

# Wilmington's Destination Master Plan

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

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

(The planning process was largely funded by a DEC Smart Growth Grant to the Lake Placid/Essex County Visitors Bureau and matched by some funds from the bureau. No county or residents' tax funds were used in the execution of this planning project.)

November 2009

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generate year-round revenue,  
and increase the quality of life in Wilmington  
by strengthening our reputation as the ski town for Whiteface Mountain  
and as a family destination;  
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and expanding our set of visitor products and experiences.*



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*Vision: Building on our strengths!*

Wilmington will strengthen its reputation as the ski town for Whiteface Mountain and as a family destination; fostering partnerships among residents, tourism businesses, and neighboring communities which add new products and seasons to Wilmington tourism; consolidating tourism retail and dining into a pedestrian zone; adding new lodging and upgrading existing lodging; protecting the small town atmosphere which is important to both residents and visitors; and creating jobs and business opportunities for residents.



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## Executive Summary

Wilmington will combine efforts from citizens, tourism-related businesses, the Chamber of Commerce, the Town of Wilmington, and Whiteface Mountain to build a stronger year-round tourism future, focused primarily on family tourism and Whiteface Mountain. That tourism economy will enrich the lives of Wilmington citizens by generating jobs and business opportunities and contributing to the quality of life, as measured by opportunities to shop and dine without leaving Wilmington.

A major focus, as Wilmington improves its tourism future, will be to celebrate Wilmington's relationship with Whiteface Mountain. Marketing will strengthen potential visitors' perception of the link between Whiteface and Wilmington. Wilmington will build new experiences related to the mountain and bonding the mountain to both Wilmington and Santa's Workshop, through more seasons.

A second strong focus for the future of tourism in Wilmington centers around Wilmington serving as a "family oriented" destination. Wilmington will continue to improve existing family-related tourism products and will build new products and experiences related to family tourism. A strong partnership will be crafted between Santa's Workshop and Whiteface Mountain and that partnership will be used to generate new reasons for families to come to Wilmington year-round. That partnership, along with other local energy, will create a new family-oriented Halloween celebration in Wilmington, slated to kick off in 2010.

A third focus on tourism development will build on Wilmington's great outdoor recreation opportunities. A new trail map has already been created and will be distributed to visitors through a variety of means. New trail work is slated, expanding Wilmington's outstanding network of hiking, biking, skiing, and snowmobiling trails. Visitors will be invited to explore Wilmington on both road and mountain bikes and they will be able to have those bikes serviced in Wilmington. Wilmington will also strengthen its position in the fly fishing market.

Wilmington will develop more current and competitive lodging and create a pedestrian friendly retail and dining zone so the people who come for experiences at Whiteface, Santa's Workshop and other Wilmington tourism products will not need to leave Wilmington to dine, shop, and sleep.

These developments will be backed by an energetic system of support. Hospitality and tourism training will be available to both residents and those in the industry. A spirited effort to recruit new tourism investment will be supported by great progress on the experience side, a support system for those wishing to upgrade current lodging products, and incentives to attract new lodging and tourism investment.



## Wilmington Assessment

### Intro Statement

Wilmington has often regarded itself as living in the shadow of Lake Placid. Indeed, Whiteface is in Wilmington, but is often associated with Lake Placid.

Wilmington lacks the upscale tourism products to capture and keep the visitors that are mainstay for Lake Placid. In fact, many of those enjoying the strongest experiences that Wilmington has to offer find it easier to sleep and dine in Lake Placid and come down to Wilmington to fish, run, bike, ski, and hike. Adding products, especially infrastructure, would help give those visitors a way to enter Wilmington's economy in addition to enjoying its experiences.

Many of Wilmington's lodging products have not seen significant "reinvestment" for years. Tourism infrastructure, globally, has evolved and that evolution has evolved demand in travelers who have come to expect style and amenities not reflected in many of Wilmington's lodging products.

There is another important side to the picture. Wilmington has retained a more classic Adirondack society and atmosphere than nearby Lake Placid. And, the people who live there don't want to lose that. Some have even gone so far as to say that it's important to design the future in a way that prevents Wilmington from being overwhelmed by outsiders the way they see Lake Placid to be.

Still, there seems to be a wish that more of the people hitting the lift lines and riding bikes up that highway were spending time in Wilmington eateries and sleeping in Wilmington lodging establishments. There is a desire for more and better paying jobs – and a little of the vibrancy that is sensed up the road.

Therein lies the challenge

## Snapshot of Current Tourism

The following lists are not prioritized.

### ***Infrastructure***

- Ski Area
- North Pole
- High Falls Gorge
- Ausable River
- Whiteface Memorial Highway
- State Lands

### ***Experiences***

- Fishing
- Hiking
- Climbing
- Skiing
- North Pole
- Running
- Biking
- Whiteface Memorial Highway
- Ironman
- Mountain Biking
- Gondola
- High Falls Gorge
- Swimming
- Canoeing and Kayaking
- Camping
- Annual Events

### ***Products***

- Ski Area
- North Pole
- Lodge
- Several small lodges and motels
- Campgrounds and RV park
- Seasonal dining
- Ironman
- High Falls Gorge
- Retail
- Farmers Market

### ***Gaps***

- Higher quality lodging and dining
- Retail
- Movie Theater
- Evening and night activities/entertainment
- Indoor activities (for rainy days)
- Pedestrian friendly hub/business center
- Destination amenities
- Basic visitor and resident amenities (grocery store and name brands)
- Shuttle to Lake Placid
- Local planning and zoning
- Unification of business community
- Community diversity of stay the same vs. change
- Hospitality education for work staff and local residents
- Improving way finding – more accurate signage for road, hotels, restaurants and visitor information
- Lack of a 52 week season because of mud season (2 fall and 2 spring) and spring vacation time

### ***Seasons***

Whiteface gives Wilmington a strong entry into a four season economy, if Wilmington can give visitors good reasons to lodge, dine, shop and recreate within Wilmington.

The solid Adirondack orientation of Wilmington, coupled with the Whiteface Memorial Highway, fishing, skiing, the running and biking challenge of Highway 86, and High Falls Gorge, provide a good four-season base for experiences.

### ***Quality***

Needs quality lodging and dining. The curb appeal of Wilmington is not what it could be.

### ***Rates***

The quality and dated state of lodging makes Wilmington a lower value destination.

### ***Competitiveness***

Patrons are choosing lodging and dining at Lake Placid, even if their experience is in Wilmington

### ***Positive and Negative Impacts***

- Staying small has kept integrity of social makeup of town
- Wilmington “needs” more revenue from tourism
- To some extent, Wilmington has a “complex” about being in the shadow of Lake Placid

### ***Benefits***

- Small town
- No traffic
- Low crime
- Local economy
- Scenic/natural beauty
- Not commercialized
- Local to the Mountain

### ***Visitors (demographics)***

- Wilmington's visitors are primarily outdoor active
- Because of the limitations of lodging, there is a tendency toward the more budget crowd

### ***Visitor Satisfaction***

- Wilmington has a constituency that likes what it is now
- A number of people drive through Wilmington and lodge/dine elsewhere

### **Potential New Products and Experiences**

- Potential of attracting motorcycle touring patrons
- Boat rental from beach
- More shops
- New lodging
- New dining
- Potential of using space at Whiteface outside the ski season
- Shuttles
  - So people can lodge in Wilmington but still get to Lake Placid
  - Lodging to the Mountain
- Doggie day care (for people traveling with pets)
- Outdoor guides
- Full packaged guided tours

## Community Wants

- Not become another Lake Placid
- Indoor entertainment – gym and pool
- Retail
- Pharmacy
- Shall shops
- Sustain quality of life
- Survive economically
- Provide future for kids
- Increase amenities for people who live here
- Keep the people in business that are already in business
- Keep up the infrastructure of the Town (signs, roads, etc.)
- To make a better year-round economy

## Community Concerns

- Doesn't want development (tourism or second home) that changes nature of community
- There are two kinds of visitors – those looking for a “Lake George” atmosphere and the visitor who comes to see what is here (Wilmington wants the latter)

## Visitor Perspectives

### ***Products and Experiences that Contribute to a Sense of Destination***

- Whiteface
- Ironman
- Fishing
- Bike races
- Uphill Foot Race
- Octoberfest
- High Falls Gorge
- North Pole

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

- Whiteface
- Fishing
- Hiking
- High Falls Gorge

### ***What Makes This (or Would Make This) a Destination***

- More modern Adirondack themed lodging and dining
- Architectural standards
- Upgrade of area around main intersection
- Legitimate Adirondack gift shops
- More pedestrian friendly shopping area

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

A visitor driving through Wilmington can't immediately sense community pride, or that this is a close knit community that has an incredible sense of who it is. Instead, the "curb" message is a community that is struggling. That sorts visitors in a way that does not lead to economic success. And it sends people driving onward, instead of getting to know the great people of this community.

### **Other Issues from Local Input**

- Branding Wilmington as its own identity – as the Adirondack Town
- Market to families

### **Summary**

It is clear that Wilmington values its character, its sense of a close knit Adirondack community. It's also clear that Wilmington would like to have more revenue from tourism in its economy. Infrastructure, in the form of competitive lodging and dining facilities, will be required to reach that success. Wilmington will also benefit from the development of shopping opportunities that reflect the legitimate Adirondack community it is. Wilmington would benefit from the development of a pedestrian center that combines retail, Adirondack crafts, and dining. And it would also help to turn some of those great experiences into products.

It will be important, in the planning process and later in execution, to manage the scale of development. Wilmington has a great sense of what it wants – but it also has a sense of what it does not want to become.

## Wilmington Analysis

Santa's Workshop had its 60<sup>th</sup> anniversary in 2009 – that is sixty years in which Wilmington has focused on family tourism. The people gathering to plan the future of Wilmington's tourism ratified that Wilmington wants to continue targeting and hosting families as it evolves its tourism economy. Wilmington also made it clear that it wants to manage the scale of the tourism economy to keep the character of town – it does not want tourism to eclipse the sense of community there now.

Wilmington has other key tourism infrastructure, including the Whiteface Memorial Highway, the Whiteface Ski Area, the High Falls Gorge, the Ausable River, and surrounding wild and natural areas. Fishing is a big deal for Wilmington, perhaps stronger now than skiing.

Wilmington does have some issues that need attention in order to succeed in growing its tourism economy:

- Wilmington needs new lodging facilities with more current amenities – and it needs to shape up many of the current lodging products.
- Wilmington needs to develop its own strong dining and retail component, hopefully clustered in an area that is pedestrian friendly.
- Wilmington needs to work on curb appeal – especially evolving the major intersection in town to invite visitors to stop and explore its tourism offerings.
- Wilmington needs to make it easy to get back and forth from local lodging to Whiteface – and on to dining and shopping in Lake Placid, especially in winter.
- Santa's Workshop will need to refresh and renew itself to keep pace with changing tourism patterns
- Wilmington needs to develop and make known a broad selection of family related experiences and tourism products
- Wilmington has the elements for a year-round economy – but will need time to make that economy strong

***Wilmington needs to develop new tourism lodging that is current, resource oriented, and matched for mid or upper-mid level of visitors.*** This is imperative if Wilmington is to house its share of Whiteface skiers and it will be important as Wilmington works to compete for family tourism in an increasingly competitive environment. Wilmington's older style lodging establishments need to be updated as much as possible and brought to a uniform standard of upkeep and cleanliness. Wilmington cannot afford to have any of these properties (especially those facing the tourism corridors) sitting untended, decrepit, or abandoned.

***In order to reduce leakage of tourism revenues to Lake Placid, Wilmington needs to attract new family oriented dining and retail businesses and locate them in a manner that invites visitors out of their cars and into a pedestrian friendly area.*** The planning process needs to identify one or more such areas and foster such a development. Some of the retail might consider changing themes with changing seasons to respond to changing visitor interests.

***Wilmington needs to work on curb appeal.*** The issue of aging tourism properties was discussed above. But the issue also includes non-commercial properties. Family tourism is a business the whole town has to endorse and “be in” for it to succeed – and that means that the town needs to wear its pride in houses that are kept up and lawns that are maintained. The major intersection needs to be upbeat and friendly and there should be very welcoming signage that invites visitors to explore Wilmington’s many family oriented experiences.

***In order for Wilmington to compete for its share of Whiteface skiers, Wilmington needs to make it easy for those skiers to move back and forth between lodging, Whiteface, local dining, and Lake Placid’s more diverse dining and retail offerings.*** The growth and evolution of Wilmington’s dining and retail offerings will, at some point, make the Lake Placid part of the connection less mandatory – but that will take some time.

***Santa’s Workshop is a sixty year old attraction that is well maintained, but also in need of reinvestment and renewal.*** It has had a special relationship with both Wilmington and several generations of regional visitors – but times are changing and tourism is evolving. In order to stay viable, the attraction will need to embrace some newer technology and understand some changing expectations. Wilmington will need to keep track of this situation, as Santa’s Workshop is important to its family theme. It would be a good idea for local leaders and Santa’s workshop leadership to visit the Wild Center and take a look at both the relationship of technology to visitor experience and the difference in clientele. There is a lot to be learned from such a visit that can be applied to the evolution of several products in the area.

***Wilmington has great family experiences, but it needs to both develop more family products and experiences and to help visiting families understand (before they come) all that is available.*** Existing core products include Santa’s Workshop, the High Falls Gorge, the Whiteface Memorial Highway, Whiteface ski area, and the town’s own beach. There are great potential products related to Wilmington’s natural resources that need development. And the town and industry need to work together to foster awareness of all of the family products and experiences that can make a vacation based in Wilmington fantastic. That may take the form of Wilmington family adventures website, a downloadable brochure, or a concerted effort to highlight all the experiences on every lodging property’s web offering.

***With skiing, the Whiteface Memorial Highway, fishing, Santa’s Workshop, the High Falls Gorge, mountain biking, the town beach, fall colors, tram rides and more, Wilmington has the elements to develop a year- round tourism economy.*** Those experiences need to be matched up with a better lodging component and more dining and retail. The calendar year starts with skiing, spring time brings fishing and Ironman, then come families as the backbone of the season, fall brings colors and sightseeing, and then Santa’s Workshop wraps up a season. Weekends are stronger in this drive market scenario as fly fishers, grandparents bringing grandchildren to Santa’s Workshop, and those seeking fall colors are more prone to weekend travel. There are holes in this calendar, but with work – and promotion – and time - a year- round economy can evolve that means jobs that don’t go away seasonally and lodging businesses that are more profitable.

*Egret Communications believes that Wilmington has strong potential to grow its tourism economy and to use that economy to support an improved local lifestyle. If the above issues can be addressed, we feel that Wilmington will be able to easily deal with other issues and opportunities related to its tourism economy.*



## Goals for Wilmington Tourism

- Grow tourism economy
- Stand as an independent destination
- Maintain small town character (and livability)
- Strengthen Wilmington's position in the family vacation market
- Revitalize lodging
- Generate business and employment revenue that stays in Wilmington
- Increase civic pride
- Establish a pedestrian visitor-oriented retail and dining zone
- Build a partnership between Whiteface Mountain and Santa's Workshop
- Keep Wilmington's strong position in fly fishing, outdoor recreation, and bicycling markets
- Attach Wilmington's name to Whiteface Mountain, Santa's Workshop, and the Ausable River
- Work to get a higher percentage of people who access Whiteface Mountain to interface with Wilmington's tourism businesses



## 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 “Wilmington 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.

<b>1. Establish an ongoing “Wilmington Tourism Council”</b>	
<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Grow tourism economy</li> <li>• Stand as an independent destination</li> <li>• Maintain small town character (and livability)</li> <li>• Strengthen Wilmington’s position in the family vacation market</li> <li>• Revitalize lodging</li> <li>• Generate business and employment revenue that stays in Wilmington</li> <li>• Increase civic pride</li> <li>• Establish a pedestrian visitor-oriented retail and dining zone</li> <li>• Build a partnership between Whiteface Mountain and Santa’s Workshop</li> <li>• Keep Wilmington’s strong position in fly fishing, outdoor recreation, and bicycling markets</li> <li>• Attach Wilmington’s name to Whiteface Mountain, Santa’s Workshop, and the Ausable River</li> <li>• Work to get a higher percentage of people who access Whiteface Mountain to interface with Wilmington’s tourism businesses</li> </ul>
<b>Action:</b>	Establish an ongoing “Tourism Council” under the Town of Wilmington, oversee the execution of this plan, meet 1 or 2 times per year, and review the plan annually
<b>Responsible Players:</b>	"Keeper" will be Randy until Council gets started. Town Board member, Whiteface/Bridget, WVB, citizen, LPECVB, High Falls Gorge, Santa's Workshop/Matt Stanley, DEC/Rob Daley-for info only, recreation person, business person/Roy Holzer, lodging/Bill Waldy, NBT
<b>Timeline:</b>	Within 6 months and Ongoing
<b>Expected Outcomes:</b>	A core group will guide tourism as it moves into the future, facilitating opportunities and protecting community values.
<b>Notes and Details:</b>	The planning team may be the best place to start this council.
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Build more products and experiences to support family visitors</li> <li>• Build a new Whiteface/Santa’s Workshop partnership</li> <li>• Create more family-oriented experiences in the winter at Whiteface and Wilmington</li> <li>• Create a Wilmington party associated with Whiteface</li> <li>• Build a new Halloween component to the fall economy</li> <li>• Build services to support biking (both road and mountain)</li> <li>• Assess the fly fishing market</li> <li>• Evaluate Events</li> <li>• Work to coordinate various trail-related activities and maintenance</li> <li>• Build a trail map</li> <li>• Expand available mountain bike routes</li> <li>• Secure the development of appropriately scaled, current and competitive lodging</li> <li>• Develop a pedestrian-friendly retail/dining zone</li> </ul>

	<ul style="list-style-type: none"><li>• Increase frequency of public transportation between Wilmington and Lake Placid</li><li>• Generate positive press</li><li>• Package lodging and experiences</li><li>• Develop activity listing</li><li>• Establish a base-line of data and track changes</li><li>• Attract and incubate new tourism investment</li></ul>
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## 2. Identify Wilmington as Whiteface Mountain's Year-Round Recreation Destination

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Grow tourism economy</li> <li>• Stand as an independent destination</li> <li>• Strengthen Wilmington's position in the family vacation market</li> <li>• Revitalize lodging</li> <li>• Generate business and employment revenue that stays in Wilmington</li> <li>• Increase civic pride</li> <li>• Attach Wilmington's name to Whiteface Mountain, Santa's Workshop, and the Ausable River</li> <li>• Work to get a higher percentage of people who access Whiteface Mountain to interface with Wilmington's tourism businesses</li> </ul>
<b>Action:</b>	Identify Wilmington as Whiteface Mountain's Year-Round Recreation Destination
<b>Responsible Players:</b>	Town/Randy, LPECVB/Jim, Whiteface/Bridget
<b>Timeline:</b>	Within 6 Months
<b>Expected Outcomes:</b>	Visitors seeking Whiteface Mountain experiences (year- round) will automatically think of Wilmington – and look to Wilmington for lodging, dining, etc.
<b>Notes and Details:</b>	This action is important for tourism – and also for local pride.
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Build a new Whiteface/Santa's Workshop partnership</li> <li>• Create more family-oriented experiences in the winter at Whiteface and Wilmington</li> <li>• Create a Wilmington party associated with Whiteface</li> <li>• Build a new Halloween component to the fall economy</li> <li>• Build services to support biking (both road and mountain)</li> <li>• Assess the fly fishing market</li> <li>• Evaluate Events</li> <li>• Work to coordinate various trail-related activities and maintenance</li> <li>• Build a trail map</li> <li>• Expand available mountain bike routes</li> <li>• Secure the development of appropriately scaled, current and competitive lodging</li> <li>• Develop a pedestrian-friendly retail/dining zone</li> <li>• Increase frequency of public transportation between Wilmington and Lake Placid</li> <li>• Generate positive press</li> <li>• Package lodging and experiences</li> <li>• Develop activity listing</li> </ul>

### 3. Secure the Development of Lodging

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Grow tourism economy</li> <li>• Stand as an independent destination</li> <li>• Maintain small town character (and livability)</li> <li>• Strengthen Wilmington’s position in the family vacation market</li> <li>• Revitalize lodging</li> <li>• Generate business and employment revenue that stays in Wilmington</li> <li>• Establish a pedestrian visitor-oriented retail and dining zone</li> <li>• Work to get a higher percentage of people who access Whiteface Mountain to interface with Wilmington’s tourism businesses</li> </ul>
<b>Action:</b>	Secure the development of appropriately scaled, current and competitive lodging
<b>Responsible Players:</b>	Town/Randy, IDA/Carol Calabrese, AEDC, NBT, WVB/Michele
<b>Timeline:</b>	Ongoing
<b>Expected Outcomes:</b>	<ul style="list-style-type: none"> <li>• Wilmington will have more lodging inventory, and the cross section of that inventory will begin to catch up with current travelers’ expectations and levels of amenities.</li> <li>• More lodging, adequately marketed, yields more people staying in Wilmington, which implies more revenues, jobs, and business opportunities.</li> </ul>
<b>Notes and Details:</b>	Developing a core of current and appropriately scaled lodging is critical for Wilmington to become a destination in its own right – and to prevent becoming a place where people spending their money in Lake Placid come to play and leave their impacts.
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Build more products and experiences to support family visitors</li> <li>• Build a new Whiteface/Santa’s Workshop partnership</li> <li>• Create more family-oriented experiences in the winter at Whiteface and Wilmington</li> <li>• Build a new Halloween component to the fall economy</li> <li>• Build services to support biking (both road and mountain)</li> <li>• Assess the fly fishing market</li> <li>• Evaluate Events</li> <li>• Work to coordinate various trail-related activities and maintenance</li> <li>• Build a trail map</li> <li>• Expand available mountain bike routes</li> <li>• Develop a pedestrian-friendly retail/dining zone</li> <li>• Package lodging and experiences</li> <li>• Develop activity listing</li> <li>• Establish a base-line of data and track changes</li> <li>• Attract and incubate new tourism investment</li> </ul>

## 4. Develop a pedestrian-friendly retail/dining zone

<p><b>Related Goals:</b></p>	<ul style="list-style-type: none"> <li>• Grow tourism economy</li> <li>• Stand as an independent destination</li> <li>• Maintain small town character (and livability)</li> <li>• Strengthen Wilmington’s position in the family vacation market</li> <li>• Revitalize lodging</li> <li>• Generate business and employment revenue that stays in Wilmington</li> <li>• Increase civic pride</li> <li>• Establish a pedestrian visitor-oriented retail and dining zone</li> <li>• Attach Wilmington’s name to Whiteface Mountain, Santa’s Workshop, and the Ausable River</li> <li>• Work to get a higher percentage of people who access Whiteface Mountain to interface with Wilmington’s tourism businesses</li> </ul>
<p><b>Action:</b></p>	<p>Develop a pedestrian-friendly retail/dining zone</p>
<p><b>Responsible Players:</b></p>	<p>Town, business person, Planning Board</p>
<p><b>Timeline:</b></p>	<p>Ongoing</p>
<p><b>Expected Outcomes:</b></p>	<p>Visitors will find a congregation of retail shops, dining establishments, and other tourism offerings in a pedestrian friendly area in Wilmington.</p>
<p><b>Notes and Details:</b></p>	<p>This area will take time to develop and may need support in the sense of incentives, a recognized plan, the establishment of some core businesses, and some public infrastructure.</p>
<p><b>Related Actions:</b></p>	<ul style="list-style-type: none"> <li>• Build more products and experiences to support family visitors</li> <li>• Build a new Whiteface/Santa’s Workshop partnership</li> <li>• Create more family-oriented experiences in the winter at Whiteface and Wilmington</li> <li>• Build a new Halloween component to the fall economy</li> <li>• Build services to support biking (both road and mountain)</li> <li>• Assess the fly fishing market</li> <li>• Expand available mountain bike routes</li> <li>• Secure the development of appropriately scaled, current and competitive lodging</li> <li>• Increase frequency of public transportation between Wilmington and Lake Placid</li> <li>• Establish a base-line of data and track changes</li> <li>• Attract and incubate new tourism investment</li> </ul>

## 5. Build more products and experiences to support family visitors

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Grow tourism economy</li> <li>• Strengthen Wilmington’s position in the family vacation market</li> <li>• Build a partnership between Whiteface Mountain and Santa’s Workshop</li> </ul>
<b>Action:</b>	Build more products and experiences to support family visitors, enhancing the demand for Wilmington as a family destination.
<b>Responsible Players:</b>	TCW, WVB, LPECVB, Santa's Workshop, High Falls Gorge
<b>Timeline:</b>	Ongoing
<b>Expected Outcomes:</b>	<ul style="list-style-type: none"> <li>• Each new set of products and experiences give visitors another set of reasons to be in Wilmington and spend tourism dollars in Wilmington’s economy</li> <li>• New products will generate new jobs and business opportunities</li> <li>• Each new family product adds to the critical mass of Wilmington’s family oriented tourism</li> </ul>
<b>Notes and Details:</b>	
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Build a new Whiteface/Santa’s Workshop partnership</li> <li>• Create more family-oriented experiences in the winter at Whiteface and Wilmington</li> <li>• Create a Wilmington party associated with Whiteface</li> <li>• Build a new Halloween component to the fall economy</li> <li>• Build services to support biking (both road and mountain)</li> <li>• Evaluate Events</li> <li>• Work to coordinate various trail-related activities and maintenance</li> <li>• Build a trail map</li> <li>• Expand available mountain bike routes</li> <li>• Secure the development of appropriately scaled, current and competitive lodging</li> <li>• Develop a pedestrian-friendly retail/dining zone</li> <li>• Package lodging and experiences</li> <li>• Develop activity listing</li> <li>• Attract and incubate new tourism investment</li> </ul>

## 6. Create a Wilmington party associated with Whiteface

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Grow tourism economy</li> <li>• Stand as an independent destination</li> <li>• Strengthen Wilmington’s position in the family vacation market</li> <li>• Generate business and employment revenue that stays in Wilmington</li> <li>• Increase civic pride</li> <li>• Build a partnership between Whiteface Mountain and Santa’s Workshop</li> <li>• Attach Wilmington’s name to Whiteface Mountain, Santa’s Workshop, and the Ausable River</li> <li>• Work to get a higher percentage of people who access Whiteface Mountain to interface with Wilmington’s tourism businesses</li> </ul>
<b>Action:</b>	Create a Wilmington party associated with Whiteface
<b>Responsible Players:</b>	Town, LPECVB, WVB, Whiteface/Bridget, Santa's Workshop/Matt
<b>Timeline:</b>	Within 6 Months
<b>Expected Outcomes:</b>	This would reinforce the relationship of Wilmington and Whiteface, for the town, the ski area, and visitors.
<b>Notes and Details:</b>	Early season dates will need to be chosen carefully to not conflict with Santa’s Workshop events.
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Build a new Whiteface/Santa’s Workshop partnership</li> <li>• Create more family-oriented experiences in the winter at Whiteface and Wilmington</li> <li>• Evaluate Events</li> <li>• Increase frequency of public transportation between Wilmington and Lake Placid</li> <li>• Generate positive press</li> </ul>

## 7. Build a new Halloween component to the fall economy

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Grow tourism economy</li> <li>• Stand as an independent destination</li> <li>• Strengthen Wilmington’s position in the family vacation market</li> <li>• Generate business and employment revenue that stays in Wilmington</li> <li>• Build a partnership between Whiteface Mountain and Santa’s Workshop</li> <li>• Attach Wilmington’s name to Whiteface Mountain, Santa’s Workshop, and the Ausable River</li> <li>• Work to get a higher percentage of people who access Whiteface Mountain to interface with Wilmington’s tourism businesses</li> </ul>
<b>Action:</b>	Build a new Halloween component to the fall economy
<b>Responsible Players:</b>	Bridget Hinman, Matt Stanley, Roy Holzer, Bill Waldy
<b>Timeline:</b>	Fall 2010
<b>Expected Outcomes:</b>	<ul style="list-style-type: none"> <li>• New flow of visitors in a slow season</li> <li>• Employment income</li> <li>• Strengthening of Wilmington image as family destination</li> <li>• Income streams for local businesses and Whiteface</li> <li>• Building bonds between Whiteface and Santa’s Workshop</li> </ul>
<b>Notes and Details:</b>	While Whiteface and Santa’s Workshop are key players in this, there are many reasons to spread the Halloween theme and experiences throughout Wilmington.
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Build more products and experiences to support family visitors</li> <li>• Build a new Whiteface/Santa’s Workshop partnership</li> <li>• Create more family-oriented experiences in the winter at Whiteface and Wilmington</li> <li>• Build a new Halloween component to the fall economy</li> <li>• Evaluate Events</li> <li>• Secure the development of appropriately scaled, current and competitive lodging</li> <li>• Develop a pedestrian-friendly retail/dining zone</li> <li>• Generate positive press</li> </ul>

## 8. Build services to support biking

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Grow tourism economy</li> <li>• Generate business and employment revenue that stays in Wilmington</li> <li>• Keep Wilmington’s strong position in fly fishing, outdoor recreation, and bicycling markets</li> </ul>
<b>Action:</b>	Build services to support biking (both road and mountain)
<b>Responsible Players:</b>	Bob Hockert, Tri-camps organizers, LPECVB/Kathy Pfohl, Town
<b>Timeline:</b>	6 Months
<b>Expected Outcomes:</b>	<ul style="list-style-type: none"> <li>• More bike users find services in Wilmington</li> <li>• More bike users base in Wilmington</li> <li>• More bike users spend money in Wilmington</li> <li>• New jobs and business opportunities</li> <li>• New streams of revenue for existing businesses</li> </ul>
<b>Notes and Details:</b>	While many people use established bike routes through Wilmington, there are few ways for those uses to yield tourism revenue to the Wilmington economy. Expanding services and making existing businesses more bike friendly should create opportunities for those using bikes to find more support and leave more in Wilmington’s economy.
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Build more products and experiences to support family visitors</li> <li>• Build a new Whiteface/Santa’s Workshop partnership</li> <li>• Build services to support biking (both road and mountain)</li> <li>• Work to coordinate various trail-related activities and maintenance</li> <li>• Build a trail map</li> <li>• Expand available mountain bike routes</li> <li>• Develop a pedestrian-friendly retail/dining zone</li> <li>• Increase frequency of public transportation between Wilmington and Lake Placid</li> </ul>

## 9. Assess the fly fishing market

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Grow tourism economy</li> <li>• Generate business and employment revenue that stays in Wilmington</li> <li>• Keep Wilmington’s strong position in fly fishing, outdoor recreation, and bicycling markets</li> </ul>
<b>Action:</b>	Assess the fly fishing market
<b>Responsible Players:</b>	Bob Hockert
<b>Timeline:</b>	6 Months
<b>Expected Outcomes:</b>	This assessment is aimed at finding out whether there is a serious opportunity in fly fishing – or whether those who fish in area waters are not going to contribute to the local economy.
<b>Notes and Details:</b>	There has been some serious doubt among the planning team on whether the fly fishing market is, at this point, providing measurable benefit to Wilmington, other than at one property.
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Secure the development of appropriately scaled, current and competitive lodging</li> <li>• Package lodging and experiences</li> </ul>

## 10. Evaluate Events

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Grow tourism economy</li> <li>• Maintain small town character (and livability)</li> <li>• Strengthen Wilmington’s position in the family vacation market</li> <li>• Generate business and employment revenue that stays in Wilmington</li> <li>• Increase civic pride</li> </ul>
<b>Action:</b>	Evaluate Events to see how they contribute to the economy
<b>Responsible Players:</b>	LPECVB/Kathy Pfohl & WVB
<b>Timeline:</b>	6 Months
<b>Expected Outcomes:</b>	Wilmington will have good data upon which to base decisions about the development of future events.
<b>Notes and Details:</b>	The planning team was not sure whether events are paying Wilmington back for the investment – and wants to get a handle on whether an increase in event-related energy is justified.
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Build more products and experiences to support family visitors</li> <li>• Create a Wilmington party associated with Whiteface</li> <li>• Build a new Halloween component to the fall economy</li> <li>• Secure the development of appropriately scaled, current and competitive lodging</li> <li>• Develop a pedestrian-friendly retail/dining zone</li> <li>• Package lodging and experiences</li> <li>• Develop activity listing</li> </ul>

## 11. Coordinate trail-related activities and maintenance

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Grow tourism economy</li> <li>• Strengthen Wilmington’s position in the family vacation market</li> <li>• Generate business and employment revenue that stays in Wilmington</li> <li>• Build a partnership between Whiteface Mountain and Santa’s Workshop</li> <li>• Keep Wilmington’s strong position in fly fishing, outdoor recreation, and bicycling markets</li> </ul>
<b>Action:</b>	Work to coordinate various trail-related activities and maintenance
<b>Responsible Players:</b>	Bob Hockert, Rob Daley/DEC
<b>Timeline:</b>	Ongoing
<b>Expected Outcomes:</b>	Information will be available to visitors, locals, and tourism businesses on all trails, their condition, their connections, and their approved uses.
<b>Notes and Details:</b>	Various trail related development, designations, and maintenance are underway on public lands in and around Wilmington. Information on how each trail has its use designated and what shape it is in is not easily available.
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Build more products and experiences to support family visitors</li> <li>• Build services to support biking (both road and mountain)</li> <li>• Build a trail map</li> <li>• Expand available mountain bike routes</li> <li>• Increase frequency of public transportation between Wilmington and Lake Placid</li> <li>• Package lodging and experiences</li> <li>• Develop activity listing</li> </ul>

## 12. Establish a base-line of data and track changes

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Grow tourism economy</li> <li>• Strengthen Wilmington’s position in the family vacation market</li> <li>• Keep Wilmington’s strong position in fly fishing, outdoor recreation, and bicycling markets</li> </ul>
<b>Action:</b>	Establish a base-line of data on visitor quantities, spending, demographics
<b>Responsible Players:</b>	WVB/Michele, LPECVB/Pam
<b>Timeline:</b>	Ongoing
<b>Expected Outcomes:</b>	One will be able to track changes, find trends, and measure progress
<b>Notes and Details:</b>	Primary data is much more valuable than interpolated data from a broad source. It will take participation at a local level to generate primary data.
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Build more products and experiences to support family visitors</li> <li>• Build a new Whiteface/Santa’s Workshop partnership</li> <li>• Create more family-oriented experiences in the winter at Whiteface and Wilmington</li> <li>• Create a Wilmington party associated with Whiteface</li> <li>• Build a new Halloween component to the fall economy</li> <li>• Build services to support biking (both road and mountain)</li> <li>• Assess the fly fishing market</li> <li>• Evaluate Events</li> <li>• Work to coordinate various trail-related activities and maintenance</li> <li>• Build a trail map</li> <li>• Expand available mountain bike routes</li> <li>• Secure the development of appropriately scaled, current and competitive lodging</li> <li>• Develop a pedestrian-friendly retail/dining zone</li> <li>• Increase frequency of public transportation between Wilmington and Lake Placid</li> <li>• Generate positive press</li> <li>• Package lodging and experiences</li> <li>• Develop activity listing</li> <li>• Attract and incubate new tourism investment</li> </ul>

### 13. Create incentives for new lodging development

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Grow tourism economy</li> <li>• Maintain small town character (and livability)</li> <li>• Strengthen Wilmington’s position in the family vacation market</li> <li>• Revitalize lodging</li> <li>• Generate business and employment revenue that stays in Wilmington</li> <li>• Keep Wilmington’s strong position in fly fishing, outdoor recreation, and bicycling markets</li> <li>• Work to get a higher percentage of people who access Whiteface Mountain to interface with Wilmington’s tourism businesses</li> </ul>
<b>Action:</b>	Create incentives for new lodging development
<b>Responsible Players:</b>	Town, IDA, AEDC
<b>Timeline:</b>	One year
<b>Expected Outcomes:</b>	Incentives, along with other factors outlined in this plan, will create an environment that can help investors choose Wilmington as the home for new development.
<b>Notes and Details:</b>	Incentives, in addition to monetary value, show that a destination is behind new tourism development.
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Build more products and experiences to support family visitors</li> <li>• Build a new Whiteface/Santa’s Workshop partnership</li> <li>• Create more family-oriented experiences in the winter at Whiteface and Wilmington</li> <li>• Build a new Halloween component to the fall economy</li> <li>• Build services to support biking (both road and mountain)</li> <li>• Assess the fly fishing market</li> <li>• Evaluate Events</li> <li>• Work to coordinate various trail-related activities and maintenance</li> <li>• Build a trail map</li> <li>• Expand available mountain bike routes</li> <li>• Secure the development of appropriately scaled, current and competitive lodging</li> <li>• Develop a pedestrian-friendly retail/dining zone</li> <li>• Generate positive press</li> <li>• Package lodging and experiences</li> <li>• Develop activity listing</li> <li>• Establish a base-line of data and track changes</li> <li>• Attract and incubate new tourism investment</li> </ul>

## 14. Set up electronic marketing for Wilmington

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Grow tourism economy</li> <li>• Stand as an independent destination</li> <li>• Strengthen Wilmington’s position in the family vacation market</li> <li>• Generate business and employment revenue that stays in Wilmington</li> <li>• Keep Wilmington’s strong position in fly fishing, outdoor recreation, and bicycling markets</li> </ul>
<b>Action:</b>	Set up electronic marketing for Wilmington
<b>Responsible Players:</b>	Bridget/Whiteface, Kim Rielly/LPECVB, Michele/WVB
<b>Timeline:</b>	Ongoing
<b>Expected Outcomes:</b>	<ul style="list-style-type: none"> <li>• Visitors (before booking, before arriving, and once they are in Wilmington) will be able to explore a host of possible experiences to have (both on their own and as paid products) within a day’s outing based in Wilmington.</li> <li>• This will yield more reasons to choose Wilmington and enable people to plan longer stays.</li> </ul>
<b>Notes and Details:</b>	It will be important to have everyone on board with making this readily available to visitors.
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Build more products and experiences to support family visitors</li> <li>• Build a new Whiteface/Santa’s Workshop partnership</li> <li>• Create more family-oriented experiences in the winter at Whiteface and Wilmington</li> <li>• Create a Wilmington party associated with Whiteface</li> <li>• Build a new Halloween component to the fall economy</li> <li>• Build services to support biking (both road and mountain)</li> <li>• Assess the fly fishing market</li> <li>• Evaluate Events</li> <li>• Work to coordinate various trail-related activities and maintenance</li> <li>• Build a trail map</li> <li>• Expand available mountain bike routes</li> <li>• Secure the development of appropriately scaled, current and competitive lodging</li> <li>• Develop a pedestrian-friendly retail/dining zone</li> <li>• Increase frequency of public transportation between Wilmington and Lake Placid</li> <li>• Generate positive press</li> <li>• Package lodging and experiences</li> <li>• Develop activity listing</li> <li>• Establish a base-line of data and track changes</li> <li>• Attract and incubate new tourism investment</li> </ul>

## 15. Build a trail map and distribute

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Grow tourism economy</li> <li>• Stand as an independent destination</li> <li>• Strengthen Wilmington’s position in the family vacation market</li> <li>• Generate business and employment revenue that stays in Wilmington</li> <li>• Build a partnership between Whiteface Mountain and Santa’s Workshop</li> <li>• Keep Wilmington’s strong position in fly fishing, outdoor recreation, and bicycling markets</li> </ul>
<b>Action:</b>	Build a trail map that integrates all existing trails, designates uses, and is coded for difficulty
<b>Responsible Players:</b>	Bob Hockert
<b>Timeline:</b>	Complete, now ongoing
<b>Expected Outcomes:</b>	A completed map can be a valuable resource for local businesses planning tourism experiences on public lands. It can also be reprinted and distributed (perhaps even for a fee) to visitors, enabling them to plan outings that make use of the trails.
<b>Notes and Details:</b>	
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Build more products and experiences to support family visitors</li> <li>• Build a new Whiteface/Santa’s Workshop partnership</li> <li>• Build services to support biking (both road and mountain)</li> <li>• Work to coordinate various trail-related activities and maintenance</li> <li>• Expand available mountain bike routes</li> <li>• Secure the development of appropriately scaled, current and competitive lodging</li> <li>• Increase frequency of public transportation between Wilmington and Lake Placid</li> <li>• Generate positive press</li> <li>• Package lodging and experiences</li> <li>• Develop activity listing</li> </ul>

## 16. Expand available mountain bike routes

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Grow tourism economy</li> <li>• Stand as an independent destination</li> <li>• Strengthen Wilmington’s position in the family vacation market</li> <li>• Generate business and employment revenue that stays in Wilmington</li> <li>• Build a partnership between Whiteface Mountain and Santa’s Workshop</li> <li>• Keep Wilmington’s strong position in fly fishing, outdoor recreation, and bicycling markets</li> </ul>
<b>Action:</b>	Expand available mountain bike routes
<b>Responsible Players:</b>	DEC, Wilmington Mountain Peddlers, Bob Hockert
<b>Timeline:</b>	Ongoing
<b>Expected Outcomes:</b>	Visitors will make use of the routes, stay longer, spend more and develop a relationship that brings them back to Wilmington.
<b>Notes and Details:</b>	To make more routes “pay” for Wilmington, mountain biking needs to be supported by expanded services (retail, repair, trail lunches, lodging that accommodates mountain biking).
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Build more products and experiences to support family visitors</li> <li>• Build a new Whiteface/Santa’s Workshop partnership</li> <li>• Build services to support biking (both road and mountain)</li> <li>• Work to coordinate various trail-related activities and maintenance</li> <li>• Build a trail map</li> <li>• Secure the development of appropriately scaled, current and competitive lodging</li> <li>• Develop a pedestrian-friendly retail/dining zone</li> <li>• Increase frequency of public transportation between Wilmington and Lake Placid</li> <li>• Generate positive press</li> <li>• Package lodging and experiences</li> <li>• Develop activity listing</li> <li>• Attract and incubate new tourism investment</li> </ul>

## 17. Increase public transportation between Wilmington and Lake Placid

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Grow tourism economy</li> <li>• Strengthen Wilmington’s position in the family vacation market</li> <li>• Revitalize lodging</li> <li>• Generate business and employment revenue that stays in Wilmington</li> <li>• Establish a pedestrian visitor-oriented retail and dining zone</li> <li>• Keep Wilmington’s strong position in fly fishing, outdoor recreation, and bicycling markets</li> <li>• Work to get a higher percentage of people who access Whiteface Mountain to interface with Wilmington’s tourism businesses</li> </ul>
<b>Action:</b>	Increase frequency of public transportation between Wilmington and Lake Placid and add bike racks to buses
<b>Responsible Players:</b>	Randy, Nancy Dougal
<b>Timeline:</b>	Ongoing
<b>Expected Outcomes:</b>	This will enable visitors staying in Wilmington to engage in the broader dining and retail offerings of Lake Placid. It will also enable those staying in Lake Placid to come to Wilmington for a day – or bus down and bike back.
<b>Notes and Details:</b>	This also opens more opportunities for Wilmington residents to take employment in Lake Placid.
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Build more products and experiences to support family visitors</li> <li>• Build a new Whiteface/Santa’s Workshop partnership</li> <li>• Create more family-oriented experiences in the winter at Whiteface and Wilmington</li> <li>• Create a Wilmington party associated with Whiteface</li> <li>• Build a new Halloween component to the fall economy</li> <li>• Build services to support biking (both road and mountain)</li> <li>• Work to coordinate various trail-related activities and maintenance</li> <li>• Build a trail map</li> <li>• Expand available mountain bike routes</li> <li>• Secure the development of appropriately scaled, current and competitive lodging</li> <li>• Develop a pedestrian-friendly retail/dining zone</li> <li>• Generate positive press</li> <li>• Package lodging and experiences</li> <li>• Develop activity listing</li> <li>• Establish a base-line of data and track changes</li> <li>• Attract and incubate new tourism investment</li> </ul>

## 18. Generate positive press

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Grow tourism economy</li> <li>• Stand as an independent destination</li> <li>• Strengthen Wilmington’s position in the family vacation market</li> <li>• Revitalize lodging</li> <li>• Generate business and employment revenue that stays in Wilmington</li> <li>• Increase civic pride</li> <li>• Keep Wilmington’s strong position in fly fishing, outdoor recreation, and bicycling markets</li> <li>• Attach Wilmington’s name to Whiteface Mountain, Santa’s Workshop, and the Ausable River</li> </ul>
<b>Action:</b>	Generate positive press releases as positive changes develop
<b>Responsible Players:</b>	WVB, Town
<b>Timeline:</b>	Ongoing
<b>Expected Outcomes:</b>	<ul style="list-style-type: none"> <li>• Positive developments are showcased locally and that energy helps generate more such developments.</li> <li>• Positive developments are showcased in the travel press and it stimulates new travel – or repeat business from those who are reminded of what a great place Wilmington is.</li> </ul>
<b>Notes and Details:</b>	Build a sense that things are happening – in a good way – in Wilmington.
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Build more products and experiences to support family visitors</li> <li>• Build a new Whiteface/Santa’s Workshop partnership</li> <li>• Create more family-oriented experiences in the winter at Whiteface and Wilmington</li> <li>• Create a Wilmington party associated with Whiteface</li> <li>• Build a new Halloween component to the fall economy</li> <li>• Build services to support biking (both road and mountain)</li> <li>• Assess the fly fishing market</li> <li>• Evaluate Events</li> <li>• Work to coordinate various trail-related activities and maintenance</li> <li>• Build a trail map</li> <li>• Expand available mountain bike routes</li> <li>• Secure the development of appropriately scaled, current and competitive lodging</li> <li>• Develop a pedestrian-friendly retail/dining zone</li> <li>• Increase frequency of public transportation between Wilmington and Lake Placid</li> <li>• Package lodging and experiences</li> <li>• Develop activity listing</li> <li>• Establish a base-line of data and track changes</li> <li>• Attract and incubate new tourism investment</li> </ul>

## 19. Package lodging and experiences

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Grow tourism economy</li> <li>• Stand as an independent destination</li> <li>• Strengthen Wilmington’s position in the family vacation market</li> <li>• Revitalize lodging</li> <li>• Generate business and employment revenue that stays in Wilmington</li> <li>• Keep Wilmington’s strong position in fly fishing, outdoor recreation, and bicycling markets</li> <li>• Attach Wilmington’s name to Whiteface Mountain, Santa’s Workshop, and the Ausable River</li> <li>• Work to get a higher percentage of people who access Whiteface Mountain to interface with Wilmington’s tourism businesses</li> </ul>
<b>Action:</b>	Package lodging and experiences
<b>Responsible Players:</b>	WVB, LPECVB/Kristin Strack
<b>Timeline:</b>	Ongoing
<b>Expected Outcomes:</b>	<p>Visitors will choose Wilmington lodging in conjunction with the experiences they plan to have.</p> <p>Packaging makes it easier for the visitor – one booking gets a vacation under control (e.g. lodging and lift tickets, lodging and Santa’s Workshop and High Falls Gorge entries)</p>
<b>Notes and Details:</b>	This can be done business by business – or through the chamber. It can also be done online with the new website capabilities.
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Build more products and experiences to support family visitors</li> <li>• Build a new Whiteface/Santa’s Workshop partnership</li> <li>• Create more family-oriented experiences in the winter at Whiteface and Wilmington</li> <li>• Create a Wilmington party associated with Whiteface</li> <li>• Build a new Halloween component to the fall economy</li> <li>• Build services to support biking (both road and mountain)</li> <li>• Assess the fly fishing market</li> <li>• Evaluate Events</li> <li>• Work to coordinate various trail-related activities and maintenance</li> <li>• Build a trail map</li> <li>• Expand available mountain bike routes</li> <li>• Secure the development of appropriately scaled, current and competitive lodging</li> <li>• Develop a pedestrian-friendly retail/dining zone</li> <li>• Generate positive press</li> <li>• Develop activity listing</li> <li>• Establish a base-line of data and track changes</li> <li>• Attract and incubate new tourism investment</li> </ul>

## 20. Develop activity listing

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Grow tourism economy</li> <li>• Stand as an independent destination</li> <li>• Strengthen Wilmington’s position in the family vacation market</li> <li>• Generate business and employment revenue that stays in Wilmington</li> <li>• Keep Wilmington’s strong position in fly fishing, outdoor recreation, and bicycling markets</li> </ul>
<b>Action:</b>	Develop a daily activity listing (within a day’s drive from Wilmington) that is easy to get to visitors and make it available in a variety of formats
<b>Responsible Players:</b>	WVB, LPECVB
<b>Timeline:</b>	Ongoing
<b>Expected Outcomes:</b>	<ul style="list-style-type: none"> <li>• Visitors (before booking, before arriving, and once they are in Wilmington) will be able to explore a host of possible experiences to have (both on their own and as paid products) within a day’s outing based in Wilmington.</li> <li>• This will yield more reasons to choose Wilmington and enable people to plan longer stays.</li> </ul>
<b>Notes and Details:</b>	It will be important to have everyone on board with making this readily available to visitors.
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Build more products and experiences to support family visitors</li> <li>• Build a new Whiteface/Santa’s Workshop partnership</li> <li>• Create more family-oriented experiences in the winter at Whiteface and Wilmington</li> <li>• Create a Wilmington party associated with Whiteface</li> <li>• Build a new Halloween component to the fall economy</li> <li>• Build services to support biking (both road and mountain)</li> <li>• Assess the fly fishing market</li> <li>• Evaluate Events</li> <li>• Work to coordinate various trail-related activities and maintenance</li> <li>• Build a trail map</li> <li>• Expand available mountain bike routes</li> <li>• Secure the development of appropriately scaled, current and competitive lodging</li> <li>• Develop a pedestrian-friendly retail/dining zone</li> <li>• Increase frequency of public transportation between Wilmington and Lake Placid</li> <li>• Generate positive press</li> <li>• Package lodging and experiences</li> </ul>

## 21. Attract and incubate new tourism investment

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Grow tourism economy</li> <li>• Stand as an independent destination</li> <li>• Maintain small town character (and livability)</li> <li>• Strengthen Wilmington’s position in the family vacation market</li> <li>• Revitalize lodging</li> <li>• Generate business and employment revenue that stays in Wilmington</li> <li>• Establish a pedestrian visitor-oriented retail and dining zone</li> <li>• Keep Wilmington’s strong position in fly fishing, outdoor recreation, and bicycling markets</li> <li>• Work to get a higher percentage of people who access Whiteface Mountain to interface with Wilmington’s tourism businesses</li> </ul>
<b>Action:</b>	Use the completed plan – and Wilmington’s implementation track record – to attract new tourism investment
<b>Responsible Players:</b>	Randy, TCW, IDA, AEDC
<b>Timeline:</b>	Ongoing
<b>Expected Outcomes:</b>	New products will be added to Wilmington’s assembly of tourism offerings and investment will be made in existing products – all working together to create a better experience for visitors – and to capture more revenue for the local economy.
<b>Notes and Details:</b>	This is also a county wide action. There will be some benefits to pooling efforts to recruit new investment.
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Build more products and experiences to support family visitors</li> <li>• Build a new Whiteface/Santa’s Workshop partnership</li> <li>• Create more family-oriented experiences in the winter at Whiteface and Wilmington</li> <li>• Create a Wilmington party associated with Whiteface</li> <li>• Build a new Halloween component to the fall economy</li> <li>• Build services to support biking (both road and mountain)</li> <li>• Assess the fly fishing market</li> <li>• Evaluate Events</li> <li>• Work to coordinate various trail-related activities and maintenance</li> <li>• Expand available mountain bike routes</li> <li>• Secure the development of appropriately scaled, current and competitive lodging</li> <li>• Develop a pedestrian-friendly retail/dining zone</li> <li>• Increase frequency of public transportation between Wilmington and Lake Placid</li> <li>• Generate positive press</li> <li>• Package lodging and experiences</li> <li>• Develop activity listing</li> <li>• Establish a base-line of data and track changes</li> </ul>

## 22. Create more family-oriented winter experiences at Whiteface and Wilmington

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Grow tourism economy</li> <li>• Strengthen Wilmington’s position in the family vacation market</li> <li>• Build a partnership between Whiteface Mountain and Santa’s Workshop</li> <li>• Attach Wilmington’s name to Whiteface Mountain, Santa’s Workshop, and the Ausable River</li> <li>• Work to get a higher percentage of people who access Whiteface Mountain to interface with Wilmington’s tourism businesses</li> </ul>
<b>Action:</b>	Create more family-oriented winter experiences at Whiteface
<b>Responsible Players:</b>	Bridget Hinman, Matt Stanley, Bob Hockert
<b>Timeline:</b>	By 5 years
<b>Expected Outcomes:</b>	<ul style="list-style-type: none"> <li>• Some broadening of Whiteface’s winter market base</li> <li>• Setting stage to position Whiteface as a winter destination for families</li> <li>• Some increase in Wilmington-based lodging for Whiteface winter activities (especially as the lodging profile improves)</li> <li>• Linking of themes with Santa’s Workshop</li> <li>• New products create new jobs</li> </ul>
<b>Notes and Details:</b>	Discussions have included reindeer at the mountain, sleigh rides, dogsled rides, and a cross country ski trail to Santa’s Workshop.
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Build more products and experiences to support family visitors</li> <li>• Build a new Whiteface/Santa’s Workshop partnership</li> <li>• Create a Wilmington party associated with Whiteface</li> <li>• Build a new Halloween component to the fall economy</li> <li>• Evaluate Events</li> <li>• Work to coordinate various trail-related activities and maintenance</li> <li>• Build a trail map</li> <li>• Secure the development of appropriately scaled, current and competitive lodging</li> <li>• Develop a pedestrian-friendly retail/dining zone</li> <li>• Increase frequency of public transportation between Wilmington and Lake Placid</li> <li>• Generate positive press</li> <li>• Package lodging and experiences</li> <li>• Develop activity listing</li> <li>• Establish a base-line of data and track changes</li> <li>• Attract and incubate new tourism investment</li> </ul>

## 23. Build a new Whiteface/Santa's Workshop Partnership

<b>Related Goals:</b>	<ul style="list-style-type: none"> <li>• Grow tourism economy</li> <li>• Strengthen Wilmington's position in the family vacation market</li> <li>• Build a partnership between Whiteface Mountain and Santa's Workshop</li> <li>• Attach Wilmington's name to Whiteface Mountain, Santa's Workshop, and the Ausable River</li> <li>• Work to get a higher percentage of people who access Whiteface Mountain to interface with Wilmington's tourism businesses</li> </ul>
<b>Action:</b>	Build a new Whiteface/Santa's Workshop partnership to create new products and experiences
<b>Responsible Players:</b>	Bridget/Whiteface, Matt/Santa's Workshop
<b>Timeline:</b>	By 5 years
<b>Expected Outcomes:</b>	<ul style="list-style-type: none"> <li>• Both products become more viable</li> <li>• Wilmington builds a stronger reputation in the family tourism market</li> <li>• New products generate new jobs</li> <li>• New seasonal products increase demand for lodging when Wilmington needs it</li> </ul>
<b>Notes and Details:</b>	<ul style="list-style-type: none"> <li>• This action is key to helping Whiteface position itself as a good winter family experience.</li> <li>• The joint development (with broader Wilmington participation) of a Halloween season would add income for both entities and increase demand for lodging, dining and retail.</li> </ul>
<b>Related Actions:</b>	<ul style="list-style-type: none"> <li>• Build more products and experiences to support family visitors</li> <li>• Create more family-oriented experiences in the winter at Whiteface and Wilmington</li> <li>• Create a Wilmington party associated with Whiteface</li> <li>• Build a new Halloween component to the fall economy</li> <li>• Evaluate Events</li> <li>• Work to coordinate various trail-related activities and maintenance</li> <li>• Build a trail map</li> <li>• Expand available mountain bike routes</li> <li>• Secure the development of appropriately scaled, current and competitive lodging</li> <li>• Develop a pedestrian-friendly retail/dining zone</li> <li>• Increase frequency of public transportation between Wilmington and Lake Placid</li> <li>• Generate positive press</li> <li>• Package lodging and experiences</li> <li>• Develop activity listing</li> <li>• Establish a base-line of data and track changes</li> <li>• Attract and incubate new tourism investment</li> </ul>



## Wilmington Destination Master Plan Action Tracker

Updated 10/6/2009

#	Action	Key Actions	Priority	Timeline	Status	Responsible Players
1	Establish an ongoing "Tourism Council" under Town of Wilmington, oversee the execution of this plan, meet 1 or 2 times per year and review annually	1	1	1	Bring together at October meeting	"Keeper" will be Randy until Council gets started. Town Board member, Whiteface/Bridget, WVB, citizen, LPECVB, High Falls Gorge, Santa's Workshop/Matt Stanley, DEC/Rob Daley-for info only, recreation person, business person/Roy Holzer, lodging/Bill Waldy, NBT
2	Identify Wilmington as Whiteface's year round recreation destination	1	1	1		Town/Randy, LPECVB/Jim, Whiteface/Bridget
3	Secure the development of appropriately scaled, current and competitive lodging	1	1	7		Town/Randy, IDA/Carol Calabrese, AEDC, NBT, WVB/Michele
4	Develop a pedestrian-friendly retail/dining zone	1	1	7		Town, business person, Planning Board
5	Build more products and experiences to support family visitors enhancing the demand for Wilmington as a family destination	1	2	7		TCW, WVB, LPECVB, Santa's Workshop, High Falls Gorge

## Wilmington Destination Master Plan Action Tracker

Updated 10/6/2009

#	Action	Key Actions	Priority	Timeline	Status	Responsible Players
6	Create a Wilmington party associated with Whiteface		1	1	Jan.26th - Whiteface birthday or Bridget's March event	Town, LPECVB, WVB, Whiteface/Bridget, Santa's Workshop/Matt
7	Build a new Halloween component to the fall economy		1	2	2010	Bridget Hinman, Matt Stanley, Roy Holzer, Bill Waldy
8	Build services to support biking		1	1	in progress	Bob Hockert, Tri-camps organizers, LPECVB/Kathy Pfohl, Town
9	Assess the fly fishing market		1	1	in progress	Bob Hockert
10	Evaluate Events		1	1		LPECVB/Kathy Pfohl & WVB
11	Work to coordinate trail-related activities and maintenance		1	7		Bob Hockert, Rob Daley/DEC
12	Establish a base-line of visitor data and track changes		1	7		WVB/Michele, LPECVB/Pam
13	Create incentives for new lodging development		1	2		Town, IDA, AEDC
14	Set up electronic marketing for Wilmington		1	7		Bridget/Whiteface, Kim Rielly/LPECVB, Michele/WVB
15	Build a trail map & distribute		1	7	First Round Complete, Now Ongoing	Bob Hockert

## Wilmington Destination Master Plan Action Tracker

Updated 10/6/2009

#	Action	<i>Key Actions</i>	Priority	Timeline	Status	<i>Responsible Players</i>
16	Expand available mountain bike routes		1	7	in progress	DEC, Wilmington Mountain Peddlers, Bob Hockert
17	Increase frequency of public transportation between Wilmington and Lake Placid		1	7	Failed - gone	Randy, Nancy Dougal
18	Generate positive press releases as positive changes develop		1	7		WVB, Town
19	Package lodging and experiences		1	7		WVB, LPECVB/Kristin Strack
20	Develop activity listing		1	7		WVB, LPECVB
21	Attract and incubate new tourism investment		2	7		Randy, TCW, IDA, AEDC
22	Create more family-oriented experiences in the winter at Whiteface and Wilmington		3	6		Bridget Hinman, Matt Stanley, Bob Hockert
23	Build a new Whiteface/Santa's Workshop partnership		3	6		Bridget/Whiteface, Matt/Santa's Workshop

***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***

TCW	Tourism Council of Wilmington
WVB	Wilmington Visitors Bureau
LPECVB	Lake Placid/Essex County Visitors Bureau
DEC	Department of Environmental Conservation
NBT	National Bank And Trust Industrial Development Agency
IDA	Adirondack Economic Development
AEDC	Olympic Regional Development Authority
ORDA	

## Appendix



## Tourism Council

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

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

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

### Mission Statement

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

### Guiding Principles

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

### Policies and Procedures

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

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