Chapter 6. Business Planning for Sustainable Tourism

Introduction

It is important to note right from the outset that this chapter is NOT intended to be a primer or guide to business development. There are many excellent resources in the region that are dedicated to providing technical expertise to help you best tap into your market and business potential, to help you write a business plan, and to help you get to the next level of business development. What this chapter will do instead is help you sort through the maze of organizations and resources out there, and provide some introductory tips and concepts to consider as you embark on making your sustainable business goals an economic success story. The chapter is organized into four sections as follows:

- **Business Planning:** There is a diverse array of resources at the state, provincial and federal level, as well as numerous local economic development agencies and non-profit organizations such as Rotary clubs, all dedicated to helping businesses thrive. This section will help you navigate who is and what they can provide you.

- **Marketing Resources:** This section will offer some basic marketing tips and marketing resources available to businesses in the region.

- **Partnerships and Packaging:** Businesses that partner to provide tourism opportunities can save money and increase their visibility. This section outlines some key resources for working with other businesses, including legal and insurance issues.

- **The Role of Customer Service:** The value of customer service, from the gas station attendant to the professional guide, cannot be overstated. This section lists customer training opportunities through local organizations and at the academic level.

Note that many business and marketing advantages can be gained through membership organizations and by meeting certification standards. These opportunities are outlined in Chapter 5.

As businesses in the Maine/New Brunswick border region and the greater Gulf of Maine increasingly respond to the tourism demand for greener options, there is a tremendous opportunity to merge environmental goals with business savvy. This chapter should point you to some of the business resources that can help you along the way.
the Schoodic section of Acadia National Park. Ardea’s presentations at local chambers of commerce and libraries educate the general public about its work and the environmental efforts that are going on in the area. Additionally, Ardea supports local conservation efforts by donating the equivalent of 1% of its sales to local non-profit programs.

Collaborative programs with established experts also contribute to increased visibility for a start up. An example of this type of collaboration is the Winter Seabird Conservation Program: “In a unique collaboration with researchers from Maine Natural History Observatory (National Geographic, “Harlequin Ducks”, October 1994), this winter Ardea EcoExpeditions is leading full day research expeditions to directly assist conservation projects to protect endangered winter seabirds on Isle au Haut. Participants assist in radio tracking elusive Purple Sandpipers and resighting Harlequin Ducks by hiking along the spectacular coast of Isle au Haut – the home of one of the largest concentration of wintering harlequin ducks in the world (over 1000 individuals in the vicinity!). Itineraries can be based around different activity levels, and will offer opportunities to view many species of birds.”

Similarly, Ardea will offer “a rare opportunity for an early spring inshore pelagic trip with Captain Bill Baker of Old Quarry Ocean Adventures [another sustainable tourism leader in our area] on board the Nigh Duck, a 38 foot lobster boat.” Such cooperative programs increase visibility for all parties while “…directly supporting underfunded wildlife conservation projects in Maine in exchange for a life changing outdoor learning adventure.”

Their web site defines ‘Ardea’ as ‘the genus name of the Great Blue Heron and the Great Egret, whose grace and patience in its watery environs inspires naturalists around the world.” As a start-up in this market, the well-named Ardea EcoExpeditions is a living example of sustainability and of its own philosophy to “create a new tourism model that combines the best of ecotourism/voluntourism/traveler philanthropy programs with socially responsible business practices.”

Business Planning

This section is designed to help you begin to think about your business plan and to explore resources for moving your business ahead. There are many resources already in existence at the state, provincial and federal level, as well as numerous local economic development agencies and non-profit organizations such as Rotary clubs, all dedicated to helping businesses thrive. This section will help you navigate who is who and what they can provide you, from technical assistance to financing. This section will also offer some marketing tips and resources available to businesses in the region.

Government Agencies and Departments

There are many agencies at the state and provincial level in Maine and New Brunswick that are heavily involved in some aspect of tourism. The following list is intended to help business owners understand and determine the appropriate agency for their needs.

- **Maine Department of Economic and Community Development (DECD).** Dedicated to building strong communities and directing businesses towards emerging new industries, DECD serves as the umbrella organization to the offices of Tourism, Business Development, the International Trade Center, Community Development, Film and Innovation and Science, and Made in Maine program, which is recognized worldwide for its quality and integrity. DECD can be found at [www.econdevmaine.com](http://www.econdevmaine.com) and Made in Maine at [www.mainemade.com](http://www.mainemade.com).

- **Maine Office of Tourism**, of the Maine Department of Economic and Community Development. The Maine Office of Tourism objectives are to promote, manage and develop tourism in Maine, to attract first time visitors to the state, and to support and encourage regional tourism development and promotion. The Office of Tourism was established to administer a program to support and expand the tourism industry and promote the state as a tourist destination. The office includes the Maine Tourism Commission and the Maine State Film Commission. The office’s official tourism Web site is [www.visitmaine.com](http://www.visitmaine.com).

- **Maine Tourism Commission** was established to "assist and advise the Office of Tourism" to achieve its purpose as described above. The Commission consists of 24 voting members appointed by the Governor. Specific to Natural Resource-based industries: “In September of 2005, the Maine Tourism Commission adopted a set of guiding principles for experiential/tourism development. Developed by the Commission’s Natural Resource Committee, the principles are designed to be a reference document for state, regional, and local stakeholders.
Chapter 6. Business Planning for Sustainable Tourism

involved in tourism development” (from Nov 2005 Progress Report and Scorecard of the Governor's Steering Committee on Maine’s Natural Resource-based Industry p39). The local representative to the commission is Fred Cook: jeanfredec@earthlink.net.

- **Governor's Steering Committee on Maine's Natural Resource-based Industry**: After the 2003 Blaine House Conference on Maine’s Natural Resource-based Industry (including tourism, fisheries, aquaculture, forestry and agriculture), Governor Baldacci created a permanent steering committee to oversee and monitor progress of the conference's recommendations. The committee publishes a newsletter three times a year which can be viewed at: www.maine.gov/spo/natural/gov.

- **Governor's Task Force on Nature-based Tourism.** Governor Baldacci created a task force to expand tourism opportunities in rural Maine whose first priority is to develop themed travel itineraries in the three regions. Another focus is infrastructure enhancements such as road widening for biking, parking area development and enhancement of observation areas. The creation of the Task Force comes from the Strategic Plan for Implementing the Maine Nature Tourism Initiative, September 2005, available at www.businessinmaine.com/resources. This report was put together by Fermata Inc., a tourism development consulting firm that the Maine Department of Economic and Community Development, with support of the Maine Tourism Commission, retained to assess Maine’s opportunities in nature-based tourism in the Western Mountains, the Highlands and Down East.

- **Atlantic Canada Opportunities Agency (ACOA)** is the federal government department responsible for helping build local economies in the Atlantic provinces by working with people in their communities, through their institutions and businesses to innovate, trade and add value in order to create jobs and enhance earned incomes. The Agency provides funding in support of commercial and non-commercial projects. ACOA supports projects and initiatives designed to provide Atlantic entrepreneurs with the skills and tools needed to succeed. ACOA serves as the managing partner for the Canada/New Brunswick Business Service Centre. For more on ACOA: www.acoa-apeca.gc.ca/e/en/index.asp.

- **New Brunswick Department of Tourism and Parks** promotes and markets the province. The Communications branch informs the public of tourism activities in the province through ongoing relations with the media and the public; Tourism Development focuses on research and product development; The Marketing Division is responsible for creating demand for New Brunswick as a year-round destination, as well as generating business for the tourism industry. The government’s Web site is www.gnb.ca/0397/index-e.asp. Tourism and Parks also operates Visitor Information Centres and the official tourism Web site of the province at www.tourismnewbrunswick.ca.

*Quality interpretation is an important part of any tourism experience, such as at Saint Croix Island International Historic Site, Calais, ME. (U.S. National Park Service)*
Chapter 6. Business Planning for Sustainable Tourism

Seascape Kayak Tours: Committed to Place

Seascape Kayak Tours, based in Deer Island, New Brunswick, has built a reputation on its commitment to sustainability. That commitment is reflected in all aspects of the business. Owner Bruce Smith explains that “as a tour operator, we have a unique opportunity to provide visitors with an understanding and awareness of special marine environments. This will lead to participants helping protect these special places. This is the ultimate goal of sustainable tourism. A healthy marine ecosystem will lead to healthy, vibrant coastal communities.”

In 2005, Seascape developed a series of sustainable tourism guidelines which steer all aspects of their operations. Traditional green operating principles related to recycling, energy, and green products are only just the beginning. They also cover principles of sustainability at the community level, including contact with local people, natural and cultural interpretation, supporting local conservation programs, and committing to fair trade products.

Smith serves on the Gulf of Maine Council on the Marine Environment’s Sustainable Tourism Task Force. He believes that the people of a place are just as important to the tourist experience as the wildlife, the tides, and the scenery, and he works hard to forge positive relationships with fisheries and aquaculture businesses in the region.

There is a herring weir located on the edge of Seascape’s beachfront base of operations. It is a chance for tourists to learn about maritime heritage in action. Seascape immerses its participants directly into the natural and human environment, helping them see and feel for themselves what this place, the Bay of Fundy, the Gulf of Maine, really is. And maybe after their experience, they will be compelled to act to protect it.

• New Brunswick Visitor Information Centres: Seven Provincial Information Centres and 60 Municipal Visitor Information Centres are scattered throughout the province. The Provincial centres provide maps, tourism publications, events, business brochures, internet service, and activity reservations. At the visitor center in St. Stephen, currency service is available.

• Business New Brunswick (BNB) is the provincial government’s economic development department. BNB partners with businesses and stakeholders to develop opportunities for growth, innovation and globalization. BNB encourages investment, improvements of the competitiveness of New Brunswick companies and attracts new citizens to the province. Services includes business consulting, resources and tools, industry contacts, and exporting assistance, www.gnb.ca/0398/index-e.asp.

• Provincial Department of Post-Secondary Education and Training conducts regional labour market profiles, supports community and regional planning and workforce development, www.gnb.ca/0105/index-e.asp.

Business Planning Resources
Where can you go for business assistance?

• Wacobiz.com is an extensive resource and business development directory for small businesses. Though it is geared towards Washington County (thus the name), the resources are applicable for small businesses anywhere and includes information on starting a business, business plan templates, writing a business plan, small business financing sources, or local business consulting, www.wacobiz.com/.

• Public Sources of Commercial Financing and Technical Assistance for Washington County Businesses. Sunrise County Economic Council has compiled an up-to-date (October 2006) listing including federal (US), state (ME), regional and local commercial loan programs, venture capitol programs and business support organizations, www.sunrisecounty.org.

• Business Answers is a great service for people looking for information about regulations within the state of Maine, www.maine.gov/businessanswers/.

• The Census Bureau tracks everyone: where we work, where we live, what we do which is useful for marketing purposes. For the US: www.census.gov. For Canada: www12.statcan.ca/english/census/In dex.cfm.

• Small Business Innovation Research Program (SBIR)
is a federal (US) program to encourage small businesses to explore technological potential. Grants are available to businesses in the two phases, covering feasibility studies, R and D, and marketability studies. Everything business, including sample business plans and articles on managing your business, as well as contact information for counselors in your area. www.sba.gov

- **Developing Naturally, Enhancing Communities.** A community tourism planning approach uniting the themes of social development and ecological sustainability, Travel ecology is based upon six broadly conceived principles: discovery, mutuality, locality, historicity, potentiality, and enhancement. The site offers free materials for download, including “Nature-based Tourism Enterprises – Guidelines for Success”. The publications come in several languages, www.strom.clemson.edu/publications/Potts/.

- **The Eco-Efficiency Centre** is a nonprofit agency helping small and medium sized businesses make the right environmental choices for both ecological and economical advantage. The Centre focuses on providing information in an integrated fashion on eco-efficiency/pollution prevention, resource conservation and economic efficiency, http://eco-efficiency.management.dal.ca/aboutus.html.

- **Smallbiz-enviroweb.org** links to specific environmental best management practices for small businesses, including bakery, food service, furniture finishing, health care, hotel, landscaping, machine shop, marina, retail store, and service station, www.smallbiz-enviroweb.org/pollution/BMPs.html.

**Economic/Community Development Organizations**
The following organizations provide a wide diversity of technical assistance (including consultation for business start-ups and expansions), as well as direct assistance (including financial assistance to businesses) in Hancock, Washington, and Charlotte Counties.

<table>
<thead>
<tr>
<th>Hancock and Washington Counties, Maine</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Thanks to Sunrise County Economic Council at <a href="http://www.washingtoncountymaine.com">www.washingtoncountymaine.com</a> for helping compile the WC information.)</td>
</tr>
</tbody>
</table>

**Sunrise County Economic Council**
PO Box 679, 1 Stackpole Road
Machias, Maine  04654
Tel (207) 255-0983
www.sunrisecounty.org/

Sunrise County Economic Council (SCEC) is a private, non-profit 501(c) 3 organization focused on initiating and facilitating the creation of jobs and prosperity in Washington County. SCEC's mission covers three overarching components that include assisting existing, emerging, and start-up businesses; assisting communities with locally initiated, capacity building and community development projects that position them to take advantage of opportunities when they arise; and building strong, capable leadership empowering the people of the region.

**Maine Products Marketing Program, Dept. of Economic and Community Development**
#59 State House Station
Augusta, Maine 04333-0059
Tel (207) 624-9804
www.mainemade.com

The Maine Products Marketing Program builds recognition for hundreds of exceptional Maine made products, their producers, and Maine's industries in general. MPMP is also very proud to provide marketing assistance and to discover and create new and expanded market opportunities for Maine's many producers.
| **Maine Department of Economic & Comm. Dev./Eastern Maine Development Corp.** (EMDC) |
| PO Box 45 |
| Jonesboro, Maine 04648 |
| Contact: Janet Toth (jtoth@emdc.org) |
| www.emdc.org |
| **(EMDC)** is a non-profit organization dedicated to helping businesses and communities in Eastern Maine develop and grow. Direct assistance/technical assistance to programs and resources at DECD/EMDC, brokering of resources within the county and outside the county. Associate Business Counselor for Maine Small Business Development Center. |

| **Maine Small Business Development Center** |
| Contact: Steve Richard, sjr@ceimaine.org |
| www.mainesbdc.org |
| 125 High Street, Suite 1 |
| Ellsworth, Maine 04605 |
| OR |
| C/O Sunrise County Economic Council |
| PO Box 679, 1 Stackpole Road |
| Machias, Maine 04654 |
| www.sunrisecounty.org/ |
| The focus of the Maine SBDC is to assist in the creation and maintenance of viable micro, small and technology-based businesses and the jobs these businesses provide. Business counseling for start ups and existing businesses. |

| **University of Maine Cooperative Extension** |
| Hancock County Cooperative Extension |
| 63 Boggy Brook Road |
| Ellsworth, ME 04605-9540 |
| ceshnk@umext.maine.edu |
| OR |
| Washington County Cooperative Extension |
| 34 Center Street |
| Machias, Maine 04654 |
| lbassano@umext.maine.edu |
| Annual Small Business Workshop Series; Business Clinics; Annual Washington County Business Conference and Expo; Value Added Network. Calendar: www.umext.maine.edu/smallbiz/ |
| Publications: www.umext.maine.edu/pubs/bizpubs.htm |

| **Coastal Enterprises, Inc.** |
| www.ceimaine.org/ |
| CEI is a private, nonprofit Community Development Corporation and Community Development Financial Institution that provides financing and support in the development of job-creating small businesses, natural resources industries, community facilities, and affordable housing. |

| **Washington Hancock Community Agency** |
| Down East Business Alliance |
| One College Drive |
| Calais, Maine 04619 |
| www.whcacap.org |
| WHCA helps create jobs in eastern Maine by helping people start and grow small businesses. |

| **Down East Business Alliance (DBA)** |
| Part of the Washington Hancock Community Agency (see above for contact) |
| DBA provides Micro-Entrepreneur business planning, technical assistance, training, networking and a loan program. |
### Coastal Acadia Development Corporation

**www.acadia.net/cadc**

CADC’s mission is to foster economic development and prosperity in the Acadia region by providing research and facilitation to economic development decision-makers and by enhancing a business friendly image; and to encourage diversity of economic activity and improvement of the economic development infrastructure while advocating for the environmental quality of the region.

### Hancock County Planning Commission

**www.hcpcme.org**

(HCPC) is a partner with local, county, and state government to “protect our heritage and resources, plan for the future, and promote a sound economy for the people of Hancock County.”

### Women, Work and Community

**www.womenworkandcommunity.org**

Committed to improving the economic lives of Maine women and their families. Offer career planning; leadership development; money management training; personal development; business start-up training.

### Hancock County Higher Education Center

248 State Street, Suite 1
Ellsworth, ME 04605
Email: glenon.friedmann@maine.edu
OR
Calais, Maine 04619
Contact: Georgiana Kendall
gkendall@maine.edu

### Washington County Council of Governments

**www.wccog.net**

The mission of the WCCOG is to provide local and regional land use planning and technical assistance to municipalities in Washington County. Executive Director Judy East serves as Chair of the Vacationland Resources Committee, and is a contributing author to DESTINY 2010 and this document.

### Charlotte County, New Brunswick

**Enterprise Charlotte, Community Economic Development Agency**

**www.ent-charlotte.ca**

1-49 King Street
St Andrews, NB E5B 1X6

Enterprise Charlotte, as part of the 15 New Brunswick agencies in the Enterprise Network, provides leadership to ensure a prosperous and outstanding place to live and work, by facilitating sustainable economic growth that respects our unique environment. Services include small business counseling, human resource management counseling and development, youth entrepreneurship and skills development, and business management workshops. Enterprise Charlotte helped found and support the Charlotte County Tourism Association.

**Connect Charlotte**

Part of Enterprise Charlotte
**www.ent-charlotte.ca**

Business retention and expansion assistance with a unique approach that combines the initiative of community businesses with a systematic
interview process, using community leaders and citizens to make it work for effective and well managed economic development that promotes job growth.

Charlotte Community Business Development Corporation  
http://www.cbdc.ca/  
Charlotte’s CBDC is part of a network of autonomous, nonprofit organizations that work with all levels of government and the private sector to meet the needs of small business. They offer financial assistance, self-employment benefit, start-up or expansion loads, business counseling and more.

General Tourism Industry Associations

Tourism associations provide a unified voice to a tourism sector or geographic region. They pool marketing resources and can serve as a voice on important political issues.

- **Maine Tourism Association (MTA),** [www.mainetourism.com/](http://www.mainetourism.com/), representing more than 1,700 members, is a non-profit organization, established in 1921, which publishes the state's official travel planner, *Maine Invites You,* for the State of Maine. This travel planner is distributed worldwide to 350,000 potential visitors. MTA helped start a grass-roots effort to educate the legislature and general public of the importance of tourism funding. MTA also manages a series of visitor centers throughout the state, where their members can, for an annual fee, display their brochures. The following table gives a sense of the volume of traffic traveling through the centers.

<table>
<thead>
<tr>
<th>Center</th>
<th>Location</th>
<th>Number of Visitors 2006 Calendar Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Calais</td>
<td>39 Union Street Calais, ME</td>
<td>19,392</td>
</tr>
<tr>
<td>Fryeburg (Seasonal)</td>
<td>US Rt. 302, Fryeburg, ME</td>
<td>1,794</td>
</tr>
<tr>
<td>Hamden North</td>
<td>1-95 N mile marker 175</td>
<td>87,891</td>
</tr>
<tr>
<td>Hamden South</td>
<td>1-95 S mile marker 179</td>
<td>90, 493</td>
</tr>
<tr>
<td>Houlton</td>
<td>28 Ludlow Rd. Houlton, Me</td>
<td>22, 586</td>
</tr>
<tr>
<td>Kittery</td>
<td>US Rt. 1; I-95</td>
<td>503, 540</td>
</tr>
<tr>
<td>Yarmouth</td>
<td>US Rt. 1 1-295 Exit 17</td>
<td>187, 412</td>
</tr>
<tr>
<td><strong>Total Visitors</strong></td>
<td></td>
<td><strong>911, 414</strong></td>
</tr>
</tbody>
</table>

- **Maine Merchants Association**’s primary focus areas are business advocacy and government affairs. Member services include a self-funded workers' compensation trust, freight transportation and business insurance referral programs; and phone and credit card processing services.

- **Tourism Industry Association of New Brunswick,** as a voice for all sectors of tourism and hospitality in New Brunswick, is committed to being a representative, industry-driven organization. Through cooperation, experience, and industry insight, TIANB is dedicated to providing leadership and direction, making tourism and hospitality the leading and most viably sustainable industry in New Brunswick. TIANB offers tourism business trainings, relationship building visits, lobbying on behalf of the tourism industry, and more, [www.tianb.com/index.php](http://www.tianb.com/index.php).

- **Charlotte County Tourism Association (CCTA)** was created about three years ago when results of a study conducted by Enterprise Charlotte showed that there was widespread interest among municipalities and the tourism industry to work together to augment tourism in Southwest New Brunswick. The Association focuses on developing marketing products and has been building a
broad base of support across the region in developing promotional materials. For now, CCTA is housed under the auspices of Enterprise Charlotte, [www.ent-charlotte.ca/about-us/](http://www.ent-charlotte.ca/about-us/).

**Industry Specific Tourism Associations**

- **Maine Professional Guides Association (MPGA)** is composed of Registered Maine Guides who strive to enhance the standards of the guiding industry. They are professional guides dedicated to promoting a quality, ethical, and legal outdoor experience for all, [www.maineguides.com/](http://www.maineguides.com/).

- **Maine Association of Sea Kayak Guides and Instructors (MASKGI)** is a non-profit organization of dedicated to raising professional standards for guiding and teaching sea kayaking on the Maine Coast and who embrace the highest of professional business practices and conduct. Members pledge to practice and promote safe and responsible sea kayaking, and practice and promote low impact travel and camping techniques, [www.maineseakayakguides.com/](http://www.maineseakayakguides.com/).

- **Maine Wilderness Guides Association (MWGA),** a new organization of guides and sporting camp owners founded in 2004, seeks to provide a unified voice for the profession of wilderness guiding while maintaining the highest ethical, educational, environmental standards, and to advocate for the preservation of remote woods and waters. Through cooperation with landowners and land managers, both public and private, MWGO is striving to establish a reputation of inclusiveness and integrity.

- **Maine Windjammers Association** represents Maine’s historic windjammer fleet. [www.sailmainecoast.com/](http://www.sailmainecoast.com/)

- **Maine Innkeepers Association** represents 650 lodging properties of all sizes and types across Maine. Their mission is to improve, promote and protect the welfare of the lodging industry in Maine, through communication, education, promotion and government affairs, [www.maineinns.com/](http://www.maineinns.com/).

- **Maine Campground Owners Association (MECOA)** represents 230 plus private campgrounds and acts as an advocate at both Legislatures in Augusta and Washington D.C. It provides educational workshops, member benefits such as cooperative printing programs, and discounts on items such as insurance, telephone and banking, [www.campmaine.com/](http://www.campmaine.com/).

- **Maine Restaurant Association**’s mission is to “represent, promote and educate the food service industry of Maine,” [www.mainerestaurant.com](http://www.mainerestaurant.com).

---

*A schooner moored at St. Andrews, New Brunswick.*

*(N. Springuel)*
Chapter 6. Business Planning for Sustainable Tourism

Chambers of Commerce in the Washington/Hancock/Charlotte Counties Region

Chambers of commerce are generally membership-based, business development organizations that have a mission and focus uniquely tailored to the particular area and to the interest of its businesses and citizens. Some chambers prepare tourism guidebooks to the region, operate visitor centers, operate visitor information phone lines, and offer cooperative marketing for members. Other chambers focus more on business recruitment, skills development, and networking.

**Hancock County**
- Blue Hill Peninsula COC
  - 28 Water Street, P.O. Box 520
  - Blue Hill, Maine 04614
  - 207-374-3242
  - [www.bluehillpeninsula.org](http://www.bluehillpeninsula.org/)
- Bar Harbor COC
  - 1502 Bar Harbor Road
  - Trenton, ME 04605
  - Phone: 207-288-5103
  - 800-288-5103
  - [www.barharborinfo.com](http://www.barharborinfo.com)

**Bucksport COC**
- 52 Main Street, P.O. Box 1880
- Bucksport, Maine 04416
- [www.bucksportchamber.org](http://www.bucksportchamber.org)

**Deer Isle-Stonington COC**
- P.O. Box 490
- Deer Isle, ME 04627
- 207-348-6124
- www.deerisle.com/

**Ellsworth Area COC**
- High Street, P.O. Box 267
- Ellsworth, Maine 04605
- 207-667-5584
- [www.ellsworthchamber.org](http://www.ellsworthchamber.org)

**Mount Desert COC**
- P.O. Box 1880
- 52 Main Street, P.O. Box 1880
- Bucksport, Maine 04416
- [www.mountdesertchamber.org](http://www.mountdesertchamber.org)

**MDI Regional COC**
- P.O. Box 396
- Bar Harbor, ME 04609
- 207-288-3411
- [www.machiaschamber.org](http://www.machiaschamber.org)

**Schoodic Area COC**
- PO Box 1143
- Southwest Harbor, ME 04679
- 1-800-423-9264 or 207-244-9264
- Fax: 207-244-4185
- [www.acadiachamber.com](http://www.acadiachamber.com/)

**Trenton COC**
- 1007 Bar Harbor Road #102
- Trenton, ME 04605
- 207-667-1259
- [www.trentonmaine.com](http://www.trentonmaine.com/)

**Winter Harbor COC and Schoodic Peninsula COC**
- P.O. Box 381
- Winter Harbor, ME 04693
- 800-231-3008
- 207-963-7658
- [www.acadia-schoodic.org](http://www.acadia-schoodic.org/)

**Washington County**
- Cobscoc Bay Area COC
  - P.O. Box 42
  - Whiting, ME 04691
  - 207-733-2201
  - [www.cobscookbay.com](http://www.cobscookbay.com)
- Eastport COC
  - P.O. Box 254
  - Eastport, ME 04631
  - [www.eastport.net](http://www.eastport.net)

**Eastport for Pride**
- Box 122
- 93 Water Street
- Eastport, ME 04631
- 207-853-2400
- director@eastportforpride.org
- [www.eastportforpride.org](http://www.eastportforpride.org)

**Grand Lake Stream COC**
- P.O. Box 124
- Grand Lake Stream, ME 04637
- [www.grandlakestream.com](http://www.grandlakestream.com)

**Greater East Grand Lake Area COC**
- P. O. Box 159
- Danforth, ME 04424
- 207-448-7381
- [www.eastgrandlake.net](http://www.eastgrandlake.net)

**Machias Bay Area COC**
- PO Box 606
- Machias, ME 04654
- 207-244-4402
- [www.machiaschamber.org](http://www.machiaschamber.org)

**St. Croix Valley COC**
- P.O. Box 368
- Calais, ME 04619
- 207-454-2308
- [www.visitcalais.com](http://www.visitcalais.com)

**Other Maine**
- Maine COC
  - 7 University Drive
  - Augusta, ME 04330
  - 207-623-4568
  - [www.mainechamber.org](http://www.mainechamber.org)
- Bangor COC
  - 519 Main Street
  - Bangor, ME 04402
  - 207-947-0307
  - [www.bangorregion.com](http://www.bangorregion.com)
- Bangor Convention & Visitors Bureau
  - 115 Main Street
  - Bangor, ME 04401
  - 207-947-5205
  - 1-800-91-MOOSE
  - [www.bangorcvb.org](http://www.bangorcvb.org)

**Charlotte County**
- Atlantic Provinces COC
  - 506-857-3980
- Campobello Island COC
  - 506-752-2231
- Eastern Charlotte COC
  - 21 Main Street, Unit 2
  - St. George, NB, E5C 3H9
  - 506-755-3202,
- Grand Manan COC and Tourism Association
  - Route 776
  - Grand Manan, NB, E5G 4K9
  - 506-662-8552, 130
- St. Andrews COC
  - 46 Reed Avenue
  - St. Andrews, NB, E5B 1A1
  - 506-529-3555
- St. Stephen Area COC
  - PO Box 457
  - 4 Milltown Boulevard
  - St. Stephen, NB, E3L 2X3
  - 506-466-7703
Rotary Clubs in the Washington/Hancock/Charlotte Counties Region

“Rotary is a worldwide organization of business and professional leaders that provides humanitarian service, encourages high ethical standards in all vocations, and helps build goodwill and peace in the world.” (www.rotary.org) There are several Rotary organizations that meet in the Down East region. Please check the www.rotary.org Web site for the most up-to-date club locator information.

<table>
<thead>
<tr>
<th>Rotary Club</th>
<th>Meeting Time</th>
<th>Meeting Location</th>
<th>Club Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Calais, Maine</td>
<td>Wednesdays at 12:15 P.M.</td>
<td>Calais Methodist Homes</td>
<td>(207) 454-2211</td>
</tr>
<tr>
<td>Ellsworth, Maine</td>
<td>Tuesdays at 6:00 P.M.</td>
<td>China Hill Restaurant</td>
<td>(207) 667-8501</td>
</tr>
<tr>
<td>Machias, Maine</td>
<td>Tuesdays at 5:30 P.M.</td>
<td>Blue Bird Family Restaurant</td>
<td>(207) 255-4747</td>
</tr>
<tr>
<td>Milbridge/Cherryfield, Maine</td>
<td>Thursdays at 6:15 P.M.</td>
<td>Red Barn Restaurant, Milbridge</td>
<td>(207) 546-2955</td>
</tr>
<tr>
<td>Mt. Desert Island/Bar Harbor, Maine</td>
<td>Wednesdays at noon</td>
<td>Atlantic Oakes Hotel (also Thursday at 7:00 A.M. at Tapley’s Grill)</td>
<td>(207) 288-5103</td>
</tr>
<tr>
<td>Grand Manan Island, New Brunswick</td>
<td>Thursdays at 7:00 A.M.</td>
<td>Fundy House</td>
<td>(506) 662-3856</td>
</tr>
<tr>
<td>St. Stephen-Milltown, New Brunswick</td>
<td>Mondays at 12:10 P.M.</td>
<td>Carman’s Diner, St. Stephen</td>
<td>(506) 466-3528</td>
</tr>
</tbody>
</table>

**Marketing Resources**

The Four P's of Marketing: Product, Pricing, Placement, and Promotion

*Product*

The sustainable tourism product that you offer, be it eco-friendly tours or locally produced vegetables, is unique and appealing to a particular market. You need a marketing plan that tells your potential customer about your product, why it is unique, and why they need it. Assuming that your business does not have a Fortune 500 marketing budget, you need to figure out exactly to whom does your product appeal? Which market segment is going to use your product the most, and therefore provide you with the biggest return on your marketing dollars? See the resources listed below to help you research tourism markets for this region. Marketing research that identifies customers early in the planning process will need to be done more than once, if only to check and see if the results are still true.

*An important part of marketing is letting visitors know how your product is unique.*  (N. Springuel)
Chapter 6. Business Planning for Sustainable Tourism

Maine Artists Collaborate on Marketing

There is no doubt that Sedgwick, Maine, is off the beaten path, and that things are quiet down there. But in amongst all that quiet is a group of artists who want to show their work in the summer tourist season. They have banded together to create and promote the “Sedgwick Village Art Loop,” a locally advertised map listing their galleries. Total cost per gallery: $68. The group then came up with the “Taste of Sedgwick” and found that food made all the difference. One member counted 80 people coming into her gallery for the event, and she sold over $1,000 worth of inventory. All the artists reported much more traffic through their galleries as the summer and advertising progressed, many folks coming in with the map in hand, so the results of the project were visible.

Artists in Stonington too see the value in collaborating. This group decided to open up on the first Friday evening of each month for the summer season, offering hors d’oeuvres and beverages to patrons, and encouraging people to tour all of their galleries. They found a big increase in gallery traffic and sales over the months. It was so successful that it caught the eye of another entrepreneur - a local taxi driver. Linda Pattie realized that with a tight parking situation in Stonington, it would make good business sense to make herself available to move patrons from one gallery to the next throughout the evening. Thus, she too has seen an increase in business as a result of the gallery owners’ successful collaboration.

Pricing

Ask yourself the following questions about product price (what you charge customers) to make sure you are in the right range: Does it cover your costs? Does it allow you and your family to survive? Does it allow for profit? Does it allow for expansion or retrofitting with green alternatives? Is there a segment of your target market that will pay this price? Does this narrow your target market, making it easier to find them, or narrow it too much, making it too small a segment to support your business? Does it allow your business to be involved in community initiatives?

Placement

Take a look at the competition and remember that there is a reason that your product is unique. At first glance, it might not seem so. After all, there are lots of places that have rooms to let, sell lobster dinners, offer excursions, rent kayaks, etc. What makes your business different? How is this difference going to be conveyed to the buying public, which might be forgiven for thinking that one lobster dinner is the same as another? Your market share will determine if your business survives, and there are many ways to gather market share. Don’t be afraid to collaborate with your competition. Figure out a way to work together so that you all benefit. Highlight your values, your efforts to go green… This is your opportunity to use your sustainability, your ecological policies, and your environmental beliefs as a marketing tool. This makes you different from everyone else and that is the difference that more and more travelers seek.

Promotion

Once you figure out to whom you are trying to appeal, your problem becomes finding them and catching their interest, making them see that your product is unique, desirable and attainable. This is the part of the marketing plan that everyone thinks of first – promotion! It is more than advertising, although, advertising certainly plays a part in promotion. Promotion is the most strategic investment of your time and money after you have completed all of your market research. It is the 10- to 30-second introduction of your business, its supporting local conservation efforts, its creative advertising, that highlight your green practices… Promotion is all that you do to inform people about your business, who you are, and what you do. For the sustainable tourism traveler, a business’s approach to promotion reveals much about the business’s ethics and values, so it is important to carry your core message consistently throughout all
of your promotion efforts.

Marketing Resources

- **Maine Office of Tourism** ([www.visitmaine.com](http://www.visitmaine.com)) The Web site is primarily designed to promote the region, as is the Down East/Acadia site (see below). You can also use the information on their sites to learn who else is in business, get some ideas for possible partnerships that can generate traffic for you, and determine if there is an as yet unmet need that you could fill. Information is also available on these sites about the state and the region, as is the State’s strategic plan for tourism [www.econdevmaine.com/resources/tourism,strat_5_yr_plan.pdf](http://www.econdevmaine.com/resources/tourism,strat_5_yr_plan.pdf).

- **DownEast & Acadia Regional Tourism** (DART at [www.downeastacadia.com](http://www.downeastacadia.com)) promotes, supports and manages regional tourism and tourism development, while protecting and preserving the natural resources, historic integrity and cultural character of the Region; as well as enhancing the economic vitality of Hancock and Washington Counties. DART also represents the interests of this region with the Maine Office of Tourism in Augusta. DART’s Web site offers a free marketing opportunity for all tourism businesses located in Hancock and Washington Counties. Specifically DART offers:
  - **Business Listing** - To take advantage of this opportunity, go to the site and enter your business information and submit the information.
  - **Event Listing** - Be sure to do the same with any events you are organizing to be sure they appear free of charge on the events calendar.
  - **With the technology share program** being implemented in 2007, an entry on DART’s site will simultaneously enter you on the Maine Office of Tourism’s (MOT) site ([www.visitmaine.com](http://www.visitmaine.com)) as well.
  - **Environmental Leaders** - If you are one of the Maine DEP’s designated “Environmental Leaders” be sure to check this box when you enter your information on the DART and MOT sites to let the world know you are officially a sustainable tourism business. For information on the certification program, see page 74.
  - **DART’s Strategic Marketing Plan** gives background on the region, its competitive advantages, an analysis of the market and suggestions for positioning statements for its target markets. It provides insight into the goals and objectives of the area’s marketing and outlines strategies and activities to meet those objectives. Branding themes and strategies are also included and may be useful for many

Visitors enjoy the Bar Harbor waterfront.
(N. Springuel)

- **Free Stay Maine** was designed to encourage cruise ship passengers who are visiting on a cruise to return to Maine for an extended land-based vacation. For more on this program: www.econdevmaine.com/resources/tourism/free_stay_maine_business_FAQs.pdf.

- **Charlotte County Tourism Association** is developing a comprehensive marketing plan for Southwest New Brunswick, www.ent-charlotte.ca/about-us/.


- **New Brunswick Tourism and Parks marketing opportunities**, including online and print, rack cards and special ads, are all outlined with rates and guidelines at www.gnb.ca/0397/industry_links-e.asp.

- **New Brunswick Innovation and Leadership Series** is a professional development program designed to address the specific needs of New Brunswick’s tourism industry to further improve its business practices, enhance knowledge and skills of managers and develop quality tourism products. Topics include marketing, management, customer service, the bottom line, product development and leadership. Workshops sponsored by Tourism Industry Association of New Brunswick (TIANB), Department of Tourism and Parks, Atlantic Canada Opportunities Agency, Training and Employment Development, Regional Development Corporation and Canadian Tourism Commission, www.innovation-leadership.ca.

- **The Canadian Tourism Commission** is a marketing organization that promotes the growth and profitability of the Canadian tourism industry by marketing Canada as a desirable travel destination; and providing timely, accurate information to the Canadian tourism industry to empower decision-making, www.corporate.canada.travel/en/ca/index.html.

- **Atlantic Canada Tourism Partnership (ACTP)** brings together Atlantic Canada Opportunities Agency (ACOA), the provincial departments responsible for tourism in New Brunswick, Newfoundland and Labrador, Nova Scotia and Prince Edward Island and the four provincial tourism industry associations. ACTP’s mission is to grow the tourism industry in Atlantic Canada, which today represents $3.175 billion annually for the region’s economy and employs over 110,000 people, including research-driven marketing campaigns, www.actp-ptca.ca/

- **Business Marketplace Online Directory Service** contains over 1,100 business listings including large industrial manufacturers to small home-based businesses within the region of Charlotte, New Brunswick. “This is the region's largest and most complete online directory of organizations, businesses, schools, tourist attractions, churches, and government offices.” www.ymca.ca/charlotte/.

### Other general marketing information

- [www.wilsonweb.com](http://www.wilsonweb.com) - This site has tons of information and articles about marketing your business on the Web. They also have a free e-newsletter, and promise no additional spam if you sign up for the newsletter.

- [www.gmarketing.com](http://www.gmarketing.com) - Guerrilla Marketing is where it is at – the original creative how-to-do-it-yourself marketing guru, Jay Conrad Levinson, sells books, schedules talks, gives info through this site.

- [www.cleavesmarketing.com](http://www.cleavesmarketing.com) - a for-profit business whose owner has a love of eastern Maine. There is a monthly tips newsletter available.
**Partnerships and Packaging**

**Partnerships Improve Exposure**

Partnerships can greatly increase a tourism business’ exposure and financial success. The form that these partnerships take can vary from informal cooperation, such as a recommendation from one business to another, to official legal arrangements and contracts, such as packaged bus tours where the customer pays one fee to the bus company, which has contracted with various natural and cultural destinations, lodging, and restaurants to provide services to the visitors. There are opportunities to leverage marketing opportunities through cooperative agreements within regional organizations that make advertising more affordable for individual businesses. For example, local Chambers often have group co-op discounts on ads with area publications. DownEast & Acadia Regional Tourism (DART) has also helped to subsidize co-op ads in *Maine Invites You*, the state’s official travel planner publication. Additionally, it is important for tourism providers and their employees to learn more about the entire Down East Maine region so that they can make recommendations for other activities and places that visitors might enjoy.

**Different Levels of Partnering**

The most basic form of collaboration among tourism businesses is the recommendation provided to visitors. The best way for business owners to strengthen their presence in the community is to get the word out about what they do and to network with other businesses. There are multiple Chambers of Commerce in the region (see 88 for a list) that market with Web sites and guidebooks. Some chambers also offer group purchasing programs for propane, fuel oil, and other services, as well as host networking functions like business after hours or public affairs breakfasts. There are also other professional service organizations, such as Rotary or the Lions Clubs, that present opportunities to socialize as a business representative.

But perhaps the best way to network in the community is to invite others to your business and demonstrate what you do. This can be done through open house events or offering free services if you can afford it. For example, the Bed and Breakfast Association in Bar Harbor organizes B&B Open House days during the slow tourism season. The public can purchase tickets to tour the inns, which have decorated for Christmas, serve tea, or provide some other special service, and the benefits go to a local charity. Some chambers also offer discount cards for locals or for seasonal employees to encourage them to come try their member businesses. In the absence of programs like these, however, businesses could take their own initiative to strategically offer free samples to those who might be likely to recommend their business. For instance, a kayak company might want to drop off free tickets to a local inn or restaurant to enable the owners or front line staff to experience their business. The Ross Memorial Museum is just one example. Housed in a red brick Georgian mansion built in 1824, the museum pays tribute to one of St. Andrews’ many historic and architecturally significant buildings. The museum houses the collections of local artists and historians.

---

### FundyCulture and The Ross Memorial Museum: Why Join a Network?

Sustainability is about protecting the environment for future generations, that seems clear. But sustainability is also about valuing the cultural heritage of a place, from architecture to artifacts, from language to literature, and highlighting the very qualities that make its human history come alive. At the business level, sustainability is also about valuing and highlighting the expertise held by members of a network.

In southwest New Brunswick, where the shores and isles of the Bay of Fundy are rich with the legacies of centuries of European settlement, a dozen heritage-related destinations (all from Charlotte County except the Maine-based Downeast Heritage Museum) have come together to celebrate the region’s culture, with support from the provincial government’s Heritage Branch. Locals and visitors alike make use of [www.FundyCulture.ca](http://www.FundyCulture.ca), the group’s Web site, to find links and information about museums and institutions, archives, a nature center, gardens, and more. Coupled with brochures, word of mouth, and attractive placemats distributed for free to restaurants who love a more aesthetic alternative to the traditional bland placemat, FundyCulture is an effective marketing tool. But it is much more than marketing: the combined effect is the feeling that these businesses care a great deal about the heritage of the Fundy region, and by virtue of their active community involvement, so do the residents.

The Ross Memorial Museum is just one example. Housed in a red brick Georgian mansion built in 1824, the museum pays tribute to one of St. Andrews’ many historic and architecturally significant buildings. The museum houses the collections of local artists and historians.
of Henry Phipps and Sarah Juliette Ross, an American couple who first came to the area in 1902 and summered here for the next forty years. The Rosses later purchased the mansion that is now the museum, explicitly to make their collections available for the community to enjoy. The Rosses were part of that great tradition of philanthropy, and formed a trust for the long-term management of the museum and creation of the community library next door. As museum director Margot Sackett explains, that community commitment continues. Though the majority of summer visitors are tourists, the Ross Memorial Museum is an integral part of the St. Andrews community, providing programs for local school children, an open house for FundyCulture members, a community speaker series, and a wildly successful Christmas program that is powered by hundreds of local volunteers over the years.

Sackett is actively involved in FundyCulture, one of several such networks in New Brunswick, explaining that all members benefit greatly from the collaboration. It is not so easy for small-budgeted non-profits to compete in today’s tourism market, she explains. Having this network to tap into, and the support it receives from the province, helps with many aspects of joint marketing and PR, and it helps with diverse needs, such as translation costs to make businesses more accessible to French speaking Canadians. But most of all, Sackett says, it increases business collaboration while saving the costs of hiring outside consultants. The expertise needed is right here, within the group, and that is the value of this network.

Businesses can team up to offer geographic or day-long thematic tours. For example farms have gotten together across the state for an Open Farm Day each summer that is coordinated by the State of Maine. Similarly, artists on the Blue Hill Peninsula, Mt. Desert Island, and Eastern Washington County (“Tucked Away Downeast”) have each coordinated on art tours or maps that direct visitors to open studios.

And finally, when businesses feel confident in their services and relationships, they can enter the field of formal package tours. These arrangements typically require very specific liability insurance, legal contracts, and reservation and payment arrangements (for more information on these, see page 97). There are specific travel agents and bus tour companies that specialize in arranging group tours. See the Resources list below for information on organizations that represent the travel agents, tour operators, and bus tour groups.

The Maine Office of Tourism is also a good source if you are cooperating with other businesses in an overnight package program. You can add your package to the list of Maine Getaways on the www.visitmaine.com site. Download the .pdf for packaging tips www.econdevmaine.com/resources/tourism/maingetaways_2004_tips.pdf or contact Mark Turek from the Maine Office of Tourism for more information at (207) 624-9826.

**Thematic Itineraries in Hancock and Washington Counties**

In the summer of 2005, the Vacationland Resources Committee of Down East Resource Conservation and Development (DERC&D) hired an intern, Linda Marie Golier, a master’s degree candidate in cultural anthropology at Northern Arizona State University, to investigate tourism opportunities in Hancock and Washington counties, find examples of businesses engaged in sustainable tourism activities, survey these businesses, and put together several itineraries that feature these businesses. The itineraries included tours of Grand Lake Stream, Mt. Desert Island, the Blue Hill Peninsula, the St. Croix River Valley (U.S. side) and Bold Coast, and “A Taste of Downeast Maine.” While the itineraries were not developed to the stage of actual...
package tours, any of the businesses on the routes could collaborate to develop a more formal version of the tour. The itineraries could also be marketed to travel agents and tourism information offices in the region, and they should be accessible to all tourism businesses in Hancock and Washington counties so that front line service staff can provide information to the visiting public. Shortened two-day itineraries and “surf and turf” tours for each county be developed and the region could encourage more volunteer vacations, where visitors spend part of their time volunteering on projects, and that public transportation and bicycle journeys be fostered. To view the draft itineraries, please contact Down East Resource Conservation and Development at (207) 546-2368.

Resources for Group Travel and Tourism

- Discover New England ([www.discovernewengland.org/travelpress.html](http://www.discovernewengland.org/travelpress.html)) is an organization representing all New England states that is targeted toward generating international visitation to the region. The organization has several options for businesses to join, learn about international marketing, and distribute materials to Europe.
- The Canadian Tourism Commission ([www.corporate.canada.travel/en/ca/about_ctc/index.html](http://www.corporate.canada.travel/en/ca/about_ctc/index.html)) is a marketing organization generally dedicated to bringing international visitors to Canada. The organization has a newsletter and information about international travel to Canada.
- The Travel Industry Association of America ([www.tia.org/home.asp](http://www.tia.org/home.asp)) is an organization dedicated to “promote and facilitate increased travel to and within the United States.” The organization represents the travel industry before Congress, organizes trade shows, offers educational opportunities and a job bank, and publishes a newsletter.
- The Tourism Industry Association of Canada ([www.tiac-aitc.ca](http://www.tiac-aitc.ca)) is a membership organization that is the national advocate and information clearinghouse for the tourism industry in Canada. It offers several trade shows and tourism summits.
- The American Society of Travel Agents ([www.astanet.com](http://www.astanet.com)) represents U.S. travel agents and suppliers. The organization offers training programs, familiarization tours for travel agents, a code of ethics, news briefs, and representation before Congress.
- The National Tour Association (NTA) ([www.ntaonline.com](http://www.ntaonline.com)) is “an organization of North American tourism professionals focused on the development, promotion, and increased use of tour operator packaged travel. NTA requires all its members to abide by a strict code of ethics that protects members, travel agents, and the traveling public. NTA has a membership of nearly 4,000 packaged travel professionals.” (Information from Maine
Collaboration Down East Pays the Bills

The owner of Lubec Rental Properties, Jody Grimes, recently contacted area businesses asking if they would donate some of their products to go into welcome baskets to be placed in the cottages and houses that she manages. She convinced 6 area business owners to donate products for 100 welcome baskets. In return, she provided her customers with a description of each business, where to find it, what else they have and how to get them on the Web. In each basket, she included a welcome note with a paragraph about the fragile economy of the area.

Quoddy Mist Sea Salt saw a large demand for factory tours, which they credited to the welcome baskets, since they have no signs for the business or for factory tours. After a tour, owner Clayton Lank, who has no retail space at the factory, sent folks down the street to Bayside Chocolates which carries multiple local products, including Quoddy Mist Sea Salt. Bayside Chocolates was one of the other merchants who donated product for the baskets. After the summer was over, owner Eugene Greenlaw said “that was the cheapest advertising I ever did, and it yielded a big return!” Not only did more people come to his store, but he found that his lobster business got a boost too (like many in the region, Greenlaw wears more than one hat). Many customers from Lubec Rental Properties were looking to buy lobster, so Greenlaw held some orders out from his daily catch and offer customers both lobster dinner and chocolate dessert in one shot. In the end, one simple idea netted added income for multiple businesses.

Office of Tourism’s presentation at the Sustainable and Experiential Tourism Workshop, March 17, 2006.

- The American Bus Association (ABA) (www.buses.org) “represents approximately 800 motorcoach and tour companies in the United States and Canada. Its members operate charter, tour, regular route, airport express, special operations, and contract services (commuter, school, transit). Another 2,300 member organizations represent the travel and tourism industry and suppliers of bus products and services who work in partnership with the North American motorcoach industry. ABA has a total membership of more than 3,000.” (Information from Maine Office of Tourism’s presentation at the Sustainable and Experiential Tourism Workshop, March 17, 2006.)

- There are also several regional motor coach associations in New York, Maryland, North Carolina, Ontario, Pennsylvania, Quebec, Virginia, and Ohio.

- The United States Tour Operators Association (www.ustoa.com) is a professional organization representing companies that put together tours and packages all over the world, but based from the United States.

- The Receptive Services Association (www.rsana.com) is a membership organization that represents tourism businesses and operators that handle package tours coming into the United States. The Association offers legislative advocacy, networking opportunities, educational opportunities, a newsletter, legal advice, and some marketing opportunities.

- Inside Travel (www.insidetravel.ca/) is a directory of Canada’s travel industry that lists tour operators, airports, hotels, etc. and provides a searchable database by tourism activity or by country of destination.

- The Maine Tourism Association (www.mainetourism.com) is a membership organization that produces a travel guide for the state, represents state tourism interests before the legislature, and provides a searchable database for visitors to use when planning trips to Maine.

- Tourism New Brunswick (www.tourismnewbrunswick.ca/index.htm) is the official New Brunswick tourism Web site that has a searchable database for visitors to plan their trips and includes sample itineraries, as well as information for convention planners, group tour operators, and cruise operators.
Legal and Insurance Issues for partnering businesses

The following information (through page 99) was presented at the March 17, 2006 workshop, Sustainable and Experiential Tourism in DownEast and Acadia by Peter Klein, formerly of Eaton Peabody Consulting Group, LLC, PO Box 1210, Bangor ME 04402.

The example contracts provided in that presentation are available in Appendix A, and are provided for illustrative purposes only. There is no substitute for legal advice that is specific to the individual circumstances of a business or group venture. The authors provide this as an overview of the contractual, insurance, and statutory issues but strongly encourage that individual businesses obtain their own legal advice.

Commercial Package Tours – Practical Legal Issues

Legal Nature of Collaborative Tourism – Relationships between tour operators, service providers, and customers:

1) Contractual relationships between tour operators and service providers.
   a) Tour operators typically negotiate a wholesale agreement with a service provider, in which the operator received a discounted rate for a set number of bookings for a particular service.
   b) The discount given by the service provider varies by company, industry, geographic area, and season, but is typically between 20 and 40 percent. Keep in mind, the greater the discount obtained from the service provider, the greater their incentive will be to breach the agreement.
   c) The agreement between tour operator and service provider (see example contracts).
      i) The paramount concern in the agreement between tour operator and service provider is enforceability. The tour operator is contracting with customers and counting on the performance of the service provider for its ability to perform and must be absolutely sure that the service provider will perform.
      ii) Booking procedures need to be specifically defined and in writing (email or faxes will suffice).
      iii) Tour operators need to work with reliable service providers and have mechanisms in place to insure that, if the service provider fails to perform, they will have advance notice.
      iv) The tour operator should develop a contingency plan in the event that the service provider fails to perform.
      v) Any issues which affect a service provider’s ability to perform should be disclosed to customers. An example would be bad weather preventing fishing tours. The tour operator should discuss with the service provider what the potential contingencies are.
   d) What happens if the service provider breaches at the last minute? You will have angry customers unless you have a great contingency plan. Pursuing legal action against the service provider can be effective, but may not solve the problem (the liability of the service provider is likely less than the operator’s liability to the customers).

2) Contractual relationships between service providers and customers.
   a) Strictly speaking, service providers have no direct contractual relationship with the customers (privity). Breach of contract claims by customers against service providers would be difficult to maintain.
   b) Even so, service providers may have implied legal duties to the customers. Service providers may also be liable to customers for instances of negligence.
   c) The lack of privity also prevents service providers from seeking recourse against customers in the event that the operator breaches the agreement to pay.
3) Contractual relationships between customers and tour operators:
   a) As mentioned above, tour operators will be contracting directly with customers at least in part for the services provided by third parties (the service providers). For this reason, the customers have recourse against the tour operator for any failure to perform by the service providers.
   b) Customers typically are considered consumers and are subject to greater legal protection than business people.
   c) Forming contacts with customers. (see examples – Freewheeling Adventures Tour Agreement; Statutory Instrument 1992 example).
      i) Good business practice (and some of the laws described later) requires a written contract between the tour operator and customer.
      ii) When dealing with parties from away, there are some difficulties in forming a contract. The legal definition of a contract requires an offer and acceptance supported by consideration. In Maine, the contract is formed by a meeting of the minds between and offeror and offeree, in which both parties manifest an intent to be bound by certain terms. In other words, get a signature.

4) Insurance issues. Tour operators should carefully review their policies and work with their insurance agent to make sure that they are covered for losses which occur when customers are in the care of service providers. Service providers should not rely on their general liability coverage nor the coverage of the tour operator, but should work with their agent to make sure they are covered for covered for the customers.

Governmental Regulation – specific and general governing legislation:
1) United States federal legislation – there is no specific legislation other than a regulation which requires marine operators of boats in excess of 100 tons to make certain disclosures. However, the Federal Trade Commission does prosecute tour operators who defraud customers.
2) Maine legislation – again no specific legislation governing tour operators. Maine has a comprehensive consumer protection law designed to cover a broad range of conduct by businesses in their dealings with consumers.
3) European community directives. Tour operators dealing with residents of European Union countries should be aware of the broad EU directives governing tour operators. To date, we have found no cases in which American tour operators have been held liable under the EU directives. However, to the extent that American tour operators work with European tour operators, the American tour operators would do well in the relationship with European tour operators to have a working knowledge of the EU directives.
4) In addition to the contractual issues noted above some examples from the United Kingdom (below) also provide good reminders about the kinds of things to be included in brochures that advertise your packaged offerings. (Statutory Instrument 1992 No. 3288):

Information to be included (in addition to the price) in package brochures
   • The destination and the means, characteristics, and categories of transport used.
   • The type of accommodation, its location, category or degree of comfort, main features and where the accommodation is to be provided in a member State, its approval or tourist classification under the rules of that member State.
   • The meals which are included in the package.
   • The itinerary.
Chapter 6. Business Planning for Sustainable Tourism

- General information about passport and visa requirements which apply for foreign citizens and health formalities required for the journey and the stay.
- Either the monetary amount or the percentage of the price which is to be paid on account and the timetable for payment of the balance.
- Whether a minimum number of persons is required for the package to take place and, if so, the deadline for informing the consumer in the event of cancellation.
- The arrangements (if any) which apply if consumers are delayed at the outward or homeward points of departure.
- The arrangements for security for money paid over and for the repatriation of the consumer in the event of insolvency.

Elements to be included in the contract if relevant to the particular package

- The travel destination(s) and, where periods of stay are involved, the relevant periods, with dates.
- The means, characteristics and categories of transport to be used and the dates, times and points of departure and return.
- Where the package includes accommodation, its location, its tourist category or degree of comfort, its main features and, where the accommodation is to be provided in a member State, its compliance with the rules of that member State.
- The meals which are included in the package.
- Whether a minimum number of persons is required for the package to take place and, if so, the deadline for informing the consumer in the event of cancellation.
- The itinerary.
- Visits, excursions or other services which are included in the total price agreed for the package.
- The name and address of the organizer, the retailer and, where appropriate, the insurer.
- The price of the package, if the price may be revised in accordance with the term which may be included in the contract under regulation 11, an indication of the possibility of such price revisions, and an indication of any dues, taxes or fees chargeable for certain services (landing, embarkation or disembarkation fees at ports and airports and tourist taxes) where such costs are not included in the package.
- The payment schedule and method of payment.
- Special requirements which the consumer has communicated to the organizer or retailer when making the booking and which both have accepted.
- The periods within which the consumer must make any complaint about the failure to perform or the inadequate performance of the contract.

Tour Agreements

Many example tour and package tour agreements were provided in the March 2006 workshop, some of which are reproduced in the Appendices. Use the following links for additional examples of contracts from a wide variety of package tours.

Tour Agreements:
- www.endlessindo.com/tour_agreement.pdf
- http://hiddentrails.com/conditions.htm
- www.vantage.travel/PDFs/T&Oweb62005.pdf
- www.co.multnomah.or.us/sheriff/jailtour.htm
- http://voyager.dvc.edu/~slin/StudyTour.PDF
- www.gradcity.com/documentation/HS_Tour_Agreement.pdf
- www.caravantours.com/pages/termsoftravel.html
- www.holidaze.com/cgi-bin/index.cgi?current=5&subcurrent=5&site=holidaze
- www.itb.co.jp/society/institution/aamas2006/summary.html

Tour Operator Associations:
- www.ntaonline.com
- www.ustoa.com

European Community Directive on Package Tours
- www.opsi.gov.uk/si/si1992/uksi_19923288_en_1.htm

Finally, in our region, www.wacobiz.com/legal has more information and samples.
Chapter 6. Business Planning for Sustainable Tourism

**The Role of Customer Service**

Did you ever travel somewhere, stop and ask a store clerk or gas station attendant where you could get a meal or what there was to do in the area? There are usually two kinds of responses. One that we hope to never hear: “there is nothing going on in this town,” and another that makes us glad we stopped because we hear that “yes, there are a lot of things to do, and if I were here for only one day, I would not want to miss…”

How do you make sure that tourists coming through the area get the preferred response? You can train your employees, or even make it a criterion for employment, to be enthusiastic and knowledgeable about the area, and to convey that enthusiasm when they speak to your customers. But how can you make the employees of other businesses answer the same way? Make sure that they know that you are open for business, and what sort of business you have. Drop off flyers. Talk to the owners, and work to educate them on the importance of front line staff having an appropriate response to tourist questions. Or work in partnership with other businesses or chamber groups on training employees or learning about each other’s businesses. Conduct or attend customer service/hospitality workshops for front line employees at local businesses in your area.

Help these employees see the impact that they have on other businesses in town, and that they are an important part of the economic life of the community. Make sure that they know that there really is something to do around here, and what and where it is.

That way, when a tourist passing through stops for gas and asks “where is there a good place to eat around here?” they get such a good response that they not only stop for lunch, but they also spend the rest of their day in the area, and plan to come back for a vacation.

**Hospitality and Other Tourism Related Training**

- **DownEast & Acadia Regional Tourism (DART)** - Periodically DART also offers Marketing Training sessions at local chamber meetings or other community events, including training programs that provide regional information on local activities and attractions. Contact DART for the latest information (207) 546-3600. Contact DART for information on any upcoming trainings at info@downeastacadia.com, or by phone: 207-546-3600. DART Web site www.downeastacadia.com.

- **Customer Service Flyer** – DART developed a basic informational brochure on the elements of customer service. This coupled with DART’s area brochures provides a reference for any business in the area that serves tourists including restaurants or lodging facilities, and gas stations, convenience stores, gift shops, etc. Information in the flyer is
helpful to serve any customer, visitor and resident alike. Contact DART for a copy of the flyer and or a supply of the destination brochures, (207) 546-3600.

- **Washington County Business Conference** – The University of Maine Cooperative Extension organizes this conference in the spring of each year which provides seminars on many different topics of interest for businesses in the area. For information visit the Web site at [http://webcm.org/](http://webcm.org/) or the Cooperative Extension’s site at [http://www.umext.maine.edu/counties/washingt.htm](http://www.umext.maine.edu/counties/washingt.htm).

- **Business and Industry Training Center Eastern Maine Community College**, Michael Ballesteros (207) 974-4869 provides training for a fee, [mballesteros@emcc.edu](mailto:mballesteros@emcc.edu).

- **Local Chambers of Commerce** often provide marketing training or other customer training sessions. Be sure to keep in the loop locally for information on these opportunities (Contact information for chambers are listed on page 88).

- **Business and Convention centers** – often these organizations will offer hospitality training to groups. Check with your nearest one to see if they can bring the training to you. Bangor convention and visitors bureau can be reached through their Web site [www.Bangorcvb.org](http://www.Bangorcvb.org). In New Brunswick, the Saint John Visitors and Convention Center can be reached at 888-364-4444.

- **Tourism Hospitality Institute.** Provides hospitality, customer service and destination training for a fee. Contact Bangor Convention and Visitor’s Bureau. 207-942-6309 or 1-800-91-MOOSE

- **The Education Committee of the Maine Tourism Commission.** The committee will soon be offering a pamphlet highlighting how tourism needs to grow through training current staff, improving customer service, developing new strategies, partnerships with complimentary businesses, understanding visitor needs and developing new entrepreneurs. It lists where training workshops are available and which colleges offer courses that have certificate programs, associate degrees and bachelor degrees in tourism. This piece is now in the process of final development and appropriate channels of distribution are being determined.

- **The “FISH! Philosophy”** at [www.Charthouse.com](http://www.Charthouse.com), is a method of getting the best customer service from employees. The FISH! Philosophy is an interactive philosophy that gets people thinking about how they look to the outside world. There is a video, a lecture series, and a book series.

---

### Raye’s Mustard: Where Heritage and Customer Service Merge

Raye’s Mustard Mill, an important part of the regional heritage, is North America’s last remaining traditional stone-ground mustard mill. Four generations of the Raye family have been grinding mustard on the rock-bound coast of Maine since 1900, when the son of a sea captain founded the company to produce mustard for Maine’s burgeoning sardine industry. In 1903, the mill moved to Eastport, Maine, allowing mustard to be shipped by rail and by steamship.

Today, the trains, steamships and all but one of Maine’s sardine canneries are gone, but Raye’s historic old stone mill, now a working museum, stands as a lasting testament to the quality and authenticity of a bygone era. The tenacious commitment of the Raye family has preserved that quality and authenticity even while adapting to the preferences of a changing world.

While most modern mustards are cooked or ground by high speed technology, Raye’s maintains the traditional cold grind process that preserves the volatile taste qualities of the whole seeds, natural herbs and spices.

**Winner of the Maine Tourism Association’s 2006 Down East and Acadia Regional Tourism Award**, the authentic mill charms young and old visitors alike. The Pantry Store, located at the front of the mill, is a well-stocked gift shop featuring the full range of mustards, as well as many Maine-made products.

Both the mill and store are open year-round, and visitors are always welcome. The owners and their friendly staff provide tours of the mill and invite visitors to sample each of their mustard flavors. Raye’s Mustard is a model of where heritage and customer service blend for an
Colleges and Universities

- The University of Maine System
  - **The Center for Tourism Research and Outreach (CenTRO)** is an effort by the University of Maine System to bring educational research and resources to the task of sustaining a healthy and growing tourism industry in Maine. CenTRO grew out of recommendations from the Blaine House Conference on Maine’s Natural Resource Industry and the increased recognition of the economic, social, and environmental impact of tourism in Maine and the importance of recreation to the quality of life in Maine. CenTRO coordinates the efforts of faculty across numerous disciplines on all campuses in the state. CenTRO’s mission is to strengthen Maine tourism through research as well as outreach to the industry, state and its communities, www.umaine.edu/centro/.
  - **University of Maine, Orono**: Parks, Recreation & Tourism
  - **University of Maine at Machias**: Recreation Management, Tourism & Hospitality
  - **University of Maine’s Hutchinson Center**: Tourism Certificate

- Community Colleges
  - **Washington County Community College**: Adventure Recreation and Tourism, Culinary and Baking Certificate
  - **Eastern Maine Community College**: Restaurant & Food Management
  - **New Brunswick Community College in St. Andrews**: Hospitality and Tourism, Adventure Recreation

- Other Colleges
  - **College of the Atlantic**: one degree in human ecology with possible concentrations in green and/or sustainable businesses and ecological entrepreneurship.
  - **Husson College**: Business Administration with a concentration in Hospitality Management.

*Hancock and Washington Counties, Maine, and Charlotte County, New Brunswick, offer an endless suite of options for locals and visitors alike. Sustainable tourism can help ensure the region stays as appealing for generations to come. (N. Springuel)*