



ROOST Strategic Plan 2026-2028

October 2025

In 2025, the Regional Office of Sustainable Tourism (ROOST) developed an updated three-year Strategic Plan for 2026-2028. Guided by input from staff, stakeholders, and the ROOST Board—gathered through surveys conducted by the Coraggio Group—the plan refines ROOST’s vision and mission, strengthens its strategic pillars, and outlines goals with actionable initiatives.

Key activities in developing the strategic framework included:

- Gathering and analyzing input from staff, stakeholders, and the ROOST Board through surveys conducted by the Coraggio Group to identify strategic opportunities.
- Updating strategies from the 2023-2025 ROOST Strategic Plan that continue to deliver community and industry benefits.
- Executing and evaluating the annual Resident Sentiment Survey.
- Identifying and introducing new actionable strategies and initiatives to support community and industry needs.

VISION STATEMENT

Vibrant Adirondack communities where residents and visitors enjoy exceptional services, distinctive recreational experiences, and an unparalleled quality of life.

MISSION STATEMENT

Enrich the lives of community members economically and socially by managing and diversifying the tourism economy.

Strategic Framework



To achieve ROOST's vision, there are four primary strategic pillars for the organization. The strategies and actionable initiatives for each are included in the following pages.

Destination Marketing

Increase visitation and/or visitor spend across all regions.

Community Alignment

Collaborate with residents, businesses, and community organizations to enhance quality of life.



Destination Management

Support public and private sector initiatives that benefit local communities, residents, and industry to ensure positive resident sentiment.

Organizational Sustainability

Maintain the organization's ability to deliver on its mission over the long term by fostering strong partnerships, community support, and sustainable growth.

An aerial photograph of a scenic landscape, likely in a mountainous region. A winding road curves through a forested area with some autumn-colored trees. In the background, there are rolling hills and mountains under a clear sky. A small body of water is visible in the lower center, surrounded by trees and a few buildings.

Destination Marketing

Increase visitation and/or visitor spend across all regions.

Destination Marketing



GOAL	Increase visitation and/or visitor spend across all regions.	Region
Strategy	Showcase the entire Region's assets to new visitors and introduce existing visitors to different parts of the Region	
Initiative	Introduce the entire region to new and current audiences.	All
Initiative	Expand cross-region promotion and initiatives.	All
Initiative	Showcase the unique strengths of each region and community.	All
Initiative	Share cross-promotional tools and data with businesses and regional organizations.	All
Strategy	Position the Region as a world-renowned outdoor recreation destination	
Initiative	Promote the variety of exceptional outdoor recreation opportunities across the Adirondacks.	All
Initiative	Collaborate with community stakeholders to attract and promote outdoor events in the Region that feature our unique recreational opportunities.	All
Initiative	Enhance awareness of the Region as a sustainable outdoor recreation destination.	All
Strategy	Expand awareness of all of the Region's leisure travel opportunities	
Initiative	Promote the Region's diverse cultural experiences, highlighting themes such as food and beverage, agritourism, arts and entertainment, science and education, and heritage.	All
Initiative	Develop initiatives pairing outdoor and leisure activities.	All

Destination Marketing (Continued)



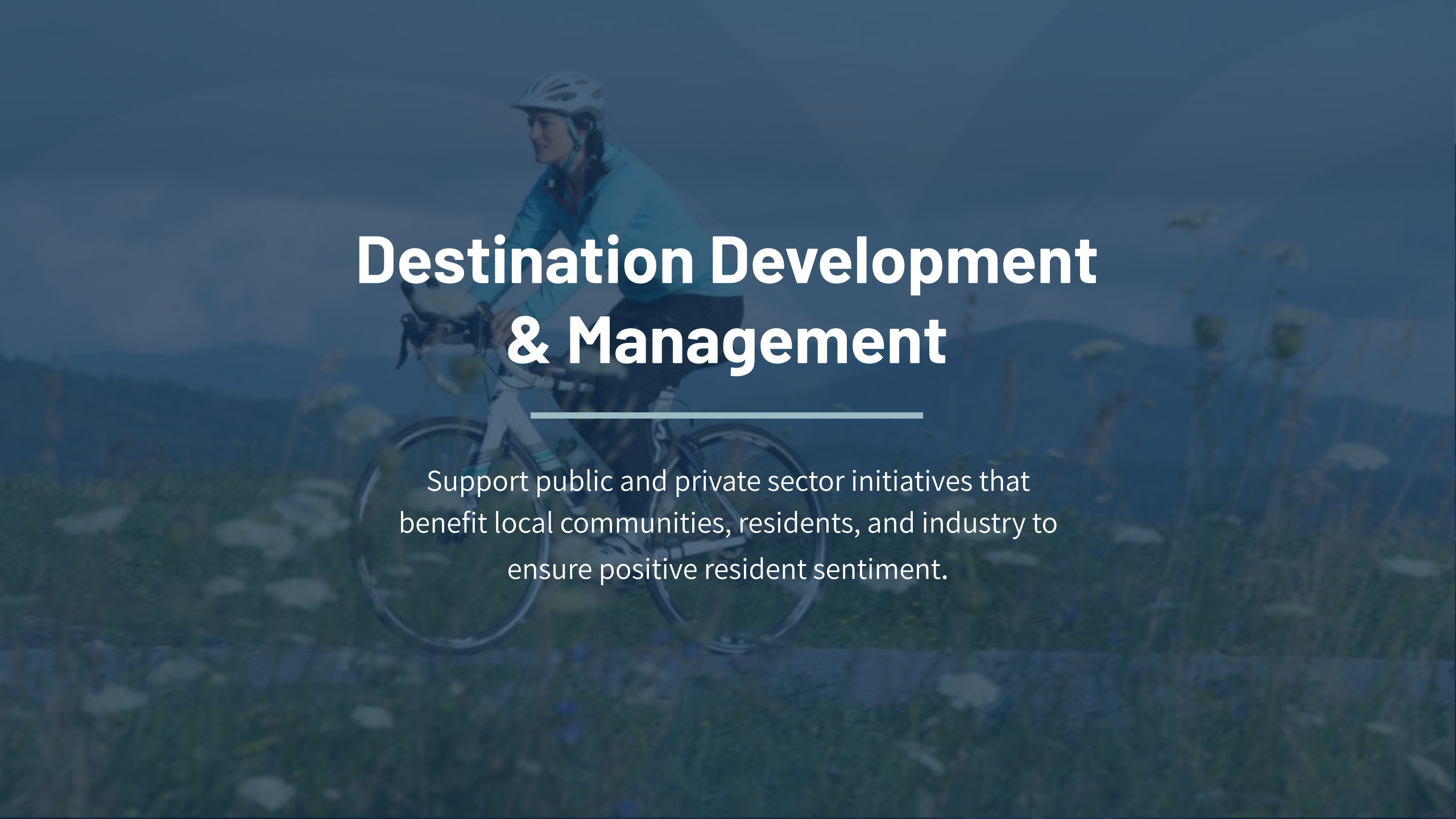
GOAL	Increase visitation and/or visitor spend across all regions.	Region
Strategy	Expand mid-week and off-season visitation	
Initiative	Build out group sales and adventure travel programming.	All

Destination Marketing Key Performance Indicators



GOAL	Increase visitation and/or visitor spend across all regions.		
	Key Performance Indicator	Target	Baseline
	Essex County occupancy tax growth	3.5% Compound annual growth rate	\$4,052,764
	Annual visitor spending*	3.5% Compound annual growth rate	\$963 Million
	% of total devices observed in more than one region	15% by EOY 2028	9.7%

* As reported annually by Tourism Economics in the Economic Impact of Visitors to New York: Adirondack Focus Report

A person wearing a light blue jacket and a white helmet is riding a bicycle on a path. The background shows a scenic view of mountains and a field of tall grass. The image is overlaid with a semi-transparent blue filter.

Destination Development & Management

Support public and private sector initiatives that benefit local communities, residents, and industry to ensure positive resident sentiment.

Destination Development & Management



GOAL	Support public and private sector initiatives that benefit local communities, residents, and industry to ensure positive resident sentiment.	Region
Strategy	Enhance the Region’s economic and social climate resilience to ensure year-round visitation into the future	
Initiative	Develop off-season and weather-independent offerings by supporting new events, attractions, and business models that draw visitors year-round.	Essex County
Strategy	Foster sustainable communities by attracting new lodging and tourism attractions across the Region that attract new markets and grow the Region’s market share in the northeastern United States	
Initiative	Identify and promote investment opportunities for diversifying lodging facilities and creating new tourism assets.	Essex County
Initiative	Support local entrepreneurship by positioning ROOST as a main resource for relevant data and other information.	Essex County
Strategy	Support and attract housing development projects that align with resident and workforce needs	
Initiative	Leverage research and data on housing opportunities to guide and attract new investment.	Essex County
Initiative	Support complementary infrastructure that benefits both visitors and residents that strengthens community livability.	Essex County
Initiative	Utilize ROOST channels to promote housing development opportunities.	Essex County

Destination Development & Management (Continued)



GOAL	Support public and private sector initiatives that benefit local communities, residents, and industry to ensure positive resident sentiment.	Region
Strategy	Diversify and optimize the Region’s economy	
Initiative	Provide direct business support through targeted marketing assistance and promotion of e-commerce opportunities for Adirondack artisans and businesses.	All
Initiative	Encourage sector diversification by highlighting and supporting the growth of non-tourism industries with strong year-round employment potential, such as technology.	Essex County
Initiative	Identify gaps and help recruit local businesses that provide essential goods and services to residents and enhance community resilience.	Essex County
Initiative	Enhance and promote live here/work here messaging and information.	All
Initiative	Develop Adirondack Multi-vendor Marketplace to create a centralized online market for customers to shop for Adirondack made and branded products while enabling sellers to maintain complete control over inventory, fulfillment, and product updates via their existing back-end systems.	All
Strategy	Manage for visitor impact	
Initiative	Improve management of large-scale events to ensure positive impacts for communities and visitors.	All
Initiative	Work closely with local governments and other stakeholders to identify and address challenges.	All
Initiative	Expand visitor services and trip-planning resources to improve the visitor experience and distribute use.	All
Initiative	Promote sustainability and stewardship through education and monitoring.	All

Destination Development & Management (Continued)



GOAL	Support public and private sector initiatives that benefit local communities, residents, and industry to ensure positive resident sentiment.		
	Key Performance Indicator	Target	Baseline
	Percent of respondents who feel tourism has a positive impact on their community*	Maintain above 80%	84% (4% margin of error)
	Number of new housing starts**	3% Compound annual growth rate	Awaiting 2025 number
	Number of new accommodations (by room)***	50 New rooms by EOY 2028	2,720 Hotel Rooms
	Number of community grants awarded	15 Grants by EOY 2028	4 Grants

* As measured through ROOST’s annual Resident Sentiment Survey
** As reported annually in the Federal Reserve Economic Data Report
*** As reported on CoStar

A group of diverse people, including a man in a green cap and red suspenders, and a woman in a white dress, are holding hands in a circle outdoors. They are all smiling and looking towards the center. The background shows trees and a building. A blue geometric overlay is present on the right side of the image.

Community Alignment

Collaborate with residents, businesses, and community organizations to enhance quality of life.

Community Alignment



GOAL	Collaborate with residents, businesses, and community organizations to enhance quality of life.	Region
Strategy	Provide resources and data that benefit the Region's stakeholders	
Initiative	Enhance data access and transparency through regular, easy-to-digest reports and a predictable communication schedule.	All
Initiative	Position ROOST as a trusted resource for business and community support through workshops, education, and online tools.	All
Strategy	Enhanced team participation and visibility at community initiatives	
Initiative	Engage all ROOST departments in community relations initiatives.	All
Initiative	Enhance staff participation program to expand ROOST recognition in community organizations and initiatives.	All
Initiative	Ensure ROOST presence at community and Regional conversations to learn and listen about community needs.	All
Initiative	Enhance communication to ensure businesses, municipalities, and event organizers are aware of ROOST support opportunities.	All
Strategy	Expand communication and outreach to increase public reporting and community feedback	
Initiative	Strengthen local connections by hosting community-focused events such as town halls, open office hours, and chamber presentations, ensuring businesses and residents can easily engage with ROOST.	All
Initiative	Enhance transparency and accessibility through dedicated online resource hubs and direct B2B outreach.	All
Initiative	Implement a proactive communication plan that highlights ROOST's services, Regional initiatives, and success stories.	All

Community Alignment



GOAL	Collaborate with residents, businesses, and community organizations to enhance quality of life.		
	Key Performance Indicator	Target	Baseline
	ROOST supports initiatives important to my community*	80% Agreement	N/A
	Local email lead growth	5% Annually	4,986
	ROOST organization social media followers	5,000 By EOY 2028	4,500
	Business-to-business emails opened	Maintain above 40%	44%
	Number of businesses visited by team	120 Per year	N/A

* As measured through ROOST’s annual Resident Sentiment Survey

Organizational Sustainability

Maintain the organization's ability to deliver on its mission over the long term by fostering strong partnerships, community support, and sustainable growth.

Organizational Sustainability



GOAL	Maintain the organization's ability to deliver on its mission over the long term by fostering strong partnerships, community support, and sustainable growth.	Region
Strategy	Maintain existing funding sources	
Initiative	Strengthen relationships through intentional outreach and in-person engagement with municipal funding partners.	All
Initiative	Deliver accessible, shareable information that meets the needs of local government.	All
Strategy	Diversify the organization's revenue streams	
Initiative	Pursue new grant opportunities to secure additional funding that aligns with ROOST's mission and Regional priorities.	N/A
Initiative	Leverage ROOST's marketing expertise and programs to generate new revenue growth.	All
Initiative	Analyze opportunities to franchise ROOST's software services.	N/A
Strategy	Nurture a strong team	
Initiative	Support professional growth by fostering new ways to collaborate and offering opportunities for skill building.	N/A
Initiative	Promote work-life balance through practices that encourage staff well-being and job satisfaction.	N/A
Initiative	Strengthen team cohesion with regular team-building opportunities and clear role definition.	N/A
Initiative	Ensure competitive employee compensation.	N/A
Initiative	Garner team feedback and insights through annual staff survey.	N/A

Organizational Sustainability (Continued)



GOAL	Maintain the organization’s ability to deliver on its mission over the long term by fostering strong partnerships, community support, and sustainable growth.	Region
Strategy	Maintain organization’s leadership in technology and marketing innovation	
Initiative	Proactively invest in emerging data, software, and other opportunities ahead of competitors.	N/A

Organizational Sustainability (Continued)



GOAL	Maintain the organization’s ability to deliver on its mission over the long term by fostering strong partnerships, community support, and sustainable growth.		
	Key Performance Indicator	Target	Baseline
	Private sector revenue (excluding pass-through events)	\$500,000 by EOY 2028	\$79,379
	Total revenue	\$5,476,340 by EOY 2028	\$4,976,340
	staff retention rate	87% Annual retention rate	91.4%
	Staff net promoter score*	5 Point improvement annually	-1

* As measured through Gallup’s Net Promoter Score methodology

We are ROOST...



The Regional Office of Sustainable Tourism (ROOST) is not just a name. ROOST is a team of hard working, collaborative, and creative individuals who work to enrich the lives of those communities we serve by sharing the uniqueness of the Adirondacks—the place where we live and raise our families.

Creative & Innovative

We approach all of our work with a desire to continually challenge ourselves creatively and to advance our program of work by being leaders in our communities, Region, and industry.

Respectful & Inclusive

We welcome and respect our team members, our local community members, and our travelers. We recognize we may have different ideas and backgrounds, and treat one another as we would like to be treated.



Community-Driven

We are driven in our work because we are passionate about our communities. Collectively we guide our program to positively impact the place we are so lucky to call home.

Sustainability & Balance

We are environmentally-conscious and family-oriented individuals who are mindful of the delicate balance between work and family, the economy and our environment, and continuously strive to make a positive impact.



Thank You

Regional Office of Sustainable Tourism

ROOST

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