



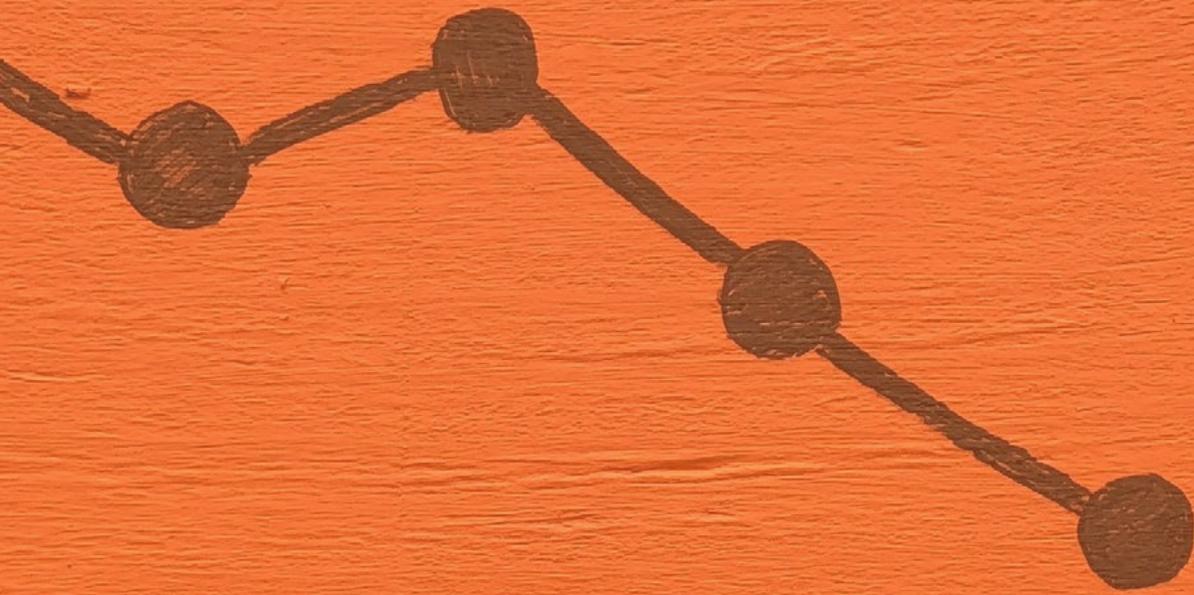
# Katahdin Gazetteer: A Roadmap to the Future

Vision & Action Plan

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map to the future

# **Katahdin Gazetteer: A Roadmap to the Future**

**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

We are extremely grateful for:

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.

Steering committee members (Adam Burk, Peggy Daigle, Jon Ellis, Jasmine Folster, Bill Patterson, Tamara Lee Pinard, Deb Rountree, Wende Sairio, Lucy Van Hook) who contributed countless hours to every component of the Katahdin Gazetteer process.

Ambassadors (Jutta Beyer, Shelley Farrington, Annette Stevens, Canaan York, Will Cassio) who engaged with the Steering Committee to promote and support community events, distributed surveys, and helped to champion the effort among their friends and colleagues.

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.

Individuals and community businesses who contributed gifts for our celebratory raffle including: Ellis' Family Market, Mt. Chase Lodge, The Nature Conservancy, LuVanHoo Pottery, Adam Burk + Co, Peggy Daigle, Katahdin Candle Co, Lucky 13 Tattoo, Annette Stevens, Wende Sairio, Woods and Waters Shop.

Designlab who designed the Gazetteer logo, established branding, led the communication strategy and created media and print assets throughout the Gazetteer process, update and maintain the Katahdin Collaborative website, and continue to give countless hours of in-kind support to this and other initiatives for a better future for the Katahdin region.

The expertise and support provided by the Senator George J. Mitchell Center for Sustainability Solutions to develop an economic baseline indicator report for the communities of the Katahdin region and develop and administer a survey of the people in the Katahdin region.

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.

We are also grateful to the following who provided funding to support the development of the *Katahdin Gazetteer: A Roadmap to the Future*:

Elmina B. Sewall Foundation  
Jane's Trust  
Betterment Fund  
The Nature Conservancy  
New England Grassroots Fund

## 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

Process



# ALL IN KATAHDIN!



KATAHDIN  
**GAZETTEER**

 A roadmap to the future



## 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*?



## **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**

## **Various Materials & Surveys**

Postcards to the Future  
**100 postcards gathered**

Survey with Mitchell Center at UMaine  
**248 surveys completed**

String Survey  
**37 participants**

## **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*

## **Individual Conversations**

Emails, phone calls, personal interviews

## **Digital Draft Online**

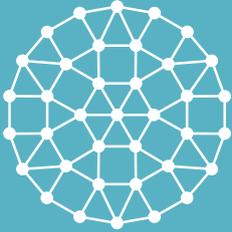
Public invited to add comments directly online, or to send comments to [katahdingazetteer@gmail.com](mailto:katahdingazetteer@gmail.com)

## 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.



# 23

## **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.

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

# 35

## **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.

- 44** Plan and develop regional trails.
- 46** Ensure public access to recreation sites.
- 48** Develop a full suite of amenities for visitors of all interests, abilities, and means.
- 50** Market the region for recreation and tourism.

# 51

## **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.

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

# 67

## **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.

- 72** Bolster key regional organizations that are currently at-risk.
- 73** Lower barriers to starting and growing small businesses.
- 74** Strengthen education, training, and outreach.
- 76** Improve the region's housing stock.
- 78** Market within and outside the region.
- 80** Attract new industry targeted for existing industrial and mill sites.

# 83

## 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.

# 95

## 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

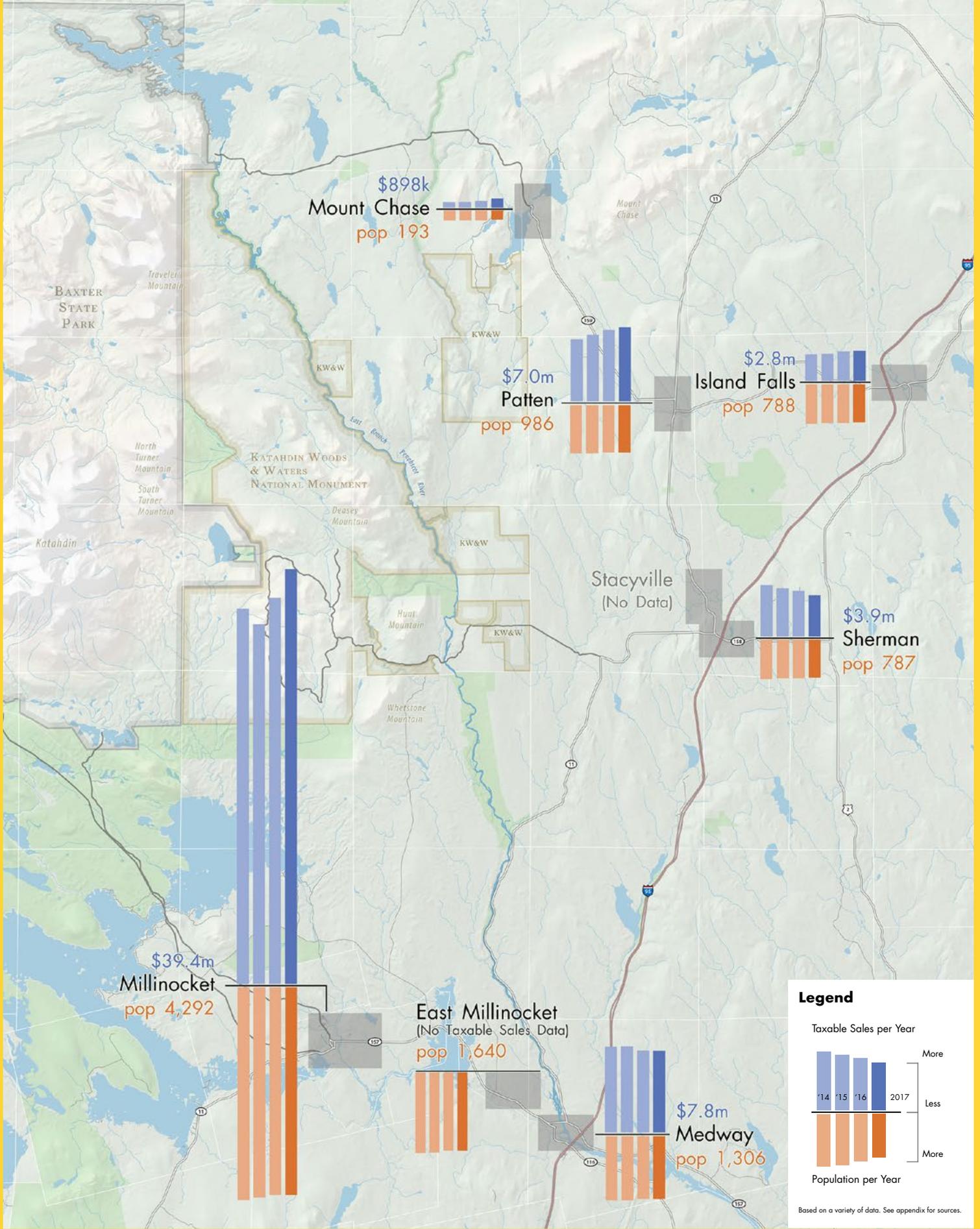


Katahdin region. In some instances, action steps offered by subject matter experts are included in order to support local hopes. Such action items have been either accepted or rejected by local residents through our feedback process. Only the ones that were accepted remain here. For example, no one expressed support for sprawl in the region and so there is an action step focused on adopting form-based codes.<sup>1</sup>

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.

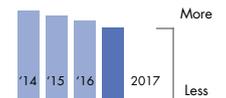


# Taxable Sales & Population Trends



### Legend

Taxable Sales per Year



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

## Postcard to Katahdin's Future

Imagine the Katahdin region in the year 2030. What is something you hope will have changed?

- Slow traffic on Main Street in East Millinocket. Doesn't feel safe parking + businesses. What is something you hope will still be there?

Women's group in Millinocket



1. outdoor seating, bike parking, BAKE
2. Movable for winter storage
3. Great Idea
4. need more benches or stools to sit downtown
5. Love the locally owned small businesses
6. LOVE IT!
- 7.

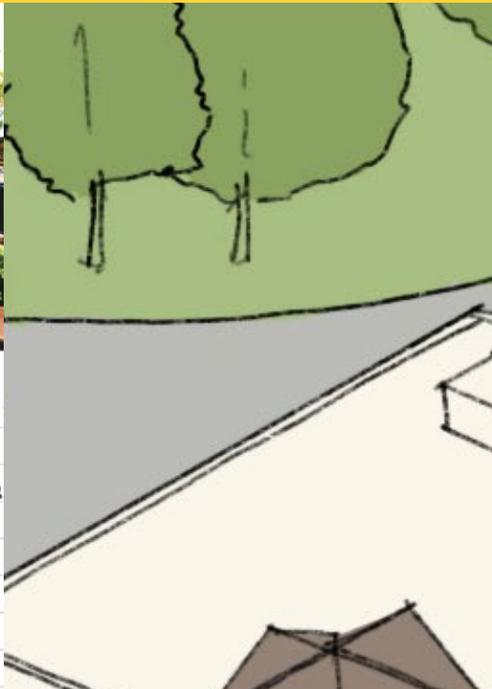


Need outdoor heaters to use space longer <sup>agreed</sup>

Solar or Glass House options to avoid using glass doors

Great

Cozy!



Combine Old & NEW

Multi Functional

Old Time Classic



8. Return 1-way streets to two-way traffic. <sup>OR NO VEHICULAR TRAFFIC</sup>

9. Direct any available infrastructure dollars into downtowns. <sup>PARK & RIDE SHUTTLES GOLF CART TRAINS</sup>

- o Sidewalks need to be level. **YES**
- o Ramps need to be accessible. **YES!**

Encourage downtown businesses to be open in evenings - after people return from recreation activity

<sup>VISIBLE</sup> No chain stores; restaurants - unique businesses **YES unique**

**MUCH NEEDED**

1, 2, 3 think there are also other options besides gardens keep thinking & brainstorming

4, 5 Caution: make sure that there is a cohesive plan before inbarking on 5

7, 8



*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.

# 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.<sup>1</sup>**

### Who

Municipalities, urban design team, community members

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

<sup>1</sup> 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

LONG-TERM INVESTMENTS

CAPACITY BUILDING

EARLY WINS

**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.<sup>1</sup>

**Who**

Municipalities, Baxter State Park, Katahdin Higher Education Center

**Cost** Varies

<sup>1</sup> 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

## 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

LONG-TERM INVESTMENTS

CAPACITY BUILDING

EARLY WINS

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

EARLY WINS  
CAPACITY BUILDING

LONG-TERM INVESTMENTS

### 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

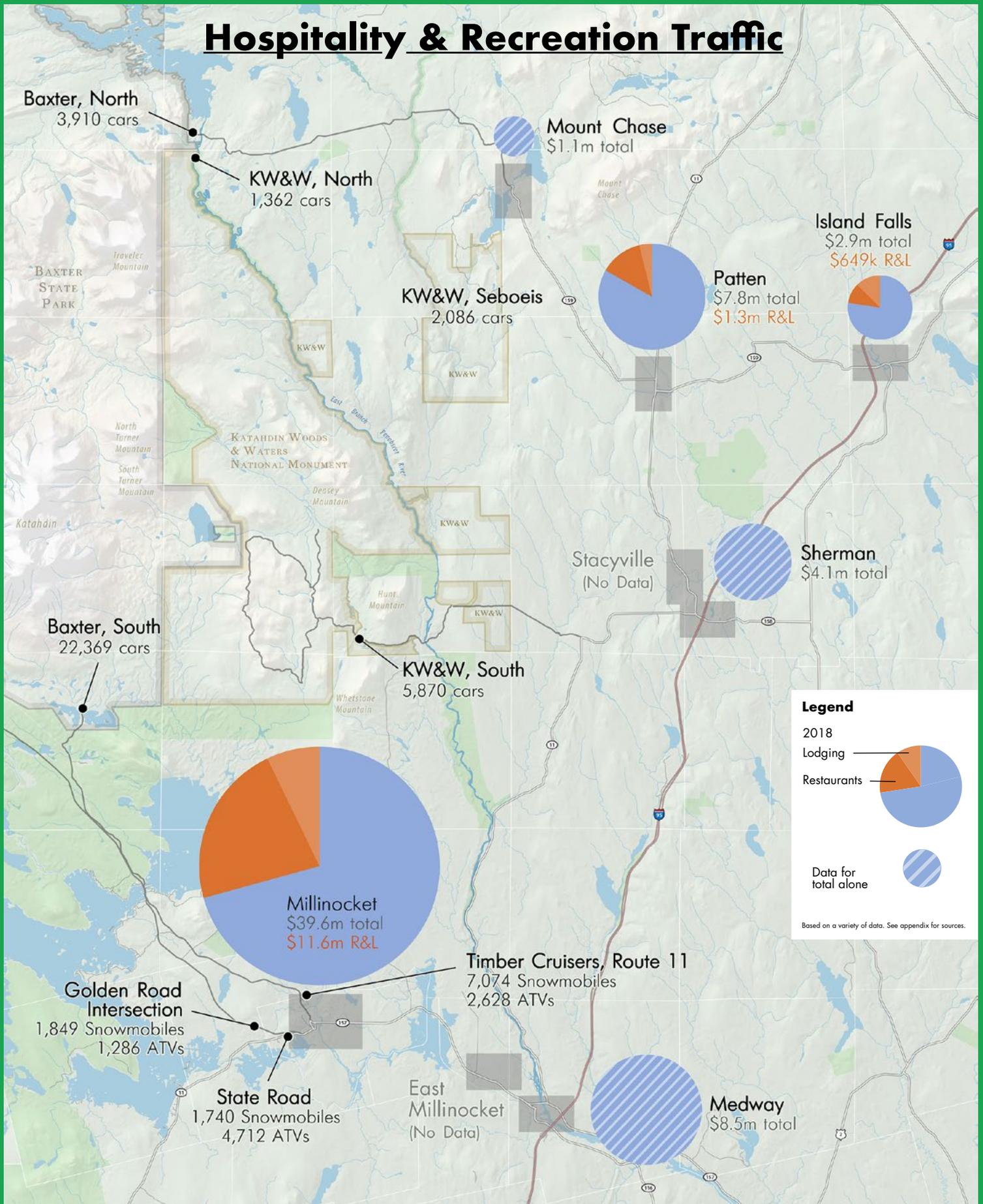
Plant large street trees in the ground or in moveable planters along village main streets to help slow down vehicles and add greenery in East Millinocket, Island Falls, Millinocket, Patten, Sherman Mills, Sherman Station, and Stacyville. Consider a diversity of species including disease resistant elm trees.

#### Who

Municipalities

**Cost** \$75-200 per tree

# Hospitality & Recreation Traffic



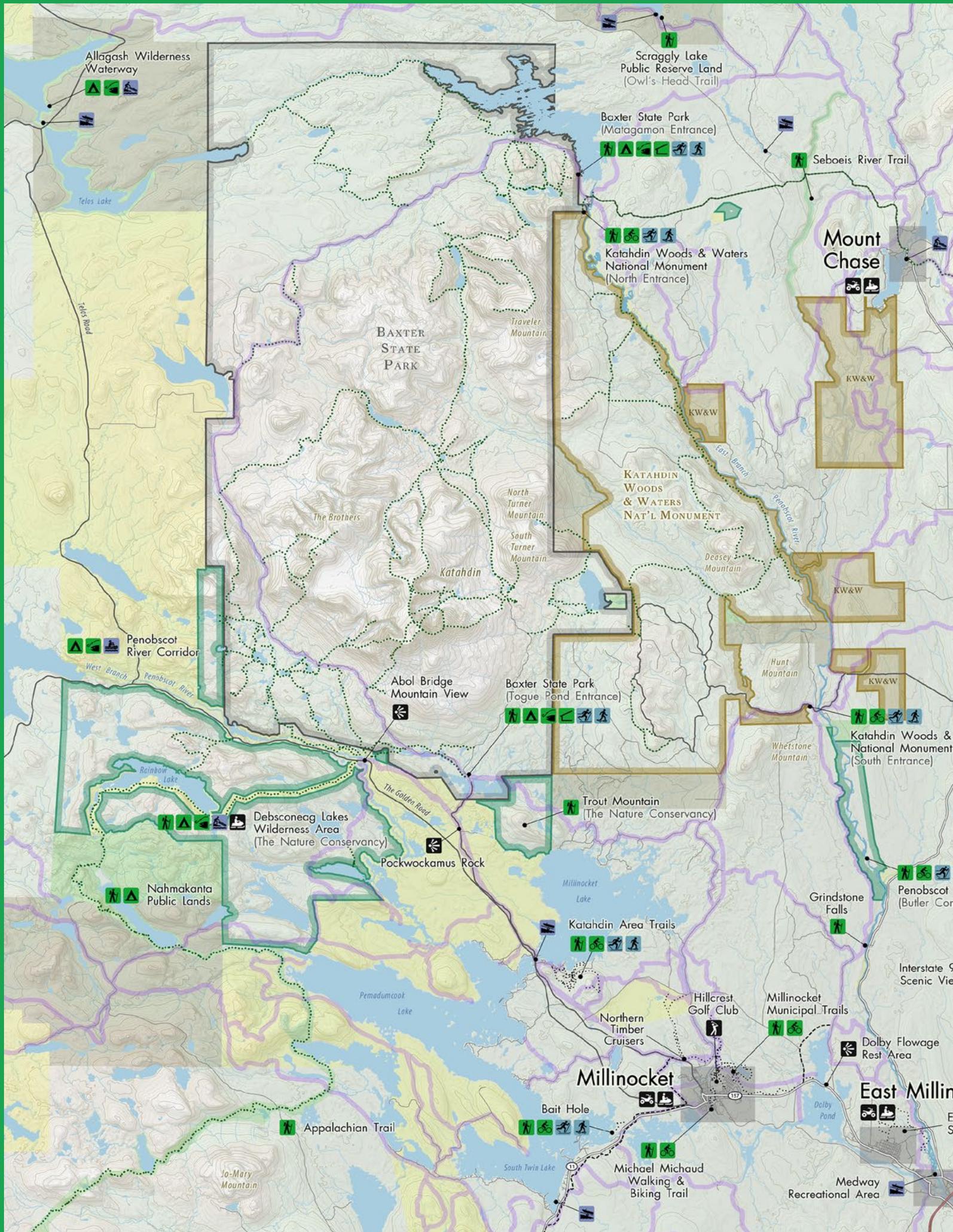
Total taxable sales for Restaurants & Lodging in the Millinocket economic region by month. Does not include Patten economic region, though the pattern is similar: showing big spikes in the summer and smaller spikes mid-winter.



## Big Idea

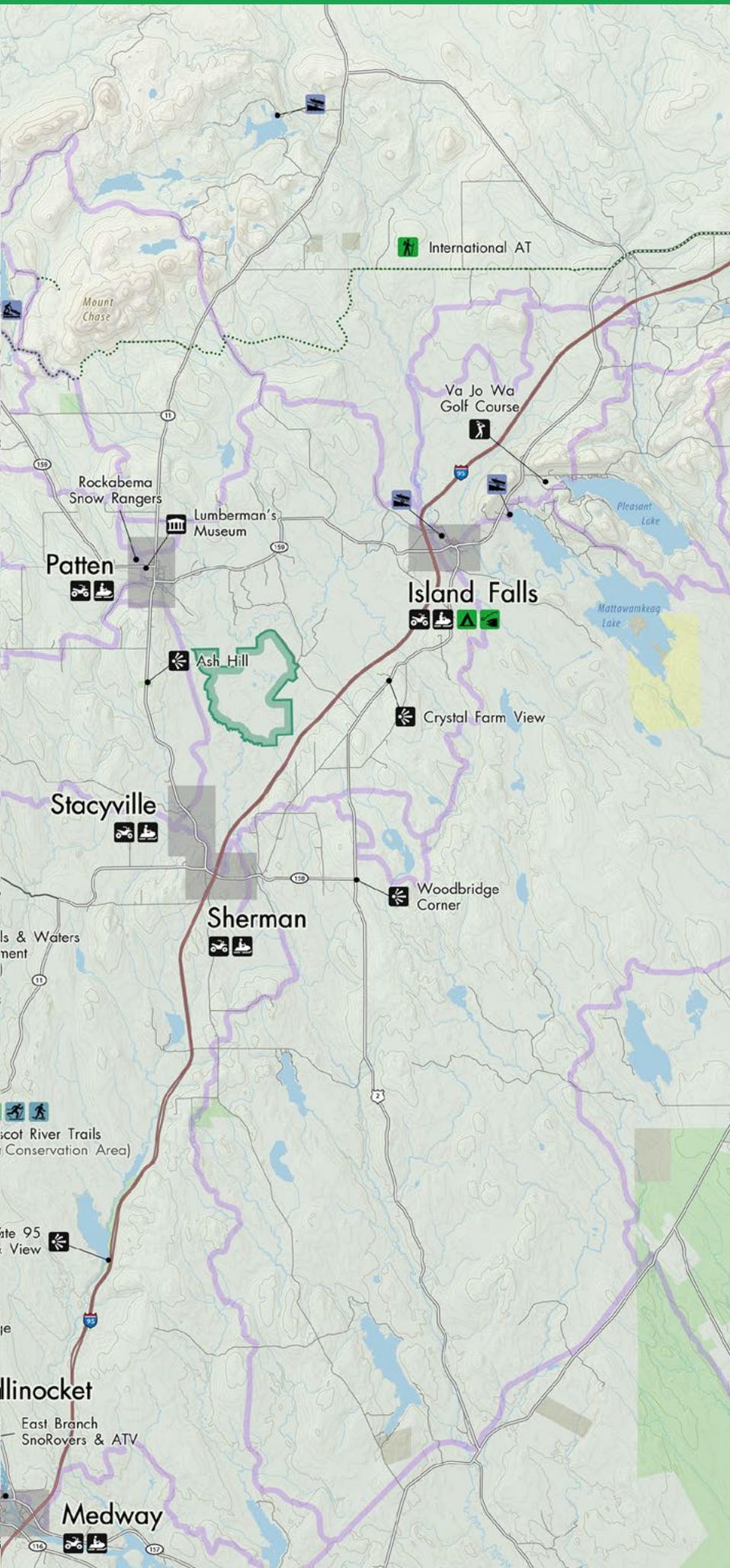
# Make the Katahdin region the premier four-season outdoor destination in New England.

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                        |
|  | Easements (Conservation & Timber) |
|  | Public Lands                      |
|  | Other Conservation Areas          |

See appendix for sources.



## Process

ZIP LINES + OBSTACLE COURSES, TEAMWORK EVENTS for YOUNGSTERS + O...

2. D.H.O

3. Definatly promote youth develop

4. GREEN-ACTIVE-FUN! DOABLE!

5.

6. Great alternate choice for "hiking" al

7. members - Best Hole location

ordinate, clarify, and build upon the opportunities that  
 already exist in the region (Katahdin, Baxter State Park,  
 Snowmobile Trails, Butler Conservation Trails, and more  
 make the region a global destination - visible and well  
 known for its quality experiences from wilderness to front  
 country.

Offer folk craft +  
 week long schools  
 for outdoor skills  
 as well as canoe  
 building / weaving /  
 pottery / outdoor  
 photography / etc.

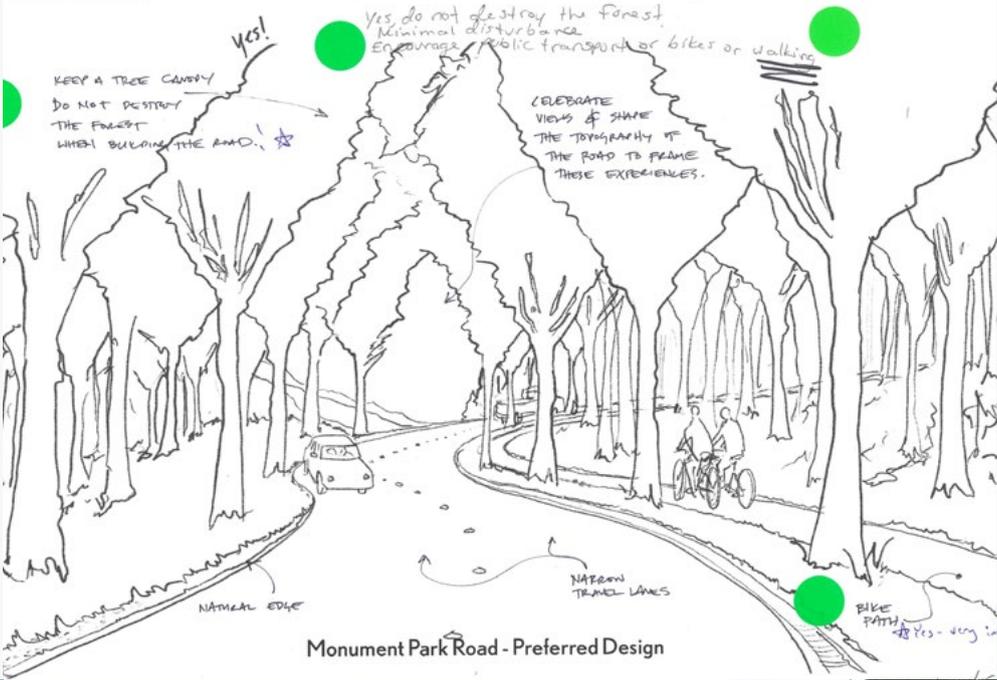
- Katahdin Gazetteer Vision + Action Plan

Moose Park  
 see live moose  
 tourism  
 wet area  
 1972, Rt 157

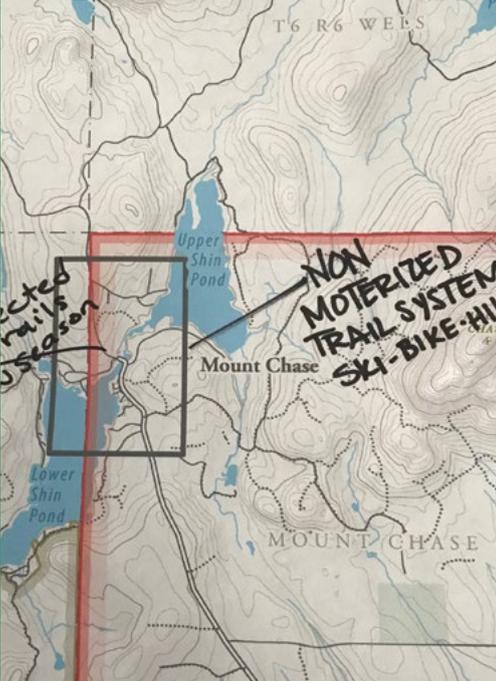
Community

I like how friendly the locals are.

The People (everyone knows each other)



Yes do not destroy the forest. Minimal disturbance. Encourage public transport or bikes or walking.



The area and what type of views we have

The View



4 seasons

River

LOVE YURTS!

Wonderful unique opportunity

So much fun - Great for the simple things we have taken for granted

Even living in town, I would...

ty

Knowing Everyone

Build upon the existing Butler Conservation known for its quality

constraints in use/development make it unique and is a strength

Kes

Hunting

tion

Everybody knows everybody

1. Develop code
  - o Stop
  - o within
  - o Help
  - o have
  - o Use

Hiking

thic

The People

2. Develop icons
  - o Coor
  - o toget
  - o Crow
3. Expand, con

Hiking

### *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.



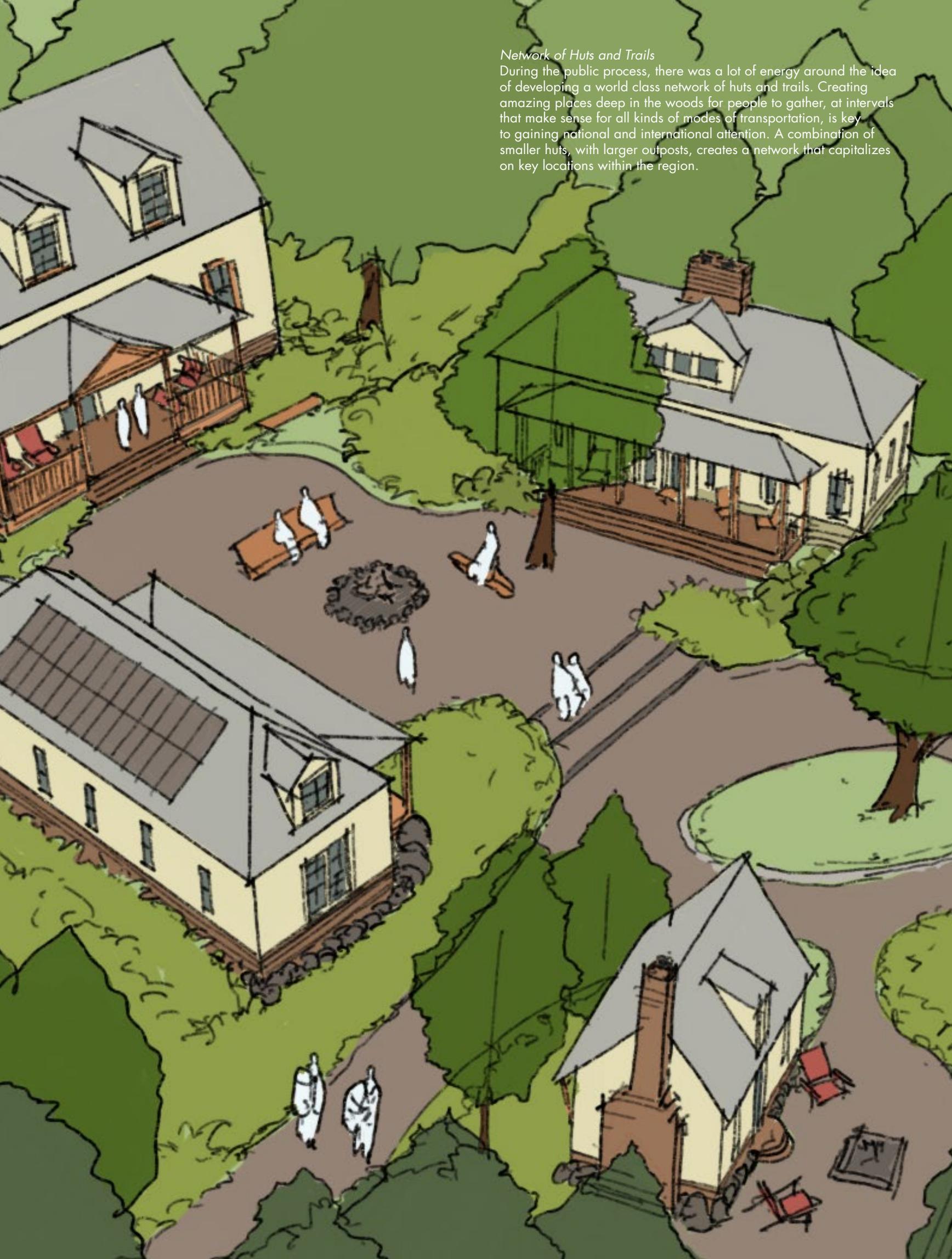
## Vision

# 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.

*Network of Huts and Trails*

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.

## Action 01.1

Form a Katahdin Collaborative recreation workgroup focused on all-age and ability outdoor access.

**Who**

Snowmobile and ATV clubs, The Nature Conservancy, Butler Conservation Fund, Katahdin Woods and Waters National Monument, Baxter State Park, Katahdin Collaborative, Katahdin Area Trails, Friends of Baxter State Park, Friends of Katahdin Woods and Waters, private landowners

**Cost** Staff and volunteer time

## Action 01.2

Inventory recreation options in the region including professionally guided and self-guided opportunities.

**Who**

Katahdin Collaborative recreation workgroup, Katahdin Tourism Partnership, Katahdin Chamber of Commerce

**Cost** Staff and volunteer time

## Action 01.3

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.

**Who**

Katahdin Tourism Partnership, Katahdin Chamber of Commerce, Katahdin Collaborative recreation workgroup, and design agency

**Cost** \$15,000

## Action 01.4

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.

**Who**

Friends of Baxter State Park, Katahdin Woods and Waters, Katahdin Collaborative recreation workgroup, Katahdin Higher Education Center

**Cost** Unknown

## Action 01.5

Identify missing trail linkages (mobility impaired opportunities, hiking, water, snowmobile, ATV, etc.) in the region and develop plans to meet these needs.

**Who**

Katahdin Collaborative recreation workgroup

**Cost** Staff and Volunteer Time

## Action 01.6

Create regional trail standards for motorized activities and connect to funding when standards are met.

**Who**

Snowmobile clubs, Katahdin Collaborative recreation workgroup, municipalities

**Cost** Staff time and matching fund incentives

LONG-TERM INVESTMENTS

CAPACITY BUILDING

EARLY WINS

**Action 01.7**

**Expand the trails in the region to connect with historic points of interest, scenic vistas and the region’s village centers.**

**Who**

Katahdin Collaborative recreation workgroup, trail clubs, landowners

**Cost**

Staff and volunteer time

**Action 01.8**

**Fortify stewardship and maintenance programs** for the region’s trails through management capacity or funding especially for lands outside of protected lands.

**Who**

Katahdin Collaborative recreation workgroup, snowmobile and ATV clubs, schools, volunteers

**Cost**

Staff and volunteer time, equipment

EARLY WINS

CAPACITY BUILDING

LONG-TERM INVESTMENTS

## 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

LONG-TERM INVESTMENTS

CAPACITY BUILDING

EARLY WINS

**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

EARLY WINS

CAPACITY BUILDING

LONG-TERM INVESTMENTS

## 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

LONG-TERM INVESTMENTS

CAPACITY BUILDING

EARLY WINS

## Big Idea

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



## Process

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

POVERTY - MORE FORESTLAND  
BY LOCAL PEOPLE  
FOOD SECURITY.

something you hope will still be the same?

LOCAL FOLKS TRYING TO  
THEIR WAY. NEVER  
YARD JUNK ORDINANCES

ALLI  
KATAHDIN



We had  
more groups  
outside of  
School.

MORE  
RESOURCE  
FOR KIDS  
IN NEED

Teen Place  
Hangout  
Arcade  
Shuttle bus  
Pool / Fountains

# 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 support from neighbors across the region.

be a concierge service ~~for older population~~ for those with disabilities. People can't put in their dock, can't take care of the yard, fill fuel tank, etc. water.

Navigators to maneuver home repairs, maintenance, local daily needs (groceries), personal finance, local services, etc.

o Build on Thrive Penobscot list of opportunities

3. **Connect retirees with families needing care**

o There are few licensed facilities in the area. Childcare is full. Need more childcare support.

4. **Provide wonderful in-town housing options**

- o Attract graduated care facilities to serve the aging population for people who are in need of care
- o Include daycare facilities in the same building
- o Encourage different kinds of housing options based on life experience
- o Strategies for shared housing and co-housing using resources or sweat equity

5. **Create places for people to gather.**

o Dog parks - Fence off empty downtown lots

o Build more community centers

o Create more public spaces

6. **Build more public spaces**

o \$1 million for public spaces

o Build more public spaces

o Create more public spaces

o Build more public spaces

o Create more public spaces

7. **Expand public spaces**

o Create more public spaces

8. **Create public spaces**

o Create more public spaces



Youth Designed Play Spaces - East

shops, book stores, cafes and

ities. - we need

retired people, multi-cultural me

s in every town.

ENCOURGE AN ECO-VILLAGE

together people of all ages.

- DJ or live bands -



best strategic

People + water! beautiful spaces.

YES

for those with disabilities



### *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.

An aerial photograph of a town is shown with a semi-transparent red overlay. Overlaid on the red area are various architectural sketches in white and light green, including houses, streets, and trees. The text is centered on the red background.

## 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

LONG-TERM INVESTMENTS

CAPACITY BUILDING

EARLY WINS

## 02. Make it easier and friendlier for families in the region.

EARLY WINS

CAPACITY BUILDING

LONG-TERM INVESTMENTS

### 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

LONG-TERM INVESTMENTS

CAPACITY BUILDING

EARLY WINS

**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

## 04. Expand availability and access to healthy, local food.

### 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

LONG-TERM INVESTMENTS

CAPACITY BUILDING

EARLY WINS

**Action 04.7**

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.

**Who**

Katahdin Area Food Council, local gardeners, Thrive Penobscot, UMaine Cooperative Extension

**Cost**

Staff coordinator and volunteer time

**Action 04.8**

Expand ‘Cooking Matters’ multi-generational cooking class in the region.

**Who**

Good Shepherd Food Bank, Thrive Penobscot, libraries, schools

**Cost**

\$5,000

**Action 04.9**

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.

**Who**

Entrepreneurial community members, Katahdin Area Food Council, municipalities

**Cost**

Volunteer time, sweat equity

**Action 04.10**

Engage students to volunteer in community cafes to earn both their volunteer hours and serv-safe certificate.

**Who**

High schools, students, Katahdin Area Food Council

**Cost**

Volunteer time

## 05. Develop and promote resources and amenities.

### Action 05.1

**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.**

**Who**

Katahdin Collaborative all ages workgroup, Katahdin Chamber of Commerce, Katahdin Region Development Board

**Cost** Staff and volunteer time

### Action 05.2

**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.

**Who**

Millinocket Regional Hospital, Katahdin Collaborative all ages workgroup

**Cost** Staff and volunteer time

### Action 05.3

**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.

**Who**

Millinocket Regional Hospital, Katahdin Valley Health Center, Katahdin Collaborative all ages workgroup, local businesses

**Cost** Staff time

### Action 05.4

**Conduct interviews and surveys to determine desired social activities and barriers to access with residents of all ages across the region.**

**Who**

Katahdin Collaborative all ages workgroup, school administration, students, libraries, Thrive Penobscot

**Cost** Coordinator staff time, materials, postage

### Action 05.5

**Enhance existing groups that meet desires identified in interviews and surveys, and assist in growing them with new membership.**

**Who**

Katahdin Collaborative all ages workgroup, Thrive Penobscot, clubs, schools, libraries

**Cost** Variable

### Action 05.6

**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.

**Who**

Katahdin Collaborative all ages workgroup, Millinocket Memorial Library, Thrive Penobscot, municipalities, local businesses

**Cost** Staff and volunteer time

LONG-TERM INVESTMENTS

CAPACITY BUILDING

EARLY WINS

**Action 05.7**

**Encourage and support third places (not home or work) such as coffee shops, book stores, breweries, etc. in the region.**

**Who**

Entrepreneurial 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

EARLY WINS

CAPACITY BUILDING

LONG-TERM INVESTMENTS

# 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.

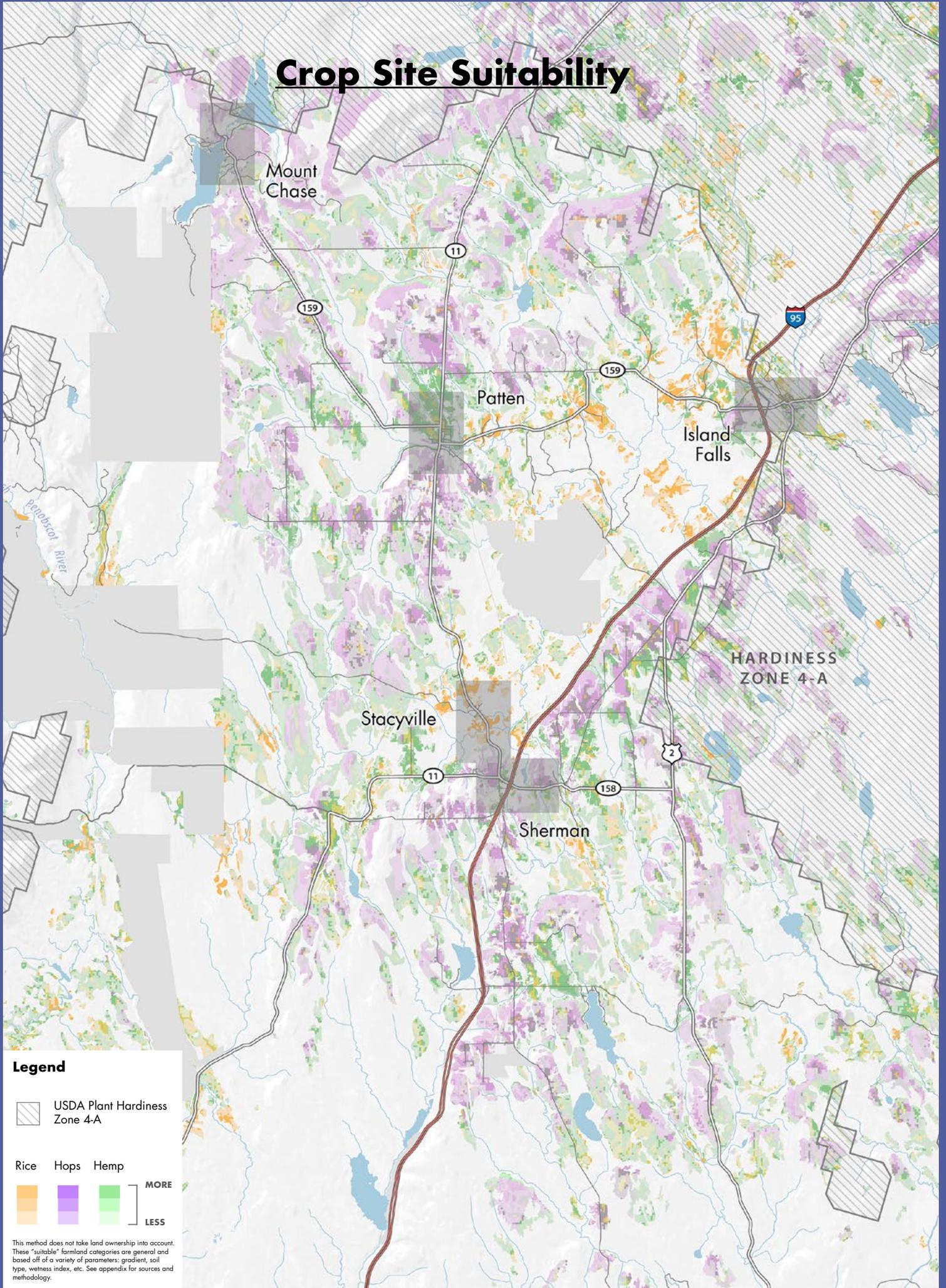
**Who**

Municipalities, community volunteers

**Cost** Fencing, signage, trash cans, benches, trash removal



# Crop Site Suitability



## Legend

 USDA Plant Hardiness Zone 4-A

Rice Hops Hemp

   ] MORE

   ] LESS

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, wetness 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

not  
park  
is hes

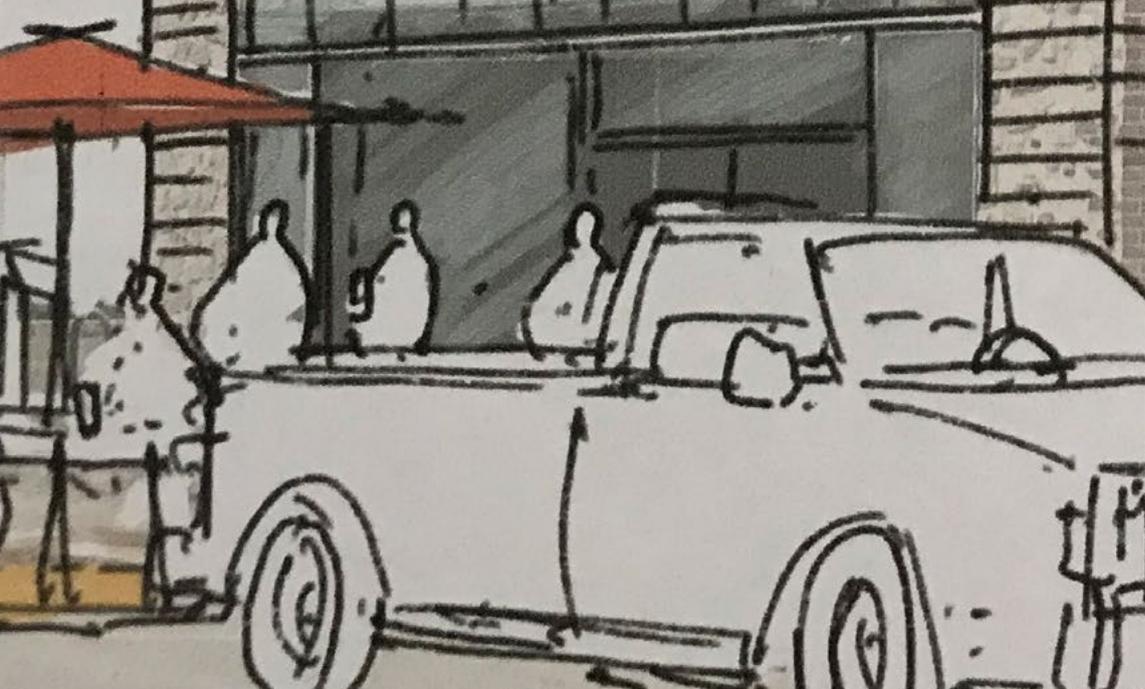
Apriority



hope the economic  
role Katahdin  
improved some  
for all the town  
law enforcement  
the presence in  
something you hope will still be the so  
the towns still  
in their quaint  
eter - ~~at~~  
franchises & big



MORE TECH JOB  
MORE HIGH TECH  
FARMING  
is something you hope will still be t  
SMALL TOWN  
FEEL





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

more places for people to stay / conferences in north Katahdin region not just Millinocket

What is something you hope will still be the same

Ash Hill overlook

People in stores know you.

Great to have these near Lakes River

larger crowd encourages community blends w/ sustainable small business locally owned

- o Utilize to power electric vehicles from shuttles to Teslas
- 8. Summer employment + job training opportunities for youth
- 9. Working between schools & local business
- 10. "Micro-farming" & sust. we have great farm land other agricultural small
- 11. "Incubator" for start

↑ yes, pull in outside resources

Postcard to Katahdin's Future - Katie

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

economic development  
 drive thru car wash  
 diversity

 **KATAHDIN BEER**

**& GEAR**

THRU  
HIKERS  
EAT  
FREE

## Vision

# 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.

LONG-TERM INVESTMENTS

CAPACITY BUILDING

EARLY WINS

**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 market space 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

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

### Action 02.7

Create a directory of available funding opportunities as a resource for the region's businesses and entrepreneurs.

**Who**

Katahdin Region Development Board, Katahdin Collaborative, financial institutions

**Cost** Staff and volunteer time

### Action 02.8

Inventory lands appropriate for various sustainable agricultural uses that are yielding high value crops including: small diversified farms, rice, hops, hemp, and more.

**Who**

Katahdin Region Development Board, Katahdin Collaborative

**Cost** \$5,000 commissioned study

### Action 02.9

Assess funding opportunities that would be beneficial to the region's businesses and entrepreneurs.

**Who**

Katahdin Collaborative, Penquis, CEI, Northern Forest Center, Environmental Funders Group, Katahdin Region Development Board

**Cost** Staff and volunteer time

### Action 02.10

Support the startup of a local brewery through outreach, promotion, and financing.

**Who**

Katahdin Chamber of Commerce, Maine Brewers Guild, Our Katahdin, Katahdin Region Development Board, community members

**Cost** Staff and volunteer time and incentive funding

### Action 02.11

Pilot activities that build the entrepreneurial spirit in the region such as skill building workshops, pitch nights, hack fests, startup weekend, etc.

**Who**

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

**Cost** Staff and volunteer time, materials

### Action 02.12

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.

**Who**

Katahdin Collaborative, Penquis, CEI, Northern Forest Center, Environmental Funders Group, Katahdin Region Development Board

**Cost** Staff time and fund seed capital

LONG-TERM INVESTMENTS

CAPACITY BUILDING

EARLY WINS

**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

EARLY WINS

CAPACITY BUILDING

LONG-TERM INVESTMENTS

### 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

LONG-TERM INVESTMENTS

CAPACITY BUILDING

EARLY WINS

**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.

## Action 06.1

Support redevelopment of industrial sites in Millinocket, East Millinocket, Patten, Stacyville and Island Falls.

**Who**

Katahdin Region Development Board

**Cost** Variable

## Action 06.2

Support Our Katahdin’s efforts to clear the way for redevelopment of the Millinocket mill site.

**Who**

Katahdin Collaborative, municipalities, community members, philanthropists

**Cost** \$1.5 million tax lien

## Action 06.3

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.

**Who**

Town of Island Falls, real estate broker, food vendors, crafters and makers

**Cost** \$750 for food and site staging, staff time, promotional materials

## Action 06.4

Host a local start-up night for small scale industries/businesses to possibly locate on industrial mill sites.

**Who**

Our Katahdin, Katahdin Region Development Board

**Cost** Staff time, promotional materials

## Action 06.5

Work with FOR/Maine to assess mill sites and identify new opportunities.

**Who**

FOR/MAINE, Katahdin Region Development Board, municipalities

**Cost** Staff time

LONG-TERM INVESTMENTS

CAPACITY BUILDING

EARLY WINS



Develop a full suite of resources for visitors of all  
abilities and needs.

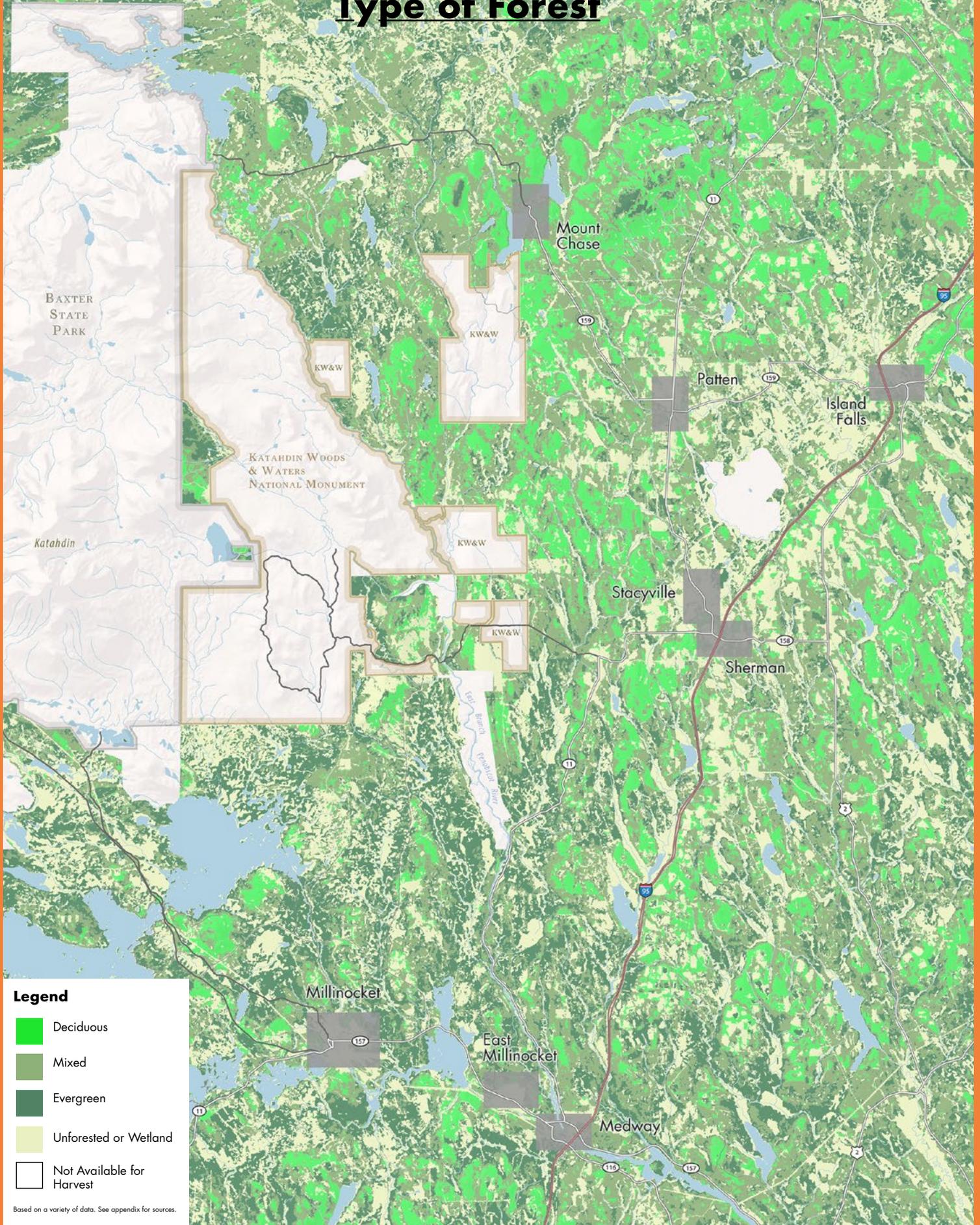
**GRANT STANDARDS?**

At the

**Make the  
Katahdin Res  
the premier Res  
Four-Season  
your Destination  
Northeast!**



# Typical Harvest Potential: Type of Forest



## 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.

Katahdin region in the year 2050.  
What do you hope will have changed?

and there would  
be more stores

## Process

What do you hope will still be the same?

not to have  
basketball and  
5 courts to

# Next wave of forest production preparing for a global economy

The groundwork is being laid for  
the production of high value

### 1. Leverage FOR/MAIN

- Start conversations that the other side doesn't want
- Set appropriate boundaries that last for the long term

### 2. Support Our Katahdin Millinocket Mill Site

### 3. Support EMDC efforts

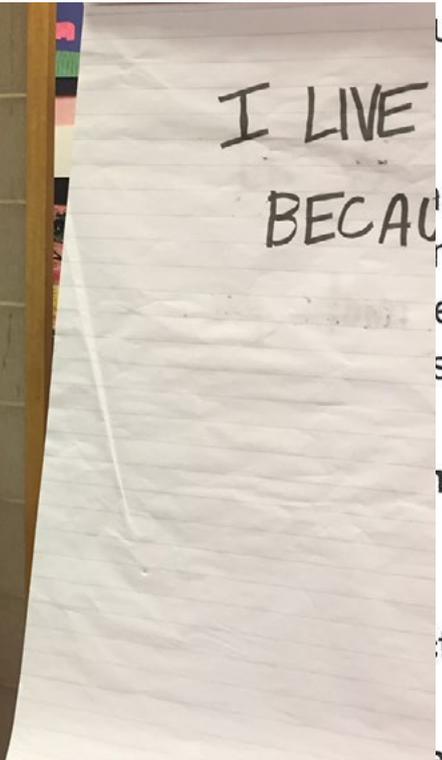
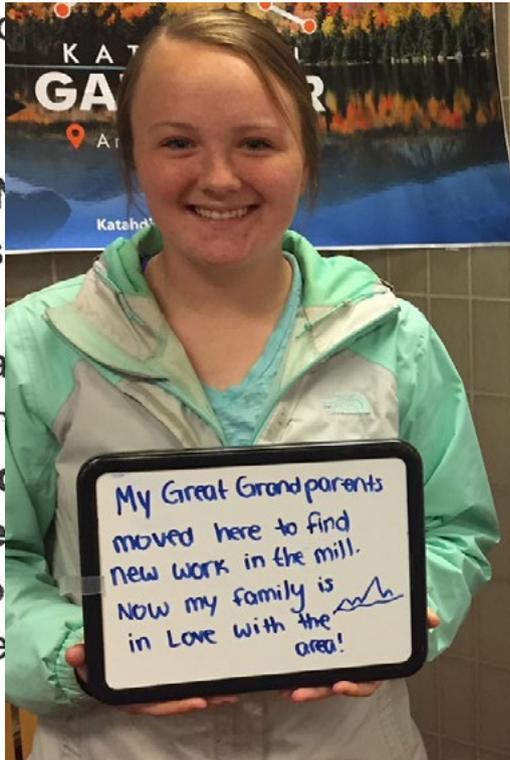
- Ensure the region is competitive to the world.

### 4. Work with LUPC to

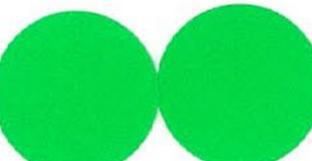
- Make sure the perspective, needs, and wants of the Katahdin region are represented in the decision making process.
- Advocate for growth to be directed onto existing infrastructure to avoid financial liabilities associated with services.
- Work with LUPC to find a more simple and nuanced growth strategy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

### 5. Continue to fortify agreements between commercial and recreational use

- Balance of forest industry and recreation
- Symbiotic relationship contingent on large land owners utilizing the resource allowing public access.



YES

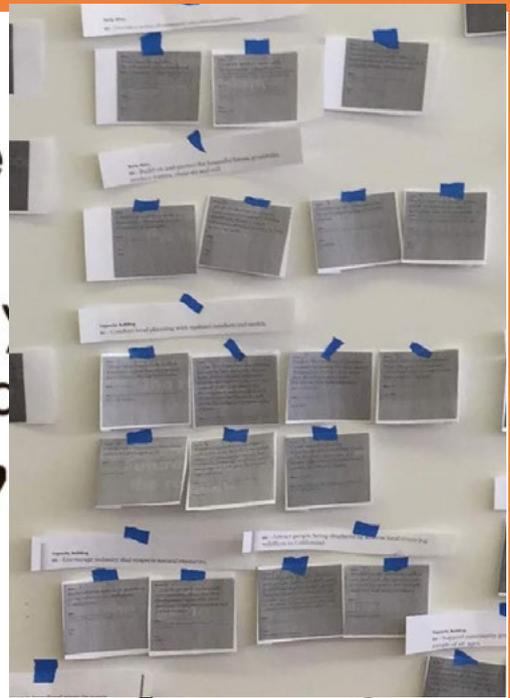


# Postcard to Katahdin's Future

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

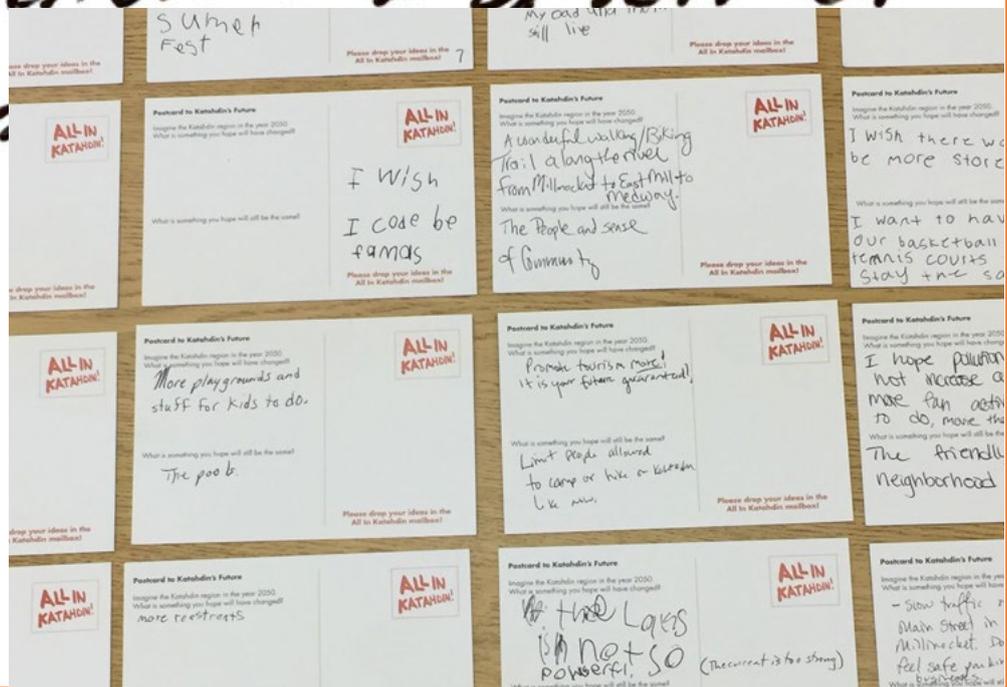
Have multiple camps  
The mill site

More retail stores downtown  
More tourist



What is something you hope will still be the same?

The character & spirit of  
our town



THE WOOD PRODUCTS CAMPUS

BAXTER STATE PARK

Mount Chase

New technology & innovation

Significantly reduced emissions

Forest clear wood fiber

Slab woodchips

PULP MILL

LOGGING & TRUCKING

SAWMILL

Sawn timber

Stacyville

Sawdust

Bark

Mulch

CLT PLANT  
MDF PLANT  
Construction materials

PELLET MILL  
Domestic & int'l thermal power

CHP FACILITY  
Power

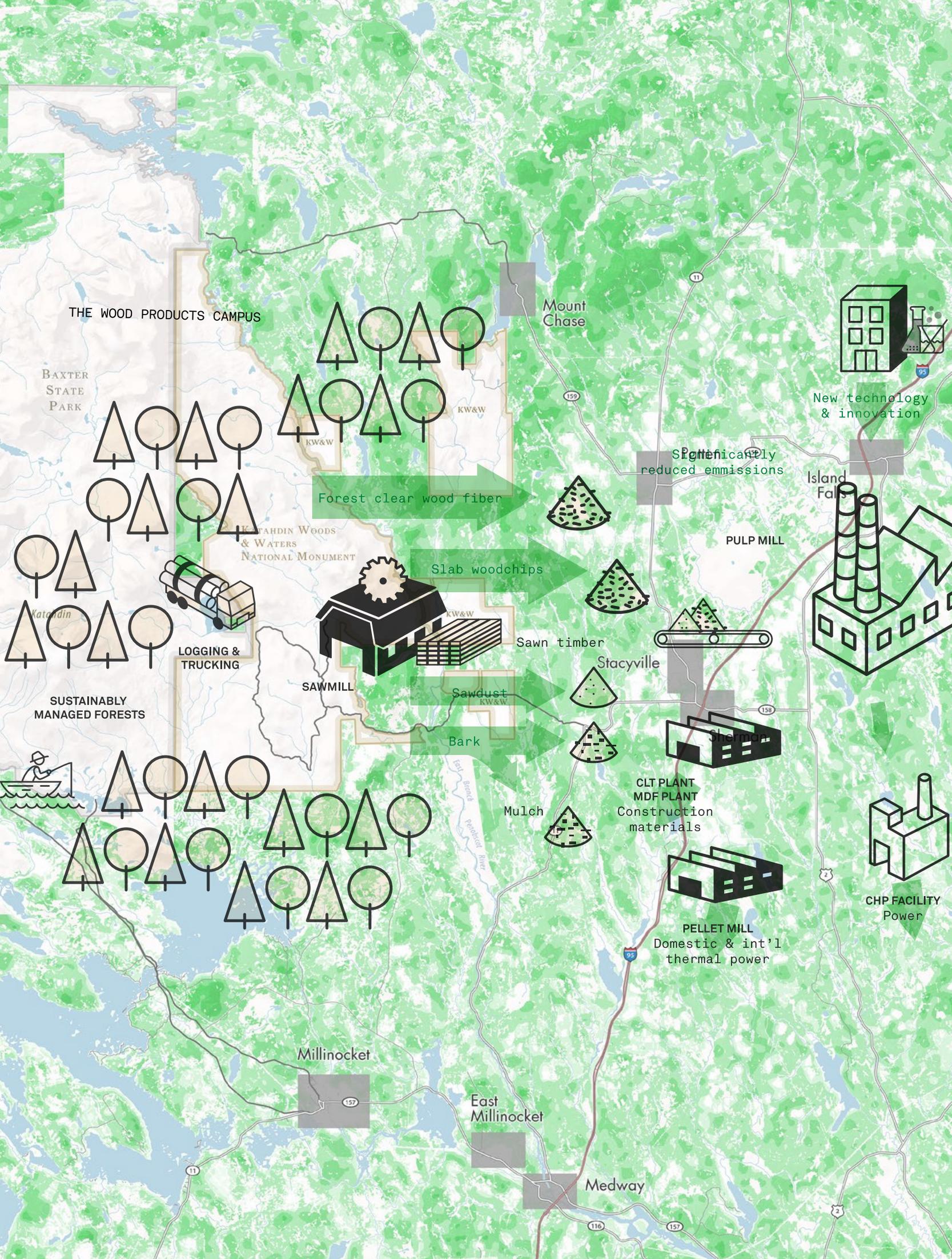
SUSTAINABLY  
MANAGED FORESTS



Millinocket

East Millinocket

Medway



Vision

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



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.

R&D FACILITIES



eat



GREENHOUSE Produce

# 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

LONG-TERM INVESTMENTS

CAPACITY BUILDING

EARLY WINS

**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

LONG-TERM INVESTMENTS

CAPACITY BUILDING

EARLY WINS

**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.

**Action 03.1**

Explore a program that incentivizes landowners to allow recreational use. This might include a tax relief incentive that would need State legislative authorization.

**Who**

Katahdin Collaborative, outdoor recreation businesses and area clubs/organizations, Maine State legislature

**Cost** Staff and volunteer time

**Action 03.2**

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.

**Who**

Katahdin Forest Management (Acadian Timber), Katahdin Collaborative recreation workgroup, The Nature Conservancy, Maine Bureau of Public Lands

**Cost** \$10,000

**Action 03.3**

Establish community forests at small/medium scale (5 – 10K acres) for both timber income for communities and for recreation.

**Who**

Private landowners, municipalities, State of Maine, Northern Forest Center

**Cost** \$2M-\$3M + staff time

**Action 03.4**

Ensure reliable steady source of fiber through encouraging continued long-term ownership and sustainable management of timberlands to produce outcomes important to the region.

**Who**

Private landowners, businesses, and harvesters

**Cost** Variable

LONG-TERM INVESTMENTS

CAPACITY BUILDING

EARLY WINS

## 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

EARLY WINS

CAPACITY BUILDING

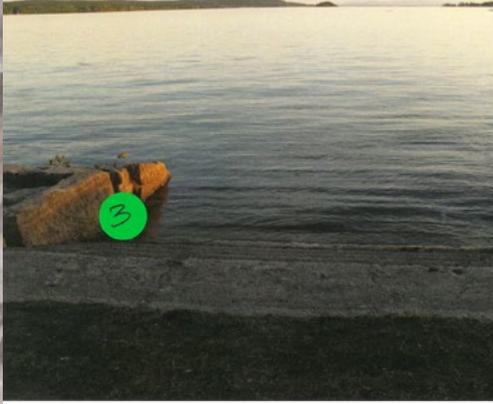
LONG-TERM INVESTMENTS



Big Idea

**Future-proof  
the region.**

# Process



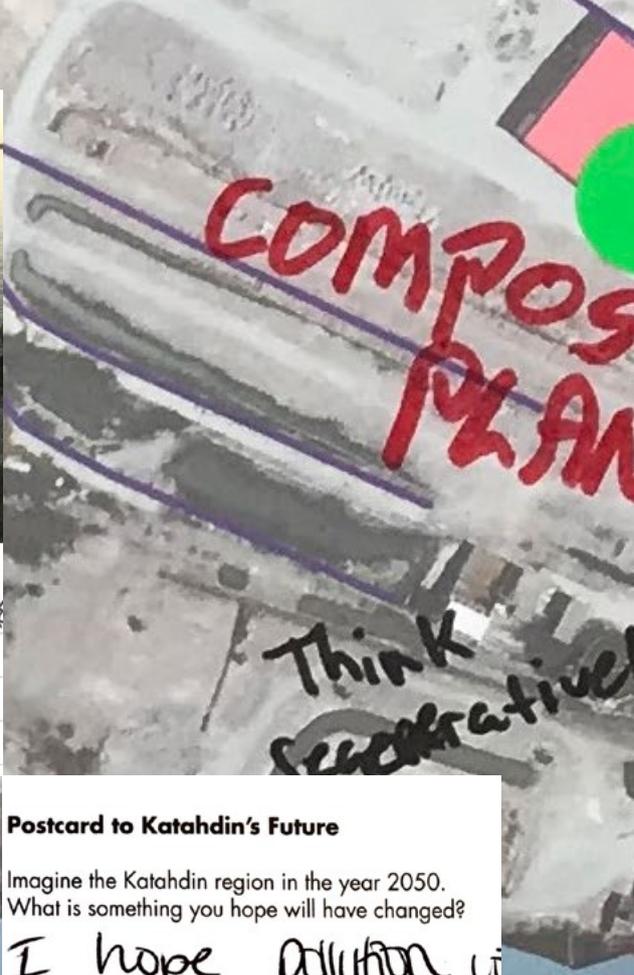
1. Well developed/mapped
  2. Facilities
  3. Infrastructure to access wild
- Great for access

Rain gardens  
 Permaculture  
 Rehabilitation

Orate  
 River  
 Fear  
 Beauty

perhaps  
 agricultural  
 gardens

directed  
 ocean



## Postcard to Katahdin's Future

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

I hope pollution will not increase and more fun activities to do, movie theatre

What is something you hope will still be the same?

The friendly neighborhood

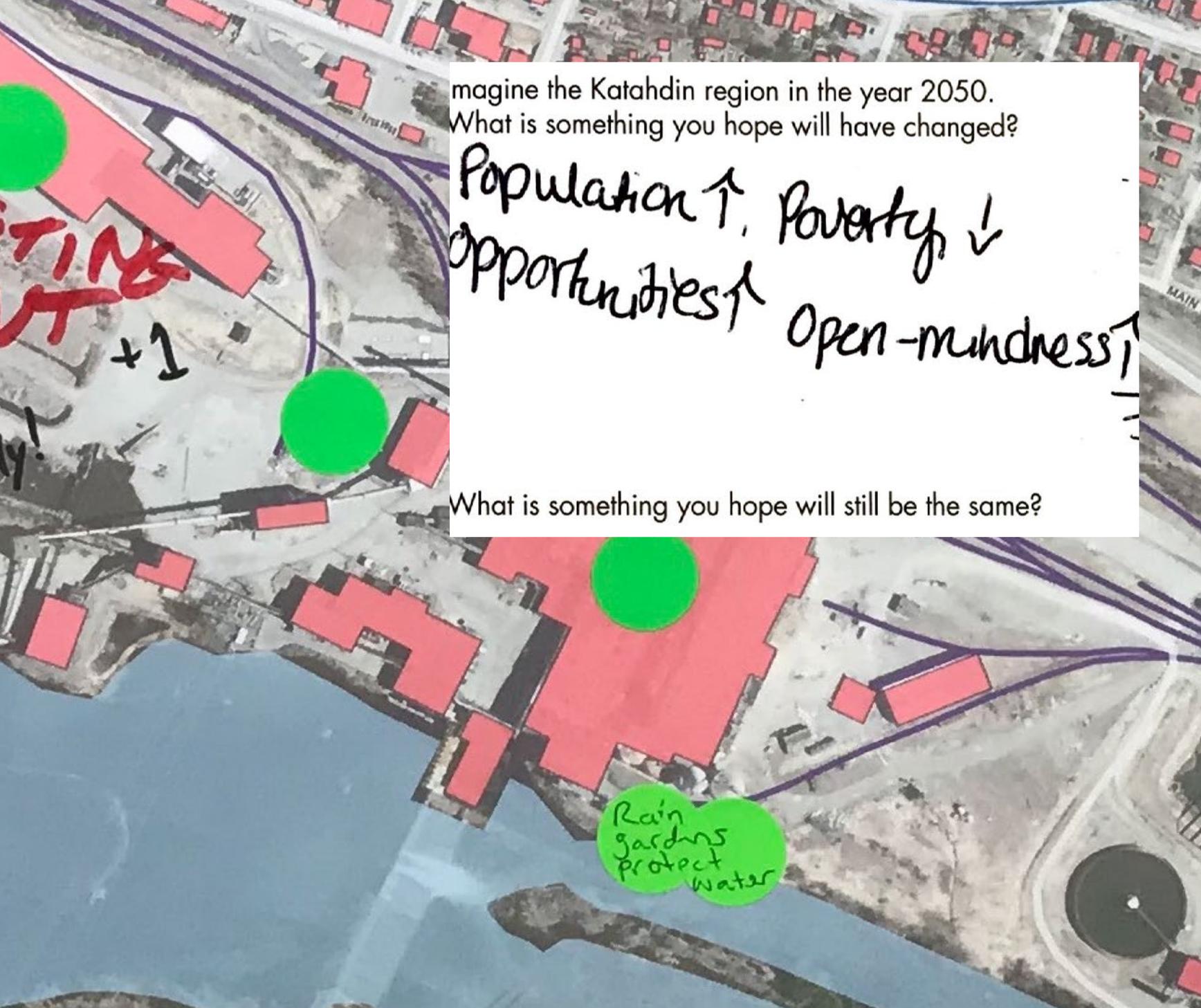
Imagine the Katahdin region in the year 2050.  
 What is something you hope will have changed?

- 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





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

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

more places to eat. Fewer stores in Millinocket. Aesthetic forest management. the monument.

What is something you hope will still be the same?

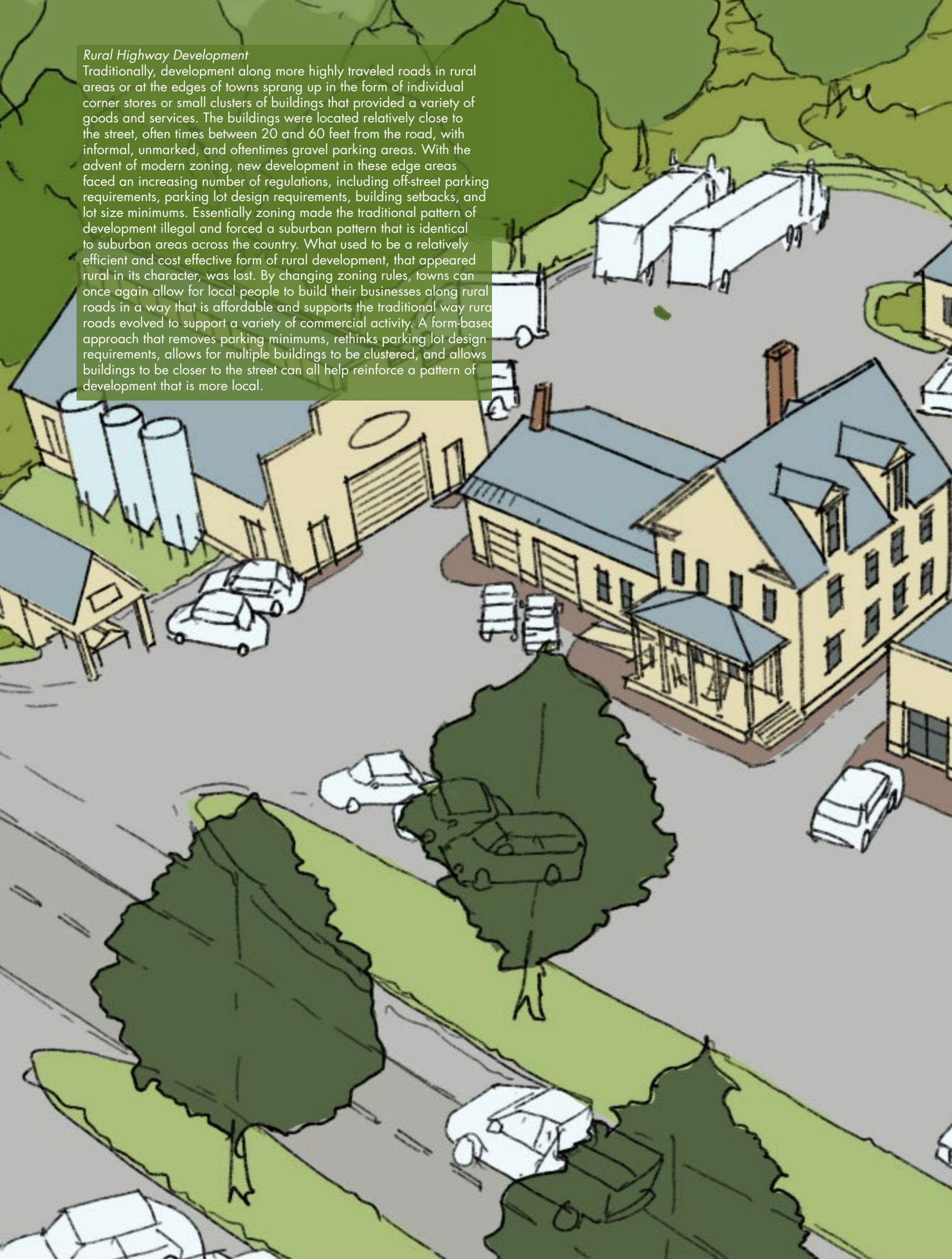
back roads, rustic feel. public access.

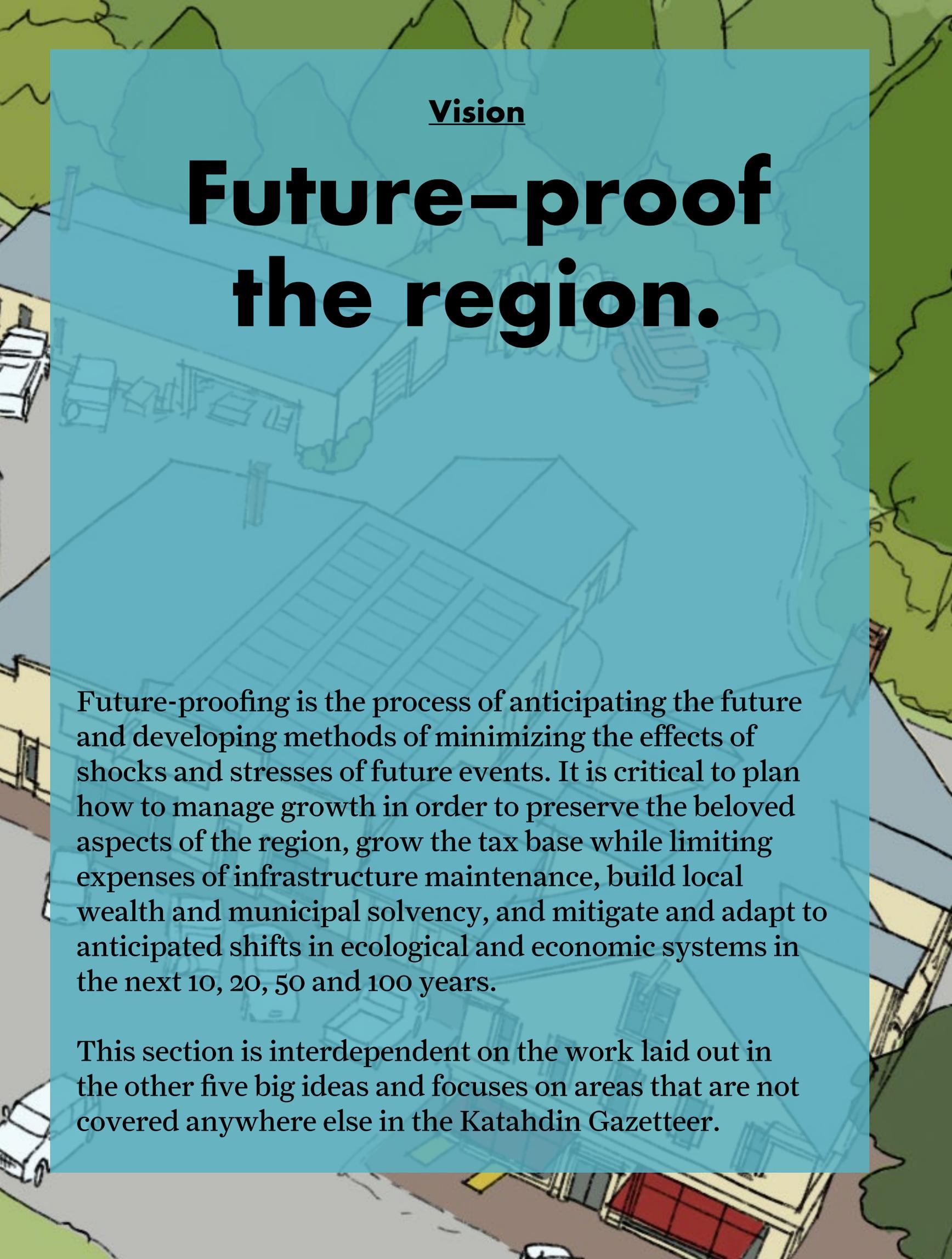
What is something you hope will still be the same?

Retaining dark skies.  
Clear water

### *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.



The background of the page is a stylized, hand-drawn illustration of a town. It features various buildings, including houses and larger structures, with some trees and greenery interspersed. The style is simple and sketchy, with a color palette of greens, yellows, and greys. A semi-transparent blue rectangle is overlaid on the top half of the page, containing the main title and the first paragraph of text.

## 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

LONG-TERM INVESTMENTS

CAPACITY BUILDING

EARLY WINS

**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<sup>1</sup> 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

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

LONG-TERM INVESTMENTS

CAPACITY BUILDING

EARLY WINS

### 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**

Katahdin Higher Education Center, The Nature Conservancy, Millinocket Memorial Library, Baxter State Park, Butler Conservation Fund, Katahdin Woods and Waters, private outfitters, guides

**Cost** Variable

## 03. Conduct local planning with updated mindsets and models.

EARLY WINS

CAPACITY BUILDING

LONG-TERM INVESTMENTS

### 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.<sup>1</sup>

**Who**

Municipalities

**Cost** Staff and volunteer time

<sup>1</sup> See appendix

## 04. Invest in infrastructure that prioritizes the future.

EARLY WINS

CAPACITY BUILDING

LONG-TERM INVESTMENTS

### 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

Katahdin Collaborative, Our Katahdin, Katahdin Region Development Board, State of Maine, The Nature Conservancy, Coastal Enterprises, Inc, municipalities

**Cost** Staff time and travel

## 04. (cont'd) Invest in infrastructure that prioritizes the future.

### Action 04.7

Create incentives for residential and commercial solar, high efficiency heating and cooling, and high performance insulation.

**Who**

Municipalities, CEI, Penquis, banks, credit unions, State of Maine

**Cost** Unknown

### Action 04.8

Continue expanding broadband to the premise throughout the region including north through Sherman, Stacyville, and Patten.

**Who**

Katahdin Region Development Board, Eastern Maine Development Corporation, Katahdin Region Broadband Utility, Pioneer Broadband

**Cost** Unknown

### Action 04.9

Focus investments in new and traditional industries that are likely to thrive, remain viable, and reduce greenhouse gas emissions.

**Who**

Katahdin Region Development Board, Eastern Maine Development Corporation, municipalities

**Cost** Unknown

## 05. Track implementation of the Katahdin Gazetteer.

### Action 05.1

Identify a process for tracking successes, lessons learned, and course corrections.

**Who**

Katahdin Collaborative

**Cost**

Staff and volunteer time

### Action 05.2

Establish a mechanism for communicating successes with the region and state.

**Who**

Katahdin Collaborative

**Cost**

Staff and volunteer time

### Action 05.3

Establish annual mechanism for assessing progress and sharing successes, lessons learned, and course corrections.

**Who**

Katahdin Collaborative

**Cost**

Staff and volunteer time



# Appendix

# Map Descriptions

## Basemaps

All basemaps include:

- National Elevation Dataset – (NED), United States Geological Survey (USGS) <sup>1</sup>
- National Hydrography Dataset – (NHD), United States Geological Survey (USGS) <sup>2</sup>
- Conserved Lands Database – Maine Office of GIS (MEGIS). <sup>3</sup>
- NG911, MDOT – (Roads), Maine Office of GIS (MEGIS). <sup>4</sup>

## Taxable Sales & Population Trends

This map represents trends for yearly estimated population<sup>19</sup> and yearly taxable sales<sup>18</sup> 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).<sup>15</sup>
- Vehicle Counts by Gate – Katahdin Woods & Waters Nat'l Monument (KWW).<sup>16</sup>
- ATV & Snowmobile Counts – William Patterson, The Nature Conservancy (TNC).<sup>17</sup>
- Taxable Sales by Town – Office of Tax Policy Research, Maine Revenue Services (MRS).<sup>18</sup>

## 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<sup>13</sup> extracts of Open Street Map, and the categorization of the Conserved Lands Database<sup>3</sup> (MEGIS). All point-of-interest icons were placed on the advice of the Katahdin Gazetteer review process. Snowmobile trails were digitized from the Katahdin Area Snowmobile Trail Map<sup>14</sup> (Northern Geomatics). This source map notes that the trails are coarse approximations.

## Crop Site Suitability

This map represents "Crop Site Suitability" - a visual index<sup>5</sup> 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. <sup>6</sup>

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

- National Elevation Dataset – (NED), United States Geological Survey (USGS). <sup>1</sup>
- Soil Survey Geographic Database – (SSURGO) Natural Resources Cons. Service, USDA. <sup>7</sup>

- National Land Cover Database – (NLCD) Multi-Resolution Land Cover Char. Consortium. <sup>8</sup>

Using the NED (75 meter pixel), the Saga Wetness Index<sup>9</sup> 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<sup>10</sup> favors flat and wet conditions, hops<sup>11</sup> favor gently hilly / full sun areas and dry conditions, and hemp<sup>12</sup> 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.<sup>8</sup> While this database is not meant for site-level analysis and is somewhat coarse, it does illustrate regional distribution and provides a visual counterpoint 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@rhumbline.com](mailto:ben@rhumbline.com). The date for each citation represents the date that the data was initially accessed.

1. National Elevation Dataset; 2018; Web site; U.S Geological Survey. <https://viewer.nationalmap.gov/basic/>
2. National Hydrography Dataset; 2018; Web site; U.S Geological Survey. <https://www.usgs.gov/core-science-systems/ngp/national-hydrography>
3. Conserved Lands Database; 2018; Web site; Maine Office of GIS. <https://geolibrary-maine.opendata.arcgis.com/search>
4. Maine E911 Roads, Maine DOT Public Roads; 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](http://wiki.gis.com/wiki/index.php/Suitability_analysis)
6. Articles that reference these trends:
  - a. On rice: <https://bangordailynews.com/2018/05/24/homestead/rice-production-in-maine-growing-exponentially-but-more-farms-are-needed/>
  - b. On hemp: <https://www.pressherald.com/2018/06/24/industrial-hemp-is-the-crop-to-watch/>
  - c. On hops: <https://bangordailynews.com/2015/09/20/living/maine-farmers-take-on-challenge-of-hops-growing-amid-craft-beer-craze/>

7. Soil Survey Geographic Database; 2018; Web site; Resources Conservation Service: Soils, USDA. <https://websoilsurvey.nrcs.usda.gov/app/WebSoilSurvey.aspx>
8. National Land Cover Database; 2018; Web site; Multi-Resolution Land Cover Character Consortium. <https://www.mrlc.gov/data>
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](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>
11. Hops growing conditions: <https://www.growveg.com/plants/us-and-canada/how-to-grow-hops/>
12. Hemp growing conditions: <https://www.climatecolab.org/contests/2016/materials-matter/c/proposal/1330112>
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.
18. Monthly/Annual Taxable Sales; 2019; Web site; Office of Tax Policy Research, Maine Revenue Services. <https://www.maine.gov/revenue/research/sales/homepage.html>
19. Population Estimates by Town; 2019; Web site; State Economist, Department of Administrative and Financial Services, State of Maine. <http://econ.maine.gov/index/build>
20. Forest Inventory Analysis; 2019; Richard McCullough, U.S. Forest Service. <https://www.fia.fs.fed.us/tools-data/spatial/index.php>

10/20/19 Town of Sharpleigh, ME

Town of Sharpleigh, ME  
Thursday, January 3, 2019

## Chapter 99. Water

**HISTORY.** Adopted by the Annual Town Meeting of the Town of Sharpleigh as indicated in article Histories. Amendments noted where applicable.)

**GENERAL REFERENCES**  
Residential growth — See Ch. 68.  
Sewers — See Ch. 75.  
Subdivision of land — See Ch. 89  
Zoning — See Ch. 105.

### Article I. Groundwater Extraction

[Adopted 3-14-2009 by Art. II]

#### § 99-1. Title.

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

#### § 99-2. Purpose.

The intent and purposes of this article are as follows

- To protect the short-term and long-term quality and quantity of groundwater, spring water and freshwater resources within aquifers and the recharge areas for these water bodies and related surface waters, including, but not limited to, lakes, ponds, wetlands, rivers and streams as may be located wholly or partially within the Town of Sharpleigh.
- To ensure that any proposed large-scale water extraction activities are subject to appropriate review and approval by the Town of Sharpleigh and the State of Maine;
- To establish a regulatory framework for the oversight and management of groundwater resources and groundwater extraction activities and to develop management practices governing groundwater extraction activities which will ensure the ongoing sustainability and quality and avoid interruption of supply or degradation in the quality of groundwater resources within the Town of Sharpleigh;
- To protect the general health, safety and well-being of all persons dependent upon aquifers and groundwater resources located in the Town of Sharpleigh.
- To ensure that groundwater extraction activities do not adversely impact or impair plant or wildlife communities or the viability of wetlands, meadow areas or forested areas dependent on groundwater resources;
- To ensure the ongoing stability and to safeguard the environmental health of surface land proximate to and within groundwater extraction areas and to conserve topsoil and to promote

<https://www.maine.gov/doc/civil-justice/legis/legisweb/legisweb.cfm?docid=1332743&id=16167&id=16167&id=16167> 1/14

10/20/19 Town of Sharpleigh, ME

conditions safeguarding agricultural and silvicultural activities as may be dependant on water resources.

- To protect private and public property proximate to and within groundwater extraction areas by regulating the structures, facilities, uses and activities associated with groundwater extraction so that there is no undue adverse impact to new and existing roadways due to extraction, processing, loading or transport of water resources;
- To minimize, limit and require mitigation and buffering of noise, vibration, dust, other adverse effects or pollution associated with groundwater extraction activities, including regulation of equipment and vehicles used in groundwater extraction, processing, loading or transport of groundwater resources; and
- To provide policies promoting fair use of and equitable access to groundwater resources and supplies.

#### § 99-3. Statutory authority.

This article is adopted and enacted pursuant to the following authority:

- Title 38 M.R.S.A. § 401 et seq.
- Maine Constitution, Article VIII, and Title 30-A M.R.S.A. § 2101 et seq. (Municipal home rule);
- Title 30-A M.R.S.A. §§ 3001 through 3006 (Ordinance power);
- Title 30-A M.R.S.A. § 4311 (Growth management); and
- Title 22 M.R.S.A. § 2611 et seq. (Drinking water regulations)

#### § 99-4. Definitions.

In this article the words and phrases listed below have the following meanings unless a contrary meaning is required by the context or is specifically prescribed. Terms related to groundwater extraction that are not listed below shall be defined in accordance to the following order: as defined by State of Maine Statutes; in accordance with the generally accepted technical meaning within the applicable scientific disciplines; and their common dictionary definition.

**AQUIFER**  
An underground body of water and earth sand, gravel, or rock that contains sufficient saturated permeable geologic material to hold, conduct and yield significant quantities of groundwater to wells and springs. The term "aquifer" as used in this article includes all areas specifically mapped or identified on the current maps issued by the Maine Geological Survey as the colored map series identified as Significant Sand and Gravel Aquifer Maps.

**DROUGHT**  
A period of abnormally dry weather that is sufficiently prolonged to cause serious hydrologic imbalance in the affected area. It is possible to index the severity of a drought by an impact grading system. One such system, the Palmer Index, uses a zero for normal conditions, a plus scale of 1 to 4 to measure or index the degrees of wetness of a region, and a minus scale of -1 to -4 to index the degree of dryness of a region. In the fall of 2008, the State of Maine is 14 inches above normal in the year-to-date precipitation. The Palmer Drought Index for Maine in the Fall of 2008 is + 4 (extremely moist).

**EXTRACTION POINT or EXTRACTION FACILITY**

<https://www.maine.gov/doc/civil-justice/legis/legisweb/legisweb.cfm?docid=1332743&id=16167&id=16167&id=16167> 2/14

10/20/19 Town of Sharpleigh, ME

The physical location where groundwater is extracted from the ground by the use or development of springs, wells, pumps, piping apparatus, catchments, weirs or other extractive devices, methods or technologies.

**GROUNDWATER**  
Underground water resources located at or below the water table and within the pore space of unconsolidated sediments or in fractures in bedrock

**LARGE-SCALE WATER EXTRACTION ACTIVITIES**  
Extraction of 5,000 or more gallons of groundwater from a single or multiple extraction points located within the Town of Sharpleigh within any twenty-four-hour period by any individual, business association or entity, consortium or association of related individuals or related business entities.

**WATER BODIES or SURFACE WATERS**  
Lakes, ponds, rivers, streams, wetlands, and similar surficial water bodies.

**WATER EXTRACTION ACTIVITIES**  
The withdrawal, removal, diversion, taking or collection of groundwater by any means from aquifers, springs, wells or other groundwater resources through the use of wells, pumps, piping apparatus, catchments, weirs or other extractive devices, methods or technologies.

**WATERSHED or DRAINAGE BASIN**  
The area of land on which all precipitation (rainfall, snow melt, etc.) drains towards a single location or area and water body or watercourse. Ridges of higher ground generally form the boundaries between watersheds. At the linear boundaries of a drainage basin, precipitation falling on one side flows towards the low point of one drainage basin while precipitation falling on the other side of the boundary flows towards the single location or area and water body or watercourse of the adjacent drainage basin.

**WATER TABLE**  
The level of the surface of groundwater or the water saturated zone within the underground substrate. The location of a water table is revealed by the level at which water stands in a well open along its length and which penetrates into adjacent groundwater resources.

**ZONE OF CONTRIBUTION**  
The area of an aquifer that is capable of contributing groundwater to a well or other extraction point under the most severe pumping and limited recharge conditions that can be realistically anticipated, (i.e., 180 days of pumping at the maximum approved yield rate with no recharge of the groundwater resources from precipitation). A zone of contribution is bounded by groundwater divides which are evidenced by the pumping of the well and/or by the contact zones of supplying aquifers with adjacent low-permeable geologic materials such as glacial till or bedrock. Depending on local geologic and hydrologic conditions, surface water bodies, such as rivers, streams, wetlands, ponds or lakes, may act as recharge boundaries and define a zone of contribution. In all cases, a zone of contribution will extend upgradient within the related aquifer areas to the point of intersection of the aquifer with prevailing site-specific hydrogeologic boundaries such as a groundwater divide, a contact zone with low-permeable geologic materials, such as glacial till or bedrock, or a recharge boundary which may be demarcated by a surface water body.

**ZONE OF INFLUENCE**  
The area surrounding a pumping well within which there are or will be physical changes in the water table due to groundwater recharge, extraction or withdrawal or the interruption of groundwater recharge conditions.

#### § 99-5. Permits required; exceptions; applications.

<https://www.maine.gov/doc/civil-justice/legis/legisweb/legisweb.cfm?docid=1332743&id=16167&id=16167&id=16167> 2/14

10/20/19 Town of Sharpleigh, ME

- General. The following provisions are intended to ensure the ongoing sustainability and quality of water supplies and the avoidance of any interruption or degradation of water quality and quantity in groundwater resources to members of the general public within the Town of Sharpleigh, and to protect the health, safety and well-being of all persons dependent upon aquifers and groundwater resources located in the Town of Sharpleigh.
- Permit required. Any person seeking to develop or engage in large-scale water extraction activities must first apply for and obtain a conditional use permit issued by the Planning Board of the Town of Sharpleigh.
- Water extraction activities not requiring a permit. The following water extraction activities and uses do not require a conditional use permit:
  - Water extraction for use in agricultural activities and use on farmlands, agricultural or non-silvicultural lands for such purposes in the immediate vicinity of an extraction point developed for such activities and use;
  - Water extraction for use as drinking and domestic water by private residences located within the Town of Sharpleigh;
  - Water extraction for use by public facilities, such as schools, wastewater treatment facilities, public water utilities, public athletic fields or similar facilities or uses located within the Town of Sharpleigh;
  - Water extraction used to support public safety or fire suppression; or
  - Existing water extraction used to support ongoing residential, commercial and industrial activities within the Town of Sharpleigh to the limit of the historic level of water use existing as of the date of the adoption of this article.
- Application for permit.
  - Applications for conditional use permits shall be subject to the provisions set forth in the Town of Sharpleigh Zoning Ordinances, Chapter 105, and the following additional application and performance standards. Application forms and instructions for completion of a conditional use permit are available in the Sharpleigh Town office.
  - Additional application and performance standards.
    - Written application required. Applications for a permit from the Planning Board to conduct large-scale groundwater extraction activities shall be in writing and accompanied by detailed site plans and project descriptions prepared by a qualified and licensed State of Maine geologist, hydrogeologist or engineer;
    - Right, title and interest. Applicants must submit with an application adequate evidence of the applicant's right, title and interest in and to the property or properties on which any water extraction activity is proposed. Applicants may show sufficient right, title and interest by providing a copy of a deed duly recorded in the York County Registry of Deeds or a copy of the lease, option, contract or other instrument establishing their right, title and interest. In all cases, such instruments must be provided in their entirety and must be submitted with the application. References to purchase price and specific business sensitive financing terms may be redacted from the documentation provided.
    - Extraction methods and quantity. Applications shall include a detailed statement describing the extraction methods proposed and the total maximum quantity of water to be extracted within any twenty-four-hour period from the aggregate of all extraction points as operated by and proposed to be operated by the same individual, entity, or consortium/association of individuals or entities. The description and submissions shall include a detailed summary and maps describing and showing the locations of all existing

<https://www.maine.gov/doc/civil-justice/legis/legisweb/legisweb.cfm?docid=1332743&id=16167&id=16167&id=16167> 4/ 4

1/3/2019

Town of Shapleigh, ME

and proposed points of extraction and the proposed and existing methods of extraction, the depth of the extraction methods and a summary description of the characteristics and type of aquifer resource.

- (d) Water use. Applications shall include detailed description of the proposed uses for which the water is to be extracted, including a description of the facilities for the use, processing, transport, storage, bottling, sales or other similar activities associated with the proposed water extraction activity.
- (c) Water transport. Applications shall include a description detailing the means of transportation, transportation vehicles and the proposed number of daily trips of the water transportation vehicles on specific routes within Shapleigh to and from the extraction site and/or water pipeline terminus from which water transport vehicles will be loaded, transferred or discharged. The Planning Board may require a traffic study to be completed by a qualified, registered traffic or transportation engineer, retained by the Town of Shapleigh, and paid for by the applicant.

- (f) Related applications and documents. Applications shall include copies of all related applications, exhibits and reports for such extraction project filed with any other municipal authority or any agency or department of the State of Maine or United States government, including, but not limited to, as required under 22 M.R.S.A. § 2660 et seq. (transport of water for commercial purposes) or under applicable Maine Department of Health and Human Services rules and regulations. Related applications and documents filed after the date of the application but before any permit is issued by the Planning Board shall be submitted to the Board within 10 days of filing such related applications and documents.

- (g) Hydrogeologic investigation. Applications shall include a written report addressed to the Shapleigh Planning Board, procured by and paid for by the applicant, of a hydrogeological investigation. The investigation report must be prepared, signed and sealed by a Maine certified hydrogeologist, geologist or engineer. The report shall be based on a hydrogeological investigation of sufficient detail to provide, but not be limited to, the following information:

- (1) Watershed map: a topographic map of the proposed entire watershed, both upgradient and downgradient of the proposed water extraction point(s). Topographic contours shall be shown on the map at intervals of 20 feet or less.

- (2) Aquifer maps: two maps of the aquifer showing the location of the spring(s), well(s), or excavation(s) from which water is currently extracted and proposed to be extracted and all wetlands and surface water bodies located within 2,000 feet of the extraction point(s). The applicant shall undertake all reasonable measures to obtain data for the aquifer maps from land not owned, leased, or to be leased by the applicant, but the applicant is not required to include such data from land areas whose owners do not allow access. The maps shall be at a scale of 100 feet or less to an inch and include topographic contours at an interval of 20 feet or less. The two maps shall show the following information respectively:

- (a) Map 1: water table contours and their range under ambient conditions as determined over at least a two-year period prior to any water extraction.
- (b) Map 2: water table contours under actual pumping conditions at completion of a five-day constant rate pumping test at a rate at or above that proposed for operation;
- (c) The maps shall be based on water table elevation measurements from monitoring wells and surface water bodies in the vicinity of the extraction site(s), and must include surface water elevations for more distant locations;

https://ecode360.com/print/SH/6167/guid-133274308-4d6e-4e7b-9e1e-2814

2/14

1/3/2019

Town of Shapleigh, ME

- (d) Graphs and charts of precipitation and flow of water in related springs, streams, brooks, or rivers and water table elevation over the two-year period prior to any water extraction shall be provided as well as an explanation of the significance of the data; and
- (e) Graphs and charts of precipitation and flow of water in related springs, streams, brooks, or rivers, and water table elevations shall also be provided for the period of the pumping test and 10 days afterward.

- (3) Geologic cross sections: at least two geologic cross sections showing geologic structure and stratigraphy, groundwater and surface water elevations for two aquifer maps required in Subsection D(2)(g)(2) above. The locations of these cross sections shall be indicated on the aquifer maps.

- (4) Zones of contribution and zones of influence: a map showing and narrative describing the long-term zone of contribution and zone of influence of each extraction point(s) based on maximum proposed extraction rates, and a quantitative water budget analysis that includes analysis of precipitation inputs, evaporation losses, surface water runoff, infiltration rates of precipitation into groundwater, analysis of discharge-recharge relationships between surface water and groundwater and the relationship of such factors to the soil types in the drainage basin. Such maps shall also provide identification of owned and leased land areas and indicate the current owner's or lessee's name.

- (5) Aquifer characteristics: a narrative explaining the ability and capacity of the aquifer or other groundwater resource to provide the quantity of water desired to be extracted by the applicant based on the geologic conditions and relevant properties of the site and hydrogeologic conditions (e.g., hydraulic conductivity and transmissivity). Such explanation shall address, but not be limited to, the following issues:

- (a) Rates of groundwater drawdown and recharge;
- (b) Sustainable groundwater extraction rates;
- (c) Details regarding the location of aquifer boundaries;
- (d) Details regarding the location of recharge areas;
- (e) A review of possible changes in the zone of contribution and zone of influence over time and predicted impacts on the groundwater resources impacted; and
- (f) Prediction of the effects of long-term water extraction on the water table and the impacts on any and all nearby water bodies, including, but not limited to, springs, lakes, ponds, rivers, streams, wetland areas, Town wells, and private wells or other existing extraction locations within the zone of contribution.

- (6) Chemical/biological characteristics: a narrative explaining the chemical and biological characteristics of the aquifer or other groundwater resource and a baseline chemical analysis or fingerprint of the water resource characteristics, studied for one year on a monthly basis.

- (7) Water quality issues: a narrative analyzing the possible effects or impacts on the aquifer or other groundwater resources from disturbances of existing water extraction activities causing potential groundwater chemistry or elements and/or minerals, such as, but not limited to, iron, manganese, arsenic, or uranium, and reviewing any health hazards or water quality issues raised by such disturbances or other impacts as measured or otherwise ascertained of the specific conductance, turbidity, clarity, odor or taste associated with current groundwater conditions.

https://ecode360.com/print/SH/6167/guid-133274308-4d6e-4e7b-9e1e-2814

2/14

1/3/2019

Town of Shapleigh, ME

- (8) Site plan. A detailed site plan depicting the following:

- (a) Site dimensions: the limits (outside perimeter) of the aquifer or other water source cited in the application, and the bounds of the land of the applicant.
- (b) Nearby water bodies: the location of all water bodies within 500 feet of the outside perimeter of the aquifer or other water resource.
- (c) Existing road network: the existing network of public or private roads leading to or by the extraction point(s).
- (d) Proposed new roads: any proposed new roads or driveways to be constructed for access to and egress from the extraction point(s), and the point(s) of intersection of such proposed roads or driveways with existing roads.
- (e) Utility lines: any existing or proposed utility lines proposed for use in the groundwater extraction activities.
- (f) Monitoring and test wells: the location and type proposed or required of monitoring and test wells.
- (g) Extraction points: the location of all existing and proposed extraction point(s), including, without limitation, all associated existing and proposed well heads, pumping facilities, monitoring or test wells, buildings, and/or sheds, utility lines, fencing, access roads or driveways, with related elevation, and contour line information.
- (h) Water pipeline: the location of all existing and proposed pipes, pipelines, aqueducts or similar that are intended to facilitate transport of extracted water from extraction point(s) to all intended end users.
- (i) Other information related to the review of groundwater extraction activities: all other relevant and material information bearing on the proposed large-scale water extraction activities, the omission of which would tend to hinder the ability of the reviewing authority, affected land owners, or the public from developing a full understanding of the scope and impact of the proposal, or as may be required by the Planning Board.
- (j) Other required information: all other information the Shapleigh Zoning Ordinance requires with a conditional use permit application.

- E. Traffic impact analysis (if required by Planning Board): a traffic impact analysis prepared, signed and sealed by a State of Maine certified engineer with experience in traffic engineering. This analysis shall include the following:

- (1) Routes to be used;
- (2) Access conditions at site;
- (3) Types and weights of water transport vehicles expected;
- (4) The expected daily water transport vehicle trips;
- (5) Peak-hour volumes;
- (6) Pre- and post-directional distribution of hourly and daily traffic volumes and level of service for the affected roads/streets and intersections;
- (7) Assessment of the load capability and volume capacity of the roads/streets to be used.

https://ecode360.com/print/SH/6167/guid-133274308-4d6e-4e7b-9e1e-2814

2/14

1/3/2019

Town of Shapleigh, ME

- (8) Effect upon the level of service of the roads/streets giving access to the site and the neighboring streets that may be affected; and
- (9) Recommended improvements to assure an adequate level of service on the affected streets and to mitigate the physical degradation of roads sooner than the anticipated life span.

- F. Conditions of permit. No application for large-scale water extraction activities shall be issued until and unless the Planning Board affirmatively finds that each of the following performance standards has been or will be met and that all other Shapleigh Zoning Ordinance requirements are met. The burden of proof is solely on the applicant:

- (1) Technical expertise and financial capability. The applicant must demonstrate to the reviewing authority that it possesses the technical expertise and financial resources to provide continuing adherence and capacity to meet these performance standards.
- (2) Sustainability of aquifer characteristics. The quantity of groundwater proposed to be extracted will not cause undue adverse impact to the groundwater flow patterns relating to the aquifer or its recharge areas, related springs or other groundwater resources within the Town of Shapleigh.
- (3) Sustainability of aquifer production. The quantity of groundwater proposed to be extracted will not adversely affect the long-term sustainability of the aquifer, groundwater resource recharge areas, or other groundwater resources, during periods of drought or due to reasonably anticipated changes in the recharge capacity of the affected groundwater resources.
- (4) Sustainability of surface water characteristics. The quantity of groundwater to be extracted will not adversely impact significantly diminish, or alter the characteristics of any surface waters within the Town of Shapleigh, including during periods of drought.
- (5) Land subsidence. The quantity of water to be extracted will not cause any ground subsidence on the parcel on which groundwater extraction is taking place or in the vicinity of the parcel on which groundwater extraction activities are proposed.
- (6) Sustainability of water quality. The proposed extraction will not create a health risk or create adverse impacts, such as drinking water turbidity, reduced clarity, or new odors within existing groundwater resources from the disturbance of existing geologic materials within the aquifer, or from any other cause related to the proposed groundwater extraction activity.
- (7) Monitoring system and schedule. The applicant must, in conjunction with the Town, establish an ongoing monitoring system which documents extraction and recharge data and water quality characteristics within the zone of contribution. The data is to be reported in writing to the Shapleigh Board of Selectmen on at least a monthly basis. If an aquifer local on allows, at least 25% of monitoring locations shall be at private wells located within the zone of contribution, provided the applicant is able to obtain landowner permission for such testing. In the event there are not enough private wells to attain the twenty-five-percent threshold of wells to be monitored, the Planning Board may request the applicant to provide additional monitoring stations on adjacent public or state lands under which the aquifer or groundwater resource is located. The information to be gathered at each testing/monitoring well on water quality parameters shall include, at minimum, the following data:

- (a) Water level;
- (b) Turbidity;
- (c) Temperature;
- (d) pH

https://ecode360.com/print/SH/6167/guid-133274308-4d6e-4e7b-9e1e-2814

2/14

1/3/2019

Town of Shapleigh, ME

- (e) Conductivity;
  - (f) Alkalinity;
  - (g) Dissolved oxygen;
  - (h) Aromas;
  - (i) Total coliform;
  - (j) Chlorophyll-a;
  - (k) Total organic carbon;
  - (l) Volatile organic compounds (VOCs);
  - (m) Phosphorus;
  - (n) Sodium;
  - (o) Calcium;
  - (p) Arsenic;
  - (q) Iron;
  - (r) Manganese;
  - (s) Sulfur;
  - (t) Lead;
  - (u) Copper; and
  - (v) Other parameters deemed appropriate by the Planning Board.
- (8) Sustainability of preexisting domestic use of groundwater. The applicant assumes and shall be individually responsible for any and all liability for the loss, interruption, degradation or interference with the preexisting use or beneficial domestic use of groundwater enjoyed by any person caused by the applicant's participation in large-scale water extraction activities. For the purposes of this section "beneficial domestic use," "groundwater" and "preexisting use" shall be as defined by 38 M.R.S.A. § 404, Paragraph 1A through 1C and liability of applicant shall be for compensatory damages in accordance with 38 M.R.S.A. § 404.
- (9) Surety. See Subsection H(1) below.
- (10) Road use restrictions. Additional vehicular demand on existing Town roads or public easements occasioned by the operation of the extraction facility(ies) will not exceed the capacity of those roads, or cause the premature failure, aging or diminished utility of those roads as determined by the Town Road Commissioner, and/or State of Maine Department of Transportation.
- (11) Pipeline use. If extraction facility(ies) will be served by pipes, pipelines, aqueducts or similar devices, such installation(s) will be sited and constructed in a manner which shall not unduly interrupt the public use of any existing roadway, the public's access to any public facility, great pond, and access to private property, or pose the risk of damage to any property along or through which installation traverses as a result of any failure or malfunction which might cause ponding, erosion, run-off, or similar conditions.

https://ecode360.com/print/SH11616/guid=13327430&id=11616

9/14

1/3/2019

Town of Shapleigh, ME

- (12) Habitat preservation. The applicant has complied with the requirements of 38 M.R.S.A. § 480-D, Paragraph 3, Harm to habitats and fisheries.
- G. Independent expert assistance. If the Planning Board reasonably determines it requires independent expert assistance to assist in its review of the application, or in evaluating the substance of the application or in developing appropriate conditions of approval, it may engage the service of a technical expert to assist the Board. The applicant shall pay to the Town, in advance of the scheduling of any public hearing, a sum equal to the estimated cost of the independent expert. The failure to make payment shall excuse the reviewing authority from scheduling any further review of the application by the Planning Board until such payment is made in full.
- H. Surety and terms of permit
- (1) Surety. No permit shall be issued without a surety bond or an equivalent and appropriate security, including anticipated inflation, as determined by the Planning Board in consultation with the Town Attorney to secure performance of the activities permitted to an applicant seeking to engage in groundwater extraction activities and to ensure compliance with such conditions as the Planning Board may impose in connection with such a permit. The bond or surety shall be in an amount recommended by the Board of Selectmen and approved by the Planning Board.
- (2) Time limit and extensions of permits. Permits shall be issued for a period not to exceed three years, but may be renewed subject to the same criteria contained herein.
- (a) With respect to an application for a permit renewal, after notice and hearing as referred to in § 105-73D of the Shapleigh Zoning Ordinance, a renewal permit for another three-year period shall be issued, provided:
- [1] There is no increase in the permit holder's extraction activities in terms of the quantity of water to be extracted; and
  - [2] There is no change in the location or configuration of the extraction facility; and
  - [3] There has been no material failure by the permit holder to comply with any conditions of the expiring permit; and
  - [4] There has been no material failure by the permit holder to meet the performance standards applicable to the expiring permit; and
  - [5] There is no significant, credible evidence that the permit holder's continuing operations would be unable to meet the performance standards of the ordinance during any renewal period.
- (b) Any application for a renewal permit must be filed with the reviewing authority not less than 90 days prior to the expiration of the existing permit.
- (3) Discontinuance of permit. The permit holder is required to inform the Town of Shapleigh if and when extraction points are going to be nonfunctional for extended periods of time. If an existing or permitted large-scale water extraction activity is discontinued for more than one year, such activity shall require application for a new or amended permit. Existing water extraction activities in operation before the date this article is adopted may continue such operations for three years from such date. At the expiration of the three-year period, any such water extraction activities shall require the water extractor(s) to file for and receive a permit according to the application procedures, terms and performance standards of this article. In addition, after notice and hearing, the conditional use permit for large-scale water extraction activities may be discontinued by the Planning Board in consultation with the Town Attorney during the three-year term of the permit for significant violations and/or violations of the conditions of permit described in this document.

https://ecode360.com/print/SH11616/guid=13327430&id=11616

10/16

1/3/2019

Town of Shapleigh, ME

- (4) Independent monitoring. The applicant shall pay the Town of Shapleigh for on-going independent monitoring of extraction operations.

§ 99-6. When effective.

This article shall become effective immediately upon its adoption and enactment by vote of the legislative body of the Town of Shapleigh at a duly called Town Meeting.

Article II. Water Rights

(Adopted 2-28-2009 5TM)

§ 99-7. Name.

The name of this article shall be the "Shapleigh Water Rights and Local Self-Government Ordinance."

§ 99-8. Preamble and purpose.

- A. We the People of the Town of Shapleigh declare that water is essential for life, liberty, and the pursuit of happiness, both for people and for the ecological systems, which give life to all species.
- B. We the People of the Town of Shapleigh declare that we have the duty to safeguard the water both on and beneath the Earth's surface, and in the process, safeguard the rights of people within the community of Shapleigh, and the rights of the ecosystems of which Shapleigh is a part.
- C. We the People of Shapleigh declare that all of our water is held in the public trust as a common resource to be used for the benefit of Shapleigh residents and of the natural ecosystems of which they are a part. We believe that the corporatization of water supplies in this community placing the control of water in the hands of a corporate few, rather than the community, would constitute tyranny and usurpation; and that we are therefore duly bound, under the Maine Constitution, to oppose such tyranny and usurpation. That same duty requires us to recognize that two centuries' worth of governments' control of constitutional powers upon corporations has deprived people of the authority to govern their own communities, and requires us to take affirmative steps to remedy that usurpation of governing power.

§ 99-9. Authority.

This article is adopted and enacted pursuant to the inherent, unalienable, and fundamental right of the citizens of the Town of Shapleigh to self-government and under the authority recognized as belonging to the people of the Town by all relevant state and federal laws, including, but not limited to the following:

- A. Article 1, § 2, of the Maine Constitution, which declares that "all power is inherent in the people; all free governments are founded in their authority and instituted for their benefit [and that] they have therefore an inalienable and indefeasible right to institute government and to alter, reform, or totally change the same, when their safety and happiness requires it."
- B. Section 3001 of Title 30-A of the Maine Revised Statutes, which grants municipalities all powers necessary to protect the health, safety, and welfare of the residents of the Town of Shapleigh.
- C. The Declaration of Independence, which declares that governments are instituted to secure people's rights, and that government derives its just powers from the consent of the governed.

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11/14

1/3/2019

Town of Shapleigh, ME

- D. The General Comment of the United Nations Covenant on Economic, Social, and Cultural Rights, which declares that "the human right to drinking water is fundamental to life and health. Sufficient and safe drinking water is a precondition to the realization of human rights."

§ 99-10. Withdrawal of water by corporations prohibited.

No corporation shall engage in water withdrawals in the Town of Shapleigh. The term "corporation" means any corporation organized under the laws of any state of the United States or any country, or any limited partnership, limited-liability partnership, business trust, or limited-liability company organized under the laws of any state of the United States or any country. The term "engage" shall include, but not be limited to, the physical extraction of water, and the buying and/or selling of water extracted within the Town of Shapleigh.

§ 99-11. Corporations not deemed "persons."

No corporation doing business within the Town of Shapleigh shall be recognized as a "person" under the United States or Maine Constitutions, or laws of the United States or Maine, nor shall the corporation be afforded the protections of the Contracts Clause or Commerce Clause of the United States Constitution, or similar provisions found within the Maine Constitution, within the town of Shapleigh.

§ 99-12. Rights.

All residents of the Town of Shapleigh possess a fundamental and unalienable right to access, use, consume, and preserve water drawn from the sustainable natural water cycles that provide water necessary to sustain life within the Town. Natural communities and ecosystems possess unalienable and fundamental rights to exist, flourish, and naturally evolve within the Town of Shapleigh. Ecosystems shall include, but not be limited to, wetlands, streams, rivers, aquifers, and other water ecosystems.

§ 99-13. Exceptions.

The people of the Town of Shapleigh hereby allow the following exceptions to the statement of law contained within § 99-10 of this article:

- A. Municipal authorities established under the laws of the State of Maine engaged in water withdrawals providing water only to residential and commercial users within the Town of Shapleigh.
- B. Nonprofit educational and charitable corporations organized under state nonprofit corporation law, qualified under § 501(c)(3) of the federal Tax Code, which do not sell water withdrawn within the Town of Shapleigh outside of the Town of Shapleigh.
- C. Utility corporations operating under valid and express contractual provisions in agreements entered into between the Town of Shapleigh and those utility corporations, for the provision of service within the Town of Shapleigh.
- D. Corporations operating under valid and express contractual provisions in agreements entered into between persons in the Town of Shapleigh and those corporations, when the withdrawn water is used solely for on-site residential, household, agricultural, or commercial use within the Town of Shapleigh, provided that such commercial use does not involve the withdrawal of water for sale outside of the Town of Shapleigh, or involve the purchase of water withdrawn from the Town of Shapleigh for sale outside of the Town.

https://ecode360.com/print/SH11616/guid=13327430&id=11616

12/14

### § 99-14. Enforcement.

Any corporation planning to engage in water withdrawals within the Town of Shapleigh must notify the Town of such activity at least 60 days prior to engaging in water withdrawals. Such notification shall contain a claim to one of the exemptions listed in § 99-13 of this article. Any violation of this article shall be considered a criminal summary offense, and will subject the directors of the non-compliant corporation to joint and several liability with the corporation itself. The Board of Selectmen of the Town of Shapleigh authorizes the maximum allowable monetary fine under the Maine Revised Statutes for the violation of this article. Each act of water withdrawal and each day that water is withdrawn shall be considered a separate violation of this article. The Board of Selectmen of the Town of Shapleigh may also file an action in equity in any court of competent jurisdiction to abate any violation defined in § 99-10 of this article. If the Selectmen of the Town of Shapleigh fail to bring an action to enforce this article, or fail to diligently pursue ongoing litigation aimed at the enforcement of this article, any resident of the Town has standing in front of the court for enforcement.

### § 99-15. Extent of corporate liability.

Any person acting under the authority of a permit issued by the Department of Environmental Protection, any corporation operating under a state charter or certificate of authority to do business, or any director, officer, owner, or manager of a corporation operating under a state charter or certificate of authority to do business, who deprives any Town resident, natural community, or ecosystem of any rights, privileges, or immunities secured by this article, the Maine Constitution, the United States Constitution, or other laws, shall be liable to the party injured and shall be responsible for payment of compensatory and punitive damages and all costs of litigation to satisfy that liability, including, without limitation, expert and attorney's fees. Compensatory and punitive damages paid to remedy the violation of the rights of natural communities and ecosystems shall be paid to the Town of Shapleigh for restoration of those natural communities and ecosystems.

### § 99-16. Environmental protection.

It shall be unlawful for any corporation or its directors, officers, owners, or managers to interfere with the rights of natural communities and ecosystems to exist and flourish, or to cause damage to those natural communities and ecosystems. The Town of Shapleigh, along with any resident of the Town, shall have standing to seek declaratory injunctive, compensatory, and punitive relief for damages caused to natural communities and ecosystems within the Town, regardless of the relation of those natural communities and ecosystems to Town residents or the Town itself. Town residents, natural communities, and ecosystems shall be considered to be "persons" for purposes of the enforcement of the civil rights of those residents, natural communities, and ecosystems.

### § 99-17. Civil rights enforcement.

Any Town resident shall have standing and authority to bring an action under this article's civil rights provisions, or under state and federal civil rights laws, for violations of the rights of natural communities, ecosystems, and Town residents, as recognized by this article.

### § 99-18. Town action against preemption.

The foundation for the making and adoption of this article is the people's fundamental and unalienable right to govern themselves, and thereby secure rights to life, liberty, property, and the pursuit of happiness. Any attempts to use county, state, or federal levels of government, judicial, legislative, or executive, to preempt, amend, alter, or overturn this article or parts of this article, or to intimidate the

people of the Town of Shapleigh or their elected officials, shall require the Board of Selectmen to hold public meetings that explore the adoption of other measures that expand local control and the ability of residents to protect their fundamental and unalienable right to self-government. Such consideration may include actions to separate the municipality from the other levels of government used to preempt, amend, alter, or overturn the provisions of this article or other levels of government used to intimidate the people of Shapleigh or their elected officials.

### § 99-19. Strict liability for actions in neighboring municipalities affecting Town.

Persons using corporations to engage in water withdrawal in a neighboring municipality shall be strictly liable for all harms caused to the health, safety, and welfare of the residents of Shapleigh from those activities, and for all harms caused to ecosystems and natural communities within the Town of Shapleigh.

### § 99-20. Liability for actions affecting water rights.

No permit, license, privilege or charter issued by any state or federal regulatory agency, commission or board to any person or any corporation operating under a state charter, or any director, officer, owner, or manager of a corporation operating under a state charter, which would violate the provisions of this article or deprive any Shapleigh resident, natural community, or ecosystem of any rights, privileges, or immunities secured by this article, the Maine Constitution, the United States Constitution, or other laws, shall be deemed valid within the Town of Shapleigh. Additionally, any employee, agent or representative of any state or federal regulatory agency, commission or board who issues a permit, license, privilege or charter to any person or any corporation operating under a state charter, or any director, officer, owner, or manager of a corporation operating under a state charter, which would violate the provisions of this article or deprive any resident, natural community, or ecosystem of any rights, privileges, or immunities secured by this article, the Maine Constitution, the United States Constitution, or other laws, shall be liable to the party injured and shall be responsible for payment of compensatory and punitive damages and all costs of litigation, including, without limitation, expert and attorney's fees. Compensatory and punitive damages paid to remedy the violation of the rights of natural communities and ecosystems shall be paid to the Town of Shapleigh for restoration of those natural communities and ecosystems.

### § 99-21. Future lost profits.

Within the Town of Shapleigh, corporate claims to "future lost profits" shall not be considered property interests under the law, and thus, shall not be recoverable by corporations seeking those damages.

### § 99-22. Prohibition on Selectboard challenge.

The Selectboard of the Town of Shapleigh or any other agent or agency of the Town shall be prohibited from taking any action to amend, alter, or overturn this article, unless such action is approved by a 2/3 or Town Meeting at which 2/3 of the residents of the Town attending the Town Meeting approve such action.

## 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

## Churches

**Vibrant Villages**

Actions: 03.2

**All Ages**

Actions: 02.2, 03.2

## Community Health &amp; 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 &amp; 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, 02.3, 03.5, 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, 01.6, 02.6, 02.7, 02.8, 02.9, 02.11, 02.12, 02.13, 03.4, 06.2

### Forest Products

Actions: 01.1, 02.1, 02.3, 03.1, 03.2

### Future-proof

Actions: 01.1, 01.2, 01.3, 01.4, 01.5, 01.8, 01.10, 01.11, 02.1, 02.2, 02.3, 03.1, 03.3, 03.4, 03.5, 03.8, 03.9, 04.2, 04.6, 05.1, 05.2, 05.3

## 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: 01.6, 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

### 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

# Index of Organizations, cont'd

## 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

