

THE INN AT  
**KIRKSID**

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PROJECT AND BUSINESS PLAN

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## **Executive Summary**

**THE GOAL:** The ultimate goal of this project is to repurpose an iconic main street building in ways that will foster long-term sustainable economic development and enhance the quality of life in the region for generations.

**THE PROJECT:** The Kirkside Project will transform the historic Kirkside Estate into a hotel/restaurant with an integrated educational program that provides experiential learning to aspiring professionals in the hospitality and tourism industries, encourages and cultivates entrepreneurship, serves as a model of green technologies, and supports the local food producing system.

**THE SETTING:** The site of the project is the former summer estate of heiress Helen Gould Shepard, on Main Street in the village of Roxbury, in the Western Catskills region of New York State. Roxbury is a picturesque small town with a long history of tourism and is a federally declared "Preserve America Community." The larger region to be served includes Delaware County and the region known as New York's "Southern Tier" of mostly rural counties.

**THE INN and FELLOWSHIP PROGRAM:** The Kirkside mansion will be renovated as The Inn at Kirkside, a fully operational hotel/restaurant staffed by paid Fellows who, under the guidance of professionals, take leadership roles in the running of the enterprise. The Fellowship will be a residential, rigorous, immersive program that provides real-world experience in all phases of the hospitality industry, with particular attention to innovation, entrepreneurship, green technologies, and capitalizing on local agricultural systems. The Guest Cottage will be renovated as housing and conference space for Fellows.

**NEEDS TO BE ADDRESSED:** Despite a robust tourism economy that capitalizes on scenic beauty, recreational opportunities, and a rich historic heritage, this region faces challenges from population decline and the out-migration of young people, creating workforce shortages. The rural nature of the area, coupled with the impact of the COVID pandemic, has undercut local opportunities for the kinds of experiential learning that are crucial to the hospitality industries. In addition, despite a hearty foodshed in the region, there is still a disconnect between growers and the hospitality industry that saps profits.

**THE VIRTUAL FOOD HUB:** A virtual food hub will be woven into the program to build a reliable system of mutually beneficial relationships among farmers/producers and the hospitality industry, eliminating unnecessary transportation of local goods and maximizing returns.

**SUMMATION:** Through sensitive adaptive reuse of an iconic Main Street historic structure, The Inn at Kirkside Project will meet local challenges by providing new jobs, educating workers and future leaders and entrepreneurs in the hospitality and related industries, seeding regenerative and green practices in the hospitality industry, and transforming the regional food system.

## **The Economic, Social, and Educational Context**

Roxbury and the surrounding region have a long history of tourism and hospitality as a significant economic force. But the region faces current and ongoing challenges with regard to workforce dynamics, education, and agriculture. These challenges have directly guided the development of the Inn at Kirkside Project.

Workforce: With an ongoing shortage in talented and skilled workforce, the once robust hospitality industry in the Catskills is faced with labor shortages that negatively affect both the visitor's experience and the local economy. Like the rest of the Southern Tier Counties, Delaware County's population declined between 2010 and 2020; Delaware County's rate of decline is the highest in the region, having dropped by 7.7% between 2010 and 2020, following a 1.1% decline in the previous ten-year period. An exacerbating factor is that Delaware County also has the region's highest proportion of population over 65 years of age. It is evident that out-migration of young people is a significant factor in the population decline. Those engaged with small businesses have been seeing first-hand the challenges of hiring and retaining labor in this early post Covid/post-vaccine era.

These two factors together point to an urgent need to attract new young people while retaining the ones who are here. Toward this end, The Kirkside Project will offer a number of new jobs, but more importantly will become an engine for ongoing job creation, as generations of prospective professionals become innovative entrepreneurs in the hospitality and related industries.

Challenges in Education and Training: The ideal hospitality education must include internship and fellowship opportunities. Finding and supervising such placements for students is particularly difficult in rural areas. In addition, typical lodging and dining facilities understandably cannot place the mentoring of interns at the center of their enterprise. The COVID-19 pandemic effectively shut down not only classrooms, but also the field-based experiential education which places learners in authentic professional settings where they can observe, learn, practice, and reflect on the skills they will need to be successful.

The Inn at Kirkside will place the development of Fellows at the center, providing a sustained, comprehensive, and well-supervised experience in an atmosphere of ongoing innovation and professional collaboration.

Agriculture-Hospitality gap: The Catskills has a hearty foodshed and a wide array of restaurants and hospitality venues, but, there is a disconnect between growers and the hospitality industry. Despite a growing farm to table movement, area farmers and producers transport their goods downstate, where distributors mark up prices and return products back up to the Catskills. This exhibits a clear disconnect in the local and regional food system and the hospitality industry.

A virtual Food Hub will also be woven into the program to build a symbiotic and mutually beneficial relationship between farmers, producers, and the regional hospitality industry as a whole.

## **Business Plan**

The Inn at Kirkside will be a boutique **hotel/restaurant** with a fully integrated educational program where individuals working with expert mentors complete **fellowships** that prepare them for careers and entrepreneurship in tourism and hospitality fields. Interwoven with the operation of the hotel/restaurant and the fellowships program will be a **virtual food hub** designed to coordinate interrelationships between the food-producing and hospitality industries in the region.

### *The Hotel and Restaurant*

Guests of the Inn at Kirkside will find a welcoming, relaxing, and culturally rich experience in a first-rate lodging facility situated in an iconic historic mansion on a Rockwellian Main Street in the Catskills. Access to neighboring historic Kirkside Park and the East Branch of the Delaware River are literally right outside the door. The culinary experience will be developed specifically to showcase seasonal ingredients from area farmers and the on-site greenhouse. Outdoor recreation opportunities are boundless, with many nearby options for hiking, golf, fishing, skiing, kayaking, and canoeing. Shopping is a short walk away or a 10-minute drive down a scenic byway to Margaretville.

The grandness of the Kirkside mansion, coupled with its exquisite and thoughtfully developed surrounding properties will make the Inn at Kirkside a destination not only for those seeking culinary tourism-based vacations, but for world renowned chefs and the new generation of hospitality entrepreneurs who are abandoning larger cities for a closer connection to their food source and a better work-life experience.

### *The Fellowships*

Select graduates from hospitality programs will complete a two-year paid residential Fellowship in a living/learning community that provides hands-on guided experience in every aspect of operation of the Inn, along with ongoing education that emphasizes not only skill development but also collaboration, innovation, place-making, and green technologies. Fellows will cycle through every department to gain experience and insight into overall operations, and will also choose one or more department as a specialization, based on their prospective career or business plan.

The Fellowship is designed to produce highly skilled innovative industry leaders who are committed to:

1. Becoming the experts in their fields who will mentor next generations
2. Connecting local farms with regional hospitality services via a virtual food hub
3. Capitalizing on local resources to advance the local and regional community's economic and social development
4. Utilizing and promoting green technologies in all aspects of operation

## **Business Plan cont.**

The program capstone is career development, with emphasis on entrepreneurship opportunities. Upon completion of their fellowship, participants will be guided through the development of plans for their own business including an understanding of available resources and locations throughout the Southern Tier. A placement program aligned with the Inn at Kirkside will be offered to ensure that Fellows are offered every opportunity to continue their career in the Catskills and Southern Tier.

### *The Virtual Food Hub*

A Virtual Food Hub will also be woven into the program to build a symbiotic and mutually beneficial relationship among regional food, hospitality and retail businesses.

Currently, despite a robust farm to table movement, there is still a disconnect between area chefs, restauranteurs, lodging establishments and food retailers on one hand, and local farms and food processors on the other. While the hospitality industry seeks to incorporate local sourcing into their menu development, the lack of knowledge of availability and a means in which to acquire these goods is prominent. Meanwhile, local farmers and producers are shipping their product to a distributor in New York City who in turn drives it back to the Catskills for distribution. This program aims to bridge this gap through the creation of two jobs that will solely focus on the provision of ongoing communication and coordination toward making our region a successful, regionally branded food and hospitality destination.

The Food Hub coordinators will encourage and support area restaurants and food retailers to develop and market appropriate seasonal menus and food items. Unlike traditional food hubs that result in waste from unused product, this model will establish a “grow for the needs of the industry” and a “develop your menu for what is available seasonally” approach. This will be accomplished through ongoing coordination, a user friendly web based technology. Pick-up and delivery of goods will relieve local businesses of this burden while providing a cost effective and flexible alternative to large corporate distributors, and will in turn build demand among local residents and visitors for unique and hearty Catskill meals and delicacies.



### Organizational Structure

The Inn at Kirkside will operate as single member LLC, a revenue generating business entity performing mission related activity under the umbrella of the MARK Project, a 501-c-3 not-for-profit, tax-exempt rural development company. MARK’s mission is to unite efforts and secure resources to strengthen and revitalize the region’s communities. MARK has been serving the Western and Central Catskills of NY State since 1988, working to build resilient rural communities through a broad range of business and social initiatives to support and sustain interconnected communities.

The Inn at Kirkside LLC will have a Board of Directors, an Executive Director, and Department Heads/Mentors to lead each facet of operation: Food, Beverage, and Lodging; Marketing and Promotion; Virtual Food Hub; Buildings, Grounds, and Greenhouse; Housekeeping; and Business Operations. The first cohort of 12 Fellows will be selected to participate with the Mentors to develop individualized learning plans. As the program grows, Fellows may apply to become Senior Fellows who mentor new Fellows and can then be promoted to Department Heads.



## **Buildings and Grounds**

The Kirkside Estate comprises two houses, owned by the MARK Project, a 501(c)3 community development organization.

*The Mansion* -- In 1896, Helen Gould Shepard, daughter of railroad magnate and Roxbury native son Jay Gould, transformed a modest farmhouse into a magnificent Georgian style mansion, adjacent to the historic and handsome Jay Gould Memorial Church, also known as the "Stone Church." The Mansion as it stands today has twenty-one bedrooms and seventeen full bathrooms on the second floor; on the ground floor are two bathrooms, an elevator, a living room, two dining rooms, a large sunlit library, and a large kitchen space. All original moldings and architectural details remain intact. The Mansion will be renovated into "The Inn at Kirkside," with updated second floor guest rooms and suites. The ground floor will be redecorated and the kitchen will be fitted with state-of-the-art equipment and a demonstration kitchen, where guest chefs can teach culinary Fellows and both can share their expertise with guests to capitalize on the rising trend for "culinary-vacations."

*The Guest Cottage:* In the early part of the 20th century, Miss Gould also relocated another prominent Roxbury building to the grounds to serve as her summer Guest Cottage. This spacious and lovely building, nestled in the pines at the edge of Kirkside Park, is structurally sound but in need of restoration, and the restored Cottage will provide lodging for Fellows. The Guest Cottage will also house a fully equipped smart classroom, allowing for team meetings and formal instruction, and provide distance learning/mentoring, presentations by experts around the region and the world, and collaborative problem-solving with faculty in the home institutions. The Mansion and Guest House are also adjacent to two significant public properties, municipally owned and operated, that enhance the houses' location immensely.





Both the mansion and the guest house will be renovated to bring them to current LEED certified hospitality standards as an exemplar of Green Technology, including eco-friendly heating, energy-efficient technologies, induction cooking equipment, solar, and best practices in composting and waste reduction.

*The Grounds:* The Mansion and Guest House sit on a 2.75 acre parcel of land directly adjacent to Kirkside Park, owned and managed by the Town of Roxbury and described more fully in the Competitors section of this document.

As the Conceptual Imagery documents show, the acreage between the buildings will be the site of three large gardens for herbs and vegetables, a greenhouse and utility shed, parking spaces, and a spacious landscaped lawn with a fire pit.

## **Planning Process**

In a series of all-day gatherings over three years, a broad coalition of local residents agreed upon a statement of purpose for the Kirkside Project. Through these meetings and other public sessions attendance numbers indicate that the large majority support and endorse the Project.



The planning process is complete through schematic design and construction cost estimates. The site plan is complete and was submitted to the Roxbury Planning Board, where it was determined to be exempt because the footprint of the structure will be increased by under 20%. The schematic drawings are presently at the NYS Historic Preservation Office for review. Planning included a feasibility study, a laser scan of both buildings, structural and mechanical engineering, schematic drawings, and construction cost estimates. It included a design build component to ensure that the architect and builder were involved collaboratively from the start. Additional consultants included a regenerative design specialist, a commercial kitchen specialist, and sustainable food system specialists, a second architectural firm that specializes in sustainability, the Dean of Students from SUNY Delhi Hospitality Program, and the Director of Culinary Programs at ONC BOCES.

## **Scope of Work and Milestones:**

**Scope of Work:** Complete renovation/restoration as per schematic design can be viewed at the following link: <https://mapos.egnyte.com/fl/Lc4xeR1qlj?web=1&wdLOR=c02B2CFB4-3E54-AB43-910D-9E71C1A7958C>

**Pre-Construction Milestones:**

- A for profit single member LLC will be formed to manage operations at the Inn at Klrkside.
- All SHPO, SEQR, local permits and approvals will be obtained
- Architectural and engineering pre-construction design and development will be completed.
- Three Design Review Meetings will take place with the Advisory Board and Community Stakeholders.
- Construction and bidding documents will be developed.
- A sealed bid for Pre-constructions Builder Services and Construction Management will be issued.
- Bid specifications and packages will be advertised for bidding including MWBE solicitation.

**Construction Milestones:**

- Bids will be reviewed and awarded
- Construction Manager and Architects will develop a contract and schedule all components of construction.
- Fellow housing will be developed.
- Construction will begin. Construction period is estimated at 24-36 months.
- Interim building inspections will take place.
- Landscaping will begin. Planting and Landscaping is estimated at 12-24 and is included in the construction timeline.
- Selection of Furniture and Fixtures will begin. Interior design is estimated at 6-12 months and is included in the construction timeline.
- Finishing touches and final inspections will take place as the project nears completion.

**Key Operating Milestones:**

- The Virtual Food Hub business and implementation plan will be developed (coordinator is in place).
- A data base of growers, producers and hospitality vendors will be developed (completed).
- The Food Hub Coordinator will begin fundraising for the purchase of a refrigerated delivery vehicle (in progress).
- The Food Hub Coordinator will begin ongoing coordination with growers, producers, local chefs and the hospitality industry.
- Downstate affiliates and industry professionals will be identified.
- Virtual Meetings with Chefs and Growers will be scheduled.
- Menu development based on seasonal growing and availability will be solidified.
- Discussion with growers about seasonal industry needs will be ongoing.
- Pickup and delivery schedules will be coordinated and scheduled.
- Virtual Food Hub Website will be developed and launched.
- A targeted marketing and outreach plan will be implemented.
- An Experiential Learning Program will be developed (in progress).
- A committee comprised of students, chefs, culinary instructors, business specialists, hospitality professionals and stakeholders will be formed and will identify existing gaps between formal education, career requirements and placement.
- A clear conceptual framework for the program will be developed.
- Program outcomes focused on knowledge, skills, and dispositions will be developed and implemented.
- Strategies by which students can tailor outcomes to their particular circumstances and personal goals will be developed.
- Outcome measures and an assessment design system that includes ongoing program and self-evaluation that involves all stakeholders will be developed and implemented.

**Ongoing Operation Milestones:**

- Website updates, marketing, outreach will be ongoing.
- A Fellowship Application will be developed.
- Outreach to statewide post-secondary education institutions will be ongoing.
- Applications will be reviewed; 1st cohort of Fellows will be selected.
- A Fellow orientation program will be developed and implemented.
- Menu Development will be ongoing and evaluated weekly.
- An Employee Handbook, Procedure Manual and Policy Library will be developed and implemented.
- Support networks for employees interviewed and hired will be identified.
- A three month training program will take place prior to opening.
- Community outreach events and soft openings will be scheduled and implemented.
- The greenhouse will be planted.
- A Fellow housing policy and lease will be developed and implemented.



## **Competitors**

The Inn at Kirkside recognizes its competitors yet possesses several attributes that afford the Inn at Kirkside a distinct and significant competitive edge.

### Location, Location, Location

The historic Beekman Arms in Rhinebeck, the Millpond Inn in Jefferson, the Andes Hotel in Andes, and the Bull and Garland in Hobart are the establishments that come closest to comparability with the Inn at Kirkside, in that they are historic buildings in small towns that now house lodging and dining facilities. The Inn at Kirkside stands out among the group by virtue of its location directly adjacent to Kirkside Park, a 14-acre municipally owned park that is literally right outside the door. Helen Gould Shepard hired renowned landscape architect Ferdinand Mangold to develop the grounds now known as Kirkside Park, which was deeded to the Town of Roxbury with the stipulation that it remain a public park in perpetuity. The park has been completely restored to its turn of the century splendor. It is lined with winding paths, beautiful gardens, and rustic Adirondack bridges, as well as hand-laid stone stream bank walls on the East Branch of the Delaware River.

In addition, the two large barns that were part of the original Estate and are now part of Kirkside Park have undergone substantial restoration. One portion of the South Barn has been converted into a welcoming pavilion-style gathering space with public restrooms, available by reservation for community and private events. The North Barn has a brand-new fully operational and health-certified shared Community Kitchen to allow local growers and artisan bakers to create value-added products for resale. Guests of the Inn and Fellows will thus have access to these products and will interact on a regular basis with the agricultural community.

Beyond the Inn and Kirkside Park, visitors have unbounded opportunities for outdoor recreation; there are centers for skiing, downhill biking, golf, and kayaking within ten miles of the Inn. For hiking, mountain biking and snowmobiling, the region also boasts an abundance of trails, and one terminus of the Catskills Rail Trail is in walking distance of the Inn.

### More than a Hotel/Restaurant

The integrated educational component, the entrepreneurial incubator, and the virtual food hub make the Inn at Kirkside much more than another nice hotel/restaurant. The uniqueness of the enterprise will garner the attention and support of a broad audience, and the audience will grow as relationships grow between and among chefs, restauranteurs, chef educators, Fellows, farmers, merchants, hoteliers, and businesspersons. This makes the Inn at Kirkside an ideal setting for visiting chefs and other professionals from the greater metropolitan area to become "guest" mentors. In addition, because the program encourages creativity with responsible business practices, the menu will be an open book and change with the seasons, Fellows, and entrepreneurs. This will augment interest and repeat visitation.

Access to a Virtual Food Hub and the Community Kitchen is not only advantageous to the Inn at Kirkside, but to the community and public at large. This, in the age of heritage, culinary and agro-tourism, will be a large draw to residents and visitors alike.

## **Marketing & Promotional Plan**

### **Defining the Audiences:**

#### *Future Fellows:*

This audience will include students in trade schools, colleges, and high schools, studying or interested in a career in culinary arts, hotel/restaurant/resort management, marketing and business management, horticulture, and related fields. Another target audience is individuals currently employed in tourism/hospitality fields who want to take a next step in their careers, as well as employers who will see sending an employee on a Fellowship to be an investment in their establishment's ongoing success.

#### *Future Department Heads/Mentors:*

This audience includes department heads and faculty of culinary, hospitality, business, and horticultural programs, starting with the enormous State University of New York (SUNY) system, the statewide BOCES system, and area private institutions.

#### *The General Public:*

This audience includes the many visitors and part-time residents already attracted to the region by the hospitality industry, as well as the resident population and the world as a whole. A particular target population is the traveler looking for new and unique experiences away from huge crowds.

#### *Area Farmers and Restaurants:*

This audience is most likely to be contacted directly by the staff of the Virtual Food Hub, but targeted appeals to them will also be important to keeping the hub well-supported and valued by all users.

## **Marketing Plan**

### **GOALS**

1) The traveling public will consider the Inn at Kirkside to be among the best destination hotel/restaurants in the country, known not only for offering fine food and accommodations in a grand old building the likes of which are not seen in modern architecture, but also as a destination that offers guests unique experiences that engage them with local agriculture, the natural world, and historic heritage.

2) Experienced professionals will consider the opportunity to be a Mentor or Guest Professional to be a high-level challenge that will value their skills, inspire their innovation and be highly rewarding to themselves as well as those they mentor. These professionals will also drive some of their best students and employees to seek Fellowships.

3) Graduates of programs in hospitality and related fields -- young people with a passion for their field and a dream to "go big" -- will be determined to compete for sought-after positions as Fellows, knowing that they will have demanding but worthwhile experiences and are on a pathway to great careers.

## 1. Websites

The Inn at Kirkside website ([InnatKirkside.org](http://InnatKirkside.org)) is already up and running. At this stage of the project, it is the goal to create and maintain optimum “buzz” by highlighting the planning and potential of the project. The website at this point includes

- An animated opening overview of the history and future of the Inn, featuring some of the most exciting drawings of what it will look and feel like after renovations.
- A video newsletter titled *Inn Progress*.
- Frequently updated clickable descriptions of various elements of the project.
- Links for donations and volunteerism opportunities.

These elements will continue to be updated and new ones developed, highlighting progress toward the opening of the Inn/Restaurant, especially action footage as construction is under way, as well as features such as Recipe of the Month, What’s New in the Garden, along with historical essays and vintage photos. Employing traditional and innovative approaches, the aim will be to ensure that it’s always worthwhile to “click back often” to see what’s new.

*Inn Progress*, the video newsletter, is published about every 3 to 4 weeks, featuring 1 to 2 minute edited videos covering “what’s been happening” with the Project. Existing issues have highlighted a festive gathering to unveil the new property sign, the first day of work for the Virtual Food Hub director, a porch concert, and community luncheon. Fundraising and community awareness events will continue to be held and covered. The Inn at Kirkside already has a YouTube channel.

Curated issues of *Inn Progress* will be created quarterly by season as 4-5-minute videos blasted to the MARK Project email list and viewable directly in emails (not redirected to YouTube) via Substack.

Articles and press releases about the Project will be made available online and print newsletters across the Catskills and beyond (e.g. Catskills Center for Conservation and Development, Mountain Eagle/Catskills Chronicle, Daily Star, The River) and will include links to the Inn website and *Inn Progress*.

## 2. Social Media:

The Inn will be active on *Facebook and Instagram*, utilizing one main page and spin-off pages that highlight, for instance, the Fellows and their activities, the Virtual Food Hub, and pages devoted to Culinary Adventures, the Greenhouse and Gardens, with regularly scheduled posts and cross-posts, targeting a wide array of age, regional, and interest groups. Also in the works are Twitter and Pinterest accounts.

The Inn will offer periodic themed culinary and horticultural experiences, where guests watch, learn, and work beside chefs and garden staff; photo and video-ops will be arranged during these sessions, so that guests can post their experiences on their own social media pages.

### **3. Arts Organizations**

The Catskills area is replete with very active arts organizations and arts series and festivals – the long-standing and highly-regarded Roxbury Arts Center is in walking distance of the Inn, and within a half hour drive there are the Kortright Center, a number of art galleries, the Belleayre Summer Music Festival, the annual Festival of the Voice. These events bring in large numbers of tourists with interests in travel experiences that are not just relaxing but also edifying. As a sponsor of various performances and exhibits, the Inn will be honored at the performances and advertised in playbills.

### **4. Wedding Venues**

The Roxbury area has recently seen an uptick in the destination wedding business, with 7 upscale “rustic” barn and homestead venues within a short drive. This brings large numbers of guests, especially young ones of means, to the area for more for long weekends and more, and they are looking for ways to fill their time and spend their money.

Relationships with the owners and staff of these venues is already established, and well-designed printed materials can be prominently displayed and talked up at these establishments.

### **5. Radio**

WIOX Community Radio broadcasts directly from Roxbury, featuring almost exclusively original programming. The station currently reaches a fairly small broadcast audience, but has up to 70,000 regular listeners from the NYC area and around the world who tune in via streaming. We will work with WIOX in a few ways.

#### *Underwriting/Co-Sponsoring*

The Inn will become a WIOX underwriter, with sponsor spots running daily. The Inn will also co-sponsor fund-raising events for the station and so receive extensive event-specific advertising.

#### *Broadcasts*

Fellows and Mentors will make themselves available as guests for ongoing programs; for example, to talk about upcoming Inn events on *Talk of the Town*, to serve as guest DJs for theme-related music shows, or to offer gardening tips on *The Farm Hour*.

### **6. Local Television**

Catskills Air broadcasts from the neighboring town of Margaretville, featuring original content and local news. It reaches a broadcast audience that spans three counties through a partnership between three independent cable operators—Margaretville Telephone, Delhi Telephone and Middleburg Telephone Companies.

## **7. Direct Marketing via Email**

The MARK Project currently has a 1,000 subscriber email data base and the Inn at Kirkside currently has nearly 200 subscribers. Monthly updates will be scheduled and new subscribers will be solicited through the website and social media campaigns.

## **8. Print Marketing & Merchandising**

The Inn at Kirkside will create print marketing for each phase of the facility - the Hotel/Restaurant, Mentorship, the Fellowship, and the Virtual Food Hub, including

- Postcards
- Business cards
- Event postcards and flyers
- Custom branded gift-shop items such as greeting cards, garden journals, coffee mugs
- Special offers for partner organizations

All marketing will be designed in-house by Mentors and Fellows and invited local artists. Print marketing materials will be placed in the appropriate local and regional outlets. Custom merchandise will be available onsite, on the website, at appropriate local outlets, and as affordable giveaways to participants in special events. Special Offer cards will also be developed and made available to local real estate offices.

## **9. Other media**

The Inn at Kirkside will advertise in the several tourism guide publications that exist in the region, including area travel guides and wedding industry publications.

With the Fellowship Program and Virtual Food Hub, the Inn at Kirkside is an enterprise unique to this region (and very scarce across the country). It is certain to attract media attention. Feature stories about the unique nature of the Inn will be pitched to local, regional, and national trade publications that target the culinary, hospitality, and agricultural interests of travelers, from the nearby *Mountain Eagle* newspaper to *The New York Times*, *Travel and Leisure Magazine*, *Escape Brooklyn*, and *Condé Nast Traveler*.

## **10. Partnerships**

A significant partnership with the Education Foundation of the NY Restaurant Association has already been established and will help to build brand presence, develop professional contact lists, and provide opportunities to table at promotional events that draw large numbers of individuals in key positions in the culinary arts.

As referenced above, partnerships will also be developed with the various arts organizations, SUNY, BOCES, New York Restaurant Association, and private schools' hospitality departments, wedding venues, festivals, and special concert series.



**Assumptions and Job Creation:**

The Inn at Kirkside financial projections are conservative and based on reasonable expectations of income and expense over the coming five years.

**Room Revenue:** Room rates are based on similar competitors in the region. Occupancy estimates are particularly conservative knowing there is a clear shortage of rooms in Roxbury and surrounding towns. With seven wedding venues located in Roxbury alone, and an additional fifteen or more event venues located within a 30-mile radius, there is distinct lack of lodging to accommodate the several hundred visitors that arrive every weekend for 30 consecutive weeks in the summer months. Kirkside is located centrally among four ski centers that attract hundreds during the winter months. Its proximity on the East Branch of the Delaware River in the Catskill Mountains helps to make Kirkside a destination for fisherman, leaf peepers, and outdoor enthusiasts during the shoulder seasons. The neighboring Roxbury Motel and The Roxbury at Stratton Falls are currently operating at 97% occupancy which also speaks to the need for additional lodging in the region.

**Restaurant and Bar Revenue:** Food and Beverage revenue is based on the average revenue for six restaurants within a 30-mile radius, all of whom have been operating for over five years. Roxbury has a booming part time resident base and is located 3 and a half hours from New York City. The Inn at Kirkside Advisory Board and Community Stakeholders have made connections to renowned NYC Chefs who are excited to participate in the program and have offered to come Kirkside as visiting chef/instructors. This is advantageous to both the business model and the Fellows operating the Inn at Kirkside and will undoubtedly bolster the restaurant and bar revenue.

**Other sources of income:**

Kirkside will have private dining facilities, lodging and a meticulously manicured landscape making it an ideal destination for private events. None of the existing wedding facilities offer lodging. There are three established caterers in the Roxbury area who are booking out into the 2024 season despite the covid era decline in the hospitality sector, making Kirkside a more than viable place to host events.

The Virtual Food Hub will also become a revenue generator through annual membership by local growers, producers, and the hospitality industry.

**Job Creation****Direct: 31.5 FTE**

The Inn at Kirkside will directly create 34 new FTE jobs that pay a living wage with benefits.

**Indirect: 45 FTE (over 5 years)**

The Inn at Kirkside holds the potential to cultivate a substantial number of entrepreneurs who will in turn make private investment in the region and the region's workforce. This is an estimated 3 entrepreneurs x 3 jobs x 5 years. This is an extremely conservative projection.

**Construction Jobs 80 FTE (over 2.5 years)**

The Inn at Kirkside is a massive adaptive reuse construction project in the region and will require several standard and specialized construction crews.

**Project Team****Mapos Architecture**

As proponents of Integrated Design Process, Mapos gets to know individuals, neighborhoods, and stakeholders – the real clients – who will be visiting, living, and working in the places they create. Their design meetings are highly collaborative, building on each stakeholder’s expertise to capture the best in material research, sustainable design strategies, cultural insights, and construction expertise. The results create high-quality and high-performance designs that add value to your investment whether it be a home, a development, a community initiative, a start-up, or a global brand.

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Program Manager, MARK Project Inc.

**Fred Beemer**

Building Rehabilitation Specialist, MARK Project Inc.

**Marcia Shaw**

Bookkeeper, MARK Project Inc.

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Retired Attorney

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