

## ROOST in 2035

Assume the Park's future =  $(C + B) / A$

### Then, long term, ROOST would like to look like this:

We are the leader in promotion and branding for the Adirondacks. Technically, we are to serve Essex County, but most of the money, and the attention is centered on LP. Reality is that Albany wants county boundaries (with respect to tourism) to go away. The 5 towns effort is the current example of this.

ROOST as the driver for tourism economic development has issues. Funding needs to come from a mix of different sources. We have a 501c3 that could be important in developing new destination hubs.

ROOST should be the middleman putting deals together. Could be bundling. Could be building and selling hotels outside LP.

More like a Chamber of Commerce

More integrated: knowledge, capability and vision

More than Essex County

Market the whole Adirondack experience

Expanding now in sales and marketing is ok, but it doesn't address the issue of a lack of product in areas like the 5 towns

With the NCREDC, ROOST is soon to release a workbook laying out steps to becoming a destination hub. This is aimed at places like Ticonderoga, Schroon Lake and Wilmington

ROOST should be less about distributing information, more about destination management and packaging/bundling. Global information access is great but not sufficient.

The foreign independent traveler and the agency / bundler

Help make it easier to put trips together. For example, enable selection of attractions, activities and dinner reservations within the same booking system as hotel rooms

Consider revenue sharing with attractions, restaurants, etc

Do more for small independent operations like B&Bs who are not in the reservation systems

We need to bring in glamping/camping and guiding experiences into ROOST

Expand into emerging vertical markets: ecotourism, agrotourism and heritage/cultural tourism.

Advocacy and facilitation of development of new facilities and area strategies. Eventually new facilities mean new revenue.

We could submit a 3 year CFA to get the 5 towns destination built

Amenities in a community that draw visitors also work for residents. For example, broadband and cell service are good for both

### **Board Issues**

We need to have a 5 year strategic plan to focus on a few issues only

The Board should meet more frequently and get good at using the net for remote meeting participation.

Consider a more formalized board facilitator role and an action plan to:

Continue progress on governance

Tap new people for projects and committees, define committee agendas

Engage more than just the Executive Committee, keep the members focused

Succession planning remains an issue

### **Near Term Next Steps**

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Building capacity: Opportunities hit the floor all the time due to capacity issues.

Optimize current staff roles, get out of crisis management

Pursue expansion of tax on vacation rentals

For projects like 5 towns, seek grant funding for the work and use consultants. Consider using the 501c3 for this sort of work. Projects could raise local private money to help. Declare certain areas "tourism improvement districts" with a 3-5 year focus.

Improve how ROOST presents itself locally, revive the talking points, constrain time in board meetings on LP specific issues. Think of this as a marketing plan aimed at local merchants.

Consider a more formalized board facilitator role and an action plan for board members to:

Continue progress on governance

Tap new people for projects and committees, define committee agendas

Engage more than just the Executive Committee, keep the members focused