



# THE COMMUNITY INSTITUTE

Building strong places, communities and leaders

## Session #3

*Downtowns and Locally Owned Businesses*

Belfast, Maine

May 7 and 8, 2015



# Table of Contents

I.	Introduction, Faculty and Participants.....	2
II.	Location .....	4
III.	Collaborators and Sponsors.....	4
IV.	Process and Modules .....	5
V.	Leadership Styles.....	7
VI.	Downtowns and Locally Owned Businesses .....	14
	a. Street Design – The Secret to Great Cities and Towns .....	14
	b. Living Locally:	
	Mary Kate Reny, Twin Villages Alliance	
	Jenny Mayher, Lincoln Academy, Newcastle .....	17
	c. Downtown Success - What it Takes: Bettina Douulton, Cellar Door Winery .....	21
	d. Local Resources	
	Lorain Francis, Maine Downtown Center .....	22
	Robin McIntosh, Midcoast Leadership Academy .....	23
	Nancy Smith, GrowSmart Maine .....	24
	e. Local Initiatives	
	Gardiner Main Street, Patrick Wright .....	25
	Gardiner Duct Tape Council, Meg Carlson.....	26
	Our Town Belfast, Breanna Pinkham Bebb .....	28
VII.	Hands-On Field Work .....	30
VIII.	Resources .....	39

# Introduction

On May 7 and 8, 2015, Friends of Midcoast Maine held the third session of The Community Institute (TCI) in Belfast, Maine. The session, entitled “Downtowns and Locally Owned Businesses” was designed to attract people interested in learning more about strengthening downtowns and learning the importance of and strategies to enhance locally owned businesses, including tools for downtown businesses to improve and thrive in a competitive economy. By design, each session of The Community Institute contains three major components: topic specific instruction with notable, skilled, national and Maine faculty members, a leadership component and a hands-on, field work component. TCI #3 was no exception.

# Our Faculty

Downtowns and Locally Owned Businesses faculty members were:

- John Massengale, AIA from John Massengale LLC
- Bettina Doultou from Cellar Door Winery
- Lorain Francis from the Maine Downtown Center
- Robin McIntosh from the Midcoast Leadership Academy
- Nancy Smith from GrowSmart Maine
- Mary Kate Reny from Twin Villages Alliance and Renys Stores
- Jenny Mayher from Lincoln Academy, Newcastle
- Patrick Wright from Gardiner Main Street Program
- Meaghan Carlson from the Gardiner Parks and Recreation Committee and the Gardiner Duct Tape Council
- Breanna Pinkham Bebb from Our Town Belfast
- Jane Lafleur, Executive Director of Friends of Midcoast Maine.

Zoom out (Ctrl+Minus)

### FACULTY



**John Massengale, AIA**, is an international thought leader on the connections between urban design, architecture, placemaking, and walkability. Co-author with Victor Dover, FAICP, of *Street Design: The Secret to Great Cities and Towns*, he has won awards for architecture, urbanism, historic preservation and architectural history. Massengale is a Board member of the Congress for the New Urbanism (CNU), the founding chair of CNU New York, and a former director of the Institute of Classical Architecture & Art. Massengale has taught architecture and urban design studios at the University of the Miami School of Architecture and the University of Notre Dame School of Architecture. With Robert A. M. Stern, he was coauthor of *New York 1900: Metropolitan Architecture and Urbanism 1890-1915* and *The Anglo-American Suburb*.



**Meaghan Carlson** served as volunteer turned independent contractor for City of Gardiner to coordinate a values based community planning initiative, grant-funded by The Orton Family Foundation. Her position required her to be proficient and talented in accounting, outreach, events, volunteer management, community empowerment advocate, coach, spokesperson, liaison, confidant, resolver, reporter, facilitator, observer, cheerleader, strategist, host, bullseye, head cook & dishwasher, magnet, glue and referee. She served as the go-to for folks in Gardiner who were ready to know their neighbors, get active in their community and wanting their voices heard while they reconstructed their Comprehensive Plan and move forward into the future. Meg serves as Chair of the City's Parks and Recreation Committee. She lives in Gardiner with her husband and two children.



**Lorain K. Francis** joined the Maine Development Foundation in 2013 as the Sr. Program Director for the Maine Downtown Center and serves as Maine's State Coordinator to the National Main Street Center. She was a founding member of Rockland Main Street, Inc. A native of Fairport NY, Lorain owned Rainy Day Mercantile, a successful small business on Main Street. She served as President of the Fairport Merchants Association and worked on the team to bring The Fairport Village Partnership main street organization to the community. Lorain is a graduate of Maine's Midcoast Leadership Academy (MLAA), and the Upsilon class of Leadership Maine.



**Jenny Mayher** moved with her family to Maine in 2003, purposefully seeking a small, vibrant community, and finding it in the Damariscotta area. Soon after settling in Maine, she and a friend responded to the threat of a Wal-Mart Super Center locating in Damariscotta by organizing the Our Town campaign to pass size caps on retail stores in several Midcoast towns. Since then Jenny has worked as a children's librarian at Skidompha library, and currently serves as Communications and Community Engagement manager at Lincoln Academy in Newcastle. She holds a BA from Harvard College and an MA from Columbia Teacher's College.



**Robin McIntosh** is the Co-Facilitator, Midcoast Leadership Academy. A graduate of University of Maine, an active community member, and a strong proponent of community driven leadership, Robin has participated in local and regional economic and community development. In NH, she chaired Portsmouth's Citywide Neighborhood Committee, served on the boards of Leadership Seacoast and the Tenants' Association at Peace International Tradeport, and was a Commissioner on Portsmouth's Economic Development Commission. Locally, she co-facilitates the Midcoast Leadership Academy, sits on the Economic Restructuring Committee for Rockland Main St. Inc., Chairs Camden's Community and Economic Development Advisory Committee, serves on Rockland's Economic Development Advisory Committee, the Camden Network Board, and Camden's Comprehensive Planning Committee.



**Mary Kate Reny** received a B.A. in Geography and Environmental Studies from U.C. Santa Barbara, and a Community Planning and Development Masters Degree from the Muskie School in Portland, Maine. Mary Kate chairs the Twin Villages Alliance, is VP of the Retail Association of Maine's Board and is an Advisory Board member of the Maine Downtown Center. Mary Kate works at Renys corporate office in Newcastle, and lives in Bremen, ME with her husband Bob.



**Nancy E. Smith** joined GrowSmart Maine as Executive Director in April 2010. She served four terms in the Maine State House of Representatives while working on her family's diversified livestock farm in Monmouth. She served as House Chair of the Legislative Committee on Business, Research, and Economic Development and as a member of the Committee on Agriculture, Conservation, and Forestry. In addition, Nancy worked as a forester for over twenty years. She is a member of Monmouth's Economic Development Committee and serves on the board of the Rural Community Action Ministry. Nancy is the mother of three native Mainers.



**Patrick Wright** is the Executive Director of the Gardiner Main Street program in Gardiner, Maine. Gardiner Main Street is a nationally accredited "Main Street" program. He is originally from Roanoke, Virginia, but as he says, he "got to Maine as fast as he could". Wright holds a B.A. in Economics from Hampden-Sydney College in Virginia. He spent several formative summers in Maine as a camper and counselor at Camp Agawam in Raymond, Maine. This experience helped to form his love of community and his recognition of the unique quality of place in the State of Maine. After completing coursework at University of Southern Maine's Muskie School for Public Service, Wright held positions in community planning and economic development at the State, Local, and Regional levels prior to moving to the non-profit sector. He lives in Woolwich with his family raising hogs and chickens on a semi-pro basis.



**Jane Bechtel Lafleur** is the Executive Director of Friends of Midcoast Maine (FMM), a regional smart growth, planning and civic engagement organization. The Community Institute is a program of FMM. FMM has worked recently with Rockland and Rockport Maine to develop a shared vision for the 1 1/2 mile commercial strip along Route 1. Jane grew up in Lewiston, Maine and has been a city and regional planner since 1981. She served as Town Planner in Conway, New Hampshire and as City Planner in South Burlington, Vermont, as well as a private planning consultant. Jane is a past board member of Maine Association of Planners (MAP) and the Northern New England Chapter of the American Planning Association (NNECAPA) and has served on planning boards and comprehensive planning committees. Her work has received the MAP Plan of the Year award in Damariscotta and in South Burlington Vermont. Jane has been a speaker at numerous conferences: NNECAPA, APA-national conference, New Partners for Smart Growth, Community Matters, and the MAP Annual Meetings. She has recently published an article in the "Communities and Banking" magazine of the Federal Home Loan Bank of Boston as well as other publications. Jane graduated from the University of Maine and received her master's degree in City and Regional Planning from Harvard University and lives in Camden, Maine.

THE COMMUNITY INSTITUTE  
 Successful Downtowns and Locally Owned Businesses  
 May 7 & 8, 2015  
 Belfast, Maine  
 2

THE COMMUNITY INSTITUTE  
 Successful Downtowns and Locally Owned Businesses  
 May 7 & 8, 2015  
 Belfast, Maine  
 3



*Successful Downtowns and Locally Owned Businesses*  
 Thursday, May 7 at 8:30-4:30 pm  
 The Belfast Boat House, 34 Commercial Street  
 Friday, May 8 at 8:30-12:30 pm  
 Belfast City Hall Council Chambers



**Successful Downtowns and Locally Owned Businesses**

Downtowns and locally owned businesses are the heart and soul of many communities. What is the true value of these? How do we provide for them and adjust to their changing needs while maintaining local character and our strong sense of place? Learn how to strengthen our local economies, grow with pride, and enhance our communities without losing the best of our places. With technical assistance and inspirational expertise from leading National, State, Regional and Local faculty members, you will learn the key components of successful downtowns. The hands-on piece on Friday will provide valuable skills and expertise to take back to your own community, focusing on small business needs and opportunities. The leadership component will introduce new material as well as provide background information to those who choose to attend only one session of The Community Institute.

This session will use the proven FMM educational method of:

- 1) Leadership training focusing on your individual leadership styles and how you can be most effective working with others
- 2) Technical expertise led by national, state, regional and local experts
- 3) A Hands-on component with two consecutive downtown walking tours focusing on streets, places, windows and marketing

For more information and to register, visit [www.communityinstitute.org](http://www.communityinstitute.org). Registration fee (\$125) includes all materials, lunch and coffee breaks.

This session of The Community Institute is conducted in collaboration with Friends of Midcoast Maine, Common National Bank, Maine Association of Planners, GrowSmart Maine, The Maine Downtown Center, Our Town Belfast, The Belfast Creative Coalition, The Belfast Area Chamber of Commerce, The City of Belfast, and the Twin Villages Alliance.

As a special addition, we will have an evening talk by John Massengale, co-author with Victor Dover of "Street Design: The Secret to Great Cities and Towns". John will show captivating slides of streets and downtowns with an accompanying talk about how to design and improve streets to be more walkable and successful.

Free and Open to the Public, the Colonial Theater, Belfast, 7 p.m. Thursday, May 7.



*Successful Downtowns and Locally Owned Businesses*  
 May 7 & 8, 2015  
 Belfast Maine



## Participants

Twenty five registered and attended the session including municipal and state staff people, community planners, downtown business owners, bankers, developers, pedestrian and bicycle advocates, as well as community members, lay-planners, and students, all who are interested in shaping the futures of their own communities. Ages ranged from almost 1 year to over 65! Attendees included men and women who were downtown business owners, bankers, planning board members, city council and select board members, retirees, non-profit organization staff people and directors, community development officials and code enforcement officers and every day, concerned, activists and community members.



Figure 1: Some of the many of the participants



## Location

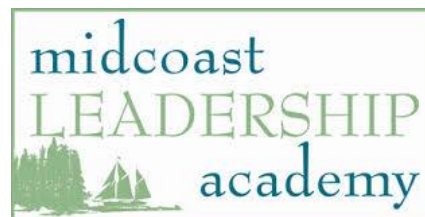
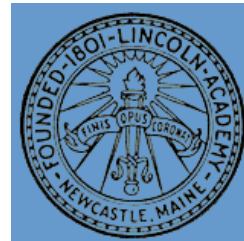
This session was held in downtown Belfast at the Belfast Boathouse, on Commercial Street along the water's edge of Belfast Bay. The hands-on, field work was one block away on the downtown and neighborhood streets of Belfast, using the Belfast City Hall Council Chambers as a meeting space and base for the session. The indoor meeting space was generously donated by the City of Belfast on Friday.



Figure 2: The Belfast Boathouse

## Collaborators and Sponsors

In advance of the session, Executive Director Jane Lafleur worked with many different organizations who are interested in and work in this field, so as to produce the best, most pertinent and useful session for attendees. Sponsors included *Camden National Bank, The City of Belfast and Maine Association of Planners*. Collaborators included: *Friends of Midcoast Maine, Our Town Belfast, The Belfast Creative Coalition, The Colonial Theater, The Gardiner Duct Tape Council, Twin Villages Alliance, The Midcoast Leadership Academy, GrowSmart Maine, and The Maine Main Street Program*.



## Our Process

Each 1 ½ day session of The Community Institute includes three components that are the core of our training. We believe these are the keys to success in our communities.

These are:

- Leadership Training - empowering you!
- Topic Specific Training - state of the art thinking
- Hands-on Field work - practical tools



## Curriculum

The agenda was very full and still included time for sharing, questioning, feedback and opportunities to network and discuss idea with peers and professional staff people.



**The COMMUNITY INSTITUTE™**  
**Session #3: Downtowns & Locally Owned  
Businesses**  
**Thursday, May 7 at 8:30 am - 4:30 pm**  
**&**  
**Friday, May 8 at 8:30 am - 12:30 pm**



### **DAY 1: Thursday, May 7 at the Belfast Boat House**

- 8:30 a.m.      *Registration and coffee*
- 9:00 a.m.      *Welcome and Introductions - Jane Lafleur*  
*Review of day, logistics, participants' expectations and course expectations*
- 9:30 a.m.      *The Leadership Module*
- 10:30 a.m.     *Brief break*
- 10:45 a.m.     *John Massengale: The Secret to Great Cities and Towns*
- 11:45 a.m.     *"Living Locally: Damariscotta and Newcastle Millenials": Mary Kate Reny, Twin Villages Alliance  
& Jenny Mayher, Lincoln Academy*
- 12:30 p.m.     *Working lunch discussion - Tools for individuals and communities:*
- Making Headway in your Community
  - The Maine Downtown Center Program
  - The Midcoast Leadership Academy
- 1:00 p.m.      *Downtown Success: What it Takes: Bettina Doulton, Cellar Door Winery*
- 2:15 p.m.      *Local initiatives*  
*Bre Pinkham Bebb, Our Town Belfast*  
*Patrick Wright, Gardiner Main Street*  
*Meaghan Carlson, Gardiner Duct Tape Council*
- 3:15 p.m.      *Introduction to Field Work: Jane Lafleur, John Massengale, Lorain Francis*
- 4:30 p.m.      *Adjourn*  
*Optional social hour at local pub 4:45 p.m. - 6:30 p.m.*  
*Darby's Restaurant, 155 High Street, Belfast - Cash bar, free munchies*

The Community Institute  
Session #3-Downtowns and Locally Owned Businesses  
Belfast, Maine

**7:00 p.m.**

*John Massengale on “The Secret to Great Cities and Towns”, The Colonial Theater, 163 High Street, Belfast Maine - Free and open to the Public. Donations accepted.*

**Day 2, meet at Belfast City Hall Council Chambers, 8:30 - 12:30 p.m.**

Field Work with John Massengale and Lorain Francis - Coffee and Light grab-and-go breakfast available

*12:30 p.m. Optional debrief over lunch at local restaurant. Order from menu, your responsibility.*

### Conditions

Participants conducted the outdoor field work in the downtown block of Main Street and several side streets. The fifteen+ participants were joined by additional business owners who were interested in the field work specifically and did not attend earlier in the day. Lead by Lorain Francis from the Maine Downtown Center and John Massengale, the participants discussed road widths, parking, travel patterns, access to businesses, doorways and window displays, signs, and building maintenance and materials.



*Figure 3: The Field Work Team*

*The Community Institute, A program of Friends of Midcoast Maine*

*www.communityinstitute.org*

*TCI #3: Downtowns and Locally Owned Businesses*

## Process and Products

The session contained 5 distinct components, described below, in addition to the hands-on field work.

### Lesson 1: Leadership Styles

After introductions and discussion of each person's interest in the session, the group launched into leadership styles and how to recognize your own style, other's styles and how you can more easily work together. This material in this workshop is taken from the Bonner Curriculum from the Bonner Foundation in Princeton New Jersey.

Lead by faculty member Jane Lafleur, each person self- identified as a social style of

- North
- South
- East
- West

Descriptions of each style are below. Each participant was asked to identify which style they believed was their predominant style and then explain how they are best motivated.

The Leadership Compass is a good tool to use to see where our "comfort zone" is in our leadership style. We recognize that we need all the points of the compass to be a leader and even our "comfort zone" is probably between two points. The Leadership Compass is also a good tool to use when determining the success of any project. For each project you are working on, you can ask yourself the following questions:

#### Vision (East)

- What was the vision of what we wanted the project to look like?
- How did we imagine and look at everything that was possible?

#### Process (West)

- How did we do the project?
- What was our plan and how did we come up with it?
- How as the project supervised and evaluated?

#### Relationships (South)

- How did people in the group relate to each other?
- How did individuals identify with the group?
- What did people feel about the project and their participation and contribution?

#### Results (North)

- How well did we complete the project?
- Which success criteria of the project did we meet?



## North

- Assertive, active, decisive
- Likes to be in control of professional relationships and determine course of events
- Quick to act, expresses sense of urgency for others to act now
- Thinks in terms of the bottom line
- Courageous
- Perseveres, not stopped by hearing “no”, probes and presses to get at hidden resistance
- Enjoys challenge of difficult situations and people
- Likes variety, novelty and new projects (bored easily)
- Likes quick pace and fast track
- Comfortable in being in front of a crowd and the first to do something new
- Values action-oriented words and phrases
- Interested in the abstract concepts of a problem or situation
- Act on what is possible to achieve their objectives, ignoring arbitrary rules and conventions
- Can get defensive quickly, argue, or try to out-expert you
- Can lose patience with process, pushes for decisions before its time
- May get autocratic, want things their way and ride roughshod over people



The best ways to work with a “north” are:

- Present your case quickly, clearly, and with enthusiasm and confidence
- Let them know they will be involved – their pay off and their role
- Focus on the “challenge” of the task
- Provide them with plenty of autonomy
- Establish timelines and stick with them
- Give them positive, public recognition
- Use them to complete tasks that require motivation, persuasion, and initiative

## South

- Fun loving, optimistic, charming
- Allows others to feel important in determining direction of what is happening
- Value driven regarding aspects of professional life
- Uses professional relationships to accomplish tasks, interaction is primary
- Supportive, nurturing to colleagues and peers
- Willingness to trust others' statements at face value
- Feeling based, trusts own emotions and intuition
- Intuition regarded as truth
- Team-player, receptive to others' ideas, builds on ideas of others, non-competitive
- Able to focus on the present moment
- Value words: "right" and "fair"
- Unconventional, bold and spontaneous
- Impulsive
- Disregard rules to achieve goals
- Prefer to be free to do as wish
- Resist being bound or confined
- Things that are not fun are a waste of time
- Has trouble saying no to requests
- Internalizes difficulty and assumes blame
- Difficulty confronting, dealing with anger



The best ways to work with a “south” are:

- Remember process, attention to what is happening with the relationship between you
- Justify your decisions around values and ethics
- Appeal your relationship with this person and his or her other relationships
- Listen hard and allow the expression of feelings and intuition in logical arguments
- Be aware that this person may have a hard time saying “NO” and may be easily steamrolled
- Provide plenty of positive reassurance and likeability
- Let the person know you like them and appreciate them

# EAST

- Visionary who sees the big picture
- Very idea oriented, focuses on future thought
- Insight into mission and purpose
- Looks for overarching theme, ideas
- Likes to experiment, explore
- Strong spiritual awareness-attuned to a "higher level"
- Appreciates a lot of information
- Value words: "option" and "possibility"
- Giving, trusting, spiritual, focused on human potential
- Quest for self knowledge and self improvement drives their imagination
- Believe in giving of themselves to help others
- Prefer to focus on what might be rather than what is
- Can lose focus on tasks and not follow through
- May become easily overwhelmed, lose track of time
- Tends to be highly enthusiastic early on, then burn out
- Conflict and confrontation upset them and prefer friendly cooperation



The best ways to work with an "east" are:

- Show appreciation and enthusiasm for ideas
- Listen and be patient during idea generation
- Avoid criticizing or judging ideas
- Allow and support divergent thinking
- Provide a variety of tasks
- Provide help and supervision to support detail and project follow through

## West

- Trustworthy and dependable
- Believe in law and order
- Honor customs and traditions
- Seen as practical, dependable and thorough in task situations
- Meticulous about schedules
- Good with procedures
- Helpful to others by providing planning and resources
- Moves carefully and follows procedures and guidelines
- Uses data analysis and logic to make decisions
- Weighs all sides of an issue, balances
- Introspective, self analytical
- Careful, thoroughly examines peoples' needs in situations
- Works well with existing resources-gets the most out of what has been in the past
- Skilled at finding fatal flaws in an idea or project
- Value word: "objective"
- Can become stubborn or entrenched in position
- Can be indecisive, collect unnecessary data, mired in details
- May appear cold, withdrawn
- Not comfortable with blazing new trails and prefer to work the system



The best ways to work with a “west” are:

- Allow plenty of time for decision-making
- Provide data-objective facts and figures that a West can trust
- Don't be put off by critical “NO” statements
- Minimize the expression of emotion and use logic when possible
- Appeal to tradition, a sense of history, and correct procedures.



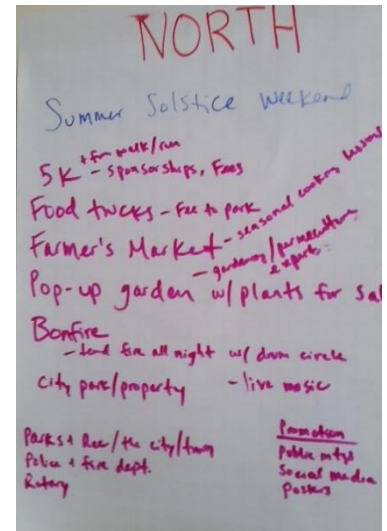
## Exercise

The Community Institute attendees self-identified a direction and divided into groups of either, North, South, East or West, as the primary pull for that person. Each group was asked to develop a Community Event, using the skills of their group. The outcome include various events, with emphases differing, likely an outcome of that predominant leadership style.

### North: Decisive

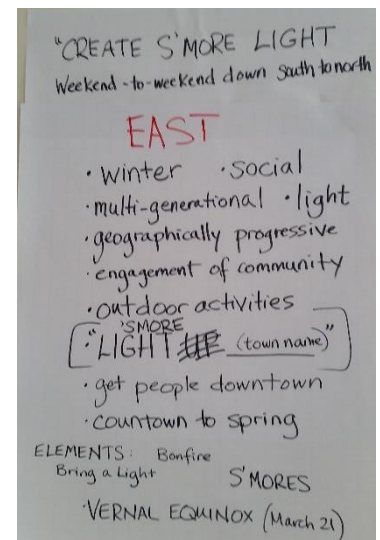
The group with the “North” directional pull developed a Summer Solstice Weekend. They included:

- A 5 K race with sponsorships,
- Food trucks with free parking
- Farmers’ Market with seasonal cooking lessons
- A Pop-Up Garden with plants for sale
- A Bon fire with the fire tended all night and a drum circle
- Held in a city park or city property
- Live music
- Collaboration with parks and rec, the city or town, the police and fire department, rotary club
- Promotion at public meetings, social media, posters



### East - Visionary

East created an event called “Create S’More Light”. This is a winter social that is multi-generational. It is geographically progressive, engages the community, and focuses on getting people downtown, with outdoor activities, and a countdown to spring, being held on the Vernal Equinox. Elements include a bonfire, a bon-fire, and s’mores. It would be called “S’More Light \_\_\_\_ (town name).”



## West: Analytical

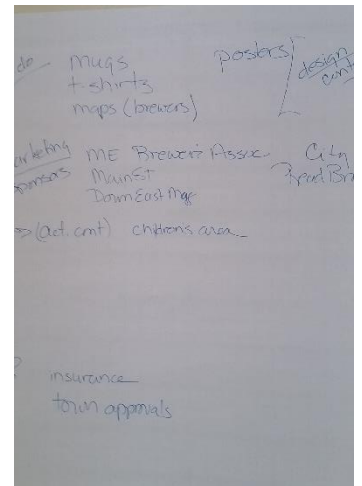
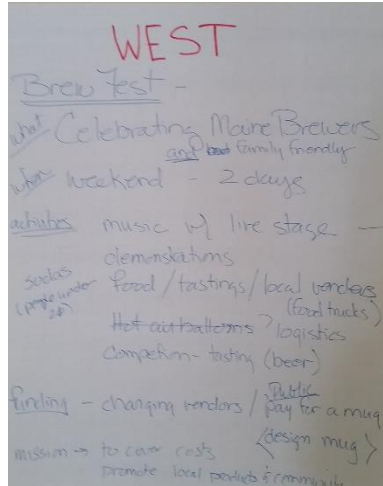
What: Celebrating Maine Brewers -family friendly.

When: On a weekend, a 2 day event

What: Activities include music with a live stage and a childrens' area, demonstrations, food tastings, local vendors, beer tasting competition, charging the vendors, attendees charged for a mug and can design a mug.

The mission is to cover the costs, promote local products and build a community. The event would include mugs, t-shirts, maps of nthe brewer stations, posters would be designed.

Advertising would be done at Downeast Magazine, The brewers Association, and the Main Street Program. Town approvals and insurance would be obtained.

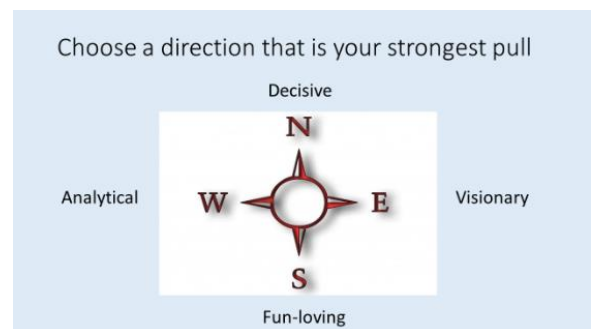


## South – Fun Loving

The South group focused on fun. The event is a multi-generational “Fabulous Outdoor Festival” street party with a kids bounce house, a story telling booth for kids to listen to and record a story from their older family member, ethnic food trucks, a waterslide, a large sand beach with sand trucked in, consuming several blocks downtown, a band stage for karaoke as well as country, rock and reggae bands and a scavenger hunt. Sponsors would be recruited.



Participants recognized that each “direction” brought a separate groups of strengths and interests in order to complete a project. Participants suggested that a future exercise might blend all 4 directions to create a fuller, balanced event, taking advantage of all skills and strengths.



The Community Institute, A program of Friends of Midcoast Maine  
[www.communityinstitute.org](http://www.communityinstitute.org)

TCI #3: Downtowns and Locally Owned Businesses

## Lesson 2: Street Design -The Secret to Great Cities and Towns

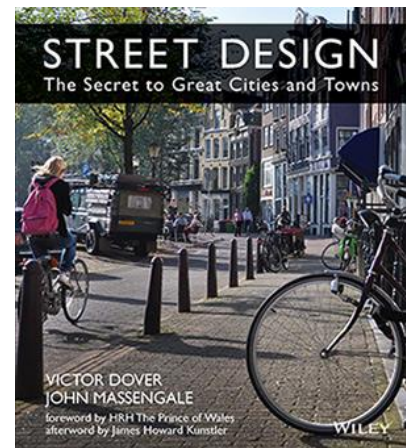
John Massengale, co-author with Victor Dover of “Street Design: The Secret to Great Cities and Towns” highlighted portions of his new book, including Historic Streets, Street Systems and Networks, Retrofitted Streets, and New Streets. His message included the importance of:



- a beautiful tree canopy to soften a street grid, such as what once was in New Haven, CT;
- a variety of street types and street widths combined with short blocks and squares, as in Savannah;
- slightly bending streets to follow the topography in cities and towns with gentle slopes;
- a grid up and down hills, when there are dramatic hills such as in San Francisco;
- shifting the grid to create 3 and 4 block long streets to add variety and richness;
- laying diagonals across a grid to add interest and to highlight important buildings and monuments;
- opening streets to surrounding areas to draw landscapes into the town, such as in Santa Fe and Manhattan.

John emphasized the importance of the urban street tree to define the street, the pedestrian space, to calm traffic, filter sunlight, bring order to the street, visually soften the street scape, and introduce the beauty of nature.

He argued against the functional classification of streets which leads to faster travel speeds, isolated roads and traffic fatalities. He focused on walkability to have spatial enclosure, comfortable places, greater safety, connected places, and interesting and memorable cities and towns. All of the above leads to the place-making potential for a return on investment, and more economically and environmentally successful cities, towns and downtowns.



Massengale also pointed to the advice of Robert Gibbs, retail design expert who knows how to help traditional Main Streets compete with shopping malls and strip shopping centers. Here are the highlights regarding streetscapes and street design, all based on studies that show these produce greater sales per square foot. (Street Design, Dover and Massengale, 2014, page 101)

### Storefront Design

- Retailers want predictability and quality on the street. A form based code or pattern book can give that.
- Storefronts should appear open; at least 60% of the storefront should be glass.
- In a mixed use building, the ground floor should be distinguished from the rest of the building façade.
- The top-to-bottom curtain wall in a tall building causes the upper levels to dominate the building's appearance and minimize the curb appeal of ground floor retail.

### Signs

- Sign bands above the storefronts are essential to hold the pedestrian's view.
- Sign bands make it easier to change storefronts over time.
- Nothing contributes to strong retail sales and an attractive downtown as much as well designed and properly scaled signs.
- A single background color on all signs is bad, because it eliminates the sense of unique stores and goods.
- Rule of thumb for size: One square foot of sign for each linear foot of street frontage.
- Maximum letter height should be eight to ten inches.
- Lighting should be external only. Backlighting solid letters or should be allowed but not internal illumination.
- Some regions have their own sign patterns: New Englanders like painted wooden signs with gold lettering, but these may be inappropriate elsewhere.
- The base of the sign must be at least eight feet above the sidewalk and should extend no more than three feet over the sidewalk.

### Awnings

- Awnings define the storefront and brand.
- Awnings should be made of canvas, cloth, metal or glass.
- Cloth in an awning should be or look like natural fabric and limited to two colors (no plastic).
- Awnings should not have internal illumination.
- Logos and letters should be limited to eight inches tall and should only be on the front flap, not on the slope of the awning.
- Shed type awnings without side panels appeal lighter, which is generally beneficial.
- Awnings should complement the building façade.
- Awnings should not hide architectural elements.
- Awnings should have no more than a 25-degree pitch.





- When every storefront has an awning, the effect is dreary and monotonous.

#### Sidewalks

- Sidewalks provide the first and last impression the shopper sees.
- Sidewalks should be designed with materials and on a scale that harmonize with their location.
- Sidewalks should be wide enough to allow shoppers to pass each other.
- Major urban centers like Michigan Avenue in Chicago call for sidewalk widths of twenty to twenty-five feet.
- Small hamlets or villages need sidewalks at least five to eight feet wide.
- In hot climates, shady sidewalks or the shaded side of the street are the most popular; in cold climates, sunny sidewalks are sought.

#### Street furniture

- Trendy, “cutting edge” furnishings will go out of date; buy medium cost items that will wear well until they are replaced every five to seven years.
- Planters or merchandise along the sidewalks at the street’s edge can distract shoppers away from the stores.

#### Lighting

- Illuminate sidewalks with light from the store windows until 11 p.m.; supplement with street lights where necessary.
- Use color corrected light sources for warmth.





### Lesson 3: Living Locally, Mary Kate Reny and Jenny Mayher

**Mary Kate Reny**, representing Twin Villages Alliance in Damariscotta/ Newcastle, Maine and **Jenny Mayher** of Lincoln Academy High School, in Newcastle Maine, presented their collaborative project focusing on graduates of Lincoln Academy and young thirty-somethings of the millennial generation, who have chosen to move to or return to Maine to live, work, and raise their families. They emphasized the importance of recognizing these young people who are contributing to the richness and fabric of our communities, economically, socially and professionally, and through their contributions to our schools, cities and towns, non-profit organizations and community life.

Their presentation and discussion summarized a dozen or so community members who are working in downtown Damariscotta, share common office spaces or common meeting rooms, want to live and work near downtown, and chose to be here. The economic impact on our communities cannot be ignored. Mary Kate and Jennie led a discussion about how communities can focus on these people, work to build and develop the resources and spaces they are demanding, and cultivate the options requested by these community members, such as small office space, shared meeting spaces, downtown locations close to a lively street life with coffee shops, interesting meeting spaces, walkability and other young people.

Their introduction noted:

*Strong local economies make vibrant and livable communities. It is no secret that Maine's population is getting older, and that we want to keep and recruit more young entrepreneurs to "set up shop" in Maine. Did you know that many Maine communities are benefiting from the national trend of young professionals choosing to live, work and raise a family in the communities of their choice or where they grew up? It's true!*




Figure 4: Jenny Mayher, Lincoln Academy



Figure 5: Mary Kate Reny, Twin Villages Alliance

Mary Kate Reny, Chair of the Twin Villages Alliance, and Jenny Mayher, Communications and Community Engagement Manager at Lincoln Academy, bring interesting examples of how the local economies of Newcastle and Damariscotta are affected by this trend, and how downtown and strong community proponents can support and learn from young Mainers who get the “Local First” philosophy, and are intentionally building their lives around it.




**Jenny Mayher**  
Lincoln Academy  
Communications and Community Engagement Manager

**Mary Kate Reny**  
Chair, Twin Villages Alliance

**LIVING LOCAL:**  
Building a life where place comes first

**TENANTS**


- Wells Fargo
- Tenji Aquatic Designs
- MCEDD
- Gartley & Dorsky
- Twin Villages Alliance
- Deerfield Consulting
- Inter-fluve
- College Nannies & Tutors



**The Professional Building**  
Main Street, Damariscotta

**TENANTS**

- Wells Fargo
- Tenji Aquatic Designs
- MCEDD
- Gartley & Dorsky
- Twin Villages Alliance
- Deerfield Consulting
- Inter-fluve
- College Nannies & Tutors




**The Professional Building**  
Main Street, Damariscotta

**The Professional Building**

- Fiber optic high speed internet
- Access to Conference room included in rent package
- (reserved on shared, electronic Google calendar)
- Negotiable lease terms
- Elevator
- Free offsite parking




- Maine Coast Book Shop & Cafe
- Lincoln Theater
- Francis Perkins Center
- Realtor/Architect
- Skidompha Library



**Density of Wow-Factors on Damariscotta's Main Street**



**Ed Seidel – founder**  
First location - California

Tenji is a collaborative team of scientists, architects, engineers, and artists, that designs and builds aquatic systems and exhibits.



By combining science with art, Tenji projects reveal and celebrate the beauty and mystery of aquatic life.

Ed is the localist of the year! Truth be told, he should have got a founder's fee



**Heather Abello**  
Business Analyst

College Nannies & Tutors is a full-service staffing company, placing nannies & tutors to clients across the country.

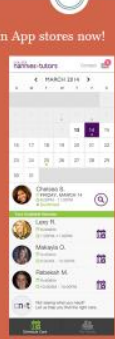

Home office:  
Minnesota



**COLLEGE nannies+tutors**

"I'm able to manage the work/life balance. Damariscotta has an awesome socio-economic mix that works. The quality of life, being part of a smaller community, working in a vibrant, walkable downtown, and living close to nature is why I live here."

In App stores now!

**Brick & Mortar storefront  
Summit, New Jersey**

**Mike Burk - Senior  
Water Resources  
Engineer**

River Restoration  
Engineering Firm

Inter-fluve locations:  
Hood River, OR  
Madison, WI  
Cambridge, MA  
Damariscotta, ME



**inter-fluve**

The curb appeal of downtown and the relationships found there are intrinsic to Inter-fluve's philosophy. Interdisciplinary collaboration drives Inter-fluve's business model. Stability of culture, pace of life, and the integration of energy drew me to Damariscotta.

Name: Ellen Sabina  
Lincoln Academy  
Class of 2005

Job title: Outreach  
Director, Maine  
Farmland Trust  
(Belfast)

Hometown:  
Newcastle

Now lives in:  
Montville




"Growing up in this area and going to local schools got me hooked on that sense of community that comes from living in a small town. That's something I have looked for in every other place I have lived. I wanted to carve out my own niche when I moved back to Maine, but I was looking for that quality I found in the Damariscotta area. Belfast feels similar to me. There are towns that don't feel that way. Those are the towns you drive through. The ones that feel like a community, those are the ones that make you want to stay."

Name: Ross Bradley  
LA Class of 1997

Job title: Founder,  
Owner, and Master  
Electrician, Uprising  
Solar and Electric,  
Inc.

Hometown: Bristol  
Lives in: Bristol



"I always knew I would come back to Maine. I went to New Mexico to study solar systems, and there the solar resource is obviously more predictable. I knew it would not be easy to get into solar in Maine. But I grew up here, and there's a pull to come back here. It's a unique area, and you don't know the true meaning of it till you leave for a while. Maine's got a lot to offer; Maine's got it all, really."

Name: August  
DeLisle

LA Class of 2008

Job title: Founder,  
owner, bartender,  
and chef, Van Lloyd's  
Bistro  
(Damariscotta)

Hometown:  
Nobleboro  
Now lives in:  
Newcastle



"I have thought a lot about what it means to move home. My first instinct was, 'I'm moving back in with a parent,' and we have been taught that this is somehow a defeat. We always think we will move away after college. But in truth, your hometown and your networks are resource that is under appreciated. This town has been very good to me and my family. There is always someone who knows someone who knows someone who wants to help."



**Name:** Brady Hatch  
**LA Class of:** 1999  
**Job title:** farmer, Morning Dew Organic Farm  
**Hometown:** Newcastle  
**Lives in:** Newcastle



"Maine is a great place to farm: we get soil from Living Acres, and seeds from Johnny's Seeds and FEDCO. We have technical support from MOFGA, business support from CEI and the Small Business Development Center of Maine, and financing from the Small Potatoes Fund, where even our loan interest stays local."

**Name:** Peter Drum  
**Lincoln Academy Class of:** 1992  
**Job Title:** Peter W Drum, Attorney at Law  
**Hometown:** Damariscotta  
**Lives in:** Damariscotta



"I moved back here because I love the town, the people, and the community, and I feel I can make a real difference. Among other projects, I am trying to help small businesses resolve complicated legal issues so they can stay here, and not have to move to bigger markets like Portland or Boston."

**Name:** Nat Bryant  
**Lincoln Academy Class of:** 1993  
**Job title:** Boatbuilder, Riverside Boat Company  
**Hometown:** Newcastle  
**Lives in:** Newcastle



"You have to get out for a while to appreciate what you have here. This is a great community, with good schools, and a beautiful landscape, which makes it a great place to live... we are settled here. This is home."

**Name:** Christa Thorpe  
**LA Class Year:** 2006  
**Job title:** Teacher of ESOL (English for Speakers of Other Languages) at Lincoln Academy.  
**Hometown:** Newcastle  
**Lives in:** Bremen



My ancestral roots are here and I experience a deeper sense of belonging here than anywhere else, despite my love for travel. Taking this job at Lincoln followed my decision not to accept an offer to a PhD program in NYC, and when I explained my decision to stay in Maine his response stuck with me: he affirmed the importance of having a sense of place and admitted that to be successful in higher education, you really can't choose your location. That's when I realized that "choosing my location" was exactly what I wanted to do, even if it came with some professional sacrifices. I haven't regretted that decision.

## Lesson 4: Downtown Success-What it Takes, Bettina Doulton

**Bettina Doulton** is the owner of The Cellar Door Winery. She, and her Merchandizing staff member Janice Stein, addressed the Community Institute participants, sharing Bettina's philosophy of customer service and her message about running a business well. Her message included:

- I don't call myself successful. I believe that I should always work to improve my business and my service to my customers. My goal is to always exceed my customers' expectations.
- Our goal is to provide experiences the customer wants and remembers.
- I expect excellence from my staff and my products.
- We want to be that "purple cow" in the field, the one that people remember, and are willing to stop for.



## Lesson 5: Local Resources

**Lorain Francis**, Director of the Main Street Program, discussed the Main Street Program and its origin, history and principles.

The National Main Street Center is a national organization committed to historic preservation-based community revitalization. Through education, outreach, hands-on training, online resources, facilitating connections and conferences, they inspire and enable leaders across the country to build strong communities. For the past 34 years, the National Main Street Center has equipped more than 2,000 communities with an organizing framework to preserve and revitalize their traditional downtowns and commercial districts.

By using the Main Street Four Point Approach<sup>®</sup>, the affiliated Main Street organizations that make up the Main Street Network have rehabbed more than 251,000 buildings, produced \$61.7 billion in investment, and created 528,557 jobs. Building on this successful foundation, the National Main Street Center is committed to expanding the impact of the Main Street program by providing a new generation of research and resources to existing Main Street programs and extending its each to other commercial districts that are not yet part of the Main Street Network.

The Maine Downtown Center's core program is Main Street. Currently, 10 communities have achieved and maintained Main Street Maine designation: Augusta, Bath, Belfast, Biddeford, Brunswick, Gardiner, Rockland, Saco, Skowhegan, and Waterville. As a unique economic development tool, the Main Street Four-Point Approach<sup>®</sup> is the foundation for local initiatives to revitalize their districts by leveraging local assets—from cultural or architectural heritage to local enterprises and community pride.

The four points of the Main Street approach work together to build a sustainable and complete community revitalization effort.

**Organization** involves getting everyone working toward the same goal and assembling the appropriate human and financial resources to implement a Main Street revitalization program. A governing board and standing committees make up the fundamental organizational structure of the volunteer-driven program. Volunteers are coordinated and supported by a paid program director as well. This structure not only divides the workload and clearly delineates responsibilities, but also builds consensus and cooperation among the various stakeholders.

**Promotion** sells a positive image of the commercial district and encourages consumers and investors to live, work, shop, play and invest in the Main Street district. By marketing a district's unique characteristics to residents, investors, business owners, and visitors, an effective promotional strategy forges a positive image through advertising, retail promotional activity, special events, and marketing campaigns carried out by local volunteers. These activities

improve consumer and investor confidence in the district and encourage commercial activity and investment in the area.

**Design** means getting Main Street into top physical shape. Capitalizing on its best assets — such as historic buildings and pedestrian-oriented streets — is just part of the story. An inviting atmosphere, created through attractive window displays, parking areas, building improvements, street furniture, signs, sidewalks, street lights, and landscaping, conveys a positive visual message about the commercial district and what it has to offer. Design activities also include instilling good maintenance practices in the commercial district, enhancing the physical appearance of the commercial district by rehabilitating historic buildings, encouraging appropriate new construction, developing sensitive design management systems, and long-term planning.

**Economic Restructuring** strengthens a community's existing economic assets while expanding and diversifying its economic base. The Main Street program helps sharpen the competitiveness of existing business owners and recruits compatible new businesses and new economic uses to build a commercial district that responds to today's consumers' needs. Converting unused or underused commercial space into economically productive property also helps boost the profitability of the district.

Coincidentally, the four points of the Main Street approach correspond with the four forces of real estate value, which are social, political, physical, and economic. For more information visit [http://www.mdf.org/mdc\\_overview.php](http://www.mdf.org/mdc_overview.php)

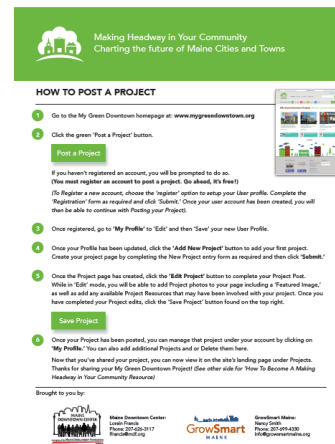
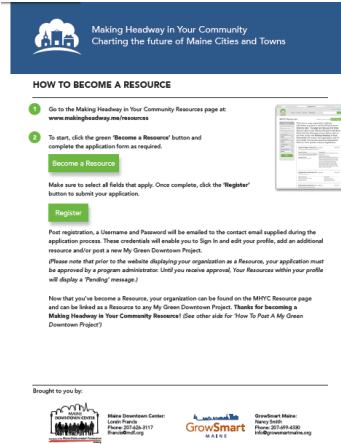
**Robin McIntosh**, co director of the Midcoast Leadership Academy reviewed this resource. The mission of MLA is “To positively impact the economic and cultural quality of life in Midcoast Maine by enhancing the professional and personal development of existing and emerging community leaders.” Midcoast Leadership Academy brings together emerging and established leaders, sharpening current skills, developing new ones, broadening understanding of pertinent community issues, building networks, and forming the relationships necessary to sustain a strong Midcoast community leadership base.

Modeled after successful community leadership programs held throughout the country, MLA was created to further develop the skills of existing and emerging leaders, expanding their capacity to positively guide the future of our Midcoast communities.

Each program year, a select group of individuals is thoughtfully chosen from Knox and Waldo Counties through an application process which aims to provide diversity of thought, knowledge, and experience within the class. The inaugural program class graduated in 2007, and MLA is proud to be building a strong tradition, positively impacting the economic and cultural quality of life in Midcoast Maine. Session topics include The Justice System, Local Government, Health and Human Services, State Government, Education, Lumber and Lobster, Arts, Culture and the Creative Economy, Personal Skill Development and Our Unique Community. For more information, visit [www.midcoastleadershipacademy.org](http://www.midcoastleadershipacademy.org)



**Nancy Smith, GrowSmart Maine** described the on-line tool connecting resources and success stories from around Maine. A collaborative project between GrowSmart Maine and the Maine Downtown Center, this tool hosts information entered by developers, non-profit organizations and groups that provide technical assistance to make our communities stronger.



Visit <http://www.mygreendowntown.org/resources> for more information.

Nancy also described “Making Headway in Your Community” and the opportunity this tool presents to open new conversations about issues and opportunities. What do you love about your hometown; an easy commute to work, safe neighborhoods, nearby hiking trails and restaurants? What do you wish you could improve; a livelier downtown, thriving farms, efficient transportation and more small businesses on Main Street?

Where do you begin when you want to make a difference? Who could you work with? How does it all flow together? GrowSmart Maine is designing an easier way. This isn't about planning. This is about grabbing a project and getting it done. This is about following through and connecting with other efforts in your town and across the state. To build upon one success after another you must make it a collective effort of everyone who cares about your town.

It's about making a difference in your own community by defining what you want to do, who else wants to do it, and who has the expertise and ideas to help you get there. Making Headway in Your Community presents a way to work through these conversations and connects you with the best available resources to help get you started and assist you through the process. We even give you a place to share your successes! Visit <http://growsmartmaine.org/mhyc> for more information.

## Lesson 6: Local Initiatives

### Gardiner

**Patrick Wright**, Director of Gardiner Main Street, reviewed the work of his program, as an example of how communities can strengthen their downtowns. He noted Community Development IS economic development, and that community transformation comes about by finding the most common values rather than the least common denominator.



Figure 6: Patrick Wright, Gardiner Main Street



Patrick Wright and Meg Carlson  
Gardinermainstreet.org - 582-3100  
director@gardinermainstreet.org



Patrick Wright and Meg Carlson  
Gardinermainstreet.org - 582-3100  
director@gardinermainstreet.org



Patrick Wright and Meg Carlson  
Gardinermainstreet.org - 582-3100  
director@gardinermainstreet.org



Patrick Wright and Meg Carlson  
Gardinermainstreet.org - 582-3100  
director@gardinermainstreet.org



The Community Institute, A program of Friends of Midcoast Maine

[www.communityinstitute.org](http://www.communityinstitute.org)

TCI #3: Downtowns and Locally Owned Businesses

## Gardiner Duct Tape Council

**Meg Carlson**, the former Gardiner Heart & Soul project director and current chairman of the Parks and Recreation Committee, presented the origin and purposes of the Gardiner Duct Tape Council.

### Overall Goals:

- To foster greater communication, understanding and trust among the active groups and institutions in the community -- including the schools, the city, and cultural and civic organizations;
- To strengthen collaboration between and among the existing organizations in order to maximize effective use of our collective human resources to make Gardiner the best possible place to live, work, and learn;
- To maintain momentum from the Heart & Soul process and ensure success in implementing the community's action plan and the related portions of the comprehensive plan;
- To ensure that the City Council and community groups incorporate the values and principles articulated as a result of the Heart & Soul of Gardiner project into their day-to-day work;
- To provide a forum for discussion, vetting and development of new ideas for community projects; and
- To identify opportunities for, and support collaboration among, community organizations and institutions to maximize the impact of their efforts to benefit the community – such as joint efforts to market and promote community events, seek grant funding, and host skill building workshops to build capacity and encourage new leadership.



Figure 7: Meg Carlson, Gardiner

### Specific projects:

- Develop and maintain a community calendar of events sponsored by all participating organizations;
- Coordinate the “Welcome to Gardiner” project to provide information and connections to newcomers to the community; and
- Host an annual event to recognize volunteers, celebrate achievements, and recruit new volunteers.

### Make-up of the council:

- All active community organizations and institutions are invited to participate and to select a non-staff (if possible) member of their organization to serve as a representative to this group.
- Two individuals, working as a team, will serve as coordinators of the group.

Responsibilities of individual members of the Council:

- To attend a quarterly meeting of the Duct Tape Council.
- To come to meetings well informed about the organization they represent;
- To share the results of meetings (including information they glean about other organizations) with their own organization;
- To adhere to community charter (adopted at the January summit) and to serve the community as a whole through their participation; and
- On a rotating basis, to attend Gardiner city council meetings with relevant agenda items.



*Figure 8: The Gardiner Duct Tape Council*



## Our Town Belfast

**Breanna Pinkham Bebb** presented the activities of Our Town Belfast, the Main Street program in Belfast Maine.

She highlighted the events that they hold including block parties, higher end fund-raising dinners on the pedestrian bridge and other events to strengthen downtown businesses and community life.

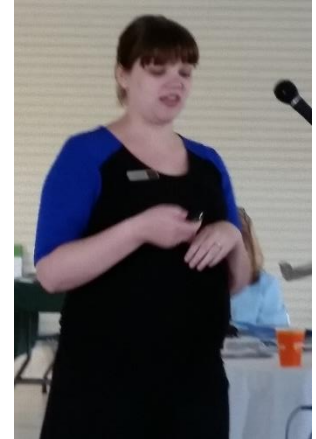


Figure 9: Breanna Pinkham Bebb



## PROMOTIONS

- Generating a buzz about downtown
  - Marketing projects
  - Putting on events
  - Partnering with other local promotional efforts

"WE LOVE THIS PLACE!"



## Everybody loves a Party!

- Create a positive, memorable experience downtown



## What kind of Events?

- As with all things Main Street, you want to build on your authentic assets, your local culture



## Downtown Design in Belfast

- Sidewalk plantings
- Artist-made bench program
- Seasonal decorations
- Park enhancements
- Signage



## Starting with Sidewalks

- Low cost and high impact!



## Mission-Minded Fundraising

- In keeping with the spirit of our program and community
- Auction and new Dinner Series



## Auction & Gala

- Only-in-Belfast experiences
- Great food and drink, low cost at door



## Questions / Discussion





## Lesson 7: The Hands-On Field Work



Under the leadership of Lorain Francis and John Massengale, 16+ attendees returned on Friday morning to walk the streets of downtown Belfast with community leaders, Our Town Belfast and business owners. Several businesses and community members requested comments from the group, including reflections about window displays, doorways, street design, parking, alley ways, way-finding and more.

In preparation, Lorain Francis of the Maine Downtown Center made the following comments:

- Windows:
  - Keep them clear of posters and other clutter.
  - Angle displays with the sun so people can see what is on display
  - Consider a color or a theme
  - Change displays often
  - Display something for everyone, at several price levels to attract many
  - Flower boxes can enhance a window display.
  - Remember shoppers are looking for an experience. What happens when they walk in the door? Are they entertained?
  - What not to say - “What can I help you with” the minute they walk in the door. If people are just looking, let them look. Don’t follow them around the store. Don’t talk the whole time and don’t complain about things the whole time.
- Doorways
  - Use your porch to bring people in. What can you display on a porch such as lit Christmas trees, etc.
  - Make the shop inviting and clean, including the glass windows.
  - Consider using the seasons to guide your displays.
  - Does a sign with “No restrooms-Customers Only” make you want to come inside?
  - Sweep or shovel and maintain the front of your business in all seasons, including winter.
  - Keep the door open. Some shops do this for all seasons, even in winter.
  - Keep doors free of signs and posters.
  - Can you display some of your goods out front, so shoppers know what you have inside?

*The Community Institute, A program of Friends of Midcoast Maine*

*[www.communityinstitute.org](http://www.communityinstitute.org)*

*TCI #3: Downtowns and Locally Owned Businesses*

Field work comments from the faculty and the attendees about doorways included the importance of showcasing beautiful architectural elements, while also making it clear and obvious what the business is, without blocking a view into the business.



Awnings were also discussed including the value of open ended awnings in good repair, with a name on the outer flap only. The angle of the awning and the design are important features to awnings that add to the street life.





Attractive window displays and well maintained buildings contribute to a good downtown experience.



Figure 10: Massengale admires the display featuring his book and others on streets and downtowns







Figure 11: The beauty, historic fabric, safe streets, and business variety all contribute to a successful downtown

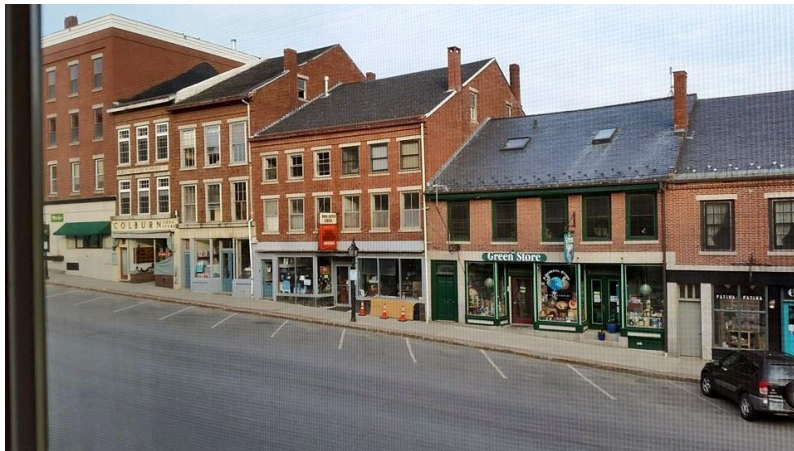






Belfast is a great city, with historic urban fabric. It is a great place to be. My first impression of Belfast was “What a great city”. *John Massengale*









*Figure 12: Interesting businesses, a variety of architectural styles and the slope of the street, all add to the success of Belfast.*



Figure 13: Massengale noted the importance of being able to see to the back of the store, as shown above, to enhance the shoppers' experience and enhance sales.



Figure 14: An intersection, without traffic control devices, slows traffic and improves the pedestrian experience.





*Figure 15: The surprise of a hidden courtyard creates an appealing and memorable pedestrian experience.*

## RESOURCES:

Friends of Midcoast Maine: [www.friendsmidcoast.org](http://www.friendsmidcoast.org)

The Community Institute: [www.communityinstitute.org](http://www.communityinstitute.org)

CellarDoor Winery, Lincolnville, Maine. [www.mainewine.com](http://www.mainewine.com)

Gardiner Main Street Program - [www.gardinermainstreet.org/](http://www.gardinermainstreet.org/)

Gardiner Duct Tape Council: Community Action Plan.

<http://origin.library.constantcontact.com/download/get/file/1101505960844-304/Action+Plan+FI>

GrowSmart Maine: [www.growsmartmaine.org](http://www.growsmartmaine.org)

Making Headway in Your Community [growsmartmaine.org/wheretostart](http://growsmartmaine.org/wheretostart)

Maine Downtown Center: [www.mdf.org/mdc\\_overview.php](http://www.mdf.org/mdc_overview.php)

Midcoast Leadership Academy: [www.MidcoastLeadershipAcademy.org](http://www.MidcoastLeadershipAcademy.org)

Our Town Belfast: [www.ourtownbelfast.org](http://www.ourtownbelfast.org)

“Streets-The Secret to Great Cities and Towns”, Massengale and Dover: <http://streets-book.com/massengale/>

Twin Villages Alliance: <https://www.facebook.com/twinvillagesdowntownalliance>

Lincoln Academy: [www.lincolnacademy.org](http://www.lincolnacademy.org)

*All food and refreshments for The Community Institute were procured at locally owned businesses including The Belfast Co-op, Rollies, Delvinos and Darbys. Thank you for the excellent service and delicious food.*

*Keynote faculty members stayed at the Belfast Bay Inn.*

\*\*\*\*\*



For more information:

Friends of Midcoast Maine

5 Free Street

Camden, Maine 04843

(207) 236-1077

[www.friendsmidcoast.org](http://www.friendsmidcoast.org)

[www.communityinstitute.org](http://www.communityinstitute.org)

[info@friendsmidcoast.org](mailto:info@friendsmidcoast.org)



Building strong places, communities and leaders

