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# Paddling Forward: An Exploration of the Next Steps for River Recreation on the Androscoggin

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**Paddling Forward: An Exploration of the Next Steps for River  
Recreation on the Androscoggin**

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December 12, 2013

## **Executive Summary**

Over the past 20 years, the Androscoggin River has become a destination for river recreation. However the section of the river that runs through the metropolitan area of Lewiston-Auburn has yet to attract considerable recreation participation. The initial aim of this project was to develop strategies that would enhance recreational participation on the Androscoggin River. Collaborating with the Androscoggin Land Trust indicated that promoting L/A Canoe and Kayak Rentals, the primary canoe, kayak, and paddleboard provider in the area, would be the most effective strategy. After meeting with Jeff Parsons, the owner of L/A Canoe and Kayak Rentals, and reviewing literature concerning river recreation and business partnerships two approaches were developed: 1) Create partnerships between L/A Canoe and Kayak Rentals and local corporate wellness programs and, 2) create bundle deals with paddles provided by L/A Canoe and Kayak services provided by local businesses. Steps taken to explore the feasibility of the approaches included: collaborating with local corporations and local business, reviewing case studies and scholarship about corporate recreation and bundling packages, and administering surveys at priority businesses. Through the communication process with corporations, it became apparent that the first approach was not practical for a semester long project. Information gathered by the first three steps assisted in designing bundling packages that were relevant to the area. Additionally, cases studies that evaluated river recreation business strategies helped to develop an online marketing scheme. The marketing scheme recommends the use of social media, particularly Groupon, as a means to appeal to a wider demographic. By implementing the proposed bundles we believe that they can enhance river recreation and strengthen inter-business alliances along the part of the Androscoggin River that runs through the metropolitan area of Lewiston-Auburn. Moving forward, we believe that the best next steps to appropriately build on this project would include reaching out other local businesses in hopes of creating an extensive bundle network, performing trial runs on the bundle ideas proposed in this project, and initiating a Groupon marketing scheme for the most viable bundle packages.

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## Introduction

Throughout the last two decades, the Androscoggin river has undergone a transformation. Water quality has increased significantly from the 1960's when the river was the most polluted in the country. The Androscoggin legally meets its Clean Water Act class C classification— supporting populations of indigenous fish as well as the recreational capacity for fishing and boating (Washuk, 2010). Although the C classification still prevents swimming and fish consumption, it is a vast improvement over the pads of toxic foam and sulfur filled air that once defined the Androscoggin river valley (Bennet and Nickerson, 2007).

In light of this resurgence, people along the river have begun to incorporate recreation as part of the local economy. Whitewater rafting guides took to the upper Androscoggin, while somewhat more relaxed canoe and kayak operations arose in Bethel and Brunswick. However, one of the economic centers of the Androscoggin industrial age, the cities of Lewiston and Auburn, had yet to truly incorporate river recreation into their community. That is, until 2012, when Jeff Parsons of Bethel Outdoor Adventures, with help from the Androscoggin Land Trust and the city of Auburn, started L/A Canoe and Kayak Rentals (LACKR) (LAEGC, 2013). Since the inception of their operation, Jeff and his wife Patty have been involved in local outreach programs ranging from a learn to paddle class with local youth camps to a Paddle After Hours event that partners with other local businesses (Androscoggin Land Trust, 2013). Despite the potential for river recreation to become a staple of the re-emerging Lewiston-Auburn economy, LACKR has not experienced the success of other river-based operations in Maine. Possibly due to factors such as public insecurity with water quality, lack of funds, lack of skill, or lack of information, the shortage of interest in LACKR is a dilemma that has implications for the L/A area as a whole.

The initial goal for this project was to explore ways to get both Lewiston-Auburn residents and visitors alike onto the Androscoggin through river recreation. As this goal was addressed, it became clear that working to create more customers for businesses such as LACKR would be an excellent way to heighten the presence of paddling activities in L-A. Exploring options for local canoe and kayak rental businesses also presented the chance to not only increase river recreation opportunities in L-A, but also to create

partnerships between local businesses in order to stimulate the L-A economy as a whole. These partnerships have the potential to reinvigorate the relationship between local businesses and the Androscoggin that has been seemingly absent since the shutdown of local mills nearly half a century ago.

In order to explore the possibility of partnerships, two approaches were utilized. The first approach involved discussion with some of the L-A area's larger employers regarding corporate recreation programs. River recreation would provide a way for some of these employers to reward employees, foster company morale, or provide workplace recreation (Mokoya et al, 2012; Outdoor Industry Association, 2013). This type of partnership would also provide LACKR with a reliable source of annual business from the local population. Despite initial interest, communicating with larger businesses proved more difficult than expected. Much of the material on this approach is based in the peer-reviewed literature and subsequent recommendations for future potential contacts. The second, more successful approach was to explore the possibility of bundling LACKR paddles with the goods and services of other local businesses. Bundling is a great way to achieve profitability in times of unreliable income (Bojanic and Calatone, 1990; Chen and Zhang, 2012), which is precisely the case at LACKR. Bundling also has the ability to create stronger inter-business alliances. By combining bundle deals with online marketing techniques such as Groupon and Facebook, LACKR would be able to reach a much wider demographic and build a strong customer base. Through the recommendation of potential bundle deals and design of a prospective online marketing scheme, we hope to increase the amount of people utilizing river recreation in the L-A area, stimulate the local L-A economy, and provide LACKR and other potential river recreation facilitators in the region with the tools to promote their businesses at the local and regional level.

## Methodological Approaches

The two approaches were established by researching relevant academia and by assessing case studies. Case studies concerning river towns revealed that bundling local businesses with local recreation companies was a profitable strategy that increased river recreation (for more information refer to appendix). Scholarly sources concerning employee health and recreation indicate that recreation enhances worker productivity. Moreover, this correlation is amplified when recreating in nature (for more information refer to appendix). Additionally, evaluating business strategies inspired the social media component of the project. Collaboration with Lincoln Canoe and Kayak and Sebago Paddles river recreation companies revealed that Groupon was an effective form of generating sales in the Maine river recreation industry (more information refer to appendix).

After the research phase, a shortlist of applicable companies was created. The ALT provided a list of local business contacts and corporate contacts that they thought were applicable. Furthermore, inter-group collaboration assessed each organization provided by the ALT using a set of criteria. The criteria used to determine the corporations for first approach looked at the number of employees in a corporation, prior interest in river-based activities, and the current state of employee wellness programs. The criteria used to determine the local businesses for the second approach looked at the product and (or) service offered, the popularity of the business and the business's target market. The short list for the corporate approach consisted of the Androscoggin Wellness Council, TD Bank, Norway Bank, and the City of Lewiston. The shortlist for the bundling approach consisted of Baxter Brewery, Gritty's, DaVinci's, Fish Bones, Pedro O'Hara's, Museum L-A, and Orchid.

The communication process was started immediately after the shortlists were generated. Email and phone calls were used for initial contact with the organizations. The emails and phones calls described our affiliation as well as a summary of our research questions and goals. They also requested an interview or a phone conference if a company was interested. Organizations that expressed interest were Fish Bones, Baxter Brewery, and DaVinci's. During this process, corporations were very slow to respond. Due to this and the time constraints of the project, gathering data for the 1<sup>st</sup> approach was

abandoned. Instead, an informative brochure was created for the ALT to distribute to interested corporations. The brochure was created in Microsoft Publisher and is based on scholarly research that highlights the benefits that river recreation has on employees.

Further collaboration with relevant organizations in our project helped develop survey questions and bundling ideas. Representatives from Fish Bones, Baxter Brewery, DaVinci's, ALT and LACKR helped eliminate redundant and bad questions and bundling ideas and they also inspired new questions and bundling ideas. Through collaboration with LACKR knowledge was obtained about river recreation services and prices on the Androscoggin, which created more appropriate questions relating to price ranges and types of river recreation services. LACKR also informed us about current marketing strategies, which prompted us to develop questions concerning social media advertisement. Collaboration with local businesses helped create the bundling ideas. Baxter Brewery thought that a paddle with a pint at the end of a voyage was a good idea. Davinci's thought that a dinner and (or) a drink at the end of voyage would be a good idea. Lastly, Fish Bones thought that a paddle with a dinner at the end would be a good idea too.

After collaborating with all of the organizations and through a series of inter-group meetings, the surveys and the bundle ideas were created. The surveys were created on Google forms (Sample of survey seen in appendix). The ALT constant contact list and Bates College students and staff were surveyed online. The links to our online surveys were distributed over email. Kathy Young forwarded the survey over the ALT constant contact list, while the Bates College announce list allowed more an for an appropriate means to survey the Bates College students and staff. Hard copies of the survey were used to collect consumer data at Baxter Brewery, Fish Bones and DaVinci's customers. DaVinci's and Baxter Brewery left hard copies of the survey in their reception area that customers voluntarily filled out. Fish Bones allowed one of the group members to survey consumers exiting the restaurant.

Results from the survey were then compiled. Online surveys were automatically compiled in Google Survey Creator. The compiled results were imported to Excel for further analysis and figure generation.



## Results

\*Figures can be found on pages 16-18

### **Meetings with local business representatives:**

Our group sat down with Ezra Juskewitz (Tap Room Manager, Baxter Brewing), Paul Landry (Owner, Fishbones Restaurant), and Jules Patry (Owner, DaVinci's Restaurant) to brainstorm potential bundle ideas. One option that was initially envisioned for Baxter Brewing, but is applicable to all, is the combination of a paddle with a beverage of choice from one of the areas Restaurants, Pubs, or Breweries. Another option that was inherent in meeting with local restaurants was the combination of a paddle experience with a discounted meal at a one of the areas various dining establishments. In our conversation with Mr. Juskewitz, he mentioned the possibility of a combination between Baxter's frequent brewery tours and a paddling experience on the same river that provides the water for their craft beers. One option that came up in discussions with Jonathan and Kathy from the Androscoggin Land Trust was pairing river paddles with a canal and mill tour that would integrate river recreation with the industrial history of the Lewiston-Auburn area. Although we didn't have any community business partners to explore this option with, it was still included on the survey to gauge potential consumer interest. Another option conceived with the Androscoggin Land Trust was a combination of a stay at a local hotel, especially riverside establishments like the Hilton Garden Inn, with a paddle experience. This was another option that wasn't paired with a local community partner, but was still addressed in our survey design and case study selection.

### **Survey Data**

#### *Bates E-mail Survey*

For the survey administered to the Bates community, the respondent demographic was entirely (100%) ages 18-24, which is an age category typical of the students at Bates. While most (70%) said they lived in Lewiston, Maine, nobody said they lived in Auburn which led us to believe that quite a substantial number of these respondents were from elsewhere in New England (home of 20% of survey-takers) or beyond. Most (70%)

of the Bates survey had not paddled on the Androscoggin, which was mainly due to a lack of time (Figure 1).

The lack of paddling in the Bates population was substantiated by the response that 62% of those that paddled only did so 1-2 times and nearly 85% went 4 times or fewer per year. Of those students who did paddle, about 45% rented, while the rest either owned their own boats, borrowed from a friend, or used boats from the Bates Outing Club. In terms of the length of paddles, most Bates respondents preferred paddles that were one (46%) or two (76%) hours long. Furthermore, only 25% of those surveyed said they had ever heard of L/A Canoe and Kayak Rentals.

The most important topic for the bundling approach was the interest in and willingness to pay for various bundle options brainstormed with our primary community partners. The respective percentage of respondent interest for each option can be found in Figure 2. For Bates, the most popular option was a brewery tour and tasting, with over 50% of people showing interest. Most Bates respondents said they would pay < \$40 for this experience, while almost all interested people were willing to pay no more than \$55 (Figure 3a). Other popular deals were the paddle and dinner option (46% interest) and the canal and mill tour (38% interest). The canal and mill tour was preferred at the lowest pricing option (< \$40), while the Dinner option had a wider range of preference that fell primarily from < \$40 - \$55 (Figure 3a).

Despite the 20% interest (Figure 2) in the “stay at a riverfront hotel” option, preferred prices for the latter were substantially lower than expected (Figure 3a)-- with nearly half of respondents preferring to pay less than \$70 for the option.

The last topic addressed in this survey was respondent utilization of different online social media and sales outlets. As would be expected from the younger demographic, most respondents use Facebook (Figure 4). However, fewer people than expected were using the websites Groupon and Pinterest.

#### *Androscoggin Land Trust Constant Contact E-mail Survey*

For the Androscoggin Land Trust online survey, most of the demographic was over 45 years of age (76%). The most populous age group was 55-64 years old (35%). In addition to the older demographic, the ALT population was also primarily local, with

50% of respondents from Lewiston and Auburn and 82% from within 25 miles of the L/A area. As would be expected, the ALT had a significantly high number of respondents (77%) who had paddled the Androscoggin River before taking the survey. However, we did ask the 23% who hadn't the reason they skipped on paddling (Figure 1). In contrast to Bates, the most common reason for ALT respondents that had been prevented from paddling was due to water quality. People also cited inexperience at paddling and lack of time as reasons to refrain from paddling. Only a small amount of respondents cited the cost of paddling and inexperience at swimming as reasons they hadn't previously paddled.

The majority of ALT members that did paddle went 1-2 (54%) and 3-4 times per year (24%). In terms of paddle experience, those who did have the ability to paddle preferred to go for 2 hours (53%), while 1 hour (18%) and 4 hour (23%) also received some consideration. ALT respondents also preferred a self-guided experience (69%) rather than a guided. When these paddles were happening, people were not very likely to rent (only 16% did)—likely resorting to their own equipment or borrowing from a friend. Despite this low amount of renters, most respondents (74%) previously knew about L/A Canoe and Kayak.

Although ALT respondents were not as likely to rent as Bates students, there was general interest in local bundle deals—as all deals except the riverfront hotel stay received at least 30% of total responses (Figure 2). As with the Bates population, the most popular option was the brewery tour and tasting, which most people preferred to pay <\$20- \$40 (Figure 3b). The mill and canal tour experience show similar interest (37%), but respondents preferred to pay somewhat less than the brewery tour and tasting (more <\$20 responses). Respondents were slightly less interest in the drinks at a local restaurant/brewery and dinner at a local restaurant. The ALT constant contacts again preferred lower prices (<\$20-\$40) for the paddle and drinks option, while the dinner option was primarily in the \$20-\$40 range. However, 25% of those interested in the option did prefer a more realistic \$40-\$55 price. Finally, not many ALT respondents (11%) were interested in the stay at a riverfront hotel—with pricing preferences ranging from <\$20 to \$150+, some of which were not considered realistic.

When asked about their utilization of various online websites, the ALT respondents had lower general website use than the younger Bates demographic (Figure 4) However, the ALT respondents did have a slightly larger percentage of respondents that used Groupon. The small number of people that used Groupon (15%) may have been one of the reasons why 88% of respondents hadn't bought online vouchers for river recreation.

### *Local Consumer Survey*

Due to the small sample size of the Baxter pool (n=3), these surveys were combined with the Fish Bone's numbers during the workup. Furthermore, a different style of survey was given to the DaVinci's respondents, so there was no data regarding bundle pricing preference or paddle logistics preference from that pool. The sample size of the combined Baxter and Fish Bones surveys was n=35, and the size of the DaVinci's survey pool was n=38.

For the local consumers, there was a fairly even age distribution, with all groups represented by at least 10% of respondents. The most well represented age groups were 55-64 (23%) and 25-34 (20%) years of age. The local consumers also had a more geographically diverse home location than the other surveys—with 40% of respondents from greater than 25 miles beyond the L/A area. Furthermore, fewer people were from the cities of Lewiston and Auburn (34%) than in the other surveys. Finally, 63% of the local consumers surveyed hadn't previously paddled the Androscoggin. The most popular response for skipping on paddling was due to water quality, while not enough time and inexperience at paddling also generated ~20% of responses (Figure 1). Interestingly, nearly 15% of respondents who chose other wrote in "from away"— showing that proximity plays an important role in the ability to participate in river recreation.

Of the 37% of respondents who did paddle, most people went either 1-2 times (56%) or 3-4 times (18%). Most paddlers did not rent (79%), likely using their own equipment or borrowing from a friend. Furthermore, most people (61%) did not know there were canoe and kayak rental opportunities in Lewiston-Auburn. In terms of the paddle logistics, local consumers from Baxter and Fish Bones most preferred a two hour paddle (43%), while a one hour paddle was the second most popular (23%). The guided

vs. self-guided preference was almost evenly distributed, with self-guided paddles taking a slight majority with 53% of respondents.

Of the three groups, the local consumers were generally the most interested in the bundle options (Figure 2). Yet again, the most popular option was a brewery tour and tasting, which consumers from Baxter and Fish Bones preferred to pay around \$40 for on average (Figure 3c). Furthermore, local consumers were looking to pay, on average, \$20 to \$40 for the drinks option and around \$40 to \$70 for the dinner bundle—both of which are more realistic prices than the Bates and ALT surveys. The mill and canal option was not as popular in this survey (33%) as the Bates and ALT, but respondents were similarly willing to pay \$<20 to \$40 for the experience. Finally, the stay at the riverfront hotel had nearly 30% interest in this survey, the highest of the three. Local consumers were also willing to pay more realistic prices for the latter, as the most common price ranges were \$70 to \$100 and \$100 to \$150.

In terms of online website utilization, local consumers were between the ALT and Bates in the percentage utilization of Facebook and Twitter (Figure 4). However, local consumers used Pinterest (32% respondents) and Groupon (25%) at the highest rates of all three groups. Despite these higher rates, the local consumer pool was only minimally higher than the ALT in the purchasing of online vouchers for outdoor recreation (17%).

### **Case Studies for Bundle Design**

#### *Old Town Canoe and Kayak: Black Bear Inn, Old Town, ME*

In Old Town, Maine, local businesses have partnered together in order to create more desirable and affordable options on the Saco River. One of these options is the Stay and Play, which pairs the services of Old Town Canoe and Kayak (OTCK) with an overnight stay at a local hotel. The format of the kayak and canoe trips ranges from the 3.3 mile “little day tripper” option, a 13 mile adventure trek, to learn to paddle trips and fishing excursions. Their online website has a layout that shows the prices of these options both with and without the lodging as well as the fitness level and experience level required to participate in the paddle. The actual prices of the bundles ranged from \$141.95 - \$218.95 based on the type of paddle. The shorter half-day trips were less expensive while full day excursions (especially the guided fishing trip) were more

expensive. With the exception of the learn to paddle trip (led by OTCK staff), all Stay and Play bundles are led by a registered Maine Guide. OTCK offers a good example of the structure-- both geographically and economically-- of a bundle that entails paddling and lodging.

Website: <http://www.old-town.me.us/stayandplay/>

*Dogfish Brewery and Quest Kayak: Rehoboth Beach, DE*

Dogfish Brewery in Delaware has a partnership with a rental company, Quest Kayak, to provide interested customers with the opportunity to take an afternoon paddle that is followed by a tour and tasting at their brewery. The paddle is likely 2-4 hours (based on other options from the Quest website) and takes place on the Broadkill River in an area navigable for both novice and veteran paddlers. The trip cost is \$65, which includes a guide, basic instruction, and all paddling equipment. In addition to the adult price, they also offer a significantly lower children's price (\$30) that appeals to customers with children. Their option is offered Wednesday, Friday, and Saturday afternoons from May-October (a somewhat longer season than Maine). The layout of this offer reflects discussions with Mr. Juskewitz from Baxter Brewing regarding a weekly kayak and canoe ride followed with a tour and tasting at the Baxter Brewery-- offering a successful guideline for a brewery and paddle based bundle relationship.

Website: <http://www.dogfish.com/company/tangents/pints-paddles.htm>

*River and Trail Outfitters with Barley and Hops Microbrewery: Harpers Ferry, WV*

River and Trail Outfitters has a similar operation to Dogfish Brewery, where they partner with a local brewery to offer a paddle and brewery tour and tasting combination. The event takes place every other Saturday from June-October, and begins at 10:30am on those days. The 5.8 mile guided paddle takes place on a mellow part of the Monocacy River in West Virginia, allowing paddlers to take in the surrounding scenery and wildlife. After hitting the water, the customers are driven to the brewing facility. Here they receive a tour of the brewery followed by a tasting of Barley and Hops' craft beers. Despite the \$86 price-- which includes the equipment, guide, tour and tasting-- customers are still

expected to bring along their own bag lunch. River and Trail also offers an option for \$92 where the bag lunch is included in the package.

Website: <http://www.rivertrail.com/boat-brewery-canoe-kayak.php>

*River and Trail Outfitters with Cookie's Cooking Company: (Antietam Creek)  
Sharpsburg, Maryland.*

River and Trail Outfitters also offers a Paddle and Brunch option located on the Antietam Creek. The trip lasts a few hours, during which a guide details historic events that took place on the Creek's banks. Customers encounter beginner whitewater, and are rewarded at the end with a brunch that is provided by River and Trails Outfitters' partner Cookie's Cooking Company. The paddlers pull up right at the location of the meal-- the Newcomer House, in Sharpsburg, MD. The total cost of the trip is \$110, which includes the kayak rental and equipment, guide, and the brunch. The company only offers the trip about once a month-- likely due to the logistics involved in filling the slots, organizing and food, and renting the house

Website: <http://www.rivertrail.com/kayak-antietam-creek-brunch.php>

## **Interviews for Online Marketing**

*Lincoln Canoe and Kayak Rentals: Freeport, ME*

Lincoln Canoe and Kayak is a kayak manufacturing company that has been operating in Freeport, Maine, for over 50 years. However, their role as a kayak tour facilitator has only been operating for the last 3-4 years, at which point they began using Groupon to establish a customer base and put themselves on the map. So far, Groupon has provided the majority of Lincoln's Sea Kayak Tour customers-- accounting for approximately 90% of their customers. These tours are available for 1, 2, and 4 people, and are priced at \$29 (\$65 value), \$59 (\$130 value), and \$99 (\$260 value) respectively. The tours take place off of the Maine coast, approximately a 20 minute drive from Lincoln headquarters. Customers are given the necessary equipment, instruction, and the services of a guide for their coupon. Due to the popularity of their Groupon deal, Lincoln's profits and customer base (both spatial reach and number of customers) has

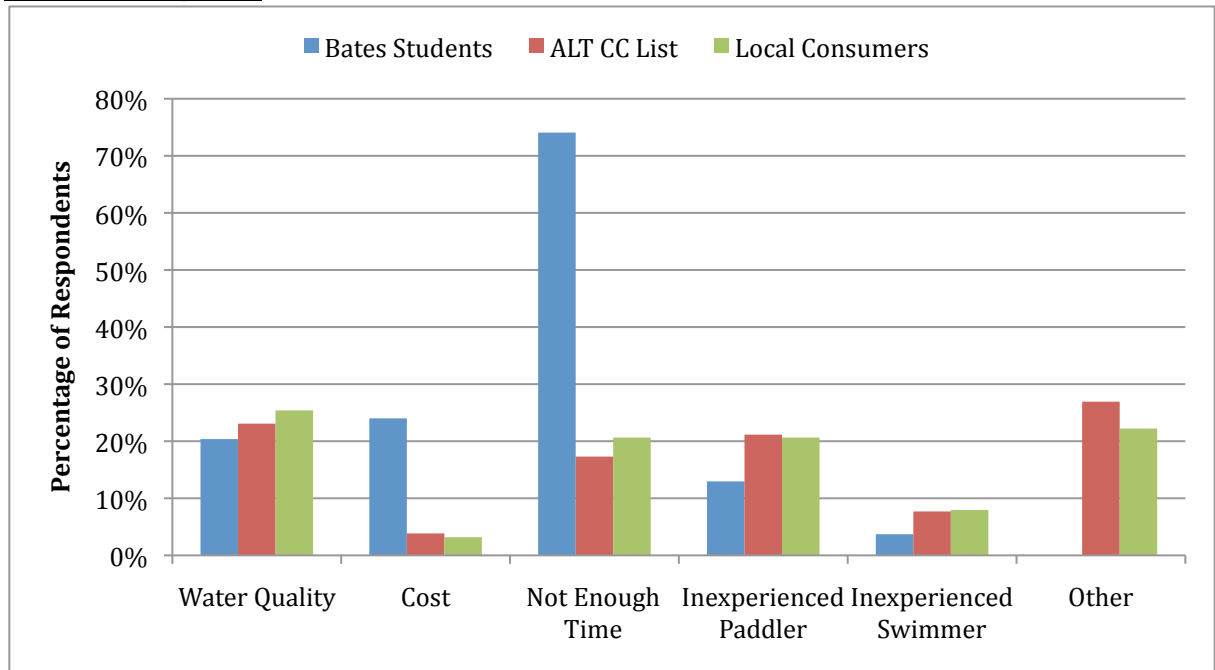
expanded significantly. Due to the extended spatial reach of Groupon, much of Lincoln's customers hail from metropolitan areas in New England such as the greater Boston, MA and Portland, ME populations. The relatively short drive to Freeport allows people from eastern New Hampshire and Massachusetts to make a day trip out of the Lincoln tours. However, the Groupon consumers have hailed from areas outside of the Freeport area-- meaning little local utilization of the online deals.

*Sebago Trails Paddling Company: Windham, ME*

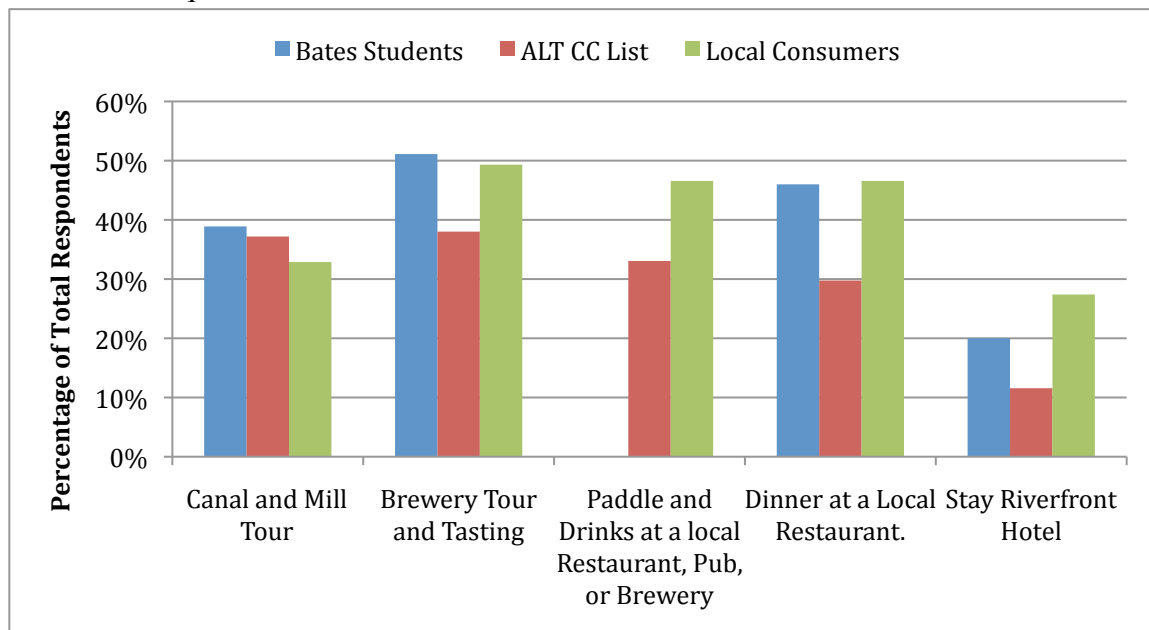
Located in Windham, ME, Sebago Trails Paddling Co. is an operation that opened in the spring of 2013. Starting fresh, the company needed to increase their customer base to begin profiting. The most effective way for them to do this was through Groupon, which exposed their product to nearly 200,000 people subscribed to Groupon newsletters in the Greater Portland area. Through this medium, they were able to expand their customer base-- experiencing business from people throughout New England. Their deal involves a full day, self guided paddle for \$22 (\$40 retail)-- including all necessary equipment and drop/pickup at over 30 locations. Although Sebago Trails said the deal didn't maximize their profitability, the popularity and customer base they gained through Groupon was very rewarding for the future of their business.



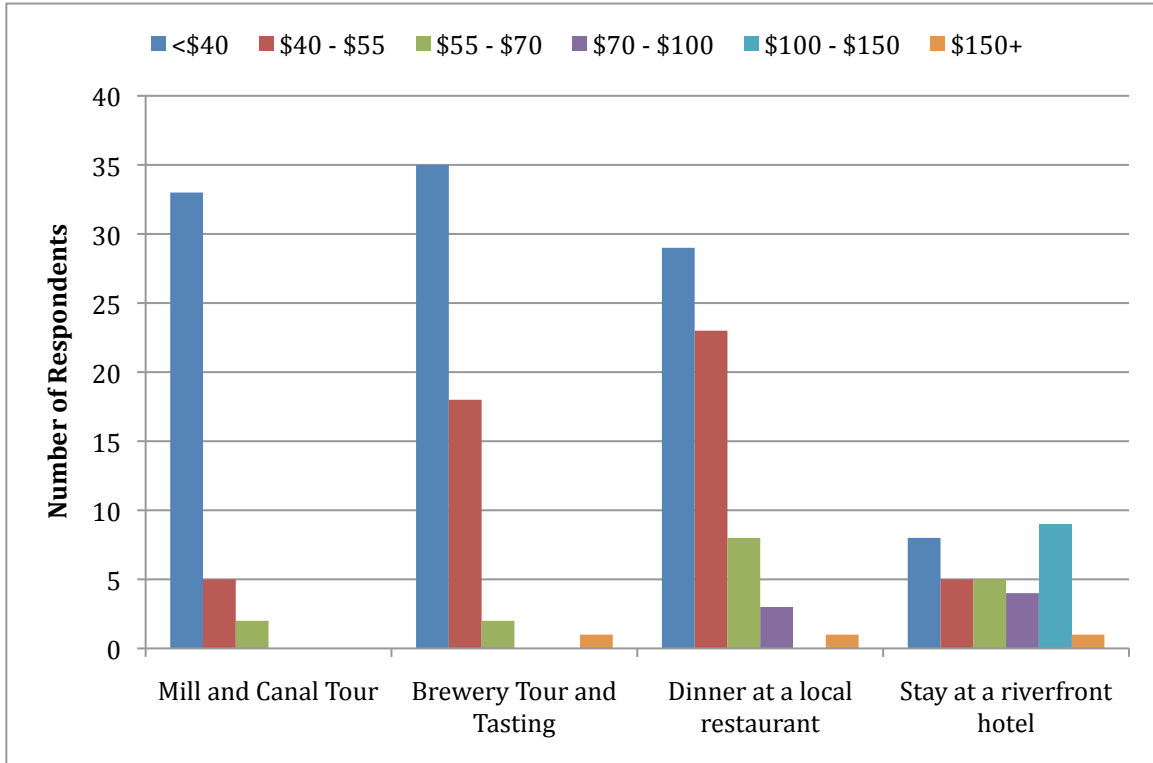
## Results: Figures



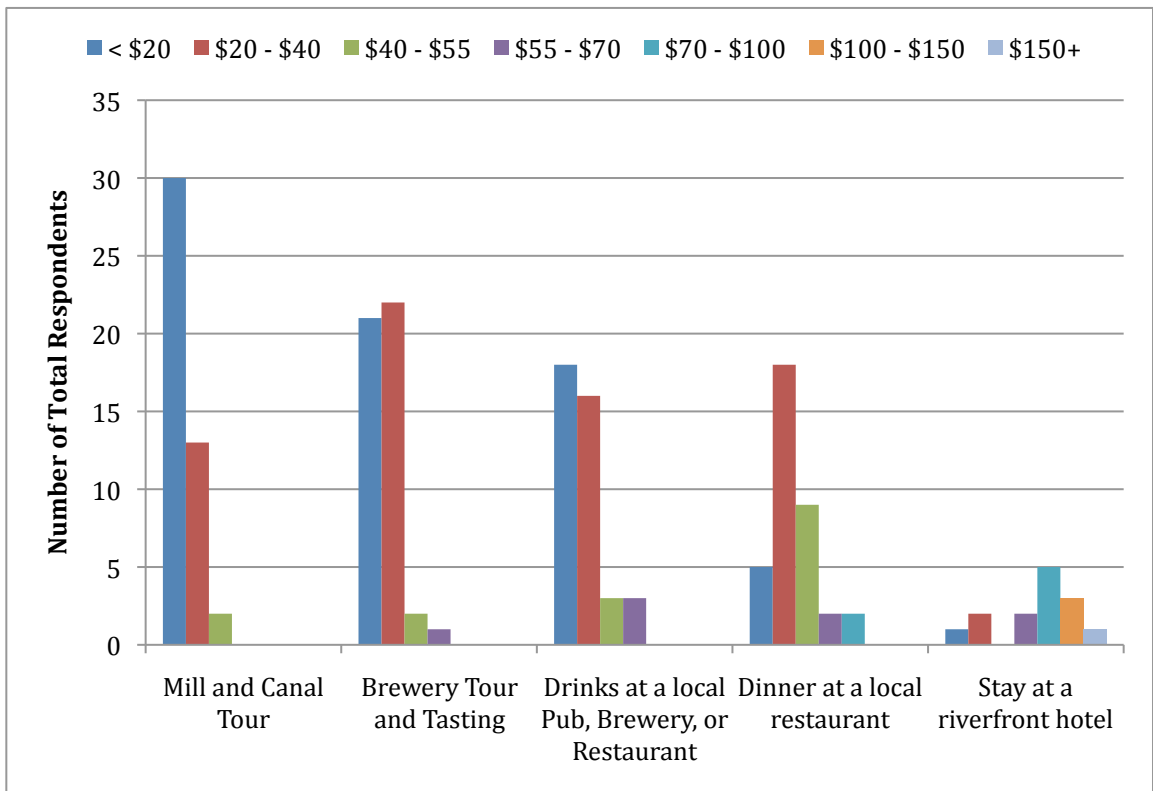
**Figure 1.** Reasons that Bates Student (n=27), ALT CC List (n=28), and Local Consumer (n=47) survey respondents had not previously paddled on the Androscooggin. The vertical axis represents the percentage of respondents who hadn't previously paddled on the river. However, in the case of the Bates survey, some respondents who had previously paddled answered the question.



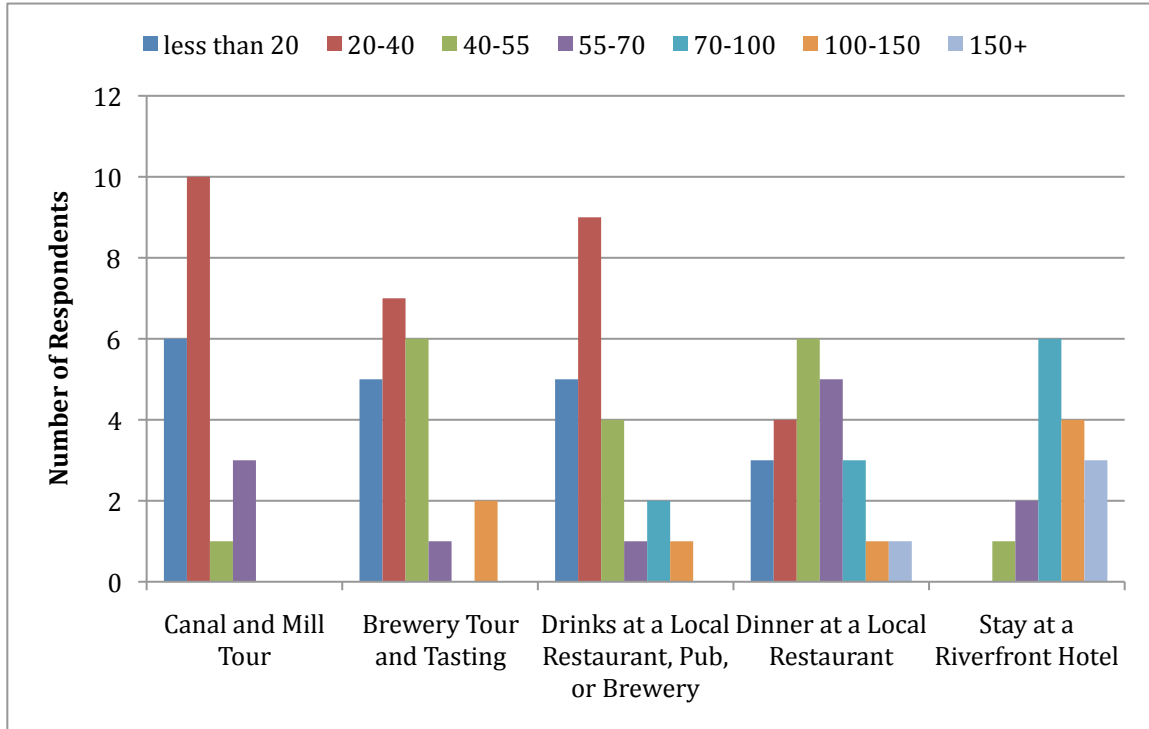
**Figure 2.** Percentage of Bates Student (n=90), ALT CC List (n=121), and Local Consumer (n=73) survey respondents who were interested in pairing a paddle with local services (x axis).



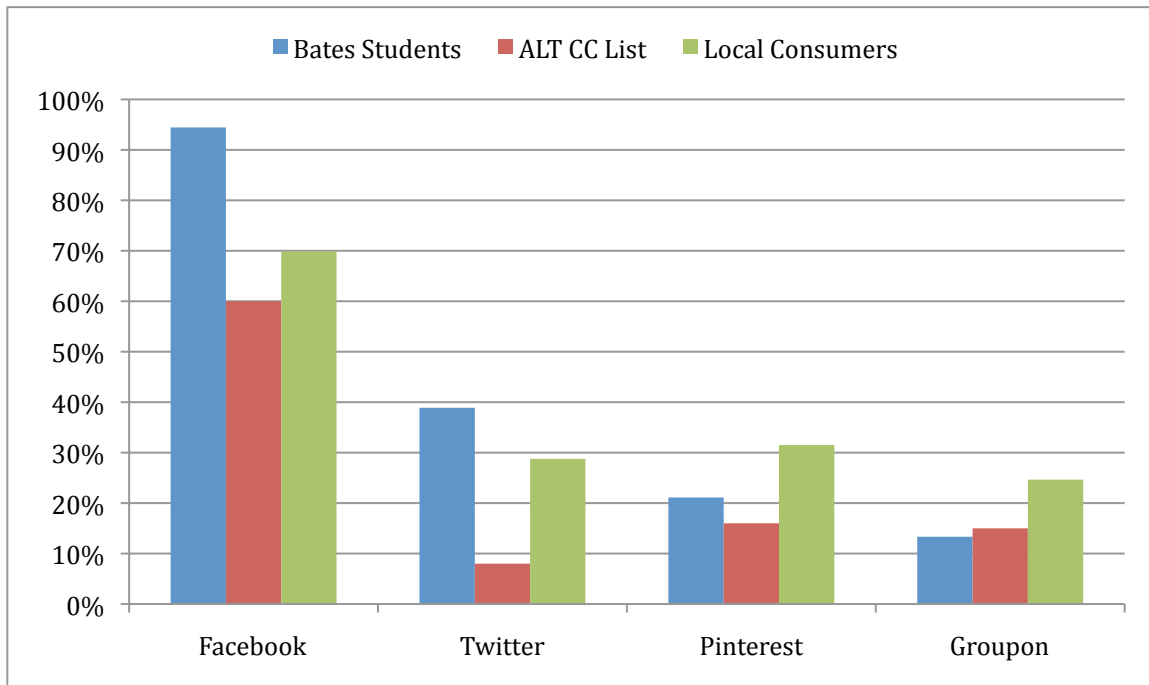
**Figure 3(a).** Bates college survey (n=90) pricing preferences for potential bundle deals. Bates Students were not asked about preference regarding a bundle with drinks from a local establishment



**Figure 6(b).** ALT CC List survey (n=121) pricing preferences for potential bundle deals.



**Figure 8(b).** Local consumer survey pricing preferences for potential bundle deals. The sample size for these responses was n=35, as DaVinci’s customers were not asked to fill out pricing preferences.



**Figure 4.** Percentage of Bates Student (n=90), ALT CC List (n=121), and Local Consumer (n=35) survey respondents utilize various online websites.

## **Discussion of Results**

### *Demographic of Survey Data*

Based on the older population of respondents in the ALT survey, the younger Bates survey group, and the diverse age demographic of the Local Consumer respondents, the survey covered a broad distribution of age. Furthermore, the fact that a majority of respondents (73% total) among the three surveys was from within 25 miles of the Lewiston-Auburn area reveals that the surveys questioned an audience that can more easily access the riverfront rentals available in the Lewiston-Auburn area. Finally, results from our larger pools (Bates and ALT) revealed a majority of people had previously paddled on the Androscoggin. The combination of these demographic factors leads us to believe that the surveys adequately represent a population that spans a large age and spatial distribution, and can be used in determining the preferences for a population that is likely to consider purchasing future bundle deals.

### *Obstacles to Paddling the Androscoggin*

The questions asked about what has prevented paddling on the Androscoggin can be used as a resource for future projects and discussion with potential bundle partners. The water quality response was lower than expected, as the history of the Androscoggin River is riddled with stories about detrimental river conditions. This indicates that, despite the river's reputation, notions of water quality aren't the largest obstacles in stimulating river recreation in the region. One factor that was unexpected was the role of time in paddle participation. Due to the large response from Bates students and the considerable response from the ALT and local consumers, the temporal factor of paddles should be considered in future bundle design. Despite the 20% response from the Bates students, it seems as though cost was not a limiting factor for the other two survey pools. However, it is important to consider that these people may have access to either their own boats or boats that can be accessed free of charge (friends, family, etc.). Inexperience in paddling was a limiting factor for some respondents, which should stimulate discussion as to possibly including learn to paddle opportunities as a component to bundle deals. Inexperience in swimming did yield some responses, but it is not likely that there is a

way to account for such obstacles in bundle design. Finally, the lack of knowledge regarding current rental options in the region (brought up in both the “other” category of Figure 1 and the question regarding prior knowledge of L/A Canoe and Kayak), reveal the necessity of local rental firms to advertise their opportunities to a larger demographic. This reaffirms the necessity of integrating an online marketing scheme, such as those utilized by Lincoln Canoe and Kayak and Sebago Paddles, into their current advertising methods.

### *Bundle Design*

Data from all three populations reveal that people are generally interested in the brainstormed bundle ideas. Although data was distributed relatively evenly 30%-50% for the first four options (Figure 2), the brewery tour and tasting seemed to be the most popular option. Considering the other paddling firms that have implemented this idea, it also seems to be one of the most economically viable. In talks with Mr. Juskewitz from Baxter Brewing, he believes this option is one that can be implemented for the upcoming 2014 season. This is something that could be offered weekly, as are their current brewery tours, throughout the summer months. Price preferences from the surveys reveal that people are, on average, willing to pay \$20-\$40 for the opportunity. However, the cost of the operation for both LACKR and Baxter, as well as the much more expensive bundle in case studies, suggest the price should be around \$40 for the 2 hour paddle. Due to expense of a guide, and the reasonably short length of the paddle, this option could likely be self-guided.

The Paddle and Pint option was also a popular idea for local consumers and ALT, and considering the habits of the Bates students (who weren't asked that question), this seems to be a potentially successful bundle option. The latter is also an option that Baxter Brewing believed could be implemented for the 2014 season, while the option could also be brought to other local businesses. Preferences for a self-guided experience and the overwhelming desire for a short paddle suggest this bundle could be successful as a self-guided hour-long experience. The pricing preferences from local consumers and the ALT suggest a range of <\$20-\$40. Considering the short length of the paddle, this bundle would seemingly be successful at a \$20 cost to paddlers.

The dinner at a local restaurant and canal and mill tour options also generated interest, but there would need to be a great deal more of discussion with local business owners to determine the logistics and economic feasibility of such deals (See Appendix for potential contacts). Despite the latter, the successful case of River and Trail Outfitters leads us to believe that the paddle and dinner option can be viable in L/A. The survey groups suggest that this experience would be priced in the range of \$40-\$55, and take the form of a 2 hour guided paddle. Our group was unable to find case studies for the mill and canal tour, but preferences for paddle price and paddle logistics suggest that the bundle would be successful as a 2-4 hour guided paddle with a price range of \$30-\$40. However, the cost of a guide, length of the paddle, and form of the tour (strictly on water, or on water and land) of the experience could potentially raise the adequate price.

Finally, the paddle and stay option got the least amount of interest across all the pools. It is important to consider with this option the survey demographic: since the majority of survey respondents are from within 25 miles of L/A, they may not desire to stay the night at a local hotel. Furthermore, the Old Town Canoe and Kayak case study offers an example of a flexible (paddle type and length) bundle that has been going on since 2010. Pricing preferences across the surveys suggest that the best fitting price would be from \$70-\$100. However, based on the prices of the Old Town bundles and knowledge of current hotel prices in the area, we believe this option should be priced \$80-\$150 dependent on the type and length of paddle experience.

### *Online Marketing*

Due to the responses on river recreation surveys and the information from case studies, the implementation of an online marketing campaign—with particular focus on Groupon—could provide an effective means to stimulate participation in L/A river recreation. Conversations with other Maine paddling outfitters revealed Groupon as a very efficient way to increase customer base and reach a broad demographic in metropolitan areas throughout New England. Although the Groupon deals offered by the two outfitters are much longer in duration than what is suggested in our bundle packages, raising the price of the bundle may be an effective way to counterbalance the fees inherent in the Groupon services. It is important to note that the current business at

LACKR is quite sporadic, so despite the fees for Groupon, the increased amount of customers could improve on the preexisting profit baseline. Furthermore, Lincoln Canoe and Kayak mentioned that as long as their groupon was available annually and throughout the season, they experienced repeat customers. Finally, like Lincoln Canoe and Kayak, the bundle paddles could be structured to only go out during one or two days a week, and only happen after a minimum amount of people are signed up. This prevents the loss of potential profit from walk-in customers and provides LACKR with the assurance that they will be dealing with significant business.

## **Outcomes:**

### **Potential Bundle Packages**

#### **Paddle n' Pint (\$20).**

Prospective sale pitch, influenced by bundle case studies:

*“Lewiston-Auburn is quickly becoming known as a place to find a large selection of quality, local craft beers. What better way to experience this opportunity than by pairing a pint with a paddle on the Androscoggin River. Take a short paddle along the L/A riverfront, guiding yourself towards Great Falls and the industrial-era mills and canals. Afterwards, enjoy a drink at one of the areas many restaurants, pubs, or breweries— you may realize that the water you just paddled on could have been used to make the craft beer in hand.”*

- Duration: 1 hour
- Caters to a younger population and local residents who may be looking for an opportunity to exercise their paddling muscles and enjoy the atmosphere of one of the areas restaurants, pubs, or breweries.
- Inexpensive, circumvents complaints of high cost rentals.
- Easily implementable in the upcoming 2014 season.

#### **Mill and Canal Tour (\$30-\$40).**

*“A two-four hour paddle that incorporates Lewiston-Auburn’s industrial history with a tour of the local canals and mills. The experience begins at the Auburn boat launch and take participants alongside Great Falls for an explanation of dam history and it’s relationship to the surrounding built environment. Then, participants are taken alongside the mill buildings and into the canals, getting a historical perspective of each important landmark. Finally, the experience ends at the Longley Memorial Bridge, where customers are then free to explore the downtown areas of Lewiston and Auburn.”*

- Duration: 2-4 hours
- This option caters to a population of all ages that is interested in the industrial history of the L/A area, but not looking to spend the entire day on the water.
- The price is reflective of a shorter guided tour, but adjustments can be made according to guide costs.



### **Brewery Tour and Tasting (\$40)**

*“With names like Summer Swelter, Stowaway I.P.A., and Phantom Punch, Baxter Brewing is capturing the attention of craft beer connoisseurs throughout the country. Take advantage of what the Androscoggin River has to offer by combining a one to two hour paddle on the river with the craft beer that it’s waters helped create. After a short paddle that can bring you by Great Falls and the mills and canals that make up L/A’s industrial past, enjoy a tour and tasting at Baxter’s facility.*

- Duration: 1-2 hours.
- Caters to a population that has interest in visiting a relatively new beer company (Baxter Brewery).
- Implementable in the upcoming 2014 season.

### **Paddle and Dinner (\$40-\$55)**

- Duration: 2 hours
- Caters to families, local populations, and anyone who is interested in experiencing the diverse array of cuisine options in the area.

### **Paddle & Stay (\$80-\$150)**

*“Come to Lewiston-Auburn to enjoy the many benefits of the historic Androscoggin River. Begin your day by exploring Gulf Island Pond, with it’s many riverfront trails that can keep you busy for they entire day. Then, take a shuttle down to the boat launch at Longley Memorial Bridge, which offers a new perspective on the industrial history of Lewiston-Auburn. After you have experienced what the river has to offer, enjoy one of the many fine restaurants in the L/A area, enjoying the renaissance spirit of the downtown areas. As your evening comes to an end, you will find yourself at one of the areas riverfront hotels with a breathtaking view of the river you had paddled earlier in the day.”*

- Price dependent on paddle length and type of experience (lesson, guided tour, self-guided).
  - Based on the Old Town Stay & Play deals, half to full day may be the most viable option for this type of bundle.
- Caters to a population outside of the greater L/A area.
  - Day-long options for tourists, short paddle options for business people.

## **Groupon Utilization**

Any one of these bundle approaches can be marketed using Groupon. The deals usually entail a discounted price, with options available for one, two, and/or four people. The most important part of the deal is designing an appealing description of the bundle experience, which can target the audience most likely to purchase the package. Furthermore, by scheduling the Groupon deals to be active only on certain weekly or monthly dates, with a certain limit on the amount of people necessary for the paddle to happen, the involved partners would be assured that the deal would not impede on customers paying full price. Certain factors of the Groupon process, such as reimbursement for purchased coupons, can be discussed with representatives from the Groupon. Finally, it is essential to establish what both business partners expect financially from the Groupon reimbursement. The business that receives payments must have an effective system in place to keep track of Groupon purchases and make sure their collaborators receive the full compensation required.

## **Implications:**

Based on data from our literature review, surveys of local community groups, and case studies, we believe that a broad demographic in the greater Lewiston-Auburn area and beyond is interested in potential bundling packages. With the implementation of bundle packages, we believe there is potential to strengthen inter-business alliances in Lewiston-Auburn. In addition, we believe that bundling goods is a great strategy in times of unreliable demand. Lastly, with the help of the case studies of Sebago Paddles and Lincoln Canoe and Kayak, we believe that online marketing tools like Groupon could help broaden the customer base and thus increase business for not only L/A Canoe and Kayak, but for local businesses in the Lewiston-Auburn area.

Through these benefits, we hope that the implementation of realistic bundle deals will benefit local canoe and kayak rental firms and the Lewiston-Auburn economy as a whole. Finally, we expect the implementation of bundle deals will increase the amount of people enjoying the Androscoggin River through recreational paddling. With future development of local river recreation opportunities, we hope that the greater Lewiston-Auburn area can “paddle forward” by shedding the notions of a historically polluted riverscape and becoming a river recreation based destination.

## **Next Steps for Bundling:**

Although our work with the Androscoggin Land Trust and river recreation may be over, there are still many opportunities to improve our recommendations and provide an ongoing assessment of bundle deal viability.

- Perform trial runs of various bundle options.
- Through personal correspondence with customers, post-paddle surveys, and the relative success of both involved businesses, determine which bundles are the most likely to be effective in the long-term.
- Determine the feasibility of hiring guides, especially those with knowledge of L/A's industrial history, by exploring price rates and the duration at which they would be willing to lead customers.
- Expand the amount of businesses participating in bundles. Through further conversations with local business representatives (not just those in the food, craft beer, and hospitality industries), the development of a large network of local bundlers could be explored.
- Look into potential launch locations to create more options for varied paddle environments and lengths.
- Identify strongest inter-business partnerships and set up Groupon to promote bundles to a broader audience.
- Explore the potential of using marketing tools other than Groupon, such as Facebook, Pinterest, and Twitter to reach broad customer demographics.
- Administer surveys to metropolitan populations beyond the Lewiston-Auburn area to determine whether marketing to a broader demographic would be a worthwhile method.

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## **Appendix I: Literature Review**

It was important, for this project, to look at the Androscoggin river deeply and not just take it at face value. Through his book, *The Organic Machine*, White explicates the complex factors that make up the Columbia River, its perception, and its use. There are various environmental, cultural, economic, and social factors that make up how people interact with a river, and the Androscoggin river is no different (White, ). The Androscoggin River has been in constant change throughout history, and our research has shown us that it is beginning to be put to use as a recreational waterway in Maine. In recent history, the section of the Androscoggin River that runs through Lewiston/Auburn was too polluted to even come in contact with. Luckily, with changing views on the environment, improvements in technology and science, and the help of legislation the river has improved to a much safer level (Bethel Historical, 2007). As of now the portion of the Androscoggin River that runs through the cities of Lewiston and Auburn is a class C, which is the lowest acceptable standard. However, the quality is far greater than what it used to be, thanks to stricter regulations and the decline of mills (Washuk). There are numerous stakeholders interested in and influenced by the different uses of the Androscoggin River. There are those, like us, who are interested in using the river for recreational purposes. There are also those who want to use the river for hydroelectric power and the paper mill in Jay. In all of these situations there is the possibility for jobs so workers are involved as well. Finally, the residents who live near the river and the entire cities of Lewiston/Auburn play a role as well. Throughout history, the different stakeholders on the Androscoggin River have changed, but to this day the river provides a different purpose to countless people.

With this extreme improvement in water quality, residents and visitors alike are beginning to find new uses, like recreation. In 2012 Bethel Outdoor Adventure and Campground, an outdoor equipment rental business, branched into Lewiston Auburn with Lewiston/Auburn Canoe and Kayak rentals (economic growth). Though a small, business, it is the first of its kind catered to the Androscoggin in Lewiston Auburn. It is a step forward into the popularizing of recreational uses of the Androscoggin.

For our research we looked into the benefits of river recreation, and recreation in general. We took two approaches to our project, one dealing with creating relationships among local businesses and the river through bundling, and one dealing with incorporating river recreation into local corporations' wellness and employee rewards programs. We found that recreation does have a positive effect on employees and local economies. In a study carried out on the employees of Kenya Utalii College, it was found that recreation had an overwhelmingly positive effect on the workplace. Through a questionnaire of employees it was found that 92% very highly believed that recreation had an effect on job satisfaction. Additionally, on a scale of 5, on average employees rated the role of recreational activities in the management of work life balance a 4.4. Not only did the study find that recreation had a positive effect on employee satisfaction but it also strengthened the bond between the employee and customer. Most employees believed that recreation, provided good opportunities to improve communication and creative thinking skills, as well as clarifying the mission and vision of the organization they work for. All of these aspects of recreation allow for easier and more effective communication between employee and customer. Finally, employees believed that recreation had a positive effect on their physical and mental health, with most believing



that it reduces visits to the doctor and contributes towards their psychological well being (Moyaka et al. 177-180). We found through our research that recreation has a positive effect on mental health and workplace activity.

Furthermore, we discovered that green exercise has an even greater positive effect. Green exercise is “activity in the presence of nature” (Barton et al.) Research done on 10 different U.K. studies involving 1252 participants indicated positive short-term and long-term effect brought about by green exercise. The studies focused on the moods of people participating in different activities in various outdoor locations. The activities ranged from just walking to sailing and horse riding, and the locations ranged from urban greens to woodlands. The Rosenberg Self Esteem Scale was used to measure the self-esteem of the participants. The studies found that on average all green exercise and recreation improves self-esteem and mood, and the most drastic change takes place in the first five minutes. This is excellent data for the incorporation of workplace recreation as there is often not much time to participate in these activities. Furthermore, the study found that when participating in waterside recreation and exercise, the participants experienced the greatest upward change in both mood and self-esteem. This is extremely relevant to our project, as we are specifically dealing with river recreation. Overall, this study emphasizes the benefits of all outdoor recreation and exercise (Barton et al.) In another study, researchers asked participants to rank their own health as well as explain what outdoor recreational activities they participate in (if any). It was found that those who recreated outdoors had overwhelmingly better health than those who did not (Ferriss 51). Though studies like this illuminate the positive health benefits of outdoor recreation, they do not always consider the socioeconomic factors involved in the matter. For

example, participation in water-related recreation generally depends on income, occupational status and urbanization. Even these factors may vary by region. Outdoor recreation is a valuable means to better health, but it should be noted that there are factors that inhibit certain people from participating (Ferriss).

In addition to employee satisfaction and individual businesses, recreation, specifically outdoor, has had a positive effect on the economy as a whole. A 2012 report by the Outdoor Industry association found that in America, \$646 billion is spent on outdoor recreation every year. This is higher than the amount spent on pharmaceuticals, motor vehicles, and gasoline individually. The industry fuels numerous aspects of the economy such as manufacturing, accommodation and food services, and retail.

Furthermore, the \$646 billion annually spent on outdoor recreation directly supports 6.1 million jobs. This has to do with the numerous different jobs associated with outdoor recreation. The outdoor recreation industry has been growing, about 5% between 2005 and 2011, during a recession when many economic sectors have been shrinking, further attesting to the strength of the industry (Outdoor Industry Association). Clearly the industry provides a monumental positive impact on the U.S. economy. However, it also significantly impacts local economies.

A study done on three different regions in close proximity to large rivers, found that the benefits on the local economy from river recreation were quite significant. In fact, the results were similar to the effects recreation has on the American economy. The total gross output stimulated by recreational spending ranged from \$2.57 million to \$13.35 million. The total income created by recreational spending ranged from \$1.22 million to \$5.58 million, and the total amount of jobs created ranged from 60 to 292. All

of these numbers reflect the differences in the three locations (Cordell et al. 51-60). The Outdoor Industry Association's report found similar results when looking at a certain local industry. For example, about 10% of jobs in Cody, Wyoming are associated with direct spending on outdoor recreation, and Central Park in New York City, generates \$395 million in economic activity (Outdoor Industry Association).

Our main focus of this project was to gauge interest on bundling river recreation with local businesses and to build the relationships of the businesses with L/A Canoe and Kayak. With the use of the internet and social media, online bundled deals have begun to appear by means of businesses like Groupon. Chen and Zhang (2012) looked at the effectiveness and implication of online deals. Through an economic analysis of interpersonal bundling, or when a business offers a discounted price for a consumer group of a certain size, Chen and Zhang (2012) found that it is more profitable when the deals are dispersed more among consumers who are not willing to pay much for the service or if the product information is transmitted to initially uninformed customers. Additionally, it is more effective if high value customers, those willing to pay more, are less likely to participate in group deals. However, they also found that interpersonal bundling may have negative effects on a business if it is not executed correctly. The most significant loss may be caused if the deal is too big. This could negatively affect the businesses and the "social buying" intermediaries. A business has to be cautious when dropping the price significantly for certain deals. It may be a way to temporarily lose money but in the long run attract more customers. However, it could be too large of a sale and will not be made up by future customers (Chen et al.) If implemented correctly, interpersonal bundling has the possibility to aide a business in reaching a far greater

audience of differing economic backgrounds. A study done to understand the perception buyers when faced with bundles found some negative results. The study put 183 people in an imaginary situation of buying either separate products or a bundle. The study found that bundling the products together overall hurt the consumer perception of them. When bundled, the products have a higher perceived price and a lower perceived quality (Sheng et al.).

## Appendix II: Supplemental Resources and Materials on Corporate Recreation

Corporate Contact information:

Kathryn Lary, *Androscoggin Wellness Council*

- Email: [laryka@cmhc.org](mailto:laryka@cmhc.org)
- Useful information: Early in the year we had communicated with Kathryn Lary regarding the potential of including river recreation in the conversations that happen with the wellness council. Although we were unable get a sit down meeting with her, she seemed willing to help if people want to work with the wellness council in the future. Since Ms. Lary was our door into many corporate contacts, conversations with her would be beneficial to anyone continuing this research.

Laura Bosse, (*VP Human Resources*) *Geiger*

- Phone: 755.2322, Email: [lbosse@geiger.com](mailto:lbosse@geiger.com)
- Although we were unable to reach Ms. Bosse, Kathy had mentioned her interest in a conversation about corporate river recreation and she may be a useful person to contact in future probes of corporate recreation partners.

Joyce Ruby, *City of Lewiston Wellness Program*

- Email: [JRuby@lewistonmaine.gov](mailto:JRuby@lewistonmaine.gov)
- We were unable to reach Ms. Ruby through email, but her involvement with the city of Lewiston wellness program makes her a useful person to contact in future searches of corporate river recreation partners.

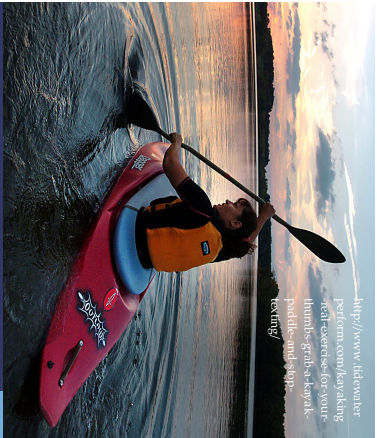
Natalie Washburn, *HR Department, Oxford Casino*

- Email: [natalie.washburn@oxfordcasino.com](mailto:natalie.washburn@oxfordcasino.com)
- We were unable to reach Ms. Washburn during the course of the semester. however, Kathy mentioned that Oxford Casino seemed interested in employing river recreations part of their corporate recreation program. She would be a useful contact for the future.

Mike Milliken, *Bates College B-Well Wellness Program Coordinator*

- Email: [mmillike@bates.edu](mailto:mmillike@bates.edu)
- We were not able to contact Mr. Milliken during the semester, but he runs an employee wellness program at Bates that includes exercise activities from outside of the college's facilities. He would be a great resource to determine whether LACKR would fit into the college's wellness program.

## Corporate Recreation Pamphlet (Page 1) Designed by Kristian Muldoon



<http://www.tidecenter.com/laykng-out-exercise-for-your-people-andship-testing/>

### The Androscoggin River

Over the past century the Androscoggin River's water quality has improved dramatically. In the 1960s the Androscoggin River was recognized as one of the most polluted rivers in the US. Since then, the water quality has improved to a class C standard in the Lewiston Auburn area. Meaning it is now completely safe to recreate on!! With an excellent current for most river recreation activities coupled with a fascinating history and beautiful scenery, the Androscoggin River is quickly becoming recognized as a recreation destination.

### Suggested Reading

**"The Social and Personality Correlates of Outdoor Recreation," Abbot Ferriss**

*- Highlights the health benefits of outdoor recreation.*

**"What is the Best Dose of Nature and Green Exercise for Improving Mental Health? A Multi-Study Analysis," Jo Barton & Jules Petty**

*- Examines the mental health benefits associated with outdoor recreation*

**"Effects of Workplace Recreation on Employee Performance: The Case of Kenya Utafi College," Samuel Mokaya & Gitari Jackylene**

*- This study shows that recreation improves job satisfaction and strengthens customer and employee relationships.*



<http://www.tidescenter.com/laykng-out-exercise-for-your-people-andship-testing/>

### River Recreation for Corporations



<http://www.chartersonoutdoorventures.com/kayak-paddleboard-rentals/>

## Corporate Recreation Pamphlet (Page 2) Designed by Kritian Muldoon

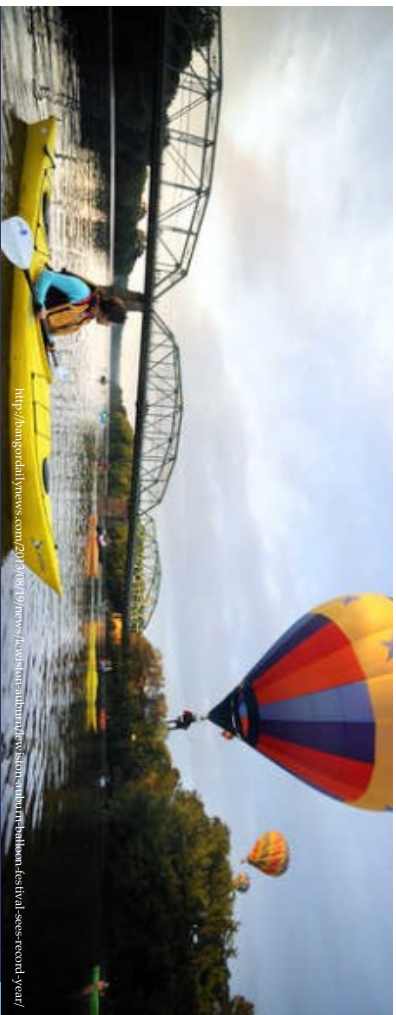


<http://delnort.com/androscogin-river-recreation-for-the-harvest/>

This brochure explores the potential for corporate river recreation on the Androscogin River. Studies show that employee recreation improves health and job satisfaction. Moreover, recreational health benefits are amplified when recreation occurs in nature. As the water quality of the Androscogin River has improved dramatically, the accessible river provides an excellent means for an enjoyable river recreation experience.



<http://canoeingthe.worldpress.com/category/wood-canoe-rentals/>  
<http://androscoginriver.com/kayak-paddboard-rentals/>



<http://bangordailynews.com/2014/05/19/news/local/androscogin-river-recreation-festival-sees-record-year/>

### The Benefits of Employee Recreation

#### The Problem

- A 2012 survey conducted by SHRM revealed that 19% of employees were not satisfied with their jobs.
- A 2004 survey conducted by Kronos revealed that 40% of employees took sick days when they weren't sick.
- In 2004 the average amount of paid sick days taken in the private sector was 8 and in the government sector 11.

#### Why Recreation?

Scholarly sources indicate that recreation can reduce sick leave and create happy workers. Studies prove that employee

recreation improves job satisfaction, strengthens employee and owner relationships, and increases employee physical and mental health.

#### Green Exercise

In a study conducted in 2000, 90% of Americans preferred to exercise in nature. Miraculously, the desire to exercise outside is complemented with drastic health benefits. Research reveals that exercising outside improves self-esteem and mood in as little as 5 minutes. Furthermore, studies that observed boat recreation, demonstrate that outdoor recreation benefits are amplified in the presence of water.

### Appendix III: Survey Questions

Disclaimer heading for every survey:

This survey is completely anonymous. Data will be used by members of the Fall 2013 Bates College Environmental Studies capstone course and the Androscoggin Land Trust for research regarding recreation on the Androscoggin River. Any questions can be directed to Zach Abbott ([zabbott@bates.edu](mailto:zabbott@bates.edu)), Wally Pierce ([wpierce@bates.edu](mailto:wpierce@bates.edu)), Kristian Muldoon ([kmuldoon@bates.edu](mailto:kmuldoon@bates.edu)), or Dan Huston ([dhuston@bates.edu](mailto:dhuston@bates.edu)).

1. Survey Questions for the *Bates College* e-mail listserv and *DaVinci's* Costumers  
\*\*\*Pricing Preferences were not included in the DaVinci's survey

1. What is your age?

- 18 to 24
- 25 to 34
- 35 to 44
- 45 to 54
- 55 to 64
- 65 +
- 75 or older

2. Where do you live?

- Lewiston
- Auburn
- Within 25 miles of L/A area
- Southern Maine
- New England
- Other (please specify)

3. Have you ever Canoeed, Kayaked, or Paddleboarded on the Androscoggin?

- Yes
- No

4. If not, what has prevented you from doing so (check all that apply)?

- Water quality
- Paddling is too expensive
- I don't have enough time
- I am inexperienced in recreational water sports



I am an inexperienced swimmer  
 Other (please specify)

5. If yes, how often do you go per year?

- 1-2 Times
- 3-4 Times
- 5-10 Times
- 10+ Times

6. If yes, do you rent equipment?

- Yes
- No

Other (please specify)

7. If you rent, or are interested in renting, which of the following activities would you be most interested in bundling with river recreation and much would you pay?

	< \$20	\$20-\$40	\$40-\$55	\$55-\$70	\$70-\$100	\$100-\$150	\$150+
Canal and Mill Tour							
Brewery Tour and Tasting							
Dinner at a Local Restaurant							
Stay at a Riverfront Hotel							

8. How long would you be interested in paddling?

- 1 hour
- 2 hours
- 4 hours (half day)
- 8 hours (full day)

Other (please specify)

9. Do you currently know about L/A Canoe and Kayak Rentals in downtown Auburn?

- Yes
- No

10. Which websites or social media do you currently use?

- Facebook
- Twitter
- Pinterest
- Groupon

Survey for the *Androscoggin Land Trust* Constant contact list and *Baxter Brewing* and *Fishbones* Customers:

What is your age

- 18 - 24
- 25 - 34
- 35 - 44
- 45 - 54
- 55 - 64
- 65+

Where are you from?

- Lewiston
- Auburn
- Within 25 miles of the L-A area
- Southern Maine
- New England
- Other:

Did you know that the Androscoggin River was safe to recreate on?

- Yes
- No

Have you ever Canoeed, Kayaked, or Paddleboarded on the Androscoggin?

- Yes
- No

If not, what has prevented you from doing so (check all that apply)?

- Water Quality
- Paddling is too expensive
- I don't have enough time
- I am inexperienced in recreational water sports
- I am an inexperienced swimmer
- N/A
- Other:

If yes, how often do you go per year?

- 1-2 times

- 3-4 times
- 5-9 times
- 10+ times
- N/A

If yes, do you rent equipment?

- Yes
- No
- Other:

If you rent, or are interested in renting, which of the following activities would you be most



interested in bundling with river recreation and how much would you pay?

How long would you be interested in paddling?

- < 1 hour
- 1 hour
- 2 hours

- 4 hours (half day)
- 8 hours (full day)

Would you prefer a self-directed paddle experience or one led by a guide?

- Self guided
- Guided

If yes to guided, how much would you pay and how long would you want the experience to be?

< )    \$20  40    \$40  55    \$55  70    \$70  100    \$100

< 1 hours

1 hour

2 hours

4 hours  
(half day)

8 hours  
(full day)

Answer is not required if you aren't interested.

Would you be interested in a learn to canoe, kayak, or paddleboard lesson for yourself, your children, or other family members?

- Interested for myself
- Interested for my children
- Interested for other family members
- Not interested
- Other:

interested    < )    \$  40    \$  55    \$  70    \$  100    \$  150    \$1:

Kayaking

Canoeing

Paddleboarding

How much would you be willing to pay for a learn to paddle lesson?

Which websites or social media do you currently use?

- Facebook
- Twitter
- Pinterest
- Groupon

Have you ever bought vouchers for outdoor recreation using groupon?

- Yes
- No

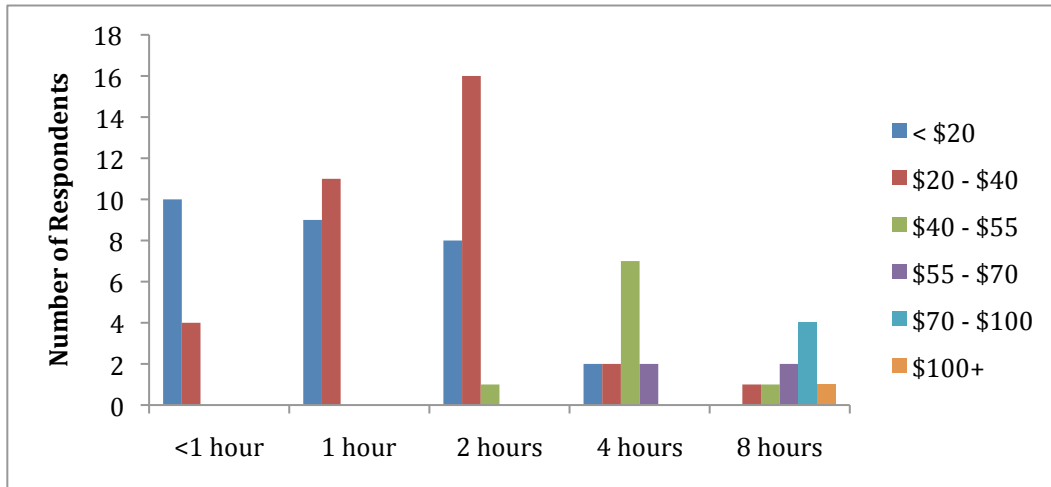
(\*\*Additional Question for Fishbones Survey per request of Paul Landry) Do you know that there are Canoe and Kayak rentals available for exploration of the L/A area of the Androscoggin River?

- Yes
- No

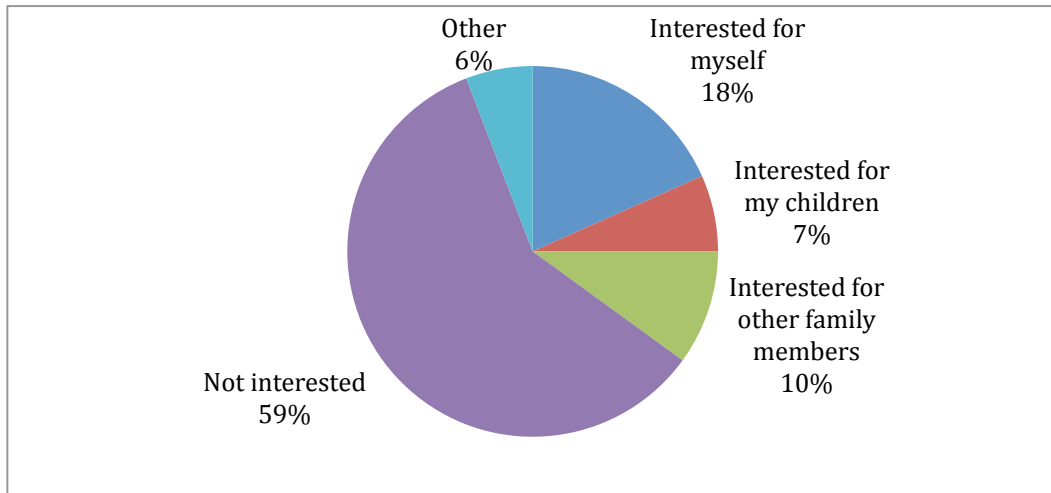
(\*\*Addition Question included in Fishbones Survey per request of Paul Landry) From your experiences, do you think that the historical reputation of the Androscoggin River stops people from recreating on the Androscoggin River?

- Yes
- No
- Yes, but the reputation of the river is getting better

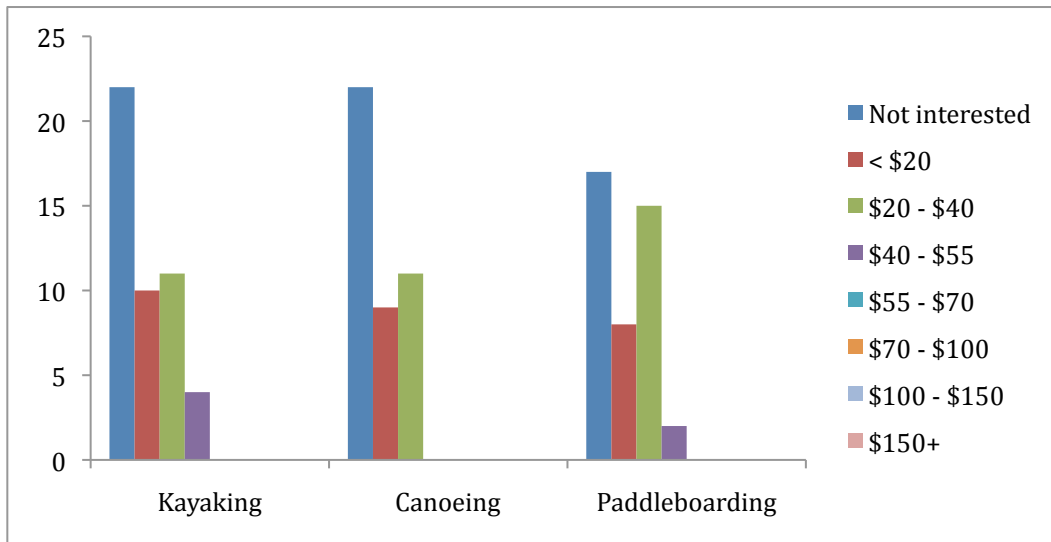
**Appendix IV: Supplemental Figures of Questions Requested by the ALT**



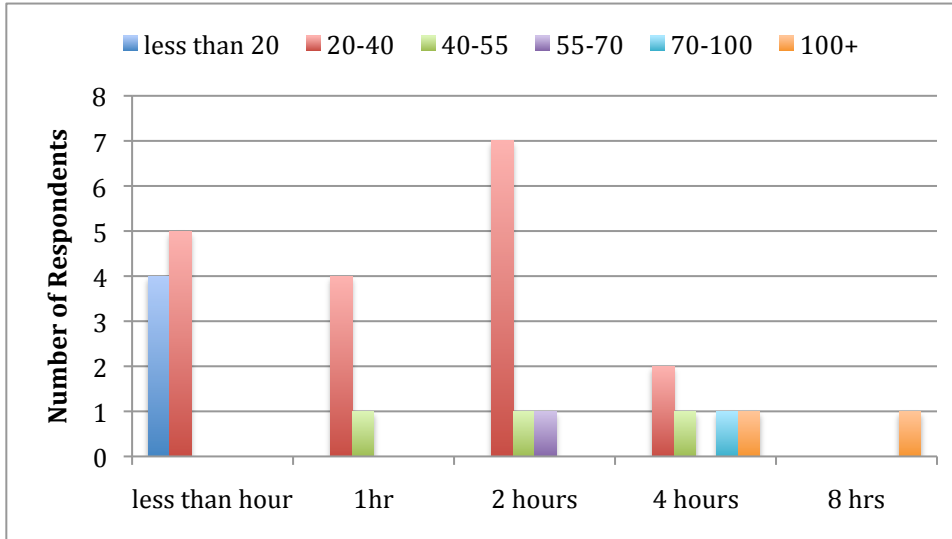
**Graph 1.** ALT CC List (n=121) pricing preference for different lengths of guided paddles.



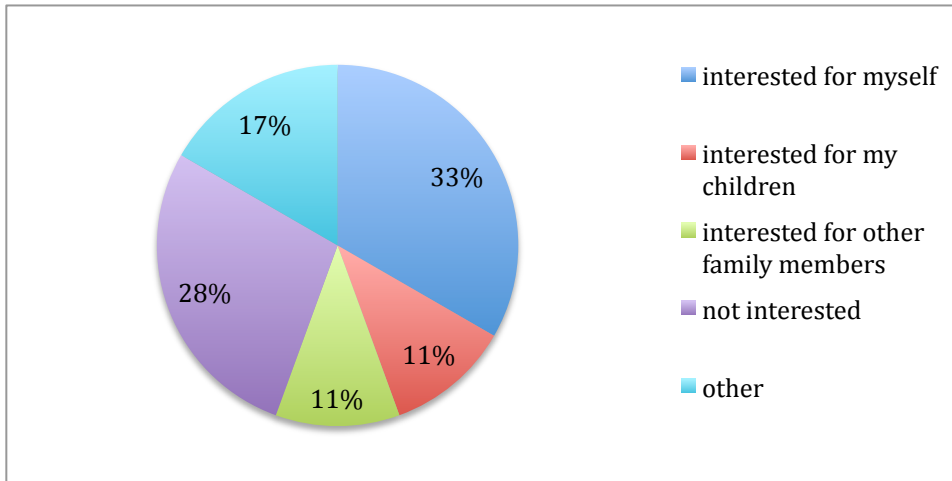
**Graph 2.** ALT CC list interest in learn to paddle experiences (n=121).



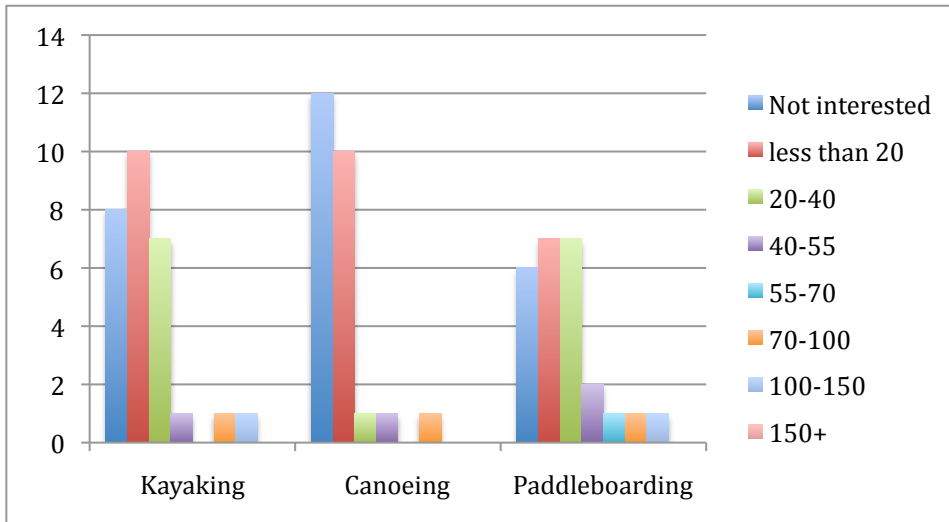
**Graph 3.** ALT CC List pricing preferences for learn to paddle lessons.



**Graph 4.** Fishbones and Baxter (n=35) preferences for length and price of guided paddles.



**Graph 5.** Fishbones and Baxter (n=35) interest in learn to paddle lessons.



**Graph 6.** Fishbones and Baxter (n=35) preferences for length and price of guided paddles

## Appendix V: Contact information for Bundle Packaging and Marketing

List of Bundle Contacts:

Ezra Juskewitz, Baxter Brewery Co. these were priority community partners

- Email: [ezra@baxterbrewery.com](mailto:ezra@baxterbrewery.com)
- This is one of our priority community partners. We had multiple meetings with Ezra in which he expressed serious interest in pairing river recreation with a brewery tour and tasting.

Jules Patry, Da Vinci's

- Email: [jpatry@davinciseatery.com](mailto:jpatry@davinciseatery.com)
- This is one of our priority community partners. Jules expressed a significant amount of interest in our bundling ideas.

Thomas Wilson, Gritty's

- Email: [thomas@grittys.com](mailto:thomas@grittys.com)
- We have contacted Gritty's and there is definitely potential for bundle options. We found it difficult to contact Thomas, so we would suggest seeking an alternate contact person.

Bill Welch, Pedro O'Hara's

- Email: [bew1119@aol.com](mailto:bew1119@aol.com)
- We contacted Bill, but he did not respond until the very end of our project. He expressed interest in our ideas, so we would suggest future projects contact him again.

Amanda Theberge, Hilton Garden Inn

- Email: [amanda.theberge@hilton.com](mailto:amanda.theberge@hilton.com)
- We contacted Amanda, but plans for a meeting fell through multiple times. We suggest contacting that future projects contact Amanda because we think there is a potential for a partnership.

Paul Landry, Fish Bones

- Email: [plandry@fishbones.com](mailto:plandry@fishbones.com)
- This is another one of our priority community partners. Paul had a good amount of interest in our bundle ideas.

William Allen, Sebago Trails Paddling Company

- Email: [sebagotrails@gmail.com](mailto:sebagotrails@gmail.com)
- William offered some helpful advice when it came to the use of Groupon. Contacting William in the future would be helpful for future projects.

Jared Chute, Lincoln Canoe and Kayak Rentals

- Email: [jared@paddlelincoln.com](mailto:jared@paddlelincoln.com)
- Jared was very helpful in providing information on the benefits of Groupon. We would suggest contacting Jared for more information regarding Groupon.