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If you have any questions or concerns, please don't hesitate to contact me.

lisa.goodwin@bangormaine.gov

#### PLEDGE OF ALLEGIANCE

Currently, the public has the choice to participate in meetings in person at City Hall now located at 262 Harlow Street or remotely through Zoom. Meetings are available to view through Youtube website, and the Government Channel 1303, after the fact. Public comment, whether in person or through Zoom, requires a person to state their name and town of residence, and any inappropriate or offensive remarks may be removed or interrupted, and the Council Chair will have discretion over the time allowed for comment. On Zoom, the public may be recognized to speak by the hand wave function or on a phone by pressing \*9.

#### PROCLAMATION Proclaiming April 1st-April 5th, 2024 Community Development Week

#### PUBLIC COMMENT

CONSENT AGENDA	ASSIGNED TO
ITEM NO.	COUNCILOR

\*Explanatory Note: All items listed in the Consent Agenda are considered routine and are proposed for adoption by the City Council by one motion without discussion or deliberation. If discussion on any item is desired any member of the Council or public may merely request removal of the item to its normal sequence in the regular agenda prior to a motion for passage of the Consent Agenda.

MINUTES OF:	Bangor City Council Regular Meeting of March 11, 2024, and Business and Economic Development Committee Meetings of February 21, 2024 and March 4, 2024	
LIQUOR LICENSE RENEWALS:	Application for Liquor License Renewal Malt, Wine, Spirits of TBTB LLC d/b/a The Butcher The Baker, 84 Hammond Street	HAWES
	Application for Liquor License Renewal Malt, Wine, Spirits of Broadway Billiards LLC d/b/a Rack City, 1215 Broadway	HAWES
<u>24-103</u> <u>ORDER</u>	Authorizing the Execution of Municipal Bill of Sale - Located at 122 Cedar Falls Mobile Home Park	LEONARD

**Executive Summary:** This Order authorizes the execution of a Municipal Bill of Sale. Real estate tax liens matured on the property owned by Dean Cary, at 122 Cedar Falls Mobile Home Park. All outstanding charges due the City have been paid. No loans are owed to the City that are secured by the mobile home, and there are no pending code enforcement issues with the mobile home.

Because the liens matured, a municipal bill of sale is required to release the City's interest in the mobile home.

24-104ORDERAuthorizing Execution of a Contract with B&BYACOUBAGHAPaving, Inc. in the Amount of \$1,518,119 Per Year for<br/>the Calendar Year 2024 and 2025 Paving ProgramYACOUBAGHA

CONSENT AGENDA	ASSIGNED TO
ITEM NO.	COUNCILOR

**Executive Summary:** This Order authorizes the execution of a contract with B&B Paving, Inc. in the amount of \$1,518,119 for the calendar year 2024 and 2025 paving program. The recent bid for annual paving resulted in B&B Paving, Inc. as the low bidder. B&B Paving has offered to hold their unit pricing for two years. This order will authorize a contract with B&B Paving, Inc. in the annual amount of \$1,518,119 for calendar years (CY) 2024 and 2025 annual maintenance paving.

The City has experience with B&B Paving, Inc. and recommends award of the CY24 and CY25 contract to B&B Paving, Inc.

This item was reviewed and recommended for approval by the Finance Committee at the March 18, 2024 meeting.

## 24-105ORDERAuthorizing the City Manager to Enter into a<br/>Memorandum of Understanding with Bangor<br/>Beautiful to Coordinate and Allow the Art Installation<br/>of a Ground Mural in the Hammond Street<br/>Intersection with Central and Main StreetsTREMBLE

**Executive Summary:** This Order authorizes the City Manager to enter into a Memorandum of Understanding with Bangor Beautiful to coordinate and allow the art installation of a ground mural in the Hammond Street intersection with Central and Main Streets. Bangor Beautiful seeks to create a project called the Hammond Street Ground Mural Project. A ground mural is the painting of a design in the shoulders of a roadway. Bangor Beautiful is collaborating with Wabanaki Public Health & Wellness (WPHW) on the public art piece.

The mural will be installed by Bangor Beautiful volunteers & WPHW staff over the course of 3-5 days in May or June of 2024. The mural will be painted using best practices from the Bloomberg Philanthropies Asphalt Art Projects. The mural will be touched up each spring and more frequently if needed for two to three years until Hammond Street is repaved, which is currently scheduled for 2026. The project budget is approximately \$10,000, which will be funded through grants and donations.

The project is in keeping with the City's Comprehensive Plan to provide more support for the arts and cultural organizations in Bangor by encouraging more public art. This item was reviewed and recommended for approval by the Business & Economic Development Committee on March 18, 2024.

### 24-106RESOLVEAcknowledging Receipt of the Official Results of theHAWESMarch 5, 2024 Presidential Primary Election

**Executive Summary:** This Resolve will acknowledge the City's results of the Presidential Primary Election held on March 5, 2024.

## REFERRALS TO COMMITTEE AND FIRST READINGASSIGNED TOITEM NO.COUNCILOR

# 24-107ORDINANCEAmending the Code of the City of Bangor by<br/>Reducing Restrictions on Setbacks and Dimensional<br/>Requirements for Accessory Dwelling Units (ADUs)<br/>and Clarifying the Minimum Structure Size in<br/>Accordance with LD 2003 (First Reading and<br/>Referral to Planning Board on April 2, 2024)FISH

**Executive Summary:** This Ordinance would update the City's Code of Ordinances to reduce restrictions on setbacks and height for ADUs and to clarify the minimum size of the ADU in accordance with the language of the State law, LD 2003.

LD 2003 requires that there not be greater restrictions on setbacks or dimensional controls for ADUs than there are for principal dwellings. Currently, the City's Code, by not allowing an ADU in front of a principal dwelling, in essence requires a greater front setback for ADUs. Additionally, the Code currently limits the height of detached ADUs to 25', which is less than the maximum height of primary structures in all zones. Therefore, the proposed changes to the Code remove these restrictions in order to comply with LD 2003.

Additionally, LD 2003 states that the minimum structure size for ADUs is 190 square feet. This requirement is also proposed to be added to the City's Code in order to provide clarity.

# 24-108ORDINANCEAmending Chapter 165, Land Development Code,<br/>District Map to Re-zone a Property Located at 12<br/>Carroll Street from Urban Residence District 1 (URD-<br/>1) to Urban Residence District 2 (URD-2) (First<br/>Reading and Referral to Planning Board on April 2,<br/>2024)HAWES

**Executive Summary:** This Ordinance would amend the Land Development Code, District Map to re-zone the property at Map-Lot 024-110, located at 12 Carroll Street, from Urban Residence District 1 (URD-1) to Urban Residence District 2 (URD-2). The total area requested to be changed is approximately 0.19 acres. The applicant of record is Francesco Pimenta and the owner of record is James Stoneton.

This area is within the growth boundary shown in the 2022 Comprehensive Plan and the future land use map in the Plan shows this property in the Urban Neighborhood area which consists of "medium to high-density residential neighborhoods surrounding the Downtown and encompassing most of the City's historic residential areas." The Planning Division finds this proposed change to be in alignment with the Comprehensive Plan.

## 24-109ORDINANCEAmending Chapter 291, Vehicles And Traffic, to<br/>Update Vehicle Weight Limits to Coordinate with<br/>Maine DOT Weight Limits (First Reading)FOURNIER

## REFERRALS TO COMMITTEE AND FIRST READINGASSIGNED TOITEM NO.COUNCILOR

**Executive Summary:** This Ordinance will amend City Code Chapter 291, Vehicles and Traffic, Sections 29 and 30, to increase the current weight limit of 7,716 lbs to 23,000 lbs on certain streets in Bangor.

The Maine Department of Transportation is responsible for maintenance of roads across the State of Maine. Their statewide weight limit for all roads during the winter months, generally November through May, is 23,000 lbs. Setting the City of Bangor weight limit at 23,000 lbs allows businesses to manage their supply chain with more consistency, as weight limits would not change at the town line.

This change will place no additional risk on City streets as we have been inadvertently advertising and enforcing a 23,000 lb weight limit for decades.

This item was reviewed and recommended for passage at the Infrastructure Committee meeting on March 18, 2024.

# 24-110RESOLVEAppropriating an Amount Not to Exceed \$6,500,000TREMBLEfrom the Airport Unappropriated Fund Balance to<br/>Fund Construction of a Passenger Parking Lot<br/>Adjacent to Godfrey Boulevard to House Additional<br/>Parking Spaces Year-round, Specifically Passenger<br/>Vehicle Overflow During the Months of November<br/>through May (First Reading)TREMBLE

**Executive Summary:** This Resolve will appropriate up to \$6,500,000 from the Airport Unappropriated Fund Balance account to fund the construction of a new passenger parking lot located adjacent to Godfrey Blvd.

Passenger traffic numbers have increased more than 30% in the last five years at the Airport (BGR). During the months of November through May, BGR has experienced significant issues with passenger vehicle overflow in the current designated Airport parking lots. For the past two years the shuttle lot, which is utilized for peak season passenger vehicle overflow, has gone beyond its capacity forcing BGR to find additional lot space that is not designated, designed, nor maintained for the purpose of housing vehicles.

The newly constructed parking lot would increase parking capacity by 826 parking spaces.

This item was reviewed and recommended for passage by the Business & Economic Development Committee at the March 18, 2024 meeting.

UNFINISHED BUSINESS		ASSIGNED TO
ITEM NO.		COUNCILOR
Dist Gra	ending Chapter 165, Land Development Code, trict Map to Re-zone a Property Located on andview Avenue from Park & Open Space (P&O) fultifamily & Service District (M&SD)	FOURNIER

UNFINISHED BUSINESS	ASSIGNED TO
ITEM NO.	COUNCILOR

**Executive Summary:** This Ordinance would amend the Land Development Code, District Map to re-zone the property at Map-Lot R41-023-A, located on Grandview Avenue, from Park & Open Space (P&O) to Multifamily & Service District (M&SD). The total area requested to be changed is approximately 10.5 acres. The applicant and owner of record is the City of Bangor.

The area around the property consists of primarily residential and commercial uses, as well as a park and Bangor High School to the north. The zoning in the area is M&SD and S&PS to the west, LDR to the east, and Shopping & Personal Service (S&PS) to the south. This area is within the growth boundary shown in the 2022 Comprehensive Plan and the future land use map in the Plan shows this property in the Neighborhood Residential area, which consists of "medium-density residential development with limited commercial and institutional uses that are complementary to the surrounding residential land uses."

This item was reviewed and unanimously recommended for passage by the Planning Board at its meeting on March 19, 2024.

## 24-098ORDINANCEAmending Chapter 223, Property Maintenance,<br/>Section 223-12, to Clarify That the Director of<br/>Community and Economic Development has<br/>Authority to Sign Administrative Consent<br/>Agreements on Behalf of the CitySCHAEFER

**Executive Summary:** This Ordinance amendment, if passed, would revise the City's Vacant Buildings Ordinance to permit the Director of Community and Economic Development to sign administrative consent agreements on behalf of the City.

Under the current ordinance, there is no City official designated to sign administrative consent agreements. A City official must be specifically designated in order to have authority to sign administrative consent agreements on behalf of municipalities under Maine state law. In order to make enforcement of the Vacant Buildings Ordinance more efficient, this amendment will authorize the Director of Community and Economic Development to sign administrative consent agreements on behalf of the City to resolve violations of the Vacant Buildings Ordinance without court involvement. In the absence of the Director of Community and Economic Development, the City Solicitor and the City Manager will be given this authority.

The proposed amendment would also clarify that the City may enforce violations of the Vacant Buildings ordinance in court. This proposed amendment was unanimously recommended at the March 4, 2024 Government Operations Committee meeting.

24-099ORDINANCEAmending Chapter 165, Land Development Code, to<br/>Reduce Off-Street Parking Minimums for Residential<br/>Dwellings and to Allow the Planning Board to<br/>Authorize Reductions in Parking Minimums for Uses<br/>Requiring a Land Development PermitLEONARD

UNFINISHED BUSINESS	ASSIGNED TO
ITEM NO.	COUNCILOR

**Executive Summary:** This Ordinance amendment would update the City's Code of Ordinances to reduce offstreet parking minimums for residential dwellings (unless otherwise specified) from one and one half (1.5) spaces per dwelling unit to one (1) space per dwelling unit. It would also empower the Planning Board to authorize a reduction in the number of required parking spaces for any project requiring a Land Development Permit if the applicant provides a parking study or other method of demonstrating a lesser parking demand for the project.

A need has been expressed in the City for this reduction as parking is often raised as a barrier to affordable housing. Off-street parking minimums can disincentivize development as parking is expensive to construct and maintain, and it occupies space that could otherwise be used to place additional units. Reducing minimum parking requirements can also help address the negative impacts that excess parking has on water quality, urban heat, and sprawl. The 2022 Comprehensive Plan suggests that the City "revise zoning regulations to remove barriers to development for a variety of housing types including single-room occupancy housing, tiny homes, and transitional housing." The Plan also suggests reducing parking minimums generally as a way to reduce excess parking in the City.

This item was reviewed and recommended for passage by the Planning Board at its meeting on March 19, 2024.

## 24-100ORDINANCEAmending the Code of the City of Bangor by<br/>Clarifying the Definitions of Hosted and Non-Hosted<br/>Short-Term RentalsDEANE

**Executive Summary:** This Ordinance amendment would update the City's Code of Ordinances to clarify the definitions of Hosted and Non-Hosted Short-Term Rentals. The current definitions state that in order to qualify as a hosted short-term rental, the owner or operator must be on the premises while a rental is occupied, and a non-hosted rental is where the owner or operator is not on the premises. The updated definitions state that a hosted rental is where the property is the primary residence of the owner or operator and a non-hosted rental is where the owner or operator's primary residence. This change aligns with the intent of the original ordinance adopted in October of 2023.

This item was reviewed and recommended for passage by the Planning Board at its meeting on March 19, 2024.

NEW BU ITEM N			ASSIGNED TO COUNCILOR
<u>24-111</u>	<u>ORDER</u>	Authorizing the City Manager to Sign a Permission to Propose Letter for the Development of City Property in Conjunction with the U.S. Department of Veterans Affairs	FISH

NEW BUSINESS	ASSIGNED TO
ITEM NO.	COUNCILOR

**Executive Summary:** This Order will authorize the City Manager to sign a Permission to Propose letter on behalf of the City permitting a commercial developer to propose a design and lease concept to the U.S. Department of Veterans Affairs for a new Veteran's outpatient clinic. The Department of Veterans Affairs published an "expression of interest" inviting commercial developers to submit suggested sites for lease to the VA for the construction of the new clinic, which must include permission from the City as the property owner to propose the development.

Developers may propose any portions of the site located in the Maine Business Enterprise Park, described as follows: four parcels identified as Tax Map R25, Lot 32; Map R25, Lot 31; Map 001, Lot 013; and Map 001, Lot 011. These parcels, when combined, comprise 10.22 acres with street frontage along Maine Avenue (on the West side), Venture Way (on the North side), and Corporate Drive (on the East side).

The Permission to Propose letter will give the developer permission to propose one or more of the above parcels as a suggested site, and will confirm that the City would be willing to sell the parcel(s) to the developer for the intended VA purpose. The conditions of the sale will be: (1) that the parcel(s) remain as taxable property during the VA's entire lease term, and (2) that the City must approve any change of use.

This item was reviewed and recommended unanimously for passage by the Business and Economic Development Committee on March 18, 2024.

### 24-112ORDERAuthorizing the Acceptance of the Parks and<br/>Recreation Center/Sawyer Arena Feasibility StudyYACOUBAGHA

**Executive Summary:** This Order authorizes the acceptance of the final report of the Parks and Recreation Center/Sawyer Arena Feasibility Study. In September of 2022, the City contracted with Berry Dunn to conduct a feasibility study to renovate or replace the Parks and Recreation Center and Sawyer Arena. The goal of the study was to determine what the community wanted in a new facility, if such facilities would be located on existing sites or a new City owned site, the construction costs of new facilities, and how much a new facility would cost to operate.

An extensive and thorough engagement process was implemented which included community meetings, specific stakeholder group meetings, as well as meetings with various City staff. A community wide survey was also conducted with a greater than expected response.

Berry Dunn gathered this information from the engagement process and developed a multi-phase plan to develop a final report. Those phases included a market and competitive analysis, proposed site analysis, financial modeling, and drafting and preparing the final report.

The draft report has been presented and reviewed at a combined City Council/School Committee Workshop as well as a City Council Workshop.

## 24-113ORDERAuthorizing the City Manager to Execute a LeaseSCHAEFERAgreement with Maine Instrument Flight at BangorInternational Airport

NEW BUSINESS	ASSIGNED TO
ITEM NO.	COUNCILOR

**Executive Summary:** This Order will authorize the City Manager to enter into a 5 year lease agreement with Maine Instrument Flight (3-years term; 2, 1-year option terms) commencing on 04/1/2024 and continuing through 03/31/2027.

Maine Instrument Flight is an FAA-certified Part 141 flight school in the state of Maine and would expand its services to operate out of BGR. Maine Instrument Flight provides flight training that allows students to earn commercial pilot certificates, instrument and multi-engine ratings, and flight instructor certification.

Maine Instrument Flight would operate out of the BGR General Aviation Building with leased office space on the second floor. In addition, Maine Flight Instrument will be leasing two T-Hangars located on the BGR ramp.

This item was reviewed and recommended for passage at the Business and Economic Development Committee meeting on March 18, 2024.



PROCLAIMING APRIL 1<sup>st</sup>- APRIL 5<sup>th</sup>, 2024 COMMUNITY DEVELOPMENT WEEK

- WHEREAS, the week of April 1-5, 2024 has been designated as National Community Development Week by the National Community Development Association to bring awareness to the federally-administered Community Development Block Grant Program and its impacts on small urban communities;
- WHEREAS, the Community Development Block Grant (CDBG) program was established in 1974 to deliver annual funding to local communities and is a partnership of federal, state, and local government, as well as private sector, non-profit, and community efforts; and
- WHEREAS, the Community Development Block Grant program's primary objective is the development of viable urban communities, by providing decent housing, suitable living environments, and expanded economic opportunities, principally for low and moderate income persons; and
- WHEREAS, the CDBG Program is among one of the few remaining federal programs available to address the needs of low- and moderate-income persons and small cities; and
- WHEREAS, the City of Bangor has benefitted from nearly 47 million dollars in CDBG funds since 1982 to support a variety of projects and programs for social and neighborhood services, housing, economic development, and improvements to community facilities and infrastructure; and
- WHEREAS, this recognition, given on the 50<sup>th</sup> anniversary of the CDBG Program and the City's 42<sup>nd</sup> year of participation, shall reaffirm the significance and diversity of their local community development program efforts toward meeting the need of persons of low and moderate income and improve the neighborhoods in which they live;

**NOW, THEREFORE, I, Cara Pelletier, Mayor of the City of Bangor**, **Maine** on behalf of the City Council do hereby proclaim April 1st through April 5th, 2024 COMMUNITY DEVELOPMENT WEEK in the City of Bangor, and give special thanks and recognition to all participants whose hard work and devotion to the neighborhoods and their residents help ensure the quality and effectiveness of the Community Development Block Grant Program.

Given this the 25<sup>th</sup> day of March, 2024.

Cara Pelletier, Mayor



## CONSENT AGENDA

Meeting called to order at 7:30 PM A motion was made and seconded to select Councilor Dina Yacoubagha to serve as Chair Pro Tem Motion Passed Councilors Absent: Hawes, Fish, Pelletier, Tremble Meeting adjourned at 8:12 PM

PUBLIC COMMENTKate Dickerson, Executive Director of the Maine Discovery Museum informed the<br/>Council that the Maine Science Fair would be held March 20-24, 2024.

Michael Beck indicated that staff shortages were always given as a factor for things not being done. He felt the City needed to have study done and if more staff is needed, the City should hire more people.

Justin Cartier wanted the City to keep safety as a priority.

Jocelyne St. Amand would like to see something done about the high cost of apartment rentals in the City.

Tamra Benson spoke in favor of a cease fire resolution.

CONSENT AGENDA	ASSIGNED TO
ITEM NO.	COUNCILOR

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MINUTES OF:	Bangor City Council Regular Meeting of February 26, 2024, Finance Committee Meetings of February 21, 2024 and March 4, 2024, Infrastructure Committee Meeting of February 21, 2024, and Government Operations Committee Meeting of March 4, 2024	
Action:	Approved	
LIQUOR LICENSE RENEWALS:	Application for Liquor License Renewal, Malt, Wine, Spirits of Smith Towle Inc. d/b/a 11 Central, 11 Central Street	SCHAEFER
Action:	Approved	
<u>24-092</u> <u>ORDER</u>	Authorizing City Manager to Execute MaineDOT Modification 2 to a Locally Administered Project Agreement for WIN #023114.00 Penobscot Bridge Corridor Traffic Signal Improvements - Bangor	YACOUBAGHA
Action:	Passed	

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	<i>AGENDA</i>		ASSIGNED TO
ITEM NO.			COUNCILOR
<u>24-093</u>	<u>ORDER</u>	Authorizing City Manager to Execute MaineDOT Modification 3 to a Locally Administered Project Agreement for WIN #023573.00 State Street & Forest Avenue Intersection Improvements	DEANE
	Action:	Passed	
<u>24-094</u>	<u>ORDER</u>	Authorizing City Manager to Execute MaineDOT Modification 1 to a Locally Administered Project Agreement for WIN #026354.00 Kenduskeag Avenue and Griffin Road Intersection Improvements	FOURNIER
	Action:	Passed	
<u>24-095</u>	<u>ORDER</u>	Authorizing the City Manager to Execute an Agreement with the Maine Department of Transportation, Overweight Construction Vehicles - MDOT Projects: 2610100, 2610300, 2648200 US Route 1A & Washington, Bangor/Hampden Overlay, Mill & Fill	LEONARD
	Action:	Passed	
<u>24-096</u>	<u>ORDER</u>	Authorize Contract Award to Copia Specialty Contractors, Inc Pickering Square Parking Garage, Phase 9 Repairs	YACOUBAGHA
	Action:	Passed	
<u>24-097</u>	<u>ORDER</u>	Authorizing the Execution of Memorandum of Understanding (MOU) with Tandem Mobility, LLC (Tandem) for Tandem to Conduct a Campaign for a Bike Share Program in the City of Bangor	SCHAEFER
	Action:	Passed	
REFERRA ITEM NO.	LS TO COMMIT	TEE AND FIRST READING	ASSIGNED TO COUNCILOR
<u>24-098</u>	<u>ORDINANCE</u>	Amending Chapter 223, Property Maintenance, Section 223- 12, to Clarify That the Director of Community and Economic Development has Authority to Sign Administrative Consent Agreements on Behalf of the City	SCHAEFER
	Action:	First Reading	

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REFERRALS TO COMMITTEE AND FIRST READING ITEM NO.			ASSIGNED TO COUNCILOR
<u>24-099</u>	<u>ORDINANCE</u>	Amending Chapter 165, Land Development Code, to Reduce Off-Street Parking Minimums for Residential Dwellings and to Allow the Planning Board to Authorize Reductions in Parking Minimums for Uses Requiring a Land Development Permit	LEONARD
	Action:	First Reading and Referral to Planning Board Meeting on March 19, 2024	
<u>24-100</u>	<u>ORDINANCE</u>	Amending the Code of the City of Bangor, by Clarifying the Definitions of Hosted and Non-Hosted Short-Term Rentals	DEANE
	Action:	First Reading and Referral to Planning Board Meeting on March 19, 2024	
UNFINISHED BUSINESS ITEM NO.		· · · · · · · · · · · · · · · · · · ·	ASSIGNED TO COUNCILOR
<u>24-069</u>	<u>ORDINANCE</u>	Amending Chapter 165, Land Development Code, District Map to Re-zone the Property Located at 108 Odlin Road from Urban Residence 1 District (URD-1), Neighborhood Service District (NSD), and Urban Service District (USD) to Urban Service District (USD)	SCHAEFER
		Christy Babin stated she was an abutting property owner and wanted to protect her property and have privacy.	
	Action:	Motion made and seconded for Passage Vote: 0 – 5 Councilors Voting Yes: None Councilors Voting No: Deane, Fournier, Leonard, Schaefer, Yacoubagha Motion Failed	
<u>24-089</u>	<u>ORDINANCE</u>	Amending the Code of the City of Bangor, by Creating Regulations and Allowances for Co-living Dormitories	DEANE
	Action:	Motion made and seconded for Passage Vote: 5 – 0 Councilors Voting Yes: Deane, Fournier, Leonard, Schaefer, Yacoubagha Councilors Voting No: None Passed	

UNFINISHED BUSINESS ITEM NO.			ASSIGNED TO COUNCILOR
<u>24-090</u>	<u>ORDINANCE</u>	Amending Chapter 165, Land Development Code, to Change the Square Footage Requirement of Warehousing/Wholesaling Uses in the General Commercial & Service District (GC&S)	FOURNIER
	Action:	Motion made and seconded for Passage Vote: 5 – 0	
		Councilors Voting Yes: Deane, Fournier, Leonard, Schaefer, Yacoubagha Councilors Voting No: None Passed	
NEW BUSINESS ITEM NO.			ASSIGNED TO COUNCILOR
PUBLIC	HEARING:		
<u>24-101</u>	<u>ORDER</u>	Expanding the Downtown Special Assessment District	LEONARD
	Action:	Motion made and seconded to open Public Hearing Public Hearing Opened Motion made and seconded to close Public Hearing Public Hearing Closed Motion made and seconded for Passage Passed	
<u>24-102</u>	<u>ORDER</u>	Authorizing Execution of a Contract with Eurovia Atlantic Coast, LLC d/b/a Northeast Paving in the Amount of \$45,526,149 for the Runway Rehabilitation Project	FOURNIER
	Action:	Motion made and seconded for Passage Passed	
		ATTEST: Log La	l. m

Lisa J. Goodwin, MMC, City Clerk

#### **BUSINESS & ECONOMIC DEVELOPMENT COMMITTEE**

Wednesday, February 21, 2024 @ 5:15 PM Penobscot Room, Lower Floor of Penquis CAP

#### **MEETING MINUTES**

City Councilors Present: Dean, Fish, Fournier, Hawes, Leonard, Pelletier.

City Staff Present: Collette, Krieg, Laurie, Stanicki, Szewczyk, Wall.

Chair Hawes called the meeting to order at 5:42 P.M.

#### 1. LEASE EXTENSION OF TRANSPORTATION SAFETY (TSA) AT BANGOR INTERNATIONAL AIRPORT, Action requested to recommend approval to Council

Development Director Anne Krieg requested to move this agenda item to the end of the meeting – no objections.

2. UPDATES, No action requested

#### A. VACANT PROPERTIES

Development Director Krieg introduced the agenda item.

City Solicitor David Szewczyk presented to the Committee and gave update on staff efforts to address vacant properties and drafted internal protocol.

Chair Hawes asked how long a building can remain vacant before the City can take action. Szewczyk responded that this depends on whether the property owner complies with the registration requirements on or not and clarified this process.

Councilor Fish asked if there is a different process for homes that are vacated due to the residents' experiencing a medical event and/or death. Szewczyk responded that there is not a different process, and acknowledged the challenges of contacting property owners in these cases. Fish mentioned that she has seen health facilities or VA organizations take over properties in these cases; Szewczyk responded that making contact with the new property owners in these cases has been a priority for staff.

Councilor Fournier asked about the currently known vacant properties. Szewczyk and Krieg clarified how staff is prioritizing the order in which properties are addressed.

Krieg noted that attempts have been made for staff to streamline their internal process, as other external processes cannot be expedited in the same manner.

#### **B. BUSINESS DEVELOPMENT**

Development Director Krieg introduced Business Development Specialist, Brad Wall.

Wall presented to the Committee and gave update on ongoing projects and education/networking opportunities from last month of employment with the City.

Councilor Fournier suggested that Wall meet with the Upstart and Bangor Target organizations. Wall will coordinate with Economic Development Officer Steve Bolduc.

#### C. CDBG PROGRAM YEAR/PLANNING

Development Director Krieg introduced the agenda item.

Community Development Officer Robyn Stanicki presented to the Committee and gave overview of the planning process.

Councilor Chair Pelletier asked if there is a goal for the number of applications. Stanicki responded that it will depend on the amount of funding being requested and clarified review/approval process.

3. MAINE HISTORIC PRESERVATION GRANT FOR CERTIFIED LOCAL GOVERMENTS – PROPOSAL TO PURSUE FUNDS, Action requested to allow staff pursuit of grant

Development Director Krieg introduced the agenda item.

Planning Officer Anja Collette presented to the Committee and gave overview of the grant and staff's proposed use of any awarded funds.

Councilors expressed support to pursue grant.

4. PROPOSED LAND DEVELOPMENT CODE AMENDMENT – REDUCE PARKING REQUIREMENTS FOR ALL RESIDENTIAL USES, Action requested to forward to enactment process

Planning Officer Collette presented the agenda item and gave overview of the proposal.

Councilor Leonard expressed support for the proposal.

Council Chair Pelletier mentioned following up on on-street/off-street parking requirements during the winter during the review of this proposal. Collette responded that adding flexibility to these requirements could be an option.

#### 5. RETURN TO PREVIOUS AGENDA ITEM: LEASE EXTENSION OF TRANSPORTATION SAFETY (TSA) AT BANGOR INTERNATIONAL AIRPORT, Action requested to recommend approval to Council

Development Director Krieg introduced the agenda item.

Councilor Fournier asked if there any significant changes to the lease agreement. City Manager Debbie Laurie responded that there has been an increase in the rent amount.

Councilors expressed support to forward item to full Council for approval.

Meeting adjourned at 6:13 P.M.

Meeting minutes respectfully submitted,

Sarah Maquillan Admin. Asst. C&ED

#### **BUSINESS & ECONOMIC DEVELOPMENT COMMITTEE**

Monday, March 4, 2024 @ 5:15 PM Penobscot Room, Lower Floor of Penquis CAP

#### **MEETING MINUTES**

City Councilors Present: Dean, Fish, Fournier, Leonard, Schaefer, Tremble, Yacoubagha.

City Staff Present: Krieg, Laurie.

Councilor Schaefer called the meeting to order at 5:15 P.M.

1. **REQUEST FOR SUPPORT OF BIKE-SHARE ENDEAVOR,** Action requested to authorize City Manager to sign MOU

Development Director Anne Krieg presented the agenda item and gave overview of proposal.

Councilor Tremble asked where Tandem Mobility is based out of; Krieg responded that they are a national company based out of Michigan, and that they have a successful operation already in Portland. Tremble expressed support for the proposal and for creating additional bike lanes in the City.

Councilor Schaefer expressed support for the proposal and for adding locations on college campuses.

Councilor Yacoubagha expressed support for the proposal and a desire for more City-wide awareness of cyclists.

Councilor Leonard moved to authorize City Manager to sign MOU, seconded by Councilor Tremble. Vote unless doubted, no doubt. Motion passed.

2. REQUEST FOR SUPPORT FOR TOURISM MARKETING FROM THE GREATER BANGOR CHAMBER OF COMMERCE, Action requested to authorize staff to expend funds

Development Director Krieg introduced the agenda item.

Deb Neumann and Shelly Sund, Bangor Chamber of Commerce, presented to the Committee and gave overview of the proposal.

Councilor Tremble asked about the proposed budget. Neumann and Sund clarified that these figures are consistent with comparable projects.

Councilor Leonard expressed support for the proposal. Also expressed a desire to see this kind of work handled internally in the future.

Councilor Fish asked if number of hard copy booklets could be decreased in the future and whether there are comparison figures of the demand for booklets vs. a mobile app. Sund and Neumann responded that there are not currently figures but that this is an ongoing conversation at the Chamber. Also discussed planned improvements to maps and signage.

Councilor Fournier asked about proposed staff increases at the Chamber, and whether new staff would be tasked with managing social media. Neumann confirmed that this is the current plan. Fournier also asked City staff about currently available funds. City Manager Debbie Laurie confirmed that there is currently \$50,000 available for this proposal.

Councilor Tremble moved to authorize staff to expend funds, seconded by Councilor Leonard. Vote unless doubted, no doubt. Motion passed.

### 3. **DOWNTOWN BANGOR PARTNERSHIP UPDATE,** Action requested to provide feedback and direction

#### A. SPECIAL ASSESSMENT DISTRICT UPDATE

Development Director Krieg introduced the agenda item and gave update.

#### **B. STATUS OF JOINT NEEDS ASSESSMENT**

Betsy Lundy, Downtown Bangor Partnership, presented to the Committee and gave status update. Highlighted safety concerns that have been expressed by business owners.

Eric Mihan, DBP Board President, presented to the Committee. Echoed safety concerns expressed by Lundy.

Councilor Dean asked if Street Plus proposal was presented to Council last year. Councilor Leonard clarified that it had been and was not approved. Dean ask to clarify that it has not been approved due to budgetary reasons vs. other – Councilor Schaefer expressed the reasons for her own opposition to the proposal. Mihan added that the proposed contract could be terminated if Councilors do not feel that the requested services are being adequately provided. Lundy and Schaefer discussed the proposal at length.

Councilor Leonard commented on public safety and health concerns, and noted that other members of the public have expressed this at City Council meetings. Expressed support for negotiating a contract with Street Plus and frustration over current lack of action.

Councilor Schaefer asked if Street Plus would maintain UMA campus; Lundy responded that this could be included in contracted services and clarified how these services would be determined.

Councilor Fish asked how many times that this has been proposed; Lundy responded that this is the fourth time. Fish expressed agreement with Councilor Leonard. City Manager Laurie provided clarification of the purpose of the current proposal.

Councilor Yacoubagha expressed support for the proposal, and noted that Public Health and Public Works departments are at maximum capacity for what they can do to address the issues at hand.

Councilor Fournier noted current measures that have been undertaken by City staff and feels improvements have been made. Mihan responded that there is acknowledgement of improvements that have been made but that downtown residents and business owners do not feel that it is enough. Councilor Schaefer expressed concern over staffing for Street Plus, and this has already been a concern for City departments. Mihan emphasized that any contract with Street Plus can be terminated if the terms are not met.

Lundy and City Manager Laurie clarified that a new proposal will be formally submitted, but the purpose of this update was to provide Councilors with a primer for this new proposal.

Councilor Tremble expressed agreement with safety concerns and support for reviewing a new proposal for Street Plus services, but noted that he has some budgetary concerns. Lundy and Laurie provided clarification surrounding proposed funding.

## 4. STAFF UPDATE ON MEREDA (MAINE REAL ESTATE & DEVELOPMENT ASSOCIATION) ANNUAL FORECAST CONFERENCE & MEMBER SHOWCASE, No action requested

Development Director Krieg presented the agenda item and gave update on staff attendance at event.

Councilor Fournier asked if there was a speaker representing Bangor at the event; Krieg confirmed that there was.

Meeting adjourned at 6:13 P.M.

Meeting minutes respectfully submitted,

Sarah Maquillan Admin. Asst. C&ED



#### **CITY COUNCIL ACTION**

03/25/2024 24-103

Council Meeting Date: 03/25/2024 Item No: 24-103 Responsible Dept: Legal Requested Action: Order

Map/Lot: R21-011

#### Title, Order

Authorizing the Execution of Municipal Bill of Sale - Located at 122 Cedar Falls Mobile Home Park

#### Summary

Real estate tax liens matured on the property owned by Dean Cary, at 122 Cedar Falls Mobile Home Park. The outstanding charges due the City have been paid. No loans are owed to the City that are secured by the mobile home, and there are no pending code enforcement issues with the mobile home.

Because the liens matured, a municipal bill of sale is required to release the City's interest in the mobile home.

#### **Committee Action**

Committee: Action: Recommend for passage **Staff Comments & Approvals**  Meeting Date: 03/25/2024 For: Against:

Libber a

City Manager

Savid To

City Solicitor

Finance Director

Introduced for: Consent



Date: 03/25/2024 Item No: 24-103 Assigned to Councilor: Leonard

Authorizing the Execution of Municipal Bill of Sale - Located at 122 Cedar Falls Mobile Home Park

Be it Ordered by the City Council of the City of Bangor that, David W. Little, Finance Director, is hereby authorized and directed, on behalf of the City of Bangor, to execute a Municipal Bill of Sale releasing any interest the City may have in the mobile home located at 122 Cedar Falls Mobile Home Park by virtue of a tax lien recorded in the Penobscot County Registry of Deeds in Book 16546, Page 258. Said Bill of Sale shall be directed to Meshach Pinkham, and shall be in final form approved by the City Solicitor or Assistant City Solicitor.



#### **CITY COUNCIL ACTION**

Council Meeting Date: 03/25/2024 Item No: 24-104 Responsible Dept: Public Works Requested Action: Order

Map/Lot: N/A

#### Title, Order

Authorizing Execution of a Contract with B&B Paving, Inc. in the amount of \$1,518,119 Per Year for the Calendar Years 2024 and 2025 Paving Program

#### Summary

The recent bid for annual paving resulted in B&B Paving, Inc. as the low bidder. B&B Paving has offered to hold their unit pricing for two years. This order will authorize a contract with B&B Paving, Inc. in the annual amount of \$1,518,119 for calendar years (CY) 2024 and 2025 annual maintenance paving.

The City has experience with B&B Paving, Inc. and recommends award of the CY24 and CY25 contract to B&B Paving, Inc.

This item was reviewed and recommended for approval by the Finance Committee at the March 18, 2024 meeting.

#### **Committee Action**

Committee: Finance Committee Action: Recommend for passage **Staff Comments & Approvals**  Meeting Date: 03/18/2024 For: Against:

Duble Lauri

City Manager

Savid (Tx

City Solicitor

Finance Director

Introduced for: Consent

#### **CITY OF BANGOR ORDER**

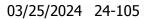


#### Date: 03/25/2024 Item No: 24-104

Assigned to Councilor: Yacoubagha

Authorizing Execution of a Contract with B&B Paving, Inc. in the amount of \$1,518,119 Per Year for the Calendar Years 2024 and 2025 Paving Program

Be it Ordered by the City Council of the City of Bangor that, the Finance Director is hereby authorized to execute a contract with B&B Paving, Inc. in the annual amount of \$1,518,119 for the Calendar Years 2024 and 2025 paving programs.





#### **CITY COUNCIL ACTION**

Council Meeting Date: 03/25/2024 Item No: 24-105 Responsible Dept: Community & Economic Development Requested Action: Order Map/Lot: N/A

#### Title, Order

Authorizing the City Manager to Enter into a Memorandum of Understanding with Bangor Beautiful to Coordinate and Allow the Art Installation of a Ground Mural in the Hammond Street Intersection with Central and Main Streets

#### Summary

Bangor Beautiful seeks to create a project called the Hammond Street Ground Mural Project. A ground mural is the painting of a design in the shoulders of a roadway. Bangor Beautiful is collaborating with Wabanaki Public Health & Wellness (WPHW) on the public art piece.

The mural will be installed by Bangor Beautiful volunteers & WPHW staff over the course of 3-5 days in May or June of 2024. The mural will be painted using best practices from the Bloomberg Philanthropies Asphalt Art Projects. The mural will be touched up each spring and more frequently if needed for 2 to 3 years until Hammond Street is repaved, which is currently scheduled for 2026. The project budget is approximately \$10,000, which will be funded through grants and donations.

The project is in keeping with the city's Comprehensive Plan to provide more support for the arts and cultural organization in Bangor by encouraging more public art.

#### **Committee Action**

Committee: Business & Economic Development CommitteeMeeting Date: 03/18/2024Action: Recommend for passageFor: 3Against: 0Staff Comments & ApprovalsFor: 3Against: 0

bhbh La

City Manager

Auris (7)

City Solicitor

Finance Director

Introduced for: Consent

#### **CITY OF BANGOR ORDER**



Date: 03/25/2024 Item No: 24-105 Assigned to Councilor: Tremble

Authorizing the City Manager to Enter into a Memorandum of Understanding with Bangor Beautiful to Coordinate and Allow the Art Installation of a Ground Mural in the Hammond Street Intersection with Central and Main Streets

WHEREAS, Bangor Beautiful has installed murals in the downtown that have beautified the business district;

WHEREAS, the Wabanaki Youth & Cultural Center is slated to be housed in the building abutting Central and Hammond Streets;

WHEREAS the City's Comprehensive Plan has a strategy to support public art;

WHEREAS Bangor Beautiful and Wabanaki Health & Wellness seek to coordinate to create a ground mural adjacent to the noted Center;

Be it Ordered by the City Council of the City of Bangor that,

The City Manager is hereby authorized to enter into a Memorandum of Understanding to coordinate and allow the art installation in the form of a ground mural at the corner of Hammond and Central Streets.



#### **CITY COUNCIL ACTION**

Council Meeting Date: 03/25/2024 Item No: 24-106 Responsible Dept: City Clerk Requested Action: Resolve

Map/Lot: N/A

#### Title, Resolve

Acknowledging Receipt of the Official Results of the March 5, 2024 Presidential Primary Election

#### Summary

This Resolve will acknowledge the City's results of the Presidential Primary Election held on March 5, 2024.

#### **Committee Action**

Committee: Action: Recommend for passage **Staff Comments & Approvals**  Meeting Date: For:

Against:

Juli ha

City Manager

Shirt Fax

Link

City Solicitor

Finance Director

Introduced for: Consent

#### **CITY OF BANGOR RESOLVE**



Date: 03/25/2024 Item No: 24-106 Assigned to Councilor: Hawes

Acknowledging Receipt of the Official Results of the March 5, 2024 Presidential Primary Election

Be it Resolved by the City Council of the City of Bangor that,

the attached City election results are received and acknowledged for the March 5, 2024 Presidential Primary Election.

#### City of Bangor - Official Election Results - March 5, 2024 Presidential Primary Election

DEMOCRATIC		
President of the United States		
Biden, Joseph R., Jr.	864	
Phillips, Dean B	63	
Declared Write-in Lyons, Stephen P.	0	
Blanks	108	

REPUBLICAN		
President of the United States		
Binkley, Ryan L.	4	
DeSantis, Ron	12	
Haley, Nikki R.	348	
Ramaswamy, Vivek G.	4	
Trump, Donald J.	881	
Blanks	17	



## REFERRALS TO COMMITTEES & FIRST READING

24-107 03/25/2024



#### **CITY COUNCIL ACTION**

Council Meeting Date: March 25, 2024 Item No: 24-107 Responsible Dept: Planning Action Requested: Ordinance

Map/Lot: N/A

Amending the Code of the City of Bangor by Reducing Restrictions on Setbacks and Dimensional Requirements for Accessory Dwelling Units (ADUs) and Clarifying the Minimum Structure Size in Accordance with LD 2003

#### Summary

The proposed changes would update the City's Code of Ordinances to reduce restrictions on setbacks and height for ADUs and to clarify the minimum size of the ADU in accordance with the language of the state law, LD 2003.

LD 2003 requires that there not be greater restrictions on setbacks or dimensional controls for ADUs than there are for principal dwellings. Currently, the City's Code, by not allowing an ADU in front of a principal dwelling, in essence requires a greater front setback for ADUs. Additionally, the Code currently limits the height of detached ADUs to 25', which is less than the maximum height of primary structures in all zones. Therefore, the proposed changes to the Code remove these restrictions in order to comply with LD 2003.

Additionally, LD 2003 states that the minimum structure size for ADUs is 190 square feet. This requirement is also proposed to be added to the City's Code in order to provide clarity.

#### **Committee Action**

CUITININGEE, FIAINING DUAN	Committee:	Planning	Boarc
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Meeting Date: April 2, 2024

Action:

For:

Against:

**Staff Comments & Approvals** 

Julie 1

Savid ( City Solicitor

nance Director

**Introduced for:** First Reading and Referral

City Manager



#### **CITY COUNCIL ORDINANCE**

Date: March 25, 2024 Assigned to Councilor: Fish

**ORDINANCE**, Amending the Code of the City of Bangor by Reducing Restrictions on Setbacks and Dimensional Requirements for Accessory Dwelling Units (ADUs) and Clarifying the Minimum Structure Size in Accordance with LD 2003

WHEREAS, LD 2003 requires that there not be greater restrictions on setbacks or dimensional controls for ADUs than there are for principal dwellings and states that the minimum structure size for ADUs is 190 square feet;

**WHEREAS**, the City's Code currently places greater limits on height and front setbacks for ADUs than for primary dwellings;

**WHEREAS**, the City's Code does not currently state the minimum size for an ADU;

**WHEREAS,** the City's Code must be in compliance with the provisions of LD 2003;

#### BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF BANGOR AS FOLLOWS, THAT

The Code of the City of Bangor is amended as follows:

#### § 165-31.2 Accessory dwelling units (ADUs).

- In districts where ADUs are allowed, the Code Enforcement Officer shall approve an ADU upon a Β. determination that said ADU complies with the following conditions:
  - (1)ADU square footage may not be more than 50% of the square footage of the principal dwelling or 1,000 square feet, whichever is less. However, an ADU must be at least 190 square feet in size, unless the Technical Building Code and Standards Board, pursuant to 10 M.R.S. §9722, adopts a different minimum standard; if so, that standard applies.
  - (2) Detached ADUs or ADUs contained within an accessory building may not be located in the front of the lot, where the "front of the lot" is defined as the space extending the full width of the lot between the principal dwelling and all streets.-ADUs must meet the dimensional requirements and setbacks required for the principal dwelling, unless the Code allows for a reduced setback for accessory structures, in which case, that setback shall apply.
  - The maximum height of a detached ADU shall be 25 feet. An existing accessory building in which (3)an ADU is located, or to which an ADU is added, shall adhere to the maximum height restriction of the zoning district.
  - Attached ADUs may not be connected to the principal dwelling in the front of the lot as defined in (4) Subsection B(2) above.
  - (9) No permits for expansions will be allowed for an ADU, except for permits to construct appurtenances to meet ADA requirements.

Additions <u>underlined</u>, deletions <del>struck through</del>.

24-108 03/25/2021



#### **CITY COUNCIL ACTION**

Council Meeting Date: March 25, 2024 Item No: 24-108 Responsible Dept: Planning Action Requested: Ordinance

Map/Lot: 024-110

Amending Chapter 165, Land Development Code, District Map to Re-zone a Property Located at 12 Carroll Street from Urban Residence District 1 (URD-1) to Urban Residence District 2 (URD-2).

#### Summary

This ordinance would amend the Land Development Code, District Map to re-zone the property at Map-Lot 024-110, located at 12 Carroll Street, from Urban Residence District 1 (URD-1) to Urban Residence District 2 (URD-2). The total area requested to be changed is approximately 0.19 acres. The applicant of record is Francesco Pimenta. The owner of record is James Stoneton.

This area is within the growth boundary shown in the 2022 Comprehensive Plan and the future land use map in the Plan shows this property in the Urban Neighborhood area which consists of "medium to high-density residential neighborhoods surrounding the Downtown and encompassing most of the City's historic residential areas." The Planning Division finds this proposed change to be in alignment with the Comprehensive Plan.

#### **Committee Action**

Committee: Planning Board

Meeting Date: April 2, 2024

Action:

Staff Comments & Approvals

O. l. I. City Manager

Aurid 7 A

Against:

City Solicitor

For:

Finance Director

Introduced for:

First Reading and Referral



#### CITY COUNCIL ORDINANCE

Date: March 25, 2024 Assigned to Councilor: Hawes

**ORDINANCE,** Amending Chapter 165, Land Development Code, District Map to Re-zone a Property Located at 12 Carroll Street from Urban Residence District 1 (URD-1) to Urban Residence District 2 (URD-2).

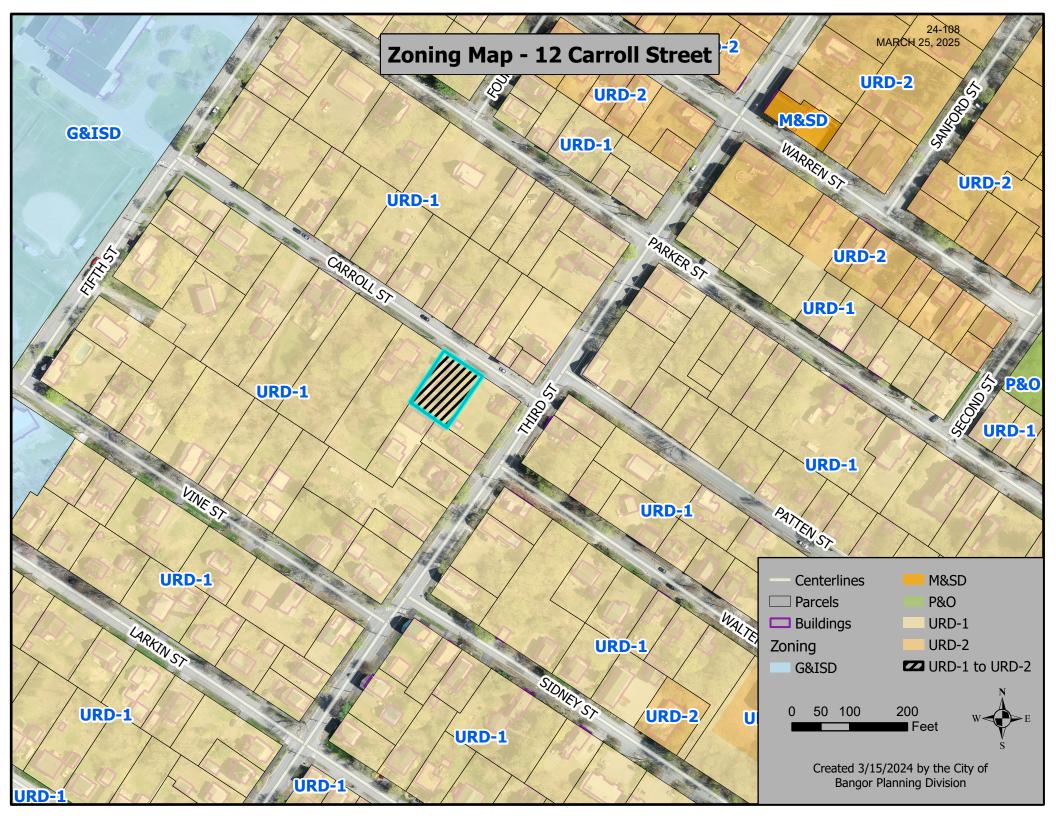
**WHEREAS**, the area around the property consists primarily of Urban Residence District 1 (URD-1), with some areas of Urban Residence 2 (URD-2) located several blocks away to the north and east;

**WHEREAS**, the land uses in the area consist primarily of single-family and multi-family homes;

**WHEREAS,** the 2022 Comprehensive Plan shows this property in the Urban Neighborhood area which consists of "medium to high-density residential neighborhoods surrounding the Downtown and encompassing most of the City's historic residential areas.";

#### BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF BANGOR AS FOLLOWS, THAT

Chapter 165 of the Code of the City of Bangor, District Map, is amended to reclassify the property at Map-Lot 024-110, located 12 Carroll Street from Urban Residence District 1 (URD-1) to Urban Residence District 2 (URD-2). The total area requested to be changed is approximately 0.19 acres and is shown in the attached exhibit.



24-109 03/25/2024



# **CITY COUNCIL ACTION**

Council Meeting Date: March 25, 2024 Item No: 24-109 Responsible Dept: Public Works Action Requested: Ordinance

Map/Lot: N/A

Amending Chapter 291, Vehicles And Traffic, to Update Vehicle Weight Limits to Coordinate with Maine DOT Weight Limits

#### Summary

This Ordinance will amend City Code Chapter 291, Vehicles and Traffic, Sections 29 and 30, to increase the current weight limit of 3 1/2 tons to 23,000 lbs on certain streets in Bangor.

The Maine Department of Transportation is responsible for maintenance of roads across the State of Maine. Their statewide weight limit for all roads during the winter months, generally November through May, is 23,000 lbs. Setting the City of Bangor weight limit at 23,000 lbs allows businesses to manage their supply chain with more consistency, as weight limits don't change at the town line.

This change will place no additional risk on City streets as we have been inadvertently advertising and enforcing a 23,000 lb weight limit for decades.

#### **Committee Action**

**Introduced for:** 

Committee: Infrastructure

Meeting Date: March 18, 2024

Action: Recommend passage

**Staff Comments & Approvals** 

alle

City Manager First Reading

And

Finance Director

Against:

City Solicitor

For:

- -, \_0, 20



# **CITY COUNCIL ORDINANCE**

Date: March 25, 2024 Assigned to Councilor: Fournier

**ORDINANCE,** Amending Chapter 291, Vehicles and Traffic, to update vehicle weight limits to coordinate with Maine DOT weight limits.

**WHEREAS**, at present, weight load limits on certain City of Bangor Streets is 3 a/2 tons, during winter months;

**WHEREAS,** in order to provide for consistent load limits across the State of Maine, allowing for facilitation of efficient supply chain logistics;

# BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF BANGOR AS FOLLOWS, THAT

Chapter 291 of the Code of the City of Bangor is amended as follows:

#### § 291-29 Weight limit on certain streets.

During the period between November 1 and May 15, except when otherwise determined to be necessary by the City Engineer, no vehicle the gross weight of which (vehicle and load combined) exceeds 3 1/2 tons 23,000 Ibs shall pass over the portions of highways within the City of Bangor designated below or any City street designated by the City Engineer, except when the surface of the road is solidly frozen.

Name of Street	Location
Burleigh Road	From Bomarc Road to Essex Street
Church Road	From Pushaw Road to Essex Street
Davis Road	From Union Street to Finson Road
Essex Street	From Lancaster Avenue to north City line
Finson Road	From Ohio Street to Broadway
Kenduskeag Avenue	From Griffin Road to Broadway
Mount Hope Avenue	From Howard Street to State Street
Ohio Street	From Griffin Road to north City line

# § 291-30 No through trucks on certain streets.

On those streets and portions specified below, no through trucks in excess of  $\frac{3 1}{2 \text{ tons}} \frac{23,000 \text{ lbs}}{23,000 \text{ lbs}}$  gross weight shall be allowed to pass at any one time of the day or night. (This provision shall not apply to school buses or buses providing public transportation services on a regular schedule.) There shall be a sign posted at each end at the streets so designated showing that through truck traffic is not allowed.

Name of Street	Location
Bolling Drive	From Ohio Street to Griffin Road
Boutelle Road	From Hammond Street to Webster Avenue
Buck Street	From Webster Avenue to Main Street
Church Road	From Pushaw Road to Essex Street
Davis Road	From Finson Road to Union Street
Earl Street	From Broadway to Warwick Street
Eddyway Street	From Union Street to Hannibal Street
Eighteenth Street	From Union Street to Ohio Street
Essex Street	From City Line to Stillwater Avenue
Fern Street	From State Street to Garland Street
Finson Road	From Ohio Street to Broadway
Francis Street	From Fourteenth Street to Manners Avenue
Fruit Street	From State Street to Mt. Hope Avenue
Garland Street	From Broadway to Center Street
Hannibal Street	From Fourteenth Street to Fifteenth Street
Howard Street	From State Street to Stillwater Avenue
Kenduskeag Avenue	From Griffin Road to Broadway
Maple Street	From Garland Street to Mt. Hope Avenue
North Street	From East Street to West Street
Norway Road	From Hammond Street to Webster Avenue
Palm Street	From Stillwater Avenue to Mt. Hope Avenue
Pearl Street	From State Street to Mt. Hope Avenue
Perkins Street	From Hammond Street to Fourteenth Street
Royal Road	From Hammond Street to Webster Avenue
Seventeenth Street	From Union Street to Ohio Street
Sherman Avenue	From Kenduskeag Avenue to Falvey Street
South Park Street	From Center Street to Broadway
Thatcher Street	From Main Street to Farm Road
West Street	From Webster Avenue to Hammond Street
Westland Street	From Union Street to Ohio Street

Additions are <u>underlined</u>, deletions struck through.



# **CITY COUNCIL ACTION**

03/25/2024 24-110

Council Meeting Date: 03/25/2024 Item No: 24-110 Responsible Dept: Airport Requested Action: Resolve

Map/Lot: N/A

### Title, Resolve

Appropriating an Amount Not to Exceed \$6,500,000 from the Airport Unappropriated Fund Balance to Fund Construction of a New Passenger Parking Lot

#### Summary

If approved, this Resolve will appropriate up to \$6,500,000 from the Airport Unappropriated Fund Balance account to fund the construction of a new passenger parking lot located adjacent to Godfrey Blvd.

Passenger traffic numbers have increased more than 30% in the last 5 years at the Airport (BGR). During the months of November through May, BGR has experienced significant issues with passenger vehicle overflow in the current designated Airport parking lots. For the past 2 years the shuttle lot, which is utilized for peak season passenger vehicle overflow, has gone beyond its capacity forcing BGR to find additional lot space that is not designated, designed nor maintained for the purpose of housing vehicles.

The newly constructed parking lot would increase parking capacity by 826 parking spaces.

This item was reviewed and recommended for passage by the Business & Economic Development Committee at the March 18, 2024 meeting.

#### **Committee Action**

Committee: Business & Economic Development CommitteeMeeting Date: 03/18/2024Action: Recommend for passageFor:Against:Staff Comments & ApprovalsFor:Against:

Julia X.

City Manager

Saved (The

City Solicitor

Finance Director

Introduced for: First Reading

# **CITY OF BANGOR RESOLVE**



# Date: 03/25/2024 Item No: 24-110 Assigned to Councilor: Tremble

Appropriating an Amount Not to Exceed \$6,500,000 from the Airport Unappropriated Fund Balance to Fund Construction of a New Passenger Parking Lot

Be it Resolved by the City Council of the City of Bangor that, an amount not to exceed \$6,500,000 is hereby appropriated from the Airport Unappropriated Fund Balance to fund the construction of a 271,750 square foot Airport parking lot.



# UNFINISHED BUSINESS

24-091 02/26/2024



# **CITY COUNCIL ACTION**

Council Meeting Date: February 26, 2024 Item No: 24-091 Responsible Dept: Planning Action Requested: Ordinance

Map/Lot: R41-023-A

Amending Chapter 165, Land Development Code, District Map to Re-zone a Property Located on Grandview Avenue from Park & Open Space (P&O) to Multifamily & Service District (M&SD).

#### Summary

This Ordinance would amend the Land Development Code, District Map to re-zone the property at Map-Lot R41-023-A, located on Grandview Avenue, from Park & Open Space (P&O) to Multifamily & Service District (M&SD). The total area requested to be changed is approximately 10.5 acres. The applicant and owner of record is the City of Bangor.

The area around the property consists of primarily residential and commercial uses, as well as a park and Bangor High School to the north. The zoning in the area is M&SD and S&PS to the west, LDR to the east, and S&PS to the south. This area is within the growth boundary shown in the 2022 Comprehensive Plan and the future land use map in the Plan shows this property in the Neighborhood Residential area, which consists of "medium-density residential development with limited commercial and institutional uses that are complementary to the surrounding residential land uses".

#### **Committee Action**

Committee: Planning Board

Meeting Date: March 5, 2024

Action:

For:

Against:

**Staff Comments & Approvals** 

0.1.1. City Manager

Sound (1 City Solicitor

Finance Director

**Introduced for:** First Reading and Referral



# **CITY COUNCIL ORDINANCE**

Date: February 26, 2024 Assigned to Councilor: Fournier

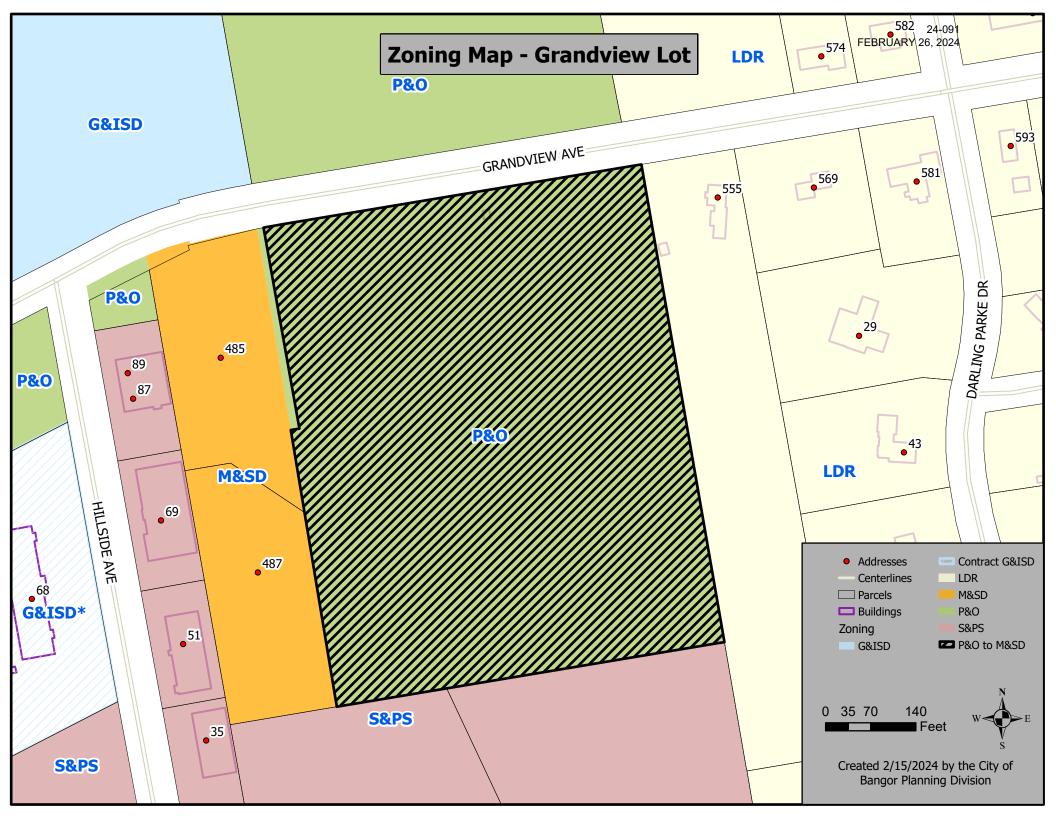
**ORDINANCE,** Amending Chapter 165, Land Development Code, District Map to Re-zone a Property Located on Grandview Avenue from Park & Open Space (P&O) to Multifamily & Service District (M&SD).

**WHEREAS,** the area around the property consists of a primarily residential and commercial uses, as well as a park and Bangor High School to the north. The zoning in the area is M&SD and S&PS to the west, LDR to the east, and S&PS to the south;

**WHEREAS,** the 2022 Comprehensive Plan shows this property in the Neighborhood Residential area, which consists of "medium-density residential development with limited commercial and institutional uses that are complementary to the surrounding residential land uses";

# BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF BANGOR AS FOLLOWS, THAT

Chapter 165 of the Code of the City of Bangor, District Map, is amended to reclassify the property at Map-Lot R41-023-A, located on Grandview Avenue, from Park & Open Space (P&O) to Multifamily & Service District (M&SD). The total area requested to be changed is approximately 10.5 acres and is shown in the attached exhibit.



#### Scannell, Brian

From: Sent: To: Subject: Catherine Schmitt <catherineschmittwriter@gmail.com> Monday, March 4, 2024 7:55 AM Planning-WWW rezoning Grandview nursery lot

#### WARNING: EXTERNAL EMAIL - DOUBLE CHECK THE SENDER'S ADDRESS BEFORE OPENING LINKS OR ATTACHMENTS.

Dear Planning Board,

I am writing to express my opposition to the proposed rezoning of a parcel on Grandview Avenue.

Such rezoning sets a dangerous precedent in a city where the loss of natural land cover has already accelerated in recent years (loss of public open space along the waterfront that is now a private concert venue, loss of forest for an unnecessary parking lot at Essex Woods, loss and degradation of trees along the Kenduskeag Stream, loss of forest behind Lancaster Avenue for the "Maine Woods" subdivision, etc.).

Cutting down the woods is not a solution to the housing crisis. Open space that isn't lawn is already rare within the city limits, and much of what does exist is fragmented and inaccessible. Trees and other native, wild vegetation are important to the mental and physical health of residents. Yet according to our Tree Equity Score from American Forests, the parts of Bangor where the most people live have the least tree canopy cover. The proposal for Grandview avenue will contribute to this disparity.

Each parcel cleared is another lost stepping stone of habitat, another broken corridor of green for the wildlife and birds that many people enjoy in their backyards, that the city claims to celebrate. Yet wildlife, too, is being affected by the loss of canopy cover. Forest-dwelling birds like black-throated green warblers, ovenbirds, and hermit thrush have declined in Bangor in recent decades. Arctic Brook, which flows adjacent to the parcel, is an urban impaired stream that needs more, not less, protection if water quality is to improve.

We need to appreciate natural vegetated land as protecting water quality and preventing flooding, not devalue it as "undeveloped" or "vacant" lots. If we think creatively, proactively, and collaboratively, we can find plenty of space to build housing without sacrificing what little natural vegetation cover we have left. We can re-develop areas that are already cleared and paved, and plan new housing in parallel with green corridors and trails that connect people to nearby nature like Arctic Brook.

At the very least, I would hope to see a trail along the brook connecting Prentiss Woods with Essex Woods, and an equal or greater area of natural land rezoned or permanently protected as open space to compensate for this loss of red-osier dogwood, asters, and streamside forest.

Catherine Schmitt 77 Somerset Street

#### Scannell, Brian

From: Sent: To: Subject: khd@roadrunner.com Monday, March 4, 2024 1:54 PM Planning-WWW comments for Grandview Avenue

#### WARNING: EXTERNAL EMAIL - DOUBLE CHECK THE SENDER'S ADDRESS BEFORE OPENING LINKS OR ATTACHMENTS.

March 4, 2024

Dear Planning Board,

I want my comments part of the record for the development on Grandview Avenue. I am vehemently opposed to this development and ALL high density building. Bangor should be attracting business, not destroying the neighborhood's of hard working Maine people. Shame on all of you. It is an environmental catastrophe. We have suffered greatly in the Lancaster neighborhood because of this insane out of state nonsense thinking. And the bottom line is you can't force people on ANY Maine people. We tell people exactly what we think and always will. Cramming a bunch of people on anyone in Maine just breeds anger and animosity. And obviously the more people, the more crime and problems. You aren't solving any "problems."

The product of Bangor's plan for increased HIGH DENSITY BUILDING is a disaster for our city and favors developers. Trees that held back the water, absorbed the carbon from highway traffic and were home to countless birds/animals are ripped away. Top soil that absorbed rain and was a home and travel route for countless animals is gone. We have no idea how much radon is released or chemicals in the soil are washing into neighboring yards with every rain/snow event. Air pollution from dust/chemicals and who knows what, is seeping into neighboring houses from the massive nonstop trucks. Trees/soil/brush that held back the wind is now free to force whatever has been disturbed from this wasteland into our houses and lungs. The Dec/January windstorms decimated our neighborhood knocking over trees, damaging roofs and flooding. <u>We have no protection</u>. Our environment is replaced with paved roads and over-sized buildings. Mosquitoes that can carry serious diseases, during warmer weather, breed in the uncontrolled runoff in our neighborhood. Lack of privacy, noise, vibration and <u>destruction of our quality of life</u>. Remember hypocrisy is like a giant clown nose, you want to call us Nimbys but NONE of you want this overcrowding in your backyard. Why is it crammed on the Eastside? And while we are on hypocrisy, how can you pretend to be for the environment when ripping out every single tree and driving out all the wildlife is the product of your approvals? None of this is going unnoticed by us or the people we contact. Where are your ethics?

Why is the City of Bangor run by a bunch of out of staters? This will never be their home and they need to go develop Boston or California, stay out of Maine. You have drummed up some crazy "solution" where there was no problem. This is typical out of stater thinking. Let's make Bangor like California and ruin everyone's life. What a road to destruction.

Maine is the way it is because of the American dream of owning a single home and living where you want. If you cram everyone in cities, where will the small towns get their workers? And obviously we already have the scourge of this plan with higher crime that is associated with cities such as the gun fire near the dental school recently, higher HIV and Hep C rates, vandalism and an unsafe city to just walk in broad daylight. I am appalled at how low the City of Bangor has sunk in their half baked plan. It reminds me of what a disaster "Bussing" and "Urban Renewal" were. That too was all forced

on tax payers who protested. Contrary to how we've been treated, this is not a dictatorship. We have a voice and with the internet it can go all over the world.

I am opposing this Grandview Avenue housing development.

Kelley Hashey

Bangor, Me

#### Scannell, Brian

From:	Han Tan <suprduprhan@gmail.com></suprduprhan@gmail.com>
Sent:	Tuesday, March 5, 2024 9:13 AM
То:	Planning-WWW
Cc:	ronald.mongeon@maine.gov; Councilors
Subject:	Development on Artic Brook (DEP listed impaired site) on Grandview

#### WARNING: EXTERNAL EMAIL - DOUBLE CHECK THE SENDER'S ADDRESS BEFORE OPENING LINKS OR ATTACHMENTS.

Dear planning board,

I'm writing as a long time resident of Bangor on Grandview to voice my deep concerns over the planned development of the lot on Grandview. Please hear us out, it is very disparaging and disappointing when our city council appears to ignore our concerns and brush off any feedback given by us.

In this case, it is not just the impacts to us living here, but this will also certainly a serious negative impact on an already sensitive ecosystem, and undoing a decade of restoration efforts by Maine DEP -- <a href="https://www.maine.gov/dep/water/monitoring/tmdl/2012/Appendix 4">https://www.maine.gov/dep/water/monitoring/tmdl/2012/Appendix 4</a> Arctic%20Brook.pdf

"The woodland areas in the watershed can absorb and filter stormwater pollutants, and help protect both water quality in the stream and stream channel stability."

This woodland area will be completely destroyed by current plans.

Please consider our collective concerns seriously. I am unable to attend the planning meeting today, which by the way, we were never informed about in a timely manner.

This in itself *feels* like a coverup of sorts by our planning board to not hear negative feedback on these plans.

Respectfully, E. Han Tan

cc Maine DEP Bangor, Eastern Region Director Ron Mungeon cc Bangor city councillors, Council Chair Cara Pelletier

# RE: Development on Artic Brook (DEP listed impaired site) on Grandview

#### Krieg, Anne M. <anne.krieg@bangormaine.gov>

Fri 3/8/2024 8:39 AM

To:Douglas <dkazdoy@yahoo.com>;Han Tan <suprduprhan@gmail.com>;Pelletier, Cara <cara.pelletier@bangormaine.gov> Cc:khd@roadrunner.com <khd@roadrunner.com>;Matthew Chatfield <mwhchatfield@gmail.com>;Laurie, Debbie <debbie.laurie@bangormaine.gov>;Jacquelyn Gill <jacquelynlgill@gmail.com>;Collette, Anja <anja.collette@bangormaine.gov>;Maquillan, Sarah <sarah.maquillan@bangormaine.gov>;Scannell, Brian <brian.scannell@bangormaine.gov>;May, Richard <richard.may@bangormaine.gov>;Theriault, John <john.theriault@bangormaine.gov>

#### Hi there -

Thank you all for your comments. They will be sent to the Planning Board and the full Council.

The public hearing for this requested zoning district change is March 19<sup>th</sup> to meet the state statute for notification requirements. Notice of a zone change under these statutory requirements goes to property owners within 100' of the subject property. This is also a local requirement, which we followed.

I spoke with our Stormwater Technician in the Engineering Department. It is correct that Arctic Brook is classified as an Urban Impaired Stream by the Maine DEP. He indicated that the City has made efforts to improve the water quality and habitat to Arctic Brook. The City has an approved watershed-based plan for Arctic Brook that was approved by Maine DEP in 2016. Restoration efforts in recent years include replacing the culvert on Grandview Avenue to provide better hydrology and habitat connectivity, a fluvial geomorphic restoration both upstream and downstream of Grandview Avenue, and numerous requests to developers to install stormwater BMPs when they have projects in the watershed that do not trigger Maine DEP stormwater permitting. Many of these projects have come directly from the watershed-based plan.

We intend to develop this lot responsibly by leaving a generous natural buffer between the development and the Brook, as well as preserving wetlands as much as possible. The wetlands and the watershed plan will be a factor in the layout and development of this parcel.

As Councilor Pelletier noted, this is the first phase of the development preparation. We will plan a design charrette public workshop to work with the neighborhood as we refine the plan. Upon direction by the City Council, then we will issue a Request for Proposals to organize partners for development. Permitting will occur thereafter.

Thank you again for your comments - as noted, they will be sent to the Planning Board and the full City Council. '

amk

Anne Krieg AICP City of Bangor Director of Community & Economic Development RE: Development on Artic Brook (DEP listed impaired site) on Grandview - Collette, Anja - Outlook

**To:** Han Tan <suprduprhan@gmail.com>; Pelletier, Cara <cara.pelletier@bangormaine.gov>; Krieg, Anne M. <anne.krieg@bangormaine.gov>

**Cc:** khd@roadrunner.com; Matthew Chatfield <mwhchatfield@gmail.com>; Jacquelyn Gill <jacquelynlgill@gmail.com>

Subject: Re: Development on Artic Brook (DEP listed impaired site) on Grandview

# WARNING: EXTERNAL EMAIL - DOUBLE CHECK THE SENDER'S ADDRESS BEFORE OPENING LINKS OR ATTACHMENTS.

Dear Cara and fellow concerned neighbors,

I agree wholeheartedly with the environmental concerns but our additional very serious concern is the traffic situation.

It's a well known fact that the traffic on Broadway is very problematic already especially between Center street and Griffin/ Burleigh roads. This spills over into Grandview and Essex. Now add in the mix 3 new neighborhoods, even a 4th behind Mary Snow I understand. At least 200 new households, am I correct? Up to 400 additional vehicles. Then the two appartement buildings recently built on the corner of Grandview and Hillside.

Our neighborhood was not designed for this kind of building density and Broadway, Essex , Grandview etc are going to turn into nightmares for traffic, in addition to pollution, noise and nuisance. It is already difficult to get out of the driveway or turn onto Essex during rush hour and BHS discharge. Why concentrate on this part of the city with all this new construction? Has anyone taken this into account? And I have asked to get timely notice of ANY opportunity for public input so I was unpleasantly surprised when I heard through the grapevine this was planned ( now postponed) for tonight. May I respectfully ask for the reason why?

Nori and Douglas Kazdoy 555 Grandview avenue Bangor, Me 207-570-4364

On Mar 5, 2024, at 09:56, Han Tan <<u>suprduprhan@gmail.com</u>> wrote:

Dear Cara,

My partner Matt Chatfield and I, neighbors Nori/Douglas Kadzoy, fellow Bangorites Jacquelyn Gill/Jeremy Parker are so far folks who have been engaged with this. We also got in touch with Eastside neighbors (khd group cc'ed here) which is a collective I believe,but we are not currently affiliated.

I've actually written up an Op Ed for BDN with help from these awesome folks, which I've attached to this email here for your reference as well. This piece had input from folks listed here and sums up our general concerns of this planned development.

Thank you for emailing me back, and I am really glad you are taking an interest in our concerns.

Take care, -han

On Tue, Mar 5, 2024 at 6:49 AM Pelletier, Cara <<u>cara.pelletier@bangormaine.gov</u>> wrote:

3/8/24, 8:52 AM

RE: Development on Artic Brook (DEP listed impaired site) on Grandview - Collette, Anja - Outlook

Thank you for reaching out, Han.

Can you please provide more information on your concerns beyond the environmental impact? Also, you mention "collective" concerns, are you writing on behalf of a group or organization?

Thank you, Cara

Cara Pelletier Chair, Bangor City Council cara.pelletier@bangormaine.gov 207.450.7724

From: Han Tan <<u>suprduprhan@gmail.com</u>>
Sent: Tuesday, March 5, 2024 9:13 AM
To: Planning-WWW
Cc: <u>ronald.mongeon@maine.gov</u>; Councilors
Subject: Development on Artic Brook (DEP listed impaired site) on Grandview

# WARNING: EXTERNAL EMAIL - DOUBLE CHECK THE SENDER'S ADDRESS BEFORE OPENING LINKS OR ATTACHMENTS.

Dear planning board,

I'm writing as a long time resident of Bangor on Grandview to voice my deep concerns over the planned development of the lot on Grandview. Please hear us out, it is very disparaging and disappointing when our city council appears to ignore our concerns and brush off any feedback given by us.

In this case, it is not just the impacts to us living here, but this will also certainly a serious negative impact on an already sensitive ecosystem, and undoing a decade of restoration efforts by Maine DEP --

https://www.maine.gov/dep/water/monitoring/tmdl/2012/Appendix\_4\_Arctic%20Brook.pdf

"The woodland areas in the watershed can absorb and filter stormwater pollutants, and help protect both water quality in the stream and stream channel stability."

This woodland area will be completely destroyed by current plans.

Please consider our collective concerns seriously. I am unable to attend the planning meeting today, which by the way, we were never informed about in a timely manner.

This in itself *feels* like a coverup of sorts by our planning board to not hear negative feedback on these plans.

Respectfully, E. Han Tan

cc Maine DEP Bangor, Eastern Region Director Ron Mungeon cc Bangor city councillors, Council Chair Cara Pelletier



# COMMUNITY & ECONOMIC DEVELOPMENT

PLANNING DIVISION

# Memorandum

To:	Honorable Bangor City Council
	Debbie Laurie, City Manager
From:	Anja Collette, Planning Officer
Date:	March 20, 2024
CC:	Courtney O'Donnell, Assistant City Manager
	David Szewczyk, City Solicitor
	Anne Krieg AICP – Director of Community & Economic Development
Re:	Planning Board Recommendation March 19, 2024
	Zone Change – Map-Lot R41-023-A – Park & Open Space (P&O) to Multifamily &
	Service District (M&SD)

Please accept this memorandum as the recommendation from the Planning Board for the noted item. The Planning Board considered this item in a noticed public hearing on March 19, 2024.

The meeting was conducted in the Council Chambers at City Hall and on Zoom. Members in attendance in the Chambers were Chair Reese Perkins, Vice Chair Ted Brush, and Members Don Meagher, Jonathan Boucher, Trish Hayes, Mike Bazinet, and Joshua Saucier. Alternate Member Janet Jonas was also in attendance.

Chair Perkins first brought up a potential conflict of interest on his part, stating that he had previously been on a sub-committee for Habitat for Humanity, which has an interest in this property; however, he no longer serves on that sub-committee. The Board voted that Chair Perkins did not have a conflict of interest.

Development Director Anne Krieg presented the application, describing the background of the effort by the City to create housing on this property and describing the characteristics of the site, including the wetlands on-site, proximity of the lot to the high school, parks, and retail, and the proximity to two Penquis projects also zoned M&SD. Krieg described the subject property as being part of a transitional area from high intensity commercial uses to lower density residential uses.

From the staff memo:

- A. The applicant is seeking a zone change for the property located on Grandview Avenue from Parks
   & Open Space (P&O) to Multifamily & Service District (M&SD).
- B. The neighborhood around the property consists of a primarily residential and commercial uses. The zoning in the area is primarily a mixture of Low Density Residential (LDR) and Shopping and Personal Service District (S&PS). The two abutting parcels to the west are zoned as Multifamily & Service District (M&SD).

#### CITY OF BANGOR PLANNING DIVISION PLANNING BOARD RECOMMENDATION TO CITY COUNCIL 3.19.2024 Grandview Ave – Map-Lot R41-023-A

C. This area is within the growth boundary shown in the 2022 Comprehensive Plan and the future land use map in the Plan shows this property in the Neighborhood Residential area, which consists of "medium-density residential development with limited commercial and institutional uses that are complementary to the surrounding residential land uses".

The Board asked clarifying questions about the process that would take place after the zone change, including the proposal reviews and design charettes. Chair Perkins asked Development Director Krieg to discuss the specifics of the housing shortage in Bangor. Krieg discussed the issues expressed by major employers in the area being unable to attract new workers due to the lack of housing.

Public comments from abutters primarily pertained to the number of other projects underway in the area and the impact on traffic in an already congested area. Concerns were also expressed about the potential impact of development on the impaired Arctic Brook watershed. Conversely, several members of the public spoke in support of the change, citing the need for housing and attracting people to the area to fill jobs, as well as the need for dense in-fill development in order to prevent sprawl into the City's outer rural areas and the ideal location of this lot in relation to transit.

Member Saucier asked for clarification on the setbacks that would apply to this lot if the zone were changed and Member Jonas asked for details on the amount of wetlands on the site.

Member Meagher made a motion to recommend to the City Council that the proposed zone change ought to pass. Vice Chair Brush seconded the motion. The motion passed 7:0 with all members voting in favor.

The result of the vote is that a majority of Planning Board members voted to recommend that the proposed change ought to pass.

Anja Collette

24-098 03/11/2024



# **CITY COUNCIL ACTION**

Council Meeting Date: March 11, 2024 Item No: 24-098 Responsible Dept: Legal Action Requested: Ordinance

Map/Lot: N/A

Amending Chapter 223, Property Maintenance, Section 223-12, to Clarify That the Director of Community and Economic Development has Authority to Sign Administrative Consent Agreements on Behalf of the City.

#### Summary

This ordinance amendment, if passed, would revise the City's Vacant Buildings Ordinance to permit the Director of Community and Economic Development to sign administrative consent agreements on behalf of the City.

Under the current ordinance, there is no City official designated to sign administrative consent agreements. A City official must be specifically designated in order to have authority to sign administrative consent agreements on behalf of municipalities under Maine state law. In order to make enforcement of the Vacant Buildings Ordinance more efficient, this amendment will authorize the Director of Community and Economic Development to sign administrative consent agreements on behalf of the City to resolve violations of the Vacant Buildings Ordinance without court involvement. In the absence of the Director of Community and Economic Development, the City Solicitor and the City Manager will be given this authority.

The proposed amendment would also clarify that the City may enforce violations of the Vacant Buildings ordinance in court.

This proposed amendment was unanimously recommended at the March 4, 2024 Government Operations Committee meeting.

# **Committee Action**

**Committee:** Government Operations

Meeting Date:

Action:

For:

Against:

**Staff Comments & Approvals** 

), ), I, , , City Manager

Savid & Au

**Introduced for:** First Reading and Referral

City Solicitor

### **CITY COUNCIL ORDINANCE**



Date:

Assigned to Councilor: Schaefer

**ORDINANCE,** Amending Chapter 223, Property Maintenance, Section 223-12, to Clarify That the Director of Community and Economic Development has Authority to Sign Administrative Consent Agreements on Behalf of the City

**WHEREAS**, at present, the Vacant Building Ordinance does not designate any city official to sign administrative consent agreements on behalf of the City to resolve violations without court involvement; and

**WHEREAS,** enforcement of the Vacant Buildings ordinance would be more efficient and effective if the Director of Community and Economic Development and, in her absence, the City Solicitor or the City Manager, were authorized to sign administrative consent agreements on behalf of the City to resolve violations of the Vacant Buildings ordinance out of court; and

**WHEREAS,** the proposed ordinance revision would also clarify that the City may enforce violations of the Ordinance in court;

# BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF BANGOR AS FOLLOWS, THAT

Chapter 223 of the Code of the City of Bangor is amended as follows:

#### § 223-12 Violations and penalties.

Any person who is found to be in violation of any provision or requirement of this article shall be subject to a civil penalty and the enforcement provisions as set forth in 30-A M.R.S.A. § 4452. Each violation of a separate provision or requirement, and each day of violation, shall constitute a separate offense. <u>The Director of</u> <u>Community and Economic Development is authorized to sign administrative consent agreements on behalf of the City to resolve violations of this Article. In the absence of said Director, the City Solicitor or the City Manager have the authority to sign administrative consent agreements on behalf of the City. The City may also enforce violations of this Article in court.</u>

Additions are <u>underlined</u>, deletions struck through.

24-099 03/11/2024



# **CITY COUNCIL ACTION**

Council Meeting Date: March 11, 2024 Item No: 24-099 Responsible Dept: Planning Action Requested: Ordinance

Map/Lot: N/A

Amending Chapter 165, Land Development Code, to Reduce Off-Street Parking Minimums for Residential Dwellings and to Allow the Planning Board to Authorize Reductions in Parking Minimums for Uses Requiring a Land Development Permit

#### Summary

The proposed change would update the City's Code of Ordinances to reduce off-street parking minimums for residential dwellings (unless otherwise specified) from 1.5 spaces per dwelling unit to 1 space per dwelling unit. It would also empower the Planning Board to authorize a reduction in the number of required parking spaces for any project requiring a Land Development Permit if the applicant provides a parking study or other method of demonstrating a lesser parking demand for the project.

A need has been expressed in the City for this reduction as parking is often raised as a barrier to affordable housing. Off-street parking minimums can disincentivize development as parking is expensive to construct and maintain, and it occupies space that could otherwise be used to place additional units. Reducing minimum parking requirements can also help address the negative impacts that excess parking has on water quality, urban heat, and sprawl. The 2022 Comprehensive Plan suggests that the City "revise zoning regulations to remove barriers to development for a variety of housing types including single-room occupancy housing, tiny homes, and transitional housing." The Plan also suggests reducing parking minimums generally as a way to reduce excess parking in the City.

#### **Committee Action**

Committee: Planning Board

Meeting Date: March 19, 2024

Action:

For:

Against:

#### **Staff Comments & Approvals**

Lelus Lau City Manager

Saint (

City Solicitor

**Finance Director** 

Introduced for: First Reading and Referral



# **CITY COUNCIL ORDINANCE**

Date: March 11, 2024 Assigned to Councilor: Leonard

**ORDINANCE,** Amending Chapter 165, Land Development Code, to Reduce Off-Street Parking Minimums for Residential Dwellings and to Allow the Planning Board to Authorize Reductions in Parking Minimums for Uses Requiring a Land Development Permit.

**WHEREAS,** the proposed changes would update the City's Land Development Code to reduce off-street parking minimums for residential dwellings from 1 1/2 spaces per dwelling unit to 1 space per dwelling unit and would authorize the Planning Board to allow a reduction in parking minimums for projects requiring a Land Development Permit;

**WHEREAS,** a need has been expressed in the City for more affordable housing and parking can serve as a barrier to producing said housing;

**WHEREAS,** the 2022 Comprehensive Plan suggests that the City "revise zoning regulations to remove barriers to development for a variety of housing types including single-room occupancy housing, tiny homes, and transitional housing" and suggests reducing parking minimums generally as a way to reduce excess parking in the City;

# BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF BANGOR AS FOLLOWS, THAT

The Code of the City of Bangor is amended as follows:

#### § 165-72. Required number of spaces.

A minimum number of off-street parking spaces shall be provided and maintained by the owner of every building or property hereafter erected, altered or changed in use, in accordance with the following requirements:

- •••
- B. Other governmental subsidized, low income housing and tiny home parks: one space per dwelling unit, unless otherwise determined by the Planning Board per § **<u>165-139C(5)</u>**. (Reserved)
- E. All other dwellings: <u>1 space per dwelling unit</u>. <del>1 1/2 spaces per dwelling unit</del>, except that in the Multifamily and Service District, the requirement is one space per dwelling unit.
- •••
- O. <u>Other provisions: Uses not listed in this schedule: The Code Enforcement Officer, in consultation with the Planning Officer and City Engineer, shall determine the number of spaces required based on Institute of Transportation Engineers standards for the most similar use or uses, or may accept an empirical determination of overall parking needs of a use as prepared by a qualified parking analyst.</u>
  - (1) Uses not listed in this schedule: The Code Enforcement Officer, in consultation with the Planning Officer and City Engineer, shall determine the number of spaces required based on Institute of Transportation Engineers standards for the most similar use or uses, or may accept

an empirical determination of overall parking needs of a use as prepared by a qualified parking analyst.

- (2) Combination of above uses in §165-72: the sum of the requirements of the various uses computed separately if the peak hour use is similar in the opinion of the Code Enforcement Officer, or in the opinion of the Planning Board if a Land Development Permit is required; otherwise, the number of parking spaces required for the use requiring the greatest number of spaces.
- (3) In addition to the above requirements, sufficient spaces shall be provided to accommodate parking requirements of employees and company vehicles as may be needed.
- (4) The Planning Board may authorize a reduction in the required number of parking spaces for any use requiring a Land Development Permit per §165-111 if the applicant provides a parking study or other method of demonstrating a lesser parking demand for the use.

Additions underlined, deletions struck through



# COMMUNITY & ECONOMIC DEVELOPMENT

PLANNING DIVISION

# Memorandum

To:	Honorable Bangor City Council
	Debbie Laurie, City Manager
From:	Anja Collette, Planning Officer
Date:	March 20, 2024
CC:	Courtney O'Donnell, Assistant City Manager
	David Szewczyk, City Solicitor
	Anne Krieg AICP – Director of Community & Economic Development
Re:	Planning Board Recommendation March 19, 2024
	Amending Chapter 165, Land Development Code, to Reduce Off-Street Parking
	Minimums for Residential Dwellings and to Allow the Planning Board to Authorize
	Reductions in Parking Minimums for Uses Requiring a Land Development Permit

Please accept this memorandum as the recommendation from the Planning Board for the noted item. The Planning Board considered this item in a noticed public hearing on March 19, 2024.

The meeting was conducted in the Council Chambers at City Hall and on Zoom. Members in attendance in the Chambers were Chair Reese Perkins, Vice Chair Ted Brush, and Members Don Meagher, Jonathan Boucher, Trish Hayes, Mike Bazinet, and Joshua Saucier. Alternate Member Janet Jonas was also in attendance.

Planning Officer Collette reviewed the proposed changes, including the addition of the provision for the Planning Board to authorize a reduction in the required minimum parking spaces for land development projects when applicants can demonstrate a reduced need.

From the staff memo:

- A. This proposed change would reduce the minimum off-street parking spaces required for general residential units from 1.5 spaces per dwelling unit to 1 space per dwelling unit. It would also empower the Planning Board to reduce parking minimums for projects that require a Land Development Permit (including commercial projects) if the applicant can demonstrate a reduced need.
- B. A need has been expressed in the City for this reduction as parking is often raised as a barrier to affordable housing. Off-street parking minimums can disincentivize development as parking is expensive to construct and maintain, and it occupies space that could otherwise be used to place additional units. Reducing minimum parking requirements can also help address the negative impacts that excess parking has on water quality, urban heat, and sprawl. Additionally, reducing parking can incentivize people to use alternative modes of transportation and can make transit easier to provide (by reducing sprawl), both of which contribute to a reduced cost of living and a reduction in greenhouse gas emissions.

#### CITY OF BANGOR PLANNING DIVISION PLANNING BOARD RECOMMENDATION TO CITY COUNCIL 3.19.2024 Land Development Code – Parking Minimums

C. The 2022 Comprehensive Plan suggests that the City "revise zoning regulations to remove barriers to development for a variety of housing types" and suggests reducing parking minimums generally as a way to reduce excess parking in the City.

Vice Chair Brush asked if there were concerns about an increase in on-street parking resulting from this change. Planning Officer Collette stated she did not anticipate an issue since there would still be a requirement of 1 space per unit and there would be no maximum, so developers could put in more spaces if they anticipated a greater need by their clientele.

Two members of the public spoke in support of the change, citing seeing partly empty parking lots in newer residential developments and the negative impacts of providing excess parking.

Member Boucher moved to recommend to City Council that the proposed amendments ought to pass. Member Bazinet seconded the motion. The motion passed 7:0 with all members voting in favor.

The result of the vote is that a majority of Planning Board members voted to recommend that the proposed amendments ought to pass.

Anja Collette

24-100 03/11/2024



# **CITY COUNCIL ACTION**

Council Meeting Date: March 11, 2024 Item No: 24-100 Responsible Dept: Planning Action Requested: Ordinance

Map/Lot: N/A

Amending the Code of the City of Bangor, by Clarifying the Definitions of Hosted and Non-Hosted Short-Term Rentals.

#### Summary

The proposed changes would update the City's Code of Ordinances to clarify the definitions of Hosted and Non-Hosted Short-Term Rentals. The current definitions state that in order to qualify as a hosted short-term rental, the owner or operator must be on the premises while a rental is occupied, and a non-hosted rental is where the owner or operator is not on the premises. The updated definitions state that a hosted rental is where the property is the primary residence of the owner or operator and a non-hosted rental is where the owner or operator's primary residence. This change aligns with the intent of the original ordinance adopted in October of 2023.

#### **Committee Action**

Committee: Planning Board

Meeting Date: March 19, 2024

Action:

For:

Against:

**Staff Comments & Approvals** 

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Shevel TC.

City Manager **Introduced for:** First Reading and Referral

City Solicitor

Finance Director



# **CITY COUNCIL ORDINANCE**

Date: March 11, 2024 Assigned to Councilor: Deane

**ORDINANCE,** Amending the Code of the City of Bangor by Clarifying the Definitions of Hosted and Non-Hosted Short-Term Rentals.

**WHEREAS**, the proposed changes would update the City's Code of Ordinances to clarify the definitions of Hosted and Non-Hosted Short-Term Rentals.

**WHEREAS,** the current definitions state that in order to qualify as a hosted short-term rental, the owner or operator must be on the premises while a rental is occupied, while the updated definitions state that a hosted rental is where the property is the primary residence of the owner or operator;

WHEREAS, this change aligns with the intent of the original ordinance adopted in October of 2023;

### BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF BANGOR AS FOLLOWS, THAT

The Code of the City of Bangor is amended as follows:

#### § 254-3 Definitions.

•••

#### PRIMARY RESIDENCE

The dwelling in which a person resides as his or her legal residence for more than one half of a year and registers as his or her address for tax and/or government identification purposes.

#### SHORT-TERM RENTAL, HOSTED

A short-term rental where the owner or operator is on the premises where the short-term rental unit is located is the primary residence of the owner or operator during any period when the short-term rental unit is occupied. For purposes of this definition, "is on the premises" means is physically present within (i) a portion of the building within which the short-term rental unit is located; (ii) a dwelling unit located on the same lot as an accessory dwelling unit (ADU) if the ADU is the short-term rental unit; or (iii) an ADU located on the same lot as a dwelling unit if the dwelling unit is the short-term rental unit.

#### SHORT-TERM RENTAL, NON-HOSTED

A short-term rental where neither the owner nor the operator is on the premises where the short-term rental unit is located is neither the primary residence of the owner nor the operator during the period when the short-term rental unit is occupied, whether or not, regardless of whether on-site or off-site property management services are provided for the short-term rental unit. For purposes of this definition, "is on the premises" has the meaning ascribed to it in the definition of "short-term rental, hosted."

#### § 254-4 Licensing.

..

short-term rental license required by this chapter shall be delegated to the reviewing authority.

- (1) Application. The owner or operator of a proposed short-term rental shall file a license application with the reviewing authority on forms provided by the office of the reviewing authority. The application shall include, at minimum:
  - ...
  - (c) Property location and short-term rental details.
    - [4] For hosted short-term rentals, attestation or documentation demonstrating that <u>the</u> <u>premises where the short-term rental is located is the primary residence of the</u> <u>owner or operator.</u> <del>the owner or operator will be on the premises where the short-term rental unit is located during any period when the short-term rental unit is occupied.</del>

Additions <u>underlined</u>, deletions <del>struck through</del>.

...



# COMMUNITY & ECONOMIC DEVELOPMENT

PLANNING DIVISION

# Memorandum

To:	Honorable Bangor City Council
	Debbie Laurie, City Manager
From:	Anja Collette, Planning Officer
Date:	March 20, 2024
CC:	Courtney O'Donnell, Assistant City Manager
	David Szewczyk, City Solicitor
	Anne Krieg AICP – Director of Community & Economic Development
Re:	Planning Board Recommendation March 19, 2024
	Amending Chapter 165, Land Development Code, by Clarifying the Definitions of
	Hosted and Non-Hosted Short-Term Rentals

Please accept this memorandum as the recommendation from the Planning Board for the noted item. The Planning Board considered this item in a noticed public hearing on March 19, 2024.

The meeting was conducted in the Council Chambers at City Hall and on Zoom. Members in attendance in the Chambers were Chair Reese Perkins, Vice Chair Ted Brush, and Members Don Meagher, Jonathan Boucher, Trish Hayes, Mike Bazinet, and Joshua Saucier. Alternate Member Janet Jonas was also in attendance.

Planning Officer Collette reviewed the proposed changes to the short-term rental definitions.

From the staff memo:

- A. The current definitions in Chapter 254 state that in order to qualify as a hosted short-term rental, the owner or operator must be on the premises while a rental is occupied, and a non-hosted rental is where the owner or operator is not on the premises. There was some consternation about this definition during discussions on the initial language since there was a desire for residents to be able to rent a room out when taking a trip, or for similar situations. This was also the original intent of the ordinance; therefore, in order to ensure that this situation can be allowed, staff are proposing to clarify the definitions to state that a hosted rental is where the property is the primary residence of the owner or operator and vice versa for a non-hosted rental.
- B. Primary residence is defined as "the dwelling in which a person resides as his or her legal residence for more than one half of a year and registers as his or her address for tax and/or government identification purposes." When applying for a short-term rental license, the applicant would need to provide evidence that the dwelling is their permanent residence.
- C. This change aligns with the intent of the original ordinance adopted in 2023.

#### CITY OF BANGOR PLANNING DIVISION PLANNING BOARD RECOMMENDATION TO CITY COUNCIL 3.19.2024 Land Development Code – Short-Term Rentals – Definitions Clarification

Member Boucher asked for clarification on the meaning of operator in the definition, which Planning Officer Collette explained would apply in the case of potentially a tenant being the operator of a short-term rental versus the owner.

Chair Perkins spoke in support of this change, stating that it addressed one of his primary concerns with the original language adopted last fall.

There were no public comments.

Member Saucier moved to recommend to City Council that the proposed amendments ought to pass. Vice Chair Brush seconded the motion. The motion passed 7:0 with all members voting in favor.

The result of the vote is that a majority of Planning Board members voted to recommend that the proposed amendments ought to pass.

Anja Collette



# NEW BUSINESS

# **CITY COUNCIL ACTION**

03/25/2024 24-111



Council Meeting Date: 03/25/2024 Item No: 24-111 Responsible Dept: City Manager Requested Action: Order

Map/Lot: N/A

### Title, Order

Authorizing the City Manager to Sign a Permission to Propose Letter for the Development of City Property in Conjunction with the U.S. Department of Veterans Affairs

#### Summary

This order will authorize the City Manager to sign a Permission to Propose letter on behalf of the City permitting a commercial developer to propose a design and lease concept to the U.S. Department of Veterans Affairs for a new Veteran's outpatient clinic. The Department of Veterans Affairs published an "expression of interest" inviting commercial developers to submit suggested sites for lease to the VA for the construction of the new clinic, which must include permission from the City as the property owner to propose the development.

Developers may propose any portions of the site located in the Maine Business Enterprise Park, described as follows: four parcels identified as Tax Map R25, Lot 32; Map R25, Lot 31; Map 001, Lot 013; and Map 001, Lot 011. These parcels, when combined, comprise 10.22 acres with street frontage along Maine Avenue (on the West side), Venture Way (on the North side), and Corporate Drive (on the East side).

The Permission to Propose letter will give the developer permission to propose one or more of the above parcels as a suggested site, and will confirm that the City would be willing to sell the parcel(s) to the developer for the intended VA purpose. The conditions of the sale will be: (1) that the parcel(s) remain as taxable property during the VA's entire lease term, and (2) that the City must approve any change of use.

This item was reviewed and recommended unanimously for passage by the Business and Economic Development Committee on March 18, 2024.

#### **Committee Action**

Committee: Business & Economic Development CommitteeMeeting Date: 03/18/2024Action: Recommend for passageFor:Against:Staff Comments & ApprovalsFor:Against:

Shiph La

City Manager

Acrid 75

City Solicitor

Finance Director

Introduced for: Consent



Date: 03/25/2024 Item No: 24-111 Assigned to Councilor: Fish

Authorizing the City Manager to Sign a Permission to Propose Letter for the Development of City Property in Conjunction with the U.S. Department of Veterans Affairs

Be it Ordered by the City Council of the City of Bangor that the City Manager is hereby authorized to execute a Permission to Propose letter to facilitate the development of property in the Maine Business Enterprise Park for use by the U.S. Department of Veterans Affairs.

CITY COUNCIL ACTION	03/25/2024 24-112
Council Meeting Date: 03/25/2024	
Item No: 24-112	
Responsible Dept: Parks & Recreation	
Requested Action: Order	Map/Lot: N/A
	Council Meeting Date: 03/25/2024 Item No: 24-112 Responsible Dept: Parks & Recreation

# **Title, Order**

Authorizing the Acceptance of the Parks and Recreation Center/Sawyer Arena Feasibility Study.

#### Summary

In September of 2022, the City contracted with Berry Dunn to conduct a feasibility study to renovate or replace the Parks and Recreation Center and Sawyer Arena. The goal of the study was to determine what the community wanted in a new facility, if such facilities would be located on existing sites or a new City owned site, the construction costs of new facilities, and how much a new facility would cost to operate.

An extensive and thorough engagement process was implemented which included community meetings, specfic stakeholder group meetings, as well as meetings with various City staff. A community wide survey was also conducted with a greater than expected response.

Berry Dunn gathered this information from the engagement process and developed a multi-phase plan to develop a final report. Those phases included a market and competitive analysis, proposed site analysis, financial modeling, and drafting and preparing the final report.

The draft report has been presented and reviewed at a combined City Council/School Committee Workshop as well as a City Council Workshop. The final report has been edited and is complete, which is presented for Council approval tonight.

Committee Action		
Committee: Action:	Meeting Date: For:	Against:
Staff Comments & Approvals		
Lable Lame	Savid Fefer	Sinter
City Manager	City Solicitor	Finance Director

Introduced for: New Business

▼

# **CITY OF BANGOR ORDER**



Date: 03/25/2024 Item No: 24-112 Assigned to Councilor: Yacoubagha

Authorizing the Acceptance of the Parks and Recreation Center/Sawyer Arena Feasibility Study.

Be it Ordered by the City Council of the City of Bangor that,

WHERAS, the City adopted a Parks and Recreation Facilities Master Plan which identified the need for a feasibility study for the Parks and Recreation Center and Sawyer Arena; and

WHERAS, the City contracted with a consultant to complete a feasibility study for both the Parks and Recreation Center and Sawyer Arena; and

WHERAS, the draft of that study has been reviewed and is now presented in its final version for adoption,

NOW, THEREFORE, BE IT ORDERED BY THE CITY COUNCIL OF THE CITY OF BANGOR THAT

The Parks and Recreation Center/Sawyer Arena Feasibility Study be accepted and adopted as presented.

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# City of Bangor, ME Parks and Recreation Feasibility Studies Recreation Center and Sawyer Ice Arena

**Final Report** 



Submitted by: BerryDunn 2211 Congress Street Portland, ME 04102-1955 207.541.2200

Chad Snow, Principal csnow@berrydunn.com

Elsa Fischer, Project Manager efischer@berrydunn.com

Submitted On: February 27, 2024

### berrydunn.com





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## 1.0 Acknowledgments

#### **Bangor City Council**

- Cara Pelletier, Council Chair
- Carolyn Fish, Councilor
- Dan Tremble, Councilor
- Dina Yacoubagha, Councilor
- Gretchen Schaefer, Councilor
- Joseph Leonard, Councilor
- Rick Fournier, Councilor
- Susan Deane, Councilor
- Susan Hawes, Councilor

### **Bangor School Committee**

- James Tager, Superintendent
- Marwa Hassanien, Chair
- Timothy Surrette, Vice Chair
- Susan Sorg
- Clare Mundell
- Imke Jandreau
- Sara Luciano
- Ben Sprague

### PARKS, RECREATION AND HARBOR ADVISORY COMMITTEE

- Ryan Robbins, Chair
- John Parcak
- Jon Hyatt
- Julie Davis
- Kim Boucher
- Leah McBrearity
- Michaela Pelkey

- Mickey DiPesa
- Rich Trott
- William Warner

#### Bangor Staff Project Team

- Tracy Willette, Director of Parks and Recreation
- Debbie Gendreau, Assistant Director of Parks and Recreation
- Joe Nelson, Sawyer Ice Arena/School Facilities

#### Parks and Recreation Department Staff

- Jenny Coon, Administrative Assistant
- Zach Napsey, Recreation Coordinator
- Trisha Cummings, Childcare Coordinator
- Annabelle Muscatell, Assistant Childcare Coordinator
- Dennis Crane, Maintenance Superintendent
- Ed Moores, Mechanic
- Nick Fiore, Sawyer Ice Arena/Maintenance
- Randy Dodge, Union Street Complex Maintenance/Programmer

#### **Consulting Team**

- Elsa Fischer, BerryDunn, Project Manager
- Tom Diehl, BerryDunn, Engagement Manager
- Pat O'Toole, BerryDunn, Subject Matter Expert
- Karl Leabo, CHA Architects, Architect
- Michael, Moonan, CHA Architects, Landscape
   Architect
- Terry MacLaughlin, MacLaughlin Management & Design, Ice Refrigeration Expert



## 2.0 Introduction

During the City of Bangor's (City's) Comprehensive Planning process, residents noted a need for a new community center and a renovated/new ice arena. The Bangor Parks and Recreation Department Master Plan, completed in October 2021, included a recommendation to "conduct a feasibility study of the Parks and Recreation Center and Sawyer Ice Arena. Combining the facilities into a single feasibility study will help the City evaluate options for improvement to address community needs."

In September 2022, the City's Parks and Recreation Department published two requests for proposals (RFPs): One for a feasibility study for a new community center and another for the review of Sawyer Ice Arena. The RFP for Sawyer Ice Arena outlined the City's desire to determine if the existing facility should be renovated or replaced. BerryDunn submitted two proposals in response to these RFPs. In February 2023, The City contracted with BerryDunn to complete both studies as part of one project. The BerryDunn team included CHA Architects and MacLaughlin Management & Design, LLC.

The goals of the feasibility study were to determine what the public wanted in terms of new facilities, where new facilities might be located (existing park site or another site), how much the new facilities would cost to construct, and how much it would cost to operate them.

The first meeting between the consulting team and Bangor Parks and Recreation staff was held on March 6, 2023, and the kickoff meeting with the full team took place on March 30, 2023. The project was initially divided into seven phases:

- 1. Initial project planning
- 2. Community engagement
- 3. Market and competitive analysis
- 4. Proposed community center site analysis and plans
- 5. Sawyer Ice Arena site analysis and plans
- 6. Financial modeling
- 7. Draft and final reports

Following the engagement phase, it was determined that the two facilities should be located on the same site and combined into one connected facility. This determination merged Phases 4 and 5 into one long phase.

The final concept and site plans resulting from this study were presented by the BerryDunn and CHA consulting teams to the City Council and the School Committee at a public meeting on Wednesday, November 29, 2023, and at a City Council Workshop on February 12, 2024



## 3.0 Executive Summary

This executive summary provides a high-level overview of the City's feasibility study components. This summary comprises the following elements:

- Market Study
- Community Engagement Summary
- Desired Facilities Based on Engagement
- Site Reviews
- Existing Conditions Summary
- Facility Concepts, Recommendations, and Capital Costs
- Facility Operations and Maintenance (O & M) Proforma
- Implementation and Phasing Options

### **Market Study**

The market study includes three components: A review of community demographics (population, age distribution, and household characteristics), a Placer.ai mobility data review regarding similar ice rinks, a review of similar providers, and a trends analysis.

#### Demographics

In 2020, Bangor's population was 31,753, and over the past decade, there has been a slight population decline by 4%. In 2020, the age group with the largest population was those 25 to 34 years old, followed by those 45 to 54 years old. The median household income for Bangor residents has increased substantially (\$24,674 to \$47,538) from 1990 to 2020 but is still below the median household income of Penobscot County and the state of Maine (ME).

#### Placer.ai Mobility Data

Placer.ai mobility data is often used for understanding visitation patterns as well as retail space/commercial development. However, it can be useful for recreation facilities, where visitation data is not tracked or inconsistently tracked. BerryDunn conducted a visitation analysis from five selected rinks similar to the Bangor project:

- Camden National Bank Main Ice Vault
- Douglas N. Everett Arena
- Norway Savings Bank Arena
- Penobscot Ice Arena
- William B. Troubh Ice Arena



This information can help predict the potential visitation and usage of new facilities in Bangor.

#### Similar Provider Review

As part of the market study, BerryDunn reviewed similar recreation and ice facilities in the area. This information helps locate local programming gaps that new facilities might fill.

#### **Trends Analysis**

The trends analysis provides information regarding trends that might prove useful as the Bangor team works to fill up new programming spaces. This section includes trend information on facilities, age-based programming, and program types.

### **Community Engagement Summary**

The project began with community engagement efforts, including focus groups, an online website, and two public meetings, to determine types of facilities and amenities the public seeks related to a new community recreation facility and indoor ice arena.

Engagement included an online Social Pinpoint site that attracted 571 unique users who completed 825 surveys. Two surveys were available: one focused on recreation center amenities and the other on indoor ice arena amenities. Site visitors were also asked which facility was a higher priority and if the two facilities should be combined.

Overall, the top ice amenities desired included ample spectator seating, additional team locker rooms, at least one full sheet of ice available 12 months of the year, and skate rental and skate sharpening services. The top facility components desired in a new recreation center included gyms, an indoor walking/jogging track, a multipurpose space, and childcare areas.

Of responses, 54% indicated a new recreation center is the facility most important to their family; 47% indicated no preference if the facilities were combined on one site or separate.

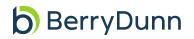
Additional public engagement included six focus groups. In addition to seeking input regarding the facility components desired, discussion topics included current Parks and Recreation Department strengths, how to finance new facilities, and potential partners and stakeholders.

The two public open houses included five stations where visitors could provide input on several topics related to the potential for new facilities.

### **Desired Facilities Based on Engagement**

Following the conclusion of the public engagement, the project team reviewed all the results, and determined that both facilities (a new recreation center and a new ice arena) should be combined on one site (with a shared lobby and parking) and include the following amenities:

- Gyms
- Childcare space with an adjacent outdoor playground
- Indoor walking/jogging track





- Multipurpose space
- Space for Parks and Recreation Department staff offices
- Space for the Parks and Recreation Maintenance functions and staff
- Two sheets of ice with ample spectator seating in one rink
- Team locker rooms (12)
- Off-ice training space
- Ice arena staff offices
- Media space

It was also determined that if a large enough site could be secured, additional pickleball courts, tennis courts, and athletic fields are also needed.

Detailed information regarding each space was then created via a program plan. The program plan includes allocations for room areas and associated support spaces with the square footage for each. This information is then used to create a building diagram.

In terms of total square footage, the new recreation center is 69,080 square feet; the ice arena is 84,925 square feet; and the maintenance building is 42,000 square feet.

#### Site Reviews

Once desired amenities were determined, the consulting team worked with Parks and Recreation Department leadership to review potential sites for new facilities. A total of six sites were reviewed:

- Griffin Road
- Bass Park
- The Current Parks and Recreation Department site
- Hayford Park (the current site of Sawyer Ice Arena)
- Cleveland Street
- Grandview Avenue

Each evaluation considered several factors, and a list of benefits/detractors was created to help determine the best site for new facilities. A rough building diagram is outlined in Section 7 over each site to show the actual "fit" of a new facility on each site.

Based on all information available, the Griffin Road site was chosen as the preferred site to move forward with for further evaluation.



### **Existing Conditions Summary**

To determine if existing facilities should be renovated or replaced, existing conditions studies were conducted on both the recreation center and ice arena. At the ice arena, the following items were reviewed:

- Building
- Refrigeration system
- Dehumidification system
- Dasher boards
- Locker rooms
- Bathrooms
- Lighting
- Offices and storage
- Zamboni

A ground penetrating survey (soil study) was also conducted, and the report is included in the Appendix 12.5. The City contracted for a follow up report for budgeting purposes which confirmed the same analysis. That report is included as Appendix 12.6

According to the Sawyer Ice Arena existing conditions study, the current condition is beyond renovation on this site, and a new facility should be pursued in a new location.

The recreation center study yielded similar results: The overall building condition is poor, which is typical of a repurposed older building modified and updated over time. This existing site is also too small to provide any meaningful expansions to this facility.

### Facility Concepts, Recommendations, and Capital Costs

Based on the program plan developed following the conclusion of the public engagement, the CHA consulting team developed a facility concept. Working with the Parks and Recreation project team, the layout was refined several times to create the final draft design.

The final building plan features a new recreation center with a wing that includes a three-court gymnasium, walking/jogging track, childcare areas, multipurpose space, staff offices, and locker rooms. The shared lobby then attaches to a second wing that features two sheets of ice, spectator seating, a multipurpose space, team locker rooms, a media space, staff offices, and a support space.

The site layout also includes the maintenance area (with space for Parks and Recreation and the schools) and a new structure for the Health and Human Services Building.

The estimated construction costs for the new facilities included in the plan are:

## **b** BerryDunn



- Recreation Center: \$14,434,800 \$15,156,540
- Skating Center: \$17,491,020 \$18,411,600
- Maintenance Building: \$6,918,615 \$7,337,925
- Health and Human Services Building: \$2,730,000 \$2,870,000

Following building design, the plan for the outdoor space surrounding the facility was determined, including parking, a walking path, athletic fields, tennis courts, pickleball courts, and a couple of shelters.

The estimated cost for the site design is \$7,334,250 - \$9,707,250

### Facility O & M Proforma

Once the new facility layout was completed, the proforma was created. A proforma includes all the potential revenue and expenses (O & M) generated at a specific site. The consulting team worked with the staff team to review staffing assumptions (including benefits), facility hours, and opportunities for revenue generation. O & M expenses were also reviewed in detail. The result is a five-year proforma that outlines all the expenses, revenues, program net and cost recovery.

Similar to the building design, the project team went through several iterations of the proforma before it was completed.

The final proforma indicates that the new facility will achieve 45% cost recovery in Year 1, requiring a subsidy of \$1,532,239 in that same year, and increasing to \$1,709,217 in Year 5.

Comparing the current structure of the Parks and Recreation Department with the estimated O&M Proforma, it is estimated a new facility concept would be an approximate 29% or \$1.387 million dollar increase to the current Parks and Recreation operation.

### Implementation and Phasing Options

The last section of the feasibility study outlines recommendations for moving the project forward (including possible funding sources) and the order in which items should be completed. Potential phasing options are also included so that the City can build parts of the plan over time as funding becomes available.

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## 4.0 Market Study

The market study for this project includes demographics, Placer.ai data, and a summary of similar providers.

### 4.1 Demographic Profile

The City's demographic profile was developed to analyze household and economic data in the area and understand the historical and projected changes that might impact the community. The demographics analysis offers insight into the potential market for the new recreation facilities in the City by understanding where and how the community will change over time.

Population, age distribution, income, race/ethnicity, and other household characteristics referenced throughout this report were sourced from the Department of Administrative and Financial Services from the State. In addition, the maps were sourced from ArcGIS Business Analyst and the U.S. Census, with estimates generated in July 2023. City boundaries were used as the geographic area for this study. Additional comparisons to Penobscot County, ME, and the United States were provided where applicable for additional context.

#### Population

Bangor, the third most populous city in Maine, had a population of 31,753 in 2020. Over the past decade, the City experienced a slight decline in population of about 4%; however, recent trends suggest an uncertain future for population change in the region due to potential influxes caused by COVID-19-induced migration patterns and the designation of Bangor as a resettlement site for refugees and asylum seekers. The population in the City was estimated at 31,811 in 2023, having declined since 2011. Future projections indicate the City will most likely fall to an estimated 30,623 in 2028. Figure 4.1 depicts the population from 2011 through 2028.

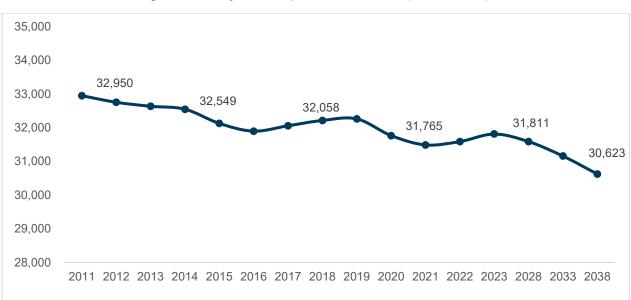








Figure 4.2 shows population growth rate by block group. Area **A** of Bangor has the highest estimated growth rate, while the areas surrounding **A** to the north, west, and east have the lowest estimated growth rates.

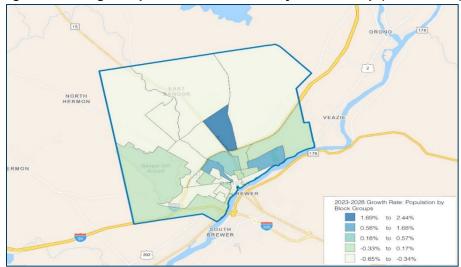


Figure 4.2: Bangor Population Growth Rate by Block Group (2023 – 2028)

Source: ArcGIS Business Analyst (2023)

### Age Distribution

Maine holds the title of the oldest state in the nation by median age. Bangor skews younger with a median age of 37.9 years, compared to the State's median of 44.7 years. The greatest change from 2013 to 2020 has been the decline of those between 20 and 24 years old and the increase of those between 25 and 34 years old. Figure 4.3 depicts the total of each age group for 2013, 2015, and 2020.

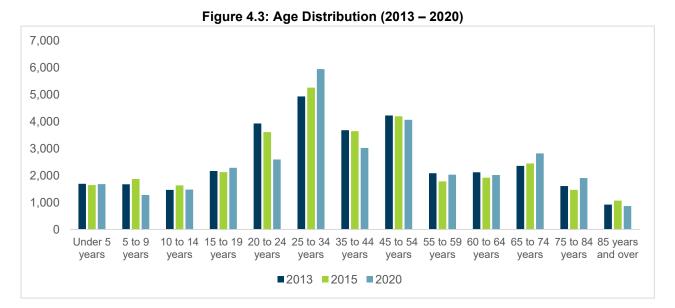
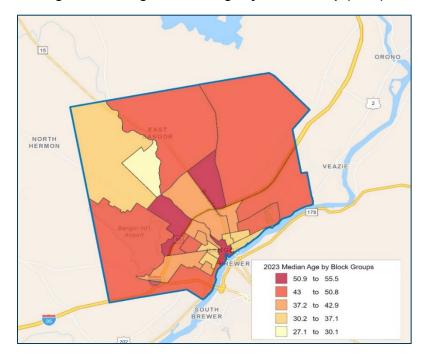






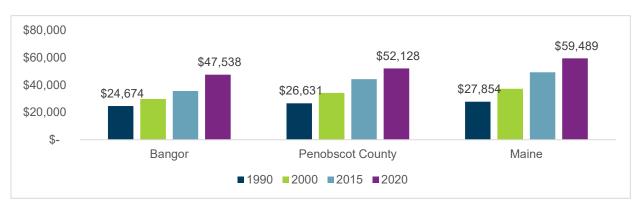
Figure 4.4 shows the median age by block groups. Area **A** of Bangor concentrates the youngest median block group (ages 27 - 30), while Areas **B**, **C**, and **D** (ages 51 - 56) house the oldest median age block group.





#### Household Characteristics

The household characteristics in Bangor indicate that the community had a similar, yet slightly lower, median household income than Penobscot County and Maine as depicted in Figure 4.5. Nearly one-fifth (19%) of Bangor's population lives below the federal poverty line, and the median household income is lower than both the County and the State.





Source: ArcGIS Business Analyst (2023)





Figure 4.6 shows the median household income by block group. Areas **A**, **B**, **C**, **D**, and **E** of Bangor has the highest median household income of \$81,259 - \$101,550, while Areas **F** and **G** have the lowest median household income at \$12,663 - \$26,914.

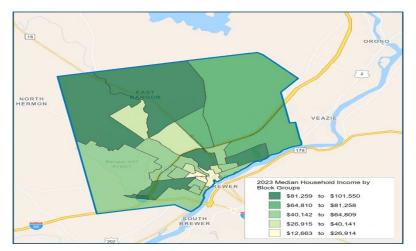


Figure 4.6: Bangor Median Household Income by Block Group (2023)

Source: ArcGIS Business Analyst (2023)

### 4.2 Placer.ai Data

BerryDunn recently started using Placer.ai—a tool that leverages existing mobility data to understand visitation patterns. Placer.ai is most commonly used for retail spaces and commercial development. However, it can be especially useful for parks, trails, and recreation facilities, where visitation data is often not tracked or inconsistently tracked. Placer.ai utilizes aggregated data that respects user anonymity. It does not sell personal data or pinpoint exact device locations. To uphold user privacy, Placer.ai employs robust encryption and follows strict industry standards. Data presented in this report, unless otherwise stated, is from the last 12 months (October 1, 2022 – September 30, 2023) to provide the latest data available.

BerryDunn conducted a visitation analysis by leveraging Placer.ai mobility data captured from five selected ice rinks that share some similarities to the Bangor project:

- Camden National Bank Maine Ice Vault: 203 Whitten Road, Hallowell, ME
- Douglas N Everett Arena: 15 Loudon Road, Concord, New Hampshire, NH
- Norway Savings Bank Arena: 985 Turner Street, Auburn, ME
- Penobscot Ice Arena: 90 Acme Road, Brewer, ME
- William B. Troubh Ice Arena: 225 Park Avenue, Portland, ME

#### Metrics - Overall Visitation

The first section of the analysis presents overall visitation metrics, as shown in Table 4.1. It includes the number of visits, visitors, and visit frequency. Additionally, the table provides an



overview of the average duration of a visitor's stay, known as the average dwell time, as well as the year-over-year (YoY) change over the past three years to identify trends and patterns.

Metric	Camden National Bank Maine Ice Vault	Douglas N Everett Arena	Norway Savings Bank Arena	Penobscot Ice Arena	William B. Troubh Ice Arena
Visits	263.2K	278.2K	461.1K	55.5K	191.8K
Visitors	47K	95.1K	65.4K	10.6K	48.2K
Visit Frequency	5.61	2.93	7.05	5.23	3.98
Avg. Dwell Time	116 min.	93 min.	110 min.	106 min.	108 min.
Visits YoY	-13.8%	-7%	-21.4%	+62.4%	-10.5%
Visits Yo2Y	+22.7%	+27.2%	+16.9%	+98.7%	+131.5%
Visits Yo3Y	-33.4%	-7.8%	-10.8%	-28.4%	+9.2%

Table 4.1: Overall Visitation Metrics for Ice Arenas

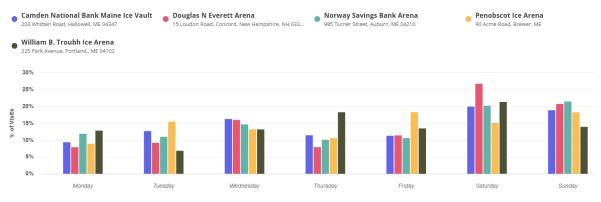
Source: Placer.ai

Penobscot Ice Arena in Brewer, ME, attracts roughly 55,500 visits a year, with a visitor frequency of 5.23. This facility has seen an almost 99% increase in visits from two years ago, indicating increased demand in the area. The other ice arenas bring in significantly more visits, ranging from 263,000 to 462,000 a year, and visit frequency hovering between 2.93 and 7.05; however, YoY change has decreased for all facilities during that time except for Penobscot Ice Arena.

### **Daily Visitation**

Data in Figure 4.7 illustrate the percentage of visits by day of the week. Knowing which days attract the most visitors is essential for staff decisions, program scheduling, and event planning.

Figure 4.7: Daily Visits (% of Visits) to Similar Facilities





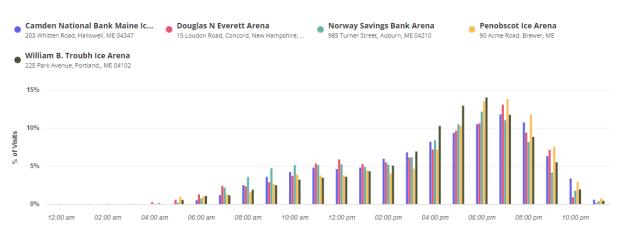


The facilities in this study indicate increased visits during the weekend, especially on Saturdays. This trend is common for recreational facilities, as people tend to have more free time during the weekends.

Midweek days show varied patterns for different properties. For example, the Norway Savings Bank Arena visitor numbers peak on Wednesday, while the Penobscot Ice Arena has a higher percentage of visits on Thursday. Monday is the slowest day of visitation for most facilities.

#### Hourly Visitation Trends

Hourly visits (Figure 4.8) shows the total number of visits to a property throughout the day. To optimize facility management and resource allocation, understanding the peak hours of visitation throughout the day can be helpful. This section breaks down visitor frequency by hour, showing patterns and trends in visitation across all facilities.



#### Figure 4.8: Hourly Visits (% of Visits) to Similar Facilities



The data indicates that the busiest times of the day are generally between 5 and 8 p.m., offering a bell-like curve across the majority of facilities. Visitation is typically lower in the morning hours until 4 p.m. and then again after 9 p.m.

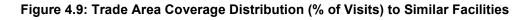
#### Trade Area

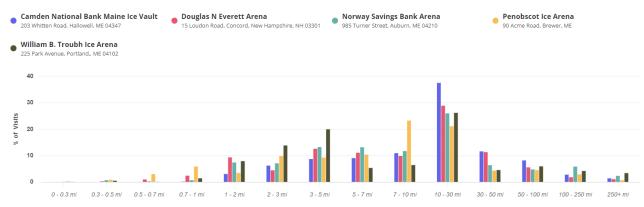
Understanding how far visitors are willing to travel can help detect patterns related to regional and local visitation (Figure 4.9). Placer.ai calls this metric "trade area coverage." The intent of this data is to estimate how far visitors are willing to travel to other ice arenas and determine the possible reach for a similar facility in Bangor. The graphic in Figure 4.9 shows the miles people drove from home to visit these five ice arenas. The data indicates that people come from near and far to use these ice rinks.

The distribution view of the trade area shows visits across varying distances (i.e., 55% of people in selected audience group live in a range of 1 to 10 miles from the property).





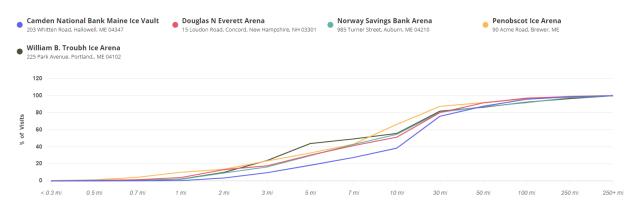




Overall, most people travel between 10 and 30 miles to visit these facilities. While the exact distance traveled varies for each location, generally very few people travel less than 2 miles to get to the facilities. Ice arenas in the study seem to attract visitors from farther away, with some facilities garnering visitors who live more than 100 miles away. The Penobscot and Troubh Ice Arenas attract more visitors from a wider area than others.

The cumulative view of trade area aggregates visits at mile intervals is depicted in Figure 4.10.





### 4.3 Similar Provider Review

As part of the market analysis, BerryDunn reviewed similar service providers in the Bangor area that offer recreation activities and ice programming. This review helped the project team finalize the components needed in a new recreation center and ice arena. This data was also used to finalize the proforma information.

#### Area Recreation Programming

This review in Table 4.2 highlights gaps with public access to gyms, multipurpose spaces, and an indoor walking/jogging track.





Facility	City	Facility Amenities	Facility Programs	Additional Information
Bangor YMCA	Bangor	Pool Fitness Center Food Pantry	Aquatics: Instruction/swim team/family & lap Swim Health and fitness classes Youth camps Family Events Afterschool Care Childcare Certifications (First Aid, Lifeguard, etc.)	Requires membership
Fields4Kids	Bangor	Synthetic Turf fields Baseball and softball fields Batting cages, hitting tees, pitching machines	Field Hockey Clinics Dodgeball Disc Golf Lacrosse Soccer Summer Camps	River City Athletics/Fields4Kids is a non-profit and run by a volunteer-based board of directors.
Eastern Maine Sports Academy	Veazie	Turf field Basketball Court Banquet Room Party Room	Basketball: Training, youth and adult teams Personal Training Sports Performance Fitness Classes Before/Afterschool Care Programs Camps	Requires membereship
University of Maine: New Balance Student Recreation Center	Orono	Pool Cardo ad Weight Equipment Multipurpose Rooms Volleyball and Basketball Courts Badminton and Pickleball Courts Multiple Activity Court Racquetball and Sqaush Courts Facility Rentals	Aquatics Group Exercise Personal Training Intramurals Sports Clubs Kids/Youth Camps Special Events Ice Skating	Requires membership, being a student, or purchasing a day pass
Husson University	Bangor	Pool & locker rooms Athletic Training Facility Weight Room Fitness Center	Volleyball Basketball Intramurals Classes Special Events	The fitness studio and gym require a student ID, the pool is open for community membership.
Orono YMCA	Old Town	Pool	Aquatics: Swim Club, Lessons Childcare: After School Care, Preschool Family Programs Group Exercise: Pickleball, Yoga, Fitness Gymnastics Personal Training Silver Sneakers Youth Sports	Requires membership

#### Table 4.2: Area Recreation Programming

#### Area Ice Programming

Table 4.3 includes similar providers in the area providing ice activities.

#### Table 4.3: Area Ice Programming

Facility	City	Facility Amenities	Facility Programs
Penobscot Ice Arena	Brewer	On Demand/Live Streaming Equipment Rentals Café Private Ice Rentals Skate Sharpening Party Packages	Figure Skating Light & Sound Skate Youth Hockey Leagues Adult Hocket Leagues Camps & Clinics Public Skate Stick & Puck Adult Learn to Skate
University of Maine: Alfond Arena	Orono	Skate Rental	Public Skate Stick & Puck
Piscataquis Ice Arena	Dover Foxcroft	Conference Room Rental Dining Room Rental Nerf Battle Rentals Party Packages On Demand/Live Streaming Equipment Rentals Café Private Ice Rentals	Camps & Clinics Learn to Skate Programs Adult "Basics" Hockey Individual Private Skate Instruction Youth Hockey League Curling Public Skate (Figure Skating) Broomball Tournaments
Harold Alfond Athletics & Recreation Center/The Jack Kelley Rink	Waterville	Locker Rooms	Learn to Skate Open Skate Open Hockey

The review of ice facilities also shows a deficit in the Bangor area for the number of programs seeking ice time.



### 4.4 Trends Analysis

This analysis examines current and future multipurpose facility trends, levels of interest, and participation in various activities, and overall trends in recreation. This process provides insights into the evolving needs and preferences of the Bangor community, informing recommendations for effective service delivery and aligning with changing trends. This report is divided into two sections: relevant sports participation and growth and

#### **Relevant Sports Participation and Growth**

This section aims to identify and analyze the current trends in sports and recreation, with a particular focus on participation trends derived from the Sports and Fitness Industry Association (SFIA) 2022 Report. Understanding the latest trends in sports is crucial for the City of Bangor to effectively plan and develop programs and utilize space in a way that reflects participation data.

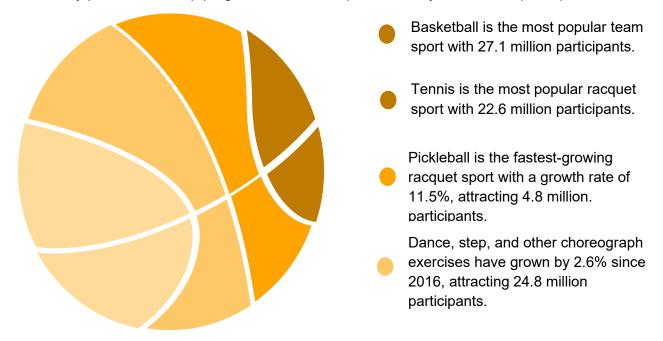


Figure 4.11 shows the top sports activity and the growth from 2016 to 2021.

#### Figure 4.11: SFIA Top Sports by Activity

Sport	Participation (Millions)	Five-Year Growth (2016 – 2021)				
TEAM SPORTS						
Basketball	27.1 M	4.1%				
Baseball	15.6 M	1.1%				
Soccer (Outdoor)	12.6 M	1.1%				
RACQUET SPORTS						
Tennis	22.6 M	4.9%				





Sport	Participation (Millions)	Five-Year Growth (2016 – 2021)				
Table Tennis	15.4 M	-1.2%				
Badminton	6.1 M	-3.7%				
STRENGTH AND CONDITIONING						
Free Weights	28.2 M	4.9%				
Yoga	34.3 M	-1.2%				
Weight-Resistance Machines	30.6 M	-3.7%				
Treadmill	53.6 M	0.9%				
Running/Jogging	49.0 M	0.7%				
Stationary Cycling (Recumbent/Upright)	32.5 M	-1.8%				

#### Participation by Income

The SFIA report provides data related to what inactive Americans were most interested in by income. The City of Bangor has a median income of \$47,538. By comparing the SFIA "aspirational activities by income," the top activities are most Bangor residents (\$25,000 – \$49,999 and \$50,000 – \$74,999 categories) are likely fishing, camping, cardio fitness working out with weights, working out with machines, and cardio fitness.



Less than \$25,000\$25,000 to \$49,999\$50,000 to \$74,91Fishing1Fishing2Camping2Camping	
2 Camping 2 Camping 2 Camping	
3 Working out with weights 3 Working out with weights 3 Cardio fit	ness
4         Hiking         4         Working out using machines         4         Working out using machines	out using machines
5         Cardio fitness         5         Cardio fitness         5         Working of the set of	out with weights
6 Running/jogging 6 Running/jogging 6 Running/j	jogging
7         Working out using machines         7         Hiking         7         Hiking	
8 Hunting 8 Swimming for fitness 8 Swimming	g for fitness
9         Swimming for fitness         9         Shooting         9         Yoga	
10Yoga10Hunting10Shooting	

#### Figure 4.12: Inactive Aspirational Activities by Income

\$75,000 to \$99,999		\$100,000+		
1	Fishing	1	Cardio fitness	
2	Camping	2	Fishing	
3	Running/jogging	3	Working out with weights	
4	Swimming for fitness	4	Working out using machines	
5	Hunting	5	Camping	
6	Working out with weights	6	Hiking	
7	Hiking	7	Yoga	
8	Working out using machines	8	Running/jogging	
9	Cardio fitness	9	Swimming for fitness	
10	Yoga	10	Tennis	

#### Participation by Age

The SFIA report also provides data related to what inactive Americans were most interested in participating in by age. The City of Bangor has a median age of 44.7 years. By comparing the SFIA "inactive aspirational activities by age," the top activities for most Bangor residents (falling in categories 35 to 44 years and 45 to 54 years) are likely fishing, camping, cardio fitness, working out with weights, and working out using machines.



#### Figure 4.13: SFIA Inactive Aspirational Activities by Income

6 to 12	13 to 17		18 to 24
1 Fishing	1 Fishing		1 Working out with weights
2 Camping	2 Bicycling		2 Running/jogging
3 Running/jogging	3 Tennis		3 Cardio fitness
4 Soccer	4 Swimming f	for fitness	4 Camping
5 Basketball	5 Shooting		5 Hiking
6 Swimming for fitness	6 Working ou	t using machines	6 Working out using machines
7 Hiking	7 Hunting		7 Yoga
25 to 34	35 to 44		45 to 54
1 Fishing	1 Fishing		1 Fishing
2 Running/jogging	2 Camping		2 Camping
3 Camping	3 Cardio fitne	SS	3 Cardio fitness
4 Working out using machines	4 Working ou	t with weights	4 Working out using machines
5 Cardio fitness	5 Working ou	t using machines	5 Working out with weights
6 Hiking	6 Running/jog	gging	6 Shooting
Working out with weights	7 Hiking		7 Hiking
55 to 64		65+	
1 Fishing		1 Fishing	
2 Camping		2 Camping	
3 Swimming fo	r fitness	3 Swimming	for fitness
4 Working out	with weights	4 Working ou	ut using machines
5 Working out	using machines	5 Working סנ	it with weights
6 Cardio fitnes	s	6 Shooting	
7 Yoga		7 Cardio fitne	ess

#### **Regional and National Trends**

The following information summarizes regional and national trends that are relevant to the Bangor Parks and Recreation Department. This section of the report details the trends and interests that were identified within the public engagement process and recognized on a regional or national level. The information contained here can be used by staff when planning

## **b** BerryDunn



new programs, considering additions to parks and new park amenities, and creating the annual budget and capital improvement plan. Understanding trends can also help an organization reach new audiences and determine where to direct additional data collection efforts within an organization.

A wide variety of sources were used in gathering information for this report, including:

- American College of Sports Medicine (ACSM)
- American Council on Exercise (ACE)
- Forbes
- Harris Poll Results/The Stagwell Group
- Impacts Experience
- National Recreation and Park Association (NRPA)
- The Aspen Institute
- The Learning Resource Network (LERN)
- The New York Times
- The Outdoor Industry Association
- The Society of Health and Physical Educators (SHAPE America)
- USA Pickleball website

#### Facility Trends

#### Community Centers

Park and recreation agencies serve their communities in many ways; one of the primary facilities that many agencies operate are community centers. These facilities may host a variety of amenities, such as sport courts, multipurpose rooms, fitness gyms, aquatic facilities, and much more. There has been a shift from traditional fitness and general activities in community centers to a more modern approach, which includes healthy living classes, computer classes/internet access, and older adult transportation. Data from NRPA indicates that recreation centers play an important role in communities across the country. Figure 4.14 demonstrates the potential for non-traditional community services.<sup>1</sup>

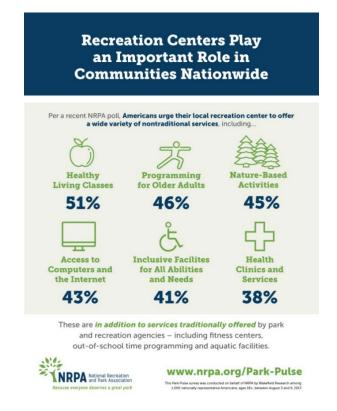
<sup>&</sup>lt;sup>1</sup> National Recreation and Park Association. n.d. "Recreation Centers Play an Important Role in Communities." *National Recreation and Park Association*. Accessed September 2019. <u>https://www.nrpa.org/publications-research/park-pulse/park-pulse-survey-recreation-centers-role-in-communities/</u>



Some of the activities, both traditional and non-traditional, are listed below:

- Art/dance/exercise studio
- Drama/voice/instrument instructional studio
- Esports such as competitive video gaming competitions, tournaments, and classes
- Fitness classes such as yoga, meditation, martial arts, and cycling
- Health club/fitness center
- Ice skating
- Indoor archery
- Indoor gardening
- Indoor play center (rock climbing or indoor playground)
- Indoor soccer facility
- Lacrosse
- Tennis, handball, badminton, racquetball, pickleball
- Wrestling

#### Figure 4.14: Non-Traditional Services Desired in Community Centers





### Age-Related and Generational Trends

Activity participation varies based on age, but it also varies based on generational preferences. The SFIA issues a yearly report on generational activity. In the 2020 SFIA report, millennials had the highest percentage of those who were "active to a healthy level," but a quarter also remained sedentary. Nearly 28% of Generation X were inactive, with baby boomers at 33% inactive. Baby boomers

Generation Alpha	~Born 2010 – Present
Generation Z	Born 1997 – 2010
Millennials	Born 1981 – 1996
Generation X	Born 1965 – 1980
Baby Boomers	Born 1946 – 1964
Silent Generation	Born 1928 – 1945

prefer low-impact fitness activities such as swimming, cycling aquatic exercise, and walking for fitness.

A condensed list of generational trends that might impact recreational services are below, consolidated from the Pew Research Center:

- Baby boomers are staying in the workforce longer than generations before them (2019).
- Millennials have more financial hardships, such as student loan debt, poverty, and unemployment, and lower levels of wealth but are optimistic about their future (2014).
- Approximately 13% of teens (Generation Z) said they have had a major depressive episode in the last year (2019).
- Those 60 and older (baby boomers) spend about four hours a day in front of a screen (2019).
- Generation Z is the most racially and ethnically diverse generation, with only 52% identifying as non-Hispanic white (2018).

#### **Generational Programming**

There has been an increase in the number of offerings for families with children of all ages. This is a departure from past family programming that focused nearly entirely on younger children and preschoolers. Activities such as Family Fossil Hunt and Family Backpacking and Camping Adventure have proven very popular for families with teens. This responsiveness to the Generation X and millennial parents of today is an important step, as these age groups place a high value on family. GameTime's "Challenge Course" is an outdoor obstacle course that attracts people of all ages and backgrounds to socialize with family and friends while improving their fitness. This type of playground encourages multigenerational experiences.

### Trends for Youth Ages 13 and Younger

#### Traditional Sport Programming

Prior to the COVID-19 pandemic, the number of youths involved in team sports was beginning to decline. From 2008 – 2018, the participation rate of kids between the ages of 6 and 12



dropped from 45% to 38% due to the increasing costs, time commitments, and competitive nature of organized sports leagues.

According to the Aspen Institute, after most athletic programs were shut down in the spring of 2020, 30% of children who previously played team sports now say that they are no longer interested in returning. It is estimated that up to 50% of the private travel sports clubs will fold following the pandemic, putting pressure on municipal recreation programs to fill the gaps for children who do want to continue playing organized sports. There is a heightened need to save and build low-cost, quality, community-based sports programs that can engage children of all abilities in large numbers.

#### Science, Technology, Engineering, and Mathematics (STEM, STEAM) Programs

STEM, STEAM programs—including arts programming—are growing in popularity. Some examples include learn to code, design video games, Minecraft, create with Roblox (an online gaming platform and game creation system), engineer robots, print 3D characters, and build laptops.

#### Summer and School Break Camps

Participation in parks and recreation youth camp programs continues to be very strong. For some agencies, these programs are the most significant revenue producers.

#### Nature-Related Programming

There is an international movement to connect children, their families, and their communities to the natural world called the New Nature Movement, and it is having an impact. In addition to new nature programming, nature-themed play spaces are becoming popular. Some park and recreation agencies are now offering outdoor preschool where the entire program takes place outside.

#### **Youth Fitness**

The organization Reimagine Play developed a list of the top eight trends for youth fitness. The sources for this information include the ACSM's Worldwide Survey of Fitness Trends, ACE Fitness, and SHAPE America. The top eight trends include:

- Physical education classes are moving from sports activities to physical literacy curriculums that include teaching fundamentals in movement skills and healthy eating
- HIIT classes that involve bursts of high-intensity exercise followed by a short period of rest with classes ranging 30 minutes or less
- Wearable technology and digital fitness media, including activity trackers, smartwatches, heart rate monitors, GPS tracking devices, and smart eyeglasses and virtual headsets
- Ninja warrior training and gyms as a result of NBC's premier shows American Ninja Warrior and Spartan Race



- Outdoor recreational activities including running, jogging, trail running, and BMX biking
- Family (intergenerational) fitness classes such as family fitness fairs, escape rooms, and obstacle races are gaining in popularity among Gen X and Gen Y families who place a high value on family time
- Kids' obstacle races in conjunction with adult obstacle races such as the Tough Mudder, Spartan Race, and Warrior Dash
- Youth running clubs that also teach life skills such as risk-taking, goal setting, and team building

### Trends for Teens/Younger Adults Ages 13 – 24

Local parks and recreation agencies are often tasked with finding opportunities for teen programming beyond youth sports. As suicide is the second highest cause of death among U.S. teens, mental health continues to be a priority for this age group. Activities such as meditation, yoga, sports, art, and civic engagement can help teens develop life skills and engage cognitive functions. Beyond interacting with those of their own age, many agencies are developing creative multigenerational activities that may involve seniors and teens assisting one another to learn life skills. Agencies that can help teens develop career development skills and continue their education are most successful in promoting positive teen outcomes and curbing at-risk behavior.<sup>2</sup>

#### Esports

Esports (also known as electronic sports, e-sports, or eSports) is a form of competition using video games. Forbes reported in December 2019 that esports audiences exceed 443 million people across the world, and the International Olympic Committee is considering it as a new Olympic sport. Local recreation offerings can include training classes, open play, tournaments, and major competition viewing. A new recreation center in Westerville, Ohio includes a dedicated esports room, and college campuses across the country are also launching esports programs. Florida Southern College offers esports as a club sport for both community and competitive players. Florida Tech, in Melbourne, FL, has a dedicated esports facility. As a result of the COVID-19 pandemic, many parks and recreation agencies are including esports in their programming mix.

<sup>&</sup>lt;sup>2</sup> Kardys, Jack. June 5, 2019. "Park Afterschool Programs: A Vital Community Resource" National Recreation and Park Association." *National Recreation and Park Association*. Accessed December 11, 2023. <u>https://www.nrpa.org/parks-recreation-magazine/2019/june/park-afterschool-programs-a-vital-community-resource/</u>



#### Holistic Health

Parks and recreation's role in maintaining a holistic lifestyle will continue to grow. People are seeking opportunities to practice mindfulness, authentic living, and disconnection from electronic media. Programs to support mental health, including those that help to combat anxiety, perfectionism, and substance abuse in youth and young adults, are increasingly needed. The United Nations has urged governments around the world to take the mental health consequences of COVID-19 seriously and help to ensure the widespread availability of mental health support to constituents.

### Trends for Adults Ages 25 – 54

#### Cornhole (or Bags)

Cornhole is a low-impact, low-cost activity that can be played by people of all ages. Young adults are signing up for leagues (that can be held indoors or outdoors and are offered all year long). It does not take any skill, and it is a social activity. Although it can be offered recreationally, some competitive leagues are offered as well.

### Trends for Adults Ages 55 and Over

#### Lifelong Learning

A Pew Research Center survey found that 73% of adults consider themselves lifelong learners. Do-it-yourself project classes and programs that focus on becoming a more "well-rounded" person are popular. Phrases such as "how to" can be added to the agency website's search engine optimization, as consumers now turn to the internet as their first source of information regarding how to projects. Safeguarding online privacy is also a trending course.

#### **Fitness and Wellness**

Programs such as yoga, Pilates, tai chi, balance training, chair exercises, and others continue to be popular with the older generation.

#### **Encore Programming**

This is a program area for baby boomers who are soon to be retired and focuses on a broad range of programs to prepare people for transitions into retirement activities. Popular programs for the 55+ market include fitness and wellness (specifically yoga, mindfulness, tai chi, relaxation, personal training, etc.), drawing and painting, photography, languages, writing, computers and technology, social media, cooking, mahjong, card games, volunteering, and what to do during retirement.

#### **Creative Endeavors**

Improv classes promote creative endeavors. Workshops and groups help seniors play, laugh, and let loose while practicing mental stimulation, memory development, and flexibility.



### Indoor Ice Skating Trends

Ice skating is a popular option for parks and recreation departments who want to provide a wide variety of recreation opportunities to their community. While some agencies may offer pop-up ice skating rinks in the winter, others like the City of Bangor may choose to install a permanent indoor ice skating rink as a revenue generating opportunity.

Shaker Heights, OH, Parks and Recreation has a very robust inventory of ice-related programs and activities. It includes a Learn to Skate program that follow the Learn to Skate USA curriculum—the most widely used and nationally recognized skating education program. Examples of their Learn to Skate programs include Baby Blades (ages 1.5 to e), Snowplow Sam (ages 3 to 5), Basic (ages 6 and up), Hockey, and adult (ages 18 and up). Every spring, Shaker's Learn to Skate participants are invited to participate in the Annual Ice Show sponsored by the Recreation Department.

The City of Miami Beach offers adaptive ice skating—a program type not commonly offered.

Additional activities for indoor ice rinks include:

- Adult drop-in hockey over lunch
- Hockey instruction
- Summer skating camps (hockey and/or figure skating)
- Curling instruction and events
- Private lessons
- Public skating sessions
- Private events that include skating

- Ice hockey leagues
- Figure skating training/competitions
- Speed skating training/competitions
- Broomball
- Concessions and/or vending
- Pro shop sales and/or rentals
- Advertising and sponsorships

The SFIA report on ice skating indicates a general decline in total participation, with a -3.80% change from 2020 to 2021 and a minor 0.20% increase from 2019 to 2021. The two-year change (from 2019 – 2021) in core participation (from those who ice skate 13+ times per year), has increased 6.40%. The data suggests potential opportunities for targeted efforts to engage and retain frequent participants in ice skating. It should be noted that this decline is representative of nationwide trends and may not be reflective of local or statewide trends.

#### Table 4.4: SFIA Ice Skating Participation, 2016 – 2021

Ice Skating	One-Year Change	Two-Year Change	Five-Year Average Annual Growth
Total Participation	-3.80%	0.20%	-1.60%
Casual 1 – 12 Times	-4.80%	-0.90%	-1.80%
Core 13+ Times	1.50%	6.40%	-0.70%

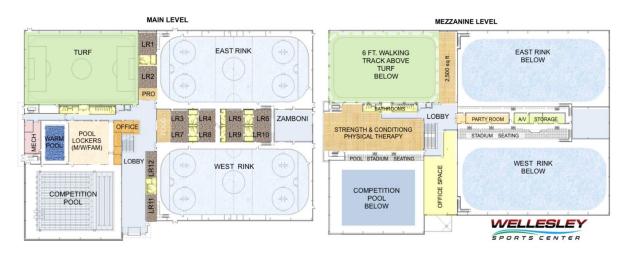


### Case Study

As the City considers the future of its new recreation center, a case study from Boston Sports Institute (BSI) offers valuable insights. BSI, conceptualized by Edge Sports Group (ESG), is a mixed-use recreational facility designed with a unique public-private partnership model.<sup>3</sup> The facility features two National Hockey League (NHL) regulation ice surfaces, indoor synthetic turf field, competition swimming pool, warmup pool, sports rehabilitation, strength training, track, and an academic coaching center.

ESG, as a long-term lessee, constructs, manages, and owns facilities, while the town retains land ownership and ensures priority scheduling for schools and dedicated community hours. BSI is a 130,000-square-foot facility costing \$23.3 million.

BSI's architecture and design focus on managing environmental demand and optimizing energy use. To reduce operating costs, thermal energy extracted from the rinks is reclaimed to heat the pools. Glare in the competitive pool, a potential safety hazard, is minimized by strategically placed windows on the north side. The facility is accessible and inclusive, featuring a chair lift, drop-in stairs for the pools, private gender-neutral changing spaces, elevators, and accessible walkways. The BSI case study demonstrates how these types of facilities can offer value to the community while operating as a sustainable business model. Figure 4.15 depicts the BSI Facility layout.





#### Source: ESG

<sup>&</sup>lt;sup>3</sup> Boston Sports Institute. n.d. "About Boston Sports Institute." *Boston Sports Institute*. Accessed December 11, 2023. <u>https://bostonsportsinstitute.com/edgesportsgroup/</u>



### Administrative Trends

Municipal parks and recreation structures and delivery systems have changed, and more alternative methods of delivering services are emerging. Certain services are being contracted out and cooperative agreements with nonprofit groups and other public institutions are being developed. Newer partners include the health system, social services, justice system, education, the corporate sector, and community service agencies. These partnerships reflect both a broader interpretation of the mandate of parks and recreation agencies and the increased willingness of other sectors to work together to address community issues. The relationship with health agencies is vital in promoting wellness. The traditional relationship with education and the sharing of facilities through joint-use agreements is evolving into cooperative planning and programming aimed at addressing youth inactivity levels and community needs.

In addition, the role of parks and recreation management has shifted beyond traditional facility oversight and activity programming. The ability to evaluate and interpret data is a critical component of strategic decision-making. In an article titled "The Digital Transformation of Parks and Rec" in the Parks and Recreation Magazine from February 2019,<sup>4</sup> there are several components that allow agencies to keep up with administrative trends and become an agent of change, such as developing a digital transformation strategy, anticipating community needs through data, and making sure the public knows how to find information and ways they can be involved.

#### Agency Accreditation

Parks and recreation agencies are affirming their competencies and value through accreditation. This is achieved by an agency's commitment to 150 standards. Accreditation is a distinguished mark of excellence that affords external recognition of an organization's commitment to quality and improvement.

NRPA administratively sponsors two distinct accreditation programs: It is the only national accreditation of parks and recreation agencies and is a valuable measure of an agency's overall quality of operation, management, and service to the community.

#### Diversity, Equity, and Inclusion

There is growing recognition that access to parks and recreational spaces is not equitable. According to the Urban Institute, in many cities across the United States, there are fewer quality parks in proximity to residents with low incomes and communities of color. As a result, many large cities have started to establish data-driven criteria to guide investment in public recreation

<sup>&</sup>lt;sup>4</sup> National Recreation and Park Association. n.d. "The Digital Transformation of Parks and Rec." *National Recreation and Park Association*. Accessed December 11, 2023. <u>https://www.nrpa.org/parks-recreation-magazine/2019/february/the-digital-transformation-of-parks-and-rec/</u>



to improve equity. The City Parks Alliance identified five common elements that are critical to developing, implementing, and evaluating a data-driven equitable investment strategy.<sup>5</sup>

- 1. Leverage leadership from one or more sectors. Strong leadership is critical for making the case for creating and implementing an equitable approach. In addition to various governmental bodies, involving local foundations and those from the nonprofit sector can help to bring the need for equity into focus.
- 2. **Define equity goals and collect data to support the goals.** Data collection and analysis must be reliable, consistent, and transparent and guided by agreed-upon equity goals. The data collected in each city may vary but often includes statistics on poverty, crime, health, youth population, park access, unemployment, past capital and maintenance investment, and access to parks.
- 3. Educate and engage the community on equity data. Educating all levels of government, residents, nonprofits, foundations, and the private sector on data findings is important for building awareness and buy-in, as well as a commitment to implementation. Extensive outreach and engagement are critical to help ensure the data aligns with reality and that the process builds ownership of the results.
- 4. **Establish and sustain equitable funding practices.** A variety of strategies can be implemented to help ensure that equity becomes a reality, including new ordinances, voter-approved measures, strategic plans, and internal reorganization.
- 5. **Institute consistent tracking and evaluation procedures.** Tracking new funding initiatives with an oversight committee that is required to produce an audit, reports, or study results helps to ensure consistent implementation over time.

As the recreation field continues to function within a more diverse society, race and ethnicity will become increasingly important in every aspect of the profession. More than ever, recreation professionals will be expected to work with, and have significant knowledge and understanding of, individuals from many cultural, racial, and ethnic backgrounds. According to the 2020 Outdoor Participation Report, participation rates among diverse groups are evolving quickly but still do not reflect the diverse populations throughout the country. Black Americans represent approximately 12.4% of the population but only 9.4% of outdoor participants. Hispanics, who make up almost 18% of the population, only make up 11.6% of outdoor participants. These two groups are particularly underrepresented, although they are rising over time.

- Ensure images in marketing campaigns are diverse and representative
- Celebrate diverse organizations

<sup>&</sup>lt;sup>5</sup> City Parks Alliance. Urban Institute. July 1, 2019. *Investing in Equitable Urban Park Systems: Case Studies & Recommendations.* Washington, .D.C: City Parks Alliance. <u>https://cityparksalliance.org/resource/investing-equitable-urban-park-systems-case-studies-recommendations/</u>



### **Program-Related Trends**

#### Niche Programming

Decades ago, recreation agencies focused on offering an entire set of programs for a general audience. Since that time, market segments have been developed, such as programming specifically for seniors. Recently, more market segments have been developed for specialty audiences, such as the LGBTQ+ community, retirees, military veterans, cancer patients, people needing mental health support, and individuals with visible and invisible disabilities. Organizations are taking a much more holistic approach to program and service offerings, beyond what is typically thought of as a recreation program.

### Before- and After-School Care Programs

Many park and recreation agencies offer before- and after-school care programs. These programs may include fitness/play opportunities, healthy snacks, and tutoring/homework services. According to an NRPA poll, 90% of U.S. adults believe that before- and after-school programs offered by local park and recreation agencies are important. According to the 2021 Out-of-School Time Report, approximately 58% of local parks and recreation agencies offer after-school programming, 20% offer before-school programming, and 36% offer preschool programming. Key benefits of out-of-school time programs include:<sup>6</sup>

- Childcare for working parents and/or caregivers
- A safe space for children
- Physical activity through play, exercise, and sports
- Socialization with peers

<sup>&</sup>lt;sup>6</sup> National Recreation and Park Association. January 8, 2021. *Out-of-School Time Report*. Ashburn: National Recreation and Park Association. Accessed December 11, 2023. <u>https://www.nrpa.org/publications-research/research-papers/out-of-school-time-survey-results/</u>





#### Figure 4.16: Overview of NRPA Park Pulse Report on Before- and After-School Care

#### Key Highlights of the 2021 NRPA Out-of-School Time Report

Out-of-school time (OST) programs serve children of all ages — from infants to teenagers who are about to graduate from high school and enter the workforce

Key benefits of OST programs include:



The COVID-19 pandemic led to innovations that will continue, including:



Source: 2021 NRPA Out-of-School Time Report

#### Summary

The results of the market study in totality indicate programming gaps in Bangor—both in indoor recreation opportunities and with ice programming. The new facilities proposed in this study would support Bangor and surrounding communities now and into the future.



## 5.0 Engagement Summary

When the City of Bangor (City) released its RFPs for feasibility studies for a new or renovated Sawyer Ice Arena and a new Parks and Recreation center, it noted a strong desire for community participation to help ensure the final plans included resident needs.

The first deliverable, an Engagement Strategy, summarized opportunities where constituents could provide input regarding these two important community facilities.

For those interested in providing feedback, they could do so via online surveys and two public open houses. Additionally, six focus groups were conducted, with participants invited by Parks and Recreation Department (Department) staff according to current interest and usage of either the recreation center or Sawyer Ice Arena.

Social Pinpoint is an online engagement tool BerryDunn uses to gather community input. With assistance from City staff, BerryDunn customized the Social Pinpoint site for this project, including information on the history of the arena and center, current photos of both facilities, and two surveys—one focusing on ice programming needs and the other on general recreation programming. The Social Pinpoint site was opened for public comment on Tuesday, April 25, 2023, and was publicized in conjunction with the public open houses.

During the week of May 8, 2023, the BerryDunn and CHA consulting teams conducted inperson engagements regarding the feasibility studies for a new/renovated Sawyer Ice Arena and a new recreation center. Consultants met with two staff groups, provided an update on the feasibility study process to City Council, conducted six focus groups, and facilitated two public open houses.

Bangor staff promoted both the Social Pinpoint site and the public open houses via two email communications to its database of 8,500 names. The first notice went out on May 8, 2023, at 9:15 a.m. and the second was sent on May 24, 2023, at 4 p.m. Both of these emails included a link to the Social Pinpoint site.

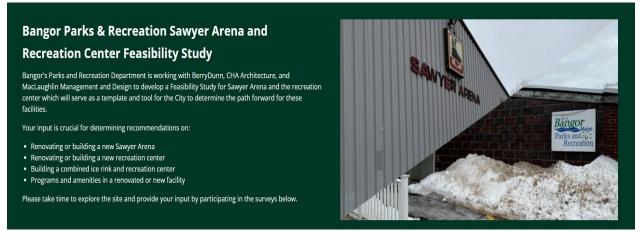
This section of the report provides a summary of all the community input gathered for these feasibility studies.

### **5.1 Social Pinpoint Results**

The Social Pinpoint site (depicted in Figure 5.1) for this project was available to the community from Tuesday, April 25, to Wednesday May 31, 2023 (five weeks). As noted, the site included a history of each facility, photos of existing conditions at each location, and two surveys (included in Appendix 12.1). The site attracted 571 unique stakeholders who completed 825 surveys: 450 for the Sawyer Ice Arena and 375 for the Recreation Center.



#### Figure 5.1: Social Pinpoint Page

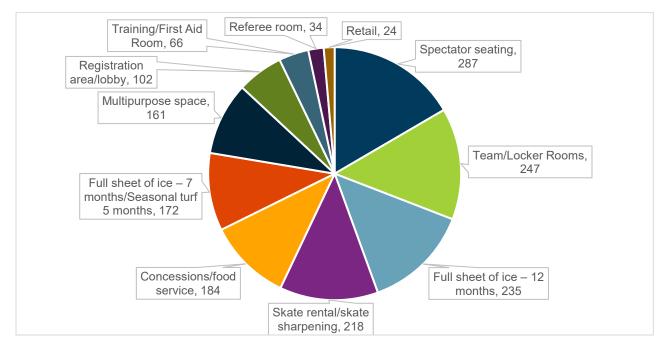


### Sawyer Ice Arena Survey Results

The Sawyer Ice Arena Survey comprised four questions; the following section summarizes the results of those questions.

## Question #1: What are the most important ice arena components for you and your family? Please select up to five options.

A total of 441 people responded to this question. According to results, the most important elements were spectator seating (287), team/locker rooms (247), full sheet of ice – 12 months (235), and skate rental/skate sharpening (218). Full results are depicted in Figure 5.2.



#### Figure 5.2: Important Ice Arena Components



Respondents could also provide additional suggestions for components; those suggestions included the following:

- Warm room with good sound system (4)
- Concrete arena floor for multisport use off season (2)
- Changing table for infants (1)
- Double rink (3)
- Roller rink in summer (1)
- Dry floor for inline or velodrome (1)

## Question #2: What are the most important ice-related programs for you and your family? Please select up to five options.

A total of 442 people responded to this question. The top four most important ice-related programs were within eight responses: open skate (237), hockey instruction (233), hockey leagues (229), and the Learn to Skate program (229). Full results are depicted in Figure 5.3.

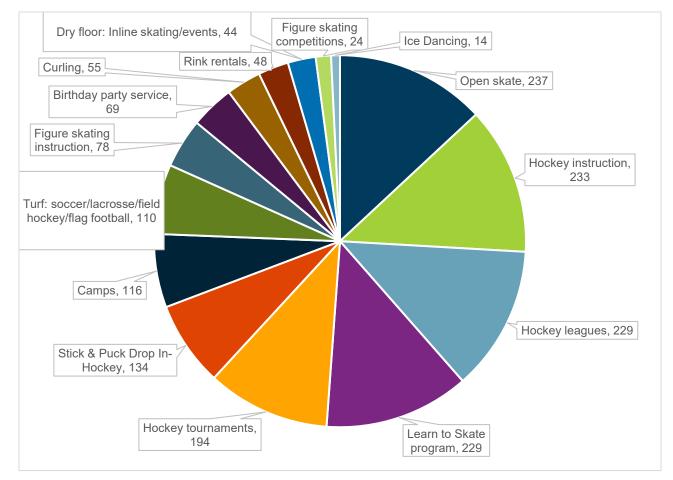


Figure 5.3: Most Important Ice-Related Programs



Respondents were also asked if there were any other programs they would like to see in a new or renovated ice arena. Their responses included the following:

- Men's hockey league with flexible hours (2)
- Open skate lessons (2)
- Dedicated open ice time for working adults (1)
- Inline skating and roller derby (2)

#### Question #3: Which facility is most important to you and your family?

A total of 446 people responded to this question, which offered three response options: ice arena, recreation center, and equal importance. Of respondents, 42% indicated the ice arena was the most important facility, with 33% indicating equal importance. Full results are depicted in Figure 5.4.

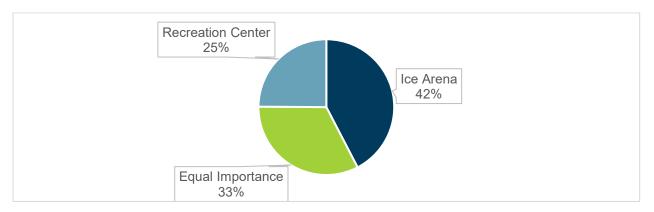
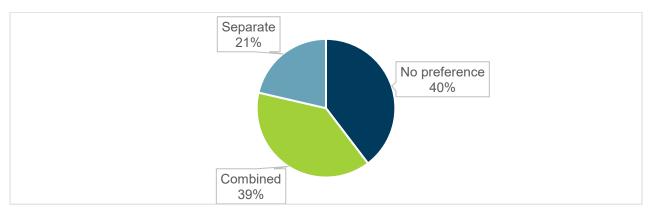


Figure 5.4: Facility Importance

#### Question #4: Do you think the facilities should be combined on one site or separate?

A total of 449 people responded to this question, which offered three response options: combined, separate, and no preference. Of respondents, 40% indicated they had no preference, with 39% selecting the combined option. Full results are depicted in Figure 5.5.



#### Figure 5.5: Combined or Separate Facilities

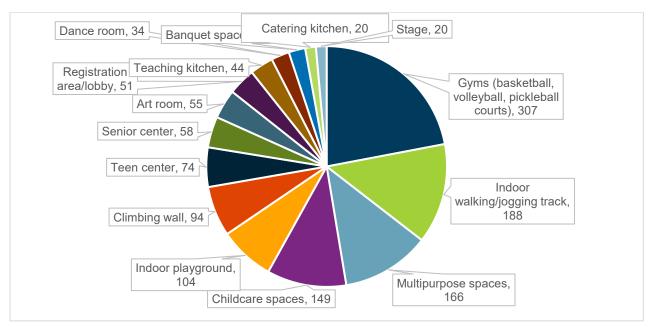


### **Recreation Center Survey Results**

The recreation center survey also comprised four questions; 375 people responded. The results are summarized in the following sections.

# Question #1: What are the most important recreation center components for you and your family? Please select up to five options.

A total of 375 people responded to this question. The most important components to respondents are gyms (307), an indoor walking/jogging track (188), multipurpose spaces (166), and childcare spaces (149). Results for this question are depicted in Figure 5.6.





Respondents could also suggest additional spaces they would like to see in a new facility. Those responses included the following:

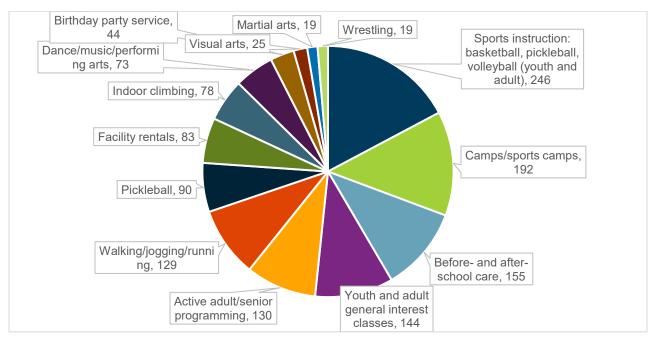
- Indoor lacrosse court (6)
- Pickleball courts (1)
- Squash courts (1)
- Roller rink (1)
- Indoor pool (1)
- Indoor skateboarding (1)
- Sensory-friendly spaces and ADA-appropriate playground (1)
- Group exercise rooms (1)



• Band room (1)

# Question #2: What are the most important programs for you and your family? Please select up to five options.

A total of 368 people responded to this question. The most important programs for respondents were sports instruction (246), camps/sports camps (192), before- and after-school care (155), and youth and adult general interest classes (144). Results are depicted in Figure 5.7.



#### Figure 5.7: Most Important Programs

Respondents could also suggest additional programs they felt were important to a new recreation center; their responses are as follows:

- Lacrosse (6)
- Baton twirling (2)
- Squash (1)
- Basketball at night (1)
- Skateboarding (1)
- Sensory-friendly programs (1)
- Yoga (1)
- Preschool playtime (1)
- Line dance (1)

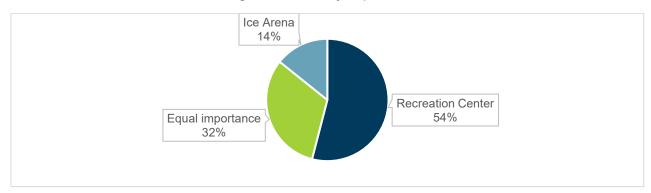




- Open gym (1)
- Cooking and craft classes (1)
- Roller-skating, inline skating (1)

#### Question #3: Which facility is most important to you and your family?

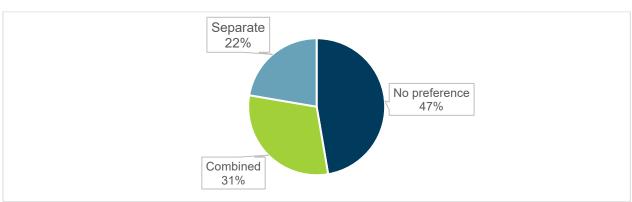
A total of 372 people responded to this question, which offered three response options: recreation center, ice arena, or equal importance. Of respondents, 54% indicated that the recreation center was the most important facility, and 32% indicated the facilities were of equal importance. The full results for this question are depicted in Figure 5.8.



#### Figure 5.8: Facility Importance

#### Question #4: Do you think the facilities should be combined on one site or separate?

A total of 372 people responded to this question. Of respondents, 47% indicated they had no preference, and 31% noted the facilities should be combined on one site. The full results from this question are depicted in Figure 5.9.



#### Figure 5.9: Combined or Separate Facilities

### Summary of Focus Groups

Across six focus groups, 33 participants answered similar questions about program participation and usage. The results are summarized in the following sections. The list of questions is included in Appendix 12.2, and the names of participants are included in Appendix 12.3.



### Demographics

Focus group participants included short-time Bangor residents (less than a year) as well as longtime residents (more than 20 years). A few non-residents (but heavy users of the Parks and Recreation Department) also participated. Attendees ranged in age from young adults (with children) to seniors with grandchildren.

### Current Program Usage

Focus group attendees shared that they or someone in their family have participated in nearly every program and visited every facility the Department provides. One attendee noted the following: "You name it, we have done it!" Another commented "they offer something for everyone." The following sections list programs and facilities noted during focus groups, with many of these items repeated several times.

### **Program Participation**

- Baseball
- Basketball (as a participant, volunteer coach, and spectator)
- Before- and after-school care
- Field hockey
- Figure skating
- Golf lessons
- Hockey (players and coaches)
- Lacrosse
- Mountain bike club
- Pickleball
- Senior bingo
- Senior dinners
- Ski lessons
- Soccer
- Softball
- Special events: father/daughter dance
- Summer camps
- T-ball



- Tennis
- Tot time
- Wrestling

#### Facility Usage

- Athletic fields
- Dog park
- Golf: playing the course, walking, skiing, sledding on the course
- Mountain bike trails
- Parks (City Park for cross-country skiing)
- Playgrounds
- Pools
- Recreation Center programs and meeting spaces
- Sawyer Ice Arena

#### Additional Discussion

In addition to sharing the programs and facilities they use, participants also noted the following:

- Bangor is at a turning point with population and density; many appreciated the focus on new facilities.
- There are not enough activities offered for senior veterans.
- Effective, collaborative relationships have been created with Parks and Recreation staff (Tracy, Debbie, and Joe), which makes permitting facilities and partaking in programs easy.
- Current facilities do not meet the effort of staff; new facilities are needed to enable Bangor to bring new life into programs.
- Bangor residents have never voted a referendum down; if packaged correctly, a bond should pass (it was noted that during COVID-19 a bond passed for the new track).
- These facilities will help provide cultural identity for Bangor; according to participants, it is important that the community invest in new facilities to meet resident needs.
- The Parks and Recreation Department plays a critical role in the development of Bangor youth; therefore, better indoor facilities are needed.



### Parks and Recreation Department Strengths

There was a great deal of conversation regarding current Department strengths. Often, focus group attendees concentrated on the people—Department leadership, employees, and volunteer coaches—as the primary strength of the Department. They also said the wide variety of available programming, despite the lack of facilities, is a primary strength. One person commented the following: "You don't hear much negative about Parks and Recreation." Below are the highlights regarding Department strengths.

- Staff are friendly, kind, creative, and accommodating
  - Although some spaces may not be the best fit for programming, staff make the best of it and squeeze out every bit from resources
  - o Clean parks
- Programming
  - Wide variety of youth offerings that keep children engaged
  - Variety something for every age and interest
  - o Affordable
  - Before and after care: division of ages, transportation, security, and flexibility are all amazing
  - Swim lessons
  - Wrestling (new staff and numbers are up)
- Communication (good website)
- Ski passes
- Cooling center/warming shelter for the public during weather emergencies

### Sawyer Ice Arena Strengths

When identifying strengths of the Sawyer Ice Arena, many attendees noted Joe Nelson as the primary strength, commenting that he truly cares about kids, is very welcoming, and works very hard to accommodate all the groups (including three high schools) who desire ice time. Other strengths mentioned include:

- Programming
  - $\circ$  Learn to Skate numbers are up, and classes are consistently filled
  - Hockey numbers are declining a bit, and the house program needs strengthening
  - Figure skating is growing but untapped



- Public skating well-attended program but limited hours available
- Central location the rink is easy to get to in its current location
- Affordable the program fees are reasonable
- Warm room this space is nice—comfortable gathering space, which allows parents and spectators to get together and connect while watching a hockey game.

#### **Desired Ice Arena Amenities**

Attendees noted many issues that a new ice rink could address/solve. They expressed challenges with limited ice time, as many groups compete for the same slots, and limited hours for open skate and programming. Some groups call looking for ice time when the facility is closed for the spring and summer months. The current chiller system is old (though it has been refurbished several times), and it is becoming difficult to find repair parts. The current floor is dirt and will not sustain ice in the summer months.

Whether to build one sheet ice or two, and the number of months the ice would be available throughout the year were significant conversation topics. Some attendees suggested considering opportunities for expansion in the future. Below are the facility components that focus group attendees suggested when brainstorming about a new ice arena in Bangor:

- A new, modern, accessible facility is needed, as the existing rink is antiquated and cannot be used 12 months a year; year-round ice is desired by most.
- Two sheets of ice—at least one sheet open for 12 months and one open for open for part of the year—to accommodate the needs of all teams and to increase programming for the community.
- More spectator seating (1,000 per sheet) is needed to accommodate all the groups who permit ice time and to control and separate different groups of fans during some games.
- More rink amenities (spacious lobby, team rooms, spectator seating, skate rental, quality concessions, pro shop) to draw large tournaments to the facility.
- More team rooms are needed (potentially 16 for two sheets; maybe two can be combined into one for the older teams).
- Additional storage is needed, and some groups (Bangor High) who permit a great deal of ice time would like dedicated storage for their program (in Auburn, they have rolltop storage for players to securely allow their equipment to dry and air out).
- Space for warm-ups, stretching, and off-ice training is needed (multipurpose space).
- Classroom space adjacent to the ice for people wearing skates.
- A room for coaches to meet and review film.
- A training room and a room for referees are needed.



- A media room and a dedicated space for event photos (for social media purposes).
- VIP boxes would be a nice addition in a new rink (like the University of Maine).

### Additional Discussion Regarding New Ice Arena

- The current facility is a great place to learn how to skate, but it is a terrible location for hockey competition for all the reasons listed above.
- Is there an opportunity for a partnership with Husson University for their hockey program?
- Some people now travel to Augusta in the summer months for ice, so the perception is that a year-round ice facility in Bangor would be utilized.
- Learn to skate numbers are on the rise with waiting lists. If these children cannot be accommodated, they will go elsewhere for find another sport.
- A hybrid facility for the second sheet of ice that can provide ice in the winter and other activities in the summer (turf, batting cages, cornhole, and pickleball) should be considered.

### **Opportunities With New Recreation Center**

Like a new ice facility, there was a great deal of discussion about the possibilities a new recreation center could bring to the community. When the new Cross Center was proposed, some community members expressed that the City could not afford it and that it was unrealistic; however, it has been an incredible addition to the community, and much more has come out of it than originally planned.

Several focus group attendees noted that it is very important that kids and families stay engaged in physical activities and that a new centrally located community hub is needed for this purpose. A one-stop-shop was described as the ideal facility—a place that is welcoming, fun, multigenerational and multipurpose to address community needs as a whole. Many expressed the need for modern technology, improved acoustics, and a one-story building with fewer stairs than the current facility.

Losing the YMCA gym space has impacted the community, which attendees noted several times.

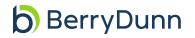
There was a great deal of excitement when discussing possible recreation center components and programming. Below is a high level list of each.

### **Desired Recreation Center Components**

- American Legion space can be shared space with other programs or renters
- Arts and crafts room with sinks
- Climbing wall



- Computer lab
- Dedicated childcare spaces: This program is a huge success (and necessity) in Bangor, and people would like to see it expand. A separate, secured entrance (but with a direct connection to the rest of the center) was suggested along with a fenced playground adjacent to the space
- Employee lounge for breaks, meals, meetings away from the public
- Field house with turf that could support soccer, field hockey, and lacrosse and include drop-down batting cages from the ceiling to support baseball and softball programming
- First aid space/nurse's station
- Fitness room with exercise equipment; some noted other entities are providing these opportunities
- Greenhouse for programming
- Group exercise spaces with a wood floor, mirrors, barres, and a sound system
- Gyms/hard courts with spectator seating; the number needed for all types of sports (basketball/with adjustable rims, volleyball, pickleball, etc.) varied from two to six. It was noted that using the variety of grade schools for park and recreation programming can be difficult for parents if they have children in different age groups. And several courts with spectator seating would allow Bangor to host tournaments and provide space for parents to observe programs
- Indoor playground/ball pit
- Indoor tracks (two types) were described as needs: One raised over the gyms for walking and jogging (for recreational, drop-in purposes) and one as part of a field house with a turf infield for local track teams to use for indoor workouts and track meets during the winter months
- Library space
- Lobby/registration area: large, comfortable space with coffee and concessions/vending large enough for people to gather and kids to complete homework while they wait for programs to begin or for a ride home
- Locker rooms
- Multipurpose spaces for trainings, meetings, birthday parties, drop-in programs, rentals, and events (with technology built in, such as a projector). A large space with access to a kitchen that can be divided into smaller spaces was suggested
- Office for social services





- Preschool spaces this could potentially provide an opportunity for a nine-month preschool or early childhood programming
- Quiet room
- Senior spaces on first floor do not need to be dedicated but must have secured storage
- Teaching kitchen

### Desired Recreation Center Programming

Expanded programming for all ages is desired: early childhood, youth, teens, adults, and seniors. Some specific programs noted include:

- Adult programming evenings and weekends opportunities for parents with children to have alone time (Christmas shopping, date nights)
- Arts programming programs for people who are not into sports
- Batting and pitching practice
- Cheer
- Childcare for City staff
- Cooking and baking classes for all ages
- Esports/interactive games/enhanced technology
- Events/indoor movies
- Expanded childcare/babysitting
- Group exercise: yoga, chair yoga, and others
- Gymnastics
- Line dancing
- Localize youth programming into one facility (Kids Cave and summer camps)
- Martial arts
- Sports: baseball, flag football, field hockey, lacrosse, pickleball, soccer, volleyball, and wrestling
- Youth drop-in program

### Additional Discussion Regarding a Recreation Center

Some additional items that were discussed in conjunction with a new recreation center included:



- Covered entryway from parking lot to make it safer for seniors to access the facility
- Dedicated entrances for some activities (before- and after-school care and social services)
- Parking near the entrance and enough to cover all the activities offered in the facility simultaneously/easy drop-off for buses and bus parking
- Playground and outdoor basketball court with adjustable rims on-site, and the playground should be in a safe location (not across the parking lot)
- Public transportation easy access from a new recreation center site

### **Financing New Facilities**

When asked how a new ice arena or recreation center should be funded, nearly every focus group included a contingent that suggested a referendum be held to issue bonds. Historically, Bangor has a great deal of success passing bond issues (none have ever failed according to staff). Participants noted that if the appropriate building was designed that met the needs of all age groups, it was likely a referendum would pass.

There was some conversation about the current YMCA funding campaign and if this would affect the City's plans for new public facilities. Others suggested sponsorships, naming rights, and fundraising from local businesses could help raise funds for construction. Federal grants were also noted as a potential option to help fund new construction.

Nearly all noted that program fees should cover overhead but not the debt service.

### Key Partners and Stakeholders

When asked about potential partners and stakeholders who might assist with new facilities, the following were suggested:

- Banks
- Car dealerships
- Hospitals
- Husson University
- Local schools
- Paper companies

#### Key Issues and Values

Focus group attendees were asked about key City issues and values that should be considered as new facilities are explored. The following items were noted.

• Inclusive, accessible



- Life safety
- Standby power to provide shelter during weather emergencies
- YMCA is currently conducting a campaign for a new facility
- A low entry point is needed for youth programming; the children who need it most have several barriers to participation
- It is critical to provide something (not everything) for everyone
- Homelessness issue how will this rising issue relate to a new facility?
- Public buy-in could be an issue
- Need to frame the benefits of a recreation center appropriately and completely for community well-being

### Facility Importance

Most focus group attendees indicated that both facilities are important for Bangor's future. A few indicated that a recreation center was more important, and a couple of others indicated that a new ice center was most important, but these groups were small.

### Combined on One Site or Separate

Focus group attendees were asked if the City were to build both facilities, should they be combined on one site or constructed in different locations. Overwhelmingly, people preferred one site due to streamlining of registration, staffing, parking, and building maintenance to name a few. A couple of people felt there would be too much on one site depending on the size of the property.

### Parks and Recreation Department Maintenance Facility

With the potential construction of a new recreation center, parks staff were asked about current issues and their space needs in a new facility. Parks staff currently operate seven days a week and maintain more than 400 acres of land. In addition to maintaining the parks, they also maintain three core facilities for the schools. The staff are trailering to many different places each day. Currently, the maintenance operations are on the edge of town, and a more central location would be ideal due to the travel time across the community.

Many staff believe there are benefits from being on the same site as Parks and Recreation administration. The highlights of this conversation included the following:

- They are currently lacking space more indoor storage is needed.
- The mechanic shop should be separate from storage.
- The wash bay should be connected to the mechanic shop.





- One additional vehicle bay is needed.
- In the current location, it is difficult to store snow and provide enough parking for weekend activities.
- The high school may need an off-site maintenance space, and this could potentially be combined with Parks and Recreation maintenance.

#### Other Items for Consideration

When discussing the possibility of new recreation facilities in Bangor, the following topics related to Parks and Recreation in Bangor were raised:

- Bathrooms are needed in existing parks
- Bicycle access if needed to new facilities
- A pump track is desired for children, with a suggestion that this could go next to an equestrian track
- Indoor equestrian arena
- The grandstand needs to be rebuilt; a new recreation center could be placed in this location
- If an ice arena and a recreation center were combined, they should have dedicated entrances

#### Public Open Houses

The consulting teams and staff collaborated to provide two public open houses on the evenings of Tuesday, May 9 and Wednesday, May 10. These were held at the recreation center and included five stations:

- Station 1: Greeter. At this station, attendees signed in and obtained directions on the details of the open house.
- Station 2: PowerPoint. At this station, attendees watched a PowerPoint presentation that provided an overview of the project (what are we doing, why, where are we now, purpose of open house) and next steps.
- Station 3: Ice Arena. At this station, attendees viewed photos of existing conditions and were provided five stickers to vote on new facility components and five stickers to vote on desired ice programming.
- Station 4: Recreation Center. At this station, attendees viewed photos of existing conditions and were provided five stickers to vote on new recreation center components and five stickers to vote on desired recreation programs.



- **Station 5: Priorities.** At this station, two more questions were presented for voting, and everyone was provided one sticker for each question. The questions were:
  - o Which facility is most important to you and your family?
    - Ice arena
    - Recreation center
    - Equal importance
  - Do you think the facilities should be combined on one site or separate?
    - Combined
    - Separate
    - No preference

#### Open House Results

A total of 17 people attended the two open houses (13 on Tuesday and four on Wednesday). The names of open house attendees are in Appendix 12.4 Attendees were provided 22 stickers: five to vote on ice components, five to vote on ice programming, five to vote on recreation center components, five to vote on recreation programming, one sticker to vote for the most important facility, and one sticker to vote on whether the two facilities should be combined or separate. For the components and programming, attendees could put all their stickers on one item or spread them out. Blank sheets were also available so attendees could provide additional ideas on ice arena components, ice programming, recreation center components, and recreation center programming. The results of the voting are summarized in the following sections.

#### Ice Arena Voting

The voting for the ice arena components is as follows:

- Full sheet of ice (20)
- Team locker rooms (13)
- Seasonal ice providing turf for five months (12)
- Spectator seating (10)
- Concessions/food service (9)
- Registration/lobby and multipurpose space (8)
- Skate rental/skate sharpening (7)
- Referee room and retail (3)



• Training/first aid room (1)

### Additional Ideas for Ice Components

- Minimum of two sheets of ice: examples include Uniplex and Willie O'Ree in Canada. Both facilities have one rink with an overhead gallery. One rink is stadium-style seating with an indoor walking and fitness track above. The locker rooms and concessions are in the middle. Have a cement floor for inline, ball, hockey, lacrosse, and community events.
- Two sheets of ice are needed. There is not enough ice here for the programs, and it would allow more time for figure skating programs, power skating, stick and puck, and skill development. With a better facility, tournaments could be hosted with economic impact to Bangor.
- A fitness room and an outdoor, cement covered shooting area surrounded by chain-link fence would be great.
- Two full sheets are required. One sheet should be year-round. There are plenty of opportunities for it to be used year-round.
- Two sheets revenue generating from tournaments.
- Elevated walking track and multigenerational spaces.
- One full sheet of ice and a mini sheet that can be used for instruction, mite, and private rentals.
- Year-round ice.
- Two full sheets of ice and bigger team rooms.

#### Ice Center Programming

- Hockey tournaments (17)
- Soccer/lacrosse/field hockey/flag football (11)
- Hockey instruction, open skate, and stick and puck drop-in hockey (9)
- Hockey leagues (6)
- Figure skating and Learn to Skate Program (4)
- Curling and rink rentals (3)
- Camps, dry floor (inline skating), and ice dancing (1 each)
- Birthday party service (0)



### Additional Ideas for Ice Arena Programs

• Broom ball (2)

### **Recreation Center Components**

- Gyms (for basketball, volleyball, pickleball) (22)
- Indoor walking/jogging track (16)
- Childcare spaces and registration area/lobby (7 each)
- Multipurpose spaces and climbing wall (6 each)
- Indoor playground (5)
- Art room (4)
- Dance room, senior center, and teen center (3 each)
- Teaching kitchen and stage (2 each)
- Banquet space (1)
- Catering kitchen (0)

### Additional Ideas for Recreation Center Components

- Locker rooms
- Mini golf
- Indoor tennis/pickleball
- Indoor turf field
- Multiple gyms need more gym time for baton twirling program
- Multigenerational space
- Combine all the elements: elevated walking track over ice/field/multipurpose space/lounge/food, etc.
- Turf fields indoor/outdoor

#### **Recreation Center Programming**

- Pickleball (13)
- Before- and after-school care and sports leagues (11)
- Camps/sport camps and walking/jogging/running (9 each)



- Youth and adult general interest classes (8)
- Sports instruction (6)
- Active adult programming (4)
- Facility rentals (3)
- Birthday party service, dance/music/performing arts, martial arts, indoor climbing, and visual arts (2 each)
- Wrestling (1)

### Additional Ideas for Recreation Center Programs

- Esports for teens
- Bocce ball
- Field hockey
- Ultimate frisbee
- Open gym time for baton twirling program
- Intro-to classes for adults: dance, pickleball, cooking, finance, etc.
- Pickleball
- Meeting space with media and stadium seating for:
  - Nonprofit groups
  - Youth sports board meetings
  - Officiating classes/certification
  - o Instruction
  - Team meetings

#### Facility Importance

For the last two questions, more votes were received than the number of people who signed in; therefore, it appears that either some people received a few extra stickers, or some people did not sign in (it is possible a couple of youth attended with their parents and voted but did not sign in).

The following question was posed: "Which facility is the most important to you and your family?" The responses were as follows:

• Ice Arena (11)





- Recreation Center (8)
- Equal importance (4)

### **Facility Locations**

The following question was posed: "Do you think the facilities should be combined on one site or separate?" The responses were as follows:

- Combined (16)
- Separate (2)
- No preference (1)



### 6.0 Facilities Desired Based on Engagement

The full project team (including City Parks and Recreation Department leadership and the consulting team) met to review the results of the engagement. Based on community feedback, the project team determined CHA Architects would begin to compile concept plans for a **combined facility** with the following components as a starting point:

- Shared parking
- Combined registration/lobby area/main point of entry
- An ice arena (one wing) to include:
  - Two full sheets of ice/one for 12 months and one for 7 months
  - Ample spectator seating/warm room
  - Eight team rooms/locker rooms
  - Concessions
  - o Referee room
  - Training room
  - Multipurpose space
  - Media space
- Recreation center (another wing) to include:
  - o Three gyms
  - Elevated walking/jogging track above the gym (with storage underneath)
  - o Dedicated space for the before- and after-care program with access to outdoors
  - Multipurpose space
- Space for the Parks Department
- Potential space for the schools

The combined facility will require a large site (minimum of 16 acres), so several potential sites that were under consideration were eliminated as options.

For two months, the consulting team lead by CHA Architects worked to create a facility plan that would meet community needs based on public engagement and staff input.

In addition to the combined recreation center and ice arena, the City asked for a maintenance space that could accommodate the needs of the Parks Department and the schools (for a total of 42,000 square feet). In addition, the City asked for a potential structure to be included on the site to house Health and Community Services in a standalone facility of 14,000 square feet.



Due to the selected site's size and the park-like setting, staff requested the site also include:

- Athletic fields
- Pickleball courts
- Tennis courts
- A fenced-in playground for childcare
- A walking path around the site
- Two shelters (one for the athletic fields and one for the fenced-in playground)
- A courtyard near the senior spaces to provide outdoor program space

### 6.1 Program Plan

The design team gathered Social Pinpoint site data as well as multiple stakeholder and user meetings/interviews and compiled a tentative list of program spaces for the new facilities. The list of various spaces were vetted in multiple meetings with stakeholders and the design team to develop a final preferred building program.

Allocations for room areas and associated support spaces and circulation were established based on similar building typologies. This was then formalized into the proposed building programs for the community/recreation center, the maintenance building, and ice arena. These programs serve as the basis to develop plan diagrams and establish approximate building size.

Once the building size is determined, the various sites could be analyzed for building accommodation, parking, service access, and other site amenities.

### Proposed Recreation Center and Ice Arena

The new 69,000-square-foot recreation center is anticipated to be primarily a single-story facility to minimize cost and enhance accessibility. The proposed suspended walk-jog track would be the only component on an upper level that requires two egress stairs and a two-stop hydraulic elevator. The recreation center program comprises public/activity spaces, an administrative suite, childcare, and building support spaces.

The public/activity spaces include entrance and reception areas, lounge spaces, multipurpose spaces, a three-court gymnasium, an indoor playground, and locker rooms. Strength training was eliminated from the program to prevent competition with other existing facilities in the City. The administration suite anticipates future growth and includes offices and meeting space. The childcare component comprises five classrooms and associated support spaces.

The 85,000-square-foot ice arena is also anticipated to be a single-story structure with multipurpose and media space over a locker/changing room core centered between the two ice sheets. This overlooking mezzanine will require elevator access and two stairs. The locker core will have 12 locker changing rooms, and half will feature shower facilities.



The two ice sheets have spectator seating, with planned seating for 250 and 750 spectators. The facility will also have spaces to maintain the ice sheets, a refrigeration plant, two Zambonis, and storage. An administrative suite is programmed as is a lobby/entrance, concessions, and skate rental/sharpening. An ice-level multipurpose room is planned for events and parties.

The proposed design envisions a shared, single main entrance plaza serving both lobbies. The lobbies would interconnect but could also be separated to accommodate competing schedules. A separate entrance would be provided for childcare. Simple linear circulation routes have been developed to avoid circuitous and difficult wayfinding. The single-story and large linear footprint could allow for significant solar collection on the south-facing roofs.

1.00 P 1.10 V 1.11 L 1.12 R	Program Space Public Vestibule	Quantity	Area	Total	Notes
1.10 V 1.11 L 1.12 R	/estibule	4			
1.10 V 1.11 L 1.12 R	/estibule	4			
1.11 L 1.12 R					
1.12 R			150	150	
		1	300	300	
	Reception Desk	1	120	120	
	_ounge/Seating Area	1	200	200	
	Men's Restroom	1	250		Serving 250 men: 2 urinal, 2 toilets, 2 lavatories
	Nomen's Restroom	1	350		Serving 250 women: 7 toilets, 3 lavatories
	Gender Neutral/Family Restrooms	2	75	150	
	Concessions/Food Service	1	175	175	
	Concessions Support/Storage	1	125	125	
	Catering Kitchen	1	350	350	
	Kitchen Storage	1	200	200	
	First Aid/Quiet Room	1	150	150	
1.00 S	Subtotal Public NSF			2,520	
2.00 A	ctivity Spaces				
	-Court Gymnasium	1	22,300	22.300	84' x 50' courts; spectator seating for 150 @ each court
	Symnasium Storage	1	400		Possible storage lockers within gymnasium
	Suspended Walk-Jog Track	1	6,640		3-lane over court run-out
	Iultipurpose/Party Rental/Instruction	1	1,800		Subdividable into 2 @ 900
	Iultipurpose/Party Rental/Instruction	1	900	900	
2.22 M	Aultipurpose Storage	3	130	390	
2.23 M	Aultipurpose Kitchenette	1	120	120	
	rts & Crafts Room	1	900	900	
	arts & Crafts Room Storage	1	120	120	
	Iultigenerational Lounge	1	750		Shared senior & teen center; lockable millwork
	Iultigenerational Lounge Storage	2	100		Storage for seniors & teen use
	sports Room	1	450	450	
	sports Data/IT/Storage	1	100	100	
	ctivity Wall	1	800		Bouldering low wall
	ndoor Playground	1	1,000		Adjacent to multipurpose rooms
2.00 S	Subtotal Activity NSF			36,870	
0.00	desinistantism Ouits				
	Administration Suite Reception	1	250	250	
	Open Office	1	300	300	
	Private Office	2	150	300	
	Private Office	4	120	480	
	Vork Room	1	120	120	
	litchenette	1	100	100	
	Gender Neutral Restroom	1	75	75	
	Conference Room	1	350		Accessible from Administration Suite and public corridor
	Storage	1	100	100	
	Subtotal Administration Suite NSF			2,075	
4.00 L	ocker Rooms				
	Vomens Locker Room	1	250	250	20 capacity
	Vomen's Locker Room Toilet/Shower	1	260	260	3 toilets, 1 lavatory, 3 showers
	Ien's Locker Rooms	1	250		20 capacity
	Ien's Locker Room Toilet/Shower	1	240		2 toilets, 1 urinal, 1 lavatory, 3 showers
	Single Occupancy Changing/Toilet/Shower	1	150	150	
	Officials/Referees	2	200	400	
4.00 S	ubtotal Locker Rooms NSF			1,550	
	Building Support				
	/lechanical	1	350	350	
	lectrical	1	200	200	
5.30 IT		1	120	100	
	Building Storage	1	500	500	
1 5.50Lb	anitorial	2	50	100	
	ecelving Area	11	150	150	1
5.60 R			050	050	
5.60 R 5.70 E	mployee Break Room	1	250	250	
5.60 R 5.70 E 5.80 E		1 1	250 500		If anticipaced use as storm shelter

#### Table 6.1: Recreation Center Program Plan



6.00	Child Care						
6.10	Classrooms	5	900	4,500			
6.12	Restrooms	5	75	375	Age appropriate restrooms		
6.13	Cubbie/Coat Storage	5	150	750	Possible centralized location		
6.14	Classroom Storage	5	100	500			
6.20	Open Office	1	300	300			
6.30	Quiet Room	2	100	200			
6.40	Conference Room	1	150	150			
6.00	Subtotal Child Care NSF			6,775			
	Subtotal NSF 51,940						
	Total GSF	GSF 69,080 75% efficiency					

#### Table 6.2: Skating Center Program Plan

Skating Center Group Program Space	Quantity	Area	Total	Notes
1.00 Public				
1.10 Vestibule	1	200	200	
1.11 Lobby/Lounge/Seating	1	700	700	
1.12 Reception Desk/Registration	1	150	150	
1.13 Warming Lounge/Seating Area	1	300	300	
1.20 Men's Restroom	1	500		Serving 550 men: 5 urinals, 3 toilets, 3 lavatories
1.21 Women's Restroom	1	700		Serving 550 women: 13 toilets, 4 lavatories
1.22 Family Restrooms	2	75	150	
1.30 Concessions/Food Service	1	175	175	
1.31 Concessions Support/Storage	1	125	125	
1.32 Vending	1	150	120	
1.40 Skate Rental/Sharpening	1	350	350	
1.50 Staff Room	1	250	250	
1.00 Subtotal Public NSF		200	3,750	
			3,730	
2.00 Activity Spaces				
2.10 Ice Sheet 1	1	26,000		85' x 200' sheet, player & penalty boxes, fixed seating for 250
2.11 Ice Sheet 2	1	29,600		85' x 200' sheet, player & penalty boxes, fixed seating for 750
2.12 Media Room	1	300		Shared media room overlooking ice sheets
2.20 Multipurpose Room	1	800		Subdividable
2.20 Multipurpose Storage	1	150	150	
2.20 Multipurpose Kitchenette	1	120	120	
2.00 Subtotal Activity NSF			56,700	
-				
3.00 Administration				
3.10 Reception	1	200	200	
3.11 Open Office	1	300	300	
3.12 Private Office	3	120	360	
3.13 Work Room	1	100	100	
3.14 Kitchenette	1	100	100	
3.15 Conference Room	1	250	250	Accessible from Administration Suite and public corridor
3.16 Storage	1	100	100	
3.00 Subtotal Administration Suite NSF			1,410	
.00 Locker Rooms				
4.10 Team Locker Rooms	12	410	4,920	25 capacity
4.11 Team Locker Room Toilet	6	250		2 toilets, 1 lavatory, 3 showers
4.12 Team Locker Room Toilet/Shower	6	200		2 toilets, 1 lavatory
4.30 Single Occupancy Changing/Toilet/Shower	2	150	300	
4.40 Officials/Referees	2	200	400	
4.50 First Aid/Training	1	200	200	
.00 Subtotal Locker Rooms NSF		200	8,520	
.00 Building Support		000	000	
5.10 Mechanical	1	200	200	
5.20 Electrical	1	150	150	
5.30 IT/Data	1	120	100	
5.40 Building Storage	1	600	600	
5.50 Janitorial	2	50	100	
5.60 Receiving Area	1	150	150	
5.70 Refrigeration	1	1,500	1,500	
5.80 Offices	2	120	240	
5.80 Zamboni	1	1,100	1,100	(2) zambonies & ice melt pit
5.00 Subtotal Building Support NSF			4,140	
Subtotal NSF			67,940	
Total GSF			84,925	80% efficiency





#### **Proposed Maintenance Building**

The 42,000-square-foot maintenance building is programmed to combine the municipal and school needs in one shared facility. A pre-engineered, single-story steel building with support wing/headhouse is anticipated to be the most cost-effective solution. The pre-engineered building would contain the work space and storage; the support wing would house the offices, break room, restrooms, and lockers. A large outdoor fenced area would be included with secure/roofed material bins. Similar to the recreation center and ice arena, the large footprint could allow for significant solar collection on the south-facing roof.

laintenance Building roup Program Space	Quantity	Area	Total	Notes
	Quartery			
I.00 Front Office				
1.00 Vestibule	1	120	120	
1.11 Open Office	1	350	350	
1.12 Work Room/Office Storage	1	150	150	
1.13 Private Office	2	120	240	
1.00 Front Office NSF			860	
2.00 Staff Support				
2.10 Break Room	1	300	200	Includes kitchenette
2.20 Men's Staff Lockers	1	200	200	
2.21 Men's Restroom & Showers	1	250	200	2 toilets, 1 lavatory, 2 showers
2.22 Women's Staff Lockers	1	250	200	
2.22 Women's Restroom & Showers	1	200		2 toilets, 1 lavatory, 2 showers
2.23 Women's Restroom & Showers 2.00 Staff Support NSF		250	1.200	
			1,200	
3.00 Municipal Work Space & Storage				
3.10 Maintenance Shop	1	8,300	8,300	
3.20 Automotive Shop	1	4,400	4.400	
3.30 Heated Wash Bay	1	350	350	
3.31 Equipment Wash Space	1	300	300	
3.31 Garage	8	350		(8) bays @ 350
3.31 Storage	1	5,775	5,775	
3.31 Hazardous Material Storage	1	600	600	
3.00 Municipal Work Space & Storage NSF			22.525	
······································			,	
4.00 Schools System Work Space & Storage				
4.10 Maintenance Shop	1	2,000	2,000	
4.20 Automotive Shop	1	2,400	2,400	
4.30 Heated Wash Bay	1	350	350	
4.31 Equipment Wash Space	1	300	300	
4.31 Garage	8	350	2,800	(8) bays @ 350
4.31 Storage	1	2,500	2,500	
4.31 Hazardous Material Storage	1	600	600	
4.00 School System Work Space & Storage NSF			10,950	
-4				
otes: 1 Outdoor fenced area				
2 Secure/roofed material bins				
2 Secure/rooted material bins 3 Loading ramp				
o Loading ramp				
Subtotal NSF			35,535	

#### Table 6.3: Maintenance Building Program Plan



### 7.0 Site Reviews

BerryDunn and CHA staff toured and reviewed several sites for the development a community/recreation center for the City of Bangor. Because the majority of residents and the Parks and Recreation Department desired to have all of the facilities in one location, site capacity was a key factor. The following sites were reviewed as options for new recreational facilities:

- A. Griffin Road
- B. Bass Park
- C. Current Parks and Recreation Department Site
- D. Hayford Park (current Sawyer Ice Arena site)
- E. Cleveland Street
- F. Grandview Avenue

During our evaluation, the consulting team considered several factors:

- Size of site and buildable area
- Location
- Accessiblity
- Environmental constraints
- Topography
- Utilities

This section of the report provides detailed descriptions of sites, the benefits and detractions for each, and potential fit of the desired program. These diagrams illustrate how the proposed program will or will not fit on each site.





### Site Option A: Griffin Road



The Griffin Road site is a large, 41-acre, relatively flat rectangular parcel bounded by Griffin Road and Kenduskeag Avenue. It is geographically in the center of Bangor and directly opposite Husson University's Husson Way main entrance. The site surrounds the new Bangor Fire Department Station #6.

#### Site Option A Benefits:

- 1. Large site; single-story development potential with ample parking
- 2. Central Bangor location
- 3. Programmatic possibilities with Husson University
- 4. Proximity to Bangor High School
- 5. Close proximity to Interstate 95(5 10 miles)
- 6. Minimal residential neighborhood impact
- 7. Possible outdoor activity incorporation

#### Site Option A Detractions:

- 1. Not directly accessible from Interstate 95
- 2. Remoteness from downtown (2.75 miles)
- 3. Lack of Public Transportation









LEGEND: A. Community Center Building: A1, Lobby A2, Gymnasium A3, Ice Sheet 1 A4, Ice Sheet 2 A5, Childcare B. Parking Lot / Drop Off C, Playground / Play Yard D, Maintenance Building E, Service Yard

**Site Option A Fit Diagram:** The site accommodates the full desired program with ample room for parking, circulation, the children's playground, and room for additional outdoor recreational facilities.



### Site Option B: Bass Park



The 69.23-acre Bass Park site is adjacent to the Bass Park Racetrack and Bangor Municipal Golf Course. The developable parcel is south of the racetrack and relatively flat (shaded yellow).

#### Site Option B Benefits:

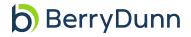
- 1. Convenient access to Interstate 95, Interstate 395, and downtown
- 2. Close to current Parks and Recreation building
- 3. Programmatic opportunities with Bass Park
- 4. Large parcel; approximately 15 acres 11 acres usable with shared parking possibilities
- 5. Limited visibility from I 395

#### Site Option B Detractions:

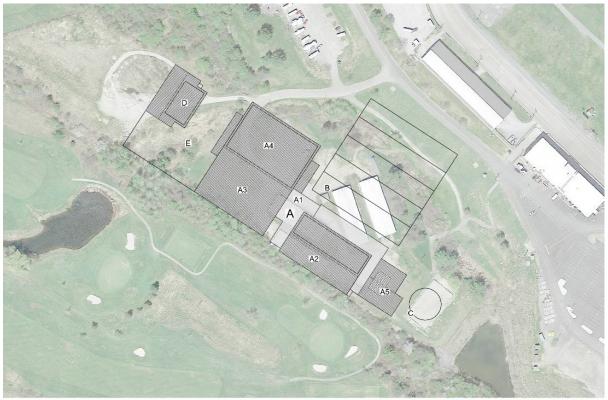
- 1. Remote location behind Bass Park
- 2. No direct access to available site location
- 3. No visibility from a public way
- 4. Requires dedicated access drive and wayfinding
- 5. Potential traffic/parking conflicts with concurring events
- 6. Stream/pond/wetland constraint











LEGEND: A. Community Center Building: A1. Lobby A2. Gymnasium A3. Ice Sheet 1 A4. Ice Sheet 2 A5. Childcare B. Parking Lot / Drop Off C. Playground / Play Yard D. Maintenance Building E. Service Yard

**Option B Fit Diagram:** The desired program does not fit very well on the site. While the buildings for the community center and the park and school maintenance will fit, there is not enough room for the Health and Community Services building nor enough parking to accommodate the facility. There is also minimal room for a playground and no room for additional outdoor recreation facilities.





### Site Option C: Parks and Recreation



The current site of the Parks and Recreation Department is located on 647 Main Street. The parcel is directly off Main Street near downtown.

#### Site Option C Benefits:

- 1. Easy access and convenient location off Main Street and near Interstate 395 and downtown
- 2. Current Recreation Center and familiarity with location

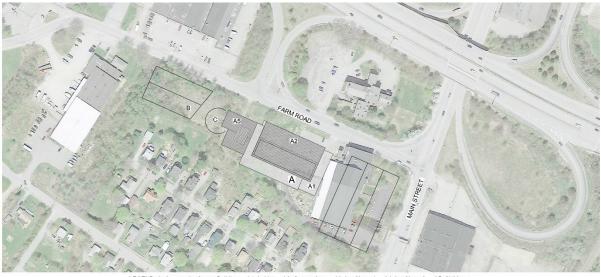
#### Site Option C Detractions:

- 1. Small parcel size (6.42 acres), limiting development and parking
- 2. Significant slope to the west behind the existing facility
- Need for temporary location for the Parks and Recreation Department during the two-year site development and construction window









LEGEND: A. Community Center Building: A1. Lobby A2. Gymnasium -A3. Ice Sheet 1 - A4. Ice Sheet 2 - A5. Childcan B. Parking Lot / Drop Off C. Playground / Play Yard -D. Maintenance Building E. Service Yard -

**Site Option C Fit Diagram:** The full desired program does not fit on the site. While the building for the community center will fit, there is not enough room for the park and school maintenance building/yard nor the Health and Community Services building. There is also minimal room for a playground and no room for additional outdoor recreation facilities.

### Site Option D: Hayford Park

Hayford Park is the current location of the Sawyer Ice Arena in the Whitney Park Historic District. It is conveniently located near Routes 222, 2, and Interstate 95.

#### Site Option D Benefits:

- 1. Central location; convenient to downtown and Interstate 95
- 2. Relatively large site of 29.67 acres with 9 acres of usable land in two locations
- 3. Adjacent to Beth Pancoe Aquatic Center, Hayford Park/Bangor Baseball Field, skatepark, and tennis courts

#### Site Option D Detractions:

- 1. Siting difficulties, as some facilities would have to relocate
- 2. Requires buffer to the residential street to the southeast (West Broadway), limiting development
- 3. Additional parking required
- 4. Wetland mitigation required
- 5. Sawyer Ice Arena phasing issue during new facility construction window
- 6. Lot #022-036-A, the old pool site to the northeast, is too small at 2.3 acres

















LEGEND: A. Community Center Building: A1. Lobby A2. Gymnasium A3. Ice Sheet 1 A4. Ice Sheet 2 A5. Childcare B. Parking Lot / Drop Off C. Playground / Play Yard D. Maintenance Building E. Service Yard

**Site Option D Fit Diagram:** The desired program does not fit very well on the site. While the buildings for the community center barely fit in the location of Sawyer Ice Arena, the park and school maintenance building would need to be placed across the site at the former pool location, and there is not enough room for the Health and Community Services building nor enough parking to accommodate the facility. Also, the City would be without a hockey rink for the development period with the demolition of Sawyer Arena. There is also little room for a playground and only minimal outdoor recreation facilities.





### Site Option E: Cleveland Street



The 20-acre site is on a hilltop west of I 95 in a light industrial area.

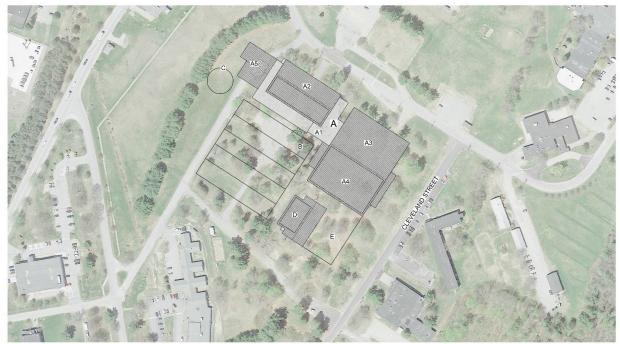
#### Site Option E Benefits:

1. Large site

#### Site Option E Detractions:

- 1. Sloped topography of the hilltop due to a large portion of the site being between Texas and Maine Avenues
- 2. Poor access; remote from downtown Bangor (1.5 miles) and I 95
- 3. Located in a light industrial area
- 4. Limited visibility





LEGEND: A. Community Center Building: A1, Lobby A2, Gymnasium A3, Ice Sheet 1 A4, Ice Sheet 2 A5, Childcare B, Parking Lot / Drop Off C, Playground / Play Yard D, Maintenance Building E, Service Yard

**Site Option E Fit Diagram:** The desired program does not fit very well on the site. While the buildings for the community center and park and school maintenance will fit, there is not enough room for the Health and Community Services building nor enough parking to accommodate the facility. The City would also have to contend with the steep topography of the site, which is not ideal for a large community center facility.



### Site Option F: Grandview Avenue



The Grandview Avenue site is 10 acres of an old tree farm near Bangor High School.

#### Site Option F Benefits:

- 1. Programmatic synergies and adjacency to the high school
- 2. Access to Interstate 95
- 3. Fairly flat topography

#### Site Option F Detractions:

- 1. Narrow site; limited street frontage
- 2. Small site
- 3. Remote from downtown Bangor (2 miles)
- 4. Since the initial review the parcel has been identified for housing.





LEGEND: A. Community Center Building: A1. Lobby A2. Gymnasium A3. Ice Sheet 1 A4. Ice Sheet 2 A5. Childcare B. Parking Lot / Drop Off C. Playground / Play Yard D. Maintenance Building E. Service Yard

**Site Option F Fit Diagram:** The full desired program does not fit on the site. While the buildings for the community center and the park and school maintenance will fit, there is not enough room for the Health and Community Services building nor enough parking to accommodate the facility. There is also minimal space for a playground area and no space for outdoor recreational facilities.

#### Conclusion

After reviewing the six sites and evaluating the fit, the Griffin Road site was chosen as the preferred site for further evaluation. Concept plans for the Griffin Road site were developed, and outdoor programming was added. The results of this effort are articulated in the following recommendations section.



## 8.0 Existing Conditions Summary

## 8.1 Sawyer Ice Arena

CHA staff visited Sawyer Ice Arena in March and May 2023. MacLaughlin Management & Design also made multiple trips to the arena in May and June 2023 to evaluate existing conditions.

In the late 1980s, the facility was an outdoor ice rink run by Bangor Youth Hockey; in the 1990s, it was taken over by the City of Bangor. The facility slowly transitioned to an indoor ice rink through the addition of walls.

In 2002, locker rooms were switched to the other side of the rink; a concessions area, bathrooms, and updated seating were also added. This was the last major upgrade to the facility.



Overall, the ice rink faces multiple challenges to provide safe, consistently reasonable conditions to users. The facility is under the management of an experienced, dedicated staff, but it has reached a point where the condition of the rink is below industry standards.

## **Existing Conditions**

## Building

The metal building is not insulated, and many areas have holes in the wall, allowing unconditioned air into the rink. The aging roof has also allowed moisture to enter the facility, corroding the fire protection sprinkler system. Although a portion of the sprinkler system has been replaced, additional replacement will soon be necessary. The low-emissivity ceiling above the sprinkler system has multiple tears and needs to be repaired or replaced.



## **Refrigeration System**

The refrigeration equipment is original to the building and well beyond its useful life. The Tranemanufactured equipment is air cooled and sits outside behind the rink. Because of its age (30 years), obtaining equipment and replacement parts is very difficult. A local Trane engineer has been servicing the equipment and had to build parts no longer available for purchase. The equipment is outdated, lacks energy efficiency, and could fail at any point.

## **b** BerryDunn





The ice floor is sand based, featuring a mat piping system used to distribute glycol over the sand to make ice. A mat system, as opposed to an individual polyethylene tubing system installed in the sand, is much less effective and less efficient in making and maintaining ice.

The ice floor has significant issues. The consulting team conducted a ground-penetrating radar survey (included in Appendix 12.5) on the floor and discovered many anomalies in the soil on which the rink is built, including abandoned piping from old housing developments. This can lead to floor heaving issues. In fact, some areas of the floor have already begun heaving, and the operator must increase ice thickness to make it safe for skating. By increasing ice thickness, the aging refrigeration equipment is running more and increasing electricity costs. There is a significant heaving issue on the spectator side of the rink under the dasher boards where water from ice-making seeps into the subsoil and freezes.



#### **Dehumidification System**

The dehumidification system was upgraded two to three years ago and is in good operating condition. The dehumidifier is manufactured by Munters, and a duct sock to distribute air is installed down the center of the rink just below the ceiling. There are no issues with fogging since the unit was installed.

#### **Dasher Boards**

The dasher board system was installed three to four years ago and is-for the most part-in

good condition (heaving on the spectator side of the rink). Starting in late December of the skating season, water from ice-making seeps underneath the dasher boards, freezes, and pushes the boards up and back toward the spectator seating area. The system along this side loosens and poses a hazard to both skaters and visitors. The City is



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actively addressing this situation this summer, but it is symbolic of the issues with the overall condition of the ice floor.



#### Locker Rooms

There are six locker rooms in the rink that are all undersized for today's hockey teams. Because they are too small, teams must use two or three locker rooms, creating space issues during tournaments. There are also gender identity considerations to examine, as locker rooms are, by default, sex-segregated spaces. Furthermore, the hallway between the rink and locker rooms is very tight, with floor height transitioning along the length.



#### Bathrooms

The bathrooms flood during parts of the season. Outside water seeps into the bathrooms and often leaves a 2-inch puddle. There have been attempts to fix the flooding issue, but no solution has worked.



## Lighting

Existing lighting fixtures over the rink do not provide as much light as most other ice rinks. The City should consider adding more lighting to bring the facility up to today's ice rink lighting standards and provide spectators an enjoyable viewing experience.

## Offices and Storage Space

Office and storage space are inadequate. More front-of-office storage capacity is needed for the management team and skating instructors. There also needs to be office space in the rear of the rink for the operations manager who is responsible for the ice-making system and Zamboni.



## Zamboni

The Zamboni is in good operating condition and, if well maintained, can be used effectively for 10 to 15 more years. There is no snow melt pit in the rink, so the ice shavings are dumped outside.



### **General Needs**

- Ice off the roof is very dangerous and floods near some of the exits.
- There are a number of egress doors in disrepair.
- Exterior wooden stairs are in poor condition.
- Parking is insufficient to accommodate event capacity.
- No generator for backup power.

#### Conclusions

The Sawyer Arena was built in the early 1980s on a limited budget. The original site was an old military housing development, and there are issues with the soil under the arena (e.g., moisture from old piping systems causes frost heaving and adverse effects on the rink floor). It is doubtful that a 5-inch ice rink concrete floor could be sustained over the soil without extensive and costly site remediation.

The existing arena is built for skating only during the winter months. The ice rink floor has heaving issues even though the refrigeration equipment is only in use for six months of the year. The refrigeration equipment is outdated and needs to be replaced within the next few years. The building itself is in poor condition, and the program spaces within the rink are inadequate for operating an ice rink.

It is our opinion that the rink is beyond renovation on this site. There are issues that can be addressed to keep the facility operating until a new arena is built, but we believe the City should seek an alternative site to construct a rink that would have ice skating year-round.

## 8.2 Recreation Center and Maintenance Building

The three-level, 62,000-square-foot existing Parks and Recreation building is a repurposed and well-used armory building. The building combines recreation facilities, offices, multipurpose



spaces, childcare and other youth programs, an American Legion post, and parks maintenance facilities and storage.

The building has three main components:

- A centralized gymnasium and garage of approximately 34,000 square feet
- A 7,000-square-foot, three-level office wing totaling 21,000 square feet
- A cold storage wing of approximately 7,000 square feet



Of the 62,000 square feet, approximately 26,000 is used for recreation, and the remaining 36,000 is used for maintenance and storage. While planning and programming for the new facilities, approximately 70,000 square feet was identified for the recreation center and 42,000 square feet for the new maintenance building.



The building is undersized for the current recreational programming. The 4,000-square-foot, single-court gymnasium is small (about 3,000 fewer square feet than standard single-court gymnasiums), with a synthetic rolled floor more than 15 years old. Accessibility is lacking and wayfinding throughout the facility is difficult: An aging lift connects the main level to the upper level but not to the lower level. There is only one lower-level handicap access point in the parking area in the back of the building. There are regular logistics issues at the main entry lobby as children enter/exit childcare at the same time as other events.

The overall building condition is poor, which is typical of a repurposed building modified and updated over time. The roof on the cold storage area leaks regularly. The gymnasium ceiling is also water stained. The mechanical and electrical systems are old but still operational. The finishes are inconsistent and aging. Ceiling heights are relatively low in the three-story wing. The exterior aesthetics and entrance do not reflect the lively and up-to-date programming occurring within the facility.



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## 9.0 Facility Concept, Recommendations, and Capital Costs

## Facilities

## **Recreation Center and Ice Arena**

The new 69,000-square-foot recreation center (in Figure 8.1) is anticipated to be primarily a single-story facility to minimize cost and enhance accessibility. The proposed suspended walk-jog track would be the only component on an upper level, which will require two egress stairs and a two-stop hydraulic elevator. The recreation center program comprises public/activity spaces, an administrative suite, childcare areas, and building support spaces.

The public/activity spaces include entrance and reception areas, lounge spaces, multipurpose spaces, a three-court gymnasium, an indoor playground, and locker rooms. Strength training was eliminated from the program to prevent competition with other existing facilities in the city. The administration suite anticipates future growth and includes offices and meeting space. The childcare component comprises five classrooms and associated support spaces.

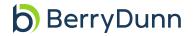
The 85,000-square-foot ice arena is also anticipated to be primarily a single-story structure with multipurpose and media space over a locker/changing room core centered between the two ice sheets. This overlooking mezzanine will require elevator access and two staircases. The locker core will have 12 locker changing rooms, with half of them featuring shower facilities.

The two ice sheets have spectator seating, with planned seating for 250 and 750 spectators. The facility will also have spaces to maintain the ice sheets, a refrigeration plant, two Zambonis, and storage. An administrative suite is programmed, as is a lobby/entrance, concessions, and skate rental/sharpening. An ice-level multipurpose room is planned for events and parties.

The proposed design envisions a shared single main entrance plaza serving both lobbies. The lobbies would be interconnected but could also be separated to accommodate different schedules. A separate entrance would be provided for childcare. Simple linear circulation routes have been developed to avoid circuitous and difficult wayfinding. The single-story and large linear footprint could allow for significant solar collection on the south-facing roofs.

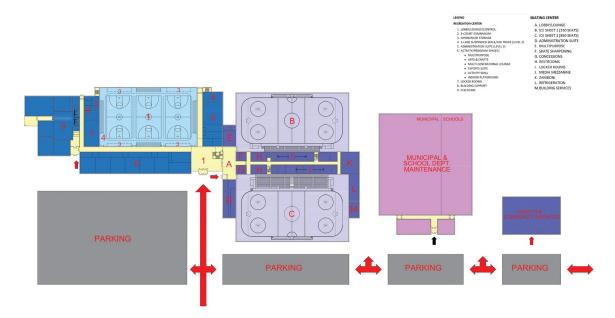
## Proposed Maintenance Building

The 42,000-square-foot maintenance building is programmed to combine the municipal and school needs in one shared facility. A pre-engineered, single-story steel building with support wing/headhouse is anticipated to be the most cost-effective solution. The pre-engineered building would contain work space and storage; the support wing would house the offices, break room, restrooms, and lockers. A large outdoor fenced area would be included with secure/roofed material bins. Similar to the recreation center and ice arena, the large footprint could allow for significant solar collection on the south-facing roof.





#### Figure 8.1: Facility Diagrams



## Estimated Construction Costs

The budget summary below identifies potential cost breakdowns associated with various building components. All costs are based on 2023 dollars, rounded, and estimated based on the preferred master plan designs developed for the community.

- 1. Recreation Center: 72,174 GSF
  - Construction Costs: \$200-\$210/SF x 72,174 GSF = **\$14,434,800 \$15,156,540**
  - Soft Costs: 30% Construction = **\$4,330,440 \$4,546,962**
  - Total: \$18,765,240 \$19,703,502
- 2. Skating Center: 92,058 GSF
  - Construction Costs: \$190 \$200/SF x 92,058 GSF = **\$17,491,020 \$18,411,600**
  - Soft Costs: 20% Construction = **\$3,498,204 \$3,682,320**
  - Total: \$20,989,224 \$22,093,920
- 3. Maintenance Building: 41,931 GSF
  - Construction Costs: \$165 \$175/SF x 41,931 GSF = **\$6,918,615 \$7,337,925**
  - Soft Costs: 20% Construction = **\$1,383,723 \$1,467,585**
  - Total: \$8,302,338 \$8,805,510
- 4. Health & Human Services: 14,000 GSF
  - Construction Costs: \$195 \$202/SF x 14,000 GSF = **\$2,730,000 \$2,870,000**
  - Soft Costs: 35% Construction = **\$955,500 \$1,004,500**
  - Total: \$3,685,500 \$3,874,500





Soft costs, contingencies, and escalation costs have been be added to develop the Total Building Construction Cost and Total Project Cost. Suggested percentages for these are as follows:

- A. Total Construction Cost:
  - 1. Insurance: 2.5%
  - 2. Bonds: 0.5%
  - 3. Permits: 2.0%
  - 4. Construction Management Fee: 3.0%
  - 5. Construction Design Contingency: 10% 12%
- B. Total Project Cost:
  - 1. Escalation (to midpoint of construction): 5.5% 6.0% annually
  - 2. Owner's Construction Contingency: 5%
  - 3. Soft Costs\* (Design, Fees, Furniture, Fixtures, Equipment): 25% 30%

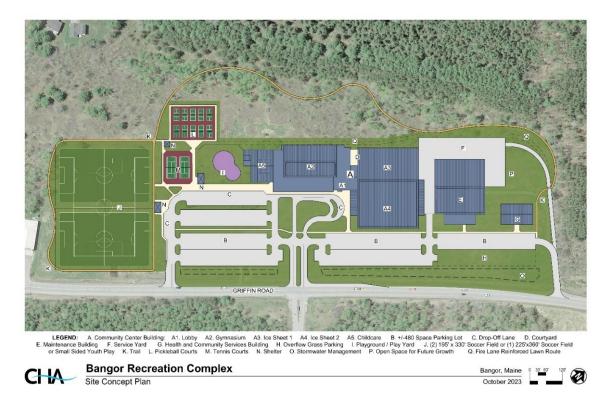
\*Soft costs typically include engineering and project management services, public hearings, preconstruction permits, printing and advertising, and other project implementation efforts.

#### Site

There is a great opportunity to incorporate passive and active outdoor recreational facilities, as well as other features at the proposed Bangor community/recreation center. This section identifies the basic scope of recommended outdoor recreation facility improvements. The range of improvements has been informed through a public engagement and feedback process, as well as from discussions with Parks and Recreation Department leadership and staff.



#### Figure 8.2: Site Plan



## Proposed Site Concept Plan

Recommended site improvements include the following:

- Loop pathways with potential picnic areas/playpods/fitness stations
- Children's playground
- One multiuse athletic field (two junior athletic fields and one full-size athletic field)
- Ten pickleball courts
- Two tennis courts
- Support buildings and shade shelters
- Parking areas, drop-off areas, and access drives
- Landscape enhancements

#### Pathways, Trails, and Picnic Areas

One consistent theme across public input was a request for amenities that would serve all ages. The preferred master plan calls for incorporating new and upgraded pathways and trails as well as picnic areas at the site. These types of passive recreational amenities provide opportunities





for residents of all generations, backgrounds, and abilities to enjoy; they also complement traditional active recreational facilities. The pathways can be constructed in compliance with accessibility regulations because most of the site has gentle terrain and no extreme slopes. Pathways—especially those that form a loop around the perimeter of a property—are attractive for walking, jogging, skating, and biking and often become one of the most appreciated park amenities. We recommend the following improvements to enhance user experience, offer additional conveniences, and promote environmental stewardship in conjunction with the installation of new paths and trails.

- Install measured markers around the main loop path to facilitate individual exercise programs
- Provide multigenerational fitness stations either in "pod" areas or regularly spaced along the loop paths
- Place benches and picnic areas for rest and/or interaction at logical social gathering points along pathways and trails and within other peaceful and attractive settings
- Install interpretive signage to describe unique natural, cultural, and/or historical characteristics if applicable
- Provide tree plantings to lend greater shade to the pedestrian corridors, provide enhanced wildlife habitats, and improve overall site aesthetics

## Children's Playground

A children's playground is proposed in association with the childcare center. This playground

will be used for the programming at the center and as an outdoor play area while center participants are awaiting pickup. The playground can also be used by the community when the childcare center is closed. Playgrounds provide a destination for neighborhood children and their parents, often becoming hubs of community life. The playground will also provide opportunities for the siblings of children involved in



other recreational activities at the site like tennis, soccer, pickleball, or lacrosse.

General recommendations for the proposed play areas include:

- Install new, attractive, and exciting play equipment and swings that appeal to various age groups
- Create natural play environments if there is a desire to include natural play
- Install new and/or expanded playground infrastructure, including edging, surfacing, and utilities
- Enclose the play areas with attractive fence treatments



- Install seating, signage, and other furnishings
- Install a shade shelter that can also be used as a pickup waiting area
- Plant trees

Safety surfacing should include a combination of poured-in-place rubberized surfacing in critical fall and landing zones and engineered wood fiber for the rest of the playground areas. New and improved play areas must be compliant with all ADA requirements, such as providing play equipment for children of all abilities, providing proper access and surfaces, and meeting all current Certified Playground Safety Inspector (CPSI) safety regulations. In addition to new play equipment, we recommend all required utility infrastructure (e.g., drainage, subdrainage, water service) be in place.

## Multiuse Athletic Field

Primary recommendations include a new full-size recreation multiuse athletic field for soccer, lacrosse, field hockey, football, flag football, and other sports. The field will include fencing, ball netting, players' areas, a shade shelter with an option to incorporate restrooms, and a storage area. The field could be constructed of natural or synthetic turf.



The additional field will allow for more flexible programming offerings and opportunities to support a wider array of sports league and neighborhood use requirements.

## **Pickleball and Tennis Courts**

Recognizing the need to introduce new active recreational opportunities to support the City's programming offerings and neighborhood use, the feasibility study identifies the potential for adding new courts. It features two tennis courts and 10 pickleball courts. The courts could be constructed of asphalt or post-tension concrete.

The following features would be included as part of the improvements:

- Paving of new court surfaces and color sealcoating
- Netting and other appurtenances
- Universally accessible path connections
- New fencing at court perimeter
- Player and spectator seating where applicable

## Parking Lot and Circulation









New parking areas—comprising four parking lots—are proposed for the site: Two at the community center building, one at the ice arena, and one at the maintenance and Health and Community Services building. These parking areas are not proposed to be dedicated to each facility; they are intended for shared use. There are three drop-off/pickup areas proposed: one at the community center/ice arena combined entrance, one at the childcare center and playground, and one at the multiuse athletic field.

The new parking lot will accomplish the following:

- Provide 480 parking spaces including multiple ADA-compliant parking spaces
- Provide ADA-compliant access points and pathways that allow connections to each new facility
- New lighting along parking lot edges for improved pedestrian comfort, security, and safety
- New shade tree plantings within and adjacent to the parking zone
- Resilient, green infrastructure is recommended for handling drainage runoff of the parking areas

The new parking lot would be surfaced with asphalt for maximum use, accessibility, and ease of maintenance, with some porous pavement areas where practical. New shade trees would be strategically located within parking lot islands to offer shade and improve aesthetics.

## Potential Site Improvement Cost

The budget summary below identifies the potential breakdown of costs associated with various Phase 1 site improvements. All costs are based on 2023 dollars, rounded, and estimated based on the preferred feasibility study designs developed for the community.

- 1. General Site Work:
  - Main Sidewalks, pathways, drop off, parking areas, fencing, lighting, bike racks, landscaping.
  - Total: \$3,600,000 \$4,500,000
- 2. Demolition, Earthwork:
  - Erosion control, site clearing, earthwork
  - Total: \$160,000 \$250,000
- 3. Site Utilities:
  - Utility installation anticipated
  - Total: \$300,000 \$350,000
- 4. Playground:
  - Play area, surfacing, play lawn, fencing, amenities, shade shelter
  - Total: \$250,000 \$300,000





#### Total Budgeted Probable Cost: \$4,310,000 - \$5,400,000

#### Assuming 1 year of escalation @ 5%: \$4,525,500 - \$5,670,000

Note: All anticipated costs include contractor general conditions, contingencies, and soft costs\*

\*Soft costs equal approximately 25% of the total construction cost and typically include engineering and project management services, public hearings, permits, printing and advertising, etc. and other efforts associated with implementation of a project.

#### **Future Site Additions**

The costs for future additions to the site are estimated as follows:

- 1. Turf Multi-Purpose Fields:
  - 2 Junior Fields, one full size field, either natural turf or synthetic turf, associated walkways, shade shelter or storage building with potential restrooms.
  - Total: \$1,600,000 \$2,500,000
- 2. Pickleball Courts (10):
  - Asphalt or post-tension concrete, surfacing, fencing, amenities, associated walkways and amenities.
  - Total: \$500,000 \$600,000
- 3. Tennis Courts (2):
  - Asphalt or post-tension concrete, surfacing, fencing, associated walkways and amenities.
  - Total: \$400,000 \$475,000
- 4. Shelters/Storage/Restrooms:
  - Tennis and Pickleball Shade Shelter
  - Total: \$50,000 \$70,000
- 5. Amenities:
  - Miscellaneous amenities
  - Total: \$125,000 \$200,000

Total Budgeted Probable Cost: \$2,675,000 - \$3,845,000

Assuming 1 year of escalation @ 5%: \$2,808,750 - \$4,037,250

#### **Total Estimated Project Costs**

#### **Proposed Phase 1 Project Cost:**

Phase 1 Project Costs - Site





- Site Items 1-4; General Site Work, Demolition and Earthwork, Site Utilities, Playground:
- \$4,525,500 \$5,670,000

Phase 1 Project Costs – Facilities

- Items 1-3; Recreation Center, Skating Center, and Maintenance Building:
- \$48,056,802 \$50,602,932

#### Total Phase 1 Project Cost – Facilities and Site (Rounded)

• \$52,600,000 - \$56,300,000

#### Future Project Costs:

Future Project Costs –Site

- Turf Multi-Purpose Fields, Pickleball Courts (10), Tennis Courts (2), Shelters/Storage/Restrooms, Miscellaneous Amenities
- \$2,808,750 \$4,037,250

Future Project Costs - Facilities

- Health & Human Services Building
- \$3,685,500 \$3,874,500

#### **Total Future Project Costs – Facilities and Site**

• \$6,500,000 **-** \$8,000,000

Total Full (phase 1 and future) Project Cost (Rounded)

• \$60,000,000 **-** \$64,300,000



## 10.0 Facility O & M Proforma

The information in this section is a result of data collected during the feasibility study and meetings with key staff to discuss operations (e.g., staffing, rate of pay, benefit rates, facility hours, potential rentals). In addition, research on the operational expenses of similar facilities in the area was conducted.

This report includes a detailed list of assumptions for the annual O & M budget projections and the proforma for five years.

The operating budget is driven by the overall service philosophy of the Parks and Recreation Department, which defines the facility's purposes, identifies those served, and specifies the anticipated level of service.

An operating budget developed in this preliminary stage serves several purposes:

- Provides a foundation for understanding what will be necessary to meet budget expectations and guides how marketing plans and strategies are developed and implemented.
- Offers a guide for future project decisions by providing a framework for understanding the impact of decisions about fees, operation systems, staffing levels.
- Demonstrates potential overall impacts to the Department's budget.

The operational budget planning for this facility uses a conservative approach for estimating reasonable expenses and a moderate approach for projecting revenues.

There is no guarantee that the estimates and projections will be met, and there are many variables that cannot be accurately determined during this conceptual planning stage or may be subject to change during the actual design and implementation process.

The preliminary draft operational budget projections have been developed to determine the feasibility of operations. Additional research is suggested to refine operations and final proforma.

## Recreation Center and Ice Arena Feasibility Study

The O & M budget projections are based upon information developed during the feasibility study. The facility is anticipated to include the following components:

- Recreation Center
  - o Childcare
  - o Three-court gymnasium with suspended walking track
  - o Multipurpose rooms
  - o Locker rooms





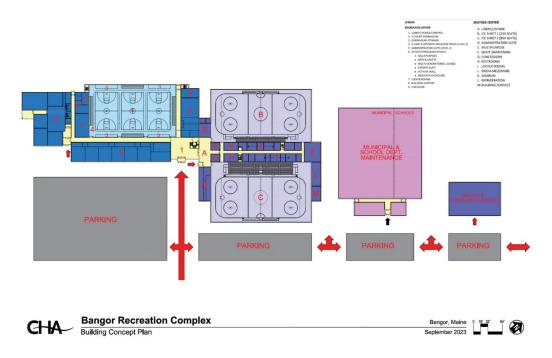
- Administrative offices
- Activity spaces
- Ice Center
  - Two rinks
  - Multipurpose rooms
  - o Locker rooms
  - Administrative offices
  - Activity spaces
- Municipal and School Department Maintenance Building
- Health and Community Services building
- Outdoor Area
  - Pickleball
  - o **Tennis**
  - Athletic/sport field

Detailed expenses and revenues are included are for the O&M of the recreation center, including childcare, the ice center, the outdoor activity spaces, and the shared maintenance building. High-level expenses (utilities and facilities maintenance, not staffing) are included for the Health and Community Services building. No revenues are included for the Health and Community Services building. Expenses for the maintenance of the outdoor areas surrounding the buildings are not included in this proforma.





#### Figure 10.1: Facility Layout



## **Staffing Assumptions**

- Recreation Center/Ice Center Positions
  - Full-time positions
    - Recreation center manager
    - Operations manager (rec/ice/fields)
    - Athletic events specialist/maintenance (rec/ice/fields) (2)
    - Custodians (5)
    - Senior programmer
    - Recreation programmer
    - Youth programmer
    - Marketing/special events
  - Part-time positions
    - Part-time staff to work the front desk included
    - Part-time staff to work in the ice center included
- Childcare Positions





- Full-time positions
  - Childcare coordinator
- Part-time positions
  - Part-time staff counselors and summer camp staff

## Assumptions Regarding Facility Hours (50 Weeks/Year)

- Facility to be open 15 hours a day
- Monday Thursday: 7 a.m. 10 p.m.
- Friday: 7 a.m. 10 p.m.
- Saturday and Sunday: 7 a.m. 10 p.m.

## **Opportunities for Revenue Generation**

- Court Rentals
- Ice Rentals
- Field Rentals
- City Recreation Leagues
- City Programs
  - In the gymnasium
  - o On the ice
  - In the multipurpose rooms
  - On the fields
  - On the pickleball courts
  - On the tennis courts
- Special Events
  - Pickleball Tournament
  - City Basketball Tournaments
  - City Volleyball Tournaments
  - o Drop-In Play
  - o Instructional Programs



## Staff Responsibilities (High-Level Descriptions)

### **Recreation Center Manager**

- Be responsible for overall management of entire center
- Manage and establish standards and policies for:
  - Facility operations for all aspects of operations
  - Program coordination with other program staff
  - Maintenance coordination with contractors
  - o Maintenance and housekeeping
- Develop and manage budgets
- Oversee all facilities operations, training and certifications, and in-service, budget, and capital projects; staff supervision; all staff scheduling, training, supervising, and maintenance
- Manage and establish standards for:
  - Day-to-day operations

### Operations Manager (Rec/Ice/Fields)

- Assist the recreation center manager with enforcing standards and policies for:
  - Facility operations for all aspects of operations
  - Maintenance coordination with contractors
  - o Maintenance and housekeeping
- Manage budgets for facility O & M operations
- Assist the recreation center manager with overseeing all facilities operations; training and certifications; in-service, budget, and capital projects; staff supervision; staff scheduling, training, supervising, and maintenance
- Enforce standards for:
  - Day-to-day operations

## Athletic Events Specialist/Maintenance (Rec/Ice/Fields) (2)

- Assist the operations manager with day-to-day facility operations
  - Setups/breakdowns
  - o Maintenance





- Enforce standards for:
  - Day-to-day operation

#### Custodian (5)

- Assist the operations manager with day-to-day facility operations
  - Daily housekeeping
  - Setups/breakdowns
- Enforce standards for:
  - Day-to-day operations

#### Marketing/Special Events

- Assist the recreation center manager with enforcing standards and policies for:
  - Marketing
  - Special events
  - o Rentals
- Manage budgets for marketing
- Assist the recreation center manager with overseeing all marketing efforts and coordinating special events and special event rentals

#### Senior Programmer

- Assist the recreation center manager with enforcing standards and policies for:
  - o Operations
  - Programs
  - Special events
- Assist the recreation center manager with overseeing all senior-related programming efforts and coordinating special events

#### Recreation Programmer

- Assist the recreation center manager with enforcing standards and policies for:
  - Operations
  - Programs
  - Special events

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• Assist the recreation center manager with overseeing all recreation programming efforts and coordinating special events

#### Youth Programmer

- Assist the recreation center manager with enforcing standards and policies for:
  - Operations
  - Programs
  - o Special events
- Assist the recreation center manager with overseeing all youth programming efforts and coordinating special events

### **Childcare Coordinator**

- Assist the recreation center manager with enforcing standards and policies for:
  - Operations
  - Childcare programs
  - Special events
  - Manage budgets for childcare
- Oversee all childcare efforts

## Part-Time Staff (Part-Time Positions: TBD)

- Provide coverage at front desk and within the center for day-to-day operations, events, and rentals
  - Setups/breakdowns/event and rental support
- Support other City staff, help ensure facility policy adherence, address participant concerns
- Help ensure routine responsibilities are completed during day-to-day operations, events, and rentals, including facility counts, facility inspections, and contracted event/rental requests
- Maintain safety of facility regularly during all day-to-day operations, events, and rentals
  - o Immediately report any problems or inconsistencies to supervisors
  - Participate in regularly scheduled training sessions

#### Part-Time Instructors (Part-Time Positions: TBD)





- Provide coverage and instruction for programs, leagues, open play, special events, and tournaments
  - o Assist with setups/breakdowns/event and rental support
- Support other City staff, help ensure facility policy adherence, address participant concerns
- Help ensure routine responsibilities are completed during day-to-day operations, events, and rentals, including facility counts, facility inspections, and contracted event/rental requests
- Maintain safety of facility regularly during all day-to-day operations, events, and rentals
  - o Immediately report any problems or inconsistencies to supervisors
  - Participate in regularly scheduled training sessions

Table 10.1 depicts a five-year proforma resulting in a potential 45% cost recovery.

#### Table 10.1: Five-Year Proforma

Bangor Maine Recreation Center Operations & Maintenance Summary Five-Year Proforma							
	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	Year 4	<u>Year 5</u>		
EXPENSES							
Personnel	\$1,787,725	\$1,841,357	\$1,896,597	\$1,953,495	\$2,012,100		
Contractual Services	\$861,785	\$879,021	\$905,391	\$932,553	\$960,530		
Commodities	\$137,300	\$140,046	\$142,847	\$145,704	\$148,618		
TOTAL EXPENSES	\$2,786,810	\$2,860,423	\$2,944,836	\$3,031,752	\$3,121,248		
REVENUES							
Recreation Center Revenue	\$302,600	\$311,678	\$321,028	\$330,659	\$340,579		
Ice Center Revenue	\$288,301	\$296,950	\$305,859	\$315,034	\$324,485		
Outdoor Rentals (20 weeks a year	\$49,450	\$50,934	\$52,462	\$54,035	\$55,656		
Childcare	\$606,360	\$624,551	\$643,287	\$662,586	\$682,464		
Customer Services	\$7,860	\$8,096	\$8,339	\$8,589	\$8,846		
TOTAL REVENUE	\$1,254,571	\$1,292,208	\$1,330,974	\$1,370,904	\$1,412,031		
NET	(\$1,532,239)	(\$1,568,215)	(\$1,613,861)	(\$1,660,849)	(\$1,709,217)		
COST RECOVERY	45%	45%	45%	45%	45%		
Based on 2023 Figures							

Preliminary Draft Operational Budget Projections - No guarantee is being implied by BerryDunn that these projections will be obtained





Table 10.2 depicts a one-year summary including all expenses and revenue, resulting in a potential cost recovery of 45%.

Bangor Maine Recreation Center Expanded Detailed Operations & Maintenance	
Preliminary Draft Operational Budget Projections - No implied by BerryDunn that these projections wi	o guarantee is being
BerryDunn Recommendations with Entrar	nce Fees
TOTAL EXPENSES	\$2,786,810
Staffing with Benefits	\$1,787,725
Recreation Center	\$972,000
Kids Cave Before & After School Program	\$373,000
Ice Rink Staff	\$170,625
Benefit Percentage included in wages	\$272,100
Contractual Services	\$861,785
Commodities	\$137,300
TOTAL REVENUE	\$1,254,571
Recreation Center Revenue	\$302,600
Ice Center Revenue	\$288,301
Outdoor Rentals (20 weeks a year)	\$49,450
Childcare	\$606,360
Customer Services	\$7,860
TOTAL NET	(\$1,532,239)
COST RECOVERY	45%

Table	10.2:	<b>One-Year</b>	Summary
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Table 10.3 outlines the color coding for the details in Table 10.4. Table 10.4 depicts the details for expenses—including staffing, contractual services, and commodities—totaling \$2,786.810.

#### Table 10.3: Expenses Color-Coding Legend

Legend						
Recreation Center	Kids Cave Before- and After-School Program	Ice Center				
Maintenance Building	Health and Human Services	Recreation Department				





#### Table 10.4: Expenses

		Detailed Operations & Maintenance Projections					
	Goal	Estimated Cost Recovery BerryDunn Recommendations with Entrance Fees	45%				Tota
AFFING PROJECTIONS		Denybulin Recommendations with Enhance rees				Sub total	\$1,787,3
			Number	Salary	Annual Cost	\$1,179,100	65.96
		Recreation Center Manager	1	\$80,000.00	\$80,000	\$840,000	
		Operations Manager	1	\$80,000.00	\$80,000		
		Athletic Events Specialist/Maintenance	2	\$65,000.00	\$130,000		
		Senior Programmer	1	\$55,000.00	\$55,000		
		Recreation Programmer	1	\$55,000.00	\$55,000		
		Youth/Teen Programmer	1	\$55,000.00	\$55,000		
		Marketing/Special Events	1	\$55,000.00	\$55,000		
		Custodians	5	\$55,000.00	\$275,000		
		Front Office Receptionist	1	\$55,000.00	\$55,000		
	Kids Cave Before & After School Program	Childcare Coordinator	1	\$67,000.00	\$67,000	\$67,000	
		Total # FTEs	15				
		Benefit Percentage included in wages	30.00%		\$272,100		
Time Staff with Benefits			Hours	Hourly Cost		\$608,625	34.04
		Customer Service Staff (Recreational Specialist 1)	2000	\$15.00	\$30,000	\$132,000	
		Customer Service Staff (Recreational Specialist 1)	5150	\$15.00	\$77,250		
		Customer Service Staff (Recreational Specialist 1)	1650	\$15.00	\$24,750		
	Kids Cave Before & After School Program (		20	\$7,800.00	\$156,000	\$306,000	
		(temporary payroll28 part time summer camp counselors)	28	\$5,357.14	\$150,000		
sive of (temporary payroll	I28 part time summer camp counselors)	Total # part Time Staff Hours	6848				
		Benefit Percentage included in wages	0.00%		\$0		
		Customer Service Staff (Recreational Specialist 1)	5775	\$15.00	\$86,625	\$170,625	
	skate sharpening	Customer Service Staff (Recreational Specialist 1)	2800	\$15.00	\$42,000		
		Maintenance Worker	2800	\$15.00	\$42,000		
		Total # part Time Staff Hours	11375				
		Benefit Percentage included in wages	0.00%		\$0		
RATING EXPENSES							
tractual Services			Multiplier	Unit Cost	0 5		\$861,
tractual Services		Building Maintenance Expenses to include those highlighted below	Multiplier	Unit Cost	Sq. Ft.		\$861,
		Utilities: Electrical (Gross Square Footage Cost)	1.00	\$1.00	54,266	\$54,266	
		Utilities: Heating (Gross Square Footage Cost)	1.00	\$1.00	54,200	\$54,200	
		Utilities: Water & Sewer (Gross Square Footage Cost)	1.00	\$1.00	54,266 54,266	\$27,133	
		Repair and Reserve Roof, Floor, HVAC	0.25	\$0.50	54,200 54,266	\$27,133	
	Recreation Center	Repair and Reserve Root, HIVAC	0.25	\$1.00 \$1.00	54,266 54,266	\$13,567 \$5,427	
	Recreation Center	Repair and Reserve Equipment (tables, chairs) Buildings and Structures Maintenance	0.10	\$1.00	54,266 54,266	\$5,427 \$13,567	
			0.25	\$1.00	54,266 54,266		
	Recreation Center	Equipment Maintenance Utilities: Water & Sewer (Gross Square Footage Cost)	1.00	\$1.00		\$13,567	
			1.00		73,646 73.646	\$73,646 \$73.646	
		Utilities: Electrical (Gross Square Footage Cost)		\$1.00			
		Utilities: Heating (Gross Square Footage Cost)	1.00	\$0.50	73,646	\$36,823	
	Ice Rink	Repair and Reserve Roof, Floor, HVAC	0.25	\$1.00	73,646	\$18,412	
	Ice Rink	Repair and Reserve Equipment (tables, chairs)	0.10	\$1.00	73,646	\$7,365	
		Buildings and Structures Maintenance	0.25	\$1.00	73,646	\$18,412	
		Equipment Maintenance	0.25	\$1.00	73,646	\$18,412	
	Ice Rink :	Snow Removal	0.50	\$1.00	73,646	\$36,823	
		Utilities: Water & Sewer (Gross Square Footage Cost)	1.00	\$1.00	35,535	\$35,535	
		Utilities: Electrical (Gross Square Footage Cost)	1.00	\$1.00	35,535	\$35,535	
		Utilities: Heating (Gross Square Footage Cost)	1.00	\$0.50	35,535	\$17,768	
		Repair and Reserve Roof, Floor, HVAC	0.25	\$1.00	35,535	\$8,884	
	Maintenance Building						
		Repair and Reserve Equipment (tables, chairs)	0.10	\$1.00	35,535	\$3,554	
		Buildings and Structures Maintenance	0.10 0.25	\$1.00	35,535	\$8,884	
	Maintenance Building I	Buildings and Structures Maintenance Equipment Maintenance	0.10 0.25 0.25	\$1.00 \$1.00	35,535 35,535	\$8,884 \$8,884	
	Maintenance Building Maintenance Building	Buildings and Structures Maintenance Equipment Maintenance Snow Removal	0.10 0.25 0.25 0.50	\$1.00 \$1.00 \$1.00	35,535 35,535 35,535	\$8,884 \$8,884 \$17,768	
	Maintenance Building I Maintenance Building Health & Human Services	Buildings and Structures Maintenance Equipment Maintenance Snow Removal Uitties: Water & Sewer (Gross Square Footage Cost)	0.10 0.25 0.25	\$1.00 \$1.00	35,535 35,535 35,535 10,000	\$8,884 \$8,884 \$17,768 <b>\$10,000</b>	
	Maintenance Building I Maintenance Building Health & Human Services	Buildings and Structures Maintenance Equipment Maintenance Snow Removal	0.10 0.25 0.25 0.50	\$1.00 \$1.00 \$1.00	35,535 35,535 35,535	\$8,884 \$8,884 \$17,768	
	Maintenance Building I Maintenance Building Health & Human Services Health & Human Services	Buildings and Structures Maintenance Equipment Maintenance Snow Removal Uitties: Water & Sewer (Gross Square Footage Cost)	0.10 0.25 0.25 0.50 1.00	\$1.00 \$1.00 \$1.00 \$1.00	35,535 35,535 35,535 10,000	\$8,884 \$8,884 \$17,768 <b>\$10,000</b>	
	Maintenance Building Maintenance Building Health & Human Services Health & Human Services Health & Human Services	Buildings and Structures Maintenance Equipment Maintenance Sow Removal Utilities: Water & Sewer (Gross Square Footage Cost) Utilities: Electrical (Gross Square Footage Cost)	0.10 0.25 0.25 0.50 1.00 1.00	\$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00	35,535 35,535 35,535 10,000 10,000	\$8,884 \$8,884 \$17,768 \$10,000 \$10,000	
	Maintenance Building Maintenance Building Heath & Human Services I Heath & Human Services I Heath & Human Services I Heath & Human Services I	Buldings and Structures Maintenance Equipment Maintenance Snow Removal Utilities: Water & Sewer (Gross Square Footage Cost) Utilities: Leatorical (Gross Square Footage Cost) Utilities: Heating (Gross Square Footage Cost)	0.10 0.25 0.25 0.50 1.00 1.00 1.00	\$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$0.50	35,535 35,535 35,535 10,000 10,000 10,000	\$8,884 \$8,884 \$17,768 \$10,000 \$10,000 \$5,000	
	Maintenance Building I Maintenance Building I Health & Human Services I	Buildings and Structures Maintenance Equipment Maintenance Snow Removal Utilities: Blachrical (Gross Square Footage Cost) Utilities: Elactrical (Gross Square Footage Cost) Utilities: Heating (Gross Square Footage Cost) Repair and Reserve Roof, Floor, HVAC	0.10 0.25 0.25 1.00 1.00 1.00 1.00 0.25	\$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$0.50 \$1.00	35,535 35,535 35,535 10,000 10,000 10,000 10,000	\$8,884 \$8,884 \$17,768 \$10,000 \$10,000 \$5,000 \$2,500	
	Maintenance Building Maintenance Building Health & Human Services Health & Human Services	Buildings and Structures Maintenance Equipment Maintenance Show Removal Utilities: Water & Sewer (Gross Square Footage Cost) Utilities: Heating (Gross Square Footage Cost) Utilities: Heating (Gross Square Footage Cost) Repair and Reserve Roof, Floor, HVAC Repair and Reserve Equipment (tables, chairs) Buildings and Structures Maintenance	0.10 0.25 0.25 0.50 1.00 1.00 0.25 0.10	\$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$0.50 \$1.00 \$1.00	35,535 35,535 35,535 10,000 10,000 10,000 10,000 10,000	\$8,884 \$8,884 \$17,768 \$10,000 \$10,000 \$5,000 \$2,500 \$1,000	
	Maintenance Building I Maintenance Building I Health & Human Services I	Buildings and Structures Maintenance Equipment Maintenance Utilities: Sever (Gross Square Footage Cost) Utilities: Electrical (Gross Square Footage Cost) Utilities: Heating (Gross Square Footage Cost) Repair and Reserve Roof, Floor, HVAC Repair and Reserve Equipment (tables, chairs) Buildings and Structures Maintenance Equipment Maintenance	0.10 0.25 0.25 0.50 1.00 1.00 1.00 0.25 0.10 0.25	\$1.00 \$1.00 \$1.00 \$1.00 \$0.50 \$1.00 \$1.00 \$1.00 \$1.00	35,535 35,535 35,535 10,000 10,000 10,000 10,000 10,000 10,000	\$8,884 \$8,884 \$17,768 \$10,000 \$10,000 \$5,000 \$2,500 \$1,000 \$2,500	
	Maintenance Building Maintenance Building Heath & Human Services Heath & Human Services	Buildings and Structures Maintenance Equipment Maintenance Utilities: Show Removal Utilities: Electrical (Gross Square Footage Cost) Utilities: Heating (Gross Square Footage Cost) Utilities: Heating (Gross Square Footage Cost) Repair and Reserve Equipment (Lables, chairs) Buildings and Structures Maintenance Equipment Maintenance Snow Removal	0.10 0.25 0.25 0.50 1.00 1.00 1.00 0.25 0.10 0.25 0.25	\$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00	35,535 35,535 35,535 10,000 10,000 10,000 10,000 10,000 10,000 10,000	\$8,884 \$8,884 \$17,768 \$10,000 \$10,000 \$5,000 \$2,500 \$1,000 \$2,500 \$2,500	
	Maintenance Building Maintenance Building Health & Human Services Health & Human Services	Buildings and Structures Maintenance Equipment Maintenance Snow Removal Utilities: Electrical (Gross Square Footage Cost) Utilities: Heating (Gross Square Footage Cost) Repair and Reserve Roof, Floor, HVAC Repair and Reserve Roof, Floor, HVAC Repair and Reserve Equipment (tables, chairs) Buildings and Structures Maintenance Equipment Maintenance Snow Removal Teephone / Internet / Cable (15 connections)	0.10 0.25 0.25 0.50 1.00 1.00 0.25 0.10 0.25 0.25 0.50	\$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$680.00	35,535 35,535 35,535 10,000 10,000 10,000 10,000 10,000 10,000 10,000	\$8,884 \$8,884 \$17,768 \$10,000 \$10,000 \$5,000 \$2,500 \$2,500 \$2,500 \$2,500 \$5,000 \$8,160	
	Maintenance Building Maintenance Building Health & Human Services Health & Human Services	Buildings and Structures Maintenance Equipment Maintenance Utilities: Show Removal Utilities: Electrical (Gross Square Footage Cost) Utilities: Heating (Gross Square Footage Cost) Utilities: Heating (Gross Square Footage Cost) Repair and Reserve Equipment (Lables, chairs) Buildings and Structures Maintenance Equipment Maintenance Snow Removal	0.10 0.25 0.25 0.50 1.00 1.00 1.00 0.25 0.10 0.25 0.25 0.25 0.50 12	\$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$2.00 \$3.00 \$3.00	35,535 35,535 35,535 10,000 10,000 10,000 10,000 10,000 10,000 10,000	\$8,884 \$8,884 \$10,000 \$10,000 \$5,000 \$1,000 \$2,500 \$2,500 \$2,500 \$5,000 \$8,160 \$850	
	Maintenance Building Maintenance Building Health & Human Services Health & Human Services	Buildings and Structures Maintenance Equipment Maintenance Snow Removal Utilities: Water & Sewer (Gross Square Footage Cost) Utilities: Leating (Gross Square Footage Cost) Utilities: Leating (Gross Square Footage Cost) Repair and Reserve Equipment (Labes, chairs) Buildings and Structures Maintenance Equipment Maintenance Snow Removal Telephone / Internet / Cable (15 connections) Annual cable fee Annual cable fee	0.10 0.25 0.25 0.50 1.00 1.00 1.00 0.25 0.10 0.25 0.25 0.25 0.50 12 1	\$1.00 \$1.00 \$1.00 \$1.00 \$0.50 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00	35,535 35,535 35,535 10,000 10,000 10,000 10,000 10,000 10,000 10,000	\$8,884 \$8,884 \$17,768 \$10,000 \$10,000 \$10,000 \$2,500 \$1,000 \$2,500 \$2,500 \$2,500 \$2,500 \$8,160 \$8,160 \$4,500	
	Maintenance Building Maintenance Building Health & Human Services I Health & Human Services Health & Human Services	Buildings and Structures Maintenance Equipment Maintenance Utilities: Water & Sewer (Gross Square Footage Cost) Utilities: Heating (Gross Square Footage Cost) Utilities: Heating (Gross Square Footage Cost) Repair and Reserve Equipment (Lables, chairs) Buildings and Structures Maintenance Equipment Maintenance Snow Removal Telephone / Internet / Cable (15 connections) Annual cable fee	0.10 0.25 0.25 0.50 1.00 1.00 1.00 0.25 0.25 0.25 0.25 0.25 0.50 12 1 1	\$1.00 \$1.00	35,535 35,535 10,000 10,000 10,000 10,000 10,000 10,000 10,000 10,000	\$8,884 \$8,884 \$17,768 \$10,000 \$5,000 \$5,000 \$2,500 \$2,500 \$2,500 \$2,500 \$2,500 \$3,160 \$850 \$4,500 \$1,800	
	Maintenance Building Maintenance Building Health & Human Services I Health & Human Services Health & Human Services	Buildings and Structures Maintenance Equipment Maintenance Equipment Maintenance Show Removal Utilities: Water & Sewer (Gross Square Footage Cost) Utilities: Heating (Gross Square Footage Cost) Utilities: Heating (Gross Square Footage Cost) Repair and Reserve Equipment (Lables, chairs) Buildings and Structures Maintenance Equipment Maintenance Square Maintenance Structures Maintenance Telephone / Internet / Cable (15 connections) Annual cable fee Trash Service Security/Fire Alarm Service Security/Fire Alarm Service	0.10 0.25 0.25 0.50 1.00 1.00 1.00 0.25 0.25 0.25 0.25 0.25 0.50 12 1 1	\$1.00 \$1.00 \$1.00 \$1.00 \$0.50 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00	35,535 35,535 10,000 10,000 10,000 10,000 10,000 10,000 10,000 10,000	\$8,884 \$8,884 \$17,768 \$10,000 \$10,000 \$10,000 \$2,500 \$1,000 \$2,500 \$2,500 \$2,500 \$3,100 \$8,160 \$4,500	
	Maintenance Building Maintenance Building Health & Human Services Health & Human Services	Buildings and Structures Maintenance Equipment Maintenance Snow Removal Utilities: Water & Sewer (Gross Square Footage Cost) Utilities: Heating (Gross Square Footage Cost) Buildings Heating (Gross Square Footage Cost) Repair and Reserve Equipment (tables, chairs) Buildings and Structures Maintenance Equipment Maintenance Snow Removal Telephone / Internet / Cable (15 connections) Annual cable fee Trash Service SecurityFire Alam Service Bank Fees - Credit Card Charges/Registration (2% registration fee, 3%	0.10 0.25 0.25 0.50 1.00 1.00 0.25 0.10 0.25 0.25 0.25 0.25 12 1 1 1	\$1.00 \$1.00	35,535 35,535 10,000 10,000 10,000 10,000 10,000 10,000 10,000 10,000	\$8,884 \$8,884 \$17,768 \$10,000 \$5,000 \$5,000 \$2,500 \$2,500 \$2,500 \$2,500 \$3,100 \$8,160 \$850 \$4,500 \$1,800	
	Maintenance Building Maintenance Building Health & Human Services Health & Human Services Guerant & Aluman Services	Buildings and Structures Maintenance Equipment Maintenance Utilities: Nater & Sewer (Gross Square Footage Cost) Utilities: Henting (Gross Square Footage Cost) Utilities: Henting (Gross Square Footage Cost) Utilities: Henting (Gross Square Footage Cost) Repair and Reserve Equipment (Hubbis, chairs) Buildings and Structures Maintenance Equipment Maintenance Snow Removal Telephone / Internet / Cable (15 connections) Annual cable fee Trash Service Security/Fire Alarm Service Saker Kees - Credit Card Charges/Registration (2% registration fee, 3% credit card) Insurance	0.10 0.25 0.25 0.50 1.00 1.00 0.25 0.10 0.25 0.50 12 1 1 1 1 0.03 0.001	\$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$4.500.00 \$1,254,571.00 \$1.00	35,535 35,535 10,000 10,000 10,000 10,000 10,000 10,000 10,000 10,000	\$8,884 \$8,884 \$17,763 \$10,000 \$10,000 \$5,000 \$2,500 \$2,500 \$2,500 \$2,500 \$3,1000 \$2,500 \$3,1000 \$4,500 \$1,800 \$37,637 \$0	
	Maintenance Building Maintenance Building Health & Human Services I Health & Human Services Health & Human Services Guerant & Aluman Services Community Activity	Buildings and Structures Maintenance Equipment Maintenance Show Removal Utilities: Water & Sewer (Gross Square Footage Cost) Utilities: Heating (Gross Square Footage Cost) Utilities: Heating (Gross Square Footage Cost) Repair and Reserve Equipment (Labbes, chairs) Buildings and Structures Maintenance Equipment Maintenance Snow Removal Telephone / Internet / Cable (15 connections) Annual cable fee Trash Service SecurityFire Alam Service Bank Fees - Credit Card Charges/Registration (2% registration fee, 3% credit card) Insurance Insurance	0.10 0.25 0.25 0.50 1.00 1.00 0.25 0.25 0.25 0.25 0.25 12 1 1 1 1 0.03	\$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$4.50.00 \$4.50.00 \$1,254.571.00	35,535 35,535 10,000 10,000 10,000 10,000 10,000 10,000 10,000 10,000	\$8,884 \$8,884 \$17,788 \$10,000 \$10,000 \$5,000 \$2,500 \$2,500 \$2,500 \$2,500 \$2,500 \$5,000 \$5,000 \$5,000 \$5,000 \$5,000 \$5,1800 \$4,500 \$1,800 \$37,637	
	Maintenance Building Maintenance Building Health & Human Services I Health & Human Services Health & Human Services Guerant & Aluman Services Community Activity	Buildings and Structures Maintenance Equipment Maintenance Show Removal Utilities: Water & Sewer (Gross Square Footage Cost) Utilities: Heating (Gross Square Footage Cost) Utilities: Heating (Gross Square Footage Cost) Repair and Reserve Equipment (Labbes, chairs) Buildings and Structures Maintenance Equipment Maintenance Snow Removal Telephone / Internet / Cable (15 connections) Annual cable fee Trash Service SecurityFire Alam Service Bank Fees - Credit Card Charges/Registration (2% registration fee, 3% credit card) Insurance Insurance	0.10 0.25 0.25 0.50 1.00 1.00 0.25 0.25 0.25 0.25 12 1 1 1 1 0.03 0.001 0.001	\$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$4.50.00 \$4.50.00 \$1,254.571.00 \$1.254.571.00 \$1.00	35,535 35,535 10,000 10,000 10,000 10,000 10,000 10,000 10,000 10,000	\$8,884 \$8,884 \$17,768 \$10,000 \$10,000 \$1,000 \$2,500 \$2,500 \$2,500 \$2,500 \$2,500 \$5,000 \$5,000 \$5,000 \$5,000 \$5,000 \$4,500 \$4,500 \$1,800 \$1,800 \$1,800 \$2,500	
	Maintenance Building Maintenance Building Heath & Human Services Heath & Human Services Gurrent \$20,000 Community Activity Gymnasium Ice Rink Kids Cave Before & After School Program	Buildings and Structures Maintenance Equipment Maintenance Snow Removal Utilities: Water & Sewer (Gross Square Footage Cost) Utilities: Heating (Gross Square Footage Cost) Utilities: Heating (Gross Square Footage Cost) Repair and Reserve Equipment (tables, chairs) Buildings and Structures Maintenance Equipment Maintenance Snow Removal Telephone / Internet / Cable (15 connections) Annual cable fee Stephone / Internet / Cable (15 connections) Annual cable fee Security/Fire Alarm Service Bank Fees - Credit Card Charges/Registration (2% registration fee, 3% arctific card) Internance Insurance Insurance Insurance Insurance Insurance	0.10 0.25 0.25 0.50 1.00 1.00 0.25 0.25 0.25 0.25 12 1 1 1 1 0.03 0.001 0.001	\$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$4.50.00 \$4.50.00 \$1,254.571.00 \$1.254.571.00 \$1.00	35,535 35,535 10,000 10,000 10,000 10,000 10,000 10,000 10,000 10,000	\$8,884 \$8,884 \$17,768 \$10,000 \$10,000 \$1,000 \$2,500 \$2,500 \$2,500 \$2,500 \$2,500 \$5,000 \$5,000 \$5,000 \$5,000 \$5,000 \$4,500 \$4,500 \$1,800 \$1,800 \$1,800 \$2,500	
	Maintenance Building Maintenance Building Health & Human Services Health & Human Services Current \$20.000 Community Activity Sympasium Le Rink Kids Cave Before & After School Program	Buildings and Structures Maintenance Equipment Maintenance Snow Removal Utilities: Water & Sewer (Gross Square Footage Cost) Utilities: Heating (Gross Square Footage Cost) Utilities: Heating (Gross Square Footage Cost) Repair and Reserve Roof, Floor, HVAC Repair and Reserve Roof, Floor, HVAC Repair and Reserve Equipment (tables, chairs) Buildings and Structures Maintenance Equipment Maintenance Snow Removal Telephone / Internet / Cable (15 connections) Annual cable fee Traish Service SecurityFire Marm Service Bank Fees - Credit Card Charges/Registration (2% registration fee, 3% oreaft card) Insurance Insurance (al other expenses Busing, travel, supplies, clothing, food, departmenta)	0.10 0.25 0.25 0.50 1.00 1.00 0.25 0.25 0.25 0.25 12 1 1 1 1 0.03 0.001 0.001	\$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$4.500.00 \$1.800.00 \$1.254.571.00 \$1.20 \$1.00 \$1.20 \$1.00 \$1.20 \$1.00 \$1.20 \$1.00 \$1.20 \$1.20 \$1.20 \$1.00 \$1.20 \$1.20 \$1.20 \$1.00 \$1.20 \$1.20 \$1.20 \$1.20 \$1.00 \$1.20 \$1.00 \$1.20 \$1.00	35,535 35,535 10,000 10,000 10,000 10,000 10,000 10,000 10,000 10,000	\$8,884 \$8,884 \$17,768 \$10,000 \$5,000 \$2,500 \$1,000 \$2,500 \$2,500 \$2,500 \$2,500 \$4,500 \$8,160 \$850 \$4,500 \$1,800 \$37,637 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	
	Maintenance Building Maintenance Building Health & Human Services Health & Human Services Gument & Services Health & Human Ser	Buildings and Structures Maintenance Equipment Maintenance Show Removal Utilities: Water & Sewer (Gross Square Footage Cost) Utilities: Heating (Gross Square Footage Cost) Utilities: Heating (Gross Square Footage Cost) Utilities: Heating (Gross Square Footage Cost) Buildings and Shuctures Maintenance Equipment Maintenance Equipment Adminenance Snow Removal Telephone / Internet / Cable (15 connections) Annual cable fee Trash Service Security/Fire Alarm Service Saker Kees - Credit Card Charges/Registration (2% registration fee, 3% credit card) Insurance Insurance Insurance (all other expenses Busing, travel, supplies, clothing, food, departmental) Bus transportation	0.10 0.25 0.25 0.50 1.00 1.00 0.25 0.25 0.25 0.25 12 1 1 1 1 0.03 0.001 0.001	\$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$4.500.00 \$1.254.571.00 \$1.20 \$1.20 \$1.00 \$1.20 \$1.00 \$1.00 \$1.20 \$1.00	35,535 35,535 10,000 10,000 10,000 10,000 10,000 10,000 10,000 10,000	\$8,884 \$8,884 \$17,763 \$10,000 \$10,000 \$5,000 \$2,500 \$2,500 \$2,500 \$2,500 \$2,500 \$3,1000 \$3,637 \$3,637 \$0 \$0 \$0 \$2,500 \$3,637 \$0 \$0 \$2,500 \$3,000 \$2,000 \$2,000 \$2,000 \$2,000 \$2,000 \$2,000 \$2,000 \$2,000 \$2,000 \$2,000 \$2,000 \$2,000 \$2,000 \$2,000 \$3,000 \$2,000 \$3,0000\$}	
	Maintenance Building Maintenance Building Health & Human Services Health & Human Services Community Activity Community Activity Gymasium Ice Rink Kids Cave Before & After School Program Kids Cave Before & After School Program	Buildings and Structures Maintenance Equipment Maintenance Snow Removal Utilities: Water & Sewer (Gross Square Footage Cost) Utilities: Heating (Gross Square Footage Cost) Utilities: Heating (Gross Square Footage Cost) Buildings and Structures Maintenance Equipment Maintenance Snow Removal Telephone / Internat / Cable (15 connections) Annual cable fee Trash Service SecurityFire Karm Service Bark Fees - Credit Card Charges/Registration (2% registration fee, 3% credit card) Insurance Insurance Insurance Insurance Insurance Insurance Insurance Insurance Insurance Insurance Insurance Insurance	0.10 0.25 0.25 0.50 1.00 1.00 0.25 0.25 0.25 0.25 12 1 1 1 1 0.03 0.001 0.001	\$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$4.500.00 \$1.800.00 \$1.254.571.00 \$1.20 \$1.00 \$1.20 \$1.00 \$1.20 \$1.00 \$1.20 \$1.00 \$1.20 \$1.20 \$1.20 \$1.00 \$1.20 \$1.20 \$1.20 \$1.00 \$1.20 \$1.20 \$1.20 \$1.20 \$1.00 \$1.20 \$1.00 \$1.20 \$1.00	35,535 35,535 10,000 10,000 10,000 10,000 10,000 10,000 10,000 10,000	\$8,884 \$8,884 \$17,768 \$10,000 \$5,000 \$2,500 \$1,000 \$2,500 \$2,500 \$2,500 \$2,500 \$4,500 \$8,160 \$850 \$4,500 \$1,800 \$37,637 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	
	Maintenance Building Maintenance Building Health & Human Bervices Health & Human Services Health & Human Services Gommanity Activity Commanity Activity Segmasium Ice Rink Kids Cave Before & After School Program	Buildings and Structures Maintenance Equipment Maintenance Show Removal Utilities: Water & Sewer (Gross Square Footage Cost) Utilities: Heating (Gross Square Footage Cost) Utilities: Heating (Gross Square Footage Cost) Buildings and Structures Maintenance Equipment Maintenance Equipment Maintenance Snow Removal Telephone / Internet / Cable (15 connections) Annual cable fee Trash Service SecurityFire Am Service Bank Fees - Credit Card Charges/Registration (2% registration fee, 3% credit card) Insurance Insurance Insurance Insurance (all other expensesBusing, travel, supplies, clothing, food, departmental) Bas transportation Food (a) other expensesBusing, travel, supplies, clothing, food,	0.10 0.25 0.25 0.50 1.00 1.00 0.25 0.25 0.25 0.25 12 1 1 1 1 0.03 0.001 0.001	\$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$4.500.00 \$1.254,571.00 \$1.254,571.00 \$1.20 \$1.00 \$1.20 \$1.00 \$1.20 \$1.00 \$1.20 \$1.00 \$1.20 \$1.20 \$1.20 \$1.20 \$1.20 \$1.20 \$1.20 \$1.20 \$1.20 \$1.20 \$1.20 \$1.20 \$1.20 \$1.20 \$1.20 \$1.20 \$1.20 \$1.20 \$1.00 \$1.20 \$1.00 \$1.20 \$1.00 \$1.20 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$2.0	35,535 35,535 10,000 10,000 10,000 10,000 10,000 10,000 10,000 10,000	\$8,884 \$8,884 \$17,763 \$10,000 \$5,000 \$5,000 \$2,500 \$2,500 \$2,500 \$2,500 \$3,100 \$2,500 \$3,100 \$3,100 \$3,637 \$3,637 \$0 \$30 \$0 \$2,000 \$3,000 \$3,000 \$6,200	
	Maintenance Building Maintenance Building Health & Human Services Health & Human Services Community Activity Community Activity Community Activity Kids Cave Before & After School Program Kids Cave Before & After School Program Kids Cave Before & After School Program	Buildings and Structures Maintenance Equipment Maintenance Snow Removal Utilities: Water & Sewer (Gross Square Footage Cost) Utilities: Heating (Gross Square Footage Cost) Utilities: Heating (Gross Square Footage Cost) Repair and Reserve Equipment (tables, chairs) Buildings and Structures Maintenance Equipment Maintenance Snow Removal Telephone / Internat / Cable (15 connections) Arrural cable fee Trash Service SecurityFire Alam Service Bank Fees - Credit Card Charges/Registration (2% registration fee, 3% credit card) Insurance Insurance Insurance Insurance Insurance Insurance Insurance Insurance Insurance Insurance Insurance Insurance Insurance Insurance Insurance Insurance Insurance Insurance	0.10 0.25 0.25 0.50 1.00 1.00 0.25 0.25 0.25 0.25 12 1 1 1 1 0.03 0.001 0.001	\$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$4.500.00 \$4.500.00 \$4.500.00 \$1.254.571.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$2.0000 \$3.000.00 \$3.000.00 \$3.000.00	35,535 35,535 10,000 10,000 10,000 10,000 10,000 10,000 10,000 10,000	\$8,884 \$8,884 \$17,788 \$10,000 \$5,000 \$2,500 \$2,500 \$2,500 \$2,500 \$2,500 \$2,500 \$4,500 \$4,500 \$4,500 \$4,500 \$1,800 \$37,637 \$0 \$3,637 \$0 \$2,000 \$3,000 \$2,000 \$30,000 \$30,000	
	Maintenance Building Maintenance Building Health & Human Services Health & Human Services Community Activity Gymasium Ice Rink Kids Cave Before & After School Program Kids Cave Before & After School Program Kids Cave Before & After School Program	Buildings and Structures Maintenance Equipment Maintenance Snow Removal Utilities: Water & Sewer (Gross Square Footage Cost) Utilities: Heating (Gross Square Footage Cost) Utilities: Heating (Gross Square Footage Cost) Repair and Reserve Roof, Floor, HVAC Repair and Reserve Equipment (tables, chairs) Buildings and Structures Maintenance Equipment Maintenance Snow Removal Telephone / Internet / Cable (15 connections) Annual cable fee Trans Service SecurityFire Narm Service Bark Fees - Credit Card Charges/Registration (2% registration fee, 3% credit card) Insurance Insurance Insurance Insurance Insurance Insurance Insurance Bark Fees - Credit Card Charges/Registration (2% registration fee, 3% credit card) Insurance Insurance Insurance Bart Fees - Discourd (Card Charges/Registration (Soct) departmenta) Bus transportation Foot all other expensesBusing, travel, supplies, clothing, food, departmenta)	0.10 0.25 0.25 0.50 1.00 1.00 0.25 0.25 0.25 0.25 12 1 1 1 1 0.03 0.001 0.001	\$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$4.500.00 \$1.800.00 \$1.800.00 \$1.254.571.00 \$3.00 \$3.0	35,535 35,535 10,000 10,000 10,000 10,000 10,000 10,000 10,000 10,000	\$8,884 \$8,884 \$17,768 \$10,000 \$5,000 \$2,500 \$2,500 \$2,500 \$2,500 \$3,1000 \$2,500 \$3,1000 \$3,600 \$3,600 \$30,000 \$30,000 \$30,000 \$30,000	
	Maintenance Building Maintenance Building Health & Human Services Health & Human Services Community Activity Gymasium Ice Rink Kids Cave Before & After School Program Kids Cave Before & After School Program Kids Cave Before & After School Program	Buildings and Structures Maintenance Equipment Maintenance Snow Removal Utilities: Water & Sewer (Gross Square Footage Cost) Utilities: Heating (Gross Square Footage Cost) Utilities: Heating (Gross Square Footage Cost) Repair and Reserve Equipment (tables, chairs) Buildings and Structures Maintenance Equipment Maintenance Snow Removal Telephone / Internat / Cable (15 connections) Arrural cable fee Trash Service SecurityFire Alam Service Bank Fees - Credit Card Charges/Registration (2% registration fee, 3% credit card) Insurance Insurance Insurance Insurance Insurance Insurance Insurance Insurance Insurance Insurance Insurance Insurance Insurance Insurance Insurance Insurance Insurance Insurance	0.10 0.25 0.25 0.50 1.00 1.00 0.25 0.25 0.25 0.25 12 1 1 1 1 0.03 0.001 0.001	\$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$4.500.00 \$4.500.00 \$4.500.00 \$1.254.571.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$2.0000 \$3.000.00 \$3.000.00 \$3.000.00	35,535 35,535 10,000 10,000 10,000 10,000 10,000 10,000 10,000 10,000	\$8,884 \$8,884 \$17,788 \$10,000 \$5,000 \$2,500 \$2,500 \$2,500 \$2,500 \$2,500 \$2,500 \$4,500 \$4,500 \$4,500 \$4,500 \$1,800 \$37,637 \$0 \$3,637 \$0 \$2,000 \$3,000 \$2,000 \$30,000 \$30,000	





Commodities					\$137,300
	Office Supplies	1	\$5,000.00	\$5,000	
	Community Programs	1	\$10,000.00	\$10,000	
	First Aid Equipment	12	\$200.00	\$2,400	
	First Aid Supplies	12	\$200.00	\$2,400	
	Building Maintenance Supplies	12	\$500.00	\$6,000	
	Marketing/Printing	1	\$18,000.00	\$18,000	
	Custodial Supplies	12	\$1,250.00	\$15,000	
	Education/Training	1	\$10,000.00	\$10,000	
	Uniforms	1	\$2,500.00	\$2,500	
Ice Rink	Gas/Oil			\$3,000	
	Uniforms			\$1,000	
	Refrigeration Plant Maintenance			\$12,000	
	Capital Replacement Fund			\$25,000	
	Zamboni Annual Maintenance (2)			\$10,000	
	Misc. Expenses			\$15,000	
	Operating exclusive of staffing				\$999,085
	TOTAL EXPENSES				\$2,786,810

Table 10.5 depicts the details regarding potential revenue generation for the first year of operation, including rentals, programs, leagues, and special events, totaling \$1,254,571.





ecreation Center Reven	ue							\$302,60
				Fee Collected	Direct Program	Multipling		<b>\$002,00</b>
ograms				Fee Collected	Expenses	Multiplier		
	Special Events	Birthday Parties (include 10 participants)	<u>#/Year</u> 104	Price \$200.00	Hours 2	Revenue \$41,600	<b>\$41,600</b> \$41,600	13.75
		(\$200/hr. x 2 hrs.)	104	\$200.00	2	341,000	941,000	
	Tournaments/Competitions (in-house)	Basketball Tournaments (32 teams, \$100 registration)	<u>#/Year</u> 2	Price \$3,200.00	Multiplier 50%	Revenue \$3,200	\$22,400 \$3,200	7.40%
		Volleyball Tournaments (32 teams, \$100 registration)	2	\$3,200.00	50%	\$3,200	\$3,200	
		Pickleball Tournaments (64 teams, \$100 registration)	4	\$6,400.00 \$6,400.00	50% 50%	\$12,800 \$3,200	\$12,800 \$3,200	
		Cheerleading Competitions (64 teams, \$100 registration)		\$6,400.00	50%	\$3,200	\$3,200	
	Programs		#/Year	Price	Multiplier	Revenue	\$84,375	27.88
		Basketball Instruction Basketball Leagues	100 250	\$30.00 \$30.00	50% 75%	\$1,500 \$5,625	\$1,500 \$5,625	
		Basketball Clinics	100	\$25.00	50%	\$1,250	\$1,250	
		Volleyball Instruction Volleyball Leagues	100 200	\$30.00 \$30.00	50% 75%	\$1,500 \$4,500	\$1,500 \$4,500	
		Volleyball Clinics	100	\$25.00	50%	\$1,250	\$1,250	
		Pickleball Instruction	100	\$30.00	50%	\$1,500	\$1,500	
		Pickleball Leagues Pickleball Clinics	200 100	\$30.00 \$25.00	75% 50%	\$4,500 \$1,250	\$4,500 \$1,250	
		Arts & Crafts Programs	250	\$30.00	75%	\$5,625	\$5,625	
		Music Programs	250	\$30.00 \$30.00	75% 75%	\$5,625	\$5,625	
		ESPORTS Leagues ESPORTS Clinics	250 100	\$25.00	50%	\$5,625 \$1,250	\$5,625 \$1,250	
		Boot Camp Classes	2500	\$10.00	75%	\$18,750	\$18,750	
		Dance Classes	1250 250	\$10.00 \$30.00	75% 75%	\$9,375 \$5,625	\$9,375 \$5,625	
		Yoga Aerobics	100	\$25.00	50%	\$5,625 \$1,250	\$5,625 \$1,250	
		Life Skills	250	\$10.00	75%	\$1,875	\$1,875	
		Homeschoolers Wellness	100 200	\$10.00 \$30.00	75% 75%	\$750 \$4,500	\$750 \$4,500	
		Theatre/Acting	100	\$25.00	50%	\$1,250	\$1,250	
								50.07
c Center Rentals		Rec Center (4 hours)	<u>#/Year</u> 12	<u>Cost</u> \$1,000.00	Multiplier 75%	\$9,000	\$154,225 \$9,000	50.97
		Rec Center (Non Profit)	0	\$0.00	75%	\$0	\$0	
	this would include 1 rentals per month this would include 1 rentals per month	Indoor Playground (2 hour min) (include 10 participants) Entire Gym (three Courts) (per day)	12 12	\$100.00 \$1,500.00	50% 50%	\$600 \$9,000	\$600 \$9,000	
	this would include 25 rentals per week	One Court (non profit)	0	\$0.00	50%	\$0	\$0	
	this would include 5 rentals per week		250 750	\$200.00 \$75.00	50% 50%	\$25,000 \$28,125	\$25,000 \$28,125	
	this would include only 15 rentals per week this would include 5 rentals per week	Une Court (per nour) Large Multipurpose room (2 hour rental)	250	\$75.00 \$100.00	50%	\$28,125 \$12,500	\$28,125 \$12,500	
	this would include 5 rentals per week	Small Multipurpose room (2 hour rental)	250	\$50.00	50%	\$6,250	\$6,250	
	this would include 5 rentals per week this would include only 2 rental per week		250 100	\$50.00 \$25.00	50% 50%	\$6,250 \$1,250	\$6,250 \$1,250	
	this would include 5 rentals per week	Esports room (2 hour rental)	250	\$50.00	50%	\$6,250	\$6,250	
	this would include 5 rentals per week	Activity Wall (2 hour rental) Group Exercise Studio (per hour) (non profit)	250 250	\$50.00 \$50.00	50% 50%	\$6,250 \$6,250	\$6,250 \$6,250	
	uns would include 5 tentals per week	(\$XX/hr. x 2 hrs.)	200	\$30.00	50%	φ0,230	\$0,230	
	this would include only 15 rentals per week	Group Exercise Studio (per hour)	750	\$50.00	1	\$37,500	\$37,500	
Center Revenue								\$288,3
					Direct Program			
Programs				Fee Collected		Multiplier		
e Programs	Special Events		#/Year		Expenses		\$39,200	13.60
e Programs		After Hours Skate (include 100 participants, \$10 each)	<u>#/Year</u> 1	Fee Collected Price \$4,000.00		<u>Multiplier</u> <u>Revenue</u> \$8,000	<b>\$39,200</b> \$8,000	13.60
e Programs		(\$2000/hr. x 2 hrs.)	1	<u>Price</u> \$4,000.00	Expenses Hours 2	Revenue \$8,000	\$8,000	13.60
9 Programs				Price	Expenses Hours	Revenue		13.60
Programs		(\$2000/hr. x 2 hrs.) Ice Skating Rink Birthday Parties (include 10 skate rentals) (\$300/hr. x 2 hrs.)	1 52 <u>#/Year</u>	<u>Price</u> \$4,000.00 \$300.00 <u>Price</u>	Expenses Hours 2 2 Multiplier	Revenue \$8,000 \$31,200 Revenue	\$8,000 \$31,200 <b>\$9,600</b>	
Programs	Tournaments/Competitions (in-house)	(\$2000hr. x.2 hrs.) Loe Skating Rink Birthday Parties (include 10 skate rentals) (\$300hr. x.2 hrs.) Hockey Tournaments (32 teams, \$100 registration)	1 52 <u>#/Year</u> 2	Price \$4,000.00 \$300.00 <u>Price</u> \$3,200.00	Expenses Hours 2 2 <u>Multiplier</u> 50%	Revenue \$8,000 \$31,200 Revenue \$3,200	\$8,000 \$31,200 <b>\$9,600</b> \$3,200	
9 Programs	Tournaments/Competitions (in-house)	(\$2000/hr. x 2 hrs.) Ice Skating Rink Birthday Parties (include 10 skate rentals) (\$300/hr. x 2 hrs.)	1 52 <u>#/Year</u> 2 2	Price \$4,000.00 \$300.00 <u>Price</u> \$3,200.00 \$6,400.00	Expenses Hours 2 2 <u>Multiplier</u> 50% 50%	Revenue \$8,000 \$31,200 <u>Revenue</u> \$3,200 \$6,400	\$8,000 \$31,200 <b>\$9,600</b> \$3,200 \$6,400	3.33
> Programs	Tournaments/Competitions (in-house)	(\$2000/hr, x 2 hrs.) Ice Skating Rink Birthday Parties (include 10 skate rentals) (\$200/hr. x 2 hrs.) Hockey Tournaments (32 teams, \$100 registration) Skating Competitions I Tournaments 64 participants, \$100 registration)	1 52 <u>#/Year</u> 2 <u>#/Year</u>	Price \$4,000.00 \$300.00 <u>Price</u> \$3,200.00 \$6,400.00 <u>Price</u>	Expenses Hours 2 2 <u>Multiplier</u> 50% 50% <u>Multiplier</u>	Revenue \$8,000 \$31,200 <u>Revenue</u> \$3,200 \$6,400 <u>Revenue</u>	\$8,000 \$31,200 <b>\$9,600</b> \$3,200 \$6,400 <b>\$30,251</b>	3.33
> Programs	Tournaments/Competitions (in-house) Programs	(\$2000/hr. x 2 hrs.) los Skaing (Rrik Birthday Parties (include 10 skate rentals) (\$300/hr. x 2 hrs.) Hockey Tournaments (32 teams, \$100 registration) Skating Competitions I Tournaments 64 participants, \$100 registration) Skating Instruction	1 52 <u>#/Year</u> 2 2	Price \$4,000.00 \$300.00 <u>Price</u> \$3,200.00 \$6,400.00	Expenses Hours 2 2 <u>Multiplier</u> 50% 50%	Revenue \$8,000 \$31,200 <u>Revenue</u> \$3,200 \$6,400	\$8,000 \$31,200 <b>\$9,600</b> \$3,200 \$6,400	3.33
) Programs	Tournaments/Competitions (in-house) Programs	(\$2000hr. x 2 hrs.) cs Skaing Rink Birthday Parties (include 10 skate rentals) (\$300hr. x 2 hrs.) Hockey Tournaments (32 teams, \$100 registration) Skating Competitions I Tournaments 64 participants, \$100 registration) Skating Instruction Hockey Leagues Hockey Cinics	1 52 <u>#/Year</u> 2 2 <u>#/Year</u> 500 250 100	Price \$4,000.00 \$300.00 <u>Price</u> \$3,200.00 \$6,400.00 <u>Price</u> \$30.00 \$100.00 \$25.00	Expenses <u>Hours</u> 2 <u>Multiplier</u> 50% 50% <u>Multiplier</u> 50% 75% 50%	Revenue           \$8,000           \$31,200           Revenue           \$3,200           \$6,400           Revenue           \$7,500           \$18,750           \$1,250	\$8,000 \$31,200 \$9,600 \$3,200 \$6,400 \$30,251 \$7,500 \$18,750 \$1,250	3.33
) Programs	Tournaments/Competitions (in-house) Programs Drop In Program	(\$2000hr. x 2 hrs.) Lee Skaling Rink Birthday Parties (include 10 skate rentals) (\$300hr. x 2 hrs.) Hockey Tournaments (32 teams, \$100 registration) Skating Competitions I Tournaments 64 participants, \$100 registration) Skating Instruction Hockey Leagues Hockey Clinics Free Style Ice	1 52 <u>#/Year</u> 2 2 <u>#/Year</u> 500 250 100 500	Price \$4,000.00 \$300.00 Price \$3,200.00 \$6,400.00 \$6,400.00 \$100.00 \$10.00	Expenses <u>Hours</u> 2 2 <u>Multiplier</u> 50% 50% <u>50%</u> 50% 50%	Revenue           \$8,000           \$31,200           Revenue           \$3,200           \$6,400           Revenue           \$7,500           \$1,750           \$1,250           \$2,500	\$8,000 \$31,200 \$9,600 \$3,200 \$6,400 \$30,251 \$7,500 \$18,750 \$1,250 \$2,500	3.33
) Programs	Tournaments/Competitions (in-house) Programs Drop In Program	(\$2000hr. x 2 hrs.) cs Skaing Rink Birthday Parties (include 10 skate rentals) (\$300hr. x 2 hrs.) Hockey Tournaments (32 teams, \$100 registration) Skating Competitions I Tournaments 64 participants, \$100 registration) Skating Instruction Hockey Leagues Hockey Cinics	1 52 <u>#/Year</u> 2 2 <u>#/Year</u> 500 250 100	Price \$4,000.00 \$300.00 <u>Price</u> \$3,200.00 \$6,400.00 <u>Price</u> \$30.00 \$100.00 \$25.00	Expenses <u>Hours</u> 2 <u>Multiplier</u> 50% 50% <u>Multiplier</u> 50% 75% 50%	Revenue           \$8,000           \$31,200           Revenue           \$3,200           \$6,400           Revenue           \$7,500           \$18,750           \$1,250	\$8,000 \$31,200 \$9,600 \$3,200 \$6,400 \$30,251 \$7,500 \$18,750 \$1,250	3.33
-	Tournaments/Competitions (in-house) Programs Drop In Program	(\$2000hr. x 2 hrs.) cs Skaing (Rink Birthday Parties (include 10 skate rentals) (\$300hr. x 2 hrs.) Hockey Tournaments (32 teams, \$100 registration) Skating Competitions I Tournaments 64 participants, \$100 registration) Skating Instruction Hockey Leagues Hockey Clinics Free Style Ice Speed Skating	1 52 <u>#/Year</u> 2 <u>*</u> 500 250 100 500 500 500 1 1	Price \$4,000.00 \$300.00 <u>Price</u> \$3,200.00 \$6,400.00 <u>Price</u> \$30.00 \$100.00 \$10.00 \$10.00 \$1.00 \$1.00	Expenses <u>Hours</u> 2 <u>Multiplier</u> 50% 50% 50% 50% 50% 50% 50%	Revenue           \$8,000           \$31,200           Revenue           \$3,200           \$6,400           Revenue           \$7,500           \$18,750           \$1,250           \$2,500	\$8,000 \$31,200 \$9,600 \$3,200 \$6,400 \$30,251 \$7,500 \$18,750 \$1,250 \$2,500 \$2,500 \$2,500 \$1 \$1	3.33
-	Tournaments/Competitions (in-house) Programs Drop In Program	(\$2000hr. x 2 hrs.) loc Skaing Rink Birthday Parties (include 10 skate rentals) (\$300hr. x 2 hrs.) Hockey Tournaments (32 teams, \$100 registration) Skating Competitions I Tournaments 64 participants, \$100 registration) Skating Instruction Hockey Leagues Hockey Clinics Free Style Ice Speed Skating Other	1 52 <u>#/Year</u> 2 2 <u>#/Year</u> 500 250 100 500 500 50 1 1 Hours	Price \$4,000.00 \$300.00 Price \$3,200.00 \$6,400.00 \$100.00 \$100.00 \$100.00 \$10.00 \$1.00 \$1.00 \$1.00 \$1.00	Expenses <u>Hours</u> 2 2 <u>Multiplier</u> 50% 50% <u>Multiplier</u> 50% 50% 50% 50% 50% 50%	Revenue           \$8,000           \$31,200           Revenue           \$3,200           \$6,400           \$7,500           \$18,750           \$1,250           \$2,500           \$250           \$1           \$1	\$8,000 \$31,200 \$3,600 \$3,200 \$6,400 \$30,251 \$7,500 \$18,750 \$1,250 \$2,500 \$2,500 \$1 \$1 \$209,250	3.33
-	Tournaments/Competitions (in-house) Programs Drop In Program	(\$2000hr. x 2 hrs.) loce Skaling Rink Birthday Parties (include 10 skate rentals) (\$300hr. x 2 hrs.) Hockey Tournaments (32 teams, \$100 registration) Skating Competitions   Tournaments 64 participants, \$100 registration) Skating Instruction Hockey Leagues Hockey Clinics Free Style loc Speed Skating Other	1 52 <u>#/Year</u> 2 <u>*</u> 500 250 100 500 500 500 1 1	Price \$4,000.00 \$300.00 <u>Price</u> \$3,200.00 \$6,400.00 <u>Price</u> \$30.00 \$100.00 \$10.00 \$10.00 \$1.00 \$1.00	Expenses <u>Hours</u> 2 2 <u>Multiplier</u> 50% 50% 50% 50% 50% 50% 50% 50%	Revenue         \$8,000           \$31,200         \$32,200           \$3,200         \$6,400           \$6,400         \$12,500           \$18,750         \$1,250           \$12,500         \$2,500           \$12         \$12	\$8,000 \$31,200 \$9,600 \$3,200 \$6,400 \$30,251 \$7,500 \$18,750 \$1,250 \$2,500 \$2,500 \$2,500 \$1 \$1	3.33 10.45
-	Tournaments/Competitions (in-house) Programs Drop In Program this would include 5 rentals per week	(\$2000hr. x 2 hrs.) Lee Skaling Rink Birthday Parties (include 10 skate rentals) (\$300hr. x 2 hrs.) Hockey Tournaments (32 teams, \$100 registration) Skating Competitions I Tournaments 64 participants, \$100 registration) Skating Instruction Hockey Leagues Hockey Clinics Free Style loe Speed Skating Other Other Rink (assumes 4 hours of rental Monday - Friday, 40 weeks a year) Rink (assumes 12 hours of rental Saturday/Sunday, 40 weeks a year) Rink (assumes 12 hours of rental Saturday/Sunday, 40 weeks a year)	1 52 <u>#/Year</u> 2 2 <u>#/Year</u> 500 250 100 500 500 500 500 1 1 <u>Hours</u> 800 960 250	Price           \$4,000.00           \$300.00           Price           \$3,200.00           \$6,400.00           Price           \$30.00           \$10.00           \$10.00           \$10.00           \$10.00           \$10.00           \$25.00           \$225.00           \$225.00           \$255.00	Expenses      Hours 2      2      Multiplier 50% 50%      Multiplier 50% 50% 50% 50% 50% 50% 50% 50% 50% 50%	Revenue         Revenue           \$8,000         \$31,200           \$3,200         \$3,200           \$3,200         \$5,400           Revenue         \$7,500           \$1,250         \$1,250           \$2,500         \$2,500           \$2,500         \$250           \$1         \$1           \$1,250         \$250           \$1         \$1           \$90,000         \$5,250           \$6,250         \$6,250	\$8,000 \$31,200 \$3,200 \$6,400 \$30,251 \$7,500 \$1,250 \$1,250 \$1,250 \$1,250 \$15 \$2,500 \$15 \$2,500 \$15 \$2,500 \$15 \$1,500 \$1,250 \$1,500 \$1,250 \$1,550 \$1,560 \$	3.33 10.45
Rink Rentals	Tournaments/Competitions (in-house) Programs Drop In Program this would include 5 rentals per week this would include 5 rentals per week	(\$2000hr. x.2 hrs.) too Skaiting Rink Birthday Parties (include 10 skate rentals) (\$300hr. x.2 hrs.) Hockey Tournaments (32 teams, \$100 registration) Skating Competitions I Tournaments 64 participants, \$100 registration) Skating Instruction Hockey Circis Frice Style Ice Speed Skating Other Other Other Rink (assumes 4 hours of rental Monday - Friday, 40 weeks a year) Rink (assumes 12 hours of rental Saturday/Sunday, 40 weeks a year)	1 52 <u>#/Year</u> 2 2 <u>#/Year</u> 500 250 100 500 500 1 1 <u>Hours</u> 800 960	Price           \$4,000.00           \$300.00           Price           \$3,200.00           \$6,400.00           Price           \$30,000           \$100.00           \$25.00           \$100.00           \$100.00           \$100.00           \$100.00           \$100.00           \$25.00           \$25.00           \$25.00           \$25.00	Expenses <u>Hours</u> 2 2 <u>Multiplier</u> 50% 50% 50% 50% 50% 50% 50% 50%	Revenue           \$8,000           \$31,200           \$3,200           \$5,200           \$5,200           \$5,200           \$5,200           \$1,250           \$2,500           \$2,500           \$2,500           \$11,500           \$2,500           \$11,500           \$2,500           \$11,500           \$2,500           \$11,500           \$2,500           \$11,500           \$2,500           \$11,500           \$2,500           \$11,500           \$2,500           \$12,500           \$2,500           \$2,500           \$2,500           \$11,500           \$2,500           \$11,500           \$11,500           \$108,000	\$8,000 \$31,200 \$3,200 \$6,400 \$6,400 \$6,400 \$18,750 \$18,750 \$18,750 \$18,750 \$12,500 \$2,500 \$2,500 \$2,500 \$15 \$209,250 \$10 \$10,000	3.33 10.4§ 72.58
Rink Rentals	Tournaments/Competitions (in-house) Programs Drop in Program this would include 5 rentals per week this would include only 2 rental per week (ts a year)	(\$2000hr. x 2 hrs.) los Skaitng Rink Birthday Parties (include 10 skate rentals) (\$300hr. x 2 hrs.) Hockey Tournaments (32 teams, \$100 registration) Skating Competitions I Tournaments 64 participants, \$100 registration) Skating Instruction Hockey Leagues Hockey Circis Fries Style Ice Speed Skating Other Rink (assumes 4 hours of rental Monday - Friday, 40 weeks a year) Rink (assumes 12 hours of rental Saturday/Sunday, 40 weeks a year) Smail Multipurpose room (2 hour rental) Medial Mezzainne/Multipurpose Lounge (2 hour rental) Entire Park (full day)	1 52 <u>#/Year</u> 2 2 <u>#/Year</u> 500 500 500 50 1 1 <u>Hours</u> 8000 960 250 100	Price           \$4,000.00           \$300.00           Price           \$3,000           \$6,400.00           Price           \$3000           \$5,000           \$25.00           \$10.00           \$10.00           \$10.00           \$10.00           \$25.00           \$2000           \$1000           \$1.00	Expenses      Hours     2      2      withing the second s	Revenue         88.000           \$31,200         \$31,200           Revenue         \$5,200           \$6,400         \$5,500           \$18,750         \$1,250           \$1,250         \$1,250           \$1,250         \$1,250           \$1,250         \$1,250           \$1,250         \$1,250           \$1,250         \$1,51           \$2,500         \$25           \$1         \$1,000           \$5,000         \$5,000           \$5,000         \$5,000	\$8,000 \$31,200 \$3,200 \$6,400 \$1,250 \$1,250 \$18,750 \$18,750 \$18,750 \$18,750 \$18,750 \$18,750 \$18,750 \$18,750 \$18,250 \$250 \$151 \$151 \$209,250 \$108,000 \$108,000 \$6,500 \$5,000 \$5,000 \$5,000 \$5,000 \$5,000 \$1,250 \$1,550 \$1,250 \$1,550 \$1,250 \$1,550 \$1,250 \$1,550 \$1,250 \$1,550 \$1,250 \$1,550 \$1,250 \$1,550 \$1,250 \$1,550 \$1,250 \$1,550 \$1,250 \$1,550 \$1,250 \$1,550 \$1,250 \$1,550	3.33 10.4§ 72.58
Prink Rentals	Tournaments/Competitions (in-house) Programs Drop in Program this would include 5 rentals per week this would include only 2 rental per week ks a year) this would include 1 rentals per month	(\$2000hr. x.2 hrs.) loce Skaling Rink Birthday Parties (include 10 skate rentals) (\$300hr. x.2 hrs.) Hockey Tournaments (32 teams, \$100 registration) Skating Competitions I Tournaments 64 participants, \$100 registration) Skating Instruction Hockey Leagues Hockey Clinics Free Style Loc Speed Skating Other Other Other Rink (assumes 1 hours of rental Monday - Friday, 40 weeks a year) Rink (assumes 12 hours of rental Saturday/Sunday, 40 weeks a year) Small Multipupose room (2 hour rental) Media Mezzanine/Multipupose Lourge (2 hour rental) Entire Pakela Facility (ten Courts) (per day)	1 52 <u>#/Year</u> 2 2 <u>#/Year</u> 500 250 100 500 500 500 10 1 <u>Hours</u> 800 960 250 100 100 12	Price           \$4,000.00           \$300.00           Price           \$3,200.00           \$6,400.00           \$20.00           \$100.00           \$25.00           \$100.00           \$100.00           \$25.00           \$1.00           \$25.00           \$100.00           \$225.00           \$225.00           \$250.00           \$100.00           \$100.00	Expenses      Hours 2      2      Multiplier 50% 50%      50% 50% 50% 50% 50% 50% 50% 50% 50% 50%	Revenue         S8,000           \$8,000         \$31,200           \$3,200         \$6,000           \$7,500         \$7,500           \$11,250         \$1,250           \$1,250         \$2,500           \$2250         \$25           \$11,500         \$1,250           \$1,250         \$2,500           \$250         \$2,500           \$108,000         \$6,250           \$5,0000         \$5,6000           \$3,0000         \$3,000	\$8,000 \$31,200 \$3,200 \$3,200 \$3,200 \$3,200 \$1,250 \$1,50	3.33 10.4§ 72.58
Rink Rentals	Tournaments/Competitions (in-house) Programs Drop In Program this would include 5 rentals per week <b>tis</b> would include only 2 rental per week <b>ks a year)</b> this would include only 25 rentals per month this would include only 25 rentals per week this would include only 25 rentals per week	(\$2000hr. x.2 hrs.) Loc Skaing Rink Birthday Parties (include 10 skate rentals) (\$300hr. x.2 hrs.) Hockey Tournaments (32 teams, \$100 registration) Skating Competitions I Tournaments 64 participants, \$100 registration) Skating Instruction Hockey Clances Free Style Loc Speed Skating Other Other Other Rink (assumes 4 hours of rental Monday - Friday, 40 weeks a year) Rink (assumes 12 hours of rental Saturday/Sunday, 40 weeks a year) Small Multipurpose room (2 hour rental) Media Mezzanine/Multipurpose Lounge (2 hour rental) Entire Parks fall Facility (ten Courts) (per day) One Pickeball Court Entire Tenris Facility (two Courts for a day)	1 52 <u>#/Year</u> 2 2 <u>#/Year</u> 500 250 100 500 500 500 100 960 960 250 100 250 100 12 12 500 12	Price           \$4,000.00           \$300.00           Price           \$3,200.00           \$50.00           \$100.00           \$25.00           \$100.00           \$25.00           \$100.00           \$25.00           \$100.00           \$225.00           \$100.00           \$225.00           \$225.00           \$225.00           \$225.00           \$225.00           \$225.00           \$200.00	Expenses      Hours 2      2      witipler 50% 50%      50% 50% 50% 50% 50% 50% 50% 50% 50% 50%	Revenue         Revenue         S8,000           \$31,200         S3,200         S3,200           \$25,200         S6,400         S1,250           \$25,500         \$18,750         \$1,250           \$2,250         \$1,250         \$2,250           \$18,750         \$1,250         \$2,250           \$1         \$1         \$1           \$2,500         \$1         \$1           \$108,000         \$3,250         \$3,000           \$3,000         \$3,200         \$3,000           \$3,000         \$3,250         \$1,250	\$8,000 \$31,200 \$3,200 \$3,200 \$30,251 \$7,500 \$18,750 \$12,500 \$250 \$51 \$18,750 \$12,500 \$18,750 \$18,750 \$12,250 \$50,000 \$1,000 \$6,000 \$6,000 \$3,000 \$1,250 \$1,250 \$1,250	3.33 10.4§ 72.58
Rink Rentals	Tournaments/Competitions (in-house) Programs Drop In Program this would include 5 rentals per week this would include only 2 rental per week <b>ks a year)</b> this would include 1 rentals per month this would include only 25 rentals per week this would include 1 rentals per month this would include 1 rentals per month this would include 1 rentals per month	(\$2000hr. x 2 hrs.) (\$2000hr. x 2 hrs.) Hockey Tournaments (32 teams, \$100 registration) Skating Competitions I Tournaments 64 participants, \$100 registration) Skating Competitions I Tournaments 64 participants, \$100 registration) Skating Instruction Hockey Circis Fries Style Ice Speed Skating Other Rink (assumes 4 hours of rental Monday - Friday, 40 weeks a year) Rink (assumes 12 hours of rental Saturday/Sunday, 40 weeks a year) Rink (assumes 12 hours of rental Saturday/Sunday, 40 weeks a year) Rink (assumes 12 hours of rental Saturday/Sunday, 40 weeks a year) Smail Multipurpose I courg (2 hour rental) Medial Mezainnel/Multipurpose Lourge (2 hour rental) Entire Park (full day) Entire Pickeball Facility (ten Courts) (per day) One Pickeball Facility (ten Courts for a day) One Court (per 1.5 hour)	1 52 <u>#/Year</u> 2 2 <u>#/Year</u> 500 500 500 500 10 1 <u>Hours</u> 800 960 960 250 100 12 12 12 12 300	Price           \$4,000.00           \$300.00           \$3200.00           \$5,400.00           \$5,400.00           \$5,000           \$500.00           \$25.00           \$10.00           \$10.00           \$10.00           \$10.00           \$10.00           \$10.00           \$10.00           \$225.00           \$200.00           \$10.00           \$225.00           \$50.00           \$10.00	Expenses      Hours     2      2      Multiplier     50%	Revenue         88.000           \$8.000         \$31,200           \$31,200         \$5,600           \$6,400         \$5,500           \$18,750         \$12,500           \$12,500         \$2,2500           \$2,500         \$13           \$2,500         \$14,750           \$2,500         \$13           \$30,000         \$108,000           \$6,000         \$3,000           \$1,250         \$1,250           \$1,250         \$1,250           \$2,200         \$2,200	\$8,000 \$31,200 \$3,200 \$6,400 \$30,251 \$7,500 \$1,250 \$1,250 \$1,250 \$1,250 \$1,250 \$1,250 \$1,250 \$1,250 \$1,250 \$1,000 \$1,000 \$0,0	3.33 10.4§ 72.58
Rink Rentals	Tournaments/Competitions (in-house) Programs Drop In Program Unop In Program this would include 5 rentals per week this would include only 2 rental per week this would include only 2 rentals per week this would include only 2 rentals per week this would include only 25 rentals per week	(\$200hr. x 2 hrs.) (\$200hr. x 2 hrs.) Hockey Tournaments (32 teams, \$100 registration) Skating Competitions I Tournaments 64 participants, \$100 registration) Skating Competitions I Tournaments 64 participants, \$100 registration) Skating Instruction Hockey Circis Fries Style Ice Speed Skating Other Rink (assumes 4 hours of rental Monday - Friday, 40 weeks a year) Rink (assumes 12 hours of rental Saturday/Sunday, 40 weeks a year) Rink (assumes 12 hours of rental Saturday/Sunday, 40 weeks a year) Rink (assumes 12 hours of rental Saturday/Sunday, 40 weeks a year) Rink (assumes 12 hours of rental Saturday/Sunday, 40 weeks a year) Rink (assumes 12 hours of rental Saturday/Sunday, 40 weeks a year) Rink (assumes 12 hours of rental Saturday/Sunday, 40 weeks a year) Rink (assumes 12 hours of rental Saturday/Sunday, 40 weeks a year) Rink (assumes 12 hours of rental Saturday/Sunday, 40 weeks a year) Rink (assumes 12 hours of rental Saturday/Sunday, 40 weeks a year) Rink (assumes 12 hours of rental Saturday/Sunday, 40 weeks a year) Rink (assumes 12 hours of rental Saturday/Sunday, 40 weeks a year) Rink (assumes 12 hours of rental Saturday/Sunday, 40 weeks a year) Rink (assumes 12 hours of rental Saturday/Sunday, 40 weeks a year) Rink (assumes 12 hours of rental Saturday/Sunday, 40 weeks a year) Rink (assumes 12 hours of rental Saturday/Sunday, 40 weeks a year) Rink (assumes 12 hours of rental Saturday/Sunday, 40 weeks a year) Rink (assumes 12 hours of rental Saturday/Sunday, 40 weeks a year) Rink (assumes 12 hours of rental Year) Rink Field Racitity (per Aug) Rink Field Racitity (per Aug)	1 52 <u>#/Year</u> 2 2 <u>#/Year</u> 500 500 500 500 100 11 <u>Hours</u> 800 960 960 250 100 12 12 12 500 12 300 12 500	Price           \$4,000.00           \$300.00           \$3200.00           \$5,400.00           \$6,400.00           \$100.00           \$100.00           \$100.00           \$100.00           \$100.00           \$100.00           \$100.00           \$100.00           \$100.00           \$225.00           \$200.00           \$100.00	Expenses      Hours 2      2      witipler 50% 50%      50% 50% 50% 50% 50% 50% 50% 50% 50% 50%	Revenue         88.000           \$8.000         \$31,200           Revenue         \$3,200           \$6,400         \$31,200           Revenue         \$5,500           \$1,250         \$1,250           \$2,500         \$1,8,750           \$1,8,750         \$1,250           \$1,250         \$1,350           \$1,250         \$1,8           \$10,000         \$5,600           \$6,000         \$3,000           \$1,250         \$1,250           \$2,250         \$1,250           \$2,200         \$1,250           \$2,200         \$1,250           \$2,200         \$1,250           \$1,250         \$1,250           \$2,250         \$1,250           \$1,250         \$1,250           \$1,250         \$1,250           \$1,250         \$1,250           \$2,250         \$1,250           \$2,250         \$1,250           \$2,250         \$1,250	\$8,000 \$31,200 \$3,200 \$3,200 \$30,251 \$7,500 \$18,750 \$18,750 \$12,500 \$250 \$51 \$18,750 \$12,500 \$108,000 \$6,000 \$6,000 \$6,000 \$6,000 \$1,220	3.33 10.4§ 72.58
Rink Rentals	Tournaments/Competitions (in-house) Programs Drop In Program Drop In Program this would include 5 rentals per week this would include only 2 rental per week (this would include only 25 rentals per womh this would include only 15 rentals per week this would include only 25 rentals per week	(\$200hr, x.2 hrs.) loc Skaing Rink Birthday Parties (include 10 skate rentals) (\$300hr, x.2 hrs.) Hockey Tournaments (32 teams, \$100 registration) Skating Competitions I Tournaments 64 participants, \$100 registration) Skating Instruction Hockey Critics Free Style Ice Speed Skating Other Other Other Rink (assumes 4 hours of rental Monday - Friday, 40 weeks a year) Small Multipurpose Iourge (2 hour rental) Media Mezzanine/Multipurpose Lourge (2 hour rental) Media Mezzanine/Multipurpose Lourge (2 hour rental) Entire Park (full day) Entire Prickebail Facility (ten Courts for a day) One Ocut (per 1.5 hour) Entire Field Facility (per four) Entire Field Facility (per four)	1 52 <u>#/Year</u> 2 2 <u>#/Year</u> 500 250 100 500 500 500 100 11 <u>Hours</u> 800 960 250 100 100 12 12 500 12 250 100	Price           \$4,000.00           \$300.00           \$3,200.00           \$3,200.00           \$3,200.00           \$3,200.00           \$3,200.00           \$50,000           \$100.00           \$25.00           \$10.00           \$1.00           \$225.00           \$225.00           \$225.00           \$225.00           \$225.00           \$225.00           \$225.00           \$200.00           \$500.00           \$500.00           \$200.00           \$500.00           \$200.00           \$200.00           \$200.00           \$200.00           \$200.00           \$200.00           \$200.00           \$200.00	Expenses Expenses Hours 2 2  Mitolier 50% 50% 50% 50% 50% 50% 50% 50% 50% 50%	Revenue         Revenue         S8,000           \$81,200         \$31,200         \$31,200           \$84,000         \$35,200         \$35,500           \$11,250         \$2,550         \$11,250           \$2,250         \$14,750         \$1,250           \$2,250         \$1         \$1           \$10,000         \$18,750         \$1,250           \$3,000         \$3,000         \$1,250           \$3,000         \$1,250         \$1,250           \$3,000         \$1,250         \$1,250           \$1,250         \$1,250         \$1,250           \$1,250         \$1,250         \$1,250           \$1,250         \$1,250         \$1,250           \$1,250         \$1,250         \$1,250	\$8,000 \$31,200 \$3,200 \$3,200 \$3,200 \$3,200 \$3,000 \$3,000 \$18,750 \$11,250 \$2,550 \$11,250 \$2,550 \$11,250 \$2,550 \$1,250 \$2,500 \$1,250 \$2,500 \$1,250 \$2,500 \$1,250 \$2,500 \$1,250 \$2,500 \$1,250 \$2,500 \$1,250 \$2,500 \$1,250 \$2,500 \$1,250 \$2,500 \$1,250 \$2,500 \$1,250 \$2,500 \$1,250 \$1,250 \$2,500 \$1,250 \$2,500 \$1,250 \$2,500 \$1,250 \$2,500 \$1,250 \$2,500 \$1,250 \$2,500 \$1,250 \$2,500 \$1,250 \$2,500 \$1,250 \$2,500 \$1,250 \$2,500 \$1,250 \$2,500 \$1,250 \$3,000 \$1,250 \$3,000 \$1,250 \$3,000 \$1,250 \$3,000 \$1,250 \$3,000 \$1,250 \$3,000 \$1,250 \$3,000 \$1,250 \$3,000 \$1,250 \$3,000 \$1,250 \$3,000 \$1,250 \$1,500 \$1,250 \$1,500 \$	3.33 10.4§ 72.58
Rink Rentals	Tournaments/Competitions (in-house) Programs Drop In Program Unop In Program this would include 5 rentals per week this would include only 2 rental per week this would include only 2 rentals per week this would include only 2 rentals per week this would include only 25 rentals per week	(\$200hr, x.2 hrs.) loc Skaing Rink Birthday Parties (include 10 skate rentals) (\$300hr, x.2 hrs.) Hockey Tournaments (32 teams, \$100 registration) Skating Competitions I Tournaments 64 participants, \$100 registration) Skating Instruction Hockey Critics Free Style Ice Speed Skating Other Other Other Rink (assumes 4 hours of rental Monday - Friday, 40 weeks a year) Small Multipurpose Iourge (2 hour rental) Media Mezzanine/Multipurpose Lourge (2 hour rental) Media Mezzanine/Multipurpose Lourge (2 hour rental) Entire Park (full day) Entire Prickebail Facility (ten Courts for a day) One Ocut (per 1.5 hour) Entire Field Facility (per four) Entire Field Facility (per four)	1 52 <u>#/Year</u> 2 2 <u>#/Year</u> 500 500 500 500 100 11 <u>Hours</u> 800 960 960 250 100 12 12 12 500 12 300 12 500	Price           \$4,000.00           \$300.00           \$3200.00           \$5,400.00           \$6,400.00           \$100.00           \$100.00           \$100.00           \$100.00           \$100.00           \$100.00           \$100.00           \$100.00           \$100.00           \$225.00           \$200.00           \$100.00	Expenses      Hours     2      2      witholier     50%	Revenue         88.000           \$8.000         \$31,200           Revenue         \$3,200           \$6,400         \$31,200           Revenue         \$5,500           \$1,250         \$1,250           \$2,500         \$1,8,750           \$1,8,750         \$1,250           \$1,250         \$1,350           \$1,250         \$1,8           \$10,000         \$5,600           \$6,000         \$3,000           \$1,250         \$1,250           \$2,250         \$1,250           \$2,200         \$1,250           \$2,200         \$1,250           \$2,200         \$1,250           \$1,250         \$1,250           \$2,250         \$1,250           \$1,250         \$1,250           \$1,250         \$1,250           \$1,250         \$1,250           \$2,250         \$1,250           \$2,250         \$1,250           \$2,250         \$1,250	\$8,000 \$31,200 \$3,200 \$6,400 \$30,251 \$7,500 \$1,250 \$1,500 \$1,250 \$1,250 \$1,250 \$1,250 \$1,500 \$1,250 \$1,250 \$1,250 \$1,500 \$1,250 \$1,2	3.33 10.49 72.58
Rink Rentats	Tournaments/Competitions (in-house) Programs Drop In Program this would include 5 rentals per week this would include only 2 rental per week this would include only 25 rentals per week this would include only 25 rentals per month this would include only 25 rentals per month this would include only 25 rentals per week this would include only 25 rentals per week this would include only 25 rentals per week	(\$200hr, x.2 hrs.) loc Skaing Rink Birthday Parties (include 10 skate rentals) (\$300hr, x.2 hrs.) Hockey Tournaments (32 teams, \$100 registration) Skating Competitions I Tournaments 64 participants, \$100 registration) Skating Instruction Hockey Critics Free Style Ice Speed Skating Other Other Other Rink (assumes 4 hours of rental Monday - Friday, 40 weeks a year) Small Multipurpose Iourge (2 hour rental) Media Mezzanine/Multipurpose Lourge (2 hour rental) Media Mezzanine/Multipurpose Lourge (2 hour rental) Entire Park (full day) Entire Prickebail Facility (ten Courts for a day) One Ocut (per 1.5 hour) Entire Field Facility (per four) Entire Field Facility (per four)	1 52 <u>#/Year</u> 2 2 <u>#/Year</u> 500 250 100 500 500 500 100 11 <u>Hours</u> 800 960 250 100 100 12 12 500 12 12 500 12	Price           \$4,000.00           \$300.00           \$3,200.00           \$3,200.00           \$3,200.00           \$3,200.00           \$3,200.00           \$50,000           \$100.00           \$25.00           \$10.00           \$1.00           \$225.00           \$225.00           \$225.00           \$225.00           \$225.00           \$225.00           \$225.00           \$200.00           \$500.00           \$500.00           \$200.00           \$500.00           \$200.00           \$200.00           \$200.00           \$200.00           \$200.00           \$200.00           \$200.00           \$200.00	Expenses Expenses Hours 2 2  Mitolier 50% 50% 50% 50% 50% 50% 50% 50% 50% 50%	Revenue         Revenue         S8,000           \$81,200         \$31,200         \$31,200           \$84,000         \$35,200         \$35,500           \$11,250         \$2,550         \$11,250           \$2,250         \$14,750         \$1,250           \$2,250         \$1         \$1           \$10,000         \$18,750         \$1,250           \$3,000         \$3,000         \$1,250           \$3,000         \$1,250         \$1,250           \$3,000         \$1,250         \$1,250           \$1,250         \$1,250         \$1,250           \$1,250         \$1,250         \$1,250           \$1,250         \$1,250         \$1,250           \$1,250         \$1,250         \$1,250	\$8,000 \$31,200 \$3,200 \$6,400 \$3,0251 \$7,500 \$18,750 \$18,750 \$12,550 \$11,250 \$2,550 \$11,250 \$10,000 \$10,000 \$1,00	3.33 10.45 72.58 \$49,4 \$49,4
Rink Rentats	Tournaments/Competitions (in-house) Programs Drop In Program Units would include 5 rentals per week this would include only 2 rentals per week this would include only 25 rentals per week this would include 1 rentals per month this would include only 25 rentals per week Wids Cave Before & After School Program	(\$200hr. x 2 hrs.) (\$300hr. x 2 hrs.) Hockey Tournaments (32 teams, \$100 registration) Skating Competitions I Tournaments 64 participants, \$100 registration) Skating Competitions I Tournaments 64 participants, \$100 registration) Skating Instruction Hockey Circis Fries Style Ice Speed Skating Other Other Other Rink (assumes 4 hours of rental Monday - Friday, 40 weeks a year) Rink (assumes 12 hours of rental Saturday/Sunday, 40 weeks a year) Small Multipurpose toom (2 hour rental) Media Mezzanine/Multipurpose Lounge (2 hour rental) Entire Park (full day) Entire Prakethall Facility (cen Courts for a day) One Pickethall Facility (per day) Cher Court (per 1.5 hour) Entire Field Facility (per four) Small Field ( for a day) Small Field ( for a hour)	1 52 <u>#/Year</u> 2 2 <u>#/Year</u> 500 500 50 1 1 <u>Hours</u> 800 960 250 250 250 100 12 12 12 12 500 12 12 500 12 12 500 12 12 500 250 250 250 250 250 10 10 10 10 10 10 10 10 10 10 10 10 10	Price           \$4,000.00           \$300.00           Price           \$3,200.00           \$6,400.00           \$20.00           \$5,200.00           \$100.00           \$25.00           \$100.00           \$100.00           \$10.00           \$10.00           \$10.00           \$10.00           \$10.00           \$10.00           \$10.00           \$10.00           \$10.00           \$225.00           \$200.00           \$100.00           \$50.00           \$10.00           \$50.00           \$10.00           \$50.00           \$50.00           \$50.00           \$50.00           \$50.00           \$50.00           \$50.00           \$50.00           \$50.00           \$50.00           \$50.00           \$50.00	Expenses Expenses Hours 2 2 3 4 4 50% 50% 50% 50% 50% 50% 50% 50% 50% 50%	Revenue         S8.000           \$\$31,200         \$\$31,200           \$\$6,000         \$\$31,200           \$\$6,400         \$\$1,250           \$\$1,250         \$\$1,250           \$\$1,250         \$\$1           \$\$2,500         \$\$1           \$\$2,500         \$\$1           \$\$5,000         \$\$2,500           \$\$1         \$\$10,000           \$\$5,000         \$\$1,250           \$\$1,000         \$\$2,500           \$\$1,250         \$\$1,250           \$\$1,250         \$\$1,250           \$\$1,250         \$\$1,250           \$\$1,250         \$\$1,250           \$\$1,2500         \$\$1,250	\$8,000 \$31,200 \$3,200 \$6,400 \$1,250 \$1,250 \$18,750 \$18,750 \$18,750 \$18,750 \$12,500 \$12,500 \$108,000 \$2,500 \$108,000 \$6,200 \$1,250 \$1,200 \$1,	3.33 10.45 72.58 \$49,4 \$49,4
Rink Rentats	Tournaments/Competitions (in-house) Programs Drop In Program this would include 5 rentals per week tis would include only 2 rental per week is a year) this would include only 2 rentals per month this would include only 25 rentals per week this would include only 25 rentals per week	(\$200hr, x.2 hrs.) loc Skaing Rink Birthday Parties (include 10 skate rentals) (\$300hr, x.2 hrs.) Hockey Tournaments (32 teams, \$100 registration) Skating Competitions I Tournaments 64 participants, \$100 registration) Skating Instruction Hockey Critics Free Style Ice Speed Skating Other Other Other Rink (assumes 4 hours of rental Monday - Friday, 40 weeks a year) Small Multipurpose Iourge (2 hour rental) Media Mezzanine/Multipurpose Lourge (2 hour rental) Media Mezzanine/Multipurpose Lourge (2 hour rental) Entire Park (full day) Entire Prickebail Facility (ten Courts for a day) One Ocut (per 1.5 hour) Entire Field Facility (per four) Entire Field Facility (per four)	1 52 <u>#/Year</u> 2 2 <u>#/Year</u> 500 500 500 500 500 100 100 960 960 250 100 100 12 12 500 12 12 500 12 12 500	Price           \$4,000.00           \$300.00           Price           \$3,200.00           \$6,400.00           \$30.00           \$100.00           \$25.00           \$100.00           \$25.00           \$100.00           \$10.00           \$10.00           \$10.00           \$10.00           \$10.00           \$10.00           \$10.00           \$10.00           \$225.00           \$225.00           \$225.00           \$225.00           \$50.00           \$50.00           \$50.00           \$50.00           \$50.00           \$50.00           \$50.00	Expenses Expenses Hours 2 2 3 4 4 50% 50% 50% 50% 50% 50% 50% 50% 50% 50%	Revenue         Revenue         S8,000           \$81,200         \$31,200         \$31,200           \$84,000         \$35,200         \$35,500           \$11,250         \$2,550         \$11,250           \$2,250         \$14,750         \$1,250           \$2,250         \$1         \$1           \$10,000         \$18,750         \$1,250           \$3,000         \$3,000         \$1,250           \$3,000         \$1,250         \$1,250           \$3,000         \$1,250         \$1,250           \$1,250         \$1,250         \$1,250           \$1,250         \$1,250         \$1,250           \$1,250         \$1,250         \$1,250           \$1,250         \$1,250         \$1,250	\$8,000 \$31,200 \$3,200 \$6,400 \$3,0251 \$7,500 \$18,750 \$18,750 \$12,550 \$11,250 \$2,550 \$11,250 \$10,000 \$10,000 \$1,00	3.33 10.45 72.56 \$49,4
• Rink Rentals	Tournaments/Competitions (in-house) Programs Drop In Program this would include 5 rentals per week this would include only 25 rentals per week <b>ks a year)</b> This would include only 25 rentals per week this would include only 25 rentals per week	(\$200hr. x 2 hrs.) loc Skaing Rink Birthday Parties (include 10 skate rentals) (\$300hr. x 2 hrs.) Hockey Tournaments (32 teams, \$100 registration) Skating Competitions I Tournaments 64 participants, \$100 registration) Skating Instruction Hockey Cleagues Hockey Clinics Free Style Ice Speed Skating Other Other Other Rink (assumes 4 hours of rental Monday - Friday, 40 weeks a year) Small Multipurpose tours of rental Saturday/Sunday, 40 weeks a year) Small Multipurpose room (2 hour rental) Media Mezzanine/Multipurpose Lounge (2 hour rental) Entire Park (full day) Entire Friedbail Facility (ten Courts for a day) One Picebeal Court Entire Field Facility (per day) Entire Field Facility (per four) Small Field (for a day) Small Field (for a day) Small Field (for a hour)	1 52 <u>#/Year</u> 2 2 <u>#/Year</u> 500 250 100 500 50 1 1 <u>Hours</u> 860 250 100 12 12 12 500 100 12 12 500 102 12 12 500 10 250 100 50 10 10 10 10 10 10 10 10 10 10 10 10 10	Price           \$4,000.00           \$300.00           Price           \$3,200.00           \$50,000           \$100.00           \$250.00           \$100.00           \$250.00           \$100           \$100           \$100           \$100           \$250.00           \$200.00           \$500.00           \$500.00           \$500.00           \$500.00           \$500.00           \$500.00           \$500.00           \$500.00           \$500.00           \$500.00           \$500.00           \$500.00           \$500.00           \$500.00           \$500.00           \$500.00	Expenses Expenses Hours 2 2 3 4 50% 50% 50% 50% 50% 50% 50% 50% 50% 50%	Revenue         Revenue         S8,000           \$81,200         \$31,200         S3,200           \$22,200         \$56,400         S3,200           \$12,500         \$21,500         \$11,250           \$22,500         \$11,250         \$2,250           \$1         \$11         \$11           \$108,000         \$251         \$1           \$30,000         \$12,500         \$2,250           \$3,000         \$1,250         \$1,250           \$3,000         \$1,250         \$1,250           \$1,250         \$1,250         \$1,500           \$1,2500         \$1,2500         \$1,2500           \$5,5000         \$1,500         \$1,500           \$1,500         \$1,500         \$1,500           \$1,500         \$1,500         \$1,500	\$8,000 \$31,200 \$3,200 \$3,200 \$3,200 \$3,000 \$3,000 \$12,500 \$18,750 \$18,750 \$18,750 \$12,500 \$10,000 \$1,200 \$10,000 \$1,200	3.33 10.45 72.56 \$49,4
o Rink Rentais Itdoor Rentais (20 week	Tournaments/Competitions (in-house) Programs Drop In Program This would include 5 rentals per week this would include only 2 rental per week this would include only 2 rentals per week this would include only 2 rentals per week this would include only 2 rentals per week this would include only 25 rentals per week	(\$200hr. x 2 hrs.) (\$300hr. x 2 hrs.) Hockey Tournaments (32 teams, \$100 registration) Skating Competitions I Tournaments 64 participants, \$100 registration) Skating Competitions I Tournaments 64 participants, \$100 registration) Skating Competitions I Tournaments 64 participants, \$100 registration) Skating Instruction Hockey Circis Fries Style Ice Speed Skating Other Rink (assumes 4 hours of rental Monday - Friday, 40 weeks a year) Rink (assumes 12 hours of rental Saturday/Sunday, 40 weeks a year) Rink (assumes 12 hours of rental Saturday/Sunday, 40 weeks a year) Smail Mulipurpose toorn (2 hour rental) Media Mezzainnet/Multipurpose Lourg (2 hour rental) Entire Park (full day) Entire Pickeball Facility (ten Courts) (per day) One Court (per 1.5 hour) Entire Field Facility (per day) Entire Field Facility (per day) Entire Field Facility (per day) Smail Field ( for a day) Smail Field ( for a day) Smail Field ( for a hour) Before School Only (42 weeks) After School Phus (42 weeks) After School Phus (42 weeks)	1 52 <u>#/Year</u> 2 2 <u>#/Year</u> 500 500 500 10 1 1 <u>Hours</u> 800 960 250 100 12 12 250 100 12 250 100 12 250 100 12 300 10 10 10 10 10 10 10 10 10 10 10 10 1	Price           \$4,000.00           \$300.00           Frice           \$3,200.00           \$6,400.00           \$10.00           \$10.00           \$10.00           \$10.00           \$10.00           \$10.00           \$10.00           \$10.00           \$10.00           \$225.00           \$20.00           \$50.00	Expenses Exp	Revenue           \$8,000           \$31,200           \$31,200           \$5,200           \$6,400           \$1,250           \$1,250           \$1,250           \$2,500           \$1,250           \$2,500           \$1,250           \$2,500           \$1,250           \$2,500           \$1,250           \$2,500           \$1,250           \$2,500           \$1,250           \$2,500           \$1,250           \$2,500           \$1,250           \$1,250           \$2,500           \$1,250           \$1,250           \$1,250           \$1,250           \$1,250           \$1,250           \$1,250           \$1,250           \$1,250           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500      \$1,500           \$1,500	\$8,000 \$31,200 \$3,200 \$6,400 \$30,251 \$7,500 \$18,750 \$18,750 \$12,500 \$18,750 \$12,500 \$18,750 \$12,500 \$10,000 \$2500 \$1,00	3.33 10.45 72.56 \$49,4
Rink Rentats	Tournaments/Competitions (in-house) Programs Drop In Program this would include 5 rentals per week this would include only 25 rentals per week <b>ks ayesi)</b> This would include only 25 rentals per week this would include only 25 rentals per week	(\$200hr. x 2 hrs.) (so Skaing Rink Birthday Parties (include 10 skate rentals) (\$300hr. x 2 hrs.) Hockey Tournaments (32 teams, \$100 registration) Skating Competitions I Tournaments 64 participants, \$100 registration) Skating Competitions I Tournaments 64 participants, \$100 registration) Skating Instruction Hockey Critics Fries Style Ice Speed Skating Other Other Rink (assumes 4 hours of rental Monday - Friday, 40 weeks a year) Small Multipurpose toom (2 hour rental) Media Mezzanine/Multipurpose Lounge (2 hour rental) Entire Park (Ind Iday) Entire Park (Ind Iday) Entire Park (Ind Iday) Entire Park (Ind Iday) Entire Park Isability (per fourts) (per day) One Pickeball Facility (per fourts) Come Dickeball Goutt Entire Teams Facility (per four) Small Field (Tor a day) Small Field (for a hour) Before School Orby (42 weeks) After School Orby (42 weeks) After School Orby (42 weeks) After School Orby (42 weeks)	1 52 <u>#/Year</u> 2 2 <u>#/Year</u> 500 500 500 500 100 10 1 1 <u>Hours</u> 800 960 960 960 960 960 100 10 12 12 500 10 12 12 500 12 12 500 10 250 10 900 960 960 960 960 960 250 10 10 12 12 250 10 10 10 20 10 10 10 10 10 10 10 10 10 10 10 10 10	Price           \$4,000.00           \$300.00           Price           \$3,200.00           \$300.00           \$300.00           \$20.00           \$25.00           \$100           \$100           \$100           \$100           \$100           \$225.00           \$200.00           \$200.00           \$500.00           \$200.00           \$500.00           \$500.00           \$500.00           \$500.00           \$500.00           \$500.00           \$500.00           \$500.00           \$500.00           \$500.00           \$500.00           \$500.00           \$500.00           \$500.00           \$500.00           \$500.00      >>>>>>>>>>>>>>>>>>>>>>>>>>>>>>>>	Expenses Expenses Hours 2 2 3 4 4 50% 50% 50% 50% 50% 50% 50% 50% 50% 50%	Revenue         Revenue         S8,000           \$31,200         S3,200         S3,200           \$22,500         S5,500         S18,750           \$18,750         \$1,250         S2,250           \$18,750         \$1,250         S2,250           \$1         \$1         \$1           \$20,000         \$1,870         \$1,250           \$3,000         \$1,250         \$1,250           \$3,000         \$1,250         \$1,250           \$1,250         \$1,250         \$1,250           \$1,250         \$1,250         \$1,500           \$1,250         \$1,500         \$1,500           \$3,000         \$3,87,860         \$1,500           \$56,500         \$57,640         \$87,860           \$57,640         \$57,640         \$54,600	\$8,000 \$31,200 \$3,200 \$3,200 \$3,200 \$3,200 \$3,000 \$1,250 \$2,500 \$18,750 \$11,250 \$2,550 \$11,250 \$2,250 \$0,000 \$1,250 \$2,000 \$0,250 \$2,000 \$0,250 \$2,000 \$0,250 \$2,000 \$0,250 \$2,000 \$0,250 \$0,000 \$1,250 \$2,000 \$0,250 \$2,500 \$0,250 \$1,250 \$1,250 \$2,500 \$1,200 \$1,200 \$1,200 \$1,200 \$1,200 \$1,200 \$1,200 \$1,200 \$1,200 \$1,200 \$1,200 \$1,200 \$1,500 \$1,200 \$1,500 \$1,200 \$1,500 \$1,200 \$1,500 \$1,200 \$1,500 \$1,200 \$1,500 \$5,6,100 \$5,6,400 \$5	3.33 10.43 72.54 \$49,4 \$606,
o Rink Rentais Itdoor Rentais (20 week	Tournaments/Competitions (in-house) Programs Drop In Program this would include 5 rentals per week this would include only 2 rental per week this would include only 25 rentals per week Kids Cave Before & After School Program	(\$200hr. x 2 hrs.) (\$300hr. x 2 hrs.) Hockey Tournaments (32 teams, \$100 registration) Stating Competitions I Tournaments 64 participants, \$100 registration) Stating Instruction Hockey Circis Free Style Ice Speed Skating Other Rink (assumes 4 hours of rental Monday - Friday, 40 weeks a year) Rink (assumes 12 hours of rental Saturday/Sunday, 40 weeks a year) Rink (assumes 12 hours of rental Saturday/Sunday, 40 weeks a year) Rink (assumes 12 hours of rental Saturday/Sunday, 40 weeks a year) Small Mulpurpose I courg (2 hour rental) Media Mezzainnet/Multipurpose Lourge (2 hour rental) Entire Park (full day) Entire Pickleball Facility (ton Courts) (per day) One Court (per 1.5 hour) Entire Field Facility (per day) Entire Field Facility (per day) Entire Field Facility (per day) Entire Field Facility (per day) Small Field ( for a day) Small Field ( for a hour) Before School Orly (42 weeks) After School Plus (42 weeks) After School Rus (42 weeks)	1 52 <u>#/Year</u> 2 2 <u>#/Year</u> 500 500 500 10 1 1 <u>Hours</u> 800 960 250 100 12 12 250 100 12 250 100 12 250 100 12 300 10 10 10 10 10 10 10 10 10 10 10 10 1	Price           \$4,000.00           \$300.00           Frice           \$3,200.00           \$6,400.00           \$10.00           \$10.00           \$10.00           \$10.00           \$10.00           \$10.00           \$10.00           \$10.00           \$10.00           \$225.00           \$20.00           \$50.00	Expenses Exp	Revenue           \$8,000           \$31,200           \$31,200           \$5,200           \$6,400           \$1,250           \$1,250           \$1,250           \$2,500           \$1,250           \$2,500           \$1,250           \$2,500           \$1,250           \$2,500           \$1,250           \$2,500           \$1,250           \$2,500           \$1,250           \$2,500           \$1,250           \$2,500           \$1,250           \$1,250           \$2,500           \$1,250           \$1,250           \$1,250           \$1,250           \$1,250           \$1,250           \$1,250           \$1,250           \$1,250           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500      \$1,500           \$1,500	\$8,000 \$31,200 \$3,200 \$4,200 \$3,000 \$4,200 \$4,200 \$18,750 \$18,750 \$18,750 \$18,750 \$18,750 \$1,250 \$2,500 \$18,750 \$1,250	3.33 10.45 72.56 \$49,4 \$49,4
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> Programs > Rink Rentals utdoor Rentals (20 week slidcare	Tournaments/Competitions (in-house) Programs Drop In Program Units would include 5 tentals per week this would include 1 tentals per meth this wou	(\$200hr. x 2 hrs.) (\$300hr. x 2 hrs.) Hockey Tournaments (32 teams, \$100 registration) Skating Competitions I Tournaments 64 participants, \$100 registration) Skating Competitions I Tournaments 64 participants, \$100 registration) Skating Competitions I Tournaments 64 participants, \$100 registration) Skating Instruction Hockey Circis Fries Style loe Speed Skating Other Other Rink (assumes 4 hours of rental Monday - Friday, 40 weeks a year) Rink (assumes 12 hours of rental Saturday/Sunday, 40 weeks a year) Small Multipurpose tourge (2 hour rental) Entire Park (full day) Entire Plackbeal Facility (ten Courts) (per day) One De Fokkebal Facility (per day) Entire Field Facility (per day) Small Field (for a day) Small Field (for a day) Small Field (for a day) Small Field (for a day) Entire School Only (42 weeks) After School Plus (42 weeks) Before and After School Only (42 weeks) The Whole Enchilada (42 weeks) Summer Camp (8 weeks)	1 52 <u>#/Year</u> 2 2 <u>#/Year</u> 500 500 500 10 11 <u>Hours</u> 800 960 960 960 960 960 960 960 960 960 9	Price           \$4,000.00           \$300.00           \$3200.00           \$5,200.00           \$6,400.00           \$5,200.00           \$50.00           \$100.00           \$100.00           \$100.00           \$10.00           \$100.00           \$100.00           \$100.00           \$225.00           \$50.00           \$225.00           \$50.00	Expenses Exp	Revenue           \$8,000           \$31,200           \$31,200           \$5,400           \$5,400           \$18,750           \$18,750           \$12,500           \$2,500           \$31           \$2,500           \$18,750           \$16,750           \$10,000           \$6,000           \$1,250           \$1,250           \$1,250           \$1,250           \$1,250           \$1,250           \$1,250           \$1,250           \$1,250           \$1,250           \$1,250           \$1,250           \$1,250           \$1,250           \$1,250           \$1,250           \$1,250           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500	\$8,000 \$31,200 \$3,200 \$6,400 \$30,251 \$7,500 \$1,250 \$1,500 \$1,250 \$1,500 \$1,250 \$1,500 \$1,5	3.33 10.45 72.56 \$49,4 \$59,9 \$59,9
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Rink Rentals Itdoor Rentals (20 week	Tournaments/Competitions (in-house) Programs Drop In Program this would include 5 rentals per week this would include only 25 rentals per month this would include only 25 rentals per week this would include only 25 rentals per week	(\$200hr. x 2 hrs.) (\$300hr. x 2 hrs.) Hockey Tournaments (32 teams, \$100 registration) Skating Competitions I Tournaments 64 participants, \$100 registration) Skating Stating Competitions I Tournaments 64 participants, \$100 registration Nockey Circis Fries Style Ice Speed Skating Other Other Rink (assumes 4 hours of rental Monday - Friday, 40 weeks a year) Small Multipurpose tourn (2 hour rental) Media Mezzanine/Multipurpose Lounge (2 hour rental) Entire Park (add ay) Entire Park Facility (ten Courts for a day) One Pickeball Facility (ten Courts for a day) One Pickeball Facility (per four) Small Field (Tor a day) Small Field (for a hour) Before School Orly (42 weeks) After School Orly (42 weeks) After School Orly (42 weeks) After School Orly (42 weeks) Entire Field Facility (per Aug) Entire Field Facility (per Aug) Entire Field Facility (per Aug) Small Field (For a hour) State Sharpening/Repair State Sharpening/Repair State Sharpening/Repair State Sharpening/Repair	1 52 <u>#/Year</u> 2 2 <u>#/Year</u> 500 500 500 10 11 <u>Hours</u> 800 960 960 960 960 960 960 960 960 960 9	Price           \$4,000.00           \$300.00           \$3200.00           \$5,200.00           \$6,400.00           \$5,200.00           \$50.00           \$100.00           \$100.00           \$100.00           \$10.00           \$100.00           \$100.00           \$100.00           \$225.00           \$50.00           \$225.00           \$50.00	Expenses Exp	Revenue           \$8,000           \$31,200           \$31,200           \$5,400           \$5,400           \$18,750           \$18,750           \$12,500           \$2,500           \$31           \$2,500           \$18,750           \$16,750           \$10,000           \$6,000           \$1,250           \$1,250           \$1,250           \$1,250           \$1,250           \$1,250           \$1,250           \$1,250           \$1,250           \$1,250           \$1,250           \$1,250           \$1,250           \$1,250           \$1,250           \$1,250           \$1,250           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500	\$8,000 \$31,200 \$3,200 \$6,400 \$30,251 \$7,500 \$1,250 \$1,500 \$1,250 \$1,500 \$1,250 \$1,500 \$1,5	3.33 <sup>4</sup> 10.49 72.56 \$49,4 \$49,4 69.96 30.04 \$7,84
Rink Rentals Itdoor Rentals (20 week	Tournaments/Competitions (in-house) Programs Drop In Program this would include 5 rentals per week this would include only 2 rental per week this would include only 25 rentals per week	(\$200hr. x 2 hrs.) (\$300hr. x 2 hrs.) Hocks Vahrig Rink Birthday Parties (include 10 skate rentals) (\$300hr. x 2 hrs.) Hockey Tournaments (32 teams, \$100 registration) Skating Competitions I Tournaments 64 participants, \$100 registration) Skating Networks 1 hours of rental Monday - Friday, 40 weeks a year) Rink (assumes 4 hours of rental Saturday/Sunday, 40 weeks a year) Small Multipurpose Lourg (2 hour rental) Entire Park (full day) Entire Pickleball Facility (ten Courts) (per day) One Droit Court Entire Teider Sacility (per day) Entire Field Facility (per day) Entire Field F	1 52 <u>#/Year</u> 2 2 <u>#/Year</u> 500 500 500 10 1 1 <u>Hours</u> 800 960 250 100 12 250 100 12 250 100 12 250 250 100 12 300 10 10 10 10 10 10 10 10 10 10 10 10 1	Price           \$4,000.00           \$300.00           \$3200.00           \$5,400.00           \$5,000           \$500.00           \$100.00           \$100.00           \$100.00           \$100.00           \$100.00           \$100.00           \$100.00           \$100.00           \$100.00           \$225.00           \$50.00	Expenses Exp	Revenue           \$8,000           \$31,200           \$31,200           \$5,400           \$6,400           \$1,250           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500           \$1,500 <td< td=""><td>\$8,000 \$31,200 \$3,200 \$6,400 \$30,251 \$7,500 \$1,250 \$1,500 \$1,250 \$1,500 \$1,5</td><td>3.33 10.49 72.58 \$49,4 \$549,4</td></td<>	\$8,000 \$31,200 \$3,200 \$6,400 \$30,251 \$7,500 \$1,250 \$1,500 \$1,250 \$1,500 \$1,5	3.33 10.49 72.58 \$49,4 \$549,4





Table 10.6 depicts the delta between existing operations and the projected operations with the new facility.

FACILITY	EXISTING BANGOR FACILITIES	REPARTION CENTER AND ICE ARENA		DELTA (ADDITIONAL BUDGET IMPACT)
Square Footage	51,500	154,005		102,505
EXPENSES		EXPENSES		
Personnel	\$599,405.00	Personnel	\$1,787,724.92	\$1,188,319.92
Contractual Services	\$52,300.00	Contractual Services	\$861,785.08	\$809,485.08
Other	\$174,144.00	Commodities	\$137,300.00	-\$36,844.00
TOTAL EXPENSES	\$825,849.00	TOTAL EXPENSES	\$2,786,810.00	\$1,960,961.00
REVENUE		REVENUE		
Recreation Center Revenue	\$9,000.00	Recreation Center Revenue	\$302,600	\$293,600.00
Sawyer Revenue	\$132,000.00	Ice Center Revenue	\$288,301	\$156,301.00
Kids Cave Revenue	\$380,000.00	Outdoor Rentals (20 weeks a y	\$49,450	\$0.00
Summer Camp	\$160,000.00	Childcare	\$606,360	\$446,360.00
Customer Services	\$0.00	Customer Services	\$7,860	
Total Revenue	\$681,000.00	Total Revenue	\$1,254,571.00	\$573,571.00
TOTAL NET	\$144,849.00		\$1,532,239.00	\$1,387,390.00
COST RECOVERY	82%		45%	29%

#### Table 10.6

### Summary

The proforma results in a cost recovery of 45% and a needed supplement of \$1,532,239.

This proforma was completed after key staff reviewed multiple drafts. If more detailed information is desired with more emphasis on the different types of memberships, BerryDunn can complete another proforma upon request.

Comparing the current structure of the Parks and Recreation Department with the estimated O&M Proforma, it is estimated a new facility concept would be an approximate 28% or \$1.387 million dollar increase to the current Parks and Recreation operation. It is important to note that the new facility is an all in one location recreation facility with a a three court gymnasium with suspended walking trach, new childcare wing, multiple classrooms/multipurpose rooms, and add a second sheet of ice, spectator sheeting, events space and that both sheets of ice will be open year round, plus additional amenities.



## 11.0 Implementation and Phasing Options

The following recommendations are made based on the entirety of the feasibility study, which included community members and City staff.

- 1. Secure Funding and Explore Potential Funding Sources
  - Public/Private Model (Recommended)
    - Government and State Public Grant Funding (e.g., Capital Facilities Grants)
  - Private Investment:
    - Percentage to be determined
  - Public Investment:
    - Percentage to be determined
- 2. Secure the Land
  - Coordinate with City staff and the School Department for use of the land for the project.
- 3. Take Conceptual Plan to the Next Steps and Determine if Phasing Options Need to Be Considered
  - Administrative Groundwork:
    - a) Distribute final report
    - b) Await City Council decision on final plan elements
    - c) Establish target schedule
    - d) Make provision for the design and construction in Capital Improvement Plan
  - Detailed design: Award of design contract
    - e) Typical scope includes:
      - I. Design Development phase:
        - 1. Refine the conceptual design in AutoCAD along with engineering input
        - 2. Update final area master plan, including 3D visualizations and engineering designs
        - 3. Engage community participation to confirm final plans





- 4. Set pricing, including detailed specifications
- 5. Create detailed cost estimate
- 6. Refine operations cost analysis, including projected revenue
- 7. Develop construction phasing plan
- f. Bidding:
  - I. Create final construction drawings for bidding process
  - II. Create final specifications for bidding process
  - III. Undergo bidding process and select contractor
- Award of construction contract
  - g. Permitting by the contractor
  - h. Construction phase services

Review submittals and answering Request for Information (RFI) requests

Site visits and Punch list

Final inspection and closing.

- Construction
- Grand opening of the community center

## Potential phasing

If phasing options need to be considered, the City could embark on a phasing plan for the project. In the first phase, the site could be cleared and regraded to create a construction pad for the proposed improvements and then construct the following:

- Community center and ice arena facility
- Parks and schools maintenance facility
- Childcare playground
- Associated pedestrian walkways for the above
- All parking and vehicular circulation

#### Future phases

- Health and Human Services Building\*
- Tennis courts





- Pickleball courts
- Multiuse athletic field
- Associated pathways, shade shelters, and amenities

\*The Health and Community Services building could be constructed during Phase 1 or at any time funding is secured.



LEGEND: A. Community Center Building: A1. Lobby A2. Gymnasium A3. Ice Sheet 1 A4. Ice Sheet 2 A5. Childcare B. +/480 Space Parking L bd. C. Drop-Off Lane D. Courtyard E. Maintenance Building F. Service Yard G. Health and Community Services Building H. Overflow Grass Parking I. Physyground / Play Yard J. (2) 195 x 330' Soccer Field tor (1) 225 x360' Soccer Field or (1) 225 x360' Soccer Field or

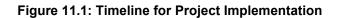
## **Potential Phasing Plan**

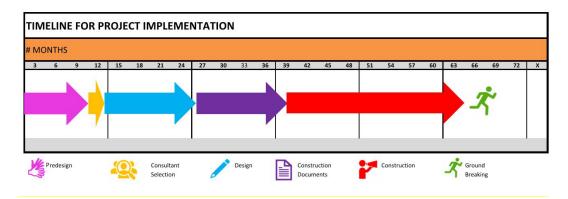
## **Timeline for Implementation**

The graphic below shows the potential timeline for implementation of the recommendations for either phasing or full build-out. This timeline begins at the conclusion of the Public Information/Briefing and the Fundraising/Site Decision phases.











## 12.0 Appendices

## 12.1 - Social Pinpoint Questions

## Ice Arena Survey Questions

- 1. What are the most important ice arena components for you and your family? Please select up to five options.
  - Concessions/food service full sheet of ice -12 months
  - Full sheet of ice 7 months/seasonal turf; 5 months multipurpose space
  - Referee room registration area/lobby retail
  - Skate rental/skate sharpening
  - Spectator seating
  - Team/locker rooms training/first aid room
  - Other (please describe)
- 2. What are the most important ice-related programs for you and your family? Please select up to five options.
  - Birthday party service
  - Camps
  - Curling
  - Dry floor: inline skating/events
  - Figure skating competitions
  - Figure skating instruction
  - Hockey instruction
  - Hockey leagues
  - Hockey tournaments
  - Ice dancing
  - Learn to Skate program
  - Open skate
  - Rink rentals
  - Stick and puck drop-in hockey



- Turf: soccer/lacrosse/field hockey/flag football
- Other (please describe)
- 3. Which facility is the most important to you and your family?
  - Ice Arena
  - Recreation Center
  - Equal importance
- 4. Do you think the facilities should be combined on one site or separate?
  - Combined
  - Separate
  - No preference

## **Recreation Center Survey Questions**

1. What are the most important recreation center components for you and your family? Please select up to five options.

Note: The proposed recreation facility will include the Park maintenance division, Parks and Recreation administrative staff, and support spaces (offices, storage).

- Art room
- Banquet space
- Catering kitchen
- Childcare spaces
- Climbing wall
- Dance room
- Gyms (basketball, volleyball, pickleball courts)
- Indoor playground
- Indoor walking/jogging track
- Multipurpose spaces
- Registration area/lobby
- Senior center
- Stage





- Teaching kitchen
- Teen center
- Other (please describe)
- 2. What are the most important programs for you and your family? Please select up to five options.
  - Active adult/senior programming
  - Before- and after-school care
  - Birthday party service
  - Camps/sports camps
  - Dance/music/performing arts
  - Facility rentals
  - Indoor climbing
  - Martial arts
  - Pickleball
  - Sports instruction: basketball, pickleball, volleyball (youth and adult)
  - Visual arts
  - Walking/jogging/running
  - Wrestling
  - Youth and adult general interest classes
  - Other (please describe)
- 3. Which facility is the most important to you and your family?
  - Ice Arena
  - Recreation Center
  - Equal importance
- 4. Do you think the facilities should be combined on one site or separate?
  - Combined
  - Separate
  - No preference



# 12.2 Focus Group Questions

- 1. How long have you been a resident of Bangor?
  - \_\_\_<5 years</li>
  - \_\_\_\_\_ 5 9 years
  - \_\_\_\_\_ 10 19 years
  - \_\_\_\_\_ 20+ years
  - \_\_\_\_\_ Not a resident program/facility user
- 2. What Parks and Recreation Department programs do you and your family currently participate in?
- 3. What are the programming strengths of the Bangor Parks and Recreation Center?
- 4. What are the programming strengths at the Sawyer Ice Arena?
- 5. What are the major opportunities that could be addressed with a new recreation center?
- 6. What are the opportunities that could be addressed with a new or renovated ice center?
- 7. What additional activities do you feel should be offered at a new recreation center that are currently not available in Bangor?
- 8. What additional ice activities do you feel could be offered at a new or improved ice arena?
- 9. What new amenities would you like to see provided at a new recreation center?
- 10. What new amenities would you like to see at a new or renovated ice arena?
- 11. How should new recreation facilities be financially supported?
- 12. How should a new or renovated ice arena be financially supported?
- 13. Who are the key partners and stakeholders who might assist with new recreation facilities in Bangor?
- 14. What are the key issues and values that the City needs to take into consideration when planning for new recreation facilities in Bangor?
- 15. Which facility is more important to you and your family?
  - a. Recreation Center
  - b. Ice Arena
  - c. No opinion





- 16. If the City were to build both facilities, should they be combined on one site or separated on different sites?
  - d. Combined
  - e. Separate
  - f. No opinion



# 12.3 Focus Group Attendees

#### Parks and Recreation Staff

• Tracy Willette, Debbie Gendreau, Zach Napsey, Trish Cummings, Jenny Coon, Joe Nelson, Nick Fiore, Troy Unterreiner, Randy Dodge, Dennis Crane, Ed Moores, Robert Hanscom, Michael Dupray, Annabelle Muscatell, and Nick Williams

#### **City Staff**

• Anne Krieg, Debbie Laurie, Courtney O'Donnell, Tom Higgins, and John Theriault

#### Parks, Recreation & Harbor Advisory Committee

 Ryan Robbins, Leah McBreairty, Andrea Oldenburg, John Parcak, Matt Grant, and Rich Trott

#### **City Council Members**

• Clare Davitt, Rick Fournier, Sue Hawes, Joe Leonard, Cara Pelletier, Gretchen Schaefer, Jon Sprague, Dan Tremble, and Dina Yacoubagha

#### **Outside Organization Users**

• Lennie Dorian

#### School Focus Group

• Jim Tager, Paul Butler, Steve Vanidestine, Jerry Hayman, Alan Mosca, Jay Kimble, and Chris Whitney

#### **Recreation Focus Group**

• Keith Simpson, Monique Gagnon, Sue Griffin, Matt Donahue, Trish Cummings, and Kelsey Cota

#### Sawyer Ice Arena Focus Group

• Elizabeth Houghton, Quin Paradis, Zach Wilson, Jamie Schureman, Fred Lower, Bridget Woodward, Lee Miller, Eric MacDonald, Omekia Legassie, and Dan O'Connell



# 12.4 Public Open House Attendees

# Tuesday, May 9

- Bruce O'Handley
- Ryan Robbin
- Leah McBreairty
- Ryan Welch
- Alan and Teresa Bartlett
- Jimi Caron
- Jill Tucker
- Shea Carson
- Martha Gray
- Doris Dall
- Keith Good

# Wednesday, May 10

- Rich Trott
- Lesley Anderson
- Jessica Floyd
- Chad Morik



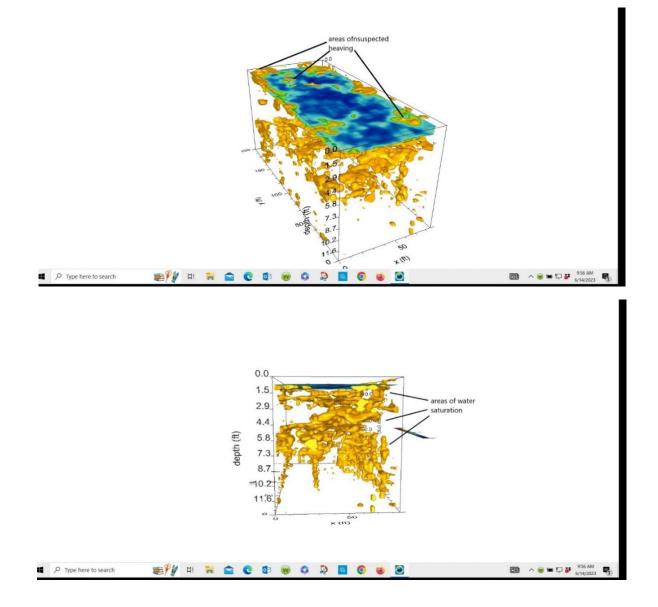
# 12.5 Ground-Penetrating Survey

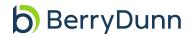
On June 6, 2023, Pegasus Environmental performed multiple ground-penetrating radar (GPR) surveys of the Sawyer Ice Arena in Bangor, Maine.

The purpose of the surveys was to produce a complete 3D Subsurface Evaluation of the entire rink. Heaving has occurred along the near wall as well as at other locations within the rink itself.

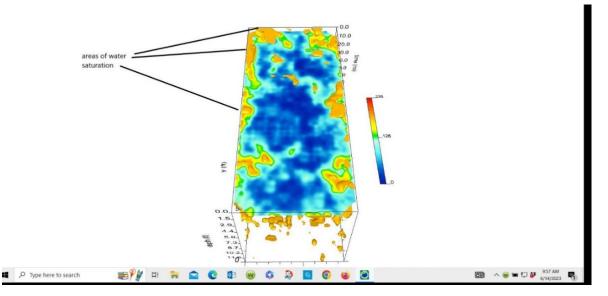
This rink is very unusual. The ice sheet was built with very little subsurface preparation. Additionally, the chilling is not with the usual coil tubing; instead, there are small tube mats that run directly across the rink. There is also no real effective heating layer.

The foundation of the rink is very ununiform and has no apparent drainage system employed.

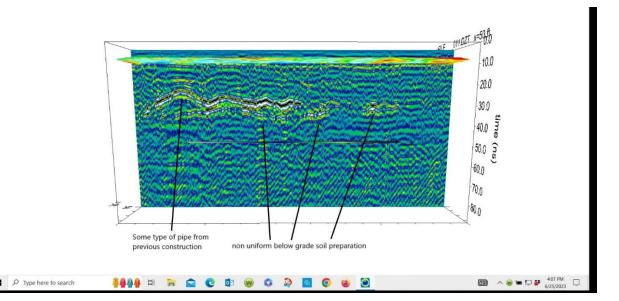






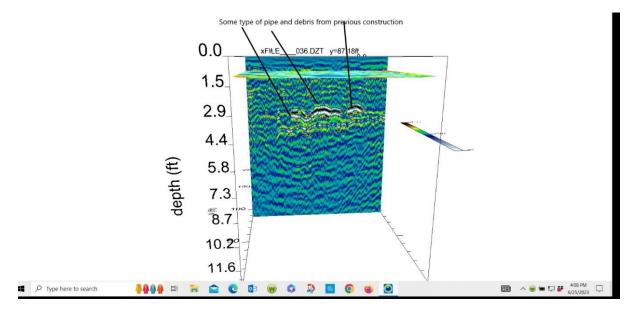


The rink was originally built on a former residential area without proper excavation to remove various associated utilities and geological anomalies. Therefore, there are several remnants remaining. This uneven base is compounded by a lack of apparent drainage, making several water saturation congestion areas and a very uneven subslab on which to construct the arena.

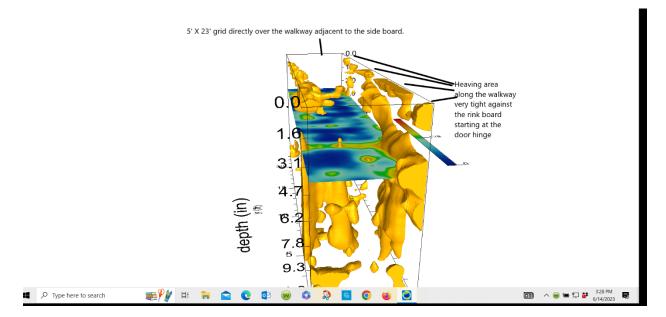






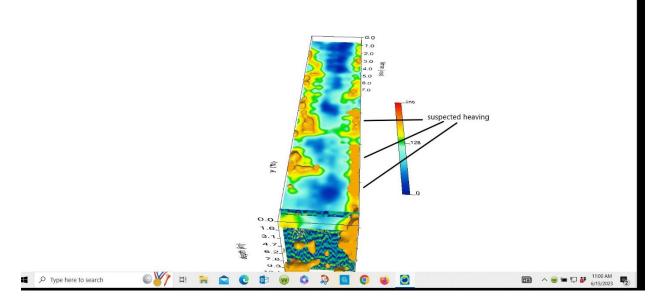


After completing the 3D Subsurface Profile of the rink itself, Pegasus Environmental performed a similar grid survey directly over the walkway adjacent to the rink's side board (an area measuring 5-by-23 feet) starting at the door hinge. This is where the suspected main heaving is occurring and causing side board leaning.



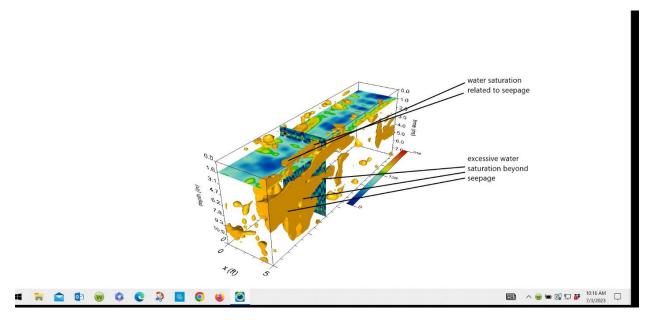






It is the consultant's understanding that there is substantial seepage involved along the near side of the rink surface at both ends. This, coupled with a total lack of proper drainage, explains the heaving under the side board.

With this in mind, understand that there are very substantial areas of saturation, which do not appear to be related to seepage.



The anomalies here, in conjunction with similar ones beneath the rink itself, reinforce the total lack of adequate drainage scenario.



# 12.6 Sawyer Arena Refrigeration and Floor Survey

# Inspection and Findings

MacLaughlin Management & Design's ice making division conducted an inspection of the Sawyer Arena refrigeration equipment and the ice floor in early December, 2023. The purpose of the inspection was to provide the City of Bangor Recreation Department with recommendations to upgrade the existing skating conditions in this off season in order to try to avoid a major skating system failure in the future.

It is important to note that the management of the ice rink has made ever effort to keep the rink operational despite the fact that the refrigeration equipment and the ice mat floor are original installations and beyond their expected life cycle. The fact that the refrigeration equipment is air cooled and installed outside behind the building and that the floor has a mat system indicates that the rink was built on a tight budget.

Upon inspection of the Arena in December, we found ice was installed and systems were fully operational. Sawyer is a seasonal rink with a 200' long by 85' wide ice sheet installed on a sand floor with a Calmac mat system through which glycol refrigerant flows to make the ice skating surface. The headers, which distributes the refrigerant to the mat, are external to the boards on the long backside with what appears to be a 4" PVC schedule 80 piping system and copper sub headers. The header insulation is askew in many places due to being outside the dashers and exposing the headers. In some locations the return copper headers possessed clear ice as opposed to the supply headers which are consistently frosted. This condition indicates a fluctuation of glycol flow which leads to uneven ice freezing. Several of the exposed floor tubing also display this type of fluctuation. The ice making tubing which appears to be 3/8 " ID passes under the dasher boards and lay on the rink floor. We were told by the operator that the U bends for the ice making tubing are short and do not have the dasher boards extended over them which leads to a soft ice edge. It was also reported that the vertical insulation at the warming room end of the has been forced upwards in the past and removed. It is most probable that the original floor installation did not include a polyethylene layer which would help prevent water from seeping down into the sand floor, freezing and creating a heave. Overall, based upon our visual inspection the ice mat, insulation, and header are in poor condition and repair to the floor system should be undertaken in the next off season.

The ice making equipment is a Trane RTA 110 air cooled chiller utilizing R22 as the primary refrigerant and ethylene glycol at an estimated 40% mixture as secondary refrigerant. The Trane unit is located outside, in the back of the building, with the pump and expansion tank installed in the rear shed room. There is a 4" insulated piping system with steel transmission piping to and from cold floor headers which connect to the Trane chiller outside the rink. The Trane air cooled chiller has fan guards removed atop the chiller. The expansion tank is reflecting a ¼ full of glycol and it was reported to us that seasonally there is a loss of between 25 and 30 gallons of glycol on a total charge of between 1,500 and 2,000 gallons. Overall, the ice making mechanical system is in poor condition. Short of replacing the complete ice making equipment, ongoing maintenance service will be required to keep the chiller system working effectively.

# **Conclusions and Recommendations**

The ice mat, mechanical ice making equipment, and floor installation date back to 1994. The ice mat and the ice making equipment are significantly beyond their effective life expectancy. The





Calmac mat system and the Trane chiller are both manufactured with a 20 year life cycle. The lack of effective vertical insulation on the warming room end of the rink and the stand side of the rink where the supports have been installed is causing the soft ice conditions and allowing water to seep into the underfloor. This is undermining the concrete berm on which the dasher boards are anchored and causing the berm to roll when the water freezes below. In lieu of complete replacement of the chiller and the ice mat, it is our recommendation in the next off season to pressurize the mat from 75 psi to 100 psi and look for leaks and loose connections to repair. This would then allow operating the Mat at 90 psi in season and getting glycol flow to the warming room end of the rink. Secondly, we would hand excavate along the warming room wall and stand side and install ½" vertical insulation. Both of these actions would improve the hardness of the ice at the edges, help to prevent water from draining down, freezing and then undermining the concrete berm and causing it to roll. The estimated budget would be \$60,000-\$65,000. It is important to note that until a full inspection is made of the Mat in the off season, other issues may exist.

Eventually, the Mat and floor will need to be replaced at an estimated cost of \$350,000-\$375,000. We also suspect that the original dasher board berm may be compromised and may come apart once work on the floor is undertaken. If the berm does need to be replaced this would be at a cost of \$150,000- \$200,000.

Since the Trane chiller is also original it will need replacement in the near future, but could last 3-5 years with ongoing maintenance. The cost to replace the chiller, new pump piping and expansion tank the budget cost is \$350,000- \$375,000. We would recommend that if repairs to the refrigeration system exceed \$15,000, the City would be better served to rent a replacement chiller from November – March at an estimated cost of \$50,000.

# Summary of Estimated Cost

#### Summer 2024

• Repair ice mat install vertical insulation: \$60,000-\$65,000

Future

- Ice mat and floor replacement: \$350,000-\$375,000
- Dasher board berm replacement: \$150,000- \$200,000
- Replacement of air cooled chiller: \$350,000- \$375,000 (This chiller could be moved to a new rink but would only accommodate a single sheet facility.)
- Chiller Rental if needed: \$50,000 a season

OF BANO	CITY COUNCIL ACTION	03/25/2024 24-113
UT CAL	Council Meeting Date: 03/25/2024	
	Item No: 24-113	
OLA TO ONE ST	Responsible Dept: Airport	V
RATED, FED.	Requested Action: Order	Map/Lot: N/A

# Title, Order

Authorizing the City Manager to Execute a Lease Agreement with Maine Instrument Flight at Bangor International Airport.

# Summary

This Order will authorize the City Manager to enter into a 5 year lease agreement with Maine Instrument Flight (3-years term; 2, 1-year option terms) commencing on 04/1/2024 and continuing through 03/31/2027.

Maine Instrument Flight is an FAA-certified Part 141 flight school in the state of Maine and would expand its services to operate out of BGR. Maine Instrument Flight provides flight training that allows students to earn commercial pilot certificates, instrument and multi-engine ratings, and flight instructor certification.

Maine Instrument Flight would operate out of the BGR General Aviation Building with leased office space on the second floor. In addition, Maine Flight Instrument will be leasing two T-Hangars located on the BGR ramp.

# **Committee Action**

Staff Comments & Approvals		-
Action: Recommend for passage	For:	Against:
Committee: Business & Economic Development Committee	Meeting Date: 03/18/20	24

Dulu Lau

Introduced for: New Business

Awid Agenge

City Manager

**•** 

City Solicitor

Finance Director



Date: 03/25/2024 Item No: 24-113 Assigned to Councilor: Schaefer

Authorizing the City Manager to Execute a Lease Agreement with Maine Instrument Flight at Bangor International Airport.

Be it Ordered by the City Council of the City of Bangor that,

The City Manager, is hereby authorized on behalf of the City of Bangor to execute the lease between Maine Instrument Flight and the City of Bangor, Airport Department (BGR).

The lease agreement terms for the first year being \$750.00 monthly for office space, and two hangars at a rate of \$580.59/month each. Subsequent years and extensions of the lease will increase by a percentage equal to the percentage increase in the Consumer Price Index, not to exceed 2.5%.

# **INDENTURE OF LEASE**

THIS INDENTURE OF LEASE, executed in duplicate, this <u>1</u> day of <u>April</u>, 2024, by and between:

**CITY OF BANGOR**, a body politic and corporate, duly organized and existing under and by virtue of the laws of the State of Maine and having its principal offices at 73 Harlow Street, Bangor, Maine (hereinafter sometimes referred to as "Lessor,")

And1

**MAINE INSTRUMENT FLIGHT**, a corporation duly organized and existing under the laws of the State of Maine, and owned and operated by Chad Morris, with its principal offices located at 215 Winthrop Street, Augusta, Maine (hereinafter sometimes referred to as "Lessee.")

# WITNESSETH:

WHEREAS, the Lessor is the owner of an Airport, commonly known as "Bangor International Airport," formerly known as Dow Air Force Base and located in the City of Bangor, County of Penobscot, State of Maine (hereinafter sometimes referred to as the "Airport"); and

WHEREAS, the Lessee desires to lease from the Lessor certain facilities at said Airport for the operation of certain certified flight training operations as specifically described herein,

NOW, THEREFORE, the parties hereto do mutually agree as follows:

# ARTICLE I

# PREMISES

The Lessor, for and in consideration of the rents to be paid, and the obligations to be performed by Lessee as hereinafter provided, does hereby demise and lease unto the Lessee and Lessee does hereby take and hire, upon and subject to the terms and conditions hereinafter expressed, the following described property, located at the Airport, in its present condition, situate in the City of Bangor, *viz*:

a.) Hangars T-8 and T-9, of approximately 1,122 square feet each of hangar space to be used exclusively for aircraft storage, and 300 square feet of office space to be used exclusively for flight training instruction and storage; along with certain ground and access rights.

Exhibit A to this lease depicts both Hangars (T-8 and T-9) and Office #201 and is hereby incorporated by reference.

# ARTICLE II

# <u>TERM</u>

TO HAVE AND TO HOLD the demised premises as described herein for a period of three (3) years, commencing on April 1, 2024 and terminating on March 31, 2027. Provided that Lessee is not in default of the terms and conditions of this lease at the time Lessee exercises an option to renew, Lessee shall have two (2) options to renew the Lease, the renewal to be for a one (1) year period commencing on the aforementioned termination date. The option to renew may only be exercised in the twelve-month period immediately before the lease is due to expire.

# ARTICLE III

## **RENTAL**

A. The rental to be paid by Lessee to Lessor during the term of this Lease shall be as shown below:

3 Year Term	Monthly	Yearly	
	Amount	Amount	
Office Space			
Year 1	\$750.00	\$9,000.00	
Years 2-3	See below	See below	
Hangars (Per Hangar)			
Year 1	\$580.59	\$6,967.08	
Year 2-3	See below	See below	

- For years 2-3 of the term of the Lease, and for any extensions of the Lease, on each anniversary of the Lease Commencement Date the rental amount then in effect shall be increased by a percentage equal to the percentage increase in the Consumer Price Index Urban (CPI-U), not to exceed 2.5%.
- B. Rent shall be paid monthly in advance on the first day of each and every month. Lessee shall pay all rentals herein required, without prior demand therefor, in lawful money of the United States, at the address of the Lessor as set forth herein or, at such other reasonable places as the Lessor may designate.
- C. Lessee agrees to pay, when due, any and all taxes and/or assessments, fees or charges of any kind whatsoever, as may be imposed during the term hereof, or any extension of the term of this Lease, by any governmental authority upon the demised premises, including Lessee's leasehold interest therein, any buildings, structures, or improvements thereon, or any personal property located therein. Lessee further agrees that it does hereby waive

any and all rights or privileges of exemption from taxation on the demised premises, on Lessee's leasehold interest therein, or on any buildings, structures, or improvements thereon, or on any personal property located therein; provided, however, nothing herein shall in any way prohibit the Lessee from exercising its rights under the law to contest the amounts of such taxes, assessments, charges, or fees.

# ARTICLE IV

## USE, OCCUPANCY AND IMPROVEMENTS OF PREMISES

- A. Lessee shall use, occupy and maintain the premises herein leased in a reasonably business-like, careful, safe and environmentally responsible manner for the purposes of operating a General Aviation service based on specific uses herein listed, and for no other use whatsoever without the prior expressed written consent of the Airport Director. The General Aviation service permitted to be conducted by Lessee shall be for aeronautical purposes only, to include flying instruction, aircraft storage and minor/light aircraft maintenance within the demised premises. In addition, Lessee shall comply with all applicable airport rules and regulations.
- B. Lessee shall not use, occupy or maintain said premises in any manner as to violate any municipal, state, or federal law or regulation, and, in particular, regulations of the Federal Aviation Administration relating to the operation of Bangor International Airport as a public airport, requirements of the Occupational Safety and Health Act, and Maine Department of Environmental Protection and Federal Environmental Protection Administration.
- C. Lessee shall make a good faith effort to inform its employees and visitors of the rules and regulations of the Bangor International Airport and shall cooperate in every way with the Airport Director to ensure that such rules and regulations, particularly those regarding public access to runways, aprons, fire lanes and other areas of the Airport devoted to aeronautical uses, are obeyed. Lessee assumes sole responsibility for any breach of airport security when it is demonstrated that said breach is a result of Lessee's occupancy of or access to the leased area. Lessee shall comply with provisions that may be required from time to time by the Airport Director to ensure and guarantee that said access to the runway and other aeronautical areas of the Airport is not open to the customers, employees, agents or visitors of Lessee. However, Lessee's customers while operating aircraft shall have access between the runway and the demised premises.
- D. Lessee shall have the right to make minimal/minor improvements to the premises, subject to the prior written approval of the Airport Director, and provided that such alterations, additions, and improvements do not weaken the structural integrity of leased facilities, nor decrease its functional quality or value, and further provided that any such work shall be done entirely at the Lessee's own expense and will include returning disrupted surfaces to a serviceable and attractive condition.

- E. Lessor, through its agents, shall have at all reasonable times the right, upon reasonable notification to the Lessee, to go on and inspect the premises with an authorized representative of the Lessee, and the right of access to utility systems located on the demised premises for the purpose of maintenance, repair, correction, or inspection.
- F. Lessee shall have access to parking spaces adjacent to the General Aviation terminal building, and subject to locational change in the event of redevelopment of the paved parking area.
- G. Use & Occupancy:
  - 1. Lessee shall have the right to use, occupy and maintain the demised premises in a reasonably businesslike, careful, clean, and reasonably safe manner for the purposes of parking and storing aircraft, and the storage of parts and materials of use in the operation of said aircraft and for associated office use.
  - 2. Aircraft maintenance activity shall be limited to minor repairs. Major repairs such as airframe or engine overhaul or painting (other than minor "touch-ups") is prohibited.

## ARTICLE V

# LIABILITY & PROPERTY DAMAGE INSURANCE

A. The Lessee, during the entire term of this Lease, or any extension thereof, including any holdover tenancy following regular expiration or early termination hereof, shall maintain, at its sole expense, insurance in the type and amount shown below with companies authorized to do business in the State of Maine for the protection of Lessor against any and all liability, including wrongful death, against all claims, losses, costs or expenses arising out of injuries to persons whether or not employed by Lessee or damage to property whether resulting from acts, omissions, negligence or otherwise of the Lessee, its directors, officers, clients, employees and agents and arising from Lessee's use of the demised premises or any part or portion thereof:

- Commercial general liability insurance with a minimum limit of \$1,000,000.00 combined single limit per occurrence and \$2,000,000.00 in the aggregate;
- Aviation liability insurance, including Premise Liability with a minimum limit of \$1,000,000.00 per occurrence and \$100,000 bodily injury each person; and
- Workers' Compensation and Employer's Liability Insurance (if applicable).
  - Workers' Compensation: Statutory Benefits
  - Employers Liability:
    - \$500,000 Each Accident
    - \$500,000 Disease per Employee
    - \$500,000 Disease Policy Limit

Lessee shall cause to be furnished to the Lessor, at the time of execution of this Lease, evidence in the form of certificates of insurance of the existence in force of the insurance required hereunder. Said certificates shall name Lessor as an additional insured and loss payee. Lessee shall cause to be furnished to the Lessor replacement certificates of insurance whenever the insurance policies are renewed. Lessor shall be notified prior to any changes or discontinuances of coverage.

Lessor agrees to promptly notify Lessee in writing of the existence or filing of any claim, demand or action arising out of an occurrence covered hereunder of which Lessor has knowledge, and to cooperate with Lessee in the investigation and defense thereof.

The minimum insurance coverage required under this Article shall be deemed to be automatically adjusted whenever the Maine State Legislature shall increase the Lessor's maximum liability beyond such minimums for personal injury, wrongful death or property damage claims brought under the Maine Tort Claims Act. In the event of such an increase, the minimum insurance coverage required shall be no less than the amounts required herein or no less than the Lessor's maximum liability for such claims under the Maine Tort Claims Act, whichever is greater.

Lessor shall maintain comprehensive liability insurance coverage for the building, but shall not be held responsible for any harm or damage caused by an "act of god," including, but not limited to, unusual wind storms, floods, earthquakes, and snow/ice storms.

## ARTICLE VI

## NOISE CLAIMS

The Lessee specifically agrees to make no claims in any form for damages or reimbursements to the Lessor or to the United States Government for any reason or cause resulting from noise generated from airport uses.

## ARTICLE VII

## COVENANT TO HOLD HARMLESS

A. <u>General Indemnification and Waiver of Workers' Compensation Immunity</u> - During the term of this Lease and during any extensions or renewals hereof, including any holdover tenancy following regular expiration or early termination hereof, Lessee shall defend, indemnify, save and hold Lessor, and its inhabitants, officers, employees and agents completely harmless from and against any and all liabilities, losses, suits, claims, costs, expenses, judgments, fines or demands arising by reason of injury to or death of, or asserted by, any person or persons, including Lessee's agents, clients, invitees or employees, or damage to any property, including all reasonable costs for investigation and defense thereof (including but not limited to attorneys' fees, court costs, and expert witness fees), of any nature whatsoever arising out of or incident to this Lease and/or the use, occupancy, conduct, or management of the demised premises or the acts or omissions of Lessee's officers, clients, agents, employees, contractors, subcontractors,

licensees, or invitees, except to the extent such injury, death, or damage is caused by the negligent acts or omissions of the Lessor, its agents, employees, clients or invitees. The Lessee shall give to Lessor reasonable notice of any such claim or actions. The Lessee shall also use counsel reasonably acceptable to Lessor in carrying out its obligations under this Article.

During the term of this Lease and during any extensions or renewals hereof, including any holdover tenancy following regular expiration or early termination hereof, Lessee further expressly agrees that it will defend, indemnify, save and hold Lessor harmless from any and all claims made or asserted by the Lessee's agents, servants or employees arising out of the Lessee's activities under this Lease. For this purpose, Lessee hereby expressly waives any and all immunity it may have under Maine's Workers Compensation Act in regard to such claims made or asserted against Lessor by Lessee's agents, servants or employees. For this purpose, Lessee further expressly waives any charitable immunity it may have under applicable law as to any and all claims of any person made or asserted against Lessor arising out of Lessee's use and occupancy of the demised premises or other activity of Lessee under this Lease. The indemnification provided under this Article shall extend to and include any and all costs incurred by the Lessor to answer, investigate, defend and settle all such claims, including but not limited to Lessor's costs for attorneys' fees, expert and other witness fees, the cost of investigators, and payment in full of any and all judgments rendered in favor of the Lessee's agents, invitees, licensees, clients, servants or employees against Lessor in regard to claims made or asserted by such persons.

- B. <u>Indemnification with Respect to Hazardous Materials</u> Without limiting the Lessee's General Indemnification provided in Paragraph A above, Lessee hereby represents and warrants that, as to Lessee, hazardous materials as defined in this paragraph, Lessee shall:
  - 1. Immediately forward to Lessor copies of any and all notices, correspondence, warnings, guidelines, or other written materials hereafter received from, or given to, any governmental authority in connection with Lessee hazardous materials and their relationship to the demised premises;
  - 2. Conduct and complete at its own expense, all investigations, studies, sampling and testing, and all remedial, removal, and other actions necessary to clean up and remove all Lessee hazardous materials in, under, upon, from, or affecting the demised premises, to the extent required by and in accordance with all applicable federal, state, and local laws, regulations, rules, ordinances, and policies, and in accordance with orders and directives of any federal, state, or local governmental authority.
  - 3. Defend, indemnify, and hold harmless Lessor, its employees, agents, officers and directors, from and against any and all claims, demands, penalties, fines, liabilities, settlements, damages, costs, or expenses (including without limitation,

attorney, engineering and consultant fees, investigation, testing and laboratory fees, court costs, and litigation expenses) of whatever kind or nature, known or unknown, contingent or otherwise, arising out of or in any way related to:

- a. the discovery, presence, disposal, release, or threatened release of Lessee hazardous materials within, under, upon, from or into the demised premises;
- b. any personal injury (including wrongful death), or property damage (real or personal) arising out of or related to Lessee hazardous materials, which concern the demised premises;
- c. any legal action brought or threatened before any court or agency, settlement reached, or government order relating to Lessee hazardous materials which concern the demised premises; and/or
- d. any violation of laws, orders, regulations, requirements, or demands of government authorities now in effect or in effect at any time in the future, which are based upon or in any way related to Lessee hazardous materials which concern the demised premises.

For this purpose, the term "hazardous materials" shall mean flammable explosives, radioactive materials, hazardous materials, hazardous waste, hazardous or toxic substances or matter, oil or other petroleum products, asbestos, chemical pollutants or materials in the Comprehensive Environmental Response, Compensation and Liability Act of 1980, as amended (42 U.S.C. §§ 9601 <u>et seq.</u>), the Hazardous Materials Transportation Act, as amended (49 U.S.C. §§ 801 <u>et seq.</u>), the Resource Conservation and Recovery Act, as amended (42 U.S.C. §§ 691 <u>et seq.</u>), applicable Maine statutes or any similar federal, state or local law, or in the regulations adopted and publications promulgated pursuant thereto, or any other substances or materials constituting a hazard, peril or threat to the health of persons, animals, or plant life and used, placed, stored or disposed of upon the demised premises by Lessee, its contractors, customers, licenses, agents, servants or employees; but the term "Lessee hazardous materials" shall not include any such materials used, placed, stored or disposed of upon the demised premises or employees, or by a third party other than contractors, customers or licensees of the Lessee.

- C. <u>No Joint Venture</u> In exercising the rights granted under this Lease, Lessee shall at all times be regarded as an independent entity conducting its own business and operations and shall not at any time act, hold itself out, or purport to act as an agent, contractor, co-partner, joint venture or employee of Lessor.
- D. <u>Survival</u> The provisions of this Article VII shall survive the termination of this Lease.

# ARTICLE VIII

## **NONDISCRIMINATION**

- A. Lessee in the use and occupancy of the leased premises shall not knowingly and willfully discriminate or permit discrimination against any person or group of persons in any manner prohibited by law.
- B. The Lessee, for itself, its personal representatives, successors in interest, and assigns, as a part of the consideration hereof, does hereby covenant and agree as a covenant running with the land that (1) no person on the grounds of race, color, national origin, or any other manner prohibited by law shall be excluded from participation in, denied the benefits of, or be otherwise subjected to discrimination in the use of said facilities, (2) that in the construction of any improvements on, over, or under such land and the furnishings of service thereon, no person on the grounds of race, color, national origin, or any other manner prohibited by law shall be excluded from participation in, denied the benefits of, or otherwise be subjected to discrimination, (3) that the Lessee shall use the premises in compliance with all other requirements imposed by or pursuant to Title 49, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Nondiscrimination in Federally-Assisted Programs of the Department of Transportation-Effectuation of Title VI of the Civil Rights Act of 1964, and as said Regulations may be amended.
- C. That in the event of a known breach of any of the above nondiscrimination covenants, Lessor shall have the right to terminate this Lease and to re-enter and repossess said land and the facilities thereon, and hold the same as if said Lease had never been made or issued.

# ARTICLE IX

## COVENANTS OF QUIET ENJOYMENT

The Lessee, subject to the terms and provisions of this Lease on payment of the rent, and observing, keeping and performing all the terms and provisions of this Lease on its part to be observed, kept and performed, shall lawfully, peaceably and quietly have, hold, occupy and enjoy the demised premises during the term hereof without hindrance or rejection by the Lessor or any other persons.

# ARTICLE X

## <u>LIENS</u>

The Lessor and the Lessee agree that each will promptly discharge (either by payment or by filing of the necessary bond or otherwise) any mechanics', materialmen's, or other liens against the demised premises, which liens may arise out of any payment due for labor, services, materials, supplies or equipment which may have been furnished to or for the Lessor or the Lessee, respectively.

# ARTICLE XI

## MAINTENANCE AND REPAIRS

- A. Lessee shall, at its sole expense, throughout the term hereof or any extension, keep and maintain the demised premises including all interior portions of the building located within the demised premises, building fixtures, equipment, and shop area, to the extent only that these are used by and/or under direct functional control of Lessee, windows, passageways, interior paint surfaces, parking areas, grounds and landscaping assigned to the demised premises, in good order and repair, and in tenantable condition, damage by accidental fire and casualty and reasonable wear and tear, as provided for in this Lease, excepted. Lessee, at its own expense, shall also be responsible for any routine or required inspections related to the fire suppression system, extinguishers, hoists and other aspects of the demised premises requiring such inspections. Lessee shall provide for removal of rubbish from the Premises. Lessor shall, at its sole expense, throughout the term hereof or any extension, keep, maintain and repair the structural portions of the buildings and the operating systems therein including, without limitation, the roof, walls, doors, plumbing systems, electrical systems, fire suppression systems and HVAC systems, except to the extent such repairs are required as a result of the negligence or misuse by Lessee.
- B. The phrase "reasonable wear and tear" used in Paragraph (A) of this Article as an exception to the obligations of the Lessee shall not be construed to relieve Lessee of the responsibility for providing repairs of a routine and regular nature which may from time to time be necessary, nor to provide maintenance to the demised premises of a nature and degree ordinarily sufficient to prevent damage, breakdown, failures, malfunctions or disrepairs; nor shall any exception or special provision of this Lease be construed to mean that Lessor would be required to carry out maintenance and repairs to the building.

## ARTICLE XII

#### UTILITIES

Lessee shall pay the cost of electricity utilities furnished and consumed in T-Hangars 8 & 9, including electricity. Office utilities, to include heat and electricity, do not apply and are included in the office space rental fee. Office utilities, to include phone and internet access, must be procured by Maine Instrument Flight and monthly fees for these services must be paid by Maine Instrument Flight.

## ARTICLE XIII

## AUTHORITY TO ENTER INTO AGREEMENT

- A. The Lessor hereby represents and warrants that it has taken all necessary, procedural, and legal steps as required under all State, local and Federal laws and regulations whatsoever for the purpose of authorizing the execution of this Lease, and that execution of this Agreement by the City Manager renders this Lease the valid and binding act and deed on the part of the City of Bangor and is and will remain duly enforceable in all of its terms and conditions against the Lessor during the term and all extensions thereof.
- B. Lessee hereby represents and warrants that it has taken all necessary, procedural and legal steps as required under all State, local, and Federal laws and regulations, and all necessary corporate action to authorize the execution of this Lease as the binding legal

act and deed of the Lessee and is and will remain fully enforceable in all of its terms and conditions against the Lessee.

# ARTICLE XIV

# EMINENT DOMAIN

- A. If the demised premises, or such portion thereof as to render the balance (when reconstructed) unsuitable for the purposes of Lessee shall be taken by condemnation or right of eminent domain, Lessee upon written notice to the Lessor shall be entitled to terminate this Lease, provided that such notice is given within sixty (60) days after the date of such taking.
- B. Should any part of the demised premises be so taken or condemned and should this Lease not be terminated in accordance with the foregoing provisions, Lessor covenants and agrees promptly after such taking or condemnation to restore the building of which the demised premises are a part to as nearly its like condition prior to such taking as shall be practical. Out of any award for any taking of the demised premises, Lessee shall be entitled to receive compensation for its leasehold interest and improvements. In the event of such taking of the premises, the rent or a fair and just portion thereof according to the nature and extent of the damage sustained shall be abated.

# ARTICLE XV

# UNITED STATES RIGHTS

It is understood and agreed that title to the leased premises is in the City of Bangor, provided, however, that the leased premises are a part of Bangor International Airport and this Lease is specifically made subject to any rights the United States of America or any agency thereof may have under any regulation, law, deed, or other existing agreement in or to said premises and should the United States of America or any agency thereof exercise any such right or rights in or to said premises, the exercise of such right or rights shall not be considered to result in a breach by the City of any covenant or agreement hereunder. In the event that the United States of America or any agency thereof exercises any such right or rights in or to said premises, and the exercise of such right or rights makes impractical in Lessee's sole discretion Lessee's intended use of said premises, then Lessee shall have the right, at its option, to terminate this Lease without further obligation to the Lessor except for such obligations as shall have been incurred and accrued prior to the exercise of said option.

# ARTICLE XVI

# TERMINATION

It is covenanted and agreed that:

A. If the Lessee shall neglect or fail to pay the rent or other charges payable hereunder and shall default continue uncured for a period of ten (10) business days after receipt of written notice thereof by Lessee; or

- B. If the Lessee shall neglect or fail to perform or observe any of the other covenants, terms or conditions on its part to be performed and observed and such default shall continue for thirty (30) days after receipt by the Lessee of the written notice thereof and Lessee shall not have commenced and diligently pursued the remedy of said default; or
- C. If the estate hereby created shall be taken on execution or by other process of law; or
- D. If the Lessee shall be declared bankrupt or insolvent according to law; or
- E. If any assignment shall be made of the property of the Lessee for the benefit of creditors; or
- F. If a receiver, guardian, conservator, or trustee in bankruptcy or other similar officer shall be appointed to take charge of all or any substantial part of the Lessee's property by a Court of competent jurisdiction; or
- G. If a petition shall be filed for a reorganization of the Lessee under provisions of the Bankruptcy Act now or hereafter enacted, and such proceeding is not dismissed within one hundred and twenty (120) days after it was commenced; or
- H. If the Lessee shall file a petition for such reorganization or for arrangements under any provision of the Bankruptcy Act now or hereafter enacted and providing a plan for a debtor to settle, satisfy or extend the time for the payment of debts, then, in any of the said cases (notwithstanding any license or any breach or covenant or waiver of the benefit hereof or consent in a former instance); or
- I. If Lessee provides a ninety (90) day written notice to Lessor to terminate this agreement, in which case the Lessee will be responsible for six (6) months of lease payments, at the current lease amount in the year applicable less any amounts received as rent from any successor tenant;
- J. The Lessor lawfully may, immediately or at any time thereafter, and without demand or notice, enter into and upon the said premises or any part thereof, in the name of the whole and repossess the same as of the Lessor's former estate, and expel the Lessee and those claiming through or under it and remove its or their effects (forcibly, if necessary) without being deemed guilty of any manner of trespass, and without prejudice to any remedies which might otherwise be used for arrears of rent or preceding breach of covenant, and upon entry as aforesaid, this Lease shall terminate, and the Lessee covenants and agrees to pay and shall be liable for the days originally fixed herein for the payment thereof, amounts equal to the several installments of rents and other charges reserved as they would, under the terms of this Lease, become due if this Lease had not been terminated or if the Lessor had not entered or re-entered as aforesaid, less any amounts received as rent from any successor tenant.

# ARTICLE XVII

## REMOVAL OF PROPERTY

Upon the termination of or expiration of this Lease, the personal property of Lessee, including machinery, equipment, and fixtures, located on the demised premises shall remain the property of the Lessee, and the Lessee shall have the right to remove the same from the demised premises within thirty (30) days from the date of termination of said Lease. Any such property not so removed within said thirty (30) days shall become the property of the Lessor to be disposed of in such way as it may deem fit. In the event Lessee elects to remove said personal property, the premises herein leased shall be returned to as near as possible its condition as at the commencement of this Lease, ordinary wear and tear and damage by accidental fire or other casualty excepted.

# ARTICLE XVIII

# **NOTICES**

Notices to Lessor provided for in this Lease shall be sufficient if sent by registered or certified mail, postage prepaid, addressed to:

Airport Director: Jose Saavedra Bangor International Airport 287 Godfrey Blvd. Bangor, Maine 04401

and notices to Lessee shall be sufficient if sent to:

Maine Instrument Flight 215 Winthrop Street Augusta, ME 04330

or to such other addresses as the parties may designate to each other in writing from time to time.

# ARTICLE XIX

## SUCCESSION AND ASSIGNABILITY

- A. All provisions of this Lease shall extend to, bind and inure to the benefits of not only the Lessor and the Lessee but also to their respective successors and assigns.
- B. Lessee shall not encumber, mortgage, assign, sublet, or transfer its interests or any part thereof under this Lease without the prior written consent of the Lessor.

## ARTICLE XX

## ACCESS TO PREMISES

Lessor at its own expense shall maintain summer and winter all City accepted streets servicing the leased premises pursuant to the rules and regulations of the Airport Director and any other duly constituted governmental authority. This does not include roads, driveways, or parking areas within the demised premises, but shall include the Alert Area road access, from the Odlin Road to the Airport security fence, and aircraft access as provided for in Article IV (F).

# ARTICLE XXI

# WAIVER

Failure on the part of either party to complain of any action or non-action on the part of the other party no matter how long the same may continue shall never be deemed to be a waiver of any of such parties' rights hereunder. Furthermore, it is covenanted and agreed that no waiver at any time of any of the provisions hereof by either party shall be construed as a waiver of any of the other provisions hereof and that a waiver at any time of any of the provisions hereof shall not be construed at any subsequent time a waiver of the same provisions. The approval of either party to or for any action by the other requiring that party's consent or approval, shall not be deemed to waive or render unnecessary the party's consent or approval to or of any subsequent similar act by the other party.

# ARTICLE XXII

## AMENDMENT TO LEASE

This Lease contains all the terms and conditions between the parties hereto and no alteration, amendment, or addition thereto shall be valid unless in writing and signed by the party against whom enforcement may be sought.

# ARTICLE XXIII

## **INVALIDITY OF PARTICULAR PROVISIONS**

If any term or provision of this Lease is held to be invalid or unenforceable, the remainder of this Lease shall not be affected thereby and each other term and provision of this Lease shall be valid and be enforceable to the fullest extent permitted by law.

## ARTICLE XXIV

## **CONSTRUCTION**

- A. The headings appearing in this Lease are intended for convenience and reference only, and are not to be considered in construing this Lease.
- B. Nothing contained herein shall be deemed or construed by the parties hereto, nor by any third party, as creating a relationship of principal and agent or of partnership or of joint venture between the parties hereto, it being understood and agreed that neither the method of computation of rent nor any provision contained herein or any acts of the

parties hereto shall be deemed to create any relationship between the parties hereto other than the relationship of landlord and tenant.

## ARTICLE XXV

#### GOVERNING LAW

This Lease shall be governed exclusively by the provisions hereof and by the laws of the State of Maine, as the same may be amended.

## ARTICLE XXVI

## CERTIFICATE OF LEASE

Lessor and Lessee both agree not to record this Lease; however, upon request of either, the other shall execute and deliver a notice of this Lease in recordable form.

IN WITNESS WHEREOF, the parties hereto have set their hands and seals the day and year first written above.

## CITY OF BANGOR

Date

By:Debbie LaurieIts:City Manager

## MAINE INSRUMENT FLIGHT

Date

By: Its: