

First Impressions – Greenville, Maine

Findings and Recommendations Report



**Presented to the Town of Greenville
And
Moosehead Lake Region Chamber of Commerce**

April 21, 2010

By:

**Community Tourism Development Team
University of Maine PRT470: Community Tourism Planning
UM School of Forest Resources
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First Impressions – Greenville, Maine**

PRT 470 Community Tourism Development Team
Date: April 21, 2010



I. Introduction

This report presents findings from a First Impressions (FI) assessment of Greenville, Maine on January 30, 2010. The goal of the project is to present findings and recommendations about Greenville as a tourism destination. Members of the assessment group, students from the UMaine's PRT 470 Principles of Tourism Management and Planning course, range in age from 19 to 36, reflecting the perspective of the Millennial/GenY/Deja Boom demographic. Members of the Community Tourism Development Team (the CTD team) originate from diverse hometowns and states listed in the introduction. Three have lived or worked in Greenville

The team used the First Impressions (FI) program developed by the Center for Community and Economic Development, University of Wisconsin. This program engages volunteers who have no previous knowledge of, or experience with a community, in a site visit that yields a picture of a community's strengths and weaknesses. An observation template allows volunteers to record and compile the First Impressions report. The FI assessment uses questions, prompts, and scales to record the views and impressions of each individual visitor, providing an inexpensive means for revealing how visitors see a community. Gaining an awareness of an outsider's perspective can provide a community with a new set of eyes and informs new ideas. Understanding how new visitors perceive a community is important in tourism development and can provide a framework for new planned initiatives.

The Greenville study was limited in several ways. First, the CTD team visited town in the middle of winter, during some of the coldest weather of the year. We had three hours to assess the whole town and did not visit the larger surrounding region. The team was in town from mid-morning to early afternoon, which was not optimal for mingling with other visitors. With an ice-fishing tournament occurring the day of field study, visitors, along with some residents who were not working, were on the lake. Hence, the downtown was largely empty during our visit. If we had arrived earlier we would have caught the tournament crowd, or later, we could have experienced the night life.

Before the First Impressions field assessment took place, the CTD team spent time online researching Piscataquis County, Moosehead and the town of Greenville. Our initial impression was of a town that is a remote, long-distance drive destination for visitors seeking an abundance of four-season natural resource recreation opportunities surrounding Greenville and Moosehead Lake, Maine's largest lake. What was less known from our online assessment was how available and accessible these recreational opportunities are.

We previewed several Piscataquis County tourism websites: MH Maine Woods and Waters Tour, Villages of Piscataquis County, Waterfalls of Piscataquis County, Maine Birding Trail and two Chamber of Commerce sites. With this variety of websites, we wondered why they were not better organized and designed into a visitor portal for the county and region. Nevertheless, at a distance online, Greenville and Moosehead Lake struck us favorably as a small town on a big lake – outdoorsy, rustic and relaxed. We found the Moosehead Lake Region Chamber website to be attractive, easy to navigate and very informative.

CTD Team Members

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Business Name Qualifier: In the conduct of the FI assessment the CTD team visited many establishments in Greenville with very favorable experiences overall. In summarizing the findings for this report it was not possible to include all business by name. Those businesses cited, are for example purposes only. This does not imply endorsement by UMaine for any business name included, nor does this imply qualitative judgment of any Greenville business name excluded and not cited in this report.

II. Five-Minute Impression:

The Initial Drive through Greenville

Making a good first impression is essential. Visitors generally assess a town within minutes of arriving, and these initial impressions often set the tone for the duration of their stay. Visitors may develop negative attitudes towards a town if they feel unwelcomed. However, if visitors are surrounded by an aesthetically pleasing environment and are provided with feelings of comfort and acceptance, they are likely to have a positive impression. The initial drive through a town can either entice visitors to stop, or can simply make them drive on by and continue on their way.

The CTD team formed drive through impressions by entering town from three entrances: Route 15 northbound, Route 15 from Rockwood, and southbound from Blair Hill. On the drive through, we took notes on what caught our attention and what our initial impressions were of the downtown area. Next, we drove through residential areas near downtown and recorded our observations. Last, we visited the Chamber of Commerce Information Center, public areas, and public works buildings. Public works buildings consisted of the Town Hall, Fire and Police Departments while public areas consisted of parks, parking lots, and facilities. Here are the Five-Minute Impressions of the CTD team.

Entrances:

As we entered along Route 15 from the south, we noted the bright, attractive welcome sign which immediately caught our attention. Both the size of the welcome sign and its eye-catching, vivid colors instantly made us feel welcome to Greenville. The placement of the sign complimented the area as well, as visitors are next presented with views of land, distant mountains and the lake as they crest Indian Hill.

However, driving into Greenville from other entrances, from the west and the north, we did not see signs welcoming visitors to town. If Greenville were to install prominent, informative welcome signs at these entrances, it would help visitors coming from these directions be more aware that they are entering Greenville. Also, an entrance sign specifically in the “downtown” area of Greenville might provide visitors a better sense of direction. When we first arrived, we had difficulty finding important points such as the police and fire departments, the hospital, gas stations, banks, and other public facilities.

Greenville appeared as a very neat and clean town. One of the first things we noticed while driving through was the lack of street litter. This showed us that the town and its residents are aware of the detrimental impact of litter, aesthetically and environmentally.

Housing and Residential Areas:

As we drove through residential areas and observed a variety of architectural styles and sizes among the homes, we really enjoyed the “classic Maine” style of homes: old colonial houses, log cabins, some brick buildings. In terms of architecture, we felt that the log cabins represent how visitors perceive “Maine the Way Life Should Be” and that the colonial and brick buildings add a sense of history to the Moosehead Region and Maine.

Overall, residential areas were well-kept and looked appealing from the road. We thought that with a little scraping and painting, this might enhance the visual aesthetics of some older homes in the residential areas. We noticed the variety of residential homes represented housing for a wide range of income levels. As a younger group visiting the area, we felt that having this variety shows Greenville is able to accommodate families, couples and young adults.



Residential and classic homes are very appealing...

Community Infrastructure:

Driving through Greenville, we noticed sidewalks leading into the downtown which provide direct routes to local businesses and visitor attractions. In terms of first impressions, this shows that the town is concerned about pedestrians, downtown access and safety.

However, driving into town past the fly fishing guide shop and NAPA Store we noticed that adjacent sidewalks were not plowed. In fact, we saw people walking down the road as opposed to using any sidewalk. This made us a bit uncomfortable from a safety perspective. We felt the town might consider keeping these sidewalks as clear and obvious to pedestrians as the sidewalks downtown on Main Street. We feel this would increase the level of safety and reassurance for pedestrians.



Winter sidewalks near the guide shop and NAPA were not cleared for pedestrians.

We appreciated the availability of free parking along the roads and in parking lots, allowing easy access to the downtown for shopping, eating, scenic viewing, and other purposes. However, we wondered about whether the available parking would be adequate for the larger-than-average influx of summer visitors.

Chamber of Commerce / Visitor Center:

The Moosehead Lake Region Chamber of Commerce visitor center contained a wealth of information for incoming visitors. They provide valuable information to visitors regarding lodging, recreational opportunities, and potential real estate possibilities. The volunteer working the Visitor Center was very helpful, knowledgeable and kind. She had good background on the geography of Greenville and the Moosehead Region and was quick to provide us a wealth of information regarding winter outdoor recreation opportunities, as well as businesses that could support our needs, such as snowmobile rentals, outdoor gear, and guide services.



Visitor center could be better located with visible signage

The Visitor Center, however, seems to be not prominently located for a destination town like Greenville. Visitor attention is quickly drawn to the sight of Moosehead Lake as they crest Indian Hill. As a result the Visitor Center is tucked away and out of sight for incoming new visitors. If the Visitor Center was placed in a more noticeable location with a large, attractive directional sign on the road, this would grab any drivers' attention.

Another possible Chamber improvement would be to allow local artists to showcase their talents in the interior and exterior of the center, painting murals, creating carved statues, showing arts that represent the Moosehead region and its outdoor opportunities. This reveals local love of place and the rich heritage of the Moosehead Region.

Municipal Buildings:

We liked it that Greenville has its own police and fire departments. Rural small towns often have regional services that cover three or four surrounding towns. The fact that Greenville has its own public departments helps reassure anyone visiting or moving to the area that they will receive prompt attention in event of an emergency. Greenville's hospital is likewise positive and shows that the town has resources to care for people, residents and visitors.



Signs to public services need to be more obvious

The town hall, police and fire departments, and hospital were difficult to find while driving through town. We couldn't see signs clearly from the main road and had to ask for assistance to find them. Upon seeing the public buildings, it was hard to notice them because of the low sign and large snow bank in front it. We think that police station, municipal buildings and hospital signs could benefit from re-positioning so that they would be easy to spot while driving through town.

III. The Downtown Walkabout

After driving around town for the five-minute impression, CTD team members got out of their vans to start the walkabout. We split into smaller groups to cover more ground and better blend in with the Greenville atmosphere. This section describes the downtown impressions from how a younger, first time visitor might experience Greenville.

We got out and about around downtown, visiting shops and stores to discover what Greenville has to offer, as well as sensing local hospitality towards visitors. We talked with local people to better understand the feeling of community, and visited shops, stores, and restaurants. Through the eyes and experience of a tourist, we wanted first hand knowledge of what might be easy or hard to find in downtown Greenville.

The buildings housing the various businesses, shops, restaurants, and government offices appeared to be in decent shape. The assortment of shops offered a variety of products from knick-knacks and curiosities, to outdoor sporting goods and snowmobile rentals. With its snowmobiles and large rental signage, Northwoods Outfitters was one of the first shops visited and proved to be an excellent choice.

This impressive store provided for many outdoor recreation needs. Its size and large assortment of goods was something you would expect to find in a town much larger than Greenville. There were camping goods, supplies, outdoor guides and reading materials, shoes and clothing for winter and summer, outdoor equipment, even a cheery coffee shop with an Internet cafe. Customer service was excellent. The clerk was quick to provide assistance, whether we were looking for information about the town or for a particular item in the store.

Besides selling products and rentals, this store supplies dog sledding and moose tours. Greenville visitors can make good use of outdoor recreation in all seasons.



Outfitting outdoor recreation needs

Exploring further, we discovered a homemade crafts shop, Maine Mountain Soap and Candle Company, an excellent find. This shop caters to people looking for handmade arts and crafts, many locally made, as well as eco-friendly goods. Interesting products were soap bars and handmade candles, purses and satchels made from recycled fabrics and some lovely pieces of wall art and jewelry. This shop adds local flavor and culture to visitor shopping possibilities. Other stores that grabbed our interest were the Corner Book Shop and Moosehead Lake Indian Store. These downtown shops and many more are points of interest for visitors.



Unique handmade arts, crafts and eco-products

At the top of the hill on Route 15, a short distance from downtown, is Indian Hill Trading Post, a must-visit for visitors coming to camp, hike and recreate in the region. Shoppers can find anything they need – clothing, groceries, guns, fishing lures, books, curios and anything in between. Several residents indicated that the presence of the Trading Post kept them from having to travel long distances for supplies. Members of the CTD team agreed that the Trading Post is a Greenville attraction worth travelling thirty miles or more to visit.



Indian Hill Plaza is worth a 30+ mile drive to visit

After touring so many shops, we worked up a good appetite. Shop owners were good enough to direct us to several local favorite restaurants. There were several restaurants downtown to choose from, including the Black Frog and Flatlanders. Both establishments showed warm hospitality and provided a variety of great food at an affordable price.



Good attitude, hospitality and fun

The Black Frog had a one-of-a-kind menu with a great view of the lake. Its attractions were casual atmosphere, humor and warm hospitality. It was also one of the few places we visited where a visitor could find both lodging and food under one roof. Flatlanders had a wonderful rustic feel to it, providing a cozy atmosphere at a reasonable price. It was definitely a local favorite. We wished we had time to visit all in-town shops and restaurants.

Shops throughout the downtown area had a great hometown feel with warm and friendly people which left us wanting to come back for more. Team members were politely asked about their interests, directed to other attractions, and encouraged to make a return visit. Shop owners were open about questions and very interested in helping make our visit a memorable one.

The team particularly noted that while shops and activities were fun to visit, *it was the people of Greenville that really left a strong positive image on us.*

There are a few things that could be improved upon to strengthen Greenville as a tourism destination. As mentioned earlier, parking was not a problem during the site visit, but we did not see an obvious, large public parking area for the summer visitor increase, and wondered if this could become a problem. Signage directing visitors to public parking was not obvious to us.



Some public service signs could be more obvious

Team members had to look hard to find and identify public buildings and medical facilities, as signage was not obvious and sometimes confusing. A lack of obvious public restrooms can be problematic for visitors and families. On the site visit, most shopkeepers were okay about our using their restroom facilities. However, this is something the community may need to address in order to provide a higher level of courtesy and convenience for visitors.

Additionally, some downtown buildings could use minor work to spruce up the town. The CTD team thought local artists could contribute to a specific downtown theme, like the regions outdoor appeal, or showcase local artisans in public spaces downtown. We felt that some shops could enhance their signs and window displays with brighter colors and lighting to make their shops and unique goods more obvious and attractive to new visitors walking by.

We were not able to check out the lodging around town, as well as the many attractions in the larger Moosehead Region. From what we observed and the information provided by the Chamber's Visitor Center, there appeared to be a range of accommodations suitable for visitors, including cabins, bed and breakfasts, inns and campgrounds.

In summary, the CTD team found Greenville to be a small town with a great sense of community pride. It provides many opportunities for outdoor enthusiasts. The restaurants, retail stores, and comforting hospitality that Greenville provides left us wanting to come back for more. With a few small fixes Greenville has the potential to become a stronger destination for tourists, and a perfect place to escape from the hustle and bustle of city life.

IV. Conclusions and Recommendations

Strengths:

In conclusion, given our field work, class studies, discussions and findings through UM PRT 470, Greenville has three key strengths as a tourism destination:

- Surrounded by Natural Beauty
- Watchable Wildlife
- Excellent Hospitality

The surrounding landscape has incredible natural beauty. The lake surrounded by scenic mountains is a magnet for nature recreationists. The management and protection of these natural assets is a key to sustaining what Greenville and the Moosehead Lake Region has to offer its residents, and to the visitor market.



The Moosehead Lake Region has a rich history in outdoor recreation, hunting, fishing, rustivating at camps and lodges. The town and region have embraced new opportunities in watchable wildlife, moose watching the regions signature species. Are there untapped opportunities for visitors to discover other signature wildlife species such as spruce grouse and pine martin? We don't know for sure, but these might be worth investigating.

Greenville possesses outstanding hospitality towards visitors. The friendly, small town unrushed feel of Greenville is attractive. Everyone knows everyone else and this was evident in Greenville. Friendly employees provided us information and referral to other establishments in town. When local people are receptive to visitors, they become the best ambassadors for a town. People in Greenville know tourism is important to their future. We left town feeling welcomed by everyone, and felt like we wanted to come back again.

Some Improvements to Consider:

Through the First Impressions assessment we found some ideas that the community as a whole might consider, ideas that could better enhance Greenville's presence and appeal as a destination.

- Community Heritage
- Downtown Kiosk
- Signage

The region has great natural beauty and many opportunities. However, we feel the town has an untold heritage story, one that's not obvious to new visitors. How might you tell the story about your town, and your people? One possibility is to create a community mural on the side of a building, one that visually tells the story of Greenville and its people. This builds community pride and could become a community attraction linked with town and Chamber websites.

A community heritage mural provides opportunity for visitors. A downtown information kiosk could support a self-guided walking tour of Greenville, along with directions to downtown establishments. A walking tour could reveal interesting places like the mural, as well as the Masonic Lodge, one of Greenville's outstanding architectural landmarks.



"The Mural Ladies" of Ashland Wisconsin

Another idea we feel could help visitors find their way around town would be for the community to discuss and re-design its overall signage plan. There are many signs around town. However, a planned approach and design could provide clearer direction to shops, public services and other in-town features. For example, the Moosehead Mall is invisible, behind a large street front building. The mall sign was not visible or clear to us. Numerous signs just down the road, on the right side leading to the flashing light downtown, present so much visual clutter that they become confusing, especially for first time visitors like us.



Many signs, but not always clear

Might everyone come together, to discuss a more effective signage plan for Greenville? Conversation about this would be a good starting point. Additionally, the UMaine CTD Team feels that a downtown information kiosk with directions to various Greenville establishments should be considered.

Another idea and a challenge for small towns is providing visitors with the courtesy and convenience of public restrooms. We find that “sorry, we don’t have public restrooms” signs don’t convey the same welcoming message to visitors. Signs need to easily direct visitors and families to where the public restrooms are located.

Sustaining the Effort:

We learned through PRT 470 that it takes lots of time, effort and volunteer contribution to sustain community improvements which enhance tourism. From our studies here are some actions that Greenville needs to consider in order to sustain its success as a tourism destination.

- Visitor Demographics
- Make A Good Fit- Town and Visitors
- Community Discussions, Informed Plans

The changing nature of visitors, older and younger generations, understanding their leisure wants and needs, has to be an ongoing effort. Greenville lacks a robust nightlife which might limit a younger generation of visitors. That’s okay too, probably the last thing Greenville wants is to become another Weir Beach. A town knowing what it wants and what it doesn’t want is an important, ongoing community conversation.

The suggestion here is for Greenville to discuss what fits and what doesn’t fit for new tourism opportunities. This report and the information provided can inform local ideas on small town, tourism destination development. This can be used to inform community discussions and decisions about enhancing tourism in Greenville.

Greenville has unrealized tourism potential due to the diminished presence of the ski resort. Are there other events that might attract different visitors, other generations who are

currently not on your tourism radar? Are there cooperative marketing opportunities that might help the businesses? The scope of our field work and class studies did not get into addressing these questions. However, the community may want to discuss this further as a means for looking at where to expand the Greenville-Moosehead tourism base.



Open, community conversation helps everyone get on board the tourism boat

In closing, the UM CTD Team really enjoyed visiting Greenville, Maine...

We learned lots out of this and hope your community does too. You live in an outstanding region with outdoor opportunities that are of interest to our generation. Some of us hope to visit again someday, and look forward to being in Greenville among its friendly, helpful local people.



APPENDIX I. “Factors for Success with Rural Tourism”

Tourism Reading: Wilson, S., Fesenmaier, D., Fesenmaier, J., Van Es, J. (2001). Factors for Success in Rural Tourism Development. *Journal of Travel Research*, 40(2), 132-138.

Key Ideas: Field research conducted by University of Illinois finds that broad-based community support and involvement is an important success factor for small town tourism. Public support for financial investments that enhance tourism and benefit businesses and community is crucial too. You don't get something for nothing.

Stakeholder Cooperation: Getting citizens, businesses and government to the table to address tourism issues and opportunities and having a strategic plan helps organize and direct tourism associated actions. Grant writing is a challenge, but if you tap and develop local grant writing skills, this can be cost effective. It doesn't take much to beautify a small town and make it attractive. This makes a good impression on residents and visitors alike, which enhances community pride and encourages repeat visitation.

“Ten Factors for Success for Tourism in Rural Small Towns” (U.Ill Study)

1. **Offer a Complete Tourism Package:** A community needs to become a *destination rather than a place to stop off* in order to make visitors want to stay and participate. This can be accomplished with varied attractions, good accommodations, and restaurants.
2. **Cultivate Good Community Leadership:** Un-biased leaders with an open-door policy, who can work for good of community, need to be open to change and listen to all stakeholders in a community.
3. **Support and Participation of Local Government:** Prudent, planned investments in tourism development, maintenance of infrastructure, community beautification and continuing education about tourism, supports businesses and the destination community.
4. **Sufficient Grant Funds for Tourism:** Federal and state tourism grants, Chamber of Commerce dues, etc. all matter. A destination community needs to *think of funding for tourism marketing and development as an expense, not a luxury*.
5. **Strategic Planning:** Understanding your market and focusing tourism efforts through a plan that the tourism community agrees on, streamlines local decisions and investments. No plan at all creates divisions, confusion and unnecessary conflict.
6. **Coordination and Cooperation:** Creating a good climate and attitude between business-persons and local leadership is key. This is everyone's job. This ensures that funding goes to the right places, allows problems to be tackled from several angles and helps communities pick tourism options best fit their strategic plan.
7. **Coordination and Cooperation among Tourism Businesses:** Business-to-business cooperation and support pays dividends. Formal and informal co-operatives for marketing, advertising, bulk mailing and purchases may help decrease business costs and enhance a stronger tourism package.
8. **Information and Technical Assistance:** Tourism development and promotion needs technical support, help with website design, small business seminars and information, and

other technical assistance from outside experts which helps to fill knowledge gaps in a community.

9. **Good Convention and Visitors Bureau:** A good first impression and central information location helps draw in visitors, providing them information to help them easily find attractions and suitable activities for enjoyment.
10. **Widespread Community Support:** It is important to get everyone in the community on the same page about tourism, because it provides a united front for visitors and enhances a complete tourism experience for the visitor. Some may read tourism as a nuisance, but it creates community pride, imports revenue to benefit businesses and the town and enhances community improvements.

Based upon our reading of Success Factors for Rural Tourism there are three key recommendations we would make to small town leaders involved with tourism...

1. Give voice to all residents in your community through meetings, media, etc. and work for finding unified support among community members and interests.
2. Partnerships and networks are only as good as the agreements that people are willing to support and commitment to in small town tourism development.
3. Be open to inviting regional partnerships and agreements to create a larger success.

APPENDIX II.

“Tourism, Downtowns and Small Business Development”

Roger Merchant, Extension Educator
University of Maine Cooperative Extension
September 1, 2009

Many small towns are trying to figure out how to grow their local economy. Some towns want to connect small businesses and tourism, others wonder if they want to get involved with tourism at all. The benefits of tourism raise important questions for small towns.

What kind of tourism fits with our town? What mix of downtown businesses makes sense for our community? Do we have a mix of businesses that works for visitors? What is the visitor demand for products and services provided by our business community? Is our small town customer service and hospitality ready for visitors?

Tourism, downtowns and small business development is an important area of study and public information at the University of Wisconsin Extension, Center for Community and Economic Development. Maine and Wisconsin are not exactly the same, yet they are very similar as rural states rich in natural resource and cultural heritage tourism.

UMaine Cooperative Extension has conducted a review of UWEXT publications. The information in the following titles in “*Downtown Economics*”, are applicable to most Maine small towns. The link with each title will connect you directly to the UWEXT Center for Community and Economic Development publication. Three abstracts are included for your review:

“Downtown Economics (DE): Index”

<http://www.uwex.edu/ces/cced/downtowns/ltb/index.cfm>

“DE: Rules for Successful Tourism Marketing”

<http://www.uwex.edu/ces/cced/downtowns/ltb/lets/0404ltb.html>

Tourism is one of the top three industries for a country. Roger Brooks, a well known tourism developer, has created *15 Rules* for achieving success in tourism starting with developing a plan which considers all the businesses, attractions, public amenities, product development and relationships among the public and private sectors. Mr. Brooks continues with his *15 Rules* and discusses the importance of front-line sales and how they should advertise other businesses in town and make visitors stay longer. Harnessing critical mass within walking distances to retail shops and restaurants, being unique, turning negatives into positives, providing historical and cultural information that tells a story, web-advertising, friendly and professional public relations, branding and high quality photography are other topics addressed in this article.

“DE: Year-round Marketing in Tourism Communities”

<http://www.uwex.edu/ces/cced/downtowns/ltb/documents/DE0308.pdf>

Year-round tourism requires small rural towns to be able to adapt to the changing seasons. How might all businesses establish a cohesive community marketing scheme and image off-season? This article addresses the 4 P's of marketing: Product, Place, Position, Promotion, and offers information on how a community might evaluate and take this approach to marketing in the off-season.

“DE: The Importance of Culture and Heritage to Downtown Economics”

<http://www.uwex.edu/ces/cced/downtowns/ltb/documents/DE0207.pdf>

Many questions must be asked before embarking on a cultural tourism program. Five key beliefs cited by Donovan Rypkema create a more vibrant cultural heritage community: 1) *Sense of Place*, 2) *Sense of Identity*, 3) *Sense of Evolution*, 4) *Sense of Ownership*, 5) *Sense of Community*: A distinctive heritage community is a place of interconnected stories, experiences and people, where shared history highlights connections and creates an *authentic community experience*. If a community understands its historic roots they can use this as economic leverage in the form of heritage tourism. Heritage tourism is a growing opportunity where tourists tend to stay longer and spend more money. This is a good market, especially in a small town that has an interesting story of how they came to be.

“DE: Branding for Success”

<http://www.uwex.edu/ces/cced/downtowns/ltb/documents/DE0609.pdf>

“DE: Key Businesses in Vibrant Tourism Towns”

<http://www.uwex.edu/ces/cced/downtowns/ltb/documents/DE0908.pdf>

“DE: Downtowns in Small Communities that Celebrate Ethnic Heritage”

<http://www.uwex.edu/ces/cced/downtowns/ltb/documents/DE0708.pdf>

“DE: Revisiting the General Store Concept”
<http://www.uwex.edu/ces/cced/downtowns/ltb/documents/DE0808.pdf>

“DE: Restaurant Failures”
<http://www.uwex.edu/ces/cced/downtowns/ltb/documents/DE0608.pdf>

“DE: Capturing Sales from Recreational Homeowners”
<http://www.uwex.edu/ces/cced/downtowns/ltb/documents/DE0408.pdf>

“DE: The Downtown Coffee House Business”
<http://www.uwex.edu/ces/cced/downtowns/ltb/documents/DE0208.pdf>

“DE: Ten Realistic Themes for a Vibrant Downtown”
<http://www.uwex.edu/ces/cced/downtowns/ltb/documents/DE1207.pdf>

“DE: Valuing Downtown Employees”
<http://www.uwex.edu/ces/cced/downtowns/ltb/documents/DE0907.pdf>

“DE: Enhancing Downtowns Sense of Place”
<http://www.uwex.edu/ces/cced/downtowns/ltb/documents/DE0407.pdf>

“DE: Starting a Cultural Heritage Tourism Program”
<http://www.uwex.edu/ces/cced/downtowns/ltb/documents/DE0507.pdf>

“DE: How Local Businesses Can Serve Trail Users”
<http://www.uwex.edu/ces/cced/downtowns/ltb/lets/LTB0906.pdf>

“DE: Reclaiming the Waterfront”
<http://www.uwex.edu/ces/cced/downtowns/ltb/lets/sept05ltb.pdf>

“DE: What Drives Consumer Behavior”
<http://www.uwex.edu/ces/cced/downtowns/ltb/lets/LTB0406.pdf>

“DE: Characteristics of Successful Downtowns”
<http://www.uwex.edu/ces/cced/downtowns/ltb/lets/dec05ltb.pdf>

Additional UWEXT titles on tourism and businesses:

“Tourism Business Development Toolbox”: University of Wisconsin Extension, Center for Community and Economic Development
<http://www.uwex.edu/ces/cced/economies/tourism/index.cfm>

“Tourism and Retail Development”: University of Wisconsin Extension, Center for Community and Economic Development
<http://learningstore.uwex.edu/pdf/G3713.pdf>

APPENDIX III.
Piscataquis County and Regional Tourism Websites

- Maine Woods and Waters NT Itinerary
http://www.themainehighlands.com/content/4009/Great_Maine_Woods_and_Waters_Tours/
- Villages of Piscataquis County <http://www.villagestour.org/>
- Waterfalls of Piscataquis County
http://www.piscataquischamber.com/waterfall_guide.asp
- Maine Highlands Farm Producers Association
<http://www.mainehighlandsfarmers.com/>
- Maine Birding Trail <http://www.mainebirdingtrail.com/>
- Northern Forest Canoe Trail <http://www.northernforestcanoetrail.org/>
- Thoreau-Wabnaki Trail <http://www.thoreauwabanakitrail.org/>
- Appalachian Trail <http://www.matc.org/>
- Piscataquis Chamber of Commerce <http://www.piscataquischamber.com/>
- Moosehead Lake Region Chamber of Commerce <http://www.mooseheadlake.org/>
- Maine Highlands Region <http://www.themainehighlands.com/>
- Kennebec - Moose River Region <http://www.kennebecvalley.org/>