

the building owner; roadway work conducted by MDOT and utility work conducted by the respective utility companies.

Qualified Costs identified within the Plan include:

- Parking lot and streetscape improvements;
- Signage;
- Roadway, traffic, crosswalk, pedestrian and intersection improvements;
- Trail design and construction connected to the Downtown areas;
- Construction and modification of public infrastructure;
- Façade Program
- Engineering and planning
- Marketing and economic development

TIF revenue from the Skyway Plaza project are being deposited into a Project Cost Account for direct payment to the company for authorized project costs, and revenues from the remainder of the District will be placed into a separate Project Cost Account for direct payment by the City for authorized project costs as outlined within the Plan.

### **Physical Description of District**

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The parcel map illustrating the subject property and proposed Caribou Downtown Tax Increment Financing District is included as Exhibit D. The 635-acre District area, which represents the locally approved Downtown TIF District, provides the City an opportunity to utilize Tax Increment Financing as a local tool to directly assist in economic development to realize the long-term economic benefits of retaining major employers, improving buildings and infrastructure, and fostering new private investment without the need for the community to rely solely on other State assistance programs for projects to proceed.

Also included in Exhibits “A” and “B” are the listings of parcels by map and lot of the requested amendment parcel of 368 acres, with assessed real estate values as of March 31, 2007 and the amended value of the original parcel as of March 31, 2005.

There are 50,747 acres of land within the City of Caribou, and the city had been previously approved for 267.18 acres under its TIF District designation. The amended proposed Downtown Development and Tax Increment Financing District of approximately 635 acres represents 1.25% of the Town’s acreage, but as an approved Downtown Tax Increment Financing District it is not subject to inclusion toward the 5% limit on TIF District area or assessed value to the total City area and value as stated in Title 30-A §5223-3.D.

### **Statistical and Financial Data**

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A financial pro-forma estimating net revenues and fiscal impacts of the program throughout the 30 year life of the District is set forth in Exhibit E. State and County tax and subsidy impact are based upon the following methodologies:

### **Tax Shift Formulas & Methodologies**

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Required in any application for designation as a tax increment financing district is the calculation of tax shifts that result from the creation of the District. These tax shifts are noted in the following basic

formulae that use local property tax valuation as a basis for calculation. These formulae provided by DECD are:

- Municipal Share of County Taxes
- Revenue Sharing
- Education Costs

The following is the process used to derive these tax shifts.

### **County Tax Shift:**

In order to produce this result, information was obtained from the Maine Revenue Services and Aroostook County Government. First, the most recent County State Valuation was obtained. The average Captured Assessed Value for the District for the life of the project was then determined. The averaged Captured Assessed Value was then divided by the Current County State Valuation.

The estimated average county tax over the life of the District was determined. To arrive at this number, the County Tax for the City for the last five years was obtained. The average change was then determined and projected to the middle of the District's life. This projected tax was multiplied by the factor developed above to arrive at the County Tax Shift.

$$\frac{\textit{(Captured Assessed Value)}}{\textit{(Captured Assessed Value + Current County State Valuation)}} \times \textit{Estimated Average Annual County Tax}$$

### **Revenue Sharing Shift**

The total Municipal Revenue Sharing amount was obtained from the State Treasurer in order to complete the following formula:

#### **Step One:**

$$\frac{\textit{Municipal Population} \times \textit{Local Property Tax Levied}}{\textit{State Local Valuation}} = \textit{Current Factor}$$

#### **Step Two:**

$$\frac{\textit{Municipal Population} \times \textit{Local Property Tax Levied}}{\textit{State Local Valuation} + \textit{Captured Assessed Value}} = \textit{Adjusted Factor}$$

#### **Step Three:**

$$\frac{\textit{Current Factor}}{\textit{Adjusted Factor}} = 1.X$$

#### **Step Four:**

$$1.X - 1.0 = .X$$

#### **Step Five:**

$$.X(\textit{Total Municipal revenue Sharing Amount}) = \textit{Revenue Sharing Shift}$$

### **Education Tax Shift**

State law requires that an estimate be made of how much of a loss in State aid to education a community would experience had the Caribou Downtown Development and Tax Increment Financing District not

been created. The premise for this requirement is that if the TIF did not exist and the development still occurred, other taxing jurisdictions would benefit by the City paying more *and receiving less*.

There is no direct tax shift created by the establishment of a TIF District. All taxing jurisdictions in Caribou School Department continue to receive school aid funds as before the establishment of a TIF District. However, because the establishment of the TIF District *freezes* the tax base for the purpose of funding the Development Program, those revenues derived from the new development in the CDTIF District aren't counted toward the Town's valuation.

Historically, the methodology used to determine the fiscal impact from the establishment of a TIF District was to multiply the Captured Assessed Value by the constant .009. The result would be an annual and cumulative "Education Tax Shift" for the proposed district. Changes in the distribution of State funding for education have required TIF applicants to develop other methodologies that more accurately reflect the "Education Shift."

It is recognized and anticipated that the incremental growth of the Net New Revenues realized from the Net Captured Assessed Value will not be adequate in the short term to fund the "qualified costs" identified in the District Plan. The City will be applying for grant funding to complement the TIF revenues and it is hoped that the infrastructure improvements will spur the new development needed to grow the Fund to a reasonable amount.

### Statutory Limits

The following is intended to provide a comparison of statutory requirements as they relate to the Caribou Downtown Tax Increment Financing District (CDTIFD) in Caribou.

Column "A" presents the appropriate citation from State Law that imposes a specific limit as it relates to Tax Increment Financing. Column "B" defines the limit, and Column "C" describes the circumstances of the Caribou Downtown Tax Increment Financing District Project.

A	B	C
30-A MRSA §5252, sub§4	"The development program must not exceed 30 years from the date of the designation of the CDTIFD.	The CDTIFD shall not exceed <b>30</b> years.
30-A MRSA §5252	Bonds sold in conjunction with a tax increment financing district must mature within 20 years of the date of the sale.	There are no bonds issued in conjunction with the approved TIF Development Program activities.
30-A MRSA §5253, sub§1	The aggregate value of indebtedness supported by tax increment financing within any county may not exceed \$50,000,000.	Aroostook County's aggregate value of indebtedness is less than \$50,000.
30-A MRSA §5253, sub§1¶A	At least 25% of the real property within a development district must be blighted, in need of rehabilitation, redevelopment, or conservation, or suitable for industrial sites.	This condition does not apply to CDTIFD as an approved downtown TIF district.
30-A MRSA §5253, sub§1¶B	The total area of a single development district may not exceed 2% of the total acreage of the municipality.	This condition does not apply to CDTIFD as an approved downtown TIF district.

30-A MRSA §5253, sub§1¶B	The total area of all development districts may not exceed 5% of the total acreage of the municipality.	The CDTIFD is the only TIF District in Caribou and is exempt from this condition (see previous).
30-A MRSA §5253, sub§1¶C	The aggregate value of all tax increment financing districts may not exceed 5% of the total value of equalized taxable property within the municipality.	This condition does not apply to CDTIFD as an approved downtown TIF district.
30-A MRSA §5254, sub§4¶A	Real property within a tax increment financing district shall be taxed equally with other property in the municipality.	The City shall apply the same valuation methodology currently in use for the City of Caribou
30-A MRSA §5254, sub§4¶B	Tax increments shall be expended only in accordance with the development program.	The City assures by virtue of this application that it will expend tax increments only in accordance with its development program and as identified within the District Plan as “qualified costs.”

Tax Increment  
Financing  
Tax Shift Formulas

**Caribou Downtown Tax Increment Financing District - Exhibit E**

County Tax Shift

1. Estimated Average County Tax for past 10 Years

	County Tax	Percent Change	County Valuation	Percent Change	Municipal Valuation	Percent Change	Mil Rate	Percent Change	Original OAV		New OAV
1997	\$257,821.00		\$2,765,800,000		248,150,200.00		20.00			\$27,412,500.00	\$21,619,600.00
1998	\$260,792.00	1.15%	\$2,937,300,000	6.20%	249,670,600.00	0.61%	19.75	-1.25%	Combined OAV as of March 31st, 2007	<b>\$49,032,100.00</b>	
1999	\$248,820.00	-4.59%	\$3,017,050,000	2.72%	247,980,300.00	-0.68%	21.00	6.33%			
2000	\$240,392.00	-3.39%	\$3,148,250,000	4.35%	250,814,400.00	1.14%	21.25	1.19%			
2001	\$258,694.00	7.61%	\$3,157,100,000	0.28%	252,013,100.00	0.48%	22.50	5.88%	Length of TIF	<b>30</b>	
2002	\$307,577.00	18.90%	\$3,167,930,000	0.34%	254,249,500.00	0.89%	22.52	0.09%			
2003	\$324,073.00	5.36%	\$3,203,250,000	1.11%	258,157,800.00	1.54%	23.25	3.24%			
2004	\$331,884.00	2.41%	\$3,315,000,000	3.49%	262,221,700.00	1.57%	23.50	1.08%			
2005	\$338,517.00	2.00%	\$3,443,700,000	3.88%	264,344,000.00	0.81%	25.50	8.51%			
2006	\$334,800.00	-1.10%	\$3,642,500,000	5.77%	257,356,400.00	-2.64%	24.50	-3.92%			
2007	\$342,323.00	2.25%	\$3,839,300,000	5.40%	273,045,350.00	6.10%	24.00	-2.04%			
10Yr Avg Rate Growth		<b>3.06%</b>		<b>3.36%</b>		<b>0.9817%</b>		<b>1.91%</b>			

**Caribou Downtown Tax Increment Financing District - Exhibit E**

Year of TIF	Progression of County Tax	County Valuation	NCAV Real Property - Assumes 0.9817% growth per year on New Combined OAV	County Tax Shift by Year	Educational Mil Rate Effort per Year	Educational Tax Shift by Year	Combined Tax Shift Education & County
1	\$352,799.81	\$3,968,109,451	\$481,370.20	\$42.80	0.00744	\$3,575.37	\$3,618.17
2	\$363,597.27	\$4,101,240,490	\$967,466.22	\$85.77	0.00744	\$7,173.65	\$7,259.42
3	\$374,725.18	\$4,238,838,108	\$1,458,334.47	\$128.92	0.00744	\$10,794.90	\$10,923.82
4	\$386,193.66	\$4,381,052,160	\$1,954,021.79	\$172.25	0.00744	\$14,439.15	\$14,611.40
5	\$398,013.13	\$4,528,037,528	\$2,454,575.49	\$215.76	0.00744	\$18,106.46	\$18,322.22
6	\$410,194.34	\$4,679,954,291	\$2,960,043.36	\$259.45	0.00744	\$21,796.86	\$22,056.31
7	\$422,748.36	\$4,836,967,898	\$3,470,473.64	\$303.32	0.00744	\$25,510.40	\$25,813.72
8	\$435,686.60	\$4,999,249,350	\$3,985,915.03	\$347.37	0.00744	\$29,247.12	\$29,594.49
9	\$449,020.80	\$5,166,975,384	\$4,506,416.75	\$391.62	0.00744	\$33,007.04	\$33,398.66
10	\$462,763.11	\$5,340,328,668	\$5,032,028.47	\$436.05	0.00744	\$36,790.22	\$37,226.27
11	\$476,925.99	\$5,519,497,996	\$5,562,800.35	\$480.67	0.00744	\$40,596.68	\$41,077.35
12	\$491,522.34	\$5,704,678,500	\$6,098,783.06	\$525.48	0.00744	\$44,426.46	\$44,951.94
13	\$506,565.40	\$5,896,071,854	\$6,640,027.75	\$570.48	0.00744	\$48,279.58	\$48,850.06
14	\$522,068.86	\$6,093,886,502	\$7,186,586.09	\$615.68	0.00744	\$52,156.08	\$52,771.76
15	\$538,046.80	\$6,298,337,879	\$7,738,510.24	\$661.08	0.00744	\$56,055.98	\$56,717.05
16	\$554,513.75	\$6,509,648,650	\$8,295,852.87	\$706.67	0.00744	\$59,979.30	\$60,685.97
17	\$571,484.67	\$6,728,048,949	\$8,858,667.19	\$752.46	0.00744	\$63,926.08	\$64,678.54
18	\$588,974.98	\$6,953,776,632	\$9,427,006.91	\$798.45	0.00744	\$67,896.32	\$68,694.77
19	\$607,000.59	\$7,187,077,533	\$10,000,926.27	\$844.65	0.00744	\$71,890.05	\$72,734.70
20	\$625,577.87	\$7,428,205,736	\$10,580,480.06	\$891.05	0.00744	\$75,907.29	\$76,798.34
21	\$644,723.71	\$7,677,423,849	\$11,165,723.59	\$937.66	0.00744	\$79,948.05	\$80,885.71
22	\$664,455.51	\$7,935,003,290	\$11,756,712.72	\$984.48	0.00744	\$84,012.34	\$84,996.81
23	\$684,791.20	\$8,201,224,585	\$12,353,503.86	\$1,031.50	0.00744	\$88,100.17	\$89,131.67
24	\$705,749.27	\$8,476,377,669	\$12,956,153.96	\$1,078.74	0.00744	\$92,211.56	\$93,290.29
25	\$727,348.76	\$8,760,762,206	\$13,564,720.55	\$1,126.19	0.00744	\$96,346.50	\$97,472.69
26	\$749,609.30	\$9,054,687,913	\$14,179,261.72	\$1,173.86	0.00744	\$100,505.00	\$101,678.86
27	\$772,551.13	\$9,358,474,900	\$14,799,836.11	\$1,221.74	0.00744	\$104,687.07	\$105,908.81
28	\$796,195.09	\$9,672,454,014	\$15,426,502.95	\$1,269.84	0.00744	\$108,892.70	\$110,162.55
29	\$820,562.68	\$9,996,967,204	\$16,059,322.07	\$1,318.17	0.00744	\$113,121.89	\$114,440.06
30	\$845,676.04	\$10,332,367,890	\$16,698,353.86	\$1,366.71	0.00744	\$117,374.64	\$118,741.36
							<b>\$1,787,493.78</b>

**Exhibit E -- Revenue Sharing Tax Shifts**

Exhibit E -- Revenue Sharing Tax Shifts											
								Adj. Aggregate			
Current Total MRS		\$132,075,046.88			Local	Aggregate	Adj. Local	Computed			
Current Projected MRS		\$1,470,668.73		Annual	Computed	Computed	Computed	Numbers	Adj. Distribution		
Distribution Percentage		0.009496807		Retained	Number	Numbers	Number	(Aggregate Nos. less	Percentage		
	Municipal	2007 Property	2007 State	CAV	(Pop. x LRTL/ SLV)		(Computed No. inc. CAV)	Local Computed No. plus Adj. Comp. No.	(Adj. Comp. No. / Adj. Tot. Agg. No.)	Adj. MRS	MRS
Year	Population	Tax Levied	Valuation	(Div. 1000)						Amount	Shift
Base	8,279	\$6,528,091	\$290,250	n/a	186205.22	#####	n/a	n/a	n/a	n/a	n/a
1				\$481			185896.91356384	17860817.31600820	#####	\$1,374,648	\$96,020
2				\$967			185586.61709843	17860507.01954280	#####	\$1,372,378	\$98,291
3				\$1,458			185274.32373345	17860194.72617780	#####	\$1,370,092	\$100,576
4				\$1,954			184960.02917762	17859880.43162200	#####	\$1,367,792	\$102,877
5				\$2,455			184643.72927670	17859564.13172110	#####	\$1,365,477	\$105,191
6				\$2,960			184325.42001591	17859245.82246030	#####	\$1,363,148	\$107,521
7				\$3,470			184005.09752228	17858925.49996670	#####	\$1,360,803	\$109,866
8				\$3,986			183682.75806704	17858603.16051140	#####	\$1,358,444	\$112,225
9				\$4,506			183358.39806807	17858278.80051240	#####	\$1,356,070	\$114,599
10				\$5,032			183032.01409222	17857952.41653660	#####	\$1,353,680	\$116,988
11				\$5,563			182703.60285777	17857624.00530210	#####	\$1,351,276	\$119,392
12				\$6,099			182373.16123679	17857293.56368120	#####	\$1,348,857	\$121,811
13				\$6,640			182040.68625751	17856961.08870190	#####	\$1,346,424	\$124,245
14				\$7,187			181706.17510677	17856626.57755110	#####	\$1,343,975	\$126,694
15				\$7,739			181369.62513237	17856290.02757670	#####	\$1,341,511	\$129,158
16				\$8,296			181031.03384544	17855951.43628980	#####	\$1,339,032	\$131,637
17				\$8,859			180690.39892286	17855610.80136720	#####	\$1,336,537	\$134,131
18				\$9,427			180347.71820959	17855268.12065400	#####	\$1,334,028	\$136,640
19				\$10,001			180002.98972106	17854923.39216540	#####	\$1,331,504	\$139,165
20				\$10,580			179656.21164554	17854576.61408990	#####	\$1,328,965	\$141,704
21				\$11,166			179307.38234645	17854227.78479080	#####	\$1,326,410	\$144,258
22				\$11,757			178956.50036473	17853876.90280910	#####	\$1,323,841	\$146,828
23				\$12,354			178603.56442118	17853523.96686560	#####	\$1,321,256	\$149,413
24				\$12,956			178248.57341875	17853168.97586310	#####	\$1,318,656	\$152,013
25				\$13,565			177891.52644485	17852811.92888920	#####	\$1,316,041	\$154,628
26				\$14,179			177532.42277366	17852452.82521800	#####	\$1,313,411	\$157,258
27				\$14,800			177171.26186841	17852091.66431280	#####	\$1,310,765	\$159,903
28				\$15,427			176808.04338363	17851728.44582800	#####	\$1,308,105	\$162,564
29				\$16,059			176442.76716739	17851363.16961180	#####	\$1,305,429	\$165,240
30				\$16,698			176075.43326355	17850995.83570790	#####	\$1,302,738	\$167,931
											<b>\$3,928,769</b>

**Tax Shift Estimates**

	<b>TIF Year</b>	<b>Total</b>	<b>Education Shift</b>	<b>Revenue Sharing Shift</b>	<b>County Tax Shift</b>
	1	\$99,638.52	\$3,575.37	\$96,020	\$42.80
	2	\$105,550.48	\$7,173.65	\$98,291	\$85.77
	3	\$111,500.27	\$10,794.90	\$100,576	\$128.92
	4	\$117,487.97	\$14,439.15	\$102,877	\$172.25
	5	\$123,513.66	\$18,106.46	\$105,191	\$215.76
	6	\$129,577.42	\$21,796.86	\$107,521	\$259.45
	7	\$135,679.31	\$25,510.40	\$109,866	\$303.32
	8	\$141,819.41	\$29,247.12	\$112,225	\$347.37
	9	\$147,997.79	\$33,007.04	\$114,599	\$391.62
	10	\$154,214.51	\$36,790.22	\$116,988	\$436.05
	11	\$160,469.62	\$40,596.68	\$119,392	\$480.67
	12	\$166,763.20	\$44,426.46	\$121,811	\$525.48
	13	\$173,095.29	\$48,279.58	\$124,245	\$570.48
	14	\$179,465.94	\$52,156.08	\$126,694	\$615.68
	15	\$185,875.22	\$56,055.98	\$129,158	\$661.08
	16	\$192,323.15	\$59,979.30	\$131,637	\$706.67
	17	\$198,809.80	\$63,926.08	\$134,131	\$752.46
	18	\$205,335.18	\$67,896.32	\$136,640	\$798.45
	19	\$211,899.35	\$71,890.05	\$139,165	\$844.65
	20	\$218,502.34	\$75,907.29	\$141,704	\$891.05
	21	\$225,144.18	\$79,948.05	\$144,258	\$937.66
	22	\$231,824.88	\$84,012.34	\$146,828	\$984.48
	23	\$238,544.49	\$88,100.17	\$149,413	\$1,031.50
	24	\$245,303.01	\$92,211.56	\$152,013	\$1,078.74
	25	\$252,100.46	\$96,346.50	\$154,628	\$1,126.19
	26	\$258,936.86	\$100,505.00	\$157,258	\$1,173.86
	27	\$265,812.22	\$104,687.07	\$159,903	\$1,221.74
	28	\$272,726.54	\$108,892.70	\$162,564	\$1,269.84
	29	\$279,679.82	\$113,121.89	\$165,240	\$1,318.17
	30	\$286,672.06	\$117,374.64	\$167,931	\$1,366.71
	<b>Totals</b>	<b>\$5,716,263</b>	<b>\$1,766,755</b>	<b>\$3,928,769</b>	<b>\$20,739</b>

**CARIBOU DOWNTOWN DISTRICT REVITALIZATION PLAN  
SUMMARY FROM THE DECEMBER WORKSHOP**

*The following summary comes from the two group/consensus questionnaires and six individual questionnaires received, as well as notes from the group discussion at the workshop. Consultant notes/comments are in italics.*

**All supported (no opposition noted):**

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- ◆ Road improvements for Herschel Street (curbs, access management, sidewalks)
- ◆ Parking lot improvements, Legion and Herschel lots
- ◆ Add landscaping, street trees, grass esplanades to Herschel Street
- ◆ Extend streetscape improvements (lampposts, sidewalks, benches, etc.) along Water Street
- ◆ Make the proposed trail connection from the downtown along Water Street (to the river) a priority
  
- ◆ Add street trees, grass esplanades, landscaping to High Street
- ◆ Add pedestrian-scale lighting (lampposts), benches, or other streetscape amenities to High Street
  
- ◆ Extend streetscape elements (lampposts, benches, etc.) along lower/southern Bennett Drive, to the Recreation Center
- ◆ Add street trees, landscaping, and lampposts in front of the Recreation Center
  
- ◆ Add new gateways to the Downtown District, including informational/wayfinding signage
- ◆ Add new wayfinding signage throughout the Downtown District
  
- ◆ More funding for building improvements in the Bennett Drive and Van Buren Road Area

**Supported, with some unsure (no opposition noted):**

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*Most of these items should have more/full support if further information and illustration is provided.*

- ◆ Road & sidewalk improvements for Sweden Street, west of Prospect Street (towards the courthouse) (*groups supported; one unsure*)
- ◆ Add planters or plantings and benches to Downtown Mall (*one group unsure; one individual unsure*)
- ◆ Include trees, landscaping, and lampposts in front of the new Recreation Center (*groups supported; one unsure*)
- ◆ Provide bike lanes & bike racks throughout the Downtown District (*groups supported; two unsure*) (*one group and several individuals noted that this was supported but was not a priority*)
- ◆ More funding for building improvements in the High Street Area (*groups supported; one unsure*)

**Mixed support:**

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*Some of these items may be more supported if further information and illustration is provided. Some may be determined to be too low a priority or too mixed in public support to include in the Plan at this point. The next steps in the project development will focus on flushing these out.*

- ◆ Extend streetscape improvements (pedestrian-scale lighting/lampposts, benches, etc.) west along Sweden Street (*groups supported; one not supporting*)

- ◆ Make changes to Record Street traffic direction and intersections (at Hatch and Herschel) a priority

*This was split between the two groups at the workshop, one supporting and one not supporting. The individual questionnaires reflected more a split between “support” and “unsure”. Comments from the discussion included concern over spending a lot of money on something that will confuse people and perhaps would not have enough benefit to warrant the cost.*

- ◆ Make changes to Sweden Street traffic direction and intersection (at Hatch and Prospect) a priority

*A nearly identical split (groups and individuals) to the Record Street traffic/roadway issue, with about the same concerns & discussion.*

- ◆ Make improvements to the park/plaza at the east end of the Downtown Mall

*One group did not support this, however each the individual questionnaires were in support – it is unclear why this got marked as one group opposing.*

- ◆ Road improvements for High Street (curbs, access management, sidewalks)

One group supported, one did not; all but one individual indicated support, the one exception indicating unsure, not opposed. Discussion surrounded some opposition to the proposed center turning lane to be added on High Street, not to sidewalk and access management/curb cut improvements; this could explain the opposition (being to the third lane, not the general need for road and sidewalk improvements).

- ◆ *Consider center islands/medians in some areas of Bennett Drive and Van Buren Road to improve pedestrian crossings and/or add landscaping*

One group supported, one did not; individuals were split between support and don't support. Comments on issues with this included that there would be a problem with snowmobiles. This type of proposed road improvement is typically a bit controversial.

- ◆ *Explore more options for traffic calming in the Downtown District*

One group supported, one did not; individuals tended towards support, though some did not support or were unsure. The case for more traffic calming was not really made at the workshop, and may be a low priority anyway; emphasis would be on traffic and pedestrian safety generally.

- ◆ *More funding for building improvements in the Downtown Mall Area*

One group supported, one did not; individuals were split between support and don't support. Discussion included the fact that funding has been offered to downtown building owners and businesses for building/façade improvements, and there has been very little response and interest.

- ◆ *More emphasis on Downtown marketing & promotion*

Both groups supported; individuals were split between support and don't support. Discussion on this item was fairly minimal, not thoroughly addressed in the workshop presentation or during small groups (people ran out of time).

## **Other comments & discussion points:**

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- ◆ *Improve Herschel Street & Prospect Street so they're better defined*
- ◆ *Can the signs for Herschel Street parking lot be made two-sided?*
- ◆ *Traffic backs up at Prospect – Prospect/Herschel intersection too wide, add center island*
- ◆ *Herschel parking lot – light poles cause visible barrier to pedestrians; make signs two-sided; limit crosswalks*
- ◆ *Visibility for ATX crosswalk (across Herschel Street) – the parking space on Herschel are a problem [block visibility]*
- ◆ *Cooling fan on ATX building/roof noisy in downtown – need sound barrier*
- ◆ *Handicapped parking for Post Office poorly located – difficult location*
- ◆ *Add center islands at intersections*
- ◆ *Better signage for one-way streets – need more signage [wayfinding] everywhere in town*
- ◆ *No problems with current traffic flow, one-way is only for a couple of blocks*
- ◆ *Review WBRC draft for plans for Penny's building and parking impact*
- ◆ *Take down "no loitering" signs from Downtown Mall*
- ◆ *More planters, a few more benches/better benches*
- ◆ *Need careful placement/location for benches – i.e. businesses not wanting benches out front of their buildings*
- ◆ *Like large amounts of green space*
- ◆ *Benches by Memorial at Fire Department*
- ◆ *Information/map kiosks for visitors*
- ◆ *Use "paper (half) street" to improve Collins Pond access? down to Washburn Street*
- ◆ *City center trail markers for Collins Pond Trail – small color-coded signs labeling various walking trails around town*
- ◆ *Can South Main Street be included in the Plan? (Not in the TIF District)*
- ◆ *Not supportive of 3rd lane/turning lane on High street*
- ◆ *More landscaping – too harsh an area; trees & plantings*
- ◆ *Lower Bennett Drive – utility poles "should" be on the other side of the street*
- ◆ *Use a push-button overhead stop signal for pedestrian crossings on Bennett? (Like Presque Isle has)*

## **Caribou Downtown Revitalization**

### **Oct. 31, 2007 Committee Meeting Notes**

*Meeting of the Caribou Community Development Advisory Committee, with Kent Associates and Wright-Pierce*

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#### General Comments

- ◆ MDOT needs convincing to make the needed roadway/intersection improvements a priority – this Plan can help do that, should emphasize the need for these improvements
- ◆ The Downtown Mall area has become more offices & services, while Bennett Drive has attracted retail – should there be more of a blending of commercial types in the Downtown Mall and Bennett Drive areas? Downtown Mall also has more entertainment/cultural uses
- ◆ Need more pedestrian “resting points”/benches across/through the downtown area – plenty of sidewalks to get around, but some folks may need to rest while getting from here to there – some issues with building owners not wanting benches out front of their buildings
- ◆ The City needs to make some major investments in the Downtown to get real results, not just put in a little money here and there or wait for state/federal funding to pay for infrastructure
- ◆ What investments have other communities made to get the best “bang for their buck”? Where should Caribou make investments... (every community is different, different solutions/investments may not translate to Caribou...)
- ◆ This fall state bond funding for riverfront development may be voted on, potential for Caribou waterfront area redevelopment – TIF for the riverfront area (not the downtown TIF; a separate TIF district to be established for the Birdseye site, could be expanded (?), part of Pine Tree Zone)
- ◆ Need to maximize the Downtown Plan’s power to leverage grants/investment, like with MDOT

#### Lyndon Square/Downtown Mall Area (including High Street transition area)

- ◆ Sweden Street (west of Lyndon Square/Downtown Mall) in need of road improvements; also look at extending streetscape from downtown west along Sweden Street
- ◆ Intersection improvements (*see Downtown Traffic Circulation Study*) deferred by MDOT – a priority was to make Record Street two-way, improve intersection at Herschel St. & Hatch Drive
- ◆ High Street also a deferred MDOT project (full reconstruction, expand to three lanes) – the engineering is complete, now is a good time to work streetscape improvements into the plans, and make this section a priority
- ◆ Should have continuity of streetscape (lighting, etc.) between the Downtown Mall and High Street
- ◆ Lights along Sweden Street are too high – replace with lower, more pedestrian scale lights and use taller lights elsewhere
- ◆ Wayfinding (signage) is a problem, drivers/visitors are confused and can’t easily find their way around (or into) the downtown (difficult even to give someone directions) – part of the problem is traffic flow & intersections, part is the poor signage (new signage needed, too much signage “clutter” should be avoided)
- ◆ Crosswalks – a new design this year, testing durability (vinyl vs. paint & glass beads)

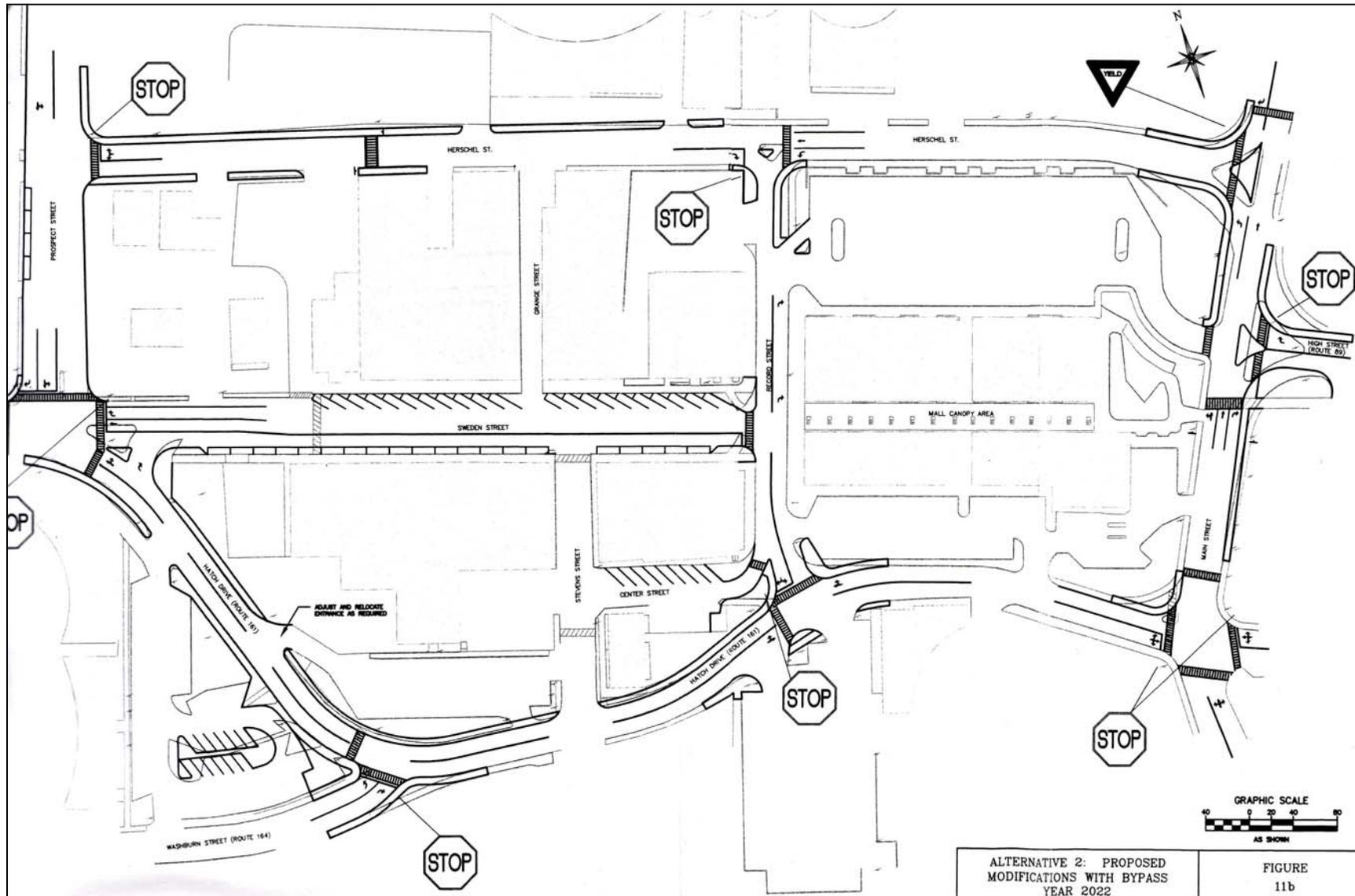
- ◆ Sidewalks should have an esplanade/grass verge between the sidewalk and the road, needed for snow “storage”
- ◆ Parking adjacent to fire station off High Street, City has land, investigate options
- ◆ Proposed bypass for Rt. 161, route for trucks and non-destination/non-local traffic – so will it benefit or hurt downtown? Corridor options being discussed in the community (examine this issue in the plan)
- ◆ Incorporate the Trails Plan, trail connections proposed, into the Downtown Plan
- ◆ Potential of Water Street, historic downtown buildings, trails/riverwalk opportunity, GoldFrank Drive as a pedestrian route – Water Street needs sidewalk & other improvements, parking issues
- ◆ Is there an opportunity for more residential in the downtown? More mixed use, upper floor residential? Is this allowed by the current zoning, are there parking issues?
- ◆ Future of old J.C. Penny’s Building? (WBRC architects) plans, status?
- ◆ Identify deteriorated buildings (blight), opportunities for rehab/improvements
- ◆ Focus on empty buildings, vacant office/commercial spaces – what programs are in place, what’s needed

### **Bennett Drive Area**

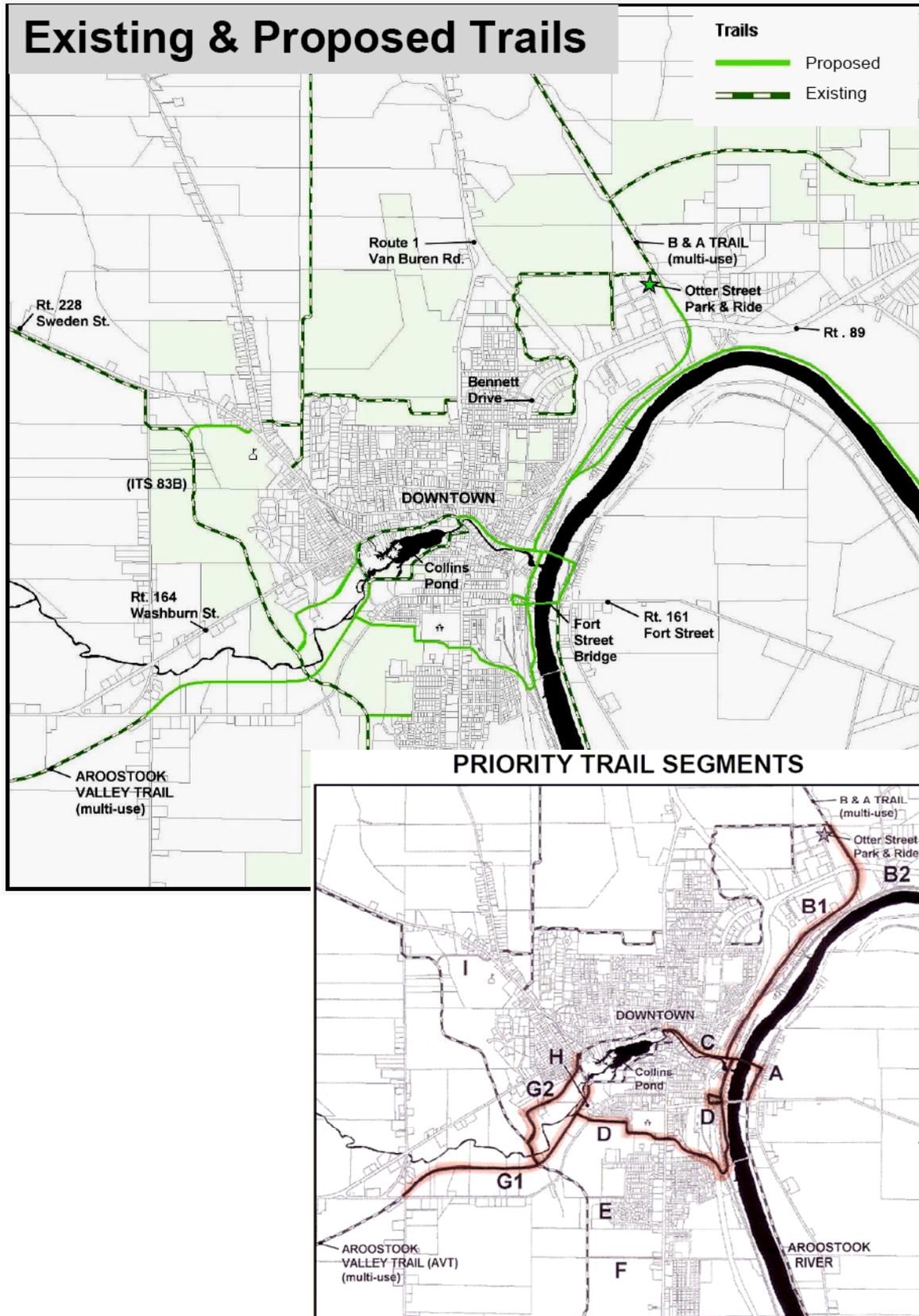
- ◆ Expand study area/TIF district to include more of the Schools/Recr. Center area (e.g. Glenn Street, future children’s museum) – make part of the downtown planning effort
- ◆ Extend downtown streetscape along Bennett Drive, at least to the Schools/Recr. Center
- ◆ The new Recr. Center a major hub, particularly for pedestrian traffic – revisit the Trails Plan, examine pedestrian connectivity & safety, include Glenn Street, connections to Collins Pond
- ◆ Intersection of High St. & Bennett Drive, difficult for vehicles and pedestrians, needs to be improved
- ◆ Expansion of TIF around hospital?

# PROPOSED TRAFFIC IMPROVEMENTS

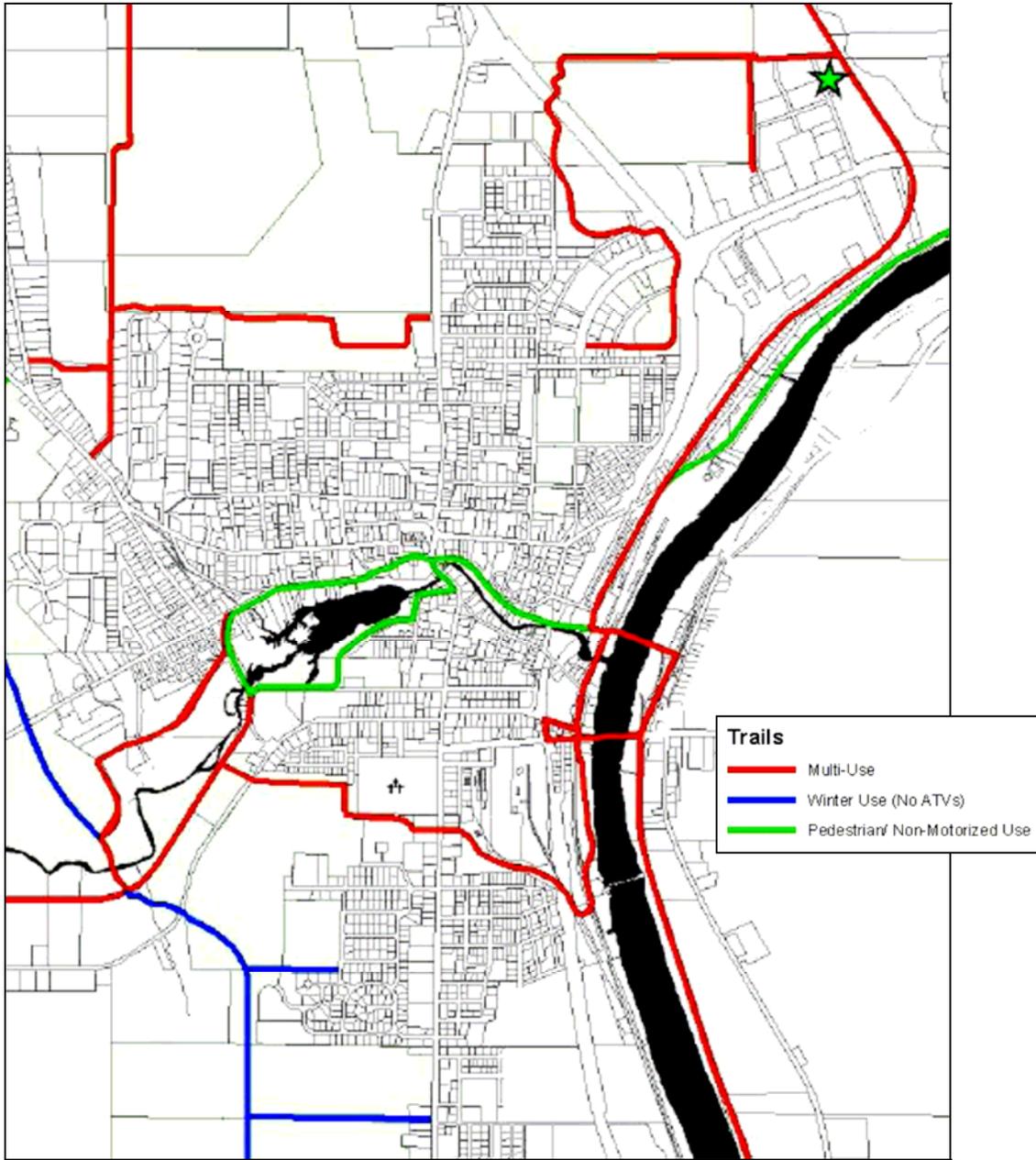
2003 Caribou Downtown Traffic Circulation Study (Erdman Anthony & Associates, Inc.)



## Planned Downtown Trails from the 2004 Caribou Recreational Trails Plan



**TRAIL TYPE/USE**



**Downtown Revitalization  
Available Commercial Properties  
November 2007**

1. 82 Hershel Street  
Hershel Street Market  
Glen Barnett
  
2. 31 Hershel Street  
St. Peter's Construction and Apartments  
Gary St. Peter
  
3. 60 Sweden Street  
Caribou Mini Mall  
Dana Cassidy
  
4. 57 Sweden Street  
County Federal Credit Union
  
5. 46 Sweden Street  
Neal Sleeper
  
6. 25 Sweden Street Suite A  
CSS Development INC.
  
7. 14 Sweden Street  
TD Banknorth  
Second Floor  
June Gallant
  
8. 14 Sweden Street  
Third Floor  
Hugh Kirkpatrick
  
9. 7 Hatch Drive

Vaughn Reality  
Philip and Janice St. Peter

10. 43 Hatch Drive  
One Vaugh Place  
Second and Third Floor  
Philip and Janice St. Peter
11. 1 Water Street  
Puay Lim Fern
12. 9 Water Street  
Tails End Dog Grooming  
Sharon and Brian Bickford
13. 33 Water Street  
Trading Post and Pawn Shop  
Tony and Edward Disy
14. 124 High Street  
Lehrle Keiffer
16. 118 Bennett Drive  
Suite # 1-4  
Dana Cassidy
17. 159 Bennett Drive  
RLW Management  
Rick and Lisa Willey
18. 30 Skyway Plaza  
Space # 1-4  
Daniel Rosenberg
19. 14 Access Highway  
Northern Maine Finance Corporation



# Memorandum

**To:** Caribou Downtown Revitalization Planning Team  
**From:** Noreen Norton  
**Date:** January 31, 2008  
**Re:** Downtown Tax Increment Financing Recommendations

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The City of Caribou Downtown TIF was approved initially on March 30, 2006 and “re-approved” on March 26, 2007 based on additional information submitted to the Maine Department of Economic and Community Development (DECD). Upon completion, DECD is expecting to receive a copy of this approved or adopted Revitalization Plan to provide the basis of approved expenditures from the TIF project account. The City should include a cover letter with that submittal that summarizes the specific activities which are expected to be funded with TIF revenues.

After a careful review of the existing Downtown TIF District and the draft Revitalization Plan, I would make the following recommendations:

1. Amend the Downtown TIF District boundaries to include the entirety of the area identified as part of the downtown within the Revitalization Plan.
2. Amend the term of the Downtown TIF District from 15 years to 25 or 30 years.

### Boundaries:

The value the tax increment financing district lies largely in the ability to use sheltered revenues to fund projects that support economic development. The Revitalization Plan has identified several areas, such as the riverfront and along South Main Street. These are important areas of the City’s downtown which were not included in the initial TIF designation. By including these in the District, the City can implement the Revitalization Plan using TIF revenues to finance any of the investments identified in the Plan. Including these additional areas will also capture, within the TIF, the taxes on increased valuation in these areas.

### Term:

The Downtown TIF District is currently set up as a 15-year TIF. Due to the speculative nature of projecting new investment, a downtown TIF district typically approaches the limits of term allowed by statute. The projects outlined in the Revitalization Plan require expenditures by the City. By extending the term to twenty-five or thirty years, there is increased opportunity for the level of private investment to occur which will support the cost of the projects.

Implementing these recommendations will require a formal amendment process with a publicized Public Hearing, City Council vote, and application to DECD. This amendment process should be completed to allow submittal to DECD in advance of the March 1 annual TIF application deadline for 2009.