



Business Plan for Run of River Whitewater Recreation Area

Prepared by Main Street Skowhegan on behalf of the Run of River Committee
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Executive Summary

Run of River is a proposed whitewater recreation area in downtown Skowhegan, Maine. This vision was conceived after deep introspection about how to best leverage Skowhegan's assets to strengthen the economy and address socioeconomic and health disparities. With a focus on inclusivity, physical activity, wellness, community development, and economic development and diversification, it's a project of our time—one that will bolster human connections and combat rising poverty, unemployment, and obesity rates in one of the poorest and least healthy counties in the state.

The Run of River Whitewater Recreation Area will comprise several elements, including a whitewater park in the river gorge consisting of three whitewater features for play boating, terraced seating on the riverbank, and enhanced river access; a slalom course for competitions and events; a riverfront promenade stretching from the Old Mill Pub to the Kennebec Banks boat landing two miles east of downtown; a 300-acre recreational trail network for four-season, non-motorized use; and a boathouse/events center that will serve as the central events facility for the recreation area.

Since an essential takeaway from the recently completed economic impact study was the importance spectators will play in the success of the whitewater park, we've planned ways to engage spectators. Run of River will serve paddlers, families, outdoor recreation enthusiasts, and adventure travelers, offering river access and viewing areas for non-boaters, trails for hiking, biking, and cross-country skiing, and an events facility for concerts, art shows, and community festivals.

Run of River will bring people to Skowhegan to recreate, eat, shop, and play. It will attract entrepreneurs, new businesses, and new residents who desire to live in a community that values health, wellness, and outdoor physical activity—all while offering easy access to the rugged Appalachian Mountains and stunning Maine coastline.

Tourists who visit Skowhegan for Run of River will spend money at our locally owned businesses. Somerset County can expect a \$4.6-million increase in spending and 43 new jobs in the base year alone. As awareness of Run of River increases and event attendance grows, so does the economic impact—statewide economic impact is projected to more than double from \$6 million to \$13 million, with the potential of reaching \$19 million by year 10.¹

Equally important as economic growth is the impact Run of River will have on the health and wellness of residents. Free and open to all, it will provide four seasons of recreation, creating accessible ways for people to get active in a county that struggles with obesity and poor health rates above the state average. Increased outdoor activity will not just improve physical health, but will also improve mental health, reduce crime, and abate the opiate crisis.

¹ [Economic Impact of the Proposed Run of River Whitewater Park in Skowhegan, Maine](#), page 24

Local youth will have the opportunity to volunteer at paddling events, help with trail maintenance, and learn teamwork, communication, and swiftwater rescue skills while navigating whitewater in the gorge with their instructor and classmates.

Evidence suggests that the riverbed in the gorge was altered during the days of the log drives and that most of the natural substrate/bathymetric features were removed to prevent log snags. The installation of whitewater features is expected to restore some of the hydraulic diversity, improve fish habitat, and offer safe passage for fish migration.² During construction of the park, we will also remove hazardous debris from the bridge that collapsed during the flood of 1987.

Now is the time for Run of River. The outdoor recreation industry is booming, and whitewater paddling is a growing sport. More than half of American travelers are considered adventure travelers, adding to the number of potential visitors. Though there are dozens of other successful whitewater parks around the country, there are currently no others in New England—Run of River would be the first, situated among several natural whitewater paddling destinations in Maine.

The Town of Skowhegan has already invested \$10.8 million in preparation for Run of River, and in February 2017, the town select board voted to hold an additional \$1.4 million in the reserve account for whitewater park construction. Now the Run of River Committee, an official committee of the Town of Skowhegan, is working to raise the remaining \$14.4 million to complete the Run of River Whitewater Recreation Area, inclusive of the whitewater park, a slalom course, an expanded trail system, a riverfront promenade, and an expansive boathouse/events center. Once constructed, Run of River will be owned and maintained by the town. The Skowhegan Economic Development Corporation will own the boathouse/events center, and Main Street Skowhegan will manage marketing and events, ensuring economic success of the facility.

The time has never been more critical for Run of River. With the recent closing of Madison Paper and other mills around the state, it's imperative that we diversify the local economy. Health and wellness of community members is at an all-time low, and it is time for us to take action to improve the quality of life for all.

Throughout the town's history, the Kennebec has been Skowhegan's lifeblood—from the early industrial years to the days of the log drives—and it is time again to turn to the river to boost our economy and revitalize our town, to improve the health of our citizens and our environment, and to enrich the vibrancy of Skowhegan. Run of River is a transformational project for our community, our people, and our future.

² [Skowhegan Run of River Project Preliminary Design Report](#), page 5-2

Run of River: Skowhegan's Future

Overview

Run of River is a proposed whitewater recreation area in the central business district of Skowhegan that will enhance quality of life for all by positioning the town as a tourist destination, injecting money into the economy, creating accessible ways for people to get outside and be more active, providing youth engagement opportunities, and building community pride.

Recreation features in and around our downtown Kennebec River Gorge will include a whitewater park with enhanced rapids and waves for kayakers, canoeists, and other water enthusiasts; terraced seating for enhanced viewing of paddling events; a four-season trail system for hiking, biking, cross-country skiing, and more; pristine fishing waters; a boathouse/events facility; a riverfront promenade; and an array of parks.



Figure 1: Artist rendering of Run of River

The Kennebec River Gorge

For centuries the Kennebec River has been the lifeblood of our region.

Prior to European settlement, Skowhegan was an important stop for the Abenaki people as they migrated from northern hunting grounds to the Atlantic Ocean each spring. They fished in the pools below the falls and planted crops in fertile soil along the riverbank for autumn harvest on their return trip. The Abenaki named the region Skowhegan, which means “watching place [for fish].”

During the industrial age, Skowhegan settlers built mills along the banks of river, using the consistent water flows to generate power.

In the mid-1900s log drives provided a primary source of revenue for the region. After the final log floated through the gorge in 1976, some river drivers turned to whitewater rafting in the northern part of the county to continue their way of life on the Kennebec.

Now, 40 years later, Skowhegan turns to its river with an eye toward good health, economic development, and our heritage—with the Run of River Whitewater Recreation Area.

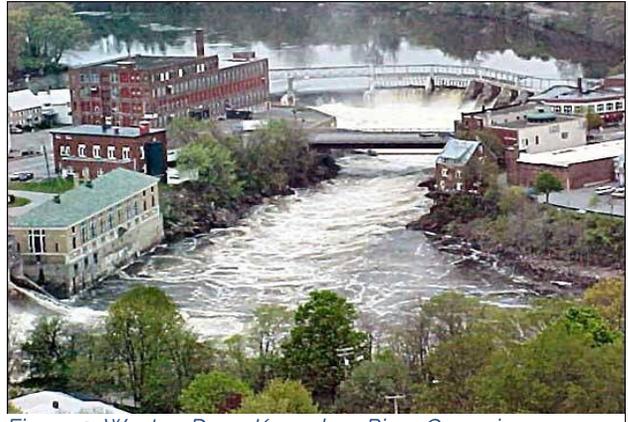


Figure 2: Weston Dam, Kennebec River Gorge in downtown Skowhegan

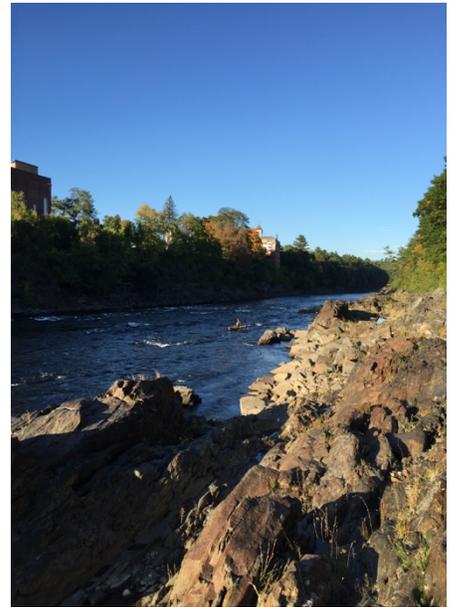


Figure 3: Views up river toward Weston Dam and walking bridge; view down river toward Great Eddy

Preliminary Planning and Investment

Planning for Run of River began in 2003 with the creation of the Run of River Committee, an official committee of the Town of Skowhegan charged with bringing this vision to life. In 2004 the committee commissioned Kleinschmidt to conduct a feasibility study, which cited the Kennebec River Gorge as a viable location for a whitewater park. Over the course of the last 12 years, the Run of River Committee and the Town of Skowhegan, as well as several other economic development groups and local organizations, have been steadily preparing for Run of River.

\$10.8 Million Preliminary Investment

Preparations for Run of River have included a number of downtown projects, including parking lot enhancements, the addition of public restrooms, the creation of trails on 40 wooded acres, and several infrastructure improvements. Total investment for these projects exceeds \$10.8 million.

- Downtown infrastructure improvements (sidewalk and streetlight upgrades, 1-million gallon holding tank to offset overflow into the river, sewer and water upgrades to minimize overflow into river during storms) completed in 2006 for \$7,157,500
- Public restrooms and office space at the Renaissance Center, completed in 2008 for \$904,300
- Three rounds of façade improvements in 2008, 2010, and 2015 that enhanced the appearance of 46 commercial buildings with a total investment of \$1,044,337
- Debe Park River Walk (ADA trail on south side of Kennebec River Gorge), completed in 2011 for \$496,708
- River's Edge Bike Park (adjacent to Debe Park River Walk), completed in 2012 for \$8,000
- Parking lot improvements, including the municipal lot and the Indian sculpture parking lot, completed in 2015 for \$1,051,000

Please see Appendix A for a list of all completed projects and detailed figures of preliminary investment.

In addition to investing taxpayer dollars, the town received donations for these improvements from local business owners and residents as well as funding from several grants, including a Riverfront Community Bond, a Department of Conservation Trail Grant, a Communities for Maine's Future Grant, a Downtown Revitalization Grant, a Community Enterprise Grant, and several Community Development Block Grants.

Steady Progress for Future Success

The Run of River Committee has completed the following studies in preparation for the Run of River Whitewater Recreation Area.

- [Run of River Feasibility Study Report](#), Kleinschmidt Energy & Water Resource Consultants, 2004

- [Run of River Preliminary Design Report](#), McLaughlin Whitewater Design Group, 2014
- [Run of River Economic Impact Study](#), Planning Decisions, Inc. and Main Street Skowhegan, 2016
- Run of River Whitewater Recreation Area Business Plan (this document), Main Street Skowhegan on behalf of the Run of River Committee, 2017
- Promotional items for capital campaign:
 - Run of River video, Taylor Walker Film, 2017
 - Run of River fundraising brochure, Main Street Skowhegan, 2017
 - Run of River fundraising presentation, Main Street Skowhegan, 2017

In 2016, Main Street Skowhegan—a Run of River Committee partner—led a town-wide strategic planning effort for Skowhegan that engaged more than 500 members of the community. During this process it became clear that residents recognize Run of River as a potential economic driver for the region—it was identified as a top priority in the [Skowhegan Strategic Plan for Community Transformation](#).

Committed to the project, the Town of Skowhegan has sheltered \$1.4 million from the Sappi Fine Paper TIF (tax increment financing), reserving the funds for construction of the whitewater features in the gorge.

On Tuesday, February 28, 2017, members of the Skowhegan Select Board voted 5-0 to hold these funds in the account for two years as the Run of River Committee works to raise the remaining capital for the Run of River Whitewater Recreation Area. A copy of the signed agreement can be found in Appendix B.

Recreation Area Proposed Elements

Nowhere else in New England can you spend an afternoon paddling on three quality rapids and then pull out on shore, stash your watercraft in a boat locker, change out of your wetsuit at the riverside boathouse/events center, and walk to the local pub to grab a bite to eat and perhaps a local craft brew. Run of River will provide this experience and more.

The creation of a downtown whitewater park with consistent flow year-round will make Skowhegan a favorite location for paddling and surfing, and it will attract regional and national whitewater paddling competitions. Visitors who come to watch freestyle events or high-caliber slalom races will have the opportunity to view the action from terraced seating on the riverbank, from the deck of the Old Mill Pub, or from a variety of viewing areas along the riverfront promenade.

Spectators and paddlers alike will choose from a variety of complementary activities, including strolling along the river and through Coburn Park, stopping to listen to a Sunday afternoon concert; exploring more than 300 wooded acres right in Skowhegan's downtown on foot or by bicycle (or by cross-country skis or snowshoes in the winter); fishing for salmon or trout in the pristine waters of the gorge, restored by removal of hazardous debris and the creation of fish passage during park construction; or experiencing the gorge and its environs via other recreational opportunities that will inevitably spring up once Run of River

is complete—a thrilling zip-line ride down the gorge, a narrated raft trip with historical flair and picnic lunch, or paddleboard yoga.

In order for this vision to become a reality, the following elements of the Run of River Whitewater Recreation Area are necessary additions to the Kennebec River Gorge and surrounding region.

Run of River Features

- **3,000-foot whitewater park with three waves**
 - Mid-stream obstacles, side jetties, and islands to create whitewater features
 - Water velocity will create waves with low gradient drops of 1.5 to 2 feet
- **Terraced seating on the southern bank of the gorge**
- **Enhanced river access and additional trails**
 - Access road from New Balance property
 - Foot trail from Debe Park River Walk
 - Portage trail along upper two rapids
- **Slalom course for competitions**
- **An expanded and developed, four-season recreational trail system on more than 300 wooded acres in downtown**
- **Boathouse/events center for storing boats and for hosting large events**
- **Two-mile riverfront promenade with ample river-viewing areas, connecting downtown to the Kennebec Banks boat landing**

Whitewater Park

The primary asset and attraction of the Run of River Whitewater Recreation Area will be the proposed whitewater park in the Kennebec River Gorge.



Figure 4: Run of River whitewater park rendering

Site analysis concluded that there is ample river flow (2,500 cfs to 8,800 cfs average³) to create several high-quality whitewater features. The 3,000-foot park will include three

³ Skowhegan Run of River Project Preliminary Design Report, page 3-1

whitewater features—one under the walking bridge, one downriver at the second rapid, and one at the entrance to the Great Eddy. Each of the features will have a drop of 1.5 to 2 feet and a calm water area for resting and self rescue in the event of a capsiz⁴.

These features will generate waves for kayakers, canoeists, stand-up paddleboarders, river surfers, tubers, and boogie boarders to enjoy. They will be designed to react differently based on water velocity, but nevertheless produce consistent, quality waves at a variety of flow levels—ideal for paddlers who want to develop skills in a stable environment.

Permitting and Final Design

Before construction of the whitewater park can begin, we must obtain permits and complete a final design and physical model.

Pre-permitting

Additional data is required to finalize supplemental models of whitewater features. A diver survey will determine how best to remove the collapsed bridge from the flood of 1987, and a geotech firm will bore holes at the proposed location of each feature for the geotechnical investigation. The committee will define and negotiate water flow through the Weston Dam for these activities and for construction and beyond. A pre-permitting meeting with agencies will help to determine additional data needed and the level of modeling required for approval. A full-day value engineering workshop to further review all data and in-the-wet construction methods—which will meet performance and environmental standards—will help to determine the final construction recommendation and budget.

Permitting

Permitting tasks will include 1D modeling for flood hydraulics, supplemental 2-D modeling support, NRPA (Natural Resources Protection Act) Tier III Joint Application to USACE (U.S. Army Corps of Engineers) and MEDEP (Maine Department of Environmental Protection), Section 7 ESA (Environmentally Sensitive Area) consultation, storm-water permit, site, law, and environmental site work (wetland identification and habitat assessment). Permitting has been made more complicated with the listing of Atlantic salmon as a threatened species—a factor that will increase the complexity and duration of the process.⁵

Final Design and Physical Model

Design services will include additional structural analysis, final construction plans, calculations modeling, refinement, coordination of fish passage, and supporting analysis. The physical model will serve as a powerful design tool and will aid in testing and minimize post-construction tuning.

Estimated Time for Completion

Pre-permitting tasks, permitting, and completion of the final design and physical model are expected to take a total of 12 months.

Pre-permitting tasks, including data collection, supplemental surveying, and review of water control will happen concurrently during a two-month period. At the conclusion of these activities, a one-day value engineering workshop will be held.

⁴ Skowhegan Run of River Project Preliminary Design Report, page 1-1

⁵ [Skowhegan Run of River Project Preliminary Design Report](#), page 2-3

After pre-permitting tasks are complete, the permitting and final design processes and construction of the physical model can begin. These activities will happen simultaneously during a 10-month period.

Construction of Whitewater Features, Terraced Seating, Trails

The park will consist of three whitewater features, or waves, created by the addition of structures in the river. Proposed structures—designed to resist forces in the river environment, minimizing the need for maintenance—are masses of boulders with concrete grout filling the voids, mounted on bedrock on the bottom of the gorge. In areas with localized alluvial bed material, loose rock and sediment will be removed to expose the bedrock. Grout will be recessed at the surface of the structures to provide a natural aesthetic and maximize interstitial spaces for aquatic habitat.⁶

Preliminary structural analysis completed at whitewater feature #2—the worst-case feature with the largest forces—showed the need for rock anchors/dowels embedded into the bedrock for stability. Additional structural analysis at each of the other two features will determine specific needs at each site.

In addition to the three river structures, whitewater park construction will include site restoration, terraced seating, an additional foot trail along the river and from the Debe Park River Walk, and improved river access.



Figure 5: Example of coffer dams required for dry construction

Ample and consistent flow of the Kennebec River make the Skowhegan gorge an excellent site for whitewater features, but the flow also creates a very challenging environment for heavy construction. Water control and physical access to the gorge will make up a significant percentage of the total construction cost.⁷

Upon securing funding, the committee will work with McLaughlin Whitewater Design Group and Kleinschmidt Energy & Water Resource Consultants to complete these tasks.

Slalom Course

Increasing market share through whitewater events and festivals will be vital to the success of Run of River. Events will attract paddlers and spectators and bring in direct and indirect revenue for the town and the event-planning organization.⁸

The New England Slalom Series, a club of the American Canoe Association, hosts 10 races annually, and the



Figure 6: Slalom course example

⁶ Ibid, page 4-6

⁷ Ibid, page 6-1

⁸ Run of River Economic Impact Study, page 25

organization is always looking for new venues—specifically venues that offer consistent water flow. According to Clayton Cole, President of the American Canoe Association New England chapter, Run of River would make an outstanding slalom event venue with its consistent flows and proximity to downtown.

Slalom events require gates to be hung on wires across the river, similar to a slalom downhill ski race. These wires are strung from cables that are attached to metal posts on each side of the river. To become slalom-race ready, Run of River will need to have a system of posts and cables on each riverbank as well as a set of wires and gates for use during each event. Typical slalom courses are 1,000 feet in length with 18 to 24 gates. Please see Appendix C for details.

Recreational Trail Development

In addition to the whitewater park, the recreation area will include a network of trails for non-motorized use, including hiking, trail running, mountain biking, cross-country skiing, and snowshoeing.

There are currently three trail systems situated in downtown Skowhegan near the Kennebec River Gorge—the Debe Park River Walk, the Philbrick Trails, and the Heselton Street Trail. Though the town invested in the completion of the Debe Park River Walk, the Philbrick Trails and Heselton Street Trail need to be expanded and further developed in order to meet recreational trail standards. More information about these trails is included below. Please see Appendix D for expansion and development details.

Debe Park River Walk⁹

With 800 feet of river frontage and the 5.6-acre Gorge Overlook parcel, the river walk provides outstanding scenic views and access to the river. An all-purpose ADA-accessible walkway, the river walk was completed in 2012 and runs from Mount Pleasant Street (near the pedestrian bridge) to Joyce Street, where it connects with the canoe portage site, the Philbrick Trails, and the River's Edge Bike Park. Already built, this trail requires regular maintenance.

Philbrick Trails¹⁰

This 34-acre scenic parcel features both upland and riparian wildlife habitat as well as approximately 1,200 feet of river frontage. A partnership between the Town of Skowhegan and the Somerset Woods Trustees, this property includes a network of public trails designed for non-motorized use. Though currently useable for walking, these trails need to be extended and better developed in order to be suitable for four-season use. Committee member Jason Cooke has mapped out a plan for expansion of this system that will add nearly 90 acres and create a 5K loop. Landowner discussions are in progress. For a map, please see Appendix D.

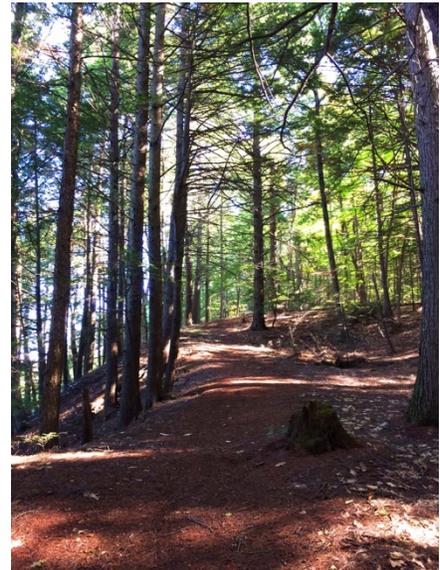


Figure 7: The Philbrick Trails run along the bank of the Kennebec River Gorge.

⁹ See: [Somerset Woods Trustees Properties](#)

¹⁰ Ibid

Heselton Street Trail

Similar to the Philbrick Trails, this footpath will require further development for use as a recreational trail system. Located in downtown a short walk from the gorge, the Heselton Street Trail forms three loops as it winds its way through a white pine forest. The trail is accessible from Heselton Street, just after the Margaret Chase Smith School, or from Memorial Field at the end of East Maple Street. There are 119 wooded acres situated just north of the current trail that would make it possible for significant extension. The Skowhegan Water District owns this property, and they are open to a discussion of responsible trail development. For a map, please see Appendix D.

Comprehensive Recreational Trail Study

In addition to enhancing the Philbrick Trails and Heselton Street Trail, the committee proposes the completion of a recreational trail study to assess current assets, determine needs, and aid in the planning for future development of other Skowhegan trails and for connection to regional trail systems.

Boathouse/Events Center

As previously noted, the economic impact study cited events as critical for maximizing economic impact. Events would run the gamut—from small-scale slalom races to large festivals and national competitions. In order to accommodate events of this caliber and take full advantage of the expected impact of Run of River, Skowhegan needs an events facility.

Salida, Colo.—a town that has grown significantly since the addition of a whitewater park—has a riverside events center that hosts conferences, meetings, and weddings. We propose a similar facility in Skowhegan.

The committee worked with Steve Govoni of Wentworth Partners & Associates to design a boathouse/events center. This facility will meet a number of community needs:

- Downtown facility that can accommodate large groups of people for indoor and outdoor events, festivals, concerts, award ceremonies, etc.
- Teaching/commercial kitchen could serve as an experiential classroom for the Somerset Career & Technical Center Culinary Program* and will provide space for community cooking classes and demonstrations
- Teaching/commercial kitchen for catering events
- Café that will provide experiential learning opportunities for culinary students and where visitors and residents will enjoy food and drink
- State-of-the-art conference and meeting space for business and social gatherings
- Storage for Skowhegan Recreation Department-owned canoes and mountain bikes and for Main Street Skowhegan-owned snowshoes for public use in gorge and on nearby trails
- Boat lockers for members of a local paddling club and paddlers who frequent the facility, enabling ease of use
- Public restrooms and changing areas for kayakers, trail runners, mountain bikers, and others who will use the recreation area
- Office space for the organization that will promote the whitewater recreation area, plan events, and bring national competitions to Skowhegan
- More jobs in a region that currently suffers from high poverty rates



Figure 8: Artist rendering of proposed boathouse/events center.

For design renderings, specs, and features of the facility, please see Appendix E.

*The committee has had recent discussions with Somerset Career & Technical Center faculty and administrators about the teaching kitchen being the new classroom for the culinary program, as the current space at the tech center is not adequate. This is still under consideration.

Riverfront Promenade

The proposed promenade will offer numerous river-viewing opportunities, allowing spectators to watch whitewater events from a number of places along the north shore of the river bank. It will also provide residents and visitors alike with a paved walkway that will link downtown Skowhegan's Flat Iron District to beautiful Coburn Park and beyond to Kennebec Banks on Route 2, the boat landing two miles east of downtown.

Construction of the promenade will improve access to and likely increase sales at Skowhegan's locally owned shops and restaurants. It will enhance the attractiveness of downtown and provide a safe route for pedestrians to walk, cycle, and run, therefore increasing public health. The promenade will promote Skowhegan's rich heritage, providing views of Weston Dam, the old Dexter Shoe building, and remains of mills on the river bank.

Phase One

ADA-compliant and paved, the first phase of the promenade will provide an attractive multi-use walkway along the Kennebec River in downtown Skowhegan. It will begin at the Old Mill Pub and run by the Dill Center to Veterans Memorial Park. It will then join the existing sidewalk that connects downtown to Coburn Park. More details can be found in Appendix F.



Figure 9: Phase one of the riverfront promenade extends from the Old Mill Pub to Coburn Park.

Phase Two

Phase two will begin at Coburn Park and run along the river to the Kennebec Banks rest area and boat launch on Route 2, two miles east of downtown. It will connect more than 150 families living on the east side of Skowhegan to the recreation area, to the Margaret Chase Smith School, and to shopping in downtown Skowhegan. This trail is a collaborative effort between the Town of Skowhegan and Somerset Woods Trustees, and an engineering study has already been completed. Please see Appendix G for more details.

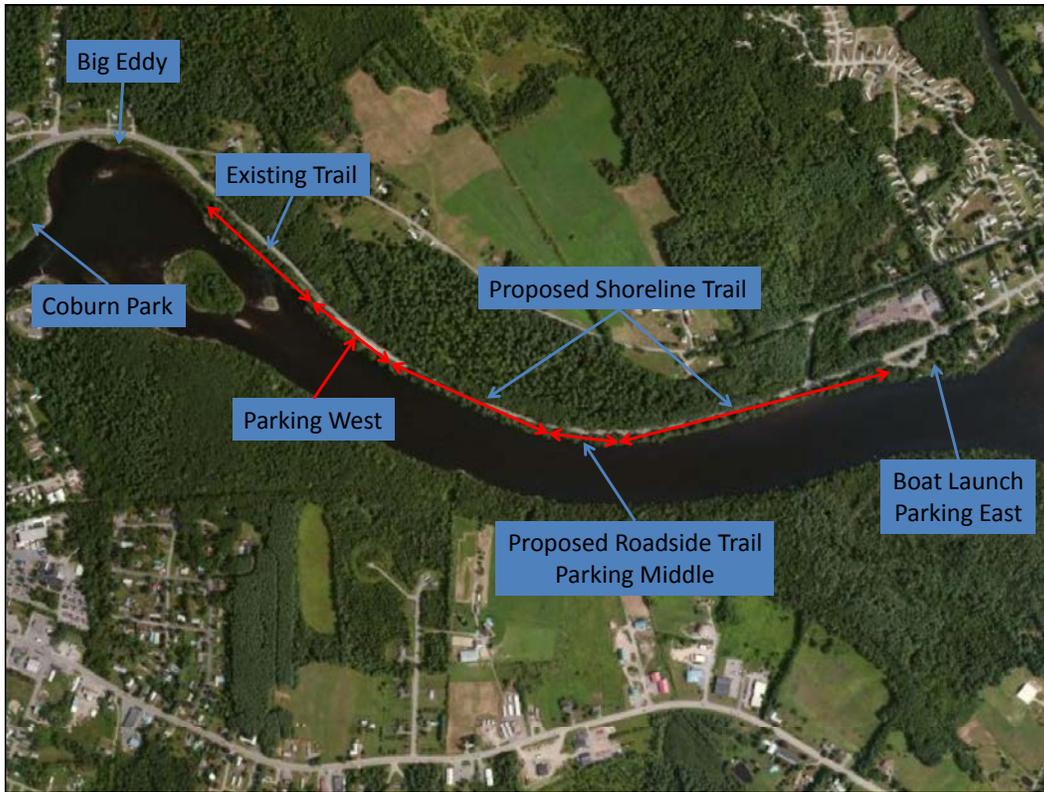


Figure 10: Phase two includes a trail from Coburn Park to the Kennebec Banks boat launch.

Local, Regional, and Statewide Impact

Run of River was conceived after deep introspection about how to best leverage Skowhegan’s assets to strengthen the economy and address socioeconomic and health disparities. With a focus on inclusivity, physical activity, wellness, community development, and economic development and diversification, it’s a project of our time—one that will bolster human connections and combat rising poverty, unemployment, and obesity rates in one of the poorest and least healthy counties in the state.

Run of River Benefits	Local Impact	State Impact
Outdoor recreation	<ul style="list-style-type: none"> • Only whitewater park in New England • Opportunities for paddling (kayaking, canoeing, stand-up paddleboarding, and more) • More than 300 acres of trails in downtown for walking, hiking, trail running, bicycling, cross-country skiing, snowshoeing • Parks/preserves for wildlife viewing, bird-watching, etc. 	<ul style="list-style-type: none"> • Maine recognized as an outdoor recreation destination
Economic development	<ul style="list-style-type: none"> • Skowhegan as a tourist destination = increased 	<ul style="list-style-type: none"> • Increased visitation to the state

Run of River Business Plan

	<p>visitation to the region</p> <ul style="list-style-type: none"> • \$4.6 million in spending; 43 jobs; \$1 million in labor income in base year in Somerset County • Diversification of Skowhegan tax base • New businesses • More jobs • Increased property values • Attract entrepreneurs and new residents = increase in workforce numbers 	<ul style="list-style-type: none"> • Anticipated \$5.9 million in spending; 54 jobs; \$1.5 million in labor income in base year • Potential for \$19 million in spending in year 10 • Increased spending on lodging/food/etc. = larger marketing budget for the Maine Office of Tourism
Health and wellness	<ul style="list-style-type: none"> • Access to year-round outdoor activities via river, recreational trail network, and the riverfront promenade • Inclusive, free and open to all people; removal of barriers to healthy activities • Improved walkability in town • Outdoor recreation provides alternative to unhealthy distractions (drugs, crime, etc.) • Improved physical fitness and health • Improved mental and emotional wellness • Decreased obesity rates 	<ul style="list-style-type: none"> • Maine recognized as healthy place to live, work, visit • Healthier people living in the state = decrease in services for unhealthy residents
Youth engagement	<ul style="list-style-type: none"> • Event/festival volunteer opportunities • Teamwork, communication, and skills training • Community connectedness and feeling valued by town • Entice youth to stay local or return after college 	<ul style="list-style-type: none"> • Curb youth outmigration • Attract more active youth to our state • Maintain youth workforce
Vibrant community	<ul style="list-style-type: none"> • Increase in visitors to town = increased need for cultural experiences and activities • Better economy = more money to be spent locally on cultural experiences • More cultural experiences for all to enjoy (concerts, plays, tours, etc.) • Run of River seen as hallmark of community • Reinvigorate community pride 	<ul style="list-style-type: none"> • Thriving town in rural Maine with high quality of life that will attract new businesses, residents, and visitors
Environmental restoration	<ul style="list-style-type: none"> • Site restoration • Removal of debris from collapsed bridge • Enhanced fish habitat and 	<ul style="list-style-type: none"> • Improved waterway for fisheries • Enhanced fish migration

Run of River Business Plan

	<ul style="list-style-type: none"> passage Pristine waters Great location for fishing 	
Skills and training	<ul style="list-style-type: none"> Facility for swiftwater rescue certification training and testing Training facility for Somerset Career & Technical Center outdoor program and Skowhegan Area High School physical education classes Training facility for Skowhegan Fire Department 	<ul style="list-style-type: none"> More trained rescue personnel Certified paddlers = mitigated risk on remote rivers

Spurring Economic Development

Run of River will positively affect state, regional, and local economies through direct, indirect, and induced impacts.¹¹

Economic Impact, Base Year

Metric	Maine	Somerset County
Annual Sales/Spending	\$5.9 million	\$4.6 million
Permanent Employment (FTE)	54 jobs	43 jobs
Annual Labor Income	\$1.5 million	\$1 million

Source: Economic Impact of Proposed Run of River Whitewater Park, 2016

Annual State and Local Tax and Fee Revenue Generated

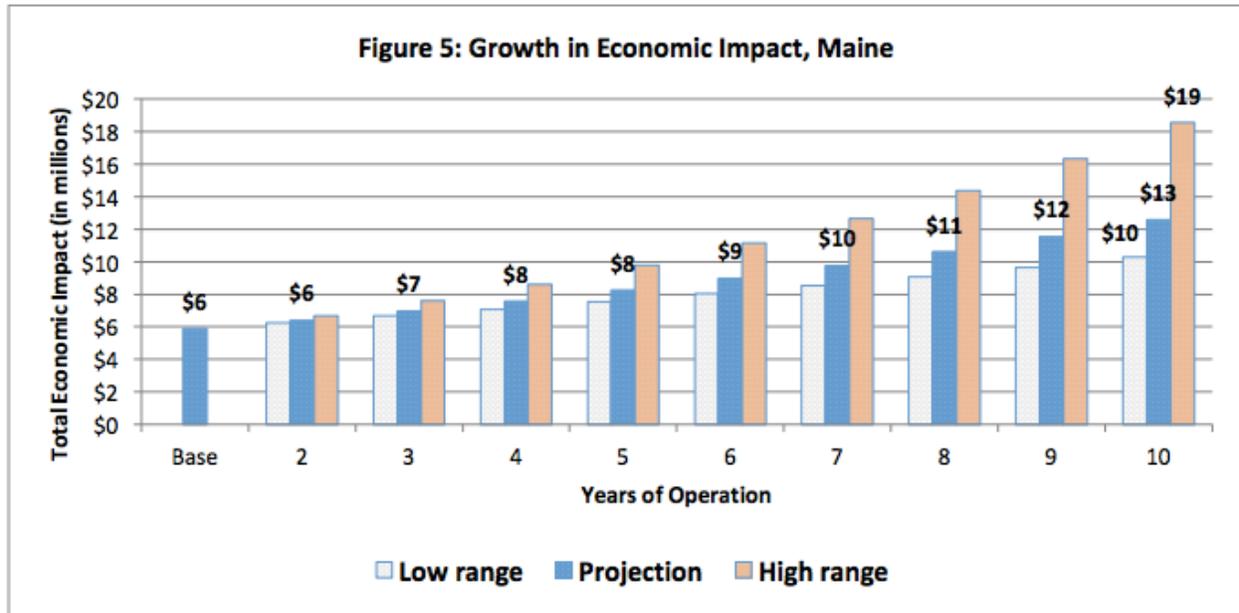
Category	Operations
Individual and Corporate Income Taxes	\$46,700
Sales Taxes	\$122,500
Property Taxes	\$154,900
Other Taxes and Fees	\$39,100
Total State and Local Tax Revenue	\$363,200

Source: Economic Impact of Proposed Run of River Whitewater Park, 2016

As awareness of Run of River increases and event attendance grows, so does the impact—statewide economic impact is projected to more than double from \$6 million to \$13 million, with the potential of reaching \$19 million by year 10.¹²

¹¹ [Economic Impact of the Proposed Run of River Whitewater Park in Skowhegan, Maine](#), page 24

¹² Ibid, page 25



Source: Economic Impact of Proposed Run of River Whitewater Park, 2016

Run of River will bring prosperity to our region. It will revitalize the downtown, and tangentially all of Skowhegan, by spurring innovation and entrepreneurship, creating jobs, and stimulating additional infrastructure improvements. It will diversify our economy and provide additional stability for the municipality's tax base, and it will increase property values.

Tourism as Economic Development

Run of River will attract visitors—paddlers who want to use the park, families who want to take advantage of the recreation area and its facilities, and tourists who want to vacation in a vibrant recreation destination in the beautiful state of Maine. These visitors will increase revenues of locally owned businesses, and they'll create a need for new restaurants, lodging facilities, event venues, retail shops, and sporting goods merchants. Increased visitation to the region will also advance the sale of locally sourced food, propel development of cultural experiences, and strengthen the burgeoning arts community.

According to the UNWTO Global Report on Adventure Tourism, 66 percent of revenue generated from adventure travel stays in the local region.¹³ The Adventure Travel Trade Association reports that visitors spend an average of \$145 on local handicrafts or souvenirs while on their trip.¹⁴

In addition to attracting visitors, Run of River will help to attract new residents. People will choose to move to Skowhegan and nearby towns to take advantage of the high quality of life, bringing with them new businesses, jobs, and capital.

¹³ [UNWTO Global Report on Adventure Tourism](#), page 83

¹⁴ [Key Adventure Travel Trends: For 2017 Planning and Beyond](#)

"Tourism is a people-based economic activity built on social interaction. By opening the doors to employment opportunities and decent livelihood, leading skills and capacity development, it can have a strong transformative impact on communities, especially those existing in poverty, at the margins of society or in remote areas."¹⁵

Opportunities for Expanded Recreational Business

Once the popularity of Run of River takes off, we expect to see the establishment of a number of complementary businesses. These businesses could offer:

- Guided raft, kayak, canoe, tube, and stand-up paddleboard trips
- Narrated historical raft rides with local guides and catered island picnics
- Guided Benedict Arnold Trail canoe trip
- Zip-line course down the gorge
- Pontoon boat tours and rentals on local lakes
- Guided fly-fishing, hunting, wildlife-viewing, and horseback-riding trips
- Paddleboard yoga and meditation
- Guided and self-guided cultural (heritage, art, agricultural, food/brew) tours of Skowhegan and the region
- Guided snowmobile and ATV trips
- Log driver museum and historical center
- Transportation services between downtown Skowhegan, the Kennebec Banks boat launch, lodging facilities, and other locations with recreational and cultural activities

These new businesses will bring new jobs and help to diversify the tax base.

Promoting Health and Wellness via Outdoor Recreation

Research shows that physical activity in the outdoors leads to better health and wellness:

- Health benefits of regular outdoor activity include weight loss, lower blood pressure, reduced arthritis pain, and lowered risk of diabetes, certain cancers, osteoporosis, and cardiovascular disease.¹⁶
- People who engage in physical activities in the outdoors experience greater feelings of enjoyment, energy, vitality, restoration, and self-esteem.¹⁷
- Unstructured outdoor time is reported to improve children's health by increasing physical activity, reducing stress, and reducing symptoms of attention disorders.¹⁸
- Access to greenspace in low-income neighborhoods is a promising approach to reducing health inequalities, increasing longevity, and improving health behaviors.¹⁹

¹⁵ [UNWTO Global Report on Adventure Tourism](#), page 36

¹⁶ [Physical, Social, Emotional & Intellectual Benefits of Outdoor Recreation](#), *Healthy Living*

¹⁷ [Improving Health and Wellness through Access to Nature](#), American Public Health Association, Nov. 5, 2013

¹⁸ Ibid

¹⁹ Ibid

Free and open to all, Run of River will provide four seasons of recreational opportunities, creating accessible ways for people to get active in a county that struggles with obesity and poor health rates above the state average.

The recreation area, inclusive of land-based trails and in-river activities, will provide residents opportunities for outdoor recreation and physical fitness and the development of new skills. Footpaths along the river and expanded and improved trails on more than 300 wooded acres in the heart of town will offer hiking, trail running, biking, snowshoeing, and cross-country skiing. Swimming and fishing in the gorge via new river access trails will add to the list of summer pastimes for local youth. Paddling—in a kayak or canoe, or on a stand-up paddleboard, boogie board, or surf board—will provide fun and adventurous ways for locals to get outdoors and be active.



Figure 11: An element of the future Run of River Whitewater Recreation Area, Skowhegan's Debe Park River Walk runs along the Kennebec River Gorge.

The Skowhegan Recreation Department owns canoes and mountain bikes that will be available for use free of charge to Skowhegan residents. Main Street Skowhegan owns several pairs of snowshoes available for community members to borrow at no charge. This recreation gear will be stored at the boathouse/events center that will be located adjacent to the whitewater park and trail network.

Increased access to outdoor recreation via Run of River will serve as a distraction from and alternative to harmful lifestyle choices including drugs, alcohol, and crime.

Use of the recreation area will help to reduce obesity, battle depression and other mental disorders, fight the opioid crisis, and lower crime rates, resulting in happier and healthier citizens. Run of River will make Skowhegan a safer, healthier, and better place to live.

Engaging Local Youth

Run of River will help keep our local youth engaged in the community and active in the outdoors via trail work, volunteer opportunities at paddling events and festivals, and internships at local businesses serving tourists.

The Somerset Career & Technical Center offers an outdoor leadership program under the guidance of outdoor enthusiast and educator Bill Houston. In addition to classroom instruction, Houston incorporates experiential learning into his curriculum. Run of River will provide a setting for Houston to teach his students whitewater paddling techniques and swiftwater rescue. Skowhegan Area High School physical education teacher Soren Siren is

also interested in incorporating whitewater canoeing and rafting into the physical education curriculum for his students. In addition to teaching technical skills, these experiences will build communication, teamwork, and other soft skills valuable for future employment.

Residents and local paddlers have expressed interest in forming a paddling club once Run of River is established. The club will provide instruction and camaraderie for local youth and adults interested in building skills in the sport of whitewater paddling.



Figure 12: Students from the Somerset Career & Technical Center outdoor leadership program practice flat-water paddling techniques in the Kennebec River Gorge.

According to the 2015 Maine Integrative Youth Health Survey, only 46 percent of youth in our region feel like they matter to people.²⁰ Through opportunities associated with Run of River, youth will feel valued by the community and connected to our town, which may help boost academic performance, curb youth outmigration, and increase the likelihood that local youth will return after college. These experiences will also foster aspirational thinking, giving students ideas for new career paths and hope for the future, ultimately creating motivated and ambitious adults.

Cultivating a Vibrant Community and Bolstering Town Pride

Run of River will bring more people to our region, providing the necessary audience, interest, and capital for the creation of new cultural experiences, ultimately bolstering the vibrancy of the community. Activities that promote Skowhegan's brand—agricultural, brewery, and historical tours, cooking classes, theatrical performances, art walks, and more—will entertain visitors and residents alike.

"Adventure tourists are equally keen to learn about the culture of their destination, and experiencing local culture in an authentic way is a sought after activity. Destinations which encourage local people to preserve their culture—even as modern influences continue to shape and evolve local customs—fare well with adventure travelers."²¹

Along with this new level of vitality will come a reinvigorated sense of pride as residents watch our town transform into a sought-after destination. Citizens will be proud to say they live in Skowhegan—a place with a strong economy, outdoor recreation opportunities, a vibrant cultural scene, and a welcoming community filled of healthy, happy individuals.

²⁰ [2015 Maine Integrative Youth Health Survey](#)

²¹ [UNWTO Global Report on Adventure Tourism](#), page 52

Restoring Natural Habitat

Run of River will enhance our natural environment by removing hazardous materials from the riverbed—debris from the collapse of a pedestrian bridge during the flood of 1987—and enhancing fish habitat.

Evidence suggests that the riverbed was altered during the days of the log drives, removing most of the natural substrate/bathymetric features to prevent log snags. Thus, the installation of whitewater features is expected to restore some of the hydraulic diversity, improve fish habitat, and offer safe passage for fish migration.²²

Whitewater features will be designed to enable fish movement and will be located on one side of the gorge, leaving the other side safe for fish passage. Divider islands will create shoreline habitats for migrating fish.²³ Eddies created as a result of the features will produce resting pools, habitat for microinvertebrates, flow refuges, and feeding grounds. Aerated water will also benefit fish species.²⁴

Facility for Training and Swiftwater Rescue Certification

Run of River will serve as an important training facility for the Skowhegan Fire Department and others interested in learning swiftwater rescue techniques.

For certification, skills training will take place in the gorge and classroom education will take place in the boathouse/events center.

Vision for the Kennebec River Corridor

The Run of River Whitewater Recreation Area is part of a bigger vision for enhanced quality of place and community development along the Kennebec River in Somerset County.

This vision connects Jackman to Fairfield via the Kennebec River—using the river as a recreational tourism asset that will drive economic development and positively impact adjacent communities through the promotion of healthy lifestyles.

Though still in high-level planning, the elements of the vision include:

- Jackman/Rockwood: Further development and enhancement of the Northern Forest Canoe Trail
- The Forks: Growth of the rafting industry
- Solon to Madison: Further development and promotion of float trips and fly-fishing
- Madison to Norridgewock: Further development and promotion of float trips and fly-fishing
- Norridgewock: Kennebec Sailing School
- Skowhegan: Run of River Whitewater Recreation Area

²² [Skowhegan Run of River Project Preliminary Design Report](#), page 5-2

²³ *Ibid.*, page 3-2

²⁴ [Run of River Feasibility Study Report](#), page 19

- Hinckley to Fairfield: Kennebec Rowing Center at the Hinckley Boat Launch for collegiate crew events

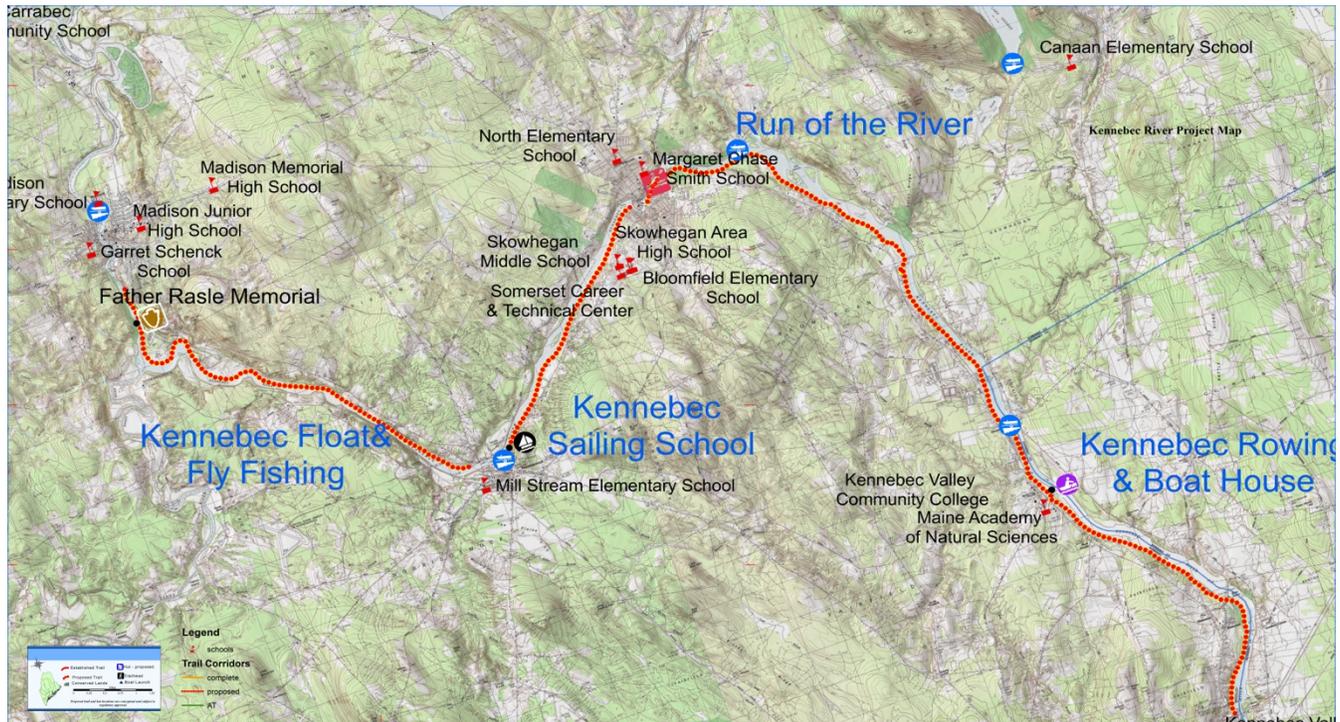


Figure 13: GIS map of future development of the Kennebec River corridor

Quality of Place: Planning and Collaboration in Somerset County

As noted above, planning for enhanced quality of life and place in central Maine is ongoing.

Somerset County Tourism Growth Committee

Somerset Economic Development Corp. has formed a committee to move the vision for the Kennebec River corridor forward as described above.

Somerset Cultural Planning

The Somerset Cultural Planning Committee (SCPC), a collaboration between the Wesserunsett Arts Council and Main Street Skowhegan, is gathering information about cultural resources in Somerset County, including those related to recreation, agriculture, the arts, history, community, and more. They'll use the information to craft a cultural plan that will leverage and promote those resources to help drive tourism to the region and boost the economy. SCPC is also spearheading cross-border collaborative efforts with Quebec and making the region more welcoming for French-speaking visitors. Main Street Skowhegan is working to bring tour operators and bus tours to Skowhegan and the Kennebec Valley via collaborative efforts with the Maine Office of Tourism and the Maine Motorcoach Network.

Kennebec Valley Tourism Council

The Kennebec Valley is one of the eight Maine tourism regions designated by the state. The Kennebec Valley Tourism Council (KVTC) is responsible for creating a tourism marketing

plan for the region, using funds issued each year by the Maine Office of Tourism. KVTC's primary goal is to increase the number of people visiting the Kennebec Valley.

Somerset Woods Trustees

Formed in 1927, Somerset Woods Trustees (SWT) is a nonprofit land trust with the mission of protecting lands that have significant natural or cultural resources and managing them in a sustainable way for public benefit. In Somerset County, SWT owns 29 holdings comprising about 1,155 acres and holds conservation easements on nine properties totaling approximately 843 acres.

Collaborating for Future Success

Cross-representation on committees and communication between each group—the Run of River Committee, the tourism growth committee, the cultural planning committee, the KVTC, and SWT—is extremely important. Several members of the Run of River Committee serve on two or more of the aforementioned committees. This collaboration will ensure that all efforts are moving forward toward the same end goal—enhanced quality of place and increased tourism and economic development in the Somerset County region.

Leveraging Regional Assets to Drive Visitation

Run of River will complement regional tourism efforts, highlight Skowhegan's unique assets, and position us to collaborate on vacation packages and recreational tours in our region.

The Kennebec Valley region boasts a number of recreational and cultural assets that attract and serve outdoor recreation enthusiasts and leisure travelers. These include a variety of places and activities that could be included in packages and tours. Please see Appendix H for a list of assets.

According to tourism marketing expert Roger Brooks, for every hour a person spends traveling to reach a destination, they require four hours of activities to keep them entertained. The more activities we have to offer visitors, the more time they will spend in our region—which will be economically beneficial for all.

Market Analysis

Industry Analysis

Two major industries will influence the future success of Run of River—the outdoor recreation industry and the tourism industry—both of which are currently booming

Outdoor Recreation Industry

Reports from the outdoor recreation industry show strong interest in outdoor activities and year-over-year growth.

Run of River Business Plan

The Outdoor Foundation reports that 48.4 percent of Americans participated in at least one outdoor activity in 2015. That equates to 142.4 million participants and 11.7 billion outdoor outings.²⁵

The top five most popular adult outdoor activities (by participation rate) are²⁶:

1. Running, jogging, and trail running [14.9% of adults; 31.6 million participants]
2. Fishing - fresh, salt, and fly [14.6% of adults; 30.9 million participants]
3. Hiking [12.5% of adults; 26.4 million participants]
4. Bicycling - road, mountain, and BMX [12.3% of adults; 26.1 million participants]
5. Camping - car, backyard, backpacking, and RV [11.8% of adults; 25 million participants]

Of aspirational adult participants ages 25-34, kayaking ranked in the top ten of the most appealing activities.²⁷ This indicates potential for more future growth in this sector.

Many of the recreational activities that the Run of River Whitewater Recreation Area or nearby facilities will offer showed growth from 2012 to 2015.

Outdoor Participation 2012-15

Activity	Three-Year Change	Run of River Recreation Area and Nearby Facilities
Bicycling (BMX)	+7.5%	River's Edge Bike Park off Debe Park River Walk
Bicycling (mountain)	+2.8%	300 acres of trails in recreation area; others nearby
Canoeing	+1.3%	Whitewater paddling in gorge; flat-water options available near Kennebec Banks as well as on local lakes and ponds (Lake George, Wesserunsett, etc.)
Fishing (fly)	+0.5%	Enhanced access and fish habitat in gorge; fishing in nearby lakes and ponds
Hiking	+2.6%	300 acres of trails in recreation area; others nearby
Kayak fishing	+17.4%	Enhanced access and fish habitat in gorge; fishing in nearby lakes and ponds
Kayaking (recreational)	+5.3%	Whitewater park offers features for all experience levels
Kayaking (whitewater)	+10.3%	Whitewater park offers features for all experience levels
Rafting	+1.7%	Rafting in gorge via enhanced access; private business opportunity
Skiing (cross-country)	+5.7%	300 acres of trails in recreation area; others nearby
Stand-up paddling	+25.7%	Whitewater paddling in gorge; flat-water options available near Kennebec Banks as well as on local lakes and ponds (Lake George, Wesserunsett, etc.)
Trail running	+10.7%	300 acres of trails in recreation area; others nearby
Triathlon (off-road)	+12.4%	Lake George triathlon every September

According to the American Recreation Coalition, outdoor recreation generates more than \$650 billion in annual spending and supports tens of millions of jobs in the United States.²⁸

Additional findings from the report include:

²⁵ [Outdoor Recreation Participation Topline Report 2016](#), page 1

²⁶ Ibid, page 5

²⁷ Ibid, page 6

²⁸ [Outdoor Recreation Outlook 2016](#), page 2

- National and state park visitation trends continue at record levels: National parks saw a 3.66 percent increase in visitors from 2014 to 2015, and state parks saw an increase in visitors by 12 million in 2015.
- Camping reservations on federal lands increased 19 percent from 2014 to 4.4 million in 2015.
- 2.4 million newcomers tried fishing in 2014.
- Boat sales are nearing pre-recession levels of 250,000 new boats sold, with ski boats, outboard boats, jet drive boats, and personal watercraft showing the strongest gains in 2015.
- Total U.S. retail dollars generated by the bike industry were expected to exceed \$7 billion in 2016. Bicycle tourism is also growing, and state governments recognize the potential for increased visitation by positioning their states as bike-riding destinations.
- Revenues for whitewater rafting, kayaking, and paddlesports rose significantly in 2015 over 2014, and most outdoor recreation activities and cabin rentals saw higher demand.
- Even though the 2014-15 ski season saw below-average snowfall, the National Ski Areas Association still reported growth in season pass sales, up 6.2 percent from the previous season.
- Snow sports market sales in 2014-15 were up 2 percent over 2013-14, topping \$4.5 billion.

The American Recreation Coalition ended their 2016 report with the following insight:

"Recreational activities continue to be a mainstay of the American lifestyle. Most components of the recreation industry reported significant gains in 2015 and the general outlook for the outdoor recreation industry in 2016 is optimistic. Our conclusion in the comparable forecast last year was that recreation activities will increase as more people seek active, healthy, 'high value' vacationing. Then, and even more now, we see America's great outdoors as a perfect fit for this desire."²⁹

A booming outdoor recreation industry provides opportunities for product development, and the Run of River Whitewater Recreation Area will help meet the demands of this growing industry by offering paddling, hiking, biking, cross-country skiing, and more.

Paddling Industry

According to the 2015 Special Report on Paddlesports from the Outdoor Foundation, participation in paddling activities has grown at a rate of about 4 percent each year, or 16 percent overall from 2010 to 2014. Kayaking is growing faster than other paddling sports (7.6 percent per year), and whitewater kayaking is the fastest growing subset of kayaking (8.3 percent per year). The report found comparable rates of participation in kayaking and canoeing, though more growth in participation across all age groups in kayaking. Stand-up

²⁹ [Outdoor Recreation Outlook 2016](#), page 8

padding had the highest rate of change of all outdoor activities in the same period, growing 25.7 percent.³⁰

Tourism Industry

In addition to providing recreational activities for local residents, Run of River would attract tourists to the region. Below we look at two specific sectors of the tourism industry—travelers to Maine and adventure travel.

Maine Tourism

The Maine Office of Tourism reports that total overnight visitors to Maine increased by 4 percent from 2014 to 2015, to nearly 18 million people.³¹ Of that 18 million, nearly 2.7 million visited the Kennebec Valley region of the state where Skowhegan is located.³²

Travelers to the Kennebec Valley recognize it as a location for outdoor recreation. Of the 2.7 million overnight visitors, 37 percent (997,488 people) were interested in active outdoor activities (non-water) and 25 percent (673,978 people) were interested specifically in water activities.³³

As it gains market share, Run of River has the potential to help increase total visitation to the Kennebec Valley region and the state.

Adventure Travel

The Adventure Travel Trade Association defines a trip as adventure travel if it includes a physical activity, connection with nature, and connection with culture.

The UNWTO Global Report on Adventure Tourism states the following:

“Adventure tourism is one of the fastest growing sectors of the tourism sector, attracting high value customers, supporting local economies, and encouraging sustainable practices. Thus, the continued growth of this sector creates net positive impacts not only for tourism, but also for destination economies, their people, and their environment.”³⁴

According to the Global Adventure Tourism Market 2016-2020, the international adventure tourism market is expected to witness a CAGR (compound annual growth rate) of 46 percent by 2020.

Travelweek provides additional insight into this growing market:

“Market growth will also be driven by increased preference for adventure over other tourism activities. In 2015, the adventure tourism industry generated revenue of \$7.88 trillion. However, the definition of tourism is changing rapidly. The beachside vacation or regular sight-seeing holidays are losing market

³⁰ [Economic Impact of the Proposed Run of River Whitewater Park in Skowhegan, Maine](#), page 5

³¹ [Maine Office of Tourism Visitor Tracking Research 2015 Calendar Year Annual Report](#), page 18

³² *Ibid*, page 45

³³ [Maine Office of Tourism Visitor Tracking Research 2015 Calendar Year Annual Report – Regional Insights: Kennebec Valley](#), page 14

³⁴ [UNWTO Global Report on Adventure Tourism](#), page 16

*share to adventure activities such as skydiving, surfing, rock or mountain climbing, caving, and deep-sea diving that involve high risk.*³⁵

More than half of American travelers are adventure travelers, while 34 percent are considered mass travelers, and 14 percent are defined as pre-adventurers.³⁶

More and more people are looking for physical activities and opportunities to connect with nature and local culture while vacationing—Skowhegan needs to capitalize on this trend by moving forward with Run of River.

Competitive Analysis

A review of the direct and indirect competition shows favorable results for Run of River.

Direct Competitors: Whitewater Parks

Run of River will be the first whitewater park in New England, which will position the recreation area as a unique destination for paddlers in not only our state, but also our region of the country. Dozens of whitewater parks exist around the U.S., but the closest direct competitors—providing wave features within close proximity to a bustling downtown—are in New York and Pennsylvania.

Run of River has a distinct advantage over many other whitewater parks—consistent flows at 4,000 to 6,000 CFS (cubic feet per second) as reported by Kleinschmidt in the Run of River feasibility study. Planning Decisions, Inc. and Main Street Skowhegan researched 12 other whitewater parks around the country with similar characteristics to the Skowhegan site, yet none had comparable water flows all year long.

The paddling season in most Colorado locations is over by mid-July when snow in the mountains is done melting, reducing river flows. River flows in Skowhegan are constant year-round, so the paddling season is likely to extend from May to October, possibly longer. Avid paddlers are in the rivers in Maine even during the winter. A long season with consistent flows will position Skowhegan as a desirable and reliable paddling competition and events venue.³⁷



Figure 14: Whitewater park in Salida, Colo.

Partnering for Market Growth

Though Run of River will be the first of its kind in New England, other towns in Maine have researched the feasibility of creating whitewater parks in their downtowns, including

³⁵ [Adventure Tourism Growing at a Rate of Nearly 46% by 2020](#), *Travelweek*, Oct. 2016

³⁶ [Attracting and Serving the U.S. Adventure Traveler](#), page 4

³⁷ [Economic Impact of the Proposed Run of River Whitewater Park in Skowhegan, Maine](#), page 9

Westbrook and Lewiston/Auburn. Likewise, Franklin, N.H., is in the early planning stages for a whitewater park on the Winnepesaukee River where three paper mills once stood.³⁸

There are also several natural, rural paddling destinations throughout Maine, including the Kennebec and Dead Rivers in the Forks region, the Madison Wave, the Sandy River, and the West Branch of the Penobscot.

By partnering with The Forks, and potentially other whitewater parks in the future, we could promote Maine as a paddling destination, which will help attract visitors and grow the paddling market in New England.

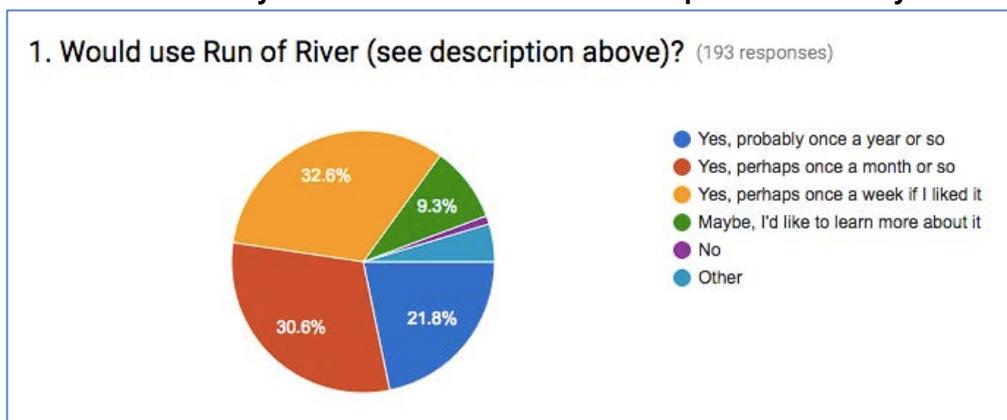
Colorado—known as a paddling mecca—has several whitewater parks that benefit from one another, drawing in paddlers who want to visit more than one park. Because of the easy access to whitewater, Colorado has seen an influx of paddlers choosing to settle in the state. Maine native Jason LaPointe is a prime example—he lives in Salida, Colo., a town with a whitewater park.

Market Testing

In March of 2016, Main Street Skowhegan conducted an online survey of 995 members of the closed Facebook group MAINE FLOWS, an online paddling community. The survey received 193 responses, for a 19.4-percent return rate. See Appendix I for demographics of respondents.

Survey findings:³⁹

- Sixty percent paddle at least once per week.
- Respondents use multiple types of watercraft: kayaks (80 percent), canoes (50 percent), stand-up paddleboards (20 percent), and boogie boards (15 percent).
- Two-thirds will drive more than two hours to paddle
- **One-third said they would use Run of River once per week if they liked it.**



- Eighty percent of respondents had an interest in joining a club associated with Run of River.

³⁸ [The vision: Replacing old mill ruins with a whitewater park in Franklin](#)

³⁹ [Economic Impact of the Proposed Run of River Whitewater Park in Skowhegan, Maine](#), page 14-15

- About one in six potential users of the whitewater park (18 percent) would stay in commercial lodging. Their impact would be multiplied by any spectators they brought along.

Market Needs

Participation in whitewater kayaking is growing—up 10 percent from 2012 to 2015—and there is currently no other place in New England that has a whitewater park situated in a downtown with prime paddling and easy water access. Run of River will help fuel the paddling boom.

“Whitewater parks create greater accessibility, location-wise and financially, to whitewater paddling, allowing people to participate in an environment which may previously have only been available in more remote settings.”⁴⁰

The adventure tourism market is growing—expected to witness a CAGR (compound annual growth rate) of 46 percent by 2020—and Run of River will position Skowhegan as a destination for outdoor activities and adventure, with whitewater paddling, recreational trails, and more.

Somerset County is one of the poorest counties in the state—with 17.8 percent of the population living in poverty⁴¹—and Run of River will inject \$4.6 million into the local economy in the base year and bring new businesses and jobs to a region in need of an economic boost.

The general health of residents in Somerset County is also poor compared to the state as a whole—22.1 percent of Somerset County adults reported their health as fair or poor versus 15.6 percent of the state (2011-2013).⁴² Run of River will provide access to free outdoor activities right in downtown Skowhegan, enabling residents from all socioeconomic backgrounds to get outside and be active year-round.

Market Growth

Whitewater parks have been wildly successful in Colorado and other states around the country. The idea of altering streambeds to create whitewater in urban settings started to gain traction in the 1990s, and since that time, parks have sprung up around the U.S.

Ripboard.com's list of U.S. whitewater parks includes nearly 20 open parks and 10 in the planning or construction stage.⁴³ Rapid Media reports that there are more than 50 in North America.⁴⁴

“The Clear Creek Whitewater Park in Golden, Colorado has become a centerpiece for the picturesque mountain town, a source of municipal pride,

⁴⁰ [The Way of the Whitewater Park](#), City of Kent, page 6

⁴¹ [Maine Shared Community Health Needs Assessment 2016](#), page 1

⁴² *Ibid.*, page 2

⁴³ See [Ripboard.com](#)

⁴⁴ [Wave of the Future: The Evolution of Whitewater Parks](#), Rapid Media

*and—most importantly for the development of whitewater parks nationwide—
an economic catalyst.”⁴⁵*

Market Trends

Several trends in the outdoor industry, adventure tourism, and whitewater kayaking indicate future success for the creation of a whitewater park in Skowhegan:

- Paddlesports and adventure tourism are growing industries.
- Freestyle whitewater kayakers are training on whitewater parks because they offer accessible and controlled whitewater, making whitewater paddling safer and available to the masses.⁴⁶
- Kayakers are looking for consistent, quality whitewater in a place that is easy to get to in order to maximize time—some even paddle on their lunch breaks.
- Boaters want more from marinas than boat storage and repair—they want nearby restaurants and activities and clean, comfortable accommodations for weekend visits.⁴⁷
- As people become more health conscious, they are looking for more active things to do on vacation.
- Soft adventure is a new trend in adventure travel. Tour operators report that clients are booking “softer” activities, including safaris, hiking, and cycling as well as cultural activities.⁴⁸
- More people are starting to recognize Maine as a destination for outdoor recreation. Spending on recreation activities jumped 13 percent from 2014 to 2015⁴⁹; 2015 broke records for total direct tourism spending (\$5.65 billion), and in December 2016, the Maine Office of Tourism expected 2016 spending to top 2015.

“We’re no longer in a world where people go out and seek these things way out in the woods. “[Whitewater parks] put these things right in the center of the existence of Generation Y.”

-Scott Shipley, internationally known champion whitewater kayaker and engineer/designer of whitewater parks

From [Wave of the Future: The Evolution of Whitewater Parks](#), Rapid Media

Market Segmentation

The Run of River Whitewater Recreation Area will attract outdoor enthusiasts of all kinds, including paddlers, surfers, thrill seekers, adventurers, hikers, bicyclists, nature lovers, birders, and others interested in enjoying the benefits of outdoor recreation while staying in a small town with ample amenities.

Users of the Run of River Whitewater Recreation Area

It will be important for Run of River to attract both river users and spectators. Paddlers and river surfers will use the whitewater park and recreation area, and spectators will enjoy watching paddlers in the river and partaking in other recreation opportunities in the downtown and beyond.

⁴⁵ [The Way of the Whitewater Park](#), City of Kent, page 2

⁴⁶ [Wave of the Future: The Evolution of Whitewater Parks](#), Rapid Media

⁴⁷ [Outdoor Recreation Outlook 2016](#), page 6

⁴⁸ [Key Adventure Travel Trends: For 2017 Planning and Beyond](#)

⁴⁹ [Maine tourism spending in 2015 topped \\$5.65 billion, a record](#), *MaineBiz*, March 22, 2016

River Users

According to the Outdoor Foundation, 21.7 million Americans participated in paddlesports in 2014. This number equates to 7.4 percent of the U.S. population and represents an increase of more than 3 million people since the study began in 2010.⁵⁰

For paddlesports, kayak use predominates—but there is expanded use of other whitewater equipment such as canoes, boogie boards, stand-up paddleboards, and tubes. River surfing is also becoming more popular at whitewater parks in the United States and Canada.

The University of Idaho Extension Service did a rigorous study of the economic impact of Kelly's Whitewater Park in Cascade, Idaho.⁵¹ Researchers interviewed 243 park users and found that about 10 percent were from the local county, 25 percent were from out of state, and another 60 percent were from about two hours away (within Idaho but outside the county).

This is a useful model for thinking about what might happen in Skowhegan, with large potential markets from which to draw in Portland, Lewiston, and Bangor.

Spectators

A student at the University of California at Berkeley, Kristin Podolak, surveyed 278 users in five California whitewater parks for her Ph.D. thesis⁵² and documented thousands of users during 36 observation days in the parks. Of the 24,000 people she and her team observed, only about 1,800 (7 percent) were rafting, kayaking, or tubing. The majority of activity was on the riverbank: walking (38 percent), sitting or lying down (22 percent), standing (11 percent), and biking or running (4 percent). In the river, more people were wading and swimming (14 percent) than kayaking.

Spectators are important because this group will be larger and is expected to bring in more money as they and other non-river users will spend locally. Spectators purchase meals, shop at local merchants, and stay in accommodations. Though they may not paddle, they'll want to take advantage of other recreational opportunities, including hiking, birding, bicycling, and more.



Figure 15: Spectators watch a paddling event at the whitewater park in Buena Vista, Colo.

It's critical for Run of River marketing personnel to consider this group of users in addition to paddlers/surfers, as spectators are expected to move the needle on spending.

⁵⁰ [2015 Special Report on Paddlesports: Kayaking, Canoeing, Rafting, Stand Up Paddling](#), page 2

⁵¹ [2011 Economic Impact of Kelly's Whitewater Park in Cascade, Idaho](#), page 1

⁵² [Multifunctional Riverscapes: Stream restoration, Capability Brown's water features, and artificial whitewater](#)

Audience: Outdoor Recreation Enthusiasts

The size of the outdoor recreation enthusiast market is quite large, providing opportunity for segmentation and targeting.

2015 Outdoor Participation by Activity⁵³

Activity	Participants
Bicycling (BMX)	2,690,000
Bicycling (mountain)	8,316,000
Bicycling (paved surface)	38,280,000
Canoeing	10,236,000
Fishing (fly)	6,089,000
Fishing (freshwater)	37,682,000
Hiking	37,232,000
Kayak fishing	2,265,000
Kayaking (recreational)	9,499,000
Kayaking (whitewater)	2,518,000
Rafting	3,883,000
Running/jogging	48,496,000
Skiing (cross-country)	4,146,000
Snowshoeing	3,885,000
Stand-up paddling	3,020,000
Trail running	8,139,000
Triathlon (off-road)	2,498,000

Primary Target Audience Segment: Adventure Travelers

The Adventure Travel Trade Association reviewed the results of their 2014 U.S. Adventure Pulse survey (adventure travelers) alongside the 2015 *Outside Magazine* reader survey (outdoor enthusiasts) to provide fresh insight into opportunities for product innovation and marketing.⁵⁴

In the U.S. market, 51.4 percent of travelers can be categorized as adventure travelers, with an additional 14.4 percent considered up-and-coming adventurers who have tried an adventure activity as a secondary pursuit during a trip in the past.⁵⁵

Within the adventure traveler segment, the Adventure Travel Trade Association has identified three segments, and we've selected two as primary target audience segments.

Adventure Travel Personas ⁵⁶	Characteristics	Motivations	Avg. Length of Last Trip
Adventurers (20%)	<ul style="list-style-type: none"> Actively seeking to improve and enhance skills Repeat a favorite activity or related activity on multiple trips Perform at intermediate level Moderate thrill seeker 	<ul style="list-style-type: none"> Relaxation Time to be with family Exploring new places Exploring local community 	<ul style="list-style-type: none"> 6.5 days
Adventure	<ul style="list-style-type: none"> Practice activities at a high skill level 	<ul style="list-style-type: none"> Exploring new 	<ul style="list-style-type: none"> 7 days

⁵³ [Outdoor Recreation Participation Topline Report 2016](#), pages 8-9

⁵⁴ [Attracting and Serving the U.S. Adventure Traveler](#), page 3

⁵⁵ *Ibid.*, page 4

⁵⁶ *Ibid.*, page 5

Enthusiasts (7.5%)	<ul style="list-style-type: none"> • Dedicated to one activity • Accept higher risks (as a result of higher skill level) to achieve greater thrill • Seek unique and new destinations to practice favorite activity 	<p>places</p> <ul style="list-style-type: none"> • Exciting new activities • Relaxation 	
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Please see Appendix J for a description of all three segments.

Backpacking/hiking/trekking and camping are the most popular adventure activities for these segments. *Outside* survey respondents identified biking, skiing, and kayaking as the top three activities in which they were extremely interested in enhancing their skill level during their next adventure-sports-focused trip.⁵⁷

Primary Target Audience Segment: Leisure Travelers

The Maine Office of Tourism and advertising firm BVK conducted a market segmentation study in 2015 to identify which consumer groups are most likely to visit Maine, identify with the Maine brand, spend money, and influence others to visit Maine. From this study they identified the most desirable target segments. Based on those segments, the Kennebec Valley Tourism Council selected two of the three as primary target segments for our region.⁵⁸

<i>Balanced Achievers</i>	<i>Genuine Originals</i>
<p>Vacation Priorities</p> <ul style="list-style-type: none"> • On vacation, they check off their "must see and do" list. • They like sophisticated, urban/city experiences, nightlife, and entertainment, and they also enjoy things and places off the beaten path, nature, and cultural activities. • They want to vacation in a place where they have the space and time to reflect on what's important in life—to change their state of mind, step back from problems, be in the moment, and listen to their inner voice. • They see vacations as an antidote to being self-absorbed. • They tend to be big spenders on vacation—shopping for local hand-made, one-of-a-kind items—but are careful to avoid excess. 	<p>Vacation Priorities</p> <ul style="list-style-type: none"> • On vacation, they exemplify freedom of thought/action and follow their inner compass. • They pursue outdoor recreation and make it a priority to explore nature and observe wildlife—it helps them shed worries and cares. Time spent in tune with nature rejuvenates their souls. • They are interested in art, history, and culture. • They try new vacation destinations—they don't take cookie-cutter vacations. • The destinations they choose reflect who they are—they are not driven by luxury, popularity, or urban sophistication. • They desire authentic trips with exposure to unique local people, cultures, and experiences. • They are open-minded travelers who like to adventure off the beaten path and immerse themselves deeply.
<p>Demographics 71% married 50% have children 3.1 average household size Ethnically diverse 42 average age \$117,495 average household income 24% Millennials</p>	<p>Demographics 69% not married 38% have children 2.5 average household size 46 average age \$130,627 average household income 18% Millennials</p>

Please see Appendix K for a description of all three segments.

⁵⁷ Ibid, page 12

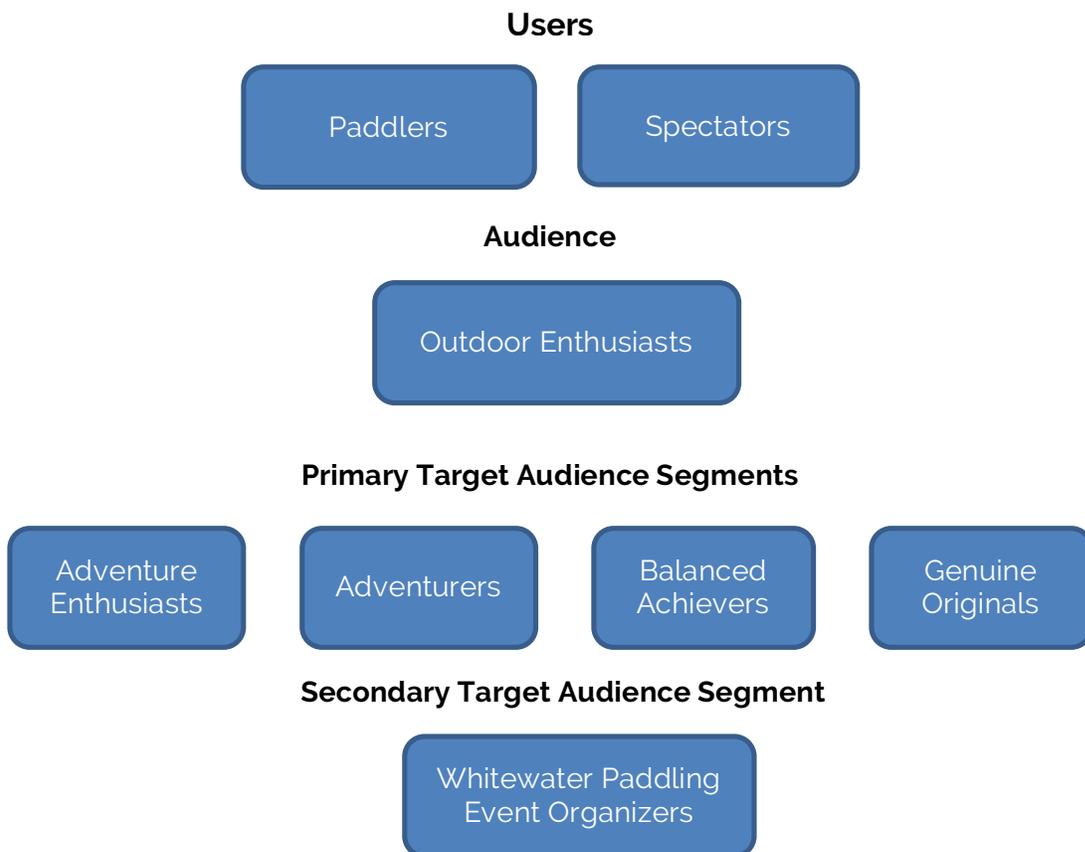
⁵⁸ [2015 Maine Office of Tourism Annual Marketing Plan](#), pages 5-8

Secondary Target Market: Whitewater Paddling Event Organizers

In order to maximize economic impact, it will be important for Run of River to host paddling events. Active outreach to event organizers will be key to attracting regional and national competitions.

Potential large whitewater competitions/events that could be held in Skowhegan include:

- New England Slalom Series races
- U.S. National Whitewater Freestyle Championships
- East Coast Paddlesports Symposium
- Open Canoe Slalom National Championship races
- Whitewater Open Canoe Downriver National Championships
- Demo Days (trial of boats/personal watercraft)
- Maine Whitewater Championship (freestyle event)



Marketing Mix

Positioning

Based on the characteristics of each target segment, we will adjust the positioning of Run of River to ensure the messaging resonates with the intended audience:

Adventure Enthusiasts: Whitewater recreation area offering consistent flows for quality paddling and multiple recreation experiences adjacent to downtown Skowhegan, Maine, with easy access to accommodations, restaurants, and nightlife.

Adventurers: Whitewater recreation area offering paddling, hiking, bicycling, and an array of other outdoor activities in Skowhegan, Maine—a vibrant, welcoming community.

Balanced Achievers: Off-the-beaten path recreation area that offers an array of outdoor experiences situated in a Maine town with easy access to accommodations, restaurants, and nightlife.

Genuine Originals: Recreation area located in authentic, small-town Maine that offers outdoor adventure and thrills with a connection to nature and local culture.

Paddling Event Organizers: Whitewater recreation area with consistent flows, featuring three major waves in a 3,000-foot stretch of river and situated in the central business district of Skowhegan, Maine, a town 90 minutes north of the Portland International Jetport.

Pricing

Run of River will offer use of whitewater features in the river and trails free of charge. This is standard for other whitewater parks and recreation areas we surveyed.

Though the town will not profit from usage fees of the whitewater recreation area, economic impacts of Run of River will occur in several ways:⁵⁹

- Direct spending from paddlers and whitewater sports participants on food, lodging, and equipment
- Direct spending from spectators on food, lodging, and souvenirs
- Indirect spending from businesses who are buying supplies to meet the needs of participants and onlookers
- Induced spending from workers at those businesses, who use their paychecks to buy other goods and services in the region

The results of such spending, in the first two instances, would be an increase in employment, wages, and profits at existing restaurants, convenience stores, gas stations, motels, bed-and-breakfast establishments, arts and craft stores, and sporting good suppliers in Skowhegan. Over time, as expenditures continued to grow, there would be new businesses opening up in Skowhegan in all of these sectors in order to serve participants and spectators.⁶⁰

Marketing Communications

An annual integrated marketing communications plan is essential to the economic success of Run of River. A well-branded and promoted whitewater recreation area could achieve a \$19-million economic impact in 10 years.

⁵⁹ [Economic Impact of the Proposed Run of River Whitewater Park in Skowhegan, Maine](#), page 22

⁶⁰ *Ibid*, page 22

Marketing Objectives

- Increase awareness, generate interest, and drive usage of Run of River and visitation to Skowhegan
- Promote Skowhegan as a thriving recreation destination
- Promote river events, festivals, and activities

Marketing Strategy

- Promote features and benefits of recreation area and Skowhegan
- Promote activities, entertainment, and experiences in Skowhegan and Kennebec River corridor (packages and tours)
- Work within Skowhegan and Run of River brand identity
- Use strong visuals—photos, video—to tell story
- Implement targeted annual advertising campaign
- Employ cohesive and consistent messaging
- Maintain database of users and visitors
- Utilize multi-pronged media approach to increase reach
 - Website, SEO, social media, digital advertising
 - Content marketing, user-generated content
 - Public relations
 - Email marketing
 - Events and festivals
 - Tradeshows, regional paddling events
 - Maine Office of Tourism and Kennebec Valley Tourism Council promotional tools
 - Other media based on target audience (direct mail, radio, print, TV)
- Active outreach to bring national paddling events to Skowhegan
- Work with area schools to promote paddling recreation

Media (Advertising) Strategy

- Reach primary audience segments via media vehicles that allow targeting
- Target feeder markets (Portland, Boston, Mid-Atlantic, and others as determined)
- Consider seasonality of usage when purchasing advertising
- Negotiate premium rates
- Maintain adequate reach and frequency levels
- Engage audience via free social channels (Facebook, Pinterest, Instagram, Twitter)
- Consider different tactics for annual campaign versus seasonal events

Operations and Management

Ownership and Management of the Whitewater Recreation Area

The Town of Skowhegan will own the whitewater park and many of the trails associated with the recreation area.

Project Management

Oversight of all recreation area construction tasks will be the responsibility of the Run of River Committee, as is consistent with town policy. The committee will work with Kleinschmidt, McLaughlin Whitewater, and others as needed to ensure that construction of all elements is successfully completed.

Operations

Because the town will own, manage, and maintain the recreation area, there will be related operations costs. With more people recreating on town-owned trails, we will need a dedicated staff member who will ensure trails are in good condition year-round. There will also be costs associated with events, including additional police presence and clean up.

Operations Financial Projections: Town of Skowhegan

The committee projects the following annual operations expenses for the recreation area.

Run of River Whitewater Recreation Area - Operations

<u>Town of Skowhegan</u>		
Annual Operations Expense	Amount	Notes
Trails manager	\$ 33,000.00	Annual salary, recreation dept. budget
Police at events	\$ 8,900.00	\$890 per event; estimated 10 events
Standby technical rescue team and boat*	\$ 11,250.00	\$225 per hour; 5 hour event; est. 10 events
Town maintenance/clean up	\$ 10,000.00	\$1,000 per event; estimated 10 events
Total Annual Expenses	\$ 63,150.00	

*Not a typical service at other whitewater parks, but available upon request of event organizer or town

Maintenance

General maintenance of the recreation area will be the responsibility of the Skowhegan Recreation Department, with assistance from the Run of River Committee, Somerset Woods Trustees, and community volunteers. Annual upkeep costs will include trail grooming, gas and repairs for the groomer, mowing, debris removal, and upkeep as needed on trails, the riverfront promenade, and in the bike park.

Because whitewater features will be secured to bedrock in the riverbed with rock anchors/dowels to ensure that they are as stable as possible, we don't anticipate that significant maintenance—outside of debris removal—of the whitewater park will be necessary.

Whitewater park designers McLaughlin Whitewater Design Group, the company we will work with to complete this project, has been constructing parks in the United States for years. Their parks have survived large floods of 100,000 cubic feet per second, velocities of 20 feet per second, and depths of over 30 feet—and have never required structural repairs or maintenance.

Maintenance Endowment

In order not to burden taxpayers with annual maintenance costs, the committee will fundraise for a maintenance endowment. The purpose of this endowment is to ensure availability of funds for general annual maintenance and for unforeseen expenditures, including repair of in-river features and trail washouts.

Run of River Business Plan

Expenses not covered by future donations to the Run of River general fund (see below) can be subsidized via an annual draw from the maintenance endowment. This will ensure that only small maintenance expenditures are withdrawn each year, allowing the fund to grow, and resulting in a large sum of money that will be available for emergency maintenance—if such an issue does arise.

The Town of Skowhegan will manage this maintenance endowment as a trust fund.

Maintenance Financial Projections: Town of Skowhegan

The committee projects the following as annual general maintenance expenses for the recreation area. The budget below also includes anticipated accrual of available draw from maintenance endowment.

Run of River Whitewater Recreation Area - Maintenance

Anticipated Annual Budget

Income	Amount	Notes
Annual giving	\$ 5,000.00	Local donors
Total Annual Income	\$ 5,000.00	
Expenses	Amount	Notes
Trail maintenance	\$ 5,000.00	
Promenade maintenance	\$ 5,000.00	
Recreational trail groomer maintenance	\$ 2,000.00	Gas, repairs
Total Annual Expenses	\$ 12,000.00	
Amount used from maintenance draw annually	\$ 7,000.00	Not covered by general fund annual income

Restricted Asset: Maintenance Fund Endowment

<i>Draw from maintenance fund</i>	\$ 80,000.00	<i>4% draw annually; \$2 million endowment</i>
Draw after 5 years	\$ 365,000.00	Less annual withdrawal of \$7K
Draw after 10 years	\$ 730,000.00	Less annual withdrawal of \$7K
Draw after 15 years	\$ 1,095,000.00	Less annual withdrawal of \$7K
Draw after 20 years	\$ 1,460,000.00	Less annual withdrawal of \$7K
Draw after 30 years	\$ 2,190,000.00	Less annual withdrawal of \$7K
Draw after 50 years	\$ 3,650,000.00	Less annual withdrawal of \$7K
Draw after 75 years	\$ 5,475,000.00	Less annual withdrawal of \$7K
Draw after 100 years	\$ 7,300,000.00	Less annual withdrawal of \$7K

Example: Emergency Replacement of Feature

Emergency Repair/Replacement*	Amount	Notes
Middle Rapid		Most expensive feature; highest water velocity
Dewatering and access	\$ 698,355.00	Taken from anticipated construction costs
River structures	\$ 319,253.00	
General conditions (5%)	\$ 52,771.00	
McLaughlin Whitewater Fees (15%)	\$ 166,227.00	
Contingency (30%)	\$ 382,322.00	
Total Cost of Feature Replacement	\$ 1,618,928.00	

*McLaughlin Whitewater Design Group has never had a feature that required repair or replacement

Liability and Insurance

Because the town will own the recreation area, it will be covered under the Maine Tort Claims Act, and no additional insurance will be necessary for general use.

Event insurance will be the responsibility of the event planner.

Marketing and Events Operations

Marketing and events are critical to the future success of Run of River and the overall economic impact the recreation area will have on the region. Coordination of events and the creation and implementation of the annual marketing communications plan will require significant time investment. In order not to burden the town with additional responsibilities, the Run of River Committee has accepted a proposal from Main Street Skowhegan (MSS) to manage the boathouse/events center, as well as all marketing efforts and events for Run of River, via a d/b/a.

Ownership and Management of the Boathouse/Events Center

The Skowhegan Economic Development Corporation (SEDC), a 501c3 nonprofit entity of the town, will own the boathouse/events center and enter into a long-term, triple net lease with MSS, who will be responsible for management, maintenance, and operations of the facility.

Construction of the Facility

Steve Govoni of Wentworth Partners has created engineering design plans for the boathouse/events center in collaboration with the committee and MSS. Upon securing necessary funding for the facility, SEDC, MSS, and Govoni will manage construction, using local contractors and suppliers.

Operations

MSS will be responsible for day-to-day operations of the boathouse/events center, including, but not limited to:

- Facilities management and oversight
- Maintenance and upkeep
- Insurance
- Staffing

Events

MSS will hire staff member(s) who will be responsible for:

- Planning events and festivals to promote the use of Run of River
- Promoting Run of River events
- Securing event sponsorships
- Conducting outreach and communicating with event organizers to bring large-scale, national events, competitions, and races to Run of River

Having MSS as the dedicated organization responsible for event outreach and coordination will ensure maximum economic impact of Run of River.

Operations Budget

The Run of River Committee will also fundraise for capital to cover the costs of boathouse/events center operations for two years. After that time, operations of the facility

will be sustainable via income from event proceeds and sponsorships, event rental fees, and the café.

Marketing

MSS staff members have significant event planning and marketing experience. Executive Director Kristina Cannon holds an M.S. in Marketing, and Cannon and Assistant Director Maria Landry combine for more than 15 years of experience in the marketing communications field. MSS staff will develop and implement an annual marketing communications plan—based on the strategy described above—to promote Run of River and the Town of Skowhegan as a recreation destination.

Marketing Budget

Marketing dollars for the first three years are included in the project fundraising budget. After that, MSS will submit a proposal to fund a portion of marketing efforts from the Downtown TIF.

Detailed marketing and operations budgets are available from MSS upon request.

Financial Plan

Run of River Whitewater Recreation Area Project Budget

The total budget of Run of River is \$26,874,725. The town has already invested \$10.8 million in the project, with an additional \$303,000 façade project pending and \$1,421,160 on reserve for construction, leaving \$14,366,095 to be raised.

Whitewater Park (permitting and construction)	\$4,865,315
Recreation Area Maintenance Endowment	\$2,000,000
Slalom Course	\$117,000
Recreational Trail Expansion and Development	\$200,000
Riverfront Promenade Phase One	\$585,900
Boathouse/Events Center (17,872 square feet)	\$4,900,000
Boathouse/Events Center Maintenance Endowment	\$500,000
Marketing and Operations	\$625,000
Riverfront Promenade Phase Two	\$1,925,041
Recreational Trails Groomer	\$25,000
Comprehensive Recreational Trails Study	\$10,000
Signage	\$34,000
Total expected costs of remaining elements	\$15,787,255
Additional investment by the Town of Skowhegan	-\$1,421,160
Total amount to be raised	\$14,366,095

Please see Appendix L for a detailed breakdown of expected costs.

Fundraising

In April 2017 the Run of River Committee will kick off a capital campaign to raise money to cover the remaining costs of the Run of River Whitewater Recreation Area.

The capital campaign will be split into three phases:

Phase 1: \$5,651,315

Whitewater park (permitting, final design, construction)

Slalom course

Recreational trails (comprehensive study, expansion, and development)

Wayfinding and interpretive signage

Marketing (awareness campaign)

Phase 2: \$4,535,941

Riverfront promenade from Old Mill Pub to Kennebec Banks

Recreational trails groomer

Recreation area maintenance endowment

Phase 3: \$5,600,000

Boathouse/events center

Operations

Boathouse/events center maintenance endowment

The committee has already begun applying for grants and will continue to submit applications and requests for funding.

Fund Allocation

Funds designation is as follows:

- \$8.4 million to the Town of Skowhegan for whitewater park permitting and construction, the slalom course, the riverfront promenade (phases 1 and 2), trail development, trail groomer, recreation trail study, signage, and the maintenance endowment

Construction of the whitewater park is the top priority for funding.

Upon receipt, all Run of River Whitewater Recreation Area funding will be placed in a restricted fund⁶¹, ensuring that all monies will be used solely for Run of River project completion. Funds dedicated to the maintenance endowment will be put into a trust fund managed by the Town of Skowhegan.

- \$4.4 million to the Skowhegan Economic Development Corporation for construction of the boathouse/event center
- \$1.6 million to Main Street Skowhegan for marketing, operations, and boathouse/event center furniture and maintenance endowment

⁶¹ See [Town of Skowhegan Fund Balance Policy](#)

Please see the detailed budget in Appendix L for exact figures. As noted above, the town has already invested nearly \$11 million in preparing for Run of River. Please see Appendix A for details.

Potential Funding Sources

- Private foundations
- Corporate foundations
- Private grants
- Federal and state grants/funding
 - Land and Water Conservation Fund
 - Recreational Trails Program
 - Boating Facility Grant Program
 - Land for Maine's Future Program
 - Transportation Enhancement Fund
 - Maine Cardiovascular Health Program
 - National Park Service River, Trails, and Conservation Program
 - Recreation Trails Program (RTP)

Appendix

Appendix A: Detailed Skowhegan Investment Figures

Completed/In Progress Projects					
Façade Improvements	IN PROGRESS	\$ 303,000	2017	Pending Community Development Block Grant	\$ 150,000
Updates to buildings in downtown and blighted areas				Town of Skowhegan	\$ 3,000
				Local business match	\$ 150,000
Business Plan	COMPLETED	\$ -	2017	Main Street Skowhegan staff time	\$ -
Completed by Main Street Skowhegan					
Capital Campaign & Marketing Collateral	COMPLETED	\$ 2,000	2017	Town of Skowhegan	\$ 2,000
Promotional video	\$ 1,500			Main Street Skowhegan staff time	\$ -
Brochure	\$ 500				
Economic Impact Study	COMPLETED	\$ 13,350	2016	Town of Skowhegan	\$ 13,350
Study by Planning Decisions, Inc. with assistance from Main Street Skowhegan				Main Street Skowhegan staff time	\$ -
Skowhegan Strategic Plan for Community Transformation	COMPLETED	\$ 10,100	2016	Maine Community Foundation Grant	\$ 7,500
Led by Main Street Skowhegan w/ consultant Shanna Cox				Main Street Skowhegan budget	\$ 2,600
Façade Improvements		\$ 303,000	2015	Community Enterprise Grant	\$ 150,000
Updates to buildings in downtown and blighted areas	COMPLETED			Town of Skowhegan	\$ 3,000
				Local business match	\$ 150,000
Parking Lot Projects	COMPLETED	\$ 1,051,000	2015	Communities for Maine's Future Grant	\$ 400,000
Municipal parking lot improvements				Downtown Revitalization Grant	\$ 400,000
Indian sculpture parking lot improvements				Town of Skowhegan	\$ 150,000
Indian sculpture parking lot landscaping				Main Street Skowhegan	\$ 16,000
Indian sculpture restoration and Langlais Park				Chamber of Commerce	\$ 65,000
Langlais Park landscaping				Kevin Holland, private investor	\$ 20,000
Preliminary Design Report	COMPLETED	\$ 81,174	2014	USDA Rural Business Opportunity Grant	\$ 39,999
Prepared by McLaughlin Whitewater Design Group				Town of Skowhegan	\$ 41,175
Debe Walking Trail & Bike Park	COMPLETED	\$ 496,709	2011	Riverfront Community Bond	\$ 110,000
Riverwalk on south side of Kennebec				Dept. of Transportation	\$ 198,988
Bicycle trails with obstacles				Dept. of Conservation Trail Grant	\$ 35,000
				National Guard	\$ 24,739
				Town of Skowhegan	\$ 49,625
				New Balance	\$ 7,357
				Rotary Club	\$ 1,200
				Somerset Woods Trustees	\$ 69,800
Façade Improvements	COMPLETED	\$ 438,337	2010	Community Development Block Grant	\$ 150,000
Enhancements to commercial buildings				Town of Skowhegan	\$ 3,000
				Local business match	\$ 285,337
Renaissance Center	COMPLETED	\$ 904,300	2008	Community Development Block Grant	\$ 532,500
Meeting facilities				Town of Skowhegan	\$ 313,000
Public restrooms				Chris Perkins, private investor	\$ 1,000
				Franklin Savings Bank	\$ 2,000
				USDA	\$ 35,800
				Skowhegan Savings Bank	\$ 10,000
				Bangor Savings Bank	\$ 10,000
Façade Improvements	COMPLETED	\$ 303,000	2008	Community Enterprise Grant	\$ 150,000
Updates to commercial buildings				Town of Skowhegan	\$ 3,000
				Local business match	\$ 150,000
Downtown Improvements	COMPLETED	\$ 7,157,500	2006	Downtown Revitalization Grant	\$ 402,500
Downtown sidewalk and streetlight upgrades				Town of Skowhegan Bond	\$ 6,655,000
1 million gallon holding tank (offset overflow into river)				Private Investment of Business Owners	\$ 100,000
Sewer and water upgrades (minimize overflow into river during storms)					
Feasibility Study Report	COMPLETED	\$ 24,000	2004	Maine Community Foundation Grant	\$ 10,000
Prepared by Kleinschmidt				Skowhegan Savings Bank	\$ 5,000
				Franklin Somerset Federal Credit Union	\$ 1,000
				Bangor Savings Bank	\$ 1,000
				Franklin Savings Bank	\$ 1,000

Appendix B: Town of Skowhegan \$1.4 Investment Agreement

Donald Skillings, Chairman
Paul York, Vice Chairman
Betty Austin
Darla Pickett
Soren Siren

Town of Skowhegan
Board of Selectmen
225 Water Street
Skowhegan, Maine 04976



TELEPHONE: (207) 474-6907
FAX: (207) 474-9413

March 14, 2017

To whom it may concern:

The Board of Selectmen for the Town of Skowhegan supports the Run of River project. We look forward to the ongoing success of this project, and the future economic impact it is expected to have in Skowhegan. On February 28, 2017 the Selectmen voted to designate \$1.4 million of the Downtown TIF funds for Run of River for two years.

Sincerely,



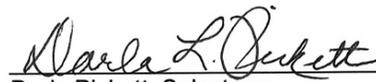
Donald Skillings, Chairman



Paul York, Vice-Chairman



Betty Austin, Selectman



Darla Pickett, Selectman



Soren Siren, Selectman

Appendix C: Slalom Course Details

In order to determine construction materials for the slalom course, we used the following website <http://www.whitewaterslalom.org/rules/rules.html> and spoke with American Canoe Association New England Chapter President Clayton Cole.

Run of River Whitewater Recreation Area - Slalom Course

Budget for Construction		
Expense	Amount	Notes
5,000' x ½" galvanized steel rope (2,500' each side)	\$ 4,800.00	FarmTek.com
7,500' x ⅛" galvanized steel rope (hang gates)	\$ 549.90	FarmTek.com
Eye screws ⅜" x 6-½"	\$ 118.80	Campbell's Hardware Store
50 PVC pipes 1-1/4" x 6'	\$ 356.00	Home Depot
110 PVC flat end cap 1-¼"	\$ 112.20	Home Depot
15 Paint cans - specifically for plastic	\$ 67.35	Campbell's Hardware Store
Vinyl tape	\$ 16.00	Amazon.com
Nylon rope	\$ 160.00	Amazon.com
25 PVC boards 1" x 5-1/4" x 5' (total number of gates)	\$ 764.50	Home Depot
50 Cable clamps	\$ 24.50	Campbell's Hardware Store
100 Galvanized 6" x 8' steel poles	\$ 35,000.00	ADA Fence Co. and Metals Depot
Installation of steel poles in ledge on riverbank	\$ 75,000.00	Installer of fence posts, Brian Reed
Total Estimated Cost	\$ 116,969.25	

Appendix D: Recreational Trail Expansion and Development Details

Former Trail Manager at Maine Huts & Trails Jason Cooke is excited about trail expansion and development in Skowhegan, and has offered to help lead this project on behalf of the Run of River Committee. Cooke's vision includes a network of trails on more than 300 wooded acres in downtown, totaling nearly 10 miles of trails (including the riverfront promenade).

Expansion and Development of the Philbrick Trails

- Expansion from 34 acres to 123 acres
- Construction of a 5K loop trail for cross-country skiing
- Redevelopment of current footpaths to create a network of trails suitable for four-season, non-motorized use
- Developed trail access to boathouse/event center, Somerset Sports & Fitness, and New Balance factory
- Involvement of local youth in building trails

Cooke has reached out to one landowner and that owner is agreeable to development of trails on his property. Cooke will contact Brookfield (other landowner) requesting permission for trail development.

Expansion and Development of the Heselton Street Trail

- Expansion to include 119 additional acres of land owned by Skowhegan Water District (landowner is agreeable to responsible trail development)

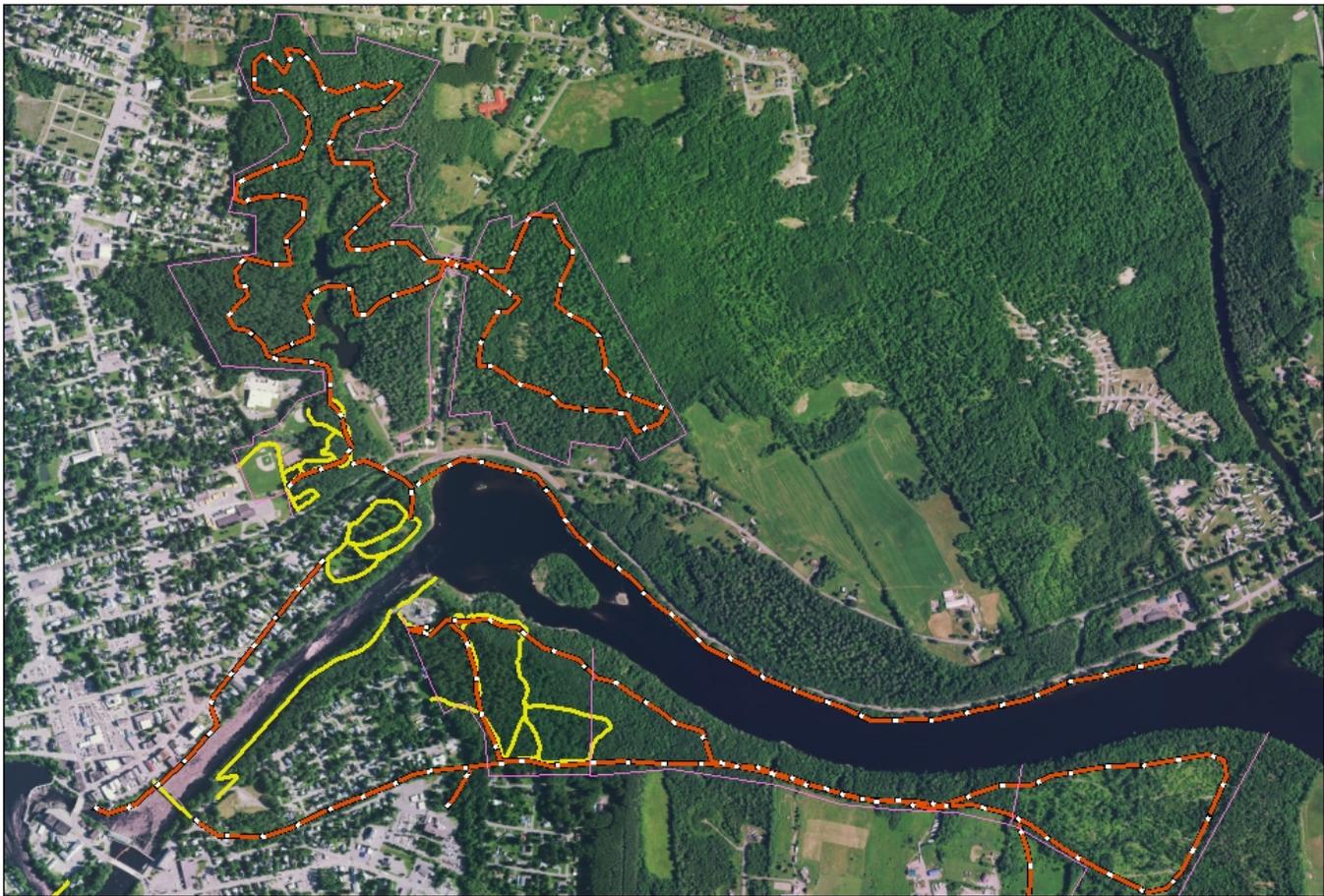
Run of River Business Plan

- Possible expansion to include an additional 70 acres across Malbons Mills Road, currently leased by the Maine Appalachian Trail Club. Expansion pending discussion with lessee.
- Development of new trails on expanded acreage
- Involvement of local youth in building trails

Estimated Cost

Typical costs for non-motorized trails are \$5 per foot. Cooke has estimated a total project cost of \$200,000.

Trail Concept map



Legend

- Proposed trail
- Existing trail

1,100 550 0 1,100 Feet



Appendix E: Boathouse/Events Center Details

The boathouse/events center will have the following features and benefits.

Boathouse/Events Center Specs & Features

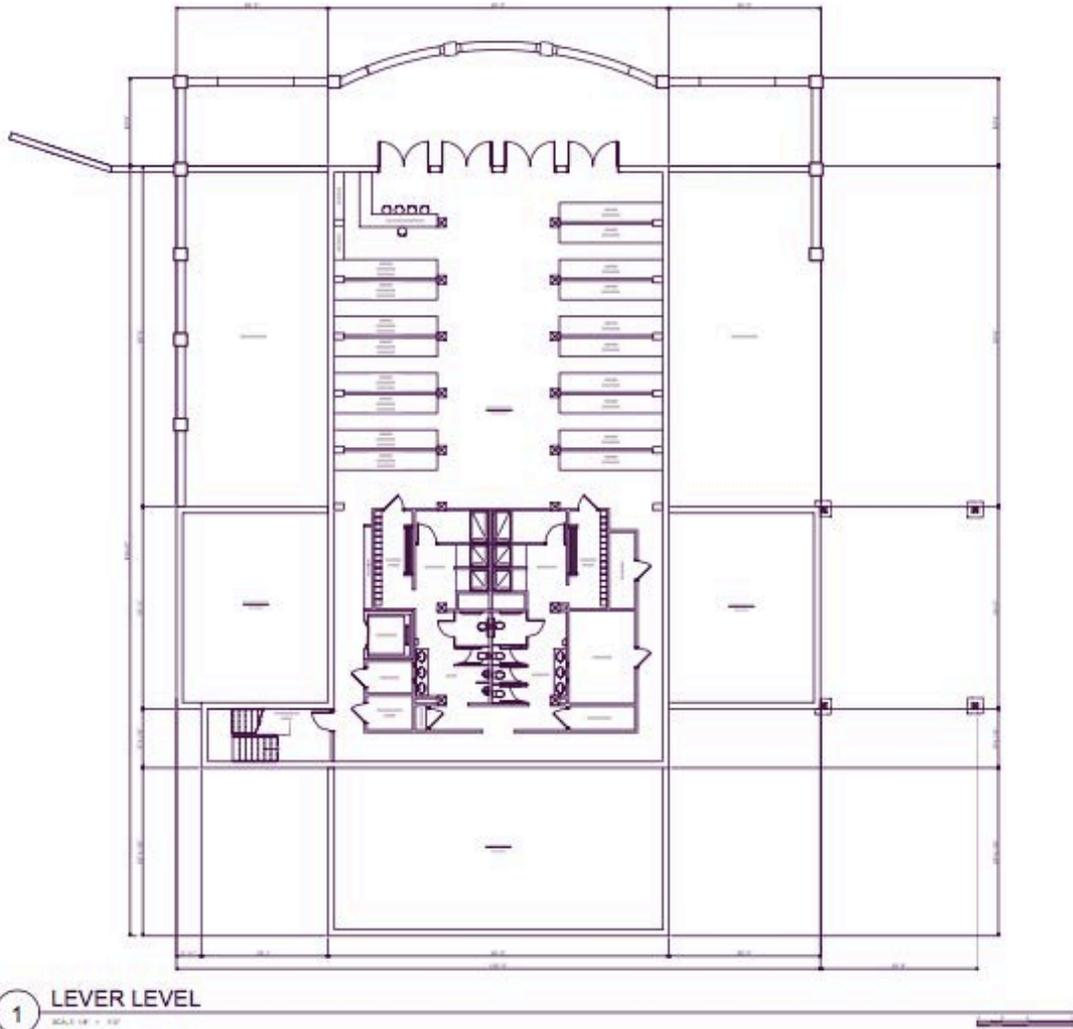
- Proposed location (TBD, pending discussions with landowner): south side of Kennebec River Gorge, next to Debe Park River Walk on Mount Pleasant Avenue
- 17,872 square feet of total interior space surrounded by more than 5,000 square feet of landscaped patios including outdoor bar
- 7,918-square-foot main floor with a grand banquet hall, fully operational teaching kitchen, bar, lobby, three 576-square-foot conference rooms, and public restrooms
- 4,654-square-foot lower level including locker rooms and shower facility, boat lockers, and storage space
- 5,300-square-foot upper level with a grand balcony overlooking banquet hall, 1,944 square feet of office space, a 768-square-foot meeting room/lounge with operating fireplace, a 280-square-foot bridal suite, and public restrooms
- Sweeping views of the gorge
- Space for café with ample seating
- Parking

Boathouse/Events Center Benefits

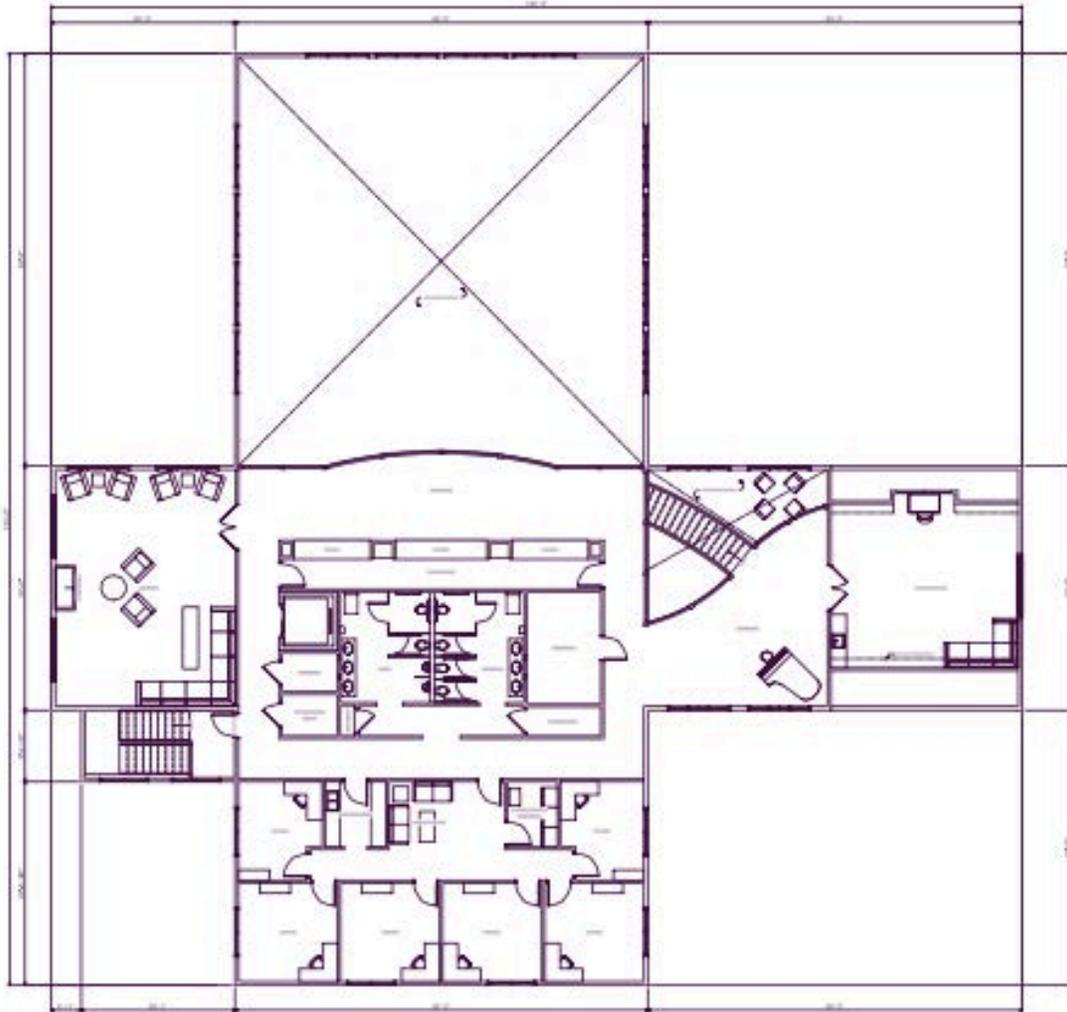
- Downtown facility that can accommodate large groups of people for indoor and outdoor events, festivals, concerts, award ceremonies, etc.
- Teaching/commercial kitchen could serve as an experiential classroom for the Somerset Career & Technical Center Culinary Program and will provide space for community cooking classes and demonstrations
- Teaching/commercial kitchen for catering events
- Café that will provide experiential learning opportunities for culinary students and where visitors and residents will enjoy food and drink
- State-of-the-art conference and meeting space for business and social gatherings
- Storage for Skowhegan Recreation Department-owned canoes and mountain bikes and for Main Street Skowhegan-owned snowshoes for public use in gorge and on nearby trails
- Boat lockers for members of a local paddling club and paddlers who frequent the facility, enabling ease of use
- Public restrooms and changing areas for kayakers, trail runners, mountain bikers, and others who will use the recreation area
- Office space for the organization that will promote the whitewater recreation area, plan events, and bring national competitions to Skowhegan
- More jobs in a region that currently suffers from high poverty rates

The following boathouse/events center renderings were designed by Wentworth Partners & Associates.



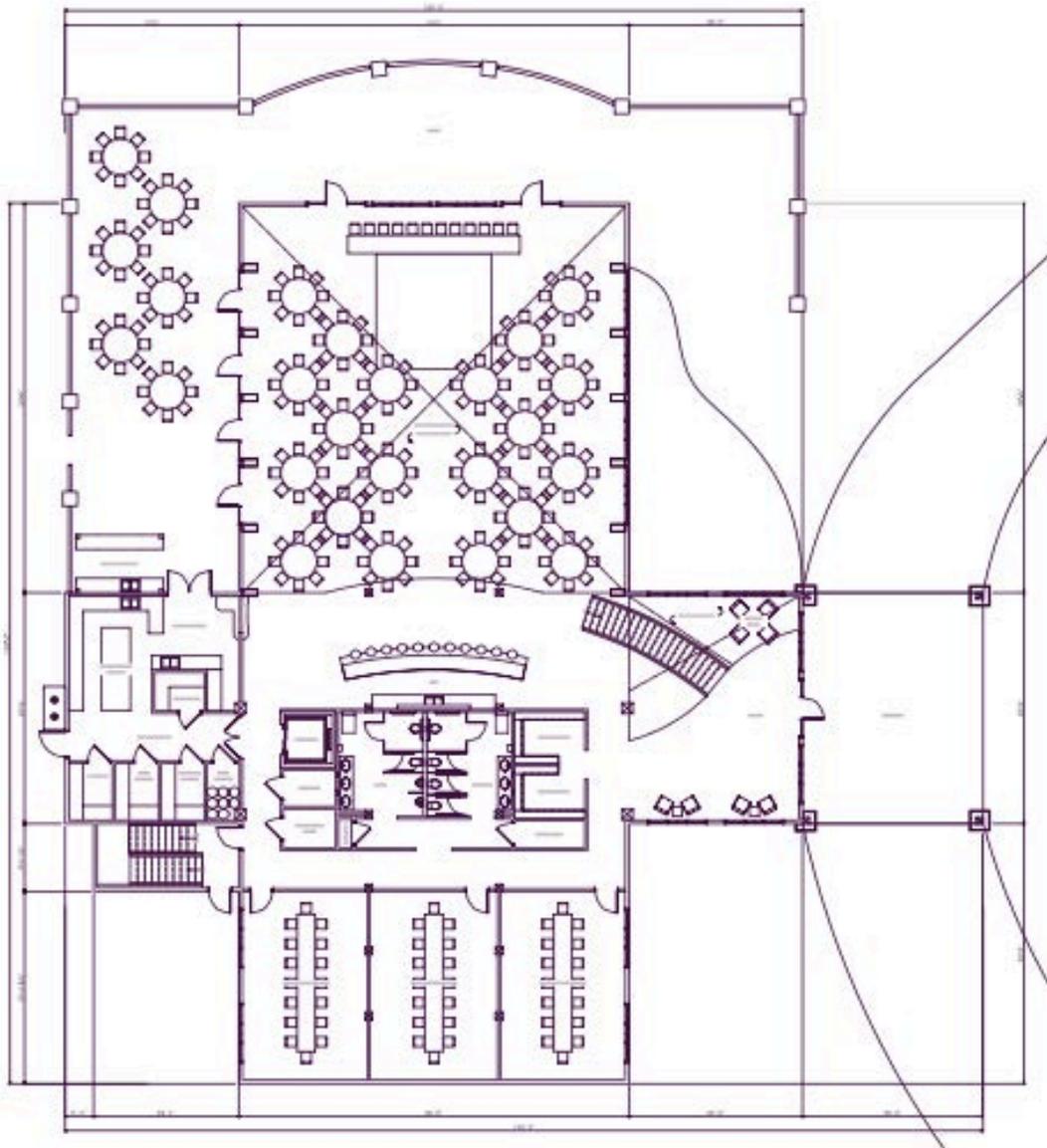


1 LEVER LEVEL
SCALE: 1/8" = 1'-0"



1 UPPER LEVEL
SCALE: 1/8" = 1'-0"





1 MAIN LEVEL
SCALE 1/8" = 1'-0"



1 FRONT ELEVATION
SCALE: 1/4" = 1'-0"



2 RIGHT ELEVATION
SCALE: 1/4" = 1'-0"



Appendix F: Riverfront Promenade Phase One

Riverfront Promenade Phase One was derived from 1999 Riverfront Renaissance plan and the Riverview Parking Lot-Renaissance project described in the [Downtown Revitalization Work Plan for Skowhegan, Maine June 2011](#):

Project Name:

Riverview Parking Lot Riverfront Renaissance Project

Summary:

The riverside parking lot has been looked at many times since the 1979 Town Pride plan was done, then again in 1999 by Terry DeWan. In 2010 new picnic tables and benches were installed.

Run of River Business Plan

This time it was looked at from the Old Mill Pub to Coburn Park. From the municipal parking lot to the park it will use the existing sidewalk.

Scope of Work by Phase:

Install the walking path from Old Mill Pub to Dill Center.

Install the walkway on the south side of the Dill Center building to connect the path from the east side of the Dill Center to Coburn park.

Install signs tying the new walkway to ADA trail on the south side of river.

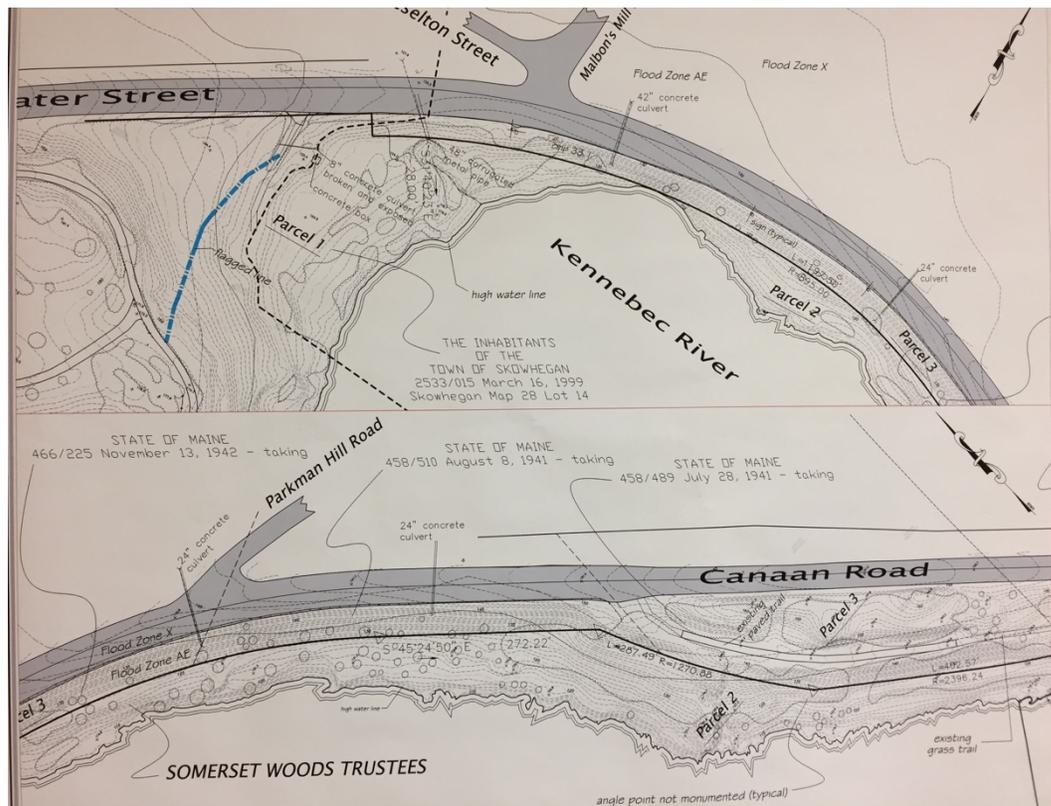
Appendix G: Riverfront Promenade Phase Two

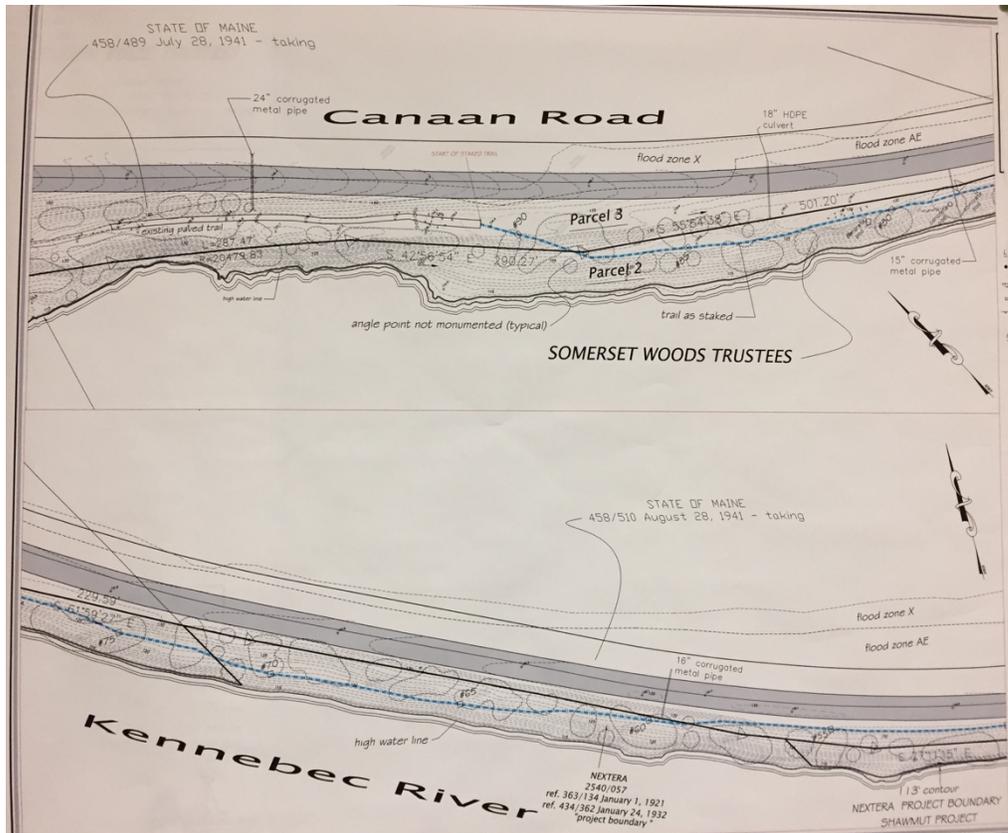
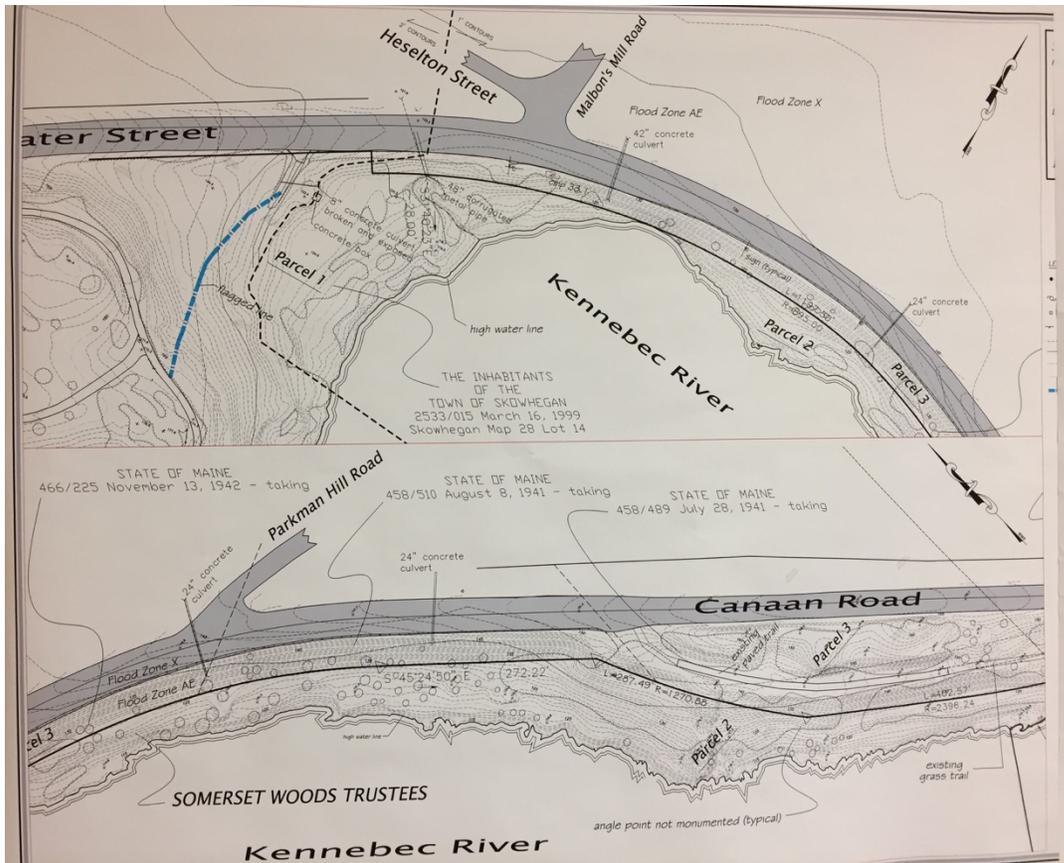
Phase Two of the Riverfront Promenade is a partnership between the Town of Skowhegan and Somerset Woods Trustees (SWT). Please see the following supporting materials for more details:

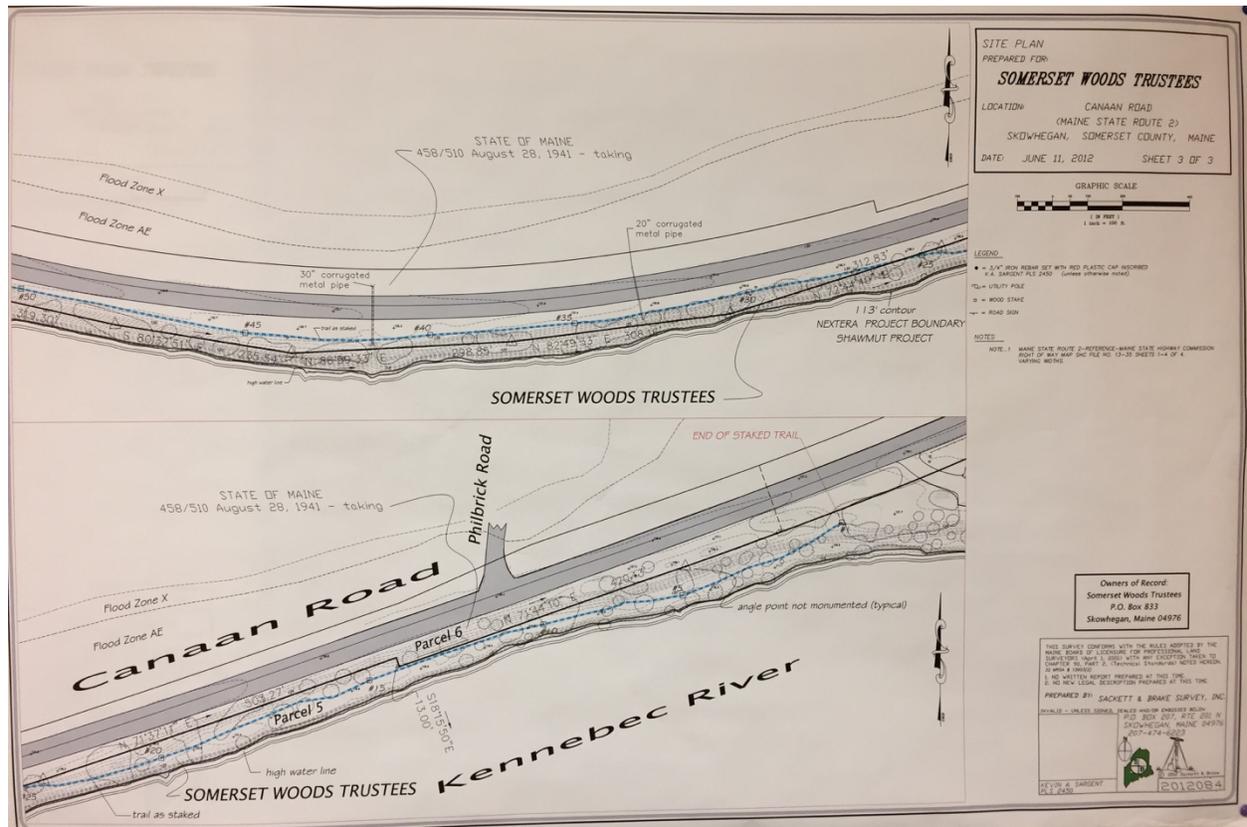
[2012 Cost Estimate and Intent to Apply Form](#), MDOT Transportation Enhancement & Safe Routes Program

[Photos of proposed route - route 2 around Skowhegan Eddy](#)

The following site plan for phase two of the riverfront promenade was prepared for SWT by Sacket & Brake Survey, Inc.







Appendix H: Regional Recreational Assets

- | | |
|--|---|
| <ul style="list-style-type: none"> • Old Canada Road National Scenic Byway • Kennebec Chaudière Heritage Corridor • Maine Huts & Trails • Sugarloaf Ski Area • Appalachian Trail and 100-mile wilderness • Skowhegan History House and Museum (historical tours and activities) • Margaret Chase Smith Library (tours and educational opportunities) • Lake George Regional Park (320 acres of land, two sand beaches, boat launch, playing fields and hiking trails) • Historical Lakewood Theater and | <ul style="list-style-type: none"> • Malbon's Woods (55 acres with public trails; future home of the Appalachian Mountain Trail Club lodging/meeting facility and training area) • Maine Grains at the Somerset Grist Mill (tours, retail shopping, café) • Farmers' markets and other agricultural assets • Equestrian activities at Morning Star Stable, Madison, and Hidden Valley Equestrian Center, Canaan • Langlais Art Trail, Skowhegan • L.C. Bates Museum and trails, Hinckley • Yogi Bear's Jellystone Park activities, Madison • Evergreens Campground boat rentals for Kennebec River float trips, Solon |
|--|---|

<p>Strand Cinema; Skowhegan Drive-In Theater</p> <ul style="list-style-type: none"> • Historic South Solon Meeting House • Gifford's Mini Golf Course and Loon's Cove Golf Course, Skowhegan; Lakewood Golf Course, Madison; and Diadema Golf Course, North Anson • Whitewater rafting, The Forks • Roy's Inflatable Waterslide Park, Madison • Eaton Mountain Ski Area (snow tubing and skiing) • Parsons Preserve (82 continuous acres, sanctuary for butterflies and grassland birds) 	<ul style="list-style-type: none"> • Proposed Somerset Woods Trustees mountain bike trails off of Russell Rd., Skowhegan • Quarry Road Recreation Area and Pine Ridge/Inland Woods, Waterville • Designated New England Mountain Bike Association trails in region • Camping at area campgrounds or at remote tent sites in region
--	--

Appendix I: Market Testing - Respondent Demographics

Demographics of Run of River Usage Survey, administered in March 2016:

- Two-thirds of the respondents were men and a third women.
- Most (90 percent) were over age 25—roughly equally split between those 25-44 (45 percent) and those over age 45 (43 percent).
- They came from households of all income levels: 36 percent earning less than \$50,000, 40 percent earning \$50,000 to \$100,000, and the remainder (24 percent) earning over \$100,000.
- Two-thirds were year-round residents of Maine. Another quarter were either seasonal residents or frequent visitors.
- Of the Maine residents, over a quarter were from Somerset County, and the remainder represented Maine's other 15 counties. Penobscot, Franklin, Kennebec, Androscoggin, and Cumberland counties each accounted individually for about 10 percent of total respondents.

Appendix J: Adventure Travel Market Target Audience Segments

As identified by the Adventure Travel Trade Association:

Adventure Travel Personas	Characteristics	Motivations	Avg. Length of Last Trip
Adventurers (20%)	<ul style="list-style-type: none"> • Actively seeking to improve and enhance skills • Repeat a favorite activity or related activity on multiple trips • Perform at intermediate level • Moderate thrill seeker 	<ul style="list-style-type: none"> • Relaxation • Time to be with family • Exploring new places • Exploring local community 	<ul style="list-style-type: none"> • 6.5 days
Adventure Enthusiasts (7.5%)	<ul style="list-style-type: none"> • Practice activities at a high skill level • Dedicated to one activity 	<ul style="list-style-type: none"> • Exploring new places • Exciting new 	<ul style="list-style-type: none"> • 7 days

Run of River Business Plan

	<ul style="list-style-type: none"> • Accept higher risks (as a result of higher skill level) to achieve greater thrill • Seek unique and new destinations to practice favorite activity 	<p>activities</p> <ul style="list-style-type: none"> • Relaxation 	
Adventure Grazers	<ul style="list-style-type: none"> • Bucket-listen driven • Not likely to repeat activities once experienced • Perform at novice/beginner skill level • High thrill seeker 	<ul style="list-style-type: none"> • Time with family • Exploring new places • Time to be with friends 	<ul style="list-style-type: none"> • 6.5 days

Appendix K: Maine Target Leisure Travel Audience Segments

As identified by the Maine Office of Tourism:

Balanced Achievers	
<p>Vacation Priorities</p> <ul style="list-style-type: none"> • On vacation, they check off their "must see and do" list • Like sophisticated, urban/city experiences, nightlife & entertainment, and also enjoy things and places off the beaten path, nature, and cultural activities • Want to vacation in a place where they have the space and time to reflect on what's important in life—to change their state of mind, step back from problems, be in the moment, and listen to their inner voice • See vacations as an antidote to being self-absorbed • Tend to be big spenders on vacation—shopping for local hand-made one-of-a-kind items—but are careful to avoid excess 	<p>Demographics</p> <p>71% married 50% have children 3.1 average household size Ethnically diverse 42 average age \$117,495 average household income 24% Millennials</p>

Genuine Originals

Vacation Priorities

- On vacation, they exemplify freedom of thought/action and follow their inner compass to do their own thing
- They pursue outdoor recreation and make it a priority to explore nature and observe wildlife—it helps them shed their
- worries and cares—time spent in tune with nature rejuvenates their soul
- Are interested in art, history, and cultural activities
- They try new vacation destinations; they don't take cookie-cutter vacations
- The destinations they choose reflect who they are—they are not driven by luxury, popularity or urban sophistication
- They desire authentic trips with exposure to unique local people, cultures and experiences
- Are open-minded travelers who like to adventure off the beaten path and immerse themselves deeply

Demographics

69% not married
 38% have children
 2.5 average household size
 46 average age
 \$130,627 average household income
 18% Millennials

Social Sophisticates – NOT Chosen to Target

Vacation Priorities

- On vacation they are interested in luxury, flawless service, keeping up appearances, and fun
- Passionate about travel – take a trip every year
- Look for trendy vacation spots – the destination reflects who they are
- Prefer romantic destinations, excellent accommodations
- Want serenity, but aren't interested in mental/spiritual rejuvenation
- Not curious about cultural activities, exploration, or adventure

Demographics

70% married
 44% have children
 2.8 average household size
 43 average age
 \$132,724 average household income
 23% Millennials

Appendix L: Detailed Project Budget

Run of River Business Plan

Run of River Whitewater Recreation Area Project Costs

In reverse chronological order from elements that will be completed/funded last through elements that have already been completed

Element	Associated Costs*	Total Cost	Year	Funding Source	Investment
Remaining Projects					
Signage		\$ 34,000	2019	Anticipated private investors, grant funding	\$ 34,000
DOT wayfinding, 6 signs	\$ 4,000				
On site, 2 signs	\$ 3,000				
Interpretive, 3 signs	\$ 27,000				
Comprehensive Recreational Trail Study		\$ 10,000	2019	Anticipated private investors, grant funding	\$ 10,000
Inventory, determine needs, plan for future development	\$ 10,000				
Recreational Trails Groomer		\$ 25,000	2019	Anticipated private investors, grant funding	\$ 25,000
Snowmobile and drag	\$ 25,000				
Construction: Riverfront Promenade Phase 2		\$ 1,925,041	2019	Anticipated private investors, grant funding	\$ 1,925,041
Multi-use trail construction	\$ 1,529,821.65				
Geotechnical investigation	\$ 4,725.00				
Survey	\$ 18,900.00				
Engineering	\$ 75,600.00				
Permits and fees	\$ 7,350.00				
Park signs, benches, other	\$ 84,000.00				
Rock excavation contingency	\$ 86,625.00				
Parking lot	\$ 118,018.95				
Operations/Event Planning		\$ 200,000	2018	Anticipated private investors, grant funding	\$ 200,000
Year 1: Staff, travel expenses, operations	\$ 100,000			Year 3+: Funded by revenue from events	
Year 2: Staff, travel expenses, operations	\$ 100,000				
Marketing: Awareness Campaign		\$ 425,000	2018-2020	Anticipated private investors, grant funding	\$ 425,000
2018 Campaign	\$ 250,000				
2019 Campaign	\$ 100,000				
2020 Campaign	\$ 75,000				
Boathouse/Events Center Maintenance Endowment		\$ 500,000	2018	Anticipated private investors, grant funding	\$ 500,000
General and emergency maintenance	\$ 500,000				
Boathouse/Events Center		\$ 4,900,000	2018	Anticipated private investors, grant funding	\$ 4,900,000
Construction of facility (with teaching kitchen)	\$ 4,000,000				
Engineering and design	\$ 400,000				
Furniture and equipment	\$ 500,000				
Construction: Riverfront Promenade Phase 1		\$ 585,900	2018	Anticipated private investors, grant funding	\$ 585,900
From Old Mill Pub to Coburn Park	\$ 585,900.00				
Recreational Trail Expansion and Development		\$ 200,000	2018	Anticipated private investors, grant funding	\$ 200,000
Make suitable for nonmotorized multi-use	\$ 200,000				

Run of River Business Plan

Slalom Course		\$ 117,000	2018	Anticipated private investors, grant funding	\$ 117,000
Fixtures on shore, cables, wires, gates	\$ 117,000				
Recreation Area Maintenance Endowment		\$ 2,000,000	2018	Anticipated private investors, grant funding	\$ 2,000,000
General and emergency maintenance	\$ 2,000,000				
Construction: Lower Rapid & Trail Improvements		\$ 1,055,506	2018	Anticipated private investors, grant funding	\$ 1,055,506
Dewatering and access	\$ 264,600				
Site restoration	\$ 21,000				
River structures	\$ 291,900				
Trail improvements	\$ 5,250				
General conditions (5%)	\$ 29,138				
Overhead & profit (15%) - McLaughlin	\$ 91,784				
Contingency (30%)	\$ 351,835				
Construction: Middle Rapid & Trail Improvements		\$ 1,656,727	2018	Anticipated private investors, grant funding	\$ 1,656,727
Dewatering and access	\$ 698,355				
Site restoration	\$ 21,000				
River structures	\$ 319,253				
Foot trail along river	\$ 16,800				
General conditions (5%)	\$ 52,771				
Overhead & profit (15%) - McLaughlin	\$ 166,227				
Contingency (30%)	\$ 382,322				
Construction: Upper Rapid, Trail Improvements, Terraced Seating		\$ 1,808,529	2018	Town of Skowhegan	\$ 1,421,160
Dewatering and access	\$ 512,663			Anticipated private investors, grant funding	\$ 387,369
Site restoration	\$ 21,000				
River structures	\$ 495,863				
Land improvements/access road	\$ 54,863				
Terraced seating	\$ 28,875				
Foot trail from Debe Park	\$ 15,750				
Foot trail along river	\$ 23,100				
General conditions (5%)	\$ 57,606				
Overhead & profit (15%) - McLaughlin	\$ 181,458				
Contingency (30%)	\$ 417,353				
Construction: Services		\$ 89,271	2018	Anticipated private investors, grant funding	\$ 89,271
McLaughlin Whitewater coordination with contractor/engineers; office support	\$ 30,303				
Inspection of in-river work; quality verification; pay requests	\$ 45,045				
Observation of features for tuning and adjustments	\$ 13,923				
Permitting and Final Design		\$ 255,281	2017	Pending Sewall Foundation Integration of Environment and Human Well-being Grant	\$ 255,281
Supplemental data collection	\$ 25,589				
Review of water control	\$ 6,542				
Value engineering and kick-off meeting	\$ 13,503				
Permitting and permitting support	\$ 59,729				
Final design	\$ 98,826				
Physical model	\$ 51,093				

Appendix M: Promotional Materials

Run of River Facebook page: <https://www.facebook.com/RunofRiver/>

Run of River webpage: <https://runofriver.org/>

On the webpage for Run of River you can find the following:

- Fundraising video, presentation, and brochure
- Business Plan (this document)
- Economic Impact Study
- Preliminary Design Report
- Feasibility Study
- Existing and Proposed Conditions
- Milestones Flowchart
- Site plans I and II
- Photos of proposed site, downtown Skowhegan, and area features

Appendix N: Run of River Committee Members

- Greg Dore, Skowhegan Road Commissioner (Chair)
- Kristina Cannon, Main Street Skowhegan Executive Director (Campaign Director)
- Betty Austin, Town of Skowhegan Select Board / Maine House of Representatives
- Clayton Cole, President/Director of ACA-New England, Owner of Solartechnic Contractors, Inc.
- Jason Cooke, Owner of Maine Insulation Systems
- William Wallace Finley, community member
- Jason Gayne, President & CEO at Skowhegan Area Chamber of Commerce
- Karen Hart, Assistant Vice President and Branch Manager at Skowhegan Savings Bank
- Jeff Hewett, Skowhegan Economic and Community Development Director
- Shawn Howard, Skowhegan Fire Department Chief
- Denise LeBlanc, Skowhegan Parks and Recreation Department Director
- Jeff McCabe, Maine Outreach Coordinator for the Northern Forest Canoe Trail
- Craig Taylor, community member
- Taylor Walker, Whitewater Paddler / Freelance Videographer
- Anna Staehli Wisner, Whitewater Paddler, Physical Therapist at Redington-Fairview General Hospital