



MOOSEHEAD LAKE REGION

ASSET INVENTORY AND ASSESSMENT

This report presents an inventory and assessment of the natural, cultural, built, and experiential assets of the Moosehead Lake Region, Maine, USA

April 2017

Moosehead Lake Region Asset Inventory and Assessment

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This report has been prepared by Future iQ as part of the development of the Moosehead Lake Region Strategic Action Plan, and presents a baseline inventory of natural, man-made, and cultural assets, and an assessment bolstered by input from the Future Think-Tank workshop with the Moosehead Lake Region community.

April 2017

PREPARED BY:

future→iQ



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1.0 THE REGION

The Moosehead Lake Region is the area within a 25-mile radius of the center of Moosehead Lake. Important places included within the Region are described in Table 1. Additionally, numerous other unorganized townships are included within the 25-mile radius. See Map 1, describing the important locations and features of the Region.



Table 1. Places

Piscataquis and Somerset Counties	The Region falls within two counties: Piscataquis and Somerset. Generally, points west of Moosehead Lake, including Rockwood, Seboomook are located within Somerset.
Beaver Cove	Located on the east side of Moosehead Lake, Beaver Cove is an organized town, home to 122 residents, and is adjacent to Lily Bay State Park and the Appalachian Mountain Club 100 Mile Wilderness. It is a 10-minute drive from Greenville on Lily Bay Rd.
Greenville	Greenville is an organized town and the gateway to the Region. The highest concentration of population and guest accommodations and services is in Greenville. Greenville is located at the southernmost point of Moosehead lake and is home to 1,646 residents.
Kokadjo	Kokadjo is an outpost with limited guest services. It offers access to Roach Ponds and Rivers, and is the gateway to destinations north and east via private logging roads. It is located on Lily Bay Rd, 26 miles east of Greenville.
Monson	Located 17 minutes south of Greenville along Highway 6/15. This route along Highway 6 is the primary route for travel into and out of The Region. Monson is an organized town, has a population of 686 residents, and is important to the success of the Moosehead Region.
Rockwood	Located on the west side of Moosehead Lake at the Moose River outlet, Rockwood is an unorganized settlement, with 296 residents. It offers visitor services including accommodations, some retail, boat launch, and water shuttle to Mt. Kineo. Rockwood is located 25 minutes west of Greenville on Highway 6, and 36 minutes east of Jackman on Highway 6.
Seboomook	An unorganized settlement located on the North side of Moosehead Lake, with a population of approximately 45, Seboomook offers primitive guest accommodations and access to Moosehead Lake.
Shirley	Located along Highway 6/15, between Monson and Greenville, Shirley is an organized town, home to 233 residents and some retail.
Jackman	Located 36 minutes west of Rockwood on Highway 6/15, Jackman is outside of the 25-mile radius. However, it is the main route through which visitors from Quebec travel to the Region. Jackman is an organized town, home to 832 residents, and is an important location in the Regional economic ecosystem.



2.0 INVENTORY

The heart of the Moosehead Lake Region is its tremendous natural asset base. Those natural assets are complemented by people who appreciate these natural assets. The people of this place have also built and maintain infrastructure and an economy that allows for them and visitors to enjoy and protect the natural and cultural assets of this region. The following section describes: 1) natural assets, 2) built assets, 3) and cultural assets of the Moosehead Lake Region.

2.1 NATURAL ASSETS

The Moosehead Lake Region is home to a trifecta of natural assets: Mountains, Water, and Forests. This combination is unique. At the physical center of the Region is Moosehead Lake, and surrounding the lake is hundreds of thousands of acres of forested lands held in permanent conservation. To the south and east, the Appalachian trail travels through the Region, to its northern end at Mt. Katahdin.

2.1.1 THE LAND

Conserved lands are a hallmark of the Region. They are shown in Map 1. Within the 25-mile radius, nearly 600,000 acres of lands are conserved. This is approximately 50 percent of all lands within 25-mile radius. Some notable conservation lands include the Appalachian Trail easement through the southeast portion of the Region; the Moosehead Region Conservation Easement (approximately 360,000 acres of land set aside in the 2009 Concept Plan); numerous state managed parks and lands including Lily Bay State Park and Seboomook; and the 100-Mile Wilderness. These areas are further connected to vast areas of conserved lands to the north including the West Branch Easement, and to the east including Katahdin Forest and Baxter State Park. Including and beyond the 25-mile radius of the center of Moosehead Lake are approximately 1.5 million acres of conserved lands.

Map 2 and Table 2 describe current land cover of the Region according to the National Land Cover Database (2006). The Region is largely undeveloped. Most land cover is forested, approximately 73 percent. A small minority of the land is developed, approximately 0.15 percent. Not surprisingly water is also a predominate feature on the landscape, with water and wetlands amounting to approximately 15 percent of total cover. Of lands not covered by water, nearly all lands (99 percent) are undeveloped.

Table 2. Land Cover

Cover	% Cover
High Intensity Development	<1
Medium Intensity Development	<1
Low Intensity Development	<1
Open Space Developed	<1
Cultivated Crops	<1
Pasture/Hay	<1
Grassland Herbaceous	<1
Deciduous Forest	16
Evergreen Forest	19
Mixed Forest	24
Other Forest	14
Shrub/Scrub	11
Emergent Wetlands	3
Wetlands	2
Runways/Roads	<1
Unconsolidated Share	<1
Bare Land	<1
Open Water	10
Alpine	<1

Source: Maine Land Cover, adapted from the 2006 National Land Cover Database.

Notes: Other forest includes "Recent Clear-cut, Light Partial Cut, Heavy Partial Cut, and Regenerating."

2.1.2 MOOSEHEAD LAKE

Moosehead Lake is managed for recreational fishing and is a popular destination for both open water and ice fishing. Moosehead Lake is the largest lake in Maine, covering 117 square miles, with over 245 miles of shoreline. Additionally, there are numerous other ponds, rivers, and creeks within the Region. Surface water features, boat launches, and canoe trails are shown in Map 4. Trailered boat launches available to the public are in the population centers of Greenville and Rockwood.

2.1.3 TOPOGRAPHY

The presence of mountains alone creates a high scenic quality that draws people to the Region. There are numerous accessible mountain trails and peaks. Topographic features of note are included in Table 3 and on Map 3.

Table 3. Topographic Features of Note

Highest Point	White Cap Mountain	3644'
Lowest Point	To the southeast, near Big Greenwood Pond, edge of 25-mile radius	500'
Moosehead Lake		1029'
Mount Kineo	Kineo peninsula, directly east of Rockwood, across lake	1450'
Number Four Mountain	South of Kokadjo	2890'
Whitecap Mountain	East of Kokadjo	3644'
Eagle Rock	West of Greenville	2290'
Big Moose Mountain	West of Greenville	3196'
Borestone Mountain	East of Monson	1923'

2.1.4 TRAILS AND ACCESS

A network of hiking, paddling, ATV, and snowmobile trails throughout the Region creates access to remote areas and offer miles of use and enjoyment. Map 4 shows trail networks throughout the Region, currently being expanded. A foundational trail network exists, and significant expansion is being driven by agreements in the 2009 Concept Plan which required both the above-mentioned conservation land designation and trail development. The current trail network for hiking, biking, snowmobiling, ATV use, and canoeing is described in Table 4 and Map 4. The trails within the region are impressive, and they are connected to an even larger trail network outside of the Region.

Table 4. Trails within 25 Mile Radius

Trails	Length (miles)
Snowmobile	864
ATV	734
Hiking	96
Appalachian Trail and AMC	192
North Forest Canoe Trail	46
Paddling - AMC River Guide	111

2.2 BUILT ASSETS

The built assets of a region are those assets in which humans have invested. They are how goods are delivered to market, the private and public buildings, the infrastructure for managing human impact on the landscape, and the community infrastructure that people rely on day-to-day. The built assets of the Region are shown in Maps 5-11, Map 5 shows the regional zoning, and Maps 6-11 show different areas of the Region.

2.2.1 GETTING AROUND THE REGION

The main elements of the transportation network are shown in Map 1. The main route into the Region, HWY 6/15, is also the main route to travel along the western side of the lake, from Greenville, through Rockwood, to Jackman. The main route along the eastern side of the lake is Lily Bay Rd, from Greenville to Lily Bay, then onto Kokadjo by way of Baxter State Park Rd.

The Moosehead Lake Region Scenic Byway Partnership Plan is currently in development. The process is being guided by the Maine Department of Transportation and the Eastern Maine Development Corporation. The local planning stakeholder group is the Corridor Advocacy Group. This plan focuses on a stretch of highway, designated as the Moosehead Lake Scenic Byway, starting in the east at Kokadjo along Baxter State Park Road, through Greenville, to the west along Highway 6/15 to Rockwood, and on to Jackman. The focus of this planning effort is increasing tourism activity in the greater Moosehead Lake Region with resource conservation and byway enhancement being equally important.

Strategic themes in this plan include improving road infrastructure to allow for visitors to turn off at important or interesting locations, creating a dedicated lane for bicycles; and implementing interpretative programming and preservation of cultural and natural assets. Specific implementation plan areas include infrastructure, advertising, signage, and interpretation.

2.2.2 DEVELOPMENT INFRASTRUCTURE

Much of the region operates on well and septic systems. The Maine Water Company provides water service in Greenville, parts of Little Moose Township, and Greenville Junction. The Moosehead sanitary district serves the built areas of Greenville. From downtown, sewer and water are similarly provided to the western edge of Greenville along HWY 6/15. To the east and north of downtown, sewer and water are available along Lily Bay Rd to approximately Birch Point Rd. Map 7 shows the location of sewer and water infrastructure.

More about the location and number of public (non-public ownership) and private wells is available through the State of Maine.

The Central Maine Power Co. owned by Energy East provides electricity to the Region. The following areas are serviced: Greenville, Moosehead, Rockwood, Jackman, Ogontz, Beaver Cove, and Kokadjo. Points north of these communities on either side of the lake are not served by electricity. Three phase power is available in Greenville along Moosehead Lake Road, in the industrial park, on to Rockwood, and along a portion of Lily Bay Road in the Village.

2.2.3 COMMUNITY ASSETS

Greenville is home to Nickerson Elementary and Greenville Middle/High Schools. The next nearest schools to the south (25 miles on HWY 6) are in Guilford including an elementary, middle and high school. The next nearest school to the west (50 miles on HWY 6/15) is Forest Hills Consolidated school in Jackman.

The Shaw Public Library, located in Greenville, offers traditional services including loaning their book collection, interlibrary loan, and computer work stations and printers. Through the library's high-speed internet connection, a WiFi network operates throughout Downtown Greenville. The next nearest libraries are in Jackman and Parkman (adjacent to Guilford).

Charles A Dean Memorial Hospital, located in Greenville serves the Moosehead Region. C.A. Dean is a 25-bed critical access hospital providing acute, skilled, and nursing facility beds. Jackman and Guilford are the next nearest locations to be served by hospitals and clinic facilities. Jackman and Dover-Foxcroft are the nearest nursing home facilities outside of Greenville.

C.A. Dean Hospital operates an ambulance service for the Moosehead Lake Region. There are fire departments in Greenville, Shirley, and Jackman. Greenville, the Piscataquis County Sheriff, the Somerset County Sheriff, and the Maine State Police provide law enforcement in the Region.

The Maine Department of Agriculture, Conservation and Forestry Bureau of Parks and Lands is currently in the process of finalizing a first-ever Moosehead Lake Region Management Plan for lands in their management. This document outlines numerous units of land, including: public reserved lands (31,187 acres), undeveloped state park lands (1,780 acres), and conservation easements managed by the Bureau.

Big Squaw Mountain Ski Area is located 15 minutes west of Greenville off HWY 6/15 on Ski Resort Road. It attracts people from Quebec, Bar Harbor, and the Coastal Region. Formerly, the ski area was operated by a private party, stabilizing the winter tourism economy. Now, a non-profit operates the lower portion of the ski area. During the holiday season of 2016/17 it attracted 300-500/day. It is known for its unique terrain and unobstructed views of Moosehead Lake. The location of Big Squaw Mountain is described in Map 8.

The Greenville industrial park is owned by the Town of Greenville and covers 85 acres. Thirty acres of land are available for division into lots and development. It is not served by public water and sewer. In the park is rail siding and three-phase power. A shuttered steam plant, with a 15-MW biomass boiler, is adjacent to the industrial park.

A business incubator, owned by the Moosehead Lake Region Economic Development Corporation is located at 76 Spruce Street. It is a 10,000-square foot steel building currently under lease.

Located in Greenville is the Greenville Airport. In 2015, a master plan update was completed for the airport. The plan includes short, mid, and long-term projects for improvement and expansion suggested to be paid for with federal grant dollars. The improvements are intended to better serve the existing users, as current conditions do not meet design standards. Expansion is intended to serve an increased based aircraft count (from 27 in 2015 to 55 in 2035, 104%), and annual operations (from 7,580 in 2015 to 10,614 in 2035, 40%).

2.3 CULTURAL ASSETS

Geopolitical, social, and human assets of the region—collectively, cultural assets.

2.3.1 LAND USE AND ZONING

Zoning identifies future potential land use and the nature of developments in those land uses. Table 5 describes the land use and zoning authorities by jurisdiction.

Table 5. Land Use and Zoning Authority

Place/Jurisdiction	Land Use Planning Authority
Land Use Planning Commission (LUPC)	Plans for unorganized territories in the state
Piscataquis County	LUPC planning authority
Somerset County	LUPC planning authority
Beaver Cove	Organized town, LUPC planning authority
Greenville	Organized town, land use planning authority
Kokadjo	Unorganized place, LUPC planning authority
Monson	Organized town, land use planning authority
Rockwood	Unorganized town, LUPC planning authority
Seboomook	Unorganized town, LUPC planning authority
Shirley	Organized town, land use planning authority
Jackman	Organized town, land use planning authority

Zoning is shown on Maps 5-11. They show: 5) an overview of zoning in the Region; and zoning for important nodes within including 6) Greenville; 7) Greenville shoreline including downtown Greenville; 8) Greenville Junction; 9) the Highway 6/15 corridor from Greenville Junction to the Rockwood area; 10) Rockwood area; and 11) Beaver Cove and Lily Bay.

2.3.1.1 2009 Moosehead Lake Region Concept Plan

In 2009, Plum Creek Maine Timberlands LLC and Plum Creek Land Company petitioned to the Maine Land Use and Regulation Commission for the adoption of a concept plan identifying the future use of approximately 380,000 acres surrounding Moosehead Lake for a 30-year term.

Included are 10 development areas, over a total of 16,910 acres. These areas are limited to 2,025 development units overall, and some areas have specific area development unit caps. Those areas with no development unit cap may fluctuate in units developed, so long as the total unit cap is not exceeded. Residential developments are required to be developed with association boards. Other development requirements include trail development and maintenance, conservation practices, and affordable housing in the form of supporting workforce housing in Greenville, Rockwood, and Jackman.

Development areas and the nature of development in those areas follows.

- Southeast and southwest shores of Long Pond
 - Residential Development (D-MH-RS1)
 - Capped at 55 units
- Braussua Lake and Rockwood/Blue Ridge Development –
 - Residential Development (D-MH-RS1)
 - Capped at 300 units
- HWY 6/15 Corridor
 - Commercial Industrial Development (D-MH-CI)
 - Residential Development (D-MH-RS1)
 - Uncapped units
- Moose Bay
 - Residential/Resort Optional (D-MH-RS2)
 - Uncapped units (See Residential/Resort-Optional below for more information)
- Beaver Cove
 - Residential Development (D-MH-RS1)
 - Uncapped units
- Upper Wilson Pond
 - Residential Development (D-MH-RS1)
 - Capped at 32 units
- Lily Bay
 - Resort Development (D-MH-RT)
 - Capped at 404 units
- Big Moose Mountain
 - Resort Development (D-MH-RT)
 - Within this area residential development is allowed within and outside of core resort areas, with the condition that the number of allowed dwelling units is related to the number of short-term visitors, such that the number of allowed units shall not exceed 800 units until 160 short-term visitation units are constructed. After which, development units can be transferred from other development areas to the Big Moose Mountain area.
 - Commercial Industrial (D-MH-CI)
 - Capped at 0 units

Each type of development has specific requirements as adopted in the Concept Plan.

Residential (D-MH-RS1) – Residential development in this zone is characterized by a mix of residential dwellings, including single, two and multi-family dwellings. Also allowed are structures compatible with residential development, including non-commercial recreational facilities, public institutions, home occupations, and in certain areas by exception, residential-scale commercial uses.

Residential/Resort-Optional (D-MH-RS2) – Development in this zone is characterized as residential development (as in D-MH-RS1), or nature-based resort development. If a resort development is approved by the Land Use Planning Commission, the relevant area will be rezoned as Resort Development (D-MH-RT).

Commercial/Industrial (D-MH-CI) – Commercial and industrial development characterized by development that is not compatible with residential uses.

Primitive Resort Development (D-MH-PR) – Primitive resort development is characterized by size-limited back country huts, commercial sporting camps and remote rental cabins, and associated primitive and motorized uses that rely on natural surroundings in a largely undeveloped state.

Resort Development (D-MH-RT) – Resort development is characterized as nature-based. Proposed uses and facilities that are not compatible with the existing natural, cultural and historic resources or do not support the functions of a nature-based resort are prohibited. This zone allows for residential units as conditioned (see Big Moose Mountain Development Area above). Allowed commercial uses include lodging, meeting facilities, recreational facilities, and professional service in office-based structures that support nature-based tourism activities.

General Management (M-MH-GN) – Areas in the general management zone are intended for natural resource management activities.

2.3.1.2 Greenville Zoning

Greenville zoning allows for a range of development opportunities that one expects to see in a smaller community. Included are specific zones for: airport, industrial, residential, village, rural development, rural, and resource protection. Notably it also includes shore land zones for each use and a scenic corridor zone along highway 6/15 coming into town.

Industrial – This zone is limited to the industrial park with access to railyard and highway. Minimum lot sizes are 20,000 square feet with sewer and 40,000 square feet without.

Residential – The residential zone accommodates higher density residential uses. Development is limited to two dwelling units per 10,000 square feet in areas with sewer and water, and one dwelling unit per 20,000 square feet without sewer.

Village – The village zone allows for higher density, mixed used development including residential, retail, and other light-commercial. It is intended to preserve the character of a developed village area. Development is limited to two dwelling units per 10,000 square feet with sewer and one dwelling unit per 20,000 square feet without sewer.

Rural Development – The rural development zone allows for low to medium density residential and commercial development. It is designed to accommodate the demand for second and seasonal residences and recreational accommodations. The minimum lot size is 40,000 square feet.

Rural – The rural zone is designed for areas that have been forests and open areas. It is best suited for low-density single-family dwellings, forestlands, farms, and open space. Development is limited to one dwelling unit per 40,000 square feet.

Resource Protection – In resource protection areas most types of development are limited because these areas are not suitable for development.

Scenic Corridor Overlay – A scenic corridor overlay follows HWY 6/15 from the southern edge of the village district for 500 feet on either side of the highway into downtown. It includes design and access requirements.

Shoreland Overlay – Shoreland requirements as regulated by the state shoreland zoning.

Greenville is currently working with two consulting groups: 1) to create a small area plan for downtown that focuses on streetscape, parking, facades, accessibility, and potential locations for new facilities such as a 50-unit hotel, park, and convention space; and 2) to address concerns in the zoning and code of ordinance in the Town.

2.3.2 REGION STAKEHOLDER GROUPS

The people of the Region, being the Region's greatest asset, are actively engaged through their work and volunteerism. Several important stakeholder groups are listed below.

Local Governments

- Town of Greenville
- Town of Beaver Cove
- Town of Monson
- Town of Shirley
- Town of Jackman
- Somerset County
- Piscataquis County

Natural Assets

- Snowmobile and ATV Clubs
- Appalachian Trail Conservancy
- Private landholders allowing access through MOU or deeded conservation
- Maine Department of Agriculture, Conservation, and Forestry
 - Bureau of Parks and Lands
- Maine Department of Inland Fisheries and Wildlife
- Friends of Squaw Mountain
- Friends of Moosehead Lake

State of Maine (other)

- Land Use Planning Commission
- Maine Department of Transportation

Utilities

- Central Maine Power Company
- Maine Water Company
- Moosehead Lake Sanitary District
- Fairpoint Communications

Community Assets

- Greenville Airport
- Greenville Public Schools
- Shaw-Greenville Library
- C.A. Dean Memorial Hospital

Economic Development

- Piscataquis County Economic Development Corporation
- Eastern Maine Development Corporation
- Somerset County Economic Development Corporation
- Moosehead Lake Economic Development Corporation & Brand Leadership Team
- Moosehead Lake Scenic Byway Partnership
- Maine Office of Tourism

Business Groups

- Moosehead Lake Chamber of Commerce

One example of the people of the Region engaged in promoting the Moosehead Lake Region is the Moosehead Lake Economic Development Corporation undertaking a branding initiative in 2015. The Development Corporation hired Roger Brooks International, Inc. who worked with local stakeholders to develop a branding and marketing plan. Results include action steps—downtown façade rehabilitation, consistent signage throughout Moosehead Lake communities, master planning, and programing in downtown Greenville—with a suggested budget of 7 million dollars.

The goals of this branding effort and the plan are:

- Put Moosehead Lake “on the map” as a terrific place to live, raise a family, own a business, and to visit;
- Differentiate Moosehead Lake from the other 490+ communities in Maine - and throughout New England;
- Encourage families to move to Moosehead Lake;
- Develop a year-round, sustainable economy (tourism based);
- Bring back the prosperity and population that was here in the early 70s.



3.0 EXPERIENTIAL ASSETS

The experiential opportunities in the Moosehead Lake Region make it a special place. Stakeholders had an opportunity to identify experiential assets in a regional branding effort (2015) and during a Future Think-Tank workshop as part of the Strategic Action Plan process.

3.1 REGIONAL BRANDING PROCESS SURVEY RESULTS

During the production of the Moosehead Lake Region branding plan approximately 1,400 participants completed an online questionnaire. Future iQ organized the results of this survey to inform elements of the Moosehead Lake Region Strategic Action Plan process. Future iQ organized these survey results to describe the following.

- Visitation Drivers – Regional assets that drive visitation activity
- Outdoor Experiences
- Visitation Enhancements – Regional assets that enhance the visitation experience
- Experience Descriptions – How respondents describe their experiences
- Events – Events occurring in the Region that promote visitation
- Challenges
- Opportunities

The results show 16 unique visitation drivers, including friends and family, outdoor experiences, and events. Respondents identified 50 unique outdoor experiences, including water activities, camping, hiking, skiing, and unique attractions like Mt. Kineo and moose watching. Respondents identified visitation enhancements including local food and drink establishments, outfitters, and guide services. Experience descriptions included the smell of fresh air, pure nature, silence and night, and others. Notable events included the International Seaplane Fly-In, Rock n Roll cruises on the Katahdin, Forest Heritage Days, and the 4th of July.

Respondents identified challenges in their distance to urban areas, how to grow while maintaining the region's character, and the spring mud season. Promisingly, respondents identified opportunities in establishing a 4-season mountain resort, creating Moosehead Lake branded products and food, more fully monetizing the experience, and promoting the area for nature-based environmental education.

The questions included in the survey and a summary table are shown in Appendix 1.

3.2 FUTURE IQ THINK TANK SEASONAL EXPERIENCE BRAINSTORM

The Moosehead Lake Regional Economic Development Corporation hosted a Future Think-Tank workshop facilitated by Future iQ on March 9 and 10, 2017 in Greenville as part of the Regional Strategic Action Plan process. During this workshop attendees participated in a seasonal experience brainstorming exercise with the objective of identifying assets unique to Moosehead. A complete review of the Think-Tank is available in the **Moosehead Lake Region Future Think-Tank report**.

Stakeholders identified primary assets associated with each season stemming from unique nature-based and cultural experiences.

Summer Primary Assets

- Mt. Kineo
- Katahdin – Boat
- Wildlife
- Appalachian Trail
- Lake – water quality and size
- Night Sky
- Thoreau’s local history

Winter Primary Assets

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

Fall Primary Assets

- Public Access to private land
- Foliage – Foliage/water interaction
- Hunting
- Fishing
- Canoeing/Kayaking
- Fly-in
- Heritage – Katahdin Iron Works – Historical

Several potential growth opportunities and big ideas are outlined in the Think-Tank report stemming from these assets and further elaborated upon in the Moosehead Lake Region Strategic Plan.

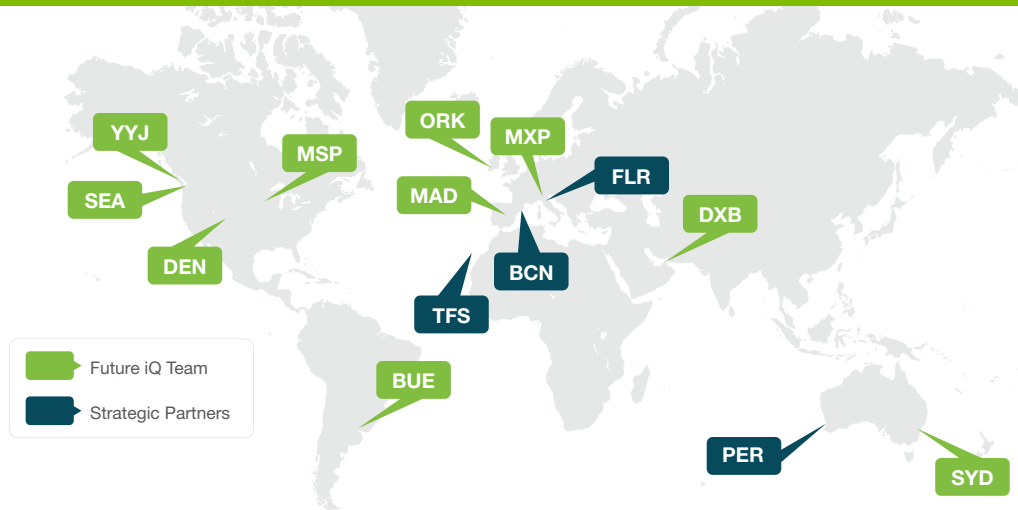


4.0 DISCUSSION AND CONCLUSION

The Moosehead Lake Region has a robust base of natural, built, and cultural assets. Uniquely, it is at the center of 1.5 million acres of conserved lands intended to provide economic, habitat, and ecosystem values along with opportunities for use and enjoyment. Greenville and other communities in the Region are gateways to these lands, water, and unique experiences.

In many ways, the Moosehead Lake Region has similar opportunities around visitation and economic development as other gateway communities to conserved lands, with management objectives for use and enjoyment. Looking to these communities may provide insights into overcoming obstacles, planning to reduce the potential for overuse, and understanding the size of the opportunities. Four communities (or clusters of communities) that serve as gateway communities to similarly vast lands with management objectives for use and enjoyment are examined in the **Moosehead Region Economic and Demographic Analysis**. These communities are Estes Park, CO near Rocky Mountain National Park; Cherokee, NC and Gatlinburg, TN near Great Smokey National Park; Wallowa County, OR embedded in extensive agricultural, forest, and park lands; and Cook County, MN near the Boundary Waters County Area and Superior National Forest and Lake Superior.

Development activities need to take place to drive and support greater visitation and population. The location and nature of that development will be guided by market forces, infrastructure availability, zoning ordinances, and opportunity. There is no shortage of land available for development, but is that land in the right place, does it have the appropriate infrastructure, zoning, and a willing seller? If development progresses, visitation increases, and population increases, what other community assets will be necessary? A path for navigating these questions is established in the **Moosehead Lake Region Strategic Plan**.



5.0 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 this report, or about Future iQ and our recent projects visit www.future-iq.com or contact us by email at info@future-iq.com

REPORT PREPARED BY:



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.



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

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.



DAVID BEURLE, CEO, FUTURE IQ

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.

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

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



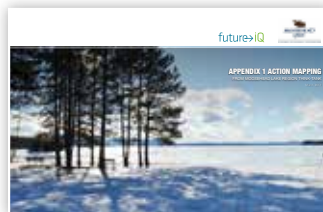
Moosehead Lake Region Economic and Demographic Analysis

February 2017



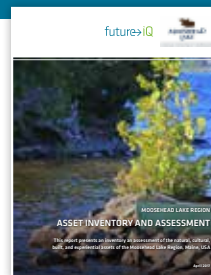
Moosehead Lake Region Scenario-Based Future Think-Tank Workshop

March 2017



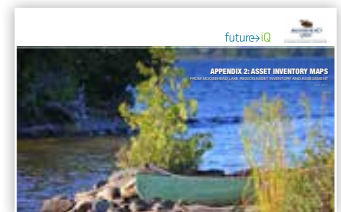
Appendix 1: Action Mapping From Moosehead Lake Region Think-Tank

March 2017



Moosehead Lake Region Asset Inventory and Assessment

April 2017



Appendix 2: Asset Inventory Maps

April 2017



6.0 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
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- 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

7.0 ACKNOWLEDGEMENTS

Appreciation is extended to the entire MLREDC team, and personnel from the Maine Land Use Planning Commission, the Maine Bureau of Parks and Lands, and the Musson Group.

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.

8.0 APPENDIX 1: SUMMARY TABLE OF MOOSEHEAD LAKE REGION BRANDING PROCESS QUESTIONNAIRE

During the production of the Moosehead Lake Region branding plan approximately 1,400 participants completed an online questionnaire. The survey asked respondents to answer the following questions.

- *If you live on Moosehead Lake, or the immediate area, when friends and family visit you, where do you take them while they are visiting? (The “must see” or “must do” activities – other than staying home.)*
- *If you live in the Moosehead Lake Region, where do YOU go to hang out on weekends or during the evening hours (other than home)? Another town? If so, where? Or to a certain place?*
- *What do you think are the Moosehead Lake Region’s three greatest assets? Please list them in order. Don’t include “people” – we know the people are a great asset.*
- *What do you think the three biggest challenges, or negatives are about the Moosehead Lake Region? Don’t include “local politics” or “the people.”*
- *What could or should be done in the Moosehead Lake Region to get people to spend more time and money here?*
- *What do you think the Moosehead Lake Region should be known for that will set it apart from every other community or region in Maine?*

Future iQ organized the results of this survey to inform elements of the Moosehead Region Strategic Plan process. Future iQ organized these survey results to describe the following.

- Visitation Drivers – Regional assets that drive visitation activity
- Outdoor Experiences
- Visitation Enhancements – Regional assets that enhance the visitation experience
- Experience Descriptions – How respondents describe their experiences
- Events – Events occurring in the Region that promote visitation
- Challenges
- Opportunities

Table 6 summarizes the results of this survey.

Table 6, Part 1. Summary of Moosehead Lake Region Branding Process – Online Questionnaire Results

Visitation Drivers	Outdoor Experiences	Outdoor Experience, Cont.	Visitation Enhancements
Friends and Family	Boating	Moose Island Beach	The Birches
Outdoor experience	Snowmobiling on trails	Moxie Falls	The Forks
B52 site	Backside of Kineo	Spencer Bay	Moosehead Museum
Fishing, wren and ice	Skiing at Squaw Mtn.	Seaplane Ride	Stress Free Moose
Fly-In	Hiking Squaw Mtn.	Gulf Hagas	Indian Hill Trading Post
Scenery	Hiking Borestone	Jet Skiing	Flatlanders
Camping	Hiking Mt. Kineo	Elliotsville	Rod n Reel
Skiing, Nordic, downhill	Moose watching	Blanchard Russell Mtn.	Lamp
ATV	Golfing at Kineo	Photography	Kelly's
Snowmobiling	Family Island	West Branch	Lakeshore House
Water recreation	Katahdin Cruise	Beach hopping	Kokajo
State Parks	Backroad rides	Mahoosucs	Rockwood
Moose Watching	Fishing the West Branch	Hike, Lake, Dine	Maynards
Appalachian Trail	Camping	Rock n Roll Eve	Pittston Farms
Leaf Peeping	Boat tour on Prong Pond	Bird Hunting	Eveleth House Tour
Forest Canoe Trail	Pebble Beaches	Second Roach	Tomhegan
	View from Blair Hill	Fire Tower	The Dairy Bar
	Downtown Greenville	Chesuncook Village	Moose Safari
	Local Ponds	Jeeping	Northeast Guide Service
	Drive the Golden Road	Elephant Mtn.	Northwoods Outfitters
	Swimming	Lazy Tom Bog	Trailside Restaurant
	Eagle Rock	#4 Mtn	Hard Drive Café
	Monson for BBQ	Whitecap	Black Frog Tike Bar
	Boar Stone Mtn.	Barren	Mikes Moose Crossing
	Snowshoeing	Beaver Cove	Woody's

Table 6, Part 2. Summary of Moosehead Lake Region Branding Process – Online Questionnaire Results

Experience Descriptions	Events	Challenges	Opportunities
Views	Fly In	Jobs	Quebec snowmobiling
On the lake	Rock n Roll Cruise	Large resorts for groups	Four season Mtn. Resort
Hikes, to many to list	The Logging Festival	Restaurants	Events
Blair Hill at Sunset	4th of July	Food stores	Moosehead Products, Brews, Foods
Winter-Skiing, Fall-hiking, Summer-water		clothing stores	
		public swimming area	Music
100-mile wilderness		Remote from urban core	Biking
Wilderness Remoteness		Public bathrooms	Families
Smell of fresh air		Mt. Squaw, year around	Camp Feel
Scenic natural beauty		Public lake access	Gourmet Mountain-Lake Experience
Many choices		Maintain character	
Four seasons, outdoor		Broadband	Natural Resource management
Dark night sky		Population	
Sunsets		Indoor activities	Alternative forest products
Pure nature		Not enough moose	
Silence at night		Fishing rules	Monetize the experience
Untamed wilderness		Winter/Mud season	
Clean water		Over development	Natural Environment Education
		Resistance to change	

9.0 APPENDIX 2: ASSET INVENTORY MAPS

A series of maps are referenced throughout this Moosehead Lake Asset Inventory and Assessment document. These maps are listed here and follow as part of Appendix 2.

Map 1: The Moosehead Lake Region, Maine—Project Area and Conserved Lands

- The location of important places, conservation lands, and transportation routes

Map 2: Land Cover

- National Land Cover database land cover for the Region

Map 3: Topography and Hydrography

- Major topographic features of the Region and the major surface hydrology

Map 4: Trails

- Hiking, biking, snowmobiling, ATV, and canoe trails

Map 5: Regional Zoning

- Unorganized Territory, 2009 Concept Plan, and Greenville zoning

Map 6: Greenville

- Greenville zoning, parcels, locations of interest

Map 7: Greenville Shoreline

- Downtown Greenville and adjacent areas, zoning, sewer and water, and locations of interest

Map 8: Greenville Junction

- Greenville Junction Township zoning and locations of interest

Map 9: Highway 6/15 Corridor

- Highway 6/15 corridor from Greenville Junction to Rockwood area, zoning, and locations of interest

Map 10: Rockwood Area

- Rockwood area zoning, parcels, and locations of interest

Map 11: Beaver Cove and Lily Bay

- Beaver Cove and Lily Bay area zoning, parcels, and locations of interest



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