

CITY COUNCIL MEETING NOTICE AND AGENDA

Notice is hereby given that the City Council of Caribou will hold a City Council Meeting on **Monday, April 9, 2018** in the Council Chambers located at 25 High Street, **6:00 pm**.



1. **Roll Call**
2. **Pledge of Allegiance**
3. **Public Input**
4. **Declaration of Potential Conflicts of Interest**
5. **Consent Agenda**
 - a. Minutes from Council Work Session Held February 26, 2018 Pgs 1-3
 - b. Minutes from Council Meeting Held March 12, 2018 Pgs 4-10
 - c. Renewal of Alcohol License and Special Amusement Permit for Northern Maine Brewing Company Pgs 11-21
 - d. Approval of Public Taxi License for Town Taxi Pgs 22-23
 - e. Renewal of Trash Hauler Permit for Caldwell's Sanitation Pg 24
 - f. Renewal of Trash Hauler Permit for Gil's Sanitation Pg 25
 - g. Renewal of Trash Hauler Permit for McNeal's Trucking Pg 26
 - h. Renewal of Trash Hauler Permit for Pine Tree Waste Pg 27
 - i. Renewal of Trash Hauler Permit for City Sanitation Pg 28
6. **Bid Openings, Awards, and Appointments**
 - a. Appointment of Nylander Museum Board Member – Joyce Knorr Pg 29
 - b. Appointment of Library Trustees Board Member – Kathryn Olmstead Pg 30
 - c. Acceptance of Bids for Tax Acquired Properties Pgs 31-32
 - d. Appointment of Election Clerks for 2018-2020 Pg 33
7. **Formal Public Hearings (none)**
8. **New Business & Adoption of Ordinances and Resolutions**
 - a. Discussion and Possible Action Regarding Request for Acceptance of Late Taxes Payment Pg 34
 - b. Discussion Regarding Economic Study of Aroostook County – Robert Dorsey Pgs 35-73
 - c. Discussion and Possible Action Regarding Airport Operations – Shane McDougall Pg 74
 - d. Discussion and Possible Action Regarding Surplus Property Pgs 75-76
 - e. Introduction of Ordinance 04-01-2018 Modifying Tax Increment Finance Policies Pgs 77-82
9. **Reports of Officers, Staff, Boards and Committees** Pgs 83-93
10. **Reports and Discussion by Mayor and Council Members**
11. **Executive Session** (May be called to discuss matters identified under Maine Revised Statutes, Title 1, §405.6)
12. **Next Regularly Scheduled Council Meeting – May 14, 2018**
13. **Adjournment**

If you are planning to attend this Public Meeting and, due to a disability, need assistance in understanding or participating in the meeting, please notify the City ten or more hours in advance and we will, within reason, provide what assistance may be required.

Certificate of Mailing/Posting

The undersigned duly appointed City official for the municipality of Caribou City hereby certifies that a copy of the foregoing Notice and Agenda was posted at City Offices and on-line in accordance with City noticing procedures.

BY: _____ Jayne R. Farrin, City Clerk

Item #1: Call to Order

A Workshop meeting of the Caribou City Council was held 6:00 p.m. on Monday, February 26, 2018 in Council Chambers with the following members present: Mayor David Martin, Deputy Mayor Nicole L. Cote, Philip McDonough II, Joan L. Theriault, Timothy Guerrette, and R. Mark Goughan. Hugh A. Kirkpatrick was absent.

Dennis L. Marker City Manager.

Department Managers and Staff: Penny Thompson, Tax Assessor.

Spectrum covered the meeting.

Public Input: There wasn't any public input.

Item #2: City Policy on Tax Increment Financing Programs

City Manager Marker stated that after going through documents, he is unable to determine what Caribou's official policy on Tax Increment Financing is. The Manager reviewed a draft that included language that is similar or the same as the City of Presque Isle's TIF policy and language proposed to be added to the policy.

- Currently, the City has been giving back to some businesses 100% through Credit Enhancement Agreements (CEA). This draft policy proposes no more than 80% in any one year.
- Proposed to add a provision that permits the City to deviate from the policy when working with a project that will redevelop or repurpose properties held by a non-taxed entity for at least 5 years immediately prior to application for TIF designation.
- The Manager spoke about having guidelines so decisions are not made arbitrarily.
- Discussion about retail and CEAs.
- Hilltop – working on this – The CEA is proposed to be 95%
- Griffeth Ford and the NAPA project – last year Council proposed a five CEA with 50% first year, 40% second year, 30% third year, 20% fourth year, and 10% fifth year. Discussion about time limits. Griffeth Ford would like to renegotiate the proposed CEA and complete this prior to April 1st.

Item #3: Building Committee looking at New Public Safety Building

- 12 or 13 citizens have expressed an interest on being on a Public Safety Citizens Advisory Committee. Even with this committee, the Manager noted that outside professional help is still needed.
- The Manager has been discussing the proposed scope of work with the architect; including:
 - (1) Existing Condition Analysis:
 - looking at current Police and Fire Stations compliance with Caribou's codes, any costs to bring current facilities into code, and what are the current facilities' maintenance needs
 - (2) Programming Study:
 - what are the minimum space needs
 - (3) Location Study:
 - Manager sees the Citizens Advisory committee working on this

(4) Schematic Design and Feasibility

The Manager is waiting to hear back from the architect before calling a Public Safety Citizens Advisory Committee meeting.

Councilor Theriault is the Chair of the Council Municipal Building Committee. She expressed her opinion that the Public Safety Citizens Advisory Committee is separate from the Council Committee. She suggested that Sgt. Gahagan be the point person for this new committee.

The Manager cautioned the Council about three or more of them attending the Advisory Committee meeting because that would cause it to be a "meeting". The Manager spoke about having a question on the November ballot.

Councilor Goughan suggested looking for a local consultant to do the job. He expressed his concerns that the current firm isn't impartial and that the citizens of Caribou might not see the process as being open and without a conflict of interest. The Councilor continued that he is on the record of not having confidence in the (consultant's) report.

Item #4: Aeronautical Services at the Caribou Airport

Airport Committee has meet. A 30-notice has been sent to Fresh Air, Inc. terminating their aeronautical services agreement with the City. This will not close down the airport as the minimal services will be provided with the City's current staff. It may be necessary to go out to bid for a new provider.

Item #5: City Manager Six Month Evaluation

Completed forms are to be returned to the City Clerk, who will give them to Carl Grant to be compiled.

Item #6: Draft 2018 Budget Revenues

The Manager reviewed the draft 2018 Budget Revenues.

- County Tax is increasing.
- RSU #39's rough budget numbers show an increase.
- The City's current \$2.1 million Undesignated Fund Balance equals approximately 20% of the City's Budget
- The Manager doesn't recommend that the City have an overlay less than \$80,000
- Discussion concerning the \$142,000 the City is receiving from the RSU #39 for property tax relief and whether the money should be held in reserve for the new school or used this year
- 60 Access Highway – in the future - more monies need to be appropriated for maintenance for this building
- Tri-Community Landfill – latest disbursement \$260,648 – it isn't expected that the City will receive another disbursement for the next 10 years. The money from the merger with Presque Isle will start in 2019.
- The Manager reviewed the estimated revenue for several accounts; including, Tax Assessment, Housing, and Airport.
- General discussion concerning revenues and taxes

Item #7: Other Discussion Items by Mayor and Council Members

- Before the meeting, Councilor Guerrette spoke with the Manager about a local business that wants to hold snow sled racing. The business has submitted a Request for Extension of License on Premise permit from the City, but are concerned that they will not have sufficient time to submit and receive permission from the State. The Manager suggested that the Council give their informal approval tonight and it will be added to the March 12th agenda for ratification.
- Before this evening, Mayor Martin has spoken with the Manager about giving a \$500 tax credit for individuals over 65 that meet certain income guidelines. The individuals would have to apply for the credit. There are 574 households with individuals 65 or older. He suggested that this would go to the voters for approval. He estimates that it would cost about \$150,000.

Item #8: Next Council Meeting – March 12, 2018

Item #9: Adjournment

The workshop adjourned at 8:01 p.m.

Jayne R. Farrin, Secretary

Council Agenda Item #1: Roll Call

The Caribou City Council held a regular meeting Monday, March 12, 2018 at 6:00 p.m. in Council Chambers with the following members present: Mayor David Martin, Deputy Mayor Nicole L. Cote, Philip McDonough II, Joan L. Theriault, Timothy C. Guerrette, R. Mark Goughan (6:04 p.m.), and Hugh A. Kirkpatrick (6:05 p.m.)

Dennis L. Marker, City Manager was present.

Department Managers and Staff: Penny Thompson, Tax Assessor; Kenneth G. Murchison, Zoning Administrator; and Gary Marquis, Supt. of Parks & Recreation.

Christopher Bouchard of the Aroostook Republican and Spectrum covered the meeting.

Council Agenda Item #2: Pledge of Allegiance

The Mayor led the Pledge of Allegiance.

The Mayor offered a Moment of Silence to honor former Caribou Mayor Don Collins as he passed away over the weekend. Mr. Collins was referred to as a “Great Person” by the Mayor.

Council Agenda Item #3: Public Input

- Doug Morrell – 5 Sullivan Drive – spoke about his serving on the City Council and how Capital Improvement Program was designed to set aside funds each year 1) to maintain current City assets in a condition of B grade or better 2) to maintain our current City assets into the future with a set aside funds to maintain a B grade or better. Assets were defined at that time as vehicles, fire trucks, police cars, plows, roads, office equipment, personnel equipment, parking lots, and buildings. He is surprised that the building of an \$8 million building is the only answer for Fire and Police. Mr. Morrell requested, from the City Manager, a copy of the Capital Improvement Program and expenditures for the past three years along 2018 projected expenditures plus any independent asset audits leading to the condition of our entire city owned buildings.
- Wilfred Martin – 74 York Street – spoke about Tax Increment Financing (TIF) and his opposition to them. He stated that he has been researching them on Wikipedia. He stated that it was first used in California in 1952 for economic development and since then California has done away with TIFs. He stated his concern that there could be unintended consequences. He is concerned about this policy and the Caribou taxpayers. He never realized that TIFs could go up to 30 years. He encouraged the Council to take more time and deliberation in the development of future policies; such as Tax Increment Financing.

Council Agenda Item #4: Declaration of Potential Conflicts of Interest

There weren't any Conflicts of Interest to declare.

Council Agenda Item #5: Consent Agenda

- a. Minutes from Council Workshop Held January 29, 2018
- b. Minutes from Council Meeting Held February 12, 2018
- c. February 2018 Financials

- d. Ratification of Approval of Alcohol License Expansion for Special Event to be Held by Northern Maine Brewing Company
- e. Approval of Public Taxi License for Marty Clayton DBA Aroostook Cab Company
- f. Renewal of Liquor License and Special Amusement Permit for Caribou Country Club

Councilor McDonough noted that some of the elements in the summaries haven't been populated and asked if they could be starting next month.

Motion made by J. Theriault, seconded by T. Guerrette, to approve Consent Agenda A-F as presented. (7 yes) So voted.

Council Agenda Item #6: Bid Openings, Awards, and Appointments

- a. Housing Board Appointment – Sandra Bittle

Motion made by P. McDonough, seconded by T. Guerrette, to appoint Sandra Bittle to the Caribou Housing Board for a 2 year term with an expiration date of 12/31/2019. (7 yes) So voted.

- b. Caribou City – Age Friendly Community Recognition

Recently, Bill Flagg from Cary Medical Center approached the City with the AARP Age-Friendly initiative. An application for this initiative was submitted and approved making Caribou the 222nd community enrolled in AARP Age Friendly initiative and first in Aroostook County. Mr. Flagg spoke about a volunteer committee being established that will look at some of the issues that we think could improve accessibility and other items. There are plans to apply for a small grant that is available through AARP. Mr. Flagg praised the City Manager for his response to this program.

Council Agenda Item #7: Formal Public Hearings

- a. CDBG Economic Development Business Support Grant Application for Miss Jordyn's Childcare Center

6:17 p.m. Public Hearing opened.

The Manager noted that in the past the City has applied and received CDBG funds to assist other businesses including VMS and Milo Haney. This year the City submitted two businesses that were interested in seeking these funds, the United Veterans of Maine – The Farm of Hope facility and Miss Jordyn's Childcare Center. It has been learned from the State that the Farm of Hope doesn't qualify as a project for this type of CDBG funds, but Miss Jordyn's did. For her to move forward, the City must have a public hearing to present to the public the proposal of the project and get public input. In the future, a formal resolution will come in front of the Council for adoption. She is looking to use 12,000 square feet of space at City owned 60 Access Highway, which is currently being used as cold storage. CDBG funds would be used to renovate the space and grow their business. It is projected that they would add fifteen new staff members. The building is located at a crossroad location as they service out to Limestone and nearly to Fort Kent.

- Derik Michaud – employee of Miss Jordyn's Childcare Center – spoke in support of the CDBG application and Miss Jordyn's program at the Childcare Center.

- Michael D. McCartney – Teacher at the School of Science and Mathematics in Limestone and 2016 Aroostook County Teacher of the Year - spoke in support of Miss Jordyn’s Childcare Center and the CDBG application. He and his wife use Miss Jordyn’s Childcare Center for their two children and have been very pleased with the growth of his children.
- Cristy St. Peter – 18 Collins Street – She has four children that attend Miss Jordyn’s Childcare Center. Ms. St. Peter spoke in support of Miss Jordyn’s Childcare Center and the expansion of her facility as there are parents that want to send their children to her Childcare Center, but are unable to due to the current size of her building.
- Thomas Hannigan – His wife is employed at Miss Jordyn’s Childcare Center – He spoke in support of Miss Jordyn’s Childcare Center and the CDBG application. He stated the center is positively affecting the children that attend.
- Miss Jordyn was unable to attend this evening’s public hearing as she is away on a prior scheduled vacation.

Currently the Childcare Center has 10 employees and with the expansion the number would increase to 25. The Center would need to enter into a lease with the City if it relocates to 60 Access Highway. Holding this public hearing this evening is just the initial step towards completing an application to be submitted to the State. It will be necessary for a separate agreement between the City and Miss Jordyn’s Childcare Center regarding repayment if the CDBG funding is awarded.

- Letters of support for the expansion of Miss Jordyn’s Childcare Center’s CDBG application have been submitted by:
 - May-Ling, Darren, & Kensli
 - Cristy St. Peter
 - Mac D. McKnight of Radio Communications Management, Inc.
 - Jonathan Clayton & Lori Clayton
 - Elizabeth and Justin Quinones
 - Brian and Haley Powers
 - Emily O’Neal
 - Michael McCartney and Elisabeth McCartney
 - Ashley “Nadine” Stickney
 - Janna Garreans

The estimated amount need for the expansion is \$250,000. They will be applying for a \$125,000 grant from the State and the other \$125,000 will be a combination of Miss Jordyn’s personal finances plus monies from the City.

Councilor Theriault commented that the building at 60 Access Highway has been mentioned as a possible site of a new Police Station. She wonders if this development would take it off the table. Councilor McDonough stated that using it for a Police Station hasn’t been determined. The building is 30,000 square feet with approximately two-thirds of it occupied by Maine Bag.

6:35 p.m. Public Hearing closed.

No action required.

Council Agenda Item #8: New Business & Adoption of Ordinances and Resolutions

a. Discussion and Possible Action Regarding Asbestos Abatement in City Owned Buildings

The Manager proposed that the City seek bids to conduct asbestos studies and abatement on five City owned properties:

Property	Study	Remediation
29 Patten Street-single family home	Needed	Unknown
32 Patten Street-single family home	Needed	Unknown
66 York Street-single family home	Needed	Unknown
628 Main Street (Sincock School)	Complete	Needed (Estimated \$12,200)
19 Marshall Avenue (Hilltop Elementary) – not yet deeded to the City	Complete	Needed (Estimated \$233,000)

Currently the City has budgeted \$75,000 for slum and blight removal. The Manager stated that RSU #39 has budgeted for the clean-up of Sincock and Hilltop schools. If the Hilltop project doesn't move forward then it would be the responsibility of the RSU to do the clean-up. It is anticipated that the Hilltop clean-up will be done through TIF funds. The taking down of the Sincock School is linked to the project to be done at Hilltop. The Manager further stated that the contract to remove the asbestos from the former school building would be with the City.

Councilor Kirkpatrick asked the Manager who owns the hazardous materials in the two schools. Manager Marker answered that the City owns it in the former Sincock School. Further Councilor Kirkpatrick stated his concern about the City becoming ultimately responsible for the asbestos at Hilltop. Discussion. The group planning to take ownership of Hilltop will not do so until after April 1st so the tax value will remain zero. When the TIF agreement is submitted to the State, the base value will stay at zero. The TIF probably will not be ready until July.

Motion made by J. Theriault, to approve the studies for properties 1, 2, and 3 and to move forward with properties 4 and 5.

Motion withdrawn.

Motion made by P. McDonough, seconded by J. Theriault, to separate the properties and that 29 Patten Street, 32 Patten Street, and 66 York Street to be approved to be done. (7 yes) So voted.

The deed to Sincock School has been recorded and the City owns it. Councilor Theriault questioned whether the City needs to place asbestos remediation out to bid for the

Sincock School as this is part of the Assisted Living Project. The costs involved with the removal of Sincock School is part of the purchase price for Hilltop School.

Motion made by J. Theriault, seconded by N. Cote, to authorize Carl Soderberg and Soderberg Construction to move forward with the demolition of Sincock School and the removal of the asbestos. (7 yes) So voted.

Motion made by P. McDonough, seconded by J. Theriault, to have the RSU #39 take care of the asbestos remediation for Hilltop School and to adjust the credit enhancement agreement accordingly. (7 yes) So voted.

b. Discussion and Possible Action Regarding Weight Limits on Local Roads

Public Works Director David Ouellette recommends the closure, for the following list of roads, all vehicles over 34,000 pounds. The new weight limit will use Maine Department of Transportation (MDOT) rules and regulations.

Albair Road	Old Washburn Road	Sawyer Road
Plante Road	Caribou Lake Road	Railroad Street
George Watson Memorial Drive	Richards Road	Maysville Road
West Gate Road	Ogren Road	Thompson Road

Discussion.

Motion made by P. McDonough, seconded by T. Guerrette, to authorize Public Works Director David Ouellette to post these roads closed for all vehicles over 34,000 pounds using MDOT rules and regulations. (7 yes) So voted.

c. Discussion and Possible Action Regarding Administration of Various Business Licensing Procedures by City Staff.

Staff recommends, for the following business licenses, the issuance to be handled by administrative staff rather than brought to the Council for review.

Taxi Cab Licenses	Dealers in Junk, Second Hand Articles, and Pawnbrokers	Peddlers and Hawkers
Itinerant Photographers	Lunch Wagons	Special Amusement Permits
Licenses for the Sale of Liquor (First approvals must be done by Council after public hearings)	Hauling of Garbage, Refuse and Waste	

Currently by ordinance, these business licenses must be reviewed and issued by the Municipal Officers which is the City Council. To allow administrative staff to handle them it would require a change to the ordinance.

Discussion.

Motion made by P. McDonough, seconded by T. Guerrette, to accept the recommendation and to move forward with the ordinance changes. (7 yes) So voted.

d. Resolution 03-01-2018 Approving the 2018 Revenue Budget

The Mayor complimented the Manager for the Revenue Budget Summary. Councilor McDonough stated that he had about three questions/comments.

- Offered that \$250,000 air ambulance services expense should be removed from the Expense Budget. (Page 52)
- Stated that the Ambulance Billing Revenue for Houlton, Calais, Van Buren, Island Falls, and Patten should be moved from Fire and Ambulance to General Government. (Page 57)
- Asked if the second payment to be received from the RSU #39 was in the Revenue Budget. The Manager commented that the total amount of \$142,000 is in the Revenue Budget.

Motion made by P. McDonough, seconded by J. Theriault, to adopt Resolution 03-01-2018 Approving the 2018 Revenue Budget including moving Ambulance Billing Revenue for Houlton, Calais, Van Buren, Island Falls, and Patten from Fire and Ambulance to General Government; plus, remove \$250,000 air ambulance service expense from the Expense Budget. (7 yes) So voted.

e. Resolution 03-02-2018 Approving Policies for Tax Increment Finance Districts

Manager Marker noted that the 2018 Tax Increment Financing Districts Policy before them this evening is the final document based on the comments that he had received from the Workshop that was held and it includes a statement that Credit Enhancement Agreements (CEAs) would no longer be a tool that the City would utilize with retail establishments unless they would be creating a minimum ten new full-time equivalent jobs which pays 100% of the area median income. The Policy also includes that the development would have to be bringing a taxable tax value equal to or greater than \$1.5 million to be considered for a TIF District. The other items in the Policy were discussed at the last meeting. The proposed TIF Policy will supplement the City's Ordinance. Councilor McDonough wondered if the proposed TIF Policy should be adopted as part of the City's Ordinance. The Manager stated that it could be. Councilor McDonough would prefer to have it all together instead of having a supplement to the Ordinance. Discussion. The TIF Ordinance is Chapter 10 in the Code Book. The Manager outlined the Ordinance adoption procedure which includes introducing it at the April meeting and holding the public hearing at the May meeting.

Motion made by P. McDonough, seconded by J. Theriault, to move forward with the ordinance adoption process rather than adopting Resolution 03-02-2018 a policy for Tax Increment Finance Districts. (7 yes) So voted.

Councilor Goughan commented on page 3 item 4 of the proposed policy:

MANDATORY GUIDELINES

4. The project creates significant new tax value equal to or greater than \$1.5 million dollars and creates or retains jobs throughout the City's planned development, commercial, industrial zones and Pine Tree Zones, including projects located in the Downtown District.

Councilor Goughan commented that development could come from the small businessmen and women who are already here, who want to expand a business that might add one employee and \$50,000 to the tax base. Having the amount set at \$1.5 million

would prevent those individuals from using this tool and only allowing the “big fish” to use. Furthermore, Councilor Goughan stated that he thinks we would want to keep this tool as open to everybody as we can. Additionally, he wonders when the last time the City had a new development of \$1.5 million. He wants that amount struck from the policy. Discussion about what number should be used if the City doesn’t use \$1.5 million. CEAs can only be done within a TIF.

Motion made by RM Goughan, seconded by H. Kirkpatrick, to keep \$1.5 million for retail and to change it to \$50,000 for everything else. (7 yes) So voted.

Council Agenda Item #9: Reports of Officers, Staff, Boards and Committees

- A Safety Building Advisory Committee meeting to be held at the EOC on March 13th at 6:00 p.m.
- Health Benefit meeting to be held on March 22nd at 11:00 a.m.
- Councilor Goughan requested that sometime in the future the Council could discuss the definition of economic development.
- Next Council meeting is April 9th.

Council Agenda Item #10: Reports and Discussion by Mayor and Councilors

- a. City Manager 6-month evaluation – A brief review of the Manager’s 6-month evaluation.

Council Agenda Item #11: Executive Session (May be called to discuss matters identified under Maine Revised Statutes, Title 1, §405.6)

There wasn’t a need for an Executive Session.

Council Agenda Item #12: Adjournment

Motion made by T. Guerrette, seconded by J. Theriault, to adjourn at 7:42 p.m. (7 yes) So voted.

Jayne R. Farrin, Secretary

**BUREAU OF ALCOHOL BEVERAGES AND LOTTERY OPERATIONS
 DIVISION OF LIQUOR LICENSING AND ENFORCEMENT
 8 STATE HOUSE STATION, AUGUSTA, ME 04333-0008
 10 WATER STREET, HALLOWELL, ME 04347
 TEL: (207) 624-7220 FAX: (207) 287-3434
 EMAIL INQUIRIES: MAINELIQUOR@MAINE.GOV**

DIVISION USE ONLY	
License No:	
Class:	By:
Deposit Date:	
Amt. Deposited:	
Cash Ck Mo:	

NEW application: Yes No

PRESENT LICENSE EXPIRES 06/13/2018

INDICATE TYPE OF PRIVILEGE: MALT VINOUS SPIRITUOUS

INDICATE TYPE OF LICENSE:

- | | | |
|---|--|--|
| <input type="checkbox"/> RESTAURANT (Class I,II,III,IV) | <input checked="" type="checkbox"/> RESTAURANT/LOUNGE (Class XI) | <input type="checkbox"/> CLASS A LOUNGE (Class X) |
| <input type="checkbox"/> HOTEL (Class I,II,III,IV) | <input type="checkbox"/> HOTEL, FOOD OPTIONAL (Class I-A) | <input type="checkbox"/> BED & BREAKFAST (Class V) |
| <input type="checkbox"/> CLUB w/o Catering (Class V) | <input type="checkbox"/> CLUB with CATERING (Class I) | <input type="checkbox"/> GOLF COURSE (Class I,II,III,IV) |
| <input type="checkbox"/> TAVERN (Class IV) | <input type="checkbox"/> QUALIFIED CATERING | <input type="checkbox"/> OTHER: _____ |

REFER TO PAGE 3 FOR FEE SCHEDULE

ALL QUESTIONS MUST BE ANSWERED IN FULL

Corporation Name: NORTHERN MAINE BREWING COMPANY, LLC		Business Name (D/B/A) NORTHERN MAINE BREWING COMPANY	
APPLICANT(S) –(Sole Proprietor) DOB:		Physical Location: 22 MAIN STREET	
DOB:		City/Town CARIBOU, ME	State Zip Code 04736
Address		Mailing Address P.O. BOX 275	
City/Town	State	Zip Code	City/Town State Zip Code CARIBOU, ME 04736
Telephone Number	Fax Number	Business Telephone Number 207-492-2185	Fax Number 207-492-2298
Federal			
Email Address: Please Print rsolman@solmanhunter.com		Website: No Website at this time.	

If business is NEW or under new ownership, indicate starting date: _____

Requested inspection date: Any Tuesday Business hours: Wed-Sunday 4-9:00 p.m.

- If premise is a Hotel or Bed & Breakfast, indicate number of rooms available for t [REDACTED]
- State amount of gross income from period of last license: ROOMS \$ 0.00 [REDACTED]
- Is applicant a corporation, limited liability company or limited partnership? YES NO
If Yes, please complete the Corporate Information required for Business Entities who are licensees.

4. Do you own or have any interest in any another Maine Liquor License? Yes No
If yes, please list License Number, Name, and physical location of any other Maine Liquor Licenses.

SMB-75 NORTHERN MAINE BREWING COMPANY, LLC (Use an additional sheet(s) if necessary.)
 License # Name of Business
22 MAIN STREET CARIBOU
 Physical Location City / Town

5. Do you permit dancing or entertainment on the licensed premises? YES NO
6. If manager is to be employed, give name: JOSEPH GERVAIS
7. Business records are located at: 22 MAIN STREET, CARIBOU, ME & 137 BENNETT DRIVE, CARIBOU, ME
8. Is/are applicant(s) citizens of the United States? YES NO
9. Is/are applicant(s) residents of the State of Maine? YES NO
10. List name, date of birth, and place of birth for all applicants, managers, and bar managers. Give maiden name, if married:
Use a separate sheet of paper if necessary.

Name in Full (Print Clearly)	DOB	Place of Birth
See attached		
Residence address on all of the above for previous 5 years (Limit answer to city & state)		
See attached.		

11. Has/have applicant(s) or manager ever been convicted of any violation of the law, other than minor traffic violations, of any State of the United States? YES NO

Name: _____ Date of Conviction: _____

Offense: _____ Location: _____

Disposition: _____ (use additional sheet(s) if necessary)

12. Will any law enforcement official benefit financially either directly or indirectly in your license, if issued?
Yes No If Yes, give name: _____

13. Has/have applicant(s) formerly held a Maine liquor license? YES NO

14. Does/do applicant(s) own the premises? Yes No If No give name and address of owner: _____

15. Describe in detail the premises to be licensed: (On Premise Diagram Required) _____

BREW PUB WITH RESTAURANT AND LOUNGE AREA

16. Does/do applicant(s) have all the necessary permits required by the State Department of Human Services?
YES NO Applied for: _____

17. What is the distance from the premises to the NEAREST school, school dormitory, church, chapel or parish house, measured from the main entrance of the premises to the main entrance of the school, school dormitory, church, chapel or parish house by the ordinary course of travel? 2.7 miles

Which of the above is nearest? Hilltop Elementary School

18. Have you received any assistance financially or otherwise (including any mortgages) from any source other than yourself in the establishment of your business? YES NO

If YES, give details: Financed by the members of the LLC

The Division of Liquor Licensing & Enforcement is hereby authorized to obtain and examine all books, records and tax returns pertaining to the business, for which this liquor license is requested, and also such books, records and returns during the year in which any liquor license is in effect.

NOTE: "I understand that false statements made on this form are punishable by law. Knowingly supplying false information on this form is a Class D offense under the Criminal Code, punishable by confinement of up to one year or by monetary fine of up to \$2,000 or both."

Dated at: Caribou, Maine on March 12, 2018.
Town/City, State Date

Please sign in blue ink

Signature of Applicant or Corporate Officer(s)

Signature of Applicant or Corporate Officer(s)

RICHMAN D. SOLMAN

Print Name

Print Name

FEE SCHEDULE

FILING FEE: (must be included on all applications).....\$ 10.00

Class I Spirituous, Vinous and Malt\$ 900.00
CLASS I: Airlines; Civic Auditoriums; Class A Restaurants: Clubs with catering privileges; Dining Cars; Golf Clubs; Hotels; Indoor Ice Skating Clubs; Indoor Tennis Clubs; Vessels; Qualified Caterers; OTB.

Class I-A Spirituous, Vinous and Malt, Optional Food (Hotels Only)\$1,100.00
CLASS I-A: Hotels only that do not serve three meals a day.

Class II Spirituous Only\$ 550.00
CLASS II: Airlines; Civic Auditoriums; Class A Restaurants; Clubs with catering privileges; Dining Cars; Golf Clubs; Hotels; Indoor Ice Skating Clubs; Indoor Tennis Clubs; and Vessels.

Class III Vinous Only\$ 220.00
CLASS III: Airlines; Civic Auditoriums; Class A Restaurants; Clubs with catering privileges; Dining Cars; Golf Clubs; Hotels; Indoor Ice Skating Clubs; Indoor Tennis Clubs; Restaurants; Vessels; Pool Halls; and Bed and Breakfasts.

Class IV Malt Liquor Only\$ 220.00
CLASS IV: Airlines; Civic Auditoriums; Class A Restaurants; Clubs with catering privileges; Dining Cars; Golf Clubs; Hotels; Indoor Ice Skating Clubs; Indoor Tennis Clubs; Restaurants; Taverns; Pool Halls; and Bed and Breakfasts.

Class V Spirituous, Vinous and Malt (Clubs without Catering, Bed & Breakfasts)\$ 495.00
CLASS V: Clubs without catering privileges.

Class X Spirituous, Vinous and Malt – Class A Lounge\$2,200.00
CLASS X: Class A Lounge

Class XI Spirituous, Vinous and Malt – Restaurant Lounge\$1,500.00
CLASS XI: Restaurant/Lounge; and OTB.

UNORGANIZED TERRITORIES \$10.00 filing fee shall be paid directly to County Treasurer. **All applicants in unorganized territories shall submit along with their application evidence of payment to the County Treasurer.**

All applications for NEW or RENEWAL liquor licenses must contact their Municipal Officials or the County Commissioners in unincorporated places for approval and signatures for liquor licenses prior to submitting them to the bureau.

All fees must accompany application, make check payable to the Treasurer, State of Maine.

This application must be completed and signed by the Town or City and mailed to:

Bureau of Alcoholic Beverages and Lottery Operations

Division of Liquor Licensing and Enforcement

8 State House Station, Augusta, ME 04333-0008.

Payments by check subject to penalty provided by Title 28A, MRS, Section 3-B.

TO STATE OF MAINE MUNICIPAL OFFICERS & COUNTY COMMISSIONERS:

Hereby certify that we have complied with Section 653 of Title 28-A Maine Revised Statutes and hereby approve said application.

Dated at: _____, Maine _____
City/Town (County)

On: _____
Date

The undersigned being: Municipal Officers County Commissioners of the
 City Town Plantation Unincorporated Place of: _____, Maine

THIS APPROVAL EXPIRES IN 60 DAYS

NOTICE – SPECIAL ATTENTION

§653. Hearings; bureau review; appeal

1. Hearings. The municipal officers or, in the case of unincorporated places, the county commissioners of the county in which the unincorporated place is located, may hold a public hearing for the consideration of applications for new on-premises licenses and applications for transfer of location of existing on-premises licenses. The municipal officers or county commissioners may hold a public hearing for the consideration of requests for renewal of licenses, except that when an applicant has held a license for the prior 5 years and a complaint has not been filed against the applicant within that time, the applicant may request a waiver of the hearing.

A. The bureau shall prepare and supply application forms. [1993, c. 730, §27 (AMD).]

B. The municipal officers or the county commissioners, as the case may be, shall provide public notice of any hearing held under this section by causing a notice, at the applicant's prepaid expense, stating the name and place of hearing, to appear on at least 3 consecutive days before the date of hearing in a daily newspaper having general circulation in the municipality where the premises are located or one week before the date of the hearing in a weekly newspaper having general circulation in the municipality where the premises are located. [1995, c. 140, §4 (AMD).]

C. If the municipal officers or the county commissioners, as the case may be, fail to take final action on an application for a new on-premises license or transfer of the location of an existing on-premises license within 60 days of the filing of an application, the application is deemed approved and ready for action by the bureau. For purposes of this paragraph, the date of filing of the application is the date the application is received by the municipal officers or county commissioners. This paragraph applies to all applications pending before municipal officers or county commissioners as of the effective date of this paragraph as well as all applications filed on or after the effective date of this paragraph. This paragraph applies to an existing on-premises license that has been extended pending renewal. The municipal officers or the county commissioners shall take final action on an on-premises license that has been extended pending renewal within 120 days of the filing of the application. [2003, c. 213, §1 (AMD).]

D. If an application is approved by the municipal officers or the county commissioners but the bureau finds, after inspection of the premises and the records of the applicant, that the applicant does not qualify for the class of license applied for, the bureau shall notify the applicant of that fact in writing. The bureau shall give the applicant 30 days to file an amended application for the appropriate class of license, accompanied by any additional license fee, with the municipal officers or county commissioners, as the case may be. If the applicant fails to file an amended application within 30 days, the original application must be denied by the bureau. The bureau shall notify the applicant in writing of its decision to deny the application including the reasons for the denial and the rights of appeal of the applicant. [1995, c. 140, §5 (NEW).][2003, c. 213, §1 (AMD) .]

2. Findings. In granting or denying an application, the municipal officers or the county commissioners shall indicate the reasons for their decision and provide a copy to the applicant. A license may be denied on one or more of the following grounds:

A. Conviction of the applicant of any Class A, Class B or Class C crime; [1987, c.45, Pt. A, §4 (NEW).]

B. Noncompliance of the licensed premises or its use with any local zoning ordinance or other land use ordinance not directly related to liquor control; [1987, c. 45, Pt. A, §4 (NEW).]

C. Conditions of record such as waste disposal violations, health or safety violations or repeated parking or traffic violations on or in the vicinity of the licensed premises and caused by persons patronizing or employed by the licensed premises or other such conditions caused by persons patronizing or employed by the licensed premises that unreasonably disturb, interfere with or affect the ability of persons or businesses residing or located in the vicinity of the licensed premises to use their property in a reasonable manner; [1993, c. 730, §27 (AMD).]

D. Repeated incidents of record of breaches of the peace, disorderly conduct, vandalism or other violations of law on or in the vicinity of the licensed premises and caused by persons patronizing or employed by the licensed premises; [1989, c. 592, §3 (AMD).]

E. A violation of any provision of this Title; [2009, c. 81, §1 (AMD).]

F. A determination by the municipal officers or county commissioners that the purpose of the application is to circumvent the provisions of section 601; and [2009, c. 81, §2 (AMD).]

G. After September 1, 2010, server training, in a program certified by the bureau and required by local ordinance, has not been completed by individuals who serve alcoholic beverages. [2009, c. 81, §3 (NEW).]

[2009, c. 81, §§1-3 (AMD) .]

3. Appeal to bureau. Any applicant aggrieved by the decision of the municipal officers or county commissioners under this section may appeal to the bureau within 15 days of the receipt of the written decision of the municipal officers or county commissioners. The bureau shall hold a public hearing in the city, town or unincorporated place where the premises are situated. In acting on such an appeal, the bureau may consider all licensure requirements and findings referred to in subsection 2.

A. [1993, c. 730, §27 (RP).]

B. If the decision appealed from is an application denial, the bureau may issue the license only if it finds by clear and convincing evidence that the decision was without justifiable cause. [1993, c.730, §27 (AMD) .]

[1995, c.140, §6 (AMD) .]

4. No license to person who moved to obtain a license. [1987, c. 342, §32 (RP) .]

5. Appeal to District Court. Any person or governmental entity aggrieved by a bureau decision under this section may appeal the decision to the District Court within 30 days of receipt of the written decision of the bureau.

An applicant who files an appeal or who has an appeal pending shall pay the annual license fee the applicant would otherwise pay. Upon resolution of the appeal, if an applicant's license renewal is denied, the bureau shall refund the applicant the prorated amount of the unused license fee.

[1995, c. 140, §7 (AMD); 1999, c. 547, Pt. B, §78 (AMD); 1999, c. 547, Pt. B, §80 (AFF) .]

Please be sure to include the following with your application:

Completed the application and sign the form.

Signed check with correct license fee and filing fee.

Your local City or Towns signature(s) are on the forms.

Be sure to include your ROOM, FOOD and LIQUOR gross income for the year (if applicable).

Enclose diagram for all businesses, auxiliary locations, extended decks and storage areas.

Complete the Corporate Information sheet for all ownerships except sole proprietorships.

If you have any questions regarding your application, please contact us at (207) 624-7220.

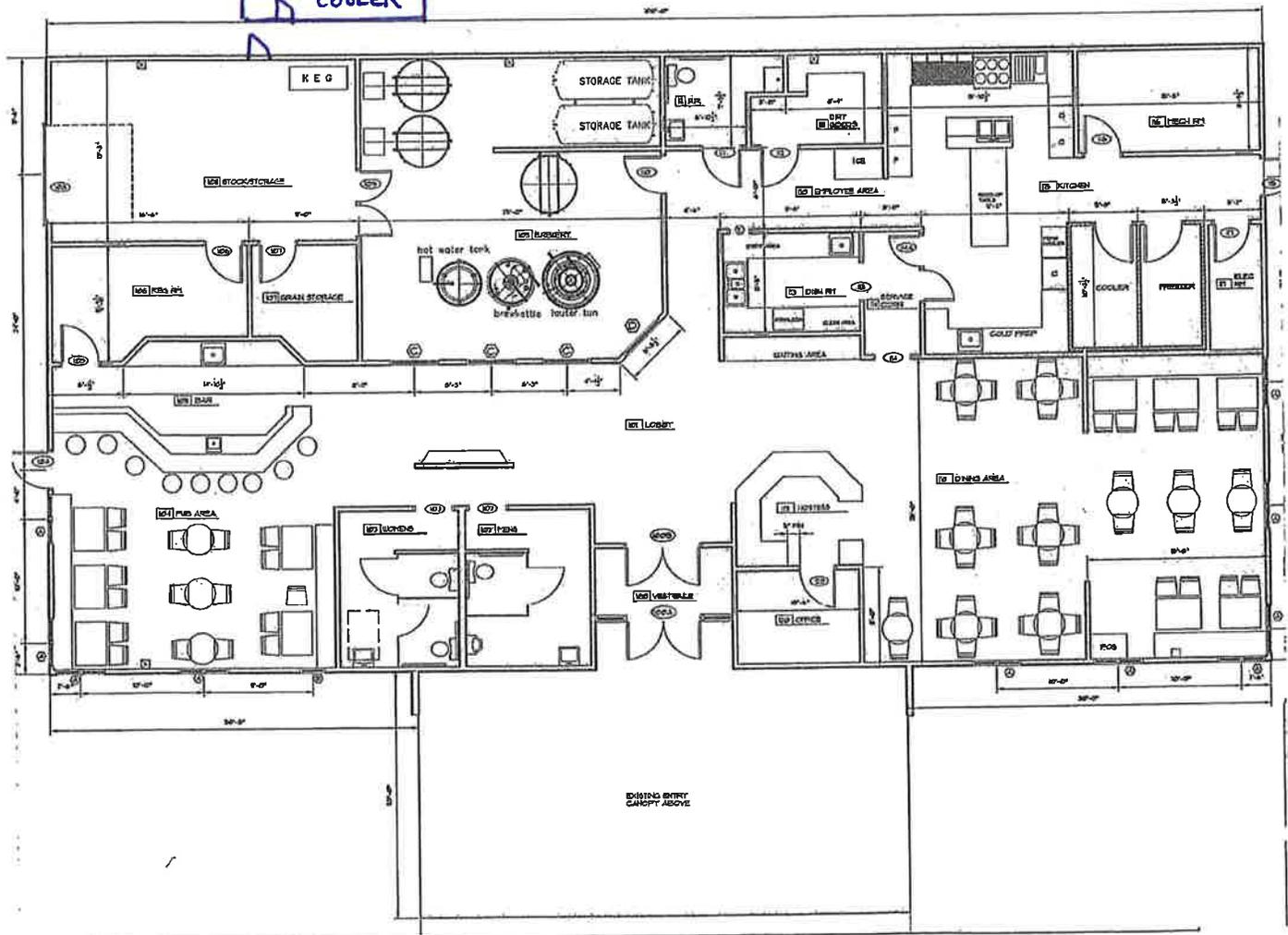
Bureau of Alcoholic Beverages and Lottery Operations
 Division of Liquor Licensing & Enforcement
 8 State House Station, Augusta, ME 04333-0008
 10 Water Street, Hallowell, ME 04347
 Tel: (207) 624-7220 Fax: (207) 287-3434
 Email Inquiries: MaineLiquor@maine.gov

DIVISION USE ONLY	
<input type="checkbox"/>	Approved
<input type="checkbox"/>	Not Approved
BY: _____	

ON PREMISE DIAGRAM

In an effort to clearly define your license premise and the area that consumption and storage of liquor is allowed. The Division requires all applicants to submit a diagram of the premise to be licensed in addition to a completed license application.

Diagrams should be submitted on this form and should be as accurate as possible. Be sure to label the areas of your diagram including entrances, office area, kitchen, storage areas, dining rooms, lounges, function rooms, restrooms, decks and all areas that you are requesting approval from the Division for liquor consumption.



NORTHERN MAINE BREWING COMPANY, LLC

ATTACHMENT TO ON-PREMISE APPLICATION-2018

10. List name, date of birth, and place of birth for all applicants, managers, and bar managers.
Give maiden name, if married:

<u>NAME</u>	<u>DATE OF BIRTH</u>	<u>PLACE OF BIRTH</u>
Richard D. Solman (Manager)		Fort Knox, KY
Christopher Bell (Manager)		Caribou, ME
Shawn M. Pelletier (Manager)		Presque Isle, ME
Joseph Gervais (Restaurant Manager)		Valdosta, GA

Residence address on all of the above for previous 5 years (Limit answer to city & state)

Richard D. Solman- Caribou, Maine
Christopher Bell- Caribou and Madawaska Lake, Maine
Shawn Pelletier – New Sweden, Maine
Joseph Gervais - Caribou, Maine



Division of Alcoholic Beverages and Lottery
Operations
Division of Liquor Licensing and Enforcement

**Corporate Information Required for
Business Entities Who Are Licensees**

For Office Use Only:	
License #:	_____
SOS Checked:	_____
100%	Yes <input type="checkbox"/> No <input type="checkbox"/>

Questions 1 to 4 must match information on file with the Maine Secretary of State's office. If you have questions regarding this information, please call the Secretary of State's office at (207) 624-7752.

Please clearly complete this form in its entirety.

- Exact legal name: Northern Maine Brewing Company, LLC.
- Doing Business As, if any: Northern Maine Brewing Company
- Date of filing with Secretary of State: 09/12/2014 State in which you are formed: Maine
- If not a Maine business entity, date on which you were authorized to transact business in the State of Maine:

- List the name and addresses for previous 5 years, birth dates, titles of officers, directors and list the percentage ownership: (attach additional sheets as needed)

NAME	ADDRESS (5 YEARS)	Date of Birth	TITLE	Ownership %
See Attached				

(Stock ownership in non-publicly traded companies must add up to 100%.)

- If Co-Op # of members: _____ (list primary officers in the above boxes)

7. Is any principal person involved with the entity a law enforcement official?

Yes No If Yes, Name: _____ Agency: _____

8. Has any principal person involved in the entity ever been convicted of any violation of the law, other than minor traffic violations, in the United States?

Yes No

9. If Yes to Question 8, please complete the following: (attached additional sheets as needed)

Name: _____

Date of Conviction: _____

Offense: _____

Location of Conviction: _____

Disposition: _____

Signature:



3-12-18

Signature of Duly Authorized Person

Date

RICHARD D. SOLMAN

Print Name of Duly Authorized Person

Submit Completed Forms to:

Bureau of Alcoholic Beverages
Division of Liquor Licensing and Enforcement
8 State House Station, Augusta, Me 04333-0008 (Regular address)
10 Water Street, Hallowell, ME 04347 (Overnight address)
Telephone Inquiries: (207) 624-7220 Fax: (207) 287-3434
Email Inquiries: MaineLiquor@Maine.gov

Form: Corporate Supplemental 7/2016

Northern Maine Brewing Company, LLC

P.O. Box 275

Caribou, ME 04736

Name	Address (5 years)	Date of	Ownership %
Richard D. Solman	789 East Presque Isle Road, Caribou, ME 04736		16.13 %
Shawn M. Pelletier	155 Rista Road, New Sweden, ME		24.12 %
Christopher Bell	61 Lynn Drive, Caribou, ME (former) 583 South Shore Drive, Stockholm, ME		7.98
Paul Powers	650 Woodland Center Road, Woodland, ME		15.98
John Swanberg	1045 Fort Fairfield Rd, Caribou, ME		7.99
Joseph M. Sleeper, II	83 Spruce Ridge Road, Caribou, ME 04736		16.13
Daniel Jandreau	107 Lynn Drive, Caribou (former) 82 Solar Drive, Caribou, ME 04736		4.55
Patrick Bennett	840 Sweden Street, Caribou, ME 04736		2.40
Justin Powers	8 Reservoir Street, Caribou (former) 107 Lynn Drive, Caribou, ME 04736		1.60
Brian Powers	27 Garden Circle, Caribou (former) 93 Solar Drive, Caribou, ME 04736		2.40
Andrew Pelletier	338 Thibodeau Road, Woodland, ME 04736		0.16
Spenser Ouellette	3580 Middle Road, Sidney, ME 04330		0.32
Austin Bless	21 Washington Street, Caribou (former) 44 Harvest Road, Caribou, ME 1615 133nd Ln NE, Blaine, MN (former)		0.24

PERMIT FEE IS \$ 30.00 PLUS \$25.00 ADVERTISING FEE. PLEASE ENCLOSE CHECK FOR ADVERTISING FEE WITH APPLICATION.(NEW APPLICATIONS ONLY)
MUNICIPALITY OF CARIBOU, MAINE

APPLICATION FOR SPECIAL AMUSEMENT PERMIT

PLEASE READ AND INITIAL:

This application will be presented to the Municipal Officers, for approval or disapproval, at their meeting on _____, at which you should be present.

APPLICATION: NEW _____ RENEWAL X INITIALS OF APPLICANT RS

LICENSE FEE PAID \$ _____
ADVERTISING FEE PAID _____
DATE ADVERTISED _____
DATE ON AGENDA _____

1. (a) Firm name of Business NORTHERN MAINE BREWING COMPANY, LLC

(b) Address P.O. Box 275; CARIBOU, ME 04736

2. Describe in detail kind and nature of entertainment BAND - LIVE MUSIC;

OUTDOOR BARBEQUE; DANCE; ENTERTAINMENT

3. Describe in detail room or rooms used under this permit N/A - OUTSIDE

ON GROUNDS OWNED BY APPLICANT AT 22 MAIN STREET

Dated at CARIBOU On MARCH 14, 2018

(Signature of Individual)

(If Partnership, by members of the Partnership)

NORTHERN MAINE BREWING Company, LLC

(Name of Corporation)

(Place Corporate Seal)

By RS

(If Corporation, by a duly authorized Officer)

RICHARD D. SOLMAN

Aroostook ss MUNICIPALITY OF Caribou DATED AT Caribou, Maine

On _____

CEO _____

Approved _____

Disapproved _____

Comment _____

CHIEF OF FIRE DEPARTMENT _____

Approved _____

Disapproved _____

Comment _____

POLICE CHIEF _____

Approved _____

Disapproved _____

Comment _____

THE APPLICANT SHALL SUBMIT A COPY OF THE CURRENT LIQUOR LICENSE. THIS PERMIT IS VALID ONLY FOR THE LICENSE YEAR OF THE APPLICANT'S EXISTING LIQUOR LICENSE.

APPLICATION RECEIVED BY _____

Town Taxi

*2551 Van Buren Rd
Connor, Maine 04736
Phone (207)496-3146
Fax (207)496-0376*

February 26, 2018

*To : Caribou City Council
Re : Town Taxi City License Renewal*

I am writing requesting a City Taxi License for 2018- 2019. Enclosed in this packet is a current list of drivers, list of vehicles, copy of Taxi and business insurances, vehicle inspections and a check for the fees . Thank You and we look forward to serving the citizens of Caribou for the 17th Year.

CITY OF CARIBOU

PUBLIC TAXI LICENSE APPLICATION

Date 3-18-18

Name of Applicant Lori Hodsdon DOB 8-5-72

Business Name Town TAXI

Business Office/Garage Address 538 Fort Rd Caribou

Residence Address 2551 Van Buren Rd Cannon

Telephone Number:

Home 2275999 Business 4963146 Cell _____

Email NA

Number of Taxi's 7 Seating Capacity 5

Name (s) of Driver (s) See enclosed List

Do you carry Liability Insurance? Yes If so, How Much? Copy enclosed

Do you carry Property Insurance? Yes If so, How Much? Copy enclosed

Name & Address of Insurance Company _____

I hereby agree to operate the above in accordance with the Laws of the State of Maine and the Ordinances of the City of Caribou.

Signed: [Signature]

Owner of Town TAXI

FOR OFFICE USE:
Approved _____
Rejected _____
Reason _____
By _____

CITY OF CARIBOU

RUBBISH HAULER'S LICENSE APPLICATION

Date 4/2/18

Name of Applicant Robbie Caldwell DOB 1/5/70

Business Name Caldwell's Sanitation LLC

Business Address PO Box 361, Limestone, ME 04750

Residence Address 405 Van Buren Rd, Limestone, ME 04750

Telephone Number:
207-325-3553 Home 207-325-8802 Business 207-551-9604 Cell

Email robbie.caldwell70@gmail.com

Number of Vehicles 2 Name (s) of Driver (s) Michael Coventry
Thomas Albert

Do you carry Liability Insurance? yes If so, How Much? see attached

Do you carry Property Insurance? yes If so, How Much? see attached

Provide proof of insurance

Name & Address of Insurance Company United Insurance - Fort Fairfield
263 Main St, Suite 1
Fort Fairfield, ME 04742

I hereby agree to operate the above in accordance with the Laws of the State of Maine and the Ordinances of the City of Caribou.

Signed : [Signature]
Owner of Caldwell's Sanitation

FOR OFFICE USE:

Approved _____

Rejected _____

Reason _____

By _____

CITY OF CARIBOU

RUBBISH HAULER'S LICENSE APPLICATION

Date March 28, 2018

Name of Applicant Tom G. Berube DOB 4-16-63

Business Name Gil's Sanitation Inc.

Business Address P.O. Box 1057 47 Washburn Rd.

Residence Address 765 Washburn Rd. Washburn Maine

Telephone Number:
455-7114 Home 769-0711 Business 551-5636 Cell

Email tberube1@yahoo.com

Number of Vehicles 2 Name (s) of Driver (s) Tom G. Berube
Robert Campbell

Do you carry Liability Insurance? If so, How Much? 1,000,000

Do you carry Property Insurance? If so, How Much? 1,000,000

Provide proof of insurance

Name & Address of Insurance Company Acadia Insurance Co.

CPH0000131-35

I hereby agree to operate the above in accordance with the Laws of the State of Maine and the Ordinances of the City of Caribou.

Signed: Thomas G. Berube

Owner of Gil's Sanitation Inc.

FOR OFFICE USE:

Approved _____

Rejected _____

Reason _____

By _____

CITY OF CARIBOU

RUBBISH HAULER'S LICENSE APPLICATION

Date March 16 2018

Name of Applicant Jack S. Herbert DOB 4-7-65

Business Name McNeal's Trucking

Business Address 26 Otter St

Residence Address 73 Solman Street

Telephone Number:
443-4433 Home same Business 551-6983 Cell

Email mcnealstrucking@gmail.com

Number of Vehicles 4 Name (s) of Driver (s) Jack Herbert
Mark Levesque Lou Cyr

Do you carry Liability Insurance? yes If so, How Much? 2,000,000

Do you carry Property Insurance? yes If so, How Much? 2,000,000

Provide proof of insurance

Name & Address of Insurance Company Kieffer's Agency
High st. 496-3661

I hereby agree to operate the above in accordance with the Laws of the State of Maine and the Ordinances of the City of Caribou.

Signed: Jack S. Herbert
Owner of McNeal's Trucking

FOR OFFICE USE:

Approved _____

Rejected _____

Reason _____

By _____

CITY OF CARIBOU

RUBBISH HAULER'S LICENSE APPLICATION

Date 3-29-18

Name of Applicant Pine tree Waste DOB _____

Business Name Pine tree Waste

Business Address PO Box 528 Houlton Me, 04730

Residence Address _____

Telephone Number: _____

Home (207) 532-6804 Business _____ Cell _____

Email _____

Number of Vehicles 2 Name (s) of Driver (s) David Ingraham
Bernie Fitzpatrick

Do you carry Liability Insurance? yes If so, How Much? million Dollars

Do you carry Property Insurance? yes If so, How Much? million Dollars

Provide proof of insurance

Name & Address of Insurance Company Wayle W. Johnson Ins Agency Inc
119 River St
PO Box 279 Mont Pelier VT 05601-0279

I hereby agree to operate the above in accordance with the Laws of the State of Maine and the Ordinances of the City of Caribou.

Signed: [Signature]
Owner of Pine tree Waste - Site Manager

FOR OFFICE USE:

Approved _____

Rejected _____

Reason _____

By _____

CITY OF CARIBOU

RUBBISH HAULER'S LICENSE APPLICATION

Date _____

Name of Applicant Rick Chapman DOB 11-11-63

Business Name City Sanitation

Business Address 78 River Rd

Residence Address Same

Telephone Number:

498-3973 Home Same Business 551-0526 Cell

Email N/A

Number of Vehicles 2 Name (s) of Driver (s) Rick Chapman
Ryan Cousins

Do you carry Liability Insurance? Yes If so, How Much? 500,000

Do you carry Property Insurance? Yes If so, How Much? 500,000

Provide proof of insurance

Name & Address of Insurance Company Kieffers INS

101 High st

I hereby agree to operate the above in accordance with the Laws of the State of Maine and the Ordinances of the City of Caribou.

Signed: [Signature]

Owner of City Sanitation

FOR OFFICE USE:

Approved _____

Rejected _____

Reason _____

By _____

**CARIBOU ADMINISTRATION
25 HIGH STREET
CARIBOU, ME. 04736**



MEMO

TO: Caribou City Council Members
FROM: Dennis Marker, City Manager
RE: March Financials and 1st Quarter Investment Report
DATE: April 5, 2018

Bank statements were not available to complete the March financials and investment statement at the time of council packet publication. These will be on the next agenda for review.

CITIZEN BOARD APPLICATION FORM

RETURN TO CITY CLERK, 25 HIGH STREET, CARIBOU, MAINE 04736

Name: JOYCE KNORR

Physical Address: 48 WESTWIND DRIVE

Mailing Address: SAME

Phone Number: 207 554-7727 Home N/A Work

207 498-2057 Cell joy.knorr51@gmail.com Email

Professional or Civic Activities (Include other committees you have served on):

Fort Fairfield Chamber Board
CARIBOU BUSINESS & PROFESSIONAL WOMEN
CARIBOU REPUBLICAN COMMITTEE, APOSTOLIC REPUBLICAN
Committee, MAINE STATE COMMITTEE WOMAN
LEADING JOB CORP COUNCIL

Education:

MASTERS OF BUSINESS SCIENCE

Present Employer Name & Address:

RETIRED

Job Title:

I am Interested in serving on the following committee:

NYLANDER MUSEUM & LIBRARY BOARDS

Are you willing to serve on ANY committee if needed?

YES NO

Depends

Joyce Knorr

Signature of Applicant

CITIZEN BOARD APPLICATION FORM

RETURN TO CITY CLERK, 25 HIGH STREET, CARIBOU, MAINE 04736

Name: Kathryn Olmstead

Physical Address: 57 Limestone St.

Mailing Address: P.O. Box 626 04736

Phone Number: 498-8564 Home Same Work

207-217-0316 Cell Olmstead@maine.edu Email

Professional or Civic Activities (Include other committees you have served on):

Caribou Sesquicentennial History Committee

Maine Public (Broadcasting) Board of Trustees

UMaine-Orono - Board of Visitors

Francis Malcolm Science Center Advisor

Education: BA - English - U of Illinois - Champaign-Urbana

MA - English & Education - U of Wisconsin - Madison

Present Employer Name & Address Self

Job Title: Writer/Editor

I am interested in serving on the following committee: Library Board

Are you willing to serve on ANY committee if needed? YES NO

Kathryn J. Olmstead
Signature of Applicant

PROPERTY FOR SALE BY BID
City of Caribou

The City of Caribou is soliciting competitive sealed bids for the sale of the following Tax Acquired Properties.

Property #1: Tax Map 27, Lot 8, 11 Lower Washington Street – Land Only, .20 Acres,
Zoned R-2.
Minimum Bid \$2,800.00
NO BIDS

Property #3: Tax Map 25, Lot 66, 15 Nancy Street – Land Only, .16 Acres,
Zoned R-1
Minimum Bid \$8,000.00
NO BIDS

Property #4: Tax Map 30, Lot 34, 45 River Road – Land Only, .24 Acres, Zoned R-2.
Minimum Bid \$13,000.00
NO BIDS

Property #5: Tax Map 3, Lot 21, Green Ridge Road – Land Only, .25 Acres, Zoned R-3.
Minimum Bid \$900.00
NO BIDS

Property #6: Tax Map 3, Lot 23, Green Ridge Road – Land Only, 5.0 Acres, Zoned R-3.
Minimum Bid \$6,000.00
NO BIDS

Property #7: Tax Map 5, Lot 4-H, 71 Main Street – Two Story – Single Family Home w/Garage,
1.0 Acres, Zoned R-3.
Minimum Bid \$89,600.00
NO BIDS

Property #11: Tax Map 26, Lot 21, 4 Newton Avenue – Story and a Half – Single Family Home,
.17 Acres, Zoned R-1.
Minimum Bid \$18,800.00
NO BIDS

Property #12: Tax Map 27, Lot 26, Lower Lyndon Drive – Land Only, .07 Acres, Zoned R-2.
Minimum Bid \$800.00
NO BIDS

Property #13: Tax Map 28, Lot 93-C, Fontaine Drive – Land Only, .37 Acres, Zoned R-1.
Minimum Bid \$2,700.00
NO BIDS

Property #14: Tax Map 28, Lot 119, 66 York Street – One Story – Single Family Home, .13 Acres,
Zoned R-1.
Minimum Bid \$9,100.00
NO BIDS

Property #15: Tax Map 32, Lot 9, 70 Washburn Street – Two Story – Single Family Home
w/Garage, .14 Acres, Zoned C-1.
Minimum Bid \$23,100.00
NO BIDS

Property #16: Tax Map 34, Lot 183-ON, Limestone Street – Building Only – Four Door Garage,
.00 Acres, Zoned I-1.
Minimum Bid \$5,000.00
NO BIDS

Property #17: Tax Map 38, Lot 77, 142 Limestone Street – Land Only, .97 Acres, Zoned R-2.
Minimum Bid \$3,100.00
NO BIDS

Property #18: Tax Map 34, Lot 60, 12 Hillcrest Avenue – Story and a Half – Single Family Home
w/Garage, .29 Acres, Zoned R-1.
Minimum Bid \$15,000.00
NO BIDS

Property #19: Tax Map 38, Lot 104, 147 Limestone Street – Land Only, .21 Acres, Zoned R-2.
Minimum Bid \$1,800.00
**ONE BID FROM JULIE ELLIS COLBATH AND STEPHEN COLBATH FOR \$1,000
DID NOT MEET MINIMUM BID**

Property #20: Tax Map 38, Lot 106, Limestone Street – Land Only, .21 Acres, Zoned R-2.
Minimum Bid \$1,800.00
ONE BID FROM JULIE ELLIS COLBATH AND STEPHEN COLBATH FOR \$1,806

**Office of the Clerk
City of Caribou
25 High Street
Caribou, Maine 04736**

To: Mayor and Council Members
From: Jayne R. Farrin, City Clerk
Date: March 20, 2018
Re: Appointment of Election Clerks

Per MSRA Title 21-A Section 503, all nominations for election clerks must be submitted to the municipal officers each general election year (even-numbered years). This will be on the April 9th agenda.

Below are the names of those individuals that have expressed interest in serving as Election Clerks.

The appointment would be from May 1, 2018 to April 30, 2020.

2018-2020 ELECTION CLERKS

Laura Adams	Carolyn Kelley
Barbara Aiken	Jacqueline Lambert
Joan Albert	Elizabeth Long
Marilyn Bailey	Betty McNeal
Donna Barnes	Frances (Penny) Olson
Martha Belanger	Cheryl Pelletier
Allyson Bell	Dawn Peterson
Cassandra Bouchard	Roberta Randolph
Patricia Caspersen	Leslie Randolph Anderson
Barbara Collins	Stephanie Raymond
Julie Cook	John Shaw
Patty Corriveau	Deborah Sirois
Michele Cote	Christine M. Solman
Carole Doody	Nancy Solman
Shellie Doody-Corriveau	Andrea Swanberg
Susan Dow	Karen Thibodeau
Judith Duprey	Idella Thompson
Marjorie Edgecomb	Penny Thompson
Diane Gove	Roberta Walton
Yvonne Grass	Denise Yenidogan
Gail Hagelstein	
Claudia Hitchings	
Nancy Hunter	
Meagan Irving	

CARIBOU ADMINISTRATION
25 HIGH STREET
CARIBOU, ME. 04736



MEMO

TO: Caribou City Council Members
FROM: Dennis Marker, City Manager
RE: Janet Marr Request
DATE: April 5, 2018

DISCUSSION AND POSSIBLE ACTION ITEM

Background

Ms. Marr's property, located at 71 Main Street, was tax acquired this year due to non-payment of three consecutive year's taxes. Total taxes due as of January 31, 2018 was \$16,684.46. It was listed with 16 other properties for public bid. No bids were received for the property which was listed with a minimum bid amount of \$89,600.

Request

Ms. Marr is requesting the city accept full payment of all past due taxes for the property.

Options

1. Since no bids were received for the property, the Council can accept the offered payment of taxes for the property as requested.
2. The City can hold onto the property and wait to see if any bids are received. (The city has been contacted by a party interested in this property at the minimum bid amount.)
3. The City can hold onto the property and readvertise for bids with a reduced minimum bid amount.

Staff Recommendation

The city staff recommend the Council accept Ms. Marr's offer to pay all past due taxes with the conditions that payment include any interest accrued in accordance with city policy and that payment be received by close of business on April 13, 2018.



Community Update On The CARING FOR THE CROWN Report

By Ryan Wallace

Maine Center for Business & Economic Research
November 2017

Bob Dorsey, President
Aroostook Partnership

Background

- Follow Up to 2003 *Tarnished Crown Report*
 - 2025 County Population Projected to be **58,000**
- Objective to **Assess Progress & Projections**
- Purpose to '*enlighten & promote discussions about the County's future, promote broader engagement, strengthen actions, & promote greater collaboration across elements and organizations within our region...*'

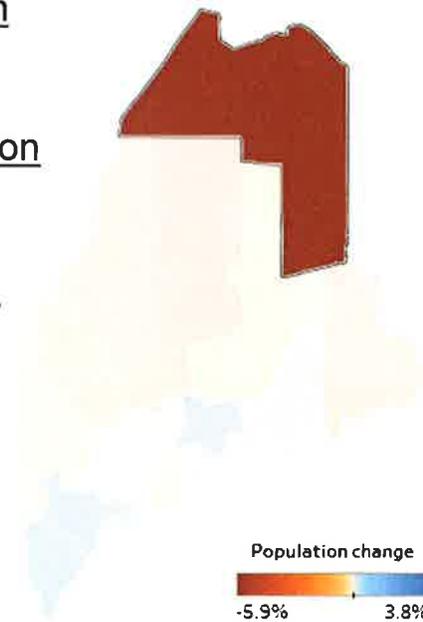
County Population Trends

Population change, 2010 to 2017
Click to see components of change to the right

2010 Population
71,871

2017 Est Population
67,653

Average Loss:
602 per year



SOURCE: U.S. Census Bureau.
bangordailynews.com

Aroostook County

Natural change	Birchs	4,822	
	Deaths	-6,178	
	Natural change	-1,356	- 1,356
Migration	Net domestic migration	-3,072	
	Net international migration	211	
	Net migration	-2,861	- 2,861
Total	Total population change	-4,218	- 4,218

Key Challenges - Demographic:

- **602 population loss per year** trend since 2010
- County projected to **lose 6k** in population over next 10 yrs
- **> 10,000** people will reach retirement age in next 10 yrs
- Project **\$677M loss** of disposable income & **\$617M** in total output by 2026. 1000 person loss ~ -\$20M economic output
- 1 unit of gov't/1000 people vs. 1300 (2000) = eroding tax base
- Municipal budgets have **increased 34%** between '05 & '15
- **20% fewer students** enrolled in County now vs in 2001
- Communities school budgets now **43%** vs. 39% over 10 yrs
- Labor force participation down from 58.6% to **56.7%** (ages 16-74)
- Education levels & income levels have improved – still below state levels – Income \$15k less on average than downstate
- **Poverty rate increased to 18.4%** from 2000 level of 14.3%

Recent PPH Article:

*“All of Maine will be transformed by the **demographic tsunami** we have only begun to experience.”*

Maine Office of Policy & Management projects that by **2024, Maine’s population** will:

- Aged 15 & under: **DECLINE by 21,000**
- Aged 16 – 64: **DECLINE by 71,000**
- Aged 65 & older: **INCREASE by 94,000**

How Will These Trends Affect Aroostook?

**These PROJECTIONS
Do Not Have To Be a REALITY!**

If Current Trends Continue (-602 per year):

- *2025 Population Projection ~62,837*
- *Tarnished Crown Projection **58,000***
- ***Efforts Will Have Helped + 4837***



'Caring For the Crown'

Key Successes/Improvements Since 2004:

- **>\$3B investment & over 2400 jobs created or saved**
- **>4500 greater** County population than projected for 2025
- **Doubled DFAS** employment adding **>\$1.6B** to economy
- Significant transportation improvement (roads & rail) - **>\$65M**
- Created **Northern Forest Products Cluster**
- Significant forest sector investment - **>\$200M & 400** new jobs
- Huge energy investments – Wind, Biomass, Electric infrastruct.
- Got Compressed Natural Gas (CNG) to Aroostook
- Manufacturing Growth – Acme Monaco, Porvair, S&W, CAM
- New Hampton Inn hotel
- Very successful ***Education to Industry working group***
- Created **Opportunities Aroostook Website**
- Purchased **Virtual Job Shadow** program for all high schools



Aroostook ADVANTAGES

- **GREAT SCHOOLS**
- **GROWING JOB MARKET**
- **LOW COST HOUSING**
- **LOW CRIME & VERY LOW VIOLENT CRIME**
- **GREAT COMMUNITIES**
- **VERY FRIENDLY PEOPLE**
- **EXCELLENT RURAL HEALTHCARE**
- **EXCEPTIONAL OUTDOOR ACTIVITIES**
- **PEACE & QUIET (OUT OF THE RAT RACE)**
- **SENSE OF COMMUNITY**
- **FAMILIES ARE IMPORTANT**

Facebook

- Events
- Pictures
- Properties

Twitter

- Quick Facts
- 'Did You Know'
- Promotions



LinkedIn

- Job Openings
- Opportunities
- Empower Aroostook info
- Mobilize N. ME Info

Instagram

- Pictures
- Fun Times
- Kids Playing



We Need Your Help!



Recommendations

- **Need for Prudent Forward Thinking Solutions**
- **Opportunity for Greater Collaboration Among Communities**
- **Opportunity for Shared Services or Increased Collective Purchasing**
- **Can County Government Play a Bigger Role?**
- **Need to Keep Taxes Under Control to Keep County Advantages Attractive to Relocation**

Caring for the Crown:

Taking Stock of the Future and a Renewed Call for Action

**A Report Prepared for
The Aroostook Partnership**

**Prepared by
Ryan D. Wallace
with
Laura Yeitz**

**Maine Center for Business and Economic Research
University of Southern Maine**

November 2017



**MAINE CENTER FOR BUSINESS
AND ECONOMIC RESEARCH**
University of Southern Maine

FOREWORD

The original 'Tarnished Crown' report was completed in 2003 resulting in a 'call to action' for the private sector in Aroostook County to engage and organize to 'take bold action' to tackle the 'enormous challenges' the County was facing following the previous decade of population loss. That report was the impetus for the formation of the Aroostook Partnership for Progress which eventually merged with the small business based Leaders Encouraging Aroostook Development or LEAD to form the current Aroostook Partnership.

Today, 14 years later, we've seen a great deal of positive progress and growth in the forestry, energy, agriculture and niche manufacturing sectors in Aroostook. We attribute that in part to the Mobilize Northern Maine strategic planning process that has provided our focus on economic sectors as well as the drive of the companies within those sectors to innovate and grow their businesses to expand their profitability. In fact, over the last five years we've experienced over \$900M in investment and saw the creation of over 900 new and better jobs. This kind of investment and progress is not indicative of an area that 'is dying' as some in the region suspect but illustrates an area that is taking advantage of its strengths and resources to grow in areas that changing market conditions mandate.

However, we are still experiencing significant challenges as population and labor force continue to decline and energy and other cost of living factors rise as a result. Thus, the Partnership requested an update analysis of the County's current economic conditions and challenges to re-examine the significance of the demographic and economic conditions we face today to evaluate and determine future strategies, focus efforts, and engagement requirements. Our sense going into this analysis is that conditions are changing at an insidious rate and that our demographic trends could create additional challenges, particularly with respect to our labor force, services, and cost of living.

Aroostook County or the 'Crown of Maine' remains a wonderful place to live with tremendous natural resources, an abundance of natural beauty, a very successful forest and agricultural setting with potential for further growth, an outstanding outdoor recreational region, and an excellent quality of life. Many recommendations from the original Tarnished Crown report remain valid today such as 'retaining our people' and the Partnership is very focused on raising the awareness of employment opportunities here in the County.

The purpose of this report update, as with the original report, remains to enlighten and promote discussions about the County's future and to promote a broader engagement, strengthen actions and encourage even greater collaboration across multiple elements and organizations within our region to make 'the Crown' an even better place to live, work and play.

Robert D. Torrey

Introduction

Aroostook County has a long and proud history built around its abundant natural resource based and agrarian heritage. Like many rural regions across the United States, Aroostook County (“the County”) is struggling to find its way in an increasingly global economic landscape that favors large urban areas rather than dispersed rural regions. For the “Crown of Maine”, the economic headwinds facing the County are rooted in a declining and aging population and workforce that challenge the region’s economic competitiveness.

These challenges are not necessarily new and are highlighted in the 2003 report titled “Tarnished Crown: Building a Future for the Children of Aroostook County”. The report, commissioned by the Northern Maine Development Commission and Maine Public Service Company, charted the major economic and demographic challenges that have come to characterize Aroostook’s fortunes in the second half of the last century, and what the future may hold. To address the County’s new reality, the report called for bold regional collaborative action that charts a new course towards greater economic prosperity. Ultimately, this motivation culminated in the formation of the Aroostook Partnership for Progress, now known as the Aroostook Partnership or “the Partnership”, whose mission is to enhance and promote Aroostook County’s economy through coordinated public and private sector assets in a more comprehensive and sophisticated approach to economic development.

Since its initial establishment in 2003, the Partnership’s efforts have made tremendous impacts across Aroostook County by helping to attract and secure necessary infrastructure and private sector investments, promoting business expansion and job creation, enhancing the competitiveness of the region’s industry clusters, and enhancing the skills of the region’s workforce. The efforts of the Partnership and the region have helped disrupt the steep downward trends of population loss that characterized previous decades. The County has also seen an increase in the educational attainment levels of its populous and increases in personal income levels; both important economic indicators.

Despite making big strides over the past 15 years, challenges still remain. The population of Aroostook continues to age and decline resulting in a smaller workforce and fewer taxpayers. Younger aged populations continue to leave, municipal tax bases are getting smaller all the while municipal costs continue to rise. There is still a great necessity for Aroostook to take charge of

its fate as global economic pressures intensify and rekindle the early motivation that surrounded the formation of the Aroostook Partnership.

The purpose of the present report is to recognize the economic successes over the past 15 years that were supported by the Partnership and take stock in the challenges that the County still faces. This report is comprised of two sections. It first highlights the key economic wins in Aroostook County since 2003 and demonstrates the results of collaborative action. Section II provides an updated look at Aroostook County's demographic and economy trends since the 2003 report and discusses the key challenges and assets affecting economic prosperity looking forward.

Section I: The Aroostook Partnership and Regional Economic Successes

Since its formation, the primary task of the Aroostook Partnership is to enhance and promote the County's economy by marketing the region to external domestic and international markets, facilitating an effective economic development dialogue in the region, and to coordinate efforts around issues that influence economic development. Over the last 15 years, the Partnership has emerged as the primary advocate for catalyzing public and private sector investment and tracking success as a result of their efforts. The Partnership has led the Mobilize Northern Maine initiative that focuses on asset based economic development strategies, testified and advocated for favorable legislation (such as LD-1670 the "Loring Tax Support Bill" and LD-1606 "Diesel Tax Elimination for Forestry"), and featured numerous times in Maine media outlets for achievements and activities.

Reflective of the people of Aroostook County, the Partnership carries great passion, pride and commitment to the region and strives for it to succeed. The impact of this collaborative effort is real. Since 2003, efforts from the Partnership have led over \$3 billion of investment helping to create or save over 2,300 jobs, while laying the groundwork for several billions more in potential investments in the County. In just the last five years alone, collaborative efforts by the Partnership have resulted in almost \$1 billion of investment and close to 1,000 jobs in Aroostook County. An overview of the regional activities and successes the Partnership has been engaged in are described below.

Securing major investments in transportation infrastructure

The Partnership has helped advocate and bring significant transportation infrastructure investments and upgrades to the region over the last 10 years. These include approximately \$20 million for the Caribou Road bypass, \$25 million for the Presque Isle bypass, and close to \$10 million in upgrades to airports in Presque Isle and Caribou. Perhaps most significantly, efforts by the Partnership in collaboration with other stakeholders and the federal delegation helped secure two federal TIGER transportation infrastructure grants (totaling \$28 million) that helped save and upgrade the Northern Railroad, now one of the best rail systems in New England. The railroad services more than 20 major mills and manufacturers. Without the rail line firms would have faced downsizing or complete closures.

Driving investment and growth in the forest products sector

The forest product cluster remains a critical industrial base for the County and is a key priority for the Partnership exemplified by the creation and lead of the Northern Forest Products Industry Cluster. The initiative includes every major forestry business in the County and is focused on expanding the forest economy in Aroostook and the broader state. Overall, there has been over \$200 million of new investment and close to 400 jobs added or retained over the last 5 years alone in Aroostook's forest economy. These include several hundreds of jobs either added or called back at Maibec, Irving, ReEnergy Ashland, and Louisiana-Pacific Corp. This also includes a new Irving plant and two upgrades at Twin Rivers, (\$25 million and \$12 million respectively).

In addition, there have been several initiatives and activities geared towards building and maintaining the forest products workforce, such as providing recruitment and training services to Irving for their new Ashland mill and support for other community college training programs. The Partnership has also been heavily engaged in the legislative arena, including engaging policy representatives and advocating for legislation that bolsters the forest products sector, such as the Diesel Tax Elimination for Forestry bill and the Maine Biomass Power Purchase bill that helped save two plants and hundreds of forestry jobs. The Partnership is also active in the Maine Forest Economic Growth Initiative that resulted from the federal Economic Development Assessment Team process around addressing the critical issues related to losses in the sector statewide.

Diversification and expansion in the agriculture and food manufacturing sectors

Agriculture in the County has always been a key economic driver and the Partnership has been active in promoting investment and diversification in the sector. In 2012, the Partnership formed the Diversified Agriculture Working Group to identify opportunities for sector growth. The sector has experienced significant investments in recent years in both expansion and new production operations that are estimated at over \$30 million resulting in strong employment growth. The largest of these investments was the \$20+ million expansion of Pineland Farms that resulted in close to 75 new jobs in the County and leading to the eventual purchase by Bob Evans and most recently purchased by Post Holdings. The Partnership assisted Naturally Potatoes with tax financing support leading to investments of \$8.5 million. Other major investments in the County were the establishment and rapid expansion of Maine Malt House and the expansion and new market diversification by Jay LaJoie Growers.

The Maine Potato Board has directed focus towards diversification and growers are already working to identify new markets and emerging areas of demand. These include increased consumer focus on organic food and identifying opportunities to diversify nontraditional crops and animal protein to meet market demands in metropolitan population centers in Boston and southern New England. The Partnership also participated in the Maine Food Strategy Steering Committee that has raised awareness of more than 250,000 acres of underutilized land in the County for future expansion. The County has a long history in agriculture and it is encouraging to see opportunities to build on historical strengths to meet evolving consumer demands.

Capitalizing on renewable energy potential and improvements in regional energy infrastructure

One of the major assets in Aroostook County is an abundance of renewable energy in the forms of woody biomass, wind, and solar resources. The Partnership has been busy promoting biomass opportunities in the region through business and public education activities which have led to over 20 major industrial conversions to biomass use and thousands of residential installations of pellet stoves and boilers. Recent biomass investments in the region have eclipsed \$20 million in an industry closely tied with the region's forest economy. In addition, the Partnership was directly responsible for working with state policymakers in Augusta to change rules allowing for Compressed Natural Gas (CNG) to be supplied to the County, resulting in millions of dollars in fuel cost savings for hospitals and manufacturers that converted. Likewise,

promotion of heat pump technologies have resulted in thousands of new installations leading to significant residential and business energy cost savings.

Aroostook County has great wind and solar resource availability and there have been several notable successes in this space with assistance from the Partnership, including the Oakfield Wind project and investments in infrastructure upgrades and solar projects totaling upwards of \$500 million in investments, with the potential for \$2 to \$4 billion more of additional development in the future. Several projects have been planned in recent years that include over \$1 billion in investments, such as large commercial scale wind energy projects in the #9 Mountain, King Pine, and Horse Mountain Wind projects. Likewise a major transmission infrastructure project that would deliver renewable power to southern New England named the Maine Renewable Energy Interchange (Maine REI) has been planned and includes hundreds of millions of dollars of investment in the region. More recently, \$90 million of investments in new and upgraded electric grid improvements have been made by Emera Maine.

Investment and expansion in regional manufacturing

The County is also rich in other manufacturing outside of the forest product and food manufacturing sectors. Partnership activities have helped catalyze over \$25 million in investment and expansion resulting in close to 100 new jobs throughout the County, including at CAM Manufacturing, Porvair, S&W, ACME Monaco, and Bison Pumps.

Bolstering regional tourism

One of the initial priorities of the partnership was to attract and establish a tourism resort in the County that was badly needed. Efforts by the Partnership helped to bring a new, modern hotel to Presque Isle. This capacity enabled the County to host three Worldwide International Biathlon Championship events bringing international attention and attracting significant revenue into the County. The Partnership also recently contributed \$5,000 towards upgrading the new Aroostook County tourism map.

Retention and expansion of high paying government jobs

The federal Defense Finance & Accounting Service (DFAS) was kept from leaving the County. Instead of facing significant loss of jobs, DFAS has more than doubled its employment

base since 2006 from approximately 300 to 630 employees. These high paying jobs have contributed to over \$1.5 billion in personal earnings in the County since 2006 and has been an anchor for a strong cluster of high paying government jobs.

Education and workforce training

The workforce, in particular workers with skills in demand, is critical to any industry in the region and has been in short supply as Aroostook's population has continued to shrink. The Partnership recognizes the critical nature of this issue and has been highly active in building the education to workforce pipeline. To this end, the Partnership created the Education to Industry effort that focused on linking educational institutions with businesses to work together towards building the County's future workforce. Employment opportunities across key sectors are being promoted to high school educators and students to raise awareness of career paths for students, as well as supporting job matching through the Opportunities Aroostook website. The Partnership has supported several programs that highlights student achievements (Junior Achievement Program), job shadowing (including virtual shadowing program investments for the County's 16 high schools), and paid internships.

The Aroostook Partnership has served a vital role in helping to mobilize and organize regional assets to counter the dire demographic and economic challenges facing the County over the past decade and a half. The engagement and promotion of collaborative efforts by the Partnership have had a major, tangible impact helping to secure both private and public sector investments. The result has been hundreds of millions of dollars of investment in the County and thousands of jobs directly and indirectly supported.

Still, Aroostook County continues to face economic and demographic headwinds and there is an urgent need to rekindle that early motivation of the Partnership and collectively address the issues facing Aroostook communities. As a catalyst for rekindling momentum, the next section of this report provides an update relative to the 2003 "Tarnished Crown" report. Section II takes stock of important social and economic trends in Aroostook County over the last 15 years and identifies the issues, like the 2003 report, that are most critical to Aroostook's future economic prosperity.

Section II: Current Socioeconomic Trends in Aroostook County

The 2003 Tarnished Crown report provided a historical review of demographic and economic trends of Aroostook County over the second half of the last century and provided an outlook if trends continued. Since the 2003 report, almost 15 years have passed, as did the worst US economic downturn experienced in decades. Overall, the findings and predictions of the original report proved fairly accurate. Yet, new challenges have emerged including eroding labor force participation in middle aged workers and issues in public health, including drug addiction and increased poverty levels. This section provides an update to the Tarnished Crown report. It first begins with population and age demographic trends since the 2003 report and provides updated population forecast scenarios. This is followed by the economic implications of continued population loss and the impacts on municipal budgets and taxpayers. It then provides an update to labor force and employment trends, followed by a discussion of challenges in housing, income and poverty, and health care currently facing County residents.

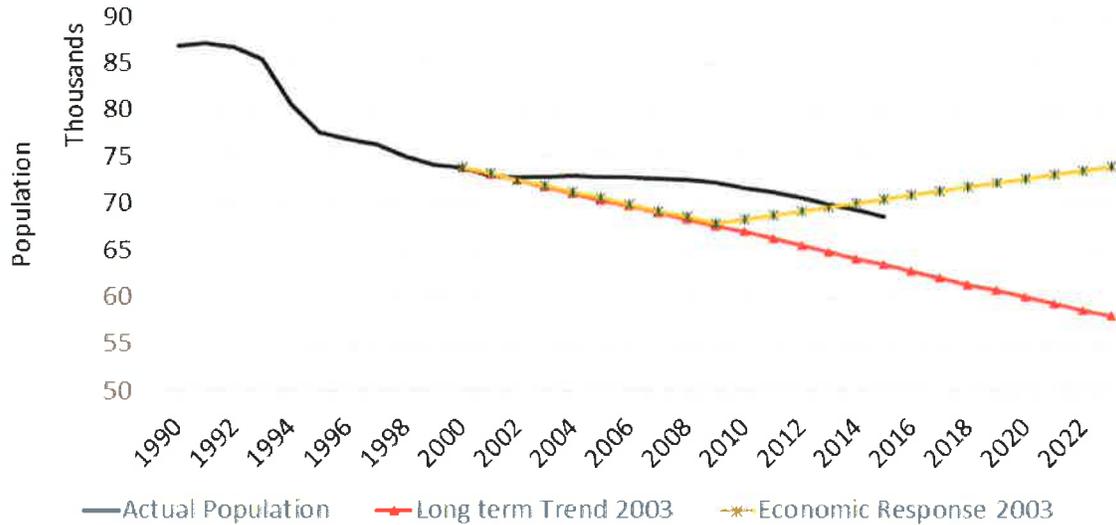
Population trends and updated forecast

Population change and its demographic components underlie a region's economic vitality. Aroostook County has long faced two population related challenges, a declining and aging population, that have persisted for several decades largely stemming from major changes in the County's industrial bases of potato farming and forestry, as well as the closure of Loring Air Force Base in the early 1990's. Since peaking in 1960 at 106,000, Aroostook's population has fallen to about 68,000 in 2016 or about 36 percent.

The 2003 report considered two scenarios for the County's demographic future. The first scenario assumed population growth to be driven by an "economic response" in which population levels in 2025 would land at or about the County's 2000 population (about 74,000). The second, more pessimistic scenario projected a continuation of "long term trends" of decline resulting in a loss of about 650 people per year leaving the 2025 population around 58,000. Both scenarios are depicted in Figure 1. The actual population trend since the 2003 report has been a mix of these scenarios (Figure 1). For most of the 2000's, steep annual declines characteristic of previous decades had slowed and population remained somewhat level from 2000 until 2009. Since 2010 out-migration and population loss has picked up, resulting in an average decline of

614 people per year through 2016 or a total of 3,700 people; a path more in line with longer-term trends.

Figure 1: Aroostook County Population and Growth Scenarios from 2003 Report



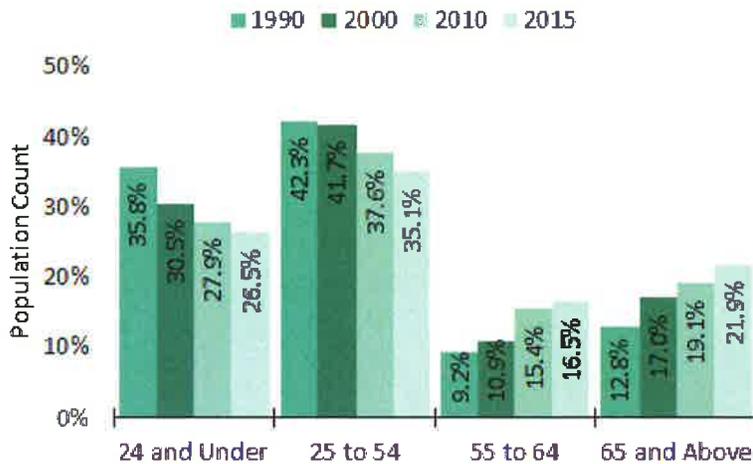
Source: U.S. Census Bureau, Population Estimates Program

Age Demographics

The second challenge facing Aroostook County is that of an aging demographic. Aroostook County’s population, like the rest of Maine, has continued to get older. Maine is now the oldest state in the nation, measured by median age at 44.5 in 2016, up from 37.6 in 2000. Although above the statewide median age, Aroostook County (47.5 in 2016) is not the oldest county in the state ranking 6th, and is far from the oldest county in the country, although it does fall within the oldest 15 percent of the country’s 3,100 counties.

Since the 1990’s the share of population aged 54 and under decreased while the share of the population ages 55 and above increased (Figure 2). As this trend continues, there will be fewer younger age population to support the labor force and tax base, as well as shrinking pools of disposable incomes and increased dependence on fixed incomes and social services, such as health care.

Figure 2: Age Distribution of Aroostook County Population

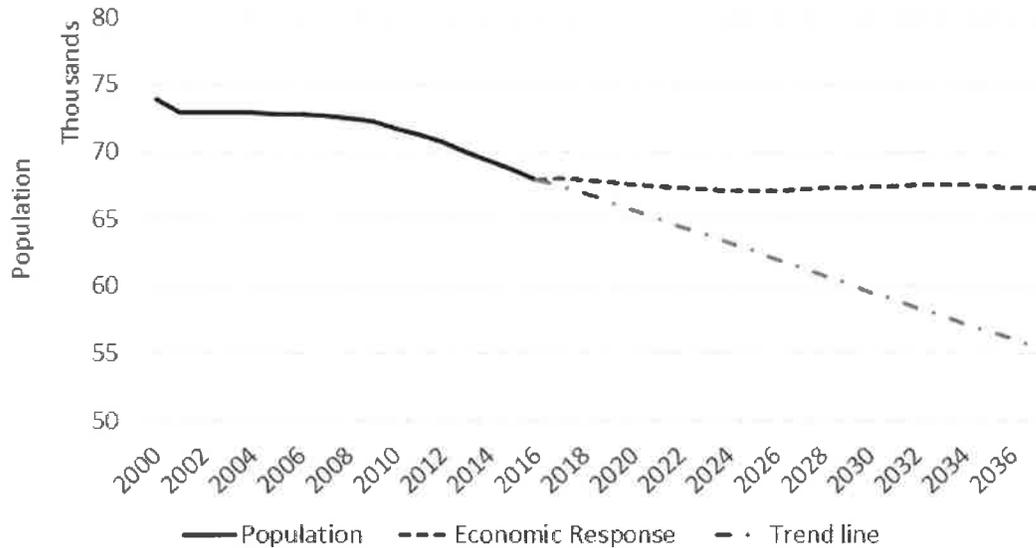


Source: U.S. Census Bureau, Decennial Census, American Community Survey (ACS)

Current population forecast

The updated forecast prepared for this report offers two scenarios based on similar projection methods as the 2003 report for the 20 year forecast period from 2017 through 2037 (Figure 3). The first scenario (the “economic response”) shows a general flattening of the population trend line that holds somewhat level through 2037. The second scenario (the “trend line”), much more pessimistic, shows the continuation of recent population decline that would result in a 20 percent loss in population over the 20 year period through 2037. It should not go without saying, this level of population loss will have widespread implications for the provision of municipal services and healthcare access. Likewise, extreme labor market shortages and higher tax rates will create very difficult environments for firms to compete.

Figure 3: Population Forecast Update, 2000-2037

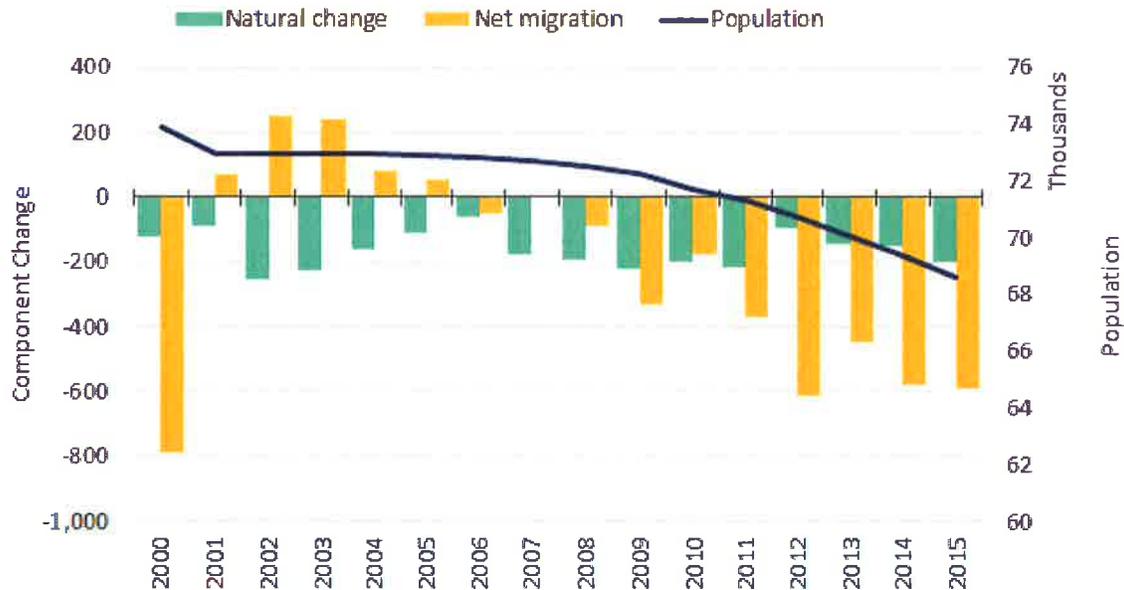


Source: U.S. Census Bureau, Population Estimates Program; Regional Economic Models Inc; author calculations

Given the current age demographics of the County, which scenario plays out will be driven almost entirely by the migration of people to and from the County. The natural population rate of change in the County is negative, meaning there are more deaths than births and given that birth rates are unlikely to increase, especially because of the older ages of the population, the fate of Aroostook County rests entirely on which direction the migration flows move (Figure 4). For the population to remain steady at current levels, at a minimum there will need to be enough in-migrants to replace the natural population loss while out-migration is brought to a standstill.

One uneasy sign is that out-migration that was prevalent in previous decades, appears to have picked up. The County has faced the issue of out-migration, particularly from youth, for decades. Although out-migration has been tempered since steep annual declines experienced in the 1990's and even positive migration in the first few years of the 2000's, rates of outmigration have picked up since the Great Recession and have averaged approximately -550 net migrants per year in the County since 2012 (Figure 4).

Figure 4: Components of Population Change, 2000 to 2015



Source: U.S. Census Bureau, Population Estimates Program. Note: 2015 most recent year available for components of change.

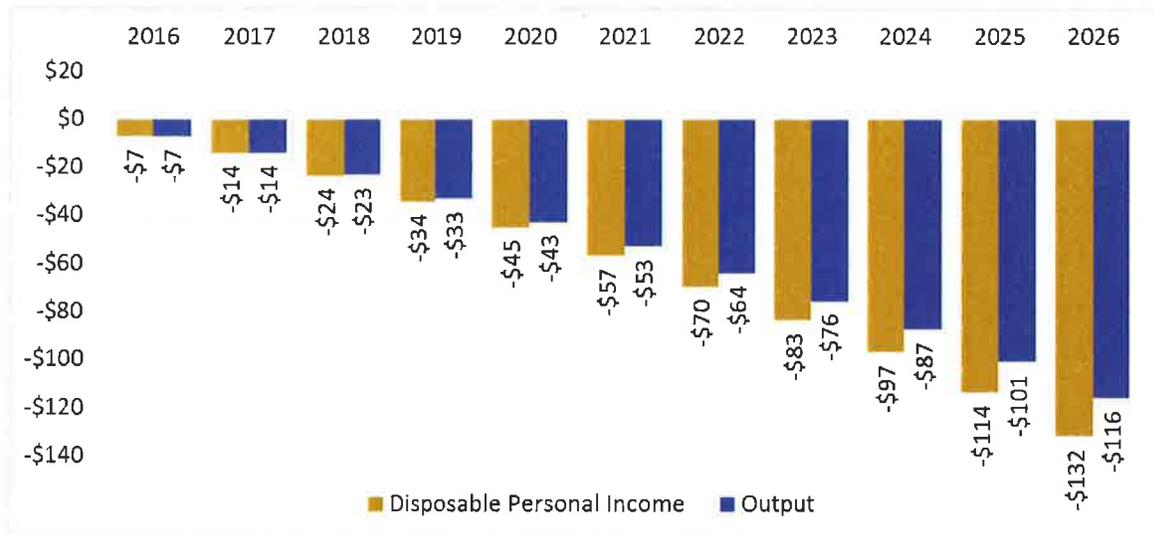
The economic implications of population loss

The economic loss of population decline is very real and translates into significant dollars for the region. Less people in Aroostook County means a smaller workforce which translates into fewer people to create output and fewer people to earn income that supports demand for local goods and services. Figure 5 shows the economic loss in total output and disposable personal income under the continuation of current trends (“trendline” scenario) compared to the “economic response” scenario, which maintains current population levels somewhat flat over the next 10 years.¹ Between 2016 and 2026, a total of \$677 million in disposable personal income and \$617 million in total output will be lost (in 2016 dollars). On average, for every 1,000 people

¹ The economic loss is estimated using an economic model of Aroostook County developed by Regional Economic Models Inc (REMI) and maintained by MCBER. The default forecast in the model is the economic response scenario. The current trendline population forecast is simulated and compared to the economic response baseline. The economic differences between the scenarios is the ‘impact’. Note that these estimates do not account for population differences in specific age cohorts, such as a greater proportion of population decline may be in younger and middle-aged cohorts that comprise a larger share of the labor force. It models an overall decline in population. Given that most outmigration from the County has been in younger, working aged cohorts, the numbers presented here may likely *underestimate* the economic impact.

the region loses a total of \$22 million in disposable personal income and \$20 million in total output per year.²

Figure 5: The Impacts of Population Loss on Total Output and Disposable Personal Income, 2016-2026



Source: Maine Center for Business and Economic Research estimation using REMI economic models. Underlying data is based upon US Census and Bureau of Economic Analysis accounts.

Local government and public services

Smaller and declining populations mean less people to spread the costs of municipal infrastructure and governments at the same levels of service across administrative units. There is a disproportionate amount of governmental units in Aroostook County relative to the population compared to the rest of the state, and it appears to be growing. In 2000 there were approximately 1 unit of municipal government for every 1,300 people. Today that ratio is closer to 1 unit of government for every 1,000 people in the county. Since 2002, the share of the County’s population to the state’s slightly decreased by 1 percent yet the portion of total local government increased by 3 percent.

² These figures can be used as an approximation to estimate past economic loss from population decline as well. Modeling historical impacts of population loss is beyond the scope and effort of this analysis.

Total municipal commitments (budgets) have increased by 34 percent on average across the County between 2005 and 2015, similar to other counties in the state, though actual increases in municipal spending is closer to 14 percent when adjusting for inflation. Most municipal spending is supported through property tax revenues generated by locales. On the whole, taxpayers are paying more for municipal services in the County, though it is difficult to assess strictly through changes in municipal property valuations and adjustments to mill rates. Still, both mill rates and valuations have increased in most municipalities in the County between 2005 and 2015. This is to be expected. However, the loss of population means there are less people living in the county to contribute to the tax base and funding municipal services and commitments are spread across fewer people. In addition, the decline in federal support and state cost sharing have placed higher tax burdens on local taxpayers to support these services.

Education funding

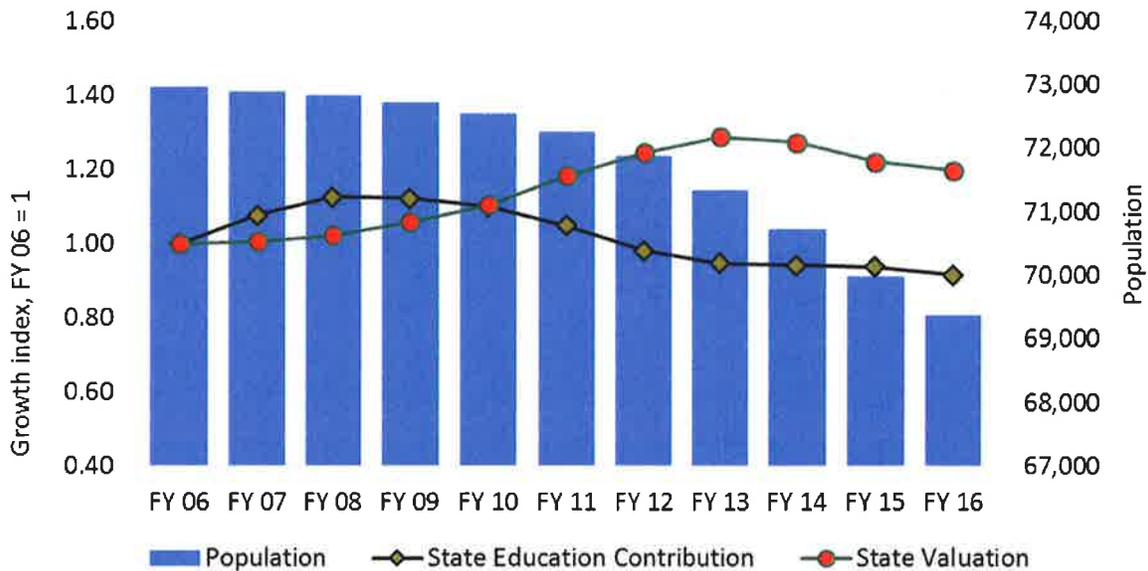
Education funding in particular has been a major challenge as populations have decreased. Today schools in Aroostook County, as well as statewide, continue to struggle with shrinking budgets and declining student populations. There are 20 percent less school aged students enrolled in County public schools in 2016 than there were in 2001. In 2001, the County's public school system had approximately 12,100 school aged children enrolled. As of October 2016, K-12 public enrollments totaled 9,400; a decrease of 29 percent. Meanwhile costs for building maintenance, heating, and teacher salaries remain relatively fixed, thus costing more on a per student basis. Funding for schools is based on a combination of state and local funding which has shifted over the years placing a greater burden on the local tax base.

The formula to determine public school education funding is somewhat complicated and based on a number of factors.³ However, the recent trend has been a shift of the education cost burden from state to local sources. Figure 6 illustrates how the total population has declined in Aroostook County and has been accompanied by a decrease in state cost sharing and increased valuation, representing a shift of costs to taxpayers in the education funding scheme. This shift is

³ The state makes a contribution (55 percent by law) while local districts make up the remainder. An annual full-value education mill rate is set to limit a municipality's required local contribution to education funding.³ The full-value education mill rate is used to determine a municipality's local cost share expectation and represents the minimum expected property tax rate for education which is in turn based on the state valuation. School districts must raise local funds based on that number if they want the full subsidy from the state.

not unique to Aroostook and occurred statewide under the current administration. However, the decline in population made these impacts more severe on Aroostook County taxpayers.

Figure 6: Education State and Local Funding Trends, 2006-2016



Source: Maine Revenue Services; Department of Education; US Census, Population estimates. Values in 2016 \$'s.

This means communities are forced to raise more tax revenues through property tax increases or decrease the levels of service, which oftentimes are not an option. Based on the total municipal commitment of all towns and cities in the County (excluding the UT) 39 percent of the total budget was spent on education for the 2006-07 school year which rose to 43 percent for the 2015-16 school year.⁴

One of the key recommendations in the 2003 report was for communities to engage in discussions around consolidation of education and municipal services. It appears little headway has been made on these complicated issues since. If current population trends continue, pressures on taxpayers will only increase while quality of local services, particularly regarding education, will deteriorate. There simply are inefficiencies due to the level of scale in order to sustain the

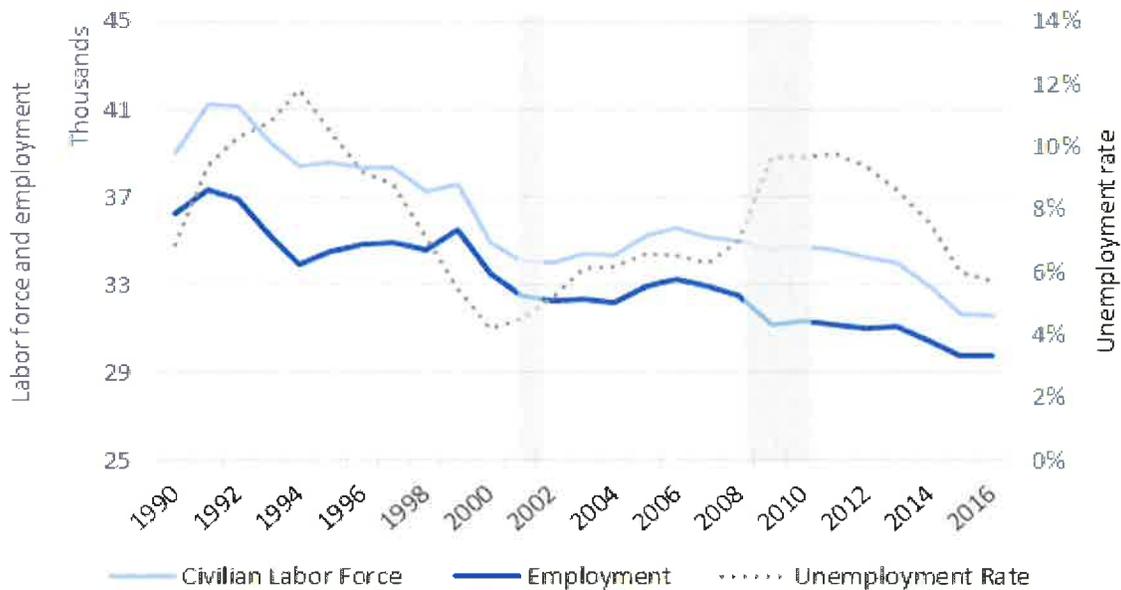
⁴ The estimated percent of budget spent on education funding for Aroostook County as a whole is calculated by dividing the total local contribution by the total municipal commitment.

same level of services for a population two-thirds of what it was a generation ago. The failure to address these issues will only lead to exacerbating the continued outward march of population.

Labor force and employment

Following population trends in the County, employment levels have been on a slow decline over the last 10 years following a brief increase in the middle of the last decade (Figure 7). The County is still almost 3,000 jobs below the pre-Great Recession high point in 2008 after almost 7 years of recovery. The unemployment rate peaked at just under 10 percent just following the end of the recession and has since fallen steadily approaching the low unemployment rates reached in 2000. As of 2016 it sat at 5.7 percent, still above the statewide rate (3.9 percent) and national rates (4.9 percent). However, the declines in the unemployment rate have been driven largely by a decline in the size of the labor force rather than more people finding work.

Figure 7: Labor Force Trends in Aroostook County



Source: Maine Department of Labor, CWRI. Note: Shaded areas are recessions.

An aging, steadily declining population coupled with the declining rate of residents participating in the labor force has resulted in sluggish labor force growth over the last sixteen years, and will likely continue to shrink the labor force, particularly as the youngest Baby

Boomers reach 65 in 2029. The result will be a significant replacement gap in the number of workers available to replace retirees reaching close to 10,000 over the next 10 years, if current trends were to continue. This will prove to be a major challenge for businesses if realized.

Some of this gap can be mitigated by increased labor force participation. However, labor force participation rates overall have been falling for the last decade, dropping to 56.7 percent in 2015, down from 58.6 percent in 2000 (Table 1).⁵ This compares to the statewide labor force participation rate of 63.4 in 2015. There has been a slight increase in participation among older adults (55+), although this has been insufficient to counter the overarching story with labor force participation.

Table 1: Labor Force Participation Rates by Age for Population 16+, 2010 and 2015

Age Cohort	Population			LF Participation Rate		
	2000	2015	Difference	2000	2015	Difference
16 to 19 years	4,324	3,576	-748	51.8%	49.1%	-2.7%
20 to 24 years	3,782	3,754	-28	75.8%	76.8%	1.0%
25 to 44 years	19,538	14,659	-4,879	80.9%	79.8%	-1.1%
45 to 54 years	11,297	10,700	-597	74.6%	73.3%	-1.3%
55 to 64 years	8,066	11,303	3,237	50.9%	60.5%	9.6%
65 to 74 years	6,866	7,939	1,073	17.5%	22.8%	5.3%
75 year and over	5,672	6,549	877	3.9%	4.9%	1.0%
Total 16 +	59,545	58,480	-1,065	58.6%	56.7%	-1.9%

Source: US Census, American Community Survey (2015 5-yr estimates); Decennial Census

The primary driver of the decline has been the drop of participation rates of prime working age adults (25 to 44 years) from 80.9 percent to 79.8 percent. This is reflective of a longer term trend in labor force participation rates in which middle aged adults, particularly males without a college degree, have been dropping out of the labor force; a trend not unique to the County but imposing a greater burden on the County's workforce and economy. The loss of jobs and industry requiring less than a college degree that at one time provided a path to middle income wages have left many workers frustrated and displaced (Table 2). Middle aged workers with a high school degree or less have participation rates well below the county average. Efforts

⁵ More recent preliminary estimates for 2016 suggest the rate may have dipped even further to 53.1 percent, however these data are subject to a larger margin of error than the 2015 estimates.

to retrain and attract middle aged workers back into the workforce will be critical to address future labor market shortages.

Table 2: Labor Force Participation Rates by Ed Attainment, Population 25-64

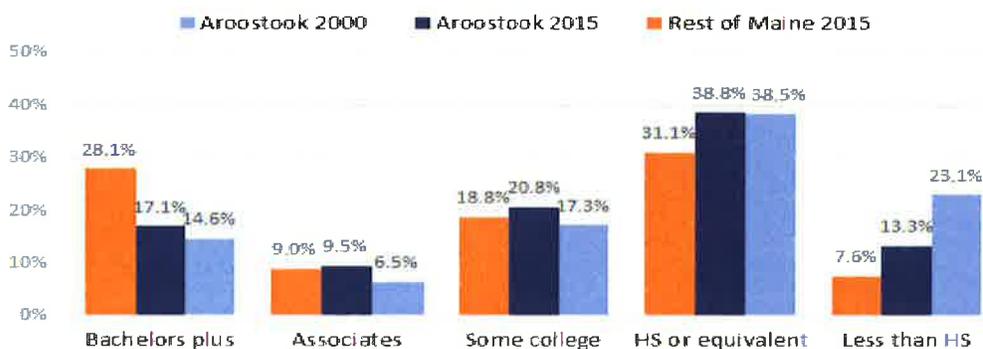
Ed attain level	Total Number		Labor Force Participation	
	Aroostook	Maine	US	
Less than high school	2,918	43.1%	50.2%	60.6%
High school or equiv	14,207	66.8%	72.8%	72.9%
Some college or associate's	12,563	76.9%	79.9%	79.2%
Bachelor's or higher	6,974	85.5%	87.1%	86.0%
Total	36,662	71.9%	78.0%	77.5%

Source: US Census, American Community Survey (2015 5-yr est)

Educational attainment and workforce skills

There has been great progress, however, with improvements in education levels in the County. Since 2000, educational attainment levels have been increasing (Figure 8). The share of population with less than a high school diploma dropped by almost 10 percent, while the share with greater than a high school degree increased across all degree levels, especially across degree types often referred to as ‘middle skills’ (Figure 8). This has important implications for not only labor force participation, but for regional economic competitiveness in general, as the overall economy shifts to activities that demand different skill sets and higher levels of former training than were once demanded of the workforce. Data limits us from determining which age cohorts upskilling is likely occurring. However, efforts to promote education stemming from the Partnership likely had an impact in this area. Still there is more work to do.

Figure 8: Educational Attainment for Population 25+ in Aroostook County, 2015



Source: US Census, American Community Survey (2015 5-yr estimates)

64

Economy

The largest employment sector in Aroostook County is in Government, which includes state and local as well as federal jobs, which have proven to be a significant boost to the region. Although government jobs overall have been somewhat level since 2001, federal government jobs have grown by 21 percent from 2001 to 2016 and pay average annual earnings (\$80,042) that are almost twice the regional average. Health care and social assistance, followed by retail trade, manufacturing, and crop and animal production (agriculture and forestry) continue to be the largest private sector sources of jobs (Table 3). These 4 sectors in addition to government employ 2 out of every 3 workers in the County. These sectors all have high concentrations in the region relative to the state as indicated by location quotients with values higher than 1.20. Transportation and warehousing is also slightly more concentrated in the County than the state.

Table 3: Sector Employment, Growth, and Earnings in Aroostook County

Sector	2016 Jobs	2001- 2016 % Change	Location Quotient	Avg. Earnings Per Job
Government	6,272	(3%)	1.31	\$57,295
Health Care & Social Assistance	5,482	(2%)	1.40	\$46,932
Retail Trade	4,109	(9%)	1.27	\$28,985
Manufacturing	2,945	(30%)	1.19	\$57,649
Crop & Animal Production	2,212	5%	5.74	\$35,450
Accommodation & Food Services	2,013	4%	0.76	\$16,655
Transportation & Warehousing	1,296	(2%)	1.22	\$46,540
Construction	1,290	(7%)	0.77	\$36,785
Other Services (except Public Administration)	1,221	(8%)	0.81	\$20,048
Finance & Insurance	785	(23%)	0.65	\$55,323
Admin. Support & Waste Mgmt & Remediation Svcs.	783	(15%)	0.40	\$24,919
Wholesale Trade	714	7%	0.60	\$51,286
Professional, Scientific & Technical Services	487	(12%)	0.24	\$48,636
Information	458	(61%)	0.79	\$43,522
Educational Services	310	12%	0.39	\$37,351
Real Estate & Rental & Leasing	305	(9%)	0.60	\$33,094
Management of Companies & Enterprises	250	(14%)	0.57	\$52,434
Arts, Entertainment, & Recreation	157	19%	0.30	\$15,817
Utilities	103	151%	0.93	\$102,125

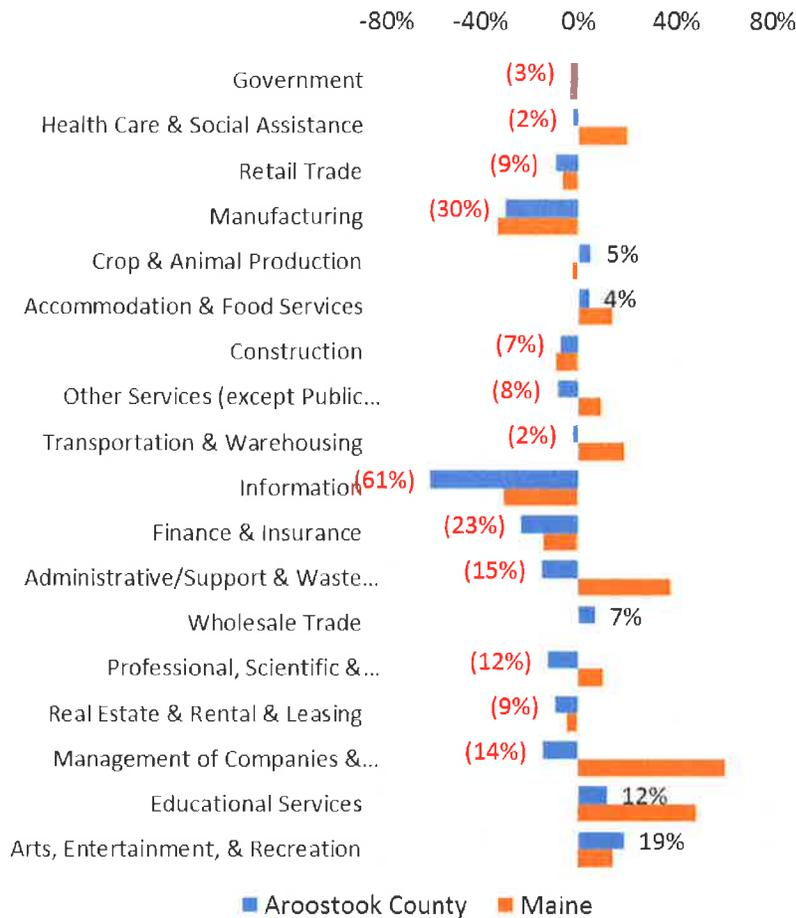
Source: Economic Modeling Specialists Inc. (EMSI), 2017.2 dataseries. Location quotients are a measure of concentration of an industry compared to a reference region, in this case the state of Maine. A value greater than 1.2 indicates greater concentration, while a value below .8 means under concentration.

Most sectors experienced employment declines from 2001 through 2016 with manufacturing hit most severely, although not as steep as statewide losses (Figure 9). Economic data shows that the bulk of these losses occurred between 2001 and 2009 in the paper and wood product manufacturing sector, after which employment levels have come back up slightly, likely due in part to investments and support through the Northern Forest Cluster and the Aroostook Partnership.

The finance and insurance and information sectors, although not necessarily the largest employment sectors, also experienced significant drops between 2001 and 2016 declining by 23 percent and 63 percent respectively (Table 3; Figure 9). However, despite significant losses in agriculture in previous decades, the crop production *subsector* has shown strong growth (18 percent) over the last 15 years with expansion efforts at businesses such as Pineland Farms and Smith Farms, and new businesses open such as Maine Malt House that have rapidly expanded to meet the demand of local Maine craft beer. Still the number of farms continues to decrease, while the average farm size continues to increase signaling continued consolidation in the agriculture sector.

Worker earnings in Aroostook County remain below statewide and national averages across all sectors, though earnings vary significantly across sector and skill demands (Table 3). This presents challenges in attracting and retaining workers, especially younger workers, from seeking higher paying jobs in southern Maine or elsewhere. There is no easy cure for this. Eventually earnings paid by firms in Aroostook will need to rise in order to be more competitive for workers, particularly as the labor force continues to shrink. Still, higher compensation means higher costs for businesses, which in some sectors may threaten the survival of firms, especially ones that do not currently have a strong competitive advantage in the region.

Figure 9: Sector Employment Growth Rates in Aroostook and Maine, 2001-2016



Source: Economic Modeling Specialists Inc. (EMSI), 2017.2 dataserries. Growth rates for Aroostook correspond with those shown in Table 3.

Income and poverty

Income levels, by several measures, have consistently been lower than the state or nation, in part due to the rural nature and industrial composition of the County. Between 2000 and 2015, median household income increased in Aroostook County keeping pace with the nation but below the rest of Maine (Table 4). However, alternative measures of income, median family income and per capita income, grew faster than both the state and nation since 2000.

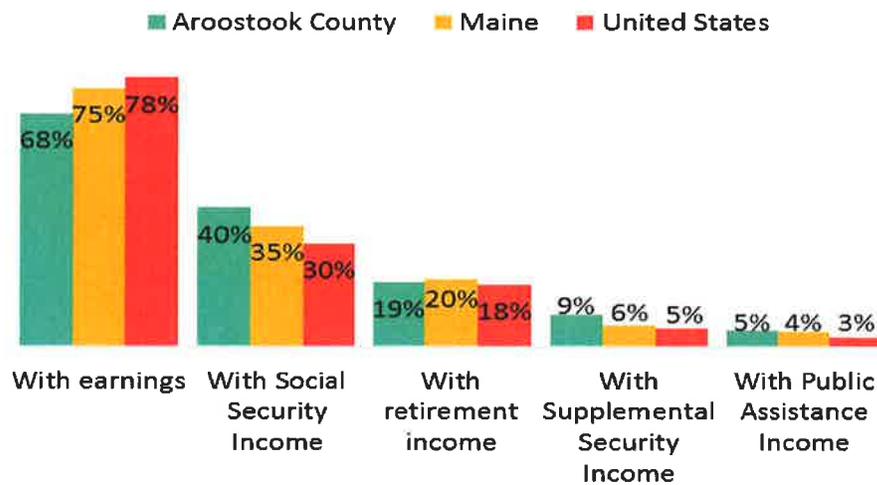
Table 4: Median Household, Median Family, and Per Capita Income, 2000 and 2015

	Aroostook		
	County	Maine	United States
Median Household			
2000	\$28,837	\$37,240	\$41,994
2015	\$36,923	\$49,331	\$53,889
Percent Change	28.0%	32.5%	28.3%
Median Family			
2000	\$36,044	\$45,179	\$50,046
2015	\$50,246	\$62,279	\$66,011
Percent Change	39.4%	37.8%	31.9%
Per Capita			
2000	\$15,033	\$19,533	\$21,587
2015	\$21,763	\$27,655	\$28,930
Percent Change	44.8%	41.6%	34.0%

Source: U.S. Census, 2000 Decennial Census and ACS. In nominal values.

An important issue for Aroostook County is how much income is generated from within the County compared to how much comes in from outside, such as from government sources (i.e. social security and other social insurance incomes). Since 2000, there has been an increase in social security, retirement, and supplemental security income, and decreases in earnings and public assistance income, all of which reflect the County’s aging population. Income sources are shown in Figure 10 for 2015.

Figure 10: Types of Income Earned, 2015



Source: U.S. Census, ACS (2015 5yr est)

As might be expected from lower incomes and increased dependence on social assistance, the share of population living below the poverty level has increased since 2000 in Aroostook County, though this also follows trends in Maine and the United States more broadly. In 2015, the poverty rate in Aroostook County was 18.4 percent, up from 14.3 percent of the population in 2000 and exceeding rates at the state (13.4 percent) and national level (13.5 percent). These reflect rates 4 full percentage points higher than 2000 levels in Aroostook County, well above increases at the state and national level. A good chunk of the increase in poverty rates and increased government assistance can be explained by older populations and from the Great Recession, which has hit rural areas particularly hard and have yet to fully recover from the economic downturn.

Housing

Median housing values in the County have increased by 11 percent to \$94,800 since 2000; a larger increase than the US (5.2 percent) but much less than the state as a whole (24 percent). The total number of housing units increased in the County by just 2 percent since 2000 compared to the state which increased its number of housing units by 5 times as fast, most of which was in southern Maine. Like many rural regions of the country, Aroostook county has an aging housing stock and is in fact the oldest in Maine. According to the Partnership, the increasing number of dilapidated homes that need to be demolished is on the rise yet there are insufficient municipal funds to accomplish the task. This trend will continue as the population ages and if the population continues to decline, municipalities will need to look for ways to address this challenge.

Health care

A healthy population is fundamental to economic productivity and overall community well-being. On the other hand, an unhealthy population can pose much higher costs onto communities, workers, employers and local services which can in turn have any number of compounding indirect consequences.

Over 80 percent of Aroostook County's population live in rural areas which traditionally have faced challenges in the delivery and access of healthcare and as a result typically experience poorer levels of overall health. According to the 2016 report by the Maine Rural

Health Research Center (MRHRC), the population of Aroostook County is less healthy than the state as a whole, by several measures. Health challenges in the County include higher than average adult obesity rates, chronic bronchitis and emphysema (COPD diagnoses and hospitalizations), diabetes prevalence, hospitalizations and emergency department visits due to diabetes, hypertension prevalence, hospitalization due to hypertension, and lower rates of physical activity.⁶

Critical to maintaining a healthy population is timely, appropriate, high-quality and regular access to health care and preventive health services. However, access to quality health care can be limited by the location of and distance to health services, availability of transportation and the cost of obtaining the services. Roughly 90 percent of residents in the County had health insurance over the period from 2011-2015. Of those insured, Aroostook County had the fourth highest percentage of individuals with public (Medicare, VA, or Medicaid) insurance coverage, and more VA facilities per capita than the statewide average. Having access to health insurance does not guarantee access to care. County adults with health insurance were more likely to have foregone needed medical care due to cost-related barriers and lacked a personal doctor or healthcare provider over the past year, compared to the state as a whole.⁷

Aging and shrinking populations, coupled with rapidly rising costs are further straining healthcare infrastructure. While older populations increase healthcare demands, a shrinking population means smaller scale to support keeping services in location. Rapidly rising costs of healthcare have exacerbated these challenges and are creating an urgent need to rethink the delivery of healthcare services and the overall system. However, recent proposals at the federal level pose grave threats to the County's healthcare infrastructure and would likely have a dramatic negative impact on health care delivery in the years ahead.

This could have significant implications for the economy as well. Health care is an important economic sector in Aroostook County. The healthcare sector employs upwards of 19 percent of all workers, while wages in the healthcare sector are 15 percent higher than the countywide average wage.

⁶ Kahn-Troster S, Burgess A, Coburn A, et al. Maine Rural Health Profiles. Portland, ME: University of Southern Maine, Muskie School, Maine Rural Health Research Center; September, 2016.

⁷ *Ibid.*

Substance abuse and addiction

One other major change in the public health space since 2003 has been the rapid rise of opioid abuse and addiction epidemics, as well as the spread of methamphetamines, which presents major implications for communities both in the short and long term. While the problem has hit all areas of the state and much of the country, rural areas have been hit particularly hard in recent years due to rising rates of poverty and unemployment, two key community-level risk factors for addiction. Additionally, receiving treatment for addiction is harder in rural communities because there is limited access to medications that help treat addiction, and a lack of accessibility, including a shortage of medical professionals available to prescribe and administer them. However, Aroostook County has fared far better than other parts of the state where the epidemic is much more severe. Based on data from the Maine Drug Enforcement Agency, heroin arrests in the County were 2.9 per 100,000, one of the lowest in the state and well below the state average of 10.2 between 2012 and 2014, while deaths from heroin and other synthetic opioids was just .6 per 100,000 people between 2009 and 2015. Aroostook County had a rate of 8.7 drug affected babies for 10,000 whereas the statewide average was 6.7 per 10,000 for 2010-14.

While the short term implications of the opioid addiction are coming to light, the longer term challenges are not yet known. Addiction, especially to opioids, is often a lifelong battle and will almost certainly pose greater social costs to communities, as well as the economy through lower worker productivity. It will remain important for communities to be vigilant in making sure this crisis does not take a strong hold in Aroostook County including education programs and helping to improve economic conditions for residents.

Energy and broadband infrastructure challenges

Two infrastructure issues present serious potential challenges for the region's economy. The first issue relates to energy infrastructure. While upgrades to old transmission infrastructure are badly needed and currently being aggressively invested in, this has resulted in significant transmission cost increases (energy export fees for the region's two biomass facilities who, as a result have suffered operating losses, have submitted an 'intent to close' by the fall of 2018.

If one or both biomass facilities close, there are two potential ramifications. First, about \$3.5 million in transmission costs approved by the Public Utilities Commission (PUC) would

have to be reallocated to other companies in the County, raising operating costs as a result and posing additional barriers to reinvestment and expansion. Second, biomass plants serve as important outlets for biomass residuals which account for upwards of 8 percent of revenues for mills and plants. Without an outlet, plants and mills would have additional costs for the removal of the residuals causing negative ripples down the supply chain and further challenge the County's forest economy. A solution to this issue will need to address reducing the costs of annual transmission and reallocation of some charges throughout the regional customer base to reduce sector specific impacts. This would also entail finding ways to reduce energy export fees or "wheeling costs" of the biomass facilities given their integration with the broader forest economy sectors that are vital to Aroostook. A full impact assessment would be a useful tool to understand ways to balance the needs of upgrading critical infrastructure and minimizing impacts to the forest economy and overall business competitiveness.

The second critical infrastructure challenge was highlighted extensively in the 2003 Tarnished Crown report but warrants reemphasis here. Much like roads and electricity were the backbone of commerce in the industrial era, competitiveness in the modern global economy rests on the flow of information and connectivity to markets, jobs, and people. While much progress has been made in the state over the past two decades to improve connectivity, a significant part still remains unconnected and speeds of connectivity are at the bare minimum. Capital requirements of broadband build out are enormous particularly across an area the size of Aroostook County and the state. This is made more challenging by the low density of population and shrinking customer base. However, there are demonstrated models of broadband development through the use of cooperative arrangements, both in Maine and across the US, which could serve as examples of how fast, reliable broadband service could be implemented or upgraded in key areas of the County.

Conclusion and the Way Ahead

The recent successes of the Partnership and County stakeholders provide great opportunities to build on going forward. However, it is clear from the update in this report that there is still much to be done to address the looming challenges facing the County. Ultimately the challenges of the County are rooted in the demographic prospects, not unlike those faced by rural regions everywhere. Certainly, progress has been made on this front, with improvements in educational attainment levels and avoiding past trends of population loss. Still, the population and workforce continues to age and ultimately decline without sufficient immigration and retention of the younger generations. These challenges are not news, but creative strategies to address them must be. Today's economic fortunes are driven largely by global forces, an economic structure that is not likely to change anytime in the foreseeable future. The County must find new ways to differentiate itself and appeal to younger populations. Part of that rests on creating and catalyzing new investments in economic opportunities that include connecting to economies outside of Aroostook County. But part of the strategy must also address workforce and community challenges that lead to more skilled and productive lives.

Over the last several decades, global economic pressures have not been favorable to the traditional industries and ways of life that once fueled Aroostook County's growth. Big problems call for big solutions. For regions like Aroostook County to succeed in the global economy, they need to leverage their most important asset; their people. It is clear that intentional, widespread collaborative efforts can have a major impact. Much motivation was generated upon the initial formation of the Aroostook Partnership. It is time to rekindle that early motivation and come together to think new and to think bold.

**CARIBOU ADMINISTRATION
25 HIGH STREET
CARIBOU, ME. 04736**



MEMO

TO: Caribou City Council Members
FROM: Dennis Marker, City Manager
RE: Caribou Municipal Airport Operations
DATE: April 5, 2018

DISCUSSION AND POSSIBLE ACTION ITEM

Background

Mr. Shane McDougall requested an opportunity to present ideas and concerns about airport operations to the City Council.

Mr. McDougall will provide all presentation materials at the meeting.

CARIBOU ADMINISTRATION
25 HIGH STREET
CARIBOU, ME. 04736



MEMO

TO: Caribou City Council Members
FROM: Dennis Marker, City Manager
RE: Surplus Property to be Offered to Public
DATE: April 5, 2018

DISCUSSION AND POSSIBLE ACTION ITEM

The following items have been deemed surplus by city staff. Due to the value of these products they are being brought to the Council for review.

Item	Recommended Sale Price	Staff Comments for consideration
Onan 350kW standby diesel generator. 3 phase, 364 hours	\$12,000 Negotiable	This gen set was acquired 5 years ago and intended for use for the police department as a backup generator. A different generator was used instead and this one is no longer needed.
6' Usinage Brush Cutter	\$13,000	See following memo from Parks and Recreation.
2012 Kioti Tractor	\$10,000 (\$5,500 trade-in)	See following memo from Parks and Recreation.

Recommendations:

In accordance with the city's surplus property policy adopted February 12, 2018, staff recommends the following:

1. Proceeds from the generator be deposited into the city's general revenues as outlined in the surplus property disposal policy.
2. Proceeds from the brush cutter be used to reimburse the Caribou Snowmobile club (\$4,326.02) with the difference being used with proceeds from the Kioti tractor sale to purchase a new tractor for the parks department.

CARIBOU PARKS & RECREATION DEPARTMENT
55 BENNETT DR.
CARIBOU, ME. 04736
207-493-4224
207-493-4225 Fax

MEMO

TO: Mayor David Martin
CC: Caribou City Council/ Dennis Marker
FROM: Gary Marquis
RE: Disposal of unwanted equipment
DATE: April 4, 2018

Mayor Martin and City Councilors:

The Snowmobile Department purchased a new cutter bar to help maintain trails this past December. As you all know the trails need to be brushed on a continuous basis and when we get heavy wet snow the branches hang down low and hit the cab of the groomers and the windshields of snowmobiles. With Caribou setting the standard on well-maintained trails the snowmobile advisory council with the financial help of the Caribou Snowmobile Club and with the permission of the City Manager. A new cutter bar was purchased and mounted on the front blade of one of the New Holland tractors. The funds were taken out of the G2-365-11 account which is the trail maintenance reserve account. This account is what helps to maintain our trails throughout the winter.

The cutter was purchased from Usinage JS this is a Canadian based company from Saint Pamphile Quebec, it is a single purpose-built cutter. The purchase price in American money was \$11,002.58. The Caribou Snowmobile club helped with putting \$4,326.02, the remaining \$6,676.56 came from the G2-365-11 account that I mentioned earlier.

Recently the Highway Department received a 12-foot reach 3-point hitch mounted rotary mower from the DRMO program at a cost of 0 dollars. This mower would serve our needs much better than the cutter bar that was purchased earlier in the season.

The reason why I am coming to the council with this, the new rotary mower that the Public Works department is allowing us to use now is a much more user friendly and more effective tool to maintain our trails. The department has an opportunity to sell the cutter bar to a neighboring club for \$13,000.00. If this club does not purchase this cutter I am very confident that we can sell it very easily as it is a highly sought-after unit.

Thank you for your time and consideration on this matter.

Respectfully Submitted:

Gary Marquis
Supt. of Parks and Recreation

**CARIBOU PARKS & RECREATION DEPARTMENT
55 BENNETT DR.
CARIBOU, ME. 04736
207-493-4224
207-493-4225 Fax**

MEMO

**TO: Mayor David Martin
CC: Caribou City Council/ Dennis Marker
FROM: Gary Marquis
RE: Purchase of a new compact tractor and snow blower
DATE: April 4, 2018**

Mayor Martin and City Councilors:

Hello Mayor Martin and Council, the recreation commission and myself have been considering purchasing a new Compact tractor and blower for the Parks department. We currently have a 2012 Kioti tractor and we have had several issues with this unit. This piece of equipment is becoming very costly to maintain. The unit currently has just over a 1000 hour and has had many issues this past summer. We have had to completely rebuild the front end which was no easy task. This took my Maintenance Director 25 hours to repair. We have replaced the front tires twice in two seasons because of the issue with the front end. Both loader towers have completely cracked causing one of the towers to come through the glass and shattering completely all over the driver. This repair took my Maintenance Director 15 hours of labor to repair. The tractor has had a hydraulic leak that has been brought to the dealer twice and they have not fixed the issue. This tractor is having premature issues at only being 5 years old. It will cost us a lot of money to keep it in our fleet. I also propose to change out our 3-point hitch snow blower as it is going on 20 years in our department. This blower has served us well over the years. The past 3 winters we have done some significant welding to repair it. If the council were to give permission to purchase a new compact tractor, I would also like to purchase a new blower at the same time. I am confident that we should be able to garner at least \$5,500.00 on trade for the tractor, and blower.

The purchase price for a New Holland Boomer 40 is	\$30,500.00
The purchase price for a new B74 Blizzard snow blower is	\$3,400.00
Total price	\$33,900.00
Less Trade in	\$5,500.00
Total price	\$28,400.00

The account that will be used to fund this purchase is the Lawn Mower reserve account G1-365-10.

Thank you for your time and consideration on this matter.

Respectfully Submitted:

Gary Marquis
Supt. of Parks and Recreation

**CARIBOU ADMINISTRATION
25 HIGH STREET
CARIBOU, ME. 04736**



MEMO

TO: Caribou City Council Members
FROM: Dennis Marker, City Manager
RE: Ordinance 04-01-2018 Tax Increment Finance Policies
DATE: April 5, 2018

ORDINANCE FOR INTRODUCTION ONLY

The following ordinance amends city code, Chapter 10, pertaining to Tax Increment Financing.

Language is added to the regulations pertaining to:

- Definitions of eligible uses
- Eligibility of retail establishments for credit enhancement agreements is based on new jobs created.
- Clarifying terms for future credit enhancement agreements

A public hearing must be conducted, after the ordinance is introduced, before the Council can adopt the ordinance. The required public hearing is anticipated for the May 14, 2018 Council meeting.

**Ordinance No. 1, 2018 Series
City of Caribou
County of Aroostook
State of Maine**

An Ordinance Adopting Policies for Creating Tax Increment Finance Districts and the use of Credit Enhancement Agreements, Providing Severability and an Effective Date for the Ordinance.

WHEREAS, the City of Caribou is a Local Unit of Government under the State of Maine and is authorized to raise or appropriate money for public purposes consistent with Title 30-A, §5722 to 5728; and

WHEREAS, the State of Maine has authorized cities to have Tax Increment Finance (TIF) Districts as a tool to help with economic development activities; and

WHEREAS, the City's finds it appropriate to establish guidelines by which it will consider creating new TIF Districts and more particularly enter into Credit Enhancement Agreements; and

WHEREAS, the City Council has discussed the drafted TIF policies during multiple public meetings and determined them to be reasonable and appropriate for the promotion of economic development activities and overall economic development benefit to the City.

NOW THEREFORE, the City Council of the City of Caribou, County of Aroostook, State of Maine, pursuant to the requirements of the City of Caribou Charter, Section 2.11, does ordain the following:

Section I. Title 10 Amendment

Title 10, Article II Tax Increment Financing, including sections 10-201 and 10-202 of the Caribou Code, is deleted and replaced with the following:

Article II Tax Increment Financing

Sec. 10-201 Introduction

State of Maine law establishes Tax Increment Financing (TIF) as one of the few tools cities can use to assist in economic development activities. TIFs provide partnering opportunities between private developers and local government to realize greater economic benefits for the community. These efforts may include new developments, redevelopment, or expansion of existing business operations. While TIFs provide the potential for cash influx to projects, other tools may also be beneficial and should be seriously considered when requests for TIF designation are made. These other tools may include changing zoning or land use regulations, streamlining review processes, helping to get funding through other economic agencies, private funding or city revolving loan funds, utility services programs, etc.

The City of Caribou will generally consider use of TIFs for all areas zoned for commercial development in an effort to build community and economic growth through public-private partnerships with both existing and new businesses. Special consideration will be given to projects proposed in the Downtown District.

Sec. 10-202 Purpose

The purpose of these guidelines is to outline standards that the City of Caribou will use in

considering applications for tax increment financing. These guidelines are intended to be consistent with State laws, as they may be updated from time to time. State laws shall be utilized when any specific conflict between the two occurs. Notwithstanding these guidelines, the creation of a TIF agreement is a policy decision made on a case-by-case basis by the Caribou City Council and the Maine Department of Economic & Community Development. Tax Increment Financing is not a right under Maine law and meeting these guidelines should not be interpreted as creating any rights or entitlements in any application.

Sec. 10-203 Definitions

The following terms, as may be used within this Article, shall have the following meanings. Those terms which are not included herein, but which are found in Maine Revised Statutes, Title 30-A, pertaining to Development Districts within Municipalities, shall have the same meaning as provided in the state statutes.

Commercial and Industrial Zones: Those land use zones adopted by the City of Caribou which allow for uses of a primarily non-residential nature.

Retail: Those establishments identified as Retail Trade and Wholesale Trade under the 2017 North American Industry Classification System

Sec. 10-204 General Considerations

Economic development projects are eligible for consideration when they meet the following standards:

- Would not occur otherwise;
- Create or retain employment opportunities;
- Expand significantly the City's tax base; and
- Conform to the quality and types of development sought by the City as outlined in the Zoning ordinance, Comprehensive Plan, and other policies enacted by the City Council

Sec. 10-205 Basic Provisions

Once a TIF district is created, the City of Caribou can utilize increment funds in two ways; first, the City may bond for and install public infrastructure to be paid for with any generated tax increment funds, and second, the City may return tax increment funds directly to the investing business to cover project costs. This second option is formalized through a Cr dit Enhancement Agreement (CEA) between the City and the benefiting parties. Because of the potential risk to the City in either of these cases, special consideration needs to be given to the following:

1. Tax Increment Financing shall be revenue neutral, or better, to the City over the life of the district.
2. Applicants must provide all documentation deemed necessary by the City to substantiate the TIF requirements and protect the City's economic and financial position.
3. The applicant is obligated to apply for any State reimbursement programs for personal property and/or real estate taxes.
4. All applicants will be required to sign a Professional Fee Consent Form agreeing to reimburse the City for all out-of-pocket expenses including outside professional consulting costs (e.g. legal, accounting and advertising) and expenses related to calling special Council meetings, printed documents, travel, postage, etc., which may be incurred as a result of the Tax Increment Financing proposal. Such reimbursement is to occur whether or not Tax Increment Financing is approved.
5. If Tax Increment Financing is approved, an annual Administrative Fee, equal to 1% of the incremental taxes reallocated back to the project, will be charged.

6. Credit Enhancement Agreements must provide for a recapture of the benefits if the project should move to another municipality. Assignments will be allowed only for conventional, commercial financing purposes or where the proposed assignee agrees to be bound by the same terms and conditions as the original applicant.
7. Invoices, cancelled checks, lien waivers, and other documents supporting cost reimbursement proportional to the captured value, must be substantiated with documentation from non-affiliated companies.
8. Tax Increment Financing Agreements of five years or less are highly preferred by the City when structured as a CEA. Increased duration may be considered depending upon the magnitude of increased tax value, job creation, or economic benefits. Projects involving bonds for public infrastructure may be considered for the maximum time allowed by law (30 years).
9. The City will not entertain requests from retail enterprises for Credit Enhancement Agreements as a means of tax increment financing for onsite activities within a TIF district unless such businesses or developments will create a minimum of 10 new Full Time Equivalent (FTE) jobs which pay 100% of the area median income; the City may however, at its sole discretion, consider requests from all retail enterprises for Credit Enhancement Agreements to assist in the financing of necessary off-site public infrastructure improvements, installed by the investing business and for which detailed financial documentation is provided.
10. The City will not return to any investing business under any Credit Enhancement Agreement more than eighty (80) percent in any one (1) given year.
11. The City may deviate from provisions 8-10 when working with a project that will redevelop or repurpose properties held by a non-taxed entity for at least 5 years immediately prior to application for TIF designation (e.g. tax acquired properties, school sites, state holdings, etc.).

Sec. 10-206 Mandatory Guidelines

In all instances, applicants for tax increment financing must demonstrate that the City of Caribou's participation is economically necessary, and that participation is needed to undertake the project. Such justification is demonstrated by:

1. A need to offset infrastructure costs unique to the site; or
2. A need to offset economic advantages available to a corporate entity if it should develop a project (or expand operations) outside of Caribou; or
3. A lack of sufficient private or other public funding sources to meet the full capital investments needed to undertake a project.
4. If the project creates significant new tax value equal to or greater than \$500,000 dollars and creates or retains jobs throughout the City's planned development, commercial, industrial zones and Pine Tree Zones, including projects located in the Downtown District. Retail projects must demonstrate a new tax value equal to or greater than \$1.5 Million dollars.
5. The developer is financially capable to undertake the project
6. The developer is compliant with all statutory and regulatory guidelines of the City of Caribou and the State of Maine.

Sec. 10-207 Guidelines that Determine Level of Municipal Participation

In addition to the above guidelines, the City will use the following criteria to determine the level and duration of participation by the City of Caribou:

1. The project assists an established business in the City of Caribou, thus retaining existing employment opportunities;
2. The project creates long-term, permanent and quality employment opportunities which will provide wages exceeding the area median income;
3. The project contributes to the revitalization of the Downtown District, Commercial and Industrial Zones, designated Growth Areas or Pine Tree Zone District.
4. The project improves a blighted building or site in need of rehabilitation;
5. The project creates public infrastructure facilities that have application beyond the particular development such as improvements to utilities, telecommunications, traffic patterns, parking facilities, green space, etc.;

6. The project supports or will support community projects, provides job training, provides student internships, supports local contractors and suppliers; and
7. The project supports or will support local efforts and programs that assist those who are under-employed or low to moderate income (LMI).
8. The developer has a responsible history with personal properly tax payment and pledges the continued responsibility.
9. The project helps stimulate other business(es) within the City or offers presently unavailable economic benefits;
10. The project does not require direct borrowing by the City, and tax increment revenues are not obligated or pledged as collateral for third-party project financing but simply are reimbursed to the project;
11. Projects seeking Credit Enhancement Agreements conform to the business categories established for the State of Maine's Pine Tree Business Zone program, i.e., manufacturing businesses, financial services business, and the targeted technology business (composite materials, biotechnology, aquaculture and marine technology, environmental technology, information technology, advanced technologies for forestry and agriculture, and precision manufacturing technology;

Sec. 10-208 Standard Operating Procedure

The City of Caribou will coordinate all activities regarding applications for tax increment financing. Working with applicants, the City will undertake the following steps when reviewing applications:

A. Preliminary Evaluation

1. Provide information on tax increment financing to potential business/developers;
2. Discuss project proposals and accept preliminary applications; (applications for tax increment financing will be provided by the Department of Community Development). All applicants must pay a \$250.00 non-refundable application fee at the time of submission.
3. Review preliminary applications based on policy guidelines with the City Manager, Tax Assessor, Code Enforcement Officer, Director of Community Development, Director of Public Works; Director of Public Safety, Utilities District or other applicable departments.
4. Advise applicants on the findings of city staff.
5. The City staff will review applications and makes recommendations to the Caribou City Council. The City Council will determine the appropriateness of the request and provide direction to staff for continued evaluation under Final Review.

B. Final Review

1. Based on the City Council's direction, the City staff will coordinate with the business/developers to determine full compliance with all basic and mandatory review criteria. Staff will prepare credit enhancement agreements and/or agreements for consideration by the Council.
2. The City Council will review and grant approval for any agreements to be associated with the TIF. Such approval must be contingent upon final acceptance and approval of the TIF plan and documents by the State of Maine.
3. City staff will prepare and submit applications for tax increment financing to the State of Maine and will monitor ongoing public and private investments in the particular development project.

Section II. Severability

If any part of this ordinance or the application thereof to any person or circumstances shall, for any reason, be adjudged by a court of competent jurisdiction to be unconstitutional or invalid, such judgment shall not affect, impair or invalidate the remainder of this ordinance or the application thereof to other persons and circumstances, but shall be confined to its operation to the section, subdivision, sentence or part of the

section and the persons and circumstances directly involved in the controversy in which such judgment shall have been rendered. It is hereby declared to be the intent of the City Council that this section would have been adopted if such invalid section, provisions, subdivision, sentence or part of a section or application had not been included.

Section III. Posting and Effective Date

This ordinance shall become effective 30 days after adoption by the Council and after publishing of this ordinance in accordance with the City of Caribou charter, Section 2.12(c), (d) and (e).

This Ordinance was duly passed and approved by a majority of the City Council of the City of Caribou this 9th day of April, 2018.

David Martin, Mayor

R. Mark Goughan, Councilor

Timothy Guerrette, Councilor

Nicole Cote, Councilor

Philip J. McDonough II, Councilor

Hugh Kirkpatrick, Councilor

Joan Theriault, Councilor

Attest:

Jayne R. Farrin, City Clerk



Caribou Public Library

LIBRARY DIRECTOR'S REPORT

To: Mayor and City Councilors
Dennis Marker, City Manager

From: Anastasia S. Weigle, Library Director

Date: April 9, 2018

Re: Library Director's Report

Dear Honorable Mayor and City Councilors,

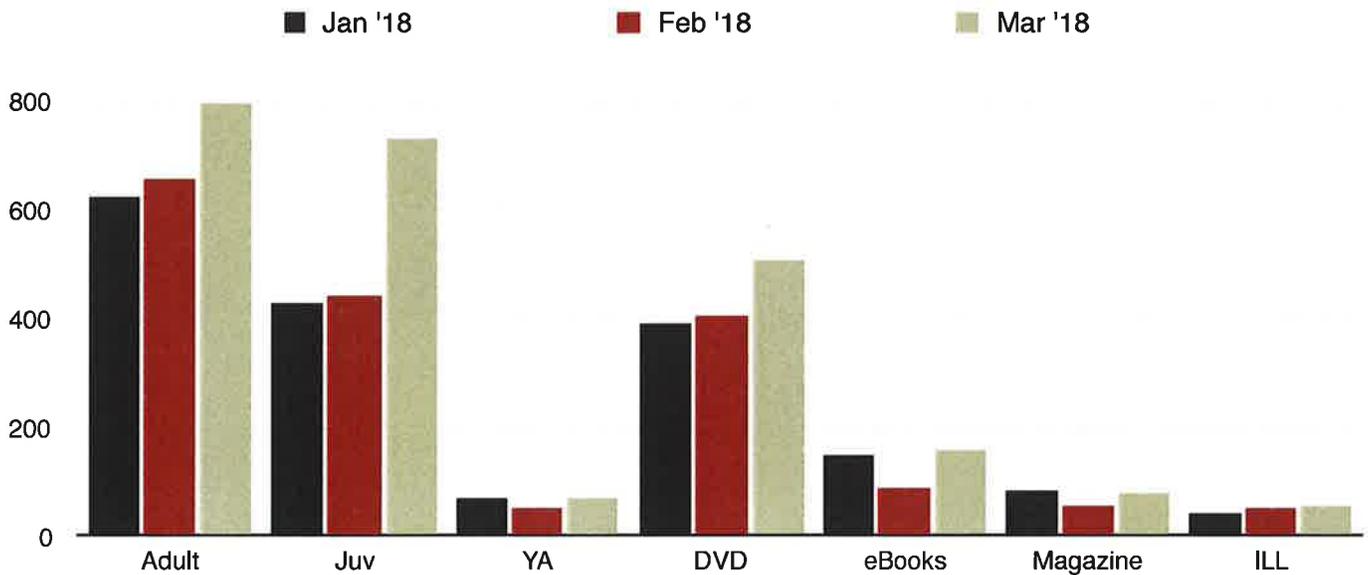
The statistical data that I include in the council's report provide you a small snapshot of library activity. But these statistics also provide you a kind of benchmark for demonstrating the value the library has in the community.

Libraries have used time-series data (data collected over months and years) to illustrate library changes or stability. It demonstrate the magnitude of our services to our patrons and stakeholders.

But what statistics do not do is record are the conversation and interactions between staff and patrons. This type of descriptive data can not be measured by numbers. Starting this month, we are placing a comment/suggestion box on our circulation counter to hear the voices our users—what our strengths are, and how we can improve services. Comments and suggestions will add an extra dimension and depth to our statistics that we will use for short and long-range planning.

MONTHLY STATISTICAL COMPARISON			
TYPE	JAN 2018	FEB 2018	MARCH 2018
Circulation	1789	1755	2,396
Library Visit	4,670	5,141	5,851
Wi-Fi access	3,447	3,943	4,783
Books added	135	144	200
Books withdraw	210	398	141
Caribou Room	124	123	196
New registered patrons	24	16	45
Archives (# of users)	23	50	102

MONTHLY STATISTICAL COMPARISON FOR CIRCULATION			
MATERIAL TYPE	Jan 2018	Feb 2018	March 2018
Adult books*	627	657	798
Juvenile books	430	445	731
Teen/YA books	69	50	70
DVDs	394	404	508
eBooks/Audiobooks	147	90	159
Magazines	83	55	77
Interlibrary loan	39	50	53
TOTAL NUMBERS	1789	1755	2396



Months	2017 Circulation	2018 Circulation
January	1429	1789
February	1647	1755
March	2165	2396
TOTAL NUMBERS	5241	5940

It goes without saying that the increase circulation is a concerted effort by all staff. However, I want to recognize Erin Albers, who has exceeded my expectations as children's librarian. Her work inside and outside the library is evident in the growth of her programs. Her engagement with the community has added a new dimension to our programs as well, introducing our young patrons to those members in our community who serve in various capacities in Caribou. I must also give credit to Hope Rumpca, our new Library Assistant. Hope moved from Oregon to Caribou, Maine in August 2017. She is a homeschool educator with an impressive degreed background. She comes to us with Masters in Library Information Science with a concentration in research as well as a Masters in Education and English. She has worked in numerous branch libraries and brings with her all the knowledge and experience in collection development, cataloging, technology, research, and users services.

2. \$900 Award from the Maine Community Foundation—Rudman Family Trust. [Caribou, Maine, 19 March 2018]

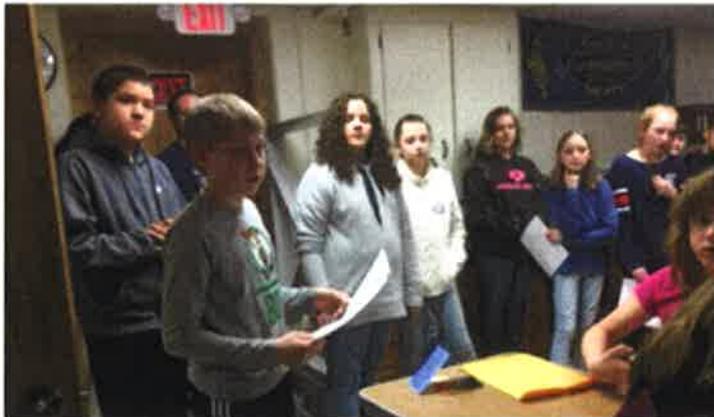
The Caribou Public Library elder outreach program received a \$900 grant from the Rose and Samuel Rudman Library of the Maine Community Foundation to update large print collections. Currently, the Caribou Public Library purchases large print books through the Jack Roth Fund but the demand for large print has grown and it is difficult to keep up. With offices in Ellsworth and Portland, the Maine Community Foundation works with donors and other partners to improve the quality of life for all Maine people. The Rose and Samuel Rudman trust fund will help us not only update our large print **nonfiction** collections, but expand our overall large print collections in general to meet the needs of our elder outreach program.

3. Sixth graders get to do research work in the Archives

Sixth grade social studies teachers, Kim Barnes, Susan Keaton, and Lori Knight from the Caribou Middle School asked if the library would open their historical resources in the archives for their students. The teachers wanted their students to have access to archival documents that coincided with their planned lessons about the history of Caribou and why people immigrate/emigrate. With the assistance of Brenda Bourgoine, genealogy archivist, and myself, we put together a lesson plan that would accommodate 65 students.

On Tuesday, March 21, the 6th grade students arrived with their teachers. After a short introduction on archival collections, students entered the archives. We had set up 13 tables, 4-6 students per table. Each group was assigned a packet of primary and secondary materials representing an event, a person, or a place in Caribou. Along with the packet was a list of questions they were required to answer. The answers were found in the historical documents. The students' assignment was to study the documents, find the answers, and present their answers; where they found the answer, and if the answer was taken off a primary source or a secondary source.

After the session, students were given a tour of the library before heading back to school. This was the first time the archive was opened to a large group of students. Feedback from the teachers was extremely good. We hope to do this again next year.

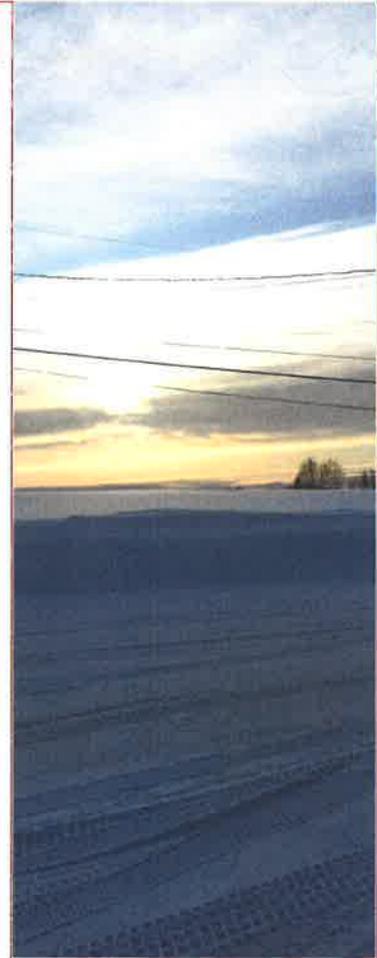


TAX BASE TALK

Tax Assessment & Building Official office updates:

- ◇ April 1 was the statutory deadline for all real estate exemption applications.
- ◇ The deadline for personal property declarations is April 27. The declaration should reflect the personal property located at the business on April 1, 2018.
- ◇ Business Equipment Tax Exemption (BETE) applications must be filed every year no later than May first.
- ◇ Maine Revenue Service has expanded the list of business types that qualify for BETE, please ask if you have questions! The assessor will be speaking at the May 9 Rotary meeting as an outreach to local business.
- ◇ MUBEC Rules were officially adopted on January 23, 2018 and must be enforced April 23. You can view the rules here:
<http://www.maine.gov/dps/fmo/laws/proposedrulemaking.html>
- ◇ Recent trainings: the assessor has participated in two IAAO webinars so far this quarter and has attended the IAAO 311 Residential Modeling Concepts course.
- ◇ Upcoming trainings: both assessors will be attending training on assessment administration in April. The trainings are on various topics including law changes. The assessor will attend the NRAAO Conference this month for advanced training.

*In the tax assessment office,
"Taxation is the rule and exemption is the exception"!*



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NEW TO WEBSITE:

- §706 Personal Property declaration form
- Trio owner data current as of January 31 (last RETT forms received from State)

CENSUS 2020

By virtue as the keepers of the property valuation and ownership records, the tax assessment office has a role to play in the upcoming United States Census 2020 project.

Staff must confidentially “review and improve the address lists and maps used to conduct the 2020 Census.” As you can imagine, it is a time-consuming task during an already busy time!

TAX SITUS DAY—APRIL 1

As the snow melts, the assessors will restart their efforts to list and measure new buildings constructed after April 1, 2017. Staff also follows up on demolition permits.

Did you have a change in your property between April 1, 2017 and March 31, 2018? If so, please contact the office as soon as possible so an assessor can visit the property and ascertain the condition of the property on April 1, 2018.

**“My creed is that public service must be more than
doing a job efficiently and honestly.**

It must be a complete dedication to the people and to the nation

with full recognition that every human being is entitled

to courtesy and consideration,

that constructive criticism is not only to be expected but sought,

that smears are not only to be expected but fought,

that honor is to be earned, not bought.”

- Margaret Chase Smith

REVENUE GENERATOR\$

This department works to generate revenue for the City in several ways:

- * Issue permits
- * Discover value when no permit obtained
- * List/measure property
- * List business property
- * Promote exemption and reimbursement options
- * Submit documents to State of Maine in timely manner



Tax Assessment &
Code Enforcement Office
25 High Street
Caribou Maine 04736

(207) 493-3324 X 3
Fax: (207) 498-3954

www.cariboumaine.org

Penny Thompson, CMA-2
Assessor & Building Official
pthompson@cariboumaine.org

Tony Michaud, CMA
Deputy Assessor/Building Official
tmichaud@cariboumaine.org

Steve Wentworth, LPI
Local Plumbing Inspector

**CFAD MONTHLY REPORT
March 2018**

Total Fire/ Rescue Calls	17	Total Amb Calls	184
-Alarms for Fires (33)	1		
-Alarms for Rescues (66)			
-Silent Alarms	16	- Amb Calls cancelled:	3
-Haz-Mat		- ALS Calls	126
-Grass Fires		- BLS Calls	42
-Chimney Fires	1	- No Transport	33
-False Alarms	1	- Long Distance Transfers	23
-10-55's	3	- Calls Turned Over:	8 = \$17,094
-Aid to Police		Total Out of Town Amb Calls	24
-Public Service	1	Total Out of Town Fire/Rescue Calls	3
		Est. Fire Loss, Caribou	\$83,000
		Est. Fire Loss, out of City	\$
Total Hours Pumped	6	Total Est. Fire Loss	\$83,000
Gallons of Water Used	313,250	Total Maint. Hours	22
Amt. of Hose used:	1,600	Total Training Hours	321.25
Ladders Used (in Feet): 50 (75' Ariel) <u>1</u>		Miles Traveled by all Units	10,125
Thermal Imaging Camera Used:	4	Fire Permits Issued	5
CO2 Meter Used:	5		
Rescue Sled & Snowmobile:	1	*Color Guard Training	
Rescue Boat:			
Jaws Used:		Total Fire & Amb. Calls	201

MUTUAL AID TO:

P.I.F.D.	
F.F.F.D.	1
L.F.D.	
W.F.D.	
Stockholm F.D.	
North Lakes FD	
Crown Amb	2
Van Buren Amb.	
Life Flight	6

MUTUAL AID FROM:

P.I.F.D.
F.F.F.D.
L.F.D.
W.F.D.
Stockholm F.D.
North Lakes FD
Crown Amb

OUT OF CITY FIRES/RESCUES

LOCATION	# OF CALLS	MAN HRS.
Woodland	1	.75
New Sweden	1	4
Connor		
Rescue		
Stockholm	1	2.5

Scott Susi, Chief
Caribou Fire and Ambulance

**BREAKDOWN OF FIRES
For March 2018**

Situation Found	# Of Incidents	Fire Casualties	Est. Property Damage
1. Private Dwellings inc. Mobile Homes	2		\$58,000
2. Apartments (3 or more)			
3. Hotels & Motels			
4. Dormitories & Boarding Homes			
5. Public Assembly (Church, Restaurant)			
6. Schools			
7. Institutions (Hospitals, Jails, Nursing Homes)			
8. Stores, Offices			
9. Industry, Utility, Defense			
10. Storage			
11. Vacant Buildings or being Built			
12. Fires outside structure w/value (crops, timber, etc.)			
13. Fires Highway Vehicles	1		\$25,000
14. Other Vehicles (planes, trains, etc.)			
15. Fires in brush, grass w/no value			

Other Incidents

16. Haz-Mat	
17. False Calls	1
18. Mutual Aid Calls	1 - FFFD
19. Aid to Ambulance (10-55's)	3
20. Aid to Police	
21. Investigation (Smoke, CO ₂ or Alarm)	8 (1-Smoke; 3-Alarm; 2-CO; 2-Propane)
22. Service Calls	1

1 Fire Call Cancelled before leaving station

Total Calls for the Month: __17__

Clerk and General Assistance Dashboard March 2018

	Current Month	Year To Date	Prior Year Month	Prior Year Year to Date
Hunting & Combo Licenses	8	64	10	54
Fishing Licenses	13	44	4	38
Boat Registrations	-	1	2	7
ATV Registrations	-	3	-	-
Snowmobile Registrations	38	242	31	221
Vehicle Registrations-MVR	1,367	799	582	1,420
Rapid Renewal	26	79	34	77
Birth Records	54	159	100	196
Death Records & Permits	58	157	76	284
Marriage Records & Licenses	14	42	15	36
Dog Licenses	38	564	54	561
Business Lic, taxi driver & DBA	8	13		

	Current Month	Year To Date	Prior Year Month	Prior Year Year to Date
GA Applications - Caribou	13	30	7	29
GA Cases Paid - Caribou	9	28	11	31
People Assisted - Caribou	11	38	14	42
GA Dollars Spent - Caribou	2,494	\$ 7,135	\$ 3,045	\$ 10,212

	Current Month	Year To Date	Prior Year Month	Prior Year Year to Date
GA Applications - Connor	-	0	0	0
GA Cases Paid - Connor	-	0	0	0
People Assisted - Connor	-	0	0	0
GA Dollars Spent - Connor	-	\$ -	\$ -	\$ -

Year To Date is from January 2018 through December 2018

Monthly Permit Report March 2018

	Current Month	Year To Date	Prior Year Month	Prior Year YTD
Building Permits	2	2	3	4
Permit Value	\$ 38,000	\$ 38,000	\$ 386,500	\$ 711,500
Homes	0	0	0	1
Mobile Homes	0	0	0	0
Multi Family	0	0	0	0
Commercial	0	0	2	2
Exempt	0	0	0	0
Plumbing Permits				
Internal	3	4	2	5
External	0	0	0	0
Demolition Permits	1	1	6	7
Sign Permits	0	0	4	4

YTD is January 2018 to March 2018

<u>2018</u>	<u>MAR</u>
COMPLAINTS	2820
M/V ACCIDENTS	24
ESCORTS	3
THEFT COMPLAINTS	4
ANIMAL COMPLAINTS	6
DOMESTIC COMPLAINTS	15
BURGLARY COMPLAINTS	2
O.U.I.	4
M/V THEFTS	2
MISSING PERSONS	2
JUVENILE COMPLAINTS	1
CIVIL COMPLAINTS	5
PROWLER COMPLAINTS	0
ASSIST OTHER AGENCY	17
ASSAULT ARREST	1
THEFT ARRESTS	1
SPEEDING	25
STOPS/CHECKS M/V	2365
PARKING TICKETS	0
HANDLING PRISONERS	48
WARRANT ARRESTS	18
UNLAWFUL SEX. CONTACT	0
GROSS SEX. ASSAULT	0
BUSINESS ALARMS	14
BURGLARY ARRESTS	0