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Policies and Strategies.....Page 1

These are the goals and actions that will guide the town into the future.

Future Land Use Map

The map is used along with the Future Land Use Plan to guide future land use decisions.

Vision for the Future Map

This map depicts some of the ideas that have been discussed during the planning process. It is presented so that our residents can better understand our thoughts and the input that we received during the process. We hope it will stimulate further discussion and eventually actions, although they may not conform to the ideas presented here.

Future Land Use PlanPage 37

This is a guide to land use decisions that will be incorporated into the Land Use Ordinance. No major changes from the 1991 plan are recommended.

An Economic Plan for the Future.....Page 43

Our economy is changing to one based on tourism. This section provides a guide entitled "Creating a Tourism Friendly Community" so that we can take full advantage of the changes that are inevitably occurring.

Inventory and AnalysisPage 51

This section presents census data and other information the committee gathered about Eustis, including input from the public. Although it is the basis for the plan, it is presented last. Since the other sections provide guidance for the future, they should receive the primary attention.

Inventory Maps

Water Resources

Wildlife Habitat

Other Constraints

Significant Natural Areas

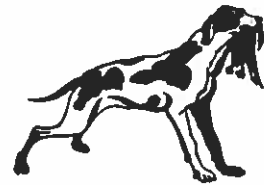
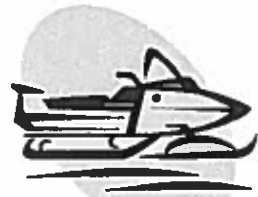
Areas of Interest



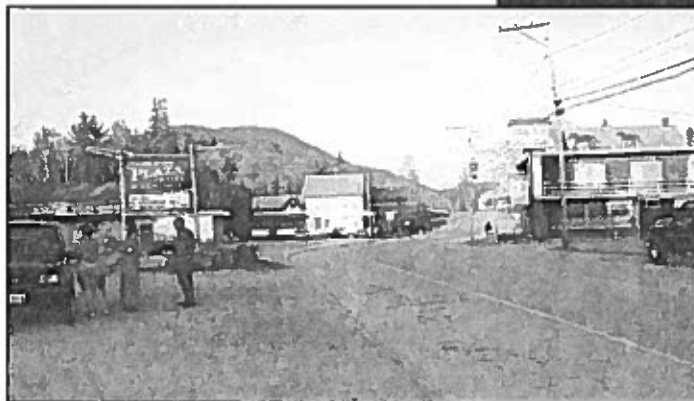
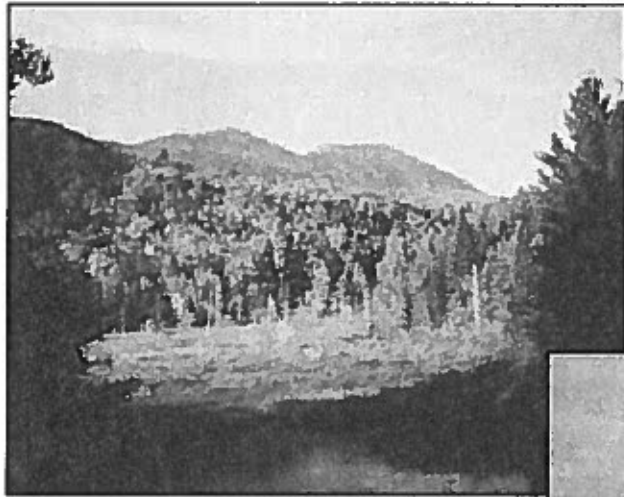
What is a Comprehensive Plan?

Change is inevitable, and here in Eustis, it is happening all around us. The Comprehensive Plan is designed to guide this change and allow us to take advantage of it rather than passively let it happen to us. It is designed as a guide for our future growth and development. Importantly, it provides not only guidance for growth but also guidance for protection of the community characteristics that we cherish.

While the plan provides guidance, the goals and actions necessary to reach those goals will require further action and involvement of our residents. To reach some goals will require more study and planning, others will require changes in ordinances, and some may require future expenditures. Most will require further approval at subsequent town meetings.



***Eustis Comprehensive Plan
Policies and Strategies***



Economy

Premise: The economy of Eustis has been based on both forest products and tourism for many years. Over the past several decades, the mix of these primary factors has been changing with tourism now becoming the more significant of the two. The town must take a multi-prong approach to insure continued economic stability and encourage economic growth. The approach must include:

- Encouraging growth of the tourism industry.
- Continued support of existing wood and forest industries.
- Diversify the economy by focusing on small, unique or niche businesses.
- Work with state and regional economic and tourism development agencies and organizations to accomplish this.

Policy:

- *Encourage the maintenance and expansion of existing businesses and industries.*
- *Encourage new industries when such industries are environmentally and economically compatible with Eustis and fit with the character of the community.*
- *Encourage development and expansion of tourism for all seasons including improvements of outdoor recreation facilities, provision of additional amenities, and improvements to the downtown and village areas.*
- *Encourage the maintenance and expansion of the commercial base in Eustis and Stratton Villages.*
- *Encourage the development of small, unique, and niche businesses in both manufacturing and service sectors.*
- *Protect the sand and gravel aquifer and other natural resources by controlling the types and location of commercial and industrial activity and by establishing and enforcing strict management practices on activities that are allowed.*
- *Promote tourism locally and work with the Greater Franklin County Development Office, the Franklin County Heritage Tourism, the Maine Lakes and Mountains Tourism Council and Androscoggin Valley Council of Governments to promote tourism and economic development.*



An outline of a strategy to further develop the tourism industry is presented in the section entitled "Creating a Tourism Friendly Community" near the end of the plan.

Strategies:

- The Town will coordinate with and support the Flagstaff Area Business Association (FABA). As part of the coordination, the selectmen and FABA representatives will meet at least semi-annually to discuss economic development issues in the town.

Responsibility: Board of Selectmen and FABA officers
Time Frame: On-going

- Improve promotion of outdoor recreation and other tourism attractions through the publication of brochures, flyers, signs, and the web site. Develop a unified promotional theme.

Responsibility: Board of Selectmen
Time Frame: 2004 and beyond

- The Town will support maintenance and improvements to amenities and facilities including sidewalks, parking and parking lots.

Responsibility: Board of Selectmen
Time Frame: 2006 and beyond

- The Town will support the refinement and implementation of an Economic Plan for the Future - Creating a Tourism friendly Community contained in this plan.

Responsibility: Board of Selectmen
Time Frame: Start in Spring 2005

- The Town will continue to support the Stratton Eustis Development Corporation in their efforts to maintain, improve and expand Cathedral Pines.

Responsibility: Planning Board
Time Frame: On-going

- Ordinances will provide for adequate land area for commercial and industrial development and will establish standards to protect the social, economic, and environmental integrity of existing development in keeping with the traditional diverse mix of uses that has occurred in Eustis.

Responsibility: Planning Board
Time Frame: On-going

- Ordinances will provide for adequate area for small, unique, and niche manufacturing and service businesses, and will provide for home occupations in all areas where residential uses are permitted.

Responsibility: Planning Board
Time Frame: On-going

- The Town will continue to manage the aquifer, with particular attention to wellhead areas, to insure that adverse activities are properly located and that activities use Best Management Practices to insure protection of the groundwater. The Site Plan Review process will be used to insure the use of BMPs.

Responsibility: Planning Board
Time Frame: 2004

- Site Plan Review standards in the Land Use Ordinance will insure that social, health, safety, and environmental concerns are addressed by new and expanding development and that the character of Eustis is preserved. Standards will require adequate buffering, screening, and design to insure that the development is compatible with surrounding uses in order to protect the character and social concerns of the community. Standards will also insure that traffic and site operations will not cause safety or health problems through the use of good engineering principles and best management practices. Numerous other Strategies under other categories also relate to the protection of health, safety, and the environment.

Responsibility: Selectmen
Time Frame: 2004

- The Town will apply for such grants as may be available to implement the policy and strategy contained in the plan.

Responsibility: Selectmen
Time Frame: On-going

- Continue to work with FPL Energy (Florida Light & Power) to minimize fluctuations in the lake level during the summer tourism season.

Responsibility: Selectmen
Time Frame: Continuing

- Evaluate options for further stabilizing the lake level and maintaining the lake level throughout the year in order to encourage water related tourism opportunities.

Responsibility: Selectmen
Time Frame: Continuing

Recreation

Premise: Outdoor recreation, mostly on private land and lands outside of Eustis, is the basis for much of the economy in all seasons of the year. It supports many of the commercial and service related businesses, and it is an important element in attracting seasonal visitors and part time residents to the area.

Policies:

- *Encourage outdoor recreation by protecting recreational opportunities and the natural environment.*
- *Engage in a cooperative effort with large landowners to insure controlled and managed access to private lands and water resources.*
- *Work with other groups including the Snowmobile and ATV Clubs, the Stratton Eustis Development Corp, and FABA to maintain, improve, protect and develop outdoor recreational facilities and amenities that support them.*
- *Enhance outdoor recreation opportunities by supporting and encouraging additional development including separate motorized and non-motorized trail networks and improved access to surface waters.*
- *Improve directions and signs to insure existing opportunities can be recognized and located by residents and visitors.*

Strategies:

- The Town will work with the Snowmobile and ATV Clubs to develop working relationships with large landowners to cooperatively support outdoor recreational opportunities and access for the pursuit of those opportunities. Maintain channels of communication with large landowners on a regular basis and address issues when they arise.

Responsibility: Selectmen, Snowmobile Club, ATV Club
Time Frame: On-going

- The Town will support the Snowmobile and ATV Clubs and encourage them to promote responsible use of private property. The Clubs will encourage the rights of private landowners while working to secure and improve the trail system and access to it.

Responsibility: Selectmen, Snowmobile Club, ATV Club
Time Frame: On-going

- The Town will seek both private and public funds to secure permanent access points to land and water resources. Sources of funds include: FPL Energy, private foundations, federal and state CDBG grants, IFW grants, DOC grants, Transportation Enhancement grants, and other state grants as they may become available.

Responsibility: Selectmen, Snowmobile Club, ATV Club, FABA,
other interested groups
Time Frame: 2004 and beyond

- The Town will seek both private and public funds to develop additional trails, to separate the motorized and non-motorized trail system, to provide improved access to Stratton and Eustis villages, and to develop appropriate amenities such as parks, green spaces, and parking. Sources of funds are similar to the above.

Responsibility: Selectmen, Snowmobile Club, ATV Club, FABA,
other interested groups
Time Frame: 2004 and beyond

- Land Use Ordinances will preserve natural outdoor recreation opportunities in areas such as, but not limited to, Cathedral Pines, Eustis Ridge, the Flagstaff Lake Shoreline, and both branches of the Dead River, and Stratton Brook. Ordinances will encourage access and discourage encroachment of incompatible uses and activities.

Responsibility: Planning Board
Time Frame: On-going

- The Town will work with FPL Energy and MDOT to ensure maintenance of existing access points.

Responsibility: Selectmen
Time Frame: 2005

- The Town will work with MDOT to provide a scenic turnout along the causeway across Flagstaff Lake/South Branch of the Dead River.

Responsibility: Selectmen
Time Frame: 2004-2006

- The Town should use existing town owned land to enhance outdoor recreation opportunities either by keeping land that provides suitable access and recreation, by selling/trading for land that would provide improved access and recreational opportunities, or by using income from their lands to support access, recreation, and tourism related amenities.


Responsibility: Selectmen
Time Frame: On-going

- The Town will encourage the Stratton Eustis Development Corporation to maintain and improve the Cathedral Pines, and respect the natural area or the pines and other forest land.

Responsibility: Selectmen
Time Frame: On-going

- The Town will promote rules governing responsible use for individuals and organizations pursuing recreational activities on privately held land. In addition to working with the Snowmobile and ATV Clubs, promotional information and signs should include information on responsible use.

Responsibility: Selectmen
Time Frame: 2004/2005

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- The Town will support manmade recreational facilities such as tennis courts, playgrounds, picnic areas, skating rinks, and ballfields. Such facilities should be included in the Capital Improvement Program as specific needs are identified.

Responsibility: Selectmen
Time Frame: On-going

Forest Lands

Premise: The vast forest lands, mostly owned by paper companies, has sustained the economy of Eustis for decades. They have provided employment in the woods and have supplied the area's lumber and paper mills, and they have attracted outdoor recreation enthusiasts. In recent years, this has broadened from the traditional hunters and fishermen to people involved with numerous other recreational pursuits. Outdoor recreation is becoming the primary element of the economy, and the extensive forest lands that have been traditionally open to the public have been a key element in this transition. Additionally, these lands have supported a diverse wildlife population providing a healthy environment and also being attractive to residents and visitors alike. With these lands in private ownership, it is difficult to provide protection and insure future public access.

Policy:

- *Preserve a working forest that supports industry and attracts visitors.*
- *Continue to support the existing wood and forest industries.*
- *Protect lands to the extent feasible from excessive development and discourage the wholesale division and subsequent development of large tracts of forest.*
- *Encourage forest management using sound forestry and harvesting practices including those contained in State law and rules.*
- *Manage town owned woodlots to further the other policies of this plan.*
- *Work with large land owners, residents and visitors to keep large tracts of private lands open to the public for recreational pursuits and encourage residents and visitors, to respect private land.*

Strategies:

- The town will continue to allow back lot development as currently defined in the Land use Ordinance in order to discourage fragmentation in the town's forested areas. Back lot development should be undertaken in such a way that active forest tracts and other natural resources will be preserved to the greatest extent possible.

Responsibility: Planning Board
Time Frame: On-going

- The town will continue to review forest management and timber harvesting in the town and prepare additional regulations should it become necessary to protect the forest, habitat, and/or the environment, including water resources. As part of the assessment, consider an ordinance to restrict clear cuts to areas of 30 acres or less.

Responsibility: Planning Board
Time Frame: Continuing

- The town will communicate and work with large landowners to encourage them to keep their lands open for public recreational uses and access to water bodies. The town will work with groups desiring access to private lands, such as the snowmobile club, and facilitate communication with large landowners as may be necessary.

Responsibility: Selectmen
Time Frame: On-going

- The town will encourage residents and visitors to respect private property, and it will encourage and support groups, such as FABA and the snowmobile club, in spreading the message using various media, including web sites, newsletters, and bulletin boards.

Responsibility: Selectmen
Time Frame: On-going

- The town will pursue the sale or trade of town land and woodlots for parcels of greater use or value that would help implement the policies of this plan.

Responsibility: Selectmen
Time Frame: On-going

Flagstaff Lake

Premise: Flagstaff Lake, although manmade, is a dominant feature in the community. Created in 1949 by moving Flagstaff village and inundating hundreds of acres of forest land along the Dead River, the lake has never provided the level of recreational opportunities once foreseen. The lake has significant potential for fish and wildlife habitat and as an attraction as part of the evolving tourism economy of the region. The town and its citizens have made some progress in that lake levels do not fluctuate as significantly as they once did during the early to mid summer, and drawdown is usually somewhat later in the summer than it once was. The town will continue its dedication to stabilizing the lake level and realizing the fish, wildlife, and economic potential.

Policy:

- ***Redouble efforts to revise management policies for Flagstaff Lake to encourage maintenance of a water level sufficient to insure recreational opportunities, fish and wildlife habitat, including migratory bird sanctuaries, flood control, and economic investment in the community.***
- ***Protect Flagstaff from water quality degradation.***

Strategies:

- The town will work with FPL Energy to stabilize the lake level so that it will enhance recreational, fish and wildlife, and economic opportunities and provide for flood control.

Responsibility: Board of Selectmen or their representatives
Time Frame: On-going

- The town will impress upon members of the legislature and other interested organizations the need to establish practices that will meet the goals of the policy statements in this section.

Responsibility: Board of Selectmen or their representatives
Time Frame: On-going

- The town will enforce shoreland zoning requirements to protect water quality and maintain and enhance Flagstaff Lake as a resource.

Responsibility: Board of Selectmen and Planning Board
Time Frame: Continuing

- The town will update, as necessary, and use phosphorous controls in accordance with DEP guidance and developed methodology for all new development in the Flagstaff Lake watershed, except that the DEP methodology will not be used for the Village, Industrial, and Mixed Use land use districts in order to encourage growth and discourage sprawl into other areas of the town. (These districts make up a very small percentage of the watershed.)

Responsibility: Planning Board
Time Frame: 2005/2006

- The town will continue to maintain the 250-foot setbacks on the northeasterly shore along the peninsula of Flagstaff Lake that is undeveloped and adjacent to the unorganized territory.

Responsibility: Planning Board
Time Frame: Continuing

Water Resources

Premise: Wetlands, ponds, streams, and the Dead River are key components of the natural resource base. They contribute to the character of the town and create an important part of the base for the evolving tourism economy. The town must protect the water resources.

Policy:

- **Protect and maintain water quality in the wetlands, lakes, ponds, streams and rivers to assure retention of habitat and recreational uses.**

Strategies:

- The town will strictly enforce the Shoreland Zoning Ordinance.

Responsibility: Selectmen, Planning Board, and CEO
Time Frame: Continuing

- The town will continue to maintain, strengthen, as appropriate, and enforce land use ordinance provisions designed to protect wetlands, lakes, ponds, streams and rivers with particular attention to the Dead River. Provisions will control erosion and protect water quality, critical natural resources, and aesthetic values.

Responsibility: Planning Board
Time Frame: Continuing

- Protect floodplains from future development which would detract from their natural values using land use ordinances including the Flood Hazard Mitigation Ordinance, the Shoreland Zoning Ordinance and the Land Use Ordinance.

Responsibility: Planning Board
Time Frame: Continuing

- The town will update, as necessary, and use phosphorous controls in accordance with DEP guidance and developed methodology for all new development in the watershed of the lakes and ponds identified in the Inventory and Analysis section of this plan, except that the Policies and Strategies found in the preceding section on Flagstaff Lake shall apply to that water body.

Responsibility: Planning Board
Time Frame: 2005/2006

Wildlife, Scenic Vistas, and Sensitive Areas

Premise: The extensive wildlife habitat and many natural features are other critical aspects of the town's and the region's character. The wildlife habitat and sensitive and unique natural areas intertwine with the many other natural resources to create the character that is attractive to residents and visitors alike. The scenic vistas created by the topography and natural resources are also important features that must be maintained in order to retain the town's heritage.

Policy:

- *Protect natural features, including, but not limited to floodplains, wetlands, sensitive and unique natural areas, scenic vistas, and extensive wildlife habitat.*
- *Protect significant natural areas and threatened, rare and exemplary communities as identified in the plan and as may be updated by the State of Maine in the future.*

Strategies:

- The town will continue to maintain and enforce shoreland zoning regulations that protect undeveloped floodplains, steep slopes adjacent to water bodies, and open water wetlands over 10 acres as identified by DEP.

Responsibility: Planning Board
Time Frame: Continuing

- Through the land use ordinances, including subdivision regulations, the town will continue to protect wildlife habitat, sensitive and unique natural areas, and wetlands. Ordinances will ensure that development does not encroach upon or otherwise adversely impact these important areas.

Responsibility: Planning Board
Time Frame: Continuing

- Through the land use ordinance and Shoreland Zoning ordinance, the town will encourage development patterns that ensure protection of our most valuable natural resources, provide a diversity of habitat, and retain significant tracks of undeveloped land to support wildlife.

Responsibility: Planning Board
Time Frame: Continuing

- The town will strengthen the land use ordinances to protect scenic areas, view sheds and views, and scenic corridors from encroachment by incompatible uses. Most notable are views to the north and south from Eustis Ridge, views from the Route 27 causeway and the Route 27 corridor especially from the causeway to Cathedral Pines.

Responsibility: Planning Board
Time Frame: 2004/2005

- The town will continue to insure the protection of Cathedral Pines, a unique natural area, in its land use ordinances, including the subdivision regulations, and the town will work with the Stratton Eustis Development Corporation to insure the preservation of Cathedral Pines, as necessary.

Responsibility: Selectmen and Planning Board
Time Frame: Continuing

- As plans for the scenic highway are more fully developed, consider adding provisions to maintain a buffer along the scenic roadway to the land use ordinance.

Responsibility: Planning Board
Time Frame: 2005

- Check with “Beginning with Habitat,” the Maine Natural Areas Program, and other State Resources, including IFW, during the review of large scale development or development that may impact identified resources.

Responsibility: Planning Board
Time Frame: 2005

- Protect the significant Norway Pine Forest through land use and subdivision review criteria while maintaining property owner rights.

Responsibility: Planning Board
Time Frame: 2005-2006

- Insure that small wetlands and vernal pools are adequately mapped as part of subdivision and other land use reviews, and insure that they are protected from filling, encroachment, and changes in the hydrologic cycle.

Responsibility: Planning Board
Time Frame: 2006

Historic and Archaeological Resources

Premise: Eustis and the Flagstaff area is rich in history. The history is an important part of the area's culture; it can provide residents with a sense of place, and it can serve as an attraction to visitors. It is important to preserve the resources and the history of the area.

Policy:

- *Preserve the "historic and archaeological resources" and the rich history of the area.*
- *Inform residents and visitors about the history and historic resources of the area.*

Strategies:

- The town will continue to maintain and enforce land use ordinance provisions to insure the protection of historical and archaeological resources and insure that incompatible development will not unreasonably encroach on these resources.

Responsibility: Planning Board
Time Frame: Continuing

- The town will work with the Dead River Area Historical Society and other groups to inform residents and visitors of the rich history and historical resources of the area, including using appropriate media, signs, and kiosks.

Responsibility: Selectmen
Time Frame: 2005/2006 and beyond

- Include provisions to require and archaeological assessment for proposed development that might adversely impact archaeological sites when development is located in areas where such sites may be located, such as along the shoreline of the branches of the Dead River and Stratton Brook.

Responsibility: Planning Board
Time Frame: 2006

Aquifer and Groundwater Protection

Premise: A large sand and gravel aquifer underlies the North Branch of the Dead River, a portion of Flagstaff Lake, and a portion of Stratton, extending from the north of town to the southern boundary. A well located in this aquifer provides the public water supply for Stratton village. Other areas in the community use groundwater from individual wells. Both the aquifer and the other groundwater in town are susceptible to contamination from industrial development, petroleum (including gasoline) storage and use, and from dense residential development. The public water supply wellhead is in a particularly vulnerable location surrounded by the town's only large industries.

Policy:

- *To insure that future land uses, practices, and activities do not have a negative impact on the quality of water in the aquifer with particular attention to the wellhead for the public water supply.*
- *To insure that all groundwater resources are protected through the administration and enforcement of existing land use ordinances.*

Strategies:

- Land use ordinances will regulate the location of new business and industry in order to protect the aquifer with particular attention to the public water supply wellhead area.

Responsibility: Planning Board
Time Frame: Continuing

- Land use ordinances will require the use of recognized Best Management Practices for the protection of groundwater for new or expanding business and industrial uses. Particular attention will be given to uses located on the sand and gravel aquifer and the wellhead for the public water supply.

Responsibility: Planning Board
Time Frame: 2005

- Land use ordinances will ensure that residential, commercial and industrial development will not adversely impact the groundwater resources.

Responsibility: Planning Board
Time Frame: 2005

- The Code Enforcement Officer and/or Plumbing Inspector (CEO/LPI) will strictly enforce the State Plumbing Code, and take appropriate and necessary actions to correct subsurface disposal systems that fail.

Responsibility: CEO/LPI and Selectmen
Time Frame: On-going

- The CEO/LPI will provide information to the public, especially those installing new systems or replacing old systems, with information about maintaining septic systems.

Responsibility: CEO/LPI and Selectmen
Time Frame: On-going

- The town will work with the owners of existing businesses near the wellhead to minimize threats to groundwater by using Best Management Practices.

Responsibility: Water Department Staff and Selectmen
Time Frame: On-going

Water Supply

Premise: The Eustis Water Department serves most of the homes and businesses located in Stratton village and the adjacent portion of Coplin Plantation. Water is pumped from a relatively new well located at the southerly end of Stratton. The well taps a large sand and gravel aquifer in the area. Wellhead studies indicate no immediate threat to the aquifer from existing uses, but the department must work with the Planning Board and existing land uses on the aquifer to insure that water quality continues to be protected.

Policy:

- *Provide for the current and future demands for clean, quality water.*
- *Protect the wellhead from degradation from new or expanding business or industrial development.*
- *See also Aquifer and Groundwater Policy.*

Strategies:

- Add wellhead protection provisions to the existing land use ordinance or adopt a separate wellhead protection ordinance.
Responsibility: Planning Board and Water Department
Time Frame: 2004/2005
- The water department will continue to assess improvements needed to improve firefighting capabilities and develop appropriate plans and financial arrangements to address the needs.
Responsibility: Planning Board and Water Department
Time Frame: 2004/2005
- To insure the availability of potable water, a secondary source should be identified and protected, as needed.
Responsibility: Planning Board and Water Department
Time Frame: 2005/2006
- Since some of the recharge area to the existing well is located in Coplin Plantation, Eustis will work with Coplin and LURC to insure that the aquifer in Coplin is adequately protected from adverse land uses.
Responsibility: Planning Board and Water Department
Time Frame: 2005/2006

Transportation

Premise: The primary means of transportation in Eustis is by private motor vehicles on a network of both private and public roads. State Routes 27 and 16 connect the town to other areas, and Route 27 serves as a major artery for travel within the town. Issues on Route 27 include:

- the speed of traffic especially from Cathedral Pines through Stratton,
- the narrow shoulders making pedestrian and bicycle use unsafe, and
- stopping and parking on the causeway to take in the views.

While the parking situation in Stratton has been improved, the lack of organized parking, poor sidewalk conditions, lack of marked crosswalks, and large curbcuts for some businesses create unsafe conditions for traffic and pedestrians.

Road maintenance and improvements may be falling behind the rate of road deterioration. The road maintenance plan recommended in the previous plan has not been updated in recent years. Further, as development in the transitional and rural districts increases, road construction, whether for public acceptance or private use, has the potential to increase the town's road maintenance costs, make emergency vehicle access difficult, and cause environmental problems.

Policy:

- *Work with MDOT, Franklin Development Council, the regional planning efforts and area legislators to improve Route 27 and Route 16, especially to address speed and safety issues.*
- *Work with MDOT, other towns and regional groups to maintain the scenic qualities of Route 27 as a designated scenic highway, and to protect the scenic qualities of Route 27.*
- *Develop plans to insure that the existing town road network is adequately and efficiently maintained.*
- *Develop necessary regulations to insure that public and private roads provide adequate emergency vehicle access and do not cause environmental degradation.*
- *Support and participate in regional public transportation programs, if feasible.*

Strategies:

- The town will work with the Maine Department of Transportation (MDOT), other towns and regional groups, and area legislators to insure Routes 27 and 16 satisfy local needs as well as those of the traveling public.

Responsibility: Selectmen
Time Frame: 2004/2005 and beyond

- In particular, the town will work with MDOT and its consultants on the scenic highway initiative and the “traffic calming” study for Route 27.

Responsibility: Selectmen
Time Frame: 2004/2005

- The town will work with MDOT and others as necessary to provide a scenic turnout on the causeway in order to improve the safety of Route 27 in that area.

Responsibility: Selectmen
Time Frame: 2004-2006

- The town will work with MDOT, FABA, and existing property owners to improve pedestrian safety, parking issues, and traffic safety in the commercial area of Stratton and will work to secure funding through other state and federal programs to implement additional improvements, as needed.

Responsibility: Selectmen, Planning Board and Road Commissioner
Time Frame: 2005 and beyond

- The town will consider updating and improving the construction standards for all private roads and roads to be accepted as public roads which will serve new development.

Responsibility: Selectmen, Planning Board and Road Commissioner
Time Frame: 2004/2005

- The town will develop a long-range road improvement program.

Responsibility: Selectmen and Road Commissioner
Time Frame: 2004/2005

- Land use and subdivision ordinances will require and owners to obtain necessary MDOT issued access permits when developing property on State highways.

Responsibility: Planning Board
Time Frame: 2005

Public Safety - Fire & Police

Premise: Development and maintenance of a volunteer fire department that meets established standards require a commitment to the provision of well trained personnel and quality equipment. Demands on the department will continue to increase with industrial and commercial growth and the development of more homes for residents and seasonal visitors.

Law enforcement services depend on both the Maine State Police and the Franklin County Sheriff's Department. While coordination between these two agencies has resulted in improved service to some areas of the county, the distance from other organized towns seems to still be an issue for Eustis. Assistance from the Carrabasset Valley police in times of serious emergencies has also benefited the town and our citizens.

Police protection is an on-going issue for which there is no readily apparent, feasible solution.

Policy:

- *Meet the operational and personnel needs and standards that will enable the Fire Department to meet the needs of businesses, residents and visitors.*
- *Work with area towns to insure that fire protection, search and rescue and public safety is adequately addressed.*
- *Continue to encourage the Franklin County, the Sheriff's Office, State Police, and area legislators to provide law enforcement to insure a safe and secure community.*

Strategies:

- The fire department will continue to operate in a manner designed to satisfy the Insurance Service Office and in accordance with National Fire Protection Association standards.

Responsibility: Fire Chief
Time Frame: Continuing

- The town will participate in and support the regional mutual aid system.

Responsibility: Fire Chief and Selectmen
Time Frame: Continuing

- The Fire Department will provide input into development of road standards for new public and private roads to insure that designs will provide for adequate access by emergency vehicles.

Responsibility: Fire Chief
Time Frame: Continuing

- The town will continue to work with other Franklin County towns to encourage Franklin County Commissioners, the Sheriff's Office, and state officials, including legislators, to expand law enforcement staffing for Northern Franklin County.

Responsibility: Selectmen
Time Frame: Continuing

Health Care and Social Services

Premise: The town's residents have identified health care as an important need. There is no physician in the town; and, the town lacks a pharmacy. Special services for the elderly and the very young do not exist.

Policy:

- *Insure residents understand the health services that are available in the community, in surrounding communities, including mail, phone, and internet ordering of maintenance prescription drugs, and transportation services to doctors, clinics and hospitals.*
- *Participate in the Northern Franklin County Regional Health program and other health programs that may develop.*
- *Institute concerted efforts to provide special care for the very young and elderly.*

Strategies:

- The town will continue to participate in the Northern Franklin County Health Advisory Board.

Responsibility: Selectmen through an appointed representative
Time Frame: Continuing

- The town will, through the Northern Franklin County Health Advisory Board and other regional structures, work with surrounding towns in the development and maintenance of a program that will meet the basic needs of residents of Northern Franklin County.

Responsibility: Selectmen through an appointed representative
Time Frame: 2004 and on

- The town will support the provision of child care services by insuring that land use ordinances are not overly restrictive and by making facilities available at reasonable costs and conditions.

Responsibility: Selectmen
Time Frame: On-going

- The Board of Selectmen will assess the health care needs of the town's elderly and recommend ways to meet those needs.

Responsibility: Selectmen
Time Frame: 2004-2005

- The town will continue to support Western Maine Transportation and Franklin County Elder Rides.

Responsibility: Selectmen/Town Meeting
Time Frame: On-going

- The town will work with other agencies to provide information on available health care services and on how maintenance drugs may be obtained by mail-order or internet. Special attention will be given to elderly needs.

Responsibility: Selectmen
Time Frame: 2005/2006

Affordable Housing

Premise: The housing assessment indicates that the need for affordable housing is minimal. Twenty affordable units and twenty elderly units were constructed in the 1980's. These units are still in good condition and available to low and moderate income households. Additionally, there are a number of private rental units and private homes that are affordable. Minimal incentives to affordable housing at this time are warranted; however, ordinances and regulations that would unreasonably increase the cost of housing should not be implemented, but they should insure safe and healthful housing conditions.

Policy:

- *Rely on private enterprise to satisfy housing demands, including affordable housing needs.*
- *Continue to insure land use ordinances provide for a diversity of housing types and opportunities for the private sector to meet such housing demand and needs.*
- *Work to insure that 10 percent of newly constructed housing is affordable for people having low and moderate incomes.*
- *Work with area municipalities to address affordable housing issues in the area.*

Strategies:

- The town will continue to regulate Mobile Home Parks in the land use ordinance to insure that parks provide for safe and healthful conditions and are located in areas where such dense housing is compatible with the neighborhood and environment.

Responsibility: Planning Board
Time Frame: Continuing

- The town will continue to insure that ordinances do not impose unreasonable burdens so as to increase the cost of housing development. Ordinances will not require excessive lot sizes, setbacks, or building standards so as to significantly increase the cost of housing. Further, ordinances will provide equal opportunities for a wide range of housing types including mobile homes, multi-family housing, elderly housing and assisted living, and standard, stick built homes.

Responsibility: Planning Board
Time Frame: Continuing

- The town will adopt a housing ordinance to insure safe and healthful housing is provided to residents of the town.

Responsibility: Planning Board, Selectmen and CEO
Time Frame: 2006

- Expedite reviews for development that includes affordable housing.

Responsibility: Planning Board
Time Frame: 2005

- Bi-annually monitor housing costs, both rents and year-round home sale prices, for increases and to determine if they remain affordable to low income households.

Responsibility: Planning Board and CEO
Time Frame: 2005

- Work with other municipalities in the region to address affordable housing issues.

Responsibility: Selectmen
Time Frame: 2006

Town Government and Operation

Premise: Town management and operation continues to be a complex task. New laws and regulations continue to affect towns. In the past few years, new laws on waste disposal, drinking water supply, homeland security, land use, and natural resource protection have all created additional workload.

Sometimes seasonal residents and out-of-town business and property owners feel that their role in town government is minimal: that the town does not involve them in decisions that affect them in many ways. Such exclusion, if it can be called that, is not intentional. With busy schedules and many issues facing them, involvement of the public and especially out-of-town owners and seasonal residents gets lost in the efforts to keep the town running effectively and efficiently.

Policy:

- *Continue management practices and procedures designed to improve the effectiveness and efficiency of town government.*
- *Ensure all segments of the town's population are included in decisions regarding town policies and actions through broad representation on town boards and committees and public notice of activities leading to or confirming town-wide decisions.*

Strategies:

- The town will provide training and education to all staff and elected and appointed officials in order to insure that they have a thorough understanding of their duties, requirements, and laws affecting their role in town government.
Responsibility: Selectmen and Town Meeting
Time Frame: Continuing
- The town will make a concerted effort to communicate questions and issues having to do with town policy to all residents, business people and property owners and will develop a program to inform and involve nonresident property owners on matters of public interest.
Responsibility: Selectmen
Time Frame: Continuing
- The Code Enforcement Officer will track building permit data and keep records of new housing units according to the year constructed and the land use district in which they are located. The Planning Board will review the data annually to determine if at least two-thirds of new units are being constructed in growth areas. If not, then the land use and capital plan as well as other techniques used to direct growth should be reexamined.
Responsibility: CEO and Planning Board
Time Frame: 2005 and continuing

Capital Improvement Plan

Capital Planning, planning for large expenditures for equipment and facilities that will last for many years, is an important element in being prepared for the future and in managing property tax rates to ensure that they do not fluctuate significantly. The plan estimates future capital expenditures based on current needs and anticipated growth. The town has a relatively new town office and community hall. The solid waste transfer station is almost 15 years old and may need some improvements but should continue to serve the town well for many years to come. The water system has also been significantly upgraded since its purchase in the 1990's. Eustis has continued to dedicate money to upgrade town roads and has continued to maintain and upgrade fire equipment. Funds will continue to be needed for roads, fire equipment and solid waste into the future. Downtown improvements and additional recreational trails may require some capital funding; however additional work and community participation are needed before adding funds for this work to the capital plan.

Capital Improvement Plan

Department	Item	Year Needed	Expenditure	Source of Funds
Fire	Fire Equipment Reserve (FE Res)	On-going	\$10,000/year	Taxation
	Squad Truck	2005	\$10,000 (used)	Fire Truck Reserve
	Scott Air Packs—10	2005	\$45,000 ¹	FEMA (\$40,500)/ FE Res.
	Tanker	2004	\$145,500	FEMA (\$130,500)/ FE Res.
Roads	Improvements	On-going	\$45,000 ²	Taxation
	Paving	On-going	\$50,000 ²	Taxation
	Eustis Ridge Bridge Replacement	2006	\$40,000	Taxation
Solid Waste	Retaining Wall	2007	\$30,000	\$10,000/year taxation for next three years
Admin	GIS system	2004	\$3,000	Grant (\$1,500)/\$1,500 tax.
Town/FABA	Historic and Recreational signs	2006	\$10,000	Town, Private Sector, Grant
Stratton-Eustis Dev. Corp	Expand Cathedral Pines	2010	\$100,000	Development Corp.
Economic Development	Bridge to Island/Canoe Access	2006/2009	\$150,000	Taxation and Grants
Economic Development	Trails and Recreation Area on Island	2006/2010	\$150,000	Taxation and Grants
Economic Development	Snowmobile Parking	2007	\$15,000	Taxation and Grants
Economic Development	Boat Launch—Downtown	2009	\$25,000	Taxation and Grants
Economic Development	Green Areas on Public Land	2007	\$5,000	Taxes, Grants, Private funds
Economic Development	Sidewalk/Parking Improvements	2006/2011	\$10,000/year	Taxation and Grants
Economic Development	Public Restrooms	2008	\$5,000	Taxation and Grants
Economic Development	Eustis Village Park	2009	\$25,000	Taxation and Grants
Economic Development	Trail Access	2007/2011	\$5,000/year	Taxation and Grants
Economic Development	Pedestrian/Bicycle Access	2007/2010	\$50,000	MDOT Grant

1. If grant not funded, then town will purchase 2 per year for 5 years @ \$9,000/year
2. Will increase approximately 10% per year.

Regional Coordination

Premise: Many issues of concern to the town are of similar concern to surrounding towns. A number of developments in recent decades, including the ski industry, tourist travel and interstate and international commerce, as well as public services, impact the entire area.

Policy:

- *Cooperate with surrounding towns on the resolution of mutual problems and concerns and share opportunities in order that all may enjoy potential economic benefits and improved services.*

Strategies:

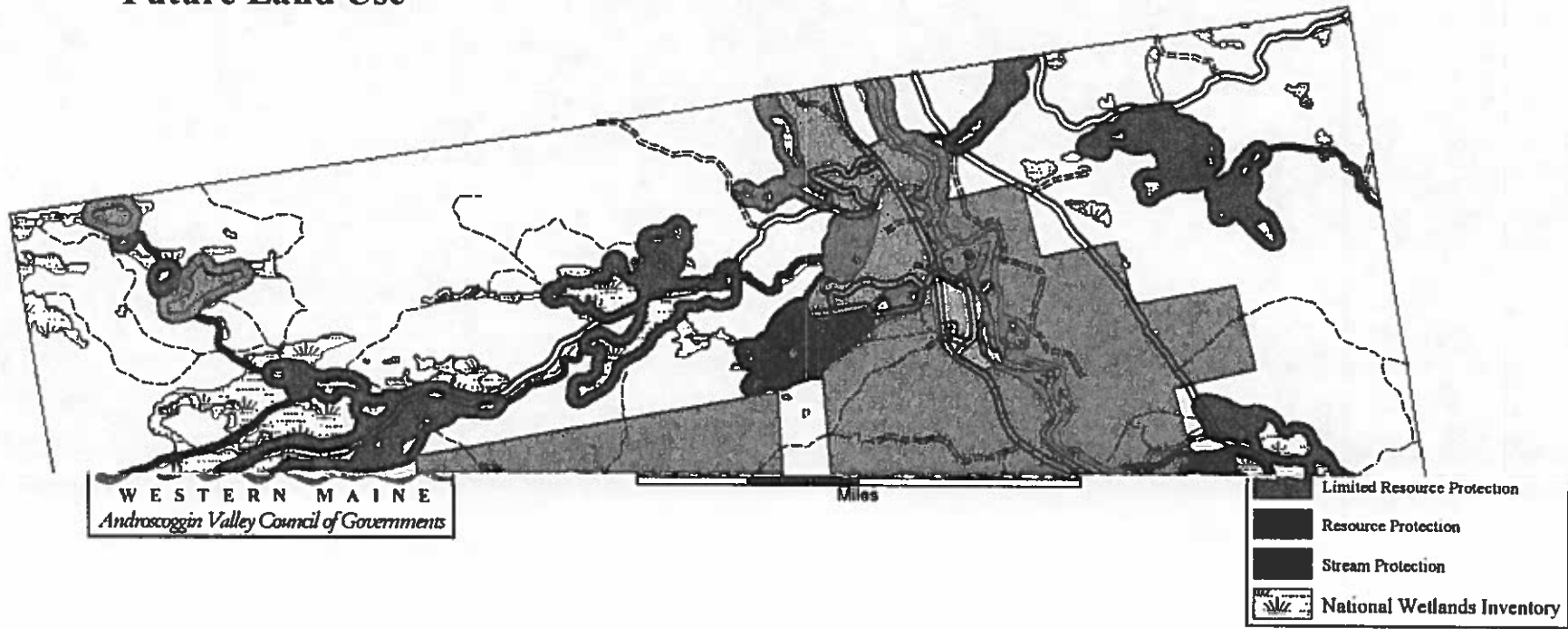
- The town will encourage activities of regional significance, which will assist to implement the comprehensive plan to include economic and community development, outdoor recreation and natural resource protection policy.
Responsibility: Selectmen and Town Meeting
Time Frame: Continuing
- The town will coordinate with the Land Use Regulation Commission and work with LURC to insure development in surrounding communities does not adversely impact the resources identified in this plan.
Responsibility: Selectmen
Time Frame: As needed
- The town will encourage cooperative regional solutions to specific problems impacting towns, plantations and unorganized land in the area. The list of issues worthy of this regional attention includes Routes 16-27 improvements, firefighters mutual aid system, law enforcement, health care, tourism promotion and development, solid waste, recycling, and expansion and strengthening of the wood products industry.
Responsibility: Selectmen
Time Frame: Continuing

Future Land Use Plan

**A Guide to Future Growth
And
Preservation of Community Character**

Eustis, Maine

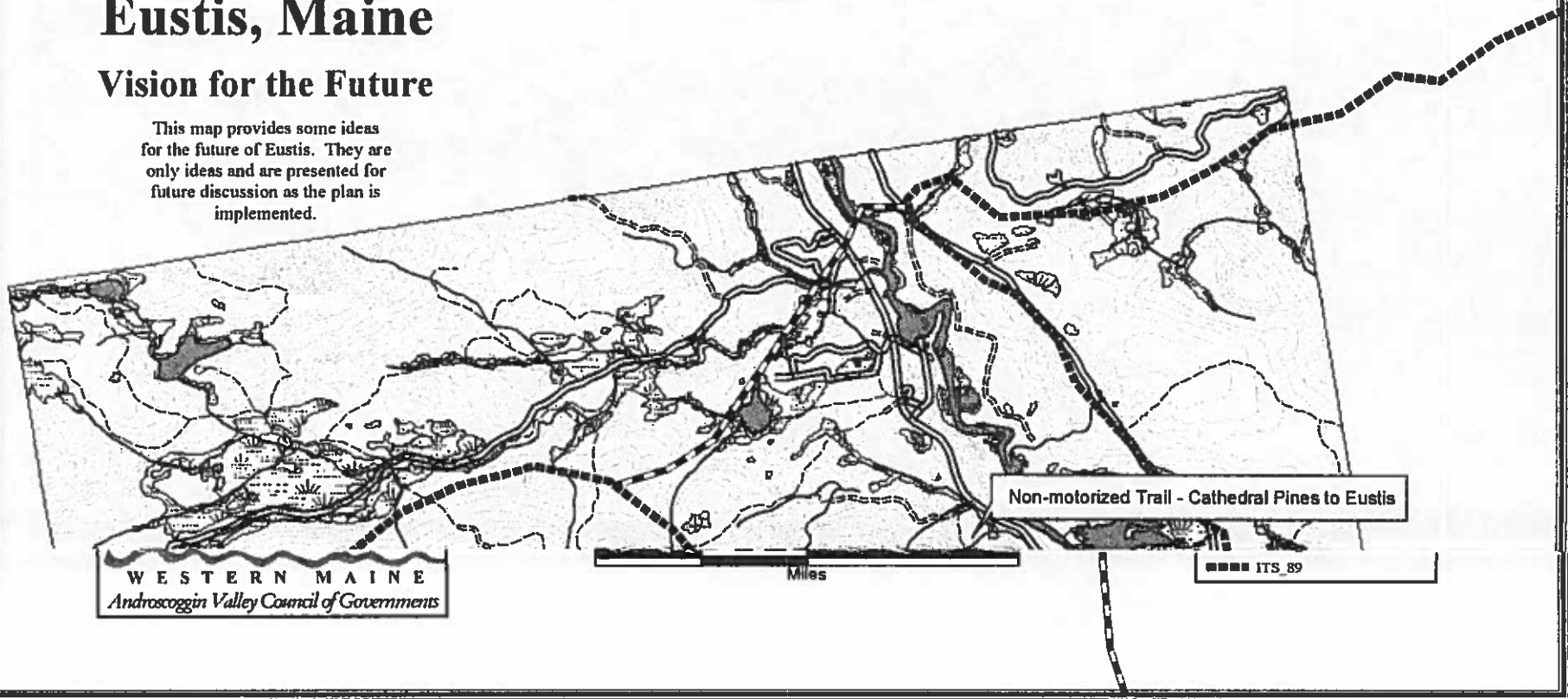
Future Land Use



Eustis, Maine

Vision for the Future

This map provides some ideas for the future of Eustis. They are only ideas and are presented for future discussion as the plan is implemented.



Future Land Use Plan

Introduction: The comprehensive plan establishes a guide for future growth and development of the town. The plan builds the foundation for land use decisions, defines land use patterns for growth, identifies the resources and character that need protection and/or preservation and identifies future actions and capital improvement needs to support the desired development and preservation goals. It is critical that the comprehensive plan sets forth a realistic development guide so that the community can both prosper and maintain valued characteristics.

It is critical that the comprehensive plan set forth a realistic development guide so that the community can both prosper and maintain valued characteristics.

The Future Land Use Plan identifies the desired development patterns to achieve the goals and policies set forth in the plan. The Future Land Use Map synthesizes the Land Use Plan. It must be realized that as demands dictate, the Land Use Plan and Map will require revisions. Principles which guided the development of the Land Use Plan include:

1. *It is important that the type and density of development should be matched as closely as possible with the natural constraints of the land to absorb development, including such key factors as aquifer protection, steep slopes, water quality and the presence of important or unique natural features.*
2. *It is important that areas for growth and development should consider the availability and potential for expansion of municipal services, including the transportation system.*
3. *It is important to encourage and promote forestry to support the economy, protect the environment and our character, sustain open space, and provide a base for outdoor recreation.*
4. *It is important to maintain and enhance the features of Flagstaff Lake and the Dead River as ever increasing elements of our economy.*
5. *It is important to encourage business development that is suitable for the community in appropriate areas.*
6. *It is important to provide for a diversity of residential development types, densities and affordability.*
7. *It is important to encourage industrial activity that is suitable for the community in appropriate areas.*

Development of the Land Use Plan is based on the Policies set forth in the plan which can be summarized in seven guiding principles.



Land use Categories: The land use pattern is depicted on the Future Land Use Map and is described below.

Special Protection Areas: Certain areas within Eustis warrant special consideration due to the likelihood of degradation as the result of various land use activities. Land use activities within these areas require stricter regulations or prohibition. These areas include:

- wetlands and the land immediately adjacent to them;
- 100-year floodplain;
- significant groundwater supply areas and public water supply wellheads;
- significant wildlife habitats including travel corridors and riparian areas;
- continuous steep slopes, in excess of 20%;
- significant rivers and streams;
- Flagstaff Lake Watershed;
- rare and unique natural features, such as Cathedral Pines; and
- shoreland areas (areas 250 feet from normal high water mark of Great Ponds, rivers and wetlands defined by the Maine Shoreland Zoning Regulations).

Special Protection Areas: For purposes of the State Growth Management Act, these areas vary between Rural and Growth depending on the reason for the special protection designation. Rather than designate special land use districts for each, overlay districts or other conventions that require special management practices for uses in these areas will be used. An example would be the Wellhead Protection District overlay to the Industrial and Village Districts.

Rural Woodland Areas: Woodland areas are defined as those where there exists a concentration of forestry activities. These areas cover much of the town and are important to the Eustis economy. Forestry and forestry-related businesses and outdoor recreation are the preferred activities here. Other resource based activities may also be allowed. Residential development that occurs should be undertaken in such a manner to limit encroachment upon woodland, maintain forestry and outdoor recreation as significant activities, and maintain the woodland/open space character. Home-related businesses may be allowed. Development should be low density, and open space development should be encouraged in order to preserve a woodland base for forestry and outdoor recreation and preserve wetlands, surface waters, wildlife habitat, and other important features identified in the plan. Densities for those holdings currently in "Tree Growth" should be 15 to 20 acres with densities in the remainder of the rural/woodland area being three to five acres. This area is considered a "Rural" area for purposes of the State Growth Management Act.

Protection Areas with strict regulations:

- *Wetlands*
- *Floodplains*
- *Public water supply*
- *Important wildlife habitat*
- *Steep slopes*
- *Unique natural areas*

Protection Areas requiring careful development:

- *Aquifers*
- *Rivers and streams*
- *Flagstaff Lake*
- *Flagstaff Lake watershed*
- *Other shoreland areas*

Rural Woodland will maintain forestry base, provide for outdoor recreation, and protect the environment and character of Eustis.

Residential/Commercial: Residential and commercial development can have a significant impact upon the community. The density of development establishes community character and impacts natural resources. The blending of appropriate commercial activity with residential development has historically occurred in the community including in Stratton and Eustis villages. A mix of uses is important to the sustenance of the community. The Future Land Use Map establishes the following residential and commercial development patterns, which are based upon natural constraints and the accessibility of municipal services.

Residential/Recreational: Residential/recreational areas are characterized by seasonal housing and second homes, although year-round homes are interspersed. These areas are served by a system of public and private roads not designed for high volumes of traffic. Future residential development should be low density (2 to 3 acres) and compatible with rural land uses, including agriculture and commercial forestry. Open space development should be encouraged as a way to preserve views, wildlife habitat, other important resources and rural character. Commercial and industrial development should be prohibited in the residential/recreational area unless it is tied to agricultural or forest-related activities or residential or recreational services. It is appropriate to restrict land clearing and protect vistas as these areas are developed. Home businesses are acceptable here. This area is considered a "Transition" area for purposes of the State Growth Management Act.

Mixed Use: Mixed use areas are located where greater densities of residential development currently exist in Eustis. They primarily are located along the Route 27 Corridor. Residential development should be medium density (one to two acres). The area should be primarily residential, although other land uses appropriate and compatible with residential uses should be permitted. These include public and semi-public uses, commercial uses and small light manufacturing and service businesses compatible with residential areas such as offices, small parts assembly, groceries, home occupations and mobile home parks. The size of light manufacturing and service businesses should be limited as should the number of employees and operating hours. Open space development should be encouraged to preserve rural character and prevent strip development along transportation corridors. Design and buffering of activities will be necessary to support the goals of the scenic highway designation. This area is considered a "Growth" area for purposes of the Sate Growth Management Act.

Village: Village areas are comprised of primarily residential and commercial development and public uses. Stratton and Eustis villages are the sites of greatest concentration of such development. Such activity requires an appropriate location where transportation systems are suited to handle potential traffic generated by these kinds of development. Commercial development should not detract from residential values. Development regulations should seek to avoid a commercial strip outside of the downtown area. Density bonuses

There are three areas designated to support Residential and Commercial uses; they are

- *Residential/Recreational*
- *Mixed Use*
- *Village*

Residential/Recreational is characterized by a mix of seasonal and year-round homes in which homeowners are interested in views, proximity to water resources, and the natural environment.

Mixed Use includes a portion of the Route 27 corridor where there can be a mix of residential and small businesses.

Village areas include the two existing villages: Stratton and Eustis Village where a mix of uses is traditional and appropriate.

should be awarded to encourage appropriate land use and a diversity of housing including a mix of market rate and affordable housing types. Careful consideration as to the impact of village development on the underlying aquifer and Flagstaff Lake is required. For new lots, one acre lot sizes would be appropriate to provide adequate dilution capabilities for septic wastes, to insure that impervious areas do not restrict recharge of the aquifer and to insure there is adequate space on site for some buffering of runoff that will flow to Flagstaff Lake since use of the phosphorus methodology was not recommended for this area. In fill on existing lots of smaller size should be encouraged. This area is considered a "Growth" area for purposes of the State Growth Management Act.

Industrial: Industrial activity is an intense use of land and often not compatible with other land uses. Important to community growth, it can also impact adjacent uses and the demand for municipal services. Therefore, most such land use activities should be located near municipal services, and where transportation routes are suitable. Although industrial areas should be maintained primarily for industrial type activities, commercial uses are also appropriate for these areas. Industrial uses in this area would include light and heavy manufacturing and processing; warehousing, trucking terminals; and office complexes, to name a few. In Eustis, it is necessary to coordinate the location of industrial uses and petroleum storage uses with the aquifer and the wellhead protection area. The wellhead study indicates that industrial uses can be allowed in the area where existing industry is located, off Route 27 near the Eustis-Coplin line, but that potential pollution sources must be controlled using best management practices. This area is considered a "Growth" area for purposes of the State Growth Management Act.

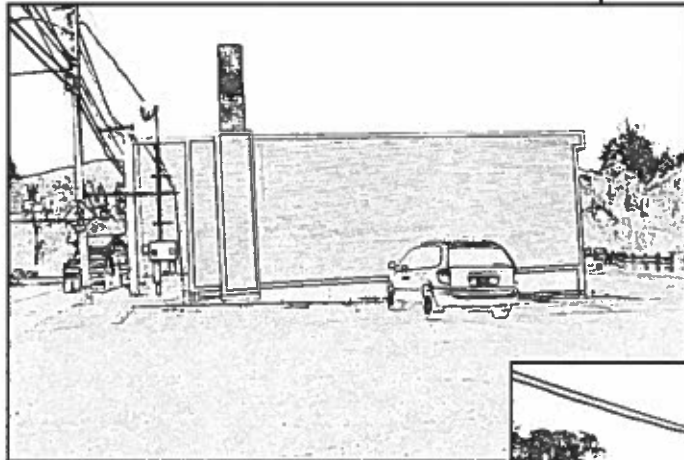
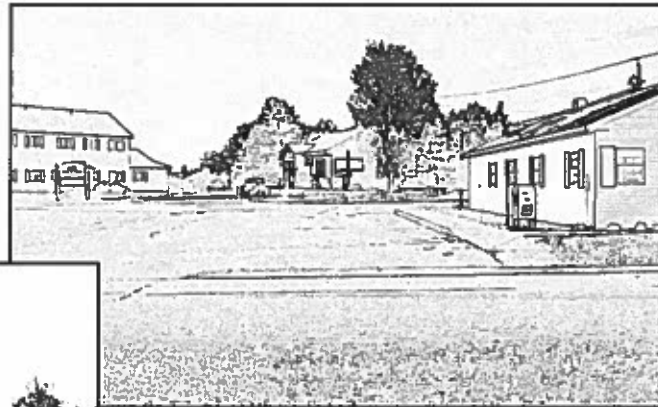
Since the industrial area is located on or near the aquifer, the industrial area has been limited in size. Projections for needed industrial space are difficult to make with any accuracy, given the limited size and the location of Eustis. Changes could create a need for additional industrial area in the future. An expansion of the industrial area into locations adjacent to the designated industrial area should be able to be undertaken after consideration of its appropriateness, both environmentally and socially. Also, new industrial areas for large scale development may be appropriate. Appropriate areas for larger scale industrial use would be on the flatter topography, possibly over the low yield aquifer with proper site controls and near Route 27. Industrial uses should, however, provide reasonable buffers to recreational uses and residential housing.

Since the topography, natural resources and features of Eustis impose significant limits on development, it will be necessary to prohibit some types of industrial activities within the town and place significant limitations on others to insure protection of ground and surface water resources as well as other natural resources. Also, since Eustis has a long history of an economy dependent on the forest industry and natural resources, it is appropriate to allow natural resource dependent uses in other areas of the community in addition to the designated industrial area.

Uses in the Industrial area must be carefully reviewed for their impact on groundwater and the wellhead. There may be a need for additional industrial land in the future. Natural resource based industries may be allowed in other areas so that they do not adversely impact outdoor recreation and residential uses.

An Economic Plan for the Future

Creating a Tourism Friendly Community



Creating a Tourism Friendly Community

The people that live and work in Eustis are typical of many Maine small towns: friendly and hospitable. We are diverse individuals, but we share a strong sense of home and community, a respect for the natural beauty of the area, and above all a desire to preserve our town's uniqueness as we continue to grow.

With that in mind, we are aware that improvements are necessary to ensure future townwide economic prosperity. Specifically, we need to present ourselves to the world as an appealing destination for visitors and to accomplish that reputation we must embrace all residents—seasonal and year-round—with warmth and acceptance.

The Business of Tourism

Development of the tourism industry, as it is sometimes called, will hinge on our outdoor recreation potential. But to compliment that we also need to foster cultural attractions. This can be done by building on our unique history. Development of some tourism related shopping opportunities would also be beneficial. This will occur as tourism activity and visits to the region increase.

Development of tourism will require a seven point plan based on the outline provided in the Inventory and Analysis. It will consist of both short term and long term actions that can be summarized under the following points.

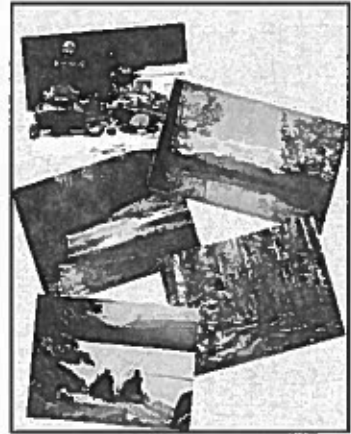
- ◆ *Promote Attractions*
- ◆ *Improve Amenities*
- ◆ *Improve Trails and Access to Existing Facilities and Resources*
- ◆ *Improve Appearance; Create an Inviting, User Friendly Look and Atmosphere including signs and directions.*
- ◆ *Improve Services and Tourism Related Attractions*
- ◆ *Maintain and Develop Trails and Provide Separation of Motorized and Non-Motorized Trails*
- ◆ *Stabilize the Lake Level*



Promote Attractions: The area needs to be promoted to attract visitors, to lengthen the stay of visitors and to insure that they return. The town, merchants and interested citizens need to develop the details around the ideas noted herein.

- Provide better publicity
 - * improve and constantly update the web site.
 - * develop a brochure or brochures about the area and distribute them in the surrounding area.

- Work with state and, especially, regional groups to promote the area and insure that it receives adequate attention in state and regional publications.
- Promote our heritage and history
 - * develop information, including signs and markers about our heritage and history including the Arnold Trail and the moving of Flagstaff Village.
 - * promote the rugged nature of the Arnold Expedition and develop historical displays.
 - * Develop a set of signs with a consistent visual theme to designate points of interest and provide historical information.
- In the long term, encourage more private sector services.
- Promote the amenities at Cathedral Pines including the non-motorized trail network.
- Continue to hold winter and summer festivals and the canoe race and promote these events to a larger audience.



Improve Amenities: The Eustis area has traditionally been recognized as a Mecca for the avid sportsman, but we realize not all visitors to our area are like-minded and many seek less strenuous outdoor activities or look to our downtown area and cultural amenities for rest and relaxation. To encourage those visitors, as well as the many outdoorsmen and their families that frequent our wilderness, to linger and patronize the local businesses, we would like to implement the following:

- Install a footbridge from downtown to Stratton Brook Island that includes a canoe/kayak access area to the Brook.
- Develop a park on Stratton Brook Island that consists of a non-motorized nature trail, picnic area and playground.
- Connect the park to the snowmobile trails and build a small parking area for snowmobiles.
- Improve existing snowmobile parking areas and improve connections from the downtown to local and ITS snowmobile trails.
- Cultivate green areas on public properties such as the Community Building and the Town Office.
- Develop a boat launch area on Flagstaff Lake in the downtown area.



- Improve public and on-street parking and encourage landowners to improve private parking areas.
- Improve sidewalks with a long term goal of developing walking paths.
- Create a pedestrian-friendly commercial area with public restrooms.
- Provide green space park along the North Branch of the Dead River in Eustis Village.

Improve Trails and Access to Existing Facilities and Resources: Better access will make the area more visitor friendly and will encourage visitors to frequent businesses in our villages. We need to

- improve the access from trails to the village areas, especially the commercial area of Stratton village.
- Develop better pedestrian links and biking access between Stratton, Cathedral Pines and Eustis Village.
- improve signs/directions to trails, trail access points, and parking areas.
- develop a small snowmobile parking area on the south side of Main St.
- improve access to surface waters and trails.

Improve Appearance; Create an Inviting, User Friendly Atmosphere: To accomplish this we need to

- create additional amenities and provide additional information, directions, and signs.
- improve green spaces and landscaping on public land, along Main Street, and on private property where feasible. Green spaces and landscaping should maintain a natural feel rather than a highly manicured look.
- encourage property owners to maintain their buildings and facilities.
- develop a map of the town to display at select locations.
- consider constructing an informational Kiosks in Stratton and Eustis. We should include information on both villages in all information.
- make arrangement for restrooms to be available to the visiting public.



Improve Services and Tourism Related Attractions: Services and other attractions will have to improve incrementally as tourism increases. Businesses will need a commitment from the Town and the community to continue its support of tourism and economic development. We need

- To make a firm commitment to encouraging tourism and supporting businesses that service the tourism industry.
- To possibly develop additional bed capacity in Eustis since using beds in adjacent locations will allow for “leakage” of tourism dollars.
- To develop outfitters and rental shops to provide equipment for outdoor activities that people would like to try activities once they arrive. This service may evolve into attracting visitors to try activities new to them.
- To improve our historic sites and museums.
- To expand related businesses such as food, antiques, and local crafts that will add to the enjoyment for after hours and for members of the family who may not be interested in successive outdoor adventures.
- To develop amenities targeted to children and families such as skating rinks, playgrounds, and short loop trails.

**Inventory
And
Analysis**

**Looking at Eustis
The Past and the Future**

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A Changing Town

Population: The Population of Eustis has grown steadily over the past several decades. It has increased by over 100 people since 1980. Prior to that, the population had been declining at a very slow rate from approximately 700 people at the turn of the past century. The 2000 Census reported a population of 685 people, about equal to the population 100 years ago. The state estimates that the population will continue to grow at a fairly significant pace for the next 10 years.

The population of Eustis will continue to grow at a significant rate!

The tables, Year-Round Population and Year-Round Population Projections (following page), and the chart, Population Trends and Projections provide some additional information; the tables compare Eustis to the surrounding area.

Year-Round Population, 1980-2000

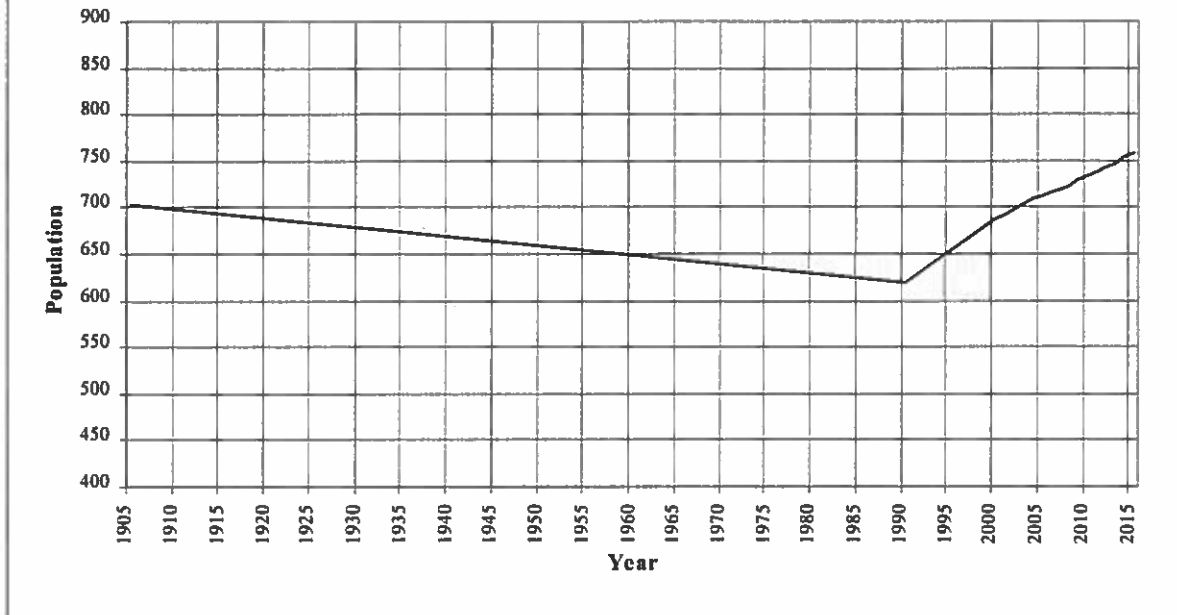
	Eustis	Coplin Plantation	Carrabassett Valley	Kingfield	Rangeley	Franklin County	State of Maine
1980	582	111	132	1,158	1,023	27,447	1,125,043
1990	622	135	302	1,138	1,063	29,008	1,227,928
2000	685	135	399	1,103	1,052	29,467	1,274,923
% Change 80-90	6.9	21.6	128.8	-1.7	3.9	5.7	9.1
% Change 90-00	10.1	0.0	32.1	-3.1	-1.0	1.6	3.8

The table shows that Eustis has grown more rapidly than most surrounding towns with the exception of Carrabassett Valley and Coplin Plantation. However, the population base of these towns is so small that percent growth is not as meaningful as the actual numbers. The projections (following page) show that the area will continue to grow with Eustis' growth rate being less than nearby unorganized townships and Carrabassett Valley but greater than that of the County and the State, and nearby larger towns.

There appears to be a trend of people moving to more rural areas close to recreation opportunities.

This shows a trend of people moving to more rural areas, close to seasonal recreation opportunities, but not necessarily close to services. This trend is expected to continue over the next ten years, but it is difficult to project beyond that, especially with an aging population that may eventually need more services and perhaps not be as interested in outdoor recreation. In the long term, there is a question as to whether the older element of the population will demand services be brought to them or whether they will move to locations where the services already exist.

Eustis Population Trends and Projections



Note: The data is from the U.S. Census for the years noted. Due to various reporting procedures used by the Bureau of Census, the data may appear to have some minor variation when comparing totals between tables and between years. The data should be reviewed to note trends rather than determining exact numbers.

Year-Round Population Projections

	State	Franklin County	Carrabassett Valley	Coplin Plt	Eustis	Kingfield	Rangeley	Rangeley Plt	Sandy River Plt
2000	1,270,299	28,661	400	136	687	1,106	1,055	124	94
2010	1,330,117	29,606	487	178	734	1,094	1,044	156	136
2015	1,371,022	30,404	510	200	758	1,117	1,078	169	153
Projected Growth 2000-2010	5%	3%	22%	31%	7%	-1%	-1%	26%	45%

Age Distribution: The population of the State of Maine and Franklin County is getting older. The population of Eustis has similar trends but with one significant difference. The percentage of population in the 0 to 19-age group has actually increased in Eustis while it has decreased in the State and the County. The percentage in the 20 to 44-age group has declined significantly, but the percentages in the higher age groups has not increased as much as the percentages for the state and county. The significant decline in the 20 to 44-year old population may create several potential problems. These are the people in the childbearing age group, so Eustis may see less natural growth and potentially a decreasing school age population. Thus, to fulfill the population projections, there would have to be significant in-migration. This age group is also considered to be the most entrepreneurial. Therefore, homegrown business development may not be as prevalent as if there were a higher percentage of people in the group. The fact that the percentage of people in the 65 and over age group has remained the same for the past two decades may indicate that residents do leave the town to be closer to needed services as they grow older. The total number in this age group has grown and that can be expected to continue in the future.

The aging population could mean an eventual decrease in the school age population. It could also adversely impact entrepreneurial development.

Age Distribution

Age Group	Maine				Franklin County				Eustis			
	2000		1980		2000		1980		2000		1980	
	#	%	#	%	#	%	#	%	#	%	#	%
0 to 19	335,485	26	322,162	29	8,105	28	7,983	29	186	27	129	22
20 to 44 years	440,253	35	442,151	39	9,877	34	10,807	39	225	33	234	40
45 to 64 years	315,783	25	219,431	20	7,301	25	5,987	21	182	27	143	25
65 and over	183,402	14	140,916	13	4,184	14	3,221	12	92	13	76	13

Source: US Census

NOTE: The 1980 Census reported a 0 to 18-age group rather than the 0 to 19-group reported in the 2000 Census. Therefore, the numbers would be slightly larger due to the inclusion of the extra year. Numbers for the next higher age group would change accordingly.

Household Characteristics: A look at a few household characteristics is also useful in understanding the population and their potential needs. The table on the next page shows some household characteristics for Eustis and other areas for comparison.

Eustis has the lowest percentage of all areas shown of households that live as a family unit (family households). Thus, they have the highest percentage of non-family households and also a high percentage of householders living alone. This is probably due to the number of single people working at Sugarloaf USA and living in Eustis in order to avail themselves of affordable housing.

Eustis has a high percentage of non-family households and also a high percentage of householders living alone.

The percentage of householders living alone and over 65 and the percentage of female householders mirrors the county and the state reasonably well. These two

groups often require more services than the general population because they are more likely to have lower incomes and special needs. It appears that in Eustis, the need will not be any greater than the need in the remainder of the county and the state as a whole.

Since there are a high number of people living alone, the average household size is lower than that of most surrounding towns. However, the family size is similar, if not slightly higher, than most surrounding areas, and is similar to the county and state.

Selected Household Characteristics

	Maine	Franklin County	Carrabassett Valley	Coplin Plt	Eustis	Farmington	Kingfield	Rangeley
Total Households	518,200	11,806	179	58	302	2,813	454	468
Family households	340,685	7,748	110	37	171	1,533	304	292
Percent Family Households	66	66	61	64	57	54	67	62
Female householder	49,022	1,084	9	3	26	257	52	33
Percent Female Householder	9	9	5	5	9	9	11	7
Non family households	177,515	4,058	69	21	131	1,280	150	176
Percent non family households	34	34	39	36	43	46	33	38
Householder living alone	139,969	3,043	49	14	97	891	113	142
Percent living alone	27	26	27	24	32	32	25	30
Householder living alone 65 and over	55,483	1,237	8	4	34	331	52	66
Percent living alone 65 and over	11	10	4	7	11	12	11	14
Average household size	2.39	2.40	2.23	2.33	2.27	2.25	2.43	2.24
Average family size	2.90	2.88	2.71	2.78	2.90	2.87	2.90	2.79

Source: 2000 U.S. Census

Income Characteristics: As noted in the tables that follow, both the Median Household income and the Per Capita income levels of Eustis residents are well below the State and County. The income distribution is skewed toward the low end as would be expected from the median and averages, with 44% of the households having incomes lower than \$25,000 compared to only 40% for the county. No households had incomes greater than \$100,000. Over seven percent of families have household incomes below the poverty level, and 8.7% of persons 65 and over have incomes below the poverty level.

Income levels in Eustis are well below those for the State and County.

Selected Income Characteristics

	Maine	Franklin County	Eustis town
Percent households <25,000	33	40	44
Percent households <50,000	32	35	36
Percent households <100,000	28	22	20
Percent households >100,000	7	4	0

Income Comparison - 1979 to 1999

	Eustis 1979	Eustis 1999	Franklin County 1979	Franklin County 1999	Maine 1979	Maine 1999
Per capita	\$5,126	\$12,274	\$5,621	\$15,796	\$5,766	\$19,533
Median	\$9,625	\$28,000	\$13,500	\$31,459	\$13,186	\$37,240
Population below poverty	19%	14.3 %	13%	14.6 %	13%	10.9 %
Families below poverty	13%	7.7 %	9%	10.7 %	13%	7.8 %

The above table compares incomes between 1979 and 1999. The Per Capita income was 89% of the State's in 1979, but is now only 63% of the State's. This is probably due to the loss of manufacturing jobs and changes in the types of employment that is evidenced by the table on the following page.

Household income has fared better. It is now 75% of the State's while it was only 72% of the State's in 1979. This is probably due to an increase in the number of jobs held per household.

While the poverty statistics are of concern, the population below poverty and the percentage of families below poverty has dropped since 1979 as it has for the State.

However, the income data and the number of people living in poverty indicate a need for the creation of better jobs and may also indicate a need for service programs to assist persons with low income levels. This may be particularly true for single heads of households and the elderly.

Employment by Industry, 1980-2000
Town of Eustis
 (persons 16 years or older)

	1980		1990		2000	
	#	%	#	%	#	%
Forestry, Mining, Construction, Manufacturing, Transportation	109	41	100	38	74	22
Wholesale and Retail Trade	63	24	73	28	47	14
Finance, Arts, Recreation, Government and Health Services	89	34	72	27	191	56
Other Services	2	1	18	7	27	8
TOTAL	263		263		339	

Source: U.S. Census. Categories have changed between the different Census years. Because of this and the relatively low number of employees in any one segment, categories have been combined.

From the above table, it is clear that there has been a drop in the percentage of people employed in some of the traditional industries such as forestry and manufacturing, and there has been a significant increase in many of the service sector and related categories, including Finance, Recreation, and Health Services. Other services, albeit a small sector, had some significant increases over the 20-year period. Thus, employment patterns are changing with service sector jobs becoming a more important element of the local economy and people's livelihood.

Educational Attainment

Education: As noted in the accompanying table, the population in Eustis has lower education attainment levels than does the county and state, and a review of Census data for the surrounding area indicates that Eustis has lower educational attainment levels than the neighboring area. While the percentage with less than a ninth grade education is the same as the state and county, the percentage completing some high school but not graduating is almost twice the state and county percentage. The school district has initiated some programs to improve the graduation rate. The Town should try to encourage programs aimed at improving high school graduation rates such as the after school program. Programs are also needed to encourage students to seek higher education opportunities since only six percent of the school age population was enrolled in higher education compared with over 20% for the county and state. The school district needs to continue to develop new programs to address these issues.

	Maine	Franklin County	Eustis
Population 25 years and over	869,893	19,260	437
Percent < 9th grade	5	5	5
Percent some high school - no diploma	9	9	17
Percent high school graduate or higher	85.4	85.2	77.8
Percent bachelor's degree or higher	22.9	20.9	14.0

Housing—Trends and Changes

Housing: The number of Housing Units in Eustis has increased at a faster rate than the population. This is true of Eustis and the surrounding area. The table, Housing Trends indicates the change in total units from 1980 to 2000.

**Housing Trends
Total Housing Units 1980-2000**

	1980 Housing Units	2000 Housing Units	# Change 1980-2000	% Change 1980-2000
Eustis	614	754	140	22.8%
Coplin Plantation	105	169	64	60.9%
Carrabassett Valley	506	1,648	1142	225.7%
Kingfield	671	677	6	1.0%
Rangeley	1,119	1,553	434	38.8%
Franklin Company	13,915	19,159	5,244	37.8%

The growth in the number of seasonal units accounts for most of the housing growth. The actual numbers may be somewhat problematic since the Census data indicates that the entire increase in the number of housing units has been the result of seasonal units. However, a review of town records indicates that from 1980 to present, a total of 217 new housing units were constructed with approximately 37% being built by year-round residents and 63% being constructed by non-residents, most probably as seasonal homes. The conflict with the Census could be due to several factors including the demolition of some units and the conversion of small camps to larger homes that may have been picked up as new units. In any case, the evidence suggests that the housing boom in Eustis is primarily the result of seasonal demand.

**Seasonal v. Year-Round Housing Distribution
2000**

	Year-round	Seasonal	% Seasonal
Eustis	342	405	53.8
Coplin Plantation	63	97	60.6
Carrabassett Valley	190	1,485	88.7
Kingfield	495	164	24.9
Rangeley	649	1,012	64.8
Franklin County	12,666	6,493	33.9

Seasonal Housing: From the table that follows, the importance of seasonal housing to the region is apparent. As with several other towns in the region, seasonal housing units make up more than half of the total housing stock.

Seasonal units in Eustis have a greater range of uses than in many communities.

The first seasonal camps were often constructed for fishing and hunting. Now, many seasonal homes have been constructed for the winter season with snowmobiling and skiing, both cross country and downhill, the primary activities. The seasonal homes constructed for the winter months have to be winterized, and most new ones are constructed like year-round homes. In fact, there has been a trend for at least some of the seasonal homes, constructed by somewhat higher income people, to be much larger than the average year-round home in Eustis. These homes are also being constructed in areas to take advantage of water access and/or views of Bigelow and Sugarloaf Mountains.

Eustis Ridge, with its spectacular views, has been a popular spot for seasonal home development.

Seasonal Housing has increased significantly.	
1980	2000
266 units	405 units
43.3 % of total	53.8 % of total

It is expected that this trend will continue. There also appears to be a trend of seasonal visitors who construct these homes to eventually move to the area as electronic commuters, semi-retirees or full-time, or almost full-time, retirees.

These seasonal homes provide a significant amount of the tax base for the town. An analysis of the 2002 property tax records shows that out-of-town property owners own 59% of the assessed value for buildings and land and 55% of the assessed building value within the town. By contrast, the four largest businesses, not including timber companies, are responsible for approximately 15% of the tax base, and timber holdings with some minor buildings are responsible for approximately four percent of the tax base. Tax exempt properties make up approximately seven percent of the tax value, including land owned by the Town and the Eustis Development Corporation. From a tax perspective, the importance of the seasonal homes is readily apparent.

Housing Characteristics: In reviewing housing data, it must be realized that the significant number of seasonal homes, especially the percentage of new seasonal homes, has the potential to skew the data. A check of the 2000 Census indicates that the typical housing unit in Eustis is a very moderate unit, in keeping with the income levels. There is a high percentage of housing units with 3 to 5 rooms, while the percentage of those with fewer rooms is less than the state and county, and the percentage of those with more rooms is well below the State and County percentages.



The tables on the following page provide some additional insight into the housing stock and tenure. Eustis has a high percentage of single-family units: 10% higher than the County and 13% higher than the State. They also have a

lower percentage of two-family units. The percentage of multi-family units, although below the State and County percentage, is relatively high given the general character of Eustis and the high percentage of single-family homes. Eustis now has 90 multi-family units, an increase of approximately 40% over the 64 multi-family units that existed in 1980. Thirty-four of the units are government funded units for low income households.

A high percentage of the housing stock has been built since 1990. However, much of this new housing is seasonal in nature. From town records, it appears that only about 40 units, or 5%, has been constructed for year-round residents. The percentages of housing constructed between 1940 and 1989 are similar to the State and County, but the percentage of units constructed prior to 1939 is much lower. Again, this reflects on the significant number of new, seasonal units.

The table on tenure indicates that the population of Eustis is much more mobile than that of the State or County; the percentage of units occupied by their current residents between 1990 and 2000 is five and ten percent higher than for the State and County, respectively.

Type of Housing

	Maine	Franklin County	Eustis
Total housing units	651,901	19,159	754
<i>Percent 1 unit</i>	70	73	83
<i>Percent 2 units in structure</i>	6	3	2
<i>Percent 3 or 4 units in structure</i>	6	4	4
<i>Percent 5 or more units in structure</i>	9	8	6
<i>Percent Mobile</i>	10	11	5

Year Structure Built

	Maine	Franklin County	Eustis
Total housing units	651,901	19,159	754
<i>Percent built '90 to '00</i>	15	16	27
<i>Percent built '70 to '89</i>	32	35	34
<i>Percent built '40 to '69</i>	24	21	20
<i>Percent built '39 or earlier</i>	29	28	19

Housing Tenure

	Maine	Franklin County	Eustis
Occupied housing units	518,200	11,806	295
<i>Percent '90 to '00</i>	58	53	63
<i>Percent '70 to '89</i>	31	35	29
<i>Percent '69 or earlier</i>	11	12	8

Housing Affordability: The residents of Eustis have been concerned with the ever increasing cost of housing in the region. They have wanted housing costs in Eustis to stay affordable. Residents would like their families to be able to afford housing in town, and they realize that most residents have very modest incomes and do not want housing to be priced out of the traditional resident's affordability.

There are two housing markets in Eustis: one for residents and would-be residents that work relatively nearby, and one for seasonal residents and retirees who may be moving to Eustis either full- or part-time and who have amassed a substantial nest egg through the sale of their property where they formerly lived and worked. The demand placed on the land and housing market by this group has caused prices for property with either views or water access to escalate out of the reach of the traditional Eustis homeowner. It is important that housing remain affordable to the traditional homeowner or renter that works in the region or is retiring after working in the region.

In many areas of the state, including some surrounding towns such as Rangeley and Carrabassett Valley, these people are being priced out of the housing market due to inflationary pressures for seasonal type housing.

In considering housing affordability, both Census data and local data are presented. The Census data has limitations because it does not relate the householders actual income, but it does cover year-round residents only. The local data has limitations because there is a limited amount of information on sales of non-seasonal units.

The tables, Income Levels to Determine Affordability and Affordable Selling Price were calculated on the 1999 Median Household Income levels reported in the 2000 Census.

The other tables on this page and the following page provide some Census information. The table on Value of Owner Occupied Units indicates that housing is still relatively affordable in Eustis. Twenty percent of the units had a value of less than \$50,000, and 76% of the housing units are valued at less than \$100,000. With Low Income levels needing a \$48,000 selling price and Moderate income levels needing a \$90,000 selling price, it is expected that there should be a reasonable number of houses available in both ranges.

The accompanying table, Owner Costs as a Percentage of Household Income, indicates that 58% of the households

Income Levels to Determine Affordability

Income Level	Income Amount	Monthly Cost @ 30 % of Income
Moderate	\$42,000	\$1,050
Low	\$22,400	\$560
Very Low	\$14,000	\$350

Affordable Selling Price

Income Level	Affordable Selling Price
Moderate	\$90,566
Low	\$48,097
Very Low	\$29,684

Determined using the formula provided by State Planning Office guidance.

Value of Owner Occupied Units

	Maine	Franklin County	Eustis
Specified owner-occupied units	254,866	5,542	142
<i>Percent of units < 50,000</i>	9	15	20
<i>Percent of units 50 to 99,999</i>	43	62	56
<i>Percent of units 100 to 149,999</i>	27	15	13
<i>Percent of units 150 to 199,999</i>	11	4	11
<i>Percent of units > 200,000</i>	11	4	0
Median (dollars)	\$ 98,700	\$ 78,300	\$ 70,000

pay less than 20 percent of their income for housing expenses including mortgage and utilities, and only 12% pay more than 35% of their income for housing related expenses. This further validates the conclusion that home ownership remains reasonably affordable in Eustis. As shown in the Median Household Income table, the Median Household Income in Eustis is below that of the country and all of the surrounding towns except Coplin Plantation. Therefore, determining whether housing is affordable for Eustis residents, also determines whether it is affordable on a regional basis.

Median Household Income

Town	Median Household Income
Coplin Pt.	\$27,500
Eustis	\$28,000
Kingfield	\$29,250
Sandy River Plantation	\$31,875
Rangeley	\$33,382
Rangeley Plantation	\$34,167
Dallas Pt.	\$36,875
Franklin County	\$31,459

Rent

	Maine	Franklin County	Eustis
Specified renter-occupied units			
Less than \$200	143,727	2,693	113
\$200 to \$299	12,806	217	14
\$300 to \$499	10,512	230	20
\$500 to \$749	44,055	1,290	49
\$750 or more	46,780	583	21
No cash rent	19,191	121	4
Median (dollars)	\$ 497	\$ 432	\$ 405

Owner Costs as Percentage of Household Income

	Maine	Franklin County	Eustis
Percent paying < 20%	55	58	58
Percent paying 20 to 29.9	24	21	25
Percent paying > 30%	15	15	12

Rent as Percentage of Household Income

	Maine	Franklin County	Eustis
Percent paying < 19.9% of income	32	30	50
Percent paying 20 to 29.9% of income	25	21	16
Percent paying > 30% of income	27	31	21

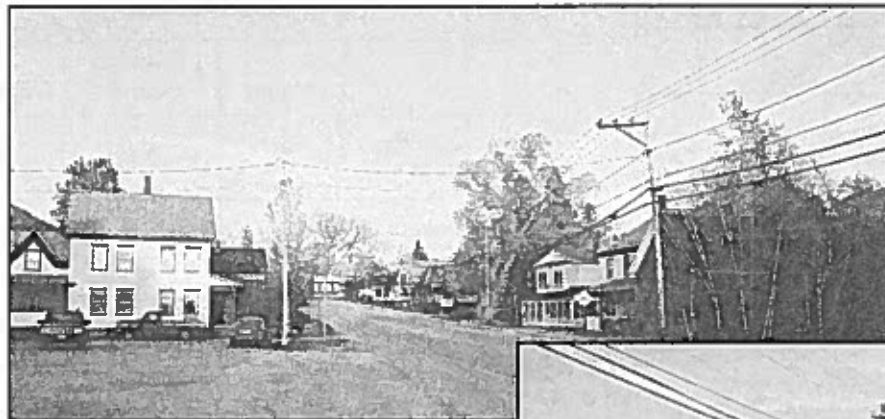
Two tables on this page present Census data on rental costs. From the rent table, it is seen that 34 of the 114, or about 30% of the renter occupied units, are costing their tenants less than \$299 per month, and 42% of the units are costing tenants between \$300 and \$499 per month. The median rent was \$405 per month. It would be expected that Very Low Income (affording \$350 per month) and Low Income households could find suitable rent since over 30% of the units could be rented for less than \$299 and 10% of the units could be rented for less than \$200. These rents leave adequate leeway for utilities not covered in the rent.

In reviewing the Rent as Percentage of Household Income table, it is seen that 50% of the renters are paying less than 20% of their income for rent, a considerably higher percentage than for the County and State. Only 21% of renters are paying more than 35% of their household income for rent, considerably less than the percentage for the County and State.

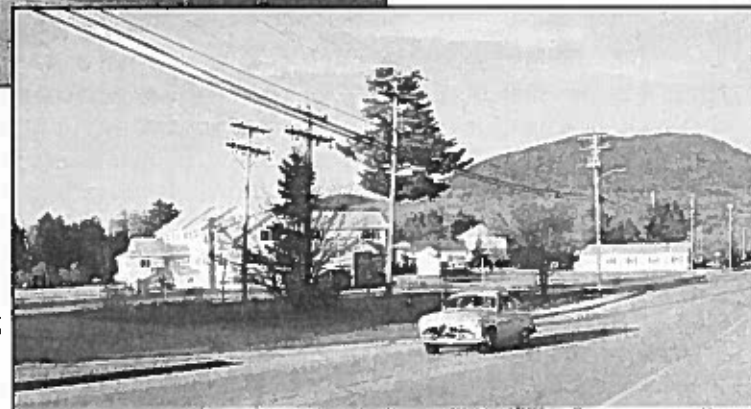
Local information on rents appears to confirm the Census data, as does housing sales data. Housing sales was broken down between seasonal and year-round units for the sales since April 2003. There were 22 sales of homes with 8 sales in the year-round category. Of the total housing sales, the median selling price was \$70,000, and the average selling price was \$80,300. Of the 8 year-round homes sold for year round use, the average selling price was \$67,000. The lowest selling price was \$32,000, just above the affordable price for Very Low Income households. Three sold below the \$48,000 price affordable by Low Income households and all but one sold for less than \$90,000, affordable by the Moderate Income households.



Eustis does not have an affordability problem at this time. There is price pressure on land and homes with views and shore access, and as the demand for seasonal housing continues to grow, there could be pressure on the price of the general housing stock. In the past, the Town supported the development of affordable housing units, all of which are located in Stratton Village. While there is no significant need to support the development of additional government funded housing, this may be an option that will need to be considered in the future. The Town must also take care not to take actions that would increase the cost of housing and may want to do whatever possible to insure that the cost of housing remains affordable. Actions that could be taken include working with the community action program to



locate affordable housing in the region and working with other communities in the area, including Carrabassett Valley, Coplin Plantation, Kingfield, and Rangeley to develop strategies and eventually projects to provide affordable housing for year-round residents working in the area.



Economy—Change is Occurring

Employment: The previously presented table on Employment by Industry indicated the changing nature of the workforce in Eustis. To review:

- The Economic basis of Eustis has changed considerably over the past 20 years.
- There has been a significant decrease in the number of manufacturing jobs.
- There have been significant increases in the number of people working in Recreation/Accommodations/Food Service, Education/Health/Social and Other services.
- Total employment has grown by 29% over the past 10 years, while population has grown only 10%. With the decrease in better paying manufacturing jobs, there has been an increase in the number of workers per household.

Several additional tables are presented to provide comparisons to what is happening in the state, county and surrounding area.

Occupations for Eustis Residents and Those of Selected Other Areas - 2000

	Maine	Franklin County	Coplin Plantation	Eustis	Farmington	Kingfield	Rangeley
Employed civilian population 16 years and over	624,011	13,737	90	339	3,364	554	498
<i>Percent Management, Professional & Related</i>	32	28	24	16	31	30	29
<i>Percent Service...</i>	15	17	20	32	21	17	18
<i>Percent Sales and Office</i>	26	24	19	21	27	28	25
<i>Percent Farming, Fishing and Forestry</i>	2	2	4	0	1	1	2
<i>Percent Construction, Extraction, & Maintenance</i>	10	11	23	18	8	7	14
<i>Percent Production, Transportation, and Material Moving</i>	15	18	9	12	11	17	11

In reviewing the above table, keep in mind that the table represents the occupations of the residents of these areas and not the jobs available in the town itself. The percent of Management and Professional occupations in Eustis is considerably less than the state, county and most surrounding areas, and the percent of Service related jobs is significantly higher. Combined with the educational attainment and income characteristics, this would indicate that a sizeable portion of Eustis's population relies on these low-paying occupations that do not demand a high level of education. There is also a relatively high

percentage of workers in Construction and Maintenance occupations, higher than for the state, county and most surrounding areas. The percentage of people working in Production, Transportation and Material Moving is lower than for the state, county and most surrounding areas. This undoubtedly reflects on the loss of manufacturing jobs within Eustis and to a lesser extent in the region. The percentage of people in the farming and forestry occupations is felt to be an error in the Census data. There are still a number of residents employed in forestry, but they may be reporting it under some other category.

The table below indicates employment by industry type. A comparison to the 1980 data again shows the large decrease in the number of manufacturing jobs held by Eustis residents. Another notable category includes the Construction sector with a slightly higher percentage than for the state and county working in

**Employment by Industry—Percent of Employed
2000**

	Maine	Franklin County	Coplin Plantation	Eustis	Farmington	Kingfield	Rangeley
<i>Percent Agriculture and Forestry</i>	3	3	7	5	2	3	8
<i>Percent Construction...</i>	7	7	20	9	5	4	13
<i>Percent Manufacturing</i>	14	18	8	4	8	15	5
<i>Percent Wholesale</i>	3	2	2	1	2	2	2
<i>Percent Retail</i>	14	13	20	12	16	15	17
<i>Percent Transportation, Warehousing and Utilities</i>	4	3	4	4	2	5	2
<i>Percent Information</i>	2	1	0	2	2	0	1
<i>Percent Finance, Insurance and Real Estate</i>	6	5	2	1	7	5	7
<i>Percent Professional, Scientific, Management, and Administrative</i>	7	4	2	2	3	8	8
<i>Percent Education, Health, and Social Services...</i>	23	26	8	7	35	17	13
<i>Percent Arts, Entertainment, and Recreation, Accommodations and Food</i>	7	10	18	43	12	18	14
<i>Percent Other Services</i>	5	5	2	4	5	3	6
<i>Percent Public Administration</i>	4	3	7	5	3	3	5

this sector. While the percentage working in Wholesale and Retail Trades is only slightly less than for the state and county, it is significantly lower than for the surrounding towns. This number is also only about half of the percentage reported to have worked in these industrial categories in 1980. This is possibly due to some inconsistency in the reporting, particularly since Retail Trade would have a general relationship to "service" sector jobs that are increasing.

Interestingly, Eustis has the same percentage of employees in Information Services as does the state and county. However, the percentages in Finance, Insurance and Real Estate; Professional, Management and Administrative; and Education, Health and Social Services are considerably lower than for the county and state. These reflect the lack of availability of these jobs in the immediate area, the long commute to such jobs, and the relatively low educational attainment level since many of these jobs require post high school education.

The percentage of employees working in the Arts, Recreation, Accommodation and Food Service category greatly exceeds the percentages for the state, county and surrounding area. While not shown, the percentage involved in this industry even exceeds the percentage for nearby Carrabassett Valley, the home of Sugarloaf USA. The 43% working in this industrial category now is considerably higher than the 25% that was working in the category in 1980. The actual numbers show an even greater increase since the number of employed has increased, also. Employment and therefore the economy of Eustis is highly dependent on this service industry.

Of the 320 workers in Eustis, nine reported working at home, and 30 reported being self employed in non-incorporated businesses. This is approximately the same as for the state and county, but is a lower percentage than for many of the surrounding towns. The average travel time to work in Eustis is reported to be 17.5 minutes which is lower than for the state and county and most of the surrounding area. This indicates that residents are not traveling too far for employment, which compliments the number that would be expected to work in nearby Carrabassett Valley based on the percentage employed in Arts, Entertainment and Recreation.

Major Employers: There are three major businesses in town, Stratton Lumber, Boralex, and JL Brochu, Inc. Brochu is the largest independent logging and excavation contractor in the area. Employment is somewhat seasonal. Stratton Lumber is a lumber mill that processes mostly soft wood saw logs for export and employs approximately 50 people, and Boralex is a wood to energy plant employing approximately 40 people. Stratton Lumber and Boralex are also large tax payers. The town is in the process of completing a TIF (Tax Increment Financing District provided for in state law) for Stratton Lumber to assist in funding a mill expansion and new equipment. The TIF will help them remain competitive with other Maine mills and with Canadian mills.

Sugarloaf USA is by far the largest employer of Eustis residents although it is located down Route 27 in Carrabassett Valley. Many of the Sugarloaf jobs are seasonal and relatively low paying. However, in the past few years there has been more employment during summer months, and a number of full-time employees now live in Eustis.

While the number of people in manufacturing jobs has declined, the percentage of employees working in the Arts, Recreation, Accommodation and Food Service category greatly exceeds the percentages for the state, county and surrounding area.

Commercial Activity: Eustis has two villages. **Stratton village** is by far the largest village; it is the center of most of the town's economic activity. A number of commercial businesses are situated along Main Street mostly at the northwesterly end of the village. The three major employers are located at the southeasterly end of the village near the Coplin Plantation town line. Just over the line in Coplin, there is a motel and a construction business. Along and adjacent to Main Street, there is a substantial residential area that extends into Coplin, also. There is a small commercial area concentrated at the northwesterly end of the village area just before the Stratton Brook bridge. Residential and mixed commercial development also extends northerly after the bridge along Main Street (Route 27) with a few residential side streets until the bridge across the South Branch of the Dead River is reached. Scattered development extends along Route 27 north of the bridge and causeway until the **Cathedral Pines** area is reached. There, there is a campground, owned and operated by the Stratton-Eustis Development Corporation. There is also a market with gasoline pumps, and it is near this location that the road turns off to Eustis Ridge, a popular area for the development of seasonal homes.

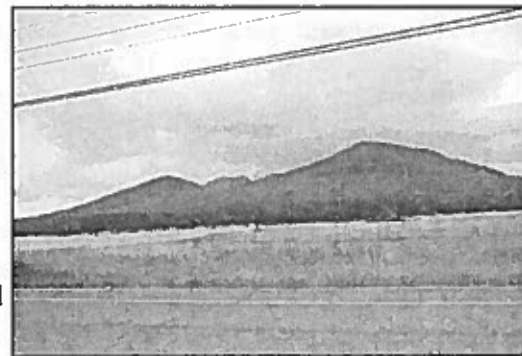


Downtown Stratton

The other village, called **Eustis Village**, is located further north on Route 27. There are several commercial establishments located there including a restaurant. There are only a couple of roads in Eustis Village, and a small number of residences are strung out along them.

In Stratton, considered the downtown area, there are a number of service establishments including a number of restaurants, two small motels, a gasoline and auto repair garage, a general store, a bank, and a food market. The town services are also located there including the Post Office, the Town Office, library, Community Building and Elementary School. There are also a number of home-based businesses, mostly along Main Street.

Outdoor Recreation as a Business: The local, regional and statewide economic data point to tourism as having an ever increasing economic importance. With the considerable number of workers employed in the Arts, Entertainment, Recreation, Accommodations, and Food Services industry in Eustis, this is undoubtedly true of the area. Rangeley and Carrabassett Valley are known as tourism destinations: Rangeley for the lake in the summer and snowmobiling and skiing in the winter, and Carrabassett Valley for golf in the summer and skiing in the winter. With the tourism industry so prevalent in the area, Eustis must position itself to take advantage of it to the maximum extent possible. Even though the "tourism" industry is characterized by low paying, and often seasonal employment, it offers opportunities for existing businesses and entrepreneurs. Eustis must turn considerable attention to further development of tourism as manufacturing jobs disappear from the region and state.



*Bigelow Preserve from Route 27
North of Stratton Village*

Based on the industry in the region, it is obvious that the primary tourism attractions are outdoor recreation related, and this should be the primary focus of any tourism related development efforts.

The outdoor recreation economy goes beyond the dependence on traditional tourists that may spend anywhere from a day to several weeks in the region, to second home owners and even retirees or semi-retirees who buy or build seasonal homes to avail themselves of the outdoor recreation opportunities for extended periods. These seasonal residents amount to an export industry for the town. They bring money generated elsewhere to spend on such things as housing maintenance, groceries, and arts, culture and recreation.



Meeting of the South Branch of the Dead River and Flagstaff Lake

Opportunities and Assets for Tourism: Eustis has considerable potential to expand their tourism related economy. They are **located in the heart of a major tourism belt** surrounded by Rangeley and Carrabassett Valley (Sugarloaf USA). Two major ITS system **snowmobile trails** pass through the town, and Flagstaff Lake bed is another attraction for snowmobiling. Eustis is already a destination for many snowmobilers. The snowmobile trails make a ready-made network for **ATV use**, which appears to be a growing industry.

Eustis is located next to the **Bigelow Preserve with its spectacular views and extensive network of hiking trails**. The Appalachian Trail also passes through Bigelow. Additionally, a group is planning a more gentle **hiking and bicycling** trail for Western Maine. Plans are for that trail to also pass through the Bigelow Preserve. The promoters of this trail believe that it will attract visitors that will be more anxious to avail themselves of services and spend money locally than the typical hiker on the Appalachian Trail. The **Cathedral Pines campground** is a somewhat untapped jewel, although existing camping spaces are usually full during the summer months.

The area has many assets to attract visitors and seasonal residents.



Another **major asset is the great scenery**. In the downtown, views of the Bigelow Preserve overshadow Main Street. The views from Eustis Ridge, the site of considerable housing development, are unsurpassed.

The **Dead River and Flagstaff Lake** also offer opportunities for outdoor recreation. Flagstaff Lake was made a number of years ago by creating a dam on the Dead River. The lake is a reservoir for downstream power generation. Because its primary function is a reservoir, the lake level is quite variable and unpredictable. FPL Energy (Florida Light & Power) owns the water rights and the dam, and therefore, regulates both. The lake levels vary considerably (two to three feet) during the summer months, and the lake is drawn down significantly (so that mostly a river channel exists) in late summer and fall. The fluctuating levels and the unpredictability of the changes discourages shoreline development for either residential or recreational use. The town communicates with FPL Energy regularly to try and stay current on lake level changes. They have also discussed improving lake level management and suggested various

alternatives to provide a stable lake level and prevent the large drawdowns that occur in late summer and fall. FPL has been somewhat cooperative, but their primary mission is power generation so they feel that they must operate the lake as a reservoir in their best interest.

Issues and Obstacles to Tourism: Even with all of the assets and opportunities, the committee and residents attending two of the forums have identified a number of obstacles to growth in the tourism industry. These are discussed briefly in the following notes.

- **Image and Appearance:** *Eustis does not have an image as an area that is interested in tourism. While the buildings and public facilities are generally well kept, they are not inviting to the visitor. From the image and appearance, the visitor would not realize the friendly atmosphere that awaits inside each of the businesses.*
- **Marketing:** *Neither the town nor the merchants do a good job of marketing their facilities, services and goods to visitors. Eustis does not work effectively with the state or regional tourism and economic development programs, and local promotional efforts, while laudable, could be greatly improved.*
- **Amenities:** *Eustis does not offer, or if available does not market, amenities that are attractive to visitors. Picnic areas, rest areas, short walking trails, and parks all offer travelers an opportunity to stop and enjoy the area. The area lacks good signage to direct people to the amenities and attractions that are available. While there appears to be reasonable parking opportunities, there are no directions of who can park where. Directions to trails, snowmobile parking areas, and the boat ramp are poor to non-existent.*
- **Services:** *This is to some extent the "chicken and the egg," but some merchants and citizens feel that there are not adequate services to encourage visitors to stop and stay. Most notably, residents note a lack of beds in inns and motels as problems. A lack of outfitters in the area has also been noted. Alternatively, these services cannot be financed without some degree of comfort that the visitors will be there to use them.*
- **Environmental and other:** *The growth of Stratton village is limited by natural constraints and the boundary of the Bigelow Preserve. The concentrated commercial area is constrained by Stratton Brook to the southwest, and Flagstaff Lake and associated wetlands to the north. The brook presents a potential serious erosion threat to the back yards of several businesses and limits waste disposal options for these same businesses.*

Even with all of its assets, Eustis must overcome some obstacles in further developing the tourism industry.



Conclusions on Tourism: The Comprehensive Planning Committee identified tourism as important to Eustis, and two of the public forums considered it a main element of the town's economic growth strategy. While the committee and forum participants felt that significant economic gains could be made through development of tourism, neither the committee nor forum attendees suggested abandoning efforts to support existing manufacturing businesses and working with regional development groups to attracting new businesses.

Through the committee and the forums, many ideas were created to encourage tourism and economic growth. Below is an outline of the ideas that seem to hold the greatest potential. Other ideas are listed in Appendix A, which is a synopsis of the ideas and issues generated at the first forum.

Tourism Development—Areas of Primary Interest

Need to be Tourism Friendly

Promote Attractions -

- Better publicity—brochures, web site, state and regional programs
- Signs about our heritage
- Signs about attractions/places of interest
- Eventually more private sector services

Amenities -

- Parks and Green Spaces—Downtown, Stratton Island, Cathedral Pines, Eustis Village near river
- Better parking and improved signs for cars, snowmobiles, ATVs
- Public restrooms
- Improved walking opportunities

Trail access -

- Improve trail access to downtown areas
- Improved signs/directions
- Snowmobile parking on south side of Main Street
- Improve access to surface waters and trails

Need to look inviting -

- Improve landscaping around businesses and public facilities
- Well kept buildings
- Parks, green spaces and better directions

Make areas easy to use -

- See above
- Provide better information: include Eustis Village info on downtown signage and vise versa.

Improve Services and related attractions-

- More and better services
- More beds and outfitters
- Other businesses such as food, clothing, antiques, local crafts
- Improve cultural attractions, including historic sites and information
- Promote local arts and crafts

Tourism Development—Areas of Primary Interest

Need to Develop More Trails—A good trail network will attract people to the area

Need both Motorized and Non-Motorized Trails -

Need interconnectivity -

North to south, east to west,

Connect with services (downtown and Eustis Village)

Specific needs -

Connect Cathedral Pines with downtown - for bikers and walkers

Connect trails to south with downtown

Signs at Cranberry Peak trail

Parking near school and develop short new connecting trail to Cranberry Peak Trail

Connect Eustis to Stratton with improved trails for non-motorized use

Need to Stabilize Lake Level

Short term—continue to work with FPL Energy to minimize fluctuations in lake level during peak tourist season.

Long term—work with FPL and State of Maine to keep Flagstaff Lake a lake in all four seasons.

Town Government - Facilities, Services, and Finances

Government Administration: The Town of Eustis has a Board of Selectmen/ Town Meeting form of government typical of many Maine communities. Selectmen are elected at the annual town meeting. The town office is open five days per week from 9:00 AM to 3:00 PM. The selectmen employ an Administrative Assistant who is available during office hours. Other town employees include an Assessor and a Town Clerk who are also available during office hours. The town also employs a part-time Road Commissioner, a part-time Water Department operator, and a part-time Code Enforcement Officer.

Facilities: The town of Eustis has a number of public facilities and services that support its residents and visitors including:

Public Facilities and Infrastructure

- Roads, Streets, and Bridges
- Sidewalks and Parking
- Public Water Supply
- Solid Waste Recycling and Disposal Facility
- Septage Disposal Site
- Cemeteries and Land
- Public Buildings and Equipment
- Recreation Facilities

Public Services

- Fire Department
- Recreation Program

Roads, Streets and Bridges: According to the Maine Department of Transportation records, Eustis owns approximately 12.5 miles of roads. Of this, 8.9 miles are paved, and 3.6 miles are gravel or unimproved. Slightly less than one half mile of road is maintained for summer use only. There are also 8.7 miles of State roads consisting of Route 27, which is the major connector to the south and also connects to Quebec Province to the north. Route 16 connects with Rangeley to the west where it intersects with several other roads connecting to other parts of Franklin County and to Oxford County. More information is provided on the transportation network in the section entitled Transportation.

There is an appointed Road Commissioner, but the town has no road maintenance equipment. All maintenance and improvements are contracted. The Town contracts with a local contractor for minor improvements, maintenance, and emergency work on an annual basis. Road plowing is also contracted annually. Major improvement projects are contracted on an individual basis. The Road Commissioner is responsible for insuring that the road work is competitively priced which he does through a bidding process for plowing and improvement work, which is bid for each job, and by comparing prices for the routine maintenance work.

For the 1991 plan, a road condition inventory was completed. It showed that road conditions ranged from excellent to poor with most road segments falling into the fair to good categories. The 1991 plan recommended that a road improvement plan be developed and that the inventory be updated on a regular basis. Neither task has been maintained in recent years. The Road Commissioner does have an overall strategy for the improvement of roads in the town. However, he has not committed it to paper. With the relatively minimal amount of road mileage, this is a reasonably practical method for the short term. There are two reasons to develop a more formal inventory and an improvement plan: first, to document improvements for long term use, and second, to communicate road improvement needs and necessary money to the selectmen, budget committee and the public.

Development of a Road Inventory and Improvement Plan might help townspeople to better understand the road and budgetary needs.

For this plan, an overview survey of the roads was performed by driving them and performing a quick assessment. It appears that, while the conditions of individual roads have changed based on maintenance or lack thereof, the overall conditions are still similar to those encountered during the 1991 survey. The winter road maintenance account generally exceeds the summer road maintenance account as it did when analyzed for the 1991 plan. A "Tarring" account, used for road improvements, and other road/bridge improvement accounts generally increase the total amount spent to maintain and improve roads to slightly greater than the amount spent on winter road maintenance. Expenditures for summer road maintenance, tarring and other improvements vary considerably from year to year. This may be another reason to formalize the road improvement process. The significant expenditures for plowing and sanding are necessary due to the severe nature of the winters in the area. Since winter recreation is significant part of the town's economy, it is important to keep the roads in good condition throughout the winter months.

An improved road ordinance may be necessary as growth continues to insure emergency vehicle access and protect valuable surface water resources.

As noted in the 1991 plan, there may be continuing pressures from new development to maintain and improve roads. The change to a tourism economy and the significant number of seasonal homes being constructed will both create pressure on road maintenance and improvements for both winter and summer. There also may be pressure from new subdivision development to accept subdivision roads, which is done at town meeting. The town has a basic road construction standard. It may well need to adopt more detailed standards as development pressure increases. An improved standard would insure emergency vehicle access and protect the environment, especially surface waters.

Sidewalks: There are a limited number of sidewalks in Eustis, all of which are in Stratton village. A sidewalk runs along the southerly side of Route 27 from the area near the town office to the commercial area of the village. In the heart of the commercial area there appears to be a sidewalk on both sides of Route 27; however, the one on the northerly side of the street is in poor condition and is interrupted by a number of large curb cuts. The sidewalk on the southerly side of the street is in better condition, and is only interrupted by extensive curb cuts in the vicinity of public parking lot.

There are no sidewalks on the residential streets in the village area and none in Eustis Village either. Pedestrians, including children walking to the elementary school that is located in the residential part of Stratton village, must walk in the streets. These streets have low traffic volumes, and generally, the traffic moves fairly slowly, the exception possibly being the Old Dead River Road.

There are also no sidewalks in the southerly (easterly) part of the village near Stratton Lumber and the town's other major employers. Thus, it is difficult and somewhat hazardous for employees living in the village to walk to work.

At this time, the Town has not identified the need for additional sidewalks on residential streets; however, improvement of sidewalks in the commercial area of Stratton village is needed and would help fulfill concepts developed for downtown improvements. Additional sidewalks along Route 27 from the commercial area southeasterly to the industrial area would improve pedestrian accessibility in the village area. However, they are not a high priority for the expenditure of town funds at this time.

Parking: Most development provides parking on its own property, and Site Plan Review standards insure that it is adequate and safe. The exception is businesses in the commercial area of Stratton village where lot sizes and existing buildings do not allow adequate space to accommodate off-street parking for every business. The 1991 plan noted that there were considerable parking problems in this area; however, the parking problems have decreased somewhat for two reasons: one, the town hall building was razed and the area is now used for passenger vehicle parking, and two, there appears to be somewhat less truck traffic stopping in the village. In addition to the "new" public lot, parallel parking is allowed along the street. Several large curb cuts for businesses limit on-street parking. Therefore, improvement in the control of curb cuts on Main Street would potentially add spaces and make use of the spaces easier and safer.

In this area, the current owner of Stratton Plaza appears to allow passenger vehicles to unofficially use the Plaza lot. However, this could change as the owner plans for improvements to the property that would create a need for the spaces.

The public parking area is not organized and is "combined" with some adjacent parking on private land. The flow of traffic through the area is not directed or regulated. Several private parking areas for businesses in the downtown are also poorly arranged and marked. The excessive curb cuts in several locations

Sidewalks in Stratton need improvements.

Parking problems have been alleviated since the previous plan was adopted by use of the old town building lot as a public parking area.

Parking improvements could increase the number of spaces and improve traffic and pedestrian safety.

contribute to the unorganized nature of the parking. The chaotic nature of the curb cuts also creates a traffic pattern that is conducive to accidents and is unfriendly to pedestrians.

Addressing the parking problems in the commercial area of Stratton village along with the curb cuts will be necessary to make the area "friendlier" to visitors whether in cars or trucks, on foot or on bicycles. AVCOG and MDOT recently initiated a "Traffic Calming" study for the downtown areas on Route 27 in Kingfield and Eustis. The study will look at methods to encourage traffic to reduce the speed and proceed cautiously through the downtown areas. Part of this study will look at the parking and curb cuts in the Stratton village area.

Public Water Supply: The Town of Eustis Water Department serves customers in and around Stratton village. The town purchased the water company from a private owner in 1980 and has made many improvements since then. The concrete reservoir tank, with a capacity of 200,000 gallons, was built soon after purchase and a new well was developed in the high yield sand and gravel aquifer in the southeasterly end of Stratton village. The well is located in a portion of the aquifer which has a 123-foot total thickness and a saturated thickness of approximately 113 feet.

An eight-inch well installed by the previous owners serves as back-up. It was installed in 1966 and is 75 feet deep.

Water quality meets the standards of the Safe Drinking Water Act and the Maine Department of Human Services. However, the well has a somewhat tenuous location. An old gravel pit is located near the well, and the biomass plant and a lumber mill are also near it. These types of activities are of concern from a water quality standpoint. Old gravel pits present an attractive nuisance for illegal disposal of various wastes. Pits present a particularly susceptible situation because excavation has removed material which separates and filters any hazardous materials from the groundwater. The lumber mill is the site of fuel storage and equipment maintenance operations where greases, oils and solvents are used. In addition, Route 27, which has a relatively heavy truck traffic, passes a few hundred feet from the well. A report completed as part of the state permitting process on the biomass generation facility and the wellhead protection report commissioned by the town indicate ground water under the biomass plant and lumber mill flows away from the well area. However, there is potential for additional pumping of the wells to impact the groundwater flows. This would only occur if there were a significant increase in the demand.

The 200,000 gallon concrete reservoir provides adequate storage and should provide adequate capacity for future growth. A limiting factor of the storage is that it is located near the well; thus, the system does not have a flow from the well through the system to the reservoir. Such a flow would provide for self-flushing of the main distribution system and would also provide for supply and fire protection should there be a pipe break near the well side of the system.

The system provides reasonably adequate service, although it was poorly maintained while in private ownership. Much of the pipe installed under that

The public water system has seen many improvements since the town first bought it from a private owner. It provides adequate service to most of the Stratton village area. However, in the long term, improvements are still needed to insure good service and firefighting capabilities.

ownership was low cost transit pipe for large diameter installations. A number of short extensions to provide residential service were made with small diameter galvanized or plastic pipe incapable of providing adequate firefighting capacity. The transit, galvanized and plastic pipes also have considerably lower life expectancy than the typical cast and ductile iron pipe. The town has upgraded some lines and has created a loop of 6- and 8-inch pipe in the School Street—Blanchard Avenue area. The department can expect to continue to replace inadequate pipe for some time into the future. There is also a need, in the long term, to create loops that would improve self flushing capabilities and firefighting flows.

The town system also serves a private loop serving Stratton Lumber. Most of the other lines are small diameter including a 2-inch PVC plastic line, which extends north along Main Street from the Stratton Brook bridge and a 1 1/4-inch line providing service to a portion of Coplin Plantation.

Several new lines installed in the village area of Coplin Plantation have been sized to accommodate improvements in the system. Notably, an 8-inch line was extended to the Spillover Motel and a 6-inch ductile iron line was extended from a 3-inch line on Sargeant Avenue to a housing development. This line could eventually be extended to Route 27 and create a loop to the south of the well.

There are 15 hydrants in the system, plus three privately installed ones serving Stratton Lumber. All hydrants have been installed since 1980 and, therefore, are in good condition. Fire testing indicates that flows are below those needed for full credit conditions on the Fire Suppression Rating Schedule. However, this is caused by inadequate storage capacity to meet the three-hour flow requirement contained in the rating system.

The water system is self supporting, meaning the users pay for all operating and capital improvement costs through their water bills. The town does pay the department a hydrant rental fee which is raised through general taxation.

Solid Waste Recycling and Disposal Facility: The town owns and operates a solid waste transfer station on Route 16 approximately a mile from its intersection with Route 27 near Stratton village. The site is located in Coplin Plantation which also uses it through an arrangement with the Town of Eustis. The facility was opened in 1990 with the intent of serving Eustis's solid waste disposal needs for 20 to 30 years. The facility consists of a small building which houses the office and a solid waste compactor. Waste is compacted into roll-off units that are hauled by a private contractor to a disposal site licensed by the State of Maine. The Town evaluates the disposal locations every several years and bids the hauling of the waste. Since disposal options are limited and at considerable distances from Eustis, the choice is made by comparing tipping fees and hauling costs. Solid waste management is one of the town's larger expenses. Costs are somewhat volatile in a generally upward direction. There have been periods of stability followed by significant increases. It is expected that costs will continue to increase.

Solid waste management is one of the town's larger expenses.

The town recycled 92 tons through Sandy River with newspaper and corrugated making up the majority of the tonnage. Over 1,100 tons of white goods and metals were recycled through a private contractor.

In addition to disposing of solid waste, Eustis is a member of Sandy River Recycling, Inc. that collects recyclables from most of the towns in Franklin County and processes the recyclables for sale to recycling markets. Sandy River shares the costs and revenues amongst the member towns based on tonnage recycled. Sandy River Recycling also provides waste oil and antifreeze collection services, and in conjunction with AVCOG, they also provide fluorescent bulb and mercury product collection. The Town also participates in a regional household hazardous waste collection day sponsored by AVCOG and for which Sandy River Recycling provides collection services.

In 2003, the town transferred 614 tons of solid waste to the waste management facility in Norridgewock, Maine, where it is landfilled.

In the future, Eustis may choose to collect electronics, especially CRTs (Cathode Ray Tubes) typically found in television sets and computer monitors. Sandy River Recycling intends to provide collection and marketing services for these products, so Eustis will only need a small storage building. The town will have to decide whether to accept such items from households only or also from the private sector businesses in town.

Over the next decade, the methods for handling household hazardous waste will undoubtedly change due to state and possibly federal regulation. Again, Sandy River Recycling and AVCOG will incorporate these services into regional programs in order to make them cost effective.

Eustis burns demolition wood, and stores tires and white goods and light metal for collection by the private sector. The methods of handling bulky wastes and demolition wood are in the process of changing statewide. During the upcoming decade, Eustis may need to develop a storage and possibly a processing area for demolition wood. The Boralex energy facility is capable of burning ground demolition wood, but they have no facilities in Eustis to grind the wood on their site. They do have processing capabilities in Livermore Falls and plan on bringing processed wood from that site to their Eustis facility. The Town may be able to work out some transportation arrangements with them.

The building, grounds, storage areas, roads, and equipment require regular maintenance. The facility, with the possible addition of storage areas and small storage buildings, should be adequate for at least the next decade and probably longer.

The only other aspect of the transfer station that may need attention in the foreseeable future would be equipment replacement. Compactors generally last from 10 to 12 years, and roll-off boxes have a similar if not slightly shorter life. With somewhat limited use in Eustis, the compactor has the potential to last considerably and may be able to be upgraded and rebuilt in the future. The town currently has their roll-off containers in a rotation with the hauler; the arrangement precludes the replacement of the containers.

The current facility and system should have a life well beyond this plan. Improvements may be necessary to meet future state requirements, but the costs should be relatively low compared to the expense that was incurred to develop the existing facility.

Sewage Disposal: Eustis has no centralized sewage disposal system. Each homeowner and business is responsible for their own sewage, which must comply with either the Department of Environmental Protection rules governing the discharge of sewage to surface waters or with the Department of Human Services rules governing subsurface disposal. While the Natural Resource Conservation Service rates the soils in the area as having relatively severe limitations for subsurface disposal, they nevertheless support rural types of development relatively successfully. Of most concern, are the private sewage disposal practices in the relatively densely built up sections of Stratton village and to a lesser extent Eustis Village.

In evaluating Eustis Village, the area overlies a sand and gravel aquifer. In this area, most of the soils have significant depths to the ground water table and, therefore, the soils offer some buffering and treatment capacity for domestic sewage. Significant quantities of sewage would be needed to contaminate the large volumes of water in this aquifer. While some lots are small, the overall small-scale development and open spaces surrounding the built up area indicates that ground water is not being significantly impacted.

In Stratton village, there are two potential problems. First, is the use of septic systems on small lots. Most lots in Stratton village range in size from 5,000 square feet up to approximately an acre. The relatively dense concentration of subsurface disposal systems could contaminate the ground water with nitrate, the primary pollutant which migrates into ground water from septic systems, even properly functioning ones. Fortunately, there is considerable open space located in back lots and around certain uses such as Stratton Lumber. The groundwater recharge from such open spaces helps to dilute the nitrates to acceptable levels. Moreover, the residents in the village area are served by the public water supply, and therefore, small amounts of nitrogen in the groundwater in the area do not present a health hazard. Since nitrate changes rapidly to less noxious forms of nitrogen in surface waters, any nitrate concentrations that may be present in the groundwater do not present a threat to the environment, either. Contamination of the aquifer located near the village is unlikely. Ground water from the village area discharges to Stratton Brook and Flagstaff Lake. There is limited development over the high yield portion of the aquifer in which the municipal well is located and also over the direct recharge area. The vast majority of the water being pumped comes from undeveloped areas and, therefore, should be free of contamination from septic systems. The one caution would be future development of dense residential uses over either the high or low yield areas.

Several small lots located along Stratton Brook in the downtown area and having commercial businesses on them have few options for sewage disposal. Three, two within the last two years, have installed systems that treat their sewage. These systems discharge to Stratton Brook after settling, sand filtration, and chlorination of the sewage.

Septage: Eustis operates a relatively large (3.6 acre) septage disposal site that is located on the same parcel of land as their transfer station. The site was developed in 1991 in response to a local septic system pumper having

Sewage disposal generally depends on subsurface disposal systems. Such systems are adequate for the type of development that has occurred, and is expected to occur, in Eustis.

difficulties finding a location to dispose of septage. At the time, many of the public sewage treatment facilities ceased accepting septage due to operational and permitting difficulties.

The site was expanded in 1995 after disposal volumes exceeded the permitted value the previous year. The facility was relicensed in 1999. The site has three distinct spreading areas, and combined they are capable of accepting 135,000 gallons per year. In 2003, the site handled 81,125 gallons of septage, well below the design capacity. The site also has ten 1,000 gallon concrete storage tanks to accommodate systems that need to be pumped during periods when septage cannot be land applied such as during the winter.

A private pumper that serves Eustis has a private septage disposal site in the Rangeley area. Thus, not all of the septage generated in Eustis is taken to the town-owned site.

Eustis is one of the few towns in the region and even the state that does not have to rely on a municipal sewage treatment facility for septage disposal.

Public Buildings and Land: Just over a decade ago, Eustis opened the doors of a new town office. This 3,500 square foot building houses administrative offices, a conference room and a public library. More recently, the town constructed a Community Building next to the town office. It is the site of town meeting and other events in the community. It is used by the town and various civic organizations. This set of buildings is located within easy walking distance of the commercial area of the downtown. They are centrally located to the residential area of Stratton village. They are also near the Stratton Post Office, a bank, and one of the larger multi-family housing developments in town.

The town still owns the lot on which the former town office and meeting hall was located in the center of the Stratton village commercial area. The building incurred damage in a storm and was not feasible to repair. The town, therefore, constructed the new Community Building, tore down the municipal building and now uses the land for public parking. The development of this parking area was instrumental in reducing the parking problems in the downtown, a significant problem noted in the previous comprehensive plan.

Eustis owns 600 acres of open land in several parcels, the largest two of which are located in the southerly and westerly parts of the town. These large tracts are forested although they are not currently managed, and they are fairly inaccessible by road. They may prove useful to the town as an asset to finance future needs whether by harvesting wood or by selling or trading for more parcels that may have potential for recreational or other town purposes. The other parcels are in Stratton village and along Route 27 and include the town well, salt and sand shed, town offices and community building, fire stations (Stratton and Eustis) and two cemeteries.

School: The Stratton Elementary School was constructed over a decade ago and houses kindergarten through sixth grade. The school includes a gymnasium and playing fields that can be used by organizations in the town. The school provides a much improved facility over the old school which was demolished; however, modular classrooms are used to adequately house all of the students and classes. Middle and high school is offered at Mr. Abram located a considerable distance away in Salem Township.

Recreation Facilities: The town has several recreation facilities including those at the school and some on private land that are available to organizations. There is a boat ramp to the westerly side of Route 27 adjacent to the bridge and causeway over the mouth of the South Branch of the Dead River. The ramp was completed several years ago with funding from FPL Energy, Inc. which controls Flagstaff Lake. The boat ramp is in good condition and has adequate parking.

There are three other public boat ramps in town and one reserved for guests of Cathedral Pines Campground. Two other public ramps provide access to Flagstaff Lake: one on the Dump Road and one next to the public beach at Cathedral Pines. A third boat access point accesses the Dead River from Flagstaff Road. It is not accessible by car, so boats must be carried to the water. The access points appear adequate although if the tourism industry develops more, additional parking may be needed at several.

The Town Office and Community Building are attractive additions to Main Street in Stratton and serve the community well.

The Stratton Eustis Development Corporation operates a beach at the Cathedral Pines campground that is open to residents and tax payers in Eustis. Since water levels fluctuate significantly in Flagstaff Lake, swimming is dependent on the water level which is usually sustained through the middle of August. The town provides swimming lessons during the summer months. Residents also use facilities at Meyer's Lodge Beach and Campsites, located on Flagstaff Lake in Bigelow Plantation. For many years, there was a movement in town to construct an outdoor swimming pool so that swimming lessons and activities would not be dependent on the lake level. However, recently, the negotiations with FLP Energy helped keep the lake level at a swimmable level longer into August than was previously the case. Therefore, the idea of a swimming pool has not been as high a priority lately.

Town has a youth recreation program that serves many of the area's young people. Programs include baseball, swimming, hiking, crafts, and day trips, among other activities.

The town has a little league ball field located behind the town office, and there are baseball and softball fields at the school. There is also a small memorial park at the school to commemorate the site of the old school building. A softball field which is used by the public is located on private land in Coplin Plantation. There is also a skate board park which area youth have built on private land in Coplin Plantation. It also is considered open to the public. During the public participation process, the youth in the area noted their desire for improvements at the skateboard park; however, it cannot be supported or improved with town funds since it is on private land.

Blanchard Park, a small park in Stratton village, has a tennis court, basketball court and picnic tables. It is the site of some youth recreation activities. The school also has a good playground for children. It is open to the public when not being used by school children. There are several picnic areas in town. There is a small area including picnic tables and a grill on a town owned parcel on Eustis Ridge. This site commands a spectacular view of the surrounding mountains and is maintained by the Stratton Eustis Development Corporation (SEDC). Another site available to large groups is on SEDC land at the foot of Eustis Ridge Road; it has a large, sheltered picnic area. There is also a public picnic area on Route 27 near the intersection with the Eustis Ridge Road; the area is on SEDC land and abuts the Cathedral Pines Campground.

As noted in several other sections of the plan, there are extensive outdoor recreation opportunities in and around Eustis including hunting, fishing, hiking, bicycling, cross country skiing, canoeing, and kayaking. Downhill skiing is another major activity with Sugarloaf USA nearby and Saddleback Mountain in the Rangeley area. Motorized sports include ATV riding, snowmobiling, and boating. Most of these activities depend on private land or access across private land. Some trails, especially hiking trails, are available in the Bigelow Preserve which is public land owned by the State of Maine. Cross country trails are available at Cathedral Pines and along the Carrabassett River in Carrabassett Valley, both having no charge for their use. A cross country touring center is located in Carrabassett Valley where there is a trail access charge and

Eustis provides an active recreation program for youth. The town has many recreation facilities as well as numerous opportunities for outdoor recreation on private land.

equipment rental available. Use of the snowmobile trail network for non-motorized sports is difficult because of the extensive use by motorized vehicles and the speeds at which they travel in many areas.

Public Safety: Public safety services supported with town funds include fire protection and ambulance service. Eustis is served by a volunteer fire department that operates two stations: a central station in Stratton village and a small station in Eustis Village. Both stations are of wood construction, and both rest on concrete slabs. The Stratton station has a capacity for eight units and the Eustis station can house one unit. The town is in a mutual aid arrangement with other area towns. The town is reimbursed by way of the forest fire suppression tax when they respond to forest fires.

The town supports an emergency medical service operated by Franklin Memorial Hospital and having nearby locations in Rangeley and Carrabassett Valley. This service provides ambulance service and is staffed by trained medical technicians. Western Maine Transportation provides reduced cost, routine trips to medical facilities for eligible persons; their service is also open to the public at regular rate. Other programs also provide medical trips for eligible residents.

There is an emergency clinic in Carrabassett Valley during the winter months and a clinic in Kingfield with a physician's assistant, doctor and nurses. A full-service hospital is located in Farmington.

Franklin County Sheriff's Department provides police coverage along with the State Police. A portion of the taxes that the town pays to the County supports the sheriff's patrols in Northern Franklin County. The State Police work with the Sheriff's Department to schedule patrols so that services are not duplicated. In emergencies, the Carrabassett Valley police department helps out.

The public identified law enforcement and medical services as two important areas as they did during the previous comprehensive planning process. The arrangement between the Sheriff's Department and the State Police has come about since the last plan and has improved police coverage somewhat, and the emergency assistance provided by Carrabassett Valley is also a significant help. However, many residents feel coverage is still marginal.

The improvement in medical care has been even more problematic. It has been difficult to maintain services in light of federal and state budget problems. The availability of physician services has decreased since the last plan. However, there appears that there is little the town can do to stem this tide.

The volunteer fire department maintains a central station in Stratton and a small station on Route 27 near Eustis Village. The fire department is reasonably well equipped and has mutual aid agreements with surrounding towns. The accompanying table lists the major equipment. The town will also be getting a new tank truck with the majority of it being paid for with a FEMA (Federal Emergency Management Agency) grant.

Fire Department Equipment

Year	Make	Model	Cost New
1974	Dodge	Tank	\$30,000.00
1975	ARMY	Truck	\$30,000.00
1975	American LaFran	Aerial Fire Truck	\$10,000.00
1988	Ford	Fire Truck	\$100,000.00
1979	Ford	Tank	\$30,000.00
1986	Ford	Van	\$25,000.00
1994	International	Engine	\$175,000.00
	Thermal Imaging Camera		\$25,000.00

Town Finances: The following table provides the statement of revenues and expenses for the five-year period from 1998 to 2002. It shows a relatively stable financial picture. The mill rate has been relatively steady with one spike caused by a drop in the town's valuation from 1998 to 1999. This was caused by an assessing adjustment on the biomass facility which actually occurred over a three-year period, with the '98 to '99 year being the most substantial drop.

Revenues have decreased slightly, mostly due to the decrease in valuation of the biomass facility. Valuation and property tax revenues increased from 2001 to 2002, and it is believed that valuation will now continue to rise slowly. The variation in other categories can be tracked in the table.

Expenses for education and county tax have decreased over the period. Again, this is dependent on the overall valuation decreases, especially as a share of the total school and county budgets. Over the time period, local expenditures have increased approximately six percent per year with the largest increases coming in solid waste (health and sanitation category). It appears that these costs have stabilized somewhat over the past few years.

Finances Picture based on Town Budgets

	1998	1999	2000	2001	2002
<i>Valuation</i>	\$ 85,457,400	\$ 74,828,300	\$ 74,037,000	\$ 75,490,500	\$ 77,379,600
<i>Mill Rate</i>	16.2	17.5	16.9	16.5	16.5
Revenues					
Property Tax	\$ 1,384,410	\$ 1,309,495	\$ 1,251,225	\$ 1,245,593	\$ 1,276,763
Excise Tax	\$ 112,556	\$ 118,374	\$ 117,931	\$ 123,115	\$ 124,529
Tree Growth Reimbursement	\$ 12,619	\$ 31,115	\$ 34,355	\$ 33,525	\$ 26,541
Snowmobile Registration Rebate	\$ 1,254	\$ 1,233	\$ 2,262	\$ 1,395	
School Trust Interest			\$ 65,000	\$ 25,000	
State Revenue Sharing	\$ 36,995	\$ 40,572	\$ 46,921	\$ 54,325	\$ 64,616
Homestead Exemption Refund		\$ 23,887	\$ 23,068	\$ 22,522	\$ 22,522
Veteran's Refund		\$ 586	\$ 599	\$ 725	\$ 650
from surplus		\$ 50,000			
Total Revenue	\$ 1,547,834	\$ 1,575,262	\$ 1,541,361	\$ 1,506,200	\$ 1,515,621
Expenses					
Government	\$ 96,200	\$ 91,700	\$ 95,000	\$ 108,300	\$ 117,300
Public Safety	\$ 103,000	\$ 107,700	\$ 108,000	\$ 129,000	\$ 124,900
Health and Sanitation	\$ 31,279	\$ 40,976	\$ 51,846	\$ 52,487	\$ 53,019
Highway	\$ 93,000	\$ 93,000	\$ 95,000	\$ 102,000	\$ 110,200
Library & Recreation	\$ 19,450	\$ 19,650	\$ 23,550	\$ 20,352	\$ 26,180
Misc.	\$ 8,200	\$ 9,600	\$ 8,500	\$ 9,160	\$ 8,910
Overlay	\$ 34,083	\$ 36,605	\$ 34,522	\$ 34,987	\$ 35,088
Education	\$ 1,070,958	\$ 1,084,877	\$ 1,047,441	\$ 973,615	\$ 956,664
County Tax	\$ 91,665	\$ 91,156	\$ 77,504	\$ 76,303	\$ 83,362
Total Expenses	\$ 1,547,835	\$ 1,575,264	\$ 1,541,363	\$ 1,506,204	\$ 1,515,623
Capital & Transfers					
Building Payment (from surplus)			\$ 43,204	\$ 38,000	\$ 32,000
Local Road Assistance	\$ 13,746	\$ 14,474	\$ 14,474	\$ 14,424	\$ 14,454
From Fire Dept. Savings			\$ 35,000		
surplus to bldg lot purchase	\$ 50,000				
Misc transfers	\$ -	\$ 4,500	\$ 5,579	\$ 5,000	\$ 5,500
Total Expenditures	\$ 1,611,581	\$ 1,594,238	\$ 1,639,620	\$ 1,563,628	\$ 1,567,577

The town keeps its capital expenditures to a minimum. Funds for paving and road improvements are raised on an annual basis. The town has been spending approximately the same each year for these items; however, to keep pace with growth in the community, the Improvement and Paving accounts need to increase by approximately 10 % each year. Additionally, the budget includes a reserve or "savings" account for fire equipment. With minimal expenditures and this budgeting process, the town has not had the need to develop a Capital Improvement Program. However, as the community continues to grow and the economy continues to evolve in the direction of tourism, a Capital Improvement Program will become increasingly important. However, downtown and recreational improvements require more planning and public discussion before adding these items to the Capital Improvement Program. The scope of such improvements will also hinge on the availability of state and federal grants.

Culture, Recreation, Services and Unique Areas

Introduction: While outdoor recreation is becoming the backbone of the area's economy and growth, services and cultural activities will be important factors in supporting and contributing to the attractiveness of the area to tourists and seasonal residents.

Culture and Events: Cultural activities in the area generally depend on travel to other area towns, other areas of the county and to adjacent counties. This however, is typical for a town of limited population and the area. The town has a wonderful library that has expanded its service hours since its opening when the new town office was constructed in the early 1990's. The library is now open five days per week with limited afternoon hours most days. The library has numerous books, publications, and high speed internet service available to the public. The library supports several organized programs for residents.

There are many events locally and in the area to keep residents busy and add to the sense of community.

FABA organizes several community events and festivals with modest help from the town and numerous volunteers. Each spring the Dead River Canoe Race is held; in the summer a Family Fun Day is an event filled with activities for all ages; and in the winter, the Polar Blast festival focuses on the outdoor recreation tradition of the area.

The Dead River Historical Society maintains a museum located near Stratton village at the corner of Routes 27 and 16. This museum is rich with the history of the area and the Arnold expedition to Quebec during the Revolutionary War. In the summer it is open on weekends and at other times by appointment.

A variety of entertainment is presented at Sugarloaf USA, especially during the winter months, and various groups in Rangeley also provide some entertainment, much of it geared to area visitors. The Bangor Symphony recently announced that nearby Kingfield will be the symphony's summer venue. There are also numerous entertainment and cultural events held at the University of Maine at Farmington, less than an hour's drive to the south.

Outdoor recreation opportunities are abundant in Eustis and the surrounding area. They take many forms from traditional hunting and fishing to snowmobiling and ATV riding.

Recreation: Recreational programs and facilities provided by the town were reviewed under the Town Government section and some of the other recreational opportunities were also briefly reviewed. The following provides some additional information on the importance of some of these activities and the constraints and issues facing them.

Almost 30 miles of gravel roads owned by Sappi and International Paper Companies open the vast forest lands to public recreational use year-round. The land is used for hunting, fishing, snowmobiling and many other pursuits. The paper company land is part of the "Project Land Share" system set up by private land owners in the state that open their roads and land to responsible use by the public. The major landowners and the town recognize the need for a cooperative attitude in order to insure residents and visitors enjoy the natural

Non-motorized sports such as biking, canoeing, and kayaking are increasing in popularity.

beauties of the town. With landowners in many areas of the state selling their land, public access and development is an increasing concern. While it appears adequate access will be maintained in Eustis, the situation bears further watching.

Snowmobiling: A significant winter tourism crowd is associated with snowmobiling. The Arnold Trail Snowmobile Club maintains trails that include a length of the Interstate Trail System. This means that Eustis trails are part of a large winter travel and recreation network, providing snowmobile connections in all directions. The club is sustained by member dues and state registration fees returned to the club by the town. It prints a trail map every year; the map is sold in local stores.

ATVs: All terrain vehicle (ATV) use is an ever increasing activity for residents and tourists alike. It has the potential to be a significant economic boost to the summer economy. As ATV use has increased over the past several years, there have been problems similar to those faced by snowmobiling during its earlier years. Respect for private property is one of the major hurdles facing ATV use. The local ATV club is trying to address some of the issues and problems at the local level. The club works closely with the snowmobile club to insure they have permission to cross private lands and to maintain and mark trails.

Hunting and Fishing: Eustis is a point of departure for many fishing and hunting camps to the north. It is the last stop for services, including fuel and public phone, before the Canadian border 20 miles to the north on Route 27. Deer and moose hunters make use of this base every autumn. The Dead River flowing through town and the Carrabassett River to the south, as well as many other lakes, ponds and streams, support a cold-water trout fishery. Springtime sees smelting activity on the Dead River and brooks in Eustis.

Hiking: At the end of a dead-end street in Stratton village, an old logging road branches off to become the head of the Bigelow Mountain Trail. This popular year-round hiking route wends its way up Bigelow Mountain to join the Appalachian Trail, a 2,800-mile walking path linking mountain peaks and valleys from Maine to Georgia. The trail also crosses Route 27. Many hikers leave the trail to avail themselves of services in Stratton. Additionally, many day hikers and back packers use trails in the Bigelow Preserve and the nearby mountains.

Biking and Cross Country Skiing: These non-motorized sports are increasing in popularity. However, sharing trails with snowmobiles in the winter and ATVs in the other seasons presents conflicts for both users. Trails for non-motorized sports exist in the Cathedral Pines area and to the south in Carrabassett Valley, and a major, east-west non-motorized trail is being planned just to the south. Additional non-motorized trails that are interconnected may offer additional opportunities for tourism development.

Boating, Canoeing and Kayaking: Flagstaff Lake provides motor boating opportunities, mostly for local residents. Because of its fluctuating levels, generally shallow nature, and unfriendly bottom of tree stumps and snags, it has not attracted a significant number of boaters from any distance. However, the

lake and both branches of the Dead River provide opportunities for canoeing and kayaking, both growing sports.

Services: There are many services offered in Eustis and the region, and they are expected to increase as the tourism economy continues to grow.

Medical: In addition to the emergency medical services supported by the town, there is an emergency clinic in Carrabassett Valley during the winter months and a clinic in Kingfield with a physician's assistant, doctor and nurses. A full-service hospital is located in Farmington. The nearest pharmacy is located in Rangeley, and in the past, a local person has delivered routine prescription drugs to residents in need from pharmacies in Rangeley and Farmington. While residents have been interested in improved medical care, providing the services has proved problematic. It has been difficult to maintain services in light of federal and state budget problems. The availability of physician services has decreased since the last plan, and it appears that there is little the town can do to stem this tide. A committee of interested citizens could look into several aspects of medical care and perhaps make some gains on this continuing issue, or at least, some aspects of it. For one, there may be a way to have prescription drugs delivered to the town on a regular basis. For another, residents, especially elderly residents, could be educated on mail ordering and using the internet to order maintenance prescriptions.

The extent and type of commercial services available in Eustis will continue to increase as the area becomes more popular with visitors and seasonal residents.

Commerce: Eustis restaurants and motels are busy in the winter serving snowmobilers and skiers, especially those traveling to Sugarloaf USA from Canada. In the summertime, these establishments serve hikers, ATV users, golfers and other tourists visiting the Rangeley area 17 miles to the southwest. Wildlife viewing and fall foliage offer additional opportunities for business expansion.

Stratton village has a small food store and a hardware/general store. There is also a gasoline station that does vehicle repairs and several recreational vehicle rental and repair facilities. Several home occupations have sprung up in Stratton including a video store, and some craft and antique dealers. A new owner of Stratton Plaza operates a lounge and would like to develop it further with rooms and possibly food service. There is also a bank in Stratton. A convenience store with gasoline pumps is located near the Cathedral Pines area.

There are a half dozen or so accommodation establishments (motels or B&Bs) in Eustis; there is also a large campground at Cathedral Pines. Total rooms number over 40 and campsites just over 100. Additionally, two motels offering 28 rooms just south of Eustis in Coplin and Wyman Plantations are generally associated with Eustis, especially the Stratton village area. Natanis Campground in Chain of Ponds Township to the north has 65 sites. Both this and Cathedral Pines in Eustis are summer only. One camp (with cabins) is located in Eustis: Tim Pond Camps, spring-summer-fall has ten cabins. Big Island Camps is in nearby Seven Ponds Township. Putt's Place is seasonal (summer and winter) as well. There are six restaurants in town; all are year round.

A list of accommodation in and around Eustis follows:

White Wolf
Putt's Place Bed & Breakfast
Stratton Motel
Widow's Walk Bed & Breakfast
Diamond Corner
Tranquility
Kern's Inn
Stratton Plaza (proposes rooms)
Spillover Motel, Coplin
Mountain View Motel, Wyman
Cathedral Pines Campground
Natanis Campground
Big Island Camps, Seven Ponds

A list of the restaurants follows:

Bonehead's (takeout)
The Porter House
Stratton Diner (40)
Mainly Yours
Trails End
Kern's Inn

There are currently no outfitters in Eustis or the surrounding area. Fishing tackle, guns and ammunition, and associated clothing may be purchased at Northland Supply. The White Wolf rents kayaks, but does not advertise this service extensively. If tourism continues to grow, the potential to rent and sell outdoor gear will increase. Likewise, rental or outdoor gear such as canoes, kayaks, and cross country skis might increase tourism.

Post Office: There are two post office locations which serve Eustis—one in Stratton village and the other on Route 27 mid-way between Stratton and Eustis villages.

Scenic Views and Unique Areas: A Maine Rivers Study prepared prior to the previous plan identified both branches of the Dead River and Tim Brook as having resource and recreation values of statewide significance. Values associated with the North Branch included scenic, historic and whitewater boating; those associated with the South Branch included the undeveloped corridor, scenic, fishing, and whitewater boating.

Scenic views can be enjoyed from many vantage points in Eustis. Route 27 follows the North Branch of the Dead River through town, in many areas providing a low-lying vantage point from which to view peaks on all sides. As noted, Route 27 has been designated a Scenic Highway by MDOT.

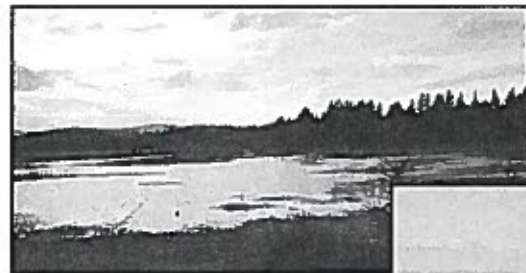
The branches of the Dead River and Tim Brook have resource and recreation values of statewide significance.

From Route 27 where it crosses Flagstaff Lake, one can see the Bigelow Range to the east and Eustis Ridge to the north and west, the latter a lovely frame for the setting sun over Flagstaff Lake and a viewscape worthy of some protection.

From King Road off Route 27 looking south, Sugarloaf Mountain comes into view. Climbing Eustis Ridge Road further north off 27, the views become more expansive. Once clear of view-obstructing trees above the intersection with Porter-Nadeau Road, one can look north to the Boundary Mountains in Canada, west-southwest to Saddleback, south to Sugarloaf and east-southeast to the Bigelow Mountain Range.

Both residents and visitors appreciate these scenic vistas. There are also outstanding views which include much of Eustis from regional vantage points including the Bigelow Preserve and the Appalachian Trail. As Eustis develops, it will be important to preserve the views and landscapes since they are one of the reasons the area is popular with residents and visitors alike.

There are many scenic views and viewscapes in Eustis. Most notable are views from Eustis Ridge and from the Route 27 causeway.



Looking toward South Branch from Causeway.

Flagstaff Lake.



As Eustis develops, it will be important to preserve the views and landscapes since they are one of the reasons the area is popular with residents and visitors alike.

Historical and Archaeological Resources: While the region is rich in history, the number of actual sites and buildings are few. Most notable among the buildings is the Flagstaff Chapel which stands on the west side of Route 27 near the Cathedral Pines area. It was moved from the village of Flagstaff when the village was flooded to make Flagstaff Lake. A cemetery sits next to the chapel. Also of note is the Dead River Historical Society's building at the corner of Routes 16 and 27. It was the former Methodist-Episcopal Church. It houses a rich collection of historic antiques. Two other buildings of local interest are the "Widow's Walk" and Tranquility Inn. The Widow's Walk, located on Route 27 just north of the Stratton Brook bridge, is one of the older homes in town. The Tranquility Inn B&B was once a logging barn and is one of the few remaining in the area. The actual historic value is as a local resource since it has been extensively altered to make it suitable for living.

The creation of Flagstaff Lake as a reservoir suitable for power production along the Kennebec River is of historical note. The Arnold Expedition to Quebec in Revolutionary War times is the area's most significant historic tie. Arnold led a group of soldiers up the Kennebec River, then up the Dead River (North Branch) in bateaus, special and very heavy open boats. While Arnold and his men made it to Quebec, they were not successful in their attempt to defeat the British forces encamped there. Low lands with easy access to both branches of the Dead River offer potential areas for Native American prehistoric sites. Other sites were undoubtedly flooded when Flagstaff Lake was created.

Transportation

Highways: The primary means of transportation in Eustis, as in most Maine towns, is private motor vehicle. Route 27, a State Highway designated as a Minor Arterial highway by the Maine Department of Transportation, runs roughly north to south through the easterly part of the town. It connects with the Canadian border to the north and Route 2 in Farmington to the south. Route 2 provides the major connections to other areas in the State of Maine. Eustis is slightly less than one hour northerly of Farmington. Traveling through Farmington provides access to Interstate 95 in either Auburn or Augusta. Route 16 is another state highway and is designated as a Major Collector highway by MDOT. It meets Route 27 on the northerly side of the Stratton village area and proceeds westerly to Rangeley.

Route 27 is the lifeline of Eustis; it connects the resident population with consumer services, employment opportunities, and medical services available in Farmington and points easterly, westerly and southerly of there. It brings most of the tourists to the area. It is used by Canadian tourists traveling to both Maine and other parts of New England, and it is heavily used to both the north and south by truck traffic, most of which is associated with the forest products industry. Route 16 connects residents to services in Rangeley which include a doctor's office and pharmacy. Route 16 also connects the Eustis-Carrabassett tourism area with the Rangeley Lakes tourism area and is an important link for this reason. Route 16 also carries considerable truck traffic, again associated with the forest products industry.

The southerly portion of Route 27 and Route 16 are part of a designated Franklin County Heritage tourism loop that has been mapped out and promoted by the Franklin County Heritage tourism group and the Maine Lakes and Mountains Tourism Council. Route 27 has been designated as a Scenic Highway by the State and will be designated as such on highway maps of Maine.

Both roads are in reasonably good condition; however, shoulders are narrow along many segments of both roads. The narrow shoulders are of a concern especially for the safety of bicyclists and pedestrians using the roads. Another safety issue on which the town has been working is a scenic turnout along the Route 27 causeway. Cars often pull off to the sides of the road on this narrow causeway and partially block traffic in their lane. Since traffic in the area is moving at a high rate of speed, this can be quite hazardous, especially when trucks must pull around the parked vehicles. MDOT has been reluctant to develop a turnout citing the proximity of the lake and associated wetlands.

MDOT is currently working on improvements to Route 27 in the Eustis Village area. While no major realignment of the road is planned, it will provide for five-foot shoulders, some improved visibility and better drainage, which will help keep the road in better condition for a longer period.

The section of Route 27 from the Coplin Plantation town line in the south through Stratton village to Route 16 had Annual Average Daily Traffic (AADT) counts in 1998 ranging from 2,100 to 2,900. MDOT has established the capacity of Route 27 as 2,400. Most of Route 27 in the village area exceeds the road capacity. And as noted, these counts are average annual daily counts, so it is expected that counts may greatly exceed the capacity during certain times of the year and week when tourists populate the area and seasonal workers commute to Sugarloaf. The excess traffic above the capacity has not created significant problems; however, it must be considered during the review of development that may occur along this stretch and also must be considered as any improvements are made in the downtown.

As noted in the Town Government, Public Facilities section, AVCOG and MDOT are working on a "traffic calming" study for Route 27 through Stratton village area. The Public Facilities section noted several issues in the village area including on-street parking, sidewalks and pedestrian access, and chaotic curb cuts. The traffic calming study will consider these elements and may make recommendations on the type of improvements that could be made. The study is not intended to be a design study but rather a feasibility study that presents some alternative traffic calming strategies. The town will have to work with MDOT to implement any Route 27 modifications or improvements.

Town and Private Roads: The section on Public Facilities discusses the maintenance and improvement of town roads in more detail. This section considers their function of providing the necessary infrastructure for additional housing and other development. Much of the town road mileage is concentrated in the Stratton village area. Most other town roads have direct access to Route 27. Most are characterized as being relatively short and many are dead end. The Eustis Ridge Road is the longest at approximately 5 miles long. MDOT characterizes most local roads as having capacity of 1,000 trips per day. Actual measurements and estimates indicate that none of Eustis's roads are close to exceeding capacity. Conditions on any specific road may vary, and the town must take care to evaluate all development proposals to insure that safety hazards are not created due to road condition, width or site distance around curves or at access points (driveways or other intersections).

Eustis has not completed their 911 project yet; therefore, the MDOT Geographic Information System was used to evaluate the extent of private roads in the community. Private roads can be divided into three general categories; logging and paper company roads, camp roads and rural residential roads, and subdivision roads. The logging and paper company roads form a fairly extensive network that provides for the movement of logs and chips out of the company owned wood lots. They are generally gravel roads with rustic, but heavy duty culverts and bridges. There may be some seasonal homes located off of these roads, but the numbers are relatively minimal.

Camp roads and rural roads used to access seasonal homes are generally unpaved and are of varying widths and conditions. New development on these roads is usually on single lots. These roads are often poorly maintained. Property owners located on the roads maintain them either by contracting some

Most of Route 27 in the village area exceeds the road rated capacity. It is expected that counts may greatly exceed the capacity during certain times of the year. Traffic has not created significant problems; however, it must be considered during the review of development that may occur along this stretch and also must be considered as any improvements are made in the downtown.

Private camp roads are often poorly maintained. This may create problems for emergency access and also create environmental problems due to erosion into nearby streams.

work out or by doing it themselves. In most cases, there is no formal agreement between the owners to pay for the maintenance. The poor and sporadic maintenance can create problems for fire, police and rescue workers. The poor condition of these roads may also cause environmental problems. The major problem with private roads is poor drainage which causes erosion, especially when the roads are used year-round. In turn, sediment from eroded roads can clog streams and fish and wildlife breeding and feeding habitat. Sediment can also contribute phosphorus to Flagstaff Lake if the private road is in the lake watershed.

Options for providing emergency vehicle access and preventing environmental damage from these roads are limited. The town must take care in approving additional development on roads that have a history of being poorly maintained; however, it is difficult and unpopular to tell lot owners that they cannot build on their land until the road is improved. In some cases, road repairs would cost tens of thousands of dollars.

Existing subdivision roads vary in their design and maintenance, but most are accessible by emergency vehicles. Roads for new subdivisions must meet minimal standards that will insure emergency vehicle access and prevent excessive pollution. The Planning Board needs to take care in approving new roads to insure that a mechanism is in place to provide for their continued maintenance.

Public Transportation: There is minimal public transportation in the region. Western Maine Transportation provides a "demand response" service to the Farmington area once each week and provides Medicaid trips for qualified residents. Community Concepts, a non-profit community action agency serving Androscoggin, Oxford and Franklin Counties, provides some special transportation services for its clients and the clients of Western Maine Community Action, a specialized community action agency serving Franklin County. If rides are needed, these agencies must be contacted in advance of the need.

Carrabassett Valley operates a local bus shuttle service, and a group of interested citizens and government entities are considering an expansion of the service as well as the provision of public transportation from the Lewiston and Farmington area. Public transportation to Carrabassett Valley may be particularly worthwhile in the winter when many Eustis residents commute to Sugarloaf each day for work. There are no "park and ride" services in town, but it is generally known that some residents do share rides to out-of-town work locations.

Sidewalks and Trails: As noted in the Public Facilities section, there are sidewalks along Main Street (route 27) from the town office area to the commercial area of the downtown. This sidewalk is only on the southerly side of Main Street. In the commercial area, there are sidewalks on both sides of the road. The sidewalk connecting to the downtown is used by residents of the village to avail themselves of services in the downtown, and sidewalks in the downtown are used quite extensively by clients of the downtown businesses.

The Town should work with MDOT as improvements are made to Route 27 to provide additional sidewalks along Main Street, improve accessibility, and improve the condition of existing sidewalks.

The sidewalk connecting the town office area to the downtown is in relatively good condition while the sidewalks in the downtown area are in fair to poor condition, and as noted, are interrupted by large curb cuts. Handicap access does not meet the standards of the Americans with Disabilities Act.

The Town should work with MDOT as improvements are made to Route 27 to provide additional sidewalks along Main Street, improve accessibility, and improve the condition of existing sidewalks.

There is an extensive snowmobile trail network in Eustis. The trails are also used by ATVs, mountain bikers, hikers, and cross country skiers. The network is primarily used for recreation, but snowmobile trails do serve as a form of transportation for other than recreation purposes. Most notably, some visitors and residents use the network to travel to Stratton and Eustis villages for shopping and other business. Some sections of the trail network could be improved to make it friendlier for these non-recreational trips. Such improvements generally fall in line with improvements needed for recreational purposes, including improved access to the downtown area of Stratton, separation of motorized and non-motorized vehicles, and a good pedestrian/bicycle link between Stratton, Cathedral Pines, and Eustis Village.

Land Use

Overview: Eustis is characterized by its forests, hills, mountains, rivers, streams and Flagstaff Lake. Land use in the community has been controlled by these features for many years. The previous plan considered these features in developing the future land use plan and recommending land use controls.

In addition to the natural constraints to development, the actions of the large forestland owners have a significant impact on the location and type of uses that may occur in the community. Over 95 percent of the land is forest, and most of this is commercially owned. Thus far, the commercial woodlot owners have not been interested in selling their land for development, but this possibility remains for the future and should be considered by the town. Additionally, the town owns two large woodlots that can serve as an asset in future land use planning. In the meantime, most of the land in town is managed by paper companies for timber. Development is located primarily in the eastern part of the community. In this area, most of the public roads in town branch off of Route 27, and private camp roads serve development along the rivers and the shores of Flagstaff Lake.

The Stratton village area, located in the south-easterly corner of the town, is the site of most of the commercial activity in Eustis. A few businesses, namely a market and several restaurants, are located along Route 27 and in Eustis Village, but the hub of commercial activity is in downtown Stratton. Most public buildings including the Town Office, Stratton Post Office, Stratton Elementary School and a fire station are also located in Stratton Village. The Eustis Post Office is located midway between the two villages along Route 27, and a fire station is based in Eustis Village as well. Future commercial development can be concentrated to a limited extent in Stratton and Eustis villages or located along the land flanking Route 27 between the two villages. Over the past 20 years, there has been some growth of both commercial and residential uses on Route 27 north of Stratton village.

The highest density residential development is in the Stratton village area extending along the southern shore of Flagstaff Lake. Over the past 10 years or so, there has been more lake-dependent development, but due to the varying water levels the demand has been considerably less than it has around other lakes in the surrounding regions. Over the past two decades, development has occurred in a number of locations: near Eustis Village on the west side of Route 27; on Flagstaff Road on the eastern shore of the North Branch; on Eustis Ridge; and on the northern and southern flanks of Stratton village, including in adjacent Coplin Plantation. Of particular note over the past 10 years has been the increased development on Eustis Ridge. Many of these homes are second homes or retirement homes being built for the terrific views.

In Stratton village, there are two affordable housing developments in town: one for low income households and one for the elderly. The elderly project is at the site of an old wood products mill in the center of Stratton. There are also a number of older apartment buildings in Stratton village. Many have been converted from large single-family houses. They serve year-round residents and also seasonal employees at Sugarloaf USA.

The actions of the large forestland owners have a significant impact on the location and type of uses that may occur in the community. Over 95 percent of the land is forest, and most of this is commercially owned.

Over the past 10 years or so, there has been more lake-dependent development, but due to the varying water levels the demand has been considerably less than it has around other lakes in the surrounding regions.

Industry has centered on the south side of Stratton village, with Stratton Lumber and the biomass plant clustered there. This area is responsible for much of the truck traffic using Route 27. The area is located over the aquifer. There is little space available in this area for additional industrial development. While additional industrial development is unlikely, any such industrial development proposed for this area must be carefully evaluated with regard to the concerns of aquifer protection and traffic. The town may also want to consider a new area where industry could locate. However, outside of Stratton village, public water supply and fire protection would not be available to it. Natural resource based industries may locate in areas where services are minimal. However, they would need to be near Route 27 for transportation purposes.

The primary recreation sites are located in Stratton village as previously noted. There are picnic areas on Eustis Ridge and at Cathedral Pines. Snowmobile trails wend their way through town and access Stratton village, Eustis Village and Cathedral Pines. Private landowners traditionally have allowed responsible public use of their lands. It is important to the town to enhance and manage these opportunities.

The land use patterns in Eustis have been shaped by physical constraints and land ownership patterns for many years. It has been true of the past several decades, and these factors will continue to be significant determinants to land use into the future. One caution, noted to some extent with the development on Eustis Ridge, modern construction equipment has enabled construction on land that were only marginally buildable a few decades ago.

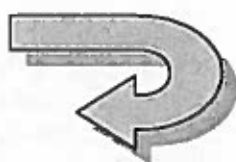
It is likely the development pattern of the past several decades will continue to occur including:

- residential development located on public and private roads branching off of Route 27,
- residential development near river and lake shorelines on new and existing private roads,
- residential development on Eustis Ridge on existing roads and on a few new private roads,
- reuse and infill of commercial development on Route 27 in Stratton village,
- commercial and light industrial development along Route 27 north of Stratton village, eventually extending to Cathedral Pines,
- commercial development, especially visitor services, in sporadic locations on Route 27 and near natural resource features such as the Dead River and Flagstaff Lake.

There is potential for some additional residential and light commercial development in Eustis Village, and there is also some potential for development in Coplin Plantation which has a small built up area directly adjacent to the southerly corner of Stratton village. Such development will place a demand on both commercial and municipal services in Eustis.

Further industrial development in the southerly part of Stratton must carefully consider potential impacts on the aquifer. Development is certainly reasonable, but must use Best Management Practices to insure the town's drinking water is protected.

It is likely the development pattern of the past several decades will continue to occur.



Floodplains severely limit development on much of the Flagstaff Lake shoreline. Wetlands are natural barriers to development north along Route 27 toward Cathedral Pines. Ponds and wetlands prohibit development in other less accessible areas. The topography—that is, steep slopes—restricts growth in much of the town not immediately adjacent to Route 27. Large land holdings, even in developable areas, stymie development on thousands of acres.

Changes in the town's landscape in the past decade have followed a pattern imposed by physical constraints. The same should be anticipated for the future.

falling within the watershed eventually flow by way of surface runoff and groundwater to the river, stream, lake, or pond, which is the lowest point in the watershed.

All runoff from the land area of Eustis eventually flows to Flagstaff Lake. Eustis Ridge creates a major drainage divide between two subwatersheds. North of Eustis Ridge, water flows into the North Branch of the Dead River. South of Eustis Ridge, drainage flows either directly into Flagstaff Lake, the lower section of the North Branch, South Branch, or Stratton Brook. The Natural Resources map depicting watersheds shows subwatersheds for numerous small water bodies.

Activities and development in the watersheds generally degrade water quality in streams, rivers, ponds and lakes. The extent of the degradation depends on the type of activity, the design characteristics of the development, and the practices used to reduce and treat the runoff. Two major pollutants from activities and development are sediment and nutrients. Sediment, which results from soil erosion, can blanket fish and wildlife feeding and breeding habitat and can abrade fish gills making it difficult for them to breath and susceptible to disease. Nutrients can cause excessive plant and algae growth, thereby changing habitat and making water unsuitable for swimming.

Of particular concern is the amount and impact of phosphorus entering a lake from its drainage area. Phosphorus is a naturally-occurring nutrient which in excess can result in algae blooms and oxygen depletion in a lake. Road building and maintenance and housing construction are major contributors of phosphorus because they expose soil to erosion and create impervious surfaces that allow runoff. Erosion prevention and drainage management techniques should be employed when undertaking development in all watersheds. Watershed planning dovetails with comprehensive planning and is particularly important when a lake is a valuable resource for the town or region.

Since the area's surface water resources are of significant importance to the environment and the economy of the town and region, it is important that the town insure that activities and development do not significantly impact their quality. In particular, the town needs to have and enforce sound erosion control practices, and it needs to regulate phosphorous export from new development to Flagstaff Lake.

Surface Waters—Lakes, Ponds, Streams, and Rivers: Flagstaff Lake and the North Branch and South Branch of the Dead River, where they widen to meet the lake, are predominant features when viewing the town on a map or from the air. Flagstaff Lake was created in 1949 when CMP dammed the Dead River for power generation and flood control. This flooded parts of Dead River and Flagstaff Plantations, Eustis and Spring Lake. As a result, Flagstaff Lake is truly a seasonal lake, with water levels generally corresponding to flooding threat, power demand or recreational requirements downstream of the dam on the Dead or Kennebec Rivers. This practice reduces the utility of the lake for townspeople because of its varying level. Some feel that the fluctuation may also be creating unsanitary conditions for swimming, although this has not been documented nor studied.

Activities and development in the watersheds generally degrade water quality in streams, rivers, ponds and lakes. The extent of the degradation depends on the type of activity, the design characteristics of the development, and the practices used to reduce and treat the runoff.

Several smaller tributaries feed the North and South Branches. Barnard, Sawyer, Tim, Tea and Bradbury Brooks flow into the North Branch. Stratton Brook and Trout Brook flow into Flagstaff Lake. Cove, Reed, Luton and Cherry Run flow into the South Branch. These smaller brooks also pool up into ponds along their way--Barnard and Little Barnard Ponds, Wethern and Reed Ponds.

Lake Phosphorous Coefficients: The most significant threat to water quality of most of Maine's lakes and ponds is stormwater runoff from developed lands in the lake and pond watersheds.

The land area that contributes water to a particular stream, river, pond, or lake is known as its watershed. Watershed boundaries are identified by connecting points of highest elevation around a body of water—that is, all the land within the watershed drains to that body of water, and all the land outside the watershed drains somewhere else (to another body of water). Rain and snow falling within this area eventually flow by gravity in surface runoff, streams, and ground water to the lake, pond, stream, or river which is the lowest point in the watershed.

Watersheds are important features that are often little noted. However, all activity in a watershed has the potential to impact the receiving water body. Erosion any place in a watershed can have major impacts on surface waters. It is caused by land disturbance, most notably from human activities such as excavation work. Erosion causes sediment to be transported to the water body where it can abrade fish gills and cover breeding and feeding habitat.

Another significant problem in lake and pond watersheds is the flushing of nutrients from various land use activities into the lake or pond. Eroded soil particles carry phosphorus that is naturally occurring in the soil, and runoff from lawns and impervious areas carries phosphorus deposited there by fertilization and air pollution into lakes and ponds. Activities in the far reaches of a lake watershed can ultimately adversely impact lake water quality. An increase in phosphorus causes an increase in the growth of algae, a very small plant that can eventually turn lakes green with algae blooms. When the algae die and sink to the bottom of a lake, they decay and use the oxygen that supports the fish, especially cold water fish, living near the bottom of the lake during the hot summer months. In addition to decimating the fishery, phosphorous fertilization and subsequent algae blooms also adversely impact property values along the lake shore. Therefore, all development must be carefully reviewed for potential impacts on streams, lakes and rivers even when the activity is not adjacent to the water.

To assist with the control of phosphorus in lakes, the Maine DEP has established a phosphorous control methodology based on a model of each lake in Maine and the amount of phosphorous runoff expected from various land uses. The information in the following table, Lake and Pond Data, was provided by the DEP. The Drainage Area column indicates the number of acres of direct (does not flow through another lake) watershed for each of the lakes

and ponds in Eustis. The next column shows the percentage of the direct watershed that is in the town of Eustis. The Water Quality Category indicates how sensitive the lake is to phosphorus runoff, and the last column, Phosphorus Load is the amount of phosphorus load per acre that would cause a one part per billion increase in phosphorus concentration.

Lake and Pond Data

Lake/Pond Name	Direct Drainage Area (Acres)	Percent in Eustis	Water Quality Category	Phosphorous Load 1.0 ppb increase (lbs/ppb/year)
Little Barnard Pond	98	16.4	Moderate/Sensitive	0.50
Barnard Pond	210	100	Good	1.32
Flagstaff Lake	23,758	10.3	Moderate/Sensitive	217.06
Reed Pond	331	100	Moderate/Sensitive	1.71
Welhern Pond	620	100	Moderate/Sensitive	2.82

The following table provides some additional information and establishes the amount of phosphorus that may be permitted from a development in pounds per acre (column to far right). The second column indicates the Lake Protection Level selected by the town. A factor corresponding to the high level of protection is multiplied by the Phosphorous Load in the preceding table to obtain the Allowable Phosphorous Load in the Phosphorous Load per Acre table. The Developable Acres is an estimate of the number of acres that may be developed in the watershed over the next 50 years. For Eustis, it is based on a percentage recommended in the handbook, Comprehensive Planning for Lake Watersheds, developed by Androscoggin Valley Council of Governments and approved by the Maine DEP. The final column determines the amount of phosphorus that can be contributed by any one acre of land proposed to be developed in the lake watersheds.

Phosphorus Load per Acre

Lake Name	Protection Level	Allowable Phosphorous Load (lbs/ppb/year)	Developable Acres	Phosphorous Load (pounds/acre)
Little Barnard Pond	High	0.38	10	0.038
Barnard Pond	High	1.3	21	0.063
Flagstaff Lake	High	162.8	3564	0.046
Reed Pond	High	1.28	33	0.039
Welhern Pond	High	2.1	62	0.034

The Phosphorous Load in pounds per acre is used with a well established methodology developed by DEP to calculate the concentrations of phosphorus

in runoff. The town should use the methodology to insure protection of their lakes and ponds. The phosphorous load numbers are somewhat restrictive; application of them to the areas of town designated as growth would actually discourage growth in those areas and encourage growth to locate on larger lots in the transition or rural areas. Since the area of town designated as a growth area is relatively small, and much of it is already built upon, it is suggested that the town not apply the phosphorous methodology to the growth areas. By conservatively estimating the amount of land that will be developed in the Flagstaff Lake watershed over the next 50 years, not using the phosphorous control methodology in the growth areas will have no adverse impact on the lake water quality. In these areas, review standards for development should encourage the use of green space and, at least, small buffer areas. All development should employ state of the art erosion control practices. Should Flagstaff Lake not be drained each year as currently occurs, then phosphorous control numbers should be reexamined.

Groundwater: Groundwater is derived from precipitation that, upon reaching the earth's surface, percolates downward through the soil. It fills open spaces in the soil and fractures in the bedrock to the point of saturation. The top of the saturated zone is called the water table. The process of replenishing the saturated zone is called recharge. In Maine, only 10 to 20 percent of an average of 42 inches of precipitation each year is held as groundwater; the remainder runs off into streams or is returned to the atmosphere by evaporation.

The saturated zone in which a usable amount of water is held is called an aquifer. Two major types of aquifers occur in Maine—sand and gravel aquifers and bedrock aquifers. Sand and gravel aquifers are a mixture of silt, sand, gravel left by the melt-waters of glaciers covering New England 12,000 years ago. These deposits range from 10-100 feet thick. Wells in sand and gravel aquifers in the area can yield several hundred gallons per minute (gpm), while wells in fractured bedrock generally yield much less. Most of the private individual wells in Maine are drilled into bedrock, penetrating fractures in the rock. Most domestic wells access relatively small fractures, producing only small amounts of water.

Eustis has a significant sand and gravel aquifer which runs from the north end of town to the southern boundary, underlying the North Branch and Flagstaff Lake. An area of high yield of over 50 gallons per minute lies under the North Branch where it flows through Eustis Village extending south of the village about a mile. A smaller high yield area is found at the southeastern corner of Stratton Village and extends into Coplin. The town well is located in this area of Stratton with a flow of 125 gallons per minute. Here, the depth to the water table is 8 feet, and the minimum thickness of sand and gravel is 75 feet.

The groundwater can be contaminated from any substance that seeps into the ground directly or is carried into the ground after dissolving in water. While the unsaturated soil above the groundwater table may act to filter contaminants, the filtering and treatment that occurs is highly dependent on the type and amount of contaminant. Organic wastes, such as residential sewage, tend to be treated fairly well, but petroleum based materials and chemicals wastes flow through

Eustis has a significant sand and gravel aquifer which runs from the north end of town to the southern boundary, underlying the North Branch and Flagstaff Lake. The town's water supply comes from a well drilled in this aquifer in the southerly corner of Stratton village.

Agricultural Land: There is little active agricultural land in Eustis. Settlers of the area did raise crops and kept animals to feed themselves and some of the population. There were a few large farms mostly to the west of the North Branch of the Dead River. These farms have long since disappeared and have reverted to forest land. The abundance of forests has been the lifeblood of the community, whether in Eustis or around the displaced village of Flagstaff. Thus, agriculture for crops and livestock took a second place to the more lucrative forest businesses.

There is considerable amount of soils mapped as Prime Farmland and Farmland of Statewide Importance in Eustis. However, it has not been farmed in many years. In the Eustis village area, much of the land having important soils was subdivided over 30 years ago. Much of the important soils also underlie Stratton Village and some emerging development along Rt. 27 just north of the village. A large section of the land having important soils is the Cathedral Pines natural area.

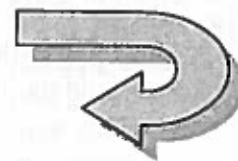
Wildlife Habitat: Wildlife has historically been viewed as an important resource in Eustis. Wildlife is directly dependent on the land base for habitat. Increasingly wildlife habitat is being affected by humans. As local and regional conditions and land use practices change, the wildlife of an area will also change, for all wildlife requires adequate habitat to sustain their populations. If an existing habitat is lost or changed, some species will likely disappear and the number of animals in any given species will change. Through thoughtful land use planning, adequate habitat and areas of critical concern can be managed to maintain wildlife as a viable resource.

Although there are many types of important habitat, for planning purposes they can be grouped into five major categories.

- 1) *wetlands,*
- 2) *riparian areas (shoreland of lands, ponds, rivers, streams and wetlands) and major watercourses,*
- 3) *deer wintering areas,*
- 4) *large tracts of land undisturbed by roads and development, and*
- 5) *other unique and/or critical habitats such as eagle nesting areas.*

As mentioned previously, all wetlands have wildlife value. Small wetlands can be as important as larger ones. Wetland areas associated with Reed Pond and with Flagstaff Lake have been identified by IFW as important waterfowl breeding and nesting areas, officially termed "Inland Waterfowl and Wading Bird Habitat." Wetlands also are important habitat for some upland birds, reptiles and many mammals. They provide a source of water, provide cover and food sources for birds, reptiles and mammals. Some wetlands are important habitat for water related mammals such as beaver, otter and mink. The wetlands are shown on the Natural Resources maps.

Small wetlands are often important to species, especially songbirds and small mammals. Vernal pools, very small, relatively deep bodies of open water that often dry up during hotter months, provide particularly important habitat for



Wildlife habitat takes many forms. It was grouped into five categories for discussion.

reptiles such as salamanders. They generally are not mapped by the national Wetlands Inventory and must be mapped on site because of their small size.

The area along watercourses, riparian areas, support high levels of wildlife population. Besides providing habitat for fish and a variety of aquatic furbearers, these areas provide travel lanes for numerous wildlife species, and act as transition zones between various habitat types. The many streams in Eustis provide valuable habitat and wildlife corridors.

While deer range freely over most of their habitat during spring, summer and fall, winter snow forces them to seek out areas which provide protection from deep snow and wind. Mature softwood stands serve this purpose. In addition, deer also use cut-over areas where new forest growth provides abundant food. Size, shape and location of these wintering areas vary from year to year, or within a given year, and are closely tied with the locations of timber cutting operations and other land use patterns. Deer wintering areas may represent only 10% of the total deer range, but without such areas, deer will not survive in any but the smallest numbers. Although many types of human activity are not compatible with deer yards, timber management that respects these wintering areas is helpful in preserving the deer herd. With timber harvesting operations affecting the forest on a regular basis in Eustis, it may be beneficial to consult the Inland Fish and Wildlife on the location of deer yards if any substantial development is proposed for the forested areas of the community.

Eustis has many large tracts of land unbroken by public or heavily traveled roads. The larger the tract of land, the more diverse the species using it are. Additionally, certain species, such as bobcat and bear and to a lesser extent deer and moose, need large tracts of land on which to roam. Eustis should consider preserving some of the large tracts for this type of wildlife habitat. Land adjacent to unorganized territories that have no development and are thus zoned by LURC for protection may provide even larger tracts for this type of habitat.

While the critical areas described above meet the specific needs of certain wildlife species, they do not constitute all of the habitat necessary to maintain a diverse wildlife population. A diversity of habitat is needed to maintain a rich diversity of wildlife. In addition to the habitats noted previously, habitat needs include open fields, brush both where fields are growing up and where clear cuts have occurred, mature forests, and even developed areas. Since different species have different habitat requirements and home ranges, loss of habitat will affect each species in different ways, ranging from loss of individual nesting, feeding and resting sites, to disruption of existing travel patterns.

As the human population of Eustis increases, additional pressures will be levied on existing wildlife resources. The resulting impacts on wildlife populations and diversity can be reduced by preserving critical areas, maintaining the maximum amount of land in forest and passive outdoor recreation, and designing and locating future developments in ways which reduce the physical loss of wildlife habitat.

Rare, Threatened, and Endangered Species, and Important Natural Areas:

The previous plan sited two areas that appeared on the Maine Natural Heritage Programs list of critical and unique natural resources: 1) Cathedral Pines and 2) the occurrence of the Tomah mayfly along the Dead River. Since then, the "Critical Areas" list has been discontinued; the "Maine Natural Areas Program" is a broadened program that replaced it.

Cathedral Pines, a campground and recreational area on Route 27 north of Stratton village, marks a stand of 180-year old Norway or Red Pine. This site is approximately 280 acres on the west side of the North Branch of the Dead River. Another 400 plus acres of Norway Pine abuts it on the east side of the Dead. The area is an outstanding example of mature Norway Pine. It should be protected for the enjoyment of future generations. Operation of the campground, owned by the Stratton-Eustis Development Corporation, on the west side of the Dead should protect that stand, and the ownership pattern on the east side will provide some protection.

The Tomah mayfly can best be protected by protecting the land along the shoreland of the Dead River, in particular, the floodplain wetlands. The area, and particularly the wetlands, should fall into the Resource Protection District for shoreland zoning.

Other Significant Natural Areas include

- the Weigand Sedge located in the easterly extent of the Norway Pine forest.
- Vasey's Pond Weed located in Flagstaff Lake easterly of the Rt. 27 causeway.

Additionally, since the previous plan, it has been documented that bald eagles, protected by federal and state law, are nesting near the southeastern corner of town over the border in the Bigelow Preserve. A number of bald eagles make use of Flagstaff Lake and the Bigelow Preserve. Development in Stratton already abuts the town/preserve boundary. It is not expected that further low density development in the area will be a significant detriment to eagle habitat provided it does not create significant noise and pollution.

Cathedral Pines is an area of local, statewide and even national significance.

Interlocal Planning

Introduction: As with all communities, there are factors that should be considered that cross municipal boundaries. These factors, referred to for planning purposes as interlocal planning concerns, must be considered in order to prepare Eustis for the future, create a context for improved interlocal communications, determine interdependent needs, and insure efficient and effective services.

It will be helpful to review the Interlocal Planning Topics from the 1991 plan. These included:

Routes 16 and 27 improvements.

Firefighters mutual aid system.

Law enforcement.

Health care.

Expand and strengthen wood products industry.

Sharing the cost of administration and services including code enforcement.

All of these topics were addressed with varying degrees of success, and many still require interlocal efforts to insure continued improvements. To go beyond these concerns, the committee worked with AVCOG, the regional planning agency, to develop a list of current and potential future concerns and to consider the land use controls in adjacent areas.

The following interlocal planning concern/issue were identified for consideration in the comprehensive planning effort.

Watersheds of Flagstaff Lake, Stratton Brook Pond, Caribou Pond, Bulter Pond - Portions of the watersheds of these lakes and ponds are located in Carrabassett Valley. Water quality protection should be undertaken in the overall watershed.

Economic Development - The region's economy is based on recreation/tourism and the wood products industry. Carrabassett Valley plays an important role in the region's economy being the home of Sugarloaf USA.

Affordable Housing - The region's dependence on the tourism and recreation industries requires a significant number of seasonal workers. Year-round workers in this industry may fall within the low and moderate income ranges.

Transportation - The regional transportation system including highway and air are important to the local and regional economies.

Land Use - Townships and plantations, the land use for which the state is regulated by LURC (Land Use Regulation Commission), abut Eustis in all directions. With the exception of the residential/commercial area of Coplin that abuts the southerly end of Stratton village, the remainder of the land abutting the town is in conservation of forestry zoning districts.

These issues have been addressed in the various inventory sections relating to them and are further noted in the policy.

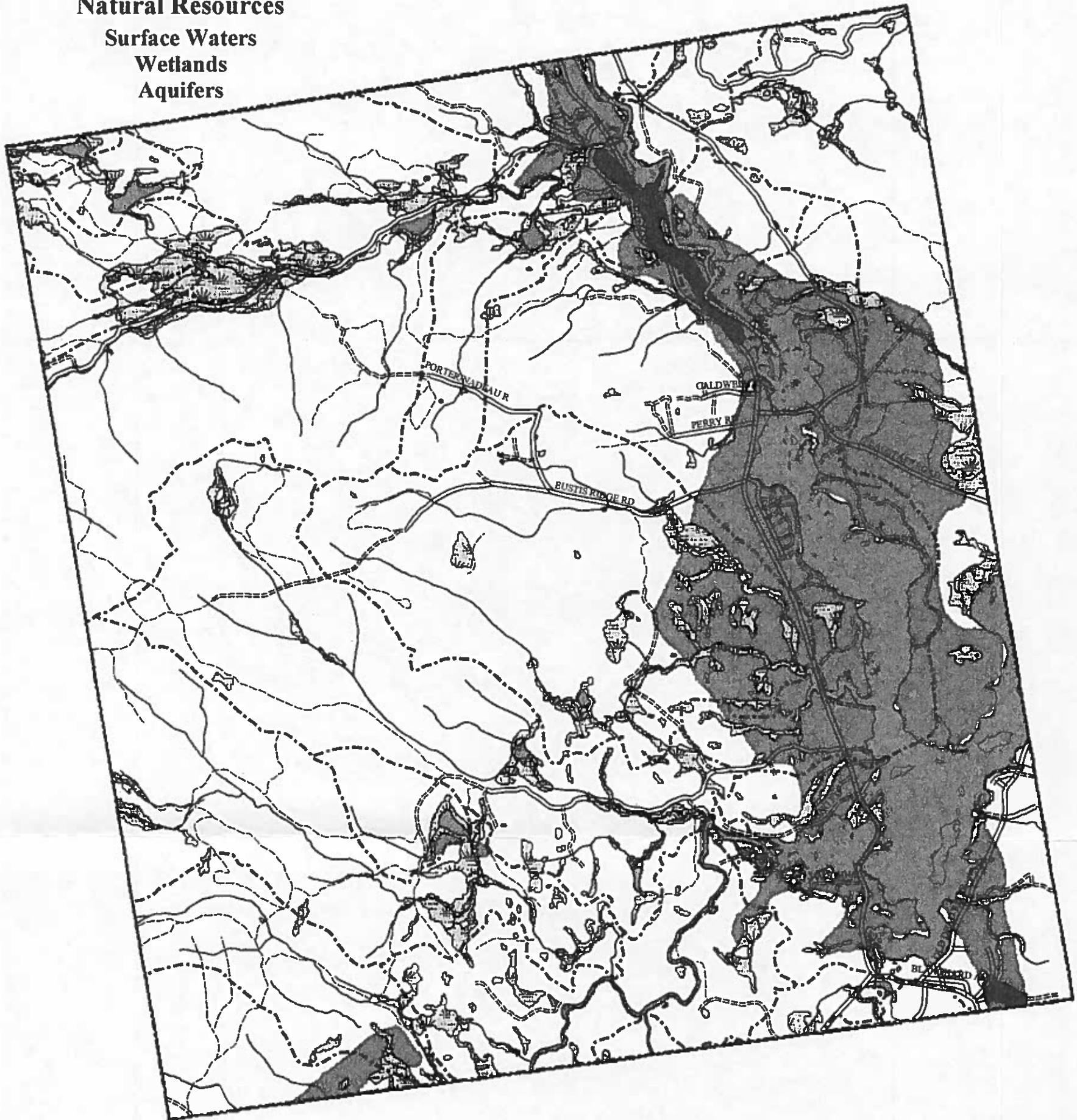
Eustis, Maine

Natural Resources

Surface Waters

Wetlands

Aquifers

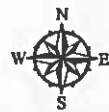
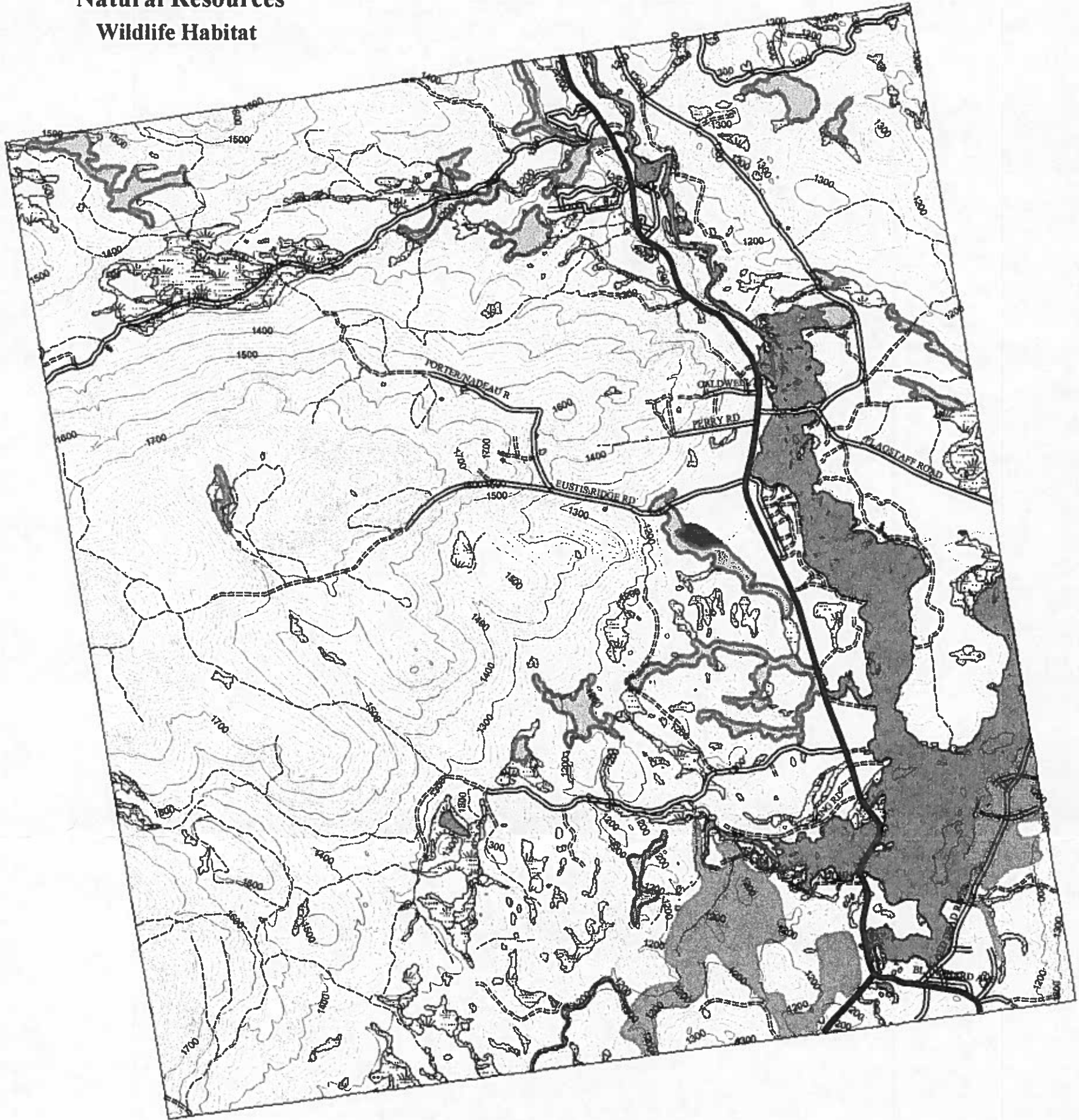


Roads	
	State Highways
	Improved
	Unimproved
	Trails
	National Wetlands Inventory
	Low Yield Aquifers
	High Yield Aquifers
	Watershed
	Public Lots
	100ft. contours

Eustis, Maine

Natural Resources

Wildlife Habitat



Roads	
	State Highways
	Improved
	Unimproved
	Trails
	Contours
	National Wetlands Inventory
	Deer Wintering Areas
	Waterfowl and Wading Bird Habitat
	Public Lots

Eustis, Maine

Other Constraints

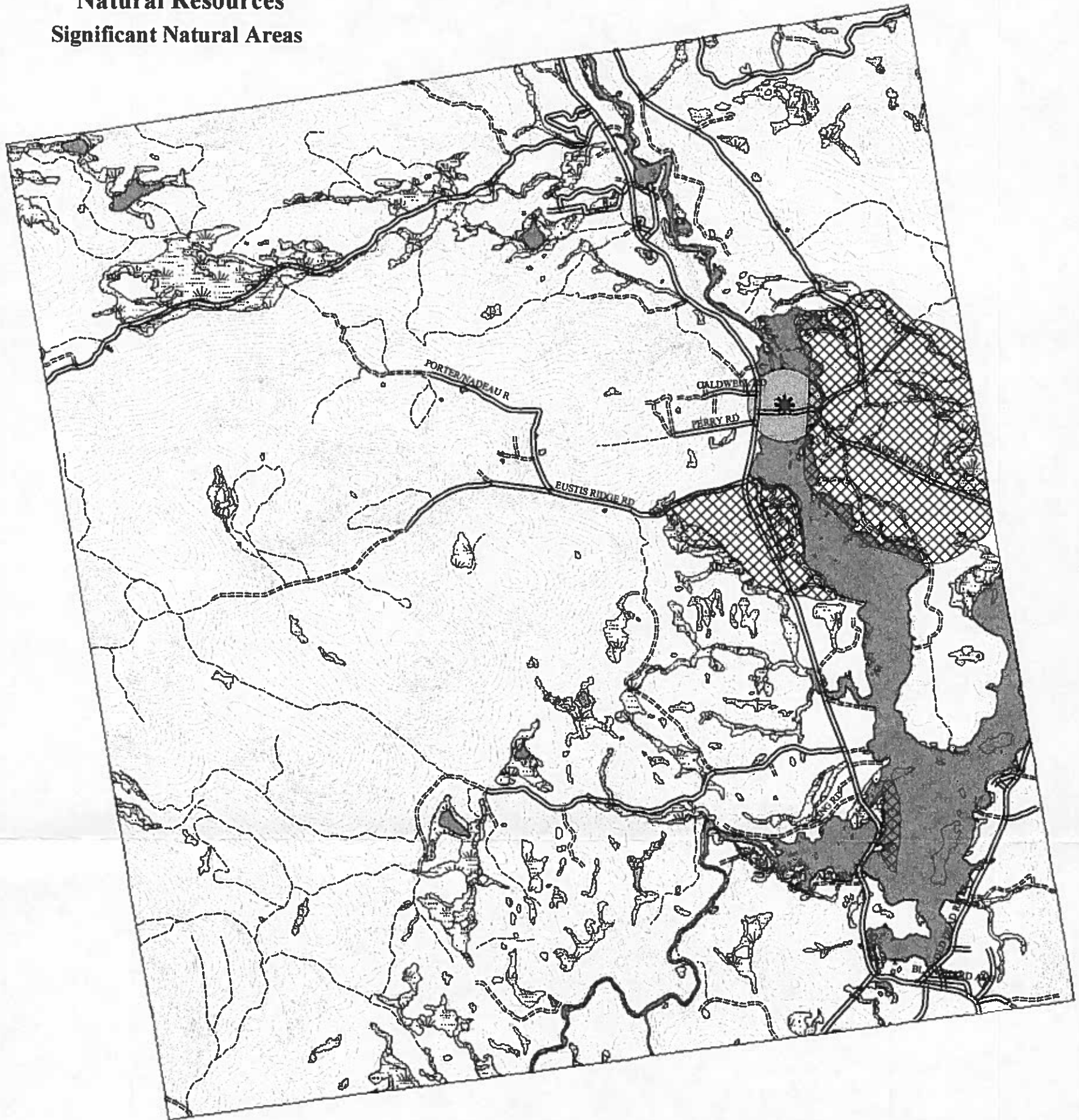


- Roads**
- State Highways
 - Improved
 - Unimproved
 - Trails
 - Contours
 - 100 Year Floodplains
 - National Wetlands Inventory
 - steep slopes
 - Public Lots

Eustis, Maine

Natural Resources

Significant Natural Areas

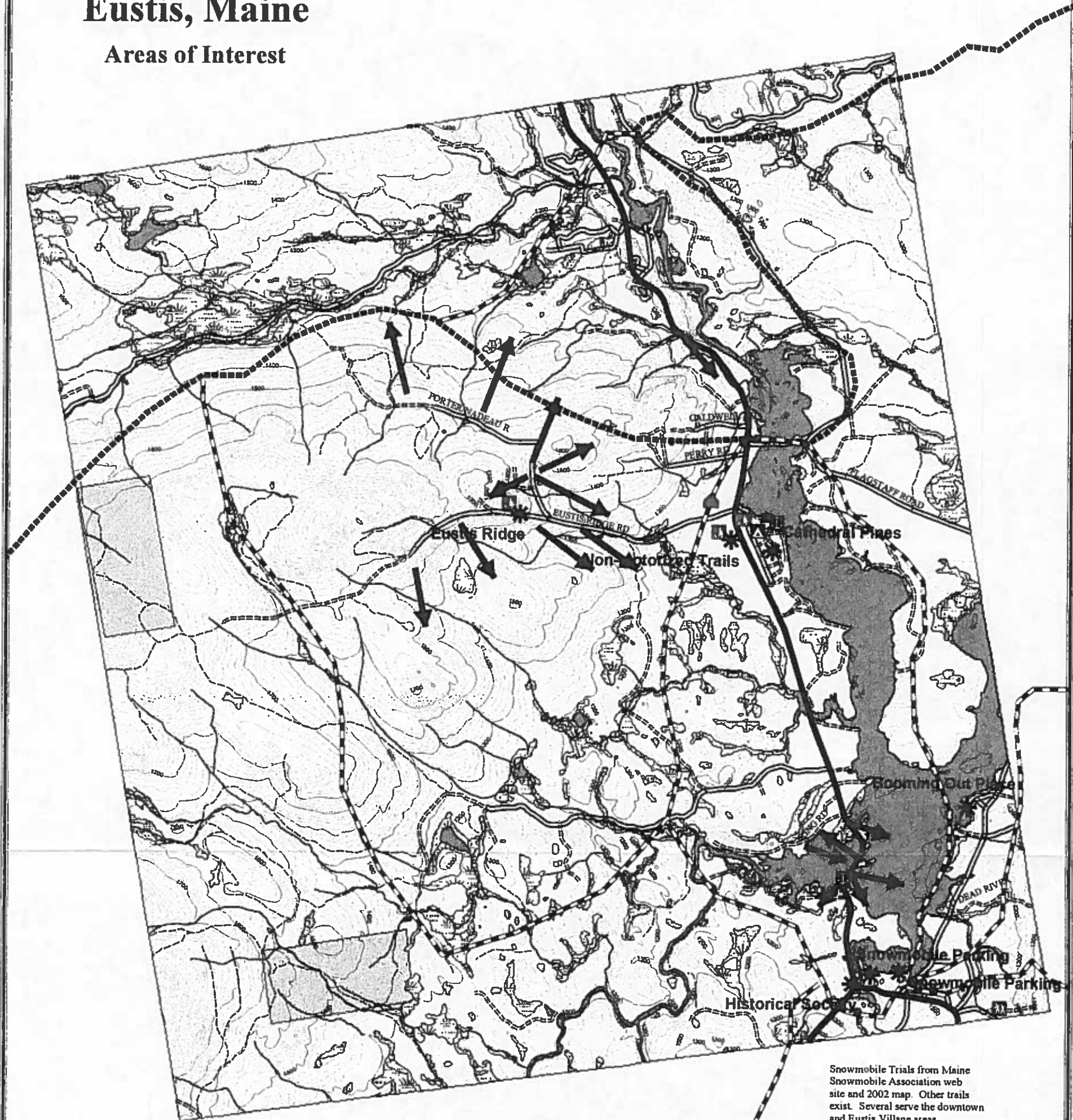


- Roads**
- State Highways
 - Improved
 - - - Unimproved
 - - - Trails
 - - - Contours
- National Wetlands Inventory
 - Public Lots
 - Endangered Species
 - Endangered Species Buffer
 - Significant Natural Areas



Eustis, Maine

Areas of Interest



Snowmobile Trails from Maine Snowmobile Association web site and 2002 map. Other trails exist. Several serve the downtown and Eustis Village areas.



Roads	
	State Highways
	Improved
	Unimproved
	Trails
	Contours
	National Wetlands Inventory
	Public Lands
	ATSC Trails
	ITS 89
	Direction of View



