

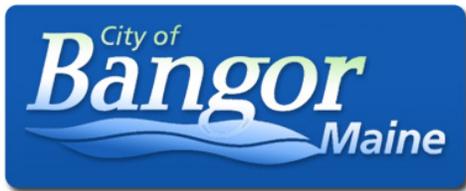
# **BUSINESS & ECONOMIC DEVELOPMENT COMMITTEE**

Tuesday, March 3, 2015 5:15 PM

City Council Chambers

## **AGENDA**

1. **PUBLIC HEARING** – Amount of Federal Community Development Block Grant Funds expected to be available for the Period July 1, 2015 through June 30, 2016 and the Eligible Uses of Community Development Funds (see attached Memo, Exhibit A & Exhibit B)
  
2. Greater Bangor Convention & Visitors Bureau Update (see attached Material)



TO: Business & Economic Development Committee  
FROM: Jason Bird, Community & Economic Development Officer  
DATE: February 24, 2015

Federal Community Development Block Grant (CDBG) regulations require that the City hold at least two public hearings prior to the start of planning for the CDBG Consolidated Plan required to be submitted to HUD by May 15, 2015. At the Tuesday, March 3rd Business & Economic Development Committee meeting, the Committee will hold the first of the two required public hearings. The purpose of this hearing is to present the amount of funds expected to be available for the CDBG Program Year that will begin on July 1, 2015 and to identify the eligible activities that may be funded with the federal Department of Housing & Urban Development (HUD) Community Development Block Grant (CDBG) funds. Public input is invited regarding the housing and community development needs of Bangor, and suggestions, recommendations, and ideas of how the CDBG funds could and should be used to address these needs. Public input may be presented in person at the public hearing or submitted in writing to the Community Development Office prior to the second public hearing that will be held by the Committee May 5<sup>th</sup>, prior to the Consolidated Plan's submission to HUD.

The following information is provided to the Committee for its information on the eligible uses of CDBG funds. There are three types of activities that are eligible: (1) activities that benefit low or moderate-income persons (a minimum of 70% of CDBG funds must be used for activities in this category), (2) activities that aid in the prevention or elimination of slums or blight, or (3) activities that meet other community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community where other financial resources are not available to meet such needs (typically used for disaster emergency relief).

This year's Community Development budget is expected to consist of an annual HUD Entitlement grant of approximately \$778,778. An estimated \$250,000 will also be included from program income primarily derived from repayment of loans made through the City's Community Development Residential Property Rehabilitation and Business Development loan programs. The total amount of Community Development funds expected to be available for the year beginning July 1, 2015 is \$1,028,778. Of this amount, we expect to budget 20%, or \$205,755, for program administration, the maximum allowed by HUD.

## **ELIGIBLE ACTIVITIES**

Activities that take place in low and moderate-income neighborhoods are eligible for Community Development funding, as the activities are considered to principally benefit the low and moderate-income residents. Activities in other neighborhoods of the City are not eligible for Community Development funding unless they are designed to principally benefit low and moderate income persons. Examples of activities that directly benefit low and moderate-income persons include rehabilitation of housing owned or occupied by low and moderate-income persons, and any necessary temporary relocation of low and moderate-income households; activities to remove architectural barriers to persons with disabilities, public services to low and moderate-income persons and assistance to other entities that result in the creation or retention of jobs principally for persons of low and moderate-income. Each of these activities must meet specific HUD requirements.

Activities which meet the slum and blight eligibility criteria, but which do not meet the low and moderate-income benefit criteria, may account for no more than 30% of the funds expended during a 3-year period. These may include downtown and waterfront public improvements; property acquisition, demolition, disposition, and relocation of any displaced businesses, or residential tenants; environmental remediation; and project planning.

Attached as Exhibit A is an overview of the Eligible CDBG Activities.

## **POTENTIAL ACTIVITIES FOR FUNDING**

It is anticipated that the fiscal year budget will continue the general activities of the previous few years. Those include:

- Continued Residential Property Rehabilitation financing and administration
- Planning and Design of Community Development projects
- Business Development Assistance/Facade Improvement financing
- Acquisition, demolition and clearance of dilapidated properties when rehabilitation is not feasible
- American Disability Act Handicap Access improvements
- Community Development program administration
- Street and sidewalk replacement in eligible neighborhoods
- Nonprofit Grant Program

### **Attachments:**

Exhibit A - Eligible CDBG Activities

Exhibit B – Previous Bangor 5-Year Strategic Plan Overview

## ELIGIBLE CDBG ACTIVITIES

### ➤ Real Property & Housing-related activities:

- Acquisition of land and of buildings. 570.201 (a)
- Disposition of land or buildings. 570.201 (b)
- Installation or construction of a public facility-such as a park or shelter for homeless persons, or a public improvement, such as a paved road or water/sewer system. 570.201 (c)
- Clearance and demolition. 570.201 (d)
- Interim assistance for limited activities in deteriorated areas that require immediate action. 570.201 (f)
- Completion of Urban Renewal projects. 570.201 (h)
- Housing services in support of the HOME program, such as pre-purchase counseling or administrative costs to operate a tenant based rental assistance program. 570.201 (k)
- Acquisition, construction, installation or improvement of privately owned utilities. 570.201 (n)
- Homeownership assistance, such as down payment assistance or mortgage interest subsidy for homebuyers. 570.201 (n)
- Rehabilitation of properties, including: 570.202 (a)
  - ✓ Private-owned homes
  - ✓ Publicly-owned residential housing
  - ✓ Publicly or privately-owned commercial or industrial buildings
  - ✓ Nonresidential buildings owned by nonprofits
  - ✓ Manufactured housing when it is part of the permanent housing supply
- Code Enforcement. 570.202 (c)
- Historic Preservation. 570.202 (d)
- Renovation of closed buildings. 570.202 (e)
- Lead-based paint testing, evaluation, reduction, clearance. 570.202 (f)

➤ Public Services activities. 570.201 (e)

- A non-exhaustive list of eligible services includes:
  - ✓ Employment training
  - ✓ Crime prevention
  - ✓ Child care
  - ✓ Health and drug abuse care and education
  - ✓ Fair housing and homebuyer pre-purchase counseling
  - ✓ Energy conservation
  - ✓ Recreation

➤ Economic Development activities. 570.203, 570.204 and 570.201 (o)

- Examples of special economic development activities include:
  - ✓ Acquisition, construction, rehabilitation or installation of commercial industrial buildings or railroad spurs.
  - ✓ Grants, loans, loan guarantees, interest subsidies to businesses
  - ✓ Administrative costs directly related to economic development projects
  - ✓ Special activities by Community-Based Community Development organizations (CBDOs) that are part of a broader effort to revitalize a neighborhood.
  - ✓ Assistance to micro-enterprises, such as loans, grants, technical assistance, or supportive services.

➤ Planning and Administration. 570.205

- Examples of activities eligible under this category are:
  - ✓ Preparation of general plans such as the Consolidated Plan
  - ✓ Functional plans such as housing plans
  - ✓ Neighborhood plans and general historic preservation plans
  - ✓ Policy planning, management and capacity building activities
  - ✓ General program administration -- Does not include costs to directly deliver a specific project; Includes general management, office expenses, travel, legal services, and salaries. Includes public information. Fair Housing activities, indirect costs, and preparation of applications for federal funds.

➤ Other Types of Assistance

- Payment of the non-Federal share of funds required by another Federal grant. Funds must be used for CDBG-eligible activities and the other grant must be part of CDBG activities. 570.201 (g)
- Urban Renewal completion. 570.201 (g)
- Relocation costs incurred by displacement from CDBG projects. 570.201 (i)
- Loss of rental income by owners holding units for persons displaced by CDBG projects. 570.201 (j)
- Technical assistance to public or non-profit entities to increase their capacity to undertake eligible neighborhood revitalization of economic development activities. 570.201 (p)
- Assistance to institutions of higher education when the grantee determines that they are capable and eligible to carry out CDBG eligible activities.

# Bangor Five Year Strategic Plan Overview

## Affordable Housing

### Household Categories:

**Highest Priority** – All homeless individuals and households and very low-income elderly renter households and very low-income large renter families

**Medium Priority** – All persons with special needs, all low-income existing homeowners; all low-income small, related renter households; other low-income renter large households and all other low-income renter households; and all low-income first-time homebuyers.

**Low Priority** – All other first-time homebuyers

### Activity Priorities (Highest priority to lowest)

1. Residential rehabilitation of housing occupied by or available to low-income households.
2. Rental assistance through increase availability of Section 8 existing housing certificates and vouchers.
3. Conversion of vacant residential and non-residential properties into affordable housing by private for-profits and property-tax-paying non-profits.
4. Advocating affordable housing financing which allows non-profits sufficient after-debt-service cash flow to make payments-in-lieu-of-taxes to the municipality to cover the cost of essential services.
5. Conversion of vacant residential and non-residential properties into affordable housing by non-profits who will make payments-in-lieu-of-taxes to the municipality to cover the cost of essential services.
6. Family self-sufficiency assistance for volunteer households living in, or eligible for, public housing or Section 8 housing who will work toward freedom from public assistance.
7. Expand communications, coordination and cooperation among the city of Bangor and public and private sector providers of affordable housing and related services to eliminate duplication or conflicting efforts and to facilitate the efficient and timely expansion of needed affordable housing opportunities.
8. Expansion of municipal code enforcement activities aimed at improving the condition of publicly subsidized private housing.

**High Priority: Very low-income and other low-income (0-50%), elderly 1&2 member, renter households (combined grouping)**

### Activities:

Primary - Rehabilitation of the existing rental housing stock to preserve the existing inventory of affordable, but aging and substandard housing.

Secondary – Once adequate, standard, affordable housing is available for low-income elderly persons another activity of providing support facilities and services as needed by the low-income elderly. These may include:

- Subsidized or low-cost public or on-demand transportation
- Low-cost on-site prepared or delivered meals
- Visits by public health nurses, home health care providers, volunteer companions, social workers and psychological or spiritual counselors
- Assistance with shopping, housekeeping, laundry and personal care
- Medical exams, treatment and medications
- Group social activities, trips, entertainment, exercise classes and recreation
- Providing libraries and access to computers and internet services

### **High Priority: Very low-income (31-50%) and other low-income, large related renter households**

Activities: Increasing the supply of rental units for large households by:

Primary – Rehabilitation

- Affirmatively target the Residential Property Rehabilitation Loan Program to units suitable for and occupied by or available to large households

Secondary – Acquisition, new construction and support facilities and services

- Encourage BHA to establish a priority for large related households on the Public Housing waiting list to be assigned available 3 or more bedroom units ahead of smaller households who may be higher on the list. This affirmative action would help to offset the much higher occupancy of these large units by smaller families
- Encourage Congress to require Public Housing and all affordable housing receiving federal subsidies, financing assistance or investment tax credits to pay their full share of local property taxes.
- Encourage HUD, Maine Housing and other providers of assistance and subsidies to affordable housing to require them to make available a number of affordable units suitable for large households.

### **High Priority: Very low-income (0-50%) and other low-income homeless individuals and families**

Activities:

Primary

- Rehabilitation of existing or newly established shelters for additional shelter capacity, primarily the addition of private and secure shelter rooms for families and households with children
- Provision of supportive facilities and services (meals, laundry, clothing, case mgt. counseling, meds, transportation, job search etc.)

Secondary

- Assistance for the construction of, or conversion of existing structure to, new shelters, shelter plus care facilities, supported living facilities and transition housing.

### **High Priority: Very low-income (0-50%) and other low-income homeless youth**

Activities:

Primary

- Income Maintenance Programs provide teens with income (cash or vouchers) to purchase basic necessities (food, housing, clothing etc.)
- Residential Services are various types of substitute care available when a teen can no longer live at home. The major precept of substitute care is to place teens in the least restrictive environment possible.
- Inpatient and outpatient substance abuse services. Indigent patients face long waiting lists that can delay treatment for weeks or even months.
- Mental Health Services where outpatient services are more readily available than inpatient. However neither are available in an amount equal to the existing need.
- Outreach services are provided by Streetlight Project. Two workers who go out on the streets of Bangor making contact with teens and gaining trust. They refer to available services while working to help them find an alternative to life on the streets.
- The soup kitchen at the Salvation Army offers a hot noon meal five days a week. Manna, Inc serves a free hot supper five evening a week with 60-80 people served at each meal. These are the only meals available unless they are staying in one of the shelters.

### **Medium Priority: Very low-income (0-50%) and other low-income, small related renter households and all other renter households**

Activities:

Primary – Rehabilitation

Secondary – rental assistance, new construction and support facilities and services

### **Medium Priority: Existing Homeowners**

Activities: Rehabilitation

### **Medium Priority: Low income 1<sup>st</sup> time homebuyers**

Activities: Maine Housing programs, private lending institutions and rehabilitation

### **Medium Priority: Non-homeless low-income Persons with special needs**

Activities: Transportation, Education, Meals, Legal Services, Crisis Intervention, Home Care services, Case mgt. referral and counseling,

### **Low Priority: All other homebuyers (combined grouping)**

Activities: Maine Housing programs, private lending institutions and rehabilitation

## Economic Development

Strengthen and diversify the economic base of the community:

- Create a variety of job opportunities for all elements of the labor force, provide good pay and benefits
- Reduce vulnerability to recession and declining trends in industries through diversification and increased market penetration

Improve the quality of life:

- Promote jobs and economic diversity
- Preserve, protect and strengthen neighborhoods and natural areas, stabilize the property tax base and seek alternative sources of revenue such as local option tax
- Make Bangor more attractive to new residents and businesses through more effective promotion and media penetration
- Provide youth and elderly residents with incentive to stay in Bangor

Target Specific Opportunities:

- Assist the reuse/redevelopment of the Bangor Waterworks, the waterfront, downtown former department store buildings, vacant airport and University College buildings and former industrial buildings
- Improve transportation connections to Southern Maine, New England, the maritime provinces and Europe by increased promotion of BIA, support extension of Amtrak service to Bangor, cooperate with State efforts on high speed ferry and rail connections to the coast etc.
- Promote location advantages, telecommunications facilities and transportation infrastructure including rail, highways, airport, pipelines and seaports
- Facilitate the redevelopment of the former rail yard at the waterfront
  
- Retain and facilitate the expansion of existing businesses
- Enhance the City's ability to attract economic development through increased promotion and staffing
- Seek available resources from Federal, State and local and private sources
- Utilize tax increment financing, infrastructure improvements and gap financing to assist the development of vacant, underutilized and undeveloped properties

Strengthen Bangor's infrastructure to promote economic development:

- Support the creation of an airport/waterfront rail link
- Seek funds to continue the waterfront park and trail system into the Bass Park complex, stabilize the river shore in the rail yard area and create recreation amenities
- Encourage the development of the East-West highway and improved regional linkages
- Promote improved and expanded jet passenger service to national and international destinations

Enhance higher education and research and development opportunities:

- Improve education and training for higher levels of job skills
- Support increased funding for research in those areas that utilize available resources

Enhance the linkages between job training and placement and job creation and retention:

- Expand existing job training and employment services, including those for residents of subsidized and transitional housing
- Develop a comprehensive strategy to link the needs of business and industry with training resources

Strengthen and diversify the city's central business district:

- Reduce the vacancy in downtown's buildings
- Encourage promotional efforts and events designed to bring shoppers and visitors to the downtown
- Encourage developments in the waterfront area that will attract more tourists into the downtown area

## **Anti-Poverty Plan**

The purpose of this plan is to identify strategies intended to reduce the detrimental impacts of poverty on the citizens, quality of life and economic well being of Bangor.

Strategies:

- Job creation and economic development
- Provision of housing and essential services
- Development of mechanisms to deliver social services and make jobs accessible to those living in poverty or threatened by it
- Maintenance of a broad range of educational and training programs

## **Property Acquisition, Relocation & Demolition**

There are a number of residential and non-residential candidates for acquisition and demolition because they are blighting influences, deteriorated beyond feasible rehabilitation, present hazardous situation or otherwise deter development of job creation projects.

## **Property Demolition and Clearance**

A modest number of residential properties exist in the City of Bangor which have not been maintained in a condition suitable for human habitation and have reached a degree of deterioration which makes their rehabilitation economically non-feasible.



March 3, 2015  
Bangor City Hall

Greater Bangor Convention & Visitors Bureau  
B.E. D. Update

## **Bangor City Council Update**

### Guidebook:

The 2015 guidebook has been completed and interest was even higher this year. Last year's printing of 35,000 copies (and 2,000 overrun) seemed to be a great number so we will continue with that as a print run. The book is being expanded by 8 pages to include more content to reflect visitor's interests and needs and to have a pull out gate folded map that can be used by all as they visit our community.

### Membership

- We've had 4 members drop since October, of which one business closed, and we've welcomed 7 new members since November.
- Total membership is 200 with several pending
- Membership Committee is made up of Erica Whitten, Director of Sales for Holiday Inn, Bangor and is our Committee Chair, Diane Dickerson, CEO Bangor YMCA, Kim Reid, Director of Mall Marketing & Business Development, Bangor Mall, and Lisa Sturgeon, Communications & Resource Manager for Geaghan's Pub & Craft Brewery. Our Membership Committee has compiled research regarding the membership category and dues structures of CVBs and Chambers of Commerce across the country. We have reviewed the research and are currently working towards modifying our materials in an effort to streamline our structure.

### Meetings & Conventions Update - October 2014 - February 2015

- 16 RFP's for conventions, meetings or other events (10 confirmed, 4 pending, 2 lost)
- Estimated combined total number of attendees (based on RFPs): 19,267
- Estimated combined total room nights (based on RFPs): 3,486

### RFP's, Consultations, Welcome Bags, and Other Support Services: June - September

- Listen To Your Mother
- American Bell Association - Eastern District 2018
- Maine Science Festival 2015
- Association of Public Health Laboratories - Annual Meeting 2017
- Maine Elks Association - State Convention 2015
- Phi Delta Chi Pharmacy Fraternity - Grand Council Meeting 2017
- Maine McDonald's High School Senior All-Star Basketball Games
- Brewer's Conference 2015: Presented by Sutherland Weston
- Central High School Class Reunion
- Association of Computer Technology Educators of Maine: Annual Conference 2015
- The Maine Woods Consortium: Tourism Retreat 2015
- Two Nation Vacation
- U.S. Wheat Associates

RFP's, Consultations, Welcome Bags, and Other Support Services: June – September – Cont.

- Maine Harley Owners Group Rally 2015
- Wine on the Waterfront
- Bangor's Beer Festival: Tap Into Summer
- University of Maine Alumni Association
- University of Maine undergraduate & graduate schools
- University of Maine Athletics
- Eastern Maine Community College
- Husson University
- Various meetings, reunions, weddings, and other events

Maine Motorcoach Fam

- Attended bi-monthly meetings to represent the Greater Bangor Region
- Proposed Motorcoach Friendly locations in the Greater Bangor Region for the annual Tour Operator Familiarization Trip.
- Solicited Motorcoach Friendly Businesses to represent the Greater Bangor Region in the MMN Profile book - this book will be available in both print and digital formats for tour operators throughout the US and will be used on the Sales Mission to Canada.

Trade Shows

The GBCVB is continuing to leverage our relationships so we can have representation at more shows than if we tried to do them on our own. We have committed to participate at the Meetings Quest trade show in Providence, RI on April 21-22, 2015. The GBCVB has partnered with Cross Insurance Center and Holiday Inn, Bangor, and will be sending three representatives to attend this show in an effort to represent the region as well as provide specific information to planners for their meetings/conventions and information regarding logistics and additional activities during their stay. Meetings Quest combines the traditional trade show and appointments with qualified meeting planners. Planners in attendance will in the "SMERF" markets (Social, Military, Educational, Religious, and Fraternal). The GBCVB will also attend the Independent Planner Education Conference (IPEC) on April 19-22, 2015 in Las Vegas, NV. This is specifically an appointment based show with the opportunity to meet with qualified meeting planners.

Through our membership with The Maine Highlands the GBCVB has been or will be represented at the following shows:

Boston Globe Travel Show, Boston MA - Feb 6-8, 2015 (Kerrie Tripp was the representative)

Travel & Adventure Show, Washington DC - March 7 & 8, 2015 (Robin Merchant will be the representative)

World Fishing and Outdoor Expo, Suffern NY - March 5 - 8, 2015 (Rich Yvon will be the representative)

Saltscapes, Halifax NB - April 23 - 26, 2015 (Robin Merchant will be the representative with potentially another GBCVB member)

Discover New England, Portland ME - April 27 - 29, 2015 (Kerrie Tripp & Robin Merchant will be representing).

The GBCVB is a member of the New England Society of Convention and Visitors Bureaus, who attend several shows each year, at which the Greater Bangor CVB is represented. Annie Cambridge represents the GBCVB on the NESCVB Board of Directors and is also Secretary. The following is NESCVB's 2015 program of work:

- National Association of Sports Commissions - Milwaukee, WI
- Springtime Client Event - Boston, MA
- HSMIAI's MEET National - Washington, DC
- Meetings Focus Webinar

American Folk Festival:

- We anticipate working with the American Folk Festival for the 8th year to handle the travel and hospitality needs for the artist and staff.
- Last year was met with great success and we anticipate that again for 2015. We hope to start travel arrangements in May again this year.

Media Mentions:

- 10/9/14 - WVII Fox Bangor - Interview about Study saying Maine is top 10 in quality of life
- 10/22/14 - Bangor Daily News - Tourism Board wants to bring Can-Am first responders competition to Bangor area
- 10/25/14 - LA Times - Bangor, Maine: Easygoing, scenically blessed, and yes, Stephen King
- 10/30/14 - Group Tour Magazine - Winter in Bangor
- Bi-weekly radio segments with Don Cookson on ZONE radio.
- Bi-weekly radio segments on WVII Fox Bangor - Channel 7

Web Stats:

As expected, during this time of year web traffic is down. The events calendar is still one of the most popular features on the website. Our Greater Bangor Guidebook continues to be viewed online; with average monthly viewing at 206 views per month from Oct 1 - Jan 31.

The majority of visitors to the website are still coming from The United States, Canada, Brazil, and The United Kingdom. The most common referral visitors for this time period come from Cross Insurance Center, Waterfront Concerts, and The University Inn. As visitors begin to look toward summer plans, we anticipate an uptick of traffic in the Beer Festival, Wine Festival, Car Show, and Itinerary sections of our website.

Welcome Centers:

We currently operate the Visitors Center at 330 Harlow Street in Bangor, the Visitors Kiosk at Bangor International Airport, and a seasonal visitor information display at the Harbor Master's Office on the Bangor Waterfront. Additionally, we supply visitor information to the Maine Tourism Association (MTA) visitor centers, the Maine Highlands Chambers of Commerce, and to our member organizations and businesses' locations.

SnoX:

The GBCVB, along with many other partners, worked with Eastern Maine Community College Foundation to host the 2015 Eastern Maine SnoX event at Bass Park on January 10 & 11. We provided room rates and helped our members get the word out with any specials or deals, we sat on the steering committee and provided some of the hospitality support needed and volunteered at many different levels. Kerrie also helped to provide front gate support, along with volunteers from the Holiday Inn and Project Graduation, this crowd was by far one of the best we have ever dealt with.

Bangor's Beer Festival: Tap into Summer:

We have been working on the third annual beer festival and have 20 Breweries signed up and ticket sales have begun. The VIP session will include lunch with the brewers. This event will be June 20, 2015

Wine on the Waterfront:

The GBCVB is putting together the first Wine on the Waterfront to happen the evening before Beer. We are very excited as it gives people a reason to stay in town longer, eat at more restaurants and enjoy other attractions. We hope to have 20 Wineries represented and sell tickets that will become a combo ticket for both events. This event will be happening on June 19, 2015

Vietnam Veterans Welcome Home:

The GBCVB is honored to be working with the Maine Troop Greeters and the Bangor International Airport as they create an event giving a "Welcome Home" to the veterans who never received one. We will be hosting the registration on our website to help streamline the process. This event is scheduled to happen at the Cross Insurance Center on June 14, 2015.

Annual Event:

This year marks the 20th Anniversary of the GBCVB Annual Event and we are going to have one heck of a party celebrating all of the folks who have received Eagle Awards over the past 19 years and also honoring two more. This year we will be presenting Vaughn Stinson with the Lifetime Achievement Award and Darlings Auto Group with the GBCVB Impact Award, the team at the organization couldn't be happier. This anniversary event will be held at the Cross Insurance Center on May 28, 2015 and will be doing a full dinner again this year.

Sports Commission:

The GBCVB continues to work on the State of Maine Sports Commission as we work to attract sporting events to the state. We continue to use that leverage for trade show representation at national conferences like TEAMS and NASC.

Upcoming & Ongoing

- Governor's Conference on Tourism 2015 - planning committee
- GBCVB 20th Annual Tourism Awards Event & Silent Auction, May 28, 2015
- Wine on the Waterfront - June 19, 2015
- Bangor's Beer Festival - "Tap into Summer," June 20, 2015
- American Folk Festival Hospitality and Travel Arrangements
- Bangor Car Show, Wheels on the Waterfront, September 12, 2015
- The Maine Troop Greeters - Vietnam Veterans Welcome Home; the 50th Anniversary of the Vietnam War, June 14, 2015
- Loggers' Expo, May 17-18, 2015

Networks and Connection to the Community

American Folk Festival, Bangor Region Chamber of Commerce, Bangor Region Leadership Institute, Black Bear Board of Directors, BRLI Steering Committee, Downtown Bangor Partnership, DBP Marketing Committee, Downtown Proud, EDEN Group, Fusion Steering Committee, Governor's Conference on Tourism Steering Committee, Husson Board of Visitors, Maine Motorcoach Network, Maine Science Festival Logistics Committee, Maine Sports Commission, Maine Tourism Association, Mobilize Maine Leadership Team, Orono Village Association, Sarah's House of Maine, SnoX, The Maine Highlands, The Maine Sports Commission, Tuesday Forum, Tri-County Workforce Investment Board, University of Maine Alumni Association, University of Maine Black Bear Board, Welcome Home Vietnam Veterans.