

Schroon Lake's Destination Master Plan

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

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

November 2009

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generate year-round revenue,
and increase the quality of life in Schroon Lake
by recapturing our status as an Adirondack Lakeside
Destination,
becoming a base camp for Adirondack adventures,
and expanding our set of visitor products and experiences.*

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Vision: Recapturing the Magic of Schroon Lake

Schroon Lake will recapture its status as an Adirondack Lakeside Destination by becoming a base camp for Adirondack adventures, expanding and upgrading its selection of lodging and dining, improving its curb appeal, building new outdoor-experience products, increasing visitor opportunities to access and view the lake, and improving visitor experiences. The goal is to increase jobs and business opportunities, and generate new year-round revenue.

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Executive Summary

The people, hospitality-related businesses, Chamber of Commerce, and public sector will combine efforts to build a stronger tourism economy in Schroon Lake that is “engineered” to produce benefits for residents.

That effort will be coordinated through a new “Tourism Council” which will execute this plan and lead an annual review of accomplishments and plan renewal.

Schroon Lake will evolve its lodging to be more current and competitive by both adding new units and upgrading existing lodging facilities, yielding 100 current and competitive rooms by 2012. Schroon Lake will attract new tourism investment, create incentives for new lodging development, and incubate new tourism businesses.

Schroon Lake will link lodging with experiences, becoming a base-camp for outdoor active visitors, and delivering experiences both nearby and within a day’s drive of that lodging.

Schroon Lake will continue to evolve its visitor products (dining, retail, recreation rentals, and events) and work hard to make sure that visitor activities (including lodging and dining) are available along the lakefront.

Schroon Lake will work hard on its curb appeal, especially in the corridor between the Northway entrances north and south of Schroon Lake. A primary focus of that effort will be the reduction of derelict and decaying tourism facilities either through improvement or removal.

Schroon Lake will further improve its destination appeal through the use of architectural standards, hospitality training, better use of state land, and an increased focus on music and the arts. Schroon Lake will increase outdoor events, especially off peak, and make them profitable for the community.

The destination of Schroon Lake will build a stronger web presence, highlighting visitor experiences that can be linked to a Schroon Lake base camp, packaging lodging with experiences, establishing a base line of visitor data, and tracking changes in that data.

Schroon Lake will strive to build a closer, more symbiotic relationship with Word of Life.

Essex County Destination Master Planning Project Overview

Essex County Destination Master Planning Project *Engineering Tourism to contribute to the future Essex County Wants*

Lake Placid - Essex County Visitors Bureau contracted with Egret Communications (www.egret.us) to guide a planning project designed to engineer future tourism for Essex County to meet the desires of communities and the tourism industry.

The goal of this planning project was to envision a sustainable tourism future for Essex County which will contribute economically to the people and communities of the county, which will help the county and its citizens realize important goals, and which will maintain the lifestyle and community character that is important to people living here. The planning project focused both on “dreaming” about a perfect tourism future and facing practical matters to make that a reality. It culminated in an action plan that is very specific, including designation of responsible parties and timetables for action.

This project was designed to build specific plans for six key destinations within Essex County:

1. North Elba
 - a. Lake Placid
 - b. Saranac Lake
2. Wilmington
3. Schroon
4. Ticonderoga
5. Moriah

Each of those Essex County communities has its own unique set of community goals, needs, concerns, and tourism opportunities. The experiences they offer match up best with various visitor profiles and the steps each needs to take to move toward success (on their own terms) vary by the circumstances unique to the community. Each needs to have tourism engineered to circumstances and opportunities specific to the community.

Those six plans have been woven into an Essex County Destination Master Plan that integrates the specific needs, actions, and engineering in a comprehensive manner to ensure that:

1. each local destination makes its moves in a supportive environment, and
2. successes multiply beyond the boundaries of local communities.

The process of building a tourism master plan for Essex County was as important as having and using the plan itself. That process brought together the various businesses, organizations, and governmental entities that have strong interests in the success, marketing, investment, development, growth, and management of tourism into a strong, more collaborative relationship. All sides were heard in the process. The process was designed to strengthen and restructure the partnership among all the players that guide, support, participate in, and benefit from Essex County's tourism economy.

The planning process that Egret has outlined includes six crucial steps:

1. Assessment
2. Analysis
3. Designing the Future
4. Charting a Path
5. Integrating the five Destinations' Plans
6. Unveiling the Master Plan

A tourism destination plan needs to be "owned" by the destination's partners. That is, Essex County's citizens and tourism community should feel it is their plan; they should be determined to achieve its goals; and they should be committed to working to carry it through. The collaborative process of building the plan was designed to revitalize and reorganize the partnership among the tourism community, political leaders, citizens, resource managers and supporters in a way that achieves that goal.

Specifically, each of the six targeted communities needs to feel ownership of its plan - and to acknowledge that success of each community's plan is also dependent on success at a county level.

A tourism destination plan needs to be based on good tourism sense. ***Egret Communications managed the process of creating the plan to balance between writing a plan that includes the dreams of Essex County's destinations and tourism reality.*** Egret guided the process to ensure that goals and actions in the plan are reasonable and practical. Each component of the plan is there for a reason - a reason that makes sense to the host community and in the greater context of how tourism works.

The finished plan is designed to work in a practical manner. It embodies the aspirations of each community and prescribes a set of actions that have a solid basis for success. The plan has timetables and responsibilities laid out clearly, so everyone can see what is to happen, when, and who is responsible for moving each action forward.

The process of building the destination master plan for Essex County, and the individual plans for each of the targeted communities were conducted in a transparent manner. The process was open to view on a dedicated web site at www.essextourismplan.com

Key Contacts

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The planning process was supported economically by the Lake Placid - Essex County Visitors Bureau and the New York State Dept. of Environmental Conservation Adirondack Smart Growth Program. The proposal for economic support was endorsed by each of the target communities and Essex County Government.

The Planning Process

The process of building a tourism master plan for Essex County was as important as having and using the plan itself. That process needed to bring the various businesses, organizations, and governmental entities that have strong interests in the success, marketing, investment, development, growth, and management of tourism into a strong, more collaborative relationship. All sides needed to be heard in the process - and all sides need to feel they have been heard and are involved in collaboration.

Egret Communications used a process that “consults” individually with key players and brings people together for managed discussions.

- The proposed process worked, in the early stages, to build a common understanding of each Essex County destination’s important tourism issues and opportunities.
- Then Egret worked with each tourism community (including public partners) to analyze the data and identify tourism gaps, strengths, weaknesses, opportunities, and competitive threats.
- From that analysis, Egret led a collaborative discussion to create a vision for each destination’s tourism product and infrastructure development, management, marketing, and organization.
- Finally, key partners reviewed the vision and charted a path to make it happen.

The process itself was designed to strengthen and restructure the partnership among all the players that guide, support, participate in, and benefit from Essex County’s tourism economy.

The planning process that Egret outlined includes six crucial steps:

7. Assessment
8. Analysis
9. Designing the Future
10. Charting a Path
11. Integrating the five Destinations’ Plans
12. Unveiling the Master Plan

Characteristics of the Plan

A tourism destination plan needs to be “owned” by the destination’s partners. That is, Essex County’s citizens and tourism community should feel it is their plan; they should be determined to achieve its goals; and they should be committed to working to carry it through. The collaborative process of building the plan will revitalize and reorganize the partnership among the tourism community, political leaders, citizens, resource managers and supporters in a way that achieves that goal.

Specifically, each of the five targeted communities needs to feel ownership of its plan - and to acknowledge that success of each community’s plan is also dependent on success at a county level.

A tourism destination plan needs to be founded in common understanding. The process described here starts with getting the facts about local tourism to the table in a way that everyone can start the discussion from a common understanding.

A tourism destination plan needs to be based on good tourism sense. ***Egret Communications will manage the process of creating the plan to balance between writing a plan that includes the dreams of Essex County's destinations and tourism reality.*** Egret will guide the process to make sure that goals and actions in the plan are reasonable and practical. Each component of the plan will be there for a reason - a reason that makes sense to the host community and in the greater context of how tourism works.

A tourism destination plan needs to be actionable. It is a waste of everyone's time and energy to build a plan that simply cannot practically be carried out. And worse, when a poorly conceived plan doesn't work, it's harder to keep the faith in the destination and to continue to work together to make a positive tourism future. So, while this plan will embody the hopes and dreams for tourism in each Essex County destination, it will also be designed in a way that will work.

A tourism destination plan needs to have a timetable. "Someday" isn't good enough when deciding whether to invest in a tourism future. A solid, practical plan, backed by a timetable and serious commitment of the partners, attracts investment (both capital and energy). It enables the business community to time investment so that businesses are able to capitalize on new opportunities. And it gives the public sector the support it needs for infrastructure investment.

A tourism destination plan needs to lay out a clear understanding of responsibility. The success of tourism in and for Essex County requires careful balancing of free enterprise and a democratic government that must look out for both the well-being of its citizens and the health of the county's economy. Moving forward toward cooperatively identified goals will require that everyone knows what party is responsible for carrying out which part of the plan. It will also give local ownership (and responsibility) to each of the communities targeted in this planning process. The plan will clearly lay out leadership responsibilities, processes for decision making, communications pathways, and protocol.

A tourism destination plan needs to be flexible and to have a built in process for responding to changing tourism reality. Essex County's tourism economy operates in a world environment, a fact we were all reminded of in the fall of 2001. Natural and manmade events in that environment continue to shape the realities that local tourism must adjust to in order to succeed in a competitive environment. This tourism plan will include periodic review of Essex County's tourism environment, of plan performance, and timetables and will include a process for updating and adjusting the plan to improve performance and results.

A tourism destination plan needs a monitoring mechanism. This plan will outline specific monitoring steps to ensure critical data is available to those guiding tourism's development and marketing.

Assessment

The first step in this project, and the foundation of tourism planning, was to conduct an assessment of Essex County's tourism and specifically of each of the targeted destinations within Essex County. This may seem redundant if one assumes that those involved in tourism already have a good grasp of the tourism situation. First, it is important to view those products through an "outside eye", from the vantage point of someone who understands tourism but is not caught up in the Essex County tourism scene. With the variety of communities targeted, there is no sweeping generalization that covers target markets, state of tourism infrastructure, nature of tourism experiences, or priority issues which must be addressed. Most importantly the assessment provided a common understanding from which to engage in serious collaborative discussions about each Essex County target destination's tourism future.

For each of the six targeted communities, we created a snapshot of current tourism, focusing on

1. infrastructure
2. experiences
3. products
4. gaps (missing products or infrastructure that are barriers to success)
5. seasons
6. quality
7. rates
8. competitiveness
9. positive and negative impacts
10. benefits
11. visitors (demographics)
12. visitor satisfaction

We also looked at the potential each community has for tourism products and experiences, both developed and undeveloped. During this process we paid special

attention to products and services that “match” the complexion of the local destination and strengthen the overall “draw” for the region.

The focus looked toward community needs, wants, and concerns that intersect the benefits and negative impacts that tourism can potentially bring to each of the six communities. That process looked at both present and potential issues and opportunities such as:

1. creation of jobs and business opportunities
2. careers for young people growing up in the communities
3. exposure to outside ideas
4. infusion of outside investment
5. new people moving to town
6. tourism supporting services a town can't support on its own
7. increasing real estate values
8. opportunities for aligned non-tourism businesses
9. changes to local quality of life (both good and bad)

The project will look at Essex County from the visitors' view:

1. It looked at the products and experiences that Essex County's visitors associate with Essex County - with a particular focus on those that influence travel to the destination.
 - a. It examined the same issue for each of the target communities
 - b. It looked at how each community fits into the broader Essex County picture
2. The project also looked closely at what defines Essex County as a destination. What products, facilities, experiences are crucial to
 - a. having patrons make the choice to come to Essex County,
 - b. supporting a destination experience in Essex County, and
 - c. sending patrons home with a sense of having had a destination experience.
3. The destination definition reflects a combination of the local geographic and political boundaries and the visitors' views of Essex County.
4. Similarly, the project sought to establish tourism interests among both the private sector and public sector, with an eye toward pulling all interests into a partnership that will strengthen each community's tourism products, experiences, and ability to function as a cohesive destination.

The project looked at the demographics of Essex County tourism. It's important in planning to understand who is patronizing each kind of tourism products and experiences. The project will look at key visitor groups to understand

- What draws each
- When each comes
- What each does while in the region

- How satisfied each is by their experience in Essex County, with a particular focus on
 - o Do they come back
 - o Do they refer
- How each group spends

Next, the assessment looked at Essex County’s tourism marketing. The project looked at how the overall destination is branded and how that brand plays in various target markets. It looked at what markets are being actively targeted. The project explored what channels are being employed to reach those target markets and what messages are being sent through those channels to the targets. The team looked at how the destination converts interest into patronage. And close attention was given to how Essex County’s tourism marketing is evaluated - and how success is measured.

There was also a careful look at the marketing of each of the six target community destinations within Essex. Or, to say it differently, the project examined how the marketing of Essex County drives patronage for each of the six target communities. And, how each of the target communities contributes “iconic” material that contributes to the marketing image for the county.

The assessment phase took a good hard look at how Essex County (and each target community) is organized as a destination.

1. It was important to understand the relationships among the various players in Essex County’s tourism picture.
2. The team explored the county and each target community’s tourism community and looked closely at the roles played by each organization, agency, government, and significant private party.
3. The project outlined leadership roles.
4. It looked closely at the communications patterns in Essex County and each target community.
5. It studied how decisions are made (and who is involved in decision making).
6. The process tracked how funds move from visitors to where they are used for marketing and destination development/improvement.
7. The process looked at how the public sector could support needed investment in product and infrastructure.

During the assessment phase, Egret met with key community and industry leaders to gain insights into all the issues listed above. In those meetings, Egret also explored community views on tourism’s positive and negative impacts on the economic and social well being of Essex County. The conversations explored whether there are pressure points where tourism does or could create unacceptable impacts for the people of Essex County or the target communities. Those conversations also explored whether there are limits that should be considered for any particular tourism activity or type of development. Those conversations also explored how each community’s social and economic future would look without a successful tourism industry.

The assessment phase culminated in a document that has become the “common understanding” of the Essex County tourism situation (with specific discussions of each target community) and the basis for analysis and planning.

Analysis

Once the assessment was formed, it is important to analyze the data to find opportunities, competitive threats, gaps that interfere with success, strengths and weaknesses. The process of gathering that analysis was a combination of private interviews, interactive group sessions, and team analysis. The process itself primed the later discussion regarding the future of Essex County tourism.

The analysis keyed in on five important themes:

- Products and Experiences
- Infrastructure
- Patrons
- Marketing
- Guiding the destination

Much of the analysis was derived by looking at the data and seeking explanations for things that are out of line with expectations. The analysis identified key opportunities where product and experience development, infrastructure investment, and marketing energy and expenditure will pay off. It also highlighted weak areas that need shoring up. And it helps each community understand which parts of its tourism portfolio are really paying off, which investments could really make a difference, and which aspects are simply not going to be profitable.

Analysis also carefully looks at the relationship among patron groups, products, and seasons for each community. We looked hard at who's coming, to do what, when for each community - and explore ways to strengthen weak flows, create new flows, or change patterns in a way that is more socially rewarding or economically profitable. Analysis showed that there are ways to raise revenues in Lake Placid's summer season without significantly raising visitor volume, a key consideration for managing tourism's impacts. Analysis also found that specific product improvements or developments may open the door to a stronger flow of visitor revenues to one or more of the other target communities.

Some demographic groups of visitors will patronize the region during times that may reflect local products, but may also reflect conditions "at home". Understanding how visitor flows and product performance interact to create peaks and valleys in volume and spending is important to charting a successful tourism plan.

Analysis explored competitive products, combinations of products, and marketing in other destinations that compete with Essex County for the same patron groups. It found opportunities for each community to capture larger target market shares (when desirable) and identify areas where the competition is clearly ahead.

This part of the project also identified patron groups that are a good match for each target community's tourism products and experiences - but who are not coming. It was important to see how these opportunities "fit" into Essex County's tourism picture, what they do in terms of changing the balance, and how they might affect profitability.

There was an analysis of destination leadership and how it guides the destination. Analysis showed what issues (or old ghosts) complicate the process of making decisions, advancing product improvement, succeeding at attracting patrons, and delivering great visitor experiences.

The tone of the analysis was to find opportunities. The process didn't avoid addressing problems, or listening to needed venting, but did, in the end, seek to find positive directions that each target community and the overall destination can go.

When the analysis is complete, a number of opportunities were clearly identified and on the table for discussion. At the same time, there was clear understanding of which combinations of product and patron are not worth significant new energy and investment.

Assessment and analysis were necessary work to create a common understanding of each target community's tourism situation and of the way Essex County fits together as a destination - and interfaces with visitors. Once this common understanding was

achieved, the fun (and hard work) of imagining each target community's tourism future began.

Designing the Future

Once the homework (assessment and analysis) was finished, it was time for the fun and creative part of the process. Egret will managed this "designing the future" phase to be highly interactive, with an understanding that it is just as important to build an excitement and momentum as it is to craft a future that is practical and productive.

The point of envisioning the future was to

1. Figure out a strategy to persevere and improve on the tourism products, experiences, marketing and target markets that Essex County (and each target community) is successful at now
2. Decide what needs to be done to strengthen products, experiences, marketing, target patrons that are underperforming but worth developing
3. Decide what new patron groups should be attracted and paint a picture of how they'll fit into the existing tourism picture
4. Decide what new products and experiences might be developed that would improve each target community's (and the overall destination's) performance with existing visitors, and/or attract new visitors
5. Outline infrastructure changes that will help achieve tourism success
6. Imagine how each community's (and the county's) tourism leadership can work better together, communicate more effectively, and have a better process for making decisions
7. Think through issues requiring funding (how much is needed and where it comes from)
8. Address other issues and ideas that arise through the process
9. Paint an image of how each community's (and Essex County's) tourism image will look to visitors (precursor to branding)

This process was designed to collect visioning ideas, put them on the table for everyone to see, and then prioritize those ideas through interactive sessions. The sessions were tailored to reflect the communications styles of each group and to emphasize the issues and opportunities that seem most important to Essex County's visitor industry and community.

At its completion, each target community painted a picture of a tourism future

- that is exciting (to both the community and potential visitors),
- that is "doable",
- that will increase tourism's short and long term profitability,
- that will generate specific benefits while minimizing impacts,

- that the tourism professionals and local community (including supporting agencies and organizations) are determined to achieve,
- that will improve each community's (and the overall destination's) relationships with its existing patrons and forge new and positive relationships with additional patrons,
- that has an understandable process for making decisions, and
- that has clearly defined leadership roles and relationships among the various parts of the tourism industry and community

Charting a Pathway to the Future

“Designing a vision for the future” was a conversation that was inclusive and brought as many voices to the process as possible. Charting the specific tasks and actions was better accomplished quietly among the players that will end up driving the process. Hence the task of designing the steps, laying out the roles and responsibilities, and building the timetable was handled by a few carefully selected partners.

The pathway was laid out as a timetable of carefully orchestrated steps that address

1. Management
2. Infrastructure
3. Product Development and Improvement
4. Marketing
5. Monitoring Progress
6. Renewing the Vision

There are clear opportunities for product development and improvement in all of Essex County. Each community and the local tourism industry had a chance to prioritize those product-related moves that will be critical to achieving community-specific goals and objectives. There need to be public/private solutions to stimulate key development and shape improvement. There really needs to be an excitement, momentum, and buy-in on product changes - and a sense that those product changes will be critical to new tourism realities.

The key partners plan to launch an annual review of each target community's and Essex County's tourism in which the plan can be adjusted and updated. The process should be very inclusive and transparent and should be managed to build confidence and momentum.

Unveiling the Plan

We live in a world where “rights of passage” are important - we need weddings, funerals, graduations, etc. to realign the way we think and act. Essex County and the target communities need to move from “**building a plan**” to “**implementing “our” plan**”.

This “right of passage” event should be a celebration of accomplishment - and a public ratification (by every important partner) of determination to carry out the plan.

The event will be managed as a kickoff event for building the future for Essex County tourism, with public relations opportunities for all cooperating parties.

Schroon Assessment

Intro Statement

Schroon Lake is a quaint village on the shores of a beautiful lake. The town has had a long history with tourism. As a rule, early visitors were more affluent than current visitors and arrived by stage (and later auto) to stay at magnificent classic Adirondack lakeside retreats. Photos of those classic lodges adorn the walls of town hall and remind locals that Schroon Lake used to be a hopping place.

Travel patterns changed and Schroon Lake found itself serving weekenders driving north from the cities and staying in some fairly budget motels that were strategically placed to appeal to people on the highway.

Times changed again and the Northway construction left Schroon Lake and those motor lodges out of sight to highway travelers. Schroon Lake did not succeed in creating demand for continued strong patronage of the destination. Without a good flow of patrons, there was not ample reinvestment in lodging and Schroon Lake fell behind times.

The view from the highway as one passes south to north through Schroon Lake is dominated by out of date lodging. Some of that lodging is in poor repair. That image sticks in the mind and influences who spends time in Schroon Lake, what they are willing to pay, whether they seek a nice meal, how long they stay, whether they shop, and what kinds of activities they engage in. None of those outcomes are good for Schroon Lake.

In recent times, the town has reinvested in its historic downtown and the waterfront. The waterfront park is inviting. The boat launch and band shell areas look very good. The entire waterfront park is a classic Adirondack look and very well maintained.

Downtown is looking good. There is a selection of dining that is new and seems to be well received. The mix of retail is reflecting visitors' wants as well as local needs. If Schroon Lake could secure a steady flow of visitors who spend several nights and engage in activities from a local base, then downtown would flourish.

Schroon Lake has a great base-camp location. If one was comfortably lodged here, one could explore the region from Lake Champlain to the high country to the west. There are great hiking trails and quiet roads to explore by car or bicycle. In the winter there are miles of wilderness trails for snowshoeing or cross country skiing. There are ample opportunities to snowmobile and ice fish. Most of all there is Schroon Lake itself, which lends itself to great family boating and fishing.

Snapshot of Current Tourism

This is an evolving document - more will be added as it comes to the table through research and community discussion. The following lists are not prioritized. Key items are presented in red.

Infrastructure

- Town Park and Boat Launch
- Schroon Lake and beach
- Hiking and Snowmobile Trails
- Scenic Drives
- Proximity to Northway
- Proximity to Amtrak/Trailways Bus
- Forever Wild Lands
- Lakes and Ponds
- Historic Downtown
- Historic Homes and Churches
- Seagle Music Colony and Schroon Lake Arts
- Older lodging establishments
- Word of Life
- Sunrise Lutheran Camp
- Airport
- Golf Course
- Paradox Lake
- State Land
- Library
- Movie Theater
- Town's Infrastructure

Experiences

- Boating
- Fishing
- Hiking
- Ice Fishing
- Snowmobiling
- Snowshoeing
- Touring routes for Adirondack vistas
- Small and big game hunting
- Seagle Music Colony and Schroon Lake Arts
- Spiritual Retreats
- Movie Theater
- Lakes and Ponds
- History
- Cultural Events
- State Land
- Main Street
- Golf Course
- Tennis
- Beach/swimming
- X-C Skiing
- Ice Skating
- Town Park
- Ski Hill
- Annual Events
- Youth Events

Products

- Older lodging establishments
- Dining
- Downtown Retail
- B&Bs
- Local Events and Contests
- Ice Fishing Derby
- Guide Service
- Youth Events
- State Land
- Golf Course

Gaps

- Lodging that matches destination and current market demands
- Anchor experiences
- Turning experiences into products
- Dining - experience dining with a view
- More “current” lodging inventory - should contain amenities
- Conference/Banquet Center
- Limited year round businesses
- Indoor activities for inclement weather
- Lakefront dining
- Parking and Traffic Flow
- Wilderness trail improvements on State Land (Hoffman Knotch)
- Signs and trailhead improvements (DEC needs to be doing)
- Year round restaurants
- Bike trails
- Cell Phone Coverage and Internet Access
- Public Transportation
- Local Services (i.e. hair dresser)
- Empty storefronts

Seasons

Schroon Lake has an ample array of experiences to achieve a year-round economy. Currently, there are not specific motivators in place to drive that traffic to Schroon Lake.

Quality

Travelers have come to expect style and amenities that are lacking in the current lodging selections in Schroon Lake. There are great qualities of experiences in nature and in the historic downtown.

Rates

Lower than the destination deserves - far lower than potential.
B&B's are upgraded - motels are not.

Competitiveness

Most of the currently available lodging is of an earlier era and has not seen the reinvestment necessary to compete in the current era. B&B's are upgraded - motels are not.

Positive and Negative Impacts

There are a number of visitors evident in Schroon Lake and all of those visitors generate impacts (wear and tear on public infrastructure, sewage, power consumption, exhaust, congestion). Those visitors are not currently leaving enough in Schroon Lake's economy to offset those impacts.

Benefits

- Visitors are spending money downtown.

Visitors (demographics)

Lodging issues are driving down the demographic profile of Schroon Lake's overnight visitors.

Visitor Satisfaction

Potential New Products and Experiences

- Lodging
- Guided Experiences
- Ecotourism
- Geocaching
- Birding
- More guided experiences
- Paddling/Kayaking
- Dinner Cruises
- Mill Brook (area behind Main Street shops to the river that could open Main Street up)

Community Wants

- Jobs and Business Opportunities
- More visitors of a higher value

Community Concerns

- Second Home development driving out opportunity to have tourism infrastructure that interfaces the lake
- Are there enough local resources to bring about needed change?
- Lakefront is private property

Visitor Perspectives

Products and Experiences that Contribute to a Sense of Destination

- Schroon Lake
- Town Waterfront Park and Beach
- Historic Downtown
- Great Drives based from Schroon Lake
- Boating
- Great hiking and snowmobiling trails
- Lakes and Ponds
- State - Forever Wild Lands
- Annual Events
- Seagle Music Colony and Schroon Lake Arts
- Word of Life
- Guided Experiences
- Fishing

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

- Schroon Lake
- Town Waterfront Park and Beach
- Historic Downtown
- Great Drives based from Schroon Lake
- Boating
- Great hiking and snowmobiling trails
- Lakes and Ponds
- Fishing
- Guided Experiences
- Cultural Events

Products that Conflict with Destination Appeal

Outdated Lodging (sometimes in poor repair)

Second home development blocking tourism access to waterfront lodging and dining.

What Makes This (or Would Make This) a Destination

- Current Quality Lodging, preferably oriented to the Lake, woods, or a pond
- Dining with a view
- A standout image or experience that would capture potential visitors' imaginations and help them understand what Schroon Lake is all about

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

- The real question here is: What do the visitors Schroon Lake really wants to serve think of the current situation - what would bring them to Schroon Lake?
- Packaged ecotourism (needed)

Other Issues from Local Input

Word of Life

Summary

Schroon Lake is certainly challenged because it lacks a current and competitive lodging component. The lack of those facilities precludes Schroon Lake's success among visitors who might otherwise be a good match for the destination. The presence of outdated and (sometimes) poorly presented lodging facilities further devalues the destination and can serve to attract visitors who are not as profitable and could, themselves, make it more difficult to achieve long term success. The lack of ability to construct and operate those facilities in a way that faces Schroon Lake, certainly puts constraints on the development of quality tourism.

The second key issue for Schroon Lake is that it has a long list of quite acceptable experiences - but it does not have a key experience that defines the destination. While Schroon Lake is a great (perhaps even quintessential) small town Adirondack lakefront experience, it will need to better communicate that in order to differentiate Schroon Lake from other small towns that also regard and present themselves as quintessential small town Adirondack lakefront experiences. Schroon Lake will benefit from making some decisions about where to focus and then getting strong energy behind that direction - and making a name for itself.

It will be important for Schroon Lake to establish itself as a hub for multiple days of experiences. To do that, one will want to prepare exciting packages that show off the region's best assets, activities, and experiences and mix those with a variety of dining options.

Schroon Lake Analysis

Schroon Lake has an enviable history in tourism - a vibrant and iconic tourism that has now slipped away from Schroon Lake and left the town serving lower paying visitors. Still, Schroon Lake knows it can excel in tourism, has the natural resources to put together a dynamic tourism economy, and has the drive to make it happen.

There was no hesitation in the planning sessions when we asked whether Schroon Lake should aim for more similar spending visitors or whether it wants to build an operate a tourism economy aiming at higher return guests. Schroon Lake intends to aim higher than the average visitor it now serves. And the people in the room demonstrated a determination to succeed at that.

What will that take?

Schroon Lake needs to concentrate on the following issues to rebuild and retool it's tourism economy to be vibrant and to attract and serve higher-paying clientele:

- Schroon Lake needs a new core of mid to upper-mid range lodging offerings
- Schroon Lake will benefit from developing architectural standards that reinforce the classic Schroon Lake look.
- Schroon Lake will need to look to the great collection of year round outdoor experiences and develop the stronger of those experiences into products.
- Schroon Lake has a good start on building a vibrant downtown - that needs to expand to include year-round dining that is a match for a higher-paying clientele and for families.
- Schroon Lake needs to take care of its curb appeal, especially on the approaches from the north and south.
- Schroon Lake needs to reopen the lake to visitors that seek dining and lodging with a view

If Schroon Lake is to recapture the vibrancy of its past it needs to aim for a clientele that spends more - that will require the development of mid to upper-mid range lodging. And that lodging will be more successful if it can be oriented to the great natural resources of the region (as those classic Schroon Lake lodges were). The era when it was important for visitors to see lodging as they drove past is over - at least if one is seeking the kinds of clientele that regard the lodging component as a part of their vacation experience.

Schroon Lake is so much more (and has a history to support it) than another lake you can come and play on - and it has much to gain by demanding that as time passes it looks more and more like the classic Schroon Lake that was so successful. That would mean that the community would come together behind some architectural standards (especially along the tourism corridor) that reinforce the classic Schroon Lake look. The payback over time could be enormous as the Schroon Lake look reinforces and becomes the icon for the message that this community is ready to host a world class experience and that it is the penultimate Adirondack lakeside community.

Sleeping in a destination is not enough - the target clientele will need a rich array of products and experiences that are grounded in the strengths of Schroon Lake. The planning group has assembled quite a list of potential products and experiences - those need to be sifted to find those that are differentiators for Schroon Lake. Those differentiators are the experiences that will drive tourism business to and for Schroon Lake - and they need to be developed and or fine tuned to be very successful.

Downtown Schroon Lake is important to the present tourism economy and will become more important to a vibrant new tourism economy. Downtown will need to evolve to match the evolving target market - there will be strong needs for more upscale and year-round dining opportunities, authentic Adirondack arts and crafts, more of the retail that supports outdoor adventures, and continued energy related to coffee shops and bakeries. These changes will also serve locals well, raising quality of life and providing new entrepreneurial and employment opportunities.

Schroon Lake needs to work on its curb appeal. Schroon Lake has done much to upgrade park and waterfront areas - and those efforts have really made a difference in keeping Schroon Lake viable until a substantial reinvestment on the private side can take hold. Downtown is looking much better than it did a few years ago - but a visitor approaching from the north or south passes by poorly maintained and derelict properties, many of which are related to tourism. If a visitor develops a poor impression before hitting town, the value of the experience has been degraded before it starts. There needs to be a strong and concerted effort to seriously upgrade those out of date lodging properties that can be upgraded and remove the rest from the sight of travelers.

The classic period in Schroon Lake's tourism history focused on the waterfront - that needs to be revitalized. Since the days of the grand old lakefront Adirondack lodges, the lakefront has been bought up for the development of second homes. While this move has funneled some revenue into the local economy, it has choked off Schroon Lake's ability to deliver lodging and dining experiences oriented to the lake that is central to the town's history and tourism image. There is no easy answer to this dilemma, but it is an issue that needs to be faced and dealt with as Schroon Lake contemplates its future in tourism.

Those famous Adirondack chairs were designed to sit at a lakefront lodge and look out over the water - it's time to make that happen again in Schroon Lake.

Egret Communications firmly believes that Schroon Lake has the ability to develop a more vibrant tourism economy that serves a higher spending clientele than the average of those coming now. If the six points listed above are satisfactorily addressed, the other issues and opportunities related to the future of Schroon Lake tourism will be relatively easy to address.

Goals for Schroon Lake Tourism

- Maintain small town atmosphere - and keep Schroon Lake a place residents want to live
- Grow tourism economy
- Become a base camp for Adirondack adventures
- Increase number and competitiveness of lodging opportunities in Schroon Lake
- Generate jobs and business opportunities
- Make that economy function much of the year
- Generate higher return per visitor
- Have a higher percentage of visitors sleeping in Schroon Lake
- Recapture Schroon Lake's status as a leading Adirondack Lakeside Destination

Actions

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

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

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

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

1. Establish an ongoing “Schroon Lake Tourism Council”

Related Goals:	<ul style="list-style-type: none"> • Maintain small town atmosphere – and keep Schroon Lake a place residents want to live • Grow tourism economy • Become a base camp for Adirondack adventures • Increase number and competitiveness of lodging opportunities in Schroon Lake • Generate jobs and business opportunities • Make that economy function much of the year • Generate higher return per visitor • Have a higher percentage of visitors sleeping in Schroon Lake • Recapture Schroon Lake’s status as a leading Adirondack Lakeside Destination
Action:	<ul style="list-style-type: none"> • Establish an ongoing “Schroon Lake Tourism Council” under the Schroon Lake Chamber of Commerce to oversee the execution of this Plan and to meet annually to “renew” this Plan
Responsible Players:	(Chamber will be keeper of the Plan) Roger Friedman, Town, Chamber, GFN, O/D activities person, lodging, retail, restaurant, camps, WOL, A&C, seasonal resident, TBC member, IDA, Architectural Standards
Timeline:	Within 6 months
Expected Outcomes:	<ul style="list-style-type: none"> • The plan gets executed • This plan gets renewed • There is a line of communication among residents, tourism businesses, and government • The momentum carries forward through plan renewal and goal evolution • Schroon Lake is in charge of its future in tourism
Notes and Details:	The planning group can serve as a nucleus for the council

Related Actions:

- Evolve the lodging product to be more current and competitive
- Bring tourism to the Lakeshore (lodging, dining, experiences)
- Strengthen destination appeal using music and arts
- Strengthen destination appeal using architectural standards
- Build a closer, more symbiotic relationship between the destination and Word of Life
- Make better use of state land
- Increase outdoor events year-round and make them profitable for Schroon Lake
- Improve curb appeal between Northway entrances north and south of Schroon Lake
- Expand equipment rentals
- Expand on tourism “products” that relate to outdoor experiences close to and within the range of a day trip to Schroon Lake
- Web Presence
- Create incentives for new lodging development
- Attract new tourism investment and incubate new businesses

2. Evolve lodging product to be more current and competitive

Related Goals:	<ul style="list-style-type: none"> • Maintain small town atmosphere – and keep Schroon Lake a place residents want to live • Grow tourism economy • Become a base camp for Adirondack adventures • Increase number and competitiveness of lodging opportunities in Schroon Lake • Generate jobs and business opportunities • Make that economy function much of the year • Generate higher return per visitor • Have a higher percentage of visitors sleeping in Schroon Lake • Recapture Schroon Lake’s status as a leading Adirondack Lakeside Destination
Action:	<ul style="list-style-type: none"> • Evolve lodging product to be more current and competitive with an increase of current and competitive rooms of 100 by 2012 <ul style="list-style-type: none"> o Secure the development of new competitive, appropriately scaled and designed lodging o Evolve the existing lodging products to be more competitive and current
Responsible Players:	Roger Friedman, Shawn Baker, TC, Chamber, Town
Timeline:	24 months
Expected Outcomes:	<ul style="list-style-type: none"> • Longer stays • Higher nightly rates • More spending in dining and retail • More experience-based tourism activities • More jobs and business opportunities
Notes and Details:	Success in this is dependent on success in cleaning up curb appeal – and directly related
Related Actions:	<ul style="list-style-type: none"> • Bring tourism to the Lakeshore (lodging, dining, experiences) • Strengthen destination appeal using architectural standards • Improve curb appeal between Northway entrances north and south of Schroon Lake • Expand on tourism “products” that relate to outdoor experiences close to and within the range of a day trip to Schroon Lake • Web Presence • Create incentives for new lodging development • Attract new tourism investment and incubate new businesses

3. Improve curb appeal	
Related Goals:	<ul style="list-style-type: none"> • Maintain small town atmosphere – and keep Schroon Lake a place residents want to live • Grow tourism economy • Become a base camp for Adirondack adventures • Increase number and competitiveness of lodging opportunities in Schroon Lake • Generate jobs and business opportunities • Make that economy function much of the year • Generate higher return per visitor • Have a higher percentage of visitors sleeping in Schroon Lake • Recapture Schroon Lake’s status as a leading Adirondack Lakeside Destination
Action:	Improve curb appeal between Northway entrances north and south of Schroon Lake
Responsible Players:	TBC
Timeline:	6 months
Expected Outcomes:	If this one thing could be accomplished it makes every other action much more likely to succeed
Notes and Details:	<ul style="list-style-type: none"> • Celebrate, publicly, loudly, every bit of progress • Get everyone behind this • Volunteer to help those who can’t afford to make the needed changes
Related Actions:	<ul style="list-style-type: none"> • Evolve the lodging product to be more current and competitive • Bring tourism to the Lakeshore (lodging, dining, experiences) • Strengthen destination appeal using architectural standards • Increase outdoor events year-round and make them profitable for Schroon Lake • Web Presence • Attract new tourism investment and incubate new tourism businesses

4.	Web Presence
Related Goals:	<ul style="list-style-type: none"> • Grow tourism economy • Become a base camp for Adirondack adventures • Increase number and competitiveness of lodging opportunities in Schroon Lake • Generate jobs and business opportunities • Make that economy function much of the year • Generate higher return per visitor • Have a higher percentage of visitors sleeping in Schroon Lake • Recapture Schroon Lake’s status as a leading Adirondack Lakeside Destination
Action:	<p>Web Presence:</p> <ol style="list-style-type: none"> 1. Establish online, constantly updated, list of visitor experiences that can be achieved from a Schroon Lake base camp, tied to calendar 2. Package lodging with experiences 3. Establish base line of visitor data and track changes
Responsible Players:	Chamber, LPECVB/Kim Rielly
Timeline:	1 year
Expected Outcomes:	Visitors come to see Schroon Lake as THE place they want to base for their Adirondack adventures. Then all they have to choose is which of the great lodging choices (that will evolve) and which dates they want to come.
Notes and Details:	This list should be rich in images – not just words
Related Actions:	<ul style="list-style-type: none"> • Establish an ongoing “Schroon Lake Tourism Council” • Evolve the lodging product to be more current and competitive • Bring tourism to the Lakeshore (lodging, dining, experiences) • Strengthen destination appeal using music and arts • Strengthen destination appeal using architectural standards • Build a closer, more symbiotic relationship between the destination and Word of Life • Make better use of state land • Increase outdoor events year-round and make them profitable for Schroon Lake • Improve curb appeal between Northway entrances north and south of Schroon Lake • Expand equipment rentals • Expand on tourism “products” that relate to outdoor experiences close to and within the range of a day trip to Schroon Lake • Create incentives for new lodging development • Attract new tourism investment and incubate new businesses

5. Build and expand on tourism products and experiences that relate to the outdoors and are close or within the range of a day trip of Schroon Lake

Related Goals:	<ul style="list-style-type: none"> • Maintain small town atmosphere – and keep Schroon Lake a place residents want to live • Grow tourism economy • Become a base camp for Adirondack adventures • Increase number and competitiveness of lodging opportunities in Schroon Lake • Generate jobs and business opportunities • Make that economy function much of the year • Generate higher return per visitor • Have a higher percentage of visitors sleeping in Schroon Lake • Recapture Schroon Lake’s status as a leading Adirondack Lakeside Destination
Action:	Build and expand on tourism products and experiences that relate to the outdoors and are close or within the range of a day trip of Schroon Lake
Responsible Players:	Laura/Chamber, LPECVB/Kathy Berghorn, John Huston
Timeline:	6 months
Expected Outcomes:	These experiences expand the options for visitors basing out of Schroon Lake, making it a more desirable choice – and leading to longer stays.
Notes and Details:	Need to be careful to choose products that don’t constitute competition for similar offerings in Schroon Lake – or you’ll end up supporting competition for your local businesses.
Related Actions:	<ul style="list-style-type: none"> • Establish an ongoing “Schroon Lake Tourism Council” • Evolve the lodging product to be more current and competitive • Bring tourism to the Lakeshore (lodging, dining, experiences) • Strengthen destination appeal using music and arts • Strengthen destination appeal using architectural standards • Build a closer, more symbiotic relationship between the destination and Word of Life • Make better use of state land • Increase outdoor events year-round and make them profitable for Schroon Lake • Improve curb appeal between Northway entrances north and south of Schroon Lake • Expand equipment rentals • Web Presence • Create incentives for new lodging development • Attract new tourism investment and incubate new businesses

6. Bring dining, lodging, activities and tourism to the Lakeshore

<p>Related Goals:</p>	<ul style="list-style-type: none"> • Maintain small town atmosphere – and keep Schroon Lake a place residents want to live • Grow tourism economy • Become a base camp for Adirondack adventures • Increase number and competitiveness of lodging opportunities in Schroon Lake • Generate jobs and business opportunities • Make that economy function much of the year • Generate higher return per visitor • Have a higher percentage of visitors sleeping in Schroon Lake • Recapture Schroon Lake’s status as a leading Adirondack Lakeside Destination
<p>Action:</p>	<p>Bring dining, lodging, activities and tourism to the Lakeshore</p>
<p>Responsible Players:</p>	<p>Bob Mehm, John Huston, Steve Bowen, Marina, Snowmobile Club, Kristin/LPECVB</p>
<p>Timeline:</p>	<p>Ongoing</p>
<p>Expected Outcomes:</p>	<p>Opens the door for Schroon Lake to claim the identity of Adirondack Lakeside Resort Raises the likelihood of success in other crucial areas (upgrading lodging, becoming base camp, raising spending per arrival)</p>
<p>Notes and Details:</p>	<p>The competition has lakeside lodging and dining – Schroon Lake has to achieve this to successfully compete</p>
<p>Related Actions:</p>	<ul style="list-style-type: none"> • Establish Schroon Lake’s tourism identity as an Adirondack • Establish an ongoing “Schroon Lake Tourism Council” • Evolve the lodging product to be more current and competitive • Strengthen destination appeal using music and arts • Strengthen destination appeal using architectural standards • Build a closer, more symbiotic relationship between the destination and Word of Life • Make better use of state land • Increase outdoor events year-round and make them profitable for Schroon Lake • Improve curb appeal between Northway entrances north and south of Schroon Lake • Expand equipment rentals • Expand on tourism “products” that relate to outdoor experiences close to and within the range of a day trip to Schroon Lake • Web Presence • Create incentives for new lodging development • Attract new tourism investment and incubate new businesses

7. Create incentives for new lodging development	
Related Goals:	<ul style="list-style-type: none"> • Maintain small town atmosphere – and keep Schroon Lake a place residents want to live • Grow tourism economy • Become a base camp for Adirondack adventures • Increase number and competitiveness of lodging opportunities in Schroon Lake • Generate jobs and business opportunities • Make that economy function much of the year • Generate higher return per visitor • Have a higher percentage of visitors sleeping in Schroon Lake • Recapture Schroon Lake’s status as a leading Adirondack Lakeside Destination
Action:	Create incentives for new lodging development
Responsible Players:	Mark Whitney, Town, IDA-pilot program, GFN
Timeline:	By 18 months
Expected Outcomes:	Will help in recruiting new investment in lodging – which will benefit all sectors
Notes and Details:	Will take support from residents for Town or Village to create incentives
Related Actions:	<ul style="list-style-type: none"> • Establish an ongoing “Schroon Lake Tourism Council” • Evolve the lodging product to be more current and competitive • Bring tourism to the Lakeshore (lodging, dining, experiences) • Strengthen destination appeal using music and arts • Strengthen destination appeal using architectural standards • Build a closer, more symbiotic relationship between the destination and Word of Life • Make better use of state land • Increase outdoor events year-round and make them profitable for Schroon Lake • Improve curb appeal between Northway entrances north and south of Schroon Lake • Expand equipment rentals • Expand on tourism “products” that relate to outdoor experiences close to and within the range of a day trip to Schroon Lake • Web Presence • Attract new tourism investment and incubate new businesses

8. Attract new tourism investment and Incubate new tourism businesses

Related Goals:	<ul style="list-style-type: none"> • Maintain small town atmosphere – and keep Schroon Lake a place residents want to live • Grow tourism economy • Become a base camp for Adirondack adventures • Increase number and competitiveness of lodging opportunities in Schroon Lake • Generate jobs and business opportunities • Make that economy function much of the year • Generate higher return per visitor • Have a higher percentage of visitors sleeping in Schroon Lake • Recapture Schroon Lake’s status as a leading Adirondack Lakeside Destination
Action:	Attract new tourism investment and incubate new tourism businesses
Responsible Players:	Town, IDA, TC, Chamber
Timeline:	1 Year
Expected Outcomes:	Success in landing new tourism investment
Notes and Details:	<p>The best investment comes from nearby</p> <p>When a destination can show that it has a rich selection of visitor experiences and is working (and making progress) toward a tourism future, it makes it easier to invest. The collection of data, the environment for promotion, the incubation, a strong chamber, and a dedicated effort to execute the plan all send a clear message.</p>

Related Actions:

- Establish an ongoing “Schroon Lake Tourism Council”
- Evolve the lodging product to be more current and competitive
- Bring tourism to the Lakeshore (lodging, dining, experiences)
- Strengthen destination appeal using music and arts
- Strengthen destination appeal using architectural standards
- Build a closer, more symbiotic relationship between the destination and Word of Life
- Make better use of state land
- Increase outdoor events year-round and make them profitable for Schroon Lake
- Improve curb appeal between Northway entrances north and south of Schroon Lake
- Expand equipment rentals
- Expand on tourism “products” that relate to outdoor experiences close to and within the range of a day trip to Schroon Lake
- Web Presence
- Create incentives for new lodging development
- Track changes in visitor quantities, spending, demographics
- Incubate new tourism businesses
- Create incentives for new lodging development
- Establish an ongoing “Schroon Lake Tourism Council” under the Schroon Lake Chamber of Commerce

9. Hospitality Training	
Related Goals:	<ul style="list-style-type: none"> • Maintain small town atmosphere – and keep Schroon Lake a place residents want to live • Grow tourism economy • Become a base camp for Adirondack adventures • Generate jobs and business opportunities • Make that economy function much of the year • Generate higher return per visitor • Recapture Schroon Lake’s status as a leading Adirondack Lakeside Destination
Action:	<ul style="list-style-type: none"> • Participate in County Wide Hospitality Training Program
Responsible Players:	LPECVB
Timeline:	Within 6 months
Expected Outcomes:	<ul style="list-style-type: none"> • Tourism staff and other front liners have improved skills in working with visitors
Notes and Details:	Program to be coordinated by the Visitor Bureau
Related Actions:	<ul style="list-style-type: none"> • Evolve the lodging product to be more current and competitive • Bring tourism to the Lakeshore (lodging, dining, experiences) • Strengthen destination appeal using music and arts • Strengthen destination appeal using architectural standards • Build a closer, more symbiotic relationship between the destination and Word of Life • Make better use of state land • Increase outdoor events year-round and make them profitable for Schroon Lake • Improve curb appeal between Northway entrances north and south of Schroon Lake • Expand equipment rentals • Expand on tourism “products” that relate to outdoor experiences close to and within the range of a day trip to Schroon Lake • Web Presence • Create incentives for new lodging development • Attract new tourism investment and incubate new businesses

10.	Expand equipment rentals
Related Goals:	<ul style="list-style-type: none"> • Grow tourism economy • Become a base camp for Adirondack adventures • Increase number and competitiveness of lodging opportunities in Schroon Lake • Generate jobs and business opportunities • Make that economy function much of the year • Generate higher return per visitor • Have a higher percentage of visitors sleeping in Schroon Lake • Recapture Schroon Lake’s status as a leading Adirondack Lakeside Destination
Action:	Expand equipment rentals (bikes, power boats, kayaks, canoes, snowshoes, etc.)
Responsible Players:	John Huston, Bob Mehm, marina
Timeline:	6 months
Expected Outcomes:	<ul style="list-style-type: none"> • Opens the door for more visitors, based in Schroon Lake, to engage in outdoor activities • Opens the door for guided adventures • Opens the door for learning new outdoor skills • More activities directly translate into more nights lodging, more dining, more retail
Notes and Details:	Start small and grow as demand grows
Related Actions:	<ul style="list-style-type: none"> • Establish an ongoing “Schroon Lake Tourism Council” • Evolve the lodging product to be more current and competitive • Bring tourism to the Lakeshore (lodging, dining, experiences) • Strengthen destination appeal using music and arts • Strengthen destination appeal using architectural standards • Make better use of state land • Increase outdoor events year-round and make them profitable for Schroon Lake • Expand on tourism “products” that relate to outdoor experiences close to and within the range of a day trip to Schroon Lake • Web Presence • Create incentives for new lodging development • Attract new tourism investment and incubate new businesses

11. Strengthen destination appeal using architectural standards	
Related Goals:	<ul style="list-style-type: none"> • Maintain small town atmosphere – and keep Schroon Lake a place residents want to live • Grow tourism economy • Become a base camp for Adirondack adventures • Increase number and competitiveness of lodging opportunities in Schroon Lake • Generate jobs and business opportunities • Make that economy function much of the year • Generate higher return per visitor • Have a higher percentage of visitors sleeping in Schroon Lake • Recapture Schroon Lake’s status as a leading Adirondack Lakeside Destination
Action:	Strengthen destination appeal using architectural standards
Responsible Players:	Shawn Baker, Roger Friedman, HS, Town codes enforcement
Timeline:	24 months
Expected Outcomes:	Will build an iconic view of Schroon Lake that will underline Schroon Lake’s identity as an Adirondack Lakeside Resort.
Notes and Details:	Remember the classic Schroon Lake resort look? It’s time to recreate that look – as translated to the present.
Related Actions:	<ul style="list-style-type: none"> • Evolve the lodging product to be more current and competitive • Bring tourism to the Lakeshore (lodging, dining, experiences) • Improve curb appeal between Northway entrances north and south of Schroon Lake • Web Presence • Create incentives for new lodging development

12. Strengthen destination appeal using music and arts

Related Goals:	<ul style="list-style-type: none"> • Maintain small town atmosphere – and keep Schroon Lake a place residents want to live • Grow tourism economy • Become a base camp for Adirondack adventures • Increase number and competitiveness of lodging opportunities in Schroon Lake • Generate jobs and business opportunities • Make that economy function much of the year • Generate higher return per visitor • Have a higher percentage of visitors sleeping in Schroon Lake • Recapture Schroon Lake’s status as a leading Adirondack Lakeside Destination
Action:	Strengthen destination appeal using music and arts
Responsible Players:	Arts Council, Tony KostECKI, A&C
Timeline:	Ongoing
Expected Outcomes:	<ul style="list-style-type: none"> • Rounds out the sense of destination • Creates opportunities for visitor spending that stays in the economy
Notes and Details:	This step does not pay well until there are good opportunities for visitors to sleep in Schroon Lake
Related Actions:	<ul style="list-style-type: none"> • Evolve the lodging product to be more current and competitive • Bring tourism to the Lakeshore (lodging, dining, experiences) • Make better use of state land • Increase outdoor events year-round and make them profitable for Schroon Lake • Improve curb appeal between Northway entrances north and south of Schroon Lake • Web Presence

13. Build a closer relationship between the destination and Word of Life

Related Goals:	<ul style="list-style-type: none"> • Maintain small town atmosphere – and keep Schroon Lake a place residents want to live • Grow tourism economy • Become a base camp for Adirondack adventures • Recapture Schroon Lake’s status as a leading Adirondack Lakeside Destination
Action:	Build a closer, more symbiotic relationship between the destination and Word of Life
Responsible Players:	Shawn Baker, Roger Friedman
Timeline:	Ongoing
Expected Outcomes:	There are many opportunities for the town and Word of Life to live together symbiotically. If the relationship improves, local facilities can expand Word of Life capacity – and those visiting Word of Life can become patrons of Schroon Lake businesses. Similarly, there might be events that could be held jointly, using town and organization facilities.
Notes and Details:	In progress
Related Actions:	<ul style="list-style-type: none"> • Bring tourism to the Lakeshore (lodging, dining, experiences) • Strengthen destination appeal using music and arts • Increase outdoor events year-round and make them profitable for Schroon Lake • Expand on tourism “products” that relate to outdoor experiences close to and within the range of a day trip to Schroon Lake • Web Presence

14. Make better use of state land	
Related Goals:	<ul style="list-style-type: none"> • Grow tourism economy • Become a base camp for Adirondack adventures • Generate jobs and business opportunities • Make that economy function much of the year • Generate higher return per visitor • Have a higher percentage of visitors sleeping in Schroon Lake • Recapture Schroon Lake's status as a leading Adirondack Lakeside Destination
Action:	Make better use of state land
Responsible Players:	Shawn Baker, Roger Friedman, Bob Mehm, Scouts, F&G, John Huston, Snowmobile Club, DEC
Timeline:	Ongoing
Expected Outcomes:	Better opportunities for guided tourism More opportunities for recreation on state land Opportunities to make Schroon Lake a true year-round destination
Notes and Details:	Needs to be a two-way partnership
Related Actions:	<ul style="list-style-type: none"> • Bring tourism to the Lakeshore (lodging, dining, experiences) • Increase outdoor events year-round and make them profitable for Schroon Lake • Improve curb appeal between Northway entrances north and south of Schroon Lake • Expand equipment rentals • Build a repertoire of tourism experiences and products close to Schroon Lake • Expand on tourism "products" that relate to outdoor experiences close to Schroon Lake • Expand on tourism "products" that relate to outdoor experiences close to and within the range of a day trip to Schroon Lake • Web Presence

15. Increase outdoor events year-round	
Related Goals:	<ul style="list-style-type: none"> • Maintain small town atmosphere – and keep Schroon Lake a place residents want to live • Grow tourism economy • Become a base camp for Adirondack adventures • Increase number and competitiveness of lodging opportunities in Schroon Lake • Generate jobs and business opportunities • Make that economy function much of the year • Generate higher return per visitor • Have a higher percentage of visitors sleeping in Schroon Lake • Recapture Schroon Lake’s status as a leading Adirondack Lakeside Destination
Action:	Increase outdoor events year-round (especially off peak) and make them profitable for Schroon Lake
Responsible Players:	Nancy Belluscio, Chamber, Marathon, Snowmobile Club, F&G, golf course
Timeline:	Ongoing
Expected Outcomes:	<ul style="list-style-type: none"> • Events are good tools to bring visitors to a destination when demand is low • Good planning can raise occupancy, keep dining establishments open, boost retail, and prevent slow season layoffs of tourism and retail employees • Events can also bring a community closer together
Notes and Details:	Need to pick events that residents are excited about and willing to work on together
Related Actions:	<ul style="list-style-type: none"> • Evolve the lodging product to be more current and competitive • Bring tourism to the Lakeshore (lodging, dining, experiences) • Strengthen destination appeal using music and arts • Make better use of state land • Improve curb appeal between Northway entrances north and south of Schroon Lake • Expand equipment rentals • Expand on tourism “products” that relate to outdoor experiences close to and within the range of a day trip to Schroon Lake • Web Presence

Schroon Lake Destination Master Plan Action Tracker

Updated
9-16-2009

#	Action	Key Action s	Priorit y	Timelin e	Status	Responsible Players
1	Establish an ongoing "Schroon Lake Tourism Council" under the Schroon Lake Chamber of Commerce to oversee the execution of this Plan and to meet annually to "renew" this Plan	1	1	1	Roger will bring new people to the table at October meeting	(Chamber will be keeper of the Plan) Roger Friedman, Town, Chamber, GFN, O/D activities person, lodging, retail, restaurant, camps, WOL, A&C, seasonal resident, TBC member, IDA, Architectural Standards
2	Evolve the lodging product to be more current and competitive with an increase of current and competitive rooms of 100 by 2012	1	1	4	incentives holding this up	Roger Friedman, Shawn Baker, TC, Chamber, Town
3	Improve curb appeal between Northway entrances north and south of Schroon Lake	1	1	2		TBC
4	Web presence - 1-online list of visitor experiences, tied to calendar, that can be achieved from a Schroon Lake base camp, 2-package lodging with experiences, 3-establish base line of visitor data and track changes	1	1	2	will be set up after 1/1/10 and be a 6 months process	Chamber, LPECVB/Kim Rielly

5	Build and expand on tourism products & experiences that relate to the outdoors and are close to or within a day trip of Schroon Lake	1	1	1		Laura/Chamber, LPECVB/Kathy Berghorn, John Huston
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Schroon Lake Destination Master Plan Action Tracker

Updated
9-16-2009

#	Action	Key Actions	Priority	Timeline	Status	Responsible Players
6	Bring dining, lodging, activities and tourism to the Lakeshore	1	1	7		Bob Mehm, John Huston, Steve Bowen, Marina, Snowmobile Club, Kristin/LPECVB
7	Create incentives for new lodging development		1	3	incentives not available right now	Mark Whitney, Town, IDA-pilot program, GFN
8	Attract new tourism investment and incubate new tourism businesses		1	2	When plan is done, Town will ask IDA	Town, IDA, TC, Chamber
9	Hospitality Training		1	2		LPECVB
10	Expand equipment rentals		2	1		John Huston, Bob Mehm, marina
11	Strengthen destination appeal using architectural standards		2	4		Shawn Baker, Roger Friedman, HS, Town codes enforcement
12	Strengthen destination appeal using music and arts		2	7		Arts Council, Tony KostECKI, A&C
13	Build a closer, more symbiotic relationship between the destination and Word of Life		2	7	in progress	Shawn Baker, Roger Friedman

1 4	Make better use of state land		2	7		Shawn Baker, Roger Friedman, Bob Mehm, Scouts, F&G, John Huston, Snowmobile Club, DEC
1 5	Increase outdoor events year-round (especially off peak) and make them profitable for Schroon Lake		2	7		Nancy Belluscio, Chamber, Marathon, Snowmobile Club, F&G, golf course

Key to Timeline

By 6 months	1
By 12 months	2
By 18 months	3
By 24 months	4
By 3 years	5
By 5 years	6
Ongoing	7

Legend to group initials

TC	Schroom Tourism Council
O/D	outdoor
IDA	Industrial Development Agency
TBC	Town Beautification Committee
LPECVB	Lake Placid Essex County Visitors Bureau
GFN	Glens Falls National Bank
A&C	Arts and Culture
WOL	Word of Life
DEC	Department of Environmental Conservation
F&G	Fish & Game Club
HS	Historical Society

Appendix

Tourism Council

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

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

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

Mission Statement

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

Guiding Principles

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

Policies and Procedures

1. Membership - a balance of public, community, and tourism business interests
 - a. As vacancies occur, the council will actively recruit to regain that balance
2. Meetings will be scheduled as they are needed
3. Progress will be made by leading businesses and community toward goals that are widely endorsed.

4. Focus of the Tourism Council is on execution of the DMP, except for annual discussions on revision and renewal
5. "Keeper of the Plan" provides administrative function to the Tourism Council