



**“Where Community, Nature and the Economy Meet:  
The Future of the Schoodic Region”**

**Proceedings of the Schoodic Region Workshop March 24, 2001  
Mountain View School, Rte. 200 Sullivan, Maine**

**Prepared by Maine Rural Development Council  
And the Schoodic Region Workshop Planning Committee**

**JUNE 2001**

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## **Acknowledgements**

First and foremost a special thanks goes to the planning team of the Schoodic Region Workshop. The workshop simply would not have taken place without the support of these individuals who planted, and nurtured the seed to bring this event into fruition. They willingly met for many months previous to the workshop, scheduling and rescheduling over a long and unpredictable winter of 2000 when snowstorms caused postponement to the March event.

Our gratitude goes to the workshop presenters Evan Richert, Director of the State Planning Office and our keynote luncheon speaker the Honorable John Baldacci Congressman of Maine's second district. Evan Richert set the context for participants to think about economic development in the Schoodic region. Congressman Baldacci expressed his ongoing support for the area as the district Representative and provided important insights into the role that the federal government is taking in the Schoodic Base closure. Thanks also go to Congressman Baldacci's staff who made arrangements for his presentation and Mary Ann Hayes, State Planning Office Regional Planning Coordinator who assisted in the workshop planning process and in the arrangements for Evan Richert's appearance

A special thank you is in order for the workshop sponsors who made significant resource contributions in administrative support and staff time. Workshop costs were defrayed by the sponsor's contributions to this event.

A thank you goes to the Down East RC & D and Kathy Gunderman who agreed to print one hundred copies of this document, making them available for no cost to the workshop participants and organizers.

Our gratitude must also include the workshop participants at this event. Concerned residents, and local and regional business, and organizational representatives who gave of their time in the interest of learning and sharing their perspectives and thoughts on the future of the area. Without their participation the workshop would not have been the successful event that it was.

## **Background: A Note to the Reader**

### **The geography of the Schoodic Region**

Geographically, the Schoodic area is a remote and rural region located in Hancock County in Downeast Maine. The Schoodic Peninsula itself is bound by Gouldsboro Bay to the east and Frenchman Bay to the west. A Schoodic section of the Acadia National Park consists of over 2000 acres of land with a 7.2-mile shore drive. The area population is about 7000 people and consists of the six communities of Franklin, Gouldsboro, Sorrento, Steuben, Sullivan, and Winter Harbor. The largely scenic coastal landscape is made up of dense forest, blueberry barrens, pink granite outcroppings, rocky ledges, great ponds, tidal flows, harbors, coves, fishing villages and small towns.

### **The context of development in the area**

Ongoing changes in the Schoodic area economy are having a profound effect on how residents will make a living where seasonal work, a natural resource base, and commuting to the larger inland towns are relied upon for employment. The closure of the Schoodic Naval Base by 2002 will have a huge impact on the area. The Navy is one of the largest employers in the area and has been present for over 50 years. As of 1996, forecasts show that the eventual closure of the Winter Harbor Navy base in 2002 would mean a loss of 350 navy personnel, 133 civilian jobs associated to the military operation, and 76 jobs in retail and wholesale services economically associated with the Navy presence.

### **Economic impact of the Schoodic Navy Base closure**

In dollar amount the economic loss is estimated at \$8.5 million in civilian and military payroll, \$3.25 million loss to local business, and \$3.4 million in sales revenues, totaling over \$15 million. More recent data suggest that the total economic impact is closer to \$17 million and the loss of jobs is closer to 800 (*Economic Impacts of Winter Harbor Naval Base Closure on Hancock County, Maine*, Todd Gabe, PhD., October 2000). The evacuation of 82 housing units, loss of tourism revenue, and essential town services due to decreased tax base will also impact the Schoodic area. The School Union 96 consists of the six Schoodic area towns of Franklin, Gouldsboro, Sorrento, Steuben, Sullivan, and Winter Harbor. As a result of the relocation of Navy personnel families, the Winter Harbor Grammar School will likely require significant reorganization to remain operational. (*Schoodic Area Community Profile*, prepared for Schoodic Area Futures (SF) by Eastern Maine Development Corporation, Feb. 1998)

### **Defense Conversion Program**

Eastern Maine Development Corporation, in Bangor, Maine, was awarded funding from the Department of Defense, Office of Economic Adjustment, and the Economic Development Administration to assist the towns and their base closure committees through market and community research into the conversion of the defense properties in Hancock and Washington Counties. The project was divided into four studies, three of which are directly related to the Schoodic area: reuse of vacated area housing when navy personnel move away; reuse of the actual base properties; and citizen concerns, and input through community surveys. The grant proposal resulting from months of work in the communities was submitted in the spring of 2000. The workplan for the implementation of the grant was completed in October of 2000. The coordinator for the defense conversion program was in place as of January of 2001 and participated in the Schoodic Region Workshop March 24, 2001.

## Introduction

### About the Event

Expectations that a Schoodic Region Workshop would occur began more than a year before the actual event took place. Planning for the March 24, 2001 workshop required a coordinated and focused effort by a variety of people and organizations who contributed to this successful event. Aside from the need for the residents of this scenic and remote area to "think regionally" in order to promote economic opportunity, a major impetus to the process was the impending closure of the U.S. Navy base on the Schoodic Peninsula (*see Background: Note to the Reader on previous page*).

The workshop purposes were determined by the planning committee prior to the event. In designing the workshop and its components the purposes were the guidepost for the overall agenda and the breakout sessions in particular. The purposes are as follows:

- ◆ Examine the issues and the strategies around the role of development and the future of the Schoodic area.
- ◆ Deepen our understanding of the connection between communities, natural resources, and the economy.
- ◆ Clarify a positive direction for our region and develop an action agenda that supports that vision.
- ◆ Build common ground among diverse perspectives on how to move such an agenda forward

The workshop was planned in three stages and included an expectation that afterward, action steps would follow. The first stage was a plenary session that set the context for thinking about regional development in the Schoodic area. The second stage included four breakout sessions offered in the morning with a focus on eliciting the participants' understanding of the issues and opportunities around the broad topic areas; (1) *Tourism, Recreation, and Natural Resources* (2) *Community Economic Renewal: A Sustainable Approach* (3) *Living and Livelihood: Transportation, Communication, and Energy*; and (4) *Education, Youth and Culture, Workforce* were determined prior to the event by the planning committee. The session topic areas emphasized important issues and questions that relate to community and economic development opportunities for the future of the Schoodic region. The third stage of the workshop took place in the afternoon after a luncheon keynote presentation. At this time participants assembled into the same topic areas breakouts where they determined priorities and possible next steps for the region.

### Local organizations

The residents of the Schoodic area have been concerned about the impending changes for many years. The Schoodic Region Chamber of Commerce sponsored a public forum in 1996 that resulted in the formation of the Schoodic Area Futures Committee, a non-profit regional community forum representing the six Schoodic area towns. The Schoodic area committee later became known as Schoodic Futures (SF) and initially focused on the need for a local response to the Navy base closure. As SF evolved, the group defined itself as a forum

that provides the opportunity for an ongoing public dialogue around the future of the region and supports a regional approach to solving problems.

In early 2000 the joint governmental association called the Schoodic Area League of Towns (SALT) formed. The SALT membership is composed of government officials who encourage the joint participation and representation of selectmen from the six-town Schoodic area. The organization works on regional development and infrastructure issues.

A Base Closure Committee in Winter Harbor and a Base Impact Committee from Gouldsboro were formed as a response to the ongoing process of the Navy departure from the Schoodic Area Navy Base. These volunteer committees work on issues that are specific to their town and are associated to reuse of properties that would revert either to the towns or federal entities such as the National Park Service.

### **Local and Regional Collaboration**

As a part of SF's ongoing series of forums, in January of 2000 State Planning Office Director Evan Richert gave a presentation about regionally supported economic development activity. Richert suggested that the communities should assemble for a region wide forum to discuss issues that were important to the area. The meeting would provide an opportunity for the Schoodic area towns to think through and plan for the future. Richert's presentation in the winter of 2000 planted the seed that eventually brought the communities together for a visioning forum in March of 2001.

Planning for the workshop began in the summer of 2000 after the Maine Rural Development Council (MRDC) sponsored a Rural/Urban Institute that convened a number of community leaders from Ellsworth and the surrounding towns in Hancock County. The Institute had been organized around defining regional assets and developing a regional plan or vision for future growth and change. As a result of the Institute, the group representing the Ellsworth cluster of towns suggested action in support of work in the Schoodic area and specifically in support of the Schoodic Area League of Towns (SALT).

With assistance from the towns of Gouldsboro and Winter Harbor, the MRDC met with SALT to talk about the outcomes of the Institute. SALT supported the concept of planning for regional growth and development and understood that on an organizational level one of their next steps should be to meet and work together with the community based SF to understand each of their missions and roles in the Schoodic area. The meeting took place in September 2000, and the SALT and SF members who were present offered their perceptions of the mission and role of the two organizations. Their ideas are represented in the table on the following page.

**Table 1: Mission and Role of Schoodic Organizations**

	<b>MISSION</b>	<b>ROLE</b>
<b>SALT</b>	Join together Work together Sustainable living Partnership Joint purchasing Funding for schools Supported by local government mandate	Joint purchases Legislative advocacy Communication Economy of scale Short term day to day decision making
<b>SF</b>	Work on base closure Education Quality of life Regionalism Public discussion Regional economic development Environmental protection Support SALT via citizen input and information gathering	Forum, speakers Education Awareness building Motivator Organizer Special projects Long range planning

**Workshop Planning Committee**

During the summer of 2000, the volunteer supported SF group was reexamining its mission and role. Local officials in SALT were working on economic development through the joint consideration of regional infrastructure issues. The need for regional planning and focus on the future of the area was evident. Since member representatives of SALT, and town base closure committees were also community volunteers of SF they joined together to plan for a regional workshop.

As town managers of the most populated communities in the Schoodic area Linda Pagels, of Gouldsboro, and Roger Barto, of Winter Harbor, both advocated working with regional entities such as the Schoodic Area League of Towns (SALT), Bangor HydroElectric Company, the Hancock County Planning Commission (HCPC) and Eastern Maine Development Corporation (EMDC) to present a region wide forum. The communities of Winter Harbor and Gouldsboro had base closure committees in place, but each was working separately on their town’s specific issues. In order to understand what area residents wanted for their region, and how they wanted to get there, a multi-community forum was a necessary component.

With planning support from MRDC, and Bangor HydroElectric, residents, local and regional businesses and organizations, and state partners organized a planning group for a Schoodic region workshop. The goal of the regional workshop was an inclusive effort that was planned to examine the issues and strategies around the role of development and invited the participation of anyone who had an interest in contributing to planning for future

possibilities in the Schoodic area. (*See Appendices B, C, and D for a list of the planning committee, participants, and sponsoring organizations.*)

### **About this document**

These proceedings are compilation of documents from the presentations by Evan Richert, Director of the State Planning Office and Congressman John Baldacci, Representative of the Second District, U.S. Congress at the March 24<sup>th</sup>, 2001 event. Other documentation include the notes and narrative of the facilitators and recorders from breakout sessions as well as materials that the session facilitators used at the *Schoodic Region Workshop - Where Community, Nature and the Economy Meet: The Future of the Schoodic Region.*

The conclusion includes the priority action steps that were determined by workshop participants, and also outlines the continuing activities of the planning committee since the March event.

The appendices include the workshop program; a list of planning committee members, participants, and sponsoring organizations, and session materials from three of the four sessions (*See the Table of Contents for a list of the attached Appendices*).

Patricia Kontur, Assistant Director  
Maine Rural Development Council  
June 2001

# Setting the Context

## Presentation by Evan Richert

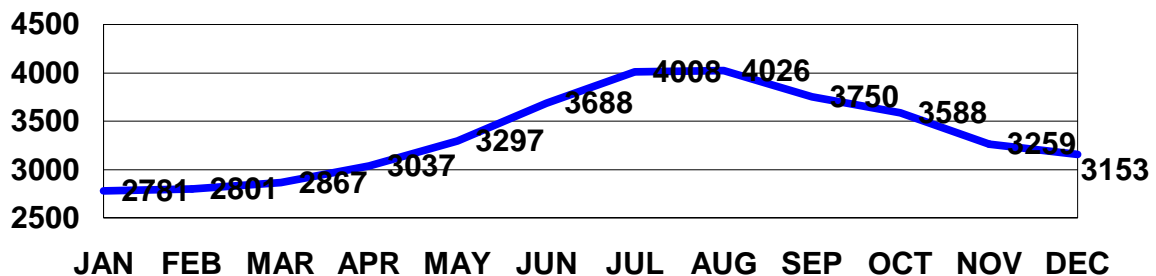
*Evan Richert has been the Director of the State Planning Office (SPO) for 7 years. The SPO's four core duties have been assigned by state statute: (1) Coordinating the development of the State's economy and energy resources with the conservation of its natural resources; (2) Providing technical assistance to the Governor and Legislature by undertaking special studies and plans and preparing policy alternatives; (3) Providing technical assistance to local and regional planning groups; and (4) Conducting continuing economic analysis, including economic forecasting. The following is a synopsis of Richert's presentation from notes and a video taken during the presentation.*

State Planning Office Director Evan Richert opened the Schoodic Region Workshop with a presentation that outlined the *Competitive Advantage of Regions*. This economic development discussion focused on three aspects: a regional approach, industry clusters, and talent.

A competitive advantage is not merely a strength but a strength that is unique to an area. In order to sell a region and increase economic development, the strength must not be easy to replicate. A skilled workforce and a natural resource base are competitive advantages. A regional approach has the distinct advantage of creating a critical mass to pull economic development into an area. Maine did at one time have a competitive advantage in communications with a fiber optic network, but this telecommunications network is now highly replicable. An agglomeration of industries that are connected in some way can create a cluster that will increase development opportunity. The factors of production of an industry cluster creates a vertical chain of suppliers and a horizontal supply that capitalizes on the trading and exchange of ideas, employees, and skills and technologies. A remote area such as Schoodic needs to embrace the concept of clusters to succeed.

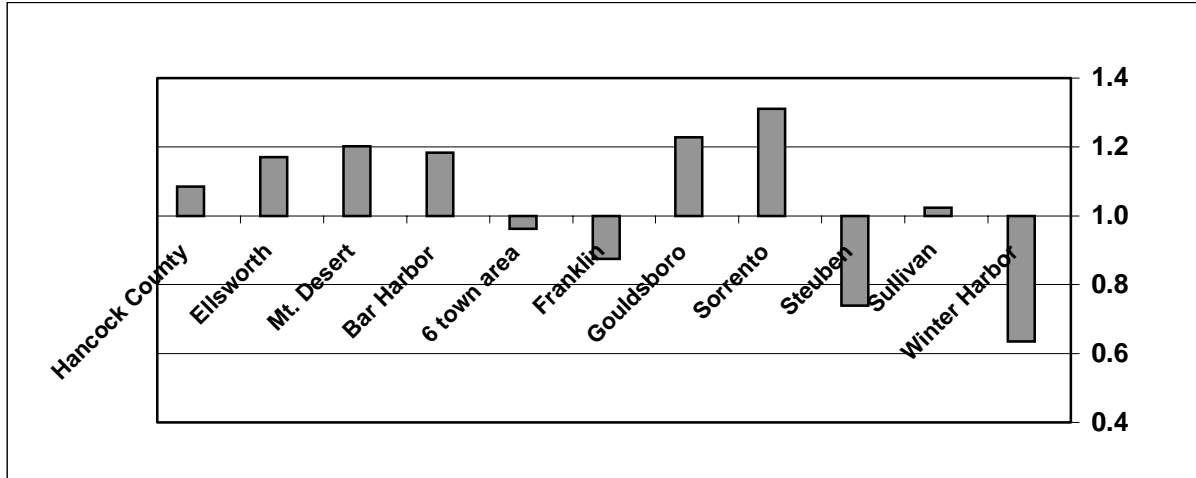
The Schoodic Peninsula's geographic location brings advantages and disadvantages, but isolation makes it difficult for the area to compete. Geographically the locale offers protection and a distinct identity, but the peninsula's remoteness causes the area to experience a seasonal fluctuation in employment. One third of the jobs are seasonal summer jobs that are lost during other parts of the year.

**Graph 1: Monthly Fluctuation in Employment, 1999  
Six Schoodic Region Towns**



Overall the Schoodic Peninsula in comparison to nearby areas such as Bar Harbor and Ellsworth has fewer people over 75.

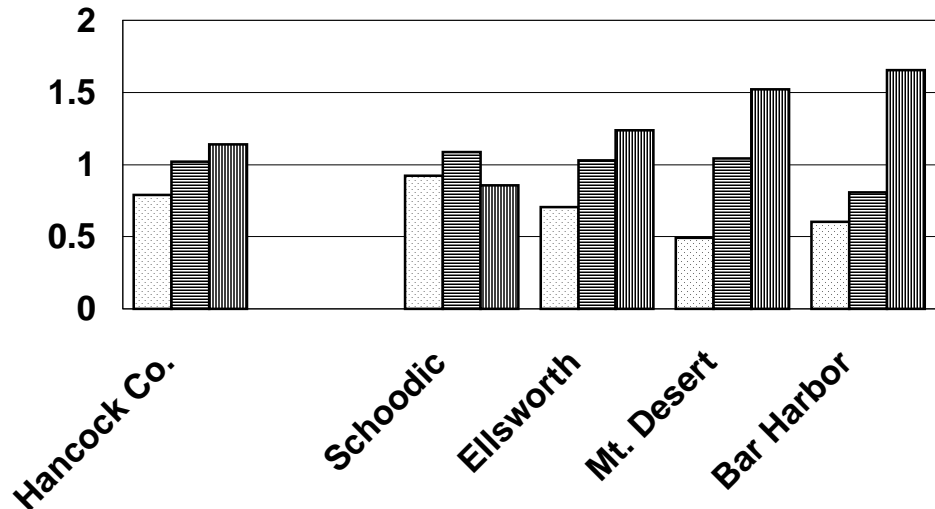
**Graph 2: Year 2000 Population Age 75 And Over - Ratio to Statewide**



Index to Maine = 1

Though most Schoodic residents have completed high school overall residents have not attained the higher education in comparison to other Hancock County residents.

**Graph 3: Education Attainment Index: Schoodic, Hancock Co. v Maine**

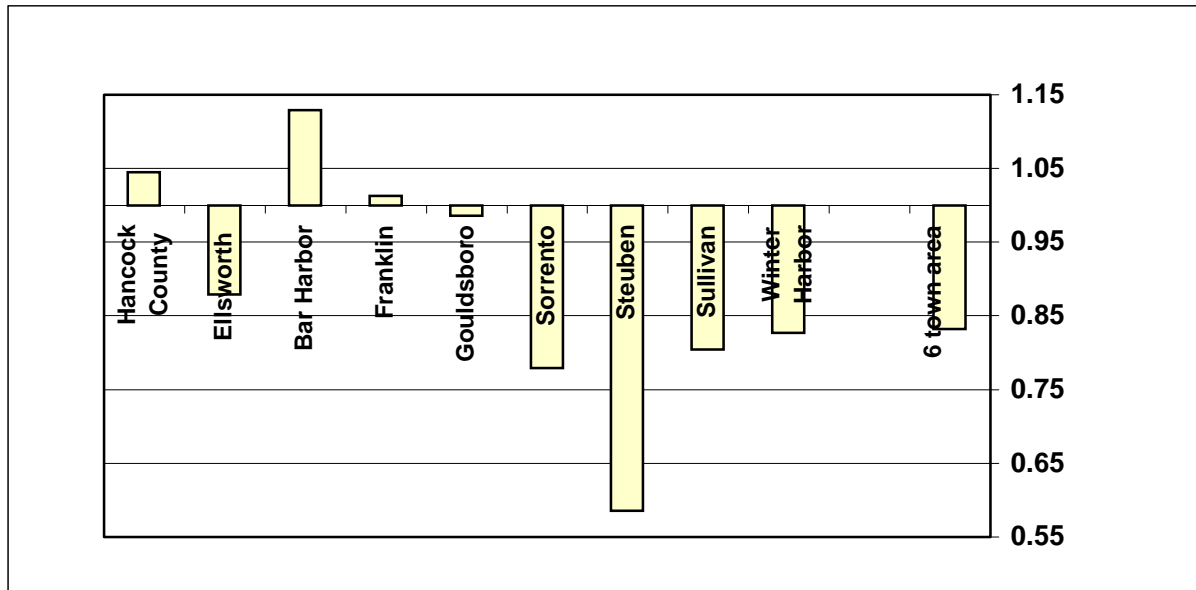


No HS Diploma    
  HS Disploma only    
  Bachelors or higher

Index to Maine = 1

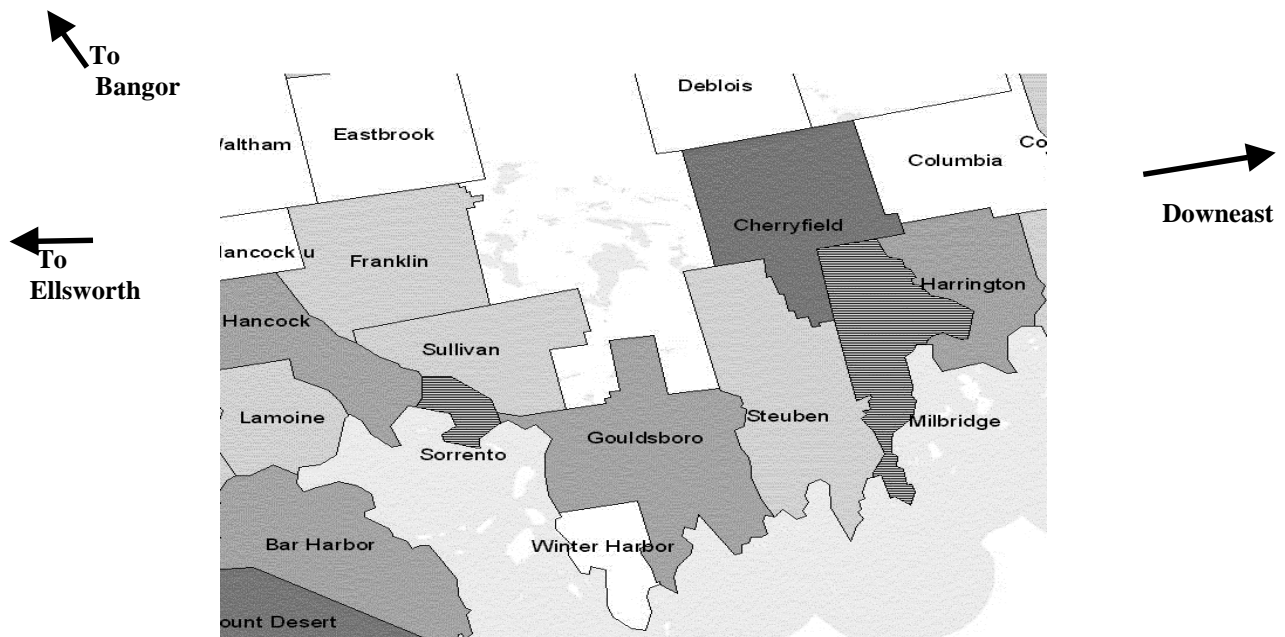
Less education translates into a lower median household income than the rest of Hancock County and the State.

**Graph 4: 1998 Median Household Income - Ratio to Statewide**



Index to Maine = 1

Half of the workers in the Schoodic area commute out of the region, with one in eight going to Ellsworth, and one in five to the rest of Hancock County. Economically, the area is connected to the region through commuter traffic. A view of the Schoodic area as an economic region attests to what is happening inside the geographical land mass that includes Schoodic, Ellsworth, Mount Desert Island, as well as other points in Downeast Maine, the whole of Hancock County, and the metropolitan area of Bangor to the west.



Because Maine's government structure is based on the "town" as a viable center of social and political activity, building support for a regional identity is difficult. Though the small town tradition has been advantageous in New England, having served us well socially and politically, this has not been true economically for Maine. A successful regional economic base is often composed of several unique factors of production. These may include capital and knowledge resources, natural resources such as the water bodies, and undeveloped and/or developable land. To further expand the economic base, related industries that provide vertical support by supplying goods and services, or horizontal support through an accessible labor market pool, must occur with technology in a fairly limited geographical area. Rivalries among local companies enhance the competition within an area and create strong home demand for the best products before they are shipped to other areas.

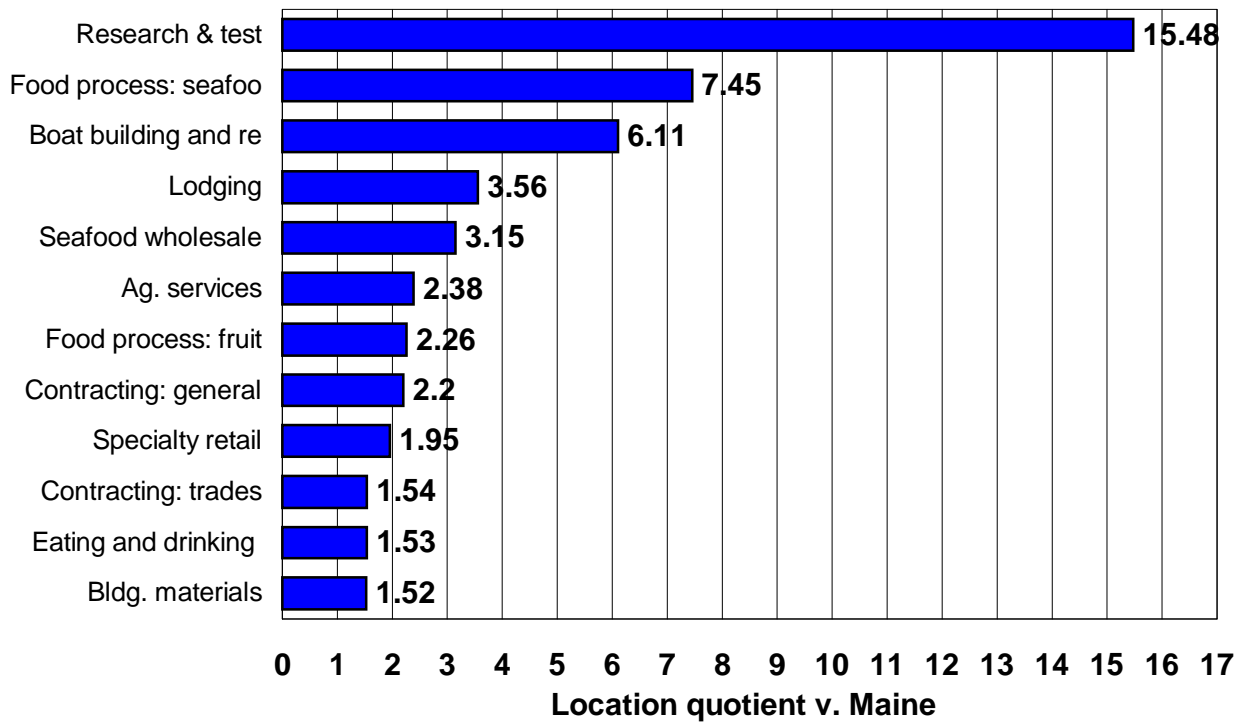
## **BUILDING CLUSTERS OF INDUSTRY**

### *Clusters flow from:*

- ◆ Unique factors of production (natural resources, skilled labor, knowledge resources, capital resources, etc.)
- ◆ Presence in the region of related, supporting industries linked Vertically (suppliers, etc.) or Horizontally (having common technologies or customers)
- ◆ Strong "home" demand and rivalries  
Region's own customers and competitors  
Sharpen response to buyers' needs, force innovation

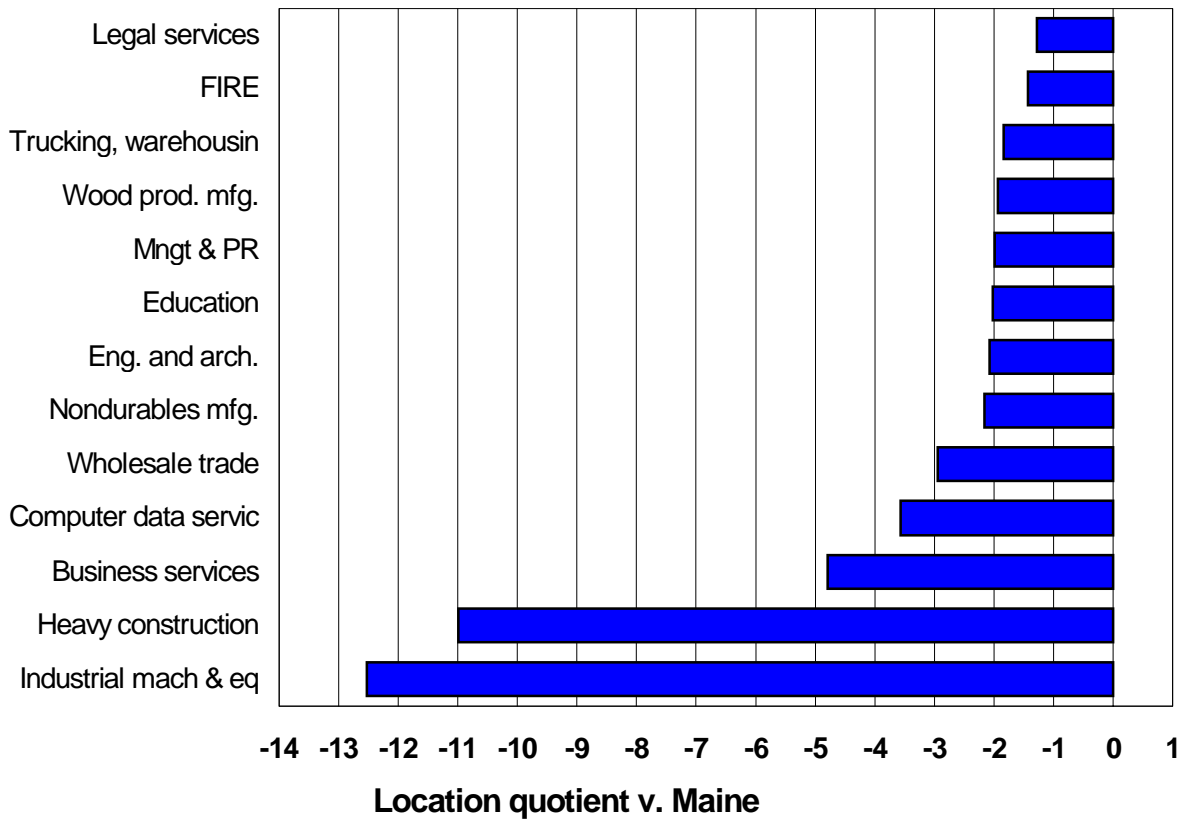
Location quotients show how much an industry is concentrated in an area and how dependent or specialized an area is in comparison to other parts of the state. If the location quotient measurement is over 1 or 1.5 an area may be able to capitalize on this competitive advantage compared to other areas.

**Graph 5: Strong Sectors in Ellsworth/Bar Harbor Labor Market Area**



A negative location quotient shows the weakest sectors in a given area and suggests that there is little economic base in that industry to build upon.

**Graph 6: Weak Sectors in Ellsworth/Bar Harbor Labor Market Area**



In a number of ways the competitive advantage of the Schoodic area is clear. There are unique natural conditions such as spectacular coastal beauty, and the Gulf of Maine, a natural productive ecosystem. The summertime cooling affect in the Downeast area was at one time an advantage for animal breeding at Jackson Laboratory in Bar Harbor, but the advent of air conditioning made this advantage commonplace.

## **BUILDING CLUSTERS OF INDUSTRY**

### ***Unique natural conditions of the Acadia - Schoodic region:***

- ◆ Unusual coastal beauty
- ◆ Gulf of Maine: cold water "sea within a sea"  
high productivity  
natural harbors
- ◆ Natural summertime cooling

Industry clusters already have a start in the Schoodic area. Economic development can readily occur with local support in the natural resource based industries. Research potential is available because of the presence of numerous industries that can support the sector. The linkage of related industries can provide the economy of scale that is needed for the clustering affect to occur in this area.

## **BUILDING CLUSTERS OF INDUSTRY**

### ***Gave rise to several industries that build on common advantages:***

- ◆ Fishing
- ◆ Boat building
- ◆ Tourism
- ◆ Retirement
- ◆ Independent research labs

## BUILDING CLUSTERS OF INDUSTRY

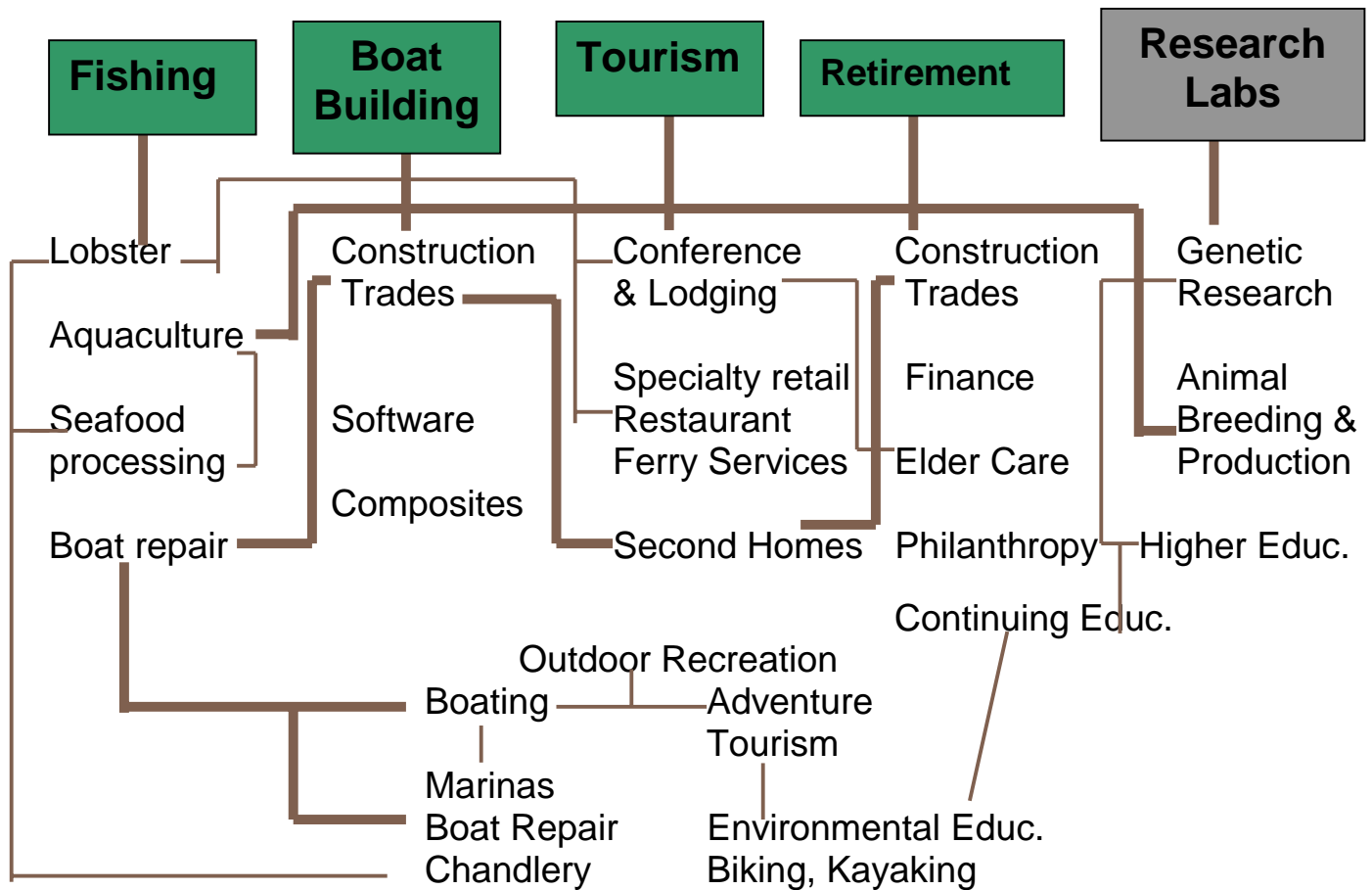
*These industries exist with a cluster of related economic activities that are linked:*

- ◆ Vertically (supplier relationships) or
- ◆ Horizontally (sharing common advantages, customers, skills)

Building the relationship between industries that are not commonly linked can increase development potential. What does fishing have to do with retirement communities? With the prevalence of boat builders and construction companies, retirement homes could be built or other dwellings remodeled.

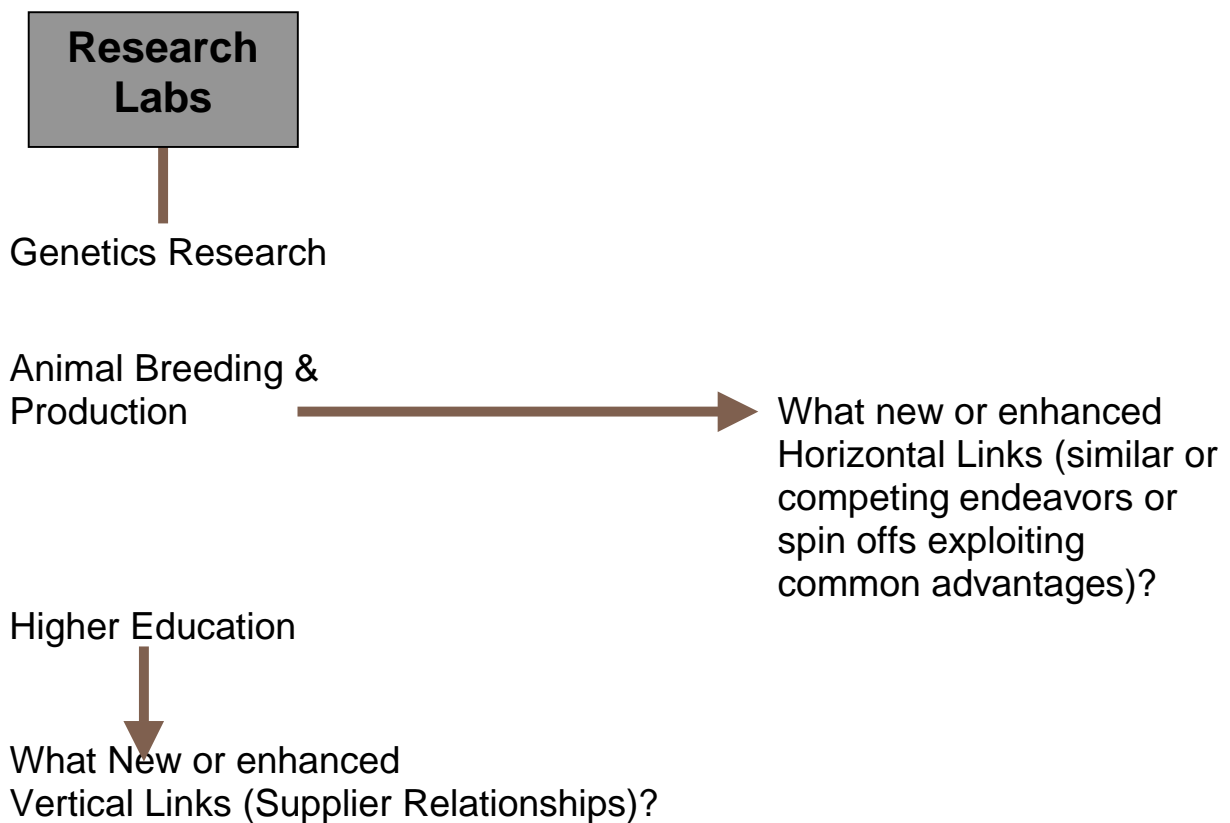
### MODEL 1: BUILDING CLUSTERS OF INDUSTRY

*A partial depiction of the resulting clusters that drive the region's economy:*



Biological aquaculture research can be linked to animal breeding, production, and scientific research at higher education institutions such as the University of Maine, Orono near Bangor and the College of the Atlantic in Bar Harbor. Genetic research is already occurring at Mount Desert Island Biological Laboratory in Bar Harbor. Linkages to the Beals Island Shellfish Hatchery, Downeast, the University of Maine Franklin Center for Aquaculture, and the Jackson Lab's genetic animal research can be built. A plausible addition to this cluster would include a genetics research facility at the base after the navy leaves the Schoodic area.

### MODEL 2: BUILDING CLUSTERS OF INDUSTRY



Building clusters within a region may indicate the need to pursue and recruit business for an area. However, businesses are often looking for skilled people and they locate their company where there is talent. Talented people do not necessarily want a job, but they do want to work on innovative projects. A pool of projects can draw talent and increased talent creates a "thick" labor market from which business can draw employees.

Talent must have three elements to consider locating in an area, and these elements are natural draws for a cluster of businesses. The three elements include knowledge generating institutions such as research universities, laboratories, and industries; a thick labor market that

supports the industry and therefore provides projects from which to choose; and quality of life that comes from an area's natural environment.

A competitive advantage is created for economic development to occur when a rural or remote area can act regionally, build clusters for industry, and draw the necessary talent to link to the work.

## **Congressman Baldacci's Presentation Schoodic Region Workshop, March 24, 2001**

- ◆ The Naval Security Group (NSG) Winter Harbor has played an important role in Downeast Maine since it was originally commissioned at Otter Cliffs, Mount Desert Island in 1917. The brave men and women who served here during this period helped the United States win two devastating World Wars and the long Cold War against the Soviet Union. With the fall of the Berlin Wall and the implosion of the Soviet Union, those who serve here today face different security challenges. NSG Winter Harbor has proven itself to be a valuable component of United States security apparatus.
- ◆ Throughout this period, the NSG not only served as an important military installation, but it gradually became an integral part of the region -- an important partner with the local communities. Personnel assigned to Winter Harbor not only served here but they made it their home.
- ◆ Navy personnel became active participants in, and supporters of, the local community and many retired here after leaving the service. These realities are a testament to the natural beauty of Downeast and the quality of life in the region.
- ◆ However, as you are all well aware, over the next 18 or so months, the facility will gradually be drawn down and eventually close. While this closure will certainly have a negative impact on the local community, I am pleased that the communities of Winter Harbor and Gouldsboro have formed progressive committees which are seeking to steward the region through this process. I applaud their foresight and commitment.
- ◆ I am committed to ensuring that the transition is as seamless as possible.
- ◆ As you know, many issues are involved with the closure of the base and the disposition of the various properties. First and foremost, the state and local authorities must have a complete road map and strategy for the redevelopment of these properties. However, the core of any strategy must seek to replace the valuable jobs and revenue base that will be lost. In addition, the redevelopment of these properties must be compatible with the region's environment.
- ◆ I am fully aware that the local tax base will suffer as well as the local utilities and schools. These problems are very real and daunting. However, the federal government's ability to provide assistance is limited in these areas. The best strategy to mitigate these problems is to successfully redevelop the properties in order to replace these lost revenues.
- ◆ **The federal government can assist the development efforts in four main areas:**  
**First:** Congress can convey the property to the state or local reuse entities and bypass the lengthy General Services Administration disposal process. This option, which I am pursuing, ensures that the community has the authority to determine its own fate. Under the GSA process, the property can lay idle several months. Direct conveyance almost entirely eliminates this gap.

**Second:** Either through the conveyance legislation or through an administrative agreement with the Navy, Acaretaker assistance@ can be provided to the communities as they identify potential uses for the property. Such assistance would ensure the properties are not vandalized and are maintained at a level where the plumbing and electrical systems do not deteriorate as they are being marketed. Such assistance is not common for non-BRAC closures such as Winter Harbor, but there is a precedent, and I am committed to securing such assistance.

**Third:** I, along with the delegation, can continue to seek Economic Development Administration (EDA) and Office of Economic Adjustment (OEA) Assistance to provide the resources the communities needs to market these properties. I am pleased that we have already been able to secure OEA/EDA assistance and that it is being put to good use.

**Fourth:** While I understand the closure of NSG will have ripple effects throughout the community, in particular, on the schools and utilities, there is no easy solution to these problems. It may be possible to direct the navy to provide compensation through legislation. However, this route may be difficult due to a stagnant defense budget and growing budget pressures in Washington.

- ◆ I am currently working with the Delegation to draft legislation that seeks to accomplish all of these goals.
- ◆ This transition will not be easy nor free of problems, but I am pleased that the communities have organized themselves and are beginning to chart a course for the future of this region. I remain committed to working with the Towns of Winter Harbor and Gouldsboro and other parties who are committed to make this transition period a success.

## Session 1

### Tourism, Recreation, and Natural Resources

**Session Resource Team:** Stephanie Clement, Friends of Acadia, Fred Cook, DownEast Acadia Regional Tourism (DART), Risteen Masters (DART) and the Destiny 2000 initiative.

**Part I:** The session started with an overview of tourism in the region and state, and explanations of regional efforts by (DART), the Vacationland Resources Committee of the Down East Resource Conservation and Development (RC & D) Council, and the Destiny 2000 initiatives that apply to the topic area.

**Part II:** Participants were asked to join a brainstorming session that was designed to find out what issues were most important to the area.

Participants are concerned about the impact of increased traffic (vehicle, water, bicycle, and pedestrian). The impacts could affect the community in many ways and residents want to preserve their cultural identity, and the natural resources of the area. There is a need for good local land use regulation, zoning, and planning. The growth in the area has also created a scarcity of facilities for boating traffic, resulting in conflict between those making a living from the water, and the tourists on the water who want to take in the natural beauty. There is a love/hate relationship [by residents] with tourists and this attitude is not positive for the tourism sector. A standardized code of ethics for use of the natural resources may be needed.

Some participants see inexperienced "adventure" tourists as straining the local resources. Since people do not necessarily read available brochures, a possible solution might be to provide an experiential orientation. Visitor education about preservation and heritage is needed, and this education may take the form of more structured tourism opportunities, i.e. guided trips vs. individual exploration, and more festivals.

Because the economy is seasonal in the Schoodic area there are problems with labor and housing shortages. Promoting growth in the "shoulder seasons," which are before and after the peak summer and fall seasons, may alleviate this problem. There is also potential for a high-speed ferry in the area.

#### **Summary of Issues from the discussion is as follows:**

- ◆ Educational strategies for tourists
- ◆ Water traffic & harbor conflicts
- ◆ Love/hate relationship - education of residents
- ◆ Building bridges between visitors & residents
- ◆ Creating positive cultural/heritage experiences for visitors
- ◆ Preserve natural resources and encourage land use planning
- ◆ Labor & housing shortages and labor force development
- ◆ Impact of increased traffic

After the issues were summarized participants were asked to decide which issues were the most important to them. The group voted on the top three issues and determined subsets of corresponding objectives.

**1. Preserve natural resources and land use planning**

- a. Develop park & ride for cyclists along with bike lanes
- b. Coordinate area planning and develop joint projects for the region
- c. Develop interpretative signage and brochures
- d. Ensure infrastructure can support increased traffic, i.e. proper classification of roads
- e. Make promotional videos about local culture, heritage, industries, history, natural resources, fishery, etc.
- f. Identify and engage agencies and organizations that can educate residents and visitors about the environment

**2. Building bridges between residents and visitors**

- a. Involve area residents by asking them to give histories, and tell local stories
- b. Develop interpretative signage and brochures
- c. Make promotional videos about local culture, heritage, industries, history, natural resources, fishery, etc.
- d. Develop good distribution of information about the area
- e. Develop special interest group tours using mass transportation in co-operation with local businesses and interacting with local residents
- f. Identify and engage agencies and organizations that can educate residents and visitors about the environment

**3. Impact of increased traffic of all types**

- a. Develop transportation links - intermodal such as ferry-shuttle
- b. Develop park & ride for cyclists along with bike lanes
- c. Develop park & ride for events using shuttles and step-on guides for interpretation
- d. Ensure infrastructure can support increased traffic, i.e. proper classification of roads

**Part II:** Participants were asked what opportunities they would like to pursue to address these issues. In support of the Schoodic area's cultural heritage, the participants suggest residents can be more involved in tourism efforts if they are asked to give histories and tell local stories. Making promotional videos about local culture, heritage, industries, history, natural resources, fisheries, etc. is another possibility. A package tour can focus on special interest groups using mass transportation in cooperation with local businesses and interacting with local residents. Participants think that a part of achieving these strategies will be the development of a good distribution of information about the area.

The development of tourism efforts should reach new tourism markets and include package deals and selling to international markets. Coordinated planning of area tourism and other development should create joint projects for the region.

Plans should include developing interpretative signage and brochures. In any case the development activities need to identify and engage agencies and organizations that will educate residents and visitors about the environment.

**Consensus Projects Identified as Strategies to Achieving Goals & Objectives:**

- 1. Develop a new resident's package for distribution through the town offices that would include information about tourism, cultural/heritage, and the preservation of values of the area.**
- 2. Create a directory of organizations in the Schoodic area with a description of their activities and how people can become involved.**
- 3. Hire a coordinator for the region to oversee implementation of three goals and objectives**
  - a. Preserve natural resources and planning for land use
  - b. Build bridges between residents and visitors
  - c. Address the impact of increased traffic of all types

## Session 2

### Community Economic Renewal: A Sustainable Approach - Morning Session

**Session Resource Team:** Jay Horschak, Gouldsboro & Schoodic Futures, Stanley Torrey, Gouldsboro & SALT, Patricia Kontur, Maine Rural Development Council, Linda Pagels, town manager of Gouldsboro, Keith Small Washington Hancock Community Agency

**Part I:** This session reviewed a snapshot of economic development that included the concept of sustainability. The beginning of the morning session was designed to find out what people value and what they would most like to change. The list of ideas was outlined as a part of the process to define issues and opportunities.

Participants were asked to read a definition of sustainable development that was presented as follows:

"To ensure that development meets the needs of the present without compromising the ability of future generations to meet their own needs."

Participants were then asked to respond to the definition of sustainable development within the context of the Schoodic region. Responses varied as they considered different aspects of economic development and the current economic activity in the Schoodic area.

- ◆ Controlled growth or efforts to that end are occurring in the Schoodic area
- ◆ Would the development of a big laboratory after base closure meet local labor needs?
- ◆ Research facilities require a higher degree of capitalization than other types of development.
- ◆ Can we use local, independent nature as a strength?
- ◆ Different types of seasonal work (clammers, tippers) are an asset that make use of local natural resources.
- ◆ Fishing industry is still undergoing radical change.
- ◆ Are the fisheries sustainable over time?
- ◆ The current increase in tourism based business could lead to construction of Bed and Breakfast Inns and lodging facilities.

**Part II:** Participants were then asked what they valued the most about the Schoodic area using the backdrop of sustainable community, economy, and environment. The top three values were:

1. **Natural Beauty**

Fresh air, peace and quiet, Acadia Park, diverse and vibrant, marine ecosystem, connection to nature and the seasons, space between buildings, care taken in wooded areas.

2. **Business and the economy**  
“Hand Shake” business, village centers, knowledge and services, cost of living in the area, lack of manufacturing, Maine economy, opportunities for a decent living.
3. **Community**  
Limited population, friends and neighbors, leaving keys in the car, having a “say” in local decisions, fishing community, community values, small towns, personal and affordable

More of the "I value" statements were grouped as follows:

4. **Education**  
Libraries, Village learning centers (GED, Library, Adult learning), Small Communities equal small schools, etc.
5. **Transportation and freedom to travel**  
Freedom to move and travel, lack of traffic and crowds, fair to good transportation network, space and freedom of movement, freedom
6. **Diversity**  
Diversity of population, social diversity, social tolerance

**Part III:** The next section of this session differentiates what may be considered economic growth, economic development, and economic renewal. Facilitators presented an outline of an "Economic Renewal Program" for local sustainable economic development from the Rocky Mountain Institute. The program stresses four principles:

◆ **Plug the leaks**

Supplying (by production or through marketing) what the community needs locally, rather than buying or transporting goods and resources from outside the region so that money is not lost through this activity.

◆ **Supporting existing business**

The encouragement of local business to become more efficient and successful.

◆ **Encourage new local enterprise**

By plugging leaks, supporting existing business, adding value to local products, and business incubators.

◆ **Recruiting compatible new business**

Develop underutilized resources and review new business through a screen of net cost/benefit analysis.

The Rocky Mountain Institute's program also offers the following tools that can assist in an economic renewal effort:

- ◆ Ask why the project is important.
- ◆ Manage demand – do you need “more” or can you manage with less?
- ◆ Pursue development not necessarily expansion.

- ◆ Seek small solutions
- ◆ Find problem solvers who care
- ◆ Increase the economic multiplier effect
- ◆ Find hidden local skills and assets
- ◆ Build social capital
- ◆ Organize regionally

**Part IV:** Using the “I value” statements as a backdrop, participants were asked for examples of sustainable activity or economic renewal in the Schoodic area. The conversation took into account economic activities such as tourism, cottage industries, as well as natural resource based businesses that sustain the area. The following material is transcribed from session notes.

- ◆ Do we want the tourism sector to grow in the Schoodic area or is it inevitable?
- ◆ If tourists come and spend dollars and then leave, do they negatively impact the environment?
- ◆ Can the growth of tourism be tolerated?
- ◆ More home-based or crafters businesses would need to be available for a tourist clientele.
- ◆ Different methods of transport would also be needed.

Tourism Concept: Tourism could be marketed as an all around experience. A ferry service could bring people to the Peninsula and a tour bus could take people to historic or natural sites. The tour could take people to a lobster bake on the coast for dinner. They could stay at local lodging and visit Acadia Park on the second day of the tour and be ferried back over to Bar Harbor at the end of the tour.

In considering economic development participants asked "do we want this type of development" and "what does it mean for the area?" Community growth needs to be controlled and planning is the way to accomplish this outcome. Can we support local business activity, or services that are local? Should the towns support an industrial park to "house" business? Is health care an economic opportunity for the area? The area will need to replace the void left when the Navy Base closes.

To end the morning "Community Economic Renewal" session, the participants were asked "what would you most like to see change in the Schoodic area?" These statements were grouped into two categories:

1. **Community planning**
  - a. Growth that is planned, developed, and controlled by the communities;
  - b. Controlled development to provide convenience for the year round resident (local services);
  - c. Land development and education in surveying, soil testing, well drilling, etc.
  - d. Current use land taxation and taxation at present level of use.

## 2. **Business and the economy**

- a. Support for local artisans; cottage industry that would provide local jobs and have a minimum negative impact on the community;
- b. Greater self-sufficiency for business and individuals, less reliance on outside subsidies or grants;
- c. Opportunities for ALL to provide themselves with a "decent" living;
- d. Support a facility to utilize the Schoodic Navy Base.

One participant views the Schoodic area this way: "Maine has its own locally based seasonal economy. There is a major portion of the population that likes things the way they are, and therefore, are resistant to change; especially when the change benefits corporations rather than individuals.

### **Community Economic Renewal: A Sustainable Approach - Afternoon Session**

**Part V:** The afternoon session was designed to elicit ideas from participants on priorities and next steps for the Schoodic area. To gain a better understanding of what people value and how they would like to see change occur, the participants were asked "where do you see the connections between your 'I value' statements and your 'change' statements?" A second question was posed - "where are the gaps between what we value and how we want to change?"

The importance of maintaining the natural beauty of the Schoodic area and the value of having a "say" in local decisions connects to the need for better planning and controlled growth.

Since there is a lack of a substantial manufacturing sector in the Schoodic area the participants recognize that supporting cottage industries could create needed jobs, and have less of a negative impact on the community.

The value of doing business with a handshake is seen as knowing and being able to trust your neighbors in business. Taxing land for its development potential is viewed as a land development trend toward selling coastal property for its value for residential development rather than for its use to fisherman or other natural resource based businesses. Participants connected the policy that supports taxing land at its current use as limiting land development and supporting your neighbors who make a living from the use of the land and sea resources.

**Part VI:** Using this conversation and the recognition of connections between the values and the needed change, the participants were asked to comment on the following: "if your 'I value' statements and your 'change' statements were to happen, what would the communities look like?" Participants had a clear vision of what they believed their communities should be like. Many of the responses related to their vision of valuing and maintaining the natural beauty of the area, supporting locally owned businesses and industries, and improving the communal attachment to home and place.

- ◆ Clean up some properties of debris/junk
- ◆ Fishing industry remains strong
- ◆ Continue to have or increase access to the shore
- ◆ Land doesn't get lost to development or sold off due to taxing land on potential use
- ◆ Own your own home – pride of place coming from feelings of security.
- ◆ More visible signs of what people do all day- Signs of a working community (artisans, retail storefronts, lobster traps in the yard rather than residential only)
- ◆ A Schoodic Directory of all the local resources and talent
- ◆ Low interest loan program for home improvements

**Part VII:** To conclude the afternoon session the participants were asked to think through project ideas that they would like to see happen in the area. These concepts are ideas that residents believe they could support if developed. The concepts are relevant to what residents value and their perception of the possibilities for change in the Schoodic area.

- 1. Promotion of a ferry to Bar Harbor with a connection to a bus tour of Schoodic**  
Businesses need to be self-sustaining to be truly "sustainable." Each component (Ferry, bus, and central retail artisan and food concessions area) could be at the present Misty Harbor site. This development could preserve the landscaping dollars that the federal government put into the property a few years ago.
- 2. Research and Development - Research facility at Naval Security Group facility on Schoodic Point – learning center, and/or visitor information center.**  
The facility is a campus like setting complete with housing, food service, athletic areas, and its own power generation and solid waste facilities
- 3. Schoodic Area Directory of individuals, businesses, etc. offering services**  
Directory should include a brief description along with the listing. List the local Incubator without Walls entrepreneurs in the directory to promote local services and resources to local people.  
Directory would be printed periodically listing services and individuals that provide them. Seamstress, odd jobs, individual craftsmen, and other information available at an area information center and all town offices.
- 4. Current Use Taxation – Policy**  
Change the state constitution to permit current use assessments coupled with capital gains tax.
- 5. High speed ferry service**  
Promote and subsidize a ferry to and from the Schoodic Peninsula

## Session 3

### Living and Livelihood: Transportation, Communication, and Energy

**Session Resource Team:** Kathy Billings, Bangor HydroElectric Company, Jim Fisher, Hancock County Planning Commission, and Kathy Gunderman, Down East Resource Conservation and Development Council.

Jim Fisher, Hancock County Planning Commission (HCPC) served as facilitator for the session. Introductions were made and Jim gave an overview for the session. The main subjects for discussion are Transportation, Energy, Communication, Local Infrastructure and Housing. He outlined the agenda in three phases; (1) Priorities (values), (2) Issues and challenges, and (3) Opportunities and Strengths

#### Part I: Transportation

Jim Fisher gave an overview of his work at HCPC on transportation planning projects in conjunction with the Maine Department of Transportation (DOT). Jim includes local interests and thinking into the planning process. DOT carries out projects under a remarkable number of plans, and Jim shared some of the documentation, including the latest Regional Advisory Report. This report contributes to a twenty-year plan (What do we want to see in 20 years? What is most important goal? , etc.). The twenty-year plan is then subdivided into a six-year plan where projects can be included or not, and then three biennial plans (freight transport, bicycle lanes, etc.). These short term plans prioritize transportation needs that promote economic growth, and include factors such as population changes, regional challenges, and how to keep transportation lines open.

Poor road infrastructure in the Schoodic area is a major concern because the highways cannot handle heavy commercial traffic. This in turn, limits residential and business growth. Upkeep is very difficult because years of poor planning have led to underprepared road beds, seasonal road closures, and lack of paved shoulders for bicycle riders.

Though more people are attracted to the Schoodic area from Bar Harbor because of the scenic beauty and lack of intense crowds, tourist-related services are hampered from entering the area because the roads are not designed to support heavy use by recreational vehicles or delivery trucks. Lack of good roads also leads to concern about safety issues during high traffic times. Many people are traveling to Bangor to shop because they do not want to fight the traffic in Ellsworth. A road that bypasses Ellsworth might lessen the heavy congestion of the roads. The new Sullivan Bridge has been a tremendous help in moving traffic and improving safety. The Trenton Airport has also been tremendous benefit for the Downeast area. The airport has increased its business while other regional airports such as Bangor International have seen business decline.

There are several other transportation possibilities for the Schoodic region. A ferry system initiating service from Sorrento, Hancock, Sullivan, Gouldsboro and/or Winter Harbor or other Downeast towns to Bar Harbor could provide a new transportation link. A complete transportation loop would include larger transport vessels, vehicle parking areas, and a bus

service. DOT has control of the only existing railroad tracks in the area. The Calais branch is the only existing track in the Schoodic Region. The DOT is considering a rail system from Bangor to Ellsworth and Trenton. Even though a private firm has proposed the use of a “DoodleBug” (a light one car train which does not need turn around space) to transport tourists from Ellsworth to Franklin, the DOT has not shown any interest in the prospect.

**Priorities are:**

- 1. Overall the Schoodic region road infrastructure is viewed as a negative because of poor condition. Suggestions include:**
  - a. Better road reconstruction, not just a quick fix.
  - b. Pave road shoulders broadly enough to promote safe bike travel.
  - c. Towns need to be more assertive and innovative with road financing, i.e. partner with neighboring towns and communities to find funds.
- 2. Consider alternative transportation modes such as ferries and bus systems. Look for opportunities to provide seed money for these alternative modes.**
  - a. Increase opportunities for Park-N-Ride areas at ferry or bus terminals to promote commuter travel.
- 3. Continue to provide support for the Trenton Airport.**

**Next Steps:**

- 1. Organize six-town coalition such as SALT to plan road improvement effort.**
- 2. Expand working relationship with Route 1 Corridor Committee to promote funding for road improvement.**
- 3. Make collector roads a priority.**

## **Part II: Energy**

Kathy Billings, Manager of Economic Development with Bangor Hydro, displayed a map showing the location of single phase (service to residences) and three phase (service to industrial, and medium to large commercial sites) lines in the Schoodic region. The primary users of three phase power are large electric heating loads and large motors, such as in large refrigeration units and large machines. The Schoodic area has an excellent electrical infrastructure. Some considerations in planning for future development are; (1) Where do we already have good capacity? (2) Where do we have the capacity to expand? (3) What do we do with the excess electricity after the Navy Base closes?

The Navy currently consumes a large amount of electricity. When they leave, the Schoodic area will have excess capacity, though planned expansion at some businesses may use up this capacity quickly.

Kathy was asked why are there power surges and brownouts in the Prospect Harbor area? She explained that though three-phase power is readily available, the electricity is transmitted on a subtransmission system that cannot be worked on while energized. Circuits must therefore, be de-energized to be repaired. This safety requirement leads to more frequent power outages than from a straight distribution system. This is a concern for fresh fish processors such as Connors/Stinsons and may affect the decision of new businesses wanting to relocate in the area.

Some distribution lines along Route 1 in Sullivan are older and not reliable, resulting in more frequent outages than other areas. Kathy stated that while the 34.5kV subtransmission system does pose some operational constraints, the power to the Schoodic area is very stable and the existing electrical infrastructure is a plus situation for attracting new businesses. She suggests regions contemplating economic development should take advantage of existing three phase power lines by locating business parks near those lines for cost effectiveness. New three phase lines are an expensive venture, costing approximately \$50,000 a mile to install. Some businesses may require a stand-by generator for continuous power.

### **Priorities are:**

- 1. Overall energy supply and infrastructure is seen as a plus for economic development.**
- 2. Encourage communities to plan development near existing infrastructure.**
- 3. Bring down energy costs.**
- 4. Explore alternative sources of energy, i.e. wind, solar, etc.**

### **Next Step:**

- 1. Incorporate information on electrical grid maps in town comprehensive plans and other economic development materials.**

### **Part III: Communications**

The naval base in the Schoodic Region has fiber optic lines that are superior to many areas in Hancock County. There is potential for utilizing this capacity in the telecommunications industry. Fiber optic junctions are needed to connect to the system. The locations of these junctions are not public information.

Prevalent thinking is that most phone expansion is going cellular, but cellular capability in the Schoodic area is weak. There is a proposal to locate a cellular tower in Sullivan. Satellite systems are expensive to set up and may not be cost effective for high speed data transmission given the existing fiber optic and copper wire network.

#### **Priorities are:**

- 1. Overall communication capabilities are seen as a plus.**
- 2. Better local service for cell phones is needed.**
- 3. Need to utilize existing facilities at the naval bases.**
- 4. Implementation of effective 911 service. Determine where dispatching center should be—possibly at Corea.**

#### **Next Steps:**

- 1. Promote multi-community planning of communication systems.**
- 2. Make sure any regional community development coordinators get all the available information on existing communications systems.**

#### **Part IV: Local Infrastructure -- Sewer, Water, Solid Waste and Recycling**

Currently Winter Harbor has the only sewer system in the Schoodic region and some of the line is old clay pipe and needs to be upgraded. The system also has infiltration problems and though it operates at one-third capacity in dry weather, it is near capacity limit in wet weather.

The Schoodic Navy property sewer system is independent from the Winter Harbor system and can support a total of about 200 people. Though sewer treatment plants can process more waste, larger scale septic fields are an alternative that is getting more attention. However, because it is difficult to monitor everything that goes into septic systems, sewage treatment system users are more likely to be held accountable for the waste that they produce.

Drinking water quality is also a concern in the Schoodic area. The water quality at the Corea Navy facility is poor and the expense of filtering the water or drilling a new well is too high. Instead, water is delivered in tank trucks from Schoodic Head which has a good deep water well.

Though Prospect Harbor and other areas have water quantity problems, Winter Harbor's well is fairly new and has decent quality and adequate supply. However, the town of Winter Harbor does have some water quality problems with wells of varying depth at homes located near a closed dump. Some of the wells need remediation because of a high iron level or the presence of a chemical used in cleaning fluid.

Some residents in Gouldsboro and Prospect Harbor to Route 1 have a water quality problem with copper levels that produce a bluish-green staining. Franklin had some concerns about the presence of the herbicide Velpar ® in its drinking water supply. The Long Pond Water Company in Sorrento has a new treatment plant with new main lines. The system has been upgraded and the water supply is of good quantity and quality.

Having an adequate water supply affects the insurance rates of towns and homes. Fire insurance is costly without an adequate water supply, but this can be mitigated with good fire fighting equipment capacity. A good supply of water with adequate fire equipment can reduce the fire insurance rating.

Solid waste and recycling have become very expensive for Schoodic Towns. Individual towns aren't in a good negotiating position when dealing with the large waste management companies.

#### **Priorities include:**

- 1. Some areas support good infrastructure, but overall, the sewer, water and solid waste infrastructure is seen as inadequate.**
  - a. These infrastructure issues should be primarily dealt with locally.
  - b. Explore sharing water between towns for fire protection.
  - c. Develop interlocal agreements for septic pump-outs and disposal of solid wastes.

## **Next Steps:**

- 1. Build local support for increased cooperation to support improved local infrastructure.**
  - a. Water agreements for fire fighting and commercial growth
  - b. Joint purchasing of services such as solid waste collection, transportation and disposal.
  - c. Promotion of programs, particularly recycling
  - d. Build inter-local support by developing Memoranda of Understanding (MOUs), inter-local contracts, joint purchasing and other cooperative agreements.

## **Part V: Housing**

Due to the base closure approximately eighty units of Navy housing will be vacated and about thirty civilian employees at the base may also move and leave vacancies in Winter Harbor. There is concern that this housing glut may soften the real estate market and cause the former Navy housing properties to remain vacant. The civilian homes are more dispersed throughout the region. What will become of the units? At the present time the town does not get tax revenues from the Navy houses, but tax revenues could be realized if they are converted to private use. One workshop participant suggested that the eighty units be demolished to allow for rebuilding to code with larger lots to prevent a clustering effect. There is a concern that the additional cost of education and other services may increase when people move into cluster housing.

The high cost of coastal property sometimes forces long-term residents off their land. Preserving public access to the water helps to mitigate the impact of private, seasonal ownership of shorefront areas. The type of housing constructed may change due to changing land use patterns. Some Schoodic region housing, particularly mobile homes, is in poor condition and at times trailers are installed for inexpensive storage. The building codes in individual towns will need to address these issues. Many people may not be able to afford new homes.

## **Priorities are:**

- 1. Housing presents equally positive and negative points.**
- 2. Base housing vacancies present different possibilities which include:**
  - a. Need a housing plan, primarily for Winter Harbor
  - b. Explore alternative of demolishing base housing at Winter Harbor
  - c. Turn duplexes into time-shares, single units into single family houses, and the multi-family units into a welcome center

## **Next Steps:**

- 1. Maintain local control of housing decisions.**
- 2. Encourage towns to give moral support to each other in housing decisions made at a local level.**

## Session 4

### Education, Youth and Culture, Workforce

#### Session Resource Team: Facilitators

**Rep. Eddie Dugay, House of Representative for District 131**  
**Jack Frost, Project Manager for Training & Development Corporation**

#### Panel

**Harvey Kelley, Supt. of School Union 96** -- Kelley is superintendent of the five School Districts serving six Schoodic area towns in Union #96. “The only district showing an increase in school population is Steuben. The remainder are showing a decrease, especially in Winter Harbor, where there will be a significant negative tax impact. A Union of schools is a legal means for small towns to combine and share resources. In School Union #96 we share the same high school and staff development activities.”

**Mary Laury, Director of Schoodic Arts for All** -- The mission of the Schoodic Arts for All is “to provide exposure and participation in the arts to anyone who wants to take part. We have a year-round program, including a spring, and summer festival. The Summer Festival has free performances every night with several workshops.” The festival brings workshops into School Union #96 and offers scholarships to students who want to actively participate in the arts.

**Bonnie Sparks, Director of Ellsworth Center University of Maine System** -- “Education is an economic policy. The investment of the University of Maine System into the region is the link between academic functions, economic development, and the community itself.” The ITV system has all kinds of activities from preparation for college to Senior College. Sparks is looking forward to the delivery of classes through "video streaming" over the internet, coming in the Fall 2001.

**Roger Woodworth, Director of Sumner Adult Education** -- The Sumner Adult Education program is a significant resource offering full-service year-round. Offerings include a broad spectrum of classes and workshops. “It’s possible to come in as a non-reader and obtain a Master’s degree without leaving the town of Sullivan.”

**Jack Frost, Project Manager for Training & Development Corporation** -- “The purpose of the Career Center is to house labor exchange, vocational rehabilitation, and re-training programs in one building. We are addressing the impact of the base closure by helping people with career decision-making, financial training, resume-making, etc. The results of a survey show that about half of the people that are affected by job displacement are interested in participating in a job-training system. The Training and Development Corporation is working on a grant to enroll people affected by the base closure, and is attempting to offer job training assistance on the base property.”

An overview was given on the goal of the workshop:

- ◆ Examine the issues and strategies around the role of development and the future of the Schoodic region.
- ◆ Deepen an understanding of the connection among communities, mutual resources, and the economy.
- ◆ Clarify a positive direction for our region, and develop an action agenda that supports that vision.
- ◆ Build common ground among diverse perspectives on how to move such an agenda forward.

Eddie Dugay spoke about his background when he was a young boy growing up near the navy base. Rep. Dugay emphasized how lucky he felt to have had that experience. He asked the participants to share hot topics (concerns, suggestions, questions, and observations), adding that a saying he likes to adhere to is, "It isn't where you are, it's where you're going."

***"Though there are signs of improvement, there is a prevalent attitude that there is no need for education and for this reason school facilities are underutilized."***

One of the first concerns mentioned was that Sumner High School has the highest dropout rate in Hancock County. Students may drop out because they can find work and earn money without the education. In order to meet the growing needs of youth, educators may need to be in school longer, maybe on a rotating basis over the course of a full year. Perhaps establishing a standard that youth need 1250 hours of direct instruction would be better than requiring the 180 days now legislated. An educator working with students/families on an individual level does help with their educational and social needs. Teaching literacy should mean teaching youth how to deal with their world and providing the skills that are needed for kids to cope with being part of a family, part of a work team, and part of the citizenry.

***"The resources are here; it's a matter of pooling thoughts."***

We can see the use of the base facility as an opportunity for additional education/training. Joining the efforts and resources of schools, the Park Service, and research facilities can make a better future for youth. Better research skills can be taught if Jackson Lab worked with the schools to develop the appropriate curriculum. Arts also provide inspiration and insight for people who wouldn't normally be engaged! Have local people involved in development of what is happening in the region. It's important to work together.

***"There was a concern with the 'disconnect' between the younger generation and interest in community affairs. We wish that local youth would be more involved."***

There is a concern that youth don't realize that the Schoodic area has a lot to offer. Many of the young people leave the area for employment, even though many do come back. Are we giving our youth a broad enough knowledge base and range of academic skills? "There is a huge chasm to breach to connect with parents and community and be able to offer an outlet to youth." Having a Youth Leadership Institute in the region, or including more youth on local organizational boards could be an opportunity to engage them more fully in

their communities. Recently there had been more emphasis placed on community volunteerism as a step before Summer youth graduate from high school.

***The Education curriculum needs to include teaching young people the skills that are needed to obtain good jobs in the region.***

“In our region, science could be the base for a key knowledge set.” Superintendent Harvey Kelley said that we need to focus on learning skills and recognize that a high school education isn’t enough for most entry-level jobs. Due to technology and the use of computers there is an accelerated rate of change, and the education system is struggling to keep up. If need be, we should teach educators to use computers as a tool for teaching.

Bonnie Sparks said that currently about 400 people are doing coursework out of the Ellsworth center of the University of Maine. Most students are enrolled in Liberal Arts, General Studies, and Human/Social Services courses. The Ellsworth Center is trying to meet the need of educators in Hancock County.

Roger Woodworth surveyed local businesses to find out what skills schools should teach to help students get a job. Businesses responded that the most important skills in the current labor market are communication, reasoning abilities, and social skills. Getting along with co-workers and having analytical ability are considered more important than job-specific skills.

Programs and outlets for youth like Schoodic Arts for All are vital to overcoming negative behaviors (i.e. criminal activity and substance abuse). Fostering the talents of at-risk youth may keep them from being isolated from their communities.

**Conclusion**

This session involved a wide variety of participants who could have discussed the issues at a greater length. The group needs to have further discussions, not just when something major happens like a base closing, but as an ongoing dialogue between community residents and the educators in the area. Such forums should encourage more of the general public to participate and keep the process begun in the Schoodic Region Workshop alive and growing.

**Next Steps:**

- 1. Develop a local youth leadership institute**
- 2. Link students through community service**
- 3. Build opportunities for business internships/job shadowing with youth**
- 4. Involve students in arts and culture efforts**
- 5. Use the base facilities as training and education centers**
- 6. Include youth on local organization boards – include mentoring opportunities**

## Conclusion

Around 75 people attended the Schoodic Region Workshop contributing to the dialogue and ideas about the future of the area. Ongoing efforts by local and regional entities have contributed to this work in progress (see *Background for the Reader* and *Introduction* at the beginning of this document). Likewise the work of the planning committee of the Schoodic Region Workshop did not end with the event in March 2001. The completion and distribution of this document to participants and area organizations is one outcome of the workshop.

This document is also available in pdf format at the following websites:

Maine Rural Development Council: <http://mrdc.umext.maine.edu>  
and the Hancock County Planning Commission at: [www.hcpcme.org](http://www.hcpcme.org)

The planning committee has also completed a list of next steps from each of the work sessions. An outline of top action steps and priorities are as follows:

### **Session 1: Tourism, Recreation, and Natural Resources**

- Expand tourism based business by developing international markets and package deals, promotional videos, cultural heritage tours or recreation, environmental education, interactive mass transportation (park and ride), interpretive signage and brochures
- Develop a new resident package in support of tourism efforts for local distribution
- Create a organizational directory to increase civic involvement
- Plan appropriately to ensure infrastructure can handle increased population and tourism and so natural resources are preserved
- Build bridge between tourists and residents through tourism development that supports local business and heritage
- Hire a local coordinator to ensure effective development of projects

### **Session 2: Economic Renewal**

- Support ferry system and transportation alternatives on the Peninsula
- Support tourism efforts to keep \$\$ local
- Build and support research facility at Schoodic point - to include learning center, visitor's center
- Support current use taxation on coastal land through State policy
- Develop a Schoodic directory of services and cultural heritage - encourage "buy local" idea
- Support local business through Incubator Without Walls project
- Consider planned development for business park

### **Session 3: Transportation, Energy, and Communications**

- Support road improvement efforts through SALT and funding potential assistance through the Rte. One Corridor Committee.

- Quantify and promote infrastructure, energy supply, and fiber optic capacity as a regional asset. Incorporate electric grid information in community planning and economic development efforts. Encourage planned growth near existing supply.
- Promote communication, multi-community planning of communication systems, and use of existing systems by community development coordinators
- Build local support for infrastructure improvements through interlocal agreements, cooperatives, joint purchasing, MOUs or contracts.
- Explore diverse alternatives for housing decisions and maintain local control of decisions

#### **Session 4: Education, Youth and Culture, Workforce**

- Develop a local youth Leadership Institute
- Link students through community service
- Involve students in arts and culture efforts
- Use the base facilities as training and educational centers
- Include youth on local organization's boards

From this priority list, the planning committee paired area organizations that may play a part in undertaking work on one or more of these priorities. The planning committee also agreed to communicate the next steps from the workshop with a letter to each of the organizations in order to enlist their support and encourage their focus on the shared issues and next steps determined by workshop participants. Additionally, the committee will review any of the above priorities that lack some type of sponsorship and address them accordingly.

Workshop participants who are interested in taking part in the actions that were identified have also been contacted. The abovementioned next steps will intersect with local organizational work and the recommendations from the consultants working through the defense conversion program in the Schoodic area (*see Background - A Note to the Reader at the beginning of this document*). That documentation is due in July 2001.

The planning committee has not ruled out the possibility of supporting additional regional community forums that would provide the opportunity to discuss one of the topic areas more thoroughly or to focus in on an area that was not included in March. Contact planning committee members if you wish to participate in any of these follow up activities. (*See a list of planning committee members and contact information in Appendix B of this document*)

## **APPENDICES**

## **Appendix A: Workshop Program**

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## **Appendix E: Session 1 Materials**

## **Appendix F: Session 2 Materials**

## **Appendix G: Session 4 Material**