

## Landowner Rights and Responsibilities

The vast majority of the land in Caribou is in private ownership and will continue to be. The individual decisions of these landowners will play an important role in shaping the future of the City. Public regulations such as a zoning ordinance, subdivision regulation, building code, and/or other land use criteria can accomplish some of the City's goals. However, it is in the best interest of, and more can be accomplished for, Caribou through a cooperative effort which balances the rights and interests of the individual landowners with those of the City.

### Landowner Goal

To assure that landowner property rights are respected, while at the same time encouraging these owners to work cooperatively with the City to achieve the goals of the Plan.

### Landowner Policies

Policy
1. Encourage landowners to view their ownership of the land as a form of stewardship in which they play a very important role in influencing the future of the land and the City.
2. Assure that the City's land use regulations do not impose unnecessary burdens on the owners of large parcels, while allowing these owners flexibility in the use of these parcels to encourage their continued use for agricultural and/or forestry pursuits.
3. Encourage landowners to seek assistance in planning for the use of their land in order to develop ways which will minimize the impact on the property.
4. Increase the awareness of residents to the role private landowners play in assuring future rural character.
5. Encourage residents to join organized clubs and groups, such as snowmobile, hunting, and fishing clubs, in order to assist in the proper use and maintenance of private land. Landowners who experience problems should contact these groups for assistance in policing any problems.

### Key

BOA	Board of Appeals	MDEP	Environmental Protection	HD	Housing Department
CCCI	Chamber of Commerce	MDIFW	Inland Fisheries & Wildlife	TA	Tax Assessors
CD	Community Development	PB	Planning Board	CM	City Manager
CEO	Code Enforcement Officer	RD	Recreation Department	CC	City Council
FD	Fire Department	PD	Police Department	UD	Utilities District
HWD	Highway Department	SD	School Department		

## Landowner Strategies

Strategy	By	Year
1. Draft a report to be included in the City annual report on the rights, interests, and responsibilities of landowners. To include: <ol style="list-style-type: none"> <li>The role landowners play in influencing the City and land use decisions.</li> <li>A review of the City's land use regulations and their impacts on landowners.</li> <li>Encourage landowners to seek information about planning from the City and how planning will impact their land.</li> <li>An awareness of the residents as to the role landowners play in assuring the rural character of the City.</li> <li>A formal statement on the role of agriculture and forestry in Caribou and on the relationship between the City and the agricultural and forestry communities. The statement should include; The Right to Farm Law, Farm Bill, the use of current taxation under current state programs, the treatment of forestry with respect to issues such as forest practices, the use of herbicides, and the protection of the "Right-to-Forest".</li> <li>The rights and responsibilities of landowners and land users in the proper use, maintenance, and policing of private land.</li> </ol>	CM/CEO	2004
2. Schedule a regular meeting between City officials and landowners of 10 or more acres to discuss issues and participation in the tree growth tax program.	CM/CEO	2004 On-Going

### Key

BOA	Board of Appeals	MDEP	Environmental Protection	HD	Housing Department
CCCI	Chamber of Commerce	MDIFW	Inland Fisheries & Wildlife	TA	Tax Assessors
CD	Community Development	PB	Planning Board	CM	City Manager
CEO	Code Enforcement Officer	RD	Recreation Department	CC	City Council
FD	Fire Department	PD	Police Department	UD	Utilities District
HWD	Highway Department	SD	School Department		

## Land Use

The use of the land in Caribou is one of the most important components of the Plan. From past and present land uses can be determined the location and the amount of land available for particular purposes. Since the Plan and its policies is a long-range guide for the growth and development of Caribou, it can not be too specific or rigid, it has to be flexible and able to adapt to unforeseen changes and demands. The Caribou planning program inventoried forest lands, soil types and characteristics, natural resources, transportation networks, housing needs, demographics, the local and regional economy, and public facilities and services. These inventories were then analyzed as they relate to the various land uses and put into a Land Use Plan. Implementation of the Land Use Plan is accomplished through the policies and strategies. The following is an overall framework of policies and strategies to make intelligent and informed decisions within which adjustments can be made to the inevitable changes.

### Land Use Goal

To have orderly growth by ensuring that adequate land, services, and regulations are available and wisely used.

### Land Use Policies

Policy	Supporting Strategy
1. Strive to maintain and protect the traditional character, both urban and rural of the City of Caribou.	1,2,3,5,6,8, 10-13,16-19, 21, 23, 24, 25,27
2. Reinforce the village (urban) and rural areas by accommodating growth in a manner which enhances the environment and the site, upgrades the physical condition of structures and public improvements, and protects the natural and cultural resources.	1,2,4-26
3. Ensure orderly compact growth in the downtown by trying to avoid continuous "strip" development.	1,2,4,5,7,9,10, 13,14,16-25
4. Encourage orderly growth by ensuring that adequate land, services, and regulations are in place.	1-7,9-26
5. Work to guide growth into those areas where it can best be accommodated and serviced while discouraging growth in areas not well suited for development.	1,2,5,6,7,10, 12-27

## Key

BOA	Board of Appeals	MDEP	Environmental Protection	HD	Housing Department
CCCI	Chamber of Commerce	MDIFW	Inland Fisheries & Wildlife	TA	Tax Assessors
CD	Community Development	PB	Planning Board	CM	City Manager
CEO	Code Enforcement Officer	RD	Recreation Department	CC	City Council
FD	Fire Department	PD	Police Department	UD	Utilities District
HWD	Highway Department	SD	School Department		

## Land Use Strategies

Strategy	By	Year
1. Review and update, as needed, the zoning ordinance. Updates should include: A. Allowing apartments on the second story of commercial buildings. B. Reviewing land uses in the R-3 District. C. Developing guidelines for the disposal of industrial wastes. D. Telecommunications and windmill siting standards. E. Changes in Planning Board and Board of Appeal wording. F. Parking issues in the downtown.	PB, CEO	2004
2. Review and update, as needed, the Subdivision Ordinance (See: Land Use Plan)	PB, CEO	2004
3. Investigate the need for timber harvesting standards in the zoning ordinance and the Maine Department of Conservation for review and comment.	PB, CEO	2005
4. Review and update the Building Code, as needed.	PB, CEO	On-going
5. Review the Shoreland Zoning Ordinance for any needed amendments.	PB, CM, CEO	2004
6. Require the Planning Board to oversee the revision of the Comprehensive Plan, as required by law.	PB	2004 On-Going
7. Work to control the type, scale, location, character, and arrangement of new development projects as a means of influencing impacts and types of growth.	PB, CEO	2004
8. Develop an open dialogue with the surrounding communities concerning regional land use and environmental issues (such as surface waters and aquifer protection).	PB, CM, CEO, MDEP	2005
9. The Code Enforcement Officer, Planning Board, and Board of Appeals should adhere to the provisions of the City's land use ordinances and regulations.	PB, BOA, CEO	On-going
10. Review standards in land use regulations to ensure that they protect the desired character of City. Amend ordinances as needed.	PB	2004
11. City officials should inventory and map all trees bordering streets in the downtown area, indicate which are privately owned, the quality of the tree, the need for tree planting, and establish a maintenance and beautification program that includes planting of trees, if feasible.	PB, RD CEO, CCCI	2005
12. Contact the existing service organizations and businesses for interest in developing a landscaping program for the downtown area.	CD, CCCI,	2006
13. Encourage buffer strips between differing land uses, with the burden placed on each new development activity to shield itself from its neighbor.	PB	2004

### Key

BOA	Board of Appeals	MDEP	Environmental Protection	HD	Housing Department
CCCI	Chamber of Commerce	MDIFW	Inland Fisheries & Wildlife	TA	Tax Assessors
CD	Community Development	PB	Planning Board	CM	City Manager
CEO	Code Enforcement Officer	RD	Recreation Department	CC	City Council
FD	Fire Department	PD	Police Department	UD	Utilities District
HWD	Highway Department	SD	School Department		

Strategy	By	Year
14. Inventory all available structures/lots that are publicly owned in the downtown (Bennett Drive and Sweden Street), assess their value as additional parking space or rehabilitation, and seek out sources of money that could be used to develop these areas.	CD, CCCI	2005
15. Establish and adopt a system of impact fees for new development that would require developers to "pay their own way," in part or in full, for infrastructure such as roads, traffic control devices, sewerage, and/or public water service extensions.	PB	2004
16. Review standards in the zoning ordinance, subdivision ordinance, and site design review criteria for the identification, preservation, and/or protection of potential and identified archeological, prehistoric, and historic resources. Amend as needed.	PB	2005
17. Create "good neighbor" standards to assure industrial users are positive members of the city, protect the environment and neighboring properties, provide safe access, and promote the visual environment.	PB, CEO	2004
18. Work to locate industries to the industrial park and away from incompatible areas.	PB, CD, CCCI, CEO	On-going
19. Utilize innovative techniques, such as clustering, to guide residential development away from prime soils and sensitive natural resource areas.	PB, CEO	On-going
20. Zone for continued use and protection of Caribou Municipal Airport and its surrounding land uses, to include minor adjustments to the existing airport area to encircle only the airport proper, plus FAA-defined ground areas. This could also include creation of a new overlay zone to protect navigable airspace above and surrounding the airport from encroachment.	PB, CEO	20043
21. Examine the impacts to existing and proposed trail systems when reviewing subdivision applications.	PB	On-going
22. Develop standards in the City's subdivision ordinance that requires developers to set aside at least 10 percent of lots for affordable housing.	PB	2006
23. Develop standards in the City's Subdivision ordinance that allows for clustering within the designated Growth Area.	PB	2006
24. Monitor the amount and type of commercial and industrial growth that is occurring throughout the city on an annual basis. Determine if the citywide zoning ordinance is meeting its intent and modify, if necessary.	CEO, PB	On-going
25. Continue to enforce the standards within the 2001 citywide ordinance, subdivision ordinance, and site design review ordinances that are designed to reduce the impacts of commercial and industrial development in terms of noise, odor, dust, traffic, and buffering. Modify ordinances if deemed necessary. Follow all applicable local and state laws.	CEO, PB, BOA	On-going
26. Once potential wellhead sites have been acquired, the City will develop a wellhead protection ordinance or standards in the present citywide zoning ordinance and sand and gravel overlay district(s) that limits certain commercial and industrial uses.	PB, UD	2007

### Key

BOA	Board of Appeals	MDEP	Environmental Protection	HD	Housing Department
CCCI	Chamber of Commerce	MDIFW	Inland Fisheries & Wildlife	TA	Tax Assessors
CD	Community Development	PB	Planning Board	CM	City Manager
CEO	Code Enforcement Officer	RD	Recreation Department	CC	City Council
FD	Fire Department	PD	Police Department	UD	Utilities District
HWD	Highway Department	SD	School Department		

Strategy	By	Year
<p>27. Update the Subdivision and Site Design Review Criteria to include the following wording:</p> <p><i>Any proposed land use activity involving structural development or soil disturbance on or adjacent to sites listed on, or eligible to be listed on, the National Register of Historic Places, as determined by the Planning Board, shall be submitted by the applicant to the Maine Historic Preservation Commission and to the Caribou Historical Society for review and comment, at least twenty (20) days prior to action being taken by the Board. The Board shall consider any comments received from the Commission and Society within the twenty (20) day review period prior to rendering a decision on the application. The development should include appropriate measures for protecting these resources, including but not limited to, modification of the proposed site design, timing of construction, or limitation on the extent of excavation.</i></p>	PB	2005

### Key

BOA	Board of Appeals	MDEP	Environmental Protection	HD	Housing Department
CCCI	Chamber of Commerce	MDIFW	Inland Fisheries & Wildlife	TA	Tax Assessors
CD	Community Development	PB	Planning Board	CM	City Manager
CEO	Code Enforcement Officer	RD	Recreation Department	CC	City Council
FD	Fire Department	PD	Police Department	UD	Utilities District
HWD	Highway Department	SD	School Department		

## Transportation

Transportation networks tie communities together and link Caribou to the surrounding region. A safe, efficient transportation system is essential to the smooth functioning of the City with the location and quality of the road system having a major impact on where future growth is likely to occur. Therefore, local roads should provide safe, reliable, access to work, schools, shopping, and residences.

Transportation links to the outside world 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. In addition, transportation networks are also important for local economic growth in providing needed access to goods and services not found in Caribou. Roads, and to a lesser degree the railroad, into and out of Caribou are the main modes of transportation and the condition of these facilities is very important. Money to maintain and improve our transportation facilities has been in short supply; and the state government is aware of the great expense needed to improve our network. State highways and bridges may receive only secondary attention. If the condition of any road or bridge is not adequate, then it is up to the City to make its needs known to the MDOT and state representatives.

Access and transportation play an important role in determining the quality of life in Caribou. This includes transportation in its broadest sense, including walking, hiking, riding bicycles, etc.. The location and size of the City will affect the modes of transportation available for traveling long distances. For example, in the past the proximity of towns to Route 1 and I-95 has brought some form of measurable growth.

The information provided in this section will assist the City in addressing transportation issues and needs. The City believes that the following goal, policies, and strategies are inextricably interconnected and interdependent. Their order herein in no way indicates that one has priority over another. Further, it is intended that economic development be an integral part of each goal, policy, and strategy.

### Transportation Goal

To provide, maintain, and improve a safe, affordable, efficient, environmentally sound, and seamless transportation network that promotes economic development and maintains a rural quality of life.

### Transportation Policies

Policy	Supporting Strategy
1. Identify, assess, and preserve the carrying capacity, and promote the construction, reconstruction, and maintenance of roads and bridges.	1,2,3,5,6,8,9,14-25
2. Identify and assess, and when feasible, preserve, protect, and promote the development and maintenance of rail facilities and services.	1,21
3. Identify and assess, and when feasible, preserve, protect, and promote the development and maintenance of air facilities and services.	1,11,12,19,20
4. Identify and assess, and when feasible, preserve, protect, and promote the development and maintenance of alternative modes of transportation (i.e. trails, bikes, tele-communications).	1,2,4,7,9,10,13,14,17,19,20

### Key

BOA	Board of Appeals	MDEP	Environmental Protection	HD	Housing Department
CCCI	Chamber of Commerce	MDIFW	Inland Fisheries & Wildlife	TA	Tax Assessors
CD	Community Development	PB	Planning Board	CM	City Manager
CEO	Code Enforcement Officer	RD	Recreation Department	CC	City Council
FD	Fire Department	PD	Police Department	UD	Utilities District
HWD	Highway Department	SD	School Department		

5. Encourage programs that will minimize air and water pollution and promote safety for transportation systems.	1,2,3,7-10, 12,13,15-19, 22, 23, 24, 25
---	---

## Key

BOA	Board of Appeals	MDEP	Environmental Protection	HD	Housing Department
CCCI	Chamber of Commerce	MDIFW	Inland Fisheries & Wildlife	TA	Tax Assessors
CD	Community Development	PB	Planning Board	CM	City Manager
CEO	Code Enforcement Officer	RD	Recreation Department	CC	City Council
FD	Fire Department	PD	Police Department	UD	Utilities District
HWD	Highway Department	SD	School Department		

Policy	Supporting Strategy
6. Increase tourism through safe, user-friendly transportation facilities and services.	1,4,14,16,17,19,20

### Transportation Strategies

Strategy	By	Year
<p>1. In order to maintain, improve, and provide for a safe and efficient transportation network, the City will:</p> <p>A. Maintain and update as needed, road design and construction standards.</p> <p>B. Create a road surface management program which conducts and updates, with funding provided through the CIP, an RSMS program.</p> <p>C. Review road maintenance, tree cutting, snow-plowing, and related activities and recommend changes as appropriate in order to enhance the preservation of visual resources and to maintain and support pedestrian movement in the downtown area.</p> <p>D. Develop a formal policy relative to the improvement of City roads and bridges. This policy should emphasize the City's desire to retain its rural character, establish reasonable access strategies, cover policies and general standards for maintenance of bridges and both paved and unpaved roads, the plowing of sidewalks, and spelling out the protection of community and individual property from damage and encroachment.</p> <p>E. Contact various trail groups concerning assistance provided by the group in preserving and conserving the identified trails for public use.</p> <p>F. Ensure crossing zones are brought up to standards (painting, signs) particularly near the schools.</p> <p>G. Encourage cluster development in new large subdivisions of ten (10) acres or more to minimize the length of new roads and lighten the burden of road maintenance costs.</p> <p>H. Continue to work annually with the MDOT to ensure adequate maintenance, upgrading, and traffic flow on the roadways.</p> <p>I. Continue to support regional transportation goals of the Northern Maine Development Commission (NMDC), the Regional Transportation Advisory Committee (RTAC), and Leaders Encouraging Aroostook Development.</p> <p>J. Establish an open dialogue with the communities along Routes 1, 161, 89 to address maintenance, planning priorities, curb cuts, access management, and the impact of development.</p> <p>K. Support the Highway Department's 5-Year Plan of the inventory, repair, and maintenance of the roads, bridges, and signs; study road classifications; study discontinuances; and other policies deemed advisable, with funding provided through the CIP.</p> <p>L. Support Downtown Revitalization efforts and review the traffic flow study in the downtown area.</p>	PB, CD, HD, CC	2004 On-Going

(continued)

### Key

BOA	Board of Appeals	MDEP	Environmental Protection	HD	Housing Department
CCCI	Chamber of Commerce	MDIFW	Inland Fisheries & Wildlife	TA	Tax Assessors
CD	Community Development	PB	Planning Board	CM	City Manager
CEO	Code Enforcement Officer	RD	Recreation Department	CC	City Council
FD	Fire Department	PD	Police Department	UD	Utilities District
HWD	Highway Department	SD	School Department		

Strategy	By	Year
M. Support efforts to maintain, improve, and provide regional and local transportation networks. N. Continue to submit transportation improvements to the MDOT for inclusion into the Regional Advisory Report, 6-Year Transportation Plan, and Biennial Transportation Improvement Program (BTIP). O. Review the need for bilingual road signage. P. Work with the various transportation groups in assessing the need for an "extension" of I-95 into the St. John Valley.	CM, HD, CD, CC	2004 On-Going
2. Develop and maintain a sidewalk improvement program for the downtown and its associated neighborhoods to enhance pedestrian environment, create opportunities to walk to retail and service uses, and to connect the schools, public buildings, recreation areas, and residential neighborhoods; by evaluating the existing system of sidewalks for their condition, identifying the needs of residents, establishing priorities for improving and maintaining existing sidewalks and installing new walks, and develop a program for sidewalk improvements which can become part of the City's CIP.	HD, CM, CD, PB	2005
3. Review standards for access management that will help to maintain posted speed limits and assure traffic safety and help promote economic development in the City.	PB	2004
4. Expand opportunities for trails and walking paths by utilizing abandoned transportation corridors and working with private landowners.	PB, CM, CD, RD	2004 On-going
5. Recognize that Bennett Drive, Sweden Street, High Street, and Main Street play a dual role as both the "spine" of the downtown and as a state highway moving through traffic north and south. The City should work to assure that the local role is the predominant role for the road.	CM, PB, CD	2004
6. Review the need for a Roadway Opening Ordinance.	PB, CM, HWD	2004
7. Encourage and support local safety training programs for children riding bikes, ATVs or walking.	RD, SD, CC	2004
8. Urge for the continued education and training of public works maintenance and construction crews on proper environmental practices.	HD, CM, CC	2004
9. Explore the use of alternative materials and techniques in construction and maintenance projects to reduce life cycle costs.	HD	On-going
10. Encourage and support tele-communications as an alternative form of transportation.	CM, CCCI, CD, CC	2004
11. Support development of the Caribou Municipal Airport in accordance with the Airport Master Plan, the Maine Aviation Systems Plan, and through the Regional Transportation Advisory Committee (RTAC).	CM, CD, CC, PB	On-going

(continued)

## Key

BOA	Board of Appeals	MDEP	Environmental Protection	HD	Housing Department
CCCI	Chamber of Commerce	MDIFW	Inland Fisheries & Wildlife	TA	Tax Assessors
CD	Community Development	PB	Planning Board	CM	City Manager
CEO	Code Enforcement Officer	RD	Recreation Department	CC	City Council
FD	Fire Department	PD	Police Department	UD	Utilities District
HWD	Highway Department	SD	School Department		

Strategy	By	Year
12. Encourage support for efforts to improve local and regional scheduled passenger services and infrastructure.	PB, CM, CC, CD	On-Going
13. Support efforts to improve local and regional transload and intermodal facilities (train-to-truck, truck-to-train, truck-to-truck, air-to-truck, truck-to-air).	CD,CCCI	On-going
14. Encourage the creation of safe local bicycle routes.	RD, CD, HD	2005
15. Utilize the standards in the local ordinances for control of erosion and sedimentation, and stormwater management along roadways.	HD, RD	2005 On-going
16. Promote safety through the use of appropriate signage in accordance with the Manual of Uniform Traffic Control Devices (MUTCD).	HD	On-Going
17. Assure the use of transportation signage that makes people more aware of the possible presence of bicyclists and pedestrians.	HD	2004
18. Encourage the implementation of a local streetlight installation policy.	HD	2004
19. Encourage the use of the international symbols for transportation related signs, whenever feasible.	CCCI, CD, HD, RD	On-Going
20. Encourage more and better transportation systems and facilities to increase tourism and tourism development.	CM, CD, CC, PB	2004
21. Support efforts to maintain, improve, and provide regional and local rail service.	CM, CD, CCCI	On-going
22. Study all MDOT access management requirements and articulate to local and state agencies which are workable and which do not apply to the City's development patterns.	PB	2004
23. Work with Cary Medical Center and MDOT to lessen the danger at the intersection of Cary, Route 1 and Main Street. Ensure that the local role is the predominate role.	CD, CC, PB	2004
24. Explore ways to control heavy through traffic from Routes 1 and 161 on Sweden and High Streets and out of the downtown area.	HD,CD,CM CC	2004
25. City officials will review, once a final corridor from the Aroostook County Transportation Study is chosen, the impact to the city and develop, with the assistance of MDOT, a corridor management plan that is beneficial to both the City and MDOT.	CC, HD, PB	2005

### Key

BOA	Board of Appeals	MDEP	Environmental Protection	HD	Housing Department
CCCI	Chamber of Commerce	MDIFW	Inland Fisheries & Wildlife	TA	Tax Assessors
CD	Community Development	PB	Planning Board	CM	City Manager
CEO	Code Enforcement Officer	RD	Recreation Department	CC	City Council
FD	Fire Department	PD	Police Department	UD	Utilities District
HWD	Highway Department	SD	School Department		

## Public Facilities and Services

The Public Facilities and Services portion of the Plan included an assessment of capital facilities and public services necessary to support future growth and development; to protect the environment, health, safety, and welfare of the people of Caribou; and to explore the costs of those facilities and services. The inventory examined the facilities and services provided by/to the City and included information describing the facility and service area, and the condition, usage, and capacity of the facility. The facilities and services included; water supply, sewage facilities, solid waste facilities, public safety, energy facilities, communications, health care, education, and City administration and services. Caribou is responsible for providing some of these public facilities and services necessary for meeting the needs of the community. The responsibility is both a burden and an opportunity since the provision of these items is costly, but at the same time can be used to further growth and development. Caribou should provide suitable public facilities and services to meet the needs of the residents and to use the provision of these facilities as a means for guiding growth.

### Public Facilities and Services Goal

To ensure that the existing public facilities and services are well maintained and function efficiently and to plan carefully for essential new and/or expanded facilities and services.

### Public Facilities and Services Policies

Policy	Supporting Strategy
1. Plan for and ensure an adequate quality and quantity of drinking water.	1,2,3,15,16,19, 25,26,27, 31
2. Plan for and ensure adequate sewage disposal.	1,2,3,15,16,19, 25,26
3. Plan for and provide cost effective, affordable, and environmentally safe solid waste management.	1,2,3,15,16,19, 24,27
4. Plan for the development and continuance of adequate and cost effective public safety programs, facilities, and services.	1,2,3,9,12,15, 16,19,26,27, 29, 30, 31
5. Plan for the continuation and development of adequate and cost effective public works programs, facilities, and services.	1,2,3,12,15,16, 19,26,27
6. Encourage, plan for, and promote new affordable communication facilities and services.	2,3,4,12,14,15, 16,19,20,21,23, 29
7. Encourage, plan for, and support affordable, pertinent, and well maintained health care facilities and services.	2,3,4,9,12,15, 16,19,23, 29, 30
8. Promote and support an educational system that allows all age groups to excel in their chosen fields of interest.	1,2,3,6-12,14, 15,16,19,20, 21,23,24
9. Continue to plan for and support the necessary functions of the municipality.	1-4,10,12,14- 26, 29, 30, 31
10. Encourage and promote a variety of community services and organizations.	4-10,12,13,14, 20,21,22, 30

### Key

BOA	Board of Appeals	MDEP	Environmental Protection	HD	Housing Department
CCCI	Chamber of Commerce	MDIFW	Inland Fisheries & Wildlife	TA	Tax Assessors
CD	Community Development	PB	Planning Board	CM	City Manager
CEO	Code Enforcement Officer	RD	Recreation Department	CC	City Council
FD	Fire Department	PD	Police Department	UD	Utilities District
HWD	Highway Department	SD	School Department		

## Public Facilities and Services Strategies

Strategy	By	Year
1. Due to the impact on services and the costs to the City, language will be reviewed for the City's land use regulations on impact fees to address the funding of capital facilities in new developments.	PB	2004
2. Work with the Caribou utility and service providers to develop a plan which: A. Assesses the capacity, costs, and needs to accommodate additional growth; and B. Determines the boundaries of their service areas, thereby identifying and encouraging the expansion of some services.	PB, CD, UD	2004-05
3. Require developments which could create an unreasonable demand on City services to be built in stages which parallel the planned expansion of facilities.	PB, CD, UD	On-going
4. Create and publish a directory of community services and organizations to publicize their existence, their services, and whom to contact for information.	CD, CCCI	2004
5. Continue to support and provide facilities for local and regional events.	CC, CM, CCCI, CD	On-going
6. Prepare a list of activities within the Plan that students can carry out, obtain information on the Kid's as Planners Program and present it to educators, and sponsor a guest speaker on the topic of planning to the students.	CM, SD	2007
7. Develop a program to recognize outstanding contributors, scholars, and achievers.	CCCI, RD, SD	2004
8. Explore the establishment of a local summer concert and theater series.	RD, CC, SD	2007
9. Sponsor a children's forum on recreational and social interests and needs.	RD	2004
10. Support the continued and open dialogue with the School Department into funding and program options through semi-annual joint meetings and programs, such as a student community service volunteer program.	RD, CM, CC, SD	2004
11. Continue to support a community educational system which allows both young people and adults to excel in their chosen areas of interest through a school system that emphasizes educational achievement for the entire community.	SD	2004
12. Survey the senior citizens to determine their facility and services needs.	CD	2004
13. Continue to support existing and the expansion of cultural and recreational opportunities for all ages, such as, festivals, parades, and programs.	CD, CC, CCCI, RD	2006

(continued)

### Key

BOA	Board of Appeals	MDEP	Environmental Protection	HD	Housing Department
CCCI	Chamber of Commerce	MDIFW	Inland Fisheries & Wildlife	TA	Tax Assessors
CD	Community Development	PB	Planning Board	CM	City Manager
CEO	Code Enforcement Officer	RD	Recreation Department	CC	City Council
FD	Fire Department	PD	Police Department	UD	Utilities District
HWD	Highway Department	SD	School Department		

Strategy	By	Year
14. Continue to support the public library and its programs which stimulate reading, increase circulation, and offer support. Support the 5-Year Plan of the Library.	CC, CM	2004
15. Expand volunteer efforts to beautify the city, make necessary repairs to city owned buildings and facilities, as well as staff events and buildings.	CC, CM, RD, CD, CCCI	2005
16. Sponsor a meeting with past and present City officials, and the adjoining cities and towns, to identify and reinforce shared programs, opportunities for cooperation, and explore joint purchasing and resolutions.	CC, CM	2005
17. Undertake a comprehensive review of all City owned land to include: A. Research the ownership of land and review City's claim to the parcels. B. Conduct a natural resources inventory of the parcels to determine the resource and development potential of each. C. Develop a policy for the future use of each of the parcels for recreational, conservation, or public uses as well as disposition of the parcels to fund other open space, recreation, and conservation activities.	CM, CC, CD, PB	2006
18. Investigate opportunities for providing part-time (on-demand) technical support for the Planning Board, Board of Appeals, and other boards and Departments.	CM, CD, PB, BOA	2004
19. Continue planning efforts based on input from the City's residents, Department heads, employees, and administration.	All	On-going
20. Request media to report on the issues that are being faced by the School Department and City.	CM, SD	On-going
21. Cultivate local contacts for the newspapers, radio, and television stations by routinely submitting meeting notices, post-meeting articles, and a list detailing accomplishments to promote public interest and awareness.	All	2004
22. Continue to support and publicize annual events and festivals.	CCCI	On-Going
23. Continue to update the E-911 response program and addressing system.	CEO	On-going

(continued)

## Key

BOA	Board of Appeals	MDEP	Environmental Protection	HD	Housing Department
CCCI	Chamber of Commerce	MDIFW	Inland Fisheries & Wildlife	TA	Tax Assessors
CD	Community Development	PB	Planning Board	CM	City Manager
CEO	Code Enforcement Officer	RD	Recreation Department	CC	City Council
FD	Fire Department	PD	Police Department	UD	Utilities District
HWD	Highway Department	SD	School Department		

Strategy	By	Year
24. Develop a solid waste management, recycling, and/or composting plan, cooperating with adjacent communities. The Solid Waste Committee (SWC) should: <ul style="list-style-type: none"> <li>A. Enhance and expand the Citywide recycling and composting program.</li> <li>B. Begin dialogue with the surrounding communities as to a regional recycling and composting plan and facility.</li> <li>C. Develop a long term solution for the disposal of universal wastes and demolition debris.</li> <li>D. Sponsor a seminar at the schools on recycling and composting.</li> <li>E. Maintain public information on recycling and composting in the home and at the office, at the school and City Office.</li> <li>F. Promote cooperation between the City, the haulers, and the Tri-Community.</li> <li>G. Support a program for the recycling of agricultural chemical containers.</li> <li>H. Request City departments, including the school, to recycle and/or compost.</li> </ul>	CM, CD, SWC	2004
25. The Caribou Utilities District should: <ul style="list-style-type: none"> <li>A. Address the capacity of the wastewater and water systems and the procedures for allocating available capacity.</li> <li>B. Investigate the potential yield of the various aquifers, determine the maximum desirable draw on the aquifer, assess the available capacity of the system to serve additional uses, and develop procedures for allocating capacity.</li> <li>C. Establish the geographic limits of the water and wastewater service areas.</li> <li>D. Develop a program for encouraging people within the service area who are not connected to connect and meter flow.</li> <li>E. Continue to apply for funding for the wastewater and water program.</li> <li>F. Encourage creation of a capital improvements program for services to finance maintenance and system upgrades as part of annual budget.</li> <li>G. Identify areas for the upgrading of facilities as part of a long range plan.</li> <li>H. Encourage the wastewater and water programs to educate the public about protecting and conserving water supplies by including a flier with their billings.</li> <li>I. Articulate wastewater and water priorities and concerns to the neighboring communities, businesses, and community leaders to foster cooperation.</li> <li>J. Work through existing programs to secure cooperation to minimize point and non-point source pollution.</li> <li>K. Protect the capacity of the wastewater treatment facilities by requiring adequate pre-treatment by potentially high volume customers prior to induction of effluent into the wastewater system.</li> <li>L. Encourage that rural development be located on land capable of supporting on-site wells and subsurface wastewater disposal systems.</li> <li>K. Explore ways to reduce water and sewage fees.</li> </ul>	UD	2004
26. Work with the various utility providers to ensure that all road disruptions and excavations are quickly and adequately repaired and maintained.	UD, CM, HWD	On-going
27. Evaluate drain connections in public facilities for compliance to National Pollutant Discharge Elimination System (NPDES) permit requirements, as applicable.	PB, CEO	2005
28. Continue to support Cary Medical Center.	CC	On-going

### Key

BOA	Board of Appeals	MDEP	Environmental Protection	HD	Housing Department
CCCI	Chamber of Commerce	MDIFW	Inland Fisheries & Wildlife	TA	Tax Assessors
CD	Community Development	PB	Planning Board	CM	City Manager
CEO	Code Enforcement Officer	RD	Recreation Department	CC	City Council
FD	Fire Department	PD	Police Department	UD	Utilities District
HWD	Highway Department	SD	School Department		

Strategy	By	Year
29. Review needed services at Cary Medical Center and explore the possibility of developing a regional hospital authority with the Aroostook Medical Center (TAMC). This regional authority could oversee the operations of each hospital and make recommendation on needed services. The authority could also recommend the reduction or elimination of duplication of services.	CC, Cary Board	2004
30. Work with surrounding communities to examine and review the need for regional services and facilities. Implement those services and facilities that are mutually beneficial to the communities. Ensure that any regional coordination is initiated and administered at the local level.	CC, CCCI, CD, HWD, PD, FD	On-going
31. The Utilities District will work to acquire parcel(s) of land that have been deemed suitable for the creation of a public water source. The Utilities District will utilize funds from a variety of sources.	UD	2005

### Key

BOA	Board of Appeals	MDEP	Environmental Protection	HD	Housing Department
CCCI	Chamber of Commerce	MDIFW	Inland Fisheries & Wildlife	TA	Tax Assessors
CD	Community Development	PB	Planning Board	CM	City Manager
CEO	Code Enforcement Officer	RD	Recreation Department	CC	City Council
FD	Fire Department	PD	Police Department	UD	Utilities District
HWD	Highway Department	SD	School Department		

## Municipal Finances

Caribou, like many other Maine communities, has been struggling to keep property taxes stable in the face of budget demands and constraints. The City has not only survived these hard times, it is moving forward. There has been a steady decline in federal and state assistance to Caribou. The Federal Revenue Sharing Program at one time represented a federal-state-local partnership in which new policies were mandated and then largely funded by the federal government. The program became defunct in 1986--the mandates are still in place, but the burden of funding them is now largely the responsibility of the City. This section will show that through the policies and strategies that the City can maintain its financial health while making some major improvements and meeting future needs through public expenditures and other fiscal policies.

### Municipal Finance Goal

To manage and administer the City's finances in a careful and fiscally responsible manner in order to maintain a low tax rate and low municipal expenses.

### Municipal Finance Policies

Policy	Supporting Strategy
1. Identify trends in municipal revenues and expenditures, and develop programs that increase revenues and stabilize, share, and/or reduce expenditures.	1,3-11
2. Review current and projected taxes, and develop a fiscal plan that will stabilize and/or reduce the tax burden.	1,3-10
3. Identify and assess trends in growth and development, and create a fiscal plan to ensure the efficient and cost effective availability of required municipal facilities and services.	1-12
4. Determine and develop a plan for capital expenditures.	1,2,3,8-12

### Municipal Finances Strategies

Strategy	By	Year
1. Coordinate planning for municipal building construction, repair, and/or modifications through the CIP and GASBY-34.	CM, PB, HD, RD, CC, HD FD	2004 On-Going
2. Ensure that all municipal construction, repair, and/or modifications be handicapped accessible.	PB, CEO, CM	On-Going
3. Work with the Budget Committee to review capital expenditures, to maintain good communications with the public, and to create and maintain a long range plan for investments.	CM, CC	On-Going

(continued)

### Key

BOA	Board of Appeals	MDEP	Environmental Protection	HD	Housing Department
CCCI	Chamber of Commerce	MDIFW	Inland Fisheries & Wildlife	TA	Tax Assessors
CD	Community Development	PB	Planning Board	CM	City Manager
CEO	Code Enforcement Officer	RD	Recreation Department	CC	City Council
FD	Fire Department	PD	Police Department	UD	Utilities District
HWD	Highway Department	SD	School Department		

Strategy	By	Year
4. Annually analyze existing fees to determine if fee levels are current with the costs of providing the service and increase fees which fall short.	PB, CEO, CM, CC	2004
5. Investigate the feasibility of charging fees for programs and/or services which are currently provided free of charge.	CM, CC	2004
6. Ensure through periodic review and consultations that the City's valuation keeps in step with the state valuation, since educational funding, revenue sharing, and other programs are based on formulas involving state valuation figures. The program should include a periodic review of personal property tax valuations and review the desirability of TIFs as a tool to promote commercial and industrial development.	TA, CM, CC	On-Going
7. Assist landowners in Farm and Open Space and Tree Growth tax programs.	TA, CM	On-Going
8. Support efforts to increase State aid to cities and towns.	CM, CC, SD	On-Going
9. Decrease City reliance on the property tax, as much as possible.	TA, CM, SD, CC	On-Going
10. Establish and maintain a tax rate which is consistent with maintaining the current and projected levels of service.	TA, CM, CC, SD	On-Going
11. Continue to apply for Community Development Block Grant (CDBG), and/or other monies for CIP projects.	CD, CM, CC, RD	On-Going When Needed
12. Review the need of payments in lieu of taxes for non-profit organizations in town.	TA, CM	2004

### Key

BOA	Board of Appeals	MDEP	Environmental Protection	HD	Housing Department
CCCI	Chamber of Commerce	MDIFW	Inland Fisheries & Wildlife	TA	Tax Assessors
CD	Community Development	PB	Planning Board	CM	City Manager
CEO	Code Enforcement Officer	RD	Recreation Department	CC	City Council
FD	Fire Department	PD	Police Department	UD	Utilities District
HWD	Highway Department	SD	School Department		

## Local Economy

Caribou is located in the Caribou-Presque Isle Labor Market Area (LMA) and depends on the region's economic health for its survival. The LMA's boundaries include Bridgewater to the south, Portage and Oxbow to the west, Stockholm, Conner and Caswell to the north, and New Brunswick, Canada to the east. Caribou is one of the two major Service Centers in the LMA and many job holders from the surrounding communities work in the City. Local retail and service establishments depend on shoppers from other areas for a portion of their trade. In terms of employment, manufacturing, health care and education are the most important industries located solely in Caribou. In terms of employment, education, health, and social services, retail trade, and manufacturing are the largest employers of Caribou residents

### Local Economy Goal

To have a stable, diversified economy that builds upon the City's character, public services, resources, and commercial and industrial base to increase employment opportunities and economic well being.

### Local Economy Policies

Policy	Supporting Strategy
1. Promote and encourage new and existing businesses as vital components in local and regional economic development.	1-10
2. Encourage and plan for a mixture of commercial, industrial, and residential development in areas physically and fiscally suited to broaden economic development opportunities.	1-4, 6, 8

## Key

BOA	Board of Appeals	MDEP	Environmental Protection	HD	Housing Department
CCCI	Chamber of Commerce	MDIFW	Inland Fisheries & Wildlife	TA	Tax Assessors
CD	Community Development	PB	Planning Board	CM	City Manager
CEO	Code Enforcement Officer	RD	Recreation Department	CC	City Council
FD	Fire Department	PD	Police Department	UD	Utilities District
HWD	Highway Department	SD	School Department		

## Local Economy Strategies

Strategy	By	Year
<p>1. The City should:</p> <ul style="list-style-type: none"> <li>A. Develop economic, tourism, land use, and transportation strategies.</li> <li>B. Work with the surrounding communities in developing regional plans for economic development, tourism, land use, and transportation related strategies.</li> <li>C. Encourage outreach programs designed to support existing businesses. These programs must assure businesses of community support, respond to changing economic conditions, and work to solve challenges before they are problems.</li> <li>D. Continue and increase communications with the NMDC, and similar organizations (Leaders Encouraging Aroostook Development (LEAD), Aroostook County Tourism (ACT), Small Business Development Center (SBDC)), through regular meetings on economic development programs.</li> <li>E. Study the needs of existing industries to find spin-off businesses and services.</li> <li>F. Seek out funding for and conduct a marketing study that:               <ul style="list-style-type: none"> <li>1. Markets Caribou to the greatest number of potential businesses;</li> <li>2. Outlines land use regulations;</li> <li>3. Creates a directory of contact people;</li> <li>4. Identifies areas where City officials wish to locate businesses; and</li> <li>5. Inventories vacant commercial/industrial buildings for redevelopment.</li> </ul> </li> <li>G. Caribou should recognize that tourism is an integral part of and a valuable asset to the City's and northern Maine's future. The City should inform the residents of the benefits of a tourism development program; promote tourism through plans and proposals that are consistent with local land use concerns; promote the development of tourism through the attraction of an increased number of visitors to and spending in the City and region; and stimulate investment and employment in the tourism industry through supporting education, employment, training programs, and a strong marketing program.</li> <li>H. Develop proposals to address parking in the downtown.</li> <li>I. Apply for Community Development Block Grant (CDBG), EDA, and/or other moneys and/or programs for City revitalization efforts and public infrastructure.</li> <li>J. Publicize the availability of commercial and industrial space/land, power capabilities, and market the City as a community supportive of non-polluting natural resource based economic activity.</li> <li>L. Inventory the condition of commercial/industrial structures, work toward removal of those structures that can not be rehabilitated, and for those structures which can be rehabilitated, assist owners in finding support for rehabilitation.</li> <li>M. Hold semi-annual meetings with the members of the business community to articulate and define needs and desires.</li> <li>N. Seek out funding from state, federal, and private sources to support goals.</li> <li>O. Approach World Rail and discuss the (re)development of their land and facilities for diversified uses in a mutually beneficial manner.</li> </ul>	<p>CD, CCCI, CM, CC, PB, CEO</p>	<p>On-going</p>

(continued)

### Key

BOA	Board of Appeals	MDEP	Environmental Protection	HD	Housing Department
CCCI	Chamber of Commerce	MDIFW	Inland Fisheries & Wildlife	TA	Tax Assessors
CD	Community Development	PB	Planning Board	CM	City Manager
CEO	Code Enforcement Officer	RD	Recreation Department	CC	City Council
FD	Fire Department	PD	Police Department	UD	Utilities District
HWD	Highway Department	SD	School Department		

Strategy	By	Year
P. Work with the Chamber of Commerce and other such organizations on supporting business siting and retention. Q. Explore the need and feasibility of a Tax Increment Financing (TIF) program. R. Strengthen the lines of communication between the City and the Chamber of Commerce to assist in efforts to attract and keep businesses in City. S. Encourage assistance to businesses to improve competitive opportunities. T. Create a high quality and unified commercial image and theme for the downtown. The City could provide financial incentives to businesses that undertake improvements consistent with the theme and promote that theme. U. Maintain information on the Small Business Development Center. V. Conduct a survey of residents to determine local business and service needs. W. Review the needs of the commercial and industrial businesses and match these needs with funding from CDBG, EDA, and the capital improvements accounts. X. Provide information to businesses wishing to become handicapped accessible. Y. Foster a spirit of entrepreneurship in local students through career days, seeking their input into downtown revitalization, and other special events.	CD, CC, CM, PB, CEO	On-going
2. Provide for the contraction of the commercial area along Bennett Drive and Sweden Street so as to encourage business (re)location, to protect residential uses, to reduce traffic congestion, and increase traffic safety. Examine the possibility of increasing the commercial district near Caribou Ford and encourage new business wishing to locate within the city to that location.	PB, CD, CM, CC	2004-05
3. Maintain requirements within the zoning ordinance to permit home occupations which meet acceptable standards and intents and do not infringe upon the rural character, the neighborhood, or the environment.	PB, CEO	2005
4. Develop local economic development, tourism, land use, and transportation strategies as needed.	CD, PB, CM	On-Going
5. Create local scholarship programs that stipulate students return to or do service for the community.	CCCI, CC, SD	2006

### Key

BOA	Board of Appeals	MDEP	Environmental Protection	HD	Housing Department
CCCI	Chamber of Commerce	MDIFW	Inland Fisheries & Wildlife	TA	Tax Assessors
CD	Community Development	PB	Planning Board	CM	City Manager
CEO	Code Enforcement Officer	RD	Recreation Department	CC	City Council
FD	Fire Department	PD	Police Department	UD	Utilities District
HWD	Highway Department	SD	School Department		

Strategy	By	Year
<p>6. Support the Caribou Chamber of Commerce's and Industry's (CCCI) 5 Year Strategic Plan. According to CCCI officials, strategies and projects to be included in the Plan include, but are not limited to:</p> <ul style="list-style-type: none"> <li>A. Inventory of industrial/commercial buildings.</li> <li>B. Assisting City Officials with a review of local ordinances that address conforming uses.</li> <li>C. Support of the Rural Empowerment Zone.</li> <li>D. Marketing</li> <li>E. Support the Rural Economic Area Partnership (REAP) proposal efforts.</li> <li>F. Maintain and upgrade industrial space so that it is closer to turn key.</li> <li>G. Work with the Community Development Office on downtown revitalization efforts.</li> <li>H. Update Community Profile.</li> <li>I. Increase financial lending program by identifying and seeking funds through organizations and agencies such as FAME and USDA.</li> <li>J. Maintain retail base of the City.</li> <li>K. Define retail market through a comprehensive retail marketing and retention plan.</li> <li>L. Recognize that tourism is a major industry and support various programs such as the TAP program.</li> <li>M. Provide entrepreneurial support for business start-ups.</li> <li>N. Self promotion of Caribou as a vital community.</li> </ul>	CCCI, CD, CC, PB, CEO	2004
<p>7. Provide pertinent input into the planning of a proposed North/South Road at every opportunity given. The alignment of the highway is critical to economic viability of many of Caribou's businesses</p>	CM, CC, CCCI, CD, PB,	2004-05
<p>8. Pursue the development of eco-tourism and a municipal riverfront park on the Aroostook River with improvements to the boat landing to encourage economic development and tourism.</p>	CD, CC	On-Going
<p>9. Examine the possibility of working with area groups to develop an impact fee for snowmobiles. Fees could potentially go to area clubs to help offset the cost of trail maintenance.</p>	RD	2004
<p>10. Examine the possibility of developing a regional sticker system for snowmobiles utilizing the region's trail systems. Fees could potentially go to area clubs to help offset the cost of trail maintenance.</p>	RD	2005

### Key

BOA	Board of Appeals	MDEP	Environmental Protection	HD	Housing Department
CCCI	Chamber of Commerce	MDIFW	Inland Fisheries & Wildlife	TA	Tax Assessors
CD	Community Development	PB	Planning Board	CM	City Manager
CEO	Code Enforcement Officer	RD	Recreation Department	CC	City Council
FD	Fire Department	PD	Police Department	UD	Utilities District
HWD	Highway Department	SD	School Department		

## Housing

Caribou maintains a diverse housing stock and contains a traditional character, a "City neighborhood" with mixed uses and clusters of homes in residential neighborhoods, with additional development along the rural roadways. For the most part, the housing stock is comprised of single family dwellings and mobile homes, however multi-family units exist for the elderly and lower income families. 2000 US Census data provided the informational framework for considering the actions to be taken by the community to ensure housing opportunities---in particular, the needs of the elderly and first-time home buyers.

### Housing Goal

To have affordable and decent housing for all residents.

### Housing Policies

Policy	Supporting Strategy
1. Promote and encourage a wide variety of housing opportunities at appropriate locations, to include affordable housing, housing for older residents, first-time home buyers, and special needs groups.	1-12
2. Work to ensure that the needs of the various types of households and income levels are met, while assuring that housing is decent and safe.	1-12

## Key

BOA	Board of Appeals	MDEP	Environmental Protection	HD	Housing Department
CCCI	Chamber of Commerce	MDIFW	Inland Fisheries & Wildlife	TA	Tax Assessors
CD	Community Development	PB	Planning Board	CM	City Manager
CEO	Code Enforcement Officer	RD	Recreation Department	CC	City Council
FD	Fire Department	PD	Police Department	UD	Utilities District
HWD	Highway Department	SD	School Department		

## Housing Strategies

Strategy	By	Year
1. The City will: <ul style="list-style-type: none"> <li>A. Encourage a variety and diversity of housing types.</li> <li>B. Determine the specific housing needs of the City and make recommendations.</li> <li>C. Work with the Maine State Housing Authority, ACAP, Maine DEP, and AAAA to utilize programs and obtain annual program updates.</li> <li>E. Continue to apply for additional funding from HUD and other agencies for rental assistance.</li> <li>F. Rejuvenate the FIX-ME program with the assistance of MSHA, NMDC, ACAP and other agencies.</li> <li>G. Develop a citywide housing assessment program.</li> <li>H. Emphasize housing rehabilitation in CDBG applications.</li> <li>I. Seek out other sources of funding for rehabilitation from private sources, service organizations, and state and federal programs.</li> <li>J. Report on the availability and affordability of low income and senior housing.</li> <li>K. Assess the impacts of proposed commercial and industrial development on abutting residential properties and make recommendations.</li> <li>L. Inventory and recommend the removal, if feasible, of structures which are dilapidated and can not be rehabilitated.</li> <li>N. Explore and play a leadership role in the creation of a private, voluntary self-help housing group to rehabilitate housing and commercial structures for low and moderate income residents, if feasible. The City should supply administrative and organizational support in getting the effort started.</li> <li>O. Prepare a listing and map of all vacant residential lots in residential districts.</li> <li>P. Periodically update both the tax maps and tax cards so that important information concerning housing age and structure type is readily available.</li> <li>Q. Maintain tax acquired property as a place for safe and affordable elderly housing.</li> <li>R. Establish language in the City's regulations that encourages developers to provide low to moderate income housing in areas served by water/sewer.</li> <li>T. Preserve Routes 1, 161, and 89 as the gateway to City by having the zoning ordinance increase setbacks, buffering, and curb cut restrictions on new construction.</li> <li>U. Encourage clustering of new developments to reduce the costs of providing roads, services, and utilities.</li> <li>V. Continue to allow higher densities for residential development in and around the downtown area, subject to connection to the sewer and water system.</li> <li>W. Keep lots within the village area small enough to encourage more affordable housing and cheaper public services.</li> <li>X. Create a packet for new developers wishing to locate in City with information on the zoning ordinance, shoreland zoning ordinance, subdivision regulation, a contact list of key City officials, and fact sheets about the City and region.</li> <li>Y. Work to remove older mobile home units as owners vacate the property.</li> <li>Z. Implement Section 8 home ownership programs.</li> <li>AA. Support the 5-Year Plan of the Housing Department.</li> </ul>	PB, CEO, HD, CD, CC, CCCI	2004 and on-going
2. Apply for \$400,000 from the Maine Department of Economic and Community Development Housing Rehabilitation Grant Program and/or Innovative Housing Grant program to rehabilitate housing units in Caribou.	CD	2004

### Key

BOA	Board of Appeals	MDEP	Environmental Protection	HD	Housing Department
CCCI	Chamber of Commerce	MDIFW	Inland Fisheries & Wildlife	TA	Tax Assessors
CD	Community Development	PB	Planning Board	CM	City Manager
CEO	Code Enforcement Officer	RD	Recreation Department	CC	City Council
FD	Fire Department	PD	Police Department	UD	Utilities District
HWD	Highway Department	SD	School Department		

Strategy	By	Year
3. Apply for a Housing Preservation Loan Program from the USDA-Rural Development for \$20,000 per family to assist families with foundation replacement, heating system replacement, and electrical work.	CD	2004
4. Submit a listing of all Caribou applicants to the Aroostook County Action Program. There are already 79 applicants on the waiting list for weatherization services. ACAP will work in cooperation with CDBG to address related projects.	HD, CD	2004
5. Submit a list of all applicants requiring assistance with oil tank replacements. Assist the applicant in obtaining cost estimates for submittal to ACAP	HD, CD	2004
6. Private Financial Lending Institutions will be contacted on a case-by-case basis to secure additional funding for homeowners.	HD	On-going
7. Work with the Maine Home Repair Network program through the Maine State Housing Authority, Housing and Urban Development, United States Department of Agriculture-Rural Development, Department of Economic and Community Development, Maine Municipal Bond Bank, and the Aroostook County Action Program.	CD, HD	On-going
8. Work to rejuvenate the Fix-ME program through the Maine State Housing Authority and Aroostook County Action Program.	HD	2004
9. Continue to apply to the Housing and Urban Development for \$750,000 for Section 8 vouchers. Apply for additional funding to reduce the current waiting list.	HD	On-going
10. Seek \$1 million from various funding sources for the construction of a homeless shelter in Caribou.	HD, CD	2005
11. Seek solutions to increase housing affordability for all income classes in Caribou.	CD, HD, CEO, PB	On-going
12. City officials will apply for CDBG rehabilitation funds to assist home and rental unit owners with housing rehabilitation needs. The City will also work with rental unit owners and other interested parties to rehabilitate rental units within the City. In exchange for the use of grant funding, owners will be required to rent at least 10 percent of their units to very low and low income residents. The City will commit to using Section 8 voucher system to assist these residents.	HD, CD,	2004 and on-going

## Key

BOA	Board of Appeals	MDEP	Environmental Protection	HD	Housing Department
CCCI	Chamber of Commerce	MDIFW	Inland Fisheries & Wildlife	TA	Tax Assessors
CD	Community Development	PB	Planning Board	CM	City Manager
CEO	Code Enforcement Officer	RD	Recreation Department	CC	City Council
FD	Fire Department	PD	Police Department	UD	Utilities District
HWD	Highway Department	SD	School Department		

## Natural Resources

Caribou contains an important and diverse natural resource base, including lakes, streams, the Aroostook River, wetlands, floodplains, rich deposits of sand and gravel, significant fisheries and wildlife habitat, and valuable acreage of prime agricultural and forestlands. Through the development and implementation of locally driven management plans, the City can conserve its valuable natural resources while also utilizing these resources to enhance economic development opportunities for natural resource-based industries, businesses, and tourism. By adopting wise multi-use strategies for the many different natural resources (forestlands, water resources, etc.), Caribou can provide for greater use of the resource base for business opportunities, recreation, wildlife and fisheries management, and forestry, while also maintaining the quality of life that these resources offer. Caribou should assure that the natural resources are conserved, preserved, and/or protected from activities or uses which can damage their resource value or which create threats to the public health or safety.

### Natural Resource Goal

To conserve, preserve, and protect the valuable natural resources of Caribou.

### Natural Resource Policies

Policy	Supporting Strategy
1. Recognize that soils are a major factor in development suitability and guide incompatible land uses away from unsuitable, marginal, or prime soils.	1,2,3,8,10-14, 20
2. Identify and protect the quality of wetland areas.	1,2,3,5,6,9-13, 20
3. Examine the importance of and potential threats to water resources and develop strategies to protect or conserve these resources.	1-13,15,19, 20, 21
4. Identify hazard areas and develop strategies to discourage development in hazard areas, including floodplains and areas of steep slopes.	1,2,3,6,9-13,20, 21
5. Identify, assess, and conserve fisheries and wildlife habitat.	1,2,39-13,16, 17,18, 20, 21
6. Identify, assess, and preserve unique natural areas.	1,2,3,10-13, 20, 21
7. Encourage uses, in conflict with forestry activities, to be in suitable locations to conserve prime forest lands/resource value; and work with owners to maintain and enhance resources.	1,2,6,13,14, 20

## Key

BOA	Board of Appeals	MDEP	Environmental Protection	HD	Housing Department
CCCI	Chamber of Commerce	MDIFW	Inland Fisheries & Wildlife	TA	Tax Assessors
CD	Community Development	PB	Planning Board	CM	City Manager
CEO	Code Enforcement Officer	RD	Recreation Department	CC	City Council
FD	Fire Department	PD	Police Department	UD	Utilities District
HWD	Highway Department	SD	School Department		

## Natural Resource Strategies

Strategy	By	Year
<p>1. The City should work with the appropriate state agencies and property owners to refine, enhance, and update the natural resources information contained in this Plan. The City's efforts should focus on:</p> <p>A. Accurately defining the existence, location, and extent of wetlands.</p> <p>B. Evaluating the importance of wetlands for the full range of wetland functions.</p> <p>C. Identifying those wetlands that are significant and should not be altered from those with little or no significance in which some alteration may be permissible, provided that mitigation or compensation is undertaken.</p> <p>D. Accurately defining the location and value of various types of wildlife and fisheries habitats, with emphasis on deer wintering habitat.</p> <p>E. Developing improved access to Caribou Lake, Caribou Stream, Little Madawaska River, and the Aroostook River, and the various streams and brooks. Access should provide opportunities for residents to have low intensity, small scale access to waterbodies for fishing, canoeing, and similar activities. To include:</p> <p>1. Researching access to waterbodies to determine if rights of access exist.</p> <p>2. Identifying the types of access desirable to the waterbodies.</p> <p>3. Locating feasible points of access to the various waterbodies.</p> <p>4. Work with property owners to obtain public access rights through a variety of approaches such as consent of the owner.</p> <p>5. Develop a program for managing and maintaining these access points to protect property owners and the environment.</p> <p>F. Develop a management plan for Caribou Stream in an effort to help it maintain its current water classification.</p>	MIFW, CM, PB, RD, CC, TA	On-Going
<p>2. Continue to provide training to the CEO in state and local laws and the applicable Best Management Practices available to protect water quality so the CEO can effectively investigate potentially harmful activities, advise possible violators in remediation techniques, and notify appropriate authorities for enforcement action, if necessary.</p>	CC, CM, CEO	On-going
<p>3. Inspect gravel pits on aquifers to prevent dumping of foreign materials.</p>	CEO	On-going
<p>4. Cooperate with State and federal authorities to identify potentially hazardous sites and urge them to take appropriate action through on-site monitoring and clean-up.</p>	CEO, MDEP	2004
<p>5. Prohibit commercial or industrial uses which utilize, process, or store materials known to cause groundwater contamination on aquifers.</p>	PB, CEO	2004

(continued)

### Key

BOA	Board of Appeals	MDEP	Environmental Protection	HD	Housing Department
CCCI	Chamber of Commerce	MDIFW	Inland Fisheries & Wildlife	TA	Tax Assessors
CD	Community Development	PB	Planning Board	CM	City Manager
CEO	Code Enforcement Officer	RD	Recreation Department	CC	City Council
FD	Fire Department	PD	Police Department	UD	Utilities District
HWD	Highway Department	SD	School Department		

Strategy	By	Year
6. Continue to educate landowners about the requirements of the Citywide Zoning and Shoreland Zoning Ordinance. Effectively enforce both ordinances to minimize water quality impacts from inappropriate development.	PB, CEO, CCCI	2004
7. Encourage landowners to properly discard automobiles and junk, by including an article in the annual City report.	CEO	2004 and on-going
8. Continue to support and work with the Natural Resource Conservation Service, the Central Aroostook Soil and Water Conservation District, University of Maine Cooperative Extension, and other groups.	PB, CC	On-going
9. Present a copy of this Plan to the schools and encourage it be used when discussing natural resource, environmental, and other land use issues.	CM, SD	2004
10. The City and the School Department should develop an informational program designed to help educate the students (and residents) about the City's natural resources, their importance, and the types of activities which can damage or destroy these resources. This program should address the issues of Caribou, the watershed, and the various streams, brooks, and wetlands.	SD	2006
11. Establish language within the City's land use regulations to identify areas of unsuitable, marginal, and/or prime soils.	PB, CEO	2004
12. Educate and encourage owners of underground storage tanks (USTs) to comply with the appropriate federal and state regulations for certification and inspection. Also, encourage owners of above-ground storage tanks to complete a visual inspection of their tanks.	PB, CEO, MDEP	2004 and on-going
13. Continue to request MIF&W to conduct fisheries census' of major tributaries to Aroostook River, Madawaska River and Caribou Stream to determine fisheries value and appropriate management plans to improve the trout fishery in the watershed.	CEO, MIFW	2004
14. Work to develop long-term wildlife management goals for the City with assistance from the MIF&W. This wildlife management planning may include:  A. Workshops through the school system with education programs on creating, improving or maintaining wildlife habitat; and  B. Informing landowners of various programs, practices, and technical assistance available to manage wildlife and wildlife habitat on private lands.	MIFW, PB, HWD, CEO, DEP	2005
15. Work with wildlife management organizations and agencies to identify and protect deer wintering areas, waterfowl and wading bird habitat, and other protected areas.	MIFW, PB, CEO, RD	2004

(continued)

## Key

BOA	Board of Appeals	MDEP	Environmental Protection	HD	Housing Department
CCCI	Chamber of Commerce	MDIFW	Inland Fisheries & Wildlife	TA	Tax Assessors
CD	Community Development	PB	Planning Board	CM	City Manager
CEO	Code Enforcement Officer	RD	Recreation Department	CC	City Council
FD	Fire Department	PD	Police Department	UD	Utilities District
HWD	Highway Department	SD	School Department		

Strategy	By	Year
16. Establish a program to strive for the cooperation and organization of private woodlot owners for the improved use of the forest resources through responsible management, replanting, rejuvenation, exploration of alternative uses for unproductive land, and the development of guidelines and incentives to reduce soil erosion and sedimentation.	PB, CEO	2006
17. Determine if local regulations or programs are necessary to assure the sound management and use of these resources. Projects include: A. Establish programs for the conservation/preservation of prime forest land areas, through the use of land use controls. B. Inform land owners of the benefits of participating in Tree Growth Tax Program by including a factual informational flier with the next tax billing and developing/acquiring resource materials for the City Office. C. Inform land owners of programs, such as BMPs, for conservation and increased productivity of active forestlands, to reduce soil erosion and phosphorus export, and to discourage development activities in prime wooded areas. D. Work with the various natural resource agencies to strengthen and expand current programs to inform loggers, foresters, landowners, and the general public about Best Management Practices, to minimize soil erosion and phosphorus export.	PB, TA, CEO	2005
18. In order to control the effects of improper development on agricultural and forest resources, the Planning Board should: A. Discourage development on prime forest lands capable of economic production in order to protect the economic base of the City and help maintain the rural character through appropriate land management. B. Establish a process for the periodic review and amendment of the Plan and other land use regulations with respect to agricultural and forest resources. C. Work with developers of large agricultural and forest lands to encourage cluster development. D. Recommend developers provide high intensity soil survey information and map the prime forest lands.	PB, CEO	2005
19. Work with the Maine Potato Board, Maine Organic Farmers Association, Forest Products Council, NMDC's Business Counseling Service, the Economic Development Administration, the Small Business Administration, commercial lenders, and other appropriate agencies to assist people interested in developing value-added agricultural and forest products businesses in obtaining financial assistance/venture capital.	CM, CCCI	2004
20. Encourage developers to use Best Management Practices (BMPs) during and after construction.	PB, CEO	2004
21. Once the cause of Caribou Stream's non-attainment status has been determined by MDEP and city officials, city officials will work with MDEP staff to develop a management plan for that section of the stream	PB, UD, CEO	2006

### Key

BOA	Board of Appeals	MDEP	Environmental Protection	HD	Housing Department
CCCI	Chamber of Commerce	MDIFW	Inland Fisheries & Wildlife	TA	Tax Assessors
CD	Community Development	PB	Planning Board	CM	City Manager
CEO	Code Enforcement Officer	RD	Recreation Department	CC	City Council
FD	Fire Department	PD	Police Department	UD	Utilities District
HWD	Highway Department	SD	School Department		

## Cultural and Historic Resources

Cultural resources are those activities, opportunities, and benefits the City has that reflect the culture and heritage of the community. They help to establish the quality of life for Caribou, and the City's ability to attract and retain economic growth depends to some extent on the quality and quantity of its cultural resources. Caribou is fortunate to host a variety of annual events, attractions, service organizations, and places of worship.

The unique history of any City can be a valuable part of that City's heritage and community character. Although Caribou has certainly changed since the late 1800's and early 1900's, some of the old buildings have been removed by man or by fire or retained and preserved, but the "feel" is still that of a small City. Caribou should continue to preserve the City's rich history and culture. The National Register of Historic Places and the Maine Historical Preservation Commission keep a directory of buildings, structures, districts, objects, and sites which have historical importance and value. It has been suggested that through the following policies and strategies a complete inventory of all the City's historic resources be undertaken to identify any additional sites worthy of being placed into a local, state, or federal register.

### Cultural and Historic Goal

To have an understanding of and to preserve the cultural and historic resources of Caribou.

### Cultural and Historic Policies

Policy	Supporting Strategy
1. Identify and assess, and when feasible, support, maintain, and expand recreational opportunities, activities, and facilities for all ages and interests.	4-7
2. Identify, preserve, and protect archaeological, prehistoric, and historic resources.	1-6
3. Identify and assess, and when feasible, preserve and protect valuable scenic resources.	7
4. Identify and assess, and when feasible, preserve and protect valuable points of public access to waterbodies and large tracts of land.	7
5. Assess, and when feasible, support, maintain, and expand civic and community events, activities, organizations, and facilities.	1,4-7

### Cultural, Historic, and Archaeological Strategies

Strategy	By	Year
1. Work with the Caribou Historic Society, Nylander Museum, and other interested parties to preserve archeological, prehistoric, and historic resources.	CD, CCCI, CEO,	2004
2. Seek the assistance of the Caribou Historical Society and MHPC in reviewing development proposals that would impact identified and potential archeological, prehistoric, and historic resources.	CD, CEO, PB	2004

(continued)

### Key

BOA	Board of Appeals	MDEP	Environmental Protection	HD	Housing Department
CCCI	Chamber of Commerce	MDIFW	Inland Fisheries & Wildlife	TA	Tax Assessors
CD	Community Development	PB	Planning Board	CM	City Manager
CEO	Code Enforcement Officer	RD	Recreation Department	CC	City Council
FD	Fire Department	PD	Police Department	UD	Utilities District
HWD	Highway Department	SD	School Department		

Strategy	By	Year
3. Promote and publicize local programs, community events, and regional festivals.	CCCI, CC, RD	On-going
4. Continue to host both local and regional events unique to Caribou, and continue to maintain locally important attractions.	CCCI, CC,	On-going
5. Recognize the importance of civic organizations to the City and provide an annual forum to discuss coordination between the organizations, as well as issues facing the community. Compile a list of projects civic organizations might take on and ensure the projects are compatible with the Plan.	CCCI, CC	2004 On-Going
6. The City should be responsible for: <ul style="list-style-type: none"> <li>A. Identifying, developing, and maintaining an inventory of recreational resources for all ages.</li> <li>B. Endeavoring to use existing recreational facilities to their fullest potential.</li> <li>C. Working with existing civic groups and organizations to secure support for recreational programs.</li> <li>D. Working with the Planning Board in creating standards in the City's land use regulations for the preservation and protection of all vital recreational resources.</li> <li>E. Developing a plan/program for the expansion of winter recreational facilities and trails (separate x-country and snowmobile) within the City and region.</li> <li>F. Working with landowners to preserve and conserve water resources for recreational activities and to develop plans for recreational access.</li> <li>G. Inventorying and mapping all private access points to the surface waters.</li> <li>H. Inventorying and mapping hunting and fishing areas used by the general public.</li> <li>I. Initiating a locally organized clean-up of the ponds, river, and stream embankments, roadway corridors, and abandoned properties.</li> <li>J. Seeking out the technical assistance of the State Bureau of Parks and Recreation and the St. John River RC&amp;D in recreation planning.</li> <li>K. Pursue joint municipal recreational support for programs and facilities from the surrounding communities, when appropriate.</li> <li>L. Support the 5-Year Plan of the Recreation Department.</li> </ul>	RD, CM, CC, SD	2004
7. Caribou should recognize that tourism development is an integral part of and a valuable asset to the City's and northern Maine's future. The City should: <ul style="list-style-type: none"> <li>A. Promote tourism within the City and region.</li> <li>B. Inform the residents of the benefits of a tourism development program.</li> <li>C. Instill a sense of ambassadorship in the residents and retailers toward "out-of-towners" and promote excellence in service.</li> <li>D. Investigate the possibilities for four-season recreational programs and services.</li> <li>E. Encourage tourism through plans consistent with local land use programs.</li> </ul>	CCCI	2004 and on-going

(continued)

## Key

BOA	Board of Appeals	MDEP	Environmental Protection	HD	Housing Department
CCCI	Chamber of Commerce	MDIFW	Inland Fisheries & Wildlife	TA	Tax Assessors
CD	Community Development	PB	Planning Board	CM	City Manager
CEO	Code Enforcement Officer	RD	Recreation Department	CC	City Council
FD	Fire Department	PD	Police Department	UD	Utilities District
HWD	Highway Department	SD	School Department		

Strategy	By	Year
F. Encourage and promote the development of the tourism industry by attracting an increased number of visitors to and spending in the City and region. G. Stimulate investment and employment in tourism industry through supporting education, employment, training programs, and a strong marketing program.	CCCI, CD, CC, CM	

### Key

BOA	Board of Appeals	MDEP	Environmental Protection	HD	Housing Department
CCCI	Chamber of Commerce	MDIFW	Inland Fisheries & Wildlife	TA	Tax Assessors
CD	Community Development	PB	Planning Board	CM	City Manager
CEO	Code Enforcement Officer	RD	Recreation Department	CC	City Council
FD	Fire Department	PD	Police Department	UD	Utilities District
HWD	Highway Department	SD	School Department		

## Recreational Resources

Recreational resources are those facilities and programs, both public and private, which provide recreational opportunities for the residents of Caribou. These include athletic fields, tennis courts, skating rinks, swimming pools, school facilities and programs, campgrounds, parks, nature preserves, game preserves and sanctuaries, publicly owned land, trail systems, important hunting and fishing areas, and access to water bodies, to name a few. Caribou has an excellent recreation program, with the Parks and Recreation Department providing numerous organized recreational activities for people of all ages. In addition, numerous clubs, groups, and civic organizations sponsor recreational activities throughout the year.

### Recreation Goal

- To provide recreational opportunities, activities, and facilities for people of all ages in Caribou.

### Recreation Policies

Policy	Supporting Strategy
1. Enhance public access to the City's rivers and streams, particularly the Aroostook River and its tributaries, for recreational uses, and seek outside funding in support of these activities.	1,5,6-10
2. Study the needs, desires, and opportunities for recreational opportunities for people of all ages and match these findings with available resources.	1-11
3. Seek to encourage and expand cooperative recreation programs and facilities with surrounding communities.	1,2,3,4,5,6
4. Encourage residents to join organized clubs and groups to assist in the proper use and maintenance of private land for recreational uses.	5,6
5. Expand the opportunities for trails and walking paths to link Caribou's open space and recreational areas into a continuous network by utilizing abandoned transportation corridors and working with private landowners.	1,2,3,4,5,6
6. Continue to support the various recreational clubs and organizations.	1,2,6-10
7. Encourage private landowners to maintain controlled access to open land for hunting, fishing, and other low-intensity recreational activities while encouraging users of private lands to be responsible visitors.	1,4,5,6-10
8. Work to direct the use of off-road motorized recreational vehicles away from developed areas and into appropriate areas through the designation of trails and an education program.	1,4, 6-10

## Key

BOA	Board of Appeals	MDEP	Environmental Protection	HD	Housing Department
CCCI	Chamber of Commerce	MDIFW	Inland Fisheries & Wildlife	TA	Tax Assessors
CD	Community Development	PB	Planning Board	CM	City Manager
CEO	Code Enforcement Officer	RD	Recreation Department	CC	City Council
FD	Fire Department	PD	Police Department	UD	Utilities District
HWD	Highway Department	SD	School Department		

Policy	Supporting Strategy
9. Encourage tourism development as an integral part of and a valuable asset to the City's recreational programs and facilities.	1,2,3,4, 6-11
10. Develop additional recreational programs and facilities as needed to meet the needs of the residents.	1,2,3,4,5,6, 11

### Recreation Strategies

Strategy	By	Year
1. The Recreation Department should continue to be responsible for: <ol style="list-style-type: none"> <li>Identifying, developing, and maintaining recreational resources for people of all ages,</li> <li>Using existing recreational facilities to their fullest potential,</li> <li>Working with existing civic groups and organizations to secure support for recreational programs,</li> <li>Working with the Planning Board in creating standards in the City's land use regulations for the preservation and protection of all vital recreational resources,</li> <li>Developing a plan and a program for the expansion of winter recreational facilities and trails within the City and region,</li> <li>Working with landowners to preserve and conserve water resources for recreational activities and to develop plans for recreational access,</li> <li>Inventorying and mapping all private access points to surface waters,</li> <li>Inventorying and mapping popular hunting and fishing areas used by general public,</li> <li>Initiating a locally organized clean-up of river and stream embankments, roadway corridors, and abandoned properties, and</li> <li>Seeking out technical assistance from the State Bureau of Parks and Recreation in recreation planning.</li> </ol>	PB, CEO, RD	On-Going
2. Pursue cooperative municipal recreational support for programs and facilities from the surrounding communities, when appropriate.	RD	On-going

### Key

BOA	Board of Appeals	MDEP	Environmental Protection	HD	Housing Department
CCCI	Chamber of Commerce	MDIFW	Inland Fisheries & Wildlife	TA	Tax Assessors
CD	Community Development	PB	Planning Board	CM	City Manager
CEO	Code Enforcement Officer	RD	Recreation Department	CC	City Council
FD	Fire Department	PD	Police Department	UD	Utilities District
HWD	Highway Department	SD	School Department		

Strategy	Responsibility	Year
3. Recognize that tourism development is an integral part of and a valuable asset to the City's and Northern Maine's future. The City should: <ol style="list-style-type: none"> <li>a. Promote tourism in the City and region,</li> <li>b. Inform residents of the benefits of a tourism development program,</li> <li>c. Instill a sense of ambassadorship in residents and retailers toward "out-of-towners" and promote excellence in service,</li> <li>d. Investigate the possibilities for expanding the four-season recreational programs and services,</li> <li>e. Encourage tourism through plans that are consistent with local land use concerns,</li> <li>f. Encourage and promote the development of the tourism industry by the attraction of an increased number of visitors to and spending in the City and region, and</li> <li>g. Stimulate investment and employment in the tourism industry through supporting education, employment, training programs, and a strong marketing program.</li> </ol>	CM, CC, PB, CEO, RD, CCCI	2005
4. Work with the state, user groups, and landowners to develop a comprehensive local and regional trail system. The City will: <ol style="list-style-type: none"> <li>a. Research identified rights-of-way to determine their legal status and the public's right to use the areas,</li> <li>b. Develop a trail system using the available rights-of-way, if feasible,</li> <li>c. Work with landowners to obtain public use rights where crossing of private land is necessary or desirable, and</li> <li>d. Establish a system for maintaining trail(s) and assuring rights will be respected.</li> </ol>	RD, CC, CD, PB	2004 & On-Going

### Key

BOA	Board of Appeals	MDEP	Environmental Protection	HD	Housing Department
CCCI	Chamber of Commerce	MDIFW	Inland Fisheries & Wildlife	TA	Tax Assessors
CD	Community Development	PB	Planning Board	CM	City Manager
CEO	Code Enforcement Officer	RD	Recreation Department	CC	City Council
FD	Fire Department	PD	Police Department	UD	Utilities District
HWD	Highway Department	SD	School Department		

Strategy	By	Year
<p>5. Develop a program for the acquisition and maintenance of lands for open space and recreational activities and for raising any necessary funding to accomplish this task. This effort will be viewed as a way of preserving key areas with significant natural resource or scenic value. The effort should include a wide range of possibilities for both the method of acquisition (gifts, land trades, purchase, etc.) and the extent of ownership (conservation easements, development rights, fee ownership, etc.). The development and operation of a successful open space conservation / recreation program will require commitment by the City and will need to be an on-going activity. The City's efforts should include:</p> <ul style="list-style-type: none"> <li>a. Developing an overall plan which identifies the types and locations of land which should be conserved through public/private action and establishing priorities for evaluating various parcels,</li> <li>b. Exploring possible funding mechanisms that can be used for acquiring open space lands including public and private outside funding,</li> <li>c. Maintaining relationships with existing conservation organizations to coordinate activities and utilize their knowledge and experience,</li> <li>d. Working with landowners to explore the use of conservation easements or similar devices to protect all or portions of their land for the future, and</li> <li>e. Developing a program for the on-going acquisition and maintenance of open space.</li> </ul>	PB, CEO, RD, CC	2004
<p>6. Support recreational access to private land, the City should:</p> <ul style="list-style-type: none"> <li>a. Establish a landowner contact program that will seek the continued cooperation of landowners, establish a system to respond to complaints about public access, and provide information on techniques of maintaining scenic value to those landowners whose property has been identified as a scenic resource,</li> <li>b. Publish a handout about the recreational groups and clubs in the area and distribute it to all residents when they register motor vehicles, vote, or when they purchase licenses,</li> <li>c. Provide for annual recognition of landowners who have contributed to public access and recreational opportunities,</li> <li>d. Maintain and publicize educational information for landowners and recreation users on the value of recreation and responsibilities users have with the public use of private lands for recreation, and</li> <li>e. Incorporate the study of recreational ethics in the school's curriculum.</li> </ul>	RD, Civic Groups, SD, IF&W	2004 & On-Going
<p>7. Develop and maintain a riverside park as part of the citywide trail system; possibly incorporating a river interpretation center, picnic facilities, trail facilities, parking, river access, and handicapped accessibility.</p>	CM, RD, CCCI, Civic Groups	2006

### Key

BOA	Board of Appeals	MDEP	Environmental Protection	HD	Housing Department
CCCI	Chamber of Commerce	MDIFW	Inland Fisheries & Wildlife	TA	Tax Assessors
CD	Community Development	PB	Planning Board	CM	City Manager
CEO	Code Enforcement Officer	RD	Recreation Department	CC	City Council
FD	Fire Department	PD	Police Department	UD	Utilities District
HWD	Highway Department	SD	School Department		

Strategy	By	Year
<p>8. Work with the state, user groups, and landowners to develop a comprehensive local and regional trail system. The City should:</p> <ul style="list-style-type: none"> <li>A. Research identified rights-of-way to determine their legal status and the public's right-to-use the areas.</li> <li>B. Continue to develop the trail system using available rights-of-way, if feasible.</li> <li>C. Work with landowners to obtain public use rights where crossing of private land is necessary or desirable.</li> <li>D. Establish system for maintaining trail(s) and assuring rights will be respected.</li> <li>E. Explore establishing a warehouse facility for the storage of snowmobiles, ATVs, jet-skis, etc. of out-of-area users.</li> <li>F. Maintain and up-date a plan for the creation of trails. Including determining what types of trails are most desired, making a list (with legal descriptions) of rights-of-way, identifying potential funding sources, and organizing volunteers.</li> </ul>	RD, PB, CD, CM, CC	2004
<p>9. The City should develop a program for the acquisition and maintenance of lands for open space and recreational activities and for raising any necessary funding to accomplish the task. This effort will be viewed as a way of preserving key areas with significant natural resource or scenic value. The effort should include a wide range of possibilities for both the method of acquisition (gifts, land trades, purchase, etc.) and the extent of ownership (conservation easements, fee ownership, etc.).</p> <p>The development and operation of a successful open space conservation/recreation program will require commitment by the City and will need to be an on-going activity. The City's efforts should include:</p> <ul style="list-style-type: none"> <li>A. Developing an overall plan which identifies the types and locations of land which should be conserved through public/private action and establishing priorities for evaluating the various parcels.</li> <li>B. Exploring possible funding mechanisms that can be used for acquiring open space lands including public and private outside funding.</li> <li>C. Establishing relationships with existing conservation organizations to coordinate activities and utilize their knowledge and experience.</li> <li>D. Work with landowners to explore the use of conservation easements or similar devices to protect all or portions of their land for the future.</li> <li>E. Develop a program for the on-going acquisition and maintenance of open space.</li> </ul>	RD, CM, CD, PB, CC	On-Going

### Key

BOA	Board of Appeals	MDEP	Environmental Protection	HD	Housing Department
CCCI	Chamber of Commerce	MDIFW	Inland Fisheries & Wildlife	TA	Tax Assessors
CD	Community Development	PB	Planning Board	CM	City Manager
CEO	Code Enforcement Officer	RD	Recreation Department	CC	City Council
FD	Fire Department	PD	Police Department	UD	Utilities District
HWD	Highway Department	SD	School Department		

Strategy	By	Year
<p>10. Private landowners, organized groups, and clubs have contributed a great deal in promoting careful use of private land in City and residents should be encouraged to join these organizations. The City should:</p> <p>A. Encourage a landowner contact program which will:</p> <ol style="list-style-type: none"> <li>1. Seek the continued cooperation of the landowners.</li> <li>2. Establish a system to respond to complaints about public access.</li> <li>3. Provide information on techniques of maintaining scenic value to those landowners whose property has been identified as a scenic resource.</li> </ol> <p>B. Publish a handout about the groups and clubs and distribute it to all residents when they register motor vehicles, vote, or when they purchase licenses.</p> <p>C. Provide for the annual recognition of landowners who have contributed to public access and recreational opportunities.</p> <p>D. Maintain and publicize educational information for landowners and recreation users on the value of recreation and the responsibilities users have with the public use of private lands for recreation.</p> <p>E. Incorporate a study of recreational ethics/responsibilities in school's curriculum.</p>	RD, CCCI, SD	2004
<p>11. The City will apply for a \$500,000 grant to construct a new recreation and health center at the site of the present armory on Bennett Drive</p>	CD	2004

### Key

BOA	Board of Appeals	MDEP	Environmental Protection	HD	Housing Department
CCCI	Chamber of Commerce	MDIFW	Inland Fisheries & Wildlife	TA	Tax Assessors
CD	Community Development	PB	Planning Board	CM	City Manager
CEO	Code Enforcement Officer	RD	Recreation Department	CC	City Council
FD	Fire Department	PD	Police Department	UD	Utilities District
HWD	Highway Department	SD	School Department		