



MAINE
SCENIC BYWAYS

Corridor Management Plan

for the

St. John Valley Cultural Byway



St. John Valley, Maine
2014

With 2019-2020 amendments included

Table of Contents

Acknowledgements	3
Executive Summary	4
1. Introduction	
• Background	6
• Planning methodology and team	9
2. Byway Experience	
• Intrinsic Qualities Assessment	12
– Cultural and historic intrinsic qualities	13
– Scenic and natural intrinsic qualities	16
– Recreational intrinsic qualities	17
– Maintaining and enhancing intrinsic qualities	18
• Market analysis, target market, visitor services/amenities	19
• Interpretation: wayside exhibits	25
• Shaping the byway story	28
• Tour the byway: the traveler experience	34
3. Byway Goals	
• Mission, vision and values	38
• Goals, strategies, and actions	39
4. Managing the Byway	
• Protection techniques, land use, zoning	46
• Road safety, improvements and design	48
• Outdoor advertising and signage	54
5. Ensuring a Strong Future	
• Sustaining the byway – community, partners, funding	56
• Implementation roadmap	60

NOTE: Updates to this Corridor Management Plan (up to 2020), including other relevant materials, can be found in the document: *Appendices – Supporting Material for the Corridor Management Plan of the St. John Valley Cultural Byway*.

Acknowledgements

This Corridor Management Plan for the St. John Valley Cultural Byway is to provide the byway's management committee and people of the St. John Valley of northern Maine with insight, guidance, and tools, to manage and build success for the byway.

We are grateful to everyone who contributed to the shaping of this management plan, including members of the working group, volunteers on the byway planning committee, stakeholders who participated in meetings, and many others throughout the region who provided their insight and guidance.

Additional input by staff of the Maine Department of Transportation, the Northern Maine Development Commission, Maine Office of Tourism, and educators from universities from both sides of the international border, was invaluable and enriched this plan immensely. Many thanks for funding to the Federal Highway Administration-National Scenic Byway Program, the Maine Department of Transportation, and the Maine Department of Economic and Community Development.

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Cover photos: Maple sugar cutter, collection of Musée culturel du Mont-Carmel; Acadian Festival gathering, Madawaska; St. John River looking west. Photo credits: Sheila Jans and Daniel Picard

Executive Summary

On April 4, 2010, the St. John Valley Cultural Byway was designated a Maine Scenic Byway by the Maine Department of Transportation (MaineDOT). What followed was an extensive public process of planning in preparation for a Corridor Management Plan (CMP). The process to achieve the management plan was a highly public and collaborative one, which involved residents, business owners, local government officials, consultants, and state and regional agencies.

Rich History and Bright Future

Commonly referred to as “The Valley”, this rural, international region with a population of close 14,000, is situated at the northernmost tip of Maine on the border with the Canadian provinces of New Brunswick and Québec. A catalyst for designation was the 2014 *Congrès mondial acadien* (World Acadian Congress), where thousands of people from around the world were welcomed to the international region.

With designation in 2010, the St. John Valley Cultural Byway was born. The region’s culture and history, and the people’s enduring sense of identity and place, shape the byway story. There is abundance – a rich and diverse history, numerous museums and historic sites, the French language, vibrant traditions, world-class outdoor recreation, unique festivals, international location – forming the foundation for a distinct collection of stories and treasured places. The byway celebrates the predominant French population of Acadian and French-Canadians, along with the Scots-Irish and Native American cultures.¹

The 104-mile byway builds upon over 40 years of development efforts by regional, state and national groups, as well as the ground swell of community engagement, planning, and projects around the region’s distinct culture and history. The byway is a kind of synthesizer, helping to coalesce these efforts and leverage regional assets to provide a genuine and interactive way for visitors to experience the region.

Celebrating Culture

Planning for this management plan was a public process involving a broad range of people from throughout the St. John Valley. A planning team, comprised of a professional working group and a volunteer planning committee, worked together to shape the byway and this management plan. Local businesses, nonprofits, scholars, and municipalities provided additional insight.

The planning committee was tasked with providing input on the region’s intrinsic qualities, shaping byway themes, establishing a purpose, values and goals, and offering guidance on next steps for sustainability. The National Scenic Byways Program defines intrinsic quality as: “features that are considered representative, unique, irreplaceable, or distinctly characteristic of an area.”² The byway planning committee identified the Cultural Intrinsic Quality as the primary intrinsic quality.

¹ For this plan, we use the term French Canadian. Though interchangeable with Québécois, the term French Canadian better represents the region’s French heritage and connection with Québec.

² National Scenic Byways Program, FHWA Interim Policy, May 18, 1995. Six intrinsic qualities: Archaeological, Cultural, Historic, Natural, Recreational, and Scenic.

The mission of the byway is to: **Celebrate the region's distinct international blend of French, care for our cultural and natural assets, foster tourism opportunities to attract visitors from around the world, and enrich the quality of life for residents.**

Values reflect the highest priority in shaping the byway, which includes being inclusive, authentic, and truthful, as well as remembering the international context and stewarding the region's culture, heritage, and land. The planning committee identified four goals for the byway:

- 1. Promote and raise awareness of the region's diverse cultural heritage**
- 2. Steward and enhance cultural, historic, scenic, and natural assets**
- 3. Foster growth of regional tourism and economic opportunities**
- 4. Establish byway management that reflects our values**

The byway goals and objectives embrace a high level of stewardship, preservation, support, and celebration of the intrinsic qualities of the byway. Beside these essential considerations, byway management also includes attention to land use, zoning, signage, road safety and improvements, and design standards. As planning for the byway progressed, a parallel initiative for the creation of interpretative panels was undertaken. Twenty-four wayside exhibits that share the region's story and enrich the visitor's experience are installed along the byway.

Sharing our Culture and Place with the World

How can we keep the St. John Valley Cultural Byway vibrant and relevant? The byway plays an important role in maintaining and enhancing the region's key assets. Its sustainability is dependent upon strong and consistent leadership, responsiveness to visitors, collaboration, and funding. The byway's target market includes visitors at the regional and state, national, and international levels. Success in marketing will be possible through collaborative efforts with local nonprofits and businesses, Aroostook County Tourism and Maine Office of Tourism, a strong online presence, select print material, and affinity marketing partnerships.

It could be said that by virtue of the abundance of assets and the region's strong sense of culture and identity, the byway will endure. However, it would be neglectful and shortsighted to not invest in strategic and direct implementation of the byway goals, bound to a visionary and daring approach. Communities along the byway's 104-miles work together to share authentic and unparalleled tourism experiences about who we are – our diversity, traditions, French culture, and ways of life.

The entire region will benefit from the vision of the St. John Valley Cultural Byway as a destination for residents and visitors to enjoy our rich history, vibrant culture, and beautiful landscape. The byway is integral to building a better quality of life for residents through insightful management, quality products and services, collaboration with public, private, and nonprofit groups, and investment in preservation and stewardship. We strive to build a lasting legacy that fosters a sense of regional pride, inspires international cooperation, and establishes our place within the story of our nation.

Introduction

Background

Creating the St. John Valley Cultural Byway

The impetus to create the St. John Valley Cultural Byway came from a simple notion: the time was right. The western part of the region had already received designation in 1971 for the Fish River Scenic Byway of Route 11 from Portage Lake to Fort Kent. Further, with selection of the St. John Valley as a location for the *Congrès mondial acadien* (World Acadian Congress)³, staff at the Maine Department of Transportation (MaineDOT) and the Northern Maine Development Commission (NMDC) discussed a strategy to apply for designation and to secure funding for planning and project development.

On April 14, 2010, the St. John Valley Cultural Byway was designated a Maine Scenic Byway by the Maine Department of Transportation. With state designation, the St. John Valley Cultural Byway was born. The region's French heritage – its distinctive international blend of Acadian and French Canadian culture – resonated strongly and was at the forefront of consideration for designation. MaineDOT reviewers noted that this significant cultural intrinsic quality makes this byway distinct from all other Maine byways.

Distinct Culture – Ultimately, the byway builds upon over 40 years of cultural and heritage development by regional, state, and national groups. These include the region's historical societies, the National Park Service, Maine Acadian Heritage Council, and the Acadian Archives at the University of Maine at Fort Kent, as well as numerous studies and cultural initiatives, like the Voici the Valley Cultureway.

The St. John Valley benefits from a ground swell of community engagement, planning and projects around the region's distinct culture, history and French language. These efforts celebrate the predominant Acadian and French Canadian⁴ culture, including the Scots-Irish and Native American cultures.

The culture and history of the St. John Valley, and the people's strong sense of identity and place, shape the byway story. There is much to work with: a rich history, deep connection to the land, numerous museums, historic sites, and festivals, the French language, and intact and vibrant traditions – all contributing to the foundation from which a unique and distinct collection of stories and treasured places can be shared with residents and visitors.

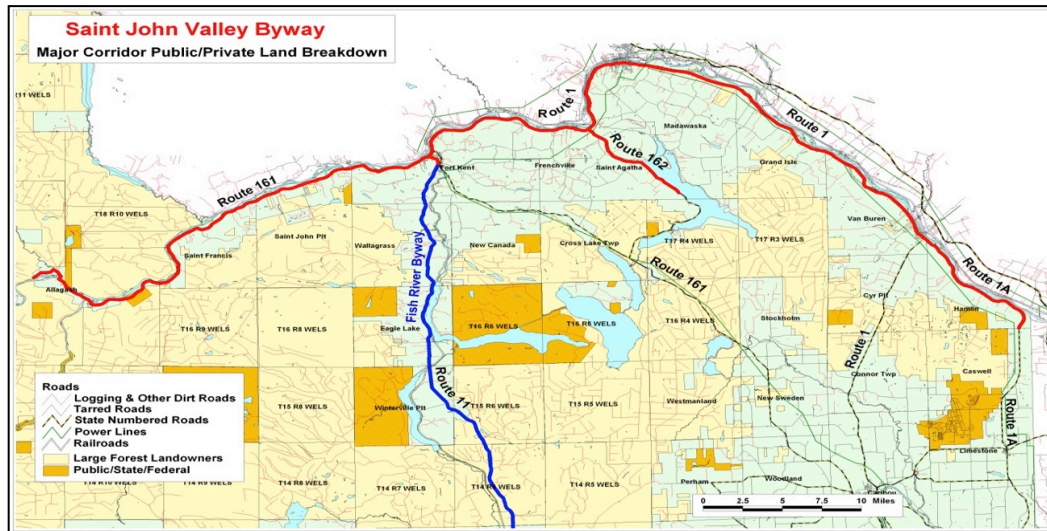
Regional Impact – The St. John Valley Cultural Byway is a tangible manifestation of all of these efforts and activities. It is an initiative that emerged from the source. As a kind of synthesizer, the byway helps to coalesce regional investments. It leverages a wide range of regional assets, complements and builds upon community and economic development planning.

³ The *Congrès mondial acadien* is a Canadian-led celebration of Acadian culture that takes place every 5 years in different locations. In August 2014, thousands of people from around the world gathered for family reunions, performances and conferences in the international region of the St. John Valley of northeastern Maine, northwestern New Brunswick, and southeastern Québec.

⁴ We use the term French Canadian in this plan. Though interchangeable with Québécois, the term French Canadian better represents the region's French heritage and connection with Québec.

Designation of a byway is the state's formal recognition of the community partnership dedicated to developing and implementing a Corridor Management Plan. The planning process to achieve this plan was a highly public and collaborative one, which involved consultants, residents, business owners, nonprofit groups, municipalities, state and regional agencies. The byway provides a tangible, interactive, and experiential way for residents and visitors to experience the region's culture and place. It also serves as a connector and catalyst to foster greater cultural, community, and economic prosperity for the St. John Valley.

Byway Dimensions



The 104-mile St. John Valley Cultural Byway is located in the St. John Valley in Aroostook County of northeastern Maine, a rural region neighboring the Canadian provinces of New Brunswick and Québec.

The byway encompasses the expanse of the region from Allagash to Hamlin primarily along the St. John River on U.S. Route 1, including Cyr Plantation, St. Agatha, and Sinclair. Locally known as “the Valley,” this rural, bilingual, and international region is home to approximately 13,000 people (85% of French heritage) in the twenty towns and townships that comprise the Valley.

Considered the heart of the Acadians and French Canadians who came to the shores of the St. John River in 1785, the area was one territory, divided into two countries in 1842 when the dispute between the British and Americans was settled with the St. John River becoming the international border. Today, the Valley is where French is spoken daily, interwoven with English, and home to Native Americans, the Scottish, Irish (known locally as the Scots-Irish) and many other people from around the world.

In the western part of the region, the state Fish River Scenic Byway extends from Fort Kent to Portage Lake along Route 11. The communities along this byway are part of the St. John Valley. They share the same culture and history and have been the subject of cultural studies, events, and projects (such as the Voici the Valley Cultureway). Even though this road is not officially part of the St. John Valley Cultural Byway, the people who live along the Fish River Scenic Byway are completely of the people of the St. John Valley and should be considered part of the cultural byway.⁵

⁵ The aim for national designation application in 2020 is to merge the St. John Valley Cultural Byway with the Fish River Scenic Byway.

What is a Byway?

Though the St. John Valley byway is not yet designated a national byway, it is ultimately part of a national network of many other state byways. The National Scenic Byways Program was established in 1991 through the U.S. Secretary of Transportation. It recognizes certain roads as National Scenic Byways or All-American Roads based on their archaeological, cultural, historic, natural, recreational and scenic qualities. The program's mission is to provide resources to the byway community to create unique travel experiences and enhance local quality of life through efforts to preserve, protect, interpret and promote the intrinsic qualities of designated byways.

A Byway is a public road having special scenic, historic, recreational, cultural, archaeological, and/or natural qualities that have been recognized as such through legislation or some other official declaration.

The term “byway” refers not only to the road or highway itself, but also to the region through which it passes.⁶

Byways offer on-byway driving experiences that lead to many “off the beaten path” roadways or trails where visitors can explore and experience the scenery, culture, history, and special features of an area, that provide

opportunities that might otherwise be missed. Essentially, byways could be considered as roads that tell a story—gateways to unique adventures and paths to better understand the nation's history and cultures.

In 1969, the Maine State Legislature established the Maine Scenic Byway Program. The State Highway Commission led an interagency committee, called the Scenic Highway Board, to review and designate scenic highways. The Commission and Scenic Highway Board were abolished in 1971 with the creation of the Maine Department of Transportation (MaineDOT). The authority to designate Scenic Byways was given to the Commissioner of Transportation. Four of Maine's Scenic Byways have been designated as National Scenic Byways with Acadia Scenic Byway having the added distinction of being designated an All-American Road.

Byway Benefits for the St. John Valley – The benefits of becoming a designated byway are numerous. Being part of a state and national network is immensely helpful to promote the region and access relevant resources. A byway helps to promote the region, build partnerships within the region as well as outside, focus in on issues such as preservation and stewardship of intrinsic qualities, and contributes to fostering a sense of local pride.



A designated byway creates a legacy and offers opportunities to preserve special places. The visitor is at the core of the byway program. For the St. John Valley Cultural Byway, the goal is to offer an experience for residents to love and enjoy, and one that will also attract visitors from around the world. With designation, the St. John Valley Cultural Byway is linked with outstanding byways in Maine (10 State and 4 National Byways, and one All American Road) that together cover more than 500 miles of roadway through coastal and inland landscapes.

Maine Scenic Byways sign on US Route 1 in Madawaska

⁶ FHWA Interim Policy, May 18, 1995

Planning Methodology

After MaineDOT approval of the byway designation in 2010, the course was set to develop a Corridor Management Plan (CMP). A strong focus on collaboration and public involvement provided a wide range of voices and insight. According to the National Scenic Byway Program, the CMP recognizes and represents three essential ingredients:

1. The plan is a voluntary multi-community agreement.
2. Each community has a set of goals and objectives to support its own individual expectations.
3. All the expectations collectively support the common vision for the corridor.

Our Path of Planning

Byway planning started in earnest in early 2012. It was a highly collaborative effort of a professional working group and volunteer planning committee who worked together in an extensive public planning process. First steps included identifying volunteers for the planning committee and engaging stakeholders and the community in general.

Once in place, the planning committee focused on identifying and assessing intrinsic qualities, discussing the region's cultural identity, and shaping the goals, purpose and values of the byway. By fall 2012, work products included key themes for the byway story, a narrative that framed the traveler experience, and identification of the byway's target market.

In early 2013, the planning committee began shaping byway goals, strategies, and actions for a five-to ten-year period. Final steps included the creation of a byway mission and vision statement. In parallel with these efforts was the planning and creation of byway interpretative panels. Committee members and other volunteers from the community offered input to ensure that the panels were reflected the byway's intrinsic values. By fall 2014, the byway planning committee adopted the CMP.

Planning Meetings – As a team, the working group and planning committee met seven times at varying locations throughout the St. John Valley. Since travel distances, cost for fuel, and investment of time were factors in volunteer participation, every effort was made to accommodate people to participate electronically. For example, some meetings were held in two locations simultaneously, one being the primary location where the working group met, and the secondary location linked electronically with volunteers.

Some members could not attend meetings in person, so they participated through video conferencing either in their home or at satellite locations, such as the NMDC offices in Caribou. Because of the large amount of content to discuss, and time and resource restrictions, meetings were jam-packed and robust. They generally lasted two hours, with a great deal of pre-meeting preparation and post-meeting follow up. The working group met close to 25 times in separate planning meetings, mostly by telephone.

Outreach and Communications

Outreach throughout the region consisted of a dozen press releases and newspaper articles written about the progress of the byway planning effort, a regional gathering of historical societies and cultural groups to discuss their role in the byway, and many one-on-one conversations with local town managers and other stakeholders.

An extensive planning website was designed for the planning committee to access materials from the planning process, which included meeting agendas, PowerPoint presentations, drafts of narratives, and support material. The website also provided an opportunity to the general public and interested agencies to learn about the project's output.

Resources

Along with direct community input, this plan was enriched by a number of sources such as publications, regional reports, strategies, studies, and cultural projects. Examples include:

- **Acadian Culture in Maine** – A 1990s NPS publication of ethnographic studies of the St. John Valley.
- **Voici the Valley Audio Story and Guidebook** – Part of the international Voici the Valley Cultureway, an 80-minute audio documentary and 27-page guidebook with maps and information about communities.
- **The Land in Between** – An account of the Upper St. John Valley from prehistory to World War I.
- **St. John Valley Creative Economy Project** – Research initiative with UM that focused on how to strengthen the region's communities and economy through culture and place.

Parallel Effort

As planning for the byway progressed, a parallel initiative to create interpretative panels (wayside exhibits) took place. It is unusual to develop panels at the same time of the creation of the byway and its management plan. Generally, efforts of this magnitude are done after the plan is completed. However, because of the visitor drawing power of the *Congrès mondiale acadien* to the international region (thousands of visitors from around the world were in the international region for two weeks in August, 2014), planners considered it ideal timing to create 26 bilingual (English and French) panels along the byway.

These wayside exhibits are placed at public access areas such as on sidewalks, parks, town offices, and museum sites throughout the region. They enrich the visitor's experience to the byway and share the stories of the region's culture and place (see the section about wayside exhibits for more details).



Planning meeting with working group and planning committee, 2014

Planning Team

Planning the byway was a team effort composed of a professional working group, volunteer planning committee, stakeholder group, and various organizations and individuals who provided insight and resources.

Working Group – The working group was composed of professionals from MaineDOT, NMDC, and independent consultants from CultureWorth and Placeworks Consulting. It was responsible for initiation of the planning process and management of the project, which included direction, planning, research and analysis, facilitation and outreach, and writing of the plan.

Planning Committee – The byway planning committee (formally referred to as the Corridor Advocacy Group) was the “roll up your sleeves” group composed of volunteers from throughout the St. John Valley, representing a broad range of businesses, nonprofits and institutions. In collaboration with the working group, the committee met seven times for two-hour meetings in varying locations in the region in 2013. Some issues discussed in planning meetings include:

- Unique and intrinsic qualities of the region through which the byway passes
- Primary message and essential stories to share
- Cultural identity
- Key sites and activities best suited to share stories and engage visitors in a meaningful way
- Condition and quality of sites, products, and experiences
- Resource allocation, readiness, and priorities to ensure byway sustainability

Committee members were an invaluable source of knowledge who provided general oversight, identified and assessed intrinsic qualities, selected themes and high priority projects, helped to shape byway goals, purpose, and values, and approved directions and key components of the plan.

Stakeholders – This group represented the general public of the St. John Valley such as landowners, cultural and nature-based groups, government officials, business people, and individuals. Meeting twice in 2012, its role was to respond to and offer insight to the planning outcomes of the byway planning committee.



First stakeholder meeting for byway planning in St. Agatha, 2012

Byway Experience

Intrinsic Qualities Assessment

Identifying intrinsic qualities of the region was an essential step in the planning process for the St. John Valley Cultural Byway. Beyond the importance of this exercise for future byway development, this effort informed the creation of 24 wayside exhibits that were installed throughout the region in 2014.

What is an Intrinsic Quality?

The National Scenic Byways Program defines an intrinsic quality as: **“features that are considered representative, unique, irreplaceable, or distinctly characteristic of an area.”**⁷ Intrinsic qualities arise from a byway’s particular combination of resources that define its character, interest and appeal. These resources are the special views, places, buildings, sites and other features that residents enjoy and that provide the byway’s drawing power and interest for travelers. A resource can be natural, such as a mountain or lake; or the result of human activity, such as a historic building, battle site, or well-designed parkway.

Our Byway is Cultural – According to the national byways program, there are six intrinsic qualities: Archaeological, Cultural, Historical, Natural, Recreational, and Scenic. The St. John Valley Cultural Byway planning committee identified the **Cultural Intrinsic Quality** as the primary intrinsic quality. Because the historic intrinsic quality is closely connected with cultural, it was decided to merge the two. The remaining intrinsic qualities support and complement the cultural and historic intrinsic qualities.

Maine’s First Cultural Byway

The St. John Valley Cultural Byway is the first cultural byway in Maine. Because of its distinct characteristics, it is arguably one of the most unique cultural byways in the nation. Since the early 1900’s, interest in the history and culture of the St. John Valley has been steady, including a blossoming of historical societies in the 1960s. By the early 1990’s the U.S. Congress passed the Maine Acadian Culture Preservation Act, which legislated ethnographic studies in the region by the National Park Service.

Efforts preceded and followed in the shape of assessments, research, dissertations on culture and language (e.g., French language research by Geneviève Massignon, Marie-Anne Gauvin, and Joe Price); development (e.g., *St. John Valley Creative Economy Project*), international experiences (*Voici the Valley Cultureway* and *Acadie des Terres et Forêts*), and many books and articles (e.g., *The Land in Between*, *Voyages*).

For years, travel writers have written about the distinct cultural experience of the St. John Valley. Articles in *The New York Times*, *Yankee Magazine*, *Portland Press Herald*, or *DownEast Magazine*, underscore its special character. A 2013 visit by the editor of *The Lonely Planet*’s U.S. came from his interest to experience the region firsthand after they identified northern Maine as one of the top ten US travel destinations for 2013. The following pages offer an overview of the intrinsic qualities analysis completed as part of an initial planning exercise in October 2012. The findings, though not definitive, serve for planning and illustrate the diversity and richness of the region’s assets.

⁷ National Scenic Byways Program, FHWA Interim Policy, May 18, 1995.

Cultural and Historic Intrinsic Qualities

The byway planning committee determined the Cultural Intrinsic Quality as the predominate quality that captures the essence of the byway. This quality overlaps significantly with the Historic Intrinsic Quality, and as a result, the following narrative combines both.⁸

Cultural Intrinsic Quality refers to:

- Evidence and expressions of customs or traditions
- Crafts, music, dance, rituals, festivals, speech, food, special events, vernacular architecture
- Activities and expressions currently practiced

Historic Intrinsic Quality refers to:

- Legacies of the past associated with physical elements of landscape, natural or human-made
- Possess historic significance that educates and stirs appreciation for the past
- Reflects actions of people and may include buildings, settlement patterns

Elements that contribute to Cultural and Historic Intrinsic Qualities:

- Early settlement
- Peoples: Acadian, French Canadian, Native American, Scots-Irish
- Faith, character and values
- French language
- Folk arts and traditions
- Traditional occupations and activities
- Collections, historic and cultural sites
- Festivals and events
- Vernacular architecture
- International boundary and connections
- Resources and services

On an Edge

The St. John Valley has been described as a land on the edge – “on the edge of two countries, the edge of two cultures, the edge of past and future.”⁹ This evocative description is about a place like no other. Before the creation of the international border in 1842, this was one territory, called the *La Territoire de Madawaska* (Madawaska Settlement). This large territory included parts of southeastern Québec, northwestern New Brunswick, and northeastern Maine where early Acadian and French-Canadian settlers merged with first inhabitants.

The territory was shaped by the Native Americans and First Nations, the French founding families (whose ancestors live in the region today), wars (such as the French-Indian, 1812, Northeast Boundary Dispute), and the establishment of the border with its ensuing impact on the social, cultural, and economic fabric of the Maine side of the border.

⁸ See the appendix for more details on all intrinsic qualities. The Archaeological Intrinsic Quality is not treated separately in this plan.

⁹ “Madawaska Down East with a French Accent,” Perry Garfinkel, *National Geographic Magazine*, Volume 158, No. 3, September 1980, p. 380.

Four Cultural Groups – There are four primary indigenous groups in the St. John Valley: Acadians, French Canadians, Scots-Irish, and Native Americans. The predominant group is of French heritage – Acadians and French Canadians. In spite of great adversity, the French language has survived in the region, flourishing with its own regional particularities (e.g., idioms, syntax, pronunciation).

The Scots-Irish settled primarily in the western part of the region. The Wabanaki (Maliseet and Mik'maq) have been strongly assimilated today, but their early presence significantly impacted this area through survival, transportation, food, medicine, technology, language, and ways of life. The byway celebrates the blend of these cultures and how their interconnection contributes to a distinct regional culture.

International Connection – The region's strong ties to Canada are essential in defining the culture. There are strong family connections, shared French language and values, deep historical ties, commercial, cultural and recreational activities. Moreover, the ties that bind the people of Maine's St. John Valley with their Canadian neighbors, also extend to communities of French heritage in the rest of Maine, the Cajuns in Louisiana, and the French-speaking world in general.¹⁰

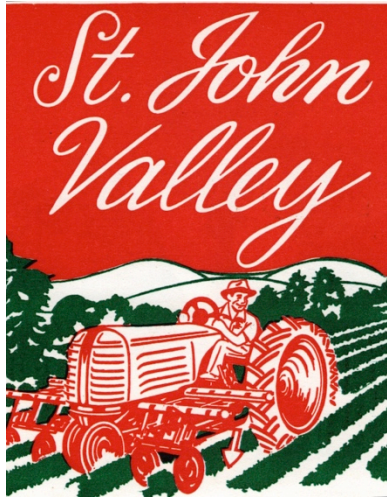
Character and Faith – The region's strong sense of identity is shaped by the culture, language, and traditions. People are characterized as hardworking, inventive, modest, and proud of their properties and deeply connected to family and community. Many of these characteristics are strongly rooted in the values of the Roman Catholic religion, which was and remains, the predominant religion in the region. Sisters, like the *Soeurs du Bon Pasteur* and *Filles de la Sagesse*, played a fundamental role in health, education, and the social fabric in the 19th and early 20th centuries.

The region has six historic churches, three on the National Register of Historic Places, along with historic cemeteries. Roadside crosses and grottos are in every community and people continue to participate in religious observances, such as Mardi Gras. These religious observances merge with traditional crafts and foods, such as braiding of palm leaves for Easter Sunday (*rameau tressé*) and dishes like *tourtière* (meat pie).

These traditions have continued to today, along with many other expressions, including various handwork and craft, such as rug braiding and weaving, woodworking (carving, basket and snowshoe making); culinary (canning, maple syrup, buckwheat pancakes called *ployes*); storytelling, dancing, and music (*complaintes* from 16th century France). There is a rich array of historic place names for roads and towns that are still used today, and traditional moon-sign gardening is still practiced today.

Connection to the Land – Since early settlement in the late 1700's, the people of the St. John Valley have been strongly connected to the land. Logging and farming helped to shape its economy. Museums in Allagash and St. Francis celebrate the region's logging history, lumber camps, river drives, boat making and lumbering adaptations. The region's railway and its important role of transporting logs and potatoes are illustrated in many of the region's museums, especially in St. Francis, Fort Kent, and Frenchville.

¹⁰ This section on intrinsic assets is significantly sourced from the *Upper Saint John Valley Cultural Assessment*, by Sheila Jans, Senior Fellow of the Quebec-Labrador Foundation, 2003, and the *St. John Valley Creative Economy Project*, author Sheila Jans et al, Margaret Chase Smith Policy Center, 2010.



The Valley's long lot farms and rich, fertile soil were ideal for achieve success in farming. In fact, the region became a world leader in the potato industry from the 1930's to the 1970's, which opened the region to the nation. Along with potatoes, traditional crops like oats, buckwheat and flax flourished and are grown today.

Harvest time in the fall continues to be recognized as a region-wide effort. Vernacular architecture is entwined with the region's economy with the creation of double barns, potato houses, and specific architectural devices. Still existing are pioneer hand-hewn square log houses (most privately owned and disguised under modern architecture), farm houses, and specific design elements such as ship's knees, roof design, summer kitchens, outdoor ovens.

Museums and Festivals – Considered by some as the “gatekeepers to the memories of our communities,” the inordinately large number of historical societies and museums for such a small region undertake a herculean task to preserve and celebrate the region's diverse history and culture.

The byway is home to 12 historical museums (one is a National Historic Landmark and State Historic Site; seven are on the National Register of Historic Places). Half of the museums offer distinctly different collections and focus with impressive collections on the region's lumbering and farming industry, railways, religion, language, furniture, textiles, and daily ephemera. They also feature historic buildings, photographs and documents, textiles, furniture, genealogical information, and war memorabilia.

There are many other important cultural and historic points of interest such as sites that commemorate significant locations, six private residences, cemeteries, and three churches on the National Register of Historic Places. Additionally, the Acadian Archives at the University of Maine in Fort Kent and the Centre Français de la Vallée St-Jean in Madawaska, offer resources for people interested in the culture, heritage and language of the region.

The Fort Kent Block House in Fort Kent is a National Historic Landmark and State Historic Site. The Musée culturel du Mont-Carmel in Lille is home to one of the nation's largest collections of Acadian and French Canadian artifacts. A regional cultural group dedicated to the French language offers one of the state's largest French libraries at the Centre Français de la Vallée St-Jean in Madawaska. The area boasts many commemorative sites and monuments and nine libraries and archives with extensive collections on genealogy, language, and history.

Over 30 annual festivals and events bring the region's love of culture and place to life. These include local, regional, and international events for skiing, snowmobiling, fishing, language, maple syrup and harvest, music, traditional arts, sled dog races, cycling, and family reunions. The majority are completely volunteer-operated, many organized through the local chambers of commerce. The region also benefits from the support and participation of regional and state institutions like the University of Maine at Fort Kent, countywide nonprofits such as the Northern Maine Development Commission, state departments such as the Maine DOT, and federal agencies such as the National Park Service.

Scenic and Natural Intrinsic Qualities

We recognize that the Scenic and Natural Intrinsic Qualities support and enhance the cultural byway and provide immense value to the visitor experience. For the purposes of planning and this narrative, these two intrinsic qualities are merged.

Scenic Intrinsic Quality refers to:

- Heightened visual experience from the view of byway's natural and human-made elements
- Characteristics are strikingly distinct and offer pleasing and memorable visual experiences (such as landforms, water, vegetation, human-made development)

Natural Intrinsic Quality refers to:

- Features in visual environment that are in relatively undisturbed state
- Predate arrival of human populations
- Geological formations, fossils, landform, water bodies, vegetation, and wildlife

Elements that contribute to Scenic and Natural Intrinsic Qualities:

- St. John River and river valley with rolling hills, farmland, plateau
- Waterways - wetlands, lakes, rivers, streams, forests, bogs, falls
- Twisting roads, vistas from the plateaus
- Open, clear and dark skies
- "Tidy" properties
- Vernacular and religious architecture
- Flora and fauna
- International setting

Full Splendor

The byway moves through a distinctive geography. The region is a river valley, part of the St. John River watershed, benefiting from rolling hills, curving roads, fertile fields and a broad plateau. The St. John River at 435-miles, is the longest free-flowing river east of Mississippi, one of the largest watersheds in the eastern North America. Its significance is its history as a highway, serving as a communications and travel route for hundreds of years, and since 1842, its function as an international border. As one drives through the region, well-groomed properties stand out, as do the numerous historic churches, cemeteries and intact barns.

Flora and Fauna – Near the northern evergreen boreal forest and considered part of the Acadian or Laurentide Forest, the region is rich with cedar, pine, spruce, fir, beech, birch, and aspen. It experiences a moderately humid climate with short, cool summers and long, cold winters with an average snowfall of 100 inches, usually starting in November and lasting until April. The coldest months are from November to March with an average of 50 days of below zero degrees F. Daily high temperatures for June, July and August fall between 70-80 degrees F. The autumn's warm days and crisp nights contribute to a fantastic display of foliage.

The region is home to beautiful and clean rivers, expansive forests, wetlands, and lakes, waterfalls (like the 40-foot Allagash Falls). There is an abundance of fauna, such as moose, snowy owl, deer, and landlocked salmon. Because the St. John River remains undammed in most of the region, rare plants of regional, state and national significance can flourish. The river banks are home to the greatest number and variety of rare and distinct plant species of any other place in Maine, second only to Mount Katahdin.

One of the region's rare plants is the Furbish Lousewort (*Pedicularis furbishiae*), on the U.S. Endangered Species list. Other rare plants include the St. John Oxytrope (*Oxytropis campestris* var. *johannensis*), New England Violet (*Viola novae-angliae* House), St. John Tansy (*Tanacetum bipinnatum*), and Northern Painted Cup (*Castilleja septentrionalis*). The 10-acre St. John Quaking Bog in Fort Kent is home to wild orchids and bog laurel.

Scenic Beauty – The byway is close to the deep North Maine Woods, world-famous Allagash Wilderness Waterway, numerous hiking areas and the Fish River Scenic Byway. The spring thaw on the St. John River, provide a rare and dramatic experience. Stunning vistas of the St. John River, the undulating hills, expansive forest and farmland, are found everywhere, like on Morneault Road and the Lavertu Settlement in Grand Isle, near Lille and Cyr Plantation into Van Buren, Star Barn Road in Frenchville, Flat Mountain Road in St. Agatha, or Violette Settlement Road in Fort Kent. Because of the international nature of the St. John Valley, the region benefits from the rich scenic and natural assets in neighboring New Brunswick and Québec.

Recreational Intrinsic Qualities

We recognize that the region's Recreational Intrinsic Qualities support and enhance the byway and provide value to the visitor experience.

Recreational intrinsic quality refers to:

- Outdoor recreational activities associated with/dependent upon natural and cultural elements
- Provide opportunities for active and passive experiences (skiing, rafting, hiking, boating, etc.)
- Driving the byway itself may qualify as a pleasurable recreational experience

Elements that contribute to the Recreational Intrinsic Quality:

- Rivers, lakes, waterways
- Forests, fields, wildlife
- U.S. Route 1 along the St. John River
- Four season experiences

Natural Paradise

The St. John Valley's abundant rivers, lakes, brooks, fields and forests, flora and fauna, provide rich, four-season outdoor experiences. Local residents and visitors enjoy a wide range of activities such as snowmobiling, all-terrain vehicle riding, fishing, hunting, boating, canoeing and kayaking, motorcycling, Nordic and downhill skiing, hiking, bike riding, bird watching, and camping.

Trails of all dimensions – The region offers several state rest areas, numerous campgrounds, and the North Maine Woods of over 3.5 million acres of top quality commercial forest with camping, hunting and recreational opportunities. Nearly 2,500 miles of maintained trails throughout the entire region await snowmobilers in the winter and all-terrain vehicles in the summer. Touring enthusiasts can enjoy the main and secondary roads that follow the St. John River and plateau rising from its shores. Motorcyclists are especially welcome at the Four Corners Park in Madawaska.

Trails like the Fort Kent Heritage Trail offer multi-use engagement in all seasons, and the Four Seasons Trail in Madawaska provides trails for non-motorized activities such as skiing, hiking, snowshoeing, and cycling. Nordic skiing takes place on trails throughout the region, notably on groomed and biathlon standard trails in Fort Kent and Madawaska. Downhill skiing is available in Fort Kent at the 10th Mountain Ski Lodge, sled dog racing in Eagle Lake and Fort Kent (the 250-mile Can-Am Crown in Fort Kent is a qualifying race for the Iditarod). Cyclists enjoy mapped cycle tours as part of the Tour de la Vallée race and other organized tours.

Waterways – The St. John River and the region's lakes provide high quality fishing and boating. The 92-mile Allagash Wilderness Waterway, surrounded by mountains and lush forest and can be canoed throughout the summer, attracts nature enthusiasts from around the world. The region is also home a leg of the Northern Forest Canoe Trail, a 740-mile paddling trail across the Adirondacks and northern New England connecting Allagash and Fort Kent.

Besides excellent boating, the Fish River Chain of Lakes is home to some of the best wild brook trout (Brookies) and Lake Trout (Togue) in Maine and New England, and Long Lake is rated one of the top landlocked salmon waters in New England. Other species include lake trout, chubs, yellow perch, shiners and minnows. Winter fishing is popular on the lakes. Muskellunge (Muskie) is now part of the St. John River system celebrated by International Muskie Derby attracting hundreds of anglers.

Land and Air – Maple trees are plentiful, yielding delicious maple syrup, enjoyed at various events and traditional maple-sugar camps and events. Populations of deer, moose, coyote and other mammals such as black bear, fisher, marten, fox, lynx, beaver, porcupine, are abundant. Bird watchers find rough grouse, spruce grouse, nuthatches, winter wrens, chickadees, the common loon, osprey and bald eagle. The region has many registered Maine Guides who provide high quality services.

Maintaining and Enhancing Intrinsic Qualities

Fortunately, the St. John Valley Cultural Byway is in a region with a long history of protecting its intrinsic qualities. The strong sense of pride and dedication in the region's culture and heritage by institutions and individuals ensures that stories are told, museums remain open, buildings are restored, collections are promoted, and festivals are held.

Moreover, the four-season natural and outdoor recreational activities are a high priority for residents and visitors. Even though constant funding challenges, overreliance on volunteers, and lack of leadership puts a strain on these efforts, there is an enduring commitment to maintenance and enhancement.

Byway Champions – Byway planning laid a strong foundation for understanding the value and significance of the intrinsic qualities in greater depth. Building upon earlier efforts of assessment, the planning for the byway produced comprehensive inventories of key cultural and historic assets, as well as scenic and

recreational. Stakeholders of the byway include the institutions, businesses and individuals who have historically held true to maintaining and enhancing intrinsic qualities of the region. It would not be far reaching to rely on these same sources for continued support.

For example, besides their cultural and heritage mandates, the historical museums and cultural groups are active in their respective communities, acting as catalysts and collaborators for many community and economic development initiatives. Also, the Maine Acadian Heritage Council, a byway stakeholder, receives annual funds from the National Park Service to re-grant to museums to support tour guides, restoration, events, and collection maintenance.

The Acadian Archives at the University of Maine at Fort Kent is another major byway stakeholder. A place for research, it is also a cultural center that offers exhibitions, performances, and activities that advance the region's diverse heritage groups. Other byway-supporting entities include municipalities, chambers of commerce, historical societies, cultural groups, and nature-based and recreational groups.

The four goals of the byway as outlined in this plan clearly embrace a high level of stewardship, preservation, support, and celebration, of the intrinsic qualities of the byway. Through a combination of direct programming and collaboration with existing groups, the byway will be part of the solution for maintaining and enhancing the region's key assets.

Market Analysis, Target Market and Opportunities

Visitors to Maine

The Maine Office of Tourism (MOT) conducts annual visitor research to provide information on tourism activity in Maine and to explore the motivations of visitors. In 2012-2013 Maine entertained close to 40 million visitors – over 20 million overnight, and 18 million day trip visitors. More than half came to Maine for leisure visits, while retail, food and lodging made up the bulk of spending by overnight visitors.¹¹

When planning a visit to Maine, decision time is generally within three weeks of arriving to Maine. People under the age of 35 are more likely to turn to friends, relatives and coworkers for advice on trip planning, and Canadians (74%) are more likely than U.S. travelers (64%) to use the Internet in planning an overnight trip to Maine. Online search engines, regional websites, and VisitMaine.com are the most popular choices for online trip planning. Though mobile devices are widely used, over 1/3 of visitors still order a hard copy of the *Maine Invites You* destination guide.

Repeat visitors are more likely than first time visitors to not consider another destination aside from Maine (i.e., if they come once it will be easier to encourage their return). In 2011, the number of first-time visitors declined, but those who came to visit friends and relatives experienced a slight increase in travel party size. There was also a decline in the use of free campground usage, while other types of unpaid accommodations remained stable. Personal vehicle is still the predominant method of traveling to and within Maine. Travelers with children and first time visitors use state visitors centers most often.

¹¹ Source: the Maine Office of Tourism Visitor Tracking Research. Statistical material in this section represents a combination of 2011-2012 data.

Visitors without children were more likely to come to Maine for friends and relatives, while Canadians were more likely to come for shopping (New Brunswick is the 4th leading location of day visitors). Massachusetts and New York continue to comprise the majority of overnight visitors, though the number of visitors from Pennsylvania is on the rise.

Visitors to Aroostook County

In 2011, Aroostook County was the least popular of the eight Maine tourism regions as a place to visit overnight, but saw a significant year-over-year (YOY) increase from 2010.¹² This presents both a challenge and an opportunity. (By 2018 visitation increased to almost 1.5 million visitors attracted to outdoor recreation and positive interactive experiences.) Day visits trended similarly, except there was no YOY increase. For overnight visitors, the primary purpose of the trip was for outdoor recreation (#1), and touring (#2). Cultural experiences were rated last.

Effort must be made to increase the levels of promotion of the region in order to gain net visitors. Visitors were surveyed on 14 other trip activities in addition to their trip's primary purpose. The most popular overnight visits included sightseeing (#5); pleasure drives (#7); searching for local cuisine/hotspots (#8); and historic sites/museums (#12). These are activities that can be promoted along the byway.

Overnight visitors – Overnight visitors to Aroostook tend to be young and less affluent than those who visit other parts Maine, while day leisure visitors tend to be older, male and married. New Brunswick supplied 21% of all overnight (and day trip) visitors in 2011, while 15% came from New York; 14% came from Pennsylvania and 13% from Massachusetts. Overnight visitors reported outdoor recreation and touring as the primary purpose for their trip; activities were similar to Maine as a whole with outdoor recreation at 63%, and shopping at 56%.

A high number of overnight visitors listed searched for local cuisine and dining hot spots (24%); enjoying mountain views (21%); and pleasure driving (20%), as overnight trip activities. The top three outdoor activities were hiking/climbing (25%); going to the beach (17%); and lake, stream or river fishing (14%). Popular destinations included Madawaska (22%), Eagle Lake (20%), Fort Kent (19%), and Allagash (16%).

Day visitors – It may be difficult to take advantage of the large number of general shoppers (70%) that visit Aroostook daily as 56% of them visit Houlton. However 69% are from NB and could possibly have family ties to, or an interest in, byway activities in the St. John Valley. There may be an opportunity to focus on outdoor recreation connected to region's culture. Aside from shopping, golfing was the most popular activity for day visitors in Aroostook, followed by the beach (5%); and boating activities (4%). Since there are numerous golf courses, lakes and rivers, efforts could be made to develop strategies to link those activities to the byway.

Fort Kent and Madawaska were the only byway communities visited by leisure day visitors to Aroostook County. Of the two, Madawaska had a greater number of visitors than Fort Kent (Houlton was the top town visited, while Presque Isle was a distant second at 41%). Houlton is home to the second busiest visitor information center in the state, and is staffed by the Maine Tourism Association. Efforts can be made to utilize this valuable resource to raise awareness of opportunities for day and overnight visitors seeking activities other than shopping, and maximize audience awareness of byway activities and experiences.

¹² Due to the small available sample size of leisure visitors to the region, results for 2011 and 2012 have been combined. Statistics are based on 63 overnight visitors and 74 day visitors. For planning purposes only.

Creative Economy and Market Research

Specific data on visitation to events in the St. John Valley does not exist. However, in 2010, the Margaret Chase Smith Policy Center of the University of Maine conducted market intercept surveys for its report on the creative economy of the St. John Valley.¹³ Researchers were able to identify the kinds of visitors coming to the region for key cultural and outdoor recreation events, levels of satisfaction, and opportunities for growth, such as:

- Since the majority of visitors to the region are Canadian, be attentive to the Western Hemisphere Travel Initiative policies and regulations, bilingual signage, and currency exchange.
- Visitors were attracted to the area because of the uniqueness of the events, quality of the cultural and historical experience, and for visiting friends and relatives.
- There were high levels of satisfaction expressed about the friendly and helpful nature of the local people, the beauty of the landscape, and overall experience of the region (however, low levels of satisfaction for quality of accommodations and dining).
- Increase in-state visitation with a creative marketing campaign to the rest of Maine (especially communities of French heritage).
- When public transportation is not available and parking is difficult to find, “walkability” should be a design consideration whenever new events are created or existing events are bundled.
- Develop “shoulder” trip activities and more locally crafted goods and area-specific memorabilia.
- Provide additional bed & breakfasts or small-scale lodging.

Target Market and Opportunities

The St. John Valley Cultural Byway offers an experiential opportunity for the visitor firmly rooted in the region’s culture and scenic landscape. The byway’s mission is to: **celebrate the region’s distinct international blend of French heritage, care for our cultural and natural assets, foster tourism opportunities to attract visitors from around the world, and enrich the quality of life for residents.**

The byway’s marketing message will focus on this mission. Four primary markets have been identified:

1. Regional residents and expatriates
2. Aroostook County and Maine (especially French heritage communities)
3. New England, expatriate states (e.g., Louisiana, Minnesota)
4. Canada (especially Québec and Atlantic Canada) and other French-speaking countries

Inarguably, cultural and history enthusiasts will be attracted to the byway. They will benefit the region’s economy significantly since statistically, they are more affluent and spend an average of \$62/day more than other travelers (source MOT). Families, nature lovers, touring enthusiasts, and senior travelers are amongst target markets. Moreover, younger travelers are generally more interested in the experience of a place through its culture, cuisine, and traditions. Ultimately, a traveler interested in an atypical, intimate, and authentic experience of a people and place will be attracted to the byway.

¹³ *St. John Valley Creative Economy Project: Strengthening Our Communities and Economy Through Culture and Place*, Sheila Jans et al, Margaret Chase Smith Policy Center, 2010.

Though the byway is open year-round, it functions at a higher level of accessibility from June until October. During these months, the visitor can engage more fully with the region. Just the same, winter months also present possibilities by taking advantage of skiing, snowmobiling, ice-fishing, and events like the Can-Am Sled Dog Races, all of which attract hundreds of visitors from within and outside of the region.

‘Why Would Anyone Come Here?’ – This is a valid question to ask and important one to answer. Creating strategic messages to invite visitors to the byway opens many possibilities and opportunities for the region. Unfortunately, being considered “remote and isolated,” “too far from anywhere,” or well “off the beaten track,” can discourage strategic development for the region’s byway. The chronic lack of resources and infrastructure to champion the kind of work required has historically derailed similar efforts. All too often, people in the region look southward to the New England coastline for its market. Though that approach may align with the State’s strategy (and will still be considered in byway marketing), there are diverse opportunities awaiting the byway as a result of its offer and geographic location.

Local and State – The region’s sense of identity, place, and international nature, resonates strongly for people who live here as well as family members who live in other parts of the United States and Canada. Moreover, people in the region are genuinely interested in themselves: They have strong family connections, a dedicated interest in genealogy, and a desire to become more acquainted with one another. Though the population of the region has diminished significantly in the past 50 years, a large market for the byway includes those people who either used to live in the Valley or have long-standing family ties here.

The region is seeing an increase in senior activities, such as a senior college, tours, and exchanges. The byway can capitalize on this older generation, especially those living in the region. Additionally, there are established destinations in the region: Madawaska is one of the four corners of the United States, attracting a loyal and enthusiastic following of residents and visitors from the U.S. and around the world. Similar to this is America’s First Mile monument that celebrates the beginning of U.S. Route 1 (which continues to Florida), and the Allagash Wilderness Waterway and Northern Forest Canoe Trail attracts local residents as well as people from around the world.

National – The St. John Valley Cultural Byway will gain visibility by being part of a state and national byway system. An important target market within the United States is people of French descent in Louisiana and other states where French heritage is pronounced. This also applies to communities in Maine (mostly French-Canadian), the Canadian Maritime provinces, and Québec. However, Louisiana is particularly connected to the St. John Valley through a direct lineage of Acadians and have sustained a strong relationship through family reunions and the creation of sister towns.

Based on statistical research and assessments, the byway can take advantage of an already healthy visitation of people from within the United States. Each summer there is a steady stream of people from the New England states, including Arizona, Florida, and California, who used to live in the region or have family ties here. They come to reconnect with family, for school reunions, and various events. Communities are linked through the museums and cultural groups, historic sites, churches and cemeteries and traditional farms (providing excellent niche tour opportunities) as well as through events such as the Acadian Festivals or the Tour de la Vallée, a cycling competition.

Cross-border and International – The international and cross-border experience provides multiple opportunities. These opportunities include markets directly across the border in New Brunswick and Québec. Because of the region’s shared history, French heritage and language, the byway can take advantage of Canadian neighbors as well as a European market of French-speaking countries. The byway’s wayside exhibits are bilingual, many tourism-related products include French (like *Voici the Valley Audio Story and Guidebook*), and services are available in French (*Ici On Parle Français* signs – We Speak French Here – are posted in many retail shops and restaurants throughout the region).

Entities such as Centre Français de la Vallée St-Jean and the Acadian Archives at the University of Maine at Fort Kent are destinations for people from Canada (and worldwide), doing research about the French language or wanting to know more about the region’s culture and heritage. The byway can also leverage the outcomes of the 2014 *Congrès mondiale acadien* and other events, which strengthened old friendships and forged new alliances with Acadian and French-speaking people throughout the world.

Additionally, the TransCanada Highway, only a mile from the Maine border, is a major conduit for thousands of travelers from Canada and around the world. The location of the St. John Valley is strategically situated between what is considered central Canada (Ontario and Québec) and eastern Canada (New Brunswick, Nova Scotia, Prince Edward Island, and Newfoundland/Labrador). There is a large market of Canadians and visitors to Canada driving by the St. John Valley who can experience the distinct culture and story of this little corner of the United States.

Further, the byway can capitalize on the capacity for international biathlon and Olympic-level skiing competitions that take place occasionally at the Maine Winter Sports in Fort Kent (10th Mountain). These events are especially appealing to an existing fan base that travels the circuit of North American events. The biathlon is a popular sport in Europe, especially in the northern countries.

Marketing the Byway

The St. John Valley Cultural Byway is the destination; everything along the byway is the experience. Promoting and marketing the byway will be incremental and highly collaborative. Efforts to attract the byway’s target market will include collaboration with entities throughout the region and county that already attract visitors to the area (e.g., North Maine Woods, Aroostook State Park, Allagash Wilderness Waterway, Maine Winter Sports). This also includes connecting with regional chambers of commerce and linking with ongoing promotional efforts of Aroostook County Tourism. Byway goals identify the importance of creating an authentic message and branding. Concentrated focus will be on online presence, print material, and affinity marketing with regional organizations (stakeholders of the byway), and events.

As outlined in the byway goals, effort will be made for cross-sector collaboration and supporting experiences for niche audiences, such as touring circuits of museums, farms, historic churches and cemeteries. The byway management committee will be responsible for building strong networks and collaborations throughout the region and beyond. One of the most important entities that will be key to the successful promotional efforts of the byway is Aroostook County Tourism.

Aroostook County Tourism

Aroostook County Tourism (ACT) is a standing committee of the Northern Maine Development Commission (NMDC). Its responsibility is to support tourism in Aroostook County, Maine's northern county, by promoting the county's greatest assets, activities and services on its website, through social media, tourism summits, and trade shows.¹⁴

ACT recognizes the significance of the St. John Valley Cultural Byway, not only for the region, but also for the county and state. The byway is located in a distinct geography with a connecting capacity for all communities within the region as well as to other parts of Aroostook County. This sets the stage for multiple opportunities. ACT will implement the following strategies to support and market the byway:

- Inclusion in ACT's marketing plans and promotional print materials
- Ensure byway brochures are in Maine Tourism Visitor Centers throughout the state
- Frequently post information about the byway on social media sites
- Inclusion as a separate destination on ACT's website (visitaroostook.com)
- Directly link off of the tourism page of NMDC's website (nmhc.org)
- Appoint a member of ACT's committee to be attentive to, and report on byway matters
- Access and make available tourism research that will benefit the byway
- Provide visibility of the byway at trade and travel shows regularly attended by ACT

An online presence is recognized as a key strategy for marketing since it is the most widely used trip planning source for overnight trips to Maine and well as an online resource for potential visitors to select destinations. ACT's commitment to a strong social media presence aligns with ACT's and Maine Office of Tourism's (MOT) focus on "experiential travel" with an increase in social, cultural heritage, and environmental awareness, as well as trends toward matching a visitor's personal identity and values. Additionally, ACT will be attentive to granting opportunities that will support byway efforts. For example, ACT will provide technical expertise and resource information for the MOT's "Special Projects" program and or other funding opportunities which will promote the byway as a destination experience in Aroostook.

Visitor Services and Amenities

The St. John Valley Cultural Byway benefits from a variety of existing venues that provide visitor services and amenities. These venues include the chambers of commerce in Madawaska, Fort Kent and Van Buren. Open to the public generally during weekdays and office hours, the chambers offer information on sites and activities in their offices, their website, and through production of chamber brochures. The chambers of commerce have traditionally assumed the role in this region as "tourist bureaus" and have been integral in the presentation of tourism-related events, such as the Acadian Festival in Madawaska, the Ploye Festival in Fort Kent, or the Oats and Barley Festival in Van Buren.

¹⁴ For more information on ACT, visit www.visitaroostook.com

Town offices, museums, and other cultural sites, also play an essential role in sharing tourism information. Though most chambers and towns provide information that focus primarily on their own area, most venues offer a wide range of regional and county tourism-related information. Museums often carry a wide range of brochures about the region, and as with the chambers, have guest books for visitors to sign.

Visitor amenities are interspersed fairly evenly throughout the region. There are over 250 beds in 13 hotels and motels; five campground/RV parks with 165 sites, close to 50 restaurants (predominantly family-style dining),¹⁵ numerous gas stations, and a department store, dozens of small chain and privately owned stores, either for convenience or a full range of goods, including grocery stores in almost every town; two hospitals and several medical clinics. Community centers also serve as gathering places for visitors.

Visitor Center – A designated visitor center for the St. John Valley does not currently exist. The Houlton Visitor Information Center, owned by the city of Houlton and staffed by the Maine Tourism Association, is the sole official State of Maine tourism bureau in northern Maine. It is situated two-hours south from the northeastern most point of the St. John Valley. The creation of a visitor's center and/or visitor kiosks along US Route 1 and other accessible locations would be a welcome addition to the byway. Interpretive displays, programs, services, and information could potentially attract visitors to the area and inform them of the scenic and cultural resources located along the byway. This center could also provide facilities and conveniences for the traveling public.

Canada – Because of the international nature of the St. John Valley, it would be remiss to not reference resources across the border in Canada. The New Brunswick communities that parallel Maine communities offer a wide range of restaurants, accommodations, retail, events, and services. In fact, the City of Edmundston, which is a consolidation of several smaller communities, is the largest center between Fredericton, NB and Rivière-du-Loup in Québec. Edmundston is the location of a provincial and regional tourist bureau, and only minutes from Maine, is the Québec provincial tourist bureau.

Interpretation: Wayside Exhibits

While byway planning was underway, a parallel initiative for the creation of 26 interpretative panels took place. The primary intent of creating the panels was to make visible the outputs of planning and enrich the visitor's experience by sharing stories of the region's culture and heritage. Many residents, historians, civic leaders and educators, provided input into the creation of the exhibits. The panels, built to last for up to 20 years, graphically depict and describe unique cultural and historical people, places and events.¹⁶

The catalyst to create wayside exhibits in parallel with developing the byway management plan was the 2014 *Congrès mondiale acadien* (World Acadian Congress), a two-week event that attracted thousands of visitors from around the world to the international region. Planners considered it ideal timing to create bilingual (English and French) panels along the byway in time for this major event.

¹⁵ Data from Northern Maine Development Commission.

¹⁶ Interpretative panels, wayside exhibits, exhibits, and exhibit signs, are interchangeable and refer to the same thing.

Wayside Exhibit Criteria and Methodology

Along the 104-miles of byway, panels are located in public places, such as sidewalks, parks, town offices, and museum sites with easy access for the traveling public. Many locations are open or accessible only during summer months, open with limited hours due to funding constraints and a predominately volunteer staff.

Local-State Partnership – A MaineDOT landscape architect and interpretive planners conducted a rigorous site assessment with help from community members. Written agreements between municipalities and non-profit groups assure that landowners will own and maintain the panel for 20 years as per funding requirements. This approach contributes to building local-state partnership for maintaining the roadside interpretative panels. Future panels and other exhibits on the byway may follow this model.

Selecting sites for byway signage required the following considerations. The interpretative panel:

- Should not be placed on private property
- Should be placed with permission or acceptance from nearby landowners
- Should have a life span of 10 years or more with maintenance handled by property owner
- Should be accessible during peak visitor seasons and vandalism resistant to the extent possible
- Ideally should interpret something the visitor can see or experience at the site
- Can be placed readily without interfering with existing utilities or other site uses
- Is visible from the roadway so travelers can identify it as a byway exhibit
- Should not conflict with other signage or placed in locations that impede road maintenance
- Should be for local residents and byway travelers
- Must be ADA compliant
- Must have safe pedestrian and vehicle access, and not create a circulation problem.
- Should not be placed to obstruct a beautiful vista or the item it is intended to interpret
- Should consider winter snow removal and be marked for plow and snow blower drivers to see

Themes for Wayside Exhibits

The working group and byway planning committee shaped themes for the wayside exhibits. They identified stories that reflect and are integral to the region's culture and heritage. Development of the panels was informed by the byway's primary story: **The distinct international blend of French heritage as shaped by Acadian, French Canadian, and other cultural influences** and five sub-themes about first inhabitants and early settlement, language, family and faith, traditions, being a borderland, and sense of place.

Additionally, a wealth of information gathered from museums, festivals, various cultural, historic, and natural sites, and resource centers was considered in shaping the narrative for the wayside exhibits, including many iconic and notable stories such as:

- The region is **geographically and culturally distinct**. Situated at Maine's northeastern most point next to Canadian provinces of New Brunswick and Québec, the population is predominately of French heritage (85%) – a mixture of Acadian and French-Canadian (Québécois).
- **French settlers in 1785** were not part of the *Grand Dérangement* (Deportation) of Acadians from NS and PEI in 1755. They had moved to present-day southern NB well before that date, though they had family ties to deportees (Cajuns in Louisiana are considered "cousins").

- This is an **international story** that includes France, Québec, and the Canadian Maritimes. It is a fairly intact homogeneous culture, relatively undiluted: a living French culture with an enduring language, traditions and collective identity. Some customs and traditions of 1600s France continue to today.
- **Scots-Irish** families settled the region's west in the mid 1800s, attracted to logging and lumbering. They settled several towns, including Allagash, part of the Allagash Wilderness Waterway.
- The **St. John River** was an early transportation and communication corridor for Native people, explorers, and settlers, and the life-blood of early agrarian society. It was especially critical for communication during the 18th and 19th centuries between Québec City and Canadian Maritimes.
- The region became a **crossroads for the struggle of territory** for the British, French, and Americans in the 1800s especially during the Northeast Boundary Dispute and the Webster-Ashburton Treaty.
- The byway is significant for Maine because it is **easily accessible to Canada** with many entry points, and ideally located between Québec and Atlantic Canada.
- The **French language** continues to be spoken and written daily. After creation of the international border in 1842, the people on the U.S. side faced an English educational system, racism and anti-French legislation, but the French language survived, testimony to the people's resilience.
- The **Roman Catholic Church** has played a significant role for hundreds of years. Sisters from France brought art, music, and theatre; the Church were instrumental in keeping the French language alive.
- In the early 1990's ethnographic studies by the **National Park Service** resulted in two publications, "Implementing the Maine Acadian Culture Preservation Act" and "Acadian Culture in Maine."
- The **National Endowment for the Arts** funded the **Voici the Valley Cultureway**, an international cultural initiative 3 years in a row because it believed the region's story should be told to the nation.
- **Logging and potato farming** created great wealth in the 1930s. Potatoes were shipped by railroad, which opened the region to the rest of the nation and the world. Logs were primarily transported in river drives on the St. John River, over the Grand Falls to mills in New Brunswick. The last river drive on the St. John River was in the early 1960s.

Exhibit Design, Fabrication and Installation

The creation of the byway's wayside exhibits was accomplished over 10 months in parallel with planning under the guidance of a MaineDOT project manager and consultant interpretive planner. Planning included meetings with the byway planning committee, one-on-one consultations, and meetings with small community groups to gather information, examine sites for safety and public access concerns, and determine best sites for exhibits.

Sites were selected in cooperation with municipal officials and public meetings provided insight on directions. Exhibit drafts were presented to the byway's working group, planning committee, and additional community advisors for review and revision. The exhibits incorporate both French and English text to complement the pictorial stories and reflect the bilingual nature of the region.

The exhibit signs are warranted for ten years. The materials holding them in place are stainless steel and granite, which will last for 50 years. Signs ranged in sizes: 42"x 24" and 42" x 48". They are constructed in parts so that the entire exhibit can be moved to another location if necessary. Security fasteners are used in to deter and prevent theft. The exhibit final designs were transferred to a durable, non-fading sign medium.



A byway panel located at the University of Maine in Fort Kent

The results are a high-resolution product that is nearly indestructible and fade resistant. Once the fabrication was completed, exhibits were installed according to MaineDOT standards. Use of technology enhancements were explored and integrated when possible, such as QR Codes to direct the traveler to a URL link to learn more about the exhibit's theme, supporting content, and other places to visit.

This interpretive panel project lays a strong foundation for additional interpretation. Many potential sites were not included because of accessibility issues or final themes and stories selected were not relevant. There is an opportunity to expand the themes and stories for additional interpretive signage.

Shaping the Byway Story

The St. John Valley Cultural Byway is a remarkable 104-mile cultural journey on winding roads in a beautiful rural river valley in northern Maine. Travelers drive along the St. John River next to Canada, traversing through fertile farmland, deep forest, and charming communities.

Visitors will discover cultural and historic treasures and a distinct international blend of French as shaped by Acadians, French-Canadians, Scots-Irish, and Native Americans. Small towns and villages welcome visitors to experience the region's deep history, vibrant culture, and enduring traditions. *Bienvenue chez nous* – welcome to our home and a special way of life, like no other.

According to the National Scenic Byway Program, a byway story is: **"the intentional, coordinated message that the byway conveys to visitors to help them make connections with the byway's resources and qualities."** Shaping the St. John Valley story to be seamlessly shared with visitors was not an easy task. With such diverse concepts, abundant materials, and perspectives available, the planning committee recognized the importance of being thorough and precise.

Diligent efforts were made to identify byway themes and stories that reflected the region and resonated strongly and genuinely. The planning committee also recognized that the outward manifestations of the region's culture may not be as readily apparent and accessible to a visitor.

In fact, many residents consider local culture as "invisible." Moreover, since the culture was shaped by its proximity to Canada and is effectively, a region inextricably bound to its Canadian neighbors, planning had to respect the international nature of the St. John Valley and how a full byway experience must reflect that reality.

Regional Cultural Identity

Planning committee members did not shy from tackling complex issues around regional identity. They understood how important it was to reflect upon this before proceeding with further planning, including shaping the byway's mission, purpose, and vision.

The byway committee recognized that four primary groups significantly shaped the culture of the Valley: Native American, Acadian, French-Canadian, and Scots-Irish. However, since the region's population is predominately of French heritage, the committee turned their focus on the merging of the Acadian and French-Canadian culture as the principal byway story and using "Acadian" as a collective term.

Committee members and regional scholars from both sides of the international border joined the working group to discuss identity issues. Our intent was to explore:

- What do we mean when we use the word "Acadian?"
- Is it appropriate to use "Acadian" to represent the region?
- Is our story more about the blend of Acadian and French-Canadian?

Early Alliances – Discussion began about early French settlement of both sides of the St. John River in the late 1700's with the merging of immigrant Acadian and French-Canadian families. Once the international border was formed in 1842, the Maine and New Brunswick sides evolved differently in terms of politics, education, language, and culture. New Brunswick became more politicized because of ties to modern Québec (New Brunswick Acadians became a cultural *and* political force).

The Maine side of the St. John River embraced allegiances with the New Maine and United States, but still retained cultural connections to Old *Acadie* and Old Québec. What emerged was a less politicized identity with stronger links to New Brunswick Acadians. Though both sides of the border are "firmly grounded in North America," people of both Acadian and French-Canadian decent on the Maine side are also Americans.

Important Distinctions – The St. John Valley is not a monolithic culture. However, eventually "Acadian" emerged as a collective term for varied reasons (e.g., ties to Longfellow's poem *Evangeline* or a way to distinguish the region from other French areas of Maine).



Acadian Festival Parade, Madawaska

Scholars also agreed, however, that there is “no easy answer” to using the term Acadian since there are historic and cultural differences between Acadians and French-Canadians. Many people of a shared Acadian and French-Canadian heritage do not identify themselves exclusively Acadian. The term means different things to different people (*it depends*); no one really knows the distinction (*we don’t really question it*); it is used for convenience (*there’s a strong drive to belong*), and it is considered an imposed and restrictive term, which may promote myths.

Some consider that using “Acadian” denies a part of “who we are in the Valley,” which is a *blend* of Acadian, French-Canadian, including the Scots-Irish and Native Americans/First Nations. However, there was unanimous agreement that there is common ground on many fronts – the majority of people in the St. John Valley are of French descent influenced by other cultures, and we are a living, evolving culture.

Telling a Genuine Story

Exploring identity with an historical perspective helped to shape an understanding of how the region evolved into its contemporary blend of people. It was recognized that even though the region is predominantly of French heritage and that “Acadian” is used as an inclusive term, *all* peoples infuse the culture, which has contributed to creating a distinct and strong regional identity. Ultimately, it was agreed that the key story for **this region is a distinct blend of people of French heritage – Acadian and French-Canadian – enriched by other peoples and cultural influences.**

Those responsible for ongoing and future byway management have a “balancing act.” They must be thoughtful and respectful about how to talk about the people of the St. John Valley, and to be especially attentive to the use of “Acadian” as an inclusive term. In telling and promoting the byway story, it is essential to be authentic, timeless, practical, and remember the byway’s audience near and far.

Bilingualism and the Byway

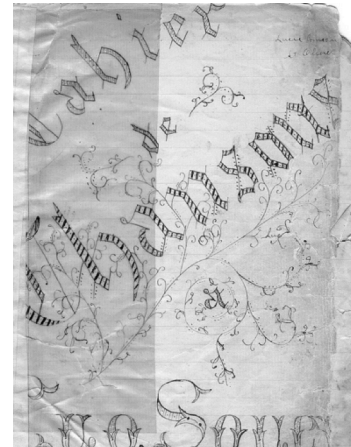
Another key point in shaping the byway story is recognizing the significance of the French language in the region. Maine’s St. John Valley is an international region, neighboring the Canadian provinces of New Brunswick and Québec. The official languages of Canada are English and French; New Brunswick is one of two provinces to fully adopt bilingualism, and Québec is the only official unilingual French-speaking province. Settled by French-speaking people in the late 1700’s, the Maine part of the international region has remained a French-speaking region for more than 200 years. This is remarkable, given the geographic, political, and educational challenges. Though many people from throughout the world make the St. John Valley their home, the population is of predominantly Acadian and French-Canadian descent (85%).¹⁷

¹⁷ The section on language is significantly sourced from the *St. John Valley Creative Economy Project* report, Sheila Jans, et al, Margaret Chase Smith Policy Center, University of Maine, 2010; and the *Upper Saint John Valley Cultural Heritage Assessment*, Sheila Jans, Quebec-Labrador Foundation, 2007.

Because of this shared common heritage, French language and geography, it is essential to consider both sides of the international border when shaping a full visitor experience. The French language, spoken and written daily, and the mother tongue for many, constitutes the fiber of the people who live here.

Distinct language – The French spoken in the Valley today is a unique mixture of archaisms, etc. but it is unequivocally the syntax and construct of the French language as spoken and written in Québec.

Thanks to geographic “isolation” and an oral tradition continued by the people of the Valley, the French pronunciation and vocabulary retains aspects of 16th century France no longer spoken in that country today. The interaction between French and English languages make for rich and interesting idioms, and a vocabulary particular to this place. Its distinct character draws the interest of linguists from around the world, numerous magazine and newspaper articles, studies, books, films, and documentaries.



A child's songbook from Grand Isle

Commitment to the French Language

Regional efforts celebrate the language and cultural heritage such as publications *Traditions d'ici*: *Traditions of Maine's Saint John Valley*, the audio documentary *Voici the Valley Audio Story*, and annual events like the Acadian Festival. The fact that such a large part of the Valley's population can function in French may have been a contributing factor for the Canadian-led *Congrès mondiale acadien* to include Maine in its 2014 event.

Museums and historical/cultural groups make efforts to include French in events and exhibits. Regional groups such as the *Association Française de la Vallée St-Jean* in Madawaska and the Acadian Archives in Fort Kent, support the French language through public programming. The St. John Valley Cultural Byway reflects the French-heritage majority. Therefore, the use of the French language will be an important element in marketing and promotion. Careful attention will be given to the use of French in print and online communications as a reflection of the bilingual character of the region, and as a way to welcome an important target market for the byway.

Themes and Stories

After extensive work on regional identity, establishing a strong purpose, and identifying intrinsic qualities, byway planners set their focus on how to best share these elements. The committee identified themes and stories that would engage the visitor and experience in some way. Planning explored how the region's culture evolved and was enhanced by its place in North America.

Telling an authentic story

The byway committee identified key criteria that themes must be:

- Captivating, meaningful, and memorable
- Authentic and genuine
- Distinct for our region
- Inclusive and international

Criteria also included that we develop stories and experiences worth talking about, did not perpetuate myths, and spoke to target markets. Ultimately, what was important to tell? And how do we tell it? Even though the byway is on the U.S. side of the border, it was critical for byway planners to consider the entire international area in order to tell the story of this region. Further, it was important to bring the region's history to life with stories that resonated and have relevance today.

Byway planners first identified a broad, inclusive, suggestive, and multi-faceted overarching theme. Following this was the creation of five focused sub-themes. This exercise helped to identify accompanying detailed and precise stories, which were essential in shaping the creation of the interpretative panels.

The byway committee identified the primary byway theme as: **The distinct international blend of French heritage as shaped by Acadian, French Canadian, and other cultural influences.**

The five sub-themes are:

- **Homeland** – First Inhabitants and Early Settlement
- **Fabric** – Language, Family and Faith
- **Traditions** – From Hand and Land
- **Borderland** – “The Land in Between”
- **Place** – Shaping Who We Are

Homeland – *First Inhabitants and Early Settlement*

This theme focuses on the notion of legacy – where we have been, where we are, and where we would like to go. Stories included the Maliseet (*Wolusteguiik*) connection to the land and their influence on early French settlers, for survival, food, and language. Other stories include the emergence of French in North America (e.g., Samuel de Champlain mapping the St. John River in 1612), immigration of French settlers in the late 1700s, the founding of the Madawaska Settlement (*Territoire de Madawaska*), and settling the western part of the region by the Scots-Irish in the mid-1800s.

Fabric – *Language, Family, and Faith*

Issues of adaptation, vulnerability and resilience of the French language and culture, including effects of isolation that bring strength, creativity, and self-sufficiency are explored in this theme. Stories include regional pronunciations and idioms of the French language, effects of anti-French legislation in the early 20C, and the role of the Catholic religion, and how it shaped values, architecture, learning, and the arts. Stories include inventiveness, leadership, and the strong connection to family and community.

Traditions – *From Hand and Land*

This theme celebrates tangible and intangible creative and cultural expressions, including traditions still vibrant today. It also recognizes how those traditions have adapted and transformed into new ways of expression. Stories include the relevance of storytelling, especially in the Allagash area, how legends and superstitions like burying a shoe in a wall brings luck, the significance of music, handwork with textiles and wood, architectural design (e.g., double barn, ship's knee), cuisine (the iconic *ploye*), and how the region's museums safeguard and share treasures. This theme also focuses on the historical use of land in farming and logging industries.

Borderland – *"The Land in Between"*

The context of this region is set in this theme as one of duality shaped by culture, international wars, and the creation of the international border. Captivating stories celebrate the ferment of the past, but also the notion of creating something new as a result of division. There is reference to old trade routes, how wars pre-1842 impacted the region and the decisive Northeast Boundary Dispute, which decided the international border. The effects of the border are diverse, like Prohibition in the early 20th century with smuggling stories, coming of the railroads, and "crossing over" today.

Place – *Shaping Who We Are*

This theme explores how the region's land has shaped the people: Its harsh and haunting beauty, deep forests, fields and waterways, and diverse flora and fauna. This theme celebrates the sense of "splendid isolation" with stories about the region as one of the last frontiers for wild, undivided forestland in the nation. It celebrates the abundance from the land, like fiddleheads and maple syrup, long winters, the expansive and dark skies, and the magnificent St. John River, the longest river in the Northeast.

Tour the Byway

Shaping the visitor experience for the St. John Valley Cultural Byway focused on imagining the traveler moving through the corridor and engaging with a multitude of points within communities. The experience of a visitor can take many forms, from the tangible to the intangible. Beside identifying high priority cultural sites, activities, and themes, consideration was given to issues like traveler safety, accessibility of the sites, potential challenges, and how to enhance the overall traveler experience. Twenty-six wayside exhibits were created to further share the region's story. By understanding visitor desires and their overall experience, the byway planning committee was better able to develop goals and strategies that could meet their needs.

The committee explored:

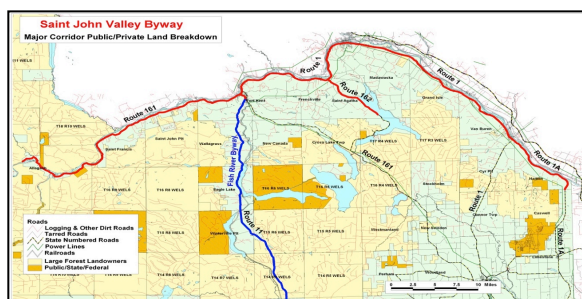
- What do we want visitors to see and do?
- What are high priority sites and stories?
- What is the best way to share the region with visitors?
- How will they interact and experience the byway?

The result of the planning effort is the following narrative that illustrates the range of experiences one may enjoy as they travel along the St. John Valley Cultural Byway.

Experience the St. John Valley Cultural Byway

The St. John Valley Cultural Byway invites today's travelers to follow the St. John River along the northeastern most portion of the international border between the United States and Canada. The St. John River, one of the most impressive natural features of the northeastern United States, holds great cultural and historical significance.

The indigenous Wabanaki people used the river for centuries, then by early French colonizers for travel and communication between the St. Lawrence River in the north and the Bay of Fundy to the south. Once a busy thoroughfare connecting a unified valley with the outside world, today the river serves as an international boundary dividing communities and families that long pre-existed its establishment.



By the late-eighteenth century, a small group of Acadians and their French-Canadian spouses migrated from today's New Brunswick northward along the St. John River to settle the upper part of the river valley. More family members from nearby villages in present-day Québec joined them soon after their arrival. In the western portions of the byway where the Allagash River flows into the St. John, the Scots-Irish settlers arrived by the mid-1800's, drawn by the promise of harvesting timber.

Today's traveler can enter the 104-mile byway via four main roads from the United States and four international crossings from Canada. No matter where the traveler enters or which direction they drive, the byway offers an experience like no other.

Five themes are celebrated along the entire byway that visitors can experience through the region's people, museums, historic sites, events, and wayside exhibits:

- **Homeland – *First Inhabitants and Early Settlement***
- **Fabric – *Language, Family, and Faith***
- **Traditions – *From Hand and Land***
- **Borderland – *"The Land in Between"***
- **Place – *Shaping Who We Are***

As we envision it, the byway experience is an immersion in the historically based cultural heritage of the St. John Valley. Along the corridor, the traveler will be introduced to stories about early settlement. Forestlands at the western end may give travelers a sense of the landscape that early Wabanaki people once inhabited. Contemporary communities in central and eastern portions of the byway with long-lot farms, towering churches, and local celebrations, provide rich evidence of traditions and values of early French settlers.

In most parts of the byway, use of the French language in everyday affairs is still widespread. Its daily use is testimony to the resilience and dedication of the region's predominately French heritage population. The traveler can hear an evolved blend of words from 16th century France, Acadian and French Canadian, Native terms, English, and words invented or adapted by early settlers for their new home.

Hamlin and Cyr Plantation – At the eastern reaches of the St. John Valley are the byway gateway communities of Hamlin and Cyr Plantation. At Cyr Plantation, travelers are enveloped by open skies and an agricultural landscape where oats, buckwheat and Maine potatoes are grown. Here, the Governor Brann Schoolhouse museum built in the 1930's Arts and Crafts architectural style, is an example of the once prolific one-room schoolhouses of the region. In Hamlin, the river and tree-lined roads greet the traveler as they come across the nationally registered historic Roosevelt Schoolhouse; a stone's throw away from Canada.

Van Buren and Keegan – Van Buren is home to the international municipal flag of Grand Rivière, the only one of its kind in North America, which celebrates Van Buren's pre-boundary union with St. Léonard, its sister community directly across the St. John River in Canada. The bustling days as an international railroad trade hub in the 1930's are captured in the original railway lines running through the nearby village of Keegan. Also at the western reaches of town, the Acadian Village provides a glimpse into the life and times of the region's French heritage. This open-air museum offers a rare collection of artifacts and buildings of the region, like the original Roy House from the 1790's.

Lille and Grand Isle – Throughout the entire byway, churches in almost every community illustrate the profound role of the Catholic faith in the development of the region. One can visit an outstanding former Catholic Church with Baroque exterior and Roman interior, now the nationally recognized Musée culturel du Mont-Carmel. Emerging from the agrarian village of Lille, part of the town of Grand Isle, this museum is home to one of the nation's largest collection of Acadian and French-Canadian furniture and artifacts.

Cyclists will especially love the paved shoulders as the byway winds west through forest, farmland, and open fields. A large island in the middle of the St. John River inspired the naming of the town of Grand Isle. Set into the St. John River from Grand Isle's boat landing to fish trout and muskie. The area's family histories are celebrated at the local Grand Isle Historical Museum and at the town line, travelers can relax at the site of a former Catholic mission across from the Acadian Pioneer Memorial.

Madawaska and St. David – In the neighboring town of Madawaska the traveler will learn about the early Maliseet homeland called *Madoueskek*, where the today's Rivière Madawaska in New Brunswick flows from Québec's Lac Témiscouata into the St. John River. Considered the cradle of French settlement, the traveler will learn about early Acadians and French Canadians, the creation of the international boundary, and the pulp and paper industry. Madawaska is linked to its sister city, Edmundston in New Brunswick, by a shared heritage and also with pipes that at one time flowed duty-free pulp across the international bridge.

At the Acadian Cross Historic Site, a 14-foot marble cross commemorates the landing of the first settlers onto the shores of the St. John River in 1785. Nearby is the Tante Blanche Museum and historic St. David Catholic Church. Within town, travelers can visit the Four Corners Park, take a hike, mountain bike, cross-country ski at national competition level trails at the Four Seasons Trails, or enjoy delicious traditional Acadian chicken stew and iconic buckwheat pancakes, called *ployes*, at local restaurants.

Frenchville – Traveling west from Madawaska is the town of Frenchville, situated alongside the St. John River. In its heyday, steam locomotives rolled through the little town, honored at the local museum's railway caboose, station house, and nationally recognized 50,000-gallon redwood water tank. Nearby is a community park ideal for picnics and gatherings. The cemetery near the St. Luce Catholic Church offers a record of the past with naming conventions on many tombstones reminiscent of old France. A visit at the town's boat launch on the St. John River will please boating enthusiasts and nature lovers.

St. Agatha and Sinclair – Byway travelers can enjoy a side trip south of Frenchville to the village of St. Agatha (known also as *Ste-Agathe*), a farming community built along Long Lake. Its lake and farming heritage are celebrated at the town's historical museum, along with the rich history of the *Filles de la Sagesse* (Daughters of Wisdom), a teaching order of nuns originally from France who enriched the lives of people in northern Maine for 100 years. Byway travelers can take Flat Mountain Road to explore the wide-open spaces of the valley's plateau. Next to St. Agatha is the small town of Sinclair, one of the byway's entry points.

U.S. Route 1 – West on U.S. route 1 from the St. Agatha/Frenchville area is one of the most scenic stretches of the byway, embraced by rolling hills, fields and forest, the winding St. John River, and scenic vistas of Canada. The road follows a path that at times defies the border division, pulling us back to not long ago when this was one land, divided only by a river. The byway traveler needs only a moment to glimpse across the present-day international border at New Brunswick to picture John Baker, the fiercely independent American activist, declare part of that former British territory, the "American Republic of Madawaska" in the early 1800's.

Fort Kent – The byway's western gateway is the town of Fort Kent, surrounded by gentle hills along the winding St. John River. The early Wabanaki people were attracted to the confluence of the St. John and Fish Rivers in the center of town. Today, the Wesget Sipu, a group of Maliseet, Mi'kmaq and French descent, celebrates its culture with Pow-Wows. Travelers can touch the timber walls of the Fort Kent Blockhouse, a military fort built in the mid-1800's due to ranging conflicts between Britain and the United States.

The original blockhouse brings alive the “Bloodless Aroostook War” and eventual formation of the international boundary. Today a university town, Fort Kent offers a rich array of events, services, dining experiences of local foods, and biathlon-level Nordic ski trails. At the university’s Acadian Archives, the traveler will learn about the region’s diverse cultures. Nearby is the region’s oldest active Protestant church built in 1895-6 in gothic-revival style. Fort Kent is also a northern gateway to the Fish River Scenic Byway.

St. Francis and area – Traveling westward, fields eventually merge with the North Maine Woods, the largest expanse of undeveloped forest in the eastern United States. Here, communities are oriented toward lumbering and backcountry adventures. In St. Francis, the St. John River ceases to be the international boundary. The town was the terminus for the railroad built in the early 1900’s, where vestiges of its vital role are still alive at the local museum. The byway traveler can also arrange a visit to one of the region’s oldest churches, St. Paul’s Congregational Church, built in the late 1800s.

Allagash – Further along the road is the town of Allagash, the byway’s western terminus. The town’s local museum presents the rich history of the Scots-Irish who settled the area in the 1840’s, life in the lumbercamps, and dangerous river drives with agile *bateaux* (river boats) navigating the frigid spring waters of times past. Here, the byway traveler is embraced by deep forest. They can hike to the stunning Allagash Falls or canoe the Northern Forest Canoe Trail and 92-mile world famous Allagash Wilderness Waterway.

Byway Goals

Mission, Vision, and Values

Mission

The mission statement describes the byway's fundamental purpose. It provides the byway management committee with an essential framework for future planning and success.

The mission of the St. John Valley Cultural Byway is to:

Celebrate the region's distinct international blend of French, care for our cultural and natural assets, foster tourism opportunities to attract visitors from around the world, and enrich the quality of life for residents.

Vision

In shaping the vision statement, the byway planning committee helped to create a compelling and vivid image of the desired future for the byway.

The vision of the St. John Valley Cultural Byway is:

Our byway is a lasting legacy that fosters a sense of regional pride, inspires cooperation, and establishes our place within the story of our nation. It is a destination for residents and visitors to enjoy our history, culture, and land where communities work together to share authentic and unparalleled experiences about who we are – our traditions, French language, ways of life, and international connection. The byway is a catalyst to building a better quality of life for residents through insightful management, quality products and services, collaboration with public, private, and nonprofit groups, and investment in preservation and stewardship.

Values

Identifying what the byway planning committee cherishes and considers the highest priority was a critical step in shaping the byway's purpose, mission, and vision. Values help to guide the planning process and form the foundation for going forward.

The guiding principles of the St. John Valley Cultural Byway include:

- **Promote a unifying and distinguishing regional cultural identity**
- **Be inclusive, authentic, and truthful**
- **Steward and honor our culture, heritage, and land**
- **Create accessible, appealing, and enduring experiences**
- **Be attentive to how we market the byway**
- **Remember our international context**
- **Support local talent and build in sustainability**

Goals, Strategies, and Actions

The byway committee identified the following goals, strategies, and actions in 2014 for byway management and development. They represent directions for enhancing and strengthening the byway experience over a five to ten year period. Emerging from extensive planning and community engagement are four goals that focus on education, stewardship, development, and sustainability.

Four Byway Goals

1. Promote and raise awareness of the region's diverse cultural heritage
2. Steward and enhance cultural, historic, scenic, and natural assets
3. Foster growth of regional tourism and economic opportunities
4. Establish byway management that reflects our values

Goal 1 Promote and raise awareness of cultural heritage

STRATEGY 1.A

Strive to sustain cultural qualities and assets unique to each byway community. Collaborate with municipalities, businesses, and nonprofits to raise public awareness and foster community pride about the region's identity and cultural heritage.

Actions

- Shape and share an authentic and genuine message about the culture and heritage of the region. Expand educational and interpretive opportunities for residents and visitors through seminars, workshops, enhanced community events, wayside exhibits, historical markers, and other interactive opportunities.
- Foster community pride and quality of life for residents of the St. John Valley through initiatives and collaborations that celebrate, raise and support regional identity. Efforts may include:
 - Offer or collaborate in providing front-line hospitality and visitor experience training.
 - Promote and support work of historical societies, cultural groups, community groups, artists, creative entrepreneurs.
 - Use traditional methods and new technology for building cultural awareness.
 - Develop programs that involve youth and local schools (e.g., link with programs and help enhance curricula; create programs that connect youth with elders).
 - Identify ways to activate and animate areas of the byway through events, exhibitions, music performances and theatre, turnouts, information kiosks, pop-up experiences, etc. Create new ways to experience the culture and traditions of the region.
 - Acknowledge success stories and achievements that contribute to the byway (e.g., award or some form of public recognition).

STRATEGY 1.B

Support and make visible the bilingual character of the region.

Actions

- Develop a visible language strategy that encourages the bilingual use of French and English in a variety of applications, such as signs for businesses and public buildings, street signs and other municipal applications, translation services, print and electronic media, and at events). Collaborate with the Association Française de la Vallée-St-Jean (formerly Le Club Français).
- Create or encourage experiences and events that showcase the French language and diverse cultural expression. Support efforts that encourage French language education in schools and community education programs.
- Be consistent and attentive to the use of French in byway programs and products and use when possible and appropriate. Shape an authentic message about the French language in byway communications.

STRATEGY 1.C

Support the region's international nature by linking with our neighbors in New Brunswick and Québec in promotional and awareness-building initiatives and collaborations.

Actions

- Foster international cooperation by leveraging past and existing international efforts (such as Voici the Valley Cultureway, Acadia of the Lands and Forests). Create a "Byway InfoHub" for residents and travelers about activities and services, including the international experience of the region.
- Encourage increased cross-border activities in collaboration with Aroostook County Tourism, Maine Office of Tourism, and other regional and state groups.
- Be attentive to and knowledgeable about regulations and laws for cross-border travel and activities.

STRATEGY 1.D

Leverage regional and external activities and development efforts that benefit the byway.

Actions

- Consider National Byway Designation and other related programs that will benefit and expand the byway.
- Maximize use of regional studies, reports, and projects related to culture, tourism, and destination, community and economic development that may benefit the byway.
- Support awareness-building activities and events by helping to leverage funds for opportunities that will enhance the byway experience (e.g., collaborate with artists, cycling groups, musicians, etc.).

Goal 2 Steward and enhance cultural, historic, scenic, and natural assets

STRATEGY 2.A

Maintain and encourage efforts that support byway integrity and meaningful experiences. Broaden awareness of the importance of preservation, protection, and stewardship of cultural intrinsic qualities, including historic, scenic, and natural assets.

Actions

- Shape and share an authentic and genuine message about the region’s culture. Ensure correct historical facts and information about key cultural groups (Acadians, French-Canadians, Scots-Irish, Native Americans). Avoid compromising a genuine story for convenient, myth-perpetuating, and catchy marketing.
- Assess and keep vigilant of high-value intrinsic regional byway assets that are at risk or may become endangered. Keep asset and resource mapping current. This includes being attentive to existing signage, buildings, development, and landscaping that impact the byway’s character. Establish a system for monitoring changes in the condition of key assets and a methodology to respond to changes or threats.
- Support efforts to strengthen the capacity of museums, historic sites, and varied art/cultural activities to ensure enhanced experiences and greater accessibility to the byway visitor.
- Be attentive to economic and other forms of development in byway communities. Strive to ensure they do not compromise or detract from the cultural qualities and overall experience of the byway. Be attentive to municipal comprehensive plans, zoning for protection, and preservation of historic architecture, sites, and districts. Work with municipalities and communities to identify their role in protection and promotion of culture and heritage, accessibility to cultural experiences, engagement with the land and outdoor recreation, visitor amenities, and overall visual landscape of the byway.
- Link with regional, state, and federal entities concerned with preservation and stewardship and play a role in sensitizing and educating residents. When possible integrate these efforts into byway programs. Efforts may include:
 - Preservation, restoration, maintenance, and enhancement of historic buildings and vernacular architecture (e.g., regional groups, Maine Historic Preservation, Maine Downtown Program)
 - Environmental restoration, maintenance, and enhancement of native plants/trees and other natural resources (e.g., Dept. of Parks and Lands, MaineDOT)
 - Preservation of cultural traditions (e.g., language and apprenticeship initiatives)
 - Small farm efforts that preserve agricultural landscape (e.g., Maine Farmland Trust).
- Enhance alternative, safe, and efficient multi-modal forms of transportation to vary byway experience and reduce dependency on automobiles (e.g., bike paths, boats, walking, horseback riding, hiking, rail).

STRATEGY 2.B

Enhance and protect the visual character of the region's landscape, including downtowns.

Actions

- Work with municipalities, community groups, and state departments to encourage participation and cooperation to keep the byway beautiful and to enhance views and vistas. Efforts may include:
 - Advocate for local scenic enhancements (e.g., comprehensive plans, local zoning, signage ordinances); be aware of state laws that impact the byway
 - Offer suggestions to communities to enhance streetscape, design standards, and other regulations that impact the byway
 - Create an “adopt part of the byway” program
 - Encourage service groups to collect litter along the byway
 - Connect with the Maine Downtown Program and other related agencies to support revitalization of byway communities
- Support efforts for a visual resource assessment for managing roadsides (e.g., vegetation management, turnouts, signage, kiosks, utility lines, overlooks). There are many potential sites for turnouts, such as on U.S. Route 1 along the St. John River in St. Francis and Madawaska.
- Create corridor-specific design guidelines to ensure the byway's unique character and visible roadside elements are maintained, enhanced, accessible, of lasting quality, and safe. This may include a design manual that inspires property owners to beautify their properties along the byway.

Goal 3 Foster growth of regional tourism and economic opportunities

STRATEGY 3.A

Enhance the visitor experience through safe access to the byway, wayfinding and interpretive information, investment in infrastructure, and product development.

Actions

- Be constantly attentive to visitor accessibility of meaningful and genuine cultural experiences along the byway. Create a coordinated effort to enhance facilities and programming of sites and groups to ensure stronger visitor experience (e.g., site expansion, washrooms, docent training, interpretation, communications). Link with programs like elder tours, “passports” for visiting museums, etc.
- Remember our international context. Efforts may include:
 - Explore realistic and sustainable ways to increase cross-border experiences that complement the byway and support efforts by municipalities, nonprofits and businesses
 - Identify and act on promotional opportunities associated with international events and other cross-border development initiatives with New Brunswick and Québec. Consider strength in number: “One territory of three regions”
 - Create an online Byway InfoHub and share the American and international experience

- Develop diverse ways to share and make accessible the byway story (e.g., StoryMap, interpretative panels, way-finding signage, town/regional maps, print materials, videos, kiosks, guides, and electronic media). Design these products to reflect byway character, represents a consistent message, and are clear, safe, and usable by all people. Collaborate with agencies that complement and/or can assist our efforts, such as the National Park Service, whenever relevant and possible.
- Encourage cross-sector marketing opportunities with nature/recreational tourism activities and support their enhancement, particularly those that connect to byway themes (e.g., early travel along the St. John River, the Allagash, agriculture, etc.).
- Provide and enhance opportunities for safe, multi-modal travel and touring programs along the byway that are diverse and engaging (e.g., trails, pathways, and cycling). Strive to ensure that the byway visitor can move throughout the region safely, with ease, and in comfort.
- Promote and manage the byway in ways that do not interfere with the resident's quality of life and minimize impacts on non-tourism aspects of local economies and/or sensitive natural resources.

STRATEGY 3.B

Collaborate with local, regional, county, and state entities to enhance market and tourism opportunities and ensure quality visitor services.

Actions

- Collaborate with Aroostook County Tourism (ACT) and Maine Office Tourism (MOT), Maine Woods Consortium (MWC), regional chambers of commerce, and complementary initiatives, to maximize and strengthen the visitor experience and perception of the byway's character (especially at gateways, visitor centers, and key service center communities). This may also include helping to establish new facilities and services. Link with programs and electronic technology that benefit the byway (e.g., other state byways, WebTours, StoryMap).
- Be attentive to tourism and destination development trends to learn about techniques and best practices (e.g., marketing, visitor services, amenity development, etc.). Participate in regional and state tourism meetings and trainings when possible. Keep current of tourism information on industry websites and relevant print materials.
- Integrate components of county and state tourism strategies that complement and support byway efforts and also advance their efforts (e.g., travel itineraries; keeping visitors longer, and encouraging day trips to other parts of the byway and throughout all seasons).

STRATEGY 3.C

Foster a better quality of life in communities by informing municipalities, businesses and nonprofit groups of the opportunities that the byway can provide.

Actions

- Encourage opportunities for municipalities, nonprofits and tourism-related businesses along the byway to support the byway and take advantage of the byway experience. Efforts may include:
 - Workshops/mentoring program on signage, marketing, customer service, leadership skills
 - Inclusion of the byway in municipality comprehensive planning and strategic plans
 - Collaboration in developing ways to increase length of time that visitors stay in the region (such as itinerary packages, cross-linking activities and experiences)
- Be attentive to development studies and projects which identify opportunities for the creation of products and services based on intrinsic qualities and make efforts to implement what is relevant to the byway (e.g., French immersion programs, cycling trails, culinary experiences, touring itineraries, venues to showcase handmade goods, shared marketing, etc.).
- Be part of the solution for regional job creation. Support, respect, and use the skills and talents of the people living and working in the region to advance the byway.

Goal 4 Establish byway management that reflects our values

STRATEGY 4.A

Create an entity to oversee the management and sustainability of the byway.

Actions

- Establish a management structure with leadership firmly situated in the region (committee, community group, coalition, or network of agencies aligned with a supporting anchor administrative agency). Maintain ongoing community involvement in additional planning and implementation of byway goals.
- Define purpose, organizational parameters, and decision-making processes that are inclusive, flexible, realistic, and reflective of the byway values and goals. This includes being attentive to:
 - Hire locally, respect and support the skills and talents of people who live in the region
 - Develop and maintain buy-in and ownership for byway management and partners
 - Nurturing leadership, creative approaches, and public processes, including relationships with local media that advance the byway and engage residents in future programming
- Submit grant proposals to fund byway coordination and projects. Collaborate with municipalities, nonprofits or other agencies on related initiatives when appropriate to raise funds. Advocate for state and federal byway program sustainability.
- Establish ways to periodically review and update the CMP, measure impacts of the byway, and improve byway quality and safety.

STRATEGY 4.B

Foster cooperation and build relationships to enhance visibility and sustainability of the byway.

Actions

- Ensure that the CMP is consistent with applicable local, state, and federal plans and regulations. Be attentive to byway community visions, plans, and programs that complement the CMP, and when/if possible coordinate efforts and encourage its adoption by each byway community.
- Foster public interest, involvement, and sense of ownership in the success of the byway through effective communications and direct engagement. Efforts may include:
 - Creating effective and efficient ways to communicate, promote, and share information (e.g., releases, website, StoryMap, e-newsletter, local cable, social media).
 - Ensure gateway signs and all byway signage are protected, respected, and maintained.
 - Identifying, strengthening or forming new partnerships by offering programs and expertise, raising visibility, leveraging funding, and so on. This includes individuals and groups at a community, regional, state, national and international level.

STRATEGY 4.C

Develop and maintain authentic and effective communications strategies that promote the byway.

Actions

- Shape and maintain an authentic and genuine message about the byway's culture and place. Develop an internal and external communications strategy that reflects the byways' character and goals, as well as being attentive to visitor preferences and expectations. Ensure integrity at all times and avoid convenient, myth-perpetuating, catchy marketing approaches. Be aware of communication and marketing strategies that promote Aroostook County and the State of Maine.
- Build and maintain a cohesive brand identity with a distinctive byway name and logo, signage strategy, and promotional materials using a combination of print and electronic materials. (e.g., website, driving tours, online platforms, brochures, videos, software applications, etc.). Ensure professional and high quality design and communication.
- Coordinate with regional stakeholders and other entities to leverage marketing opportunities to promote the byway.

Managing the Byway

Protection, Land Use, Environment, and Zoning

Six of the ten municipalities located along the St. John Valley Cultural Byway have Growth Management Comprehensive Plans. These municipalities have identified scenic, historic, and cultural areas within their communities so that some level of protection can be afforded them either through easements, the development of ordinances, or the update of existing land use regulations. In one case, Fort Kent is considering a differing tax rate structure for those wishing to locate in significant view shed areas.

Some communities (e.g., Frenchville and Madawaska) have also adopted wind energy ordinances designed to protect scenic qualities of the byway, while allowing wind energy to be developed in appropriate locations. The Northern Maine Development Commission (NMDC) reviewed plans developed under the current Growth Management Act as well as plans developed in the 1990's and early 2000's. Several communities whose plans expired in 2012 are planning to update them.

During the comprehensive planning process, municipalities have the opportunity to identify archeological, pre-historic, and historic sites and buildings located within the town.¹⁸ These sites may or may not be listed on the National Register of Historic Places through the Maine Historic Preservation Commission. In many cases, these sites are locally or sub-regionally important. All of the plans identify sites that are not listed in a statewide or national database. Several towns are requesting that the Maine Historic Preservation Commission (MHPC) review these sites to determine their regional importance.

While all of the comprehensive plans generally identified the scenic quality of the region, the towns of Allagash, Fort Kent, Van Buren, Grand Isle, and Madawaska, identified specific scenic locations. Fort Kent also highlighted significant view sheds that were mapped in a 2009 project completed by students in the GIS program at the University of Maine at Fort Kent. All plans listed specific historic or archeological sites that were either identified locally or through studies completed by the MHPC.

Unorganized Plantations and Townships

Unorganized plantations (i.e., St. John Plantation) and townships fall under the jurisdiction of the Land Use Planning Commission (LUPC). LUPC has implemented a statewide zoning ordinance for its entire jurisdiction and there are land use protection and structural standards designed to protect scenic resources and view sheds. The ordinance also contains protection measures for historic and archeological resources.

LUPC is currently in the process of revamping how it conducts land use planning and ordinance development with the [Community Guided Planning and Zoning program](#). Their goal is to make plans and ordinances more pertinent to local issues in each region of the state. There may be an opportunity to identify and protect scenic, historic and cultural resources at a greater level in the future.

¹⁸ An overview of comprehensive plans and ordinances is included in supporting material document.

For example, NMDC, along with a steering committee, is currently undertaking a community guided planning and zoning project in the unorganized townships and plantations of Aroostook County. The goal is to develop prospective zoning for areas within that region (i.e., planning to proactively direct growth in certain areas of the jurisdiction). Prospective zoning identifies areas within a community or region that are most appropriate for additional growth based on existing development patterns, natural resources, infrastructure and natural constraints, and the information and general policies contained in the Maine Land Use Planning Commission's "Comprehensive Land Use Plan."

Protection Techniques

The St. John Valley Cultural Byway's intrinsic resources do not encompass just roadway pavement, right-of-way areas, and adjacent roadside, but also the many elements that make up scenic vistas and cultural resources. Municipalities need to understand that scenic and historic corridors may extend for many miles beyond horizon vistas, depending on the terrain.

Unfortunately, unplanned growth, poorly designed development, and incompatible land uses can easily compromise the aesthetic and historic qualities of the byway. Planning can yield direct and indirect benefits for communities, landowners and roadway users. Direct benefits may include increases in tourism revenue due to identification on state, federal and local maps; increases in business, tax revenue, and jobs from tourist dollars; access to federal and state funding for planning and managing the corridor; increases in property values, improved maintenance and higher budgets for roads; and access to money and other assistance from state and national offices of economic development and tourism. Indirect benefit includes official recognition that what the community has is distinct and special.

Five of the eleven communities along the byway have some form of review criteria within Subdivision and Site Design Review Ordinances that provide a level of protection for the corridor segments within their towns. They include Fort Kent, Frenchville, Madawaska, St. Agatha, and Van Buren. Of the seven byway towns that have comprehensive plans, only Fort Kent, Madawaska, St. Agatha and Van Buren identify specific resources that should be protected along the byway corridor, while Frenchville and Grand Isle have strategies to protect natural, cultural/historic, or scenic resources.

The State of Maine regulates outdoor advertising through what is known as the "billboard law", and the regulatory authority of MDEP under Title 38 § 484.3 in reviewing applications for development that fall under their jurisdiction. Additionally, the MaineDOT Access Management Rules regulating driveways and entrances are in effect for the entire proposed corridor outside of the urban compact zones.

Municipalities are urged to update their comprehensive plans and create policies and strategies for land use and land use protection specific to the byway that provides the framework for protection of cultural and scenic resources. Municipalities should also identify resources that are in critical need of protection. These policies can then be used to develop ordinance wording consistent with the plan.

Road Safety Issues

A review of local comprehensive plans did not cite many specific safety issues other than normal snow drifting issues. To support an increase in tourism, it may be necessary to improve pedestrian and non-motorized transportation through a combination of bicycle lanes, sidewalks, and shoulder widening projects. Several communities are undertaking bicycle and pedestrian planning projects with safety improvements. Further, the National Park Service recently announced that it awarded Fort Kent a technical assistance grant to complete projects around the Fish River Greenway.

A new commercial Port of Entry was recently opened in Van Buren. While the reconstruction was initiated due to road and structure damage sustained during the 2008 floods, new road geometric and intersection construction leading to the Port was designed to improve traffic safety and flow, especially heavy truck traffic, in Van Buren's downtown.

Community Safety Issues

Town	Safety Issues Cited
Allagash	Wesley Brook Culvert and corner freezes before rest of pavement and is improperly crowned. Deer in road during the winter months. Signage needed to alert travelers.
St. Francis	None cited.
St. John	None cited.
Fort Kent	Corner located near the municipal golf course is improperly crowned. All railroad crossings are in need of upgrades. New pedestrian trails in the downtown will require better signage and striping.
Frenchville	Drainage problems were identified around Dickey Brook Bridge. Snow drifting problem area was identified on Route 1 on top of the hill by Queen Village, past Forest Ave. The Church Road and Route 1 intersection was identified as having sight distance problems. Other intersections with identified problems are Starbarn Avenue and Route 1, and Hill Avenue and Route 1.
Madawaska	General condition of Route 1 west of Madawaska's downtown was cited as a safety issue. Intersection of Bridge and Main St. has high Critical Rate Factor.
Grand Isle	None cited. There were no locations with high Critical Rate Factors. However, there has been a higher than expected number of accidents between the Van Buren Townline and the MMA (now Northern Maine Rail) rail crossing. Speed in the village area has also been cited as a safety issue.
Van Buren	High incidence of car/moose collisions north of Keegan. Poor road conditions along U.S. Route 1, north of Keegan.
St. Agatha	None cited on Route 162.
Hamlin	None cited.

Wildlife – It should be noted that many of the accidents in Allagash and Cyr Plantation were animal related. In Allagash, a number of deer/vehicle accidents were recorded during the winter months when deer are in their wintering areas. Conversely, a majority of the moose/vehicle accidents in Cyr Plantation occurred in June. These incidences may be reduced through improved roadside visibility measures and additional signage. The MaineDOT and Inland Fisheries and Wildlife are working on a number of pilot projects that would help increase visibility of animals along the roadside. Signs alerting motorists of "High Deer Concentrations" and moose crossings have been installed in Allagash, Grand Isle, and Van Buren.

Additionally, the MaineDOT has placed reflectors along roadsides on U.S. Route 1 in Van Buren and Cyr Plantation where a high number of moose collisions have occurred. Preliminary results indicate that these reflectors have reduced the number of accidents in these locations.

Traffic accident information was gathered from the MaineDOT Traffic Engineering Accident Records to determine any serious issues with traffic safety along the length of the corridor. During the study period of January 2006 to December 2012, there were a total of ten (10) fatal accidents along the Route 161/Route 1/Route 1-A/Route 162 corridor. On Route 161, there were two (2) fatal accidents, one in 2006 (Fort Kent), and one in 2010 (St. John). The St. John accident occurred in February; slippery road conditions were considered the cause. The Fort Kent accident occurred in July; the weather was clear at the time of the accident. During the same time frame, there were no fatal accidents on Route 1-A in Hamlin.

Between 2006 and 2012, U.S. Route 1 had six fatal accidents with a total of seven people killed. Fatal US Route 1 accidents occurred in Fort Kent (1), Frenchville (1), Madawaska (2), Grand Isle (1), and Van Buren (1). Accidents occurred during winter and summer with two accidents being attributed to snowy road conditions. Fatal accidents in Fort Kent and Madawaska involved pedestrians in the downtown area.

Overall there were 1,071 accidents along the proposed corridor between 2006 and 2012. A review of the data does not indicate any one location with higher than expected number of accidents. U.S. Route 1 had the highest number of accidents with 627, followed by Route 161 with 328. Crash rates along the proposed byway are highest in the most heavily congested areas, particularly Madawaska and Fort Kent. However, those accidents that are considered the most severe are higher where traffic speeds are at their maximum, including sections of U.S. Route 1 in Fort Kent, Van Buren and Grand Isle, and Route 161 in Allagash.

Safety and Private Enterprise

MaineDOT is committed to improving safety along all transportation corridors and the byway specifically. The reduction of accidents rates can help maintain and improve economic activity within a municipality. Often transportation projects are not specifically listed as safety projects but are designed to improve roadway performance. These projects can impact a municipality's economic development objectives, such as increasing productivity, employment, business activity, property values, investment and tax revenues.

In general, transport projects that improve safety often improve accessibility by increasing the ability to provide goods and services, employment and services, and reduce transportation costs such as a reduction in travel time, vehicle operating costs, road and parking facility costs, accident and pollution damages. Safety projects can also increase economic productivity and development.

Traffic Volumes/User Types

MaineDOT's Traffic Engineering Division and Traffic Monitoring Section are responsible for the collection of traffic data and maintenance of statewide traffic volume database. The reduction and reporting of traffic volumes and vehicle classification data are accomplished through two types of count programs.

MaineDOT had completed counts in 2012, which were published in April, 2013. Communities along U.S. Route 1 (i.e. Fort Kent to Van Buren) on average had the highest traffic counts; Madawaska had the three highest AADT with 9,440 located at the intersection of U.S. Route 1 and 16th Avenue; 9,260 at 12th Avenue; and 8,970 at Bridge Street. Fort Kent followed closely with 8,200 located at the U.S. Route 1 and Route 161 intersection. Both Fort Kent and Madawaska, on average had the highest traffic counts along the proposed byway. As a result, both of these communities can be considered service centers for the sub-region. Additionally, Madawaska is home to the region's largest employer, Twin Rivers Papers, thus generating significant commuter and freight traffic.

Route 1-A

Traffic counts were available only for Route 1-A in Hamlin. Highest counts were located at the Van Buren town line (1,190 AADT). These counts indicate traffic generated by commuters living in Hamlin and working in either Van Buren or in communities along the U.S. Route 1 corridor. Route 1-A serves as a heavy haul truck route for products shipped to or from the St. John Valley.

Route 161

Traffic volumes drop off precipitously along the Route 161 corridor (Fort Kent to Allagash). Allagash has the lowest volume of all sites with an AADT of 60. This route serves as a major heavy haul freight route, a tourism route, and a route for commuters and residents to access Fort Kent or other communities. It is also the only major route into and out of the western portion of the St. John Valley. Traffic on this route can be heavily influenced by the amount of timber harvesting occurring in the North Maine Woods located to the west of Fort Kent.

Route 162

Counts were available only for Route 162 in St. Agatha. Highest counts were located around the intersection of the Dumais Cross road (1470 and 1480 AADT). These counts indicate traffic generated by commuters living in St. Agatha, and working in either Madawaska or Fort Kent. It is also indicative of heavy truck traffic serving the Twin Rivers Paper mill in Madawaska and the sub-region's agricultural industries from St. Agatha.

Roadway Improvements and Design Standards

MaineDOT's new work plan for 2013-2014-2015 supports its mission, which is "to responsibly provide our customers with the safest, most reliable transportation system possible, given available resources." The work plan contains projections of transportation resources (federal, state, other) and the MaineDOT's strategy to apply them to the planning, engineering, construction, operation and maintenance of transportation infrastructure of all modes throughout Maine. The plan emphasizes focusing scarce transportation resources on existing critical infrastructure needs, primarily roads and bridges, to the greatest extent possible.

The following projects located along the St. John Valley Cultural Byway were listed in the updated Maine DOT work plan. There is approximately 9.24 miles of roadwork plus the construction of a new bridge and the removal of the old international bridge in Fort Kent at an estimated cost of \$9,002,998. There are three projects listed in the work plan for the Northern Maine Regional Airport in Frenchville, totaling \$298,072. Projects include crack sealing, hangar construction, and taxiway extensions.

Protection Techniques

Five of the ten byway communities have some form of review criteria within subdivision and site design review ordinances that provide a level of protection for the corridor segments within their towns (refer to Table 1 – Existing Land Use Matrix). They include Fort Kent, Frenchville, Madawaska, St. Agatha, and Van Buren. Of the seven byway towns that have comprehensive plans, only Madawaska, St. Agatha and Van Buren identify specific resources that should be protected along the byway corridor, while Frenchville and Grand Isle have strategies to protect natural, cultural/historic, or scenic resources.

The State of Maine regulates outdoor advertising through what is known as the “billboard law”, and the regulatory authority of MDEP under Title 38 § 484.3 in reviewing applications for development that fall under their jurisdiction. Further, the MaineDOT Access Management Rules regulating driveways and entrances are in effect for the entire proposed corridor outside of the urban compact zones.

Environmental Conditions

The most visible natural elements of the byway corridor are the St. John, St. Francis and Allagash Rivers; the vast timberlands, farmland and pastoral landscapes; wildlife habitat associated with the aforementioned; and natural areas such as the St. John Bog and public reserve land. Their relationship to the corridor is twofold: 1. Working byway with farm equipment and log trucks using the road to access the fields and forests, and 2. Recreational byway displaying signs and services of interest to fishers, hunters, ATV and snowmobile enthusiast, and other outdoor recreational activities.

Roadway Modifications

There are currently no planned modifications to the byway corridor in the next two-year period other than normal maintenance. The MaineDOT does not have different standards for Scenic Byways, but often introduces different elements such as turnouts, rustic guardrail, or other context sensitive treatments (no longer use Cor10 steel), and landscaping. The roadway widths and geometric elements remain the same.

Several other types of guardrail are approved for use in specific situations. Steel backed timber guardrail may be used in areas where aesthetic requirements exist, such as on scenic highways or in historic districts. Corrosion resistant steel guardrail (rusty rail), a variation of the “W” Beam, may be used in similar situations. There are several cable guardrail systems that meet current standards, which may be considered. These can only be used when large deflection distances can be accommodated, and when exposure to significant snowplow contact is not expected. Cable guardrail may be considered when visibility through the guardrail is necessary or desired. (Source: Maine DOT Region 5, from *National Design Guide*).

Physical Characteristics

Physical constraints within the limits of a project on an existing highway will often determine what geometric improvements are practical and cost-effective. These include topography, adjacent development, available right-of-way, utilities, and environmental constraints. The designer should examine the geometric features and design speeds of highway sections adjacent to the proposed project to provide design

continuity with the adjacent sections. This involves a consideration of factors such as driver expectations, geometric design consistency and proper transitions between sections of different geometric designs. Other considerations should be the aesthetic, scenic, historic and cultural characteristics. *[Under Section E, Environmental]*

Natural and cultural resources often exist along highway projects. Law for public benefit protects many of these resources, such as wetlands, public parks, and historic sites. Planning and design decisions such as setting roadway alignment and widths, replacing and rehabilitating culverts, and altering drainage patterns or volumes can all directly affect these resources by degrading or destroying them. Such impacts can usually be permitted under specific circumstances but, as impacts increase, permit requirements become more costly and time-consuming.

Design elements can also indirectly affect resources and abutting private property by disturbing or exposing a hazardous substance, such as an abandoned, damaged gasoline tank; by channeling storm water toward a wetland or water body, carrying and depositing pollutants and sediment; or by impeding an established travel corridor for moose (land) or fish (water). These conditions can also affect structural integrity, safety or scenic quality of a roadway. *[Also, in the Utility Accommodation Policy]*

Scenic Areas

Certain lands are acquired or set aside for scenic enhancement and natural beauty. Such areas include Scenic Byways, scenic strips, overlooks, rest areas, recreation areas, wildlife and waterfowl refuges, historic sites, public parks, and landscaped areas. The Utilities website indicates the designated state and federal Scenic Byways within the State of Maine. To protect the aesthetic quality of these areas, new Facility installations are not permitted within scenic areas unless the following criteria are met: [23 CFR 645.209]

- The installation does not require extensive removal or alteration of trees or other natural features visible to the highway user, or impair the aesthetic quality of the lands.
- New aerial installations are permitted only if:
 - Other locations or underground construction are not technically feasible, cost prohibitive or less desirable from a visual quality standpoint;
 - The design provides adequate attention to the protection and preservation of the visual qualities of the area in location, materials and methods of construction.
- Installations for highway purposes: criteria above shall also apply to facilities for highway purposes, such as continuous lighting or services to a safety area, rest area or recreational area.

The segment of Route 161 includes sections in Allagash, St. Francis, St. John Plantation, and Fort Kent. It was originally constructed in the 1800's and has a typical R.O.W. of 66 feet for the entire study segment. The western terminus is located at the Little Black River Bridge in Allagash and extends east to Fort Kent where it then heads south toward Caribou and Fort Fairfield. The paved travel surface has a uniform shoulder width and type for right and left margins, although shoulder construction varies as one proceeds west from the residential area in Fort Kent. Generally there are no paved shoulders outside of Fort Kent with the exception of a few short segments in St. Francis and Allagash.

Conditions include no shoulder with curbing at edge of pavement; 8-foot paved with no curb and 4-foot gravel surface. With the exception of a small area in the village of Allagash, there are no sidewalks along this section of Route 161. Fort Kent, however, is examining the potential of connecting the existing sidewalk system near the town office and extending it further west towards their St. John Valley Heritage Trail, a multipurpose recreational trail.

Pavement conditions are generally fair to good for the segment of Route 161 under assessment. However, instances of potholes, frost heaves, longitudinal cracking, “alligator” cracking, and unraveling can be found specifically in the more rural sections where road maintenance has been limited to re-surfacing and drainage activities. The area from the Fort Kent Municipal golf course to the St. Francis town line is in the poorest condition. The MaineDOT is replacing culverts along the corridor but no specific work items to reconstruction or maintenance appear in the MaineDOT’s Work Plan for 2013, 2014, and 2015.

U.S. Route 1 comprises the longest segment of the byway (47 miles) with a western terminus located at the international bridge in Fort Kent. A large granite sign marks “America’s First Mile” indicating the beginning of historic U.S. Route 1. The eastern terminus is located at the intersection of Route 1-A in Van Buren, continuing south towards Caribou and Presque Isle, ultimately ending in Key West, Florida. The byway terminates at the Cyr Planation/Connor town line.

U.S. Route 1 between Fort Kent and Madawaska, is classified as a major collector, while from Madawaska to Van Buren, it is a principle arterial. The section between Madawaska and Van Buren is also part of the National Highway System. Also originally constructed in the 1800’s, R.O.W widths range from 75-150 feet depending on location. R.O.W’s widths from Fort Kent to Madawaska range from 75-100 feet while widths from Madawaska to Van Buren with two exceptions are 125-150 feet.

Sidewalks are located in the downtown areas of Fort Kent, Frenchville, Madawaska, and Van Buren. They are generally in good repair. Fort Kent is removing utility poles located in the sidewalks along U.S. Route 1 (Main Street) near the international bridge and near Route 11/ U.S. Route 1 intersection. The town is also in the process of improving sidewalks on U.S. Route 1 near the Northern Maine Medical Center.

Outside of all downtown areas, no sidewalks exist nor are any planned. Between Fort Kent and Madawaska, two to 4-foot gravel shoulders are the norm, while the segment from Madawaska to Grand Isle has 8-foot paved shoulders. Overall, U.S. Route 1 is in good to excellent condition with many improvements recently completed by MaineDOT. Route 1-A from Van Buren to Hamlin is classified as a major collector. This segment is 10.3 miles long, is considered to be in good condition, and terminates at the historic Roosevelt School House Museum in Hamlin.

The six-mile segment of Route 162 is also a major collector and connects U.S. Route 1 in Frenchville with Route 161 in Cross Lake. The Route 162 R.O.W. is typically 66 feet with gravel shoulders of two to four feet in width. Pavement surface and road conditions are generally fair to good with some recently re-surfaced sections in St. Agatha. The segment between Frenchville and St. Agatha exhibits frequent frost heaves and undulation of road profile and cross sections.

Outdoor Advertising and Signage

Clearly outlined in the byway's goals and objectives is the commitment to enhancing and protecting the scenic quality of the region's landscape, including downtowns. This speaks to a number of issues, such as zoning and signage, design standards and other regulations that impact the byway. Future planning will be needed to develop a set of design guidelines for the byway.

This will require attention to understanding the byway's focus, theme and stories, the use of certain materials for signage and their aesthetic application, collaborations with our communities, other major roadway projects and traveler amenities. In the section on the byway's wayside exhibits in this plan, we address current signage and future possibilities. Additionally, byway goals include reference to the importance of signage that reflects not only the intent behind the byway, but also its values.

Currently, signage along the proposed byway corridor is relatively well designed and attractive. In 2013, the State of Maine (MaineDOT) installed official Maine Scenic Byways signs on key routes and 26 wayside exhibits at varying locations throughout the region. Cedar bilingual "Welcome to the St. John Valley" gateway signs were placed in the early 2000s at four entry points to the region.

Way-finding signage currently exists to help travelers find points of interest, but additional way-finding signage will be needed as more intrinsic resources are identified and prioritized. The State of Maine, Title 23 Chapter 15 *Protection of Highways*, regulates the size, type, and form of signage along state highways. The following is an overview of existing signage regulations of the towns along the byway:

Frenchville and Grand Isle – Both towns have developed land use ordinances with a detailed section on sign regulation. However, the legislative bodies of the towns never enacted the ordinances, and therefore no sign regulation exists. It would be possible for these towns to enact some acceptable form of signage regulation as they each have an approved comprehensive plan that provides the legal basis for such an ordinance.

Fort Kent – Section 7.14 of the Fort Kent Zoning Ordinance includes sign regulations with reasonable design standards governing size, illumination, placement, and content. Both permanent and temporary signs are regulated. The Code Enforcement Officer has sole authority for reviewing and permitting all signs that require a permit. The list of prohibited signs includes:

- Billboards and off-premise signs; Sign(s) erected on utility owned poles and erected on trees
- Hot air or gas filled balloons, or umbrellas used for advertising
- Sign(s) mounted or painted on vehicle for advertising purposes, parked, and visible from public right-of-way except signs identifying related business when vehicle is used in normal day-to-day operations of that business
- Sign(s) to be transported by trailer on wheels; "A" frame signs
- Any sign extending or protruding over public property within two feet of curb line
- Signs extending or protruding over public property shall be approved by Code Enforcement Officer
- Signs hung from another sign; any noise making sign
- Any colored sign that attracts attention/obstruct traffic control lights so as to reduce visibility and effect; Any sign within 25 ft. of intersection of two roads that obstruct clear vision in any direction;
- Any device illuminating a sign, which directs light toward a public way as to cast its beam in the eyes of oncoming motorists or pedestrians.

Madawaska – Section 11 of the Madawaska Land Use Ordinance contains sign regulations, including a table of permitted signs and corresponding reviewing authority. The ordinance states that this section is to establish standards for signs within the town. Signs shall not detract from the visual environment of a property; that they maintain and enhance the aesthetic environment; they create and maintain an attractive business climate; minimize the possible adverse effect of signs on nearby public and private property; encourage the effective use of signs as a means of communication; and improve and maintain pedestrian and traffic safety. Prohibited signs in Madawaska are very similar to those listed in Fort Kent’s ordinance.

Van Buren – The town of Van Buren’s sign ordinance is almost identical to that of Madawaska, so uniformity as to size, location and setbacks, illumination and prohibited signs is achievable.

St. John Plantation, Hamlin, Cyr Plantation – St. John Plantation, Hamlin, and Cyr Plantation fall under the Maine Land Use Planning Commission (LUPC), which regulates signs in unorganized townships and plantations through a zoning ordinance. LUPC’s ordinance regulates sign setback, size, location, and type. Any applicant must demonstrate that the proposed sign will not produce undue adverse impact upon the resources and uses in the area. There are signs that do not require permit applications.

St. Francis and St. Agatha – The towns of St. Francis and St. Agatha have no local land use ordinances that contain sign regulations.



One of the five regional bilingual gateway signs (a project of the Maine Acadian Heritage Council, designed by Daniel Picard)

Ensuring a Strong Future

Sustaining the Byway

This Corridor Management and Partnership Plan is a guiding document. Its intent is to provide guidance and reference for management of the byway. We recognize that its success depends on a number of factors:

- Realistic goals, strategies, and actions that reflect the byway’s mission, vision, and values
- Capable people to do the work to keep the byway alive
- Buy-in and enthusiasm from regional stakeholders
- Strong collaboration with regional, county, and state partners
- Adequate and sustainable funding
- Measure, grow, adapt, and learn from our success

Community Participation

How will we keep the byway vibrant and relevant? Fundamental to the byway alive and successful is strong community participation in a variety of forms – through a byway management committee, professionals, stakeholders, and partners within and external to the St. John Valley.

Many things in community participation work well in the Valley: making a dollar stretch in countless directions, cooperative alliances, casual gatherings, and meeting face-to-face. Similarly, there are many challenges, such as the over demand on volunteers, perceived territory, lack of infrastructure and leadership, and difficulty securing funds.

By virtue of the abundance of assets and the region’s strong sense of culture and identity, we believe that the byway will endure. However, it would be remiss and shortsighted not to seize the opportunity to invest in practical and hands-on implementation of the byway goals, merged with a bold, visionary approach. Byway management needs to be grounded in high levels of idea exchange, information sharing, spanning boundaries and building solid relationships. These efforts will help to achieve the vision of the byway, which is worth repeating:

Our byway is a lasting legacy that fosters a sense of regional pride, inspires cooperation, and establishes our place within the story of our nation. It is a destination for residents and visitors to enjoy our history, culture, and land where communities work together to share authentic and unparalleled experiences about who we are – our traditions, French language, ways of life, and international connection. The byway is a catalyst to building a better quality of life for residents through insightful management, quality products and services, collaboration with public, private, and nonprofit groups, and investment in preservation and stewardship.

Byway Committee Components

To ensure short and long-term success for the byway, its volunteer management committee must be a fluid coalition composed of people from throughout the region, ideally directed by a professional and supported by an anchor organization, which provides technical assistance. Some members may have already served on the byway planning committee or were involved in some way with the creation of the byway. There is room for diversity and new voices at the table. Because of the abundance of nonprofit organizations already in the region, there may be no need create another. Rather, it may be possible to work creatively with existing organizations and leverage their assets.

An approach that moves toward a collective that brings organizations together and establishes a cooperative agreement based on a shared effort is a direction to seriously pursue. The following is a suggested guide:

- Loose coalition, collective, citizens group, cooperative agreement with 12-15 members
- Develops charter and organized to minimize high levels of organizational management
- Composed of people who are passionate about living in the St. John Valley and advancing it
- An established entity acts as an anchor, providing assistance, guidance, and leveraging funds
- Mandate is byway focused, and embraces its mission to foster larger regional development
- Could become a membership that welcomes a wide cross-section of the population

Public Agencies, Nonprofits and Private Enterprise

To ensure success for the byway, the management team will need to build and maintain networks of public agencies, businesses, and nonprofits within the region and beyond. The byway's relationship with these entities will vary depending on the kind of support required, such as funding, resources, technical assistance, or affinity marketing.

The St. John Valley, with a population of only 13,000 people enjoys an abundance of public agencies, institutions, and nonprofits. There are dozens of businesses that will benefit from the byway, such as hotels, restaurants, gas stations and grocery stores, and other tourism-related services. Each has its own mission and responsibilities that often intersect with one another around common interests and goals. The St. John Valley Cultural Byway is one of those common interests and goals.

Some examples:

- Municipalities throughout the region support the byway. There are numerous opportunities to collaborate on cultural events and various tourism related activities. Further, communities on the Fish River Scenic Byway are part of the region and naturally aligned with the byway.
- Waterways are an important part of the byway experience. The St. John Aroostook Resource, Conservation and Development (RC&D) is a groups that helps residents care for and protect natural resources in a way that will improve the area's economy, environment, and living standards.
- Historical societies and cultural groups have expressed their willingness to promote and support the byway through their websites and programming. These groups have a history of mutual support that can be tapped into by the byway management committee.
- Restaurants, like Dolly's in Frenchville for cuisine; hotels, such as the Inn of Acadia in Madawaska for overall guest experience, and Bogan Books in Fort Kent for local books and resources.

Potential Support for the Byway

The following list represents entities, in no particular order, that could support the byway in a variety of ways, such as technical assistance, promotions, resources, and funding (also see funders list below). This list represents suggestions only; it is not comprehensive.

Regional

Historical societies, libraries, cultural groups
Maine Acadian Heritage Council
Acadian Archives
Fish River Scenic Byway
University of Maine at Fort Kent
Chambers of Commerce

Municipalities
Retails, restaurants, lodging, gas stations
Outdoor recreation and nature-based groups
St. John-Aroostook RC & D
Upper Saint John River Organization

County

Northern Maine Development Commission
Aroostook County Tourism
Aroostook Partnership

Maine New Ventures
Northern Maine Community College
Aroostook County Government

State

Maine Department of Transportation
Other Maine Scenic Byways
Maine Office of Tourism
Maine Dep. of Environmental Protection
Maine Downtown Network
Bicycle Coalition of Maine

Maine Department of Public Safety
University of Maine System
GrowSmart Maine
Maine Humanities Council
Maine Arts Commission

Federal

Federal Highway Administration
Scenic America
National Park Service

USDA Rural Development
National Endowment for the Arts/Humanities

Other

Core Leadership Team, Acadia of the Lands and Forests, New Brunswick and Québec
Northern Forest Center, New Hampshire

Funding and Partners

It would be unreasonable to assume that securing a direct and steady funding stream to sustain the byway will come easy. The byway management committee must possess an understanding of fundraising, keep up-to-date with existing and potential funding entities, and consider creative approaches to fundraising. For example, some of the entities listed below may not necessarily have granting programs, but may be able to partner with the byway to help access or serve as a pass-through for funds from another source.

Funding the byway with multiple sources can provide leveraging power between private/public sector partners and increase byway success over single-source funding. The byway will benefit from connecting with funding resources, such as the Grantsmanship Center and the Maine Philanthropy Center.

Potential Funders

The following list of funders is not comprehensive; they are suggestions only.

State Public Agencies

Maine Arts Commission
Maine Dep. of Economic and Community Dev
Maine Department of Transportation

Maine Historic Preservation Commission
Maine Humanities Council
Maine Office of Tourism

State Private Foundations

Betterment Fund
Davis Family Foundation
Elimina B. Sewall Foundation
Fisher Charitable Foundation
Maine Community Foundation
Margaret E. Burnham Charitable Trust

Morton-Kelly Charitable Trust
Onion Foundation
Quimby Family Foundation
Stephen and Tabitha King Foundation
Viles Foundation

Federal Public Agencies

Grants.gov (resource for federal sources)
Institute of Museum and Library Services
Local Initiatives Support Corporation (LISC)
Northern Border Regional Commission Grant Program
National Endowment for the Arts (Traditional Arts, Your Town, Citizen's Institute on Rural Design)
National Endowment for the Humanities
National Park Service (Preserve America, Save America's Treasures)
National Trust for Historic Preservation (Share your Heritage)
United States Department of Agriculture (Rural Development, Preserve America)

National Private Foundations

ArtsPlace America
Foundation Center (national fundraising resource)
Foundation for Rural Service
J. M. Kaplan Fund (historic preservation)
Jane's Trust
Kresge Foundation
Musser Fund

Nathan Cumming Foundation
Northern Forest Center
Northeastern States Research Cooperative
Surdna Foundation
Tourism Cares
Wallace Foundation

Additionally, there is a growing number of online fundraising websites that offer an alternative funding source for specific initiatives. These include FundMe, CauseVox, and Kickstarter, to name a few.

Implementation Roadmap

Next Steps

This Corridor Management Plan is a guiding document for byway management. It provides invaluable information for a byway committee to consider for future development. Given that, the timeline and potential partners are suggestions only. Implementation is a continual and adaptive process. The goals, strategies, and actions speak directly to what emerged from research and the voices of the people of the St. John Valley. It is recommended that review be done of these directions whenever possible, including identification of other strategies.

Communities along the byway's 104-miles must work together to share authentic and unparalleled tourism experiences about who we are – our diversity, traditions, French culture, and ways of life.

Sustainability is neither a rigid nor finite concept. Certainly, the byway will evolve and shift over time. It could be said that by virtue of the abundance of region's assets, the substantive development that forms the byway's foundation, and the outstanding efforts of its creation, the St. John Valley Cultural Byway will endure.

However, it would be neglectful and shortsighted to not invest in strategic and direct implementation of the byway goals, bound to a capable and visionary approach. We recognize that the practical, direct, and hands-on elements of every day tasks, such as communications and marketing, collaborative partnerships, volunteers and personnel, fundraising, and program implementation, will require sober attention, and intentional and proactive action.

The following pages provide a practical roadmap for implementation of the goals, strategies, and actions. A byway management committee composed of capable and enthusiastic people, who care about the St. John Valley and want a strong byway, will be responsible for the implementation of byway goals, strategies, and actions. Their commitment and dedication is key to the byway's success. However, it would be unrealistic to expect volunteers to carry the weight of all of this work – the implementation roadmap suggests potential partners to be part of ensuring success.

Keeping the byway and what it represents alive is a primary objective of this Corridor Management Plan. Ultimately, it will be the people of the St. John Valley, who live and work in the small towns and villages that will keep the byway vibrant, relevant, and an enduring success, as expressed by a byway planning committee member:

"Our byway would benefit most from a bit of tender loving care from the folks who live, work, and play along it. This requires an ongoing effort to engage and educate the public. We have everything going for us. Let's work together to create an incredible byway like no other."

Implementation Overview

GOAL 1 Promote and raise awareness of cultural heritage

Strategy 1.A – Strive to sustain cultural qualities and assets unique to each byway community. Collaborate with municipalities, businesses, and nonprofits to raise public awareness and foster community pride about the region’s identity and cultural heritage.

ACTIONS	TIMELINE	POTENTIAL PARTNERS
Shape authentic message	By 2015, ongoing	ACT, chambers
Education/interpretation with seminars, workshops, community events, wayside exhibits	By 2018, ongoing	Regional schools, MDOT, NPS, chambers
Develop initiatives that foster community pride and quality of life for residents of St. John Valley	By 2019, ongoing	ACT, regional schools, municipalities, MDOT, chambers

Strategy 1.B – Support and make visible the bilingual character of the region.

ACTIONS	TIMELINE	POTENTIAL PARTNERS
Develop visible language strategy	By 2016, ongoing	Centre Français, UMFK, MAHC
Create/encourage community events and school programs that support French	By 2018, ongoing	Centre Français, regional schools
Integrate French into byway programming and materials	By 2018, ongoing	Centre Français

Strategy 1.C – Support the region’s international nature by linking with our neighbors in New Brunswick and Québec in promotional and awareness-building initiatives and collaborations.

ACTIONS	TIMELINE	POTENTIAL PARTNERS
Foster international cooperation, develop Byway InfoHub	By 2017, ongoing	ACT, Core Leadership, Centre Français, UMFK
Encourage cross-border activities	By 2016, ongoing	ACT, MOT, Centre Français, regional schools, MAHC, UMFK
Be attentive to cross-border regulations	By 2019, ongoing	ACT, municipalities

Strategy 1.D – Leverage regional and external activities, and development efforts.

ACTIONS	TIMELINE	POTENTIAL PARTNERS
Plan for National Byway Designation	By 2019	MDOT, NMDC, municipalities
Use regional resources about culture, tourism, community/economic development	By 2019, ongoing	Centre Français, regional schools, ACT, NMDC, MOT, MDOT, municipalities
Support byway experience by helping to leverage funds for activities with other entities	By 2019, ongoing	Businesses, individuals, MAHC, museums, Municipalities, ACT

Legend for Partners: ACT – Aroostook County Tourism; Aroostook Partnership – AP; BMC – Byway Management Committee; CLT – Core Leadership Team, Acadia of the Lands and Forests; MAHC Maine Acadian Heritage Council; MDOT – Maine Department of Transportation; MOT – Maine Office of Tourism; NPS – National Park Service; UMFK University of Maine at Fort Kent; USJRO – Upper St. John River Organization

GOAL 2 Steward and enhance cultural, historic, scenic, and natural assets

Strategy 2.A – Maintain and encourage efforts that support byway integrity and meaningful experiences. Broaden awareness of the importance of preservation, protection, and stewardship of cultural intrinsic qualities, including historic, scenic, and natural assets.

ACTIONS	TIMELINE	POTENTIAL PARTNERS
Shape message about region's culture	By 2016, ongoing	Centre Français, UMFk, MAHC, ACT
Assess situation of high value assets; conduct asset mapping; establish way to monitor changes	By 2017, ongoing	MDOT, ACT, NMDC, MAHC
Support ways to enhance regional museums, historic sites and cultural activities	By 2019, ongoing	MDOT, ACT, NMDC, MAHC
Be aware of development in communities, comprehensive plans, zoning; help towns identify role in preservation and promotion of culture	By 2018, ongoing	MDOT, ACT, NMDC, MAHC, municipalities, cultural groups
Link with external entities concerned with preservation and stewardship and integrate into byway programs	By 2019, ongoing	MDOT, Parks and Lands, MHP, MDP, ME Farmland Trust, UMFk
Be aware of alternative modes of transportation	By 2018, ongoing	MDOT, ACT, MOT, NMDC, municipalities

Strategy 2.B – Enhance and protect the visual character of the landscape, including downtowns.

ACTIONS	TIMELINE	POTENTIAL PARTNERS
Work with towns and groups to enhance views and vistas	By 2017, ongoing	Municipalities, MDOT, UMFk, NMDC, MOT
Support visual resource assessment	By 2017, ongoing	Municipalities, MDOT, UMFk, NMDC
Create guidelines to maintain beauty of byway	By 2019, ongoing	Municipalities, MDOT, UMFk, NMDC

GOAL 3 Foster growth of regional tourism and economic opportunities

Strategy 3.A – Enhance the visitor experience through safe access to the byway, wayfinding and interpretive information, investment in infrastructure, and product development.

ACTIONS	TIMELINE	POTENTIAL PARTNERS
Help to enhance sites along byway for better visitor experience	By 2018, ongoing	Centre Français, MAHC, ACT, MDOT, MOT, chambers
Design cross-border opportunities	By 2017, ongoing	Centre Français, Core Leadership Team, regional schools, chambers, municipalities, ACT, NMDC, MOT
Develop different ways to tell byway story	By 2019, ongoing	ACT, MOT, MDOT
Encourage cross-sector marketing opportunities with nature/outdoor recreation	By 2017, ongoing	Nature, outdoor recreation groups, ACT, MOT, MDOT
Help to enhance creation of trails, different modes of transportation and safety	By 2019, ongoing	Municipalities, ACT, MOT, MDOT, chambers
Promote and manage byway that does not conflict or negatively impact local economies or natural resources	By 2019, ongoing	ACT, MOT, MDOT, SJV RC&D, nature groups, USJRO, chambers

Strategy 3.B – Collaborate with local, regional, county, and state entities to enhance market and tourism opportunities and ensure quality visitor services.

ACTIONS	TIMELINE	POTENTIAL PARTNERS
Maximize visitor experience; support possibility for new facilities and services; link with programs and electronic technology	By 2017, ongoing	ACT, MOT, MWC, chambers, municipalities, regional schools
Be current of tourism and destination development trends; participate in training and conferences	By 2019, ongoing	MOT, ACT, chambers
Integrate tourism strategies into planning and implementation to advance byway	By 2019, ongoing	ACT, chambers, MOT, municipalities

Strategy 3.C – Foster a better quality of life in communities by informing municipalities, businesses and nonprofit groups of the opportunities that the byway can provide.

ACTIONS	TIMELINE	POTENTIAL PARTNERS
Find ways to include towns, business, and nonprofits to be more involved with the byway	By 2018, ongoing	Municipalities, nonprofits, business, ACT, MDOT, MOT
Be current on opportunities to create better and specific experiences for the byway	By 2018, ongoing	Municipalities, MDOT, NMDC, UMFK, MAHC
Support opportunities to hire and support local talent to advance the byway	By 2019, ongoing	Chambers, Municipalities, NMDC, AP

GOAL 4 Establish byway management that reflects our values

Strategy 4.A– Create an entity to oversee the management and sustainability of the byway.

ACTIONS	TIMELINE	POTENTIAL PARTNERS
Establish and maintain management entity/committee for byway development	By 2015, ongoing	MDOT, ACT, UMFK, MAHC
Create organizational structure and charter	By 2015, ongoing	
Submit grant applications; collaborate to raise funds; advocate for byway sustainability	By 2016, ongoing	Municipalities, MDOT, ACT
Create method to review and update CMP	By 2016, ongoing	MDOT, ACT

Strategy 4.B – Foster cooperation and build relationships to enhance visibility and sustainability.

ACTIONS	TIMELINE	POTENTIAL PARTNERS
Ensure CMP is aligned with regulations; be aware of community plans that complement byway	By 2017, ongoing	Municipalities, ACT, NMDC, MDOT
Create effective communications and messaging	By 2019, ongoing	MDOT, ACT, MOT

Strategy 4.C – Develop and maintain authentic and effective communications strategies that promote the byway.

ACTIONS	TIMELINE	POTENTIAL PARTNERS
Shape authentic message about culture and place of byway region; develop communications strategy; be aware of county and state marketing strategies	By 2018, ongoing	MDOT, ACT, MOT, chambers
Create a cohesive brand identity and promotional materials	By 2019, ongoing	Professional designer, MDOT, ACT, MOT
Collaborate with region to leverage marketing opportunities	By 2016, ongoing	Business, chambers, municipalities, ACT



MAINE
SCENIC BYWAYS

APPENDICES

Supporting Material

**For the Corridor Management Plan of the St.
John Valley Cultural Byway**

St. John Valley, Maine
2014-2020

Includes 2020 updates

Update and Progress of the St. John Valley Cultural Byway (to 2020)

Review and updating of the CMP, and submission of an application to the FHWA for national byway designation (St. John Valley Cultural Byway combined with the Fish River Scenic Byway) was made by a working group in 2019-2020, which included Fred Michaud, MaineDOT; Sheila Jans, CultureWorth; Jay Kamm, NMDC, with input from volunteer advisors. Outreach consisted of email notices, small group meetings, and one-on-one discussions with stakeholders, such as chambers of commerce, cultural and nature-based nonprofits, businesses, legislators, and municipalities.

Tourism Data – In 2019, Maine welcomed almost 30 million visitors during the summer; 12 million overnight and 17 million visiting for the day.) The St. John Valley continues to maintain tens of thousands of visitors in the summer months.

Maine Woods Consortium – In 2017, this network of nonprofit organizations, businesses, and government agencies (such as the Maine Office of Tourism), identified the St. John Valley as an important part of Maine for strategic destination development. Their focus is on advancing the economy, environment, and community to enhance wellbeing in the Maine Woods region.

Strategic Planning – Grand Plan Madawaska, a 10-yr strategy for the Town of Madawaska, included reference to the byway, culture, stewardship and preservation, and use of French language as one of its four goals.

BikeMaine – The Bicycle Coalition of Maine held its annual BikeMaine tour in the St. John Valley in 2018. Called “Acadia in the St. John Valley – *La Terre Entre Deux*,” over 500 cyclists came to the region over several days, starting in central Aroostook, traveling north to the St. John Valley.

The consensus is the St. John Valley is prime for bicycle tourists. BikeMaine 2018 event partnered with farmers in the region to source ingredients, restaurants received meaningful bump from riders having to fend for themselves for 3 meals in a row. Many communities opened their doors.

US Bike Route 501 – The St. John Valley will benefit greatly from the 2019 federal designation of US Bike Route, which traverses two of Maine’s rural counties (Penobscot and Aroostook) and connects to the Katahdin Woods and Waters Scenic Byway and the St. John Valley Cultural Byway.

The route is part of the United States Bicycle Route System (USBRS), a national cycling network. US Bike Route 501 begins in Bangor and heads north for approximately 345 miles. The route moves through many of the region’s larger communities such as Bangor, Orono, Old Town, Lincoln, Houlton, Presque Isle, Caribou, Madawaska and Fort Kent. USBRS 501 terminates at the Dickey Bridge located in Allagash, Maine, the northern terminus of Route 161.

Cultural Tours – The *Voici the Valley Audio Story and Guidebook*, which accompanies the international Voici the Valley Cultureway (between Maine and New Brunswick), continues to be sold at museums and through chambers of commerce. An international audio tour and map was produced for the 2014 *Congrès mondiale acadien*, which includes New Brunswick, Maine, and Québec.

Community members and the Fort Kent Chamber of Commerce created a video and print itinerary promoting the St. John Valley Cultural Byway. Museums and cultural groups continue to put on events and collaborate with one another. For example, the Musée culturel du Mont-Carmel and the Acadian Village are designing an itinerary for tours, which will include lunch at an Misty Meadows Organic Farm in Grand Isle.

Progress on Byway Goals (since 2014)

GOAL 1 Promote and raise awareness of cultural heritage

Strategy 1.A – Strive to sustain cultural qualities and assets unique to each byway community. Collaborate with municipalities, businesses, and nonprofits to raise public awareness and foster community pride about the region's identity and cultural heritage.

ACTIONS	TIMELINE	PROGRESS	COMMENTS (AS OF 2020)
Shape authentic message	By 2015	✗	Sporadic, not cohesive. To be done
Education/interpretation with seminars, workshops, community events, panels	By 2018	✓	Workshops and Acadian Trunk in schools, many lectures 3 wayside exhibits along Fish River Ongoing
Develop initiatives that foster community pride and quality of life for residents of St. John Valley	By 2019	✓	Achieved through all groups, chambers, businesses, creation of Grand Plan Madawaska, various projects in all towns. Ongoing

Strategy 1.B – Support and make visible the bilingual character of the region.

ACTIONS	TIMELINE	PROGRESS	COMMENTS (AS OF 2020)
Develop visible language strategy	By 2016	✗	French Assoc. offering language classes and signs to businesses but no strategy. To be done
Create/encourage community events and school programs that support French	By 2018	✓	French Assoc. offering language classes and signs to businesses. Ongoing
Integrate French into byway programming and materials	By 2018	✓✗	3 wayside exhibits are bilingual, but no print or online. To be done

Strategy 1.C – Support the region's international nature by linking with our neighbors in New Brunswick and Québec in promotional and awareness-building initiatives and collaborations.

ACTIONS	TIMELINE	PROGRESS	COMMENTS (AS OF 2020)
Foster international cooperation, develop Byway InfoHub	By 2017	✓✗	Ongoing efforts between municipalities and groups, but no creation of InfoHub To be done
Encourage cross-border activities	By 2016	✓	Ongoing efforts between municipalities and groups
Be attentive to cross-border regulations	By 2019	✓✗	Carried out mostly by municipalities and chambers

Strategy 1.D – Leverage regional and external activities, and development efforts.

ACTIONS	TIMELINE	PROGRESS	COMMENTS (AS OF 2020)
Plan for National Byway Designation	By 2019	✓	Application achieved with MDOT, NMDC and consultants
Regional resources about culture, tourism, community/economic dev	By 2019	✗	Sporadic, not full developed. To be done
Support byway by helping to leverage funds for activities with other entities	By 2019	✓✗	Not intentional, but funds raised by cultural and nature groups help the byway

GOAL 2 Steward and enhance cultural, historic, scenic, and natural assets

Strategy 2.A – Maintain and encourage efforts that support byway integrity and meaningful experiences. Broaden awareness of the importance of preservation, protection, and stewardship of cultural intrinsic qualities, including historic, scenic, and natural assets.

ACTIONS	TIMELINE	PROGRESS	COMMENTS (AS OF 2020)
Shape message about region's culture	By 2016	✗	Sporadic, fractured. To be done cohesively
Assess situation of high value assets; conduct asset mapping; establish way to monitor changes	By 2017	✓✗	Asset mapping conducted with various strategies that are regional in nature, but not comprehensive. To be done
Support ways to enhance museums, historic sites and cultural activities	By 2019	✓✗	Sporadic and piece meal, funds are raised individually. Ongoing.
Be aware of development in communities, comprehensive plans, zoning; help towns identify role in preservation and promotion of culture	By 2018	✓✗	Achieved with several towns in the region, but not comprehensively and requires greater attention to culture. To be done.
Link with external entities concerned with preservation and stewardship and integrate into byway programs	By 2019	✓	Achieved with some cultural groups. Ongoing.
Be aware of alternative modes of transportation	By 2018	✓	Achieved with bike tours, adoption of biking lanes, creation of national bike route

Strategy 2.B – Enhance and protect the visual character of the landscape, including downtowns.

ACTIONS	TIMELINE	PROGRESS	COMMENTS (AS OF 2020)
Work with towns/groups to enhance views and vistas	By 2017	✓	Achieved for some communities (e.g. Madawaska and Grand Isle). Ongoing
Support visual resource assessment	By 2017	✗	Not achieved. To be done
Create guidelines to maintain byway beauty	By 2019	✓✗	Municipalities, but not strategic. To be done.

GOAL 3 Foster growth of regional tourism and economic opportunities

Strategy 3.A – Enhance the visitor experience through safe access to the byway, wayfinding and interpretive information, investment in infrastructure, and product development.

ACTIONS	TIMELINE	PROGRESS	COMMENTS (AS OF 2020)
Help to enhance sites along byway for better visitor experience	By 2018	✓✗	Sporadic, groups do what they can. Ongoing.
Design cross-border opportunities	By 2017	✓✗	Sporadic, groups, municipalities, etc. Ongoing.
Develop different ways to tell story	By 2019	✓✗	Not explored. To be done.
Encourage cross-sector marketing opportunities with nature/outdoor recreation	By 2017	✓✗	Linking of cultural and nature based groups. A lot more needs to be done. Ongoing.
Help to enhance creation of trails, different modes of transport and safety	By 2019	✓	Some action through municipalities and nature groups. Ongoing
Promote and manage byway that does not conflict or negatively impact local economies or natural resources	By 2019	✓	Very little negative impact. Ongoing

Strategy 3.B – Collaborate with local, regional, county, and state entities to enhance market and tourism opportunities and ensure quality visitor services.

ACTIONS	TIMELINE	PROGRESS	COMMENTS (AS OF 2020)
Maximize visitor experience; support new facilities and services; link with programs and electronic technology	By 2017	✓x	Bits and pieces, but fractured. To be done and ongoing
Be current of tourism and destination development trends; participate in training and conferences	By 2019	✓	Chambers and nonprofits as they can. Not strategic. Ongoing
Integrate tourism strategies into implementation to advance byway	By 2019	x	Sporadic and fractured. Needs to be done.

Strategy 3.C – Foster a better quality of life in communities by informing municipalities, businesses and nonprofit groups of the opportunities that the byway can provide.

ACTIONS	TIMELINE	PROGRESS	COMMENTS (AS OF 2020)
Ways for towns, business, and nonprofits more involved with byway	By 2018	✓x	Town meetings, grants, and one-on-one conversations. Needs more.
Be current on opportunities to create better experiences for the byway	By 2018	✓x	Sporadic and fractured. To be done and ongoing
Support opportunities to hire/support local talent to advance the byway	By 2019	✓	Wayside exhibits and national designation application. Ongoing

GOAL 4 Establish byway management that reflects our values

Strategy 4.A– Create an entity to oversee the management and sustainability of the byway.

ACTIONS	TIMELINE	PROGRESS	COMMENTS (AS OF 2020)
Establish and maintain management entity/committee for byway	By 201,	✓	Loose coalition by consistent
Organizational structure and charter	By 2015	✓x	Bits and pieces, but still has to be done
Submit grant applications; collaborate to raise funds; advocate for byway	By 2016	✓	National designation application through MaineDOT Ongoing
Create method to review/update CMP	By 2016	✓	Reviewed for national designation Ongoing

Strategy 4.B – Foster cooperation and build relationships to enhance visibility and sustainability.

ACTIONS	TIMELINE	PROGRESS	COMMENTS (AS OF 2020)
Align CMP with regulations; aware of community plans	By 2017	✓	Updates for national designation, but needs attention to community plans Ongoing
Effective communications/messaging	By 2019	x	Needs to be done

Strategy 4.C – Develop and maintain authentic and effective communications strategies that promote byway.

ACTIONS	TIMELINE	PROGRESS	COMMENTS (AS OF 2020)
Shape authentic message about culture and place; communications strategy; know about other marketing strategies	By 2018	x	Sporadic, fractured and inconsistent. To be done.
Create a cohesive brand identity and promotional materials	By 2019	x	To be done
Collaborate with region to leverage marketing opportunities	By 2016	✓x	Achieved sporadically. Ongoing

Update – Aroostook County Tourism Marketing Plan 2020

Aroostook County is the most geographically remote part of Maine. Attracting visitors to northern Maine is a challenge, but the sparse population (and resulting low traffic volume), abundant wildlife, exceptional fishing and hunting opportunities, varied cultures, world-class outdoor recreation venues and international location, present many opportunities for marketing and development of northern Maine's tourism industry.

NMDC and Aroostook County Tourism (ACT) plan to leverage marketing targets provided by MOT to maximize marketing funds. Power sports enthusiasts, sports people, hikers, canoe and kayak tourists, off-road cyclists, and Active Travel and Upscale Camping, align with MOT's Genuine Originals and Balanced Achievers categories. Aroostook County has a growing eco-tourism/adventure destination/active travel market with hiking, mountain biking, canoe and kayak trips and Nordic skiing, with a close connection with the Nordic Heritage Sport Club and the Fort Kent Outdoor Center, which will be highlighted in regional promotion materials and events.

"Balanced Achievers" are more directly targeted by introducing potential tourists to the many cultural aspects of visiting Aroostook County, including the St. John Valley Cultural Byway, the Swedish Colony, Aroostook agricultural heritage, and a multitude of seasonal events for all four seasons. The target audience is primarily from northeastern United States, Atlantic Canada and Québec (source MOT).

ACT is confident that it can provide visitors from around the world a unique experience where "discovery" and "nostalgia" are woven together into a tapestry to ensure return visitation. The primary goals of ACT are to increase overall awareness of Aroostook tourism opportunities, drive traffic to visitaroostook.com, enhance social media presence and ultimately increase the number of visitors to the region. Methods to achieve these goals include:

- **Print** – Continue to produce "Aroostook County Visitors' Guide" and promote the successful "An Aroostook County Experience." Paid print advertising will continue with *Maine Invites You* and *Maine Snowmobile Association Magazine*.
- **Online** – Plans are to develop a strategy to enhance the image of Aroostook County in social media and with online advertising. ACT will continue to grow its social media presence, with compelling posts to Facebook, Instagram, YouTube, and Pinterest. The ACT Network continues to grow with email distribution to more than 2,000 individuals, companies, and organizations.
- **Website Development** – Continued Search Engine Optimization is required to drive relevant traffic to visitaroostook.com and for high-quality content. Optimization of the site through cross-linking similar articles, adding calls to action or next steps for the user, and implementing better data collection techniques will increase the results of ACT's online efforts.
- **Public Relations** – Experiential marketing is on the rise. Plans are for skilled content creators to share stories, photos, videos, and other content about memorable experiences in Aroostook. ACT will develop a FAM tour with content creators including journalists, bloggers, and influencers to experience a winter Aroostook Adventure. ACT will continue promoting Aroostook through press releases, membership in the Maine Tourism Association, and displays in the Hampden North and Kittery Visitors Information Centers.
- **Trade Shows** – ACT is committed to two trade shows (e.g., NH Grass Drags in Oct. 2019, and State of Maine Snowmobile Show). These are two of the most effective venues to promote snowmobiling in a part of Maine that boasts over 2,200 miles of groomed trails and readily accessible services.
- **Fulfillment** – ACT has established a strong and effective network of individuals and groups in Aroostook that align with our strategy. In addition to regular annual updates to collateral material, of paramount importance is to personally respond to email and phone requests. We are committed to continuing working relationships with entities such as the Maine Tourism Association to ensure Aroostook County's story is shared with many.

Update – Roadway Improvements and Design Standards (2019-2021)

The Maine Department of Transportation's (MaineDOT) Work Plan for Calendar Years 2019-2020-2021 includes maintenance and operations projects and activities; capital projects and programs; and administrative functions of the department. Statewide, the work described in the Work Plan has a value of more than \$2.44 billion, including 2,193 individual work items planned over three years. The following projects located along the St. John Valley Cultural Byway were listed in MaineDOT's Work Plan. There is approximately 51.2 miles of roadwork plus the construction of a new bridge and the removal of the old international bridge in Madawaska at an estimated cost (for this Work Plan) of over \$18 million.

International Bridge – In May of 2018, the Madawaska/Edmundston International Bridge and Border Crossing Feasibility Study was finalized by MaineDOT, the New Brunswick Department of Transportation and Infrastructure (NBDTI), and the US General Services Administration (GSA). The study recommended that a new bridge connect the existing border station in Edmundston, NB to a fully modernized station in Madawaska. This bridge will be built approximately 1,300 feet upriver on the St. John River.

The purpose of the proposed project is to provide for the long-term, safe and efficient flow of current and projected traffic volumes, including the movement of goods and people, between Madawaska and Edmundston. The project is necessary because the existing international bridge is nearing the end of its useful life, posted at a 5-ton weight limit. Further, the size and conditions of the existing building and site of the Madawaska border station are substandard, preventing customs and inspection agencies from adequately fulfilling their respective missions. The project is set to advertise in the fourth quarter of 2020, but physical construction may not begin until 2021, depending on contract, award, and mobilization timing.

Airport and Bridge – Not included in the appendix are two projects for the Northern Aroostook Regional Airport located in Frenchville. These include a \$2.16 million project for safety and infrastructure upgrades and a \$395,550 for safety improvements, taxiway construction and installation of PAPI and REILs). Also not referenced in the table is a \$1.5 million bridge replacement on the Madawaska Branch rail line.

Environmental Conditions

The most visible natural elements of the byway corridor are the St. John, St. Francis and Allagash Rivers; the vast timberlands, farmland and pastoral landscapes; wildlife habitat associated with the aforementioned; and natural areas such as the St. John Bog and public reserve land. Their relationship to the corridor is twofold, 1. A working byway with farm equipment and log trucks using the road to access the fields and forests, and 2. A recreational byway displaying signs and services of interest to fishers, hunters, ATV and snowmobile enthusiast, and other outdoor recreational activities.

Scenic Areas

Madawaska is undergoing downtown revitalization and streetscape design, introducing improved street lighting, pocket parks, and safer cross walks.

Roadway Improvements 2019-2021

Work Plan Year	Town(s)	Route	Description	WIN/ID	Estimated Cost
2019	Allagash, Codyville Plt, Danforth, Presque Isle	Various Locations	Cable guardrail replacement.	023737.00	\$152,250
2020/21	Allagash, Saint Francis	Route 161	Beginning 0.22 of a mile west of GC Hartt Road and extending southwest 0.16 of a mile. Continuing 0.02 of a mile west of Carney Road and extending northeast 0.11 of a mile.	017236.00	\$7,334,000
2019	Connor Twp, Cyr Plt, Van Buren	Route 1	Beginning 3.88 miles north of the Caribou city line and extending north 10.97 miles to Route 1A.	023959.00	\$2,540,088
2020/21	Fort Kent	Route 1	Located at the intersection of Route 1 and Route 11.	022861.00	\$171,500
2020/21	Fort Kent	Route 1	Located at the intersection of Route 1 and Route 161.	022863.00	\$176,500
2019	Fort Kent, Frenchville	Route 1	Beginning 0.40 of a mile west of Church Avenue in Frenchville and extending west 4.66 miles.	022656.00	\$390,000
2019	Frenchville	Route 1	Beginning at Madawaska town line, extending north 5.74 miles to 0.15 of a mile east of St. Agatha Avenue.	022657.00	\$465,000
2020/21	Frenchville	Route 1	Gagnon Brook Bridge (#2303) over Gagnon Brook. Located 0.47 of a mile south of Pelletier Avenue.	023565.00	\$1,000,000
2019	Grand Isle	Route 1	Rail Crossing (#051149D) located 0.10 of a mile north of the Van Buren town line.	024089.00	\$245,900
2019	Grand Isle	Route 1	Large culvert (#47248) located 1.25 miles north of Cyr Road.	024245.00	\$60,000
2019	Grand Isle, Van Buren	Route 1	Beginning 0.04 of a mile south of the Van Buren-Grand Isle town line and extending north 3.72 miles.	023955.00	\$781,685
2019	Hamlin	Route 1A	Replacing culvert (#47437) in Hamlin. Located 0.32 of a mile south of the intersection of Route 1.	WR 28534	\$15,000

Work Plan Year	Town(s)	Route	Description	WIN/ID	Estimated Cost
2020/21	Madawaska	Bridge Avenue	International Bridge (#2399) over St. John River. Located 0.27/mile north of Route 1 Project is partially funded for construction.	021736.00	\$18,515,000
2020/21	Madawaska	Route 1	Beginning at Fourteenth Avenue and extending west 0.16/mile to 16th Avenue.	022218.00	\$178,500
2019	Saint Agatha	Route 162	Clearing right of way. Beginning 1.20 miles south of intersection of Gilbert Road, extending southeast 10.50 miles to Route 161.	WR 37358	\$25,000
2019	Saint Agatha	Route 162	Replacing culvert. Located 1.20 miles south of the Gilbert Road.	WR 37662	\$14,000
2020/21	Cross Lake Twp, Saint Agatha, Sinclair Twp	Route 162	Beginning 2.47 miles northwest of T17 R4 WELS town line, extending southeast 10.50 miles to Route 161.	022496.00	\$3,320,625
2019	Saint Francis	Route 161	Located 2.16 miles north of Deboullie Mountain Road and extending north 0.03/mile.	022970.00	\$75,000
2019	Saint John Plt	Route 161	Located 0.57 of a mile east of Mill Road.	022972.00	\$75,000
2019	Van Buren	Route 1	Beginning 0.02/mile south of Monroe Street and extending north 2.74 miles.	20421	\$7,941,000
2019	Van Buren	Route 1	Beginning 0.18/mile north of Parent Rd, Van Buren and extending north 1.91 miles.	22658	\$315,000
Total					\$43,791,049

Fort Kent Road Safety Issues: *Hall Street/Route 1 Intersection* – Concerns for potential accidents: Hall St. is major road to residential neighborhoods, relatively busy with exit to post office. Number of access locations on Main Street and traffic turning left (both ways) appears to be priority concern, Traffic study was done. ***Elm Street, Route 1, Monument Square*** – Entrances to Daigle Oil and Paradis Shop and Save, Elm Street intersection and Monument Square intersection is busy area of Main St. with significant traffic. ***Market Street/Route 1 Intersection*** – Heavy truck traffic turning from Route 1 (east bound) onto Market St. going onto sidewalk. Line painting could be adjusted to train drivers. A Traffic Signal project is listed in current work plan (022863.00).

Van Buren Road Safety Issues: Bicycle and Pedestrian Plan 2015 identified “heavily developed and Main Street” area as problematic. Serves Main St. and for through traffic heading into/out of region. Plan called for provisions for bicycle/pedestrian safety. Traffic calming or pedestrian safety measures may not be needed as traffic generally is traveling at a lower rate of speed than other areas of Route 1. Pedestrian safety: Enforcement has increased for speeding in school zone, but proper signage is lacking. Intersection of Route 1 and Poplar Street is considered dangerous, even with wide paved shoulders. Town officials will work with MaineDOT to identify a solution to crossing issues. Safety issues in this area are varied depending on time of day (light conditions) and speed.

Update – Managing the Byway (Unorganized Plantations and Townships)

Aroostook County recently completed a Community Guided Planning and Zoning effort. The nearly three-year project resulted in the creation of a Rural Business Development (D-RB) sub-district to be included in the LUPC Chapter 10 Standards. The purpose of the Rural Business Development Sub-district is to: Encourage an appropriate range of small business development in rural areas; concentrate development in or at the edge of existing development and in concentrated areas along appropriate portions of major transportation corridors as identified by the people of the region; and to maintain rural character of region and avoid visual and fiscal impacts of unplanned growth. St. John Plantation is eligible to petition the LUPC for zone changes in their community.

Road Safety Issues

A review of local comprehensive plans did not cite many specific safety issues other than normal snow drifting issues. To support an increase in tourism, it may be necessary to improve pedestrian and non-motorized transportation through a combination of bicycle lanes, sidewalks, and shoulder widening projects. Several communities are undertaking bicycle and pedestrian planning projects with safety improvements. Further, the National Park Service recently announced that it awarded Fort Kent a technical assistance grant to complete projects around the Fish River Greenway.

High crash locations (HCLs) were identified by MaineDOT as being locations with eight (8) or more crashes and exceed the Critical Rate Factor (CRF) of 1.00 or greater within a three-year period. A highway location with a CRF greater than 1.00 has a frequency of crashes that is greater than the statewide average for similar locations. A CRF is a statistical measure to determine the “expected crash rate” as compared to similar intersections in the State of Maine. A review of crash data provided by MaineDOT shows that there are no HCLs located in byway communities between 2014 and 2018.

Safety and Private Enterprise

MaineDOT has significantly increased the amount of work listed for byway communities in the 2019-2021 Work plan. Several safety projects are listed in the MaineDOT work plan. These include, but are not limited to, signal and intersection improvements and increasing animal awareness signage along various locations.

Traffic Volumes/User Types

MaineDOT had completed counts in 2012, 2015, and in several locations 2017. Results were published in June 2018 (see tables in the appendix). Considering 2015 data, communities along U.S. Route 1 (i.e. Fort Kent to Van Buren) on average had the highest traffic counts. Fort Kent had the three highest AADT with 8,590 located west of Page Avenue; 8,190 located south of Market Street; and 8,100 located at the Fish River Bridge. Madawaska closely followed with traffic counts of 7,340 west of 12th Avenue and 6,990 east of 11th Avenue. It should be noted that only Fort Kent and Frenchville saw increases in traffic counts. The largest increase (6.5%) occurred in Fort Kent west of Page Avenue followed by 2.66% at the Fish River Bridge. Frenchville saw increases north of the Route 162 intersection.

Town	Location	2012	2015	2017	Percent Change
Cyr Plantation	At Van Buren Townline	2,200	1,900		-13.64
Cyr Plantation	South of IR 5030	1,790	1,470		-17.88
Fort Kent	At Customs		920		N/A
Fort Kent	North of Bolduc Avenue	4,450	4,190		-5.84
Fort Kent	North of Highland Avenue	5,580	5,680		1.79
Fort Kent	Southwest of Kent Street	3,700	3,740		1.08
Fort Kent	At Frenchville Townline	2,270	2,150		-5.29

Town	Location	2012	2015	2017	Percent Change
Fort Kent	South of Market Street	8,100	8,190		1.11
Fort Kent	West of Page Avenue	8,060	8,590		6.58
Fort Kent	Northeast of Customs		6,670		N/A
Fort Kent	At Fish River Bridge	7,890	8,100		2.66
Frenchville	At Bridge # 2213	2,780	2,640		-5.04
Frenchville	Northeast of Pelletier Avenue	3,130	3,010		-3.83
Frenchville	Northeast of Route 162 intersection	3,780	3,850		1.85
Frenchville	South of Pelletier Avenue	3,380	3,050		-9.76
Frenchville	West of Church Avenue	2,540	2,310		-9.06
Grand Isle	At Madawaska Townline	1,740	1,410		-18.97
Grand Isle	Northwest of Morneault Road	1,820	1,460		-19.78
Grand Isle	Southeast of Morneault Road	1,820	1,470		-19.23
Madawaska	East of 10th Avenue	8,450		7,410	-12.31
Madawaska	East of 11 Avenue	8,820	6,990	7,510	-14.85
Madawaska	East of 26th Avenue	5,960	3,950		-33.72
Madawaska	East of 4th Avenue	5,900	5,070		-14.07
Madawaska	East of Bridge Street	8,970		7,680	-14.38
Madawaska	East of Gagnon Road		3,370		N/A
Madawaska	East of Legion Avenue	8,180	6,420	6,820	-16.63
Madawaska	East of Mill Street	8,240	6,560		-20.39
Madawaska	West of 12th Avenue	9,260	7,340		-20.73
Madawaska	West of 1st Avenue	5,020	4,180		-16.73
Madawaska	West of 22nd Avenue	7,610	5,890		-22.60
Madawaska	West of 7th Avenue			5,820	N/A
Madawaska	West of 6th Avenue	6,860	5,520		-19.53
Madawaska	West of 26th Avenue	4,720	3,790		-19.70
Van Buren	North of Park Street	5,550	4,760		-14.23
Van Buren	North of Pierce Street	3,700	3,140		-15.14
Van Buren	North of School Street	5,550	4,760		-14.23
Van Buren	Northwest of High Street	5,850	5,020		-14.19
Van Buren	Northwest of Lafayette Street	6,050	4,890		-19.17
Van Buren	Northwest of State Street	4,700	4,350		-7.45
Van Buren	South of Violette Street		4,940		N/A
Van Buren	Southeast of Bridge Street	6,390	5,140		-19.56
Van Buren	Southwest of Route 1-A	1,700	1,230		-27.65
Van Buren	Southwest of Tower Drive	2,310	1,800		-22.08
Van Buren	Southwest of Route 1-A (northbound)	1,550	1,290		-16.77

Source: MaineDOT, 2019

Route 1-A

Traffic counts were available between Hamlin and Van Buren. Highest counts located southeast of State Street in Van Buren (1,290 AADT). These counts indicate traffic generated by commuters living in Hamlin and working in either Van Buren or in communities along the U.S. Route 1 corridor. Route 1-A serves as a heavy haul truck route for products. It should be noted that all locations counted had a decline in AADT between 2012 and 2015.

US Route 1A Traffic Volumes

Town	Location	2012	2015	% Change
Hamlin	Southeast of Albert Cyr Road	730	700	-4.11
Hamlin	At Hammond Brook Bridge	840	720	-14.29
Hamlin	At Van Buren Townline	1,190	1,020	-14.29
Hamlin	Northwest of Boundary Line Road	720	580	-19.44
Hamlin	South of Boundary Line Road		850	N/A
Van Buren	Southeast of State Street	1,550	1,290	-16.77

Source: MaineDOT, 2019

Route 161 – When compared to US Route 1, traffic volumes drop off precipitously along Route 161 corridor (Fort Kent to Allagash). Allagash (NW of Inn Road) has lowest volume of all sites with an AADT of 520. That same location had greatest increase in AADT at 15.56% (may be indicative of heavy truck traffic utilizing road and growing popularity of sporting camps). This route serves as heavy haul freight route, a tourism route, and for commuters and residents. It is also the only major route in and out of western portion of region. Traffic on this road can be heavily influenced by amount of timber harvesting occurring in North Maine Woods located west of Fort Kent.

Route 161 Traffic Volumes

Town	Location	2012	2015	% Change
Allagash	At Bridge 2014	720	690	-4.17
Allagash	Northwest of Inn Road	450	520	15.56
Fort Kent	At St. John Townline	1,600	1,310	-18.13
Fort Kent	East of Dempsey Curve	2,650	2,620	-1.13
Fort Kent	West of Violette Settlement Road	2,130	2,160	1.41
St. Francis	At St. John Townline	1,130	930	-17.70
St. Francis	Northeast of Morris Road	1,130	980	-13.27
St. Francis	Southwest of Sunset Drive	1,130	860	-23.89
St. John	East of Jalbert Road	1,270	1,100	-13.39
St. John	Northeast of Bea Road		1,040	N/A

Source: MaineDOT, 2019

Route 162 – Counts were available only for Route 162 in St. Agatha. Highest counts were located around intersection of Dumais Cross Road (1,470 in 2012 and 1,690 in 2015). These counts indicate traffic generated by commuters living in St. Agatha, working in Madawaska/Fort Kent. Also indicative of heavy truck traffic serving Twin Rivers Paper mill in Madawaska and sub-region's agriculture from St. Agatha. Traffic counts increased between 2012 and 2015.

Town	Location	2012	2015	% Change
St. Agatha	East of IR 3126	1,350	1,590	17.78
St. Agatha	Southeast of Dumais Cross Road	1,470	1,690	14.97
St. Agatha	Southeast of James Street	770	1,130	46.75
St. Agatha	West of Flat Mountain Road	1,290	1,680	30.23

Appendices 2012-2014

Corridor Management Plan

The *Interim Policy* for the National Scenic Byways Program states that the corridor management (and partnership) plan for a National Scenic Byway must include 14 items, with an additional three items that must be addressed for byways seeking designation as an All-American Road. The following is from the FHWA Interim Policy, May 18, 1995

1. A map identifying the corridor boundaries and the location of intrinsic qualities and different land uses within the corridor.
2. An assessment of such intrinsic qualities and of their context.
3. A strategy for maintaining and enhancing those intrinsic qualities. The level of protection for different parts of a National Scenic Byway or All-American Road can vary, with the highest level of protection afforded those parts that most reflect their intrinsic values. All nationally recognized scenic byways should, however, be maintained with particularly high standards, not only for travelers' safety and comfort, but also for preserving the highest levels of visual integrity and attractiveness.
4. A schedule and list of all agency, group and individual responsibilities in the implementation of the corridor management plan, and a description of enforcement and review mechanisms, including a schedule for the continuing review of how well those responsibilities are being met.
5. A strategy describing how existing development might be enhanced and new development might be accommodated while still preserving the intrinsic qualities of the corridor. This can be done through design review, and such land-management techniques as zoning, easements and economic incentives.
6. A plan to assure ongoing public participation in the implementation of corridor management objectives.
7. A general review of the road's or highway's safety and accident record to identify any correctable faults in highway design, maintenance or operation.
8. A plan to accommodate commerce while maintaining a safe and efficient level of highway service, including convenient user facilities.
9. A demonstration that intrusions on the visitor experience have been minimized to the extent feasible, and a plan for making improvements to enhance that experience.
10. A demonstration of compliance with existing local, State and Federal laws on control of outdoor advertising.
11. A signage plan that demonstrates how the State will ensure and make the number and placement of signs more supportive of the visitor experience.
12. A narrative describing how the National Scenic Byway will be positioned for marketing.
13. A discussion of design standards relating to any proposed modification of the roadway. This discussion should include an evaluation of how the proposed changes may affect the byway corridor's intrinsic qualities.
14. A description of plans to interpret the significant resources of the scenic byway.

CMPs and All-American Road Designation

Corridor management and partnership plans for routes nominated for designation as an All-American Roads must include specific items in addition to the 14 points required for National Scenic Byways nominations.

1. A narrative on how the All-American Road would be promoted, interpreted and marketed to attract travelers, especially those from other countries. The agencies responsible for these activities should be identified.
2. A plan to encourage the accommodation of increased tourism, if this is projected. Some demonstration that the roadway, lodging and dining facilities, roadside rest areas, and other tourist necessities will be adequate for the number of visitors induced by the byway's designation as an All-American Road.
3. A plan for addressing multilingual information needs. Further, there must be a demonstration of the extent to which enforcement mechanisms are being implemented in accordance with the plan.

Intrinsic Qualities

The following is a list of intrinsic qualities identified during byway planning as part of an initial exercise completed in October 2012. This list informed the creation of the byway and wayside exhibits. Note that this itemization is not comprehensive, nor definitive and was used only for planning.

Cultural and Historic Intrinsic Quality

Peoples

- Acadian/French Canadian (Québécois) - predominant group, referred to often collectively as “Acadian”
- Scots-Irish - settled mostly in western part of the region
- Native (First) American/First Nation (Maliseet, Mi’kmaq, Métis)

Settlement

- Madawaska Territory settlement - Founding families (genealogy); written history (Thomas Albert, Bérnice Craig, etc.)
- Wars - Northeast Boundary Dispute, Aroostook, French-Indian, 1812, etc.
- Establishment of international border, 1842 (Webster-Ashburton Treaty); relationship with Canada, educational system, Prohibition, smuggling, etc.

French Language

- Idioms, syntax, sayings, pronunciation, literature, etc.

Folk arts and Tradition

- Oral – French language, storytelling and legends (smuggling during Prohibition, logging); Music (*complaintes*, ballads, etc.); Place, road names
- Dance
- Cuisine - Ploye recipes, preserving food, outdoor ovens, etc.
- Craft - Basketmaking, costume, wood carving, snowshoe/boat making, textile work (rugbraiding, weaving)
- Gardening - traditional methods, moon-sign gardening

Connection to Land, traditional occupations/activities

- Farming - potato farming/harvest time (world leader in potato industry, 1930-1970s), long lot farms structures (e.g., Dan Cyr farm and Chassé farm in St. David), growing practices (e.g., moon sign gardening), equipment, traditional crops (flax, buckwheat, etc.)
- Maple syrup cultivation
- Logging - Allagash Museum, St. John River, river drives (existing artifacts, physical existence), boatmaking, pulp and paper industry
- Railway - Frenchville caboose and water tank; St. Francis Historical Society caboose and turnaround; Fort Kent Historical Society train station
- Hunting - tradition of hunting and Maine Guides

Catholic Religion

- Sisters and convents - *Soeurs du Bon Pasteur*, *Filles de la Sagesse*, Sisters of the Holy Rosary
- Roadside crosses and grottos
- 6 historic churches (3 on National Register) and historic cemeteries
- Religious observances (e.g., *Mardi gras*)
- Madawaska Training School
- (St. Luce Catholic Church, St. David Catholic Church, St-Louis de France, St. Paul’s Congregational Church, St. John’s Catholic Church, Christ Church Congregational)

Vernacular architecture

- Farm houses, double barns, potato houses, pioneer hand-hewn square log houses (most are privately owned and disguised under modern architecture), and architectural design elements such as ship’s knees, roof design, summer kitchens, outdoor ovens

Museums, Monuments, Historic Sites

- Museums - 13 historical museums (one is a National Historic Landmark and State Historic Site; 7 are on the National Register of Historic Places); extensive collections of traditional artifacts, buildings, photographs and documents, textiles, furniture, genealogical information, war memorabilia, etc.
- Historic Properties - private residences and churches on National Register of Historic Places; privately owned properties and within museum complexes; churches (3 on National Register) and cemeteries
- Monuments - Close to 10 sites commemorate historically significant locations, such as Acadian Landing Site in Madawaska, marker for the beginning of US Route 1.
- (Acadian Village, Van Buren;* Allagash Historical Museum; Centre Francais de la Vallée St-Jean; Frenchville Historical Museum;* Fort Kent Historical Museum;* Fort Kent Block House;* Governor Brann School House;* Greater Grand Isle Historical Museum; Isaie and Scholastic Martin Family Homestead;* Musée culturel du Mont-Carmel,* Roosevelt School House;* Ste-Agathe Historical Museum;* St. Francis Historical Museum, Tante Blanche Museum* * *National Register of Historic Places*)

Events

- Annual Festivals - Over 20 annual festivals and events throughout region that celebrate a range of activities (e.g., skiing, snowmobiling, fishing, art and culture, language, maple syrup and harvest, music, sled dogs, cycling, family reunions, etc.). Volunteer-operated and/or through local chamber of commerce.

Other

- Character (hardworking, inventive, modest, clean properties, values)
- Proximity to Canada (cultural activities, goods and services, transportation, port connections, etc.)
- Proximity to Swedish colony
- Connection to French-speaking world
- Connection to Cajuns
- Community (family traditions, spring cleaning tradition, mowed lawns, etc.)
- Community gathering locations (e.g. Mizpah)

Resources and Services

- Historical Societies and Cultural Groups - 12 registered historical societies and 2 regional cultural groups; Libraries, archives/cultural center (Acadian Archives); Regional airport; Transport companies; Railways; Border; Hospitals; Educational institutions (elementary, secondary, trade); Chambers of Commerce (tourism); NMDC/ACT; NPS; Canada (goods and services, transportation, port connections, etc.)

Scenic and Natural Intrinsic Quality

Waterways

- St. John River, basin and watershed – Longest free-flowing river east of Mississippi at 435 miles (also historical highway), one of largest watersheds in eastern North America
- Wetlands, rivers, brooks, lakes – Fish River Chain of Lakes: Long Lake, Mud Lake; St. Francis River (good for canoeing); Allagash Wilderness Waterway (92 mile waterway, attracting people from around the world)
- Falls – Fish River Falls; Allagash Falls (40-foot drop of water cascading over thin-leaved slate)

Land and Forest

- Geography - River valley, farmland, plateau, undulating hills, curving roads, prehistoric glacial patterns
- Near northern evergreen boreal forest (confirm this)
- Forest with spruce, fir, beech, maple, birch, aspen; Bogs - St. John “Quaking” Bog near Fort Kent
- Community forests (Frenchville, Grand Isle, Madawaska)
- Vistas - Morneault Road, Grand Isle (of valley); Lavertu Settlement (360 degree view); Route 1 near Lille (of river, floodplain, Musée culturel du Mont-Carmel); Marquis Road (Van Buren); Route 1, from Cyr Plantation into Van Buren (valley and St. John River); Route 1, in Cyr Plantation near Governor Brann School (farmland and distant landscape); Route 1A, coming from Caswell into Hamlin (valley, St. John River); Island in St. John River (near Upper Frenchville, other views East Frenchville); Star Barn Road (Frenchville of St. John River); Flat Mountain Road (Long Lake and farmland – Aroostook Plateau); Charette Hill (Fort Kent); Violette Settlement Road (Fort Kent); Allagash (several areas)

Flora

- Furbish Lousewort, wild orchids, bog laurel, fiddleheads, hazelnuts

Fauna

- Moose, deer, snowy owl, black bear, eagles, brook and lake trout, landlocked salmon, muskie

Special Features

- International region - St. John and St. Francis Rivers form international boundary between ME and NB – river follows ME-QC boundary before passing through ME and then flows along ME-NB boundary before heading to the sea
- Unpolluted, quiet, uncrowded
- Dark skies (aurora borealis)
- Driving on US Route 1 along the St. John River; Proximity to Route 11, Fish River Scenic Byway
- Spring thaw on St. John River (and confluence of Allagash and St. John)
- Maple syrup production
- Groomed properties, large expanses of mowed lawns
- Religious artifact and architecture (e.g., roadside crosses and churches)
- Vernacular architecture (e.g., potato houses, etc.)

Recreational Intrinsic Quality**Fishing**

- Angling - Fish River Chain of Lakes, lakes on St. John and Allagash watersheds, some of best in Maine/NE. Native/wild brook trout (Brookies), Lake Trout (Togue) in Allagash River/Fish River Chain of Lakes, landlocked salmon in Long Lake (rated one of top landlocked salmon waters in NE), Muskellunge (Muskie) part of St. John River system (celebrated by International Muskie Derby attracting 400-600 anglers); Winter fishing (Long Lake Ice Fishing Derby in January)

Boating

- Boat launching sites - Access to St. John River and lakes, Black, Gardiner, Deboullie, Denny, Crater, Perch, Upper and Togue Ponds; Motorized boating on Fish River Chain of Lakes (7)
- Paddling - Includes canoeing and kayaking: 6,000 acres of Long Lake, St. Francis River, Allagash Wilderness Waterway (State Park); St. John River (canoeable spring and early summer; Allagash Wilderness Waterway – a State Park canoeable all summer – 92-mile-ribbon of lakes, streams and rivers, surrounded by mountains and lush forests); Northern Forest Canoe Trail (740-mile paddling trail connecting watersheds across Adirondacks, New York, Vermont, Quebec, New Hampshire, and Maine. Connecting communities are Allagash for the Allagash Wilderness Waterway and Fort Kent for the St. John River)

Parks, Public Lands, Camping, Golfing

- State rest stops - Town operated stop in Grand Isle
- Parks - Riverside Park, Fort Kent; Long Lake Campground, O’Leary Memorial Park, Allagash
- Camping - North Maine Woods – over 3.5 million acres of top quality commercial forestland with camping, hunting and recreational opportunities. Included are two famous wild rivers of Northeast; St. John and Allagash. North Maine Woods completely surrounds Allagash Wilderness Waterway; Allagash Wilderness Waterway (connected to North Maine Woods with vehicle shuttle services and canoe liveries in St. Francis and Allagash)
- Golfing -Fort Kent Golf Club, Long Lake Country Club in Madawaska

Trails (primarily non-motorized)

- Hiking - Four Seasons Trail in Madawaska, Fort Kent Heritage Trail, Deboullie Trail - leads to Fire Tower in Maine Public Research Land, Allagash Falls (40-ft drop over thin-leaved slate).
- Nordic skiing - Four Seasons Trail, 10th Mountain Ski Lodge/Maine Winter Sports Center-22 km of trails, Olympic standards
- Downhill skiing - Lonesome Pine Ski Area, Fort Kent, has rental shop, food service, lounge
- Snowshoeing - Four Seasons Trail, 10th Mountain Ski Lodge, etc.

- Sled dog racing - Can Am Crown Sled Dog Race, Fort Kent, 250 mile run, qualifying race for Iditarod
- Bike riding - mapped cycle tours: Tour de la Vallée and Century Ride, 10th Mountain and Four Seasons: mountain bike trails; Heritage Trail, Fort Kent (former rail bed)

Motorized

- Snowmobiling and ATV riding - Operated by clubs, premier destination especially for snowmobiling, 2200 miles of maintained trails, rentals; Fort Kent Heritage Trail –18 m from Fort Kent to St. Francis
- Motorcycling - Four Corners Park, Madawaska

Wildlife

- Bird watching
- Hunting - Moose (and shed antlers) large quantities of black bear and deer, grouse and woodcock; Allagash has one of region's largest deer wintering areas; North Maine Woods

Flora

- Maple sugar season - traditional sugar camps
- Exploring rare plants - Furbish Lousewort – endangered in US and Canada
- St. John Quaking Bog - Fort Kent, 10 acre bog with orchids and bog laurel

Stories for Sub-themes

Potential stories for the sub-themes were used only for planning purposes. This list, which is not definitive, informed the creation of the byway and wayside panels.

Early inhabitants

- Native American territory (First American/First Nation); in this area since about 8,000 BC; Maliseets call themselves *Wolusteguiik*
- Use of and connection to the land
- Influence on settlers re. survival, food, language (terms from the indigenous Wabanaki languages borrowed into English, such as moccasin, skunk, moose, canoe, and toboggan)

Early settlement

- French roots (e.g., French arrive at Ste-Croix Island, Maine in 1604; first map of St. John Valley by Samuel de Champlain in 1612, etc.)
- Immigration (the journey – *Le Grand Dérangement* of Acadians in Nova Scotia, 1755; Acadians arrive to St. John Valley from Ste-Anne-de-Pays-Bas, NB in 1785 followed by French Canadian relatives)
- Madawaska settlement; founding families
- Scots-Irish settlement
- Wars and old trade routes (related to Borderland theme)
- Origin of communities

French language

- Identity and resilience (retaining French language and identity through family)
- Pronunciations and idioms (e.g., Geneviève Massignon, linguist from France, does in-depth study of French in the Valley in 1946 followed by many other studies by other researchers)
- Anti-French legislation (e.g., Maine anti-French language laws in 1919, repealed 1969; influence of KKK)
- Place names (e.g., *Croche de dinde*, *Brise culotte*, etc.)

Religious heritage

- Missionaries, connection to Québec Diocese, etc.
- Architecture – churches (impact on landscape, town planning, etc.)
- Learning and the arts (impact of Church on education and artistic training)
- Values, work ethic
- Observances, convents, cemeteries

Family and community

- Genealogy
- Attitudes about life and community – cohesiveness, character, social movements, tidy properties, etc.
- Inventiveness (*patenteurs*), leadership (e.g., Marguerite Thibodeau – Tante Blanche)

Oral traditions and expressions

- Storytelling (e.g., poem *Evangeline*, Allagash stories)
- Legends, superstitions and idioms (e.g., burying a shoe in the wall)
- Music (mouth harp/*bombard*, spoons, *complaintes*); Dance (arrangements, use of wooden clogs)

Material culture

- Architecture and design (double barns, “Madawaskan” design)
- Textiles (basketmaking, rugbraiding, etc.); Woodwork (carving, snowshoe-making) and furniture
- Cuisine (variations of *ploye* recipe as indication of a healthy culture)
- Historical museums as (faces of) gatekeepers to the past

People on the land

- Historical land use and building of an economy/making a living (extraction and production: farming techniques, potato industry; harvest time; long lot structures; traditional crops (buckwheat, flax – grist mills were flourishing on banks of river by 1790)
- Railway system (opening of American markets with the Bangor & Aroostook Railway in 1899)
- Woods work: pulp industry; milling, logging/lumbering/river drives (e.g., lumber camps in St. John Valley open around 1826 - practices, food, community, legends, carving, boat-making, music)
- Hunting and gathering
- Technology created as a result of culture, industry and place

Pre-1842

- Wars ranging in Northeast (e.g., war between US and Britain in 1812-15 left sovereignty over Madawaska territory uncertain - Boundary Dispute; fort at Fort Kent erected at confluence of St. John River and Fish River in 1839; Fort Fairfield as a military based during the Aroostook War in 18390.

One people, two nations – creation of the international border

- Webster-Ashburton Treaty ratified, the international border established in 1842
- Land of duality: French/English; Canadian/American; connections with Canada
- Old trade routes (e.g., the Great Communication Route between Saint John and Québec)
- Effect of Prohibition in 1930s with smuggling stories (booming business in the Valley)
- Coming of the railroads (e.g., becoming a part of the United States at that point)
- Participating in WWI and II
- “Crossing over” today, effects of border on economy (e.g., out-migration to Connecticut in 1950s)

Landscape

- Natural history and how the landscape has been shaped (the river created a valley – *one* valley, not two)
- River valley, plateaus, geography, flood plains; Region as a last frontier of forest; forest primeval
- Beautiful vistas, dark skies
- Climate (e.g., effects of harsh winters can be told through the story of *L’année de la misère noire* (Year of the Great Famine) and the heroics of Marguerite Thibodeau (Tante Blanche) in 1797)
- St. John River: its geography (watershed, floodplains) and historic, social, cultural, economic, political relevance (historically used as a transportation highway)
- Rivers (Allagash), lakes (Fish River Chain of Lakes), wetlands, falls (Fish River Falls)

Flora and Fauna

- Rare plants (furbish lousewort); native trees (cedar)
- Harvesting indigenous plants (mint, fiddleheads, maple syrup, hazelnuts)
- Wildlife (fish, birds, moose, deer, bear, etc.)
- Recreation and connection to the land (Maine Winter Sports Center formed in 2000)

Schedule and Content of Byway Planning Meetings (2012-2014)

2012

April 19, Kick-Off Meeting for Stakeholders, St. Agatha – General public invited from throughout region; introduction of working group; Presented scope of byway program, planning process, and goals; Open discussion and gained insight from stakeholders; Received applications of interest to serve as volunteers on byway committee

June 22, Secondary Stakeholder Meeting, Allagash – Working group meet with western byway towns unable to attend kick-off meeting in St. Agatha.

August 22, Planning Meeting, Fort Kent – Review of byway program, process for planning, CMPP, tourism market data, maps; Discussed sites, resources, and groups; Identified preliminary goals, potential themes for byway and lead intrinsic qualities; Received update of the *Congrès mondial acadien*

September 25, Planning Meeting, Madawaska – Discussed byway purpose and values; set preliminary goals for both; Further identified intrinsic qualities, resources, conservation needs and approaches; Discussed structure of byway, how to build experience, what visitors will see; discussed potential partners, putting key sites on a map

October 30, Planning Meeting, Fort Kent – Discussed investment, infrastructure, networks, business development, marketing, etc.; Expanded upon framing/mapping the visitor's byway experience

Focused on purpose statement; discussed cultural identity, what "Acadian" means locally; Overview of interpretative panels project and creation of subcommittee; Launching of byway planning website

December 3/6th, Teleconference meetings – Teleconference meetings with working group, committee members and additional scholars to discuss aspects of cultural identity to help shape the byway purpose statement

December 11, Planning Meeting, Van Buren – Presentation of purpose statement and adopted by planning committee; Discussed first draft of goals and strategies for the future of the byway; Discussed resources and sites on maps, linking with existing initiatives

January 29, 2013 – Planning Committee Meeting, Fort Kent – Review of process, discussion of scope of CMPP; Fine tuning of themes, sub-themes, maps, and stories for the byway experience

2013

April 10/16, Teleconference meetings – Meetings with planning committee to review text for traveler experience

April 18, Planning Meeting, Fort Kent – Presented overview of shaping a vision; Reviewed goals, strategies and actions, discussed high priority projects; Overview of status of interpretative panels

May 15, Regional gathering of museums and cultural groups, St. Agatha – Discussion of cultural activities in the region; Update of byway progress, discussion of how to build regional collaborations; Presentation of byway themes; Introduction of state agencies

2014

June 18, Adoption of plan – Review and feedback on key components of management plan; Approval of plan by committee, roll out with stakeholders

Locations of Byway Themes

THEME 1: Home- First Inhabitants and Early Settlement

Town	Site	Story
Hamlin	Roosevelt School House	Early French settlement – long lot farm structure
Van Buren (Keegan)	Acadian Village	Early French settlers - architecture, ways of living, agriculture, domestic life, genealogy
Lille (Grand Isle)	Musée culturel du Mont-Carmel	Native peoples -handcrafted items; Early French settlers - way of life, faith, genealogy
St. David (Madawaska)	Tante Blanche Museum Complex	Native peoples; Early French settlers - Madawaska settlement, first families, genealogy; old trade routes
Madawaska	Centre Français de la Vallée St-Jean	Native peoples - language impacting French; Early French settlement - language, genealogy
Madawaska	Martin Family Homestead	Early French settlement – architecture (original pioneer hewn log home), ways
Frenchville	Frenchville Historical Museum	Early French settlement
St.Agatha	St.Agatha Historical Museum	Early French settlement
Fort Kent	Acadian Archives, University of Maine at Fort Kent	Native peoples: Fish River and Early settlement, Wars
Fort Kent	Fort Kent Blockhouse	First inhabitants: settlement
Fort Kent	Riverside Park	Native peoples settlement at Fish River
St. Francis	St. Francis Historical Museum	Early Scots-Irish and French settlement
Allagash	Allagash Historical Museum	Native peoples - artifacts at Maine State Museum from Black River; Early Scots-Irish/ French settlement

THEME 2: Threads That Weave – Language, Family & Faith

Town	Site	Story
Hamlin	Roosevelt School House	Education and community
Cyr Plantation	Governor Brann School House	Education and community
Van Buren (Keegan)	Acadian Village	Family, faith, character, social
Lille (Grand Isle)	Musée culturel du Mont-Carmel	Catholic religion, architecture
Grand Isle	G. Grand Isle Historical Museum	French language
St. David (Madawaska)	Tante Blanche Museum Complex	Genealogy, religion, language
Madawaska	Centre Français	French language
Madawaska	Martin Family Homestead	Family, community
Frenchville	St. Luce Catholic Church	Faith
Frenchville	Frenchville Historical Museum	French language and family
St. Agatha	St.Agatha Historical Museum	Learning and the arts, education, convents, community
Fort Kent	Acadian Archives, UMFK	French language, family & faith
Fort Kent	Fort Kent Historic Museum	Family, community, railway
St. Francis	St. Francis Historical Museum	French/Scot-Irish, family
St. Francis	St. Paul's Congregational Church	Faith
St. Francis	St. John's Catholic Church	Faith
Allagash	Allagash Historical Museum	French/Scot-Irish language, family

THEME 3: Traditions – From Hand and Land

Town	Site	Story
Hamlin	Roosevelt School House	Farming
Cyr Plantation	Governor Brann School House	Farming
Van Buren (Keegan)	Acadian Village	Logging and railway system Material culture
Lille (Grand Isle)	Musée culturel du Mont-Carmel	Material culture – furniture, domestic articles, etc.
St. David (Madawaska)	Tante Blanche Museum Complex	Farming, logging, material culture, architecture
Madawaska	Martin Family Homestead	Architecture (private dwelling)
Frenchville	Frenchville Historical Museum	Railway – transport of potatoes, logs; Material culture –domestic artifacts?
St.Agatha	St.Agatha Historical Museum and Preservation Center	Farming (implements, etc.) Material culture – religious and domestic artifacts
Fort Kent	Acadian Archives, UMFK	Material culture
Fort Kent	Fort Kent Historic Museum	Railway – transport of potatoes and logs, etc. Material culture – domestic artifacts, town festivals that celebrate food, music
St. Francis	St. Francis Historical Museum	Railway – transport of potatoes, etc.; logging, (storytelling, artifacts); Material culture – domestic artifacts
Allagash	Allagash Historical Museum	Railway – transportation of potatoes and logs, etc. Logging, Storytelling; Material culture – domestic artifacts

THEME 4: Borderland – “The Land in Between”

Town	Site	Story
Hamlin	Roosevelt School House	International boundary, crossing
Van Buren (Keegan)	Acadian Village	Int’l cooperation – Grand Rivière, crossing over today
Lille (Grand Isle)	Musée culturel du Mont-Carmel	Smuggling stories (Prohibition)
St. David (Madawaska)	Tante Blanche Museum Complex	Land of duality, smuggling stories, old trade routes, crossing over today, commerce today
Frenchville	Frenchville Historical Museum	Land of duality
St. Agatha	St.Agatha Historical Museum and Preservation Center	World Wars (role of US soldiers with Canada in WWI, etc)
Fort Kent	Acadian Archives, University of Maine at Fort Kent	Resource only (Wars, international boundary)
Fort Kent	Fort Kent Blockhouse	Wars, international boundary
Fort Kent	Fort Kent Blockhouse	Wars, international boundary
Fort Kent	America’s First Mile Park	International boundary
St. Francis	St. Francis Historical Museum	Land of duality, smuggling, World Wars
Allagash	Allagash Historical Museum	World Wars, Land of duality

THEME 5: Place – Shaping Who We Are

Town	Site	Story
Hamlin	Roosevelt School House	St. John River – the river valley
Cyr Plantation	Governor Brann House	St. John River – the river valley, large vistas, big sky
Lille (Grand Isle)	Musée culturel du Mont-Carmel	Farmland, twisting river, ice jams
St. David (Madawaska)	Tante Blanche Museum Complex	St. John River, flood plains, boat launch nearby, eco-recreational
Frenchville	Frenchville Historical Museum	St. John River (boat launch and views), rare plants, MDOT potential park project
St. Agatha	St. Agatha Historical Museum and Preservation Center	Big sky, open field (plateau of Flat Mountain), Long Lake (boat launch and public park)
Sinclair	Entrance to byway	Long lake, wildlife, thoroughfare boat landing/park
Fort Kent	Riverside Park	Eco-recreational, all seasons
Fort Kent	America's First Mile Park	Eco-recreational, all seasons, Heritage Trail
St. Francis	St. Francis Historical Museum	Part of Heritage trail, old MDOT rest area (?), O'Leary Memorial Park
Allagash	Allagash Historical Museum	St. John & Allagash Rivers, Allagash Wilderness Waterway, wildlife (primeval forest), public boat launch, Northern Forest Canoe Trail

Location and Subject of Wayside Exhibit Sites

Exhibit Name	Location	Size
Educating farm children; One room schools	Roosevelt School, Hamlin	42" x 24"
Banning French in schools: past language struggles	Governor Brann School, Cyr Plantation	42" x 24"
Traditions of faith and church architecture	St. Bruno Catholic Church (sidewalk), Van Buren	48" x 26"
French business boom	Downtown Van Buren (sidewalk)	42" x 24"
Long lots & land use in French/Acadian settlements	Acadian Village, Van Buren	42" x 24"
Work the woods in winter	Acadian Village, Van Buren	42" x 24"
French/Acadian home and family life	Acadian Village, Van Buren	42" x 24"
Catholic: A strong religious presence among French/Acadians	Rest area, Grand Isle	42" x 24"
French settlers, Acadian cross and genealogy (kiosk)	Tante Blanche Museum, Madawaska	N/A
Tante Blanche Story	Tante Blanche Museum, Madawaska	42" x 24"
French-Acadian/English architecture	Tante Blanche Museum, Madawaska	42" x 24"
Tools: French/Acadian cultural values: <i>patenteur</i> (kiosk)	Tante Blanche Museum area, Madawaska	48" x 28"
Catholicism, education and French/Acadian communities	Town gazebo area, St. Agatha	48" x 24"
Traditions passed down through the generations	Ste-Agathe Historical Society, St. Agatha	48" x 24"
Champlain: early religious explorers	Frenchville boat launch, Frenchville	42" x 24"

Exhibit Name	Location	Size
Smuggling in the Valley	Near Frenchville Historical Museum, Frenchville	42" x 24"
How rail affected farming	Near Frenchville Historical Museum, Frenchville	42" x 24"
Farming then and now	Near Frenchville Historical Museum, Frenchville	42" x 24"
Who is a Maine Acadian and byway map (kiosk)	Acadian Archives entrance UMFK, Fort Kent	N/A
The river never divided us/ferries	Riverside Park, Fort Kent	42" x 24"
One people/two countries	Near international bridge, Fort Kent	42" x 24"
How railroads affected economic health of Valley	Fort Kent Historical Museum, Fort Kent	42" x 24"
International border markings	Town office, St. John Plantation	42" x 24"
The end-of-the-line	St. Francis Historical Museum, St. Francis	42" x 24"
The Allagash – a unique Scots-Irish community	Allagash Historical Museum, Allagash	42" x 24"
Allagash river drivers and logging	Allagash Historical Museum, Allagash	42" x 24"

Northern Maine Tourism Action Plan 2011-2016

In 2011, NMDC and ACT released the Northern Maine Tourism Action Plan 2011-2016. The plan was shaped through extensive community engagement, committee participation, and research. To develop a strong and effective marketing component for the byway, it will be important to align byway-specific objectives with broader regional strategies wherever possible. The following are relevant to the byway:

Partnerships and Networks

- Become more global, not so territorial and insular
- Establish more formal and sustained relationships with businesses and groups
- Continue, nurture and maintain existing collaborative relationships
- Explore how to leverage other infrastructures and proximity to Canada
- Expand beyond existing partnerships to include colleges and universities
- Ensure that more voices are part of the solution

Sector Effectiveness

- Sustained and effective training for customer service and hospitality for business and nonprofits
- Annual regional tourism summits
- Cooperative marketing and incentive packaging
- Link related businesses/nonprofits by creating trails
- Build upon tourism opportunities and related studies
- Gain better grasp of target markets with current research and assessment

Visitor Market

- Within northern Maine and rest of state
- Canadian Maritimes and Québec, Europe
- Attract more group and motor coach bus tours
- Cultural tourist, independent outdoors tourist
- Family-oriented activities based around natural resources

Organizational and Infrastructure

- Conduct internal assessment on structure
- Be attentive to nurturing leadership
- Promote ACT as an entity more effectively; gain better and more consistent visibility
- Establish additional reliable sources of revenue and revolving loan fund to help finance tourism sector
- Research other models of tourism development
- Higher level of data collection and information on tourism trends, models, etc.
- Assessment of the regional tourism sector: inventory and stats
- More formalized network system between ACT and chambers and other organizations

Municipal Comprehensive Plans

Municipality	Com Plan*	Scenic Areas	Zoning Ordinance	Comments
Allagash	Yes	Yes	Yes. There are no specific provisions to protect the scenic or cultural resources in town.	Allagash is located at the western terminus of the byway. There are many scenic and recreational areas.
St. Francis	No	N/A	No	N/A
St. John	No	N/A	Yes. St. John is under land use jurisdiction of Land Use Planning Commission (LUPC)	N/A
Fort Kent	Yes (draft)	Yes	Yes. Subdivision and Site Design Review have review criteria that identify scenic and cultural resources. No specific standards in the town-wide zoning ordinance. No access management standards however there are road design and parking provisions.	The comprehensive plan identified a large number of rare natural communities. However, no location of these communities was given. There has been an identification of scenic areas and several strategies are listed that call for the increased protection of scenic, cultural, and historic areas.
Frenchville	Yes	No	Yes. Subdivision and Site Design Review have review criteria that identify scenic and cultural resources. No specific standards in the town-wide zoning ordinance.	Comprehensive plan lists a large number of historic and cultural sites located in town. There is no identification of scenic areas. The plan includes a goal to develop a level of protection of scenic, historic and cultural sites in a land use ordinance. Town officials are looking to update this plan.
Madawaska	Yes	Yes	Yes. Subdivision and Site Design Review have review criteria that identify scenic and cultural resources. There are also provisions for the protection of natural features, rare natural areas, and wildlife habitat in the town wide zoning ordinance. Madawaska also contains access management, road design and construction, and on-street parking stands in the town-wide zoning ordinance.	The comprehensive plan lists six locations in town that offer scenic views. The views listed include those accessible from a public way. They include: Town View Road, Riverview Street, 11th Avenue, Fournier Road, the Acadian landing, and Mount-Carmel. There was no identification of strategies to protect these views. Town officials are looking to update this plan.
Grand Isle	Yes	No	No	Comprehensive plan often states the importance of tourism to the town. It also identifies the importance of scenic views along the St. John River, but does not identify specific locations. There are a number of strategies that promote the protection of the St. John River and its view-sheds. There are no local ordinance provisions to prevent development in scenic areas.

Municipality	Com Plan*	Scenic Areas	Zoning Ordinance	Comments
St. Agatha	Yes	Yes	Yes. Subdivision and Site Design Review have review criteria that protect scenic and cultural resources. St. Agatha has specific access management standards in place.	The comprehensive plan does not identify specific scenic areas. It does identify cultural and historic resources and public access locations to Long Lake.
Van Buren	Yes	Yes	Yes. Subdivision and Site Design Review have review criteria that identify scenic and cultural resources. There are also specific standards protecting archeological sites and development impact on Natural Beauty, Aesthetics, Historic Sites, Wildlife Habitat, Rare Natural Areas, or Public Access to the shoreline. Van Buren has specific access management standards in place.	The comprehensive plan identifies four scenic areas with the Town, three of which are related to the region. These include the: Lake Road area, Gateway area on U.S. Route 1 with panoramic views of the St. John Valley, and the view of seven church steeples from the Lake Road. The plan also identifies a number of historic structures and sites.
Hamlin	No	N/A	No	Hamlin is the gateway to the St. John Valley on Route 1-A. There are numerous scenic vistas and several historic sites. There is no level of protection for the scenic views in Hamlin.

Headings, Symbols and Abbreviations

The following is a description of the column headings, symbols, and abbreviations used for the Coverage Count Section.

Town: The town in which a count was taken

Route: The road or highway on which the count was taken.

Non-Interstate Highways and Roads – X indicates a Routed Highway (0196X = SR 196 0001X = US Route 1); A or B indicates an Alternate Routed Highway (0001A = US Route 1A 0009B = SR 9B)

Location: A description of where the count was taken.

BK = Brook; BR = Bridge; CL = County Line; CNR = Corner; CTR = Center; CUL = Compact Urban Line; DR = Drive; EB = Eastbound; HWY = Highway; IR = Inventory Road; LN = Lane NB = Northbound; OW = One Way; PK = Park; PKWY = Park Way; PL = Place; PT = Point PW = Private Way; RD = Road; RDG = Ridge; RV = River; SB = Southbound; SL = State Line SR = State Route; ST = Street; STR = Stream; TL = Town Line; US = United States Route; WB = Westbound; N/O, NE/O, E/O, etc. = North of, Northeast of, East of, etc.

Type: Category for each count taken – A = Permanent Recorder Count; B = BACTS Count; C = Coverage Count; T = Turning Movement Count

Group: The factor group assigned to the location. I = Urban Group - Roadways which carry commuter traffic and exhibit little seasonal change in traffic volumes; II = Arterial Group - Roadways which carry commuter traffic but exhibit moderate seasonal changes in traffic volumes.

AADT: Annual Average Daily Traffic

Roadway Improvements

The following projects located along the St. John Valley Cultural Byway were listed in the updated Maine DOT work plan. There is approximately 9.24 miles of roadwork plus the construction of a new bridge and the removal of the old international bridge in Fort Kent at an estimated cost of \$9,002,998; three projects for the Northern Maine Regional Airport in Frenchville, totaling \$298,072 (crack sealing, hangar construction, and taxiway extensions).

Town (s)	Route	Work Plan Year	ID #	Description	Estimated Cost
Fort Kent	Rt. 1	2013	016842.00	Large culvert replacement: 4.28 miles north Frenchville town line	\$320,000
Fort Kent	Rt. 1	2014-15	010042.10	Construct approach associated with bridge replacement at int'l bridge (No.2398)	\$5,199,593
Fort Kent	Rt. 1	2014-15	010042.30	Bridge removal: demolition of the old Fort Kent int'l bridge	\$1,000,000
Fort Kent	Rt. 1	2014-15	020430.00	Highway resurfacing: beginning 0.02/mile north of Pine Street and extending north 0.81/mile	\$341,250
Frenchville	Rt. 1	2013	017994.00	Highway resurfacing: beginning 0.26/mile east of Route 162, extending west on Route 1 for 1.44 miles.	\$561,220
Madawaska, Houlton, Presque Isle, Fort Fairfield	Rail	2013	018388.00	Signal improvements: Along several points on Maine Northern Railway	\$362,179
St. Agatha and Van Buren	Rt. 162	2013	019913.00	Light capital paving in the region	\$724,756
Van Buren	Rt.1	2013	019229.00	Drainage improvements: Located .02/mile north of Saint Francis St on Main St/ U. S. Route 1	\$244,000
Van Buren	Rt. 1	2014-15	020421.00	Highway: beginning 1.00 mile south of Parent Road and extending north 2.71 miles	\$250,000
Total				9.24 miles of road work	\$9,002,998

Traffic Volumes/User Types

The Maine DOT's Traffic Engineering Division and Traffic Monitoring Section are responsible for the collection of all types of traffic data and maintenance of a statewide traffic volume database. The reduction and reporting of traffic volumes and vehicle classification data are accomplished through two types of count programs.

The following tables show traffic counts for byway communities. MaineDOT had completed counts in 2012, which were published in April, 2013. Communities along US Route 1 (i.e. Fort Kent to Van Buren) on average had the highest traffic counts; Madawaska had the three highest AADT with 9,440 located at the intersection of U.S. Route 1 and 16th Avenue; 9,260 at 12th Avenue; and 8,970 at Bridge Street. Fort Kent followed closely with 8,200 located at the U.S. Route 1 and Route 161 intersection. Both Fort Kent and Madawaska, on average had the highest traffic counts along the proposed byway. As a result, both of these communities can be considered service centers for the sub-region. Additionally, Madawaska is home to the region's largest employer, Twin Rivers Papers, thus generating significant commuter and freight traffic.

Table 1 – U.S. Route 1 Traffic Volumes

Town	Station	Road	Location	Type	Group	AADT
Cyr PLT.	50802	0001X	US 1 NE/O IR 440 (MADORE) @ VAN BUREN TL	C	I	2200
Cyr PLT.	50806	0001X	US 1 SW/O IR 440 (MADORE RD)	C	I	1990
Cyr PLT.	51102	0001X	US 1 NE/O IR 1040 (ABEL CYR RD)	C	I	1860
Cyr PLT.	54105	0001X	US 1 S/O IR 5030 (S JCT)	C	I	1790
Fort Kent	00105	0001X	US 1/SR 161 (E MAIN) S/O SR 161 (MARKET)	C	I	8100
Fort Kent	00602	0001X	US 1/SR 161 (W MAIN) NE/O US 1 (CUSTOMS)	C	I	5180
Fort Kent	00608	0001X	US 1 (CUSTOMS BR) NW/O SR 161 (W MAIN)	C	I	940
Fort Kent	01702	0001X	US 1/SR 161 (E MAIN) NE/O MONUMENT SQ	C	I	8200
Fort Kent	01707	0001X	US 1/SR 161 (W MAIN ST) W/O ELM ST	C	I	8060
Fort Kent	02000	0001X	US 1/SR 161 (E MAIN ST) @ FISH RIVER BR	C	I	7890
Fort Kent	02101	0001X	US 1 (E MAIN ST) .25 MI N/O BOLDUC AVE	C	I	4450
Fort Kent	02301	0001X	US 1 (E MAIN ST) N/O HIGHLAND AVE	C	I	5580
Fort Kent	03506	0001X	US 1 (E MAIN ST) SW/O KENT ST (IR 1071)	C	I	3700
Fort Kent	57100	0001X	US 1 @ FRENCHVILLE TL	C	I	2270
Frenchville	35903	0001X	US 1 E/O IR 2124 (CHURCH AVE) @ BR# 2213	C	I	2780
Frenchville	35907	0001X	US 1 W/O IR 2124 (CHURCH AVE)	C	I	2540
Frenchville	52300	0001X	US 1 (MAIN ST) @ MADAWASKA TL	C	I	4220
Frenchville	52402	0001X	US 1 NE/O IR 334 (PELLETIER AVE)	C	I	3130
Frenchville	52405	0001X	US 1 S/O IR 334 (PELLETIER AVE)	C	I	3380
Frenchville	56602	0001X	US 1 NE/O SR 162	C	I	3780
Frenchville	56607	0001X	US 1 W/O SR 162 @ BR# 2087	C	I	3320
Grand Isle	30304	0001X	US 1 SE/O IR 327 (WILL CYR RD)	C	I	1680
Grand Isle	52008	0001X	US 1 NW/O IR 673 (GRIVOIS RD)	C	I	1520
Grand Isle	78400	0001X	US 1 @ MADAWASKA TL	C	I	1740
Grand Isle	78504	0001X	US 1 SE/O IR 340 (MORNEAULT RD)	C	I	1820
Grand Isle	78508	0001X	US 1 NW/O IR 340 (MORNEAULT RD)	C	I	1820
Town	Station	Road	Location	Type	Group	AADT
Grand Isle	78600	0001X	US 1 @ VAN BUREN TL	C	I	1550

Madawaska	00103	0001X	US 1 (MAIN ST) E/O 11TH AVE	C	I	8820
Madawaska	00203	0001X	US 1 (MAIN ST) E/O IR 343 (GAGNON RD)	C	I	3520
Madawaska	00503	0001X	US 1 (MAIN ST) E/O 26TH AVE	C	I	5960
Madawaska	00507	0001X	US 1 (MAIN ST) W/O 26TH AVE	C	I	4720
Madawaska	00607	0001X	US 1 (MAIN ST) W/O 22ND AVE	C	I	7610
Madawaska	00803	0001X	US 1 (MAIN ST) E/O 20TH AVE	C	I	8160
Madawaska	01003	0001X	US 1 (MAIN ST) E/O 19TH AVE	C	I	7890
Madawaska	01803	0001X	US 1 (MAIN ST) E/O MILL ST	C	I	8240
Madawaska	01806	0001X	US 1 (MAIN ST) SW/O 16TH AVE	C	I	9440
Madawaska	02407	0001X	US 1 (MAIN ST) W/O 13TH AVE	C	I	8840
Madawaska	02703	0001X	US 1 (MAIN ST) E/O BRIDGE ST	C	I	8970
Madawaska	02707	0001X	US 1 (MAIN ST) W/O 12TH AVE	C	I	9260
Madawaska	02903	0001X	US 1 (MAIN ST) E/O 10TH AVE	C	I	8450
Madawaska	03003	0001X	US 1 (MAIN ST) E/O LEGION AVE	C	I	8180
Madawaska	03307	0001X	US 1 (MAIN ST) W/O N 6TH AVE	C	I	6860
Madawaska	03503	0001X	US 1 (MAIN ST) E/O 4TH AVE	C	I	5900
Madawaska	03807	0001X	US 1 (MAIN ST) W/O 1ST AVE	C	I	5020
Madawaska	33103	0001X	US 1 (MAIN ST) E/O IR 339 (FOURNIER)	C	I	2520
Madawaska	33108	0001X	US 1 (MAIN ST) NW/O IR 339 (FOURNIER)	C	I	2600
Madawaska	78308	0001X	US 1 NW/O IR 2210 (OLD PO RD) (S JCT)	C	I	1870
Van Buren	00104	0001X	US 1 (MAIN ST) SE/O BRIDGE ST	C	I	6390
Van Buren	00108	0001X	US 1 (MAIN ST) NW/O HIGH ST	C	I	5850
Van Buren	00306	0001X	US 1 (STATE ST)(NB) SW/O US 1A (MAIN ST)	C	I	1550
Van Buren	00308	0001X	US 1 (MAIN ST) NW/O US 1 (STATE ST)	C	I	4700
Van Buren	00606	0001X	US 1 (STATE ST) SW/O TOWER DR	C	I	2310
Van Buren	01208	0001X	US 1 (MAIN ST) NW/O LAFAYETTE ST	C	I	6050
Town	Station	Road	Location	Type	Group	AADT
Van Buren	01708	0001X	US 1 (MAIN ST) NW/O	C	I	5930

			POPLAR ST			
Van Buren	02301	0001X	US 1 (MAIN ST) N/O PARK ST	C	I	5870
Van Buren	02601	0001X	US 1 (MAIN ST) N/O SCHOOL ST (N JCT)	C	I	5550
Van Buren	03005	0001X	US 1 (MAIN ST) S/O FERRY ST	C	I	4810
Van Buren	03101	0001X	US 1 (MAIN ST) N/O PIERCE ST	C	I	3700
Van Buren	03801	0001X	US 1 (MAIN ST) N/O WRIGHT ST	C	I	3220
Van Buren	03908	0001X	US 1 (MAIN ST) NW/O CHURCH ST	C	I	2140
Van Buren	51208	0001X	US 1 NW/O IR 386 (PARENT RD)	C	I	1660
Van Buren	78804	0001X	US 1 SE/O IR 390 (MARTIN RD) (PW)	C	I	1300
Van Buren	78808	0001X	US 1 NW/O IR 390 (MARTIN RD) (PW)	C	I	1610

Route 1-A – Traffic counts were available only for Route 1-A in Hamlin. Highest counts were located at the Van Buren town line (1,190 AADT). These counts indicate traffic generated by commuters living in Hamlin and working in either Van Buren or in communities along the U.S. Route 1 corridor. Route 1-A serves as a heavy haul truck route for products shipped to or from the St. John Valley.

Table 2 - US Route 1A Traffic Volumes, Table 3 - US Route 1A Traffic Volumes

Town	Station	Road	Location	Type	Group	AADT
Hamlin	49504	0001A	US 1A SE/O IR 454 (ALBERT CYR RD)	C	I	730
Hamlin	50700	0001A	US 1A @ VAN BUREN TL	C	I	1190
Hamlin	49908	0001A	US 1A NW/O IR 718	C	I	720
Hamlin	78700	0001A	US 1A @ BR# 2349 (Hammond BK)	C	I	840

Route 161 – Traffic volumes drop off precipitously along the Route 161 corridor (Fort Kent to Allagash). Allagash has the lowest volume of all sites with an AADT of 60. This route serves as a major heavy haul freight route, a tourism route, and a route for commuters and residents to access Fort Kent or other communities. It is also the only major route into and out of the western portion of the St. John Valley. Traffic on this route can be heavily influenced by the amount of timber harvesting occurring in the North Maine Woods located to the west of Fort Kent.

Table 4 - Route 161 Traffic Volumes

Town	Station	Road	Location	Type	Group	AADT
Allagash	35008	00940X	IR 940 (FRANK MACK RD) NW/O IR 1513 C II	C	II	60
Allagash	35708	00940X	IR 940 (FRANK MACK RD) NW/O IR 1519	C	II	450
Allagash	77600	00940X	IR 940 (FRANK MACK RD) @ BR# 2014	C	II	720
Fort Kent	00104	0161X	SR 161 (MARKET ST) SE/O US 1 (E MAIN ST)	C	I	6070
Fort Kent	00500	0161X	SR 161 (MARKET ST) @ CUL @ POLE #17	C	I	2900
Town	Station	Road	Location	Type	Group	AADT
Fort Kent	00606	0161X	SR 161 (W MAIN ST) SW/O US	C	I	4450

			1 (CUSTOMS)			
Fort Kent	00906	0161X	SR 161 (MARKET) SW/O N PERLEY BROOK RD	C	I	5210
Fort Kent	02806	0161X	SR 161 (W MAIN ST) SW/O PEARL ST	C	I	3730
Fort Kent	03404	0161X	SR 161 (MARKET) SE/O W MARKET ST (S JCT)	C	I	6520
Fort Kent	77700	0161X	SR 161 @ ST JOHN TL	C	I	1600
Fort Kent	77803	0161X	SR 161 E/O IR 1053(DEMPSEY CURVE)(W JCT	C	I	2650
Fort Kent	77807	0161X	SR 161 W/O IR 821 (VIOLETTE SETTLEMENT)	C	I	2130
St. Francis	59102	0161X	SR 161 NE/O IR 901 (DEAD END RD)	C	I	760
St. Francis	59106	0161X	SR 161 SW/O IR 936 (SUNSET DR)	C	I	1130
St. Francis	59200	0161X	161 @ ST JOHN TL	C	I	1130
St. Francis	59007	0161X	SR 161 W/O IR 1633 (PW) @ ALLAGASH TL	C	I	590
St John	35102	0161X	161 NE/O IR 9056 (DUMP RD)	C	I	1050
St. John	77903	0161X	SR 161 E/O IR 855 (JALBERT RD) (PW)	C	I	1270

Route 162 – Counts were available only for Route 162 in St. Agatha. Highest counts were located around the intersection of the Dumais Cross road (1470 and 1480 AADT). These counts indicate traffic generated by commuters living in St. Agatha, and working in either Madawaska or Fort Kent. It is also indicative of heavy truck traffic serving the Twin Rivers Paper mill in Madawaska and the sub-region's agricultural industries from St. Agatha.

Town	Station	Road	Location	Type	Group	AADT
St. Agatha	32604	0162X	SR 162 SE/O IR 9126 (JAMES ST)	C	II	770
St. Agatha	55803	0162X	SR 162 E/O IR 3126	C	II	1350
St. Agatha	55907	0162X	SR 162 W/O IR 3023 (FLAT MOUNTAIN RD)	C	II	1290
St. Agatha	56204	0162X	SR 162 SE/O IR 369 (DUMAIS CROSS RD)	C	II	1470
St. Agatha	56208	0162X	SR 162 NW/O IR 369 (DUMAIS CROSS RD)	C	II	1480

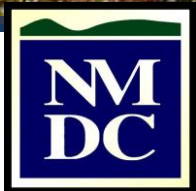
Fish River Scenic Byway

State Route 11 Aroostook County Corridor Management Plan

St. John Valley Region of Northern Maine



Prepared by:



Northern Maine Development Commission
Caribou, Maine

December 2006
Amended
April 2020

TABLE OF CONTENTS

Summary	3
Why This Byway?	5
<i>Importance of the Byway</i>	<i>5</i>
What's it Like?.....	6
Historic and Cultural Resources	9
Recreational Resources	10
A Vision for the Fish River Scenic Byway Corridor	15
Goals, Objectives and Strategies	17
<i>GOAL 1: Protect and Enhance Scenic, Historical, Recreational, Natural Resources</i>	<i>17</i>
<i>GOAL 2: Promote Sustainable Economic Development and Four-Season Tourism</i>	<i>18</i>
<i>GOAL 3: Foster Participation and Community Support for the Scenic Byway.....</i>	<i>19</i>
<i>GOAL 4: Provide Education on the Need for Resource Conservation, Protection and Preservation.....</i>	<i>19</i>
<i>GOAL 5: Protect Transportation Resources, Maintain Efficiency and Safety.....</i>	<i>20</i>
Public Participation Plan	21
<i>Corridor Advocacy Group</i>	<i>21</i>
<i>Fish River Scenic Byway Corridor Management Entity.....</i>	<i>22</i>
<i>The Role of Local Communities.....</i>	<i>23</i>
Board of Selectmen - Portage Lake, Winterville, Eagle Lake, Wallagrass, Fort Kent	23
Planning Boards – Portage Lake, Winterville, Eagle Lake, Wallagrass, Fort Kent.....	23
Local Law Enforcement.....	23
<i>The Role of Public Agencies / Institutions.....</i>	<i>23</i>
Federal Highway Administration (FHWA)	23
Maine Department of Transportation (Maine DOT)	23
Maine State Planning Office (SPO)	24
Maine Department of Environmental Protection (DEP)	24
Maine Department of Public Safety	24
Northern Maine Development Commission (NMDC).....	24
Office of the County Sheriff	24
<i>The Role of Private Organizations.....</i>	<i>25</i>
Utilities, Maine Public Service, Verizon, Fairpoint Communications.....	25
<i>The Role of Community Organizations.....</i>	<i>25</i>
Background Assessment and Conditions Analysis	27
<i>Roadway Description</i>	<i>27</i>
<i>Signage.....</i>	<i>27</i>
<i>Existing Land Uses.....</i>	<i>29</i>
<i>Future Land Use.....</i>	<i>34</i>
<i>Safety Issues</i>	<i>39</i>
<i>Traffic Volumes/User Types.....</i>	<i>39</i>
<i>Roadway Improvements</i>	<i>43</i>
Protection Techniques	45
<i>Environmental Conditions</i>	<i>57</i>
<i>Surface Waters on the Corridor</i>	<i>57</i>
<i>Fish & Wildlife.....</i>	<i>58</i>
The Six Year Action Plan	63
Appendix	65

Summary

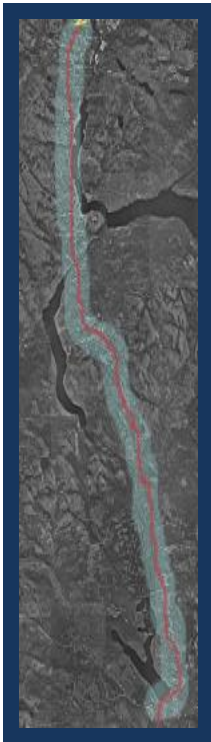
The purpose of the Maine Scenic Byways Program is to identify, preserve, maintain, and enhance outstanding cultural, historical, recreational, natural and scenic resources along Maine's State highways. This document combines two typically separate phases of the State Scenic Byways planning process: Eligibility and Designation. The Eligibility Phase assembles the background materials necessary to determine whether a roadway corridor is eligible for designation as an official scenic byway. The Designation Phase provides an analyses and strategies for effectively protecting and managing the identified resources of the scenic byway corridor. The segment of Route 11 from Portage to Fort Kent was already designated a state scenic byway at some undeterminable time late in the last century. The process for determining eligibility under the state program at that time was much simpler, and a formal background assessment for eligibility determination was not undertaken. Now however, to become eligible under the current program, which includes federal participation, a more rigorous process is mandated and background information assessment on the corridor has therefore been included in this Plan.

Why This Byway?

The Fish River Scenic Byway (formerly known as the Route 11 Scenic Byway) is a unique traveling experience. The corridor is 38 miles long and includes the Towns of Fort Kent, Wallagrass, Eagle Lake, Winterville, Portage Lake and unorganized townships 14 and 15 in range 6. Visitors to this region will not face crowds, congestion and development in this rural corner of the state. Instead, they will enjoy panoramic vistas, some of Maine's premiere lakes for fishing, sailing, wildlife and bird watching, and the pastoral beauty of a "working byway" that supports agricultural and forest industries. The national byway campaign says "Come Closer. We have stories to tell." Those that reside in this region know of the byway's role in the Fish River Valley's past, present, and future. Through this document, we will tell that story.

Importance of the Byway

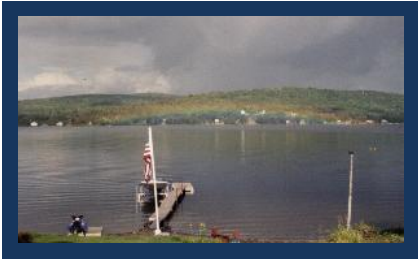
The scenic byway is 38 miles of State Route 11 from a point .40 miles north of the Nashville – Portage Lake town line and ending at the south compact line in Fort Kent near the intersection of Routes 11 and 161 adjacent to the old Fish River Bridge. The Byway corridor includes breathtaking views of Portage Lake, Eagle Lake and Soldier Pond, as well as the mountainous terrain to the east and west. The rolling hills create a motoring experience that is far from mundane and for the Byway's length is both interesting and challenging.



The Fish River Scenic Byway is located in northern Aroostook County in the region known as the St. John (river) Valley. The corridor provides access to many sporting camps, seasonal cottages, and other recreational opportunities for all four seasons. Seasonal residents and vacationers appreciate the hospitality and charm of the St. John Valley residents and the unequalled outdoor opportunities offered by the lakes and back country.

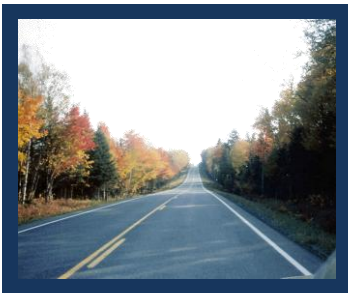
Route 11 is also one the oldest roads in northern Maine, constructed in the 1850's, and was a primary mode of transportation prior to the railroad's expansion into the great north Maine woods to access timber for lumber and paper industries to the south. It remains a critical transportation resource for the mature and dominant forest products industry in the region. Raw fiber is supplied to Fraser Paper in Madawaska and lumber mills in Portage, Ashland, and Masardis over Route 11. Chips, pulp, and finished goods are transported to points further south such as Millinocket and Lincoln on Route 11. The corridor serves the region as a working Byway - a major factor in the economy of northern Maine.

What's it Like?



Travelers approaching the Route 11 Scenic Byway from the south will begin their byway experience .40 miles north of the Nashville- Portage Lake town line. Portage Lake, named for the 2,474 acre “Y” shaped lake located completely within the town’s corporate limits, is rimmed by mountainous ridges to the south and east while the northwestern part of the town is covered by low lying wetland areas. This Town still exhibits the feel of its early

history of logging and rugged outdoor recreation. Residents and visitors alike can enjoy Portage Lake Beach, the municipally-owned campground with 16 sites and a boat launch. Dean’s Motor Lodge is widely known as a popular night spot and offers accommodations for travelers, sportsmen and snowmobile enthusiasts. While in Portage Lake the visitor should be sure to experience the wilderness of the North Maine Woods or a round of golf at the Portage Hills Country Club.



Continuing north along State Route 11, the byway roughly parallels the Fish River through two unorganized townships, and then slips between Hedgehog and Pennington Mountains before arriving in Winterville Plantation some sixteen miles north of Portage. Winterville Plantation was home to the Birch River Fish Hatchery, which still exists but is no longer operating.

At the north boundary of Winterville Plantation, the byway crosses both the Montreal, Maine and Atlantic Railroad and the Fish River Thoroughfare between St. Froid Lake and Eagle Lake.

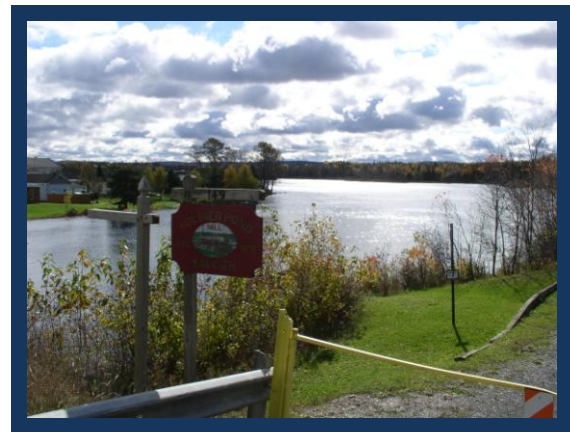
The Town of Eagle Lake is a quaint community of approximately 815 people, and counts the 18 miles and 5,581 acres of Eagle Lake’s surface water as one of its most important resources. Eagle Lake was named by Major Hastings Strickland and his soldiers in 1839 due to the impressive numbers of majestic Bald Eagles they witnessed while encamped on its shores. The lake’s fishery is of statewide significance for landlocked salmon, lake trout, and brook trout, as well as hook-and-line smelt fishery. There is excellent access to the lake from a public boat launch for boating enthusiasts, and 800 feet of public beach for swimming and picnicking. The Town also has many trails for hiking, biking and cross country skiing, not to mention 49 miles of first class snowmobile trails maintained by the Eagle Lake Winter Riders. The Irving 100 Sled Dog Race starts at the public beach and goes to Fish Lake Moose Point Camps. There is a turnout north of the village that offers exceptional views



of the lake and surrounding topography where visitors can enjoy a last long look at this impressive body of water with its rolling hills in the backdrop before continuing northward to Wallagrass.

Wallagrass Plantation is a small town of 653 people and 2 distinct settlements. Wallagrass Station is near the north end of Eagle Lake and Soldier Pond is about 3.5 miles further north, where a military outpost named Fort Jarvis was destroyed in a fire on Christmas Eve of 1839, taking the lives of two unknown soldiers. The outpost had been established to give protection to Fort Kent during the "Aroostook War". The Montreal, Maine and Atlantic Railroad runs along the west bank of the Fish River for its entire length between the north and south boundaries of Wallagrass. The name "Wallagrass" is thought to have 3 possible origins. Some say its name came from the "Wall of Grass" created by the majestic Fish River along with the Wallagrass Stream and its tributaries. Other possibilities are that in the Micmac language it means "Grand River", and in the Abenaki language it means "Full of Holes."

At Soldier Pond, the traveler can cross the Fish River and head north on the Strip Road approximately 4 miles to an intersection with an unimproved road heading west, which provides access to the Fish River Falls – an experience well worth the excursion. Flora and fauna abound and one can commune with the natural beauty that exists there.



Soldier Pond received its name during the Aroostook War, which began when a Maine official conducting a census in a disputed border area was arrested by New Brunswick officials, and the Maine legislature dispatched a force of 200 men to the mouth of the Fish River in the winter of 1837. Congress appropriated \$800,000 and raised a 10,000 soldier militia to support the Maine troops already in place.

No shots were ever fired, but soldiers quickly used seized British lumber to build a blockhouse at the mouth of the Fish River. Another blockhouse and boom was built further down the Fish River at Soldier Pond. This blockhouse was burned down by American soldiers when it looked like the British might take it. It is now on Bangor & Aroostook RR property, but once belonged to J.T. Michaud, who received the land from his father, Romain Jean.

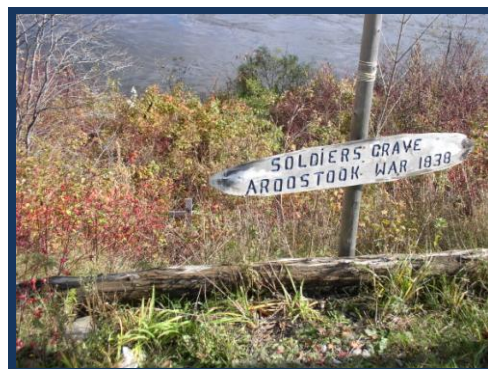
Joshua Crooker's story of serving as a volunteer soldier in the Aroostook War, describes some of the hardships of that service, and of the building of the fort.

General Winfield Scott was rushed to the area to broker a deal before things got out of hand between the Maine "Red Shirts" and the New Brunswick "Blue Noses." He succeeded in arranging for a compromise agreement to be made between Congressman Daniel Webster and Lord Ashburton. The border dispute became known as the "Bloodless Aroostook War" and legend has it that the only casualty was either 1) a pig that wandered across the border into Canada; or 2) a cow, shot by mistake, while rustling around outside the Ft. Kent blockhouse. Can't speak for either story, but the records do indicate that, in 1827, Joseph Arnold's cow was

taken hostage by the magistrate of Kent, New Brunswick, before being freed by the local "militia." Actually, a number of Americans died as a result of this conflict.

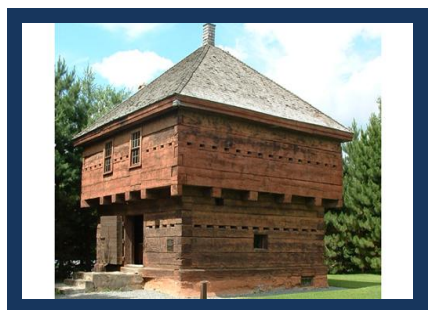
For example, most Maine school children could tell you about Pvt. Hiram T. Smith, of Company F, is buried in Haynesville, on U.S. Route 2 (the Military Road to Houlton), and is frequently cited as "the only casualty of the Aroostook War". Unfortunately, no one knows how he died, although there are a number of legends about it.

And, thanks to Rita Stadig – a local historian, we also know of two soldiers' graves at the side of Soldier Pond. Rita researched the site and remarked the graves there. She relates her father reported the two soldiers - unnamed - drowned on the pond while fishing one day.ⁱ



Soldier Pond was also home to the first known Alpine Ski facility in northern Maine, though it no longer exists.

Returning to Route 11, we travel northward toward the town of Fort Kent and the terrain becomes increasingly mountainous. The scenery is impressive as the road undulates through the hills and valleys. Fort Kent is a town of 4,826 residents occupying a tract of 52 square miles. The St. John River is its northerly border and also serves as part of the international boundary between the State of Maine and New Brunswick, Canada. Named after Maine's Governor Edward Kent, Fort Kent served as Maine's northern post during the international border dispute during the Aroostook War, and is Maine's first state-owned historic site. Constructed 1838-1840, this is the only extant fortification of the Aroostook "War" mentioned earlier. Once the boundary dispute was settled, the fort was abandoned. The Blockhouse, which housed officers



in the mid-1800s, today welcomes visitors who come to explore the uppermost reaches of Maine. US Route 1 begins in the town of Fort Kent and stretches south to Key West, Florida. The northern terminus of the Allagash Wilderness Waterway is a short distance to the West, and the Maine Winter Sports Center's 10th Mountain Lodge is just a stone's throw away.

The 10th Mountain Lodge, named for the legendary 10th Mountain Division – a highly decorated elite ski force specially trained in winter warfare during World War II - is a world class Nordic ski facility, recently hosting a 2004 World Cup event, the 2005 US Junior Biathlon Team Trials, and the 2005 Paralympics Nordic World Championships. Nearby, Lonesome Pines offers Alpine Skiing for downhill enthusiasts. Fort Kent also hosts the Can-Am Crown International Sled Dog Race, one of the premier competitions in the eastern United States.

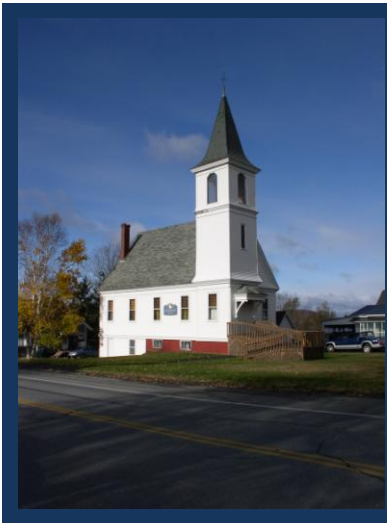


Historic and Cultural Resources



Left: Located near the Birch River inlet to St. Froid Lake, this structure served as quarters for a State owned and operated fish hatchery. The hatchery was in operation until sometime in the mid 1970's, when the state began divesting itself of these assets. It was sold and has remained in private ownership.

Right: The Birch River fish hatchery's concrete raceways are seen in this recent photo. Though overgrown with vegetation and moss, the facility could make an excellent interpretive center and demonstration area for environmental enthusiasts.



Above: Portage Lake Episcopal Church – a beautiful and locally historic building with a rich history.

Local organizations add to the fabric of the community and provide both educational and social benefits to members. These organizations include:

Boy Scouts/Girl Scouts of America
Fort Kent Chamber of Commerce
ATV clubs (3)
Fort Kent Rotary Club
Lodge of Mason's

Historical Society – Eagle Lake, Fort Kent
Knights of Columbus
Snowmobile Clubs (8)
Lions Club
4-H Club

Recreational Resources

In addition to the wonderful summer water sports, fishing, hunting, hiking, canoeing, nature and foliage touring that can be enjoyed in the Fish River Valley, there are ample recreational pastimes for those that like the brisk exhilaration of the winter outdoors. In fact, winter is northern Maine's specialty.



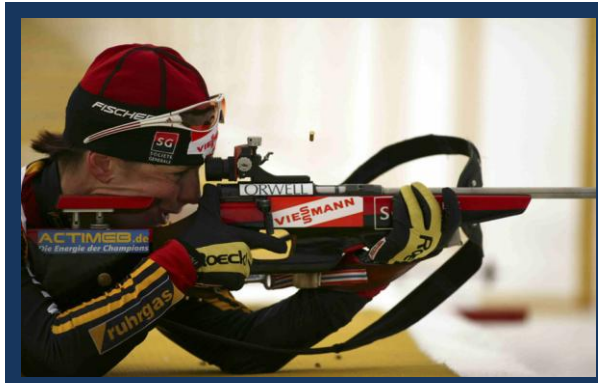
Ice fishing on our lakes



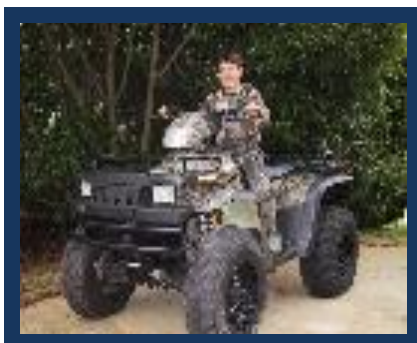
Groomed trails for great snowmobiling



Can-Am Crown International



World Class Biathlon Training & Events

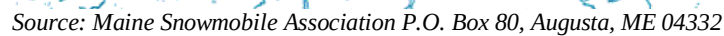


ATV Touring



Did we mention snowmobiling?

Figure 1 - Northern Maine Snowmobile Trail Map

[illegible]

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Figure 3 - Can-Am Sled Dog Race 250 Mile Course

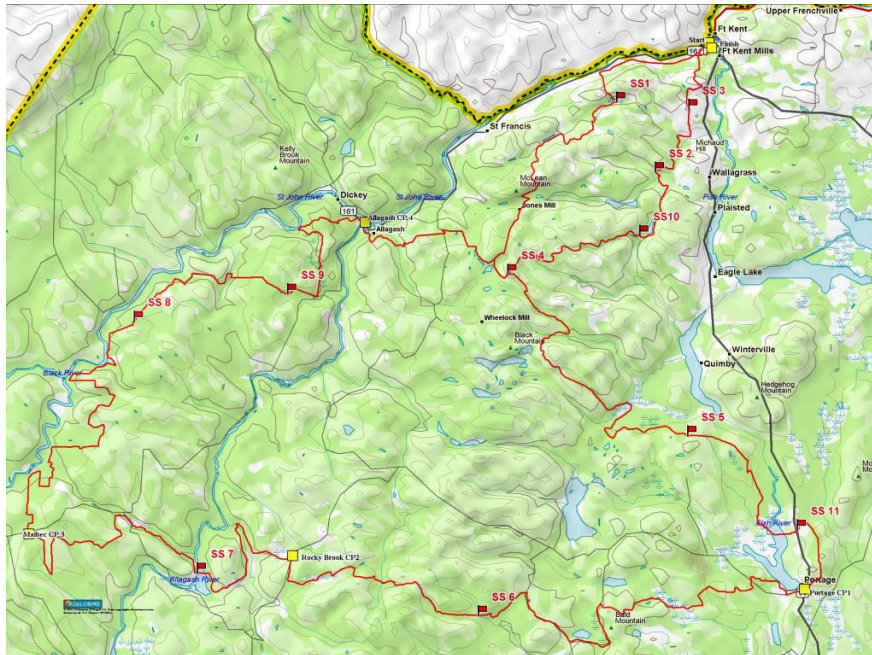


Figure 4 - Northern Forest Canoe Trail Promotion

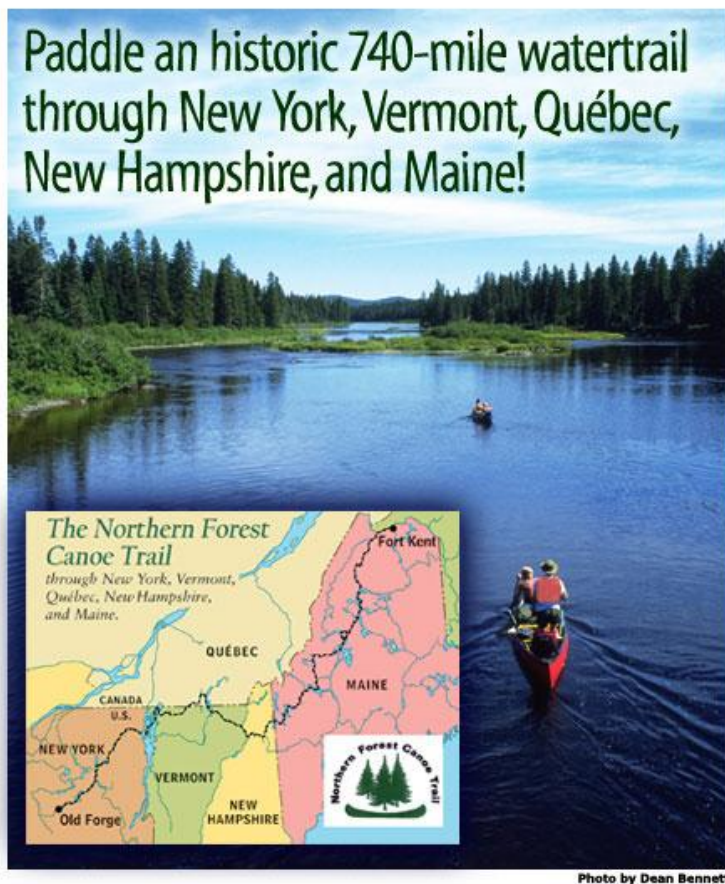


Figure 5 - ATV Trail Map

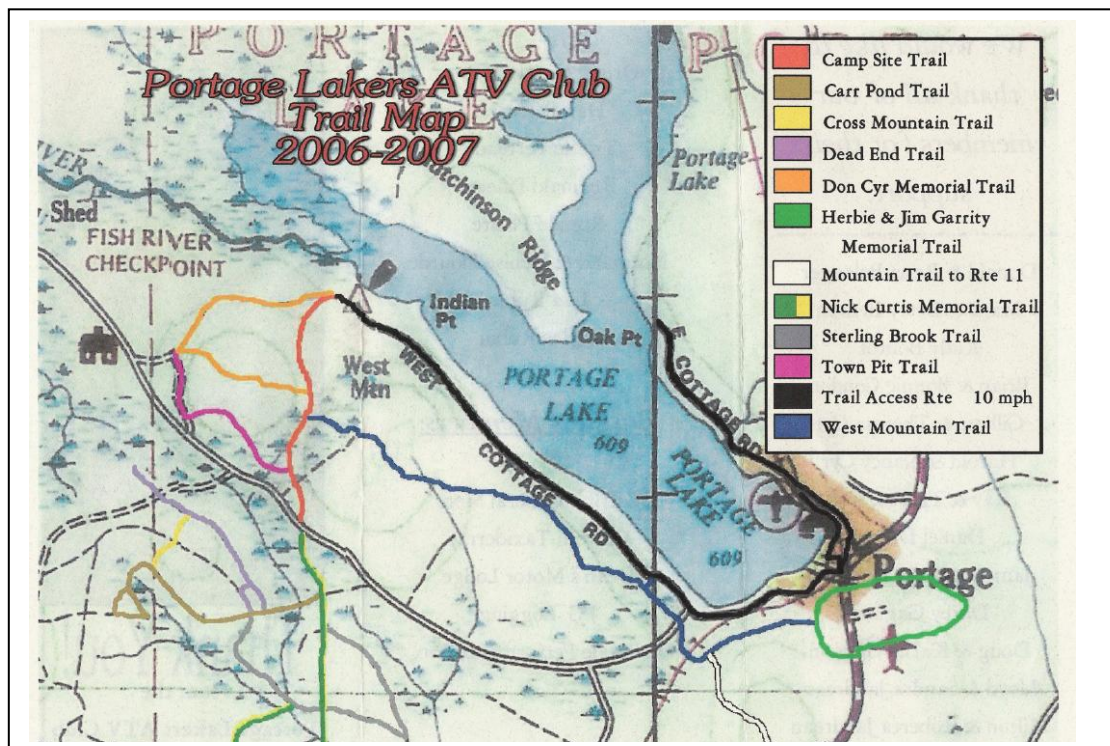
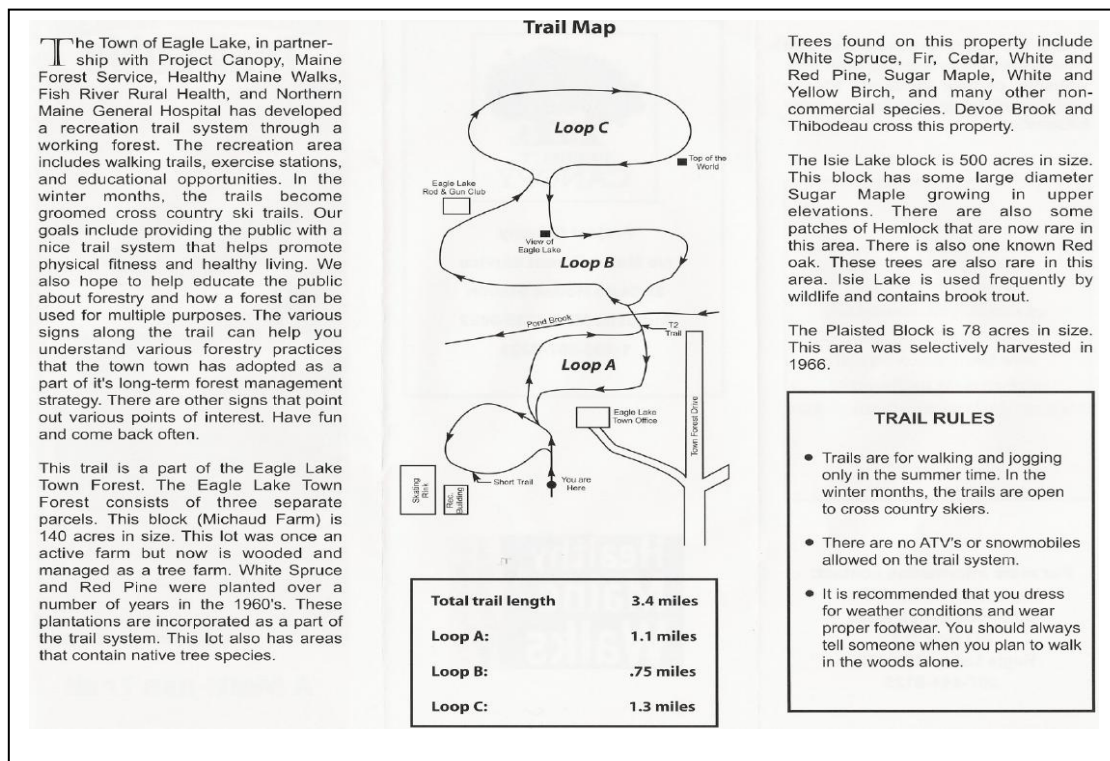


Figure 6 - Eagle Lake Walking Trail

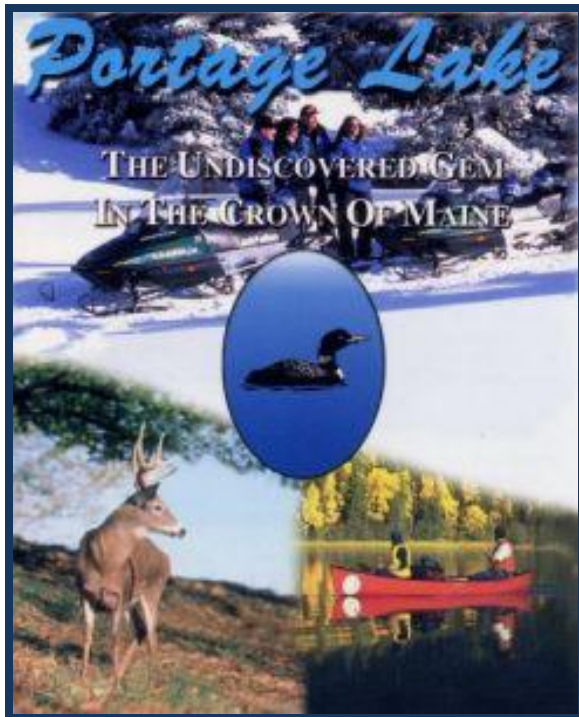


Trail maps and interpretive kiosks should be developed for these and other recreational trails found along the Byway. For example, there is a Maine DOT rest area on the west side of Route

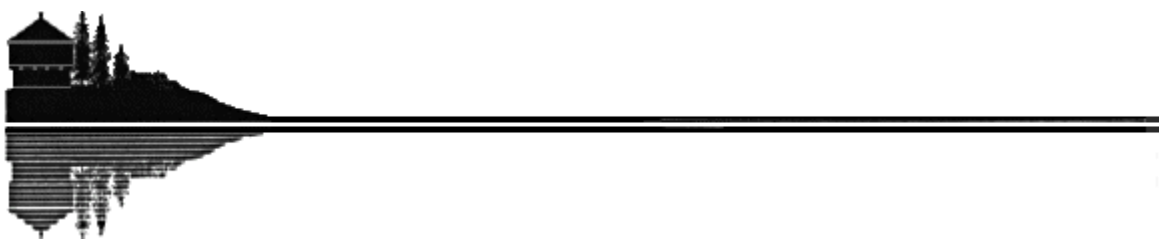
11 southeast of Winterville from which an old trail can be taken to the summit of Hedgehog Mountain where a fire tower once existed. Once this trail is improved, an interpretive panel or kiosk will be placed at the rest area providing a general trail guide, history of the mountain and fire tower, viewshed features, etc.

Byway Identity

The Byway communities share common themes that center on timber, water, wildlife, and history. The Fish River chain of Lakes is the one resource that threads all of the communities together and was therefore selected for the Byway name.



Left/below: The Byway Communities each have identifiable brands that highlight their heritage associated with woods and waters.



A Vision for the Fish River Scenic Byway Corridor

The Fish River Scenic Byway is a “working” byway reflecting the abundance of natural resources and vibrant people who make their homes and livelihoods in northern Maine. The Byway tells the story of a resilient and hard working people who despite untold hardships, managed to carve a life out of the rugged northern forest, and continue to do so today.

This rugged lifestyle has given the Fish River region’s communities a warmth and familiarity that the traveler will find nowhere else on earth. One is never lost along this Byway as friendly locals will be sure to assist in directing the traveler to any of the many establishments and destinations the Byway has to offer. The quality of the people, services, establishments, and activities will help to make the Fish River Byway a major component of Aroostook County’s tourism strategy.

On the road, the traveler will meet “log haulers” and RV’s; commuters headed to their jobs in Ashland or Fort Kent, and vacationers headed for camps along the lakes and rivers. Traffic moves safely and efficiently whether traveling to work or play, and for those who might otherwise be tempted to turn their attention from driving to a breathtaking view, there are several strategically located turnouts easily and safely accessed that provide the opportunity for relaxed viewing of panoramic vistas and our wonderful natural treasures. At these locations, the traveler will find information on the history and significance of these resources to the region and its people. They will be able to learn about the heritage of a working forest, of the wildlife habitat that is sustained by it, of the science in managing it, and why it will still be here for their children’s children to experience. The traveler will gain an understanding of the Fish River watershed and chain of lakes and how important they are to our ecosystem and recreational enjoyment. They will be able to examine archived photos of the famous Michaud Camps on Eagle Lake and early logging using steamboats on Portage Lake. They will learn about the “Bloodless” Aroostook War, the military outpost at Soldiers Pond, the Birch River Fish Hatchery near St. Froid Lake; all threads woven into the fabric of the area. They will leave with a greater sense of place and an appreciation for our little corner of the world.

Whether it is experienced by road or rail; air or water, The Fish River Scenic Byway is far more than just another pretty place.

Goals, Objectives and Strategies

The goals, objectives and implementation strategies are the building blocks used to accomplish the vision for the scenic corridor. Over time, the goals and objectives incrementally attain the vision by defining strategies that take the scenic corridor from concept to reality.

GOAL 1: Protect and Enhance Scenic, Historical, Recreational, Natural Resources

Objectives

- Inventory scenic and historic locations.
- Inventory Recreational “Hot Spots” such as exceptional foliage locations, hiking/walking trails, bird/wildlife watching locations, etc.
- Identify resources for scenic, historic, and cultural preservation activities.
- Recognize identified resources through zoning and other local land use regulations wherever possible.
- Where land use regulations are deemed inappropriate or too restrictive, seek non-regulatory methods of preserving the most critical scenic and historic values.
- Enact a simple, effective sign control ordinance.

Strategies

- Work with community leaders, business leaders and landowners to identify scenic recreational and other locations that should be protected or enhanced through mutual agreement.
- Partner with area Historical Societies, Quebec-Labrador Foundation, and the University of Maine at Fort Kent to identify areas of historical and cultural significance.
- Examine existing ordinances, identifying strengths as well as gaps and inconsistencies
- Pursue new protection techniques to encourage preservation of historic and scenic resources without restricting prudent forest management.
- Work with organizations such as the Rural Planning Organization, Maine IF&W, Chambers of Commerce, Maine Forest Products Council, Northern Maine Development Commission (NMDC), Maine Department of Conservation (Maine DOC), Maine Department of Transportation (Maine DOT) and the Maine Department of Environmental Protection to match resources with needs and develop incentives for landowner support.
- Pursue funding through Maine DOT’s Scenic Byways Program and other sources to landscape, maintain, enhance, and interpret historic and scenic resources along the corridor.
- Utilize St. John Aroostook Resource Conservation & Development (SJA RC&D) resources to complete a survey of historic sites, and historic architectural assets.

Performance Measures

- Completed Inventory of Historic Assets
- Additional structures listed on the National Register
- Passage of new local policies to protect scenic and historic properties
- Private and public funds devoted to historic and cultural preservation
- Additions to accessible scenic overlooks, turnouts and park areas

- Improved maintenance, landscaping and signage available at scenic turnouts or view points.

GOAL 2: Promote Sustainable Economic Development and Four-Season Tourism

Objectives -

- Identify ways that scenic byway improvements can support Four Season tourism.
- Develop informational materials for local investors for business start-ups – emphasize quality of the work force and quality of life.
- Strengthen cultural, eco-tourism, and bicycle tourism opportunities.
- Promote winter recreation as the niche marketing theme for the region using assets of snowmobiling, Maine Winter Sports Center, sled dog racing events.

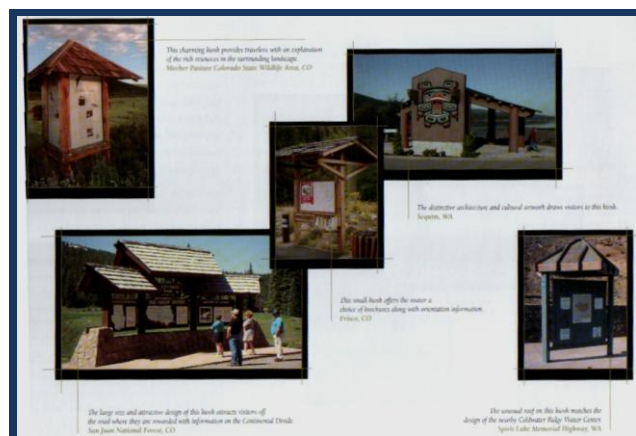
Strategies

- Develop informational materials and distribution network for tourists emphasizing four-season activities such as autumn colors, hunting, fishing, birding, hiking, skiing, water sports, and cultural activities.
- Encourage State Legislators, economic and tourism groups to support state scenic byway projects, particularly for the Fish River Scenic Byway.
- Work with the Department of Economic and Community Development, Chamber of Commerce, Aroostook County Tourism, NMDC, Maine Snowmobile Association, MDOT Bicycle/Pedestrian Coordinator, and other organizations to develop the area's marketing strategy focusing on the significant and unique natural resource base.
- Identify synergies between the 5-year tourism business plan for Northern Maine and byway corridor plan and focus on implementing them.
- Work the Aroostook Partnership to develop “rim” components within the Byway Corridor for the northern Maine resort concept.

Performance Measures

- Increases in tourism during the shoulder and off-seasons
- Economic diversification, measured in creation of employment in a broad range of industry and occupation categories.
- Increases in year round employment in the region, particularly jobs paying livable wages
- Increased snowmobiling due to better trails and accommodations – multi use trails for 4-wheelers and bicycles.
- Public information on Byway resources easily available

Right: Visitor facilities such as these help enhance the Scenic Byway experience. The Byway Corridor Management Committee will consider design elements similar to these in developing appropriate structures for the Fish River Scenic Byway.



GOAL 3: Foster Participation and Community Support for the Scenic Byway

Objectives

- Pass the Corridor Management Plan in all Byway communities at annual town meetings
- Implement an ongoing Community Participation Program
- Build expertise within the Corridor Advocacy Group

Strategies

- Provide educational open forums, meetings and workshops on importance of Byway designation and corridor management activity.
- Solicit community participation in Byway planning and public events.
- Engage a slate of guest columnists connected to the Byway to write a monthly public awareness piece for local papers on byway activities – both local and national, and promote accomplishments, and activities.
- Work with organizers of local events such as the Can-Am Crown International and Irving 100 Sled Dog Races; holiday parades; fishing tournaments, etc., to promote the Byway and educate the public on Byway issues and accomplishments.
- Build relationships and support from key private landholders

Performance Measures

- Passage of the Corridor management plan at town meeting
- Attendance at public meetings, public hearings and other events
- Publications and other media presentations about the byway
- Grant applications completed and successful
- Commitments of local support for completion of byway objectives

GOAL 4: Provide Education on the Need for Resource Conservation, Protection and Preservation

Objectives

- Secure funding and technical resources to create a Byway “brand”, website or link to a Byway community website
- Identify natural resources, cultural and historic landmarks and create interpretive signage
- Identify and promote off-byway side trips
- Develop a universally accepted understanding of the Byway terms “Conservation, Protection, Preservation, Promotion and Enhancement”

Strategies

- Provide educational open forums, meetings and workshops; initiate annual presentation program to area schools, colleges and universities.
- Provide information at scenic turnouts on natural, scenic, historic and cultural assets
- Provide brochure and a traveler’s map with insets for off-byway sites that would enhance a visitor’s stay in the area.

- Work with public and industry organizations such as the Department of Conservation Bureau of Parks and Lands (BPL), and Maine Forest Products Council (MFPC) members to create a “glossary of Byway terms” that is accepted by all so that objectives of both the natural resource based business community and the Corridor Management Plan are understood, coordinated, and supported for the economic benefit of the region.
- Coordinate management strategies with the BPL for conservation and utilization of state owned land and forest assets.

Performance Measures

- Greater awareness and appreciation of historic and scenic landmarks
- Support for Byway projects from commercial woodland managers and operators
- Use of byway side excursions to extend the experience and promote hidden “treasures”.
- Use of educational materials on local natural resources by residents and visitors
- Reductions in littering, damage to wildlife habitat, archeological sites and other local natural and cultural resources.

GOAL 5: Protect Transportation Resources, Maintain Efficiency and Safety

Objectives

- Identify safety concerns including deer and moose crossings, school bus stops, and recreational trail intersections.
- Increase Public awareness of special driving practices associated with working byway
- Enforce current speed limits and laws regulating unsafe operation of motor vehicles
- Educate citizens and Realtors about the value of access management for new development

Strategies

- Create print and sign media explaining specific driving techniques that must be employed by log haulers and other commercial vehicles on Route 11; make it from the forest industry point of view, focusing on safety through driver awareness.
- Overlay traffic crash reports with GIS maps of region and update each year.
- Identify natural routes for deer and moose and update as patterns change.
- Construct animal crossing warning signs and include safety messages/driving tips to avoid animal collisions and serious injury
- Work to gain support for shoulder widening for cycle safety on the corridor wherever possible

Performance Measures

- Reductions in crash rates along the byway.
- Spacing and location of driveways and entrances onto byway that preserve efficient traffic movement for the benefit of local users and traveling public.

Public Participation Plan

The St. John Valley is fortunate to have an active volunteer network with ongoing and ad hoc groups with whom the CAG can partner. Upon adoption of the Corridor Management Plan, a Corridor Committee will form to set policy and guide the development of byway programs.

The following actions were undertaken in the Public Participation Plan:

- Identify individuals, groups and organizations that support the goals, objectives and implementation strategies of the corridor management plan.
- Develop appropriate methods of information dissemination to the public
- Prepare a proposed schedule for meetings and press releases
- Continue to contact, send information and make presentations to area groups such as the Maine Forest Products Council, St. John Aroostook RC&D, Rotarians, Maine Public Service, Quebec-Labrador Foundation, and Aroostook County Tourism, and Leaders Encouraging Aroostook Development (LEAD).
- Report progress to the Rural Planning Organization and the State Scenic Byway Coordinator.

The following organizations were involved throughout the planning process.

1. The St. John Aroostook RC&D (RC&D)
2. The Aroostook County Tourism Group (ACT)
3. The Fort Kent Chamber of Commerce

Corridor Advocacy Group

The CAG participants are listed in the table below. Some CAG members are likely to participate in the corridor committee.

Table 1 Participants in the Corridor Advocacy Group (CAG)

Full Name	Affiliation
Rita Sinclair	Town Manager – Portage Lake
Jim Nadeau	Town Manager - Eagle Lake; Selectman - Wallagrass
Don Guimond	Town Manger – Fort Kent
Dave Sokolich	Aroostook County Public Works Director; RPO Chair
Brent Bubar	Maine Department of Transportation
John Brown	Resident – Eagle Lake
Skip Babineau	Coordinator - St. John Aroostook RC&D
Rita Cannan	Aroostook County Tourism & Fort Kent Chamber of Commerce
Joella McBreaity	Town Manager - Wallagrass
John Titus /Vern Labbe	Bureau of Parks and Lands
Brian Longstaff, Senior Planner	Northern Maine Development Commission

Fish River Scenic Byway Corridor Management Entity

This region is already organized for inter-municipal coordination through the Rural Planning Organization (RPO), a sub-committee of the Northern Maine Empowerment Council. The RPO is made up of transportation, land use, and economic development professionals from the region. This organization will serve as the Corridor Management Entity coordinating Byway management with other transportation initiatives in the future.

The RPO meets monthly and is chaired by Dave Sokolich. The RPO will identify local, state, and federal resources such as grants, educational and technical support. The committee will inform towns of these resources and assist with writing applications and otherwise soliciting for assistance. The CAG will report quarterly to the RPO and as needed to the municipal boards.

The RPO will work with the select boards, the Maine Department of Transportation, Northern Maine Development Commission and other state agencies to assist the towns in implementing the goals of the corridor plan.

The RPO will also be responsible for monitoring progress on improvement projects and reporting progress back to the local select boards and to the State Scenic Byway Coordinator. Employees of the regional office of the Department of Transportation will assist them in this task. The RPO will be responsible for submitting annual reports to the State Scenic Byway Coordinator.

Finally, the RPO will be responsible for keeping the public informed and involved in the Scenic Byway. They will be assisted in this process by the CAG, local news media, community leaders, and the Northern Maine Development Commission.

Table 2 Provisional Corridor Management Committee Members (RPO)

Full Name	Position	Affiliation
Mr. Christopher Mann		Bureau of Planning - MDOT
Mr. Roger Roy		
Ms. Patricia Sutherland		
Mr. Leigh Stilwell	Director	Public Works – Houlton
Mr. John Edgecomb	Town Mgr.	Castle Hill/Chapman/Mapleton
Mr. Carl Flora	President	Loring Development Authority
Mr. Robert Watson	Manager	Region 5 – MDOT
Mr. Daniel Donovan		Aroostook Regional Transportation System
Mr. Dave Sokolich	RPO Chair	Public Works Director - Aroostook County
Mr. Peter Forbes		
Mr. Bill Garrish		Dufresne-Henry Engineering
Mr. Scott Wardwell	Administrator	Northern Maine Regional Airport
Mr. Paul Bernier	Director	Economic/Community Development – St. Agatha
Jay Kamm	Dir. Planning	Northern Maine Development Commission

The Role of Local Communities

Board of Selectmen - Portage Lake, Winterville, Eagle Lake, Wallagrass, Fort Kent

The Select Board will have the primary responsibility for implementation of the Corridor Management Plan within their jurisdictional boundaries. Select Boards may also develop proposals for improvements to the Byway and provide direction to the Corridor Management Entity regarding priority projects for the corridor. The Select Boards will also have the ultimate authority within their jurisdictional boundaries. Furthermore, while the current funding formula for Byway grants does not require a local match, the Select Boards may make recommendations for local contributions for Byway development. Recommendations involving expenditure of local funds will be voted on at annual town meetings or council meeting as required in each of the individual communities according to local charter.

Planning Boards – Portage Lake, Winterville, Eagle Lake, Wallagrass, Fort Kent

The Planning Boards will play a primary role in the implementation of the corridor management plan. The Planning Boards will routinely review the plan, indicating any inconsistencies with the existing comprehensive plan, zoning, or ordinances. This CMP and subsequent revisions will be moved for adoption in each Byway community through local legislative process. The Planning Boards will assist in preparation of grant proposals for Byway improvements. One member or designee of each Planning or Select Board should serve on the Corridor Management Entity and act as liaisons to their Board. The Planning Board will assist in interpreting the CMP and related ordinances for persons' seeking to change activities located on the Byway.

Local Law Enforcement

State Police and County Sheriff Departments will help the CME in identifying traffic calming opportunities as well as identifying safety issues related to proposed projects. These branches of law enforcement provide routine enforcement of traffic safety laws and can assist the CME in determining which Byway enhancements will provide significant benefits for health and safety.

The Role of Public Agencies / Institutions

Federal Highway Administration (FHWA)

The FHWA manages the National Scenic Byway Program. It will continue to provide standards and technical support for creation and maintenance of the Byway, marketing assistance for the Byway, and financial support for approved Byway enhancements.

Maine Department of Transportation (Maine DOT)

The Maine Department of Transportation will work with town and county government to support the Byway with improvements that are consistent with the corridor management plan and consistent with town preferences. MDOT will provide technical assistance to town

governments on matters such as road construction standards, safety, parking facilities, and alternative modes. MDOT will assist in writing federal grant applications for Byway improvements and will seek to provide state matching funds whenever possible. The CAG will work through the Regional Planning Organization to communicate Byway needs and future plans.

Maine State Planning Office (SPO)

When needed, the State Planning Office (SPO) will provide financial and technical support for land use and transportation planning along the Byway corridor. SPO will assist the towns in determining whether specific development proposals are consistent with the town comprehensive plans and with Byway goals and objectives.

Maine Department of Environmental Protection (DEP)

The Department of Environmental Protection will provide financial assistance, whenever possible, to towns for mitigation of existing environmental problems along the Byway.

Maine Department of Public Safety

When needed, the Maine Department of Public Safety will provide back-up law enforcement services along the Byway to control illegal activities such as speeding, operating under the influence, and reckless operation. The Maine Department of Public Safety will provide technical assistance to the towns for driver education measures to improve safety for persons traveling and living along the Byway. State Police service for Aroostook County is administered through the Houlton headquarters. Contact: State Police Troop F Headquarters, 1 Darcie Drive, Houlton, Maine 04730, Phone: (207) 532-5400

Northern Maine Development Commission (NMDC)

As designated, NMDC will act as a liaison between the towns and state government. The NMDC will provide technical assistance in transportation, land use, environmental, and other planning. The NMDC will assist towns and the CME in submitting and implementing federal and state Byway improvement grants.

Office of the County Sheriff

The County Sheriff will provide back-up law enforcement services along the Byway to control illegal activities such as speeding, operating under the influence and reckless operation. The Sheriff will work with the State Police and town leaders to determine how to reduce incidence of speeding, operating under the influence, reckless operation, and other violations. The County Sheriff's office participates in E911 dispatch services and call sharing with the State Police in order to insure all areas are serviced by either State and/or County law enforcement at different times. The Aroostook County Sheriff's Office is located at 26 Court Street, Houlton, Maine, phone: (207) 532-3471.

The Role of Private Organizations

Utilities, Maine Public Service, Verizon, Fairpoint Communications

The Corridor Management Committee in collaboration with Maine DOT, will seek memorandums of understanding (MOU) from all utility providers, asking them to inform the towns of significant changes in distribution networks, including location of poles, wires, transformers, and other structures and work with CMC and planning boards to avoid construction within the identified scenic vistas. The MOU will also request that these businesses collaborate with the towns to identify opportunities for relocating infrastructure away from scenic areas, including future underground cabling through downtown areas.

The Role of Community Organizations

Greater Fort Kent Chamber of Commerce - will represent local businesses in CMC activities; provide information on community events, business development, current levels of tourism, and methods for improving tourism management

Aroostook County Tourism (ACT) – will assist the municipality and chamber with promotional opportunities, tourism data and other forms of technical assistance and advocacy.

Portage Lake Association - will help promote the education, use and preservation of scenic vistas and landscapes, waterways and community events, particularly through its membership and website.

Boy Scouts/Girl Scouts - will develop and undertake beautification projects along the Byway to enhance the appearance of and promote the beauty of the Byway.

SAD#27, #32 – will develop a program to involve students in researching and gathering an inventory of historical information and designing enhancements for the Byway to build interest in and ownership by future generations of area young people.

Trail Clubs – will work with the CAG to coordinate trail improvements and secure landowner agreements for the existing trails as well as identify opportunities for additional trail development.

Quebec-Labrador Foundation – will seek opportunities to assist the CAG in projects focused on promoting and educating the public on the cultural heritage of the Byway communities and the Acadian influence.

St. John Aroostook Resource Conservation and Development – will provide technical assistance to support implementation of the corridor management plan including the protection of intrinsic resources and the enhancement of four season tourism.

Background Assessment and Conditions Analysis

Protection and management of the scenic aspects of a roadway must not hinder the primary purpose of the roadway, which is to move people and goods in a safe and efficient manner. Therefore, an assessment of the current condition of the road, traffic volumes, levels of service, safety issues, adjacent land uses, signage and other related information about the roadway must be considered.

Roadway Description

Routes 11 is used as connector between The St. John Valley and I-95/Route 2 in the northern Penobscot/southern Aroostook area. The Montréal, Maine, and Atlantic's main rail line roughly parallels the corridor and there are sidings within the Byway corridor in Portage, Eagle Lake, and Fort Kent. Nearly all of the rail traffic is derived from the timber industry located along the corridor and the paper mill in Madawaska. However some traffic is also generated from the intermodal facility in Presque Isle.

There are no regional airports located along the corridor although there is a sea plane base located at Portage Lake. There is an international border crossing located in Fort Kent.

The southern portion of the corridor (Ashland south) has undergone significant reconstruction projects in the past 5-7 years. These projects were a direct result of the type of traffic on the corridor and road posting issues. As such, this section of the corridor is in excellent condition. The northern section of the corridor (Ashland-north), including the Byway segment, contains significantly more backlog road reconstruction mileage that the southern sections. There is back log reconstruction mileage in Wallagrass and Portage as well as bridges identified in the 6 Year Plan.

Signage

A variety of signage exists along the byway, mostly advertising commercial establishments such as lodging and outdoor recreation assets. An opportunity exists to make sure that excessive signage is not allowed to interfere with the quality of the corridor driving experience. Signage along the Byway consists of the following types:

- State highway signs including route identification, scenic byway designation, scenic turnout and traffic safety.
- County and municipal signs including intersecting state/state aid road identification, camp road identification, visitor welcome signs, and municipal office identification.
- Private signs including identification of businesses, religious facilities and product / service advertising.

Some of the photographs that accompany this Plan illustrate problem signage that currently exists along the Byway. These signs may need to be changed or improved. None of the Byway communities have a sign ordinance and therefore the applicable regulations are those of the State regarding "billboards", specifically Title 23, Chap. 15, §1153 *Protection of Highways* which

prohibits certain signs from being placed within the right of way of a state road. To truly enhance the traveler's experience along the Byway, special consideration should be given to the type, size and style of signage placed in the future as well as incentives to change undesirable existing signage.

Right: an example of signage design that might be improved with a more planned approach that provides attractive and durable supports, lighting and location for the signage. The Corridor Advocacy Group can develop guidelines that lend continuity to the signage along the corridor.



Left: An example of more appropriate design and content, which is in keeping with the character of the Fish River Scenic Byway, and which might serve as a template for future signage along the corridor.

Right: Another example of undesirable form and function for signage.



Left: Better style and material components for business and directional signage

Existing Land Uses

There are minimal land use controls in place along the Fish River Scenic Byway corridor. Fort Kent has the most stringent zoning and has access management standards that exceed those of the state minimums. Ashland and Portage Lake also have zoning ordinances that provide some level of review for commercial and industrial development while most of the other organized communities have no land use controls. The unorganized townships are controlled by Land Use Regulatory Commission (LURC) and contain minimal standards for the protection of the corridor. LURC tends to spot zone based on the present land use of the lot and therefore districts are piecemeal. Residential and commercial development has stripped out along the corridor, especially in the Wallagrass and Winterville areas. This type of development is one that is hard to control in that it is slow and incremental. Oftentimes problems are not perceived until the development has significantly impacted traffic mobility. However, all of the organized Byway communities have adopted consistent comprehensive plans that outline strategies to strengthen land use regulatory measures. Once implemented, these strategies will provide a much improved system for guiding development and preserving resources.

Portage Lake Land Use and Zoning

Portage Lake has a townwide zoning ordinance which was adopted on July 31, 1974. This ordinance is old and has not been updated since adoption. The Planning Board should update this ordinance with the assistance of the Code Enforcement Officer, to ensure that the ordinance is consistent with state guidelines.

Portage Lake also has a locally adopted Subdivision Ordinance, Site Design Review Ordinance, and Access Management Ordinance.

Portage Lake adopted a revised shoreland zoning ordinance in 1991. Portage Lake's ordinance includes protection to Portage Lake, the Fish River, and the smaller water bodies within the township. The shoreland zone is divided into three (3) land use districts, which include Resource Protection, Stream Protection, and Limited Residential Districts. Lakefront property appears to be fully developed and second tier development has shown up along the West Cottage Road. There are several vacant lots located on the East Cottage Road that are owned by the town and are used as right-of-ways. These should be maintained as such to ensure access to the lake into the future.

Portage Lake has identified an industrial area, located off of the West Cottage Road in the area of the closed Great Northern Chip Plant. This area contains a railroad siding, chip plant, saw mill, and access to the North Maine Woods. There is also easy access to the mill in Nashville Plantation via rail or private dirt roads. There are no other industrially zoned lands in the Town of Portage Lake. Present townwide zoning also does not support or steer industrial land use toward this location.

Eagle Lake Land Use and Zoning

Eagle Lake does not have a townwide zoning ordinance. A zoning ordinance, along with other land use regulations and the town's spending programs, helps to put the comprehensive plan into action. As part of the plan, inventories have been done which help to paint a picture of the

internal and external forces which help to facilitate change in the town. Shaping that change into orderly, planned, and healthy growth is the purpose of the zoning ordinance.

Eagle Lake has adopted a Subdivision Ordinance, but does not have criteria or standards for the review of non-residential development proposals. Site design review helps to protect the Town from unsightly development which would detract from the appearance of the community and reduce property values. It also addresses impacts to many of Byway's intrinsic resources.

Eagle Lake adopted a shoreland zoning ordinance in February 1992. This ordinance established four types of shoreland districts where land use activities are to be regulated within a defined distance (between 75' and 250') from the shoreline of the Town's surface waters.

Wallagrass Land Use and Zoning

Wallagrass adopted a Zoning Ordinance in 1987 when town officials decided to organize and come out from under the jurisdiction of LURC. Town officials adopted an ordinance that is very similar to that of LURC and utilize the zoning map developed for the town. Presently there are five (5) districts within the community.

Town officials feel that the present ordinance is working well and adequately addresses its stated purposes. However, many of the zones are confusing and the ordinance also contains wording related to Shoreland Zoning. The ordinance is in need of major revisions that need to be addressed by the Planning Board (to be discussed in the proposed land use section). These include:

1. Develop a land use chart
2. Develop a dimensional requirements table.
3. Change zoning districts to better reflect current land uses. (see proposed Land Use Plan
4. Update definition sections.
5. Change zone names to better reflect uses.
6. Remove references to Shoreland Zoning.
7. Develop a separate zoning map.

Wallagrass does not have a locally adopted Subdivision Ordinance, Site Design Review Ordinance, or Access Management Ordinance. During the implementation phase of the comprehensive plan, town officials must decide if they want to develop and adopt these elements in their ordinance. If so, those standards must be in compliance with the State regulations or be more stringent.

Fort Kent Land Use and Zoning

Fort Kent has a general townwide zoning ordinance with 4 land use districts including Rural Farm Residential, Residential, Commercial, and Industrial districts. In addition, it has a Shoreland Zoning Ordinance originally adopted in 1974 and revised in 1993. Fort Kent also has a Subdivision Ordinance, Site Design Review Ordinance, Access Management Ordinance, and Floodplain Development Ordinance.

Most of the portion of Fort Kent that lies within the Byway corridor is zoned as Rural Farm Residential District. The purpose of this district is to accommodate agricultural and forestry land uses, rural type residences, natural resource conservation, and recreational uses. With ample space for commercial and industrial uses in other areas of the town, unmanageable development pressure along the Byway corridor is not anticipated in the foreseeable future.

Existing Land Use Analysis

Portage Lake

While only a small portion of the available land has been developed in Portage Lake, the township lacks land for additional growth as over 8,000 acres of the township are in commercial forestland and these owners have indicated no desire to develop. Land directly adjacent to Portage Lake has also been saturated for development.

An analysis of the land use in Portage Lake also shows that most residential lots are small and situated within the village area with the highest concentration of residential lots directly around Portage Lake. The remaining residential lots are scattered throughout the town, which may pose future problems in terms of municipal services.

Eagle Lake

Although the public water and sewer systems in Eagle Lake extend south to just before Fish River and north to the rest area and then down along the lake, unrestricted development of residential lots that are less than 20,000 square feet should be not be allowed along the entire length of Route 11 as this will impact traffic flow, speed and safety.

In the case of Eagle Lake, only a small portion of the available land has been developed and there is ample land for additional growth precluding the need to for growth to occur only along the Route 11 corridor as in Portage Lake. The extent and density of that development is dependent upon the capabilities of the land to handle on-site sewer and water, and the location of that development relative to the public sewer system.

A majority of Eagle Lake's vacant land lies in the western half of the town bordering T16 R8 and is under private ownership. Most of this land is forested, and in many cases difficult to access. Vacant land in developed areas is made up of areas in poor drainage, former agricultural fields reverting back to natural vegetation, rock outcrops, or steep slopes.

Wallagrass

Wallagrass' Town officials have expressed a desire to increase the tourism potential for their town. There are plans to explore the further development of a multi-season, multi-use trail throughout the town. As of now, residential development is just beginning in this area which may make this project more difficult to complete in the future. Town officials may wish to explore funding sources such as Land and Water Conservation (LAWCON) grants and federal monies to preserve a trail corridor for future development.

Commercial development pressure is minimal in Wallagrass, as most of the existing commercial development has occurred inside the traditional village area near Solider Pond. However, there

is increasing commercial pressure locating along Route 11 especially with the construction of a new storage complex. This commercial development is occurring almost exclusively along the main highway, with little depth of development since access roads are not provided behind existing frontage. In addition, commercial lots are necessarily large since no public water and sewer are available and on-site systems must be provided. The combination of development along the main highway and large lots has the potential of creating a low-density commercial strip leading from the developed area of the town. This sprawl is inefficient, creates traffic hazards, and attracts some shoppers out of the downtown area.

Wallagrass should guide development to areas where public services can be provided to protect rural areas, and promote back lot development in close proximity to the village areas to prevent sprawl. This approach to land use regulation will protect rural land uses and help maintain the character of Wallagrass.

Fort Kent

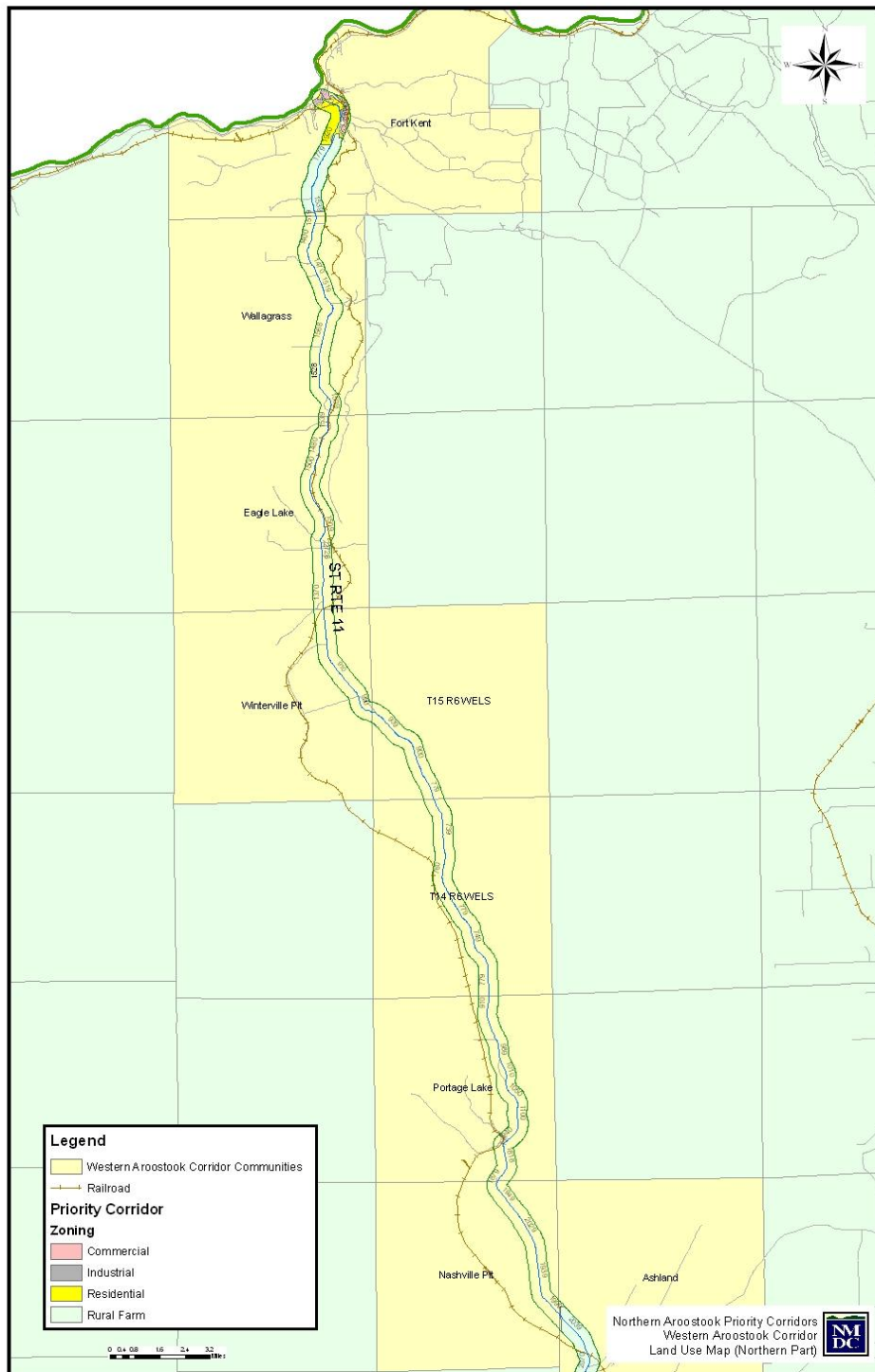
Fort Kent's current zoning ordinance offers an acceptable level of land use control along the Byway corridor. The Town plans to review their current development standards in the near future and may propose amendments in conformance with Byway protection objectives.

Town officials in all of the Byway communities will review their specific access management strategies and requirements as part of their land use ordinances to help avoid uncontrolled strip development along major roadways. Increasing and sprawling development along this corridor could have serious impacts on traffic flow, speed, tax dollars, and public safety.

Table 3 Comparative Table of Existing Land Use Regulation on the Byway

Existing Land Use Regulation Matrix					
Community	Townwide Zoning Ordinance	Shoreland Zoning Ordinance	Subdivision Ordinance	Site Design Review Ordinance	Local Access Management Regulations
Portage Lake	Yes	Yes	Yes	Yes	Yes
Eagle Lake	No	Yes	Yes	No	No
Wallagrass	Yes	Yes	No	No	No
Fort Kent	Yes	Yes	Yes	Yes	Yes

Figure 7 Map of Corridor Land Use



Future Land Use

Portage Lake

Considering topography, water quality, critical habitat protection, current use and saturation, the Route 11 corridor remains the only available option for development. The Planning Committee has designated this corridor as their **Growth Area**. The remaining portion of the township has been designated as the **Rural Area**.

Growth Area: Land that is accessed for development from the state-maintained Route 11, and the East Cottage Road will be considered to be in this zone. The rationale is that these two roads are (a) heavily-traveled collector roads that will bear the brunt of new traffic regardless of its ultimate destination in town; (b) maintained with state dollars, and (c) already showing signs of development pressure. It is therefore more cost-effective for the town to encourage the wear-and-tear of additional growth to be placed on these roads and away from more rural town-maintained roads.

All types of uses will be allowed in the growth area. Mobile home parks that take advantage of the state limits to local regulation will be allowed in the growth area.

Rural Area: The balance of Portage Lake would be considered rural. While growth would not be restricted in the rest of town, it would be relatively discouraged due to (a) the cost of additional land requirements, (b) the lower likelihood of the town accepting new roads, (c) protection of natural resources, and (d) most of this land is commercial forest land. While a low density is desired, house lots are to be kept within a reasonably affordable range for the benefit of buyers, sellers, and the town as a whole, so that rural living should not become exclusive.

Most commercial and industrial activity will generally be discouraged in the rural area, except for the re-use of existing industrial sites off of the West Cottage Road, and performance standards to address these land uses will be carefully developed during the implementation phase of the planning process. Town officials will also consider zoning some additional areas of town for Commercial and Industrial uses in order to prevent incompatible non-residential development issues.

Portage Lake plans to regulate development on a lot-by-lot basis based on the limitations of the soil on site as determined by a medium intensity soil survey. The basic premise is that there will be a one (1) acre minimum lot size in the Growth Area and a five (5) acre minimum lot size in the Rural Area. These lot sizes will increase as soil potential rating decreases. As part of the implementation process and through the development of a Land Use ordinance, the Planning Board will be developing setbacks to offset land uses.

Eagle Lake

Eagle Lake's Comprehensive Plan outlines a proposed zoning ordinance that includes 5 districts with specific purposes for guiding growth and protecting rural character.

Village District (growth)

The Village District should consist of mixture of commercial and residential uses. Future commercial development in the village area should be controlled to blend into the existing conditions and character of the Town, thereby permitting a variety of uses, yet not losing the character of the Town (10,000 to 20,000 S.F. minimum lot size). This district encompasses the built up section of Eagle Lake where municipal services and infrastructure exist, and includes vacant area suitable for mixed-use development.

Residential District (growth)

Areas where there is an adequate road system, suitable soils, some existing residential development, and room for future growth with or without public sewer facilities (1 acre minimum). This district is shown to generally include areas east and west of Route 11 to a depth adequate for back lot development with controlled access to Route 11 and other collectors.

Farm Forest District (rural)

Prime farm and forest lands located away from major areas of residential growth and any future public facilities (5 acre minimum). This district is shown to be located to the west of Route 11 and beyond the Residential District boundary, and features large tracts of privately owned forest or farmland.

Resource Protection District (rural/conservation)

Areas of Town generally unsuitable for development because of wetlands, poorly drained soils, steep slopes, rock outcrops, shoreland areas, wildlife habitat, critical or endangered natural resources, high output aquifers, areas to be protected because of historic and/or cultural resources, scenic importance, access importance, and areas of Town at distances too great to provide and maintain essential public services. This district is shown to be west of the Farm Forest District to the westerly town limits.

Industrial District (growth)

The Industrial District is established for the principal use of industry and associated uses. Certain open area favorably situated with respect to transportation, suitable soils, room for future growth, and containing other factors conducive to industrial development, but not in conflict with residential neighborhoods or business, are also included. This is for the purpose of reserving suitable land for the expansion of existing industry and location of new industry, and to enhance economic development and employment opportunities. This district is shown to be immediately southeast of the village district and south of Eagle Lake.

The proposed zoning ordinance suggests the incorporation of standards for access management, historic and archaeological resource protection, and natural resource protection.

The Development Constraints map is to be used in the review and decision process on all proposed development.

Wallagrass

The "Growth and Rural" areas for Wallagrass have been designated on the Proposed Land Use Map. It should be noted that these areas are fluid and could expand and contract based upon growth pressure and the intent of the zoning ordinance.

1. The **Growth** areas are "generally" defined as: those portions of the Town located just south of the Fort Kent town line along Aroostook Road and the area around Solider Pond. Present zoning in this area includes Residential (D-RS) and General Management (G-MN and D-MN).

It is proposed that during the implementation phase of this program, that the Planning Board will completely update the Townwide Zoning Ordinance. It has also been proposed that, all references to Shoreland Zoning Districts be removed from the Townwide Zoning Ordinance and included in the Shoreland Zoning Ordinance and map.

2. The **Rural** area is defined as those areas outside of the "Growth" area usually encompassing the M-GN district.

Since there is only one small area along Soldier Pond that has public sewer, the minimum lot size for residential uses in the Growth Area should be **one (1) acre** and two (2) acres for commercial uses. Lots along Aroostook Road would need a minimum of 200 feet of frontage and be required to meet the Maine Department of Transportation Access management rules.

The plan calls for name changes to the current districts from: D-RS to Residential District (RD), D-GN to Development District, and M-GN to Management District. The following purposes for each district will also be incorporated into the updated ordinance:

Development District

The purpose of the Development District is to recognize existing patterns of development in appropriate areas and to encourage further patterns of compatible development. This area is designed to promote future growth centers in order to encourage the location of compatible development near each other and to minimize the impact of such development upon incompatible uses and upon public facilities and services.

Management District

The purpose of the Management District is to permit forestry and agricultural management activities to occur with minimal interferences from unrelated development.

Residential District

The purpose of the Residential District is to set aside certain areas for residential and other appropriate uses so as to provide for residential activities apart from areas of

commercial development.

Additionally the plan identifies several provisions to be included in the land use ordinance during the implementation process, including standards for signage and scenic area preservation. The plan also calls for residential zone expansion into areas west of Soldier Pond and along the Sutton Siding Road.

Fort Kent

Fort Kent's existing land use pattern is fairly predictable, logical and consistent with accepted development theory and practices. There are some inconsistencies within the current ordinance that are identified in the Fort Kent Comprehensive Plan. The Plan includes practical suggestions for correcting these inconsistencies so that the ordinance will continue to function as intended, directing growth to appropriate areas and preserving critical natural resources. The ordinance includes the following five land use districts.

Rural Farm Residential District (RF): RF District is established for agriculture, forestry, rural-type residences and customary associated uses unsuited to more densely developed urban areas. The district also promotes conservation of natural resources and encourages appropriate recreational land use while discouraging growth.

Residence District (R): Established for single and multi-family residential uses at low density, mixed with educational, recreational, religious, and fraternal land uses. Areas where future residential growth appears possible are also included in this district.

Commercial Zoning District (C): Established for general business and commercial uses for which the public requires frequent and convenient access in a concentrated development pattern.

Industrial District (I): Established for industrial purposes along with commercial and business uses commonly supplemental to or associated with industrial uses.

Shoreland Zone: The Shoreland Zone is established in accordance with state mandates and serves to regulate growth adjacent to significant waterbodies and sensitive resource areas. The Shoreland Zone supercedes the general land use ordinance where applicable and these standards are more restrictive.

Most of the byway corridor within Fort Kent is zoned as RF, which is the most restrictive district and most effectively preserves intrinsic resources along the byway. The Fort Kent Future Land Use Plan also includes key recommendations for implementation as follows:

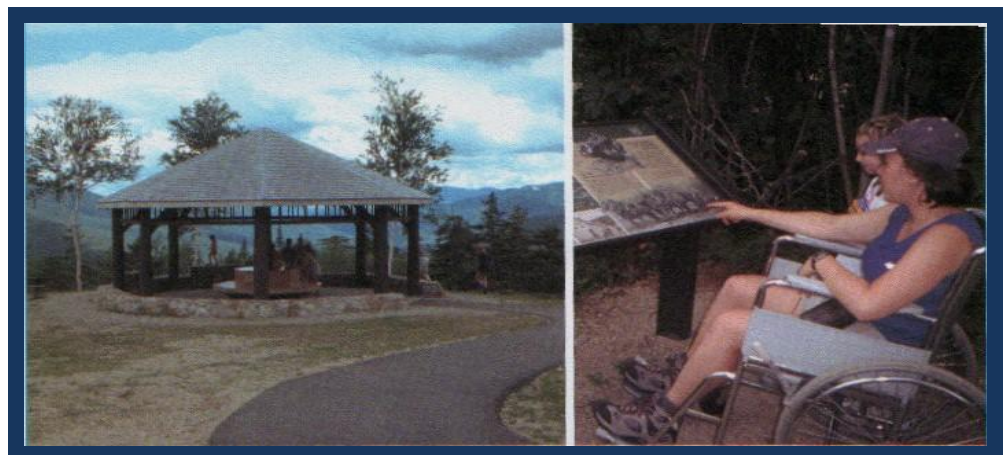
- Traffic Studies to assess impact from large developments.
- Buffer Strips of 150' between residential developments in the RF District and active farmlands.
- Alternative Plan requirement for subdivisions in the RF District to compare clustered and conventional subdivision design for proposals of more than 5 lots to preserve prime farmland.
- Commercial District limitation on any future expansion of this district.

- High Value Fisheries Protection through designation of stream bank segments as Resource Protection districts.

The Corridor Advocacy Group has identified the following additional facilities, services and initiatives that would correlate well with byway goals and objectives mentioned earlier:

- Informational facility or interpretive center - to provide details on lodging, camping, dining and recreational opportunities in the area, and to explain historical/natural significance of intrinsic byway resources. (Note: The former Birch River Fish Hatchery at St. Froid Lake would an ideal location.)
- Recreational/rental facilities, such as bicycles, boats, kayaks guided tours, possibly combine with information center, and develop hut-to-hut shelter system with rest room or kitchen facilities for snowmobile trails.
- Develop and promote existing and new “put in and take out” points for Fish River Lakes canoe trips.
- Reinstatement of passenger rail tours during fall foliage and other annual events.
- Additional promotion of snowmobiling, sled dog racing, skiing, hunting and sports fishing opportunities on the area's streams and lakes.
- Development of additional parking and services at the Portage Lake checkpoint for spectators of the Can-Am Crown International Sled Dog Race.
- Eco-tourism development and promotion, possibly in partnership with initiatives underway by other groups in the region, for projects such as the “Fish River Byway Birding Trail”.
- Historic and other nature trail development which would reinforce the eco-tourism promotional theme.
- Professional surveys of historic and architectural resources along Byway corridor to more fully develop scope and breadth of historical heritage tours and preservation activities.
- Additional trail enhancements in partnership with the Healthy Maine Walks program to promote non-motorized enjoyment of the Byway.
- GIS mapping of the Interconnecting Trail System (ITS) and ATV trails to enhance snowmobiling and ATV recreation.
- Continued wildlife habitat restoration projects in the Dickwood and Isie Lake areas for eco-tourism enhancements.
- Creation, promotion, and inclusion of a Cycling Tour on Route 11 as a companion cycling trip to the existing Tour D’Valle, in the “Bike Aroostook County” Brochure.

Right: examples of interpretive structures that would enhance the traveler’s Byway experience.



Safety Issues

According to accident records data collected and provided by MDOT, there do not appear to be any serious problem areas with regard to safety and there are no high crash locations on the Byway. The three highest accident totals, which may benefit from further scrutiny, were as follows:

1. The 4 mile section between Wallagrass Station and the Plourde Mill road with 22;
2. The 1.6 mile section in T14 R6 south of Bear Ridge with 8
3. From north boundary of T14 R6 to a point 1.6 miles south with 6.

The analysis of accident data also found the following points:

- There were 121 total accidents in the 3-year period from January 2002 to December 2004.
- January and July accounted for the highest incidence rate at 13%; December and June were just slightly lower. This could be attributed in part to winter road conditions and increased traffic due to seasonal tourism.
- 25% of all accidents occurred between the hours of 10AM and 3PM and the type of vehicle units most frequently involved were 4-door passenger cars and pickups.
- 3-axle tractor and tri-axle trailer haul units accounted for just 4% of the units involved in accidents over the 3-year period. These units are commonly used as log hauling transports.
- Only one death was recorded as a result of a traffic accident during the 3-year period.
- 72% of the recorded accidents involved property damage and 40% involved some form of injury, the majority of which were non-capacitating.
- 48% of the 162 drivers involved exhibited no improper driving activities while 15% were determined to be using illegal or unsafe speeds. Driver inattention factored into 14% of the incidences.
- Drivers in the 40-49 age group were involved in the highest number of accidents at 27%.
- No snowmobiles, ATVs or pedestrians were involved in any of the recorded accidents, and only one cyclist was involved in an accident during the report period.
- 18% of all accidents occurred in daylight under clear, dry conditions; snow was a contributing factor in only 15% and ice in only 12% of all accidents indicating that although it is always a concern, winter weather has not been a major factor in road safety on the Byway segment.

There are many miles of the corridor that do not have paved shoulders suitable for safe cycling or pedestrian activity.

Traffic Volumes/User Types

The Department of Transportation, Traffic Engineering Division, and Traffic Monitoring Section is responsible for the collection of all types of traffic data and maintenance of a statewide traffic volume database. The reduction and reporting of traffic volumes and vehicle classification data are accomplished through two types of count programs. They are as follows:

▪ CONTINUOUS COUNT PROGRAM

Traffic volumes are monitored on a continuous year round basis at fifty-three permanent recorder sites located on major highways throughout the State. These hourly counts are collected to produce

an average weekday figure, a weekly average day, a monthly average day, and a monthly average weekday. This information is compiled to develop an Annual Average Daily Traffic (AADT) figure for each location. The AADT is computed from the average of the weekly average day totals for the year. The increasing demand to determine the types of vehicles (e.g. passenger cars, single-unit trucks, and semi's) traveling Maine's highways has prompted the development of a Continuous Classification Program. Currently, the department has nine locations along routed highways that collect data based on thirteen categories as defined by the Federal Highway Administration. An AADT is computed based on the total volume as well as summary data for individual vehicle types. Future plans include the installation of additional sites statewide over the next several years.

■ 24 HOUR TRAFFIC DATA COLLECTION PROGRAM

Between April 1st and November 15th of each year, 24 hour traffic counts (i.e., coverage counts) are gathered to monitor traffic flow and changes in traffic patterns. These counts are generally taken at intersections with major routes and/or other significant roads, Compact Urban Lines (CUL), or Town Lines (TL), or in coordination with ongoing projects or special traffic studies for the Department. Additionally, 24-hour vehicle classification counts are performed in conjunction with the coverage counts to provide a comprehensive view of traffic along the routed highways.

The State is divided into three count zones. The Fish River Scenic Byway is in ZONE III: Northern and eastern Maine. This zone includes all of Aroostook, Piscataquis, Washington counties, northern and southeastern Hancock county, Penobscot county from Lagrange north, and the remainder of Somerset county.

These zones are counted on a five year cycle: Zones I and II are counted twice and Zone III once during each five year period. The coverage count program also consists of the "Special Counts" taken each year to satisfy Departmental needs, local requests, and Federal requirements. Once the AADT's have been computed for all of the permanent recorder locations, weekly factors for each station are computed by dividing the AADT by each average weekly figure. Those stations which exhibit similar traffic patterns are assembled and placed into one of three groups:

- URBAN: Roadways which carry commuter traffic and exhibit little seasonal change in traffic volumes.
- ARTERIAL: Roadways which carry commuter traffic but exhibit moderate seasonal changes in traffic volumes.
- RECREATIONAL: Roadways which are heavily influenced by seasonal traffic.

Within each of the three groups, a factor for each week is computed by averaging the weekly factors from each station within the group.

The 2004 Weekly Group Mean Factors were developed by averaging the Weekly Group Mean Factor for 2001, 2002 and 2003.

The 24-hour raw data may now be grouped and assigned a factor to produce an AADT. Growth factors for expanding traffic in uncounted zones are developed utilizing data from the permanent recorders and comparing it to the data from the previous year. The updated AADT's are entered into the Maine Department of Transportation's database to be used by various Departmental employees.

DESCRIPTION of HEADINGS, SYMBOLS, AND ABBREVIATIONS

The following is a description of the column headings, symbols, and abbreviations used for the Coverage Count Section and are found in Table 4.

TOWN: The town in which a count was taken

ROUTE: The road or highway on which the count was taken.

Non-Interstate Highways and Roads

- X indicates a Routed Highway (0196X = SR 196 0001X = US Route 1)
- A or B indicates an Alternate Routed Highway (0001A = US Route 1A 0009B = SR 9B)
- C indicates a Business Route (0001C = Business US Route 1, 1A, or 1B 0025C = Business SR 25)
- Just a number with no letter OR no numbers or letters indicates a non-routed highway [= Pine Hill Road 00001 = Hubbard Road 01414 = IR 1414 00991 = IR 991 (Biddeford Road)]

LOCATION: A description of where the count was taken.

BK = Brook; BR = Bridge ; CL = County Line; CNR = Corner; CTR = Center; CUL = Compact Urban Line; DR = Drive; EB = Eastbound; HWY = Highway; IR = Inventory Road; LN = Lane NB = Northbound; OW = One Way; PK = Park; PKWY = Park Way; PL = Place; PT = Point PW = Private Way; RD = Road; RDG = Ridge; RV = River; SB = Southbound; SL = State Line SR = State Route; ST = Street; STR = Stream; TL = Town Line; US = United States Route; WB = Westbound; N/O, NE/O, E/O, etc. = North of, Northeast of, East of, etc.

TYPE: Category for each count taken.

A = Permanent Recorder Count
B = BACTS Count
C = Coverage Count
I = Interstate Count
K = KACTS Count
L = ATRC Count (Formerly LACTS)
M = Municipal, Town, Regional Count
P = PACTS Count
S = Special Count
T = Turning Movement Count

GROUP: The factor group assigned to the location.

- I = Urban Group - Roadways which carry commuter traffic and exhibit little seasonal change in traffic volumes.
- II = Arterial Group - Roadways which carry commuter traffic but exhibit moderate seasonal changes in traffic volumes.
- III = Recreational Group - Roadways which are heavily influenced by seasonal traffic.
- ATR = Permanent Recorder Controlled Group

AADT: Annual Average Daily Traffic

Table 4 Traffic Counts on the Fish River Scenic Byway

TOWN	STATION	ROAD	LOCATION	TYPE	GROUP	AADT04
FORT KENT	01306	0011X	SR 11 (AROOSTOOK) SW/O F.K. MILL RD	C	I	2420
FORT KENT	02903	0011X	SR 11 (PLEASANT) E/O CUT FROM US 1/SR161	C	I	6940
FORT KENT	03201	0011X	SR 11 (PLEASANT ST) N/O BRIDGE ST	C	I	4960
FORT KENT	03203	0011X	BRIDGE ST E/O SR 11 (PLEASANT ST)	C	I	4270
FORT KENT	60200	0011X	SR 11 @ WALLAGRASS PLT TL	C	I	2230
EAGLE LAKE	32405	0011X	SR 11 S/O IR 1671 (ALBERT ST)	C	II	3120
EAGLE LAKE	35505	0011X	SR 11 S/O IR 922 (GILMORE BK RD)	C	I	1980
WALLAGRASS	60505	0011X	SR 11 S/O IR 801	C	I	2310
WALLAGRASS	60508	0011X	SR 11 NW/O IR 801	C	I	2090
EAGLE LAKE	61501	0011X	SR 11 N/O IR 3308	C	I	2740
EAGLE LAKE	61605	0011X	SR 11 S/O IR 1625	C	II	2070
EAGLE LAKE	62501	0011X	SR 11 N/O IR 932 (OLD MAIN ST)	C	II	3650
EAGLE LAKE	62505	0011X	SR 11 S/O IR 932 (OLD MAIN ST)	C	II	3410
EAGLE LAKE	65400	0011X	SR 11 @ WALLAGRASS PLT TL	C	I	2150
WINTERVILLE PLT	61701	0011X	SR 11 N/O IR 807 (S SHORE RD)	C	II	1410
WINTERVILLE PLT	61705	0011X	SR 11 S/O IR 807 (S SHORE RD)	C	II	1200
WINTERVILLE PLT	61904	0011X	SR 11 SE/O IR 809 (QUIMBY RD)	C	II	1180
TWP 14 R 06 WELS	75600	0011X	SR 11 @ T15 R6 WELS	C	II	1460
PORTAGE LAKE	59604	0011X	SR 11 SE/O IR 1618	C	ATR74501	1950
PORTAGE LAKE	64602	0011X	SR 11 NE/O IR 1619 (E SHORE RD)	C	II	1810
PORTAGE LAKE	64606	0011X	SR 11 SW/O IR 1619 (E SHORE RD)	C	ATR74501	2010
PORTAGE LAKE	65000	0011X	SR 11 @ T14 R6 WELS TL	C	II	1410
NASHVILLE PLT	59702	0011X	SR 11 NE/O IR 1617 @ PORTAGE TL	C	ATR74501	1890

Roadway Improvements

The Maine Department of Transportation's Biennial Transportation Improvement Program lists the following projects scheduled for fiscal year 2006-2008:

Table 5 MDOT Roadway Improvement Projects for Route 11

Scope of Work/ Municipality	PIN	Functional Class Rte # / Road Name <u>Length</u> Km Mi	Description	Estimated Cost/ Funding Source
1 1/4 INCH OVERLAY WALLAGRASS	12866.00	MAJOR/URB COLLECTOR ST RTE 11 1.83 KM 1.14 MI		Total 270,396 State 53,322 Fed 217,074
HIGHWAY IMPROVEMENTS WALLAGRASS	12772.00	MAJOR/URB COLLECTOR St Rte 11 2.01 KM 1.25 MI		TOTAL 175,000 STATE 34,510 FED 140,490
1 1/4 INCH OVERLAY WINTERVILLE PLT TO EAGLE LAKE	12869.00	MAJOR/URB COLLECTOR ST RTE 11 5.57 KM 3.46 MI		TOTAL 424,098 STATE 83,632 FED 340,466

Source: MDOT – BTIP FY2006-2007

Protection Techniques

Protection Techniques provide options for protection and management of corridor resources. The CAG will devise strategies and techniques to achieve protection goals relating to corridor resources and will utilize and strengthen if necessary, existing land use standards contained within individual municipal land use and zoning ordinances.

Each of the organized Byway communities has adopted a consistent municipal comprehensive plan, and 3 of the 4 towns have existing zoning ordinances. All of these communities have proposed amendments to update their existing ordinances, and Eagle Lake has proposed to develop and adopt a townwide zoning ordinance as an implementation strategy within their comprehensive plan. Therefore, protection of corridor resources will be achieved through the implementation of the standards that either exist within or will be amended into the zoning ordinances of Portage Lake, Wallagrass and Fort Kent, and through ordinance development in Eagle Lake. The following pages provide a description of existing policies and strategies contained within the adopted comprehensive plans of each community, followed by the CAG's recommendations for additional measures to be included in future ordinance amendments to strengthen protection of corridor resources. The CMP will also be referenced into each municipality's comprehensive plan to establish the basis for enforcing corridor specific protection measures.

Comprehensive Plans

Table 6 is a matrix of the policies and strategies affecting land use that each of the byway communities have previously developed and included in their respective comprehensive plans. These policies and strategies were taken from the Land Use, Natural Resources, and Transportation sections of their adopted plans, and collectively describe applicable protection techniques that will be incorporated into the CMP.

The Protection Technique Matrix is followed by a listing of other relevant policies and strategies from the municipal comprehensive plans concerning Recreation, Historic and Cultural resources, and Local Economy. These policies and strategies are included to provide a basis for additional actions to be taken in the management of the Scenic Corridor.

Table 6

Comprehensive Plan Land Use Protection Techniques		
BYWAY GOAL 1: Protect and Enhance Scenic, Historical, Recreational, Natural Resources		
Town	Comprehensive Plan Land Use Policies	Strategies
Portage Lake	☑ Portage Lake should maintain large areas of open space, agricultural, and forests resources through the recognition of their importance. ☑ Portage Lake should improve existing development, both in the village and rural areas, through programs that make use of funding sources.	• Develop and adopt a site design and review procedure. • Adopt updates included in proposed land use ordinance • Identify and inventory all locations, utilizing the development constraints map, where development interests can locate with the least amount of permit requirements, strain on the existing public facilities and services, and impact of sensitive environmental areas • Develop an open dialogue with surrounding communities concerning regional land use and environmental issues (surface waters, solid waste management, forest resources)
Eagle Lake	☑ Maintain and protect the traditional rural character. ☑ Reinforce the village (urban) and rural areas by accommodating growth in a manner which enhances the environment and the site, upgrades the physical condition of structures and public improvements, and protects the natural and cultural resources. ☑ Ensure orderly compact growth in the village area by avoiding continuous "strip" development. ☑ Work to guide growth into those areas where it can best be accommodated and serviced while discouraging growth in areas not well suited for development. ☑ Encourage orderly growth by ensuring that adequate land, services, and regulations are in place.	• Draft a Townwide zoning ordinance to include site design review criteria (See: Land Use Plan) • Develop an open dialogue with the surrounding communities concerning regional land use and environmental issues (such as surface waters and aquifer protection). • Adopt standards in land use regulations to protect the desired character of Town. • Develop standards in the zoning ordinance, subdivision ordinance, and site design review criteria for the identification, preservation, and/or protection of potential and identified archeological, prehistoric, and historic resources. • Create "good neighbor" standards to assure industrial developments are context sensitive, protect the environment and neighboring properties, provide safe access, and promote the visual environment. • Utilize innovative techniques, such as clustering, to guide residential development away from prime soils and sensitive natural resource areas.
Wallagrass	☑ Protect the traditional rural character of the Town. ☑ Reinforce the village and rural areas by accommodating growth in a manner which enhances the environment and resident's lifestyles, upgrades the physical condition of structures and public improvements, protects the natural and scenic resources, preserves current prime agricultural and forest lands, and maintains the rural character.	• Update the Townwide Zoning Ordinance. • Consider a Site Design Review ordinance or criteria within the Townwide Zoning Ordinance. • Develop performance standards for industry that could locate in the "growth" area. • Develop an open dialogue with the surrounding communities concerning regional land use and environmental issues (such as surface waters, aquifer protection, and solid waste management). • Adopt standards in the land use ordinances that protect the desired character of the Town.

Comprehensive Plan Land Use Protection Techniques - continued

BYWAY GOAL #1: Protect and Enhance Scenic, Historical, Recreational, Natural Resources

Town	Comprehensive Plan Land Use Policies	Strategies
Fort Kent	☒ Support agriculture, agricultural practices, and farmland conservation ☒ Limit development sprawl along State and local highways and roads	• Require subdividers and developers in the RF zone to provide 150 foot buffers between development and active farmland • Draft a site plan review ordinance that sets standards for the prevention of harmful impacts from large scale development. • Require residential developers of 5 or more lots in RF zone to submit 2 sketch plans; one conventional plan and one cluster-type plan for review. • Resolve not to expand any “C” (commercial) zones further along existing streets to limit sprawl, reduce traffic congestion and improve traffic safety.

Comprehensive Plan Natural Resource Protection Techniques

BYWAY GOAL #1: Protect and Enhance Scenic, Historic, Recreational, Natural Resources

Town	Comprehensive Plan Natural Resource Policies	Strategies
Portage Lake	☑ Portage Lake will encourage recreational enjoyment of the Portage Lake natural resources, while protecting all natural habitats. ☑ Town Officials will maintain, and possibly expand, open space in Portage Lake. ☑ Town Officials will provide a means to protect or conserve the present forest resources in the township ☑ Town Officials will develop land use controls that protect or conserve important water resources. ☑ Inform both residents and visitors on water quality issues involving Portage Lake and its groundwater resources.	• The Town, through elected or appointed officials, shall oversee the natural living areas of deer, waterfowl, and other wildlife in order to maintain safe and reasonable use of all forest land • Maintain an ongoing goal to continue to improve aesthetics as well as encourage more community involvement and ownership. • Encourage farm and forest landowners to participate in DEP, Soil and Water Conservation District, and USDA- Natural Resources Conservation Service programs that reduce soil erosion and phosphorus export • Continue to work cooperatively with the other major land owners and commercial forestry operations in order to assist and protect all economic, natural resources, and aesthetic value. • Continue to protect natural resources by encouraging development that is compatible with forestry management plans. • The Town, through elected and/or appointed Officials, will develop a land use ordinance that includes performance standards that address the following impacts: ▪ Storm water runoff; Erosion control standards ▪ Phosphorous controls for all new development. ▪ Use of Best Management Practices (BMP) in all forestry and agricultural operations, construction and development. ▪ Encourages development on desirable sites dependent upon soils, topography and water resources ▪ Discourages development on marginal to poor sites to protect both surface and ground water quality. ▪ Resource extraction; ground water protection; mandatory Shoreland Zoning regulations • Educational program for landowners on regulatory control of non-point sources of pollution.

Comprehensive Plan Natural Resource Protection Techniques - continued

BYWAY GOAL #1: Protect and Enhance Scenic, Historical, Recreational, Natural Resources

Town	Comprehensive Plan Natural Resource Policies	Strategies
Eagle Lake	☒ Identify and protect the quality of wetland areas. ☒ Examine the importance of and potential threats to water resources and develop strategies to protect or conserve these resources. ☒ Identify, assess, and conserve fisheries and wildlife habitat. ☒ Identify, assess, and preserve unique natural areas.	• The Town will work with the appropriate state agencies and property owners to refine, enhance, and update the natural resources information contained in this Plan. The Town's efforts will focus on: ▪ Accurately defining the existence, location, and extent of wetlands. ▪ Evaluating the importance of wetlands for the full range of wetland functions. ▪ Accurately defining the location and value of various types of wildlife and fisheries habitats, with emphasis on deer wintering habitat. ▪ Developing improved access to Eagle Lake, Isie Lake, Dickwood Lake, Fish River, and the various streams and brooks. Access should provide opportunities for residents to have low intensity, small scale access to waterbodies for fishing, canoeing, and similar activities. To include: ☐ Researching access to waterbodies to determine if rights of access exist. ☐ Identifying the types of access desirable to the waterbodies. ☐ Locating feasible points of access to the various waterbodies. ☐ Work with property owners to obtain public access rights through a variety of approaches such as consent of the owner. ☐ Develop a program for managing and maintaining these access points to protect property owners and the environment. ▪ Work to improve the Management Plan for the Dickwood Lake area. • Establish a program to identify, maintain, publicize, and enhance the soil resources, and the natural and wildlife resources of the Town through the use of sound land management practices, the protection of wildlife habitats, and a cooperative relationship between the land owners and wildlife organizations and services. • Exhibit public information materials on the Fish River watershed. • Continue to support and work with the Natural Resource Conservation Service, the St. John Valley Soil and Water Conservation District, University of Maine Cooperative Extension, and other groups. • Present a copy of this Plan to the schools and encourage it be used when discussing natural resource, environmental, and other land use issues.

Comprehensive Plan Natural Resource Protection Techniques - continued

BYWAY GOAL #1: Protect and Enhance Scenic, Historical, Recreational, Natural Resources

Town	Comprehensive Plan Natural Resource Policies	Strategies
Wallagrass	☑ Wallagrass will maintain or improve or maintain its existing wildlife and fisheries habitat. ☑ Work with state and federal agencies to accurately identify and assess the Town's significant natural resources. ☑ Encourage the retention of high value wildlife habitat by working with landowners to reach mutually agreeable resolutions to maintain their habitat rating. ☑ Retain adequate buffers along rivers and streams so that their scenic quality, fisheries, and wildlife habitat are maintained. ☑ Conserve and preserve high quality recreation resources for future use by the residents of Wallagrass. ☑ Actively promote an understanding of the special problems of development in the Fish River watershed and the need for improvement of the water quality.	• Present a copy of this Plan to the school and encourage it to be used when discussing natural resource, environmental, and other land use issues. • The Town and the school system will develop an informational program designed to help educate the students and residents about the Town's natural resources, their importance, and the types of activities which can damage or destroy these resources. This program should address the issues of the Fish River, the watershed, and the various streams, brooks, and wetlands. • Secure public information materials on the Fish River watershed and its value to the region. • Identify and develop long term wildlife management goals for the town with assistance from the Maine Department of Inland Fisheries and Wildlife. • Consider retaining tax delinquent agricultural and woodlands for public recreational benefits and plant marginal town fields with trees. • Utilize the existing development constraints map to steer new development away from environmentally sensitive areas. • Develop standards within the land use ordinance that maintain the rural character of the town and protect prime agricultural soils and forestland from incompatible use. • Work with the appropriate organizations and agencies to establish an inventory of scenic areas, wetlands, and areas of moderate to high habitat rating, and catalogue areas for use in land use decisions with protection for those areas that should not be altered. • Work with the MDEP, IF&W, and MDOT to reduce the silt and sediment problem in Michaud Brook from the Strip Road to its confluence at the Fish River.
Fort Kent	☑ Work with adjacent communities to protect common water resources ☑ Protect State-identified critical areas, rare and endangered plant communities and natural heritage areas. ☑ Protect State-identified high value fisheries habitat	• Meet biennially with representatives of adjacent communities to discuss and establish common goals, strategies and standards that should be set in place to protect common water resources. • Designate those stream bank segments along side high value fishery habitat as resource protection areas under the town's revised Shoreland Zoning Ordinance. • Contact officials at the Natural Heritage Program (now the Maine Natural Areas Program) to conduct inventories of possible rare plant sites along riverbanks and in wetlands where these species were once in existence.

Comprehensive Plan Transportation Protection Techniques

BYWAY GOAL # 5: Protect Transportation Resources, Maintain Efficiency and Safety

Town	Comprehensive Plan Transportation Policies	Strategies
Portage Lake	☑ Maintain and upgrade the present road system to enhance the opportunities to move goods and services, connect outlying rural areas, recreational areas, not only to Portage Lake but to other areas in the region. ☑ New residential subdivisions and commercial development along Route 11 will discourage numerous access points along the roadway and include a single access point, wherever feasible. ☑ Crosswalks and crossing zones will be reviewed and as needed brought up to state standards.	• Work with the Maine Department of Transportation to: ▪ Identify areas where passing lanes are desirable on Route 11; ▪ Place visible speed reduction signs before and after village area; ▪ Identify and maintain areas along Route 11 that are dangerous due to low shoulders. • Develop an Access Management Plan for driveways and new access roads onto public roads as to maintain posted speed limits and assure safety. • Work with MDOT to provide adequate sidewalks in the village area. • Work with the Maine Departments of Transportation (MDOT) and Conservation (MDOC) to determine the feasibility of developing a year round, multi use trail system that utilizes existing or new rights-of-way. • Identify and work with private, non-profit organizations such as the Northern Maine Trails Association and the Rails to Trails Conservancy concerning assistance provided by those groups in conserving and preserving right-of-ways for public use. • Apply for funding for the maintenance of the East and West Cottage Roads.
Eagle Lake	☑ Identify, assess, and preserve the carrying capacity, and promote the construction, reconstruction, and maintenance of roads and bridges. ☑ Encourage programs that will minimize air and water pollution and promote safety for transportation systems. ☑ Increase tourism through safe, user-friendly transportation facilities and services.	• In order to maintain, improve, and provide for a safe and efficient transportation network, the Town will: ▪ Develop road design and construction standards. ▪ Review road maintenance, tree cutting, snow-plowing, and related activities and recommend changes as appropriate in order to enhance the preservation of visual resources and to maintain and support pedestrian movement in the village area. ▪ Develop a formal policy relative to the improvement of Town roads and bridges. This policy should emphasize the Town's desire to retain its rural character, establish reasonable access strategies, develop standards for maintenance of bridges, paved and unpaved roads, the plowing of sidewalks, and the protection of public/private property from damage and encroachment. ▪ Contact various trail groups concerning assistance provided by

		the group in preserving and conserving the identified trails for public use. ▪ Ensure crossing zones are brought up to standards (painting, signs) particularly near the schools. ▪ Encourage cluster development in new large subdivisions of ten (10) acres or more to minimize the length of new roads and lighten the burden of road maintenance costs. ▪ Continue to work annually with the MDOT to ensure adequate maintenance, upgrading, and traffic flow on the roadways. ▪ Establish an open dialogue with the communities along Route 11 to address maintenance, planning priorities, curb cuts, access management, and the impact of development. ▪ Review the need for roadway shoulder and ditching improvements to improve drainage. ▪ Review the need for bilingual road signage. • Establish standards for access management that will help to maintain posted speed limits and assure traffic safety. • Recognize that Route 11-Main Street plays a dual role as both the "spine" of the village area and as a state highway moving through traffic north and south; the local role should be the predominant role for the road. • Review and update as necessary the Roadway Opening Ordinance. • Encourage and support local safety training programs for children riding bikes, ATVs or walking. • Explore the use of alternative materials and techniques in construction and maintenance projects to reduce life cycle costs. • Encourage the creation of safe local bicycle routes. • Promote the adoption of standards in the local ordinances for control of erosion and sedimentation, and stormwater management along roadways. • Assure the use of transportation signage that makes people more aware of the possible presence of bicyclists and pedestrians. • Encourage the use of the international symbols for transportation related signs when appropriate and in conformance with Manual of Uniform Traffic Control Devices (MUTCD). • Encourage more and better transportation systems and facilities to increase tourism and tourism development.
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Comprehensive Plan Transportation Protection Techniques - continued

BYWAY GOAL # 5: Protect Transportation Resources, Efficiency and Safety

Town	Comprehensive Plan Transportation Policies	Strategies
Wallagrass	☑ Expand opportunities for trails and walking paths by working with private landowners. ☑ Recognize that Aroostook Road (Route 11), Strip Road, and Sly Brook Road play a dual role, moving traffic through the village area and throughout the region. These roads also serve as gateways to Wallagrass. ☑ Non-residential land uses which generate significant local traffic (more than fifty (50) vehicle trips per day) should have controlled accesses, whenever feasible.	• Work with the Maine Department of Transportation to identify and maintain areas along Aroostook Road (Route 11), Strip Road, and Sly Brook Road that are dangerous due to low shoulders, poor geometrics, or other reasons. • Develop an access management education program with the assistance of NMDC and MDOT for driveways and new access roads onto public roads as to maintain posted speed limits and assure safety. Provide access management information to all developers wishing to construct driveways or entrance ways along State roads. • Establish an open dialogue with the communities along Aroostook Road (Route 11) to address maintenance, planning priorities, curb cuts, access management, and the impact of development. • Crossing zones should be reviewed and as needed brought up to standards. • Upgrade and maintain a safe sidewalk system within the village area to enhance the pedestrian environment, create opportunities to walk to retail and service uses, and to connect the schools, public buildings, recreation areas, and residential neighborhoods. • Review road maintenance, tree cutting, snow-plowing, and related activities and recommend changes as appropriate in order to enhance the preservation of visual resources and to maintain and support pedestrian movement in the downtown. • Continue to work annually with the MDOT to ensure adequate maintenance, upgrading, and traffic flow on the roadways. • Continue to require that all new non-residential development provide for adequate and safe off-street parking and loading. • Encourage the creation of safe local bicycle routes. • Acknowledge that Aroostook Road (Route 11), Strip Road, and Soldier's Pond Road are gateways to the community and apply for MDOT Community Gateway funds to construct signs.

Comprehensive Plan Transportation Protection Techniques - continued

BYWAY GOAL # 5: Protect Transportation Resources, Efficiency and Safety

Town	Comprehensive Plan Transportation Policies	Strategies
Fort Kent	☑ Support efforts to ensure maintenance and upgrading of existing arterial and collector roads. ☑ Study traffic patterns and turning movements along routes 1, 11, and 161, especially at hazardous intersections, and develop a plan to improve safety working with town council and MDOT. ☑ Continue to require that all commercial and residential developments provide adequate off-street parking and access roadways to serve the project. ☑ Explore long term costs and benefits associated with replacement of old bridges with modern wooden bridge designs.	• Continue to work annually with the MDOT through the Transportation Investment Program to ensure that adequate maintenance, upgrading and traffic flow occurs on these routes. • Establish a continuing dialogue between communities along these arterials; address maintenance, planning priorities, curb cuts, and the impact of adjoining development along arterials. • Make specific recommendations for intersection improvements and coordinate with MDOT. • Require that developers provide facilities for pedestrian and bicycle circulation in new developments that are adjacent to built up areas. • Complete a roadway and bridge inventory /condition database of local roads and bridges; develop a 5-year road/bridge improvement plan with work description and cost estimates to be incorporated into capital improvement plan.

Environmental Conditions

With four-fifths of Portage Lake forested, forestry has a significant impact on both Portage Lake's and the region's economy. These prime forest lands have important implications for future community growth and change. Portage Lake because of its joint ownership of significant forest land acreage has the ability to play an active role in the direct management decisions of this resource.

Eagle Lake contains vast forest resources. According to the existing land uses, approximately 20,700 acres or about eighty-seven (87) percent of the land area in Eagle Lake is forested. Like many areas in Aroostook County, the amount of forest acreage has been increasing as farmland has been abandoned or planted to trees. The Dickwood Lake Wildlife Management Area, which is 4,360 acres in size, is administered by the Maine Department of Inland Fisheries and Wildlife (DIF&W). The DIF&W has developed a draft management plan for this area with Eagle Lake utilizing a multi-use strategy that promotes forestry, recreation and wildlife use of the resource. Of the 4,360 acres of forest lands associated with Dickwood Lake, DIF&W owns 3,860 acres and Eagle Lake owns the remaining 500 acres. Many of the large contiguous forested areas throughout the Town have traditionally been a valuable recreational resource including hunting, fishing, and snowmobiling. In the Town's 158 acre Forest there are over 10,000 feet of hiking and cross-country skiing trails that are maintained and groomed. The Town is planning to expand these trail systems to link various lakes (Dickwood, Isie, First Wallagrass, and Eagle) together and enhance recreational opportunities for hiking, mountain biking, and cross-country skiing, etc.

Agriculture is a minor part of both the Portage Lake and Eagle Lake economy. This is mainly due to the Town's rather limited acreage of prime farmlands. Despite these limitations some landowners of agricultural lands (pastures, hay lands) have expressed an interest in exploring the development of either crop or livestock farming operations if adequate technical and financial assistance could be made available to develop these operations.

Surface Waters on the Corridor

Portage Lake has several miles of class AA rivers and brooks. The primary threats to water quality in Portage Lake are related to non-point sources. There are no known or documented point source discharges to surface waters.

Important surface waters located in Eagle Lake that are part of the Fish River Chain of Lakes watershed include Eagle Lake, Fish River, Ouellette Brook, Gilmore Brook, Drake Brook, Pond Brook, Devoe Brook, Brown Brook, Isie Lake, Dickwood Lake, First Wallagrass Lake, Thibodeau Brook, Albert Brook, Raymond Brook, Pennington Brook, Pinette Brook, and Birch River. In addition to these named surface waters, there are numerous unnamed tributaries and springs that feed into the Lake. Eagle Lake is the centerpiece of the watershed and focal point for the community. This L-shaped lake is the third largest lake in the watershed, and is the recipient of drainage from both the upper and lower lakes in the watershed.

Fish & Wildlife

The Town's lake, rivers, streams, brooks, and their tributaries provide good fisheries habitat. These watercourses are important to the community. Taken together, all provide good brook trout and landlocked salmon habitat and are fished by residents and others.

Portage Lake has considerable amounts of good habitat for wildlife. Presently, there are no local regulations protecting the identified critical wildlife areas, historic sites, or other unique sites (oak stands). Portage Lake's critical natural resources are not currently threatened with development due to poor drainage characteristics of the soils. The wilderness experience image that Portage Lake offers should help to advance the Town's goal of encouraging tourism if the wildlife and related habitats are properly managed.

According to DIF&W's Regional Fisheries Biologist, Eagle Lake supports a sport fishery of statewide significance for landlocked salmon, lake trout, and brook trout. In addition, the lake supports a locally popular hook-and-line smelt fishery in both winter and summer months. The lake offers excellent habitat for natural reproduction for salmon. The chief spawning areas are Nadeau Thoroughfare (the outlet to St. Froid Lake), Eagle Lake Thoroughfare (the outlet of Square Lake), and Eagle Lake outlet. The DIF&W supplements the wild salmon population with an annual stocking program. Many of Eagle Lake's small inlet tributaries, in addition to the above mentioned thoroughfares, contain suitable spawning and nursery areas for wild brook trout. The DIF&W biologists have found that lake trout have been fairly successful reproducing in the wild and therefore have only done periodic stocking of hatchery lake trout to sustain this sport fishery. Water quality in Eagle Lake is excellent to support these cold water fisheries.

First and Second Wallagrass Lakes contain good habitat for cold water gamefish. Principal Fisheries are Brook trout and Landlocked salmon.

The DIF&W Biologists state that some upland wildlife species such as; ruffed grouse, bear, and moose, whom prefer the browse and vegetation associated with early successional stage forest lands, are quite abundant.

The largest wetland in Eagle Lake is 36.48 acres (No. 9 on the Water Resources map) and is located in the southeastern portion of the Town, adjacent to the thoroughfare connecting St. Froid and Eagle Lake. None of these mapped wetlands have received a wildlife rating value by the Maine Department of Inland Fisheries and Wildlife.

Table 7 Rare Plants and Animal Communities in Portage Lake

Scientific Name	Common Name	Survey site	Last Seen
<i>Aster borealis</i>	Rush aster	Portage Lake	1992
<i>Betula pumila</i>	Swamp birch	Portage Lake	1992
<i>Chlidonias niger</i>	Black tern	Portage Lake	1959
<i>Heteranthera dubia</i>	Water stargrass	Portage Lake	1940
<i>Listera auriculata</i>	Auricled twayblade	Portage Lake	1944
<i>Nymphaea tetragona</i>	Pygmy water-lily	Mosquito Brook	1992

Source: Maine Natural Areas Program -Information is valid as of April 5, 1993.

Table 8 Rare Plants Communities in Eagle Lake

Scientific Name	Common Name	Survey site	Last Seen
<i>Carex atratifomis</i>	Black Sedge	Brooksides, ravines, and damp slopes	1988
<i>Carex recta</i>	Salt-March Sedge	Saline Marshes	1987
<i>Lonicera Oblongifolia</i>	Swamp Fly-Honeysuckle	Eagle Lake	1993

Source: Maine Natural Heritage Program - Information is valid as of July 6, 1995.

Cultural Environment

The social and cultural fabric of the communities along the Fish River Scenic Byway corridor is predominantly influenced by the natural treasures around which the communities were founded. The forests spawned logging and wood processing industries, while the abundant woods and waters provided the stage for fishing, hunting, and boating recreation. With the establishment of Catholic and Protestant congregations in the various Byway communities, religious establishments play an important role as a means for both spiritual and social enrichment. Rugged individualism and a steadfast work ethic add to the unrefined, yet friendly nature of the Fish River Scenic Byway.

Portage Lake has much to offer visitors with its vast natural resources. The town is also located at the intersection of two major snowmobile trails which brings many visitors into the area. Town officials and residents may wish to consider what steps need to be taken in order to insure that Portage Lake remains a tourist destination.

Community and civic groups in the Portage Lake/Ashland area include the Knights of Columbus, Rotary, Order of Eastern Star, Masonic Order, the Women's Civic Club, the American Legion, the Lions and Lioness Clubs, Kiwanis Club, Boy, Cub, Brownie, and Girl Scout troops.

The Ashland Logging Museum, located on the Garfield Road, features a blacksmith shop, machine sheds, and various exhibits relating to the lumbering industry. There is also a collection of logging artifacts, library of contracts and other documents relating to lumber industry.

Portage Lake has a private animal museum offered by the local taxidermist at the Custom Taxidermy shop.

A new boat launch was planned and constructed during the summer of 1995 at the end of the West Cottage Road. It reduced parking problems and boat mooring problems during the summer, though further improvements are still needed. Portage Lake officials would now like to see an additional boat launch constructed off of the East Cottage Road to improve access for residents and vacationers on the east side of the lake.

There are plans for developing a picnic area at the old artesian well site adjoining Rena Boutot's property, but the project has been stalled for several years. This facility would be available to those persons seeking an area to picnic when the beach area is over crowded, and is ideally located just off Route 11 in the village.

Eagle Lake also has several water access points and a public boat launch in addition to Eagle Lake Park, a public beach, outdoor skating rink and tennis courts, and Northern Maine General Hospital. There are several private recreational establishments that also have a rich history dating back to the early 1900's when northern Maine was a choice destination of wealthy New Englanders looking for a "full service" wilderness experience.

The Acadian Influence

In the more northern Byway communities the culture is influenced by the migration of two distinct groups of French speaking people to the St. John Valley in or around 1783; residents of southern New Brunswick Towns who were primarily, but not wholly Acadian; and French-Canadian habitants from the lower St. Lawrence. The southern New Brunswick migrants from two French villages of Ste. Anne and Hammond River included some French Canadian families whose children quickly married into local Acadian families. In 1783 land in the lower St. John Valley suddenly came into great demand, as thousands of Loyalists and disbanded soldiers converged on the river. New Brunswick was almost immediately separated from Nova Scotia and its government bent to the task of providing old and new inhabitants alike with homesteads and land titles.

Festivals and Events

There are many festivals and attractions that take advantage of the beautiful natural surroundings and celebrate the rich culture, heritage, and local way of life of the Eagle Lake area. They include the Portage Lake Association's Boat Parade, Woodsman's Golf Tournament in Portage, Eagle Lake Annual Fireman's Barbecue, the Eagle Lake-Irving 100 Sled Dog Race, the Acadian Festival, the Fish River Canoe Race, the Fort Kent Scarecrow Festival, the Can-Am Crown International Sled Dog Race, the Ploye Festival/Muskie Fishing Tournament in Fort Kent, and the Mardi Gras celebration in Fort Kent.

Below: Clockwise from upper right, making the world's biggest ploye; the Mardi Gras parade; mushing along the St. John River at the Can-Am International; trophy Muskie; a Scarecrow float in the parade.



The Six Year Action Plan

This section identifies the necessary sequence of actions to implement the corridor management plan.

2006

- Final Draft of Scenic Byway Corridor Management Plan Completed
 - Community groups meet, review and comment
 - State, regional and Federal agencies provide input
 - Work Plan prepared for action to be taken over the next 6 years (2006 – 2011)
- Evaluate progress and submit annual report to the Rural Planning Organization and MDOT

2007

- Corridor Management Plan and Comprehensive Plan amendments presented to Town voters for approval
- Driver safety /awareness media designed and printed
- Community participation program implemented; Byway guest column initiated (ongoing).
- Byway promotion present at major events in the Fish River area (done annually)
- Interpretive Panels designed and in development; Byway signs installed.
- CAG is represented at State Byway Conference
- Scenic Byway grant application submitted for upcoming year.
- Evaluate progress and submit annual report to the RPO and MDOT

2008

- Interpretive Panels installed at all turnouts; public unveiling.
- CAG representatives seek out and attend Byway workshop opportunity
- CAG establishes annual Fish River Scenic Byway symposium to discuss byway initiatives; Suggested focus: Access Management for Developers and Realtors
- Historic and Scenic inventories completed and mapped using GIS
- Trail systems mapped using GIS
- CAG hosts Maine Scenic Byway Conference; showcase the International Cultural Route Project completed by Sheila Jans and the Cultural Development Consultancy.
- Scenic Byway grant application submitted for upcoming year.
- Evaluate progress and submit annual report to RPO and MDOT

2009

- Tourism Service Business workshops held to train Byway stakeholders on talking points and improved customer service in conjunction with northern Maine resort development project and 5-year tourism business plan.
- CAG holds 2nd annual FRS Byway Symposium for stakeholders
- CAG attends training opportunities within the state.
- Scenic Byway grant application submitted for upcoming year
- Evaluate progress and submit annual reports

2010

- Scenic Byway Protection and Enhancement Fund is created with stakeholder support and successfully launched.
- Non-pedestrian trail improvements completed and promoted with support from Healthy Maine Walks, Maine Bicycle Council.
- CAG holds 3rd annual FRSB Symposium for stakeholders.
- Off Byway Sites component developed and added to Byway print media for distribution.
- CAG attends and presents at Maine Scenic Byway Conference
- Scenic Byway grant application submitted for upcoming year.
- Evaluate progress and submit annual reports.

2011

- Interpretive Center site selected; funding plan developed and commitments solicited.
- RFP developed for bricks and mortar design of Interpretive Center.
- Byway beautification projects completed from Round 1 funding.
- CAG holds 4th Annual FRSB Symposium for stakeholders: Successes and Failures
- CAG attends and presents at annual Maine Scenic Byway Conference
- CAG develops plan for next six years
- Evaluate progress and submit annual reports.

Appendix

Recreation Policies

- ☒ Town Officials should continue to support the present organized recreational opportunities within the community.
- ☒ Portage Lake should examine the important impact that tourism has on the local economy and develop and/or maintain those resources that tourists are visiting.
- ☒ Town Officials should work with land owners, both large and small, to ensure that the present snowmobile trail system is maintained and a corridor remains open for use.
- ☒ Town Officials should work with the residents to ensure their recreational needs are met.

Recreation Strategies

- Develop and secure funding for a multi-season, multi-use trail system along the West Cottage Road corridor.
- Continue to support the Portage Lakers Snowmobile club and their efforts on snowmobile trail development.
- Support private landowners who have developed cross county ski trails and are willing to allow public use of those trails.
- Expand and maintain the present cross county ski trail system.
- Expand the use of the municipal building and seek funding for the renovation of the basketball courts.

Historic/Cultural/Recreational Resources Policies

Portage

- ☒ Town Officials should continue to support the present organized recreational opportunities within the community.
- ☒ Portage Lake should examine the important impact that tourism has on the local economy and develop and/or maintain those resources that tourists are visiting.
- ☒ Town Officials should work with land owners, both large and small, to ensure that the present snowmobile trail system is maintained and a corridor remains open for use.
- ☒ Town Officials should work with the residents to ensure their recreational needs are met.
- ☒ Encourage the residents of Portage Lake to identify, preserve, and protect valuable historic and archaeological resources.
- ☒ Promote local participation and educational programs concerning the Town's historic and archaeological resources.

Eagle Lake

- ☒ Identify and assess, and when feasible, support, maintain, and expand recreational opportunities, activities, and facilities for all ages and interests.
- ☒ Identify, preserve, and protect archaeological, prehistoric, and historic resources.
- ☒ Identify and assess, and when feasible, preserve and protect valuable scenic resources.
- ☒ Identify and assess, and when feasible, preserve and protect valuable points of public access to waterbodies and large tracts of land.
- ☒ Assess, and when feasible, support, maintain, and expand civic and community events, activities, organizations, and facilities.

Wallagrass

- ☒ Encourage the residents of Wallagrass to identify, preserve, and protect valuable historic and archaeological resources.
- ☒ Promote local participation and educational programs concerning the town's historic and archaeological resources.

Fort Kent

- ☒ Survey the Town of Fort Kent to identify and/or confirm the presence of archaeological and historic sites for protection.

Historic/Cultural/Recreational Strategies

Portage

- Develop and secure funding for a multi-season, multi-use trail system along the West Cottage Road corridor.
- Continue to support the Portage Lakers Snowmobile club and their efforts on snowmobile trail development.
- Support private landowners who have developed cross county ski trails and are willing to allow public use of those trails.
- Expand and maintain the present cross county ski trail system.

- Expand the use of the municipal building and seek funding for the renovation of the basketball courts.
- Identify and inventory existing sites that are of historic importance to Portage Lake.
- Develop strategies, through zoning ordinances or other controls, for the protection of those sites.
- Inventory locations that may be suitable for the safe storage of historic artifacts.
- Collect historic artifacts and place in a safe location for public viewing.
- Write a comprehensive history of Portage Lake.
- Develop policies for the preservation or demolition of building that may not be of statewide historic significance but of Town importance.

Eagle Lake

- Work to establish a local historical society to identify and work to preserve archeological, prehistoric, and historic resources.
- Seek the assistance of the local historical society and MHPC in reviewing development proposals that would impact identified and potential archeological, prehistoric, and historic resources.
- Develop standards in the zoning ordinance, subdivision ordinance, and site design review criteria for the identification, preservation, and/or protection of potential and identified archeological, prehistoric, and historic resources.
- Promote and publicize local programs, community events, and regional festivals.
- Continue to host both local and regional events unique to Eagle Lake, and continue to maintain locally important attractions.
- Recognize the importance of civic organizations to the Town and provide an annual forum to discuss coordination between the organizations, as well as issues facing the community. Compile a list of projects civic organizations might take on and ensure the projects are compatible with the Plan.
- The Town should be responsible for:
 - Identifying, developing, and maintaining an inventory of recreational resources for all ages.
 - Endeavoring to use existing recreational facilities to their fullest potential.

- Working with existing civic groups and organizations to secure support for recreational programs.
- Working with the Planning Board in creating standards in the Town's land use regulations for the preservation and protection of all vital recreational resources.
- Developing a plan/program for the expansion of winter recreational facilities and trails (separate x-country and snowmobile) within the Town and region.
- Working with landowners to preserve and conserve water resources for recreational activities and to develop plans for recreational access (Sly Brook and/or Plaistead)
- Inventorying and mapping all private access points to the surface waters.
- Inventorying and mapping hunting and fishing areas used by the general public.
- Initiating a locally organized clean-up of the lakes, river, and stream embankments, roadway corridors, and abandoned properties.
- Seeking out the technical assistance of the State Bureau of Parks and Recreation and the St. John River RC&D in recreation planning.
- Pursue joint municipal recreational support for programs and facilities from the surrounding communities, when appropriate.
- Eagle Lake should recognize that tourism development is an integral part of and a valuable asset to the Town's and northern Maine's future. The Town should:
 - Promote tourism within the town and region.
 - Inform the residents of the benefits of a tourism development program.
 - Instill a sense of ambassadorship in the residents and retailers toward "out-of-towners" and promote excellence in service.
 - Investigate the possibilities for four-season recreational programs and services.
 - Encourage tourism through plans consistent with local land use programs.
 - Encourage and promote the development of the tourism industry by attracting an increased number of visitors to and spending in the town and region.
 - Stimulate investment and employment in tourism industry through supporting education, employment, training programs, and a strong marketing program.
- Work with the state, user groups, and landowners to develop a comprehensive local and regional trail system. The Town should:
 - Research identified rights-of-way to determine their legal status and the public's right-to-use the areas.
 - Continue to develop the trail system using available rights-of-way, if feasible.
 - Work with landowners to obtain public use rights where crossing of private land is necessary or desirable.
 - Establish system for maintaining trail(s) and assuring rights will be respected.
 - Explore establishing a warehouse facility for the storage of snowmobiles, ATVs, jet-skis, etc. of out-of-area users.
 - Maintain and up-date a plan for the creation of trails. Including determining what types of trails are most desired, making a list (with legal descriptions) of rights-of-way, identifying potential funding sources, and organizing volunteers.
- The Town should develop a program for the acquisition and maintenance of lands for open space and recreational activities and for raising any necessary funding to accomplish the task. This effort will be viewed as a way of preserving key areas with significant natural resource or scenic value. The effort should include a wide range of possibilities for both the method of acquisition (gifts, land trades, purchase, etc.) and the extent of ownership (conservation easements, fee ownership, etc.).
- Private landowners, organized groups, and clubs have contributed a great deal in promoting careful use of private land in Town and residents should be encouraged to join these organizations. The Town should:
 - Encourage a landowner contact program which will:
 - ☐ Seek the continued cooperation of the landowners.
 - ☐ Establish a system to respond to complaints about public access.
 - ☐ Provide information on techniques of maintaining scenic value to those landowners whose property has been identified as a scenic resource.

- Publish a handout about the groups and clubs and distribute it to all residents when they register motor vehicles, vote, or when they purchase licenses.
- Provide for the annual recognition of landowners who have contributed to public access and recreational opportunities.
- Maintain and publicize educational information for landowners and recreation users on the value of recreation and the responsibilities users have with the public use of private lands for recreation.
- Incorporate a study of recreational ethics/responsibilities in school's curriculum.
- Explore the feasibility of developing a Public Access Improvement Plan for the watershed. This plan should include an inventory of public access points to significant surface water resources, along with goals and strategies for maintaining and/or improving public access. Explore funding sources to implement strategies developed under the Plan.

Wallagrass

- Establish a Wallagrass Historical Society.
- Identify and inventory existing sites that are of historic importance to Wallagrass including; the Fort Jarvis Military School, Wallagrass Stream, Fish River and others.
- Develop strategies, through zoning ordinances or other controls, for the protection of those sites.
- Properly collect historic artifacts such as photographs, journals, and place in an appropriate location for public examination and viewing.
- Write a comprehensive history of Wallagrass.
- Continue to seek funding and support the restoration of the locally important historic sites and barns.
- Examine the possibility of developing the landing sites along the Fish River.
- Develop an inventory of homes in Wallagrass of historical significance.

Fort Kent

- Seek assistance from the Maine Historic Preservation Commission, the National Register of Historic Places, and Fort Kent Historical Society to survey and assess historic assets.

Local Economy Policies

Portage

- ☒ Encourage a mixture of commercial and residential land uses that help to diversify the tax base, yet are compatible with the Town's natural resources.
- ☒ Realize the importance of tourism to the local economy and plan to further tap into its potential.
- ☒ Maintain and encourage the presently viable businesses (tourism and forestry) to remain in Portage Lake.

Eagle Lake

- ☒ Promote and encourage new and existing businesses as vital components in local and regional economic development.
- ☒ Encourage and plan for a mixture of commercial, industrial, and residential development in areas physically and fiscally suited to broaden economic development opportunities.

Wallagrass

- ☒ Identify and remove barriers to businesses wishing to locate in Wallagrass.
- ☒ Accommodate small-scale, clean light industrial, office, and distribution uses to provide additional employment opportunities and expand the tax base. The Town should assure that they are positive additions to the community and preserve rural character, do not damage the environment or natural resources, are well designed to minimize their impact on the visual and natural environment, and the roadways.

- ☑ Support and/or sponsor activities and/or events designed to attract visitors and increase spending.
- ☑ Promote a greater understanding of the needs of local businesses and strive to create an optimum environment for business growth and development.
- ☑ Realize the importance of tourism to the local economy and plan to further its potential.

Fort Kent

- ☑ Promote the development and expansion of retail businesses in the downtown area and continue to improve the overall appearance of the downtown area.
- ☑ Increase and improve 4-season tourism in Fort Kent with an emphasis on winter related sports such as snowmobiling, dog-sled races, and skiing. Seek additional related business and industry and expand services for tourism.

Local Economy Strategies

Portage

- Identify and inventory all locations, utilizing the development constraints map, where commercial interests can locate with the least amount of permit requirements and strain on the existing public facilities and services.
- Develop a site design and review procedure that encourages businesses to locate within those areas of Town.
- Continue to apply for Community Development Block Grant (CDBG), Economic Development Administration (EDA), and/or other monies for the revitalization of the village area to attract future commercial interests.
- Develop a plan for the funding and construction of a multi-season, multi-use trail system along the West Cottage Road corridor.
- Continue to support the Portage Lakers snowmobile club through membership drives and possible funding.
- Explore the possibility of new motels/hotels in order to ensure adequate lodging for tourists throughout the year.
- Foster relationships with surrounding communities to work jointly on economic development projects that benefit the region.
- Develop a long-term business strategy that:
 - markets Portage Lake to the greatest number of potential businesses;
 - outlines all of the present land use ordinances and gives a directory of contact people;
 - identifies areas where Town Officials wish to locate commercial operations;
 - inventories existing, vacant commercial buildings.
- Support existing businesses through out-reach programs.

Eagle Lake

- The Town should form a Committee to:
 - Develop economic, tourism, land use, and transportation strategies.
 - Work with the surrounding communities in developing regional plans for economic development, tourism, land use, and transportation related strategies.
 - Seek out funding for and conduct a marketing study that:
 - ☐ Markets Eagle Lake to the greatest number of potential businesses;
 - ☐ Outlines land use regulations;
 - ☐ Identifies areas where town officials wish to locate businesses; and
 - ☐ Inventories vacant commercial/industrial buildings for redevelopment
 - Eagle Lake should recognize that tourism is an integral part of and a valuable asset to the Town's and northern Maine's future. The Town should inform the residents of the benefits of a tourism

development program; promote tourism through plans and proposals that are consistent with local land use concerns; promote the development of tourism through the attraction of an increased number of visitors to and spending in the Town and region; and stimulate investment and employment in the tourism industry through supporting education, employment, training programs, and a strong marketing program.

- Develop proposals to address parking in the village area.
- Draft site design review criteria for non-residential development to promote environmentally sound and aesthetically pleasing proposals.
- Inventory the condition of commercial/industrial structures, work toward removal of those structures that can not be rehabilitated, and for those structures which can be rehabilitated, assist owners in finding support for rehabilitation.
- Provide for the contraction of the commercial area along Main Street so as to encourage business (re)location, to protect residential uses, to reduce traffic congestion, and increase traffic safety.
- Develop local economic development, tourism, land use, and transportation strategies as needed.

Wallagrass

- Continue to apply for Community Development Block Grant (CDBG), Economic Development Administration (EDA), and/or other monies for the revitalization of the village area, to attract future commercial interests and attract residential development.
- Continue to support the Sly Brook Snowmobile Club and Sly Brook Trail Blazers ATV Club through membership drives and possible funding.
- Support trail development and maintenance connecting Wallagrass to other interconnecting trails.
- Foster relationships with Eagle Lake, Fort Kent, and other surrounding communities to work jointly on economic development projects that benefit the region.
- Develop a long-term business strategy that:
 - Markets Wallagrass to the greatest number of potential businesses and industries;
 - Outlines all of the present land use ordinances;
 - Creates a directory of contact people;
 - Identifies areas where town officials wish to locate commercial operations; and
 - Inventories existing, vacant commercial buildings for potential redevelopment.
- Support local businesses by the residents of Wallagrass.
- Wallagrass should recognize that tourism development is an integral part of and a valuable asset to the Town's and northern Maine's future. The Town should inform the residents of the benefits of a tourism development program; promote tourism through plans and proposals that are consistent with local land use concerns; promote the development of the tourism industry through the attraction of an increased number of visitors to and spending in the Town and region; and stimulate investment and employment in the tourism industry through supporting education, employment, training programs, and a strong marketing program.
- Study the needs of additional tourism activity and determine spin-off businesses and services.
- Encourage outreach programs designed to support existing businesses. These programs must assure businesses of community support, respond to changing economic conditions, and work to solve challenges before they become problems.
- Continue to increase communications with NMDC, and similar organizations (LEAD, ACT, RD, ACE, SBDC, Cooperative Extension), through quarterly/annual meetings on economic development programs.
- Consider the possibility of developing sporting camps, inns, or motel to ensure adequate lodging for tourism throughout the year.
- Seek out funding from state, federal, and private sources to support goals.
- Participate on and work with the Greater Fort Kent Chamber of Commerce and other such organizations on mutually supporting business siting and retention.
- Encourage assistance to businesses to improve competitive opportunities.

- Examine the economic development potential of the Fish River as a potential canoe trail.
- Encourage development of small parks and open space with benches and picnic tables where appropriate along the Fish River or Soldier's Pond and other locations within Wallagrass.
- Pursue the development of a boat landing on Soldier's Pond.
- Provide information to NMDC's Geographic Information System (GIS) program that helps market the Town and region.

Fort Kent

- Provide funds from the Town budget at a level appropriate to planning and development needs.
- Continue to use CDBG funds for downtown economic development and revitalization projects.
- Perpetuate the current local involvement in the downtown economic development and revitalization program.
- Form a tourism committee to compile information from State and local sources on the tourism impacts and trends.
- Actively participate in regional tourism efforts and educate citizens on the benefits of tourism for the area and economy.
- Instill a sense of ambassadorship in the citizens of Fort Kent toward the visiting public and promote excellence in service.
- Investigate the possibility of developing a 4-season resort.

Bibliography and end notes:

ⁱ http://members.tripod.com/~Scott_Michaud/Aroostook-War.html