

Millinocket Downtown Action Plan

January, 2020



Created by the Town of Millinocket Economic Development Committee, associated partners, and the public.



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Executive Summary

Millinocket sits at the headwaters of the Penobscot River at the threshold of an expansive wood basket and Maine's largest mountain, Katahdin as it's backdrop. Our 4,400 residents are surrounded by world-class outdoor recreation amenities, including whitewater rafting, hiking, fishing, hunting, single-track mountain biking, or glamping with stunning views of the North Woods. Katahdin is the northern terminus of the Appalachian Trail in the nearby 210,000-acre Baxter State Park. The newly dedicated Katahdin Woods & Waters National Monument is adjacent to Baxter State Park with an additional 88,000 acres of recreational wilderness.

Millinocket's ability to capitalize on these global draws is limited by its image as a defunct mill town with a dilapidated downtown. The potential for both industrial and Main Street revitalization is substantial. After decades of disinvestment, Millinocket is ready to reclaim its future. Millinocket has few financial resources to rely on, but has spirit.

Our Downtown stretches through Penobscot Ave, Aroostook Ave, Katahdin Ave, Central St, Congress St, and three parks in the geographic area. The Town has partnered with stakeholders to begin envisioning a Millinocket Community Revitalization plan for the downtown using data from community surveys, committee planning sessions, a revised comprehensive plan, and the Katahdin Gazetteer, a regional vision and action plan. We have big ideas for electricity and lighting improvements, seating, public restrooms, and renovated sidewalks for ADA compliance. The Town has coordinated a community stakeholder group to try and bring infrastructure and aesthetic improvements to this corridor to increase tourism and business development.

Our goal is to create a safe walkable, age-friendly downtown, connecting Heritage Park at one end of the main street to Veteran's Park at the other. We need to renovate the main street with paved level sidewalks with improved curb structure, install a public restroom facility, new seating and trash receptacles, improved lighting and electrical infrastructure, electric vehicle charging stations, new and improved signage and crossings through an ongoing wayfinding study, and façade improvement for street businesses. If we can share our mission, connect with further funding opportunities, and make some small wins, we feel we will be well on our way to eventually hitting these long-term goals. We are currently organizing a community workshop with the Citizen's Institute on Rural Design for this Spring to implement design principles into our action plan. Check out this video as a summary of our plan: <https://youtu.be/52EYj1KooBA>.

Making these improvements will create a safer and more welcoming main street to help attract and retain new residents. Revitalizing this corridor will strengthen social capital within the community and provide a productive location for all residents, business owners, and visitors to thrive. The Town of Millinocket will continue to reference this Downtown Action Plan and the collaborative Millinocket Community Revitalization plan to seek improvements with community support in the Downtown area.



Municipality

Project Zone

Three avenues and two streets are in the vicinity of Millinocket's downtown project zone. They include Penobscot Avenue, Aroostook Avenue, Katahdin Avenue, Central Street, and Congress Street. All surfaces are asphalt covered and fall under various zoning restrictions.

Penobscot Avenue is broken into a north and south side. The south side of Penobscot Avenue is the section of town that is referred to as Main Street. It runs from the traffic light on the corner of Central Street and Penobscot Avenue to Veterans Memorial Park at the north end of Main Street. This section of Penobscot Avenue is where the most businesses are located. There are four restaurants (that offer food and drinks), two oil businesses, two insurance companies, Katahdin Valley Health Center, Roots 2 Remedies, a computer graphic design facility (designlab), Omega Benefit Strategies (based on the second story of designlab), three parks, two parking lots, and numerous other businesses. This corridor is primarily zoned Downtown Commercial (DC). This type of zoning allows for commercial activities such as shops, offices, theaters, restaurants, etc.

Additionally, a small portion of Central Street from Bangor Savings Bank to the traffic light is included. Along this small stretch of road there is one bank, a law office, a variety store, the former K & M Motors, a laundromat, and the Historical Society.

Downtown continues right on Poplar Street and again onto Katahdin Avenue. This short strip of road has a sidewalk on the west side, Veterans Memorial Park, and a number of parking spaces on the east side. The expanse of Katahdin Avenue is zoned Residential 1 (R1), which typically refers to a piece of real estate that is located in a neighborhood of single-family residences. Most local laws restrict R1 zoning to one freestanding house intended as a dwelling place for one family. The historical Administration Building is located at the northernmost end of Katahdin Avenue.

Adjacent to Main Street, Aroostook Avenue begins at Campbell's Service Center on 255 Aroostook and continuing north to Birch Street. Located on this piece of road is one garage, the Millinocket Fire Department, the Elks Lodge, Katahdin True Value, and the Katahdin Valley Health Center pharmacy. Most of this stretch of road is zoned DC.

Congress Street, the next street east of Aroostook Avenue, is the last street in the project range. Turning off Central Street this piece of the project extends northward to Birch Street. The Mike Michaud Walking and Biking Trail and Kermit Crandall Park can be found on this section of the street. A vast majority of Congress Street is zoned R1.

*Attached to this plan is a graphic and street layout of the project area.



Economic History

Millinocket epitomizes the plight of many rural communities across the country struggling to adapt to the effects of a mill closure. Millinocket is a town that grew up around Great Northern Paper Co. For 100 years it was the community's economic driver, employing generation after generation of employees. The paper industry, combined with tourism, helped make Millinocket one of the most prosperous towns in the state.

In 2008, after many owners, downsizing, and temporary shutdowns, the doors were ultimately closed for good. Employees with enough seniority went to work at the East Millinocket mill before the doors were shuttered in 2011. Some people were hired in mills across the state and others went back to school to be trained for different job opportunities.

The town continues to persevere. In December of 2015, the first running/walking of the Millinocket Marathon & Half took place. On a brisk December morning, approximately 50 men and women braved the elements and completed the race. Since then, the marathon has morphed into a major event with over 1,500 participants in 2019. This has contributed hundreds of thousands of dollars to local businesses throughout the region.

We strive to balance a diverse economy. In August of 2016, President Obama designated over 87,000 acres of land in the North Maine Woods as a national monument. It has been labeled the Katahdin Woods & Waters National Monument and has an office across from the Town Office in Millinocket. It is expected to create up to 400 indirect jobs in the Katahdin Region. In January of 2017, Our Katahdin, a 501(C3) organization from Millinocket and Medway, purchased the former GNP mill site with the goal of redeveloping it. The plan is to attract a diversification of businesses geared around the forests products industry. This could create up to 250 jobs.

Previous Grant Awards

In 1988, the Town of Millinocket applied for a CDBG for downtown revitalization. The Town was awarded the grant circa 1999, used Woodard & Curran as an engineering firm, and the following improvements were made to the downtown corridor:

- Sewer system upgrade.
- Water system upgrade.
- Replaced storm drain system.
- Street reconstruction.
- Sidewalk replacement.
- Reconstruction of the municipal parking lot.
- Park reconstruction.
- Twenty-one new streetlights with underground wiring.
- Installation of trash receptacles.
- Painted pavement markings.



Present Infrastructure

The condition of the present infrastructure is the reason we are applying for Community Development Block Grants and other associated funding opportunities. The sidewalks need to be replaced, the streetlights need to be upgraded, more electrical outlets are essential at Veterans Memorial Park, there is a need for more trash receptacles, and the Town would like to install a couple of restroom facilities on its Main Street.

Need for Grant Assistance

The closure of the paper mill in Millinocket in 2008 dramatically changed the town in many ways. Population declined, property tax rates were forced up, houses were abandoned, and a community that was once one of the most prosperous in the state faced unprecedented hard times. Taxes collected from the paper mill have declined from more than \$4 million to roughly \$40,000 today due to the former owner's liquidation of assets. Since 2013, the town has sold or demolished over 100 houses that were acquired for non-payment of taxes.

A grant to revitalize the downtown area would not only be inspirational for the residents of Millinocket, it would also entice tourists to visit the main street, make Millinocket a prime candidate to attract investment, and encourage young families from other towns to work and reside here.

Revitalization

A municipality's downtown area plays an important role in economic and social development. Downtowns create activities where commercial, cultural, and civic undertakings are concentrated. Downtown revitalization is economic development. Investment in revitalization creates jobs, increases property values, and attracts tourists.



Partners

The Town of Millinocket is currently working with many partners to identify community needs for improving the downtown corridor, and to implement projects for improvement.

Millinocket Community Revitalization

As part of a broader Katahdin-area economic development effort, targeted investment in downtown Millinocket is critical to build community pride, purpose and vitality. Outlined below is an integrated strategy, designed to retain and attract businesses, residents and visitors by building on local assets and conditions that will help address a diverse set of opportunities to revitalize the community. The following list of **Proposed Project Areas/Downtown Action Items** were highlighted in 2019 through discussions with local partners and they contain both municipal and private initiatives:

Proposed Project Areas

1. Downtown Infrastructure Improvements

Goal: create a walkable community, improve the safety, connectivity and appeal of the downtown area to attract residents, visitors and businesses.

Activities: identify, prioritize and implement improvements to downtown infrastructure:

Phase 1: Assess current *and potential future* downtown pedestrian and traffic flows and develop:

- An overall strategy and engineering plan for priority improvements. Scope of work to include Central Street, Penobscot Ave and walkways among downtown corridor, public spaces and community facilities – the hospital, library, elementary school and mill site.
- Timeframe:
- Total Estimated Cost: \$25,000
- Lead: Town - Downtown Economic Development Committee
- Potential Funding Sources: [Maine DOT pedestrian program](#); [Public Service Grant Program](#)

Phase 2: Implement priority improvements may include:

- Replacement of sidewalk pavers on Penobscot Ave
- Streetscape improvements: ADA curbing, lighting improvements in public spaces, signage, street crossings, sidewalk/stairs/signage to library, Katahdin Tourism Partnership Heritage Square enhancements.
- Create a walkway to better connect the Millinocket Memorial Library and downtown
- Timeframe:
- Total Estimated Cost: \$1,000,000
- Lead: Town - Downtown Economic Development Committee



- **Update:** The town is pursuing \$300k+ in CDBG funds from the state to improve downtown sidewalks and lighting. Improved lighting and electrical connection at Veterans Park is a priority; OK is discussing moving the gate to integrate One Katahdin into the community. Town to apply for Maine DOT Grant in August up to \$400,000 request possible.
- Potential Funding Sources: [Maine DOT program](#), [CDBG \(for infrastructure\)](#).

Phase 3: Identify and pursue additional funding to complete outstanding priority projects outlined above

- Timeframe:
- Cost: \$150,000
- Lead: Town - Downtown Economic Development Committee

2. **Downtown Business and Community Facility Development**

Goal: accelerate business development and improvement of community facilities in the downtown area.

Activities: create the conditions to attract businesses and improve business success, support existing business and community development efforts:

- Create inventory of commercial space (potential, available, adaptable) for rent, sale or use (e.g. church commercial kitchen)
- Invest in the completion of phase 1 build out of 230 Penobscot Avenue, owned by Our Katahdin, including wood pellet heating system, business incubator space, public bathrooms, community gathering space, Gear Library build-out and equipment
- Support commercial building redevelopment efforts including building exterior improvements and building acquisition and renovation
- Invest in the completion of the Millinocket Memorial Library renovation including wood pellet heating system and other building needs
- Provide 1:1 business coaching to new and existing businesses to provide tailored business technical assistance
- Conduct feasibility of adapting existing buildings for wood products incubator on mill site
- Timeframe:
- Total Estimated Cost: \$4,585,000, funding participation \$1,115,000
- Lead: Our Katahdin, Northern Forest Center, Millinocket Memorial Library
- Update: The Town secured Community Institute for Rural Design (CIRD) designation and will host a workshop in April to produce a downtown design plan, guidebook and rendering.
- Potential Funding Sources: NFC EDA Coop, USDA RBDG (spring timing) - no construction allowed, USDA Community Facilities Program – specific focus on planning related to community facilities, NBRC EID Grants (spring timing), USDA REAP (for



heating system), USDA RCDI (for 1:1 business coaching), CDBG (for business assistance), Microenterprise Program (for façade and business improvements)

3. **Recreational Connectivity and Development**

Goal: enhance, expand and improve the quality of and access to in-town recreation assets, improve community health.

Activities: identify, prioritize and implement improvements to connect the downtown core with area recreation trails:

Phase 1: Engage community to assess barriers to recreation use among target populations – youth and aging in place individuals – and to identify and formalize in-town trails (both motorized and non-motorized):

- Develop an overall strategy for priority recreation improvements. Scope to prioritize non-motorized access to mountain biking, walking/hiking and cross-country skiing (as motorized is well organized).
- Assessment of regional mass transit needs to connect residents to trails
- Timeframe:
- Cost: \$35,000
- Lead: Katahdin Area Trails, MRH/Thrive Penobscot, OSI, Northern Forest Center
- Update: The Outdoor Sport Institute is creating an inventory of local trails and recreational websites and assets. Katahdin Area Trails successfully applied for an RTP grant to construct one mile or more of single-track mountain bike trails in Millinocket, the Northern Forest Center is working with Alta Design and Planning to develop a wayfinding plan and design for the town of Millinocket that will include signage to recreational assets in town
- Potential Funding Sources: USDA RBDG, NBRC EID Grants (spring timing)

Phase 2: Invest in improved trails and improved access to recreation trails including:

- Recreation amenities map (on-line and paper-based) for residents and visitors, identifying area activities and access
- Improved in-town wayfinding and trail-head signage and information
- Improvement of trail infrastructure including maintenance (and formalization) of existing trails and development of new trails (phase 1) to enhance connectivity
- Total Estimated Cost: \$455,000
- Lead: Katahdin Area Trails, OSI, Northern Forest Center
- Status Update: The Katahdin Tourism Partnership (KTP) is re-envisioning Heritage Square developing a more affordable park design; Katahdin Area Trails received a state RTP grant for bike trail development in town Millinocket; OSI is collecting town-based data to better understand outdoor recreation use; Northern Forest Center has raised USDA RD and private funds to develop a wayfinding plan that is underway; The Bike



Coalition of Maine is bringing Bike Maine training to town in part in preparation for this summer's Bike ME event which is spending 2 days in Millinocket in September.

- Potential Funding Sources: NBRC EID, Maine RTP (fall timing, good to reach out ahead of time to state people, complex app), NPS Rivers Trails, & Conservation program

4. **Community Branding and Marketing**

Goal: Create and implement a community marketing strategy to attract and retain entrepreneurial people to Millinocket.

Activities: building on the areas assets and developing business community, convene community stakeholders to create a comprehensive community branding and marketing strategy to build entrepreneurial activity and attract a qualified workforce to meet community and business needs. Conduct multi-year marketing strategy:

- Create an overall brand and marketing strategy for community to engage targeted audiences
- Implement targeted marketing strategy
- Timeframe:
- Total Estimated Cost: \$175,000
- Lead: Revitalization Team with consultant(s)
- Status Update: Katahdin Revitalization Cte is pursuing the development of a Millinocket/Katahdin regional promo video.
- Potential Funding Sources: USDA RBDG

5. **Community Capacity Building and Regional Connectivity**

Goal: invest in community capacity to implement projects and to learn from and contribute to other regional revitalization efforts across the Northern Forest.

Activities: Invest in the core capacity of non-profit leaders to implement projects and participate on revitalization team

- Participate on revitalization team and in community visits to other areas of the state and region
- Provide resources for non-profit and municipal professional development opportunities
- Provide support for a Community Resource Manager position
- Timeframe:
- Cost: \$341,500
- Status update: MML and Thrive Penobscot have secured seed funding for a transportation navigator
- Project Lead: Revitalization Team
- Potential Funding Sources: USDA RCDI (for training aspect), Maine Downtown Revitalization Grant Program



This Downtown Development strategy was created through a collaborative effort which included the following community partners over the course of the past years:

Mike Smith & Josh Firmin, Outdoor Sport Institute
Matt Delaney, Millinocket Memorial Library
Matt Polstein, Katahdin Area Trails
Ailish Keating & Rob Riley, Northern Forest Center
Jane Danforth, Thrive Penobscot, Millinocket Regional Hospital
Jessica Masse, Design Lab
Cody McEwen, Town of Millinocket
Lucy Van Hook & Steve Sanders, Our Katahdin

This collaborative group is currently seeking to identify and proactively pursue public and private dollars in order to implement this strategy in a rapid and coordinated manner.



Public Involvement

The Town of Millinocket Economic Development Committee collected the following data reflecting public participation in the development of this plan.

Millinocket Annual Survey

The Millinocket Annual Survey was created by the Town of Millinocket Economic Development Committee to gain insight on several viewpoints toward the town from its residents, seasonal-residents, business owners, and visitors. Having perspective on different aspects of economic development will give the governing body some tangible evidence in public opinion and how the town should guide its redevelopment.

The Economic Development Committee and volunteers involved in this survey process feel as this data can be useful in understanding our citizens more, as well as providing information essential to developing regional economic and visioning plans. Data from prior year surveys indicate the public desire for downtown improvement. Below are selections of results from past surveys in relation to downtown revitalization.

A full report for each survey year can be accessed on our town website at:

<https://millinocket.org/government/economic-development/>

Millinocket Annual Survey 2017

Q2: What do you feel is Millinocket's greatest economic need?

- Clean up main st. It's an eyesore!
- Beautification of downtown. Make it look like people want to come down town. Paint the town and tear down old buildings on Main Street.
- The dilapidated houses and on main st. and around town!
- I'd like to see less of the abandoned buildings on main street that are on the verge of collapse.
- Need more business on Penobscot. Do not have social service agencies on the 4 blocks of "Main Street". We need a coffee shop, and a food co-op.
- I'd like to see less ugly abandoned buildings on Main St and more stores for things that we have to go to Bangor to get.



Q5: Suggest three beautification improvements to the Town of Millinocket.

- Main Street redevelopment, road upkeep, removing dilapidated properties.
- Fix the sidewalks on main street. They're not level.
- Re-paint and renovate Main Street.
- "Edible sidewalks" Norway Maine has raised beds along their main street, but instead of planting flowers, they planted tomatoes, cucumbers and other edible vegetables that look nice and taste good. It would be great to do something like this in Veteran's Park, and the green space on Highland Ave that a lot of school kids walk through to get to school, and in front of businesses on Penobscot Ave.
- Tear down the empty, boarded up coffee shop.
- Re-activate the revolving loan fund for facade improvements of businesses along Penobscot Ave.
- Sidewalk repair. More seating in veteran's park.
- Veteran's Park, Main Street, Business facades.

Millinocket Annual Survey 2018

Q3: When thinking of Millinocket, what would you like to see more of/less of?

- More young creative, entrepreneurial people, arts and crafts events and more trees in town lining the streets.
- More nice restaurants, shops including bakery, coffee shop with cappuccinos & lattes.
- More trails, sidewalks, etc, that make the area walkable, run-able, bike-able.
- More job opportunities. A revitalized downtown area with updated construction to dilapidated buildings.
- More downtown shopping with unique shops that attract visitors.
- More Maine Street beautification and renovation of buildings.
- Less blight. More welcoming downtown.
- Beautification of the downtown



Q7: Would you like to see an effort in revitalizing the downtown corridor? If so what would you suggest as an improvement?

- Building facade improvement, strategically placed peninsulas with a tree and bench, even a fountain would create a place for repose.
- Yes. Provide retail shops, nice restaurants and brewery with decent food options.
- We need all buildings to be handicap accessible.
- We need public restrooms available in the downtown area.
- A strong Main Street shows people you have a vibrant community. Business owners have to care about their facades and the message it sends to those passing by
- Bathrooms, Outdoor eating, Trees, Music.

Millinocket Annual Survey 2019

Q2: How do you view the downtown and what businesses would you like to see downtown? Can you think of any improvements that could be made?

- Downtown is getting better. More restaurants would be good. A visitor center. With the library renting bikes and Kayaks it would be great to coordinate for visitors.
- Downtown is quaint but very dated. Needs to attract new business to revive the strip.
- There needs to be more places for people to go. More casual dining/coffee shop options would be great. Some fun unique shops for people would be great too.
- Downtown needs a clothing store.
- I think the downtown should be filled with stores, with an anchor store. If we are to attract traffic, we need something to keep them here, particularly on rainy/snowy days.
- Indoor climbing or bouldering wall, indoor mini golf with disco balls/80's music, or other funky theme, co-working space, a maker space for artists, chefs, potters, crafters, woodmakers. (Millinocket seems to be chock-a-block full of creative people).
- CDBG funding for facade improvements.
- It would be idea to have someplace safe and entertaining for the younger generation to gather and have fun.

Katahdin Gazetteer

The Katahdin Gazetteer is a vision and action plan developed by people who live and work in the Katahdin region, the Katahdin Collaborative - a group that facilitates collaboration among volunteer groups, businesses, non-profit institutions, and municipalities in the Katahdin Region, Adam Burk + Co - consultant, Principle - urban design and development firm, DesignLab - local graphic design and marketing agency, Rhumbline Maps - GIS and cartography, and Better Yet Studio.

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 full document can be accessed here:

https://katahdincollaborative.org/wp-content/uploads/2019/03/AllInKatahdin_VisionActionReport_Digital.pdf

This essential component of public involvement spans several aspects of community revitalization. The following elements are pulled from the Katahdin Gazetteer and represent action items that pertain to our overall downtown action plan.

Key: *Big Idea*

Small Idea

Action Item Number/Action

Capacity Category

Cost of Project

Who's Responsible

<i>Big Idea</i>	<i>1. Be a place that supports & attracts people of all ages.</i>
<i>Small Idea</i>	Expand availability and access to healthy, local food.
Action Item Number/Action	04.3 - Build community gardens such as the one in Patten. Consider empty and/or blighted downtown lots.
Capacity/Category	Early Wins
Cost of Project	\$5,000 grants for materials - fencing, compost, etc.
Who's Responsible	Thrive Penobscot, Community Volunteers, Municipalities(water)



<i>Big Idea</i>	2. Cultivate local jobs & a dynamic regional economy
<i>Small Idea</i>	Lower barriers to starting and building small businesses.
Action Item Number/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.
Capacity/Category	Early Wins, Variable rents, low cost programming, renovations
Cost of Project	\$750,000.
Who's Responsible	Our Katahdin.

<i>Big Idea</i>	3. Future-proof the region.
<i>Small Idea</i>	Conduct local planning with updated mindsets and models.
Action Item Number/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 the municipal finances and erode the unique character of the region.
Capacity/Category	Capacity Building
Cost of Project	\$0
Who's Responsible	Katahdin Region Development Board, Katahdin Collaborative - Sustainable development workgroup, Municipalities.

<i>Big Idea</i>	4. Grow Vibrant Villages that enhance the region.
<i>Small Idea</i>	Expand in-town trails and seating.
Action Item Number/Action	04.1 Identify potential trail opportunities to connect with main streets and downtowns; present at community meetings and to town councils.
Capacity/Category	Early Wins



Cost of Project	Staff and volunteer time.
Who's Responsible	Katahdin Collaborative - Recreation workgroup, Schools, Trail Clubs.
Action Item Number/Action	04.4 Assess scaling bike shared 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.
Capacity/Category	Capacity Building
Cost of Project	Bike Share coordinator stipend + bikes.
Who's Responsible	Millinocket Memorial Library, Local citizen who is ready to spearhead a fun project, Environmental Funders Network.

<i>Small Idea</i>	<i>Preserve and advocate for new and sustainable use of local assets.</i>
Action Item Number/Action	02.3 Inventory available land and unused property in downtowns.
Capacity/Category	Early Wins
Cost of Project	Staff and volunteer time.
Who's Responsible	Municipalities.

<i>Small Idea</i>	<i>Prioritize development in the region's downtowns, especially Millinocket, East Millinocket, Island Falls, and Patten.</i>
Action Item Number/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.
Capacity/Category	Early Wins
Cost of Project	\$0
Who's Responsible	Town Council, Town Manager, Community Members.



Action Item Number/Action	01.6 Fill the gaps along the street with Amish sheds or repurposed shipping containers. Locate them on vacant lots in the downtown, with the structures pulled up to the sidewalk. Offer at low rents to incubate new businesses.
Capacity/Category	Capacity Building
Cost of Project	\$500 - \$800 per shed \$15,000 - \$40,000 per shipping container.
Who's Responsible	Katahdin Region Development Board, Katahdin Chamber of Commerce, Katahdin Tourism Partnership, Our Katahdin, Katahdin Collaborative, Municipalities.

Action Item Number/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 revenue per acre analysis.
Capacity/Category	Long-term Investments
Cost of Project	Varies
Who's Responsible	Municipalities, Baxter State Park, Katahdin Higher Education Center

Action Item Number/Action	01.2 Perform an audit of the development approvals process to identify places where the process can be simplified and improved.
Capacity/Category	Early Wins
Cost of Project	Staff and volunteer times.
Who's Responsible	Municipalities.

Action Item Number/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
Capacity/Category	Capacity Building
Cost of Project	Variable
Who's Responsible	Municipalities, State Agencies, Philanthropists.



Action Item Number/Action	01.5 Conduct downtown design studies to create cohesive plans for downtown districts and main streets to leverage best practices in urban design.
Capacity/Category	Capacity Building
Cost of Project	\$5,000 - \$10,000 per town.
Who's Responsible	Municipalities, Urban Design Team, Community Members.

Action Item Number/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.
Capacity/Category	Capacity Building
Cost of Project	Staff time and possibly consultants.
Who's Responsible	Municipalities, Katahdin Region Development Board, Eastern Maine Development Corporation, Katahdin Collaborative

Action Item Number/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.
Capacity/Category	Long-term Investments
Cost of Project	Staff time
Who's Responsible	Municipalities, Eastern Maine Development Corporation, Katahdin Region Development Board, Katahdin Collaborative.

Action Item Number/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.
Capacity/Category	Early Wins
Cost of Project	Staff and volunteer times.
Who's Responsible	Town leaders, Katahdin Region Development Board, Katahdin Collaborative, Eastern Maine Development Corporation.



<i>Small Idea</i>	<i>Spiff up the downtowns with local materials and pride.</i>
Action Item Number/Action	03.1 Donate to and participate in community revitalization projects throughout the region brought forth by community members.
Capacity/Category	Early Wins
Cost of Project	Current maximum fundraising budget is \$2,500.
Who's Responsible	Our Katahdin, Community Members.

Action Item Number/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.
Capacity/Category	Early Wins
Cost of Project	Volunteer time and materials
Who's Responsible	Katahdin Collaborative, Schools, Students, Community, Members, Churches, Municipalities.

Action Item Number/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.
Capacity/Category	Early Wins
Cost of Project	Grant writing staff time
Who's Responsible	Eastern Maine Development Corporation, Katahdin Region Development Board, Katahdin Collaborative, Municipalities.

Action Item Number/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.
Capacity/Category	Capacity Building
Cost of Project	Up to \$15,000 match per grant award.
Who's Responsible	Eastern Maine Development Corporation, Katahdin Region Development Board, Environmental Funders Network, Northern Forest Center, Community Financial Institutions - banks, credit unions, Municipalities.



Town Council:

Chair St. Pell

Arlene Stratton

Ly

Tom Jackson

Charles Brey

Manager John Davis

Mike O'Madness

Janis Bell



Millinocket

Maine's Biggest Small Town