Katahdin Gazetteer: A Roadmap to the Future

Vision & Action Plan
map to the future
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Vision & Action Plan
Our Vision
Distinct, welcoming and gritty. The Katahdin Region is a premier four season outdoor recreation destination in New England known for enduring natural beauty and authentic experiences. We promote economic growth and development that respects the natural environment, bolsters communities, accounts for climate impacts and builds on the diversity of resources that surrounds us. Our robust forest economy produces a new wave of innovative forest products and our world-class outdoor recreation activities are legendary. People who live here and visitors alike enjoy walking, biking, hiking, snowmobiling, ATVing, skiing, and paddling on well-connected and well-marked paths and trails that wind throughout the region. Our communities support people of all ages and abilities with excellent healthcare and education, wheelchair and stroller-friendly sidewalks, and access to affordable housing and broadband service. Our town centers are alive with bustling small businesses and unique eateries. The Katahdin Region is a robust string of dynamic communities, working and wild lands, and crystalline rivers and lakes. People who live here fiercely support and welcome new businesses, new neighbors, and new visitors to our special corner of Maine. Welcome to Katahdin.

#AllinKatahdin #WickedRugged
Introduction
You are holding the Katahdin Gazetteer: A Roadmap to the Future. The Katahdin Gazetteer is a once-in-a-generation body of work produced from hundreds of conversations, survey responses, sticky-dots and edits from community members throughout the Katahdin Region in the incomparable north woods of Maine. It provides an ambitious vision for our future and lays out achievable actions that provide a roadmap to start the journey, together.

The Katahdin region is comprised of eight towns nestled along the Katahdin Woods and Waters Scenic Byway: Mt. Chase, Patten, Island Falls, Stacyville, Sherman, Medway, East Millinocket and Millinocket. The centerpiece is ‘The Greatest Mountain’ commonly known as Katahdin. It is the dynamic backdrop seen from every direction and inspires all who see it. The first people who lived here - the Penobscot – knew its power and believed that Pamola the Storm God rules over it. Their living ancestors in the Wabanaki Confederacy continue to live here and hold annual ceremonies honoring Katahdin. Theodore ‘Teddy’ Roosevelt spent much of his youth traveling the region by boat and on foot, guided by William Wingate ‘Bill’ Sewall, a local from Island Falls who lived off the land and came to be one of the Mr. Roosevelt’s lifelong friends; Sewall even attended Roosevelt’s inauguration at the White House. Lou Roger, born in 1879 in Patten Maine, was raised on a small local farm and taught at Patten Academy, before becoming a famous editorial cartoonist and women’s rights activist. Henry David Thoreau celebrated the awesomeness of nature as he wandered and journaled throughout the region. Painters like Frederick Church, Marsden Hartley, John Marin, and many others honor Katahdin in their art. And summiting Katahdin is the grand finale of the famous Appalachian Trail - the 2,200 mile hike from Spring Mountain in Georgia. Emma Rowena ‘Grandma’ Gatewood, an ultralight hiking pioneer, was the first woman to complete the trail solo in 1955, while in 2011 Jennifer Pffar Davis broke the record for the fastest overall time to complete the whole trail, just 46 days.

The region has a strong connection to the forests, lakes, rivers and mountains from the 96-mile Golden Road providing access to millions of acres of productive forests and wildlife habitat, to the many hunting and fishing camps built throughout the region, to the 350 miles of groomed snowmobile trails and the ever-growing network of hiking, biking, ATV and cross-country skiing trails. The region is made of people – honest, hardworking yet brave and daring people who recreate and earn their livelihood from this enchanting landscape.
The region experienced decades of prosperity with the founders of Great Northern Paper building a company that employed 4,000 people out of 10,000 residents in Millinocket and East Millinocket. To the north, National Starch Company was the largest employer in Island Falls, employing 70 people in a town averaging 700 people. Patten was the first town established north of Katahdin, and its vast agricultural land provided a rich environment for prosperity. At that time, the region boasted the highest per capita income in Maine.

That peak is now in the rear view mirror. A downward economic spiral started gradually during the ‘80s and ‘90s and dramatically accelerated in the past 15 years as the mills and supporting businesses disappeared. Since 2000, the population of the Katahdin Region has declined 11%, on top of the mass exodus that occurred the previous decade when 25% of the population left (US Decennial Census). The remaining population is older (median age is 50.9), has only a high school degree (only 11% of residents have some college education or higher), and only half participate in the labor force. The unemployment rate is 9% – higher than the State’s average. Conversations with town leaders suggest that it is actually closer to 20%. 15% of our neighbors under the age of 18 and 9.2% of our neighbors over the age of 65 live in poverty. Median household income is far below the Penobscot County average at $35,265. Houses are 60 years old on average, and the median house value is $70,098. Town tax rates are high to compensate for the erosion of the tax base, with an average tax rate of 30.5 for the region.

It is also a region ripe with opportunity and potential and people filled with grit.

The question we are all faced with is: do we want a future that plays out our current trajectory with few economic opportunities, a depressed economy, tattered social network, and a diminishing population, or a future with vibrant communities, new economic growth, varied businesses and industries to support the towns, and first rate tourist opportunities? The national trend is for urban growth while rural areas slowly diminish. We want to buck that trend. We want to build an economy that retains existing talent, brings in new neighbors, sustains growth, and gives our children the chance to build a life in their hometown.

This is our call to action. The pathway to the future is ours. The pathway charted by those that live and believe in the Katahdin region.
How?
This Gazetteer is a guide to help build the future Katahdin Region.

The Gazetteer invites you to consider and incorporate six principles for the future as you approach the six big ideas that will move us all towards a vibrant future. Each big idea section includes visual documentation of the process of how these ideas came to be from community meetings and comments, a description of the big idea, and then action items organized by action themes. The action items can be taken in sequence or in combination to move towards the big idea. Action items include “who” can take a lead position or be a resource in moving an action forward, and scope of costs to help with planning, capacity and funding.

The landscape and waterscape that inspired town founders to create greatness from raw potential is still here. We are still a region of hardworking people. Our small towns still have charm. With continued collaboration and perseverance, just imagine what coming years could look like in the Katahdin region. The Katahdin Gazetteer is our roadmap to getting started.

What if...
You greet new neighbors walking around the block pushing a baby stroller?
Your grandchildren beg to come visit playgrounds and parks filled with laughing children?
Your street is filled with houses lit up at night?
You shop locally at renovated and new businesses?
You join generations of people working together in all communities?

What could happen in 5 years?
What future can we create?
What part can you play?

This is not a lonely road trip. Luckily, you are on this journey with neighbors, local non-profit organizations, financial institutions, small businesses, selectboard members, students, and visitors. Roll up your sleeves, bring your sense of humor and call your friends. Great change happens with collaboration, connections, and community. We hope that this roadmap becomes as used and dog-eared as the trusted Maine Gazetteer under your front car seat.
Acknowledgements

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Leadership from the Katahdin Collaborative, Our Katahdin, Katahdin Revitalization, and the Katahdin Chamber of Commerce, to provide enduring commitment to process and staffing support to organize awesome events, food, and spaces, ensuring multiple opportunities for community input.

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Students who participated in multiple meetings to ensure their perspective is included.

Community members who filled out postcards, provided input, answered surveys, made phone calls, joined a potluck gathering, hosted a wine party, attended events, brought friends to events, and shared their hopes and dreams for the future of the Katahdin region.


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The multiple venues who graciously made their space available to support the many events over the past year: East Branch Sno-Rovers, East Millinocket Town Office, the Guest House, Katahdin Higher Education Center, Katahdin Valley Health Center, Katahdin High School, Mak’s Coffee House, Medway Middle School, Millinocket Memorial Library, Millinocket Veterans Memorial Park, Medway Recreation Area, Our Katahdin, and Northern Timber Cruisers.

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**Authors**

People who live and work in the Katahdin region
People from Mt. Chase, Patten, Island Falls, Stacyville, Sherman, Medway, East Millinocket, and Millinocket and the surrounding unorganized territories contributed the primary information - hopes, concerns, visions, ideas, and action steps - that is this Katahdin Gazetteer.

Katahdin Collaborative

The Katahdin Collaborative facilitates communication and fosters collaboration among volunteer groups, businesses, non-profit institutions, and municipalities working together in the Katahdin Region. The Katahdin Collaborative commissioned the development of the Katahdin Gazetteer and serves as the platform for coordinating future work.

The Katahdin Collaborative started in 2015 as an informal roundtable of interested Katahdin area community and economic development groups including local governments. The intent is not to duplicate or replace the unique work of any individual group but to encourage collaboration and leverage resources. Participation is open to a wide range of groups working in the Katahdin region to increase communication and collaborate on the revitalization of the region.

Adam Burk + Co

Adam Burk + Co is a specialized consulting agency that helps people focus on what matters most. We work with individuals, organizations, and communities through training, workshops, events, and custom projects. Adam Burk + Co is the lead consultant for the Katahdin Gazetteer providing process design, facilitation, training, and the writing for this book that you’re holding.

Principle

Principle is an urban design, development, and planning firm. We work at the intersection of architecture, planning, design, and real estate development to deliver quality human-scale projects, and build places with lasting value. We believe in people-powered places. Principle provided subject matter expertise, technical assistance, facilitation support, and renderings for the Katahdin Gazetteer.

Katahdin Gazetteer logo by DesignLab

Maps created by Rhumbline Maps

Book and graphic design by Better Yet Studio
Timeline of Community Interactions
Wondering how local community input & feedback has been gathered and used to create the Katahdin Gazetteer: A Roadmap to the Future?

All In Katahdin Events, Summer 2018
Youth kickball game – Medway
4 participants
Smore’s & star gazing – Patten
32 participants
Potlucks dinners – Millinocket, Patten
37 participants

Area Festivals
Booth with materials, All In Katahdin stickers, bandanas, and passports.
East Millinocket Summerfest
50 contacts
Patten Fiddlehead Fest
Patten Pioneer Days
90 contacts
Island Falls Summerfest
75 contacts
Medway Riverfest
20 contacts
Millinocket Trails End Festival
111 contacts

Dinners
Millinocket
Patten
Medway
East Millinocket
75 participants

Student & Staff Meetings
Katahdin
Schenck
Stearns
69 participants

Happy Hour
Millinocket
30 participants

Various Materials & Surveys
Postcards to the Future
100 postcards gathered
Survey with Mitchell Center at UMaine
248 surveys completed
String Survey
37 participants

Katahdin Gazetteer Workshops
Multi-day public work sessions, focused topic conversations, and interactive display boards
Idea Lab – Millinocket, Patten
38 participants
Visioning Workshop – Millinocket
141 participants
Draft Presentations 1 & 2
East Millinocket, Patten
29 participants, 50 participants
Raffle Party – Patten
29 participants

Individual Conversations
Emails, phone calls, personal interviews

Direct Mail Invitation to Visioning Workshop
Sent to every household, business, and PO Box by zip code in Mt. Chase, Patten, Stacyville, Sherman, Island Falls, Benedicta, Medway, Grindstone, East Millinocket, Millinocket

Digital Draft Online
Public invited to add comments directly online, or to send comments to katahdingazetteer@gmail.com
**Principles for the Future**

Distilled from the conversations and feedback throughout the Katahdin Gazetteer creation process, these are essential elements intended to guide future action in the Katahdin region.

Recognizing a diversity of perspectives exist, the principles can be used to create, test, and validate ideas and actions as they arise. They provide a lens for new proposals - does the idea uphold these principles or go against them? If it upholds them, then it already has some support in the region.

**Connected**

In order to create the future we want we will,

- connect as a region to think, coordinate, and build together.
- stay connected with nature to think, coordinate, and build in ways that respect what brought and keeps us here.
- embrace openness and accept the discomfort of letting problems be public, as it is necessary for others to help address the problem by fully understanding the scope and breadth of the issue at hand.

**Healing**

In order to create the future we want, we will,

- honor the grieving and loss people in the region endure - from the tribes of the Wabanaki Confederacy, to the Great Northern Paper workers and families, to the opioid epidemic.
- seek common ground to rally behind, move past rivalries and competition between towns, and focus on regional prosperity and existence into the future.
- find small ways to work across lines of difference to build trust and hope - across towns and schools, across the Northern and Southern parts of the region, and municipalities and tribes.
Welcoming
In order to create the future we want, we will
• ensure our attitudes, behaviors, and signage are welcoming to new locals and visitors alike.
• welcome new ideas and people in our towns, schools, businesses and institutions.

Moxie
In order to create the future we want, we will
• be determined to make things happen and actively participate at all levels of the community - from volunteers to leaders, public and private.
• make the Katahdin experience distinctively different – energetic, exciting, and something people want more of!

World Class
In order to create the future we want, we will
• be on a par with the best around the world, including internet access, renewable energy, forest products, recreation and tourism, while also remaining true to ourselves and enjoying an incredible quality of life.
• go outside of the region for knowledge, insights, and practices in addition to building on local excellence.

Timeless
In order to create the future we want, we will
• ensure the region continues to be a place where people experience bountiful nature and the wild.
• create unique experiences that produce lifelong memories.
• promote development that advances dense town centers consistent with our unique sense of place and identity, and protects our clean air, clear skies, and bountiful nature.
Foster vibrant villages that enhance the region.

We want active, walkable villages in the Katahdin region with small town, main street charm. Villages to serve the needs of visitors and locals alike with locally owned businesses that bolster pride in the region and help attract new locals and industry.

Prioritize development in the region’s downtowns.
Preserve and advocate for sustainable, new use of local assets.
Spiff up the downtowns with local materials and pride.
Expand in-town trails and seating.
Make streets that are great for people and retail by slowing traffic.

Make the Katahdin region the premier four-season outdoor destination in New England.

We want the Katahdin region to be known around the world — as we know it — the best place for outdoor recreation from backcountry to front country.

Plan and develop regional trails.
Ensure public access to recreation sites.
Develop a full suite of amenities for visitors of all interests, abilities, and means.
Market the region for recreation and tourism.
Be a place that supports & attracts people of all ages.

We want all people to enjoy the Katahdin region from birth to the end of their lives with services, supports, and infrastructure that meet the needs of each of life’s stages. We will be open and receptive to new people, new cultures, and new experiences.

Support and meet the unique needs of young people.
Make it easier and friendlier for families in the region.
Support people as they get older and their needs change.
Expand availability and access to healthy, local food.
Develop and promote resources for people of all ages and abilities.
Build spaces that meet the needs of people of all ages.

Cultivate local jobs & a new regional economy.

We want people to have good jobs and see opportunities to grow diverse, small to medium sized businesses in the Katahdin region. We want a regional economy that both serves those living here in the region, as well as exports to the rest of the state, country, and the world.

Bolster key regional organizations that are currently at-risk.
Lower barriers to starting and growing small businesses.
Strengthen education, training, and outreach.
Improve the region’s housing stock.
Market within and outside the region.
Attract new industry targeted for existing industrial and mill sites.
Grow the next wave of forest product manufacturing.

We want to redevelop our industrial sites in the Katahdin region for the production of high value forest products that the world wants, diversifying in order to spread risk away from singular sectors.

88 Leverage existing manufacturing sites to create new manufacturing opportunities consistent with highest and best use of the land.

90 Create opportunities for people at various levels to engage in mill site redevelopment.

92 Maintain forests to sustainably support the forest industry, wildlife, and recreation.

93 Market forest products opportunities.

Future-proof the region.

We want the Katahdin region to retain the essential qualities we all love about it. We want to make investments that are financially responsible, support the other big ideas of our future, protect our environment, and bolster our regional economy. We will study the anticipated shifts in ecological and economic systems in the next 10, 20, 50 and 100 years in order to better mitigate and adapt as needed.

100 Continue to build human and social capital throughout the region.

102 Provide a variety of community education opportunities.

103 Conduct local planning with updated mindsets and models.

105 Invest in infrastructure that prioritizes the future.

107 Track implementation of the Katahdin Gazetteer.
The Action Plan
Welcome to our action plan for the future. Here you will find each big idea, followed by action steps organized into action trails that offer a possible sequence of execution beginning with “Early Wins” that can be taken in the next 1-12 months, and then “Capacity Building” actions that direct resources to help individuals and organizations obtain, improve, and retain the skills, knowledge, tools, equipment and other resources needed to do their work. Finally, some action trails contain “Long-term Investments” which will take the longest duration to accomplish due to the processes, planning, or investment they demand.

These ideas and action steps were locally generated, refined, and vetted through conversations, comments, survey responses, and feedback on written drafts. The Katahdin Gazetteer team synthesized all of the feedback attempting to best reflect what people said they needed, hoped for, and would support for the future of the
Katahdin region. In some instances, action steps offered by subject matter experts are included in order to support local hopes. Such action items have been either accepted or rejected by local residents through our feedback process. Only the ones that were accepted remain here. For example, no one expressed support for sprawl in the region and so there is an action step focused on adopting form-based codes.¹

1. **Form-based codes** are an alternative to existing, use-based zoning. The quick explanation for use based zoning is simple - look at the way areas on the edges of your town have developed, with buildings set back from the street and surrounded by a sea of parking. Uses are separated, with housing complexes in one place and strip malls in another. Each use is connected to another by a collector road that has to carry numerous trips because walking is not a practical or enjoyable option. This is in contrast to how our town centers were built prior to use based zoning. Even now our town and village centers contain a mix of uses within buildings and along streets. Buildings are located close enough to each other so people can walk from one place to another. A network of streets provides for multiple routes between places, so each street can be narrower and slower. Parking is provided on street or in shared parking lots, so less traffic is generated. Form-based codes are a critical tool for communities that want to create rules for development that allow and re-legalize a pattern of development that is far more social, cost-effective, and walkable. This is done by regulating development according to the character of a place, rather than focusing on separation of uses. Typically a form-based code will allow for a number of zoning districts made up of a fine-grained variety of buildings, streets, civic spaces, as well as allowing for a flexible range of uses. If done well, a form-based code provides a clear and predictable rule book for new development that responds to the community’s goals and enables many people to engage in the work of building community.
Taxable Sales & Population Trends

Legend

Based on a variety of data. See appendix for sources.
Big Idea

Foster vibrant villages that enhance the region.

The village centers shown roughly here as grey boxes are important social and economic intersections of the region and serve as gateways to the recreational and wilderness experiences visitors come to the region for. This map represents trends for yearly estimated population and yearly taxable sales from 2014 to 2017. Taxable sales are used as a rough proxy for gauging overall economic vitality; the relationship to population should help the viewer see disparities between towns (e.g. Patten’s increase in taxable sales with a steady population vs. Sherman with tapering taxable sales).
Process

Imagine the Katahdin region in the year 20... What is something you hope will have changed?

- Slow traffic on Main Street in East Millinocket. Doesn’t feel safe parking + busheads.

Women’s group in N...
8. Return 1-way streets to two-way traffic.
9. Direct any available infrastructure dollars into downtowns.
   - Sidewalks need to be level.
   - Ramps need to be accessible.

Encourage downtown businesses to be open in evenings, as people return from recreation activities.

No chain stores, restaurants - unique businesses much needed.

1, 2, 3, think there are also other options, perhaps gardens. Keep thinking of the community.
Island Falls Village Center Infill

Island Falls has a charming town center with potential to capitalize even more on its historic buildings and proximity to the river. This illustration shows the vision of the community and ongoing work to connect the main street to a new park that overlooks the mill ruins. The old opera house, listed on the Register of Historic Places, has the potential to be rehabilitated as a center for community activity. Additional buildings, shown in light yellow, can be constructed to fill in surface parking lots and create a stronger center of activity to pull more people and energy into the area.
Vision

Foster vibrant villages that enhance the region.

The Katahdin region has several quaint villages - Island Falls, Patten, East Millinocket, and Millinocket - that harken back to the past, service the present, and have promise for the future. The region’s villages are a critical piece of the economic prosperity of the region as well as opportunities for pride and joy.

Locals and visitors alike, all express a desire to have attractive, walkable, and safe downtown experiences where there are local businesses – retail and restaurants, outfitters, breweries, and more – where they can meet their everyday needs, have a special night out, and just sit in public spaces to people watch. Today’s travelers – both extreme and soft adventurers – are looking for good food, and are interested in local people, culture, and history, especially on down days.

There is an opportunity for the Katahdin region to better utilize the existing downtowns to earn more tax revenue per acre and tourist dollars, reduce infrastructure maintenance costs, attract investment, and create places that people love to visit just as much as the region’s trails and waterways.
Grow vibrant villages that enhance the region.

01. Prioritize development in the region’s downtowns, especially Millinocket, East Millinocket, Island Falls, and Patten.

**Action 01.1**
Do the math to determine municipal fiscal health. Towns have a ratio of private revenue to public infrastructure investment of at least 20:1. Many communities are in fact upside down, with more public investment than private investment.

**Who**
Town leaders, Katahdin Region Development Board, Katahdin Collaborative, Eastern Maine Development Corporation

**Cost**
Staff and volunteer time

**Action 01.2**
Perform an audit of the development approvals process to identify places where the process can be simplified and improved.

**Who**
Municipalities

**Cost**
Staff and volunteer time

**Action 01.3**
Allow many hands to shape downtowns and neighborhoods. Just say yes to ideas that are consistent with the Town’s comprehensive plans, zoning, etc.

**Who**
Board of Selectmen, town managers, community members

**Cost**
$0

**Action 01.4**
Direct available infrastructure funds into downtown projects that will help support additional private investment to make the downtowns exciting, safe, and comfortable for all ages.

**Who**
Municipalities, State agencies, philanthropists

**Cost**
Variable

**Action 01.5**
Conduct downtown design studies to create cohesive plans for downtown districts and main streets to leverage best practices in urban design.¹

**Who**
Municipalities, urban design team, community members

**Cost**
$5,000 - $10,000 per town

¹ Urban design is an interdisciplinary field that focuses on communities and community life, including all of the various professions that contribute to the places people live and work. This includes streets, public spaces, buildings, transportation, fiscal health, as well as the civic institutions and local culture that shapes our communities.

**Action 01.6**
Fill the gaps along the street with Amish sheds or repurposed shipping containers. Locate them on vacant lots in the downtowns, with the structures pulled up to the sidewalk. Offer at low rents to incubate new businesses.

**Who**
Katahdin Region Development Board, Katahdin Chamber of Commerce, Katahdin Tourism Partnership, Our Katahdin, Katahdin Collaborative, municipalities

**Cost**
$500-800 per shed
$15,000 - 40,000 per shipping container
### Action 01.7
Create policy and/or make changes to the regulatory approval process so that value per acre and the ratio of public to private investment are used as criteria for project approval.

**Who**  
Municipalities, Katahdin Region Development Board, Eastern Maine Development Corporation, Katahdin Collaborative

**Cost**  
Staff time and possibly consultants

### Action 01.8
Evaluate the creation of a historic commercial district for downtown Millinocket in order to leverage new incentives and credits for downtown redevelopment investments.

**Who**  
Town of Millinocket, Maine Downtown Center

**Cost**  
Staff time

### Action 01.9
Develop a regulatory review system to measure the value produced by proposed new projects against the long-term cost to the municipality.

**Who**  
Municipalities, Eastern Maine Development Corporation, Katahdin Region Development Board, Katahdin Collaborative

**Cost**  
Staff time

### Action 01.10
Locate and relocate area institutions into downtowns when existing buildings are up for renovation, expansion, new leases, etc. to maximize infrastructure investments and fuel growth in a revenue per acre analysis.¹

**Who**  
Municipalities, Baxter State Park, Katahdin Higher Education Center

**Cost**  
Varies

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¹ Focusing energy into village and town centers will help create critical energy that will support retail activity, housing demand, enable regional transit, and protect the limited resources that are needed to maintain current infrastructure.
## 02. Preserve and advocate for new and sustainable use of local assets.

### Action 02.1
**Get involved with Land Use Planning Commission** to understand proposed changes to the adjacency principle for allowable development in unorganized territories.

**Who**
Community members, municipalities, Millinocket Regional Hospital, Katahdin Region Development Board, Katahdin Collaborative sustainable development workgroup

**Cost**
Staff and volunteer time

### Action 02.2
**Engage with Land Use Planning Commission’s Community Guided Planning and Zoning process** to provide local input to make sure the perspective, needs, and wants conveyed in this plan are represented.

**Who**
Landowners, municipalities, Katahdin Revitalization, Katahdin Collaborative sustainable development workgroup

**Cost**
Staff and volunteer time

### Action 02.3
**Inventory available land and unused property in downtowns.**

**Who**
Municipalities

**Cost**
Staff and volunteer time

### Action 02.4
**Gain cooperation with the owners of or control of old buildings so when new business is looking for space, there is a clear and direct path forward.**

**Who**
Our Katahdin, Northern Forest Center, Katahdin Region Development Board, municipalities

**Cost**
Staff time and variable costs

### Action 02.5
**Promote available buildings in village centers** to regional organizations and/or established businesses across the state through well-connected local people and organizations.

**Who**
Katahdin Collaborative, Northern Forest Center, Katahdin Region Development Board, municipalities

**Cost**
Staff and volunteer time

### Action 02.6
**Seek funding and grants to install electric charging stations in village centers in collaboration with municipalities.**

**Who**
Eastern Maine Development Corporation, Katahdin Region Development Board, Katahdin Collaborative sustainable development workgroup, municipalities

**Cost**
Staff time
Grow vibrant villages that enhance the region.

03. Spiff up the downtowns with local materials and pride.

**Action 03.1**
Donate to and participate in community revitalization projects throughout the region brought forth by community members.

**Who**
Our Katahdin, community members

**Cost**
Current maximum fundraising budget is $2,500

**Action 03.2**
Coordinate a spring community pride blitz with local students. Paint, plant, repair, and clean up in a fast-paced, fun, everybody’s-doing-it, two-day event.

**Who**
Katahdin Collaborative, schools, students, community members, churches, municipalities

**Cost**
Volunteer time and materials

**Action 03.3**
Apply for community development block grant (CDBG) funds to support a Facade Grant program to improve storefronts, awnings, lighting, and signage in village centers including removing vinyl facades (street-facing) and replacing with locally-sourced wood.

**Who**
Eastern Maine Development Corporation, Katahdin Region Development Board, Katahdin Collaborative, municipalities

**Cost**
Grant writing staff time

**Action 03.4**
Raise capital to provide a 1:1 match for the above community development block grant funded Facade Grant program for businesses and residences in village centers who are interested.

**Who**
Eastern Maine Development Corporation, Katahdin Region Development Board, Environmental Funders Network, Northern Forest Center, community financing institutions, banks, credit unions, municipalities

**Cost**
Up to $15,000 match per grant award
## 04. Expand in-town trails and seating.

### Action 04.1
Identify potential trail opportunities to connect with main streets and downtowns; present at community meetings and to town councils.

**Who**  
Katahdin Collaborative recreation workgroup, schools, trail clubs

**Cost**  
Staff and volunteer time

### Action 04.2
Engage students to perform observations and interviews to determine optimal locations to install benches and other outdoor seating.

**Who**  
Students, Katahdin Collaborative recreation workgroup

**Cost**  
Staff and volunteer time

### Action 04.3
Build benches and other outdoor seating with students and local craftspeople. Install in locations identified by students.

**Who**  
Students, local craftspeople, Katahdin Collaborative recreation workgroup, municipalities

**Cost**  
$350+ per bench

### Action 04.4
Assess scaling bike shares in downtowns to compliment the Katahdin Gear Library fleet. These bikes will be visually distinct and recognizable, intended for hourly or day use, and publicly accessible, any time.

**Who**  
Millinocket Memorial Library, a local citizen who is ready to spearhead a fun project, Environmental Funders Network

**Cost**  
Bike Share coordinator stipend + bikes

### Action 04.5
Expand and build trails to bring trail heads to village centers.

**Who**  
Katahdin Collaborative recreation workgroup, schools, trail clubs

**Cost**  
Variable
## 05. Make streets that are great for people and retail by slowing traffic.

| Action 05.1 | Test the idea of slowing traffic at the intersection of Penobscot and Central Street/Route 157 in Millinocket by installing temporary stop signs and changing the traffic light to a blinking red. |
|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------
| Who         | Maine Department of Transportation and town of Millinocket |
| Cost        | $1,000 |

| Action 05.2 | Test the idea of a two-way Main Street in Millinocket by using black paint to cover diagonal parking stripes and using white paint to stripe parallel parking. Remove the do not enter signs. Advertise the change in advance and put up “change in traffic pattern” signs to notify people. |
|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------
| Who         | Maine Department of Transportation and town of Millinocket |
| Cost        | $1,000 |

| Action 05.3 | Include in municipal Comprehensive Plans the goal of maintaining 2-lane roads that account for protected bike lanes and new or improved sidewalks for pedestrians. |
|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------
| Who         | Eastern Maine Development Corporation, municipalities, Maine Department of Transportation, Thrive Penobscot |
| Cost        | $0 |

| Action 05.4 | Redesign the confusing and high-speed road pattern that occurs at the approach to East Millinocket to improve the potential for enhanced retail activity in the village center. |
|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------
| Who         | Maine Department of Transportation and town of East Millinocket |
| Cost        | $5,000+ |

| Action 05.5 | Plant large street trees in the ground or in moveable planters along village main streets to help slow down vehicles and add greenery in East Millinocket, Island Falls, Millinocket, Patten, Sherman Mills, Sherman Station, and Stacyville. Consider a diversity of species including disease resistant elm trees. |
|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------
| Who         | Municipalities |
| Cost        | $75-200 per tree |
Hospitality & Recreation Traffic

Legend
Based on a variety of data. See appendix for sources.

2018
Lodging
Restaurants

Data for total alone

Millinocket
$39.6m total
$11.6m R&L

Golden Road Intersection
1,849 Snowmobiles
1,286 ATVs

Baxter, North
3,910 cars

KW&W, North
1,362 cars

Patten
$7.8m total
$1.3m R&L

Island Falls
$2.9m total
$649k R&L

KW&W, Seboeis
2,086 cars

Stacyville
(No Data)

Sherman
$4.1m total

Mount Chase
$1.1m total

KW&W, South
5,870 cars

Timber Cruisers, Route 11
7,074 Snowmobiles
2,628 ATVs

State Road
1,740 Snowmobiles
4,712 ATVs

Medway
$8.5m total

East Millinocket
(No Data)
Big Idea

Make the Katahdin region the premier four-season outdoor destination in New England.

This map represents measures of taxable sales for each town for the year of 2018, and the relevant amount of those sales that are due to “restaurant and lodging” sectors. Each town shows its proportion of taxable sales for the region, and the Millinocket region’s totals are shown in a line graph for monthly and yearly patterns, clearly showing a seasonal trend. Taxable sales are used as a rough proxy for gauging overall economic vitality; restaurant and lodging help to indicate the presence of a tourist economy. Additionally, automobile and recreational vehicle counts are given for different locations for the year of 2018.
Katahdin’s Recreation Assets

This map represents current recreation opportunities and the status of conserved lands. It provides an overview of the four-season recreation activities available. All trails and icons were placed on the advice of the Katahdin Gazetteer review process. This map is not intended for navigational use.

Legend

- Back/Frontcountry Trail
- ATV Trail
- Snowmobile Trail

- Hiking
- Biking
- Camping
- Fishing
- Lean-to
- Hand Carry Boat Launch
- Trailerable Boat Launch
- Rafting

- Museum
- Golf
- Overlook
- Snowmobile Access
- ATV Access
- Snowshoeing
- XC Ski

- National Monument
- No Hunting / Hunting (Filled)
- Preserves, Refuges
- State Park
- Other Conservation Areas

See appendix for sources.
Wilderness Gateway Road Design

Historically, we designed beautiful parkways that reinforced the beauty of the natural environment. More recent engineering practice has prioritized fast vehicular speed over safety, economic concerns, and beauty. This does not need to be the case, as engineering judgement can be applied more carefully to balance all these priorities. This illustration shows how rural roads that lead to wilderness areas can be designed in a way that slows vehicle speeds to improve safety, comfort, and beauty. Maintaining trees in close proximity to the road both preserves the rural character of these roads while also increasing safety by slowing vehicle speeds (people naturally drive slower when there are trees close to the road). The illustration also shows narrower 10-foot travel lanes, which also help slow vehicle speeds, similar to the two-way sections of the Park Loop Road in Acadia National Park. Paved shoulders are also avoided, which again has the effect of slowing down vehicles. A multi-use path is provided, physically separated from the road and with vertical protection provided by trees and vegetation. This allows for people who are walking and biking to feel more comfortable, making it more likely that people of all ages and abilities will take advantage of the path.
Vision

Make the Katahdin region the premier four-season outdoor destination in New England.

We know the abundant and ever growing opportunities to play outside here in the region. It’s time for the world to know too. If we coordinate, communicate, and build upon the opportunities that already exist in the region including Katahdin, Baxter State Park, Katahdin Woods and Waters National Monument, Katahdin Area Trails, Penobscot River Trails, Debsconeag Lakes Wilderness Area, state conservation lands, privately owned timberlands, snowmobile trails, and more, we can make the region a global destination – well known for its quality experiences from front country to back country.
During the public process, there was a lot of energy around the idea of developing a world class network of huts and trails. Creating amazing places deep in the woods for people to gather, at intervals that make sense for all kinds of modes of transportation, is key to gaining national and international attention. A combination of smaller huts, with larger outposts, creates a network that capitalizes on key locations within the region.
01. Plan and develop regional trails.

<table>
<thead>
<tr>
<th>Action 01.1</th>
<th>Form a Katahdin Collaborative recreation workgroup focused on all-age and ability outdoor access.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cost</strong></td>
<td>Staff and volunteer time</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action 01.2</th>
<th>Inventory recreation options in the region including professionally guided and self-guided opportunities.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Who</strong></td>
<td>Katahdin Collaborative recreation workgroup, Katahdin Tourism Partnership, Katahdin Chamber of Commerce</td>
</tr>
<tr>
<td><strong>Cost</strong></td>
<td>Staff and volunteer time</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action 01.3</th>
<th>Integrate existing regional guides to make it easier for visitors to know how to recreate respectfully. Include specific topical sections for people looking to recreate with their dogs or families, for example.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Who</strong></td>
<td>Katahdin Tourism Partnership, Katahdin Chamber of Commerce, Katahdin Collaborative recreation workgroup, and design agency</td>
</tr>
<tr>
<td><strong>Cost</strong></td>
<td>$15,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action 01.4</th>
<th>Continue and expand youth stewardship opportunities that engage youth in the outdoors while accomplishing important stewardship such as the Friends of Baxter State Park Youth Conservation Corps Program.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Who</strong></td>
<td>Friends of Baxter State Park, Katahdin Woods and Waters, Katahdin Collaborative recreation workgroup, Katahdin Higher Education Center</td>
</tr>
<tr>
<td><strong>Cost</strong></td>
<td>Unknown</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action 01.5</th>
<th>Identify missing trail linkages (mobility impaired opportunities, hiking, water, snowmobile, ATV, etc.) in the region and develop plans to meet these needs.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Who</strong></td>
<td>Katahdin Collaborative recreation workgroup</td>
</tr>
<tr>
<td><strong>Cost</strong></td>
<td>Staff and volunteer time</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action 01.6</th>
<th>Create regional trail standards for motorized activities and connect to funding when standards are met.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Who</strong></td>
<td>Snowmobile clubs, Katahdin Collaborative recreation workgroup, municipalities</td>
</tr>
<tr>
<td><strong>Cost</strong></td>
<td>Staff time and matching fund incentives</td>
</tr>
<tr>
<td>Action 01.7</td>
<td>Action 01.8</td>
</tr>
<tr>
<td>-------------</td>
<td>-------------</td>
</tr>
<tr>
<td><strong>Expand the trails in the region to connect with historic points of interest, scenic vistas and the region’s village centers.</strong></td>
<td><strong>Fortify stewardship and maintenance programs for the region’s trails through management capacity or funding especially for lands outside of protected lands.</strong></td>
</tr>
<tr>
<td><strong>Who</strong> Katahdin Collaborative recreation workgroup, trail clubs, landowners</td>
<td><strong>Who</strong> Katahdin Collaborative recreation workgroup, snowmobile and ATV clubs, schools, volunteers</td>
</tr>
<tr>
<td><strong>Cost</strong> Staff and volunteer time</td>
<td><strong>Cost</strong> Staff and volunteer time, equipment</td>
</tr>
</tbody>
</table>
02. Ensure public access to recreation sites.

**Action 02.1**
Continue to provide and enhance place-based learning opportunities for youth such as Katahdin Learning Project, Penobscot River Trails programming, Katahdin Gear Library, and Teens to Trails.

**Who**
Katahdin Learning Project, Baxter State Park Youth Conservation Corps, Katahdin Higher Education Center, Millinocket Memorial Library, Lumbermen’s Museum, schools, community members

**Cost**
Variable

**Action 02.2**
Identify largest gaps or pressure points for land and water recreation access by all (lack of public access, lack of parking, signage, clear rules, disabled mobility, need for physical improvements, etc.) and develop actionable remedies.

**Who**
Katahdin Collaborative recreation workgroup, land managers, recreation clubs, guides, business and trail community

**Cost**
Staff and volunteer time

**Action 02.3**
Secure access for key ATV and snowmobile routes in the region and create an ATV park.

**Who**
State of Maine, Katahdin Woods and Water National Monument, Katahdin Area Trails, Katahdin Collaborative recreation workgroup, snowmobile and ATV clubs

**Cost**
Unknown

**Action 02.4**
Secure public access to the monument from the south with options for visitors to connect to north entrance from within the monument boundaries.

**Who**
Katahdin Woods and Waters National Monument - National Park Service, Friends of Katahdin Woods and Waters National Monument, Penobscot County, Aroostook County, Maine Department of Transportation, private landowners, municipalities

**Cost**
Unknown

**Action 02.5**
Design and secure funding for multi-use access roads (cars, atv’s, bikes, pedestrians, logging trucks) that are safe and aesthetically pleasing. Preserve as much of the tree-canopy as possible within protected land.

**Who**
Land managers, design team that includes landscape architects and engineers, State of Maine, Friends of Katahdin Woods and Water, Penobscot County, Aroostook County, municipalities

**Cost**
Unknown

**Action 02.6**
Re-establish historic scenic views on Katahdin Woods and Waters Scenic Byway.

**Who**
Maine Department of Transportation, municipalities, private and conserved land owners

**Cost**
Unknown
Action 02.7
Adopt municipal lighting ordinances also known as dark sky ordinances across the region.

Who
Municipalities

Cost
Staff and volunteer time plus variable lighting replacement costs
03. Develop a full suite of amenities for visitors of all interests, abilities, and means.

| Action 03.1 | Crowdsource histories from local people and sources, similar to “Museum in the Streets.” Print on weather resistant material (like political campaign signs) and place in locations where stories occurred to create history trails. If well-received, consider building out a lightweight phone app for multimedia extension. |
| Who | Historical Societies, libraries + volunteers, design agency |
| Cost | $5,000 |

| Action 03.2 | Develop a regional lodging strategy. Assess current offers, capacity, and usage. |
| Who | Katahdin Chamber of Commerce, Katahdin Tourism Partnership, Maine Office of Tourism, municipalities |
| Cost | $15,000 |

| Action 03.3 | Apply to be a Community Destination Academy site for Fall 2019. This is a professionally led workshop series with direct financial and technical assistance to support implementation of local destination development projects. |
| Who | Northern Forest Center in partnership with municipalities, Katahdin Tourism Partnership, Katahdin Chamber of Commerce, Katahdin Region Development Board, Maine Office of Tourism and local businesses |
| Cost | $5,000 if selected |

| Action 03.4 | Provide accessible training for businesses to help them train their workforce to meet the needs of visitors and promote experiences throughout the region. |
| Who | Katahdin Higher Education Center |
| Cost | $30,000+ for instruction |

| Action 03.5 | Assess potential for yurt villages or other unique structures and inexpensively add more rooms, as part of lodging strategy. Identify existing or new businesses interested in taking this on at a trial scale. |
| Who | Katahdin Chamber of Commerce, Katahdin Tourism Partnership, Maine Office of Tourism, Katahdin Collaborative recreation workgroup |
| Cost | Staff time, labor $15,000+ per yurt, decking, and furniture |

| Action 03.6 | Create a for-profit concierge service for the region that serves visitors, seasonal residents, and year-round residents. This new business would help people plan trips, coordinate seasonal property maintenance, and non-emergency service needs. |
| Who | Entrepreneur, Coastal Enterprises Inc., Penquis, Northern Forest Center, financial institutions |
| Cost | Sweat equity, startup and marketing expenses |
Action 03.7
Conduct a feasibility study for a Maine Woods Institute to research and showcase the region’s unique story including the human and natural history, life of the nations of the Wabanaki Confederacy, logging and forest industries, folk craft products, moose, etc.

Who
Katahdin Collaborative, Abbe Museum, Maine Department of Inland Fisheries and Wildlife, University of Maine, Katahdin Higher Education Center, Lumbermen’s Museum, National Park Service & area residents

Cost
Staff and volunteer time

Action 03.8
Assess building a warming hut network along select trails throughout the region. Study the cost and market opportunity to create such a trail and hut network.

Who
Katahdin Collaborative recreation workgroup, land managers, Butler Conservation Fund, National Park Service

Cost
Staff and volunteer time

Action 03.9
Establish prominent welcome centers that are architecturally outstanding and fit character of the region. Balance between highway focused locations (Medway, Sherman) and village based locations (East Millinocket, Millinocket, Patten).

Who
Katahdin Chamber of Commerce, Katahdin Tourism Partnership, National Park Service, Maine Office of Tourism, Lumbermen’s Museum, Katahdin Collaborative recreation workgroup, libraries

Cost
Unknown
04. Market the region for recreation and tourism.

**Action 04.1**
Crowdsource and dynamically promote the top ten things to do in each community. Include trails, scenic vistas, photo opportunities, festivals, etc.

**Who**
Katahdin Tourism Partnership, Katahdin Chamber of Commerce

**Cost**
Staff and volunteer time

**Action 04.2**
Develop and test a set of iconic signage for visitors. Use local materials, and include members of the Wabanaki Confederacy in work group. Consider the upside-down canoe as crossbeam – already heavily used by guides in the region.

**Who**
Katahdin Chamber of Commerce, Katahdin Tourism Partnership, Maine Office of Tourism, Wabanaki Confederacy, Katahdin Collaborative, Maine Department of Transportation, design agency

**Cost**
$100,000+

**Action 04.3**
Refresh existing “Local Tour Guide” using crowd-sourced things to do, and distribute throughout the region.

**Who**
Katahdin Tourism Partnership, Katahdin Chamber of Commerce

**Cost**
$1,500 for design and printing

**Action 04.4**
Develop a brand and marketing campaign for the region. Create a single message and visual identity for the region integrated with search analytics. Work with a Maine based branding agency. Consider: All in, Katahdin!

**Who**
Katahdin Region Development Board, Katahdin Collaborative, Katahdin Chamber of Commerce, Katahdin Tourism Partnership, Friends of Baxter State Park, Friends of Katahdin Woods and Waters, Northern Forest Center, Maine Office of Tourism, branding agency

**Cost**
$50,000

**Action 04.5**
Design a responsive website to act as a portal for the region. Build with insights from existing groups, websites and user-centered research. Use an easy-to-maintain hosting platform to reduce maintenance costs.

**Who**
Katahdin Region Development Board, Katahdin Collaborative, Katahdin Chamber of Commerce, Katahdin Tourism Partnership, Maine Office of Tourism and design agency

**Cost**
$15,000

**Action 04.6**
Hire a regional event director to expand existing events (Trails End Festival, Stars Over Katahdin, ATV, snowmobile) and build new events (mountain biking, skiing, rugged triathlon, fishing tournaments) for regional and national audiences. Consider shared municipal funding for this position.

**Who**
Katahdin Chamber of Commerce, Katahdin Tourism Partnership, Katahdin Region Development Board, Maine Office of Tourism, Snowmobile and ATV Clubs, municipalities

**Cost**
Competitive full-time salary with benefits, marketing and travel budgets
Big Idea

Be a place that supports & attracts people of all ages.
Process

The Kalahari region in the year 2050. Something you hope will have changed?

POVERTY - MORE FORESTLAND

S爆出 LOCAL PEOPLE

DD STUPRI

Something you hope will still be the same?

WELF FOLKS TRYING TO

THEIR WAY. NEVER

YARD JUNK. ORDINANCE

We had

more grey

outside of

school.

More

Resource

for kids

in need.
Place that supports and attracts people of all ages

have been identified to begin meeting needs. These opportunities
and issues can be successful if there is continued and growing
neighbors across the region.

1. Create a concierge service for older population.
   People can’t put in their dock, can’t take care of the yard, fill fuel
   Navigators to maneuver home repairs, maintenance, local daily
   ○ Build on Thrive Penobscot list of
   2. Connect retirees with families needing
      ○ There are few licensed facilities
      is full. Need more childcare support

3. Connect retirees with families needing
   ○ There are few licensed facilities
   ○ Strategies for shared housing and
   ○ Encourage different kinds of housing

4. Provide wonderful in-town housing options
   ○ Attract graduated care facilities
   ○ Encourage different kinds of housing
   ○ Include daycare facilities in the
   ○ Encourage different kinds of housing
     experience
   ○ Strategies for shared housing and

5. Create places for people to gather.
   ○ Dog parks - Fence off empty downtown lots
   ○ Encourage arts facilities.
   ○ We need

6. Build more
   ○ Connectivity - more
   ○ Connectivity - more
   ○ Connectivity - more
   ○ Connectivity - more

7. Expand
   ○ ○ Connectivity - more

8. Create
   ○ People + water! ☝
   ○ beautiful spaces.

- incubate an eco-village
- we need
- retired people, multi-cultural me
- DJ or live bands -
Patten Civic Center Redesign

Heading north on Main Street in Patten, you arrive at the intersection with Shin Pond Road. The town owns property in this location, along with land held in private ownership. This intersection has the potential to become an even stronger node of activity within the walkable village center of Patten. Currently, the town owns and operates a baseball field, a tennis court, and a playground. The public process to create this plan indicated an interest in more opportunities for senior housing and community activities in proximity to activities, and also opportunities for additional tax base. This illustration shows how the existing area could be reconfigured and designed to meet a number of community goals. The existing playground is upgraded, with a simple but pretty entrance building that provides public restrooms. A new community building that frames a new public park might include some senior housing, a daycare, and senior center. The park provides opportunities for team sports or more casual activities, including fire pits and other more intimate gathering spaces. An adventure climbing park might be added to attract older kids, as well as a skate park. Parking is carefully organized, with head in parking to maximize spaces along Main Street and a parking lot located behind the new community building and adjacent to the baseball field.
Vision

Be a place that supports & attracts people of all ages.

In order for any community to thrive it needs to be a place where people of all ages want to be, can afford to be, have the support around them they need, and can see opportunities for themselves into the future. Fostering vibrant villages and cultivating local jobs are key components of making the region attractive to people. The actions you’ll read here build upon those big ideas.

Some efforts are already underway and other relatively easy opportunities have been identified to begin meeting the needs of people in the Katahdin region. Seizing those opportunities as well as tackling the more complicated issues in front of us can be successful if interest and involvement by neighbors across the region grows.
01. Support and meet the unique needs of young people.

### Action 01.1
Host a pop-up dance hall with snack bar for high school students.

**Who**
Community volunteers, libraries, school staff to consult and promote

**Cost**
Volunteer time, DJ, rentals, food and beverage

### Action 01.2
Explore regional capacity building for Youth Leadership.

**Who**
Katahdin Higher Education Center, Katahdin Collaborative, Maine Network Partners, Maine Community Foundation, Maine Development Foundation, Northern Forest Center, Friends of Baxter State Park, Friends of Katahdin Woods and Waters, Maine Youth Action Network

**Cost**
Staff and volunteer time

### Action 01.3
Enhance and expand outdoor classrooms at schools throughout the region and secure funding for teacher professional development to support integrated use of outdoor classrooms.

**Who**
Schools

**Cost**
Variable

### Action 01.4
Increase student access to nature through providing support for transportation to field trips and investing in gear at schools throughout the region.

**Who**
Schools, PTOs, Environmental Funders Network

**Cost**
Variable

### Action 01.5
Expand opportunities for existing outdoor education programs in area high schools to get more kids on trails.

**Who**
Katahdin Learning Project, Katahdin Higher Education Center, Millinocket Memorial Library, Outdoor Sports Institute, Teens to Trails, Butler Conservation Fund, Katahdin Collaborative recreation workgroup, schools, parents, students

**Cost**
Staff time and variable program costs

### Action 01.6
Convene a place-based education task force to study and make recommendations on a range of opportunities to implement in the region’s schools. Task force should include students, teachers, administrators, and community members.

**Who**
Katahdin Collaborative all ages workgroup, Katahdin Higher Education Center, Katahdin Learning Project, school administrators, libraries

**Cost**
Staff and volunteer time, variable consultant costs
02. Make it easier and friendlier for families in the region.

Action 02.1
Explore options such as nanny-sharing agreements to connect retired residents with parents needing child care that residents, new residents and visitors can easily plug into.

Who
Katahdin Collaborative all ages workgroup, motivated retired residents

Cost
Staff and volunteer time

Action 02.2
Form a welcoming committee to greet new families in the region and provide connections to existing resources.

Who
First touch organizations such as schools, churches, doctors offices, libraries, real estate offices, Thrive Penobscot

Cost
Staff and volunteer time

Action 02.3
Expand network for parents and children by building on parent/child socials currently offered at Millinocket Memorial Library.

Who
Libraries, schools, sports and performing arts boosters

Cost
Staff and volunteer time

Action 02.4
Support efforts to establish a licensed daycare facility for children. Explore locating in existing, under-utilized school buildings and include options for programming with retirees and elders.

Who
Katahdin Higher Education Center, Penquis, Thrive Penobscot, larger employers

Cost
Staff time, small business financing, word of mouth

Action 02.5
Encourage organizations holding adult programs and events to simultaneously have events for kids and teens (at least babysitting and homework help) to make attending events more feasible for parents.

Who
Katahdin all ages workgroup, schools, boards, committees, etc.

Cost
Staff and volunteer time

Action 02.6
Develop and promote a family friendly pledge for businesses and organizations in the region to adopt model policies for parental leave and support for flexible schedules to meet the many demands of parents.

Who
Katahdin Collaborative all ages workgroup

Cost
Staff and volunteer time
03. Support people as they get older and their needs change.

**Action 03.1**
Explore creating a volunteer-led check-in network for seniors living at home.

*Who*
Thrive Penobscot, Millinocket Memorial Library, fire departments

*Cost*
Volunteer Time

**Action 03.2**
Create a regional activities committee that tries new events for seniors and promotes them across the region. Suggestions include book clubs, gentle outdoor activities (biking, cross-country skiing, walking, etc), potlucks, coffee meetups, amateur improv, dancing.

*Who*
Katahdin Collaborative all ages workgroup, Katahdin Higher Education Center, libraries, recreation departments, churches, schools

*Cost*
Pilot program mini-grants of $250-1,000

**Action 03.3**
Assess starting a senior college where both outside trainers as well as participant-led skill shares are leveraged.

*Who*
Katahdin Higher Education Center

*Cost*
$20,000

**Action 03.4**
Start and expand neighbor helping neighbor programs for home services that do not require licensed professionals, like home organizing, light bulb and smoke detector battery changes, basic repairs, etc. Talk with Handy Helpers program in Cumberland, Maine for technical assistance.

*Who*
Thrive Penobscot, libraries, schools

*Cost*
Staff and volunteer time

**Action 03.5**
Activate school students by creating a supervised network of places where students can do their community-service volunteer hours.

*Who*
Thrive Penobscot community engagement group, high schools, students

*Cost*
Staff and volunteer time

**Action 03.6**
Develop strategies for shared housing arrangements where people can provide either resources or sweat equity. Such as millennial roommates for baby boomers.

*Who*
Katahdin Collaborative all ages workgroup, Thrive Penobscot, Maine Housing, Penquis

*Cost*
Staff and volunteer time
Action 03.7
Allow and encourage different kinds of housing for people seeking extended family experience. This may include models for co-housing or additional dwelling units.

Who
Municipalities, Northern Forest Center, community members, developers (MaineHousing and Penquis)

Cost
Staff time

Action 03.8
Conduct regional in-home care training and support workforce development, including recruitment and training for respite workers.

Who
Home Care Agencies, Community Health & Counseling, Maine Department of Health & Human Services, Katahdin Higher Education Center

Cost
$30,000+ instruction costs

Action 03.9
Attract graduated care facilities for older people who are in different stages of required care.

Who
Municipalities, Thrive Penobscot, Millinocket Regional Hospital, Katahdin Valley Health Center

Cost
Staff time
### Action 04.1
Support the Katahdin Area Food Council through participation and connecting it with local businesses and farms.

**Who**  
Thrive Penobscot, community members, students

**Cost**  
Volunteer time

### Action 04.2
Explore the value of developing or enhancing a regional organization to focus on food security that can implement and coordinate the various ideas in this action thread.

**Who**  
Thrive Penobscot, Eastern Area Agency on Aging, Katahdin Collaborative, Katahdin Area Food Council

**Cost**  
Staff and volunteer time

### Action 04.3
Build community gardens such as the one in Patten. Consider empty and/or blighted downtown lots.

**Who**  
Thrive Penobscot, community volunteers, municipalities (water)

**Cost**  
$5,000 grants for materials - fencing, compost, etc.

### Action 04.4
Foster the development of community indoor gardens.

**Who**  
Eastern Area Agency on Aging, Thrive Penobscot, schools

**Cost**  
$200 and up

### Action 04.5
Explore the viability of a bulk food co-op for local residents in the region.

**Who**  
Community organizer, Katahdin Area Food Council

**Cost**  
Volunteer time

### Action 04.6
Develop CSA (community supported agriculture) programs.

**Who**  
Katahdin Collaborative all ages workgroup, motivated residents, Thrive Penobscot, Mainers Feeding Mainers, Gardiner Farms, Jordan Farms, other farms in the region

**Cost**  
Staff and volunteer time, marketing materials
<table>
<thead>
<tr>
<th>Action 04.7</th>
<th>Start a “Grow a Row” program for local gardeners to designate a row in their garden to donate the produce to a local food pantry.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Who</strong></td>
<td>Katahdin Area Food Council, local gardeners, Thrive Penobscot, UMaine Cooperative Extension</td>
</tr>
<tr>
<td><strong>Cost</strong></td>
<td>Staff coordinator and volunteer time</td>
</tr>
<tr>
<td>Action 04.8</td>
<td>Expand ‘Cooking Matters’ multigenerational cooking class in the region.</td>
</tr>
<tr>
<td><strong>Who</strong></td>
<td>Good Shepherd Food Bank, Thrive Penobscot, libraries, schools</td>
</tr>
<tr>
<td><strong>Cost</strong></td>
<td>$5,000</td>
</tr>
<tr>
<td>Action 04.9</td>
<td>Support restaurants that are responsive to community needs, including new to the region cuisine concepts, fine dining, and community cafes with pay what you can options for meals that feature locally grown and nutrient dense foods.</td>
</tr>
<tr>
<td><strong>Who</strong></td>
<td>Entrepreneurial community members, Katahdin Area Food Council, municipalities</td>
</tr>
<tr>
<td><strong>Cost</strong></td>
<td>Volunteer time, sweat equity</td>
</tr>
<tr>
<td>Action 04.10</td>
<td>Engage students to volunteer in community cafes to earn both their volunteer hours and servsafe certificate.</td>
</tr>
<tr>
<td><strong>Who</strong></td>
<td>High schools, students, Katahdin Area Food Council</td>
</tr>
<tr>
<td><strong>Cost</strong></td>
<td>Volunteer time</td>
</tr>
</tbody>
</table>
## 05. Develop and promote resources and amenities.

<table>
<thead>
<tr>
<th>Action 05.1</th>
<th>Promote Millinocket Regional Hospital, Katahdin Valley Health Center and Health Access Network’s excellence in care in municipal and regional recruitment materials and through word of mouth.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Who</strong></td>
<td>Katahdin Collaborative all ages workgroup, Katahdin Chamber of Commerce, Katahdin Region Development Board</td>
</tr>
<tr>
<td><strong>Cost</strong></td>
<td>Staff and volunteer time</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action 05.2</th>
<th>Promote breastfeeding support window clings throughout the region. Ask local businesses and community spaces to display a window cling that signals that their space is breastfeeding friendly. Clings available from Millinocket Regional Hospital.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Who</strong></td>
<td>Millinocket Regional Hospital, Katahdin Collaborative all ages workgroup</td>
</tr>
<tr>
<td><strong>Cost</strong></td>
<td>Staff and volunteer time</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action 05.3</th>
<th>Assess direct insurance policies (through employers and/or co-op) with Millinocket Regional Hospital and Katahdin Valley Health Center in order to save employers and employees money on premiums and bolster local healthcare.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Who</strong></td>
<td>Millinocket Regional Hospital, Katahdin Valley Health Center, Katahdin Collaborative all ages workgroup, local businesses</td>
</tr>
<tr>
<td><strong>Cost</strong></td>
<td>Staff time</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action 05.4</th>
<th>Conduct interviews and surveys to determine desired social activities and barriers to access with residents of all ages across the region.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Who</strong></td>
<td>Katahdin Collaborative all ages workgroup, school administration, students, libraries, Thrive Penobscot</td>
</tr>
<tr>
<td><strong>Cost</strong></td>
<td>Coordinator staff time, materials, postage</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action 05.5</th>
<th>Enhance existing groups that meet desires identified in interviews and surveys, and assist in growing them with new membership.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Who</strong></td>
<td>Katahdin Collaborative all ages workgroup, Thrive Penobscot, clubs, schools, libraries</td>
</tr>
<tr>
<td><strong>Cost</strong></td>
<td>Variable</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action 05.6</th>
<th>Develop and promote an all-ability pledge for businesses and organizations to adopt in the region that includes a commitment to display signage for ADA entrances and a commitment to strive for ADA compliance.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Who</strong></td>
<td>Katahdin Collaborative all ages workgroup, Millinocket Memorial Library, Thrive Penobscot, municipalities, local businesses</td>
</tr>
<tr>
<td><strong>Cost</strong></td>
<td>Staff and volunteer time</td>
</tr>
</tbody>
</table>
**Action 05.7**
Encourage and support third places (not home or work) such as coffee shops, book stores, breweries, etc. in the region.

**Who**
Enterprising individuals, Katahdin Region Development Board, Katahdin Tourism Partnership, Katahdin Chamber of Commerce, CEI, Penquis, local residents

**Cost**
$2 for a cup of coffee and up

---

**Action 05.8**
Invest in local libraries as lively community centers and crucial social infrastructure.

**Who**
Everyone, libraries

**Cost**
Variable
06. Build spaces that meet the physical, emotional, intellectual, and social needs of people of all ages.

**Action 06.1**
Initiate study on several potential sites in the region for the construction of a community center.

*Who*
Katahdin Collaborative all ages workgroup, Northern Forest Center, Penquis, Thrive Penobscot

*Cost*  
$5,000

**Action 06.2**
Expand and replicate informal social opportunities like the Shin Pond coffee babes, beer or wine of the month clubs, book clubs, etc.

*Who*
Community volunteer organizers, libraries, cafes, Katahdin Collaborative all ages workgroup

*Cost*  
Volunteer time and small item purchases

**Action 06.3**
Conduct a feasibility study on creating a “Y” in the region. This could range from partnering to bring programming to having a satellite location.

*Who*
Our Katahdin, Thrive Penobscot, Katahdin Region Development Board, Katahdin Collaborative all ages workgroup, YMCA

*Cost*  
$10,000

**Action 06.4**
Create dog parks in or adjacent to village centers in Millinocket, East Millinocket, Patten, and Island Falls. Fence off an empty lot with a large dog and small dog area.

*Who*
Municipalities, community volunteers

*Cost*  
Fencing, signage, trash cans, benches, trash removal
Crop Site Suitability

Legend

This method does not take land ownership into account. These "suitable" farmland categories are general and based off of a variety of parameters: gradient, soil type, moisture index, etc. See appendix for sources and methodology.
Big Idea

Cultivate local jobs & a dynamic regional economy.

This map depicts places where various crops are likely to be more viable, given a variety of landscape attributes. The three following crops were chosen to be represented: rice, hops, and hemp. These crops have seen an upswing in demand due to an increased consumer desire for organic staple crops, craft beer, and hemp products.
little local stores

Process

more tech job
more high tech farming

is something you hope will still be the same

the towns still
in their quaint

franchises & big

not Paul
is her

small town feel
Imagine the Kathadin region in the year 2050. What is something you hope will still be the same near your home?

Great to have those near lakes. River

Drive for a cause
Eco-misc. dev. policy
What is something you hope will have changed?

Postcard to Kathadin's future — H441

8. Utilize to power electric vehicles from shuttles to Tseslas
10. "Incubator" for start
Cultivate local jobs & a dynamic regional economy.

For people to thrive anywhere there has to be a mix of jobs and affordable housing. The Katahdin Region currently has the housing, but not the jobs. While the region was buoyed by the paper industry for a century and able to rely on relatively few employers historically, the future demands that there is mix of employers, ranging in size to meet the needs of our rural communities.

There are opportunities for new, good jobs that are a foundation to a diverse, regional economy that serves those living here in the region, as well as exporting goods and services to the rest of the state, country, and the world.
01. Bolster key regional organizations that are currently at-risk.

**Action 01.1**
Collaborate with the Chamber of Commerce to research what are the expectations of the chamber and its mission. What is working for the businesses and what are the unmet needs?

**Who**
Katahdin Chamber of Commerce, designee or advisory committee, consultant

**Cost**
$5,000

**Action 01.2**
Assess what support – financial and human resources – are needed to address key points raised through customer research.

**Who**
Katahdin Chamber of Commerce, designee or advisory committee

**Cost**
Staff and volunteer time

**Action 01.3**
With the goal of supporting public school excellence programs, clarify program milestones that meet the needs of students and help graduates to succeed in skilled jobs or higher education.

**Who**
Residents, local businesses, municipalities, Maine Department of Education, schools

**Cost**
Variable

**Action 01.4**
Gather letters of support from municipal leaders, businesses and community members for Katahdin Higher Education Center to send to college and university administrators and boards as well as the Maine’s legislators.

**Who**
Community organizer

**Cost**
Volunteer time

**Action 01.5**
Ensure adequate funding for Katahdin Higher Education Center to provide continued support and development of the center as a vital economic and community resource for the Katahdin region, potentially through earmarks in state legislation.

**Who**
Elected officials, municipalities, Katahdin Higher Education Center, Katahdin Collaborative, community members

**Cost**
Staff and volunteer time

**Action 01.6**
Work to get representation from Katahdin Region on EMCC board of directors.

**Who**
Municipalities, Katahdin Region Development Board, Katahdin Collaborative

**Cost**
Staff and volunteer time
02. Lower barriers to starting and building small businesses.

**Action 02.1**
Offer office and retail space in a renovated building in a strategic downtown location at 230 Penobscot Avenue, with high-speed internet and connections to human and social capital.

**Who**
Our Katahdin

**Cost**
Variable rents, low cost programming, renovations $750,000

**Action 02.2**
Explore the development of a worker owned co-op to help reduce costs associated with running a business.

**Who**
Katahdin Higher Education Center, Cooperative Development Institute

**Cost**
Staff and volunteer time

**Action 02.3**
Explore the development of a shared commercial kitchen with support for food-based entrepreneurs to test, develop, and market their products. Visit Fork Food Labs in Portland to learn more about their model.

**Who**
Our Katahdin, Katahdin Region Development Board, Katahdin Higher Education Center

**Cost**
Staff time

**Action 02.4**
Explore the development of a marketspace for artists and craftspeople to sell goods.

**Who**
Katahdin Region Development Board, Our Katahdin, Katahdin Higher Education Center, artists and craftspeople, local businesses like Gracie’s Aunt’s Emporium, Rhonda’s craft store in Patten, etc.

**Cost**
Staff time

**Action 02.5**
Explore the repurposing of a school tech center as a makers’ space for craftspeople.

**Who**
Volunteer workgroup

**Cost**
Volunteer time

**Action 02.6**
Inventory local small businesses to identify what the region has and is lacking to focus economic development efforts.

**Who**
Katahdin Region Development Board, Katahdin Collaborative

**Cost**
Staff and volunteer time
**Cultivate local jobs & a dynamic regional economy.**

02. (cont’d) Lower barriers to starting and building small businesses.

<table>
<thead>
<tr>
<th>Action 02.7</th>
<th>Create a directory of available funding opportunities as a resource for the region’s businesses and entrepreneurs.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Who</strong></td>
<td>Katahdin Region Development Board, Katahdin Collaborative, financial institutions</td>
</tr>
<tr>
<td><strong>Cost</strong></td>
<td>Staff and volunteer time</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action 02.8</th>
<th>Inventory lands appropriate for various sustainable agricultural uses that are yielding high value crops including: small diversified farms, rice, hops, hemp, and more.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Who</strong></td>
<td>Katahdin Region Development Board, Katahdin Collaborative</td>
</tr>
<tr>
<td><strong>Cost</strong></td>
<td>$5,000 commissioned study</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action 02.9</th>
<th>Assess funding opportunities that would be beneficial to the region’s businesses and entrepreneurs.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Who</strong></td>
<td>Katahdin Collaborative, Penquis, CEI, Northern Forest Center, Environmental Funders Group, Katahdin Region Development Board</td>
</tr>
<tr>
<td><strong>Cost</strong></td>
<td>Staff and volunteer time</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action 02.10</th>
<th>Support the startup of a local brewery through outreach, promotion, and financing.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Who</strong></td>
<td>Katahdin Chamber of Commerce, Maine Brewers Guild, Our Katahdin, Katahdin Region Development Board, community members</td>
</tr>
<tr>
<td><strong>Cost</strong></td>
<td>Staff and volunteer time and incentive funding</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action 02.11</th>
<th>Pilot activities that build the entrepreneurial spirit in the region such as skill building workshops, pitch nights, hack fests, startup weekend, etc.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Who</strong></td>
<td>Katahdin Collaborative, Katahdin Region Development Board, Our Katahdin, Katahdin Chamber of Commerce, Katahdin Higher Education Center, Millinocket Memorial Library, Department of Economic and Community Development, Maine Technology Institute</td>
</tr>
<tr>
<td><strong>Cost</strong></td>
<td>Staff and volunteer time, materials</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action 02.12</th>
<th>Form a Katahdin Region Fund to fill identified funding gaps by administering microloans and traditional funding to local businesses, including businesses in small scale forest products manufacturing, agriculture, and value added products.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Who</strong></td>
<td>Katahdin Collaborative, Penquis, CEI, Northern Forest Center, Environmental Funders Group, Katahdin Region Development Board</td>
</tr>
<tr>
<td><strong>Cost</strong></td>
<td>Staff time and fund seed capital</td>
</tr>
</tbody>
</table>
Action 02.13

Incubate small businesses that focus on goods and services that are identified as lacking in the region.

Who
Katahdin Collaborative, CEI, Katahdin Higher Education Center, SCORE, Penquis, Maine Stream Finance, Our Katahdin, local financial institutions

Cost
$5,000 - $25,000 seed funding, staff and volunteer time
03. Strengthen education, training, and outreach.

**Action 03.1**
Support Katahdin Higher Education Center efforts to recruit local students for healthcare training and other future workforce opportunities.

**Who**
Katahdin Higher Education Center, Eastern Maine Development Corporation, Katahdin Valley Health Center, Live + Work Maine, Millinocket Regional Hospital, in-home health care businesses, schools, nursing homes

**Cost**
Staff and volunteer time

**Action 03.2**
Host a “value added products” showcase and workshop to help raise awareness and open pathways to more people creating.

**Who**
Katahdin Higher Education Center, Katahdin Chamber of Commerce, Katahdin Region Development Board, Katahdin Revitalization

**Cost**
$1,000

**Action 03.3**
Continue to host sophomore aspiration events to illustrate to students possible opportunities that exist in the region beyond high school.

**Who**
Katahdin Higher Education Center, schools, businesses

**Cost**
Staff and volunteer time

**Action 03.4**
Host workshops and internships to complement and extend sophomore aspiration events and further immerse students in possible opportunities in the region.

**Who**
Katahdin Collaborative, Katahdin Higher Education Center, Katahdin Chamber of Commerce, schools, businesses

**Cost**
Variable

**Action 03.5**
Provide local technical education in the building trades, including apprenticeships and mentorships.

**Who**
Katahdin Higher Education Center

**Cost**
$30,000+ annually

**Action 03.6**
Provide training in the outdoor recreation and tourism professions as well professional development opportunities in customer service and hospitality.

**Who**
Katahdin Higher Education Center

**Cost**
$30,000+ annually
**Action 03.7**

**Develop a 2+1 Youth Entrepreneurial Program with local high schools** in which high school juniors and seniors can earn a certificate for college classes taken in high school as a pathway to an associate in applied science business degree.

**Who**
Katahdin Higher Education Center, high schools, students

**Cost**
$20,000+ annually
04. Improve the region’s housing stock.

Action 04.1
Conduct a Housing Study. Consider evaluations of housing to look at housing needs and existing availabilities. Consider historical/existing properties and those properties that are beyond rehabilitation.

Who
Northern Forest Center, municipalities

Cost
Staff time

Action 04.2
Host workshops for residents to learn more about building renovation and maintenance.

Who
Katahdin Higher Education Center

Cost
$5,000

Action 04.3
Build a tool library for both amateurs and professionals to access.

Who
Libraries, Katahdin Learning Project

Cost
$10,000

Action 04.4
Explore opening a ReStore with Habitat for Humanity.

Who
Katahdin Region Development Board

Cost
Staff and volunteer time

Action 04.5
Create a program like Rural Aspirations Project’ Natural Resource Pathway or Learning Works’ Youth Building Alternatives in local schools.

Who
School districts and Katahdin Higher Education Center, Rural Aspirations Project, Learning Works

Cost
Staff and volunteer time
05. Market within and outside the region.

Action 05.1
Initiate a quarterly business to business breakfast to promote networking and better awareness within the region of small businesses that exist.

Who
Katahdin Chamber of Commerce

Cost
Staff and volunteer time

Action 05.2
Create a web-based marketing tool with as much information on the towns as possible. Have easy to find contact information – phone number and e-mail – that is monitored. Make this part of or compliment the website built to market the region for tourism and recreation.

Who
Katahdin Region Development Board, Katahdin Chamber of Commerce, municipalities, design agency

Cost
$10,000

Action 05.3
Promote the region to people living in more expensive markets who may be looking for an affordable, beautiful, and exciting place to live and can work remotely, start new businesses, or fill highly-skilled open positions in the region.

Who
Live + Work in Maine, all health care providers, nursing homes, in-home health care agencies, public health care providers and outdoor recreation outfits

Cost
$10,000 pilot
06. Attract new industry targeted for existing industrial and mill sites.

<table>
<thead>
<tr>
<th>Action 06.1</th>
<th>Support redevelopment of industrial sites in Millinocket, East Millinocket, Patten, Stacyville and Island Falls.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Who</strong></td>
<td>Katahdin Region Development Board</td>
</tr>
<tr>
<td><strong>Cost</strong></td>
<td>Variable</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action 06.2</th>
<th>Support Our Katahdin’s efforts to clear the way for redevelopment of the Millinocket mill site.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Who</strong></td>
<td>Katahdin Collaborative, municipalities, community members, philanthropists</td>
</tr>
<tr>
<td><strong>Cost</strong></td>
<td>$1.5 million tax lien</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action 06.3</th>
<th>Host a brainstorm party at Island Falls mill yard in the summer with pop-up food, beverage, and retail. Provide opportunities for visitors to write in what they wish was available on the site.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Who</strong></td>
<td>Town of Island Falls, real estate broker, food vendors, crafters and makers</td>
</tr>
<tr>
<td><strong>Cost</strong></td>
<td>$750 for food and site staging, staff time, promotional materials</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action 06.4</th>
<th>Host a local start-up night for small scale industries/businesses to possibly locate on industrial mill sites.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Who</strong></td>
<td>Our Katahdin, Katahdin Region Development Board</td>
</tr>
<tr>
<td><strong>Cost</strong></td>
<td>Staff time, promotional materials</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action 06.5</th>
<th>Work with FOR/Maine to assess mill sites and identify new opportunities.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Who</strong></td>
<td>FOR/MAINE, Katahdin Region Development Board, municipalities</td>
</tr>
<tr>
<td><strong>Cost</strong></td>
<td>Staff time</td>
</tr>
</tbody>
</table>
Typical Harvest Potential: Type of Forest

Legend
- Deciduous
- Mixed
- Evergreen
- Unforested or Wetland
- Not Available for Harvest

Based on a variety of data. See appendix for sources.
Big Idea

Grow the next wave of forest products for a global economy.

This map represents forested areas classified by type: Evergreen, Deciduous, and Mixed, according to the National Land Cover Database. It demonstrates that the region continues to have substantial forest resources to fuel the next wave of forest products.
Process

The groundwork is being laid for a global economy that last for the next wave of forest production. The following are key considerations during the process:

1. Leverage FOR/MAIL
   - Start conversations with people who doesn’t want that last for the
   - Set appropriate that last for the

2. Support Our Katahdin Millinocket Mill Site

3. Support EMDC effort
   - Ensure the region can know to the world.

4. Work with LUPC to carefully manage new development in unorganized territories
   - Make sure the perspective, needs, and wants of the Katahdin region are represented in the decision making process.
   - Advocate for growth to be directed onto existing infrastructure to avoid financial liabilities associated with services.
   - Work with LUPC to find a more simple and nuanced growth strategy for unorganized territories.

5. Continue to fortify agreements between commercial and recreational uses
   - Balance of forest industry and recreation
   - Symbiotic relationship contingent on large land owners utilizing the resources allowing public access.
Postcard to Katahdin's Future

Imagine the Katahdin region in the year .
What is something you hope will happen?
Have multiple camps.
The mill site
More retail stores downtown
More tourists

What is something you hope will still be the same?
The character & spirit of our town

I wish I could be famous.
I wish I could eat until I die.
I wish I could

I wish there was more

I hope people don't get no more drunk.
I hope you do more on

The second neighborhood
The Katahdin region is the core piece of a large, connected landscape of national and global importance. The Northern Appalachians region, also known in the U.S. as the “Northern Forest,” is one of the most ecologically intact temperate broadleaf forests in the world. Because the Northern Forest is so vast (nearly 12 million acres of forest in Maine alone; a total of 70 million acres across New York, Vermont, New Hampshire, Maine, and the Eastern Canadian Maritimes) and remains so important to Maine’s natural resource economy, the continued health and sustainability of the contiguous northern forest is dependent on the long-term ownership, which is linked to the health of the forest economy.

Sitting within the heart of Maine’s “wood basket” the Katahdin region has access to millions of tons of wood that can be sustainably harvested each year and the infrastructure to process it into high demand products. The groundwork is being laid to repurpose industrial sites for the production of high value forest products that the world wants. Furthermore, efforts are underway to help better connect the region to the largest consumer market in the world – the eastern United States seaboard – as well as Europe and the rest of the world through shipping channels.

**Vision**

Grow the next wave of forest products for a global economy.
01. Leverage existing manufacturing sites in each community to create new manufacturing opportunities.

**Action 01.1**
Follow the state-wide 2019 Forest Opportunity Roadmap - convene a Katahdin Region FOR/Maine local team to pair with state-wide expertise to develop specific actionable strategies for the region.

**Who**
Katahdin Collaborative, FOR/MAINE, Maine Development Foundation, Our Katahdin, Katahdin Region Development Board, Eastern Maine Development Corporation, municipalities

**Cost**
Staff time

---

**Action 01.2**
Ensure that Katahdin Region industrial sites are featured in FOR/Maine efforts to attract value-added, modern and traditional forest product manufacturing that maximize co-location synergies in existing mill sites.

**Who**
Our Katahdin, FOR/MAINE, Katahdin Region Development Board, Eastern Maine Development Corporation, University of Maine, municipalities

**Cost**
Staff time

---

**Action 01.3**
Inventory available manufacturing sites. UMaine has a new database underway as part of the FOR/Maine initiative. Dr. James Beaupre is the contact person on this project.

**Who**
Upper Valley Economic Council, Northern Maine Development Commission, Eastern Maine Development Corporation, University of Maine, FOR/Maine at Maine Development Foundation, mill site owners

**Cost**
Staff and contract consultant time

---

**Action 01.4**
Assemble a wood feedstock inventory that includes all attributes a potential developer would want to know including timber species, volumes and certification.

**Who**
Our Katahdin, UMaine, Northern Forest Center, industry specialists

**Cost**
$15,000 - $20,000

---

**Action 01.5**
Work with owners of existing manufacturing sites to evaluate past use, potential areas for environmental remediation and potential reuse, and a list of existing and expired licensing for sites.

**Who**
FOR/MAINE, Maine Development Foundation, Our Katahdin, Municipalities, Katahdin Region Development Board, Eastern Maine Development Corporation

**Cost**
Staff time, engineering or environmental consultants

---

**Action 01.6**
Work with University of Maine on existing bonds to deploy research and development results on sites in the region. Ensure research and development bonds include requirement to create jobs in Maine.

**Who**
Katahdin Region Development Board, University of Maine, Our Katahdin

**Cost**
Staff time
Action 01.7
Develop a plan of action, such as seeking Maine Department of Environmental Protection Brownfield Planning Grants or Volunteer Remediation Action Plan (VRAP) that will identify areas of concern and then seek remediation grants.

Who
FOR/MAINE, Maine Development Foundation, Our Katahdin and other mill site owners, municipalities, Katahdin Region Development Board, Eastern Maine Development Corporation

Cost  Staff time
02. Create opportunities for people in local communities to engage in mill site redevelopment.

**Action 02.1**
Start conversations in each town to clarify what the community wants and what it doesn’t want – including solutions that protect our health, and the health of our wildlife, streams, rivers, lakes, soil and air.

**Who**
Katahdin Collaborative, Our Katahdin and other mill site owners, Katahdin Region Development Board, Eastern Maine Development Corporation, municipalities, students, schools

**Cost**
Staff time

**Action 02.2**
Set appropriate expectations in community conversations, there may be 10-20 year technologies that re-activate mill sites, not ones that will last for the next century.

**Who**
FOR/MAINE, Maine Development Foundation, Our Katahdin and other mill site owners, Municipalities, Katahdin Region Development Board, Eastern Maine Development Corporation

**Cost**
Staff time

**Action 02.3**
Start a quarterly municipal meetup to talk about hurdles and opportunities for economic development including the mill sites.

**Who**
Katahdin Collaborative, Katahdin Region Development Board, Our Katahdin, municipalities

**Cost**
Staff time

**Action 02.4**
Engage existing manufacturing site owners to begin conversations about supporting/attracting industries that leverage comparative advantages and are right-sized for the region.

**Who**
Katahdin Region Development Board

**Cost**
Staff and volunteer time

**Action 02.5**
Cultivate relationships with existing businesses and economic development agencies outside the region including attending meetings and conferences that enlarge the circle of influence for the region.

**Who**
Our Katahdin, Katahdin Region Development Board, Katahdin Chamber of Commerce, municipalities

**Cost**
Staff time

**Action 02.6**
Foster relationships with other efforts underway in the region and state such as Eastern Maine Development Corporation, continued representation on the Forest Opportunity Roadmap-Maine (FOR/Maine), Regional Broadband Utility.

**Who**
Municipalities, selectmen, community organizations, Maine Co, University of Maine

**Cost**
Staff time
**Action 02.7**

Foster relationships including local site visits with Maine state **departments** such as the Office of Innovation and the Future, and Department of Economic and Community Development.

**Who**
Katahdin Region Development Board, Our Katahdin, Katahdin Chamber of Commerce, Katahdin Collaborative

**Cost**
Staff time
03. Maintain forests to sustainably support the forest industry, wildlife, and recreation.

<table>
<thead>
<tr>
<th>Action 03.1</th>
<th>Action 03.2</th>
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</thead>
<tbody>
<tr>
<td><strong>Explore a program that incentivizes landowners to allow recreational use.</strong> This might include a tax relief incentive that would need State legislative authorization.</td>
<td><strong>Convene landowners, logging community, and recreation users to conduct a feasibility study and stewardship plan for maintaining the Golden Road for logging, and water and private land access.</strong></td>
</tr>
<tr>
<td><strong>Who</strong> Katahdin Collaborative, outdoor recreation businesses and area clubs/organizations, Maine State legislature</td>
<td><strong>Who</strong> Katahdin Forest Management (Acadian Timber), Katahdin Collaborative recreation workgroup, The Nature Conservancy, Maine Bureau of Public Lands</td>
</tr>
<tr>
<td><strong>Cost</strong> Staff and volunteer time</td>
<td><strong>Cost</strong> $10,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action 03.3</th>
<th>Action 03.4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Establish community forests at small/medium scale (5 – 10K acres) for both timber income for communities and for recreation.</strong></td>
<td><strong>Ensure reliable steady source of fiber through encouraging continued long-term ownership and sustainable management of timberlands to produce outcomes important to the region.</strong></td>
</tr>
<tr>
<td><strong>Who</strong> Private landowners, municipalities, State of Maine, Northern Forest Center</td>
<td><strong>Who</strong> Private landowners, businesses, and harvesters</td>
</tr>
<tr>
<td><strong>Cost</strong> $2M-$3M + staff time</td>
<td><strong>Cost</strong> Variable</td>
</tr>
</tbody>
</table>
04. Market forest products opportunities.

**Action 04.1**
Develop talking points that illustrate the positive benefits of locating in the community.

*Who*
Our Katahdin, Katahdin Region Development Board, municipalities

*Cost*
Staff and volunteer time

**Action 04.2**
Develop a list of community, state and federal-based incentives for a developer.

*Who*
Our Katahdin, municipalities, Katahdin Region Development Board, Maine + Co

*Cost*
Staff time

**Action 04.3**
Develop a guide for industrial developers to locate in the region. Illustrate the benefits of coming to towns in the region, and provide information on items they will need such as permits, licenses, power purchase agreements, etc.

*Who*
Katahdin Region Development Board, Eastern Maine Development Corporation, Our Katahdin, FOR/Maine, municipalities

*Cost*
$5,000 for design agency + staff time

**Action 04.4**
Create a welcoming committee for potential developers to convey the benefits of locating in the region. This is a community-based group of business leaders and citizens. Provide them with materials and authority to use their relationships to activate networks within various product lines.

*Who*
Municipalities, Katahdin Region Development Board, Katahdin Chamber of Commerce

*Cost*
Staff and volunteer time

**Action 04.5**
Ensure local access to workforce development to support all facets of the forest products industry from trucking to logging to manufacturing.

*Who*
Katahdin Higher Education Center, Katahdin FOR/Maine work group

*Cost*
Unknown
Big Idea

Future-proof the region.
Imagine the Katahdin region in the year 2050. What is something you hope will have changed?

- More population & children
- Quality employment
- Availability to attract population
- More positive attitude

What is something you hope will still be the same?

- The natural beauty
- Natural resources

Postcard to Katahdin’s Future

Imagine the Katahdin region in the year 2050. What is something you hope will have changed?

I hope pollution is not increase and more fun activities to do, more theater.

What is something you hope will still be the same?

The friendly neighborhood
Imagine the Katahdin region in the year 2050. What is something you hope will have changed?

Population ↑, Poverty ↓

Opportunities ↑, Open-mindedness?

What is something you hope will still be the same?

Rain gardens protect water.

Retaining banks, skies.

Clear water.

More places to eat. Fewer stores in Millinocketleat. Open forest mound.

The Monument. Quiet roads, rustic feel.

At access.
Rural Highway Development
Traditionally, development along more highly traveled roads in rural areas or at the edges of towns sprang up in the form of individual corner stores or small clusters of buildings that provided a variety of goods and services. The buildings were located relatively close to the street, often times between 20 and 60 feet from the road, with informal, unmarked, and oftentimes gravel parking areas. With the advent of modern zoning, new development in these edge areas faced an increasing number of regulations, including off-street parking requirements, parking lot design requirements, building setbacks, and lot size minimums. Essentially zoning made the traditional pattern of development illegal and forced a suburban pattern that is identical to suburban areas across the country. What used to be a relatively efficient and cost effective form of rural development, that appeared rural in its character, was lost. By changing zoning rules, towns can once again allow for local people to build their businesses along rural roads in a way that is affordable and supports the traditional way rural roads evolved to support a variety of commercial activity. A form-based approach that removes parking minimums, rethinks parking lot design requirements, allows for multiple buildings to be clustered, and allows buildings to be closer to the street can all help reinforce a pattern of development that is more local.
Vision

Future-proof the region.

Future-proofing is the process of anticipating the future and developing methods of minimizing the effects of shocks and stresses of future events. It is critical to plan how to manage growth in order to preserve the beloved aspects of the region, grow the tax base while limiting expenses of infrastructure maintenance, build local wealth and municipal solvency, and mitigate and adapt to anticipated shifts in ecological and economic systems in the next 10, 20, 50 and 100 years.

This section is interdependent on the work laid out in the other five big ideas and focuses on areas that are not covered anywhere else in the Katahdin Gazetteer.
01. Continue to build human and social capital throughout the region.

Action 01.1
Leverage the Katahdin Collaborative as an ongoing opportunity to build relationships, support implementation of the Katahdin Gazetteer, and share information and resources across the region.

Who
Katahdin Collaborative

Cost
Staff and volunteer time

Action 01.2
Refine the structure of the Katahdin Collaborative to support the evolution of collaborative action across the region. Including, but not limited to: leadership, staffing, workgroups, and a rapid response funding mechanism.

Who
Katahdin Collaborative with a neutral facilitator skilled in network design

Cost
$5,000

Action 01.3
Add staffing capacity to the Katahdin Collaborative to support collaborative action across the region.

Who
Katahdin Collaborative

Cost
1 - 2 full time employees

Action 01.4
Continue quarterly meetings of the Katahdin Collaborative to foster deeper connections across the region, serve as a communication exchange, and help recognize emerging opportunities and needs.

Who
Katahdin Collaborative

Cost
Staff and volunteer time

Action 01.5
Enhance participation in Katahdin Collaborative through 1:1 outreach to health centers, schools, social workers, social service organizations, and others.

Who
Katahdin Collaborative

Cost
Staff and volunteer time

Action 01.6
Through the Katahdin Collaborative sustainable development workgroup, focus on self-education and resource gathering of best practices to provide technical assistance to others in the region, and convene community conversations about critical development issues.

Who
Katahdin Collaborative

Cost
Staff and volunteer time
Action 01.7
Continue to offer Katahdin Leadership Program through the Katahdin Higher Education Center and identify and implement opportunities for enhancing participation.

Who
Katahdin Higher Education Center

Cost
$25,000

Action 01.8
Develop scholarship seats for people from the Katahdin Region to participate in the ICL Leadership Intensive and Leadership Maine each year.

Who
Katahdin Collaborative, Environmental Funders Network, Maine Community Foundation, Maine Development Foundation

Cost
$5,500 per program annually

Action 01.9
Develop a regional volunteer hub that would match people with relevant volunteer opportunities at organizations that need support.

Who
Millinocket Memorial Library

Cost
Staff and volunteer time

Action 01.10
Re-activate or reinvent Katahdin Area Youth Leadership Organization to develop youth leadership opportunities in business development, community development, trail building, health care, and other interest areas.

Who
Katahdin Collaborative all ages workgroup, Friends groups, schools, boosters

Cost
$27,000 annually

Action 01.11
Build relationships with the tribes of the Wabanaki Confederacy.

Who
Katahdin Region Development Board, Four Directions Development Corporation, Katahdin Collaborative, schools

Cost
Staff and volunteer time
02. Provide a variety of community education opportunities.

**Action 02.1**
Program speaker series with “future-proof” subject matter including: Strong Towns, Transition Design, Intro to Permaculture, Co-ops and Community Solar.

**Who**
Katahdin Revitalization, Strong Towns, Build Maine, Resilience Hub, Revision Solar, Cooperative Development Institute, Katahdin Collaborative sustainable development workgroup

**Cost**
Staff and volunteer time + stipends

**Action 02.2**
Convene proactive community conversations about sensitive development issues like river discharge and air emissions from potential new mill site businesses.

**Who**
Katahdin Collaborative sustainable development workgroup

**Cost**
Staff time

**Action 02.3**
Host training series for municipalities and developers, topics to include form based codes, parking, roads, infrastructure.

**Who**
Katahdin Collaborative sustainable development workgroup

**Cost**
Variable

**Action 02.4**
Host a permaculture\(^1\) design certificate course with people from schools, municipalities, businesses, and community at large.

**Who**
Community organizer, Resilience Hub

**Cost**
$1,500 per person, sliding scale possible

---

1 Permaculture design is an integrated and ecologically harmonious method of designing human-centered landscapes.

**Action 02.5**
Host outdoor skills and adventure training for locals and visitors to assist with respectful use of the region’s amenities, helping to steward them for generations to come.

**Who**

**Cost**
Variable
03. Conduct local planning with updated mindsets and models.

**Action 03.1**
Conduct a resiliency study to determine vulnerabilities and strengths of the region.

*Who*
Katahdin Collaborative, consultant

*Cost*
Variable

**Action 03.2**
Evaluate the creation of a historic commercial district for downtown Millinocket in order to leverage new incentives and credits for downtown redevelopment investments.

*Who*
Town of Millinocket, Maine Downtown Center

*Cost*
Staff time

**Action 03.3**
Foster relationship with Maine Department of Transportation and work with them before planning begins to ensure that other modes of transportation, safety, and economic vitality are emphasized alongside traffic management.

*Who*
Municipalities, Maine Department of Transportation, Katahdin Collaborative sustainable development workgroup, Katahdin Tourism Partnership

*Cost*
Staff time

**Action 03.4**
Initiate joint planning between local municipalities and the Land Use Planning Commission to ensure the ongoing scenic beauty of the scenic byway and the gateways to the region’s conserved lands.

*Who*
Landowners, municipalities, Land Use Planning Commission, Baxter State Park, Katahdin Woods and Waters National Monument, Katahdin Tourism Partnership, Katahdin Collaborative sustainable development workgroup

*Cost*
Staff and volunteer time

**Action 03.5**
Focus development onto existing infrastructure and grow the tax base. From existing industrial sites to downtown centers, resist sprawl and “anywhere USA” development patterns that will drain municipal finances and erode the unique character of the region.

*Who*
Katahdin Region Development Board, Katahdin Collaborative sustainable development workgroup, municipalities

*Cost*
$0

**Action 03.6**
Adopt form-based codes within Katahdin region towns to protect and enhance the current assets.

*Who*
Municipalities

*Cost*
$230,000 for all or $110,000 per town for full code updates
03. (cont’d) Conduct local planning with updated mindsets and models.

**Action 03.7**
Create incentives and zoning standards that favor the use of wood siding instead of vinyl.

*Who*
Municipalities, CEI, Penquis, financial institutions

*Cost*  
Variable

**Action 03.8**
Develop a master plan for interchange areas that include form-based zoning, working closely with Medway, Sherman, and Island Falls.

*Who*
Municipalities, Katahdin Tourism Partnership, Maine Department of Transportation, Katahdin Collaborative sustainable development workgroup

*Cost*  
$230,000 for all or $110,000 per town for full code updates

**Action 03.9**
Adopt zoning standards that ensure chain stores are built in a way that reflects local building traditions, similar to the McDonald’s in Freeport as opposed to the off-the-shelf chain store buildings that have no relation to the surrounding context.

*Who*
Municipalities, Katahdin Collaborative sustainable development workgroup

*Cost*  
Staff time

**Action 03.10**
Adopt ordinances to protect local water sovereignty. Review Shapleigh, Maine’s water ordinance adopted January 3, 2019 as an exemplar.¹

*Who*
Municipalities

*Cost*  
Staff and volunteer time

¹ See appendix
04. Invest in infrastructure that prioritizes the future.

**Action 04.1**
Conduct a needs assessment for local public transportation across the region including the “last mile” of people getting to a bus or ride share location.

**Who**
Thrive Penobscot, Penquis, University of Maine Center of Aging

**Cost**
Staff time

**Action 04.2**
Explore low-cost, locally grown public transportation options including volunteer programs, as well as pilot opportunities for public transportation through grants and corporate partnerships.

**Who**
Katahdin Collaborative, National Park Service, Baxter State Park, Thrive Penobscot, Municipalities, Penquis, Maine Department of Transportation

**Cost**
Variable

**Action 04.3**
Conduct a feasibility study to site solar array installations on capped and/or active landfills and other suitable municipal lands to offset municipal electricity costs.

**Who**
Municipalities, Eastern Maine Development Corporation, Katahdin Regional Development Board

**Cost**
Unknown

**Action 04.4**
Create a regional, multi-community broadband utility.

**Who**
Millinocket, East Millinocket, Medway, Sherman, Stacyville, Patten, Upper Valley Economic Council, ConnectME Authority, Maine Broadband Coalition

**Cost**
Unknown

**Action 04.5**
Enlist enrollment in broadband education and outreach for open access lit network.

**Who**
Multi-community broadband utility

**Cost**
Staff and volunteer time

**Action 04.6**
Study grid-scale solar farms as a region. Visit other towns with solar farms and talk to solar installation companies like ReVision Energy and SunDog Solar and the towns of Belfast, Tremont, Boothbay and Waldoboro.

**Who**

**Cost**
Staff time and travel
04. (cont’d) Invest in infrastructure that prioritizes the future.

<table>
<thead>
<tr>
<th>Action 04.7</th>
<th>Action 04.8</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Create incentives for residential and commercial solar, high efficiency heating and cooling, and high performance insulation.</strong></td>
<td><strong>Continue expanding broadband to the premise throughout the region including north through Sherman, Stacyville, and Patten.</strong></td>
</tr>
<tr>
<td><strong>Who</strong> Municipalities, CEI, Penquis, banks, credit unions, State of Maine</td>
<td><strong>Who</strong> Katahdin Region Development Board, Eastern Maine Development Corporation, Katahdin Region Broadband Utility, Pioneer Broadband</td>
</tr>
<tr>
<td><strong>Cost</strong> Unknown</td>
<td><strong>Cost</strong> Unknown</td>
</tr>
</tbody>
</table>

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<thead>
<tr>
<th>Action 04.9</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Focus investments in new and traditional industries that are likely to thrive, remain viable, and reduce greenhouse gas emissions.</strong></td>
</tr>
<tr>
<td><strong>Who</strong> Katahdin Region Development Board, Eastern Maine Development Corporation, municipalities</td>
</tr>
<tr>
<td><strong>Cost</strong> Unknown</td>
</tr>
</tbody>
</table>
05. Track implementation of the Katahdin Gazetteer.

<table>
<thead>
<tr>
<th>Action 05.1</th>
<th>Identify a process for tracking successes, lessons learned, and course corrections.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Who</strong></td>
<td>Katahdin Collaborative</td>
</tr>
<tr>
<td><strong>Cost</strong></td>
<td>Staff and volunteer time</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action 05.2</th>
<th>Establish a mechanism for communicating successes with the region and state.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Who</strong></td>
<td>Katahdin Collaborative</td>
</tr>
<tr>
<td><strong>Cost</strong></td>
<td>Staff and volunteer time</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action 05.3</th>
<th>Establish annual mechanism for assessing progress and sharing successes, lessons learned, and course corrections.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Who</strong></td>
<td>Katahdin Collaborative</td>
</tr>
<tr>
<td><strong>Cost</strong></td>
<td>Staff and volunteer time</td>
</tr>
</tbody>
</table>
Appendix
Map Descriptions

Basemaps
All basemaps include:

- National Elevation Dataset – (NED), United States Geological Survey (USGS)
- National Hydrography Dataset – (NHD), United States Geological Survey (USGS)
- Conserved Lands Database – Maine Office of GIS (MEGIS)
- NG911, MDOT – (Roads), Maine Office of GIS (MEGIS)

Taxable Sales & Population Trends
This map represents trends for yearly estimated population and yearly taxable sales from 2014 to 2017. Taxable sales are used as a rough proxy for gauging overall economic vitality; the relationship to population should help the viewer see disparities between towns (e.g. Patten’s increase in taxable sales with a steady population vs. Sherman with tapering taxable sales).

Hospitality & Recreation Traffic
This map represents measures of taxable sales for each town for the year of 2018, and the relevant amount of those sales that are due to “restaurant and lodging” sectors. Each town shows its proportion of taxable sales for the region, and the Millinocket region’s totals are shown in a line graph for monthly and yearly patterns, clearly showing a seasonal trend. Taxable sales are used as a rough proxy for gauging overall economic vitality; restaurant and lodging help to indicate the presence of a tourist economy. Additionally, automobile and recreational vehicle counts are given for different locations for the year of 2018. Here are data sources additional to the basemap:

- Vehicle Counts by Gate – Baxter State Park (BSP)
- Vehicle Counts by Gate – Katahdin Woods & Waters Nat’l Monument (KWW)
- ATV & Snowmobile Counts – William Patterson, The Nature Conservancy (TNC)
- Taxable Sales by Town – Office of Tax Policy Research, Maine Revenue Services (MRS)

Recreation Opportunities
This map represents current recreation opportunities and the status of conserved lands. Basemap data were enhanced by the creation of contours from the NED, the addition of trails and roads from Geofabrik extracts of Open Street Map, and the categorization of the Conserved Lands Database (MEGIS). All point-of-interest notes that the trails are coarse approximations.

Crop Site Suitability
This map represents “Crop Site Suitability” - a visual index created by Rhumb Line Maps that depicts places where various crops are likely to be more viable, given a variety of landscape attributes. With direction by the Katahdin Gazetteer organizers, the three following crops were chosen to be represented: rice, hops, and hemp. These crops have seen an upswing in demand due to an increased consumer desire for organic staple crops, craft beer, and hemp products.

The principle datasets used to create the index were the following:

- National Elevation Dataset – (NED), United States Geological Survey (USGS)
- Soil Survey Geographic Database – (SSURGO) Natural Resources Cons. Service, USDA
- National Land Cover Database – (NLCD) Multi-Resolution Land Cover Char. Consortium

Using the NED (7.5 meter pixel), the Saga Wetness Index was used to assess the likelihood of ground dampness as it affected by slope, drainage, and other hydrological characteristics of local topography. Pixels were scored from dry to wet and then categorized for each crop. The GDAL tool for slope was also used on the NED, and scored from steep to flat, and elevation information was incorporated as well. Rice favors flat and wet conditions, hops favor gently hilly / full sun areas and dry conditions, and hemp favors well drained soils that are not too dry / steep.

These three crops were assigned distinct colors that brighten when criteria cooccur. All crop criteria are constrained to areas where soil is known to be “Prime Farmland” or “Farmland of Statewide Importance” according to SSURGO. Criteria are diminished in color by 65% if land is known to be not currently be open by the NLCD (i.e. “Forested” or “Developed”), which would be greatly prohibitive to agriculture development.

Type of Forest
This map represents forested areas classified by type: Evergreen, Deciduous, and Mixed, according to the National Land Cover Database. While this database is not meant for site-level analysis and is somewhat coarse, it does illustrate regional distribution and provides a visual counterpart to aboveground carbon stocks. This map excludes areas that are known to be protected from forestry practices. Locations on private land that are “Unforested” and not “Developed” (and thus potentially available for future timber growth) are colored in light yellow.

Further information available:
More detail regarding data methodology is available upon request: ben@rhumblinemaps.com. The date for each citation represents the date that the data was initially accessed.

3. Conserved Lands Database; 2018; Web site; Maine Office of GIS. https://geolibrary-maine.opendata.arcgis.com/search
5. Used “Suitability Analysis” approach for visual comparison, similar to a Multiple Criteria Evaluation (MCE). Some notes on how these are performed: http://wiki.gis.com/wiki/index.php/Suitability_analysis
6. Articles that reference these trends:


9. Used the tool “Saga Wetness Index” in QGIS. Some notes on this tool: http://www.saga-gis.org/saga_tool_doc/2.2.2/ta_hydrology_15.html

10. Well known rice growing conditions, mentioned with regards to Maine: http://www.mainebiz.biz/article/20180525/NEWS01/180529958/maine-rice-production-growing-more-farms-needed-to-meet-demand


13. Geofabrik Data Extracts by Region; 2018; Web site; Open Street Map. https://www.openstreetmap.org/

14. Katahdin Area Snowmobile Trail Map; 2018; Print; Northern Geomatics.

15. Vehicle Count by Gate; 2019; Email data; Eben Sypitkowski, Director, Baxter State Park.

16. Vehicle Count by Gate; 2019; Email data; Tim Hudson, Superintendent, Katahdin Woods and Waters National Monument.

17. ATV & Snowmobile Estimates; 2019; Email data; William Patterson, The Nature Conservancy.


Chapter 90, Water  

114 Sharpleigh, ME Water Ordinance

Article I, Groundwater Extraction

§ 90-1. Title.

This article shall be known and cited as the “Large Scale Groundwater Extraction Ordinance of the Town of Sharpleigh, Maine.”

§ 90-2. Purpose.

The intent and purpose of this article are as follows:

A. To protect the present and future water quality and supply of groundwater spring, water and watercourses within the town and the underground aquifer that feeds these water bodies and related surface waters, including, but not limited to, their flora, fauna, recreation, and scenic views as may be located within the territory of the Town of Sharpleigh.

B. To ensure that any proposed large scale water withdrawal activities are subject to appropriate review and approval by the Town of Sharpleigh and its Natural Resources Committee.

C. To establish a regulatory framework for the management and enforcement of groundwater resources and groundwater protection measures that are necessary to protect the environmental quality of groundwater and surface water resources within the Town of Sharpleigh.

D. To protect the ground water, soil and slope stability of existing personal use wellfields and groundwater resources located in the Town of Sharpleigh.

E. To ensure that groundwater extraction activities do not adversely impact the quality of existing or potential surface water, wellhead protection areas or adjacent or perennial surface water bodies.

F. To enhance the orderly and efficient development of the environment both now and in the future.


This article is adopted and created pursuant to the following statutory authority:

A. Title 38 M.R.S.A. §4-413
B. Maine Comprehensive Water Plan Act, Title 38 M.R.S.A. §3441 et seq. (MCWP)
C. Title 38 M.R.S.A., §§1900 through 1906 (Groundwater power)
D. Title 38 M.R.S.A. §3461 (Stormwater management)
E. Title 23 M.R.S.A. §2111 (Drinking water applications)

§ 90-4. Definitions.

In this article, words and phrases defined below have the meaning so assigned in the following, unless the context otherwise requires.

GROUNDWATER EXTRACTION ACTIVITY

Any extraction of 500,000 gallons or more of groundwater for a single or multiple extraction period located, in the Town of Sharpleigh, shall be subject to prior approval by the Town of Sharpleigh and the Natural Resources Committee.

LARGE-SCALE GROUNDWATER EXTRACTION ACTIVITY

Extraction of 500,000 gallons or more of groundwater in a single or multiple extraction period located in the Town of Sharpleigh shall be subject to prior approval by the Town of Sharpleigh and the Natural Resources Committee for activities that may affect the environmental quality of groundwater resources.

WATER EXTRACTION ACTIVITIES

All activities that involve the extraction of groundwater or water from springs, wells or other ground water resources through the use of wells, pumps, pipes, sumps, or any other mechanical apparatus, including, but not limited to, extraction into a wellhead protection area or into a water body.

WATERHEAD PROTECTION AREA

The area on either side of a water body perpendicularly, within the Town of Sharpleigh, on which any extraction of groundwater or wells will be located, and within which the natural or constructed features of the area will be protected.

WATER TREATMENT

The treatment, cleaning, or purification of water before it is delivered to the public.

WATER TREATMENT FACILITY

A facility where water is treated to meet the standards established by the state that is used to treat water before it is delivered to the public.

§ 90-5. Permits required; exceptions; applications.

A. The following procedures may be necessary to reduce the quality of water supplies and the quality of any discharge of water or stormwater into ground water or surface water:

1. The use of other treatment processes or methods.

2. The use of additional or alternative groundwater resources.

3. The construction of additional or alternative water supply facilities.

B. All water extraction activities shall be subject to prior approval by the Town of Sharpleigh and the Natural Resources Committee.

C. All water extraction activities shall be subject to prior approval by the Town of Sharpleigh and the Natural Resources Committee.

D. All water extraction activities shall be subject to prior approval by the Town of Sharpleigh and the Natural Resources Committee.

E. All water extraction activities shall be subject to prior approval by the Town of Sharpleigh and the Natural Resources Committee.

§ 90-10. Permit applications.

A. All permit applications shall be filed with the Town of Sharpleigh and shall contain the following information:

1. The name and address of the applicant.

2. The purpose for which the permit is requested.

3. The location of the proposed water extraction activity.

4. The type and size of the proposed water extraction activity.

5. The method of treatment or treatment processes to be used.

B. All permit applications shall be reviewed by the Natural Resources Committee and shall be subject to public hearing.

C. All permit applications shall be reviewed by the Natural Resources Committee and shall be subject to public hearing.

D. All permit applications shall be reviewed by the Natural Resources Committee and shall be subject to public hearing.

E. All permit applications shall be reviewed by the Natural Resources Committee and shall be subject to public hearing.


A. The Town of Sharpleigh shall have the power to enforce the provisions of this article and to do so in such manner as it deems necessary.

B. The Town of Sharpleigh may seek to recover costs and expenses incurred in enforcing this article.

C. The Town of Sharpleigh may seek to recover costs and expenses incurred in enforcing this article.

D. The Town of Sharpleigh may seek to recover costs and expenses incurred in enforcing this article.

E. The Town of Sharpleigh may seek to recover costs and expenses incurred in enforcing this article.

§ 90-20. Penalties.

A. Any person who violates this article shall be subject to a penalty of not more than $1,000 for each violation.

B. Any person who violates this article shall be subject to a penalty of not more than $1,000 for each violation.

C. Any person who violates this article shall be subject to a penalty of not more than $1,000 for each violation.

D. Any person who violates this article shall be subject to a penalty of not more than $1,000 for each violation.

E. Any person who violates this article shall be subject to a penalty of not more than $1,000 for each violation.
§ 80-8. When effective.

This article shall become effective immediately upon its adoption and enactment by vote of the incorporated town of the Town of Shirley on a duly called Town Meeting.

Article II. Water Rights

§ 80-7. Name.

Shirley Water Rights Act

§ 80-8. preamble and purpose.
A. the people of the Town of Shirley declare their intent to hold in perpetuity all current and future unappropriated water within the limits of the Town of Shirley for the beneficial use of its citizens and the environment in which they dwell, and to make them available for all reasonable purposes and uses, including the development and utilization of recreational, agricultural, industrial, and other beneficial purposes.
B. the provisions of this article shall not be construed to affect any existing rights of any person or entity to use or appropriate water in accordance with existing laws or regulations.
C. the provisions of this article shall be interpreted to be consistent with the laws of the State of New York and the regulations of the Board of Water Resources of the State of New York.

§ 80-9. Authority.

This article was accepted and enacted pursuant to the requirements of the laws of the State of New York and the provisions of the laws of the Town of Shirley.

Any person engaging in activities as set forth in the Town of Shapleigh, shall, upon notice by the enforcement officer, submit to an inspection of the premises. Any violation of this shall be deemed a misdemeanor, and subject to a fine not exceeding $250. Failure to comply with the requirements of this section shall be deemed a violation of state law. The Board of Selectmen of the Town of Shapleigh may issue any written notice in any court of competent jurisdiction for any violation of this section.


Any person acting under the authority of a permit issued by the Department of Environmental Protection, any person operating under a state permit or certificate of authority in the business of, or any person, firm, or corporation, or any association, corporation, partnership, or any other group of persons operating in a business or activity as a corporation, association, or partnership, or any other group of persons, shall be liable for any violation of the provisions of this chapter.


It shall be unlawful for any person to deposit or dispose of any substance, or to engage in any activity, that is likely to result in the pollution of any natural body of water. The Board of Selectmen of the Town of Shapleigh may, upon notice, issue any permit to any person to engage in any activity that is likely to result in the pollution of any natural body of water. The Board of Selectmen of the Town of Shapleigh may, upon notice, issue any permit to any person to engage in any activity that is likely to result in the pollution of any natural body of water.

§ 99-17. Civil rights enforcement.

Any person, firm, or corporation shall be entitled to any action under this chapter, or any other action to which any person, firm, or corporation is entitled under any other provision of law, and such action may be brought in the name of any person, firm, or corporation, or any other person, firm, or corporation, or any other group of persons, or any other group of persons, for the purpose of enforcing the provisions of this chapter.

§ 99-18. Town action against proprietor.

This section shall not be construed to apply to the keeper of any newspaper, or to any person, firm, or corporation, or any other group of persons, or any other group of persons, for the purpose of enforcing the provisions of this chapter.
Baxter State Park
Vibrant Villages
  Actions: 01.10
Outdoor Destination
  Actions: 01.1, 02.1
Future-proof
  Actions: 02.4, 03.4, 04.2

Build Maine
Future-proof
  Actions: 02.1

Butler Conservation Fund
Outdoor Destination
  Actions: 01.1, 03.8
All Ages
  Actions: 01.5
Future-proof
  Actions: 02.4

CEI
  All Ages
  Actions: 05.7
Local Jobs & Economy
  Actions: 02.9, 02.12, 02.13
Future-proof
  Actions: 03.7, 04.7

Churces
Vibrant Villages
  Actions: 03.2
All Ages
  Actions: 02.2, 03.2

Community Health & Counseling
  All Ages
  Actions: 03.8

Community members
Vibrant Villages
  Actions: 01.3, 01.5, 02.1, 03.1, 03.2
Outdoor Destination
  Actions: 02.1
All Ages
  Actions: 03.7, 04.1
Local Jobs & Economy
  Actions: 01.5, 02.10, 06.2

Eastern Maine Development Corporation
Vibrant Villages
  Actions: 01.1, 01.7, 01.9, 02.6, 03.3, 03.4, 05.3
Local Jobs & Economy
  Actions: 03.1
Forest Products
  Actions: 01.1, 01.2, 01.3, 01.5, 01.6, 02.1, 02.2, 02.6, 04.3
Future-proof
  Actions: 04.3, 04.8, 04.9

Entrepreneurs
Outdoor Destination
  Actions: 03.6
All Ages
  Actions: 04.9, 05.7

Environmental Funders Network
Vibrant Villages
  Actions: 03.4, 04.4
All Ages
  Actions: 01.4
Future-proof
  Actions: 01.8

Financial Institutions – Banks, Credit Unions, etc.
Vibrant Villages
  Actions: 03.4
Outdoor Destination
  Actions: 03.6
Local Jobs & Economy
  Actions: 02.7, 02.13
Future-proof
  Actions: 03.7, 04.7

FOR/Maine
Local Jobs & Economy
  Actions: 06.5
Forest Products
  Actions: 01.1, 01.2, 01.3, 01.5, 01.6, 02.2, 04.3, 04.5

Four Directions Development Corporation
Future-proof
  Actions: 01.11

Friends of Baxter State Park
Outdoor Destination
  Actions: 01.1, 01.4, 04.4

Friends of Katahdin Woods & Waters
Outdoor Destination
  Actions: 01.1, 02.4, 04.4
All Ages
  Actions: 01.2

Guides
Outdoor Destination
  Actions: 02.2
Future-proof
  Actions: 02.4

Home care agencies
  All Ages
  Actions: 03.8

Katahdin Area Food Council
  All Ages
  Actions: 03.2, 04.2, 04.5, 04.7, 04.9, 04.10

Katahdin Area Trails
Outdoor Destination
  Actions: 01.1, 02.3
Katahdin Collaborative

Vibrant Villages
Actions: 01.1, 01.6, 01.7, 01.9, 02.1, 02.2, 02.5, 02.6, 03.2, 03.3, 04.1, 04.2, 04.3, 04.5

Outdoor Destination
Actions: 01.1, 01.2, 01.3, 01.4, 01.5, 01.6, 01.7, 01.8, 02.2, 03.3, 03.7, 03.8, 03.9, 04.2, 04.4, 04.5

All Ages
Actions: 01.2, 01.5, 01.6, 02.1, 02.6, 03.2, 03.6, 04.2, 04.6, 05.1, 05.2, 05.3, 05.4, 05.5, 05.6, 06.1, 06.2, 06.3

Local Jobs & Economy
Actions: 01.5, 02.6, 02.7, 02.8, 02.9, 02.11, 02.12, 02.13, 03.4, 06.2

Future-proof
Actions: 01.1, 02.1, 02.3, 03.1, 03.2

Katahdin Higher Education Center

Vibrant Villages
Actions: 01.10

Outdoor Destination
Actions: 01.4, 02.1, 03.4, 03.7

All Ages
Actions: 01.2, 01.5, 01.6, 02.4, 03.2, 03.3, 03.8

Local Jobs & Economy
Actions: 01.5, 02.2, 02.3, 02.4, 02.11, 02.13, 03.1, 03.2, 03.3, 03.4, 03.5, 03.6, 03.7, 04.2, 04.5

Forest Products
Actions: 04.5

Future-proof
Actions: 01.7, 02.4

Katahdin Learning Project

Outdoor Destination
Actions: 02.1

All Ages
Actions: 01.5, 01.

Local Jobs & Economy
Actions: 04.3

Katahdin Region Chamber of Commerce

Vibrant Villages
Actions: 01.6

Outdoor Destination
Actions: 01.2, 01.3, 03.2, 03.3, 03.5, 03.9, 04.1, 04.2, 04.3, 04.4, 04.5, 04.6

All Ages
Actions: 05.1, 05.7

Local Jobs & Economy
Actions: 01.1, 01.2, 02.10, 02.11, 03.2, 03.4, 05.1, 05.2

Forest Products
Actions: 02.5, 02.7, 04.4

Katahdin Region Development Board

Vibrant Villages
Actions: 01.1, 01.6, 01.7, 01.9, 02.1, 02.4, 02.5, 02.6, 03.3, 03.4

Outdoor Destination
Actions: 03.3, 04.4, 04.5, 04.6

All Ages
Actions: 05.1, 05.7, 06.3

Local Jobs & Economy
Actions: 02.3, 02.4, 02.6, 02.7, 02.8, 02.9, 02.10, 02.11, 02.12, 03.2, 04.4, 05.2, 06.1, 06.4, 06.5

Future-proof
Actions: 01.1, 01.2, 01.5, 01.6, 01.7, 02.1, 02.2, 02.3, 02.4, 02.5, 02.7, 04.1, 04.2, 04.3, 04.4

Forest Products
Actions: 01.1, 01.2, 01.5, 01.6, 01.7, 02.1, 02.2, 02.3, 02.4, 02.5, 02.7, 04.1, 04.2, 04.3, 04.4

Future-proof
Actions: 01.11, 03.5, 04.6, 04.8, 04.9

Katahdin Revitalization

Vibrant Villages
Actions: 02.2

Local Jobs & Economy
Actions: 03.2

Future-proof
Actions: 02.1

Katahdin Tourism Partnership

Vibrant Villages
Actions: 01.6

Outdoor Destination
Actions: 01.2, 01.3, 03.2, 03.3, 03.5, 03.9, 04.1, 04.2, 04.3, 04.4, 04.5, 04.6

All Ages
Actions: 05.7

Future-proof
Actions: 03.3, 03.4, 03.8

Katahdin Valley Health Center

All Ages
Actions: 03.9, 05.3

Local Jobs & Economy
Actions: 03.1

Katahdin Woods & Waters National Monument

Outdoor Destination
Actions: 01.1, 01.4, 02.3, 02.4

All Ages
Actions: 01.2

Future-proof
Actions: 02.4, 03.4

Land Managers

Outdoor Destination
Actions: 02.2, 02.5, 03.8

Live + Work Maine

Local Jobs & Economy
Actions: 03.1

Local Farms

All Ages
Actions: 04.6

Lumbermen’s Museum

Outdoor Destination
Actions: 02.1, 03.7, 03.9

Maine Brewers Guild

Local Jobs & Economy
Actions: 02.10
Maine + Co
  Forest Products
  Actions: 02.6, 04.2

Maine Community Foundation
  All Ages
  Actions: 01.2
  Future-proof
  Actions: 01.8

Maine Department of Inland Fisheries and Wildlife
  Outdoor Destination
  Actions: 03.7

Maine Department of Health & Human Services
  All Ages
  Actions: 03.8

Maine Department of Transportation
  Vibrant Villages
  Actions: 05.1, 05.2, 05.3, 05.4
  Outdoor Destination
  Actions: 02.4, 02.6, 04.2
  Future-proof
  Actions: 03.3, 03.8

Maine Development Foundation
  All Ages
  Actions: 01.2
  Forest Products
  Actions: 01.1, 01.3, 01.5, 01.6, 02.2
  Future-proof
  Actions: 01.8

Maine Network Partners
  All Ages
  Actions: 01.2

Maine Office of Tourism
  Outdoor Destination
  Actions: 03.2, 03.3, 03.5, 03.9, 04.2, 04.4, 04.5, 04.6

Millinocket Memorial Library
  Vibrant Villages
  Actions: 04.4
  Outdoor Destination
  Actions: 02.1
  All Ages
  Actions: 01.5, 02.3, 03.1, 05.6
  Local Jobs & Economy
  Actions: 02.11
  Future-proof
  Actions: 01.9, 02.4

Millinocket Regional Hospital
  Vibrant Villages
  Actions: 02.1
  All Ages
  Actions: 03.9, 05.2, 05.3
  Local Jobs & Economy
  Actions: 03.1

Motorized Trail Groups — ATV and Snowmobile Clubs
  Vibrant Villages
  Actions: 04.1, 04.5
  Outdoor Destination
  Actions: 01.1, 01.6, 01.8, 02.2, 04.6
  Forest Products
  Actions: 03.1

Municipalities
  Vibrant Villages
  Actions: 01.2, 01.4, 01.5, 01.6, 01.7, 01.9, 01.10, 02.1, 02.2, 02.3, 02.4, 02.5, 02.6, 03.2, 03.3, 03.4, 04.3, 05.3, 05.5
  Outdoor Destination
  Actions: 01.6, 02.4, 02.5, 02.6, 02.7, 03.2, 03.3, 04.6
  All Ages
  Actions: 03.7, 03.9, 04.3, 04.9, 05.6, 06.4
  Local Jobs & Economy
  Actions: 01.3, 01.5, 01.6, 04.1, 05.2, 06.2, 06.5,
  Forest Products
  Actions: 01.1, 01.2, 01.5, 01.6, 02.1, 02.2, 02.3, 02.5, 02.6, 03.3, 04.1, 04.2, 04.3, 04.4
  Future-proof
  Actions: 03.3, 03.4, 03.5, 03.6, 03.7, 03.8, 03.9, 03.10, 04.2, 04.3, 04.6, 04.7, 04.9
  East Millinocket
  Vibrant Villages Actions: 05.4
  Future-proof
  Action: 04.4
  Island Falls
  Local Jobs & Economy
  Action: 06.3
  Medway
  Future-proof
  Action: 04.4
  Millinocket
  Vibrant Villages Actions: 01.8, 05.1, 05.2
  Future-proof
  Actions: 03.2, 04.4
  Patten
  Future-proof
  Action: 04.4
  Sherman
  Future-proof
  Action: 04.4
  Stacyville
  Future-proof
  Action: 04.4
  The Nature Conservancy
  Outdoor Destination
  Actions: 01.1
  Forest Products
  Actions: 03.2
  Future-proof
  Actions: 02.4, 04.6
  New England Outdoor Center
  Outdoor Destination
  Actions: 02.3
Northern Forest Center

**Vibrant Villages**
Actions: 02.4, 02.5, 03.4

**Outdoor Destination**
Actions: 03.3, 03.6, 04.4

**All Ages**
Actions: 01.2, 03.7, 06.1

**Local Jobs & Economy**
Actions: 02.9, 02.12, 04.1

**Forest Products**
Actions: 01.4, 03.3

Our Katahdin

**Vibrant Villages**
Actions: 01.6, 02.4, 03.1

**All Ages**
Actions: 06.3

**Local Jobs & Economy**
Actions: 02.1, 02.3, 02.4, 02.10, 02.11, 02.13, 06.4

**Forest Products**
Actions: 01.1, 01.2, 01.4, 01.5, 01.6, 01.7, 02.1, 02.2, 02.3, 02.5, 02.7, 04.1, 04.2, 04.3

**Future-proof**
Actions: 04.6

Penquis

**Outdoor Destination**
Actions: 03.6

**All Ages**
Actions: 02.4, 03.6, 03.7, 05.7, 06.1

**Local Jobs & Economy**
Actions: 02.9, 02.12, 02.13

**Future-proof**
Actions: 03.7, 04.1, 04.2, 04.7

Philanthropists

**Vibrant Villages**
Actions: 01.4

**Local Jobs & Economy**
Actions: 06.2

Private Landowners

**Vibrant Villages**
Actions: 02.2

**Outdoor Destination**
Actions: 01.1, 02.4

**Forest Products**
Actions: 03.3, 03.4

**Future-proof**
Actions: 03.4

Real estate brokers

**All Ages**
Actions: 02.2

**Local Jobs & Economy**
Actions: 06.3

Recreation clubs

**Vibrant Villages**
Actions: 04.1, 04.5

**Outdoor Destination**
Actions: 02.2

Schools

**Vibrant Villages**
Actions: 03.2, 04.1, 04.5

**Outdoor Destination**
Actions: 01.8, 02.1

**All Ages**
Actions: 01.3, 01.4, 01.5, 02.2, 02.3, 02.5, 03.2, 03.4, 03.5, 04.4, 04.8, 04.10, 05.5

**Local Jobs & Economy**
Actions: 01.3, 03.1, 03.3, 03.4, 03.7, 04.5

**Forest Products**
Actions: 02.1

**Future-proof**
Actions: 01.10, 01.11

SCORE

**Local Jobs & Economy**
Actions: 02.13

Students / Youth

**Vibrant Villages**
Actions: 03.2, 04.2, 04.3, 04.10, 05.4

**All Ages**
Actions: 01.5, 03.5, 04.1, 04.10, 05.4

**Local Jobs & Economy**
Actions: 02.1, 03.7

Thrive Penobscot

**Vibrant Villages**
Actions: 05.3

**All Ages**
Actions: 02.2, 02.4, 03.1, 03.4, 03.5, 03.6, 03.9, 04.1, 04.2, 04.3, 04.4, 04.6, 04.7, 04.8, 05.4, 05.5, 05.6, 06.1, 06.3

**Future-proof**
Actions: 04.1, 04.2

University of Maine Systems

**Outdoor Destination**
Actions: 03.7

**Forest Products**
Actions: 01.2, 01.3, 01.7, 02.6

Upper Valley Economic Council

**Forest Products**
Actions: 01.3

**Future-proof**
Actions: 04.4

Volunteers

**Outdoor Destination**
Actions: 01.8, 03.

**All Ages**
Actions: 01.1, 04.3, 06.4

Wabanaki Confederacy

**Outdoor Destination**
Actions: 04.2

**Future-proof**
Actions: 01.11
ALL IN KATAHDIN!