

Land Use

The first descendents in Madawaska settled along the St. John River in straight narrow lot patterns. The Town's economy was dependent on the presence of the River for farming and logging. During recent years, development has begun in the rural parts of Town leading to rural development sprawl. Strip development has occurred along Gagnon and Beaulieu Roads. Other areas of concern include preservation of prime agricultural land, the number of variances granted yearly, lot size requirements when addressing sewer and water issues, establishment of two commercial zones, development of affordable housing standards, and research into the idea of cluster development. In order to maximize land use while at the same time protecting the Town's natural resource, the Planning Board will undergo a two-year study and reevaluation of Madawaska's Land Use and Development Code.

Goal: To encourage orderly growth and development in appropriate areas of the community, while protecting Madawaska's rural character, making efficient use of public services, and preventing development sprawl.

Policy	Strategy	Responsibility	Date
Growth and Development: To promote development strategies that make the most efficient use of the Town's natural resources, open space and rural character. (See: Madawaska Land Use Plan)	1. Promote the Planning Board's study of the Town's current land use policies.	Selectmen CEO	1998
	2. Preserve prime agricultural and forest lands through the establishment of larger lot requirements in areas zoned rural-farm (RF). Proposed minimum lot size: RF-1 one (1) acre and RF-2 two (2) acres.	CEO PB	1999
	3. Zone change in from medium density of low density zoning in some urban areas in order to provide residents with larger "rural" lots, while at the same time preserving the rural area.	CEO PB	1999
	4. Examine the issue of cluster development and determine feasibility for the Town.	CEO PB	2001
	5. Encourage new development occur in the growth area, encouraging orderly, managed growth.	CEO PB	1999

(continued)

Key: CEO - Code Enforcement Officer PB - Planning Board

Policy	Strategy	Responsibility	Date
(continued) Growth and Development: To promote development strategies that make the most efficient use of the Town's natural resources, open space and rural character. (See: Madawaska Land Use Plan)	6. Conduct a meeting of all municipal department heads, municipal utility providers, town officials, planning board, and CEO to discuss feasibility of implementing user fees for municipally provided services for new development in the RF-1 and RF-2 Districts.	CEO PB	1999
Subdivision Regulation: Examine the Town's regulation to ensure proper development. (See: Madawaska Land Use Plan)	1. Require home owner or developer to provide space for a backup sewage system.	CEO PB	1998
	2. Enforce public safety by involving police, fire, and rescue representatives in the preliminary planning review stage.	CEO PB	1998
	3. Create site design review wording: draft local design and location standards, and make provisions for a review procedure.	CEO PB	1998

Transportation

The Town of Madawaska has established a five-year transportation plan, to upgrade and repair the 85.35 miles of roads. Although the list is reviewed annually, the repair list is generally followed. The roads, sidewalks, and parking in Madawaska are in relatively good shape, and hence no major problems currently exist in these areas.

Goal: To maintain, improve, and provide for a safe and efficient transportation network.

Policy	Strategy	Responsibility	Date
Transportation: Continue efforts to upgrade the Town's roads, bridges, trails and sidewalks.	1. Continue to implement and review the transportation plan annually.	Selectmen Town Manager	Ongoing
	2. Continue research into deeds in order to determine ownership of the Town's roads.	Selectmen Town Manager	Ongoing
	3. Continue to repair sidewalks to provide a clean and safe walking area for pedestrians.	Public Works	Ongoing
	4. Encourage and support road standards that will not adversely affect the quality of water found in the Town's rivers, lakes and brooks.	CEO PB	Ongoing
	5. Continue to participate in the creation of the St. John Valley riverside trail.	Recreation Dept. Town Manager	Ongoing
	6. Gather and update traffic counts as information becomes available.	CDO	Ongoing
	7. Monitor the condition of the Town's bridges, and make necessary financial arrangements.	Public Works	Ongoing
	8. Continue to uphold the Town's roadway improvements plan (see: Capital Improvements Program in Municipal Finances inventory).	Public Works	1998-2006

Key: CDO - Community Development Office

Public Facilities and Services

Madawaska's public facilities and services are in good condition and appear to be adequate to serve the growing needs of the community over the next ten years, provided the Town continues to update and implement its Capital Improvements Plan. The Town utilizes a combination of user fees and a capital improvement plan to maintain and improve the Town's public facilities.

Goal: To plan for, finance, and develop an efficient system of public facilities and services to accommodate anticipated growth and economic development.

Policy	Strategy	Responsibility	Date
General: Ensure that Madawaska's facilities and services continue to meet the needs of the community.	Continue to develop annually a capital investment plan for financing the replacement and expansion of public facilities and services required to meet the demands of future development.	Town Manager	Annually
General Administration: Ensure continued open lines of communication between office staff, management, and elected officials.	Revise job descriptions and employee handbook to ensure adequacy and to establish an evaluation process as well as quarterly staff meeting.	Selectmen Town Manager Staff	1997
Water Supply: Ensure that the District provides the best quality and adequate quantity of water to its customers.	1. Encourage all employees to attend training and safety courses, and to flush the system at least once per year.	Trustees SUD	Ongoing
	2. Evaluate current procedures used in water treatment to determine if plant is running efficiently, encourage a bidding process for major purchases, encourage employees to be cost minded in everyday operations, and educate employees about work safety to avoid accidents.	Trustees SUD Staff	Ongoing
	3. Water District is currently seeking grants, and have spoken to local officials on the possibility of a joint venture in the purchase of a new stand pipe.	Trustees SUD	Ongoing
Sewer System: Continue to upgrade the sewer system as mandated by Federal and State law. (continued)	1. Act upon the results of the CSO study in order to eliminate stormwater overflow into sewers.	Selectmen Town Manager Department Head	1999

Policy	Strategy	Responsibility	Date
(continued) Sewer System: Continue to upgrade the sewer system as mandated by Federal and State law.	2. Continued training of employees in new State mandated testing, as the need arises.	Department Head	Ongoing
	3. Continue to support internships with the water pollution control plant in order to create a pool of trained individuals.	Selectmen Town Manager Department Head	Ongoing
	4. Continue to maintain a capital reserve account to fund unanticipated equipment repairs and/or replacement.	Selectmen Town Manager	Ongoing
Solid Waste: Continue the multi-community effort to collect and recycle generated waste.	1. Support financially the efforts of the NARIF (Northern Aroostook Regional Incinerator Facility) to become a recycling center with the capability to sort solid waste by categories.	NARIF Board	Ongoing
	2. Establish a policy requiring commercial businesses to separate their waste by cardboard, office paper, and other wastes.	NARIF Board	Ongoing
Education: Coordinate planning efforts with school officials to ensure that the school system has adequate capacity to accommodate Madawaska's population.	1. Periodically meet with school officials to discuss school facility needs, including building and recreation needs.	Comprehensive Plan Committee	Ongoing
	2. Develop a long-range plan for restructuring and transforming schools to meet changing educational requirements of our youth.	Selectmen School Board	Ongoing
Emergency Services: Ensure that police, fire, and rescue services continue to provide the services necessary to meet the needs of the community. (continued)	1. Establish a 24-hour dispatching system to provide a continuity in information provided to emergency personnel on all shifts.	Selectmen Town Manager Department Heads	Ongoing

Policy	Strategy	Responsibility	Date
(continued) Emergency Services: Ensure that police, fire, and rescue services continue to provide the services necessary to meet the needs of the community.	2. Computerize all emergency departments to ensure access to records and for the generation of reports and bills.	Selectmen Town Manager Department Heads	2001
	3. Continue the promotion of the community policing ideology.	Police Department	Ongoing
	4. Continue research and make necessary provisions for the successful implementation of 911 emergency services.	911 Committee	Ongoing
	5. Establish a capital investment plan for the Madawaska Fire Department to enable it to replace a 40-year old fire engine every ten years.	Selectmen Town Manager Fire Department	2000
Public Works: Ensure that the Town continues to address its public works needs in a cost effective manner.	1. Continue to appropriate sufficient funds into the general capital improvement plan to match the rate of equipment depreciation.	Selectmen	Ongoing
	2. Since the responsibilities of running Madawaska's Public Works Department are increasing, tasks should be assessed to ensure that employees are properly trained and equipped to perform assigned tasks.	Road Com. Foreman	Ongoing

Local Economy

The focal point of Madawaska's economy is the Fraser Paper mill which employs about 1,200 people. Madawaska can be considered a major employment center in Aroostook County, since as recorded in the 1990 Census 2,612 persons worked in Madawaska. This number contrasts with the 2,081 residents of the Town who were working during that same year.

The Town's Public Opinion Survey indicated that respondents would encourage the development of sit down restaurants, light industry, a certified day care facility, and individual retail stores.

Major economic issues facing the community include surviving the loss of Canadian sales, the development of the Aroostook Center Mall and Wal-Mart in Presque Isle, the decline in downtown retail sales, and the eastward development of the commercial zone.

Goal: To promote an economic climate that increases job opportunities and overall economic well-being.

Policy	Strategy	Responsibility	Date
Continue to support existing industries.	As part of the Town's long-range economic development strategy, encourage and support the continuation and expansion of existing industries, including, but not limited to Fraser, Irving, and Northern Trading.	Selectmen Town Manager	Ongoing
Continue to promote and support the economic climate of Madawaska.	1. Continue to administer the Revolving Loan Fund to encourage and finance commercial development and small business	Selectmen Town Manager	Ongoing
	2. Continue to administer the Urban Development Action Grant to provide business and increased job opportunities.	Selectmen Town Manager	Ongoing
	3. Continue to support job creation and commercial development by promoting the Foreign Trade Zone.	Selectmen Town Manager	Ongoing
	4. Develop new economic strategies to include agricultural diversity and tourism.	Selectmen Town Manager CDO	Ongoing
	5. Develop a partnership with the Chamber of Commerce to attract new businesses into Madawaska.	Selectmen Town Manager CDO	Ongoing
(Continued)			

Policy	Strategy	Responsibility	Date
(Continued) Continue to promote and support the economic climate of Madawaska.	6. Develop a partnership with the Chamber of Commerce and surrounding communities to promote the St. John Valley as a tourist area.	Selectmen Town Manager CDO	Ongoing
Allow for and monitor the development of home businesses in Madawaska.	Develop a home occupations manual establishing standards that do no infringe upon the neighborhood or the environment and, when located in rural districts, are compatible with rural character.	Selectmen BOA	1998

Key: BOA - Board of Appeals

Housing

The Town of Madawaska have taken a number of steps to ensure that there is affordable housing in the community. The Town has supported a number of government-subsidized housing projects for the elderly and low income people, and has also permitted mobile homes parks and individual mobile homes to be located throughout the community. The public opinion survey demonstrated that the community is slightly resistant to allow additional mobile home parks (23% encourage) into the community, while demonstrating considerable support for elderly housing (52%), and low income housing (31%).

Goal: To encourage and promote decent, affordable housing opportunities.

Policy	Strategy	Responsibility	Date
Affordable Housing: To provide a diversified housing stock to enable people of all income levels with equal opportunities to housing in Madawaska.	1. Continue to allow subsidized apartments in the compact area, provided that developers demonstrate a need for this housing for Madawaska residents.	Selectmen	Ongoing
	2. Review on an annual basis the need for rental units in the Town, and make recommendations as needed to address the issue.	CDO	Ongoing
	3. Examine feasibility of establishing a new mobile home park.	CEO PB	1999
	4. Examine the issue of aging housing stock through conducting a detailed survey of houses receiving a rating of C or below.	CEO PB Assessor	2000

Natural Resources

The natural resources found in Madawaska include seventeen wetlands of ten acres or more, two lakes, twenty-four brooks, two rivers, several ground water aquifers, waterfowl and wading bird habitat, and numerous scenic views.

Through the adoption of the 1993 Shoreland Zoning Ordinance, the Town has made efforts to protect its lakes, rivers, and brooks. Other efforts include the participation in the Department of Environmental Protection's Small Communities Grant Program and the establishment of a floodplain ordinance.

Considerable concern and action has occurred in educating the citizens of Madawaska on shoreland zoning and related issues. Town officials are primarily concerned with using their regulatory tools, the Shoreland Zoning Ordinance and the Land Use and Development Code, in order to protect the Town's natural resources.

Goals: To protect the quality and manage the quantity of Madawaska's water resources, including lakes, aquifers, brooks, and rivers.

To protect Madawaska's other critical natural resources, including wetlands, wildlife and fisheries habitat, shorelands, scenic views, and unique natural areas.

Policy	Strategy	Responsibility	Date
Water Resources: To protect Madawaska's water bodies from the adverse impacts of land use development. (See: Madawaska Land Use Plan)	1. Continue provisions in the Shoreland Zoning Ordinance designating the shore area of Long Lake as Resource Protection.	CEO PB	Ongoing
	2. Educate the citizens and promote the use of best management practices (BMPs) to control soil erosion and sedimentation and stormwater management.	CEO PB	Ongoing
	3. Identify the number of seasonal versus year-round dwellers along Long Lake.	CEO PB CDO	1998
	4. Conduct a survey to identify the type of septic system used in each dwelling along Long Lake.	CEO PB CDO	1998
	5. Conduct an examination of the effects of second and third tier development upon the water quality of Long Lake.	CEO PB	1998 1999 2000

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Policy	Strategy	Responsibility	Date
(Continued) Water Resources: To protect Madawaska's water bodies from the adverse impacts of land use development. (See: Madawaska Land Use Plan)	6. Address the issue tied to second and third tier development through progressive land use: such as regulations for driveway development, and buffer zones.	CEO PB	2000
	7. Continue to work with the Town's in the Fish River Watershed (St. Agatha, Fort Kent, Eagle Lake, and Portage) in order to encourage the establishment of an ongoing water quality monitoring program to detect any long-term trends in the quality of water in the watershed.	CEO PB	Ongoing
	8. Draft ordinance standards for controlling phosphorus runoff in the Long Lake watershed and to control soil erosion and sedimentation and stormwater management throughout the Town.	CEO PB	1997
	9. Continue to support the development of a trail along the St. John River.	CDO Town Manager	Ongoing
Wildlife: To protect identified waterfowl and wading bird habitat to the maximum extent possible, when such areas are officially designated by Inland Fisheries and Wildlife.	Madawaska will examine IF&W identified waterfowl and wading bird habitat to ensure that those areas are in a Resource Protection District.	CEO PB	1998
Floodplain: To avoid the problems associated with floodplain development and land use along the St. John River.	Adopt and educate the citizens on the Federal Emergency Management Agency's changes to the National Flood Insurance Program.	CEO PB	1997
Unique Natural Areas: To protect State-identified unique natural areas to the maximum extent possible.	Examine State identified unique natural areas to ensure that those areas are in a Resource Protection District.	CEO PB	1997
Scenic Areas: To protect identified scenic areas to the maximum extent possible.	Encourage the preservation of scenic areas identified in this Plan.	CEO PB	Ongoing

Agriculture, Forestry, and Open Space

Farming, forestry, and preservation of open space are an important part of Madawaska's rural character. Approximately 79.93 percent (26,679 acres) of the land area is devoted to farming and 8.72 percent (2,912 acres) to tree growth. Although many families continue to operate their farms as a full time business, there is concern that trends, including aging farmers, lack of action on the NAFTA legislation, and a decrease number of descendents interested in farming, necessitate action to preserve these large tracts of open space.

The Town's agriculture, forestry, and open space resources can continue to be an important part of Madawaska future, not by development prohibitions, but by local regulatory incentives which encourage the wise use to the Town's resources. The most significant of these incentives is the designation of growth and rural areas, and the use of cluster development and open space.

Goal: To safeguard the Town's forestry, open space, and agricultural resources from incompatible development and promote the wise use of these resources.

Policy	Strategy	Responsibility	Date
Encourage wise use of the Town's agricultural and forestry resources.	1. Publicize the availability of Right to Farm, Farm and Open Space, and Tree Growth Tax Laws, and State Forest practice regulations by collecting and displaying resource materials in public places.	Comprehensive Plan Committee	1998
	2. Make provisions in the <u>Land Use & Development Code</u> to arrest or slow the clear cutting of the Town's forested areas, especially in the Town's tree growth areas.	CEO PB Selectmen	1998
Encourage land use development practices, such as cluster housing, that preserve agricultural and forestry resources.	Make provisions in the <u>Land Use & Development Code</u> to allow and encourage the use of cluster housing/open space developments.	CEO PB Selectmen	1998
Continue progress on downtown rehabilitation project by making Main Street more attractive and pleasant.	Implement final stage of the downtown rehabilitation project by planting trees along Main Street.	CDO	Ongoing
Utilize tax acquired property to meet the open space needs of the Town.	Form a Committee to examine the potential open space benefit or other potential public use of each tax acquired property; the Committee would be responsible for reporting back to the Board of Selectmen.	Committee Selectmen	1997

Cultural and Historic Resources

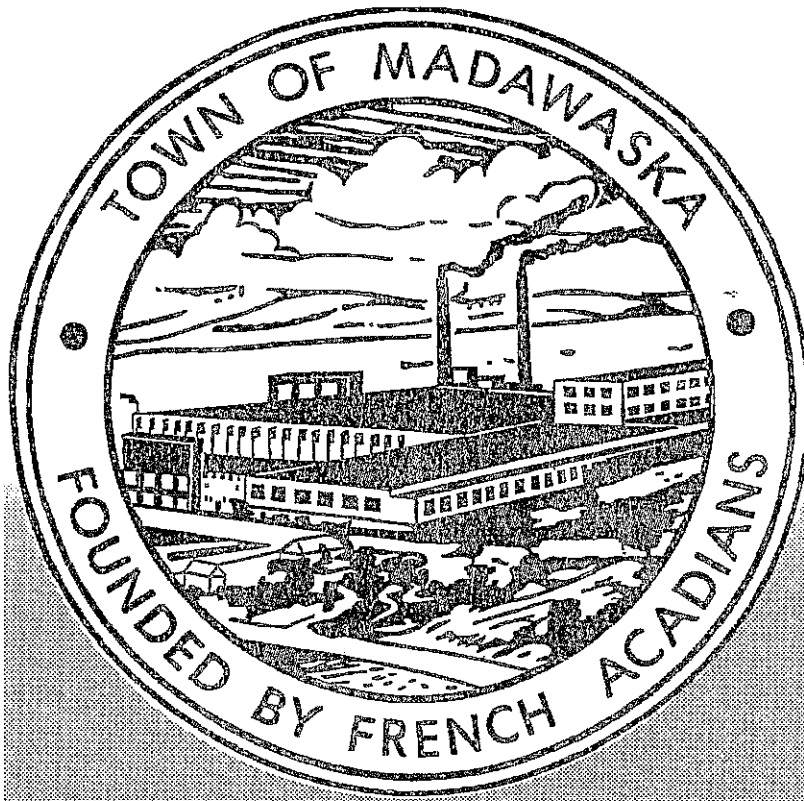
Madawaska is fortunate to have a variety of recreational programs and facilities. The Town has two community parks, one neighborhood park, access to Long Lake, seven tennis courts, four soccer fields, one baseball field, one little league field, one softball field, two playgrounds, and four basketball courts. As defined by the Maine National Register of Historic Places, Madawaska has two historical sites listed: Acadian Landing Site and the St. David Catholic Church. However, there are many other historical sites in the Town. There are no prehistoric or historic archaeological sites on record for Madawaska. Further study is needed in all these areas.

Goals: To promote, preserve, and protect the availability of outdoor recreational opportunities.

To preserve Madawaska's historic and archaeological resources.

Policy	Strategy	Responsibility	Date
Recreation and Open Space: To provide recreational services in a cost efficient manner.	1. Educate the community on the importance of impact/user fees to pay for continued maintenance of facilities and equipment.	Department Head	Ongoing
	2. Encourage development of private/public partnerships to provide more recreational facilities.	Selectmen Town Manager Department Head	Ongoing
	3. Recreation and Parks will become active participants in the school reuse issue, to obtain an area for year-round indoor activities.	Department Head	Ongoing
	4. Encourage, support, and promote the municipality in the acquisition of open space to ensure that these lots remain undeveloped.	Selectmen Town Manager Department Head	Ongoing
Cultural Resources: The protect Madawaska's historic and archaeological resources and promote the Acadian culture and heritage.	1. Purchase of 17.4 acre lot located near Acadian Landing Site for future development as a historical park.	Historical Society NPS Selectmen PB	Ongoing
	2. Work with the Madawaska Historical Society to identify all historic sties and artifacts and work to preserve/protect those resources.	PB	Ongoing
	3. Re-zone around the Acadian Landing Site as a Historic District.	PB	1998
	4. Work with the Madawaska Historical Society and the National Parks Service to develop a Acadian Cultural Center in Madawaska.	Selectmen Town Manager	Ongoing

Key: NPS - National Park Service



Comprehensive Plan
For the Town of
Madawaska