

**Down  
East  
Sustainable  
Tourism  
INitiative  
Year  
2010**



**STRATEGIC PLAN**

REVISED 2004

PREPARED BY

THE VACATIONLAND RESOURCES COMMITTEE

OF THE DOWN EAST RESOURCE CONSERVATION AND DEVELOPMENT COUNCIL

**Down  
East  
Sustainable  
Tourism  
INitiative  
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The Vacationland Resources Committee (VRC) of the Down East Resource Conservation and Development Council recognizes the work of the many former members of the VRC and Devon Danz from the University of Michigan School of Natural Resources and Environment who prepared the original DESTINY 2000 Strategic Plan in 1997.

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## I) VISION

With respect for our abundant natural resources and rich cultural heritage, the communities of Hancock and Washington Counties seek appropriate, responsible and sustainable development of cultural and nature-based tourism opportunities for regional economic prosperity.

## II) BACKGROUND: How did we get here?

What is sustainable tourism? What opportunities does it provide to regional economic development in Downeast Maine? Can we protect our natural and cultural heritage while developing this growing market? These questions have been examined by a broad cross section of community leaders for more than seven years. Their work was spearheaded by the Vacationland Resources Committee (VRC) of the Down East Resource Conservation and Development Council (DERCD) in Cherryfield, Maine. The first plan, *DESTINY 2000 - Down East Sustainable Tourism Initiative Year 2000*, released in 1999, was the culmination of a four-year consensus-based process involving diverse stakeholders in three sustainable tourism conferences and extensive research and planning.

Since the release of the first plan, the Vacationland Resources Committee has started to tackle some of the original strategies, including the publication of the *Washington County Cultural Directory*. With the growing interest in sustainable tourism throughout the state, the changing circumstances in Washington and Hancock region, and the changes in membership of the VRC, the group reconvened in 2003 to update the strategy. This new document, *DESTINY 2010- Down East Sustainable Tourism Initiative Year 2010*, will provide a road-map for the development of sustainable tourism in the Downeast region for the next five years.

The plan's successful implementation is dependent on the involvement of a broad array of people and organizations. Local approval of, and involvement in, this regional sustainable development strategy is essential to its success.

## III) TOURISM IN DOWNEAST MAINE

Downeast Maine is known for its natural beauty, fishing industry, bold coastline, and blueberry and cranberry farming. Maine produces 98% of the low bush blueberries in the United States, and in 2002, 101 million pounds of shellfish and 62 million pounds of lobster were harvested in the state (Maine Department of Marine Resources).

In an October 2003 paper prepared for Governor John Baldacci, David Vail, Economics Professor at Bowdoin College, states "Tourism's direct contributions to Maine's gross state product (GSP) (ca. \$2.5 billion or nearly 7% of GSP) exceeds the combined contributions of agriculture, marine fisheries, and aquaculture. Tourism's direct employment (over 70,000 full time equivalent jobs) is greater than those three sectors plus forest products." When indirect sales of goods and services affiliated with tourism are included, this number jumps to \$8.9 million<sup>1</sup>.

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<sup>1</sup> TRAVEL and TOURISM in MAINE: 2001 VISITOR STUDY", prepared for the Maine Office of Tourism, Final Report of September 5, 2002, by Longwoods International

Nature-based, cultural and historic tourism are commonly stated by visitors as reasons they come to Maine<sup>1</sup>. Maine has a unique wilderness, with almost 3500 miles of jagged coastline and as many islands, and a backcountry expanse totaling the area of Connecticut and Rhode Island combined. These vast natural resources, coupled with antique and craft shops, shopping opportunities and the quiet, secluded feel of its many towns and villages gives Maine the nickname "Vacationland" and lured 43 million visitors and vacationing residents.

Hancock County, on the Northeast coastline, is home to historic Blue Hill and New England's second largest island, Mount Desert Island. For visitors venturing east of Portland, the primary destination is Acadia National Park and the charming gateway community of Bar Harbor. Washington County is located directly east of Hancock County, and its economy and tourism scene are quite different. Despite a historically depressed economy and underdeveloped tourism infrastructure, Washington County offers a wealth of seldom-visited nature preserves, historic towns, and abundant wildlife.

Washington County's tourism economy is based largely on "pass through" visitation since it is on the route between two major travel destinations, the Canadian Maritimes and Acadia National Park. Maine Office of Tourism (MOT) statistics suggest that such a passive role in the tourism market is not beneficial to the region. Washington County gets the smallest share of Maine's tourism market, with 1.5% of the overnight visits in the state. Of the 39.2 million total visits in Maine, 21.2 million are "marketable pleasure trips". Washington County's share of these visits is about 318,000 (57,000 overnight and 261,000 day trips). Taxable sales in Washington County from restaurants and lodging in 1999 were about 1.24% of the state total and decreased to 1.17% in 2003. Increasing tourism in Washington County by 20%, to 68,400 visitors, would generate an additional \$4.9 million to the Washington County economy and additional sales tax revenues of about a quarter of a million dollars annually. By contrast, Hancock County enjoys a 23.5% share of the state tourism market, or nearly 5 million marketable visits, and over 2 million touring and outdoor visits. Taxable sales in 1999 from restaurants and lodging were 7.47% of the state's total, and have remained unchanged in 2003.

#### **IV) WHAT IS SUSTAINABLE TOURISM?**

Since the mid-1990s many have been seeking to enhance tourism opportunities available in Washington and Hancock counties to boost and diversify the local economy. We know that the vibrancy of such an industry depends on the quality of the natural and cultural experiences offered. We also know that Downeast Maine has an abundance of such experiences and resources. However, tourism can be a destructive force when not properly planned or managed. Therefore, the fundamental vision in this strategy is for tourism to be both environmentally and culturally appropriate, locally driven and sustainable.

The World Tourism Organization describes sustainable tourism as "a model form of economic development .... [I]t is development of the physical community, the social environment, and the economy which meets the needs of the present without compromising the ability of future generations to meet their own needs." Sustainable tourism seeks to balance the economic benefits of business development with efforts to minimize negative social and environmental impacts. When implemented properly, sustainable tourism can provide educational opportunities, incentives for natural and cultural preservation, and a community-building experience.

The vision of DESTINY 2010 is our working definition of sustainable tourism:

**With respect for our abundant natural resources and rich cultural heritage, the communities of Hancock and Washington Counties seek appropriate, responsible and sustainable development of cultural and nature-based tourism opportunities for regional economic prosperity.**

Sustainable tourism is no panacea that will save the environment, guarantee cultural preservation, or provide economic security. Increased tourism, sustainable or not, creates added costs and can put a strain on existing infrastructure, public services and community character. The key is to anticipate and prepare for the impacts and work with a diversity of partners and local stakeholders to maximize benefits and minimize costs. This strategy seeks to preserve, protect and ultimately improve the quality of life for the residents and wildlife of Downeast Maine.

NOTE: Sustainable tourism is frequently referred to as "ecotourism." Ecotourism, as defined by The International Ecotourism Society is "responsible travel to natural areas that conserves the environment and sustains the well-being of the local people." The DESTINY strategy uses "sustainable tourism" rather than "ecotourism" for three primary reasons.

- There is common misuse of the term ecotourism by groups or businesses that do not fully embrace the standards and ethics described in the definition.
- Despite greatly increased research and development of ecotourism as a specialized sector of the tourism industry, there remains a general unfamiliarity with the word.
- The term does not always support two major goals of this strategy, economic development and cultural preservation, although some definitions of "ecotourism" include these qualities. When appropriate, the terms "sustainable tourism" and "ecotourism" are used interchangeably, both as defined above.

## V) DESTINY 2010 - GOALS

The vision of DESTINY 2010 will be achieved if decision making is guided by the five established goals. The goals describe WHY sustainable tourism matters. For each goal, DESTINY 2010 includes two or three objectives - that describe WHAT can be done to reach the goals and several strategies that describe HOW to achieve the vision of sustainable tourism in Downeast Maine. Finally, the action items of DESTINY 2010 describe specific activities, priority levels, possible partners and potential funding sources.

### ***1. Economic Development: Create new employment and business opportunities, and ensure local retention of economic benefits from tourism.***

Development associated with sustainable tourism should create new employment and business opportunities for local residents while promoting and enhancing existing industries. Implementation strategies in DESTINY 2010 promote entrepreneurial efforts and economic diversity and ensure self-sufficiency and local retention of economic benefits.

Expansion and diversification of marketing efforts are also needed at both the local and state level. Successful marketing should attract more visitors. To accommodate them, it is critical to develop additional visitor attractions and amenities and to organize and expand existing transportation

services and facilities. New development should progress at a pace and in a manner that is culturally and ecologically sensitive and locally controlled.

***2. Ecological Conservation: Preserve and enhance the ecological health and environmental quality of the region***

The essence of a sustainable tourism plan is conservation of the natural environment. Special effort should focus on protecting water quality, fragile lands and habitat for sensitive species. Success requires that we provide quality outdoor experiences for the long-term. Access to natural areas, publicly or privately owned, is also essential. Whenever possible, non-consumptive land use practices should be promoted, and ecologically sensitive building materials and designs should be pursued. Providing education about local natural history and practices that reduce the impact of tourism and recreation on the environment will promote this conservation goal.

***3. Cultural preservation: Protect and revitalize historic places and traditions with an emphasis on preservation of the rural character of Downeast Maine***

Downeast Maine has a rich cultural heritage that should not be sacrificed or compromised in the face of tourism development. Preserving the rural landscape, maintaining historic buildings, supporting traditional industries, and retaining the New England character of the local towns and villages will maintain a sense of place appreciated by visitors and residents alike. However, preservation of cultural identity need not inhibit a community's economic development. Opportunities for visitors and residents to learn about and enjoy the region's heritage can be enhanced by promoting existing and developing new cultural attractions and promoting cultural celebrations.

The two Passamaquoddy communities in Washington County represent the oldest living history in the region. Their participation in this plan should be invited and encouraged.

***4. Local Coordination: Ensure collaboration, local ownership, decision making and information sharing among local citizen groups, tourism practitioners, community members and visitors.***

Any sustainable tourism strategy must be derived from a local desire for tourism development. Research conducted during the summer of 1997 confirmed this desire among respondents in the Down East region. The research also revealed concern that tourism development not be imposed externally. Local involvement in the planning process is essential for community self determination. Natural resource managers, conservation groups, land trusts, property owners, educators, government and tourism practitioners and promoters must collaborate to implement this plan.

Ensuring coordination among these many groups and individuals is a challenging but important element of this regional strategy. Staff to coordinate implementation is needed. An ecotourism association is also desirable to serve as a clearinghouse for information exchange and sharing of ideas, coordinated marketing, and facilitating funding opportunities for region-wide projects.

**5. Education: Educate tourism providers/practitioners, the local communities and visitors about the natural and cultural history of the area**

One distinctive characteristic of sustainable tourism is the emphasis placed on education. Whether through expert guided tours, interpretive signs or brochures, or a classroom seminar, visitors should have easy access to information about the region's natural environment and cultural heritage. Educating visitors about an area's natural or cultural characteristics enhances and adds value to their experience; can lead to behavior that is sensitive to and respectful of an area or issue; and can lead to support for land conservation and cultural preservation in the region.

Training programs for local tourism-related business operators and potential future owners and employees are of particular importance to the long-term success of sustainable tourism. This type of education could include workshops on entrepreneurial enterprises, training for specific types of jobs common in the tourism sector, such as hotel management or tour guiding, and certification programs for tourism providers.

Local schools and universities can also contribute to the success of DESTINY 2010 by providing research and general environmental education curricula for residents. In the same way that educating visitors can engage them in the local community, increased public awareness at the local level may create new stakeholders in conservation efforts.

## **VI. IMPLEMENTATION**

This section looks at HOW to reach the vision of sustainable tourism in Downeast Maine.

- What will we do as individuals, as communities, as collaborators?
- What will others be asked to do?
- Where and how will the money be obtained for education, infrastructure, and business and community development?

It also examines the question of WHEN these things will be accomplished.

- What are our priorities?
- Where will this strategic plan get the "biggest bang for our (limited and shrinking) buck?"

Finally, how will success be MEASURED?

Section VIII, Conclusions provides several benchmarks for each of DESTINY's five goals such as:

- increases in sales tax receipts,
- increased participation among organizations in the region,
- improved water quality, and
- additional educational opportunities.

While the Vacationland Resources Committee took the lead in drafting and revising the DESTINY 2010 plan, ultimately it will take many partner organizations and individuals to successfully implement the plan's action strategies. The VRC encourages all people interested in the future of tourism in Hancock and Washington Counties to take the lead on action items of interest.

The VRC anticipates that DESTINY 2010 will go through multiple revisions as projects are carried out. Please keep in touch with the Down East RC&D so that the VRC can document the collective successes of partnerships working for sustainable tourism.

GOAL 1

**Economic Development: Create new employment and business opportunities, and ensure local retention of economic benefits from tourism.**

Objective A

*Create entrepreneurial and employment opportunities in sustainable tourism for residents of Washington and Hancock Counties.*

Implementation Strategy (101) Support and encourage the inventorying and marketing of the available business assistance services and education/training opportunities at various local institutions.

Implementation Strategy (102) Support products and initiatives that inform visitors about tourism opportunities that support smaller family-farms and cottage industries, such as aquaculture, gardens, arts and heritage, etc.

Implementation Strategy (103) Support and promote opportunities for expanding the tourism season, thereby extending moneymaking opportunities through more of the year.

Implementation Strategy (104) Invite/encourage public and private landowners/lessees to develop and promote tourism-compatible, economically beneficial additional uses of their land/facilities (including aquaculture).

Objective B

*Provide Washington and Hancock Counties with an infrastructure that supports and manages increased tourism.*

Implementation Strategy (105) Support infrastructure and facility developments/improvements on major visitor corridors (e.g. Rt. 1 and Rt. 9), within municipalities and in the countryside, that will improve the visitor experience. Examples include:

- bathroom facilities,
- picnic areas,
- bikeways/bike lanes,
- road-side turn-outs,
- passing lanes,
- trailhead facilities,
- wayfinding and interpretive signs,
- single-use and multi-use trails,
- visitor centers,
- scenic by-ways.

Implementation Strategy (106) Support development of the necessary infrastructure to enable package tours using mass transit (e.g., someone flies to Trenton, takes the Island Explorer to Bar Harbor, takes the ferry and Island Explorer to Schoodic, takes West Bus Service to Washington County, and enjoys kayak and bicycle rentals along the way).

Implementation Strategy (107) Monitor Calais Branch Railway decisions to capitalize on visitor experience opportunities, whether the corridor is developed as a rail line, a trail, or both.

Implementation Strategy (108) Encourage civic leaders to participate in downtown revitalization training opportunities.

Implementation Strategy (109) Support development of intermodal transportation hubs and visitor centers (i.e., places that allow for connections between car, bus, ferry, train, bike, etc. and provide visitor orientation) as part of the Maine Department of Transportation's Explore Maine Plan.

Implementation Strategy (110) Support development and thoughtful placement of wayfinding signs

### Objective C

*Refine and increase publicity and marketing for the Down East Region as a unique cultural and natural destination.*

Implementation Strategy (111) Support Downeast Acadia Regional Tourism's (DART's) efforts to maintain a current, comprehensive database/website of tourism businesses, attractions, and events in the region and market them accordingly.

Implementation Strategy (112) Initiate "green marketing" techniques to further distinguish uniqueness of Downeast experience.

"Green marketing" refers to advertising with an emphasis on environmental awareness. Similar efforts could be made to expand marketing to visitors motivated by cultural interests, package tours, and specific activities such as kayaking, bird watching and day hikes.

Implementation Strategy (113) Develop specific coordinated marketing strategy to promote and encourage participation in local attractions and events within individual communities and regionally.

<b>DESTINY 2010 Strategies</b>				
<b>GOAL 1: ECONOMIC DEVELOPMENT: Create new employment and business opportunities, and ensure local retention of economic benefits from tourism</b>				
		<b>Action Items (by any partner or group)</b>	<b>Potential Partners</b>	<b>Priority</b>
<i><b>Objective A: Create entrepreneurial and employment opportunities in sustainable tourism for residents of Washington and Hancock Counties.</b></i>				
<u>Strategy (101)</u>	Support and encourage the inventorying and marketing of the available business assistance services and education/training opportunities at various local institutions.	<ol style="list-style-type: none"> <li>1. Inventory what is available.</li> <li>2. Develop a comprehensive website or guiding brochure.</li> <li>3. Hold county business expos.</li> </ol>	CADC, SCEC, UMaineExt, EMDC, WHCA, WCCOG, Sea Grant, UMaine Career Centers, HCPC	Medium
<u>Strategy (102)</u>	Support products and initiatives that inform visitors about tourism opportunities that support smaller family-farms and cottage industries, such as aquaculture, gardens, arts and heritage, etc.	<ol style="list-style-type: none"> <li>1. Identify which of these businesses wants to be involved with tourism.</li> <li>2. Create a directory/website of tourism opportunities.</li> <li>3. Put together package tours.</li> </ol>	DART, DERCD, MOFGA, DHC, MOT, SWCD, Garden Clubs, Farm Bureau, ME Dept. of Ag, Sea Grant, Chambers, Lubec Artist's loop, WaCo Antique Dealers	High
<u>Strategy (103)</u>	Support and promote opportunities for expanding the tourism season, extending moneymaking opportunities through more of the year.	<ol style="list-style-type: none"> <li>1. Promote cultural attractions during colder months.</li> <li>2. Develop package tours in early or late summer.</li> <li>3. Promote winter activities like cross country skiing and winter camping.</li> <li>4. Promote whitewater canoeing in early June.</li> <li>5. Promote the colors of Spring, warblers &amp; wildflowers.</li> <li>6. Educate tourism providers regarding the economic development possibilities of year-round tourism</li> </ol>	MOT, DART, Cruise ME Coalition, Chambers, CADC, SCEC, UMaineExt, EMDC, WHCA, WCCOG, Sea Grant, UMaine Career Centers, HCPC	High
<u>Strategy (104)</u>	Invite/encourage public and private landowners/lessees to develop and promote tourism-compatible, economically beneficial additional uses of their land/facilities including aquaculture.	<ol style="list-style-type: none"> <li>1. Hold conferences on how natural resource-based industries can tap into the tourism market.</li> <li>2. Highlight existing businesses that successfully integrated tourism.</li> </ol>	CADC, SCEC, UMaineExt, MAIC, Land Trusts, EMDC, WHCA, WCCOG, Sea Grant, UMaine Career Centers, HCPC, NEFF	High
<i><b>Objective B: Provide Washington and Hancock Counties with an infrastructure that supports and manages increased tourism.</b></i>				
<u>Strategy (105)</u>	Support infrastructure and facility development/improvements on major visitor corridors (e.g. Rt. 1 and Rt. 9), within municipalities and in the countryside, that will improve the visitor experience.	<ol style="list-style-type: none"> <li>1. Develop bathroom facilities.</li> <li>2. Develop picnic areas</li> <li>3. Develop bikeways/bike lanes.</li> <li>4. Develop trailhead facilities.</li> <li>5. Develop wayfinding and interpretive signs.</li> <li>6. Develop single use and multi use trails.</li> <li>7. Develop visitor centers.</li> <li>8. Develop Scenic Byways.</li> </ol>	MDOT, MDOC, Rt. 1 Corridor Committee, Schoodic Scenic Byways, MOT, ME Tourism Assn	High

<b>DESTINY 2010 Strategies</b>				
<b>GOAL 1: ECONOMIC DEVELOPMENT: Create new employment and business opportunities, and ensure local retention of economic benefits from tourism</b>				
		<b>Action Items (by any partner or group)</b>	<b>Potential Partners</b>	<b>Priority</b>
<u>Strategy (106)</u>	Support development of the necessary infrastructure to support package tours using mass transit.	1. Encourage the development of ferry service between Eastport and Lubec. 2. Develop bathrooms. 3. Develop motels (in support of bus tours). 4. Develop and maintain quality roads. 5. Develop and maintain public access piers with parking.	MDOT, local towns, chambers	Medium
<u>Strategy (107)</u>	Monitor Calais Branch Railway decisions to capitalize on visitor experience opportunities, whether the corridor is developed as a rail line, a trail, or both.	1. Participate in meetings that strive to find common ground.	VRC	Wait and see
<u>Strategy (108)</u>	Encourage civic leaders to participate in downtown revitalization.	1. Encourage training opportunities.	WCCOG, EMDC, HCPC, DELTA, SALT, MDILT, MHPC, Maine Preservation	Low
<u>Strategy (109)</u>	Support development of intermodal transportation hubs and visitor centers.	1. Work closely with MOT and MDOT on planning for visitor centers/intermodal transit hubs in region. 2. Monitor progress of development of Trenton center. 3. Make sure regional information is represented at all centers. 4. Suggest appropriate locations and types of visitor centers (i.e. staffed/non-staffed).	MDOT, MOT, Schoodic Scenic Byways, Blackwoods Byway	High
<u>Strategy (110)</u>	Support development and thoughtful placement of wayfinding signs.	1. Inventory wayfinding signs. 2. Develop a plan of what kind of wayfinding signs are appropriate and in the desired locations.	MDOT	High
<b><i>Objective C: Refine and increase publicity and marketing for the Down East Region as a unique cultural and natural destination.</i></b>				
<u>Strategy (111)</u>	Support Downeast Acadia Regional Tourism's (DART's) efforts to maintain a current, comprehensive database/website of tourism businesses, attractions, and events in the region and market them accordingly.	1. Encourage tourism partners to learn about DART. 2. Use Chamber Newsletters.	DART, Chambers	High
<u>Strategy (112)</u>	Initiate "green marketing" techniques to further distinguish uniqueness of Downeast experience.	1. Hold workshops for local businesses regarding the variety of environmental tourism certifications and implement certification program. 2. Inventory green businesses in the region. 3. Showcase "green marketing" examples. 4. Work with other businesses in the region to figure out their needs. 5. Choose a green business, create a project, and showcase. 6. Create a "Green Directory."	CADC, SCEC, UMaine Ext, EMDC, WHCA, WCCOG, Sea Grant, HCPC, MEBSR, ME Tourism Commission, ME Coastal Program, The Green Store (Belfast)	Medium

<b>DESTINY 2010 Strategies</b>				
<b>GOAL 1: ECONOMIC DEVELOPMENT: Create new employment and business opportunities, and ensure local retention of economic benefits from tourism</b>				
		<b>Action Items (by any partner or group)</b>	<b>Potential Partners</b>	<b>Priority</b>
<u>Strategy</u> (113)	Develop specific coordinated marketing strategy to promote and encourage participation in local attractions and events within individual communities and regionally.	<ol style="list-style-type: none"> <li>1. Ensure that towns and organizations are networked with DART and with each other.</li> <li>2. Offer courses in marketing and coordination for local groups.</li> <li>3. Participate in “branding” of transportation tours/loops that coordinate visitor experience within the region.</li> <li>4. Review WC and HC chamber web sites.</li> </ol> Determine elements that are most attractive to visitors. Select examples, compile into a model, provide to chambers.	DART, DHC, MDOT, Chambers, regional web sites	High

GOAL 2**Ecological Conservation: Preserve and enhance the ecological health and environmental quality of the region.**Objective A

Ensure that increased visitation and the related development associated with visitor activities will not degrade the ecological quality of the natural environment.

Implementation Strategy (201) Promote and support "codes of ethics" and certification programs for guides, hospitality business owners and visitors.

Implementation Strategy (202) Support, promote and distribute low-impact outdoor activities materials at trailheads, guide and outfitter businesses and events (e.g. conferences).

Implementation Strategy (203) Encourage use of environmentally sensitive criteria for building and renovation of tourism-related facilities.

Site planning, building design and operation, and selecting building materials all require decisions that can work for or against the natural environment and ecotourism experience. This strategy could promote building practices that: choose sites with minimal disruption to fragile natural areas and low erosion potential; leave buffer zones of vegetation on lands adjacent to water; consider alternative energy sources to supplement electricity; are in sync with local architecture; investigate opportunities for abandoned building renovation before developing new land; use locally-derived materials and labor.

Implementation Strategy (204) Support and encourage the use of interpretive signs and brochures to educate the public about natural history and environmental issues.

Mark trailheads with a regional code of conduct for visitors and species identification key. Coordinate interpretive signs to facilitate self-guided tours.

Implementation Strategy (205) Encourage local adoption of land use controls and incentives that protect fragile natural areas, maintain town character, inhibit sprawling land use patterns, discourage fragmentation of wildlife habitat, and provide access for recreation and tourism opportunities where appropriate. Minimize trail building in low-use areas.

Implementation Strategy (206) Explore the creation and implementation of a program for businesses and visitors to reinvest a portion of sustainable tourism benefits back into environmental preservation efforts.

The Alaska Wilderness Recreation and Tourism Association's "Dollars A Day for Conservation" is a model ([www.awrta.org/](http://www.awrta.org/)).

Implementation Strategy (207) Support and encourage use of public transportation to minimize environmental impacts and congestion associated with single car travel.

More specifically than Implementation Strategy 106, this strategy seeks to minimize car traffic by providing group package tours, and encouraging walking and the use of bicycles.

Objective B

Maintain existing natural areas and protect natural resources and wildlife for the overall enhancement of water quality, fisheries, habitat, quality of life and visitors' experiences.

Implementation Strategy (208) Promote existing inventories and develop additional inventories of natural areas available for recreational use.

Implementation Strategy (209) Where guidelines do not previously exist, recommend guidelines for use, management and protection of natural areas, based on (but not exclusively) the inventory developed in Implementation Strategy 208 above.

Implementation Strategy (210) Support adaptive models for monitoring effects of increased visitation on ecological systems.

Implementation Strategy (211) Coordinate with local watershed conservation groups to publicize ongoing restoration projects and educate visitors and the public about them.

Implementation Strategy (212) Support long-term water quality monitoring (WQM) within Washington and Hancock County watersheds to protect and manage the rivers and Gulf of Maine coastline.

DESTINY 2010 Strategies				
GOAL 2: ECOLOGICAL CONSERVATION: Preserve and enhance the ecological health and environmental quality of the region.				
		Action Items (by any partner or group)	Potential Partners	Priority
<i>Objective A: Ensure that increased visitation and the related development associated with visitor activities will not degrade the ecological quality of the natural environment.</i>				
Strategy (201)	Promote and support “codes of ethics” and certification programs for guides, hospitality business owners and visitors	<ol style="list-style-type: none"> <li>1. Work with Gulf of Maine Council Sustainable Tourism working group on their “code of ethics” work.</li> <li>2. Review and identify preferred existing programs and codes.</li> <li>3. Distribute “Code” Literature into pamphlet and website form.</li> <li>4. Conduct “Code” training/workshops in conjunction with literature.</li> </ol>	Maine Professional Guides Association, “Leave No Trace” organization, Audubon,	Medium
Strategy (202)	Support, promote and distribute low-impact outdoor activities materials at trailheads, guide and outfitter businesses and events (e.g., conferences).	<ol style="list-style-type: none"> <li>1. Inventory, locate, create where necessary, and distribute “Low Impact” and Leave No Trace principles materials.</li> <li>2. Work with local groups to implement.</li> </ol>		High
Strategy (203)	Encourage use of environmentally sensitive criteria for building and renovation of tourism-related facilities	<ol style="list-style-type: none"> <li>1. Conduct literature review of Enviro-correct building criteria and develop report for distribution.</li> <li>2. Create a three dimensional or computer model of env-sensitive building for training/promotion purposes.</li> <li>3. Renovate an existing building to env-correct standards, write plan, and promote/distribute as model.</li> <li>4. Showcase existing examples.</li> </ol>		Low
Strategy (204)	Support and encourage the use of interpretive signs and brochures to educate the public about natural history and environmental issues.	<ol style="list-style-type: none"> <li>1. Inventory what’s presently used in the region to identify what’s missing.</li> <li>2. Encourage local groups to develop their own signs and brochures.</li> <li>3. Support installation of natural history interpretive signs on Scenic Byways.</li> <li>4. Develop or update other natural history maps/brochures/inventories for area.</li> </ol>	HCPC, F of MSBI	High
Strategy (205)	Encourage local adoption of land use controls and incentives that protect fragile natural areas, maintain town character, inhibit sprawling land use patterns, discourage fragmentation of wildlife habitat, and provide access for recreation and visitor opportunities where appropriate. Minimize trail building in low-use areas.	<ol style="list-style-type: none"> <li>1. Hold discussions with local planning boards to identify planning needs.</li> <li>2. Provide appropriate training to local planning boards and groups.</li> <li>3. Identify existing Comp Plans/ordinances that provide good models for municipalities to share.</li> <li>4. Obtain “Beginning with Habitat” information to guide local decision making.</li> <li>5. Using computer model (or a real subdivision) develop model community with open space, etc.</li> <li>6. Assist towns with revising subdivision ordinances</li> </ol>	WCCOG, HCPC, Planning for Prosperity work groups	High
Strategy (206)	Explore the creation and implementation of a program for businesses and visitors to reinvest a portion of sustainable tourism benefits back into environmental preservation efforts.	<ol style="list-style-type: none"> <li>1. Research reinvestment models/programs.</li> <li>2. Start with a model program in each of a high use and low use area.</li> </ol>		Medium

DESTINY 2010 Strategies				
GOAL 2: ECOLOGICAL CONSERVATION: Preserve and enhance the ecological health and environmental quality of the region.				
		Action Items (by any partner or group)	Potential Partners	Priority
Strategy (207)	Support and encourage use of public transportation to minimize environmental impacts and congestion associated with single car travel.	<ol style="list-style-type: none"> <li>1. Encourage bus tours of scenic byways.</li> <li>2. Develop package tours using public transportation and highlight them on Exploremaine.com.</li> <li>3. Promote public transportation for festivals and events; i.e.: the Bar Harbor Birding Festival.</li> <li>4. Use existing tours for legislators and other community leaders to promote public transportation.</li> </ol>	MDOT, Friends of Acadia,	High
<b>Objective B: Maintain existing natural areas and protect natural resources and wildlife for the overall enhancement of water quality, fisheries, habitat, quality of life and visitors' experiences.</b>				
Strategy (208)	Promote existing inventories and develop additional inventories of natural areas available for recreational use.	<ol style="list-style-type: none"> <li>1. Find existing inventories.</li> <li>2. Complete and update inventory for entire region.</li> <li>3. Identify which areas are available for recreational use and map with GIS.</li> <li>4. Develop paper and web enabled access to maps and inventories.</li> <li>5. Participate in BPL update of Downeast Region Public lands plan development</li> </ol>	Land Trusts, DOC, Washington County Community College, Salmon Commission, NPS, NWS	High
Strategy (209)	Where guidelines do not previously exist, recommend guidelines for use, management and protection of natural areas, based on (but not exclusively) the inventory developed in Implementation Strategy 208 above.	<ol style="list-style-type: none"> <li>1. Determine which natural areas do/do not have guidelines for the mapped areas of 208.</li> <li>2. Work with local managers/landowners to identify appropriate guidelines for new areas.</li> <li>3. Promote guidelines with site promotion.</li> </ol>	DOC, Land Trusts, Salmon Commission, NPS, NWS	Medium
Strategy (210)	Support adaptive models for monitoring effects of increased visitation on ecological systems.	<ol style="list-style-type: none"> <li>1. Hold a workshop bringing together groups that have established monitoring systems and develop a simple baseline monitoring system for the region.</li> <li>2. Encourage academic community to participate in model development.</li> <li>3. Use Maine Island Monitoring Task Force effort as a model.</li> </ol>	ANP, MITA, Maine Sea Grant MWSN, CBRC, Watershed Councils	High
Strategy (211)	Coordinate with local watershed conservation groups to publicize ongoing restoration projects and educate visitors and the public about them.	<ol style="list-style-type: none"> <li>1. Meet with watershed groups to determine what they need.</li> <li>2. Create/find a model project specifically for the watershed councils to make the connection with recreational users/visitors.</li> <li>3. Explore opportunities to involve recreational users and visitors in restoration projects</li> </ol>	MWSN, Watershed Councils; snowmobile/ATV clubs, yacht clubs	Medium
Strategy (212)	Support long-term water quality monitoring (WQM) within Washington and Hancock County watersheds to protect and manage the rivers and Gulf of Maine coastline.	<ol style="list-style-type: none"> <li>1. Increase communication between the monitors and public (residents/visitors):                         <ol style="list-style-type: none"> <li>a. hold WQM presentations specifically for visitors, e.g. in B&amp;B's</li> <li>b. a bus tour of WQM sites</li> <li>c. conduct WQM demonstrations for visitors</li> </ol> </li> <li>2. Work with water-based tour operators to encourage the educational potential of WQM on their trips.</li> </ol>	Watershed groups, DEP, Cobscook Bay Resource Center, DMR	Medium

GOAL 3

**Cultural preservation: Protect and revitalize historic places and traditions with an emphasis on preservation of the rural character of Downeast Maine.**

Objective A

Maintain the small-town New England character and aesthetic integrity of local towns and cities.

Implementation Strategy (301) Encourage communities to re-establish and maintain historic landscaping, architecture and land patterns.

Implementation Strategy (302) Encourage and support the design of new and renovated tourism support facilities to be architecturally consistent with existing historic buildings.

Implementation Strategy (303) Support educational opportunities for municipal leaders to assist with historic preservation efforts.

Objective B

Highlight culturally unique traditions for economic and educational purposes.

Implementation Strategy (304) Support existing festivals and encourage new ones that feature local cultural traditions.

Implementation Strategy (305) Support visitor attractions, destinations, and opportunities related to natural and cultural resource-based industries. For example:

- the Downeast Fisheries Trail,
- the University of Maine Blueberry Hill Experiment Station,
- McCurdy's Smokehouse Museum,
- cranberry growing, especially organic,
- Maine Organic Farmers and Growers Association (MOFGA) Open Farm Days,
- Raye's Mill,
- Quoddy Maritime Museum,
- Downeast Heritage Center,
- Abbe Museum, and
- the Craig Brook Salmon Museum.

Implementation Strategy (306) Develop specific coordinated marketing strategy to promote and encourage participation in local arts, cultural attractions and events across the region.

Implementation Strategy (307) Encourage and support the expansion of interpretation related to historic and cultural sites.

Objective C

Ensure that traditional use of lands and access to water are protected as development pressures increase.

Implementation Strategy (308) Respect private property rights, but seek to maintain traditional uses of any private roads, undeveloped parcels, or rights of way to water.

Implementation Strategy (309) Support and encourage local coalitions and town efforts to purchase lands for public access for traditional uses for example local fishing industries.

<b>DESTINY 2010 Strategies</b>			
<b>GOAL 3: CULTURAL PRESERVATION: Protect and revitalize historic places and traditions with an emphasis on preservation of the rural character of Downeast Maine.</b>			
	<b>Action Items (by any partner or group)</b>	<b>Potential Partners</b>	<b>Priority</b>
<b><i>Objective A: Maintain the small-town New England character and aesthetic integrity of local towns and cities.</i></b>			
<u>Strategy (301)</u>	Encourage communities to re-establish and maintain historic landscaping, architecture and land patterns.	1. Create/find a program that provides general and town specific information regarding historic landscaping, architecture and land patterns in the community. 2. Provide the link between informational materials and local planning boards, committees, etc.	MHPC, local historical societies, Maine Preservation  Medium
<u>Strategy (302)</u>	Encourage and support the design of new and renovated tourism support facilities to be architecturally consistent with existing historic buildings.	1. Develop a model facility project (real or virtual) that embraces architectural compatibility.	Station 98 in Machias, MHPC, Maine Preservation  Medium
<u>Strategy (303)</u>	Support educational opportunities for community leaders to assist with historic preservation efforts.	1. Look for and sponsor appropriate workshops for the region. 2. Foster participation by community leaders in these workshops.	MHPC, Maine Preservation  Medium
<b><i>Objective B: Highlight culturally unique traditions for economic and educational purposes.</i></b>			
<u>Strategy (304)</u>	Support existing festivals and encourage new ones that feature local cultural traditions.	1. Develop/support existing comprehensive calendars and lists of area festivals. 2. Find gaps in the schedule and work to fill those, while reducing competition. 3. Host a workshop on festival planning and implementation.	BFF organizers  High
<u>Strategy (305)</u>	Support visitor attractions, destinations, and opportunities related to natural and cultural resource-based industries.	1. Inventory existing attractions. 2. Inventory needs of the developing sites. 3. Work with the natural and cultural based industries (blueberries, aquaculture, fishing etc) to gauge interest and develop options to make this happen. 4. Develop appropriate workshop.	Growers Associations, Maine Dept of Agriculture, USDA  High
<u>Strategy (306)</u>	Develop specific coordinated marketing strategy to promote and encourage participation in local arts, cultural attractions and events across the region.	1. Develop package tours that link cultural sites and events. 2. Develop business collaborations among arts and tourism services. 3. Assist in the development of local cultural websites. 4. Develop “branded” transportation/tourism routes such as Quoddy loop; Eastern Lakes tour; others to be defined.	Restaurants and Theaters, MDOT  High
<u>Strategy (307)</u>	Encourage and support the expansion of interpretation related to historic and cultural sites.	1. Develop better interpretive signs on public lands, roads/rest areas. Ensure that expertise includes sign creation and a specialist in natural and cultural history. 2. Inventory and promote existing driving and walking tours. 3. Use existing models (Ruggles House, Burnham Tavern, Woodlawn Museum) to develop interpretation of historic sites.	HCPC, WCCOG, DOT, MOT, Route One Corridor Committee, genealogical and historical societies; DHC  High

DESTINY 2010 Strategies				
GOAL 3: CULTURAL PRESERVATION: Protect and revitalize historic places and traditions with an emphasis on preservation of the rural character of Downeast Maine.				
		Action Items (by any partner or group)	Potential Partners	Priority
<i>Objective C: Ensure that traditional use of lands and access to water are protected as development pressures increase.</i>				
<u>Strategy (308)</u>	Respect private property rights, but seek to maintain traditional uses of any private roads, undeveloped parcels, or rights of way to water.	<ol style="list-style-type: none"> <li>1. Support Maine Coastal Access study.</li> <li>2. Inventory and map public access areas and traditional access points (private and any known conditions of use).</li> <li>3. Support State's Right of Way grants program.</li> <li>4. Support negotiations with private landowners to secure these accesses through informal and formal agreements and incentives</li> <li>5. Work with land trusts to develop public access easements</li> <li>6. Conduct research as to how other communities have dealt with this and develop and distribute tools and models such as right of way and other state grants, zoning, co-op development, land trust option, etc</li> </ol>	WWC, Maine Sea Grant, CEI, SCEC, WCCOG, LMFB, Land Trusts, DOC	High
<u>Strategy (309)</u>	Support and encourage local coalitions and town efforts to purchase lands for public access for traditional uses for example local fishing industries.	<ol style="list-style-type: none"> <li>1. Map tracts of land of interest.</li> <li>2. Develop plan for how to acquire these.</li> <li>3. Encourage land trusts to preserve.</li> </ol>	Land Trusts	High

GOAL 4

**Local Coordination: Ensure collaboration among local citizen groups working on tourism and related issues; ensure local ownership and decision-making power; and share information about tourism opportunities with local leaders, tourism practitioners, community members, and visitors.**

Implementation Strategy (401) Coordinate and/or support local and regional planning efforts for visitor development without duplicating existing models.

Implementation Strategy (402) Oversee implementation of the DESTINY 2010 plan.

Implementation Strategy (403) Solicit input and participation from town select boards, planners, Tribal Councils and all local leadership as DESTINY 2010 is implemented.

Implementation Strategy (404) Seek feedback from Hancock and Washington County residents regarding DESTINY 2010 and work together to implement projects of mutual interest

Implementation Strategy (405) Organize to represent and coordinate all Downeast communities and ongoing tourism interests and facilitate implementation of the plan across the region.

Implementation Strategy (406) Update and maintain all inventories of public and private tourism support facilities and businesses such as professional guides, restaurants, hotels and attractions to share with all tourism-related businesses to maximize regional cross-selling.

Implementation Strategy (407) Support/encourage collaboration among professional tourism providers to obtain economies of scale and to promote infrastructure/facilities/policies that leverage their influence.

Implementation Strategy (408) Facilitate cooperation among tourism businesses to grow visitation (e.g., increase number of visitors in the off-seasons, increase length of stay, etc.).

<b>DESTINY 2010 Strategies</b>				
<b>GOAL 4: LOCAL COORDINATION: Ensure collaboration among local citizen groups working on tourism and related issues, ensure local ownership and decision-making power, and share information about visitor opportunities with local leaders, tourism practitioners, community members, and visitors.</b>				
		<b>Action Items (by any partner or group)</b>	<b>Potential Partners</b>	<b>Priority</b>
<u>Strategy (401)</u>	Coordinate and/or support local and regional planning efforts for visitor development without duplicating existing models.	<ol style="list-style-type: none"> <li>1. Inventory local and regional plans supporting visitor development (CEDS, Downtown Revitalization Plans and Ordinances, Scenic Byways, BPL Regional Management Plans).</li> <li>2. Integrate implementation of existing plans.</li> <li>3. Develop plans to fill existing gaps.</li> </ol>	MDOT, BPL, Delta Development, WCCOG, HCPC, SEA	High
<u>Strategy (402)</u>	Oversee implementation of the DESTINY 2010 plan.	<ol style="list-style-type: none"> <li>1. Continue monthly VRC meetings.</li> <li>2. Write grants for a tourism staff person shared by DART and VRC.</li> <li>3. Support other agency efforts to implement plan and ensure cross-county integration.</li> </ol>	VRC, MDOT, WCCOG, EMDC, HCPC, DART, SCEC	On-going
<u>Strategy (403)</u>	Solicit input and participation from town select boards, planners, Tribal Councils and all local leadership as DESTINY 2010 is implemented.	<ol style="list-style-type: none"> <li>1. Develop a power point presentation.</li> <li>2. Divide up delivery of presentations among VRC members and gather input.</li> <li>3. Post draft on web; solicit input through newsletters (DERC&amp;D, WCCOG, SCEC)</li> <li>4. Refine plan, action steps and priorities with input.</li> </ol>	VRC, WCCOG, SCEC, SeaGrant, FOA	On-going
<u>Strategy (404)</u>	Seek feedback from Hancock and Washington County residents regarding DESTINY 2010 and work together to implement projects of mutual interest.	<ol style="list-style-type: none"> <li>1. Develop press release announcing availability of DESTINY 2010 for comment.</li> <li>2. ID groups of specific interest (i.e. Rotary, watershed groups) and do presentation.</li> <li>3. Hold sustainable tourism forums.</li> <li>4. Refine plan, action steps and priorities with input.</li> </ol>	VRC	On-going
<u>Strategy (405)</u>	Facilitate broad representation among all Downeast communities and ongoing tourism interests, and encourage implementation of the plan across the region.	<ol style="list-style-type: none"> <li>1. Maintain liaison between DART and VRC and share resources as needed.</li> <li>2. Develop intern potential to implement projects.</li> <li>3. Establish a communication tool (paper newsletter, listserve/electronic newsletter) to exchange ideas and issues, improve communication among groups, avoid duplication of efforts, publicize training opportunities, and inform stakeholders and interested parties about ongoing, local efforts in sustainable tourism.</li> <li>4. Secure and maintain representation on state and regional sustainable tourism committees.</li> </ol>	DART, SCEC, Gulf of Maine Council, ME Tourism Commission, MOT	On-going
<u>Strategy (406)</u>	Update and maintain all inventories of public and private tourism support facilities and businesses such as professional guides, restaurants, hotels and attractions to all tourism-related businesses to maximize regional cross-selling.	<ol style="list-style-type: none"> <li>1. Build on the Washington County SCEC inventory, and EMDC inventory.</li> <li>2. Complete similar inventories for Hancock County.</li> <li>3. Use GIS capacity to map facilities (intern project: GPS locations).</li> <li>4. Participate in BPL update of Downeast Region Public lands plan development</li> </ol>	EMDC, SCEC, WCCOG, UMM, COA, MDOT, BPL, WCCC	High

<b>DESTINY 2010 Strategies</b>				
<b>GOAL 4: LOCAL COORDINATION: Ensure collaboration among local citizen groups working on tourism and related issues, ensure local ownership and decision-making power, and share information about visitor opportunities with local leaders, tourism practitioners, community members, and visitors.</b>				
		<b>Action Items (by any partner or group)</b>	<b>Potential Partners</b>	<b>Priority</b>
<u>Strategy (407)</u>	Support/encourage collaboration among professional tourism providers to obtain economies of scale; and to promote infrastructure/facilities/policy that leverage their influence.	1. Cooperative Insurance purchases. 2. Forum for information exchange. 3. Collective lobbying.	MWSN, SCEC, HCPC, STA, existing trade associations, local Chambers, USDA, BPL	High
<u>Strategy (408)</u>	Facilitate cooperation among tourism businesses to grow visitation (e.g., increase number of visitors in the off-seasons, increase length of stay, etc.).	1. Develop and hold workshops. 2. Develop a toolbox to help communities determine how they best want to grow tourism.		High

GOAL 5

**Education: Educate tourism providers/practitioners, the local communities and visitors about the natural and cultural history of the area.**

Implementation Strategy (501) Support and encourage networking of interpretive and educational centers and programs, encourage development of new ones, and increase local awareness and participation in them.

Implementation Strategy (502) Support and encourage the development of curricula/outreach materials regarding Downeast Maine ecology based on field trips to interpretive nature centers and natural areas for students and professionals.

Implementation Strategy (503) Support volunteer activities benefiting sustainable tourism through conservation, historic and cultural preservation and community development opportunities (e.g., trash clean up along beaches, watchable wildlife, SCORE, historical society activities).

Implementation Strategy (504) Encourage participation in education/training opportunities that are available at various local institutions, such as ecotourism principles, hospitality training, ecotourism certification, and green design.

Implementation Strategy (505) Educate the public and providers about tourism opportunities in the region. Some examples:

- The Black House holds an open house for area tourism businesses.
- Innkeepers could provide tours for residents.
- The Colorado Scenic Byways program has developed a board game for folks to learn about their byway.
- A passport to the region could be developed for residents and visitors to travel around the counties and gather stamps.

<b>DESTINY 2010 Strategies</b>				
<b>GOAL 5: EDUCATION: Educate tourism providers/practitioners, the local communities and visitors about the natural and cultural history of the area.</b>				
		<b>Action Items (by any partner or group)</b>	<b>Potential Partners</b>	<b>Priority</b>
<u>Strategy (501)</u>	Support and encourage networking of interpretive and educational centers and programs, encourage development of new ones, and increase local awareness and participation at them.	<ol style="list-style-type: none"> <li>1. Inventory interpretive centers.</li> <li>2. Review and identify for gaps.</li> <li>3. Include centers on GIS maps of region.</li> <li>4. Facilitate networking among centers for shared promotion and organizational development.</li> <li>5. Coordinate with "branded" transportation/tourism loops.</li> </ol>	ME Tourism Commission, DHC, WSRC, ANP, CBNFH&M, Tides Institute, Marine Technology Center of WCCC, MCF, UMM Cooperative Extension, SCEC, WCLI, MDOT	High
<u>Strategy (502)</u>	Support and encourage the development of curricula/outreach materials regarding Downeast Maine ecology based on field trips to interpretive nature centers and natural areas for students and professionals.	<ol style="list-style-type: none"> <li>1. Inventory existing ecology curricula.</li> <li>2. Identify and fill geographic and subject matter gaps.</li> <li>3. Network with the interpretive centers identified in 501.</li> </ol>	DHC, as above, COA, UMM, WCCC	Low
<u>Strategy (503)</u>	Support volunteer activities benefiting sustainable tourism through conservation, historic and cultural preservation and community development opportunities (e.g. trash clean up along beaches, watchable wildlife, SCORE, historical society activities).	<ol style="list-style-type: none"> <li>1. Inventory volunteer organizations and their activities in the counties.</li> <li>2. Develop an annual calendar of opportunities.</li> <li>3. Develop web site to promote volunteer opportunities.</li> </ol>	Watershed Councils, FofA, Maine Shore Stewards, Friends of Schoodic, CBRC	High
<u>Strategy (504)</u>	Encourage participation in education/training opportunities that are available at various local institutions, such as ecotourism principles, hospitality training, ecotourism certification, and green design.	<ol style="list-style-type: none"> <li>1. Inventory existing training opportunities.</li> <li>2. Identify gaps and fill them.</li> <li>3. Create a resource guide to identify opportunities.</li> </ol>	WCCC, UMM	High
<u>Strategy (505)</u>	Educate the public and providers about tourism opportunities in the region.	<ol style="list-style-type: none"> <li>1. Visitor attraction passports</li> <li>2. Get reference guides into tourism centers.</li> </ol>	Chambers	High (implicit)

## VII) CONCLUSIONS

Like DESTINY 2000, DESTINY 2010 is a living document. Some of the recommendations of DESTINY 2000 were implemented successfully. Other sustainable tourism actions were implemented by many individuals and organizations in the region. Successes include:

- publication of the Washington County Cultural Directory and the Hancock County Cultural Directory,
- entrepreneurial and business training to existing and start-up ventures through the Incubator Without Walls program,
- Washington County Community College Adventure Recreation and Tourism program,
- Maine Water Sports Network feasibility study,
- the Washington County Business Expo,
- construction of the Downeast Heritage Center in Calais,
- Ste. Croix 2004 commemoration,
- Ice Age Trail initiative,
- Downeast Fisheries Trail,
- Birding and Wildlife tours and festivals in both Washington and Hancock counties,
- growth of the Island Explorer propane bus system on Mount Desert Island,
- three conferences on sustainable tourism in the Downeast region, and
- use of Washington and Hancock Counties for production of several films.

Other recommendations are still works in progress and are included, and refined, in DESTINY 2010.

The Vacationland Resources Committee (VRC) and many others in the region are also currently working on many of the action steps of DESTINY 2010. Examples of these efforts include:

- planning for hospitality training through the Workforce Investment Board at EMDC,
- Greenland Point Outdoor Adventures,
- growth of the DART organization and the state's marketing efforts including improvements to the DART web site,
- participation in meetings to identify a branded experience within the Downeast Acadia region including identification of transportation corridors, infrastructure development and business development, and regional marketing strategies, and
- conclusions and recommendations of the Nature-Based Tourism consultant, FERMATA Inc., to be released in mid 2005.

### Action Steps and Measuring Success






The action steps in the tables will be implemented by many in Hancock and Washington Counties. The purpose of DESTINY 2010 is to encourage collaboration among commercial, non-profit, public and partners throughout the region.

So how will we measure if DESTINY 2010 is successful? The following provides benchmarks to measure success for each goal along with potential funding sources to implement action steps towards each goal.

#### Goal 1 - ECONOMIC DEVELOPMENT:

Create new employment and business opportunities, and ensure local retention of economic benefits from tourism.

## Benchmarks for Goal 1:

-  Increase in gross receipts, throughout the region and throughout the calendar year.
-  Increase in business ventures and employment opportunities throughout the region and throughout the calendar year.
-  50% or more sustainable tourism program graduates from local institutions are employed in the tourism field in the region.
-  Retain or improve infrastructure within the region serving the traveling public.
-  Increase in participation/eligibility of businesses in “green” marketing opportunities.





## Potential Funding Sources for Goal 1:

- \$** Municipal Infrastructure Trust Fund (for facilities within municipalities),
- \$** Community Development Block Grants,
- \$** State Planning Office Service Center Infrastructure Planning grants,
- \$** Downeast Acadia Regional Tourism,
- \$** Gulf of Maine Council, and
- \$** Maine Department of Transportation

## Goal 2 - ECOLOGICAL CONSERVATION:

Preserve and enhance the ecological health and environmental quality of the region.

## Benchmarks for Goal 2:

-  Retain or improve water quality classifications on all surface waters in the region.
-  Retain all essential and significant habitats in the region.
-  Retain the amount of land managed for sustainable timber production.
-  Visitation is managed within the ecological capacity of natural areas serving the visitor population.


## Potential Funding Sources for Goal 2:




- \$** Gulf of Maine Council,
- \$** Healthy Partnerships,
- \$** Downeast Acadia Regional Tourism,
- \$** Maine Department of Transportation,
- \$** Maine Department of Conservation,
- \$** Maine Department of Inland Fisheries and Wildlife,
- \$** Maine Atlantic Salmon Commission,
- \$** Department of the Interior, and
- \$** in-kind contributions

## Goal 3 - CULTURAL PRESERVATION:

Protect and revitalize historic places and traditions with an emphasis on preservation of the rural character of Downeast Maine.

## Benchmarks for Goal 3:

-  Retain all existing or increase public accesses to the water.

-  Retain, renovate, enhance or designate for protection historic structures throughout the region.
-  Increase visitation to cultural attractions by the traveling public where appropriate.
-  Increase the number of interpretive sites, signs and trails.






Potential Funding Sources for Goal 3:

- \$ Maine Department of Transportation,
- \$ Gulf of Maine Council,
- \$ Maine Preservation,
- \$ Downeast Acadia Regional Tourism,
- \$ Maine Historic Preservation Commission,
- \$ Maine Humanities Council, and
- \$ Community Development Block Grants.

Goal 4 - LOCAL COORDINATION:

Ensure collaboration among local citizen groups working on tourism and related issues, ensure local ownership and decision-making power, and share information about visitor opportunities with local leaders, tourism practitioners, community members, and visitors.

Benchmarks for Goal 4:

-  Increase in participation by civic leaders, businesses and community members in local and regional organizations for tourism promotion, economic efficiencies (e.g. job sharing of administrative assistance) and planning.
-  By 2010, 75% of DESTINY 2010 strategies will be in progress or implemented
-  Increased participation in joint purchasing of insurance and other identified needs among tourism providers.
-  Communication tools of Vacationland Resources Committee and partner organizations effectively reach and involve partners to implement goals of DESTINY 2010
-  Downeast Acadia region is a model for sustainable tourism


Potential Funding Sources for Goal 4:




- \$ Maine Office of Tourism,
- \$ Maine Department of Transportation,
- \$ Downeast Acadia Regional Tourism,
- \$ economic development funding sources,
- \$ in-kind contributions, and
- \$ Maine State Planning Office

Goal 5 - EDUCATION:

Educate tourism providers/practitioners, the local communities and visitors about the natural and cultural history of the area.

Benchmarks for Goal 5:

-  50% or more of businesses and employees receive hospitality and/or sustainable tourism training.

-  Every visitor-serving employee can direct a visitor to at least one tourism opportunity in the region.
-  Every Downeast Maine educational facility has access to an ecological curriculum to be used in collaboration with regional interpretive centers.
-  Measurable increases in visitation to interpretive centers.

Potential Funding Sources for Goal 5:

- \$** US Department of Education.
- \$** Juvenile Justice Advisory Group.
- \$** Environmental Education Foundations.
- \$** Downeast Acadia Regional Tourism.
- \$** Community Development Block Grants.
- \$** in-kind contributions and
- \$** Department of Interior

## VIII) LIST OF RESPONDENTS TO JULY – NOVEMBER, 2004 DRAFT DESTINY 2010 REVIEW

A draft of DESTINY 2010 was released for public and partner comment in July of 2004 through a press release and numerous e-mails and letters to partner organizations that indicated how a copy (paper or electronic) of DESTINY 2010 could be obtained. The comment period was open until September 30, 2004 and extended for another two to three weeks to give additional time to those who requested it. Comments were received through an on-line feedback form, by e-mail, verbally and in hand written format. They are maintained by members of the Vacationland Resources Committee (VRC) and available for anyone upon request.

At two meetings of the VRC, in October and November of 2004, public comments were incorporated into the document. Public comments led to the refinement of language in the text or the strategies as well as the prioritization of strategies for implementation.

Comments were gratefully received from the following individuals, businesses and partner organizations:

Anonymous

Anne Ball, Cultural, Museum and Historic Preservation Consultant

Judy Bielecki, Tourism Development Specialist, Maine Office of Tourism

Ashby Bladen, Friends of Tunk

Jim Connors, Maine State Planning Office

Dick Cough, Acadia National Park Tours

Bud Finch, Eastport City Manager

Michael Good, Downeast Nature Tours

Mike McCabe – Cobscook Bay Area Chamber of Commerce, Owner Puffin Pines Gift Shop

Fred Michaud, Maine Department of Transportation

Carolann Ouellette – Tourism Business Owner and Senior Tourism Specialist, Maine Office of Tourism

David J. Witham, Bar Harbor Hotels

## IX) LIST OF ACRONYMS USED IN TEXT

Acronym or Abbreviation	Full Name	Contact
ANP	Acadia National Park	Sheridan Steele
Audubon	Maine Audubon Society	Maggie Williams
BFF	Bangor Folk Festival organizers	Michael Crowley
Blackwoods Byway	Blackwoods Scenic Byway	Jim Fisher
BPL	Bureau of Public Lands	John Titus
CADC	Coastal Acadia Development Corp./EMDC	Michael Bush
CareerCenters	Machias CareerCenter	Wendy Schoppee
CBRC	Cobscook Bay Resource Center	Will Hopkins
CEI	Coastal Enterprises Incorporated	Ron Phillips
Chambers	Local and regional Chambers of Commerce	
COA	College of the Atlantic	Steve Katona
CBNFH&M	Craig Brook National Fish Hatchery and Museum	Carl Burger
DART	Downeast-Acadia Regional Tourism	Fred Cook
DE RC&D	Down East Resource Conservation & Development	Gary Edwards
DELTA	Delta Development Corp.	Peter Wass
DHC	Downeast Heritage Center	JimThompson
EMDC	Eastern Maine Development Corporation	Jonathan Daniels
Farm Bureau	Maine Farm Bureau	Martha Black
FofA	Friends of Acadia	Ken Olson
FofMSBI	Friends of Maine's Seabird Islands	David Cadbury
FofS	Friends of Schoodic	Tom Mayer
GofMC	Gulf of Maine Council	Michele Tremblay
HCPC	Hancock County Planning Commission	Tom Martin
LNT	Leave No Trace Inc.	Dan Watts
LMFB	Land For Maine's Future Board	Tim Glidden
Local historical societies	Maine Historic Preservation Commission	Earle Shettleworth
MAIC	Maine Aquaculture Innovation Center	Sebastian Bell
Maine Coastal Program	Maine State Planning Office, Coastal Program	Kathleen Leyden
Maine Shore Stewards	Maine Shore Stewards	Sarah Gladu
MCF	Maine Community Foundation	Henry Schmelzer
MDILT	Mount Desert Island League of Towns	Ken Minier
MDOC	Maine Dept. of Conservation	Pat McGowan
MDOT	Maine Dept of Transportation	Dave Cole
MHPC	Maine Historic Preservation Commission	Earle Shettleworth
MITA	Maine Island Trail Association	Karen Stimpson
MOT	Maine Office of Tourism	Dann Lewis
MOFGA	Maine Organic Farm Growers Association	Russ Libby
MOT	Maine Office of Tourism	Dann Lewis
MPGA	Maine Professional Guides Association	David Tobey
MTA	Maine Tourism Association	Don White, Vicki Farrell
MWSN	Maine Water Sports Network	Dianne Tilton
NEFF	New England Forestry Foundation	Amos Eno
Planning for Prosperity workgroup	Planning for Prosperity workgroup	Hancock County Planning Commission
Rte. 1 Corridor Committee	Rte. 1 Corridor Committee	Sanford Kelley
SALT	Schoodic Area League of Towns	Roger Barto
SCEC	Sunrise County Economic Council	Dianne Tilton

<b>Acronym or Abbreviation</b>	<b>Full Name</b>	<b>Contact</b>
Schoodic Scenic Byways Sea Grant	Schoodic Scenic Byways Maine Sea Grant	MDOT/Corridor 1 project Paul Anderson Nate Pennell (Washington County)
Soil & Water Cons. Districts Station 98 in Machias STC	Soil & Water Conservation Districts Machias Bay Area Chamber of Commerce Sunrise Trails Coalition	Louise West Sally Jacobs
Tides Institute	Tides Institute	Hugh French Lou Bassanno, Lavon Bartel
U Maine Ext. UMM	University of Maine Cooperative Extension University of Maine at Machias	Sue Huseman
USDA	US Department of Agriculture	Milt Ross/Mike Rollins Destiny2010 Working Group
VRC	Vacationland Resources Committee	Tracey Gamache
Watershed Councils	Watershed Councils	Marie Emerson
WCCC	Washington County Community College	Judy East
WCCOG	Washington County Council of Governments	Jennifer Peters
WCLI	Washington County Leadership Institute	Tim King
WHCA	Washington-Hancock Community Agency	Dwayne Shaw
WSRC	Wild Salmon Resource Center	Elizabeth Sheehan/CEI
WWC	Working Waterfront Coalition	Petit Manan Yacht Club
yacht clubs	yacht clubs	