

TOWN OF BUCKSPORT

MARKETING PLAN 2021



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Susan Lessard
Rich Rotella
Mark Eastman
Kathy Downes
Jim Morrison
Rob Carmichael
Ron Russell
Richard Petersen
James Boothby
John Paul LaLonde
Frank Dunbar

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Doug Knobloch
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Carol Carew
Meg Keay
Teri Doty
Brook Minner
Alan Chace
Dan Ormsby
Don Houghton

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EXECUTIVE SUMMARY

Bucksport, Maine is a historic town of approximately 5,000 people, established in 1792. Bucksport is located on the Penobscot River at the head of Penobscot Bay. Downtown Bucksport overlooks a beautiful waterfront with magnificent views of the Penobscot Narrows Bridge and Observatory, as well as the Fort Knox historic site. Since the closure of its paper mill in 2014, the town has diversified its commercial base. It continues to create new opportunities for the future – including opportunities in aquaculture, mariner training, and tourism. Bucksport citizens value their resilient, close-knit community, outstanding school system, breathtaking location, and safe neighborhoods, making it a fantastic place to live, work, and visit. To learn more about the Town of Bucksport, please visit: bucksportmaine.gov.

Bucksport embraces a future of growth: welcoming visitors to explore the town and region, bringing in new residents and new businesses, and fostering creative, diverse development on Main Street while maintaining its strong sense of place and community character.

Bucksport is a great place to raise a family, grow a business, and enjoy the best of Maine living. It's a gritty, resilient town with a coastal atmosphere. Bucksport's location near coastal tourism hubs and regional service-centers; its location on the Penobscot River with a protected, deep water harbor and a navigable water corridor between Bangor and the Atlantic Ocean; and its proximity to key local tourism attractions create tremendous opportunity for growth.

The town and its residents are committed to developing a downtown that draws residents and visitors alike, offering a unique experience at a leisurely pace. With local residential growth and increased tourism, there will be opportunities for new shops and restaurants to locate in Bucksport's downtown and continue building the town center as a place of creative activities, commerce, and community pride.

The strategies recommended in this plan build on Bucksport's existing strengths and will provide a marketing and communication framework for the next three years and beyond.

VISION

Bucksport embraces its friendly, down-to-earth sensibility while cultivating a welcoming community for new residents, visitors, and new businesses. Located on the Penobscot River at the mouth of the Penobscot Bay, the town is within minutes of the region's employment hubs, service centers and tourism destinations. Bucksport is developing residential and commercial opportunities related to its location in the region.

Bucksport values:

RESILIENT

PRACTICAL

PRAGMATIC

DETERMINED

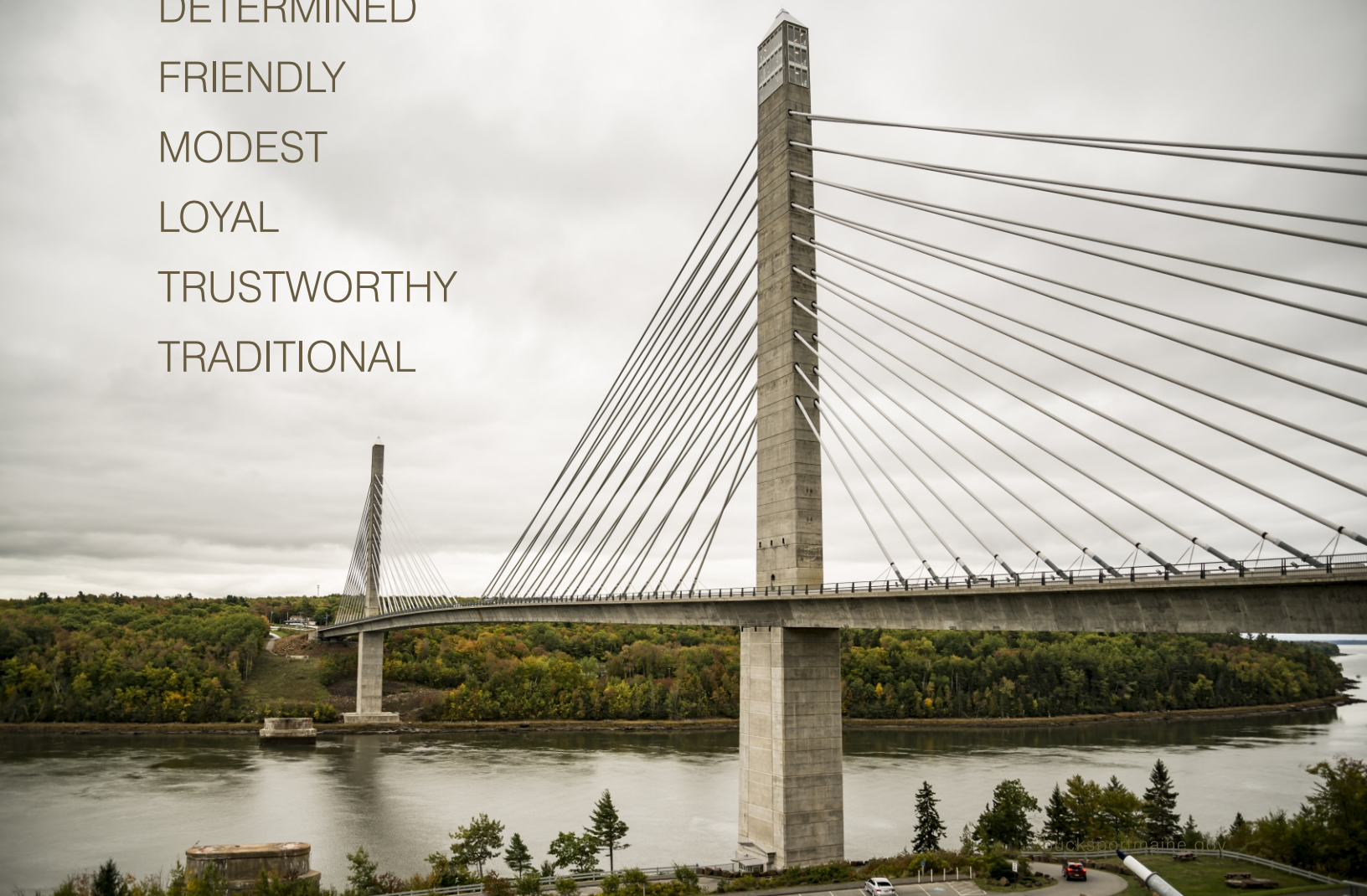
FRIENDLY

MODEST

LOYAL

TRUSTWORTHY

TRADITIONAL



STRATEGIC GOALS & PRIORITIES

I. RESIDENTIAL DEVELOPMENT AND ATTRACTION OF NEW RESIDENTS

Bucksport is working to foster a growing, economically thriving population, with adequate infrastructure and resources for its citizens. When a family considers relocating to a new area, they evaluate the availability and affordability of housing, access to quality education, faith and community organizations, age-friendly activities, and convenience of shopping and other local activities. Bucksport must make the case to investors and potential residents that it offers both opportunity and quality of place.

The competitive strength of Bucksport is its newly-emerging industries. These industries will create new jobs for citizens, further supporting a year-round economy. New residential development will attract new citizens, thus, an urgent priority is to develop additional residential housing to house the workforce. New housing will create a positive feedback loop of economic growth for several reasons: new housing construction is its own economic engine that simultaneously enhances a community's ability to attract new business and new residents; a greater population of working-age residents will bring new students to the school system, and will create more demand for year-round retail and dining options.

3-year goal: 36 new family units/12 per year; 100-120 new residents

Each year, Bucksport will attract investments that produce ten new single family homes and two new multi-family developments. Bucksport will attract 100-120 new residents over the course of three to five years, which is double the predicted growth rate for Hancock County and triple the predicted growth rate for Maine and (1% and .8% respectively, from 2021-2026, according to the report, "Maine Population Outlook", prepared by Maine's State Economist.)

PRIORITIES AND PROPOSED ACTIONS

- a. Manage Bucksport's image by investing in communication assets and launch an "Opportunity by the Bay" campaign to promote Bucksport as a great place to live. An alternative campaign could be "Opportunity For Life".

Year 1: Develop Bucksport Logo, tagline; ensure accuracy and consistency of all internal and external communication, new resident brochure, developer prospectus, retractable banners for use at orientation events and local businesses, promote quality of life in Bucksport using social media by establishing a consistent social media schedule that tells Bucksport's story.

Year 2: New website, "Opportunity For Life" brochure, new resident welcome package, town logo wear, increased public relations and media communication (earned), 30-second community spotlight ad, sustained social media communication.

Year 3: Wayfinding sign system, town kiosk and digital communication board, replace interpretive panels on the walking path using updated branding, ongoing development of website and social media.

PRIORITIES AND PROPOSED ACTIONS...

b. Develop internal and external partnerships within the town

Year 1: Facilitate collaboration between town and downtown committee, Heart and Soul, Bucksport Bay Coalition, the Garden Club, and other local community and economic development groups; appoint local ambassadors to represent Bucksport as a great place to live “start here” campaign for young families; provide “Opportunity, for life”/“Opportunity, by the bay” brochures to human resources dept. of Whole Oceans, MMA, and other local businesses encouraging new hires to consider Bucksport as a place to live.

Year 2: In support of local quality of place initiatives, continue collaboration with Connect Maine to expand Broadband initiative, downtown and walking path development collaboration with Northern Light, age-friendly and healthy community partnerships with Maine Development Foundation, AARP, Maine Dept. of Health and Human Services.

Year 3: Collaborations with other communities, coastal and interior economic development agencies; partner with art and cultural institutions, work with Whole Oceans and Maine Maritime to host industry seminars and training.

ENABLING CONDITIONS

c. Ongoing: investments in quality-of-place infrastructure

Continue broadband expansion, multi-use trail investments, multi-modal public transportation, dog park, library development, diversity and inclusion, public art, walking trail development.

d. Ongoing: Business development

Encourage entrepreneurialism and business establishment and investment in the downtown; increase retail mix, food and drink. Also promote tourism business opportunities including transportation and tour packages, boat cruises, adventure packages (hiking, fishing, mountain biking). Encourage quality of life services including childcare, food delivery, redemption center, nightclub/brewery, and solar projects.



II. TOURISM DEVELOPMENT

Bucksport would like to see significant increase in tourism in its downtown and throughout the town's hospitality sector. According to the Maine Office of Tourism, in 2019, 3.74 million tourists visited Downeast and Acadia. Hundreds of thousands of people drive through the area each year on their way to Acadia National Park and a significant percentage of these travelers visit the Penobscot Narrows Bridge and Observatory and Fort Knox State Park. Currently, only a small percentage of those visitors expand their itinerary to include Bucksport's restaurants, walking trails, and other attractions. In short, they do not “turn left” at the intersection that would lead them into the downtown.

3-year goal: increase through-traffic visitation by 15% and public marina visitation by 50%

Each year, Bucksport will attract tourism by increasing visitation via the Bucksport Public Marina and Route 1/3 traffic en route to Acadia and Downeast. As of 2017, the annual average daily traffic (AADT) turning left onto Rt 15 is 9,110 vehicles. The goal is to achieve a turn-left rate of 10,476 AADT.

PRIORITIES AND PROPOSED ACTIONS

a. Invest in tourism-focused communication assets

Year 1: Develop marketing assets, develop key graphical assets for an outreach campaign “A Day by the Bay”, determine marketing platforms:

- Develop target market avatar, using Maine Office of Tourism's “desired” visitor profiles. In the case of Bucksport, the target profile is a “Genuine Original,” a visitor, average age of 46, who enjoys natural splendor, outdoor adventure, and visiting historic site and parks (71%). Genuine Originals like “authentic trips with exposure to unique local people, culture and experiences,” not necessarily “luxury or urban sophistication.”
- Launch “A Day by the Bay” marketing campaign, which will promote a 24-hour schedule of activities to do in Bucksport.
 - Develop “A Day by the Bay” rack cards for distribution to regional chambers and tourist hubs
 - “A Day by the Bay” coupon booklet for local businesses
 - Web page on website with “A Day by the Bay” activities and schedule
 - Facebook campaign, giveaway “A Day by the Bay” to include tours, food, drink, and 1-night of lodging
 - TV and digital advertising
- Ad schedule for the year, target publications and platforms (including TV and radio). Develop ads for Points East, Maine Invites You, Bangor Metro, Bangor Daily News Special Section, and a standard “ad checklist.”
- Establish a budget for Ad Words or Display advertising, with key targeting to Acadia visitors
- Establish a Bucksport Brand Photo Library for use in ads, social media, and web.

- Improve Bucksport's profile on travel websites including Trip Advisory (41% of visitors to Maine use Trip Advisor), google, social media including Facebook and Instagram.

When you were planning this recent trip in Maine, which of the following sources did you use?

2019 Annual Report

Sources Used:	2019 TOTAL (n=2,916)	Leisure (n=2085) [a]	Business (n=831) [b]	Paid Accommodations (n=2207) [c]	Unpaid Accommodations (n=708) [d]
The Internet	65%	67% b	60%	69% d	53%
Friends/relatives/co-workers' advice	45%	48% b	38%	42%	55% c
Social Media such as Facebook, Twitter, etc.	27%	25%	33% a	28% d	23%
Travel planning apps	20%	16%	28% a	22% d	14%
Travel guides/brochures	18%	16%	23% a	20% d	14%
AAA	13%	12%	17% a	15% d	10%
Travel books	12%	8%	20% a	12%	10%
Travel magazines	11%	8%	21% a	12%	11%
Travel agent	10%	4%	23% a	10%	9%
Articles or travelogues	9%	7%	13% a	10% d	6%
State tourism office	8%	7%	11% a	9% d	5%
Local convention and visitors' bureaus	7%	4%	15% a	8% d	4%
Local Chambers of Commerce	4%	3%	7% a	4%	3%
Other	4%	5% b	2%	3%	7% c
AVERAGE # OF SOURCES CONSULTED	2.5	2.3	3.1 a	2.6 d	2.2

{Q21}
 dpa <>, and/or a/b/c/etc, indicate a significant difference between subgroups at the 95% confidence level.
 Red text indicates a significant decrease from the previous year and green text indicates a significant increase from previous year.

- Over 100,000 people visit Fort Knox and Penobscot Narrows Observatory each year. Provide both Fort Knox welcome center and Penobscot Narrows Observatory with tradeshow booth type assets to promote Bucksport visitation, including rack cards and brochures and coupon booklet from local businesses, consider video monitor with a Bucksport promo video.

Year 2: Continued development of website to include "Visit Bucksport" section, develop an event calendar dedicated to promoting year-round visitation and continue ad schedule.

- In addition, place QR codes on local signage to bring visitors to the "Visit Bucksport" section with recommendations on food, drink, lodging, and activities.
- Destination promotional video
- 2021/2 Visitor's Guide

Year 3: Redesign "Take a hike" signage, rebrand Bucksport Harbor Walk branded map and activity guide; Collaborate with other communities on dock, dine, and shop, and multi-port tours; continue distributing rack cards and marketing materials to key tourist hotspots throughout the state; continue social media communication.

b. Invest in tourism infrastructure

Year 1: Develop current assets.

- Development plan for the walking path including (suggestion) “Harbor Walk” branding, signage, entrance cleanup, clearly marked parking area, collaboration with pathway businesses to coordinate a “Harbor Walk” sign system and path-facing entrance development that encourages patronage, and pathway activities developed with key partners, encourage outdoor/patio dining, music piped onto the pathway, paint and piano at the Gazebo, exercise stations (in collaboration with Northern Light or other healthcare institutions), sponsored sections that can help fund regular events like “Bands by the Bay”, or other brand-consistent activities, splash pad for kids with seating and wifi for the parents.
- “Turn left” signage: 3-part sign system starting in Stockton Springs, Verona Island, and the last in Bucksport as a replacement of the current wooden sign in the brick “Welcome to Bucksport” installation. The sign messaging will be “Start by the Bay” with Bucksport branding, and a call to action integrated as “Start by the Bay” Harbor Walk, Downtown, Shopping.

Year 2: Build additional tourism assets.

- Brand consistent art installation that can become a draw – large installation at the bridge. The bridge installation could be kinetic art (spawning salmon, etc) that would connect with an “art tour” through the rest of the town. The art installation and tours could be integrated into a food, drink and art “Salmon Festival,” featuring all things salmon.
- Downtown committee: downtown wi-fi with signage, Public Bike Share, public info kiosk near entrance of walking path with QR codes that take visitors to a “Welcome to Bucksport” portal with maps.
- Festival committee: work to revive/develop/establish a schedule of brand-supportive festivals. Ideas include Salmon Food and Drink Festival, Classic Car show, Movie by the Bay, Boat Festival (similar to the small craft festival in Portland), etc.

Year 3: Promote the town's shipping history as a tourism attraction.

Purchase a William Peary era ship or replica and promote the Roosevelt ship and associated mariner history. This can be done in the harbor (at the Route 3 bridge) in the Bucksport Waterfront park, or at the marina. The town could contract with a tourism company to offer ship tours. This would draw people into town. If the boat were to be on land, it could be installed at the open lot across from the Enterprise newspaper building. There are views, ample parking and a good retail offering. It is within walking distance of the marina and restaurants. The installation could also be seen by both bridges, from the water, and from the marina.

c. **Bucksport Waterfront (includes both private Marina and public dock) development and marketing**

Develop marketing plan for the Bucksport Marina/public dock including special web section on the town website, events that connect Bucksport Marina with Bangor, events that connect Bucksport with other coastal cities.

Year 1: Survey of visitors – learn about transportation needs and amenities. Currently, there are limited hours at the store, and limited items for sale within the store. Ensure there is ample tourism and relocation info at the store, including the “A Day by the Bay” marketing material.

Year 2: Outreach to boating community, market to towns and cities with other marinas and promote day tours. Develop regular transportation from the marina to local attractions: perhaps a scooter or bike depot so marina patrons can visit town and enjoy food and drink, laundry.

Year 3: Grant support program: grants to expand the number of slips and facilities including better amenities for boaters, e.g., laundry facilities, robust Wi-Fi, a scooter or bike depot so boaters can get around town. Develop a stand-alone website dedicated to the marina, and develop an independent marketing plan to promote the marina.



COMPETITIVE POSITIONING STATEMENT

Bucksport's competitive position is based on its premium location at the entrance of the Penobscot Bay and its land availability. With resources for new development, Bucksport can take advantage of growing local demand for housing. Well-planned, high-quality, smart-growth developments can become the foundation for increased local economic activity. There is robust, national interest in lively neighborhoods that are safe, walkable, and close to both employment centers and public amenities. Growing, innovative companies strategically locate near communities with smart growth strategies. Bucksport is well-positioned for residential growth, which will drive local economic activity and diversification of retail trade opportunities throughout the town. Residential growth will also catalyze opportunities for private commercial investment, as well as public investment in improved infrastructure such as transportation which can serve to connect workers to employment centers and connect citizens to recreational and cultural opportunities. As the town grows and develops local food and drink options, along with increased retail offerings, tourism will increase.

- **Premium location on the Penobscot River**, at the entrance of the Penobscot Bay: close to tourist attractions, commercial, and employment centers
- **Downtown**: walkable streets, sidewalks, waterfront walking path, public restrooms, picnic tables, artwork/fountains, a mix of restaurants and shops
- **Marina**: downtown, protected harbor, scalable, connected to inland cities and the Atlantic ocean
- **Small-town atmosphere**: safe, age-friendly, and strong community networks, Heart-and-Soul community
- **Educational system**: (“BARR” Building assets reducing risk) model school, vocational program
- **Ample industrial and manufacturing development space**: mixed-use commercial space and land for business recruitment

MARKET

Residential development and attraction of new residents

Target market:

- Developers
- Site selectors
- Human Resource Department of key local business partners
- Current residents
- Tourists visiting the state (2/3 of US-resident tourist report they would consider moving to Maine, source: Maine Office of Tourism Annual Visitor Tracking report)

Increase tourism

Target market:

Appeal to tourists already in the area, who are visiting Maine on their way to Acadia National Park (in 2019, 3.74 million tourist visited Downeast/Acadia, of those, 3.43 million tourists visited Acadia) and other attractions in the Downeast market of Maine.

- Acadia National Park visitors
- Fort Knox and the Penobscot Narrows Bridge visitors
- Friends and family of locals
- Downeast coastal tourists
- Inland tourists
- Marina/public dock patrons



COMPETITION ANALYSIS

Bucksport faces competition* from several surrounding towns and cities:

TOWN / CITY	COMPETITION
Bar Harbor	Acadia National Park, dining, shopping, and lodging
Camden	Boat tours, beaches, Camden Hills State Park, lighthouses, gourmet food options including top Maine dining spots, several historic inns and quality lodging, wedding venues, amphitheater, and opera house
Belfast	Eclectic art galleries and studios, lighthouses, a state park, many dining and drink options, plentiful lodging options
Bangor	Ample shopping, Bangor City Forest, Bangor Raceway, Hollywood Casino, Darlings Waterfront Pavilion concerts and festivals, tradeshow and training events, Cross Insurance Center, several colleges, dining and drink
Blue Hill	New Surry Theatre, Kneisel Hall, Bagaduce Music Lending Library, Kollegewidwok Yacht Club, Shaw Institute, Blue Hill Country Club, Blue Hill Fair
Stonington	Several land preserves and trusts for outdoor recreation, boat services to Acadia, Old Quarry Ocean Adventures, several art studios and shops, Stonington Opera House
Ellsworth	Downeast YMCA, The Grand performing arts center, Stanwood Bird Sanctuary, live music at Harbor Park & Marina, outdoor movies, a large variety of dining and shopping options, museums, art galleries, L.L. Bean outlet

** Marina/dock competition includes Southwest Harbor, Brooksville, Penobscot, Castine, and several of the above towns and cities.*

THE BRAND

Brand Personality:

Bucksport's personality is friendly, approachable, straightforward, and practical. Focused on strong community relationships with both residents and local businesses, Bucksport takes pride in its traditions and history and is confident in its ability to create a prosperous future. Bucksport finds its own way – it is independent, self-reliant, creative, and resilient.

Brand Promise:

Bucksport is a close-knit community that promises good living and down-to-earth values: it's a great place to raise a family, grow a business, and develop relationships. Bucksport is a place of opportunity and will go the extra mile to give community members and businesses the freedom to thrive.

Tagline and campaign suggestions:

Bucksport:

Your way, by the bay
Opportunity by the bay
Start by the bay
Opportunity, for life
Build it by the bay

Tourism campaign:

A Day by the Bay

Logo mark recommendations:

The new logo representing the future of Bucksport will build upon its competitive advantage: its location on the bay. The new logo and identity will reflect the working and marine traditions of the past in the form of clean logo type and a simple, impactful logo mark, invoking strength and stability. The logo will be built to leave a lasting impression at every touch point.

TOWN OF BUCKSPORT

MARKETING PLAN 2021

PRIMARY GOAL

Residential development and attraction of new residents: 3-year goal, 36 new family units/12 per year; 100-120 new residents.

Action Item 1: **Rebrand**

Year 1	Year 2	Year 3
<ol style="list-style-type: none"> 1. Tagline development 2. Logo development 3. Brand Launch: logo and tagline deployment across digital platforms, town communication materials such as business cards, letterhead, envelopes, pole banners and tear drop banners for events, branded town decals, press backdrop and media event announcing new brand 4. Developer prospectus 5. Develop a 'start by the bay' resident recruitment campaign for Facebook and Instagram 	<ol style="list-style-type: none"> 1. Develop community profiles, 30-second community spot-light videos 2. New resident recruitment brochure 3. New resident welcome package 4. Logo wear 5. Continue social media program to include business recruitment campaign 	<ol style="list-style-type: none"> 1. Incorporate new branding into way-finding sign system 2. Replace interpretive panels on the walking path with updated branding 3. Continue social media program, heavier focus on tourism year 3

Action Item 2: **PR & Media**

Year 1	Year 2	Year 3
<ol style="list-style-type: none"> 1. Dedicated PR focus: create list of media publications and reporters to target, standard press release template, build list of key contacts at partner businesses and organizations (EMDC, AIM, Whole Oceans, MMA, etc) 2. Commit to release one press release per quarter in the first year 	<ol style="list-style-type: none"> 1. Increase dedicated PR focus: continue to develop stories targeted to specific publications in target markets (BDN, PPH, Midcoast, Downeast Magazine, Yankee Magazine, Maine Magazine) 2. Develop PR calendar based on regional events and commit to release one press notice per month 	<ol style="list-style-type: none"> 1. Maintain dedicated PR focus with continued press releases and story development 2. Develop strategic public relations partnerships with local businesses such as Whole Oceans, local economic development initiatives, event promoters, and business groups

Action Item 3: **Web**

Year 1	Year 2	Year 3
<ol style="list-style-type: none"> 1. Development of a new website with the updated branding, reflective of goals. The website will focus heavily on quality of life/quality of place, and business development, streamlining business processes 	<ol style="list-style-type: none"> 1. Continued development of website to include "Visit Bucksport" section, develop an event calendar dedicated to promoting year-round visitation 2. Install signs on the walking path and at the marina with a QR code that brings visitors to the "Visit Bucksport" section with recommendations on food, drink, lodging, activities 	<ol style="list-style-type: none"> 1. Set goals to increase page visitation 2. Add business directory 3. Add Bucksport Blog that is focused on quality of place, can be distributed through social

Action item 4: **Internal and External partnerships**

Year 1	Year 2	Year 3
<ol style="list-style-type: none">1. Facilitate collaboration and support between town and Mainstreet Bucksport committee, Bucksport Bay coalition, Garden Club, and other local groups2. Appoint local ambassadors to represent Bucksport as a great place to live "Opportunity For Life" campaign for young families, including photos and quotes for social media3. Provide "Opportunity For Life" brochures to human resources dept. of Whole Oceans, MMA, and other local businesses encouraging new hires to consider Bucksport as a place to live	<ol style="list-style-type: none">1. Downtown development and Walking Path/Harbor Walk collaboration with Northern Light, age-friendly and healthy community partnerships with Maine Development Foundation, AARP, Maine Dept. of Health and Human Services2. Collaborate with the local college/university career departments to place remote workers in Bucksport "remote-friendly" community	<ol style="list-style-type: none">1. Develop collaborations with other communities, coastal and interior economic development agencies2. Partner with art and cultural institutions to develop cultural assets in the community3. Partner/collaborate with Whole Oceans to host industry seminars and conferences, pitch Bucksport as a host town for events

Enabling Conditions:

Broadband, multi-use trail investments, multi-modal public transportation, dog park, library development, diversity and inclusion programming, public art, walking trail development, downtown planning, age-friendly improvements in business community

Encourage entrepreneurialism and business establishment and investment in the downtown; increase retail mix, food and drink. Also promote tourism business opportunities including transportation and tour packages, boat cruises, adventure packages (hiking, fishing, mountain biking). Encourage quality of life services including childcare, food delivery, redemption center, nightclub/brewery, solar projects



SECONDARY GOAL

Increase tourism visitation: 3-year goal, increase through-traffic visitation by 15% and public dock visitation by 50%.

Action item 1: **Identify markets**

Year 1	Year 2	Year 3
Identify prospective visitors (demographic, profile, location) and develop avatars	Identify prospective visitors (demographic, profile, location) and develop avatars	Identify prospective visitors (demographic, profile, location) and develop avatars

Action item 2: **Develop key collateral visuals and identify channels for advertising**

Year 1	Year 2	Year 3
<ol style="list-style-type: none">1. Provide Fort Knox welcome center and Penobscot Narrows Observatory with tradeshow booth type asset to promote Bucksport visitation, including rack cards and brochures from local businesses, consider video monitor with a Bucksport promo video2. Coordinated town pole banners and welcome sign banners with new "Welcome to Bucksport" branding3. Identify key channels to reach target market and develop year-by-year ad schedule coordinated with "A Day by the Bay" campaign4. Contract with a photographer to develop a Bucksport Brand Library that includes 4-season brand consistent imagery, include event photography	<ol style="list-style-type: none">1. Continued development of website to include "Visit Bucksport" section2. Develop an event calendar dedicated to promoting year-round visitation3. QR codes on local signage to bring visitors to the "Visit Bucksport" section with recommendations on food, drink, lodging, activities4. Destination promotional video5. 2021/2 Visitor's Guide	<ol style="list-style-type: none">1. Redesign "Take a hike" signage, keep the map replace with Bucksport Walking Path branded map and activity guide2. With ongoing development of events, consider TV ad buy to promote a particular time of year, the Bangor coastal market is a key target market for visitorship and day festivals could be a large draw3. Continue distributing rack cards and marketing materials to key tourist hotspots throughout the state

Action item 3: **Social media development**

Year 1	Year 2	Year 3
Ongoing monthly schedule of posts that support tourism development, with incorporation of ongoing campaigns	Ongoing monthly schedule of posts that support tourism development, with incorporation of ongoing campaigns	Ongoing monthly schedule of posts that support tourism development, with incorporation of ongoing campaigns

Action item 4: “A Day by the Bay” marketing campaign

Year 1	Year 2	Year 3
<p>1. Launch “A Day by the Bay” marketing campaign in spring 2021, which will promote a 24-hour schedule of activities to do in Bucksport.</p> <ul style="list-style-type: none"> - Develop “A Day by the Bay” rack cards for distribution to regional chambers and tourist hubs - “A Day by the Bay” coupon booklet for local businesses - Web page on the current website with “A Day by the Bay” activities and schedule - Facebook campaign, giveaway “A Day by the Bay” to include tours, food, drink, and 1-night of lodging, gift basket from local retailers - TV and digital advertising 	<p>Pivot to “Start by the Bay”, multi-day visitation campaign; including activities and recommendations for 48 hours of fun</p>	<p>“Start by the Bay” boating guide and itinerary development, social media campaign to promote maritime tours, “Start by the Bay” fall tour itinerary marketed to leaf peepers, multi-day visitation</p>

Action item 5: Online reputation improvement

Year 1	Year 2	Year 3
<p>Solicit reviews on Trip Advisor, provide a Bucksport marketing pro-tips to local businesses to help with online reputation management, work with Maine Office of Tourism to optimize Bucksport's page</p>	<p>Solicit reviews on Trip Advisor, provide a Bucksport marketing pro-tips to local businesses to help with online reputation management, work with Maine Office of Tourism to optimize Bucksport's page</p>	<p>Solicit reviews on Trip Advisor, provide a Bucksport marketing pro-tips to local businesses to help with online reputation management, work with Maine Office of Tourism to optimize Bucksport's page</p>

Action item 6: Marina/Public dock development/marketing

Year 1	Year 2	Year 3
<ol style="list-style-type: none"> 1. Survey of visitor to learn more about their transportation needs, desired amenities, demographics 2. Improve Marina/dock web page on the town's website 	<ol style="list-style-type: none"> 1. Develop an independent marketing plan to promote the marina/public dock 2. Apply for grants to expand the number of slips and facilities including better amenities for boaters, e.g., laundry facilities, robust Wi-Fi, a scooter or bike depot so boaters can get around town 3. Develop a stand-alone website dedicated to the marina/dock facilities and amenities 	<ol style="list-style-type: none"> 1. Develop events that connect the Bucksport Marina to other regional Marinas/docks 2. Consider waterfront development plan for potential boat storage, boat repair and other services

Action item 7: **Develop tourism infrastructure**

Year 1	Year 2	Year 3
<p>1. Development plan for the Bucksport walking path including branding "Harbor Walk" and signage, entrance cleanup, clearly marked parking area, collaboration with pathway business to coordinate a sign system and path-facing entrance development that encourages patronage, and pathway activities developed with key partners, encourage outdoor/patio dining, music piped onto the pathway, paint and piano at the gazebo, exercise stations, sponsored sections that can help fund regular events like "Bands by the Bay", or other brand-consistent activities</p> <p>2. Partner with Downtown committee on expanded downtown Wi-Fi with signage, Public Bike Share, public info kiosk near entrance of walking path</p> <p>3. Safe Fishing initiative including signage indicating safe fishing area with lifejackets, safety tips, info on type of fish</p>	<p>1. Kinetic art. Brand consistent art installation that can become a draw – large installation at the bridge. The bridge installation could be kinetic art (spawning salmon, etc) that would connect with an "art walk" or "art tour" through the rest of the town</p> <p>2. Event development on the waterfront, building on what is already in place or has been done historically and add a few more to cover the seasons. Ideas could include a Salmon Food and Drink festival, a Classic Car show, Movie night by the bay, a boat festival (similar to the small craft festival in Portland)</p>	<p>1. Promote the town's shipping history as a tourism attraction. Purchase a Robert Peary era ship (early 1900s) and promote the SS Roosevelt ship and associated history. This can be done in the harbor (at the Route 3 bridge) in the Bucksport Waterfront park, or at the marina. The town could contract with a tourism company to offer ship tours. This would draw people into town. If the boat were to be on land, it could be installed at the open lot across from the Enterprise newspaper building. There are perfect views, ample parking and a good retail offering. It is within walking distance of the marina and restaurants</p> <p>2. Town-wide wayfinding system</p>

Contact

Richard Rotella | Community & Economic Development Director

Town of Bucksport
50 Main Street
Bucksport, Maine 04416

207.469.7368
rich.rotella@bucksportmaine.gov
bucksportmaine.gov



APPENDIX

Data from Community Interviews

Big Ideas

- Mainstreet needs to extend all the way up to Franklin
- Rebuild Main Street completely so that all properties in the downtown are waterfront
- A bar and restaurant in shipping containers to feed people that come in to jobs like Whole Ocean
- Build condos on old soccer field and move the baseball field up to the highschool (I)
- Small amphitheater on the water (needs to be more commerce)
- Amazing signage to get people to turn left not right, also synchronized signage throughout town (II)
- A community center
- Total downtown revitalization (III)
- Bury the wires on mainstreet (I)
- More specialty shops downtown that bigger towns don't have
- A local transportation system (needed to get tourists off of ships around town) an idea was "The Bucksporter" (II)
- Big shiny Marina that's beautiful with space for more boats (people that come in on boats do not have vehicles so they will shop locally instead of going to bangor)
- Broadband/Fiber access would even the playing field (II)
- Getting rid of old buildings on Main Street to increase the view and waterfront access
- Waterpark for families to come and stay a few nights
- Build affordable housing and increase nice residential areas (III)
- Enhance the waterfront
- Lunaform pots (flower pots) on Main Street
- Fund the adapt plan (the master plan that came from the mills ideas)
- Expand solar power development
- Kinetic art sculptures around town and a big one near the sign to turn left, massive ones on the bridge (possibly swimming fish going towards downtown) (I)
- An art district
- Get rid of parking on one side of the street
- Sculptures
- More greenery
- Start an outdoor music festival by the water
- Bring bands in during the winter, dinner and a concert
- An evening dinner cruise with music and drinks
- Bucksport Bay Coalition
- Would completely redo the marina, boat storage space, business renovations (this incorporates the industry community identity)
- "Bucksport in a box" community board behind glass, a cube (come see the video jukebox) it will also bridge generation gaps
- Walk of fame
- Farnam brothers "highest paid people in Hollywood" buried in Bucksport (tourist attraction)
- "Firefighter for a day" for kids or a water cannon shooting into the river
- Put a piano in the gazebo
- Bonfire on a barge "light Bucksport Bay on fire"

If the Town were a celebrity, who would it be?

- Jeanie Grindle (lived in town) Her personality is super positive and upbeat, humor was unbelievable, knew how to lighten things up, and was extremely practical.
- Someone who is not completely polished, has some grit
- Jimmy Fallon from "The Tonight Show" - very kind, always excited and friendly, welcoming
- Tom Hanks (I)- super friendly, caring, open and honest
- Fits the "New England Bill", people are aloof, gritty, you have to prove yourself to them
- Peter Fox as Columbo - Understated, but impactful, kind of rough around the edges
- Has community pride, a sense of home, kind but gritty, harsh but giving, "how can I help you when you need it", but also rugged individualism
- Carl Yastrzemski from the Red Sox- changed his batter stance and positions, adapted to different styles of playing, a steady leader
- Bucksport's Poet Laureate "Pat" - Bucksport native, very quiet, wrote a collection of poems and stories called Still Mill (all about peoples stories of the mill), also loves native American history, she's very fond of the Penobscot river
- Harrison Ford - grit, he's not perfect, compelling, crosses many genres
- Someone who is kind, caring, and helpful
- Rich Gere - Needs to be more polished to attract tourists
- Hank Williams Jr.
- Grit, tenacious, scrappy
- Billy Bob Thornton - a likable but rough character
- Will Smith - versatile, friendly, not an expert at anything but can do good at many things
- Garth Brooks
- Rocky Balboa

Top Attractions in the Region

- Buck Mills has a vibrant agricultural history (needs to be promoted)
- Observation tower (IIII)
- Bridge (III)
- Fort Knox (IIIIIIII)
- Stonington (I)
- Blue hill (the peninsula) (I)
- Acadia/Bar Harbor/ MDI (II)
- Camden (I)
- Belfast
- Silver Lake (needs public swimming access) (I)
- Mountain biking
- Great Pond Mountain Trust (great in the winter also) (I)
- History of the cemetery with the witches boot
- Scenic Route
- Walking path

Bucksport's Strengths

- The waterfront walkway and view (IIIIII)
- The people, the town has a great ability to get behind issues and needs and be passionate about things. Practical and driven to reach goals. Understands that you have to be ahead of the curve
- Marina
- The pace of living is nice
- Small town feel (IIII)
- Great school system, nice school complex, small class sizes (II)
- A "proper village"
- Great mainstreet and downtown
- Festivals: Bridge the Gap (a spring race that starts at Fort Knox), Art Festival, Maritime Film Festival (late September), Bay Festival (was run by the mill), Ghostport (was run by the chamber)
- People are very accepting of anyone who comes to town (I)
- The town is easy to work with to get building permits
- People are actively farming
- A lot of areas for retirement
- The town does a lot to keep the town clean and safe (great municipal services) (I)
- Has the greatest sense of community, very welcoming, everyone wants to help each other out when they are down, like a family (IIII)
- Close to Bangor for access to great healthcare (also has a great community health center in town) (I)
- A central location to everything (IIII)
- Great places to go fishing
- A place to experience all 4 seasons (II)
- Opportunity for people to work remotely
- Property values have not depreciated
- Diversity in the community and school system is great and accepted
- The school system has many collaborations
- Lots of parking spaces because downtown is empty
- A walkable town (I)
- "The center of the universe, but also the middle of nowhere"
- There was pride in it being a mill town
- Bucksport always perseveres, when the mill shut down Bucksport would continued on
- Evolving as a coastal town since the mill closure
- Great infrastructure
- Town finances are in good shape
- Lots of opportunities for growth (geographically a big town with room for housing)
- Great pond mountain trust (42 hundred acres) great walking trails, grant funding, volunteers
- Garden club has good volunteers (could coordinate town beautification)
- It's different from Camden and Belfast, it has a grit that other towns don't
- The Alamo Theatre (I)
- Buck Pride (robotics team is great)
- The ice cream shop downtown
- Great walking trails (I)
- Downeast YMCA is great for the kids
- MacLeod's Restaurant is an attraction on mainstreet and has a big following
- Main Street Bucksport has brought local business owners together

Bucksport's Strengths...

- MacLeod's Restaurant is an attraction on Main Street and has a big following
- Main Street Bucksport has brought local business owners together
- Maine Maritime Academy new training facility is amazing and ideal for large groups/multi purpose
- People are excited something is happening with the former mill site
- Whole Oceans
- A "can do" spirit
- There is a "back to earth" trend emerging

Bucksport's Weaknesses

- The town doesn't recognize the resources that Bucksport already has (a missed opportunity)
- Reluctance to change
- Not much for young families
- Need to attract young working families
- Local credit union could do more getting behind business and housing development
- Lack of housing (III)
- Central conflict of deciding if it is a tourist location or mill town, has a split identity (I)
- Businesses in the town need to step up and take initiative
- Lost the chamber and heart and soul is not very active
- A downfall in restaurant dishes (People are looking for farm to table, fresher options)
- Hard to get people to understand that nonprofits are not an enemy
- Festivals are usually located on the waterfront walkway vs. on mainstreet to draw customers to businesses
- Curb appeal of Main Street is weak, lacking restaurants and coffee spots, needs things on lamp posts to make it prettier (I)
- People don't know about certain things happening in town, need to get the word out more
- Need to enforce better community cleanliness and regulations on aesthetics
- Bucksport Bay Farmers Market is growing, but it needs activities, art and music (could be marketed more)
- A lot of locals don't know how much Bucksport truly has to offer, they need to know they don't have to go to Bangor for everything.
- Too many retirement homes
- Nothing for young people to do (I)
- Lack of downtown planning over time is starting to show
- Being close to towns like Bangor make people not buy from local businesses
- Locals want the tourists money but don't want them there
- Library is really outdated
- Have to be willing to adapt, especially when the mill closed, conservative community can sometimes work against itself
- Main Street needs a nightlife (II)
- Locals attitude towards shopping downtown
- History of being short sighted, in the 90s when they repaved Main Street they could of buried the powerlines, always making decisions based on "this year" instead of looking to see how it could benefit the future
- Main Street is too wide
- People turn right instead of left into town

Bucksport's Weaknesses...

- Some attitudes are resistant to change, people can be too cautious
- People would love to see Bucksport as an arts and culture town but it's just doesn't work here
- Not a lot for senior citizens to do (I)
- Lack of local transportation (I)
- Lack of childcare
- No redemption center
- Chamber is gone
- Local stores close too early, especially in the summer months
- People don't know about the historical society
- Ice on the roads in the winter
- No food delivery services in town
- Most things are geared towards an older community
- The Marina is underutilized (one of the only safe harbors during storms in the area)
- It is a transient community (people always come and go)
- The town's ideas are always small and overtalked but never finished
- Lack of business diversity (too many hairdressers)
- No Hospital
- No nursing homes

Tourism vs. Industry

- Ideal ratio: 50% tourism/50% industry (I)
- Want to be similar to Belfast, but not as busy as Bar Harbor
- For tourists coming it is a cool place to rent a place for a few nights and use it as a central location
- Reluctance to see Bucksport become a tourist spot
- Wants people to move here because they like the town not because they want to come and change it
- More tourism, 75% tourist with 25% residents
- Wants to attract young people that will move here, less about tourism
- Industry town (some people are pushing against keeping it that way)
- Wants Bucksport to keep its identity while allowing some tourism

10 Year Vision

- Growth in population, will fill up school, will be more resilient than just relying on tourists during the summer
- The industry component being environmentally friendly is important
- Relearning how to foster a tourist economy is needed (need to teach people an entrepreneurial mindset)
- A younger demographic
- Places for middle income housing/ condos (I)
- More small cruise ships will be porting there
- Could be a hub (45 minutes to places like Bar Harbor, Bangor, etc.)
- A healthy combination of tourism and industry
- The town needs to do more branding aspects to help local businesses
- A total downtown revitalization (no empty buildings and symmetrical architecture)
- People will support the local economy by buying from local businesses
- "You plant the tree understanding that you may never get to enjoy the shade of the tree" it's about what you leave behind to future generations

10 Year Vision...

- Bucksport needs a “Mardens” type store that people could afford
- Whole Oceans is doing great and giving people tours of the facility, every store front is booming with things that people can afford, some arts and culture
- Affordable housing
- Year round businesses
- Include local businesses in marketing plan
- Enhance the Marina (catering to people that come on ships with boat yard, showers, transportation)
- A renovation of the waterfront area, increased infrastructure, live music venue, coordinated signage and beautify the downtown area, condos and small housing options
- More eclectic with bars and things to do
- Hopes to see that both Whole Oceans and the new MMA training facility are doing very well