

<p style="text-align: center;">OBJECTIVES and INITIATIVES <i>Objectives are listed in order of priority. Within each Objective, Initiatives undertaken are listed in order of priority, followed by additional initiatives in alphabetical order.</i></p>	<p style="text-align: center;">ORGANIZATION(S)</p>	<p style="text-align: center;"><u>Stage</u> 1=under way 2 = at least half way 3=done</p>
<p>1. DEVELOP A VIBRANT ECONOMY</p>		
<p style="text-align: center;">Initiatives undertaken in 1996</p>		
<p>1 Make sure everyone in the community has a job</p> <ul style="list-style-type: none"> • Maine Department of Labor and others have created new jobs • Disabled over 50 work for area nonprofits & are paid by gov't • High-need teen ages 14-18 have job-skills and summer jobs with local employers/Rotarians through the Youth Empowered Through Employment (YETE) Program 	<p>Maine Department of Labor ABLE Communities for Children/Youth/Waterville schools/Goodwill Hinckley/Maine Children's Home</p>	<p>2 2/3</p>
<p>2 Develop a marketing strategy to attract business</p> <ul style="list-style-type: none"> • \$500,000 grant to develop downtown businesses storefronts, waterfront 	<p>Waterville Main Street</p>	<p>2</p>
<p>3 Solicit new employers who will bring in jobs at all levels</p> <ul style="list-style-type: none"> • 	<p>Central Maine Growth Council</p>	<p>1</p>
<p>4 Combine all regional economic development organizations</p> <ul style="list-style-type: none"> • Area organizations of economic development are working more collaboratively • June 6 Central Maine is getting together in Augusta 	<p>Central ME Growth Council, FirstPark, KVCOG, Waterville Main Street, Waterville Development Corp and others Augusta and Waterville Chambers</p>	<p>2</p>
<p>5 Organize meeting with all economic development groups</p> <ul style="list-style-type: none"> • Organizing together where combined information exchange 	<p>All economic development groups</p>	<p>2</p>
<p>6 Streamline permit process for business startup and expansion</p> <ul style="list-style-type: none"> • In Fairfield a business person can walk into the municipal office and get answers to permits. Waterville Web site has a link for business start up • Analyze and work with Waterville permitting 	<p>Town of Fairfield REM (1997)</p>	<p>2</p>
<p>7 Use personal networking to expand business opportunities</p> <ul style="list-style-type: none"> • Organizations are expanding business by developing networking opportunities 	<p>KV Connect, BAH at Chamber, Rotary and BNI</p>	<p>3</p>
<p style="text-align: center;">Additional Initiatives from 1996</p>		
<p>8 Become the place to start new electronics processing businesses</p>		
<p>9 Boycott Walmart</p>		

<ul style="list-style-type: none"> Area nonprofits work to encourage folks to support local businesses 	REM, Waterville ME Street, Chamber	
10 Build 2-3 sky walks to connect buildings in downtown Waterville <ul style="list-style-type: none"> The Center and City Hall 	City of Waterville	3
11 Build an east-west highway connecting the coast to Canada		
12 Build electrical generating system that provides affordable power		
13 Build extended-care retirement facility in the middle of everything		
14 Build strong business relationships with Quebec and maritime provinces (28)		
15 Combine regional services		
16 Connect railroads for passengers traveling to and from the coast (28)		
17 Connect retirement facility to library with walk-over		
18 Convert old Hathaway building into low-and high-cost housing <ul style="list-style-type: none"> Hathaway Creative Center Project 	Paul Boghossian	2
19 Convert the Wyandotte Mill into a small inn and conference center and then share the profits		
20 Create a better informational signage system		
21 Create a position for formal grant writing for the region (28) <ul style="list-style-type: none"> Grant writing team wrote for local projects combining area grant writers with people who were great writers (working to expand potential for acquiring new resources for our community.) Held writing for grant workshops for area nonprofits (each participant actually applied for a grant and received one-on-one help) 	REM (1998 – 2000) REM (2006)	
22 Create community outlet for recyclable goods, e.g., craft/ teacher supplies		
23 Create Haymarket Square atmosphere under giant bubble in Castonguay Sq		
24 Create jobs that are personally rewarding and appropriately compensated		
25 Create strong environmental impact commission to deal with business/industry dev.		
26 Develop a home page on the Internet for community <ul style="list-style-type: none"> REMnet – Area nonprofits email REM daily with event announcements which are placed on REMnet and an email sent to announce their presence to all REMnet subscribers Calendar – Calendar available for all community events with search engines by topic available to everyone 	REM REM	3
27 Develop a plan for economic self-sufficiency for area nonprofits		
28 Develop a regional airport		
29 Develop a trolley system locally		
30 Develop annual budgets with yearly surpluses		
31 Develop communication with foreign countries		

<ul style="list-style-type: none"> • Exchange of culture with Kotlas Russia 	Kotlas Waterville Area Sister City Connection	
32 Develop cooperative business parks with shared property taxes <ul style="list-style-type: none"> • FirstPark 	FirstPark	
33 Develop horizontal department store in old Waterville department store area		
34 Develop local phone information service		
35 Develop mini shopping center in the Concourse accessible to people without cars		
36 Develop nonpartisan city council		
37 Develop theme statement that includes, the "greater taste of Waterville"		
38 Develop underground or covered walkways in concourse area		
39 Do not enclose Downtown Waterville		
40 Eliminate property taxes		
41 Encourage existing businesses to hire welfare recipients		
42 Encourage the growth of the medical community <ul style="list-style-type: none"> • Medical Simulation Program – computerized mannequins to train doctors, nurses and medical technicians – allows them to maintain their skills • Create a Cancer Center 	Inland Hospital MaineGeneral	
43 Encourage/seek competitors for our current newspaper		
44 Enlarge Waterville's airport		
45 Ensure the area is included in the new series of books about Maine cities		
46 Establish a clearing house for employment opportunities		
47 Establish a first class hotel with 4-star restaurant next to the walking bridge (28)		
48 Establish a year-round indoor farmers' market <ul style="list-style-type: none"> • Created a year-round outdoor farmers' market • Barrel's Farmers' Market 	Downtown Waterville's Farmers' Market Waterville Main Street	
49 Establish fish and lobster market on the Kennebec waterfront		
50 Establish grant for startup low-impact food production		
51 Establish light rail transit along I-95 with feeder lines to all towns		
52 Find / develop / create five new socially conscious businesses (33)		
53 Find and create business/ industrial park space and offer it at reduced rates (30) <ul style="list-style-type: none"> • Developed FirstPark 	KVCOG, Chambers and Municipalities, FirstPark Corporation	
54 Have a pro basketball team		
55 Have community-wide training on how to greet the public <ul style="list-style-type: none"> • Training for downtown merchants • Training for area businesses 	Waterville Main Street REM	
56 Have hydrofoil transportation on the river		

57 Have major motion picture filmed here (other than Stephen King) <ul style="list-style-type: none"> Filming Empire Falls here 	Colby Professor influence	3
58 Help businesses be responsive to needs of local customers <ul style="list-style-type: none"> Barrels on Main Street meets need for groceries and fresh food downtown 	Waterville Main Street	2
59 Improve the quality of services from all merchants		
60 Increase the local tax base (28)		
61 Keep the "Morning Sentinel" downtown (28) <ul style="list-style-type: none"> Built new building downtown 	City of Waterville	3
62 Make (Waterville's) nickname "Celebration City"		
63 Make all main streets pedestrian-only		
64 Market the region's work ethic to attract new business <ul style="list-style-type: none"> Always mention this in work with other businesses 	Central Maine Growth Council	
65 Open the river to the ocean (28) <ul style="list-style-type: none"> Removed the Edward's Dam in Augusta 	Area nonprofit fishing organizations	
66 Pick a new nickname for the city		
67 Promote international cooperation in business and the arts (33)		
68 Promote reconstruction of existing buildings (32) <ul style="list-style-type: none"> Rebuilt Hathaway 	Paul Boghossian	
69 Provide high quality jobs by establishing cooperative (?)		
70 Provide property tax credits in exchange for public service		
71 Rebuild Fort Halifax as a tourist attraction <ul style="list-style-type: none"> Rebuilt and added small amphitheatre nearby 	Friends of Ft. Halifax	
72 Recruit socially responsible enterprises (33)		
73 Reduce property taxes by 10% & allocate funds to economic dev. loan fund		
74 Regionalize all community services <ul style="list-style-type: none"> Regionalize schools One fire chief for Waterville and Winslow 911 in Oakland, Waterville, and Winslow regionalized 	State of Maine Cities of Waterville and Winslow City of Waterville, Winslow and Oakland	
75 Replace/combine/fix infrastructures (30)		2
76 Require gender impact analysis on all new economic development		
77 Set standards of sustainable community-based development (29)		
78 Set up tax incentive financing districts <ul style="list-style-type: none"> Used in various communities and Pine Tree Zones 	Municipalities of Waterville, and Winslow	
79 Solicit a replacement supermarket for downtown Waterville <ul style="list-style-type: none"> Barrel's is a start 	Waterville Main Street	2
80 Survey our assets available in the region (32)		

Initiatives Added at Community Catalyst Check-up 2009		
81 Involve area high school students in entrepreneurial tour	REM	1
82 Create YuleTide Festival to encourage shoppers downtown during winter holiday season	REM	1
83 YuleTide Lighting of the Lights as part of parade – transform Waterville Main street into a lighted gingerbread village	REM	1
84 YuleTide Dickens Night – concentrate on one night of the festival and create a Dickens type atmosphere filling the streets with carolers and shoppers.	REM	1
85 YuleTide Hospitality – help the community dress and accessorize to be part of the YuleTide celebration.	REM	1
86 YuleTide Village – Create a miniature YuleTide Village scene in REM’s Main Street windows.	REM	2
87 Involve REM volunteers in Barrels Project	REM	2
88 Develop and establish a strategy to maintain and expand our farm economy. Determine and market products that serve local consumers and meet future needs for locally produced farm products.	REM	1
89 Fill the empty storefronts in Waterville downtown	REM	1
90 Promote Mid-Maine as an opportunity for information technology support businesses	REM, Growth Council? FirstPark?	1
91 Increase addressability for handicapped people in the downtown which includes designating more parking spaces for handicapped (include curb access)	Waterville Main Street ?	1
92 Solicit/develop/incubate employers who will create jobs for our citizens who have a strong work ethic.	Growth Council(?)	
93 Establish a committee in the legislature that will keep an eye out for legislation proposals that would impact small business and communicate with small businesses as to their need to respond to the proposal.	Chamber?	1
94 Unify and maximize regional economic development strategies and energy by having all of our organizations join Mobilize Maine	Mobilize Maine ?, FirstPark? Growth Council? Waterville ME St? Waterville Dev. Corp, KVCOG	1
95 Support the Mid-Maine Sustainability Coalition with their work	City of Waterville, REM	1

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5 Network by computer all regional resources <ul style="list-style-type: none"> • Communities are networked • 211 phone line and internet has state resource information to anyone in Maine 211.net and 	United Way	2.6
6 Coordinate adult education & workforce training for lifelong learning <ul style="list-style-type: none"> • ABLE Network at REM, • Women Work and Community, • Voc Rehab orientations being held in City Council Chambers 	ABLE Women, Work & Community City of Waterville	2.5
7 Expand alternative educational opportunities <ul style="list-style-type: none"> • NEEDS MORE ATTENTION and Focus long way to go 		1.5
8 Establish a year-round elder hostel program in the region (32) <ul style="list-style-type: none"> • Muskie Center has daily drop in center • Jean Lamond – sponsored concerts for elders and other conferences 	Muskie Center	2
9 Create partnerships between schools and businesses <ul style="list-style-type: none"> • Thomas guaranteed job placement for graduates • Colby, Thomas and KVCC have internship at local businesses for practicum and OJT Student Service Learning arrangements, • Both Hospital organizations (Maine General and Inland provide onsite experience and training PT, OT, Phlebotomy, Nursing • Educare 	Thomas Colby, Thomas, KVCC Inland, MaineGeneral Governance Board	2
10 Create summer intern jobs for area high school students <ul style="list-style-type: none"> • YETE summer youth program from ARRA 		2
11 Develop mentoring programs <ul style="list-style-type: none"> • Colby Cares About Kids serves 400 children in 14 different sites and is part of a statewide replication project with 6 other colleges. Currently waiting list for with additional resources more youth could be served. • Big Brothers Big Sisters has mentoring program in our area 	Colby, Alford Center, South End Learning Center, South End Teen Center, China El, Williams, Mess Middle, Hall School, George Mitchell, Benton El, Waterville Junior High, Winslow El and Middle, Vassalboro Big Brothers Big Sisters	3
Additional Initiatives from 1996		
12 Ban high school locker searches		

13 Bring business and special skills into the educational process (31)		
14 Consolidate all booster clubs		
15 Create incentives for low income families to keep kids in the same schools		
16 Create integrated magnet schools in the region		
17 Develop Colby College affordable (?)		
18 Develop full-year school system		
19 Develop Junior Achievement concept for elementary schools		
20 Encourage development of a university		
21 Establish a computer center (31) <ul style="list-style-type: none"> Alfond Center has computer center for after school and teens at the club Waterville Public Library has Teen Space and computers REM has a bank of computers open for public use and offers wireless in its spaces 	Alfond Center Waterville Public Library REM	3
22 Establish a program to read and discuss the classics for all ages		
23 Establish cooperative programs between education and service programs (32)		
24 Establish minimum standards for all students to pass to the next grade		
25 Have a major renovation of area schools <ul style="list-style-type: none"> Winslow, Lawrence and Waterville have or are completing major renovations 	Winslow, Fairfield and Waterville Schools	
26 Have schools start local history/ restoration projects		
27 Implement step program for teachers		
28 Institute the "Character Counts" program in schools (31)		
29 Introduce foreign language courses at the beginning of school (31)		
30 Make boards of education non-political entities (30)		
31 Make the Waterville library fee affordable to all		
32 Make the Waterville library into a great book and media center <ul style="list-style-type: none"> Capital Campaign is underway in 2009 	Waterville Public Library	
33 Make the Winslow library the regional library		
34 Make this the first place in the country to teach poetry in K-12 (31)		
35 Promote region's potential bio-technology research and education (32)		
36 Provide open campus throughout high schools		
37 Provide teacher aids for our teachers		
38 Put parents and students on school district curriculum committees		
39 Teach the value and satisfaction of work beginning at pre-school age (31)		
Initiatives Added at Community Catalyst Check-up 2009		
40 Support all preschool care and education and make accessible on all economic levels <ul style="list-style-type: none"> Educare Maine does just that 	Maine Governor's Children's Cabinet	3

	Educare Central Maine Governance Board	
41 Support parents in participating in their children’s education process, preschool – graduation		
42 Towns in our area advocate to change and allow teachers greater flexibility in how to teach the requirements.		
43 Create greater efficiency in the time spent in school for both teachers and children.		
44 Reduce time on the bus – perhaps by having more schools closer to homes.		
45 Provide opportunities for kids to be with kids older or younger by 2 – 4 years.		
46 Call a meeting of regional area citizens to discuss the education initiatives and develop teams to address them	REM	1
47 Daily physical activity for every child K - 12		

<ul style="list-style-type: none"> • Developing Educare Program in our region • The Alfond Center has space for Cooperative Childcare 	Educare Alfond Center	
<p>7 Provide low cost child care system for single parents</p> <ul style="list-style-type: none"> • The Alfond Center after school program , • Educare (Head Start, Public School) 	Alfond Center Educare Central Maine	2
<p>8 Establish a regional human service planning council</p> <ul style="list-style-type: none"> • PATCH – Community Public Health 	United Way	2
<p>9 Provide for change & growth through conflict resolution for all people</p> <ul style="list-style-type: none"> • Quaker Summer Camp • Conflict Resolution through Juvenile Justice service – Youth Diversion Program, restitution through communication with the Victims called Restorative Justice through Everett Fowler Somerset/Kennebec District Attorney, Rebound for Success • Bullying and Harassment Prevention programs funded through state and federal grants serve the area schools. (Still need lots of more work on this at school-level) 	Friends District Attorney, Everett Fowler Communities for Children/Youth, schools	2
<p>10 Develop system of ongoing parent and family education</p>		1
<p>11 Develop trained volunteers to assist people in crisis</p> <ul style="list-style-type: none"> • Develop volunteers for various family interventions etc to assist families and individuals in crisis. • 211? Work with DHHS and others who identify the families who need to send referral to volunteer agencies and other service providers • Neighbor to Neighbor – daily contact with people in danger during winter • Big Brothers/Big Sisters mentoring programs • Various churches have programs • Identify legislative initiatives 	211 DHHS REM, United Way Big Brothers Catholic Charities Maine government	1
<p>12 Upgrade low-income housing</p> <ul style="list-style-type: none"> • Gilman Street Project • OLD Y Site Waterville Housing Authority <p>Section 8 housing has waiting list</p>	City of Waterville Waterville Housing Authority	
Additional Initiatives from 1996		
<p>13 Analyze needs of people of all incomes/develop individual plans for change</p>		
<p>14 Assist the Interfaith Council in developing spiritual support programs</p>		
<p>15 Create "Adopt a Neighborhood" program (32)</p> <ul style="list-style-type: none"> • Neighbor to Neighbor – daily contact with people in danger during winter 	REM, United Way	
<p>16 Create \$5 million endowment fund to support local service agencies (33)</p>		

17 Create a one-stop employment service for able and disabled persons		
18 Create a trauma center with our great medical facilities		
19 Create an enjoyable alternative to substance abuse (30)		
20 Create program support for step-families and blended families		
21 Create reentry programs for people coming out of prison		
22 Create the first-ever regional health insurance with affordable rates (31)		
23 Decrease production of weapons within the region		
24 Develop a Mother mentoring program		
25 Develop charity commission		
26 Develop dialogue with states causing airborne mercury pollution, etc.		
27 Develop ongoing couples training, e.g., Marriage Encounters		
28 Develop recycling/ exchange program for senior citizens for low tech autos		
29 Develop tough, inspirational police force		
30 Develop weekly "Visit the Elderly" programs <ul style="list-style-type: none"> • Neighbor to Neighbor – daily contact with people in danger during winter 	REM	
31 Develop workplaces with paid family leaves and other family policies		
32 Eliminate major child diseases at no cost to families		
33 Eliminate the need for homeless shelters (30)		
34 Enable parents to stay home during the first 5 years of their children's lives		
35 Encourage existing businesses to hire welfare recipients (32)		
36 Encourage religious institutions to provide greater spiritual leadership for all		
37 Encourage the growth of the medical community		
38 Enlarge Waterville police department's community programs		
39 Establish a hospice outside the hospital		
40 Establish a local peace and justice center		
41 Establish a system of neonatal care with ongoing, 1-year follow-up for all		
42 Establish a world peace study center		
43 Establish community resource center for parenting, daycare, legal assistance, etc.		
44 Establish cooperative programs between education and service programs		
45 Establish facilities which join day care and retirement facility services		
46 Establish ongoing parenting forums	Educare Central Maine, KVCAP	
47 Establish tax system based on ability to pay		
48 Establish workfare instead of welfare		
49 Evaluate water and sewage resources in the region		
50 Extend services of Waterville Housing Authority throughout region		
51 Fund and coordinate respite programs for all parents		

52 Fund existing welfare-to-work programs (28)		
53 Generously support local hospices in the region (30)		
54 Have a sheltered community for the mentally ill		
55 Have police foot patrols downtown and in residential areas (32)		
56 Identify gaps in existing coordinating agencies		
57 Make it easier to drive through Waterville, especially late at night		
58 Prevent cruelty and abandonment of people (32)		
59 Survey and inventory existing rental housing for safety and habitability (28)		
Initiatives Added at Community Catalyst Check-up 2009		
60 Develop and support early childhood programming ages 0 – 5	Educare Central Maine	2
61 Reduce domestic violence <ul style="list-style-type: none"> • Hold a community-wide forum to explore domestic violence issues 	REM	3
62 Promote a better societal understanding of mental health	REM	1
63 Tourmaline Singers – Sing to patients to ease the passage of the dying	REM	3
64 Neighbor to Neighbor – One on one daily phone conversation with people who are at risk	REM and United Way	2
65 Develop a resource for knowledge for people to fully understand the benefits of their own health insurance plans	REM and Muskie Center?	1

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<p>4. PROMOTE ART/ENTERTAINMENT</p>		
<p style="text-align: center;">Initiatives undertaken in 1996</p>		
<p>1 Have a street festival</p> <ul style="list-style-type: none"> • Art Fest • Taste of Greater Waterville <p>Arts in the Park Farmers Market Blue Marbel gallery art walks Drums along the river coming this fall (Japanese, Native American, African as many as possible)</p>	<p>Chamber of Commerce or Waterville Main St</p>	<p>2.5</p>
<p>2 Establish a regional coordinating committee for local events</p> <ul style="list-style-type: none"> • calendar for local events • Puts out calendar 	<p>REM KVCOG</p>	<p>2</p>
<p>3 Expand cultural events in downtown Waterville</p> <ul style="list-style-type: none"> • Opera House is programmed continuously • Performances • Dinner Around the World • Multicultural ethnic food and games night being planned • Hardy Girls Programs • Youth Expressions, Summer Jazz Camp and Teen Theater Camp offered annually for past 8 years 	<p>Opera House Soup to Nuts Bowling alley REM Communities for Children/Youth</p>	<p>2</p>
<p>4 Make 4th July/Memorial Day amazing spectacles/public parades</p> <ul style="list-style-type: none"> • Support Winslow effort some how. 	<p>Winslow, other groups</p>	<p>2</p>
<p>5 Develop summer program on arts and culture</p> <ul style="list-style-type: none"> • Arts in the Park • Freshwater Arts 	<p>REM Waterville Main St</p>	<p>1</p>

<ul style="list-style-type: none"> • Winter Carnival • Summer Teen Theater Camp • Jazz Camp • Waterville Arts Fest 	Colby Colby, Communities for Children/Youth, Opera House Waterville Main St.	
6 Create winter carnival program <ul style="list-style-type: none"> • Recreation area being created at the Quarry Road Recreation area – a trail is being built for cross country, snow shoeing, hiking 	John Koons	2.5
7 Promote jazz festival as a New England-wide event		1
8 Have affordable entertainment <ul style="list-style-type: none"> • Free events at Colby • Opera House has regular programming, • ACAT Theater has affordable rates • MIFF in the summer and ongoing Mid winter – Some Movie houses • Railroad square sometimes has free movie • Movie out in park • Offer Free concerts in the Park over the summer. 	Colby Waterville Opera House ACAT MIFF Railroad Square Waterville Main Street Colby	2
9 Create and keep a world-renowned school of ballet <ul style="list-style-type: none"> • Bossov Ballet in Pittsfield 	Bossov Ballet	3
10 Move opera house marquee so Main Street travelers can see it		1
Additional Initiatives from 1996		
11 Affiliate with the Elvis organization to establish a coffee house		
12 Create a "Per cent for Art" for all new buildings		
13 Create a regional school for the arts (31)		
14 Create year-around waterfront park with an amusement/ entertainment area		
15 Develop a student theatre troupe with emphasis on masks and stilts		
16 Develop folk/blues concert series to support the \$5 million social service endowment		
17 Encourage and support a full-time orchestra (29)		
18 Enthusiastically recruit bands to perform in coffee shop (33)		
19 Have unified Opera House/ Arts Center board with right/ left-brain abilities		
20 Make the Colby video production center available to community members		
21 Teach mime in schools at all levels		
22 Build Amphitheater at Head of Falls tied to boardwalk, trails and gardens	REM	1
Initiatives Added at Community Catalyst Check-up 2009		
23 MAKE REM CALENDAR more available and accessible to community.	REM	2

24 Call together the 8 arts teams (Fine Arts, Crafts, Music, Theater, Dance, Film & Media Arts, Healing Arts, and Literary Arts) to build one collaborative community event.	REM	1
25 Develop arts and entertainment events under each of the 8 teams.	REM	1
26 Drums Along the River – Create a percussion festival along Kennebec Messalonskee Trails at Head O’ Falls.	REM	1
27 Arts in the Park – Invite area artists to gather in Castonguay Square to display their talents and wares	REM	2
28 Take a proposal to establish the amphitheatre on the Riverfront to the Waterville Council	REM	1
29 Establish a regional arts school		
30 Establish free cultural Christmas events in places around town		
31 Call a meeting to consider establishing a TV and or radio show promoting local artists and arts events	REM	1
32 Replace the marquee on The Center with a digital sign operable from the REM office that promotes downtown events.	REM and WRACC?	1
33 Establish public art on the trails including an art show in September	REM	1

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5. BEAUTIFY THE ENVIRONMENT		
Initiatives undertaken in 1996		
1 Beautify the concourse <ul style="list-style-type: none"> • Community involved in redesign of concourse 	REM and Community	2.5
2 Line the streets with lots of trees <ul style="list-style-type: none"> • Part of concourse reno • Planting of more Elms 	City of Waterville Rotary	2
3 Plant flowers entire length of main streets in all towns <ul style="list-style-type: none"> • Waterville Main Street 	Waterville Main Street	2
4 Landscape the Kennebec River Water Project <ul style="list-style-type: none"> • Repair 2 Cent Bridge 	City of Waterville	1
5 Have youths participate in restoration of 2-cent bridge		
6 Paint a mural on Kimberly Clark depicting history of Waterville		1
Additional Initiatives from 1996		
7 Buy open lands and create native gardens		
8 Create a park on the site of the old Elmwood Hotel		
9 Create architecturally exciting communities		
10 Create world-class destination gardens		
11 Demolish old buildings and create open spaces in south end		
12 Design family entertainment center by the two-cent bridge		
13 Develop a regional forestry management program		
14 Develop clean emissions and new emissions standards for snowmobiles and ATVs		
15 Establish a board for architectural standards		
16 Establish and enforce guidelines for pet owners within city limits		
17 Form committee to work w/garden clubs to make communities more attractive (31)		

18 Get major employers to finance local beautification projects		
19 Get major employers to underwrite architectural fees for all public buildings		
20 Give incentives/rebates for new signage that enhances downtown attractiveness		
21 Locate new area for cemetery and crematorium		
22 Make this the greenest region in America		
23 Open the river to the ocean		
24 Provide incentives for home owners to maintain local plant/animal habitats		
25 Reconstruct the intersection of College & Main Streets with a park		
26 Repaint the Morning Sentinel		
27 Set up environmental education centers for farms, rivers, lakes, and forest	Unity College	3
28 Build Amphitheater at Head of Falls tied to boardwalk, trails and gardens		
Initiatives Added at Community Catalyst Check-up 2009		
29 Beautify median strips via an “Adopt a Median Strip” program involving area garden clubs and families; include signs indicating who is caring for it.	REM	1
30 Install doggie bag receptacles in our cities and towns		
31 Establish a dog park	REM, Humane Society	1

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<p>6. EMPOWER YOUNG PEOPLE</p>		
<p style="text-align: center;">Initiatives undertaken in 1996</p>		
<p>1 Establish a coffee house for youth to hang out</p>		1
<p>2 Create seats on governing board for youth representatives</p>		2
<p>3 Create a community youth council for liaison between government and youth</p>		1
<p>4 Establish a regional youth government council to work with municipalities</p>		1
<p>5 Create a regional recreational organization for teens in all towns</p> <ul style="list-style-type: none"> • Alfond Youth Center may be able to serve outlining towns with support from local Municipalities or through School Systems 	Alfond Center	2
<p>6 Build upon existing youth agencies</p> <ul style="list-style-type: none"> • Free to Be ME 	REM	
<p>7 Put organizations that provide recreation for youth together</p> <ul style="list-style-type: none"> • The Alfond Center grew from collaboration of the YMCA and Boys/Girls Club to become the “ Best Facility in the Nation according to Colin Powell. 	Alfond Center	3
<p>8 Develop community outreach program from each of the youth agencies</p> <ul style="list-style-type: none"> • 4H • Faith Based Organizations • Scouting 	H Clubs Scouts	2
<p>9 Create opportunities for young people to work together on issues important to them</p> <ul style="list-style-type: none"> • 100 Youth from 4 school districts work together annually through the Youth Summit • Youth Advocacy groups exist in all area schools to lead their peers in various efforts to improve their health and development 	Communities for Children and Youth, Colby, area schools, PATCH	2
<p>10 Create spaces for children to grow and be safe after school</p> <ul style="list-style-type: none"> • On average 25 to 35 teens go to the Waterville Public Library daily afterschool to connect with staff, do homework, search the library web and hang out. • 	Waterville Public Library Alfond Center	2
<p style="text-align: center;">Additional Initiatives from 1996</p>		

11 Build a brand new boys' and girls' club facility	Alfond Center	3
12 Develop Big Brother/Big Sister programs for youth (28)		
13 Develop specific activities for youths aged 13 (28)		
14 Empower our children to be self-directed		
15 Make some of our private summer camps available to some local children (32)		
Initiatives Added at Community Catalyst Check-up 2009		
16 Convene a community wide forum to discuss the need to empower children to be more self directed.	REM	1
17 Establish a community-wide program to encourage children to “fast” one day a week from their electronics and encourage them to play.	REM	1
18 Convene a community wide forum to decide how to establish high school students on local school boards and councils and have them act as liaisons between the adults and students.	REM	1
19 Free to Be Me – A program which helps prepare young people to move freely in society by providing them the etiquette and life skills they need to feel confident and comfortable.	REM	1
20 Lego Mania - Involve youth in planning and implementing an event which stimulates creativity and brings area youth together socially around a commonly held passion.	REM	3

<p style="text-align: center;">OBJECTIVES and INITIATIVES <i>Objectives are listed in order of priority. Within each Objective, Initiatives undertaken are listed in order of priority, followed by additional initiatives.</i></p>	<p style="text-align: center;">ORGANIZATION(S)</p>	<p style="text-align: center;"><u>Stage</u> 1=under way 2 = at least half way 3=done</p>
7. BUILD COMMUNITY		
Initiatives undertaken in 1996		
1 Create inter-community council to address specific issues		2
2 Take spirit and vision of this weekend out into our communities		2.9
3 Create monthly REM forums to get together		2
4 Design promotional material that expresses our vision Needs more emphasis -		1.5
5 Develop measurable indicators of progress in our vision • Community Catalyst 2009 - This is one of the first efforts to quantify our progress	REM	1.5
6 Reward and acknowledge good citizen efforts publicly every week • REM Award annually, not celebrated weekly – Daily things are happening • Alford Youth Center had annual dinner • Waterville Main Street Awards downtown efforts	REM Alford Center	1.5
7 Develop a self-renewing way to keep the vision process going • This event is the start.	REM	1
8 Have community suppers to keep this enthusiasm going		2
9 Establish regular forums for the community		1.5
10 Hold a national convention for community building tools in Waterville • Use MIFF as Model	REM	1
11 Learn to think beyond our town lines • We think we're doing that. REM and many other organizations work that way.		2
Additional Initiatives from 1996		
12 Assume unemployed people need us, not just a job		
13 Connect with similar communities to learn about successful strategies (30)		
14 Coordinate local ordinances to be understandable and enforceable		
15 Create an information and activity center for local/ national/ global environment		

16 Create bumper stickers to promote the dream team and the dream		
17 Create trust funds to be used for special community programs (29)		
18 Develop a centralized agency to receive donations for nonprofits (30)		
19 Develop a computer center for all ages, with virtual reality		
20 Develop adult leadership by inviting Stephen Covey		
21 Develop or improve a fabulous newcomer program		
22 Develop Sterns building as city center, including meeting space for community (33)		
23 Educate all citizens about our ethnic heritage		
24 Encourage experiments in international living		
25 Establish a center where all spiritual beliefs are tolerated		
26 Establish a method of debating public issues (33)		
27 Establish a regional historic preservation organization		
28 Establish community resource center for parenting, daycare, legal assistance, etc.		
29 Establish consensual democracy as our form of government		
30 Expand the snow removal system		
31 Give free party tickets to everyone who votes		
32 Have a family fun night once a week at different local churches		
33 Have a system of public bathrooms		
34 Have all-community progressive suppers		
35 Have community celebrations of all possible lifestyles		
36 Have every house in the region tied together by E-Mail		
37 Have everybody have the same one paid day off every week		
38 Increase cultural diversity		
39 Make a regular "Kill Your TV" day		
40 Make all main streets pedestrian-only		
41 Make the Waterville library into a great book and media center (29)		
42 Promote an ethic of sustainability and love		
43 Promote relationships between members of deaf community and other citizens		
44 Provide funds to restore the Bates Museum collection		
45 Re-establish Sunday as day of rest/ relaxation/ volunteer action		
46 Require co-generation for all new multi-housing units		
47 Require community service in school curriculums at all levels (28)		

48 Support local TV stations by putting them on cable		
Initiatives Added at Community Catalyst Check-up 2009		
49 Annually review our stages of accomplishment for our community vision and make sure we are doing all that we can and what we should be to reach our vision by the year 2020.	REM	2
50 Design promotional materials that express our vision and get it out to the community.	REM	2
51 Revisit our idea to create a Community Building Convention	REM	1
52 Convene a community forum to discuss how we might establish more public transportation	REM	1
53 Establish “Friday Family Fun Night” at REM Forum as a place for families to gather for fun, food, music and to explore the greatest variety of social experiences possible.	REM	1
54 Get the word out about REM and REMnet and update our site so we know what’s happening at REM on our Home Page.	REM	2
55 Connect with similar communities to learn about successful strategies and best practices.	REM	1
56 Establish public restrooms		
57 Renovate REM’s café space into a REM Lounge space for meetings and community gatherings with optimal downtown visibility.	REM	2.8
58 Renovate REM’s Forum space to include a technology which enhances use of the space for business, private, nonprofit and community use.	REM	1.5
59 “Local Voices” – provide the community with an opportunity to promote their work and express their passions via a community journalism project to be inserted in the Sentinel	REM	2.9
60 Dinner Around the World and Game Night – Celebrate and showcase the richness of our heritage by sharing the food and games of our diverse ethnic backgrounds..	REM	1.5
61 Mrs. Santa’s Workshop – An appreciation of the art of giving for young children the day Santa comes to town.	REM	2
62 Talk to the Animals – Provide an opportunity downtown for young children to meet animals up close, learn about their care and the products they bring to us.	REM	2.3
63 REM Partners – Create an area nonprofits partnership for the purpose of learning their needs and providing them; work collaboratively to address issues falling through the cracks.	REM, United Way	2.9

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8. EXPAND FITNESS/RECREATION		
Initiatives undertaken in 1996		
1 Promote play areas for all children in all seasons – <ul style="list-style-type: none"> • Quarry Road Recreation Area 	John Koons	
2 Make sure the "Inside-Out" playground stays open <ul style="list-style-type: none"> • Moved to Appleton Street 	Inside-Out Playgroud	
3 Make sure "Inside-Out" playground survives and belongs to the community <ul style="list-style-type: none"> • Moved to Appleton Street 	Inside Out Playground	
4 Develop regional bicycle /cross country ski trails 15-50 miles long		
4 Put in bike trails <ul style="list-style-type: none"> • KM Trails 	KMTrails	
6 Create bike route on the West River Road to link Waterville & Augusta		
7 Complete the walking/ running path between Waterville, Fairfield, etc. <ul style="list-style-type: none"> • REM was a Catalyst for the Trail initiative 	REM and KMTrails	2
8 Have a free public lake front with free access to beach/ recreation area		
9 Create a waterfront park with interesting architecture like the Tivoli, etc.		
10 Have a year-round wilderness outing club for everyone		
11 Establish life-long wellness programs		
12 Re-open the old Colby ski hill, run by the community		
Additional Initiatives from 1996		
13 Create a center including the Y, Boys and Girls Clubs, parks & recreation (32) <ul style="list-style-type: none"> • Alfond Center! 	Alfond Center	3
14 Create an outdoor ice arena near North Park		
15 Create bicycle lanes along all major highways (28)		

16 Create indoor ice arena/community center in burned-out site in Newport		
17 Expand parks and recreation department (33)		
18 Get all in community into wilderness for at least one week per year		
19 Have an area for all skateboarders to participate (31)		
20 Have community Tai Chi		
21 Have dance classes for everybody		
22 Have year-around free ice skating rink		
23 Help employers learn how the Am. Mental Health Alliance can help them		
24 Teach everyone to meditate		
Initiatives Added at Community Catalyst Check-up 2009		
25 Complete the KMTrails network	KMTrails	2
26 Create a central clearing house for information on available programs and facilities	REM, KM Trails	1
27 Map and deal with safety issues for bike and pedestrian use throughout the community	KMTrails, KVCOG	1
28 JOY of Cooking Show – Design and produce a cooking show focusing on creating low-cost nutritional meals which address health issues such as obesity, heart disease and diabetes.	REM, Inland, MaineGeneral	2