

# City of Caribou Comprehensive Plan



## 2014-2024

September 2014

Prepared by the Caribou Planning Board 2013-2014.

Phil Cyr, Chair

Tony Mazzucco, Assistant City Manager/City Planner

Caribou, Maine  
Table of Contents

Transmittal Letter.....	i
Approval.....	ii
Vision Statement.....	iii-viii
Mission Statement.....	ix
Historic Resources.....	1-9
Water Resources.....	10-28
Natural Resources.....	29-35
Agricultural & Forest Resources.....	36-42
Population & Demographics.....	43-47
Local Economy.....	48-56
Housing.....	57-59
Recreation.....	60-64
Transportation.....	65-81
Public Facilities and Services.....	82-90
Fiscal Capacity & Capital Investment Plan.....	91-100
Future Land Use Plan.....	101-105
Proposed Growth Area Map.....	106
Critical Natural Resources Map.....	107
Appendix A: Existing Land Use Plan.....	108-113
Appendix B: Public Participation Summary.....	114-120



---

OFFICE OF THE CITY PLANNER  
CARIBOU, MAINE

---

To: Honorable Gary Aiken, Mayor of the City of Caribou  
Honorable Philip Cyr, Chairman of the Planning Board  
Mr. Austin Bless, City Manager for the City of Caribou

RE: City of Caribou Comprehensive Plan

Mayor Aiken, Chairman Cyr, and Mr. Bless,

Enclosed herein is the Comprehensive Plan for the City of Caribou. This plan represents over 18 months of work and community involvement in developing a vision for our community for the next decade as well as a plan to guide the community to reaching that vision.

The workload described herein is not light and will require the diligent effort of the City administration including all departments of the City, elected and appointed boards and committees, as well as the residents and businesses of our community to ensure the plan is followed. Following through on this plan will ensure our community lives up to our great potential.

D.L. Moody once said “faith makes all things possible, love makes all things easy”. Faith in our vision for the future, and a love of our community-our whole community-is the best way to move forward implementing this plan and fulfilling our civic duty to make sure Caribou is a great place to work, play, grow in, and call home.

I am submitting this document to you for approval of the Planning Board and City Council so that the plan may then be taken and put into action for the benefit of our citizens and the State of Maine.

Respectfully,

Antonio L. Mazzucco, MPA  
Assistant City Manager/City Planner  
City of Caribou

A Comprehensive Plan for the City of Caribou  
Approved by the Planning Board: 11/24/2014  
Adopted by the City Council: 11/24/2014

**City Council:**

\_\_\_\_\_  
Gary Aiken, Mayor

\_\_\_\_\_  
David Martin, Deputy Mayor

\_\_\_\_\_  
Kenneth Murchison

\_\_\_\_\_  
Joan Theriault

\_\_\_\_\_  
Philip McDonough II

\_\_\_\_\_  
Shane McDougall

**Planning Board:**

\_\_\_\_\_  
Phil Cyr, Chair

\_\_\_\_\_  
Jim Cerrato, Vice-Chair

\_\_\_\_\_  
Robert White, Secretary

\_\_\_\_\_  
Matthew Hunter

\_\_\_\_\_  
Philip McDonough III

\_\_\_\_\_  
Todd Pelletier

\_\_\_\_\_  
Grahm Freme

\_\_\_\_\_  
Tony Mazzucco, Assistant City Manager

The Planning Board would like to thank the following individuals and groups for their valuable assistance on this plan:

Kathy Mazzuchelli, Superintendent of Parks and Recreation  
Jay Kamm, Planner for Northern Maine Development Commission  
Participants in all the visioning, SWOT, and goal setting sessions  
Residents of the City of Caribou

Before there can be a meaningful comprehensive plan, residents must agree on a mental picture of what they want the community...



To *look* like,  
To *feel* like, and  
To *be* like

The Vision  
describes what people want.



The Comprehensive Plan  
describes how to get there.

## Caribou's Vision:

*THE all season  
community  
to work, play,  
grow in, and call  
home.*

*Vision Statements* inspire people to dream...*Mission Statements* should inspire them to action...

*A Mission Statement* describes:

What the community wants to do

*And*

Why the community is going to do what they want to do



**supporting, enhancing and expanding  
Caribou's strong foundation of all -season  
recreational opportunities**



**welcoming, encouraging and promoting the  
continued development of commerce and industry**



providing a safe, healthy, welcoming atmosphere for individuals and families to live



promoting a community where you can grow your family, your business and yourself



# *Our Mission*

*The City of Caribou, where residents, service organizations, businesses, schools and local government are actively committed to:*



Welcoming, encouraging and promoting the continued development of commerce and industry

- Capitalize on opportunities and leverage our assets through bold and creative economic development strategies and aggressive growth policies
- Nurture entrepreneurship and foster dynamic partnerships among business, education and community leaders
- Retain businesses and actively recruit new enterprises to ensure a strong, diversified employment base



Supporting, enhancing and expanding Caribou's strong foundation of all -season recreational opportunities

- Promote tourist friendly recreational opportunities through marketing, outreach, and the development of public/private investments and partnerships
- Redevelop the riverfront as a prime four season recreation area
- Market and enhance our multi-use trail system creating new avenues for economic growth



Promoting a community where you can grow your family, your business and yourself

- Inspire volunteerism, participation and civic engagement
- Cultivate understanding and appreciation of our diversity through celebrations, festivals and the arts
- Support a strong educational foundation and internship opportunities



Providing a safe, healthy, welcoming atmosphere for individuals and families to live

- Provide a walkable pedestrian and bicycle friendly network throughout the community
- Promote safety, health and security through effective communication and service delivery
- Encourage public/private collaboration in the development of quality housing, business centers and universal accessibility.

This page intentionally left blank.

# Historic & Archaeology Resources

## *Historic & Archaeology Resources*

Goal: To preserve the State's historic and archaeology resources.

<i>Policies</i>	<i>Strategies</i>	<i>Responsibility</i>	<i>Implementation</i>
Protect to the greatest extent practicable the significant historic and archaeological resources in the community.	For known historic archaeology sites and areas sensitive to prehistoric archeology, through local land use ordinances require subdivision or non-residential developers to take appropriate measures to protect those resources, including but not limited to, modification of the proposed site design, construction timing, and/or extent of excavation.	Planning Board	Ongoing
	Adopt or amend land use ordinances to require the planning board (or other designated review authority) to incorporate maps and information provided by the Maine Historic Preservation Commission into their review process.	Planning Board/Code Enforcement Officer	2015
	Work with the local or county historical society and/or the Maine Historic Preservation Commission to assess the need for, and if necessary plan for, a comprehensive community survey of the community's historic and archaeology resources	City Council	2015
	Develop and place historic markers/signs throughout community, complete with updated walking map	Historical Society/Chamber/PW	2015
	Integrate history of the area, including Native history, into local educational curriculum	City Council	2015
	Develop a Strategic Plan for the future of the Nylander Museum/collection	Nylander Board of Directors	2016

## **HISTORIC SETTLEMENT PATTERNS**

Caribou has historically displayed a high density centralization of commercial and residential properties emanating outward from Collins Pond, which served as the primary saw mill location upon which the community was founded. Nearly two centuries later the urban core of Caribou still emanates around this central area. Caribou's population peaked at about 12,000 in the late 1960's and is currently around 8,100 residents; however the density of the urban core and the settlement patterns have remained consistent. Caribou is over 80 sq miles with a majority of its population living within a few mile radius of the urban core.

The most prominent change in settlement patterns over the last several decades has been the decline in industrial usage along the riverfront area. Previously an exclusively industrial area along the river front, the area is largely reverted to undeveloped land with a few service/retail facilities operating. It is likely that the future will see high density residential or mixed use development of the riverfront area as traditional industrial uses decline and relocate.

## **PROTECTIVE MEASURES FOR HISTORIC AND ARCHAEOLOGY RESOURCES**

According to the Maine Historic Preservation Commission no professional surveys for historical archaeological sites have been conducted to date in Caribou. MHPC further states that future archaeology surveys should focus on the identification of potentially significant resources associated with the town's agricultural, residential and industrial heritage, particularly those associated with the earliest Euro-American settlement of the town in the 18<sup>th</sup> and 19<sup>th</sup> centuries.

Also indicated by MHPC a comprehensive study of Caribou's above ground historic resources needs to be conducted in order to identify other properties that may be eligible for nomination to the National Register of Historic Places. Within the 10 year planning period the City of Caribou should conduct both studies which will provide information on historic and archaeology resources which is a necessary pre-cursor to establishing effective protective measures for historical and archaeology resources.

## **SITE DESIGN AND SUBDIVISION REQUIREMENTS RELATED TO HISTORIC PRESERVATION**

Currently the City of Caribou site design requirements state that all development be consistent with the City's comprehensive plan, and specifies that buildings generally conform to existing landscaping and surrounding sites and properties. City subdivision review requirements also include these conditions as well as research into deed restrictions and covenants in order to ensure property is utilized according to allowable uses, including deed restrictions on historic or potentially historic properties.

## **STATE OF SIGNIFICANT HISTORIC RESOURCES**

The McElwain House, located at the corner of Main Street and Back Road in Caribou is currently in excellent condition and is utilized as administrative offices for the Northern Maine Development Commission. The building is fully occupied and well maintained and will continue to be in good condition for many years to come. An occupancy challenge would occur if NMDC were to relocate their offices as office space currently has a low occupancy rate in Caribou.

The Gray Memorial United Methodist Church and Parsonage, located at 8 Prospect Street in Caribou is currently in good condition and efforts are underway at the Church to showcase and preserve its unique history, recently celebrating its 100 year anniversary. While its congregation is currently strong, there have been church closings in Caribou recently and more projected within the next few years; in the event the church were to eventually close it is unlikely the site could be repurposed, which would make historic preservation difficult.

## HISTORIC PRESERVATION DATA

According to the Maine Historic Preservation Council (MHPC), Caribou has two (2) properties currently listed in the National Register of Historic Places. They are:

1. McElwain House, Corner of Main Street and Back Road.
2. Gray Memorial United Methodist Church and Parsonage, 8 Prospect Street.

The following is a list of historic archaeology sites identified by MHPC in Caribou that have local historic significance and would be of a benefit to the people as a reflection of the history and development of the community and area:

Site Name	Site Number	Site Type	Periods of Significance	National Register Status
Hitchings	ME 078-001	Farmstead?	Ca. 1840-1900	Undetermined
Orchard	ME 078-002	Dump	Late 18 <sup>th</sup> -20 <sup>th</sup> century	Undetermined

There are approximately 6 prehistoric archaeology sites known in Caribou, all of which are located along the banks of the Aroostook River. MHPC recommends the banks of Madawaska Stream and the banks of the Aroostook River downstream from the dam need professional archaeology survey. It would be in the interest of the community to complete these surveys prior to any large-scale redevelopment of the riverfront area in Caribou. In addition, a property located at 67 Griffin Road in Caribou (Map 3, Lot 14) has a title subject to a Preservation Interest Agreement with the Society of the Preservation of New England Antiquities. Aroostook County Registry of Deeds Book 4638, page 132.

## A BRIEF HISTORY OF CARIBOU

### Native Americans.

Historians generally agree that Native Americans have inhabited the St. John River watershed drainage area in Maine and New Brunswick for at least 3000 years. The tribes traditionally depended on fishing and hunting with some planting of maize for its subsistence. With the advent of European settlement, their traditional hunting territories were encroached upon and the combination of overhunting by Europeans and the clearing of land for farms drastically diminished game stocks, forcing the tribes into a more sedentary lifestyle.

### Native Americans - The Micmacs.

The Micmac Indians were among the first native North Americans encountered by European explorers to the New World. Their initial contact with Europeans in the early years of the 16th century gradually changed their way of life forever. The chief basis for early Micmac relations with Europeans was trade. During the second half of the 16th century, the fur trade appears to have changed from a subsidiary activity of fishermen to the major occupation of many European sailors. The fur trade had an immediate, and ultimately negative, impact on the Micmacs. The demand for furs dramatically expanded the traditional fur hunting season and thus altered the intricate seasonal cycles of the Micmacs. By reducing the annual periods traditionally spent along the seashore, the Micmacs increased their dependence on European trade goods and food, and therefore were left more susceptible to sudden famines. This also caused a radical wild game depletion in their usual hunting areas and ultimately became a motivating factor in acts of warfare among the tribes in the region.

In the latter half of the 17th century, under pressure from the French, the Micmacs formed a loose alliance with other members of the Algonquian tribes, which became known as the Wabanaki Confederacy. The Wabanaki Confederacy tribes were involved in military actions throughout the late 17th and 18th centuries, generally on behalf of the French against the English. The wars between the Wabanaki Confederacy and Iroquois League had come to an end by 1700. In 1749, the “Great Council Fire” was created, in which the Iroquois League and the Wabanaki confederacy signed a peace treaty at Caughnawaga.

After their French allies were defeated by the English, some Micmac sagamores signed the Treaty of Halifax (1752). In return for offering peace to the English troops who now occupied parts of Micmac country, the Micmacs were promised that the English King would protect and defend Micmac lands -- except for small areas which were already settled by the English. The treaty reserved for Micmacs the rights of free trade and unrestricted hunting and fishing, but was not respected by the British government in later years. Treaties negotiated with the American government in the late-18th century raised similar expectations and were similarly ignored.

The boundary line created by the Treaty of Paris of 1873 ran through the middle of Wabanaki Confederacy lands. It created an artificial distinction between those Indians then living in Canada and those in Maine, which had clear ramifications in terms of the way in which the Canadian and American governments chose to treat the Native Americans under their jurisdiction.

The growing interests of the white settlers in Canada had pressed British Colonial authorities to delineate approximately 80 small Micmac Reserves under a variety of treaty arrangements. These were primarily at Micmac encampment sites, scattered over the Maritime Provinces of Canada. Later, through the British North America Act of 1967, the new Canadian federal government became responsible for “Indians and land reserved for Indians.” The act ruled that Micmac land rights in Canada were limited to Reserves -- which meant that Micmacs lost 95 percent of the Canadian lands which were supposedly protected by the Halifax Treaty.

From the early 19th century on, Micmacs made splint baskets for local farms, regional markets, and export. The 20th century rise of the potato as a booming cash-crop in Maine especially created a large demand for the sturdy baskets, which were used to harvest potatoes. With the growth of the lumber and potato farming industries in Northern Maine, in particular following the introduction of railroads in the last decades of the 19th century, Micmacs were also able to find jobs as lumberjacks, river-drivers, seasonal farm workers, and as odd-job laborers working on roads, in factories, etc. Consequently, many Micmac families settled down in towns in Aroostook County.

The World War I economy provided a brief boom in job options for the Micmacs, and during this time some traveled widely in search of new work and adventure. But the vast majority of Micmacs remained locked into low-paying and sporadic seasonal work, including guiding, commercial fishing, lumbering, and farm labor.

In the latter half of the 20th century, large numbers of Micmacs, still in search of an income, went to Boston and cities like Hartford to work in high steel construction jobs. By 1970, at least one out of every three men in the labor force of Restigouch (the largest Micmac Reserve in Canada) had spent some time (usually in Boston) working in construction on high rise buildings.

### **The Micmacs Today**

At present, the estimated Micmac population enrolled on Canadian Band-lists is more than 10,000. Only 7,000 of these live on Reserves; the other 3,000 live scattered over the Maritimes and New England, or are just “on the road.” In addition, there are an estimated 2,000-3,000 Micmacs who live in Canada who are not registered on the Band Rolls of the Canadian Reserves. In total, there are about 5,000 registered and non-registered Micmacs in New England, the majority of whom live in Boston. Aroostook County provides the major



transitory route to and from the Canadian Reserves and the urban areas along the Atlantic seaboard of the U.S., both because of its location and because of the presence of a strong Micmac community.

The Micmacs were not part of the Maine Indian Claims Settlement Act of 1980 and, as such, were without the services of the State of Maine's Department of Indian Affairs, which had closed its doors. In response, the Aroostook Micmac Council, Inc. was formed, which obtained recognition and assistance from the federal government's Bureau of Indian Affairs. Currently, funding is available from the Administration of Native Americans, a branch of the Department of Health and Human Services and the National Indian Lutheran Board.

In June of 1982, members of the Micmac Indian Tribe in Aroostook County chose Presque Isle as their headquarters. As heirs of the First People, the Micmac Indians are part of the Eastern Algonquian-speaking peoples who have traditionally inhabited the territories of Maine and the Maritime Provinces.

Today, the resident core of the Aroostook Band of Micmacs consists of approximately 562 people. Of the 233 adult members, 135 live within a 20-mile radius of Presque Isle, 46 (20 percent) in and around Houlton, and 22 in and around Madawaska.

### **Caribou – A History.**

(Taken from the 1992 Comprehensive Plan)

The City of Caribou has throughout its history been known by different names. In 1840, what is now the municipality was termed "Plantation H" and "Plantation I". In 1870, the names changed to Lyndon and North Lyndon. Finally, in 1877, the entire area was re-designated Caribou.

The first white man to set foot on the soil of what is now known as the City of Caribou was probably Alexander Cochran, a Canadian, who came up the St. John and Aroostook River in 1829 looking for a mill site. When what was to become known as the Bloodless Aroostook War threatened, in the winter of 1839, Caribou was still not on the map.

The actual settlement of Caribou began when Ivory Hardison, the first American settler, drove a span of horses to bring a load of soldiers from Bangor to Fort Fairfield. Mr. Hardison stayed that summer and assisted the State Land Agent in surveying the area and delineating lots of land for settlers who were beginning to come to Aroostook. Hardison took land for himself in Township "Letter H", Range 2.

In the spring of 1842, Mr. Hardison and his son cleared their lot. They built a house of hewn timber on the land. In February of 1843, the Hardison family started from their Winslow home for Aroostook. They were sixteen days on the journey of two hundred and fifty miles. The family was the first settlers of what is now Caribou.

In March 1843, Harvey Ormsby of Fryeburg, who had been prospecting in this area the summer before, returned with his family and settled some three miles from the Ivory Hardison farm. In June of 1843, Winslow Hardison from Hartford, Maine, and his brother Hiram from Buckfield, Maine, came to Presque Isle. There they built a raft on which they descended the river to the Hardison landing place. Winslow selected the first lot south of the Hardison lot. Hiram took the lot in more recent years owned by Silas Hatch.

The first post office at Presque Isle was established in 1843. The mail came via Houlton, at first, once in two weeks, then once a week. The settlers of "Plantation H" took turns going to Presque Isle after the mail. The first post office in "Plantation H" was the house of Ivory Hardison, who was appointed the first postmaster in 1844.

In the spring of 1844, the next settlers arrived, two single men - Samuel W. Collins and Washington A. Vaughn. Mr. Vaughn and Mr. Collins decided to build a saw and grist mill. In building the two mills, Collins and Vaughn secured four lots comprising all the land now occupied by Caribou village (except that owned by Alex Cochran). In the sawmill they sawed the great Pine trees into square timber for shipment to England, floating it down the Aroostook and the St. John Rivers.

In 1852 the first real school house was built on land belonging to Winslow Hall with funds raised by private subscription. Pupils from all parts of the plantation were obliged to go there to school as there was no other school in the plantation.

A little one room schoolhouse was built in 1857 at a cost of \$375. The schoolhouse was built at the corner of South Main Street and Sincock Street. This was the first public school building in the present village and was used for many purposes: as a school, for church services of all denominations and for meetings of all kinds.

Frank Records came from Readfield in 1862 and engaged in what was then the important business of hauling freight or "teaming" from Bangor to Lyndon. At the time it took four and six horse teams to go to Bangor, a distance of one hundred and seventy-five miles. The time taken for the trip depended on the season of the year, taking about twice as long in the spring as at any other season.

The first bridge across the river at Caribou was built in 1863. The State appropriated one-half the cost. The bridge made life easier for those living on the east side of the river.

In 1865 the little village comprised three stores, a sash and blind factory, a tannery, a blacksmith shop, a grist mill, a tub factory, one tavern and seventeen private dwellings.

In the summer of 1867 the first church was erected. It was known as the Union Meeting House. Previously, religious meetings had been held in barns in different portions of the township and, as mentioned, in the one room school house.

By 1870 the town valuation was \$127,279; the population was 1,410, nearly five times as large as that of 1860 when it was only 297.

Abe Holmes first came to Caribou in 1872 from Boston to establish a starch factory. This marked the beginning of the great starch and potato industry in Aroostook County. The starch industry developed a cash market that was greatly needed. Farming as an occupation took on a more encouraging aspect when barter and exchange of goods were replaced by money.

With the resulting increase in agriculture, the need for a railroad became pressing. In 1874, a stock company was formed and work on a railroad begun. The first requirement to build the railroad was construction financing. A town meeting was called on August 15, 1877, where it was voted that the Town of Lyndon lend its credit to the amount of 5 percent of its valuation to help finance a rail line to connect with the New Brunswick Railroad at Fort Fairfield. The rail connection was completed in the fall of 1878. A station was built on the east side of the river opposite the village.

The railroad opened the area to more settlers and provided access to outside communities. Caribou could now produce for an outside market and also readily obtain the finished goods it needed.

The population continued to grow until 1960. The peak in Caribou's population was 1960, with a steady decline since. The Federal Census figures for Caribou showed a population of 4,758 in 1900, 5,377 in 1910, 6,018 in 1920, 7,248 in 1930, 8,218 in 1940, 9,923 in 1950, 12,464 in 1960, 10,419 in 1970, 9,916 in 1980, 9,415 in 1990, 8,312 in 2000 and 8,159 in 2010.

The commercial area of Caribou expanded with the growth of the community. New schools were built, the municipal airport was constructed in the late 1920s and the present municipal building was completed in 1939. Birds-Eye Snyder constructed a frozen food plant in 1945 and later added a French fried potato plant to its facilities. The construction of Loring Air Force Base and the introduction of manufacturing took on important dimensions in the economic base of Caribou as agriculture and food processing declined in the 1950s and 1960s. The Caribou Industrial Park resulted from the recognition of the changing economy.

## **Loring Air Force Base**

The importance of Loring Air force Base to both the history and future of the City of Caribou cannot be understated. The economic impact from the base closure is still being felt nearly two decades later, however from a historical perspective Loring AFB is the defining component of the historical landscape of the latter half of the 20<sup>th</sup> century for the City of Caribou and continues to have an impact in 2014. Even today many residents residing in or relocating to Caribou are veterans who served at Loring AFB. Nearly two decades after the base's closure development, migration, housing, and business patterns in Caribou are still structured as a result of the base presence and closure.

Construction of Loring ABF began in the late 1940's and the base was operational by the early 1950s. During its half century tenure the base served many purposes ranging from the storage of nuclear weapons to a key refueling point in the gulf war. The Base Realignment and Closure process that began after the end of the cold war eventually led to the closing of Loring AFB in 1994.

The 42nd Bomb Wing began its history as the 42nd Bombardment Group (Medium) at Fort Douglas, Utah, on January 15, 1942. The group was transferred to Gowen Field, Boise, Idaho, in June of the same year with B-18 and B-26 bombers assigned. Following the Japanese attack on Pearl Harbor, one tactical squadron moved to Alaska for coastal patrol while the rest of the group moved to McChord Field, Washington, in preparations for overseas duty. Following final training at Hammar Field, California, in February of 1943, the group moved to the Fiji Islands in the South Pacific. In June of '43, with the newly added 69<sup>th</sup> and 70<sup>th</sup> Bomb Squadrons strengthening the group, the 42nd attacked Japanese targets in the central Solomon Islands. From January through July of 1944 42nd aircraft bombed enemy harbors and airfields on New Britain and attacked shipping around the Northern Solomon and Bismarck Islands. In March 1945, the Group moved to the Philippines and supported ground operations on Mindanao. The 42nd earned a Distinguished Unit Citation for support of an Australian invasion of a Japanese oil refinery at Balikpapan, Borneo, and June 23-30, 1945. Following a transfer to Japan as part of U.S. occupation forces in January 1946, the 42nd Bombardment Group (Medium) was inactivated on May 10 of the same year.

On February 25, 1953, the 42nd Bombardment Wing (Heavy) was reactivated at Limestone (later Loring) Air Force Base, Maine with B-36 Peacemaker bombers assigned. The 42nd Air Refueling Squadron joined the wing in early 1955 with propeller-driven KC-97 tankers. On June 16, 1956, the first B-52 C assigned to the 42nd arrived at Loring. The aircraft is christened "The State Of Maine." The final B-36 bomber left Loring in September 1956. In November of 1956, three Loring B-52Cs made a record non-stop flight over the North Pole and around the perimeter of the North American continent. In January 1957, the wing converted to the B-52D and in March, the 42nd ARS received Loring's first KC-135 Stratotanker. Wing aircrews and aircraft were placed on alert in July of 1958 due to tensions in Lebanon. The more versatile B-52Gs replaced the "D" models and increased the range and payload capabilities of the wing in May of 1959.

The wing was on alert in August and December of 1961 and supported Hard Head VI airborne alert operations in the spring of 1964. Also in 1964, the 42nd ARS received the General Saunders Trophy as the best tanker squadron in SAC. In 1965, the 42nd ARS began support for Young Tiger operations in Southeast. In July of 1968, the 407th ARS arrived from Homestead AFB, Florida, doubling the wing's refueling capability.

The 1970s began with Loring becoming the first SRAM equipped operational B-52 unit in SAC on August 4, 1972. Many Loring crews participated in the December 1972 Linebacker II bombing campaign in Southeast Asia. One Loring crew's aircraft was hit by a SAM over North Vietnam. All crewmembers were safely recovered following bailout over Thailand. On March 2, 1978, the wing learned it had won the SAC "Omaha" Trophy for 1977.

The wing received its first HARPOON modified aircraft on September 15, 1983. In 1984, the wing became the Air Force's only primary conventional bomber force. In October 1988, after 30 years, the wing ended its B-52 24-hour nuclear alert. The first "R" model KC-135 arrived at Loring in May of 1989.

On August 7, 1990, the wing began deploying aircraft, personnel, and equipment to Southwest Asia in support of Operation DESERT SHIELD. During DESERT SHIELD/STORM wing bombers deployed to Diego Garcia flew 960 missions (465 combat) in 44 days, dropping 12,588,766 pounds of bombs. Loring and other tankers deployed to the same locations off-loaded 31,802,500 pounds of fuel to 648 receivers. In March 1991, resources deployed to the Gulf began their return to Loring. Organizational changes to the wing in 1991 resulted in renaming three existing organizations and activating two new groups and two support squadrons. The wing designation changed to the 42nd Wind under this SAC plan. In 1991, Loring was designated for closure. On October 1, 1991 the 407 ARS was inactivated and on October 3, of the same year, President Bush ordered alert crews to stand down for the first time in Loring's history. December 1991 saw SAC and Loring stand down all Alert forces and Loring KC-135s ended their 24-hour alert. One year later, the Air Force re-designated the wing as the 42nd Bomb Wing. In 1993, the wing began to draw down the base in anticipation of its scheduled closure in September, 1994. On November 16, 1993, the final B-52G assigned to Loring made its final flight from the base, ending a 40 year bombing mission for the wing. On March 2, 1994, the final KC-135R departed Loring.

Towering above the runway is one of the most prominent structures on base and for miles around – the Arch Hangar. This huge structure of reinforced concrete was designed by Roberts and Schaefer Company of Chicago as a maintenance facility capable of holding two B-36 bombers. This type of concrete facility was new to the New England states although a second, identical structure was being built at the same time in Rapid City, South Dakota, at Ellsworth Air Force Base. At the time of completion these two hangars were the largest monolithic arch roof structures ever erected in the country.

The design of the Arch Hangar met the military's requirements for an unobstructed space of 340 by 300 feet and provided maximum fire resistance and minimum cost. Using reinforced concrete in the construction of this structure was the most economical method because the formwork could be effectively reused in pouring the arches. Designers also hoped that the same equipment could be used in building other arch hangars on base. For these reasons, the design was approved despite what was then considered minor penalties in increased costs for heating and lighting; now the hangar's main disadvantage.

On February 25, 1958, SAC Headquarters activated the 42nd Bombardment Wing, Heavy, located at Limestone AFB, Maine, and assigned the wing to 8 th AF Headquarters. Colonel Ramputi assumed command of the 42's Bomb Wing, becoming its first wing commander. Lt Colonel William W. Pannis became the 42nd Air Base Group Commander. Interestingly, this important change in status at Limestone went almost unnoticed by its assigned personnel for two reasons. First, the change has little immediate effect on their daily routines. Second, the unit had its hands full with the largest B-36 maneuver ever conducted at Limestone up to that time. On February 18, a task force of 26 B-36's had arrived from Carswell AFB, Texas. Assigned to the 7th Bomb Wing, the bombers flew several training missions during their 10 day stay. It seems most appropriate that such a large contingency of B-36's was present during the activation of a new B-36 wing.

## **The Closing of Loring Air Force Base**

The closure of Loring AFB in 1994 had significant and long lasting impacts on the region as a whole and Caribou in particular. Neighboring Limestone would eventually lose close to 75% of its population as a result of the base closure. Within a few years of the base closure Caribou saw its population decline by over 10% and the decline in population in Caribou and on the base and in Limestone cause many businesses in downtown Caribou vacate permanently. Once a thriving downtown, many of the businesses that exited Caribou when the base closed have not been replaced and it is unlikely that Caribou will return to the level of robustness experienced while the base was in full swing.

# Water Resources

## *Water Resources*

Goal: To protect the quality and manage the quantity of the State's water resources, including lakes, aquifers, great ponds, estuaries, rivers, and coastal areas.

<i>Policies</i>	<i>Strategies</i>	<i>Responsibility</i>	<i>Implementation</i>
To protect current and potential drinking water sources.	<p>Adopt or amend local land use ordinances as applicable to incorporate stormwater runoff performance standards consistent with:</p> <p>A. Maine stormwater management law and Maine stormwater regulations (Title 38 and M.R.S.A. 420-D and 06-096 CMR 500 and 502).</p> <p>B. Maine Department of Environmental Protection's allocations for allowable levels of phosphorus in lake/pond watersheds.</p> <p>C. Maine Pollution Discharge Elimination System Stormwater Program</p>	Maine Stormwater Management Law and Maine Stormwater regulations (Title 38 M.R.S.A. §420-D and 06-096 CMR 500 and 502).	Ongoing
To protect significant surface water resources from pollution and improve water quality where needed.	Consider amending local land use ordinances, as applicable, to incorporate low impact development standards.	Planning Board	2015
To protect water resources in growth areas while promoting more intensive development in those areas.	Where applicable, develop an urban impaired stream watershed management or mitigation plan that will promote continued development or redevelopment without further stream degradation.	City Council	Ongoing
To minimize pollution discharges through the upgrade of existing public sewer systems and wastewater treatment facilities.	Maintain, enact or amend public wellhead and aquifer recharge area protection mechanisms, as necessary.	Caribou Utilities District	Ongoing
To cooperate with neighboring communities and regional/local advocacy groups to protect water resources.	Encourage landowners to protect water quality. Provide local contact information at the municipal office for water quality best management practices from resources such as the Natural Resource Conservation Service,	City Manager	Ongoing

	University of Maine Cooperative Extension, Soil and Water Conservation District, Maine Forest Service, and/or Small Woodlot Association of Maine.		
	Adopt water quality protection practices and standards for construction and maintenance of public and private roads and public properties and require their implementation by contractors, owners, and community officials and employees.	Code Enforcement	Ongoing/Annual
	Participate in local and regional efforts to monitor, protect and, where warranted, improve water quality.	Code Enforcement	Ongoing
	Provide educational materials at appropriate locations regarding aquatic invasive species.	Parks & Recreation Department	2015 and Ongoing
	Conduct a study to determine cost/benefit analysis of dredging Collins Pond	City Council/Rec Commission	2016
	Conduct a consultant-led study to determine high risk water contaminations areas and possible mitigation	City Council	2018
	Conduct a consultant-led study to determine the possibility of developing large scale manmade lakes for recreational use	Caribou Economic Growth Council	2017
	Study the impact of salt use on area water supplies, including the City snow dump	Caribou Public Works	2017

**POINT AND NONPOINT POLLUTION IN CARIBOU**

**Active Public Water Systems in Caribou**

<b>PWSID#</b>	<b>PWS NAME</b>	<b>PWS TYPE</b>
ME0092373	A PLACE FOR ALL SEASONS <sup>1</sup>	C
ME0094712	ACAP CHILD & FAMILY CENTER	NTNC
ME0002400	CARIBOU COUNTRY CLUB	NC
ME0017824	CARIBOU INN & CONVENTION CENTER	NC
ME0002439	CARIBOU STREAM MOBILE HOME PK	C
ME0102451	CARIBOU TRAILER PARK #2	C
ME0090320	CARIBOU UTILITIES DISTRICT <sup>2</sup>	C
ME0092447	CIRCLE OF LEARNING-ROUTE 1	NTNC
ME0094988	DAVID A SMITH DENTAL OFFICE	NC
ME0002456	DEL-WOOD TRAILER PARK	C
ME0094539	EMERALD VALLEY RANCHES #1, LLC	NC
ME0294539	EMERALD VALLEY RANCHES #2, LLC	NC
ME0002423	LAZY ACRES MOBILE HOME PARK <sup>3</sup>	C
ME0008467	LISTER KNOWLTON POST 9389 VFW	NC
ME0002411	MELODY ROLLER RINK	NC
ME0095691	RIVERS BEND MOBILE HOME PARK	C
ME0002429	RIVERSIDE MOTOR COURTS-DOWN HOME PARK	C
ME0094989	RSU 39 SKI BUILDING	NC
ME0002421	SUNNY SLOPE TRAILER PARK	C
ME0002390	WEST GATE VILLA MHP	C

**C- Community T-Transient NC- Non Community NTNC Non Transient Non Community**

**Assessment for: West Gate Villa Mhp ID ME0002390**

Date: May 1, 2003

Summary of the Data used in our Assessment

Public Water Supply Information

Well identification number: 2390101

Well type: Bedrock well

Well description: Drilled Well 200'

Overburden thickness (feet): 200

Wellhead protection radius around the well: 300

Reported distance of land control around the well: 300

Wellhead Protection Ordinance in effect: No

Risk Based on Well Type and Site Geology

*Ranking:*

Well type: Bedrock well

Overburden thickness (feet): 200

*Existing risk of contamination based on well type & site geology:*

*Low risk*

Existing Risk of Acute Contamination

*Ranking:*

Positive coliform test: Yes

<sup>1</sup> Source water assessment report not yet completed, source location is available on DWP water resources mapping system

<sup>2</sup> Source water assessment report not yet completed, source location is not yet available on DWP water resources system, excerpts form hydrological study done available

<sup>3</sup> Source may have been compromised as park is currently condemned by City of Caribou for health and safety violations.



Nitrate test greater than 5 ppm: No  
Septic system within 300 feet of the well: Yes

*Existing risk of acute contamination:* **High risk**

Future Risk of Acute Contamination

*Future Ranking:*

No legal land control or control status is unknown or  
legal control is less than a 150-foot radius around the well: No

Legal control of at least a 150-foot radius of property around the well: Yes  
Legal control of at least a 300-foot radius of property around the well: Yes

*Future risk of acute contamination:* *Low risk*

Existing Risk of Chronic Contamination

*Ranking:*

Detection of Chronic Chemical Contaminant: No

Name(s) of Chronic Chemical Contaminant(s) Detected: No chronic chemical contaminants detected.

Total No. Potential Sources of Contamination within WHPA: 2

Distance to nearest "Significant Potential Source of Contamination": 200 (feet)

Name of nearest "Significant Potential Source of Contamination": Single-family housing

*Existing risk of chronic contamination:* *Low risk*

Future Risk of Chronic Contamination - Land Ownership / Control

Legal control of Entire Wellhead Protection Area: Yes

Legal control of 2500 Phase II/V Waiver Radius: No

*Future risk of chronic contamination:* *Moderate risk*

### **Assessment for: Caribou Country Club, ID ME0002400**

Date: May 8, 2003

Summary of the Data used in our Assessment

Well type: Bedrock Well

Well identification number: 2400101

Well description: Drilled Well 225'

Overburden thickness (feet): Unknown

Positive bacteria test result(s): No

Nitrate test result(s) greater than 5 ppm: No

Septic system(s) within 300 feet of the well: No

Animal feedlots/manure piles(s) within 300 feet of the well: No

Risk Based on Well Type and Site Geology

*Ranking:*

Well type: Bedrock Well

Overburden thickness (feet): Unknown

*Existing risk of contamination based on well type & site geology:* **Moderate Risk**

Existing Risk of Acute Contamination

*Ranking:*

Positive coliform test(s): No

Nitrate test(s) greater than 5 ppm: No

Septic system(s) within 300 feet of the well: No

Animal feedlot(s)/manure pile(s) within 300 feet of the well: No

*Existing risk of acute contamination:* *Low risk*

Future Risk for Acute Contamination

*Ranking:*

Status of land control: The source proprietor owns or controls all the land within 300 feet of this water supply source.

*Future risk of acute contamination:* *Low risk*

**Assessment for: Melody Roller Rink, ID ME0002411**

Location: Caribou, Maine

Date: May 8, 2003

Summary of the Data used in our Assessment

Well type: Bedrock Well

Well identification number: 2411101

Well description: Drilled Well

Overburden thickness (feet): Unknown

Positive bacteria test result(s): No

Nitrate test result(s) greater than 5 ppm: No

Septic system(s) within 300 feet of the well: Yes

Animal feedlots/manure piles(s) within 300 feet of the well: No

Risk Based on Well Type and Site Geology

*Ranking:*

Well type: Bedrock Well

Overburden thickness (feet): Unknown

*Existing risk of contamination*

*based on well type & site geology:*

Moderate risk

Existing Risk of Acute Contamination

*Ranking:*

Positive coliform test(s): No

Nitrate test(s) greater than 5 ppm: No

Septic system(s) within 300 feet of the well: Yes

Animal feedlot(s)/manure pile(s) within 300 feet of the well: No

*Existing risk of acute contamination:*

Moderate risk

Future Risk for Acute Contamination

*Ranking:*

Status of land control: The status of land ownership is unknown or it has been determined that the proprietor does not own or control all the land within 300 feet of this water supply source.

*Future risk of acute contamination:*

Moderate risk

**Assessment for: Sunny Slope Trailer Park ID ME0002421**

Location: Caribou, Maine

Date: May 1, 2003

Summary of the Data used in our Assessment

Public Water Supply Information

Well identification number: 2421101

Well type: Bedrock well

Well description: Drilled Bedrock Well 165'

Overburden thickness (feet): Unknown

Wellhead protection radius around the well: 300

Reported distance of land control around the well: No data reported.

Wellhead Protection Ordinance in effect: No

Risk Based on Well Type and Site Geology

*Ranking:*

Well type: Bedrock well

Overburden thickness (feet): Unknown

*Existing risk of contamination based on well type & site geology:*

Moderate risk

Existing Risk of Acute Contamination

*Ranking:*

Positive coliform test: No  
Nitrate test greater than 5 ppm: Yes  
Septic system within 300 feet of the well: Yes

*Existing risk of acute contamination:*

**High risk**

Future Risk of Acute Contamination

*Future Ranking:*

No legal land control or control status is unknown or  
legal control is less than a 150-foot radius around the well: Yes

Legal control of at least a 150-foot radius of property around the well: No Legal control of at least a 300-foot radius of property around the well: No

*Future risk of acute contamination: High risk*

Existing Risk of Chronic Contamination

*Ranking:*

Detection of Chronic Chemical Contaminant: No

Name(s) of Chronic Chemical Contaminant(s) Detected: No chronic chemical contaminants detected.

Total No. Potential Sources of Contamination within WHPA: 2

Distance to nearest "Significant Potential Source of Contamination": 250 (feet)

Name of nearest "Significant Potential Source of Contamination": Aboveground oil storage tank (including home heati

*Existing risk of chronic contamination: Low risk*

Future Risk of Chronic Contamination - Land Ownership / Control

Legal control of Entire Wellhead Protection Area: No

Legal control of 2500 Phase II/V Waiver Radius: No

*Future risk of chronic contamination:*

**High risk**

### **Assessment for: Lazy Acres Mobile Home Park ID ME0002423**

Date: May 1, 2003

Summary of the Data used in our Assessment

Public Water Supply Information

Well identification number: 2423101

Well type: Bedrock well

Well description: Drilled Well-205'

Overburden thickness (feet): Unknown

Wellhead protection radius around the well: 300

Reported distance of land control around the well: No data reported.

Wellhead Protection Ordinance in effect: No

Risk Based on Well Type and Site Geology

*Ranking:*

Well type: Bedrock well

Overburden thickness (feet): Unknown

*Existing risk of contamination based on well type & site geology: Moderate risk*

Existing Risk of Acute Contamination

*Ranking:*

Positive coliform test: No

Nitrate test greater than 5 ppm: No

Septic system within 300 feet of the well: Yes

*Existing risk of acute contamination: Moderate risk*

Future Risk of Acute Contamination

*Future Ranking:*

No legal land control or control status is unknown or

legal control is less than a 150-foot radius around the well: Yes

Legal control of at least a 150-foot radius of property around the well: No Legal control of at least a 300-foot radius of property around the well: No

*Future risk of acute contamination: High risk*

Existing Risk of Chronic Contamination

*Ranking:*

Detection of Chronic Chemical Contaminant: No

Name(s) of Chronic Chemical Contaminant(s) Detected: No chronic chemical contaminants detected.

Total No. Potential Sources of Contamination within WHPA: 4

Distance to nearest "Significant Potential Source of Contamination": 300 (feet)

Name of nearest "Significant Potential Source of Contamination": Aboveground oil storage tank (including home heati

*Existing risk of chronic contamination:*      *Moderate risk*

Future Risk of Chronic Contamination -      Land Ownership / Control

Legal control of Entire Wellhead Protection Area: No

Legal control of 2500 Phase II/V Waiver Radius: No

*Future risk of chronic contamination:*

**High risk**

**Assessment for: Down Home Country Inn, ID ME0002429**

Date: May 8, 2003

Summary of the Data used in our Assessment

Well type: Bedrock Well

Well identification number: 2429101

Well description: Dr Well

Overburden thickness (feet): Unknown

Positive bacteria test result(s): No

Nitrate test result(s) greater than 5 ppm: No

Septic system(s) within 300 feet of the well: Yes

Animal feedlots/manure piles(s) within 300 feet of the well: No

Risk Based on Well Type and Site Geology

*Ranking:*

Well type: Bedrock Well

Overburden thickness (feet): Unknown

*Existing risk of contamination*

*based on well type & site geology:*

Moderate risk

Existing Risk of Acute Contamination

*Ranking:*

Positive coliform test(s): No

Nitrate test(s) greater than 5 ppm: No

Septic system(s) within 300 feet of the well: Yes

Animal feedlot(s)/manure pile(s) within 300 feet of the well: No

*Existing risk of acute contamination:*

Moderate risk

Future Risk for Acute Contamination

*Ranking:*

Status of land control: The status of land ownership is unknown or it has been determined that the proprietor does not own or control all the land within 300 feet of this water supply source.

*Future risk of acute contamination:*

Moderate risk

**Assessment for: Caribou Stream Mobile Home Pk ID ME0002439**

Date: May 1, 2003

Summary of the Data used in our Assessment

Public Water Supply Information

Well identification number: 2439101

Well type: Bedrock well

Well description: Well

Overburden thickness (feet): Unknown

Wellhead protection radius around the well: 300

Reported distance of land control around the well: No data reported.

Wellhead Protection Ordinance in effect: No

Risk Based on Well Type and Site Geology

*Ranking:*

Well type: Bedrock well  
Overburden thickness (feet): Unknown

*Existing risk of contamination based on well type & site geology:* *Moderate risk*

Existing Risk of Acute Contamination

*Ranking:*

Positive coliform test: Yes  
Nitrate test greater than 5 ppm: No  
Septic system within 300 feet of the well: No

*Existing risk of acute contamination:* **High risk**

Future Risk of Acute Contamination

*Future Ranking:*

No legal land control or control status is unknown or  
legal control is less than a 150-foot radius around the well: Yes  
Legal control of at least a 150-foot radius of property around the well: No  
Legal control of at least a 300-foot radius of property around the well: No

*Future risk of acute contamination:* **High risk**

Existing Risk of Chronic Contamination

*Ranking:*

Detection of Chronic Chemical Contaminant: No  
Name(s) of Chronic Chemical Contaminant(s) Detected: No chronic chemical contaminants detected.  
Total No. Potential Sources of Contamination within WHPA: 1  
Distance to nearest "Significant Potential Source of Contamination": 300 (feet)  
Name of nearest "Significant Potential Source of Contamination": Aboveground oil storage tank (including home heati

*Existing risk of chronic contamination:* *Low risk*

Future Risk of Chronic Contamination - Land Ownership / Control

Legal control of Entire Wellhead Protection Area: No  
Legal control of 2500 Phase II/V Waiver Radius: No

*Future risk of chronic contamination:* **High risk**

### **Assessment for: Del-wood Trailer Park ID ME0002456**

Date: May 1, 2003

Summary of the Data used in our Assessment

#### Public Water Supply Information

Well identification number: 2456101

Well type: Bedrock well

Well description: Drilled Well 80'

Overburden thickness (feet): 34

Wellhead protection radius around the well: 300

Reported distance of land control around the well: 35

Wellhead Protection Ordinance in effect: No

Risk Based on Well Type and Site Geology

*Ranking:*

Well type: Bedrock well

Overburden thickness (feet): 34

*Existing risk of contamination based on well type & site geology:* *Low risk*

Existing Risk of Acute Contamination

*Ranking:*

Positive coliform test: No  
Nitrate test greater than 5 ppm: No  
Septic system within 300 feet of the well: Yes

*Existing risk of acute contamination:* *Moderate risk*

Future Risk of Acute Contamination

*Future Ranking:*

No legal land control or control status is unknown or  
legal control is less than a 150-foot radius around the well: Yes

Legal control of at least a 150-foot radius of property around the well: No Legal control of at least a 300-foot radius of property around the well: No

Future risk of acute contamination: **High risk**

Existing Risk of Chronic Contamination

Ranking:

Detection of Chronic Chemical Contaminant: No

Name(s) of Chronic Chemical Contaminant(s) Detected: No chronic chemical contaminants detected.

Total No. Potential Sources of Contamination within WHPA: 4

Distance to nearest "Significant Potential Source of Contamination": 75 (feet)

Name of nearest "Significant Potential Source of Contamination": Aboveground oil storage tank (including home heati

Existing risk of chronic contamination: *Moderate risk*

Future Risk of Chronic Contamination - Land Ownership / Control

Legal control of Entire Wellhead Protection Area: No

Legal control of 2500 Phase II/V Waiver Radius: No

Future risk of chronic contamination:

**High risk**

### **Assessment for: Lister Knowlton Post 9389 Vfw, ID ME0008467**

Location: Caribou, Maine

Date: May 8, 2003

Summary of the Data used in our Assessment

Well type: Bedrock Well

Well identification number: 8467101

Well description: Dr Well 200'

Overburden thickness (feet): 150

Positive bacteria test result(s): No

Nitrate test result(s) greater than 5 ppm: Yes

Septic system(s) within 300 feet of the well: Yes

Animal feedlots/manure piles(s) within 300 feet of the well: No

Risk Based on Well Type and Site Geology

Ranking:

Well type: Bedrock Well

Overburden thickness (feet): 150

Existing risk of contamination

based on well type & site geology:

Low risk

Existing Risk of Acute Contamination

Ranking:

Positive coliform test(s): No

Nitrate test(s) greater than 5 ppm: Yes

Septic system(s) within 300 feet of the well: Yes

Animal feedlot(s)/manure pile(s) within 300 feet of the well: No

Existing risk of acute contamination:

**High risk**

Future Risk for Acute Contamination

Ranking:

Status of land control: The source proprietor owns or controls all the land within 300 feet of this water supply source.

Future risk of acute contamination:

Low risk

### **Assessment for: Caribou Motor Inn, ID ME0017824**

Date: May 8, 2003

Summary of the Data used in our Assessment

Well type: Bedrock Well  
Well identification number: 17824101  
Well description: Dr Well 90'  
Overburden thickness (feet): Unknown  
Positive bacteria test result(s): No  
Nitrate test result(s) greater than 5 ppm: Yes  
Septic system(s) within 300 feet of the well: No  
Animal feedlots/manure piles(s) within 300 feet of the well: No  
Risk Based on Well Type and Site Geology

*Ranking:*

Well type: Bedrock Well  
Overburden thickness (feet): Unknown  
*Existing risk of contamination  
based on well type & site geology:*  
Existing Risk of Acute Contamination

Moderate risk

*Ranking:*

Positive coliform test(s): No  
Nitrate test(s) greater than 5 ppm: Yes  
Septic system(s) within 300 feet of the well: No  
Animal feedlot(s)/manure pile(s) within 300 feet of the well: No

*Existing risk of acute contamination:*  
Future Risk for Acute Contamination

High risk

*Ranking:*

Status of land control: The status of land ownership is unknown or it has been determined that the proprietor does not own or control all the land within 300 feet of this water supply source.

*Future risk of acute contamination:*

Moderate risk

**Assessment for: Caribou Motor Inn, ID ME0017824**

Date: May 8, 2003

Summary of the Data used in our Assessment

Well type: Bedrock Well  
Well identification number: 17824102  
Well description: Drilled Well #2-not In Use  
Overburden thickness (feet): Unknown  
Positive bacteria test result(s): No  
Nitrate test result(s) greater than 5 ppm: Yes  
Septic system(s) within 300 feet of the well: No  
Animal feedlots/manure piles(s) within 300 feet of the well: No

Risk Based on Well Type and Site Geology

*Ranking:*

Well type: Bedrock Well  
Overburden thickness (feet): Unknown

*Existing risk of contamination  
based on well type & site geology:*

Moderate risk

Existing Risk of Acute Contamination

*Ranking:*

Positive coliform test(s): No

Nitrate test(s) greater than 5 ppm: Yes  
Septic system(s) within 300 feet of the well: No  
Animal feedlot(s)/manure pile(s) within 300 feet of the well: No

*Existing risk of acute contamination:* **High risk**

Future Risk for Acute Contamination

*Ranking:*

Status of land control: The status of land ownership is unknown or it has been determined that the proprietor does not own or control all the land within 300 feet of this water supply source.

*Future risk of acute contamination:* Moderate risk

### **Assessment for: Circle of Learning – Route 1; ID ME0092447**

Location: Caribou, Maine

Date: October 3, 2012

Summary of the Data used in our Assessment

#### **Public Water Supply Information**

Well identification number: 92447101

Well type: Bedrock well

Well description: Bedrock well

Overburden thickness (feet): not known

Wellhead protection radius around the well: 300 ft

Reported distance of land control around the well: app 25 ft

Wellhead Protection Ordinance in effect: No

Risk Based on Well Type and Site Geology

*Ranking:*

Well type: Bedrock well

Overburden thickness (feet): not known

*Existing risk of contamination based on well type & site geology:* Moderate risk

Existing Risk of Acute Contamination

*Ranking:*

Positive coliform test: Yes

Nitrate test greater than 5 ppm: No

Septic system within 300 feet of the well: Yes; Leach field is < 300 ft

*Existing risk of acute contamination:* **High risk**

Future Risk of Acute Contamination

*Future Ranking:*

No legal land control or control status is unknown or

legal control is less than a 150-foot radius around the well: Yes

Legal control of at least a 150-foot radius of property around the well: No Legal control of at least a 300-foot radius of property around the well: No

*Future risk of acute contamination:* **High risk**

Existing Risk of Chronic Contamination

*Ranking:*

Detection of Chronic Chemical Contaminant: No

Name(s) of Chronic Chemical Contaminant(s) Detected: None detected Total No. Potential Sources of Contamination within WHPA: 5

Distance to nearest "Significant Potential Source of Contamination": 36 ft

Name of nearest "Significant Potential Source of Contamination": Agricultural field with chemical spreading or spraying

*Existing risk of chronic contamination:* Moderate risk

Future Risk of Chronic Contamination - Land Ownership / Control

Legal control of Entire Wellhead Protection Area: No

Legal control of 2500 Phase II/V Waiver Radius: No

*Future risk of chronic contamination:* **High risk**

### **Assessment for: Maine Farms Inc. #1, ID ME0094539**

Date: May 8, 2003

Summary of the Data used in our Assessment

Well type: Bedrock Well



Well identification number: 94539101  
Well description: Well #1  
Overburden thickness (feet): Unknown  
Positive bacteria test result(s): No  
Nitrate test result(s) greater than 5 ppm: Yes  
Septic system(s) within 300 feet of the well: No  
Animal feedlots/manure piles(s) within 300 feet of the well: No

Risk Based on Well Type and Site Geology

*Ranking:*

Well type: Bedrock Well  
Overburden thickness (feet): Unknown

*Existing risk of contamination*

*based on well type & site geology:*

Moderate risk

Existing Risk of Acute Contamination

*Ranking:*

Positive coliform test(s): No  
Nitrate test(s) greater than 5 ppm: Yes  
Septic system(s) within 300 feet of the well: No  
Animal feedlot(s)/manure pile(s) within 300 feet of the well: No

*Existing risk of acute contamination:*

High risk

Future Risk for Acute Contamination

*Ranking:*

Status of land control: The source proprietor owns or controls all the land within 300 feet of this water supply source.

*Future risk of acute contamination:*

Low risk

**Assessment for: Caribou Migrant Headstart Ctr, ID ME0094712**

Date: April 15, 2003

Summary of the Data used in our Assessment

Public Water Supply Information

Well type: Bedrock well  
Well identification number: 94712101  
Well description: 225' Bedrock Well 7-7-99  
Overburden thickness (feet): Unknown  
Wellhead protection radius around the well: 300  
Reported distance of land control around the well: No data reported

Risk Based on Well Type and Site Geology

Well type: Bedrock well  
Well identification number: 94712101  
Overburden thickness (feet): Unknown

*Existing risk of contamination*

*based on well type & site geology:*

Moderate risk

Existing Risk of Acute Contamination

Well identification number: 94712101  
Positive coliform test: No  
Nitrate test greater than 5 ppm: No  
Septic system within 300 feet of the well: No

Existing risk of acute contamination:

Low risk

Future Risk of Acute Contamination

Well identification number: 94712101

No legal land control or control status is unknown or

legal control is less than a 150-foot radius around the well: Yes

Legal control of at least a 150-foot radius of property around the well: No

Legal control of at least a 300-foot radius of property around the well: No

Future risk of acute contamination:

High risk

Existing Risk of Chronic Contamination

Well identification number: 94712101

Detection of Chronic Chemical Contaminant: No

Name(s) of Chronic Chemical Contaminant(s) Detected: No chronic chemical contaminants detected.

Total No. Potential Sources of Contamination within WHPA: None reported

Distance to nearest "Significant Potential Source of Contamination": No distance data reported (feet)

Name of nearest "Significant Potential Source of Contamination": No potential sources of chemical contaminants reported or no distance data reported.

Existing risk of chronic contamination: Low risk

Future Risk of Chronic Contamination - Land Ownership / Control

Legal control of Entire Wellhead Protection Area: No

Legal control of 2500 Phase II/V Waiver Radius: No

Future risk of chronic contamination:

High risk

**Assessment for: David A Smith Dental Office; ID ME0094988**

Date: October 3, 2012

Summary of the Data used in our Assessment

Well type: Bedrock well

Well identification number: 94988101

Well description: Bedrock well; depth is 399 ft; yield is not known

Overburden thickness (feet): 20 ft

Positive bacteria test result(s): Yes

Nitrate test result(s) greater than 5 ppm: No

Septic system(s) within 300 feet of the well: Yes; Leach field – app 250 ft

Animal feedlots/manure piles(s) within 300 feet of the well: No

Risk Based on Well Type and Site Geology

Ranking:

Well type: Bedrock well

Overburden thickness (feet): 20 ft

Existing risk of contamination

based on well type & site geology:

Moderate risk

Existing Risk of Acute Contamination

Ranking:

Positive coliform test(s): Yes

Nitrate test(s) greater than 5 ppm: No

Septic system(s) within 300 feet of the well: Yes

Animal feedlot(s)/manure pile(s) within 300 feet of the well: No

Existing risk of acute contamination:

High risk

Future Risk for Acute Contamination

Ranking:

Status of land control: The owner owns and/or controls app 160 ft of the Well Head Protection Radius of 300 ft

*Future risk of acute contamination:*

*Moderate risk*

**Assessment for: RSU Ski Building; ID ME0094989**

Date: October 3, 2012

Summary of the Data used in our Assessment

Well type: Bedrock well

Well identification number: 94989101

Well description: Bedrock well; depth is 80 ft @ 25 gpm

Overburden thickness (feet): 20 ft

Positive bacteria test result(s): Yes

Nitrate test result(s) greater than 5 ppm: No

Septic system(s) within 300 feet of the well: No

Animal feedlots/manure piles(s) within 300 feet of the well: No

Risk Based on Well Type and Site Geology

*Ranking:*

Well type: Bedrock well

Overburden thickness (feet): 20 ft

*Existing risk of contamination*

*based on well type & site geology:*

*Moderate risk*

Existing Risk of Acute Contamination

*Ranking:*

Positive coliform test(s): Yes

Nitrate test(s) greater than 5 ppm: No

Septic system(s) within 300 feet of the well: No

Animal feedlot(s)/manure pile(s) within 300 feet of the well: No

*Existing risk of acute contamination:*

**High risk**

Future Risk for Acute Contamination

*Ranking:*

Status of land control: The owner owns and/or controls at least 300 ft of the Well Head Protection Radius of 300 ft

*Future risk of acute contamination:*

*Low risk*

**Assessment for: Rivers Bend Mobile Home Park ID ME0095691**

Date: May 1, 2003

Summary of the Data used in our Assessment

Public Water Supply Information

Well identification number: 95691101

Well type: Bedrock well

Well description: Drilled Well - 200'

Overburden thickness (feet): 75

Wellhead protection radius around the well: 300

Reported distance of land control around the well: 1500

Wellhead Protection Ordinance in effect: No

Risk Based on Well Type and Site Geology

*Ranking:*

Well type: Bedrock well

Overburden thickness (feet): 75

*Existing risk of contamination based on well type & site geology:*

*Low risk*

Existing Risk of Acute Contamination

*Ranking:*

Positive coliform test: No

Nitrate test greater than 5 ppm: Yes  
Septic system within 300 feet of the well: No

*Existing risk of acute contamination:*

**High risk**

Future Risk of Acute Contamination

*Future Ranking:*

No legal land control or control status is unknown or  
legal control is less than a 150-foot radius around the well: No

Legal control of at least a 150-foot radius of property around the well: Yes  
Legal control of at least a 300-foot radius of property around the well: Yes

*Future risk of acute contamination:*

*Low risk*

Existing Risk of Chronic Contamination

*Ranking:*

Detection of Chronic Chemical Contaminant: No

Name(s) of Chronic Chemical Contaminant(s) Detected: No chronic chemical contaminants detected.

Total No. Potential Sources of Contamination within WHPA: 3

Distance to nearest "Significant Potential Source of Contamination": 300 (feet)

Name of nearest "Significant Potential Source of Contamination": Agricultural chemical spreading or spraying

*Existing risk of chronic contamination:* *Low risk*

Future Risk of Chronic Contamination - Land Ownership / Control

Legal control of Entire Wellhead Protection Area: Yes

Legal control of 2500 Phase II/V Waiver Radius: No

*Future risk of chronic contamination:*

*Moderate risk*

### **Assessment for: Caribou Trailer Park #2 ID ME0102451**

Date: May 1, 2003

Summary of the Data used in our Assessment

#### Public Water Supply Information

Well identification number: 102451101

Well type: Bedrock well

Well description: Drilled Well

Overburden thickness (feet): Unknown

Wellhead protection radius around the well: 300

Reported distance of land control around the well: No data reported.

Wellhead Protection Ordinance in effect: No

Risk Based on Well Type and Site Geology

*Ranking:*

Well type: Bedrock well

Overburden thickness (feet): Unknown

*Existing risk of contamination based on well type & site geology:*

*Moderate risk*

Existing Risk of Acute Contamination

*Ranking:*

Positive coliform test: No

Nitrate test greater than 5 ppm: No

Septic system within 300 feet of the well: Yes

*Existing risk of acute contamination:*

*Moderate risk*

Future Risk of Acute Contamination

*Future Ranking:*

No legal land control or control status is unknown or  
legal control is less than a 150-foot radius around the well: Yes

Legal control of at least a 150-foot radius of property around the well: No

Legal control of at least a 300-foot radius of property around the well: No

*Future risk of acute contamination:*

**High risk**

Existing Risk of Chronic Contamination

*Ranking:*

Detection of Chronic Chemical Contaminant: No

Name(s) of Chronic Chemical Contaminant(s) Detected: No chronic chemical contaminants detected.

Total No. Potential Sources of Contamination within WHPA: 6  
Distance to nearest "Significant Potential Source of Contamination": 95 (feet)  
Name of nearest "Significant Potential Source of Contamination": Septic system, septic waste disposal

*Existing risk of chronic contamination:* Moderate risk

Future Risk of Chronic Contamination - Land Ownership / Control

Legal control of Entire Wellhead Protection Area: No

Legal control of 2500 Phase II/V Waiver Radius: No

*Future risk of chronic contamination:* High risk

**Assessment for: Maine Farms Inc. #3, ID ME0294539**

Location: Caribou, Maine

Date: May 8, 2003

Summary of the Data used in our Assessment

Well type: Bedrock Well

Well identification number: 294539101

Well description: Well #3

Overburden thickness (feet): Unknown

Positive bacteria test result(s): No

Nitrate test result(s) greater than 5 ppm: Yes

Septic system(s) within 300 feet of the well: No

Animal feedlots/manure piles(s) within 300 feet of the well: No

Risk Based on Well Type and Site Geology

*Ranking:*

Well type: Bedrock Well

Overburden thickness (feet): Unknown

*Existing risk of contamination*

*based on well type & site geology:* Moderate risk

Existing Risk of Acute Contamination

*Ranking:*

Positive coliform test(s): No

Nitrate test(s) greater than 5 ppm: Yes

Septic system(s) within 300 feet of the well: No

Animal feedlot(s)/manure pile(s) within 300 feet of the well: No

*Existing risk of acute contamination:*

High risk

Future Risk for Acute Contamination

*Ranking:*

Status of land control: The source proprietor owns or controls all the land within 300 feet of this water supply source.

*Future risk of acute contamination:* Low risk

**PROTECTION AND RECHARGE OF GROUND AND SURFACE WATER**

Caribou Stream is identified by the Maine Department of Environmental Protection as an Urban Impaired Stream. A stream is considered impaired if it fails to meet water quality standards because of effects of stormwater runoff from developed land. Additional stormwater treatment controls are necessary in urban watersheds of impaired streams because proposed stormwater sources in urban and urbanizing areas contribute to the further degradation

of stream water quality. Impaired streams are listed in Appendix B of this rule and include all streams listed under Category 4-A or Category 5-A in the 2004 Integrated Water Quality Monitoring and Assessment Report that have urban non-point source (NPS) indicated as a potential source.<sup>4</sup>

Collins Pond is a manmade pond bordering the south edge of Caribou's downtown. The pond held logs for the SW Collins sawmill up until the late 1950's and the dam provided water power for a grist mill and early power generator. Now, a class II wetland, the pond is home to a variety of birds and waterfowl as well as small mammals and an occasional deer and moose. There are picnic facilities on the south side of the pond and on the north side of the pond. The walkway is in close proximity to the Nylander Museum, a natural history museum holding the special collections of Olaf Nylander, world renowned naturalist. The path also borders the Soucie Memorial Sports Complex, home to baseball and soccer activities throughout the spring, summer and fall. The local Lions Club also host monthly beanhole bean suppers at the park on the south side of the pond during the summer.<sup>5</sup>

Caribou is unique in Aroostook County in that it only has one great pond, whereas communities much smaller often have many more great ponds. Collins Pond is approximately 13 acres in size and while listed as “Collins (Mill) Pond” the actual mill pond is a much smaller portion adjacent to the pond itself. Collins pond has shrunk in size over the years and due to its previous history as a logging pond the amount of sediment located in the pond is extremely high and fish and other aquatic life is minimal.

### **BEST PRACTICES IN PUBLIC WORKS**

The Caribou Public Works department has attended low impact development training and attempts to incorporate low impact development methods into all of its earthworks and road projects. The Public Works department has begun the process of earthwork earlier each year in an effort to reduce flooding and road washouts as well as attempting to divert and mitigate potential stormwater contamination. Work in this area and continued development of low impact processes throughout roadways and earthworks throughout the City of Caribou will continue throughout the planning period.

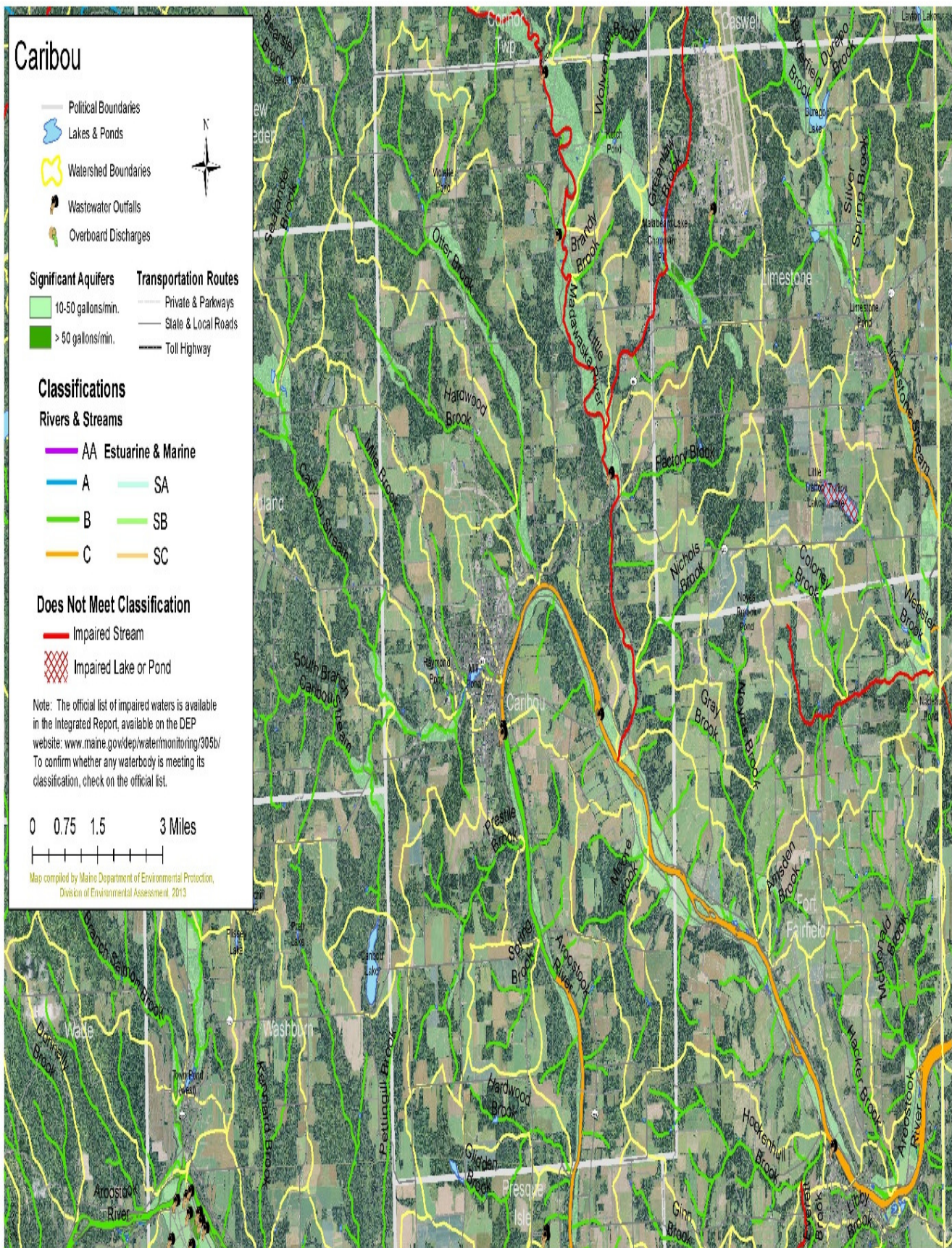
### **PROMOTING WATER RESOURCE PROTECTION**

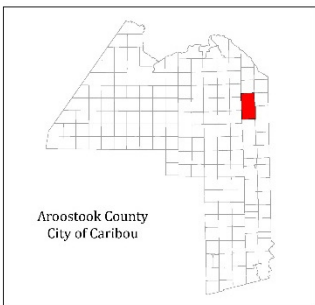
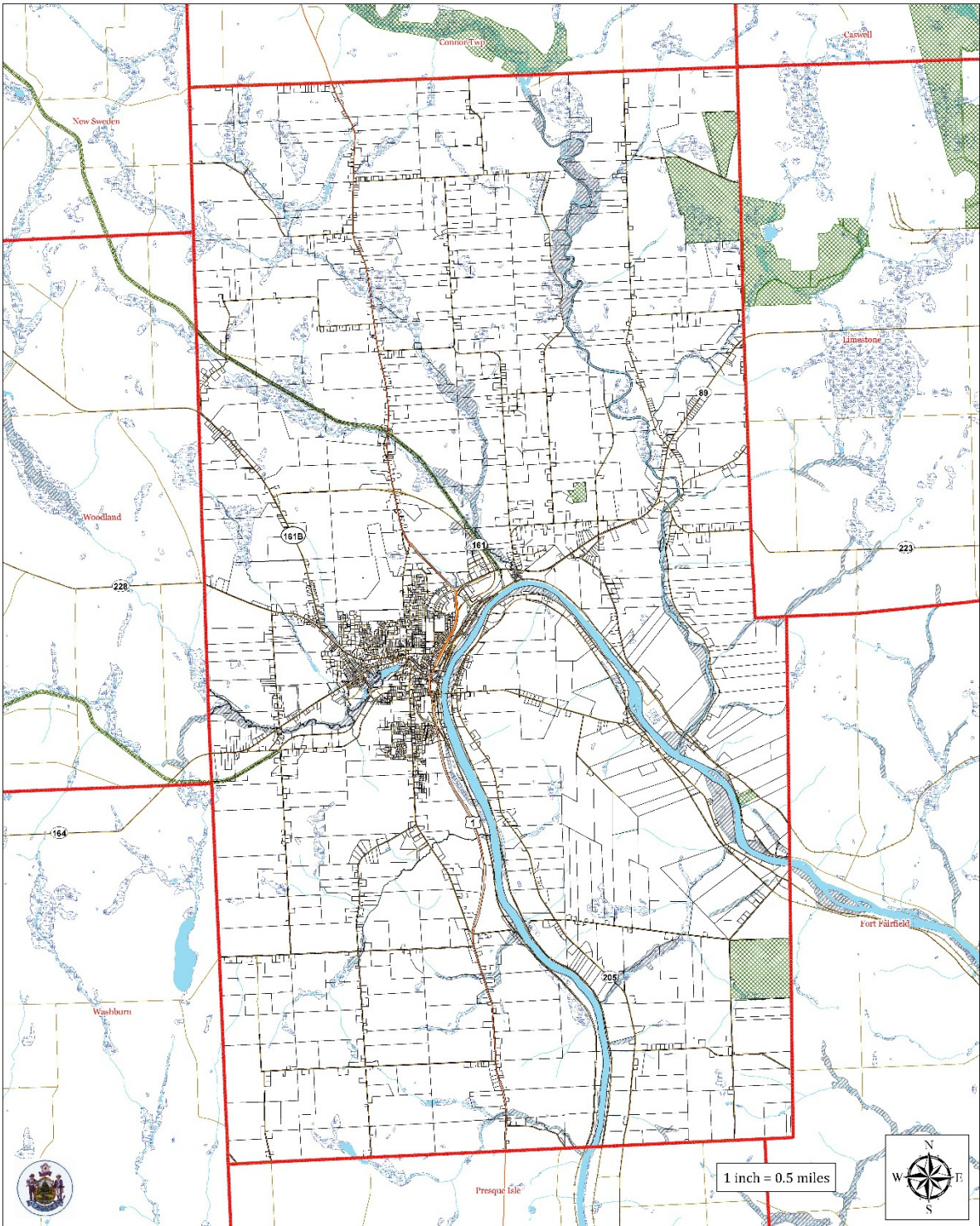
The Planning Board of the City of Caribou has expressed a desire to add low impact development requirements to site design and other permit approval processes beginning with voluntary compliance in 2015 and adjusting incrementally upward the LID method requirements for construction in the community. Plans submitted beginning in 2014 have already undergone preliminary review for inclusion of LID methods. The City should investigate the possibility of Radon testing of water supplies.

---

<sup>4</sup> Source: Maine Department of Environment Protection.

<sup>5</sup> Source: Healthy Maine Walks





## City of Caribou Development Constraints

Source data: USDA, MEGIS, Maine DACF  
 Projection: UTM, NAD83, Zone 19, Meters  
 Produced by: Municipal Planning  
 Assistance Program, DACF  
 May 2013

Legend	
	Public Roads
	Railroads
	Municipal Border
	Land Parcels
	Conserved Lands
	Floodplain Soils
	Wetlands
	Waterbody



# Natural Resources

## *Natural Resources*

Goal: To protect the State's other critical natural resources, including without limitation, wetlands, wildlife and fisheries habitat, sand dunes, shorelands, scenic vistas, and unique natural areas.

<i>Policies</i>	<i>Strategies</i>	<i>Responsibility</i>	<i>Implementation</i>
To conserve critical natural resources in the community.	Ensure that land use ordinances are consistent with applicable state law regarding critical natural resources.	Planning Board	Ongoing
To coordinate with neighboring communities and regional and state resource agencies to protect shared critical natural resources	Designate critical natural resources as Critical Resource Areas in the Future Land Use Plan.	Planning Board	2015
	Through local land use ordinances, require subdivision or non-residential property developers to look for and identify critical natural resources that may be on site and to take appropriate measures to protect those resources, including but not limited to, modification of the proposed site design, construction timing, and/or extent of excavation.	Planning Board	Ongoing
	Initiate and/or participate in interlocal and/or regional planning, management, and/or regulatory efforts around shared critical and important natural resources.	City Manager	Ongoing
	Pursue public/private partnerships to protect critical and important natural resources such as through purchase of land or easements from willing sellers.	City Manager	Ongoing
	Distribute or make available information to those living in or near critical or important natural resources about current use tax programs and applicable local, state, or federal regulations.	Code Enforcement Office/Assessing Department	Ongoing/Annual

## INTRODUCTION

Caribou is blessed with a wide variety of natural resources. The City of Caribou has taken steps to protect many of these resources through the development and adoption of land use or zoning ordinances. The City has adopted both a floodplain and Shoreland Zoning ordinance that are designed to protect the city character and important natural qualities. The City is scheduled to undergo a comprehensive update of its entire series of land use ordinances at the conclusion of this comprehensive planning process in 2014.

## TOPOGRAPHY

Caribou is characterized by a moderately sloping terrain that is dissected by numerous wetlands, brooks, ponds, and streams as they flow into the Aroostook River, Madawaska River, and Caribou Stream. Caribou's other significant topographic features are the ridges including Campground Hill that rise up throughout the township. The City covers a land area of approximately over 80 square miles or 46,080 acres. Presque Isle borders Caribou to the south; Woodland and Washburn to the west; Connor and New Sweden to the north; and Limestone and Fort Fairfield to the east. Elevations range from a low of 400 feet above Mean Sea Level (MSL) along the Aroostook River at the Fort Fairfield town line to a high of 900 feet in the southeast corner of City. The Maine Department of Environmental Protection has identified and mapped twenty (20) non-forested wetlands and the National Wetland Inventory has identified many more.

## SOILS

Soils are the fundamental resource by which the suitability of the land to support a variety of land uses is determined. The United States Department of Agriculture-Soil Conservation Service (USDA-SCS) has mapped the soils found in Caribou. The various soil types that occur have been detailed in the USDA-SCS's Aroostook County Soil Survey - Northeastern Part issued in 1964. Usually, it is assumed that soils are somewhat different in each region. Caribou is located in the central portion of the soil survey area and has soils similar to the surrounding region. Soils information for this natural resource inventory is from two sources, Soils Survey-Aroostook County, Northeastern Part (Map #'s 58, 59, 67, 68, 69, 77, 78, 79) issued in August 1964 and Soil Survey Data for Growth Management in Aroostook County, Maine, Northeastern Part.

### Definitions.

**Soil Associations** - several main patterns of soil types.

**Soil Types** - distinct soils irrespective of slope.

**Soil Series** - soils with profiles that are almost alike.

**Soil Group** - soil series that have many internal features in common.

**Phases** - distinct soil type including slope.

### Soil Types.

Soils are listed two ways in the soil surveys. First, they are listed by name (i.e. Plaisted gravelly loam). Secondly, they are listed as a symbol containing three letters (PgC). The first two letters indicate the soil type (i.e. Pg, Ha, Ma) and the last letter indicates the slope on the map ("A" indicates a 0-2 percent slope, "B" 2-8 percent, "C" 8-15 percent, "D" 15-25 percent, and "E" 25-45 percent). For example, PgC indicates a Plaisted gravelly loam, located on an 8-15 percent slope.

There are thirteen (13) distinct soil types mapped by the USDA-SCS within Caribou. Of these 13 types, Monarda and Burnham silt loams make up the greatest proportion of soils and are a couple of the dominate soil types found within the Northern Aroostook County Soil Survey area. The soil survey report and maps are available online through the State of Maine.

## WILDLIFE HABITAT

The abundance of prime forestland soils, and wetlands in Caribou are an indicator of the City's potential to support wildlife. In addition, agricultural land that is no longer in production and reverting back to upland vegetation provides important habitat for woodcock and other upland birds, snowshoe hare, deer, bear, and moose. Collins Pond is a resting area for migrating waterfowl. Cut-over woodland areas also provide significant amounts of browse, provided they are near uncut areas. Most of Maine's wildlife needs a diversity of habitat including wetlands, fields, fringe areas, and woods. Populations of these important species are influenced by land use practices on both agricultural and forestlands.

According to wildlife biologists from the Maine Department of Inland Fisheries and Wildlife in Ashland as of 2003, there are no deer wintering areas (DWAs) in Caribou. The Beginning with Habitat information, also received in 2003, indicated six (6) wading bird and waterfowl habitats. City officials may want to consider working with the landowners and IF&W to develop cooperative agreements for the protection of these resources. City officials should contact the Regional Biologist in Ashland for more information.

## UNIQUE NATURAL AREAS & IMPORTANT PLANTS, ANIMALS, AND HABITATS

While the City of Caribou does not contain any focus areas or rare or exemplary natural communities or ecosystems documented by the State of Maine, there are a number of rare, threatened, or endangered natural resources located within the City of Caribou. The Caswell Fens Focus Area, while not part of the City of Caribou, is located northwest of the City and is worth mentioning as the nearest Focus Area as designated by the State of Maine. Rare, threatened, and endangered species are documented below according to the State of Maine.

### Rare, Threatened, and Endangered Plants

<i>Common Name</i>	<b>Scientific Name</b>	<b>Global Rank</b>	<b>State Rank</b>	<b>State Status</b>
Apline Milk-Vetch	<i>Astragalus alpinus</i> var. <i>brunetianus</i>	G5T3	S3	SC
Anticosto Aster	<i>Symphyotrichum anticostense</i>	G3	S1	E
Boundary Meadow-rue	<i>Thalictrum venulosum</i>	G5	S1	SC
Glaucous Rattlesnake Root	<i>Prenanthes racemosa</i>	G5	S3	SC
Sandbar Willow	<i>Salix Interior</i>	G5	S1	E
Seneca Snakeroot	<i>Polygala Senage</i>	G4G5	S1	T
Wild Coffee	<i>Triosteum aurantiacum</i>	G5	S1	E
Wild Ginger	<i>Asarum canadense</i>	G5	S1S2	T

### Rare, Threatened, and Endangered Animals

<i>Common Name</i>	<b>Scientific Name</b>	<b>Global Rank</b>	<b>State Rank</b>	<b>State Status</b>
Canada Lynx	<i>Felis lynx canadensis</i>	G5	S2	SC
Mystery Vertigo	<i>Vertigo paradoxa</i>	G3G4Q	SNR	SC
Pygmy Snaketail	<i>Ophiogomphus howei</i>	G3	S2S3	SC

### Bird Species of Greatest Conservation Need

<i>Common Name</i>	<b>Scientific Name</b>
American Bittern	Botaurus lentiginosus
American Black Duck	Anas rubripes
American Three-toed Woodpecker	Picoides dorsalis
American Woodcock	Scolopax minor
Baltimore Oriole	Icterus galbula
Barn Swallow	Hirundo rustica
Barred Owl	Strix varia
Bay-breasted Warbler	Dendroica castanea
Black and White Warbler	Mniotilta varia
Black-billed Cuckoo	Coccyzus erythrophthalmus
Blackburnian Warbler	Dendroica fusca
Black-throated Blue Warbler	Dendroica caerulescens
Black-throated Green Warbler	Dendroica virens
Bobolink	Dolichonyx oryzivorus
Brown Thrasher	Toxostoma rufum
Canada Warbler	Wilsonia canadensis
Cape May Warbler	Dendroica tigrina
Chestnut-sided Warbler	Dendroica pensylvanica
Chimney-Swift	Chaetura pelagica
Common Loon	Gavia immer
Common Nighthawk	Chordeiles minor
Eastern Kingbird	Tyrannus tyrannus
Eastern Meadowlark	Sturnella magna
Great Blue Heron	Ardea herodias
Great-crested Flycatcher	Myiarchus crinitus
Greater Yellowlegs	Tringa melanoleuca
Horned Lark (breeding)	Eremophila alpestris
Northern Flicker	Colaptes auratus
Northern Parula	Parula americana
Pied-billed Grebe	Podilymbus podiceps
Purple Finch	Carpodacus purpureus
Red Crossbill	Loxia curvirostra
Rose-breasted Grosbeak	Pheucticus ludovicianus
Scarlet Tanager	Piranga olivacea
Veery	Catharus fuscescens
Vesper Sparrow	Pooecetes gramineus
Willow Flycatcher	Empidonax traillii
Wood Thrush	Hylocichla mustelina
Yellow-bellied Sapsucker	Sphyrapicus varius

### Fish Species of Greatest Conservation Need

<i>Common Name</i>	<b>Scientific Name</b>
Atlantic Salmon	Salmo salar
Brook Trout	Salvelinus fontinalis
Sea Lamprey	Petromyzon marinus

## Other Species of Greatest Conservation Need

<i>Common Name</i>	<b>Scientific Name</b>
A Spire Snail	<i>Amnicola decusus</i>
Graceful Clearwing	<i>Hemaris Gracilis</i>

### STATE RARITY RANKS

- S1** Critically imperiled in Maine because of extreme rarity (five or fewer occurrences or very few remaining individuals or acres) or because some aspect of its biology makes it especially vulnerable to extirpation from the State of Maine.
- S2** Imperiled in Maine because of rarity (6-20 occurrences or few remaining individuals or acres) or because of other factors making it vulnerable to further decline.
- S3** Rare in Maine (on the order of 20-100 occurrences).
- S4** Apparently secure in Maine.
- S5** Demonstrably secure in Maine.
- SH** Occurred historically in Maine, and could be rediscovered; not known to have been extirpated.
- SU** Possibly in peril in Maine, but status uncertain; need more information.
- SX** Apparently extirpated in Maine (historically occurring species for which habitat no longer exists in Maine).

**Note:** **State Ranks** determined by the Maine Natural Areas Program.

### GLOBAL RARITY RANKS

- G1** Critically imperiled globally because of extreme rarity (five or fewer occurrences or very few remaining individuals or acres) or because some aspect of its biology makes it especially vulnerable to extirpation from the State of Maine.
- G2** Globally imperiled because of rarity (6-20 occurrences or few remaining individuals or acres) or because of other factors making it vulnerable to further decline.
- G3** Globally rare (on the order of 20-100 occurrences).
- G4** Apparently secure globally.
- G5** Demonstrably secure globally.

**Note:** **Global Ranks** are determined by The Nature Conservancy.

**T** indicates subspecies rank, **Q** indicates questionable rank, **HYB** indicates hybrid species.

### STATE LEGAL STATUS

**Note:** State legal status is according to 5 M.R.S.A. § 13076-13079, which mandates the Department of Conservation to produce and biennially update the official list of Maine's endangered and threatened plants. The list is derived by a technical advisory committee of botanists who use data in the Natural Areas Program's database to recommend status changes to the Department of Conservation.

- E** ENDANGERED; Rare and in danger of being lost from the state in the foreseeable future, or federally listed as Endangered.
- T** THREATENED; Rare and, with further decline, could become endangered; or federally listed as Threatened.
- SC** SPECIAL CONCERN; Rare in Maine, based on available information, but not sufficiently rare to be considered Threatened or Endangered.
- PE** POSSIBLY EXTIRPATED; Not known to currently exist in Maine; not field-verified (or documented) in Maine over the past 20 years.

## HAZARD AREAS

There are two types of hazard areas found in Caribou, floodplain areas and areas of steep slopes. There are fairly extensive floodplains located throughout the City along most of the major streams and water bodies. The major flood hazard areas are, according to data supplied by the National Flood Insurance Administration, along the Aroostook River, Caribou Stream, Madawaska River, and the numerous small tributaries of these rivers. All of the floodplains are considered un-numbered “A” zones, meaning that flood elevations have not been determined. The National Flood Insurance Program is administered by the Federal Emergency Management Agency (FEMA). The Program has been designed to provide flood insurance for existing properties and to discourage additional development within the 100-year floodplain. A 100-year flood is a flood with a one percent chance in any given year of being equaled or exceeded. Floodplains are best suited for uses such as open space, recreational uses not requiring major structures, wildlife habitat, or agriculture lands.

Areas of steep slopes are referred to as hazard areas for a number of different reasons. Generally, the steeper the slope the more potential hazards exists. Steep slopes generally have a high surface run-off rate and accelerated erosion. Development on steep slopes requires sound engineering and more sophisticated sediment and erosion control planning. The cost of developing roads, buildings, and other structures tends to be significantly greater because of the increased hazards. Also, the operation of machinery can be extremely hazardous on slopes 15 percent or greater.

## OPEN SKIES-DARK SKIES

One of the greatest natural resources Caribou possesses are its open skies. While pleasure flying in Caribou and northern Aroostook County is relatively limited, pilots who do fly, in particular using the Caribou Municipal Airport describe the low level of air traffic as a great asset to the region. Airspace is not often thought of as a natural resource nor as a concept for preserving open space, and while growing utilization of the skies in and around Caribou would lead to less open skies; the fact none the less remains that the very low level of commercial flight creates a great asset for the City of Caribou.

The open skies above Caribou are not only a great natural resource in and of themselves but offer the opportunity to explore and appreciate more of the natural beauty of the area than may otherwise be possible. A tenfold increase in the amount of recreational flying would not begin to impact the availability of open space to fly in and around Caribou. This is a critical natural resource that is underutilized and should be explored as a magnet for eco-friendly tourism development as well beginning to develop sustainable economic growth through eco-tourism.

The Planning Board of the City of Caribou has begun research into the concept of dark skies and light pollution and its applicability to the City of Caribou. Aroostook County’s position as a rural county may lead many to believe that it is not a natural choice for dark sky ordinance and legislation; however the opposite is true. As light pollution increase throughout the world it is rural communities in particular that can lead the way in developing dark skies legislation and opening up nighttime viewing to residents and tourists alike.

There have been a number of sightings of the Aurora Borealis (“northern lights”) throughout Aroostook County. Implementation of dark skies initiatives will assist Caribou in preserving an amazing natural resource, the unpolluted night sky, as well as contribute to a great economic development tool through eco-tourism; large cities in more developed parts of the state and the country will likely never overcome the sheer magnitude of their development to truly open skies up for viewing; whereas a small municipality in a rural area such as Caribou is in a prime position to produce meaningful light pollution regulations and open up another opportunity for Caribou to serve as a jumping off point for eco-tourism.

## **DEVELOPMENT THREATS**

Caribou is in a period of slow growth and has seen relatively limited new development in the last 5 years as result of a declining population and the Great Recession. Most development that has occurred has been infill or changes in use with limited to no impact on overall development patterns or growth.

Despite slow growth in recent years the City is preparing to move forward with projects aimed at developing the community and growing the population. An area of concern is the riverfront area, in particular the area north and south of the Fort Fairfield Road Bridge. The entire area along the riverfront is currently zoned industrial, though industrial usage of the area is currently limited and a fraction of previous industrial usage which included an active railhead as well as numerous potato houses.

The City will undergo a process in 2014 to rezone the area around the riverfront throughout the community to a residential and mixed used development. The continued zoning for industrial purposed along the river prevents the City from utilizing the riverfront in a sustainable manner to encourage growth as many communities in Maine have done; and the potential for new industrial development along the riverfront, while limited as a result of industrial decline throughout the United States, is not a desirable growth pattern for the City and could pose serious environmental risks to the riverfront area.

Redeveloping the riverfront as a residential and mixed use area interlaced with open space and recreation facilities will remove the threat the riverfront currently faces from continued industrial use and the possibility of expansion of industrial use.

## **SHORELAND ZONING & OTHER REGULATORY MEASURES**

The City of Caribou maintains a shoreland zoning ordinance that is consistent with state guidelines and is consistent with the neighboring communities of Fort Fairfield and Presque Isle. After the completion of the Comprehensive Plan process in 2014 the City is scheduled to undergo an entire rewrite of its entire land use ordinances in order to realign exiting ordinances with the 2014 Comprehensive Plan and to ensure compatibilities with the State of Maine and neighboring communities. Since shoreland is limited in Caribou the City's shoreland zoning ordinance should meet but not exceed state mandated minimum requirements in all areas.

The City is developing a long term process whereby the decennial Comprehensive Plan process will trigger an entire redevelopment and/or review of all land use ordinances for compatibility with the Comprehensive Plan as well as state and federal statute and neighboring communities.

# Agricultural & Forest Resources

## *Agricultural & Forest Resources*

Goal: To safeguard the State's agricultural and forest resources from development which threatens those resources.

<i>Policies</i>	<i>Strategies</i>	<i>Responsibility</i>	<i>Implementation</i>
To safeguard lands identified as prime farmland or capable of supporting commercial forestry.	Consult with the Maine Forest Service district forester when developing any land use regulations pertaining to forest management practices as required by 12 M.R.S.A. § 8869	Code Enforcement Officer	Ongoing
To support farming and forestry and encourage their economic viability.	Consult with Soil and Water Conservation District staff when developing any land use regulations pertaining to agricultural management practices.	Planning Board/Code Enforcement Officer	2015
	Amend land use ordinances to require commercial or subdivision developments in critical rural areas, if applicable, maintain areas with private farmland soils as open space to the greatest extent practicable	City Council	Current/Ongoing
	Limit non-residential development in critical rural areas (if the town designates critical rural areas) to natural resource-based businesses and services, nature tourism/outdoor recreation businesses, farmers' markets, and home occupations.	Planning Board	Upon adoption of comprehensive plan
	Encourage owners of productive farm and forest land to enroll in the current use taxation programs	Assessing Department	Ongoing
	Permit land use activities that support productive agriculture and forestry operations, such as roadside stands, greenhouses, firewood operations, sawmills, log buying yards, and pick-your-own operations.	Code Enforcement Officer	Ongoing
	Include agriculture, commercial forestry operations, and land conservation that supports them in local or regional economic development plans.	City Council/City Manager	Ongoing
Encourage a local food movement and grow/buy local programs	Establish a local agricultural commission	Chamber of Commerce/ City of Caribou	2017



Agriculture continues to play an important role in the City of Caribou. A primarily rural community with over 80 square miles and a majority of development centered in the urban core, Caribou continues to produce potatoes and broccoli that are shipped throughout the country. These crops continue to provide a number of jobs and economic value to the area, and while the number of farms have decreased in the last ten years there have been a number of consolidations maintaining total acreage harvested. Harvesting techniques and technologies as well as the availability of irrigation and other resources place Caribou and northern Maine/western New Brunswick far behind mid-western and western states in terms of total acreage and yield; however the crop continues to be responsible for a substantial percentage of farmed land in Caribou.

### TRENDS IN AGRICULTURE AND FORESTRY IN CARIBOU

As indicated in the table below Caribou does not have substantial forestry products industry. While overall harvested acres has increase over the 20 year period indicated in the table. Caribou has seen an average of about 380 acres harvested annually and the sporadic spiking and dropping year to year in total acres harvested indicates primarily small scale harvesting on private lots. Other communities in Aroostook County have reported increased harvesting and with the planned opening of a new mill in nearby Ashland it is possible that harvesting will increase over the ten year planning period; however it is unlikely that it will substantially increase or reach the economic and environmental impact that farming has on the community.

#### Summary of Timber Harvest Information for the City of Caribou

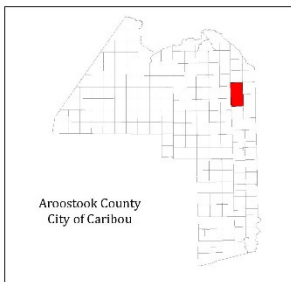
YEAR	Selection harvest, acres	Shelterwood harvest, acres	Clearcut harvest, acres	Total Harvest, acres	Change of land use, acres	Number of active Notifications
1991	140	0	30	170	0	5
1992	193	7	15	215	0	8
1993	305	20	0	325	0	10
1994	440	50	0	490	0	13
1995	695	114	19	828	0	18
1996	225	50	10	285	0	10
1997	409	0	8	417	0	8
1998	485	0	0	485	30	19
1999	441	0	0	441	20	19
2000	390	0	0	390	0	28
2001	543	0	0	543	5	26
2002	378	0	0	378	10	32
2003	167	20	0	187	0	21
2004	267	0	0	267	0	10
2005	325	40	5	370	10	19
2006	139	20	0	159	6	15
2007	197	41	0	238	10	14
2008	206	48	0	254	18	23
2009	201	0	0	201	12	17
2010	571	96	18	685	39	32
2011	387	27	0	414	26	31

Data compiled from Confidential Year End Landowner Reports to Maine Forest Service.

## PROTECTION OF FARMLAND IN CARIBOU

Caribou has seen employment in farming decline in recent years, however this trend is the same seen nationally as smaller family farms became less economically viable and transitioned into larger commercial operations. The City provides little regulation that would impact or harm farming. Given the amount of land available in the community farming and agricultural activities should be encouraged and the development of new cash crops would benefit the local economic as well as the agricultural diversity of the area.

There are no local or regional land trusts actively working to protect farms in the community due to the overwhelming number of farms and acres being farmed; Caribou is a farming community. The City would like to contain sprawl in the rural parts of town and focus on development in the urban core to protect larger farming operations. Restricting development in rural parts of town to large scale single lot industrial or commercial developments and residential developments abutting the urban core will ensure the viability of larger farming operations throughout the planning period.



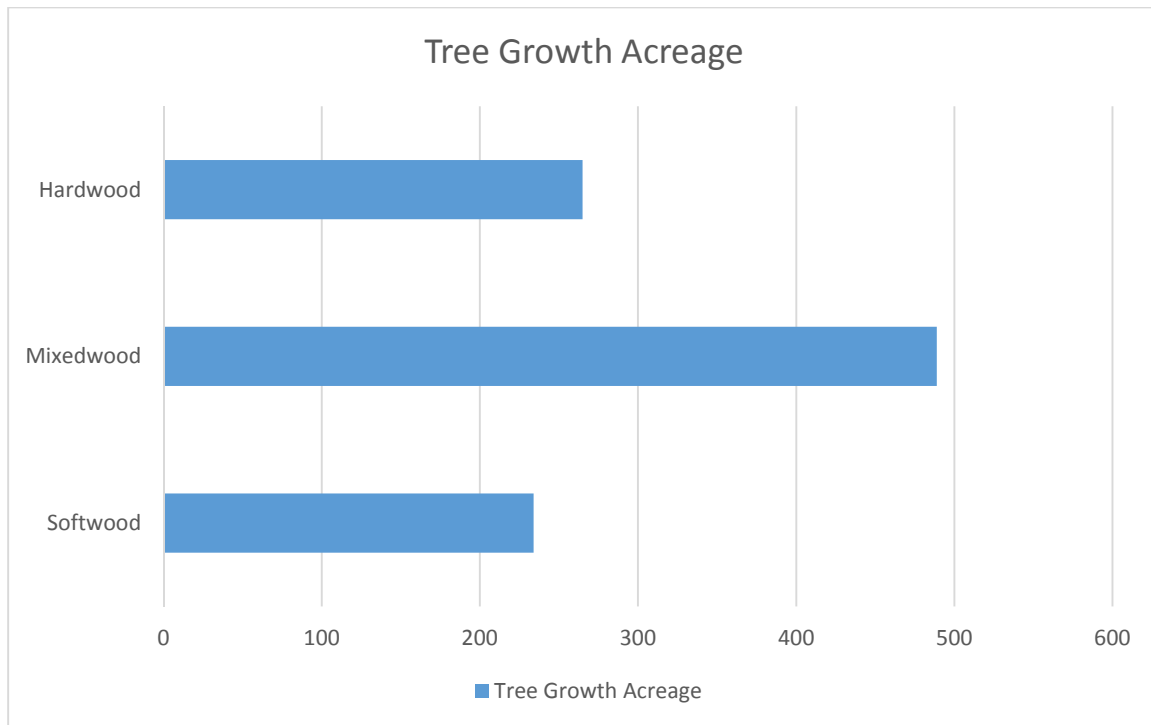
# Caribou Agricultural Resources

Aerial photo taken in 2009

Source data: USDA, MEGIS, Maine DACF  
Projection: UTM, NAD83, Zone 19, Meters  
Produced by: Municipal Planning  
Assistance Program, DACF  
May 2013

Legend	
	Municipal Border
	Prime Farmland
	Farmland of statewide importance

## TREE GROWTH AND FARM LAND IN CARIBOU



CURRENT USE PARCELS - 2013

TREE GROWTH CLASSIFIED										Total Acres Classified	Unclassified Acres	Total Acres	TG Value	Other Acres Value	Total Land Value	First Year Recertified	Total	Date	
Last Name	First Name	Tax Map	Lot No	Softwood	Mixed w/Hardwood	Hardwood	Classified	Unclassified	Total	TG Value	Value	Value	Value	Value	Value	Value	Value	Date	
BELYEA	STEPHEN	1	21	0	1	28	29	11	40	3,700	18,000	21,700	1988	2007					
BELYEA	DAVID & SHEILA	1	15	18	0	14	32	30	62	3,900	42,200	46,100	2013						
BELYEA	DAVID & SHEILA	4	1	56	38	35	129	45	174	15,800	36,900	52,700	2013						
BOSSIE	JOANNE K. ET. AL.	7	7	4	39	7	50	44	94	6,100	42,300	48,400	2013						
BOUGHARD	CHAD & CINDY	19	21A	22	88	58	168	67	235	20,800	55,000	75,800	2005						
DEMERCHANT	RAYMOND & SHERRI	3	9	14	41	23	78	84	162	9,600	63,000	72,600	1987	2003					
GORDON	DALE	4	31A	5	35	2	42	21	63	5,100	28,900	34,000	2013						
HERSEY	WILLIAM	6	5	29	59	11	99	14	113	12,100	30,800	42,900	1997	2007					
HIGH MEADOW	REALTY TRUST	12	51	3	58	0	61	12	73	7,400	23,300	30,700	2007						
MOULTON	ROBERT A. & ELIZABET	5	4E	13	0	28	41	4	45	5,100	23,300	28,400	2013						
OULETTE	RON & BERNADETTE	5	2B	28	20	5	53	16	69	6,400	26,300	32,700	2013						
PETERSON	DOROTHY & DAVID	1	2	33	75	18	126	52	178	15,400	25,800	41,200	1983	2009/2013					
SHAW	DAVID B.	3	18	0	23	21	44	25	69	5,500	29,400	34,900	2013						
SIROIS	DONN & THERESA	19	13	9	12	15	36	44	80	4,500	41,000	45,500	2005						
				234	439	265	988	439	1457	121,400	436,200	607,600							
OPEN SPACE CLASSIFIED										Open Space									
SIROIS	DONN & THERESA	19	13	(See TG Above)			37												
FARMLAND CLASSIFIED																			
				Cropland	Pasture	Unsuitable	Tree Growth	Unclassified	Total	TG Value	Tillable	Pasture	Unsuitable	Other	Total	Date			
CUSHMAN	JAMES & DORIS	9	49 & 50	42	14	6	27	1	90	3,300	33,600	9,100	600	18,000	64,600	2013			
CUSHMAN	PAUL & DONNA	9	56	27	23	2	18	1	71	2,300	21,600	14,900	3,500	18,000	60,300	2013			
GOUGHAN	MARK	9	38	70		35	0	0	105	0	56,000			30,000	86,000	2011			
GOUGHAN	MARK	9	39	161		47	215	15	438	26,400	128,800	0	27,500	33,500	216,200	2011			
KINGSBURY	DENNIS & CATHERINE	1	9	25		5	48		78	5,900	20,000		500		26,400	2012			
KINGSBURY	DENNIS & CATHERINE	2	42	110		10	141		261	17,200	88,000		1,000		106,200	2012			
				435	37	105	449	17	1043	55,100	348,000	24,000	33,100	99,500	559,700				
									1043						559,700				

### **IMPACT OF RESIDENTIAL GROWTH ON FARMLAND**

Caribou's new residential growth has been limited in the last five years; and there have been no large scale commercial or industrial land uses in recent history. Home construction will occasional happen in the City's R-3 zone, which is designed for farming and other rural uses; however these have been limited.

The overall rate of growth does not pose a threat to the vast amount of land in rural areas of the city used for farming. If growth were to accelerate the City may consider the addition of impact fees or other restrictions on residential or commercial development in the R-3 Zone in an effort to prevent development that could encroach on available farm land.

### **IMPACT OF LARGE SCALE FARMLAND TRANSFERS**

There exists the potential for the conversion of farmland along Rt. 1 between the cities of Caribou and Presque Isle into developed land for commercial use. While there is no chance that the entirety of this land could be converted to commercial use projected and proposed growth for both communities would see infill take place along this corridor as the two communities attempt to grow towards each other. This would have no impact on farm land in the overall community and should be encouraged as a means to focus on infill and maintaining the out rings of both communities as traditional agricultural areas.

### **COMMUNITY SUPPORTED AGRICULTURE AND FORESTRY**

During the previous planning period the City experimented with a farmer's market, however the program has started and stopped several times. For a sustainable farmer's market the City must locate space that can be utilized year round, though for only a few hours a week. A location downtown would be preferable as it would also increase the flow of individuals into the downtown area which is consistent with projected growth and economic development outcomes elsewhere in this plan. The City should join regional efforts to expand the marketing and export of local agricultural products and establish a funding mechanism to do so.

For an agricultural area the local food movement in Caribou is relatively weak. The value of local sustainable food sources should be promoted throughout the community during the planning period to build the foundation for a stronger local food movement that will augment and complement the agricultural industry in Caribou and Aroostook County.

# Population & Demographics

Population and demographics are critical to any Comprehensive Plan as managing growth and development requires growth to occur in the overall population of an area as well as achieving a demographic mix that is ideal for sustainable economic growth.

At the 2010 census Caribou had a population of 8,189, a precipitous decline from a high of 12,464 in 1960. Previous projections<sup>6</sup> utilizing the REMI (Regional Economic Model, Inc) model estimated that Caribou would have a population of 8,162 in 2010, and a population of 8,395 in 2015. While the 2010 projection appears to have been relatively accurate, estimated numbers from 2011 and 2012 do not appear to show an increase in population by 2015, all other things being equal.

Year/Area	Caribou	Aroostook County	Maine
2012 (est)	8051	70868	1329192
2010	8189	71870	1328361
2000	8312	73938	1274923
1990	9415	86936	1227928
1980	9916	91331	1125043
1970	10419	92463	993722

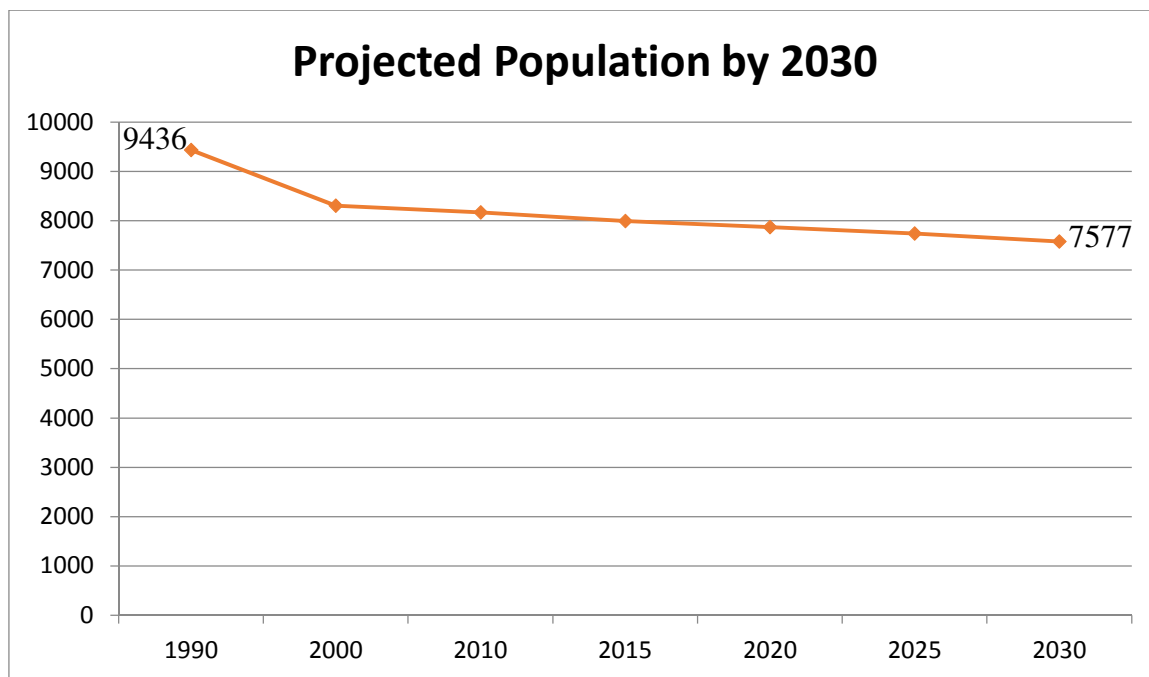
## PROJECTED DEMAND ON MUNICIPAL SERVICES

Caribou has seen a population decline for nearly half a century. Caribou's population, as well as that of Aroostook County is rapidly aging as well. These facts are potentially devastating to municipal service provision in Caribou and throughout Aroostook County. Continuing decline in population impacts the ability for Caribou to pay for municipal services, spreading the tax burden over fewer residents; with no discernable decrease in service provision. Decreases in City population, even according to State of Maine estimates, will not likely see a decrease in service provision.

The best example of Caribou's population dilemma is found in road maintenance. Caribou currently maintains approximately 150 miles of paved road. Further decreases in population will not change the total miles of paved roads to be maintained nor the quality at which they are maintained. Similarly an aging population places additional strain on EMS services and requirements for additional services both municipal and non-municipal. Declining youth population, a challenge for all of Aroostook County, also does not result in lowered education spending as facilities generally have fixed costs which do not decrease correspondingly with a decrease in population.

In the event Caribou's population was to begin growing again, current municipal services and infrastructure could absorb significant population growth with limited additional financial cost. Municipal services including public safety, utilities, and public works could accommodate increased population. The availability of housing and of space in the already developed urban compact could provide for increased population without the need to add to the geographic reach of municipal services in Caribou. The capacity of further development and infill within the urban compact should prevent the need for expansions of municipal service for some time.

<sup>6</sup> Caribou Comprehensive Plan, 2004



**SEASONAL TRENDS AND INFLUX OF POPULATION**

Caribou’s permanent population is relatively stable throughout the entire calendar year. Tourism increases summer population, however many tourists to Caribou stay in the lakes region and utilize Caribou as a service center destination without staying in Caribou. Caribou is not a significant tourist destination and total population and average daily population are not greatly impacted by seasonal changes.

Caribou has seen a decline in winter tourism in recent years. Though still a multi-million dollar influx to the local economy, winter activities primarily snowmobiling, have declined in recent years. Local merchants attribute this to changing demographics, namely an aging population, as well as increased fuel and other costs associated with snowmobiling as a hobby. Climate shift is also cited as a contributing factor to the drop in winter tourism as fluctuations in climate cause significant problems for snow trail maintenance and utilization.

While Caribou’s primary winter influx of population from snowmobilers has declined, and increase in summer and fall use of the same trails for off-road riding has increased as an attractive and more cost effective recreational activity. Primarily local in nature this and other summer activities have the potential of moving Caribou towards a more viable summer tourism location. As more homes in the lake region become permanent/year round homes the potential exists for growth in both seasons in the daily influx of population.

Caribou would benefit from efforts directed at increasing summer tourism and marketing the City as a summer destination. Continued winter activities will allow the community and businesses to remain sustainable throughout the year and prevent Caribou from being over reliant on tourism from either winter or summer and as the two seasons balance losses from winter with increase in summer travel the local population will benefit from stability and the opportunity to be viewed as a year round community as opposed to just a vacation destination.

**CARIBOU AS A SERVICE CENTER COMMUNITY**

Caribou’s population of 8,100 is only part of a larger service area of close to 13,000. Caribou provides fire and ambulance service to a number of surrounding communities and provides extended ambulance transport and ambulance billing services for communities throughout Aroostook County as well as road plowing for Connor



Township via a contract with the State of Maine. Critical to Caribou’s status as a service center community is Cary Medical Center, which draws clients from all of Aroostook County.

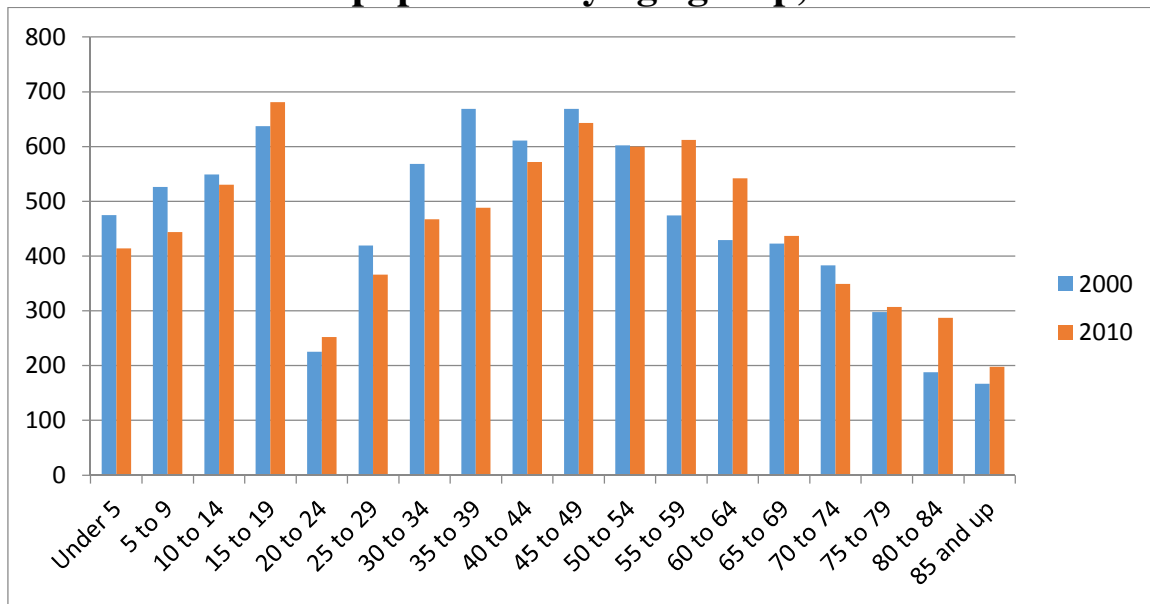
As municipal budgets tighten around the state Caribou is likely to grow as a municipal service center. Demographic changes affecting Caribou are also present in surrounding communities as well as all of Aroostook County. The fiscal viability of smaller communities will eventually be a challenge that may force service center communities like Caribou to absorb more regional services.

**CONDITIONS AND TRENDS-A DEMOGRAPHIC TIME BOMB**

The single most significant trend in the population of the City of Caribou has been the decline of 18-44 year olds, both overall and as a percentage of the total decline in population. In 2000 Caribou’s 18-44 year old population was approximately 2,812; in 2010 that population was 2,479. In a decade long period where Caribou lost a total of 132 residents, the City lost 333 18-44 year olds. In 2000 18-44 year olds represented 33.8% of Caribou’s total population; in 2010 the total was 30%. The under 30 population in Caribou declined from 2,831 in 2000 to 2,687 in 2010; a decrease of 144 or 5.1%.

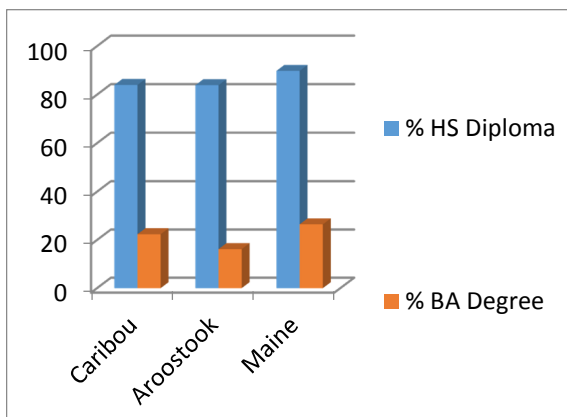
Caribou’s population of residents aged 45 and up grew from 3,633 in 2000 to 3,975 in 2010, a growth of 8.5% in the aged 45 and up population at a time when the overall city population declined 5%. The inverse relationship between an overall decrease in population still occurring with a significant increase in population of older residents is a significant threat to the long term economic sustainability of Caribou and the region.

**Caribou population by age group, 2000 and 2010**



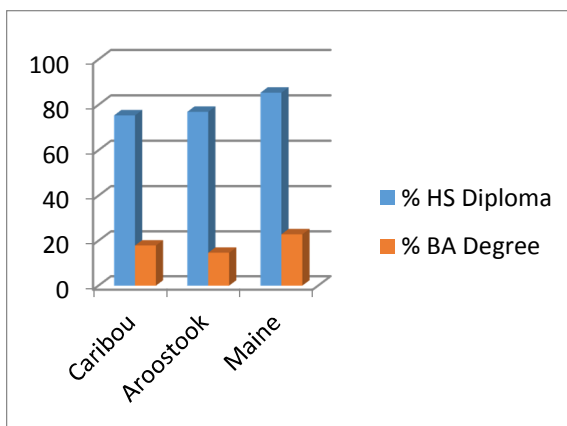
## EDUCATIONAL ATTAINMENT

Caribou has seen gains in educational attainment in the previous decade, with the percentage of individuals holding a High School Diploma or more increase from 75% to 84%, as well as increases in the percentage of individuals holding a BA degree increasing from 17.9% to 22.4%. These gains have mirrored gains made in both Aroostook County and the State of Maine in educational attainment. Caribou continues to exceed the average level of educational attainment in Aroostook County.



2010

Caribou faces challenges with its educational attainment similar to those of Aroostook County. Caribou and the region have a lower level of educational attainment overall than the State of Maine and the nation as a whole. While increases have been made in educational attainment Caribou and Aroostook County has failed to close the educational attainment gap with the state average, this resulting in what is in effect no net gain from increased educational attainment in the region.



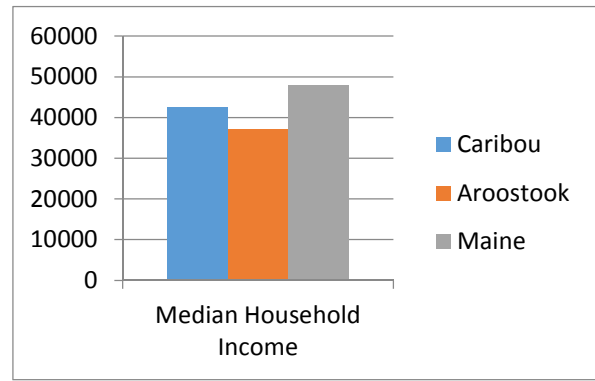
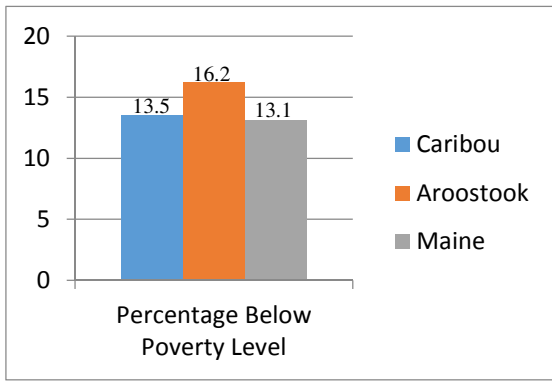
2000

## INCOME, POVERTY, AND EMPLOYMENT

Caribou has a median household income of \$42,583, which compares to a median household income in Aroostook County of \$37,138 and a median household income in Maine of \$47,898. Maine ranks 5<sup>th</sup> out of the 6 New England states in total median income, though over a 25 year period<sup>7</sup> Maine has seen a net gain (in 2011 dollars) of \$1,400 in median income. Only three of the six New England states saw a net gain over a 25 year period, though Maine's gain was the lowest. Maine currently ranks 26<sup>th</sup> nationally in median income, though it is important to note only Rhode Island ranks lower out of the New England states, and 3 of the 6 New England States, including New Hampshire and Massachusetts, are in the top 5 nationally.

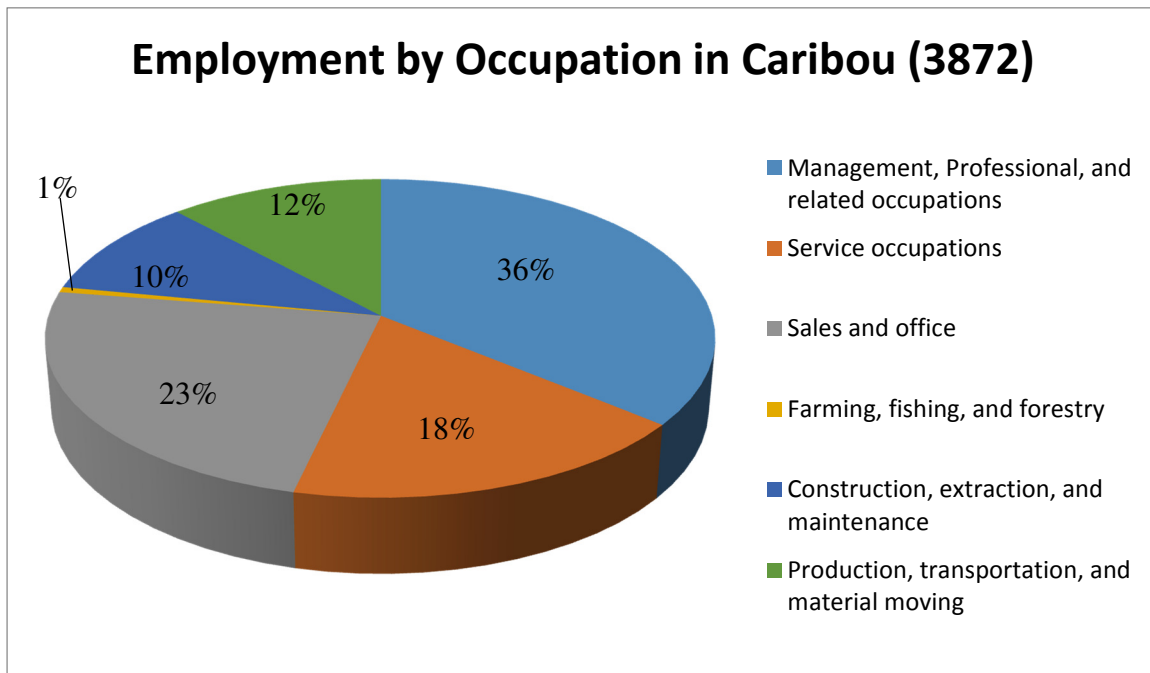
As a state Maine ranks in the middle to lower end in poverty and employment indicators. Caribou, as well as Aroostook County often rank below the mid-point in the state of Maine, thus making the path to average income, poverty, and employment a long and arduous road for the community. Maine once again ranks 5<sup>th</sup> out of the 6 New England states in percentage of its population below the poverty line; and once again Caribou has a higher percentage of individuals living below the poverty line than the State of Maine, but not as much as Aroostook County. The percentage of individuals in Maine living below the poverty line increased from 2010-2011; this was the highest increase in New England, with Vermont seeing a *decrease*.

<sup>7</sup> US Census Bureau, Median Household Income by State-Single-Year Estimates



Caribou faces similar challenges in unemployment as well as poverty levels and median household incomes. Caribou currently has an unemployment rate of 9%, compared with an Aroostook County unemployment rate of 9.2% and a statewide rate of 7.3% in 2012. In 2013 State of Maine projections showed a statewide unemployment rate having declined to 6.8% with little to no change in Caribou or Aroostook County.

Occupations in Caribou are highly susceptible to fluctuations in the regional and national economy as over 40% of occupations in Caribou are service or retail occupations.



# Local Economy

## *Local Economy*

Goal: Promote an economic climate that increases job opportunities and overall economic well-being.

<i>Policies</i>	<i>Strategies</i>	<i>Responsibility</i>	<i>Implementation</i>
To support the type of economic development activity the community desires, reflecting the community's role in the region.	Assign responsibility and provide financial support for economic development activities to the proper entity (e.g., a local economic development committee, a local representative to a regional economic development organization, the community's economic development director, a regional economic development initiative, or other).	City Council	Ongoing
To make a financial commitment, if necessary, to support desired economic development, including needed public improvements	Enact or amend local ordinances to reflect the desired scale, design, intensity, and location of future economic development.	Planning Board	2015
To coordinate with regional development corporations and surrounding towns as necessary to support desired economic development.	If public investments are foreseen to support economic development, identify the mechanisms to be considered to finance them (local tax dollars, creating a tax increment financing district, a Community Development Block Grant or other grants, bonding, impact fees, etc.)	City Council/Caribou Economic Growth Council/City Manager	Ongoing
	Participate in any regional economic development planning efforts.	City Manager	Ongoing
	Establish riverfront development committee/corporation to begin development of the riverfront	City Manager/Caribou Economic Growth Council	2015

The local economy in Caribou has not recovered from the closure of Loring Air Force base in the mid-1990s. Industrial output and large employers have declined in recent years leaving a largely residential tax base. The aging population as well as the outflow of youth have also contributed to the current economic situation. Caribou must adapt to its new economic circumstances by maintaining public investments at their current level and focusing on attracting new businesses and developing new industries. Continued inadequate municipal investment in public services and facilities will only exacerbate and accelerate economic decline.

## **CITY OF CARIBOU ECONOMIC DEVELOPMENT PRIORITIES**

The City's economic development priorities are focused on two main avenues; reducing the tax burden on residents through development and secondly, attracting employment opportunities to Caribou. The closure of Loring Air Force base in the mid 1990's devastated the commercial base of the City and recovery still has not taken place. Commercial/retail vacancies are high, and total valuation for the City actually declined in recent years. While the City is admirably tearing down blighted structures to prepare the land for redevelopment each structure is a property that was formerly on the tax rolls contributing to the tax base and employing or housing individuals, thus each difficult step forward is a reminder of the work that must be done just to return to a point competitive with the tax base of a generation ago.

Reducing the tax burden can only occur through growing the local tax base. A 2013 study conducted by the City of Caribou found that the average residential tax bill for the City of Caribou was approximately \$2,050; comparable communities show an average residential tax rate of approximately \$2,800. Workforce and compensation comparisons showed that the City is at best on par with comparable communities, and more often than not staffed less with lower overall compensation and tasked with providing more municipal services. Therefore the reduction in the tax burden necessary to remain competitive cannot come through reducing municipal spending even further. The tax base is challenged by dormant growth as a result of dormant population growth and a net outflow of youth. The key to stemming the outflow of youth, whether keeping more youth in Caribou in Aroostook County or preferably attracting youth from elsewhere is the availability of jobs suited to a younger workforce.

The Comprehensive Economic Development Strategy (CEDS) prepared by the Northern Maine Development Commission for the Aroostook-Washington Economic Development District (AWEDD) lists two main challenges to regional economic development; mainly net outflow of youth and energy costs as the regions two urgent economic challenges. The City of Caribou is no different in facing these urgent challenges; however the City is focusing on job creation as the means to solving the region's largest challenge of a net outflow of youth.

The outflow of youth from Aroostook County is critical, especially as demographic trends show not only are youth leaving and the current population is aging in place but for every 10 young individuals that move out of Aroostook County about 7 of them are replaced by seniors or those about to become senior citizens. It is not merely a problem of population and youth decline, the aging of the overall population is "graying" much faster than other parts of the state.

The City agrees with the needs assessment in the CEDS however the City is focusing its efforts on bringing development, with a focus on jobs. The few young people who do locate to Aroostook County from downstate or other states primarily do so for the few good job opportunities that are available. Stemming youth outflow however will not alleviate the problems faced by Caribou and Aroostook County. The only path to sustainable economic growth is through increasing the youth and general population of Aroostook County. This is possible even with a large outflow of youth. While young people flee rural counties across the country there are many economically strong areas that have a high outflow of local youth that is matched or exceeded by a net inflow of youth from around the country. The two primary drivers of this are jobs and education; younger individuals tend to settle in areas near where they attended post-secondary school. The University of Maine at Fort Kent,

the University of Maine Presque Isle, and Northern Maine Community College are perhaps the region's best hope for a net inflow of youth.

Caribou must focus on growing the local economic base to ensure viability of services and the viability of the community as a whole in the future. The only method to reduce population decline is through the availability of job opportunities. While retail and commercial development is important and should be encouraged, businesses and industries that provide jobs are more critical and must be sought out and developed as the primary focus of the community over the next ten years. Economic development must become the priority of every agency of the city and every organization in the community. The risk from not doing so is too great, the very survival of Caribou as a viable community to live and work in is at stake, and the need for economic growth cannot be underestimated. Furthermore, the City must continue to fund investments in economic development, from attraction events, infrastructure investment, site amenities and more to direct support to businesses.

## **THE REVIVAL OF SWEDEN STREET AND THE REBIRTH OF ONE OF MAINE'S GREATEST DOWNTOWNS**

Sweden Street in Caribou once marked not only the commercial hub of Caribou, serving as its traditional downtown, but was a focal point for social and cultural amenities for generations. With the closure of Loring Air Force Base in the mid 1990's commercial space in Downtown Caribou began to empty, almost overnight. A thriving downtown was nearly dormant within a few years. The downtown mall area, original designed as a pre-fabricated out door pedestrian area soon gave way to office space and service businesses. Interestingly enough, the outdoor pedestrian friendly indoor mall, constructed in the late 1970's was perhaps out of style for its time but the design concept has come full circle as larger retail developments focus on outdoor open air workable designs.

Sweden Street had historically been the place for community events including celebrations, holiday festivals and community events. The revival of Sweden Street began in earnest in 2013 with exceptional results. An internal analysis at the City of Caribou concluded that two primary problems existed in the community that impacted the growth and revival of Sweden Street as a thriving downtown. First was a lack of foot traffic, second was a lack of community support.

The foot traffic analysis is a routine development challenge, retail that can thrive in a dense downtown area needs foot traffic to sustain business yet with no retail attractions there will be no foot traffic. The community support also manifested itself in the community's psychological profile of its downtown area, which in many ways was a manifestation of community attitudes developed in response to the economic decline in the aftermath of the base closure. While population decline was swift in the aftermath of the base closure business flight was more pronounced.

The construction of the Downtown Mall permanently altered the street scape, traffic flow, and "look and feel" of the traditional downtown area. The project, which demolished slum and blighted buildings in the downtown area under the guise of urban renewal in the late 1960's became a microcosm for attitudes towards the rejection of development. Many residents, even today, point to the construction of the Downtown Mall as the singular event that "killed" downtown. Population had been declining in Caribou since the early-mid 1960's and the decline of Caribou's traditional downtown mimicked the decline of similar traditional downtowns throughout the country. Furthermore, while the traffic pattern surrounding Sweden Street and the Downtown Mall could at best be described as unique, the buildings replaced by the Mall and new traffic pattern were blighted properties not unlike some of the same properties the City began addressing in 2014. Despite this, the community had two successive generations of negative conscious towards downtown; the first upset with the utilitarian construction of the Downtown Mall that forever altered the Downtown they had known for years, and the second who grew

up with a thriving downtown to see it nearly dormant in a decade. Two generations of disappointment with Sweden Street had to be reversed.

Early in 2013 the City hosted a series of downtown events titled “Thursdays on Sweden”. Several blocks of Sweden Street were closed off to vehicle traffic and food, retail, and entertainment vendors including live bands were bought in for the whole run of the series. The goal of the event series was twofold; first to increase the foot traffic in the downtown area, and second to repair communal notions of downtown as a dormant entity and to build new memories in a younger generation of Caribou residents of a downtown that is alive. The events were successful beyond the wildest imagination of city officials; with a peak attendance of close to 1,000 residents in a community of only 8,100 downtown Caribou was packed with people eating, shopping, and enjoying their community in a way that had not been seen in generations.

The immediate and long term economic impact of the event series cannot be underestimated. The few retail and food service vendors in the area reported record receipts on nights where there was a TOS event, and even vendors several blocks outside the event reported exceptionally high receipts. Since the event in 2013 was relatively new food vendors from around the area were hesitant to participate initially, however when vendors did participate it was not uncommon for them to sell out of product, with many remarking that it was the most successful financial event for them all summer long. Area businesses have already reported equipment and pending product purchases for the 2014 season.

The 2014 season promises expanded marketing to bring visitors from outside the City, with an emphasis on marketing to New Brunswick as well as tying the event in with other regional events in the area. In conjunction with the series and its larger downtown development strategy the City will invest thousands of dollars in pedestrian friendly infrastructure in the downtown area including semi-permanent benches, flower barrels, bike racks, enhanced lighting, a sound system, signage, kiosks, café tables, and efforts to develop façade improvement grants and programs. What the TOS event series did was literally create a thriving downtown on the street in front of fixed infrastructure, showing the economic possibility and promise of a thriving downtown, and the year one results in both local economic activity and municipal investment will continue to bridge the gap between the “fixed dormant” downtown infrastructure and the “created in place” economic model. Beyond the positive community reaction the flow of people annually provided the “shot in the arm” that businesses downtown needed, and will provide incentive for future businesses opening in the downtown area.

The Winter of 2014 saw a downtown ski festival that worked on the same lines as the TOS event series, thus reengaging downtown Caribou as a winter outdoor destination. Many of the events that populated downtown Caribou in the past were winter events, which ties into another of the City’s economic development goals; to reimagine the City as a four season destination, with winter being as popular of a time (snowmobiling aside) to visit Caribou as any other.

The combination of a change in community attitudes towards the downtown area, municipal investments in downtown, and an increase in both static and seasonal foot traffic points to a downtown that has seen a rebirth. The continued growth and development of the downtown area in Caribou is critical in maintaining livability as well as bringing in visitors that will spend money locally in Caribou and creating a destination spot in the City of Caribou. Continued investment and growth of the downtown area, from the bottom up as it has been, will ensure downtown Caribou continues on a trajectory of growth. Downtown Caribou in 2013 is fundamentally different than the Downtown Caribou in 2012, and it is incumbent on city officials to ensure the fundamental shift continues.

The City is actively working on signage and directional to both the traditional downtown area as well as envisioning a wide swath of the urban core as the whole “downtown” for Caribou. The City is uniquely positioned to benefit from maintaining its investments in its traditional downtown (densely packed retail and food service) while connection the two other main economic avenues in the City.

## **TOURISM AND CARIBOU'S FUTURE AS AN ALL SEASON DESTINATION**

Caribou has the opportunity to develop itself as a year round tourism destination. The growth of community activities in the winter as well as continued municipal support for trail grooming operations will ensure viability of the winter tourism season, which most of the lodging establishments in the community rely on to remain open. In addition, the City should look into the possibility of developing summer tourist attractions including expedited development of the Caribou waterfront area and the possibility of summer and seasonal homes in conjunction with man-made lakes. With most of the waterfront property concentrated in the St. John Valley Caribou would stand to benefit greatly from the development of man-made lakes and other water bodies to expand the seasonal and year around tourism base as well as adding to the tax base in the community.

## **THE ROLE OF HOME OCCUPATIONS IN CARIBOU**

Home occupations play a minor but expanding role in the economic fabric of Caribou. In 2013 the City adopted a new ordinance reducing restrictions on home occupations. The Planning Board has stated its intention to further reduce the requirements and streamline the process for applicants seeking a home occupation. While the City has an abundance of available retail and commercial space the ease of home occupations will contribute to infill and stop the expansion of infrastructure that cannot be sustained in its current form. Furthermore, while there are relatively high vacancy rates in both homes and commercial spaces the influx of home occupation activity will allow large, primarily older homes in the urban core of the city to be repurposed; providing housing that is appropriate for single or younger individuals while making use of large family homes that are not as likely to have economic value with an aging population looking to downsize home options.

The City should continue to encourage the growth and development of home occupations as eco-friendly uses of neighborhoods both in and outside of the urban core. The further development of home occupations also creates opportunity for low entry entrepreneurial activities whose business plans otherwise may not gestate to positive cash flow in more expensive commercial space. There is also an opportunity to utilize the unique work skills and experience of workers in Aroostook County in home occupations rather than traditional commercial space.

## **OPPORTUNITIES FOR LARGE SCALE COMMERCIAL AND INDUSTRIAL DEVELOPMENT IN CARIBOU**

The prime area for large commercial development is the Caribou Riverfront. The riverfront area offers an opportunity for large scale commercial development similar to waterfront areas in other parts of Maine and the country. The riverfront has declined in its value to the community from its peak as a transportation and industrial hub.

The Birds Eye site, a former industrial site along US Route 1 comprises over 18 acres of land with highway access, 3-phase power, rail access, and high visibility in the community. The daily traffic flow past this site exceeds 15,000 cars per day. Currently occupied by several large and outdated, vacant, and blighted industrial buildings, the site is perfectly situated for a large commercial, industrial, or residential development. While not suited for single or multi-family homes the site could accommodate a large condominium development, large apartment complex, or a senior/elderly housing/assisted living or 55+ community, which are often cited as needs in an area with a rapidly aging population. Commercial development opportunities could include a single large big box retailer (i.e. Target) or a series of smaller retail developments. A large commercial operation such as a casino or event venue could be accommodated at this site and zoning should be altered to allow such.



The Caribou Industrial Park is served with access right off Maine Highway 89 and is located less than a quarter mile off of US Route 1. The logistical infrastructure is in place right now to help move raw materials into the location and finished products out to the market place. This strategic location is at the intersection of two major highways that carry the majority of timber products from Northern Maine to all points south. The Industrial Park has full access to public water and sewer. It also has the capability of handling any electrical needs that may arise for new development. There is currently only 1 undeveloped lot that is available at approximately 2 acres in size.

There is access to high speed internet readily available here as well. As the market place for these new industries could be any place in the world it is important for them to have the capabilities to communicate with anyone from around the world. These sites are ready for the world to see great products they can receive from Northern Maine. Caribou is blessed with an abundance of land for development and would be able to accommodate development needs that require an abundance of land available at a low cost.

The City of Caribou has up to date site design review standards that can accommodate large developments/redevelopments with appropriate scrutiny. The City's current site design review process should be redesigned so that an option exists for smaller scale commercial and industrial development and reuse can be permitted without the exhaustive process currently required which is largely geared towards large operations and rapid growth. The City maintains the expertise in house to handle review and permitting of large commercial and industrial development. During the planning period energy should be focused on training and development of the Caribou Planning Board to develop the next generation of citizen planners to continue planning for the future of Caribou.

## **AVAILABILITY OF PUBLIC FACILITIES FOR ECONOMIC ACTIVITY**

Please see Chapter 11, Public Facilities and Services.

## **TAX INCREMENT FINANCING IN CARIBOU**

Caribou utilizes Tax Increment Financing throughout the City to promote economic development and encourage business investment. The City currently has three TIF districts, the largest of which covers a substantial portion of the City's downtown area and is responsible for much of the economic development activity the City derives from its TIF districts. The City has substantial additional capacity for future TIF districts.

### **Downtown TIF**

The Downtown TIF District encompasses 635 acres of Caribou. The TIF District is already linked to a CEA with Caribou Management, LLC, owners of the retail space formerly occupied by Ames Department Stores and now utilized by the Maine Department of Health and Human Services. The TIF District also includes some key elements that will assist in enhancing economic development both within the downtown district as well as citywide.

The City is aggressively utilizing the Downtown TIF to attract businesses to the area. This TIF District will play a key role in the redevelopment of slum and blight throughout the Downtown Area. It will also be utilized to create a more livable community for citizens of all ages to enjoy.

### **RC2 TIF**

This TIF District was created to give Caribou the tools necessary for economic development in the RC2 area surrounding the Intersection of US Route 1 and Main Street. The City has specified these funds to be used for capital improvements of roadways and utilities. As this area plays a key role in economic development including

tourism opportunities a substantial amount of money has been set aside for marketing Caribou as an excellent place for business.

### **Bouchard TIF**

The Bouchard TIF was created to assist the Bouchard Potato Company in the expansion of their potato growing operations after the catastrophic loss of their processing facilities. This TIF helped the Bouchard Potato Company relocate their operations into Caribou, bringing along with it new jobs. The majority of the funds from this District are designated to the planning, design, development, and maintenance of new and existing year round multi-purpose recreational trails throughout the City.

## **ECONOMIC IMPACT OF STATE REVENUE SHARING LOSS**

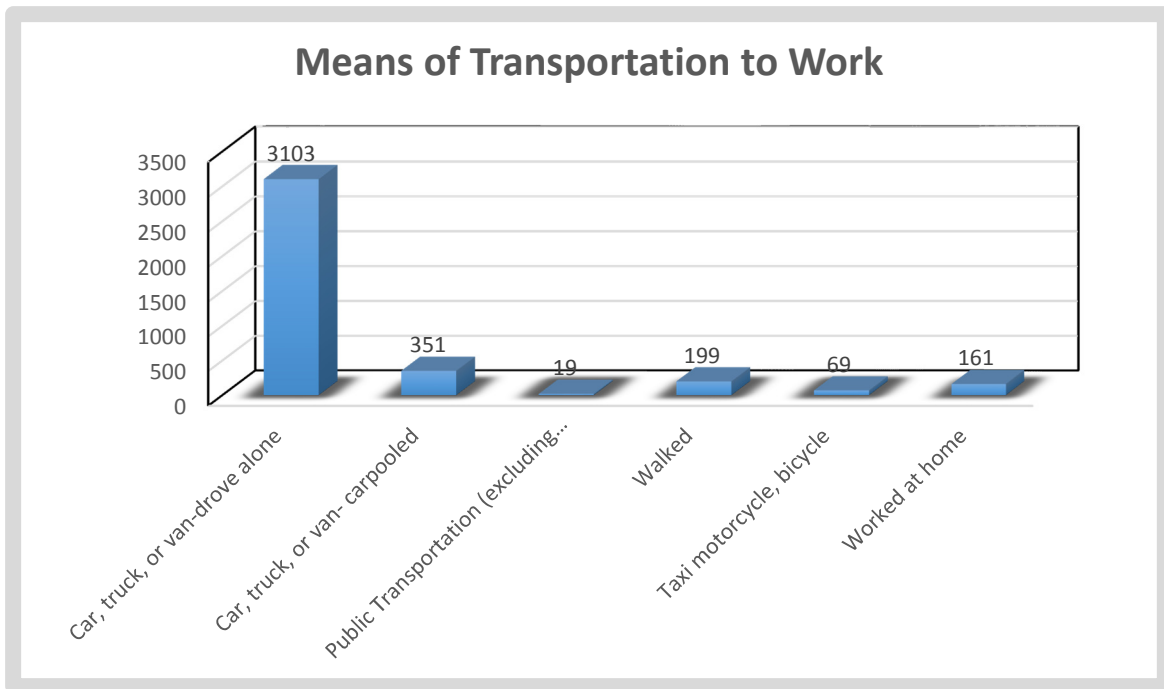
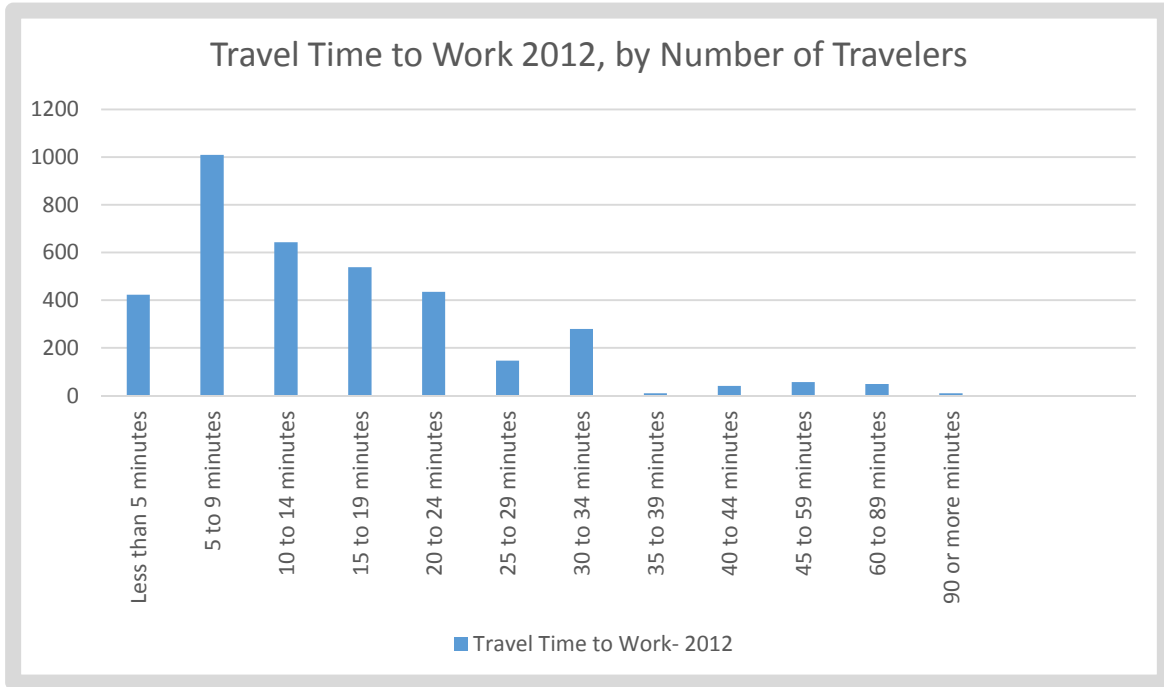
Beginning in earnest in 2010 the State of Maine began reducing its statutorily required sharing of tax revenue with municipalities. The net result has been a loss of over \$1.6 million that has been taken out of the local economy through the property tax levy. This has decreased the City's investment in transportation related infrastructure dramatically, causing a decline in the quality of the road infrastructure in Caribou. The City has also reduced investment in the Caribou Economic Growth Council and the Caribou Chamber of Commerce, causing both entities to curtail their operations. The removal of \$1.6 million in revenue paid locally and spent elsewhere via the state continues to have a negative economic impact on Caribou. In particular the reduced spending on transportation infrastructure is a critical concern in that transportation costs are often cited as the number one limiting factor in business relocating to Caribou.

## **LABOR MARKET AND OUTLOOK THROUGHOUT THE PLANNING PERIOD**

The largest employer in the City of Caribou is Cary Medical Center with over 500 employees, followed by Eastern Aroostook Regional School Unit 39 at about 235 employees. The Caribou Rehab and Nursing Center, Maine Veterans Home, Department of Health and Human Services, Pines Health Center, and the City of Caribou are also large employers in the City with ranges from 50-150 employees.

Residents of Caribou are also likely to work for one of the larger regional employers located within commuting distance to Caribou. Defense Finance and Accounting Services, the Maine Military Authority, the Maine Mutual Group Insurance Company, McCain Foods USA Inc., Columbia Forest Products, and The Aroostook Medical Center are all large regional employers that employ Caribou residents. A majority of Caribou residents work locally, however as travel times indicates commuting is still an option for many residents as well.

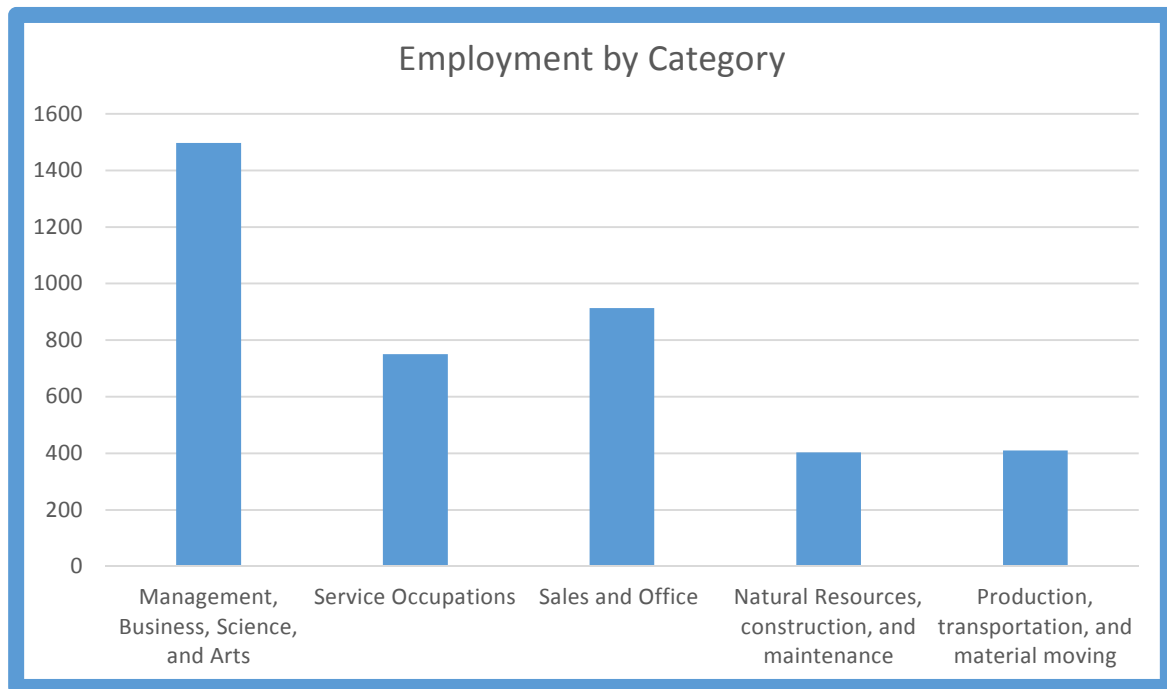
## Commuter Times in Caribou



In late 2013 and early 2014 the Maine Military Authority suffered numerous layoffs due to production slowdowns largely related to the drawdown of forces in Iraq and Afghanistan. These layoffs produce dual negative impact on the local economy. Many of the individuals who were laid off and unable to find work end up relocating down state or out of state all together-thus exacerbating the loss of population in Caribou and Aroostook County. Local economic development agents must be aware of the added pressure of job losses contributing to further population decline and preventing population inflow as well.

Medical and health professions continue to employ a large number of Caribou and other area residents. The low availability of certain types of medical care in Aroostook County however often sends many individuals to Bangor or locations further south for advanced and other care. There is a long term economic danger associated

with low availability of certain types of medical care beyond the marketability and livability question. Higher paid health jobs and higher paid medical procedures performed out of the area denies those jobs to locals and revenue to area hospitals and health service centers. The long term economic result could end up being a concentration of low-medium paying health care jobs while higher paid jobs are located elsewhere in the state.



# Housing

## *Housing.*

Goal: To encourage and promote affordable, decent housing opportunities for all Maine citizens. To ensure safe and clean housing and neighborhoods for all residents of Caribou.

<i>Policies</i>	<i>Strategies</i>	<i>Responsibility</i>	<i>Implementation</i>
To encourage and promote adequate workforce housing to support the community's and region's economic development.	Maintain, enact or amend growth area land use regulations to increase density, decrease lot size, setbacks and road widths, or provide incentives such as density bonuses, to encourage the development of affordable/workforce housing.	Planning Board	Ongoing
To ensure that land use controls encourage the development of quality affordable housing, including rental housing.	Maintain, enact or amend ordinances to allow the addition of at least one accessory apartment per dwelling unit in growth areas, subject to site suitability.	Planning Board/Code Enforcement Officer	2015
To encourage and support the efforts of the regional housing coalitions in addressing affordable and workforce housing needs.	Create or continue to support a community affordable/workforce housing committee and/or regional affordable housing coalition.	Caribou Housing Agency	2016
	Designate a location(s) in growth areas where mobile home parks are allowed pursuant to 30-A M.R.S.A. §4358(3)(M) and where manufactured housing is allowed pursuant to 30-A M.R.S.A. §4358(2).	Planning Board	Ongoing/complete
	Support the efforts of local and regional housing coalitions in addressing affordable and workforce housing needs		Ongoing
	Seek to achieve a level of at least 10% of new residential development built or placed during the next decade be affordable.		Ongoing
	Implement the recommendation of the 2014 Mobile Home Advisory Committee	Planning Board/City Council	2015
	Establish a mandatory rental inspection program	Planning Board/Code Enforcement/City Council	2018
	Aggressively pursue safe and clean housing and the demolition of housing that is blighted/not safe/not able to be returned to habitable condition.	City Council	Ongoing

## **ADEQUACY OF HOUSING STOCK IN CARIBOU**

With a projected flat, if not declining population expected throughout the planning period Caribou has more than adequate housing by total unit numbers for the foreseeable future. Currently more homes are available than there is a need for in Caribou, the challenge in housing over the next ten years is to ensure the type of housing meets the needs of an aging and shrinking population

The number of homes that have become unfit for habitation and are slipping towards unfit for habitation has grown in Caribou, and the removal of these properties is important to ensure that housing in the community is safe. It is likely that a recent trend of homes being torn down and lots left empty that the local housing market can begin moving towards a correction.

## **HOUSING AFFORDABILITY IN CARIBOU**

Affordability of housing in Caribou is perhaps the only strong point of the housing stock in town. The average home price in Caribou is approximately \$100,000 as of 2013 and includes quality single family housing in the price range. Average rent for a 2/3BR apartment in the urban core of Caribou ranges from \$600-\$800 per month; some including utilities. After the primary home payment the largest single cost for home ownership or occupancy in Caribou is the cost of heating. Efforts to frack a natural gas well in the urban core would help contribute towards lowered heating costs for most of the city's larger and older housing stock and contribute greatly to the affordability of housing in Caribou. In 2013 Caribou's average residential tax bill was substantially lower than communities of similar size.

## **CONVERSION OF SEASONAL HOMES AND ECONOMIC IMPACT**

Caribou has never possessed a large number of seasonal homes, however conversions of seasonal camps in the St. John Valley area has been ongoing in recent years. The economic impact of this change could be beneficial or detrimental to Caribou. If conversions are made by individuals living outside the area relocating year-round to the St. John Valley area then the benefit is positive to Caribou; these communities still rely on many services in Caribou and thus a permanent population increase in the area will benefit Caribou.

## **COMMUNITY HOUSING NEEDS AND CHALLENGES**

Caribou faces several housing challenges that the community must begin to address throughout the planning period. Chief among these are a lack of appropriate housing for seniors, more housing stock available than the local population can meet, and structural challenges in the type of single family housing available.

While the State of Maine is facing an aging challenge demographic changes in Caribou are exponentially more challenging than the rest of the state. The desire from an individual and a communal standpoint to allow more seniors to age in place presents challenges in Caribou where there is a great need for 55+ communities, senior housing, and pre-nursing assisted living facilities.

It is also likely that the City possesses a greater housing stock than is needed for current and future population projection. Caribou's population peaked in the 1960's at about 12,000 people and is expected to remain relatively flat at about 8,000 throughout the planning period. The large number of properties for sale in town in 2014 is indicative of a housing market that is oversaturated. Housing construction in any given year for the last several years is minimal, owing to the large number of available units.

The increase in older residents along with fewer families with small children moving into town also presents challenges as the housing stock in the urban core of the City is mostly larger homes not suited for seniors living

alone or looking to downsize or age in place. More units for smaller families are needed as well as single-person units. The single greatest need for housing in Caribou is to accommodate older residents in senior communities, new smaller foot print developments, and pre-nursing assisted living facilities.

Mobile home parks in the community continue to remain a challenge for much of the same reason as the rest of the City's housing stock. Most, though not all of the City's mobile home parks were developed in the late 1950's in response to the housing needs of Loring Air Force base. The base's closure in 1994 left several mobile home parks with a dwindling pool of prospective tenants and occupancy rates overall dropped significantly making capital investment in the parks a challenge. Several of the mobile home parks will not be fiscally sustainable throughout the planning period and will likely close down. Unfortunately, due to the excess capacity of mobile home parks in Caribou the quality of several of the parks has diminished, in some cases parks may need to be shut down due to environmental and health concerns. The City also owns a municipal trailer park, which was slated to be closed in the late 1980's due to its location adjacent to the municipal airport; however there are still several homes located there. It is imperative the City close out the municipal mobile home park.

#### **REGULATORY IMPACT ON AFFORDABLE AND WORKFORCE HOUSING**

Construction of affordable and workforce housing is impacted by uneven requirements for building under state law. The state requires communities with over 4,000 inhabitants to follow the Maine Uniform Building and Energy Code (MUBEC). As a service center community with a population over 8,000 Caribou is required to abide by MUBEC standards. The city often loses housing construction to neighboring communities not required to build according to MUBEC standards, which drives up the cost of housing while reducing the tax base in Caribou thus dealing a double edge sword to the ability of affordable and workforce housing to be constructed in Caribou. The state should review MUBEC requirements and have a statewide building standard.

# Recreation

## *Recreation*

Goal: To promote and protect the availability of outdoor recreation opportunities for all Maine citizens, including access to surface waters.

<i>Policies</i>	<i>Strategies</i>	<i>Responsibility</i>	<i>Implementation</i>
To maintain/upgrade existing recreational facilities as necessary to meet current and future needs	Create a list of recreation needs or develop a recreation plan to meet current and future needs. Assign a committee or community official to explore ways of addressing the identified needs and/or implementing the policies and strategies outlined in the plan.	Recreation Commission	Ongoing
To preserve open space for recreational use as appropriate	Work with public and private partners to extend and maintain a network of trails for motorized and non-motorized uses. Connect with regional trail systems where possible.	Recreation Commission	2015
To seek or achieve or continue to maintain at least one major point of public access to major water bodies for boating fishing, and swimming and work with nearby property owners to address concerns.	Work with an existing local land trust or other conservation organizations to pursue opportunities to protect important open space or recreational land.	Recreation Commission	Ongoing
To maintain and expand opportunities for all season and all age recreational opportunities	Provide educational materials regarding benefits and protection of landowners, allowing public recreational access on their property. At a minimum, this will include information on Maine's landowner liability law regarding recreational or harvesting use, Title 14, MR.S.A. §159-A.	Recreation Commission	Ongoing
	Establish a committee to begin ground work for completion of phase II and phase III of the recreation center expansion	City Council/Recreation Commission	2015
	Improve the overall trail connectivity and access throughout Caribou with particular emphasis on multiuse trails by expanding the existing trail system	Recreation Commission	Ongoing
	Establish a trails network that serves a range of user groups, including both motorized and non-motorized recreational users	City Council/Recreation Commission	2015
	Continue to improve landowner relations for trails that are on private land; provide incentives to encourage/maintain landowner participation and to obtain easements	City Council/Recreation Commission	2015



	Develop a trails plan that enhances economic development opportunities, promotes local trails, supports local business, and results in the distribution of more information to trail users	Recreation Commission	Ongoing
	Investigate the availability of funding, municipal or grant-based for the dredging of Collins Pond to increase its economic and recreational usefulness to the community.	City Council/Recreation Commission	2015

**OVERVIEW**

Harry Truman once said, “*The right of children to play, to sing and to dance; the right of youth to sport for sport’s sake; the right of men and women to use leisure in the pursuit of happiness in their own way, are basic to our American heritage*”. This has also been basic to Caribou’s heritage.

Often people are unaware of how vital recreation and leisure are to the quality of their lives. While fun, happiness and play are vital to growth and development, the expanded role of public parks and recreation is more critical than ever. Programs, services, events and opportunities offered by local, state and national park and recreation agencies positively impact many areas of our lives and society as a whole. Leaders in business and industry have long realized that the way in which employees spend their leisure time directly influences their effectiveness on the job.

Social patterns and changes have a demonstrated effect on recreation programming and often create new problems for service providers; more families with two parents in the work force and more single parent families have created generations of latch key youth; the need for more specialized programming beyond traditional services for a more active older demographic; and the costs incurred to provide recreation services have all placed increased pressure on recreation service delivery. Although the Caribou Parks and Recreation Commission worked with the Caribou City Council to devise the first ever fee schedule for recreation programming in 2013 and has been able to be extremely creative with financing and enjoy a tremendous outpouring of financial support from local businesses, clubs and service organizations, the challenge of the future for both the municipal recreation sector and the private recreation sector will be to find new ways to fund programming and yet minimize the fees to allow participation of all socio-economic levels within the greater Caribou community.

There are a multitude of social problems and challenges that we as Americans face; alcohol and drug dependency, poverty and service sector employment which offers no benefits and limited wages; and a global economy which will forever change the way American industry does business. We have a generation of young people lacking in self-esteem and aspirations. The problems seem insurmountable, however, when reduced to one community with the wealth of resources available in Caribou, the problems become small challenges. Caribou as a community has the ability to contribute to the development of each individual child. The Caribou Parks and Recreation Department will continue to strive to work with other community agencies, both public and private, to assist with the development of assets in our young people.

When the U.S. Task Force on Disease Prevention and Health Promotion delivered a report to the nation’s healthcare providers a few years ago the message basically implied that the most effective interventions available to clinicians for reducing the incidence of disease and disability in the U.S. are those that address the personal health practices of patients. In other words, personal well- being is just that—personal; if Americans wish to solve the problem of rising health care costs then they need to make personal investments in their own well- being. The Caribou Parks and Recreation Commission and staff are committed to continue development of self- guided and supervised instructional programs for all Caribou residents to help them improve their personal well- being and develop healthy lifestyles.

## OVERVIEW OF PUBLIC AND PRIVATE RECREATION PROGRAMS

Since the 1940's the City of Caribou has always had a solid base of municipal recreation programming. The municipal recreation services have provided programming in traditional programs such as land sports, dance, and theatre and, has developed a wide array of outdoor programs for citizens of all ages, combining educational, historical and environmental experiences with active leisure pursuits such as hiking, biking, kayaking, canoeing, camping, rafting, Nordic skiing and more. Play for grown people is recreation, the renewal of life; for young people, play is the substance of life. Play is essential for life; it is not selective, it is mandatory and the Caribou Parks and Recreation Commission and staff continues to insure that every citizen in Caribou can exercise their right for play.

In 1999, the Maine Winter Sports Center settled in central Aroostook and then in the fall of 2005 located their central headquarters in Caribou. The Maine Winter Sports Center, a non-profit organization, is dedicated to creating a healthier, more active, outdoor lifestyle throughout Maine with their Healthy Hometowns, the community development division of MWSC, which provides resources such as equipment, curriculum, and training to volunteers and professionals across the state. Internationally recognized as one of the top youth development programs in the world, Healthy Hometowns seeks to build the active, outdoor culture of Maine with an emphasis on accessibility, sustainability and quality. In addition, The Maine Dance Academy, located in downtown Caribou, has provided professional dance and tumbling skills to youngsters from across Aroostook County for two decades.

Other recreation and leisure service providers include, but are not limited to Aroostook Youth Basketball League (AYBL), Caribou Little League, Nordic Heritage Sports Center (Presque Isle), 10<sup>th</sup> Mountain Sports Center (Ft Kent), Boreal Outing Club (Caribou), Four Seasons Recreation Club (Madawaska), Fresh Tracks (Caribou), County Physical Therapy (Boot Camp, spin classes, fitness classes), Caribou Inn & Convention Center (indoor pool, fitness center), English Soccer (youth), Dutch Soccer (youth, seasonal camp), Big Rock Ski Area (Mars Hill), Lonesome Pine Ski Area (Ft Kent), Aroostook State Park (Maine's 1<sup>st</sup> State Park in Presque Isle), Aroostook Wildlife Refuge (Limestone), Quoggy Joe Ski Area (Presque Isle) and many more all provide a wide array of outdoor programming for area residents of all ages.

## OVERVIEW OF LAND AND WATER RECREATION AREAS

Caribou is fortunate enough to have one of the best trout fisheries in the Northeast in the **Aroostook River** which has three public access sites, all of which can accommodate trailered watercraft. One site is below the dam off Lyndon St another above the dam off Limestone Street on property owned by Emera which provides this public boat access and one off Rt 161 (the Ft Fairfield Road) in the Forbes Pit. The greatest deficiency in access to the Aroostook River is walk in access. A good model to use is one developed by the State of Montana where they purchased land for what they refer to as Fishing Access Sites; some available for boats and other only by walking. Some are conservation easements and some are out right land purchases. There are numerous sections of the Aroostook River that could have walk in site only which would require a small tract of land for one or two car parking and then a small access trail.

Caribou also has a portion of the **Madawaska River** which also holds a decent population of Native Brook Trout along with some great seasonal kayaking and canoeing. There is only one public boat launch for the Madawaska River located in Stockholm on property owned by the Stockholm chapter of the American Legion. The Snow property on the Grimes Rd has always been available for pull out from the Madawaska River or as a starting point for a trip on the Aroostook River. Perhaps a conservation easement could solidify this site. Again, the greatest deficiency is public walk in access which could be handled similarly as noted above under the Aroostook River comments.

**Collins Pond** is a historical water body located in the middle of downtown Caribou. The Collins Pond Walkway circles the water body. There is no access to Collins Pond, however it would be possible to develop an access for hand carried units or for youth fishing by placing an aluminum dock out into the pond from around the Lions Picnic area. Another good location would be off the end of the board walk however this site is plagued by vandals and may be difficult to monitor. Another opportunity for a viewing platform to view the bird populations at the pond and to better view the Caribou Stream branches that enter the pond would be off Washburn St. into the area by the pavilion next to SW Collins although there has been some discussion about relocating the pavilion and swapping land for a possible expansion of the business. The pond known as the “mill” pond used to serve as the holding area for logs being sawed by the SW Collins saw mill years ago. The pond bottom is filled with deteriorating old logs, saw dust and tailings, and a great deal of siltation from surface water run off over the years and would be a good target for a dredging project to improve the water content and the fishery.

**Caribou Stream** has a west branch and a south branch. Currently there is really no public access except at the Lyndon Street Boat Launch via the grounds of the site as Caribou Stream borders the boat launch parking lot. A walk in site could be located off the Mitchell Road, near the intersection of the Washburn Road (Rt 164). It is also accessible via the multiuse trail behind the old Cyr Brothers lot. Again, gaining permission via conservation easement, purchase, lease or basic permission from private landowners should be part of a master plan for developing walk in access sites and some hand carry sites. Also a massive clean- up needs to be undertaken between the cul-de-sac on the Washburn Rd and the multiuse trail behind the Cyr Bros site.

**Hardwood Brook** is accessible along the Bangor Aroostook Trail and then joins **Otter Brook** near the newly developed Park and Ride then flows on under Route 89 past the location of an historic fish hatchery, where one of the buildings still stands and then it flows into the Aroostook River. A historic reference would be well suited in the area of the fish hatchery within the public right of way or along the Bangor Aroostook Trail/Lagasse Connector by the Rt 89 Bridge which is in relative close proximity to the site.

**Farnham Brook** is another historic brook that meanders along Route 161 by Burger Boy and was the source of water to fill the Caribou Pool when it was a natural water body and the home of another fish hatchery. A pictorial display of that history would be a good amenity and it provides a good little fishing brook for the younger set with access along Roosevelt Ave.

**Prestile Stream** is probably one of the City’s best kept secrets with a reasonably good trout fishery but limited access. Again walking access following the Montana example could be achieved off US Route 1 via a small privately owned gravel road that is partly in the Maine Department of Transportation right of way, partly in a power line easement and partly in the railroad property. Another access site could be developed with landowner permission, behind the Balloon of Peace site off South Main Street.

**Caribou Lake** is entirely privately owned with no public access.

Other important water bodies reasonably close to Caribou include, but are not limited to, Echo Lake at Aroostook State Park, Arnold Brook Lake in Presque Isle, Fish River Lakes, Madawaska Lake, Little Madawaska Lake, and the Christina Reservoir in Easton, one of the area’s premier birding spots. Of course the St John River is in close proximity along the Canadian border with several access points. Overall there is a need for improved walk in access to fisheries. Developing a model such as Montana’s Fishing Access Sites for Caribou would be beneficial for tourism related activities and serve as an economic development tool.

Caribou can be justifiably proud of its existing recreational trail system which are a proven success. They contribute to the economy of the City as well as the region, they add to the quality of life of residents and they promote healthy living. In an effort to continue the success of their trail system, the City of Caribou hired Kent Associates Planning and Design in 2004 to develop a comprehensive trails plan and feasibility study. The planning process included: undertaking an assessment of existing and potential trail routes; mapping trails; working with stakeholders and reaching out for feedback from residents and interest groups during public workshops. In the end the finished plan provided a set of goals and priorities for expanding and improving the trails network; strategies and phasing for expansion and improvement; cost estimates for implementation of proposed linkages; probable funding sources; an overview of economic development opportunities and impacts associated with trail development; a set of GIS maps used for ongoing mapping; and documentation to assist the City with negotiating easements and agreements with landowners and for using during grant application processes. A copy of the plan can be found on the City of Caribou website. Basically the City of Caribou, through the Caribou Parks and Recreation Department has been following the Trails Network Goals established in the plan and will continue to work on the goals below:

- Connectivity & Access**      Improve the overall trail connectivity and access throughout Caribou (with particular emphasis on multi-use trails), by expanding on the existing trail system
  
- User Group Needs**            Establish a trails network that serves a range of user groups, including both motorized (ATV & snowmobile) and non-motorized (pedestrian, bike, etc.) recreational users
  
- Landowner Concerns**        Continue to improve landowner relations for trails that are on private land; provide incentives to encourage/maintain landowner participation and to obtain easement agreements
  
- Economic Development**      Develop a trails plan that enhances economic development opportunities, promotes local trails, supports local business, and results in the distribution of more information (e.g. promoting Caribou businesses/services) to trail users

# Transportation

## *Transportation*

Goal: To plan for, finance and develop an efficient system of public facilities and services to accommodate anticipated growth and economic development.

<i>Policies</i>	<i>Strategies</i>	<i>Responsibility</i>	<i>Implementation</i>
To prioritize community and regional needs associated with safe, efficient, and optimal use of transportation systems.	Develop or continue to update a prioritized improvement, maintenance, and repair plan for the community's transportation network.	Planning Board	Ongoing
To safely and efficiently preserve or improve the transportation system.	Initiate or actively participate in regional and state transportation efforts.	Planning Board/Code Enforcement Officer	2015
To promote public health, protect natural and cultural resources, and enhance livability by managing land use in ways that maximize the efficiency of the transportation system and minimize increases in vehicle miles traveled.	Maintain, enact or amend local ordinances as appropriate to address or avoid conflicts with: a. Policy Objectives of the Sensible Transportation Policy Act (23 MRSA 73) b. State access management regulations pursuant to 23 MRSA 704 c. State traffic permitting regulations for large developments pursuant to 23 MRSA 704-A	Planning Board/City Council	Ongoing
To meet the diverse transportation needs of residents (including children, the elderly and disabled) and through travelers by providing a safe, efficient, and adequate transportation network for all types of users (motor vehicles, pedestrians, bicyclists).	Maintain, enact or amend ordinance standards for subdivisions and for public and private roads as appropriate to foster transportation-efficient growth patterns and provide for future street and transit connections.	Planning Board/City Council	Ongoing
To promote fiscal prudence by maximizing the efficiency of the state or state-aid highway network.	Ensure that High Street is reconstructed with a two lane street with expanded sidewalks to match the aesthetics of surrounding areas and to promote High Street as a central and pedestrian friendly corridor in the center of town, connecting the Bennett Drive business district to the Downtown area.	City Manager/City Council	2017? (dependent on state construction schedule)
	Conduct a road usage analysis to determine rural roads that can be discontinued as well as cost benefit analysis for continued maintenance of seldom used rural roads	City Council	2016
	Form an Airport Study Committee to determine future of airport in Caribou and opportunities for enhanced use or regionalization/consolidation	City Council	2015-2018
	Develop and implement a Complete Streets policy	Planning Board	2015-16

In the land use planning process, community transportation issues can be complex and challenging. Transportation weighs heavily in planning for local fiscal capacity and future land uses. It's important to stay focused on safety, efficiency of movement, energy efficiency and conservation, cost effectiveness and the local need and interest in different modes of travel. Caribou has a lot of experience with these types of issues and has made progress in several important areas. Advancements include subdivision regulations and a road construction ordinance, and improvements to parking, sidewalks and trails. Several transportation related problems and issues have been identified and are explained here. The locally acceptable approaches for avoiding problems and meeting the future transportation demands of Caribou are identified in the policies/strategies section.

Most residents probably take for granted that Caribou is a significant regional transportation hub. The City has an active rail terminal located along the Aroostook River that serves the fuel oil industry. Caribou also has several major transportation corridors including US Route 1, Route 161, and Route 89 and to a lesser extent Route 228 and Route 164. These highway segments are vital corridors for commerce and tourism. The slow, steady development along these routes is a threat to safety and transportation efficiency. While expensive, a bypass north of Caribou beginning on Route 161 and ending at US Route 1 was constructed as part of the Aroostook County Transportation Study. This bypass was constructed to better access and serves the three major arterial routes through the city.

Local roads, collectors, and arterials also serve the needs of residents to access services and employment. The City is responsible for maintaining 96.5 miles of road of which 9.7 miles is closed to winter maintenance. There is little difference in the miles of road maintained today versus 20 years ago. City roads can be abandoned and the ownership transferred to abutting owners. Several subdivisions have been approved over the past 5 years and have added 1.53 miles to municipally maintained roads. Subdivision roads are built at the developer's expense and must be constructed to the road standards identified in the local road ordinance. If roads are to be accepted by the City for ownership and maintenance, they must also meet a threshold criteria based on Average Daily Traffic (ADT) count before local voters are asked to approve acceptance. Henceforth the cost to maintain them becomes a taxpayer expense.

Other, equally important, transportation related topics include alternative modes of transportation and parking. Caribou has many alternative transportation assets and over the years, has made a lot of progress in increasing and improving in these areas. Beyond the need to provide safe, convenient access for bicyclists and pedestrians to businesses and schools, there is significant overlap of tourism and recreation when we discuss modes of transportation. Pedestrian, snowmobile and ATV access to businesses and services have significant economic value. Caribou offers a system that is safe, well maintained, cost effective and diverse.

### Airports

Maine is broken down for aviation planning purposes into eleven (11) regions. Region 11, which covers all of Aroostook County, has four system airports. These include: Northern Maine Regional, Northern Aroostook Regional, Caribou Municipal, and Houlton International.

### Caribou Municipal Airport

The Caribou Municipal Airport is a general aviation airport located on 200+ acres owned by the City of Caribou with a full service Fixed Base Operation providing airframe and power plant maintenance and aviation fuel sales. It is also the County Civil Air Patrol headquarters. It has two newly paved runways, (1-19) is 4003' X 100' north-

south runway and (11-29) is 2800' X 75' east-west runway. Both have pilot controlled runway lighting. There are fifteen (15) outdoor tie-downs and the ability to hangar six (6) aircraft, waiting area, lobby, pilot's lounge, flight training room, and repair facilities. All facilities are handicapped accessible. The airport is a twenty-four (24) hour point-of-entry for US Customs. The navigational aids available include ASOS, VOR/TAC, and GPS approach procedures. One run-way (1-19) has been narrowed from 150 feet wide to 100 feet and new lights and a transformer building have been constructed. Presently the City is working toward acquiring dedicated heavy equipment for the airport. This equipment will be utilized for repair work and snow removal and is required to maintain the air ambulance service. Caribou Municipal Airport is undergoing the development of its Master Plan.

### **Planned Capital and Maintenance Work 2013-2015**

<b>Work Plan Year</b>	<b>Asset(s)</b>	<b>Description</b>	<b>Communities</b>	<b>Estimated Funding</b>
2013	Caribou Municipal Airport	Reconstruction: Mill and Overlay Runways 1-19 and 11-29.	Caribou	\$3,605,000
2014-2015	Caribou Municipal Airport	New Construction: Hangar Development	Caribou	\$154,500
2014-2015	Caribou Municipal Airport	Planning Studies: Update Airport Master Plan to include Wildlife Hazard Site Visit.	Caribou	\$154,500

Source: MaineDOT, 2013

#### Radar Facilities

The Federal Aviation Authority (FAA) operates a long-range radar facility (ARSR 4) on the Albair Road in Caribou. The radar has an operational radius of 250 miles and services air traffic from airports located in Presque Isle, Caribou, Houlton, and Frenchville.

#### Northern Maine Regional Airport.

The Northern Maine Regional Airport, located in Presque Isle, is one of only three certificated airports in the State and has two large paved runways measuring 7,440' x 150' and 5,994' x 150'. The airport has been designated an economic development airport and provides Aroostook County with daily commuter flights, as well as scheduled flights, operated by a number of overnight freight companies. Principle facilities include an air terminal building, a general aviation terminal and hangar facility, a crash rescue and maintenance building, and an office and hangar complex. The airport offers a full line of aviation services including air charter, aircraft maintenance, flight instruction, fuel services, aircraft deicing, and on-call customs and agricultural clearance services. The facility offers a full instrument landing system (ILS) and a variety of additional current technology navigational aids. The airport, although not currently used on a regular basis by large commercial jet aircraft, has the capacity to handle such craft.

<b>PUBLIC TRANSPORTATION</b>
------------------------------

There is no true public transit system in the region. ARTS (Aroostook Regional Transportation System) serves all communities in Aroostook County at least one time per week but it heavily reliant on MaineCare and Medicare clients for its ridership. As a result local schedules typically accommodate those clients for their non-emergency trips to medical or other appointments and less so for the general public to access employment centers. Additionally there are no organized car and van pooling projects on-going. In the past GoMaine was serving the Loring Commerce Centre and was heavily utilized by employees of Sitel and DFAS. While the program still exists and is operated through the Maine Turnpike Authority, use of this program in the region has dwindled. There are federal employee benefits that help offset the cost of car and vanpooling.

Aroostook Regional Transportation System-The Aroostook Regional Transportation System provides general

public transportation throughout Aroostook County. Services are provided from each town in the County at least once a week to the nearest commercial center. Services are available to all members of the general public from the outlying towns to the commercial center and pick-up services are available in-town to the elderly and handicapped only. Fares are charged to members of the general public and half fare is charged to the elderly and handicapped. No fare is charged to Medicaid clients going to Medicaid covered services or to the elderly and handicapped going to a medical appointment. Services are provided to individuals with special needs who attend daily work or rehabilitation programs. These daily runs are also available to the general public, but no deviation from the special runs can take place due to time limitations.

With the State's new "Broker/Provider" system major changes to Aroostook Regional Transportation System (ARTS) and the services provided have occurred and there have been many complaints about the loss of service in the region by MaineCare clients. The State of Maine has initiated a broker and provider system for MaineCare clients which was implemented in the Fall of 2013. CTS of Connecticut was awarded the brokerage in this region with ARTS continuing to provide van and bus service. The rollout of this program was problematic and many clients reported that trips were not available, trips were not dispatched, and payments for volunteer and Friends and Family type programs were not made. The Maine Department of Health and Human Services is reviewing the level of service provided by CTS and will be making adjustments to the contract and/or broker.

The MaineCare Broker and provider system needs to be improved to ensure that MaineCare clients are able to attend non-emergency medical appointments. The broker needs a far better understanding of Aroostook County and to be able to dispatch bus service or rides in a timely manner.

Cyr Bus Lines-Cyr Bus Lines provides daily regional bus service from northern Maine to Bangor and points south with connections to the major national bus lines. The northern most pick-up point for the bus line is in Caribou.

Taxi Service-There are several taxi services in Aroostook County. Aroostook Cab, City Cab, and Town Taxi all serve the Caribou area.

## CARIBOU ROADWAYS

Public roads in Maine are classified into three categories based on the needs served by those roads. They are arterial, collector, and local. In total, Caribou has 150.12 miles of roadway. They are generally in good shape for present levels of traffic. With routine maintenance, the scraping back of the shoulder build-up, and the cleaning of the ditches, the life of the roadway surface can be prolonged and will save money. Should development pressure occur, a more thorough review of the transportation system, road construction standards, and maintenance will be necessary.

Caribou has 28.63 miles of arterial roads, 31.9 miles of collector roads, and 89.59 miles of local road. Collector roads, sometimes called "feeder roads", are major roads that collect or "feed" traffic to the arterial roads and are maintained by the State. They serve places of lower population densities and are somewhat removed from main travel routes.

There are 89.59 miles of local roads. Local roads or town roads include all public roads not within the arterial or collector category. These roads are maintained by Caribou for local service use and provide service to adjacent land areas and usually carry low volumes of traffic.



The following is a list of roads in Caribou and their surface type and length (in feet):

Road	Surface	Length	Road	Surface	Length
Alexander Ave	Asphalt	267	Charles St	Asphalt	1480
Alpha St	Asphalt	1086	Church St	Asphalt	552
Angle St	Asphalt	576	Clover St	Asphalt	948
Armco Ave	Asphalt	1084	Collins St	Asphalt	2574
Barrett St	Asphalt	200	Columbus Ave	Asphalt	258
Bell Lane	Asphalt	100	Coolidge Ave	Asphalt	1384
Belmont St.	Asphalt	273	Corbin St	Asphalt	295
Bernadette St	Asphalt	583	Corriveau St	Asphalt	881
Beta St	Asphalt	1084	Country Rd	Asphalt	1745
Birdseye Ave	Asphalt	887	Court St	Asphalt	550
Bradley St	Asphalt	1092	Crosby Ave	Asphalt	1500
Bridge St	Asphalt	369	Dahlgren St	Asphalt	1367
Broadway	Asphalt	2036	Donie St	Asphalt	331
Burns Ave	Asphalt	562	Dorcas Ave	Asphalt	495
Caribou St	Asphalt	898	Dorilda Circle	Asphalt	338
Caroline Ave	Asphalt	519	Elizabeth Ave	Asphalt	1028
Center St	Asphalt	244	Elm St	Asphalt	583
Elmwood Ave	Asphalt	1766	Hoover Ave	Asphalt	739
Evergreen Parkway	Asphalt	400	Huston St	Asphalt	375
Farrell St	Asphalt	540	Jacobs Ave	Asphalt	447
Fenderson St	Asphalt	735	Jefferson Ave	Asphalt	361
Fontaine Dr	Asphalt	1700	Katahdin Ave	Asphalt	1573
Forest Ave	Asphalt	228	Kittinger Ave	Asphalt	737
Fort St	Asphalt	1352	Lafayette St	Asphalt	1642
Franklin St	Asphalt	814	Laurette St	Asphalt	800

Road	Surface	Length
Garden Circle A	Asphalt	1273
Garden Circle B	Asphalt	1305
George Watson Mem Dr	Asphalt	10722
Glenn St	Asphalt	3736
Glennedale Rd	Asphalt	1136
Goldfrank Dr	Asphalt	828
Grange St	Asphalt	262
Grimes Mill Rd	Asphalt	14996
Grove St	Asphalt	502
Haines St	Asphalt	433
Hancock St	Asphalt	481
Hardison Ave	Asphalt	1483
Harvey St	Asphalt	522
Heritage Rd	Asphalt	225
Highland Ave	Asphalt	298
Hillcrest Ave	Asphalt	1041
Home Farm Rd	Asphalt	1152
Nylander St	Asphalt	276
Oak Ave	Asphalt	100
Ogren Rd	Asphalt	7543
Old Van Buren Rd	Asphalt	1421
Otter St	Asphalt	950
Ouellette Rd	Asphalt	936
Page Ave	Asphalt	1384
Paris Snow Dr	Asphalt	1823
Park St	Asphalt	1713

Road	Surface	Length
Lee St	Asphalt	957
Liberty St	Asphalt	1000
Limestone St	Asphalt	1600
Lincoln St	Asphalt	1000
Lower Washington St	Asphalt	487
Lyndon St	Asphalt	1378
Lynn Dr	Asphalt	2925
Macarthur Ave	Asphalt	619
Maple St	Asphalt	235
Maysville Rd	Asphalt	4256
Mckinley St	Asphalt	463
Meadowbrook Dr	Asphalt	1414
Midland St	Asphalt	1036
Morgan Dr	Asphalt	697
Myrtle St	Asphalt	527
Newton Ave	Asphalt	704
Northern Ave	Asphalt	263
Scenic Dr	Asphalt	394
Short St	Asphalt	251
Sincock St	Asphalt	3184
Skyway Dr	Asphalt	670
Smith St	Asphalt	597
Solman St	Asphalt	2674
South Park St	Asphalt	444
Sperry Dr	Asphalt	534
Spring St	Asphalt	1855

Road	Surface	Length		Road	Surface	Length
Patten St	Asphalt	832		Spruce Ridge Rd	Asphalt	2250
Peterson Ave	Asphalt	810		St. Anne St	Asphalt	587
Pilgrim Rd	Asphalt	939		Stevens St	Asphalt	293
Pioneer Ave	Asphalt	1805		Summer St	Asphalt	426
Pleasant St	Asphalt	686		Summit Ave	Asphalt	827
Pond St.	Asphalt	330		Sunrise Ave	Asphalt	250
Pool Ave	Asphalt	330		Superior Dr	Asphalt	1813
Prospect St A	Asphalt	600		Sweden St	Asphalt	687
Prospect St B	Asphalt	747		Teague St	Asphalt	1037
Raymond Dr	Asphalt	425		Thomas Ave	Asphalt	966
Record St	Asphalt	466		Townview Rd	Asphalt	808
Reservoir St	Asphalt	797		Truman St	Asphalt	146
Roberts St	Asphalt	1081		Utility St	Asphalt	750
Roosevelt Ave	Asphalt	100		Vaughan St	Asphalt	1159
Rose St	Asphalt	1942		Veronica St	Asphalt	565
Russ St	Asphalt	1737		Vesta Dr	Asphalt	1693
View St	Asphalt	375		Westwind Dr	Asphalt	1286
Violette St	Asphalt	1000		Wilbur Ave	Asphalt	757
Washington Ave	Asphalt	1293		Willow Dr	Asphalt	344
Water St	Asphalt	2587		Windy Hill Dr	Asphalt	535
Wellington Ave A	Asphalt	400		Wright St	Asphalt	240
Wellington Ave B	Asphalt	450		York St	Asphalt	2513
<b>All Asphalt</b>	<b>Feet</b>	<b>168747</b>		<b>Miles</b>		<b>31.96</b>

Source: City of Caribou, 2014

### Roads With Chipseal Surface

Road	Surface	Length		Road	Surface	Length
Albair Rd	Latex	33874		Main Siding Rd	Latex	4969
Aldrich Dr	Latex	1950		Mecon Dr	Latex	535
Bailey Rd	MS-2	6204		Mitchell Rd	MS-2	1450
Baird Rd	MS-2	8055		Old Washburn Rd	MS-2	12464
Belanger Rd	MS-2	15962		Plante Rd	MS-2	12100
Belyea Rd	MS-2	2520		Powers Rd	Latex	16262
Bog Rd	MS-2	6700		Preston St	Latex	294
Bowles Rd	Latex	9075		Railroad St	Latex	1442
Brissette Rd	MS-2	4876		Raymond Joseph Ln	MS-2	1847
Brooks St	MS-2	1378		Richards Rd	MS-2	1842
Buck Rd	MS-2	7032		River Rd	Latex	18942
Campground Hill Rd	MS-2	6152		Sawyer Rd	Latex	507
Caribou Lake Rd	Latex	8500		Shirley Dr	Latex	322
Coffin Rd	MS-2	200		Solar Dr	MS-2	2400
Cross Rd	Latex	2727		Sullivan Dr	MS-2	1102
Dow Siding Rd	MS-2	2850		Thompson Rd	MS-2	6894
Doyle Rd	MS-2	7935		Vance Rd	MS-2	5525
E Green Ridge Rd	MS-2	3800		West Gate Rd	Latex	7039
Green Ridge Rd	Latex	14148		Outer York St	Latex	9234
Hardison Rd	MS-2	10714		Lombard Rd	MS-2	7120
Madawaska Rd	MS-2	18388				
<b>All Chipseal</b>	<b>Feet</b>	<b>285,330</b>		<b>Miles</b>		<b>54.04</b>

Source: City of Caribou, 2014

### Roads with Gravel Surfaces

Road	Surface	Length		Road	Surface	Length
Cedar Hill Lane	Gravel	1020		McGraw Siding	Gravel	2978
Church St	Gravel	164		Old Grimes Mill Rd	Gravel	1950
Kelley Rd	Gravel	3997		Tracy Lane	Gravel	868
<b>All Gravel Roads</b>	<b>Feet</b>	<b>10977</b>		<b>Miles</b>		<b>2.07</b>

Source: City of Caribou, 2014

### State Roads

Road	Surface	Length		Road	Surface	Length
Bennett Dr	Asphalt	4220		N Main St	Asphalt	6628
Fort Fairfield Rd	Asphalt	1833		Prospect St	Asphalt	225
Hatch Dr	Asphalt	1175		Route 89	Asphalt	1950
Herschel St	Asphalt	1175		S Main Street	Asphalt	8000
High St	Asphalt	2200		Sweden St.	Asphalt	7668
Limestone St	Asphalt	4500		Washburn St	Asphalt	2978
Woodland Center Rd	Asphalt	1950				
<b>All Gravel Roads</b>	<b>Feet</b>	<b>44502</b>		<b>Miles</b>		<b>8.43</b>

Source: City of Caribou, 2014

### High Crash Locations

According to the Maine Department of Transportation, there are two high crash locations in Caribou, one at the intersection of High Street and Main Street and the other on Bennett Drive. Traffic counts in both areas are high (10,164 AADT on High Street and 10,592 AADT on Bennett Drive). An analysis of the accidents at the High and Main Street intersection reveals that there have been a total of 15 accidents between January 1, 2010 and December 31, 2012. Fourteen of the 15 occurred in daylight under clear conditions and 10 of the 15 occurred in the 4:00PM hour. Crashes were spread fairly evenly through the months of the year. Fourteen of the 15 accidents were rear end type accidents at the intersection.

During the same time period, there were 16 accidents on Bennett Drive. Accidents were spread throughout the day with the noon to 1:00PM hour having the highest number. In total, 38 vehicles were involved. Only one of the accidents occurred at a STOP sign with the remainder being attributed to “vehicles in transit.” Nearly all of the accidents occurred in the daylight with June having the highest number of accidents at 5. Most accidents were identified as vehicles turning into driveways and/or intersections.

Crash rates in Caribou are highest in the most heavily congested areas. However those accidents that are considered the most severe are higher where traffic speeds are at their maximum outside of the built up downtown area.

## LOCAL ROAD UPDATE

The Caribou Highway Department has created a road evaluation scoring system for the roads under its jurisdiction for summer and winter maintenance. The goal of the City is maintain all roadway surfaces at a 70 percent rating or better. Roads are inventoried at a least every other year by Highway Department staff. The Highway Director has developed, and approved by the City Council, a “capital improvement” plan in which he estimates that 9.5 miles of road needs to be chip sealed, 2.5 miles of roadway paved, and 1 mile of MaineDOT jurisdiction road in the urban compact area needs to be paved annually to maintain the overall 70 percent rating. Regardless of the cost, staff presents a list of roads that meet the criteria to the Council. Until recently, the Council has approved this list in its entirety. However as municipal budgets constraints grow, the Council is now alternating between chip sealing and paving. The danger of this decision is that road ratings could decrease in the future. In 2014, the overall road rating in Caribou was 86%.

### Signage

Caribou’s Revitalization Committee has begun to review signage located along Caribou’s roadways. They have identified directional traffic issues that should be addressed by the City and MaineDOT. These issues include:

#### 1. Hospital Roundabout

- a. Traveling south on US Route 1
  - i. Add Bennett Drive
  - ii. Add Access Highway (Route 89)
  - iii. Remove NORTH on the Main Street indicator or rename the street.
- b. Traveling North on US Route 1
  - i. Remove NORTH from the Main Street indicator unless the street will be renamed.

#### 2. Bennett Drive

- a. Sign locations for Bennett Drive
  - i. Grassy area in front of Burger King for those making a left turn onto Bennett Drive from Route 1/Access Highway.
  - ii. Traveling south on Route 1 after Hospital Roundabout, somewhere after the turn to Skyway Mall, for those making a right turn onto Bennett Drive
  - iii. Traveling from Route 1 to High Street, triangle with rock
  - iv. In the grassy area of the Fire Department parking lot was mentioned during the meeting of 27 August 2013.
  - v. Traveling on High Street, add sign to Pleasant Street by stacking them.
    1. An arrow pointing to right for Pleasant Street along with the street name.
    2. An arrow pointing left for Bennett Drive along with the street name.
- b. Icons for Bennett Drive
  - i. ATM
  - ii. Fuel
  - iii. Fast Food/Coffee
  - iv. Souvenirs/Gifts
  - v. Playground

vi. Church

3. Main Street from Route 1 traveling into City Center
  - a. Signs indicating how to navigate through the one-way streets to get to the rest of Main Street, High Street, and Sweden Street.
  - b. Icons
    - i. Library
    - ii. Post Office
    - iii. City Offices
    - iv. Court House
4. High Street
  - a. Sign locations
    - i. Needs more street signs. Currently, there is only one sign indicating you are on the High Street and that is at the corner of Glenn and High Street.
  - b. Icons
    - i. ATM
    - ii. Groceries
    - iii. Fuel
    - iv. City Offices
    - v. Playground
      1. At corner of Glenn or just prior to it, a sign indicating right turn for playground.
    - vi. Library
    - vii. Church
5. At Main Street and Hatch, turning right off of Hatch
  - a. Chamber of Commerce
  - b. Tourist Information.
6. US Route 1 at Fort Street, both directions
  - a. Chamber of Commerce
  - b. Tourist Information
7. Remove all signs indicating that the Chamber of Commerce is located in the Downtown Mall
8. Tourist Information Center
  - a. Chamber of Commerce
    - i. Map of Caribou in parking lot at Chamber
    - ii. Chamber of Commerce pamphlet in protected containers for visitors
9. Rename Downtown Mall to Lyndon Mall.
10. Update Cary's Health Starts Here sign located on the Access Highway to include Tourist Information Center.

## PARKING

The City maintains seven (7) parking lots, all of which are located near the downtown shopping area. The parking lots are generally in good repair and meet existing guidelines for marking and lighting. The Highway Department is responsible for the maintenance of these parking lots and maintains each on an as needed basis. However, as budget constrains grow, there is the danger that parking lot conditions could deteriorate. The following is a list of parking lots and on-street parking in Caribou

### Parking in Caribou's Downtown, 2013

Parking Facility	Number of Spaces
<b>Parking Lot</b>	
American Legion	17
7 Hatch Drive	60
Downtown Mall	97 (25 all day parking)
20 Hatch Drive	30
South Downtown Mall	39
37 Hatch Drive (Albair)	75
65 Herschel Street	59
<b>Total (lots)</b>	<b>377</b>
<b>On Street Parking</b>	
Herschel Street	14
Center Street	10
Stevens Street	9
Grange Street	9
Sweden Street	75
<b>Total On Street</b>	<b>117</b>
<b>Total Overall</b>	<b>521</b>

Source: City Officials, 2013

Parking in downtown Caribou is adequate for current and projected growth. However, past land uses in the downtown, which were primarily service oriented, showed that parking could become an issue if a true mixed use downtown evolves in the future. In the recent past, employee parking left little room for retail parking customers. City officials need to be watchful that as mixed uses occur in the downtown that parking for all uses is available. This may mean that the service industries require employees to park in underutilized areas away from Sweden Street.



## SIDEWALKS AND PATHS

Unfortunately, Caribou does not have a detailed, online inventory of sidewalk issues. Areas were identified where sidewalks were in disrepair, interrupted, damaged or in other ways unsafe for persons walking, running or bicycling. The sidewalk inventory identifies several kinds of challenges that particularly affect persons using wheel chairs, but many that are impediments to all travelers including:

- Crosswalks that are inaccessible or poorly marked
- Cuts in paving - sudden drop-offs or step-ups
- Damaged paving
- Debris including sand, gravel, sand, snow and water
- Drainage grates
- Gaps where sidewalks end forcing people into the roadway
- Obstructions including utilities, vegetation, fences, walls, signage and parked cars
- Slope of sidewalk side to the other or in the direction of travel
- Substandard width

In many cases these kinds of problems overlap. For example, a poorly designed drainage grate accumulates debris, causes undermining of existing sidewalks and resulting sudden changes in the surface.

Caribou's Public Works Department works annually to maintain sidewalks. Pedestrians are served by network of sidewalks located in the more densely developed parts of town and 7.6 miles of trails. Recent sidewalk maintenance costs were approximately \$15,000. Continued maintenance is necessary and reconstruction should occur on up to 25 percent of the network. To encourage bicycle use the town and schools provide bike racks at several locations. The trail network available for bike use includes the 7.6 miles available for pedestrian use.

## CAPITAL WORK PLAN

The Maine Department of Transportation's (MaineDOT) new Calendar Year 2013-2014-2015 Work Plan (Work Plan) supports the department's mission, "To responsibly provide our customers with the safest, most reliable transportation system possible, given available resources." The Work Plan contains projections of transportation resources (federal, state, other) and MaineDOT's strategy to apply them to the planning, engineering, construction, operation and maintenance of transportation infrastructure of all modes throughout Maine. The Work Plan emphasizes focusing scarce transportation resources on existing critical infrastructure needs, primarily roads and bridges, to the greatest extent possible.

Caribou regularly provides input to MaineDOT as to projects listed in the Plan. Every two years, municipalities are asked to submit prioritized lists of projects for potential inclusion in the Plan. The following projects are listed in the 2013-2015 Work Plan for Caribou. The costs listed are the total cost of these projects, some of which may extend into neighboring towns.

## Planned Capital and Maintenance Work 2013-2015

Work Plan Year	Asset(s)	Description	Communities	Estimated Funding
2013	Caribou Municipal Airport	Reconstruction: Mill and Overlay Runways 1-19 and 11-29.	Caribou	\$3,605,000
2013	US Route 1	Bridge Culvert Rehabilitation: Hardwood Brook Bridge (No.6306) over Hardwood Brook. Located 0.12 of a mile northerly of Maysville Road.	Caribou	\$830,000
2013	Aroostook River	Mitigation of lead paint contaminated soils under Route 161 bridge (No.5572) over Aroostook River	Caribou	\$150,000
2014-2015	Caribou Municipal Airport	New Construction: Hangar Development	Caribou	\$154,500
2014-2015	Aroostook River	Mitigation of lead paint contaminated soil under the Route 161 bridge (no.5572) over the Aroostook River	Caribou	\$34,656
2014-2015	Route 161	Highway Reconstruction: Beginning 0.81 of a mile northerly of the Fort Fairfield town line and extending northwesterly 4.04 miles to the easterly abutment of the Aroostook River Bridge.	Caribou	\$6,050,999
2014-2015	Route 161	Highway Resurfacing: 1) Beginning at the Caribou urban compact line and extending north 1 miles to the Route 161/New Sweden Road Intersection. 2) Beginning at Route 161B and extending northwest 6.13 miles.	Caribou, Woodland, New Sweden	\$1,334,150
2014-2015	Caribou Municipal Airport	Planning Studies: Update Airport Master Plan to include Wildlife Hazard Site Visit.	Caribou	\$154,500

Source: Maine Department of Transportation 2013

### ROUTE 1 CORRIDOR MANAGEMENT PLANNING

Aroostook County relies heavily on its highway system, in part due to its agricultural and forest products based economy. US Route 1 from Houlton to Fort Kent can be characterized as the "key" highway because of its regional significance and because it serves the more populated cities and towns in eastern Aroostook County. The Environmental Impact Statement (EIS), prepared as part of the Aroostook County Transportation Study (ACTS), identified the need to develop a Corridor Management Plan (CMP) for two segments of Route 1:

- Presque Isle from the intersection with Route 164, north to Caribou ending at the Route 1/Route 89 intersection (12 miles); and
- Caribou to Van Buren from the Route 89 intersection to the Route 1-A intersection.

ACTS recommends that the proposed North-South controlled access highway between Caribou (Route 1/164) and Presque Isle (Route 1/Brewer Road) be located to the greatest extent practicable on the existing Route 1 alignment. This vision would be realized over an extended period of time through the implementation of a Corridor Management Plan (CMP). The Cities of Caribou and Presque Isle through a joint memorandum of understanding expressed a willingness to pursue this alternative vision by working together to draft and implement the CMP.

US Route 1 between Caribou and Presque Isle has been identified as Mobility and a Retrograde Arterial. Maine law defines a Mobility Arterial or Mobility Arterial Corridor as a Non-Compact Arterial that has a posted speed limit of 40 mph or more and is part of an arterial corridor located between Urban Compact Areas or Service Centers that carries an average annual daily traffic of at least 5,000 vehicles per day for at least 50% of its length or is part of a Retrograde Arterial Corridor. A Retrograde Arterial or Retrograde Arterial Corridor is a Mobility Arterial where the access related crash-per-mile rate exceeds the 1999 statewide average for Arterials of the same-posted speed limit. Therefore, this section of US Route 1 is afforded the highest level of protection from the MaineDOT.

The EIS suggests the creation of a Highway Corridor Overlay District (HCO) whose purpose is to protect the capacity of the corridor. The following list of corridor-wide land use strategies are recommended as actions needed to be implemented to preserve the unique characteristic of US Route 1.

- Considering rezoning land to less-dense uses along the corridor that promote lower traffic impact development;
- Requiring setbacks along the corridor to accommodate a wider US Route 1 in anticipation of future development;
- Implementing access management techniques to consolidate and relocate existing and future curb cuts. (These access management and future ROW preservation techniques could be incorporated into a corridor management policy);
- Providing incentives to businesses who consolidate access driveways or create internal cross connections between parcels; and
- Creating new corridor ordinances and providing restrictions on development types, setbacks, or new zoning districts.

The HCO is a separate set of zoning regulations for parcels within a certain distance from a Route 1 corridor. The HCO ordinance should contain additional regulations that are over-riding, and in some cases, additive, to existing zoning regulations. HCOs involve standards governing access, visibility and corridor aesthetics, and they generally provide standards for number and location of access points, inter-parcel connections, size and location of signs, and landscaping and buffer requirements.

## REGIONAL ISSUES

The coordination of regional transportation issues is directed by the Northern Maine Development Commission (NMDC). NMDC sponsors informational meetings, outreach and other valuable support that brings communities together to discuss regional transportation issues and to build understanding. Caribou participates in this process and should continue to do so.

The Aroostook Lines: Purchased in 2011 by the State of Maine, the Aroostook Lines is a 233 mile, north-south railway linking Madawaska to Millinocket, spurs located in Fort Fairfield, Houlton, Presque Isle, and Caribou, with freight rail service. The railway primarily serves the region's lumber and paper making industry, and to a lesser extent the agricultural and fuel oil industries. The potential for other heavy industry in the region is tied to a viable railway. Caribou has 12.75 miles of active railway and one active siding; located along the Aroostook River. A fuel company uses this siding for the storage of home heating fuel and a recycling company loads cars with steel on an irregular basis. The siding presently has capacity for 16 railcars per day and is underserved and could be expanded to 22 cars per day. In order for future commercial and industrial development to occur in this area, siding and line improvements are needed and would benefit the industry that it currently serves.

The Aroostook Lines is operated by Maine Northern Railway (MNR) a subsidiary of J.D. Irving, Limited. MNR is responsible for the operation and maintenance costs of Aroostook Lines. Over \$10 million in Federal and State funds will be invested in railway improvements over the next several years. Caribou should support continued public and private investment in the railway and the expansion of railway use as part of its economic development strategy. Future industrial growth should be directed to areas with railway access.

The Interstate-95 Extension: The I-95 extension project has made considerable progress over the past ten years in the areas of planning and environmental review. Up to date information is available on the MDOT website under the Aroostook County Transportation Study prepared by Vanasse Hangen Brustlin, Inc., (VHB) the project consultants. Details of the projects economic and transportation objectives are available on-line and are integral to many of Caribou's local transportation and other Comprehensive Plan strategies. These include objectives related to population and jobs expansion, improved traffic flow and access management along arterial routes. The extension project will certainly benefit Caribou's long-term potential to create jobs and rebuild population.

The construction phase of the project will be progressing over the next ten years and perhaps beyond as funding becomes available. As is indicated in recent information available from MDOT, the study identified four refined north-south corridors but did not identify an overall preferred corridor. The corridors are divided into 11 segments that meet the Federal Highway Administrations (FHWA's) segmentation criteria. The segments can be developed independently over time because each segment has a terminus, independent usefulness and does not restrict consideration of alternatives for other segments. Information on segment location is available in map form in the Final Environmental Impact Statement Corridor Segment. Construction of Segment 4 (Caribou Bypass) began in 2011 and was completed in 2012 and construction of Segment 7 (Presque Isle Bypass) will begin in 2014.

## TRANSPORTATION ANALYSIS

Unrestricted access to a collector roadway, in particular US Routes 1 and 161, ultimately results in traffic congestion and safety problems. Most growth in Caribou occurs with single lot development along the collector/local roads and Route 1. The cumulative effect of numerous driveways onto US Route 1 and 161 and the collectors causes "side friction" that impedes traffic flow and has proven to be a safety issue. Good access management--the careful planning of land uses, driveways, and intersections, can reduce accidents and prolong the useful life of the roadway. Regulations which control or manage access to a highway or main road are designed to avoid or resolve conflicts arising from the use of those properties abutting the roadway, and the function of the roadway to swiftly and safely move vehicular traffic. How this will be accomplished will depend upon existing land use patterns, policies developed under this growth management program, land use plans, and the priority given to the arterial and collector function over other functions, such as providing access to local businesses, and serving the needs of the Town where the roadway also serves as the main street. Controlling accesses and land uses adjacent to roadways can be addressed through the development of the Town's land use ordinances.

Except as noted in the above text, the roads in Caribou are for the most part in good condition. However, should the Highway Department budget decline, there is the potential for the roads to deteriorate at a faster pace, therefore costing more to improve in the future, if only minimal care was applied at this time. The City has in place a road evaluation system that prioritizes the maintenance and reconstruction of local roads. The Highway Department updates this plan as projects are completed.

City officials also need to be aware that it is cheaper to encourage development along existing maintained roads within the City or to infill within the growth area. Caribou may want to review and consider whether to discontinue any of the back roads. Discontinuance means the City is no longer responsible for the road's upkeep. The City may retain easements allowing access over the discontinued way to interior lands and water

bodies and for public utilities. Alternatively, all public rights may be discontinued, although the City would be liable for damages if a parcel became landlocked as a result of such an action. Caribou may discontinue a road for winter maintenance; this would allow for regular use of the road in the summer and fall while relieving the City of plowing responsibility, even if houses were built on the road.

## **COMPLETE STREETS**

Transportation networks tie a community together and link the community to the surrounding region. Local roads should provide safe, reliable access to work, schools, shopping, and residences for all. The livelihood of the City depends on how goods and services are imported and exported, and roads which accommodate the needs of every community member, regardless of their age, ability, or how they travel allows a community to save money and to accommodate more people. In addition, the location and size of the community affects the modes of transportation available for traveling long distances.

A safe, efficient transportation system for all users of a roadway is essential to the smooth functioning of a community. The location and quality of the local street system will have a major impact on where future growth is likely to occur. Transportation links to the outside world also greatly influence the potential for economic growth, in as much as, the costs of transportation are an important factor for new businesses in searching for a location.

# Public Facilities and Services

## *Public Facilities and Services*

Goal: To plan for, finance and develop an efficient system of public facilities and services to accommodate anticipated growth and economic development

<i>Policies</i>	<i>Strategies</i>	<i>Responsibility</i>	<i>Implementation</i>
To efficiently meet identified public facility and service needs.	Identify any capital improvements needed to maintain or upgrade public services to accommodate the community's anticipated growth and changing demographics.	Planning Board	Ongoing
To provide public facilities and services in a manner that promotes and supports growth and development in identified growth areas.	Locate new public facilities comprising at least 75% of new municipal growth-related capital investments in designated growth areas.	Planning Board/Code Enforcement Officer	2015
	Encourage local sewer and water districts to coordinate planned service extensions with the Future Land Use Plan.	City Council	
	If public water supply expansion is anticipated, identify and protect suitable sources	City Manager	
	Explore options for regional delivery of local services	City Council/City Manager	Ongoing
	Form a community committee to begin identifying police department building needs, selecting a site, and developing a financing model	City Council	2015
	Explore options to change utilities model to have utilities district function as an enterprise fund of the city to save costs and other efficiencies	City Council/City Manager	2016
	After the conclusion of the police study committee, establish a facilities committee	City Council	2018

## REGIONAL COOPERATION PROGRAM

The City of Caribou is one of 71 service center communities in the State of Maine. As a service center community Caribou provides services, direct and indirect, to many surrounding communities.

**Fire/ambulance service-** The City of Caribou provides fire service to Woodland, Connor Township, New Sweden, T14-R6 (Madawaska Lake). In addition the City of Caribou provides ambulance service to all the aforementioned communities.

**Police service/dispatching-** The City of Caribou provides dispatch services to Stockholm and Limestone fire departments. The City of Caribou also houses a jail facility that is utilized by communities throughout central and northern Aroostook County saving both Caribou and numerous other communities and the State Police thousands of dollars and time lost transporting prisoners to the County facility in Houlton.

**Public Works-** The City of Caribou generates revenue through a service contract with Connor Township for plowing. The City should actively work towards additional public works contracts with neighboring communities to offer a higher level of service than those communities can otherwise afford while helping to reduce the local tax burden on Caribou.

**Sanitation-** Caribou is a participant community in the Tri-Community Recycling and Sanitary Landfill (TCL). The Tri-Community Recycling and Sanitary Landfill is jointly owned by the communities of Caribou, Fort Fairfield, and Limestone and provides sanitation and landfill services for the three participating communities as well as surrounding communities. Tri-Community Landfill continues to serve as an excellent example of regional coordination, with ample excess capacity and regular returns of funds to the three communities. TCL is actively engaged in discussions with nearby communities in an effort to grow the joint ownership of the facility and expand its use and reach.

**Ambulance Billing-** The City of Caribou currently provides ambulance billing services for the communities of Calais, Van Buren, and Houlton. The provision of this service allows Caribou to generate income to cover in house costs for ambulance billing that would need to be expended anyway as well as providing a cost effective alternative for ambulance billing to communities throughout the region. This service is unique in that its applicability is not geographically limited, and the City of Caribou is actively seeking to expand its ambulance billing service beyond northern Maine.

**Regional Coordination in development-** In 2014 the City of Caribou began formal discussions with the neighboring community of Presque Isle for sharing of services.

## PUBLIC WATER & WASTEWATER IN CARIBOU

The Caribou Waterworks was first established in 1889 as The Caribou Water Company, and in 1903 reformed as the Caribou, Water, Light and Power Company. In 1943 the power generation assets were sold to Maine Public Service Company and the Waterworks was acquired by General Waterworks Corporation of Philadelphia, Pa. In 1989 the Caribou Utilities District (CUD) purchased the Caribou Waterworks Corporation, adding a water treatment and distribution system to the District.

### Water System

A new groundwater source and treatment plant was completed in 2006 to replace the old filter plant built in 1941 whose source was the Aroostook River. The new facility provides higher quality water that complies with more stringent water quality standards. The District now procures its water from two gravel wells on the River Road in

Caribou. Chemicals used in the treatment process include sodium hypochlorite for disinfection, fluoride for dental health and ortho-phosphate for corrosion control.

The water supply and distribution system includes over 32 miles of water main, serves over 1800 customers and provides fire protection service through 154 hydrants. The District typically produces over 185 million gallons of water annually, or about 500,000 gallons per day. The system also maintains over 1.5 million gallons in 4 storage tanks. This storage allows the water system to meet peak demand periods and maintain an adequate supply during firefighting activities. The wells and treatment plant are capable of providing over 1.5 million gallons per day if required.

## **Wastewater System**

The Caribou Utilities District (CUD) was organized in 1945 to take over the assets of the Caribou Sewer Company (1905) and to manage wastewater functions for the City of Caribou. In 1960, a primary treatment plant was constructed at 176 Limestone Street to treat wastewater prior to discharge to the Aroostook River. Significant industrial loadings were added to the CUD facilities from local potato processing plants. In order to provide an improved effluent quality, The Charles D. Hatch Treatment Facility was constructed in 1983 near Grimes Mill on the Aroostook River, some 2.5 miles downriver from the primary plant. Three aerated lagoons totaling 36 million gallons were constructed along with disinfection facilities. Periodic improvements have been added to improve treatment and effluent water quality. The treatment plant typically handles about 500,000 gallons per day, but can accommodate over 5 million gallons per day at peak capacity. The plant is designed for more capacity than currently used.

The District serves over 1800 customers and maintains over 42 miles of sewer collection pipes and over 900 manholes. Two main pumping stations and 11 smaller pumping stations are part of the collection and transport system. No significant sewer extensions are planned. All significant facility expansions for water or wastewater will be done in conformance with the Comprehensive Plan. As the facilities are currently adequate, no major expansions are planned.

## **STORMWATER MANAGEMENT**

Existing storm water facilities in Caribou are well maintained however the City does have limited storm water management capacity. Due to the rural nature of the community and its expansive road network washouts and culvert replacement are common. The Planning Board has identified the possibility of Low Impact Development (LID) improvements throughout the community as a potential solution to storm water management.

The Caribou Planning Board can adopt LID measures as a part of its site design and sub division review practices. LID measures have been shown to be cost effective means of controlling storm water and reducing costs to developers and municipalities. Through direct investment or grant programs the City could adopt LID programs in an effort to control storm water runoff in a manner that will not add costly infrastructure for the City to maintain. Furthermore, an active LID program may reduce road costs through better run off management.

The potential for large developments at the riverfront area, the former Birds Eye site and potentially elsewhere in town may cause strain to the community's storm water management. The addition of LID construction methods as a recommended process for site design and subdivision review will allow the City to work towards better local management of stormwater and allow developments to voluntarily incorporate LID methods in their design.



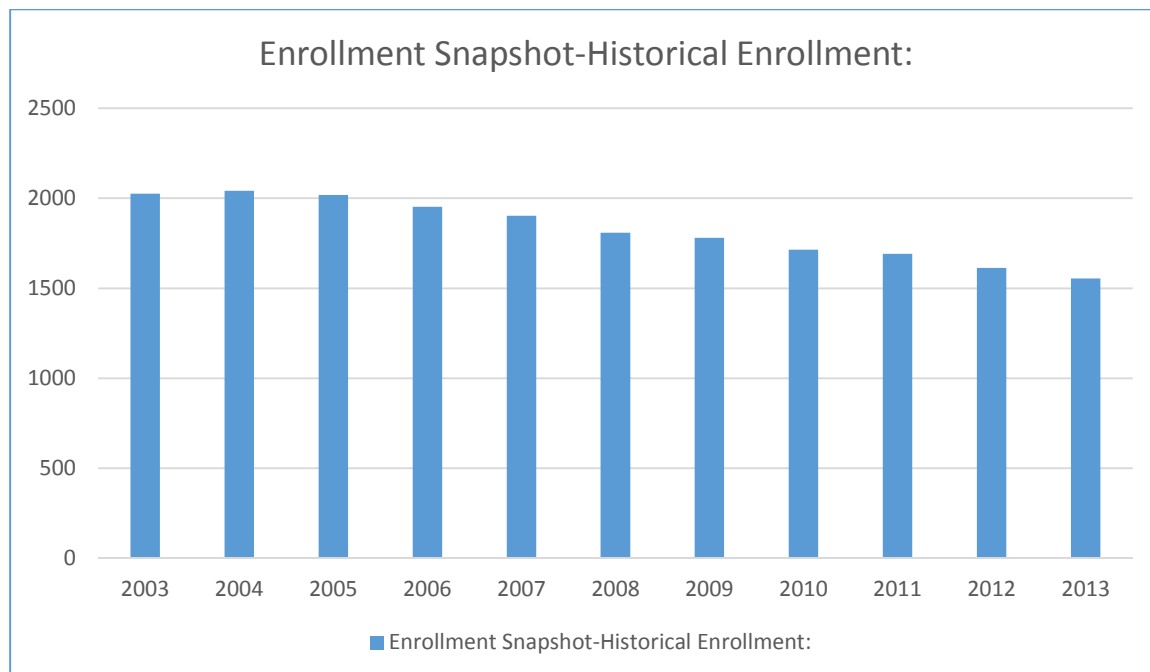
## THE RSU AND GROWTH

Caribou is part of the Regional School Unit 39 which also includes the communities of Limestone and Stockholm. Current Pk - 12 enrollment is 1,555 and estimates of enrollment in ten years is approximately 1300. School construction is not anticipated during the ten year planning period, at least for accommodating growth. The RSU has seen enrollment drops of close to 25% in the last 10 years.

RSU 39 Schools and District Demographics:

School	Grades Served	January Enrollment
Hilltop Elementary School	PreK-2	309
Teague Park School	3-5	245
Caribou Middle School	6-8	277
Limestone Community School	PreK-12	262
Caribou High School	9-12	462
Caribou Technology Center	9-12	
Total Students January 2014		<b>1555</b>

District Staffing Profile	
Teachers	139
School Counselors/Nurses	11
Specialists (Speech, OT/PT/Psych/GT/Libr)	9.5
Educational Technicians	37
Custodians/Bus Driver/Mechanics	32
Food Service Director and Workers	11.5
Administrative Assistants/Business	17.5
Technology Staff	5.5
Administrative Staff/Area Directors	13
<b>Total Staff</b>	<b>276</b>



## EMERGENCY RESPONSE SYSTEM & PROJECTED NEEDS

Caribou's Emergency Response needs are served through the Caribou Emergency Management Agency which is a department of the City. As of 2014 the EMA was headed by Police Chief Michael Gahagan. The EMA has its own space located in the lower level of the City-owned Lions Building adjacent to the Caribou Fire and Ambulance. Caribou has the only Community Emergency Response Team (CERT) in Aroostook County.

Dispatch services for Caribou are provided by the police and fire department for their respective services. The Caribou Police Department does not track average response times due to the size of the community, which is a double township. With over 80 sq miles of coverage area and routine inclement weather in winter months response times vary greatly to be an accurate measure of effectiveness for the Caribou Police Department. For ambulance calls the average response time is 0-5 minutes for approximately 2/3rds of calls, with 1/3 of calls being 6-10 minutes, once again due to the enormous size of the territory covered. The fire calls range from 3-16 minutes with an average of about 3-5 minutes within City limits and longer times for response calls to outlying communities for which Caribou provides fire suppression services.

## SOLID WASTE MANAGEMENT AND RECYCLING

The City of Caribou is part owner in the Tri-Community Landfill which handles solid waste for the City. The Tri-Community landfill will not reach capacity for quite some time. Future demand throughout the planning period can be accommodated through the current capacity of the Tri-Community land fill. Recycling efforts are evident throughout the community however a more proactive local approach to encouraging recycling would improve these efforts.

Along with the Towns of Fort Fairfield and Limestone, the City of Caribou ("City") is a joint-owner of Tri-Community Recycling and Sanitary Landfill ("TCL"). Solid waste disposal is provided at TCL's secure landfill facility, and TCL provides three (3) drop-off recycling stations within the City. Several commercial waste haulers provide curbside collection services within the City, and residents also have the option of delivering their waste directly to the landfill facility. Commercial haulers operating within the City must be licensed annually by the City. Septic waste is also disposed of at the Tri-Community landfill.

Over the past 5 years, the average amount of municipal solid waste generated annually within the City of Caribou has been 5,877 tons; and the average amount of demolition debris has been 510 tons.

Year	MSW (tons)	Demolition Debris (tons)
2009	6,170	757
2010	5,815	194
2011	5,602	602
2012	5,626	483
2013	6,170	515
Average	5,877	510

The drop-off recycling program provides residents and businesses with the opportunity to recycle corrugated cardboard, newspaper, magazines, HDPE plastic, and tin cans. Since the drop-off locations in Caribou are part of a larger network of locations, quantity data specific for Caribou is not available. TCL offers a revenue-sharing program for commercial generators and haulers of corrugated cardboard that separate and deliver recyclable cardboard directly to TCL's recycling center. This program creates an additional incentive for larger generators to recycle this material.

## **TELECOMMUNICATIONS AND ENERGY INFRASTRUCTURE**

The City of Caribou is served by adequate telecommunications infrastructure. Regionally however many surrounding towns are still reliant on dial up internet connections which could limit future growth and present challenges in recruiting employers who would have a regional draw and impact. The City currently has 3 phase power in a number of industrial sites, including a city owned industrial facility that has currently unused but is designed to lure manufacturing companies to the City. Additional 3 phase power is available in several industrial sites in the City that are not in operation but could be brought into operation.

## **MUNICIPAL FACILITIES, GROWTH AND INVESTMENT**

Substantial growth is not predicted during the planning period. With a nearly five decade decline in population and reviewing recent population trends the community is planning for population and development to maintain at its current level with minor growth. The community is planning on focusing on infill and relocating development in the rural areas of town to maximize benefits from infrastructure investments. The City must identify areas where public facilities can be downsized to accommodate an aging and stagnant population.

The Caribou Police Department is the most critical public facility that will need replacement during the planning period. The Police Department, currently housed in the basement of the municipal building, is not adequate to serve the community's needs at this time or in the future. Space constraints, aging electrical and communications infrastructure, serious health and safety concerns, as well as a lack of ADA compliance all contribute to the dire need for a new facility. In the late 1970's the municipal building saw a retrofit and upgrade of electrical and plumbing systems however this update did not impact electrical and plumbing systems at the police department, leaving the facility woefully out of date.

The City should determine the future of the Caribou Municipal Airport throughout the planning period. Investment should be made in marketing the airport and an impetus from the City or a community group should focus on growing utilization of the airport and its ability to exist cost-neutral or revenue generating to the City. Short of these activities, the City should investigate the possibility of working with the federal government and the City's federal delegation to relieve Caribou of its loan burden regarding the airport.

## **MUNICIPAL FACILITIES AND SERVICES**

**Municipal Building-** The municipal building houses the Caribou Police Department, the City Clerk/General Assistance office which also handles tax collection and motor vehicle registration, Finance Department, City Manager's Office, Department of Tax Assessment and Code Enforcement, the Caribou Housing Agency, as well as the council chambers where city council, planning board, and other municipal meetings are held. The lower level of the building, which houses the Police Department, is in dire need of repair or replacement. A substantial remodel to the facility was completed in 1979, however the police department area was not upgraded and suffers from antiquated electrical, plumbing, HVAC, and IT infrastructure. The municipal services offered in the top two floors of the facility can accommodate needs of the community for the duration of the planning period and beyond, however as the facility ages from its last retrofit in 1979 maintenance costs are beginning to increase and more fiscal resources will be needed to maintain the facility. A concerted effort should be made throughout the planning period to increase the annual allocation for maintenance of the municipal building in order to ensure its continued viability as a municipal office building.

**Fire/Ambulance Service-** Caribou Fire and Ambulance Department (CFAD) provides fire suppression services to the City of Caribou as well as the communities of Woodland, Connor Township, New Sweden, and Madawaksa Lake (T14-R6) and provides ambulance service to these communities as well. The CFAD is a 15 member department with a full time working chief. The department also consists of one administrative

assistant, two full time ambulance billers and one part time ambulance billing assistant. The ambulance billing division generates revenue for the City through contracts with communities throughout the state for processing ambulance bills. The City must actively continue to grow its ambulance billing service throughout the planning period as an opportunity to bring additional tax relief through revenue to the City as well as provide a source of much needed employment in the City. The City should focus on adding part time staff as contracts increase to maintain positive cash flow and move the CFAD towards a net revenue generating department with sufficient revenue to reduce taxation by the end of the planning period. Continued growth in this area is possible and critical for the future of the community.

**Police Department-** Caribou is served by a 15 member police department with one full time administrative assistant and a full time chief. The department has 2 sergeants and 6 patrol vehicles and jail facilities for up to 4 individuals. The department is the only 24 hour department between Caribou and the Canadian border; serving as the only 24 hour department for more than half of Aroostook County. The Caribou Police Department utilizes its officers for dispatch services which provides an exceptional level of service to the community and should be maintained throughout the planning period. The Caribou Police Department successfully manages a number of grants that provide county-wide support and services and the application of these grants should continue throughout the planning period.

**Emergency Management-** The Caribou Emergency Management Agency (EMA) is located at 111 High Street in Caribou. The EMA provides emergency management services for the City of Caribou as well as for the communities of Woodland, New Sweden, Westmandland and Perham.

**Public Works-**the Caribou Public Works Department has 17 full time employees and maintains the City's inventory of over 150 miles of road as well as a contract for winter plowing for Connor Township which generates revenue for the City. The public works department also assists in facility maintenance, vehicle maintenance for city vehicles, and various projects around the city. The public works garage will continue to be viable throughout the planning period and beyond with a roof replacement needed within 5-10 years.

**Parks & Recreation-** The Parks and Recreation department is responsible for maintaining a large number of facilities throughout the community as well as recreation programming. The Parks and Recreation department maintains the following facilities for the City:

**CARIBOU RECREATION CENTER** The Recreation Center houses a multipurpose room (with retractable walls to form 1, 2, or 3 rooms), locker rooms with showers, and a game room. A study room, cd player, television, and various games are available for use. The building is supervised at all times. The building, constructed in the late 2000's is in excellent shape, however the City should begin establishing separate reserve accounts for roof, HVAC, and other replacement as these items will become necessary towards the end of the planning period and beginning of the next.

**WALKING TRACK** Area adults are welcome to walk at the Caribou Wellness and Recreation Center.

**CARIBOU SKI TRAILS:** The Caribou Parks and Recreation Department operates and maintains 10 miles of groomed trails with set track, located by the Caribou Country Club, off Rt. 161.

**SNOWMOBILE TRAILS** The Caribou Parks and Recreation Department and the Caribou Snowmobile Club maintain over 110 miles of groomed snowmobile trails connecting Caribou with Presque Isle, the lakes region, Portage, Allagash, and Canada. Trail reports are available daily at the Caribou Recreation office, by checking this web site, or Thursday through Sunday on local radio stations.

**ATV TRAILS** Our ATV trails cover 71.5 miles. Trail maps are available at the Recreation Center.

**NORTH CARIBOU PARK** Accessible via US Route 1 North (Van Buren Road), this park encompasses 54 acres of fields and woodlands. A softball/baseball field, basketball courts, horseshoe pits and a nature trail make this the perfect spot for a family or group picnic.

**TEAGUE PARK** Located in the heart of Caribou (bordered on either side by Bennett Drive and Glenn Street), Teague Park is a hub of activity year round. Within its five acres, you'll find a lighted softball/baseball field, lighted tennis courts, a creative playground, and the best picnic spot in town. In the colder months the park hosts a fun park for skiing, sliding and snowshoeing. Telephone number at the park building is (207) 493-4239

**COLLINS POND PARK** Located on peaceful Collins Pond on the south side of town, this park has a play area, group and family picnic sites and a 1.23 mile walking path.

**PAUL SOUCIE SPORTS COMPLEX** On the south shore of Collins Pond (via Sincock Street) you'll find a lighted regulation-sized baseball field and a lighted soccer field, each of which play host to popular youth programs in the summer and fall.

**HARDISON PLAYGROUND** The next time you're on South Main Street, turn on to Hardison Avenue and check out this diamond in the rough, popular with local residents. Playground equipment and picnic tables make this a nice lunch stop.

**BOAT LAUNCH FACILITY** Located on Lower Lyndon Street (across US Route 1 from Sleeper's) and downstream of the dam is a small public boat launch on the Aroostook River. The section of water below the dam is a designated artificial lures only area, but boasts some of the best, easily accessible, spring fishing in the region.

**CARIBOU COMMUNITY POOL** Located just North of Teague Park School, the pool is undoubtedly the "coolest" place to be in Caribou in the summer.

Library- The Caribou Public Library is originally a Carnegie library located right in Downtown Caribou. The library is served by two full time employees and a number of part time employees as well as a Board of Trustees. The programming available at the library mirrors that available at the recreation department and a plan should be developed during the planning period to combine services offered by the library and the recreation department. A model should be developed based on cities in western states that have their library service as a function of the recreation/culture department. This would increase the service level for library patrons and the community as well as offer fiscal savings to ensure continued operation of the library. Throughout the planning period the library will need new windows, interior carpets, exterior work, and millwork replacement of the office area. Efforts should be made to increase the viability of the library through addition of municipally funded arts and theatre programs as well as the addition of a food service or other rent or income generating opportunity in the library building.

General Government- General Government in Caribou is served by 11 full time employees covering administration, tax collection, accounting, tax assessment, code enforcement, and general assistance. In 2014 code enforcement and assessing functions were combined under one department leading to reduced cost and increased service for residents of Caribou. Opportunities may exist during the planning period to combine or reduce staffing for collection services if adequate investments in technology are made and the public responds appropriate to new technology. Remodeling the lower level of the municipal building would increase services levels and facilitate this goal by combining the collection/municipal agent and clerk services in one office space.

Housing Agency- The Caribou Housing Agency is staffed by two full time employees whose expenses are paid through a federal HUD grant and serve at no cost to the City. The housing agency is responsible for management of the City's section 8 housing voucher program. During the planning period the housing agency should become the City's CDBG administrator for housing programs. Due to the nature of the Housing Agency's funding model it will become necessary in the future for the housing budget to provide a subsidy to the City for the processing of administrative services related to benefits management for the housing agency. The housing agency will need, within the planning period, to begin transferring funds into a reserve account held by the city to ensure that the cost associated with risk management and/or unemployment liability will not be borne by local taxpayer dollars. This may require a restructuring of the housing agency to accommodate.

In 2014 the City of Caribou began participating in economic development focus groups and conferences sponsored by the World Acadian Congress {Congrès Mondial Acadien} (CMA) focusing on the potential for long term economic development in light of the 2014 CMA being held in Témiscouata, Western New Brunswick, and Northern Maine. The CMA will likely be the largest event to hit the Acadian region in the ten year planning period. Caribou is not directly part of the St. John valley; however Caribou is considered a rim community and service provider for many communities in the St. John Valley.

Many of the economic challenges facing Caribou and Aroostook County as a whole, including but not limited to a net outflow of youth, higher than average unemployment, workforce shortages, and the common perception of rural areas as undesirable communities to live and prosper in, are prominent throughout the Acadian region. Eastern Quebec and Western New Brunswick are economically and socially similar to Aroostook County.

The future of regional cooperation and economic growth in the region lies in greater integration with Quebec and New Brunswick than in attempting further integration with the southern part of the State of Maine. Aroostook County as its own region faces challenges in survival as a remote, rural county, and with the decline of industrial output in the Millinocket region it is likely that the gap-both social and economic-that exists between the Bangor area and Aroostook County will only grow; in economic terms if not in actual distance. Cross border trade and economic integration is critical in an interconnected world, and Northern Maine is closer, physically and philosophically, and far more interdependent to our Canadian neighbors than southern and central Maine.

# Fiscal Capacity & Capital Investment Plan

## *Fiscal Capacity and Capital Investment Plan*

Goal: To plan for, finance and develop and efficient system of public facilities and services to accommodate anticipated growth and economic development

<i>Policies</i>	<i>Strategies</i>	<i>Responsibility</i>	<i>Implementation</i>
To finance existing and future facilities and services in a cost effective manner.	Explore opportunities to work with neighboring communities to plan for and finance shared or adjacent capital investments to increase cost savings and efficiencies.	City Council	Ongoing
To explore grants available to assist in the funding of capital investments within the community		City Administration	Ongoing
To reduce Maine's tax burden by staying within LD 1 spending limitations		State Legislature	Ongoing
To reduce as much as possible subsidies to state agencies or operations		City Council/Municipalities	Ongoing

Like many communities in Aroostook County the City of Caribou retains a very low debt profile and has a history of funding capital investment through up front funding as opposed to debt service. This practice has served the community well for many years and should be the basis for funding capital investment throughout the duration of the planning period. Many of the City's reserve accounts experience low investment or depletion in the wake of the recession in 2008, however investment in these areas has grown in recent years. Continuing to increase investment in capital reserve funding must be the basis of the City's fiscal management for the planning period as avoiding debt service for large equipment and large facility improvements have saved the community considerable tax dollars over time.

## **FUNDING FUTURE CAPITAL INVESTMENTS IN THE COMMUNITY**

Caribou prepares a 10 year capital plan in the form of a budget for reserve accounts. Historically the City has been successful in paying cash for large purchases through sufficient reserves, saving taxpayers millions of dollars in interest payments throughout the years. This is evidenced through the City's near zero debt service; as of 2014 Caribou has zero bonds with the Maine Bond Bank; a trend not shared by neighboring communities.

The recession of 2008 hit Caribou as hard if not more so than other parts of the country, and the recovery seen in other parts of the country has yet to make its way to Northern Maine. Reserve accounts, the primary funding mechanism for capital investment have slashed in response to the recession. 2013 however marked a turning point where the City began investing in substantial reserve accounts again to begin rebuilding the City's fiscal position. The 2014 municipal budget was developed as a sustainable budget for capital improvements throughout the community, and building on this trend through the ten year planning period is within the fiscal capacity of the community.

It is important to note that the reserve funding levels presented in the ten year capital plan are subject to a number of potential offsets. The public works department in recent years has been able to reduce expenditures on large equipment purchases through utilization of military surplus programs; however with the drawdown of the wars in Iraq and Afghanistan this is less likely to have a substantial impact on budgeted resources. Furthermore there is always the possibility of grant monies to reduce the cost of purchases.

The largest capital investment the community will make in the next ten years will be the acquisition of a new police station, whether built from scratch or remodeling an existing building. The current facility, which has served as the City's police station for over 40 years is entirely inadequate for current needs and is only operable due to a number of grandfathering clauses throughout safety and welfare elements of the facility. Furthermore the last time a major upgrade to the electrical and plumbing infrastructure in the municipal building was completed in 1979 these upgrades were not completed on the floor of the building that houses the police department.

The cost estimate placed in the capital plan is a rough estimate of debt service costs for a \$4.5 million; this figure is a very rough estimate using a worst case scenario where a new building must be constructed from the ground up. The estimate was developed utilizing construction costs in Maine for new police facilities in similar sized communities. There exists the possibility that the City could acquire a building in good condition and remodel thus extending the lifespan of the facility to around the same as that of a new constructed building for substantially lower cost.

It is important to note that as of 2014 the Caribou Fire and Ambulance Department (CFAD) station was in good condition and did meet the needs of the community; however this facility is rapidly aging and was designed for a force structure that no longer exists. The CFAD building was constructed in the late 1970's as a fire station with the purpose of providing fire suppression services. Today more than three quarters of the work and activity load at the CFAD is ambulance service; a function for which the current building was not designed.



The CFAD facility also does not include coed living and hygiene spaces; which could present a serious issue for the City.

The status of the CFAD building should be kept in mind when determining the best option for construction of a new police station. A combined facility may ultimately prove the best fiscal option and solve two problems with one facility. This will ultimately depend on the cost of acquiring a new police station; if the City is able to acquire a police facility for a substantially lower cost than new construction, a new public safety complex will not be the most economic option.

## **REGIONAL COLLABORATION ON CAPITAL INVESTMENT**

The City of Caribou has engaged with neighboring communities in ongoing discussions about sharing services and capital investments. Discussions are underway as of 2014/2015 to explore sharing public works services with the goal of reducing large scale capital purchases.

This page intentionally left blank.

**COMMUNITY REVENUES AND EXPENDITURES, 5 YEAR PERIOD WITH ANALYSIS**

<b>Expense</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>General Government</b>	581,817	584,436	620,616	658,864	650,269
<b>Community Development</b>	73,834	102,546	89,764	-	-
<b>Chamber</b>	-	85,604	98,277	59,197	-
<b>Health &amp; Sanitation</b>	266,250	266,250	259,448	263,978	260,461
<b>Municipal Buildings</b>	76,689	77,404	74,133	68,920	68,078
<b>General Assistance</b>	121,834	67,687	63,509	95,898	80,900
<b>Tax Assessment</b>	153,392	191,555	183,584	146,163	157,463
<b>Code/Housing</b>	111,405	112,762	110,247	40,525	44,825
<b>Housing</b>	-	-	-	70,140	72,959
<b>FSS</b>	-	-	-	36,435	37,942
<b>Library</b>	278,098	283,432	298,041	239,475	228,618
<b>Nylander</b>	40,976	29,953	29,478	16,604	-
<b>Fire Department</b>	418,681	477,946	478,157	457,883	553,781
<b>Ambulance</b>	1,587,068	1,694,275	1,487,672	1,639,827	1,798,066
<b>Police</b>	1,029,471	1,040,459	1,120,098	1,199,959	1,225,598
<b>Protection</b>	518,220	510,871	513,752	397,091	410,033
<b>CEM</b>	22,460	25,255	28,254	15,194	23,650
<b>Public Works</b>	2,015,471	2,171,144	2,155,736	1,883,913	1,904,182
<b>Recreation</b>	408,096	434,117	450,430	427,413	392,689
<b>Parks</b>	159,706	167,269	160,368	132,242	137,450
<b>Snow Trail</b>	78,400	70,400	70,400	44,500	39,133
<b>Airport</b>	58,818	50,534	51,199	33,939	33,379
<b>Trailer Park</b>	17,417	17,040	16,030	12,479	12,298
<b>Cemeteries</b>	5,800	5,800	5,800	6,900	6,900
<b>INS &amp; Retirement</b>	427,074	427,923	424,885	452,435	476,406
<b>Contributions</b>	206,310	59,641	64,991	7,253	-
<b>Unclassified</b>	37,920	37,920	37,920	56,000	41,000
<b>Capital</b>	37,050	26,750	19,500	431,298	637,253
<b>TIF</b>	-	-	-	-	199,861
<b>Totals</b>	<b>8,732,257</b>	<b>9,018,973</b>	<b>8,912,289</b>	<b>8,779,885</b>	<b>9,493,194</b>

REVENUE	2010	2011	2012	2013	2014
<b>General Government</b>	2,665,450	2,469,850	2,317,244	5,929,287	6,274,631
<b>Community Development</b>	-	46,000	46,000	-	-
<b>Chamber</b>		49,750	59,750	67,697	-
<b>Health &amp; Sanitation</b>	510,000	-	-	134,639	-
<b>Municipal Buildings</b>	-	7,500	8,000	8,000	4,000
<b>General Assistance</b>	-	4,800	4,800	41,300	-
<b>Tax Assessment</b>	20,300	27,800	32,000	190,100	193,600
<b>Code/Housing</b>	100,200	110,800	109,600	28,340	26,640
<b>Housing</b>	-	-	-	70,000	72,959
<b>FSS</b>	-	-	-	36,004	37,942
<b>Library</b>	-	3,499	3,400	4,500	5,400
<b>Fire Department</b>	90,680	109,942	107,984	132,753	133,394
<b>Ambulance</b>	1,656,055	2,000,086	2,060,034	1,946,422	2,186,072
<b>Police</b>	53,527	56,792	74,461	45,000	18,175
<b>CEM</b>	-	10,800	10,800	800	9,800
<b>Public Works</b>	133,474	193,112	209,764	204,641	220,766
<b>Recreation</b>	-	6,800	8,700	24,800	24,200
<b>Parks</b>	-	5,500	5,800	6,700	5,000
<b>Snow Trail</b>	-	62,400	60,400	44,500	39,133
<b>Airport</b>	130	130	130	138	138
<b>Trailer Park</b>	-	22,80	22,800	22,800	21,000
<b>Cemeteries</b>	-	-	-	-	-
<b>INS &amp; Retirement</b>	75,000	25,000	25,000	6,000	6,000
<b>Contributions</b>	-	2,300	4,332	-	-
<b>TIF</b>	-	-	-	-	333,024
<b>Totals</b>	5,304,816	5,192,861	5,170,999	8,944,421	9,611,874

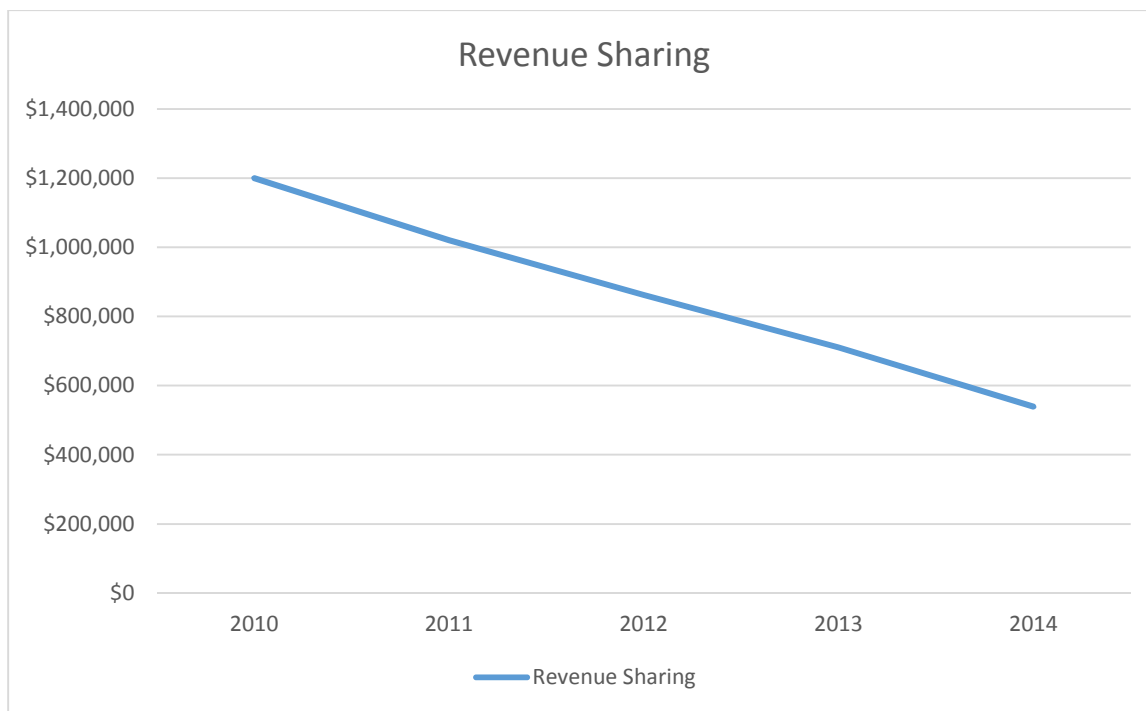
An analysis of city expenditure over the last 5 years show that spending in many large categories is flat or down over the 5 year period. The Police department is the only department that shows a statistically significant increase in spending over the 5 year period, with an increase of approximately \$196,000 over the 5 year period; though almost 25% of that cost is related to decrease funding from grant opportunities, namely the COPS grant. The police department continues to be staffed just below recommended staffing levels for a community of Caribou's size. Fire/Ambulance spending has increased over the 5 year period by over \$300,000, however corresponding revenues are up by over 25% over the 5 year period; more than exceeding the increase in costs. General government expenditures have increased by about \$79,000 over the period, however this only equates to about a 3% increase in general government expenditures per year over the planning period; combined with the elimination of community development general government expenditures over the 5 year period is essentially flat. General Assistance spending is down over 30% during the period, Library spending is down over 20% during the 5 year period, and Nylander and Chamber spending have been eliminated with the exception of some chamber functions being funded through TIF funds. Importantly, insurance and retirement spending is up about \$50,000 over the 5 year period, which only equates to roughly an average increase of

about 2.5% annually in overall insurance and retirement costs. Considering the immense increases in insurance costs most communities in Maine and throughout the country face, real increases of only 2.5% in insurance and retirement spending annually is a fiscal accomplishment. This has been achieved through creative management of health insurance plans, changes to collective bargaining agreements, and decreases in staff over the period resulting in less individuals on the City's health insurance plan. During the planning period the City made the decision to change the way it funded code enforcement, which previously the Housing and Urban Development grant which supports the Caribou Housing Agency paid for part of the Code Enforcement Officer's salary as this person also served as the City's housing director. This decision, in retrospect, only caused a shift in tax spending from federal spending to local spending, putting more of the cost burden on local taxpayers as opposed to the federal government.

### **DEVASTATING IMPACT OF STATE REVENUE SHARING RAID**

The impact to communities throughout Maine from the state's refusal to follow established statute in regards to revenue sharing has caused a substantial burden on the provision of municipal services and the tax burden on residents and businesses in Caribou. Residents in Caribou continue to pay state income and sales taxes while receiving ever diminishing returns from the state, and the provision of services by municipalities on behalf of the state continues to burden local tax payers. The continued raid by the state on revenue sharing only serves to balance state fiscal books on the backs of local tax payers. The original intention of revenue sharing and its establishment in law in Maine served to allow localities a portion of the taxes paid by their residents to be used for the offset of taxation and for the provision of services. The dramatic raid on revenue sharing amounts to a reversal whereby municipalities and property tax payers must now subsidize state spending through their property taxes.

In 2010 the City of Caribou received \$1,200,000 in revenue sharing. By 2014 the City was scheduled to receive just \$538,969 in revenue sharing. Thus over the course of a five year period the City of Caribou has seen local property tax increases of over 10%, representing just over 2 mils on the local tax levy, just from reductions in revenue sharing. To date, the state has not reduced any mandates on municipalities nor has the state reduced the tax burden on residents in Caribou. It is critical that the City work with its legislative delegation and the public to reverse this trend; over the 10 year planning window the City of Caribou cannot afford to subsidize the state of Maine through property taxes. The total dollar figure the City has lost is \$1,667,813 just since 2010. That is \$1.6 million in additional tax dollars that residents of Caribou have paid out since 2010 to subsidize unsustainable state spending.



### FUNDING CAPITAL INVESTMENTS IN THE COMMUNITY

Caribou’s prudent fiscal management has left the community with an almost negligible debt load. The only debt the City held as of 2014 was debt service on 4 biomass boilers which is paid for through an energy service contract. The City has sufficient capacity for sufficient borrowing to fund future capital investments, however the City’s continued development of well-funded reserve accounts will serve the City best in an effort to reduce overall taxpayer burden through the reduction in interest costs.

With small to modest increase in several capital reserve accounts the City will be able to fund all of its capital investments for the planning period. Increases in reserve funding for public works equipment, fire vehicles, and municipal buildings will be required during the planning period to maintain equipment inventories and conditions. Debt service may be required for construction of a new police facility, and it is within the City’s fiscal capacity to absorb the required debt service.

### LOCAL AND STATE VALUATIONS AND MIL RATES FOR THE LAST 5 YEARS

#### State Valuation, 5 year period (in millions)

	2014	2013	2012	2011	2010
<b>Caribou</b>	385,150	369,500	355,750	342,700	323,400

#### Local Valuation, Tax Lev, and Mil Rate, 5 year period (in millions)

	2013	2012*	2011	2010	2009
<b>Valuation</b>	371,458	371,512	274,025	272,074	265,490
<b>Mil Rate</b>	20.50	19.30	26.10	24.10	24
<b>Tax Levy</b>	7,614	7,170	7,152	6,556	6,371

\*A full revaluation was implemented in 2012.

## TOTAL DEBT AND STATUTORY LIMITS

The total debt assigned to the City of Caribou is less than one million dollars. The current debt load is financed through a service contract for energy investments. The City has no other outstanding debt and debt service for the energy improvements is a negligible portion of the municipal budget. The City of Caribou has zero debt obligations with the Maine Bond Bank.

The RSU and the Caribou Utilities District are separate legal entities and the City does not account for their debt load on its balance sheet nor is the City responsible for their debt load other than being a large customer of both the RSU and the Caribou Utilities District.

## 10 YEAR CAPITAL INVESTMENT PLAN

<b>10 Year Capital Improvement Plan</b>										
<b><u>Department</u></b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Airport Reserve	10,000	10,000	10,000	10,000	10,000	11,000	11,000	11,000	11,000	11,000
Parking Lot Reserve	3,000	3,000	3,000	3,000	3,000	3,300	3,300	3,300	3,300	3,300
Xmas Lights	3,000	3,000	3,000	3,000	3,000	3,300	3,300	3,300	3,300	3,300
LED Street Lights	7,000	-	-	-	-	-	-	-	-	-
Downtown Infrastructure	1,500	2,000	2,000	2,000	2,000	2,000	2,200	2,200	2,200	2,200
Slum and Blight Removal		10,000	10,000	10,000	11,000	12,500	12,500	15,000	15,000	15,000
<b>10 General Government</b>										
Computers & Typewriters	10,000	10,000	10,000	11,000	11,000	11,000	11,000	11,000	12,500	12,500
Server replacement	-	2,500	2,500	2,500	2,750	2,750	2,750	3,000	3,000	3,000
Vital Record Restoration	2,000	2,000	2,000	2,000	2,000	2,200	2,200	2,200	2,200	2,200
Fleet Vehicle	5,000	5,000	5,000	5,500	5,500	5,500	6,000	6,000	6,000	6,500
<b>Municipal Buildings</b>										
Municipal Building Reserve	20,000	20,000	25,000	25,000	27,500	30,000	32,500	32,500	32,500	35,000
Lions Building Roof Replacement	-	15,000	15,000	-	-	-	-	-	-	-
PW Roof Replacement	-	-	-	15,000	15,000	-	-	-	-	-
Municipal Bldg roof reserve	-	-	-	-	4,000	5,000	5,000	5,000	5,000	5,000
<b>Tax Assessment</b>										
Assessment Reserve	-	-	-	-	-	-	-	-	-	-
Assessment Reserve	35,393	35,393	35,393	15,000	15,000	15,000	15,000	15,000	15,000	15,000
1/4 Parcel Review	19,500	19,500	-	-	-	-	-	-	-	-
Computer Replacement	350	350	500	500	500	500	500	600	600	600
Filing Storage	730	730	730	730	730	730	730	730	730	730
<b>25 Library</b>										
Library Computer Reserve	600	900	1,200	1,200	1,200	1,200	1,200	1,400	1,400	1,400
Alarm System Replacement	-	11,500	0	0	0	0	0	0	0	0
<b>30 Fire Department</b>										
Fire Equipment Reserve	73,000	73,000	77,500	77,500	77,500	77,500	82,000	82,000	82,000	85,000
Fire Hose Reserve	-	2,000	2,000	2,000	2,200	2,200	2,200	2,500	2,500	2,500

Foam Reserve	-	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Fire Computer Reserve	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Small Equipment Reserve	1,400	1,400	1,400	1,750	1,750	2,250	2,500	2,750	3,000	3,250
Fire bldg reserve	-	-	-	-	6,000	6,000	6,000	6,000	6,000	6,000
<b>31 Ambulance</b>										
Ambulance Reserve	100,000	102,000	104,040	106,121	108,243	110,408	112,616	114,869	117,166	119,509
Small Equipment Reserve	50,000	50,000	50,000	52,500	52,500	52,500	55,000	55,000	55,000	57,500
Amb. Computer Reserve	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Amb. Billing Computer Reserve	2,000	3,500	4,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500
<b>35 Police</b>										
Small Equipment Reserve	-	1,250	1,250	1,250	1,500	1,500	1,500	1,750	1,750	1,750
Taser Replacement	4,560	1,250	1,250	1,250	1,250	1,350	1,350	1,350	1,350	1,350
Gun Replacement	5,160	5,160	1,200	1,200	1,200	1,200	1,200	1,400	1,400	1,400
Police Car Reserve	31,500	36,500	41,500	45,000	45,000	49,000	50,000	51,000	52,000	56,000
Police Car Video System		2,000	3,000	4,000	4,000	4,000	4,000	4,250	4,250	4,250
Computers & Typewriters	4,320	1,000	1,000	1,000	1,000	1,000	1,100	1,100	1,100	1,100
<b>40 Public Works</b>										
Equipment Reserves	75,000	77,500	80,000	80,000	80,000	82,500	82,500	82,500	85,000	85,000
Street Reconstruction	25,000	25,000	25,000	27,500	27,500	27,500	27,500	27,500	30,000	30,000
Loader Replacement	-	-	-	5,000	5,000	5,000	5,000	7,500	7,500	7,500
Grader Replacement	-	-	5,000	5,000	7,500	7,500	7,500	10,000	10,000	10,000
<b>50 Recreation</b>										
Rec Center Imp	5,000	5,000	5,000	5,000	5,200	5,200	5,200	5,200	5,200	5,200
Community Pool	29,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Rec Roof/HVAC reserve	-	-	5,000	5,000	5,000	5,000	7,500	7,500	7,500	7,500
<b>51 Parks Department</b>										
Parks Improvements	11,000	11,000	11,000	12,500	12,500	12,500	12,500	12,500	13,500	13,500
Parks Vehicle Reserve	7,500	7,500	7,500	8,000	8,000	8,000	8,000	8,000	8,500	8,500
Lawn Mower Reserve	1,800	1,800	1,800	1,900	1,900	1,900	1,900	1,900	2,000	2,000
Civic Beautification	3,000	3,000	3,000	3,000	3,000	3,300	3,300	3,300	3,300	3,300
<b>Debt Service</b>										
BioMass Boiler Debt	90,500	90,500	90,500	90,500	90,500	90,500	90,500	90,500	90,500	90,500
Police Station Debt Service	-	-	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Fire/Ambulance Complex study	-	-	-	-	-	-	-	15,000	15,000	15,000
<b>Totals</b>	641,813	661,233	857,763	858,901	877,923	879,288	895,546	923,099	934,746	949,839



# Future Land Use Plan

## *Future Land Use Plan*

Goal: To encourage orderly growth and development in appropriate areas of each community, while protecting the state's rural character, making efficient use of public services, and preventing development sprawl.

<i>Policies</i>	<i>Strategies</i>	<i>Responsibility</i>	<i>Implementation</i>
To coordinate the community's land use strategies with other local and regional land use planning efforts.	Assign responsibility for implementing the Future Land Use Plan to the appropriate committee, board or municipal official.	Planning Board	Ongoing
To support the locations, types, scales, and intensities of land uses the community desires as stated in its vision.	Amend Land Use Ordinances to align with Future Land Use Plan	Planning Board/Code Enforcement Officer	2015
To support the level of financial commitment necessary to provide needed infrastructure in growth areas.	Include in the Capital Investment Plan anticipated municipal capital investments needed to support proposed land uses.	City Council	Ongoing
To establish efficient permitting procedures, especially in growth	Meet with neighboring communities to coordinate land use designations and regulatory and non-regulatory strategies.	City Manager	Ongoing
To protect critical rural and critical waterfront areas from the impacts of development.	Provide the Code Enforcement Officer with the tools, training, and support necessary to enforce land use regulations, and ensure that the Code Enforcement Officer is certified in accordance with 30-A M.R.S.A. §4451.	City Manager	Ongoing
	Track new development in the community by type and location	Code Enforcement Officer	Ongoing
	Direct a minimum of 75% of new municipal growth-related capital investments into designated growth areas identified in the Future Land Use Plan	City Council/City Manager	Ongoing
	Periodically (at least every five years) evaluate implementation of the plan in accordance with Section 2.7.	Planning Board	2019

## GROWTH AREAS & IMPLEMENTATION

The urban core of Caribou is the area to which growth will be directed during the 10 year planning period. The growth anticipated will be a mix of new growth and infill however will primarily be commercial. Primary areas include the riverfront, which will transition from an industrial to a commercial use, as well as the site known as the “Birds Eye” site transitioning to a new commercial site that will accommodate any large-scale (i.e. “big box”) type retail development that is currently being sought by the City. Small scale and specialty retail will be located in the traditional downtown which has a high enough vacancy rate and space availability to accommodate projected growth during the planning period.

Residential growth will be limited to area within and immediately adjacent to the urban core. There exists a large amount of properties for sale in the urban core and that trend is anticipated to continue. Furthermore open lots are available for development into single or multi-family residential uses throughout the urban core therefore substantial residential construction is not anticipated and should be limited to the urban core. Currently several areas zoned residential exist that should be rezoned as rural as intended subdivisions were never developed and likely will not be developed during the planning period.

City has adequate space available for growth, even substantial commercial, industrial, and residential growth, within and immediately adjacent to the urban core that would not require additional municipal infrastructure. The goal of the City during the planning period should be to utilize these existing sites and areas so as to add to the tax base without increasing the level of investment. Much of Caribou’s infrastructure was designed for the community when it had a population totaling over 12,000 people; with just over 8,100 residents as of 2014 the City can grow substantially without increasing infrastructure.

The Future Land Use Plan will require condensing multiple district designations down to primarily 4 uses as well as rezoning some residential and commercial zones that are no longer utilized as such to rural zones. Land use ordinances will need to be changed to accommodate the streamlined zoning districts as well as reducing regulatory controls in the urban core while increasing setbacks and other requirements in the rural areas of town to reduce the potential for growth in infrastructure-costly parts of town.

### **Critical Natural Resources**

The City of Caribou has identified the Collins Pond area as a critical natural resource. Surrounded by high density development Collins Pond could be remediated to increase public access and use as well as improving the ecological conditions of the pond. The possibility exists for fishing in Collins Pond if the pond were to be dredged and stocked after some environmental repair. Given the Collins Pond walking path is an important recreational trail for the City the restoration of the Pond will enhance the walking path and increase its utilization and care.

The City should begin investigating grant opportunities to dredge Collins Pond and begin capital reserve savings towards matches or ultimately project completion with municipal funds. Restoration of Collins Pond would add usage and density right at the center of the urban core and adds activities to the downtown area.

## LAND USE DISTRICTS

### **Special Development Zones**

Special Development Zones are areas that could see large scale growth and development however the City does not want to limit the specific type of growth or development as a variety of options would suit the city’s overall development plan as well as nearby neighborhoods.

The city has two special development zones. These two zones are sites that are currently developable or will shortly be in a position to be developed and can accommodate large-scale growth with minimal or no municipal infrastructure investment. Both sites, one being the riverfront area and the other being the former “Birds Eye” site, are currently equipped with water and sewer, rail access, high visibility, near downtown, and have served previous industrial uses.

These two sites represent the best case scenario for large projects to be built with no infrastructure expansions, thus creating self-sustaining tax bases. If residential development were to take place in either site the focus shall be on large apartment/condo complexes that will accommodate up to several hundred residents in each area; however this much residential growth is not anticipated. There is further benefit from removing the riverfront area from industrial uses, most of which have faded, to more sustainable commercial/retail uses.

## **Residential District**

The Residential District encompasses most of the older residential neighborhoods and is located within convenient reach of business facilities. The District is expected to contain most of higher density single-family type dwellings likely to be needed by the community as well as multi-family or apartment type dwellings likely to be needed by the community. Certain additional uses which meet the requirements of this Ordinance may be permitted which will contribute to balanced neighborhoods and enhance the attractiveness of the community.

Caribou wants to maintain clean, safe, and healthy neighborhoods that are adaptable to a changing demographic need including more seniors and smaller families, while maintaining opportunities for easy entry into the housing and rental market. Combining the two residential districts into one simplifies zoning for both the city and prospective builders and allows housing to develop throughout the City core in a manner consistent to meet the changing demographics of the City.

Currently the areas zoned R-1 and R-2 that will become the new residential zone has the capacity for development infill and new residential developments in pockets throughout many neighborhoods. This infill is highly desirable as it brings more people into the greater downtown area and does not require additional infrastructure expansions. Certain residential areas could accommodate in-laws, split lots, and replacement of outdated housing stock or replacement of unused buildings to condense housing into the City’s core neighborhoods.

Merging two residential districts into one does not change the desired use of the area in question. At one point in time the primary distinction was to keep multi-family homes in one residential zone and single family homes in a separate zone. With changing demographics however larger single family homes are more readily used and reused as conversions to multifamily homes as many residents, both seniors and young families are looking to downsize and older larger homes in the center of town are less fiscally feasible as single family homes. In effect the intended uses for two separate zones have shifted and created a conglomeration of housing. Continuing to allow any type of housing in the residential zone allows this to continue and the City to make the most of its available in town lots; this is critical to prevent development in the rural zone which often adds costly infrastructure for the City to maintain. It is in the interest of the City to maximize the opportunity for housing to locate in town as opposed to in the rural area.

Continued growth and development, including conversion, of in-town lots located in the new residential zone will not require any municipal infrastructure expansion and in fact will prevent the expansion and continuation of infrastructure in the rural parts of town. This will further add to the fiscal viability of maintaining City roads and other infrastructure as well as potentially force small scale development out of the rural parts of town and into the urban core.

## **Rural District**

The Rural District encompasses most of the area outside the urban center and is intended for the kinds of uses which have traditionally predominated in rural New England; forestry and farming, farm residence, and a scattering of varied uses not inconsistent with a generally open, non-intensive pattern of land use. The minimum lot size requirement is high in order to prevent over-development where public sewers are not feasible and where a full range of urban services cannot be provided economically.

Given the immense space available in the rural district it is unlikely that proposed or potential developments would impact the overall nature of the district and the City's desire to maintain its rural areas in a rural state.

The rural district of Caribou, comprising most of the area outside the urban core, has the potential to accommodate any amount or type of development. The challenge is small scale residential development and single family homes which spread out infrastructure and often require more municipal investment than will be recovered through property taxes. Development in this zone should be limited to agricultural operations, or an industrial or residential operation that is of sufficient size to generate enough taxation to pay for the required infrastructure.

Larger subdivisions, if located in the rural district but close to town, may be permissible if the size and scope of the subdivision warrants municipal investment in required infrastructure; however given building trends over the last 10 years this is unlikely. There are two former industrial sites in the rural district that could benefit from redevelopment, or potentially land adjacent to the Caribou Municipal Airport or Cary Medical Center (its own district) that could be beneficial as long as development in the rural district is self-sustaining with tax revenue. Larger "country" roads should be discontinued and small scale residential development along many of these roads should be discouraged as they will not contain the necessary tax base to continue supporting these roads.

Caribou should investigate the implementation of substantial impact fees for small scale residential development in the rural district as this type of development should be discouraged, since it adds little value and does not serve as an attractant to potential businesses or residences, mainly serving to force the city to maintain an unsustainable infrastructure level.

## **Downtown District**

The Downtown District is intended primarily for commercial uses to which the public requires easy and frequent access. Centrally located and at the center of the existing downtown business district, the Downtown District is intended to encourage the concentration of commercial development to the mutual advantage of customers and merchants. In order to protect the integrity of the Downtown Zone, residential dwelling space is not allowed on the first floor (street level) of buildings in the Downtown Zone. Accessory and incidental residential dwelling units may be developed on the floors other than the first floor and setback requirements are eliminated in the narrowly defined downtown district.

The vision for the downtown area is a traditional downtown with mixed uses (residential above the first floor) and the area serving as a pedestrian friendly gathering place for the community. The potential for development in the downtown district is substantial as the city has and will continue to make substantial investments in marketing and economic development in the downtown area and ample commercial space exists. Furthermore the existing inventory of parking lots and pedestrian friendly design overcomes the first hurdles often encountered in the development of an active downtown. Constraints include the four structures known as the "Downtown Mall" which are less appropriate for retail development and architecturally are dated, out of line with nearby development, and focus on professional services more than the retail and food service that will draw individuals to downtown.

The definition of the Downtown Zone can be expanded to include nearby Water Street, originally a part of the

traditional downtown Caribou but without much development currently, which allows the downtown district to begin expanding towards the riverfront area and can serve as a connector between downtown and the riverfront. Over time High Street and Bennett Drive could be added to the downtown district/zoning in the future, consistent with the City's vision that the traditional downtown as well as the connector of High Street and the commercial area of Bennett Drive all collectively be referred to and developed as Caribou's Downtown.

Future municipal investment in the downtown district is required, though major acquisitions and development have already been completed through the Urban Renewal process in the late 1970's/early 1980's. Sidewalk and site amenities will need to see continued investment, the City would benefit from municipal investment in storefront improvement.

### **Commercial District**

The Commercial District is intended primarily for commercial uses to which the public requires free and easy access and to provide for a wide range of associated activities in the business community. In order to protect the integrity of the Commercial Zone, residential dwelling units are not allowed on the first floor (street level) of buildings in the Commercial Zone. Accessory and incidental residential dwelling units may be developed on the floors other than the first floor.

The Commercial District contains the primary location for retail and other commercial development in the community. Most of the City's current commercial district is served by water and sewer and requires little to no additional infrastructure to maintain and grow.

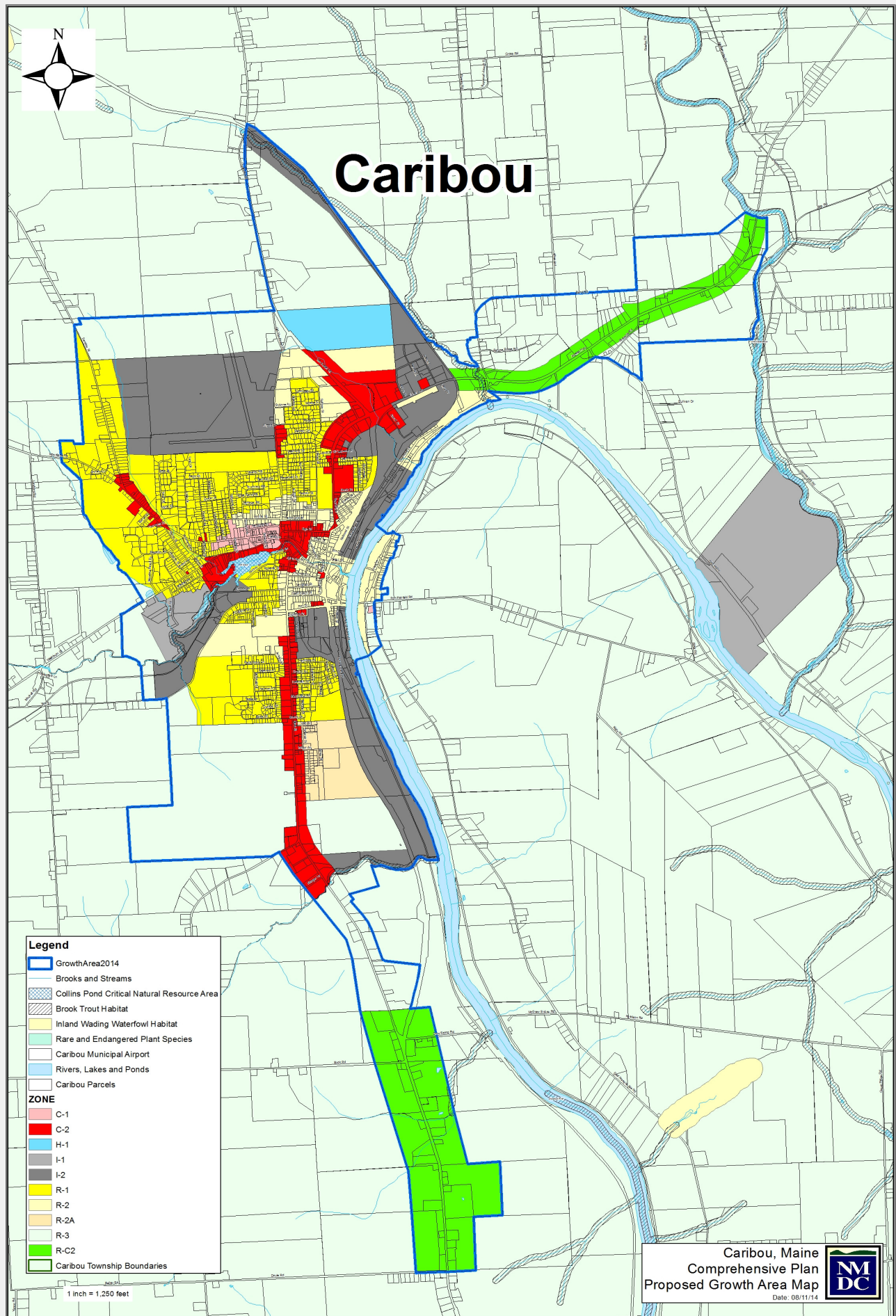
### **Industrial District**

The Industrial District is to provide land which is conveniently located with respect to transportation and municipal services and where other conditions are favorable to the development of industry and which at the same time is so located as to prevent undesirable conflict with residential and business uses. The industrial area for the City of Caribou will primarily be located along Access Highway, which has traditionally served as an industrial area for the City and contains the City's industrial park.

The City will transition from having two separate industrial districts to one land use type. The primary driver behind this decision is the elimination of several industrial districts along the riverfront area in Caribou and elsewhere in town. The City will attempt to condense industrial development to sites that are accessible to necessary infrastructure and away from natural resources such as the riverfront. Condensing industrial uses to these areas will allow industry to develop in a manner that will not expand infrastructure costs to the City. Industrial development in rural parts of town will be limited to large scale operations on previously-zoned industrial areas that can create a self-sustaining tax base and not require municipal infrastructure investment.



# Caribou

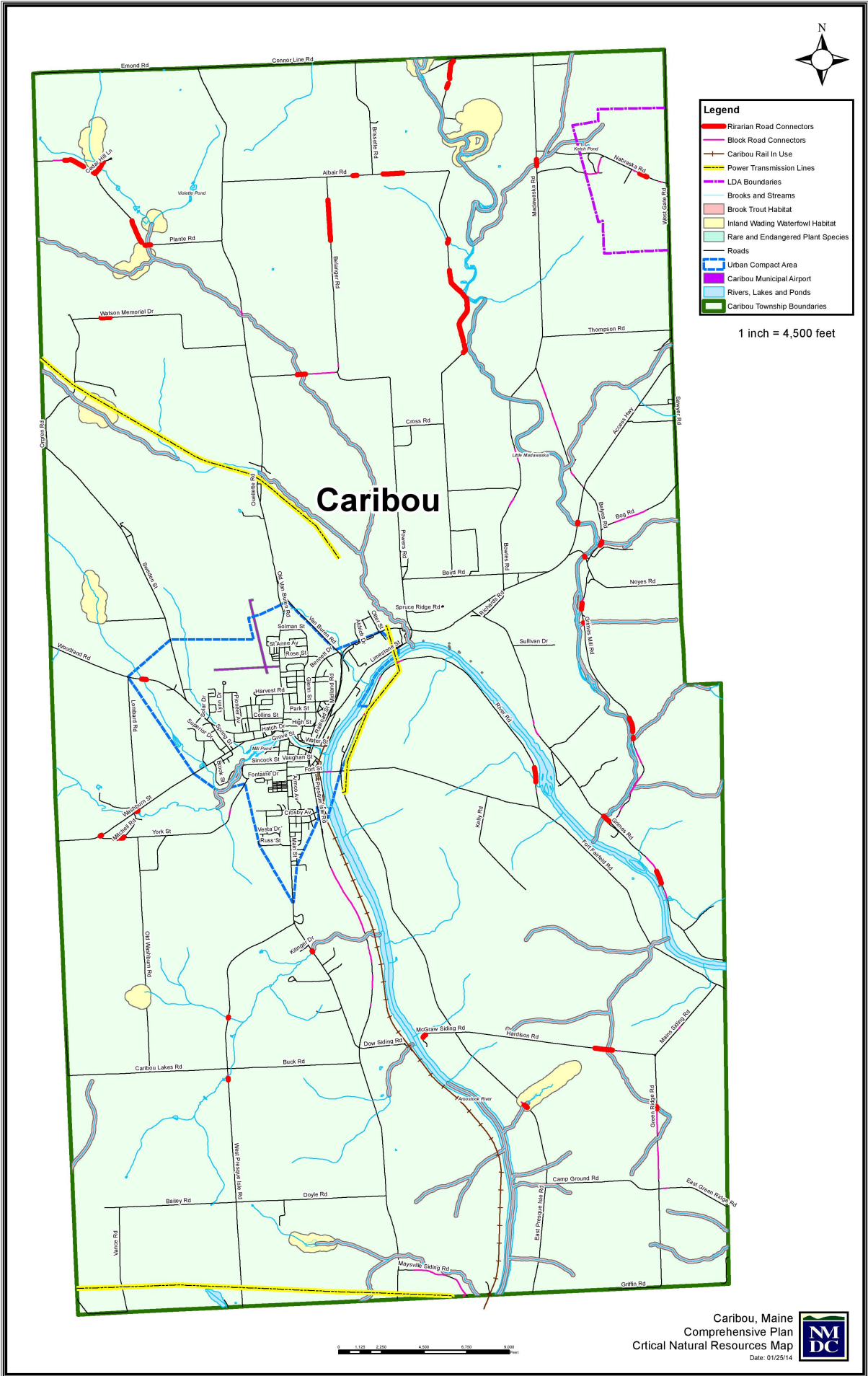


- Legend**
- GrowthArea2014
  - Brooks and Streams
  - Collins Pond Critical Natural Resource Area
  - Brook Trout Habitat
  - Inland Wading Waterfowl Habitat
  - Rare and Endangered Plant Species
  - Caribou Municipal Airport
  - Rivers, Lakes and Ponds
  - Caribou Parcels
- ZONE**
- C-1
  - C-2
  - H-1
  - I-1
  - I-2
  - R-1
  - R-2
  - R-2A
  - R-3
  - R-C2
  - Caribou Township Boundaries

1 inch = 1,250 feet

Caribou, Maine  
Comprehensive Plan  
Proposed Growth Area Map  
Date: 08/11/14





# Caribou

- Legend**
- Rirarian Road Connectors
  - Block Road Connectors
  - Caribou Rail In Use
  - Power Transmission Lines
  - LDA Boundaries
  - Brooks and Streams
  - Brook Trout Habitat
  - Inland Wading Waterfowl Habitat
  - Rare and Endangered Plant Species
  - Roads
  - Urban Compact Area
  - Caribou Municipal Airport
  - Rivers, Lakes and Ponds
  - Caribou Township Boundaries

1 inch = 4,500 feet

# Appendix A: Existing Land Use Plan

## Zone Descriptions

### **R-1 Residential District.**

The R-1 District encompasses most of the older residential neighborhoods and is located within convenient reach of business facilities. The District is expected to contain most of higher density single-family type dwellings likely to be needed by the community. Certain additional uses which meet the requirements of this Ordinance may be permitted which will contribute to balanced neighborhoods and enhance the attractiveness of the community.

### **R-2 Residential District.**

The R-2 District encompasses most of the older residential neighborhoods and is located within convenient reach of business facilities. The R-2 District is expected to contain most of the multi-family or apartment type dwellings likely to be needed by the community. However, in harmony with the established neighborhoods, predominant land use will probably continue to be single-family residence. As in the R-1 District, certain additional uses which meet the requirements of this Ordinance may be permitted, which contribute to balanced neighborhoods and enhance the attractiveness of the community.

### **R-3 Residential District.**

The R-3 District encompasses most of the area outside the urban center and is intended for the kinds of uses which have traditionally predominated in rural New England; forestry and farming, farm residence, and a scattering of varied uses not inconsistent with a generally open, non-intensive pattern of land use. The minimum lot size requirement is high in order to prevent over-development where public sewers are not feasible and where a full range of urban services cannot be provided economically.

### **C-1 Commercial District.**

The C-1 District is intended primarily for commercial uses to which the public requires easy and frequent access. Centrally located and at the center of the existing downtown business district, the C-1 District is intended to encourage the concentration of commercial development to the mutual advantage of customers and merchants.

### **C-2 Commercial District.**

The C-2 District is intended primarily for commercial uses to which the public requires free and easy access and to provide for a wider range of associated activities in the business community than in the "C-1" District.

### **RC-2 Commercial District.**

The RC-2 District is intended for commercial uses to which the public requires free and easy access. The lot size requirements are larger than other commercial Districts, since the area may not be serviced by public sewer, and the setback requirements are greater, since most RC-2 Districts are expected to be along major traveled roads.



## **I-1 Industrial District.**

The I-1 District is to provide land which is conveniently located with respect to transportation and municipal services and where other conditions are favorable to the development of industry and which at the same time is so located as to prevent undesirable conflict with residential and business uses.

## **I-2 Industrial District.**

The I-2 District is to provide land which is conveniently located to transportation facilities for business activities which require extensive land area, but do not require close proximity to residential and commercial areas of the community and to promote such land use in the community while at the same time locating such activity as to prevent undesirable conflict with residential and business uses and reduce traffic congestion in these areas.

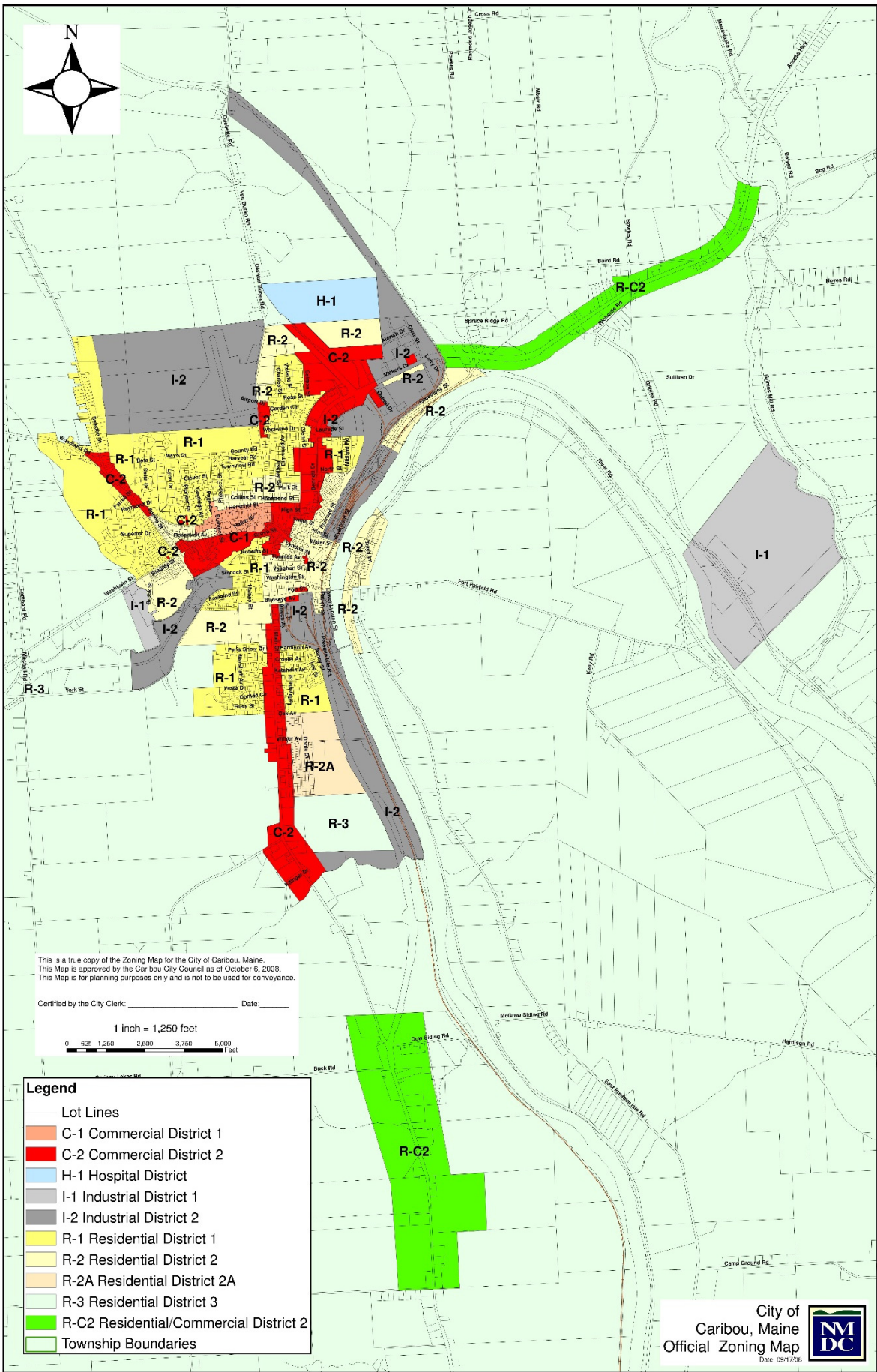
## **H-1 Health Related District.**

The H-1 District is intended primarily for health use or uses compatible with a hospital or health-related purpose. Located in the proximity of the Cary Medical Center, the H-1 District is intended to encourage the concentration of medically related development for efficient land use.

---

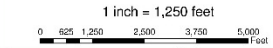
**Historical Note:** Land Use Table was amended July 17, 2006; Land Use Table RC-2 Zone was amended September 24, 2007 and Land Use Table R-3 Zone, Automobile Uses were amended October 29, 2007; Land Use Table R-3 Zone was amended and R-4 Zone was deleted July 14, 2008; R2-A District dissolved – amended January 11, 2010; Agricultural Product Storage as amended February 13, 2012; Kennels as adopted February 13, 2012; Telecommunications Towers as adopted March 12, 2012.

# City of Caribou Current Zoning Map



This is a true copy of the Zoning Map for the City of Caribou, Maine.  
 This Map is approved by the Caribou City Council as of October 6, 2008.  
 This Map is for planning purposes only and is not to be used for conveyance.

Certified by the City Clerk: \_\_\_\_\_ Date: \_\_\_\_\_



- Legend**
- Lot Lines
  - C-1 Commercial District 1
  - C-2 Commercial District 2
  - H-1 Hospital District
  - I-1 Industrial District 1
  - I-2 Industrial District 2
  - R-1 Residential District 1
  - R-2 Residential District 2
  - R-2A Residential District 2A
  - R-3 Residential District 3
  - R-C2 Residential/Commercial District 2
  - Township Boundaries

## Lot Standards and Dimensions

	Min. Lot Size	Min. Lot frontage	Min. Lot Coverage	Minimum Setback Dimensions Principal and Accessory Structures			Max Height
				Front *	Side	Rear	
R-1	Single Family Dwelling: 9,000 SF Two Family Dwelling 10,500 SF Other Allowed Use: 12,000 SF	Single Family Dwelling: 85' Two Family Dwelling: 95' Other Allowed Use: 100'	30%	20'	5'	10'	35'
R-2	Single Family Dwelling: 9,000 SF Two Family Dwelling 10,500 SF Multi Family Dwelling: 12,000 SF Plus 1,500 SF for Each Additional Dwelling Unit. Other Allowed Use: 10,500 SF	Single Family Dwelling 75' Two Family Dwelling 85' Multi Family Dwelling 95' Plus 10' for Each Additional Dwelling Unit Other Allowed Use: 85'	30%	20'	5'	10'	35'
RC-2	43,560 SF	150'		30'	15'	15'	60'
R-3	Single Family Dwelling: 43,560 SF Two Family Dwelling: 65,000 SF Multi Family Dwelling: 87,000 SF Plus 10,000 SF for Each Additional Dwelling Unit Other Allowed Use: 65,000 SF	Single Family Dwelling: 150' Two Family Dwelling: 160' Multi Family Dwelling: 175' Plus 10' for Each Additional Dwelling Unit Other Allowed Use: 160'	30%	30'	15'	15'	35'
C-1			100%	0'	0'	0'	45'
C-1			50%	10'	10'	10'	45'
I-1	43,560 SF	100'	75%	20'	10'	20'	45'
I-2	43,560 SF W/Public Sewer: 9,000 SF WO/Public Sewer: 20,000 SF	100' 75'	40% 40%	20' 40'	10'	20'	45' 0'

## Existing Land Use Information

As established in the Zoning and Land Use Ordinance, the City of Caribou wishes to provide a direction of growth to accomplish a positive environment and quality of development for both residential and commercial activities. Well defined neighborhoods that encourage similar activities and uses promote growth without infringing on the quiet enjoyment of residential homes or restricting commercial growth within our community. Much of the local economy is driven by agricultural activities and support services. Our goal is to ensure a balanced and supportive municipal approach to both residential and commercial growth.

Most recent residential development has occurring in the rural areas of the community on larger individual lots. A much smaller number of residential homes have been built in our urban subdivisions during the last ten years. For the most part, commercial development has been agricultural in nature. Presently the Commercial Zones are mostly developed. The Industrial Zones have space available. The Caribou Planning Board has revised the Land Use Chart to now allow many commercial activities within the Industrial Zones. In doing so; The City of Caribou promotes growth consistent with the Comprehensive Plan. The redevelopment of existing commercial space has established Caribou as a service center for central Aroostook County. Available commercial and industrial space welcomes new development. The former site of an agricultural produce processing plant provides plenty of space for new commercial or industrial development.

It will be in the best interest of Caribou to maintain an active and progressive Planning Board. A dynamic vision for the community can be obtained through planning based on economic and developmental trends. Zoning regulations can be used to encourage development. Many business owners and developers recognize the benefits to having the protection of zoning regulations. Caribou currently enforces the Maine Uniform Building and Energy Code, Maine Plumbing Code, municipal and state Land Use Regulations, Shoreland Zoning Regulations and the National Flood Insurance Program.

The administration of Caribou's land use regulations are accomplished through the Planning Board, Zoning Board of Appeals and the Code Enforcement Officer. The Planning Board consists of seven members, all volunteers, appointed by the City Council. Both planning and application review for subdivisions and site design occur at the Planning Board's monthly meetings. The Zoning Board of Appeals hears both Zoning Appeals and Administrative Appeals. Our Zoning Board of Appeals consists of 5 members, appointed by the City Council.

The Caribou Zoning Board of Appeals is unique in the State of Maine. All five members are Maine certified Code Enforcement Officers in Land Use, Zoning and Shoreland Zoning. Enforcement of Zoning and Land Use violations is done by the Code Enforcement Officer.

Caribou does participate in the National Flood Insurance Program. The City of Caribou currently uses Flood Insurance Rate Maps dated August 1, 1980. The ordinance is consistent with state and federal standards. Identified flood hazards are typically along the Aroostook and Madawaska Rivers. Historical events show the Flood Insurance Rate Maps to be accurate.

### **Major Development within the Last Ten Years**

#### **Potato storage buildings:**

1. Ayer Farm, Presque Isle Rd.
2. Irving Farms, Buck Rd.
3. Irving Farms, Caribou Lake Rd.
4. Blackstone Farms, East Presque Isle Rd.
5. Scott Martin, Albair Rd.
6. Bouchard Farms, Van Buren Rd.
7. Bouchard Farms, Van Buren Rd.

#### **Misc. new commercial, industrial, institutional buildings:**

1. Salar Self Storage, Solman St.
2. Larry's Construction, Aldridge Dr.
3. Boy Scout Building, Aldridge Dr.
4. S.W. Collins Warehouse, Hatch Dr.
5. Assembly of God Meeting Hall, Sweden St.
6. Complete rebuild of McDonalds, Bennett Dr.
7. Major renovation of DHHS Building, Skyway Plaza

#### **New Residential Single Family:**

##### Urban

1. Superior Dr. (1)
2. Raymond Joseph Dr. (1)
3. Solar Slopes (3)

Suburban

1. Washburn Rd. (2)
2. Albair Rd. (2)
3. Belanger Rd. (1)
4. Powers Rd. (2)
5. Richards Rd. (2)
6. Emond Rd. (3)
7. E. Presque Isle Rd. (1)
8. Plante Rd. (2)

## Appendix B: Public Participation Summary

The City of Caribou engaged in a substantial public participation process in an effort to gather as much input as possible in guiding the plan's vision statement, analyses, policies and strategies.

The first step the City of Caribou took in engaging the public was to host a series of comprehensive plan information sessions. These one hour long informational sessions presented information to the public on planning and comprehensive plans in general, history of comprehensive plans in Caribou, the City's process for updating its comprehensive plan, and encouraged participants to attend a scheduled SWOT (strengths, weaknesses, opportunities, and threats) session and a visioning session. These 6 informational sessions were scheduled for a variety of dates and times, including evenings and afternoons and weekends to accommodate a myriad of schedules. These informational sessions were promoted via social media, the City website, public access TV, paid newspaper advertisements, as well as utilizing e-blast lists throughout the community.

The second step the City of Caribou took in engaging the public was to take the informational sessions "on the road". Presentations were scheduled and made to the local school board, City Council and the chamber of commerce as well as local civic groups such as Rotary and the Kiwanis Club and several others. The theory behind taking the info sessions on the road was to be proactive in reaching as wide of an audience as possible to bring the community into the fold with the process for updating a comprehensive plan and opportunities to participate in the process.

At the request of the Caribou Planning Board a community SWOT analysis was held on Saturday, June 29<sup>th</sup>, 2013 at the Caribou Wellness and Recreation Center. This SWOT analysis brought together over 30 members of the public in a facilitated discussion of the attributes of the community and this information gathered here was presented to the Planning Board to utilize throughout the process of developing the Comprehensive Plan.

On Saturday, October 26<sup>th</sup>, 2013 the Caribou Planning Board hosted the first of six community visioning sessions. Each of these sessions was about three hours in length and attended by a wide range of community members who worked through developing the vision for Caribou. Examples from other communities in Maine and around the country were looked at and a new vision for Caribou was developed. These visioning sessions were open to the public and were promoted via social media, the City website, public access TV, paid newspaper advertisements, as well as utilizing e-blast lists throughout the community.

These visioning sessions continued through the winter and were concluded in early spring with a new vision developed for the community. This vision was then taken on a road show with public presentations to both the Planning Board and the City Council as well as local civic groups. As staff work continued on the Comprehensive Plan, the Planning Board continued public work at their regularly scheduled meetings, going section by section over both the old comprehensive plan and drafting sections of the new comprehensive plan.

In August of 2014, Caribou held a public goal setting session to flesh out goals (implementation/action items) to include as both general goals and specific action items throughout the duration of the plan. At the conclusion of the goal setting session goals with specific time lines and parties responsible for implementation were added to the Comprehensive Plan's existing list of policies and strategies.



## City of Caribou, Maine

*Municipal Building  
25 High Street  
Caribou, ME 04736  
Telephone (207) 493-3324  
Fax (207) 498-3954  
[www.cariboumaine.org](http://www.cariboumaine.org)*

### **Caribou Comprehensive Plan Process Notice**

The City of Caribou is beginning the process of updating its Comprehensive Plan. The Comprehensive Planning process occurs every ten years and has been going on in Caribou since the late 1950's. Per the City Charter the Caribou Planning Board is responsible for undertaking the Comprehensive Planning process and as such has arranged several workshops over the next few months to familiarize residents and business owners with what Caribou's Comprehensive Plan is and what the process for updating and redeveloping the plan will be. Each workshop will last about an hour and cover basic information about the Comprehensive Plan and the process for its update as well as time for questions.

These workshops are to educate residents and businesses in town about the Comprehensive Plan in order to participate in the community visioning session scheduled for Saturday, June 29<sup>th</sup>, 10:00am at the Caribou Wellness and Recreation center. Dates for information sessions are below (all meetings will be held in Council Chambers at the Caribou Municipal Building and are expected to last about an hour):

#### Information Sessions

Saturday, May 18 10:00am  
Monday, May 20, 5:30pm  
Thursday, May 30, 7:30pm

Wednesday, June 5, 6:30pm  
Monday, June 10, 6:00pm  
Friday, June 21, 6:30

The community visioning session will include a SWOC (Strengths, Weaknesses, Opportunities, Challenges) analysis of the community which will be compiled into information the Planning Board will utilize in preparing the Comprehensive Plan. There will also be a discussion on Caribou's current vision and whether or not the community wants to see a change in that vision. The community visioning session will be held on Saturday, June 29<sup>th</sup> at 10:00am at the Caribou Wellness and Recreation center.

Copies of the current Comprehensive Plan are available online through the City's website ([www.cariboumaine.org](http://www.cariboumaine.org)) and hard copies are available to view at the Caribou Public Library, the Caribou Wellness & Recreation Center, and the City Clerk's office. Additional questions regarding the Comprehensive Plan can be directed to Tony Mazzucco, Assistant City Manager at [tmazzucco@cariboumaine.org](mailto:tmazzucco@cariboumaine.org) or 207-493-3324 ext 224 or Steve Wentworth, Code Enforcement Officer at [swentworth@cariboumaine.org](mailto:swentworth@cariboumaine.org) or 207-493-3324 ext 214.



## City of Caribou



# One City. One Plan. Your Future.

The City of Caribou will be holding a community visioning session and a Strengths, Weaknesses, Opportunities and Challenges (SWOC) analysis of our community.

**WHERE:** Caribou Wellness and Recreation Center, 55 Bennett Drive

**WHEN:** Saturday, June 29<sup>th</sup> at 10:00am

**WHAT:** Participate in developing a vision for Caribou's future AND take a look at the strengths, weaknesses, opportunities, and challenges our community faces.

Bring your ideas and your enthusiasm as we begin the journey of developing the City of Caribou's Comprehensive Plan—a guide for the next decade of life and growth in our community. We are asking residents of all walks of life, businesses, community and civic groups to attend and participate in this workshop to help develop our plan for the future of our community.

For questions or more information please contact:

Austin Bleess  
City Manager  
City of Caribou  
[citymanager@cariboumaine.org](mailto:citymanager@cariboumaine.org)  
(207)493-3324 ext 230  
25 High Street  
Caribou, ME 04736

Tony Mazzucco  
Assistant City Manager  
City of Caribou  
[tmazzucco@cariboumaine.org](mailto:tmazzucco@cariboumaine.org)  
(207)493-3324 ext 224  
25 High Street  
Caribou, ME 04736

Steve Wentworth  
Code Enforcement Officer  
City of Caribou  
[swentworth@cariboumaine.org](mailto:swentworth@cariboumaine.org)  
(207)493-3324 ext 214  
25 High Street  
Caribou, ME 04736



## Community Visioning Session/SWOT ANALYSIS

@ Caribou Wellness & Recreation Center

Saturday, June 29

10:00 am – 12:00 pm

### Assessment of Strengths, Weaknesses, Opportunities & Threats (Challenges)

#### Strengths:

- Fractured Retail
- Year round trail system
- Central location in County
- Weather Service Station
- Strong faith based community
- Beautiful countryside
- Very nice people (accepting & friendly)
- Quality of life
- Great health sector
- Not on a major highway
- No sprawl
- No major blighted areas
- Rec Center
- School Department
- Maine Veterans Home

#### Weaknesses:

- Fractured Retail
- Waterfront
  - Recycling business
  - Zoning along waterfront
- Starch factory appearance
- Lack of extended bike trails
- Directional signs for businesses
- Lack of marketing
- Lack of “identity”
- Not well developed web base
- Lack of e-commerce

#### Opportunities:

- Waterfront
  - Aroostook River
  - Caribou Stream
  - Possible picnic area
  - Family gathering destination
- Create vibrant business centers in our current retail sectors
  - Unique flavor/specialties
- Re-imagining the old Birdseye plant as a more welcoming entry to Caribou

- Bike/recreational trail for outdoor fitness for pedestrians
- Capitalize on the “free press” generated by our inclusion on National Weather Service forecasting
  - Make Caribou “Bar Harbor” of Northeast Maine
  - “Bucket List” destination
- Revive historical streets
  - Example: Water Street by enforcing parking restrictions
    - Create one-way street on Water Street
    - Make more inviting to an “appointment only” type business due to parking challenges
  - Unitarian Universalist Church for sale
    - Small concert venue
    - Art gallery
- Promote local business by enhancing signage
  - Planning Board action
  - More directional signs with arrows to business
  - Merchants working together on signs
- Conveniently located “Tourist Information” kiosk or office with maps & information
- Cater to active Senior Citizens
  - Ability to walk places
- Highlight natural features like moose and other wildlife
  - Where to observe moose in natural habitat
  - Map showing good sighting areas
- Incentives for business and relocating family
  - Tax incentives
  - Revitalization
  - Advertising
  - Branding
  - Family friendly events like “Thursdays on Sweden”
- Google team to map
  - They did Presque Isle Library
- Grow “niche-marketing”/small business incubator
  - No bookstore in Northern Maine
  - No antique store
  - Micro-brewery
  - Rent/tour via ATV or snow sled
  - Package a tour showcasing local businesses
  - 60 Access Highway
- Assisted Living Facility
- Increase web e-commerce of existing local business
  - Workshops for business owners
  - Hire someone to go door to door
  - Incorporate into Chamber of Commerce
- Americantowns.com
- Create map of what we want Caribou to look like
  - In 5 years
  - In 10 years
  - A visual representation of what we are striving for
- Jump on bandwagon to make best use of DOT funds in area
  - Rail lines – go to Loring?
  - Currently dead ends in Caribou
  - Address transportation costs

- Increase advertising of Caribou as “4 season” destination
  - ATV trails on snow sled trails
  - Need more ideas for winter recreation
- City owned property on Water Street
  - Looks like a park that was started
- Are we maximizing grant funds available?
  - On the City staff
  - Individuals
- Capitalize on “nostalgia” factor
  - Loring alumni
  - Researching genealogy – website: resources, brochure
- Franco-American World Acadian Congress
  - Encourage people to stay/eat
  - Family reunions
  - Welcome/Festival
  - Don’t have a repeat of “Phish” concert unpreparedness
    - Map
    - Adequate stock at local businesses
    - August 22-24?
  - Register at WAC website (business)
  - Profit center for a City department to process passports
  - Transit area to St.John Valley
    - Want people to return
    - Spend money here

### **Challenges/Threats:**

- Perceived culture exists where new ideas are not nurtured – resistant to change
  - Example: idea of bike trail
- Visitors “from away” may miss Caribou all together without inviting signage promoting local business within DOT limitations
- Unable to reach all ages
  - Example: 14-18 through current programs - starts to seem “uncool” by older kids; may lose interest; lack of web presence by local businesses is a turn off to youth
- Lack of clear “Caribou” identity to focus on
  - Examples:
    - Fort Fairfield has Potato Blossom Festival
    - Houlton has Pioneer Days
- Cutting City programs/services/employees
  - Tech employee @ Library and that was a very well maintained website
- Need to avoid slum/blight taking over neighborhoods
- Revenue Sharing declines
- High utilities discourage businesses
  - Gas is \$3.75 per gallon
  - High electricity rates
- Concern about lodging/conference center facilities
  - Caribou Inn and Convention Center & Crown Park Inn are getting older
  - Russell’s Motel very welcoming, remodeled
  - Hampton Inn very competitive, sends businesses to Presque Isle
  - Lack of diversification in local business

## Community Goal Setting Session

@ Caribou Wellness & Recreation Center  
Saturday, September 6, 2014  
10:00 am – 12:00 pm

Summary of points of discussion and items for inclusion

### Historic Preservation

- Where? Costs?
- Historic Society with Public Works to lead
- Walking Map: Chamber
- Local History Taught at Schools
- Construction dates for local homes

### Nylander Collection

- What to do with it?
- Strategic plan
- Describe and promote historic importance
- Team with Historical Society & Whittier Museum?
  
- Loss of Local Churches
- Future uses?
- Unitarian Church
- Native American Connections
- Integrate their history too

### Water Resources

- Dredge Collins Pond – Cost?
- Future Rec uses for Pond
- Creating man-made lakes for future recreation
- Mitigation for Caribou
- Stream – Non Attainment Stream with regard to bypass construction

### Natural Resources

- Existing gravel pit inventory
- Future uses?
- Encourage
- Farmers/Public Market. Co-op?
- Add to last Thursdays on Sweden or add to Heritage Days
  
- Establish an “Agriculture Commission”
  
- Safe & clean housing for all residents
  
- Feasibility Study for Pedestrian Bridge over Collins Pond (like Edmunston)
- Create more green space and/or evaluate storm water issues
- Establish Facilities Committee
- Vacant buildings vs space needs