

# **BUSINESS & ECONOMIC DEVELOPMENT COMMITTEE**

Tuesday, May 19, 2015 5:15 PM

City Council Chambers

## **AGENDA**

1. **REFERRAL CO 15-162** – Amending Chapter 165, Land Development Code, of the Code of the City of Bangor, By Extending the Deadline for Quarries to Operate in the Rural Residence and Agricultural District (see Council Action and Council Ordinance)
2. Re-authorization of Bangor Center Development District Funding (see attached Memo, back-up material, and FY 2015 Summary & FY 2016 Work Plan)
3. TIGER VII Grant Application - Request for Support (see attached Memo & Map)
4. Pine Tree Inn Tentative Developer Extension (see attached Memo)

COUNCIL ACTION

**Item No. 15-162**

**Date:** May 11, 2015

**Item/Subject:** **ORDINANCE**, Amending Chapter 165, Land Development Code, of the Code of the City of Bangor, By Extending the Deadline for Quarries to Operate in the Rural Residence and Agricultural District

**Responsible Department:** Legal

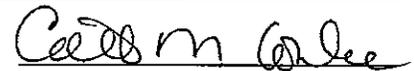
**Commentary:**

This Ordinance would allow for continued operation of quarries in the Rural Residence and Agricultural District until November 30, 2015, at which time permits for any remaining quarries in that District would expire and would not be renewed.

Since August 2013, quarries have not been allowed to locate in residential areas in the City of Bangor. The sole remaining quarry in a residential district in the City is located in a Rural Residence and Agricultural District parcel. With the quarry operator's consent, an ordinance was passed in June of 2014 requiring the quarry to cease operations by June 30, 2015. The quarry operator has now requested an extension of that time until November 30, 2015, as demand for rock has not been as strong as previously anticipated.

\_\_\_\_\_  
Department Head

**Manager's Comments:**

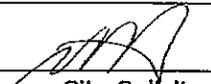
  
\_\_\_\_\_  
City Manager

**Associated Information:** Ordinance

**Budget Approval:**

\_\_\_\_\_  
Finance Director

**Legal Approval:**

  
\_\_\_\_\_  
City Solicitor

**Introduced for**

Passage

First Reading

Referral to BED and the Planning Board on May 19, 2015

Assigned to Councilor Faircloth



## CITY OF BANGOR

---

**ORDINANCE**, Amending Chapter 165, Land Development Code, of the Code of the City of Bangor,  
By Extending the Deadline for Quarries to Operate in the Rural Residence and  
Agricultural District

**WHEREAS**, on or about June 9, 2014, the Land Development Code was amended to cause any certificate of occupancy or permit for a quarry in the Rural Residence and Agricultural (RR&A) District to expire as of June 30, 2015;

**WHEREAS**, there is at present only one quarry in the RR&A District; and

**WHEREAS**, the operator of said quarry has requested the deadline for operation of the quarry to be extended to November 30, 2015;

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 be amended as follows:

**§ 165-32. Quarries, mining and excavations.**

- E. Notwithstanding Article III of this chapter, any certificate of occupancy or permit granted for a quarry, sandpit, or removal of sand, rock or gravel in a Rural Residence and Agricultural District parcel shall be deemed to expire on ~~June~~ November 30, 2015, and shall not be renewed thereafter. This subsection does not apply to filling, grading, and earthmoving activities permitted under § 165-33, or to excavations of soil and loam permitted under § 165-105D(1).

Additions are underlined, deletions ~~struck through~~.

## MEMORANDUM

May 13, 2014

**TO:** Business & Economic Development Committee  
**FR:** Caitlin Brooke, Business Develop. Specialist/Downtown Coordinator  
**RE:** Re-authorization of Bangor Center Development District Funding  
**CC:** Cathy Conlow, City Manager  
Lisa Goodwin, City Clerk  
Tanya Emery, Director of Community & Economic Development

The City Council first approved the Bangor Center Development District, a special assessment district, in 1987. The special assessments have remained at \$.51 per \$1,000 of property assessed value since 1992. The annual special assessment revenues fund the activities of the Bangor Center Corporation (d/b/a Downtown Bangor Partnership) under contract with the City. The City Council annually reauthorizes the Bangor Center Development District.

There are three (3) City Council Orders and two public hearings necessary to continue funding of the Bangor Center Development District through the Downtown Bangor Partnership. These are scheduled for required public hearings and consideration at the May 27, 2015 City Council meeting.

The first public hearing is to consider adoption of the proposed Development Program and Budget to be implemented within the Bangor Center Development District. Notice of this hearing will be published in the May 16, 2015 edition of the Bangor Daily News. The notice included the date, time and location of the public hearing; a legal description of the district; the maximum rate of assessment of \$.53/\$1,000 of valuation for a one year period beginning July 1, 2015; and notice that the proposed list of properties to be affected is available in the City Assessor's Office.

The second public hearing will be to consider implementation assessments on properties within the District. The public notice (same as above) will be published in the May 16, 2015 edition of the Bangor Daily News and included a description of the area to be assessed and a maximum rate of assessment per thousand dollars of assessed value.

The City Council Agenda sequence for the required public hearings and four Council Orders should be as follows:

**HEARING** - Public Hearing on the Municipal Development Program and Budget for the Bangor Center Development District

15 -           **ORDER** -     Adopting Municipal Development Program and Financial Plan for the Bangor Center Development District

**HEARING** - Public Hearing on the Establishment of  
Implementation Assessments for the Bangor Center Development  
District

- 15 -           ORDER -     Bangor Center Development District - Establishment of  
Implementation Assessments
  
- 15 -           ORDER -     Authorizing Execution of Contract with Bangor Center  
Management Corporation/Downtown Bangor Partnership.

The budget proposed by the Municipal Development District Advisory Board and the Downtown Bangor Partnership is \$85,900, \$58,650 of which is proposed to be raised from implementation assessments on property owners within the District, \$2,000 from event revenues and \$25,250 to be raised via sponsorships.

The special assessment rate needed to fund the \$58,650 district budget from implementation assessments in the coming year is \$ 0.51 per \$1,000 of assessed value based on an estimated total district assessed value of \$115,000,000. An overlay rate of \$ 0.02 per \$1,000 of assessed valuation is recommended, resulting in a total implementation assessment rate of \$0.53 per \$1,000 of assessed value, the amount indicated in the public hearing notice as the “Maximum Rate of Assessment” for the period commencing on July 1, 2015 and ending on June 30, 2016.

A map of the Bangor Center Development District, comparison of prior years’ assessments and funding, and Downtown Bangor Partnership’s FY 2015 Summary and FY 2016 Work Plan are attached.

Attachments: AS

**BANGOR CENTER DEVELOPMENT DISTRICT  
PROPOSED BUDGET  
JULY 1, 2015 - JUNE 30, 2016**

	Proposed FY 2016	Actual FY 2015 *	Actual FY 2014	Actual FY 2013	Actual FY 2012	Actual FY 2011	Actual FY 2010	Actual FY 2009	Actual FY 2008
BCC/Downtown Bangor Partnership									
Special Assessments (less overlay)	58,650	57,000	55,542	54,739	52,507	52,432	54,456	54,187	49,296
Carry Over From Previous Year	-	4,000	4,000	17,874	12,582	30,000	29,356	24,813	16,903
Revenue from Events/Misc. & Sponsorships	27,250	42,000	39,500	30,650	30,650	21,000	12,500	-	-
Amount from General Fund	-	-	-	-	-	-	-	-	-
<b>Total Budget</b>	<b>85,900</b>	<b>103,000</b>	<b>99,042</b>	<b>103,263</b>	<b>95,089</b>	<b>103,432</b>	<b>96,312</b>	<b>79,000</b>	<b>66,199</b>

Year Funded July 1 to June 30	BCC District Budget	% Annual Change	\$ From General Fund	% Annual Change	Assessed Value of District	% Annual Change	Special Assessment Rate *	% Annual Change	Special Assessment to Budget	% Annual Revenue Change	Overlay Assessment Rate
FY 1988	\$ 120,000		\$ 60,000		\$ 67,730,400		\$0.93		\$ 62,996		\$ 0.02
FY 1989	\$ 140,000	16.7%	\$ 52,000	-13.3%	\$ 79,588,100	17.5%	\$1.00	7.5%	\$ 79,588	26.3%	\$ 0.02
FY 1990	\$ 166,242	18.7%	\$ 52,000	0.0%	\$ 87,915,000	10.5%	\$1.30	30.0%	\$ 114,290	43.6%	\$ 0.02
FY 1991	\$ 111,473	-32.9%	\$ 28,000	-46.2%	\$ 90,668,700	3.1%	\$0.78	-39.9%	\$ 70,794	-38.1%	\$ 0.02
FY 1992	\$ 84,892	-23.8%	\$ 0	-100.0%	\$ 89,365,000	-1.4%	\$0.51	-34.7%	\$ 45,576	-35.6%	\$ 0.02
FY 1993	\$ 47,000	-44.6%	\$ 0	0.0%	\$ 88,391,500	-1.1%	\$0.51	0.0%	\$ 45,080	-1.1%	\$ 0.02
FY 1994	\$ 52,500	11.7%	\$ 0	0.0%	\$ 85,133,900	-3.7%	\$0.51	0.0%	\$ 43,418	-3.7%	\$ 0.02
FY 1995	\$ 59,700	13.7%	\$ 0	0.0%	\$ 85,041,900	-0.1%	\$0.51	0.0%	\$ 43,371	-0.1%	\$ 0.02
FY 1996	\$ 66,000	10.6%	\$ 0	0.0%	\$ 85,567,600	0.6%	\$0.51	0.0%	\$ 43,639	0.6%	\$ 0.02
FY 1997	\$ 65,034	-1.5%	\$ 0	0.0%	\$ 80,482,900	-5.9%	\$0.51	0.0%	\$ 41,046	-5.9%	\$ 0.02
FY 1998	\$ 69,302	6.6%	\$ 0	0.0%	\$ 80,830,900	0.4%	\$0.51	0.0%	\$ 41,224	0.4%	\$ 0.02
FY 1999	\$ 56,636	-18.3%	\$ 0	0.0%	\$ 77,116,000	-4.6%	\$0.51	0.0%	\$ 39,329	-4.6%	\$ 0.02
FY 2000	\$ 44,625	-21.2%	\$ 0	0.0%	\$ 77,492,000	0.5%	\$0.51	0.0%	\$ 39,521	0.5%	\$ 0.02
FY 2001	\$ 45,026	0.9%	\$ 0	0.0%	\$ 82,796,900	6.8%	\$0.51	0.0%	\$ 42,226	6.8%	\$ 0.02
FY 2002	\$ 54,437	20.9%	\$ 0	0.0%	\$ 81,562,700	-1.5%	\$0.51	0.0%	\$ 41,597	-1.5%	\$ 0.02
FY 2003	\$ 45,003	-17.3%	\$ 0	0.0%	\$ 77,200,000	-5.3%	\$0.51	0.0%	\$ 39,372	-5.3%	\$ 0.02
FY 2004	\$ 45,128	0.3%	\$ 0	0.0%	\$ 79,570,600	3.1%	\$0.51	0.0%	\$ 40,581	3.1%	\$ 0.02
FY 2005	\$ 47,711	5.7%	\$ 0	0.0%	\$ 80,316,200	0.9%	\$0.51	0.0%	\$ 40,961	0.9%	\$ 0.02
FY 2006	\$ 58,814	23.3%	\$ 0	0.0%	\$ 90,812,500	13.1%	\$0.51	0.0%	\$ 46,314	13.1%	\$ 0.02
FY 2007	\$ 61,323	4.3%	\$ 0	0.0%	\$ 92,000,800	1.3%	\$0.51	0.0%	\$ 46,920	1.3%	\$ 0.02
FY 2008	\$ 66,199	8.0%	\$ 0	0.0%	\$ 96,658,100	5.1%	\$0.51	0.0%	\$ 49,296	5.1%	\$ 0.02
FY 2009	\$ 79,000	19.3%	\$ 0	0.0%	\$ 106,250,000	9.9%	\$0.51	0.0%	\$ 54,187	9.9%	\$ 0.02
FY 2010	\$ 96,312	21.9%	\$ 0	0.0%	\$ 106,778,400	0.5%	\$0.51	0.0%	\$ 54,456	0.5%	\$ 0.02
FY 2011	\$ 103,432	7.4%	\$ 0	0.0%	\$ 102,810,100	-3.7%	\$0.51	0.0%	\$ 52,432	-3.7%	\$ 0.02
FY 2012	\$ 95,089	-8.1%	\$ 0	0.0%	\$ 102,957,100	0.1%	\$0.51	0.0%	\$ 52,507	0.1%	\$ 0.02
FY 2013	\$ 103,263	8.6%	\$ 0	0.0%	\$ 107,331,500	4.2%	\$0.51	0.0%	\$ 54,739	4.3%	\$ 0.02
FY 2014	\$ 96,042	-4.1%	\$ 0	0.0%	\$ 108,905,800	1.5%	\$0.51	0.0%	\$ 55,542	1.5%	\$ 0.02
FY 2015	\$ 103,000	4.0%	\$ 0	0.0%	\$ 111,498,500	2.4%	\$0.51	0.0%	\$ 56,864	2.4%	\$ 0.02
FY 2016	\$ 85,900	-16.6%	\$ 0	0.0%	\$ 115,000,000	3.1%	\$0.51	0.0%	\$ 58,650	3.1%	\$ 0.02

\* Special assessment amount amended by CO 14-195 from \$55,000 to \$57,000



## **FY2015 Summary and FY2016 Work Plan**

The purpose of this document is to provide a comprehensive look at the programs and projects the Downtown Bangor Partnership (DBP) undertook in FY2015 and to outline the plans and proposed budget for FY2016 so that the City Council may consider the DBP's contributions and essential functions in the Downtown District and look favorably on continuing its support.

We commend the City Council's continuing initiatives to promote Downtown's economic vitality and cultural excellence, and we hope you agree that the Downtown Bangor Partnership has made a positive contribution to Downtown development over the past year. We are pleased to be involved with the transformation of Downtown Bangor to a more vibrant and engaged economic center and we are focused on maintaining this momentum. We look forward to presenting the full FY2015 Annual Report to City Council upon the fiscal year's completion in July 2015.

### ***Executive Summary***

---

The fiscal year 2014/2015 was one of renovation, growth, and movement in downtown Bangor. The completion of the work in West Market Square marked a renewed dedication to the landscape of downtown. The City's commitment to increasing the value of public spaces in the heart of our community—in West Market Square and future plans for Pickering Square—and fixing decaying infrastructure demonstrates recognition of downtown's importance and critical role in the future growth of Bangor.

The physical improvements in the environment were accompanied by strengthening the roster of events and activities that the Downtown Bangor Partnership has produced for years like Cool Sounds Summer Concert Series and Fresh Air Market, Downtown Trick or Treat, and Downtown Countdown. And with innovative approaches to tackling community issues, new programs like Adopt A Garden, Hard Hat Happy Hour, and Downtown Living Open House were born.

Businesses saw new neighbors fill vacant storefronts and familiar faces shift as staples of downtown expanded and relocated to accommodate growth. The dramatic renovation of large, historic buildings along Broad Street reignited the fervor in West Market Square activity and provided ample opportunity for increased economic development. The anticipation of an increase in downtown residency showcased the demand for urban living and reinforced our pride in place.

As a full-time advocate for downtown, the Downtown Bangor Partnership's most powerful tools for change are our vision and our voice. We are always thinking ahead, assessing community stakeholders' needs for downtown's future, and finding ways to bring them to light. We act as downtown's "seat at the table," working with the City of Bangor and other partners as they create the long-term plans and infrastructure improvements that makes downtown a more attractive place for investors. And that brings private development from risk takers who are sold on our city.

Downtown is charging forward at an ever increasing rate, building a palpable energy that others can't help but want to be a part of.

## **The Downtown Bangor Partnership**

---

The Downtown Bangor Partnership (DBP) is a nonprofit organization that works with property owners, residents, business owners, community organizations, and government entities to advance our collective vision for the future of downtown Bangor. Our primary goal is to develop and maintain a healthy economy in Downtown Bangor, employing the following strategies to advance this goal: producing and partnering in activities that encourage growth of business, organizational, residential and cultural clusters in the district; reaching out to Downtown stakeholders; enhancing the Downtown environment; promoting a distinctive identity for Downtown Bangor; and considering the appropriateness of the boundaries of the district.

*Downtown Bangor Partnership promotes and markets activities that enhance the distinctive identity of Downtown Bangor which encourages retention and growth of commercial, residential, and cultural life within the Downtown district.*

The DBP's volunteer board and member committees join our organization's part-time staff in its daily work to preserve and enhance the value and vitality of downtown Bangor.

### Officers

Stephen Boardway, Kishintaikan Dojo  
President

Molly Briggs, Epstein Commercial  
Vice President

Heather McCarthy, American Folk Festival  
Treasurer/Secretary

### *Directors/Voting*

Julie Baker-Leaden, Mexicali Blues

Kate Bielinski, Downtown Resident

Nazrin Dixon, First Advisors

Annette Dodd, The Rock & Art Shop (Beautification Committee Chair)

Karen Foley, Downtown Resident

Heather Furth, Verve

Josh Gass, The Beta Agency (Events Committee Chair)

Gibran Graham, Downtown Resident (Networking & Outreach Committee Chair)

Betsy Lundy, Central Street Farmhouse (Marketing Committee Chair)

Dan Sykes, DES Properties

### *Ex-Officio Directors/Non-Voting*

Caitlin Brooke, City of Bangor/Staff Liaison

Jen Brooks, Eastern Maine Development Corporation

Annie Cambridge, Greater Bangor Convention and Visitors Bureau

Kate Grover, Bangor Region Chamber of Commerce

Ben Sprague, Bangor City Council

## **Sources of Funding**

---

The Downtown Bangor Partnership receives the majority of funding for all its operations from two sources: a special assessment levied on property owners in the Bangor Center Development District and support from community members via sponsorships.

The special assessment levied on property owners in the Bangor Center Development District provides Downtown Bangor Partnership's primary funding. The District was established in 1984 under state statute and stretches from a northern boundary of Cumberland, Harlow, and Court Street to the southern

boundary along the Penobscot River. The special assessment rate is currently \$0.53 per \$1,000 worth of property value. All property owners and tenants within the District boundaries are free members of the DBP.

### **FY2015 Summary (June 30, 2014 through July 1, 2015)**

---

Downtowns are about people and livable communities. Our role at the DBP is to ensure that downtown remains a relevant and vibrant environment for business to thrive. In 2014/early 2015, we continued to make an impact by investing resources in the Downtown District. And, through our empowerment from the Board of Directors, subcommittees executed a roster of superior events and activities that demonstrated the extraordinary support and commitment from our volunteers.

\*Programs and projects with an asterisk will continue in FY2016.

#### *General*

##### Downtown Public Safety Officer\*

The DBP continued to assist in funding a consistent police presence in downtown. This officer provides daily monitoring, safety, and ambassadorial services throughout the Downtown District. He/she also plays a vital role in requesting voluntary compliance from people violating city ordinances and in connecting people in need with available social services.

##### Advisory to City Hall\*

We were invited by City staff to participate in two committees in late 2014—the Downtown Bangor Parking Advisory Committee and the Design Review Committee. Two DBP Directors were elected to each committee to provide representation from the organization to important issues that continually impact downtown. The Downtown Parking Advisory Committee is currently addressing the reoccurring item of car shuffling while the Design Review Committee looks at permits from downtown business owners who wish to use City property for outdoor dining. We are grateful to be given the opportunity to advocate for downtown stakeholders on both these Committees.

#### *Beautification*

From urban gardening to winter lights, the beautification efforts continued to enhance the aesthetic and business environment of downtown Bangor.

##### Blooms on the Stream/Street-Side Planters\*

2014 was the final year of Bangor Saving's Banks' five-year commitment to generously support the summer beautification program. The funding contributed to the planting and maintenance of 64 stream-side planters which line the Kenduskeag Stream, and 32 street-side planters located throughout downtown. The yearly cost to plant these totals \$6,500. As we move into the 2015 planting season staff seeks support from local businesses to continue with these programs.

##### Winter Lights in Downtown Bangor\*

The winter wonderland in downtown expanded this year to include Main Street thanks to support from Katahdin Trust Company. Hannibal Hamlin Parkway, West Market Square, and Main Street all greeted businesses, residents, and visitors to downtown—inviting all to shake off the winter doldrums and explore the enchantment of the season. In total, 24 trees were decorated in 2014/2015 by a dozen volunteers.

##### Downtown Clean Up Days—Spring and Fall\*

Over 40 volunteers dedicated their time to tidying up downtown—picking up trash, removing graffiti, putting up winter lights (...and taking down winter lights), raking green space, painting, and more! With support from Public Works and Parks & Recreation, the crews contributed hours of hard work to maintaining a clean downtown.

In August 2014, outreach to Lowe's resulted in a 5 day clean-up of the Kenduskeag Stream Trail by their volunteer group, Lowe's Heros. The downtown portion of the trail—from Franklin Street to Court Street—was completely overhauled to be a brighter, safer area for everyone to enjoy.

### Adopt A Garden\*

After a successful year one, we couldn't even imagine the popularity in year two! In just 4 days, 90 sites throughout downtown were adopted out to green-thumbed Bangorians who committed to planting, watering, and tending to a site for the 2015 growing season. Once the snow cleared, the planning group was able to put together 10 more sites that immediately were grabbed up by eager volunteers. Support from Bangor Greendrinks and Central Street Farmhouse's Big Brew Day will fund flowers and other supplies for adopters. Public Works and Parks & Recreation are critical to the continued success of this program as they help us with mulching, sourcing soil, and maintaining the health of the sites.

### Events

Events are hosted throughout the year in downtown, engaging a diverse audience of residents and visitors while shaping the atmosphere and contributing to the quality of place.

### Cool Sounds Summer Concert Series and Fresh Air Market\*

The renovation of West Market Square has provided the ideal event space in the epicenter of downtown for the 10<sup>th</sup> year of our free concert series. In 2015, we look forward to engaging with new audiences, inviting new performers to our community, welcoming new residents to downtown, and supporting all downtown businesses as we celebrate summer in the Queen City.

In 2014, the event was temporarily relocated Central Street. 10 vendors participated in the Fresh Air Market, a figure that has steadily been on the decline since the event first began. The Events Committee is working to refocus the Fresh Air Market to include a broader range of products and more food offerings. The range of musical offerings satisfied every musical taste—from jazz to country, attendees were delighted with well-known favorites and surprised by emerging talent. The seven week concert series saw 2000+ people converge in downtown on Thursday evenings. Support from Emera Maine and Bangor Daily News made this event possible.

### Downtown Trick or Treat\*

We added a new spin on Halloween in downtown after feedback from business owners encouraged inclusion of non-candy treats. In collaboration with the Maine Discovery Museum, puzzles were distributed to businesses who wanted to hand out toys to the ghosts, ghouls, and goblins. 31 businesses participated and saw 500+ children and their adult companions during the Saturday, October 25 event.

### Santa's Workshop\*

Due to inclement weather, Santa was not able to make it to downtown Bangor for his yearly visit before the Festival of Lights parade. We look forward to seeing the jolly elf next year!

### Downtown Countdown

Downtown ushered in 2015 with the largest, free public New Year's celebration in the State of Maine! This year we contracted with the American Folk Festival to organize programming and coordinate logistics for venues. Parents were able to include their young ones in all the excitement with an afternoon of tiara and crown making at the University of Maine Art Museum and a multi-language countdown at Maine Discovery Museum. As the evening progressed, Information Central at Epic Sports welcomed and directed party-goers to all the happenings, the Trendy Robots set the soundtrack of the evening in West Market Square, and the Countdown Connector transported folks around downtown. Packed-house performances by The Juke Rockets at Bagel Central, The Bangor Symphony Orchestra at Central Gallery, Motor Booty Affair at Hollywood Casino, "Legends: The Music of Judy Garland" at Penobscot Theatre, Improv Acadia at The Rock & Art Shop, and The RetroRockerz at Union Street Brick Church kept revelers warm and entertained until the ball drop at midnight.

Every year, the generous support from our community partners makes Downtown Countdown possible. Thanks to Cross Insurance, Eastern Maine Community College, the City of Bangor's Commission on Cultural Development, Bangor Daily News, Paul Cook, Epstein Commercial Real Estate, Hollywood Casino, The Maine Edge, Maine Discovery Museum, Penobscot Theatre Company, University of Maine Art Museum, Bangor Savings Bank, Brewer Federal Credit Union, Caron Signs, Emera Maine, Northeast Whitewater, The Beta Agency, Creative Print Services, The Henry's Bridal Boutique, Rudman Winchell,

Waterfront Concerts, Webber Energy, Jeff Kirlin—The Thing of the Moment, Justin Russell Photography, The Law Offices of Joe Baldacci, Mexicali Blues, and The Rock & Art Shop for partnering with the Downtown Bangor Partnership to make this event happen!

#### *Marketing*

Marketing initiatives for the Downtown Bangor Partnership covered a wide array of cooperative opportunities for individual businesses to advertise and to highlight the impressive downtown as a whole.

#### Greater Bangor Convention and Visitors Bureau Guidebook – Cooperative Advertisement

A two-page spread afforded participating downtown businesses with a discounted ad option in addition to promoting activities and events downtown. The co-op spread was not as successful as it has been in past years. As a result, we'll reevaluate the options available in FY2016.

#### Discover Downtown Bangor\*

The rollout of the "Discover Downtown Bangor" logo included production of a widely distributed brochure, vinyl maps that were affixed to utility boxes throughout downtown, and commence the redesign of [www.downtownbangor.com](http://www.downtownbangor.com). Overwhelming demand and support for the brochure affirmed the need for a continuation of the materials and development of a less-costly printing solution. Brochures were given to downtown businesses, local universities, the Bangor Region Chamber of Commerce, the Greater Bangor Convention and Visitors Bureau, hotels in the area, etc.

#### Holiday Marketing—Early Bird Shopping/Plaid Friday/Small Business Saturday\*

Downtown Bangor is home to a multitude of small and micro businesses. The holiday season is crucial to the vibrancy and health of those shops. By encouraging shoppers to think small and buy local during the holiday season, the three marketing events made an impact on how folks thought about spending. Through co-op advertising in the Bangor Daily News, radio and television promotion, posters, social media blasts, and more, we were able to cast a wide net to capture the holiday dollars being spent in our region.

#### Miscellaneous\*

Wide-reaching social media activity reached high levels of engagement in 2014. Facebook fans and Twitter followers increased dramatically and provided valuable interactions with our online community. A presentation by one of our Board members dug into the analytics of our Facebook page and provided the entire Board with data that showcased the value of our platforms and what we communicate through them.

Directed email communication to residents, business owners, employees, and property owners within the Downtown District relayed information about important meetings, issues, etc.

Press releases continued to provide updated information to a robust contact list and media relations were strong with the majority of events and activities receiving coverage via multiple outlets.

#### *Networking & Outreach*

Relationship building between downtown stakeholders and the DBP continues to be a prominent goal of the organization. By development of networks, we are able to readily reach out for feedback, address concerns, and acknowledge areas of needed improvement. These are all essential components of a strong downtown community that remains true to its character.

#### Downtown Town Hall\*

The biannual Downtown Town Hall provided opportunities for residents to give feedback and bring up concerns in front of the Downtown Bangor Partnership and City staff. Items like West Market Square renovations, parking issues, new business introductions, events and activities, and more appeared on the agendas for the meetings which occurred in September 2014 and January 2015.

#### Quarterly Downtown Business Meetings\*

The quarterly meeting of downtown business owners, employees, and representatives has proved to be incredibly valuable to all who attend. Discussion about important issues surrounding infrastructure

improvements, parking problems, event locations, etc. have given business owners the opportunity to openly converse with one another. Meetings held in August and November of 2014, and April of 2015 each saw 20-30 attendees.

#### Hard Hat Happy Hours

In summer 2014, critical infrastructure improvements in West Market Square interrupted business for those located in the construction zone. We worked with each business to organize an evening dedicated to their establishment and promote a series that would encourage the community to lend support to the businesses most impacted by the construction. In total, there were four happy hours held with 50+ attendees.

#### Downtown Living Open House

In early 2015 downtown experienced a surge in the number of residences available to those interested in urban living. Three new buildings, in addition to several existing, were excited to showcase their units to the community. In March 2015, we helped them reach a large audience of renters and curious folk by opening nine spaces to over 250 attendees.

#### Welcome Baskets for New Downtown Businesses\*

Downtown businesses contributed dozens of gift certificates, coupons, and goodies for our Welcome Baskets which were given to new businesses that opened in the Downtown District. In early 2015 we gave out six baskets and are looking forward to putting together several more in the near future.

### **Proposed FY2016 Work Plan and Budget (July 1, 2015 through June 30, 2016)**

---

The Downtown Bangor Partnership will launch into FY2016 welcoming five new Directors to its Board along with two Directors returning for second terms. The committed volunteers that serve on the Board of Directors dedicate their time and resources to the tried-and-true successes of the DBP and look forward to new directions as the downtown grows.

For the coming fiscal year, we will work to keep Downtown Bangor vibrant, continuing many of our successful programs and projects. (These items are marked by an asterisk in the previous section.) In addition, we will tackle items that are outlined in our strategic planning process (see section, *Strategic Plan 2013-2018*, below) including significant work in the areas of Governance/Organizational Structure and Advocacy.

Downtown Bangor Partnership will utilize contracted part-time staff services available through the City of Bangor's Department of Community & Economic Development along with the committees of the Board of Directors and additional volunteers to carry out the FY2016 work plan. Revenues will be derived from the special assessment levied on property owners in the Downtown Development District and sponsorships. Those revenues will be used to fund our activities for the next fiscal year. Total cash estimated to be available for fiscal year 2016 is \$85,900 a combination of sponsorships, event revenues, and the FY2016 estimated assessment of \$58,650. The DBP will reimburse the Department of Community & Economic Development for staff services up to \$30,000, and for direct expenses such as postage, copies, and materials. It will also purchase insurance at an approximate cost of \$2,100 to cover all events and activities.

We look forward to a continued partnership and collaboration with the City of Bangor and other organizations for the promotion and betterment of downtown, and will take advantage of opportunities that become available during the year.

**Proposed Budget FY2016**

<b>Income</b>	
Special Assessment	\$ 58,650
Event Revenue	\$ 2,000
Sponsorship	\$ 25,250
Total	\$ 85,900

<b>Expenses</b>	
Networking & Outreach	\$ 750
Beautification	\$ 11,000
Contract Services	\$ 30,700
General Administration	\$ 6,000
Public Safety Officer	\$ 10,000
Marketing	\$ 12,300
Events	\$ 14,475
Total	\$ 85,225

<b>Net Income</b>	<b>\$ 675</b>
-------------------	---------------

## ***Strategic Plan 2013-2018***

---

In the fall of 2013, our Board of Directors went through a strategic visioning process to update and refocus its efforts over the next five years. Below outlines the direction the Board intends take in the coming years.

To be a catalyst for downtown growth through:

- Marketing and branding to support increased business and residences in downtown
- Advocacy for downtown
- Networking for downtown businesses and residents
- Events that support the above

To increase organizational capacity for effective work as a catalyst through:

- Effective governance
- Adequate volunteer participation

In order to meet these objectives, goals and strategies were created for Directors, staff, and volunteers.

### *Marketing*

Goal: Improve marketing of downtown as a home for people, businesses, culture, entertainment, and shopping.

- Strategy: Create, implement, and evaluate a comprehensive and clearly defined marketing plan including: an upbeat, lively brand; a new downtown logo and website; approaches to challenging perception issues such as safety or family-oriented; and signature events.

### *Events*

Goal: Develop a committee that will establish the relationship between the DBP and events.

Goal: Identify event best practice and evaluate the success of events including quantifying the resources and benefits of the events.

### *Advocacy*

Goal: Improve advocacy for excellent physical infrastructure in Downtown

Goal: Improve advocacy for Downtown at City Council meetings.

- Strategy: Visibly participate and inform people about downtown

Goal: Take a leadership role in planning for development of downtown.

- Strategy: Begin a conversation with the City about an economic development plan for downtown

### *Networking and Outreach*

Goal: Improve communications within downtown.

- Strategy: Develop tools for providing information to the community such as a newsletter and a downtown calendar

### *Governance/Organizational Structure*

Goal: Improve governance oversight, decision making and goal setting practices.

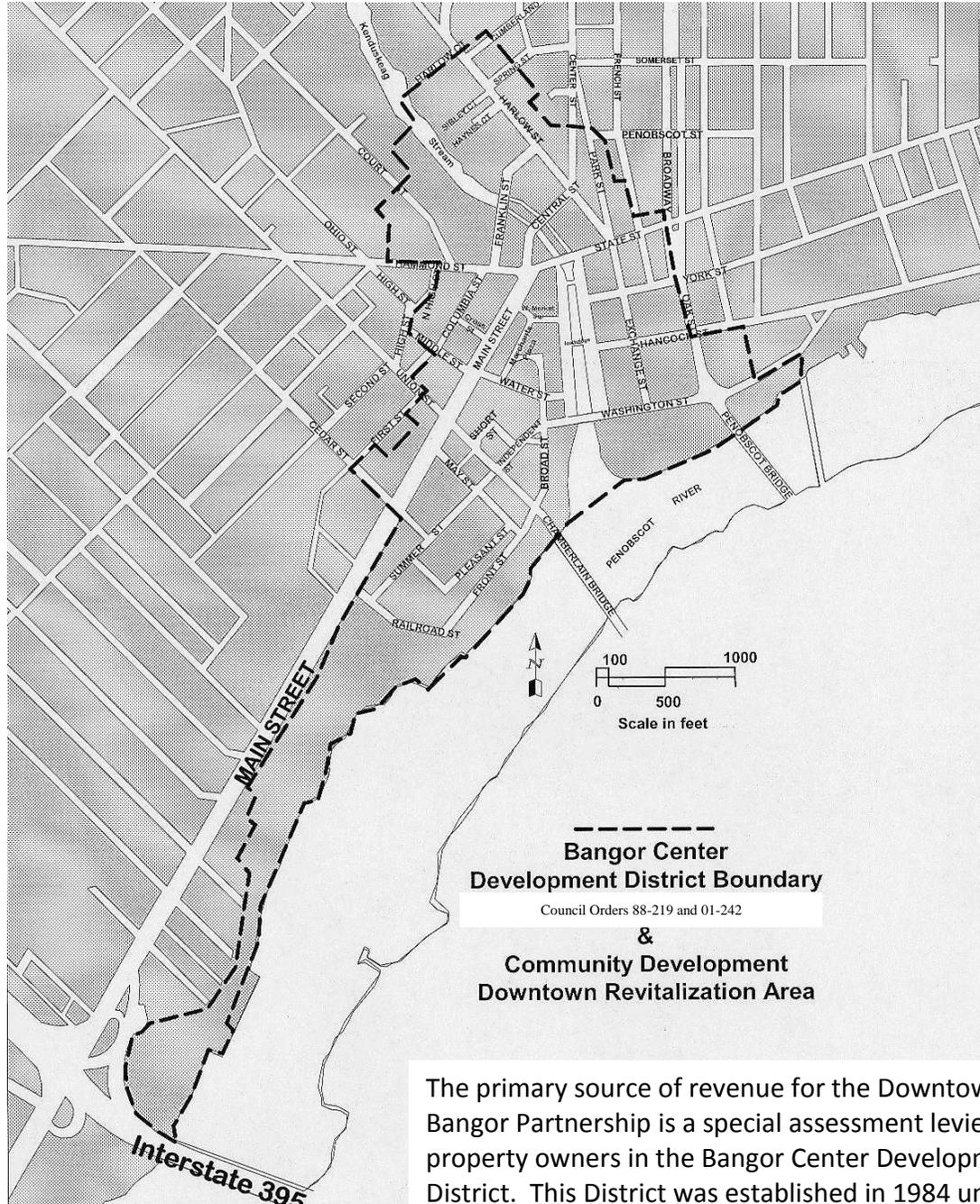
- Strategy: Implement and evaluate practical methods and tools to ensure the DBP will successfully meet the goals developed through the 2013 goal planning process including the following tools or tactics:
  - A common work plan template and calendar
  - Assigned deadlines for completion of work

- Strategy: Ensure committees' work is integrated and they work together toward overall goals for downtown.
- Strategy: Implement and evaluate best practical tools and processes for managing new board member orientation including tactics such as:
  - Provide clear information on the DBP history, current activities, and expectations
  - Assign experienced Board members to be mentors for new Board members
- Strategy: Establish best practices for managing board and committee health and meetings including the following:
  - Skilled meeting facilitation including setting ground rules, standards, and documentation
  - Skilled management in responding multiple constituencies
  - Effective and inclusive decision-making and conflict resolution
  - Use of central digital file organization system including a calendar for planning purposes

Goal: Increase number of volunteers at all skill and commitment levels.

- Strategy: Develop, implement, and evaluate a volunteer development plan that addresses volunteer recruitment and retention, as well as challenges such as:
  - Clear expectations for volunteers to work together as one voice when working with city staff and council
  - Pathways for volunteers to change or grow in roles

## Bangor Center Development District



The primary source of revenue for the Downtown Bangor Partnership is a special assessment levied on property owners in the Bangor Center Development District. This District was established in 1984 under state statute. The District stretches from a northern boundary of Cumberland, Harlow, and Court Street to the southern boundary along the Penobscot River.

# MEMORANDUM



TO: B&ED Committee  
FROM: Tanya Emery, Director of C&ED  
DATE: May 12, 2015

## TIGER VII Grant Application – Request for Support

David Cole is currently assisting the Central Maine and Quebec Railway (CMQR, formerly the MMA), who, in partnership with the other rail companies that serve eastern and northern Maine, is pursuing a USDOT grant under the upcoming TIGER VII round. They are formally soliciting support letters from local government, businesses, and economic development groups, as this is a highly competitive process and demonstrating local support is critical. They have asked the City of Bangor to consider such a letter of support given Bangor's role as both a regional center for commerce as well as the transportation hub for the northern two thirds of the state.

The "TIGER VII" (Transportation Investment Generating Economic Recovery) grant application, the *Maine Regional Railways Project*, will be submitted under the umbrella of the Maine Department of Transportation (Maine DOT). The project focuses on eastern and northern Maine and seeks to upgrade key segments of the region's rail infrastructure through an unprecedented partnership between MaineDOT and the four private railroads that service the area: Central Maine and Quebec Railway, Pan Am Railways, and the Maine Northern and Eastern Maine Railways (i.e. the Irving railroads in Maine).

The TIGER grant request is estimated to be \$36.6 million, which would include just under \$22 million in federal TIGER funds (if approved by USDOT), \$14.3 million in match from the four participating railroads (a 40% private match), and \$300,000 from MaineDOT for administration. TIGER investment in the rail system will focus on improved safety, reliability, operating speeds, transit time, and achieving other efficiencies and an overall good state of repair.

A map depicting the \$36 million in rail investments is attached. Planned improvements run from the Port of Searsport to the south up through the heart of the Penobscot Valley to the roof of Maine in Madawaska, east to New Brunswick, and south to Waterville on Pan Am. Consequently, this coordinated effort between these four railroads and MaineDOT will allow for better service for shippers to the Midwest and Canada through the CMQR's line to Montreal, overseas via Searsport, east coast markets over the Pan Am corridor to Massachusetts, and the Maritimes via the Eastern Maine Railway.

The TIGER grant is due June 4<sup>th</sup>.



# Maine Regional Railways Project

## Railways of Maine

**Legend**

- Project Locations
- EMR / NBSR
- MNR
- MNR Running Rights
- CMQ
- PAN AM
- SLR
- ..... Other

**Program Objectives**

- ✓ Increased system safety and reliability
- ✓ Increased velocity
- ✓ Improved transit time
- ✓ Reduced dwell time
- ✓ State of good repair

**MaineDOT**

**Eastern Maine Railway**

**Maine Northern Railway**

**CENTRAL MAINE & QUEBEC RAILWAY**

**PAN AM**

**MNR- Madawaska Yard Improvements**

**EMR-Van Buren Interchange Improvements & Bypass Track**

**MNR-Oakfield Yard Improvements**

**CMQ-Millinocket to Searsport Track Improvements**  
10MPH -> 25MPH

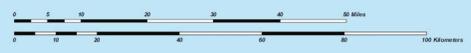
**CMQ & EMR/MNR- Brownville Jct. Yard Improvements**

**EMR-Mattawamkeag Track Improvements**  
 (5-104)  
25MPH -> 40MPH

**CMQ-Northern Maine Jct. Yard Improvements**

**CMQ-Searsport Yard Improvements**

**Pan AM Northern Maine Jct. - Waterville Improvements**  
10MPH -> 25MPH





## MEMORANDUM

TO: Business & Economic Development Committee  
FROM: Stephen A. Bolduc, Executive Manager  
RE: Pine Tree Inn Tentative Developer Extension  
DATE: May 19, 2015

**Action:**

To recommend to the City Council an extension of the tentative developer agreement with John Karnes, R&K Construction, for redevelopment of the former Pine Tree Inn.

**Background:**

The Bangor City Council on February 23, 2015 approved Council Order 15-098 designating John Karnes, R&K Construction Tentative Developer of 22 Cleveland Street, the former Pine Tree Inn until May 29, 2015. Since that time we have been negotiating terms and conditions of a development agreement for the City Council's consideration.

Although a great deal of progress has been made, there are several issues that remain unsettled. An extension of sixty (60) days, until July 29, 2015, of the tentative developer agreement would provide sufficient time to resolve the remaining issues.