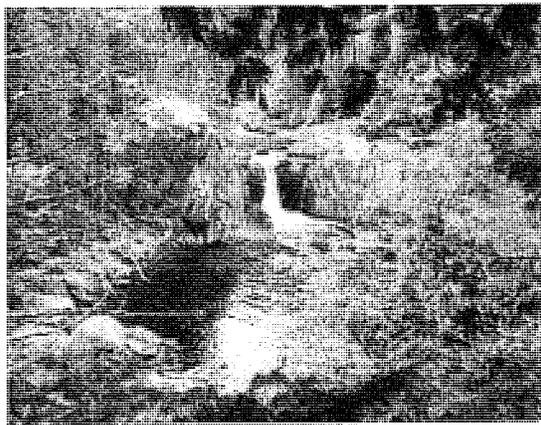
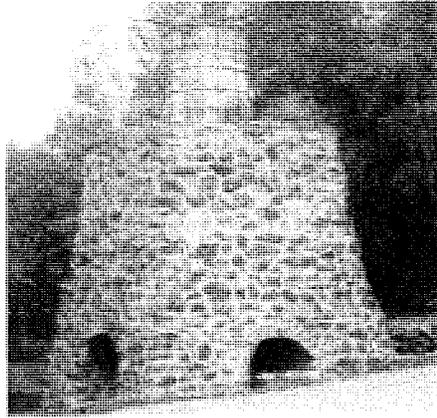


Tourism Development Solutions for Milo-Brownville



Compiled by the Staff & Students of PRT-470

University of Maine

Department of Parks, Recreation & Tourism

University of Maine Cooperative Extension



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I. INTRODUCTION

Cresting the hill north of Milo on the road to Brownville, one looks across a vast forest to distant mountains, headwaters for three rivers which define and link these two towns. Whitecap, highest peak of the Piscataquis Mountains, stands center in this scene while the cascades of Gulf Hags - Maine's Grand Canyon - tumble at its feet. Cresting the same hill looking south to Milo, the landscape rolls out onto a wide floodplain where three rivers converge, the Sebec, Pleasant and Piscataquis, linking Milo and Brownville with common waterways and country roads. Just east of these two towns lies spring-fed Schoodic Lake with scenic views north to Mount Katahdin.

Lumbering, iron ore, white birch bobbins, pulp and paper came to define the rural heritage of these two towns, as did Maine railroads. From a crows eye view, ribbons of steel connecting both towns reveal significant rail history. Derby, within Milo, relates to Maine's former Bangor and Aroostook Railroad, and Brownville Junction has a deep history with the former Canadian Pacific. Both towns share railroad heritage of some unrealized distinction.



From this very brief glimpse of the rural landscape and industrious people, one can imagine a time of better fortunes and historic local wealth. Fast forward to 2011 through the rural economic development literature, one grasps how fortunes have changed, leaving industrious communities like Milo and Brownville, like small towns everywhere, with diminished prospects for community and economic quality of life.

This report, *Tourism Development Solutions for Milo-Brownville*, suggests some solutions through tourism which can enhance small business activity, job prospects and local quality of life. The findings and recommendations put forward by the PRT470 Tourism Team opens a doorway to local renewal possibilities through cooperative, planned approaches to tourism. However, to achieve any measure of success, the local tourism development effort will need the support of business members and citizens from both towns for the planned, organized work and determining what they wish to commit to in making their communities more visible and accommodating to visitors.

An obvious strength is that both communities have conducted tourism inventories, Brownville in 2005 and Milo in 2008, with support from UMaine Cooperative Extension. Over the same time period, both towns have connected with other county-wide tourism projects; Villages of Piscataquis County, The Maine Woods and Waters Tour, The Maine Birding Trail and more recently The Waterfalls of Piscataquis County.

PRT470, an advanced undergraduate course in Community Tourism Planning, explores principles and practices of tourism planning. Offered by University of Maine Parks-Recreation-Tourism, course work includes a community service project where students engage with real-world applied learning, working with small towns, critically evaluating information and summarizing class and field findings about rural tourism. At semesters end, the PRT470 Tourism Team presents their findings and recommendations to community residents, businesses and leaders.

Milo-Brownville and the KI/Jo-Mary Forest have been the community service learning project for PRT470 in 2011. Here is an overview of what students have been immersed in to prepare *Tourism Development Solutions for Milo-Brownville*.

1. Extensive readings and lectures on tourism development, in University of Minnesota's *Community Tourism Development*, and Roger Brook's, *Your Town a Destination*.
2. Online assessment of tourism organizations and websites internal and external to Milo-Brownville, Piscataquis County, and Maine.
3. Lab assignments on visitor expectations, first impressions, zone of influence, outdoor recreation in the region, marketing organizations, hospitality and customer service, and an initial assessment, "Finding Piscataquis: Milo-Brownville and the KI/Jo-Mary Forest."
4. A community discussion forum with folks from Milo and Brownville which addressed four key questions...
 - What are our attitudes towards tourism, and towards visitors?

- What kind of destination do we wish to become, not become?
- Two towns, how will we work together?
- What needs to be on our tourism roadmap?

The PRT470 Tourism Team has taken to heart these questions and the responses from residents. They also heard what local folks asked of them the day of the community forum ...*"We're not sure what to do about tourism...Our two towns working together on this, I don't know...We feel like we are out of energy and ideas...You students in PRT470 are a younger generation with different ideas...Maybe you can come up with some ideas that we aren't even thinking about that could help us move forward."*

The PRT470 Tourism Team has been working with these questions and working with the tourism information base. This report summarizes and presents their findings and recommendations for Milo-Brownville in four key areas:

1. Zone of Influence for Milo-Brownville *and* KI/Jo-Mary
2. Uniqueness and Branding
3. Engaging Business, Resident, Leader Cooperation
4. Organization and Leadership

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II. ZONE OF INFLUENCE

The ZOI, Zone of Influence, for a gateway community is that geographic area to which it effectively & efficiently directs travel and visitation to. The ZOI includes those major attractions surrounding a community, as well as attractions within a community. Primary attractions influence a traveler's decision about where to go for leisure vacation purposes. Secondary attractions enhance the visitor experience, but are not the main reason for their choosing to visit an area.

Key attractions external to Milo-Brownville include Katahdin Iron Works, the Appalachian Trail and extensive outdoor recreation opportunities found in the KI/Jo-Mary Forest. Milo-Brownville however, is a secondary location to these and not part of the major destination - selection process.

Milo-Brownville's tourism presence appears unknown and invisible. For example, a visitor going to Katahdin Iron Works travels through Milo and Brownville, but likely would not perceive these towns as a tourism spot. Clean, public restrooms matter in tourism, but providing this basic comfort is not evident in the two towns. At this early stage of development both towns need to meet and talk, to figure if they want to be more visible and present with visitors to the Milo-Brownville, KI/Jo-Mary Region.

Attractions External to Milo-Brownville:

KI-Jo Mary Forest

The KI Jo-Mary Forest lies north of the towns of Milo and Brownville, positioning the towns as the last gas and groceries before entering KI/Jo-Mary. According to North Maine Woods, Gulf Hags accounts for lots of summer weekend hiking and camping. Most of these visitors pass through Milo/Brownville.

Websites lead to information on the KI/Jo-Mary Forest, however Milo-Brownville are not visitor-visible on the Internet. The towns need to consider building a distinct visitor oriented website, one that illustrates hiking, camping, canoeing, swimming and picnicking, along with hunting, fishing, and guided trips. *Your Town, A Destination* puts it this way, "the Internet is the most powerful and cost effective way to market your community." The variety of outdoor recreation activities make KI/Jo-Mary an appealing place to visit.

North Maine Woods data indicates that of the people visiting KI/Jo-Mary, 84% are from Maine. The next largest group is visitors from Massachusetts, 4.8%. The top ranked visitor activities are hiking and camping. Cooperative marketing with North Maine Woods might help the towns of Milo/Brownville expand their visibility and base of visitor opportunities. North Maine Woods has offered its willingness to the PRT470 Tourism Team to cooperate in promotional activities with Milo/Brownville. This cooperation

could be useful since marketing partnerships in the tourism industry are very important. According to *Your Town a Destination*, “Partners are so important that it is impossible to even think that tourism programs can be successful when executed by a single entity”. (pg.8)

But what about Milo-Brownville who are right next door to KI/Jo-Mary, what else do they offer? People interested in the history of iron ore, timber and Maine railroads might find this interesting, but these heritage possibilities have to become developed and visible. And, where might a visitor stay-over in the two towns?

Appalachian Mountain Club (AMC):

Appalachian Mountain Club provides a plethora of opportunity for visitors 20 miles northeast of Milo and Brownville. The AMC works within the KI-Jo Mary Forest to provide unique outdoor recreation options not found anywhere else in central Maine. North Maine Woods data shows an increase in visitors to AMC camps and to the Appalachian Trail. Visitors can find a working forest and opportunities to learn about Maine’s rich history, along with hiking trails, cabins and many streams and lakes for recreationists. With a network of trails, AMC provides backcountry lodging, including year ‘round hut-to-hut opportunities at these three locations:

- *Gorman Chairback Lodge:* Gorman Chairback Lodge is located on Long Pond. Gorman Chairback is the newest facility on the AMC lodge-to-lodge ski route. It enlarges the Milo-Brownville Zone of Influence because it’s an amazing remote destination which provides seventy miles of outdoor recreation trails.
- *Little Lyford Camps:* Little Lyford Camps is a four-season lodge within the core of the Piscataquis Mountains. Little Lyford includes 66,000 acres of forest conservation lands with trails that connect to Indian Mountain, Gulf Hagas and the Appalachian Trail. North Maine Woods data suggests that these camps are the most highly visited out of the three AMC camps.
- *Medawisla Camps:* The northern-most AMC lodge is Medawisla located on Second Roach Pond. It’s a popular Maine sporting camp where friends and family can reconnect. This popular stop includes 29,500 acres surrounding the lodges with endless amounts of outdoor activities right at the doorstep.

Appalachian Trail (AT):

The Appalachian Trail corridor is a hiking trail which runs from Barren Mtn. to Nahmakanta, including the side trails into Gulf Hagas. According to North Maine Woods hiking is the number one reason visitors come to KI-Jo Mary Forest, with the AT and Gulf Hagas as the highest used destinations.

People hiking Gulf Hags often drive through Milo and Brownville. With lots of day traffic and overnight visitors, the two towns may have some opportunity to attract visitors for lodging, dining and convenience stores.

Maine Bureau of Public Lands:

Maine Public Reserved Lands provide for camping, fishing and boating. North of Milo and Brownville, the Nahmakanta Unit encompasses 43,000 acres with hiking trails, lakeside camping and remote ponds. Further east, the Seboeis Unit, with 13,000 acres, borders two lakes with many camping, boating and fishing opportunities.

To the South is the Lagrange/Medford Rail-Trail. This 16 mile multi-use trail runs from South Lagrange through Medford Center to Lake View Plantation. ATV recreationists will find a gravel bed which travels through rural Maine with nice forest and farmland scenery.

West of Milo-Brownville on Sebec Lake is Peak-Kenny State Park which offers day visitors and campers a peaceful, wooded setting in which to enjoy boating, fishing, swimming, hiking, camping and picnicking. With 56 sites set among stately trees and large glacial boulders near the lake, the campground fosters quiet and private enjoyment in a beautiful natural setting.

From our meetings with tourism professionals one presenter introduced the idea of adventure races, something that could be developed in the Milo-Brownville area. Adventure races might include a bike race, orienteering, a canoe race, even a swim or a run in the mountains. East Grand High School in Danforth has developed this kind of event. With good organization and leadership, you can attract people willing to take part in an adventure event, and also introduce them to the area, allowing them to become more familiar and return later.

Attractions Internal to Milo-Brownville:

The Zone of Influence reaches to out-of-town places, but it also includes what can be found right on your doorstep in town. The following options are local and could keep people in town for a day. Would folks stay-over longer if they had places to stay?

- Pleasant River Walk: This river walk is unique, secluded and quiet. Perhaps it needs to be advertised on a larger scale, put on a local map given out at local stores. Making an interpretive trail which tells about the river, the history and towns could make an interesting story. What about a trail connecting the two towns?

- The Three Rivers: The Sebec, Pleasant and Piscataquis Rivers offer canoeing, kayaking, boating, and fishing in a serene setting. Providing public access and developing a map can help visitors find these natural waterways.
- Other Events: Dog Sled Races, Ice Fishing Derby, Sebec Canoe Race. All these events can be incorporated into a visitor website, showcasing opportunities and events that are unique to the Milo-Brownville area.

Recommendations - Zone of Influence:

1. Network: A Tourism Committee should meet and talk with North Maine Woods and Appalachian Mountain Club about cooperative interests and how to feature Milo and Brownville in promotional materials. Also, residents and business might attend the upcoming Maine Bureau of Public Lands public meeting on the Nahmankanta Unit to voice their interests in these public lands. Contact Jay Hall for further information jay.hall@maine.gov (cp) 207-215-5038, (off.) 207-941-4412
2. Inventories: Review, update and revise the tourism inventories for both towns. Re-evaluate all the attractions and decide which ones are truly visitor ready and of value for promotional purposes.
3. Tourism Website: The TRC website provides lots of town oriented information. However, tourism is a different matter. The towns could benefit from a tourism website, one that is clear, well planned and dedicated to visitors. *Your Town a Destination* states, “seventy-five percent of all Americans use the internet regularly,” (pg. 63). It also states that, “ninety-four percent of all internet users plan their travels using the web” (pg. 64). We suggest that the tourism website be different from the current website, under a separate name such as www.visitMB.com (example).



III. UNIQUENESS & BRANDING

The communities of Milo and Brownville have an array of exquisite natural resources as well as some amazing historical and cultural attractions that have tremendous potential for luring visitors. However, it is also important to point out that nearly every small Maine town has potential for becoming a great outdoor recreation area, where visitors can enjoy friendly service, and escape from the daily hustle and bustle of the big city. Therefore, it is essential that these two towns seriously consider what it is that makes their region unique, so they can devise a brand that will facilitate an increase in tourism.

The term branding refers to the imagination and emotion that a town or region inspires in its visitors. More importantly, branding is "...the process of setting yourself apart from everyone else" (Brooks & Forman, 53). A community's brand not only cultivates inspiration among its residents, but it also clearly distinguishes a community's uniqueness for those intending to visit an area. According to the authors of *Your Town: A Destination*, a brand should persist throughout the community, be presented on signs, in stores and restaurants, and clearly identified in advertisements. In essence, a community's brand is reflected through a way-finding system, gateways, community-related websites, brochures, experiences, and photography.

The development of successful tourism throughout the Milo-Brownville - KI/Jo-Mary Region is contingent upon a collaborative decision-making process regarding what it is that makes these two communities unique. This process should start with a re-evaluation of previous tourism inventories, to see how valid those attractions and activities are to the present situation. Based on these findings, both communities should then determine what their brand will be. Devising a brand is very important because it is the one thing that will distinguish Milo and Brownville from other tourism destinations throughout rural Maine. Furthermore, establishing a brand increases potential for luring visitors, because it enables them to picture a place that they would like to visit. When visitors search for places to go, it is the brand that sells a tourism destination, and it is the brand that impresses a community's product on its potential visitors (Brooks & Forman, 53).

An alternative means for determining the brand of Milo-Brownville could include the younger generation. The towns' school system could sponsor a contest that allows students to create a tag line or catch phrase that captures the area's uniqueness, thus establishing its brand. In order to ensure students are serious and committed to the contest, an incentive such as a pizza party for the winning group could be provided. This is not only a cost-free means for establishing a brand, but also is a creative way for involving the community. Hopefully, the students will tell their parents about the contest, and they will

assist their children in trying to win, which in-turn gets residents involved. The towns could also open up the contest to all residents and offer some kind of incentive for participation.

Currently, the things most visible within the town limits of Milo and Brownville are not entirely positive. Upon entering the towns there are no clear welcoming signs to indicate that a visitor is within Milo or Brownville. Several properties contain old, unused, rusted-out vehicles, which detract from a positive appearance for the towns and the visitors. These issues should be addressed by both towns, as the establishment of a new, more positive image is needed in the area. To do this, the positive aspects of the area should be emphasized, so that visitors perceive the beauty and uniqueness about the towns and region. The promotion of natural, cultural, and historic resources that capture the region's brand is not only important within town limits, but also throughout websites, brochures, magazines, newspapers, and other mediums used to market the area.



Some suggestions for brand possibilities include: the railroad history, Gulf Hugas, and/or Katahdin Ironworks. The PRT470 Tourism Team selected these because they appear to be unique within the Milo-Brownville - KI/Jo-Mary Region. The one thing that appears most unique about these two towns is their historic connection to the Canadian Pacific and Bangor Aroostook Railroads. This connection could generate publicity about the area, and therefore attract the railroad buffs that enjoy the sights and sounds of railroads. If the railroad history is not what Milo and Brownville selects as its brand, there is Gulf Hugas, which has earned the catch-name, "Maine's Grand Canyon." This tag line is different and flashy, which can get potential visitors to look twice, instead of not looking at all. A third option for the towns is to promote Katahdin Iron Works in a manner that allows visitors to easily learn about the iron ore history of the region, and enable them to imagine how life was in the past in the towns and region.

The Gulf Hugas Brand: Gulf Hugas is a gorgeous, unique place that is accessed through the towns of Milo and Brownville. The tourism research of the PRT-470 Team has shown that Gulf Hugas is frequently referred to as the “Grand Canyon of Maine.” Provided Milo and Brownville serve as a gateway to Gulf Hugas, the communities could adopt this as their brand and promote it to potential visitors. To do this, local businesses and community members would have to agree to direct visitors to Gulf Hugas through word of mouth, and also by placing brochures on Gulf Hugas & KI/Jo-Mary Forest at businesses such as gas stations, grocery stores, and restaurants. Promoting Milo-Brownville as the gateway to the “Grand Canyon of Maine” potentially can open up business opportunities. Having guides based in the Milo-Brownville for Gulf Hugas trips, brings visitors to the community before leaving to visit the KI/Jo-Mary Forest. Visitors could stop and stay in either Milo or Brownville for a night, before or after venturing out into Gulf Hugas. During their stay-over, visitors will inevitably purchase food, gifts, and additional goods and services.

If Milo-Brownville wishes to make the “Grand Canyon of Maine” their unique brand, they must uniformly promote this as their tourism destination. The sign that reads “a friendly town” as visitors enter Milo should be changed to reflect the Grand Canyon of Maine and regional brand. Perhaps the sign could read:

*Welcome to Milo-Brownville and the KI/Jo-Mary Region
Gateway to Gulf Hugas - Maine's Grand Canyon*

Brownville can also build off of this by associating the “Grand Canyon of Maine” with signage in their town. Currently, Brownville has limited signage for directing visitors to Gulf Hugas. However, there are no consistent signs in Milo or Brownville which create easy navigation for visitors wishing to visit KI, Gulf Hugas, the Appalachian Trail, Nahmakanta, or Seboeis. Milo could put signs up in their town to direct visitors from Milo into Brownville and eventually Gulf Hugas. This will increase the visibility of Gulf Hugas in both towns, and help capture the region’s brand.

In promoting Milo-Brownville as the gateway to Maine’s Grand Canyon, the towns can use the Piscataquis County Chamber of Commerce and the Maine Highlands as marketing resources for providing information to potential visitors. These organizations have websites that enable local business owners to register their businesses, therefore increasing their visibility. Furthermore, the towns of Milo and

Brownville should promote their brand using an array of social media networks. Websites such as Facebook, Twitter, and MySpace are a means for grass-roots marketing and free advertisement.

The Railroad History Brand: The towns of Milo and Brownville have a unique historical and cultural tourism resource that not only seems untapped, but also possesses enormous potential for attracting visitors. For several generations, the Canadian Pacific and the Bangor and Aroostook Railroads have operated throughout the region out of Milo-Brownville. If the towns of Milo and Brownville harness this potential attraction and develop a brand that revolves around their railway history and culture, the prospect of a successful tourism destination could be more likely. In fact, a railway tourism success story lies within the small town of New Hope, Pennsylvania where visitors can travel on the New Hope and Ivyland Railroad. This railroad offers hourly excursions nearly seven days a week, and provides festive train rides during almost every holiday.

Could the towns of Milo and Brownville become a unique destination by developing an excursion railroad, similar to the New Hope and Ivyland? Currently, there are very few railroad excursions within the state of Maine. The majority of these railroad tours travel the coast of Maine, and there are no rail excursions in northern Maine. The towns of Milo and Brownville might have an opportunity that they can capitalize on from their railways and rail history.

The Milo-Brownville railroad history could include historically renovated locomotives and passenger cars that travel from Derby to Brownville Junction and back. Milo could develop a railcar museum which illustrates Bangor and Aroostook railroad culture and history in the region. Likewise, Brownville Junction could develop a railway museum at the former Canadian Pacific railroad station. Either museum would be complimentary and could feature locally owned businesses such as a gift shop and/or a restaurant.

An important feature of such a railroad attraction is that it could operate at peak visitor times in the summer and fall seasons. The facilitation of an excursion railroad operation could create a unique visitor opportunity, promote the greater region, and provide a potentially lucrative attraction of benefit to visitors, local residents and businesses. This option would require the cooperation of Montreal, Maine, Atlantic Railroad and a feasibility study would have to be commissioned.

Recommendations – Uniqueness and Branding:

1. Through a collaborative effort, identify what is truly unique about the Milo-Brownville KI/Jo-Mary Region in order to establish a tourism brand.

2. Collaboratively decide whether or not the Grand Canyon of Maine, Gulf Hahas, is a feasible and profitable brand for both communities.

3. Both towns should seriously consider whether or not the railroad history and culture of the region is an appropriate, marketable brand. If so, Milo and Brownville need to contact the appropriate railroad personnel to determine the feasibility of incorporating the railway system with local tourism. Then, the towns can establish railroad tourism infrastructure such as museums, seasonal rail tours, and eventually year-round rail tours if possible.



IV. BUSINESS, RESIDENT, AND LEADER COOPERATION

“Tourism touches all aspects of a community – Business, government services, the natural environment, and residents. Efforts to involve representatives of these various elements in discussions and decisions will help create positive attitudes and a healthy tourism industry that is in harmony with community values.” (Messer pg 29) The effective and efficient cooperation of businesses, residents, and leaders of the Milo-Brownville area is an essential component to improving and growing tourism opportunities and services. The mutual agreement and further communication of all local involved individuals is a means to maintaining this cooperation among businesses, residents, and leaders needed for tourism growth in the Milo-Brownville area. Groups that should be represented in local tourism efforts are political officials, government agencies, business owners, and residents. All need to be working towards mutually agreed to common goals; in this case, working to improve local tourism opportunities and flow for the Milo-Brownville area.

Costs and Benefits of Organized Cooperation

Among Business, Leaders, and Residents of Milo-Brownville

<u>Costs of not having a plan and working together</u>	<u>Benefits of organized effective cooperation</u>
<u>Loss of:</u>	<u>Gain of:</u>
Time	Set Goals
Morale	Achieved Goals
Efficiency and Effectiveness	Efficient Use of Time
Money	Effective Marketing
Customers	Enhanced Community PROFITS
	Ease of Doing Business

If the residents, businesses, and leaders of Milo-Brownville can come together and agree to work together to enhance tourism then the local community will have a more stable and profitable economy for the communities future. Revenue imported into the region by visitors means increased profits for local businesses and residents employed in the Milo-Brownville region. Profitability opens up opportunities and the ability for investing in further improvements, such as a local information kiosk for the region.

The PRT 470 Tourism Team recognizes Milo-Brownville's current strengths in the tourism development process:

1. The communities are aware that they are not well-organized for tourism development work
2. They have acknowledged some uncertainties about how to proceed on developing tourism
3. They have asked for help and input about practical ideas for how to move forward on the tourism development process

The PRT 470 Tourism Team recognizes these areas which will need to be strengthened through an organized, planned, cooperative effort:

- Determining direction via planning
- Local community cooperation and teamwork
- Effective community communications
- Continued drive, motivation
- Commitment to supporting and doing the work
- Effective organization
- Defining goals and actions
- Engaging business participation

It also has come to PRT470 team's attention that the core group of involved, at times overworked, community members has limited information about how residents and businesses feel about tourism development, and about visitors in their community. Gathering local information via door-to-door or a short survey would move the efforts of tourism interests many miles forward. A community potluck and discussion might be a good way to get a feeling of the local mood and desire about moving forward with tourism planning and development.

Recommendations - Business, Resident, & Leader Cooperation:

1. Hold an initial meeting to:
 - Lay out agenda and plans and set up regular meeting schedule
 - List people, groups, and businesses affected by tourism
 - Contact above list and get them to attend the following meeting
 - Establish some realistic and well defined goals plus action steps
 - Provide information found on pgs 33-34 to people at meeting

2. Make contact with external support organizations.

- Piscataquis Chamber of Commerce
- Piscataquis Tourism Development Authority of the PCEDC
- Maine Bureau of Public Lands, KI/Jo-Mary North Maine Woods
- Maine Highlands/ Bangor CVB
- UMaine Cooperative Extension
- Partner and collaborate with local and regional businesses

Check on progress with external aid organizations and keep progress moving forward.

3. Connect with local businesses and discuss assistance with free marketing options:

- Facebook
- Twitter
- Tripwow
- Etc.

Check in with businesses about free marketing progress and give assistance to remaining businesses to put all visitors' opportunities on the web.

4. Discuss and plan how to set up an online community platform to post minutes to keep community members informed about current progress of the tourism organization and tourism plans. Assign an individual to develop a web platform that communicates the two town's tourism work.
5. Assess current progress over the next 6 months of the communities' tourism development effort, and set new agenda for next planned steps forward.

Other ideas to consider:

- Get local businesses to collaborate
 - Create easy-to-market visitor packages for defined, desired groups of potential tourists
 - Accommodations + activity + food service = a visitor package (Utilize the worksheet 6.4 provided)
- Get businesses to promote each other, both locally and inter-regionally via
 - Word of mouth
 - Brochures
 - Connection with other Maine tourism websites-hyperlinks

V. ORGANIZATION & LEADERSHIP

An effective tourism organization determines if a region's tourism effort will be successful or not. Open communication is a key part of this, especially in a cooperative effort involving two towns like Milo-Brownville. Effective leadership is also a key to local success. Leadership needs to be good at involving and motivating individuals and the group, connecting and communicating the tourism work to both communities.

Leaders need to be open to soliciting new ideas and hear all sides of the issues. It is crucial that a tourism committee be impartial, not favor one town over the other. The committee needs to encompass various age groups, public interest groups, and business representatives. Constantly changing leadership can be confusing and prove to be inefficient, and should be avoided.

Committee meetings should be organized with a clear agenda so discussions stay focused. Keeping minutes is crucial so that the group can reference what was discussed or decided. Agendas should have predetermined times for each topic, but with flexibility if a topic needs to be more fully addressed. Remember, a lack of agenda can lead to lack of outcomes.

After reviewing the sign up sheet from the Milo-Brownville Community Forum in February, it was evident that there was under-representation from younger people, residents and business owners. In order for Milo and Brownville to move forward on tourism, they will need to develop a more balanced representation of residents, interest groups and businesses.

To maintain a quality effort, Milo-Brownville will want to conduct periodic evaluations of the tourism committee which helps generate feedback about actions and outcomes. Evaluation also helps keep the leadership team on track. Many people, especially business members, do not have lots of time for volunteer activities; therefore, they need to know that their time will be well used.

Milo-Brownville has limited financial resources for organizing and marketing tourism in their community. The PRT 470 Tourism Team compiled a list of resources that Milo-Brownville can use for training to provide better customer service, marketing, and leadership opportunities to enhance tourism.

- *Customer Service:* Q-Care is a free web-based customer service-training program that anyone can take and become certified in. Q-Care is standardized for the tourism and hospitality industry. Q-Care would help residents and businesses in the Milo-Brownville improve their customer service skills and abilities.
- *Leadership:* The Penquis Leadership Institute provides local people with leadership training in economic and community issues. Milo-Brownville may have some challenges working together to

boost tourism. PLI may be able to help the two towns with leadership and organization training. UMaine Cooperative Extension also provides resources in tourism, leadership and small business.

- *Marketing:* The mission of the Piscataquis Chamber of Commerce is to “unify and promote business and stimulate regional growth”. Businesses in Milo-Brownville may have limited access to training opportunities. The Chamber can provide training in marketing. Milo and Brownville would want to become affiliated with the Piscataquis Chamber of Commerce in order to tap into these opportunities.

Many training, leadership, and marketing opportunities are no-cost. Milo-Brownville should reach-out to these organizations as they move forward on their tourism plan. In order for this to work, the two-town tourism committee needs to be willing to secure outside help and support.

An effective organizational model for Milo-Brownville could be structured similar to the model in the Community Tourism Development manual (see Appendix, Community Tourism Manual, Table 3.1). However, these basic planning steps would need to be implemented for a successful tourism program.

STEP 1: DEFINE TASKS AND ROLES: A tourism committee should decide who will lead it, how meeting agendas get set, how tasks will be assigned and completed, who will keep a record of discussions, decisions and actions, as well as how to communicate the tourism work and progress back to the Milo and Brownville.

STEP 2: CONDUCT A SITUATIONAL ANALYSIS: A situation analysis includes an assessment of what you have to offer to visitors. This includes attractions internal to Milo and Brownville and external in the region as well. The Milo-Brownville & KI/Jo-Mary Forest zone of influence should be considered when evaluating your base of attractions. A tourism committee should also get an overview of tourism trends and the current visitor market, estimated number of tourists visiting the community and region, and possible economic impacts. The last part may be the hardest part, and that is where both towns discuss and identify the internal strengths and weakness of the two communities and region as a visitor destination.

STEP 3: SET GOALS AND OBJECTIVES: Goals and objectives provide planned directions about tourism and your towns. Goals are broad statements about where your community foresees tourism development going, i.e. “visitors will be better informed about attractions”. Tourism goals

are broad, big picture. On the other hand simple action objectives explain the steps that you will need to take to achieve your tourism goals, i.e., “both towns will adopt similar signage practices that will easily inform and direct visitors to attractions.”

STEP 4: IDENTIFY AND EXAMINE OPTIONS AND ALTERNATIVES: You can't do everything, so be selective about action options. Prioritize alternatives that are easily achievable with the human and financial resources that your towns have at hand. Weigh in on “easy to accomplish alternatives” so that you can maximize your potential for success.

STEP 5: SELECT A PRIMARY ALTERNATIVE: A primary alternative is that action-option which you have decided to move forward on. There is no one “right” alternative. However, there are simple actions that can contribute to success with tourism for both towns.

STEP 6: DEVELOP A STRATEGY TO REACH GOALS: The selected option or “alternative” will guide the implementation of action steps. When implementing a planned action step, the tourism committee must follow through and account for the results.

STEP 7: MONITOR AND EVALUATE: Monitor and evaluate your efforts to measure how well you are meeting your goals. Make adjustments if necessary. Evaluating your efforts will tell you what is, or isn't, contributing to the success of your tourism effort.

Recommendations - Organization and Leadership:

1. Appoint and organize a joint Milo-Brownville Tourism Committee
2. The Tourism Committee must come to agreements about how they will conduct and communicate the business of tourism development in the Milo-Brownville KI/Jo-Mary Region.
3. Tourism Committee needs to assess what support it will need and create a map of the external support and resources that are available to help them move forward with a plan and purpose.



VI. SUMMARY & CALL TO ACTION

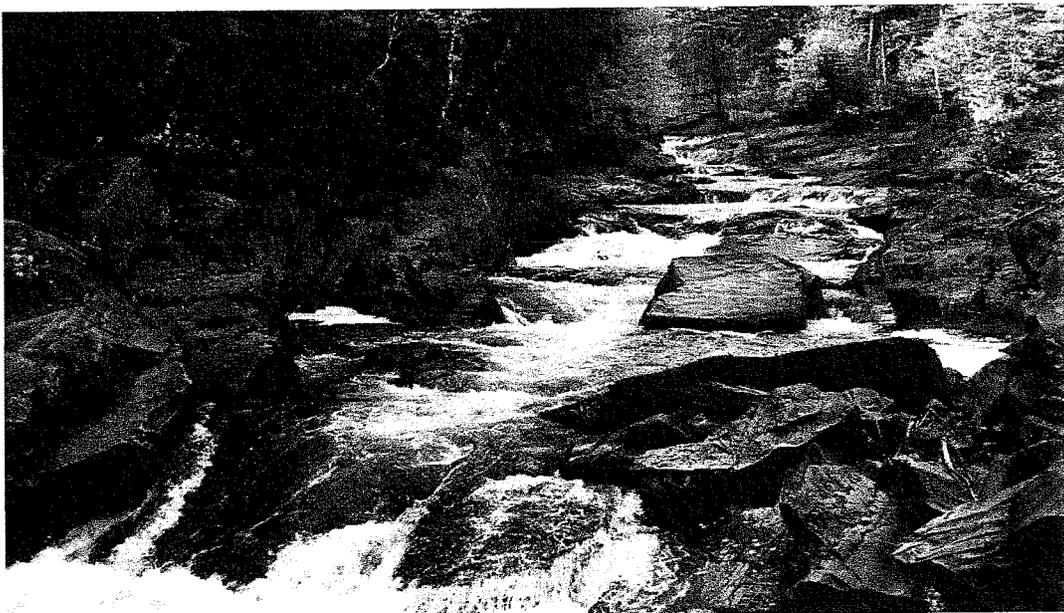
The greater Milo-Brownville KI/Jo-Mary Region encompasses an interesting, diverse mix of natural resource and cultural heritage attractions of some interest for visitors primarily from Maine. The base of visitor opportunities internal and external to the two towns, however, lack visibility and name-brand recognition online where visitors today tend to seek information on new experiences in unique, new locations.

There is some strength to be found in the fact that both towns have conducted tourism inventories. However, in order to achieve a measure of destination success with tourism, Milo-Brownville will need to extend the reach of their zone of influence to include visitor opportunities in the larger KI/Jo-Mary Region. Uncovering what is truly unique about rural people and place can have lure and catch in the marketplace. But what is unique for Milo-Brownville? Connecting with Maine's Grand Canyon, Gulf Hagas, may be an option, one that will compete with Greenville. On the other hand, both Milo and Brownville have a unique, shared history with the development of Maine railroads. This railroad heritage is rather distinct, but remains an unrealized opportunity that might profit from additional fact finding and external consultation.

In the same breath, the residents, businesses and leaders of Milo and Brownville are faced with challenging questions about community openness towards expanding tourism possibilities, as well as local attitudes and feelings about visitors. Surveying residents and business owners about these matters, compiling and sharing the results with the larger populace, could provide both towns with a much clearer picture about what direction(s), if any, the communities might support in going forward with a tourism plan.

Getting everyone on the same page in any small town, let alone two towns working on a larger regional tourism effort is no easy matter. The tourism literature makes clear the fact that small town success with tourism is contingent upon the development of a network of cooperative working relationships among residents, businesses and leaders. Building relationships, trust and open communications, coming to and keeping agreements should not be taken lightly in any development effort. These are the key ingredients that support and hold together effective, organized local efforts. They also contribute to the quality of planning, implementation, outcomes and benefits from tourism development. Small towns need to recognize that they are not alone in this, that it's good to reach out and network with others, and ask for support from those who can hear us-help us.

The practical action steps recommended by *Tourism Development Solutions: Milo-Brownville in the KI/Jo-Mary Region* offer some next steps forward. Forming a conjoint interim committee to frame out the initial organization, planning, fact finding and communications tasks that need to be addressed to determine community readiness for moving forward on tourism, might be the next logical step. This interim step also recognizes that if the various community and tourism interests in Milo and Brownville come to the same page, and wish to design, develop and implement an ongoing, active program in tourism development, they will then have to form a permanent organization and leadership development process in order to sustain a tourism program in the Milo-Brownville KI/Jo-Mary Region.



References & Resources for Milo-Brownville

References on Community Tourism Planning:

Brooks, R. A. and Forman, M. (2006). *Your Town: A Destination*. Olympia, WA: Destination Development, Inc.

Messer, Cynthia C. (2004). *Community Tourism Development 2nd Edition*. University of Minnesota, College of Natural Resources and Extension Service. St. Paul, MN.

Community Tourism Development: Tourism Planning Participants Table 3.1

Community Tourism Development: Obstacles to Tourism Development Table 2.4

Community Tourism Development: Strategies for Success Table 2.5

Websites to Visit and Review:

Appalachian Mountain Club: <http://www.amcmaine.org/>

Department of Conservation Bureau of Public Lands: <http://www.maine.gov/doc/parks/>

East Grand Adventure Race: <http://www.eastgrandschool.org/adventure-race/>

Maine Birding Trail (click on Maine Highlands): <http://www.mainebirdingtrail.com/>

Maine Highlands (click on Wood and Waters Tour): <http://www.themainehighlands.com/>

Maine Officer of Tourism: <http://www.visitmaine.com/>

Maine Trail Finder: <http://mainetrailfinder.com/>

Marlinton, WV – A Rural Tourism Success Story: <http://www.pocahontascountywv.com/>

New Hope & Ivyland Railroad: <https://www.newhoperailroad.com>

North Maine Woods (click on KI/JoMary): <http://www.northmainewoods.org/>

Penquis Leadership Institute <http://www.pcedc.org/penquisleadership.html>

Piscataquis County Chamber of Commerce: <http://www.piscataquischamber.com/>

Q-Care <http://www.oregonqcare.com/>

Snowmobile Maine: <http://www.mesnow.com/>

Take it Outside: <http://www.take-it-outside.com/>

UMaine Cooperative Extension <http://extension.umaine.edu/tourism/>

Villages of Piscataquis County: <http://www.villagestour.org/>

Table 2.5: Strategies for Success

Success Strategy	Description
Tourism Organization	Don't try to "dabble" at tourism or expect the industry to "just happen." Adopt a serious, consistent, systematic approach with a community tourism organization and dedicated paid or volunteer staff.
Product Development	Tourism is a dynamic industry. Constantly change to provide more interesting and extensive attractions and services to meet travelers' expectations.
Target Marketing	Use specialized marketing strategies targeted to specific groups of travelers. Profile customers accurately to maximize your marketing budget.
Customer Service Management	Customer service is paramount to successful tourism programs. Use hospitality training programs to improve front-line service and stress service quality in local businesses.
"Big Picture" Perspective	Recognize that neighboring towns are allies, not competitors. Small destinations compete with national and international attractions for tourists, so regional products are more competitive.
Selling "Experiences"	Many tourism businesses sell their physical features when crafting marketing messages. You will be more successful if you focus on marketing the "experience" of travel.
Collaboration	Join forces with other communities through effective collaboration to maximize your marketing potential and improve your ability to provide the attraction and service base needed to draw visitors.
Maintaining Competitiveness	Staying abreast of change and understanding the impacts and opportunities that will result can help you distinguish yourself by capitalizing on new travel trends.
Public-Private Partnerships	As the industry becomes better understood, it has become clear that governments must play a much greater role in tourism development. Create and participate in effective public-private partnerships that define roles and responsibilities.
Growth Management	If you define local carrying capacity limits, you will be better able to manage tourism growth and balance visitor needs with maintaining quality of life.

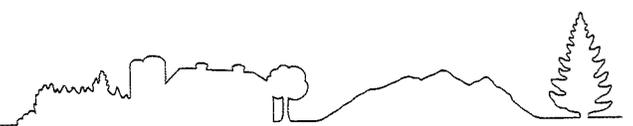


Table 2.4: Obstacles to Tourism Development

Obstacle	Description
Reliance on Natural Resource-Based Economy	Industrial sector work forces are seldom prepared for the service orientation and customer contact needs of the tourism industry.
Small Population Base	The community may lack the organizational and professional skills required for developing strong visitor attractions. Local leaders and volunteers may be overworked.
Limited Financial Resources	Smaller communities often lack access to financial resources needed to develop tourism facilities, services, and staff.
Transportation Isolation	Many small communities lack access to major airports, highways, and public transportation. Visitors find it difficult and expensive to visit.
Underdeveloped Resources	Many communities have natural and cultural resources to draw tourists, but limited funding and lack of knowledge about tourist needs prevent adequate development.
Industry Misperceptions	Residents believe they have no control over tourism development and fear that increased visitors will change the local character and reduce quality of life.
Neighboring Competition	Small communities often have a history of competing with their neighbors and don't realize that tourism is more successful if larger geographic areas work together.
Inadequate Leadership	Local leaders are often overworked and overstressed due to high out-migration, limited resources, and economic struggles. Tourism development requires dedicated leaders and followers.
Sustainability Issues	Many communities struggle to balance the public's concern for environmental protection with development. Divergent viewpoints cause polarization and impede progress.
Strategic Planning	Small communities often have not initiated planning for community development. Lack of comprehensive growth plans and tourism planning increases failure due to poor product development and delivery.
Failure to Work Together	Local firms that do business with travelers often do not understand that they are part of the tourism industry. Failure to work together as an industry reduces the effectiveness of a community tourism effort.
Lack of Information	Many small communities lack information on local tourism impacts, visitors, and local businesses, making it difficult to plan for tourism or develop appropriate communication strategies.

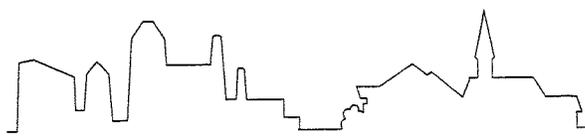


Table 3.1: Potential Participants for Community Tourism Planning

TRADITIONAL	NONTRADITIONAL
City, County, Government Officials	
Mayor or Chief Executive City Council City Manager County Commissioners County Extension Educators	Fire/Police Chief Natural Resource/Public Land Agencies Local Parks & Recreation Director Planning & Zoning Department Transportation Dept. & Public Utilities Other Local Political Leaders
Civic, Business, Nonprofit Organizations	
Chamber of Commerce Convention and Visitor Bureau Hotel/Restaurant Associations Downtown Business/Retail Associations Economic Development Officer Attractions Associations Business/Professional Clubs Event & Festival Organizations Fine & Performing Arts Councils	Historical Society/Preservation Groups Cultural Organizations Minority Groups/Indigenous Populations Environmental/Conservation Groups Rotary/Lions/Optimist/Kiwanis Civic Clubs American Legion/Veterans of Foreign Wars Junior Chamber Garden Clubs and Other Civic Groups Sports Clubs – Ski, Snowmobile, etc.
Local Businesses	
Hotel/Motel Managers Tourist Attraction Operators Restaurant/Food Service Managers Theater/Amusement Operators Outdoor Recreation Outfitters Retail/Shop Owners Taxi/Car Rental Operators Travel Agents	Service Station Owners Automotive Dealers Real Estate Agents Newspaper Editor or Columnist Radio/TV Station Managers Grocers/Pharmacists Banks or Financial Institutions Hospital/Medical/Insurance
Other Community Decision Influencers	
College & University Officials Local Tourism or Business Professors School Principals/Superintendent/Teachers	Church Leaders Religious Organizations Other Decision Influencers

Adapted from Texas Agricultural Extension Service. 1999. *Developing Tourism in Your Community*.
College Station: Texas Agricultural Extension Service, Texas A&M University.

Points to Consider When Establishing a Tourism Organization

- ✓ Determine the most appropriate organization.
- ✓ Don't create new organizations that have responsibilities overlapping existing organizations.
- ✓ Get support for the lead tourism organization(s) from other groups with tourism interests.
- ✓ Have all groups acknowledge and support each other's roles and determine the best ways to work cooperatively on programs of joint interest.
- ✓ Structure the lead tourism organization to enhance cooperation and allow input from as many parts of the industry as possible.
- ✓ Get official endorsement of your organization by local political leadership.
- ✓ Select a name and other identifiers that create an image and give the group distinction.
- ✓ Use planning processes to develop a policy statement, bylaws, goals, and objectives.
- ✓ Identify methods of financing operations, promotion, and capital improvements.
- ✓ Set up committees as needed and use them effectively.
- ✓ Establish lines of communication and develop a flow of information to keep everyone informed.
- ✓ Don't get caught up in rivalries. At best they waste time, effort, and money; at worst, they damage or destroy people or organizations.

Adapted from Alexander, Phil. 1987. *Developing a Tourism Organization*. East Lansing: Cooperative Extension Service, Michigan State University; and Richardson, Sarah. 1991. *Colorado Community Tourism Action Guide*. Boulder: University of Colorado.

Organizational Structure

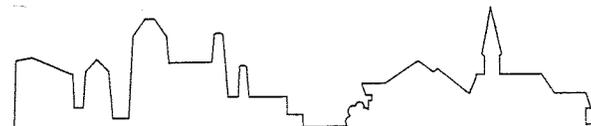
Base your tourism organization's structure on community needs, existing organizations, and options available in your state. Table 5.2 illustrates some of the most common tourism organization structures. There are many other modifications or combinations of these basic organization types. Consider your community's strengths and unique resources when creating your tourism organization. Spending time to research structure types and choose one that's right for your community is critical to the success of your organization.



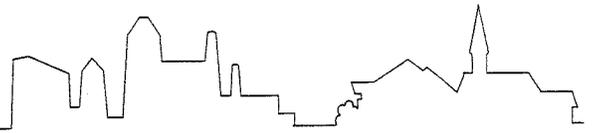
An excellent resource for information on creating a tourism organization is *Destination Marketing* by Richard B. Gartrell (2nd ed., 1992, Dubuque: Kendall/Hunt Publishing). This book and additional resources are available through the International Association of Convention and Visitors Bureaus at www.iacvb.org.

Table 5.2: Common Tourism Organizational Structures

Structure	Descriptive Characteristics/Advantages
Chamber of Commerce Committees	<p>Common structure Organization usually already exists Key members are often already interested in tourism As tourism develops, a separate organization may evolve</p>
Voluntary Membership Tourism Groups	<p>Can be used to jump-start tourism planning, but eventually paid staff must be allocated for program continuity May be useful if tourism region is larger than the focus of existing organizations May encompass two or more communities, a county, or a multicounty region Can be effective for policy, political, and marketing coordination Members may represent business, government, and citizen interest groups</p>
Local Government Departments	<p>Provides official recognition of tourism's importance to economy Provides paid staff to coordinate tourism efforts May support planning, development, marketing, and visitor information May limit involvement of local tourism/business community</p>
Tourism Federation	<p>Umbrella organization of trade groups (restaurant, hotel/motel, attractions, museums, retail, entertainment, etc.) Coordinates interests of groups Good for lobbying Effectiveness depends on strength of member groups Care should be taken so that no one group dominates policy or activities</p>
Lodging/Room Tax Organizations	<p>Formed to oversee expenditures of revenues from lodging taxes, the most common funding method for tourism mandated by laws or ordinances States differ on how a lodging tax district may be formed, who manages it, and how the monies can be spent A board of elected officials, lodging operators, and local tourism businesses determine expenditures Some states require funds be used only for marketing and promotion; others allow funding of development of tourism facilities and/or general community needs Most stable structure, since portion of tax revenue is allocated to staffing/programs</p>



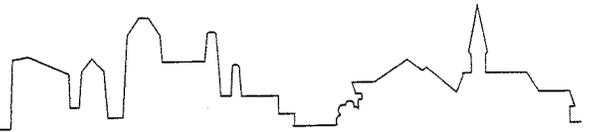
Worksheet 3.2: *Is Tourism Right For Us?*



The questions below will help you decide if tourism is right for you. In some instances, it may be right, but at a later time.

1. Why do we want to develop tourism?
2. Do we already have tourism that we can build on?
3. Is it compatible with lifestyle and other businesses?
4. Do we have businesses that can supply the products and services to support tourism?
5. Do we have an available local labor force, and training potential?
6. Do we have public services and infrastructure to handle additional use?
7. What resources do we have locally or regionally to assist us?
8. Who/what will benefit from tourism in our community?
9. Who/what will be hurt by tourism?
10. The best thing about living in this community is:
11. If I could change one thing about our community it would be:
12. In 10 years I would like to see our community:

Assessment 6.1: Resident Attitude Survey



Part I: General Opinions

Please indicate how much you agree or disagree with the following statements. Check only one response for each statement. There are no right or wrong answers. We need your honest opinions. For the purpose of this survey, "tourists" refer to visitors to the community who live outside the immediate area.

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree
1. Tourism has increased the quality of life in this area.					
2. Tourism provides the kinds of jobs our area needs.					
3. Tourism development unfairly increases real estate values.					
4. Tourism helps balance the economy in our area.					
5. Tourism has increased the number of crime problems in the area.					
6. Most of the businesses involved in tourism are small.					
7. Tourism contributes to local tax revenues, lowering our tax bill.					
8. Tourist attractions/facilities improve the community's appearance.					
9. Tourism only helps businesses that sell directly to tourists.					
10. Other community services receive less attention because of tourism.					
11. Tourism makes it more expensive to live here.					
12. We should encourage more tourists to come to our area.					
13. Visitors and residents have a hospitable attitude toward each other.					
14. Enough is being done to protect our environment.					
15. This community should control and restrict tourism development.					
16. Tourism increases litter in our community.					
17. Tourism provides services/activities we wouldn't otherwise have.					
18. Tourism makes the area more crowded.					
19. Tourism increases civic pride.					
20. Tourists should pay more than locals to visit area parks/attractions.					
21. We should promote our history and culture to attract more tourists.					
22. Tourism has reduced the quality of outdoor recreation opportunities due to overuse/crowding.					
23. I feel I have input in the community's plan for tourism growth.					
24. Environmental impacts resulting from tourism are relatively minor.					
25. The overall benefits of tourism outweigh the negative impacts.					
26. Tourism encourages investment in our local economy.					
27. The community should develop a plan to manage tourism growth.					
28. A good way to manage growth is through land-use zoning.					
29. My household standard of living is higher because of money tourists spend here.					
30. Tourism would help our community grow in the "right" direction.					

Over ➞

Assessment 6.1: Resident Attitude Survey (Continued)

Part II. Specific Concerns About Tourism

Please list the top three major concerns (in order of priority) that you have about how tourism growth may affect you or the community. List the letters in the appropriate blank.

_____ 1st Major Concern _____ 2nd Major Concern _____ 3rd Major Concern

- | | |
|--------------------------------------------|---------------------------------------------|
| A. Traffic congestion | G. Social impacts |
| B. Crowded recreation areas and facilities | H. Overdevelopment |
| C. Higher prices for goods and services | I. An increase in real estate/housing costs |
| D. More crime | J. Out-of-state people relocating here |
| E. Higher taxes | K. Other: _____ |
| F. Environmental impacts | _____ |

Part III. Specific Goals for Tourism

Please list the top three goals (in order of priority) you have for tourism growth benefiting you or the community. List the letters in the appropriate blank.

_____ 1st Major Goal _____ 2nd Major Goal _____ 3rd Major Goal

- | | |
|---------------------------------------------------------------------------|---------------------------------------------------|
| A. Employment opportunities | F. Improvement in overall appearance of community |
| B. More or better parks and recreation facilities | G. An increase in real estate values |
| C. A more vital and active local economy | H. Preservation of local culture/heritage |
| D. Social or cultural interaction with people from other states/countries | I. Preservation of natural/protected areas |
| E. Improvement in overall quality of life | J. Other: _____ |
| | _____ |

Part IV. Comments

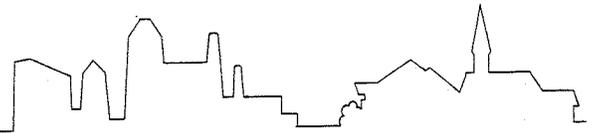
1. Please list any concerns you may have about tourism that were not addressed in this survey.

2. Are there aspects of the community (places, events, etc.) that you would not want promoted as tourist attractions?

3. What is your vision of the community's future and what role should tourism have in that future?

Please return this survey to the person who distributed it to you. Thank You!

Assessment 6.2: Local Business Attitude Survey



Your responses to this survey will be used to assess the general attitude of local businesses toward tourism. All of your responses will be *strictly confidential* and used only to develop an overall profile. If you have questions, please contact the person who gave this survey to you. Thank you for your assistance!

Part I. General Information

1. Which category most accurately describes your type of business?

- | | | | |
|------------------------------------------|---------------------------------------------------|----------------------------------------------|-------------------------------------------------|
| <input type="checkbox"/> Retail Sales | <input type="checkbox"/> Accommodation | <input type="checkbox"/> Manufacturer | <input type="checkbox"/> Other: (specify) _____ |
| <input type="checkbox"/> Wholesale Sales | <input type="checkbox"/> Food/Restaurant/Bar | <input type="checkbox"/> Medical Services | _____ |
| <input type="checkbox"/> Service | <input type="checkbox"/> Attraction/Entertainment | <input type="checkbox"/> Professional Office | _____ |

2. Are you optimistic about the future of your business? YES NO

3. In general, is business better than, worse than or about the same as last year? Better Worse Same

4. How important is tourism to the success of your business?

- Very Important Important Somewhat Important Not Important at All

5. What percentage of your gross sales revenue is attributable to tourism? _____ %

6. Is tourism promotion in the best interest of your business? YES NO Would Not Affect Me

7. Does your business distribute brochures highlighting local attractions? YES NO

8. Are you willing to participate financially in local or regional tourism promotion? YES NO

9. What type of new businesses would you like to see open in the area?

- | | | | |
|------------------------------------------|---------------------------------------------------|----------------------------------------------|-------------------------------------------------|
| <input type="checkbox"/> Retail Sales | <input type="checkbox"/> Accommodations | <input type="checkbox"/> Manufacturer | <input type="checkbox"/> Other: (specify) _____ |
| <input type="checkbox"/> Wholesale Sales | <input type="checkbox"/> Food/Restaurant/Bar | <input type="checkbox"/> Medical Services | _____ |
| <input type="checkbox"/> Service | <input type="checkbox"/> Attraction/Entertainment | <input type="checkbox"/> Professional Office | _____ |

10. What type(s) of tourist attractions should be developed to attract visitors to our area? (Check all that apply.)

- | | | | |
|-----------------------------------------------|-----------------------------------------------|--------------------------------------------|-------------------------------------------------|
| <input type="checkbox"/> Historic Attractions | <input type="checkbox"/> Museums | <input type="checkbox"/> Water Attractions | <input type="checkbox"/> Other: (specify) _____ |
| <input type="checkbox"/> Amusement Parks | <input type="checkbox"/> Cultural Attractions | <input type="checkbox"/> Festivals | _____ |
| <input type="checkbox"/> Convention Center | <input type="checkbox"/> The Arts | <input type="checkbox"/> Recreation/Trails | _____ |

11. What do you consider to be the **one most positive** factor impacting the development of your business:

- | | | | |
|-----------------------------------------|---------------------------------------------|----------------------------------------------|-------------------------------------------------|
| <input type="checkbox"/> Market/Economy | <input type="checkbox"/> Adequate Space | <input type="checkbox"/> Modern Facilities | <input type="checkbox"/> Other: (specify) _____ |
| <input type="checkbox"/> Competition | <input type="checkbox"/> Transportation | <input type="checkbox"/> Sanitary Facilities | _____ |
| <input type="checkbox"/> Regulations | <input type="checkbox"/> Labor Availability | <input type="checkbox"/> Location | _____ |

12. Of the items listed in Question #11, which do you consider to be **one most negative** factor impacting the development of your business?

13. What type of advertising do you use to promote your business? (Check all that apply.)

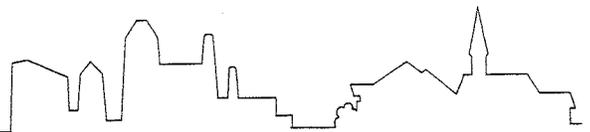
- | | | | |
|--------------------------------------------|--------------------------------------------------|--------------------------------------------|-------------------------------------------------|
| <input type="checkbox"/> Tourism Guidebook | <input type="checkbox"/> State Tourism Marketing | <input type="checkbox"/> Internet | <input type="checkbox"/> Trade Shows |
| <input type="checkbox"/> Radio and/or TV | <input type="checkbox"/> Direct Mail | <input type="checkbox"/> Brochures | <input type="checkbox"/> Other: (specify) _____ |
| <input type="checkbox"/> Newspapers | <input type="checkbox"/> Yellow Pages | <input type="checkbox"/> Co-op Advertising | _____ |

Assessment 6.2: Local Business Attitude Survey (Page 2 of 3)

Part II: Opinions About Tourism

Please indicate how much you agree or disagree with the following statements. Check only one response for each statement. There are no right or wrong answers. We need your honest opinions. For the purpose of this survey, "tourists" refers to visitors to the community who live outside the immediate area.

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree
1. Tourism has increased the quality of life in this area.					
2. Tourism provides the kinds of jobs our area needs.					
3. Tourism development unfairly increases real estate values.					
4. Tourism helps balance the economy in our area.					
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7. Tourism contributes to local tax revenues, lowering our tax bill.					
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10. Other community services receive less attention because of tourism.					
11. Tourism makes it more expensive to live here.					
12. We should encourage more tourists to come to our area.					
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14. Enough is being done to protect our environment.					
15. This community should control and restrict tourism development.					
16. Tourism increases litter in our community.					
17. Tourism provides services/activities we wouldn't otherwise have.					
18. Tourism makes the area more crowded.					
19. Tourism increases civic pride.					
20. Tourists should pay more than locals to visit area parks/attractions.					
21. We should promote our history and culture to attract more tourists.					
22. Tourism has reduced the quality of outdoor recreation opportunities due to overuse/crowding.					
23. I feel I have input in the community's plan for tourism growth.					
24. Environmental impacts resulting from tourism are relatively minor.					
25. The overall benefits of tourism outweigh the negative impacts.					
26. Tourism encourages investment in our local economy.					
27. The community should develop a plan to manage tourism growth.					
28. A good way to manage growth is through land-use zoning.					
29. My household standard of living is higher because of money tourists spend here.					
30. Tourism would help our community grow in the "right" direction.					



Part III. Community/Government Services

Please indicate your level of satisfaction with the following local services as they pertain to your business.
 Check only one rating per issue.

	Excellent	Good	Fair	Poor	No Opinion
Building Inspector					
Code Enforcement					
Fire Inspector					
Fire Protection					
General Business Climate					
Government Officials					
Health Inspector					
Municipal Assessor's Office					
Municipal Engineering Office					
Planning Commission					
Police Protection					
Public Works Department					
Sewer Services and Costs					
Snow Removal					
Storm Water Drainage					
Street Cleanliness					
Street Surface Condition					
Waste Disposal					
Water Pressure and Supply					
Zoning Department					

Part IV. Demographics

- Which category best describes your business structure:
 - Sole Proprietorship Partnership Franchise
 - Family Business Corporation Other: _____
- Please indicate the amount closest to your business's annual gross sales revenue:
 - Less than \$50,000 \$100,001 - \$250,000 \$500,001 - \$1,000,000
 - \$50,000 - \$100,000 \$250,001 - \$500,000 More than \$1,000,000
- What year was your business established in the community? _____
- Are you a member of: The Chamber of Commerce YES NO
 A Local Tourism Bureau YES NO

Optional Information: Name: _____

THANK YOU FOR YOUR ASSISTANCE!