

<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