

Madawaska Board of Selectmen Meeting To Be Held

Monday October 24, 2016

5:15 PM

Madawaska Town Office Council Chambers

AGENDA

Chairman Thibeault will call the meeting to order and establish a quorum.

- Article 1** To consider the meeting minutes of September 14, 2016.
- Article 2** To consider the Treasurer Warrant(s).
- Article 3** To consider a period of public participation.
- Article 4** To consider adjustments to the agenda.
- Article 5** To consider a presentation from Ed Wright regarding municipal street lights.
- Article 6** To consider a presentation from Brent Bridges regarding municipal pollution control.
- Article 7** To consider a request from Jonathan Roy, Inn of Acadia regarding a land lease.
- Article 8** To consider a request from Edward Leclair regarding snow removal of Pelletier Road.
- Article 9** To consider a request from James Boucher regarding installation of a retaining wall within the municipal right of way.
- Article 10** To consider follow up discussion regarding snow removal of church parking lots without lease agreements.
- Article 11** To consider discussion regarding Bicentennial Park and future consideration for town events, planning, etc.
- Article 12** To consider a presentation by Jason Boucher regarding municipal wifi on Main Street.
- Article 13** To consider discussion regarding a use policy for the Town Community Sign.
- Article 14** To consider the formation of a municipal building consolidation planning committee.
- Article 15** To consider a policy regarding the collection of signatures at town polling places.
- Article 16** To consider a Complete Streets Policy for the Town of Madawaska.
- Article 17** To consider membership rates for the Community Gym.
- Article 18** To consider the Emergency Operations Plan for the Town of Madawaska.

- Article 19** To consider the municipal property tax commitment for 2016-2017.
- Article 20** To consider authorizing \$800 carry forward balance from the Fire Department Account for reimbursement of fire department personnel expenses in 2015-2016.
- Article 21** To consider an update regarding the Economic Development Concept Paper and the B2B Event held on October 12th.
- Article 22** To consider an executive session for a UDAG Loan Fund Request Title 1 §405 subparagraphs(C)&(F).
- Article 23** To consider an executive session to review resumes and interview questions for the Madawaska Police Chief position. Title 1 §405(6)(A)(1).
- Article 24** To consider any other business before the Board of Selectmen.

Adjournment

October 17, 2016

TO: Board of Selectmen

FR: Ryan D. Pelletier, Town Manager

RE: Agenda Items without additional materials

The following summaries are for your information and pertain to those items in this month's agenda packets that did not have additional backup material, or those items that I felt needed additional support information.

Article 11 – Bicentennial Park

As you know, we have removed the bathroom facility from the park. At this point, I feel that the Board needs to have a discussion about the future use of the park. We do not own the land and our most recent overture to the Diocese of Portland was not accepted to enter into a purchase agreement in exchange for plowing services. Music in the Park continues to grow and perhaps a more long term plan must be considered for our community park needs.

Article 12 – Wifi

Jason Boucher will be in to discuss with the Board a concept that originally was discussed several years ago. According to Jason, the late Norman Cyr had prepared a plan to provide wifi along Main Street from the Safety Complex building to the area of Bridge Street. Equipment was purchased and is currently in storage. Jason will provide you with additional information and estimates to bring this concept to a reality for future consideration.

Article 13 – Community Sign Use Policy

I have had one resident express concern that the new community sign is not being used exclusively for town sponsored activities, meeting notices, messages etc. The issue is I have been allowing the KC Hall to utilize our sign for their messages. This was done in order to "clean up" the area where we placed the sign so as to not have multiple signs. I personally am not of the opinion that we necessarily need a policy, however, if one was to be developed, I think it should be limited to the Town and departments as well as local nonprofits.

Article 18 – Emergency Operations Plan

The Town is required to have an adopted Emergency Operations Plan. We have a plan and it is constantly being reviewed and updated by our emergency responders and the EOC team which I am a member of along with other local officials. The document itself is several hundred pages long and directs the response to certain emergency situations. A copy is available for your review at the Fire

Station if you would prefer to read it in detail. However, Jim Soucy will be attending the meeting to provide an overview and ask the Board to adopt a resolution for the Plan so that we are in compliance with our state and federal requirements.

Article 20 – Carry Forward

Our auditor indicated that the Board must vote to adopt the carry forward of \$800 from the 2015 budget into 2016 to cover a 2015 expense related to fire department operations.

Madawaska Board of Selectmen Meeting Minutes

Wednesday, September 14, 2016 – 6:30 PM

Madawaska Town Office Council Chambers

SELECTMEN PRESENT: Donald Chasse; Vice-Chairman, Vincent Frallicciardi, Chad Carter, Denise Duperre

TOWN MANAGER: Ryan D. Pelletier

RECORDING SECRETARY: Sarah Pelletier

OTHERS PRESENT: Carroll Theriault, Ross Dubols, Jim Madore, Richard Cayer, Don Eno, Diane Daigle, Jenn Daigle, Jessica Daigle, Jaidon Daigle, Logan Albert, Eric Morin, Kevin Dube, Tom Kent

Vice Chairman Donald Chasse called the meeting to order at 6:30p.m. and the following quorum was established: Vincent Frallicciardi, Chad Carter and Denise Duperre.

ARTICLE 1 To consider the meeting minutes of August 29, 2016.

Vincent Frallicciardi motions to approve the August 29, 2016 Minutes; Denise Duperre seconds the motion with a few corrections indicated by Denise Duperre. All Board members are in favor and the motion carries.

ARTICLE 2 To consider the Treasurer Warrant(s).

Vincent Frallicciardi motions to approve the Treasurer Warrant as presented; Chad Carter seconds the motion. All Board members are in favor and the motion carries.

ARTICLE 3 To consider a period of public participation.

ARTICLE 4 To consider adjustments to the agenda.

Town Manager, Ryan Pelletier, informs the Board that he has several items to present to the Board under *Other Business* (Article 15). 1. Finance Committee Vacancy 2. Strategic Planning Committee for School System 3. Interlocal Agreement with the Town of St. Agatha for a surplus air compressor 4. Board of Appeals Appointment 5. Due Date for Sewer Bills 6. Recommitment of the 2015 Tax Commitment 7. Commitment of the 2015 Sewer Rates 8. Determine the next meeting Date 9. Board discussion regarding the Dangerous Building Hearing that had just taken place before this meeting.

Article 15 will be adjusted to be addressed *Out of Order* before the Executive Session (Article 14).

ARTICLE 5 To consider a presentation of the Chief Louis Daigle Memorial Award by the Police Chief.

Logan Daigle is presented with the first ever *Louis Daigle Good Citizens Award*.

This award acknowledges citizens who have intervened with a crime-in-progress, assisted the Madawaska Police Department in apprehending an offender, played a major role in the successful outcome of a Police investigation or put themselves at personal risk by coming to an aid of a Police Officer or a fellow citizen in a dangerous situation and, in doing so, will have prevented injury, trauma or death.

ARTICLE 6 To consider a report from the Police Department Staffing Review Committee.

The Madawaska Police Department Review Committee Representatives, Jim Madore and Tom Kent, present the Board with a packet of various documents comprising of surveys, budget comparisons, lists of Schedules and Duties and various charts that they had compiled in the review of our local Police Department. They also made a list of nine Recommendations that they have brought to the Board of Selectman to review.

Chairman Brian Thibeault joins the Selectman at 6:55p.m.; he directs the Vice Chairman, Donald Chasse, to continue running the meeting.

ARTICLE 7 To consider a request from the Police Department to expend from the Asset Forfeiture Fund to purchase a patrol vehicle.

Chad Carter motions to allow the Police Department to purchase a 2017 patrol vehicle; Vincent Frallicciardi seconds the motion. All Board members are in favor and the motion carries.

ARTICLE 8 To consider a request from Nelson Henry regarding tax acquired property located on Lake Shore Road.

Town Manager, Ryan D. Pelletier, recommends that the Town of Madawaska hold on to this property.

No further action by the Selectmen was taken in regards to this request.

ARTICLE 9 To consider the voting credentials for the MMA Annual Business Meeting.

Ryan D. Pelletier recommends that he be an alternate voting delegate to Dana Gendreau to the Maine Municipal Association Business Meeting to be held on October 5, 2016.

Vincent Frallicciardi motions to approve the recommendation; Denise Duperre seconds the motion. All the Board members are in favor and the motion carries.

ARTICLE 10 To consider a resignation from the Madawaska Ambulance Service.

Vincent Frallicciardi motions to approve the resignation of Kelly Cross from the Ambulance Department; Chad Carter seconds the motion. All Board members are in favor and the motion carries.

ARTICLE 11 To consider the General Assistance Ordinance Appendices for 2016-2017.

Vincent Frallicciardi motions to approve the GA Appendices as presented; Denise Duperre seconds the motion. All Board members are in favor and the motion carries.

The Town Manager, Ryan D. Pelletier, discusses the value of having a consultant taking the responsibility of processing General Assistant Applications. He recommends that the Board consider using the consultant she for a three month span of time. The consultant would cost the Town of Madawaska \$2000.00 a year.

Vincent Frallicciardi motions to trying the consultant on a month to month basis with a review after three month to see if there has been any changes in the budget. Denise Duperre seconds the motion. All Board members are in favor and the motion carries.

ARTICLE 12 To consider a Credit Card Use Policy for the Town of Madawaska.

Vincent Frallicciardi motions to adopt the Credit Card Use Policy for the Town of Madawaska; Denise Duperre seconds the motion. All Board members are in favor and the motion carries.

ARTICLE 13 To consider a resignation from the Planning Board.

Vincent Frallicciardi motions to accept the letter of resignation from the Planning Board by Eric Morin; Denise Duperre seconds the motion. All Board members are in favor and the motion carries.

OUT OF ORDER:

ARTICLE 15 To consider any other business before the Board of Selectmen.

1. Finance Committee Vacancy

Chad Carter motions to accept the resignation of Peter Clavette from the Finance Committee; Vincent Frallicciardi seconds the motion. All Board members are in favor and the motion carries.

2. Appointment to the Finance Committee

Vincent Frallicciardi motions to appoint David Morin to fill in the vacancy on the Finance Committee ; Denise Duperre seconds the motion. All Board members are in favor and the motion carries.

Town Manager, Ryan D. Pelletier, states, for the record, that this appointment was granted by the bylaws adopted by the Town and this vacancy would be filled until the Town Meeting in June 2017.

3. Interlocal Agreement with the Town of St. Agatha for a surplus air compressor

Denise Duperre motions to accept the Inter-local agreement with the Town of St. Agatha for the use of an air compressor; Vincent Frallicciardi seconds the motion. All Board members are in favor and the motion carries.

4. Strategic Planning Committee for School System

Chad Carter motions to appoint Selectman, Denise Duperre, to serve on the Tri-District, Strategic Planning, Steering Committee; Vincent Frallicciardi seconds the motion. All Board members are in favor and the motion carries.

5. Board of Appeals Appointment

Vincent Frallicciardi motions to appoint Mike Morin to fill in the vacancy of an "Alternate" on the Board of Appeals; Chad Carter seconds the motion. All Board members are in favor and the motion carries.

6. Due Date for Sewer Bills

Vincent Frallicciardi motions to accept the Town Manager's recommended due date of March 15, 2017 for the Sewer bills; Chad Carter seconds the motion. All board members are in favor and the motion carries.

7. Recommitment of the 2015 Tax Commitment

Vincent Frallicciardi motions to Re- commit the 2015 Outstanding Taxes to the current Town Treasurer, Ryan D. Pelletier; Chad Carter seconds the motion. All Board members are in favor and the motion carries.

8. Commitment of the 2015 Sewer Rates

Vincent Frallicciardi motions to commit the 2015 sewer rates to the Town Treasurer, Ryan D. Pelletier; Chad Carter seconds the motion. All Board members are in favor and the motion carries.

9. Board discussion regarding the Dangerous Building Hearing that had just taken place before this meeting.

Vincent Frallicciardi makes a motion to approve the changes made to the Blue Sky Motel building, and to approve the clean-up of the place and remove the barricades; Denise Duperre seconds the motion. All Board members are in favor and the motion carries.

10. Determine the next meeting Date

NEXT MEETING DATE: October 24, 2016 @5:15p.m.

ARTICLE 14 To consider an executive session pursuant to Title 1 §405(6)(A) & Title 1 §405(6)(H).

- **Town Manager Performance Evaluation**
- **Code Enforcement discussion regarding an enforcement issue**

Vincent Frallicciardi motions to move into Executive Session at 7:38p.m.; Chad Carter seconds the motion. All Board members are in favor and the motion carries.

Adjournment

Ryan D. Pelletier

From: Edward Wright <wried@sewall.com>
Sent: Wednesday, August 17, 2016 1:51 PM
To: Ryan D. Pelletier
Subject: LED initial proposal calculations
Attachments: Madawaska , ME Proposal August'16.pdf

Hi, Ryan,

I provided the street lighting counts and supporting information to our analyst and received back the attached summary proposal for LED street lighting replacement. It provides an overview of the costs and expectations, should Madawaska decide to make the transition in the near future. Bear in mind this is a preliminary look. I believe the cost numbers could actually improve, given our conservative assumptions with respect to the acquisition cost of existing lights. As it stands, we can project an estimated 40% savings, likely to improve slightly in a final proposal. (Please note that I had the analyst calculate your current cost, based on the tariff, as opposed to the monthly bill - in case it is slightly different).

If it would be helpful, I will be making a trip to Fort Kent on a separate matter next week.. I could stop by and discuss this in more detail if you feel it would be helpful.

Look forward to hearing from you.

Best regards,

--
Edward J. Wright
Director, Renewable Energy Services
James W. Sewall Company

207-227-2603

Pemco & Co., LLC. ("Pemco") is pleased to provide the Towns of Madawaska, ME ("Client") this summary term sheet (the "Term Sheet") outlining proposed terms and conditions for a turnkey street lighting upgrade program. This Term Sheet does not include all the terms and conditions of the proposed transaction described herein (herein referred to as the "Transaction"). The indicative terms are preliminary, non-binding and subject to, among other things, completion of due diligence and the execution of a mutually acceptable agreement (the "Agreement"). This Term Sheet does not constitute a commitment to arrange or provide financing of any kind or to enter into the Transactions, on the terms described herein or otherwise. Any such commitment, if forthcoming, would be evidenced by a separate written agreement, executed and delivered by the applicable Pemco entity. This Term Sheet was prepared for the sole benefit of Client and shall not be relied upon or shared with any other person or entity.

Summary

Pemco proposes to perform all services required to upgrade the existing street lighting equipment with a new LED street lighting system identified in Exhibit A – Project Description. Pemco will provide Client with street lighting service to include the following:

- a) Purchase existing light fixtures from Emera
- b) Design, specify, and bid the new LED street light system
- c) Safely remove and dispose of existing equipment
- d) Finance 100% of project cost
- e) Install and commission the new LED street light system
- f) 24/7 service system, including operation, monitoring and predictive maintenance - responding to calls within 48 hours.

Upon completion of the installation, Client will pay Pemco a fixed amount per type of fixture as shown in Exhibit A – Project Description. Pemco provides predictive maintenance via radio frequency (rf) controls on each fixture and responsive maintenance within 48 hours of call from customers. Client has the option to purchase the project during and upon expiration of the term.

Client	Town of Madawaska, ME ("Client")
Investor / Pemco	Pemco & Co., LLC and/or an affiliate thereof ("Pemco")
Contractor	Enterprise Electric, Inc. of Lisbon Falls, ME ("Contractor")
Project Description	The safe removal and disposal of 384 +/- existing light fixtures currently owned and operated by Client and/or Client' utility and the design, specification, procurement, financing, utility acquisition, installation and commissioning of 384 +/- LED luminaires and a rf control/monitoring system (the "Equipment") and all maintenance, monitoring, and reporting activities during the term (collectively, the "Project").
Equipment	Equipment listed in <i>Exhibit A - Equipment Schedule</i> , and all adapters, replacements, repairs, restorations, improvements to such Equipment

Agreement	Pemco and Client will enter into a concession agreement ("Agreement") whereby Pemco will provide Street Lighting Service to Client under a concession granted by Client subject to certain standards of operation including hours of operation and lumen output ("Operating Standards") to be mutually agreed upon by Pemco and Client.
Term	<p>The Agreement will provide for two periods:</p> <ol style="list-style-type: none"> 1. Construction Period: Beginning with the date that all agreements are executed and continuing until the sooner of a) the Delivery Date, or B) six (6) months. 2. Operating Period: Beginning on the Delivery Date and continuing for a period of one hundred and twenty (120) months (the "Operating Term").
Expiration of Operating Term	<p>Upon the expiration of the Operating Term, Client will have the option to:</p> <ol style="list-style-type: none"> a) Take full ownership of the Equipment, or b) Negotiate an extension of the term and require Pemco to make additional upgrades to the Equipment, or c) Take ownership and extend the maintenance portion of the Agreement.
Early Purchase	Client will have the option to purchase the Equipment at any time during the term at predetermined prices to be set forth in the Agreement.
Payment for Services	
Construction Period Payments	During the Construction Period, Pemco will invoice Client monthly for equipment that has been installed on a per unit/per day basis.
Operating Period Payments	Client will be invoiced on a monthly basis as shown in <i>Exhibit A</i> . Payments will escalate three (3%) percent annually.
Summary of Services	
General	Pemco will be responsible for providing the following services during the term of the Agreement subject to mutually agreed upon standards ("Operating Standards").
<i>Audit</i>	The inventory of fixtures will be confirmed and plotted on a GIS map with the attributes of each existing fixture recorded
<i>Design / Engineering</i>	The project will be designed by a qualified engineer and include the development of the GIS map with a photometric overlay to ensure the project meets the agreed upon roadway lighting code.
<i>Financing</i>	Pemco will pay for all costs associated with the Project including charges paid to the utility provider to purchase the existing fixtures, acquisition of the System, all design/engineering, labor and other costs.
<i>Procurement</i>	Pemco will bid and procure the Equipment to ensure competitive pricing.

<i>Installation</i>	Pemco's subcontractor will install the equipment subject to an installation plan mutually agreed upon by Client and Pemco.
<i>Ownership</i>	Pemco will own the Equipment for the term of the Agreement.
<i>Operations and Maintenance</i>	Pemco's subcontractor will operate and maintain ("O&M") the equipment subject to the agreed upon Operating Standards. Residents will be given a phone number to call and a smartphone application to report any issues with the Equipment and subcontractor will respond within 48 hours.
<i>Performance Reports</i>	Client will receive an Annual Performance Report within thirty (30) days of each Commencement Date Anniversary to report GIS logistics, Luminaire Type, Wattage Rating, Service Details, Energy Savings, Maintenance Savings, and environmental benefits of the project.
Additional Terms	
<i>Change to Terms</i>	Upon full completion of Pemco's due diligence and underwriting process, Pemco will confirm these proposed terms or may modify the proposed terms as appropriate.
<i>Legal / Compliance</i>	Client understands and agrees that neither Pemco nor any of its affiliates and/or assigns has acted or is acting as its municipal advisor, swap advisor, financial advisor or in any other advisory, agency or fiduciary capacity with respect to the Transaction (whether or not Pemco or any of its affiliates has provided or is currently providing other services to Client on related or other matters). In addition, Client acknowledges that it has determined, without reliance upon Pemco or any of its affiliates, the financial and economic risks and merits, as well as the legal, tax and accounting characterizations and consequences, of the Transaction and it is capable of assuming such risks.

EXHIBIT A
Equipment & Payments

Lighting Type	# Units	LED Equivalent	p/Fixture p/ Month	Total p/ Month	Total p/ Year
50w HPS	2	25	\$ 7.52	\$ 15.03	\$ 180.38
100w HPS	382	38	\$ 10.17	\$ 3,886.58	\$ 46,638.93
150w HPS	35	70	\$ 13.21	\$ 462.25	\$ 5,547.01
250w HPS	6	101	\$ 19.12	\$ 114.74	\$ 1,376.87
400w HPS	1	167	\$ 27.29	\$ 27.29	\$ 327.53
	384			\$ 4,505.89	\$ 54,070.72
Monthly Payment					\$ 90,577.30
Estimated Existing Cost				40%	\$ 36,506.59
Estimated Savings					

Assumptions/Notes

Average hours per day

14

Before Project Utility Rate*

0.0849 p/kWh

Delivery Service after LED

0.060929

After Project Utility Rate*

0.145829

Contract Term
Average NAV

120 months
87

Energy rate

0.0849

p/unit. Average of NAV values provided by CMP, Emera, and MSLG. This methodology and figures have not been finalized

Note: Since the delivery charge is incorporated in the lease rate, there is no Delivery Service on the current bill, but there will be one of \$/kWh 0.060929 on top of the Energy rate of .0849.

TOWN OF MADAWASKA WASTEWATER TREATMENT FACILITY EVALUATION PROJECT UPDATE



Status Report

OCTOBER 3, 2016

This memo is a status report of Project Team's efforts on the Town of Madawaska's Wastewater Treatment Facility Evaluation Project and describes:

- Highlights of the work completed over the past two weeks;
- Identification of the work anticipated over the next two weeks;
- Discussion of any outstanding issues that need to be addressed; and
- Schedule update.

Completed Work over the Previous Two Weeks

- Finalized work on the GIS model for the Town's collection system including coordination with the Town regarding GIS delivery;
- Continued work on Environmental Review;
- Continued work on Preliminary Engineering Report;
- Continued coordination with the Water District to submit the SRF Application to include areas they would like to add water upgrades to the overall project;
- Finalized and submitted the SRF Application for the Water District on September 30th; and,
- Coordinated the flow meter installation with the Town and Penta Corp.

Anticipated Work over the Next Two Weeks

- Finalize Preliminary Engineering Report and send to Town and RD for review;
- Continue to finalize work on and Environmental Report; and,
- Submit the GIS collection system model to the Town; and
- Finalize coordination with HACH to support the Town and Penta Corp on the installation of the Flow Meters.

Outstanding Issues

- None at this time.

Schedule Update

- PER will be submitted to the Town within the next two weeks for review.
- Present proposed items of work at 10/24 Selectman meeting.

Closing

Please contact Maggie Connolly (mconnolly@woodardcurran.com) or Brent Bridges (bbridges@woodardcurran.com) if you have any questions or concerns, 800-426-4262.

MEMORANDUM



TO: Ryan Pelletier
Bob Dunbar

CC: Suzie Paradis

FROM: Brent Bridges, PE
Maggie Connolly, PE

DATE: August 19, 2016

RE: Town of Madawaska
TV Inspection Report and Replacement Analysis

Introduction

The Town of Madawaska has requested that Woodard & Curran continue to evaluate additional sections of the sanitary sewer system in order to remove infiltration and inflow (I/I) or to repair structural deficiencies within the Town's sanitary collection system. The information presented within this memorandum outlines the process used to determine which sections of the sewer collection system are recommended for replacement within the next phase of upgrades that the Town wishes to accomplish. The planned upgrades will be a continuation of the work previously conducted by the Town over the past several years that has removed significant I/I and repaired many sections of failing pipe. The Town feels it is important to be proactive in their replacement schedule rather than reactive to system failures and it is standard in the industry to periodically inspect sewer pipes and collect data on their deficiencies to help better recommend a replacement schedule to avoid time consuming and expensive emergency repairs in the future.

During the Fall of 2015, the Town identified 20 sections of sanitary sewer pipe which they requested to be inspected for deficiencies and general features based on their anecdotal and documented knowledge. These 20 sections consisted of 86 individual sewer lines making up approximately 13,800 linear feet of collection main. The Town provided upgrade list is outlined in the table below:

Table 1: List of Additional Inspection Areas

Additional Camera Work			
Street	Start MH	End MH	Length (ft)
N. 3rd Ave	R-24	R-22	400
N. 3rd Ave XC Run	R-30	R-22	250
N. 4th Ave	R-4	R-1	500
N. 5th Ave	R-17	R-9	300
N. 6th St	R-13	R-12	200
N. 6th St / XC Run	R-14	R-11	100
N. 7th St / XC Run	P-120	I-19	1,250
N. 13th Ave	K-107	K-95	400
N. 16th Ave	K-40	K-21	550
N. 18th Ave	J-9	I-36	450



Additional Camera Work			
Street	Start MH	End MH	Length (ft)
Bridge St / XC Run	K-101	K-22	1,450
Main St / Mill St	K-5	K-1	750
Main St	R-26	R-24	200
Main St	I-49	I-45	1,250
Main St	J-15	J-66	1,100
Main St	K-109	K-40	250
Main St	K-90	K-27	1,000
Main St	P-25	P-115	700
Main St	R-21	R-4	800
XC Run	I-33	I-25	1,300
XC Run	P-10	P-3	600
Total			13,800

The Town retained Nadeau/Pelletier Sewer Services to CCTV these lines and Woodard & Curran was then retained to review the inspection data provided by Nadeau/Pelletier Sewer Services and to analyze it in order to prioritize the individual sewer lines for replacement. Woodard & Curran utilized the National Association of Sewer Companies (NASSCO) data evaluation and rating system to systematically prioritize the replacement of the sewer lines. The NASSCO rating system takes into account a number of different consequences that could negatively impact the Town if a sewer main was to fail. The goal is to reduce the risk the Town of Madawaska is exposed to with regards to failure within their sewer collection system and to continue to remove I/I. The results from Woodard & Curran's analysis are described below.

NASSCO Rating System

The NASSCO rating system utilized during this analysis to determine which sewer mains are to be replaced, uses key methodologies and terms to help rank each pipe segment based upon their unique condition. These terms are:

- Likelihood of Failure (LoF): A numerical representation that signifies the probability of failure based upon the physical condition of the pipe;
- Consequence of Failure (CoF): A numerical representation that takes into account direct and indirect impacts on the local community if the pipe were to fail; and,
- Risk of Failure (RoF): A function of both the CoF and the LoF which takes a holistic look at each pipe segment and allows the decision making entity the ability to prioritize their replacement projects.

Data Sources

Any NASSCO RoF analysis is data dependent. The data utilized by Woodard & Curran came from two sources. The first source is the Town of Madawaska's sanitary sewer system map which Woodard & Curran assisted in converting to a GIS database. This GIS system was used to provide a visual depiction of where pipes are located and their connectivity to the overall sewer collection system. Secondly, the Town secured the services of Nadeau / Pelletier Sewer Services to CCTV the sections of sewers



designated for evaluation by the Town. The condition information used in the NASSCO analysis utilizes the reports provided to Woodard & Curran by Nadeau / Pelletier Sewer Services.

LoF Determination

As described in the NASSCO standards, the Likelihood of Failure (LOF) is assessed utilizing both Structural condition and Operations & Maintenance (O&M) deficiencies for each segment of pipe. For overall pipe condition a certain number of points were allocated for each deficiency found in the pipes during their inspection. Depending on the severity of the structural deficiency different amounts of points were given. Infiltration and protruding services were also considered to be Structural deficiencies and points were allocated for various degrees of impact. In order for the sewer mains to be inspected a small remote controlled (RC) vehicle with an attached camera must be able to navigate through the pipes. If the RC vehicle was not able to make it through the pipe the survey was then abandoned. Because the RC vehicle is specially designed to be able to make it through sewer pipes blockages of the vehicles path were considered to be of top priority to repair. Thus whenever the survey of a pipe had to be abandoned 5 points were allocated to its structural condition. The overall O&M condition was assessed and points allocated for various impacts. NASSCO standards consider settled debris/gravel and infiltrating roots to be O&M deficiencies, as they can inhibit the flow of wastewater without weakening the pipe and with routine maintenance can be avoided. The following tables display the point allocations associated with both Structural and O&M deficiencies.

Table 2: LoF Point Allocations

Structural	
Condition	Point Allocation
Broken Pipe at Joint	4
Cracked Pipe	2
Misaligned Joint	3
Sag	2
Survey Abandoned	5

Infiltration	Point Allocation
Weeping	2
Dripping	3
Running	4
Gushing	5

Protruding Service	Point Allocation
<10%	2
10-20%	3
20-30%	4
>30%	5

Operations & Maintenance	
Condition	Point Allocation
Debris/Gravel	3
Roots	3



Based upon the reports from Nadeau / Pelletier Sewer Services each sewer main was analyzed individually. The highest point value condition for each sewer main and the number of occurrences of that point value for each pipe were recorded. A "Quick Rating" score was then established for each individual main. This Quick Rating consists of a two-digit number where each digit is independent of the other. The first digit is the highest point allocation value, and the second is the number of times that value occurred in each sewer main. For instance, if a pipe was inspected and found to have three sags each with a point value of 2 and one misaligned joint with a point value of 3 the quick rating would be 31. The three comes from the highest point value given, for this case the value of a misaligned joint is more than a sag. The one comes from the number of times a misaligned joint was observed in a single line of pipe. This quick rating was then divided by 10 to come up with the LoF for each pipe. The LoF is on a scale of 1-10, where 1 is the least likely to fail and 10 is the most likely to fail. The LoF analysis can be seen in Appendix A of this memorandum.

CoF Determination

For Consequence of Failure (COF), various characteristics of each sewer line as well as its surroundings were analyzed to determine its Economic, Social, and Environmental failure consequences. When looking at CoF, one must consider how difficult it would be to replace a sewer line if it were to break and the associated consequences. For instance, if the sewer line connecting the Middle/High School were to fail on a day all of the students were in class and the cafeteria was in full operation there would be a much higher consequence than if the line at the end of 12st Ave. were to fail on the same day. The CoF is used to take all of the possible consequences of each sewer line, if it were to fail, and boil them down into a single number. Similar to LoF, various points were allocated to each main for various pipe characteristics. Pipe diameter, pipe depth, the number of pipes upstream (Relative Network), location, proximity to a waterway, accessibility, and distance from a "high importance" customer were all analyzed. For this analysis the customers designated as high importance consisted of the Elementary School, Middle/High School and Public Safety Building. The following tables present the point allocations for each of the characteristics of the mains analyzed.



Table 3: CoF Point Allocations

CoF Point Allocations			
Depth	Point Allocation	Diameter	Point Allocation
<6'	1	<8"	1
≥6' - <10'	2	≥8" - <10"	2
≥10' - <14'	3	≥10" - <15"	3
≥14' - <18'	4	≥15" - <21"	4
≥18' - <24'	5	≥21" - <30"	5
≥24'	6	≥30"	6

Relative Network	Point Allocation
<10	1
11-30	2
31-70	3
71-120	4
121-150	5
>150	6

Distance to Waterway	Point Allocation
150 LF or More	1
100-150 LF	2
75-100 LF	3
50-75 LF	4
25-50 LF	5
Less than 25 LF	6

Distance of Pipe to High Importance Customer	Point Allocation
20,000 LF or More	1
15,000 - 20,000 LF	2
10,000 - 15,000 LF	3
5,000 - 10,000 LF	4
1,000 - 5,000 LF	5
Less than 1,000 LF	6

Accessibility of Pipe	Point Allocation
On Right-of-Way (No Traffic Control)	1
On Right-of-Way (With Traffic Control)	2
On Public Lands with Vehicle Access	3
On Public Lands without Vehicle Access	4
On Private Lands without Vehicle Access	5
Built Behind Structures and No Vehicle Access	6

Location of Pipe	Point Allocation
Unpaved	1
Minor Local Road	2
Major Local Road	3
Collector (Rt. 1)	4
Arterial/Building/Pool	5
Railroad Tracks	6



Each of the above characteristics is associated with one or two of the following impacts; Economic, Social and Environmental, which are all given weights to establish an overall CoF value for each main. Economic impacts have to do with the money (Labor/Material/Lost Revenue/Traffic Delays/Fines) that would be associated with an emergency repair of a sewer main if it were to fail. Social impacts that could cause severe consequences if a main were to fail and need emergency repair could consist of roads being closed and traffic detours, students not being able to go to school, or certain businesses not being able to open. Environmental impacts can be both costly and time consuming to remediate. If a sewer main running along the St. John River were to fail and a backup caused raw wastewater to flow into the river there would undoubtedly be costly fines to pay but also the potential environmental impacts to the aquatic life in the river would be severe. As the environmental impacts associated with raw wastewater being directly discharges into a waterway are so large "Environmental" consequences make up 1/2 of the total CoF score given to each wastewater main. The remaining 1/2 of the total score are made up with consequences from "Economic" and "Social" impacts being 1/4 of the total CoF score each. The following table presents the weights and characteristics associated with each of three impact types.

Table 4: CoF Weighted Point Categories

Characteristics	Economic (1/4)	Social (1/4)	Environmental (1/2)
Diameter	X	X	
Depth	X		
Relative Network	X	X	
Location	X	X	
Waterway			X
High Importance		X	
Accessibility	X		
Total Points Possible	30	24	6

The total number of points assigned for each characteristic within each impact type (Economic, Social & Environmental) were added together and divided by the total number of points possible. For instance, if a sewer line had a value of two for each of its characteristics associated with Social impacts the total number of points would be 8 (2x4). The assigned points (8) would then be divided by the total points possible 24 (6x4) and then multiplied by the weight NASSCO gives for Social impacts (1/4). The resulting value for Social CoF would be 0.083 (8 / 24 x 1/4). Once the CoF values for the three impact types are determined they can be added together and multiplied by 6 for an overall CoF value. The overall CoF is on a scale of 1-10 with 1 being the lowest consequence and 10 being the highest consequence. The CoF analysis can be found in Appendix B of this memorandum.

RoF Determination

The Risk of Failure (ROF) for this analysis was calculated by multiplying the CoF by the LoF (LoF x CoF = RoF). The RoF was established on a scale of 1 to 100 with 1 being the least at risk and 100 being the most at risk. The RoF analysis can be found in Appendix C of this memorandum.



Cost of Replacement

It was assumed any pipe that is PVC and having a LoF score of 1.0 would not be replaced, regardless of the CoF value. This is because the industry standard for wastewater collection system piping is PVC. PVC is a hardy yet flexible material and is much less likely to deteriorate or crack from surface pressure than pipes made of other materials, such as clay or concrete. This will be beneficial in helping to prevent future inflow and infiltration as the sections of the collection system proposed for replacement age. Even though some of the pipes not recommended to be replaced could have a high CoF score any replacement efforts would not impact the overall RoF score. All pipes that were non-PVC and PVC pipes with a LoF score greater than 1.0 were considered for replacement and an estimated replacement cost calculated. For this analysis any pipe that was in the roadway right of way was considered to be replaced with an open cut trenching method. The roadway provides an easily accessible path to the pipe, and the open cut method will allow for the replacement pipe to be properly set and supported for future strength. The cost associated with this was \$150/LF and \$132/LF of piping for State and Town roads respectively. This cost for open cut pipe replacement takes into account both the pipe replacement costs as well as the pavement replacement costs. A six-foot-wide trench was assumed for calculations of pavement needs. For any pipe that was recommended for replacement and not located in the roadway right of way it is recommended that the Town use "Pipe Breaking" and "Cured In Place" trenchless technologies for the replacement of these mains. The benefits of using these trenchless technologies comes from minimal surface disturbance. The majority of the pipes recommended to be replaced with trenchless means are located within private property and pose both social and economic difficulties for replacement. By avoiding digging large trenches on private property, much of which is owned by the Railroad and Paper Mill, the Town will save time and money. An estimated cost of \$90/LF was used for these types of trenchless technology replacement. It was found that 2 of the 20 sections investigated were not in need of repair or replacement, leaving 18 sections recommended for replacement. The total estimated project cost of replacement for the portion of mains analyzed is approximately \$3,094,000. The overall project cost estimate is Appendix D of this memorandum.

Recommendations

Woodard & Curran recommends that the Town of Madawaska, ME replace all of the sanitary mains that are not PVC and have a LoF score of 1.0. The mains recommended for replacement can be seen highlighted on collection system maps in Appendix E of this memorandum. The use of trenchless technologies as part of the replacement recommendation will allow the town to avoid major disruptions to private residences, local businesses, the railroad and the Twin Rivers Paper Company. All of which will result in major savings of both time and money. It is expected that if the Town performs all of the recommended main replacements there will be less I/I entering the system and the risk the Town has in regards to its collection system will be drastically reduced. As seen in the first round of inspections as well as this second round of inspections many of the concrete and clay mains have become cracked, sagged, etc. and are at the end of their life. By replacing these mains and repairing the PVC mains with deficiencies the Town of Madawaska will be taking a proactive approach to the collection system.

List of Appendices

- Appendix A: LoF Determination
- Appendix B: CoF Determination
- Appendix C: RoF Determination, Ranked Segments
- Appendix D: Construction Cost Estimate
- Appendix E: Map of Proposed Main Replacements
- Appendix F: CCTV Reports from Nadeau/Pelletier Sewer Services



APPENDIX A: LoF DETERMINATION



**COMMITMENT & INTEGRITY
DRIVE RESULTS**

41 HUTCHINS DRIVE
PORTLAND, MAINE 04102
TEL.(207)774-2112

CLIENT City of Madawaska

PROJECT Sanitary Sewer Replacement Analysis

DESIGNED BY MNK
CHECKED BY FMF
PROJECT NO. 0229641.00

DATE 7/21/2016
DATE 7/25/2016

Upstream MH	Downstream MH	Pipe Material	Structural					Operations & Maintenance					Sum		Quick Rating	LOF	
			1	2	3	4	5	1	2	3	4	5	Structural	O & M			
I49	I48	PVC/Clay		6	1									7	0	26	2.6
I48	I47	Clay		5										5	0	25	2.5
I47	I46	VC												0	0	0	1
I46	I45	PVC/VC			3									3	0	33	3.3
I45	I44	PVC/VC			1	1								2	0	41	4.1
J15	J14	PVC/Clay												0	0	0	1
J14	J13	PVC/Clay			3									3	0	33	3.3
J13	J12	PVC/Clay		1	4	1								6	0	41	4.1
J12	J11	PVC/Clay		1										1	0	21	2.1
J11	J10	PVC/Clay		1										1	0	21	2.1
J66	J10	PVC												0	0	0	1
J10	J9	AC												0	0	0	1
J9	J8	AC		4										4	0	24	2.4
J8	I36	AC												0	0	0	1
I36	I35	PVC			1									1	0	31	3.1
R13	R12	PVC/Clay		1	2									3	0	32	3.2
R12	R11	PVC/Clay		2										2	0	22	2.2
R11	R10	PVC/Clay												0	0	0	1
R14	R11	Clay		2	1									3	0	31	3.1
R10	R9	PVC/Clay		7	1									8	0	31	3.1
R17	R16	Clay		5										5	0	25	2.5
R16	R15	Clay		1	1									2	0	31	3.1
R15	R9	PVC/Clay		2							1			2	1	31	3.1
R4	R3	PVC												0	0	0	1
R3	R2	PVC												1	0	51	5.1
R2	R1	Clay						1						0	0	0	1
R1	I15	Clay												0	3	33	3.3
P117	P116	Clay												0	3	33	3.3
P116	P116A	Clay												0	3	33	3.3
P116A	P116B	Clay												0	3	33	3.3
P116B	P116C	PVC/Clay/AC		4										4	4	34	3.4
P116C	P2	Clay		1										1	0	21	2.1
P2	P1	Clay		3										3	0	23	2.3
P1	I19	Clay												0	0	0	1
I33	I32	PVC					1					1		1	1	41	4.1
I32	I31	AC		2										2	2	32	3.2
I31	I30	AC		1										1	0	21	2.1
I30	I29	AC							1					1	1	31	3.1
I29	I28	AC		1										0	0	0	1
I28	I27	AC												0	0	0	1
I27	I26	AC												1	0	21	2.1
I26	I25	AC		1										0	0	0	1
K90	K68	PVC												0	0	0	1
K68	K67	PVC												0	0	0	1
K67	K66	PVC												0	0	0	1
K66	K46	PVC												1	1	31	3.1
K46	K27	PVC		1								1		0	0	0	1
K5	K4	PVC												0	0	0	1
K4	K3	PVC												1	0	21	2.1
K3	K2	Clay		1										0	0	0	1
R21	R20	PVC												0	0	0	1
R20	R19	PVC												2	0	31	3.1
R19	R18	PVC		1	1									3	0	32	3.2
R18	R4	PVC		1	2									0	0	0	1
P115	P114	PVC												0	0	0	1
P114	P90	PVC												0	0	0	1
P90	P10	PVC												0	0	0	1
P25	P11	PVC												0	0	0	1
P11	P10	PVC												0	0	0	1
P10	P9	PVC												0	0	0	1
P9	P8	PVC												0	0	0	1
P8	P6	PVC												0	6	36	3.6
P6	P5	Concrete											6	1	1	51	5.1
P5	P4	Concrete												1	1	31	3.1
P4	P3	Concrete		2	1									3	0	31	3.1
K109	K108	PVC/Clay												0	0	0	1



APPENDIX B: CoF DETERMINATION



COMMITMENT & INTEGRITY
DRIVE RESULTS

CLIENT City of Madawaska
PROJECT Sanitary Sewer Replacement Analysis

41 HUTCHINS DRIVE
PORTLAND, MAINE 04102
TEL (207)774-2112

DESIGNED BY MKK DATE 7/21/2016
CHECKED BY RHF DATE 7/25/2016
PROJECT NO. 022964L.00

Upstream MH	Downstream MH	Dam (in)	Diam Factor	Depth (ft)	Depth Factor	Relative Network (RN)	RN Factor	Location	Location Factor	Waterway	Waterway Factor	High Importance	High Importance Factor	Accessibility	Accessibility Factor	Economical	Social	Environmental	COF
I43	I48	10	3	10.9	3	12	2	Collector	4	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.8
I48	I47	14	3	11.5	3	13	2	Collector	4	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.8
I47	I46	14	3	11.6	3	17	3	Collector	4	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.9
I46	I45	14	3	12.5	3	38	3	Collector	4	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	2.0
I45	I44	16	4	12.6	3	56	3	Collector	4	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.5
I15	I14	8	2	6.9	2	1	1	Collector	4	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.5
I14	I13	8	2	8.4	2	9	1	Collector	4	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.5
I13	I12	8	2	8.7	2	10	1	Collector	4	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.7
I12	I11	8	2	8.4	2	62	3	Collector	4	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.5
I11	I10	8	2	7.3	2	6	1	Collector	4	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.9
J55	J10	8	2	7.3	2	63	3	Collector	4	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.7
J10	J9	12	3	10.2	3	69	3	Minor Local	2	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.7
J9	J8	12	3	11.8	3	70	3	Minor Local	2	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.8
J8	J5	12	3	10.2	3	135	5	Unpaved	1	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.2
R13	R12	8	2	5.8	1	1	1	Minor Local	2	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.3
R12	R11	8	2	6.3	2	2	1	Minor Local	2	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.2
R11	R10	8	2	5.5	1	4	1	Minor Local	2	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.3
R10	R9	10	3	7.8	2	5	1	Minor Local	2	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.4
R9	R8	10	3	7.8	2	1	1	Minor Local	2	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.4
R8	R7	8	2	6.9	2	2	1	Unpaved	1	>150 feet	1			0 Behind Structure	6	0.1	0.0	0.1	1.4
R7	R6	8	2	7.2	2	3	1	Unpaved	1	>150 feet	1			0 Behind Structure	6	0.1	0.0	0.1	1.6
R6	R5	8	2	7.8	2	3	1	Unpaved	1	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.6
R5	R4	9	2	9.7	2	10	1	Minor Local	2	>150 feet	1	510		0 ROW-NTC	2	0.1	0.1	0.1	2.0
R4	R3	10	3	13.7	3	19	2	Unpaved	1	>150 feet	1	700		0 Behind Structure	6	0.1	0.1	0.1	1.9
R3	R2	10	3	14.4	4	20	2	Unpaved	1	>150 feet	1	789		0 Private Land	5	0.2	0.2	0.1	2.5
R2	R1	12	3	13.7	3	30	2	Rail Road	6	>150 feet	1	891		0 Private Land	5	0.1	0.0	0.1	1.3
P117	P116	8	2	13.4	3	4	1	Unpaved	1	>150 feet	1			0 ROW-NTC	2	0.1	0.0	0.1	1.2
P116	P115A	8	2	11.9	3	5	1	Unpaved	1	>150 feet	1			0 Private Land	5	0.1	0.0	0.1	1.4
P115A	P116B	8	2	11.9	3	6	1	Unpaved	1	>150 feet	1			0 Vehicle Access	3	0.1	0.0	0.1	1.3
P116B	P116C	8	2	11.9	3	7	1	Unpaved	1	>150 feet	1			0 Private Land	5	0.1	0.1	0.1	1.9
P116C	P2	8	2	11.9	3	0	1	Railroad	6	>150 feet	1			0 Private Land	5	0.1	0.0	0.1	1.9
P2	P1	26	4	10.4	3	103	4	Railroad	6	>150 feet	1	2486		5 Private Land	5	0.2	0.2	0.1	2.8
P1	I13	18	4	8.0	2	104	4	Unpaved	1	>150 feet	1	2654		5 Vehicle Access	3	0.1	0.1	0.1	3.6
I13	I12	12	3	10.5	3	133	5	Unpaved	1	>150 feet	1			0 Private Land	5	0.1	0.1	0.1	1.5
I12	I11	12	3	11.4	3	144	5	Unpaved	1	>150 feet	1			0 Private Land	5	0.1	0.1	0.1	1.6
I11	I10	12	3	15.4	4	145	5	Unpaved	1	>150 feet	1			0 Vehicle Access	3	0.1	0.1	0.1	1.9
I10	I9	12	3	12.7	3	146	5	Railroad	6	>150 feet	1			0 Private Land	5	0.2	0.2	0.1	2.5
I9	I8	14	3	6.0	1	226	6	Railroad	6	>150 feet	1	2999		5 Private Land	5	0.2	0.2	0.1	2.8
I8	I7	14	3	5.7	1	227	6	Unpaved	1	>150 feet	1	3065		5 Vehicle Access	3	0.1	0.2	0.1	2.1
I7	I6	14	3	7.1	2	228	6	Unpaved	1	>150 feet	1	3194		5 Vehicle Access	3	0.1	0.2	0.1	2.7
I6	I5	14	3	7.5	2	229	6	Railroad	6	>150 feet	1	3394		5 Private Land	5	0.2	0.2	0.1	3.4
K90	K89	8	2	10.0	2	4	1	Collector	4	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	2.1
K89	K88	12	3	10.3	3	16	2	Collector	4	>150 feet	1	1104		5 ROW-NTC	2	0.1	0.1	0.1	2.0
K88	K87	12	3	9.7	2	17	2	Collector	4	>150 feet	1	1320		5 ROW-NTC	2	0.1	0.1	0.1	2.0
K87	K86	12	3	9.0	2	15	2	Collector	4	>150 feet	1	1471		5 ROW-NTC	2	0.1	0.1	0.1	2.0
K86	K85	10	3	8.0	2	43	3	Collector	4	>150 feet	1	1932		5 ROW-NTC	2	0.1	0.2	0.1	2.1
K85	K84	10	3	5.8	1	24	2	Collector	4	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.7
K84	K83	10	3	7.1	2	24	2	Major Local	3	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.6
K83	K82	12	3	7.9	2	25	2	Major Local	3	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.4
R21	R20	8	2	7.9	2	1	1	Collector	4	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.5
R20	R19	8	2	6.8	2	2	1	Collector	4	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.5
R19	R18	8	2	6.4	2	3	1	Collector	4	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.5
R18	K84	8	2	6.0	2	15	2	Collector	4	>150 feet	1	249		0 ROW-NTC	2	0.1	0.1	0.1	1.5
P115	P114	8	2	8.0	2	1	1	Collector	4	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.5
P114	P113	8	2	12.5	3	2	1	Collector	4	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.7
P113	P112	8	2	13.7	3	27	2	Collector	4	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.5
P112	P111	8	2	7.4	2	1	1	Collector	4	>150 feet	1			0 ROW-NTC	2	0.1	0.2	0.1	2.2
P111	P110	10	3	10.2	3	64	3	Collector	4	>150 feet	1	1150		5 ROW-NTC	2	0.1	0.1	0.1	2.1
P110	P109	12	3	13.0	3	91	4	Minor Local	2	>150 feet	1	1244		5 ROW-NTC	2	0.1	0.1	0.1	2.1
P109	P108	12	3	10.5	3	92	4	Minor Local	2	>150 feet	1	1328		5 Vehicle Access	3	0.1	0.1	0.1	2.1
P108	P107	12	3	11.4	3	94	4	Minor Local	2	>150 feet	1	1436		5 Vehicle Access	3	0.1	0.1	0.1	2.1
P107	P106	12	3	11.4	3	94	4	Unpaved	1	>150 feet	1	1521		5 Private Land	5	0.1	0.1	0.1	2.2
P106	P105	20	4	12.3	3	95	4	Railroad	6	>150 feet	1	1630		5 Private Land	5	0.2	0.2	0.1	2.6
P105	P104	20	4	12.3	3	99	4	Railroad	6	>150 feet	1	1737		5 Behind Structure	6	0.2	0.2	0.1	2.6
P104	P103	20	4	13.8	3	1	1	Collector	4	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.7
K109	K108	8	2	6.6	2	1	1	Collector	4	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.7
K108	K107	8	2	7.4	2	2	1	Collector	4	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.7
K107	K106	10	3	6.0	2	5	1	Minor Local	2	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.6
K106	K105	10	3	10.1	3	6	1	Minor Local	2	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.5
K105	K104	8	2	11.8	3	7	1	Minor Local	2	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.7
R26	R25	8	2	81.95	6	1	1	Collector	4	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.7
R25	R24	8	2	92.25	6	4	1	Collector	4	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.5
R24	R23	8	2	71.25	6	5	1	Minor Local	2	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.5
R23	R22A	8	2	134	6	6	1	Minor Local	2	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.5
R22A	R22	8	2	117	6	7	1	Minor Local	2	>150 feet	1			0 Private Land	5	0.1	0.0	0.1	1.5
R22	R21	8	2	151.5	6	2	1	Unpaved	1	>150 feet	1			0 Private Land	5	0.1	0.0	0.1	1.5
R21	R20	8	2	139	6	9	1	Unpaved	1	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.5
K99	K98	8	2	72.75	6	5	1	Minor Local	2	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.5
K98	K97	8	2	101	6	6	1	Minor Local	2	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.5
K97	K96	8	2	71	6	7	1	Minor Local	2	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.8
K96	K95	30	6	78	6	7	1	Minor Local	2	>150 feet	1			0 ROW-NTC	2	0.1	0.1	0.1	1.7
K95	K23	10	3	106	6	11	2	Minor Local	2	>150 feet	1			0 ROW-NTC					



APPENDIX C: RoF DETERMINATION, RANKED SEGMENTS



COMMITMENT & INTEGRITY
DRIVE RESULTS

41 HUTCHINS DRIVE
PORTLAND, MAINE 04102
TEL (207)774-2112

CLIENT City of Madawaska

PROJECT Sanitary Sewer Replacement Analysis

DESIGNED BY MBK DATE 7/21/2016
CHECKED BY EMF DATE 7/25/2016
PROJECT NO. 0229641.00

Upstream MH	Downstream MH	Pipe Material	LOF	COF	ROF	
P 5	P 4	Concrete		5.1	2.8	14.2
I 30	I 29	AC		5.1	2.5	12.8
R 30	R 29	Clay		5.1	2.1	10.5
R 2	R 1	Clay		5.1	1.9	9.6
P 118	P 117	Clay		5.1	1.8	9.1
P 120	P 119	Clay		5.1	1.8	8.9
P 119	P 118	Clay		5.1	1.7	8.8
P 4	P 3	Concrete		3.1	2.8	8.8
I 29	I 28	AC		3.1	2.8	8.7
I 45	I 44	PVC/VC		4.1	2.0	8.1
P 6	P 5	Concrete		3.6	2.2	8.0
I 33	I 32	PVC		4.1	1.9	7.8
K 100	K 99	Clay		5.1	1.5	7.8
K 100B	K 100A	Clay		5.1	1.5	7.5
K 100A	K 100	Clay		5.1	1.5	7.5
K 97	K 96	Clay		5.1	1.4	7.2
K 101	K 100B	Clay		2.1	3.4	7.0
I 26	I 25	AC		5.1	1.4	6.9
K 107	K 106	Clay		3.1	2.1	6.6
K 46	K 27	PVC		3.1	1.9	6.5
P 116B	P 116C	PVC/Clay/AC		3.4	1.9	6.5
P 2	P 1	Clay		2.3	2.8	6.4
R 18	R 4	PVC		3.2	2.0	6.3
I 46	I 45	PVC/VC		3.3	1.9	6.2
I 32	I 31	AC		3.2	1.9	6.1
J 13	J 12	PVC/Clay		4.3	1.5	6.1
K 98	K 97	Clay		4.1	1.5	6.0
I 36	I 35	PVC		3.1	1.8	5.6
J 14	J 13	PVC/Clay		3.3	1.5	4.9
K 39	K 38	Clay		3.1	1.6	4.9
R 22	R 1	Clay		3.1	1.5	4.7
I 49	I 48	PVC/Clay		2.6	1.8	4.6
R 19	R 18	PVC		3.1	1.5	4.6
K 38	K 21	Clay		3.1	1.5	4.5
R 23	R 22A	PVC/AC		3.1	1.5	4.5
P 116	P 116A	Clay		3.3	1.4	4.5
K 23	K 22	AC/PVC		2.1	2.1	4.4
I 48	I 47	Clay		2.5	1.8	4.4
R 10	R 9	PVC/Clay		3.1	1.4	4.3
K 40	K 39	Clay		2.7	1.6	4.3
R 16	R 15	Clay		3.1	1.4	4.2
R 15	R 9	PVC/Clay		3.1	1.4	4.2
P 116A	P 116B	Clay		3.3	1.3	4.1
R 14	R 11	Clay		3.1	1.3	4.1
P 116 C	P 2	Clay		2.1	1.9	4.0
P 117	P 116	Clay		3.3	1.2	4.0
J 9	J 8	AC		2.4	1.7	4.0
I 31	I 30	AC		2.1	1.9	3.9
R 13	R 12	PVC/Clay		3.2	1.2	3.9
J 11	J 10	PVC/Clay		2.1	1.7	3.6
P 1	P 19	Clay		1.0	3.6	3.6
K 108	K 40	PVC/Concrete		2.1	1.7	3.5
K 99	K 98	Clay		2.4	1.5	3.5
K 3	K 2	Clay		2.1	1.6	3.4
K 106	K 95	Clay		2.2	1.5	3.2
R 17	R 16	Clay		2.5	1.3	3.2
J 12	J 11	PVC/Clay		2.1	1.5	3.1
R 22A	R 22	PVC/Clay		2.1	1.5	3.1
R 12	R 11	PVC/Clay		2.2	1.3	2.8
I 27	I 26	AC		1.0	2.7	2.7
R 1	I 15	Clay		1.0	2.5	2.5
P 11	P 10	PVC		1.0	2.2	2.2
I 28	I 27	AC		1.0	2.1	2.1
P 9	P 8	PVC		1.0	2.1	2.1
P 8	P 6	PVC		1.0	2.1	2.1
K 68	K 67	PVC		1.0	2.1	2.1
P 10	P 9	PVC		1.0	2.1	2.1
K 67	K 66	PVC		1.0	2.0	2.0
K 66	K 46	PVC		1.0	2.0	2.0
R 3	R 2	PVC		1.0	2.0	2.0
I 47	I 46	VC		1.0	1.9	1.9
I 10	J 9	AC		1.0	1.9	1.9
R 26	R 25	PVC		1	1.7	1.7
R 25	R 24	PVC		1	1.7	1.7
K 95	K 23	AC		1	1.7	1.7
K 5	K 4	PVC		1.0	1.7	1.7
J 8	I 36	AC		1.0	1.7	1.7
P 90	P 10	PVC		1.0	1.7	1.7
R 4	R 3	PVC		1.0	1.6	1.6
K 4	K 3	PVC		1	1.6	1.6
K 96	K 95	Clay		1.0	1.5	1.5
P 114	P 90	PVC		1	1.5	1.5
R 29	R 22	Clay		1	1.5	1.5
J 15	J 14	PVC/Clay		1.0	1.5	1.5
I 66	I 10	PVC		1.0	1.5	1.5
K 90	K 68	PVC		1.0	1.5	1.5
R 20	R 19	PVC		1.0	1.5	1.5
P 115	P 114	PVC		1.0	1.5	1.5
P 25	P 11	PVC		1.0	1.5	1.5
K 109	K 108	PVC/Clay		1	1.5	1.5
R 24	R 23	PVC		1.0	1.4	1.4
R 21	R 20	PVC		1.0	1.4	1.4
R 11	R 10	PVC/Clay		1.0	1.2	1.2

APPENDIX D: CONSTRUCTION COST ESTIMATE





**COMMITMENT & INTEGRITY
DRIVE RESULTS**

41 HUTCHINS DRIVE
PORTLAND, MAINE 04102
TEL.(207)774-2112

CLIENT City of Madawaska

PROJECT Sanitary Sewer Replacement Analysis

DESIGNED BY MNK

DATE 7/21/2016

CHECKED BY FMF

DATE 7/25/2016

PROJECT NO. 0229641.00

Section	Average Rof	Trenchless Replacement (LF)	Open Cut Replacement (LF)	State Pavement Repair (CY)	Town Pavement Repair (CY)	MH Replacement (#)	Excavation of Unusable Materials (CY)	Select Backfill (CY)	Rock Excavation (CY)	Cost/Section*
P6-P3	10.3	301	0	0	0	5	10	10	10	\$ 69,000.00
R2-R1	9.6	89	0	0	0	2	10	10	10	\$ 26,000.00
K46-K27	6.6	0	261	174	0	2	10	10	10	\$ 60,000.00
I32-I25	6.4	1298	0	0	0	10	10	10	10	\$ 203,000.00
P120-I19	6	833	482	0	321	12	10	10	10	\$ 241,000.00
R19-R4	5.5	0	358	239	0	4	10	10	10	\$ 90,000.00
K101-K22	5.5	178	1184	0	789	12	10	10	10	\$ 278,000.00
K107-K95	5.1	0	384	0	256	4	10	10	10	\$ 87,000.00
I49-I44	5	0	1384	923	0	7	10	10	10	\$ 279,000.00
R30-I15	4.8	395	0	0	0	6	10	10	10	\$ 85,000.00
K40-K21	4.6	0	490	0	327	5	10	10	10	\$ 110,000.00
R14-R11	4.1	0	84	0	56	4	10	10	10	\$ 44,000.00
R23-R22	3.8	90	88	0	59	4	10	10	10	\$ 53,000.00
R17-R9	3.8	201	120	0	80	5	10	10	10	\$ 76,000.00
J9-I35	3.7	0	443	0	295	5	10	10	10	\$ 103,000.00
J15-J9	3.5	0	884	589	0	8	10	10	10	\$ 205,000.00
K3-K2	3.4	446	0	0	0	2	10	10	10	\$ 62,000.00
R13-R9	3	0	624	0	416	6	10	10	10	\$ 136,000.00
Total		3831	6786	1924	2599	103	180	180	180	\$ 2,210,000.00

Add 20% Contingency \$ 442,000.00
20% Admin, Engineering & Construction Services \$ 442,000.00
Total Cost Estimate \$ 3,094,000.00

Unit Cost

Open Cut	95 \$/LF
Pavement Repair State Roads	80 \$/SY
Pavement Repair Town Roads	55 \$/SY
Trenchless	90 \$/LF
Man Holes	6,500 \$ Each
Excavation of Unusable Materials	30 \$/CY
Select Backfill	30 \$/CY
Rock Excavation	175 \$/CY

* Cost Includes 10% Administration

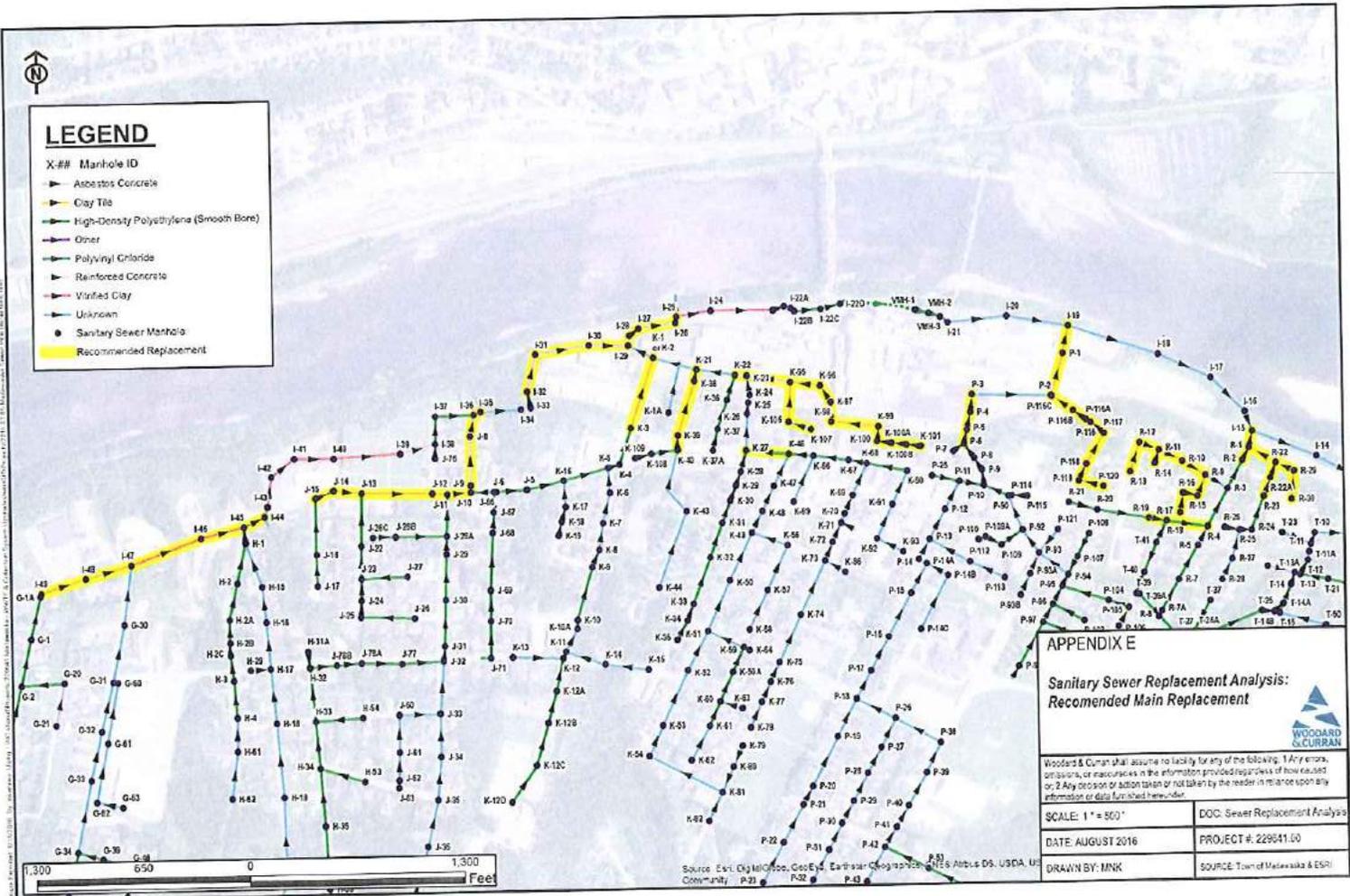


APPENDIX E: MAP OF PROPOSED MAIN REPLACEMENTS



LEGEND

- X-# Manhole ID
- ▴ Asphalt Concrete
- ▾ Clay Tile
- High-Density Polyethylene (Smooth Bore)
- Other
- Polyvinyl Chloride
- ▻ Reinforced Concrete
- ▼ Vitrified Clay
- ▽ Unknown
- Sanitary Sewer Manhole
- ▬ Recommended Replacement



APPENDIX E

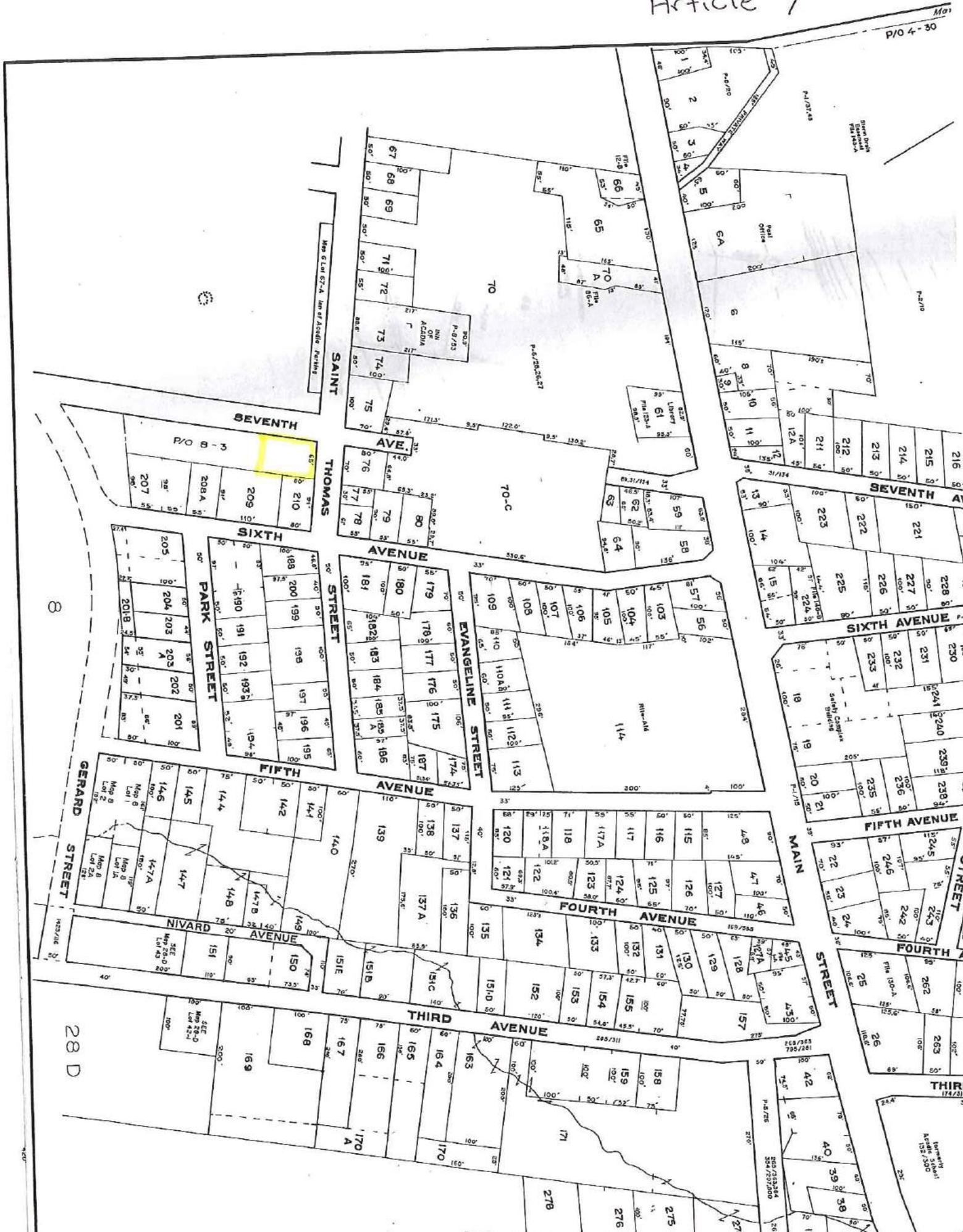
Sanitary Sewer Replacement Analysis: Recommended Main Replacement



Woodard & Curran shall assume no liability for any of the following: 1. Any errors, omissions, or inaccuracies in the information provided regardless of how caused or; 2. Any decision or action taken or not taken by the reader in reliance upon the information or data furnished hereunder.

SCALE: 1" = 500'	DOC: Sewer Replacement Analysis
DATE: AUGUST 2016	PROJECT #: 229041.00
DRAWN BY: MNK	SOURCE: Town of Wakeoka & ESRI

Source: Esri, DigitalGlobe, GeoEye, Earthstar (Google), CNR, USDA, US Community, P-23, P-22, P-31, P-43, P-30, P-29, P-28, P-27, P-26, P-25, P-24, P-23, P-22, P-21, P-20, P-19, P-18, P-17, P-16, P-15, P-14, P-13, P-12, P-11, P-10, P-9, P-8, P-7, P-6, P-5, P-4, P-3, P-2, P-1, P-100, P-101, P-102, P-103, P-104, P-105, P-106, P-107, P-108, P-109, P-110, P-111, P-112, P-113, P-114, P-115, P-116, P-117, P-118, P-119, P-120, P-121, P-122, P-123, P-124, P-125, P-126, P-127, P-128, P-129, P-130, P-131, P-132, P-133, P-134, P-135, P-136, P-137, P-138, P-139, P-140, P-141, P-142, P-143, P-144, P-145, P-146, P-147, P-148, P-149, P-150, P-151, P-152, P-153, P-154, P-155, P-156, P-157, P-158, P-159, P-160, P-161, P-162, P-163, P-164, P-165, P-166, P-167, P-168, P-169, P-170, P-171, P-172, P-173, P-174, P-175, P-176, P-177, P-178, P-179, P-180, P-181, P-182, P-183, P-184, P-185, P-186, P-187, P-188, P-189, P-190, P-191, P-192, P-193, P-194, P-195, P-196, P-197, P-198, P-199, P-200, P-201, P-202, P-203, P-204, P-205, P-206, P-207, P-208, P-209, P-210, P-211, P-212, P-213, P-214, P-215, P-216, P-217, P-218, P-219, P-220, P-221, P-222, P-223, P-224, P-225, P-226, P-227, P-228, P-229, P-230, P-231, P-232, P-233, P-234, P-235, P-236, P-237, P-238, P-239, P-240, P-241, P-242, P-243, P-244, P-245, P-246, P-247, P-248, P-249, P-250, P-251, P-252, P-253, P-254, P-255, P-256, P-257, P-258, P-259, P-260, P-261, P-262, P-263, P-264, P-265, P-266, P-267, P-268, P-269, P-270, P-271, P-272, P-273, P-274, P-275, P-276, P-277, P-278, P-279, P-280, P-281, P-282, P-283, P-284, P-285, P-286, P-287, P-288, P-289, P-290, P-291, P-292, P-293, P-294, P-295, P-296, P-297, P-298, P-299, P-300, P-301, P-302, P-303, P-304, P-305, P-306, P-307, P-308, P-309, P-310, P-311, P-312, P-313, P-314, P-315, P-316, P-317, P-318, P-319, P-320, P-321, P-322, P-323, P-324, P-325, P-326, P-327, P-328, P-329, P-330, P-331, P-332, P-333, P-334, P-335, P-336, P-337, P-338, P-339, P-340, P-341, P-342, P-343, P-344, P-345, P-346, P-347, P-348, P-349, P-350, P-351, P-352, P-353, P-354, P-355, P-356, P-357, P-358, P-359, P-360, P-361, P-362, P-363, P-364, P-365, P-366, P-367, P-368, P-369, P-370, P-371, P-372, P-373, P-374, P-375, P-376, P-377, P-378, P-379, P-380, P-381, P-382, P-383, P-384, P-385, P-386, P-387, P-388, P-389, P-390, P-391, P-392, P-393, P-394, P-395, P-396, P-397, P-398, P-399, P-400, P-401, P-402, P-403, P-404, P-405, P-406, P-407, P-408, P-409, P-410, P-411, P-412, P-413, P-414, P-415, P-416, P-417, P-418, P-419, P-420, P-421, P-422, P-423, P-424, P-425, P-426, P-427, P-428, P-429, P-430, P-431, P-432, P-433, P-434, P-435, P-436, P-437, P-438, P-439, P-440, P-441, P-442, P-443, P-444, P-445, P-446, P-447, P-448, P-449, P-450, P-451, P-452, P-453, P-454, P-455, P-456, P-457, P-458, P-459, P-460, P-461, P-462, P-463, P-464, P-465, P-466, P-467, P-468, P-469, P-470, P-471, P-472, P-473, P-474, P-475, P-476, P-477, P-478, P-479, P-480, P-481, P-482, P-483, P-484, P-485, P-486, P-487, P-488, P-489, P-490, P-491, P-492, P-493, P-494, P-495, P-496, P-497, P-498, P-499, P-500, P-501, P-502, P-503, P-504, P-505, P-506, P-507, P-508, P-509, P-510, P-511, P-512, P-513, P-514, P-515, P-516, P-517, P-518, P-519, P-520, P-521, P-522, P-523, P-524, P-525, P-526, P-527, P-528, P-529, P-530, P-531, P-532, P-533, P-534, P-535, P-536, P-537, P-538, P-539, P-540, P-541, P-542, P-543, P-544, P-545, P-546, P-547, P-548, P-549, P-550, P-551, P-552, P-553, P-554, P-555, P-556, P-557, P-558, P-559, P-560, P-561, P-562, P-563, P-564, P-565, P-566, P-567, P-568, P-569, P-570, P-571, P-572, P-573, P-574, P-575, P-576, P-577, P-578, P-579, P-580, P-581, P-582, P-583, P-584, P-585, P-586, P-587, P-588, P-589, P-590, P-591, P-592, P-593, P-594, P-595, P-596, P-597, P-598, P-599, P-600, P-601, P-602, P-603, P-604, P-605, P-606, P-607, P-608, P-609, P-610, P-611, P-612, P-613, P-614, P-615, P-616, P-617, P-618, P-619, P-620, P-621, P-622, P-623, P-624, P-625, P-626, P-627, P-628, P-629, P-630, P-631, P-632, P-633, P-634, P-635, P-636, P-637, P-638, P-639, P-640, P-641, P-642, P-643, P-644, P-645, P-646, P-647, P-648, P-649, P-650, P-651, P-652, P-653, P-654, P-655, P-656, P-657, P-658, P-659, P-660, P-661, P-662, P-663, P-664, P-665, P-666, P-667, P-668, P-669, P-670, P-671, P-672, P-673, P-674, P-675, P-676, P-677, P-678, P-679, P-680, P-681, P-682, P-683, P-684, P-685, P-686, P-687, P-688, P-689, P-690, P-691, P-692, P-693, P-694, P-695, P-696, P-697, P-698, P-699, P-700, P-701, P-702, P-703, P-704, P-705, P-706, P-707, P-708, P-709, P-710, P-711, P-712, P-713, P-714, P-715, P-716, P-717, P-718, P-719, P-720, P-721, P-722, P-723, P-724, P-725, P-726, P-727, P-728, P-729, P-730, P-731, P-732, P-733, P-734, P-735, P-736, P-737, P-738, P-739, P-740, P-741, P-742, P-743, P-744, P-745, P-746, P-747, P-748, P-749, P-750, P-751, P-752, P-753, P-754, P-755, P-756, P-757, P-758, P-759, P-760, P-761, P-762, P-763, P-764, P-765, P-766, P-767, P-768, P-769, P-770, P-771, P-772, P-773, P-774, P-775, P-776, P-777, P-778, P-779, P-780, P-781, P-782, P-783, P-784, P-785, P-786, P-787, P-788, P-789, P-790, P-791, P-792, P-793, P-794, P-795, P-796, P-797, P-798, P-799, P-800, P-801, P-802, P-803, P-804, P-805, P-806, P-807, P-808, P-809, P-810, P-811, P-812, P-813, P-814, P-815, P-816, P-817, P-818, P-819, P-820, P-821, P-822, P-823, P-824, P-825, P-826, P-827, P-828, P-829, P-830, P-831, P-832, P-833, P-834, P-835, P-836, P-837, P-838, P-839, P-840, P-841, P-842, P-843, P-844, P-845, P-846, P-847, P-848, P-849, P-850, P-851, P-852, P-853, P-854, P-855, P-856, P-857, P-858, P-859, P-860, P-861, P-862, P-863, P-864, P-865, P-866, P-867, P-868, P-869, P-870, P-871, P-872, P-873, P-874, P-875, P-876, P-877, P-878, P-879, P-880, P-881, P-882, P-883, P-884, P-885, P-886, P-887, P-888, P-889, P-890, P-891, P-892, P-893, P-894, P-895, P-896, P-897, P-898, P-899, P-900, P-901, P-902, P-903, P-904, P-905, P-906, P-907, P-908, P-909, P-910, P-911, P-912, P-913, P-914, P-915, P-916, P-917, P-918, P-919, P-920, P-921, P-922, P-923, P-924, P-925, P-926, P-927, P-928, P-929, P-930, P-931, P-932, P-933, P-934, P-935, P-936, P-937, P-938, P-939, P-940, P-941, P-942, P-943, P-944, P-945, P-946, P-947, P-948, P-949, P-950, P-951, P-952, P-953, P-954, P-955, P-956, P-957, P-958, P-959, P-960, P-961, P-962, P-963, P-964, P-965, P-966, P-967, P-968, P-969, P-970, P-971, P-972, P-973, P-974, P-975, P-976, P-977, P-978, P-979, P-980, P-981, P-982, P-983, P-984, P-985, P-986, P-987, P-988, P-989, P-990, P-991, P-992, P-993, P-994, P-995, P-996, P-997, P-998, P-999, P-1000.



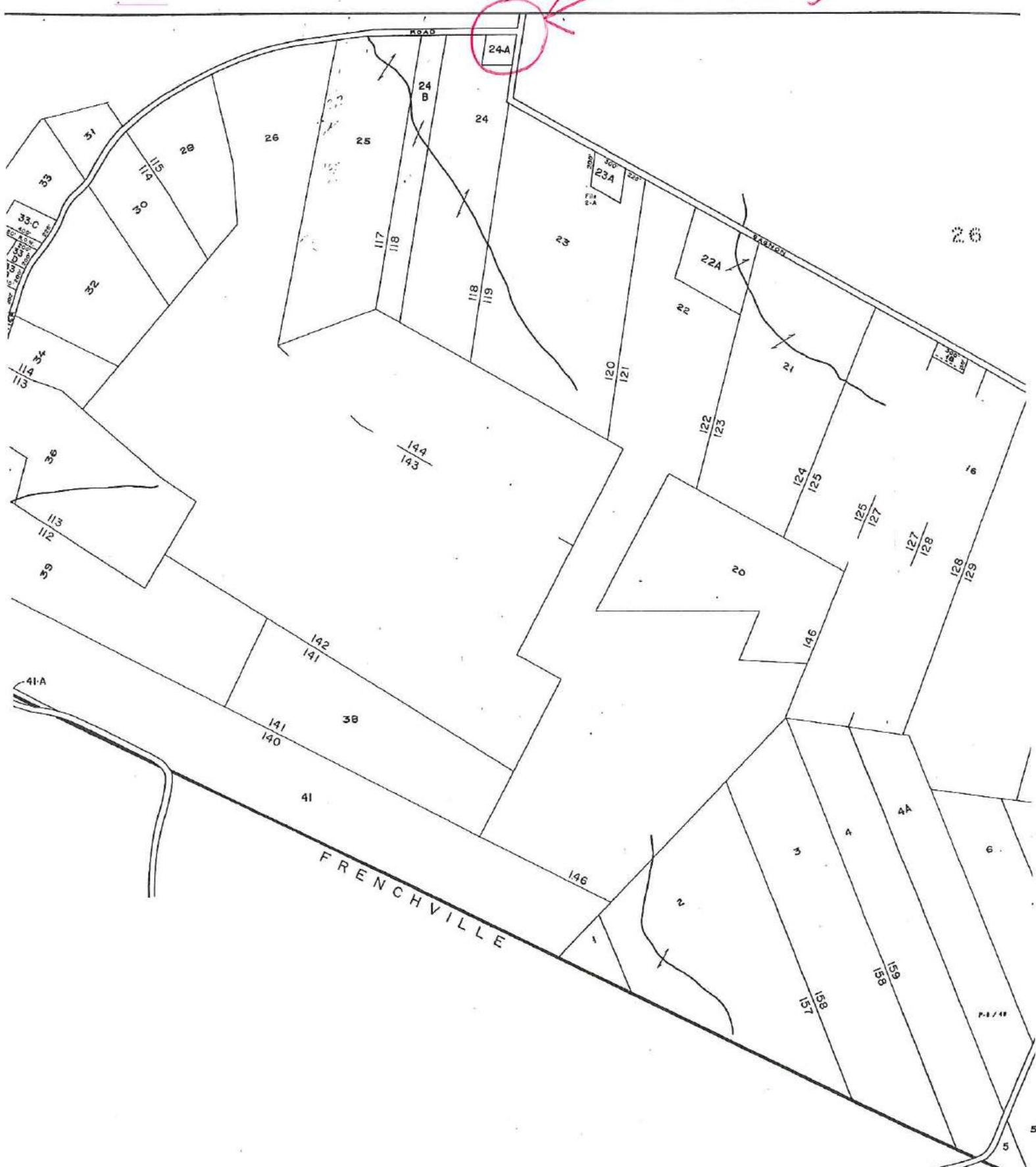
8

28 D

21

21

Subject property



Ryan D. Pelletier

From: Legal Services Department <legal@memun.org>
Sent: Thursday, September 22, 2016 2:25 PM
To: 'rpelletier@townofmadawaska.net'
Subject: RE: Madawaska Snow Removal on Private Property

Ryan,

I agree with you that the town should end its practice of plowing non-municipal driveways/parking lots asap.

I also do agree that it would be possible for the town to negotiate an agreement to lease a parking lot on terms that would allow the town to provide plowing in lieu of a cash lease payment. As with all multi-year lease agreements, I think the town meeting needs to provide authority for the selectmen to enter a multi-year lease agreement with the parking lot owner and authorize the selectmen to determine the terms of the agreement. If approved, the selectmen would then want to have a written agreement that outlines the terms of the lease and make sure the town is insured and that the lot owner releases the town from liability and indemnifies the town if a claim is made. Taking these steps would provide a clear authority for town personnel to be present on the property and plow. This would limit the potential liability of the town and town personnel in the event that someone was injured. Generally speaking, immunities under the Maine Tort Claims Act and coverage under workers compensation insurance would usually not cover activities that are outside the scope of the town's or town staff's authority. Authority from town meeting and formal lease agreement for the plowing would provide some documentation of authority to conduct those activities, so the town would be in a better position. You should probably also touch base with the town's insurer regarding coverage. You would also want the town's attorney to review the agreement.

If I understand what you are asking in your second scenario, the town has a park that is actually on church owned land and you propose to buy the park land by plowing a different parking lot that is owned by the same church. Theoretically, I think it is possible for the town to purchase property and/or lease/purchase property and to pay the purchase price with non-cash resources. Perhaps this could be analogized to a lease/purchase of land. However, in this case, the details would be crucial and you would need to work closely with the town's attorney to negotiate and structure the arrangement in a way that protects the town. I think you and your attorney would have to discuss if a promise to plow for 20 years is realistic and/or enforceable and whether there are other ways to compensate the church for the land. There are probably many ways to structure this, but the town's interests would need to be protected in a well-drafted agreement. It might also be better to have title to the park upfront. Again, the town meeting would need to authorize the lease and/or purchase of the lot.

Please let me know if you have any questions.

Susanne F. Pilgrim, Esq., Director
Legal Services Department

Maine Municipal Association
60 Community Drive, Augusta, ME 04330
Phone: 207-623-8428
1-800-452-8786 (in state)
FAX: 207-624-0187
legal@memun.org

This e-mail message, including any attachments, is for the sole use of the intended recipient(s) and may contain confidential and privileged information. Any unauthorized review, disclosure or distribution is prohibited. If you are not the intended recipient, please contact the sender by reply e-mail and destroy all copies of the original message. Thank you.



TOWN OF MADAWASKA

Department of the Town Clerk

AMY OUELLETTE, CMC
TOWN CLERK & REGISTRAR OF VOTERS

POLICY FOR COLLECTION OF SIGNATURES AT A TOWN POLLING PLACE

- 1) The Town will provide one table per polling place for petition circulators.
- 2) Only one (1) person at a time per petition topic per polling place is allowed.
- 3) There is a limit of one poster (Maximum size 11x17 inches) per petition topic. The sign must state the title of the petition topic and can not influence the voter in any manner. No pictures or graphics are allowed on the sign.
- 4) Contact the voters ONLY AFTER they have voted and are leaving the polling place.
- 5) Do not allow a crowd to gather where it will impede the voting process.
- 6) Check in with the Election Warden upon arrival.
- 7) Space is allowed on a first come/first served basis.
- 8) Petition circulators shall contact the Town Clerk's Office before Election Day to notify the Town of their intent to circulate petitions on Election Day. They must also state the location of which polling place they are planning to collect signatures.
- 9) On Election Day, petitions will not be notarized or signatures verified by the election officials at the polling place. These can be processed with the Town Clerk's Office AFTER Election Day.
- 10) No petition form may be left at a table unattended at anytime.

It is the Town Clerk's duty to schedule this before Election Day. On Election Day, it is the Warden's duty to oversee those who wish to circulate petitions at the polling place.

I have read and understand the items listed above regarding collecting signatures at the polling places located within the Town of Madawaska.

Printed Name of Circulator: _____

Signature of Circulator: _____

Topic of Petition: _____

Contact Name of Statewide Coordinator: _____

Phone Number of Statewide Coordinator: _____



TOWN OF MADAWASKA

Department of the Town Clerk

Dated: _____

Brian Thibeault

Vincent Frallicciardi

Chad Carter

Denise Duperre

Donald Chasse



September 27, 2016

Dear Mr. Pelletier:

My name is Rachel Dufour and I work for Power of Prevention. I have taken the initiative to work on a Complete Streets policy for Madawaska, which I have enclosed for your convenience, and which I will explain here:

Your town is already doing wonderful things to encourage residents and visitors to get out and get active; from the many free trails and parks to the great community recreation department and activities, your municipality is in many ways a role model for other communities in northern Aroostook. A Complete Streets policy adoption would continue this town tradition by providing guidelines for a town commitment to consider the needs of all users when conducting road rehabilitation. While Complete Streets projects are typically thought of as facilitating bicycle and pedestrian infrastructure improvements (such as paved shoulders or benches in downtown areas, or signage to in-town parks, or bike lanes and additional crosswalks), a Complete Streets policy also includes consideration for those who need mobility assistance. The end goal is to encourage municipal decision-makers to plan community roadways to be effective transportation avenues for people, whichever mode of transportation they choose to use or are limited to using- whether this is in a vehicle, on a bike, on foot, in a wheelchair, or on the ARTS bus- and to do this in a fiscally efficient way. It's less expensive to identify and stripe bike lanes on Main Street, for example, when this is planned into an existing MDOT roadway resurfacing project than it is for the municipality to shoulder the burden itself. And it's less expensive and more efficient to plan lighting improvements, for example, as part of an existing street improvement plan than it is to have two projects on the same street planned and executed separately. The Maine DOT has a Complete Streets policy itself, and especially when looking for certain road improvements, a municipal Complete Streets policy can help to facilitate state approval for additional funding.

A Complete Streets policy has specific language in it stating that the town will be looking for no-cost or low-cost projects; this policy is not intended to create a financial burden for taxpayers, but instead, to encourage people to relocate to the wonderful communities that we know we already have, because they are so inviting and because municipal leaders clearly have community health and convenience in mind.

While changes at the state are affecting Power of Prevention's funding and my availability to assist the municipality with any questions about the policy and/or policy adoption, I encourage you to contact Julie Daigle at any time at 207-316-9251 or email her at julie.daigle@gmail.com. She has been working with community development projects and would be happy to answer your questions.

Sincerely,

Rachel Dufour

**Rachel Dufour
Power of Prevention
Outreach Coordinator
163 Van Buren Road
Caribou, Maine 04736**

Complete Streets Policy Madawaska Maine

1. **Vision;** promoting pedestrian, bicycle and public transportation travel, reduces negative environmental impacts, promotes healthy living, advances the well-being of travelers, supports the goal of economic development, and meets the needs of all users, thereby helping Madawaska to achieve municipal goals. The Town of Madawaska is a community in which all residents and visitors can safely and efficiently use the public right-of-way to meet their transportation needs, inclusive of all modes of travel.
2. **Policy.** This policy is inclusive of all users of all ages and abilities and all modes of travel including motorist; bicyclists; pedestrians, including persons with disabilities which may use mobility devices such as wheelchairs; public transportation services, vehicles and patrons; freight providers; and emergency responders.
3. **Projects.** Early consideration of all modes for all users, will be important to the success of this policy. Those planning and designing projects that affect public streets will give due consideration to all roadway users from the very start of planning and design work. This will apply to all roadway projects, including those involving new construction, reconstruction, repaving/rehabilitation or roadway retrofit. Roadway retrofits may include changes in the allocation of the right of way and pavement space on an existing roadway, such as changes to the number and use of lanes, changes in lane widths and/or reconfiguration of on street parking.
4. **Exceptions.** These may be made under the circumstances listed below, prior to finalizing the design and budget for the intended project. Exemptions can be granted by the town council members.
 - a. Street projects may exclude those elements of this policy that would require the accommodation of street use prohibited by law;
 - b. Ordinary maintenance activities such as mowing, snowplowing, sweeping, spot repair, joint or crack sealing, or pothole filling do not require that elements of this policy be applied beyond the scope of that maintenance activity;
 - c. Ordinary maintenance paving projects may only exclude the elements that would require increasing pavement width. However, when such projects do occur, the condition of existing facilities supporting alternate transportation modes should be evaluated as well as the appropriateness of modifying existing pavement markings and signage to support such alternate modes. This exception does not apply to street reconstruction projects;

- d. **Street reconstruction projects and maintenance paving projects which involve widening pavement may exclude elements of this policy when the accommodation of a specific use is expected to :**
 - i. **Require more space than is physically available, or**
 - ii. **Be located where both current and future demand is proven absent by the Planning Office.**
 - iii. **Drastically increase project costs and equivalent alternatives exist within close proximity, or**
 - iv. **Have adverse impacts of environmental resources such as streams, wetlands, floodplains, or on historic structures or sites above and beyond the impact of currently existing infrastructures.**

5. **Network. Complete Streets are planned, designed, maintained and operated to enable safe, convenient, appealing and continuous travel networks for all users. Pedestrian, bicyclist, motorists and bus riders of all ages and abilities are able to safely move from destination to destination along and across a network of Complete Streets.**

Complete Streets can be achieved through network level improvements, through integration into single-location projects, or incrementally, through a series of small improvements or maintenance activities.

Transportation improvements will include facilities and amenities, as appropriate, that are recognized as contributing to Complete Streets, which may include pavement markings and signs; street and sidewalk lighting; sidewalks and pedestrian safety improvements that provide ADA (Americans with Disabilities Act) compliance and full accessibility such as curb ramps and accessible pedestrian signals; improved pedestrian access to transit stops and centers, as they may develop; bicycle detection at intersections and bicycle accommodations including shared-use lanes, paved shoulders, wide travel lanes or bike lanes as appropriate; bicycle parking; and street trees, landscaping, street furniture and adequate drainage facilities, including opportunities for "green" storm water management facilities and practices.

Special attention should be given to projects which enhance the overall transportation system and its connectivity. Specifically, high priority should be given to:

- a. **Corridors providing primary access to one or more significant destinations such as a parks or recreation area; school, shopping/commercial areas; public transportation, when applicable; or employment centers;**
- b. **Corridors serving a relatively high number of users of non-motorized transportation modes, such as school routes;**
- c. **Corridors providing important continuity links such as mapped urban walking and biking routes, recreational trail programs, Four Season Trail association trails and Madawaska Recreation Department maintained trails.**

The design of new, rehabilitated or reconstructed facilities should anticipate likely future demand for bicycling, walking, transit and motorist use and should not preclude the provision of future improvements.

The Town of Madawaska will coordinate and collaborate with other transportation agencies including Maine DOT, and other users of the public right-of-way, such as utilities and public transportation providers, to ensure that the principles and practices of Complete Streets are embedded within their planning, design, construction, and maintenance activities.

6. **Community Context.** Implementation of this policy shall take into account the goal of enhancing the context and character of the surrounding built and natural environments. Transportation facilities, including roads, should be adapted to fit and enhance the character of the surrounding neighborhood.
7. **Design Standards and Guidelines.** The Planning Office or any municipal supported bike pedestrian advisory group shall adapt, develop and adopt policies, design guidelines, zoning and performance standards and other guidelines based upon resources identifying best practices in street design, construction, operation and maintenance. These resources include but are not limited to the AASHTO Green Book; AASHTO Policy on Geometric Design of Highways and Streets; AASHTO Guide for Planning, Designing and Operating Pedestrian Facilities; AASHTO guide for the Development of bicycle Facilities; ITE Designing Walkable Urban Thoroughfares: A Context Sensitive Approach; NACTO Urban Bikeway Design Guide; Manual on Uniform Traffic Control Devices; Highway Capacity Manual and Highway Safety Manual; and US Access Board Public Right-of- Way Accessibility Guidelines.

While fulfilling this Complete Streets policy, the town will be permitted to consider innovative or non-traditional design options that provide a comparable level of safety and utility for users as those listed above.

8. **Performance Measures.** The Town Manager shall report to the Planning Board and the Town Council on an annual basis on the transportation projects undertaken within the prior year and planned within the coming year and the extent to which each of these projects has met the objectives of this policy. Reports can include, but not limited to linear feet of new or reconstructed sidewalks; miles of new or restriped on-street bicycle facilities; number of new or reconstructed curb ramps; number of new or repainted crosswalks; number of new street trees/percentage of streets with tree canopy; percentage completion of bicycle and pedestrian networks as envisioned by the Planning board; efficiency of transit vehicles on routes, when applicable; transportation mode shifts; rate of children walking or biking to school.

9. **Implementation.** This policy will be implemented primarily through a future Bike Pedestrian Plan or through regular municipal operations. This plan specifies the type and location of improvements and shall be implemented as funding becomes available or routine work is completed. Special emphasis shall be placed on those elements of the plan that can be accomplished with little or no additional expense, such as providing bike lanes where existing pavement is adequate or where road shoulders are sufficient to allow for safe bicycle use, as described in that plan.

Additional implementation activities will include, but will not be limited to, developing project checklists that incorporate Complete Streets element in the town's overall design processes; establishing design manuals that clearly set forth the standards to be followed for bike and pedestrian installations including signs and markings; and directing the Planning Board to evaluate changes to the town's respective land development codes that will extend the Complete Streets concept into private developments through appropriate subdivision and site plan regulations.

Projects that are located within the public right-of-way and also included within the town's annual or multi-year capital improvement plans shall specifically reference how the project address Complete Street issues.

****HOW TO REGISTER****

- * TOWN WEBSITE
- TOWN OFFICE
- RECREATION OFFICE

You may register at any of the above locations, your 1st initial card must be picked up at the Recreation Office after a mandatory background check.

- Open 7 Days a Week
- Gift Certificates Available
- Free WI-FI
- Membership includes Yoga

Contact Us

Madawaska Recreation Department
 328 St. Thomas Street Suite 101
 Madawaska, ME 04756

Tel : (207) 728-3604/3605

Cell# (207)316-9968

Office hours: 8:00am—4:00pm

madrec2001@yahoo.com

www.townofmadawaska.net

**** SPECIALS ****

FALL / WINTER

OCT 1—JAN 31

1 YRS MEMBERSHIP

\$ 200.00

(All Ages)

OCT 1—DEC 31

1 YEAR

FAMILY MEMBERSHIP

(MAX 5)

\$ 500.00

SUMMER

JUNE-JULY-AUGUST

\$ 20.00 A MONTH

OR

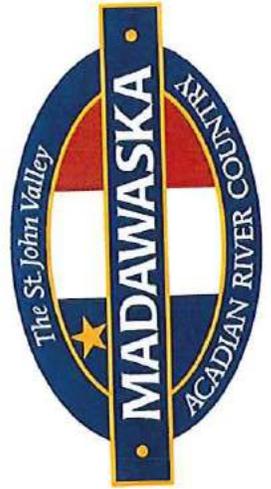
\$ 50.00 FOR ALL 3



**OPEN 7 DAYS
A WEEK**

3:30 AM—10:00 PM

**LOCATED IN THE MIDDLE
SCHOOL SECTION OF THE
HIGH SCHOOL**



Art. 17

MEMBERSHIPS

MONTHLY

Students	\$ 25.00
Adults:	\$ 35.00
Seniors:	\$ 30.00

3 MONTHS

Students	\$ 70.00
Adults:	\$ 100.00
Seniors:	\$ 85.00

6 MONTHS

Students	\$ 125.00
Adults:	\$ 175.00
Seniors:	\$ 150.00

1 YEAR

Students	\$ 200.00
Adults:	\$ 300.00
Seniors:	\$ 250.00

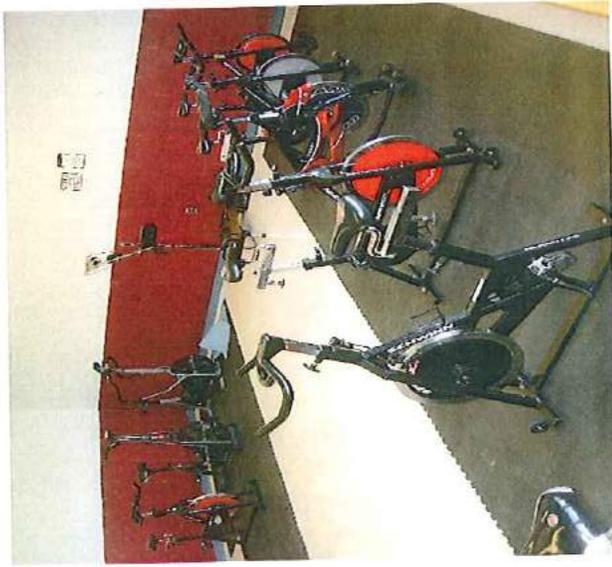
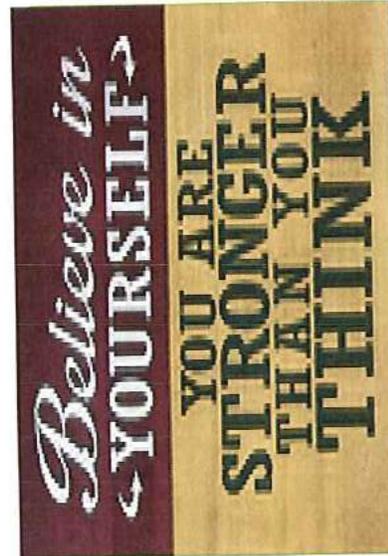
*** Ages 80+ FREE ***

Day Passes All Ages \$ 5.00

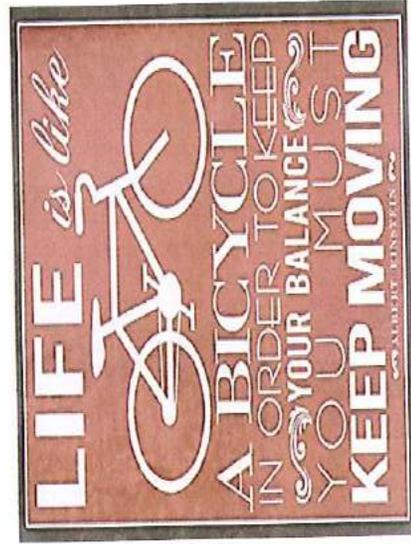
Week Passes All Ages \$ 20.00



- Bench Presses
- Leg Presses
- Multi Station
- Pec-Dek
- Squat-Rack
- Free Weights



- Treadmills
- Rowing Machines
- Spin Bikes
- Elliptical Machines
- Arc Trainer



MEMBERSHIPS

MONTHLY

Students	\$ 25.00
Adults:	\$ 35.00
Seniors:	\$ 30.00

3 MONTHS

Students	\$ 70.00
Adults:	\$ 100.00
Seniors:	\$ 85.00

6 MONTHS

Students	\$ 125.00
Adults:	\$ 175.00
Seniors:	\$ 150.00

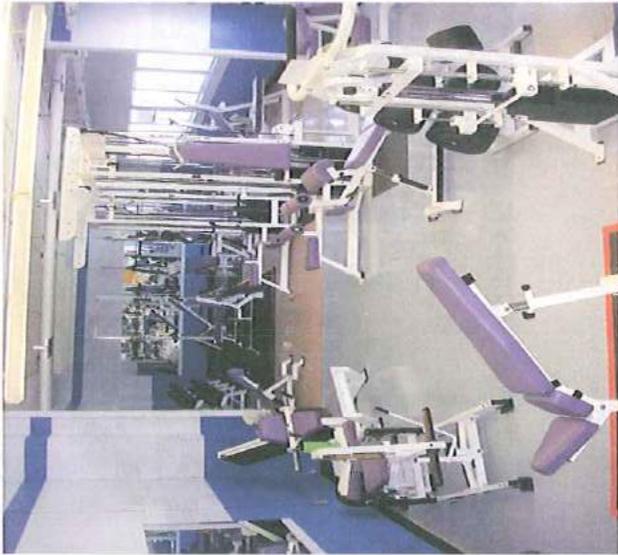
1 YEAR

Students	\$ 200.00
Adults:	\$ 300.00
Seniors:	\$ 250.00

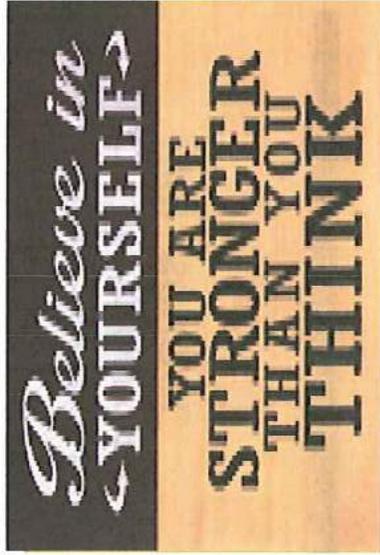
*** Ages 80+ FREE ***

Day Passes All Ages \$ 5.00

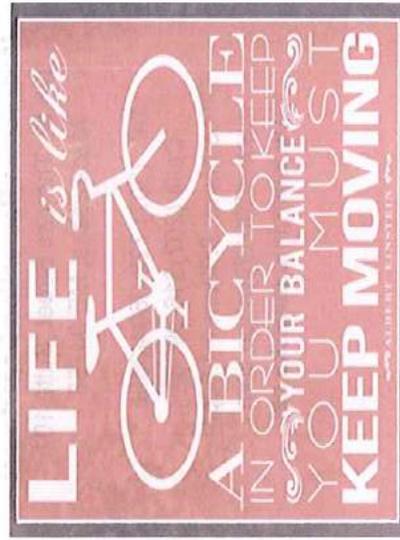
Week Passes All Ages \$ 20.00



- Bench Presses
- Leg Presses
- Multi Station
- Pec-Dek
- Squat-Rack
- Free Weights



- Treadmills
- Rowing Machines
- Spin Bikes
- Elliptical Machines
- Arc Trainer
- Stair Master



MEMBERSHIPS

MONTHLY

Students	\$ 25.00
Adults:	\$ 35.00
Seniors:	\$ 30.00

3 MONTHS

Students	\$ 70.00
Adults:	\$ 100.00
Seniors:	\$ 85.00

6 MONTHS

Students	\$ 125.00
Adults:	\$ 175.00
Seniors:	\$ 150.00

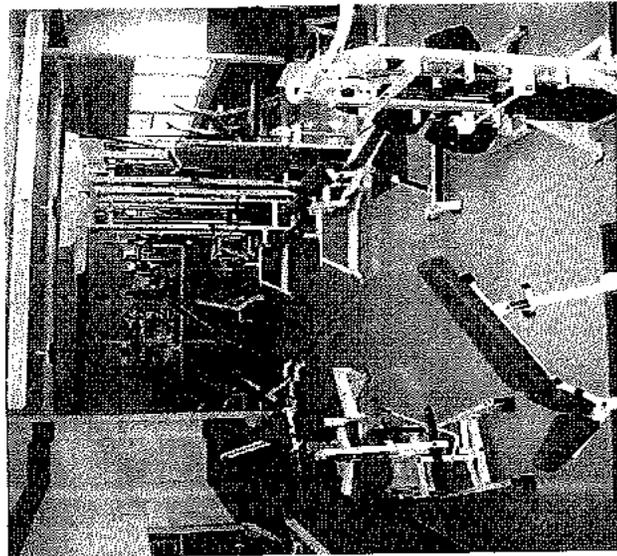
1 YEAR

Students	\$ 200.00
Adults:	\$ 300.00
Seniors:	\$ 250.00

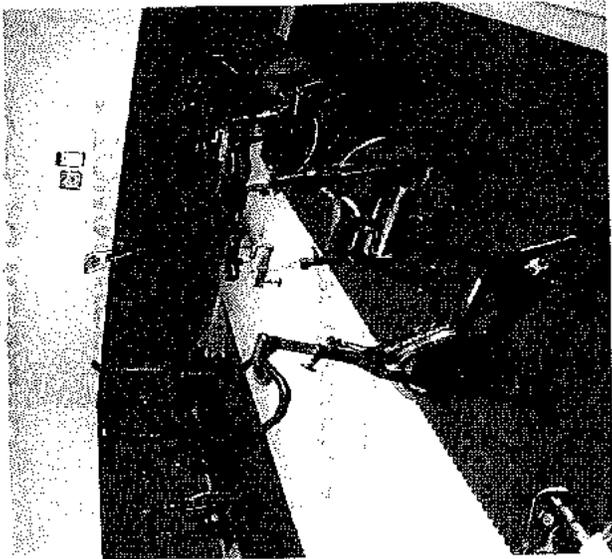
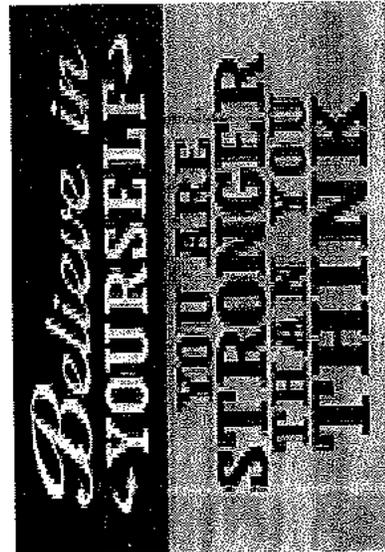
*** Ages 80+ FREE ****

Day Passes All Ages \$ 5.00

Week Passes All Ages \$ 20.00



- Bench Presses
- Leg Presses
- Multi Station
- Pec-Dek
- Squat-Rack
- Free Weights



- Treadmills
- Rowing Machines
- Spin Bikes
- Elliptical Machines
- Arc Trainer
- Stair Master



2016 ENHANCED BETE MUNICIPAL TAX RATE CALCULATION FORM

Article 19

Municipality: Madawaska

Data entry fields

BE SURE TO COMPLETE THIS FORM BEFORE FILLING IN THE TAX ASSESSMENT WARRANT

1. Local taxable real estate valuation	1	\$224,883,200
2. Local taxable personal property valuation	2	\$92,507,455
3. Total taxable valuation (Line 1 plus line 2)	3	\$317,390,655 <small>(should agree with MVR Page 1, line 11)</small>
4. Total of all homestead exempt valuation	4(a)	\$18,919,300 <small>(should agree with MVR Page 1, line 14f)</small>
Total of all Homestead Exempt Valuation divided by 2	4(b)	\$9,459,650
5. Total of all BETE exempt valuation <small>(+Enhanced BETE Calc sheet 1/12)</small>	5(a)	\$38,837,300
Enhanced total of all reimbursable BETE exempt valuation <small>(+Enhanced BETE Calc sheet 1/30:50, Line 4.a)</small>	5(b)	\$26,578,498
6. Total valuation base (Line 3 plus line 4(b) plus line 5)	6	\$353,428,803

ASSESSMENTS

7. County tax	7	\$358,954
8. Municipal appropriation	8	\$4,889,075
9. TIF financing plan amount	9	\$30,000
10. Local education appropriation (Local share/contribution) <small>(Adjusted to municipal fiscal year)</small>	10	\$3,273,435
11. Total appropriations (Add lines 7 through 10)	11	\$8,551,464.00

ALLOWABLE DEDUCTIONS

12. State municipal revenue sharing	12	\$214,000
13. Other revenues: All other revenues that have been formally appropriated to be used to reduce the commitment such as excise tax revenue, tree growth reimbursement, trust fund or bank interest income, appropriated surplus revenue, etc. (Do Not Include any Homestead or BETE Reimbursement)	13	\$1,831,750
14. Total deductions (Line 12 plus line 13)	14	\$2,045,750.00
15. Net to be raised by local property tax rate (Line 11 minus line 14)	15	\$6,505,714.00

16.	$\frac{\$6,505,714.00}{\text{(Amount from line 15)}} \times 1.05 = \$6,830,999.70$	Maximum Allowable Tax
17.	$\frac{\$6,505,714.00}{\text{(Amount from line 15)}} \div \frac{\$353,428,803}{\text{(Amount from line 6)}} = 0.01841$	Minimum Tax Rate
18.	$\frac{\$6,830,999.70}{\text{(Amount from line 16)}} \div \frac{\$353,428,803}{\text{(Amount from line 6)}} = 0.01933$	Maximum Tax Rate
19.	$\frac{\$317,390,655.00}{\text{(Amount from line 3)}} \times 0.0186 = \$5,903,466.18$ <small>(Selected Rate) (Enter on MVR Page 1, line 13)</small>	Tax for Commitment
20.	$\frac{\$6,505,714.00}{\text{(Amount from line 15)}} \times 0.05 = \$325,285.70$	Maximum Overlay
21.	$\frac{\$9,459,650}{\text{(Amount from line 4b)}} \times 0.0186 = \$175,949.49$ <small>(Selected Rate) (Enter on line 8, Assessment Warrant)</small>	Homestead Reimbursement
22.	$\frac{\$26,578,498}{\text{(Amount from line 5b)}} \times 0.0186 = \$494,360.06$ <small>(Selected Rate) (Enter on line 9, Assessment Warrant)</small>	BETE Reimbursement
23.	$\frac{\$6,573,775.73}{\text{(Line 19 plus lines 21 and 22)}} - \frac{\$6,505,714.00}{\text{(Amount from line 15)}} = \$68,061.73$ <small>(If Line 23 exceeds Line 20 select a lower tax rate.) (Enter on line 5, Assessment Warrant)</small>	Overlay

Results from this completed form should be used to prepare the Municipal Tax Assessment Warrant, Certificate of Assessment to Municipal Treasurer and Municipal Valuation Return.

*with utilizing \$200,000

2016 ENHANCED BETE MUNICIPAL TAX RATE CALCULATION FORM

Municipality: Madawaska

Data entry fields

BE SURE TO COMPLETE THIS FORM BEFORE FILLING IN THE TAX ASSESSMENT WARRANT

1. Local taxable real estate valuation	1	\$224,883,200
2. Local taxable personal property valuation	2	\$92,507,455
3. Total taxable valuation (Line 1 plus line 2)	3	\$317,390,655 <small>(should agree with MVR Page 1, line 11)</small>
4. Total of all homestead exempt valuation	4(a)	\$18,919,300 <small>(should agree with MVR Page 1, line 14f)</small>
Total of all Homestead Exempt Valuation divided by 2	4(b)	\$9,459,650
5. Total of all BETE exempt valuation <small>(+Enhanced BETE Calc sheet 1112)</small>	5(a)	\$38,837,300
Enhanced total of all reimbursable BETE exempt valuation <small>(+Enhanced BETE Calc sheet 1150:150, Line 4.a)</small>	5(b)	\$26,578,498
6. Total valuation base (Line 3 plus line 4(b) plus line 5)	6	\$353,428,803

ASSESSMENTS

7. County tax	7	\$358,954
8. Municipal appropriation	8	\$4,889,075
9. TIF financing plan amount	9	\$30,000
10. Local education appropriation (Local share/contribution) <small>(Adjusted to municipal fiscal year)</small>	10	\$3,273,435
11. Total appropriations (Add lines 7 through 10)	11	\$8,551,464.00

ALLOWABLE DEDUCTIONS

12. State municipal revenue sharing	12	\$214,000
13. Other revenues: All other revenues that have been formally appropriated to be used to reduce the commitment such as excise tax revenue, tree growth reimbursement, trust fund or bank interest income, appropriated surplus revenue, etc. (Do Not Include any Homestead or BETE Reimbursement)	13	\$1,631,750
14. Total deductions (Line 12 plus line 13)	14	\$1,845,750.00
15. Net to be raised by local property tax rate (Line 11 minus line 14)	15	\$6,705,714.00

16.	\$6,705,714.00	x	1.05	=	\$7,040,999.70	Maximum Allowable Tax
	<small>(Amount from line 15)</small>					
17.	\$6,705,714.00	+	\$353,428,803	=	0.01897	Minimum Tax Rate
	<small>(Amount from line 15)</small>		<small>(Amount from line 6)</small>			
18.	\$7,040,999.70	+	\$353,428,803	=	0.01992	Maximum Tax Rate
	<small>(Amount from line 16)</small>		<small>(Amount from line 6)</small>			
19.	\$317,390,655.00	x	0.01925	=	\$6,109,770.11	Tax for Commitment
	<small>(Amount from line 3)</small>		<small>(Selected Rate)</small>		<small>(Enter on MVR Page 1, line 33)</small>	
20.	\$6,705,714.00	x	0.05	=	\$335,285.70	Maximum Overlay
	<small>(Amount from line 15)</small>					
21.	\$9,459,650	x	0.01925	=	\$182,098.26	Homestead Reimbursement
	<small>(Amount from line 4b.)</small>		<small>(Selected Rate)</small>		<small>(Enter on line 8, Assessment Warrant)</small>	
22.	\$26,578,498	x	0.01925	=	\$511,636.08	BETE Reimbursement
	<small>(Amount from line 5b.)</small>		<small>(Selected Rate)</small>		<small>(Enter on line 9, Assessment Warrant)</small>	
23.	\$6,803,504.45	-	\$6,705,714.00	=	\$97,790.45	Overlay
	<small>(Line 19 plus lines 21 and 22)</small>		<small>(Amount from line 15)</small>		<small>(Enter on line 5, Assessment Warrant)</small>	

(If Line 23 exceeds Line 20 select a lower tax rate.)

Results from this completed form should be used to prepare the Municipal Tax Assessment Warrant, Certificate of Assessment to Municipal Treasurer and Municipal Valuation Return.

* without utilizing \$200,000

2016 ENHANCED BETE MUNICIPAL TAX RATE CALCULATION FORM

Municipality: Madawaska

Data entry fields

BE SURE TO COMPLETE THIS FORM BEFORE FILLING IN THE TAX ASSESSMENT WARRANT

- 1. Local taxable real estate valuation 1 \$224,883,200
- 2. Local taxable personal property valuation 2 \$92,507,455
- 3. Total taxable valuation (Line 1 plus line 2) 3 \$317,390,655
(should agree with MVR Page 1, line 11)
- 4. Total of all homestead exempt valuation 4(a) \$18,919,300
(should agree with MVR Page 1, line 14f)
- Total of all Homestead Exempt Valuation divided by 2 4(b) \$9,459,650
- 5. Total of all BETE exempt valuation 5(a) \$38,837,300
(+Enhanced BETE Calc sheet 1112)
- Enhanced total of all reimbursable BETE exempt valuation 5(b) \$26,578,498
(+Enhanced BETE Calc sheet 1150:150, Line 4.a)
- 6. Total valuation base (Line 3 plus line 4(b) plus line 5) 6 \$353,428,803

ASSESSMENTS

- 7. County tax 7 \$358,954
- 8. Municipal appropriation 8 \$4,889,075
- 9. TIF financing plan amount 9 \$30,000
- 10. Local education appropriation (Local share/contribution) 10 \$3,273,435
(Adjusted to municipal fiscal year)
- 11. Total appropriations (Add lines 7 through 10) 11 \$8,551,464.00

ALLOWABLE DEDUCTIONS

- 12. State municipal revenue sharing 12 \$214,000
- 13. Other revenues: All other revenues that have been formally 13 \$1,731,750
appropriated to be used to reduce the commitment such as excise tax revenue, tree growth reimbursement, trust fund or bank interest income, appropriated surplus revenue, etc. (Do Not Include any Homestead or BETE Reimbursement)
- 14. Total deductions (Line 12 plus line 13) 14 \$1,945,750.00
- 15. Net to be raised by local property tax rate (Line 11 minus line 14) 15 \$6,605,714.00

16.	\$6,605,714.00 <small>(Amount from line 15)</small>	x	1.05	=	\$6,935,999.70	Maximum Allowable Tax
17.	\$6,605,714.00 <small>(Amount from line 15)</small>	÷	\$353,428,803 <small>(Amount from line 6)</small>	=	0.01869	Minimum Tax Rate
18.	\$6,935,999.70 <small>(Amount from line 16)</small>	÷	\$353,428,803 <small>(Amount from line 6)</small>	=	0.01962	Maximum Tax Rate
19.	\$317,390,655.00 <small>(Amount from line 3)</small>	x	0.01900 <small>(Selected Rate)</small>	=	\$6,030,422.45 <small>(Enter on MVR Page 1, line 13)</small>	Tax for Commitment
20.	\$6,605,714.00 <small>(Amount from line 15)</small>	x	0.05	=	\$330,285.70	Maximum Overlay
21.	\$9,459,650 <small>(Amount from line 4b.)</small>	x	0.01900 <small>(Selected Rate)</small>	=	\$179,733.35 <small>(Enter on line 8, Assessment Warrant)</small>	Homestead Reimbursement
22.	\$26,578,498 <small>(Amount from line 5b.)</small>	x	0.01900 <small>(Selected Rate)</small>	=	\$504,991.46 <small>(Enter on line 9, Assessment Warrant)</small>	BETE Reimbursement
23.	\$6,715,147.25 <small>(Line 19 plus lines 21 and 22)</small>	-	\$6,605,714.00 <small>(Amount from line 15)</small>	=	\$109,433.25 <small>(Enter on line 5, Assessment Warrant)</small>	Overlay

(If Line 23 exceeds Line 20 select a lower tax rate.)

Results from this completed form should be used to prepare the Municipal Tax Assessment Warrant, Certificate of Assessment to Municipal Treasurer and Municipal Valuation Return.

Handwritten notes: 100 200

Journal Listing

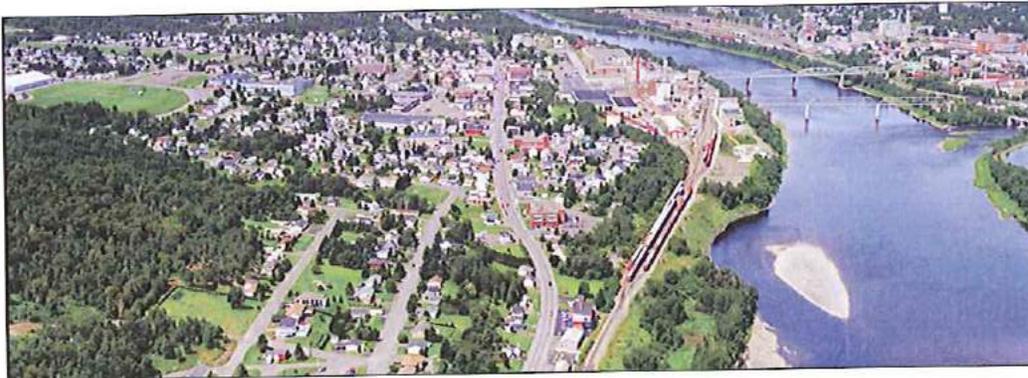
Carryforward BlueSky Payment for Fire Dept FY 2016
Journal No. 1413 Post Date: 10/14/2016 Type: GJ

Per	Date	Description	RCB	Type	Account	Proj	Debit	Credit
06	10/14/2016	Carryforward BlueSky Rev	R	G	R 104-03-40150		800.00	
06	10/14/2016	Carryforward BlueSky Rev	R	G	G 10-37301-00			800.00
06	10/14/2016	Revenue CTL	L	G	G 10-37320-00		800.00	
Total							800.00	800.00

Summary

Funds	Exp	Rev	GL	Cash	Due To	Due From	Enc Control
10	0.00	800.00	0.00	0.00	0.00	0.00	-800.00
Totals	0.00	800.00	0.00	0.00	0.00	0.00	-800.00

Charting a Course for a Vision and Strategy for Madawaska



A Concept Paper Prepared for the Town of Madawaska, Maine
By Sheila Jans, CultureWorth

October 2016

Contents

Executive Summary	3
Building a Framework	
Glimpse of Madawaska	4
Aim of Paper	5
Methodology	5
Purpose of a Vision	6
Purpose of Strategic Planning	6
Community Research	7
Suggested Directions	8
Focus Areas	9
Planning Approach	13
Cost	14
Making it Happen	15
Acknowledgements	16
Appendices	
Steps for Strategic Planning	17
Strategy Approaches	21
Funding Avenues	23
Resources	24

Executive Summary

This Concept Paper is a starting point to help chart a course for the planning of a 15 to 20-year strategy for the town of Madawaska, Maine. It offers insight about high-level issues that need to be tackled in the strategy, considerations for the planning process, and practical tools and resources to consider. It also introduces the expansive concept of *building a great place to live* as a driving force for the strategy.

By no means definitive or comprehensive, the intent of this paper is to offer guidance for a useful, relevant, and compelling vision and strategy. It starts the conversation to imagine what is possible. In some respects, it can be considered as a first stage of municipal strategic planning. A strategy for Madawaska is a roadmap to strengthen the community and region, realize progress and prosperity, and create conditions for great things to happen.

Once planning begins, the important work of convergence, imagination, and action takes place. This is where municipal government, elected officials, and people of Madawaska and beyond, come together to craft a way to maximize the town's potential, lead the conversation for regional development, mobilize for unrealized opportunities, and help the entrepreneurial, creative, and inventive capacities of the people of Madawaska to grow and flourish.

As with many small towns in Maine and across North America, Madawaska faces numerous challenges, such as a struggling and undiversified economy, out-migration of youth and talent, a fading downtown, and demands on scarce resources. The clarion call to address these and many other challenges cannot be ignored. Conversely, Madawaska possesses abundant assets and opportunities: its geographic location within the region and international area, its distinct culture and heritage, beautiful landscape, anchor industries, and people who care passionately about their home.

This paper was informed by research, the perspective of Madawaska residents and students, and stakeholders within the region and county. Key issues identified were grouped into seven areas of focus, which serve as a springboard for the strategy process. They will help the town move toward creating a liveable, distinctive, and prosperous community to live, work, retire, and visit. The focus areas include: 1) Community, Culture, and Place; 2) Education and Workforce; 3) Entrepreneurship and Prosperity, 4) Making and Imagination, 5) Youth and Population Growth; 6) Collaboration and Connection; and 7) Municipal Government.

Many variables are involved in planning for a municipal strategy. Planning will require time, capable expertise, resources, and commitment to achieve success. A good place to start is getting a strong planning team together to lead the way, followed by community engagement, relevant research, and solid analysis.

Recognizing the value of local knowledge, ensuring meaningful community participation, and being guided by a strong strategy process, will help the town move forward more confidently to define what really matters. The result of a concerted effort is a relevant and effective vision and strategic plan. With the help of a strong strategy and unprecedented cooperation and investment, Madawaska has an opportunity to shape a vibrant and prosperous future.

Building a Framework

Glimpse of Madawaska

Madawaska is a small, rural town situated in Aroostook County at the northeasternmost point of Maine and the United States. Part of the Maliseet (Wolastoqiyik) territory for thousands of years, a popular translation of Madawaska is “Land of the Porcupine” in the Maliseet language. In 1785, Acadians and French-Canadians settled the area and by the late 1800’s and early 1900’s, Madawaska became home to priests and nuns from Québec like the *Sœurs du Bon Pasteur* or the *Filles de la Sagesse* from France.¹ The town was founded in 1869 and is now home to over 4,000 residents (2010 Census), predominately of French heritage.

Situated along the St. John River, Madawaska is the largest of twenty towns and townships in the St. John Valley region. Locally known as “the Valley,” this bilingual and international region of approximately 13,000 people, borders the Canadian provinces of New Brunswick and Québec, and is renowned for its distinct culture and outstanding waterways, fields and forest.

The town is ideally situated in the central part of this 100-linear mile region, with the towns of Van Buren and Fort Kent within a half hour drive, and only minutes away from its sister city, Edmundston, in New Brunswick. The surrounding Maine communities of St. David, St. Agatha, Frenchville, Grand Isle, Lille, and Sinclair are considered within the greater Madawaska area. The town is also part of the St. John River watershed and near to Long Lake, the first and largest lake on the connected Fish River Chain of Seven Lakes.

Madawaska’s geographic location place within the St. John Valley and international region, positions it as a leader and anchor for the entire area. The Madawaska/Edmundston border crossing is one of the busiest along the U.S./Canada border. A couple miles away is the TransCanada Highway that connects the Maritime provinces with Québec and Ontario where tens of thousands of people pass by the “Madawaska, Me” exit annually. Within a 60-mile radius, Madawaska is part of a population of close to 100,000 people and only three hours away,² is Québec city, a UNESCO World Heritage City.

As with many small towns across rural North America, Madawaska faces numerous challenges, such as a struggling and undiversified economy, out-migration of youth and talent, a fading downtown, and demands on scarce resources. And yet, Madawaska possesses abundant assets and opportunities: its distinct culture and heritage (French language, historic sites on the National Register of Historic Sites), beautiful landscape and outdoor recreation (part of a 2,300 mile county-wide trail system, amongst the finest in New England), anchor industries (e.g., paper, agriculture, healthcare, and manufacturing), and people who care passionately about their home.

¹ This section is sourced from the *St. John Valley Creative Economy Project*, Sheila Jans et al, Margaret Chase Smith Policy Center, UM, 2010.

² Source: succeedhere.org, includes northern Aroostook, ME and counties of Victoria, Restigouche, Madawaska, NB; and Témiscouata, QC.

Aim of This Paper

The Town of Madawaska may be at a pivotal time in its history. With a heightened level of awareness of its potential, there is momentum to explore ways to redefine Madawaska and to build and sustain a bright and prosperous future. This Concept Paper responds to the momentum. It grew out of discussions with municipal leadership about the need for a compelling 15 to 20-year vision and strategy for economic development.

A number of things were touched upon in the discussions: regional development, revitalization of Main Street, business growth and job creation, and the need to attract and retain youth and talent. Regional and international cooperation was discussed, along with how quality of place, art and culture, creativity, innovation, and making, are all important contributors to a vibrant community.

By no means definitive or comprehensive, this Concept Paper offers insight to help shape a useful, relevant, and compelling vision and strategy. In some respects, it can be considered a first stage of municipal strategic planning since it outlines some high-level issues that can be tackled, suggestions for a planning process, and practical tools and resources. It also helps to guide a course of action to secure funding and investment for future planning. At the core of this paper are three foundational and driving forces:

- 1) **Building a great place to live** – The expansive concept of building a great place to live, work, retire, and visit, points to the idea that there is something about a place where prosperity flourishes at the broadest sense of that word; where all the moving parts – *all that makes up where people live* – possess a symbiotic relationship and synchronicity.
- 2) **Creative ways to plan and seek solutions** – Economic development does not take place in a vacuum. All aspects of what makes Madawaska distinct, competitive, and exceptional, must be considered. An approach that is open to new ways to plan, more constructive ways to find solutions and include new voices, will contribute to shaping an effective vision and strategy.
- 3) **Imagine what is possible** – A critical ingredient to building prosperity and vibrancy is an attitude open to change, imagination, cooperation, and daring. Combine that with strong leadership, a spirit of collaboration, and intentional action, and the result is a town opening itself up to a mindset that anything is possible.

Methodology

In May, 2016, Sheila Jans, cultural development consultant of CultureWorth, was hired by the Town of Madawaska to write this Concept Paper. The working group, composed of the consultant and town manager, shaped the paper's scope and created an advisory group composed of five people who live and work in the Madawaska area. Initial findings were delivered in early July, a first draft by late August, and the final paper was delivered by early fall. Key tasks beyond writing and presentations included:

- Establishment and meeting of advisory group; meetings with town manager and other staff.
- Fourteen one-on-one and small group interviews (identified ideas and key issues to tackle).
- Madawaska Middle-High School online survey with 145 responses (what it means to live here).
- Research of studies and reports, vision/strategic planning, funding avenues, and resources.

Purpose of a Vision

Visioning is a process that helps to bring forth compelling images and define a desired and preferred future. Envisioning the future is not about what is improbable or impossible. Rather, it focuses on what is imagined and intended, the readiness to take risks, and to search for a shared future.

Specifically, community visioning is a collaborative planning process that enables meaningful participation of residents, business owners, elected officials, local institutions, and other stakeholders, to reach a level of consensus, have a voice in decision-making, and be a part of the long-term future of their community.

For some communities, a visioning process can be a transformative experience because it offers residents and stakeholders the opportunity to imagine where they would like the community to be in five, ten, or twenty years; to explore new ideas and possibilities, and have a stronger sense of control over their destinies.

Visioning is usually done in conjunction with larger strategic planning. A resulting vision statement offers an important perspective of what matters and is of value to the community, its goals, and priorities. Inspirational, aspirational, and instructional, a vision helps to inform future planning, programs and regulations, sustainability, and development.³

Purpose of Strategic Planning

A strategic plan can help the town define its mission, vision and guiding principles; examine issues and identify strategies and resources; establish action steps with realistic goals and objectives; set a timeframe for implementation; and identify ways to measure success and adapt to change.

Strategic planning is a process that helps to determine where an entity, in this case, the Town of Madawaska, is going over a period of time, how it will get there, and how it will know if it got there or not. There are a variety of perspectives, models and approaches used in strategic planning. The duration of strategic plans can range from one, five, ten, or more years.

No matter the direction taken, the process can solve some major problems, develop leadership and community building (plus team building within municipal offices), instil a sense of ownership and investment, and increase productivity and efficiency. Successful development strategies also include identifying and leveraging assets and forming collaborations with other jurisdictions to maximize resources. See page 17 in the appendix for a suggested strategic planning process and page 21 for examples on strategy approaches.

³ Many sources informed this definition, such as <http://conservationtools.org/guides/51-community-visioning>; <http://mrsc.org/Home/Explore-Topics/Governance/Community-Strategic-Planning-and-Visioning/Creating-a-Community-Vision.aspx>;

Community Research

Interviews and a survey were conducted over a three-week period to gain insight into what Madawaska needs to consider in its strategic planning. Local, regional, and county plan, reports and studies were also reviewed (see page 24 in the appendix, including county, state, national and international resources).

Interviews

The aim of the interviews was to gain direct feedback from people within Madawaska and nearby communities about what they think are key, high-level issues that need to be tackled in visioning and strategic planning. Fourteen one-on-one and small group interviews were conducted. Effort was made to ensure diverse geography, age, and perspectives. Interviews were casual and relaxed conversations, with a demonstrable enthusiasm on the the part of the interviewees. Responses from interviewees are included in the focus areas for strategic planning on page 9. Key interview questions included:

1. What do we need to pay attention to in this strategy? What's important to include?
2. What should we strive toward? What's your biggest desire?
3. How could we approach this strategy? How can we think about this differently?

Online Survey

An online survey of students of the Madawaska Middle-High School was conducted of all grade levels except graduating students (192 students/145 responses).⁴ The survey provides a glimpse in to how young people perceive Madawaska and what they desire to live and work here. Responses ranged from cynical and not caring, to enthusiasm and love for Madawaska. The following is a short selection of slightly edited responses:

1. Think about your future: What does Madawaska need to be like for you to live and work here? *I would live and work in Madawaska if....*
 - "There was less chance of job cuts, and if there were bigger companies that offered different restaurants, and shopping places."
 - "If there are no opportunities in the field that I want to work in, then that will push me further away."
2. What are Madawaska's strongest assets?
 - "Our uniqueness like our culture, our seasons, that we are one of the four corners and 5 minutes away from a city with 21,000 people and close to the Allagash, a drop dead gorgeous piece of land."
 - "None, it all around sucks."
3. How can we create a really great town?
 - "Somehow kicking the losers out, and bringing real people in."
 - "Encourage people to follow their dreams and love doing what they're passionate for. This boosts people's creativity and may create jobs (probably diverse ones) which are so desperately needed."

⁴ The survey was designed and conducted with the help of Colin Jandreau, a member of the advisory group and a teacher at the MMHS.
Charting a Course for a Vision and Strategy, Town of Madawaska ©Sheila Jans, CultureWorth, October 2016

Suggested Directions

An online article entitled “A very bad sign for all but America’s biggest cities,” seems to forecast doom for small, rural communities. It portends fewer new businesses, less higher-tech start ups, and an attrition of traditional industry. In the innovation economy, urban areas will attract a more highly educated and highly skilled workforce.¹ These observations are not necessarily hyperbole. They reflect a disturbing reality and an unsettling future. But they also present an opportunity to redefine *small, rural, and town*, and to imagine what is possible for a different kind of future.

What does success look like? High-achieving and successful communities know where they are going. There is a sense of confidence and understanding of how all the elements of their town play a role in making it a prosperous place. Town leaders, elected officials, and stakeholders have a grasp of how to respond and adapt to rapid social, cultural, economic, and technological changes. They are intentional in shaping a *living strategy* – that is in itself adaptable and nimble, able to shift and respond to the environment.

A good municipal strategy starts with community.

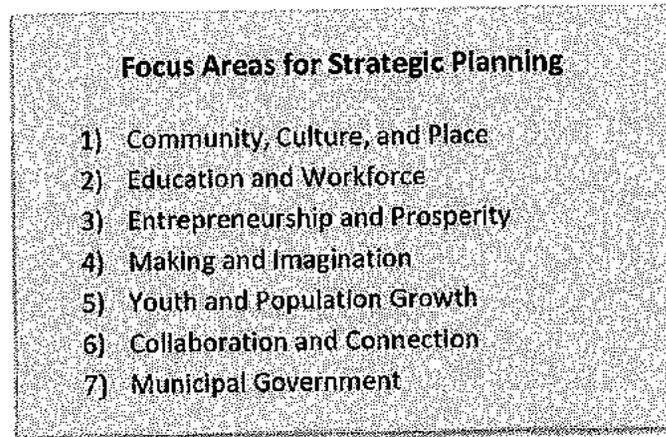
It resonates with what a community values, what matters most, and what kind of future is desired. Madawaska can become a town **where the private and public sector invest and work together to build and sustain prosperity**. The town needs to galvanize and stretch itself; be intentional when it comes to “thinking global, acting local;” tap into its innumerable intrinsic assets; and forge new and creative partnerships.

Shaping a compelling vision and strategy takes motivation, commitment, resources, and a desire for something better. It requires manifesting success. There are many practical steps involved in the process, like understanding the community well, such as its assets, challenges, threats, aspirations, opportunities, and importantly, how to draw connections and leverage them, resulting in new opportunities. A strategic plan is like a road map for the future, where the journey is very important, if not more so, than the final destination.

The intent of this Concept Paper is to provide some guidance to chart the course for planning. Ultimately, the final directions for the strategy rests in the hands of the working group, steering committee, and Board of Selectpeople. The process can take many and varied forms, ranging from a couple years with extensive community engagement to a six or eight-month internally produced plan. Moving forward on a strategy depends on a number of factors, such as the nature and needs of the town, its resources and capacity, levels of support, and scheduling. Aiming for a planning process of 8 to 16 months may be a reasonable amount of time to consider.

Focus Areas

The high-level issues identified in the chapter Community Research, along with survey results and research, inform the seven areas of focus below. Multiple components are included in each. These focus areas help to serve as guideposts to drive the direction of the strategy. By no means are they definitive or absolute; rather, they are a starting point – a springboard for further discussion and planning.



1. Community, Culture, and Place

“Ignore at our peril the vital and important role that our culture and land play in our quality of life and attracting business.”

Strategic planning needs to include exploring what makes Madawaska a liveable community – a distinctive and attractive place to live, work, retire, and visit. Effort must be made to understand the intrinsic qualities and assets of Madawaska (including surrounding areas), as well as how to leverage and create new opportunities from them. This includes paying attention to and investing in:

- **Quality of life/place and the town’s visual environment**, especially Main Street (“*Main Street is an eyesore*”).⁵ The visual appeal and decline of the main street and many properties affects the ability to attract retail, investment, professionals and families. Focus is also needed on **zoning and standards on building and signage** (e.g., electronic, size, placement, etc.).
- **Preservation and promotion of art, culture and heritage to benefit the entire region**. For example, Madawaska can be a leader to set progressive policy to celebrate, protect, and foster the French culture (Acadian and French Canadian). Make the language and culture more visible and integrated more strategically in the school system.
- **Local food, specialized retail; creative business, creation of special districts; better parking** (e.g., a new business did not locate on Main Street because of its unappealing look and lack of parking).
- **Natural and built environment** (green spaces, parks, view sheds, community forest, vernacular architecture); **sense of place; eco-recreation** (e.g., expand trail systems, develop more non-motorized activities).

⁵ Quotes in this section are from interviewees.

- **Housing options, being age-friendly (youth and seniors), volunteerism, health and wellness, public safety, animal welfare, and transportation.**⁶
- **Be attentive to what is happening around the world, like advances in placemaking or how culture is a vehicle for economic growth and an instrument for reshaping communities.**⁷ Attention to these elements is not only essential for people who live and work in Madawaska, but will also benefit **tourism and destination development** (e.g., create experiential opportunities and link with initiatives such as the Voici the Valley Cultureway and the St. John Valley Cultural Byway).⁸

2. Education and Workforce

*“Everyone has to be a player in changing the situation.
We need to show it’s possible for someone to have a good career here.”*

Understanding the direct role that educational institutions play in ensuring a capable workforce is essential. Madawaska needs to design and support efforts that nurtures, attracts, and sustains a skilled, ready, and able workforce. Advancing this and other job creation efforts also requires regional attention, long-term strategy, public and private collaborative efforts, and efficient use of existing infrastructure. Focus on:

- Short and long-term **advantages of school consolidation** to address mounting costs, sharing of resources, and student population diminishment. Forecasting of student population indicates that by 2025, Madawaska “will not be able to provide more than a basic education at the high school level”⁹.
- Design school **curriculum and workforce training around what is relevant and needed** (e.g., technology, agriculture, trades, forestry, becoming a Maine Guide).
- Be attentive to growth areas; **respond to the changes in technology and industry** (“A strong and educated work force is needed or the community will fail”).

3. Entrepreneurship and Prosperity

*“We need to keep a good eye on trends, create a more diverse economy,
understand our assets, and know where the gaps are”.*

Madawaska needs to shape an environment – an *ecosystem* – for risk-taking, progressive economic incentives, and the entrepreneurial spirit. Economic development, for example, can focus on providing relevant infrastructure and technology for job creation and business growth (especially small to medium-size businesses), cross-sector collaboration, leveraging intrinsic assets (including the region and international area), and becoming a generator of unique, specialized, and value-added products and services. Focus on:

- **Adopt entrepreneurialism** – the spirit and state of acting in an entrepreneurial manner – as a **central tenant for the town.**
- **Be a catalyst for entrepreneurial growth:** mentoring, incubation, and support programs; services for emerging and existing business/entrepreneurialism; increase collaboration between nonprofits, private and public sector); invest in high speed broadband and other technologies.

⁶ Article about culture, place, and the economy: <http://www.lfpress.com/2016/08/12/top-few-understand-the-economic-impact-of-culture-and-we-miss-opportunities-as-a-result/> / Art transformed the small, rural town of Marfa, Texas, population 1,981; world destination for Minimalist art, with flourishing retail, restaurant, tourism, economy: <http://www.visitmarfa.com/arts.php#.V7snEHq6Xdk> .

⁷ For example: placemaking, livable and walkable communities, etc. http://www.pps.org/?mc_cid=2df4347382&mc_eid=42edbae24d

⁸ Look to the success of the Economuseum Network: <http://www.economusees.com/en/>

⁹ Based on birth recordings in Madawaska and Grand Isle, by 2025 the total enrollment of elementary, middle, and high school will be 167 students, down from 923 in 1991 and 431 in 2016 [Source: forecasting document from Superintendent of Madawaska Schools]

- **Be a hub for innovation, new ideas, and start-ups.**¹⁰ Look at creating a “think-tank” and ways for people to come together with ideas and implement them (e.g., Entrepreneurial Challenge); consider viability of expanding Free Trade Zone, and creating a Free Culture Zone.
- **Develop a more diverse economy** (“*We have to stop complaining and thinking that big manufacturing will save us. We need to go beyond the mill*”); look to our roots, local foods and specialized products.
- **Be aware of gaps, trends, and growth areas** (e.g., IT, craft breweries, solar technologies, etc.); learn from other models of development (e.g., investment clubs, AnchorSpace in Bar Harbor).
- **Develop strategy to attract talent that left the town/region; become attractive to remote access jobs and businesses** that can thrive in a small, rural town (and also because of proximity to Canada).
- **Address a prevalent negative mindset and focus on what we do well that no one else does.**
- **Look to models of success and best practices near and far.**

4. Making and Imagination

“I want to wake up and say I’m proud to live in Madawaska. I don’t feel that way right now. We need more creative businesses. We need to be making more things.”

Madawaska can become a Maker Space – a place where the private sector, along with the nonprofit and public sector, makes (manufactures) things and possesses an energy and spirit of innovation, creativity, and imagination. Become a place where **Anything Is Possible**.

- **Invest in and act local** (while thinking global): **foods, talent and ingenuity, traditional occupations, natural and built environment.**
- **Encourage specialty restaurants** (especially those that offer indigenous cuisine), **boutique furniture marketing, local artists, handmade products, diversified crops, and experiences and products that speak to the culture and place** (and link these to tourism).
- **Address negative and fatalistic attitudes; be a catalyst for a positive and creative mindset** where talent is nurtured and harnessed, great ideas emerge, and imagination flourishes (“*to be successful, we need to change the atmosphere in the town. We need to create a sense of prosperity*”).
- **Become a hub for new ideas, innovation and creativity** (consider developing a conference center).

5. Youth and Population Growth

“You know what’s missing? The lack of attention on keeping and attracting young professionals. We have to provide opportunities for people to stay. We need risk takers.”

Fundamental to the future of Madawaska is attention on retention and attraction of young people, professionals with specialized skills, as well as consideration of growing the town’s population through immigration.¹¹ Give serious attention to the critical urgency of the diminishing student population. Work with young people – involve them directly in shaping the town’s future. Focusing on youth, however, should not preclude attention to seniors and how they can also grow Madawaska’s population.

¹⁰ Look to successful models: IndyHub: <http://www.indyhub.org>; Startup Zone in Prince Edward Island: <http://www.startupzone.ca/>

¹¹ Article about small US towns considering immigration to grow its population: <http://www.pewtrusts.org/en/research-and-analysis/blogs/stateline/2016/08/05/shrinking-small-towns-see-hope-in-refugees>

6. Collaboration and Connection

"If Madawaska does well, everyone will benefit."

Madawaska's heritage and geographic location within the St. John Valley and next to Canada provides many advantages. It is ideally positioned to lead in aligning with surrounding communities for greater regional and international cooperation. Moving Madawaska forward, therefore, requires greater collaboration with communities within the region and county, as well as with neighboring communities in New Brunswick and Québec. These efforts will help to foster growth, maximize limited resources, capitalize on new ideas, and leverage investment. Additionally, it is important to align with agencies at all levels, and especially with jurisdictions and entities not normally considered. Additional considerations include:

- **Solve problems with better communication and partnering with towns, schools, and industry** (e.g., Twin Rivers could offer mentoring advice to entrepreneurs).
- **Become a dynamic center that bring towns together and strives for regional planning. Take a lead toward regionalism** (*"We need a regional attitude toward things like education, commerce, and tourism. This has to happen soon and it has to be St. John Valley wide – we're all in this together"*).
- **Canada is considered critical to the success of Madawaska** regardless of the challenges of being situated on the border (*"We're way too isolated in our thinking. Automatically, we're a larger population when we think of ourselves as a single, international community"*). It can partner more strategically with Edmundston, for example, by complementing and expanding upon related efforts.
- **Focus on activities and programs to encourage people on both sides of the border to interact, share, and invest with one another**, tourism, and border-loving businesses (i.e., what kind of business could thrive precisely because Madawaska is situated directly next to Canada).
- **Explore how the TransCanada Highway can serve as an important asset for travel and business growth** (e.g., "pre-registration" with GPS tracking technology) and how expanding the Free Trade Zone (and creating a Free Culture Zone) could ease restrictions for greater cooperation, sharing, and interface between countries.
- **Ensure existing infrastructure remains strong** (e.g., Twin Rivers, University of Maine at Fort Kent, SJV Technology Center, Northern Maine Community College, Northern Maine Regional Airport).

7. Municipal Government

"Madawaska needs to create conditions that support and enable things to happen."

For Madawaska to be a thriving, dynamic, and vibrant town, municipal government needs to invest in shaping and implementing a thoughtful vision and strategy. Elected officials and administration must be leaders, catalysts, and collaborators. The Town needs to create the conditions to make things happen. This can be realized by shaping and adopting insightful policies, inspiring an environment of possibility and creativity, and implementing broad support for business development and opportunities for local residents to invest more in their town. Additional consideration can be given to investing in more effective communications and marketing, including better design materials and branding (e.g., town logo).

Planning Approach

As already indicated, the intent of this Concept Paper is to offer guidance, suggestions, and directions for vision and strategic planning. Though a variety of options are possible, six basic steps outlined in the following pages can be considered in shaping a process. They form a spine from which components can be used or activities added, depending on decisions made by the planning team, timeframe, resources, and other variables.

No matter the process chosen, a well-designed one is essential. Other important ingredients include: keep it manageable, transparent, and inclusive. Focus on the long-term but build in short-term wins (a 15-20 year plan is segmented into yearly timeframes). Embed the process and final plan with a spirit of possibility and adaptability; make it easy for people to get involved. Aim for a strategy that is inspiring and aspirational, as well as practical, substantive, and grounded in solid information. Consider creating a message around the strategy (e.g., “Accelerate/Advance Madawaska” or “Madawaska 2026.”). Importantly, make sure there is enthusiastic participation of the community and support of the town administration, steering committee, and Board of Selectpeople.

The first place to start is getting a good planning team together to lead the way. This is followed by community engagement and a situation review and analysis (e.g., economic projections, asset mapping, best practices, and other relevant research). Pulling all this information together takes place when writing the plan, followed by making it available for community review and validation. The completion and rollout of the plan begins the important process of implementation and action for success. A detailed explanation of the planning process can be found on page 17 in appendix.



Note: See the appendix for more details on the planning process.

A Word About Cost

This Concept Paper does not include itemization or in-depth analysis of the costs and resource needs to carry out vision and strategy planning. Both direct and indirect costs depend on the planning approach decided upon, professional fees, timeframe, resource needs, staff time and resources, required materials, mailings, printing, and so on. Given the span of possibilities, the cost for a strategic planning process could range from \$15,000 to \$25,000 (and more) depending on the complexity and scope of the effort.

To lessen direct costs, the planning process can be done internally with the use of volunteers. Many towns, however, do not take into account the real cost for staff time and resources. Depending on the scope of the strategy, a few staff members may be involved, allocating several hours/week for planning, meetings, and related activities (e.g., weekly meetings, monthly meetings with steering committee and board).

The Town of Madawaska could consider a combination of professionals, volunteers, and town staff for the vision and strategic planning process. For example, professionals could be hired for planning components such as establishing a process, engagement and facilitation, best practices and network contacts, gathering data, forecasting, mapping, analysis, and writing of the plan. Ultimately, the vision and strategic planning must be a cooperative effort where the residents of Madawaska, the Board of Selectpeople, and municipal government, have direct hands-on involvement.

***Examples:** The Town of Fort Fairfield did its strategy planning for minimal cost since it was driven by volunteers and managed by staff. Some direct expenses were incurred for refreshments and materials for meetings, as well as printing the strategy document. The City of Edmundston hired a professional to lead a 2-day workshop, help shape a vision and directions, and write a report. The cost was \$15,000 CDN. All other costs were associated with staff time.*

Making it Happen

"If you don't know where you're going, any road will get you there."

Lewis Carroll

A critical ingredient to fostering social, cultural, and economic vibrancy is an attitude that is open to change, imagination, tolerance, cooperation, and daring. Madawaska has an opportunity to shape a new approach for development and sustainability. It can be proactive in creating the conditions for unprecedented cooperation and investment in the prosperity of this town, as well as for the St. John Valley. This Concept Paper is a step forward in shaping that direction.

Madawaska is a small, rural town that possesses what many people strongly desire: open spaces, no traffic congestion, beautiful landscape, slower pace of life, friendly people, clean water, safe streets, and a distinct culture and heritage. Being mindful about the value of these quality of life attributes will position Madawaska as more attractive for business, development, and investment. Effort needs to be taken to more fully understand and supporting the town's cultural, social, natural, and economic capital.

Not alone in its struggles and challenges, Madawaska is simply a microcosm of what is happening in Maine and throughout North America. Certainly, one can take the position that there is an urgent need for serious change in Madawaska. A good hard look at ourselves, our attitudes, and the obstructions we construct, is worth earnest attention. One thing, however, is unequivocally clear: the residents of Madawaska care deeply for their town and they want it to flourish.

This is a great place to start with a vision and strategy. The talent and expertise to succeed in this strategy are abundantly available in Madawaska. Ideally, the final strategic plan will have emerged from a thoughtful and constructive process, which is equally, if not more important, than the final product. The following concepts and ideas may be helpful to keep in mind throughout the planning process:

- **Redefine *small, rural, and town*** – galvanize, stretch, and shape a new definition for our future.
- **Start with community** – harness our talent and honor community wisdom.
- **Imagine what is possible** – prepare for amazing ideas.
- **Know what matters** – understand what we value and cherish to guide our planning.
- **Tap into assets** – know all aspects of our community's intrinsic qualities.
- **Be practical and aspirational** – combine solid data and information with inspiration and motivation.
- **Forge new and creative partnerships** – span boundaries and lead the way for collaboration.
- **Work together** – align and create conditions for success.

Attaining prosperity, in the broadest sense of that word, requires a holistic way of thinking. It bears repeating that it is important to craft a municipal vision and strategy that embraces *all* aspects of what makes Madawaska distinct, competitive, and exceptional. Combine that with strong leadership, a spirit of collaboration, and intentional action, and the result is a town opening itself up to a sense that anything is possible.

Acknowledgements

This Concept Paper was written by Sheila Jans, Founder and Principal of CultureWorth. Many thanks to Ryan Pelletier, Town Manager, the Board of Selectpeople, Suzie Paradis, and Andrew Dubé. Much gratitude goes to the local and regional businesses who generously offered their support to make this paper possible. Special thanks to the advisory group, interviewees, students of Madawaska Middle-High School, and Daniel Picard, who gave of their time and enriched this document. Cover Photo: Paul Cyr

Private Sector Sponsors

Alete Salon & Spa
Daigle Oil Company
Long Lake Construction
Key Bank
Marden's
Paradis Shop and Save
UIG Ezzy Insurance Agency

Advisory Group

Denise Hébert – Farmer/Owner, Au Jardins, St. David
Colin Jandreau – Teacher, Madawaska Middle-High School; Four Seasons Association, Madawaska
Jonathan Roy – Manager, Ridgewood Estates; Inn of Acadia; Madawaska and Frenchville
Luis Sanclemente – Vice President, Acadia Federal Credit Union, Madawaska and Fort Kent

Interviewees

Steve Collard – Vice President of Supply Chain, Twin Rivers Paper, Madawaska
Bob Clark – Executive Director, Northern Maine Development Commission, Caribou
Tim Crowley – President, Northern Maine Community College, Presque Isle
Don Cyr – Director, Musée culturel du Mont-Carmel, Lille
Alex Daigle – Manager, Daigle & Sons, Madawaska
Gisèle Dionne – Superintendent, Madawaska Schools, Madawaska
Jenney Dionne – Owner, Alete Salon, Madawaska
Bob Dorsey – President and CEO, Aroostook Partnership, Caribou
Jon Gulliver – Aroostook Partnership, Caribou
Louise Hébert – Treasurer, Madawaska Senior Citizen Center, Madawaska
Terry Helms – Selectman, Town of Grand Isle
Raylan Lagassé – Selectman, Town of Grand Isle
Ryan E. Pelletier – Town Manager, Town of Frenchville
Gary Picard – Town Manager, Town of St. Agatha
John Short – President, University of Maine at Fort Kent, Fort Kent
Cyrille Simard – Mayor, City of Edmundston, New Brunswick
Dave Wylie – Grantwriter, St. John Valley

Copyright © 2016 Sheila Jans, CultureWorth. There are no restrictions for the use of material, however, we request and would greatly appreciate that acknowledgement be given to the author if any material is used.

Sheila Jans, Cultural Development Consultant, CultureWorth, Office: 207.728.4820 | sjans@cultureworth.org

Appendices

Steps for Strategic Planning

1. Planning Leadership

The strategy process must be driven and managed by a capable and committed team of people to lead the way, composed of a working group and a community advisory group or steering committee (these are working names only). Aim for small numbers to minimize internal conflict and to more easily facilitate decision-making. The composition and tasks of the planning team could include:

Working Group

- Composed of 3-5 people (municipal staff, townspeople, and if desired, a strategy consultant).
- Responsible for primary direction, establishing timeframe for the strategy scope and process, management and execution of planning, determining who needs to be at the table, communications, volunteer management, working with community, completion of the plan.
- Directly reports to the Board of Selectpeople.
- Additional expertise (professional or volunteer) may be required for facilitation, note-taking, digital technology (re. survey, social media), gathering and analyzing data (e.g., mapping, economic projections), writing the plan, etc.

Community Steering Committee

- Composed of 8-10 people from a range of backgrounds and private, public, nonprofit sectors (business, education, culture, nature, including mix of gender, age, ethnicity, etc.).
- Consider a Youth "Secretariat" (advisory group of young people ages 18-29) that is independent, but still part of the main steering committee (potential for it to continue beyond the planning process).
- Responsible for providing feedback, insight, outreach, and identifying priorities and directions (depending on approach, can also assume role of facilitation, note-taking, and other planning items).
- Can identify "task leaders" to rally people around key issues, gather information, etc.
- Meets as required depending on timeframe of process.
- A few members can be visible on the front line in community engagement (ambassadors).

The talent and expertise to succeed in this strategy are abundantly available in Madawaska. Given the importance of building a strong strategy, it is essential that young people play a significant and proactive role in designing the strategy. Diversity and inclusiveness are important ingredients in forming the steering committee's composition. Along with a selection of people who have a deep and broad knowledge of key town issues, new faces and voices must be at the table. When selecting members of the advisory groups, the ultimate criteria will be their commitment to creating a successful vision and strategy for Madawaska.

2. Community Engagement

Consultation and engagement with the community will help lay the foundation for a strong vision and strategy. A successful process brings together a diverse group of stakeholders who tackle some basic questions, such as "Where are we now?" "Where are we going?" "Where do we want to be?" "How do we get there?" and eventually, "Are we getting there?" (Source: New Oregon Model). Additional questions: What matters most? What resources and talents do we need? How do we span boundaries and create alliances?

Through workshops, charrettes, focus groups, one-on-one conversations, potluck dinners – whatever the form of getting together – a vision can be shaped, goals and priorities can be identified, and action can be taken. A planning process provides an rare opportunity for municipal leaders and elected officials to work directly with the community in a constructive and creative way.

Though there may be a sense of trepidation for broad and wide community involvement due to a variety of challenges, efforts should still be made to include as many people as possible. Conversations are enriched by new voices and new ideas. This means casting a wide net for involvement: artists, historians, businesses, millworkers, elders, teachers, community leaders, students, municipal staff, newcomers – essentially, everyone who wants to be involved.

Engagement Goals

- Generate awareness about the plan; create an emotional connection to the process.
- Engage community through conversations, digital connections, sharing of information.
- Welcome wide participation and responses.
- Understand who can do what, with commitments to action and investment in practical terms.
- Determine how to continue working together (sustained access to wisdom and sharing).
- Create public support and identify champions for outcomes of the plan.

Engagement Interaction

Community engagement should be outcome oriented, allowing for brainstorming, the emergence of amazing ideas, a vision, and the identification of practical and tangible short and long-term wins. For all aspects of engagement, be mindful of transparency, take good notes, and keep good records. Community engagement will require capable leadership to manage the conversations, guide consensus, and move toward action.

This is a change initiative, and so inevitably, there will be some resistance and obstacles (e.g., people not responding well to change, negativity, polarizing and entrenched attitudes). Keep on track, but be adaptable, make information accessible, bring people into the fold, and create a sense of excitement about the future.

An option to consider is a kickoff gathering (or challenge) and an online survey, which could be launching opportunities to gain high visibility, generate excitement, and get people involved. Information gathered from those engagement components can then be analyzed and further developed through stakeholder conversations, workshops, focus groups (and ultimately, through the working group and steering committee). SWOT analysis, asset mapping, and visioning can take place in all engagement situations or as a separate endeavour. (Identifying community assets is key – this is an opportunity to involve students in school projects about what matters to them and what they would like to see.)

Engagement Components *(suggestions only)*

Conversations

- a) Up to 15 one-on-one or small group informal conversations with internal and external stakeholders.
- b) Allow 1-1.5 hrs/meeting with up to 5-7 questions (held internally, at their location or neutral place).
- c) Focus options: getting feedback on assets, challenges, opportunities, funding avenues, possibilities for action and collaboration, short and long-term wins.
- d) Requires interviewer and note taking.

Town Gatherings

- a) Up to three large town gatherings (or planning summits) for anyone who wants to attend.
- b) Allow 2-3 hours (9-noon or 1-3) with time for breakout groups that report back.
- c) Hold at accessible, central locations within the town (hold separate gatherings if necessary for elders, youth, special needs).
- d) Focus options: identify assets, challenges, collaboration possibilities, key goals, objectives and priorities, how to improve priorities and ideas, people who can help, short and long term wins.
- e) Requires facilitation (respected local person can introduce and help lead conversations), note taking, and recording (televise and stream live if desired/possible).

Focus Groups

- a) Up to 5 group discussions of 6-9 people selected for their expertise and knowledge
- b) Allow up to 2 hours (held at varying locations).
- c) Focus options: Conducted like a think-tank responsible for deeper reflection, analysis, and recommendations, organized around key strategy issues.
- d) Requires facilitation, note taking and recording.

Online Survey

- a) Survey designed for the general public for online access and is available in print form.
- b) Allow one month (if possible) for public response.
- c) Pose 7-10 questions (mix of rating and narrative), requiring 5-7 minutes for completion.
- d) Focus options: to learn about key assets, opportunities for the town, perspectives, and priorities.
- e) Consider ways for people to complete the survey: online, scan QR code to get to website, print, or by telephone (made visible through website and distributed through chamber, local cable).

Traditional and Social Media

- a) Consider various platforms to get the conversation going, update the public, and gain feedback (e.g., ideas, best practices, research), through a website, email, Facebook, Twitter, telephone, or write-in.
- b) Visibility can be established through cable, in print or online by posing a few questions about how to make Madawaska a great place to live and how to make it happen.
- c) An online map of Madawaska can invite people to tag interesting events, natural and historic sites, potential attractions and important and exciting things emerging (helpful for inventory and clusters).
- d) Consider students creating aspects of the engagement material (e.g., visual print, skits, short videos).

3. Situation Review

Also called an environmental scan, a situation review includes gathering and analysis of relevant journals, policies, statistics, best practices, inspiring examples, and emerging trends (with industry, rural life, community development, placemaking, etc.). This also includes current and relevant statistics on the town, such as population, demographics, education, employment, as well as existing infrastructure, transportation, businesses, services, and nonprofits.

Undoubtedly, this effort will become more focused as new subjects arise. It is recommended that the Town include economic analysis and asset mapping in its strategy, along with SWOT and/or variations of analysis. See the section on Strategy Approaches for more details.

4. Writing the Vision and Plan

The following are some basic elements to include in a strategic plan:¹²

Vision (*what we desire*) – A solid vision statement is a springboard for goal making. It paints a picture of what the town wants to become in the future – a desired state of *what could be*. It is about telling stories about the future that compel us to change ways of doing and being. A vision is rich, textured, and vivid; the final vision statement should be specific enough to describe what life might be like if it were implemented – an image of what success will look like. It should help guide goal-setting activities, but be broad enough to encompass many goals and implementation strategies. Depending on the model followed, a vision statement may be drafted by the steering committee as a result of one or more public workshops.

Mission (*who we are and what we do*) – A mission statement is a brief description of the fundamental purpose and what is to be achieved overall. It answers the question: “Why do we exist?” It also helps with decision-making, planning, public relations, and attracting stakeholders, investors, and community involvement. The more focused the mission, the better the performance.

¹² See the Introduction for more details about vision and strategy, and Strategy Approaches for examples of models and approaches.

Values (*what we believe in*) – Values are guiding principles that define what is cherished and worthwhile. They represent the highest priorities, deeply held beliefs and fundamental driving forces. Values are essential and enduring tenants of an entity – timeless guiding principles that require no external justification.

Goals (*what we want to do*) – Goals are typically ongoing, long-term procedures, ideals or aims that affect an entire entity. Prioritize them and make them as specific as possible (consider SMART goal principles – Specific, Measureable, Attainable, Relevant and Time-based).

Objectives (*how we will get there*) – Objectives are strategic actions with specific steps that must be taken to achieve desired outcomes. They often include deadlines and budget limitations and assigned specific workers or teams with the expertise to accomplish the tasks on time.

Outcomes (*where we want to be*) – Expected or intended outcomes refer to what kind of change will occur as a result of the accomplishment of objectives.

Budget and Resources – Refers to budget development, requirement and allocation of resources.

Timeframe (*when we will get there*) – Goals need to be prioritized and grounded in a realistic timeframe.

Action and Implementation – Precise identification of who is responsible for action will ensure greater implementation. A timeframe is associated with action and implementation.

Measurement and Evaluation – A methodology to measure and evaluate the progress and success of the strategy will help to understand whether quantifiable targets and implemented strategies were hit. When progress is measured, work stays on track, target dates are attained, and motivation continues. Answer: How much? How many? How will we know when it is accomplished?

5. Review and Validation

After reviewing all of the materials gathered through community engagement and research, a draft of the plan is written. It is worth consideration to place the draft (or components of it) online and in print for public feedback. This allows for final comments on the plan, additional ideas and suggestions, and validation. Public review of the draft, however, depends on the timeline, resources, and the planning team's directions.

6. Rollout of the Strategy

The final vision and strategic plan must be endorsed by the Board of Selectpeople. Depending on the timeline, resources, and the planning team's direction, the rollout of the strategy could be: 1. High profile public launching at a significant location, 2. Low profile public launching at a small community location; or 3. Internal launching with announcement made by press release. Whatever direction (or combination) is decided upon, it is important that the community knows about the strategy's release and how to access it.

7. Implementation and Follow-up

The strategic plan will be a living, public document; the process does not end with its completion. Build in action steps, measurement, and evaluation. Consider appointing a volunteer committee to monitor the progress of the plan and to see that the goals are implemented. Ensure regular review and where necessary, update and amend (e.g., quarterly review by the Board), and if possible, engage in another strategic planning process within five years.

Strategy Approaches

Below is a selection of vision and strategic planning approaches and models to help inform and enrich the town's planning process. Also included is a glimpse of visioning and strategic planning approaches from other communities. Links are suggestions only.

New Oregon Model – A planning approach that develops a better understanding of current community conditions and creating an action plan for redirecting trends toward a better future. It requires community input throughout process by asking: 1. *Where are we now?* 2. *Where are we going?* 3. *Where do we want to be?* 4. *How do we get there?* Data on social, environmental, and economic trends are gathered. Takes 1 year to 18 months.
<http://oconto.uwex.edu/files/2010/08/e3708-buildingourfuture-aguidetocommunityvisioning.pdf>
https://www.uwsp.edu/cnr-ap/clue/Documents/publicProcesses/Using_Visioning_in_Comprehensive_Planning_Process.pdf

Community Heart & Soul – A field tested, resident-driven planning method for community planning and development to increase participation in local decision-making and empower residents to shape the future of their communities in a way that upholds its unique character. <http://www.orton.org/>
<http://www.planningtoolexchange.org/resource/community-heart-soul%E2%80%9A%C3%91%C2%A2-field-guide>

Asset Mapping – A disciplined process to create a framework to discover and understand what is truly unique and distinct about a place, its competitive advantage, and opportunities. The focus is on tangible assets such as infrastructure, nature, and cultural/historic, or intangible assets like excellence, innovation, experience, infrastructure, and knowledge. <http://www.nmdc.org/mobilize/> (See also: [intrinsic qualities in the Corridor Management and Partnership Plan for the St. John Valley Cultural Byway](#)).

Charrette – A model that uses workshops with the public and community leaders to contribute ideas and directions for a more sustainable community (over 2-3 months). A vision and action plan can be developed.
<http://www.charretteinstitute.org/resources/>

Future Search – A planning methodology with workshops to discuss the past, present, and preferred future. Stakeholders assess current trends, identify a shared vision, and develop action plans to achieve it (over 3 days). Creative thinking, not hard data, is part of the process. <http://www.futuresearch.net/method/methodology/index.cfm>
<http://www.sustainablecherryhill.org/what-do-you-want-the-future-to-look-like/>

S.W.O.T. – A planning and appraisal methodology that evaluates internal and external *Strengths, Weaknesses, Opportunities, and Threats* of an entity, project, product, or place. Helps to explore new initiatives, understand internal and external factors, make decisions about new policies, and identify areas for change.
<http://ctb.ku.edu/en/table-of-contents/assessment/assessing-community-needs-and-resources/swot-analysis/main>

S.O.A.R. – A strategy planning approach that focuses on strengths. It helps focus on what is being done well, what skills can be improved upon, and what's most compelling to stakeholders. SOAR. *Strengths*: what can we build on?; *Opportunities*: what are our stakeholders asking for?; *Aspirations*: What do we care deeply about?; *Results*: How do we know we are succeeding?(Linked to Appreciative Inquiry below.) <http://www.soar-strategy.com/>

Appreciative Inquiry – An evaluation process “that inquires into, identifies, and further develops the best of what is in an organization in order to create a better future.” Based on the belief that human systems are made and imagined by those who live and work within them and seeks out the “best of what is” to help ignite the collective imagination of “what might be.” <http://www.centerforappreciativeinquiry.net/more-on-ai/what-is-appreciative-inquiry-ai/>

S.M.A.R.T. Goals – A process to help set goals: *Specific*: very detailed, precise; *Measurable*: know that advancement is being made and by how much; *Attainable*: realistic and attainable; *Realistic*: reasonably “real” – reasonably made into a reality; *Time*: timeframe attached to goals. http://www.appleseeds.org/rohn_smart-goals.htm

Strategic Doing – Not so much a strategic plan, but more like an easy-to-read and concise guide that quickly explains where we are going and how we are going to get there. Goals are more like strategic agendas that can be quickly revised, new ideas added, respond to new opportunities. Asks four questions: 1. *What could we do together?* 2. *What should we do together?* 3. *What will we do together?* 4. *When will we get back together?*
<http://sparkgrowth.net/strategic-ed-morrison-keynote/>

Blue Ocean Strategy – A strategic approach for business that explores what is distinct and differentiates it from its competition, creating uncontested new market space that will attract new investment. For example, with tourism, how certain innovations can identify new audiences, extend and increase visitor stays, grow visitor spending, create new products and enhanced visitor experience. <https://www.blueoceanstrategy.com/>

Examples of Strategies

City of Edmundston, New Brunswick – In 2011, a SWOT analysis was conducted on services. A consultant conducted a 2-day workshop with council members and staff to shape a vision, brand, and to write a report. Planning was conducted over a year with a committee composed of council members and staff (public consultations from 2008 informed the planning). The result was a focus on entrepreneurialism and innovation with attention on five sectors: Education, Socio-economics, Community, Youth, Entrepreneurs and Innovation.
<http://edmundston.ca/en/l-hotel-de-ville/planification-strategique>

Fort Fairfield Economic Development Investment Strategy – In 2009, the Town and a group of volunteers held a kick-off challenge in 2009 to the community to envision what Fort Fairfield could be. Over two years, residents met at potluck dinners to brainstorm directions. Ten committees composed of volunteers identified priorities. They wanted to be a town that was “ready, willing, and able to make things happen.” Two-hundred copies of the plan were printed in-house. A Quality of Place Council was created and became an independent corporation (initiatives include purchasing and renovating dilapidated properties). <http://www.fortfairfield.org/images/pdf/InvestmentStrategy.pdf>

Prince Edward Island Food Island Partnership – Their vision is to “establish Prince Edward Island as an internationally recognized place of origin for premium food products and a destination for culinary excellence.” The focus is on company and product development, research, and leveraging and building the PEI food brand. Their strategy included a look at global markets, areas of concern, and opportunities.
<http://www.foodislandpei.ca/docs/Food-Island-Strategic-Plan.pdf>

NWT Strong Cultures, Strong Territory – A 10-year culture and heritage strategic framework (2015-2025) of the Government of Northwest Territories, identifies culture and heritage program gaps and develops future initiatives. Their approach: research of existing data, information about programs, review of other strategies, an online survey, and 31 focus groups, meetings and workshops with governments, organizations, elders, youth, communities, and advisory groups. A good example of keeping good records about public engagement (p.30).
http://www.assembly.gov.nt.ca/sites/default/files/td_341-175.pdf

Sunrise County Economic Council – Its 2016-2020 strategic plan tackled a multitude of challenges. One of the Council’s key challenges is one of scale, “the danger is that our efforts, while individually successful, are insufficient to shift the trajectory of the county’s economy.” Planning underscored that the Council grow into a larger, more capable group to achieve greater results for the county. <http://sunrisecounty.org/wp-content/uploads/2016/03/SCEC-Five-Year-Strategic-Plan-Adopted-January-21-2016.pdf>

United Kingdom Trade and Investment – Delivered a 2015 report entitled “UK Creative Industries – International Strategy” about helping creative industries sector grow exports and encourage inward investment. The GREAT Britain campaign is a marketing campaign to showcase the best of what Britain has to offer and encourage the world to visit, study, and do business with the UK, focusing especially on the creative industries.
http://www.thecreativeindustries.co.uk/media/252528/ukti_creative_industries_action_plan_aw_rev_3-0_spreads.pdf

University of Maine at Fort Kent – Utilized Appreciative Inquiry approach for its Strategic Plan 2015-2020. Goal of the plan is to serve as a five-year blueprint and living document for achieving their objectives and building upon UMFK’s strengths, opportunities, aspirations, results, while guiding them to financial stability.
<http://staticweb.maine.edu/wp-content/uploads/2014/02/Tab-12.1-UMFK-Strategic-Plan.pdf?565a1d>

Example of a Vision Statement

Princeton Borough and Princeton Township, New Jersey – “Our vision is for Princeton to be a community, which recognizes that economic, environmental and social issues are interrelated and that they should be addressed as a whole. It recognizes the need to design the built environment in a way that protects the integrity of the natural environment. It shifts away from polluting and wasteful practices and embraces clean energy and renewable resources. It rises to the challenge of reducing greenhouse gas emissions and curbing climate change. It understands its natural, cultural, historical and human assets and resources and acts to protect and enhance them. A Sustainable Princeton community leads by examples, monitors its results, and is empowered by an educated and active citizenry.” Source from a document from Sustainable Jersey: [In the year 2015, Oakland will be a safe, health, and vital city offering a high quality of life through: a dynamic economy that taps into Oakland’s](#)

Funding Avenues

Below are suggestions of state and national funding avenues that may support a strategic planning process and implementation of the plan. This list is *not* definitive. Some entities listed below may not provide grants, but could collaborate on initiatives, help access funds, provide technical support, or serve as a pass-through for funds. Other considerations include online fundraising, investment clubs, private funding, or an expatriate campaign.

Fundraising Resource

Foundation Center
Grants.gov
Grantsmanship Center
Maine Philanthropy Center

State Public Agencies

Maine Arts Commission
Maine Department Conservation
Maine Depart of Economic and Community D’mt
Maine Department of Environmental Protection
Maine Department of Transportation
Maine Historic Preservation Commission
Maine Humanities Council
Maine Office of Community Development
Maine Office of Tourism

State Private Foundations

Betterment Fund
Davis Family Foundation
Elmina B. Sewall Foundation
Environmental Funders Network
John T. Gorman Foundation
Kindling Fund
Libra Foundation
Maine Community Foundation
Maine Initiatives
Margaret E. Burnham Charitable Trust
Morton Kelly Foundation
Quimby Family Foundation
Stephen and Tabitha King Foundation

Federal Public Agencies

National Endowment for the Arts (e.g., Our Town, Citizen’s Institute on Rural Design)
National Endowment for the Humanities (e.g., America’s Historic Places)
National Park Service (e.g., Preserve America, Save America’s Treasures)
National Trust for Historic Preservation (e.g., Share your Heritage)
Northern Border Regional Commission Grant Program
U.S. Department of Agriculture (e.g., Rural Development: Strategic Economic and Community Development, Rural Business, Preserve America, Agritourism and Alternative Enterprises, Resource Conservation and Development)
U.S. Department of Commerce (e.g., Market Developer Cooperator Program; Public Works, Economic Adjustment, Planning, and Research and Technical Assistance Program)

U.S. Department of Economic Development Administration
 U.S. Department of the Environment (e.g., for waterway cleaning programs)
 Department of Housing and Urban Development (e.g., Community Development Block Grants; Rural Housing and Economic Development Grants)
 U.S. Department of the Interior (e.g., National Register of Historic Places, National Trail Systems, River, Trails and Conservation Assistance Program)
 U.S. Small Business Administration (e.g., training programs)

National Private Foundations

ArtPlace America
 Foundation for Rural Service
 J. M. Kaplan Fund (historic preservation)
 Jane's Trust
 Kresge Foundation
 Nathan Cumming Foundation
 New England Foundation for the Arts

Northern Forest Center
 Northeastern States Research Cooperative
 Sewell Foundation
 Surdna Foundation
 Tiffany Foundation
 Tourism Cares
 Wallace Foundation

Resources

This section offers a handful of local, county, state, national, and international studies, plans, organizations and agencies, as well as initiatives and websites that may serve as useful resource and technical support for strategic planning and implementation. Resources are listed in alphabetical order and for some, a brief description is included.

Reports, Plans, Studies

Local, Regional, County

Corridor Management and Partnership Plan – a 2014 draft report for the management of the St. John Valley Cultural Byway. It provides useful information on assets, opportunities, visitor experience, and transportation.
http://www.nmdc.org/Planning/sjvbyway/CMPP_Draft.pdf

Madawaska Comprehensive Plan – Overarching economic development goal from the 2000 Comprehensive Plan was to “promote an economic climate that increases job opportunities and overall economic well-being.”

Madawaska-Edmundston Economic Development Presentation – A 2001 attraction document to entice business investment, focusing on economic prosperity in Madawaska by leveraging its position within the St. John Valley, Aroostook County, and the Trans-Canada Highway Corridor – New Brunswick and Québec (“Madawaska and Edmundston form a significant retail and commercial metropolitan area...”).

Madawaska Resource Committee Survey – In 2015, the Resource Committee surveyed town residents as to their level of satisfaction for town services (e.g., ambulance, public works, library, town office, recycling). Some findings: residents care deeply for Madawaska; there is a strong desire/concern for greater prosperity, such as more business, better online capacity, visionary leadership, and unified community.

Madawaska Strategic Economic Development Plan – A 2013 plan by Woodard & Curran, which expressed an urgency for the Town to foster additional economic development efforts beyond the paper mill to help sustain and grow the community. They identified the need for a historic district and connecting recreation and natural resource assets with existing businesses and emerging industry (e.g., renewable energy and IT).

Northern Maine Tourism Action Plan – A five-year plan (2011-2016) that offers strategies for tourism development for Aroostook County, including a focus on outdoor recreation, artisan and cultural activities.
http://www.nmdc.org/Development/NM_Tourism_Action_Plan_2011-2016.pdf

St. John Valley Creative Economy Project – Completed in 2010, this two-year research initiative was a collaborative effort of the Margaret Chase Smith Policy Center at UM and the UMFK. The research focused on how to strengthen the region's communities and economy through culture and place. Extensive resource information on development, collaboration, and product ideas. <http://www.umfk.edu/economy/>

Upper Saint John Valley International Cultural Assessment – Conducted in 2003 as a collaborative study with the Quebec-Labrador Foundation, which offers an analysis (including reference to economics, demographics, culture, and geography) of the international region of the St. John Valley and northwestern New Brunswick as preparation for an international cultural route, called Voici the Valley Cultureway (available in pdf upon request).

State, National

Building Sustainable Communities – A review that examines the “Building Sustainable Communities” experience about Quality of Life Planning in Indianapolis to understand and explain elements and practices that caused its success. http://www.instituteccd.org/uploads/cccd/documents/qofll_planning_-_implementation_report_final_document_v.6.1.pdf

Quality of Place and Job Growth – Produced in 2008, a report on investing in quality of place in Maine. http://www.ci.rockland.me.us/vertical/sites/%7BDE9EED66-EFF4-4A6B-8A58-AA91254C1584%7D/uploads/Report_-_Quality_of_Place_And_Job_Growth.pdf

Revitalize Rural Downtown – “The Local Agricultural Community Exchange Outcomes and Lessons Learned from a Public-Private Initiative to Revitalize a Downtown Community,” presented by the Carsey Institute. <http://scholars.unh.edu/cgi/viewcontent.cgi?article=1159&context=carsey>

Rural Wealth Creation – USDA report about concepts, strategies and measures to build a conceptual framework for rural wealth creation that emphasizes the importance of multiple types of assets (physical, financial, human, intellectual, natural, social, political, and cultural capital) and the economic, institutional, and policy context in which rural wealth strategies are devised. http://www.ers.usda.gov/media/365520/err131_1.pdf

Initiatives and Programs

Build Maine – A day-long program that focuses on ways to build economically stronger, more successful towns and cities in Maine by aligning investment with more durable outcomes. <http://www.build-maine.com/>

City of Littleton, Colorado – Pioneered “economic gardening” as an alternative to traditional economic development. Wealth and economies can be created from *the inside* through well-cultivated entrepreneurial activity, nurturing environment for local companies, and by building community assets and infrastructure, rather than just business recruitment or providing incentives: <http://www.nlc.org/find-city-solutions/city-solutions-and-applied-research/economic-development/small-business-and-entrepreneurship/a-local-perspective-littleton%E2%80%9A%C3%84%C3%B4s-economic-gardening-strategy>

Core Leadership Team – As a legacy initiative of the 2014 *Congès mondiale acadien*, people from Québec, New Brunswick, Maine, created the Core Leadership Team with a mission to stimulate and facilitate regional cooperation to ensure sustainable economic development of the three-territory region that they call “Acadia of the Lands and Forests.” <http://www.succeedhere.org/en/>

Entrepreneurial Ecosystem – A term that describes the environment and conditions that bring people together to affect entrepreneurship, foster economic prosperity, and wealth creation. Nine elements are considered important: government policy, regulatory framework and infrastructure, funding and finance, culture, mentors, advisors and support systems, education and training, human capital and workforce, local and global markets. (Source: <http://theconversation.com/entrepreneurial-ecosystems-and-the-role-of-government-policy-35809>)

Houlton Entrepreneur Challenge – As a way to create a “buzz” and promote Houlton as a great place to start a business, this program aims to inspire business recruitment, enhance business mix; encourage business expansion, and transform underutilized or vacant commercial spaces into vibrant and attractive locations. <http://sadcaroostook.org/entrepreneur-challenge/>

Destination St. John Valley – The Inn of Acadia in Madawaska offers guests an experience of the international region through its cuisine, art, website and in-room tourism handout. <http://innofacadia.com>

Maine Startup and Create Week – A week to “celebrate entrepreneurship, cultivate creativity, and drive high-impact innovation” focusing on growing enterprises, what can be achieved outside of major metropolitan areas, and about content and conversations “that will raise the bar and inspire you, no matter where you live [in Maine]. <http://www.mainestartupandcreateweek.com/our-story/>

Mobilize Northern Maine – Grew from the statewide Mobilize Maine, a collaborative grass roots economic development process that builds on the strengths and assets of Aroostook County by understanding their market-leverage in the global economy. <http://www.nmdc.org/mobilize/>

Project Cultivate – A creative economic development initiative about cultivating creative thinkers, supporting great ideas, and helping to build a more prosperous St. John Valley region through culture and place. Components include a micro-loan delivery system, training and apprenticeships, regional network, and educational series (funding dependent). <http://www.fiddleheadfocus.com/story/culture-and-economy-project-featured-white-house4322>

Groups and Agencies

County and State

Aroostook Partnership
Build Maine
Coastal Enterprises, Inc
Common Good Ventures.com
Envision Maine
Growsmart Maine
Knowledge Transfer Alliance, UM
Lift360
Maine Arts Commission
Maine Center for Creativity
Maine Center for Economic Policy
Maine Center for Entrepreneurial Development
Maine Community Foundation
Maine Creates
Northern Maine Development Commission

Maine Development Foundation
Maine Downtown Center
Maine Farmland Trust
Maine Humanities Council
Maine Rural Partners
Maine Small Business Development Center
Maine Woods Consortium
Maine’s Outdoor Learning Center
Maine Technology Institute
New Ventures Maine
Northeast Regional Center for Rural Development
Northern Forest Center
Slow Money Maine

National and International

Agenda 21 for culture
Center for Rural Affairs
City of Littleton (Economic Gardening)
Center for Rural Entrepreneurship
Creative City Network Canada
Creative Startups
Economuseum Network
Handmade in America
New England Foundation for the Arts

Northern Forest Center
Northern Forest Canoe Trail
Project for Public Spaces
Rural Local Initiatives Support Corporation
Small Town, Big Ideas
Smart Growth America
Sustainable Communities Resource Center (HUD)
Walkable and Liveable Communities Institute
WealthWorks

Agenda 21 for Culture – The Committee on culture of the world assoc. of United Cities and Local Governments (UCLG) is the global platform of cities, organizations and networks to learn, cooperate and launch policies and programmes on the role of culture in sustainable development (the fourth pillar of sustainable development). <http://www.agenda21culture.net/index.php>

Center for Rural Entrepreneurship – Focuses on energizing entrepreneurial communities and helping community leaders build a prosperous future by supporting and– empowering business, social and civic entrepreneurs. <http://www.energizingentrepreneurs.org/>

Creative Startups – Based in Santa Fe, New Mexico, offers workshops, seminars and the Creative Startups Accelerator, committed to building thriving creative economies. <http://www.creativestartups.org/>

Economuseum Network (*Réseau Economusée*) – An international network and retail system founded in Québec to showcase traditional trades and knowledge. Craft or agri-food businesses open their doors to the public, showing how they create their handmade product. They are self-financed through the sale of their products (e.g., soap making, brewing/wine making, cabinetmaking, jewelry, glass making). <http://www.economusees.com/en/>

Handmade in America – a nonprofit organization supporting craft-related businesses and activities in Western North Carolina with a focus on creating sustainable economic development opportunities that maintain their rural quality of life, providing business and financial support for craftspeople, and raising awareness of the value of craft. <http://www.handmadeinamerica.org>

Project for Public Spaces – The central hub of the global placemaking movement, connecting people to ideas, expertise, and partners who share a passion for creating vital places, how to reimagine our streets and places, how to transform inadequate places to extraordinary places. <http://www.pps.org/>

Smart Growth America – An advocate for people who want to live and work in great neighborhoods. Its Rural Development program is designed to strengthen rural economies through a smart growth approach and information about the financial and economic impacts of development choices. <http://www.smartgrowthamerica.org/>

Print and Online

Economicdevelopment.org – A hub of world-wide economic development news and resources that shares insight about around economic development and its impact on people and places. <http://economicdevelopment.org/>

Northern Forest E-news Digest – Produced by the Northern Forest Center, offering information about policies, programs, grants, and opportunities for communities within the northern forest. <http://northernforest.org>

Small Town Planning Handbook – Step-by-step guide that small towns and rural communities plan for change, including drafting and implementing a comprehensive plan through zoning ordinances, subdivision regulations, and capital improvements programs, with sensitivity to local character and limited resources. https://www.downtowndevelopment.com/small_town_planning_handbook.php

Small Town, Big Ideas – Case studies of 45 small towns, populations for smaller than 10,000 that are thriving and hubs of civic and economic activity http://www.sitka.net/Downloads/Small_Towns.pdf

Rural E-news – Produced by the national Rural Local Initiatives Support Corporation with information on programs, grant opportunities, conference notices, and reports. <http://www.lisc.org/rural>