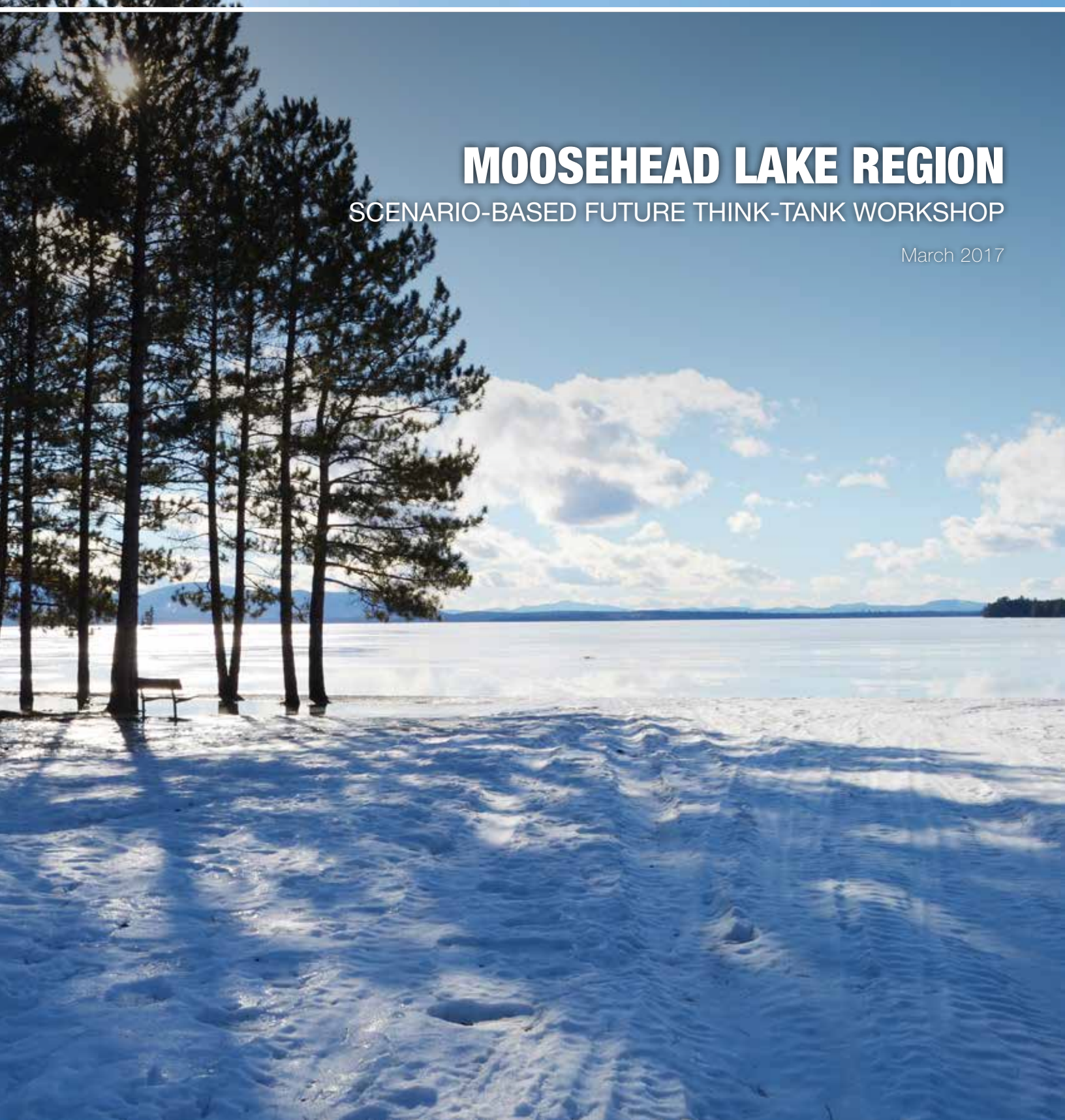future→iQ

MOOSEHEAD
LAKE
MAINE

MOOSEHEAD LAKE REGION
SCENARIO-BASED FUTURE THINK-TANK WORKSHOP

March 2017

MOOSEHEAD LAKE REGION

SCENARIO-BASED FUTURE THINK-TANK WORKSHOP

This report summarizes the results of the two day Future Think-Tank session held in Greenville, Maine on March 9 and 10, 2017. Approximately 110 stakeholders from the Moosehead Lake Region and beyond participated in the workshop and developed the scenarios presented in this report.

PREPARED BY:

future→iQ

WORKSHOP HOSTED BY:

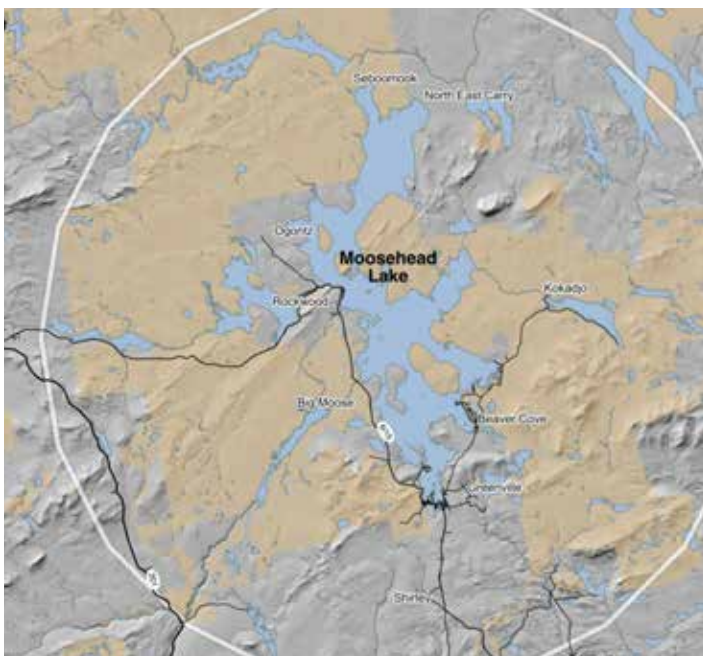MOOSEHEAD LAKE

ECONOMIC DEVELOPMENT CORPORATION

TABLE OF CONTENTS

1.0 INTRODUCTION

The regional planning work presented in this report was conducted as part of the stakeholder engagement for the Moosehead Lake Regional Strategic Action Plan development for the Moosehead Lake Regional Economic Development Corporation (MLREDC). The MLREDC is a Greenville, Maine-based 501(c)(3) non-profit corporation. Its mission is to grow and sustain local businesses, attract and create new jobs, and enhance the economy of the Moosehead Lake Region. The MLREDC's vision is that "The Moosehead Lake Region will enjoy a robust, diversified and sustainable economy that leverages the region's unique character, heritage and spectacular natural resources."

The Moosehead Lake Region comprises the towns, townships and unorganized territories along the 400 mile shoreline of Moosehead Lake, Maine's largest lake. While the Moosehead Lake Region encompasses 4,400 square miles of West Central Maine, the region's year-round population totals just 4,264 people. The region has long been recognized for its unique character. A gateway to Maine's North Woods, Moosehead Lake is expansive, peppered with islands and surrounded by vast working forests and scenic mountain ranges. The greater community of Moosehead Lake extends from Rockwood on the northwest of the Lake, to Greenville Junction, to Greenville, north to Beaver Cove then to Kokadjo and also south to Shirley and Monson. These towns, villages and associations of homes, together,

form the fabric of the Moosehead Lake community and enjoy shared history and as well as a vital stake in the region's future prosperity.

In recent years the region has experienced a shift away from a resource-based economy, and there has been an associated loss of jobs, resulting in a decline in the year-round population. The economy is transitioning to a seasonal tourism focused economy, which makes it difficult for residents to find full time employment, and for businesses to be successful.

The MLREDC, in partnership with the Town of Greenville, the Moosehead Lake Region Chamber of Commerce, and the Piscataquis County Economic Development Council, has engaged in a multi-year process for revitalizing and re-inventing the region's economy, public infrastructure, and create a year-round tourism experience.

As part of this ongoing process, the MLREDC has engaged Future iQ to develop a Regional Strategic Action Plan which will, over the long-term, help guide its efforts in accomplishing these major goals:

- Create an 8 - 10 month economy that is sustainable;

- Grow the population of the region by 25% with a strong emphasis on younger residents (ages 20-45) and families; and

- Maintain the natural and cultural character of the area.

The region has some significant local economic strengths and competitive advantages, and significant work has already commenced on developing economic opportunities, including formation of the MLREDC, the Downtown Planning Process, and the Branding Initiative.

PLANNING CONTEXT

"We must run faster just to stay in place."

– David Vail (2007) when speaking of the Maine North Woods
competing with world class tourism destinations.

Much important work has been done to create strategies around growing and developing Maine's, and the Moosehead Lake Region's, economy. The topic has been addressed in many planning initiatives as economic development, and more specifically eco-tourism, nature-based tourism, and local branding, and they have largely addressed the same issues. Three distinct phases have progressed. The early 2000's was a call to action, the late 2000's promulgated big thinking about developing world class destination amenities, and more recently many planning initiatives have followed in alignment with those ideas.

Tourism has traditionally been an important part of Maine's economy. However, a call to action came from declining prosperity in the forest products industry. Nature-based tourism (e.g. fishing, hunting, and
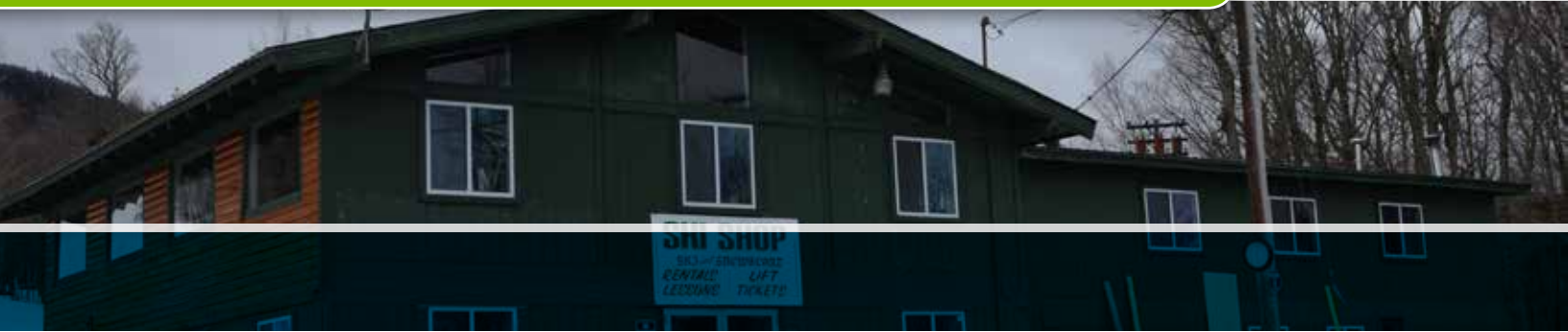
snowmobiling) was identified by the State and others (Tourism Commission, 2008; Brookings Institute, 2006) as a good fit. It offers Maine the opportunity to showcase its unique natural assets.

Around this theme arose ideas about eco-tourism, highlighting the cultural resources of small towns and connecting them to tourism itineraries, including hiking trails. There has also been a call for the development of world-class destination amenities. These ideas revolve around workforce development (Vail, 2007), infrastructure investment (Vail, 2010), development of a resort (such as that at Lilly Bay), and redevelopment of the Squaw Mountain Ski Area (Big Moose Mountain Ski Area), (Moosehead Regional Master Plan, 2009).

Numerous, more specific implementation strategies have been identified. These include regional plans, branding and marketing plans, comprehensive plans, and service specific plans. These documents provide information on the areas in which the communities are interested in investing. Currently ongoing, the Brand Leadership Team of the Moosehead EDC is implementing the Branding, Development & Marketing Action Plan (2015); the Maine Department of Transportation is completing the Moosehead Region Scenic Byway plan; the Bureau of Parks and Lands has completed their first ever regional management plan; the Chamber of Commerce is discussing transition to a Destination Management Organization, and the Town of Greenville is completing a Downtown Plan and is working to revise zoning ordinances. At the time of this document, a small event space was under construction, and three restaurants were undergoing renovation.

In 2015, 13.3 million visitors came to the Maine Woods, of which 39.2% stayed overnight. These visitors spent more than $2 billion, of which 34% was spent on overnight lodging, 22% on dining, 23% on retail, 10% on gasoline, and 10% recreation. This spending created 34,704 jobs, providing $671 million in earnings, and $169 million in tax revenue. (David Peterson Associates, 2015)

The Moosehead Lake Region is on the move, not just "running faster to stay in place," but running even faster to get ahead.
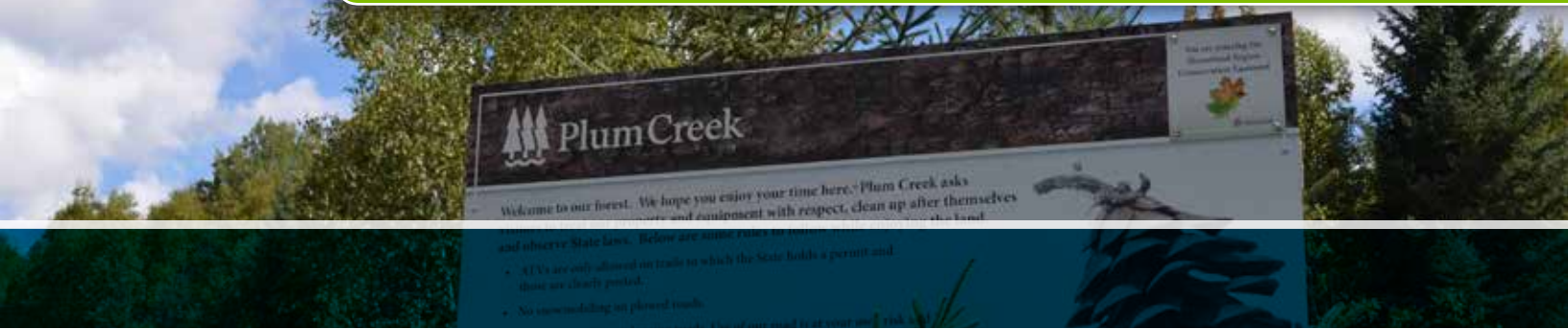
PLANNING CONTEXT TIMELINE

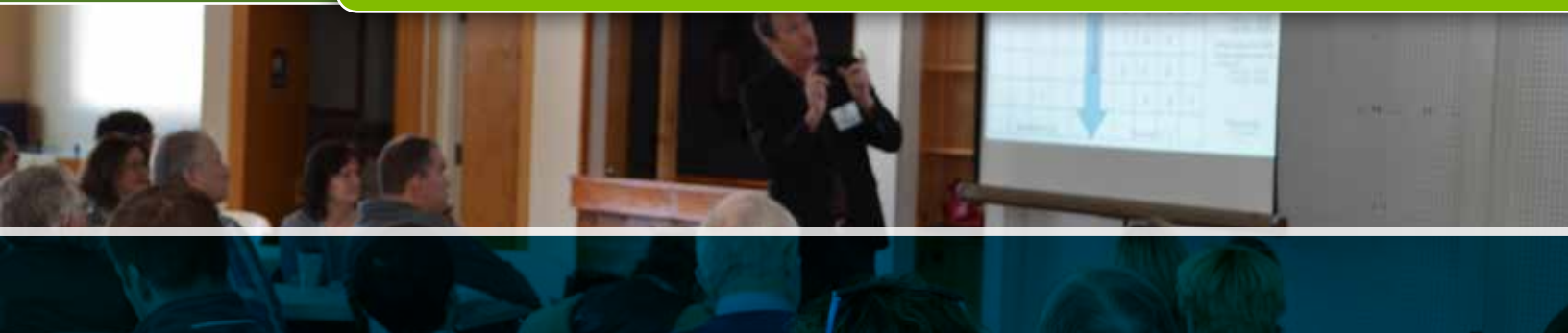|	
Call to Action	2002 - Governor Appoints Maine Tourism Commission
	2005 - Maine Tourism Initiative Strategic Plan
	2006 - Charting Maine's Future, Brookings Institute
Create World Class Destination Amenities	2007 - Tourism Strategy for the Maine Woods, David Vail
	2009 - Moosehead Lake Region Concept Plan Approval, Land Use Planning Commission
	2010 - Amenity Investment and Destination Development Study, David Vail
Implementation Strategies and Planning	2013 - Maine Office of Tourism Marketing Strategy
	2013 - Greenville Comprehensive Plan Update
	2014 - Eastern Maine's Comprehensive Economic Development Strategy
	2015 - Moosehead Branding and Marketing Plan
	2015 - Maine Comprehensive Outdoor Recreation Plan
	2015 - Greenville Airport Master Plan Update
	2015 - Moosehead Regional Assets Mapping
	2015 - Northern and Central Somerset County Economic Development Plan
	2016 - Bureau of Parks and Lands, Regional Management Plan
	2016 - Moosehead Lake Scenic Byway Partnership Plan

The purpose of this planning process is to integrate existing and new activities under the umbrella of a shared vision for the regional economy, and to look to the long-term. The specific planning process selected for this work has been based on Scenario Planning methodology. This methodology has been gaining widespread acceptance as the best planning tool in an era of greater volatility and uncertainty. It allows for detailed examination of plausible futures, and the consequences and impacts on the economic, social and environmental health of the region. In addition, it presents an ideal framework to consider a shared vision, and the development of a comprehensive, future focused action plan.

The components of the Regional Strategic Action Plan development include:

- Background Research – Reviewing the planning work that has already been completed or is in process.
- Benchmark Analysis - Examining the demographic and economics of the region and comparison communities
- Asset Inventory and Mapping - infrastructure, amenities and features of the region.
- Stakeholder Group Meetings and Interviews – Initial discussions with various groups to determine areas for further examination.
- Pre-Think-Tank Survey – A survey was sent to stakeholders and registered participants of the scenario-planning workshop, and helped guide the workshop discussions.
- Future Think-Tank Workshop – The scenario-based planning workshop held on March 9 and 10, 2017, provided an important opportunity to engage local and regional leadership in a critical dialogue about the future of the region.
- Post-Think-Tank Survey – A survey of participants regarding the experience and outcomes of the Think-Tank.
- Development of the Regional Strategic Action Plan
- Action Plan Prioritization Survey - Key stakeholders surveyed to assess the importance and sequence of the actions identified in the Think-Tank.
- Presentation of the Regional Strategic Action Plan

TIMELINE – KEY DATES FOR STAKEHOLDER ENGAGEMENT

STAKEHOLDER GROUP MEETINGS & INTERVIEWS	PRE-THINK-TANK SURVEY	THINK-TANK WORKSHOP	ACTIONS & PRIORITIES	REGIONAL STRATEGIC ACTION PLAN PRESENTATION
NOV 2016	FEB 2017	MAR 2017	APRIL 2017	MAY 2017

2.0 REGIONAL SURVEYS

2.1 PROFILE OF RESPONDENTS

Prior to the workshop, surveys were conducted, and 164 people completed the survey. The respondents included registered Think-Tank participants, and other stakeholders that were contacted by the MLREDC (e.g. seasonal residents who could not attend the workshop). The survey respondents were a mix of women and men, in a range of ages 20-70+, and primarily a mix of permanent and seasonal residents, as well as some non-residents that live outside the region.

WHAT IS YOUR GENDER IDENTITY?
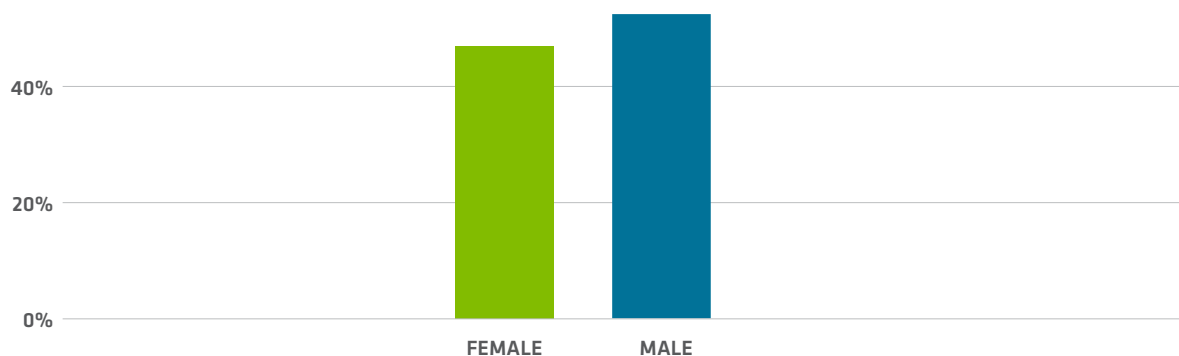
WHAT IS YOUR AGE GROUP?
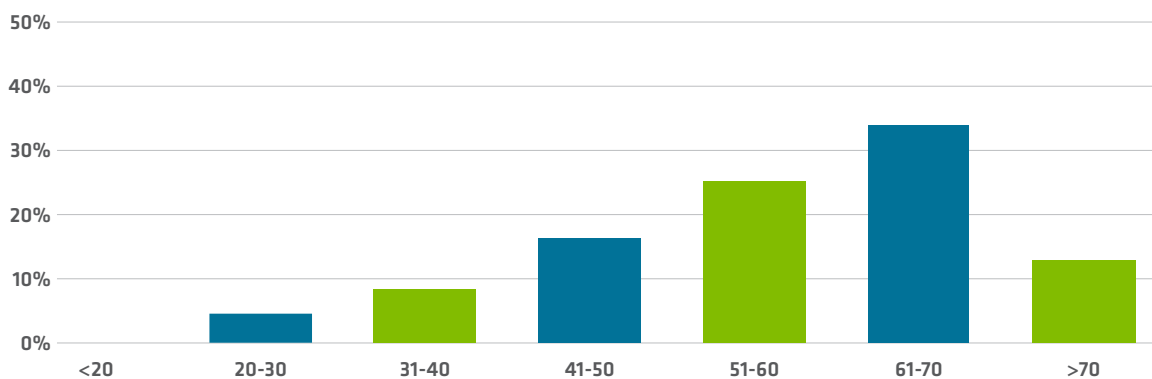
HOW LONG HAVE YOU BEEN IN THE MOOSEHEAD LAKE REGION?

Bar chart with y-axis from 0% to 40%:
- 0-5 YEARS: ~9%
- 5-10 YEARS: ~10%
- 10-20 YEARS: ~20%
- 20-30 YEARS: ~13%
- 30-40 YEARS: ~11%
- 40+ YEARS: ~18%
- DON'T LIVE IN MOOSEHEAD: ~25%
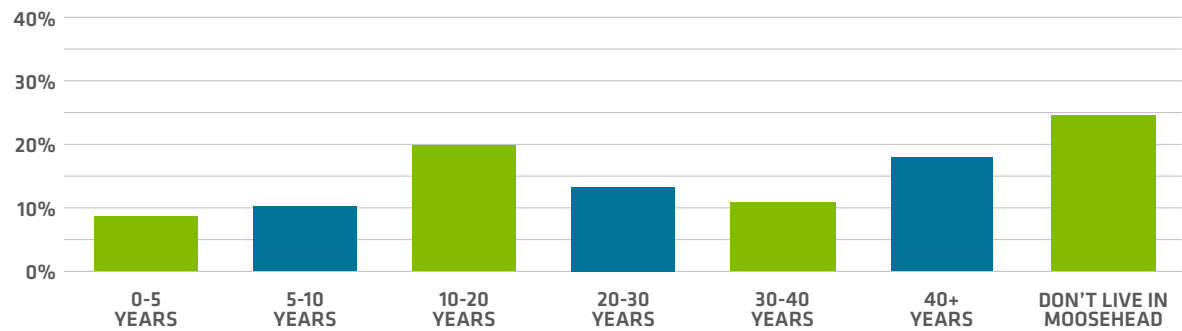
WHAT IS YOUR RELATIONSHIP TO THE MOOSEHEAD LAKE REGION? CHOOSE ALL THAT APPLY.

Horizontal bar chart with x-axis from 0% to 100%:
- I LIVE YEAR-ROUND IN THE MOOSEHEAD LAKE REGION: ~48%
- I AM A SEASONAL RESIDENT IN THE MOOSEHEAD LAKE REGION: ~11%
- I LIVE OUTSIDE THE MOOSEHEAD LAKE REGION, AND VISIT FOR WORK: ~18%
- I LIVE OUTSIDE THE MOOSEHEAD LAKE REGION, AND VISIT FOR LEISURE, RECREATION OR FAMILY: ~22%
- I LIVE AND WORK IN THE MOOSEHEAD LAKE REGION: ~35%
- I LIVE IN THE MOOSEHEAD LAKE REGION AND TRAVEL OUTSIDE FOR WORK: ~4%
- OTHER (PLEASE SPECIFY): ~11%

WHERE DO YOU LIVE (TOWN, VILLAGE, AREA)?
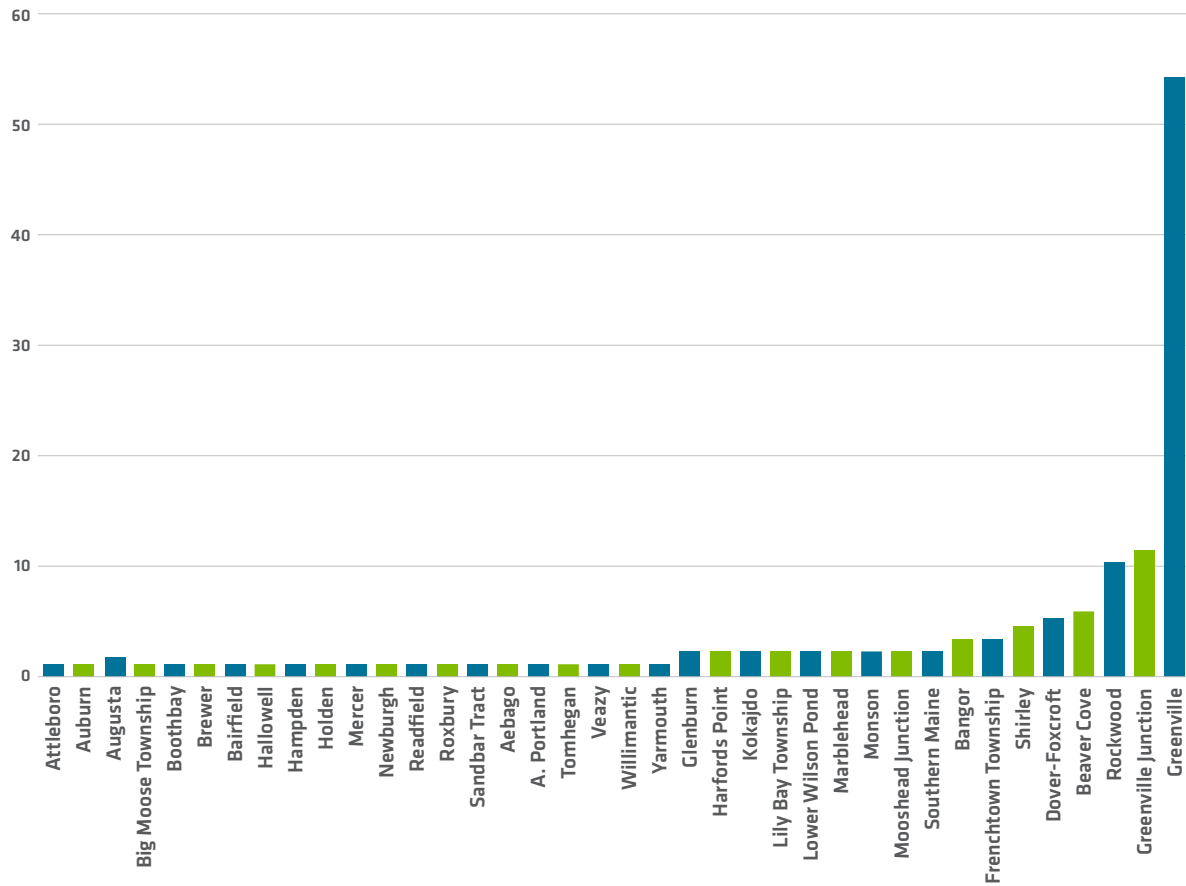
2.2 VIEW OF THE FUTURE

The workshop participants were also asked about their views on having a shared vision for the region. The following graphs show a high level of importance placed on the concept of a regional vision, and the level of importance of using the vision in decision-making is almost as strong.

HOW IMPORTANT DO YOU THINK IT IS TO HAVE A SHARED VISION FOR THE FUTURE OF THE REGIONAL ECONOMY IN THE MOOSEHEAD LAKE REGION?
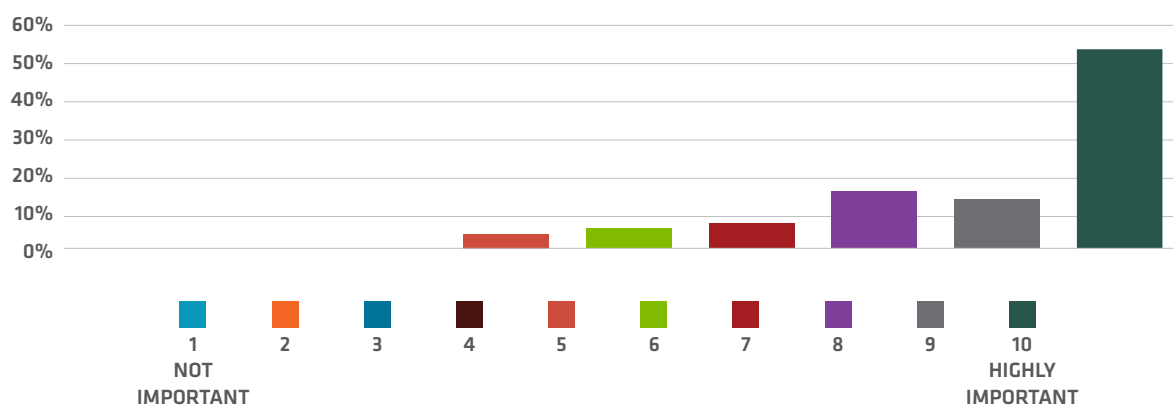
HOW IMPORTANT WILL A SHARED VISION FOR THE ECONOMY IN THE MOOSEHEAD LAKE REGION BE IN MAKING DECISIONS FOR YOUR BUSINESS OR ORGANIZATION?
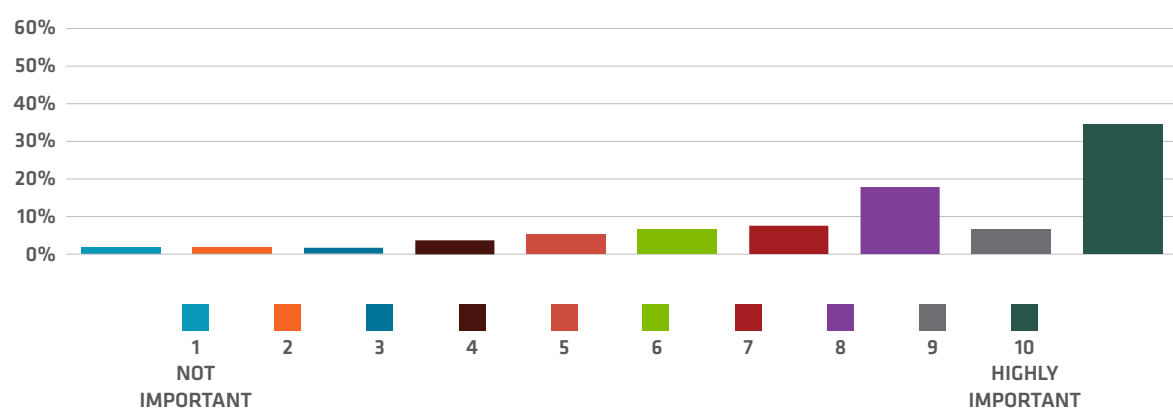
Respondents were also asked about the future prospects of the region, and 77% of the respondents were somewhat to very optimistic.

HOW WOULD YOU RATE THE FUTURE PROSPECTS FOR THE MOOSEHEAD LAKE REGION IN THE NEXT 5 - 10 YEARS?
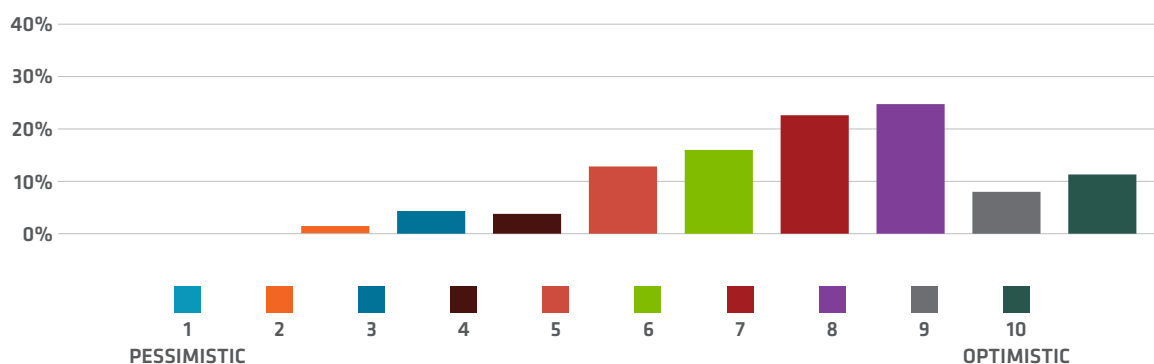
2.3   KEY FORCES SHAPING THE FUTURE

Respondents were asked what would have a large impact on the regional economy in the next 10 years, the top answers were dependence on a visitation economy, available workforce and economic diversification.

IN TERMS OF THEIR IMPACT ON THE REGIONAL ECONOMY, HOW DO YOU THINK THE FOLLOWING WILL CHANGE IN IMPORTANCE OVER THE NEXT 10 YEARS?
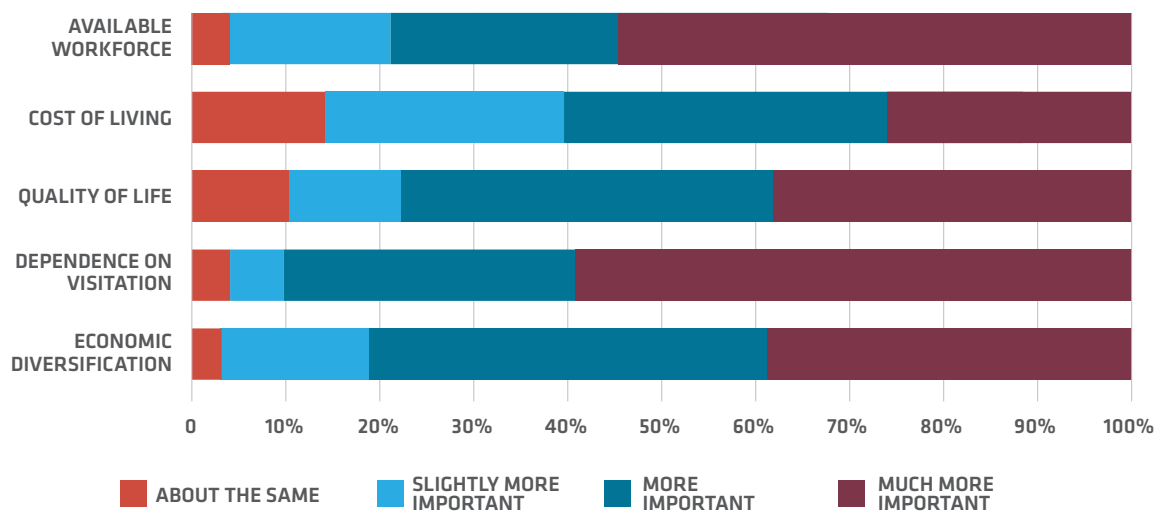
The respondents indicated that the biggest threats facing the economy are infrastructure, populations decline and workforce availability. And, the biggest opportunities are tourism, marketing the region and natural resources. The responses indicated that in the last five years the biggest missed economic opportunities have been a ski resort, development, recreational activities, public awareness and tourism.

WHAT DO YOU THINK ARE THE BIGGEST THREATS FACING THE ECONOMY IN THE MOOSEHEAD LAKE REGION IN THE NEXT 10 YEARS?
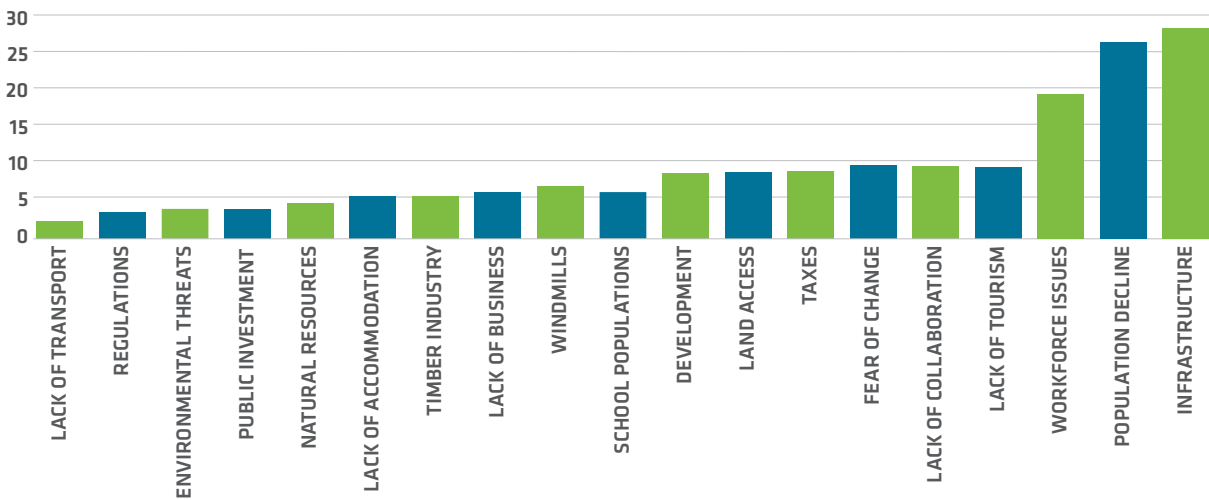
WHAT DO YOU THINK ARE THE BIGGEST OPPORTUNITIES FACING THE ECONOMY IN THE MOOSEHEAD LAKE REGION IN THE NEXT 10 YEARS?
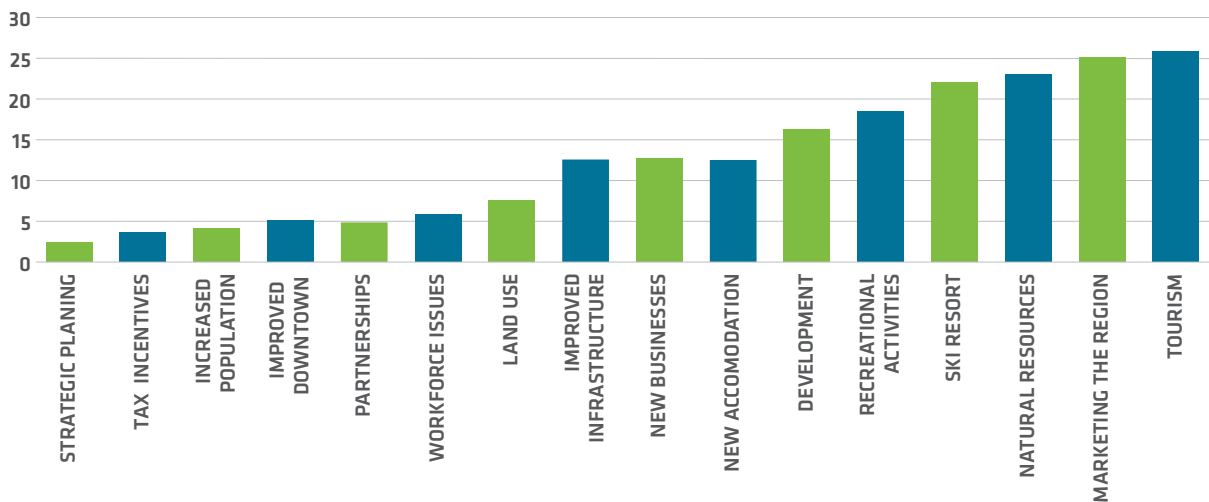
IN THE LAST 5 YEARS, WHAT HAS BEEN THE MOST IMPORTANT UNREALIZED OPPORTUNITY FOR THE MOOSEHEAD LAKE REGION ECONOMY?
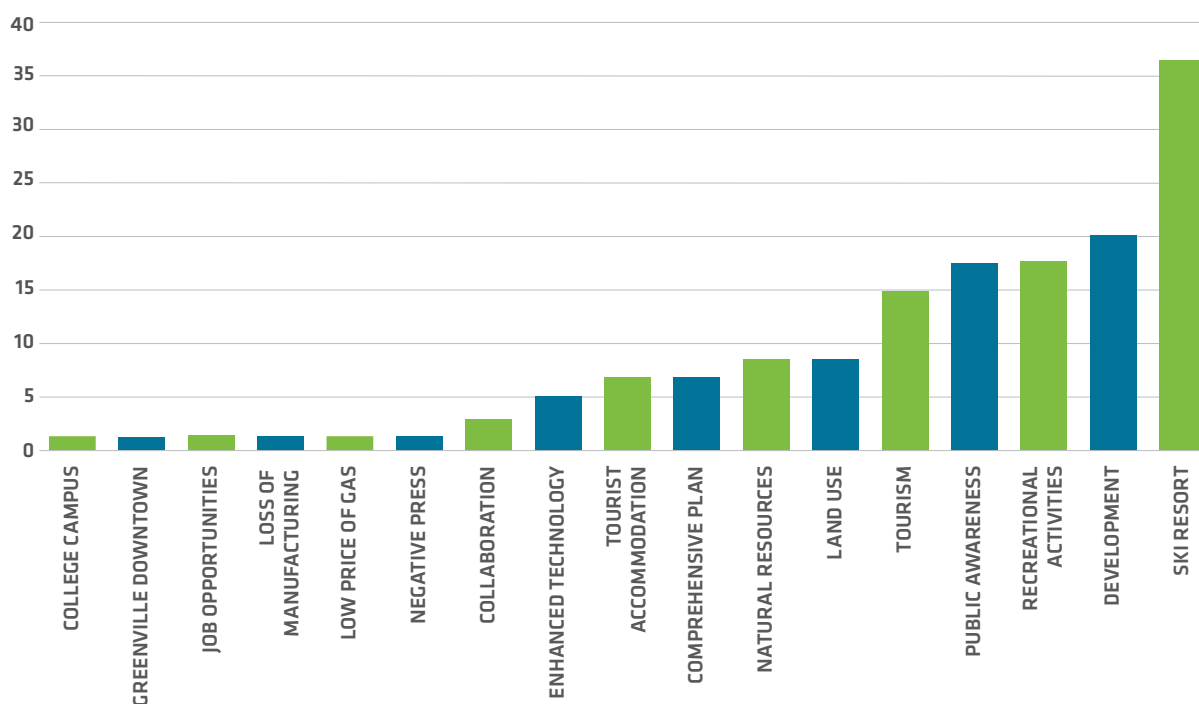
With visitation and tourism being a major economic driver for the region, the survey asked about the constraints and opportunities for developing a tourism and visitation economy. The responses indicated that technology infrastructure, hotels/motels, restaurants and all types of recreation infrastructure are the major constraints. The top opportunities to develop the tourism and visitation components of the economy that were identified are: use of technology to promote the region, provide a comprehensive online resource for trip planning, and provide more opportunities to experience outdoor recreation in the region.

WHAT ARE THE CRITICAL CONSTRAINTS FACING THE DEVELOPMENT OF THE TOURISM AND VISITATION INDUSTRY IN THE REGION OVER THE NEXT 5-10 YEARS?
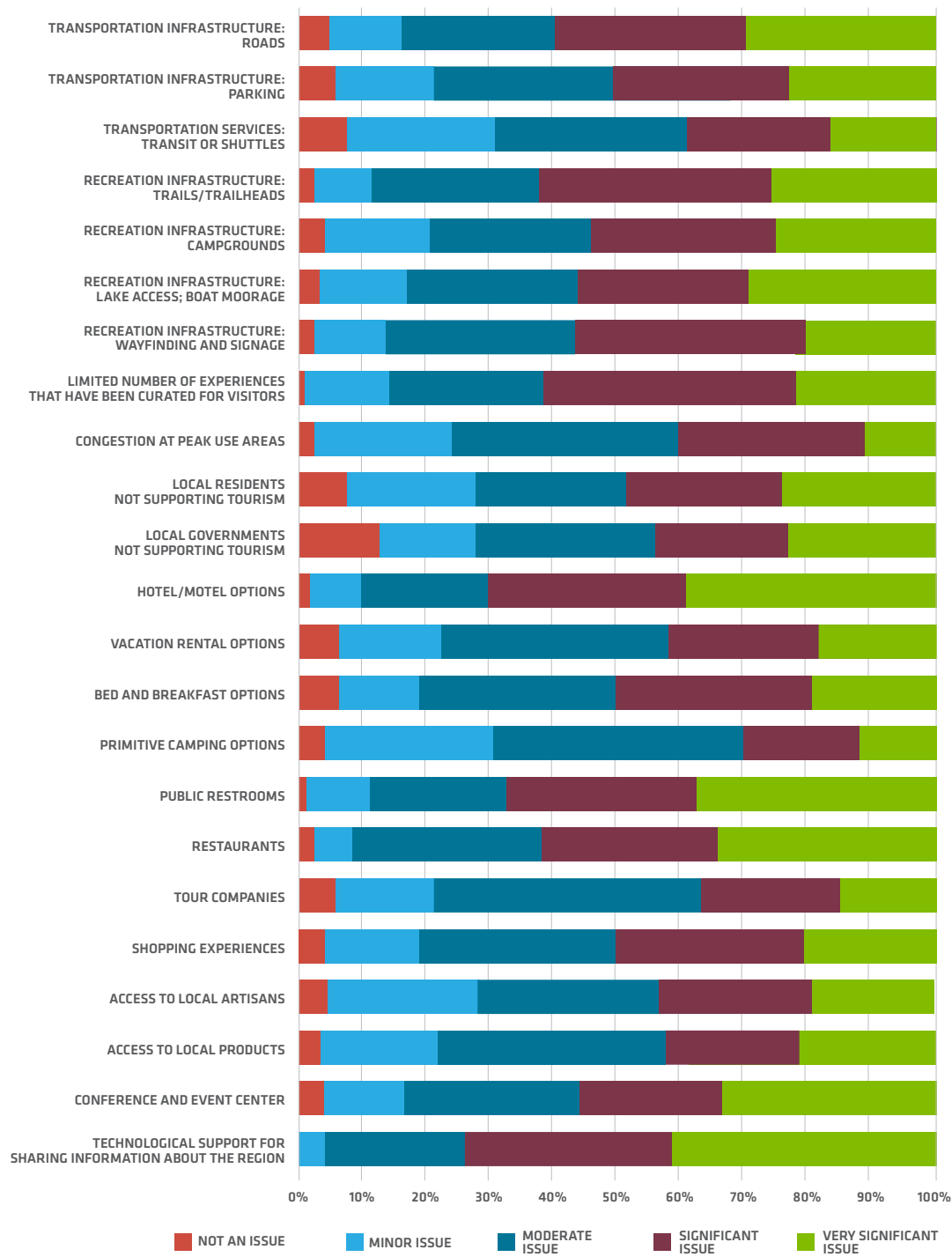
WHAT ARE THE BEST TACTICAL OPPORTUNITIES TO ADVANCE THE TOURISM AND VISITATION COMPONENTS OF THE ECONOMY OF THE MOOSEHEAD LAKE REGION OVER THE NEXT 5-10 YEARS?

DEVELOP/EXPAND UPON CONNECTED, MULTI-MODAL TRAIL SYSTEMS

PROVIDE MORE OPPORTUNITIES TO EXPERIENCE OUTDOOR RECREATION IN THE REGION

PROVIDE MORE OPPORTUNITIES TO EXPERIENCE THE REGION'S CULINARY FEATURES

PROVIDE MORE OPPORTUNITIES TO EXPERIENCE LOCAL ARTS

PROVIDE MORE OPPORTUNITIES TO EXPERIENCE THE REGION'S CULTURAL HERITAGE

PROVIDE MORE OPPORTUNITIES FOR VISITORS TO LINK UP WITH SERVICE PROJECTS AND VOLUNTEER OPPORTUNITIES HAPPENING IN THE REGION

OFFER MORE GUIDED EXPERIENCES TO VISITORS

EXPAND EDUCATIONAL OPPORTUNITIES (PARTNERSHIPS WITH POSTSECONDARY INSTITUTIONS, EG. TOURISM AND ENVIRONMENTAL PROGRAMS)

ENCOURAGE LONGER STAYS

ENCOURAGE VISITATION TO THE REGION IN SHOULDER SEASONS

ENCOURAGE INTERNATIONAL VISITATION

PROVIDE A COMPREHENSIVE ONLINE RESOURCE FOR TRIP PLANNING

DEVELOP A UNIFIED BRAND AND TOURISM MESSAGING

USE OF TECHNOLOGY TO PROMOTE THE REGION

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

NOT AN OPPORTUNITY | SLIGHT OPPORTUNITY | MODERATE OPPORTUNITY | SIGNIFICANT OPPORTUNITY | VERY SIGNIFICANT OPPORTUNITY

Additionally, the survey asked how many visitors would be appropriate for the region, and most responses indicated 300,000-500,000. And the expected benefits of additional visitors would result in a longer tourism season, business growth, year round economy, and more jobs in the region.

CURRENTLY APPROXIMATELY 200,000 PEOPLE VISIT THE MOOSEHEAD LAKE REGION ANNUALLY, WHAT LEVEL OF VISITATION DO YOU THINK WOULD BE OPTIMAL IN 10 YEARS?
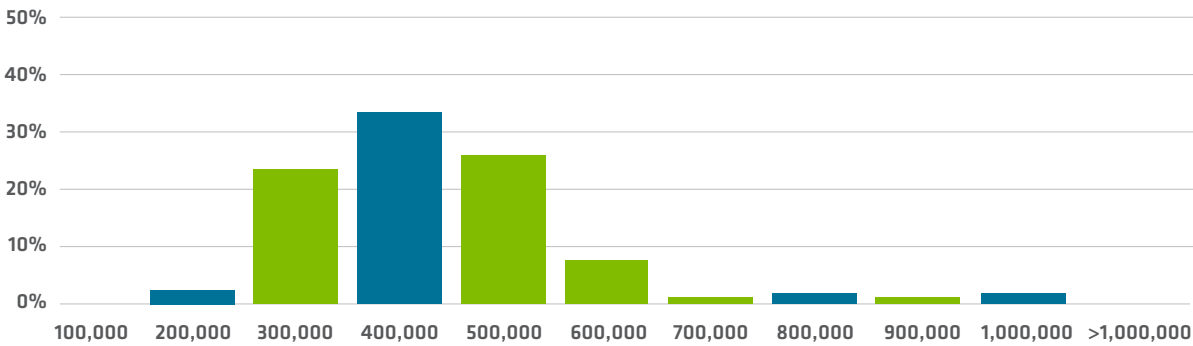
WHAT BENEFITS DO YOU EXPECT TO SEE FROM OUR PREFERRED LEVEL OF VISITATION?
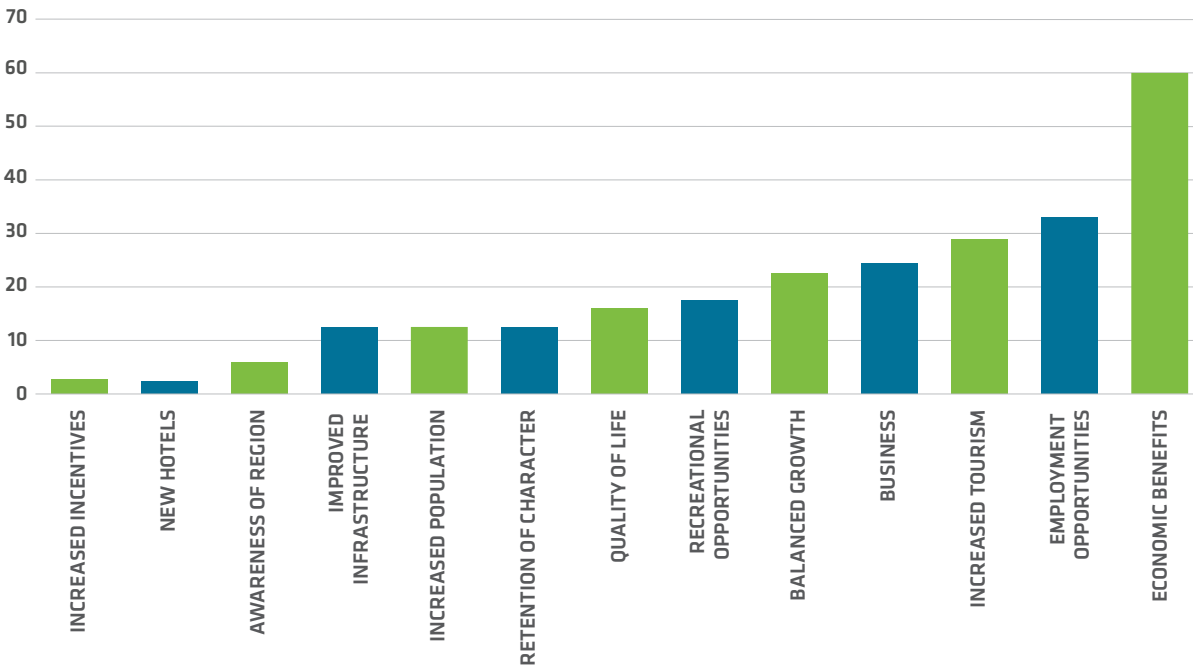
3.0 SCENARIO PLANNING

The scenario planning work was conducted with the Moosehead Lake Regional Economic Development Corporation (MLREDC) and stakeholders from the Moosehead Lake Region, and beyond, in Greenville, Maine on March 9 and 10, 2017. This 1.5 day workshop was attended by approximately 110 stakeholders from across the region. This workshop was part of the stakeholder engagement for development of the Moosehead Lake Regional Strategic Action Plan (RSAP) for the MLREDC.

3.1   SCENARIO-BASED FUTURE THINK-TANK

The MLREDC contracted Future iQ to develop the RSAP, and the stakeholder engagement for that process included designing and delivering a future orientated 'Think-Tank' workshop. Future iQ's Scenario Planning process, provides a method to explore plausible futures, and consider the implications of various future scenarios. This workshop aimed to:

- Deepen the understanding and examination of how external events and local conditions could shape decision-making.

- Identify and understand the key influences, trends, and dynamics that will shape the economy of the Moosehead Lake Region over the next 10 to 15 years.

- Create and describe four plausible long-term scenarios for the Region.

- Begin exploring alignment around a shared future vision. The scenarios developed during this Scenario Planning process, and outlined in this report are important to provide a framework to discuss future possible outcomes and implications. In addition, the workshop deliberations assist in identifying key actions for the MLREDC and the regional stakeholders, and how various groups might best contribute to future developments.

- The design of the workshop included a presentation and discussion about key forces shaping the future, at a global and local level, and a review of other planning process for the region. These exercises and work were aimed to build a robust basis for the scenario formulation. The participants were then guided through a Scenario Planning process to develop four plausible scenarios for the future of the Region. The process involved exploration and discussion of global, regional, and local trends and forces of change; development of a scenario matrix defining four plausible scenario

spaces for the future; and, the development of descriptive narratives of each scenario. The scenario planning concluded Day 1 of the workshop with a discussion of the scenarios, selection of a preferred scenario, as well as an exercise to explore consensus around the expected and preferred scenarios.

- Day 2 of the workshop focused on determining the strategic actions required to create the preferred scenario.

3.2   DEVELOPING FOUR PLAUSIBLE SCENARIOS FOR THE FUTURE

The regional stakeholders explored the future, and developed plausible future scenarios, looking out as far as 2030.

3.2.1   DRIVERS SHAPING THE FUTURE

The Future iQ team examined the input from stakeholder group meetings and interviews that occurred in November 2016, and the pre-Think-Tank surveys, to determine the key drivers that are considered most likely to shape the future of the region.

Creating scenario spaces – four plausible scenarios for the future

The drivers were grouped into two categories, and these themes became the basis for two axes on the scenario matrix that define four scenario 'spaces', with quadrants either towards or away for each driver cluster. These quadrants were used to formulate four plausible scenarios.

Resident and Visitation Mix

- Permanent and seasonal populations
- Demographics
- Workforce availability
- Short-term vs. long-term visitation
- Seasonality

Economic Diversity

- Tourism as the sole economic driver, or supporting of a broader economy
- Resident virtual workers, makers, healthcare, natural resource management, higher education and creative economy
- Regional recreation infrastructure
- Access to information and communication technology
- Management of natural resources and biodiversity

Workshop participants were presented with the scenario matrix, defined by the two major axes of 'Resident and Visitation Mix' and 'Economic Diversity'. Brief descriptions were also attached to the end points of each driver axes. While these end points do not necessarily represent two extremes on a linear continuum, they are distinct enough to suggest some degree of separation, and a plausible range of outcomes between them. The four quadrants (scenario spaces) based on different combinations of the two cluster themes, were reviewed and discussed with the workshop participants. This discussion explored the description of the end points included in each scenario space, the possible interaction between these drivers, and

how they formed the axes that defined the four scenario spaces. The participants were asked to consider the main attributes of each of the quadrants and to begin to speculate about how the Moosehead Lake Region would look in a future based on each of the quadrants.
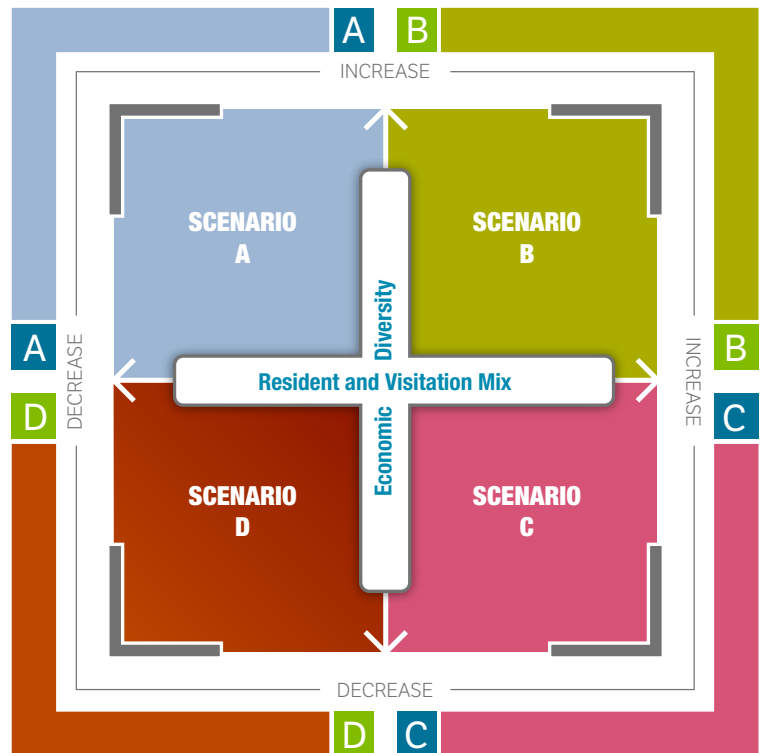
3.2.2   SCENARIO MATRIX – VIEWS OF THE FUTURE

Event participants were randomly allocated to one of four groups and asked to formulate a scenario for their respective quadrant. Each group described the Moosehead Lake Region in 2030 under the conditions of the scenario quadrant that they had been given, in terms of the triple-bottom line of social, economic and environmental characteristics.

Additionally, they were asked to devise major events or headlines of how the scenario occurred using the years 2020, 2025, and 2030 and to give their scenario a descriptive name. Once the scenarios had been developed, each group reported back, describing their scenario to the other workshop participants. Each group's notes for their scenario and the description were used to produce the detailed narrative for each scenario. Below is the scenario matrix showing the names of each scenario as described by the workshop participants.

These four scenarios paint very different plausible futures for the Moosehead Lake Region. The workshop participants considered them all as largely plausible futures, as in, they could actually happen. Narratives and descriptions of each scenario, as developed by the workshop participants, are included in the following section. Each scenario has its subsequent consequences and impacts on the fabric of the Moosehead Lake Region – impacting the community, economy, organizational fabric in different ways. No one future is the 'perfect' future, as each comes with its attendant challenges and implications. The process, however, does provide a way to tease out the future scenarios and examine them from a speculative standpoint. They represent different possibilities for the future, and are not predictions.

Scenario Matrix developed for Think-Tank

Diversified Economy

The economy includes a strong tourism sector, plus a mix of resident virtual workers, makers, healthcare, natural resource management, higher education and creative economy. Local businesses are varied and provide a mix of goods and services.

Fewer Locals

The area has a declining permanent and seasonal resident population and smaller workforce availability to support seasonal demands. Visitation tends to be based on traditional short-term experiences, mid-May through September.

More Locals

The area has an increased permanent and semi-permanent resident population across a range of demographics. The region is serving an increasingly diversified visitor population, seeking longer stay experiences.

A — MAR-A-LAGO NORTH

B — AMERICA'S CROWN JEWEL - A

D — SPIRALING TO OBSCURITY

C — AMERICA'S CROWN JEWEL - B

Diversity

Economic

Resident and Visitation Mix

Tourism Economy

The main driver of the regional economy is leisure tourism. The investment, business and employment mix is built around a tourism service oriented economy.

3.3 SCENARIO A – MAR-A-LAGO NORTH

The population of the Moosehead Lake Region continues to decline, leaving the region with a small economic base. Year round residents must be entrepreneurial and rely on other work than tourism. The tourism season is focused on May to September, and a transient worker population provides much of the staffing. The school and hospital are reduced or closed, which has meant that many families are leaving the area. People who remain year round generally have lower incomes, but, as the population has decreased, property values have also decreased in some areas, making home ownership affordable for some. People who live in and visit the region enjoy a very private and quiet experience, however, the declining population has resulted in fewer volunteers, and a reduced capacity for the community to connect.
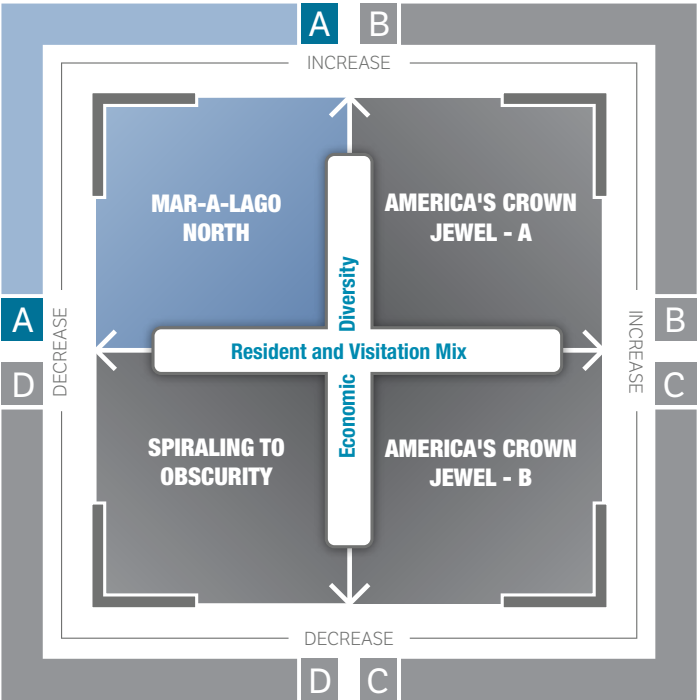
SCENARIO CHARACTERISTICS - 2030

Social Characteristics

- Population continues to decline
- Fewer families staying year round; increased seasonal residents
- Smaller year round population requires fewer resources
- More privacy and exclusivity
- Full employment/higher productivity results in closer community
- Fewer volunteers
- Increased crime
- Loss of cultural identity
- Loss of community connection
- Attractive for younger generations
- More seasonal residents and fewer year round opportunities
- Internet employment
- Loss of cultural history and identity
- Hospital services reduced/close

Economic Characteristics

- Not dependent on just one industry
- Affordable housing
- Entrepreneurial opportunities
- Less competition for existing and new businesses
- School could close
- Increased taxes (due to declining population)
- Fewer year round and seasonal workers to support additional businesses (i.e.. Hotels/restaurants)
- More outsourcing
- Lower incomes
- Less economically attractive
- Transient and trained work base could create sustainability on a smaller scale
- Constant staff turnover
- Property values decline
- Full employment and higher productivity
- Fewer year round opportunities

Environmental Characteristics

- Short season could be an environmental shock
- Experiences could be created in conjunction with volunteering to help maintain the area
- Fewer people result in less environmental damage

MAR-A-LAGO NORTH - HEADLINE NEWS			
	2020	2025	2030
Economic	*Outsourcing seasonal employment critical to maintaining Region*	*Reliable Broadband Internet*	*Record High Per Capita Income. Transportation Technology Changing*
Social	*Community Services In Decline*	*Public School Replaced By Virtual Classes (or Private Schools or Charter Schools)*	*Private Home Owner Association Builds Community Activities - $ Puts Up Gate. DOT Expands Airport to 5000ft.*
Environment	*Industrial Wind Defeated;. Squaw Mountain Opens As An Exclusive Private Resort*	*Moose Research Facility Opens*	*Moosehead Lake Does Not Freeze*

3.4 SCENARIO B – AMERICA'S CROWN JEWEL - A

The Moosehead Lake Region offers a high quality of life for residents and an outstanding experience for visitors. The regional population has grown, while it retains its small town charm and beautiful natural resources. Development has included a full season resort at Big Moose / Squaw Mountain, smaller resorts, hotels and motels, a range of housing types, a new hospital, and a museum and arts center. The regional infrastructure has improved to provide a range of visitor opportunities.

Businesses have grown, and a diverse range of new businesses have started, providing services for both visitors and residents, and entrepreneurial activities are thriving. The school has increasing enrollment, and an excellent college extension program. Committed groups of people from across the community have joined together to build critical regional infrastructure, strengthen the quality of life, and create opportunities for local people to thrive.

A B
INCREASE

MAR-A-LAGO NORTH

AMERICA'S CROWN JEWEL - A

Diversity

A
D
DECREASE

Resident and Visitation Mix

B
C
INCREASE

Economic

SPIRALING TO OBSCURITY

AMERICA'S CROWN JEWEL - B

DECREASE

D C

SCENARIO CHARACTERISTICS - 2030

Social Characteristics

- 20-25% population increase
- Full time fire department
- Larger school with gym
- Housing for workforce and family units
- Increased public safety
- Increased programs for school – hospitality, environment, and trades
- Medical/assisted living
- Museum/arts center
- Diversified school and workforce population
- Satellite campus (college)
- Pavilion fully programmed

Economic Characteristics

- 2 resorts
- New hospital
- Businesses have expanded hours of operation
- Full internet options
- Water taxies
- Touring trolleys
- Depot restored
- Train from Quebec to Moosehead
- Squaw Mountain fully developed
- Roads are good
- Conference center

Environmental Characteristics

- Red Cross Beach developed
- International Dark Sky Reserve
- Upgraded sewer and water
- Trail to connect east-west through town
- Multi-use trails expanded
- Biofuels in use
- Sufficient parking
- Invasive species under control
- Trash system in place
- Buried power lines
- Walking trails

AMERICA'S CROWN JEWEL - A - HEADLINE NEWS			
	2020	**2025**	**2030**
Economic	Moosehead secures $15M investment in Squaw Mountain Resort	Forbes Ranks Moosehead A Safe Bet	Moosehead Ranked #1 by Outside in Top 10 Tourist Destination to Live, Work, and Play
Social	Moosehead Region Bucks State Trends and Increases Population by 5%	Moosehead Hits Trifecta – New School, Hospital, and Pavilion	Moosehead Region – EPA Phoenix Award For Greenville Steam Clean Up
Environment	First International Dark Sky Award	Congratulations to the Largest Graduating Class Since 1980	LEED Certified for Greenville and Moosehead Lake Region

3.5   SCENARIO C – AMERICA'S CROWN JEWEL - B

The Moosehead Lake Region is an international destination that equally attracts visitors and residents to its beautiful lakeshore. The full season resort at Big Moose / Squaw Mountain, infrastructure investment and marketing drives the economy toward a tourism focus. The permanent, seasonal, and tourist populations are increasing, however, property prices are also increasing, and development is occurring in many areas. The school and hospital are thriving, as are the business districts of Greenville, Rockwood and Kokadjo, with more hotels, motels, retail shops and restaurants. While the economy is strong, the heavy tourism focus results in some local residents feeling that they are outsiders in their home.

INCREASE

A   B

MAR-A-LAGO NORTH

AMERICA'S CROWN JEWEL - A

Diversity

A   DECREASE   Resident and Visitation Mix   INCREASE   B

C

Economic

SPIRALING TO OBSCURITY

AMERICA'S CROWN JEWEL - B

D

DECREASE

D   C
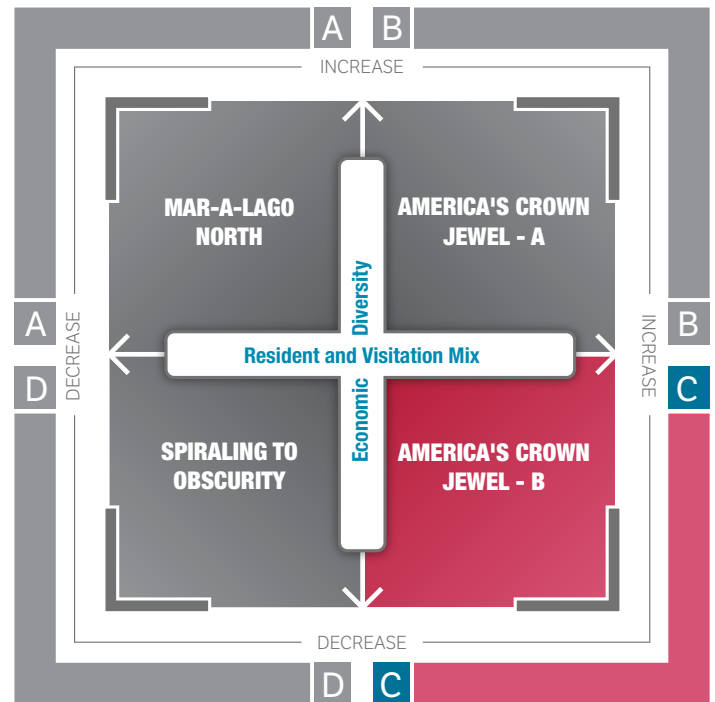
SCENARIO CHARACTERISTICS - 2030

Social Characteristics

- Diverse demographics
- Increased volunteers and community involvement
- Increased school population
- Increased seasonal resident population
- Need for more apartments, condos, affordable homes
- Traffic
- More diversity of people and religions
- Increased church attendance
- More arguing between groups – socio-economic differences and vision for the area
- Increased crime
- Additional law enforcement

Economic Characteristics

- Increased business opportunities
- Diversified economy driven by increase in population and nature-based tourism potential
- Year round economy
- Ski mountain is open and is a year round resort with spa and zipline
- Economy is tied to weather
- Large resort may hurt local small businesses
- Ski area condos
- Rockwood business/service center
- Kokadjo business/service center
- Coastal and inland tour groups
- More specialty shops and restaurants
- Increased hotels/motels
- Increase retail shops
- Increased nature-based activities
- Increased rainy day activities (e.g. bowling alley/movie theatre)
- Affordable housing – challenge
- Increasing cost of homes
- Transportation services – Uber, airport car rentals, airport shuttles, train, bus

Environmental Characteristics

- Additional regulations to prevent resource over use and pollution
- Protect existing environment and water quality
- More regulation?
- Impacts of more housing

AMERICA'S CROWN JEWEL - B - HEADLINE NEWS			
	2020	**2025**	**2030**
Economic	*New Owner Plans New High Speed Quad Lift at Squaw Mountain*	*Rolling Stones Headline at Beautiful Opening of the Moosehead Lake Pavilion*	*Indian Hill Surpasses LL Bean in Annual Sales*
Social	*Field of 10 Running for Select Person in Town of Greenville*	*Ribbon Cutting Ceremony For New 100 Mile Bike Trail Around Moosehead Lake*	*Greenville High School Salutes 100 Graduates of 2030*
Environment	*Nature-based College Courses Offered Through GHS*	*Downtown Electric Lines Underground*	*Moosehead Lake Receives International Award for Sustainable Nature-based Tourism*

3.6 SCENARIO D – SPIRALING TO OBSCURITY

Decreasing population, dilapidated infrastructure and disjointed communities result in few resources for building a strong tourism economy. The towns and villages in the region wither, with aging populations, declining industry, and no incentives for businesses to come to or stay in the region. The hospital and school close. The reliance on tourism results in higher seasonal peaks, and a lower and longer off-season, and the economic base is vulnerable to broader economic trends and climatic changes. Fewer locals means fewer opportunities, and a loss of community feeling.
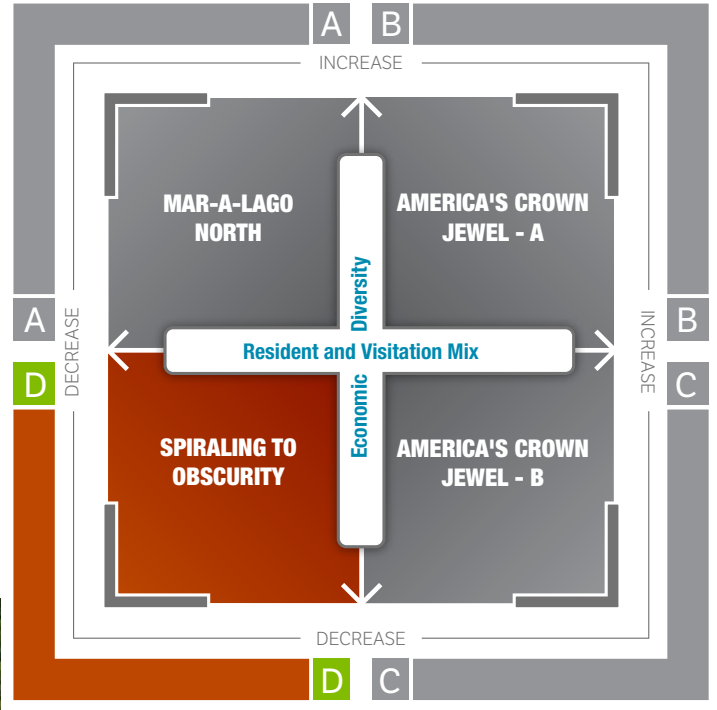
SCENARIO CHARACTERISTICS - 2030

Social Characteristics

- Discouraging / Depressing
- Ghost town
- Fewer locals = fewer opportunities
- Short sightedness leads to death
- Loss of school (or fewer options)
- Further exodus – community feeling is gone, no town center
- Emptying of downtown
- Rockwood is evidence of the future with status quo
- Greenville becomes unincorporated and state may have to step up
- Loss of control and coordination by locals

Economic Characteristics

- Giant wind farm declares bankruptcy
- All eggs in one basket = vulnerability
- Dependence on outside workers, more challenges
- Dependence on visitors = more seasonal and dependence on weather
- Higher seasonal peaks / lower and longer off season
- Loss of businesses that support residential base
- Some growth in special tourist related businesses (B&B, hotels)
- Lack of infrastructure investment leads to decrease in tax base = snowballing
- Possible demand for ecotourism and an empty place in a more crowded world
- Concentration of business

Environmental Characteristics

- Trails not maintained
- Invasive species spreading
- Infrastructure is deteriorating

SPIRALLING TO OBSCURITY - HEADLINE NEWS			
	2020	**2025**	**2030**
Social	*Population continues to experience decline according to new census*	*Lakers win championship short handed*	*Average age 65; fewer full-time employed residents*
Economic	*Tighten your belt – the season is ending. Beautiful region, underutilized*	*More retail businesses exit the region*	*Tourism industry collapses due to exorbitant fuel prices*
Environment	*Lack of snow hurts the region*	*Bottlenecks found at trails causing erosion*	*Trails closed due to lack of maintenance*

4.0 PREFERRED AND EXPECTED FUTURES

The four scenarios presented represent a range of plausible outcomes for the Moosehead Lake Region. Think-Tank participants were asked about their views of the preferred and expected future. The exercise asked the workshop participants to identify 5 boxes in each of the expected and preferred grid diagrams, using the following point assignments to rate the preferred and expected futures.

EXPECTED FUTURE

MAR-A-LAGO NORTH   AMERICA'S CROWN JEWEL - A

ECONOMIC DIVERSITY

RESIDENT & VISITAITON MIX

SPIRALING TO OBSCURITY   AMERICA'S CROWN JEWEL - B

4	5	4	1				
3	8	9	2	1	1		
4	12	11	6	4	2	1	1
7	18	11	11	5	1		
1	4	13	14	7	2		
2	16	26	25	5	7	6	2	1
2	16	24	12	3	5	7	3	1
4	12	10	2	2	1	1	1	3
3	2	1					

PREFERRED FUTURE

MAR-A-LAGO NORTH   AMERICA'S CROWN JEWEL - A

ECONOMIC DIVERSITY

RESIDENT & VISITAITON MIX

SPIRALING TO OBSCURITY   AMERICA'S CROWN JEWEL - B

			2	4	7	15
1	1	1	8	29	30	10
1	2	1	27	44	20	11
3	1	14	29	29	16	3
2	3	8	13	10	2
2	1	5	8	5	
	1	8	5	
	2	7	5	
1	2	2	1	

EXPECTED FUTURE:
- One (1) #E1
- Four (4) # E2

PREFERRED FUTURE:
- One(1) #P1
- Four (4) # P2

All of the participants' grids were then analyzed (E1 and P1 = 2 points and E2 and P2 = 1 point), and the results aggregated to provide a weighted total for all of the workshop participants.

The expected future is the one they deemed most likely to eventuate if there is 'no change in what they are currently doing'. The workshop participants indicated that concentration of the expected future lies predominantly within the Scenario D – Spiraling to Obscurity scenario space.

The preferred future is the one they would most like to see eventuate. The workshop participants indicated that concentration of the preferred future lays predominantly within the Scenario B – America's Crown Jewel - A.

During the Think-Tank workshop all of the four scenario spaces were described and evaluated, and, while each of these scenarios were viewed as plausible, the Think-Tank participants, both in heat maps and in workshop discussions, expressed a clear preference for one of the presented outcomes:

Description of Preferred Future
America's Crown Jewel – A

The Moosehead Lake Region offers a high quality of life for residents and an outstanding experience for visitors. The regional population has grown, while it retains its small town charm and beautiful natural resources. Development has included a full season resort at Squaw Mountain, smaller resorts, hotels and motels, a range of housing types, a new hospital, and a museum and arts center. The regional infrastructure has improved to provide a range of visitor opportunities. Businesses have grown, and a diverse range of new businesses have started, providing services for both visitors and residents, and entrepreneurial activities are thriving. The school has increasing enrollment, and an excellent college extension program. Committed groups of people from across the community have joined together to build critical regional infrastructure, strengthen the quality of life, and create opportunities for local people to thrive.

The aggregated response from the participants strongly identified this scenario as the future they would like to create for the Moosehead Lake Region.

5.0 SEASONAL EXPERIENCE BRAINSTORM

Building on the characteristics of the preferred scenario, the participants worked through a brainstorm session to identify the assets in the region that could work towards shifting from a May-September tourism season, and building an 8-10 month economy. The purpose of the brainstorm is to:

• Discover what is unique to a region, including its competitive advantages

• Set the stage for defining and shaping a region's sense of identity and place

• Establish an inventory of existing assets and resources

• Build the foundation for the creation of new visitor experiences and products

The participants first identified various assets that contribute to visitor experiences in each season (Summer, Fall, and Winter), and then identified which were primary components to that season's experience, and those that have potential for growth. Assets were listed in the categories of excellence, nature, innovation, people/knowledge, infrastructure, extraordinary experience, digital technology, and culture/heritage.

5.1 SUMMER

The participants brainstormed the following summer visitor experiences:

Nature-based experiences:

- Barge to Kineo for golfing and hiking
- Katahdin – sunken twin – SCUBA diving
- Darkest night sky
- Lake- clarity and undeveloped
- Moose – 2nd largest -guided

- Scenic float plane – less developed
- Migratory birds – May-Aug
- 100 Mile Wilderness
- Unique fauna - Brook trout, black-backed woodpecker
- Kineo Rhyolite

Cultural experiences

- Authentic heritage experience
- Original ecotourism destination

Summer Report & Analysis

Following the brainstorm, participants identified the primary assets, which are the existing experiences, features and infrastructure, that are distinct, of significant value, established, ongoing, accessible, and visitor-ready, that are currently driving summer tourism and visitation. They then identified assets with the potential for growth, those that have the potential to become a primary asset in the near future, or are undervalued or under-performing, and that could be developed to increase summer visitation and improve the economy.

Primary Assets

- Kineo
- Katahdin – Boat
- Wildlife
- Appalachian Trail
- Lake – water quality, size
- Night Sky
- Thoreau

Potential Growth

- Lake
- Access to water (e.g. rentals, moorage)
- Night sky – Dark Sky
- Kineo
- Birding
- Foraging – mushrooms, non-timber forest products

5.2   FALL

The participants brainstormed the following fall visitor experiences:

Nature-based experiences:

- Foliage – early peak – contrast of different species, reflections in water
- Fishing – variety
- Moose hunting – variety and access
- Fresh air

Cultural Experiences

- Largest float plane base
- Fly In – only one / longest running, international

Fall - Report & Analysis

Following the brainstorm, participants identified the primary assets, which are the existing experiences, features and infrastructure, that are distinct, of significant value, established, ongoing, accessible, and visitor-ready, that are currently driving fall tourism and visitation. They then identified assets with the potential for growth, those that have the potential to become a primary asset in the near future, or are undervalued or under-performing, and that could be developed to increase fall visitation and improve the economy.

Primary Assets

- Public access to private land
- Foliage / Water interaction
- Hunting
- Fishing
- Canoing / Kayaking
- Fly In
- Heritage – Katahdin Iron Works – Historical

Potential Growth

- Pittston Farm
- Length of Season
- Skiing
- Fly In
- Site seeing

5.3   WINTER

The participants brainstormed the following winter visitor experiences:

Nature-based experiences

- Mushing / Dog sledding – interpretive
- Snowmobiling
- Skiing – downhill and XC
- Fauna – Lynx
- Ice boating

Cultural Experiences

- Moosehead hospitality
- Flights

Winter - Report & Analysis

Following the brainstorm, participants identified the primary assets, which are the existing experiences, features and infrastructure, that are distinct, of significant value, established, ongoing, accessible, and visitor-ready, that are currently driving winter tourism and visitation. They then identified assets with the potential for growth, those that have the potential to become a primary asset in the near future, or are undervalued or under-performing, and that could be developed to increase winter visitation and improve the economy.

Primary Assets

- Snowmobiling
- Skiing
- Snow shoeing
- Ice fishing
- Site to Site experience

Potential Growth

- Skiing
- Winter campsites
- Restaurants
- Night sky
- Winter hiking – snowshoeing
- Northern lights
- Wildlife viewing - Lynx
- Lily Bay

The participants then coalesced the primary seasonal experiences, and those with the potential for growth to create Big Ideas, which will form the basis for extending the visitation portion of the economy into the shoulder seasons. They used the following questions to provide the context for generating the Big Ideas:

- How can these assets be leveraged to reach the preferred future?
- What are your discoveries?
- What new opportunities or big ideas do you see?

5.4   BIG IDEAS

Ecotourism
- Thoreau
- Better online advertising
- Target 25-44 y.o.
- Interpretation – deep immersive experience
- History
- Statistics about the clean natural environment – clean water and air
- Remoteness
- Lake
- Adventure and natural resource education

Human Assets
- Knowledge base – concentration of expertise
  - Maine Guides
  - Biologists
  - Wardens
  - Natural Resource Learning Place

Big Moose / Squaw Mountain Ski Resort
- full season resort
- accommodation
- residential development

Concierge Services
- Packaging unique experiences
- Diversified Product
  - Packages
  - Partnerships for destination experiences
  - 3 seasons

Access to the Lake – all seasons
- Marina

Spring is underutilized
- Waterfalls
- Birding
- Fishing – variety

Competitions
- Pinnacle
- Fly In
- Cycling

Night Sky / Star Gazing
- Locations
- Programming/festival

6.0 ACTION MAPPING

The participants were asked to reflect on the Seasonal Experience Brainstorm, and to consider the actions that need to occur in the next 10 years to create the preferred scenario. The participants were divided into 7 groups, and were assigned to 7 areas:

- Moosehead Lake Region
- Greenville
- Greenville Shoreline
- Greenville Junction
- Hwy 6/15 Corridor
- Rockwood
- Beaver Cove

Each group was stationed at a large map of their portion of the region, and they were asked to consider the actions needed for that area.

- Step 1: Individual Brainstorm – each participant took 5 minutes to write down 5 ideas, the time-frame (1-2; 3-5; 6-10 years), and an estimated cost for each action.
- Step 2: Group Consensus and Mapping – the groups reviewed all the ideas generated, reviewed the map of the area, and as a group decided on what needs to happen to create the preferred future for the Region. The group identified locations on the map for each action such (e.g. infrastructure, businesses, recreational amenities, housing, etc.).
- Step 3: Each member of the group was given four dot stickers and these were used to vote for the actions identified on the map, and then, based on the votes, the group to summarized the Top 5 Actions for that area of the region.

The Top 5 recommended actions for each area of the region are:

Moosehead Lake Region - Map Area 2

- Big Moose (Squaw Mountain) Resort – 4 season
- Improve boat launch access, marina service, and signage
- Paddling adventures, marketing, packages, signage, parking
- Arts/Music facility and package marketing
- Complete scenic byway attributes – scenic pull outs, interpretive signage

Greenville - Map Area 3

- Reuse Inland Fisheries and Wildlife, and Forestry properties for pavilion, commercial space, docks, boat slips
- Better use of waterfront parking lots like Katahdin, Greenville Junction Wharf, set parking further back and instead put in docks, boat slips, parks, retail
- Satellite college campus
- Affordable apartments, houses, long-term rentals
- East cove docks, boat slips, Red Cross Beach expansion and access

Greenville Shoreline - Map Area 4

- Solution for the Black Frog
- University at the Greenville School
- Red Cross Beach Improvements
- Re-purpose Inland Fisheries and Wildlife Property
- Resort at the Bartley's Property

Greenville Junction - Map Area 5

- Public Docking and Moorage
- Shaw Block
- Hotels
  - Indian Hill Area
  - Leisure Life Area and Lakeside Inland Fish & Wildlife Area
  - Squaw Village Area
- Main St. Revitalization Plan
- Depot – signage and programs
- Red Cross Beach (change name)
- Industrial Area

Hwy 6/15 Corridor - Map Area 6

- Develop fully functioning ski resort – Big Moose / Squaw Mountain – 4 seasons, downhill, cross country, foliage rides, zip line, etc.
- Lodging, dining, residences, viewing lodge from top
- New improved golf course, dining and lake access
- Publish itinerary for how to access and use both the East Outlet and Indian Pond
- Residential development by golf course
- Revitalize passenger rail service
- Establish dark night sky area on Big Moose near Fitzgerald – Restaurant there too?

Rockwood - Map Area 7

- Visitor Center and Restaurant
- Lodging on Kineo (history)
- Improved water access (Moose River, West Outlet (non-motorized))
- Campground access to ATV trails and lake access

- More boat service (Kineo) (water taxi)

Beaver Cove - Map Area 8

- Scenic turnout at Blair Hill
- Airport shuttle / transportation
- Prong Pond – promote canoe/kayak event
- Better promotion – Public island access
- Preo Park sign

THE MAPS IN APPENDIX 1 ARE THE COMPILATION OF THE ACTIONS IDENTIFIED BY EACH GROUP WITH THE SIZE OF THE DOT ON THE MAP INDICATING THE LEVEL OF PREFERENCE (VOTES) BY THE PARTICIPANTS.
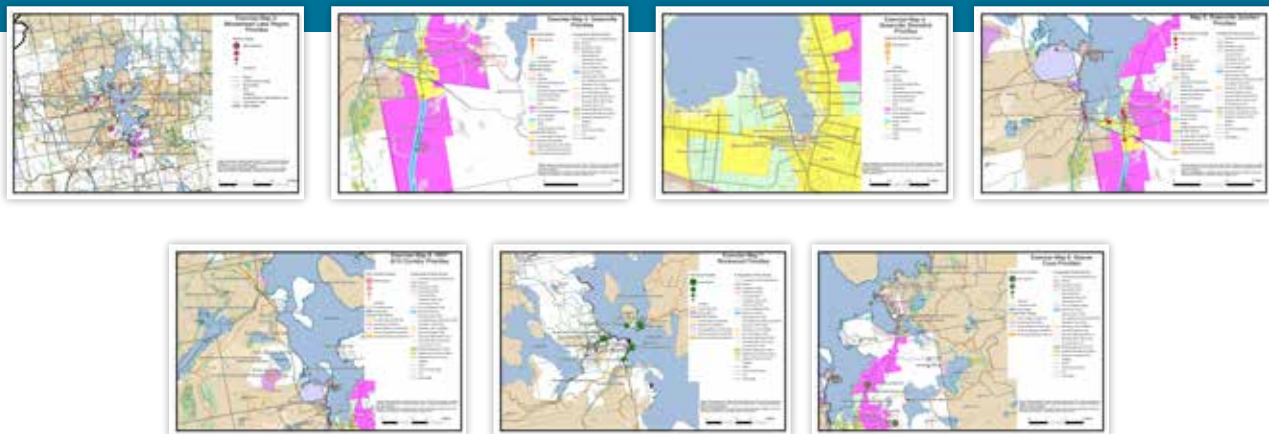
7.0 NEXT STEPS

The workshop participants discussed the ramifications and implications of failing to achieve the preferred future. There was a very strong alignment of people that 'America's Crown Jewel – A' represented the preferred future scenario, however very few people thought that was the current trajectory. The preferred future outlines the basis of a shared vision for the region. In addition, it gives an indication of the focus areas of action that will be needed for this vision become a reality. The Seasonal Experience Brainstorm and Action Mapping activities allowed the workshop participants to discuss what the next steps should be, and how the region could move forward.

The preferred scenario and actions identified in the Seasonal Experience Brainstorm and Action Mapping are the basis for the Regional Strategic Action Plan, which will provide the pathway to move from the Expected Scenario 'Spiraling to Obscurity' to 'America's Crown Jewel – A'. The next steps are:

• Draft Regional Strategic Action Plan will be reviewed by the MLREDC (early April 2017)

• Survey sent to key stakeholders to verify Future iQ's interpretation of the workshop outcomes, and to prioritize the actions for the region (mid-April 2017)

• Finalize and present the Regional Strategic Action Plan (May 2017)

8.0 POST-THINK-TANK PARTICIPANTS SURVEY

Following the completion of the Future Think-Tank workshop (in the week after), participants we were asked to complete a survey about the effectiveness of the workshop

DO YOU THINK THIS FUTURE SCENARIO PLANNING PROCESS IS AN INTERESTING AND VALUABLE EXERCISE FOR MOOSEHEAD LAKE REGION?
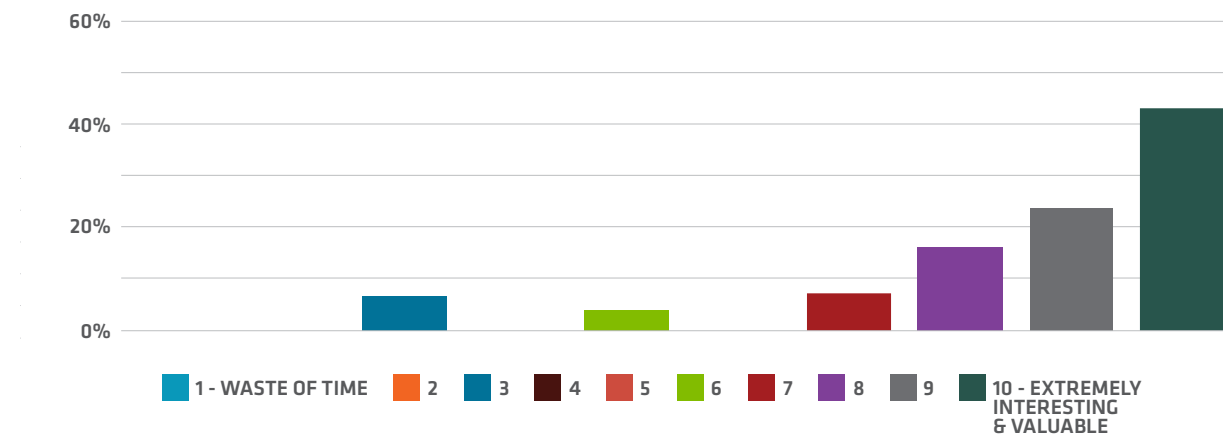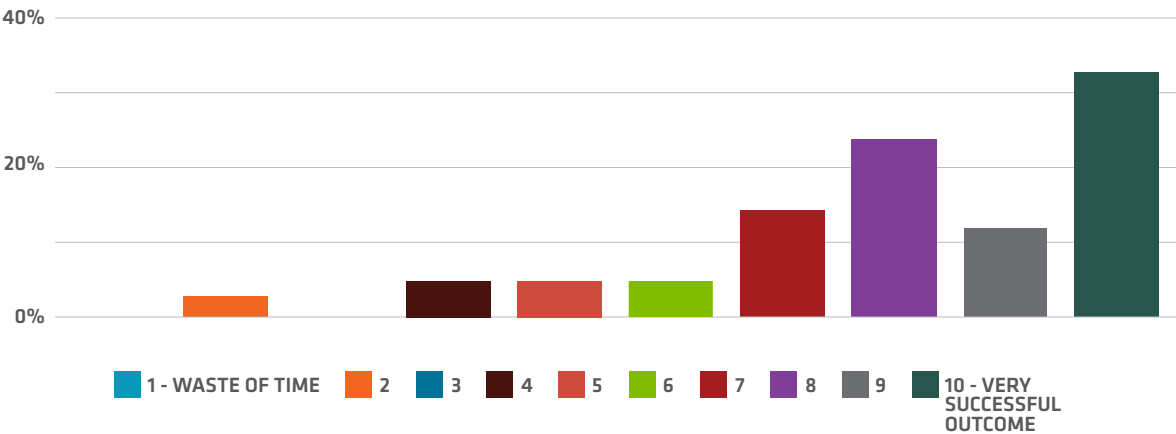

DO YOU THINK THIS IS A GOOD TIME FOR THE MOOSEHEAD LAKE REGION TO BE GOING THROUGH THIS STRATEGIC PLANNING PROCESS?
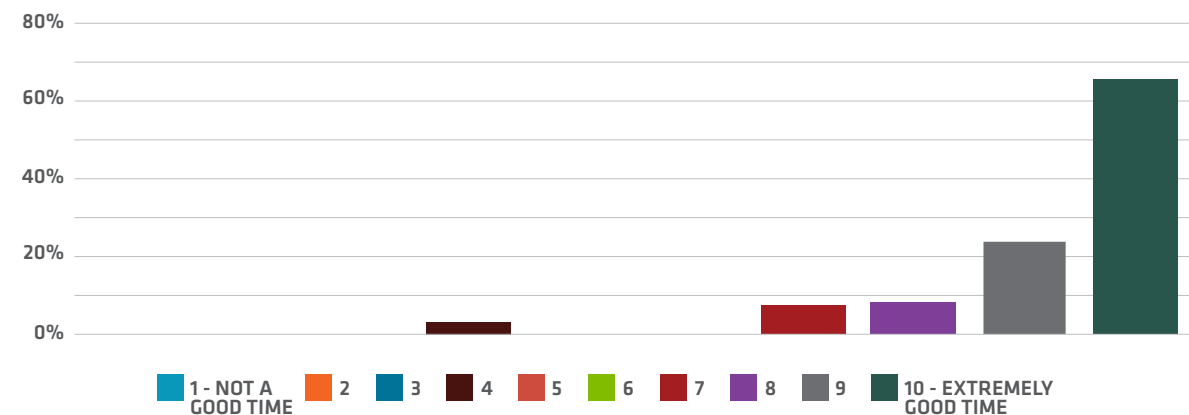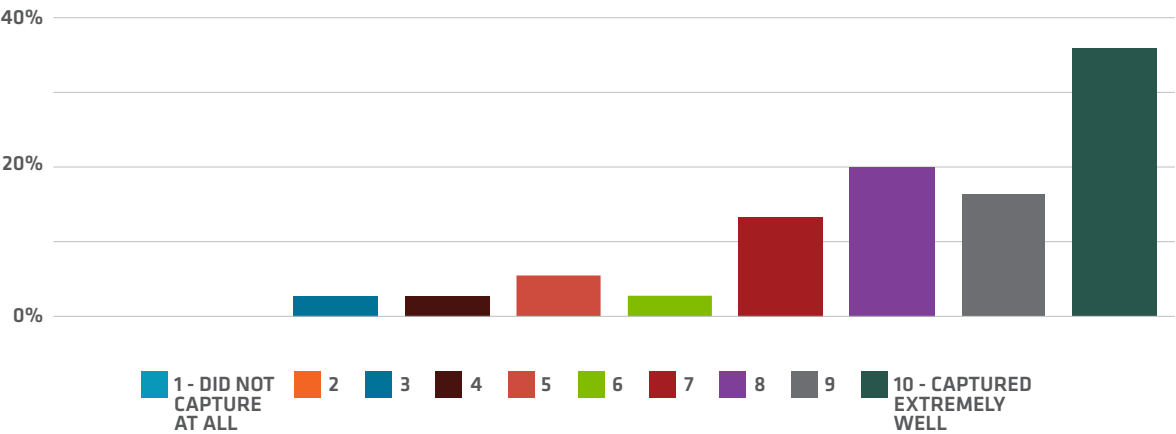
HOW SUCCESSFUL DO YOU THINK THE THINK-TANK WORKSHOP WAS IN TERMS OF REACHING CONSENSUS ABOUT THE PREFERRED FUTURE, AND BEGINNING TO CREATE A REGIONAL PLAN FOR THE FUTURE?

Legend: 1 - WASTE OF TIME | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 - VERY SUCCESSFUL OUTCOME

HOW WELL DID FUTURE IQ CAPTURE THE STAKEHOLDER'S INSIGHTS?

Legend: 1 - DID NOT CAPTURE AT ALL | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 - CAPTURED EXTREMELY WELL

QUOTES:

What are your top three takeaways from this session?

- 1. That nature-based/eco tourism is the agreed upon economic driver of our area. 2. That protection of our natural resources and view sheds is critical to reach the desired goals for this area. 3. That we can't keep doing what we've been doing or we will decline significantly.

- We need to address our aging population. We need to embrace new and creative ideas about community development. Land use planning is extremely important for our future success.

- People are generally aligned with where we are and where they want to go in the future. Even most naysayers essentially agreed on future direction. There is totally unique product that the region has yet to define and promote.

- Action is needed immediately to prevent population decline, school and hospital closings. Investment capital is critical to re-purposing the region. The large number of locals bodes well for creating the energy needed to propel this effort forward and to quell negativism/pessimism of the status quo crowd.

- 1. Over the past 10 years, people have really come to be 'on the same page.' All the work of the last decade has resulted in real consensus. 2. There are outlying issues that the town may not have control of (i.e. wind projects) that some people see as a serious threat to their vision. 3. For the region to be successful in its vision, industry/economic growth & diversification will almost certainly need to precede population growth.

- 1. A deep shared view of where the region should go in the future 2. A strong shared view of what will happen if action is not taken 3. The community is engaged and mobilized to take action

- People are invested in their community, there are many assets to build on, there is consensus on the preferred future.

What was the most valuable and insightful section of this Think-Tank, in your opinion?

- The population statistics and the workforce statistics. The consensus about the future vision for the region and how universal it came to be.

- The brainstorming on product in each season laid the groundwork for some work we are doing beginning in April. Perfect timing to get them thinking about their unique product.

- The mapping of the ideas in different areas. All the groups seemed to be in agreement of the top priorities.

- That we have a great deal of supporters after the same goal.

- The entire workshop built on itself leading to the matrix development for expected vs. hoped-for-future. This was the meat. For a day people were forced to think in unaccustomed ways, i.e., 20-, 30-year horizons and that now-decisions create impacts well into the future. The comparison of expected vs. preferred shows that folks recognize where they are and where they will be if nothing is done to change. The preferred is not so much built on hope but on the desire to build a new future by being energized and engaged. Not a field of dreams but rather a realization that this is a community driven project that can only succeed by continued participation in the development of that future. Reminds me of Lee Iaccoca's great quote, " Lead, follow, or get out of the way."

- When we did the map exercise, most people put stickies on the map for their pet projects, but when it came time to vote, clear consensus about the most important infrastructure needs quickly emerged.

9.0 ABOUT FUTURE IQ

Future iQ is a market leader in the development and application of scenario planning; network analysis, industry and regional analysis, and community engagement and capacity building. The company specializes in applying innovative tools and approaches to assist organizations, regions and industries shape their economic and community futures. With over a decade of business experience, the company has grown to have a global clientele spanning three continents.

To learn more about Future iQ, and our recent projects visit www.future-iq.com or by email at info@future-iq.com

Future iQ Team

Strategic Partners
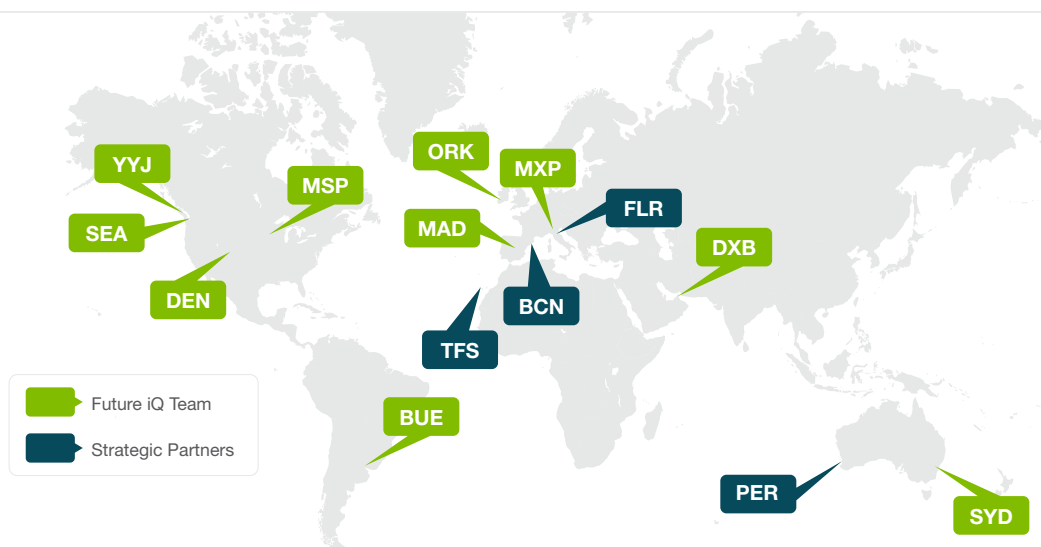
FOR MORE DETAILS, AND TO ACCESS COPIES OF ADDITIONAL REPORTS, PLEASE VISIT:

www.future-iq.com or www.mooseheadlakeedc.com

Economic and Demographic Analysis
March 2015

Scenario-based Future Think-Tank Workshop
March 2017

Report and Future Think-Tank Workshop prepared by:

DAVID BEURLE, CEO, FUTURE IQ PARTNERS

As CEO of Future iQ, David specializes in creating future planning approaches for the use in regional, community and organizational settings. David has worked in the field of organizational and regional economic and community planning for over 20 years. His work in community and economic development has earned his work international, national and state awards

LEHNA MALMKVIST, MANAGING DIRECTOR, FUTURE IQ CANADA

Lehna works within multi-disciplinary teams across a wide range of projects, and uses her skills to ensure that innovative, whole-system approaches are integrated into projects. Lehna is an accomplished facilitator who uses her expertise to guide planning processes to develop a common understanding of fundamental issues and create solutions as a unified team.

JIM HAGUEWOOD, ECONOMIC DEVELOPMENT SPECIALIST

Jim specializes in stakeholder and community engagement that utilizes asset based principles and tools such as SMART strategies. With a career in the tourism and hospitality industry, Jim's focus and impact has been in regional community economic development initiatives in more than five areas in North America in the past decade. He served as President of the Port Angeles Downtown Association, and as Board Member of 7 Cedars Resort & Casino of the Jamestown S'Klallam Tribe.

MARCUS GRUBBS, MURP, AICP, PLANNING SPECIALIST

Marcus Grubbs holds a Master Degree in Urban and Regional Planning, and a Bachelor Degree in Environmental Studies. Marcus has extensive project management experience with an interest in scenario-based planning and regional economics. Marcus recently served as non-metropolitan regional government representative to The State of Minnesota Statewide Geospatial Advisory Board, and is a current member of the Minnesota Chapter of the American Planning Association and the American Institute of Certified Planners; chairs a non-profits policy committee; and participates in the Big Brother program.

10.0   MOOSEHEAD LAKE REGION ECONOMIC DEVELOPMENT CORPORATION

The MLREDC is a Greenville, Maine-based 501(c)(3) non-profit corporation. Established in 2013 by local business and community leaders, the MLREDC was formed from a critical need to grow the local economy, reverse population decline, and increase prosperity for area residents through development of a year-round sustainable economy. Over the MLREDC's first three years, all of its work and significant accomplishments have been driven by its all- volunteer board—made up of business, nonprofit, and community leaders—and MLREDC project consultants. Members have donated thousands of hours of their time.

The mission of the MLREDC is to grow and sustain local businesses, attract and create new jobs, and enhance the economy of the Moosehead Lake Region. The MLREDC's vision is that "The Moosehead Lake Region will enjoy a robust, diversified and sustainable economy that leverages the region's unique character, heritage and spectacular natural resources."

2017 MLREDC Board of Directors

- Luke Muzzy, President - Senior Land Asset Manager, Weyerhaeuser
- Drew Watson, Co-President - Owner, Symonds Appraisal Services
- Amanda Hunt, Vice President - Owner/Founder, Northwoods Camp Rentals
- Steve Levesque, Secretary - Former economic development commissioner, administration of Maine Gov. Angus King
- Geno Murry, Treasurer - CEO, C.A. Dean Hospital
- Craig Watt - Co-owner, Indian Hill Trading Post
- Paula St. Laurent - Branch Manager, Camden National Bank
- Donna Moreland - Destination Development Specialist, Maine Office of Tourism
- Joe Diangelo - Owner/Broker, Century 21 Moose Country Realtors
- William M. Fletcher, Esq. - Partner, Fletcher, Selser & Devine
- Angela Arno - Executive Director, Moosehead Lake Chamber of Commerce
- Karin Tilberg - Forest Society of Maine

11.0   ACKNOWLEDGMENTS

Appreciation is extended to the entire MLREDC team, who assisted in organizing and facilitating the workshop. Acknowledgment is particularly extended to Luke Muzzy, Drew Watson and John Cleveland, who organized a multitude of logistics surrounding the workshop. In addition, grateful appreciation is extended to the Bartley Facility for their gracious hosting and delicious catering, and to the Greenville School, American Legion, and New Life Church, and for loaning equipment for the workshop.

Thank you to all the workshop participants, who brought such enthusiasm, good humor and robust thinking to the workshop conversation about the future of the regional economy.

future→iQ

MOOSEHEAD
LAKE
MAINE