



# THE COMMUNITY INSTITUTE

---

Building strong places, communities and leaders

FINAL REPORT

Session #6

Maine's Millennials –  
The Entrepreneurial Generation

Friday, April 8, 2016

Brunswick, Maine

**The Community Institute**

*A Program of Friends of Midcoast Maine*



## Introduction

On Friday, April 8, 2016, over sixty five (65) people attended Session #6 of The Community Institute, a program of Friends of Midcoast Maine. “Maine’s Millennials-The Entrepreneurial Generation” was held at The Brunswick Hotel and Tavern in Brunswick, Maine. Attendees represented thirty two (32) different communities from Maine and other New England states.

***The purpose of this session was to learn from community members who have worked successfully to attract millennials to their communities, to hear from millennials who have located in or relocated to Maine and learn what brought them here and what keeps them here, and to educate community decision makers on new ideas to attract, connect and retain future generations of Mainer’s for the long term economic, political and social health of Maine.***

In keeping with the successful format of The Community Institute, the session featured national guest faculty members as well as state and local faculty practitioners, thought leaders and experts in the subject matter. The overall mission of The Community Institute is to “build strong places, people and leaders” in Maine.

## Agenda

The agenda transitioned from policy to practice, beginning with Dr Richard Fry from the Pew Research Center in Washington DC. His talk was followed by a panel of millennials including Matt McLaughlin, Kelly Dorsey and Luke Lanigan discussing their careers and life choices. This was followed panelists who spoke about office and work space arrangements in Damariscotta, Brunswick and Portland including Mary Kate Reny, Kristine Schuman and Liz Trice respectively. A post lunch walk-about was led by the Town of Brunswick staff Linda Smith, the Brunswick Downtown Association director Debora King and Mike Lyne, developer of the Amtrak station development, all focusing on the assets in Brunswick and the artisan manufacturing sector. The afternoon sessions included Community Design with Mitchell Rasor, Jane Lafleur and Bre Pinkham Bebb. The session concluded with Cards Against Urbanity designer Sarah Lewis from GreaterPlaces who discussed her crowd funded card game which has since grown into a planning teaching tool for communities wishing to engage folks with tough discussions around urban, suburban and rural issues.

8:30 a.m. **Registration and Coffee, Meet with the Vendors**

9:00 a.m. **Welcome** - Jane Lafleur, Executive Director of FMM

9:15 a.m. **Millennials: The New Face of America** – Dr. Richard Fry, Pew Research, Washington, DC

10:15 a.m. **Brief Break**

10:30 a.m. **Attracting and Retaining Young Entrepreneurs**

Kelly Dorsey, Midcoast Edge; Luke Lanigan, Synergize Sanford; Matt McLaughlin, FUSION: Bangor

11:30 a.m. **The Local Entrepreneurial Economy - Office Space Arrangements and Changing Main Streets**

Mary Kate Reny, Twin Villages Alliance; Kristine Schuman, TechPlace; Liz Trice, PelotonLabs

12:30 p.m. **Lunch** with table discussions and networking: transportation, housing, recreation, arts and culture, technology and connectivity, employment and jobs, and the sharing economy

1:15 p.m. **Field Work: The Artisan Manufacturing Walk-about -A community for all ages**

Linda Smith, Town of Brunswick; Mike Lyne, Developers Collaborative; Debora King, Brunswick Downtown Association

2:15 p.m. **Recap from field work:** What did you see and how will you apply it?

Gelato tastings provided by GELATO FIASCO/Vendor meet and greet

2:30 p.m. **Designing for Livable and Workable Communities**

- Social Streets through Community Design, Mitchell Rasor, MRLD Landscape Architecture
- Building Healthy Places, Jane Lafleur, Friends of Midcoast Maine
- Integrating the Arts and Culture, Bre Pinkham Bebb, Our Town Belfast

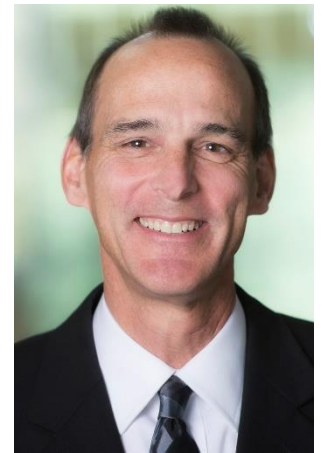
3:30 p.m. **Engaging Millennials:** Cards Against Urbanity, Sarah Lewis, GreaterPlaces

4:15 p.m. **Wrap Up, Recap and Game Introduction**

**\*\* Networking Social hour at Brunswick Hotel and Tavern, 4:30 p.m. - 6:00 p.m. Lunch sponsored by Live and Work in Maine**

# Faculty

**Dr. Richard Fry** is a senior researcher at Pew Research Center. He is an expert on school and college enrollment in the United States, as well as the returns to education in the labor market and marriage market, and its connection to household economic well-being such as net worth. Fry's analyses are largely empirical, as he has extensive expertise analyzing U.S. Census Bureau and other federal data collections. Before joining Pew Research Center in 2002, he was a senior economist at the Educational Testing Service. Dr. Fry received his doctorate in economics from the University of Michigan. Dr. Fry regularly documents U.S. educational and enrollment milestones, the economic well-being of the nation's young adults, the role of student debt in financing college education, and the changing relationship between education and marriage and cohabitation.



**Breanna Pinkham Bebb, Executive Director of Our Town Belfast.** Originally from a bit further up the coast, Breanna now lives in downtown Belfast, a short walk away from the Our Town Belfast office. A graduate of the University of Maine at Machias, with a degree in interdisciplinary fine arts, Breanna worked her way through college as assistant to the director at an arts nonprofit, Schoodic Arts for All. She has performed as a musician and vocalist in community and college ensembles throughout the state. Breanna is thrilled to be an integral part of the Our Town Belfast effort to boost business and celebrate community in her own downtown. She has served as a board member with the Belfast Area Chamber of Commerce, as an executive committee member with the Belfast Creative Coalition, and on the City of Belfast's Downtown Revitalization and Brownfields Clean Up committees. Currently, Breanna is a member of the Maine Downtown Center's Advisory Council, aiding in statewide downtown revitalization efforts for the Main Street Maine and Downtown Network communities. She is a graduate of the Phi class of Leadership Maine (2014) and has been the executive director of Our Town Belfast since July of 2012.



**Kelly Dorsey, Midcoast Edge and VP, Treasury Services Officer, Androscoggin Bank and Co-Owner of Mast Landing Brewing Company.** Kelly grew up in Brunswick and graduated from the University of Maine at Orono in 2008. Since graduating, she and her husband, Ian, lived in Ohio and New Hampshire but came back to Maine in 2012 when a job opportunity with Androscoggin Bank came up. Kelly and Ian had always talked about moving closer to their families in Brunswick, Harpswell, and Freeport and are very happy that they did. It would have been impossible for them to start their own small business and further advance their respective careers without the local family and friends support network they have here.



Kelly has been an active member of the Southern Midcoast Maine Chamber and Midcoast Edge for over three years. This will be her second year on the Board of Midcoast Edge, currently serving as Vice-Chair. Kelly has also been a member of the Cathance River Education Alliance's finance committee for three years and is a former member of the Board for Junior Achievement of Midcoast Maine.

**Luke Lanigan, Synergize Sanford and Owner, Event Lighting Concepts, Sanford City Councilor**

The major draws to Maine for Luke and his family were the affordable housing, people, and the opportunity for growth. Maine appeared to Luke to be an emerging state in our union. As high speed data creates virtual highways he never felt the need to be connected to an actual highway i.e. Big City. Having access to all the possible recreational needs our family would want to partake in is a priceless commodity.

Luke owns a total of four businesses here in Maine. They are all connected to the entertainment industry either through development of new products or their design/service entities. These businesses are harnessing the creative market as well as the tourism market that exists here in Maine, making it an amazing destination for weddings to corporate events. Luke currently serves as President of Synergize Sanford, Board Member of the local Chamber of Commerce, Board member for our local youth sports programming, and is serving his first term as a City Councilor for the City of Sanford.



**Sarah Lewis, Greater Places and Cards Against Urbanity.** Sarah was born in Great Britain and moved to the U.S. during high school. She received a Bachelor of Architecture degree from the University of Tennessee, moved to Washington DC in 1988 to practice architecture, and then realized her true passion was urban design. She was President of the Washington DC Chapter of the CNU since its inception in 2002 through 2012 and is also a National Board Member. She has taught architectural design studios at the University of Maryland and frequently teaches Management and Facilitation for the National Charrette Institute.



Sarah has been working with GreaterPlaces since 2013 and the Cards Against Urbanity project. Her traditional professional expertise includes the design of projects with open public involvement, design guidelines and form-based coding, and facilitation of the physical implementation of those projects. She has worked with jurisdictions across the country developing urban design master plans for mixed-use developments. These new developments, plus infill and redevelopment plans for existing communities, have ranged in scale from walkable historic neighborhoods to entire downtown areas encompassing hundreds of acres.

Three notable projects under her design and management guidance have won *Congress for New Urbanism Charter Awards*: the College Town Study for Lexington Kentucky (2006), the infill/redevelopment plan with architectural and urban design guidelines for the historic Beall's Hill neighborhood in Macon Georgia (2005), and the Concept Plan for Rebuilding Long Beach Mississippi (2007).

**Matt McLaughlin, FUSION: Bangor and Director of Public Relations, Marketing and Business & Industry, EMCC**

Matt McLaughlin was born and raised in the Bangor region and graduated from the University of Maine in Orono. He was determined to leave the State, but a good job offer kept him here. What continued to keep Matt in Maine was the ease of getting involved, building relationships, advancing professionally, and of course, the people.

Matt is a native of Brewer and graduated from the University of Maine in 2011 with a BA in Communication. He is the Director of Public Relations and Business & Industry for Eastern Maine Community College. Prior to EMCC, Matt worked for the Bangor Region Chamber of Commerce. He is a board member and Past Chair of FUSION: Bangor, and also serves on the Board of Directors for the Bangor Area Homeless Shelter, Bangor Area Junior Achievement, as well as the Steering Committee for Realize Maine.





**Mitchell Rasor, MLRD Landscape Architecture + Urbanism.** Mitchell is the Principal of MRLD Landscape Architecture + Urbanism based in Yarmouth. He has over 20 years of experience designing places, with a particular focus on integrating economics, land use policy, mobility options, and the built environment. Mitchell's current and recent projects of note include: The Auburn Village Center Downtown Study, The Portland Bayside Transportation Master Plan, the Rockland Winter Street Shared Space Redesign, and the Biddeford Square Shared Street Space Design. MRLD won the Maine Association of Planner's 2014 Plan of the Year for the North Windham 21st Century Downtown Plan.



**Mary Kate Reny, Twin Villages Alliance.** 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, is an Advisory Board member of the Maine Downtown Center and serves on the Topsham Development Inc. board. Mary Kate lives in Bremen with her husband Bob.



**Kristine Schuman, TechPlace.** Kristine has worked with both large and small Maine businesses to help connect them to the resources they need to become successful. Her expertise lies in site location, access to capital, marketing, start-up planning and growth strategies, workforce development, complying with state regulations, utilizing state programs, and working with local and regional partners.



Ms. Schuman is the Business Development Manager and TechPlace Director for the Midcoast Regional Redevelopment Authority. In this role, Kristine has created TechPlace, a manufacturing business incubator, where she works with start-up and early stage companies and supports them in their desire to grow. Ms. Schuman provides TechPlace businesses with access to in-house business resources by coordinating workshops, seminars, courses, and networking events on topics relevant to business growth and development.

As the Director of the BRAC Transition Center from 2008 to 2011, Ms. Schuman oversaw the retraining efforts of over 700 civilian workers upon closure of the Naval Air Station Brunswick. This position involved the promotion, publicity, and community outreach strategy for implementing Bath/Brunswick's portion of \$20 million in workforce retraining dollars. During this time, Ms. Schuman was a guest speaker and presenter at national forums for the US Department of Labor and the Office of Economic Adjustment on building successful partnerships and leveraging community funds. Ms. Schuman holds a BS in Mathematics with a minor in Management from the State University of New York's College at Cortland.

**Liz Trice, PelotonLabs.** Liz is the founder and owner of PelotonLabs, a coworking space for independent professionals and entrepreneurs in Portland, Maine. Peloton provides an innovative combination of space, peer relationships and resources to help independent professional grow, connect, and contribute.



Her past work has included creating partnerships in the areas of public health, community & economic development, and transportation, designing shared space into residential real estate developments, and founding civic enterprises that utilize social networks. Most recently, she was the Portland Innovation HUB Manager for Blackstone Accelerates Growth. In this position she helped organize Maine Startup & Create Week, help tell the stories of entrepreneurs in Maine through writing and events, and connect the people, organizations and events to grow the strength of our entrepreneurial ecosystem. She has led three Startup Weekends, which are intensive weekend events that invite a diversity of people to pitch ideas, form teams and work to develop business ideas.

**Jane Bechtel Lafleur** is the Executive Director of Friends of Midcoast Maine (FMM), a regional smart growth, planning and civic engagement organization. She developed The Community Institute, a program of Friends of Midcoast Maine, and has been named a program champion and coach for the Orton Family Foundation Heart & Soul planning program.

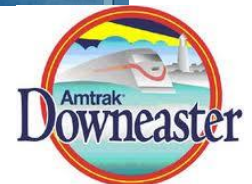


Jane grew up in Lewiston, Maine and has been a city and regional planner since 1981. She served as Town Planner in Conway, New Hampshire and as City Planner in South Burlington, Vermont, as well as a private planning consultant. Jane is a past board member of Maine Association of Planners (MAP) and the Northern New England Chapter of the American Planning Association (NNECAPA) and GrowSmart Maine and has served on local planning boards and comprehensive planning committees. Her work has received the MAP Plan of the year award in Damariscotta and in South Burlington Vermont and she was recently named The Professional Planner of the Year by both the Maine Association of Planners and the Northern New England Chapter of APA.

Jane is a sought after lecturer and trainer on planning topics at the local level as well as at national and state conferences including NNECAPA, APA, New Partners for Smart Growth, Community Matters, and 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.

## Sponsors

This session of The Community Institute was generously sponsored by our donors and these fine businesses and organizations:



## Special Thanks

Friends of Midcoast Maine and The Community Institute give special thanks to Muna Adan and Brandy Mills from Global Shapers of Portland who offered their assistance throughout the day including taking notes and photographs so that this final report could be developed.

# Welcome

Jane Lafleur welcomed the participants and outlined the day and thanked all the sponsors, collaborators, exhibitors and private donors who have contributed to this session of The Community Institute. She summarized the work of Friends of Midcoast Maine and highlighted the three programs: The Community Institute, The Community Ambassadors, and The Community Technical Assistance Program.

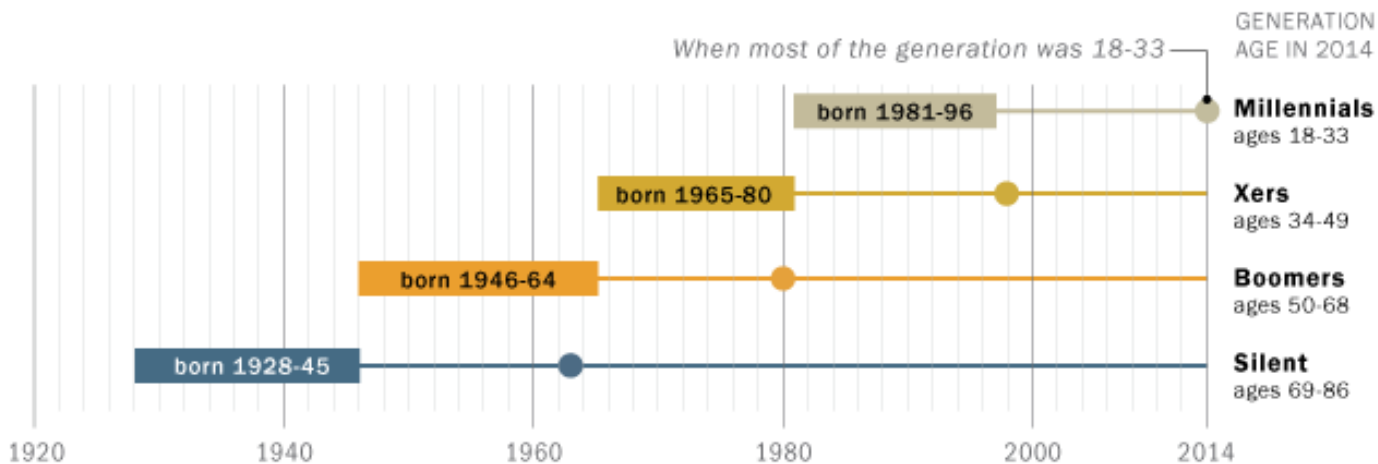


## Dr Richard Fry, Pew Research Center

Dr Fry presented a series of slides comparing the national profiles of the millennial generation to older generations of generation x, baby boomers and the silent generation. He noted he was using historical data and comparing millennials today to the other generations when they were the same ages.

### Generations Defined

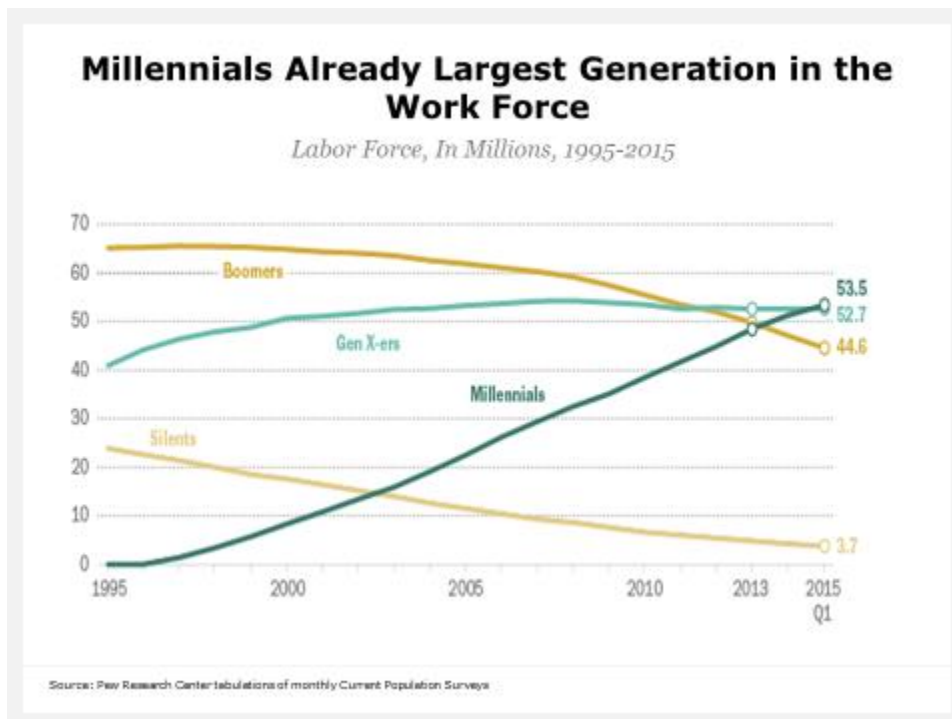
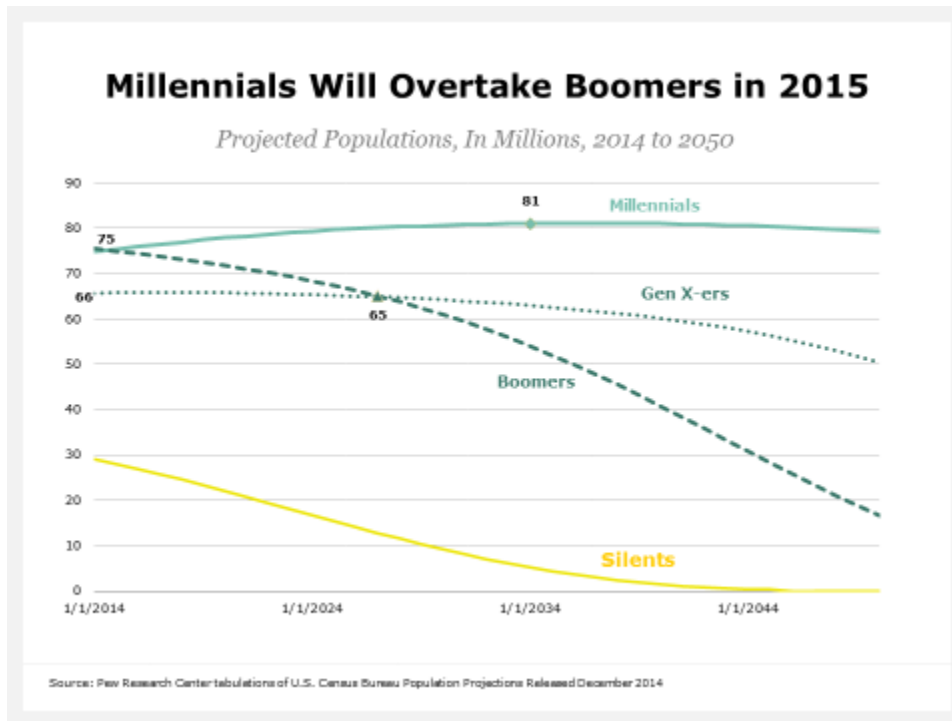
According the Pew Research Center definitions, millennials are adults born after the 1980's and are ages 18-33 now. In 2006, millennials overtook the baby boomers as the largest generation in the US.



## Quick Demographic Profile

He asked how could we getting more millennials if we are following an age group?

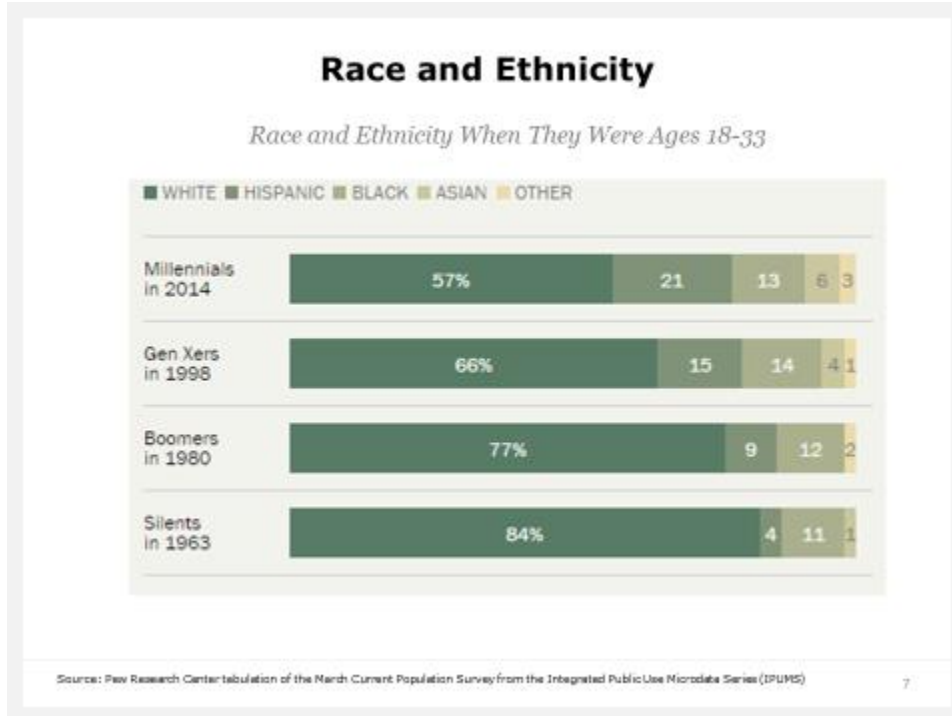
The millennials 75 Million in number and the size is growing. They are the largest living generation, according to the US Census Bureau. As of 2015, they are the largest group in the work force. In the labor force, they number 53.6 million people. They are not, however, the largest voting block and in fact are about five million short of that.



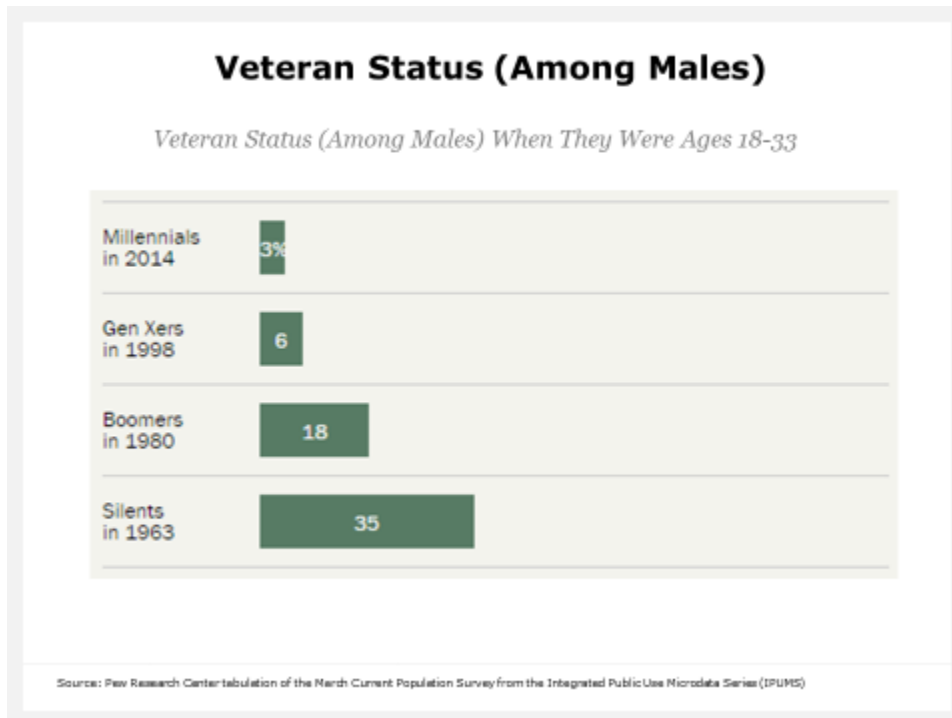


## Diversity and Veteran Status

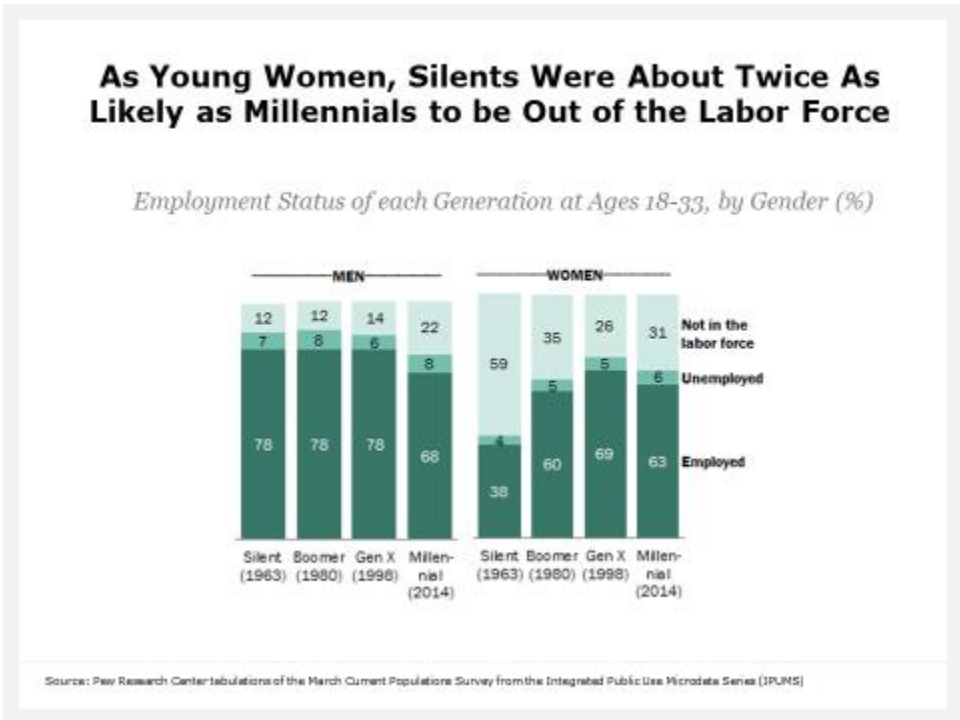
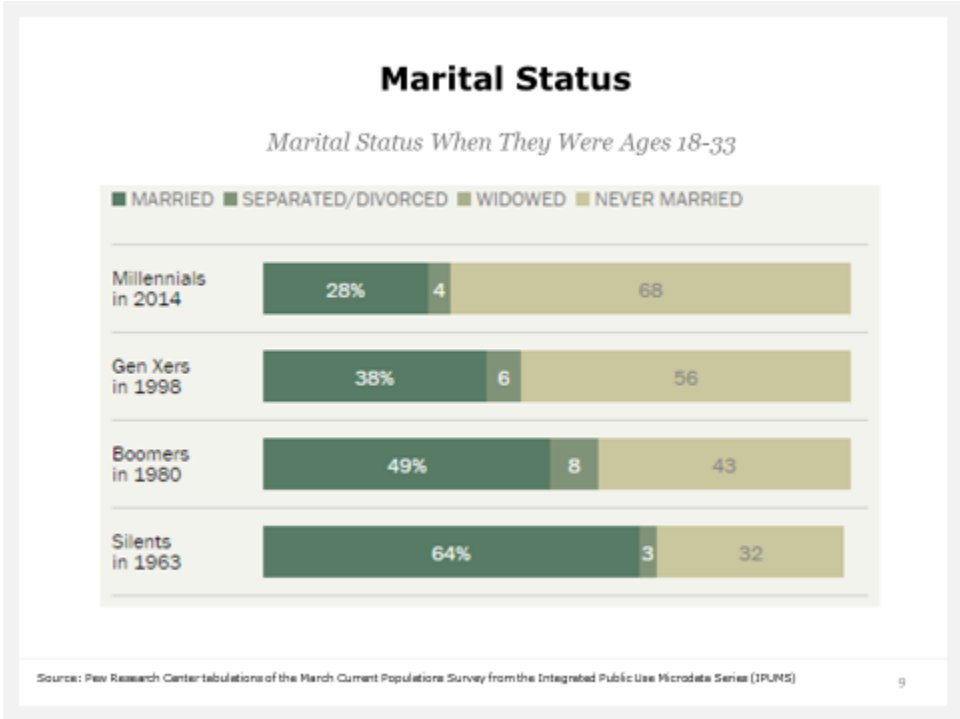
The millennials are the nation's most diverse group, measured by race and ethnicity. When they were 18-33, millennials were 57% white, 21% Hispanic, 13% black, 6% Asian.



Among males only, because there was no female data for the older generations of veterans, millennials have a very small veteran status of 3%.

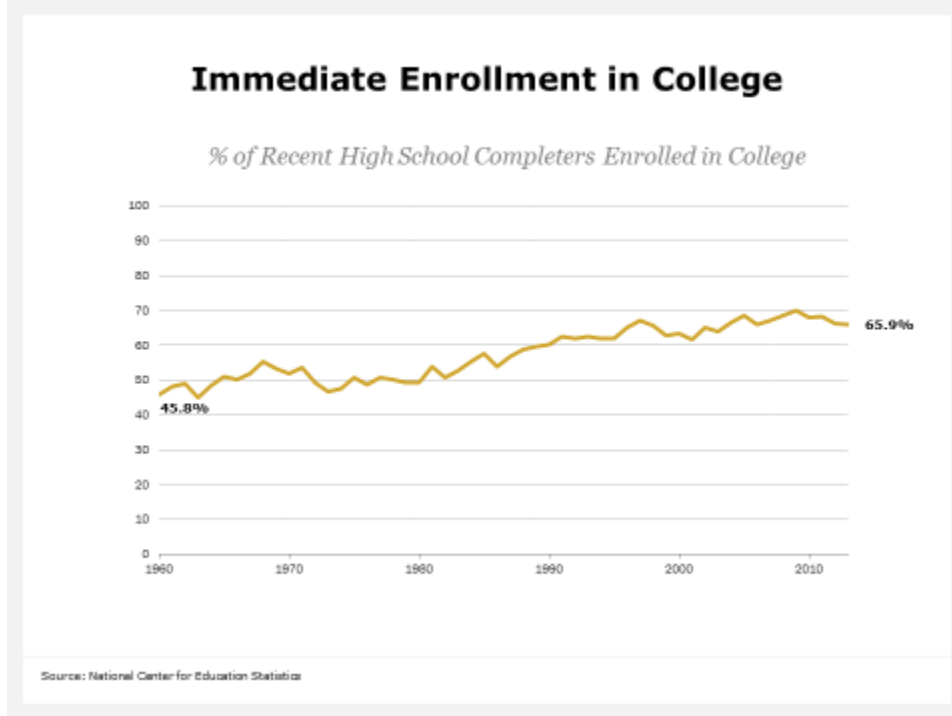


**Marital status** also differs greatly. Comparing 18-33 year olds of all generation, 28% of millennials are married, and 68% never married. Today's young adults are much less focused on family. Less than 3/10 of the nation's millennials are married. Comparing today's young women to the silent generation of young women, the silent generation were about twice as likely as millennials to be out of the labor force. Today's millennials are focused on paid work, employment, and schooling.

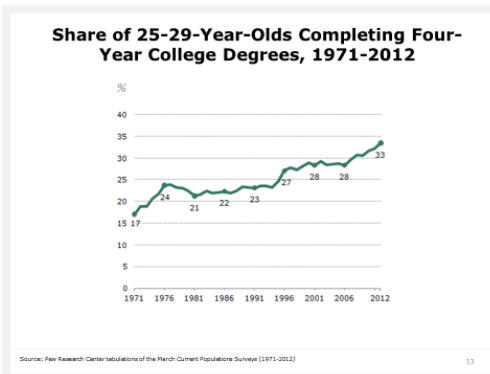
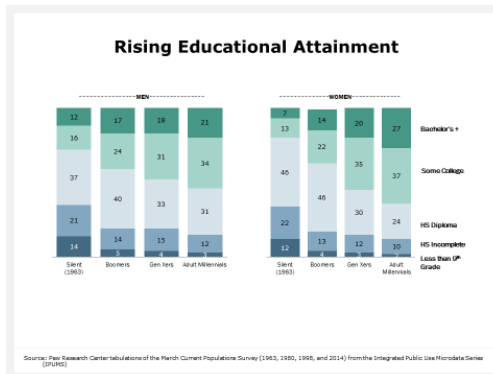


## Educational Attainment

Millennials have more immediate enrollment in college, and a rising educational attainment. Young women today are more likely to be educated and doing better. Starting from generation X, the gap has not been narrowed. This is the best educated generation we have ever had, in terms of formal education.

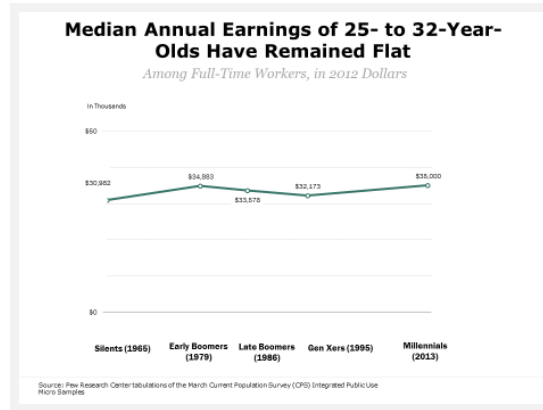


The share of young adults finishing high school (whether diploma, GED) is increasing, rapidly. There are many fewer high school dropouts; of 25 to 29 year olds, 36% have at least a bachelors which is more than double those in the past.



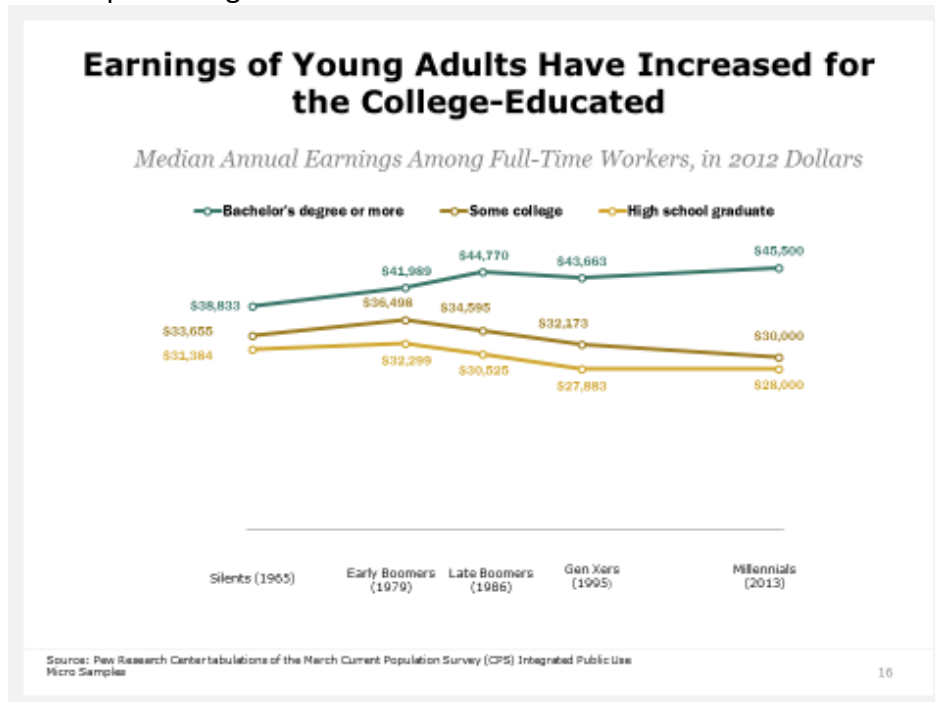
## Labor Market Outline (25 to 32)

To compare labor market profiles of millennials to other generations, the ages 24-32 were used so as to remove those who might still be in school. Over the 1960's the earnings of these young adults were rising over the 1960s. However, today as a whole, the millennial young adults are not getting paid any more than the previous generations. However, college educated millennials are getting paid significantly more than their boomer counterparts. The typical boomer who only got a high school degree is paid more than that of millennials. Millennials are a little less likely to have union representation.



## Household Income (25 to 32)

Comparing millennials to other generations and looking at households by the education of the head of household, for better educated (college educated) young adults, the millennials have it better. However, for those with no education beyond high school, millennials are doing worse than earlier generations. They are less likely to have a spouse to contribute to the household, and are less likely to be married. Today, “like” marries “like”, i.e. college educated marries college educated and high school educated marries high school educated. This was not the case with earlier generations where the head of household might have been college educated and the spouse might not have been.





### Employment Characteristics of 25-to 32-Year-Olds

	All	Bachelor's degree or more	Two-year degree/Some college	High school graduate
<b>Union representation</b>				
Millennials in 2013	11	14	13	6
Gen Xers in 1995	13	13	14	16
<b>Employer offers a pension or retirement plan</b>				
Millennials in 2013	46	61	45	36
Gen Xers in 1995	55	70	58	49
Late Boomers in 1986	51	66	52	46
<b>Paid by the hour</b>				
Millennials in 2013	57	33	72	76
Gen Xers in 1995	59	30	66	72

### Median Adjusted Household Income of Households Headed by 25-to 32-Year-Olds by Educational Attainment

In 2012 Dollars

	All	Bachelor's degree or more	Two-year degree/Some college	High school graduate
Millennials in 2013	\$57,175	\$89,079	\$51,962	\$39,842
Gen Xers in 1995	\$54,081	\$86,237	\$55,168	\$45,164
Late Boomers in 1986	\$54,140	\$81,686	\$59,518	\$47,986
Early Boomers in 1979	\$55,384	\$71,916	\$58,432	\$50,097
Silents in 1965*	NA	NA	NA	NA

Source: Pew Research Center tabulations of the March Current Population Survey (CPS) Integrated Public Use Micro Sample

### Debt

Every household has one head; it is often the person whose name the mortgage is in. The Federal Reserve has been collecting data since 1986, and Generation X is the generation of debt, including all forms of debt. Millennials have the highest educational debt.

Undergraduate student debt is increasing but the debt of households depends on nuances. Student debt does not change that college wisely managed, even if financed, is a good investment. However, many college educated millennials are in jobs that do not require the college degree they have and they are often over educated.

Seventy percent of recent college grads (class of 2013-2014) borrow at least some amount of money for college. The typical amount of borrowing was \$30,000 over the course of their undergraduate education. While student debt is not affecting their income, it is cramping their nest building, and therefore the rest of the economy, including entrepreneurship.

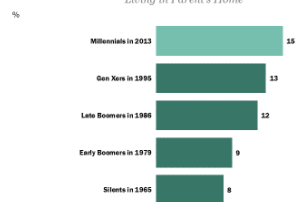
### Living Arrangements (25 to 32)

Comparing millennials to other generations, millennials are more likely to be living with their parents, either mom and dad, or mom or dad. Today's young adults are more likely to live with their parents and this has doubled since the silent generation. This is pronounced in the north and eastern regions of the US.

The share of young adults living with parents/family has increased since the great recession. Seventy one percent (71%) lived independently in 2004 and 67% live independently in 2015. There has been no increase in young adult household creation. Creating and forming households creates a lot of economic activity. The number of households run by young adults is basically flat.

#### Living Arrangements of 25-to 32-Year-Olds

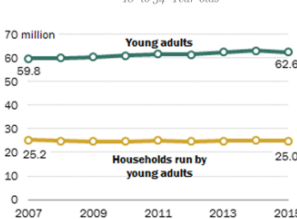
Living in Parent's Home



Source: Pew Research Center tabulations of 2013, 1995, 1986, 1979 and 1965 March Current Population Survey (CPS) Integrated Public Use Micro Sample

#### No Increase in Young Adult Households

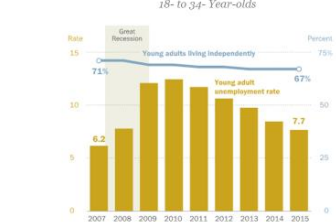
18- to 34-Year-olds



Source: Pew Research Center analysis of the Current Population Survey merged Outgoing Rotation Group data files and 2015 base monthly file

#### Independent Living and the Young Adult Labor Market

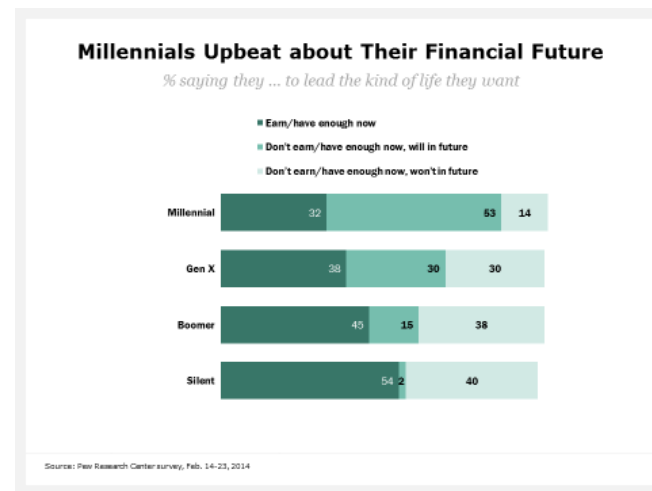
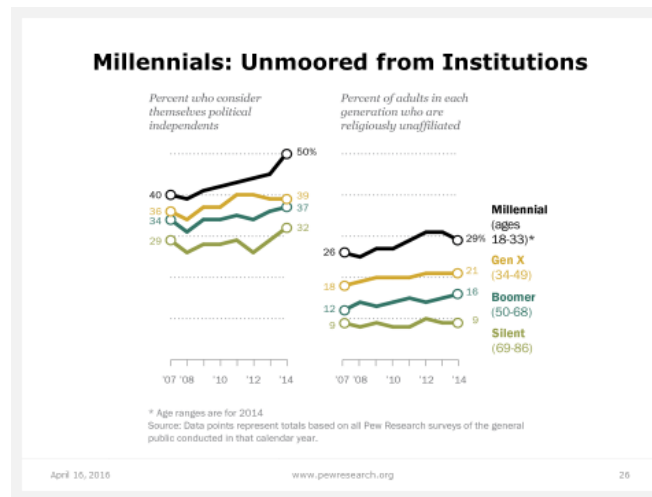
18- to 34-Year-olds



Source: Pew Research Center analysis of the Current Population Survey merged Outgoing Rotation Group data files and 2015 base monthly file

## Wee Bit on Attitudes

Millennials are unmoored from institutions. They are more likely to be political independents and are religiously unaffiliated. They are upbeat about their financial futures, believing that while they might not earn enough now, they will in the future.



Given this data, Dr Fry was asked about public policy. “Given the preferences and patterns of millennials today, what kinds of policies would you pursue to ensure the greatest success? Would you forgive school loans, raise minimum wages, assist with household rent/mortgage costs, or something else?” Dr Fry answered that the best investment is in pursuing a college education and he would work to provide that opportunity to more people at a lower cost.

## Attracting and Retaining Young Entrepreneurs: Kelly Dorsey, Luke Lanigan, Matt McLaughlin

### Kelly Dorsey, Midcoast Edge

Kelly noted that she is Vice Chair of the Midcoast Edge board. She is a commercial banker for Androscoggin Bank. She went to UMaine in Orono. She noted that people often migrate towards Maine because they summer here and it is their happy place. She loves the Maine community and wanted to be somewhere that she and her husband could make a difference. She felt Maine and communities can do a better job educating businesses about opportunities and how to start businesses. She noted that millennials are searching for groups and noted that millennial entrepreneurship in Maine skyrocketed. She highlighted her personal family situation where her husband started a micro-brewery and the risk that this was. But she is glad they have taken this step.



### Luke Lanigan, Synergize Sanford, President

Luke noted he is from Sanford, Maine. He owns a few micro businesses that turn into one large company. He has been in Maine for 13 years. He noted that he and his family and friends get to enjoy their surroundings. He had moved out of the state and after getting established in his career, he decided to come back, appreciating it more. He is a newly elected city council member and feels that civic engagement is important to build our communities into the places we all want. He said a lot of policy is made by the baby boomers that do not necessarily have millennials in mind. He noted that Synergize Sanford sponsors “hash tag and eggs” as a way to connect millennials.

### Matt McLaughlin, FUSION: Bangor

Matt studied communications at UMaine Orono. He wanted to leave Maine as many do and it was tough to find a job. Through Fusion he was able to meet like-minded individuals who helped him meet people that helped him stay in Maine. Matt is now the Director of Public Relations, Marketing and Business & Industry at Eastern Maine Community College.

All three are part of The Realize Maine Network. Realize Maine started 11-12 years ago to attract and retain young people within the state. They represent the largest employers, hospitals, and university systems.


All three discussed the importance of getting involved in their communities, of getting the ball rolling, taking initiative, asking questions and making things happen. They noted the importance of networking events, conferences, and working to keep millennials connected with each other, their communities and the business opportunities available. They noted the importance of affordable housing to keep them in Maine. A robust discussion ensued about entrepreneurship, risk, and opportunity. The panel noted that they need an information highway, not Route 95 highway, to get to work. Technology and high speed connections are essential.

# The Local Entrepreneurial Economy - Office Space Arrangements and Changing Maine Streets: Mary Kate Reny, Kristine Schuman, Liz Trice

## Mary Kate Reny, Twin Villages, Chair

Mary Kate Reny is a landlord of the renovated Reny's building in downtown Damariscotta. They offer shared office space, with individual offices and shared common space and amenities. The high internet speed draws millennials to the space and the quality of life draws millennials to the community. She profiled numerous millennials who have located in Damariscotta and Newcastle, who are attracted to the community, the people, and the community efforts to bring them there and keep them there. She said many are not driven by money or prestige but the quality of life where they can live, work and play, all within close proximity.

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



**LOVE OF PLACE**  
a Key Driver in  
Damariscotta's Millennial Economy

**TENANTS**

- Wells Fargo
- Tenji Aquatic Designs
- MCEEDD
- 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




**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 love here."

**Mike Burk - Senior Water Resources Engineer**  
River Restoration Engineering Firm

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




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 draw me to Damariscotta.

**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 that is somehow a defeat. We always think we will move away after college. But in truth, your hometown and your network are a 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: 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: 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: 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 accent 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 my in-laws 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 sacrifice. I haven't regretted that decision.

**August Avanzaglio**  
Riverside Butcher Co.

The community support and the strong role my dad played in Damariscotta has had a huge impact on me.




"I traveled through Europe, worked in Chili, Peru, Guatemala...but I knew off the bat I would come home. My family brought me back."

**For these millennial professionals:**

- Farmer
- Solar energy consultant
- Attorney
- Realtor
- Butcher
- Activist
- Restaurateur
- Mycologist
- Merchant
- Surveyor
- Teacher

Connection to place is the reason they are living and thriving in Damariscotta.





## Kristine Schuman, TechPlace

Kristine highlighted the space called TechPlace that serves as incubator space for startups. She noted the challenges for early stage projects that may not have funding for their great ideas. Many of these businesses are started up by millennials who she believes to be greater risk takers, or at least not risk adverse. TechPlace offers space where a single prototype of an idea can be constructed. Other people in the space often serve as mentors to younger entrepreneurs, coaching them on ideas and methods. TechPlace also offers classes to meet individual and business needs. They offer office space and industrial space.

### Target Industries

Aerospace / Aviation  
Biotechnology  
Composites / Advanced Materials  
Renewable Energy  
Information Technology

### Look who's doing business at TechPlace

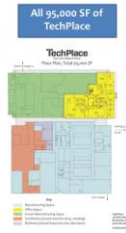


## TechPlace

You can make it here.

### Amenities

- Co-working office space
- Private office / shop space
- Shared Bio Lab & Machine Shop
- Warehousing
- Shared office equipment
- VTC enabled conference rooms
- Business support resources
- Free WiFi
- Business Success Seminars
- Networking opportunities



### TechWorks Shared Manufacturing Space



- Manual Lathe & Mill
- Drill Press
- Vertical & Horizontal Band Saws
- MIG Welder
- Plasma Cutter
- Pedestal Grinder
- Belt/Disc Sander
- Brake
- Shear
- 3D Printer



## Liz Trice, PelotonLabs

Liz noted that she moved to Maine because she wanted to spend more times outdoors with her family. The Maine environment lets people live the way they want. She founded PelotonLabs, the co-working space in Portland. <http://pelotonlabsportland.com/>

She also founded startup weekends in Maine, <https://startupweekend.org/>. In Portland, she found moral support, physical space, connecting people, affordability, and friendliness to asylum seekers. When she is working with PelotonLab users, she and her tenants value small talk, especially when they are starting something new. Her time is often spent checking in with them, being accountable, and developing the co-work space.

She suggested checking the website [www.weworkwelve.com](http://www.weworkwelve.com). They offer general assembly space.

She recommended looking into the school of life in London, <http://www.theschooloflife.com/london> and discussed beginning a co-camp for international travel.



Learn what makes PelotonLabs special!



**SCHEDULE A TOUR**

Login

Username

Password

Remember Me

LOG IN

Lost Password

Follow Us

Join Our Mailing List

Email Address

"Being plugged into a community"

"It's been great to talk about what"

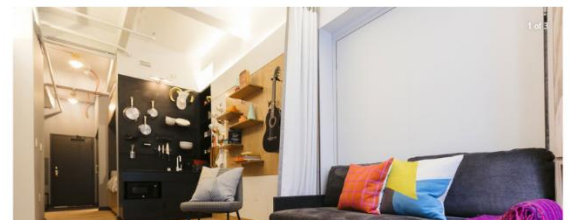
HYPEBEAST POPULAR SECTIONS VIDEOS **NEW** Magazine Forums Store

### From Coworking Spaces to Co-Living, WeWork Introduces WeLive

Co-living space or dormitory? You decide.

By Helena Young · Jan 14, 2016 in Lifestyle · 5 Comments

139 Shares



## Designing for Livable and Workable Communities:

Jane Lafleur, Mitchell Rasor, Bre Pinkham Bebb

Jane Lafleur, Friends of Midcoast Maine and The Community Institute.

**Gallup studied 43,000 residents of 26 US cities to determine what attracts people to a place and what keeps them there. The most important factor that creates BONDS between people and their communities were not jobs but rather “physical beauty, opportunities for socializing, and a city’s openness to all people.” The Knight foundation found that communities with the highest levels of attachment to place had the strongest economies.**

In that light of building strong economies through place making and design, Jane noted a recent report by the Urban Land Institute highlighted the top ten principles for creating healthy places. These also apply to Maine’s communities and our goals to attract and retain millennials and all generations in Maine.

### #1: Put People First!

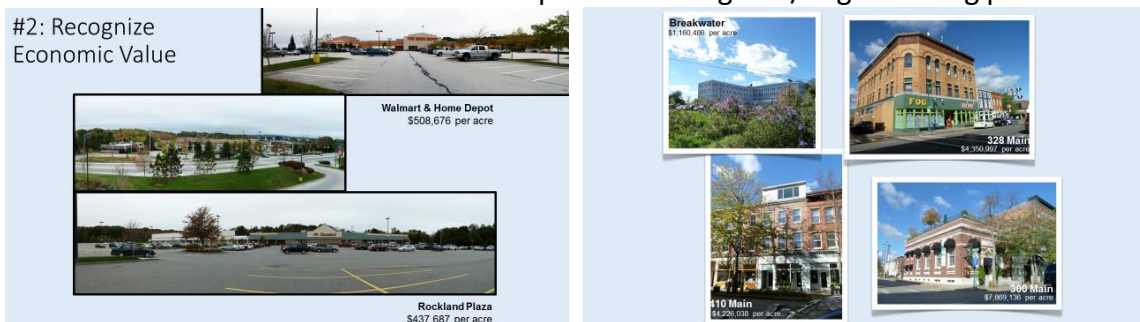
Complete Streets make roads safer for everyone. Consider health upfront. Integrate health into community planning. Consider health impacts.

#1: Put People First



### #2: Recognize Economic Value

Jane highlighted the Friends of Midcoast Maine study done for Rockland which evaluated the economic value of buildings in downtown Rockland versus the value per acre in large lot/large building places in town.



Healthy places can create enhanced economic value for the public and the private sectors. Walkable retail enlivens complete streets and improves economic values.

### #3: Empower Champions for Health

Every movement needs its champions. Passionate and respected leaders can bring credibility to the concept of building healthy places. Be sure to communicate the economic, social, personal benefits. Encourage grassroots actions. Broaden the base. Build a brand.

### #4: Energize Shared Spaces:

How do we take what might have been unused parking and make use of it? Public gathering spaces have a direct, positive impact on human health. Map community assets. Take back the street. Rethink public places. Program early and often. Explore fail-fast, win-fast initiatives. Encourage public/private cooperation.

### #5: Make Healthy Choices Easy: Make it fun principle

Communities should make the healthy choice - the one that is SAFE - Safe, accessible, fun and easy. Do people feel safe? Will the experience of getting there be fun and interesting? Will it be easy?

Jane showed the video of the piano stairs.

<https://www.youtube.com/watch?v=2lXh2n0aPyw>

### #6: Ensure equitable access:

Many segments of the population would benefit from better access to services, amenities and opportunities. Design for all ages and abilities. Integrate land use and transportation. Focus on schools.

### #3: Empower Champions for Health



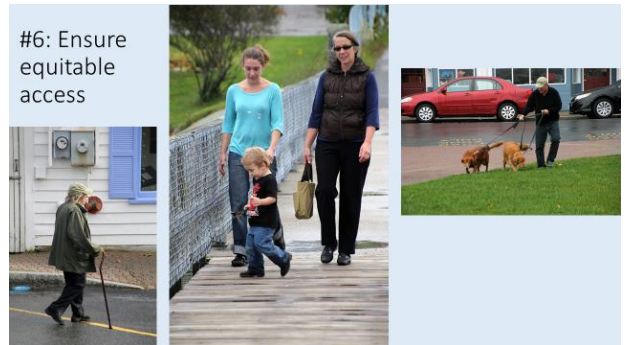
### #4 Energize Shared Spaces



### #5: Make Healthy Choices Easy



### #6: Ensure equitable access





## #7: Mix it up:

A variety of land uses, building types, and public spaces can be used to improve physical and social activity.

- Incentivize the mix of uses, affordable housing bonuses, density, tax abatements for grocery stores and day care centers.
- Remove regulatory barriers to allow accessory dwelling units, etc.
- Rethink parking – too little leads to lost revenues, too much is a waste of revenue and costs more for housing and rents.
- Optimize uses: retail should face the street, visible windows at knee and eye level; public spaces should be flexible and programmed; residences should be livable with amenities and privacy.



## #8 Embrace Unique Character

Places that are different, unusual or unique can be helpful in promoting physical activity. Gallup studied 43,000 residents of 26 US cities to determine what attracts people to a place and what keeps them there. The most important factor that creates BONDS between people and their communities were not jobs but rather “physical beauty, opportunities for socializing, and a city’s openness to all people.” *The Knight foundation found that communities with the highest levels of attachment to place had the strongest economies.* Unique features that contribute to a sense of place are ecological, architectural, historic or geographic. Proximity to natural places has a direct, positive effect on physical and mental health. Rediscover our assets. Integrate natural systems.



## #9: Promote Access to Healthy Food

Because diet affects human health, access to healthy food should be considered as part of any development process. Rethink the grocery store – people are no longer making infrequent trips to the store, and are no longer driving only to the store, and no longer does the amount we buy require a car. Make food a destination. Incorporate access to healthy food into local land use and economic policy.

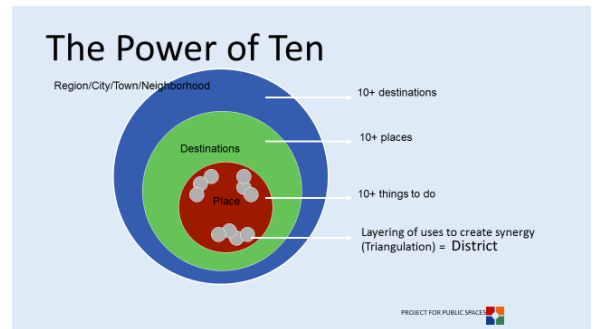




## #10: Make it Active

Urban design can be employed to create an active community. Co-locate activities - walking tracks near playgrounds, senior centers near libraries, schools and senior centers. Begin every trip with a walk-locate public spaces and parks near where people live, 10 minute walk to a public space. Implement Active Living Guidelines-fill gaps in pedestrian and bicycle networks to create continuous interconnected loops. Design for flexibility and human engagement.

Jane also presented the Project for Public Spaces theory of The Power of Ten. Communities should work toward creating ten destinations with ten places that have ten things to do for the highest level of place-making success.



*If we design and build healthy places,  
we will attract and retain future generations of Mainers.*



*“The community that has the most connection to place has the best economy...”*

# Mitchell Raser, MRLD Landscape Design + Urbanism

Mitchell presented slides demonstrating the how to develop social streets through community design. He used examples of two communities at Portland Technology Park and East Bayside in Portland.

## Social Streets Through Community Design



Portland Technology Park



East Bayside - Portland

MRLD  
Landscape Architecture + Urbanism

## Social Streets Through Community Design

**LAND FOR SALE - PORTLAND TECHNOLOGY PARK**  
300 Road Road - Portland, Maine

**FOR SALE**

The Dunham Group

**East Bayside Investment Area**

Portland's East Bayside selected for BID/RFQ planning phase

## Social Streets Through Community Design

### EAST BAYSIDE STATS

- 130 Acres – Study Area
- 1,444 Residents
- 25.9 Median Age (40 Greater Portland)
- 34% Children and Teens
- 7% 65 and (Over 15% Greater Portland)
- 40+ Languages Spoken
- 30% Walk, Bike, Bus or Carpool
- 442 Housing Units
- 10+ Food Manufacturers
- 100+ Artists

MRLD  
Landscape Architecture + Urbanism

## Social Streets Through Community Design



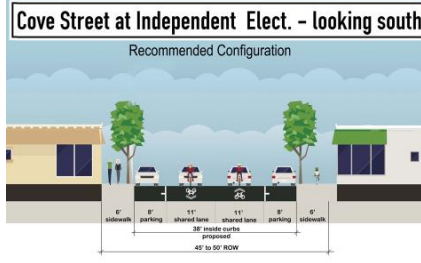
MRLD  
Landscape Architecture + Urbanism

## Social Streets Through Community Design



MRLD  
Landscape Architecture + Urbanism

## Social Streets Through Community Design



MRLD  
Landscape Architecture + Urbanism

## Social Streets Through Community Design



MRLD  
Landscape Architecture + Urbanism

## Social Streets Through Community Design



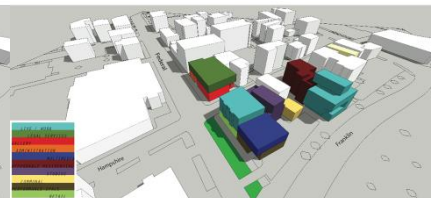
MRLD  
Landscape Architecture + Urbanism

## Social Streets Through Community Design



MRLD  
Landscape Architecture + Urbanism

## Social Streets Through Community Design



MRLD  
Landscape Architecture + Urbanism

He also showed his work in Rockland with new designs of shared spaces downtown, including removing curbs, and narrowing the street. He noted that communities are working to design flexible streets for people on foot and people in vehicles.

Social Streets Through Community Design



MRLD  
Landscape Architecture + Urbanism

Social Streets Through Community Design



MRLD  
Landscape Architecture + Urbanism

Social Streets Through Community Design



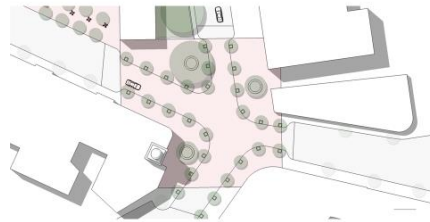
MRLD  
Landscape Architecture + Urbanism

Social Streets Through Community Design



MRLD  
Landscape Architecture + Urbanism

Social Streets Through Community Design



MRLD  
Landscape Architecture + Urbanism

Social Streets Through Community Design



MRLD  
Landscape Architecture + Urbanism

Social Streets Through Community Design



MRLD  
Landscape Architecture + Urbanism



## Breanna Pinkham Bebb, Our Town Belfast

Bre presented some key findings from the website Event Brite where events are advertised and registrations made for events. She noted that millennials are sociable. She presented examples of social events and activities that the City of Belfast and Our Town Belfast have developed and collaborated on. She included concerts, dinner on the bridge, happy hours, Bites and Booze, and other events that are authentic, unique and special events. She noted that Dress Code is an event of self-expression.

### Midcoast Millennials

- Defined as between ages 18 to 34 in the year 2015 according to Pew Research.
- Yup, I'm one of 'em.
- Yes, arts and culture are important to me and my friends.
- Some key findings from EventBrite...



### Millennials are SOCIAL

- "Mingling makes for happy millennials. Incorporating receptions / happy hours into arts events lets them engage with one another."
- 64% attend arts events with friends, 42% prefer getting to meet new people, 32% would do more if they know others their age would attend from eventbrite.com
- Examples:
  - NRCM Rising @ Three Tides (age specific)
  - Midcoast Magnet Munchies & Mingling (age specific)
  - Green Drinks in lots of cities
  - Today's event!

### Dress Code = Self-expression

- Formality is fun! But being forced into a tux isn't.
- No dress-code allows for expression.
- Pictures are likely to be taken at events nowadays and shared on social media – What are you wearing?
- Examples:
  - Our Town Belfast Auction – Prize for Best Dressed
  - Blackfly Ball in Machias
  - Poets & Fools Costume Party @ Waterfall Arts

### Dress Code = Self-expression

- Formality is fun! But being forced into a tux isn't.
- No dress-code allows for expression.
- Pictures are likely to be taken at events nowadays and shared on social media – What are you wearing?
- Examples:
  - Our Town Belfast Auction – Prize for Best Dressed
  - Blackfly Ball in Machias
  - Poets & Fools Costume Party @ Waterfall Arts

### Dress code...



### Bites & Booze

- 66% of millennials prefer arts events with food, 58% prefer events with alcohol. 31% would attend more art events if they could eat/drink there. eventbrite.com
- Examples:
  - Art Walks (Portland, Belfast – FREE WINE)
  - Networking events at restaurants/bars
  - Festivals / Concerts

### Offline = Out of Touch

- Website, Facebook event, Twitter page, etc...
- **SELL YOUR TICKETS ONLINE!** Try [brownpapertickets.com](http://brownpapertickets.com) or EventBrite
- 39% are less likely to attend if they can't buy online from eventbrite.com

### Authentic, Unique, Special Events

- 63% of millennials prefer unique/different events and 29% would go to more events if they were in an unexpected venue
- Examples:
  - Fallout Shelter, Waterfall Arts
  - Our Town Belfast Dinner on the Bridge
  - Bocce or Movies @ 3 Tides / Marshall Wharf
  - Trivia Nights, Karaoke, Paint Nite, etc...
  - Dreamland in the Colonial Theatre
  - Savage Oakes Winery, Cellar Door Winery
  - Smaller Concert Venues

### Authentic, Unique, Special Events



### Thoughts from an ACTUAL Millennial

- Why I chose Belfast: Bears, Bayfest, Waterfall Arts, New Years by the Bay, Huge Contra Dance!
- Creative, fun place. Walk to pizza, ice cream, nightlife breakfast, skate park, music, waterfront, etc...
- There was a sense of opportunity.
- Why did we stay? Somewhat affordable housing (for a couple – way harder for single people), great school options for those starting families, and fulfilling work and social life. All in the most beautiful place.
- Still able to access other great places for Arts/Culture – Portland, Boston, Bangor, Downeast, etc...

### Thoughts from an ACTUAL Millennial

- Let us make "it" our own. No store-bought Arts & Culture
- Is it affordable? Or is it at least worth the \$?
- Millennials want a lot of the same things as everyone else:
  - AFFORDABLE HOUSING
  - GOOD JOBS
  - Without these, the Arts & Culture wont be enough.



# Crowd-Sourcing: Cards Against Urbanity, Sarah Lewis

Sarah Lewis presented the history of the card game Cards Against Humanity and the newest evolution of the game as a teaching tool for communities and groups to work to address and discuss community issues.

### Cards Against Urbanity

- With permission from the original game developers at Cards Against Humanity, we created **Cards Against Urbanity**.
- In the end, people pledged more than \$28,000 in a **KICKSTARTER** campaign to bring Cards Against Urbanity to life.
- Collated decks, folded boxes, and prepped for shipping over 800 games... all from Lisa's living room!



### Game Nights




### A Teaching Tool?

- Inevitably, there's one person in the group who needs one of the cards defined. No really, why is "Stadium boondoggle" funny? Someone else will jump in and explain, and thus, Learning Happens.
- It may not be the kind of learning that counts toward continuing education credits, but it's learning nonetheless.



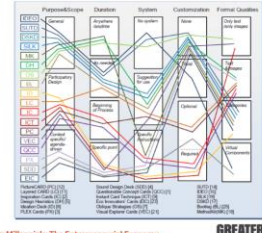
### Communication (lack of)

- We need to bust the silos that dominate city building—streets over here, land uses over there, economic development somewhere else.
- Cards (and games) break through the dynamic of the typical lecture + PowerPoint + "Trust me I am the professional".
- Plus, we love cards.




### Why Cards?

- The power of cards as a medium is a thing!
- Method card design dimensions: a survey of card-based design tools. *Christiane Wildt and Timothy Moritt*




### Pace-able

- Creative firms like IDEO use method cards to describe technical aspects of web design to clients. A method card is like a little idea snack to get you started on unfamiliar terms. Some people will be satisfied with the snack, but others will want to take a deeper dive.



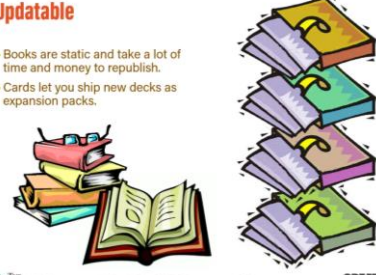
### Sortable

- Great places are not "one card at a time," but combinations of uses, mobility, infrastructure, public arts, redevelopment, and a lot of supporting policy.
- Some combinations work better than others depending on location, city size, fiscal health, and innovation readiness.
- Cards let you mess around with different "decks" and possible solutions.



### Updatable


- Books are static and take a lot of time and money to republish.
- Cards let you ship new decks as expansion packs.



### Problem/Solution decks

- Users asked us to show how each method addresses common problems in cities/towns:

  - Traffic
  - Water
  - Parking




### Marketplace

- Best Practices and links to the firms doing the work
- Provides visibility for small firms who now have no affordable options
- We use tech to link best people for the job
- Plus, advertisers help with a sustainable financial model



### Take aways

- "Millennial" is a state of mind rather than a generation
- Understand that experiences are more valuable than stuff
- Encourage creativity: entrepreneurial enterprises, co-working places, maker spaces
- Be flexible in approval processes: business types, building re-use, affordable housing solutions
- Ask questions – passions love interest









# Top 10 Recommendations for Attracting and Retaining Millennials

1. Invite and offer millennials opportunities to connect, shape and lead their communities. Find them, ask them what they want, need and require.
2. Work to provide a community with choices of affordable housing types and locations.
3. Provide high speed internet connections and networking locations such as shared office space and coffee shops.
4. Build shared private spaces such as first floor coffee shops, second floor offices and third floor housing choices.
5. Build shared public spaces for outdoor dining, walking, sitting, recreating and activate them with things to do, see and experience for all ages.
6. Build healthy communities with open spaces, parks, recreation areas, healthy foods, and local schools with homes within walking distance.
7. Cultivate welcoming, multi-age, multi-cultural communities.
8. Provide openness to different types of shared living and working opportunities.
9. Be willing to step aside for millennial leadership.
10. Be willing for things to be done differently than they have been done before.



## In their own words....

After this session of the Community Institute, two of the attending millennials wrote this blog.

### Maine's Millennials

*Maine's Millennials: the Entrepreneurial Generation Statistics from Friday's "Maine Millennial's" Session #6 with the Community Institute and Friends of MidCoast Maine confirmed most of the things I already believed about my generation. Dr. Richard Fry, a Senior Economics Analyst, from Pew Research in Washington, DC led the attendees into discussion about Millennials. His statistics compared Millennials to other generations – but they did so in a way that looked at the generation compared to their generational counterparts – at the same time of their lives – 25 to 32 years old. Compared to other generations, nationally, Millennials pursue higher education at a greater rate – which tends to lead to higher wages compared to other generations during the same time period (about \$57,000 on average). However, millennials who do not earn some college or a college degree tend to make only \$30,000. Nationally, Millennials are also the most diverse generation in the past 80 years with only 58% being Non-Hispanic whites. In addition, a White House study by the Council of Economic Advisors explains that 73% of 25 to 34 year old college educated adults living in large to mid-size cities. The study also states college-educated Millennials are “also somewhat more likely to live in a coastal city than their less-educated peers or Americans in general.” The US Census Bureau gives us a few stats about Maine to consider in comparison. Of Maine’s residents, 17.7% of Mainers are over 65. Maine has the lowest total population under the age of 5 (4.9%). Maine has the highest percentage of non-Hispanic whites (94%), and the highest median age at 43.9 years. 28.4% of Mainer’s have a bachelor’s degree (30% nationally) and average household income for all Mainers is \$48,804. Maine is also ranked last in millennial population (23%). Attendees of this session were very interested in the burden of student loan debt as it pertains to delayed home ownership, marriage, and the pursuit of a nuclear family. They were eager to ask questions about policy and technical schools. But many attendees referenced their children as their source of feedback on the Maine Millennial experience, which leads to another question ... Where does Maine win in this situation as the oldest, least diverse state in America? Foremost, conversation. In order to engage Millennials from outside of Maine to call Maine home, we must start engaging those already within our state. When is the last time the mayor of your town met with Millennials? When is the last time you met with local college students to hear their post-graduation plans? As a local business owner, when is the last time you solicited ideas to drive more traffic to your store from a millennial? As a local non-profit, business organization, or Chamber of Commerce – when is the last time you reached out to a millennial to speak to your organization? Engaging millennials does not just mean sending a survey email or inviting those easily accessible to you to attend your regular town council meeting. You must go outside your current circle of influence to meet and hear feedback from all types of millennials – white collar, blue collar, entrepreneur, new American, and those labeled ‘from Away.’ Engagement means involving them in urban planning, it means learning about technology infrastructure, and it means considering small business opportunities and encouraging startups. Most small towns in Maine will immediately shout “But I have a small budget.” Good. That means you can get creative in your approach.*

*Change does not have to be a complete overhaul. Most Millennials will agree that most of all, we want the places we live to contribute to the overall quality of life for all residents – young and old. When you win the heart and mind of a Millennial, you also win their wallet. The Market will continue to decide where Millennials spend their money, establish their families, and build their homes – and right now, that isn't Maine. If Maine wants more Millennials, we have to start with welcoming them to the neighborhood!*

**What Millennials Want... From their boss:** Help me navigate my career path, give me straight feedback, mentor and coach me, sponsor me for formal development programs, is comfortable with flexible schedules. **From their company:** will develop my skills for the future, has strong values, offers customizable options in my benefits and rewards packages, allows me to blend work with the rest of my life, offers clear career paths. **To learn:** technical skills in my area of expertise, self-management and personal productivity, industry or functional knowledge, creativity and innovation strategies. (*Harvard Business Review, Mentoring Millennials, May 2010*)



# Resources

## **Friends of Midcoast Maine - The Community Institute**

5 Free Street, Camden, Maine 04843  
[www.friendsmidcoast.org](http://www.friendsmidcoast.org)  
[www.communityinstitute.org](http://www.communityinstitute.org)

## **Pew Research Center**

<http://www.pewresearch.org/>

## **Realize Maine Network**

<http://www.realizemaine.org/>

## **Synergize Sanford**

<http://techplacemaine.us/>

## **Bangor FUSION**

<http://fusionbangor.com/>

## **Midcoast Edge**

<http://fusionbangor.com/>

## **Midcoast Magnet**

<http://midcoastmagnet.org/>

## **Twin Villages Alliance**

<https://www.facebook.com/twinvillagesdowntownalliance/>

## **TechPlace**

<http://techplacemaine.us/>

## **Mitchell Razor, MRLD + Urbanism**

<http://www.mrld.net/>

## **Our Town Belfast**

<http://ourtownbelfast.org/>

## **Cards Against Urbanity/City Design Method Cards**

<https://www.kickstarter.com/projects/910898498/city-design-method-cards>  
<https://www.facebook.com/cardsagainsturbanity/>

## **GreaterPlaces**

<http://greaterplaces.com/>



*The Community Institute is made possible by public donor support.*

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)

*The mission of the Friends of Midcoast Maine is to preserve the midcoast region's quality of life, including the natural resources, the social and economic vitality, the small-town character and the historic assets of the midcoast by promoting a regional smart growth approach to land-use and transportation planning, decision-making and resource management. We are a publicly supported, independent resource that provides expertise in support of smart growth principles.*