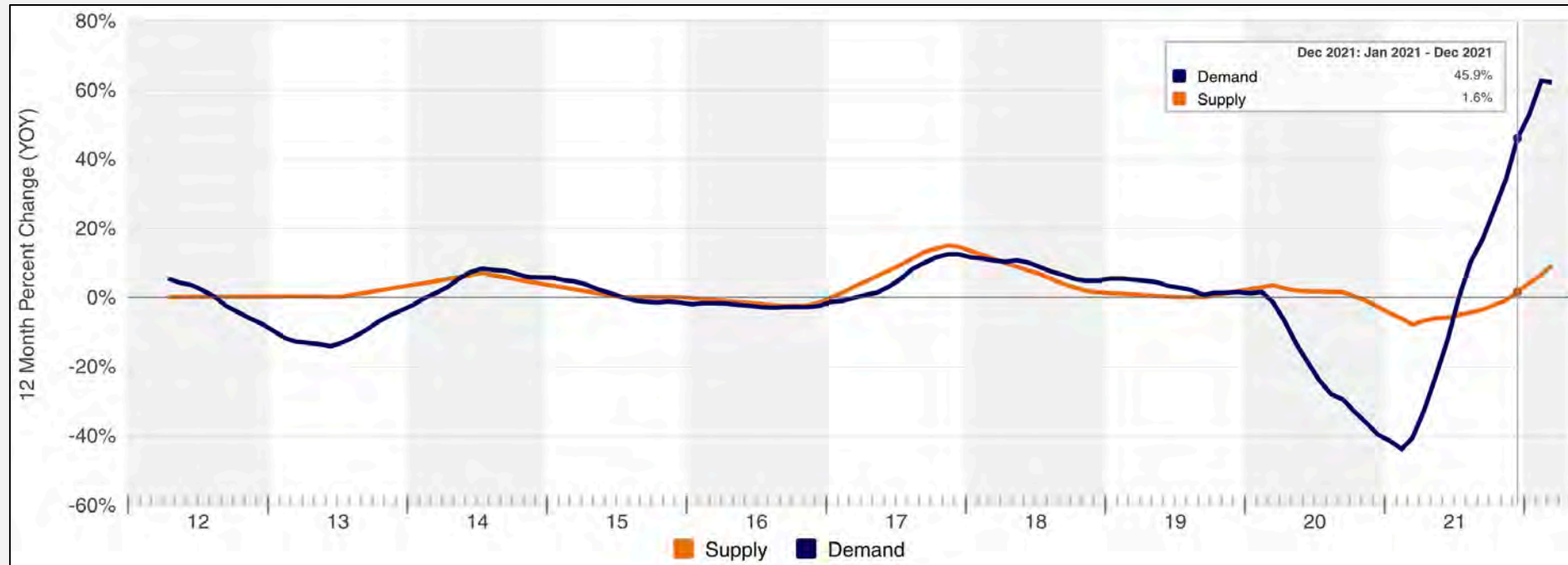
2021 Inventory:
2,013 Rooms

2021 Occupancy:
50.3%

2021 ADR:
\$155

2021 RevPAR:
\$78

The following chart shows the historical change in supply and demand for hotels in Ithaca, NY over a 10-year period.



Major changes in supply in Ithaca, NY took place between 2017 and 2018. During this time, there was more than a 15 percent increase in the supply of hotels in the area. Change in demand has generally been on-par with changes in supply, demand had a negative 44 percent change in early 2021 compared to the prior year. An increase in demand in 2021 was led by an increase in leisure activity.

Ithaca, NY Performance by Class Overview

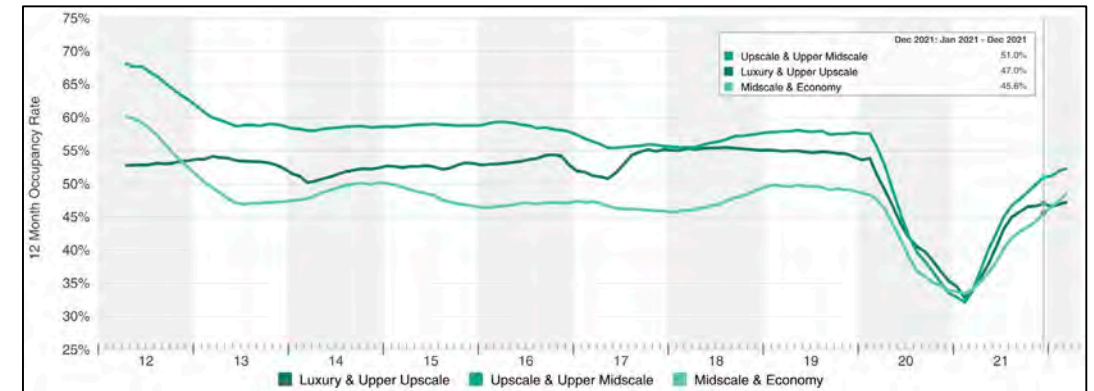
HSP utilized Costar/STR to understand the trends in the hotel industry in Ithaca, NY. The performance trends in the figures are broken up into three categories, representing the different chainscales available in the area.

The first figure shows the occupancy trends by chainscale over a 10-year period. Historically, the Upper Midscale & Upscale chainscales received the most demand among all chainscales. When COVID-19 hit, the Luxury & Upper Upscale properties were affected the most in demand while the Midscale & Economy properties recovered and achieved record high occupancy averages. As of December 2021, the average occupancy for the Upper Midscale & Upscale chainscale was 51 percent while the average occupancy for the Luxury & Upper Upscale properties was 47 percent.

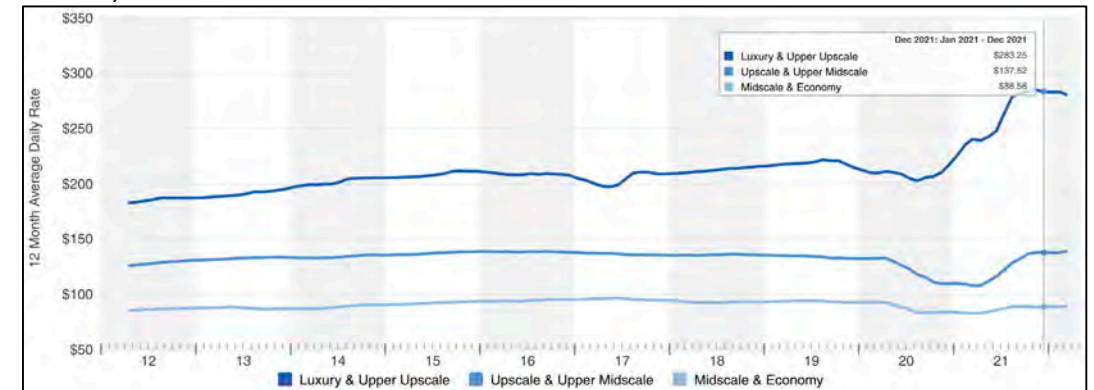
The second figure shows the average daily rate by chainscale. Prior to COVID-19, the Luxury & Upper Upscale chainscale saw a steady rise in ADR until COVID-19. Shortly after the average ADR in 2021 within the Luxury & Upper Upscale chainscales rose to a high of \$283.25 while Upscale & Upper Midscale average ADR was \$137.25 and Midscale & Economy average ADR was \$88.58.

The third figure shows the trends in RevPAR. Since RevPAR is a product of Occupancy and ADR and tends to mirror the trends seen in both metrics. Of all chainscales, Luxury & Upper Upscale properties had the strongest recovery in RevPAR than compared to the other chainscales.

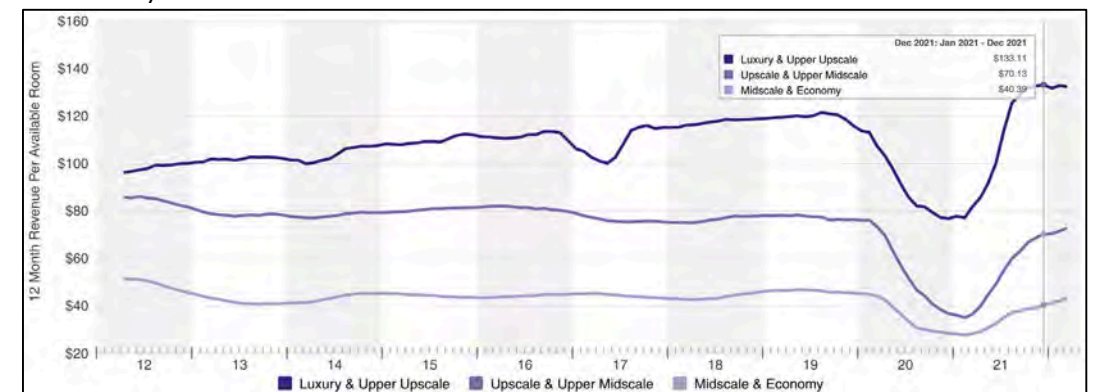
Occupancy by Chainscale



ADR by Chainscale



RevPAR by Chainscale



Canandaigua, NY: Hotel Industry Overview

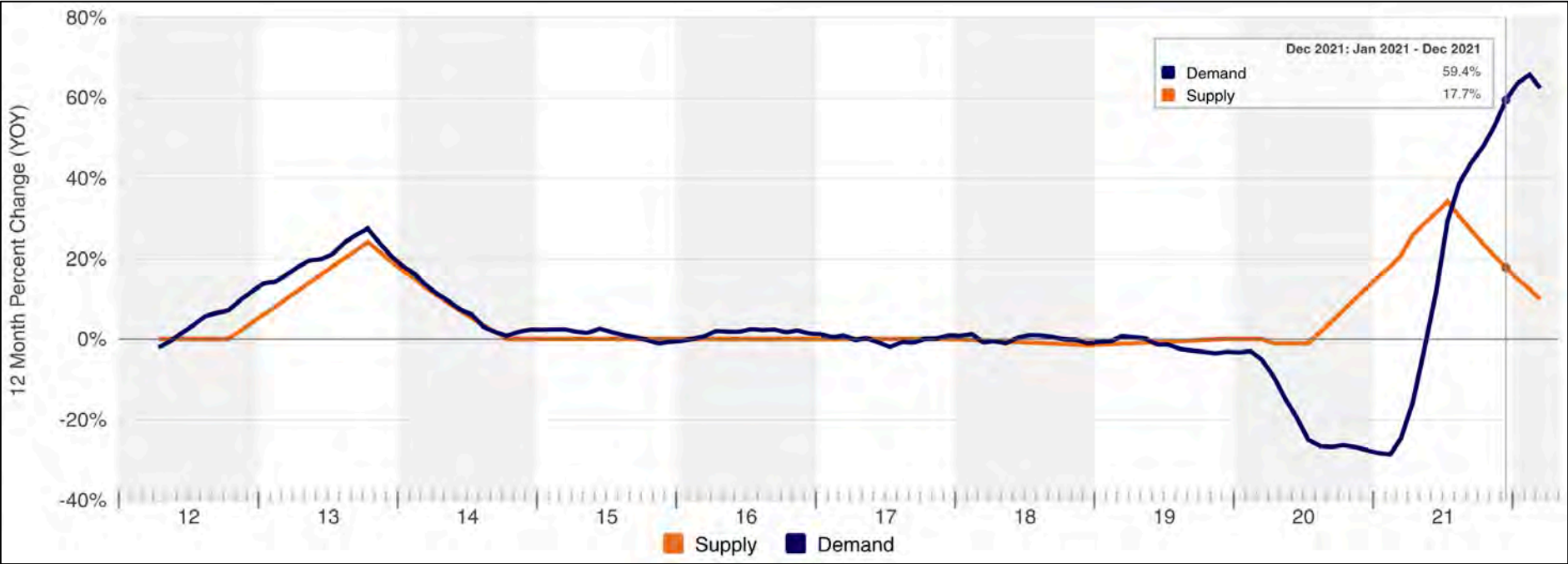
2021 Inventory:
531 Rooms

2021 Occupancy:
47.6%

2021 ADR:
\$107

2021 RevPAR:
\$51

The following chart shows the historical change in supply and demand for hotels in Canandaigua, NY over a 10-year period.



Major changes in supply in Canandaigua, NY took place in 2013 and in 2021. During these periods, there was more than a 24 percent increase in the supply of hotels in the area. Change in demand has generally been on-pace with changes in supply, demand had a negative 29 percent change in early 2021 compared to the prior year. Most of the increase in demand in 2021 was led by an increase leisure activity. Currently, there are 109 rooms under construction in the area.

Canandaigua, NY Performance by Class Overview

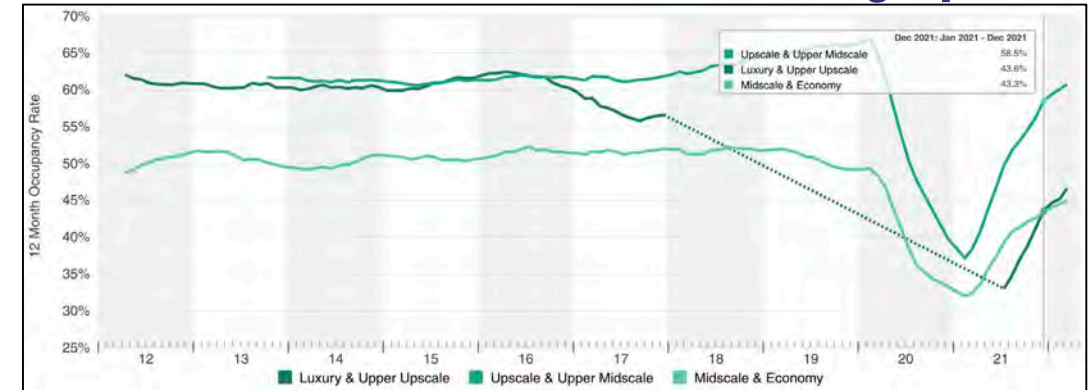
HSP utilized Costar/STR to understand the trends in the hotel industry in Canandaigua, NY. The performance trends in the figures are broken up into three categories, representing the different chainscales available in the area. The dotted lines in the Luxury & Upper Upscale trend graphs indicate no hotels in the chainscale during the time period.

The first figure shows the occupancy trends by chainscale over a 10-year period. Historically, the Upper Midscale & Upscale chainscales received the most demand among all chainscales. As mentioned in the prior slide, the increase in supply in 2021 was primarily in the Luxury & Upper Upscale chainscales. As of December 2021, the average occupancy for the Upper Midscale & Upscale chainscale was 58.5 percent while the average occupancy for the Midscale & Economy properties was 43.3 percent.

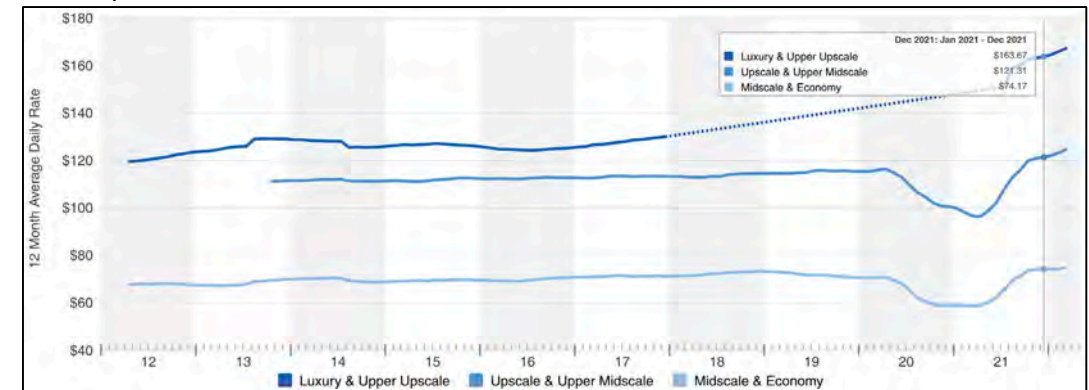
The second figure shows the average daily rate by chainscale. Prior to COVID-19, the Luxury & Upper Upscale chainscale saw a steady rise in ADR until COVID-19. Shortly after the average ADR in 2021 within the Luxury & Upper Upscale chainscales was \$163.67 while Upscale & Upper Midscale average ADR was \$121.31 and Midscale & Economy average ADR was \$74.17.

The third figure shows the trends in RevPAR. Since RevPAR is a product of Occupancy and ADR and tends to mirror the trends seen in both metrics. The Upper Midscale & Upscale and Midscale & Economy chainscales have recovered in RevPAR and have returned to pre-pandemic levels.

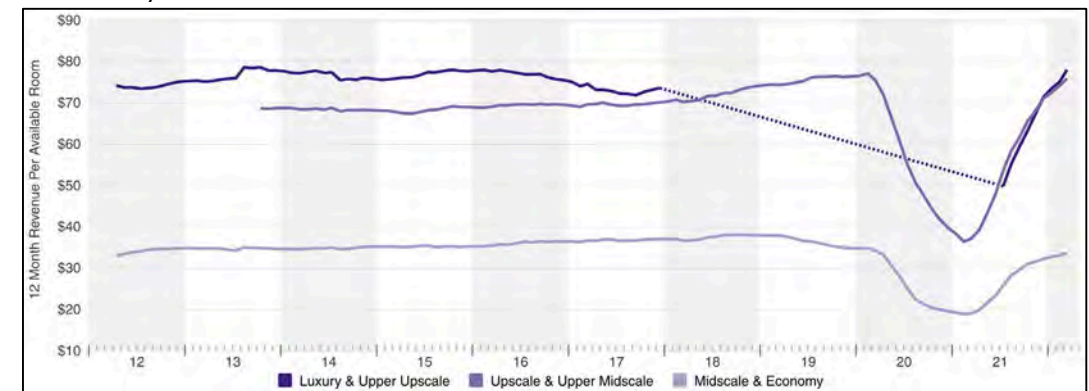
Occupancy by Chainscale



ADR by Chainscale



RevPAR by Chainscale



HSP analyzed the Finger Lakes Region as a competitive destination, the following implications were drawn.

What They Do Best:

The Finger Lakes Region is primarily an outdoor destination with popular lakes, wineries, hiking trails and craft beverage trails.

The Finger Lakes Region has built an identity as a wedding and winery tour destination, taking advantage of the eleven scenic lakes.

There are many towns and cities located within the region that all offer different festivals and events throughout the year, drawing visitors to different places for unique experiences.

Why They Are a Good Competitor:

The Finger Lakes Region spans 14 counties in western New York, attracting visitors from Upstate New York, New York City, Pennsylvania and New Jersey. Warren County competes for these visitors with many of the same outdoor recreational offerings. The region's location to Rochester and Syracuse allow people from both markets to access the Finger Lake with more ease than making the longer trip to Warren County.

Cape Cod, Massachusetts

Cape Cod, Massachusetts

Cape Cod is a peninsula region located in southeast Massachusetts, roughly an hour drive from Boston. Cape Cod is separated into 15 towns, Nantucket Island and Martha's Vineyard that have various tourism offerings that attract visitors throughout the year. Each town individually promotes their respective offerings, but the Cape Cod Chamber of Commerce overseas marketing efforts for the region, promoting all forms of tourism throughout the year.

The Cape is a booming summer tourism market that emphasizes outdoor activities including popular beaches, hiking, fishing, water recreation, sporting events, concerts, festivals and events. The Cape's offerings allow it to be a successful family destination

Cape Cod has developed a robust event schedule from March through December across the region to attract visitors throughout the year. In the winter months, Cape Cod has established itself as a youth sports destination to generate tourism in the slower months. Along with sports, Cape Cod has emerged as a popular destination for corporate and group retreats as well as weddings.

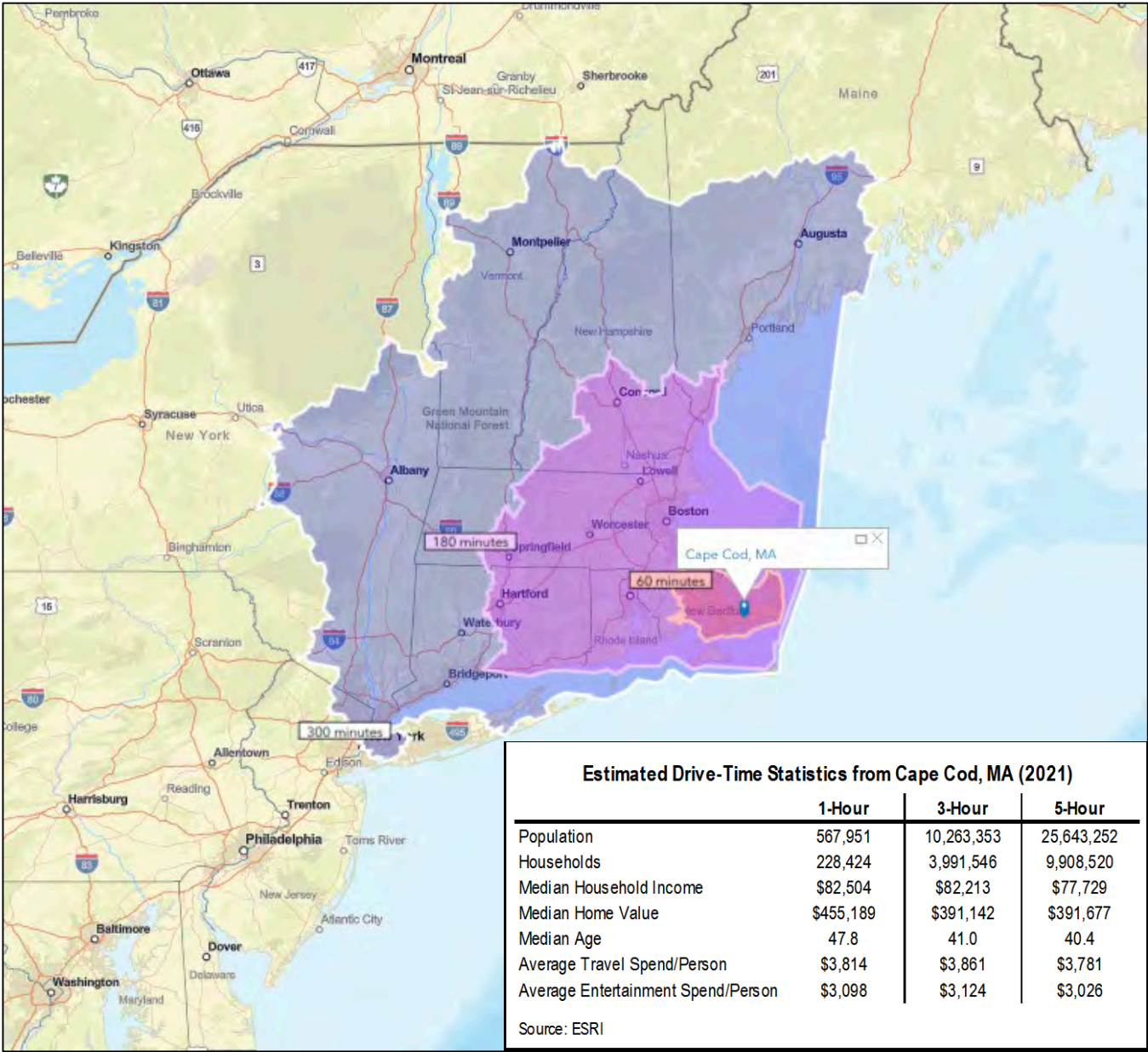


Cape Cod Location Breakdown

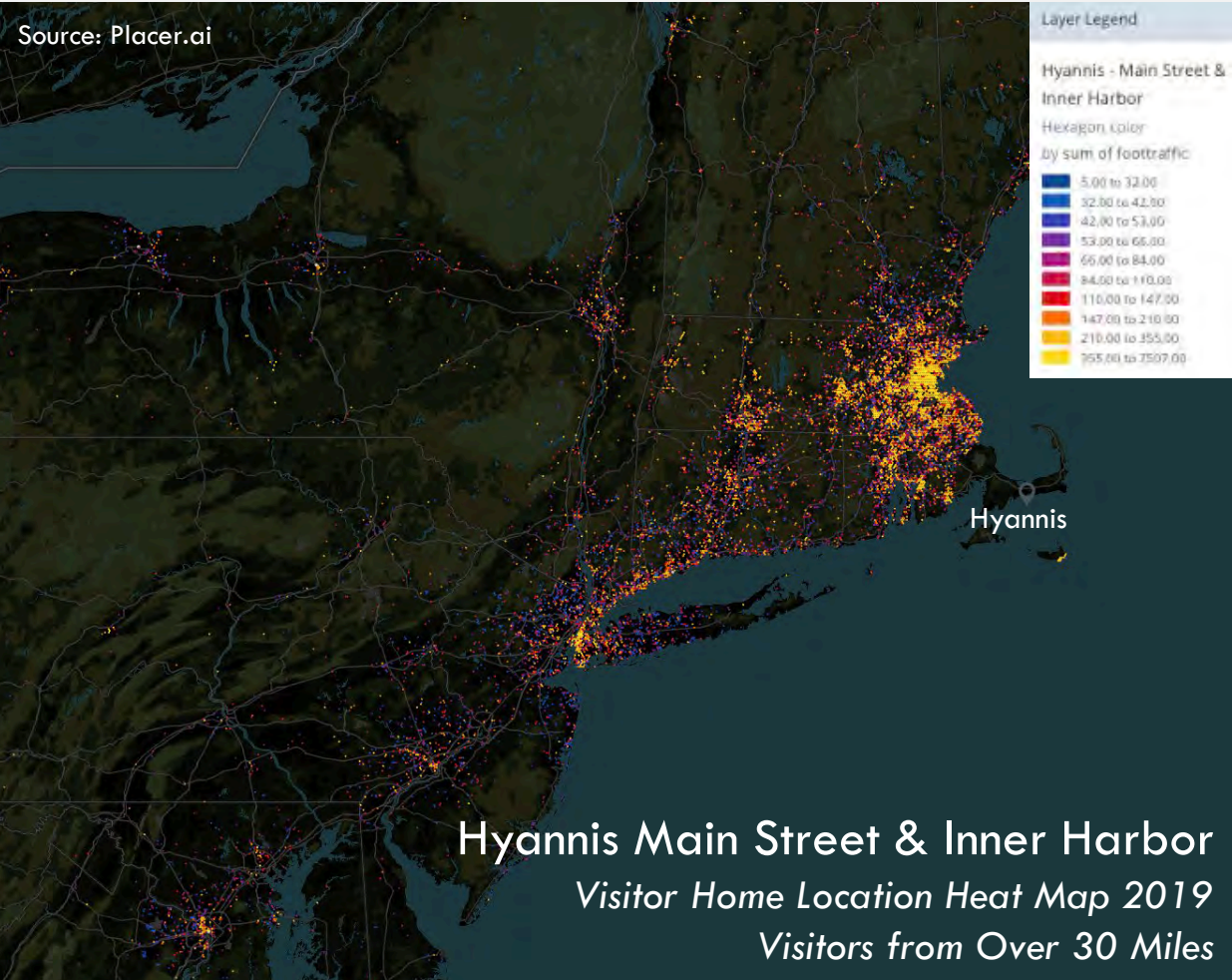
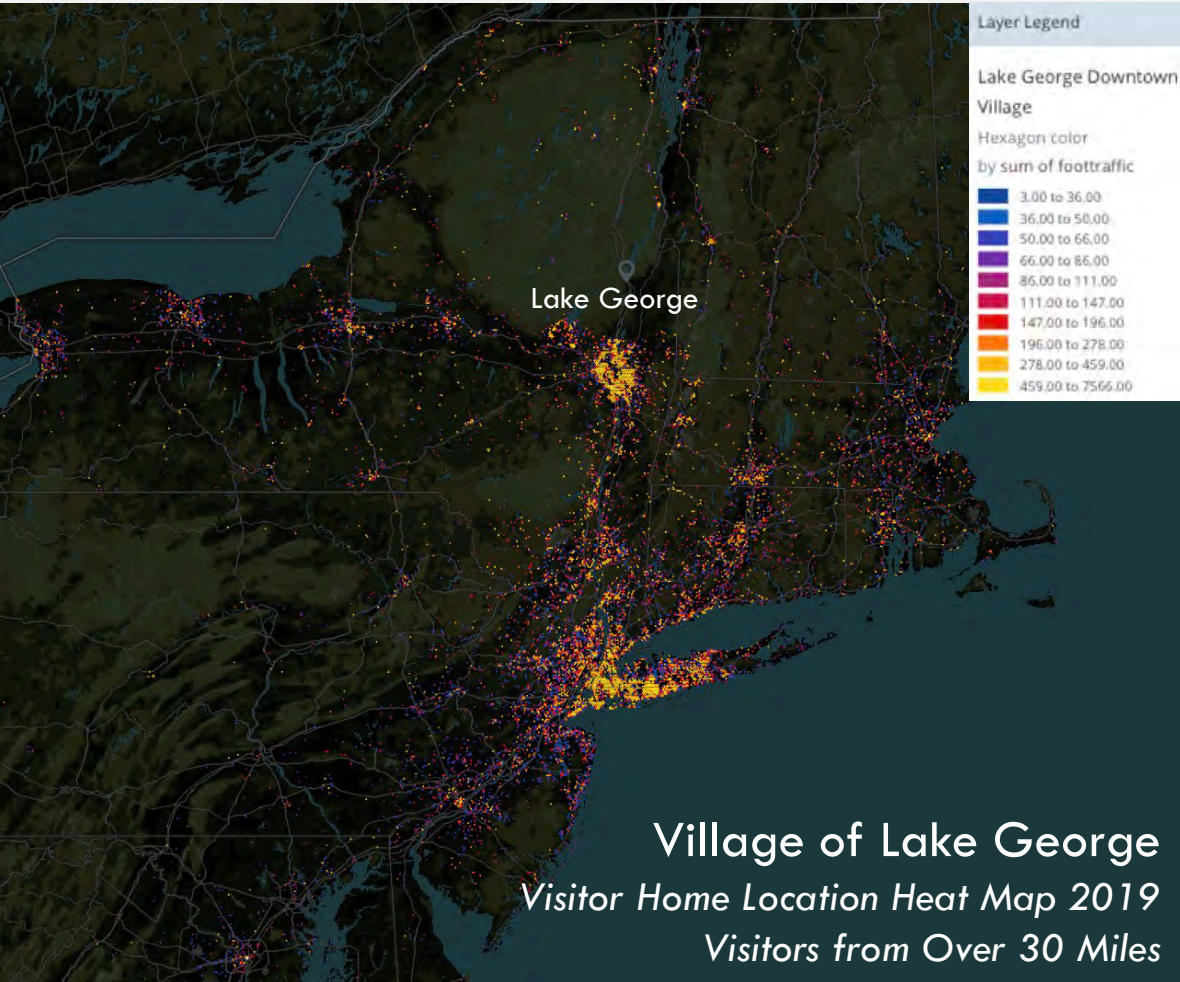
Within a 3-hour drive time, there is a population of over 10.2 million people and nearly four million households.

A five-hour drive-time captures the Boston, Hartford and downtown New York City.

Cape Cod’s location is both an advantage and disadvantage to the destination. It’s seaboard location limits the drivability of the area, while also making it a beach getaway.



Warren County vs Cape Cod Visitation



Hyannis Downtown & Docks Visitation Maps

January 4 – April 15

WINTER

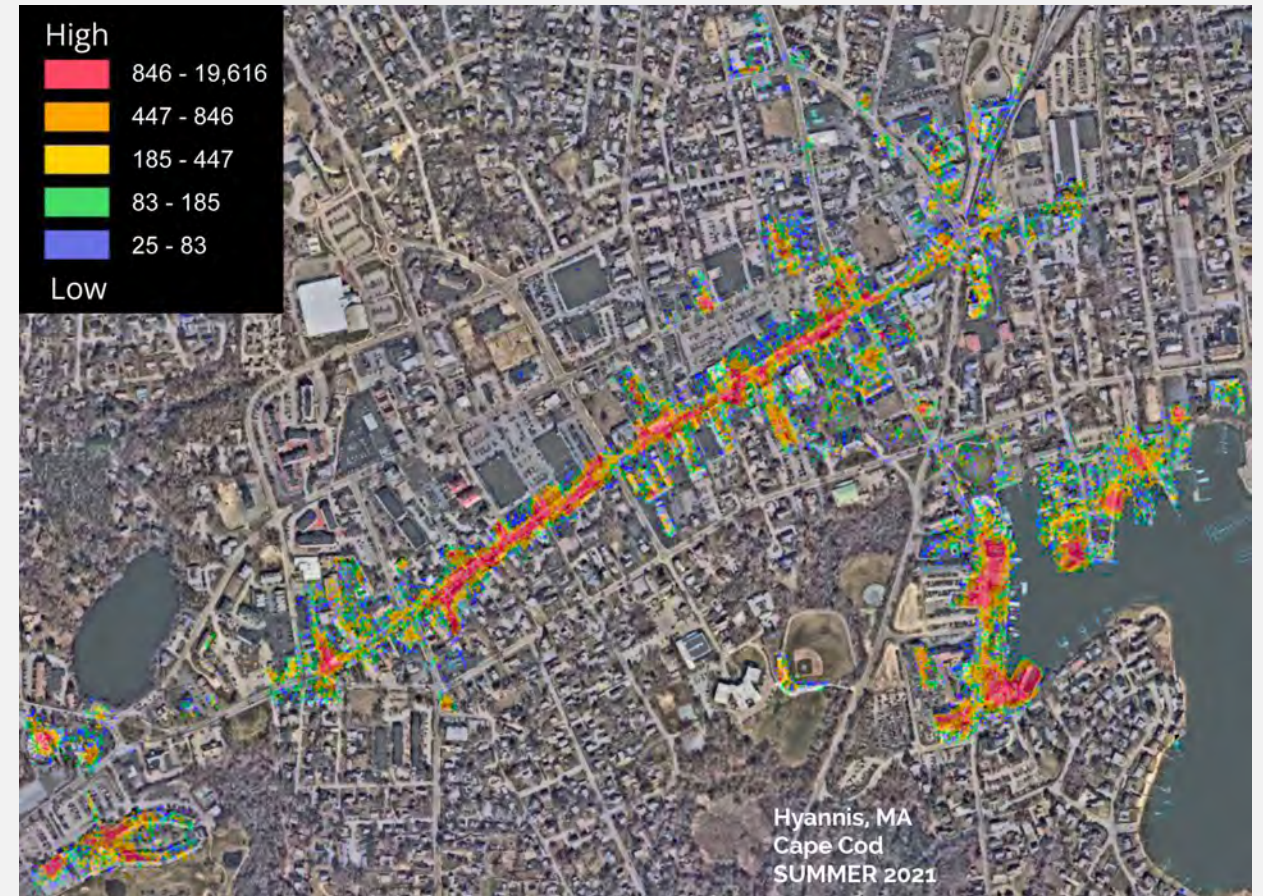
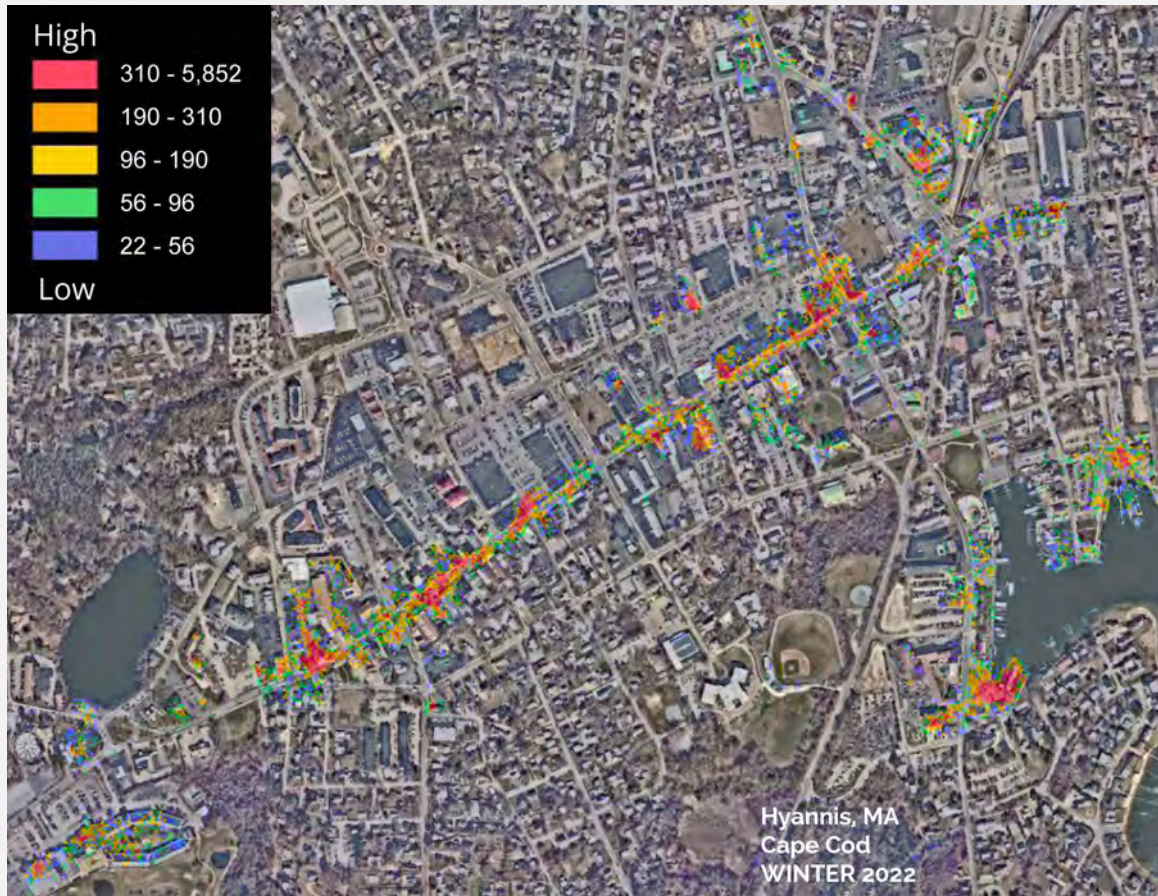
June 4 – September 13

SUMMER

October 25 – December 20

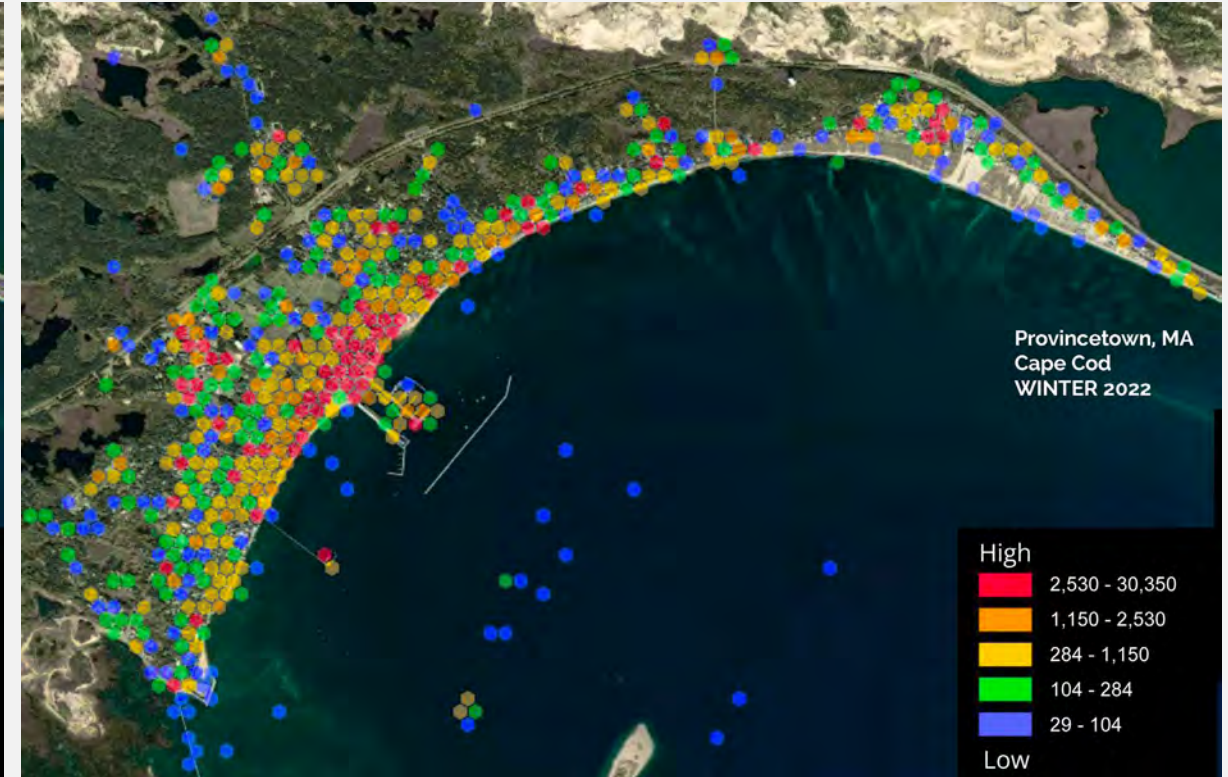
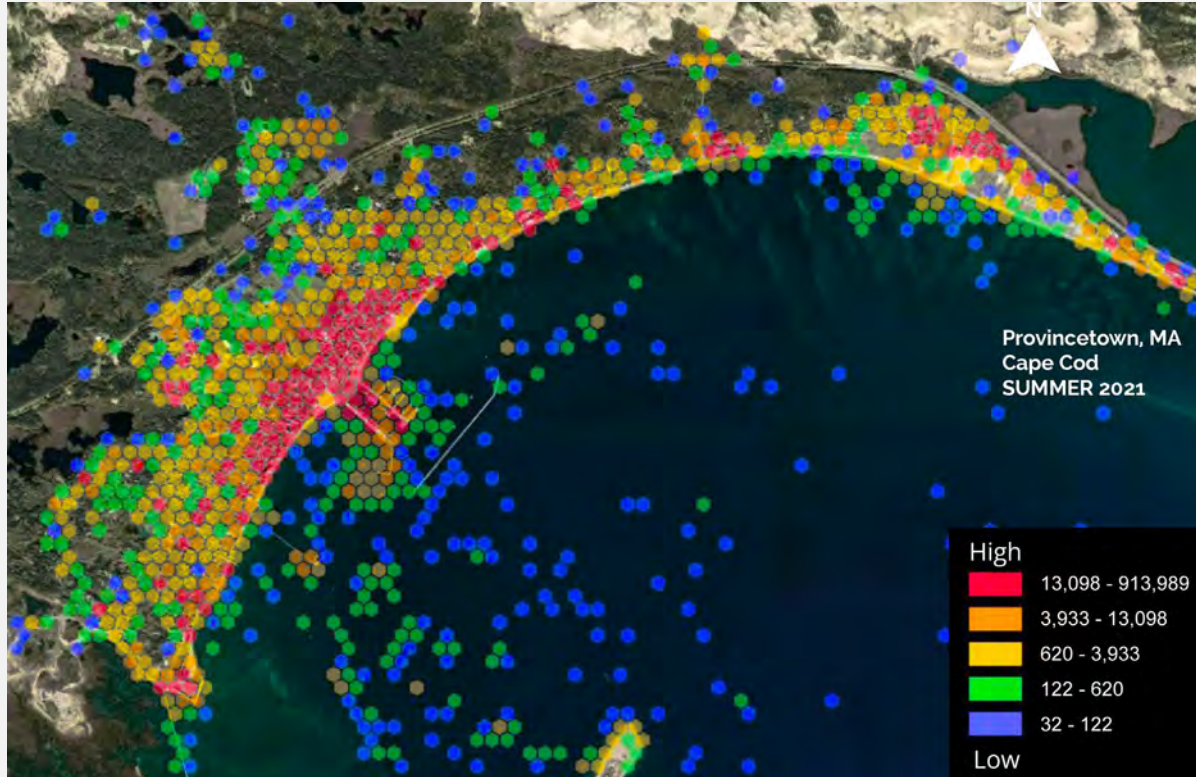
LATE FALL

Hyannis Downtown & Ports Summer and Winter Visitation



These heat maps show Hyannis, MA in Mid Cape Cod, the busiest hub in the busiest of all summer vacation areas in the northeastern U.S. features ferry ports to Nantucket and Martha's Vineyard. Despite the decrease in non-summer months, Cape Cod is more populated and is still busy relative to other competitive destinations.

Provincetown – Cape Cod's end; Summer and Winter Visits



These heat maps show Provincetown, the dense, artistic urban hub at the farthest end of the Cape Cod peninsula. The local population has a very lively arts and party scene, much different from the rest of Cape Cod, and is a world unto itself. It is built into a sandbar strand that has a very narrow strip of land upon which can be built permanent structures. The rest of the land comprises sand dunes held together by grasses and small trees. Summer visitation is as far more intense than winter, in which the few thousand permanent residents hold the town together until late spring.



Cape Cod Assets and Events

Cape Cod - Selected Assets



Cape Cod National Seashore & Various Beaches



Cape Cod Baseball League & Youth Sports



Golf Courses



Whale Watching



Water Recreational Activities



Arts, Culture and History

Summer Activity – Water Sport Enthusiasts Maps

Cape Cod does not have mountainous terrain that is conducive for hiking or winter sports activities. Cape Cod's main pull is water sports activities. To understand when and how often people record water sports, Hunden used Strava to see a one-year history of recorded water sports workouts.

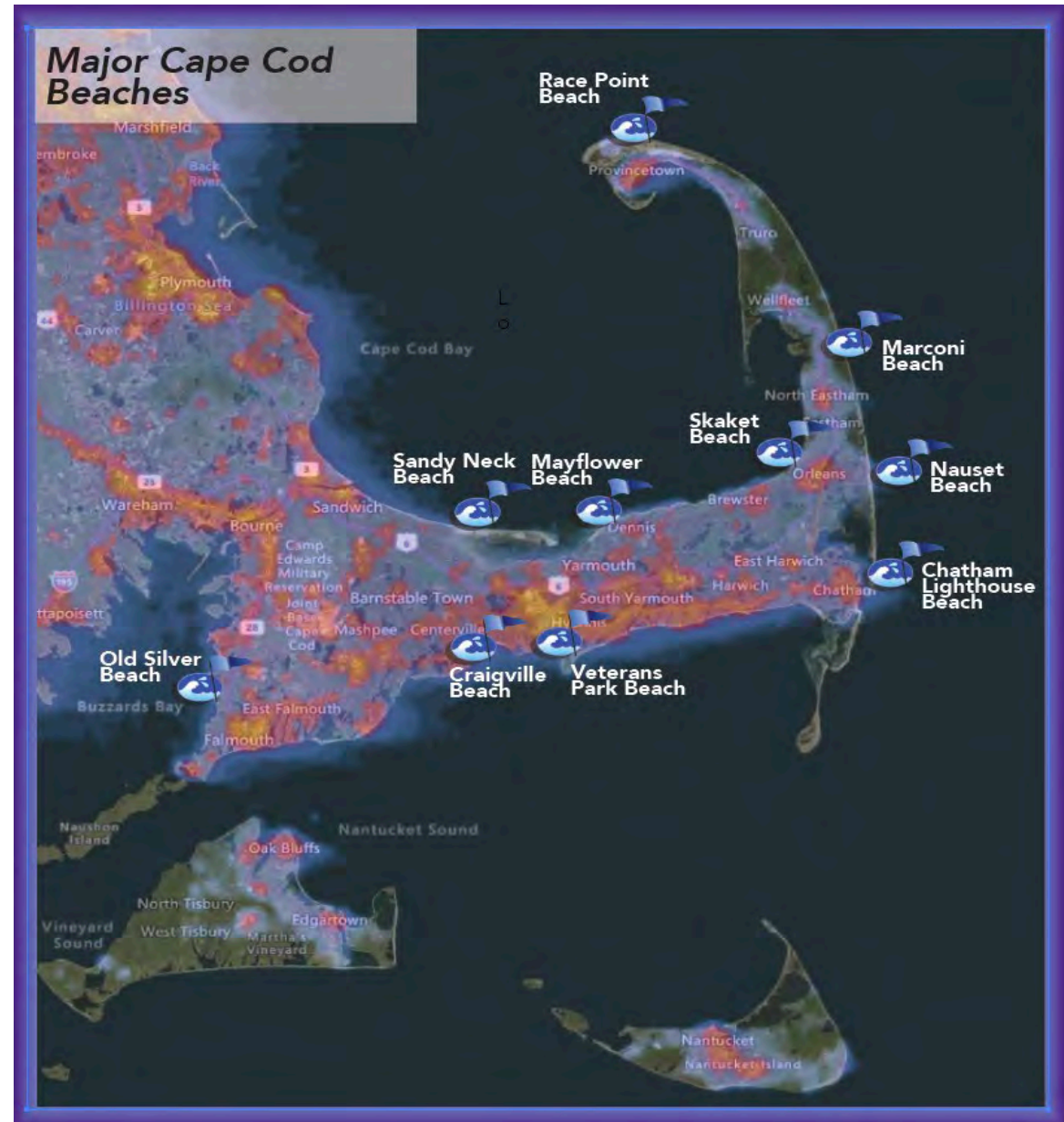
Possible workouts include activities recorded as swim, kitesurf, windsurf, kayaking, rowing, stand up paddling, surfing or canoeing.

The majority of workouts are recorded near the shore by large beaches. The density of activities is similar to Warren County, but the main difference is salt versus fresh water. It is important to note oceans and lakes have similar but different opportunities for activities which may attract different consumers.



Major Cape Cod Beaches

Cape Cod has a plethora of popular beaches spread throughout the peninsula. Interviews with the Cape Cod chamber of Commerce revealed that beaches near Hyannis, Falmouth, Chatham, Orleans and Provincetown receive the most activity.



Cape Cod National Seashore Visits (2012-2021)

| Month | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|--------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| January | 124,095 | 122,736 | 111,097 | 102,685 | 113,352 | 131,242 | 111,813 | 115,019 | 162,342 | 173,766 |
| February | 131,024 | 135,646 | 101,675 | 81,406 | 129,325 | 140,975 | 123,189 | 132,239 | 135,718 | 151,898 |
| March | 230,858 | 184,199 | 156,312 | 127,654 | 208,635 | 157,749 | 173,714 | 160,318 | 167,258 | 179,862 |
| April | 262,381 | 238,561 | 234,233 | 277,152 | 256,518 | 252,657 | 198,375 | 219,559 | 201,571 | 277,057 |
| May | 329,107 | 345,486 | 349,571 | 355,226 | 353,450 | 311,446 | 304,414 | 364,695 | 276,179 | 335,950 |
| June | 499,236 | 466,484 | 570,175 | 512,052 | 556,738 | 520,858 | 492,219 | 447,107 | 444,372 | 513,321 |
| July | 881,328 | 832,670 | 842,802 | 900,628 | 863,382 | 774,433 | 639,254 | 665,409 | 776,924 | 589,504 |
| August | 852,951 | 917,976 | 951,461 | 953,696 | 1,003,740 | 798,611 | 773,806 | 752,184 | 683,757 | 641,339 |
| September | 493,044 | 583,050 | 504,970 | 544,031 | 554,245 | 482,525 | 525,186 | 556,858 | 509,143 | 494,851 |
| October | 365,664 | 381,849 | 303,705 | 343,666 | 351,234 | 284,066 | 307,047 | 322,952 | 389,557 | 343,377 |
| November | 166,124 | 197,304 | 196,787 | 189,549 | 198,476 | 190,147 | 159,980 | 184,546 | 211,663 | 183,491 |
| December | 135,026 | 125,644 | 133,511 | 145,023 | 133,249 | 110,259 | 147,013 | 191,552 | 162,639 | 152,591 |
| Total | 4,470,838 | 4,531,605 | 4,456,299 | 4,532,768 | 4,722,344 | 4,154,968 | 3,956,010 | 4,112,438 | 4,121,123 | 4,037,007 |

Source: Cape Cod Chamber of Commerce

The Chamber of Commerce collects data regarding visits to the shore. Over nine years, the number of people visiting the shores has steadily decreased. The area showed strong attendance even during the 2020 pandemic.

Major Cape Cod Beaches



Craigville Beach – Hyannis, MA

Notes: Craigville Beach is located just outside of Hyannis, a tourism hotspot in Cape Cod. Hyannis is home to many hotels and short-term rentals that are a short drive from the beach. The area also offers many restaurants and rental services that allow visitors to stay near the beach all day.



Mayflower Beach – Dennis, MA

Notes: Mayflower Beach is located on Cape Cod Bay, north of Dennis. Mayflower Beach is a tourism hotspot due to its location of Route 6, the major highway that runs through Cape Cod. Dennis is home to many museums, golf courses, entertainment venues and shopping centers that make it a popular all-day destination in the cape.



Old Silver Beach – Falmouth, MA

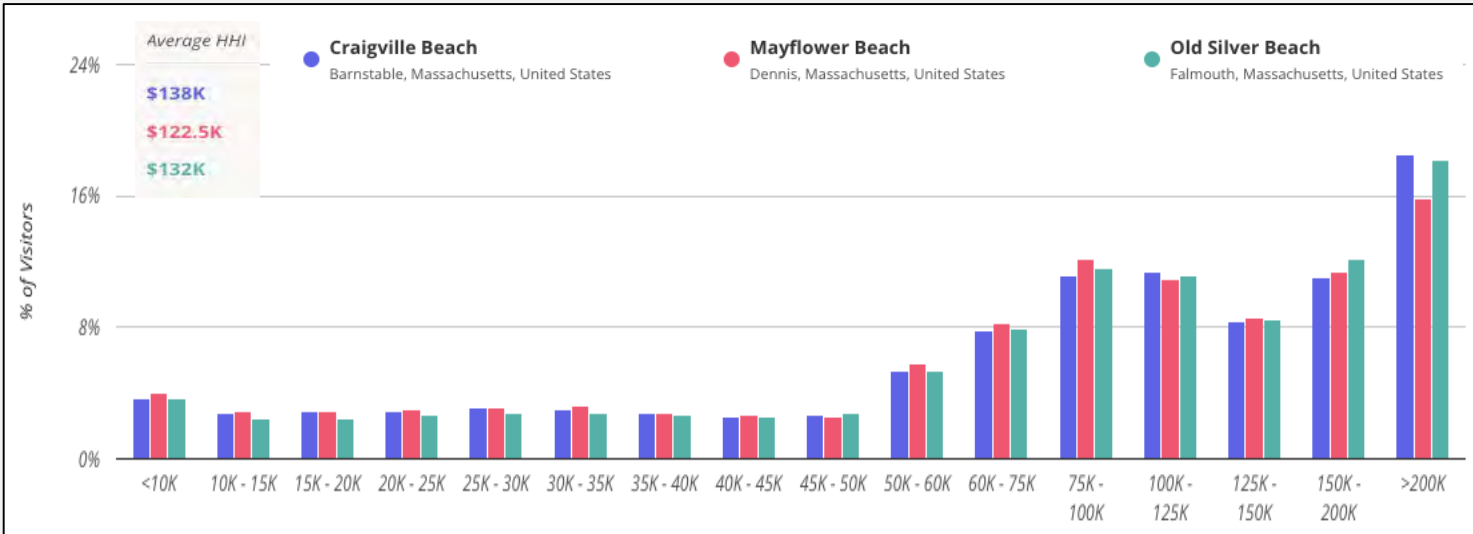
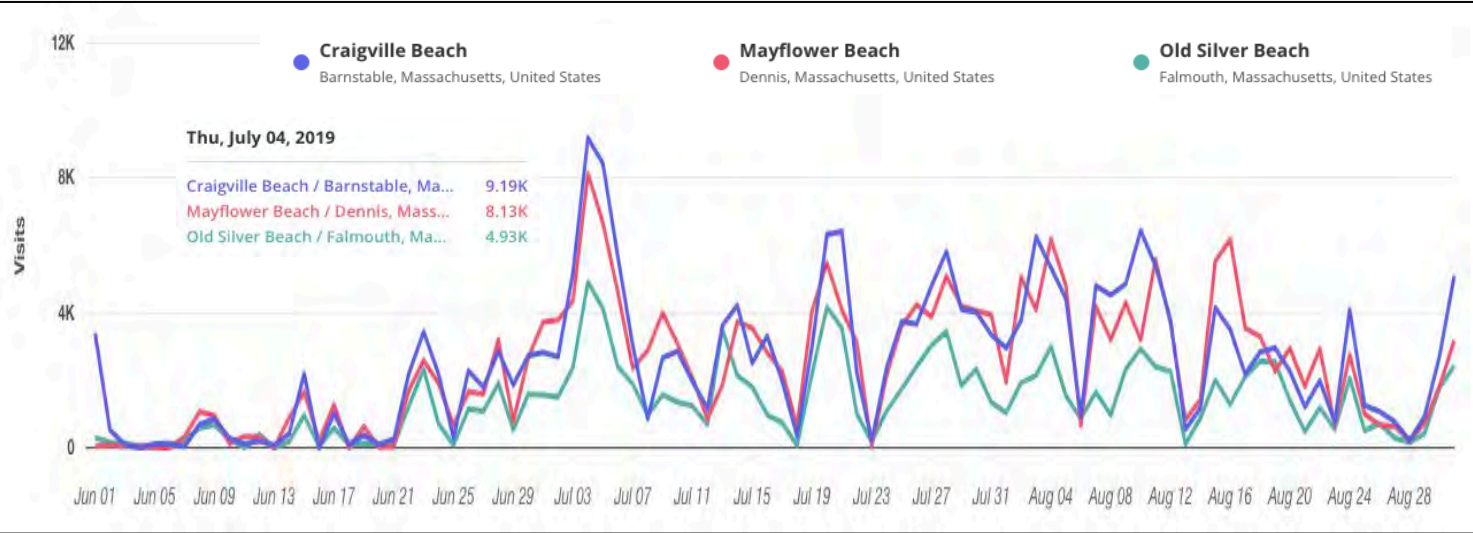
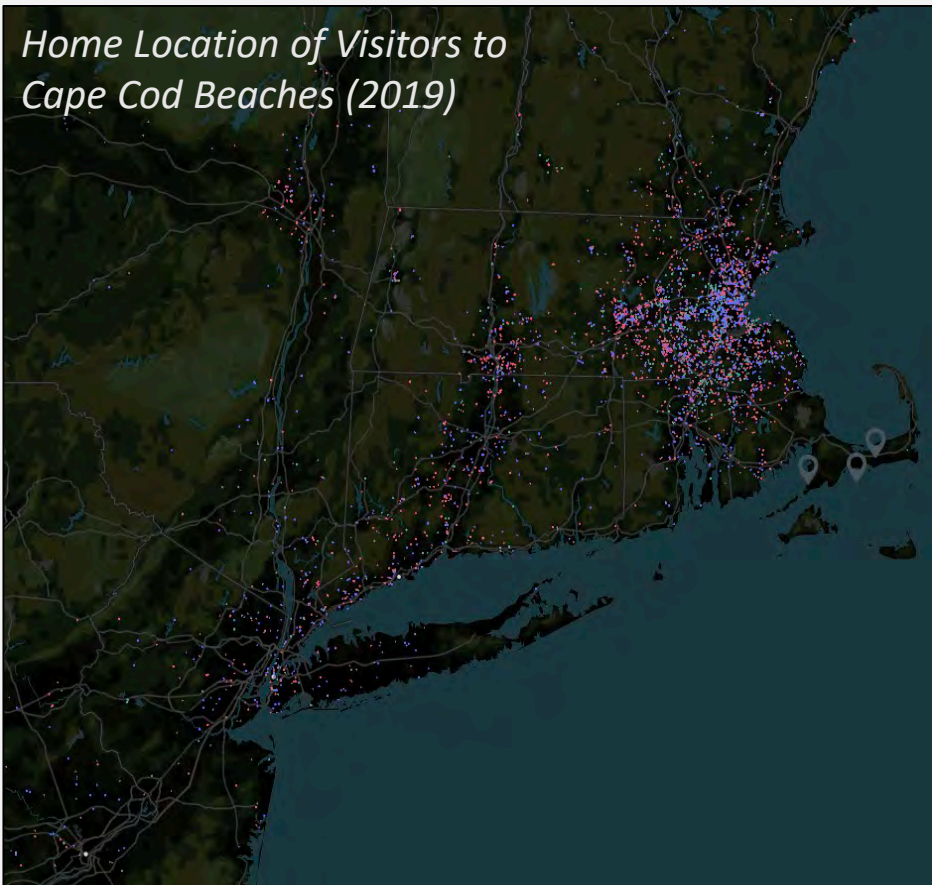
Notes: Old Silver Beach is located on Buzzard's Bay, a popular destination for fishing and boating on Cape Cod. The beach is separated into two beaches, one for visitors and one for residents of the area. Old Silver Beach is home to one of Cape Cod's many iconic lighthouses, the Cleveland Ledge Lighthouse.

Craigville, Mayflower & Old Silver Beach Visitation

2019 Combined Visitation Characteristics beyond 30 miles:

- 669,800 visits
- 321,300 unique visitors

Home Location of Visitors to
Cape Cod Beaches (2019)



Cape Cod Baseball League (CCBL)

The Cape Cod Baseball League is one of the most prestigious amateur baseball leagues in the nation. The CCBL is an NCAA sanctioned wooden-bat summer baseball league that annually draws 300,000 to 400,000 visitors to Cape Cod every year (data from Cape Cod Chamber of Commerce). The wooden-bat nature of the league annually attracts major league scouts to Cape Cod giving national attention to the area. According to the CCBL, over 1,250 players have moved on to the play in Major League Baseball (MLB).

Cape Cod Baseball League Overview (2021)

| Team | Games Played | Avg. Attendance | Avg. Occupancy |
|-------------------------|--------------|-----------------|----------------|
| Chatham Anglers | 18 | 2,213 | 21% |
| Hyannis Harbor Hawks | 18 | 2,018 | 20% |
| Orleans Firebirds | 19 | 1,922 | 26% |
| Harwich Mariners | 18 | 1,720 | 26% |
| Cotuit Kettleers | 17 | 1,646 | 32% |
| Falmouth Commodores | 17 | 1,602 | 33% |
| Brewster Whitecaps | 18 | 1,182 | 28% |
| Bourne Braves | 18 | 1,079 | 27% |
| Yarmouth-Dennis Red Sox | 18 | 987 | 27% |
| Wareham Gatemen | 19 | 603 | 20% |
| Average | 18 | 1497 | 26% |

Source: Pointstreak.com

Cape Cod Baseball League – Selected Venues

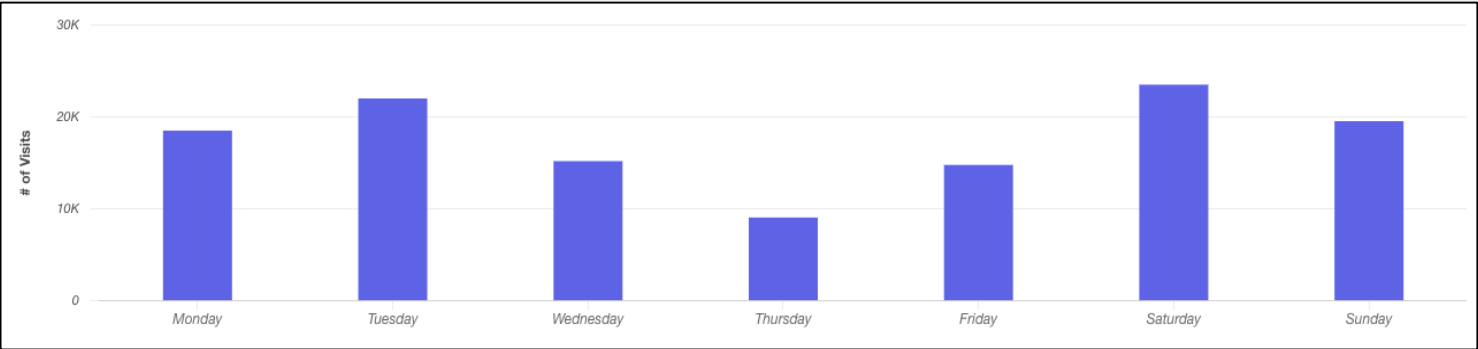
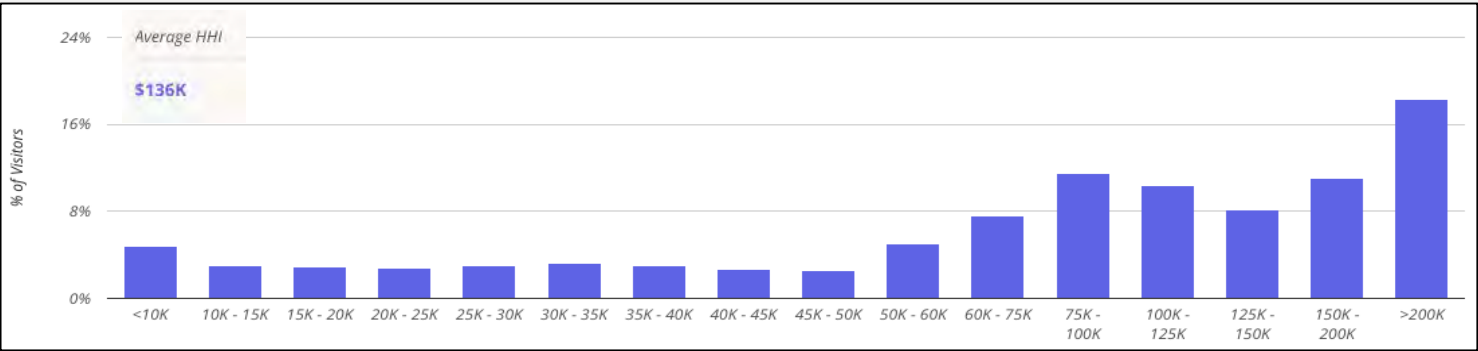
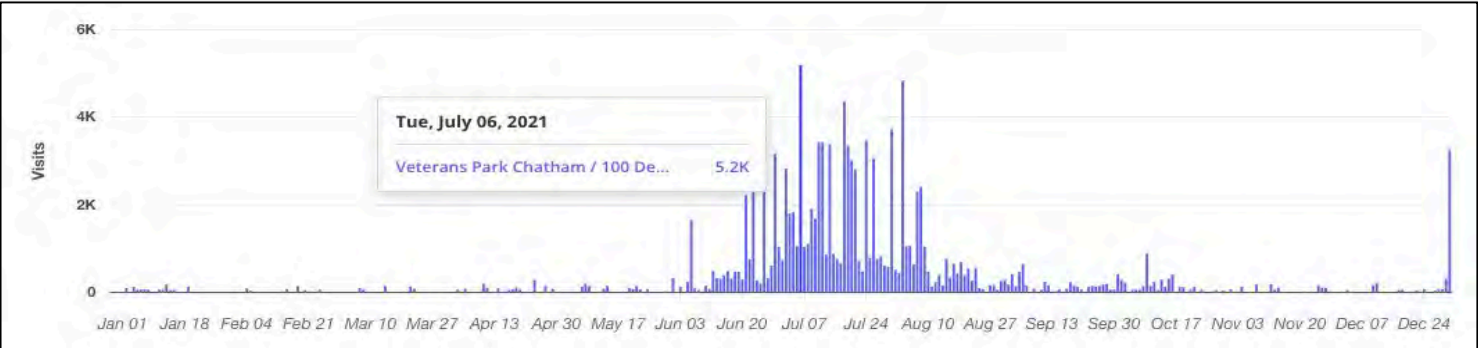
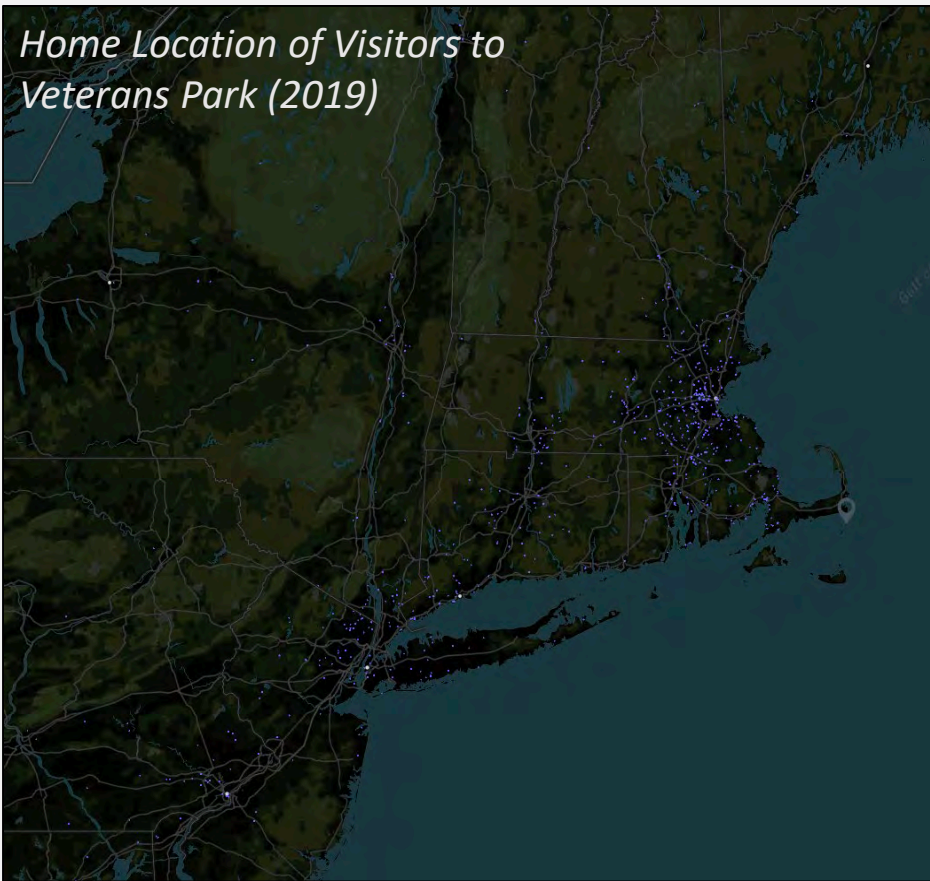


Veterans Park – Chatham, MA

2021 Visitation Characteristics beyond 30 miles:

- 122,700 visits
- 63,400 unique visitors

Home Location of Visitors to Veterans Park (2019)



| Cape Cod Sports Venues Supply List | | |
|---|----------------------|-----------------|
| Sport | Warren County Venues | Cape Cod Venues |
| Baseball | | |
| Professional | — | 10 |
| Recreational | 32 | 19 |
| Hockey Rinks | 3 | 7 |
| Gymnasiums | 13 | 12 |
| Multi-Purpose Fields* | 21 | 32 |
| Total | 69 | 80 |
| *Includes Football, Soccer, Lacrosse, Field Hockey | | |
| Source: Warren County, Cape Cod Chamber of Commerce | | |

Cape Cod has a strong supply of sports facilities for baseball, hockey, basketball, volleyball, football, soccer and field hockey. The wide variety of supply allows Cape Cod to host leagues and tournaments that draw consistent visitation throughout the year.



Hyannis Youth & Community Center (HYCC)

Location: Hyannis, MA

Opened: 2009

Operator: Barnstable Recreation Division

Notes:

The Hyannis Youth and Community Center is a 105,000 square foot multi-sport facility in Hyannis. The facility features two NHL-sized hockey rinks for year-round skating, a 12,500 square foot hardwood floor, locker rooms, meetings rooms and private party rooms. In the summer months, the facility also operates outdoor basketball courts for summer camps and the Lorusso Field of Dreams baseball complex.

The community center hosts hockey, basketball and volleyball tournaments for youth sports and college athletics.

The following slide breakdown visitation to the community center broken down by distance to show the percent of visitation between local and out of town visitors.

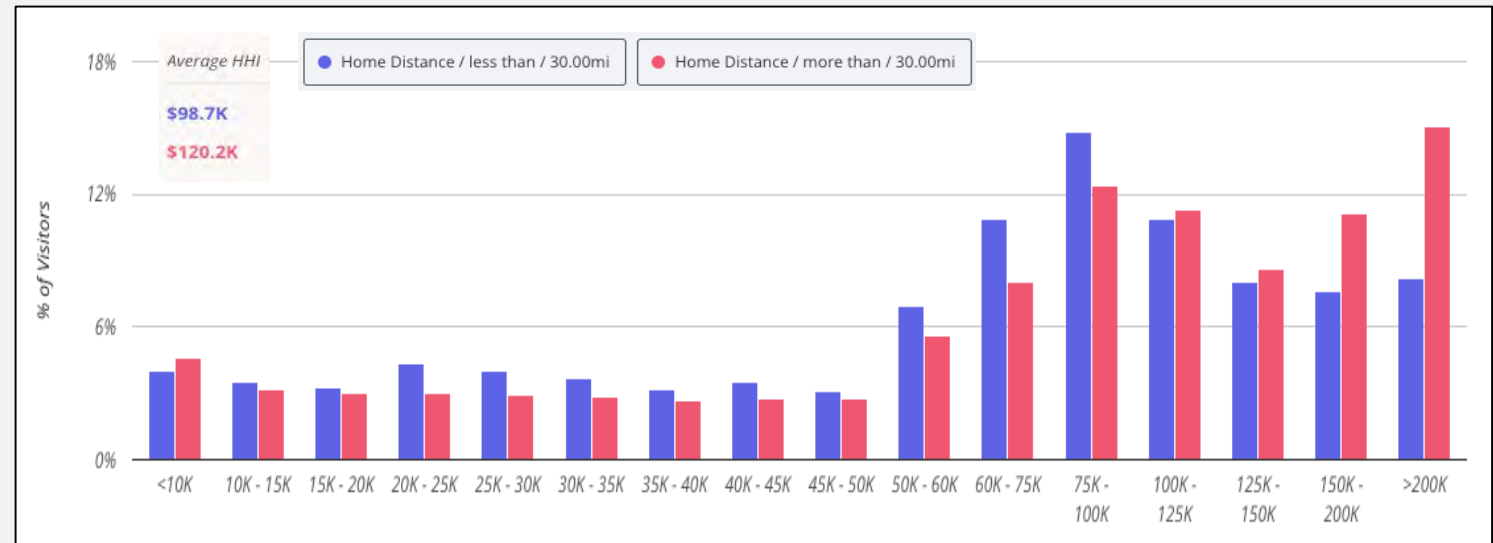
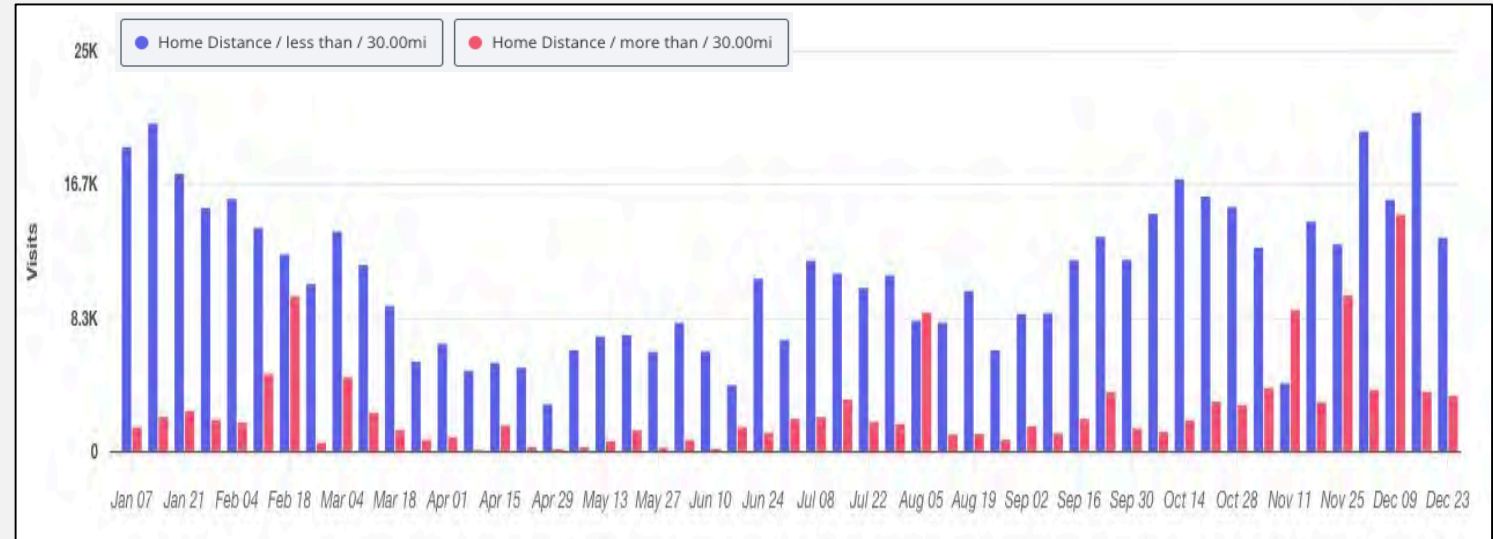
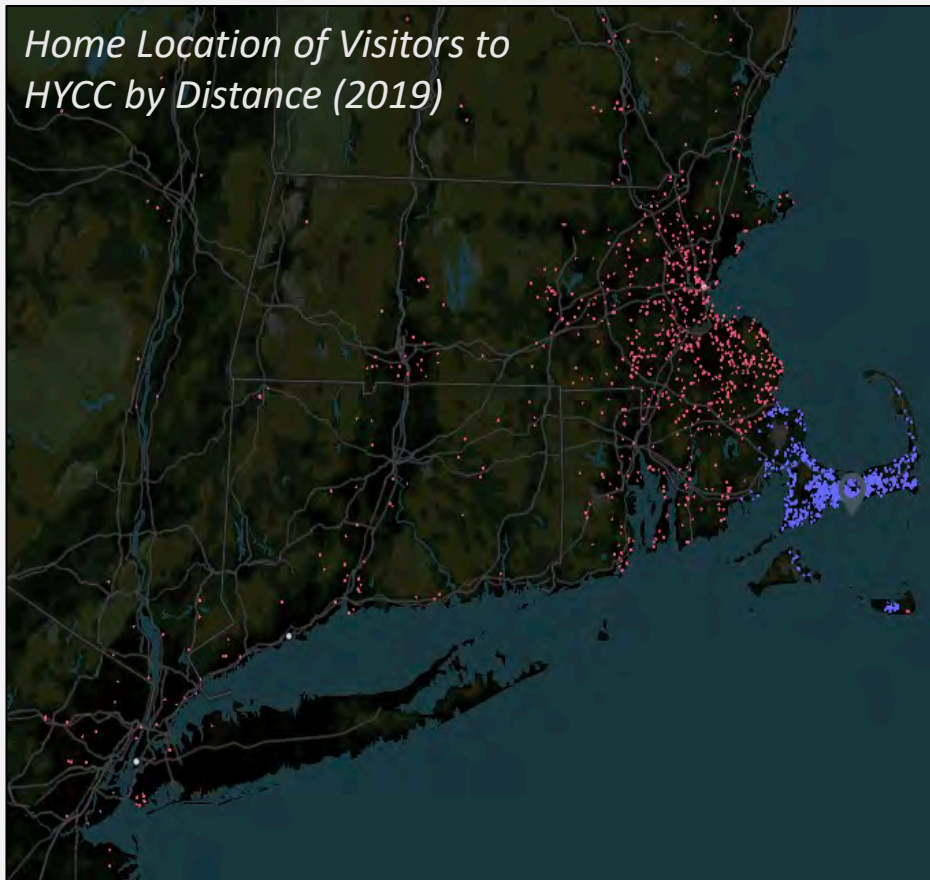


Hyannis Youth & Community Center (HYCC)

2019 Visitation Characteristics:

- 582,600 visits within 30 miles
- 141,000 visits beyond 30 miles

*Home Location of Visitors to
HYCC by Distance (2019)*



Cape Cod Ice Hockey Venues



Charles Moore Arena: Orleans, MA

Charles Moore Arena is a one-rink community center that offers public skates, in-house youth leagues and curling clubs. Charles Moore hosts tournaments for the Lower Cape Cod Coyotes youth organization that attracts visitors from outside of the cape.



Falmouth Ice Arena: East Falmouth, MA

Falmouth Ice Arena has one NHL sized-rink and one-half sized-rink for practices and warmups. The facility is home to Falmouth Youth Hockey, the Falmouth Figure Skating Club, learn to skate programs and adult leagues. Between November 2021 and February 2022, the facility hosted five tournaments.



Gallo Ice Arena: Bourne, MA

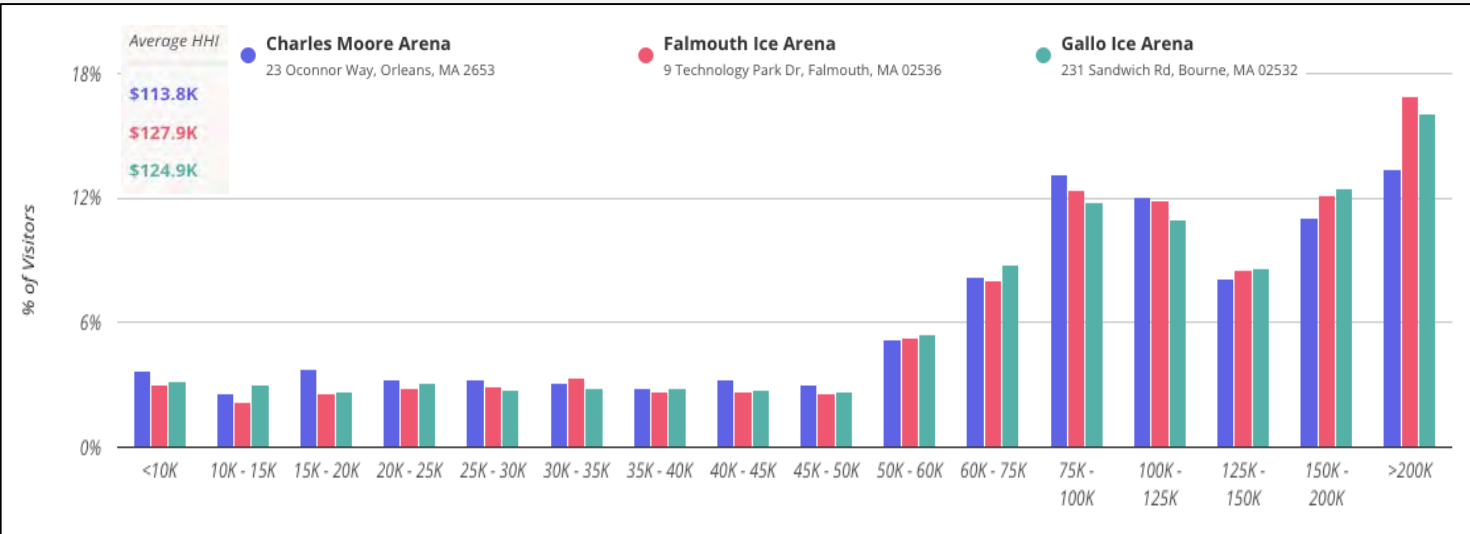
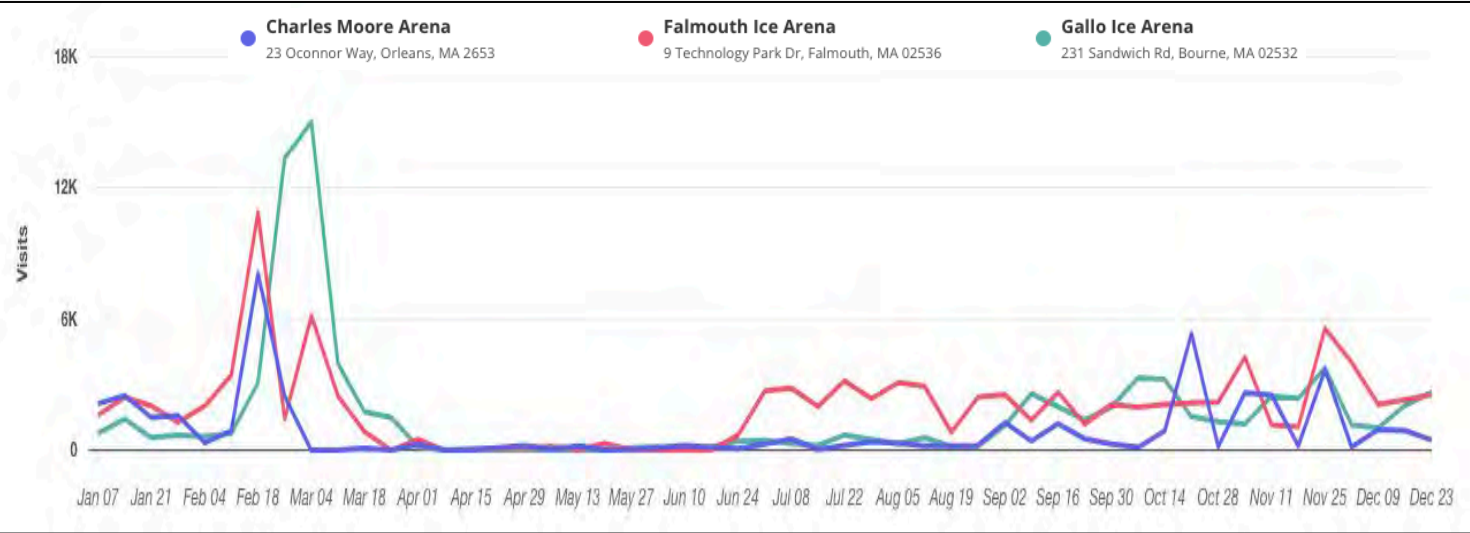
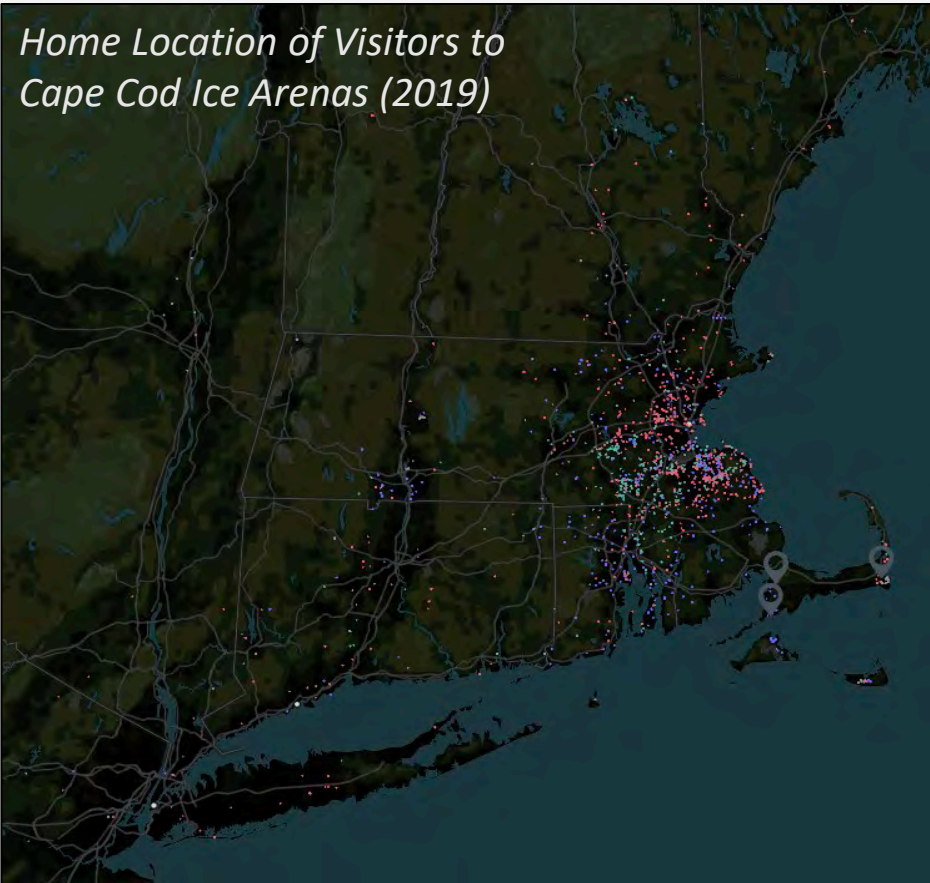
Gallo Ice Arena has one NHL sized-rink that hosts three high school teams, two boys' and girls' youth hockey teams, a premier development program and the Cape Cod Senior League. The facility hosts multiple tournaments throughout the hockey season for the various user groups.

Charles Moore, Falmouth Ice & Gallo Ice Arenas Visitation

2019 Combined Visitation Characteristics beyond 30 miles:

- 234,100 visits
- 106,300 unique visitors

Home Location of Visitors to Cape Cod Ice Arenas (2019)



Festivals and Events – Selected List



**Cape Cod St. Patrick's
Day Parade**

March



HyArts Artist Shanties

May - October



**Yarmouth Sand
Sculpture Trail**

May



**Father's Day Auto
Show**

June



Quahog Day

June



**Wellfleet Restaurant
Week**

June

Festivals and Events – Selected List



**Fourth of July
Fireworks and Parade**

July



**Cape Cod Hydrangea
Fest**

July



Barnstable County Fair

July



**ASICS Falmouth Road
Race**

August



**Lighting of the Pilgrim
Monument**

November



Christmas on Cape Cod

December

Water Recreation - Selected Activities



Whale Watching



Fishing & Fishing Charters



Parasailing



Kayaking & Paddle Boarding



Boating & Sailing



Cruise Tours

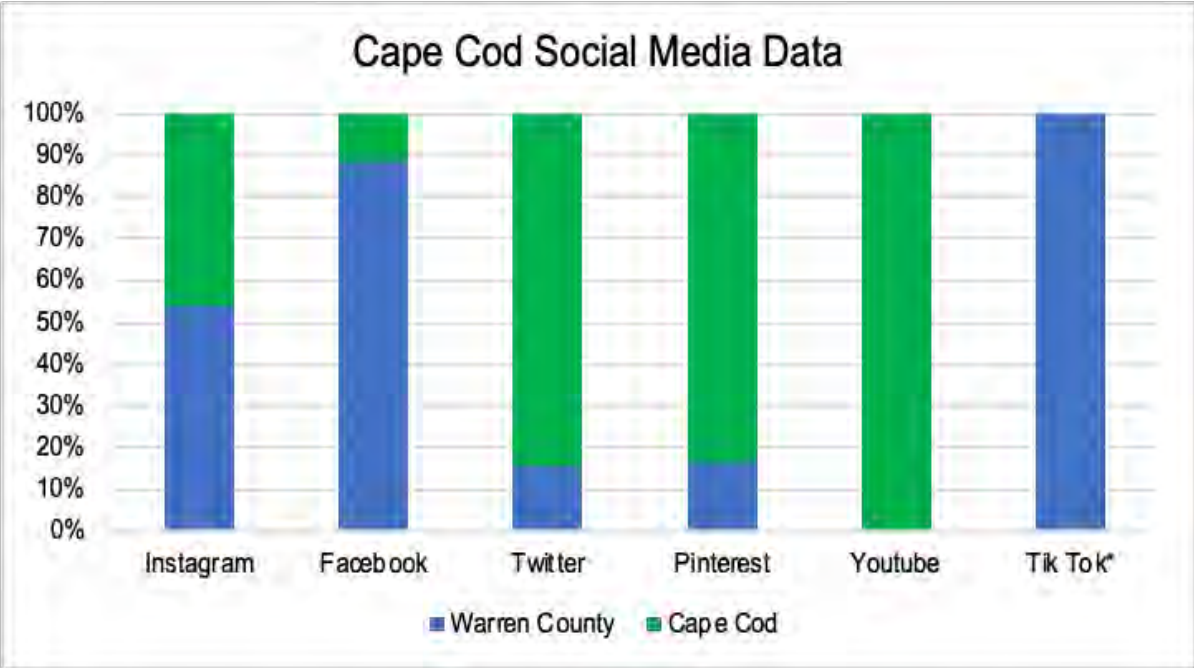


Cape Cod How Do They Track Tourism?

Marketing Metrics and Types

The main marketing metrics that the Cape Cod Chamber of Commerce focuses on are their social media engagements. Facebook is their most popular social media site with nearly 50,000 followers, but Warren County has over six times as many Facebook followers. Cape Cod has a large Instagram following, similar to Warren County.

Cape Cod also utilizes Twitter, Pinterest and YouTube.



| Cape Cod Social Media Data | | |
|--|---------------|----------|
| Media Outlet | Warren County | Cape Cod |
| Instagram | 41,914 | 36,000 |
| Facebook | 363,651 | 47,486 |
| Twitter | 3,183 | 17,360 |
| Pinterest | 338 | 1,680 |
| Youtube | – | 11,400 |
| Tik Tok* | 359 | – |
| Total | 409,445 | 113,926 |
| *Started in 2021 | | |
| Source: Warren County and Cape Cod Chamber of Commerce | | |

Barnstable Municipal Airport Data

Barnstable Municipal Airport Traffic 2010-2021

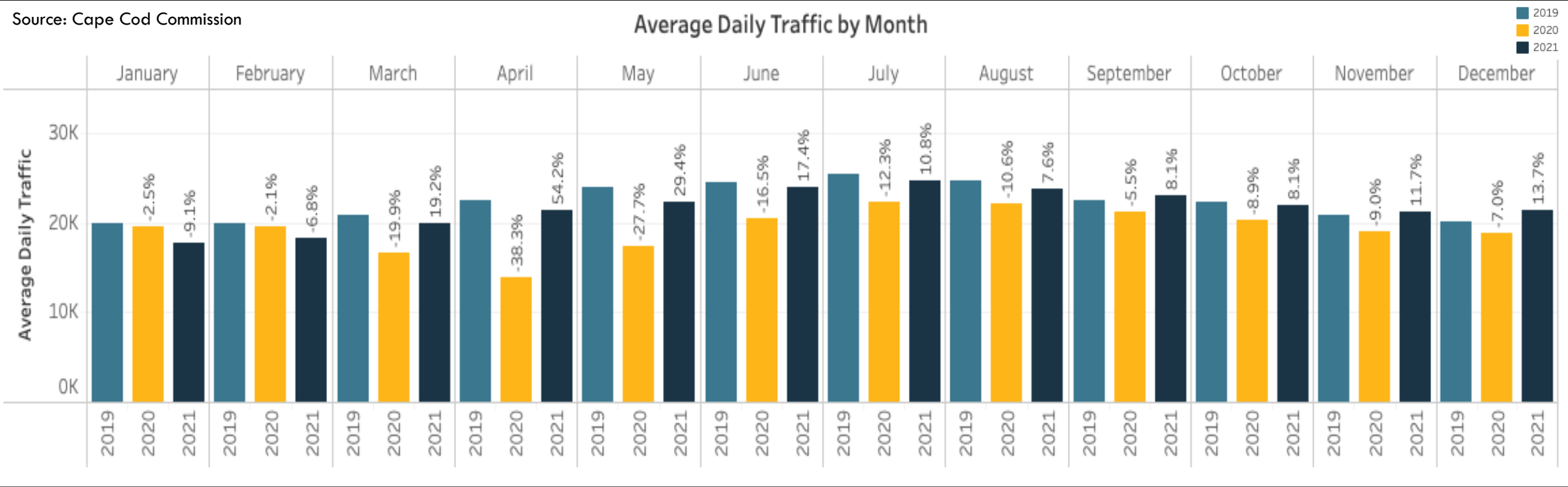
| Month | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|--------------|----------------|---------------|----------------|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| January | 6,850 | 6,304 | 7,067 | 7,269 | 5,990 | 5,852 | 6,363 | 6,661 | 5,543 | 4,442 | 4,970 | 2,797 |
| February | 7,073 | 6,226 | 7,177 | 5,872 | 5,916 | 4,326 | 5,890 | 6,088 | 4,492 | 3,780 | 4,516 | 2,871 |
| March | 6,851 | 7,455 | 7,866 | 8,483 | 7,754 | 6,260 | 7,153 | 5,954 | 5,051 | 5,580 | 4,458 | 4,406 |
| April | 8,430 | 6,635 | 8,196 | 8,396 | 7,740 | 7,002 | 6,869 | 6,080 | 5,455 | 4,820 | 2,935 | 3,773 |
| May | 9,040 | 8,046 | 8,357 | 8,932 | 8,806 | 8,241 | 7,368 | 6,625 | 6,161 | 5,316 | 3,650 | 5,455 |
| June | 9,367 | 8,383 | 9,338 | 8,802 | 9,534 | 8,629 | 9,667 | 7,331 | 7,417 | 5,667 | 4,526 | 6,347 |
| July | 11,392 | 9,747 | 10,944 | 9,993 | 10,265 | 10,636 | 9,861 | 7,855 | 7,004 | 7,622 | 5,543 | 6,832 |
| August | 11,011 | 9,299 | 11,263 | 10,327 | 10,771 | 10,186 | 10,480 | 8,273 | 6,796 | 7,623 | 6,045 | 7,186 |
| September | 9,548 | 8,979 | 9,425 | 9,276 | 8,823 | 8,189 | 8,634 | 5,737 | 5,014 | 6,378 | 5,150 | 5,735 |
| October | 8,825 | 9,007 | 8,355 | 9,900 | 8,278 | 7,821 | 8,600 | 7,252 | 5,184 | 5,252 | 4,695 | 4,826 |
| November | 7,934 | 8,651 | 8,382 | 8,091 | 7,707 | 6,619 | 8,204 | 7,018 | 4,577 | 5,002 | 3,699 | 4,196 |
| December | 7,400 | 8,131 | 7,779 | 6,687 | 7,939 | 6,207 | 8,106 | 6,142 | 4,656 | 4,635 | 3,192 | 3,937 |
| Total | 103,721 | 96,863 | 104,149 | 102,028 | 99,523 | 89,968 | 97,195 | 81,016 | 67,350 | 66,117 | 53,379 | 58,361 |

Source: Cape Cod Chamber of Commerce

Airport data from the Barnstable Municipal Airport reveals that there has been a decrease in overall traffic between 2010 and 2021. Before the effects of the pandemic in 2020, the decrease in traffic was already beginning to occur. Despite the overall decrease, each year there is a clear increase to flight traffic between January and August each year and then a decrease between August and December revealing the seasonal tourism to the cape.

Barnstable Traffic Trends

Source: Cape Cod Commission



The Cape Cod Chamber of Commerce uses DataCapeCod.com to track the traffic trends of certain hotspots throughout the county. The graphic above shows traffic trends for Route 28 and Lumber Mill Road in Barnstable. By analyzing traffic trends through 2019 and 2021, the chamber is able to see the visitation trends as the cape rebounds from decreased tourism as a result of the pandemic.

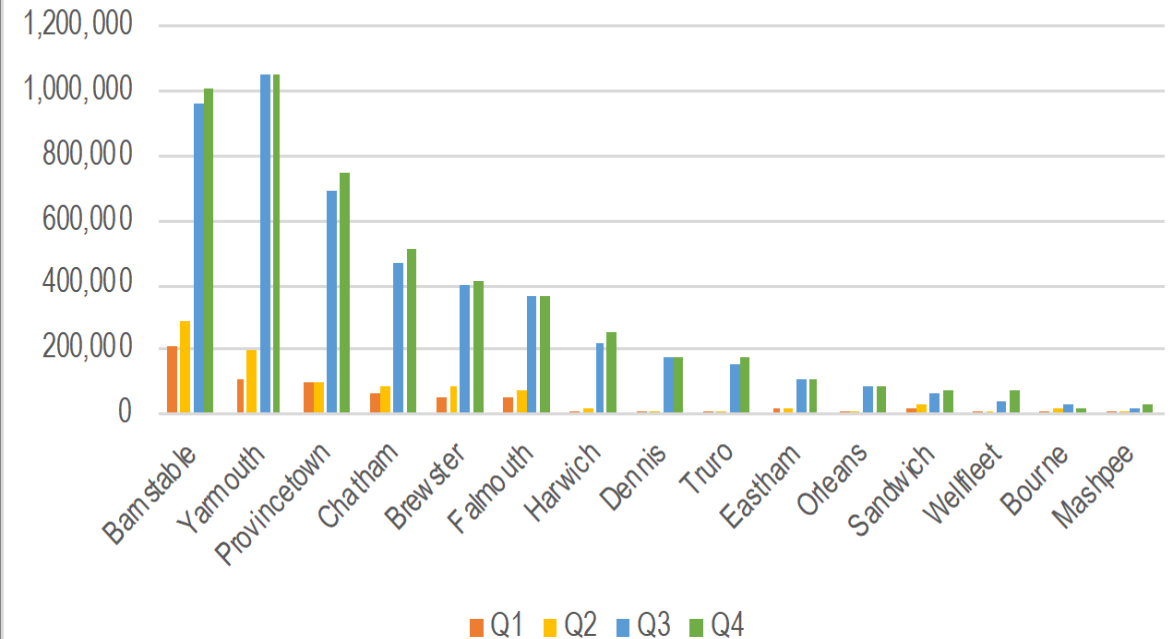
Room Tax Generation by Town

Cape Cod Rooms Tax Generation by Town (2016)

| Town | Q1 | Q2 | Q3 | Q4 | Total by Town |
|-------------------------|------------------|------------------|--------------------|--------------------|---------------------|
| Barnstable | \$205,589 | \$292,666 | \$961,778 | \$1,008,641 | \$2,478,974 |
| Yarmouth | \$109,400 | \$199,013 | \$1,047,729 | \$1,049,996 | \$2,416,138 |
| Provincetown | \$95,434 | \$96,199 | \$694,685 | \$749,600 | \$1,643,298 |
| Chatham | \$67,298 | \$90,000 | \$472,154 | \$513,988 | \$1,149,940 |
| Brewster | \$50,403 | \$82,774 | \$399,164 | \$415,779 | \$953,251 |
| Falmouth | \$51,888 | \$72,592 | \$367,940 | \$371,899 | \$869,231 |
| Harwich | \$13,042 | \$17,194 | \$218,471 | \$251,431 | \$504,338 |
| Dennis | \$8,694 | \$10,073 | \$175,479 | \$179,729 | \$377,976 |
| Truro | \$1,216 | \$3,788 | \$157,347 | \$171,615 | \$337,643 |
| Eastham | \$14,601 | \$19,657 | \$111,471 | \$112,718 | \$261,447 |
| Orleans | \$12,130 | \$11,379 | \$89,157 | \$90,624 | \$203,290 |
| Sandwich | \$20,062 | \$31,154 | \$65,189 | \$77,521 | \$193,926 |
| Wellfleet | \$753 | \$1,156 | \$45,523 | \$70,885 | \$118,317 |
| Bourne | \$10,233 | \$18,155 | \$32,326 | \$25,298 | \$86,012 |
| Mashpee | \$4,917 | \$4,397 | \$25,345 | \$26,450 | \$61,109 |
| Total by Quarter | \$649,757 | \$926,489 | \$4,760,564 | \$4,993,541 | \$11,654,890 |

Source: Massachusetts Department of Revenue

Cape Cod Rooms Tax Generation by Town (2016)



The Cape Cod Chamber of Commerce uses StatsCapeCod.org to track the room taxes generated by each town in the cape. The latest year of data published was in 2016 which shows that Barnstable, Yarmouth, Provincetown, Chatham and Brewster were the top five towns in the cape in terms of most room taxes generated on a quarterly basis.

Town of Barnstable Occupancy Tax

The table to the right shows the occupancy tax collections over time in the Town of Barnstable. Similar to Warren County, collections have been increasing over time.

The numbers provided are from the finance department of the Town. It is most likely 2022 numbers are projections, but was not noted by within the data provided.

Town of Barnstable, MA (Cape Cod) Occupancy Tax Collections

| Year | Amount |
|------|----------------|
| 2012 | \$2,468,674.49 |
| 2013 | \$2,537,046.06 |
| 2014 | \$2,715,769.16 |
| 2015 | \$2,687,495.33 |
| 2016 | \$2,801,924.31 |
| 2017 | \$2,926,605.20 |
| 2018 | \$2,974,137.75 |
| 2019 | \$3,052,656.87 |
| 2020 | \$3,453,957.33 |
| 2021 | \$3,305,327.51 |
| 2022 | \$4,392,658.45 |

Occupancy Tax is 5.7% in the Town of Barnstable

Source: Town of Barnstable Finance

Cape Cod Chamber of Commerce Interview Feedback

HSP interviewed the staff of Cape Cod's Chamber of Commerce to better understand the organization and Cape Cod. The following points list the key takeaways:

- Cape Cod is primarily a spring, summer and fall family destination spread out across 15 different towns. Each town has their own tourism efforts, but Cape Cod's overall tourism is overseen by the Cape Cod Chamber of Commerce. The chamber publishes the Cape Cod Travel Guide which is a large source of revenue each year.
- Cape Cod is known as an outdoor recreation hub for water activities, whale watching, beaches and golf. Popular beaches and golf courses are spread out throughout the cape which forces people to explore different towns. The most popular parts of Cape Cod include Hyannis, Falmouth, Provincetown, Yarmouth, Chatham and Mashpee Commons.
- The Chamber has begun to run campaigns to advertise Cape Cod as a year-round destination with events, festivals and youth sports. Cape Cod targets youth sports events because it results in family travel and more "heads and beds" during the winter. Cape Cod has multiple youth sports facilities for hockey, figure skating, basketball and volleyball tournaments over the winter months which helps in their slower seasons. Cape Cod attracts youth sports and SMERF group business from Boston, Rhode Island and Connecticut.
- Cape Cod tracks their tourism through STR data, airport traffic data and social media reach.
- Cape Cod has created StatsCapeCod.org and DataCapeCod.com to track information such as tourism traffic, population growth, room tax generation and performance of the economy on a yearly basis.



Cape Cod, MA Hotel Industry Overview

Cape Cod, MA: Hotel Industry Overview

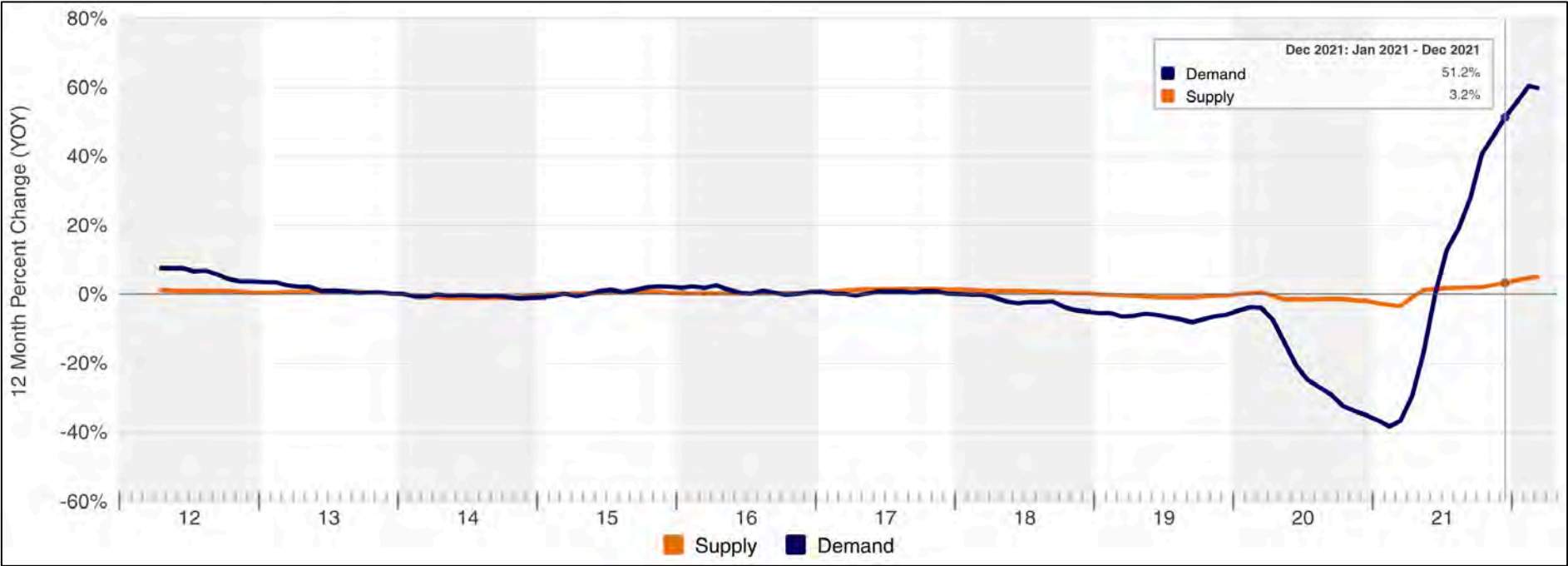
2021 Inventory:
13,309 Rooms

2021 Occupancy:
49.4%

2021 ADR:
\$285

2021 RevPAR:
\$141

The following chart shows the historical change in supply and demand for hotels in Cape Cod, MA over a 10-year period.



The change in supply in the area has remained stagnant over the 10-year period and demand has not fluctuated except for in 2020 when demand had a negative 38.4 percent change in early February 2021. Since then, there has been a sharp recovery in demand of nearly 51.2 percent change from March 2021.

Cape Cod, MA Performance by Class Overview

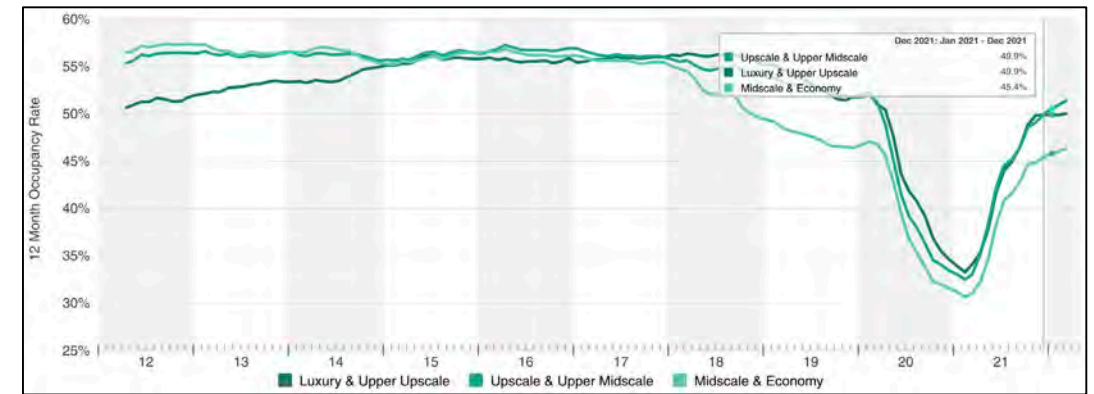
HSP utilized Costar/STR to understand the trends in the hotel industry in Cape Cod, MA. The performance trends in the figures are broken up into three categories, representing the different chainscales available in the area.

The first figure shows the occupancy trends by chainscale over a 10-year period. Historically, all chainscales have had similar levels of demand, even during the recovery period after the effects of COVID-19. As of December 2021, the average occupancy for both the Luxury & Upper Upscale and Upper Midscale & Upscale chainscale was 49.9 percent while the average occupancy for the Midscale & Economy properties was 45.4 percent.

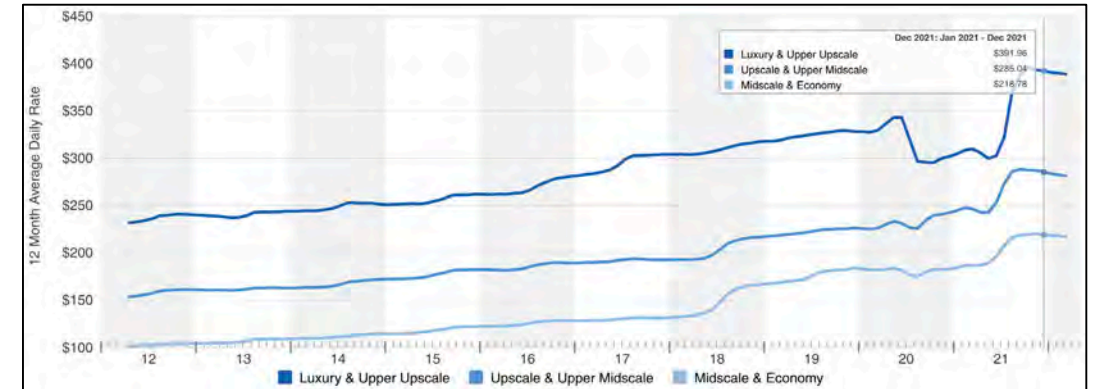
The second figure shows the average daily rate by chainscale. All chainscales saw a rise in ADRs until a slight dip during COVID-19. Shortly after the average ADR in 2021 within the Luxury & Upper Upscale chainscales was \$391.96 while Upscale & Upper Midscale average ADR was \$285.04 and Midscale & Economy average ADR was \$218.78.

The third figure shows the trends in RevPAR. Since RevPAR is a product of Occupancy and ADR and tends to mirror the trends seen in both metrics. Due to the sharp recovery in all chainscales in Occupancy and ADR, RevPAR had also recovered and had reached record levels.

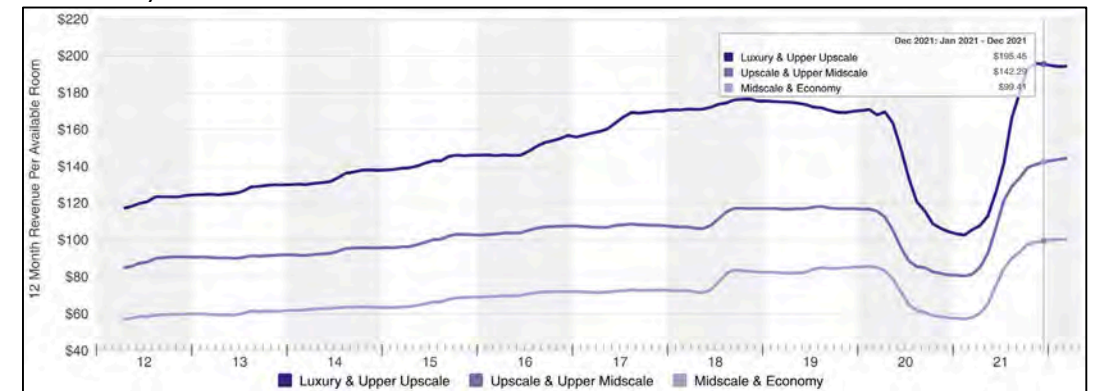
Occupancy by Chainscale



ADR by Chainscale



RevPAR by Chainscale



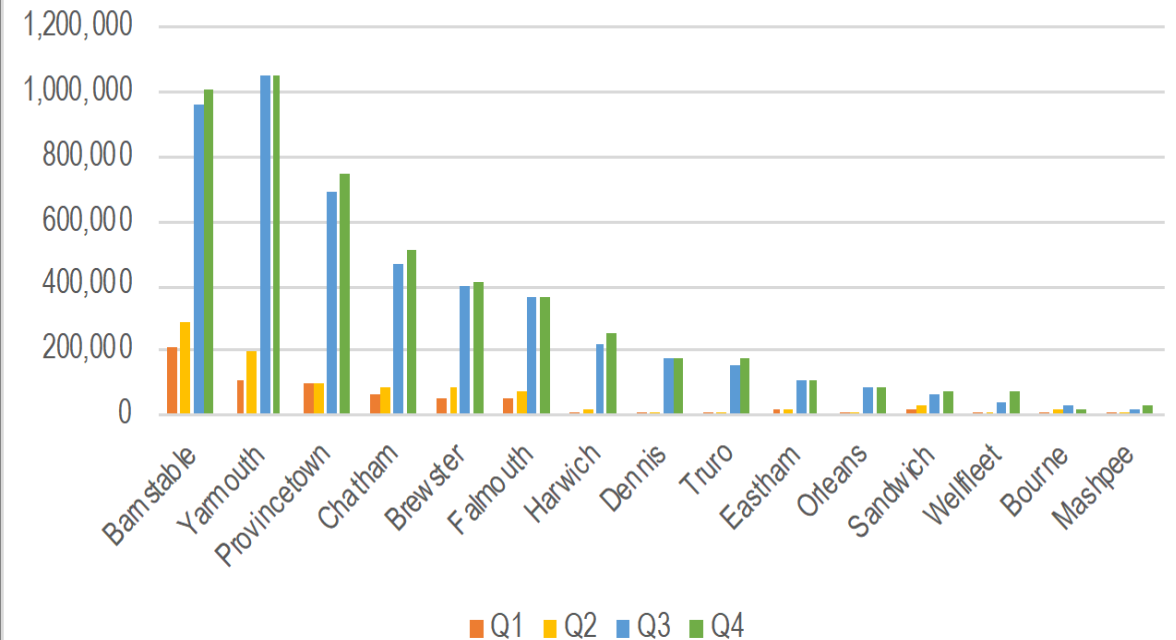
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| Brewster | 50,403 | 82,774 | 399,164 | 415,779 | 953,251 |
| Falmouth | 51,888 | 72,592 | 367,940 | 371,899 | 869,231 |
| Harwich | 13,042 | 17,194 | 218,471 | 251,431 | 504,338 |
| Dennis | 8,694 | 10,073 | 175,479 | 179,729 | 377,976 |
| Truro | 1,216 | 3,788 | 157,347 | 171,615 | 337,643 |
| Eastham | 14,601 | 19,657 | 111,471 | 112,718 | 261,447 |
| Orleans | 12,130 | 11,379 | 89,157 | 90,624 | 203,290 |
| Sandwich | 20,062 | 31,154 | 65,189 | 77,521 | 193,926 |
| Wellfleet | 753 | 1,156 | 45,523 | 70,885 | 118,317 |
| Bourne | 10,233 | 18,155 | 32,326 | 25,298 | 86,012 |
| Mashpee | 4,917 | 4,397 | 25,345 | 26,450 | 61,109 |
| Total by Quarter | 649,757 | 926,489 | 4,760,564 | 4,993,541 | 11,654,890 |

Source: Massachusetts Department of Revenue

Cape Cod Rooms Tax Generation by Town (2016)



The Cape Cod Chamber of Commerce uses StatsCapeCod.org to track the room taxes generated by each town in the cape. The latest year of data published was in 2016 which shows that Barnstable, Yarmouth, Provincetown, Chatham and Brewster were the top five towns in the cape in terms of most room taxes generated on a quarterly basis.

HSP analyzed Cape Cod as a competitive destination, the following implications were drawn.

What They Do Best:

Cape Cod has many outdoor tourism drivers in the spring, summer and fall. Cape Cod is known for its beaches, variety of water recreation options, whale watching and golf courses. Cape Cod also has a robust festival and events schedule that attracts people in the spring, fall and winter which are slower for tourism compared to the summer.

Although Cape Cod does not have a convention center like many of the competitors, they have a strong year- round sports presence. In the winter months, Cape Cod attracts visitors from Boston, Worcester, Springfield in Massachusetts as well as people from Rhode Island and Connecticut. In the summer months, Cape Cod hosts the Cape Cod Baseball League, drawing in hundreds of thousands of visitors throughout the season.

Why They Are a Good Competitor:

Cape Cod is a popular summer destination for family vacations with a wide variety of outdoor recreation options. Cape Cod has multiple popular beach towns that offer different attractions, encouraging visitors to experience different parts of the cape year over year. Similar to Warren County, Cape Cod is not in an optimal geographic location for conventions but has developed youth sports assets to attract visitation in the slower months of tourism.



Hampton Beach, New Hampshire

Hampton Beach

Hampton Beach is a beach town in New Hampshire just five miles from the border of Massachusetts.

Hampton Beach is known for its popular beaches, boardwalk, casinos and shops.

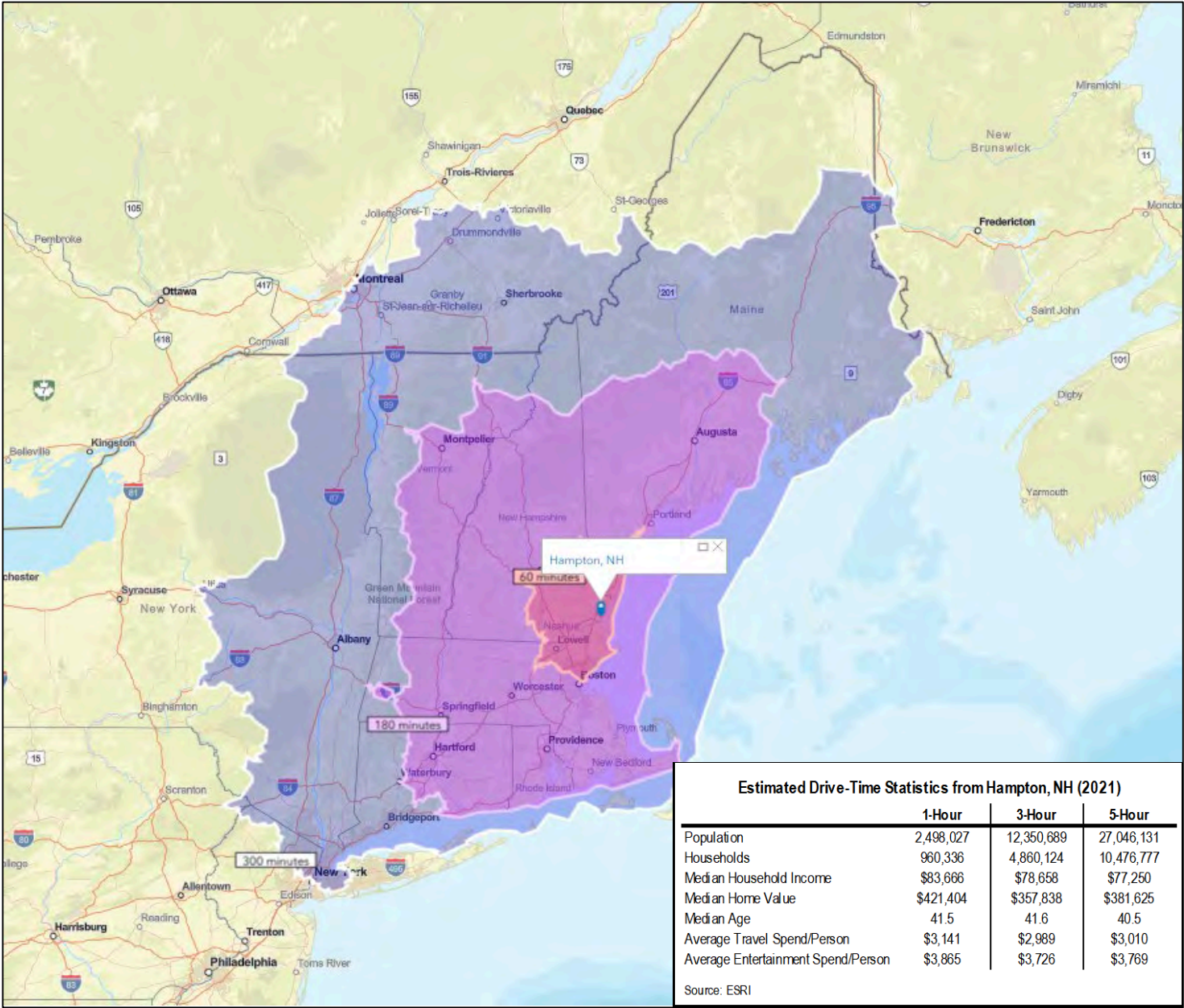
Hampton Beach has an activated beach. During the summer there are weekly fireworks shows (17 each year) and 80 free summer concerts.



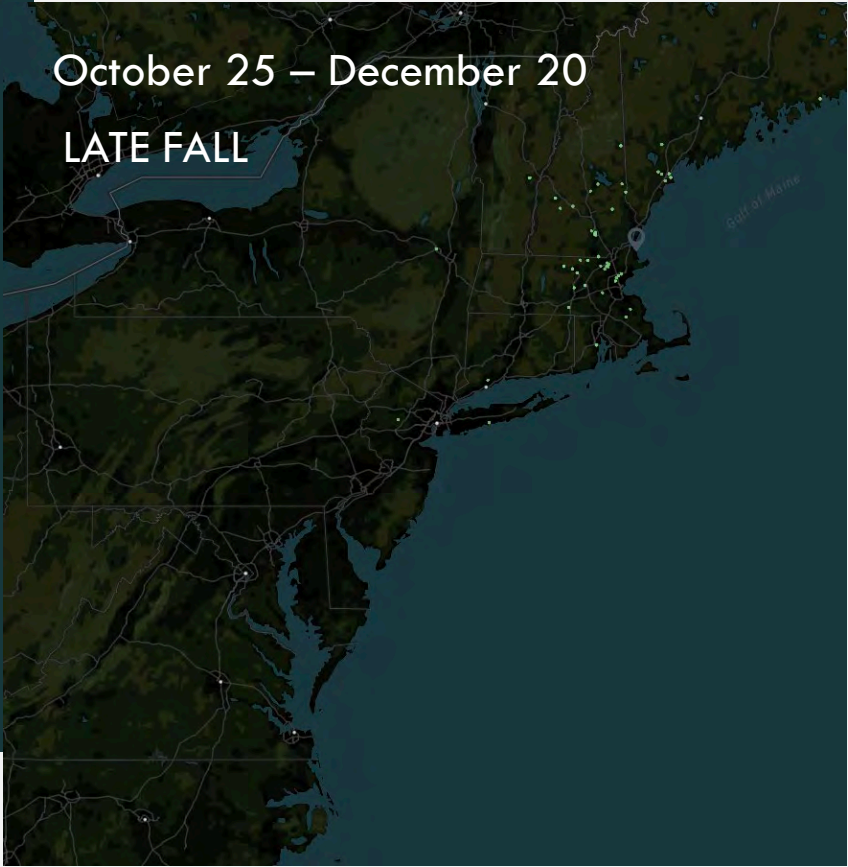
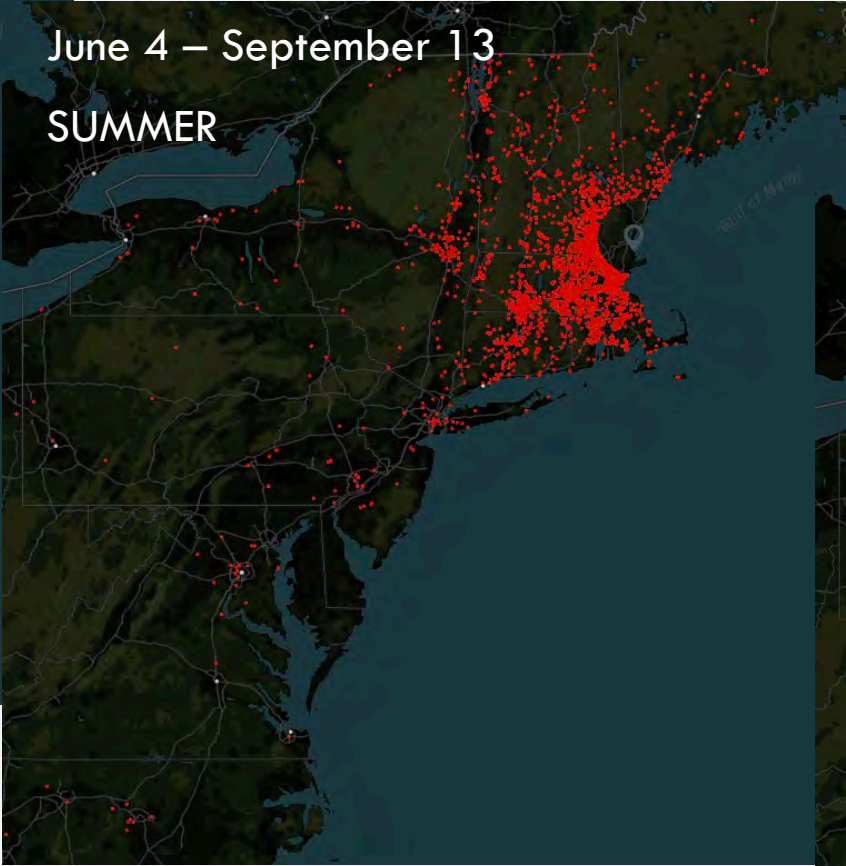
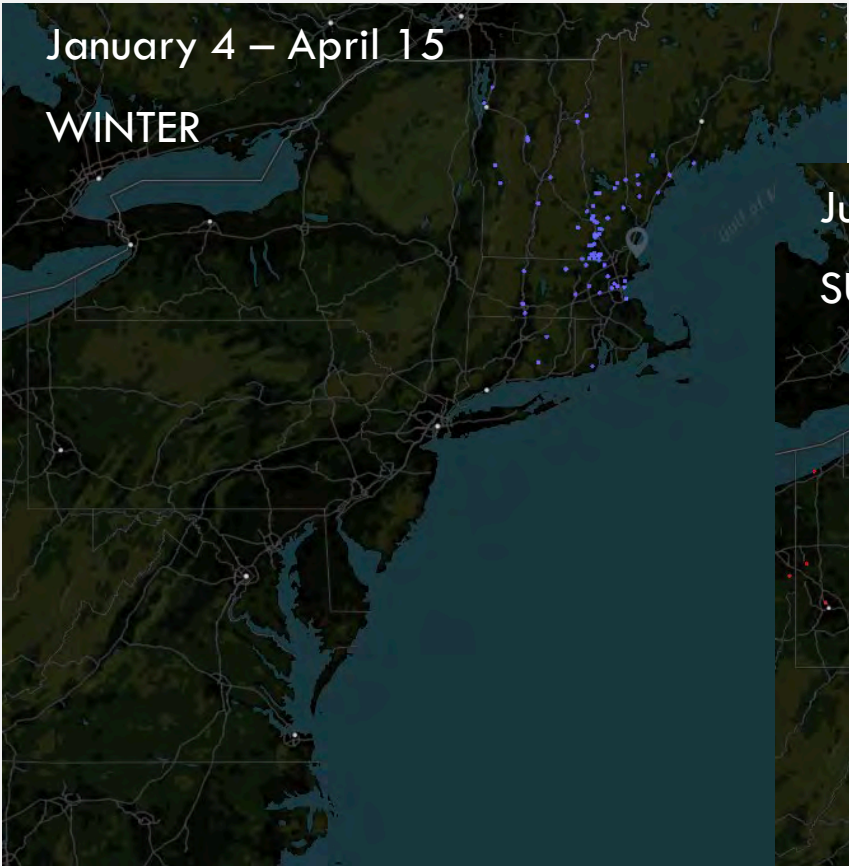
Hampton Beach Location Breakdown

Within a 3-hour drive time, there is a population of over 12.3 million people and nearly five million households.

A five-hour drive-time captures the Boston, Providence and Hartford markets. A five-hour drive time also captures the suburbs of the New York City and Montreal markets.

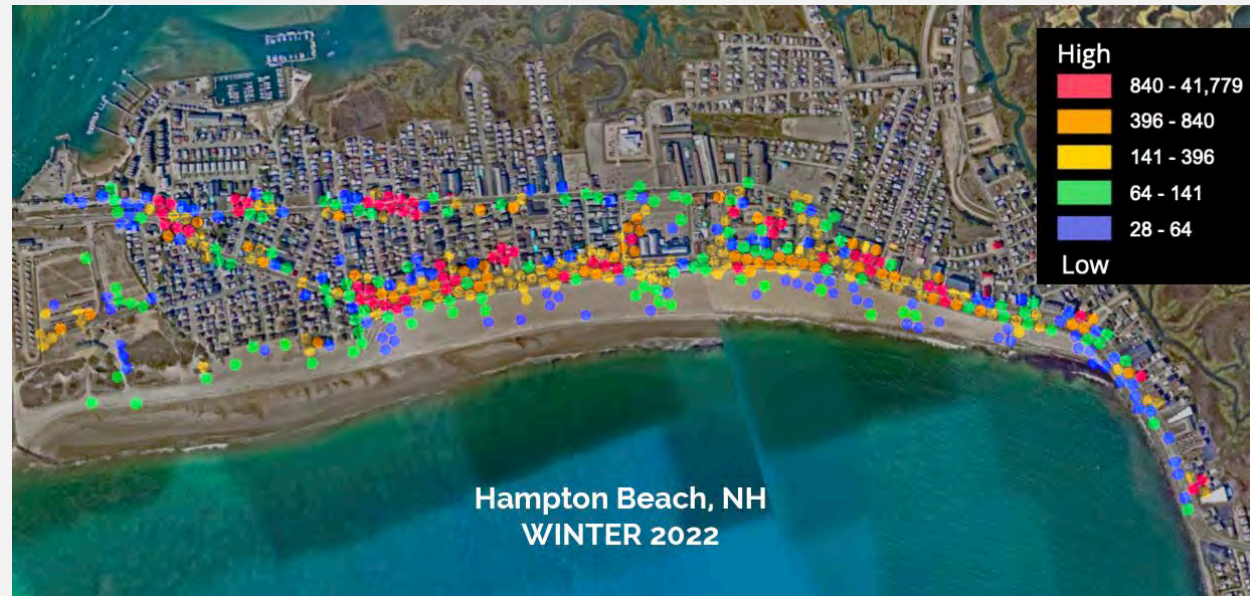
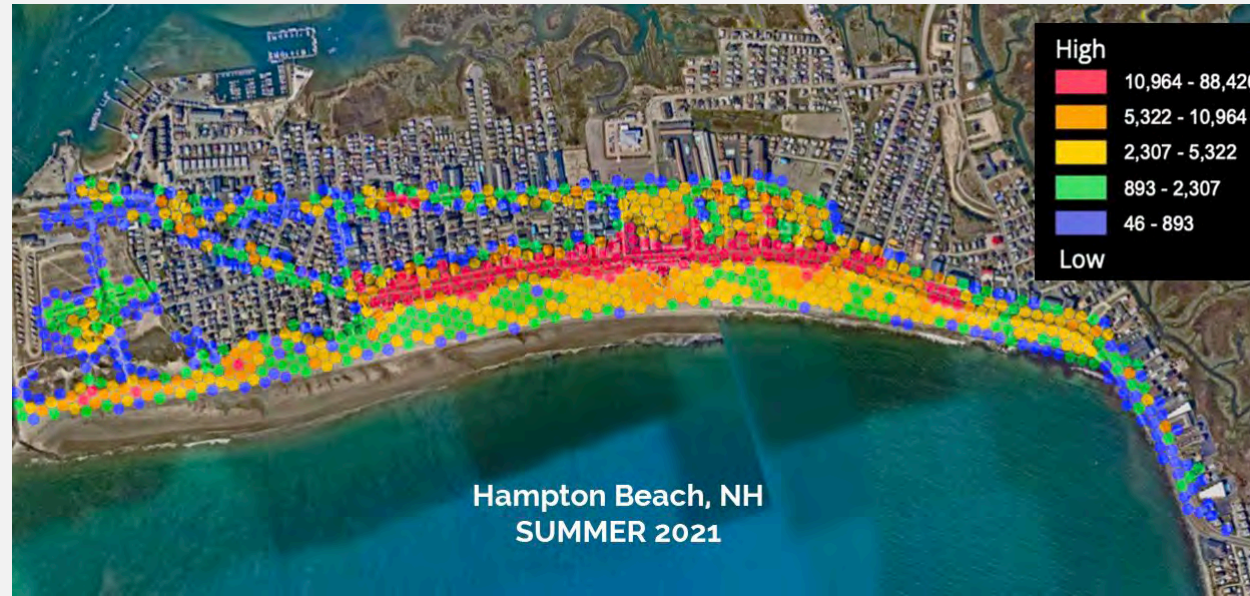


Hampton Beach Seasonal Visitation Maps



Hampton Beach Seasonal Foot Traffic Heat Maps

Shown on the right is the core of Hampton Beach, New Hampshire tourism center. Without a diversified cluster of attractions in this area, the difference between summertime crowds and winter visits is very dramatic. Not only do the lack of colored dots spell out the discrepancy, but the scale of how many people each dot represents in total per season magnifies that unbalanced reality.



Hampton Area Chamber of Commerce

The Hampton Area Chamber of Commerce is the destination marketing authority in the area. The Chamber did not respond to HSP's request for information or phone call request. As a result, data regarding the Chamber's specific budget information was not made available to include in this study.

Data shown regarding Hampton Beach tourism was drawn from publicly available information and resources accessible to HSP.





Hampton Beach Assets and Events

Hampton Beach - Selected Assets



Seashell Stage



Hampton Beach State Park



Whale Watching, Fishing and Other Ocean Activities

No Sales Tax in New Hampshire



Hampton Beach Casino

Live Music, Historical Horse Racing, Charitable Gaming



Boardwalk & Shopping

No Sales Tax in New Hampshire



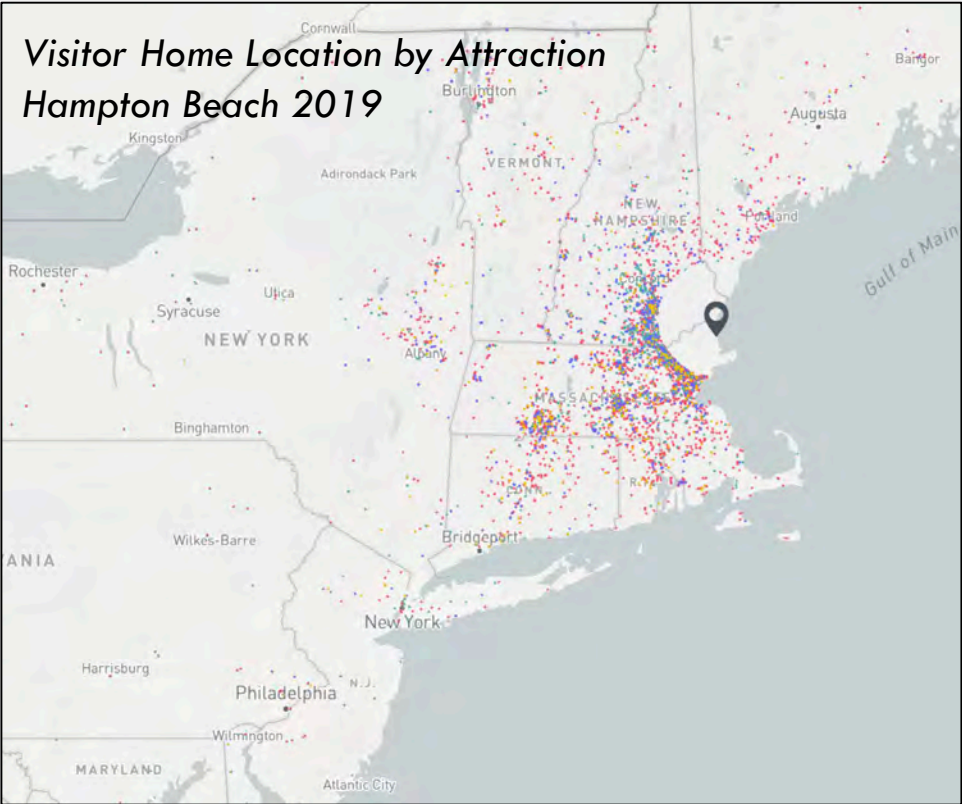
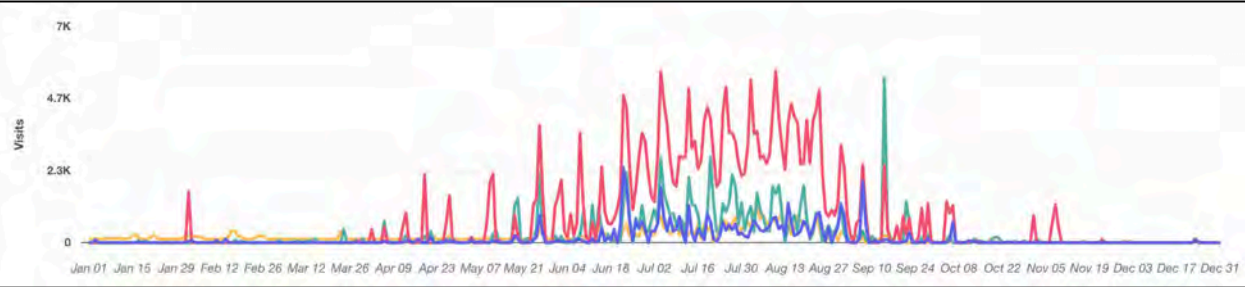
Hampton Salt Marsh Conservation Area

Attraction Visitation Comparison

HSP selected four attractions that are representative of different activities in Hampton Beach to compare the visitation for different type of activities. The Casino represents gaming travel. The State Beach represents leisure beach travel. Buc's Lagoon represents family travel. The Seashell State represents weather-dependent (outdoor) for live entertainment activities.

| Hampton Beach Attraction Visitation Over 30 Miles January 1st, 2019 - December 31st, 2019 | | | | | |
|--|--------------------------|----------------------------|-----------------------------|-------------------------------|-----------------------------|
| Attraction | Total Visits | | Total Unique Customers | | Avg. Visits per Customer |
| | Est. Number of Visits | Percent of Total Visits | Est. Number of Customers | Percent of Total Customers | |
| Hampton Beach Casino | 288,700 | 58.8% | 215,300 | 62.3% | 1.34 |
| Hampton Beach State Beach | 93,300 | 19.0% | 65,500 | 19.0% | 1.42 |
| Buc's Lagoon | 59,800 | 12.2% | 20,700 | 6.0% | 2.89 |
| Seashell Stage | 49,200 | 10.0% | 44,100 | 12.8% | 1.12 |
| Total | 491,000 | 100.0% | 345,600 | 100.0% | |

Source: Placer.ai



The Casino has the greatest visitation throughout 2019 with the beach having the second greatest visitation. This shows Hampton Beach is most visited for gaming and leisure.

Hampton Beach is a competitive summer destination, but appeals to those looking for beach travel compared to lake travelers.

Event Calendar

Hampton Beach Area Event Calendar - 2022

| Spring/Summer April - August | Fall August - October | Winter November - April |
|---|---|---|
| April | September | November |
| May | Boston Circus Guild - Sept. Labor Day Weekend - Sept. 2-5 Hampton Beach Seafood Festival Sept. 9-11 Reach the Beach (Running Relay) - Sept. 16-17 Boston Circus Guild Fire Show - Sept. | December |
| New Hampshire Tow Show - May 20-22 Memorial Day Weekend/Fireworks - May 27-30 High School Chorus and Jazz Group - May 31 | | Experience Hampton Christmas Parade - Dec 3 New Year's Eve Fireworks - Dec. 31 |
| June | October | January - March |
| Sand Sculpting Classic - June 16-18 Beach & Brew Festival - June 25 | Smuttynose Rockfest Half Marathon - Oct. 2 | |
| July | | |
| Independence Day - July 4 Country Music Fest - July 5-7 Monday Night Movies on the Beach - July - Aug Little & Jr Miss Hampton Beach Pageant - July 30 Miss Hampton Beach Pageant - July 31 | | |
| August | | |
| Hampton Beach Children's Festival - Aug 15-19 Hampton Beach Talent Competition - Aug 26-28 | | |

Source: Hampton Chamber

Hampton Beach does not plan events for the wintertime. The spring, summer and fall seasons are the main focus for the Chamber.

Hampton Beach Annual Events - 2022



Sand Sculpture Event

June 16-18



Talent Competition

August 26-28



Seafood Festival

September 9-11



Miss Hampton Beach Pageant

July 31



Cirque du Hampton Beach

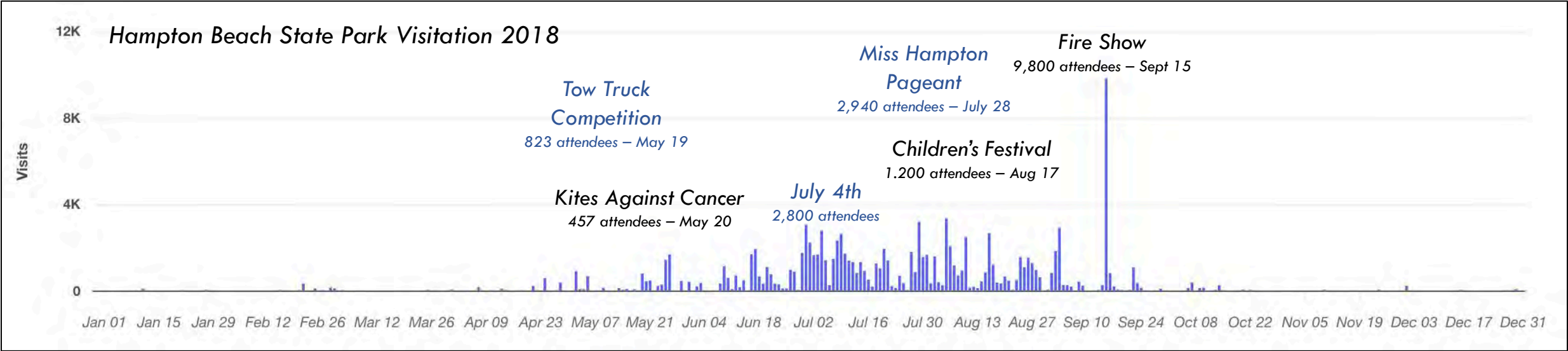
September 3



Annual Fire Show

September

Hampton Beach Special Event Visitation



To determine the impact of special events on visitation to the beach, HSP utilized geofencing data. The chart above shows the success of various events on a given day. Warren County can use this information to set benchmarks to compare against its own events.



Hampton Beach, NH Hotel Industry Overview

Hampton Beach, NH: Hotel Industry Overview

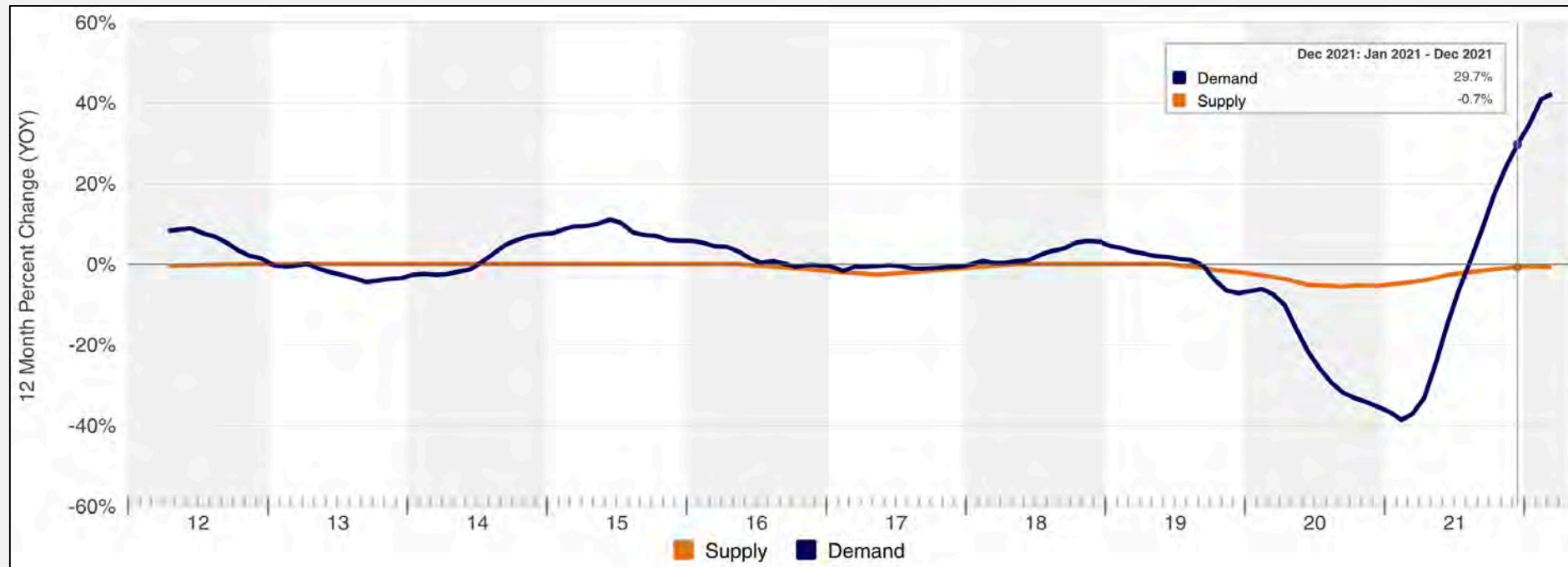
2021 Inventory:
1,199 Rooms

2021 Occupancy:
61.6%

2021 ADR:
\$113

2021 RevPAR:
\$70

The following chart shows the historical change in supply and demand for hotels in Hampton Beach, NH over a 10-year period.



The change in supply in the area has remained stagnant over the 10-year period and demand has not fluctuated except for in 2020 when demand had a negative 38.6 percent change in early February 2021. Since then, there has been a sharp recovery in demand of nearly 30 percent change from March 2021.

Hampton Beach Performance by Class Overview

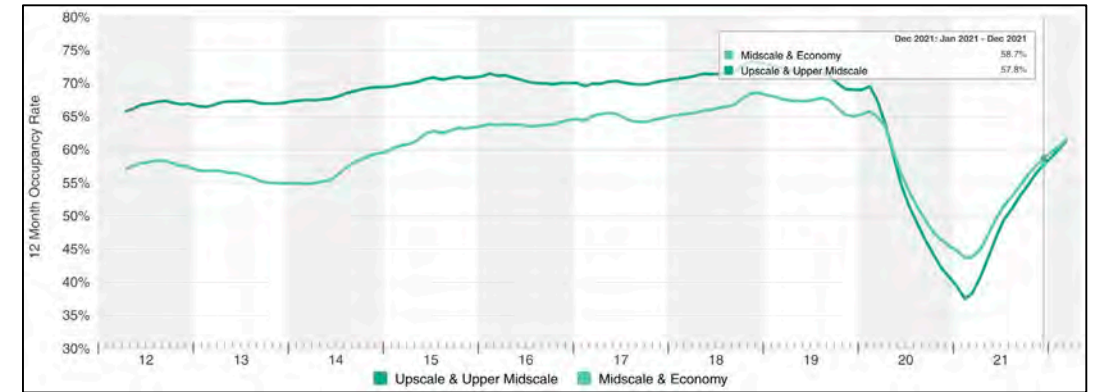
HSP utilized Costar/STR to understand the trends in the hotel industry in Hampton Beach. The performance trends in the figures are broken up into three categories, representing the different chainscales available in the area.

The first figure shows the occupancy trends by chainscale over a 10-year period. Historically, the Upper Midscale & Upscale chainscales have had the most demand of all other chainscales in the market. As of December 2021, the average occupancy for both the Luxury & Upper Upscale and Upper Midscale & Upscale chainscale was 58.7 percent while the average occupancy for the Midscale & Economy properties was 57.8 percent.

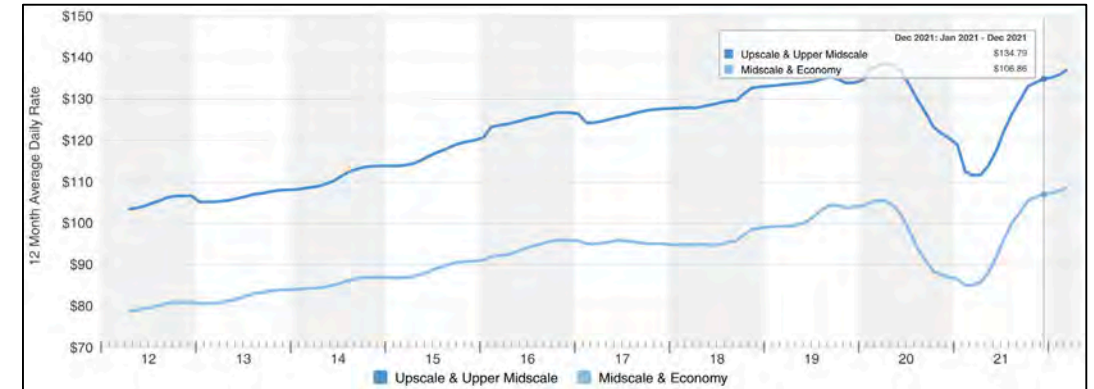
The second figure shows the average daily rate by chainscale. All chainscales saw a rise in ADRs until a slight dip during COVID-19. Shortly after the average ADR in 2021 for the Upscale & Upper Midscale average ADR was \$134.79 and Midscale & Economy average ADR was \$106.68.

The third figure shows the trends in RevPAR. Since RevPAR is a product of Occupancy and ADR and tends to mirror the trends seen in both metrics.

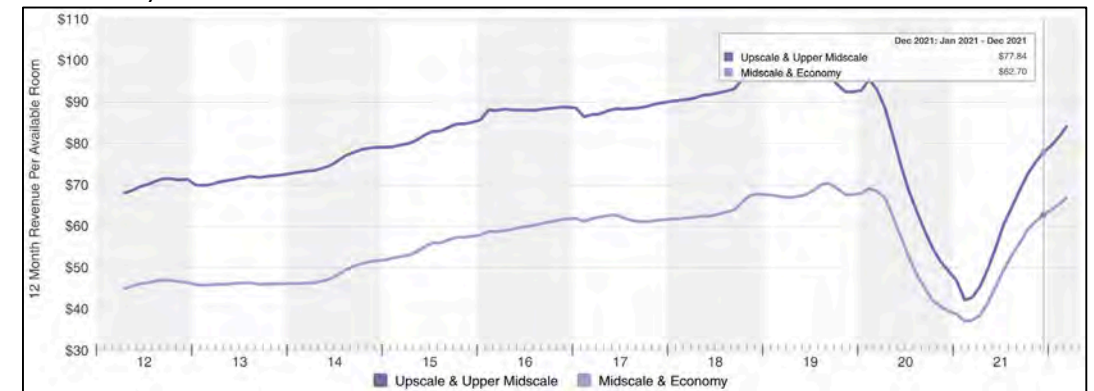
Occupancy by Chainscale



ADR by Chainscale



RevPAR by Chainscale



Meals and Room Tax Collections

Hampton Beach faces similar seasonality to Warren County, but with greater severity.

The warmer summer months experience more than ten times as much room tax collections compared to April and May. The meals tax does not vary to such a degree, suggesting local populations maintain a constant presence throughout the year.

| Rockingham County, NH (Hampton Beach) | | | | |
|---------------------------------------|-----------|---------------|--------------|-------------------|
| Meals and Room Tax Collections | | | | |
| Year | Month | Meals Tax | Room Tax | Total Tax Collec. |
| 2020 | January | \$ 6,860,010 | \$ 380,594 | \$ 7,240,604 |
| 2020 | February | \$ 6,525,928 | \$ 441,569 | \$ 6,967,497 |
| 2020 | March | \$ 8,065,793 | \$ 466,078 | \$ 8,531,871 |
| 2020 | April | \$ 8,483,383 | \$ 578,788 | \$ 9,062,171 |
| 2020 | May | \$ 9,922,603 | \$ 838,049 | \$ 10,760,652 |
| 2020 | June | \$ 10,862,592 | \$ 1,544,427 | \$ 12,407,019 |
| 2020 | July | \$ 11,959,322 | \$ 2,651,341 | \$ 14,610,663 |
| 2020 | August | \$ 12,034,012 | \$ 2,699,952 | \$ 14,733,964 |
| 2020 | September | \$ 10,505,376 | \$ 1,619,273 | \$ 12,124,649 |
| 2020 | October | \$ 9,750,997 | \$ 1,350,858 | \$ 11,101,855 |
| 2020 | November | \$ 8,395,472 | \$ 723,412 | \$ 9,118,884 |
| 2020 | December | \$ 8,810,887 | \$ 605,254 | \$ 9,416,141 |
| 2021 | January | \$ 7,537,762 | \$ 485,100 | \$ 8,022,862 |
| 2021 | February | \$ 7,542,766 | \$ 619,208 | \$ 8,161,974 |
| 2021 | March | \$ 5,563,339 | \$ 390,695 | \$ 5,954,034 |
| 2021 | April | \$ 3,557,208 | \$ 189,481 | \$ 3,746,689 |
| 2021 | May | \$ 5,651,310 | \$ 199,572 | \$ 5,850,882 |
| 2021 | June | \$ 7,656,547 | \$ 585,050 | \$ 8,241,597 |
| 2021 | July | \$ 8,748,690 | \$ 1,520,959 | \$ 10,269,649 |
| 2021 | August | \$ 9,399,502 | \$ 1,861,577 | \$ 11,261,079 |
| 2021 | September | \$ 8,632,408 | \$ 988,147 | \$ 9,620,555 |
| 2021 | October | \$ 8,172,110 | \$ 833,812 | \$ 9,005,922 |
| 2021 | November | \$ 6,771,851 | \$ 439,913 | \$ 7,211,764 |
| 2021 | December | \$ 6,770,900 | \$ 356,495 | \$ 7,127,395 |
| 2022 | January | \$ 7,218,328 | \$ 479,277 | \$ 7,697,605 |
| 2022 | February | \$ 7,636,675 | \$ 597,263 | \$ 8,233,938 |

Source: New Hampshire Office of Strategic Initiatives

HSP analyzed Hampton Beach as a competitive destination, the following implications were drawn.

What They Do Best and What They Do Poorly:

Hampton Beach is a good example of a strong events market. During the summer months, the Chamber of Commerce fills the calendar with special events that do a fairly good job of filling the calendar. The Chamber of Commerce in Hampton Beach does not commit marketing resources to filling the winter calendar.

Hampton does not have a large convention center to host meetings and events.

Why They Are a Good Competitor and Why They Are Not:

Similar to Warren County, the Hampton area does not have a large convention center. With the Hampton Salt March, the Hampton area has potential to attract visitors looking for nature similar to Warren County.

Hampton also has outdoor water activities that people may view as alternatives to Warren County during summer months.



Atlantic City, New Jersey

hunden strategic partners



Atlantic City

Atlantic City is mostly known for its casinos and iconic boardwalk. The first casino opened in 1978 and for many years it became the place to gamble in the northeast. In recent years, Atlantic City has been shown in a negative light with aging casinos, but it is still a vibrant tourist town, and is a big player in the conventions market in the region.

Today Atlantic City is most known for its casinos, beaches and short distance from big cities.

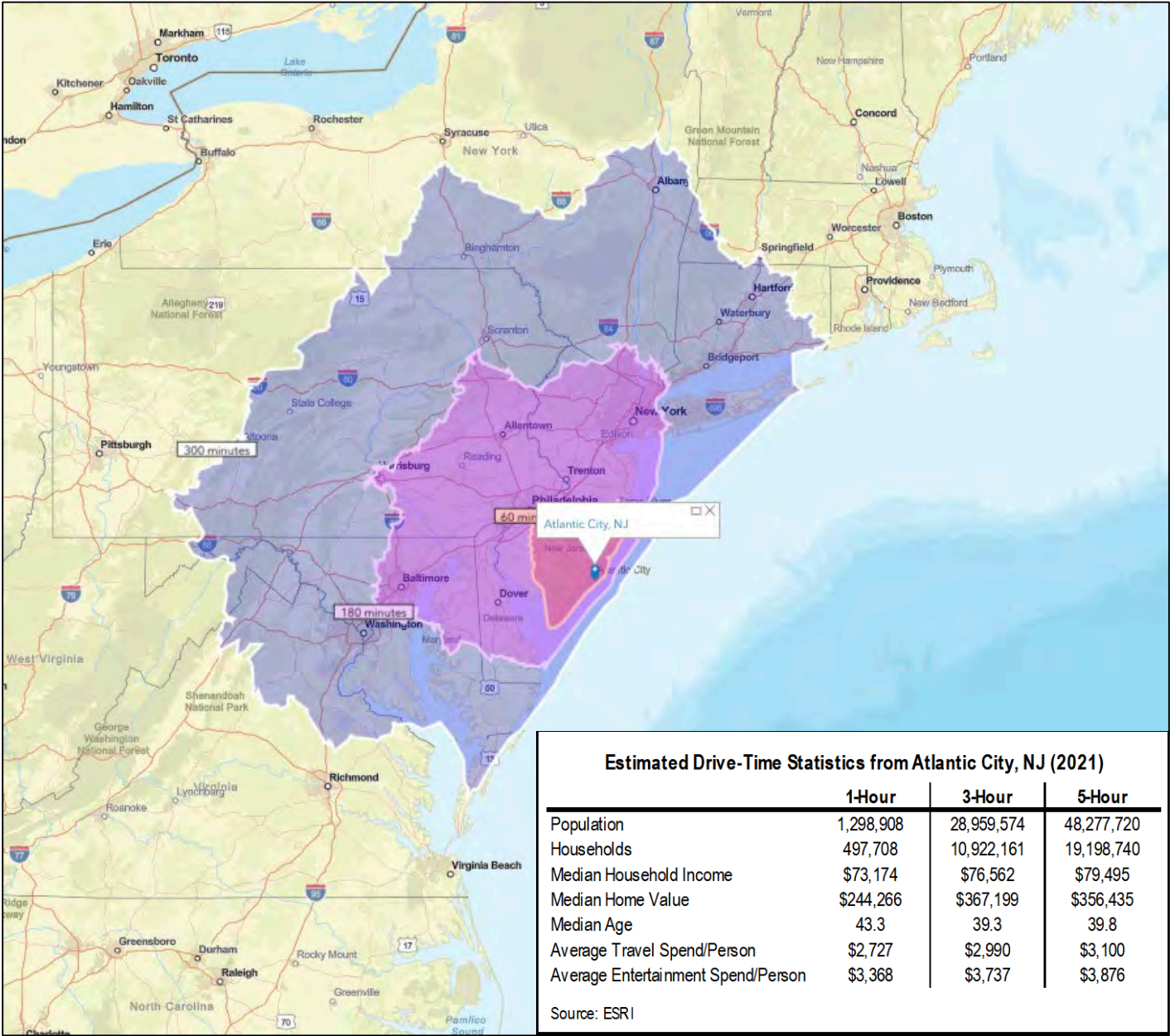
The body in charge of Atlantic City tourism is the Casino Redevelopment Authority who declined to comment or provide information pertaining to this study.



Atlantic City Location Breakdown

Within a 3-hour drive time, there is a population of nearly 29 million people and over 10.9 million households.

A five-hour drive-time captures the Baltimore, Washington D.C., Philadelphia, Hershey, Albany and New York City market.



Summer Activity – Water Sport Enthusiasts Maps

Atlantic City is known for its beaches. To analyze where most of the water activity is located, Hunden used Strava to locate the hot spots for water exercise.

Atlantic City does not have an ample amount of water exercise compared to Warren County and other lake destinations. This means Atlantic City likely attracts the leisure customer more than the active traveler for water activities.

The demographic Atlantic City attracts is different than the demographic Warren County attracts.

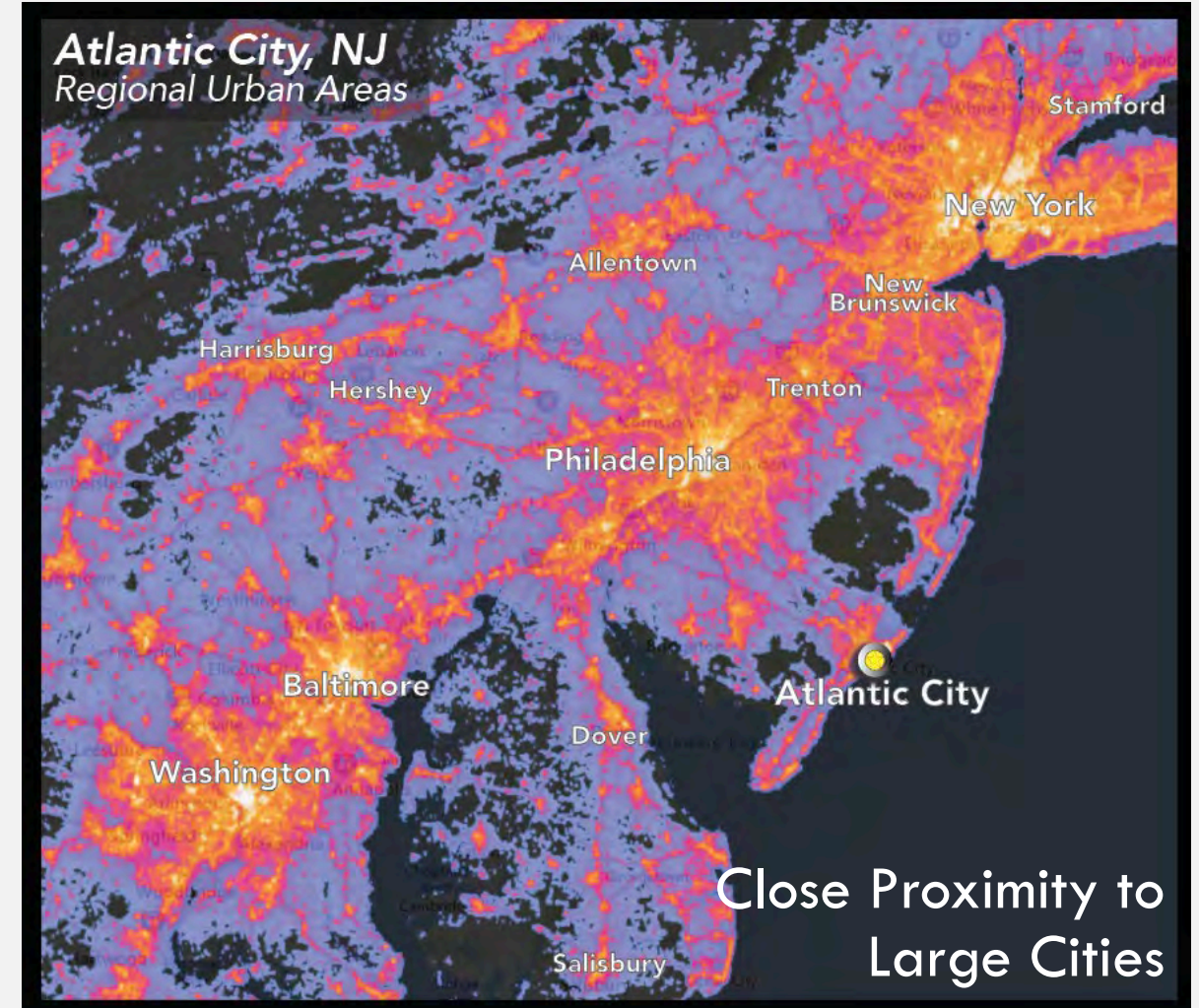
Atlantic City does not have terrain conducive to hiking or winter activities and as a result, those Strava maps were not helpful to HSP's analysis.



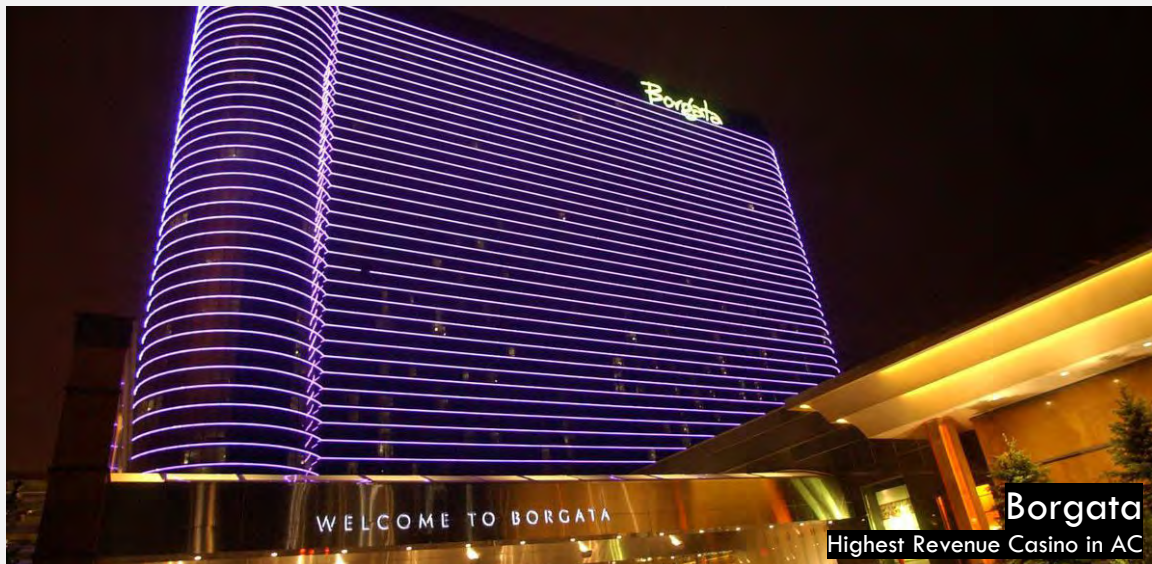


Atlantic City Assets and Events

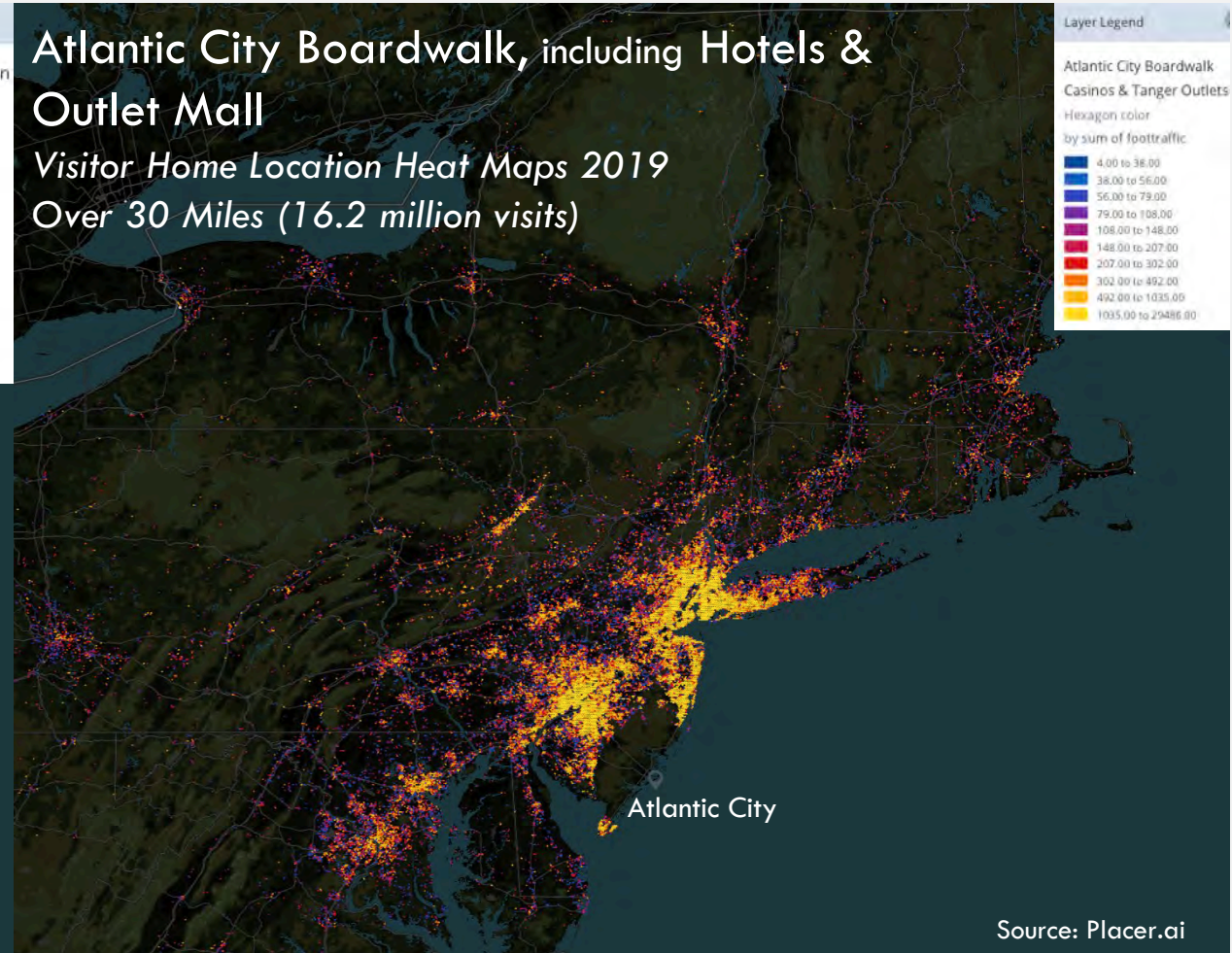
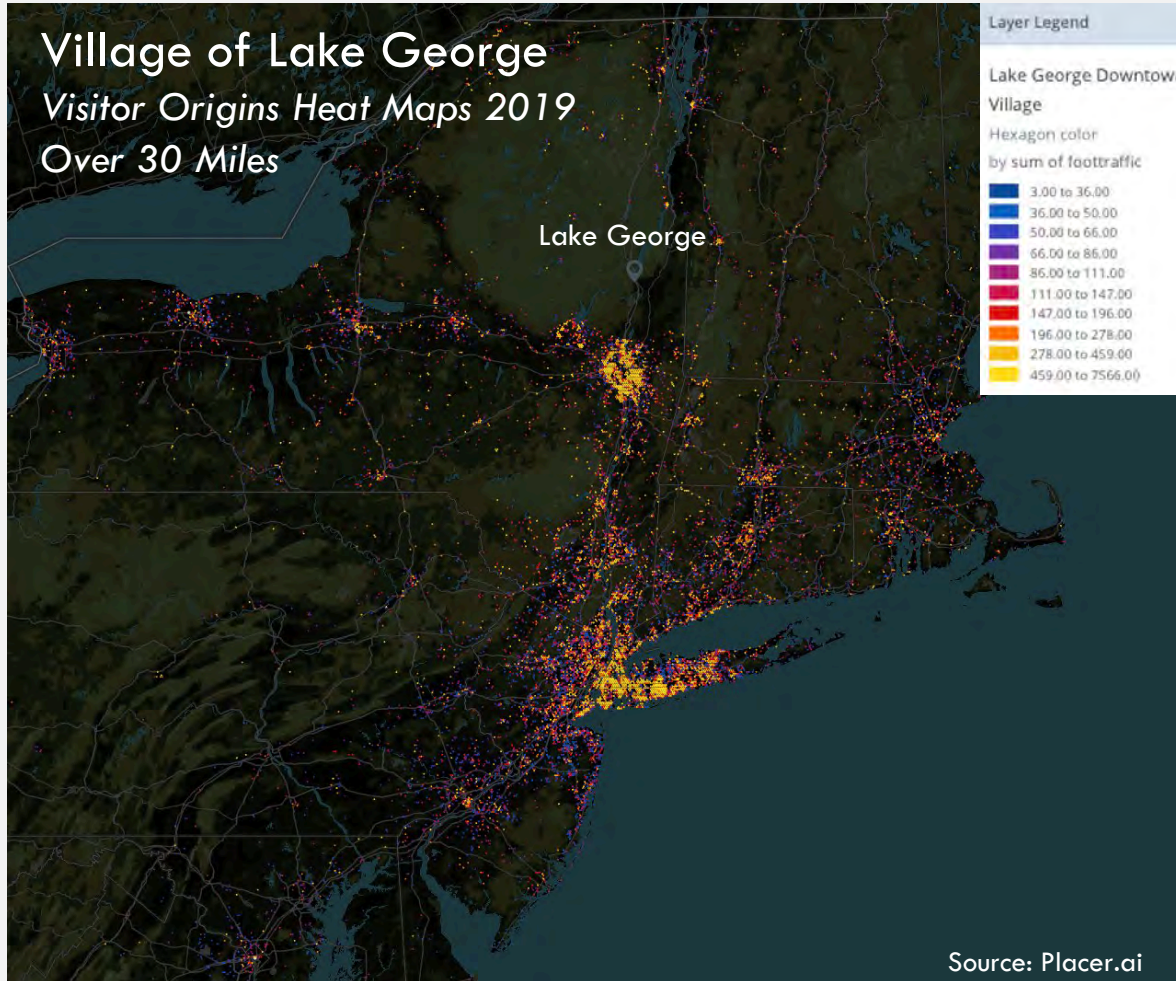
What is Atlantic City Known For?



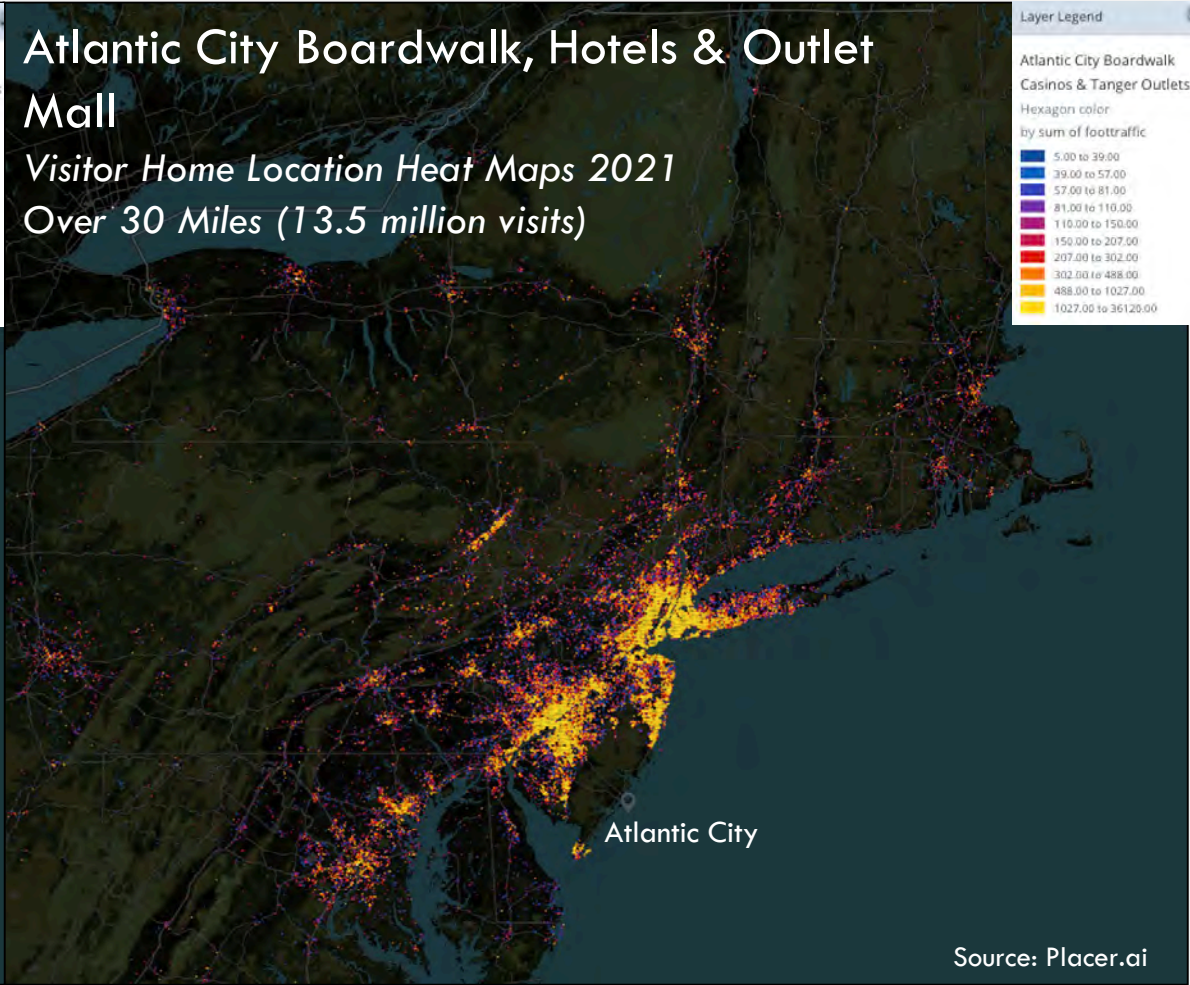
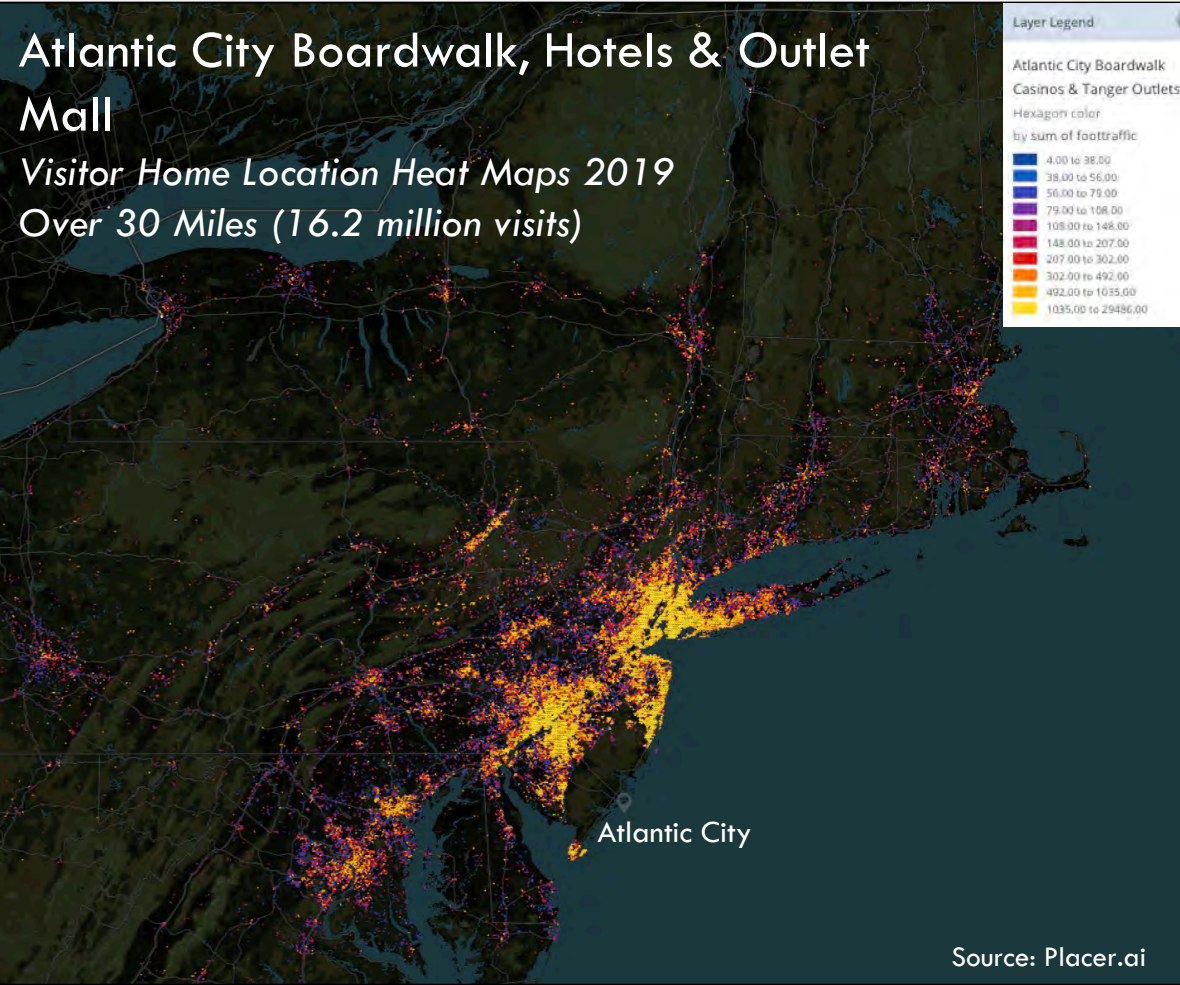
Representative Atlantic City Attractions



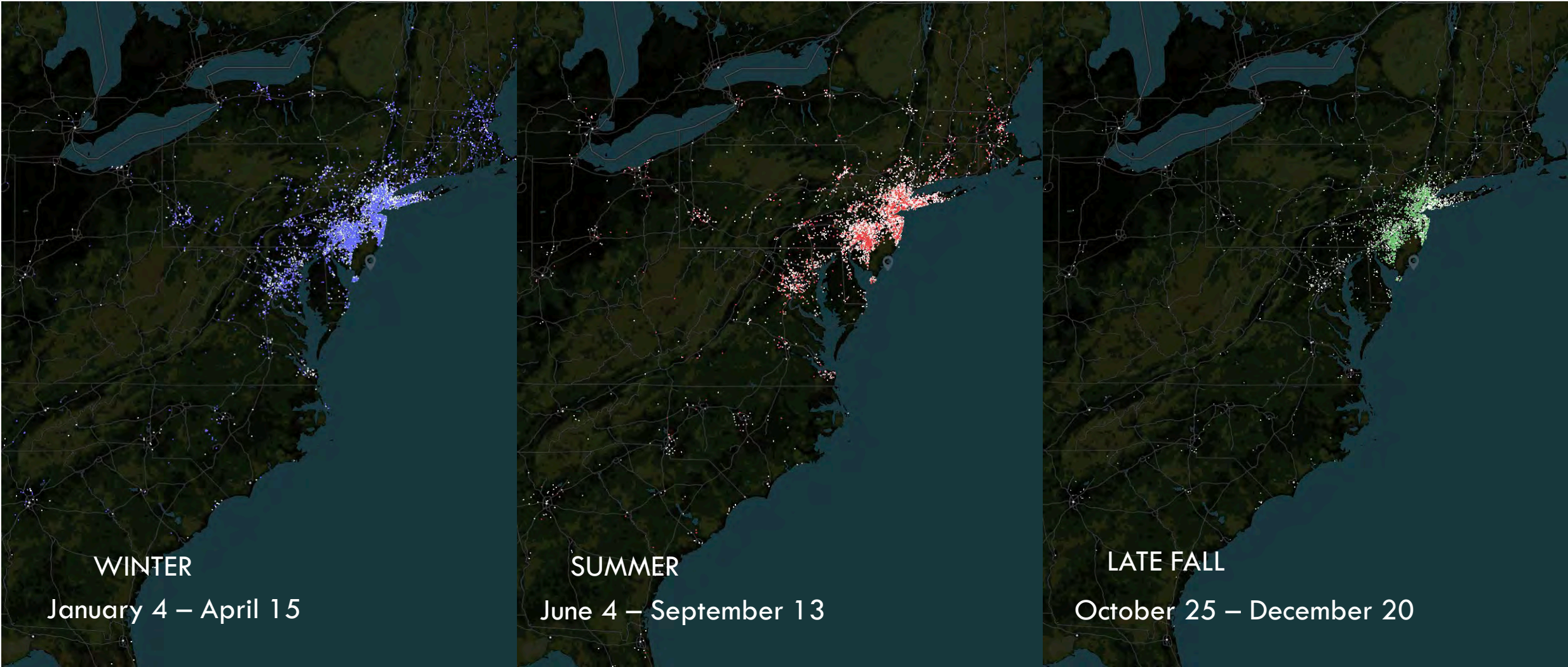
Warren County vs Atlantic City Visitation



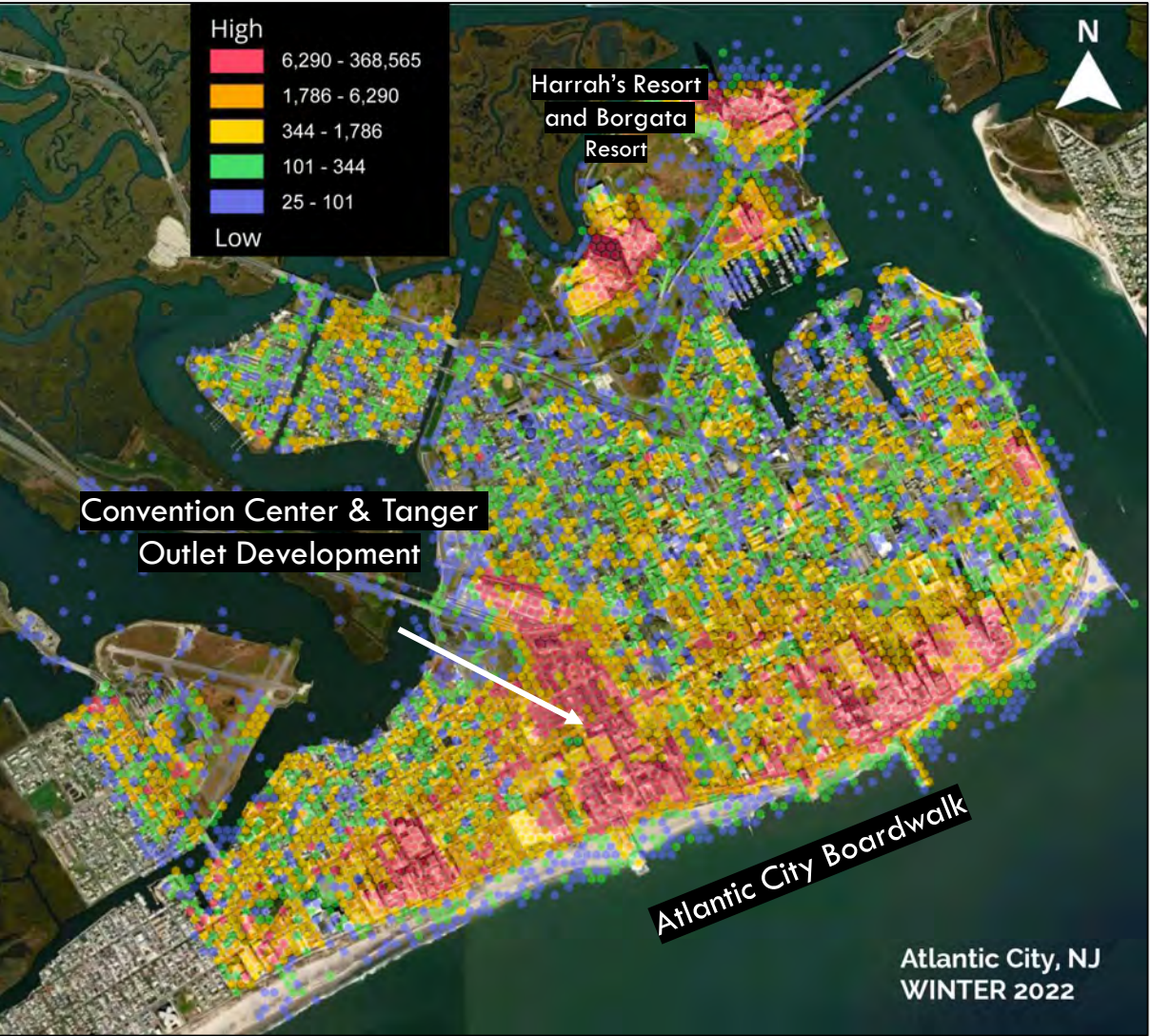
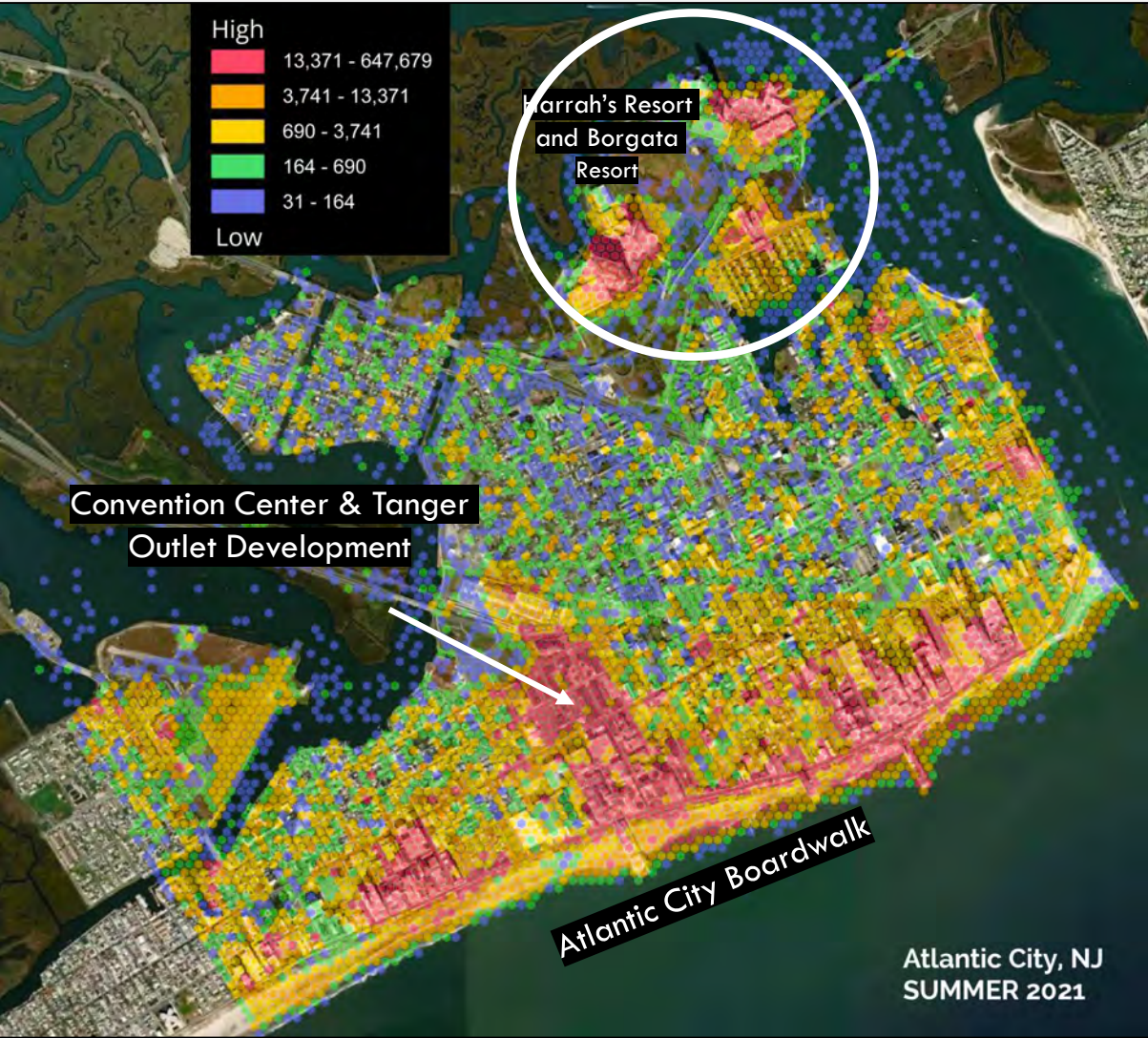
Atlantic City Visitation 2019 versus 2021



Atlantic City Seasonal Visitation Maps



Atlantic City Foot Traffic Heat Maps



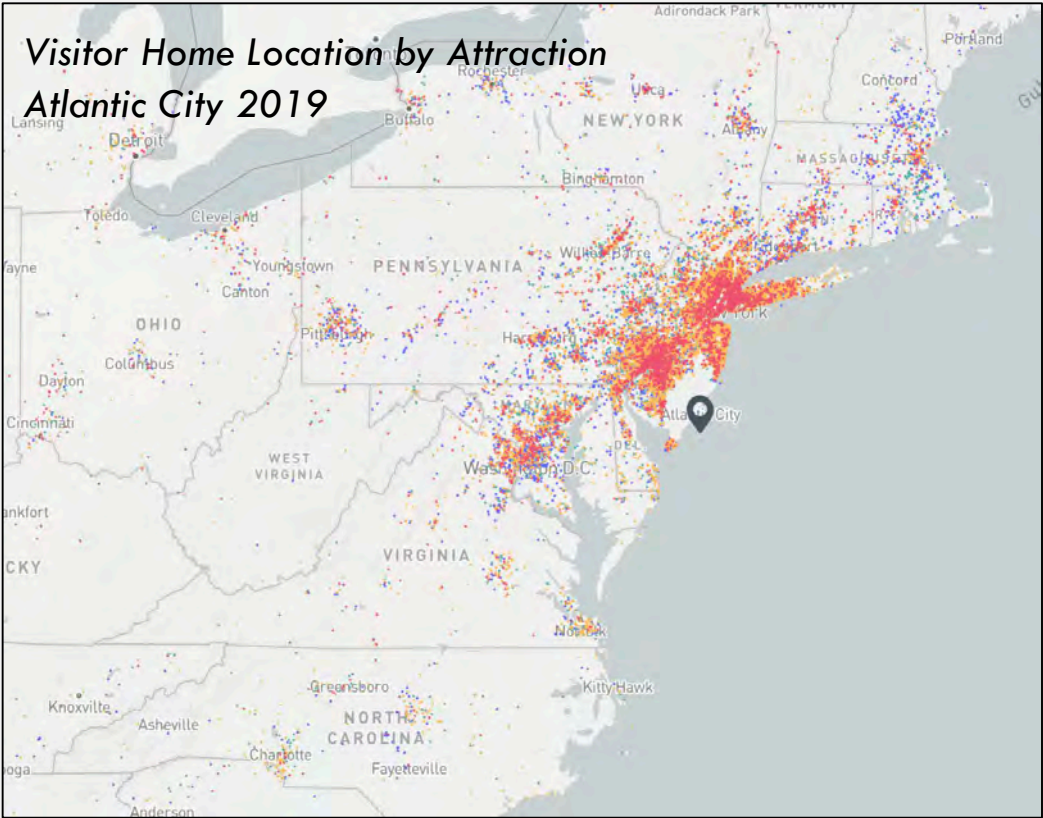
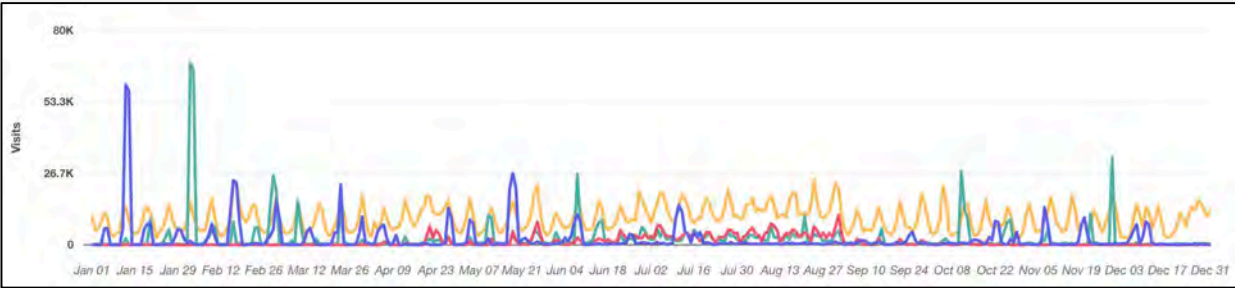
Attraction Visitation Comparison

HSP selected four attractions that are representative of different activities in Atlantic City to compare the visitation for different activities.

The convention center represents business travel. The Borgata casino represents gaming travel. The Boardwalk Hall represents entertainment travel. The Steel Pier is a proxy for family activities.

| Atlantic City Attraction Visitation Over 30 Miles January 1st, 2019 - December 31st, 2019 | | | | | |
|--|-------------------------|----------------------------|----------------------------|-------------------------------|-----------------------------|
| Attraction | Total Visits | | Total Unique Customers | | Avg. Visits per Customer |
| | Est Number of Visits | Percent of Total Visits | Est Number of Customers | Percent of Total Customers | |
| Borgata - Casino | 3,600,000 | 63.3% | 813,000 | 37.2% | 4.43 |
| Jim Whelan Boardwalk Hall | 875,000 | 15.4% | 574,300 | 26.3% | 1.52 |
| Atlantic City Convention Center | 820,900 | 14.4% | 450,800 | 20.6% | 1.82 |
| Atlantic City Steel Pier | 392,600 | 6.9% | 345,500 | 15.8% | 1.14 |
| Total | 5,688,500 | 100.0% | 2,183,600 | 100.0% | |

Source: Placer.ai



The Borgata has the greatest visitation throughout 2019. The arena and convention center have the next greatest visitation showing Atlantic City is most visited for gaming, entertainment and business travel.

Warren County does not have the same infrastructure for gaming and business travel and thus is determined to be a starkly different destination.

Atlantic City - Meet AC

In 2014, the Casino Redevelopment Authority (CRDA) took control over the destination marketing roles previously held by the A.C. Convention and Visitors Authority. The CRDA oversees commercial redevelopment, destination marketing and sporting and special events. Meet AC is the non-profit organization under CRDA that books events in the convention center and Boardwalk Hall. As of 2015, Meet AC received \$8.1 million annually for its budget and marketing plan.

The CRDA is funded through the Atlantic City Tourism Promotion Fee which is \$2 per day for occupied room in hotels with gambling and \$1 in all other occupied hotel rooms.

The State charges a 7 percent occupancy fee, while Atlantic City charges an additional 1 percent. These funds go into the general fund and a few other funds.

Due to the lack of available information and denied interview requests, HSP is unable to determine how the CRDA/Atlantic City spend marketing dollars for tourism. In the following analysis, it will be shown gambling is the main tourism attraction and it is reasonable to assume each casino performs its own marketing. As a result, the marketing landscape in Atlantic City is very different than that of Warren County, New York.



Stockton University's Levenson Institute of Gaming, Hospitality and Tourism (LIGHT) Study Results

Atlantic City Stakeholder Perception Report

During November 2021, Stockton University's Levenson Institute of Gaming, Hospitality and Tourism (LIGHT) studied the Atlantic City tourism market. The report is composed of two-parts: "lifestyle" survey and "stakeholder" survey. To understand how stakeholders in the Atlantic City hospitality and tourism department view the destination, the main takeaways from the survey will be shown below.

Strengths

Stakeholders cited the city's casinos, beach and boardwalk as strengths of the resort as well as its proximity to major population centers

The city's art, music, culture, entertainment and dining offerings were also seen as important strengths.

Weaknesses

Stakeholders cited condition of the city and its public reputation as weaknesses of the resort

Quality of life issues and limited public transportation options were also identified as weaknesses.

External Threats

What are the greatest external threats to the future of tourism in AC?

"Competition"

"Climate Change"

"Organizations not working together"

"Weakness as a resort"

"Failure to improve quality of life issues (i.e. homeless population, safety, infrastructure)"

Atlantic City Stakeholder Perception Report

During November 2021, Stockton University’s Levenson Institute of Gaming, Hospitality and Tourism (LIGHT) studied the Atlantic City tourism market. The report is composed of two-parts: “lifestyle” survey and “stakeholder” survey. To understand how stakeholders in the Atlantic City hospitality and tourism department view the destination, the main takeaways from the survey will be shown below.

Key Demographic Groups

”Married couples in their mid-40s”

“LGTBQ+”

“City Dwellers”

“Families”

“Second home buyers”

“Age 30-45 professionals”



Marketing

73.3 percent of respondents strongly agree that the city’s marketing resources are insufficient

54.8 percent of respondents strongly agree that Atlantic City needs a compelling vibrant brand image

51.6 percent of respondents strongly agree the City’s marketing resources are fragmented



The Future

Respondents wanted to see a more diversified, multi-cultural and multi-generational tourism product for Atlantic City.

Regional competition, gaming and non-gaming, was seen as a threat to the resort, in addition to the resort’s weaknesses.

73.3% of respondents Strongly Agree that the city’s marketing resources are insufficient.

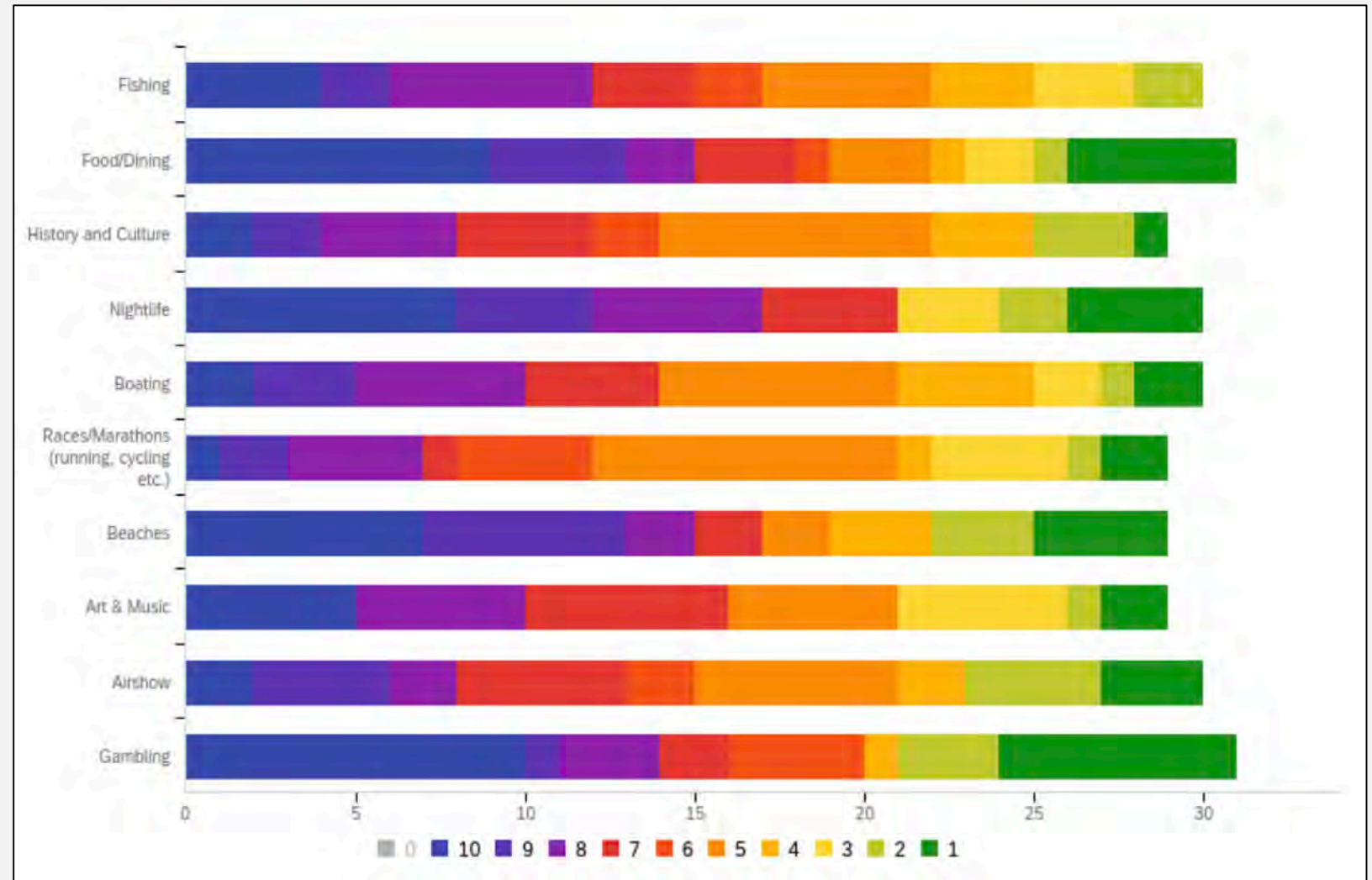
54.8% of respondents Strongly Agree that Atlantic City needs a compellingly vibrant brand image



Survey Results - Interests

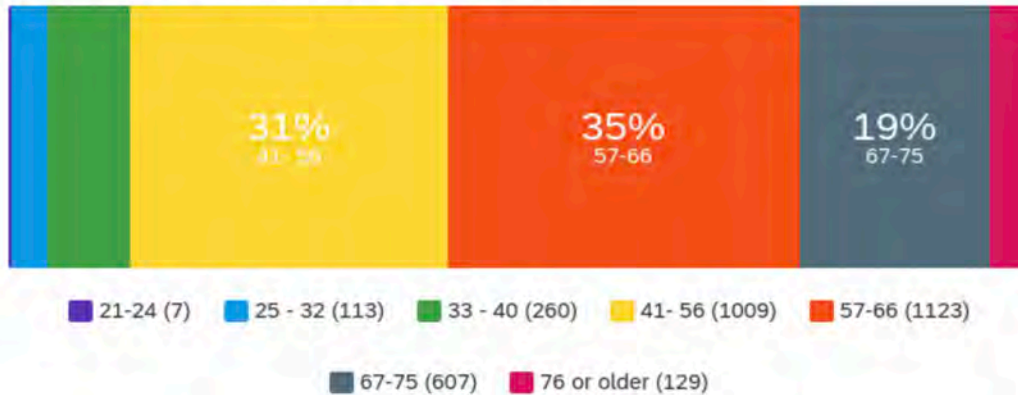
During November 2021, Stockton University's Levenson Institute of Gaming, Hospitality and Tourism (LIGHT) studied the Atlantic City tourism market. The main takeaways from the survey regarding "interests" in Atlantic City are shown here.

1. Gambling
2. Food/Dining
3. Nightlife
4. Beaches
5. Art & Music



Survey Results - Demographics

“Which of the following captures your age?”



The age breakdown of Atlantic City is very similar to Warren County.

“What was your annual household income last year before taxes?”



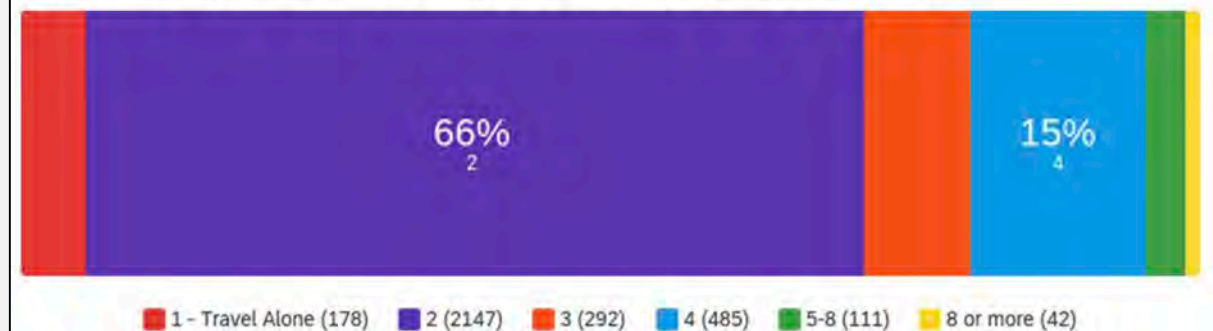
Warren County generally attracts parties with higher incomes compared to Atlantic City.

“Prior to the Pandemic how many times did you visit Atlantic City annually?”



Similar to Warren County, Atlantic City benefits from repeat visitors

“Including yourself, how many people are usually in your travel group?”



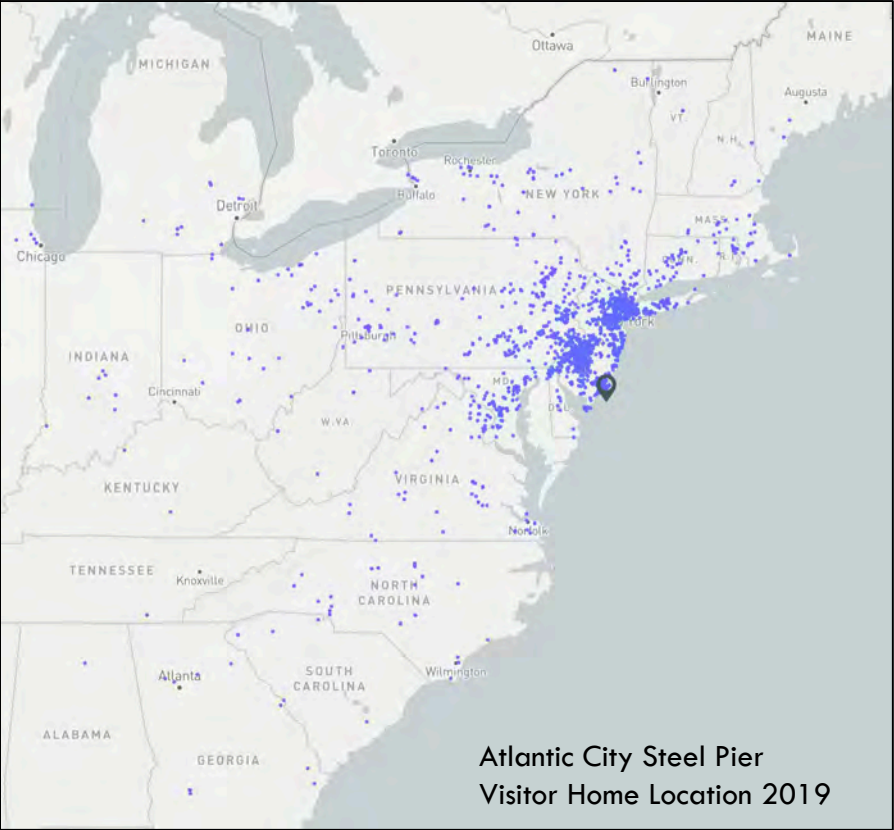
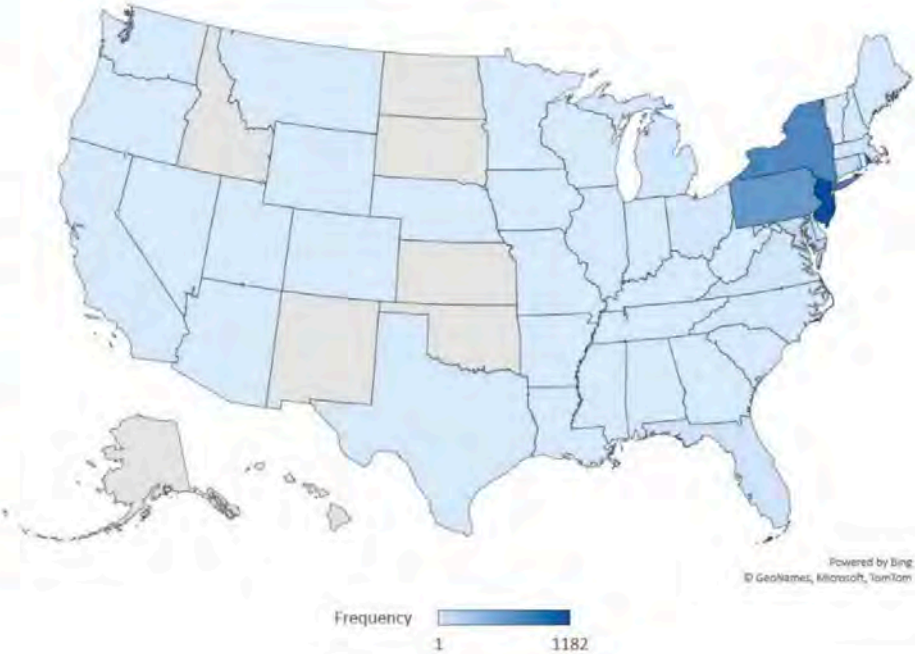
Warren County generally attracts larger group sizes (families) compared to Atlantic City.

Visitor – Home Location

“What is the Zip Code of your primary residence?”

Stockton University
LIGHT Survey

| US Census Regions | Frequency |
|--------------------------------------|-----------|
| NorthEast | 2,722 |
| + Middle Atlantic | 2,562 |
| + New England | 160 |
| South | 352 |
| + East South Central | 10 |
| + South Atlantic | 328 |
| + West South Central | 14 |
| Midwest | 71 |
| + East North Central | 63 |
| + West North Central | 8 |
| West | 22 |
| + Mountain | 11 |
| + Pacific | 11 |
| + Puerto Rico and the Outlying Areas | 2 |
| Grand Total | 3,169 |



Atlantic City Steel Pier
Visitor Home Location 2019

Similar to Warren County, Atlantic City attracts mainly from the northeast region with spread out national visitors as well. Both destinations pull strongly from the state of New York.



Atlantic City, NJ Hotel Industry Overview

Atlantic City, NJ: Hotel Industry Overview

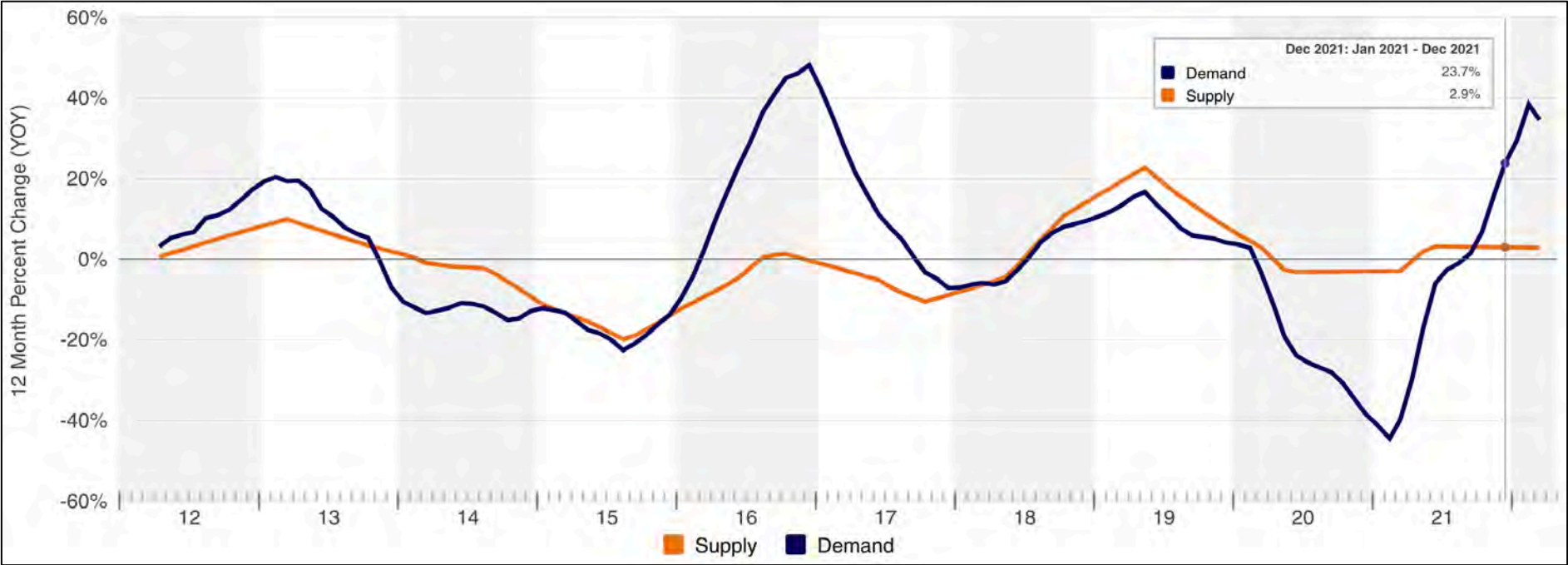
2021 Inventory:
18,545 Rooms

2021 Occupancy:
49.4%

2021 ADR:
\$124

2021 RevPAR:
\$61

The following chart shows the historical change in supply and demand for hotels in Atlantic City, NJ over a 10-year period.



The change in supply in the area has fluctuated over the 10-year period and had seen a spike in May 2019 that had seen an increase in supply of 22.7 percent. Demand trends have also followed trends in supply and for a two-year period (between 2016 and 2017) there was a spike in demand in the area. The recovery in hotel demand in the area was led by the increased leisure activity in the area.

Atlantic City, NJ Performance by Class Overview

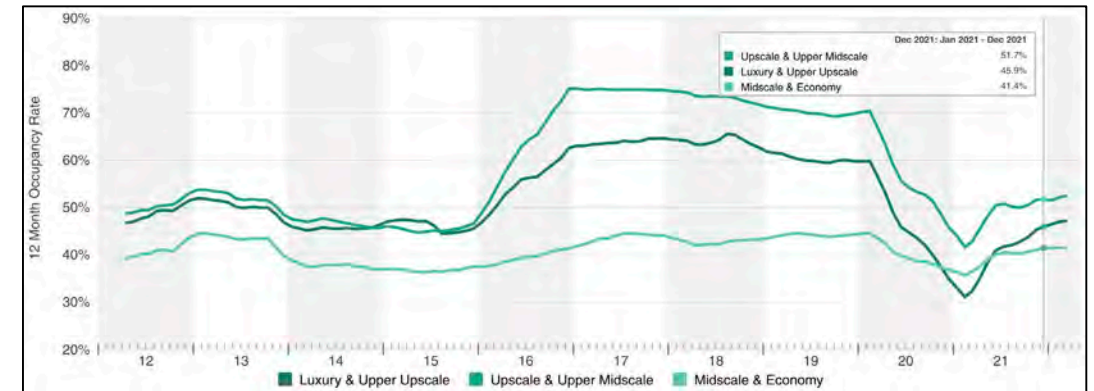
HSP utilized Costar/STR to understand the trends in the hotel industry in Atlantic City, NJ. The performance trends in the figures are broken up into three categories, representing the different chainscales available in the area.

The first figure shows the occupancy trends by chainscale over a 10-year period. Historically, the Upper Midscale & Upscale chainscales have had the most demand of all other chainscales in the market. As of December 2021, the average occupancy for the Luxury & Upper Upscale was 45.9 percent, Upper Midscale & Upscale chainscale average occupancy was 51.7 percent while the average occupancy for the Midscale & Economy properties was 41.4 percent.

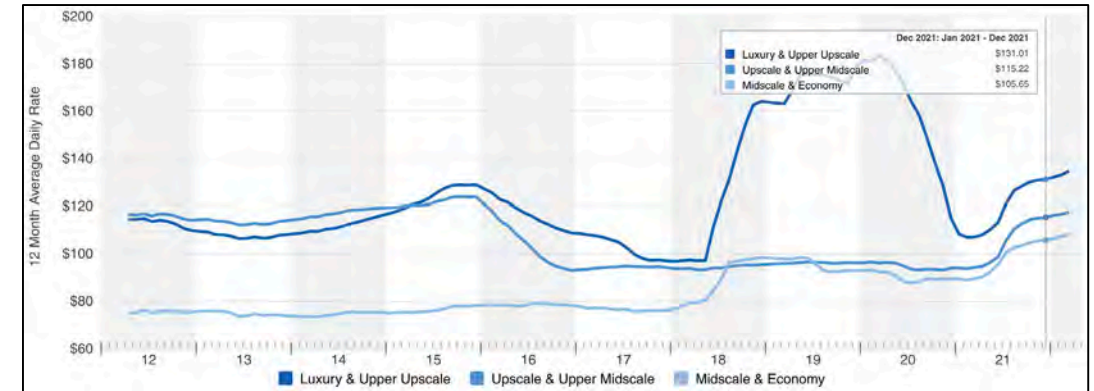
The second figure shows the average daily rate by chainscale. The Luxury & Upper Upscale properties had a sharp increase in ADRs between 2018 and 2020 to a peak of over \$180. Shortly after the effects of COVID-19 were felt in the market, average ADR in 2021 for the Luxury & Upper Upscale chainscale properties was \$131.01, the Upscale & Upper Midscale average ADR was \$115.22, and the Midscale & Economy average ADR was \$106.68.

The third figure shows the trends in RevPAR. Since RevPAR is a product of Occupancy and ADR and tends to mirror the trends seen in both metrics. Of all chainscale, the Midscale & Economy chainscales have recovered the most in RevPAR to pre-pandemic levels while the other chainscales are yet to recover to pre-pandemic levels.

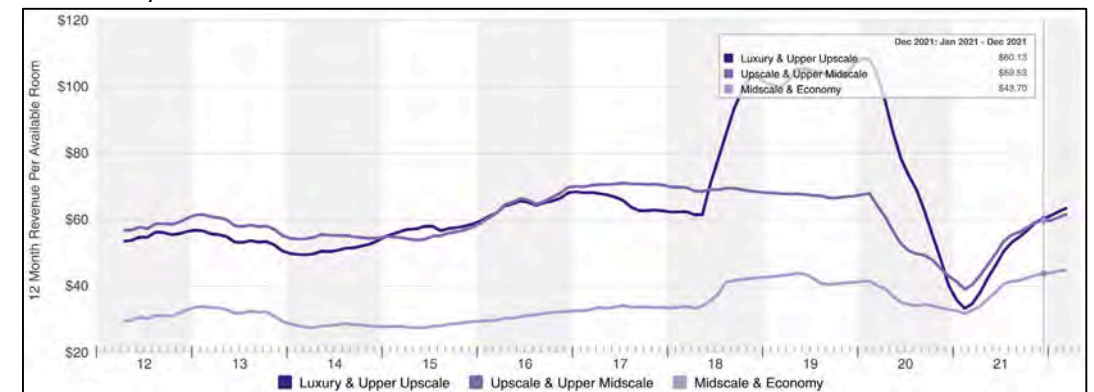
Occupancy by Chainscale



ADR by Chainscale



RevPAR by Chainscale





Casino Redevelopment Authority Funding

hunden strategic partners

CRDA Funding

The CRDA covers various industries and tasks beyond funding tourism. This makes direct comparison to other destinations difficult. As a result, HSP included the financial statements of the CRDA separately for individual analysis.

The hotel room funding comes not from occupancy tax, but from additional flat fees charged per room nights to guests. For hotels with gambling, \$2 per night is charged, for hotels without gambling a \$1 surcharge is paid.

CASINO REINVESTMENT DEVELOPMENT AUTHORITY (A Component Unit of the State of New Jersey)

MANAGEMENT'S DISCUSSION AND ANALYSIS (UNAUDITED)

OVERVIEW OF THE FINANCIAL STATEMENTS (CONTINUED)

Changes in Net Position

| | Governmental Activities | | Total \$ Change | Total % Change |
|------------------------------------|-------------------------|---------------|--------------------|-------------------|
| | 2019 | 2018 | | |
| Revenues | | | | |
| Fees | | | | |
| Administrative | \$ 94,520 | \$ 135,517 | \$ (40,997) | -30% |
| Hotel room | 9,463,420 | 9,907,257 | (443,837) | -4% |
| Sales tax and luxury tax rebate | 14,836,536 | 6,992,552 | 7,843,984 | 112% |
| Parking | 19,257,903 | 18,300,721 | 957,182 | 5% |
| Operating | | | | |
| Grant | 10,584,852 | 11,599,046 | (1,014,194) | -9% |
| Other | 1,184,308 | 911,237 | 273,071 | 30% |
| Investment income | 6,951,419 | 6,436,217 | 515,202 | 8% |
| Total revenues | 62,372,958 | 54,282,547 | 8,090,411 | 15% |
| Expenses | | | | |
| General and administrative | 6,282,817 | 5,936,143 | 346,674 | 6% |
| Other | 105,829 | 132,081 | (26,252) | -20% |
| Program costs | 3,634,452 | 6,652,731 | (3,018,279) | -45% |
| Depreciation | 226,623 | 229,066 | (2,443) | -1% |
| Interest on long-term debt | 1,962,587 | 2,099,172 | (136,585) | -7% |
| Community and economic development | 11,913,409 | 12,677,975 | (764,566) | -6% |
| Transfers | 5,560,538 | 4,251,466 | 1,309,072 | 31% |
| Total expenses | 29,686,255 | 31,978,634 | (2,292,379) | -7% |
| Increase in net position | \$ 32,686,703 | \$ 22,303,913 | \$ 10,382,790 | 47% |

Source: NJ CRDA Financial
Statements 2019

HSP analyzed Atlantic City as a competitive destination, the following implications were drawn.

What They Do Best:

Atlantic City is a strong tourism driver within the northeast. It benefits from having a close proximity to some of the largest, most dense areas of the United States. The majority of visitors from the region travel to Atlantic City to take part in an older, smaller version of Las Vegas.

Why They Are and Are Not a Good Competitor:

Warren County and Atlantic City are both tourism destinations for summer tourism because of their beaches and outdoor recreation options. As a result, during summer months they offer similar watersports and family activities. Warren County and Atlantic City both attract high volumes of tourism from the New York City MSA, but Atlantic City has the geographic advantage to draw visitation from Philadelphia and Washington D.C.

HSP determined Atlantic City is not a true tourism competitor to Warren County. Atlantic City attracts an older, and lower income group of individuals compared to Warren County. While Atlantic City has popular beaches and boardwalks, it is primarily known for its historic gambling environment. Atlantic City's reputation tends to attract older demographics as opposed to the families and younger demographics that Warren County attracts.

Winter Competitors

Competitive Vacation Destinations

Winter



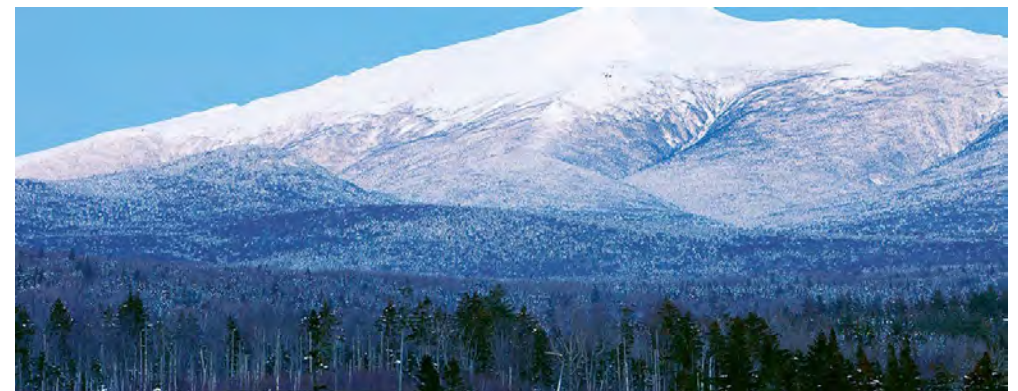
Winter

Warren County Tourism identified several destinations across the northeast that it views as competitive during the cold winter periods of the year.

The destinations that HSP analyzed include:

- Watertown, New York
- Woodstock/White Mtns, New Hampshire
- Stowe, Vermont
- Rutland, Vermont
- Daytona Beach, Florida

Each destination tracks and reports tourism in various manners. Some destinations had representatives that were willing to share information/data while other destinations denied requests to speak. All relevant, obtainable data for each destination will be shown in the following report.





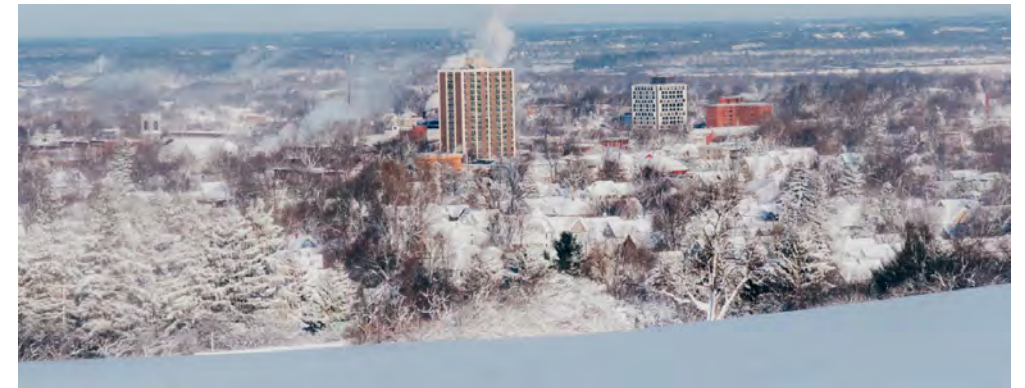
Watertown, New York

hunden strategic partners

Watertown

Watertown, NY is a small city in northern New York State, located approximately 70 miles north of Syracuse and 30 miles south of Canada. Watertown is the county seat and largest population center of Jefferson County.

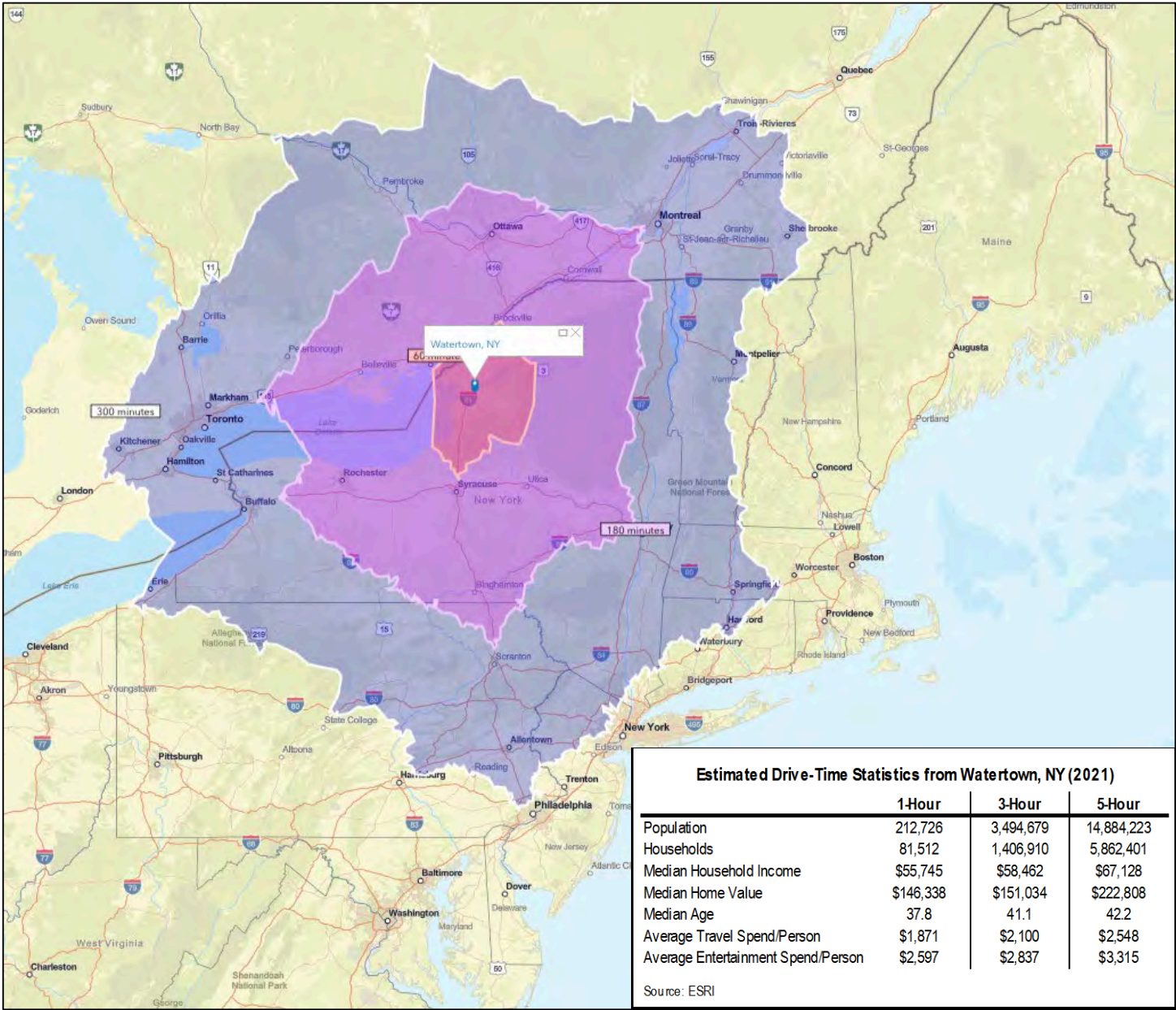
It is the regional center for the western side of New York State's vast North Country. As such, the City hosts regional state offices, offers regional medical services and is a media center with several network television entities.



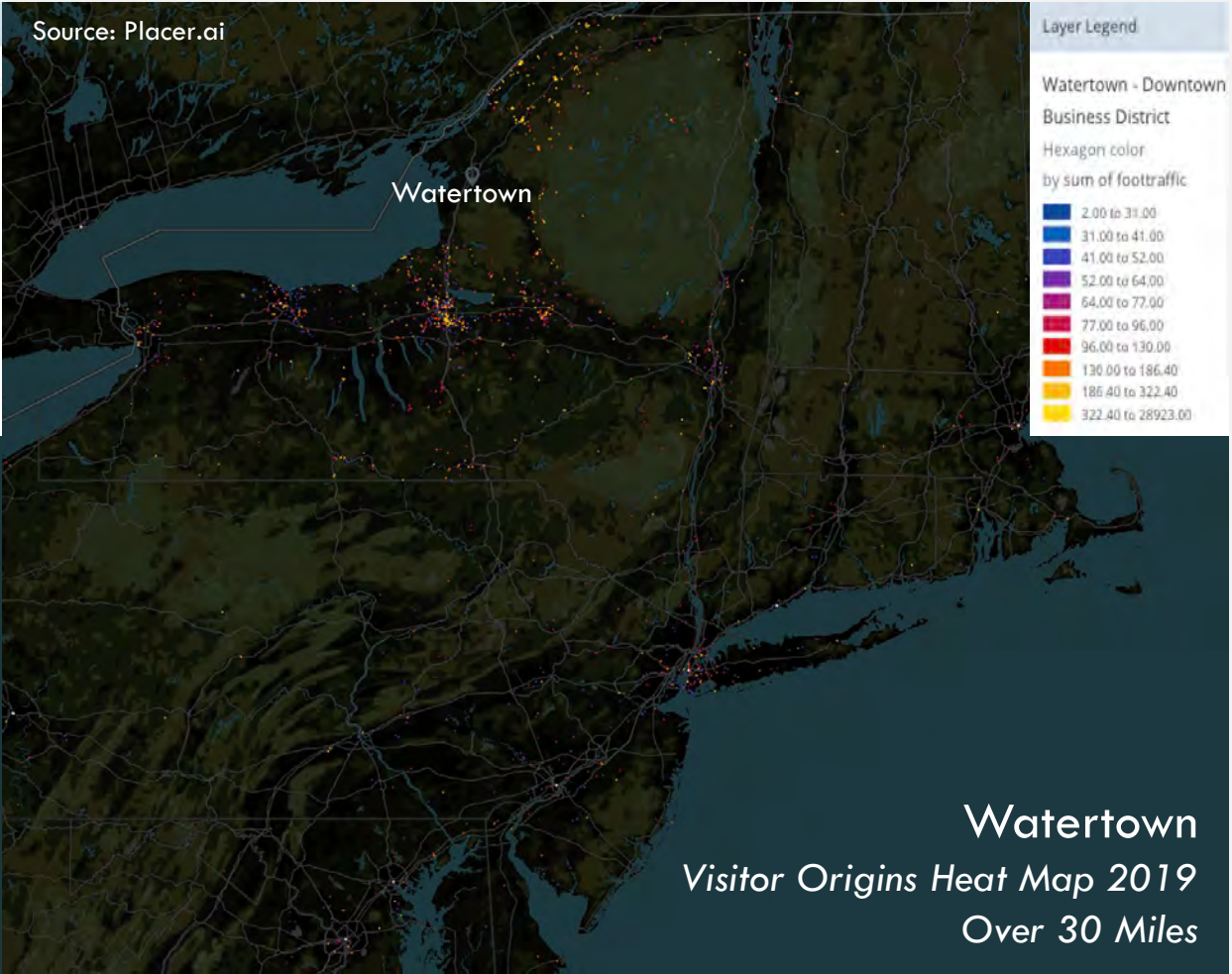
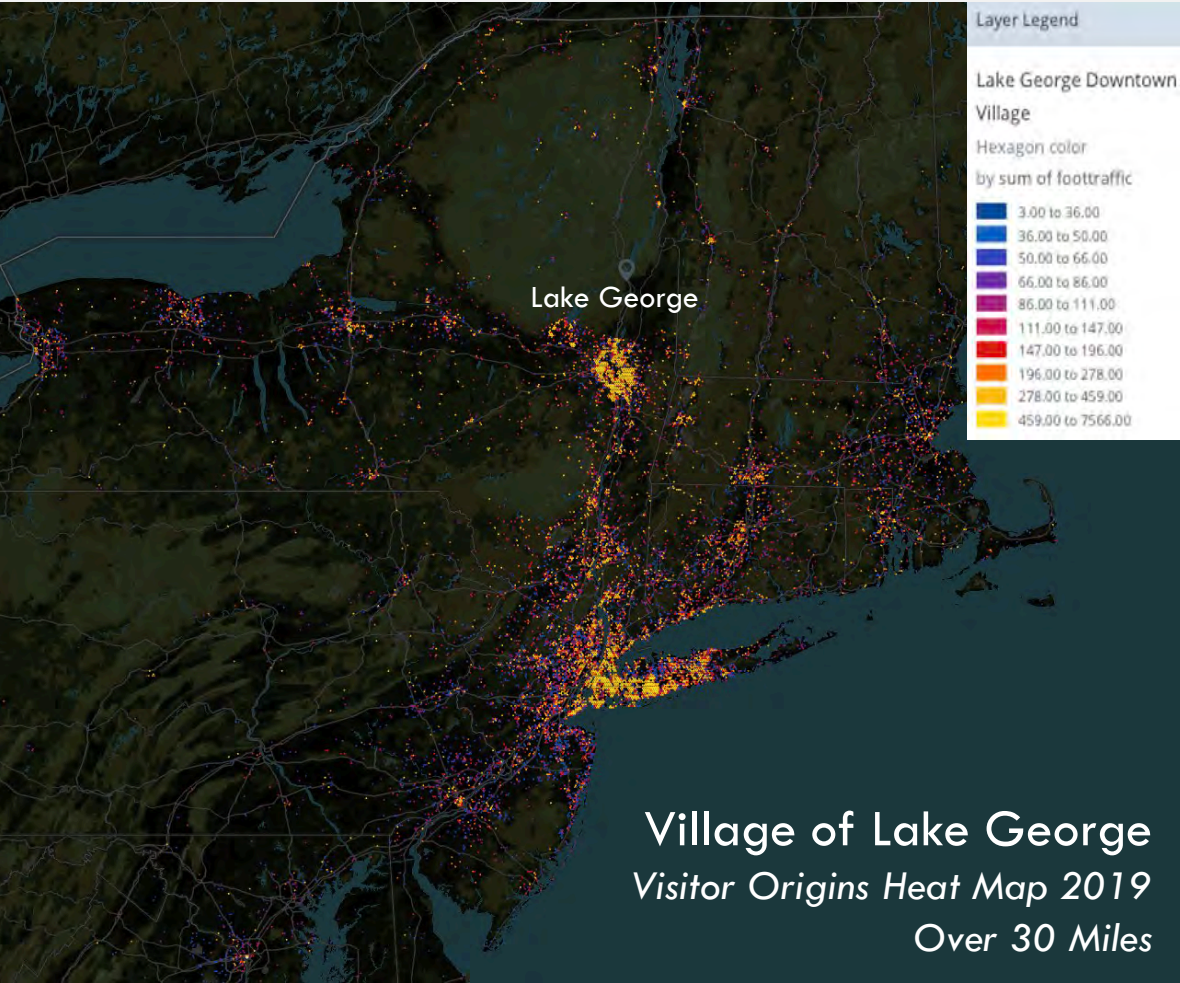
Watertown Location Breakdown

Within a three-hour drive time, there are nearly 3.5 million people and over 1.4 million households.

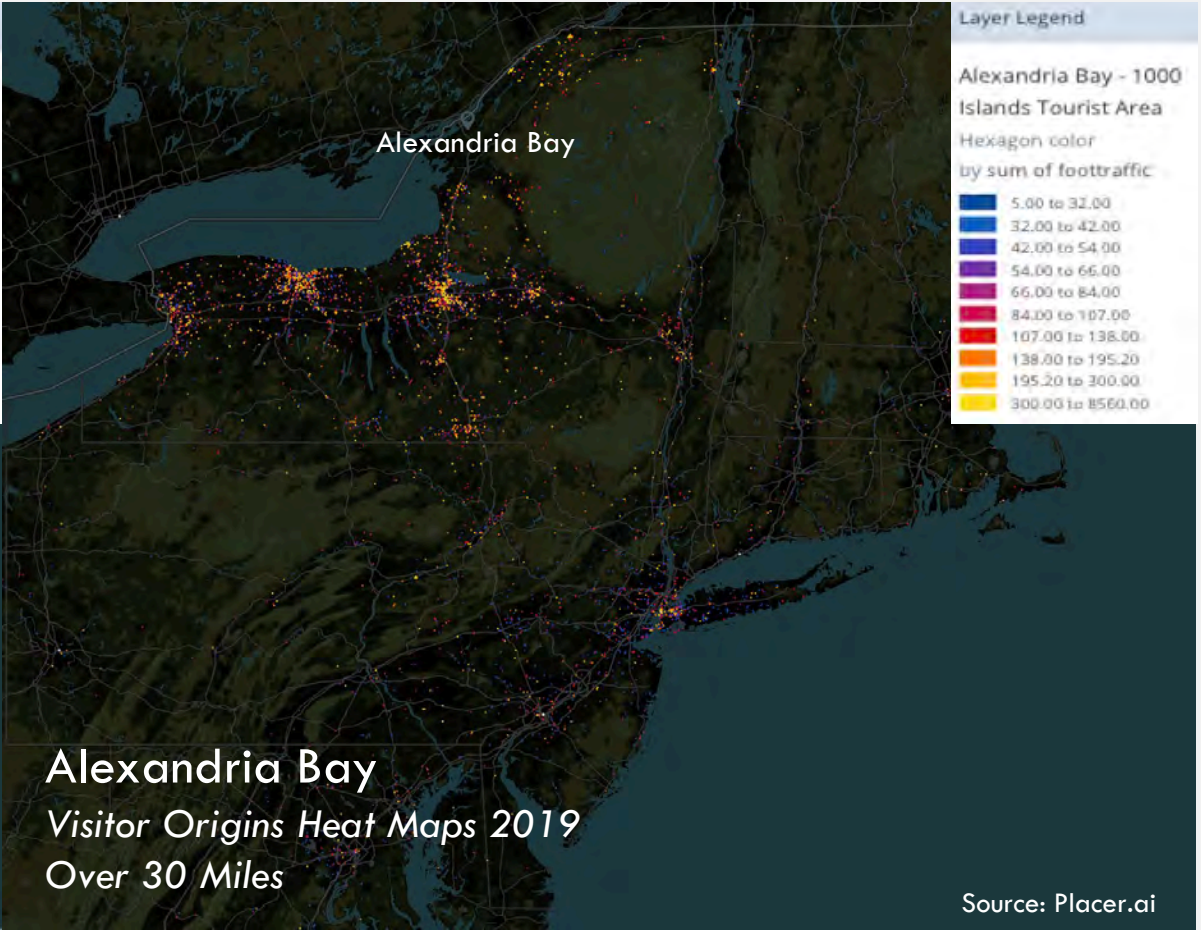
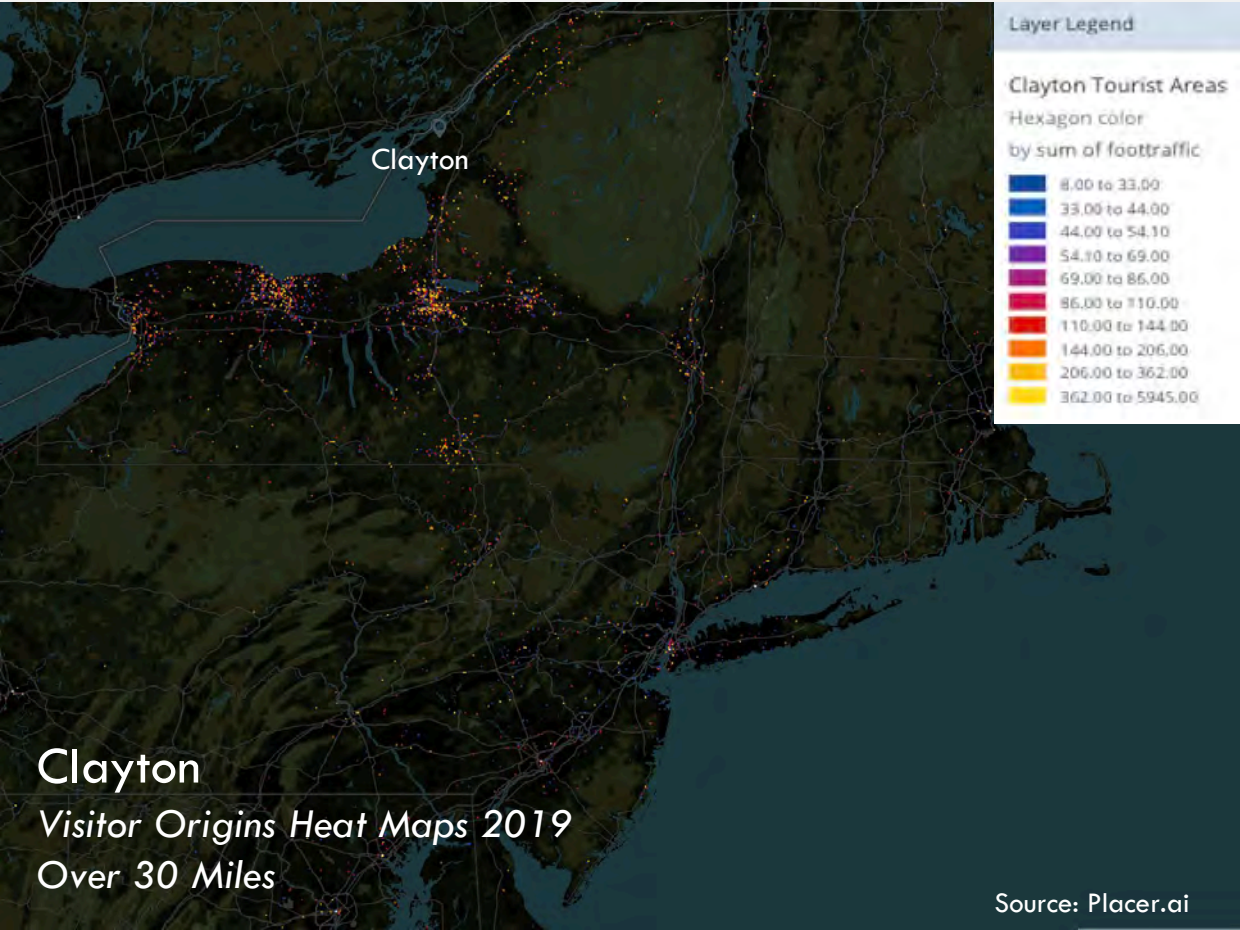
A five-hour drive-time captures the Montreal, Syracuse, Rochester, Buffalo and Toronto markets.



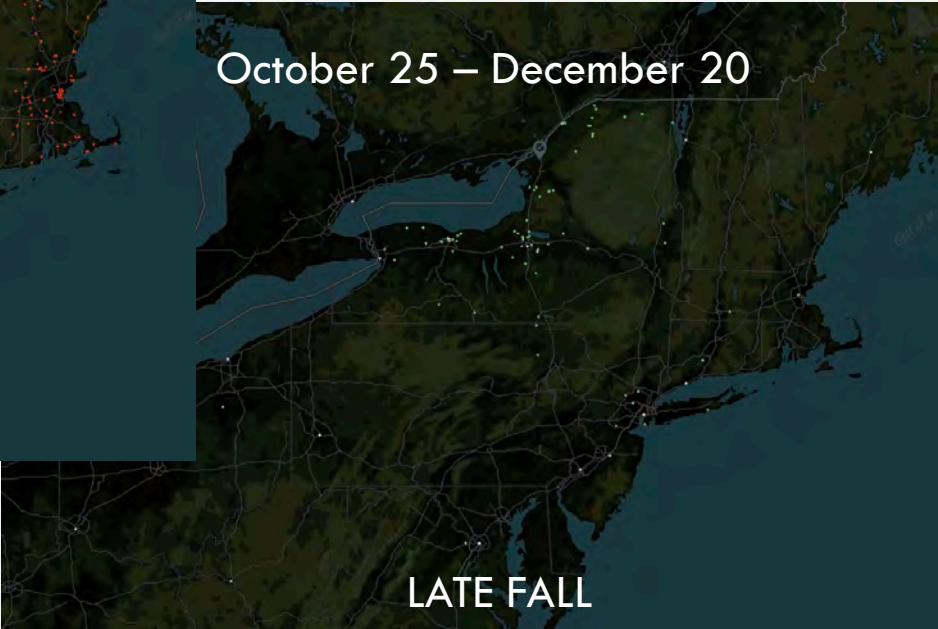
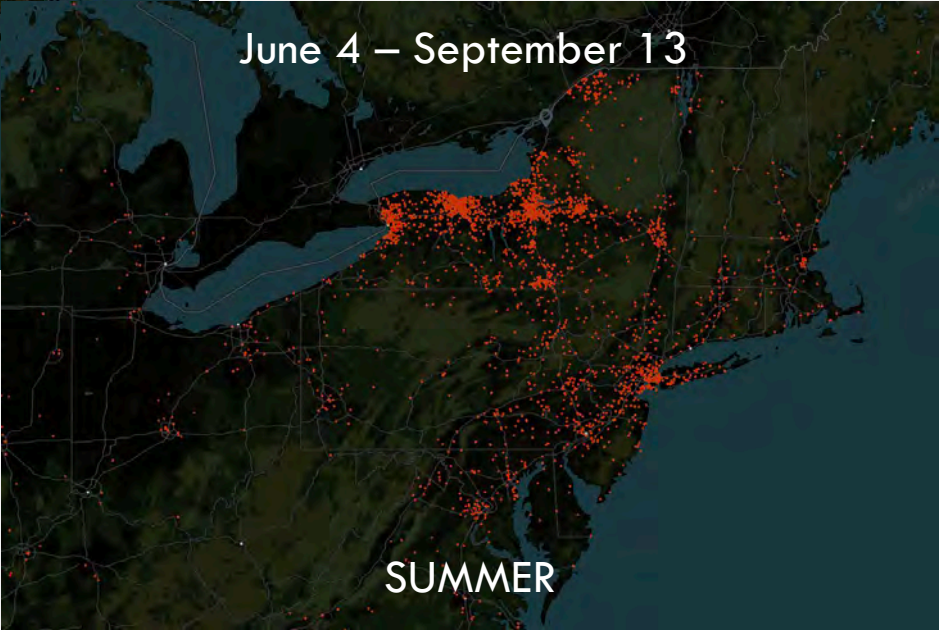
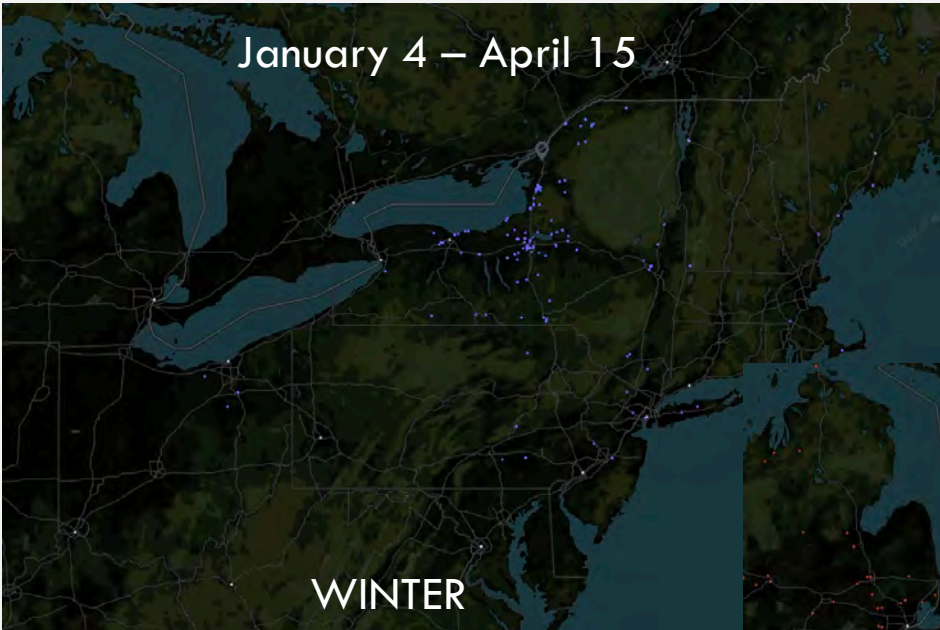
Warren County vs Watertown Visitation



Clayton and Alexandria Bay Visitation



Watertown, NY Seasonal Visitation Maps

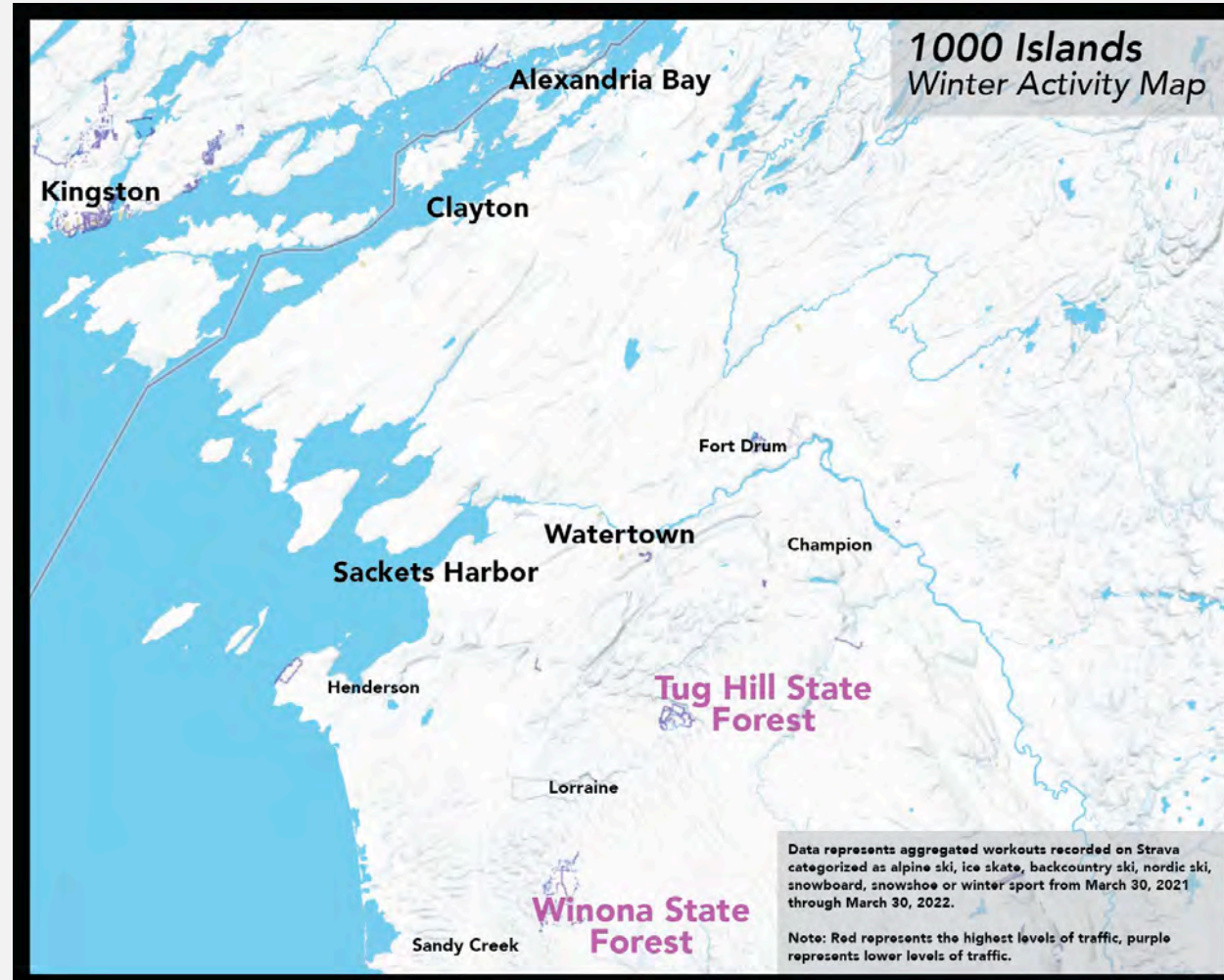




Watertown Assets and Events

Outdoor Winter Activity Maps

To understand the areas of activity for winter activities, Hunden gathered Strava activity maps of recorded workouts for winter activities. This map shows where the area is not a hotbed for winter activities and that there is relatively flat terrain which is not conducive for skiing or snowboarding.



Watertown – Selected Assets



Dry Hill Ski Area



Burrville Cider Mill



**Various Monuments
and War Memorials**



**New York State Zoo at
Thompson Park**



Watertown Golf Club



Local Restaurants

Dry Hill Ski Area Overview

The Dry Hill Ski Area in Watertown, NY opened in 1961 and is a popular area for winter sport activities within the area. The ski area is opened during the winter months that last from December through March.

The ski area has seven ski trails, all with varying difficulty, that covers 35 acres. Some of the activities offered at the ski area include snowboarding, night skiing and snow tubing. In addition, the facility offers skiing and snowboarding lessons for youth and adults.

Pricing at the facility are as follows:

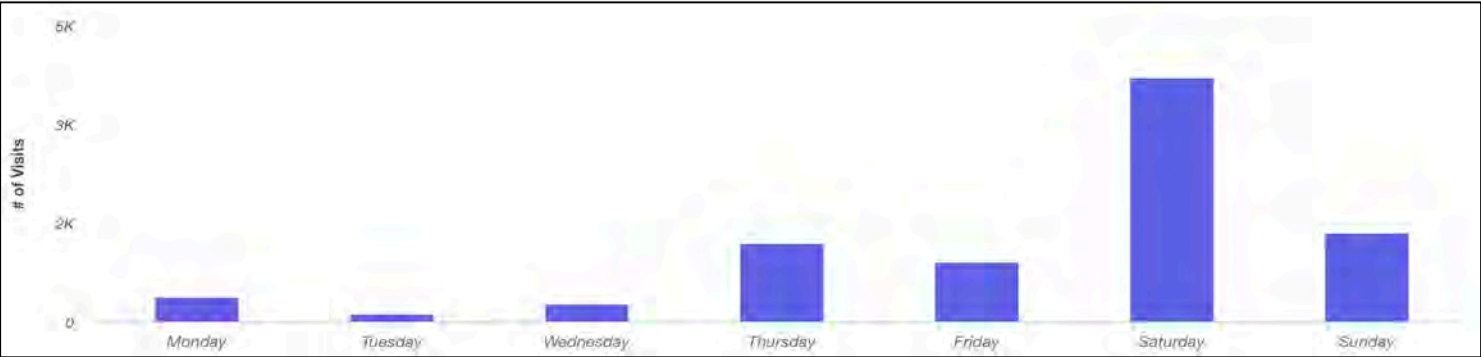
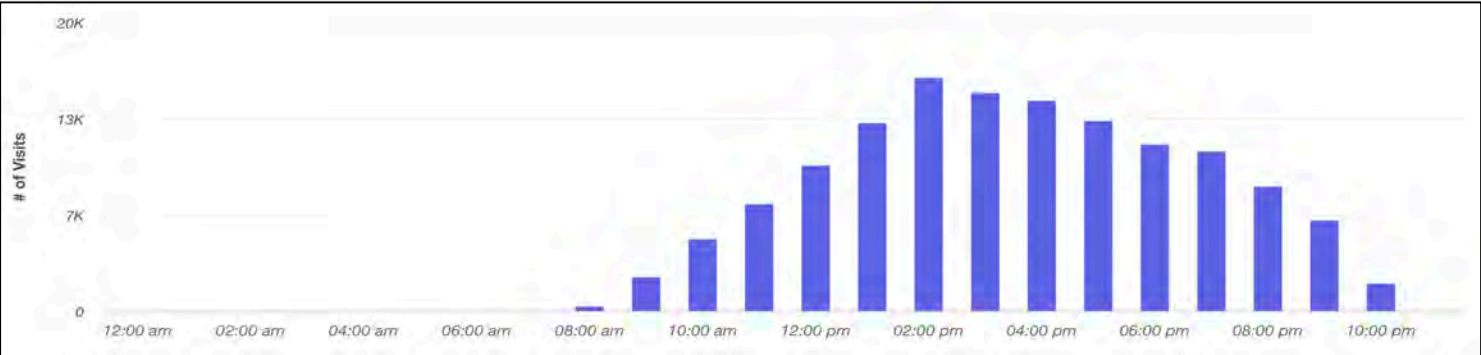
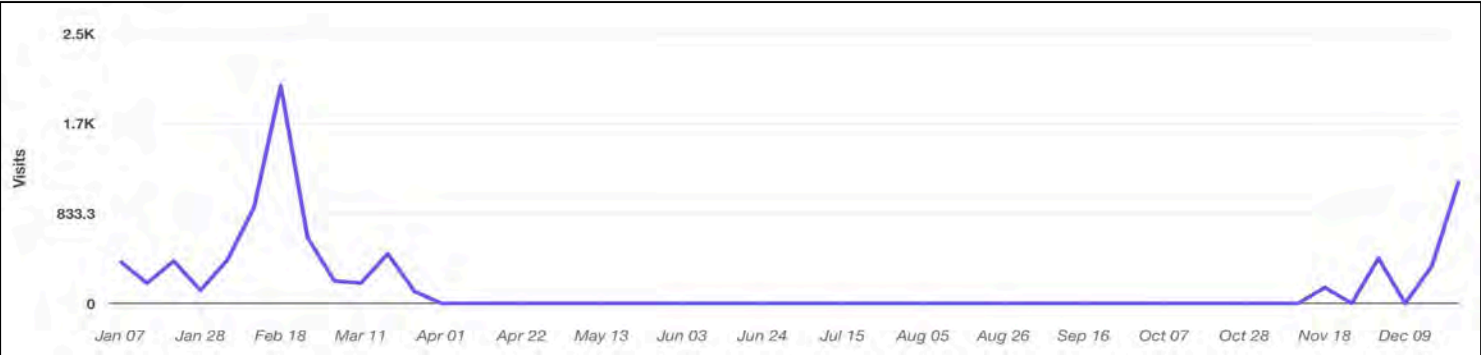
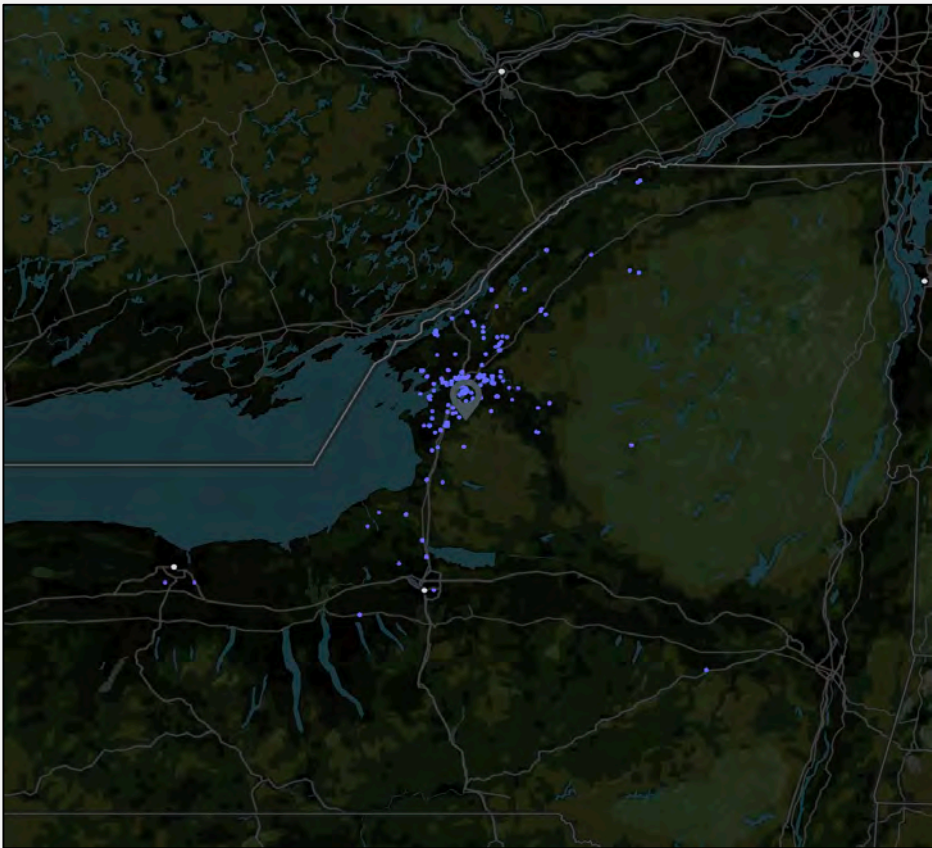
- Hourly Rentals (varies by time of day):
 - Weekday rates: \$25 - \$30
 - Weekend rates: \$30 - \$45
 - Military & Junior (12 and under) discount: \$5 off on tickets
 - Senior Citizens: \$15 anytime
- Season Rates:
 - Pre-Season (before 11/1): \$310 - \$1,300
 - Post-Season (after 11/1): \$335 - \$1,375
 - Night Pass: \$200 (pre-season); \$225 (post-season)
 - Children (under 5): Free



Dry Hill Ski Area Visitation (2019)

2019 Visitation Characteristics:

- 30,900 visits from within 30 miles
- 8,800 visits from beyond 30 miles



Various Monuments and War Memorials



Roswell P. Flower Memorial Library

The Roswell P. Flower Memorial Library was opened in 1904 and was named after the former Governor of New York, Roswell P. Flower. The library was added to the 'National Register of Historic Places' (NRHP) in January 1980. The library is governed by the Central Library Advisory Committee (CLAC) which is a state organization in New York. The memorial library is known to host various youth programs and small events.



Jefferson County Historical Society

The Jefferson County Historical Society is located in the Paddock Mansion and was built in 1878. It opened as a museum in 1924 and was listed on the National Register of Historic Places in 1979. The mansion holds exhibits that span various areas in American history such as the Military, Victorian Pastimes and Victorian Lifestyles exhibits.



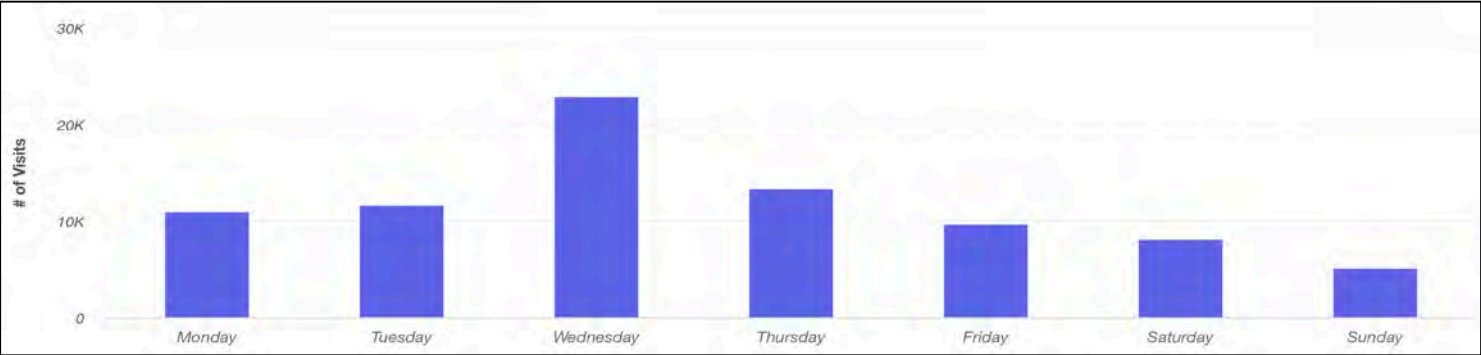
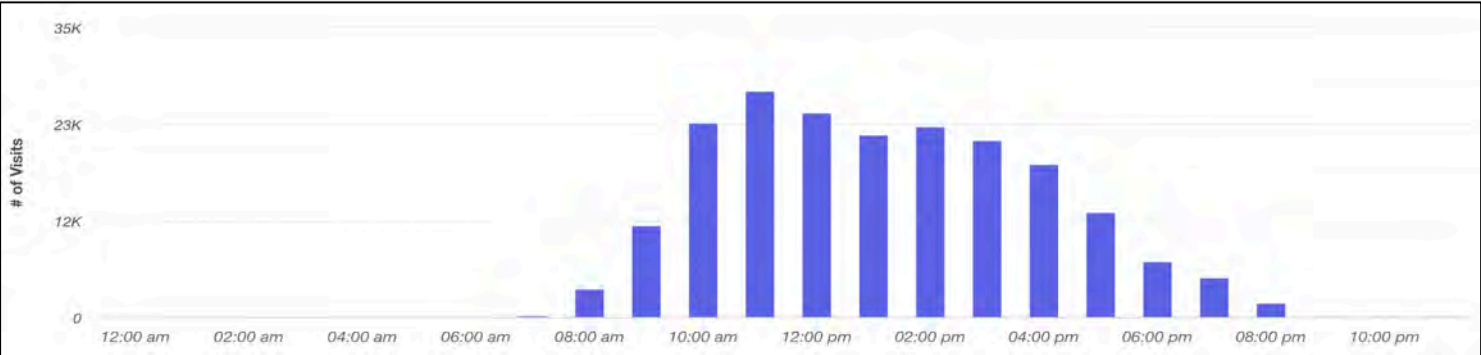
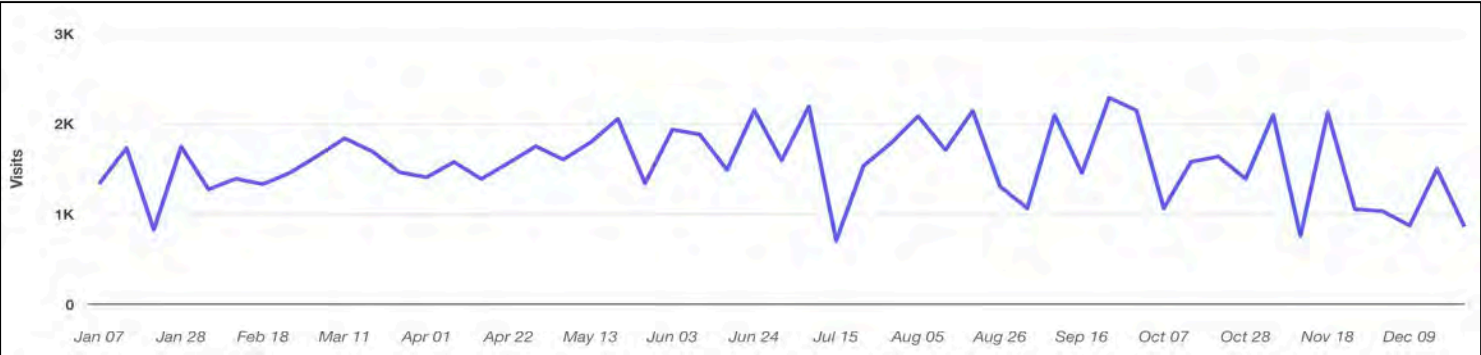
Soldiers and Sailors Civil War Monument

The Soldiers and Sailors Civil War Monument was first opened in 1891 to commemorate the local soldiers who fought in the Civil War. The monument underwent re-furbishing in 2012 to clean, stabilize and repair the various exhibits.

Roswell P. Memorial Library Visitation (2019)

2019 Visitation Characteristics:

- 72,100 visits from within 30 miles
- 9,500 visits from beyond 30 miles





Watertown, NY Hotel Industry Overview

Watertown, NY: Hotel Industry Overview

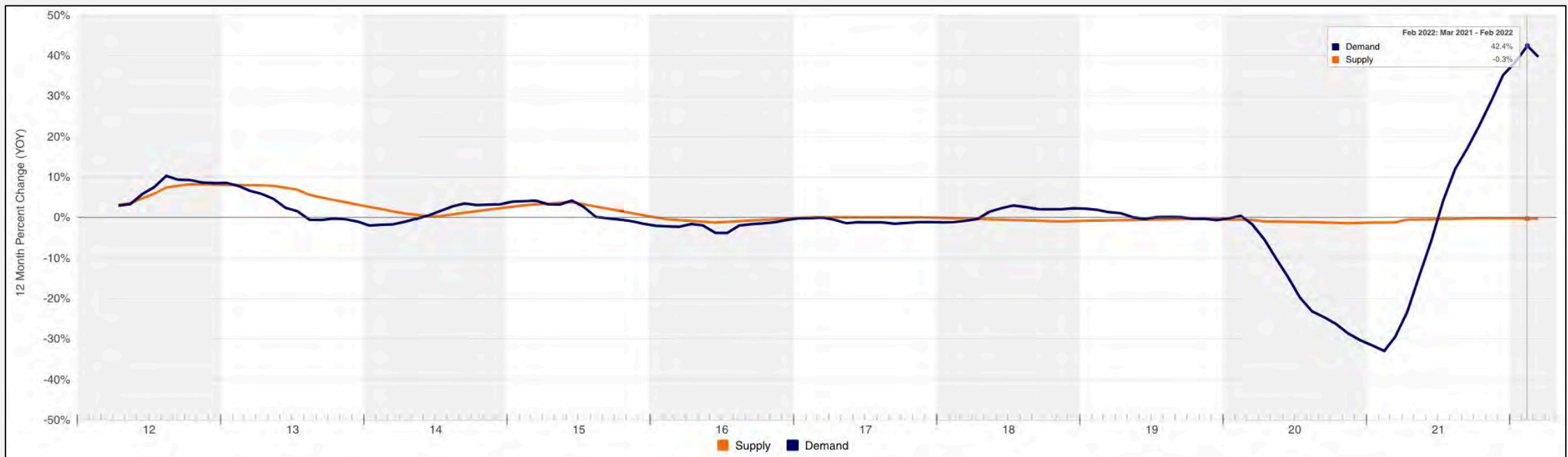
2021 Inventory:
2,594 Rooms

2021 Occupancy:
53.5%

2021 ADR:
\$123

2021 RevPAR:
\$66

The following chart shows the historical change in supply and demand for hotels in Watertown, NY over a ten-year period.



Prior to COVID-19, the Watertown area has not seen a change in the number of hotels in many years. Demand trends have been following the supply trends until COVID-19.

Watertown, NY Performance by Class Overview

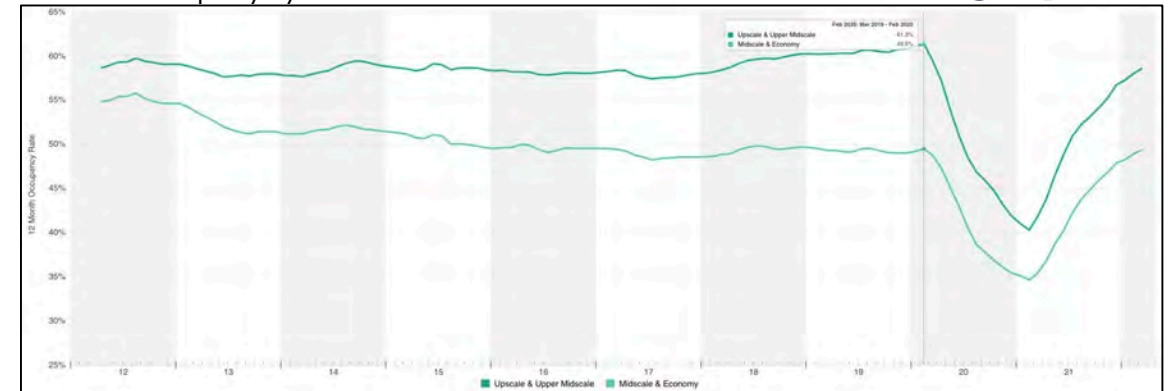
HSP utilized Costar/STR to understand the trends in the hotel industry in Watertown, NY. The performance trends in the figures are broken up into three categories, representing the different chainscales available in the area.

The first figure shows the occupancy trends by chainscale over a ten-year period. Prior to COVID-19, the Upper Midscale & Upscale chainscale properties were historically high in demand in the area. As of February 2020, the average occupancy for the Upper Midscale & Upscale was nearly 61.3 percent while the average occupancy for the Midscale properties was 49.5 percent.

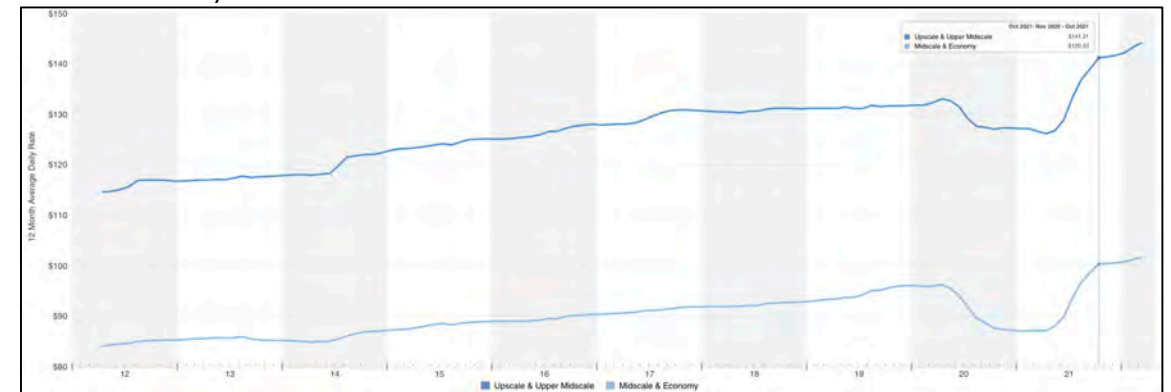
The second figure shows the average daily rate by chainscale. Prior to COVID-19, all chainscales saw a steady rise in ADR until COVID-19. Shortly after the average ADR in 2021 within the Upscale & Upper Midscale was \$114 and Midscale & Economy average ADR was \$100.

The third figure shows the trends in RevPAR. Since RevPAR is a product of Occupancy and ADR and tends to mirror the trends seen in both metrics.

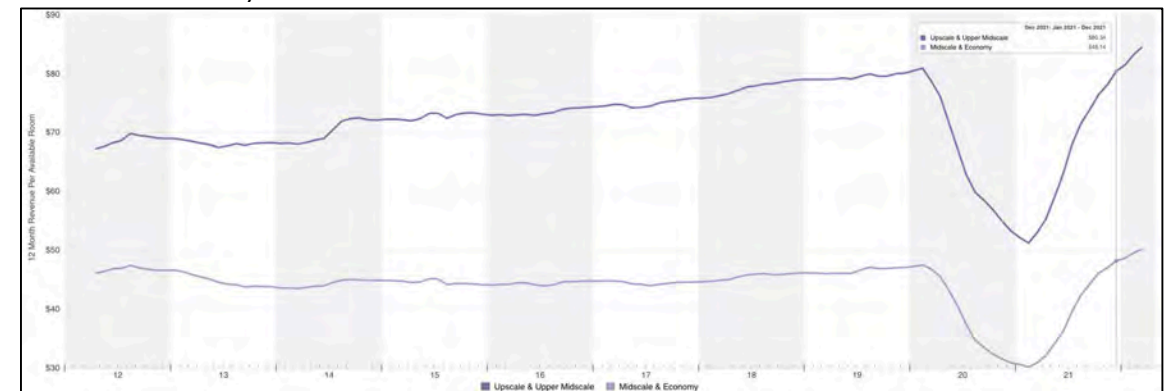
Occupancy by Chainscale



ADR by Chainscale



RevPAR by Chainscale



1000 Islands Regional Tourism

1000 Islands Regional Tourism Development Corporation is the designated tourism promotion agency of Jefferson County which encompasses Watertown.

Jefferson County received \$354,769 from taxes on room occupancies in 2020. At the end of 2021, the County did not have an occupancy tax on short-term rentals.

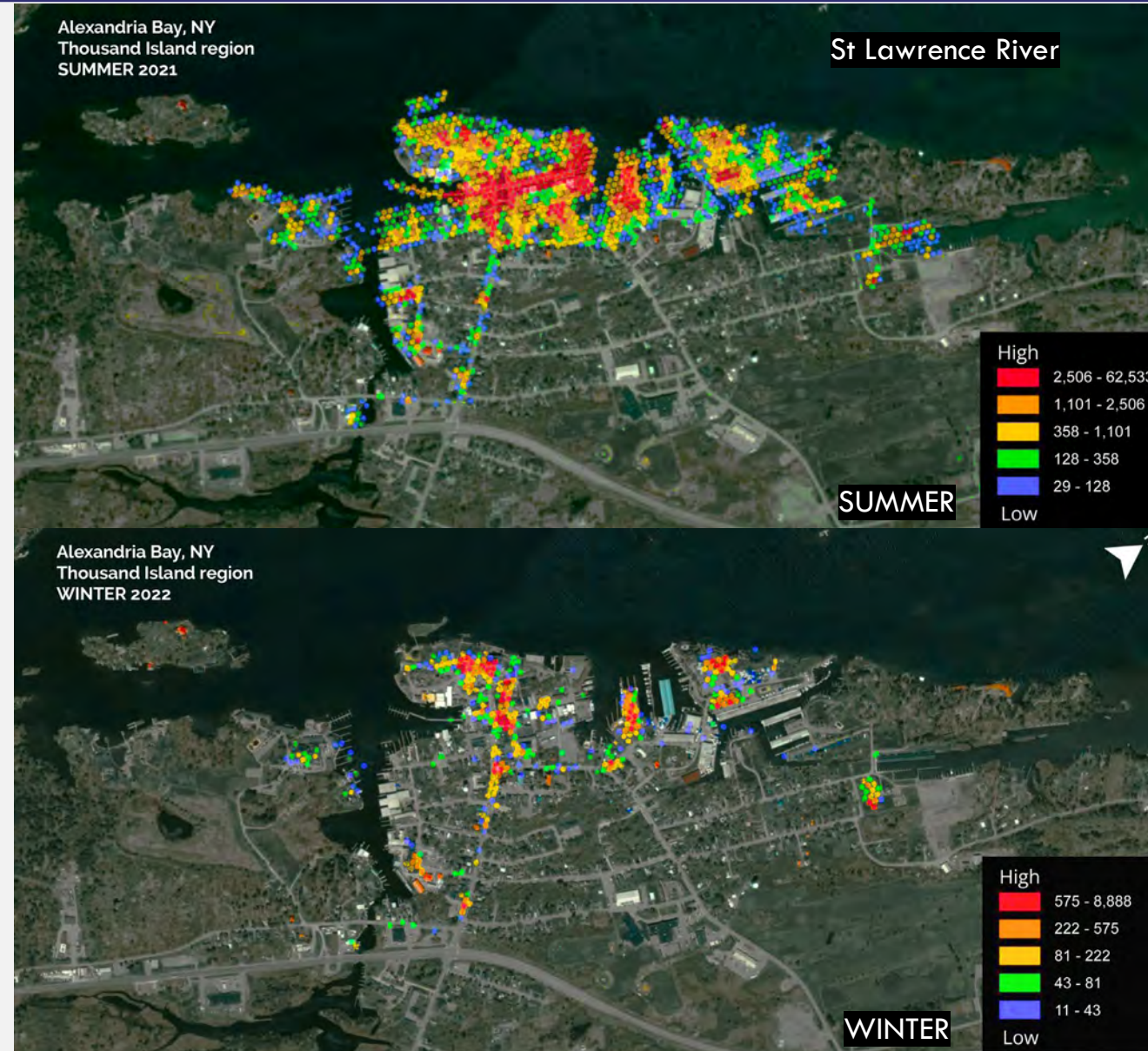
Comparatively, the area receives a minimal amount of hotel bed tax compared to Warren County and other competitive destinations.



Watertown, NY Seasonal Visitation Maps

Alexandria Bay, along with Clayton upstream on the St. Lawrence River, borders Canada, and together are the American hub of tourism in far-northern Jefferson County.

The difference between summer and winter visits are as dramatic in this destination as anywhere else in this study, as this is a summertime boating center, while the winter attractions are scattered inland, to the south.



Occupancy Tax Collections

Jefferson County’s occupancy tax collections have varied with no specific trend over the past 12 years until the pandemic, when collections decreased significantly.

Unlike Warren County, the pandemic was a slow season for the vacation destination. It is important to mention again that Jefferson County does not collect occupancy tax from short-term rentals.

| Jefferson County, NY (Watertown) Occupancy Tax Collections | |
|---|---------------|
| Year | Occupancy Tax |
| 2010 | \$405,003 |
| 2011 | \$426,614 |
| 2012 | \$470,857 |
| 2013 | \$499,552 |
| 2014 | \$510,493 |
| 2015 | \$471,901 |
| 2016 | \$467,090 |
| 2017 | \$494,387 |
| 2018 | \$511,943 |
| 2019 | \$520,938 |
| 2020 | \$354,769 |
| 2021 | \$373,300 |
| 2022 (Budget) | \$373,515 |

Source: Jefferson County, NY

HSP analyzed Watertown as a competitive destination, the following implications were drawn.

Why They Are a Good Competitor and Why They Are Not:

Watertown may be a competitor because it is another town in the state of New York with access to large bodies of water. HSP has determined Watertown to not be a strong competitor for Warren County. The physical assets are very different and their volume of tourism is not strong as shown by the occupancy tax collections.

Woodstock & White Mountains, New Hampshire

Woodstock, New Hampshire

Woodstock and Lincoln are two cities within the White Mountains in New Hampshire. The White Mountains is a four-season destination with its main-focus being during winter seasons. During the winter, there are multiple high quality ski hills that become great hiking destinations during the summer.

Visit White Mountains is the CVB for the area. The CVB focuses on spring, summer and fall. SKI NH is the tourism body for the winter seasons, focusing almost all of their efforts on the ski mountains.

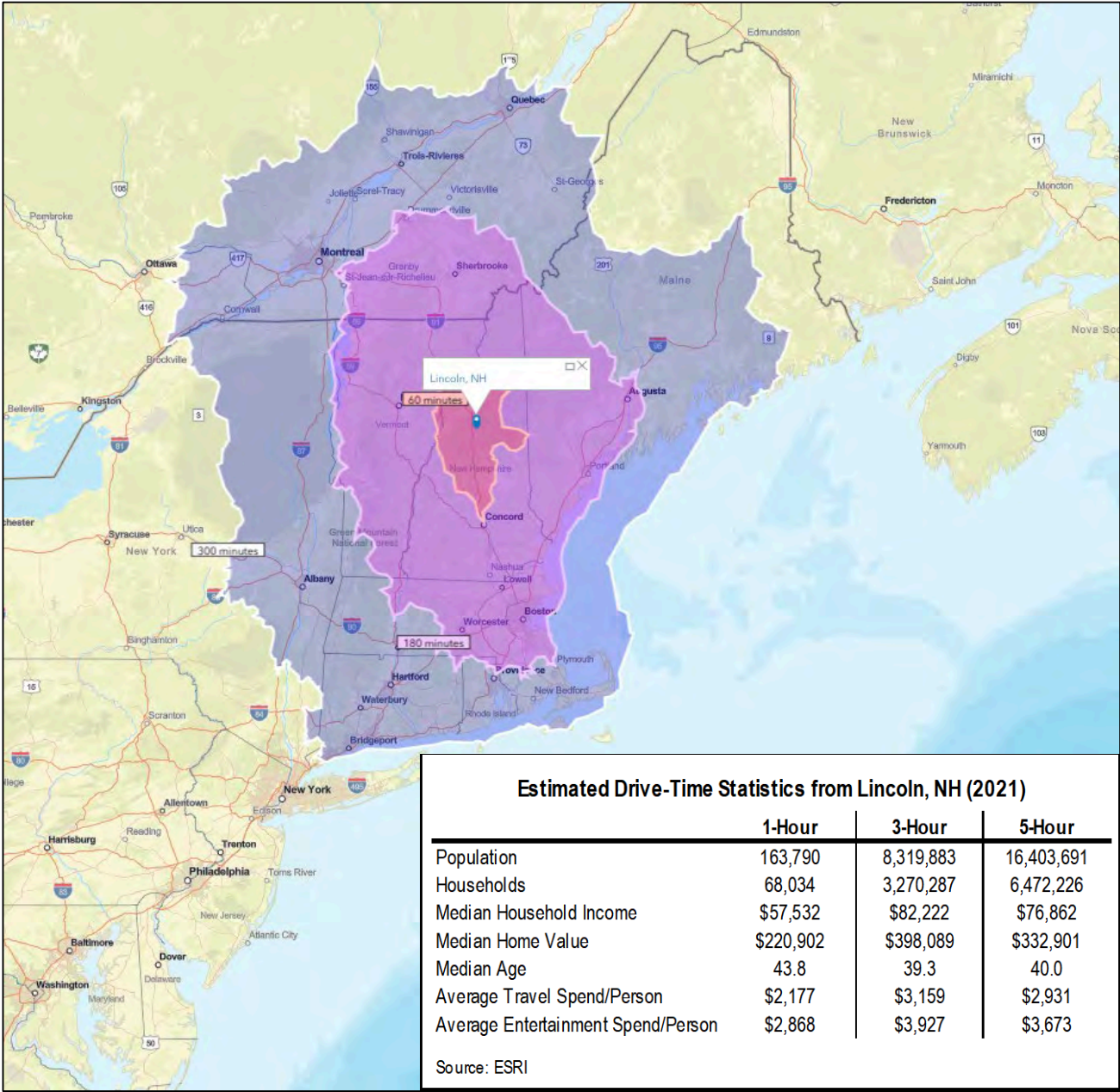
Visit White Mountains oversees tourism in the quiet seasons for the area, marketing to people to enjoy the outdoors in New Hampshire. The White Mountains are known for their waterfalls, lakes and foliage. The organization is run by representatives of the largest 17 attractions in the White Mountains.



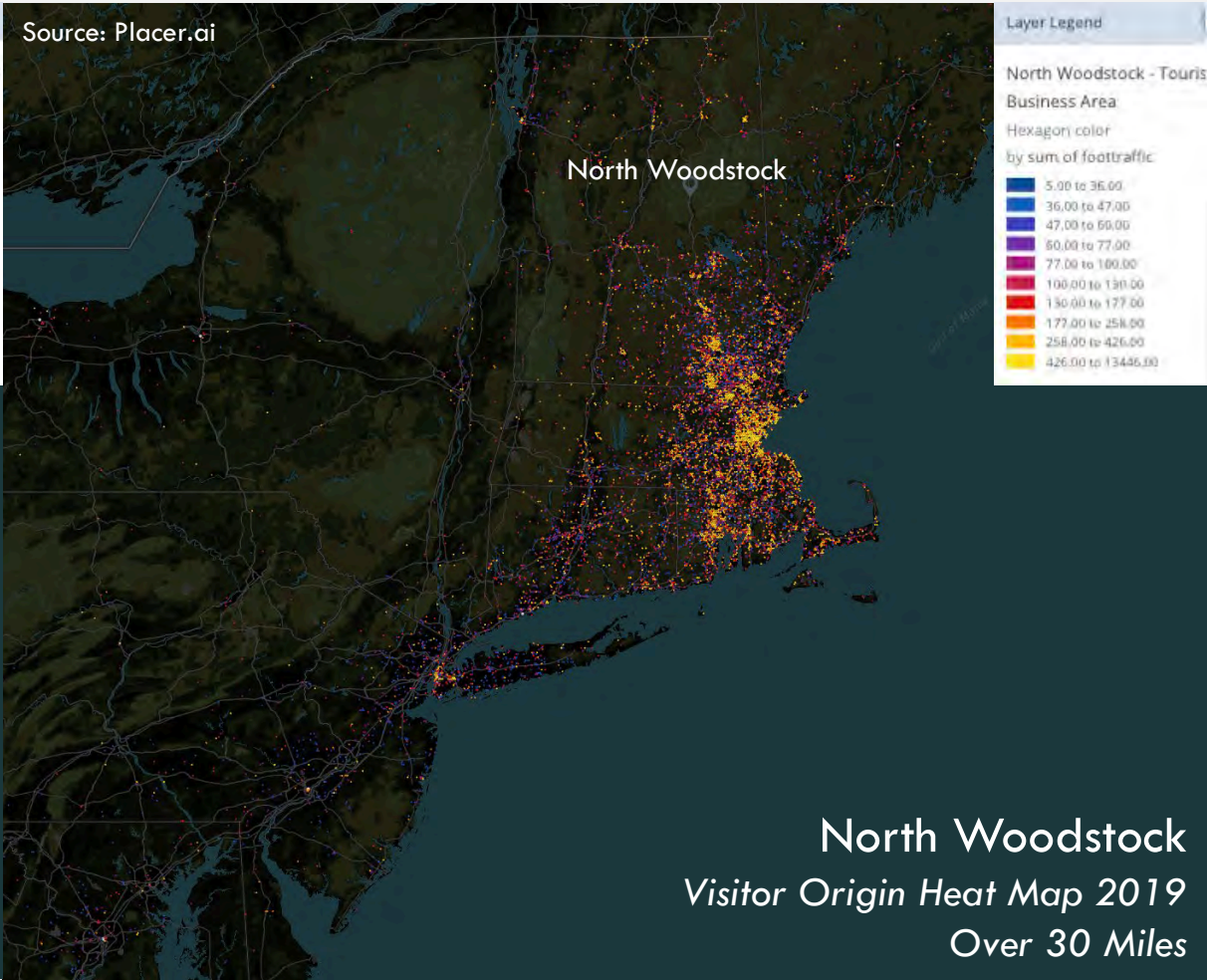
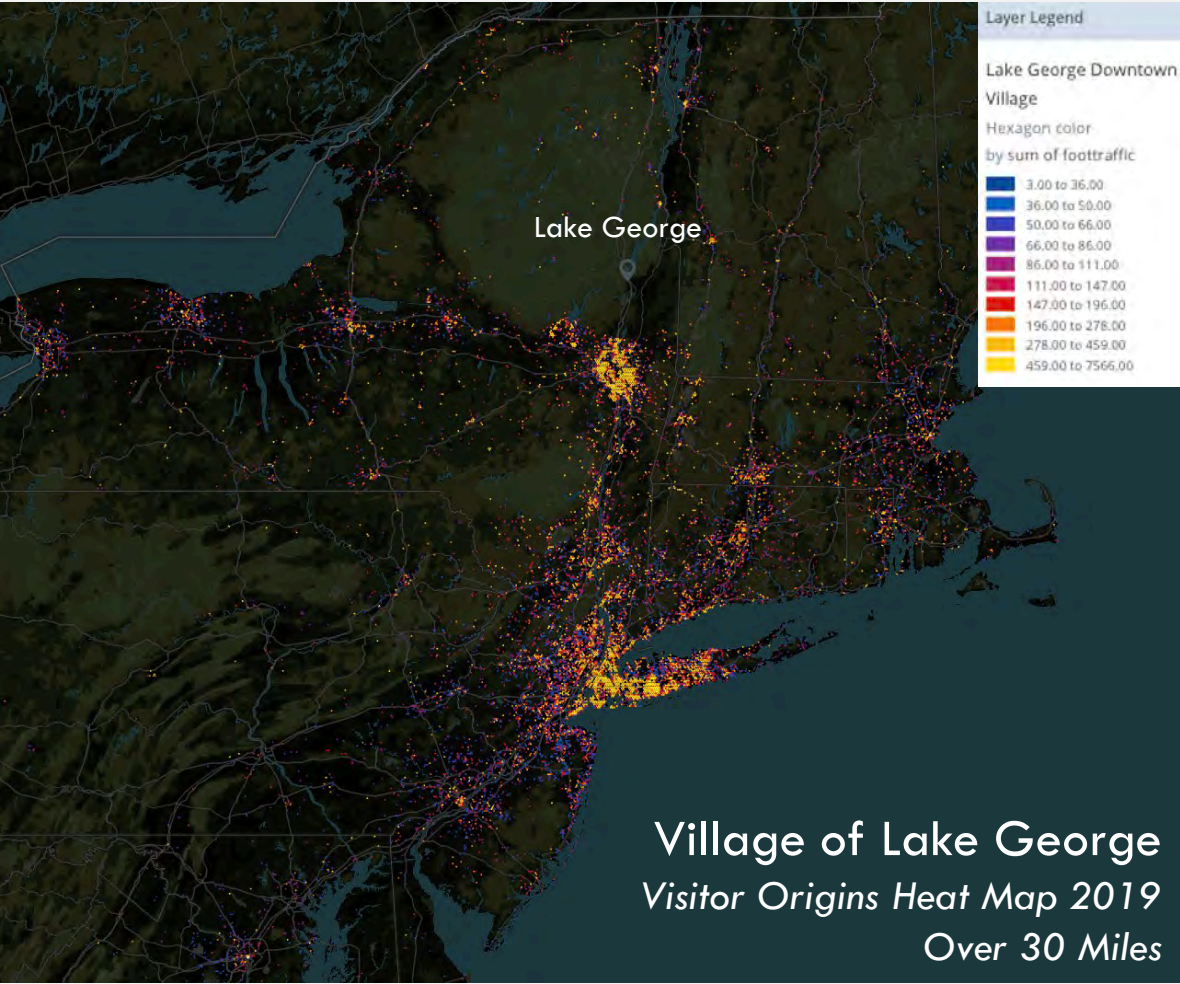
Lincoln Location Breakdown

Within a three-hour drive time, there are more than 8.3 million people and over 3.2 million households.

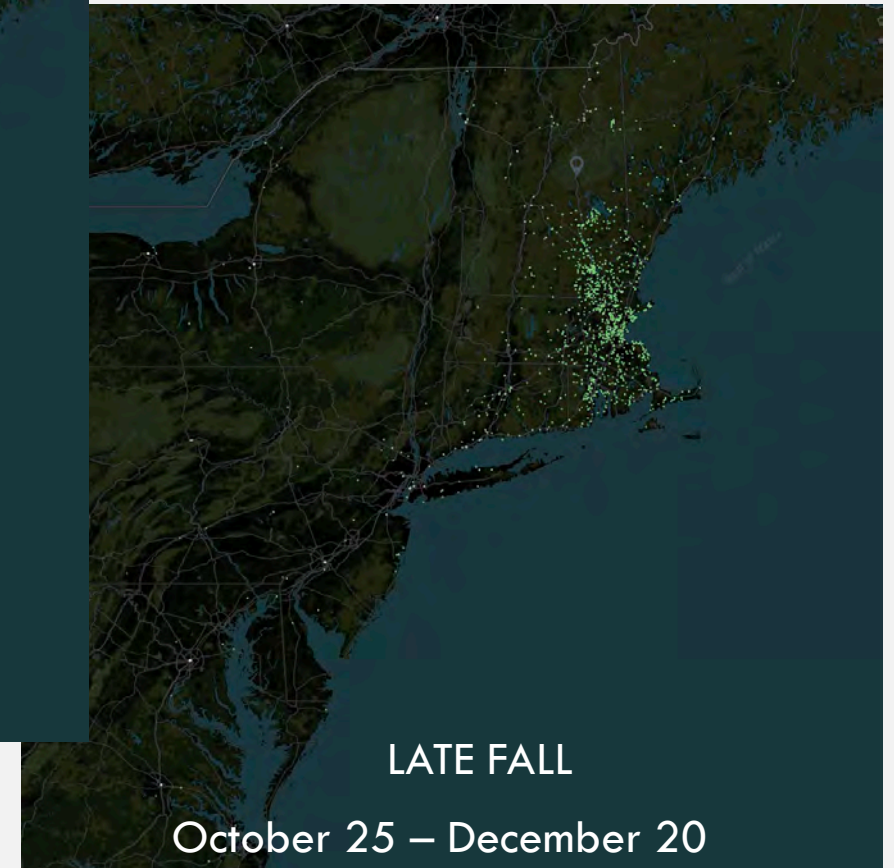
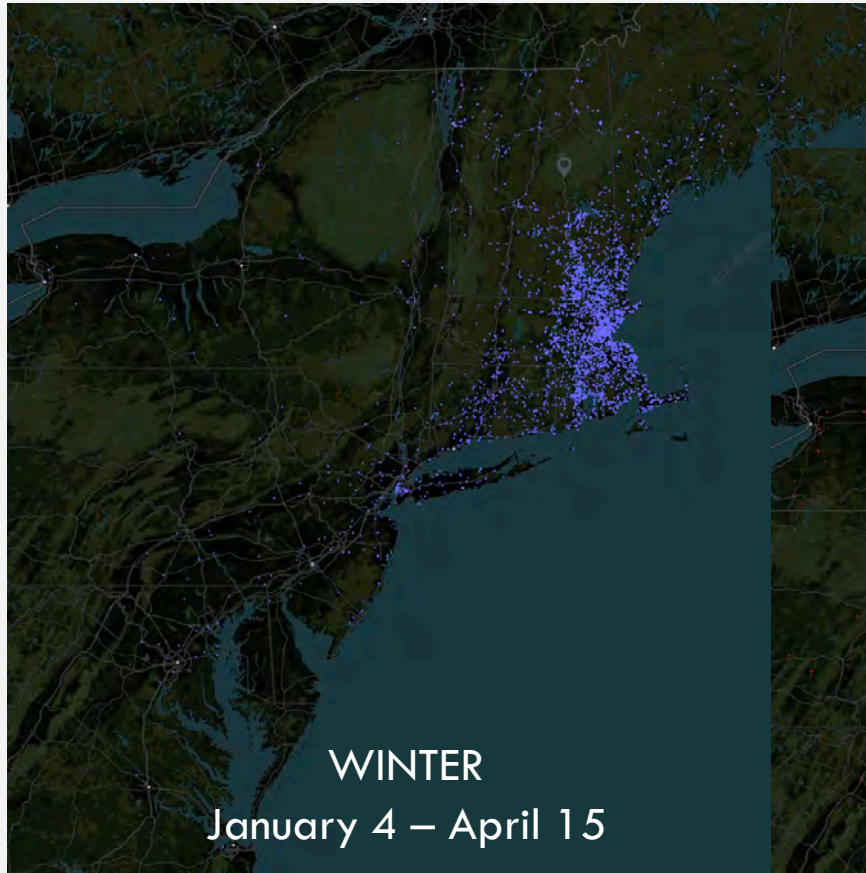
A five-hour drive-time captures the Boston, Providence, Hartford, Albany and Warren County markets. Just outside of a five-hour drive is the New York City market.



Warren County vs North Woodstock Visitation

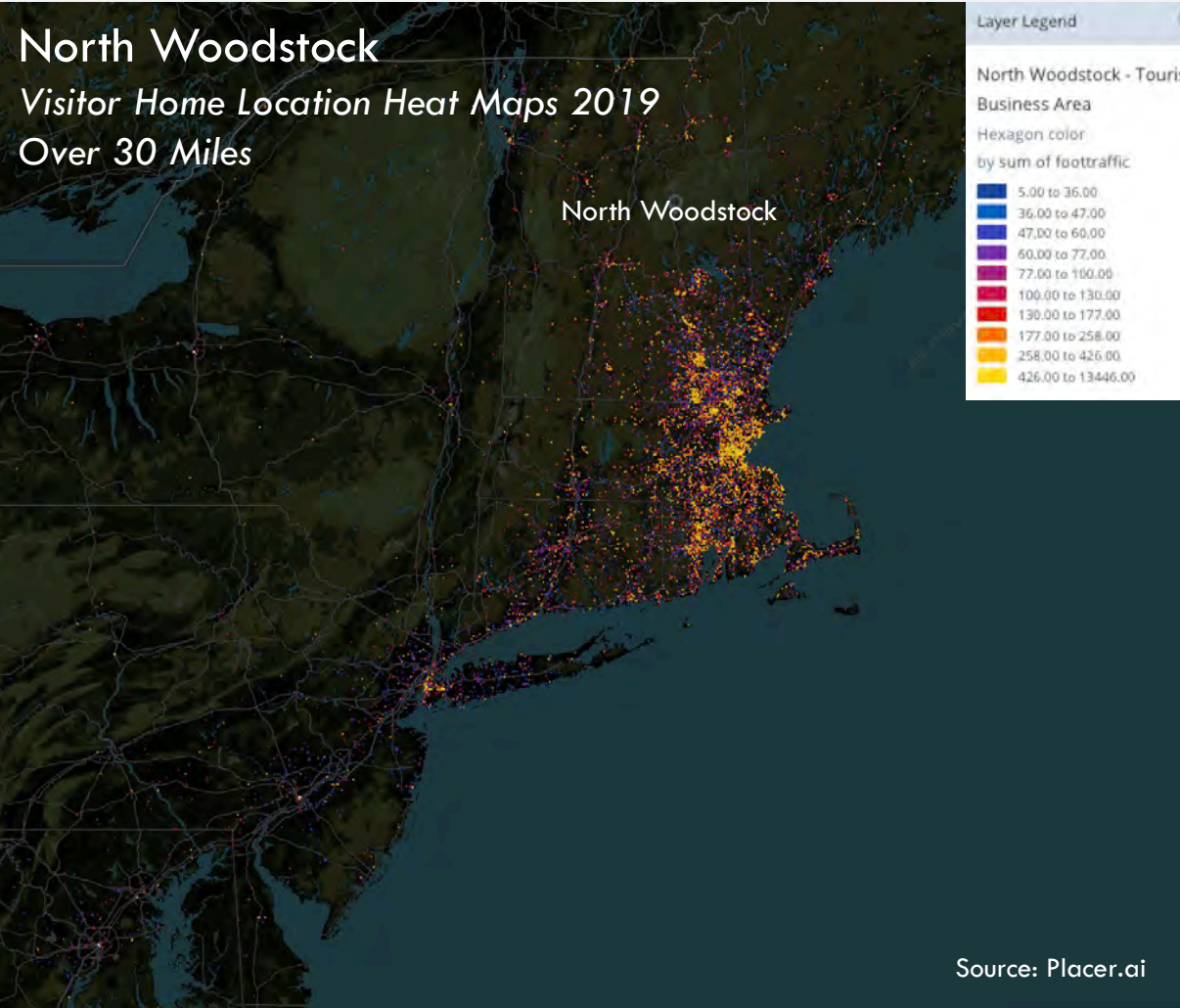


Downtown North Woodstock Seasonal Visitation Maps

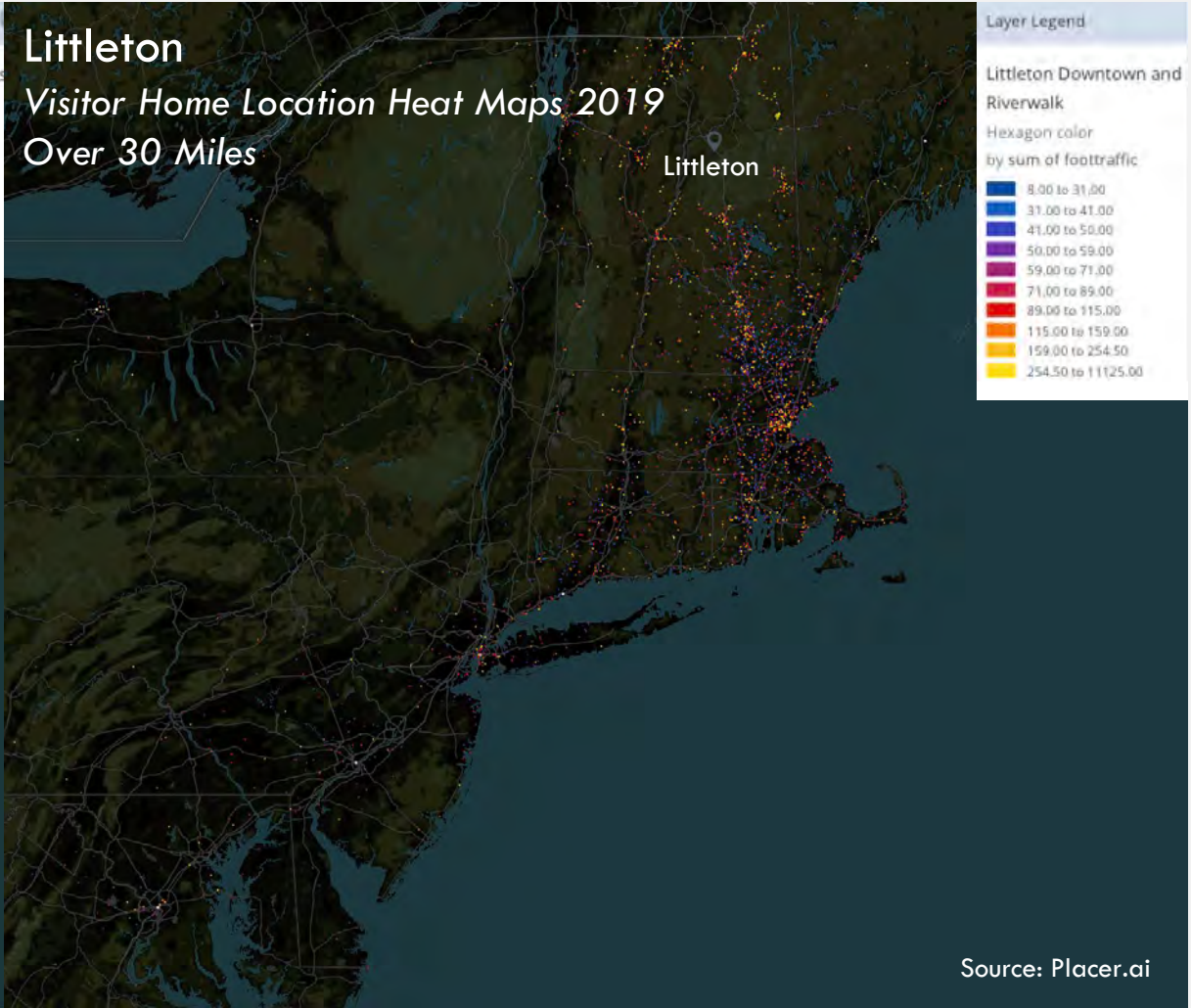


North Woodstock and Littleton Visitation

North Woodstock
Visitor Home Location Heat Maps 2019
Over 30 Miles



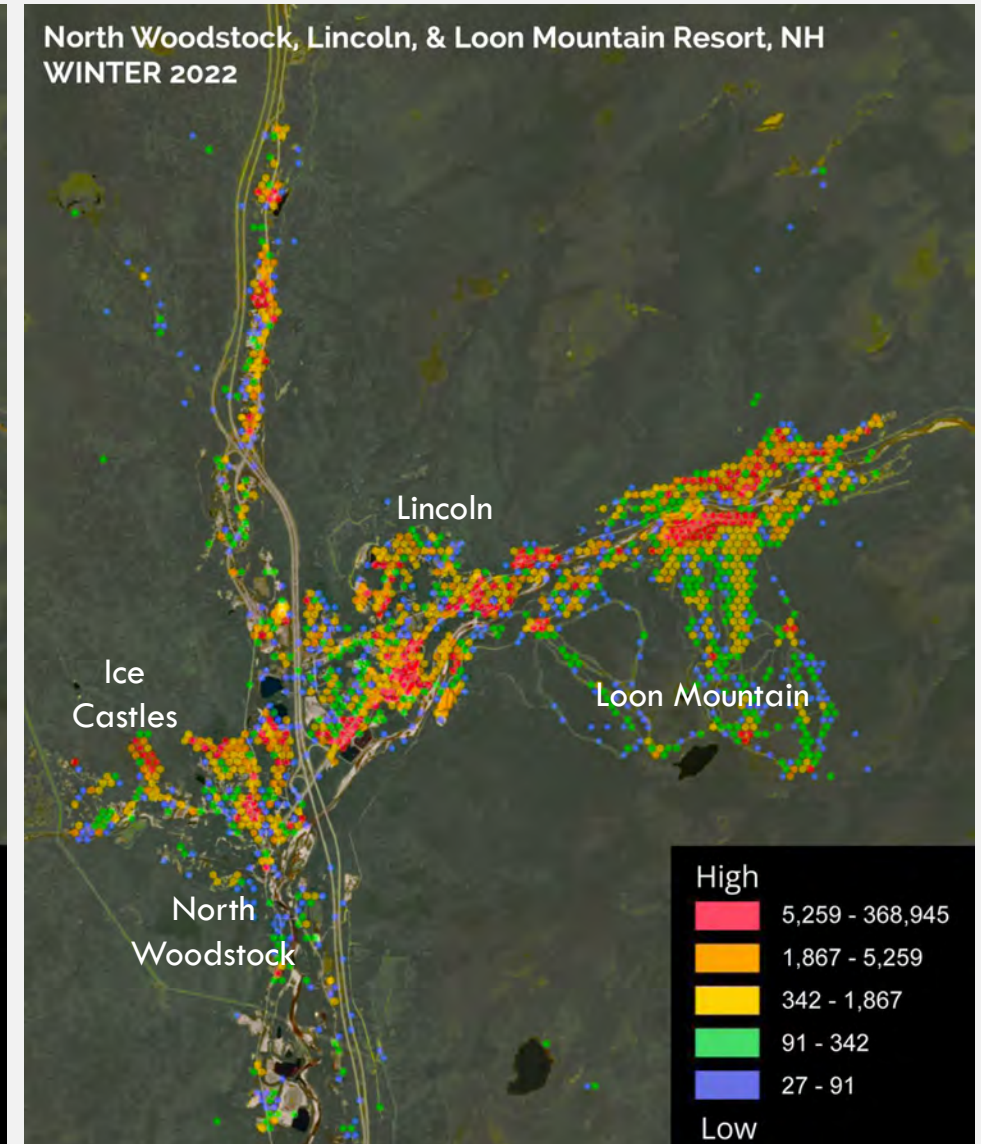
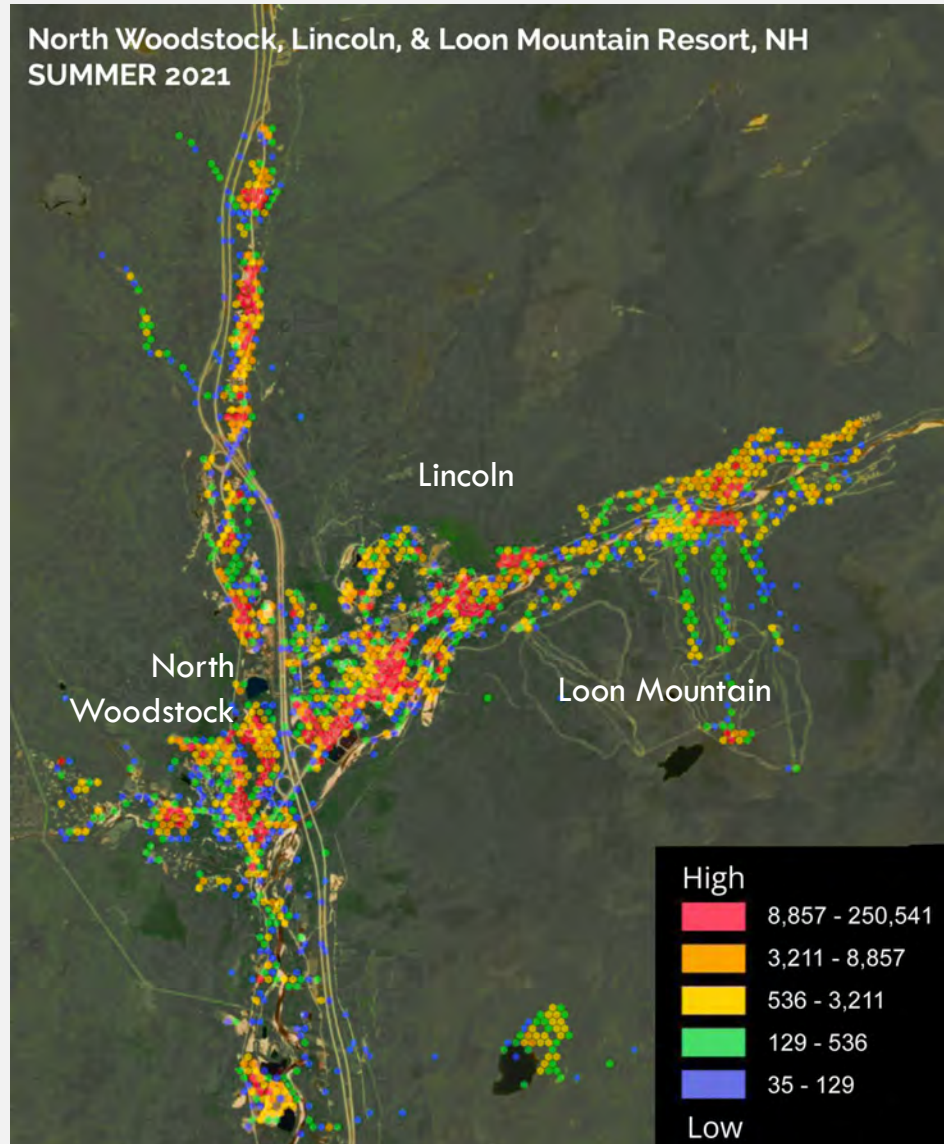
Littleton
Visitor Home Location Heat Maps 2019
Over 30 Miles



North Woodstock and Loon Mountain Seasonal Foot Traffic Heat Maps

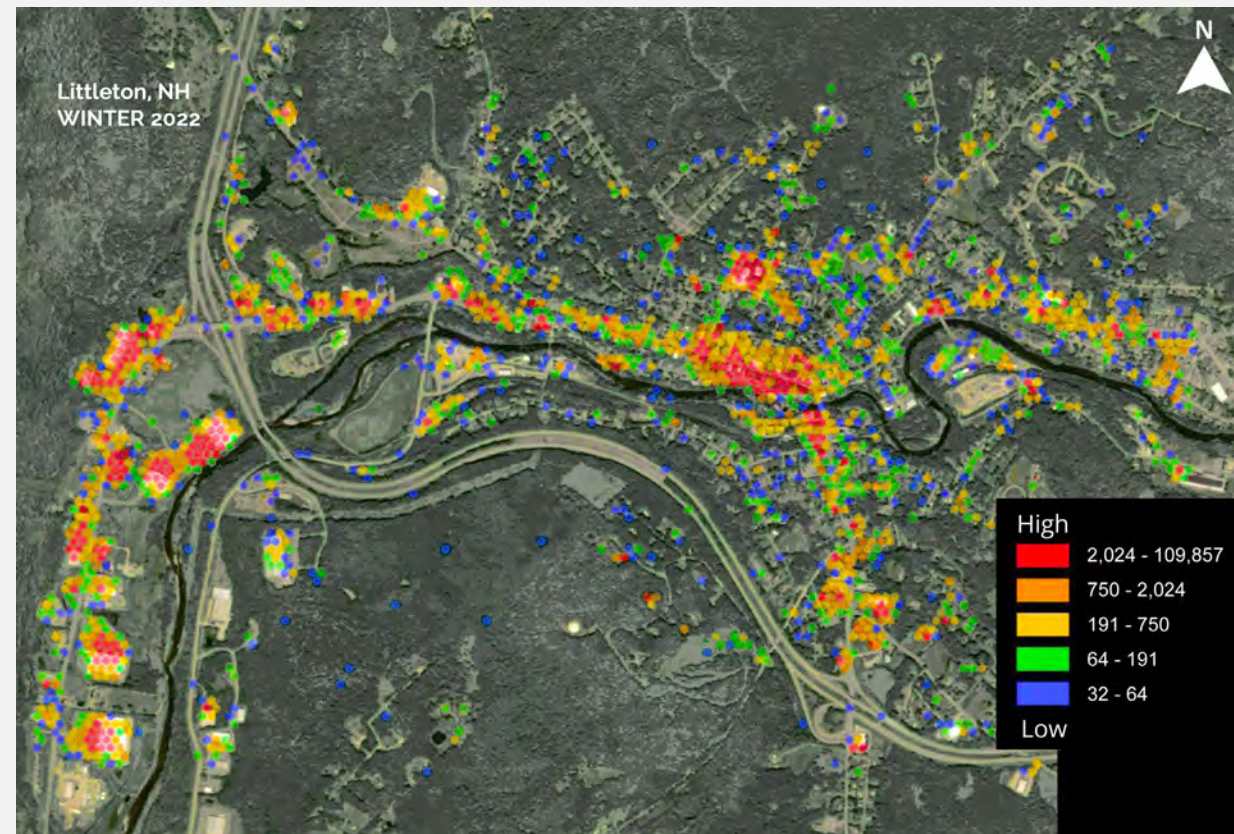
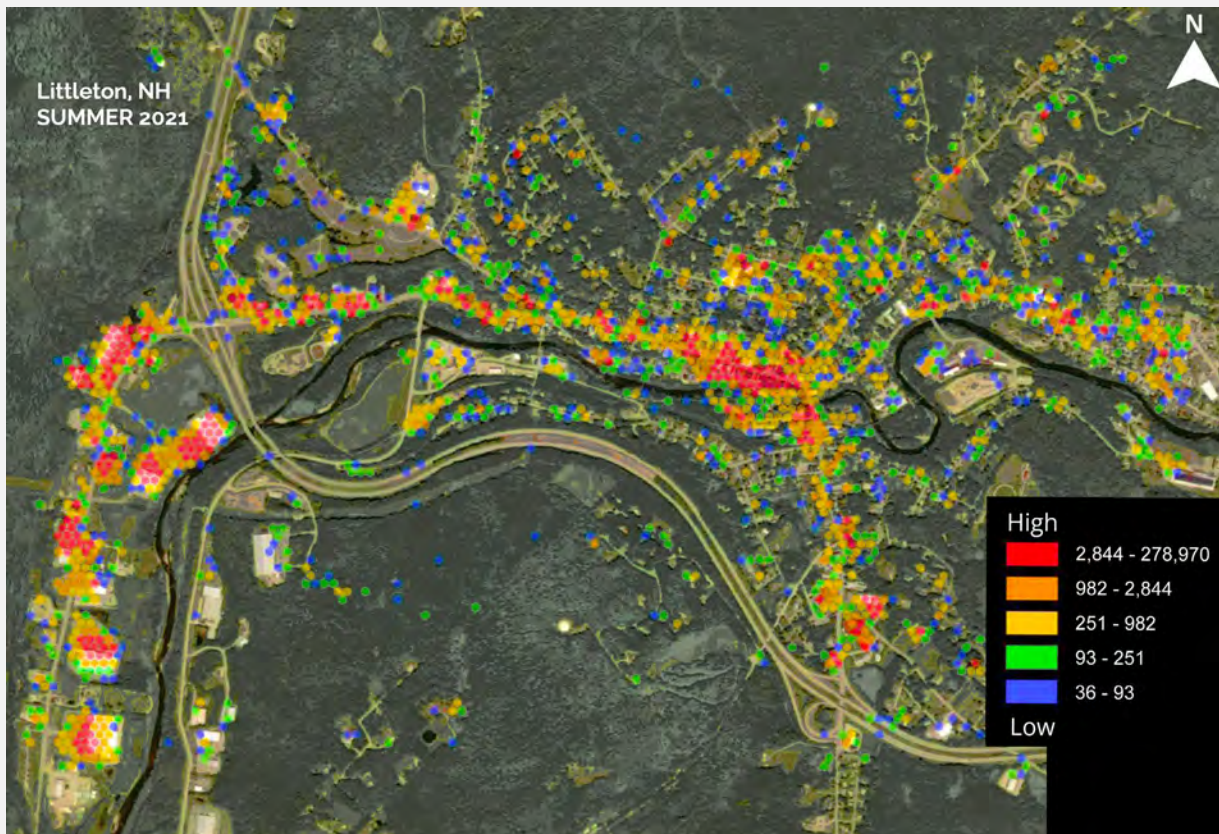
North Woodstock and Lincoln are the doorway to Loon Mountain Ski Area to the east, and Franconia Notch State Park, Flume Gorge and Cannon Mountain to the north.

Very popular in summer, for similar reasons as the Lake Placid, NY area, including mountain hiking, waterfalls and cool getaways from the summer heat in lower elevations. The larger share of the tourists are here in winter for skiing numerous ski facilities.



Littleton Foot Traffic Heat Map

Littleton, north of the centerpiece tourist attractions surrounding Franconia Notch State Park, is outside of the usual tourist traffic flow visiting from Boston and the coastal cities. It is a real working city for residents in the area, rather than a resort town. Nevertheless, it has developed its share of attractions to tourists, particularly in the River Walk area of downtown with boutiques and restaurants hugging the riverbanks, trails and a classic covered bridge. It's a favorite area for fall color driving tours.

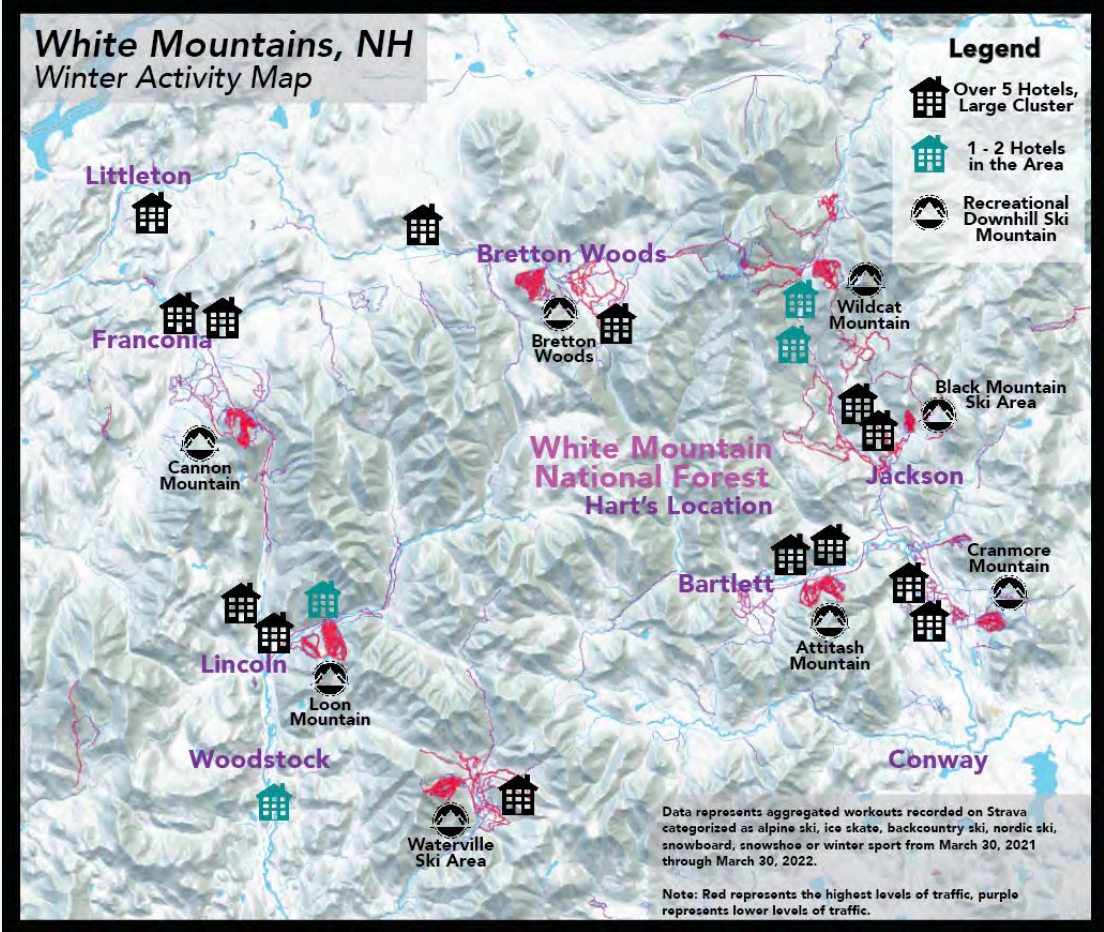
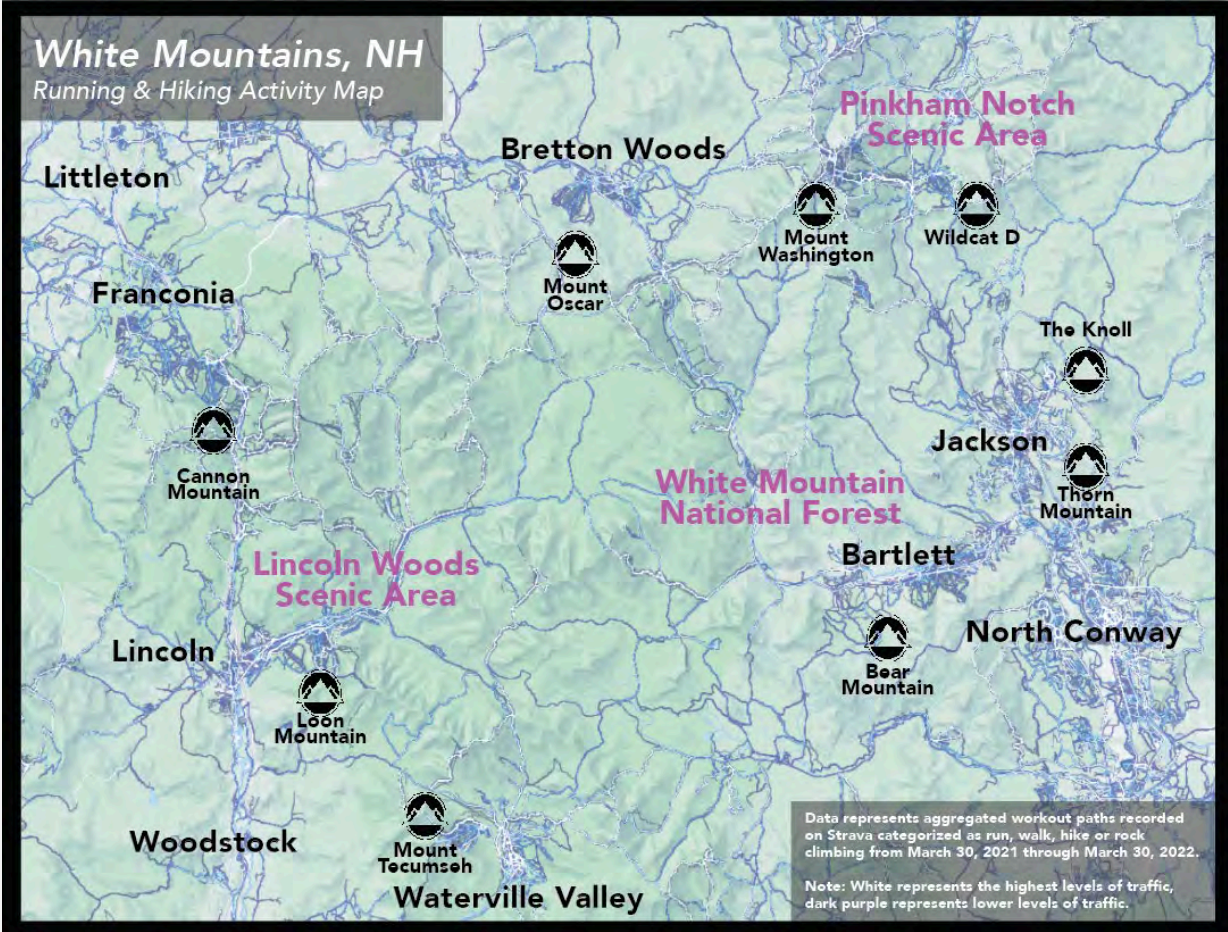




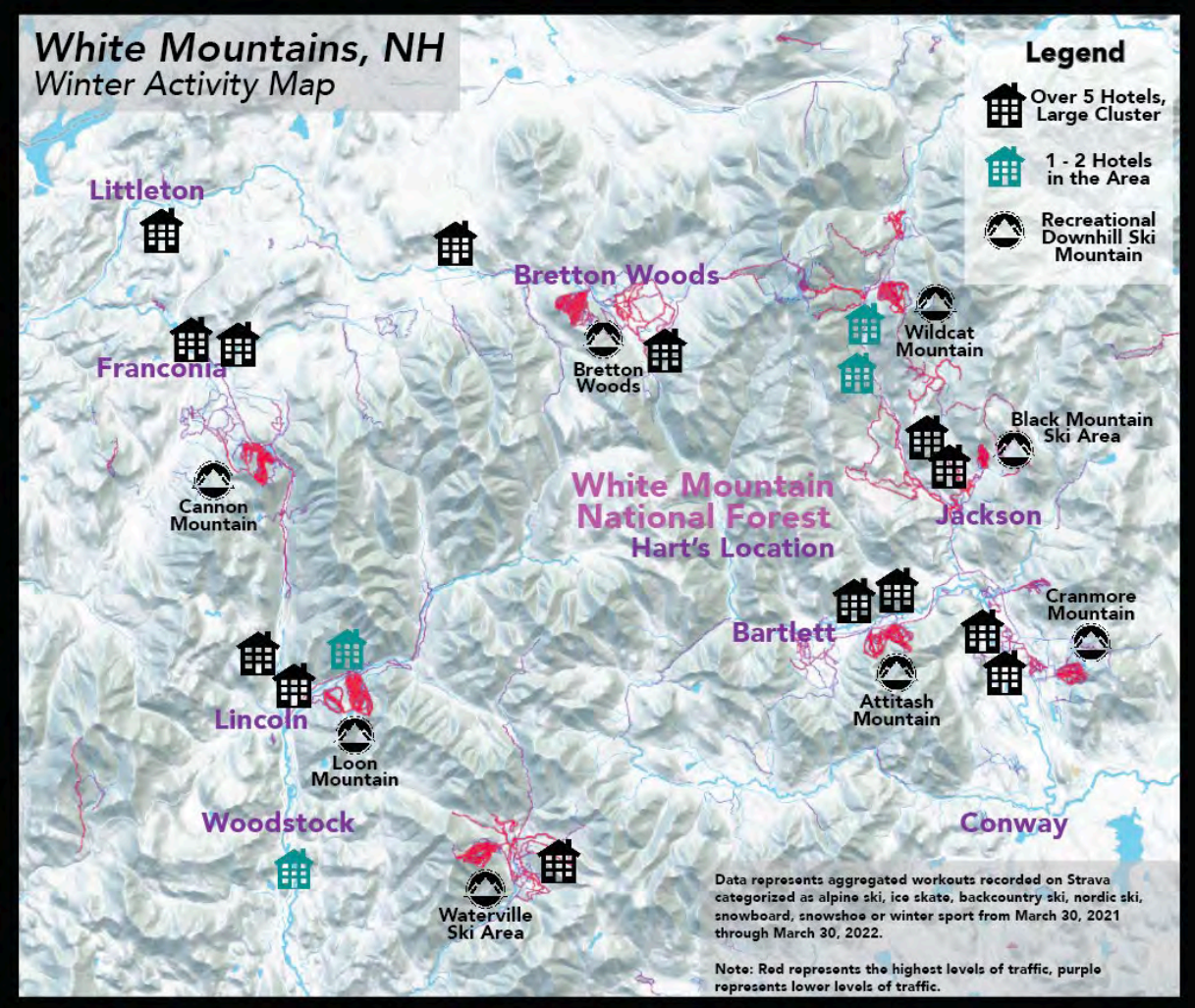
White Mountains Area Assets and Events

Outdoor Activity Maps

To understand the areas of activity between summer and winter activities, Hunden gathered Strava activity maps of recorded workouts for running/hiking and winter activities. These maps show where and how much outdoor activities occur. Hunden elected to not include water maps as there are minimal water activities in the region.



Mountain and Proximate Hotel Analysis



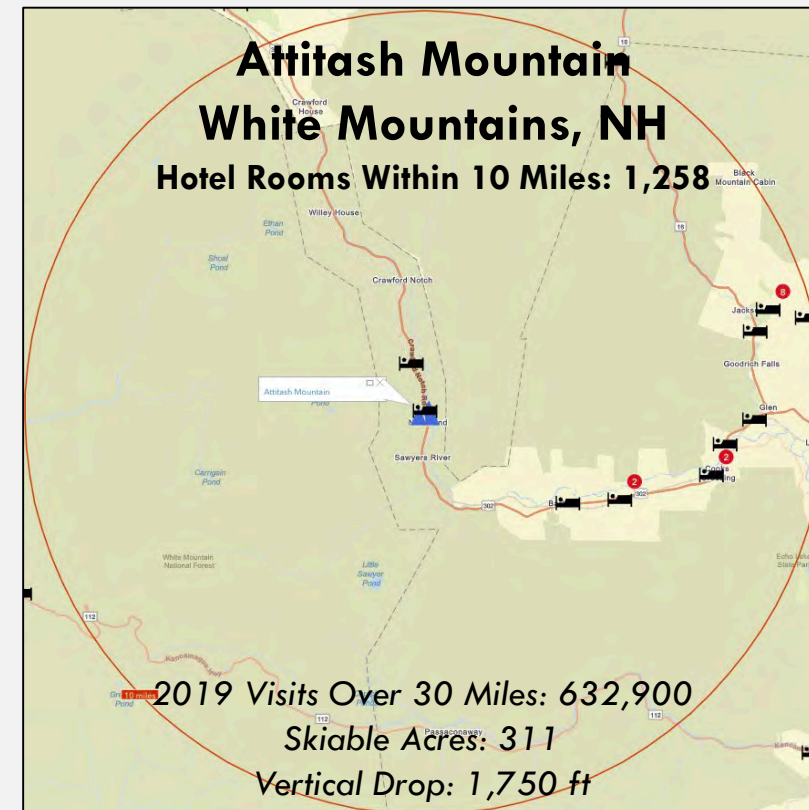
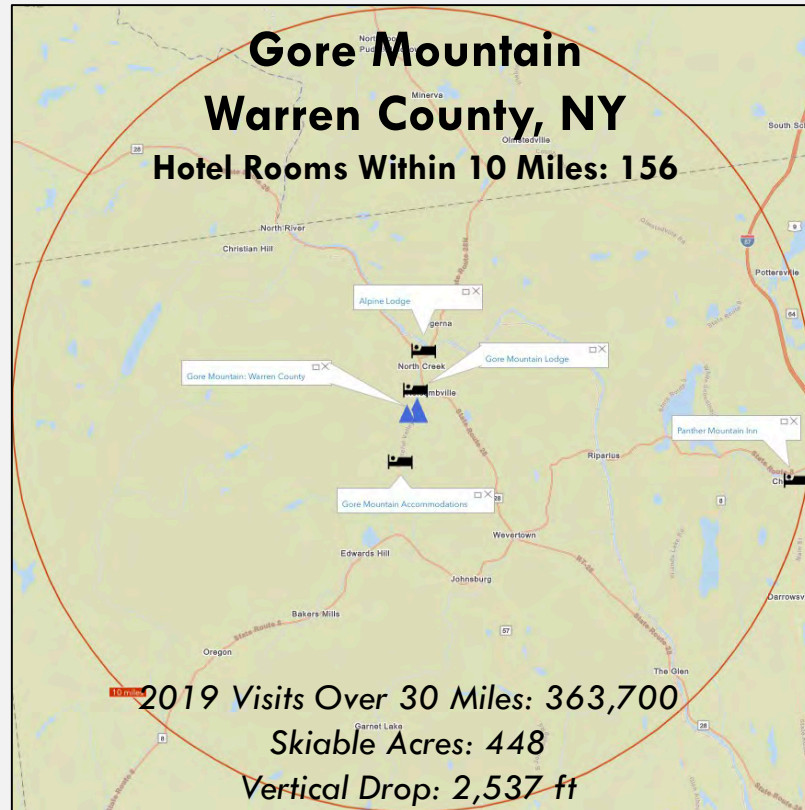
White Mountain Ski Mountain Visitation From Over 30 Miles

| Ski Resort | 2019 Visits | 2019 Visitors | Visits/Customer |
|---------------------|-------------|---------------|-----------------|
| Attitash Mountain | 632,900 | 255,100 | 2.48 |
| Loon Mountain | 631,600 | 205,800 | 3.07 |
| Cannon Mountain | 327,000 | 156,600 | 2.09 |
| Cranmore Mountain | 318,900 | 171,500 | 1.86 |
| Bretton Woods | 256,900 | 107,300 | 2.39 |
| Waterville Ski Area | 208,600 | 62,100 | 3.36 |
| Wildcat Mountain | 152,800 | 57,800 | 2.64 |
| Black Mountain | 39,900 | 17,700 | 2.25 |

Source: Placer.ai

Hunden displayed the concentration of hotels in the area to show the impact of mountain success with proximate hotels. This analysis shows the mountains with many nearby hotels are driving more traffic than those without available lodging.

Ski Mountain Hotel Availability Comparison



Attitash Mountain has more than 8 times the number of hotel rooms within 10 miles compared to Gore Mountain. Hotel availability makes it a better destination for tourists as everything they need is in one place. When looking at skiable acres and vertical drop, Attitash Mountain is not as good as Gore, but its hotel availability and its close proximity to other mountains help it attract almost twice as many visitors from over of 30 miles compared to Gore and Warren County.

White Mountain Area – Selected Assets



Gorges, Waterfalls, & Ziplining



Story Land and Santa's Village Amusement Parks



Boating & Water Activities



Loon Mountain Resort
Skiing, Biking, Hiking



Polar Caves Park

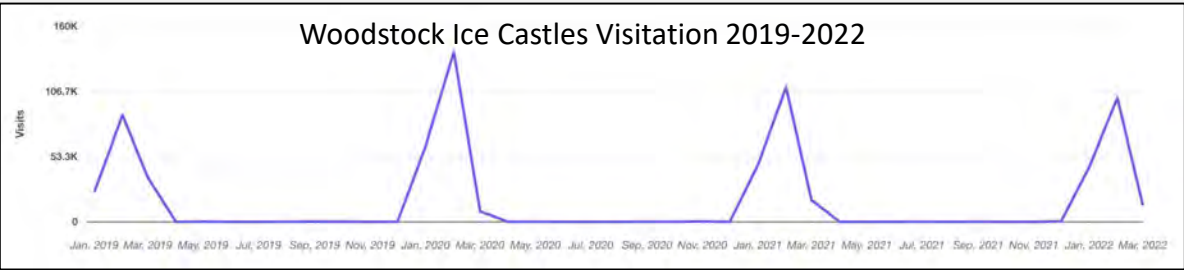
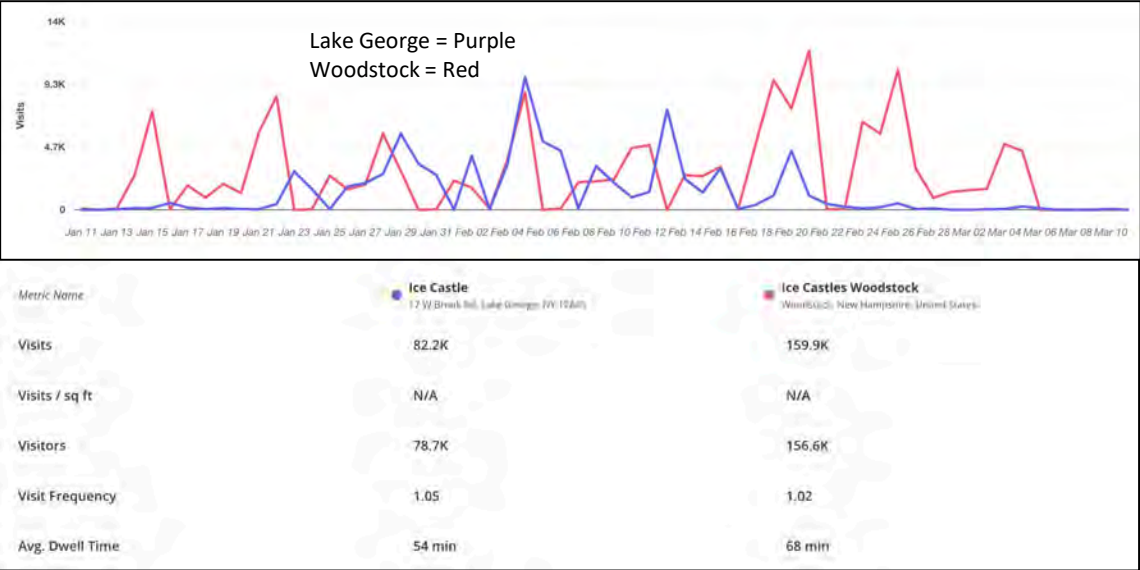


Three Unique Railroads
Mt. Washington Cog Railway

Ice Castles - Woodstock

Ice Castles most recently established themselves in Warren County but there are several other locations. Ice Castles are also shown in Woodstock, NH; New Brighton, MN; Midway, Utah and Lake Geneva, Wisconsin.

Woodstock was identified as the greatest competitor to Warren County, thus HSP compared visitation during the 2022 season to both locations.





Woodstock, NH Hotel Industry Overview

Woodstock, NH: Hotel Industry Overview

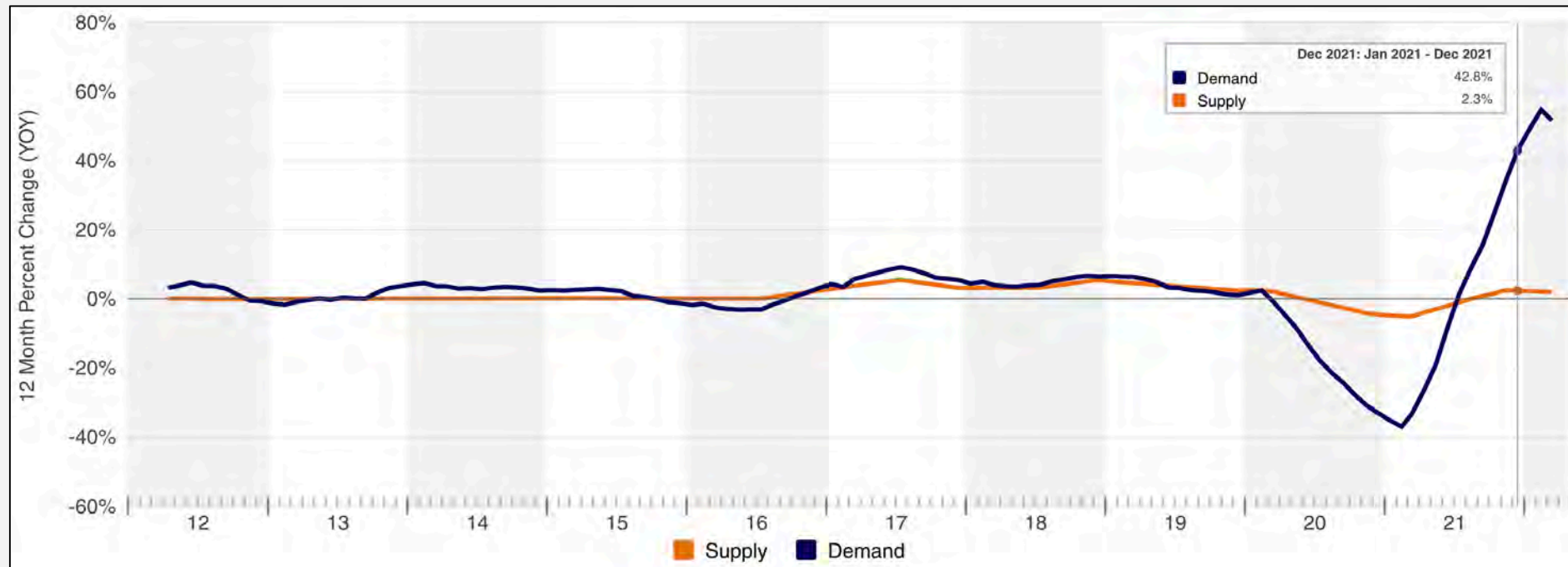
2021 Inventory:
1,785 Rooms

2021 Occupancy:
57.9%

2021 ADR:
\$155

2021 RevPAR:
\$89

The following chart shows the historical change in supply and demand for hotels in Woodstock, NH over a ten-year period.



Prior to COVID-19, the Woodstock area had seen little change in supply of hotels until 2017 to 2019. Demand trends have been following the supply trends until COVID-19. During COVID-19, change in demand dropped to nearly negative 40 percent in late 2020 but quickly increased by 42.8 percent from the prior year.

Woodstock, NH Performance by Class Overview

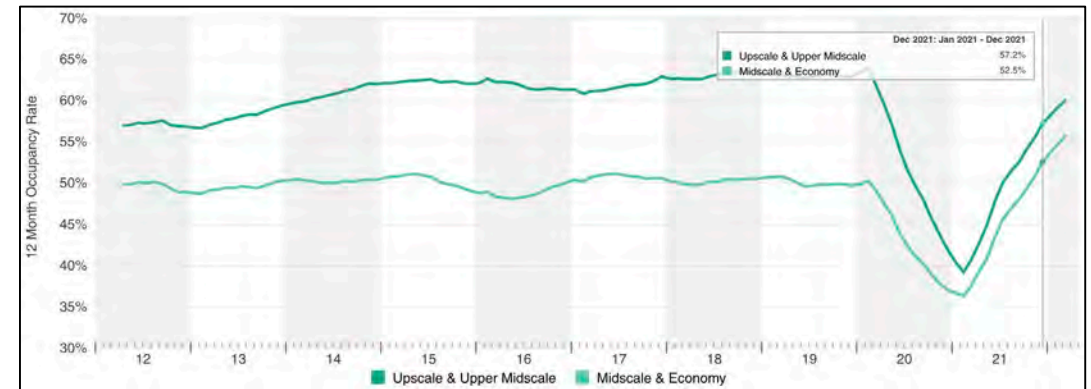
HSP utilized Costar/STR to understand the trends in the hotel industry in Woodstock, NH. The performance trends in the figures are broken up into three categories, representing the different chainscales available in the area.

The first figure shows the occupancy trends by chainscale over a ten-year period. Prior to COVID-19, the Upper Midscale & Upscale chainscale properties were historically high in demand in the area. As of December 2021, the average occupancy for the Upper Midscale & Upscale was nearly 57.2 percent while the average occupancy for the Luxury & Upper Upscale properties was 52.5 percent.

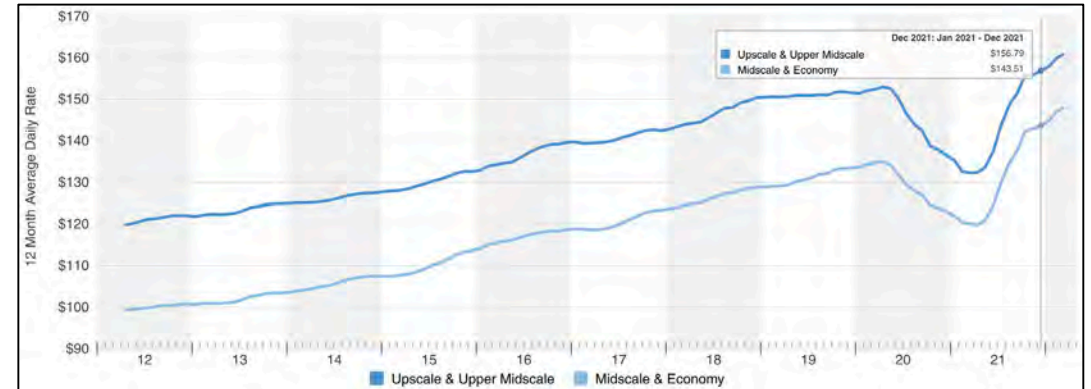
The second figure shows the average daily rate by chainscale. Prior to COVID-19, all chainscales saw a steady rise in ADR until COVID-19. Shortly after the average ADR in 2021 within the Upscale & Upper Midscale was \$156.79 and Midscale & Economy average ADR was \$143.51.

The third figure shows the trends in RevPAR. Since RevPAR is a product of Occupancy and ADR and tends to mirror the trends seen in both metrics.

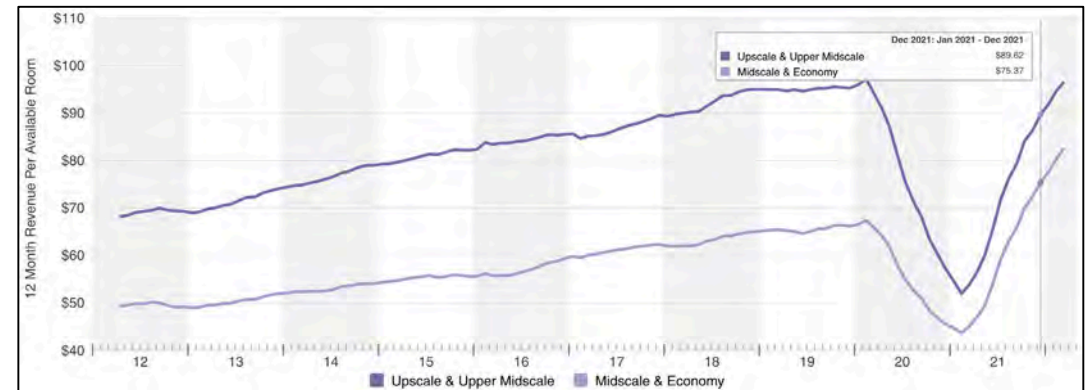
Occupancy by Chainscale



ADR by Chainscale



RevPAR by Chainscale



Grafton County Tax Collections

Information regarding meal and room tax was only available from the 2020 to 2022.

While Woodstock was identified as a winter destination, it has experienced the strongest months of meal and room tax collections during the summer months.

As a winter destination, the area is strongest from January to mid-March. The area has begun rebounding from the pandemic and retains its summer months as its stronger period.

| Grafton County, NH (Woodstock) Meals and Room Tax Collections | | | | |
|--|-----------|--------------|--------------|-------------------|
| Year | Month | Meals Tax | Room Tax | Total Tax Collec. |
| 2020 | January | \$ 1,829,516 | \$ 642,788 | \$ 2,472,304 |
| 2020 | February | \$ 1,967,174 | \$ 803,565 | \$ 2,770,739 |
| 2020 | March | \$ 1,082,113 | \$ 274,920 | \$ 1,357,033 |
| 2020 | April | \$ 556,870 | \$ 58,391 | \$ 615,261 |
| 2020 | May | \$ 910,794 | \$ 89,217 | \$ 1,000,011 |
| 2020 | June | \$ 1,338,835 | \$ 301,842 | \$ 1,640,677 |
| 2020 | July | \$ 1,884,154 | \$ 830,229 | \$ 2,714,383 |
| 2020 | August | \$ 2,080,507 | \$ 1,078,527 | \$ 3,159,034 |
| 2020 | September | \$ 1,833,079 | \$ 721,272 | \$ 2,554,351 |
| 2020 | October | \$ 1,821,034 | \$ 753,743 | \$ 2,574,777 |
| 2020 | November | \$ 1,155,734 | \$ 255,193 | \$ 1,410,927 |
| 2020 | December | \$ 1,221,381 | \$ 314,534 | \$ 1,535,915 |
| 2021 | January | \$ 1,421,555 | \$ 461,054 | \$ 1,882,609 |
| 2021 | February | \$ 1,523,644 | \$ 709,594 | \$ 2,233,238 |
| 2021 | March | \$ 1,557,006 | \$ 432,665 | \$ 1,989,671 |
| 2021 | April | \$ 1,516,810 | \$ 339,017 | \$ 1,855,827 |
| 2021 | May | \$ 1,806,791 | \$ 469,645 | \$ 2,276,436 |
| 2021 | June | \$ 2,191,090 | \$ 950,096 | \$ 3,141,186 |
| 2021 | July | \$ 2,712,586 | \$ 1,716,121 | \$ 4,428,707 |
| 2021 | August | \$ 2,599,152 | \$ 1,580,582 | \$ 4,179,734 |
| 2021 | September | \$ 2,219,344 | \$ 1,040,266 | \$ 3,259,610 |
| 2021 | October | \$ 2,255,324 | \$ 1,143,107 | \$ 3,398,431 |
| 2021 | November | \$ 1,508,207 | \$ 450,487 | \$ 1,958,694 |
| 2021 | December | \$ 1,662,427 | \$ 553,601 | \$ 2,216,028 |
| 2022 | January | \$ 1,695,024 | \$ 586,583 | \$ 2,281,607 |
| 2022 | February | \$ 1,939,420 | \$ 820,204 | \$ 2,759,624 |

Source: New Hampshire Office of Strategic Initiatives

HSP interviewed the staff of Visit White Mountains to better understand the organization and White Mountains. The following points list the key takeaways:

- Visit White Mountains only focuses on the spring, summer and fall seasons of tourism to the White Mountains. The spring accounts for 15 percent of their marketing budget with the summer accounting for 75 percent and the fall accounting for 10 percent. The organization primarily markets to out of state destinations to people between the ages of 16 and 65, mainly to people in the New England market.
- The most popular areas in the White Mountains include Lincoln, Woodstock, North Conway and the Mount Washington Valley.
- The major ski mountains in the region have developed mountain biking trails, gondola rides and zipline courses to enjoy the mountains in the spring, summer and fall.
- The main attractions in the White Mountains region include the Washington Cog Railway, Santa's Ville Amusement Park, Story Land Amusement Park and Echo Lake/Franconia Notch.
- Visit White Mountains does not work with local festivals or events but will occasionally indirectly assist with marketing efforts.
- The White Mountains region does not compete for sports or convention business which is not uncommon for New Hampshire.

HSP analyzed the White Mountains region as a competitive destination, the following implications were drawn.

What They Do Best:

Woodstock does a good job at navigating seasonality. This is in part due to their strong hiking and skiing topography.

The winter is their peak tourism season and by creating a separate tourism organization for their peak season, it allows Woodstock to focus on preparing for the winter throughout the year.

Why They Are a Good Competitor:

Woodstock and the White Mountains are a strong competitor to Warren County during the winter months because of the supply of skiing options in the White Mountains. The region does not compete for sports or conventions business because of their geographic location. This forces the region to capitalize on their natural assets such as skiing and hiking mountains, waterfalls, foliage and lakes.

Stowe, Vermont

Stowe, Vermont

Stowe, Vermont is a town in northern Vermont known for its trails and ski slopes. The town sits between Mount Mansfield and Green Mountains which offers many outdoor nature opportunities and is a reason it is nicknamed the “Ski Capital of the East.” Stowe claims to be a four-season destination, but attracts the majority of its annual visitation during the winter months.

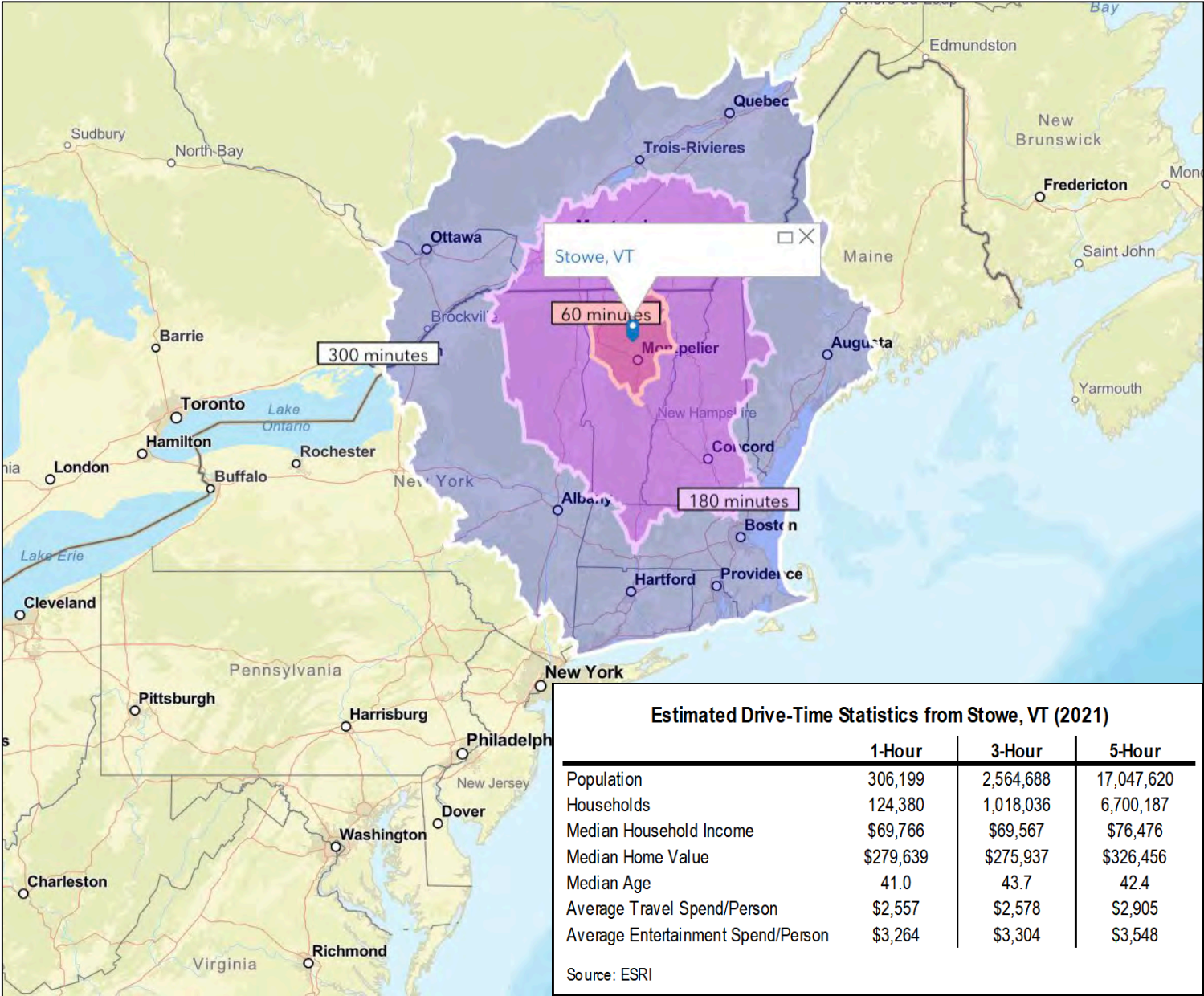


Stowe Location Breakdown

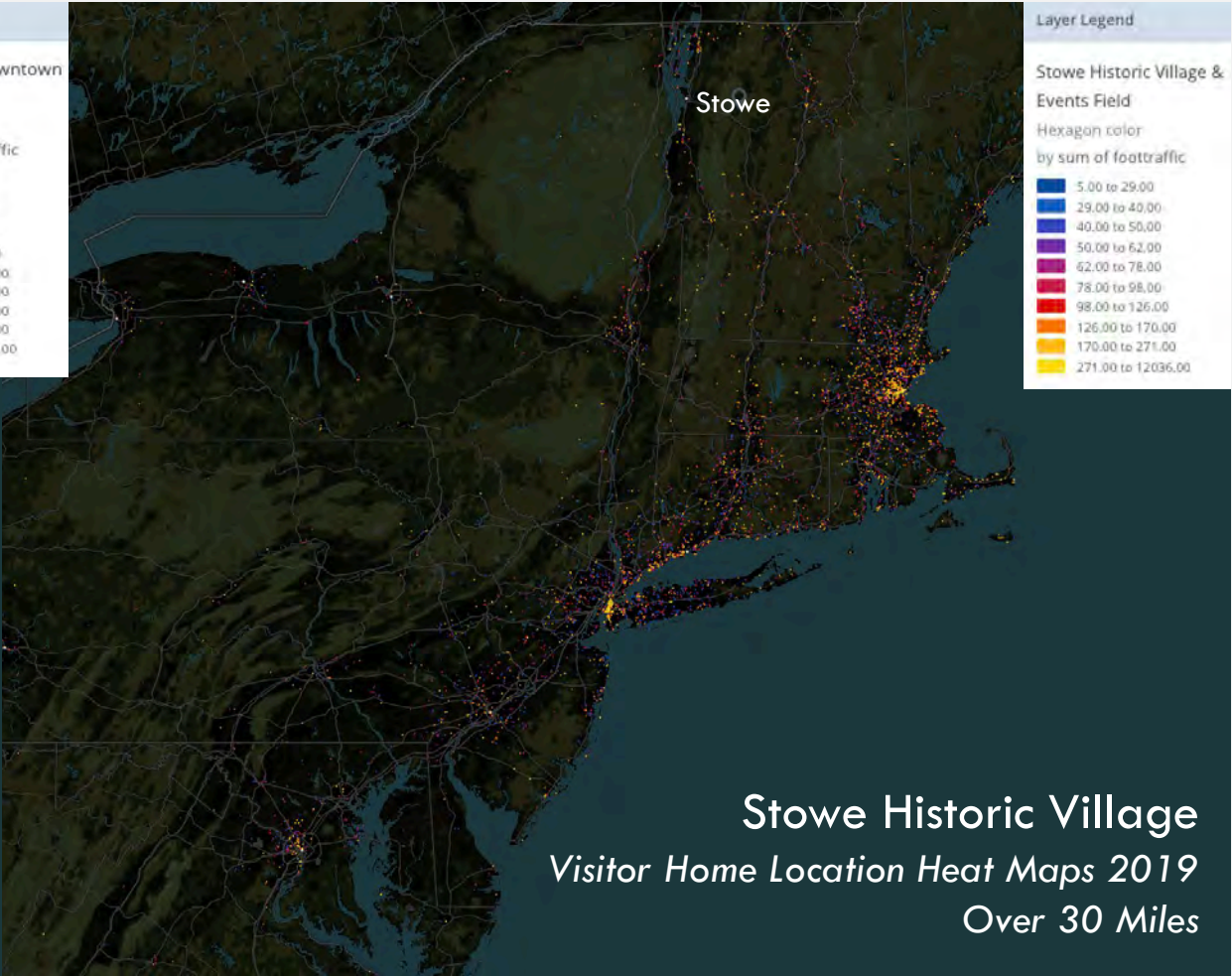
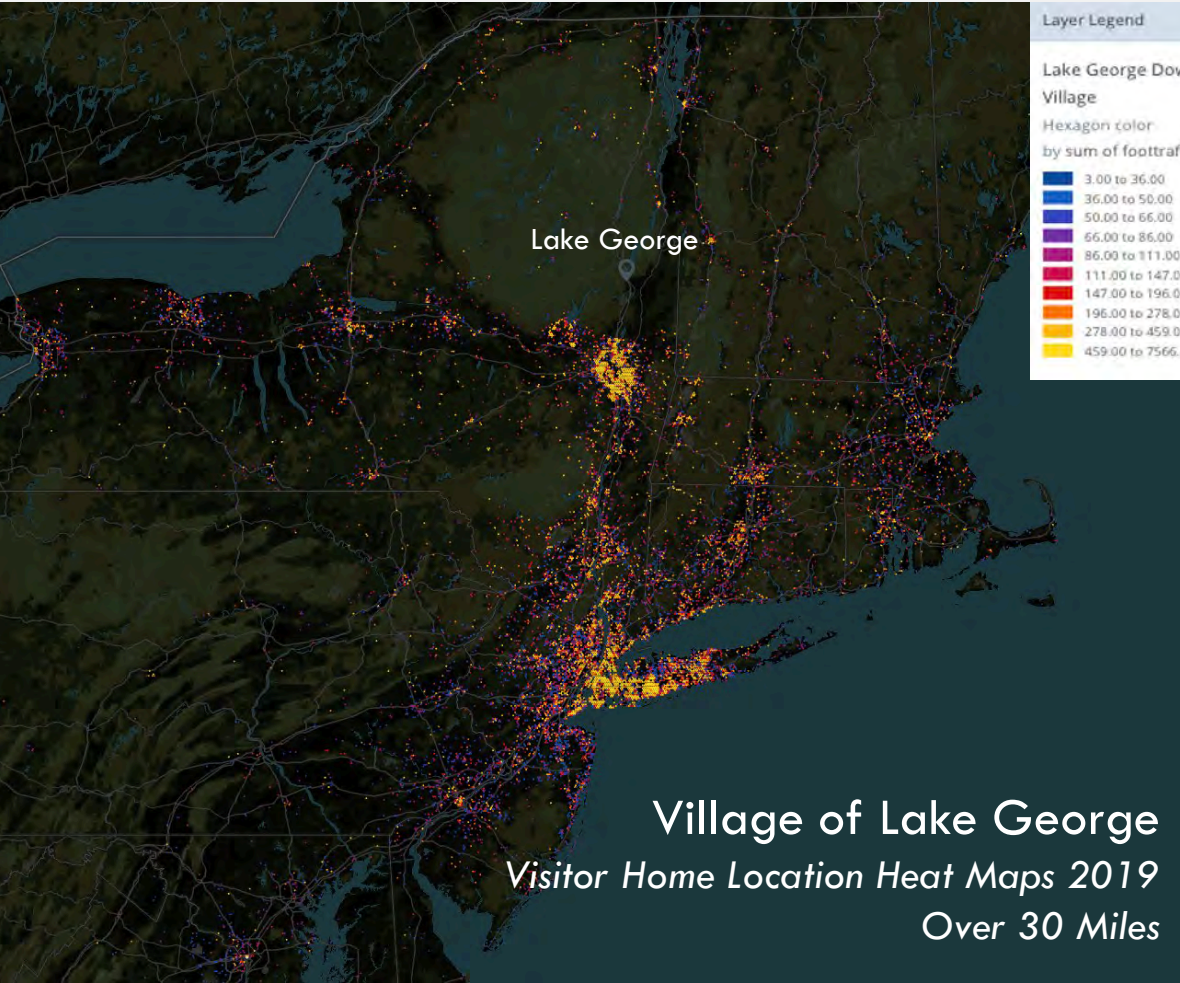
Within a three-hour drive time, there are more than 2.5 million people and more than one million households.

A five-hour drive-time captures the Boston, Providence and Hartford markets. Just outside of a five-hour drive is the New York City market.

Stowe's remote location is both an advantage and disadvantage to the destination. The advantage is that visits lead to a large a percentage of overnight stays, but the destination is not a location that benefits from drive by or daytrip visits.



Warren County vs Stowe Visitation

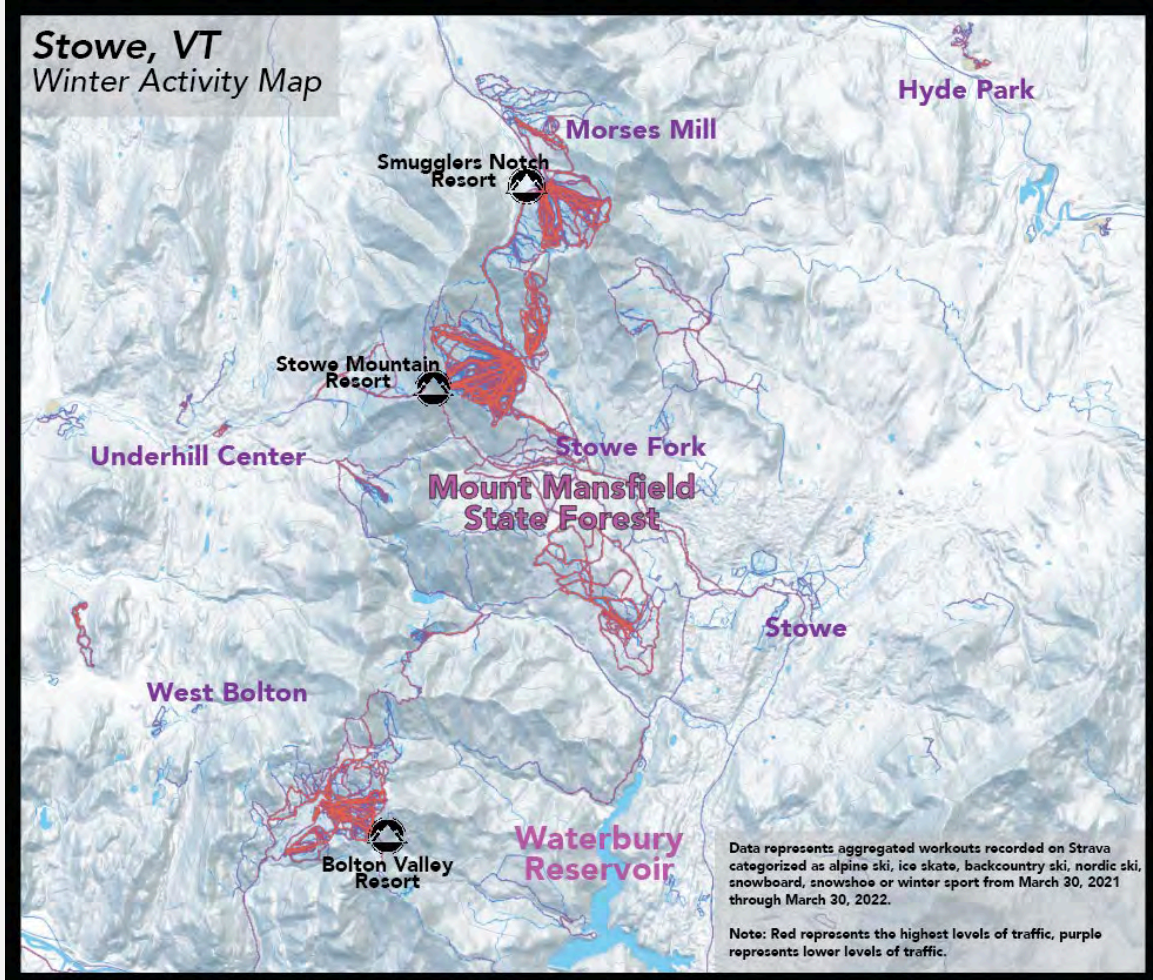
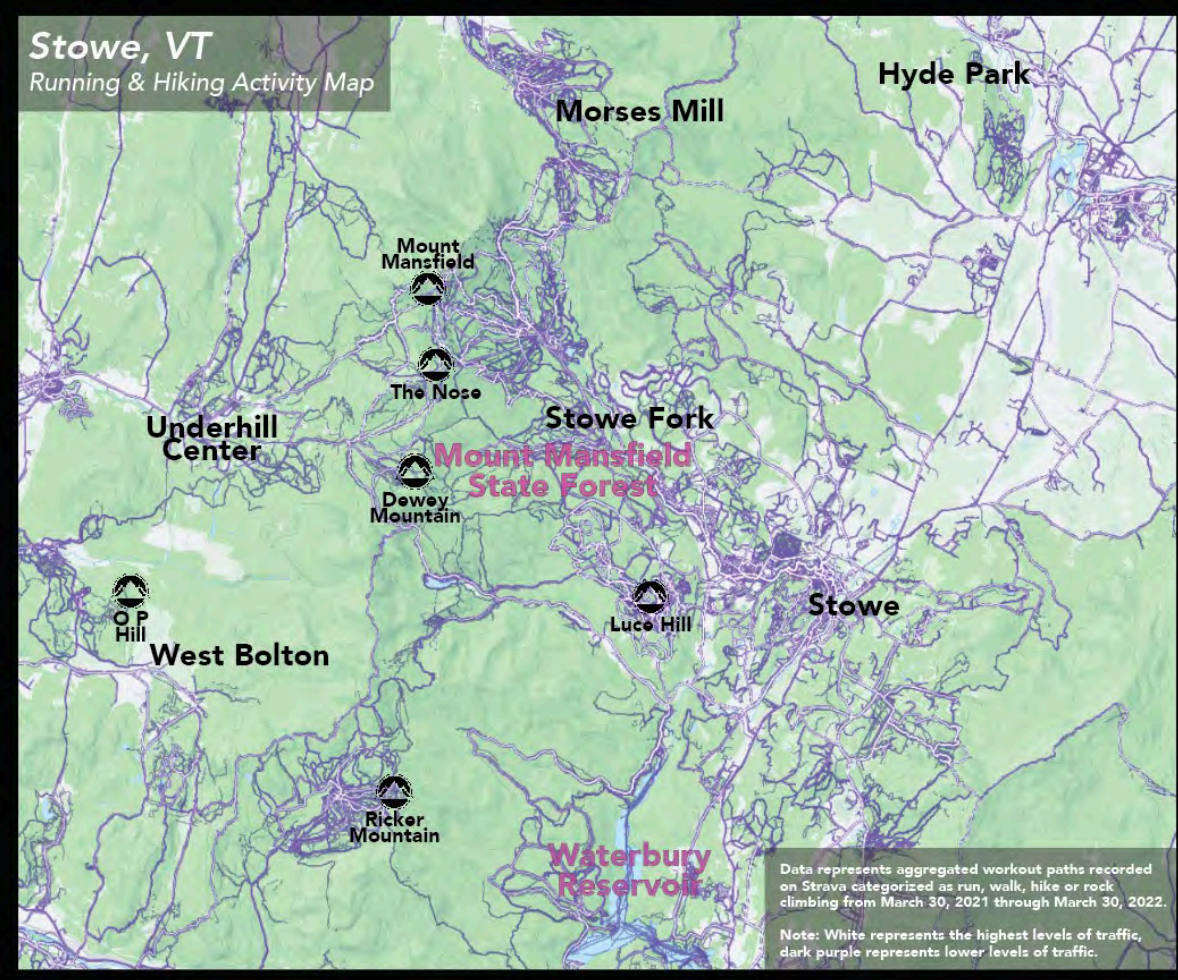




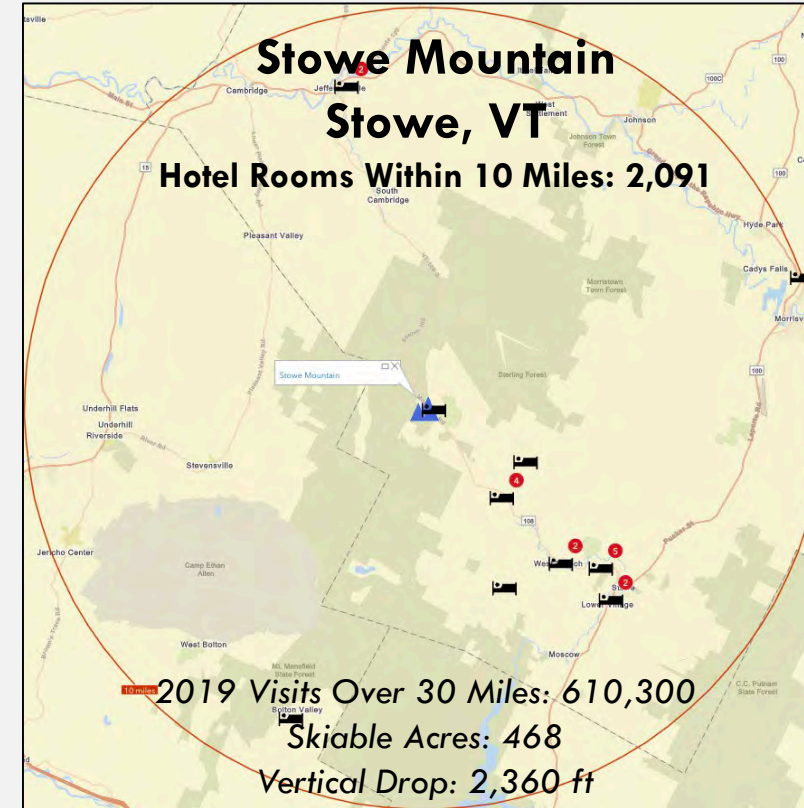
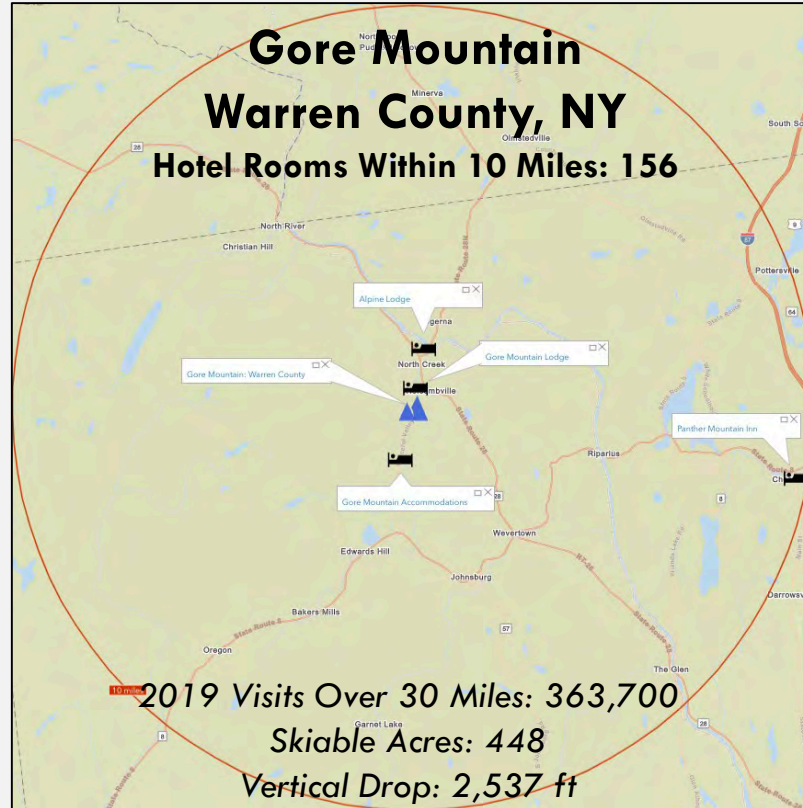
Stowe Assets and Events

Outdoor Activity Maps

To understand the areas of activity between summer and winter activities, Hunden gathered Strava activity maps of recorded workouts for running/hiking and winter activities. These maps show where and how much outdoor activities occur. Hunden elected to not include water maps as there are minimal water activities in the region.



Ski Mountain Hotel Availability Comparison



Stowe Mountain has a sizeable number of hotel rooms within 10 miles. Hotel availability makes it a better destination for tourists as everything they need is in one place. When looking at skiable acres and vertical drop, Stowe Mountain is not as good as Gore Mountain, but its hotel availability and marketing techniques help it attract around 250,000 more visitors from outside of 30 miles compared to Gore and Warren County.

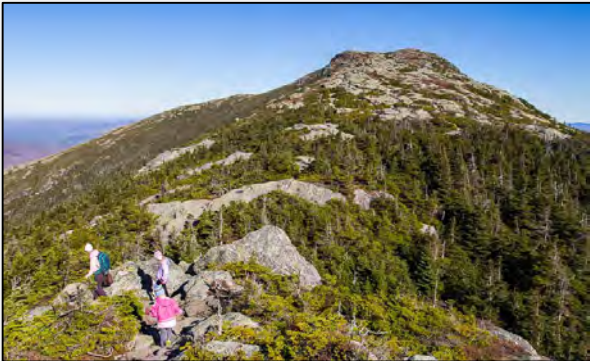
Stowe — Selected Assets



Stowe Mountain Resort



**Smugglers Notch
Family Resort**



Mount Mansfield



The Alchemist Brewery



Moss Glen Falls

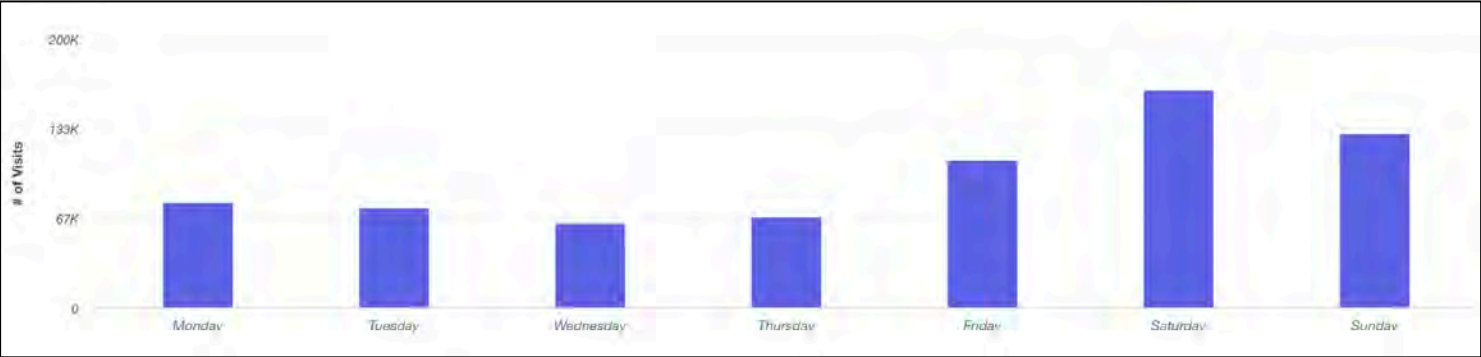
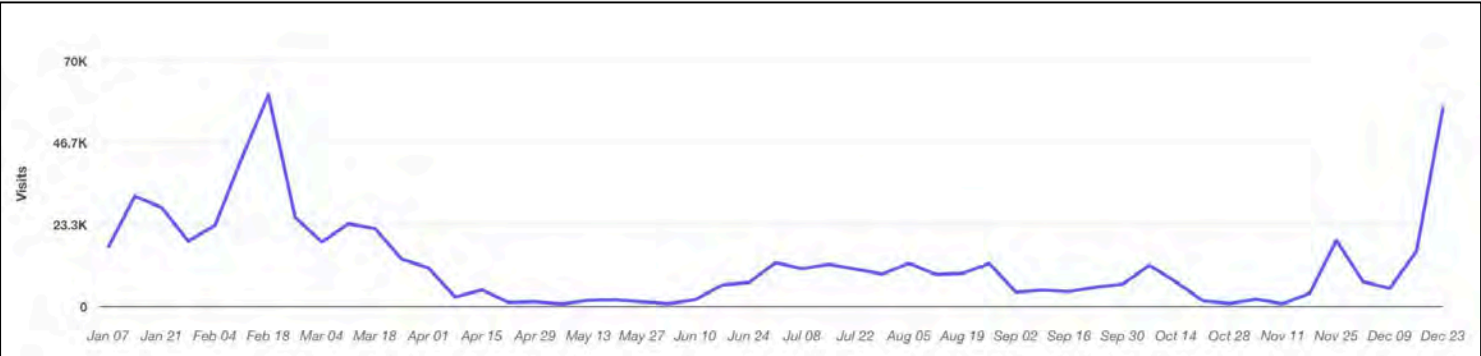
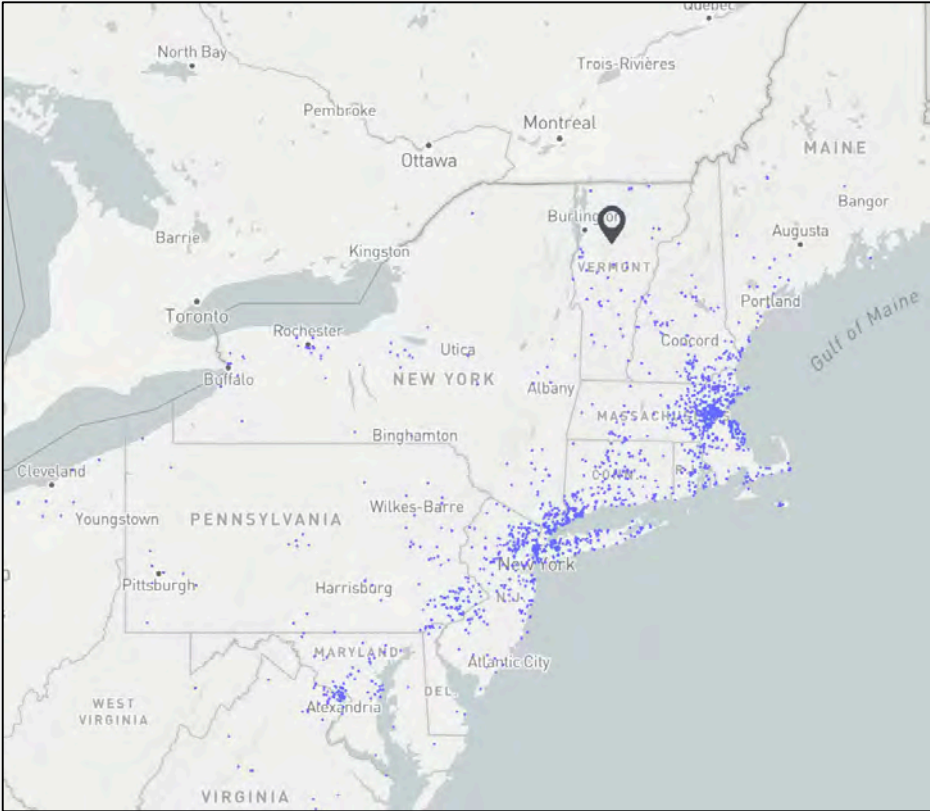


Lamoille River

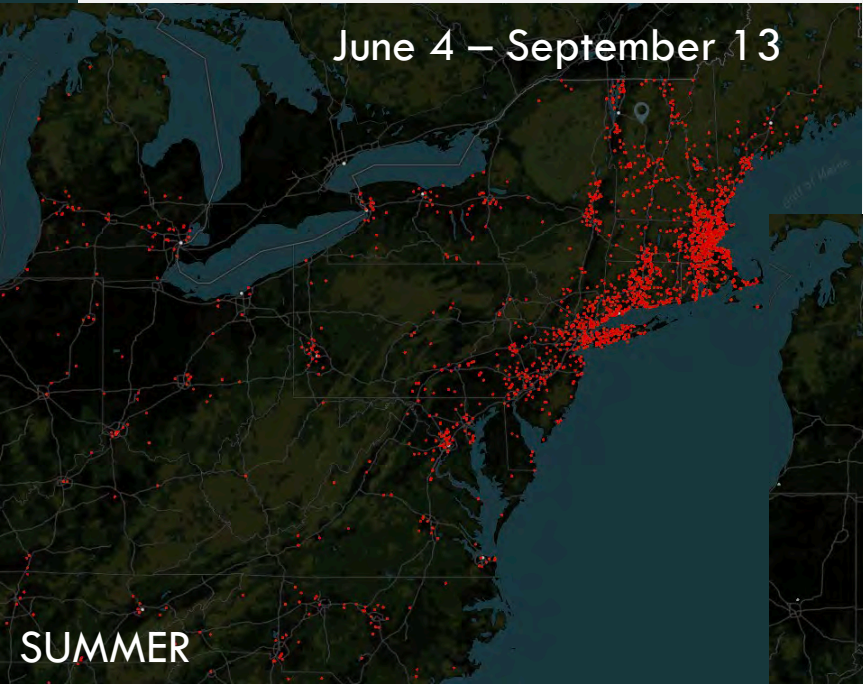
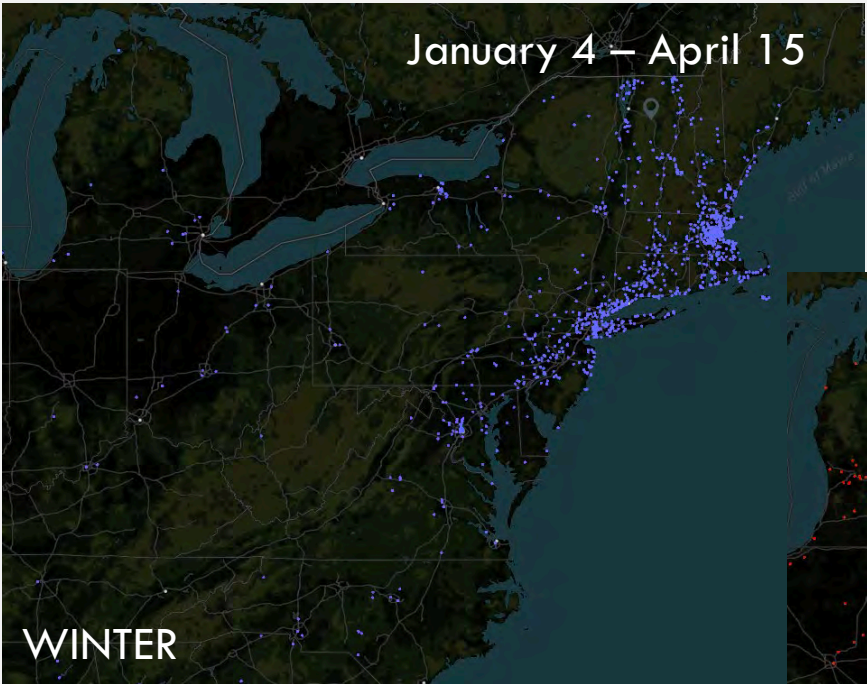
Stowe Mountain Resort Visitation (2019)

2019 Visitation Characteristics beyond 30 miles:

- 683,700 visits
- 229,700 unique visitors



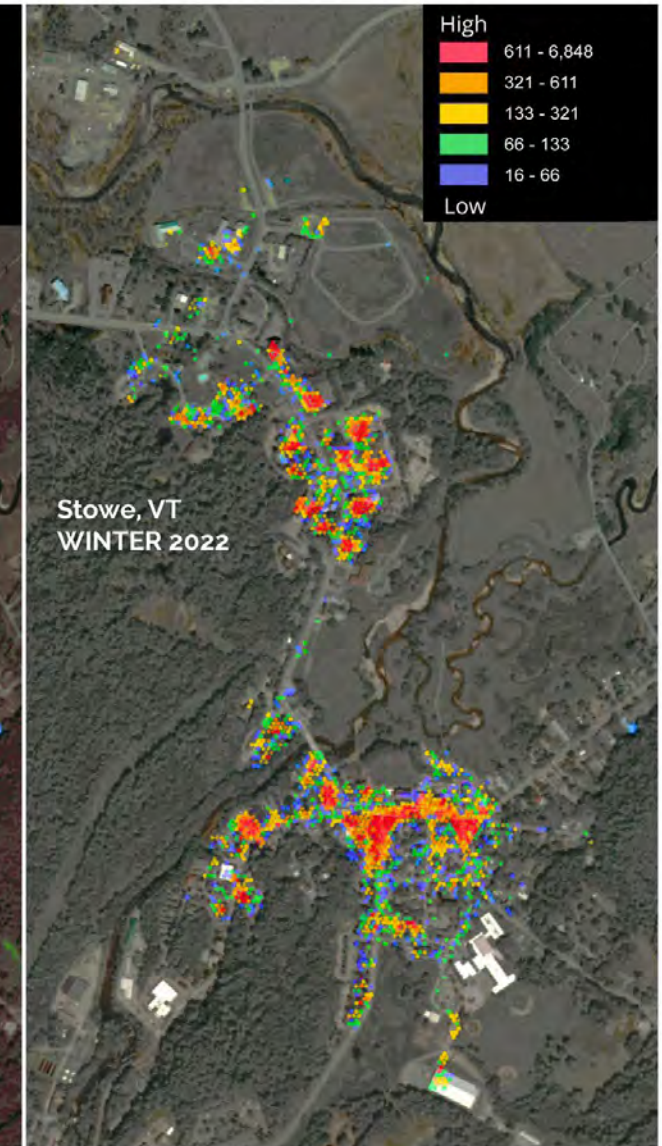
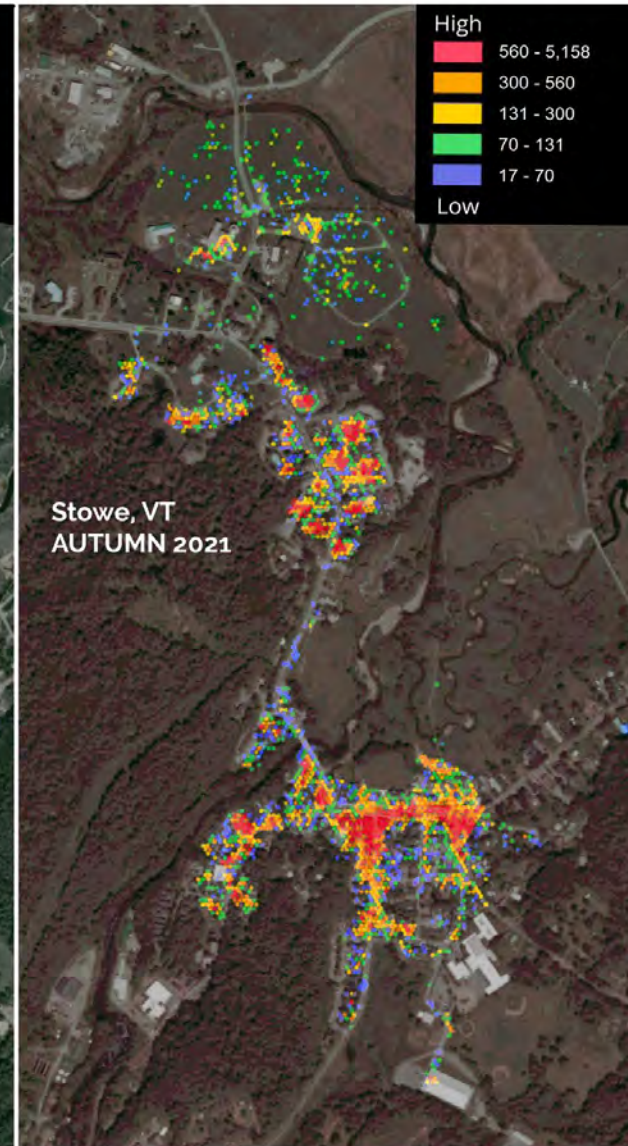
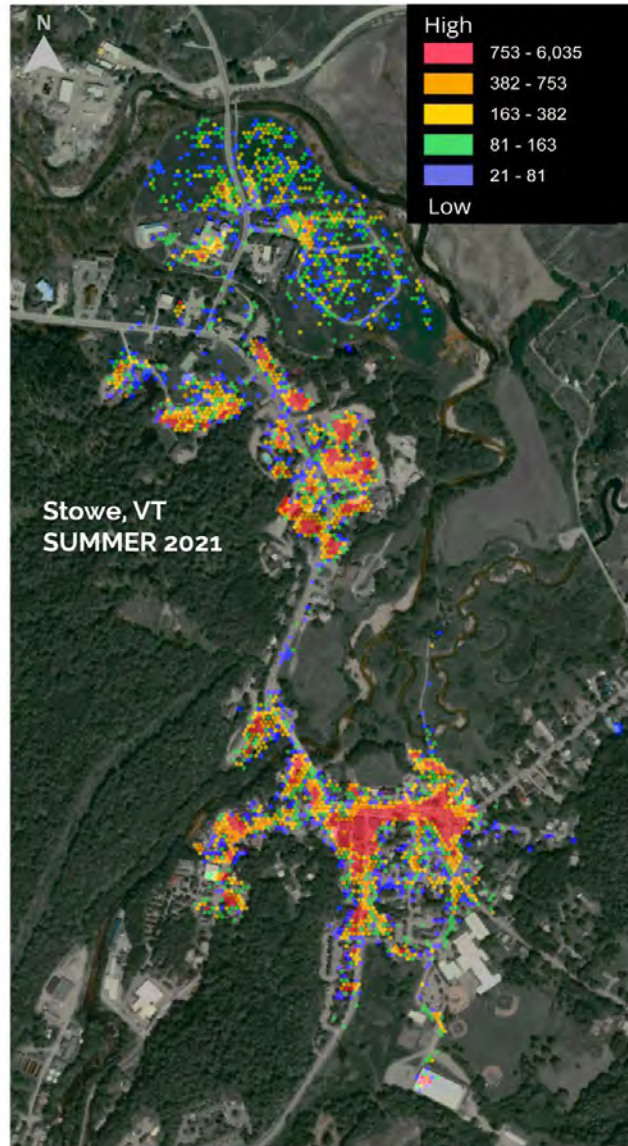
Stowe Historic Downtown Seasonal Visitation Maps



Stowe Historic Downtown Seasonal Visitation Maps

Stowe is very likely the best of the competitive destinations at catering to the autumn color changing season. For that reason, an autumn foot-traffic heat map has been added to the summer and winter maps.

The historic village, less than a third of a mile long, sports numerous quaint shops and restaurants, and is popular in nearly any season. The grassy fields to the north are used for a variety of seasonal events, including sports and a small renaissance fair, to bring visitors during lower attendance periods.



Stowe Summer v Winter Visitation by Metro Area

For summer and winter seasons, the largest market for Stowe's greater tourism area is the Boston metro, followed by New York. During the winter ski season the market commands more of the New York market, and more pull from Boston and Philadelphia.

In warm weather, this is decidedly a New England regional destination. However, once the skiing season begins, the Mid-Atlantic cities, especially their more affluent households, show more interest in the long trek to Stowe. Stowe is also well-known for being an fall colors destination.

Summer 2021

| Stowe, VT - Summer 2021 Visitor Origination by Metro Area | | | |
|--|---|-------------------|---------------------------|
| 276,320 Total Visitors (outside of 30 miles & minimum stay of 2.5 hours) | | | |
| Rank | Metro Area Name | Visitors by Metro | Percent of Total Visitors |
| 1 | Boston-Cambridge-Newton, MA-NH | 61,935 | 22.4% |
| 2 | New York-Newark-Jersey City, NY-NJ-PA | 36,054 | 13.0% |
| 3 | Philadelphia-Camden-Wilmington, PA-NJ-DE-MD | 10,104 | 3.7% |
| 4 | Providence-Warwick, RI-MA | 9,305 | 3.4% |
| 5 | Washington-Arlington-Alexandria, DC-VA-MD-WV | 7,938 | 2.9% |
| 6 | Clairmont-Lebanon, NH-VT | 7,612 | 2.8% |
| 7 | Hartford-East Hartford-Middletown, CT | 7,086 | 2.6% |
| 8 | Worcester, MA-CT | 5,802 | 2.1% |
| 9 | Bridgeport-Stamford-Norwalk, CT | 5,651 | 2.0% |
| 10 | Miami-Fort Lauderdale-Pompano Beach, FL | 4,552 | 1.6% |
| 11 | Chicago-Naperville-Elgin, NW Indiana IL-IN-WI | 4,324 | 1.6% |
| 12 | Springfield, MA | 3,863 | 1.4% |
| 13 | Manchester-Nashua, NH | 3,734 | 1.4% |
| 14 | New Haven-Milford, CT | 3,602 | 1.3% |
| 15 | Portland, ME | 3,337 | 1.2% |
| 16 | Baltimore-Columbia-Towson, MD | 3,239 | 1.2% |
| 17 | Concord, NH | 2,621 | 0.9% |
| 18 | Albany-Schenectady, NY | 2,604 | 0.9% |
| 19 | Rochester, NY | 2,511 | 0.9% |
| 20 | Los Angeles-Long Beach, CA | 2,225 | 0.8% |
| TOTAL | | 188,099 | 68.1% |
| Source: Placer.ai | | | |

Winter 2022

| Stowe, VT - Winter 2022 Visitor Origination by Metro Area | | | |
|--|---|-------------------|---------------------------|
| 226,217 Total Visitors (outside of 30 miles & minimum stay of 2.5 hours) | | | |
| Rank | Metro Area Name | Visitors by Metro | Percent of Total Visitors |
| 1 | Boston-Cambridge-Newton, MA-NH | 54,593 | 24.1% |
| 2 | New York-Newark-Jersey City, NY-NJ-PA | 45,254 | 20.0% |
| 3 | Philadelphia-Camden-Wilmington, PA-NJ-DE-MD | 10,096 | 4.5% |
| 4 | Bridgeport-Stamford-Norwalk, CT | 7,693 | 3.4% |
| 5 | Hartford-East Hartford-Middletown, CT | 7,149 | 3.2% |
| 6 | Providence-Warwick, RI-MA | 6,590 | 2.9% |
| 7 | Washington-Arlington-Alexandria, DC-VA-MD-WV | 5,730 | 2.5% |
| 8 | Clairmont-Lebanon, NH-VT | 5,377 | 2.4% |
| 9 | Worcester, MA-CT | 5,217 | 2.3% |
| 10 | Manchester-Nashua, NH | 4,713 | 2.1% |
| 11 | New Haven-Milford, CT | 3,753 | 1.7% |
| 12 | Portland, ME | 2,857 | 1.3% |
| 13 | Miami - West Palm Beach, FL | 2,753 | 1.2% |
| 14 | Baltimore, MD | 2,589 | 1.1% |
| 15 | Barnstable (Hyannis and Cape Cod), MA | 2,512 | 1.1% |
| 16 | Springfield, MA | 2,392 | 1.1% |
| 17 | Albany-Schenectady, NY | 2,239 | 1.0% |
| 18 | Chicago-Naperville-Elgin, NW Indiana IL-IN-WI | 1,845 | 0.8% |
| 19 | Concord, NH | 1,736 | 0.8% |
| 20 | Rutland, VT | 1,546 | 0.7% |
| TOTAL | | 176,634 | 78.1% |
| Source: Placer.ai | | | |

HSP interviewed representatives of Go Stowe. The conversation is summarized below.

Seasonality

Stowe is the self proclaimed, “ski capital of the east.” According to the CVB the summer and the fall are just as busy as the winter (though geofencing data does not reflect this).

Summer – The area see lots of visitation for its world class mountain biking and hiking. During this time the area is known for its maple trees.

Winter – The majority of visitors come for skiing and Nordic trails. The area has trails for experts and beginners.

Fall – larger international travelers.

The mud months/stick seasons are mid-April through May and late October to December. During these mud months, most of the local restaurants close for a couple of weeks and do seasonal cleaning.

Visitors

Stowe’s competitors consist of ski resorts and hiking destinations in the northeast. The CVB noted these areas are predominantly Boston, NY, CT, MA, PA, and MD.

The ski resorts that are most competitive are the ski resorts that are owned by Vail, as it is an easy option for Epic Pass holders. These mountains are:

- Mount Snow (VT),
- Hunter Mountain (NY),
- Attitash, Wildcat and Crotched Mountains (NH),
- Liberty, Roundtop, Whitetail, Jack Frost and Big Boulder Mountain (PA).

Most of the visitors to Stowe are within a drivable distance. When air travelers visit the area, they most often use the Burlington Airport which is 45 minutes away.

Data

To track success within tourism, Stowe uses hotel occupancy data from participating hotels (about 50 percent of available hotel rooms in the market).

They also use taxable receipt data to compare year over year changes.



Stowe, VT Hotel Industry Overview

Stowe, VT: Hotel Industry Overview

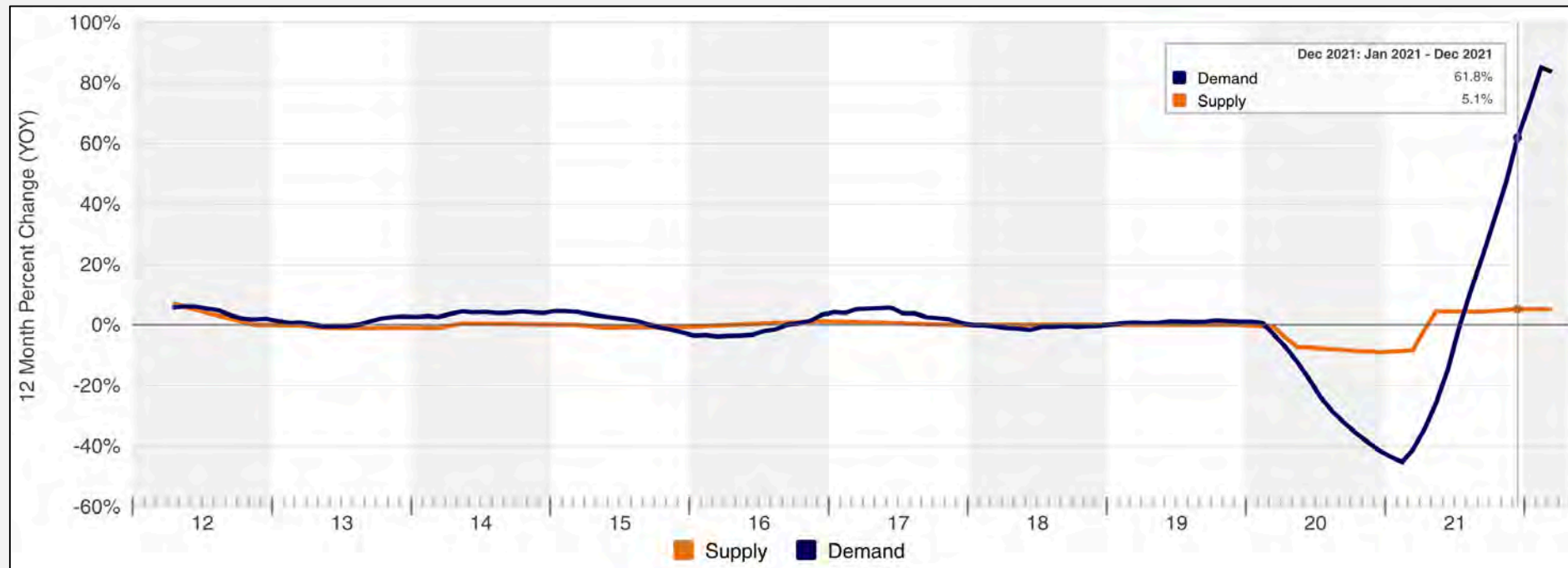
2021 Inventory:
1,430 Rooms

2021 Occupancy:
68.7%

2021 ADR:
\$198

2021 RevPAR:
\$136

The following chart shows the historical change in supply and demand for hotels in Stowe, VT over a ten-year period.



The change in supply in the area has remained stagnant over the ten-year period and demand has not fluctuated except for in 2020 when demand had approximately a negative 45 percent change in early February 2021. Since then, there has been a sharp recovery of nearly 61.8 percent from March 2021.

Stowe, VT Performance by Class Overview

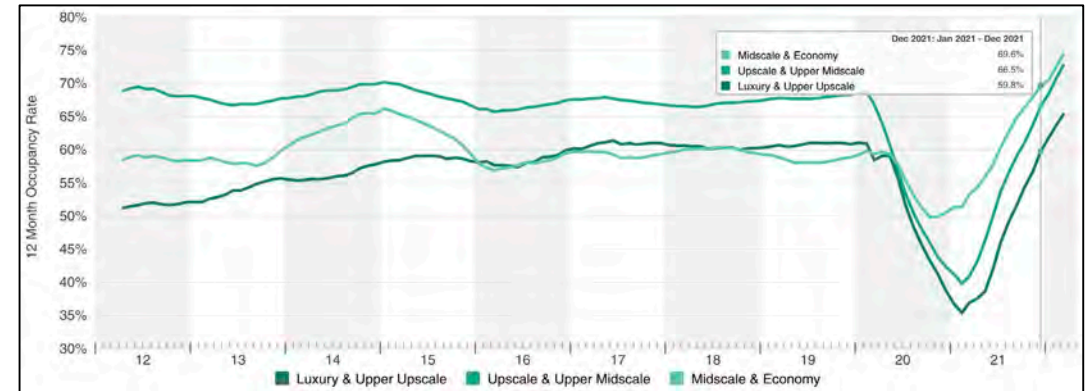
HSP utilized Costar/STR to understand the trends in the hotel industry in Stowe, VT. The performance trends in the figures are broken up into three categories, representing the different chainscales available in the area.

The first figure shows the occupancy trends by chainscale over a ten-year period. Prior to COVID-19, the Upper Midscale & Upscale chainscale performance received the most demand among all chainscales. When COVID-19 hit, the Luxury & Upper Upscale properties were affected the most in demand but quickly recovered, along with the other chainscales, and surpassed pre-pandemic levels. As of December 2021, the average occupancy for the Luxury & Upper Upscale was 59.8 percent, while the average occupancy for the Upper Midscale & Upscale properties was 66.5 percent and Midscale & Economy chainscale was nearly 69.6 percent.

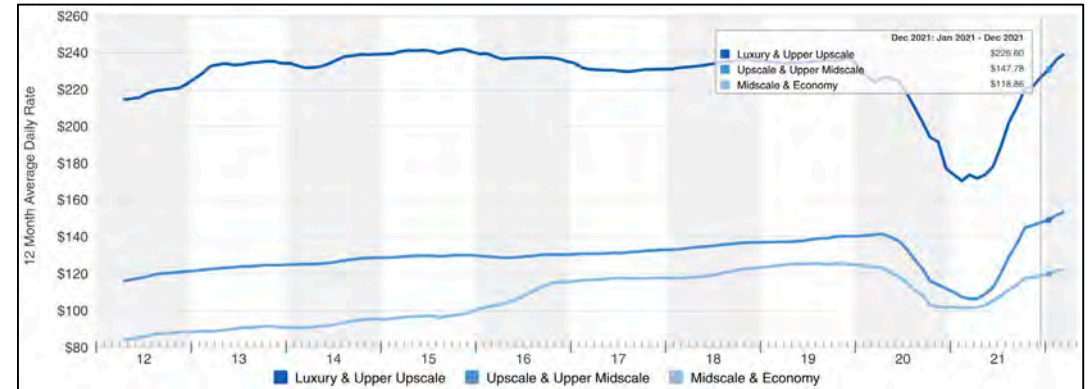
The second figure shows the average daily rate by chainscale. Prior to COVID-19, the Luxury & Upper Upscale chainscale saw a steady rise in ADR until COVID-19. Shortly after the average ADR in 2021 within the Luxury & Upper Upscale chainscales rose to a high of \$226.60 while Upscale & Upper Midscale average ADR was \$147.78 and Midscale & Economy average ADR was \$118.86.

The third figure shows the trends in RevPAR. Since RevPAR is a product of Occupancy and ADR and tends to mirror the trends seen in both metrics. Due to the sharp recovery in ADR and Occupancy, all chainscales recovered in RevPAR to pre-pandemic levels and surpassed past records.

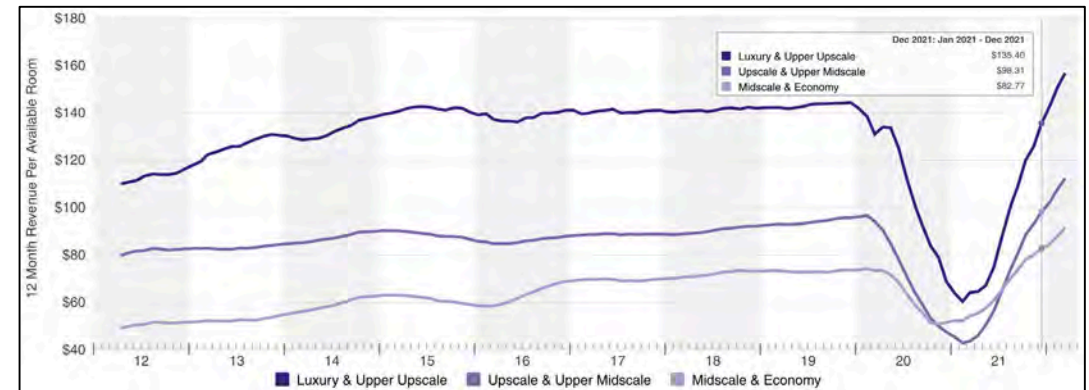
Occupancy by Chainscale



ADR by Chainscale



RevPAR by Chainscale



HSP analyzed Stowe as a competitive destination, the following implications were drawn.

What They Do Best:

Stowe has premier skiing opportunities with nearby hotels, allowing for easy access from out-of-town visitors. While they view themselves as a year-round destination, geo-fencing analysis shows they are really a winter destination. The best takeaway from Stowe for Warren County is the proximity of hotels to ski attractions.

Why They Are and Are Not a Good Competitor:

Stowe and Warren County both have opportunities to ski and have premier hiking. The transportation factor for both destinations are relatively similar. They both have large drive-in populations and are essentially equidistant from major airports.

Stowe and Warren County both pull visitors from the eastern northeast down to New York City, while Stowe pulls from the more north and more east parts of the U.S.

Rutland, Vermont

Rutland, Vermont

Rutland is in the center of Rutland County within Vermont. It is 65 miles north of the Massachusetts border, 35 miles west of the New Hampshire border, and 30 miles east of the New York border.

Rutland is best known for its hiking and winter activities at the Killington Ski Mountain.

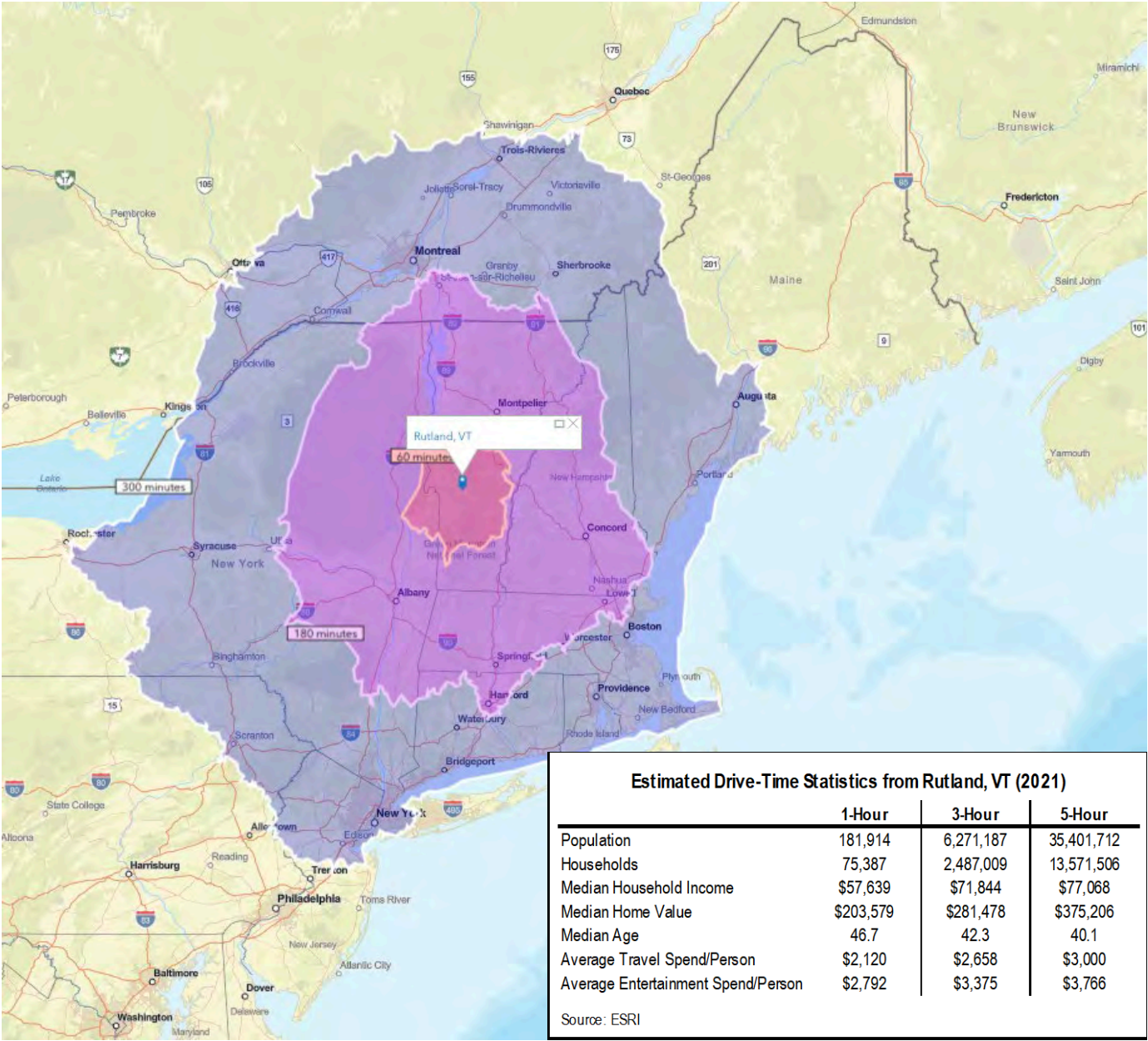
The governing body for Rutland tourism is the Chamber & Economic Development of the Rutland Region. The CEDRR declined to be interviewed in relation to this study.



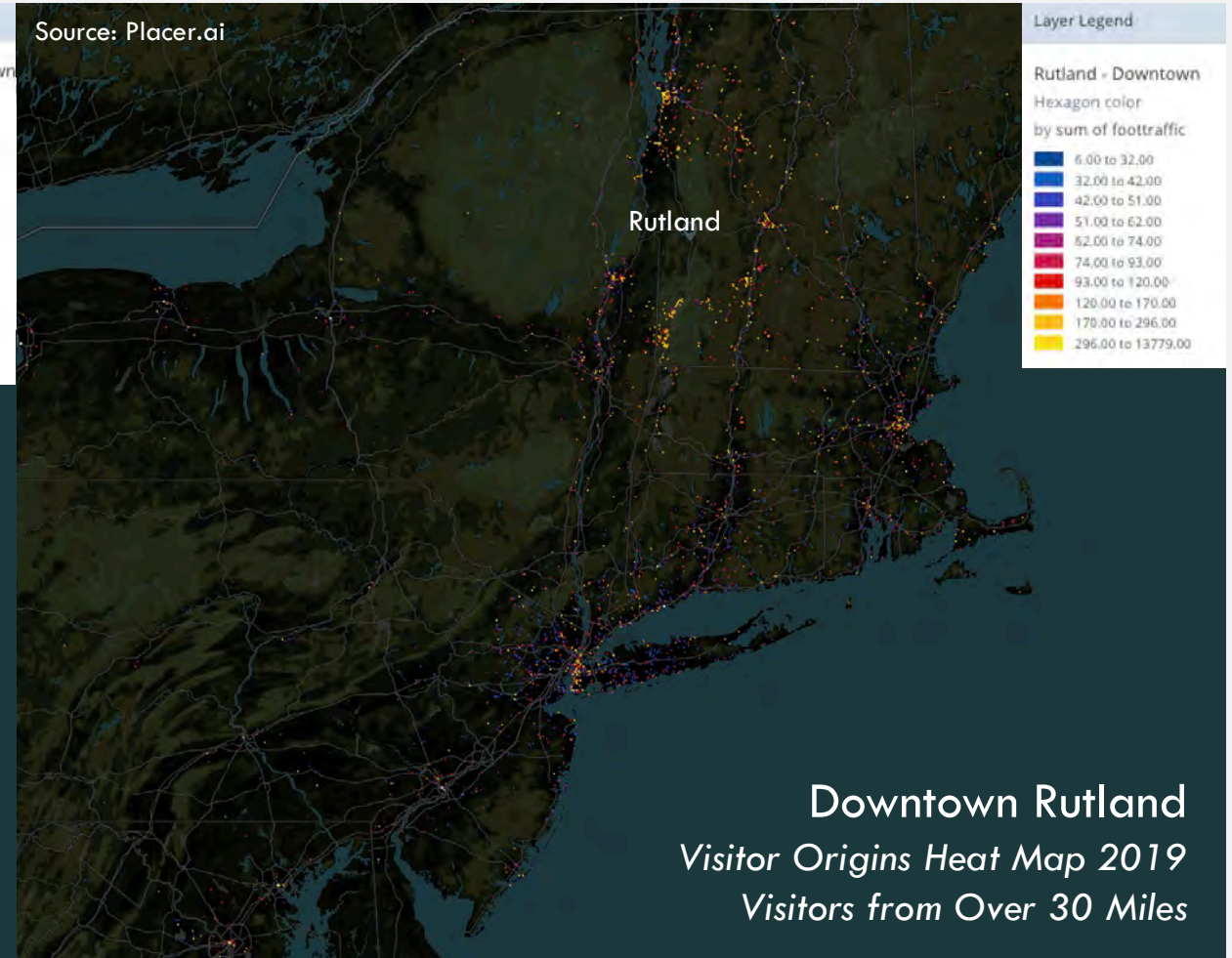
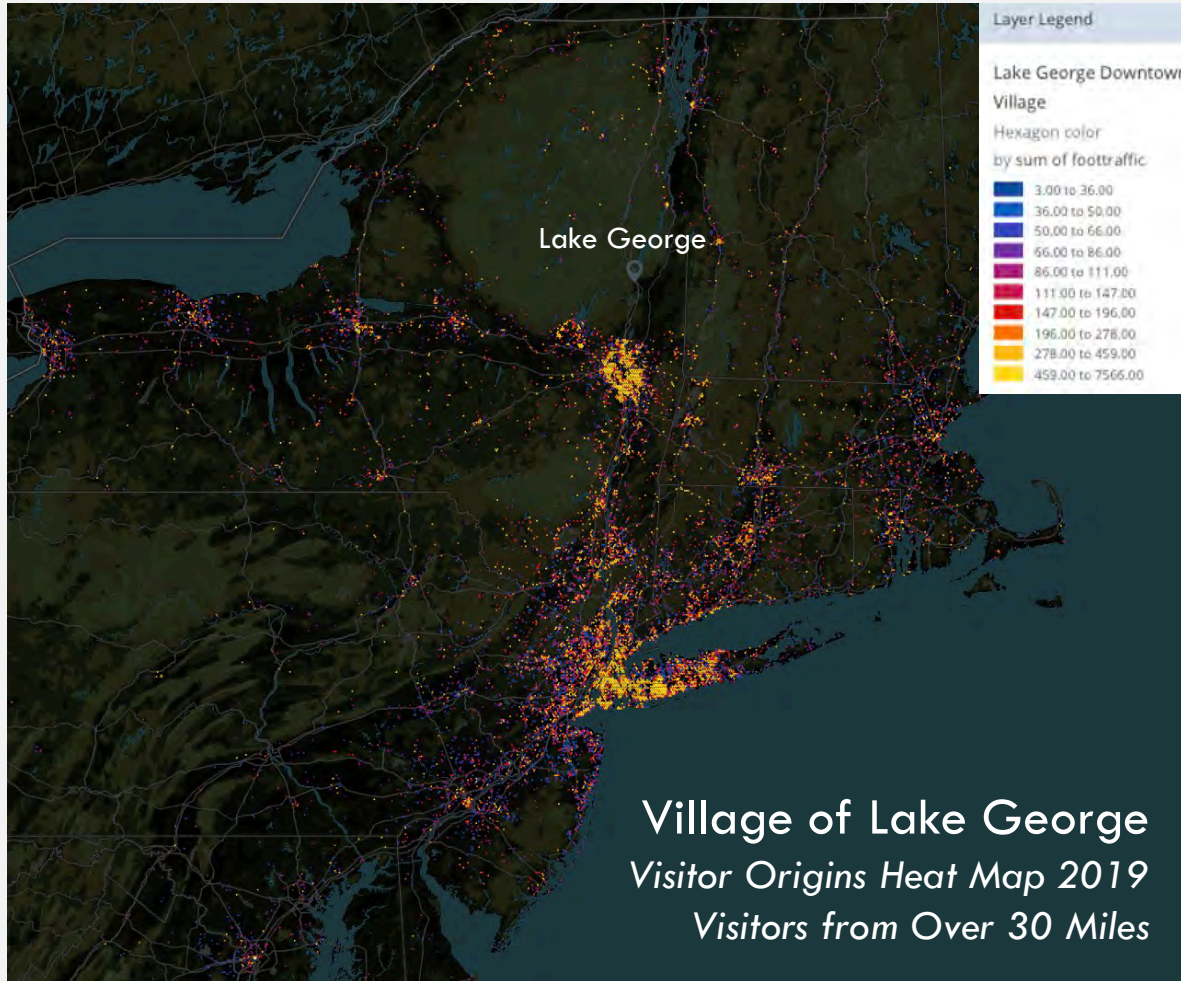
Rutland Location Breakdown

Within a three-hour drive time, there are more than 6.2 million people and nearly 2.5 million households.

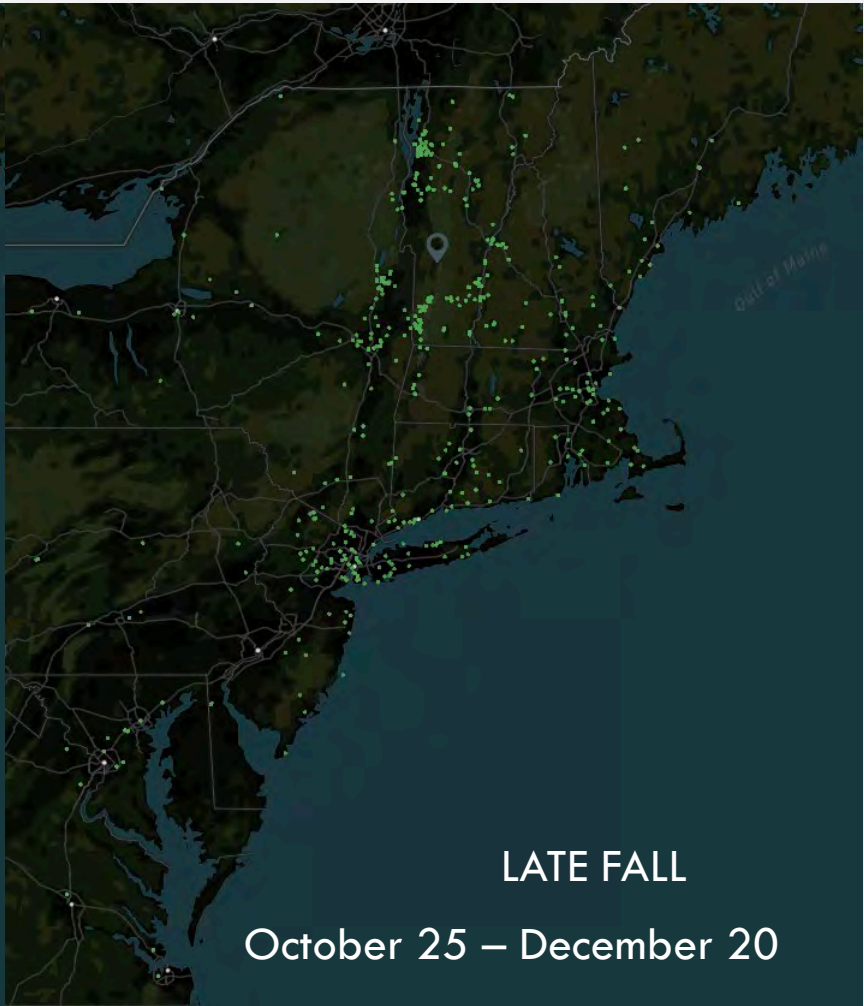
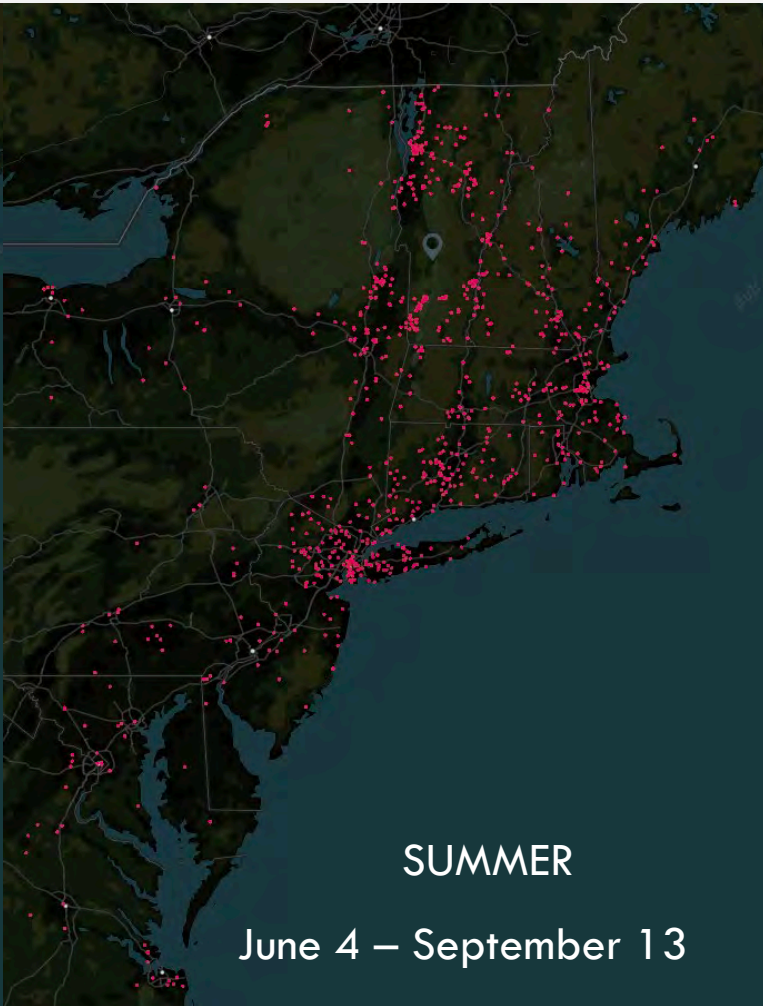
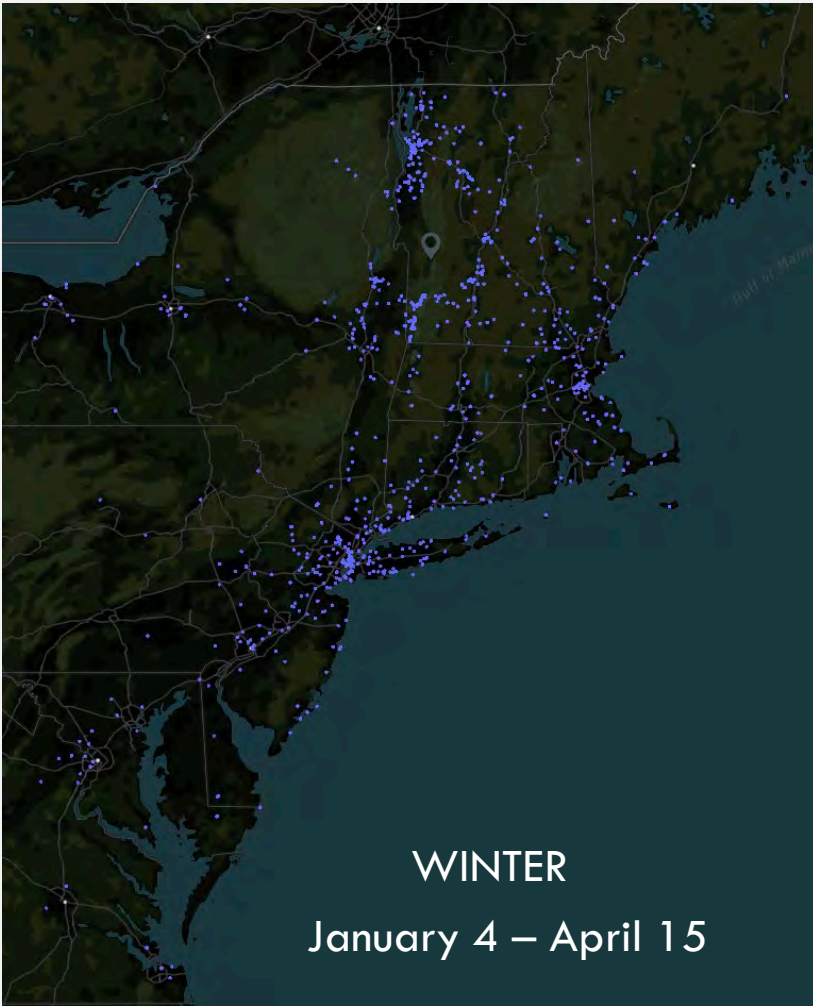
A five-hour drive-time captures the New York, Boston, Montreal and Providence markets.



Warren County vs Rutland Visitation



Downtown Rutland Seasonal Visitation Maps



Rutland County & Killington Ski Area Seasonal Visitation by Metro Area

For summer and winter seasons, the largest markets for Rutland County and the Killington & Pico Mountain Ski Areas is the New York metro, followed by Boston. During the winter ski season the market draws much more heavily from New York's market, triples its Philadelphia counts, but draws about the same in Boston. The Boston market tends to drive north to ski, whereas Rutland is not as accessible by highway. Rutland County's visitors are similar in many ways to Stowe's, with larger vertical slopes allowing skiing to be near the top of the heap in the East.

Among all of the competitive destinations, Rutland's draw is the most equal between visitors coming from east and west of the New York State border with New England.

Summer 2021

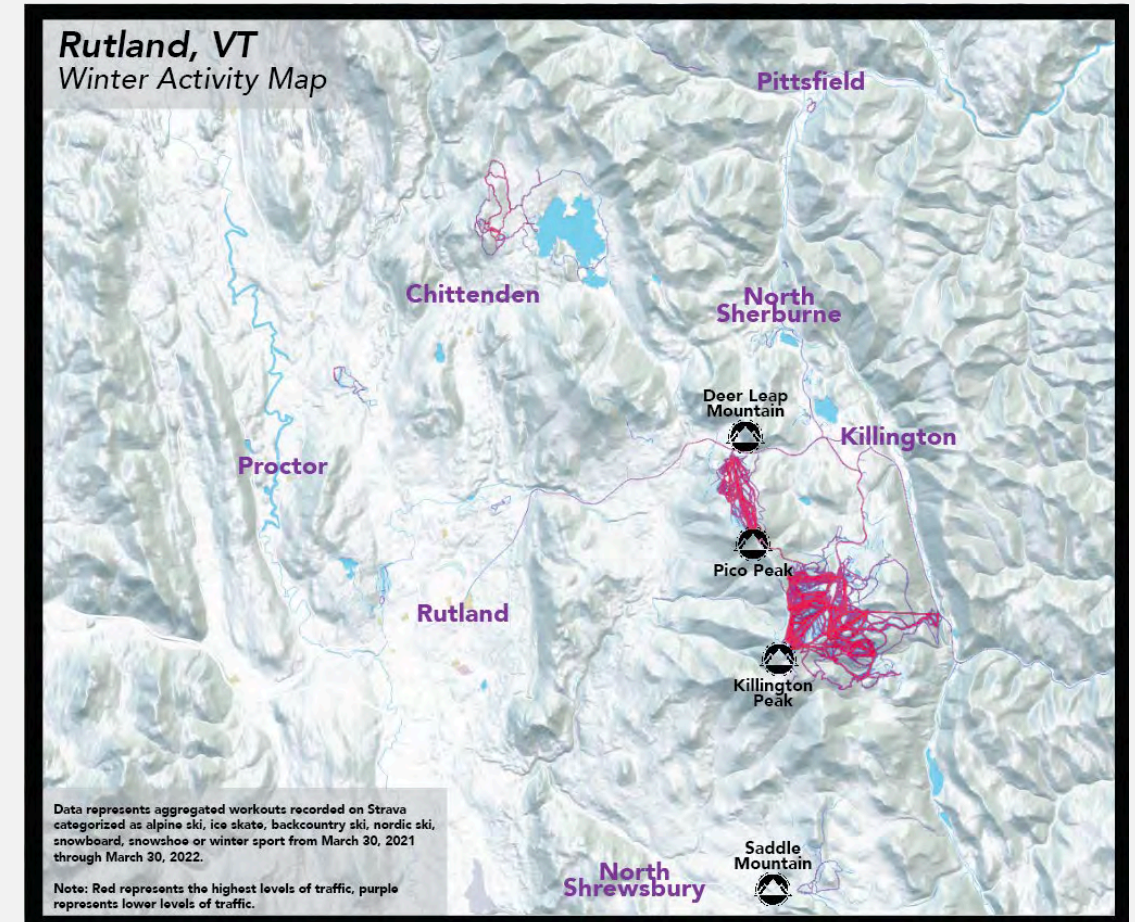
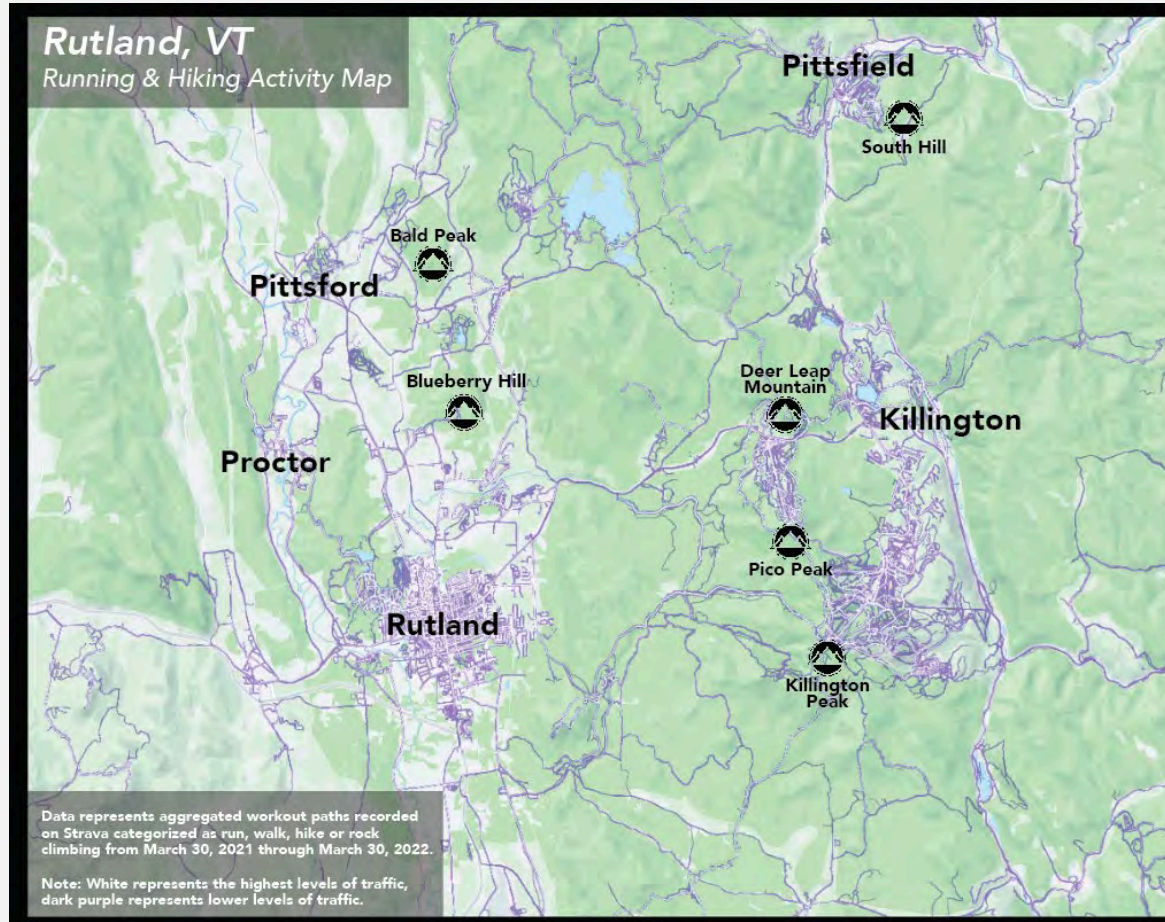
| Rutland County, VT - Summer 2021 Visitor Origination by Metro Area | | | |
|--|--|-------------------|---------------------------|
| 362,392 Total Visitors (outside of 30 miles & minimum stay of 2.5 hours) | | | |
| Rank | Metro Area Name | Visitors by Metro | Percent of Total Visitors |
| 1 | New York-Newark-Jersey City, NY-NJ-PA | 57,097 | 15.8% |
| 2 | Boston-Cambridge-Newton, MA-NH | 47,563 | 13.1% |
| 3 | Burlington-South Burlington, VT | 28,290 | 7.8% |
| 4 | Albany-Schenectady-Troy, NY | 19,949 | 5.5% |
| 5 | Hartford-East Hartford-Middletown, CT | 16,393 | 4.5% |
| 6 | Philadelphia-Camden-Wilmington, PA-NJ-DE-MD | 9,643 | 2.7% |
| 7 | Bridgeport-Stamford-Norwalk, CT | 8,784 | 2.4% |
| 8 | Worcester, MA-CT | 7,057 | 1.9% |
| 9 | Providence-Warwick, RI-MA | 6,922 | 1.9% |
| 10 | Springfield, MA | 5,322 | 1.5% |
| 11 | Manchester-Nashua, NH | 5,012 | 1.4% |
| 12 | New Haven-Milford, CT | 4,683 | 1.3% |
| 13 | Rochester, NY | 3,870 | 1.1% |
| 14 | Barre, VT | 3,802 | 1.0% |
| 15 | Washington-Arlington-Alexandria, DC-VA-MD-WV | 2,824 | 0.8% |
| 16 | Poughkeepsie-Newburgh-Middletown, NY | 1,606 | 0.4% |
| 17 | Charlotte-Concord-Gastonia, NC-SC | 740 | 0.2% |
| TOTAL | | 229,557 | 63.3% |
| Source: Placer.ai | | | |

Winter 2022

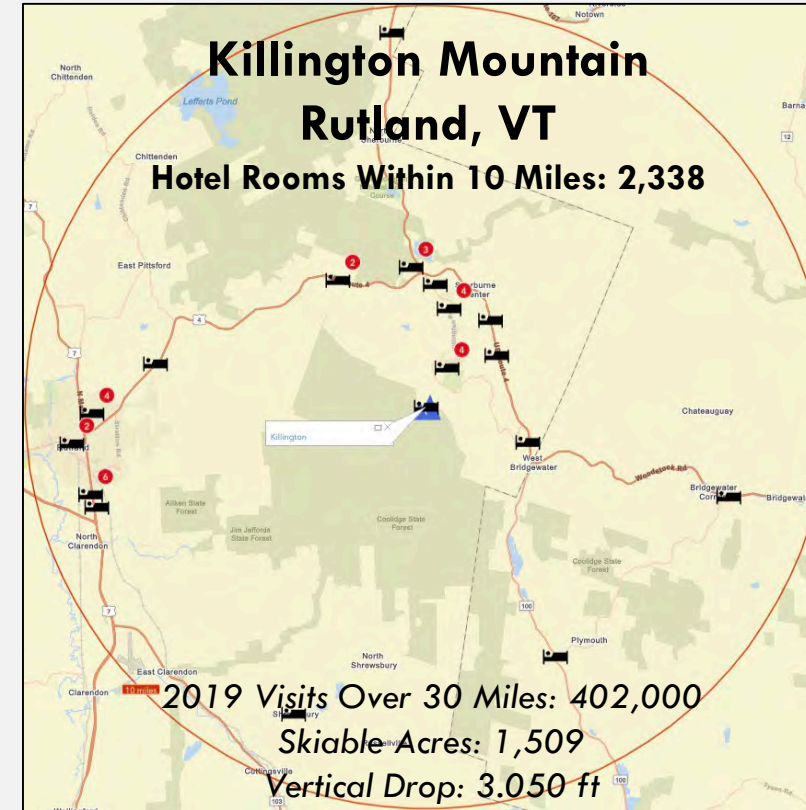
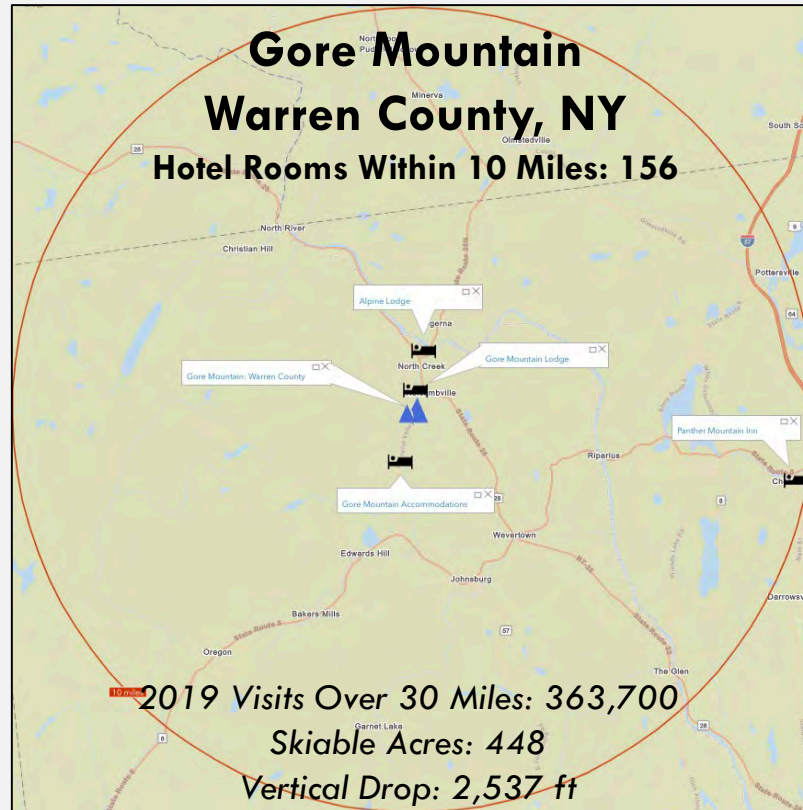
| Rutland County, VT - Winter 2022 Visitor Origination by Metro Area | | | |
|--|--|-------------------|---------------------------|
| 372,663 Total Visitors (outside of 30 miles & minimum stay of 2.5 hours) | | | |
| Rank | Metro Area Name | Visitors by Metro | Percent of Total Visitors |
| 1 | New York-Newark-Jersey City, NY-NJ-PA | 100,229 | 26.9% |
| 2 | Boston-Cambridge-Newton, MA-NH | 46,954 | 12.6% |
| 3 | Philadelphia-Camden-Wilmington, PA-NJ-DE-MD | 22,055 | 5.9% |
| 4 | Burlington-South Burlington, VT | 20,637 | 5.5% |
| 5 | Hartford-East Hartford-Middletown, CT | 13,974 | 3.7% |
| 6 | Bridgeport-Stamford-Norwalk, CT | 11,764 | 3.2% |
| 7 | Albany-Schenectady, NY | 10,222 | 2.7% |
| 8 | Providence-Warwick, RI-MA | 9,883 | 2.7% |
| 9 | New Haven-Milford, CT | 7,147 | 1.9% |
| 10 | Washington-Arlington-Alexandria, DC-VA-MD-WV | 6,954 | 1.9% |
| 11 | Worcester, MA-CT | 6,215 | 1.7% |
| 12 | Barre, VT | 4,832 | 1.3% |
| 13 | Springfield, MA | 4,582 | 1.2% |
| 14 | Clairmont-Lebanon | 4,116 | 1.1% |
| 15 | Manchester-Nashua, NH | 3,888 | 1.0% |
| 16 | Rochester, NY | 3,704 | 1.0% |
| 17 | Allentown-Bethlehem-Easton | 2,672 | 0.7% |
| 18 | Norwich-New London, CT | 2,657 | 0.7% |
| TOTAL | | 282,485 | 75.8% |
| Source: Placer.ai | | | |

Outdoor Activity Maps

To understand the areas of activity between summer and winter activities, Hunden gathered Strava activity maps of recorded workouts for running/hiking and winter activities. These maps show where and how much outdoor activities occur. Hunden elected to not include water maps as there are minimal water activities in the region.



Ski Mountain Hotel Availability Comparison



Killington has an abundance of hotels and rooms within 10 miles of the mountain. Hotel availability makes it a better destination for tourists as everything they need is in one place. A plethora of hotels and higher quality skiing are some of the top reasons Rutland's mountain garners more visits from visitors outside of 30 miles compared to Gore.



Rutland Assets and Events

Things to Do in Rutland County

Summer Adventures

- Hiking & Trails – Pine Hill Park, The Long Trail, Appalachian Trail
- Mountain Biking – Sherburne Trails, Killington Bike Park, Slate Valley Trails
- Kayaking, Fishing & Swimming & 10+ State Parks

Winter Adventures

- Skiing & Snowboarding – Killington Resort, Pico Mountain
- Snowmobiling – VAST trail system
- Ice Skating
- Snow Shoeing



Source: RealRutland

Rutland – Selected Assets



**Pico Mountain at
Killington Mountain**



Rock Climbing



**Golf
Rutland County Club**



**Hiking
Deer Leap Trail**



**Hiking
Giorgetti Park**



Hathaway Farms

Rutland Selected Events



Chaffee Art Centers Summer Art in the Park Festival

August, October



Winter in August

800 Visitors



Raise the Roof Halloween Spooktacular



Whoopie Pie Festival & Parade

Aug 27 – 20 pie
vendors



Eurobuilt Car Show and Charity Auction

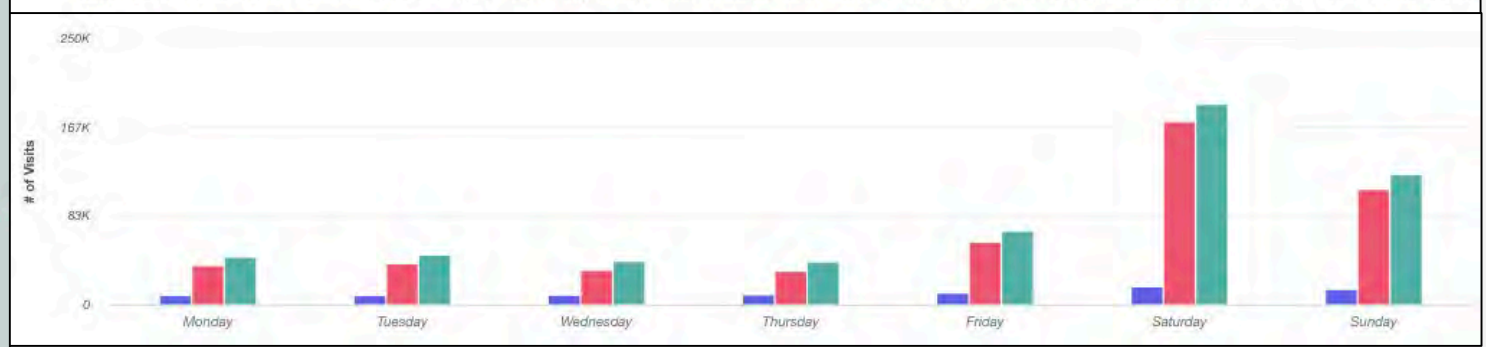
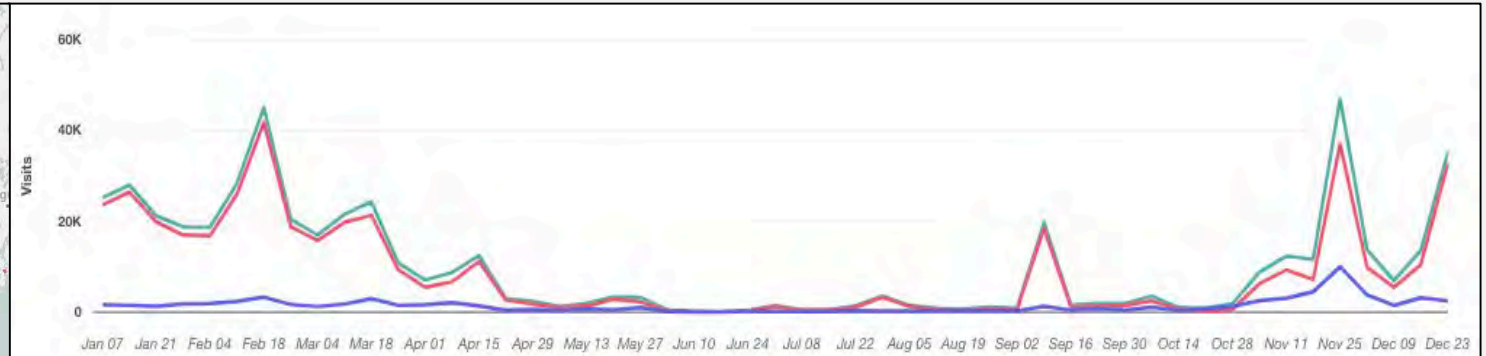
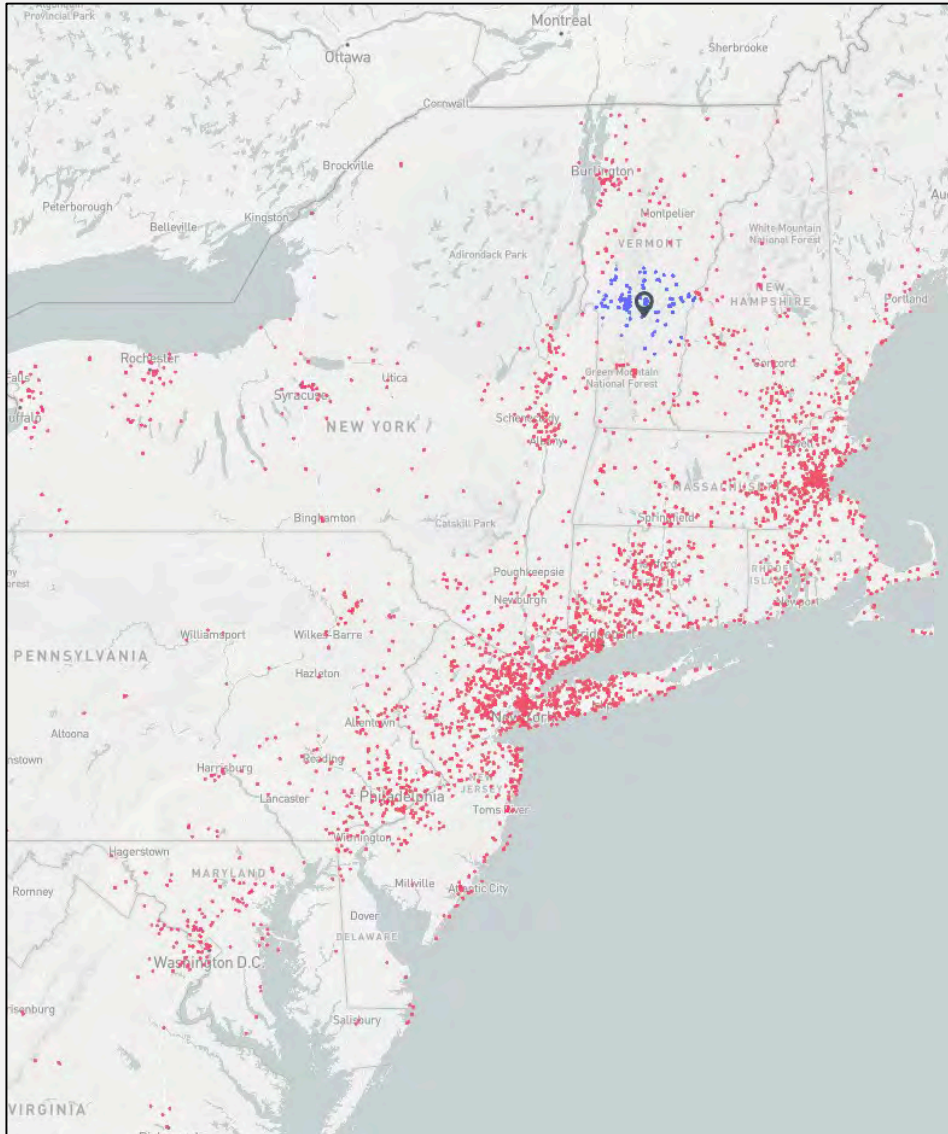
\$20,000 raised over 6
years



Dazed and Defrosted (Music Festival) @ Killington Mountain

April 16

Killington Mountain Visitation (2019)



Killington Ski Mountain Visitation

January 1st, 2019 - December 31st, 2019

| Visitor Origins by Distance from Site (Colors correspond to charts & maps) | Total Visits | | Total Unique Customers | | Avg. Visits per Customer |
|---|--------------------------|----------------------------|-----------------------------|-------------------------------|-----------------------------|
| | Est. Number of Visits | Percent of Total Visits | Est. Number of Customers | Percent of Total Customers | |
| Locals - Within 25 miles | 73,900 | 13.5% | 8,600 | 4.0% | 8.59 |
| Regional Distance - Over 25 miles | 474,800 | 86.5% | 207,900 | 96.0% | 2.28 |
| Total Visits | 548,700 | 100.0% | 216,500 | 100.0% | 2.53 |

Source: Placer.ai



Rutland, VT Hotel Industry Overview

Rutland, VT: Hotel Industry Overview

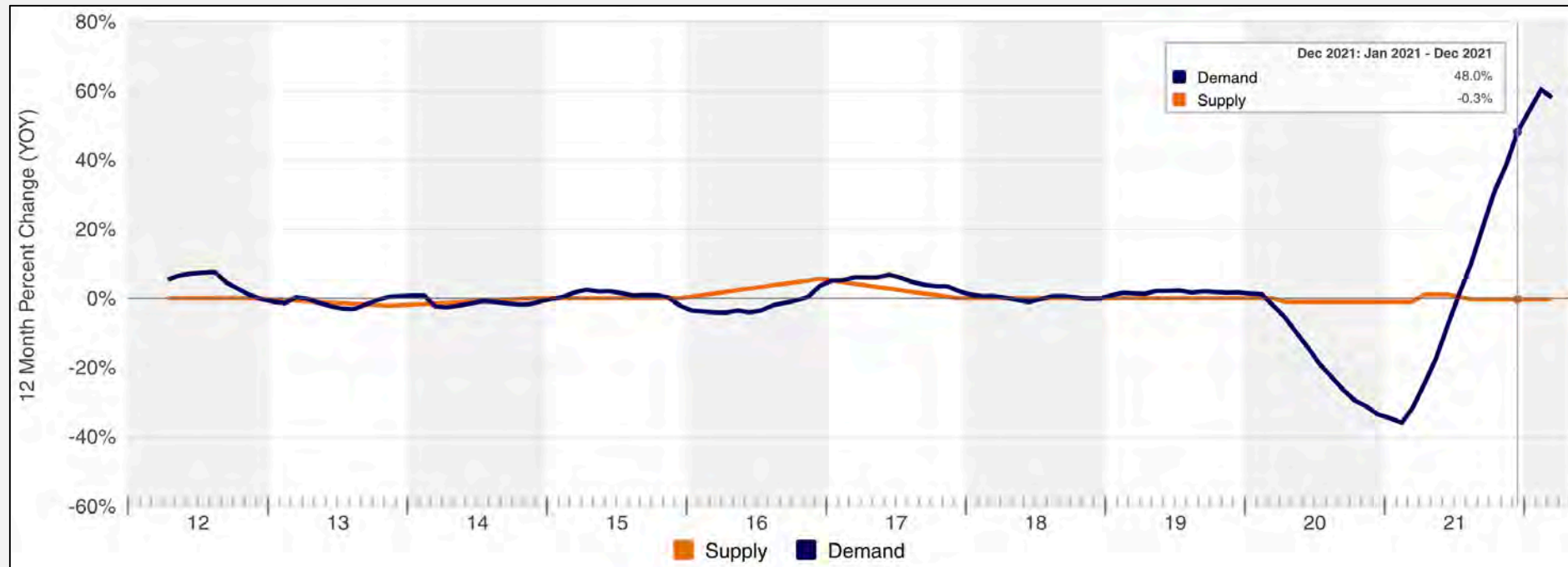
2021 Inventory:
752 Rooms

2021 Occupancy:
62.5%

2021 ADR:
\$137

2021 RevPAR:
\$86

The following chart shows the historical change in supply and demand for hotels in Rutland, VT over a ten-year period.



The supply in the area has remained constant over the ten-year period and demand has not fluctuated except for in 2020 when demand had a negative 36 percent change in early February 2021. Since then, there has been a sharp recovery in demand of nearly 48 percent from March 2021.

Rutland, VT Performance by Class Overview

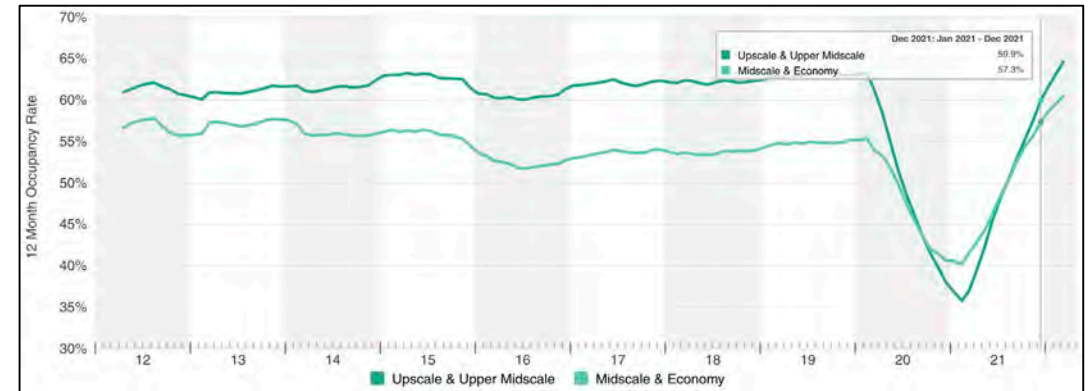
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The first figure shows the occupancy trends by chainscale over a ten-year period. Prior to COVID-19, the Upper Midscale & Upscale chainscale performance received the most demand among all chainscales. As of December 2021, the average occupancy for the Upper Midscale & Upscale properties was 59.9 percent and Midscale & Economy chainscale was nearly 57.3 percent.

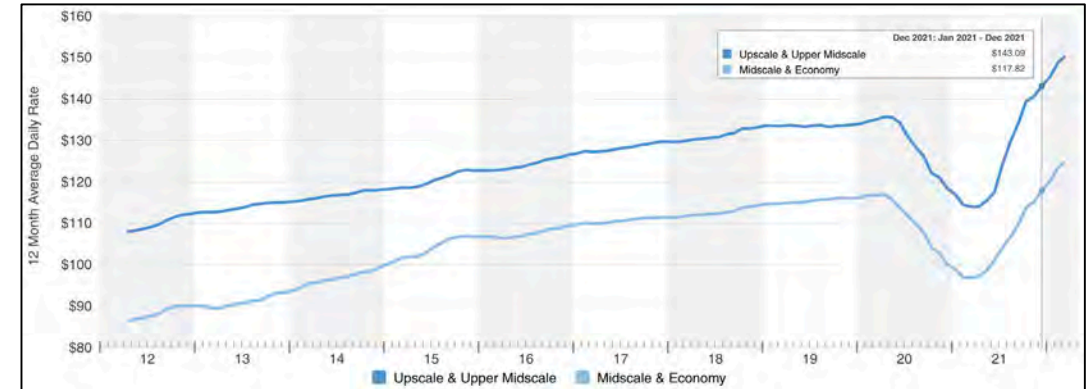
The second figure shows the average daily rate by chainscale. Prior to COVID-19, the Luxury & Upper Upscale chainscale saw a steady rise in ADR until COVID-19. Shortly after the average ADR in 2021 within the Upscale & Upper Midscale was \$143.09 and Midscale & Economy average ADR was \$117.82.

The third figure shows the trends in RevPAR. Since RevPAR is a product of Occupancy and ADR and tends to mirror the trends seen in both metrics. Due to the sharp recovery in ADR and Occupancy, all chainscales recovered in RevPAR to pre-pandemic levels and surpassed past records.

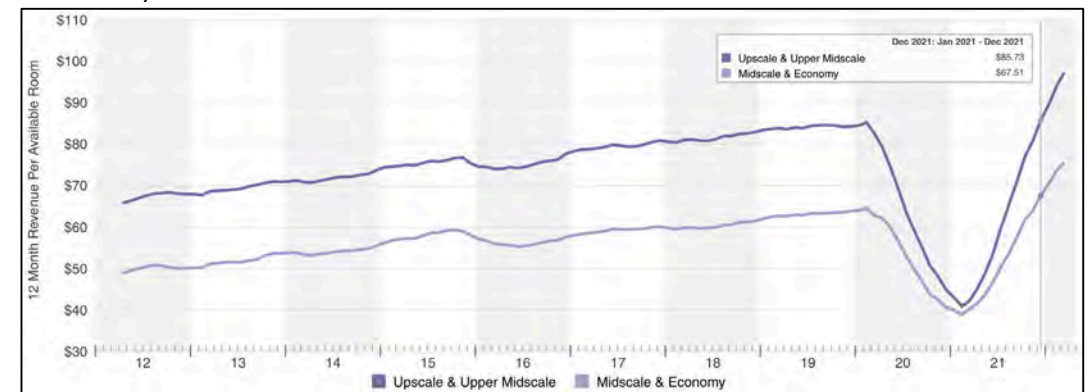
Occupancy by Chainscale



ADR by Chainscale



RevPAR by Chainscale



HSP analyzed Rutland as a competitive destination, the following implications were drawn.

What They Do Best:

Rutland leverages its large ski mountains throughout the summer and winter with hiking and skiing. While HSP was not able to speak with tourism representatives in the market, conclusions can be drawn that this is in part due to the high density of hotels near the mountain. Creating a stay and play destination with large hotel clusters helps Rutland succeed. Rutland's use of hotels and mountains should be Warren County's greatest takeaway.

Rutland has a strong special events schedule throughout the year, but Warren County surpasses them in terms of quality and in quantity.

Why They Are a Good Competitor:

Rutland is roughly a 50-mile drive to Warren County making it one of the closest competitive destinations in the focus group. The proximity, similarity of hiking/skiing assets and similar target markets make Rutland a strong alternative destination for outdoor enthusiasts. Rutland has been more successful at attracting hiking and skiing visitors in the past, but should Warren County adjust its hotel assets properly, Warren County is set to take become a stronger competitor for these same visitors.



Daytona Beach

hunden strategic partners

Daytona Beach

Daytona Beach is a popular family destination in Florida on the Atlantic ocean.

The destination is known for its beaches and history of the Daytona 500. The CVB reported approximately 83 percent of visitors are leisure guests.

Daytona Beach is a year-round destination, but faces the struggles of hurricane season. Hurricane Season spans from June 1st to November 30th each year.

The Florida destination was indicated to be another destination visitors to Warren County traveled to. Hunden spoke with the CVB of the Daytona Beach to learn more about tourism in the area.

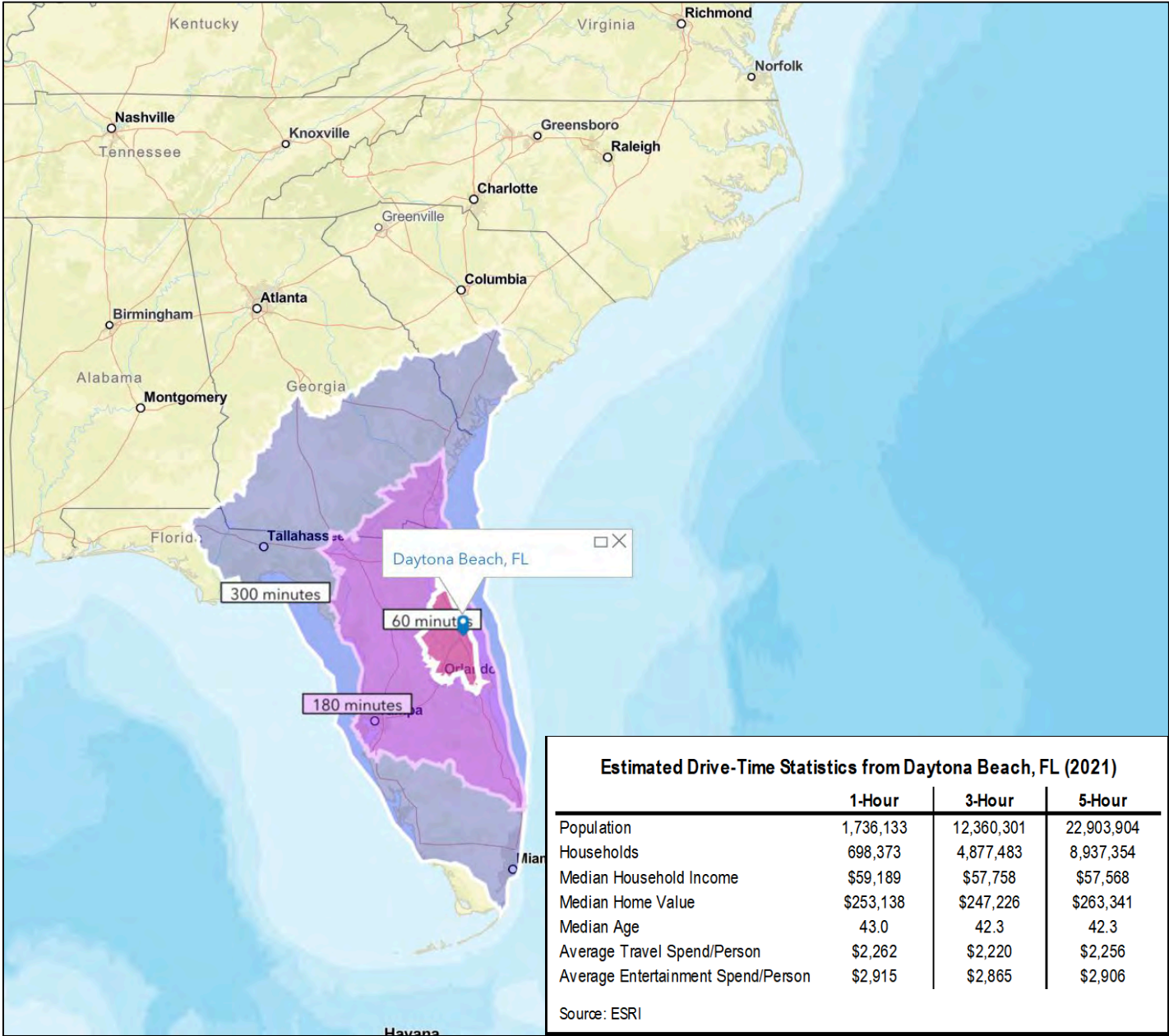


Daytona Beach Location Breakdown

Within a three-hour drive time, there are more than 12.3 million people and nearly 4.9 million households.

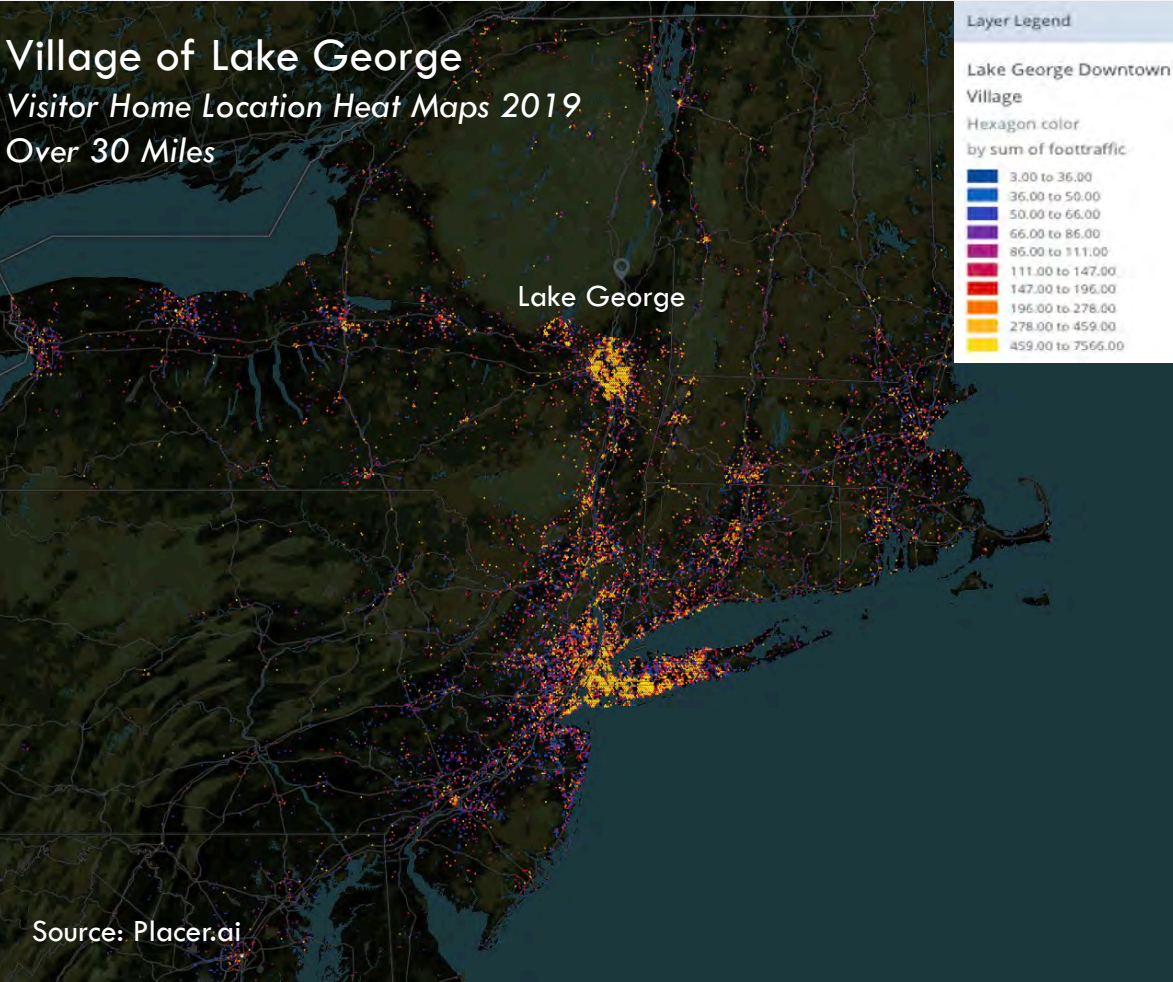
A five-hour drive-time captures every major Florida market.

As a side note, for locations in Florida, it is common for families to drive up to 20 hours for vacations. The drive-time radius to Florida is unusually high compared to Warren County's competitive destinations. The next slide will show this impact with geo-fencing data.

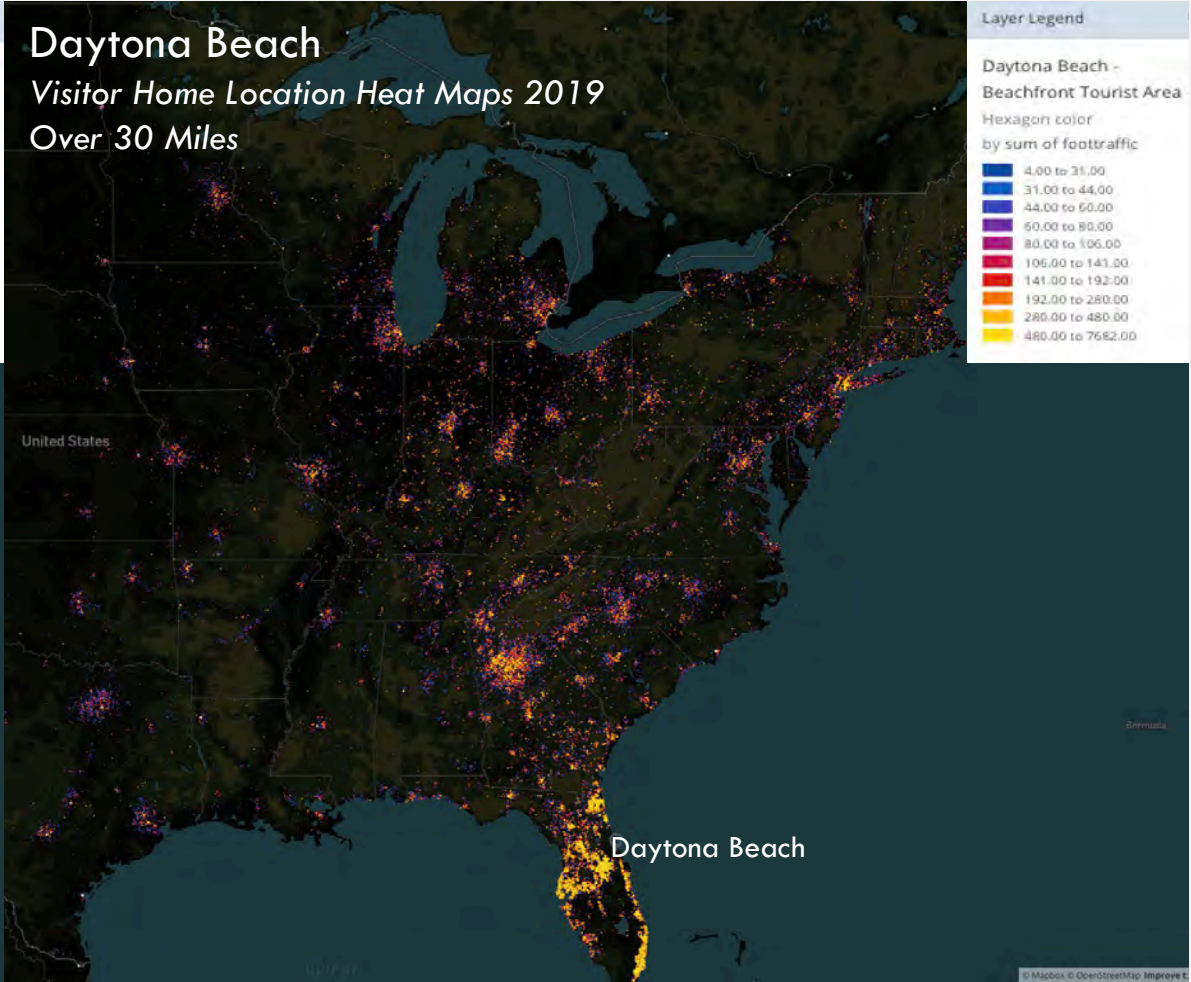


Warren County vs Daytona Beach Visitation

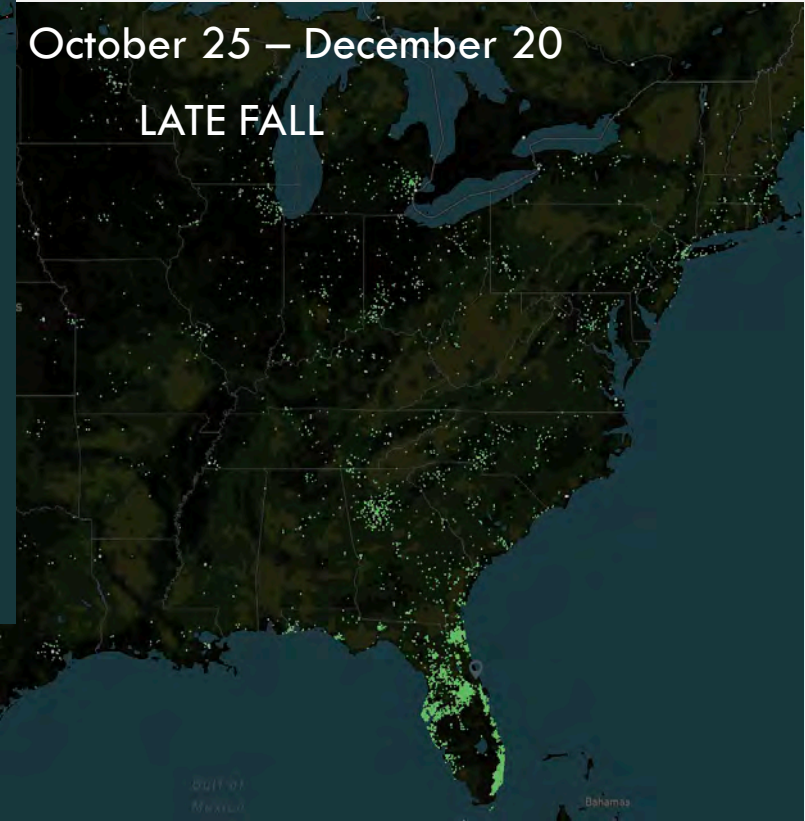
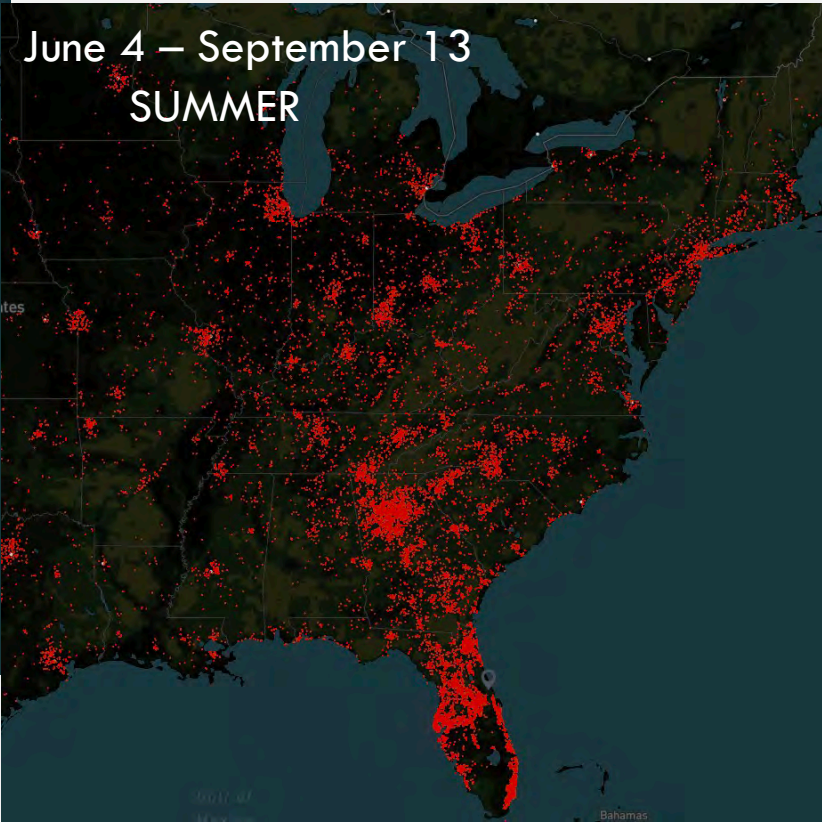
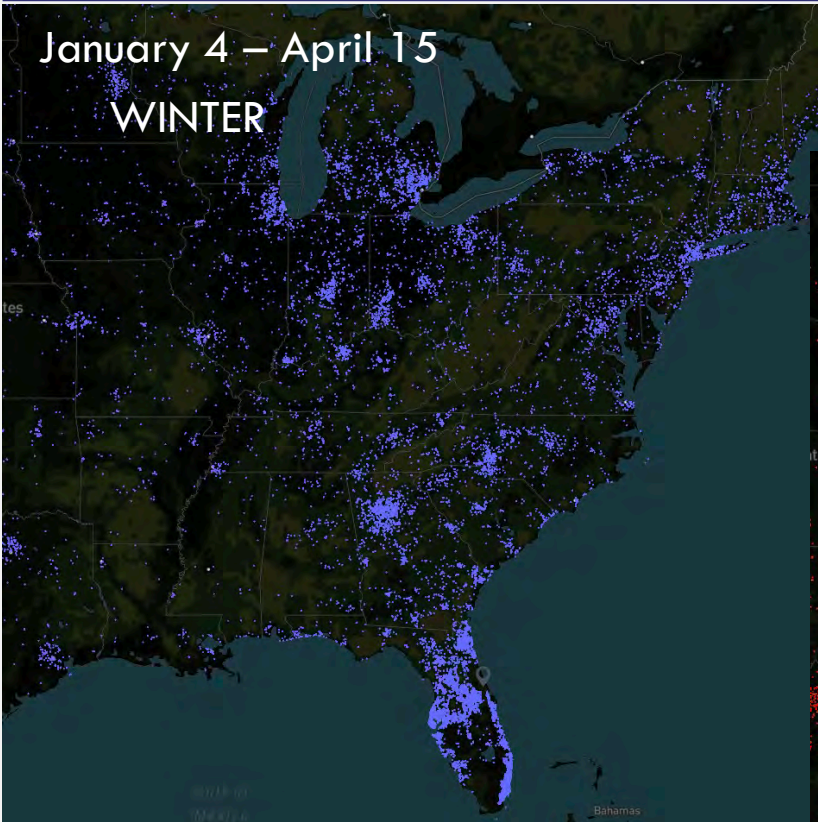
Village of Lake George
Visitor Home Location Heat Maps 2019
Over 30 Miles



Daytona Beach
Visitor Home Location Heat Maps 2019
Over 30 Miles



Daytona Beach Seasonal Visitation Maps





Daytona Beach Assets and Events

Featured Daytona Beach Annual Events



Speedweeks & DAYTONA 500

February 15 - 20

250,000 visitors



Bike Week

March 4 - 13

500,000 visitors



Spring Turkey Run

March 25 - 27

150,000 visitors



Jeep Beach

April 25 - May 1

200,000 visitors

20,000 jeeps



Welcome to Rockville

May 19 - 22

161,000 visitors

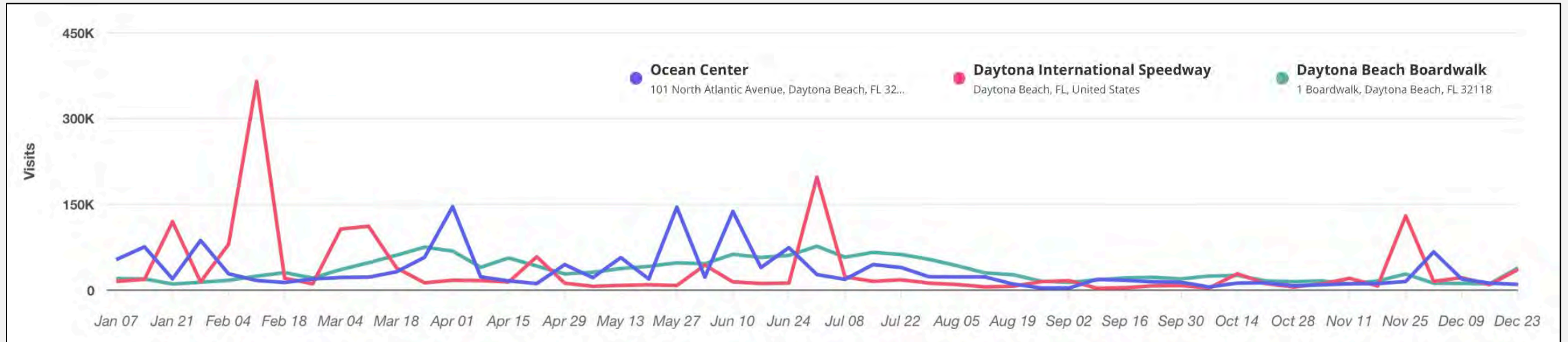


Biketoberfest

October 13 - 16

125,000 visitors

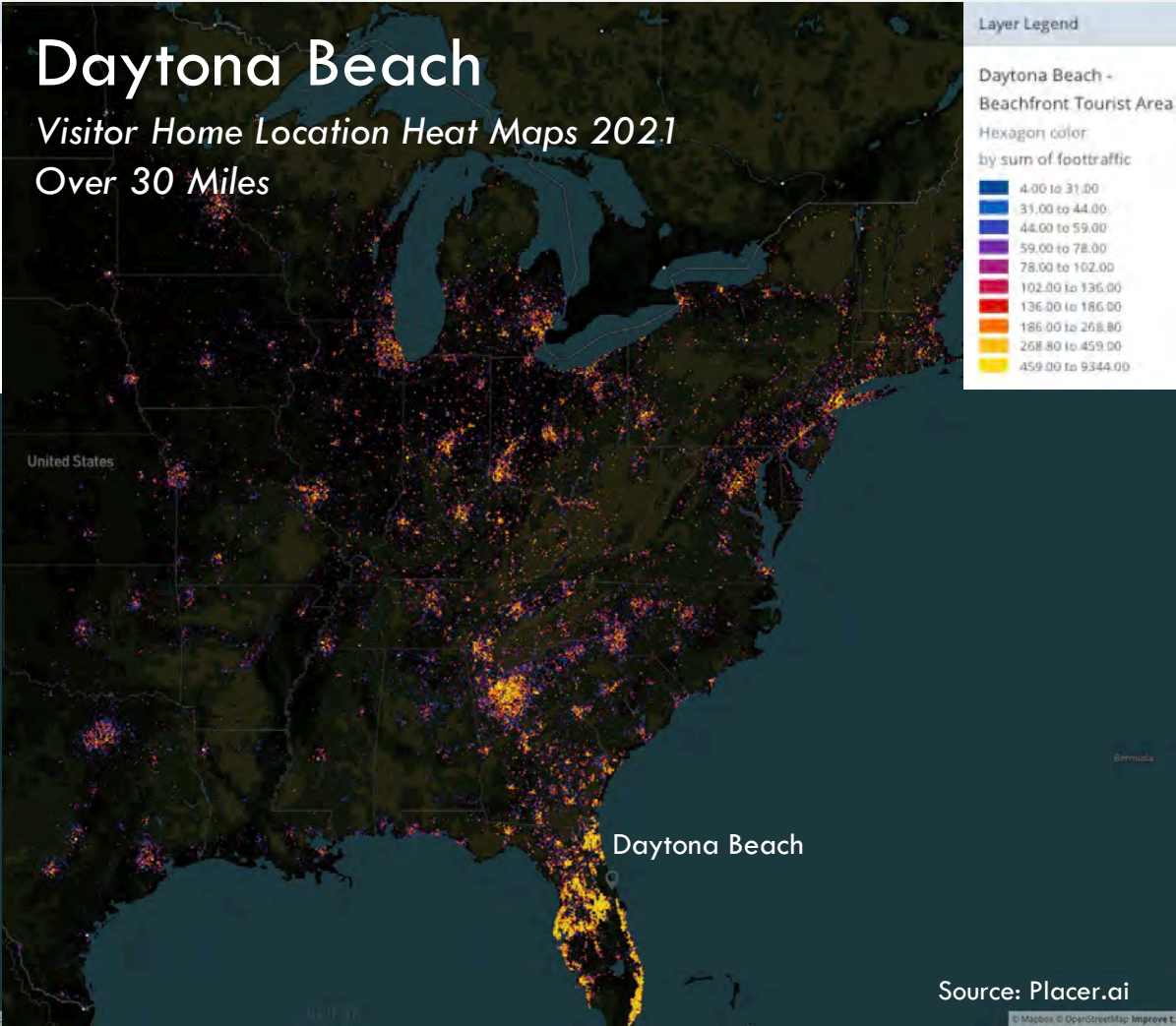
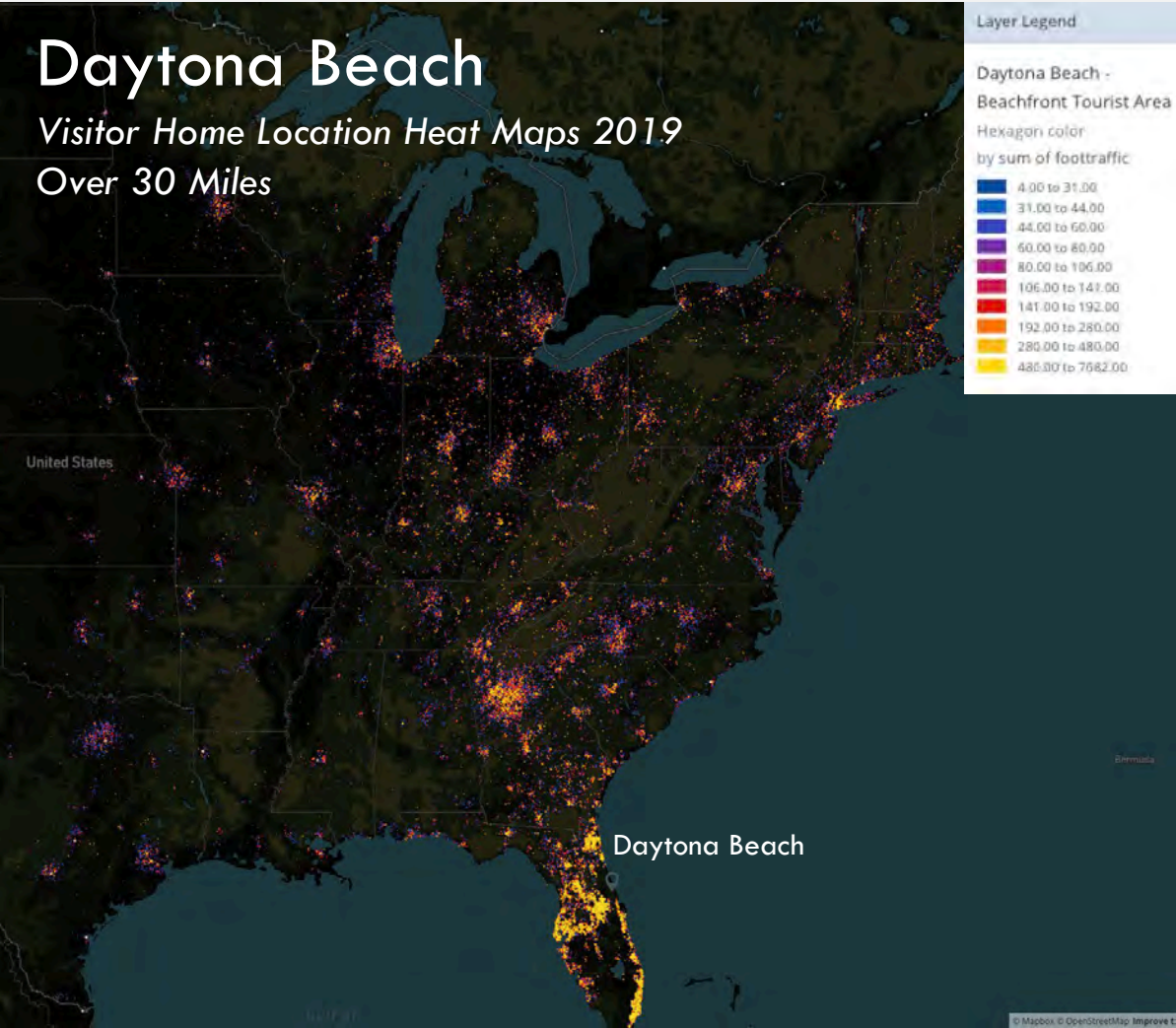
Daytona Visitation Trends



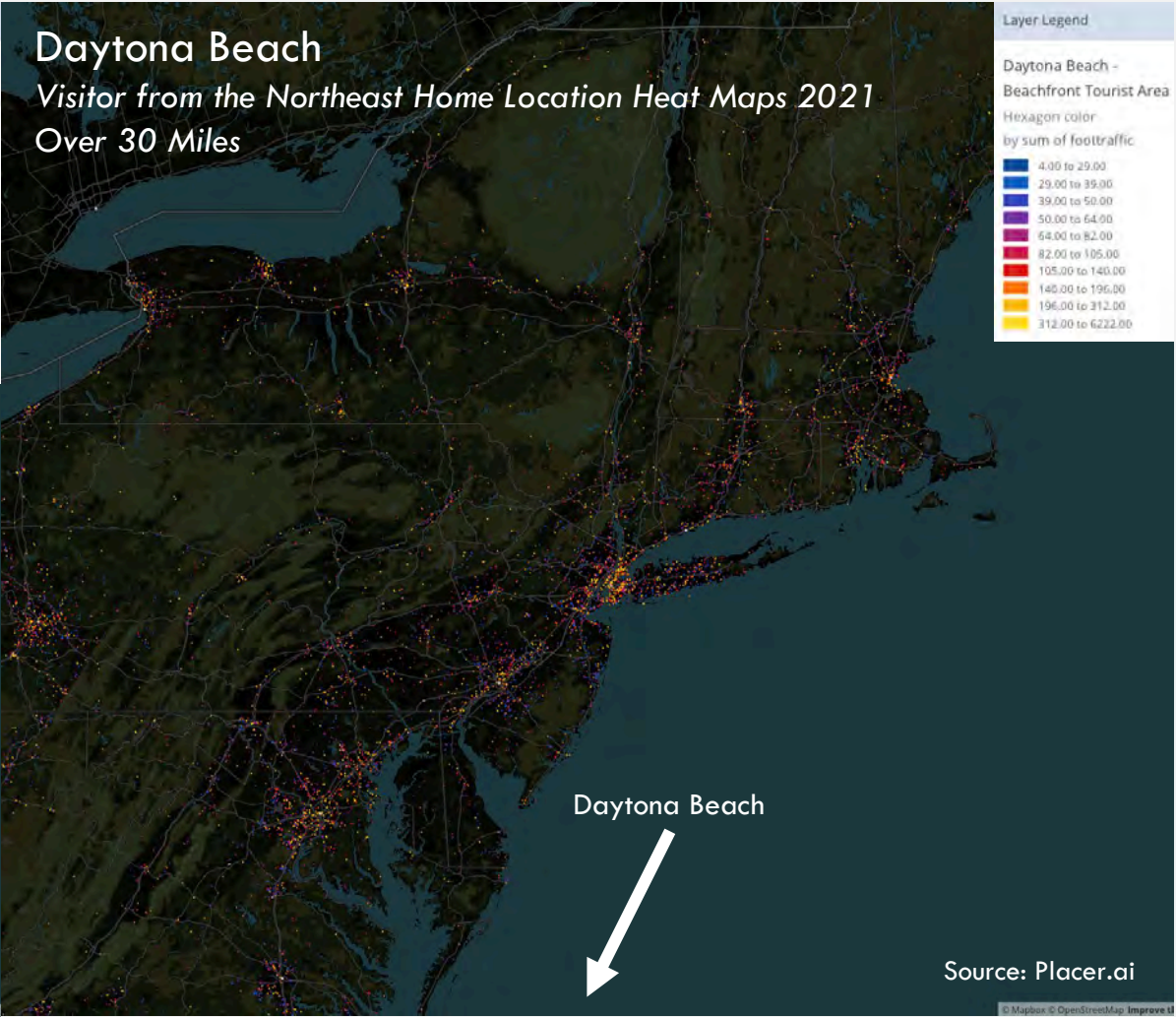
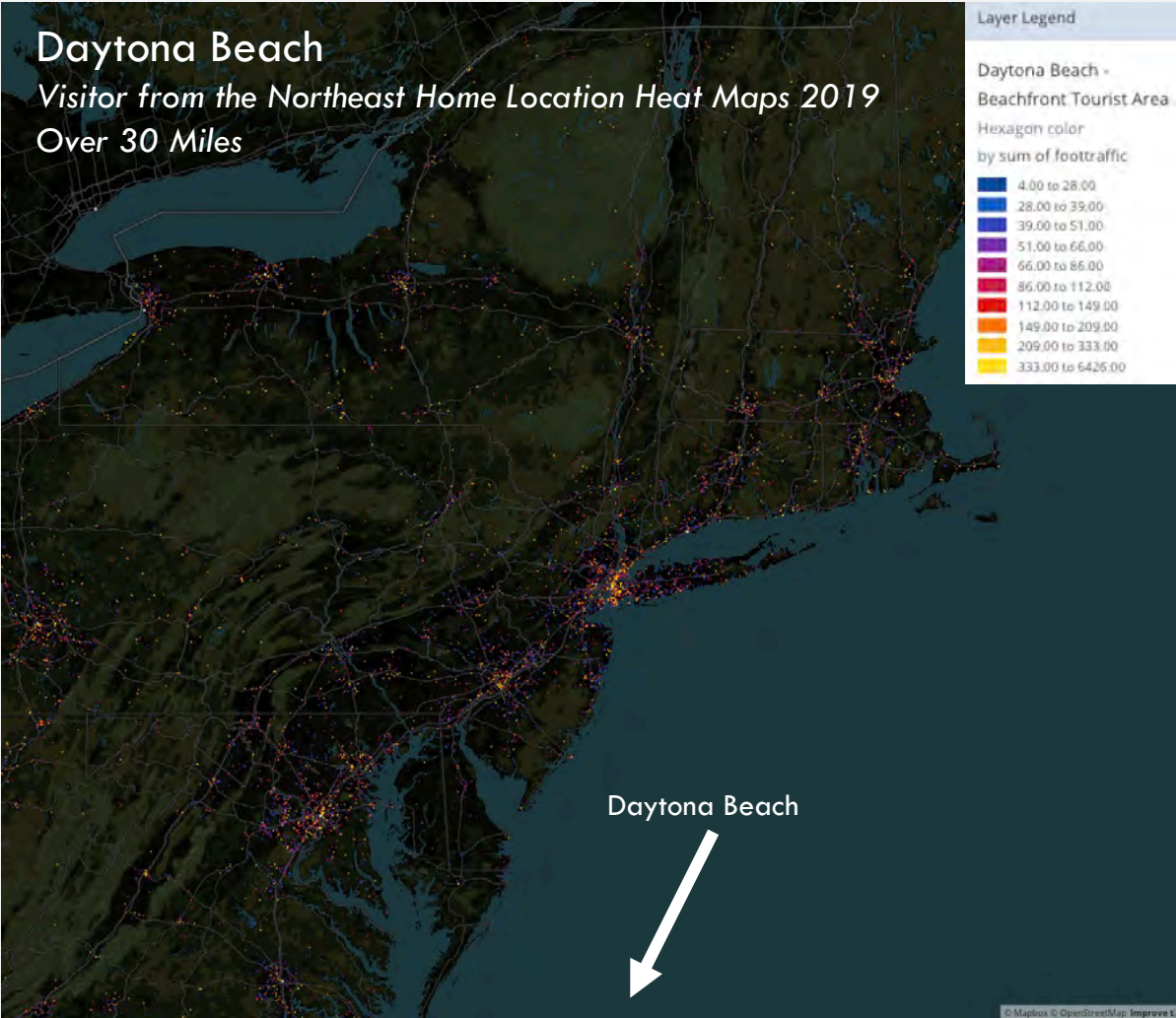
HSP used geofencing data to understand when and why visitors traveled to Daytona Beach. Blue represents convention center and arena visitation (Ocean Center). Red represents racing visitation to Daytona International Speedway. Green represents leisure travel to the Daytona Beach Boardwalk.

Visitation from January through March is dominated by racing fans. The Ocean Center provides strong visitation to Daytona throughout the year by hosting concerts, conventions and other large-scale events. September through December are the slower times for Daytona Beach visitation, after kids have gone back to school.

Daytona Beach Visitation – 2019 vs 2021



Daytona Beach's Northeast Visitation – 2019 vs 2021



Daytona Beach How Do They Track Tourism?

Why Daytona Beach?

Daytona Beach, FL | Reasons Why Out-of-State Visitors Choose Daytona Beach, 2019

| | January | February | March | April | May | June | July | August | September | October | November | December |
|---------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Beach | 60% | 57% | 57% | 75% | 80% | 84% | 70% | 82% | 65% | 61% | 54% | 69% |
| Business | 20% | 19% | 9% | 15% | 22% | 16% | 12% | 19% | 31% | 21% | 27% | 19% |
| Personal Event | 18% | 15% | 16% | 15% | 21% | 22% | 16% | 21% | 17% | 11% | 17% | 23% |
| Close to Home | 12% | 19% | 16% | 18% | 27% | 23% | 27% | 40% | 39% | 23% | 28% | 29% |
| Golf | 12% | 8% | 7% | 9% | 9% | 5% | 8% | 7% | 7% | 4% | 10% | 11% |
| Timeshare | 9% | 8% | 7% | 9% | 9% | 10% | 8% | 11% | 6% | 7% | 8% | 12% |
| Major Attractions | 8% | 7% | 9% | 15% | 11% | 6% | 5% | 14% | 3% | 5% | 9% | 18% |
| Fishing | 3% | 6% | 0% | 0% | 0% | 5% | 3% | 1% | 2% | – | 3% | 3% |
| Meeting/Convention | 15% | 12% | 8% | 13% | 16% | 12% | 22% | 9% | 9% | 17% | 21% | 21% |
| Rolex/Speedway | 22% | 38% | 32% | 17% | 12% | 9% | 41% | – | – | – | – | – |
| Bike/Car Special Events | – | – | 51% | – | – | – | – | – | – | 39% | 26% | – |
| % First Time Visiting DB | 35% | 40% | 39% | 41% | 41% | 30% | 40% | 36% | 40% | 35% | 37% | 37% |

Grey highlighted cells indicate activities the CVB may impact

Source: Mid-Florida Marketing & Research Inc.

The year-round warm weather and beaches create a constant draw of people to Daytona Beach throughout all seasons. The grey highlighted cells show the percentage of visitors that came to Daytona Beach area partially as a result of a special event. This information shows the special events in the area are a draw for a sizable number of visits.

Daytona Beach Visitors Other Vacation Spots

Daytona Beach, FL | Other Vacation Destinations for Out-of-State Visitors Who Take More Than One Vacation Per Year,
by the Month Traveled to Daytona Beach

| | January | February | March | April | May | June | July | August | September | October | November | December | Average |
|-------------------------------|---------|----------|-------|-------|-----|------|------|--------|-----------|---------|----------|----------|---------|
| Other areas in the USA | 42% | 42% | 45% | 42% | 40% | 44% | 41% | 35% | 38% | 29% | 41% | 40% | 40% |
| Beaches in General | 32% | 29% | 24% | 31% | 28% | 25% | 32% | 32% | 28% | 40% | 38% | 32% | 31% |
| Northeast USA | 24% | 21% | 22% | 27% | 27% | 20% | 18% | 21% | 17% | 39% | 25% | 29% | 24% |
| Caribbean/Cruise | 21% | 20% | 30% | 33% | 37% | 40% | 44% | 36% | 49% | 39% | 33% | 36% | 35% |
| Outside the USA | 19% | 17% | 19% | 23% | 40% | 44% | 21% | 17% | 19% | 29% | 19% | 25% | 24% |
| Mountains in General | 18% | 15% | 18% | 15% | 19% | 19% | 17% | 15% | 8% | 7% | 19% | 16% | 16% |
| Southeast in General | 17% | 19% | 23% | 17% | 21% | 20% | 25% | 17% | 11% | 26% | 29% | 15% | 20% |
| Califoma/Arizona | 9% | 5% | 11% | 7% | 4% | 8% | 6% | 4% | 7% | 5% | 6% | 8% | 7% |
| Hawaii | 9% | 5% | 9% | 8% | 8% | 8% | 6% | 8% | 8% | 9% | 8% | 9% | 8% |
| West in General (Excl. CA/AZ) | 9% | 8% | 11% | 5% | 8% | 6% | 10% | 0% | 6% | 5% | 6% | 5% | 7% |

Source: Mid-Florida Marketing & Research

The table above shows, by month traveled to Daytona Beach, where visitors who take more than one vacation a year also travel to. This information shows the percentage of Daytona Beach visitors that Warren County could capture.

Visitors to Daytona Beach said in addition to travelling to Florida, they also travel to the Northeast. The most popular time for them to visit the Northeast is in October-December suggesting that these people are attracted to the late fall to early winter season in the Northeast. Warren County's winter sports activities could captivate this visitation base looking for a Northeast vacation in the later months of the year.



Daytona Beach, FL Hotel Industry Overview

Daytona Beach, FL Performance by Class Overview

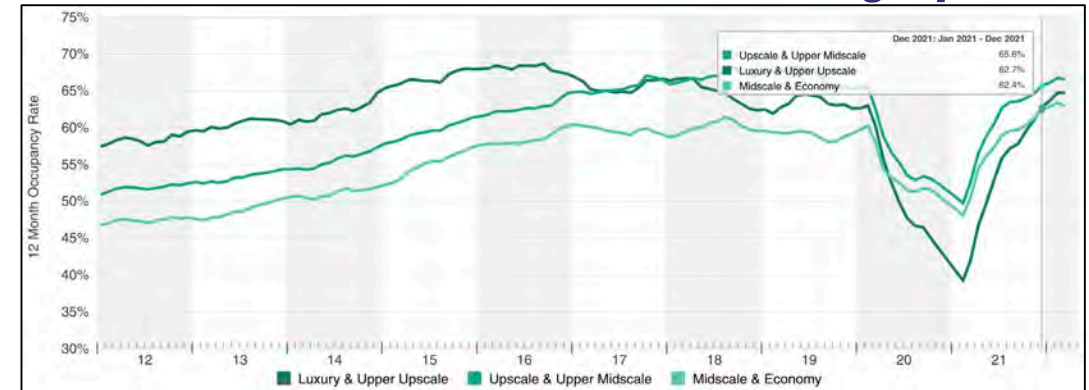
HSP utilized Costar/STR to understand the trends in the hotel industry in Daytona Beach, FL. The performance trends in the figures are broken up into three categories, representing the different chainscales available in the area.

The first figure shows the occupancy trends by chainscale over a ten-year period. As of December 2021, the average occupancy for the Luxury & Upper Upscale was 62.7 percent, for the Upper Midscale & Upscale properties was 65.6 percent and Midscale & Economy chainscale was nearly 62.4 percent.

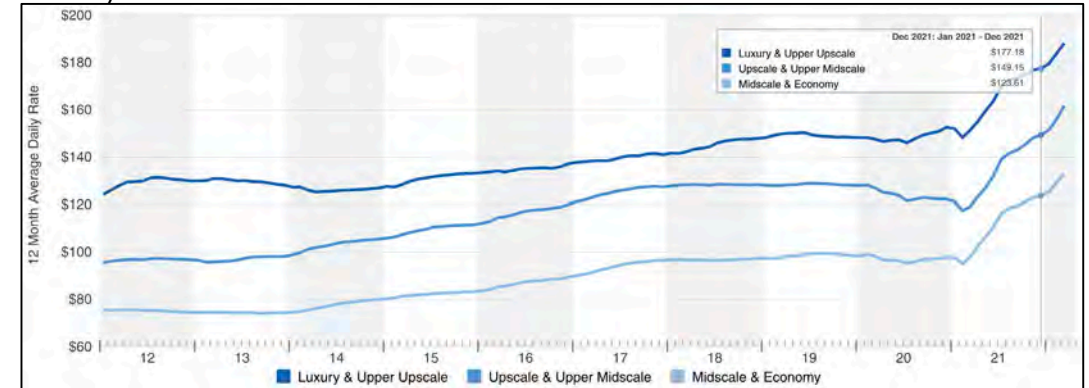
The second figure shows the average daily rate by chainscale. Prior to COVID-19, the Luxury & Upper Upscale chainscale saw a steady rise in ADR until COVID-19. Shortly after the average ADR in 2021 within the Luxury & Upper Upscale was \$177.18, for the Upscale & Upper Midscale was \$149.15 and Midscale & Economy average ADR was \$123.61.

The third figure shows the trends in RevPAR. Since RevPAR is a product of Occupancy and ADR and tends to mirror the trends seen in both metrics. Due to the sharp recovery in ADR and Occupancy, all chainscales recovered in RevPAR to pre-pandemic levels and surpassed past records.

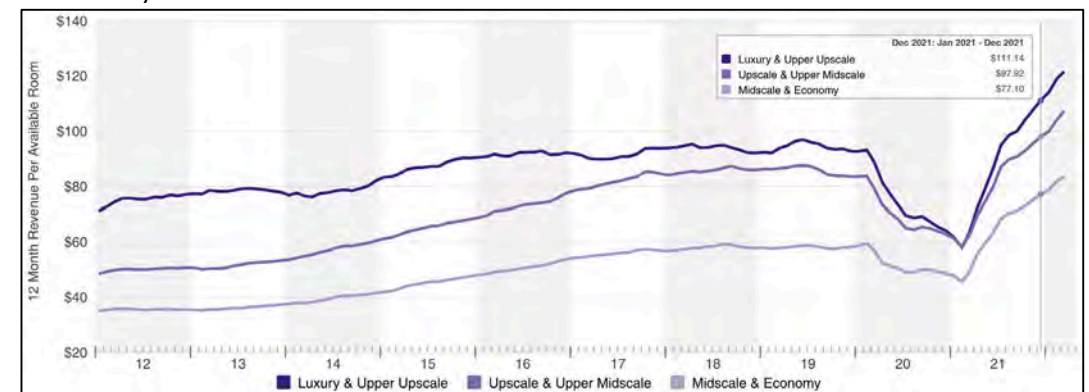
Occupancy by Chainscale



ADR by Chainscale



RevPAR by Chainscale



Daytona Beach, FL: Hotel Industry Overview

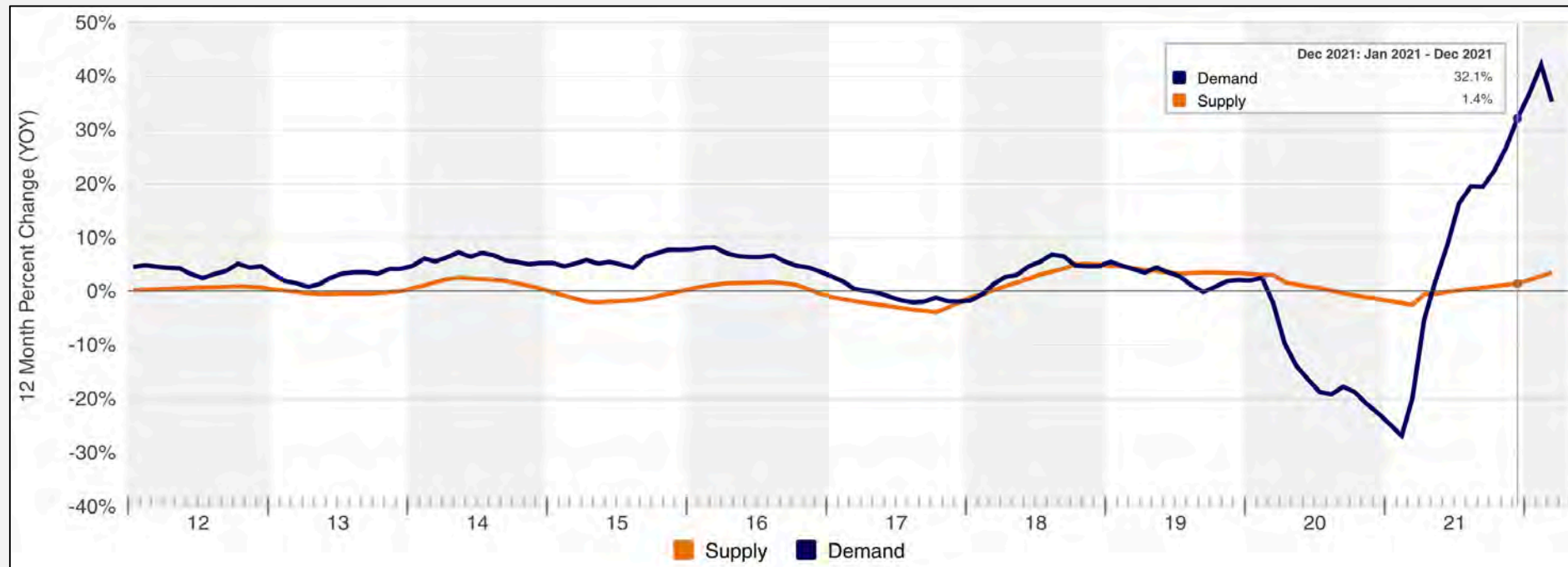
2021 Inventory:
9,823 Rooms

2021 Occupancy:
64.8%

2021 ADR:
\$156

2021 RevPAR:
\$101

The following chart shows the historical change in supply and demand for hotels in Daytona Beach, FL over a ten-year period.



The change in supply in the area has been fluctuating over the ten-year period and demand has mostly remained above supply except for in 2020 when demand had a negative 27 percent change in early February 2021. Since then, there has been a sharp recovery in demand of 32.1 percent from March 2021.

Daytona Beach

How Do They Promote Themselves?

Interview: Daytona Beach CVB

The Daytona Beach area CVB is also referred to as the Halifax Area Advertising Authority (HAAA).

A few takeaways from HSP's interview are shown below, with the main takeaway for Warren County on the following slide.

- A large majority of visitors to Daytona Beach drive to the area.
- Approximately 83 percent of guests are visiting for leisure.
- Approximately 70 percent of visitors are repeat annual visitors.

The table to the right shows what the Daytona Beach CVB advertises as the top reasons to visit the area.

Top 10 Reasons to Visit Daytona Beach

| Rank | Reason |
|------|----------------------------------|
| 1 | World Center of Racing |
| 2 | Festival Capital of Florida |
| 3 | Rich History and Art |
| 4 | Ponce Inlet |
| 5 | Daytona Beach Boardwalk and Pier |
| 6 | World's Most Famous Beach |
| 7 | Thrill Rides |
| 8 | Golfing |
| 9 | Scenic Cruising Opportunities |
| 10 | Spectacular Accommodations |

Source: Daytona Beach CVB

Daytona Beach Event Funding Best Practice

The Daytona Beach Area Convention & Visitors Bureau (CVB) offers marketing dollars to events with dates and activities that have the potential to generate significant room nights in needed time periods within the Daytona Beach Area.

Criteria: New Events

New Events/In-Development (potential funding: \$1,000 - \$15,000) should:

- Be an inaugural event or less than five years old
- Have the potential to develop into an annual event
- Host activities that span at least two full days
- Have the potential to draw out-of-area guests to help drive overnights stays

Criteria: Established Events

Annual Events/Established Events (potential funding: \$5,000 - \$25,000) should:

- Be more than five years old
- Demonstrate year-over-year increases in attendance levels
- Host activities that span 3-7 full days
- Have a positive impact on the community
- Demonstrate overnight stays from the Southeast, U.S. and/or internationally

HSP analyzed Daytona Beach as a competitive destination, the following implications were drawn.

What They Do Best:

Daytona Beach is a year-round destination with consistent warm weather and nationally renowned events such as the Daytona 500. Daytona hosts other notable events such as Bike, Week, Biketoberfest, Welcome to Rockville and Jeep Week that attract various groups of people with different interests to the area. Daytona has a unique system for funding these events that makes it easier for people to host events generate room nights for the market. Daytona Beach also has a successful convention center and arena located on the ocean that makes it a compelling destination for meetings, conventions and entertainment in the larger region.

Why They Are a Good Competitor:

Daytona Beach was determined to not be a relevant competitor, as its location and climate allow it to be a year-round destination by nature. While Daytona Beach has a strong events market, the tourism assets/experience is different from what Warren County provides. HSP determined that destinations in the northeast should be the focus of the study.

Daytona Beach pulls from the same areas that Warren County does, as Daytona and the rest of Florida pull from the entire eastern United States.

Implications and Takeaways: Warren County Tourism

Best Takeaways

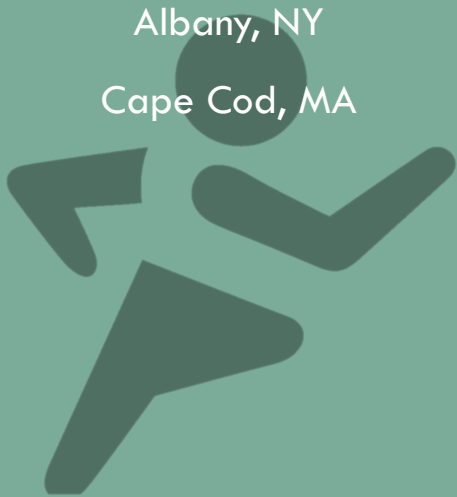
HSP provided an overview of best practices for Warren County to take note of throughout the following analysis.

Sports Tourism

Essex County, NY

Albany, NY

Cape Cod, MA



Meetings & Events

Essex County, NY

Saratoga Springs

Albany, NY

Hershey, PA

Atlantic City, NJ



Special Events

Saratoga Springs, NY

Hampton Beach

Rutland, VT

Daytona Beach, FL



Funding & Structure

Woodstock, NH

Daytona Beach, FL



Strong Opportunities

Sports Tourism - To fill the winter calendar, there is a potential opportunity to develop an indoor youth sports facility to host large tournaments (hockey, basketball, volleyball, wrestling, cheer, etc.). Separately, WC would experience stronger winter visitation if Gore Mountain had more hotels within the immediate area. The extension of the public sewer system to the area would make such developments much more viable.

Special Events – Warren County already has an established and robust calendar of special events. As experienced with IceCastles, these events have done well at bringing new visitors to the market. Events give a reason for store owners to return to the county during winter months. There is room to grow the number of events.

Funding & Structure – Daytona Beach provides a case study on performance-based event funding for marketing dollars. Funding varies for new and established events. White Mountains shows the power of separate seasonal marketing entities.

Non-Optimal Opportunities

Meetings & Events – Warren County does not have a large-scale facility to host conventions. The county is situated further from the airport and has nearby towns with established convention centers which would hinder a potential project.