

## CITY COUNCIL MEETING NOTICE AND AGENDA

Notice is hereby given that the City Council of Caribou will hold a City Council Meeting on **Tuesday, January 2, 2024**, in the Council Chambers located at 25 High Street, **6:00 pm**.



**THE MEETING WILL BE BROADCAST ON SPECTRUM CABLE CHANNEL 8 & 1301 AND THE CITY OF CARIBOU YOUTUBE CHANNEL.**

1. Roll Call
2. Invocation/Inspirational Thought
3. Pledge of Allegiance
4. Swearing in of Elected Officials
5. Election of Council Chairperson/Mayor and Deputy Mayor for 2024
6. Public Forum (**PUBLIC COMMENTS SUBMITTED TO THE CITY CLERK PRIOR TO 4:30PM ON THE MEETING DATE WILL BE SHARED WITH THE COUNCIL DURING PUBLIC FORUM. Email [dbrissette@cariboumaine.org](mailto:dbrissette@cariboumaine.org)**)
7. Bid Openings, Awards, and Appointments
  - a. Drawing for the 2024 City of Caribou dog licensing award by Mayor
  - b. Appointment of City Administrative Officers
    - i. City Manager
    - ii. City Treasurer
    - iii. City Tax Collector
    - iv. City Clerk & Registrar of Voters
    - v. Overseer of the General Assistance Program
    - vi. City Auditor
    - vii. Legal Officer(s)
  - c. Approval of Administrative Appointments
  - d. Appointment of Members to Committees and Advisory Boards
8. New Business & Adoption of Ordinances and Resolutions
  - a. Discussion/Possible Action Regarding 2024 Council Meeting Calendar
  - b. Discussion/Possible Action Regarding Collection of Property Tax Prior to 2024 Commitment
  - c. Discussion/Possible Action Regarding Manager Authorization to Approve Treasurer Warrants
  - d. Discussion/Possible Action Regarding Authorization to Provide a Tax Club for 2024

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| <b>9. First-Read items for upcoming City Council meetings</b>                                     | <b><u>Pages</u></b> |
| a. Discussion of City Council priorities for 2024   | 16-31               |
| b. Discussion of City Council member appointments to City Council committees & liaison roles      | 32-38               |
| <b>10. Reports and Discussion by Mayor and Council Members</b>                                    |                     |
| <b>11. Executive Session(s)</b> (May be called to discuss matters identified under 1 MRSA §405.6) |                     |
| <b>12. Next Meeting: TBD</b> (see agenda item 8a)   |                     |
| <b>13. Adjournment</b>  |                     |

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: \_\_\_\_\_ Danielle Brissette, City Clerk



**MEMO**

**TO: Caribou City Council Members**  
**FROM: Penny Thompson, City Manager**  
**RE: Mayoral and Deputy Mayor Election for 2024**  
**DATE: January 2, 2024**

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As required by the City Charter<sup>1</sup> the Council needs to elect from among the Council members a Chairperson/Mayor and a Deputy Chairperson/Deputy Mayor for 2024.

Ballots will be distributed for written submission for the two positions, votes will be counted immediately upon collection and certified by the City Clerk.

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<sup>1</sup> Caribou City Charter, Section 2.03

CARIBOU ADMINISTRATION  
25 HIGH STREET  
CARIBOU, ME. 04736



## MEMO

**TO:** Caribou City Council Members  
**FROM:** Penny Thompson, City Manager  
**RE:** Dog Licensing Raffle  
**DATE:** January 2, 2024

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The City Clerk's office incentivized dog owners to license their dogs before the first of the year by including all licensees in a prize drawing for a \$50 gift certificate for veterinary services. Licensees were told that the City Council would select the winner during their first meeting in January.

**Suggested Action:**

The newly elected Mayor will randomly select the \$50 prize winner during the Council meeting.



## MEMO

**TO:** Caribou City Council Members  
**FROM:** Penny Thompson, City Manager  
**RE:** Appointment of Administrative City Officers for 2024  
**DATE:** January 2, 2024

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The City Charter requires several city positions to be appointed by the Council<sup>2</sup>. It is recommended that the following individuals be appointed to the following offices for 2024.

Penny Thompson	City Manager <sup>3</sup> (Appointed to an indefinite term per charter)
Carl Grant	City Treasurer <sup>4</sup>
Carl Grant	Tax Collector <sup>5</sup>
Danielle Brissette	City Clerk <sup>6</sup> and Registrar of Voters
Danielle Brissette	Overseer of General Assistance
Felch & Company LLC	City Auditor <sup>7</sup>
Solman & Hunter	City Legal Officer <sup>8</sup> (General)
Bernstein Shur	City Legal Officer (Personnel and Collective Bargaining)
Brian Lajoie	Health Officer by State statute <sup>9</sup> for a 3-year term

### Suggested action:

Motion to approve as presented.

Second. Discussion. Vote.

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<sup>2</sup> Caribou City Charter, Section 2.19

<sup>3</sup> Caribou City Charter, Section 3.01

<sup>4</sup> Caribou City Charter, Section 2.19(a)(1)

<sup>5</sup> Caribou City Charter, Section 2.19(a)(4)

<sup>6</sup> Caribou City Charter, Section 2.19(a)(2)

<sup>7</sup> Caribou City Charter, Section 2.19(a)(3)

<sup>8</sup> Caribou City Charter, Section 4.03

<sup>9</sup> MRSA Title 22 §451.1

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



**MEMO**

**TO: Caribou City Council Members**  
**FROM: Penny Thompson, City Manager**  
**RE: Appointment of Administrative City Officers for 2024**  
**DATE: January 2, 2024**

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The City Charter provides that certain positions are to be appointed administratively but receive approval from the City Council. The city administration is seeking approval of the City Council for the following administrative appointments in 2024.

Kristina Drinkall	Deputy City Clerk <sup>10</sup>
Holli Doody	Deputy Treasurer <sup>11</sup>

**Suggested action:**

Motion to approve as presented.

Second. Discussion. Vote.

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<sup>10</sup> Caribou City Charter, Section 2.07

<sup>11</sup> Caribou City Charter, Section 2.19(a)(1)

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



**MEMO**

**TO: Caribou City Council Members**  
**FROM: Penny Thompson, City Manager**  
**RE: Appointments to Caribou Boards and Commissions**  
**DATE: January 2, 2024**

The following individuals have expressed interest in serving on the following community or advisory boards. The Council may make any appointments it feels appropriate.

<b>CITIZEN BOARDS</b>			
BOARD/COMMISSION	CONTACT PERSON	TERM ENDING 12/31/2023	APPLICATION RECEIVED
Airport Advisory Committee	Penny Thompson	Douglas Shrum	Douglas Shrum
			Hugh Kirkpatrick
Board of Assessors	Penny Thompson	Romeo Parent	Romeo J Parent
Caribou Development Committee	Penny Thompson	Justin Staples	Tammy Landeen
		CEGC - Lydia Kieffer-Till	Lydia Kieffer-Till
		PB- David Corriveau	David Corriveau
			Maura Bishop
			Hugh Kirkpatrick
			Jacob Beaupre
Caribou Housing Authority	Lisa Plourde	Mary-Kate Barbosa	Daniel Amero
		Heather Bartlett	
Caribou Riverfront Redevelopment Committee	Penny Thompson	Christina Kane-Gibson	Christina Kane-Gibson
			Louella (Lou) Willey
			Kenneth Murchison
			Hugh Kirkpatrick
Caribou Utilities District	Sue Sands/ Hugh Kirkpatrick	David Belyea	David Belyea
Cary Board of Directors	Peggy McAfee	Michael Gahagan	Michael Gahagan
		Doug Plourde	Meagan Thompson
		Michael Quinlan	Clara Collins
Cary District Trustee Board	Peggy McAfee	Susan White	Mathew Holabird
			Hugh Kirkpatrick
Library Board	Peter Baldwin	Brianna Carlson	Louella (Lou) Willey
		Gail Hagelstein	Gail Hagelstein
		Kristine Bonderson	Dana Jones
Nylander Board	Peter Baldwin	Robert Carlson	Robert Carlson
Planning Board	Penny Thompson	Eric Hitchcock	Eric Hitchcock
		Steve Wentworth	Steve Wentworth
			Maura Bishop
			Daniel Amero
Recreation Commission	Gary Marquis	Andrea Flannery	Hugh Kirkpatrick
		Mathew Holabird	Mathew Holabird
			Arik Jepson
Tri-Community Landfill (AWS) Directors		Kenneth Murchison	Kenneth Murchison
		John Morrill	Hugh Kirkpatrick
Zoning Board of Appeals	Penny Thompson	Margaret Pierce	Margaret Pierce



## MEMO

**TO:** Caribou City Council Members  
**FROM:** Penny Thompson, City Manager  
**RE:** Appointments to Caribou Boards and Commissions  
**DATE:** January 2, 2024

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The individuals listed on page 6 of this packet have expressed interest in serving on the following community or advisory boards. A letter of recommendation for the two individuals for the Cary Board of Directors follows. The City Council may make any appointments it feels appropriate.

These boards and commissions have an equal number of applications and open positions:

- Board of Assessors (1)
- Caribou Utilities District (1)
- Cary Medical Center Board of Directors (3)
- Library Board of Trustees (3)
- Nylander Museum Board of Trustees (1)
- Zoning Board of Appeals (1)

This board has more open positions than applicants. Staff will continue to look for another member of this board.

- Caribou Housing Authority Board of Commissioners (2)

### **Suggested action:**

Motion to appoint the following:

- Romeo J. Parent to the Board of Assessors for a 3-year term.
- David Belyea to the Caribou Utilities District for a 3-year term.
- Michael Gahagan, Clara Collins, and Meagan Thompson to the Cary Board of Directors, each for a 3-year term.
- Louella (Lou) Willey, Gail Hagelstein, and Dana Jones to the Library Board of Trustees, each for a 3-year term.
- Robert Carlson to the Nylander Museum Board of Trustees for a 3-year term.
- Margaret Pierce to the Zoning Board of Appeals for a 3-year term.
- Daniel Amero to the Caribou Housing Authority Board of Commissioners for a 5-year term.

Second. Discussion. Vote.





163 Van Buren Road · Ste. 1 Caribou, ME 04736-2509 · Ph: (207) 498-3111

November 24, 2023

Penny Thompson  
City Manager  
25 High Street  
Caribou, ME 04736

Dear Penny,

At the November 6, 2023 meeting of the Board of Directors at Cary Medical Center, we received a report from the Nominating Committee recommending that the following candidates be recommended to the City Council for appointment to the Cary Medical Center Board of Directors and one member be recommended for reappointment.

The Board of Directors would like to recommend Meagan Thompson and Clara Collins be appointed to a 3-year term with expiration December 31, 2026. Meagan is a resident of Caribou. Meagan is a dentist in Caribou and owns Northern Maine Dental. Clara Collins is a resident of Little Madawaska Lake. Clara is in an administrative role at S.W. Collins, a family owned business. Both Meagan and Clara have accepted the nomination to be considered by the City Council to become a member of Cary Medical Center's Board of Directors. The Board feels Meagan and Clara would be great additions to Cary's Board of Directors.

The Board of Directors would also like to recommend that Michael Gahagan be reappointed to another 3-year term on the Board of Directors with expiration December 31, 2026.

Again, we would like to thank you and the City Council for your ongoing support and assistance.

Sincerely,

Kris A. Doody, RN, FACHE  
Chief Executive Officer

KD/pm

[www.carymedicalcenter.org](http://www.carymedicalcenter.org)

Accredited by The Joint Commission

Cary Medical Center is an Equal Opportunity Employer and Provider



**MEMO**

**TO:** Caribou City Council Members  
**FROM:** Penny Thompson, City Manager  
**RE:** Appointments to Caribou Boards and Commissions  
**DATE:** January 2, 2024

The individuals listed on page 6 of the packet have expressed interest in serving on the following committees or boards. A letter of recommendation for one individual for the Caribou Hospital District Board of Trustees follows. The City Council may make any appointments it feels appropriate.

Note regarding the Caribou Development Committee: this was a new committee formed in 2023. During the year, it became obvious to staff that the city needed to have a partner in the Caribou Utilities District. General Manager Hugh Kirkpatrick has been that willing partner and I asked if he might consider applying for a seat on the Committee and he graciously applied. At the last meeting of the Caribou Development Committee, I informed the members and the idea was brought forward to amend the ordinance to include the General Manager of the CUD as an ex-officio member of the committee. I will bring this forward for introduction at the next regular City Council meeting.

Note regarding Aroostook Waste Solutions: traditionally the two seats allotted to the City of Caribou have been held by a public member and a member of the Caribou City Council. Both need to be appointed annually by the Caribou City Council per the AWS by-laws. The City Manager is the alternate member of the Aroostook Waste Solutions Board of Directors.

- Airport Advisory Committee (1)
- Caribou Development Committee (1)
- Caribou Riverfront Redevelopment Committee (1)
- Caribou Hospital District Board of Trustees (1)
- Planning Board (2)
- Recreation Commission (2)
- Aroostook Waste Solutions Board of Directors (2)

**Suggested action:**

After reviewing the list of citizens who have offered to serve on the citizen boards, please make the following motions. Second. Discussion. Vote. (for each Citizen Board)

- Motion to appoint \_\_\_\_\_ to the Airport Advisory Committee for a 3-year term.
- Motion to appoint \_\_\_\_\_ to the Caribou Development Committee for a 3-year term.
- Motion to appoint \_\_\_\_\_ to the Caribou Riverfront Development Committee for a 3-year term.
- Motion to appoint \_\_\_\_\_ to the Caribou Hospital District Board of Trustees for a 3-year term.
- Motion to appoint \_\_\_\_\_ and \_\_\_\_\_ to the Caribou Planning Board, each for a 3-year term.
- Motion to appoint \_\_\_\_\_ and \_\_\_\_\_ to the Recreation Commission, each for a 3-year term.
- Motion to appoint \_\_\_\_\_ (citizen member) and \_\_\_\_\_ (City Council member) and City Manager Penny Thompson as the alternate member, to the Aroostook Waste Solutions Board of Directors, each for a 1-year term.



163 Van Buren Road • Ste. 1 Caribou, ME 04736-2509 • Ph: (207) 498-3111

December 12, 2023

Penny Thompson  
City Manager  
25 High Street  
Caribou, ME 04736

Dear Penny,

At the Caribou Hospital District Meeting on Friday, December 8<sup>th</sup>, the District Board voted, unanimously, to recommend to the Caribou City Council that Matthew Holabird be appointed for a three-year term to the Caribou Hospital District through December 31, 2026. Matthew Holabird is a business owner in Caribou and has accepted his nomination to the Caribou Hospital District.

Once again, we would like to thank you and the City Council for your ongoing support and assistance.

Sincerely,

Kris Doody, RN  
Chief Executive Officer

KD/pm

[www.carymedicalcenter.org](http://www.carymedicalcenter.org)

Accredited by The Joint Commission

Cary Medical Center is an Equal Opportunity Employer and Provider



## MEMO

**TO:** Caribou City Council Members  
**FROM:** Penny Thompson, City Manager  
**RE:** Council Meeting Schedule for 2024  
**DATE:** January 2, 2024

The members of the City Council and staff learned in 2023 that it is easier to add a meeting than to cancel a meeting. According to the Caribou City Charter, the Council shall conduct Regular Meetings at least once in every month<sup>12</sup>. In 2023, the Caribou City Council scheduled regular meetings for the second and fourth Monday each month. In 2024, the Memorial Day state/federal holiday falls on the fourth Monday, the Indigenous Peoples' Day state holiday / Columbus Day federal holiday and the Veterans Day state/federal holiday both fall on the second Monday. Traditionally, those meetings would then be held on the following Tuesday. Additional special meetings, work sessions or emergency meetings may also be convened in accordance with Maine Open and Public Meeting laws and the Caribou City Charter.

2024 Budget Adoption Schedule from the charter<sup>13</sup>:

Draft budget to City Council by January 15

Budget public forum by February 15

Final budget to City Council by March 1

Public hearing & vote by the third Monday in March (March 18, 2024)

All meetings will be held in the Council Chambers at 25 High Street unless otherwise noticed. The proposed meeting time is 6pm.

At this meeting, the City Council could set the January meetings and, after giving direction to the City Manager, a schedule can be created for adoption at the next regular meeting.

Members of the City Council can first determine if meetings on the second and fourth Mondays will be convenient for all members, then determine if the City Council would prefer to set two monthly meetings now or start with one monthly meeting after the budget is set and add meetings as needed. There will need to be a January 22 meeting because a dangerous building public hearing date has been set.

### **Suggested Action:**

Motion to schedule regular City Council meetings for Monday January 8, 2024, and Monday January 22, 2024, at 6:00 pm in the Caribou City Council chambers at 25 High Street.

Second. Discussion. Vote.

<sup>12</sup> Caribou City Charter, Section 2.10 (a)

<sup>13</sup> Caribou City Charter, Article V Financial Procedures

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



**MEMO**

**TO: Caribou City Council Members**  
**FROM: Penny Thompson, City Manager**  
**RE: Collection of Property Tax Prior to 2024 Commitment**  
**DATE: January 2, 2024**

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It is proposed that the Council authorize the Tax Collector to accept payments of property tax prior to the 2024 commitment date. Maine state statute<sup>14</sup> provides that cities may authorize prepayment and pay interest on the payments, “at a rate not exceeding 8% per year; municipalities are not obligated to authorize the payment of interest on taxes prepaid...” The municipality is obligated to return any excess money paid over the final commitment amount.

**Suggested Action:**

Motion to authorize the Tax Collector to accept early payments of 2024 property taxes with a zero percent (0%) interest rate applied to any prepayment amounts.

Second. Discussion. Vote.

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<sup>14</sup> MRSA Title 36 §506



## MEMO

**TO:** Caribou City Council Members  
**FROM:** Penny Thompson, City Manager  
**RE:** City Manager Authorization to Sign Warrants  
**DATE:** January 2, 2024

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It is proposed that the City Manager, Penny Thompson, be authorized to approve the City Treasurer's Warrants for the 2024 calendar year. The city charter already authorizes the manager to be the purchasing agent for the City<sup>15</sup>. However, Maine state statute<sup>16</sup> requires an annual vote of the municipal officers to authorize warrant approvals pertaining to wages and benefits or disbursement of state fees. If authorization is not granted to the Manager or other designated municipal officer, then the full Council will need to approve all wage and benefit warrants. This would mean the council would need to approve each payroll.

**Suggested Action:**

Motion to authorize the City Manager to review and approve all Treasurer Warrants for 2024.

Second. Discussion. Vote.

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<sup>15</sup> Caribou City Charter, Section 3.04 (11)

<sup>16</sup> MRS A Title 30-A §5603 (2) (A) (1)



## MEMO

**TO:** Caribou City Council Members  
**FROM:** Penny Thompson, City Manager  
**RE:** Provision of a Tax Club for 2024  
**DATE:** January 2, 2024

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The Tax Club allows for persons to participate in a program whereby their 2024 Tax Commitment will be divided into 12 equal monthly payments and the participant will pay this estimated tax accordingly. Once the 2024 Commitment has been made, the final payment on their actual 2024 commitment, the difference between their 2023 commitment versus their 2024 commitment, will be adjusted for their December payment. Participants will also not incur interest on their account for the months of October, November, and December as part of the program. Many taxpayers find this type of payment program beneficial, especially the ability to pay their last three payments absent interest on their account.

### **Suggested Action:**

Motion to authorize a Tax Club for 2024 as previously established. Providing for 12 equal payments of an accounts tax liability with no applied interest in October, November, and December for club participants.

Second. Discussion. Vote.



## MEMO

**TO:** Caribou City Council Members  
**FROM:** Penny Thompson, City Manager  
**RE:** City Council member priorities for 2024  
**DATE:** January 2, 2024

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One task to be completed early in the year is for the members of the Caribou City Council to provide direction on the priorities for the year to the City Manager. In years past, members of the City Council have ranked their top five priorities from a list of projects in the following categories:

Public Safety

Administration

Community Development

Infrastructure

Leisure Services

Economic Development

The 2023 City Council Priorities Spreadsheets are included on the following pages.

I thought that for 2024, it might be helpful for each member of the City Council to submit two of their most important priorities for 2024. By having fewer areas of focus, perhaps staff could make more progress on fewer priorities.

Last year the 2023 City Council Priorities were presented at the February 13, 2023, regular City Council meeting. It is a good idea to know what the City Council's priorities are for the year prior to finalizing the expense and capital budgets as those priorities can inform tough decisions in a tight budget year.

### **Suggested Action:**

Please provide direction to City Manager on how the members of the Caribou City Council would like to handle prioritizing projects in 2024.



Please rank within each category your top priorities - up to five per category - with '1' as your top priority and '5' for your lowest.

<b>PUBLIC SAFETY (Rank top 5)</b>	<b>FINAL SCORE</b>	<b>Jody Smith</b>	<b>Courtney Boma</b>	<b>Joan Therault</b>	<b>R. Mark Goughan</b>	<b>Louella Willey</b>	<b>John Morrill</b>	<b>Dan Bagley</b>
Police Station Design and Construction	19	2	1	1			1	
Grant Pursuit for Police Station Construction	18	3	2	2		3	2	
Opioid and Drug Enforcement (Ongoing)	18	1	4	4		1		2
Community Outreach (related to Public Safety)	7		3	3		5		
Fire Station Operational Upgrades	7					2		3
Ambulance Service Contracts	6	5		5			4	4
Emergency Preparedness / Resiliency	5		5				3	5
Police Station Design, Financing and Construction	5							1
Marijuana Retail Establishment Requests	3	4					5	
Opioid Drug Recovery	2					4		

<b>ADMINISTRATION (Rank Top 5)</b>	<b>FINAL SCORE</b>	<b>Jody Smith</b>	<b>Courtney Boma</b>	<b>Joan Therault</b>	<b>R. Mark Goughan</b>	<b>Louella Willey</b>	<b>John Morrill</b>	<b>Dan Bagley</b>
HR / Personnel Policy Update	22	1	1	4		1	1	
Grant Options to Fund Priorities	15	3	4	1		4	3	
HR / Performance Evaluation System	15	2				3	2	2
Employee Retention	14		2	2		5	4	3
Economic/Community Development Director	9					2		1
Tax Acquired Property Strategies	6		3	3				
ARPA Fund Use & Management	4	4					5	5
FBO Services at Airport	4		5	5				4
Manager Duties / Performance	1	5						
Citizen University								
Health Insurance Changes								
Investment Options								
Non-Union Compensation Policy								
Procurement Policy Updates								
Union Contract Negotiations								
Other:								

Please rank within each category your top priorities - up to five per category - with '1' as your top priority and '5' for your lowest.

COMMUNITY DEVELOPMENT PRIORITIES (Rank top 5)	FINAL SCORE	Jody Smith	Courtney Boma	Joan Theriault	R. Mark Goughan	Louella Willey	John Morrill	Dan Bagley
Blight Removal and Reuse	25	2	1	1		1	1	5
2024 Comprehensive Plan	10			4		4	3	3
Affordable Housing shortage	9	4		3			2	
DOT Village Partnership Initiative	9		3				4	2
Economic/Community Development Director	9					2		1
Branding & Marketing Campaign	8		4	2				4
Weekly Business Visits (Coffee with ...)	5	1						
Wayfinding / Signage in Downtown	4		2					
Define: Community Development	3					3		
Ribbon Cutting Ceremonies	3	3						
Create Strategic Plan for Projects	2					5	5	
Welcome New Residents to Caribou	2	5		5				
Beautification Committee	1		5					
Business Directory & Newsletter								
Chapter 13 Zoning Ordinance Rewrite								
Increase Social Media presence								
Placemaking Strategies								
Other:								

INFRASTRUCTURE (Rank top 5)	FINAL SCORE	Jody Smith	Courtney Boma	Joan Theriault	R. Mark Goughan	Louella Willey	John Morrill	Dan Bagley
Municipal Buildings Deferred Maintenance	23	1	1	1		3		1
Broadband Access to the "Last Mile"	14	2		3		1		4
Sidewalks and Pedestrian Safety	11		4			4	3	2
Nylander Assets and Staffing	10	3	5			2	4	
Mobile Home Park Reuse	9	5	2	2				
Street Light Program	8		3	5			2	
Capital Equipment / Vehicles Plan	7	4				5	5	3
Facility Manager Position	5						1	
Airport Upgrades	3			4				5
City Hall Accessibility								
Electric Vehicles Charging Stations								
Overlay of Hwys in Urban Compact Zone								
River Road Reconstruction								
Storm Drain System Inventory								
Other:								
Other:								

Please rank within each category your top priorities - up to five per category - with '1' as your top priority and '5' for your lowest.

LEISURE SERVICE PRIORITIES (Rank top 5)	FINAL SCORE	Jody Smith	Courtney Boma	Joan Theriault	R. Mark Goughan	Louella Willey	John Morrill	Dan Bagley
Tourism Promotion	17	1	3	1			5	3
Special Events: Caribou Cares / Thursdays	16	5	5	2		2	4	2
Nylander Operations	13	4	4			1	2	
Caribou Mill Pond & Dam Rehabilitation	11		1	5			1	
Recreational Trail Enhancements	11		2	4				1
Age-Friendly Initiatives	7	3				4		4
Culture and Arts Planning	4						3	5
Gateway Enhancements	4	2						
Library Programs and Resources	4			3		5		
Veteran Advocacy	3					3		
Cemetery Preservation and Care								
Non-Profit Contributions								
Other:								
Other:								

ECONOMIC DEVELOPMENT PRIORITIES (Rank top 5)	FINAL SCORE	Jody Smith	Courtney Boma	Joan Theriault	R. Mark Goughan	Louella Willey	John Morrill	Dan Bagley
Downtown Revitalization	13		1	1		5		4
Riverfront Redevelopment	12		2			2		2
Economic/Community Development Director	8					3		1
Neighborhood redevelopment	7	5	4	2				
Affordable Child Care barriers	6			5		1		
Creation of ED Citizen Committee	6	1						5
Small Business Expansion and Retention	6	3		3				
Airport Business Development	5			4				3
Birdseye Site Cleanup and Master Plan	5						1	
Brownfields Grants	5		5				2	
Creating "Shovel Ready" Projects	5					4	3	
Façade Improvement Grants	4	2						
Brochures for Business	3		3					
Define: Economic Development	2						4	
Increase in Taxable Property Values	2	4						
Landbank Creation	1						5	
Sure Site Program								
Workforce Development								



## MEMO

**TO:** Caribou City Council Members  
**FROM:** Penny Thompson, City Manager  
**RE:** 2023 City Council Priority updates  
**DATE:** January 2, 2024

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Last year I provided updates on some 2022 priorities. I thought I would continue that tradition.

### Public Safety

Police Station Design – Referendum vote passed in June 2022; A FY2023 Congressionally Directed Spending (CDS) request for \$2.5 million was approved but has yet to be awarded. A contract was signed with Artifex and Manns Woodward Studios for the design work. A concept design has been presented. Next step will be to get an estimated cost of the building. The size of the footprint has decreased but costs have increased.

Grant Pursuit for Police Station Construction – Interested individuals have made inquiries to Chief Gahagan about charitable giving towards the project. The January meeting of the City Council Public Safety Committee and the Caribou Organization Promoting Public Safety (COPPS) will be about fundraising.

Opioid and Drug Enforcement (Ongoing) – The State of Maine has rehired a new ‘options’ person to assist residents with substance use disorder. This person is employed by AMHC and is mobile. The State is moving towards a new drug court system. This would be a County program. Chief Gahagan is on several stakeholder committees that advocate for awareness of the resources available. These committees include ones on homelessness, Drug-Free Community, and the sober house board. The Aroostook Chiefs meet monthly to discuss matters of concern. After 1/1/2024, officers will be required by statute to carry Narcan.

Community Outreach (related to Public Safety) – The Police and Fire department Facebook pages regularly provide timely information to citizens. The first Thursdays on Sweden Street featured a Summer safety theme. The paid call firefighters increased their community events for Small Business Saturday.

Fire Station Operational Upgrades – In 2022, a grant was submitted and awarded to replace the generator with a properly sized unit. However, global supply chain issues have delayed installation. A local electrical contractor and the Public Works department have worked on this project in 2023 and a request for reimbursement was submitted. The City Council approved a 2023 County American Rescue Plan Act (ARPA) Grant application for public safety equipment in the amount of \$100,349 which has been awarded. A FY 2024 CDS request for additional funds in the amount of \$1.5 million for capital projects at the fire station has been supported by Senator Collins. We await the passage of the federal budget.

Ambulance Service Contracts – No progress was made on this priority in 2023.

Emergency Preparedness / Resiliency – The City has received a resiliency grant from the Governor’s Office of Policy Innovation and Future for a digital communication tool at the Fire Department, IAMResponding, and one for citizens, TextMyGov. (Van Buren also has TextMyGov.) Staff works closely with Aroostook EMA.

Police Station Design, Financing & Construction – Please see above under the update for “Police Station Design”.

Marijuana Retail Establishments Requests – No requests approved in 2023.

Opioid Drug Recovery – Please see the update above under “Opioid and Drug Enforcement (Ongoing)”.

### **Administration**

HR / Personnel Policy Update – Some research was done on this issue, but no progress was made.

Grant Options to Fund Priorities – The City of Caribou has been awarded several grants. They are listed within the priority summaries. The City has developed a briefing sheet on grant activities that is loaded on the City website grants page: <https://www.cariboumaine.org/grants/>

HR / Performance Evaluation System – The city manager had high hopes for this and met with department heads in the spring to discuss expectations for Communication, Attitude, Staff, and Excellence and set goals so that progress on meeting expectations and goals could be reviewed in the fall. However, progress was not made. Back to square one in recognition that a better personnel policy is needed.

Employee Retention – The City Council worked to provide wage increases for all employees starting January 1, 2023. Caribou lost some great employees in 2023 and we wish them well in their new careers and are grateful for the contributions made during their time working here. Many departments worked short-staffed in 2023 and the City is still looking to fill open positions.

Economic / Community Development Director – Part of the City Manager’s duties include Economic and Community Development and it is an enjoyable part of the job. At training courses, it has been said that companies like to connect with the manager or administrator because they have the ear of the elected officials. Some developers have had deals fall apart due to misaligned visions / priorities between the manager and the Economic Developer. The city manager has started to take more online courses and is eager to learn more.

Tax Acquired Property Strategies – The Supreme Court of the United States (SCOTUS) became involved in this municipal issue in 2023 when it ruled on the Tyler vs. Hennepin County (Minnesota) case. Maine Municipal Association (MMA) has provided guidance, which the City is following. This is a setback in the blight fight and infill development.

ARPA Fund Use & Management – The federal ARPA funding reports were completed and accepted. Funds have been used as a match to leverage funding requests from the County ARPA grant fund program. See above under “Public Safety” and “Fire Station Operational Upgrades”. Some of the \$100,349 awarded in 2023 was for a body worn camera system for the police department. They are currently testing units before purchase.

FBO Services at Airport – No progress was made on this priority in 2023.

Manager Duties / Performance – The city manager received a favorable review at her 2-year position anniversary.

### **Community Development**

Blight removal – More work is needed. As stated above, the SCOTUS case has hindered the blight fight. The City is using the dangerous buildings statute. However, this is proving to be a long and costly process when citizen

can receive free legal representation while the municipality must engage an attorney for assistance. A decision was made in the City’s favor on 15 Prospect Street, thanks to the diligent work of municipal attorney Rick Solman.

2024 Comprehensive Plan update – The Caribou Planning Board is to be commended for their work to host monthly work sessions and a mission and vision workshop. Our theme is “Care. Envision. Do. Caribou 2034” with the tagline “*Care* for our community, *Envision* the future, then help Caribou *do* what it takes to make it happen!” The City has contracted with the Northern Maine Development Commission (NMDC) for their help in preparing the report for final review.

Affordable Housing Shortage – Planning Board member and Caribou Development Committee member David Corriveau is working on an affordable housing summit for February 2024.

DOT Village Partnership Initiative (VPI) – The City Council has authorized an agreement with the Maine Department of Transportation (DOT) and TYLin and Rasor Landscape Architecture for the VPI Plan Phase. The Maine DOT pays for half the cost of the plan and the project has a WIN number, 27988.00.

Branding and Marketing – The Visit Caribou campaign is going well! Grant funds have allowed us to build a page on the City’s website to build excitement for Caribou businesses. Staff sent out a business newsletter in February and June. We received a lot of earned media this year. Several positive newspaper articles, a feature on WAGM-TV about the NBRC grant, a feature in Discover Maine Aroostook & Northern Penobscot Counties edition, BDN Discover Aroostook County 2023, the city manager appeared on the Weather Channel and the City’s Parks and Recreation Superintendent and Deputy Mayor were featured along with city businesses on a Weekends with Yankee profile:

[https://newengland.com/weekends\\_with\\_yankee/adventure-in-maine-snowmobiling-in-caribou/](https://newengland.com/weekends_with_yankee/adventure-in-maine-snowmobiling-in-caribou/)

Weekly Business Visits – This priority still needs work.

## **Infrastructure**

Municipal Buildings Deferred Maintenance – The Municipal Building committee took the advice of Councilor Goughan and determined to do “one project at each building” this year. Projects included: an exterior refresh at the Nylander Museum, exterior painting and a new awning at the Library, entry rebuild at Public Works, heating and electrical work at the Fire department, some new flooring at the municipal building, dugouts built and poles for a home run net in the new ballfield.

Broadband – The Maine Connectivity Authority (MCA) awarded a grant to Charter / Spectrum for a ReachMe line extension project. However, this has been an on again / off again project and to date no contract has been signed.

Sidewalks and Pedestrian Safety – This priority still needs work. It was explained that sidewalk improvements are done when roadwork is done. The Village Partnership Initiative should help with recognizing how to best invest funds in this priority.

Nylander Assets and Staffing – The Nylander Museum is now open and has two part-time employees, a new board has been established and have adopted by-laws. Their event with the Chewonki owls at Halloween was a huge success with the community.

Mobile Home Park Reuse – All mobile homes have been removed from the Caribou Trailer Park by the City Public Works department. Staff and committee members have learned more about what the Federal Aviation Administration (FAA) is looking for regarding reuse options.

Street Light Program – No progress was made on this priority in 2023.

Capital Equipment / Vehicles Plan – No progress was made on this priority in 2023.

Facility Manager position – There were not adequate funds available in the 2023 municipal budget to fund this position. The City is fortunate to have capable staff members that will pitch in to help with facility projects.

Airport Upgrades – The FAA has approved the apron project for 2024. The City Council Airport Committee and the citizen-led Airport Advisory Committee have been discussing the upcoming tank replacement project and how to make the most out of our municipal airport.

### **Leisure Services**

Tourism Promotion – See the update above under “Community Development” for the “Branding & Marketing”.

Special Events: Caribou Cares / Thursdays on Sweden – There were some rainouts this summer but the events that were held were well attended and much enjoyed. The City of Caribou Special Projects Coordinator pulled off a “Bike Night” event in July that coincided with the annual Harley Homecoming in Milwaukee, Wisconsin in honor of local business Plourde and Plourde and their recent change of ownership. The Parks and Recreation department staff are to be commended for the many community events offered throughout the year.

Nylander operations – A full update can be found under the “Infrastructure” category.

Rehabilitation of the Caribou Mill Pond and Dam – The City of Caribou will be receiving over \$4 million in a CDS request for work on the Caribou Mill Pond and Dam. It has not yet been awarded. Senator Collins’ office is working with the City on the red tape involved to free up the funding. On November 21, Maine Economic Development Initiative (EDI) Community Project Funding (CPF) office had a webinar with “office hours” for grantees to receive guidance. This should have been scheduled for May when the paperwork was first submitted.

Recreational Trail Enhancements – Parks and Recreation department staff continues to work to maintain trails and connect businesses. In 2023 when the Nordic Lakers disbanded, the City has acquired the assets and responsibility to those trails so that visitors will have uninterrupted access to Caribou.

Age-Friendly – The Age-Friendly Caribou group has been active this year with a greeting card outreach, the Community Garden project with Nurture by Nature, sand buckets, and Senior Santa. Elizabeth Singer received a grant to compile an elder abuse toolkit for older residents. The City Council recognized another resident for being a Caribou Centenarian (citizens who are 100 years old and older).

Culture and Arts Planning – This priority still needs attention.

Gateway Enhancements – The city manager had a successful meeting with Region Five Maine DOT about the condition of the fences on the “old by-pass”. The DOT acknowledged that those are their fences and sent out an assessor. Some work has begun on this project. They also acknowledged that the ugly bridge across Route 89 for ATVs is their asset but have no plans to paint the structure.

Library Programs – The Caribou Public Library continues to receive praise for its outstanding line-up of programs and services. Grant funding has facilitated the purchase of a vehicle to be used as a book mobile.

Veteran Advocacy – The Mayor and city manager have attended meetings of the Aroostook Veterans Advocacy Committee (AVAC). Staff worked to facilitate a Stand-Down event in the North Mall parking lot in September.

### **Economic Development**

Downtown Revitalization – There was a paving project on Herschel Street in partnership with the Maine DOT. The paid call and career firefighters organized a fundraiser in memory of Captain Daniel Raymond that included updated holiday lights that they selected, ordered, and installed in time for Small Business Saturday.

Riverfront Redevelopment – This year the City of Caribou was awarded a United States Environmental Protection Agency (EPA) Brownfields Clean-up grant for the Diesel Plant; the EPA is working on a plan for the Steam Plant with a Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) action. The City was awarded a Northern Border Regional Commission (NBRC) grant for Riverfront Projects in the amount of \$472,550. The Caribou Riverfront Redevelopment Committee (CRRC) will be working as the steering committee for these projects. The City has applied and received Maine Department of Environmental Protection (DEP) funding for two Phase I Environmental Site Assessments (ESA) on the NBRC properties.

Neighborhood redevelopment - This priority still needs work.

Affordable Childcare barriers – Work is ongoing on this crisis. The city manager is involved with a group looking for solutions and resources. Our Maine legislative delegation has been working to introduce and support bills that will provide financial support to providers and families.

Creation of ED Citizen Committee – The Caribou Development Committee has been established by ordinance, members appointed, and bylaws adopted. Several projects are in the works.

Small Business Expansion and Retention – Staff have been working to retain legacy businesses. Included with this memo is part one of the Aroostook Republican’s coverage of Caribou businesses in 2023.

Airport Business Development – Please see updates under “Infrastructure”.

Birdseye Clean-up and Master Plan - Staff is working with EPA to leverage some of their funds to complete the work needed to fully address the areas of concern (AOC) at the Birdseye Site and create a plan for reuse.

Brownfields Grants – In 2023, the City of Caribou was awarded a coveted EPA Brownfields Clean-up grant for the Diesel Plant and smaller outbuildings in the amount of \$900,000. The City Council has approved a contract with Caribou’s own County Environmental for Qualified Environmental Professional (QEP) Services. The Special Projects Coordinator and the city manager attended regional Brownfields trainings and the 2023 National Brownfields Conference in Detroit Michigan. While in Detroit, in addition to learning how to make the most of this opportunity, staff made important contacts. With the support of the local Technical Assistance to Brownfields communities (TAB) provider – the University of Connecticut – they were able to compete for additional technical assistance in the “Perfect Pitch Competition”. Staff embraced the musical theme. You can watch the slide show and hear a recorded presentation (with a brief introduction) on the City of Caribou website:

<https://www.cariboumaine.org/grants/>



Spoiler alert: the Caribou Maine Riverfront Power Plants Site project won for the Best Presentation based on the audience vote. The link to the briefing sheet developed for the competition is also loaded to the website:

<https://www.cariboumaine.org/wp-content/uploads/2023/11/Caribou-Perfect-Pitch-2023-Briefing-Sheet.pdf>

Creating “Shovel Ready” projects – This year staff learned that it is more important to have a “shovel worthy” project than a “shovel ready” project!

Façade Improvement Grants – Caribou had two successful grant periods in 2023, one in the spring and one in the fall. Skin by Meghan Dinneen (spring grant period) on Bennett Drive and Thrive Body Spa on Sweden Street (fall grant period) have already completed projects. Some 2022 projects were finished in 2023 including work at the Old Iron Inn Bed & Breakfast.

Brochures for Business – This was launched with rack cards that were professionally designed and printed by businesses who entered to win this service from the Caribou Economic Development department. Local marketing professional Christina Kane-Gibson of CKG Creative did the work to create these mini-masterpieces.

Define: Economic Development – We all seem to have our own ideas on this one!

Increase in Taxable Property Values – There was a market adjustment done by our Assessor’s Agent (but that is not what you mean here). In 2023, there has been a significant investment by new owners of the former Crown Park Inn (now a Quality Inn) and the Caribou Inn & Convention Center. This new value should be captured as part of the 2024 tax commitment.

Landbank Creation – Delayed by the SCOTUS decision on tax-acquired property disposal.

Those are the updates on the City Council stated priorities. Keep in mind that the City Council also expects the city staff to provide services to citizens, maintain a family-friendly and safe community, keep city government running smoothly and stay on budget. I am pleased to say that departments whose work was not highlighted in this memo all made valuable contributions in those areas. This is not a complete list! Here are a **few** examples:

The City Clerk’s office keeps up with Vital Records, General Assistance, licenses, motor vehicle registrations, performs weddings, collects tax payments, and held two elections. The City Clerk acts as the City Council secretary. The City Clerk and Deputy City Clerk have taken training courses to better serve our citizens.

The contract Assessor’s Agent implemented a real estate market adjustment in 2023 which increased the dollar value of reimbursements from Maine Revenue Service. The Senior Property Tax Stabilization program sunset after one year. All reports were timely filed.

The Caribou Housing Agency and Family Self-Sufficiency are doing well enough that their grant funding is adequate to hire a part-time person to help with administrative tasks. They received another clean audit and have been working to amend by-laws and other official documents.

The Finance Department oversees all financial procedures so that no penalties are incurred for late or missing taxes or reports. The City Finance Director has looked for the best CD interest rates to maximize the City’s return. The department provides monthly financial statements including a narrative and graph. The City received a clean audit for 2023. This year has been challenging with excessive employee turnover, but all employee onboarding has been done correctly and on time.

# Caribou area Business Year in Review, Part 1

by [Melissa Lizotte](#) • 1 day ago

 [0 Comments](#)



*Editor's note: The following is the first of two articles highlighting some of the top business stories in the Caribou area from 2023. This article compiled by Melissa Lizotte highlights events from January to June. The second installment will be published soon.*

## January



## MOST READ

- 1 Presque Isle mall owner adds new businesses and improvements  
December 15, 2023

- 2 Maine Supreme Court upholds Aroostook County \$20K bail revocation  
December 26, 2023

- 3 Get ready for Aroostook's seventh green Christmas since 1939  
December 21, 2023

As electric vehicles became more popular nationwide, the [lack of charging stations](#) in Aroostook hindered their growth in northern Maine. While Maine has 389 stations, The County only has 10 charging stations and 17 individual plug-ins, according to Efficiency Maine.

After several delays, eager residents finally saw [the opening of Evergreen Lanes and Rendezvous Restaurant](#) in Caribou. Located at 60 Access Highway, the entertainment venue resurrects the popular 10-pin bowling alley and restaurant, both of which existed on the former Loring Air Force Base.



**CARIBOU, Maine — Jan. 27, 2023 —** Wayne Langley (right), the most recent owner of Limestone's Rendezvous Restaurant, teaches new owner Shawn Pelletier how to cook marinara sauce in the new Rendezvous kitchen. The restaurant has relocated to Caribou and is now part of the Evergreen Lanes bowling alley and entertainment venue. (Melissa Lizotte | Aroostook Republican)

Kristen Henry became the new [director of workforce development](#) for Loring Job Corps. Henry began overseeing the center's career readiness and career transitions programs, which help Job Corps students seek long-term employment.

Minimal snowfall left Aroostook County [struggling to attract snowmobile enthusiasts](#) after the holidays. As of Jan. 10, none of the local trails were being groomed, while business owners and groomers countywide saw few people traveling up for rides.

4 Revitalized Spud Speedway ramps up schedule for 2024

December 16, 2023

5 Storm leaves over 2,000 in Aroostook without power

December 19, 2023

## COUNTY POLITICS

New Woodland Select Board member named chairperson during first meeting



by **Melissa Lizotte**  
• 1 week ago

Caribou honors outgoing city councilors at final 2023 meeting



by **Melissa Lizotte**  
• 2 weeks ago

Limestone is already gearing up for a divisive 2024 election



by **Melissa Lizotte**  
• 3 weeks ago

Limestone schedules special town meeting for Dec. 19



by **Melissa Lizotte**  
• 3 weeks ago

Three new businesses – Ruska Coffee Co., DiOddo’s Pizzeria and Memere Rae’s Designs – [opened in downtown Caribou](#), much to the delight of residents and city leaders.

Connor resident Autumn Labreck continued [expanding her home-based business](#) Lovely Loaves. A self-taught baker, Labreck has seen her homemade breads, doughnuts, bagels and other foods grow in popularity since she began attending farmers markets in 2022.

Leo & Sons Citgo [celebrated 50 years](#) of doing business in Caribou. Leo and Jeanette St. Peter took over the Citgo filling station and repair shop in 1973. Their sons Dale and Scott joined the family business in 2003.

Green 4 Maine LLC acquired approximately 450 acres [at the former Loring Air Force Base](#) in Limestone. Per an agreement with the Loring Development Authority, Green 4 Maine will need to create at least 75 new full-time jobs in order to acquire more land for its development plans.

## March

After seeing the Sweden Street region of downtown start to grow, many Caribou residents agreed that [a greater variety of retail stores](#) could revive the region even more. More clothing stores, specialty shops and gathering places could attract and retain local shoppers, they said.

Jeff Irving of Caribou was [one of two Aroostook farmers](#) named to the National Potato Promotion Board. Irving is a sixth-generation potato farmer and president of Irving Farms in Caribou.

The owners of Canterbury Royale in Fort Fairfield expanded their fine-dining experience to include [a new bed and breakfast](#). Chefs Barbara Boucher and Renee O’Neill opened Canterbury Royale in 2008. Since opening their cottage, the chefs have seen 50 to 60 overnight guests, who also enjoy a 5-course meal.

Caribou High School alum Ben Ezzy and his news team at the University of Miami [were nominated](#) for their 4th College Television Award from the Television Academy Foundation. Ezzy is now the UMTV coordinator and a UM broadcast production instructor.

## April

### POLICE / COURTS

Police arrest Fort Fairfield man on assault and trafficking charges

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Bail reduced for Fort Fairfield man charged in death of infant son

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Judge orders owner of burned Caribou house to remove dangerous debris

Cary Medical Center announced several new hires, including [James York](#), an emergency department crisis services provider; [Mariah Cyr](#), a certified nurse midwife for Pines Health Services' Women's and Children's Health Center; and [Jodi Cote](#), a Pines Health Services mental health provider.

North Lakes Fire & Rescue made two Caribou businesses – Mark's Towing and 180 Sealcoating – [honorary members](#) of the department. Mark's Towing employees have towed junk cars to Cross Lake so firefighters can practice extrication techniques. 180 Sealcoating owner Jim Gamage and son Noah, 12, have helped shovel snow from the fire station parking lot.

Aroostook Children's Advocacy Center, based in Fort Fairfield, was awarded accreditation by the National Children's Alliance. The center has assisted nearly 400 children and family members since opening in 2018.

The New England Educational Opportunity Association presented Caribou educator Darylen Cote with its 2023 Marian Belgrave-Howard award at its annual conference in Portland. The award [honors Cote's advocacy](#) for students in the University of Maine at Presque Isle's TRIO College Access Services.

## May

Caribou's second coffeeshop, The Maine Bean & Tea, [opened on Fort Street](#), owned by Washington state native Patty Jo Thompson.



**CARIBOU, Maine — May 30, 2023 —** Patty Jo Thompson (second from right), owner of The Maine Bean & Tea, stands with husband Patrick Thompson (right), son and employee Greg Swaney of Presque Isle (second from left) and employee Sarah Harrigan of Presque Isle. (Melissa Lizotte | Aroostook Republican)

Jordan James, a Fort Fairfield native, [opened the Dragon Knight Cafe](#) on Bennett Drive in Caribou. James began selling tabletop and video games and said he hoped to start serving homemade pizza, smash burgers and other food menu items.

Caribou artist Kim Chabre found success with her business [Riverbed Art](#), which sells drawings that incorporate colorful river glass she has collected from the shores of the Aroostook River.

After facing an uncertain future, the former Caribou Theater [became The Big Bang Theater](#). New owners Mike and Pat Cyr of Caribou purchased the theater from Arlen Dow to [keep the struggling space from closing](#).

## June

Hancock County native John Karst [opened Emery's Outpost](#), the region's only store dedicated to hunting and outdoor gear for people and dogs. Karst hoped the store would become a destination for hunters passing through Aroostook County.

Boondocks Grille owner Steve Adams [announced](#) that his restaurant has been up for sale since April. With the restaurant now fully staffed, Adams said it's time for him to pass on the business to someone else.

Jim and Michelle Gamage [became co-owners](#) of Spud Speedway in Caribou, along with longtime speedway owner Troy Haney. Jim Gamage and Haney said that they hope to expand their success with The County's first SnowBowl event and build Spud Speedway into a full racetrack, tiny cabin site and event center.



**FORT FAIRFIELD, Maine — June 22, 2023 — Fort Fairfield residents David McCrea (left) and Jim Everett stand in the shadow of the former Plymouth Hotel, one of the town's most famous former businesses on Main Street. (Melissa Lizotte | Aroostook Republican)**

A new downtown group in Fort Fairfield began meeting to discuss [how to bring businesses back](#) to the town's Main Street. Once the central hub of Aroostook, Fort Fairfield's downtown began declining in the late 1960s and early 70s after the potato industry dwindled. More buildings disappeared due to the push for urban renewal in the 70s and 80s and after a major downtown flood in 1994.

Previous

Next

**2023: Caribou area's year in sports, Part 1**   **U.S. Customs hosts active shooter training at Caribou school**



## MEMO

**TO:** Caribou City Council Members  
**FROM:** Penny Thompson, City Manager  
**RE:** City Council member appointments to committee and liaison roles for 2024  
**DATE:** January 2, 2024

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Another task to be completed at the first regular meeting is for the Mayor to appoint members of the Caribou City Council to serve on various committees and in liaison roles.

If members could look at the list and descriptions and indicate their committee preferences as soon as possible, the matrix can be prepared for the next regular meeting. I have included both a copy of the 2023 appointments and a blank copy of the spreadsheet on the following pages. If new members are looking for a quick “cheat sheet”, here are the appointments of Councilor Goughan and Councilor Willey in 2023:

**Councilor Goughan:** Caribou Housing Authority Board of Commissioners, Highway/Protection committee, and Municipal Buildings committee

**Councilor Willey:** Personnel committee chair, Labor Relations committee, Highway/Protection committee, Charter committee, Broadband committee, liaison to the Caribou Riverfront Redevelopment committee, and liaison to the Library Board.

NOTE: A series of emails regarding the Nylander Museum Board of Trustees has brought to my attention concerns regarding the lack of clarity around roles, expectations, and processes. I would like an opportunity to do deeper research before the liaison roles (the blue spreadsheet) are assigned. This was an issue that intensified within the past week, so I apologize that it is not done for this meeting.

### **Suggested Action:**

Please look over the enclosed, ask questions, and indicate your assignment preferences to the City Manager as soon as possible. Staff will compile the requests and forward them to the Mayor. If everyone has their requests in before Thursday January 4, the appointments can be made at the next regular meeting on Monday January 8, 2024.



**Mayoral appointment of City Councilors for 2023 Committees.**

City Charter, Section 2.03 provides, "The Mayor shall, subject to the approval of the City Council, appoint all Council Committees, name the Chairperson of said Committees and determine the duties of said Committees." According to action of City Council during the January 4, 2021 meeting, all red and green appointments will be considered for the Charter test of 80% attendance at committee meetings to which a Councilor is appointed. Liaison roles will not apply toward the attendance test.

<b>Council Committees by Charter, Statute or Agreement</b>		
Role	Member	Committee Purpose
<b>Capital Budget Committee</b>		
Chair	Jody Smith	Review capital requests as part of the budget process. Multiple meetings prior to budget approval. <b>Deadline: Have recommendation back to Council by February 15 for incorporation into the final 2023 budget (deadline to present to City Council is March 1.)</b>
Member	Courtney Boma	
Member	Joan Theriault	
Staff	City Manager	
<b>Caribou Economic Growth Council</b>		
Board Member	Dan Bagley	The CEGC is made up of citizens who manage an economic investment/loan program on behalf of the City. Meets monthly at 7am on the third Thursday
City Rep	City Manager	
<b>Caribou Housing Authority Board of Commissioners</b>		
Council Rep	Mark Goughan	Organizational bylaws requires two Council representatives to attend these board meetings. Meets quarterly.
Council Rep	Dan Bagley	
<b>Investment Committee</b>		
Chair	Jody Smith	Conducts annual review of investment policy and considers potential options for economic stimulus funds. Committee may be made up of citizens. Meets as needed.
Member	John Morrill	
Member	Courtney Boma	
Staff	Finance Director	
Staff	City Manager	
<b>Northern Maine Development Commission General Board</b>		
Board Member	Jody Smith	Meets annually. Typically the Mayor is appointed to NMDC General Board and the City Manager is appointed to both the NMDC General and Executive Board (which meets more frequently).
Board Member	City Manager	
<b>Personnel Committee</b>		
Chair	Lou Willey	Discuss Personnel policies with emphasis on policy updates, benefit options, wage surveys. All Councilors are part of this committee unless a smaller citizens' board is established.
Staff	Finance Director	
Staff	City Manager	
<b>Aroostook Waste Solutions Board of Directors</b>		
Board Member	John Morrill	Meets monthly. Caribou has two voting members on AWS Board of Directors. Traditionally, one member is from the City Council, and one is a citizen member. City Manager serves as alternate to voting members.
Citizen Member	Ken Murchison	
Alternate	City Manager	

Airport Committee		
Chair	Dan Bagley	Review airport consultant contract, annual capital master plan and FBO operations. Investigate charter service opportunities and receive reports on lease operations.
Member	Joan Theriault	
Member	John Morrill	
Staff	PW Director	
Staff	City Manager	
Highway / Protection Committee		
Chair	Joan Theriault	Review work plan with PW Director for annual paving. Consider multi-modal transportation services and improvement projects (e.g. sidewalks, street crossings, bus stations, etc.). Consider new street light locations. <b>Deadline: Review Annual road plan before April 2023</b>
Member	Mark Goughan	
Member	Lou Willey	
Staff	PW Director	
Staff	CEO	
Staff	City Manager	
Labor Relations Committee		
Chair	City Manager	Act as authorized bargaining agents on behalf of the city council in order to prepare tentative agreements for council approval. The Public Works union contract expires this year on 12/31/2023.
Member	Lou Willey	
Staff	Legal Counsel Respective Dept. Heads	
Municipal Buildings Committee		
Chair	John Morrill	Discuss capital needs for municipal buildings, prioritize projects, and makes recommendations to the capital committee. Will also consider asset management systems as needed.
Member	Mark Goughan	
Member	Dan Bagley	
Staff	City Manager	
Staff	Respective Dept. Heads	
City Council Charter Committee		
Chair	Lou Willey	Recommend changes to the Caribou City Charter to the full City Council to go out to the Caribou voters for approval.
Member	Joan Theriault	
Member	Jody Smith	
Staff	City Manager	
Public Safety Committee		
Chair	Courtney Boma	Work to facilitate the construction of the police station approved by the voters in 2022. Also partners with the Caribou Organization Promoting Public Safety (COPPS) a 501(C)(3) charitable entity that was formed to apply for grants not available to municipalities for public safety improvements.
Member	Joan Theriault	
Member	John Morrill	
Staff	Police Chief	
Staff	City Manager	

## Liaison Roles

Board	Liaison	Committee Purpose
Airport Advisory Committee	Dan Bagley	Meets as needed to discuss operations, policies, community outreach events and fund raising opportunities
Caribou Development Committee	Dan Bagley	Meets monthly for the purpose of promoting community growth and development within the City of Caribou.
Caribou Riverfront Redevelopment Committee	Lou Willey	Meets monthly to discuss the best way to identify and prioritize riverfront assets, set goals and ultimately restore and renew commercial, residential and recreational opportunities on the Aroostook River.
Façade Improvement Grant	John Morrill	Meets twice annually to review facade improvement grant applications in the Downtown Tax Increment Financing (TIF) District and makes award recommendations to the Caribou City Council.
Library	Lou Willey	Meets monthly to discuss operations, policies and fund raising opportunities
Nylander Museum	Joan Theriault	Meets monthly to discuss operations, policies and fund raising opportunities
Planning Board	Dan Bagley	Meets monthly to review development proposals, regulations, zoning and land use matters.
Recreation Board	Courtney Boma	Meets monthly to discuss operations, policies and fund raising opportunities

**Mayoral appointment of City Councilors for 2024 Committees.**

City Charter, Section 2.03 provides, "The Mayor shall, subject to the approval of the City Council, appoint all Council Committees, name the Chairperson of said Committees and determine the duties of said Committees." According to action of City Council during the January 4, 2021 meeting, all red and green appointments will be considered for the Charter test of 80% attendance at committee meetings to which a Councilor is appointed. Liaison roles will not apply toward the attendance test.

<b>Council Committees by Charter, Statute or Agreement</b>		
Role	Member	Committee Purpose
<b>Capital Budget Committee</b>		
Chair		Review capital requests as part of the budget process. Multiple meetings prior to budget approval. <b>Deadline: Have recommendation back to Council by February 15 for incorporation into the final 2024 budget (deadline to present to City Council is March 1.)</b>
Member		
Member		
Staff	City Manager	
<b>Caribou Economic Growth Council</b>		
Board Member		The CEGC is made up of citizens who manage an economic investment/loan program on behalf of the City. Meets monthly at 7am on the third Thursday
City Rep	City Manager	
<b>Caribou Housing Authority Board of Commissioners</b>		
Council Rep		Organizational bylaws requires two Council representatives to attend these board meetings. Meets quarterly.
Council Rep		
<b>Investment Committee</b>		
Chair		Conducts annual review of investment policy and considers potential options for economic stimulus funds. Committee may be made up of citizens. Meets as needed.
Member		
Member		
Staff	Finance Director	
Staff	City Manager	
<b>Northern Maine Development Commission General Board</b>		
Board Member		Meets annually. Typically the Mayor is appointed to NMDC General Board and the City Manager is appointed to both the NMDC General and Executive Board (which meets more frequently).
Board Member	City Manager	
<b>Personnel Committee</b>		
Chair		Discuss Personnel policies with emphasis on policy updates, benefit options, wage surveys. All Councilors are part of this committee unless a smaller citizens' board is established.
Staff	Finance Director	
Staff	City Manager	
<b>Aroostook Waste Solutions Board of Directors</b>		
Board Member		Meets monthly. Caribou has two voting members on AWS Board of Directors. Traditionally, one member is from the City Council, and one is a citizen member. City Manager serves as alternate to voting members.
Citizen Member		
Alternate	City Manager	

Airport Committee		
Chair		Review airport consultant contract, annual capital master plan and FBO operations. Investigate charter service opportunities and receive reports on lease operations.
Member		
Member		
Staff	PW Director	
Staff	City Manager	
Highway / Protection Committee		
Chair		Review work plan with PW Director for annual paving. Consider multi-modal transportation services and improvement projects (e.g. sidewalks, street crossings, bus stations, etc.). Consider new street light locations. <b>Deadline: Review Annual road plan before April 2024</b>
Member		
Member		
Staff	PW Director	
Staff	CEO	
Staff	City Manager	
Labor Relations Committee		
Chair	City Manager	Act as authorized bargaining agents on behalf of the city council in order to prepare tentative agreements for council approval. The Fire/EMS union contract expires this year on 12/31/2024.
Member		
Staff	Legal Counsel Respective Dept. Heads	
Municipal Buildings Committee		
Chair		Discuss capital needs for municipal buildings, prioritize projects, and makes recommendations to the capital committee. Will also consider asset management systems as needed.
Member		
Member		
Staff	City Manager	
Staff	Respective Dept. Heads	
City Council Charter Committee		
Chair		Recommend changes to the Caribou City Charter to the full City Council to go out to the Caribou voters for approval.
Member		
Member		
Staff	City Manager	
Public Safety Committee		
Chair		Work to facilitate the construction of the police station approved by the voters in 2022. Also partners with the Caribou Organization Promoting Public Safety (COPPS) a 501(C)(3) charitable entity that was formed to apply for grants not available to municipalities for public safety improvements.
Member		
Member		
Staff	Police Chief	
Staff	City Manager	

## Liaison Roles

Board	Liaison	Committee Purpose
Airport Advisory Committee		Meets as needed to discuss operations, policies, community outreach events and fund raising opportunities
Caribou Development Committee		Meets monthly for the purpose of promoting community growth and development within the City of Caribou.
Caribou Riverfront Redevelopment Committee		Meets monthly to discuss the best way to identify and prioritize riverfront assets, set goals and ultimately restore and renew commercial, residential and recreational opportunities on the Aroostook River.
Façade Improvement Grant		Meets twice annually to review facade improvement grant applications in the Downtown Tax Increment Financing (TIF) District and makes award recommendations to the Caribou City Council.
Library		Meets monthly to discuss operations, policies and fund raising opportunities
Nylander Museum		Meets monthly to discuss operations, policies and fund raising opportunities
Planning Board		Meets monthly to review development proposals, regulations, zoning and land use matters.
Recreation Board		Meets monthly to discuss operations, policies and fund raising opportunities