

REDEFINING OF A COMMUNITY
BELFAST, ROCKLAND AND CAMDEN, MAINE
JUNE 7 – 11, 2010

BEST PRACTICE MISSION
SUMMARY REPORT



Submitted to:

The Nova Scotia Department of
Tourism, Culture and Heritage



Tourism, Culture and Heritage

The Atlantic Canada
Opportunities Agency



Submitted by: Nova Scotia Tourism Human Resource Council and
Tourism Industry Association of Nova Scotia

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EXECUTIVE SUMMARY

The Tourism Industry Association of Nova Scotia (TIANS) and the Nova Scotia Tourism Human Resource Council (NSTHRC) in partnership with the Nova Scotia Department of Tourism, Culture and Heritage (DTCH), and the Atlantic Canada Opportunities Agency (ACOA), facilitated a Best Practice Mission, “*The Redefining of a Community,*” to Belfast, Camden and Rockland, Maine from June 7 - 11, 2010.

Tourism is an important economic generator for Nova Scotia. Recent tourism economic impact models estimate that in 2009 the industry yielded provincial revenues of 1.8 billion dollars and employed approximately 40,000 Nova Scotians. A variety of factors including high gas prices, border regulations, and the general economic slow down are creating challenges for the Nova Scotia tourism industry to continue to develop and mature. In 2010, the *Cat* ferry service will not be operating, resulting in significant potential loss of visitation to Southwest Nova Scotia.

While there is no singular answer which will assist industry overcome these challenges, the mission provided an opportunity for Nova Scotia tourism industry representatives to visit the Mid-Coast of Maine to discuss the role tourism has played in revitalizing their communities. The 13 Nova Scotia participants represented a variety of businesses and organizations from tourism businesses and business/community development.

While in Belfast and Rockland, the mission focused on how these communities were successful at overcoming obstacles, such as the loss of major industries, to revitalize their areas. In Camden, mission participants learned how a mature tourism industry can maintain its edge and remain fresh and interesting to visitors. The Chambers of Commerce in the region were key presenters during this mission and provided perspective on the past challenges and successes and also acted as liaisons to the local industry for the mission participants.

The following report provides details from the best practice mission, listing the sites visited and the best practices learned. Of particular interest to mission participants was the *Main Street* program, championed by *The National Trust for Historic Preservation*. This program uses a community-driven, comprehensive strategy to revitalize downtown and neighborhood business districts.

The NSTHRC and TIANS gratefully acknowledge the cooperation and support of ACOA and the DTCH for their support of the Mid-Coast Maine Best Practice Mission. We look forward to enhancing community tourism development and the Nova Scotia tourism experience through sharing lessons learned during this initiative.

PROJECT BACKGROUND

The Best Practice Mission to Maine was in follow up to two previous Nova Scotia best practice missions in 2009, and modeled after the *Tourism Atlantic* best practice series.

Participants departed from Halifax on an Ambassatours Gray Line, 24 passenger, Deluxe Mini bus. The first destination was Belfast, Maine, where they met with the Executive Director of the Belfast Chamber of Commerce, the town's former Mayor, business owners and volunteers. The discussions focused on the mission's theme of community revitalization, planning, development and the role of regional collaboration.

In addition to Belfast, participants visited the communities of Camden and Rockland in the Mid-Coast Region of Maine to learn first hand from Chamber of Commerce representatives, local leaders, and innovative tourism business owners who are active in tourism revitalization efforts as one way to turn their areas around.

Discussions and presentations focused on community and business development to enhance their destination region. While in these communities the group was hosted by the Historic Inns of Rockland, a group of four inns that partner in marketing and promotion.

The following report outlines best practice findings and information that will be shared with the Nova Scotia Industry.

PROJECT OBJECTIVES

The objectives of the Best Practice Mission were to provide professional and educational development for Nova Scotia's tourism industry by:

- Examining how communities that were “transportation bypassed” and suffered major company shutdowns had revitalized from an industrial economy to a tourism-enhanced economy.
- Networking with devoted business owners and volunteers to examine how communities can enhance the visitor experience through a variety of methodologies.
- Learning from other destinations that have experienced a transition.
- Identifying successful paths and potential pitfalls to avoid in community development.
- Developing or enhancing existing tourism product by partnering, as demonstrated by the Historic Inns of Rockland.

- Providing an opportunity for participants to establish new business contacts, networks and develop reciprocal partnerships where appropriate.

EXPECTED RESULTS

Participants selected for the mission were expected to identify opportunities to improve their own business operations and communities, and also to share lessons learned with colleagues in the tourism industry upon their return.

- Business owners will develop the skills and negotiation techniques to identify unique partnering opportunities.
- Participants will begin to re-examine their current communities for opportunities to enhance their tourism product.
- Participants will learn the importance of downtowns to revitalization through the Main Street Program© and how this concept can be applied to communities in Nova Scotia.
- Brainstorm ideas on how to develop business communities in Nova Scotia.
- Participants will learn how to maximize their resources to develop as a destination of choice.
- Community leaders will learn from other destinations successful paths and potential pitfalls to avoid in community development.
- Participants will discover ideas for enhancement of present product development efforts.
- Opportunities for professional development seminars for Nova Scotia operators will be identified.

PARTICIPANTS

Guidelines and an application process were established for potential applicants for the Best Practice Mission. Recruitment was facilitated broadly through membership in TIANs and contact with community representatives that it was felt would most benefit from the mission theme. The following applicants were selected:

- **Suzy Atwood** - Tourism Manager, Shelburne County Tourism
- **Shannon Crowell** - Manager, Boulder Cove Cottages
- **Esther Dares** - Harbour's Edge B&B, Owner; and Town Councillor for Yarmouth
- **Katy MacDonald** - Community Development Officer, Pictou Regional Development Commission
- **Lloydette MacDonald** - Economic Development Officer, Louisbourg Economic Society
- **Sandra MacDonald** - Program Manager, Fortress Louisbourg Association
- **Lisa MacIsaac*** - Tourism Development Officer, Department of Tourism, Culture and Heritage
- **Elizabeth Rhuland** - Site Consultant, Historic Shelburne Tall Ship Society and Shelburne County Historical Society
- **Kelly Rose*** - Communications Advisor, Waterfront Development Corporation Ltd.
- **Mark Townsend*** - Area Account Manager, Atlantic Canada Opportunities Agency
- **Sandra Watts Wilson*** - Development Officer, Atlantic Canada Opportunities Agency
- **Heather Yule*** - Tourism Development Officer, Department of Tourism, Culture and Heritage
- **Susan Tilley-Russell** - STR Consulting Inc. and Group Leader for the Best Practice Mission

*Expenses covered separately

ITINERARY / SCHEDULE HIGHLIGHTS

Monday, June 7, 2010

- Depart Halifax for Maine aboard Ambassatours Gray Line's, 24 passenger, 2008 Deluxe Mini bus
- Arrival Comfort Inn Ocean's Edge - Check-in and dinner

Tuesday, June 8, 2010

- Chamber of Commerce breakfast meeting facilitated by Janet Dutson, Executive Director, Belfast Chamber of Commerce
- Waterfront and Downtown Revitalization Open Discussion Groups
- Belfast Historical Society & Museum in the Streets Walking Tour with Megan Pinette, President, The Belfast Museum and Historical Society
- Visit to Colonial Theatre, a revitalized art-deco theatre
- Marshall Wharf brewery presentation by owner David Carlson and dinner at Three Tides Restaurant

Wednesday, June 9, 2010

- Belfast Historical Society & Museum in the Streets Walking Tour
- Presentation and rowing lessons/demonstrations by Jim Bahoosh, President, *Come Boating!*
- Gallery Tour Visit to Waterfall Arts - Presentation on Friday Night Art Walks and Eco-Motion
- Farnsworth Art Museum

Thursday, June 10, 2010

- Presentation by Lorain Francis, Director of Rockland Maine Street Inc.
- Presentation by Jim Gamage, Owner, All Aboard Trolley & Limousine Co.
- Visit to Owls Head Transportation Museum.
- Challenges Facing a Mature Tourism Industry discussion with Dan Bookham, Executive Director, Camden, Rockport, Lincolnville Chamber of Commerce at Mount Battie in the Camden Hills State Park followed by visit to downtown Camden.
- Tour of the Cellar Door Winery, and closing dinner. Presentation by owner, Bettina Doulton, on building her business and creating visitor experiences at this oldest winery in the state.

Friday, June 11, 2010

- Depart for Halifax

SITE VISIT BEST PRACTICES AND LESSONS LEARNED

1. Chamber of Commerce Breakfast Meeting

Janet Dutson, Executive Director, Belfast Chamber of Commerce

The session was facilitated by Ms. Dutson, Executive Director, [Belfast Chamber of Commerce](#) to discuss the work of the Chamber with community revitalization, planning and development, including the role of regional collaboration. The Belfast Area Chamber of Commerce produces a visitors and residents guide for Belfast and surrounding areas.

Best Practices:

- Chambers of Commerce for Belfast, Camden and Rockport work collaboratively together - they realized that visitors don't come to one city/town to stay a week, however, by working together they can attract and retain visitors for longer periods of time and together they will all be stronger.
- The focus is on attracting more businesses to grow the economy, which will increase infrastructure and activities which will in turn attract tourists.
- The Chamber's two key priorities are to increase and grow businesses. They also function as tourism associations (marketing, some product development and visitor servicing).
- Chambers maximize small advertising budget by having a contra partnership with media (radio and print) to exchange Chamber membership for ad space or air time.
- Fundamentally view themselves not as a "tourism destination", but rather a "tourism-enhanced destination." The difference being that the latter develops business and activities and infrastructure to create a vibrant community for local residents, which will in turn attract tourists.
- Communities focus on what is the "reality" of their place and remain "authentic" to this reality.

2. Waterfront and Downtown Revitalization Open Discussion Groups

Mike Hurley, Council Member, former mayor and business owner

Mike Hurley, along with other business/volunteer group leaders facilitated the session at the University of Maine Hutchinson Center. The focus was on community revitalization, festivals and events, marketing, and historical challenges.

Best Practices:

- Belfast Council held a Leadership Conference with businesses and residents from across the town. They created a list of the ten most important tourism assets, and then prioritized the list down to the top three. They used these lists to create the brand as a starting point for the tourism plan. It also served to pull the community together and help them get focused on a common goal.
- Belfast creates a number of events to attract people to the area and to make them feel comfortable so they will return, not necessarily to make money (which is when the ROI will occur).
- Created an annual family event [New Years by the Bay](#), bringing together a large number of community and business groups to present a series of activities in one day (dance, music, art, dining) which sold out in many of the venues, and helped in reaching an objective of year-round tourism.
- Notable quote “The road to recovery is not paved with roses,” it is a tough road but worth it. Take two steps forward and one back, then two forward...and so on. Advised to not be discouraged, but persevere.
- In dealing with diverse and divergent groups, Belfast found that although they had a general plan, the individual groups would form and go down their own path to create an event or attraction. The message was not to despair, that these individual activities would eventually grow together to create a package and become integral parts of the destination offerings.

3. Belfast Historical Society and Museum in the Streets Walking Tour

Megan Pinette, President, [Belfast Museum and Historical Society](#)

Museum in the Streets is a self-guided, heritage walking tour. Thirty panels with photographs and text are placed along the waterfront, downtown, residential sections, with free maps from the Chamber of Commerce.

Best Practices:

- Created “The Museum in the Streets” which includes a series of interpretive panels located throughout the town, with a self-guided tour map which allowed for 24/7 interpretation.
- Major beautification work highlighted by flowers and planters throughout town.

- Performing Arts spots marked on street for performers.
- Portable microphone was used on walking tour which made it easy for entire group to hear the interpretation.
- Partnered with university to create a “Senior Class” program for those 52 years plus to enroll for \$25 annual membership plus \$25 for each 6-8 week certification course. Cost is low in part due to volunteer services of university professors. This was a great way to retain young seniors and keep them in workforce to help alleviate labour workforce challenges.
- Recognition of value of “Come From Away” residents who brought new businesses and ideas to community.



4. [Colonial Theatre](#), Mike Hurley

The restored Art Deco movie theater in downtown Belfast is a dazzling place with a brightly painted facade and a life-size statue of an elephant on its roof. The Colonial opened its doors to the public in 1912, on the day that the ill-fated Titanic set out on its perilous voyage. You can watch the latest Hollywood movies and foreign films on the theatre's three screens.

Best Practices:

- Revitalized a historic art deco theatre, saving the historic architecture, keeping it true to its origins and authentic, but made it relevant to residents and tourists by offering the latest films.
- Partnered with other businesses in the town to become part of the mainstream products.

5. [Marshal Wharf Brewery and Three Tides Restaurant](#)

The warehouse was going to be torn down, before entrepreneur, David Carlson, turned it into a funky Wharf brewery and restaurant.

Best Practices:

- Lessons learned stressed the importance of ensuring a solid business plan in order to access financing.
- Challenges associated with development on the waterfront included mix of businesses, municipal bylaws, and tidal flow.
- Unique dining experience catered to both locals and residents and combined waterfront venue with culinary tourism.

5. Belfast Parks and Walking Bridge

This was a tour of Belfast's parks and walking bridge to learn the history and heritage of downtown Belfast. Discussion focused on ways to engage tourists to visit and experience the downtown, and highlighted the downtown and its architecture.

Best Practices:

- City and volunteer groups transformed the former site of a poultry factory into a 15-acre park overlooking the harbor. The city has 10 parks described in its brochure.
- Recognition of the importance of green space - including recreational parks, festivals and events, dog parks, weekly concerts and weddings.
- Green spaces bring the community together through events, and gardening upkeep (much done by volunteer Friends of the Park).
- Belfast has many beach access points throughout the town to allow easy entry to the beaches and waterfront.



7. [Come Boating!](#)

Come Boating is a community volunteer, non-profit organization that provides access to Belfast Harbor and Penobscot Bay through rowing, sailing lessons, and regattas. The focus of the session was on demonstrating one of the area's experiential tourism products for potential ideas for Nova Scotia coastal communities.

Best Practices:

- Free rowing lessons are provided to tourists and local residents who can go rowing along the waterfront.
- Volunteers provide the instruction and accompany the tourists (one volunteer per boat that can handle up to 6-8 people).
- Excellent experiential product provided visitors with a new skill which is part of the local culture.

8. Gallery Tour Visit to Waterfall Arts

[Waterfall Arts](#) organized the ECo-Motion street art project for Belfast where individuals volunteer to create the outdoor exhibits for the community. The project uses recycled materials, while promoting environmental sustainability and physical activity. Sculptures are placed in downtown Belfast through the financial support of the City of Belfast, Belfast Area Chamber of Commerce and the Belfast Downtown Business Group.

The [2010 Art Walk Map](#) can be found in many locations around Belfast. The Belfast Art Walks are on the first Friday of the month from June to December and every Friday night in July and August.

Best Practices:

- Friday Night Art Walks promote the many art galleries and shops in the city, in a popular self-guided walk with refreshments served at many of the galleries. Artists are part of the city's branding, with more art galleries than any city its size in the state. The goal is to provide exposure of the artists to the public and to make art comfortable and accessible.
- Eco-Motion Street Art project offered another type of art, which recycles metal bicycle parts into interactive art along the sidewalks.



CyKlausmeyer's fish bike Icthyopter

9. [Farnsworth Art Museum](#)

Recognized as one of the finest regional art museums in the country, the Farnsworth collection of American art focuses on art created in or inspired by Maine and offers a nationally recognized collection of works from many of America's greatest artists. Its Wyeth Center features works of Andrew, N.C. and Jamie Wyeth.

Best Practices:

- Gallery preserved history of area and created pride of place, becoming an attraction draw to the area with many of the Wyeth pictures.

10. Sites and History of Rockland

Lorain Francis, Director of Rockland Maine Street Inc.

Lorain Francis presented Rockland's [Main Street](#) program, through [The National Trust for Historic Preservation](#), and its mission to empower people, organizations, and communities to achieve ongoing downtown and neighborhood district revitalization.

Since 2000, the National Trust for Historic Preservation's Dozen Distinctive Destination program has recognized cities and towns that offer an authentic visitor experience by combining dynamic downtowns, cultural diversity, attractive architecture, cultural landscapes and a strong commitment to historic preservation, sustainability and revitalization. Rockland, Maine was listed for the [2010 Dozen Distinctive Destinations](#).

Best Practices:

- Eight principles of success
 1. Comprehensive
 2. Incremental
 3. Self-help
 4. Public/Private partnerships
 5. Existing Assets
 6. Quality
 7. Change
 8. Action-Oriented
- Main Street program brings economic reinvestment **where the infrastructure exists**, good jobs, recycled buildings, vibrant cultural centres, pride of place and healthy, walkable downtowns.
- Economic restructuring is made of business retention and recruitment (including "A Guide to Starting Your Business").
- Historic preservation is the leading catalyst for downtown revitalization.

- Investments to stimulate economy include community development block grants, tax increment financing districts, Federal and State historic tax credits (\$47M and \$100M in private investment), affordable housing credits, Transportation Enhancement (DOT) grants, and for non-profit owned: foundation grants, intervention grants and technical assistance.
- Rallying cry is “Believe in the Power of Place,” emphasizing that downtowns provide an authentic experience of **place** and **heritage**.
- “Morning on Main” meetings between 8-9am with businesses in the area create a vehicle for communication, ownership, identifying ideas and working on solutions.
- Reinforced the importance of getting community involvement.
- Success is built on positive people (there will always be nay-sayers), one-on-one discussions, build buy-in, understanding and support.
- Map of Maine built into floor tiles in Visitor Information Centre (also showing lighthouse locations).
- Christmas tree made from lobster traps and decorated with buoys.

11. All Aboard Trolley

Jim Gamage, owner, from [All Aboard Trolley & Limousine Co.](#) presented his business and how it has added old fashioned heritage to Rockland.

Best Practices:

- Developed a number of exciting packages, combining his transportation with an accommodation and a theme experience (such as July 4th Celebration, Sex in the City based on the TV Show).
- Works with a number of partners, for example trolleys are hired to shuttle visitors from parking lots of neighbouring communities during large festivals and events (in order to address the requirement for a large number of beds for an event).
- Started a program, collaborating with the local justice system, bringing inmates into the community to work and give them work experience and integrate them into the community. He then offers them a job and finds them accommodations when they are released.

12. Owls Head Transportation Museum

The museum offers a wide range of products to local residents and visitors. Included are opportunities and resources for learning about transportation history and technologies, including workshops, guided tours, classroom activities, publications and the resources of the Lang Education Center and Library.

Best Practices:

- Innovative museum practices offer experiential tourism products and the site is a “working” museum. Heritage airplanes/cars can not only be viewed, but also rented commercially.
- Operations for the museum use a sustainability model, with lots of innovation and unconventional uses of museum assets.
- Private museum has strong community support and involvement, with 250 volunteers and 12 staff.
- Museum has developed a scholarship for the community.

13. **Challenges Facing a Mature Tourism Industry**

Dan Bookham, Executive Director, Camden

[Rockport, Lincolnville Chamber of Commerce](#)

The group met at the summit of Mount Battie in the Camden Hills State Park as it provided the perfect physical backdrop to highlight the natural assets of the Midcoast region as well as the interconnectivity of local communities.

The discussion focused on how a mature tourism destination maintains its edge and remains fresh and interesting to visitors; the role of regional collaboration; the crucial difference between tourism towns and towns that attract tourists and maintaining the community balance; and public relations and press outreach efforts on a small budget.

Best Practices:

- Developed relationships with neighbouring communities and uses the product in the entire region to attract visitors to area.
- Focus on joining strengths and matching assets in order to compete with national sites and destinations.
- Although Camden had been very successful as a tourism destination, it has had to change with the times to ensure market position and extend visitor stay.
- The rivalry between the three communities still exists, however they need each other to be successful, so the common goals make the partnership work.

- Key is to look forward into future in a ten year planning cycle (such as impacts of aging population).

14. Cellar Door Winery, Bettina Doulton, Owner

The mission participants toured the [Cellar Door Winery](#), the oldest winery in the state. Bettina Doulton discussed building her business including tips on building customer loyalty, visitor experiences and repeat business through word of mouth marketing. The winery hosted the closing dinner with Chef Lani Temple.

Best Practices:

- Innovative and creative approach to business development - with obvious passion.
- Bettina has strong HR skills with marked engagement, and sense of pride from all employees, employing ongoing training and involvement in wine production and service.
- In three years, the winery's customers have gone from 97% of customers being tourists to 50% being tourists. The remaining are "locals", which the owner believes is more sustainable.
- Excellent example of the culinary experience, pairing wine with fresh local cuisine.
- The operator's attention to detail had a custom screen designed depicting a vineyard to conceal construction occurring at the winery.



SHARING OF INFORMATION WITH INDUSTRY

The ultimate success of the Best Practice Mission will be sharing the information with the tourism industry and potential opportunities that will benefit Nova Scotia's communities as they redefine themselves and grow.

- Some participants prepared reports for their communities, partners, local municipal counselors, and board members to share lessons learned.
- TIANs will post this summary report and supplementary materials on the TIANs web site, and facilitate follow up with participants for networking.

FURTHER POTENTIAL OPPORTUNITIES:

- Coastal communities should implement a "Come Boating" program, offering free (or low cost) boating along their waterfront to tourists. The use of canoes, row boats, kayaks or fishing boats would provide an experiential component and allow tourists to better experience the water - and understand how Nova Scotia is "Shaped by the Sea". This could be staffed by volunteers to make it economically viable. It could also be combined with accommodations and other experiences to create memorable packages with "bragging rights."
- Stronger linkages could be developed with the Chambers of Commerce, to explore common mandates and the leveraging of other businesses to revitalize the communities, which will in turn attract tourists. Chambers of Commerce could also serve as valuable vehicles for bringing together a wide variety of businesses in a community to create exciting events and experiences - both for residents and tourists.
- Partnerships should be further developed with the arts community, and community events such as the "Arts Walk" or "Eco-Motion" could be explored.
- Interactive tourism experiences such as "Eco-Motion" or "Come Boating" should be highlighted on novascotia.com.
- Communities should have a Leadership Conference, bringing together local businesses and residents to set objectives, identify tourism assets, prioritize and develop a tourism plan for each town/area/region - all that are integrated into Nova Scotia's tourism plan.
- Create events that would attract residents as well as tourists in winter season - such as the family event "New Years By the Bay."

- Communities should create walking tours with a series of interpretive panels and tour map which allow for 24/7 interpretation to bring the history of each town to visitors.
- Partnerships should be explored with NSCC, universities, and NSTHRC regarding educational programs that could be offered to further develop the skills of volunteers and operators.
- Municipal/provincial regulations should be reviewed to see how they impact the start of new businesses and remove any red tape or regulations that hinder the potential of attracting new entrepreneurial businesses.
- The tourism sector should work with local garden groups and Communities in Bloom to further develop green spaces in the community.
- Interested communities should investigate the feasibility of an art gallery (gathering the works of local artists).
- TIANS will consider Lorain Francis, Director of Rockland Main Street Inc. as a potential speaker at the 2010 Tourism Summit.
- Communities should explore partnership opportunities with media as a tool for communication with the local community as well as tourism promotion - possible weekly radio show or article in local paper spotlighting tourism experiences in area.
- Alternate transportation modes to and within an area should be explored - including water (such as water taxi shuttle), road (train with wheels), rail and air.
- Museums should explore innovative ways to bring even more experiential aspects to their product offerings and to investigate a more sustainable funding model (which could include the new creative products).
- Partnerships should continue to be developed between tourism accommodations, restaurants, vineyards (Taste of Nova Scotia and Wine Association of Nova Scotia) and fresh food producers to maximize exceptional culinary experiences.
- TIANS could create a Facebook group open to program participants to allow for sharing of pictures and ideas and to operate as a support group as each participant returns to their community to implement their learning. (This has been put in place).
- TIANS should facilitate the reconnection of program participants in the Best Practice Mission in three months so they can report back on the status of action items they planned.

CONCLUSION:

The Redefining of a Community mission was a success. The Mid-Coast of Maine shares many similarities with Nova Scotia in that its tourism product is closely tied to the proximity to the coast, and the profile of their visitors is very similar to those who come to Nova Scotia.

The participants took advantage of sharing their ideas and the discussions that took place within the group as a result of the presentations and activities greatly enhanced the mission's objectives. The speakers were knowledgeable and provided valuable learning experiences.

Many participants felt the lessons they learned on the mission could be brought back into their own regions to help with local tourism. These ideas have been identified as best practices and future potential opportunities in this report.

Participants have indicated interest in a follow up networking session to facilitate working together and further communication for researching community tourism development.

APPENDIX “A”

PARTICIPANT EVALUATION SUMMARY

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1. Did the Best Practice Mission meet your goals / expectations?

Poor - 0
Satisfactory - 1
Good - 2
Very Good - 4
Excellent - 1

2. Which presentations, or site visits, did you think were the best? Why?

The Main Street Program presentation by Lorain Francis was mentioned specifically in 7 of the 8 completed evaluations indicating she was well prepared with excellent information. The Belfast Historical Society & Museum Street Walking Tour was mentioned three times. As well as the Cellar Door Winery tasting and dinner with Bettina Douulton was referred to as 'amazing'. The *Come Boating* session with President Jim Bahoosh, the meeting Mike Hurley and Colonial Theatre were mentioned. The President of the Rockport Chamber of Commerce was mentioned as being very professional with good examples.

3. Were there any presentations, or site visits, not of value to you? Why?

The Farnsworth Arts Museum was mentioned most as it was self-directed and did not include the museum's development. One person indicated that the meeting with the President of the Rockport Chamber of Commerce in the State park, as it was not relevant to their community, and the brewery tour.

4. As a result of participating in this Best Practice Mission, have you identified any opportunities you can begin doing both short term and long term.

Some of the themes identified were partnerships with Chambers of Commerce, working on a Museum in Streets program, incorporating interpretive signs, weekly music venues, doing events to attract people, public access points to water

5. What do you feel should be done (by you, or by others) to make the Best Practice Mission more valuable to others in the industry.

It was felt that the sharing of information with others in the industry was important. Two participants discussed hosting a slide show presentation on the Best Practice Mission, and others discussed networking opportunities. One participant has requested the contact information for the different venues to be distributed to the participants, and also the reports and pictures be shared. It was recommended that there be more lead time to the mission so that participants can input to the itinerary.

6. For your purposes, would you evaluate the Best Practice Mission as excellent, good, fair or unsatisfactory?

Eight participants completed a program evaluation of the best practice mission, and three rated the mission as 'excellent' three rated it 'very good', one 'good' and one person rated it as 'fair' in comparison to the mission in Greenville, SC, Asheville, NC and Gatlinburg, TN, called City Centered Themed Districts.

7. Do you have recommendations for future Best Practice Missions?

Williamsburg, Virginia was mentioned as being a good fit, and thriving. There was a recommendation for options in selecting itinerary items. Longer lead time, and getting industry involved in planning the criteria for the mission. One person suggested changing the format of the reports used after each session to be more free-range and not confined to specific questions.

8. Are you interested in attending a follow up session later in the year to network and share in lessons learned from the best practice mission?

Seven of the respondents replied that they were interested in a follow up session.

9. Other recommendations/comments?

- "Glad that bus had an idle free policy, but more walking would have been appreciated."
- "Great binder for participants. Sleeves for handouts would have been a nice addition."
- "Better evaluation forms, both while on the trip (forms in binder were too long, repetitive, would have preferred fewer open ended questions, more space to jot notes from speakers that could be submitted) and final evaluation (some questions are repetitive of information collected while on the mission)."
- "Susan was excellent. Trip was successful!!!"
- "Susan was excellent and looked after us all extremely well. It is nice to have the sponsors along to be part of it. It helps to build partnerships."
- "Perhaps invite the Chambers here and other VIC operators to showcase what we have and how we can better market each other's product. Perhaps in the winter when things are slower for all."
- "Well done overall - Susan is great at keeping agenda flowing. Would have liked a little free time to explore more. Perhaps could tighten arts/culture/parks walks for example to avoid duplication in tight schedule. Overall, really enjoyed it and the final evening at the winery was very nice. Thanks for the opportunity. Contact list of people we heard from would be nice."

APPENDIX “B”
CONTACT LIST OF SPEAKERS/VENUES

CONTACTS FOR MISSION ITINERARY

Group	Contact	Position	Phone	e-mail	Web
All Aboard Trolley	Jim Gamage Jr.	Owner	207-691-9300	all4u@midcoast.com	http://www.aatrolley.com/index.html
Belfast Chamber of Commerce	Janet Dutson	Executive Director	207-338-3310	janet.dutson@gmail.com	www.belfastmaine.org/
Belfast City Council	Mike Hurley	Council member, former mayor and business owner	207-338-1975	mike@pilut.com	http://www.belfastmaine.org/ http://belfastmike.wordpress.com/personalblog
Camden-Rockport-Lincolnville Chamber of Commerce	Dan Bookham	Executive Director	207-236-4404	dbookham@camdenme.org	www.visitcamden.com
Cellardoor Winery	Bettina Doultou	Owner	207-763-4478	info@cellardoorvineyard.com or Bettina@cellardoorvineyard.com	www.mainewine.com
Colonial Theatre			207-338-5087	info@colonialtheatre.com	www.colonialtheater.com
Come Boating	Jim Bahoosh	President	207-338-3466		www.comeboating.org
Farnsworth Art Museum and Wyeth Centre	Jeff Charland		207-596-6457		http://www.farnsworthmuseum.org
Historic Inns of Rockland	Frank Isganitis	Owner, LimeRock Inn	1- 800-LIMEROCK (546-3762)	frank@limerockinn.com	www.limerockinn.com http://historicinnsrockland.com/
New Years By the Bay			207-338-5870		http://www.nybb.org/index.html
Owls Head Transportation Museum	Park M. Morrison	Public Relations Director	207-594-4418	pm@ohtm.org	www.owlshead.org
Rockland Main Street, Inc.	Lorain K. Francis	Executive Director	207-593-6093	lorain@rocklandmainstreet.com	www.rocklandmainstreet.com
The Belfast Museum and Historical Society	Megan Pinette	President	207-338-9229		www.belfastmuseum.org
Three Tides and Marshall Wharf Brewery	David Carlson	Owner	207-338-1707	david@3tides.com	http://www.3tides.com/3tidesv2/
Waterfall Arts					www.waterfallarts.org

