CITY OF BANGOR

To: Honorable Chair and Members of the Bangor City Council
From: Carollynn Lear, City Manager
Subject: Weekly Meetings – **Jan. 5, 2025**
Date: Jan. 2, 2026

Jan. 5	**(Mon)**	**5:15 P.M.**	**Special City Council Workshop**
		Immediately following	~~**Finance Committee**~~ *Cancelled*
			Government Operations Committee
			Business & Economic Development Committee
Jan. 6	**(Tues)**	**5:15 P.M.**	**Special City Council Workshop**
		7:00 P.M.	**Planning Board**
Jan. 7	**(Wed)**	**3:00 P.M.**	**Tree Board**
Jan. 8	**(Thurs)**	**5:15 P.M.**	**Parks, Recreation & Harbor Advisory Committee**
		7:00 P.M.	**Historic Preservation Commission**
Jan. 9	**(Fri)**	11:00 A.M.	Bangor Livable Communities Committee

Unless otherwise noted, all meetings are held: City Council Chambers, Bangor City Hall, 73 Harlow St. After 4:30 P.M., members of the public are asked to use the side entrance of City Hall that faces the direction of Exchange and State streets.
Find the calendar and Zoom link at www.bangormaine.gov/calendar and select the meeting you wish to attend. For guidelines on attending City of Bangor public meetings virtually or in-person, visit www.bangormaine.gov/video

Special City Council Workshop
Meeting with State Legislators
Monday, January 5
Council Chambers, City Hall, 73 Harlow St.
5:15 p.m.

1. ***Tentative*** **Council Priorities –** Bangor City Council met on December 10 to begin the process of establishing the Council's priorities for the upcoming year. After an initial brainstorming session and straw poll, the following priorities were of highest focus but Council has not formally established these topics as priorities for the coming year.

   Establish a Comprehensive Plan to Address Homelessness

   The creation of a comprehensive strategy that leverages both outside regional and nationwide experts alongside local stakeholders to craft a comprehensive plan for how the City supports organizations addressing homelessness in the City and considers the effectiveness of past strategies and recommends new strategies to decrease the incidence and impact of homelessness in Bangor.

   Continue to Address Housing Needs

   Several housing projects are in various stages of completion around the City including the completed Theresa's Place project, and in progress projects such as Sunrise Senior Living, a recently approved tiny home project, and a supportive housing project led by BangorHousing. Council intends to continue to focus on housing by focusing on gaps and unmet needs. Ideas considered include a standing committee focused on housing and/or housing bonds.

   A Fairer Share of Regional Costs & Participation

   As a service center, Bangor proudly hosts a number of businesses, non-profits, educational organizations, and medical service providers that are of broad regional importance. However, there are attendant costs associated with being a service center that are born by Bangor alone. At the same time, many of these institutions are exempt from property tax and Bangor shoulders a disproportionate impact from those property tax exemptions. City Council would like to explore creative and innovative ways to encourage broader regional participation and cost sharing.

2. **Other Council Priorities**
   - Attract and Retain Businesses
   - Property Tax Affordability & Relief
   - Increase Proactive City Communication

- Strategy for Infrastructure Maintenance & Investment

3. **Budgetary Challenges & Opportunities**
    - State Funding for County Budget/Jail Operations
    - Preserve and Expand Municipal Revenue Sharing
    - Full Reimbursement for Property Tax Exemptions
    - General Assistance Reimbursement and Administrative Costs
    - Special Education and School Construction Funding

4. **Specific Legislation –** The City will monitor legislation during the upcoming session and reach out to the delegation if we have input or concerns. If you have or will sponsor legislation or amendments that will have a municipal impact, we are prepared to proactively provide information about the impact and review drafts. Council has not yet taken a position on any carry-over or anticipated new legislation, but we would draw your attention to several proposals of particular municipal significance:
    - LD 978, An Act to Increase General Assistance Reimbursement to Municipalities and Indian Tribes – discussions have also included a statewide database component which would assist municipalities in better determining benefits eligibility.

5. **Legislator Priority Sharing**

6. **Ongoing Council-Legislator Meetings**

CITY OF BANGOR

Government Operations Committee
Monday, January 5, 2026
73 Harlow Street, Council
Immediately following the Special
City Council Workshop

AGENDA

1. Community Connector Fare Study Discussion
2. Advisory Committee on Racial Equity, Inclusion, and Human Rights Statement & Request for a Council Order Directing the City Manager to Establish a Transitional Safe Outdoor Space for Unsheltered Residents
3. Discussion of Housing & Homelessness Advisory Committee

<u>Upcoming Items</u> (subject to change)
(Items may go to Government Operations Committee or be moved to another committee, depending on timing.)

- *Community Connector Update*

To: Government Operations Committee and City Council
From: Laurie Linscott & Courtney O'Donnell
Subject: Technical Summary of Fare Structure Study, Financial Impacts, and Operational Considerations
Date: January 2, 2025

Purpose and Context

This memorandum is provided as a supplement to the Community Connector Fare Structure Analysis presented to the Government Operations Committee on December 15, 2025. It is intended to support Council deliberations by summarizing the underlying rationale for the study, key findings, financial implications, and operational considerations, including impacts to drivers and administrative staff.

Rationale for Conducting the Fare Structure Study

The fare structure study was undertaken to evaluate the long-term sustainability, efficiency, and equity of Community Connector's fare system in light of changing operating conditions and rider expectations. Key drivers for the study included:

- **Declining farebox recovery**: Fare revenue accounted for approximately 20 percent of operating costs in 2019 and has declined to approximately 12 percent today.
- **Growth in operating costs**: Annual operating costs have increased steadily, reaching approximately $5.0 million in FY25, driven by labor, fuel, vehicle maintenance, and expanded service expectations.
- **Inefficiencies in fare collection**: Continued reliance on cash and paper fare media increases dwell times, administrative workload, and reconciliation complexity.
- **Equity and affordability concerns**: Traditional monthly passes require large upfront payments, which can be burdensome for lower-income riders.
- **System modernization investments**: Significant recent investments in vehicles, facilities, and rider-facing technology have elevated service quality and warrant a fare structure aligned with current service levels.

Fare-Free Service Considerations

During the Government Operations Committee discussion, the concept of systemwide fare-free service was raised. Findings from the study and Community Connector's prior experience indicate the following:

- **Limited ridership response**: Previous fare-free days resulted in modest increases in ridership, but not at levels sufficient to materially change system demand or cost recovery.

• **Multiple drivers of ridership**: Service frequency, reliability, span of service, and ease of use are stronger determinants of ridership than fare price alone.
• **Revenue replacement challenge**: Eliminating fares would remove a consistent revenue source without an identified, stable replacement, increasing long-term reliance on local subsidies and external funding.

Fiscal Risk of Systemwide Fare-Free Service

Summary: A fare-free policy is financially viable only when a stable, dedicated replacement funding source exists and is structured to grow with operating cost inflation.

Key fiscal risks for Community Connector include:

• **Loss of recurring operating revenue**: A fare-free program would remove fare revenue currently supporting operations. Absent replacement funding, the structural funding gap would increase.
• **Cost pressure amplification**: Operating costs typically rise over time due to wage growth, fuel and parts escalation, and vehicle lifecycle needs. A fare-free policy shifts all cost growth to the local subsidy/grant side.
• **Revenue volatility risk**: If replacement funding relies on annual appropriations, discretionary grants, or donations, funding stability may be reduced relative to a diversified revenue model.
• **Capacity and service impacts**: If ridership increases without proportional service expansion, system crowding and reliability impacts may occur. If service is expanded, operating costs increase.
• **Equity tradeoffs**: Fare-free service is universally available, but universal subsidy can reduce the resources available for targeted affordability programs (income-eligible discounts, paratransit supports, or service improvements benefiting riders with the greatest need).

Policy implication: From a fiscal management perspective, a fare-free policy is best evaluated as a "funding program" first (replacement revenue source, governance, sustainability), and a "fare policy" second.

Regional Context: How Nearby Agencies Approach Fare-Free and Reduced Fare Policy

In looking at examples such as the seasonal Island Explorer (Acadia/Hancock County, ME), Concord Area Transit (Concord, NH), and southern Maine systems, the following takeaways were identified.

• Fare-free service is feasible when a stable external funding stream is identified and program goals are aligned (e.g., seasonal visitation management, parking and congestion relief).

• Fare-free policies can be workable at smaller scale, but typically require a durable funding plan and community buy-in to maintain service levels as costs rise.

• Regional partners have pursued targeted programs focused on affordability for specific populations (e.g., income-eligible pilots), while maintaining fare structures for the general

public. Many of these agencies are independent of a particular community and have additional administrative staff dedicated to transit.
• Targeted affordability programs may achieve equity objectives with lower fiscal exposure than systemwide fare-free service.

Proposed Fare Structure and Financial Implications

The study recommends a revised fare structure coupled with modernized fare collection technology. Key elements include:

• Increasing the **base single-ride fare from $1.50 to $2.00** or by 50 cents.
• Replacing traditional monthly passes with **fare capping**, ensuring riders do not pay more than a defined monthly maximum ($60 standard fare; $30 half fare).
• Eliminating paper multi-ride tickets and replacing them with account-based products.
• Maintaining **free transfers** when using mobile app or smart card payment.
• Continuing **fare-free access for college and university ID holders**.

Projected financial outcomes:

• Annual fare revenue is projected to increase from approximately **$550,000 to the low-to-mid $800,000 range** following full implementation.
• Fare revenue as a percentage of operating costs is projected to recover to approximately **18 percent**, approaching pre-pandemic levels.
• One-time capital costs for fare technology implementation are estimated at **$130,000–$170,000**.
• Ongoing operating and maintenance costs are estimated at **$30,000–$32,000 annually**, plus transaction-based fees.

The analysis anticipates a short-term ridership adjustment following fare changes, with stabilization and gradual growth as riders benefit from improved payment convenience and service reliability.

Operational Impacts: Drivers and Frontline Staff

The proposed fare structure and payment modernization yield several operational benefits for vehicle operators:

• **Reduced cash handling**, improving operator safety and reducing fare disputes.
• **Shorter boarding times**, supporting schedule adherence and on-time performance.
• **Simplified fare rules**, decreasing customer confusion and operator intervention.
• **Improved working conditions**, allowing operators to focus on safe and efficient vehicle operation.

Operational Impacts: Administrative and Support Functions

Administrative and support staff are expected to benefit from:

• **Reduced workload associated with paper fare media**, including printing, distribution, and inventory control.
• **More accurate and timely fare data**, supporting service planning, reporting, and grant compliance.
• **Streamlined reconciliation and auditing processes**, reducing manual handling and error potential.
• **Scalable fare infrastructure**, enabling future integration with additional payment platforms or programs.

Summary

Fare has not increased in over a decade despite ever-increasing expenses and value added. In that time, we have: taken ADA paratransit services over in-house for better service and increased the van fleet to meet demand; replaced inventory with new, quality fixed route buses; built a small administrative building to include a breakroom for staff (previously combined with Fleet); implemented technology such as automatic announcements and ability to track the bus; and opened a full-service transit center.

While we are working hard to return to full service, it too is an operational hurdle that will likely require more resources to solve in the long-term particularly as it relates to barriers in licensing, high demand for CDL certified individuals, and the like.

The fare structure study supports a technically sound and financially balanced approach to fare policy. The recommended fare structure and payment modernization strategy improves equity, operational efficiency, and financial sustainability while aligning Community Connector's fare policy with current service investments and rider expectations.

Recommendation

Staff recommend approval of the proposed fare structure. If approved, a Council Order authorizes it will appear on the January 12, 2026 Council Agenda.

BACTS

Community Connector Fare Structure Analysis





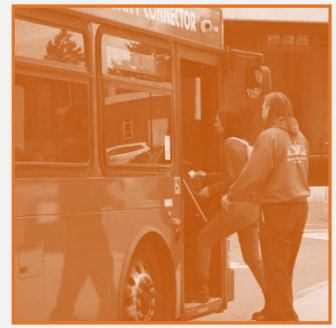
Government Operations Committee Meeting

December 15, 2025

Prepared by:

Foursquare ITP





Content

- Project Overview
- Study Findings and Goals
- Proposed Changes and Implementation Approach
- Outreach Update





Project Overview

Activities since August, Overview, Assessment Findings (Refresher)

Project Update

- What has happened since August:
  - Developed **phasing** approach and **implementation plan**.
  - Engaged with the public at **pop-up events** and **public hearings**.
  - **Drafted** the scope of work for a fare technology **RFP**.



Project Overview

Current Fare Structure Assessment

Project Goals, Alternatives, Impact Analysis, Transition Planning



Pop-Up Events Public Hearing (*In person and virtual*)



Implementation Plan, RFP, and City Council Approval

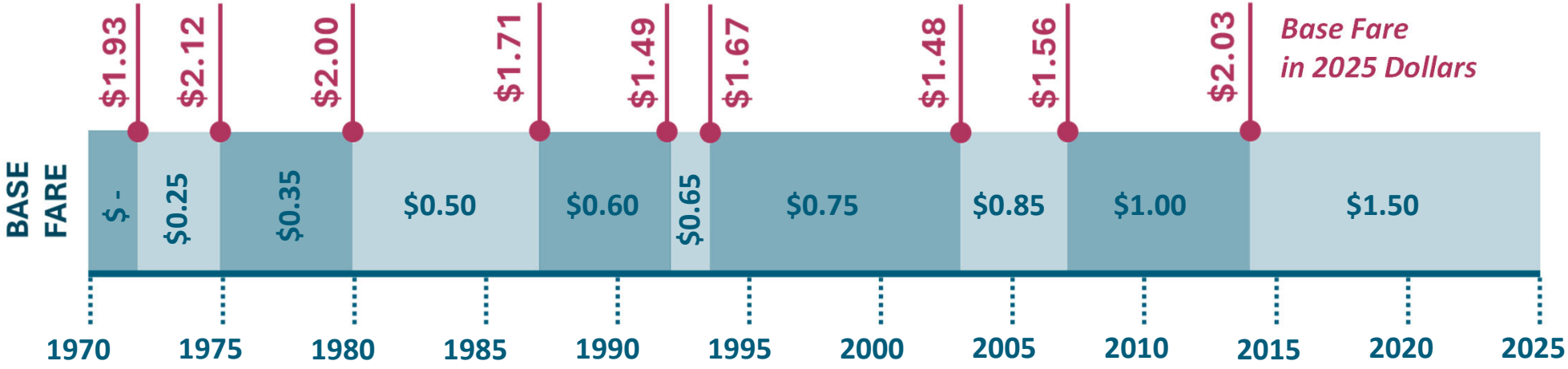
Recent Improvements

2018	New Administrative Building, In-House ADA Paratransit
2019	
2020	
2021	New Buses and ADA Paratransit Vans
2022	New Transit Center
2023	
2024	New Fixed Stops and Rider App
2025	New Ticket Vending Machine



Project Background

- **Fare revenue now covers a smaller share of operating expenses** than before the pandemic, decreasing from 20% in 2019 to 12% today.

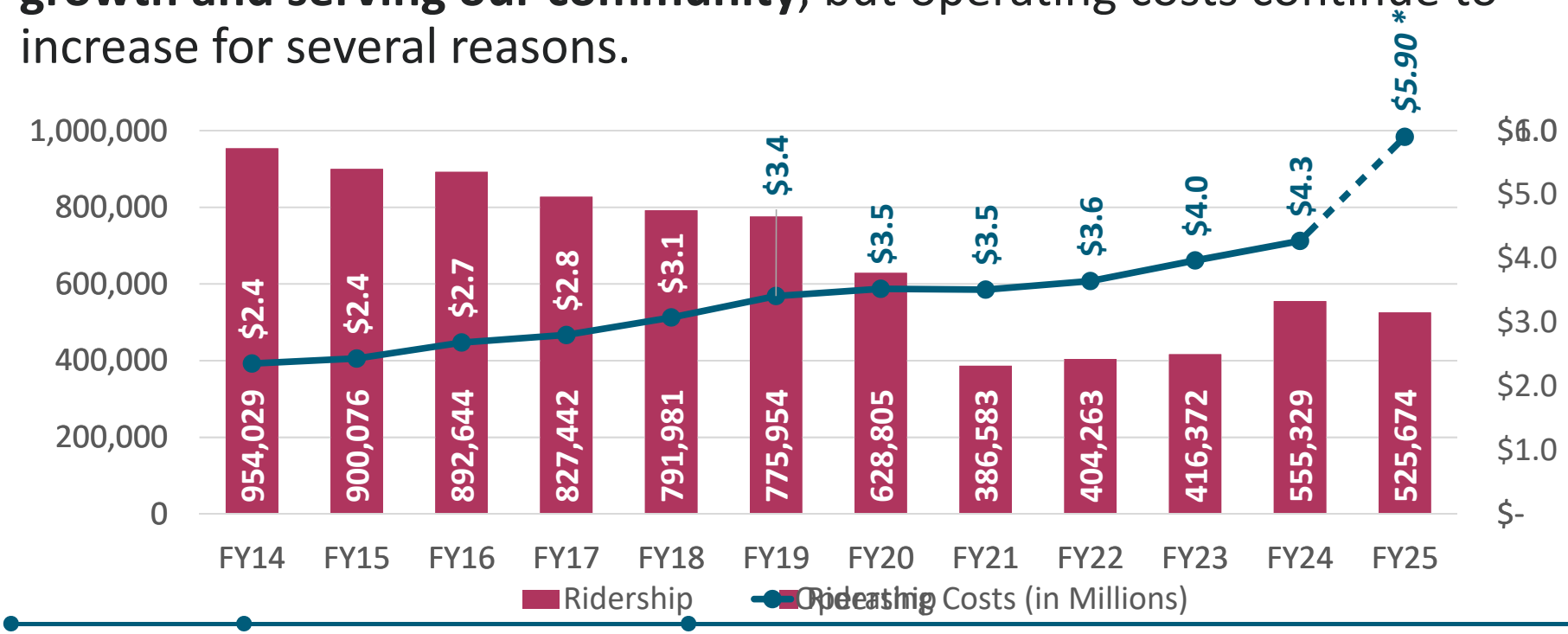


Current Fare Structure Assessment

Assessment Findings and Project Goals

Study Key Takeaways

System improvements have strengthened the foundation for **ridership growth and serving our community**, but operating costs continue to increase for several reasons.



Study Key Takeaways



"I would easily pay $2.50 for a ride [for] the ability to pay via credit card, and I would need longer bus hours."

"More frequent service and later hours are worth more money."

"Good value for reasonably fast transportation"





Challenges

- Operating the system keeps getting more expensive.
- Fare revenue covers an increasingly smaller share of the operating costs.

- The paper ticket and passes distribution is time-consuming and complicated.
- Cash fare payments create additional challenges for both operators and staff.

- The cost of a monthly pass can be a burden for lower-income riders.
- Cash remains a key payment method for many riders.

Project Goals

GOAL 1

Increase Fare Revenue

GOAL 2

Decrease Fare Collection Burden and Inefficiencies

GOAL 3

Consider the Impact on Riders

Proposed Changes

Fare Collection Modernization and Proposed Fare Options and Prices

Mobile Ticketing App

- The mobile ticketing app allows you to **pay your fare right from your phone**.
- You can buy **fares anytime via the app** with credit cards or Apple/Google Pay, or at the transit center and authorized sellers in the region with cash or other payment modes.
- Then just show or **scan your phone** when boarding the bus.



Smart Card

- A smart card is a **reloadable plastic card** that **stores values for fares**.
- You can **add money** to it via a **website** or **in person** at the transit center and other authorized sellers.
- You **tap** on the fare reader **when boarding**.
- The **system automatically takes the fare from the card**.



Fare Capping

- **Fare capping** means you **never pay more than a set value in a month**.
- You **pay one trip at a time**, and once you **reach the price cap**, the **rest of your rides** during that period **are free**.



PRODUCT	CURRENT PRICE	NEW PRICE RECOMMENDATIONS
Single Ride	$1.50	$2.00*
Half Fare	$0.75	$1.00
Children's Fare	$0.75	$1.00
Five-Ride Ticket	$6.00	*Eliminated*
Monthly Pass	$45.00	*Replaced* with **Fare Capping**
Student Monthly Pass	$20.00	*Replaced* with **Half-Fare Capping****
Transfer	Free	Free with **Mobile App** or **Smart Card** payments
College/University ID	Free	Free
ADA Paratransit	$3.00	$4.00
Fare Capping (Monthly)	N/A	*New product* $60.00
Half-Fare Capping (Monthly)	N/A	*New product* $30.00**

Implementation Approach

Mobile App and Smart Card Launch

Fare Capping and New Fare Prices*

TRANSITION PERIOD

Phase Out Paper Ticket, Passes, and Transfer Slips

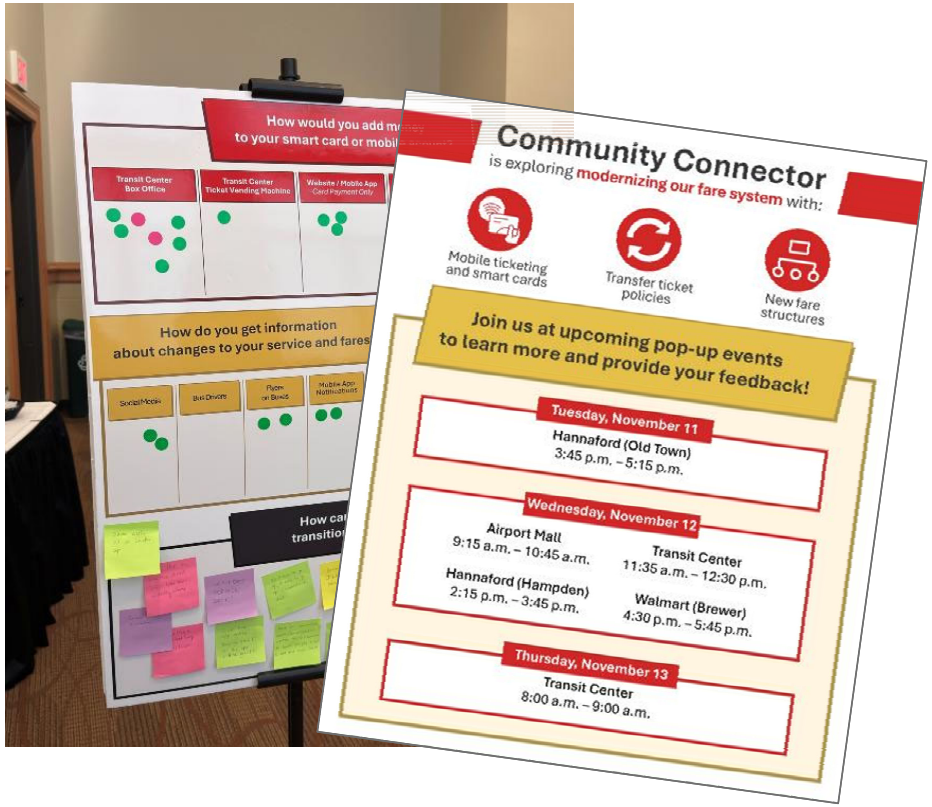
**Pending City Council Approval*

Outreach Update

Feedback Summary and Recommendation Changes

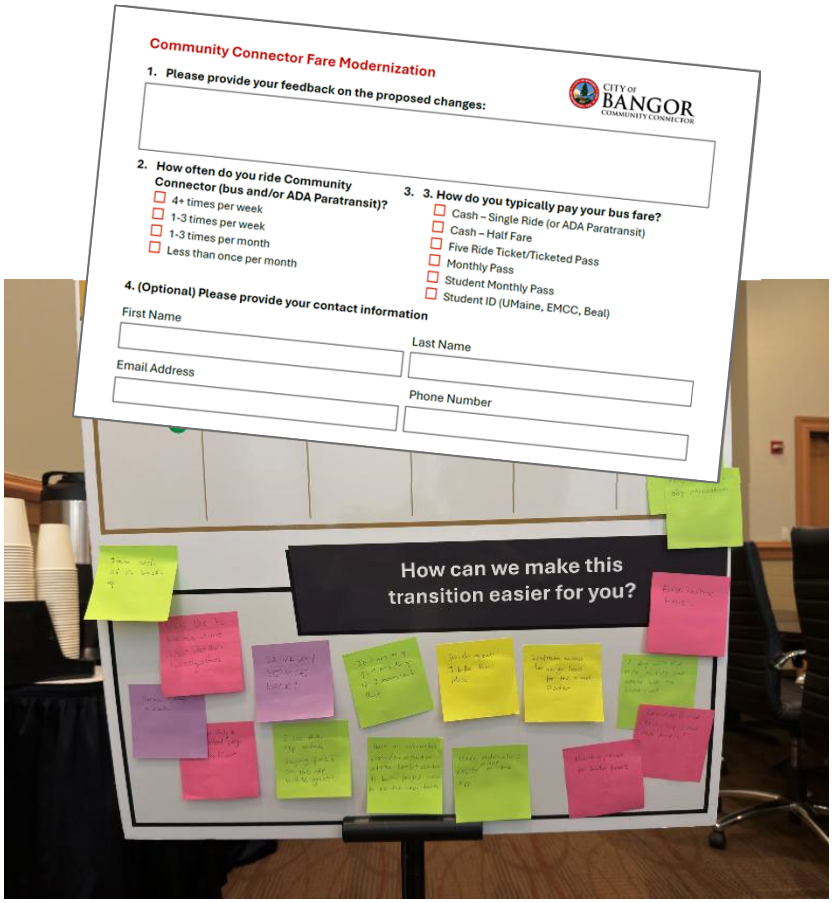
Outreach Activities

- We held six pop-up events
  - Talked to almost 90 people at the transit center and bus stops in Old Town, Hampden, and Brewer.
- We hosted in-person and virtual public hearings.
- We gathered 27 feedback comments from online and in-person events.



Public Feedback

- Survey respondents were overwhelmingly **open to new fare payment options**.
- In-person events **reinforced** the public's **preference for smart cards** and openness to mobile apps.
- The public supports maintaining **cash as a payment option** and a network of **authorized sellers**.



Public Feedback

- While the feedback on potential fare increases was mixed, **participants generally supported fare increases, particularly if the level of service improvements followed**.



Response to Feedback

- Fare and **half-fare capping**
- Robust implementation plan and stakeholder engagement
- **Future proofing** the fare collection with RFP requirements and optional components
  - Future open payment capability
  - Student ID use
  - ADA Paratransit ticketing solution approaches:

TRIPMASTER TICKETING SOLUTION FOR ADA PARATRANSIT

SINGLE TICKETING SOLUTION FOR FIXED ROUTE AND ADA PARATRANSIT

Thank you!

Learn more at **FoursquareITP.com**



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CITY OF BANGOR, MAINE
ADVISORY COMMITTEE ON RACIAL EQUITY, INCLUSION, AND HUMAN RIGHTS

TO: Bangor City Council
FROM: Advisory Committee on Racial Equity, Inclusion, and Human Rights
RE: Statement of Support — Legislative Policy Directive: Safe Outdoor Space
DATE: December 17, 2025

Purpose:
To provide the Council with the Advisory Committee's formal recommendation and rationale for enacting the Legislative Policy Directive establishing a Safe Outdoor Space as a temporary stabilization site for residents displaced from the railroad encampment.

Statement Regarding the Legislative Policy Directive on Safe, Sanctioned Outdoor Space

The Advisory Committee for Racial Equity, Inclusion, and Human Rights voted to recommend that the City of Bangor adopt the Legislative Policy Directive establishing a sanctioned temporary outdoor stabilization site. This recommendation is based on clear evidence that involuntary encampment removal without a designated alternative location causes preventable harm, worsens public health outcomes, and exposes the City to legal and human-rights risks.

Current data show Bangor's shelters operate at or near capacity, leaving individuals at the railroad encampment with no viable placement. Many unhoused residents hold rental vouchers but cannot use them due to the lack of housing inventory. Without a structured transitional option, individuals who are actively pursuing housing have nowhere safe or legal to remain.

Public health risks—including the ongoing HIV outbreak—have been identified by the Maine CDC, and national research confirms that forced encampment displacement increases rates of death, infection, hospitalization, and overdose. Locally, the City spent approximately $119,000 to clear one encampment in 2024, producing *no long-term housing outcomes*. This pattern is unsafe, unsustainable, and financially inefficient.

Immediate removal without meaningful alternative shelter also raises significant equity and civil-rights concerns. Federal courts have determined that municipalities may not penalize individuals for sleeping outdoors when no shelter is available, and evidence shows that the most severe harms occur when people lose stability, medical access, and supportive contact.

This directive strengthens, rather than replaces, ongoing work by service providers and nonprofit partners. Establishing a sanctioned site will improve coordination, reduce service gaps, and position the City to pursue external funding tied to planning, accountability, and safety standards.

The directive offers a legal and humane framework: a time-limited stabilization site that prevents displacement-related harm, maintains access to services, supports housing efforts, and protects community health and safety. It is not a permanent solution, but an urgent, practical response while housing placements continue and while the railroad encampment is closed.

For these reasons, the Advisory Committee for Racial Equity, Inclusion, and Human Rights strongly urges the Council to adopt this directive and act swiftly to prevent avoidable injury and death, uphold human rights, reduce fiscal waste, and protect the health and welfare of all Bangor residents.

Note: If approved, this will be reformatted into the Council Order form prior to inclusion to the Council Agenda packet.

Council Order – City of Bangor

TITLE: Legislative Policy Directive: Emergency Establishment of a Transitional Safe Outdoor Space (SOS)
AUTHORITY: Code of the City of Bangor § 9-18

WHEREAS, the City of Bangor is confronting an ongoing humanitarian emergency in which existing emergency shelters, including the Hope House Health and Living Center and the Bangor Area Homeless Shelter, are consistently operating at or near capacity, leaving an estimated 40 to 50 individuals without access to safe indoor overnight shelter; and

WHEREAS, many unsheltered residents possess valid housing vouchers but are unable to utilize them due to a severe shortage of available rental units, rendering immediate implementation of a Housing First strategy infeasible without an interim stabilization solution; and

WHEREAS, the City of Bangor expended approximately $119,000 in 2024 to clear and clean a single encampment, known as “Camp Hope,” resulting in zero sustainable housing outcomes, demonstrating that displacement without destination is fiscally irresponsible and ineffective; and

WHEREAS, repeated encampment clearings without stabilization plans result in predictable and recurring municipal costs related to emergency medical response, public works, law enforcement, and sanitation, without improving outcomes for residents or the broader co mmunity; and

WHEREAS, the City is currently experiencing a serious HIV outbreak with more than 32 confirmed cases among vulnerable populations, and the Public Health Director has advised that displacement without a stable destination exacerbates communicab le disease transmission and disrupts continuity of care; and

WHEREAS, the Advisory Committee on Racial Equity, Inclusion, and Human Rights (ACREIHR) has formally voted to recommend the creation of a transitional stabilization site, finding that the displac ement of individuals without viable alternatives conflicts with the City’s stated commitments to equity, human dignity, and human rights; and

WHEREAS, numerous nonprofit organizations and community-based programs in the Bangor area are already providing es sential services to unsheltered residents, and effective stabilization requires coordinated, not duplicative, action among municipal and community partners; and

WHEREAS, a Safe Outdoor Space is a temporary, transitional stabilization measure —distinct from permanent housing —intended to reduce harm, improve public health outcomes, and serve as a bridge to permanent housing when units become available;

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

Section 1. Policy Directive.
Pursuant to the authority vested in the Council by City Code § 9 -18, it is the policy of the City of Bangor to immediately establish a Safe Outdoor Space (SOS) as an emergency, transitional stabilization site for unsheltered residents.

Section 2. Directive to the City Manager.
The City Manager is directed to execute the following actions immediately:

A. **Site Selection.**
Identify and secure a suitable location for the SOS. The City Manager may utilize City-owned property or enter into lease agreements or partnerships with private or nonprofit entities for this purpose.

B. **Infrastructure and Basic Services.**
Ensure the immediate installation and maintenance of essential infrastructure, including at minimum:
- Sanitation facilities (toilets and showers);
- Potable water access;
- Regular waste removal;
- Access to electricity and power for residents.

C. **Operations and Governance.**
Develop and implement an operational plan for the SOS. The City Manager may convene a coalition of service providers or issue Requests for Proposals (RFPs) to secure a qualified operator. Governance structures shall be clear, transparent, and focused on safety, dignity, and stability.

D. **Staffing and Support Services.**
Ensure staffing and support presence at the site as needed. Services shall follow a harm-reduction and public health framework, prioritizing stabilization over enforcement and supporting access to healthcare, case management, and housing navigation.

E. **Performance Metrics and Funding Readiness.**
Develop outcome-based performance metrics, including but not limited to:
- Reductions in emergency medical responses and communicable disease transmission;
- Improved access to healthcare, case management, and housing services;
- Decreases in unsheltered encampments resulting from displacement;
- Comparative cost analysis relative to prior encampment clearings.

These metrics shall be incorporated into reports and external funding requests.

F. **Interagency and Community Partnership Coordination.**
The City Manager shall coordinate the planning and operation of the Safe Outdoor Space with relevant local nonprofit organizations, healthcare providers, harm-reduction programs, housing

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agencies, and community-based service providers with demonstrated experience serving unsheltered populations. Such coordination shall be intended to avoid duplication of services, strengthen continuity of care, and leverage existing expertise and resources in support of resident stabilization and transition to permanent housing.

Section 3. Resident Inclusion and Collaboration.

It is the explicit wil l of the Council that the design, rules, and operations of the SOS be developed in collaboration with those it is intended to serve. The City Manager shall establish a formal mechanism for meaningful participation by unhoused residents, including represent atives from organized encampment groups or unions, in planning, governance, and ongoing evaluation.

Section 4. Implementation and Reporting.

The City Manager shall present a written status report to the City Council within thirty (30) days of passage of th is Order, detailing site selection, operational readiness, partnerships, projected costs, and anticipated outcomes.

DRAFT

CITY OF BANGOR

Jennifer Gunderman, Director
Public Health & Community Services
Phone: 207-992-4550
Jennifer.gunderman@bangormaine.gov

To: City Council Workshop
From: Jennifer Gunderman, Director Public Health and Community Services
Date: December 8, 2025
RE: Advisory Committee on Homelessness Models & Staff Recommendation

Over the course of the last several weeks, as the City has discussed the encampment located along the Penobscot River that exists on a combination of City and railroad property, Council has coalesced around the idea of creating an Advisory Committee to help advise Council on the City's strategy for homelessness response.

An Advisory Committee on the topic of homelessness response is a strategy used nation-wide and as a result, there are numerous models for Bangor to pull from. City staff have review several models, some of which we highlight below, and have identified common themes that inform the following recommendation:

Staff Recommendation

- **Advisory Committee Composition** – The Advisory Committee should include local partners, leading experts, and a robust cross-section of the impacted community. Representatives of the City, local service providers, the expert community with experience both inside and outside of Bangor, individuals with current or recent lived experience, businesses, schools, property owners, and families should all have a role so that the needs of the entire Community are reflected in the Committee's work.
- **Discrete Tasks with Time Limitation** – Rather than create an Advisory Committee with an ongoing role and an indeterminate length, we recommend that the Advisory Committee start with a discrete task and a firm deadline. Starting with a discrete and deadline driven task will serve to focus the Committee's work on the area that Council wishes the Committee to prioritize. Having a stated Committee expiration date will provide Council with the opportunity to evaluate the effectiveness of the Committee and thoughtfully consider whether to request additional specific work from the Committee when and if the Committee is extended.
- **Initial Task** – We recommend that the initial task for the Committee be the creation of a strategic plan for the City's response to homelessness that is data driven, evidence informed, and that considers regional and structural coordination. Critical components will include specific strategies for homelessness prevention, encampment response, and other necessary City policies. We think this work would substantially benefit from the assistance of a hired facilitator to assist the Advisory Committee in the strategic planning process.
- **Plan Operationalization** – After an initial strategic plan is established by the Advisory Committee, the Plan would be operationalized by City staff (we envision the Homelessness Response Coordinator) along with community partners and social service organizations.
- **Future Committee** Tasks - If Council determines that the Advisory Committee is effective, their existence could be extended with added tasks such as monitoring plan implementation, providing support and guidance on emerging issues, federal/state policy advocacy, completing gap analyses to inform City budget and grant funding decisions, and ongoing City policy review.

CITY OF BANGOR

Jennifer Gunderman, Director
Public Health & Community Services
Phone: 207-992-4550
Jennifer.gunderman@bangormaine.gov

Background Information

City of Atlanta: The Atlanta City Council authorized the formation of a 90-Day Homelessness Task Force to critically examine the City's existing policies and procedures related to homelessness, with a key focus on creating standardized protocols for encampment decommissioning. The legislation designated 33 organizations and key City departments to serve on the Task Force, which includes nonprofit, faith based, advocacy, and government stakeholders.

The Task Force was facilitated by APD-Urban and structured into four topical subcommittees: (1) Standard Operating Procedures and Policies, (2) Medical and Mental Health, (3) Prevention and Diversion, and (4) Alternative and Emerging Solutions.

https://www.atlantaga.gov/government/mayor-s-office/the-mayor-s-cabinet/city-of-atlanta-90-day-homelessness-task-force

City of Dallas: Dallas created The Hope Taskforce. One of the leading organizations that led this effort, Housing Forward, is one of the most innovative and effective models for managing encampments and supporting folks who are experiencing unsheltered homelessness. Their Crisis Systems Senior Director, Hannah Sims (hannah.sims@housingforwardntx.org), has been a thought partner for Jena Jones, particularly during the Camp Hope closure. The group was tasked to be data-informed and to try to build consensus around a series of solutions to a complex problem.

About task force: https://dhantx.com/city-of-dallas-task-force/

Report: https://dallascityhall.com/government/Council%20Meeting%20Documents/hopetaskforcereport.pdf

City of Denver Task Force: Created a strategic plan for a collaborative approach to addressing homelessness.

Strategic Plan: https://www.denvergov.org/files/assets/public/v/1/housing-stability/documents/denver-housing-stability-action-plan-2025-eng-final.pdf

City of Lexington: This task force is charged with conducting a focused review of the city's emergency shelter system and programming and providing formal recommendations to the Mayor regarding strategic next steps. Their work should be grounded in the data and findings of the 2025 Emergency Shelter Study and informed by national best practices, local context and community input.

About the task force: Task Force on Homelessness | City of Lexington, Kentucky

City of Lowell: In Winter 2019 the City Manager formed a Task Force comprised of various community leaders to change how the City at large responds to growing homelessness, housing, and other associated issues. Under the guidance of a nationally renowned consultant, the Task Force determined a shift towards a "housing first" model would make the biggest impact on these collective problems.

About Task Force and Report: https://www.lowellma.gov/1354/Task-Force-on-Homelessness-and-Sustainab

I: Homelessness and Housing Standing Committee Purpose & Duties

Section I: Establishment of the Homelessness and Housing Standing Committee

Purpose. The purpose of the Homelessness and Housing Standing Committee is to advise the Bangor City Council about the development and implementation of a comprehensive, data-driven strategy to prevent and end homelessness. Recognizing Bangor's unique status as the region's primary service center, the Committee shall focus on creating a Full Continuum of Housing—ranging from emergency shelter to permanent supportive housing (for households earning 30% or less AMI), and workforce units (for households earning 60% to 100% AMI). The Committee's overarching goal is to transition the City's response from reactive crisis management to proactive structural solutions that reduce the burden on municipal emergency services and taxpayers.

Specific Duties and Directives. To achieve this purpose, the Committee is charged with the following five specific directives:

1. **Regional and Structural Coordination**
    a. **Fiscal Impact Analysis:** The Committee shall annually evaluate the correlation between the regional shortage of supportive housing and the rising costs of municipal and county emergency services (including the Penobscot County Jail and Bangor Police/Fire).
    b. **Fair Share Advocacy:** The Committee shall produce a "Regional Fiscal Impact Report" quantifying the housing contributions of neighboring municipalities. This report shall be used to advocate for equitable County-level funding and to encourage neighboring communities to adopt zoning changes that alleviate the concentration of high-acuity needs within Bangor.
    c. **Hub Alignment:** The Committee shall align its strategic planning with the State of Maine's Hub 7 structure to ensure municipal resources complement, rather than duplicate, regional "By-Name List" interventions.
2. **Service Gap Analysis**
    a. **Annual Deficit Matrix:** The Committee shall annually identify and quantify specific gaps in the local housing inventory. This analysis must distinguish between the need for:
        i. Low-Barrier Emergency Shelter (immediate crisis response).
        ii. Medical Respite & Detox Beds (post-hospitalization recovery).
        iii. Permanent Supportive Housing (long-term housing with case management).
        iv. Workforce Housing (units affordable to those earning 60–100% of Area Median Income).
    b. **Zoning Recommendations:** Based on these identified gaps, the Committee shall recommend specific amendments to Land Use ordinances to incentivize private

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and non-profit development of the needed unit types.

3. **Data Monitoring and Deliverables**
    a. **Outcomes vs. Output:** The Committee shall monitor data focusing on outcomes (e.g., "length of time homeless," "returns to homelessness," and "placements into permanent housing") rather than simple output metrics (e.g., "number of meals served").
    b. **Functional Zero Targets:** The Committee shall set measurable benchmarks for achieving "Functional Zero" for specific sub-populations (e.g., veterans, youth, families) and report progress to the City Council semi-annually.
4. **Sustainable Funding and Revenue Strategy**
    a. **Advisory Role on Municipal Bonding:**
        i. **Immediate Bond Support:** The Committee shall serve as the primary citizen advisory body to the City Council regarding the proposed Affordable Housing Bond (targeting the June ballot). The Committee shall review the proposed bond language to ensure it aligns with the "Full Continuum" of housing needs (from PSH to workforce units) and assist in defining the permissible uses of bond funds to maximize developer participation.
        ii. **Oversight & Transparency:** Should the bond pass, the Committee shall act as the oversight body to review bond expenditures, ensuring funds are deployed rapidly and in accordance with the voter-approved mandate.
    b. **Threat Mitigation & Voucher Preservation:** The Committee shall immediately develop a "Voucher Cliff" contingency plan. This includes identifying state (MaineHousing) and private bridge funding to maintain tenure for the estimated 150 households currently relying on federal Continuum of Care (CoC) Permanent Supportive Housing vouchers, should federal eligibility criteria change to exclude "Housing First" models.
    c. **Fiscal Sustainability:**
        i. **Incentivizing Sustainable Models:** In its advisory role regarding municipal funding (e.g., CDBG recommendations, Opioid Settlement Fund allocations, or Housing Bond expenditures), the Committee shall give priority weighting to proposals demonstrating a long-term, diversified revenue strategy.
        ii. **MaineCare Alignment:** The Committee shall encourage service providers to maximize federal and state reimbursement streams (e.g., MaineCare Section 17, 21, 29, or 1115 Waivers) for ongoing supportive services. The goal is to ensure limited municipal funds are utilized for "gap" financing (e.g., capital costs, pilot programs) rather than permanent operating subsidies.
        iii. **Capacity Building & Advocacy:** The Committee shall identify barriers preventing local providers from billing MaineCare (e.g., administrative burden, licensing requirements) and advocate to State DHHS officials for necessary waivers or technical assistance to unlock these federal funds for the Bangor region.
    d. **Exploration of Innovative Revenue Models:** The Committee is charged with

researching and presenting feasibility studies to the City Council regarding non-traditional funding mechanisms. These may include, but are not limited to:

i. **Municipal Housing Trust Funds:** Investigating the viability of a dedicated local fund supported by revenue streams such as short-term rental fees, vacancy fees, or payment-in-lieu of development options.
ii. **"Pay for Success" Initiatives:** Exploring social impact financing models where private capital funds high-risk housing interventions, with municipal repayment contingent upon verified cost-savings in emergency services and jail reductions.
iii. **Public/Private Partnerships**: Identifying opportunities to leverage private philanthropy and hospital "Community Benefit" obligations to subsidize capital costs for supportive housing developments.

e. **Hospital Community Benefit Alignment:** The Committee shall formally request Northern Light Eastern Maine Medical Center and St. Joseph Hospital allocate a specific percentage of their federally required "Community Benefit" dollars directly to the Housing Trust Fund, classifying these housing contributions as a "Social Determinant of Health" interventions.

5. **<u>Public Education and Engagement</u>**
    a. **Fiscal Responsibility Narrative:** The Committee shall develop public-facing educational materials clearly articulating the cost-savings of Permanent Supportive Housing compared to the costs of emergency room usage, incarceration, and long-term shelter stays.
    b. **Neighborhood Integration:** The Committee shall proactively engage with neighborhood watch groups and business districts to address concerns regarding new housing projects, facilitating "Good Neighbor Agreements" balancing the needs of unhoused residents with neighborhood safety and aesthetics.
6. **<u>Operational & Staff Alignment</u>**
    a. **The "Policy Intake" Function:** To ensure the City's Homelessness Response Manager (HRM) can focus on operational execution, the Committee shall serve as the primary legislative drafting body for the position. When the HRM identifies ordinance-level barriers to housing (e.g., zoning restrictions, shelter licensing rules), the Committee is responsible for researching and developing the necessary policy amendments for City Council review.
    b. **Operational Feasibility Checks:** The Committee shall formally designate the HRM as an ex-officio technical advisor to vet all proposed "innovative plans" for operational realism prior to their submission to the City Council.

Section III: Mandatory Deliverables and Reporting

To ensure the Committee remains action-oriented and accountable, it shall be required to submit the following work products to the City Council on a recurring basis. These are not merely status updates, but actionable documents requiring Council review or vote.

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A. The Annual Legislative Action Plan (Due: 2nd Council Meeting of January)

a. **Purpose:** To set the legislative agenda for the upcoming year.

b. **Requirement:** The Committee must submit a prioritized list of specific municipal ordinances, zoning amendments, or policy changes it intends to draft or review for the coming year. This plan must identify:

i. Specific zoning districts targeted for density increases or use-changes.

ii. Ordinance barriers identified for removal (e.g., parking minimums, lot size restrictions).

iii. State legislative bills the City should support or oppose regarding housing.

iv. Recommended new State legislation to address identified barriers and opportunities.

B. The Semi-Annual Housing Inventory Report (Due: July & January)

a. **Purpose:** To track real-time progress against housing production goals.

b. **Requirement:** A data report quantifying the net change in Bangor's housing stock over the previous six months. It must include:

i. Number of new units permitted (broken down by AMI affordability levels).

ii. Number of units lost (due to condemnation, conversion to short-term rental, or fire).

iii. Current occupancy rates of emergency shelters.

**Strategic Note: The January report shall serve as the "Report Card" for the previous year.

C. The "Gap Analysis" Matrix (Due Annually in April)

a. **Purpose:** To inform the municipal budget process and grant applications.

b. **Requirement:** A quantitative analysis identifying the specific deficit between the current inventory of beds/units and the population need. This report must quantify the exact deficit of:

i. Permanent Supportive Housing (PSH) vouchers/units.

ii. Low-barrier emergency shelter beds.

iii. Medical respite beds.

iv. Transitional housing units for special populations (youth, re-entry).

D. Regional Data & Fiscal Analysis

a. **The Regional Fiscal Impact Report:** By October 1 of each year (prior to the County Budget cycle), the Committee shall produce a "Regional Fiscal Impact Report." This report shall:

i. **Define "Fair Share":** Utilize the State of Maine's goal of 10% affordable housing stock as the baseline for all municipalities in Penobscot County.

ii. **Calculate the "Regional Infrastructure Contribution":** Develop a weighted formula recognizing the diverse ways municipalities support the region. This metric shall grant "Service Credits" to any municipality that hosts critical shared regional infrastructure (e.g., county facilities, major medical centers, waste management systems, or higher education institutions). This ensures the final housing goals reflect a holistic view of each community's existing land-use commitments and service to the region.

iii. **The "Tax-to-Housing" Correlation:** Specifically analyze the correlation

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between the County Jail's occupancy rates/funding deficit and the regional lack of Permanent Supportive Housing (PSH).

iv. **Distribution:** This report shall be formally presented to the Penobscot County Commissioners and the Budget Advisory Committee to advocate for the use of County funds to support municipal housing projects alleviating jail overcrowding.

II. Membership Appointment & Terms

Section I: Membership Structure and Appointment Process

Appointment Authority. All members shall be appointed by the City Council.

- **Institutional Seats**: For seats designated for specific organizations (e.g., Bangor Housing, Northern Light/St. Joe's, Penobscot County), the governing body of that organization shall submit a nominee for Council confirmation.
- **At-Large/Expert Seats:** For seats designated for specific expertise (e.g., Landlord, Lived Experience, Harm Reduction), the Personnel Committee of the City Council shall interview applicants and recommend appointments to the full Council.

Staggered Terms. To ensure continuity of institutional knowledge while allowing for fresh perspectives, the 11-member committee shall serve 3-year terms, staggered as follows upon the committee's inception.

Group	Term Length (Initial)	Seats Included (Examples)	Reappointment Year
Group 1	1 Year	• Private Developer/Landlord • Lived Experience Rep • Planning Board Rep	Reappointed/Selected every 3 years starting 2026
Group 2	2 Years	• Harm Reduction Specialist • Hospital System Rep • City Councilor	Reappointed/Selected every 3 years starting 2027
Group 3	3 Years	• Bangor Housing Authority Rep • Homeless Shelter Director • County Rep • 2 At-Large Members	Reappointed/Selected every 3 years starting 2028

Vacancies and Removal.

- Any member who misses three (3) consecutive regular meetings without prior notice to the Chair shall be considered to have vacated their seat.
- Vacancies shall be filled for the remainder of the unexpired term using the same

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appointment process as for the original seat.

Section II: Ex-Officio and Technical Advisory Membership

To ensure the Committee's recommendations are operationally viable, legally sound, and integrated with existing state systems, the following positions shall hold permanent Ex-Officio (Non-Voting) seats on the Committee. These members shall have full speaking rights and may serve on sub-committees, but shall not count toward a quorum nor vote on final recommendations.

The Homelessness Response Manager (HRM): To serve as the primary bridge between the Committee's legislative planning and the City's daily operations. The HRM shall review all proposed "Action Plans" to ensure they can be realistically executed by City staff. The HRM is responsible for bringing systemic barriers encountered in the field (e.g., specific ordinance conflicts) to the Committee for legislative remedy.

The Region 3 (Hub 7) Homeless Response Coordinator: To ensure the City of Bangor does not duplicate existing regional efforts. This member is responsible for:

- Ensuring the City utilizes the regional "By-Name List" data rather than creating disparate tracking systems.
- Advising the Committee on available State housing resources (MaineHousing) to prevent the use of municipal funds for services that could be state-subsidized.
- Providing monthly updates regarding Hub 7 resources, gaps, and barriers at each meeting to give a broader perspective of successes and areas needing more attention.

The Planning Officer (or Designee): To advise the Committee on land use, zoning, and building code realities. When the Committee proposes strategies such as increasing housing density or creating "Low-Barrier" shelters, this advisor must immediately flag potential conflicts with State Fire Codes or Municipal Land Use Ordinances to ensure proposals are legally viable before reaching the Council.

Public Safety Liaison (Police or Fire Command Staff): To provide data regarding overdose trends, encampment safety issues, and emergency service call volumes. This member ensures housing locations and service models recommended by the Committee adequately account for the safety of both the residents and the surrounding neighborhoods.

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Recommended Committee Timeline: Year 1 (2026)

Assumption: Committee members are appointed and seated by late January 2026. This schedule balances the immediate need to support the June Housing Bond with the structural work of getting the committee running.

Phase 1: Foundation & Bond Strategy (Feb – April 2026)

February:

Meeting 1: Orientation, Election of Chair/Vice-Chair, Establishment of Meeting Cadence.

Action Item: Review draft language for the June Affordable Housing Bond. Provide formal feedback to Council to ensure bond funds act as flexible financing through low-interest loans for both "new construction" and "adaptive reuse."

March:

Data Dive: Staff Liaison presents current baseline data (shelter census, waitlists).

Action Item: Finalize endorsement and public education talking points for the June Bond.

April:

Deliverable Due: The Initial "Gap Analysis." (Note: This will be a "Version 1.0" based on available data, but crucial to have before the bond vote to prove the need).

Policy Work: Begin review of the "Regional Fiscal Impact" formula (the Jail/Tax connection).

Phase 2: Advocacy & The "Fair Share" Framework (May – Aug 2026)

May:

Public Engagement: Hold a public workshop regarding the Housing Bond to answer resident questions.

Sub-Committee: Form a "Zoning Review" subcommittee to start identifying barriers for the next year's Legislative Plan.

June:

ELECTION: Housing Bond Vote.

Meeting Focus: Post-election strategy. If Bond passes -> Draft oversight criteria. If Bond fails -> Draft "Plan B" contingency options.

July:

Deliverable Due: Bi-Annual Housing Inventory Report (First Edition).

Regional Work: Send data requests to neighboring towns (Brewer, Hampden, etc.) to populate the "Regional Fiscal Impact Scorecard."

Phase 3: Legislation & Budget Prep (Sept – Dec 2026)

September:

Drafting: Review initial drafts of the "Regional Fiscal Impact Report" (The Tax/Jail report).

Grant Review: Review potential CDBG allocations or winter emergency shelter funding needs.

October:

Presentation: Present the Regional Fiscal Impact Report to City Council and County Commissioners (timed for County budget season).

November:

Strategic Planning: Workshop the specific legislative goals for 2027.

Voucher Cliff Check: Review status of CoC Vouchers and federal funding outlook.

December:

Finalize: Vote on the 2027 Annual Legislative Action Plan.

Review: End-of-year review of Committee effectiveness and attendance.

Phase 4: The Cycle Begins (Jan 2027)

January 2027: Submit the Annual Legislative Action Plan to Council. The regular cycle is now established.

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The Gap Analysis Matrix

Objective: To quantify the deficit between existing resources and the actual population needs in Greater Bangor.

Housing / Service Type	Target Population	Current Inventory (Beds/Units)	Current Demand (Waitlist/PIT Count)	The Gap (Deficit)	Barriers to Expansion
Emergency Low-Barrier Shelter	Adults with active SUD or behavioral health issues	*e.g., 40 beds*	*e.g., 65 individuals/night*	-25 beds	Staffing shortages; Funding limits
Medical Respite Care	Unhoused individuals discharged from hospitals needing recovery time	*e.g., 0 beds*	*e.g., 5 referrals/month*	-5 beds	Licensing/Zoning; Operational funding
Transitional Housing	Youth (18-24) or those leaving incarceration	*e.g., 12 beds*	*e.g., 30 applicants*	-18 beds	Lack of suitable real estate
Permanent Supportive Housing (PSH)	Chronically homeless with disabilities (Housing First model)	*e.g., 50 vouchers*	*e.g., 120 qualified*	-70 units	Lack of landlords accepting vouchers; Lack of case management staff
Workforce Housing (30-60% AMI)	Service workers, those exiting homelessness who are employed	*e.g., X units*	*e.g., Y applicants*	-Z units	Construction costs; High interest rates
Diversion/Prevention Funds	At-risk tenants facing eviction	*e.g., $50k annual budget*	*e.g., $150k in requests*	*-$100k*	Limited General Assistance (GA) flexibility

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The Regional Fiscal Impact Scorecard

The "Fair Share" Formula

The Formula:

(Total Housing Units × 10% Target) - (Existing Affordable Units + Service Credits) = The Housing Deficit

- 10% Target: Based on Maine's goal that 10% of a community's housing stock should be classified as affordable.
- Service Credits: A collaborative "bonus" for towns hosting regional burdens (Jail, High Schools, Hospitals). This acknowledges why Bangor's number is already high.

The Visual Matrix (To be presented to Council/County)

Municipality	**Total Housing Units**	**Statutory Goal (10%)**	**Current Affordable Inventory**	**Regional Service Credit**	**Net Deficit (Units)**	**Est. Jail Tax Impact**
Bangor	15,000	1,500	2,200	+500 (Hosts Shelter/Jail)	+1,200 (Surplus)	$0
Brewer	Ex. 4,000	Ex. 400	Ex. 50	Ex. 0	Ex. -350 (Deficit)	Ex. $ High
Hampden	Ex. 2,500	Ex. 250	Ex. 0	Ex. 0	Ex. -250 (Deficit)	Ex. $ Med
Hermon	Ex. 3,000	Ex. 300	Ex. 290	Ex. +10 (Hosts Transfer Station)	Ex. 0 (Balanced)	Ex. $0
Orono						
Old Town						
Orrington						

Veazie						
Glenburn						
Eddington						
Holden						

The "Est. Jail Tax Impact" Column:
This is the "teeth." You calculate this by saying: "The Jail is 20% over capacity. 40% of inmates are homeless. Therefore, the housing deficit in Town A contributes to the $4M jail shortfall."

Collaborative Strategy: "The Tax-Shed Coalition"

To keep the tone collaborative, the Committee shouldn't just mail this report to the towns and say "Fix it." They should invite the towns to a "Tax-Shed Working Group."

The Pitch to Neighbors:
"Bangor doesn't want to tell you how to zone your town. But the County tax bill just went up 20% because the jail is full of people who need housing, not handcuffs. If we work together to build 50 supportive units regionally, we can drop the daily jail count and lower everyone's property taxes."

Why this works:

1. It respects autonomy: You aren't forcing them to build; you are showing them the bill for *not* building.
2. It shares the pain: It acknowledges that Bangor is hurting from the tax hike too.
3. It targets the Wallet: Town Managers in the suburbs care about their mill rate more than social justice. This speaks their language.

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CITY OF BANGOR

AGENDA

Business & Economic Development Committee

Monday, January 5, 2026
73 Harlow Street – Council Chambers
Bangor, Maine
Immediately following Government Operations Committee

1. **Annual Reports**
   Action request: Accept and forward to full Council
   - **A. Historic Preservation Commission**
   - **B. Planning Board**
   - **C. Penjajawoc Marsh/Mall Management Commission**

2. **Tiny Home Park Proposed Ordinance Change**
   Action request: Provide feedback for possible amendments

3. **Update on 2022 Comprehensive Plan Implementation**
   Action request: None

4. **Discussion on Central Kitchen Project**
   Action request: Provide feedback to staff

5. **Executive Session:** Acquisition of real property or economic development 1 M.R.S.A. § 405(6)(C) – 1 item

Upcoming Items:

Update in Implementation of 2024 Housing Production Study – January 2026
CDBG Project Update – January 2026
2026 Department Goals – January 2026
Feasibility Study Work on City-Owned Properties – February 2026
Proposed Changes to Historic Preservation Commission Code – February 2026

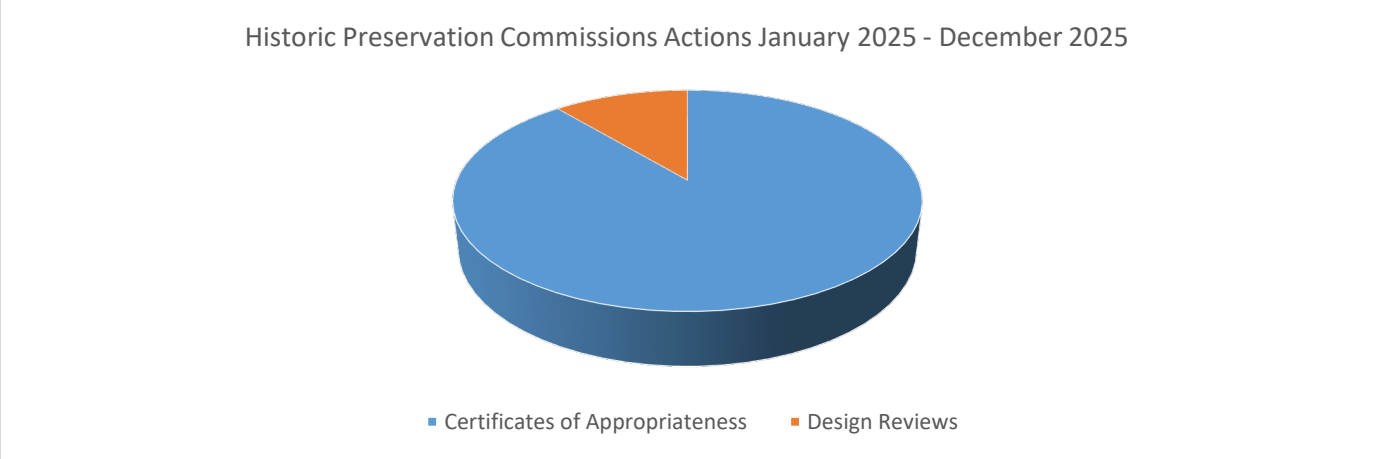
CITY OF BANGOR
PLANNING DIVISION

COMMUNITY & ECONOMIC DEVELOPMENT

HISTORIC PRESERVATION COMMISSION
2025 Accomplishments: January 1, 2025 – December 31, 2025

Highlights:

- ❑ **The Commission issued a total of 9 actions in the form of decisions and recommendations.**
- ❑ **West Broadway had the most actions with 2 applications considered.**
- ❑ **The majority of the Commission's agenda time was dedicated to Certificates of Appropriateness.**
- ❑ **The Commission met for a cumulative 19 hours and 48 minutes.**
- ❑ **Began collaboration with staff and members of the public to propose amendments to the Historic Preservation Code.**
- ❑ **Completed Phase IV of historic architectural survey – surveyed additional areas outside historic districts (State Street, Tree streets, Bangor grange, parks)**



Commission Members:

Edmund Chernesky, Chair
Liam Riordan, Vice Chair
Nathaniel King
Rebecca Krupke
Anne Marie Quin
Peter Keebler, Alternate
Matthew Weitkamp, Alternate

Mike Pullen, Consultant

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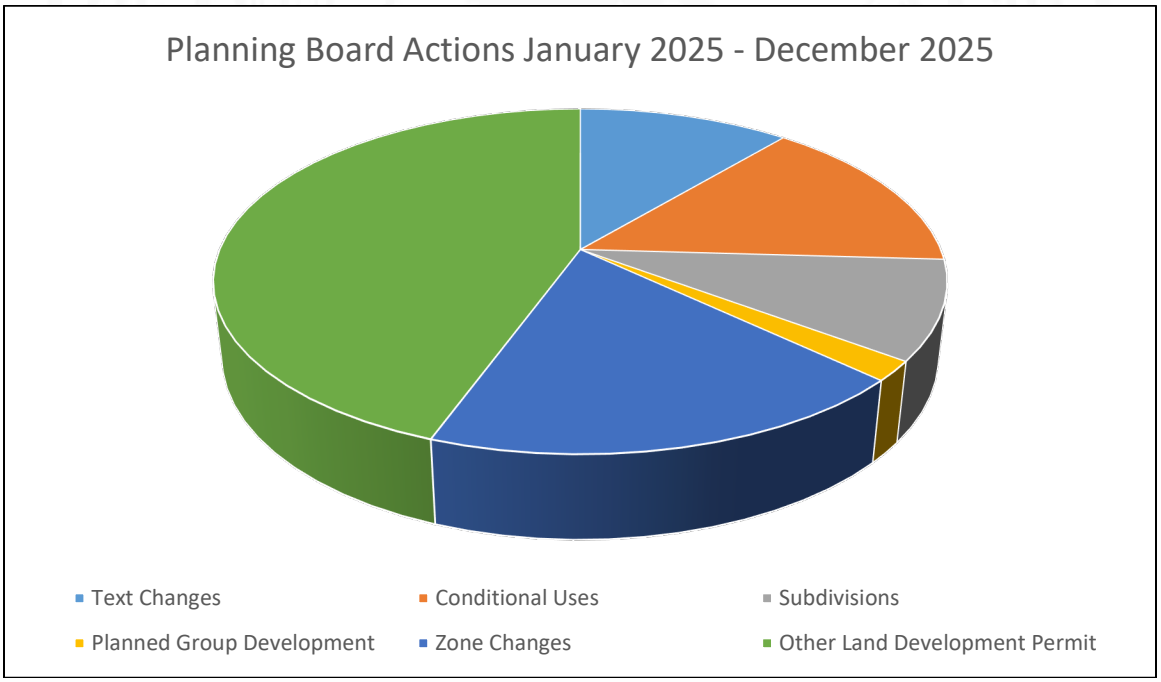
PLANNING DIVISION

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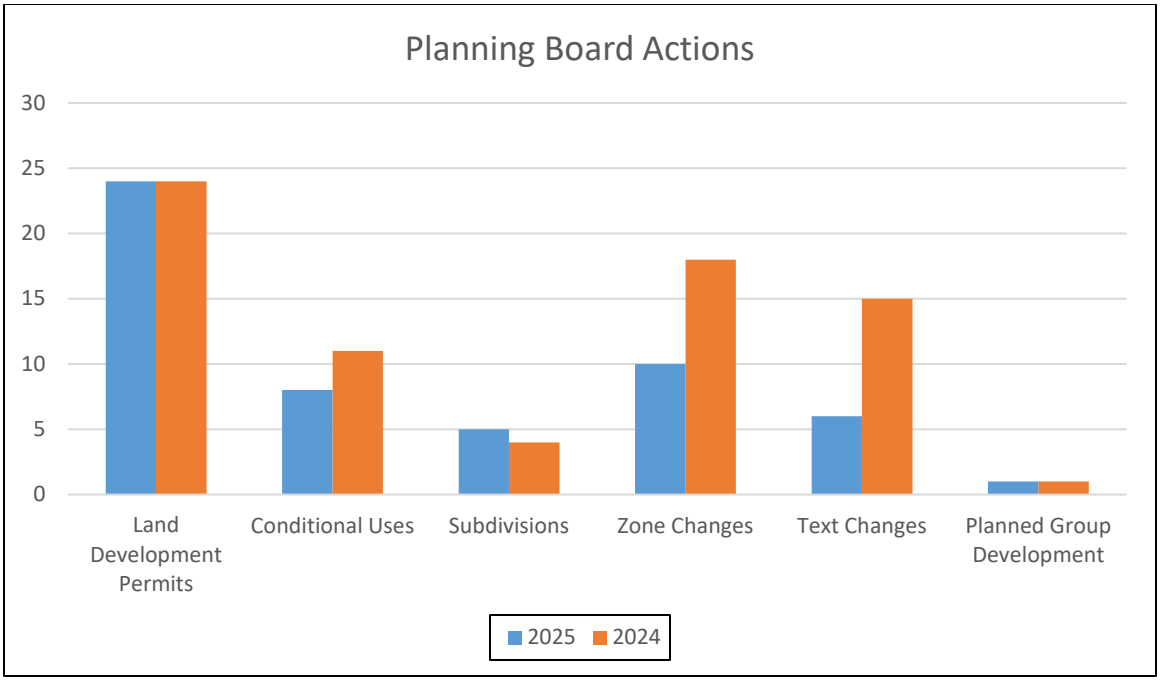
PLANNING BOARD
2025 Annual Report: January 1, 2025 – December 31, 2025

Highlights:

- ❑ **The Board issued a total of 54 actions in the form of decisions and recommendations.**
- ❑ **The Board approved 72 units of housing.**
- ❑ **227,788 sqft of commercial/institutional floor area was approved**
- ❑ **Broadway had the most actions with 5 applications considered.**
- ❑ **More than half of Board agenda time was dedicated to development proposals.**
- ❑ **The Planning Board met for a cumulative 20 hours and 22 minutes.**
- ❑ **Received and provided feedback on the technical approaches report for the Land Development Code re-write (Blueprint Bangor)**



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Land Development Code Changes

- Added a General Public Safety use to the Airport Development District
- Clarified certain requirements for Land Development Permits
- Added flexibility to the reconstruction requirements for existing manufactured home parks constructed prior to 1971
- Removed limitations on number and square footage of temporary commercial vendors in the Waterfront Development District
- Added, as a conditional use on major arterial streets only, private schools, training facilities, and recreational uses to the Rural Residence & Agriculture District
- Approved 3 zoning map amendments to higher density residential zones

Board Members:
Reese Perkins, Chair
Jonathan Boucher, Vice Chair
Ted Brush
Trish Hayes
Ken Huhn
Janet Jonas
Michael Bazinet
Justin Cartier, Associate

CITY OF BANGOR
PLANNING DIVISION

COMMUNITY & ECONOMIC DEVELOPMENT

PENJAJAWOC MARSH/BANGOR MALL MANAGEMENT COMMISSION
2025 Accomplishments: January 1, 2025 – December 31, 2025

Highlights:

- ❑ **The Commission reviewed and issued recommendations for 1 land development project within the Penjajawoc Marsh Overlay Zone.**
- ❑ **Discussed how recommendations for previous development projects had been implemented**

Commission Members:

Tristin Friend
Bobbi Hosmer
Roger Applegate
Brandon Keim
Jane Bragg
David Lamon
Sandi McRae Duchesne

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CITY OF BANGOR

ANNE M. KRIEG AICP
DIRECTOR

COMMUNITY & ECONOMIC DEVELOPMENT

Memorandum

To: Business & Economic Development Committee
From: Anja Collette, Planning Officer
Date: January 5, 2026
Regarding: Tiny Home Park – Short Term Rental Discussion

This memo is an updated version of one presented to the Council in December 2024, regarding the allowance of short-term rentals in tiny home parks. For the benefit of newer Councilors, in October 2022, the City adopted an ordinance establishing a new use and regulations for tiny home parks. At that time, the City did not have short-term rental regulations; therefore, short-term rentals were expressly disallowed in tiny home parks. The City's short-term rental ordinance was adopted in October of 2023. This ordinance allowed short-term rentals in most places, but the tiny home park ordinance was not amended to allow this use. However, no such restriction was ever created for manufactured home parks. Therefore, a disparity now exists between short-term rental regulations for two similar development types.

The staff recommendation at the time was to allow short-term rentals in tiny home parks, but to limit them to 50% of the homes in a park or 5 homes, whichever is less, similar to the current short-term rental cap of 5 units per individual. At the time this was presented, Council was not interested in pushing this proposal forward due to concerns about the impact this might have on tiny home park communities. However, a few members of the public requested that the City take this item up for consideration again; therefore, staff held a workshop with the Planning Board in early December to discuss this proposal. The Planning Board was amenable to making this allowance, particularly given that short-term rentals are also allowed in manufactured home parks.

If Council is now amenable to allowing this, staff have a slight change in the previous recommendation, and now recommend restricting short-term rental operations to 30% of the homes in a park or 5 homes, whichever is less, similar to the current short-term rental cap of 5 units per operator. Staff recommends creating the same set of rules for manufactured home parks. This cap would only apply to parks that are under a single owner. In cases where each home is owned separately, there would not be a cap on the number in the park, similar to how condominiums are treated. However, there would still be a cap on the number of short-term rentals per individual (5) and a cap city-wide at 1% of the city's dwelling units.

CITY OF BANGOR

ANNE M. KRIEG AICP
DIRECTOR

COMMUNITY & ECONOMIC DEVELOPMENT

Memorandum

To: Business & Economic Development Committee
From: Anja Collette, Planning Officer
Date: January 5, 2026
Regarding: Comprehensive Plan Implementation

In June of 2023, the City adopted the 2022 Comprehensive Plan. The Plan included policies on a wide array of issues, such as improving housing accessibility and economic vitality in the City, protecting environmentally sensitive areas, and preserving important historic and cultural resources. In 2024, staff compiled a document showing how the policies listed in the Comprehensive Plan had been implemented and what projects were being worked on or were planned in order to further implement the Plan. Staff have now updated this document with new actions that have been taken since 2024, as well as updated the status on previous actions. The document includes all actions taken since the plan was adopted in 2023 and it is attached to this memo. Some actions are included several times because they are applicable to multiple policies. Staff intend to keep this document updated as initiatives are completed in order to track progress in implementing the Plan. No action is requested from the Committee at this time; the purpose of this item is to provide an update to Councilors. Staff welcome any questions or feedback Councilors might have.

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Comprehensive Plan Implementation 2023-2025

Policy 1	
Objective: Ensure that the City's zoning regulations and guidelines encourage development in areas that can support growth and that development occurs without adversely impacting the City's environmentally sensitive areas and habitats.	
Actions	
Working on the Blueprint Bangor Land Use Code Update	Began public involvement on City-owned Grandview lot focusing on sustainable infill growth
Adopted City Council Action 24-099, 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	Adopted City Council Action 24-089, allowing for co-living dormitories, but only in our more developed zones
Adopted City Council Action 23-246 increasing the maximum height in the Multifamily and Service District (M&SD).	Adopted City Council Action 23-156 to allow for multifamily residential/mixed commercial residential in S&PS and GC&S (encompassing our more developed commercial areas)
Adopted City Council Action 23-245, which both facilitates construction of manufactured home parks, but also ensures that new manufactured home parks can only be constructed inside the Growth Boundary	
Policy 2	
Objective: Develop an Open Space and Conservation plan with the aim of ensuring the protection and effective management of City-owned open space and identifying open space that may be targeted for acquisition.	
Actions	
Established Bangor as a Bee City USA affiliate (encourages sustainable management of City-owned open space)	Amended property maintenance ordinance to allow residents to participate No Mow May
Evaluating ways to incorporate conservation into Grandview Avenue development	Working on the Blueprint Bangor Land Use Code Update (will contain protections for certain open space areas)
Policy 3	
Objective: Continue the protection of environmentally sensitive areas.	
Actions	
Evaluating ways to incorporate conservation into Grandview Avenue development	Working on the Blueprint Bangor Land Use Code Update (will contain protections for certain natural areas)
Staff attended lectures on balancing farmland preservation with solar development	Completed a Penjajawoc Watershed-Based Management Plan
Performed maintenance on rip-rap at waterfront park to ensure it meets demand for erosion mitigation.	
Policy 4	
Objective: Implement recommendations of the 2019 Recommendations to Improve the Status of Housing in Bangor report.	
Actions	
Adopted Chapter 254 - Short Term Rental Licenses to create regulations on short-term rentals and opened up registration/licensing portal for operators in May, 2024	Completed a housing study of Bangor including a housing needs assessments, evaluation barriers to housing, evaluation potential development standards, and identification of gaps and resources for achieving housing goals.
Accepted the Final Pre-Approved Architectural Plans from Gawron, Turgeon, and Dillon	Established a pilot long-term rental registry
City Code Text Change; 24-237 - exempted renovation of 3 or more dwelling units from needing a Land Development Permit	Adopted several text changes creating new types of housing, such as co-living dormitories
Policy 5	
Objective: Increase the supply and range of affordable housing options in Bangor and maintain an affordable housing inventory in excess of existing supply.	
Actions	
Adopted several text changes creating new types of housing, such as co-living dormitories	Established a pilot long-term rental registry
Began the process of designing an affordable housing development on City-owned lot off Grandview Avenue	Completed a housing study of Bangor including a housing needs assessments, evaluation barriers to housing, evaluation potential development standards, and identification of gaps and resources for achieving housing goals.
Accepted the Final Pre-Approved Architectural Plans from Gawron, Turgeon, and Dillon	City Code Text Change; 24-237 - exempted renovation of 3 or more dwelling units from needing a Land Development Permit

Policy 6	
Objective: Maintain and increase the supply of housing designed for and occupied by people of all ages and abilities.	
Actions	
Tabled at the 2024 Healthy Aging Exposition about housing rehabilitation programs and Bangor Livable Communities	Incorporating universal design elements into the City project on Grandview Avenue
Provided guidance to Bangor Livable Communities which promotes walkable streets, housing and transportation options, access to key services and opportunities for residents to participate in community activities	Administered and advertised the Homeowner Rehabilitation Program and the Rental Rehabilitation Program to facilitate necessary and critical repairs on units to avoid displacement.
Adopted City Council Action 24-089 creating regulations and allowances for co-living dormitories	Accepted the Final Pre-Approved Architectural Plans from Gawron, Turgeon, and Dillon
Adopted zoning amendment to allow boarding homes in additional zones in the City	Adopted City Council Action 23-245, which facilitates construction of manufactured home parks
Pre-approved architectural plans incorporated accessibility elements	
Policy 7	
Objective: Increase the supply of housing proximate to Bangor's downtown with an emphasis on affordable units while protecting the integrity of the City's neighborhoods.	
Actions	
Accepted the Final Pre-Approved Architectural Plans from Gawron, Turgeon, and Dillon	City Code Text Change; 24-237 - exempted renovation of 3 or more dwelling units from needing a Land Development Permit
Adopted City Council Action 24-099, 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	Adopted City Council Action 23-246 increasing the maximum height in the Multifamily and Service District (M&SD) and Urban Service District (USD)
Adopted City Council Action 23-258 to implement the requirements of LD 2003, allowing for more units on residential lots	Adopted City Council Action 24-089, allowing for co-living dormitories, but only in our more developed zones
Completed a housing study of Bangor including a housing needs assessments, evaluation barriers to housing, evaluation potential development standards, and identification of gaps and resources for achieving housing goals.	Accepted the final Pre-Approved Architectural Plans from Gawron, Turgeon, and Dillon
Policy 8	
Objective: Foster relationships that ensure that the housing needs of the City's most vulnerable residents are met.	
Actions	
Adopted City Council Action 23-295, adding Permanent Supportive Housing as a Conditional Use in several zones	Adopted City Council Action 23-307, creating regulations and allowances for emergency shelters
Hosted the Fair Housing Workshop with Pine Tree Legal. Attended several Resource Provider events to meet different providers and create relationships.	Dispersed CDBG funding to Permanent Supportive Housing to Address Chronic Homelessness and CDBG Projects - Volunteers of America Supportive Housing for Disabled Adults
Completed a housing study of Bangor including a housing needs assessments, evaluation barriers to housing, evaluation potential development standards, and identification of gaps and resources for achieving housing goals.	Hired Bangor's first Homeless Response Manager
Adopted City Council Action 24-089, allowing for co-living dormitories	Adopted zoning amendment to allow boarding homes in additional zones in the City
Policy 9	
Objective: Administer, educate, and support affordable housing initiatives.	
Actions	
Administered General Assistance Program	Established a pilot long-term rental registry
Began process of developing affordable housing on City-owned lot on Grandview Avenue	Hired a Housing Officer to develop housing policy, support housing development, and manage programs for rental registry, tenants' rights and vacant/placarded properties

Began revaluation process for the City, which will help provide data on the housing stock	Completed a housing study of Bangor including a housing needs assessments, evaluation barriers to housing, evaluation potential development standards, and identification of gaps and resources for achieving housing goals.
Accepted the Final Pre-Approved Architectural Plans from Gawron, Turgeon, and Dillon	Applied for and received HUD funding through Maine CoC collaborative application to continue to support Bangor Rental Assistance Program
Policy 10	
Objective: Improve the condition of Bangor's housing supply and address blight issues in the City's neighborhoods.	
Actions	
Staff organized multidepartmental committee to coordinate management and plan action of vacant and placarded properties	Established a pilot long-term rental registry
Hired a Housing Officer to develop housing policy, support housing development, and managing programs for short term rentals, rental registry, tenants' rights and vacant/placarded properties	Administered and advertise the Heat Pump & Weatherization program for purchase and installation to eligible applicants; expanded program to rented units
Administered and advertised the Homeowner Rehabilitation Program and the Rental Rehabilitation Program to facilitate necessary and critical repairs on units to avoid displacement.	Completed a housing study of Bangor including a housing needs assessments, evaluation barriers to housing, evaluation potential development standards, and identification of gaps and resources for achieving housing goals.
Increased fees for vacant properties in the City to encourage placement of units back on the market.	
Policy 11	
Objective: Ensure that the City's zoning regulations and guidelines encourage development in areas that can support growth and that development occurs without adversely impacting the City's environmentally sensitive areas and habitats.	
Actions	
Adopted City Council Action 23-156 to allow for mixed commercial residential in S&PS and GC&S (encompassing our more developed commercial areas)	Adopted City Council Action 23-245, which both facilitates construction of manufactured home parks, and restricts manufactured home parks and tiny home parks to being constructed in the growth boundary
Adopted City Council Action 24-099, 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	Adopted City Council Action 23-258 to implement the requirements of LD 2003, allowing for more units on residential lots, particularly in the growth boundary
Adopted City Council Action 24-089, allowing for co-living dormitories in the more developed residential and mixed commercial/residential zones	Adopted zoning amendment to allow boarding homes in additional zones in the City
Adopted City Council Action 23-246 increasing the maximum height in the Multifamily and Service District (M&SD) and Urban Service District (USD)	
Policy 12	
Objective: Strengthen neighborhoods and their ability to support residents by addressing properties that are vacant and/or in disrepair and encouraging appropriate residential and neighborhood-scale commercial development within existing neighborhoods.	
Actions	
Hired a Housing Officer to develop housing policy, support housing development, and manage programs for rental registry, tenants' rights and vacant/placarded properties	Administered and advertise the Heat Pump & Weatherization program for purchase and installation to eligible applicants
Staff organized multidepartmental committee to coordinate management and plan action of vacant and placarded properties	Administered and advertised the Homeowner Rehabilitation Program and the Rental Rehabilitation Program to facilitate necessary and critical repairs on units to avoid displacement.
Increased fees for vacant properties in the City to encourage placement of units back on the market.	
Policy 13	
Objective: Foster an environment that is supportive of economic development and provides opportunities for the growth and development of businesses in the City.	
Actions	
Hired a Business Development Specialist and Economic Development Officer to coordinate business attraction, retention, collaboration and development	Completed 2025 Economic Development and Workforce Internships
Staff prepared pamphlets to facilitate starting a business in Bangor	Hosted National Economic Development Week 2024 VIP Summit Event to collaborate with industry leaders and rising stars

Continue to reach out to regional, state, and national entities to reestablish Foreign Trade Zone and formulate Best Practices	Foster local, regional, state, and national partnerships at conference and beyond
Continue to operate, lease, and market the Bangor Innovation Center as a stand-alone incubator	Revised Bangor Innovation Center Website
Policy 14	
Objective: Continue to invest in downtown Bangor through infrastructure and streetscape improvements, building façade improvements, public spaces for gathering and events, and marketing and attracting people to downtown public spaces for gathering and events, and marketing and attracting people to downtown.	
Actions	
Completed the Maine DOT Village Planning Partnership Initiative to create a plan for improved mobility, streetscapes, and infrastructure downtown	Completed study of downtown parking usage and continue to evaluate monthly report from PCI about parking trends
Continued to use Community Development Block Grant (CDBG) funds to invest in neighborhood improvements	Expanded the Downtown Assessment District to align with the TIF district
Administered and advertised the Façade Improvement Program in the Downtown area to facilitate repairs and upgrades to the facades of area businesses.	Evaluate monthly report from PCI about parking trends
Entered into a MOU with Wabanaki Public Health and Community Services for syringe waste pick up program	Completed Pickering Square remodel
Working on implementing grant to install bike parking around downtown	
Policy 15	
Objective: Review and update, as appropriate, the City's commercial zoning regulations to ensure that the regulations provide sufficient flexibility to allow development that responds to current and future market conditions.	
Actions	
Adopted City Council Action 23-246 increasing the maximum height in the Urban Service District (USD)	Adopted text change to allow for more food trucks in the Waterfront Development Distrct
Land development code update in progress to address this and other policies	Adopted City Council Action 23-156 to allow for multifamily residential/mixed commercial residential in S&PS and GC&S (encompassing our more developed commercial areas)
Adopted text amendment (25-257) to allow private schools, training centers, and recreation facilities in RR&A	
Policy 16	
Objective: Consider conducting corridor studies or area plans for corridors within the commercial districts to help align economic development priorities with needed infrastructure improvements to adequately support future growth.	
Actions	
Completed plan through the Maine DOT Village Planning Partnership Initiative to improve mobility, streetscapes, and infrastructure downtown	Completed study of downtown parking usage and continue to evaluate monthly report from PCI about parking trends
Evaluated needed sewer infrastructure upgrades in mall area to support new development	
Policy 17	
Objective: Partner with educational institutions and major employers in the City to strengthen and expand the workforce through training and employee pipelines.	
Actions	
Hired a Business Development Specialist and Economic Development Officer to coordinate business attraction, retention, collaboration and development	Hosted VIP Event focused on business retention, workforce hiring, and networking
Provided shadowing opportunities for Northern Light Family Residents	Public Works (PW) created and implemented a partnership with United Technology Center, resulting in a 9 month Construction Program paid internship program for the FY24 and FY25 school years.
PW developed framework for electrical division apprenticeship	PW & P&R (Parks & Rec) partnering with EMCC, Bangor Housing, and EMDC to host career exploration tours, job shadowing opportunities, encouraging careers in public service.
PW Director partnered with UME Augusta to contribute to their Municipal Career Pathways program for high school and first-year college students.	PW hosted construction program demonstrations to regional high school students to demonstrate fleet maintenance, underground infrastructure, traffic signal, and snow management practices.

PW developed a Federal Motor Carrier (FMCSA) Eltry-Level Driver Training (ELDT) commercial license program to hire employees w/o proper skills and provide them with 120 hour class, range, and road training program over 90 days to earn Class B CDL while earning full-time pay and excellent benefits.	Hired students to work in PW Electrical division, learning electrical and traffic skills while studying. Department provided tuition support for technical electrical degree program.
Host National Economic Development Week 2024 VIP Summit Event to collaborate with industry leaders and rising stars on workforce acquisition and retention	Completed 2025 Economic Development and Workforce Internships
Provided internships for undergraduate and graduate students at Bangor Public Health and Community Services	
Policy 18	
Objective: Promote entrepreneurship, innovation, and business expansion by supporting and leveraging partnerships among research and educational institutions, business development organizations, and the private sector.	
Actions	
Hired a Business Development Specialist and Economic Development Officer to coordinate business attraction, retention, collaboration and development	Continue to operate, lease, and market the Bangor Innovation Center as a stand-alone incubator
Continued work with the Bangor Innovation Center to promote local entrepreneurship	Reached out to regional, state, and national entities to reestablish Foreign Trade Zone and formulate Best Practices
Completed 2025 Economic Development and Workforce Internships	Continued work on the Bangor Central Kithcen
Policy 19	
Objective: Grow the City and region's recreation and tourism economy.	
Actions	
Hired a Business Development Specialist and Economic Development Officer to coordinate business attraction, retention, collaboration, and development	Worked with local organizations to support development and promote Bangor
Worked with Downtown Business Partnership to renovate waterfront area	Provided financial support to Bangor Chamber of Commerce for social media focused engagement
Contributed to articles in the Chamber of Commerce Tourism Magazine and Maine Biz Magazine	Participated in regional tourism group, GBR
Extended waterfront trail	
Policy 20	
Objective: Identify, attract, and retain a more diverse population by creating a welcoming and inclusive community that supports all populations.	
Actions	
Hired a Community Development Analyst to coordinate public funding and programming	Approved application for street mural downtown showcasing Wabanaki art
PW developed a Federal Motor Carrier (FMCSA) Entry-Level Driver Training (ELDT) commercial license program to hire employees w/o proper skills and provide them with 120 hour class, range, and road training program over 90 days to earn Class B CDL while earning full-time pay and excellent benefits.	Host National Economic Development Week 2024 VIP Summit Event to collaborate with industry leaders and rising stars on workforce acquisition and retention
PW hosted construction program demonstrations to regional high school students to demonstrate fleet maintenance, underground infrastructure, traffic signal, and snow management practices.	PW & P&R partnering with EMCC, Bangor Housing, and EMDC to host career exploration tours, job shadowing opportunities, encouraging careers in public service.
Completed 2025 Economic Development and Workforce Internships	
Policy 21	
Objective: Develop a marketing campaign and communications strategy for Bangor that features its cultural and historic resources, economic opportunities, parks and recreational opportunities, and other assets, and promotes Bangor as a place for growth and innovation	
Actions	
Staff prepared pamphlets to facilitate starting a business in Bangor	Coordinated with Public Engagement Specialist to promote various efforts in the City
Began revisions to the Bangor Innovation Center Website	Working on a presentation to realtors and developers in January, 2026 about Bangor's historic resources

Policy 22	
Objective: Improve traffic operations and strategically improve transportation infrastructure across the City.	
Actions	
Completed study of downtown parking usage and continue to evaluate monthly report from PCI about parking trends	Installed advanced traffic detection at key intersection around the City
Partnered with BACTS/DOT to install active/intelligent traffic signal management system on Penobscot Corridor that extends from Brewer into Bangor. This will be used to control more intersections around the City.	Removed flashing stop beacons and replaced with flashing LED stop signs
Conducted traffic study at State St & Forest Ave. Determined the traffic signal wasn't warranted. Rebuilt intersection to calm traffic, remove signals.	Contracted for replacement of wooden poles with aluminum at Stillwater Ave. & State St. to reduce traffic detection issues.
Sent PW Electrical Staff to 3-day Traffic School conducted by Maine DOT	Contracted with Maine DOT to provide local traffic signal maintenance support in exchange for State funding. Will eventually led to a statewide integrated traffic control system.
PW created the position of Pavement Mangement Officer to actively manage paving and striping operations.	Accepted the Maine DOT Village Planning Partnership Initiative plan to improve mobility, streetscapes, and infrastructure downtown
Policy 23	
Objective: Improve bicycle and pedestrian connectivity across the City.	
Actions	
PW is conducting FY24-FY25 trial for City to take over sidewalk snow clearing in downtown parking district to improve safe pedestrian access. Will likely result in change to Ordinance 257-2	Partnered with local organizations like Bangor Area Comprehensive Transportation System (BACTS) to advocate for improved transportation
Staff currently serving on Complete Streets Plan Committee organized by BACTS	Accepted the Maine DOT Village Planning Partnership Initiative plan to improve mobility, streetscapes, and infrastructure downtown
Painted bike lane on a section of State St. Reviewing opportunities for additional bike lanes around City.	Implemented new sidewalk plowing in FY24 to more quickly improve pedestrian access to schools after winter storms
Approved application for street mural downtown to improve pedestrian safety and the downtown streetscape; had a noticeable impact on calming traffic	Currently discussing complete neighborhoods/complete streets with the Livable Communities committee and other staff
Added sidewalk to Ohio Street	Implementing Community Action Grant to install bike racks and secure bike storage in the City
Continuing to require all development applications to add pedestrian connections where applicable	Installed new multi-use path on Fourteenth Street
Created (or working on creating) new sidewalks along Ohio Street, Odlin Road, Maine Avenue, and Mt. Hope Avenue	
Policy 24	
Objective: Accommodate emerging transportation modes and technologies.	
Actions	
Installed 5 new EV charging stations downtown - 4 at Pickering Square parking garage and 1 at Abbot Square parking lot	Partnered with local organizations like Bangor Area Comprehensive Transportation System (BACTS) to advocate for improved transportation
Working on land use code update that will address this and other policies	Used grant funding to purchase an EV for City use
PW Director and electrical staff attended seminars on smart streets connectivity, sending information to autos regarding traffic signals, construction, delays, etc.	Partnered with BACTS/DOT to install active/intelligent traffic signal management system on Penobscot Corridor that extends from Brewer into Bangor. This will be used to control more intersections around the City.
IT, Engineering, and PW is partnering to install fiber optic connectivity around the City, which will support smart streets data connectivity	
Policy 25	
Objective: Continue to address safety issues across Bangor's transportation system.	
Actions	
Partnered with local organizations like Bangor Area Comprehensive Transportation System (BACTS) to advocate for improved transportation	Approved application for street mural downtown to improve pedestrian safety/traffic calming
Accepted the Maine DOT Village Planning Partnership Initiative plan to improve mobility, streetscapes, and infrastructure downtown	Newly created Pavement Management Officer implemented annual pavement condition index scoring process to improve safety/rideability of streets.

Newly created Pavement Management Officer testing new pavement marking options (inlaid polyurea, MMA, heat applied durable surface markings, heat inlaid durable surface markings) to increase year-round crosswalk and striping visibility.	Evaluate and address each resident request for traffic calming measures and take appropriate action - either justify the current configuration or make changes.
Working with the Bangor Area Comprehensive Transportation System (BACTS) on a Complete Streets Plan for the City and region	Working with the Bangor Area Comprehensive Transportation System (BACTS) to identify areas to improve safety using a Safe Streets for All Grant
Conducted a trial of a new pavement scoring software in 2024.	Created (or working on creating) new sidewalks/multi-use paths along Ohio Street, Fourteenth Street, Odlin Road, Maine Avenue, and Mt. Hope Avenue

Policy 26	
Objective: Update City regulations and policies to better manage and accommodate transportation needs across the City.	
Actions	
Adopted City Council Action 24-099, to reduce the minimum off-street parking spaces required for residential units and developments requiring Land Development Permits	Completed study of downtown parking usage and continue to evaluate monthly report from PCI about parking trends
Incorporated flexibility with winter on-street parking rules that will also allow safe clearing of snow & ice	Completion of 800+ "Monty Moose" Parking Lot and associated sidewalk
Policy 27	
Objective: Improve Community Connector bus service and amenities and implement strategies to increase ridership.	
Actions	
Switched bus system to fixed stop routes to improve reliability, boost ridership, and create potential for bus tracking	Received DOT grant to add bicycle racks to buses, including the capability to carry e-bikes
Renovating the bus barn to add capability for electric bus charging	Created new rider app for bus tracking
Installed new ticket vending machine	
Policy 28	
Objective: Continue to support the growth of Bangor International Airport (BGR) as a transportation and commerce hub.	
Actions	
Approved development plans for the Bangor International Airport for utility buildings, gate connections, and increased parking	Extended the lease of Transportation Security Administration (TSA)
Policy 29	
Objective: Improve regional transportation options and connectivity to the region.	
Actions	
Partnered with local organizations like Bangor Area Comprehensive Transportation System (BACTS) to advocate for improved transportation	
Policy 30	
Objective: Prioritize climate resiliency through city-wide and regional mitigation and adaptation strategies.	
Actions	
Completed the regional Penobscot Climate Action Plan and established membership on the Penobscot Climate Action Committee	Working with the Penobscot Climate Action Committee to push forward resilience strategies in the region and to increase public awareness around climate initiatives
Received grant funding to create urban forest management plan (UFMP) to manage street and urban park trees assets. The UFMP will promote climate resiliency through a cooling tree canopy and erosion control through tree plantings.	Administered and advertise the CDBG Heat Pump & Weatherization program for purchase and installation to eligible applicants
Created a new grant program to help fund weatherization in rented units in the City	Using Community Resilience Partnership grant funding to complete energy audits of 6 City-owned buildings and install bicycle racks around the City
Used the Energy Efficiency & Conservation Block Grant program to purchase an EV for general City use	Several departments, such as Fleet and Community Connector, have purchased EVs and hybrid vehicles
Renovating the bus barn to add capability for electric bus charging	The Blueprint Bangor Land Development Code update in progress will incorporate climate action plan strategies
Policy 31	
Objective: Improve stewardship of forests and tree canopy on City-owned open space and rights-of-way.	
Actions	
Continued to review development plans for vegetative buffering requirements and encouraging planting of native species	Awarded grant funding to create urban forest management plan to manage street and urban park trees assets.
PW created the position of Forestry Manager and hired state licensed Forester to manage tree assets across the City.	PW & P&R hired University of Maine forestry program interns to inventory, and catalogue in GIS, every street and urban park tree in the City.
Coordinated with and supported Bangor Beautiful non-profit to plant 25 trees at Center St., Park St., High St., Hammond St., and Ohio St. and 17 trees at the intersection of Oak St. and Washington St.	Coordinated with Downtown Bangor Partnership (DBP) to support annual removal of invasive species in downtown parks.
Coordinated with Downtown Bangor Partnership (DBP) to support annual Big Dig planting of public flower beds by private, public, and business entities.	Awarded $50k in Inflation Reduction Act grant funding to create/expand City tree nursery to grow native tree stock for street and park plantings.

Inventoried public ash trees and created a plan for dealing with the Emerald Ash	Planted additional trees in Pickering Square
Policy 32	
Objective: Support and enhance agricultural resources.	
Actions	
Renewed the Farmer's Market lease	Currently working on the Commerical Kitchen Development as a collaborative, commercial kitchen space for entrepreneurs
Helped guide applicants through zone change process to facilitate a cut flower business	Staff attended lectures on smart growth and balancing farmland preservation with solar development
PW supports Farmer's Market on winter weekends to clear parking lot prior to market start.	PW used resident leaves and grass to create compost, on a State-licensed site, for use by residents and city staff.
PW partnered with Bangor High School students to test compost for harmful effects.	Approved $75,000 in ARPA funding to Food and Medicine to create new community gardens
The Blueprint Bangor Land Development Code update in progress will incorporate strategies to protect farmland and farming	
Policy 33	
Objective: Continue to promote sustainable stormwater management and floodplain management to be resilient and adaptable to a changing climate.	
Actions	
Continued to review development plans for adherence to stormwater regulations and best practices	Performed maintenance on rip-rap at waterfront park to ensure it meets demand for erosion mitigation.
Completed the Penjajawoc Watershed Based Management Plan	Completed floodplain restoration project on Arctic Brook, completed in-stream improvement project on Capehart Brook, and completed replacement of undersized storm drain on State Street
Stormwater Technician educates Planning Board members yearly on stormwater regulations	The Blueprint Bangor Land Development Code update in progress will help implement this policy
Began planning for in-stream improvement projects for Sucker Brook in 2 locations	
Policy 34	
Objective: Prioritize energy efficiency and implementation of renewable energy measures.	
Actions	
Continue to administer and advertise the Heat Pump & Weatherization program for purchase and installation to eligible homeowners, and expanded weatherization program to rented units	Using Community Resilience Partnership grant funding to complete energy audits of 6 City-owned buildings
Adopted City Council Action 24-164 amending district height limits to clarify the limits for rooftop solar	PW exploring purchase of heavy vehicles that run on RNG instead of diesel. Heavy vehicles have continued to be a challenge for EV adoption so RNG is a viable option to reduce emmissions.
PW Fleet Services investing in annual technician training for electric vehicles and hybrids to support City move toward EV fleet.	Currently working on hiring sustainability intern to help evaluate City-owned property for solar potential and identify other energy saving measures
Received grant funding through the "low-no" emission vehicle grant program to rehabilitate bus depot to support charging of electric buses	
Policy 35	
Objective: Actively work towards protecting and improving water quality of the Penobscot River, impaired streams, and other water resources in the City.	
Actions	
Continue to review development plans for adherence to stormwater and water district regulations and best practices	Performed maintenance on rip-rap at waterfront park to ensure it meets demand for erosion mitigation.
Continued investment in stormwater separation projects	The Blueprint Bangor Land Development Code update in progress will help implement this policy
Completed the Penjajawoc Watershed Based Management Plan	
Policy 36	
Objective: Prepare a City Facilities Master Plan to assess capacity to meet current and anticipated program needs and to identify energy, efficiency, and overall facility improvements that are needed.	
Actions	
Committed funding for the development of an ADA Transition Plan	Completed work on renovating City Hall to meet code requirements, improve energy efficiency, and enhance customer service
Energy audits for 6 municipal buildings in process	
Policy 37	

Objective: Continue to preserve, enhance, and maintain parks and recreation facilities.	
Actions	
P&R created and adopted Forest Management Plan (FMP) for Rolland Perry City Forest.	PW & P&R hired University of Maine forestry program interns to develop selective harvest plan for City forest according to FMP.
P&R contracted for the creation of Forest Management Plan (FMP) for Essex Woods recration area.	PW partnered with Bangor High School students to create a awareness around Beech Leaf Disease at City Forest.
Policy 38	
Objective: Expand access to parks and recreational facilities for all users and improve connectivity of parks and open spaces.	
Actions	
PW & P&R coordinated browntail moth (invasive pest) remediation treatment trials in City parks across the City, creating safer experience for park users.	Extended the waterfront walking/biking path
P&R worked with PW to develop plan for the creation of a public park on City property in Judson Heights	
Policy 39	
Objective: Improve resources of Bangor's Public Health and Community Services Department (PHCS) to ensure that Bangor continues to meet the needs of residents.	
Actions	
Bangor's Public Health and Community Services currently pursuing accreditation through the Public Health Accreditation Board	
Policy 40	
Objective: Support the work of local and regional community organizations that provide social services to the Bangor community.	
Actions	
Continued to disperse CDBG funds	Hosted CDBG Action Plan Workshop
Continued the ShelterPlusCare program	Distributed ARPA funding to various organizations
Awarded grant funding to continue the operation of warming shelters	
Policy 41	
Objective: Ensure that Bangor's public safety services have the resources to meet the needs of the community.	
Actions	
Invested in new technology for the Police Department	Invested in new staff at PHCS to help provide services to the unhoused
Policy 42	
Objective: Support sustainability, including energy efficiency and renewable energy sources, across all City facilities.	
Actions	
Received designation as a Bee City USA, which will prioritize planting of native plants and reducing pesticide use	P&R partnered with Maine Audubon to plant monarch friendly native plants at Essex Woods former ski hill and capped landfill, and adjusted mowing schedule to assist in monarch reproduction/life cycle
P&R partnered with Ag Allies to create safe space for Bobolink reproduction cycle at capped landfill on Kittredge Road.	Staff preparing a plan for a municipal building energy audit for committee review
Renovating the bus barn to add capability for electric bus charging	Coordinate with Downtown Bangor Partnership (DBP) to support annual removal of invasive species in downtown parks.
Used the Energy Efficiency & Conservation Block Grant program to purchase an EV for general City use	Several departments, such as Fleet and Community Connector, have purchased EVs and hybrid vehicles
Using Community Resilience Partnership grant funding to complete energy audits of 6 City-owned buildings	Currently working on hiring sustainability intern to help evaluate City-owned property for solar potential and identify other energy saving measures
Awarded $50k in Inflation Reduction Act grant funding to create/expand City tree nursery to grow native tree stock for street and park plantings.	Awarded grant funding to create urban forest management plan to manage street and urban park trees assets.
Policy 43	
Objective: Continue to protect and maintain the City's drinking water supply and distribution infrastructure.	
Actions	
Continue to coordinate with Bangor Water District on Site Development Applications to ensure adequate capacity and safe development	
Policy 44	

Objective: Continue to make needed investments in the City's wastewater collection infrastructure.	
Actions	
Continue to coordinate with City Sewer on Site Development Applications to ensure adequate capacity and safe development	Currently working on increasing capacity (or conducting studies to do so) at several points in the City, including around the Bangor Mall and the Broadway area
Currently undergoing an evaluation of the K-Mart and Perry Rd. pump stations to address operational and development concerns related to sewer capacity.	Completed a $1.8M project at the wastewater treatment plant to upgrade the SCADA (supervisory control and data acquisition) system.
Implementing a sophisticated asset management program to identify and prioritize maintenance/repair/replacement needs.	Continue to maintains the State Revolving Fund funded account for smaller sewer improvements
Continued application for grants	Replaced 2,202 lf of sewer and 40 sewer manholes
Completed post-construction monitoring of Davis Brook storage tank	Cleaned/jetted 70.46 miles of sewer pipe
Inspected and coded 27.56 miles of sewer pipe	
Policy 45	
Objective: Proactively work towards obtaining and securing funding through the Infrastructure Investment and Jobs Act (IIJA) as a means of financing needed improvements to City facilities and infrastructure.	
Actions	
Implemented grant funding through the EECBG program (which was funded through the IIJA) for energy efficiency investments in City facilities/vehicles	
Policy 46	
Objective: Develop a City-wide digital infrastructure strategy.	
Actions	
IT coordinated with departments to better utilize digital assets like Laserfiche	Constantly updating Parcel Viewer as zones change
Created an online permitting portal for short-term rentals	Purchased software (Neighborly) to facilitate CDBG funding dispersal
Began implementation of asset management program	Creation of City-Wide Laserfiche Task Force for more effective usage
Policy 47	
Objective: Promote and enhance the viability of historic and architectural resources for their continued use or for new uses.	
Actions	
Completed the Phase 4 of Bangor Historic Architecturial Survey documenting additional historic resources in the City	Partnered with Bangor Historical Society to put on Jane's Walk, a community lead walking tour of historic Bangor
Attended Preservation Conference in Portland, Maine for training and networking	Completed architectural survey of the Great Fire District, Main Street District, the Tree Streets, State Street, and other standalone historic sites in the City
Continue to host yearly Jane's Walk celebrating smart development and historic resources	Working on public education about the City's historic resources and historic preservation
Working on presentation to realtors and developers about historic preservation	
Policy 48	
Objective: Provide continued support for the protection of historic resources in Bangor.	
Actions	
Completed the Phase 4 of Bangor Historic Architecturial Survey documenting additional historic resources in the City	Completed architectural surveys of the Great Fire District, Main Street District, and other standalone historic sites in the City
Dispersed CDBG funding to Bangor Historical Society	Plan to work on integrating architectural survey results into City parcel viewer
Working on presentation to realtors and developers about historic preservation	Working on public education about the City's historic resources and historic preservation
Policy 49	
Objective: Provide more support for the arts and cultural organizations in Bangor.	
Actions	
Assisted Bangor Beautiful and Wabanaki Public Health and Wellness with completing the Wabanaki Ground Mural on Hammond Street	Coordinated with Downtown Bangor to install the Umbrella Sky Project on Cross Street
Coordinated with and supported Bangor Beautiful non-profit to re-paint and landscape "Welcome to Bangor" installations at Oak, Hammond, and Union Streets.	Partnered with City Engineering to envision Diversity, Equity, and Inclusion themed mural

Sponsored various events and programs	Continue to host events like the yearly Sidewalk Art Festival and monthly First Friday Art Walk
Supported murals at Waterfront Concerts	Worked with Bangor High School students for the creation of art that was installed on BigBelly trash cans around the Downtown District in 2025.
Policy 50	
Objective: Bolster Bangor as a place that is home to events.	
Actions	
Partnered with local organizations like Downtown Bangor and Bangor Chamber of Commerce to support and conduct events	Provided financial support to Bangor Chamber of Commerce for social media focused engagement
Contributed to articles in the Chamber of Commerce Tourism Magazine and Maine Biz Magazine	Continue to host yearly Jane's Walk celebrating smart development and historic resources
Hosted National Economic Development Week 2024 VIP Summit Event to collaborate with downtown businesses on the future of Bangor	

CITY OF BANGOR
Anne M Krieg, AICP - Director

Community & Economic Development

Memorandum

To: Business & Economic Development Committee
From: Anne Krieg
Date: January 2, 2026
Regarding: Discussion of Continuation of Work on the Central Kitchen Project

Please accept this memorandum as a response to Councilors' request to discuss the Central Kitchen Project currently planned for the city property at 50 Cleveland Street. The intent of this report is to provide background information to the Committee about the project and the path that led us to where we are today. Pertinent documents in past BED packets are also included to assist the Committee in its discussions.

It is inappropriate for staff to lobby for or against a project, as that is a policy role for the City Council; staff's role in projects is to make recommendations, provide professional support, and ultimately carry out the projects as assigned. In this instance, staff have been taking the next steps to implement the Central Kitchen project under the belief that the acceptance and appropriation of grant funds and budget authorization to bond construction costs signified the Council's direction to continue the project.

However, we appreciate that Council priorities changed, especially with respect to longer-term projects like this one, which has taken close to 10 years to come to fruition. These shifts can be the result of market changes, public support or non-support, or other factors. The challenge with a complete shift on this project is that the city has $1.5 million in dedicated grant funds that would need to be addressed.

Project History

The project started back in 2017 when staff performed building evaluations on buildings on Cleveland Street to determine possible re-use.

From previous staff research in 2018:

The property known as the "Officer's Club", now known as 50 Cleveland St., was deeded to the University of Maine in 1973 after the closing of Dow AFB in 1968. Many of the properties transferred to the City and the University were subject to continued military use until no longer needed. Military units continued to use the Pine Tree Inn and the Officers' Club for many years, even though they were owned by the University.

In 2006, the University System, as part of a land swap with the city, transferred the Pine Tree Inn, Officers' Club, and day care property, all on what is now Cleveland St., to the City of Bangor. Military use continued in the Pine Tree Inn and the Officers' Club. The military officially vacated the Officers' Club on December 31, 2015.
The City has preserved the building since that point and is considering several development plans at present, including a "central kitchen" concept.

Funding pursuits and early discussion on a central kitchen project became active in 2018.

In 2019, there were a few BED/staff check-ins where Council received information on the active projects, which included the asbestos removal and property condition assessments taking place for various former Air Force properties. Discussion of the kitchen was part of these meetings.

The project went dormant due to the time needed for asbestos removal and building assessment, as well as COVID lockdown project priority shifts, and staff changes, until 2021, with a check-in in April regarding continued funding availability from Congressman Golden's office.

In the spring and summer of 2022, the project restarted with further discussions with the Committee about a possible kitchen at the location, and grant funding was accepted and appropriated.

The project went into a higher activity stage in 2023 with the hiring of the architect to prepare plans and help with programming. We also hired the consulting firm Parascope to prepare a feasibility study and a marketing study for the project. Those reports are in the packet for your perusal. This project was also placed as a priority project in the Comprehensive Plan.

In 2024, staff time was dedicated to working with the architect on the project, with a couple of check-ins with the committee on the progress.

In January of 2025, with an introduction to the concept in December of 2024, the recommendation for a demo/rebuild of a pre-cast building was presented to the Council by staff and the architect. This report is in your packet.

Since then, the staff has checked in with the committee 3 more times to review progress. The budget process in 2025 for the current fiscal year also included a request that was approved for a bond to complete the project to be paid from the Economic Development Fund, to reduce the burden on the taxpayers.

Fork Food Lab and us

It is assumed that some of the hesitation Committee members may have is due to the current press coverage of the Fork Food Lab in South Portland, which is filing for bankruptcy. We are "watching that space" carefully to see what is happening and will ensure that the Central Kitchen project does not repeat the same mistakes. One observation we have is that the Fork Food Lab, when it moved to South Portland, went from a little over 5,000 SF to over 40,000 SF. This expansion may have contributed to the current situation; however, we don't have clear knowledge at this writing.

At the surface, Bangor has been careful to size our facility (13,000 SF) much smaller than Portland's, to meet the demand we know is out there. We also took the time to perform feasibility and marketing analyses so we could move forward with caution. We plan to stick to the basics to serve the market that is there: people who have at-home cooking businesses and want to scale up, existing caterers in need of kitchen space, food trucks, and people looking for freezer storage for their business activities.

It would be foolish to state emphatically that we know this will be successful. We know, even with adequate due diligence, including the feasibility study, that there that this remains a risk for the city. This is the case for many, if not all, of the City's economic development investments. We know that businesses, whether in service or for profit, take time to break even and become profitable and therefore require upfront costs. This investment in the food service/production economy is a key policy decision for the Council.

We are currently working with a consultant on operations. The likely recommendation is to take a similar approach to other venues the city owns but does not operate, as the Cross Center and the Maine Savings Amphitheater. These, too, were seen at the time as risks for the city but have proven themselves to be good investments for the city's economic health and add to the livability of Bangor. The goal of the Central Kitchen project is to provide the same positive infusion into the food service and preparation economy.

Current Market

The market has changed, as is typical, since we started this project. Ghost kitchens were not a phrase until the shifts in food service radically changed during COVID lockdowns. Mid-range priced restaurants are currently not doing as well as people cook at home more and go out as a treat, and more often go to higher-end restaurants – thus luxury branding, often associated with catered and curated food goods, is doing well. Slow food, local food, and food with a lower carbon footprint remain priorities in purchasing for younger generations. These changes in markets over the last five years bolster the need for rentable space.

In looking at the more current market for renting commercial kitchen space, staff found these articles:

https://cloudkitchens.com/blog/commercial-kitchen-hourly-rental-space-near-you/#:~:text=Launching%20or%20scaling%20a%20food,construction%2C%20equipment%2C%20and%20permits.

https://www.foragekitchen.com/resources/2023/7/25/commercial-kitchen-rental-for-your-food-business#:~:text=The%20Growing%20Popularity%20of%20Commercial,to%20the%20high%20costs%20involved.

https://www.legourmetfactory.com/blogs/news/rent-a-commercial-kitchen-space-here-are-5-good-reasons

… and on buying preferences:

https://www.produceleaders.com/gen-z-millennial-preferences-shaping-the-produce-market/#:~:text=Local%20sourcing%20is%20not%20just,to%20consumers%20of%20all%20generations.

We look forward to discussing this further at your meeting.

amk



U.S. KITCHEN INCUBATORS
AN INDUSTRY UPDATE

JANUARY 2020

ESI ECONSULT SOLUTIONS INC.

URBANE DEVELOPMENT

THE FOOD CORRIDOR

CATHARINE STREET CONSULTING

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Econsult Solutions Inc. provides insights into economic problems, policy questions, and strategic thinking focused on providing customized economic expert services in Real Estate, Transportation, Economic Development, and Public Policy and Finance.

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Urbane Development is a community development venture that cultivates innovative solutions to build dynamic neighborhoods and positively impact underserved communities.

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THE FOOD CORRIDOR
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The Food Corridor works to enable efficiency, growth, and innovation in local food by empowering shared-use kitchens and their food businesses.

Ashley Colpaart, Founder and CEO

CATHARINE STREET CONSULTING
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Philadelphia, PA 19147
www.catharinestreet.com

Catharine Street Consulting is a community development consulting firm supporting social impact real estate projects in securing financing, quantifying economic and community impacts, and communicating impacts with stakeholders.

Adam Wodka, Principal

Layout design by Catharine Street Consulting

For inquiries, please contact info@econsultsolutions.com.

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EXECUTIVE SUMMARY

This report provides a snapshot of today's shared food facility industry, presents a view into the industry's future trajectory, and highlights best practices and recommendations for improving outcomes for entrepreneurs and operators. In addition to sharing data and recommendations, this report seeks to put shared kitchens into greater context as operations with the potential to play an outsized role in expanding the inclusive economy – bringing entrepreneurs that face significant barriers to entry into the fold of supportive business ecosystems. A comprehensive measure of the quantitative and qualitative impact that shared kitchens have on local economies remains a gap. However, the data in this industry report can support public, private, and foundation stakeholders in understanding the value of codifying the economic and social impacts of these facilities on their local communities.

KEY FINDINGS & RECOMMENDATIONS

Analysis of the 2019 industry survey results yielded the following findings and recommended actions to support the burgeoning shared use food facility industry:

Entrepreneurs and facility operators alike are in need of greater support, including professional development, capacity building, and technical assistance. In-demand support includes operations and planning; product development; branding, sales and marketing; affordable sourcing; accessing trained labor; and distribution/logistics support. Operators are seeking support with evidence-based entrepreneur programming and development.

> *Fund cross-training among shared kitchens to build industry capacity and reinforce standards of practice.*
>
> *Formalize and distribute evidence-based training curriculum to execute industry best practices.*

Missing industry data limits understanding of overall economic impact – particularly the industry's contribution to advancing economic inclusion – thus limiting the case for funding.

> *Formalize coordination between facility operators and public economic and market development agencies, academic institutions, and municipal governments to establish appropriate metrics and support codification of economic impact. Work together to leverage the cluster effect and advance incubation efforts.*

A lack of industry formalization detracts from the industry's legitimacy. Missing standards and regulations lead to inconsistent practices and may contribute to perceived risk, hindering support.

> *Establish a professional association to develop regulatory policies and standards of practice, and to advocate for these policies, incentives, funding, and other resources. The association should bolster member access to market intelligence, including facilitating the sharing of market research across facilities to cultivate an informed community of coaches and entrepreneurs.*

Access to working capital poses a major barrier to facility operators and member businesses

> *Increase direct public and private investment in operator and entrepreneur working capital and technical assistance providers to support the sustainable incubation of nascent food businesses.*

INTRODUCTION

The U.S. Kitchen Incubator industry in 2019 continues building a supportive ecosystem for one of America's key economic pillars: small business entrepreneurs. The U.S. Small Business Administration cites the small firms share of all domestic businesses at over 99 percent, with start-ups comprising 8 percent therein.[i] And while 8 percent may appear small, new businesses aged 0-5 years are a powerful force driving innovation and over 20 percent of gross job creation. [ii]The question of who benefits from the success of entrepreneurship is of great significance, particularly as municipalities and regions interrogate current economic development approaches and look for strategies that enable a more dynamic and inclusive economy. Entrepreneurship remains a critical pathway for people facing myriad barriers to entering the economy or accessing quality resources and networks. In 2018, the largest proportion of new entrepreneurs had completed less than a high school degree, the rate of minority entrepreneurs was increasing and immigrants accounted for nearly 30 percent of new entrepreneurs.[iii] This report analyzes a survey of shared kitchen operators across the U.S., following earlier surveys in 2013 and 2015. This work aims to support economic inclusion among these mission-driven business owners who have limited access to traditional pathways.

In 2019, 82 percent of surveyed kitchen facility operators pointed to supporting entrepreneur success as some part of their primary mission. Yet, entrepreneur success requires no less than an entire community of actors and resources to develop, guide, connect, fund, and champion fledgling concepts. This supportive community is of even greater importance when working with immigrant, refugee, and women entrepreneurs, who disproportionately lack resources and networks. Shared use food facilities, when employing industry best practices, realize the promise of business incubation and economic clusters to meet these requirements. In fact, 30 percent of the 2019 shared use food facility survey respondents cited business incubation as the primary function of their facility. Incubators have been shown to markedly improve the long-term survival rates of small businesses: incubated businesses have over double the success rate of those without the benefit of incubation after six years in operation.[iv] The survival of new businesses depends on ready and continued access to professional skill building, business development, and operations support, which are staples of an effective business incubation model.[v]

In addition to incubating food businesses, shared kitchens act as economic clusters where food entrepreneurs can benefit from co-location and cooperation. Clusters bolster start-up success and survival by growing the pool of specialized resources, improving access to suppliers and cooperative purchasing, knowledge sharing and accelerating paths to market.[vi] Although only 4% of survey respondents identified as part of a food innovation district or food cluster, arguably each shared use facility lays the groundwork for accessing the positive benefits associated with a highly localized economic business cluster. These micro-clusters warrant direct public investment to deliver on the promise of strengthening the connective tissue and supports for burgeoning businesses. The multiplied impacts of these micro-clusters should be measured by cities and states to better understand the direct and indirect value created by kitchen incubators.

As incubators and micro economic clusters, shared use food facilities are supporting businesses with critical services, expertise, networking, and linkages to financial resources. Among the hundreds of shared use kitchen facilities, those leading the industry in best practices take an intentional approach to incubation, network building, and inclusive recruiting – connecting a growing community of entrepreneurs of color and women entrepreneurs to expert supports. And while success is the shared goal, as La Cocina Executive Director Caleb Zigas puts it, "*La Cocina is designed to give people a space to fail and land on their feet. If the [shared kitchen] industry is going to make an impact, then we have to acknowledge that serial entrepreneurship is having the privilege of failing until reaching success. People on the margins are not afforded this privilege. Incubators need to be in the position to absorb that risk.*" Shared kitchens will need more robust public, private, and foundational partnerships to maintain and expand this critical position.

DEFINITIONS AND **BEST PRACTICES**

DEFINITIONS

Shared Use Food Facility: A facility dedicated to renting commercial kitchen space for shared use to a variety of food entrepreneurs, local businesses, and catering services. Within this umbrella term are included commissaries, commercial kitchens, and kitchen incubators, which offer business incubator services to provide startup food businesses with professional development and training.

Best Practices: A set of procedures that have been found to be the most effective in a given industry.

Economic Inclusion: The practice of including all people, regardless of race, gender, or socioeconomic status, in a given industry or economy. This is only accomplished through the intentional development of inclusionary strategies such as tiered pricing, diverse leadership, and additional support for those in need.

Food Innovation District: A geographic cluster of food-related businesses intended to foster business collaboration. These clusters often include markets, shared-use food facilities, and business incubators that work together to grow the regional food economy and support local businesses.

Ghost Kitchens: Food businesses that make food in a commercial kitchen space and deliver it right to consumers through food delivery apps, rather than through a traditional restaurant.

Local Food Economy: The group of local food growers, producers, and distributors that help provide food for a region.

Micro-clusters: Shared-use food facilities can also act as their own micro-cluster, allowing food entrepreneurs to collaborate and work with one another in areas where there is not a food innovation district.

BEST PRACTICES

Leaders in the shared kitchen industry serve as inclusive economic engines, creating environments for entrepreneurs to build wealth, create jobs and bolster the local community. While the industry has yet to develop formal standards and regulations, there is a core set of best practices employed by industry leaders:

- Provide ongoing regulatory, operational, and business management support and curriculum to build entrepreneur capacity - at start-up, second-stage growth, and beyond. This includes formal and informal coaching on go-to-market strategies, product development, branding, and sales and distribution support.
- Establish a clear culture of economic inclusion, often beginning with directed recruitment, screening, and interviewing of women, minority, and refugee entrepreneurs.
- Curate a member mix with an eye toward collaboration, mutual respect, cross-pollination, and product diversity for a sustainable operation and maximum benefit to the food community being built.
- Offer accessible, sliding scale pricing that transitions alongside the growth of the business until they reach market parity.
- Help entrepreneurs achieve scale by cultivating relationships along the food value chain, from suppliers, to skilled labor, to sales channel partners.
- Develop a supportive network and community of support beyond the walls of the kitchen facility. Bring in experienced mentors including industry experts, regulators, consultants, institutional and funder contacts. Build industry as well as community networks.

INSIDE
THIS REPORT

Current Characteristics (Section I) presents an update on the shared use food facilities industry through the results of a national survey and related analysis. Of the more than 600 identifiable shared kitchen facilities that operate across the U.S., 180 responded to the 2019 industry survey, providing key data points and highlighting emerging trends and opportunities to improve the impact and collective understanding of the industry. This section includes data in ten categories:

- **Location and Context** shows the distribution of facilities across 44 states. While about half of facilities are in urban areas, the regional distribution is fairly even.
- **Characteristics** detail the expanding operator landscape of younger facilities with mission-based goals. While a majority of operators remain for-profit, less than 10 percent cited a primary objective of making money.
- **Financial Status** explores the viability of operators. Most respondents are stable but a greater proportion in 2019 also experienced financial losses.
- **Facilities** details size, equipment offerings, and additional uses. The majority of respondents operate in less than 5,000 square feet. Event space, classrooms, and food testing labs are popular additional revenue sources.
- **Operating Models** shows varying staffing, costs, and revenue streams. Over 80 percent of facilities are run on a budget of less than $500,000. Most shared kitchens report few, if any, full-time employees.
- **Members/Tenants** highlights select details of users, including minority, women, and refugee entrepreneurs and duration of stay. 45 percent of respondents cited “business closure” as a frequent reason for tenants leaving a facility.
- **Products** outlines trending items being developed and sales channels. Ready-to-eat and baked goods are most popular and data suggests room for capturing more online and foodservice business.
- **Rates and Payment** shows industry approaches to setting and accepting fees and rental rates. The majority of kitchens increase their accessibility through sliding scale rates for low-income entrepreneurs or incubator program members.
- **User Interface** provides additional operational insights. Kitchens still depend largely on human-facilitated bookings, although there is a trend toward software solutions.
- **Business Supports** details how shared use food facilities provide incubator and food cluster benefits. While a majority offer licensing and business counseling, only 30 percent of operators track member outcomes, creating a major gap in understanding the industry and its impacts.

Looking Ahead (Section II) provides a closer look at the industry’s evolution from 2015 to 2019 and its future direction. The shared use food facility industry is growing as the food industry is changing shape. This section offers some reflection, as well as insights into how shared kitchens are being challenged and how they might respond:

- **Comparison to 2015 Survey** examines what the data says about how the industry has changed and remained constant from 2015 to 2019.
- **What the Industry Thinks About Its Future** highlights kitchen operators’ optimism about the direction of shared kitchen industry. Core challenges and needs of operators are discussed in greater detail.
- **Maturation and Evolution** addresses marketplace changes introducing new competition and opportunities. Shared use food facilities are poised to differentiate themselves as foundations of inclusive economic development.
- **Technical Assistance Needs** focuses on the types of supports needed for the sustainability of operators and entrepreneurs.
- **Technological, Consumer, and Social Disruption** identifies select trends that may change how entrepreneurs go to market and potential revenue opportunities for shared kitchens.

SECTION I: CURRENT CHARACTERISTICS

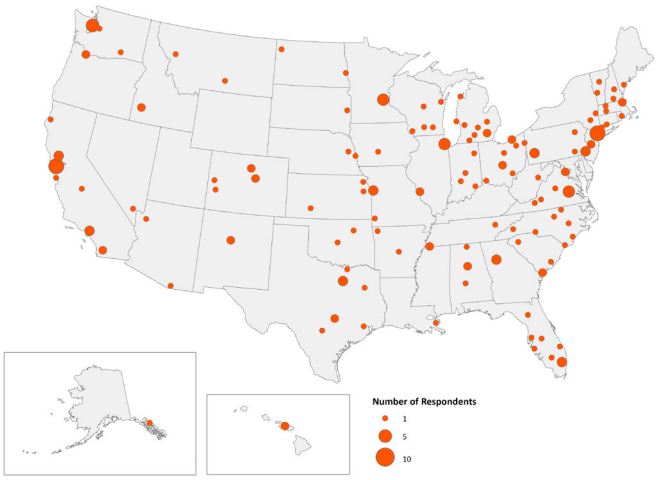


LOCATION AND CONTEXT

Shared use food facilities have a presence in 44 states throughout the country, with a slightly higher representation in the South. Shared use food facilities continue to be found mostly in urban and suburban contexts with concentrations in the largest cities.

INCUBATORS HAVE A NATIONAL REACH ACROSS THE U.S.

Nationally, over 600 shared use food facilities exist across 48 states and the District of Columbia. Survey respondents, 180 facilities in total, came from 44 states – an increase of 4 states and almost 120 respondents since 2015.



180 RESPONDENTS FROM 44 STATES

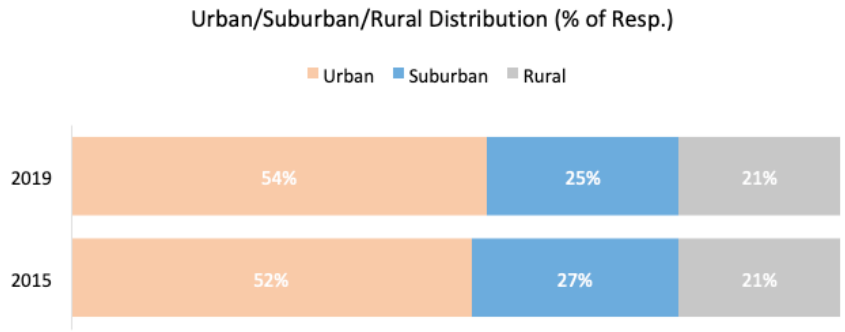
REGIONAL DISTRIBUTION BUT MORE REPRESENTATION IN THE WEST AND SOUTH

While incubators are represented relatively evenly across regions, the large numbers of incubators in California (19), Ohio (9), and Texas (9) drive higher representation in the West, Midwest, and South.

	Respondents (%)	
Region	**2019**	**2016**
South	31	29
Midwest	26	24
West	26	31
Northeast	18	16

HALF OF ALL INCUBATORS CONTINUE TO BE IN URBAN AREAS

54 percent of kitchen incubators identify as being in an urban area in a distribution similar to the 2015 results of 52 percent urban, 27 percent suburban, and 21 percent rural.



CONCENTRATION NEAR MAJOR CITIES

Kitchen incubators continue to be an urban trend and are concentrated in certain metropolitan areas. The fifteen cities with the most incubators represent almost half of all national incubators. The map below shows the concentration of shared use food facilities in metro areas around the U.S., indicating that incubators cluster around cities in every region.

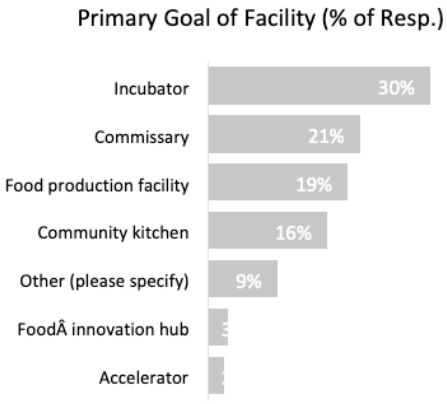
	Respondents	
City	**Count**	**Percent**
New York City	38	7.2
San Francisco	25	4.7
Seattle	23	4.4
Chicago	23	4.4
Los Angeles	17	3.2
Washington, D.C.	13	2.5
Miami	11	2.1
Boston	11	2.1
Portland	10	1.9
Denver	10	1.9
Minneapolis	10	1.9
Austin	9	1.7
San Diego	8	1.5
Pittsburgh	8	1.5
Dallas	8	1.5
TOTAL	224	42.5

CHARACTERISTICS

Over 50% of respondents identify the primary goal of their facility as assisting early-growth businesses, even while 52% operate as for-profit entities that rent access to commercial space, storage, and services. Shared use food facilities remain a fairly new phenomenon, as over 40% have been established since 2015.

OVER HALF VIEW A MISSION-BASED FOCUS AS THEIR PRIMARY GOAL

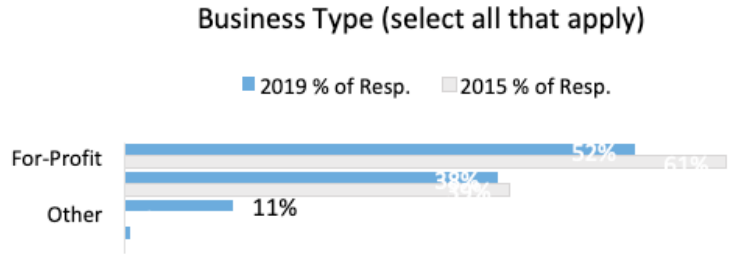
Asked about the primary goal of their facilities, a majority of respondents claim to prioritize a basic mission of incubators: assisting early-growth businesses. This response, in addition to another 18 percent who chose "strengthening the local food economy," indicate that, regardless of corporate classification, many kitchens are mission-focused. In addition, these facilities identify primarily as an incubator, with only 19% identifying first as a food production facility.





A MAJORITY OPERATE AS FOR-PROFIT

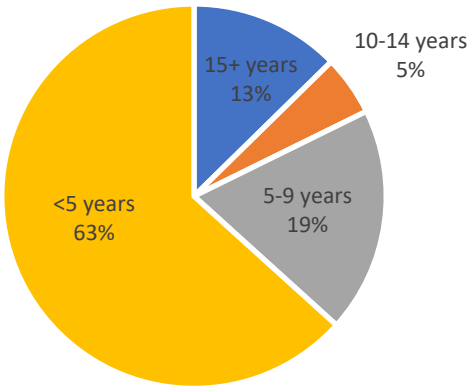
The majority of incubators classify as for-profit, but at a lower rate than 2015. Other responses indicate private-public partnerships, or facilities functioning as for-profit arms of non-profit organizations.



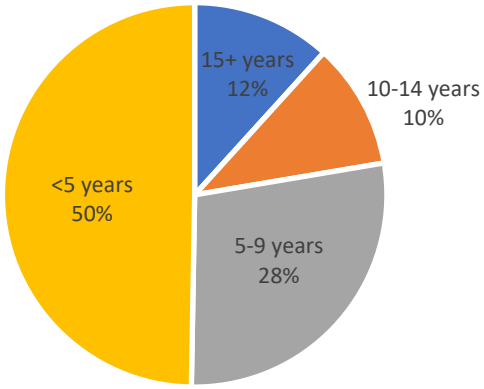
TWO-THIRDS ESTABLISHED AFTER 2010

Most incubators were recently established, similar to the 2015 results. Over half of survey respondents were formed after the 2015 survey or are currently forming, indicating continued growth in the sector.

Years Established, 2015 Survey

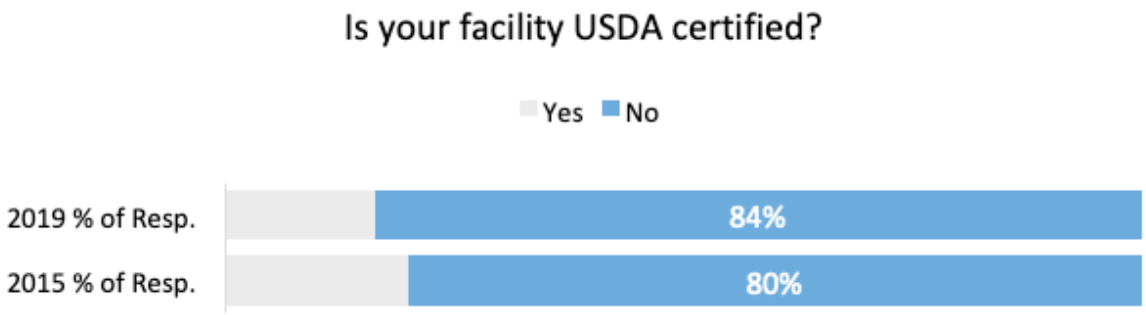


Years Established, 2019 Survey



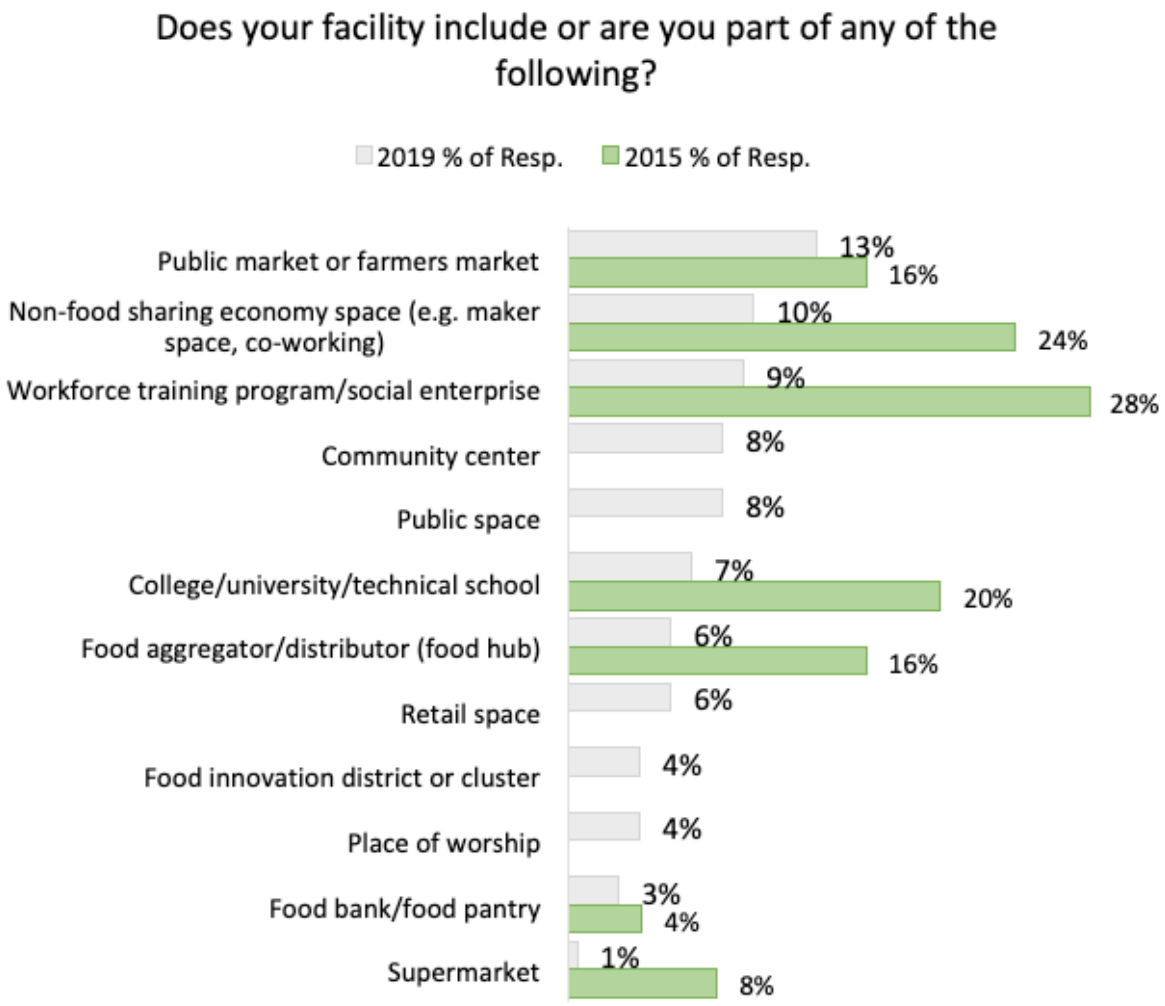
ONE-IN-FIVE ARE CERTIFIED BY THE USDA

Sixteen percent have a specific USDA certification for processing meat, poultry, and egg products, similar to the results of the 2015 survey. USDA certification entails a facility undergoing a technical approval process that may involve submission of production plans and/or technical proposals, product samples for evaluation, and on-site assessments of facilities and procedures.



40% OF INCUBATORS INVOLVED IN AT LEAST ONE PARTNERSHIP

Many of the incubators are involved in some type of partnership, whether it be aligned with professional development or food product distribution.



THE ROLE AND MISSION OF INCUBATORS EVOLVE OVER TIME

As an emerging sector, change is expected in order to meet the needs of the community. Below are a selection of the range of responses when asked "Has the name, function, or mission changed over time?"

"We started with the primary goal of making money, and although that is still a priority of ours, helping small businesses grow has become our main focus and selling point."

"Initially funded as an incubator, but due to low use in our rural area we diversified to promote it as a commissary and teaching kitchen as well."

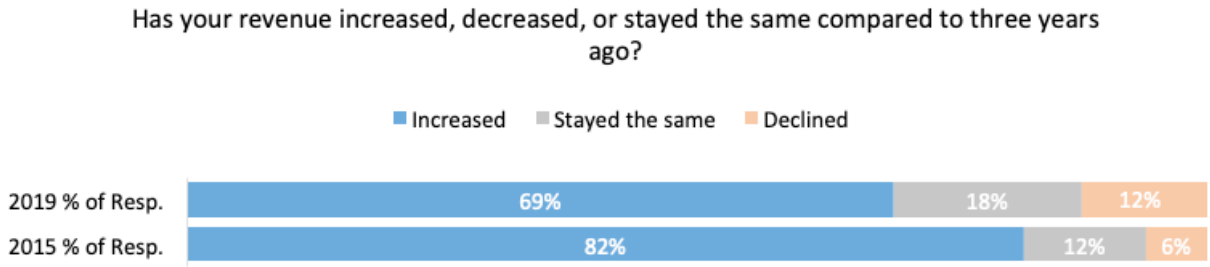
"Yes, it was originally designed to provide a location for local farmers to create value-added manufactured products from their produce. Now, the majority of our clients are food trucks, caterers, meal delivery or part-time hobbyists."

FINANCIAL STATUS

The financial status of many shared use food facilities appears to be about the same/slightly declining. Approximately the same portion of facilities report making money compared to 2015 and nearly 70% report earning more revenue than three years ago, compared to 82% report earning more revenue in 2015.

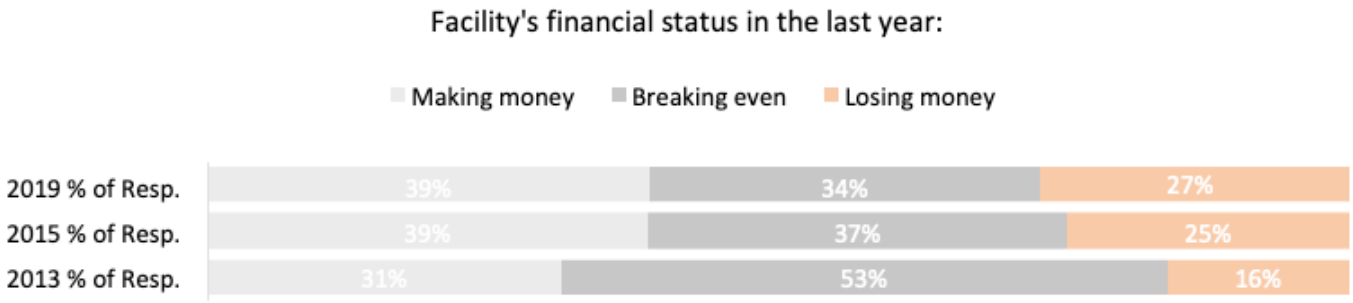
69% OF INCUBATORS HAVE SEEN REVENUE INCREASE IN PAST THREE YEARS

Encouragingly, 69% of incubators have seen revenue increase as compared to three years ago or when opened if less than three years old. However, an increasing number of facilities have seen similar revenue, or declining revenue since the same time. Increases in revenue can largely be attributed to diversification, specialization, and reputation.



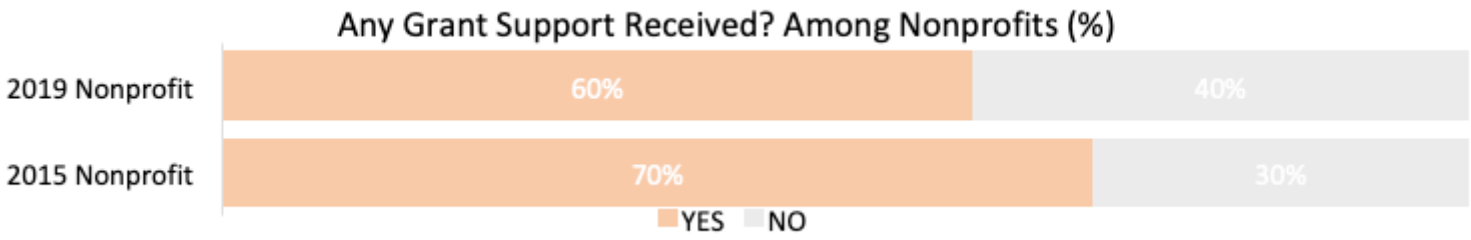
MANY ARE PROFITABLE, BUT MORE ARE LOSING MONEY TOO

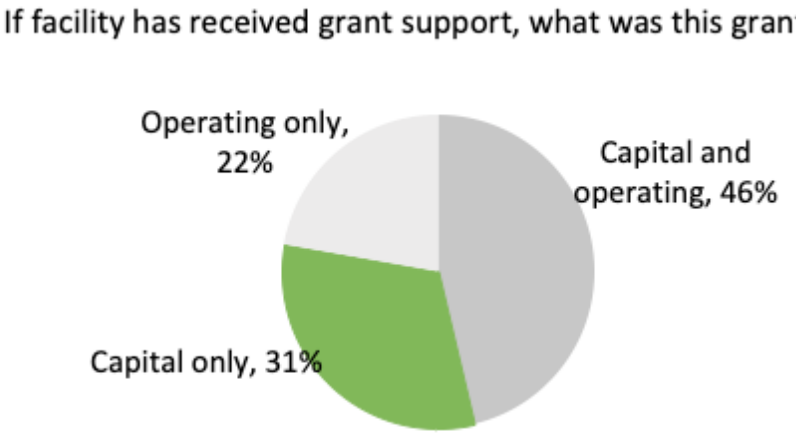
A growing number of shared use kitchens are reporting that they are profitable, although the number losing money also increased.



MOST NONPROFIT INCUBATORS HAVE RECEIVED GRANT SUPPORT

60% of nonprofit kitchens have received grant support, as opposed to 5% of for-profit facilities. For all grant recipients, grant support typically covered both capital and operating costs. Grant sources may range from local initiatives to federal programs.





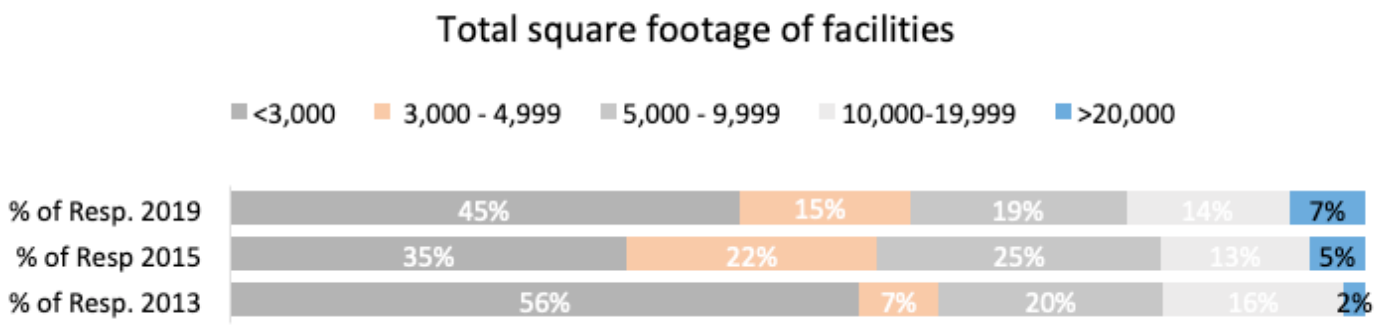


FACILITIES

Many shared use food facilities are small facilities, with almost half occupying less than 3,000 square feet and almost 80% occupying less than 10,000 square feet. Most facilities have cold storage, classroom space, food science/testing labs, packing rooms, and permanent food production spaces for rent or lease.

MORE SMALL INCUBATORS LESS THAN 5,000 SQUARE FEET

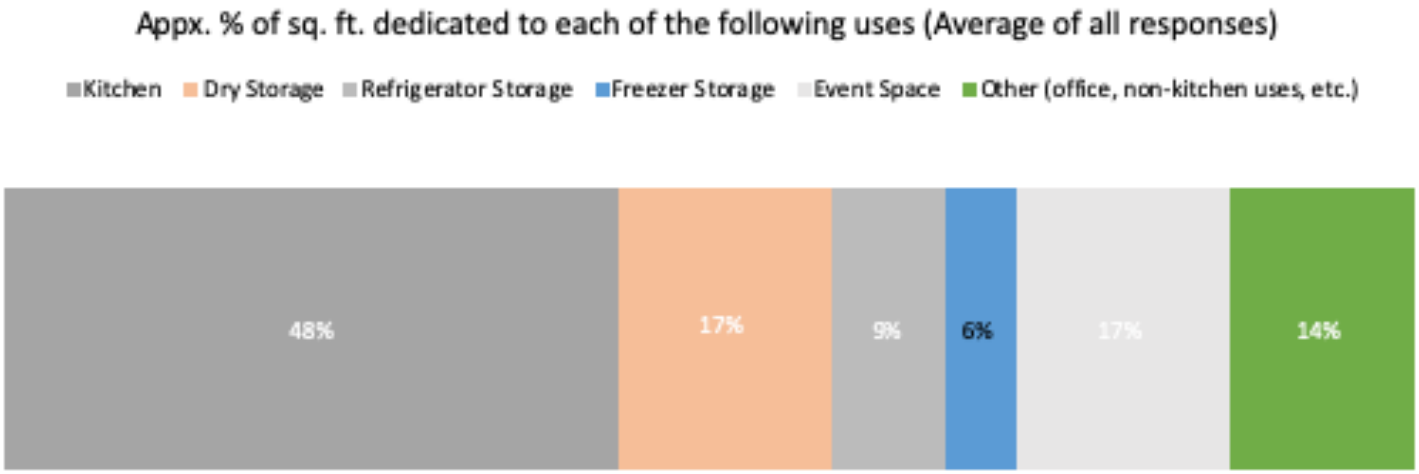
With 45% of facilities reporting a size of less than 3,000 square feet and 15% reporting between 3,000 and 4,999 square feet, the number of small facilities has grown, contrary to some expectations that the industry would see more consolidation into larger facilities.

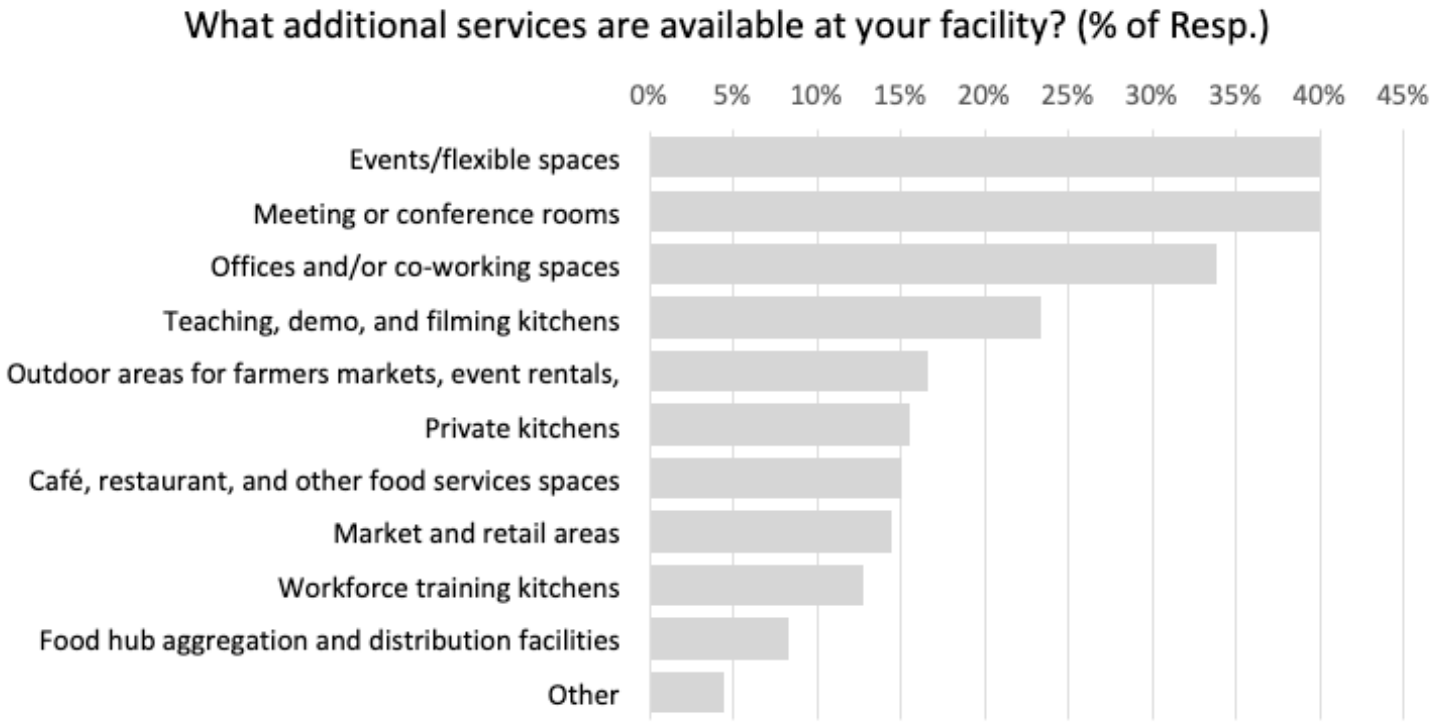




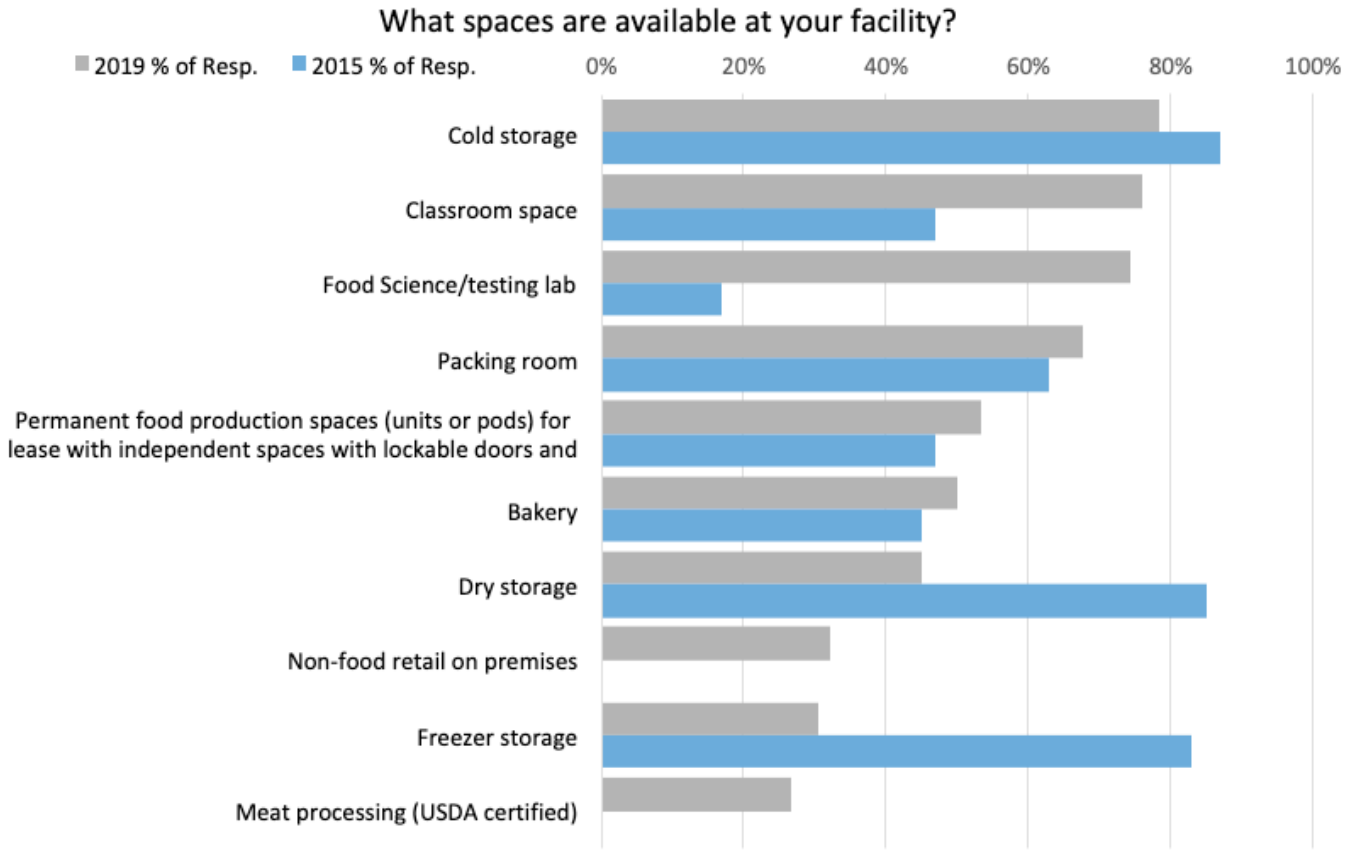


KITCHEN SPACES MAKES UP ABOUT HALF OF THE TYPICAL FACILITY

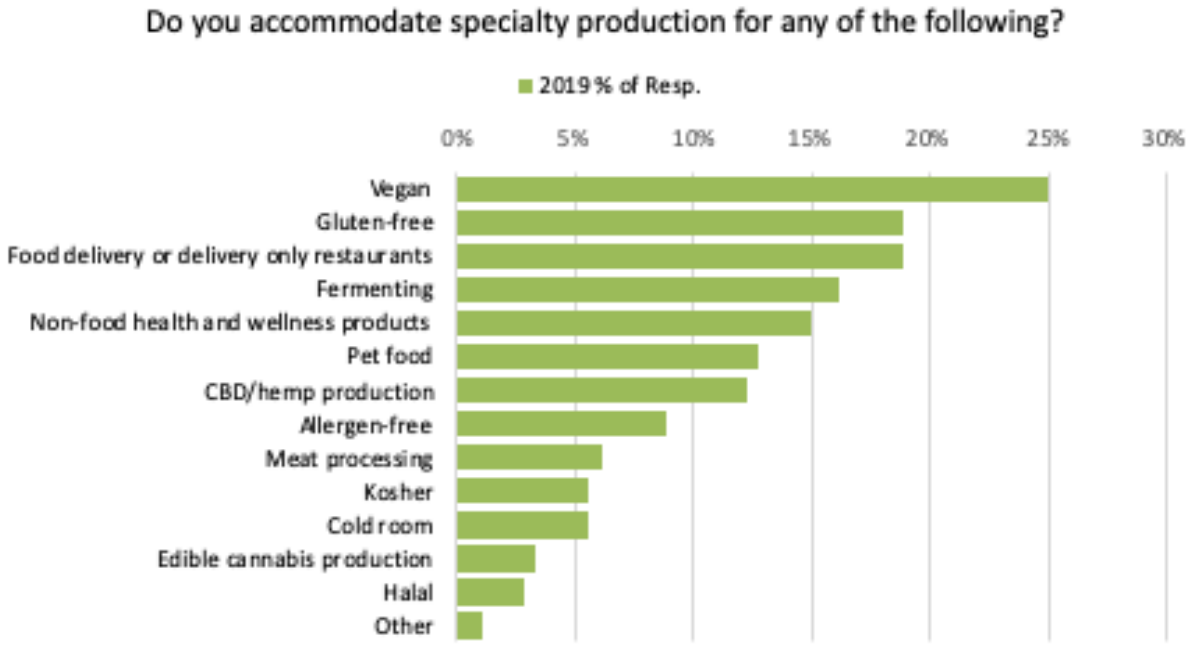




STORAGE AND CLASSROOM SPACE ARE THE MOST COMMON FACILITIES

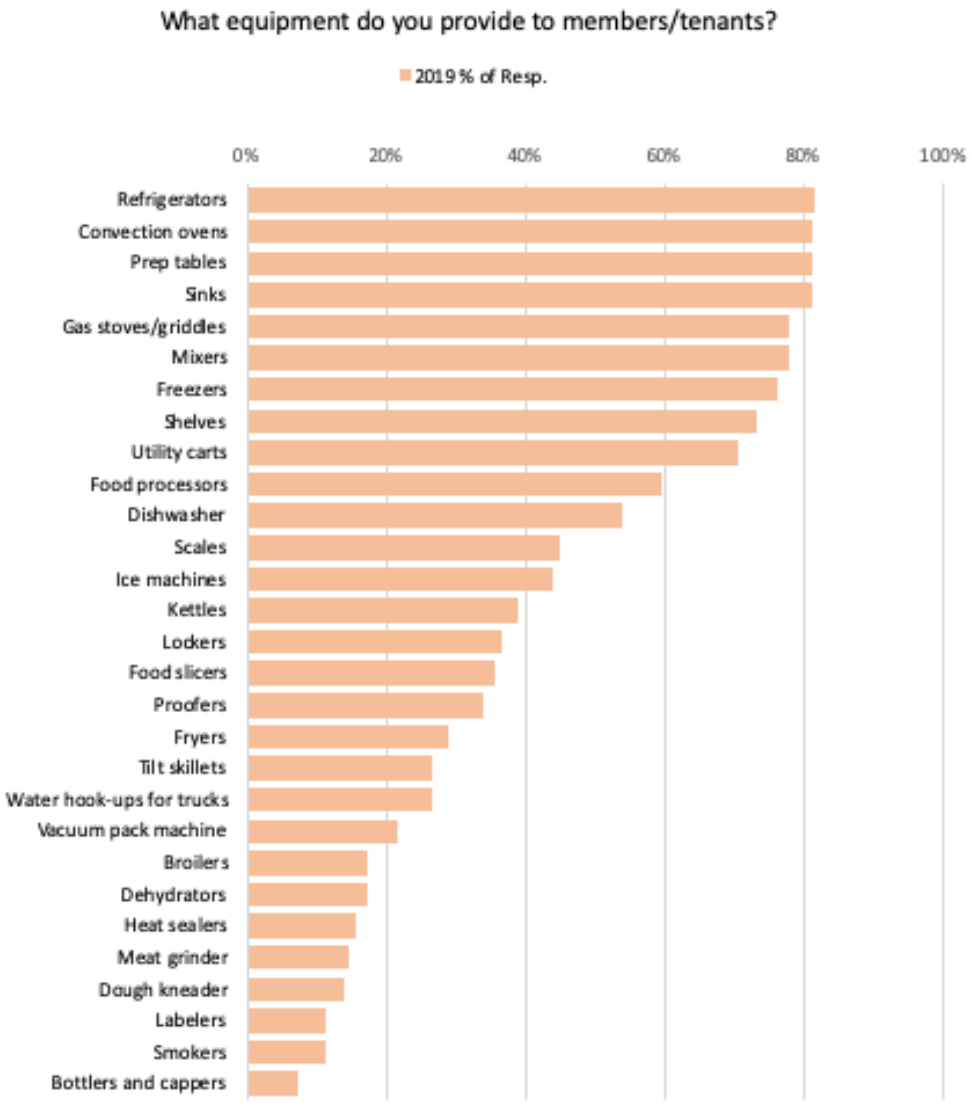


25% OF FACILITIES ACCOMMODATE VEGAN PRODUCTS



Note: 2015 survey results were not included for comparison due to significant changes in categories used.

REFRIGERATORS AND CONVECTION OVENS ARE THE MOST COMMONLY PROVIDED EQUIPMENT



FROM SURVIVOR TO CHAMPION: BINI'S KITCHEN

Nepal native and domestic violence survivor Bini Pradhan was supporting herself by selling momos out of the back of her car. Her food was so good, she built a following of about 100 families and it was time to find production space to meet this demand. Bini came to La Cocina with her brother-in-law as support for her interview. She launched Bini's Kitchen at La Cocina, where she was connected with catering clients, farmers markets and other sales channels, growing to $1 million in sales from inside the shared kitchen. La Cocina helped Bini negotiate space in an affordable housing development and worked with Bini to find investors. Bini's Kitchen is now a $2 million business with 22 employees. Select Bini's dishes are featured in the new cookbook, "We are La Cocina".

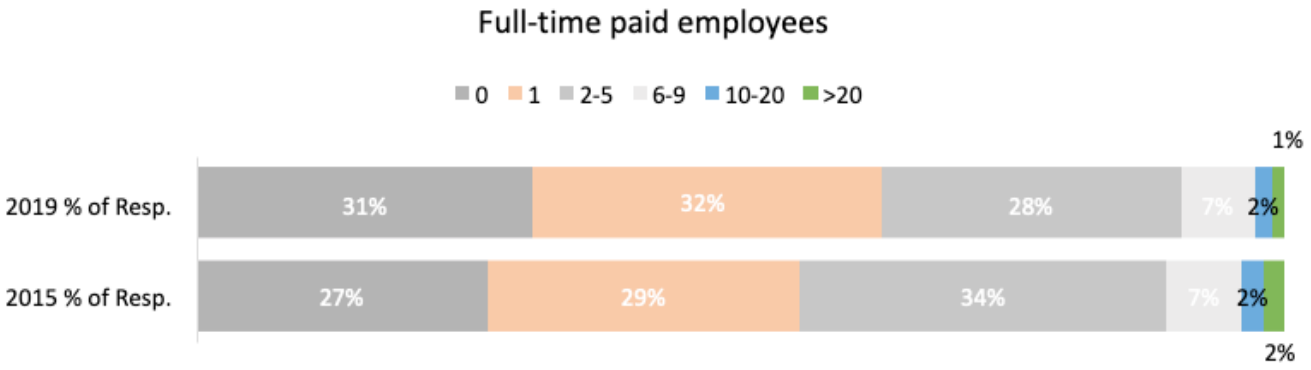


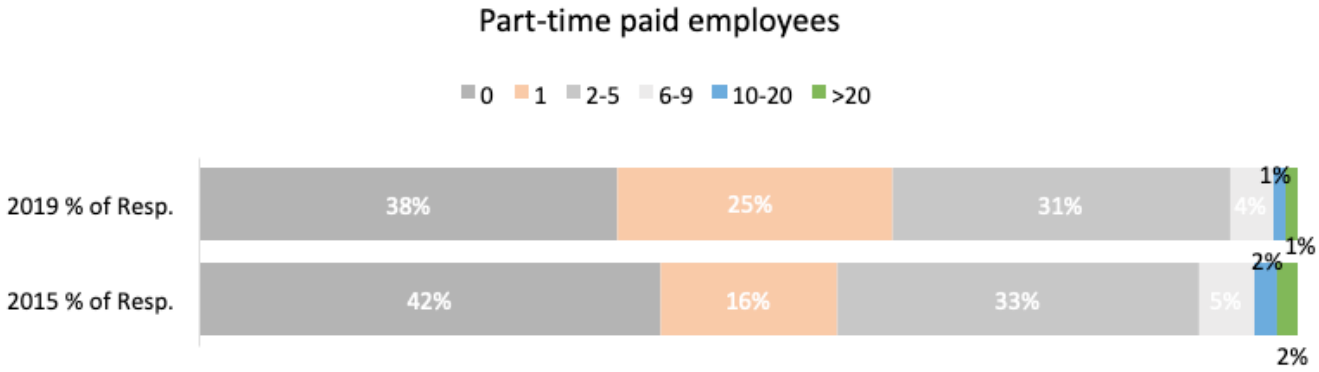
OPERATING MODEL

Shared use food facilities have very lean operations with few employees and modest operating budgets. Most costs go towards rent and salaries with lesser amounts to utilities and maintenance. Most revenue is generated from renting shared or permanent commercial or flexible space, or through a variety of smaller revenue-producing activities.

KITCHEN INCUBATORS HAVE FEW, IF ANY, EMPLOYEES

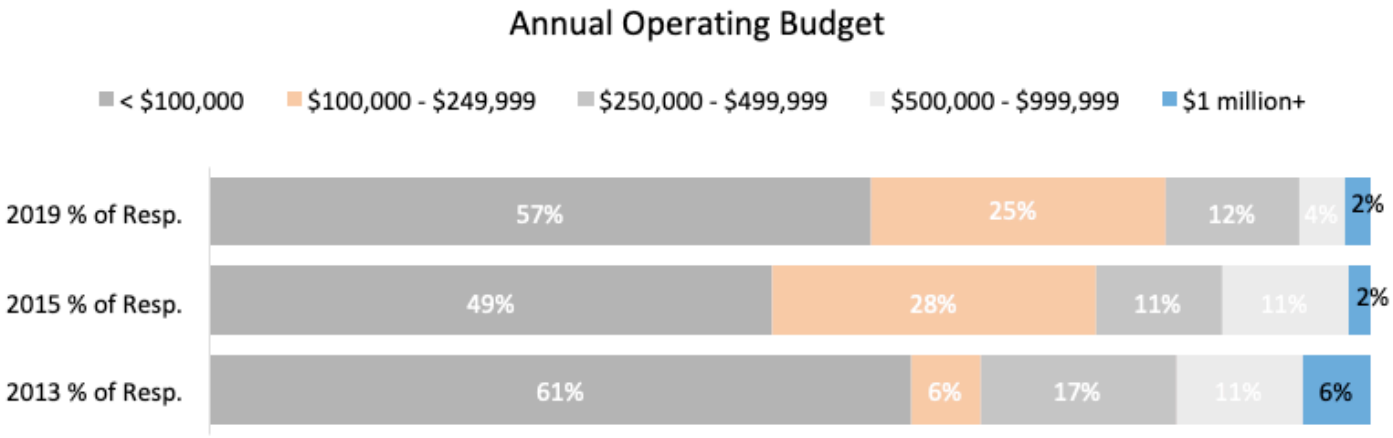
Most shared kitchens have very few full- and part-time employees, including 31 percent and 38 percent of facilities respectively that claim to have no full- or part-time employees at all. Ninety-one percent have five or fewer full-time employees, similar to 2015 when 90 percent had five or fewer.





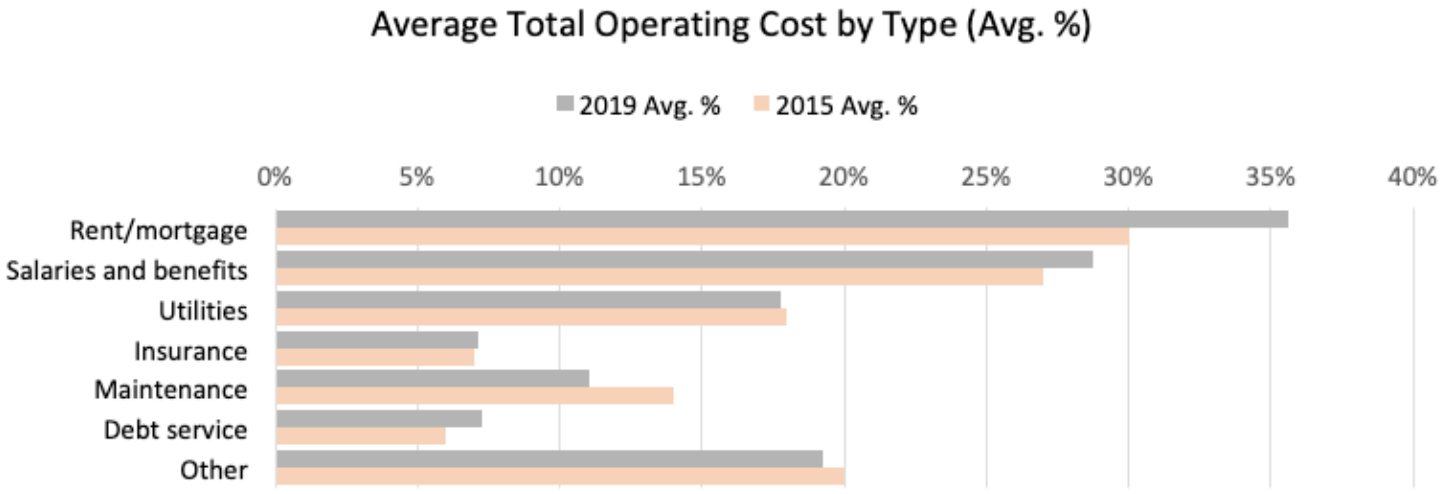
HALF OPERATE ON LESS THAN $100,000

Shared kitchens with operating budgets of less than $100,000 make up more than half of all respondents, up from 49% in 2013. Those with a budget of $500,000-$999,999 had the largest decrease, going down to 4 percent of respondents in 2019.



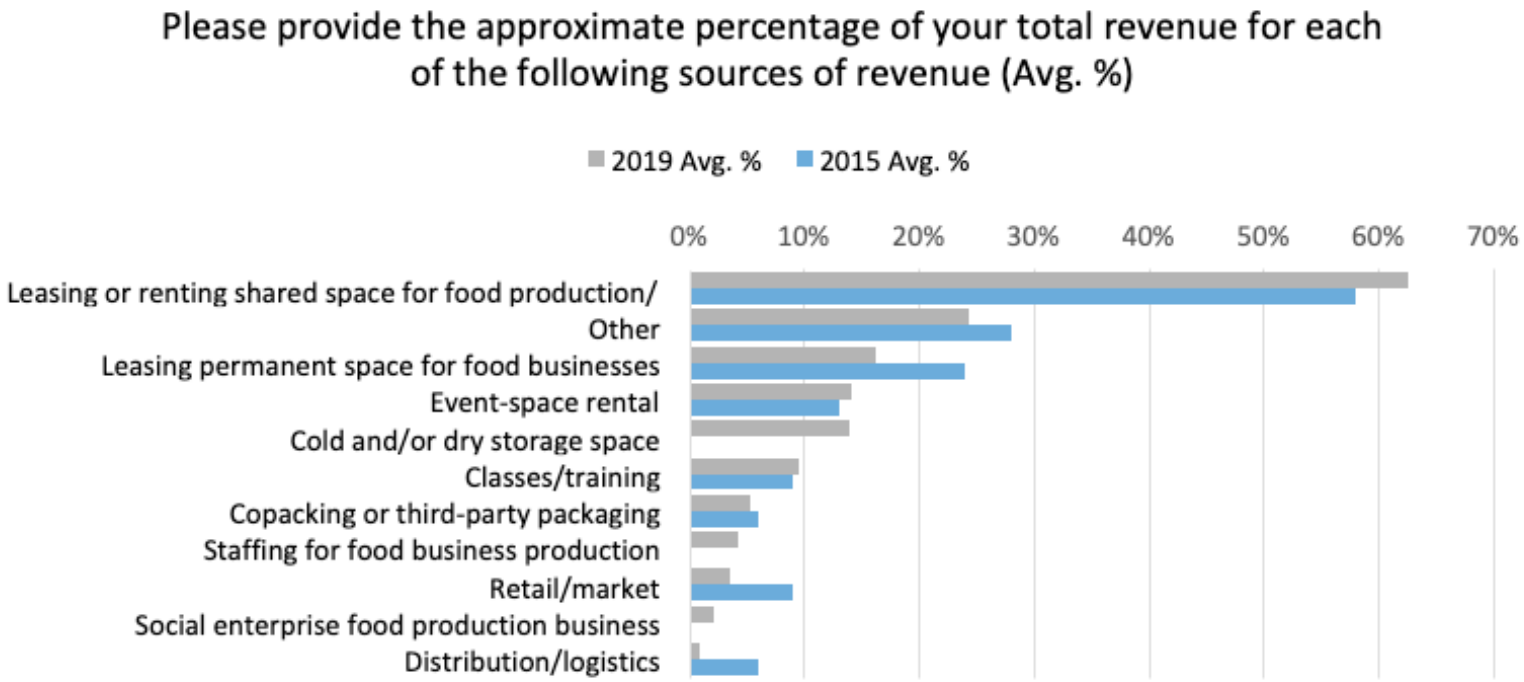
LARGEST OPERATING COSTS ARE RENT AND SALARY

The highest operating costs for incubators are rent/mortgage, salaries and benefits, and other costs, with utilities, maintenance, insurance, and debt service making up smaller, but still significant portions of costs.



LEASING SHARED SPACE IS THE PRIMARY REVENUE SOURCE FOR MOST SHARED KITCHENS

Leasing shared space for food production is by far the biggest revenue source for incubators, making up an average of 63% of total revenue across respondents. Leasing permanent space makes up a high portion of revenue for several respondents, indicating a greater focus for some facilities on full-time tenants than shared space. Other revenue generating sources include renting storage space, serve-safe or training classes, event space rentals, or offering food production labor-as-a-service.



LEVELING UP: JAMAICA Mi HUNGRY

Chef Ernie Campbell worked in the restaurant industry in Jamaica. As a new immigrant in the US, Ernie took hotel line cook jobs but his heart was in launching his own business. He had a vision of bringing authentic Jamaican food to Boston. Ernie established a small business as a personal chef, later rolling out two food trucks and a beach town cafe. Then Ernie joined the members at Commonwealth Kitchen, occupying a takeout kiosk on-site. At Commonwealth Kitchen, Ernie received business coaching and learned to grow smartly. He used the shared facility at reasonable rates and was able to hire local community members. When the time was right, Ernie received support securing a ready space and he is now breaking ground on his very own brick-and-mortar location in Boston. Commonwealth Kitchen provided a platform for Ernie to level up sustainably, transitioning from a mobile to permanent location within 5 years.



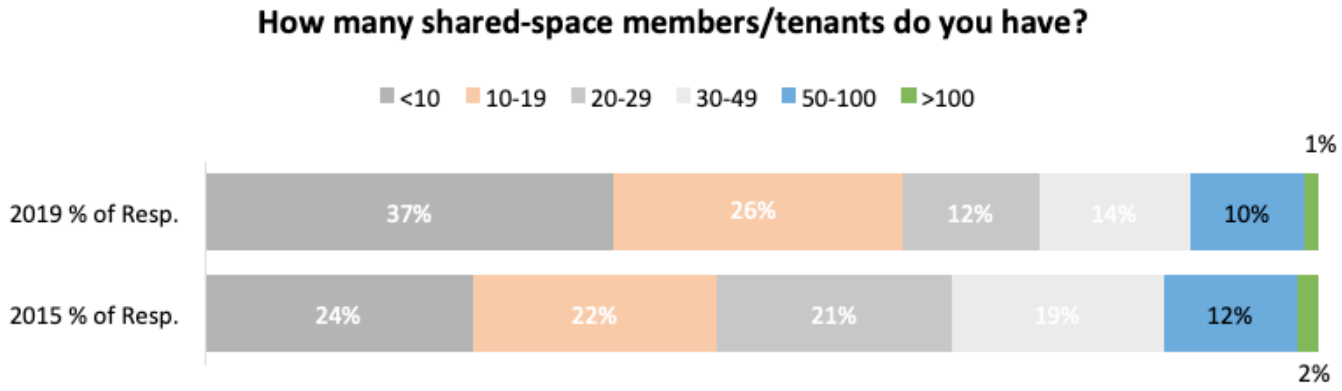
Photo source: The Bay State Banner

TENANTS

Three-fourths of shared use food facilities have fewer than thirty members/tenants who utilize a small number of shared spaces. Members/tenants generally stay longer than a year. Nearly half of facilities have majority women tenants and for most facilities, people of color make up less than 30 percent of tenants.

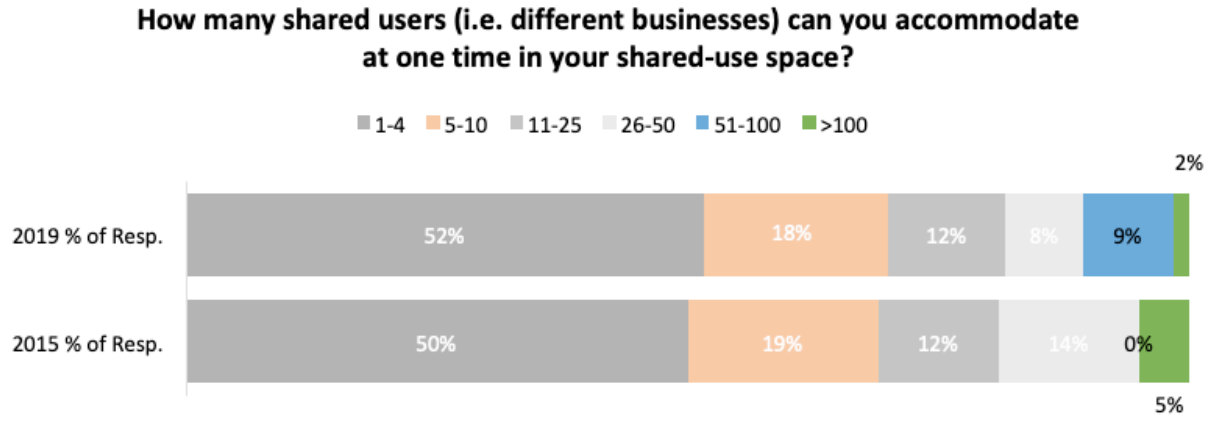
75 PERCENT HAVE FEWER THAN 30 TENANTS

Most shared kitchens have between less than 30 users/tenants. The median range of users is between 10 to 19 members/tenants.



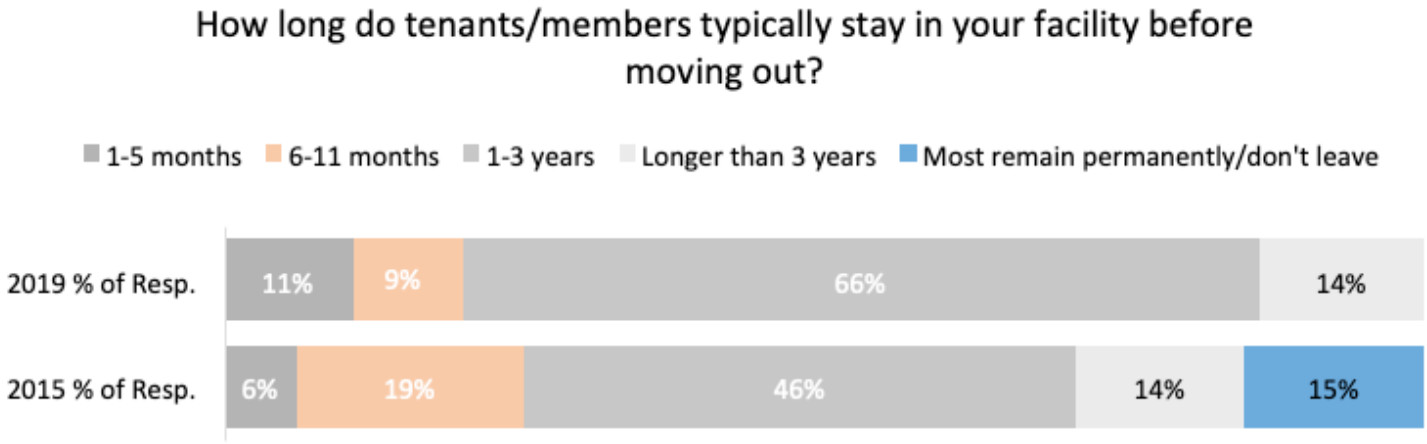
HALF CAN ACCOMMODATE UP TO FOUR SHARED USERS AT A TIME

Shared kitchens accommodate small numbers of shared users at a time. A majority of facilities accommodating 1-4 shared users are less than 5,000 square feet, suggesting that these facilities are primarily used as a shared kitchen space.



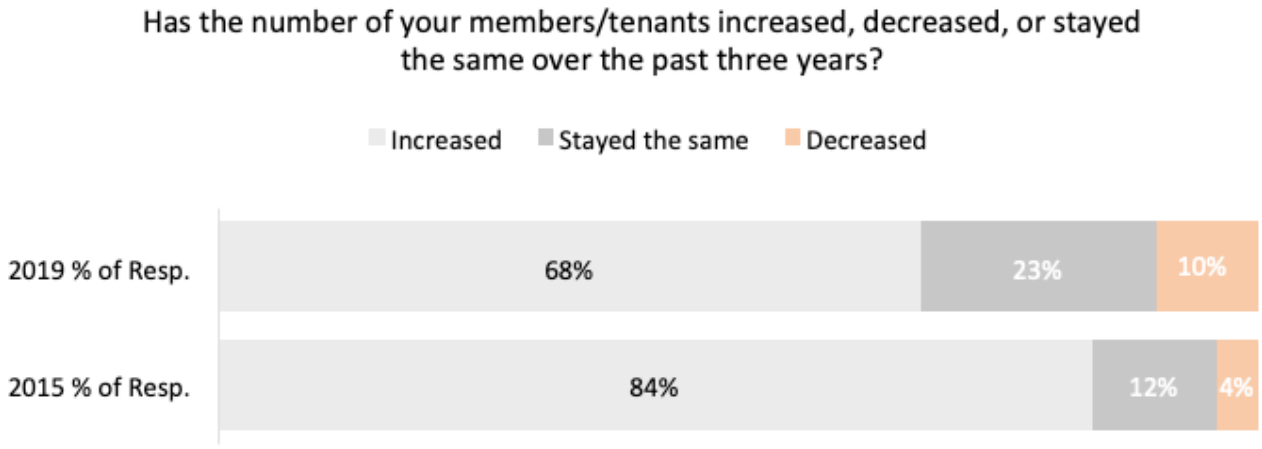
80 PERCENT OF TENANTS STAY ONE YEAR OR LONGER

Respondents report long stays for their members/tenants, as more than half said their tenants stay 1-3 years and another 14 percent report tenancies of longer than three years. In 2015, 75 percent of respondents reported tenants stayed one year or longer, continuing this trend.



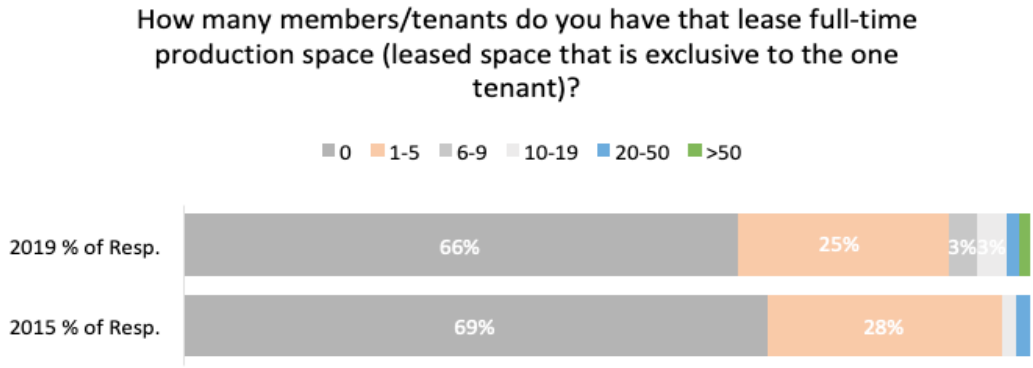
68% HAVE SEEN AN INCREASE IN USERS/TENANTS IN THE PAST THREE YEARS

A majority of respondents indicated that their membership has increased over the past three years. This is a decrease from the 2015 report, which reported 84 percent. However, membership appears to remain steady, with 90 percent of respondents stating membership has increased or stayed the same in the past three years.



ONE-THIRD LEASE FULL-TIME PRODUCTION SPACE

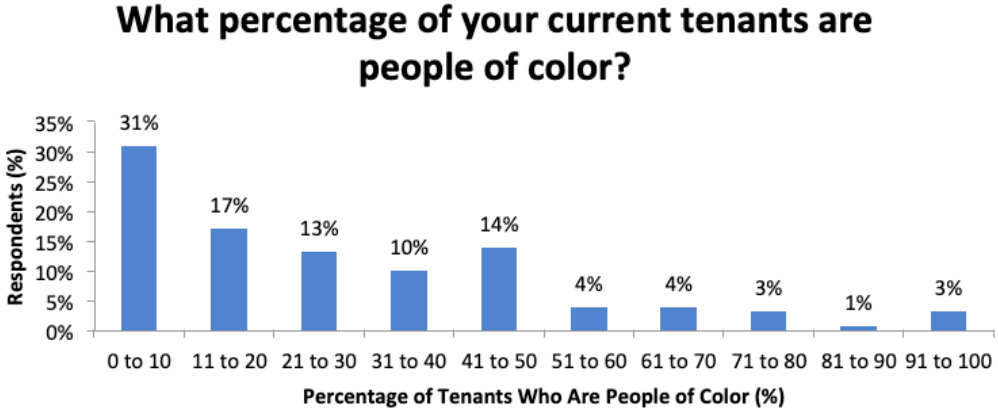
Thirty-four percent of respondents report having at least one tenant who leased full-time production space – defined as space that is exclusive to one tenant and is not shared with others. These tenants are often called "anchor tenants."

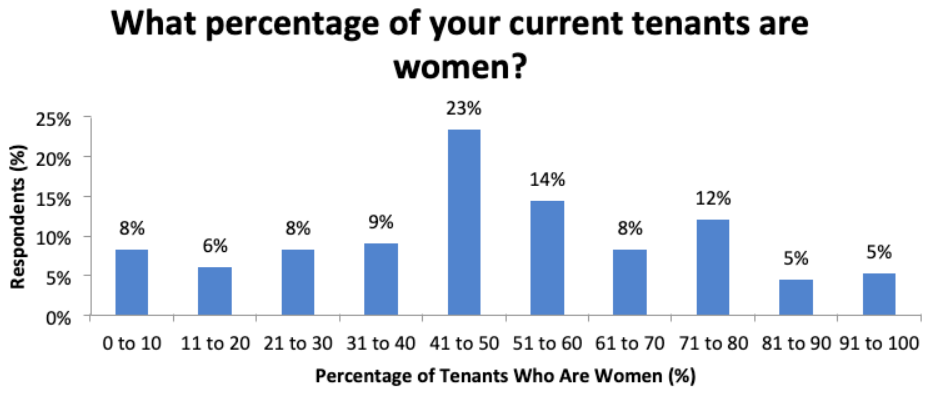


52 PERCENT OF TENANTS ARE WOMEN AND 30 PERCENT ARE PEOPLE OF COLOR

On average, women make up 52 percent of tenants, slightly down from 53 percent in 2016. People of Color average 30 percent of tenants across respondents, up slightly from 28 percent in 2016, although 41 percent of respondents report that between 21 percent and 50 percent of their tenants are People of Color.

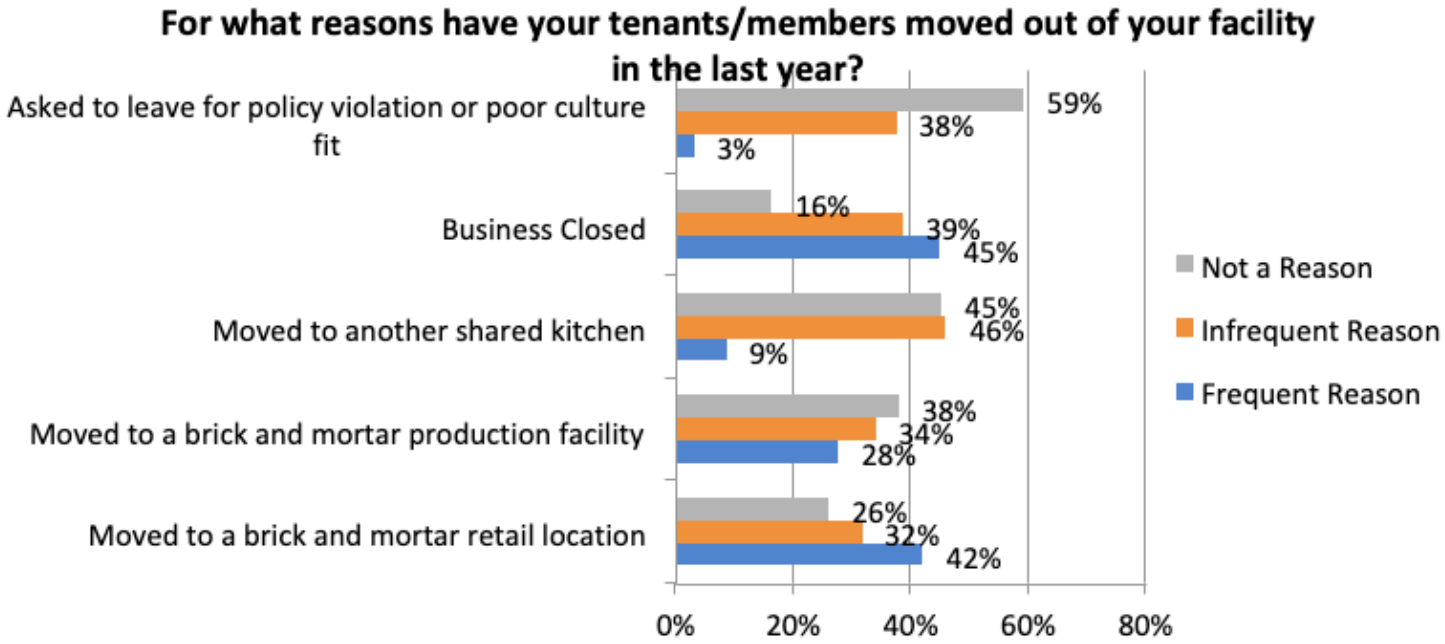
However, respondents located in larger metropolitan areas reported higher proportions of tenants who are people of color, with facilities located in the Greater New York metro area reported on average 57 percent of tenants are people of color.





TOP REASONS FOR MEMBERS/TENANTS LEAVING THE FACILITY ARE MOVING ON TO A NEW LOCATION OR BUSINESS FAILURE

In 2019, we asked facilities what were frequent or infrequent reasons tenants/members leave their facilities. 42 percent of respondents list moving to a brick and mortar location as a frequent reason for tenants leaving the facility. However, 45 percent of respondents list business closure as a frequent reason for tenants moving. This shows the variable success rates for shared kitchens focused on business success.



"If the [shared kitchen] industry is going to make an impact, then we have to acknowledge that serial entrepreneurship is having the privilege of failing until reaching success. People on the margins are not afforded this privilege. Incubators need to be in the position to absorb that risk."

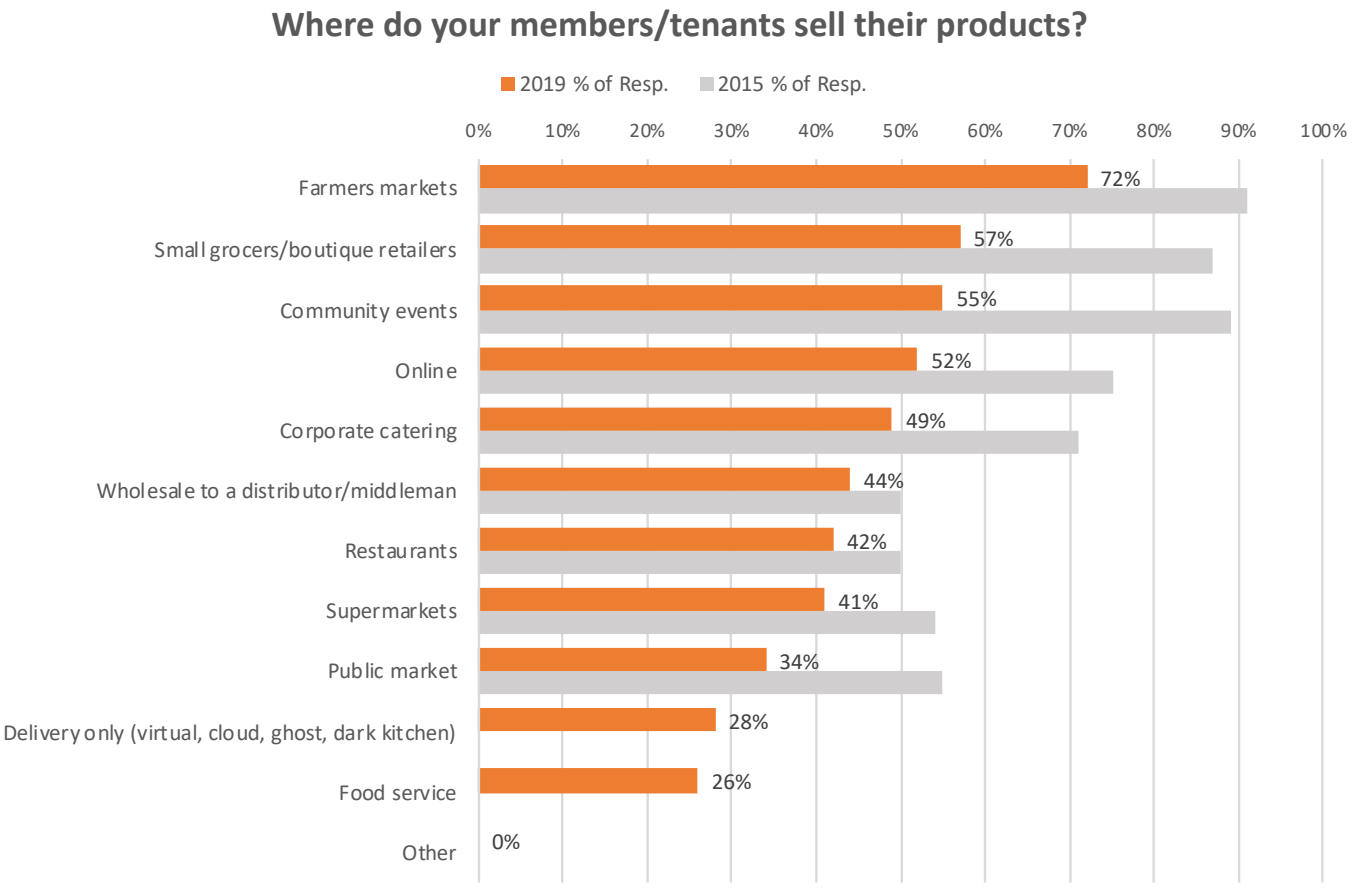
- Caleb Zigas, Executive Director of La Cocina

PRODUCTS

Ready to eat foods and baked goods are some of the most common business products of facilities. Food trucks and prepared meals are also quite popular. Sales are made mostly in the local community, although over half of respondents report that their tenants sell online, as well. Ready to eat foods and baked goods are some of the most common business products of facilities. Food trucks and prepared meals are also quite popular. Sales are made mostly in the local community, although over half of respondents report that their tenants sell online, as well.

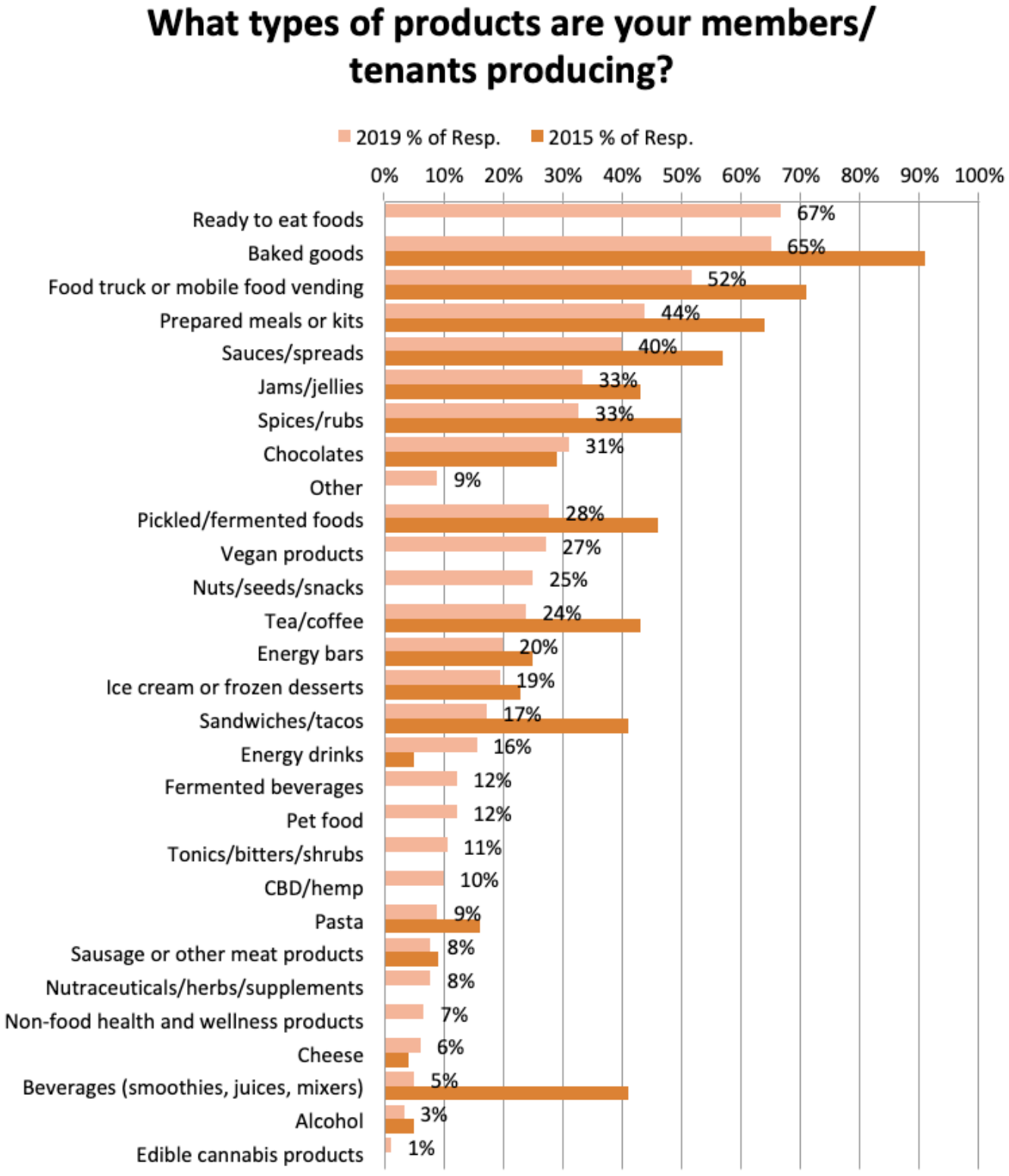
PRODUCTS CONTINUE TO BE SOLD AT LOCAL SPACES AND ONLINE

Businesses are selling products direct to consumer at local events and through retailers similar to the 2016 survey, although "Delivery only" kitchens, a new option asked in 2019, are already found in more than one-in-four facilities.



READY TO EAT FOODS ARE THE MOST COMMON PRODUCT

Ready to eat foods and baked goods are the most common business products at shared use kitchens in 2019 – a shift from baked goods, the top product in 2016. The trends in delivery may be contributing to this growing trend.

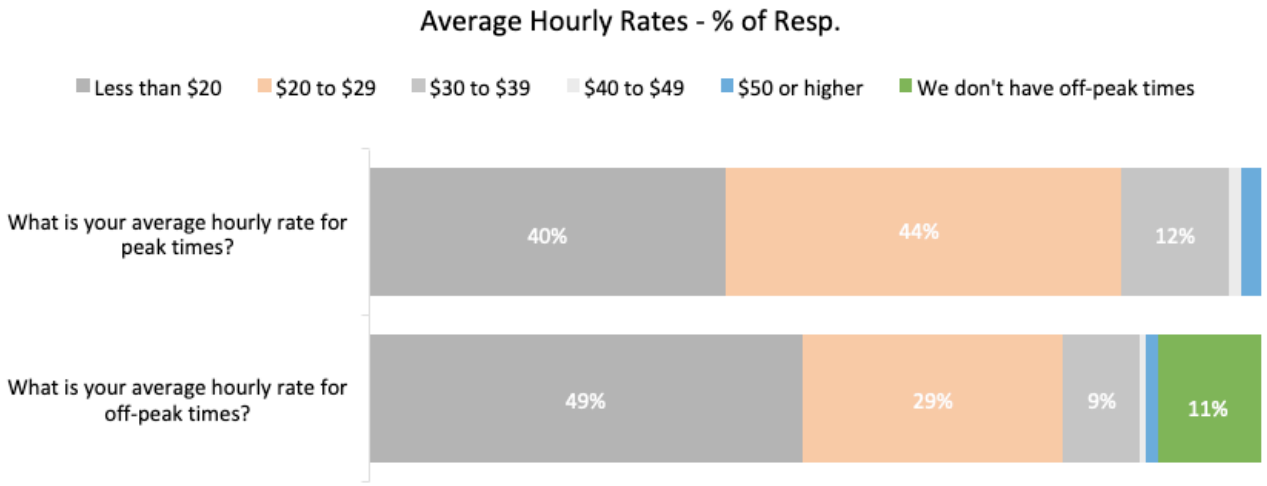


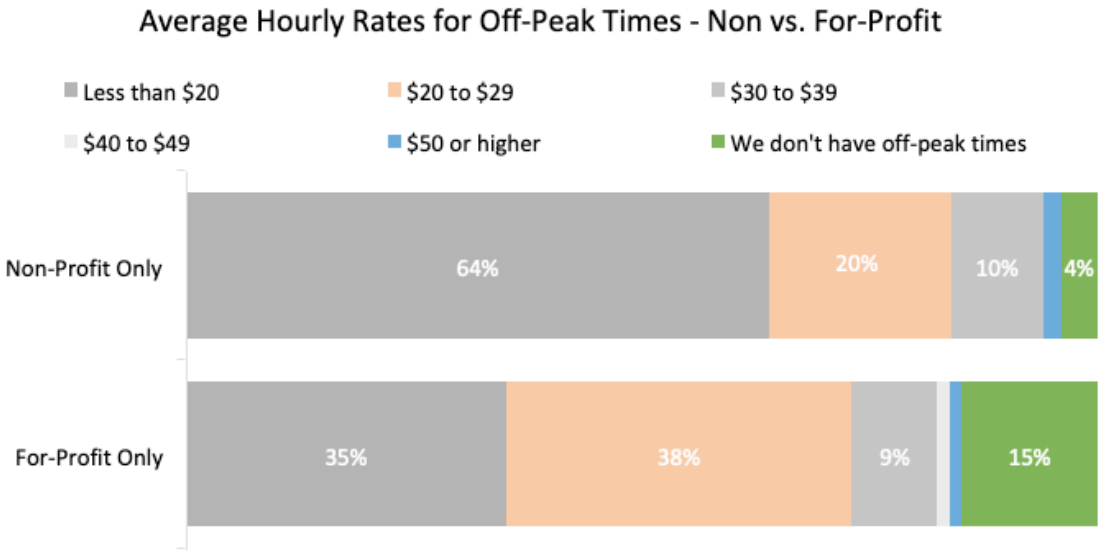
RATES AND PAYMENTS

Typically, shared use food facilities charge tenants for using shared space, storage, and prep space at rates calculated by the hour. Some variable rates are offered, which are most commonly price breaks for renting more hours or renting during off-peak times.

HOURLY RATES DEPEND ON PEAK USAGE AND TARGETED USES

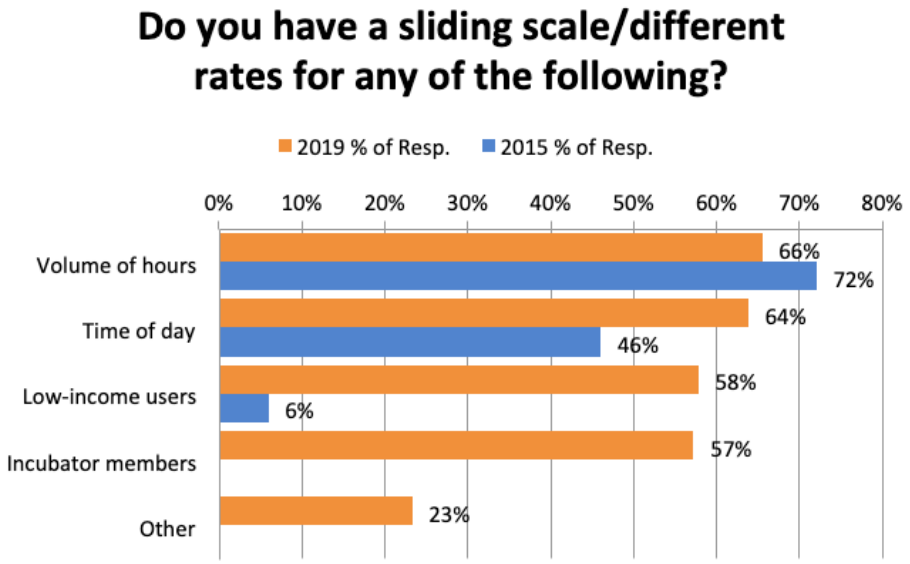
Forty-four percent of respondents charge between $20 to $29 per hour during peak usage time. For non-peak usage time, 49 percent of respondents charge less than $20 per hour. When compared to non-profit and for-profit facilities, 58 percent of non-profit facilities charge less than $20 per hour during peak usage time, while only 35 percent of for-profit facilities charge less than $20 per hour.





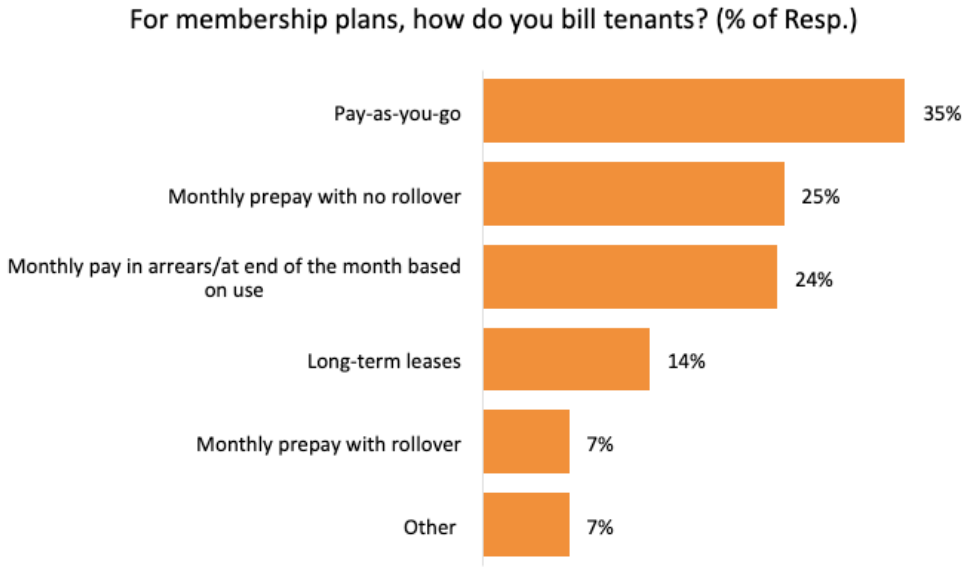
SHARED-USE FOOD FACILITIES CONTINUE TO OFFER FLEXIBILITY IN ACCESSING FACILITIES

Hourly rates are also offered on a sliding scale based on volume of hours, time of day, low-income users, and incubation membership. More than half of respondent facilities stated they offered sliding scales for these reasons. Other reasons listed for a sliding scale includes offering discounted rates for targeted users such as emerging entrepreneurs/new businesses, non-profits, users only using limited spaces, culinary students, and farmers renting for value-added production.



70 PERCENT OF FACILITIES HAVE A MEMBERSHIP PLAN

For facilities that charge a monthly membership, a plurality of respondent facilities (25 percent) stated that they have monthly plans that are paid in advance with no roll over of hours. The next most common option is that facilities bill at end of the month based on monthly usage.

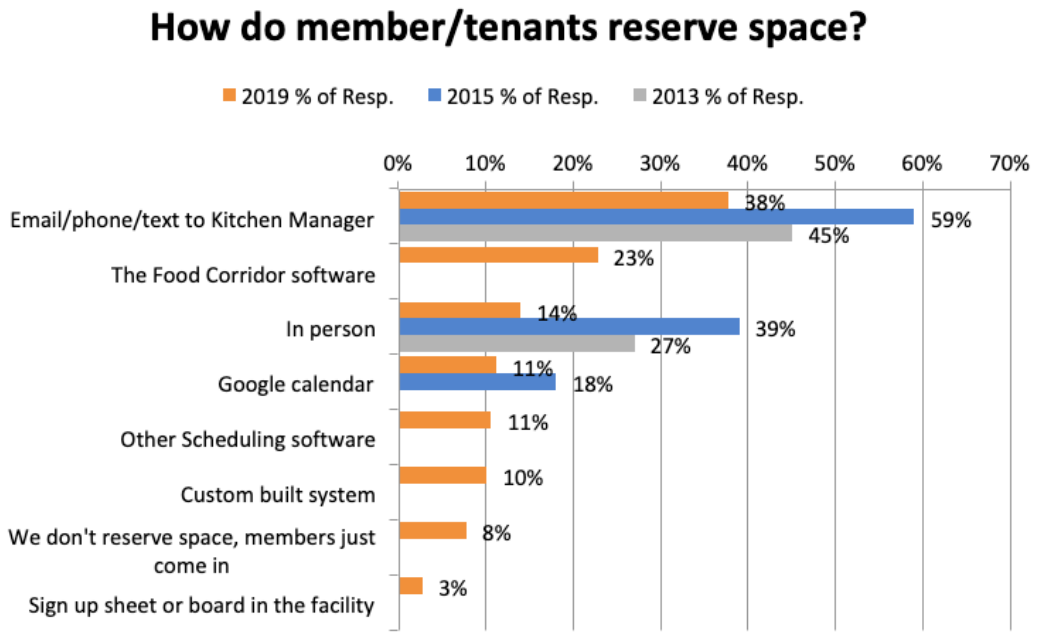


USER INTERFACE

While many manual methods continue such as reserving space by phone and accessing facilities by key, shared use food facilities are making technological advances by offering online services for members and using digital entry to facilities.

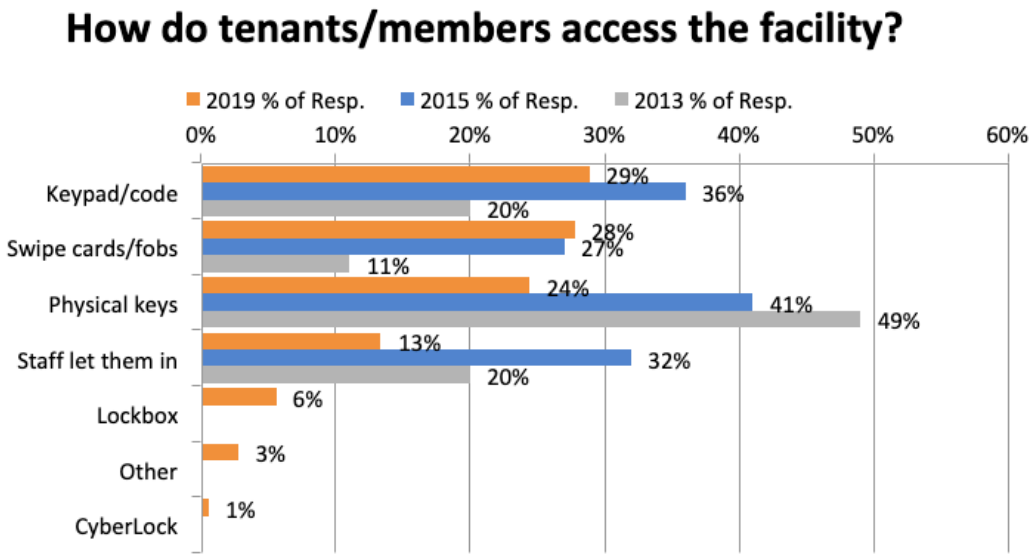
SCHEDULING SOFTWARE IS NOW THE MOST COMMON WAY TO RESERVE SPACE

About 81 percent of respondents reported that they use some of scheduling software to manager reservations. The industry leader is The Food Corridor software. This is a shift from 2016, in which most respondents reported using email and phone to manage reservations.



SHARED-USE FOOD FACILITIES CONTINUE TO OFFER FLEXIBILITY IN ACCESSING FACILITIES

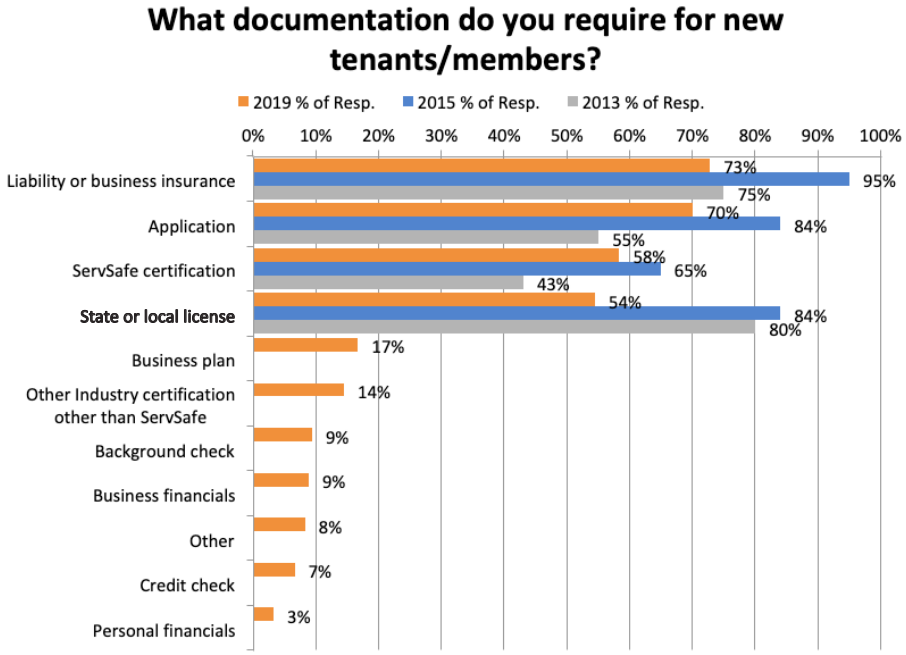
Members/tenants most frequently access the facilities using a keypad/code, swipe card, or cyberlock, with the use of physical keys decreasing in popularity since 2015.



87% offer 24/7 access to members, a 2% decrease since 2015

MOST REQUIRE FORMAL DOCUMENTATION FOR NEW MEMBERS/TENANTS

Similar to the 2016 study, compliance documentation required consists of formal paperwork such as insurance, applications, and licenses and certifications. The most common requirements of shared kitchen facilities are liability insurance, applications, and proof of food safety training.

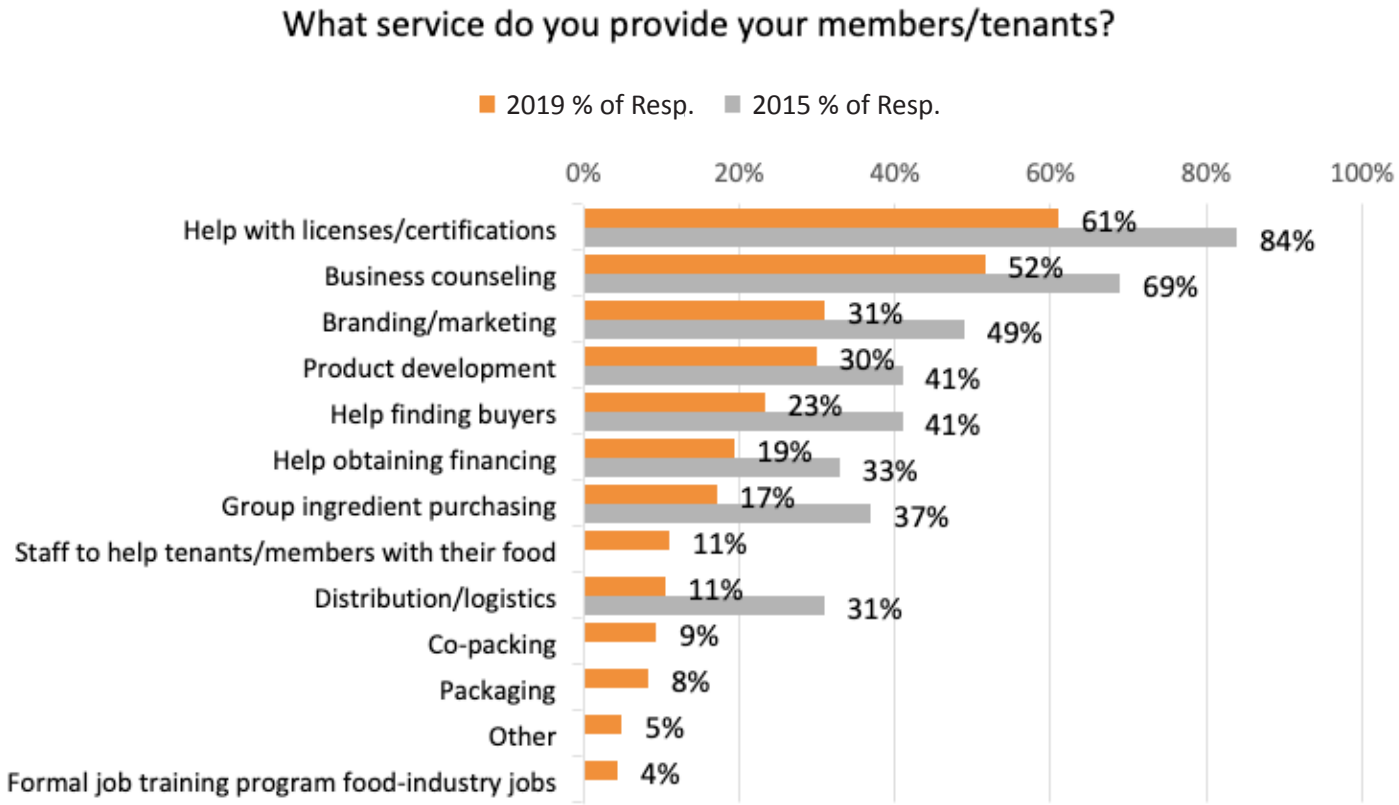


BUSINESS SUPPORT

A core purpose of shared use food facilities is support for tenant businesses. Assistance with accessing or navigating required licenses and certifications, as well as business planning and counseling are among the top services offered and needed by tenants. Over a quarter of respondents track success outcomes, with job creation, product growth, and revenue growth as the most common. A majority of facilities are mission oriented, with a few models offering programmatic support to help low-income, women, or immigrant business.

HELP WITH LICENSES AND CERTIFICATIONS AND BUSINESS COUNSELING ARE THE MOST FREQUENTLY OFFERED SERVICES

Similar to 2015, business services continue to be offered in-house and through partnerships. However, it appears that a share of facilities offering in house business services are decreasing, offering potential opportunities for external partnerships and organizations to offer technical assistance.



TENANTS NEED ACCESS TO OPERATING CAPITAL AND MARKETING OPPORTUNITIES

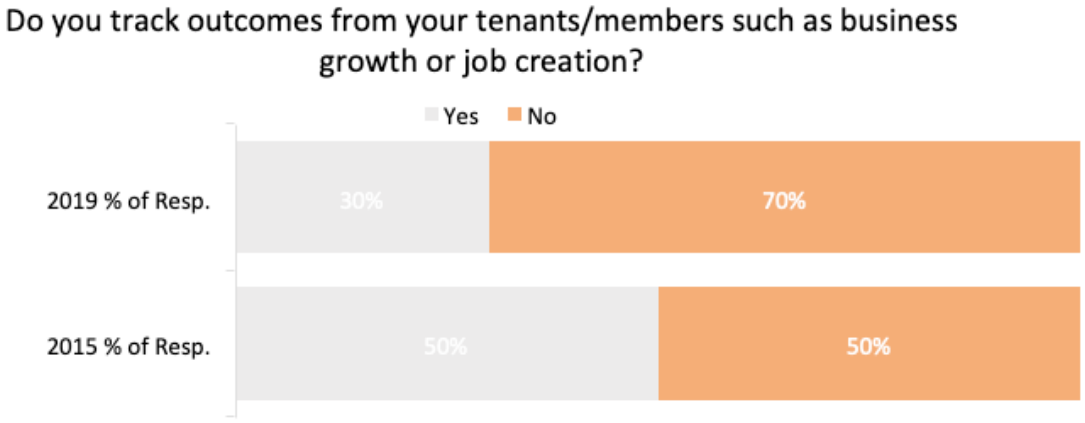
Overall, apart from access to the kitchen space itself, tenants need access to operating capital and business assistance such as marketing and planning. Both incubators with large and small operating budgets listed the same primary needs for its members/tenants.

What are the greatest needs of your members/tenants?

1. Access to Kitchen Space and Equipment
2. Access to Operating Capital
3. Market opportunities for selling their product
4. Branding and marketing
5. Product development
6. Access to affordable ingredients
7. Business planning
8. Accessing trained labor
9. Distribution/logics

ONLY 30 PERCENT TRACK SUCCESS OUTCOMES OF TENANTS

In 2015, about 50% of facilities tracked at least one business progress outcome, which is 20 percent lower in 2019.



"What's different about us is that we know success rates for food entrepreneurs are low. In response, we offer wraparound business supports and access to markets and capital. We offer what folks who have the resources would go out and pay for through consultants. Business is so skewed in terms of representation, and women and minority entrepreneurs succeed only if they have access to relevant tools and knowledge."

-Bonnie Rosenbaum, Director of Communications, Commonwealth Kitchen

"MOM! QUIT YOUR JOB AND SELL SAUCE!": FRESH ZEN



Ruby Chan started Fresh Zen three years ago. Her journey into entrepreneurship completes the circle started by her parents decades ago. Ruby's mother and father were engineers in China but upon arriving in New York City found that no one would hire them. This white-to-blue collar flip required them to make their way sweeping floors, washing dishes and working sweatshops. Lower East Side housing projects were home. After nearly 20 years, Ruby's dad saved enough to start his own to-go restaurant, the setting for Ruby's childhood.

Ruby obtained an MBA, setting her on a career path doing marketing and PR work for CPG companies. To manage the stress of coming home and making dinner for four kids who had been in daycare all day, she started making stock sauces for the week and freezing them. Her ginger and scallion sauce and an Asian chimi churi sauce could be whipped up in the Cuisinart and make for a quick gourmet meal. Neighbors and friends love them. Ruby's daughter implored, "Mom, you need to quit your job and sell sauce!" inspiring her to follow this passion.

To get started, Ruby dove into research on food manufacturing and supply chains, which led her to Commonwealth Kitchen (CWK). Ruby called them up, went through the intake process and learned they could help her figure out startup costs, where to get financing and set her up with mentors and coaches. CWK connected her with the right industry experts. One of her mentors is a soy sauce maker while another is a nutritionist who works for major company. They helped Ruby navigate industry regulations, product testing and other processes. Culinary experts on-staff helped her understand how to cook safely and properly. All these pieces of support helped her put the entire business together in a fraction of the time and cost it would otherwise take to go to market.

Thanks to the Commonwealth Kitchen relationships, Fresh Zen is rapidly scaling up. Ruby recently received approval for regional distribution into a major national grocer and she is supplying local university foodservice with her bulk sauces. This new business will grow her business ten-fold. CWK coached Ruby in the direction of foodservice for sustainable revenue. Retail margins are so slim, entrepreneurs like her need to keep the balance of sales in favor of higher margin wholesale/bulk business.

Ruby also received advice on women/minority certifications and promoting that aspect of the business. She won a cohort spot with WIN Lab for professional development and now takes on entrepreneurship mentees from Tufts University.

CWK is a special place that brings life experiences full circle for Ruby. If a place like this existed in the Lower East Side while she was young, she believes they would have hired her parents and given them training and opportunities to propel themselves forward. "My parents started from the ground-up without any support and it took the better part of 20 years. Commonwealth Kitchen would have been a great place for my parents to get started."

SECTION II:
LOOKING AHEAD



COMPARISON TO 2015 SURVEY

Trends in the shared use food facilities industry point in the direction of more users, a wider variety of products, and a growing professionalism among food businesses and the operations themselves. Challenges remain, such as maintaining the facility and managing operations with lean resources and limited technical and financial support. Facilities are also attracting more emerging food businesses with a wider range of products that require greater technical assistance to help test their product and formalize their business.

The 2019 survey has been designed to continue to evolve and grow with the industry, representing a broader and more refined effort than in past years. As such, the survey includes revised options for responses that expand the information collected from respondents, but also somewhat limiting direct comparisons to past surveys. The 2019 survey also includes a greatly expanded look at more facilities throughout the country, due to a sample size three times that of the 2015 survey– aided by the growth of the Network for Incubator and Commissary Kitchens (NICK), an online network facilitated by the staff of The Food Corridor.

Given the significant growth in sample size from the last survey, some questions surprisingly still received very similar results. For example, the breakdown of for-profit vs. non-profit facilities remained similar at 52 percent and 38 percent respectively in 2019 (with 11 percent in a newly-added "Other" category), compared with 61 percent for-profit and 39 percent non-profit in 2015. In addition, respondents described the primary goal of their facility in a very similar breakdown, with 51 percent focusing on assisting early-growth businesses, compared with 53 percent in 2015. The respondents also displayed similar characteristics between surveys in the percentage of tenants who are women and people of color, the number of shared users that can be accommodated by the facility, and the percentage of facilities reporting making money, breaking even, and losing money.



On the other hand, responses to several questions have differed from past surveys. The 2019 survey shows an increase in the number of facilities less than 3,000 square feet at 45 percent, compared with 35 percent in 2015. Accordingly, the survey group also has more facilities with operating budgets less than $100,000, at 57 percent versus 49 percent in 2015, and more facilities with fewer than 10 tenants, at 37 percent versus 24 percent in 2015. Further, 58 percent of respondents in 2019 offer different rates for low-income tenants, compared with only 6 percent in 2015. More tenants are also staying for 1-3 years, at 66 percent compared with 46 percent in 2015.

These results paint a mixed picture, but one that seems to indicate that many shared food facilities continue to be mission-focused with a desire to support new businesses. It appears that the industry is trending towards smaller facilities, even as the industry matures and attracts increased levels of investment. Similar challenges remain, as well, with respondents echoing concerns from past surveys of finding quality tenants, maintaining the facility, navigating regulations, marketing the facility, and attracting and retaining staff.

WHAT THE INDUSTRY THINKS ABOUT ITS FUTURE

The outlook on the shared use food facility industry is positive. Nearly 70% of respondents noted they think the industry will be growing over the next five years. Many predict this rise may be attributed to increased connections with the food delivery network, which has been rising in popularity as over one-third of respondents' clients only sell their products through a delivery channel. Many see a potential for franchise-able or multiple locations operated by one company, favoring the most efficient management practice, strong brand, and a history of successful incubated or graduated companies. In any case, differentiation and specialization will be key. However, many facilities noted their greatest challenge to be the regulatory climate of the industry, particularly in reference to licenses and legislation.

Many local municipalities lack a regulatory framework for commercial kitchens looking to rent space to multiple tenants, representing unique challenges for food safety and storage. There is considerable complexity around food production of various types all requiring different regulatory frameworks from various agencies. Operators must determine the applicable regulation under which the food produced will be regulated. (local, state food safety regulations, FDA Code, Good Manufacturing Practices (new) federal (USDA/FDA). These are different for fish and fishery products, juice products, acidified foods, low-acid canned foods, alcoholic beverages, ready to eat foods, delivery-bound foods, meat and dairy, frozen foods, and increasingly complicated: hemp, CBD and marijuana foods. Some of which require HAACP plans and traceability. A HACCP (Hazard Analysis and Critical Control Points) plan is a food safety monitoring system that is used to identify and control biological, chemical, and physical hazards within the storage, transportation, use, preparation, and sale of perishable goods. It also determines critical control points (CCP) in the process of food production.



For many shared kitchen facilities and their users, unclear federal or local regulations in regards to kitchen operations and product distribution limit the facilities' full operational potential. In order to better respond to these challenges and scale with the industry, the ability to partner with other organizations seems to be valuable for many facilities. Nearly half of respondent facilities have sought out relationships with other organizations, and others have noted that forming partnerships are currently useful or would be useful to them in the future. The result of strengthening partnerships may provide the ability to better leverage ecosystem services that support the commercial kitchen industry like operational software, equipment purchases, equipment maintenance, sanitation services, laundry, HVAC, sensors, security, labor. In addition, secondary services that support food entrepreneurs like insurance, branding, business development, supplies, ingredients, packaging, distribution, and sales and marketing channels pose big opportunities. A desire for a harmonized, evidence-based food business curriculum was another opportunity that emerged.

MATURATION AND EVOLUTION

Shared use kitchens are important institutions connecting small to medium-sized food entrepreneurs to an evolving consumer market. Operators and their facilities tend to be the center of local food systems as micro clusters and are a key entry point for new entrepreneurs, the largest proportion of whom have a high school education or less.[vii] As such, shared kitchens play a key role as a nexus point of the local economy. A unique feature of the industry is that it serves a diverse set of entrepreneurs and end-users, meeting different needs of the overall food system. This diversification creates stability and puts shared kitchens at the center of the food entrepreneurship ecosystem.

The shared use food facility industry has an opportunity to differentiate itself from other commercial kitchen businesses by focusing on the impacts of the kitchen incubators on reducing the racial wealth gap through entrepreneurship. According to the Kauffman Foundation, self-employed people hold 37 percent of all wealth in the US.[viii] With people of color severely underrepresented in this category and experiencing higher rates of failure than other entrepreneurs,[ix] the inclusionary practices and robust supports offered through shared kitchen best practices are moving the needle. Focus on creating opportunities for low-income entrepreneurs are another key differentiator. Low-income entrepreneurs are more likely than others to establish their businesses in their neighborhoods and hire from their communities, creating a compounding benefit for low-wealth neighborhoods.[x] The challenge at hand is measuring that movement.

In 2019, food delivery sales totaled more than $21 billion in 2019 are projected to grow at an annual rate of 6.5 percent, with restaurant-to-consumer business comprising the biggest share of this opportunity.[xi] Due to the demand in online food delivery services, ghost or cloud kitchens are being built to meet the specific needs of food business that only offer delivery services. Large companies with venture capital backing are starting to build out facilities that meet these specific space needs. Current and future shared use food facilities will have to compete with these larger and more capitalized firms for users/tenants, creating an opportunity to support entrepreneurs in capturing this growing market. Shared use food facilities can differentiate themselves through their community-oriented experiences, established history of helping users, and additional services such as technical assistance and procurement services. This is also an opportunity to support underrepresented entrepreneurs in capturing the growing delivery-only market share.

As the industry grows to adapt to emerging business models and competition, demand for formation of a larger advocacy and support network has grown. While industry support groups have been created specific to geography, through social media, or online communities, many facilities have expressed a desire to establish standard guidelines and resources on the day-to-day operations of a shared-use food facility. Specifically, the Network for Incubator and Commissary Kitchens is the largest informal network of shared kitchens and is facilitated by the staff of The Food Corridor. This private Facebook Group is home to over 1400 shared kitchen owners, operators, and community partners that currently ask questions, share best practices and opportunities, and provide support. In October of 2019, The Food Corridor hosted the network in Austin, Texas for the 2nd annual Food Incubation Summit. The two-day event was geared at food incubator administrators, commissary kitchen operators, and ecosystem service providers supporting the industry. The Summit's educational sessions in the form of panels, quick-fire talks and 1:1 mentoring covered topics ranging from innovative approaches to membership, operations, and policies to designing and implementing incubation programs. Networking events were designed to encourage conversation and collaboration among attendees.

Formation of a membership- based national business association or network presents an opportunity for sharing best practices in key areas like tenant business development, as well as better advocating for shared use kitchen facilities and offering resources for further education and accreditation. By providing a shared set of resources, facilities can better synthesize programming and metrics for tenant success across multiple regions, generating increased financial reputability for businesses seeking financing. Shared kitchens can begin to capture and share better data to improve operations and the flow of resources to the industry.

TECHNICAL ASSISTANCE NEEDS

A common challenge for many respondent facilities centers on the theme of further establishing the shared use food facility industry. The industry demands increased awareness, consistency in regulations, and more financing opportunities. Most respondents reported not receiving any tax credits, and many voiced a need for increased access to grant support. There was a great desire to raise awareness to financers in order to raise capital for their facility or operations. In addition, mission-oriented facilities stated that they track the outcomes of their users/tenants; however, most respondents stated they do not track any outcomes of their users. The industry currently lacks benchmarking for tenant success, i.e. when a business begins to mature and requires different needs such as additional financing.

Established standards of operation will further help to formalize the industry and provide financial reputability to businesses in the industry seeking financing. Partnering with larger associations of incubators and economic development organizations also represents an opportunity for facilities to better understand their economic impact. Government and institutional partners can help fill the data gap and add critical capacity where small operators are lacking. By addressing these needs, facilities are better able to advocate for funding and address user needs.

TECHNOLOGICAL, CONSUMER, AND SOCIAL DISRUPTION

As food delivery services become a larger part of how consumers find, buy, and eat their food, there is a growing demand for the disintermediation of the food supply chain. Consumers around the country are looking for readily available, on-demand options for eating, and are prepared to pay a higher price for a more convenient product. Shared use kitchen facilities can take advantage of this demand by providing space for virtual restaurants or meal delivery businesses, perhaps including delivery or other such services. This new wave in the growing sharing economy also requires special attention be paid to integrating equity into the mission, strategies, and policies of shared use kitchen facilities.



APPENDICES

APPENDIX A

ENDNOTES

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THE
FOOD
CORRIDOR


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CITY OF BANGOR

MEMORANDUM

To: Business & Economic Development Committee
Debbie Laurie, City Manager
Anne Krieg, Director, Community & Economic Development

From: Stephen A. Bolduc, Economic Development Officer

Date: April 18, 2023

Subject: Central Kitchen - Bangor

"Competitive advantages exist in the national and global economy for Maine made food products."

This was the conclusion of Focus Maine's investigation into the Maine economy.

"In April 2015, Focus Maine hired a global consulting company to conduct an in-depth analysis of global trends and market opportunities, Maine's industrial competitive advantages and weaknesses related to those opportunities, and on-the-ground perspectives from Maine business leaders, economic thought leaders, investors, entrepreneurs and policymakers. The result: a focus on three globally competitive, high-growth sectors."[1]

The resulting strategy was targeted to grow Maine's food, aquaculture, and biopharma industries, and additionally focus on Maine talent as a cross-cutting enabler.
The global trends inspiring the focus on Maine food are:

- Rising demand for locally sourced, responsibly cultivated, food products.
- A new generation of farmers who are embracing the farm-to-table movement.
- Rising need for secure local food supply chains during COVID-19.

[1] Our Focus | FocusMaine

The advantages Maine has in this space are:

- Abundant water resources.
- Affordable land.
- Proximity to some of the largest U.S. cities.
- 8,000 farms and 1.5 million acres of farmland already fueling the region's food economy.[2]

It is clear that the Maine food economy, which UMaine Cooperative Extension cites as a $3.9 billion-dollar industry[3], has huge potential for growth, but is **stymied by factors such as significant start-up costs and risk, lack of production and processing spaces**, and lack of access to technical assistance focused on the industry.

Shared kitchens and kitchen incubators have emerged as a way to address some of those systemic barriers to growing the food economy in a region. A licensed, inspected, commercial food production/processing space with the necessary equipment, buys down the cost and risk of starting and scaling a business. Kitchen incubators typically offer a shared kitchen space, plus services such as education and technical assistance (with certifications, product development, packaging, pricing, and connections to markets). They also support local food trucks and ghost kitchens (food prep and cooking for delivery only – no storefront).

The Food Corridor says there are more than 600 shared kitchen facilities operating in the US.[4] However, only one other kitchen incubator is operating in Maine – Fork Food Lab, established in Portland in 2016. Fork recently moved to a new 42,000 square foot building in South Portland with an estimated economic impact over 3 years of $25 million and 300 jobs. They are credited with being the starting point for many new restaurants in Portland.

A 2020 market analysis for the expansion of Fork prioritized several parts of the food economy: meat, seafood, dairy, fermented foods and drinks, plant-based, and ethnic foods. These markets have the potential for significant return on investment. In addition, the market study noted the need for assistance with wholesaling, a skilled labor pool, food science, retail, supply chain management, and distribution.[5] The food economy in Maine is poised to grow and offer significant economic development opportunity if we can improve the infrastructure for processing, food storage, distribution, and the technical assistance needed around the sector. Formalizing and legitimizing kitchen incubators is a critical step in that process.

---

[2] Our Focus | FocusMaine

[3] Maine Food System - University of Maine Cooperative Extension (umaine.edu)

[4] Kitchen Incubators: A Growing Industry Embracing Tech and Supporting Food Entrepreneurs - The Food Corridor

[5] Fork Food Lab 2.0: Market Analysis by Caroline Paras, March 1, 2020

It should be noted that COVID-19 pandemic trends have only accelerated the demand for Maine food products. In a 2021 COVID-19 addendum to the Fork 2.0 market study, the following consumer trends were cited as further proof of the market opportunity for small Maine food producers: online shopping for grocery items, paying a premium for local products, prioritizing healthy eating, more scratch cooking at home (more market for sauces, spices, and plant-based alternatives to meat and dairy), and more frozen or shelf-stable foods to extend the shelf life of groceries.

Increasing local food production and consumption is also a strategy in the Maine Climate Council report, Maine Won't Wait. Strategy D, Grow Maine's Clean-Energy Economy and Protect Our Natural-Resource Industries includes: "increase the amount of food consumed in Maine from state food producers from 10 percent to 20 percent by 2025 and 30 percent by 2030 through local food system development." Local food production and consumption has significant environmental benefits on top of the economic benefits.

Establishment of a central kitchen incubator in Bangor would enable producers and processors to add value to their products. This added value would enable them to increase sales of locally produced food and satisfy distributor, institutional, and retail demand for processed products. To accomplish this, access can be provided centrally to the specialized equipment, facilities and guidance that businesses need to scale from home kitchens or from small to full-scale commercial production. A facility would address one of Maine agricultural facility deficiencies, given that now it is extremely difficult for food manufacturers to connect to co-packers and food safety certified kitchen space. Bringing producers into a central location ensures that both the staff and the food community there can connect them to technical assistance, industry contacts, and capital opportunities.

Looking at the research around Maine's food economy, potential for growth, barriers currently constraining that growth, and the private sector's demand for such a facility in the Bangor region, the creation of our kitchen incubator at 50 Cleveland Street is an important public investment to support food and entrepreneurial systems and accelerate economic development.

The building to be renovated for the "Central Kitchen" is a 19,000 square foot, single-story structure. The renovation and improvements to the building will include:

- Renovating the existing kitchen space to current food quality standards;
- Outfitting the commercial kitchen with appliances, equipment and cookware

- Installing a sprinkler system and improving the fire protection and life safety systems
- Installing an air conditioning system and energy efficient lighting system
- Installing and converting ADA systems in rest rooms and entryways;
- Installing new interior finishes on the floor, walls and ceilings
- Repairing the building's exterior
- Testing and repairing existing heating, plumbing and electrical systems
- Installing a new EDPM roof system (in the next 10 years)

Although an operational model has not been established, the City's intentions have always been to start the Central Kitchen project with the renovation of the building and then transfer management of the facility. There are many operational models that could be considered from a single operator to a non-profit manager to leasing or selling the facility.

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(Strategy D, Grow Maine's Clean-Energy Economy and Protect Our Natural-Resource Industries includes: "increase the amount of food consumed in Maine from state food producers from 10 percent to 20 percent by 2025 and 30 percent by 2030 through local food system development.")

"Maine lacks sufficient food processing infrastructure across all agricultural sectors" - What will it take to grow Maine's local food economy? (themainemonitor.org)

Network for Incubator and Commissary Kitchens



Bangor Central Kitchen
Market Analysis and Financial Plan

Presented to the City of Bangor, Maine

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EXECUTIVE SUMMARY

Located at 50 Cleveland Street, Bangor Central Kitchen is an 18,167-square foot building that served as the officers' club on the former Dow Air Force Base (1947-1968). Turned over to the city in 2016, the facility is envisioned to become an **incubator** with a shared-use commercial kitchen, event space, and offices to serve entrepreneurs in the Greater Bangor region. Locally, residents, service providers, and potential users desire a shared-use kitchen that is also a community asset, incorporating space for **culinary arts instruction**, **special events**, **retail**, and **local food access** for producers and consumers alike.

Bangor's food scene is growing – as demonstrated by per capita restaurant sales **2.5 times** the norm and food industry employment increasing at **3 times** the rate of the rest of the economy. The tight real estate market, however, constrains expansion, setting the stage for Bangor Central Kitchen to become an incubator for innovative food products and restaurant concepts. Food, however, represents a convenience product that consumers will not travel **more than 20 minutes** to purchase. This trade area of **~70,000** incorporates all of Bangor plus 14 communities, boasting residents who are **younger**, **better educated**, and **higher income earners** than those in the city and region. In addition, three consumer segments totaling one third of the trade area demonstrate a **distinct preference for local food**.

Potential users of Bangor Central Kitchen include producers of **consumer-packaged goods**, **mobile vendors**, and **chefs** and **caterers** who are willing to travel up to **90 minutes** to use the facility. By fundamentally lowering the entry cost to food production, users will be able to sell food on day one of their membership. Given that users represent the greatest source of revenue to sustain the facility, their needs should be prioritized. Beyond affordable production space, their diverse needs can be addressed through **collaborative programming** with local, regional, and statewide agencies and organizations. Top areas of interest include help with **food safety** and **supply chain management**.

Renovation of Bangor Central Kitchen could cost over **$3.5 million**. The financial model assumes that the City can secure **grants for 70% of renovation costs**, with $1 million already attained. At the startup stage, Bangor Central Kitchen should consider hiring a General Manager and an Operations Manager. The most volatile variable costs are **utilities** and **maintenance**.

Under the financial assumptions model, Bangor Central Kitchen may require an **operating subsidy of $200,000** per year during its startup phase. By Year Three, the facility could **break-even**. By Year 5, the facility could generate a **net profit of $265,000** per year.

By the buildout stage, Bangor Central Kitchen may generate a total economic impact of **105 jobs** and **$7 million in sales**.

BACKGROUND

Located at 50 Cleveland Street, Bangor Central Kitchen is an 18,167-square foot building that served as the officers' club on the former Dow Air Force Base (1947-1968). Turned over to the city in 2016, the facility is envisioned to become an incubator with a shared-use commercial kitchen, event space, and offices to serve entrepreneurs in the Greater Bangor region. The purpose of this report is to outline a plan for the viability and sustainability of such a facility from a market perspective.

Since the 1960's, incubators have helped launch businesses in a variety of industry sectors. Incubators provide affordable space, mentoring, and resources to facilitate the startup of early-stage companies. According to the National Incubation Association, 65% of startups fail within the first five years. According to the National Restaurant Association, the failure rate for restaurants is even higher – 80%. But when startups are launched in an incubator, their success rate increases to 87%.

The Bangor region is already home to several incubators, including the Bangor Innovation Center, UpStart Center for Entrepreneurship, Foster Center for Innovation at the University of Maine, and the Rize CoWorking & Collaboration Space. A shared-use kitchen incubator can generate the following benefits for both entrepreneurs and the community:

Entrepreneurs

- Access to a fully licensed and permitted **commercial kitchen** at less than market rates.
- Access to specialized manufacturing and packaging equipment that can increase **economies of scale**.
- **On-site coaching and mentoring** from staff, experts, and experienced food entrepreneurs.
- **Connections** with farmers, fishermen, buyers, and distributors.
- Opportunity to build a **local following** and track record critical to qualify for a commercial loan.

Community

- Opportunity to **sample** new food products and restaurant concepts.
- Access to **local food** grown, raised, harvested, and/or processed in Maine.
- Opportunity to participate in **cooking classes** led by local experts.
- Opportunities to **meet the makers** through markets and workshops.
- Structured pathway to **economic mobility**, particularly for women and persons of color.
- **Diversification** of the region's economy.
- Increase in the long-term **success rate** of local businesses that will eventually fill the region's villages and downtowns.

METHODOLOGY

The methodology for this report consists of three primary data sources:

- **Survey of potential users** conducted from June 21-July 21, 2023, including caterers, mobile vendors, and food producers within a 90-minute radius of Bangor. Hereinafter, this will be referred to as the BCK survey.
- **Research on local conditions** in the Bangor region from public data sources, including the commercial real estate market, other commercial kitchens, and the region's food production industry.
- **Research at the national level** on best practices for shared-use commercial kitchens, including revenue models, pricing structure, and service programming.

VALUE PROPOSITION

The central value proposition of a kitchen incubator is to lower the risk of starting up a food enterprise. The typical entrepreneur might start by experimenting for family and friends. If their product is met with rave reviews, their next step might be to obtain a state license in order to make food out of their home kitchen. Without the availability of a kitchen incubator, a huge leap of faith is required to take the next step: from producing food at home "for free" to leasing manufacturing space by the year. Such a transition demands the entrepreneur quit their "day job" to commit to full-time operation as well as obtain a commercial loan to secure space and construct leasehold improvements to make the space suitable for food production.

Typical life cycle of a Maine food manufacturer



BUSINESS MODEL

A shared-use kitchen provides space for the commercial production of food offered for direct sale or wholesale. Access to shared space lowers the entry barrier to entrepreneurship, enabling users to startup at less cost than leasing their own production space. By sharing access, entrepreneurs also have the opportunity to learn from each other in collaborative environment, increasing their chances of long-term success.

As of 2019, there were 600+ shared-use kitchens in virtually every U.S. state. About 60% are less than 5,000 square feet, with space to accommodate 4-6 users at the same time, and 10-19 users at any point in time.[1] The kitchen can be the sole component of a facility or one of many complementary uses described below.

1. **Community Kitchen:** A commercial kitchen at a church, school, or community center that rents both production and function space to one user at a time. For example, see Halcyon Grange: https://www.halcyongrange.org/.

2. **Food Hub:** A facility that supports the aggregation, storage, distribution, and/or marketing of local food products. Processing capacity is usually limited to washing and packing. For example, see the Portland Fish Exchange: https://www.pfex.org/.

3. **Food Hall:** Large communal environment where food and drinks are sold from individual chef-driven establishments. For example, see Portland Market House: https://www.publicmarkethouse.com/

4. **Food Business Rental:** A business that rents out its excess kitchen capacity to individual users during times when the primary business is closed. For example, see Korean Dad in Veazie.

5. **Shared-Use Kitchen Incubator:** A commercial kitchen with the capacity to support multiple users in production at the same time. In addition to space, the incubator usually provides entrepreneurial training. For example, Fork Food Lab: https://www.forkfoodlab.com/.

6. **Co-Packer:** A business that takes on the processing and packaging of product lines outsourced by individual brands. For example, see co-packing services offered by Pemberton's Gourmet Foods: https://pembertonsgourmetfoods.com/small-batch-co-packing/.

7. **Food Accelerator**: A virtual incubator that provides a structured program of entrepreneurial training, mentoring, and access to capital to help small businesses scale, sometimes in exchange for equity. For example, see MarketShare offered by the Maine Center for Entrepreneurs: https://www.mced.biz/marketshare-accel.

8. **Food Innovation Center:** A facility that supports the commercialization of food and beverage products through research and development, such as product testing. For example, see the Dr. Matthew Highlands Pilot Plant at the University of Maine's School of Food and Agriculture: https://umaine.edu/foodandagriculture/pilotplant/

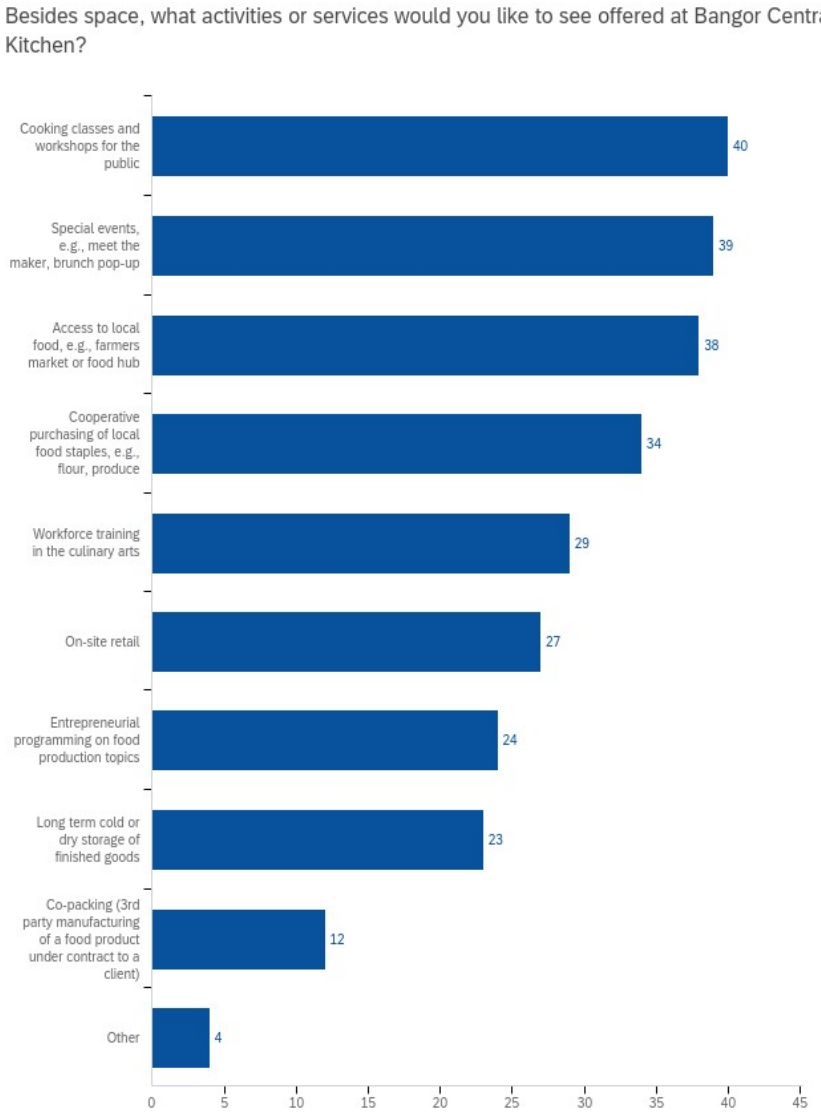
The local food system is a continuous virtuous chain from the producer to the household consumer. Below is a graphic that illustrates how each facility can add value to the local food system. These categories are not mutually exclusive. For example, a food hub can serve as an aggregation point that provides access to both farmers and consumers, while a commercial kitchen incubator can drive the recovery of food by adding value to upcycled produce.



Source: Local Food Alliance

LOCAL VISION

Nationwide, commercial kitchen incubators have stated that their primary mission is *assisting early-growth businesses* (51%) and *strengthening the local food economy* (18%).[2] Locally, interested parties have weighed in with their votes. The BCK survey attracted 74 responses from both potential users (53%) and others (47%), including service providers, food producers, and consumers. All respondents were asked what activities or services they would like to see offered at Bangor Central Kitchen beyond space. The top vote getter was cooking classes for the public (40), followed by special events (39), local food access (38), cooperative food purchasing (34), culinary arts instruction (29), on-site retail (27), and entrepreneurial programming (24). These responses indicate the desire for a shared-use kitchen incubator that incorporates space for culinary arts instruction, special events, retail, and local food access for both producers and consumers, such as a food hub, farmers market, or food pantry.

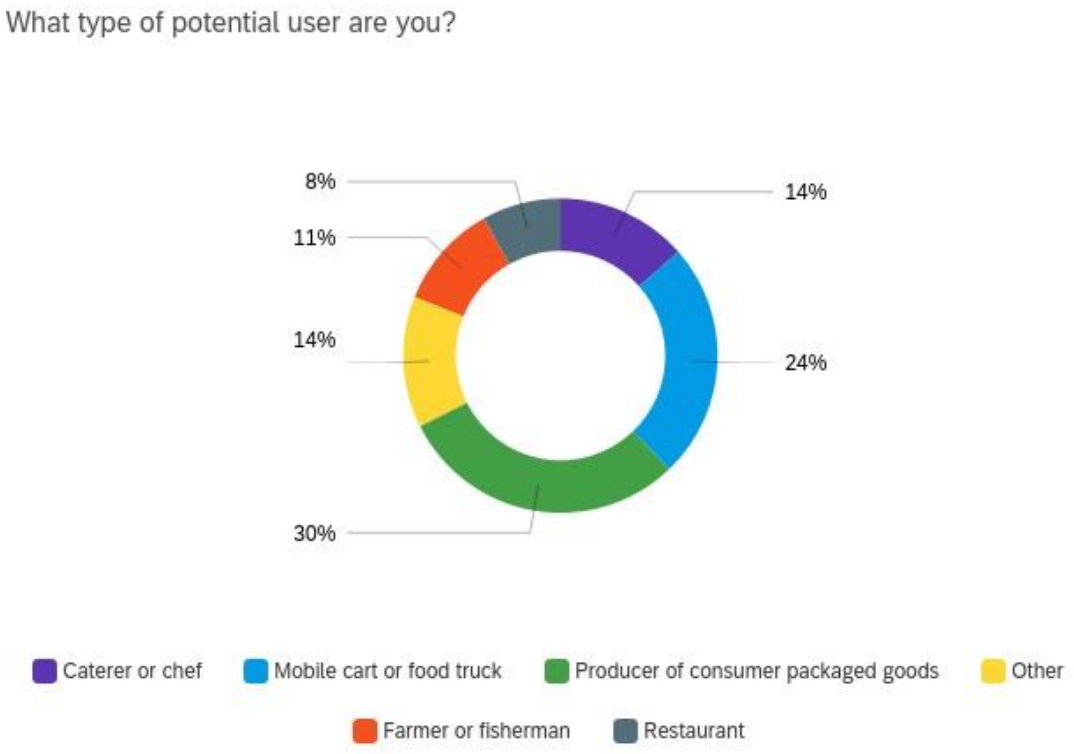


MARKET DEMAND FROM POTENTIAL USERS

Types of Users

Of 74 respondents, a total of 39 people classified themselves as potential users of Bangor Central Kitchen. Of potential users, 65% indicated that they were *interested* or *very interested* in renting space at the facility. User types include the following:

- **Consumer-packaged goods (CPG)** (30%) includes users producing shelf-stable, refrigerated, and/or frozen products offered direct-to-consumer or wholesaled to markets.
- **Mobile vendors** (24%) include food trucks and food carts that offer fresh food-to-go. About 24% of potential users fall into this category.
- **Chefs or caterers** (14%) include users preparing fresh food for social events, such as corporate parties and weddings. They may also wish to host "pop-up" restaurants for a day, such as brunch.
- **Farmers and fishermen** (11%) includes those who want to add value to raw inputs they grow, raise, or harvest themselves.
- **Restaurants** (8%) are established businesses looking to develop a product line they do not have the space to produce in-house.
- **Other** (14%) includes educators who want to offer cooking or nutrition classes for consumers, workers, and/or entrepreneurs.



Potential User Profile





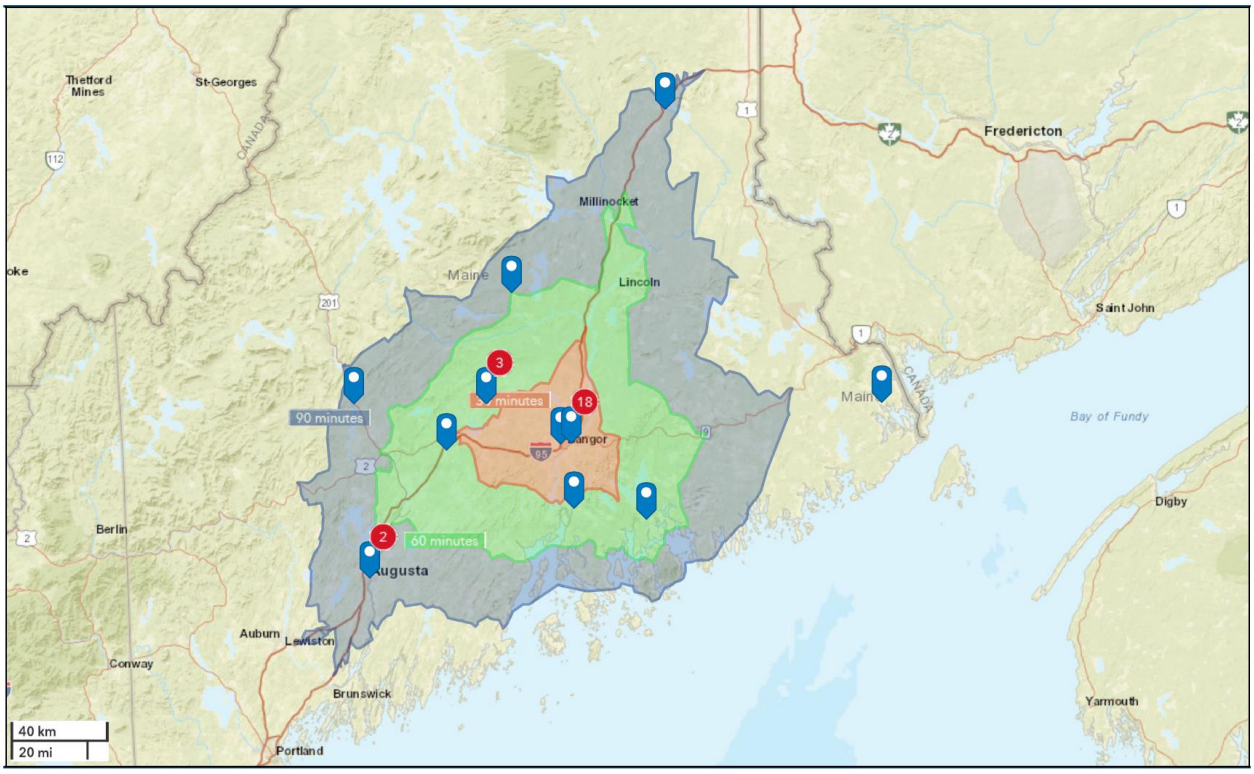
Holli and David Allen launched the Maineiac Snack Shack in 2023. Their food truck offers a diverse product line specializing in Mexican cuisine as well as classics like grilled cheese, hot dogs, baked goods, and even shaved ice. *"We love to cook,"* says Holli. *"I have always cooked for family and friends. When we lived in Colorado and Nevada, we had friends who encouraged us to try to sell our food. I was even a 'lunch lady' for the last few years in Hampden. Finally, we decided, 'Let's just do it!'"* From a renovated cargo trailer, the Maineiac Snack Shack has taken flight, with their most popular menu items - chicken and steak burritos, attracting regular customers from as far as Bar Harbor to their regular stop on the Bangor waterfront. While they currently prep savory items in the truck and sweet ones in a fully licensed home kitchen, access to a larger facility like Bangor Central Kitchen would help them address a variety of needs: more floor space, elimination of greywater, and year-round production. In the winter, for example, they hope to produce prepared meals-to-go. In the long term, Holli and David dream of owning their own a piece of property where they could create a permanent food truck court or row with fire pits, lights, and a genuine family-friendly vibe. For the Allen family, their food truck is already a family affair, with a gluten-free menu that even their daughter can enjoy.



Geographic Catchment Area

The following map illustrates the distribution radius of respondents who classified themselves as potential users of Bangor Central Kitchen: 50% were located within a 30-minute radius of the city, 19% within 60 minutes, and 14% within 90+ minutes.

Radius of Potential Users by Drive Time



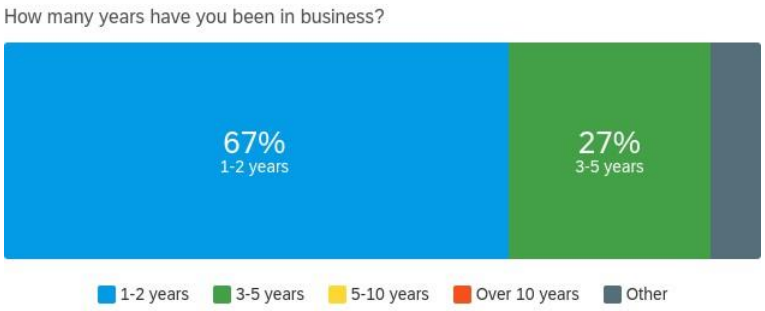
Business Life Cycle

Of potential users, the vast majority, 71%, are already in production, including established businesses looking to expand. Of the 29% not in production, 18% are engaged in research and development, and 11% plan to be ready in 6-12 months.



Business Tenure

Of those in production, most potential users, 67%, are startups that have only been in business for 1-2 years. Another sizable segment, 27%, are established businesses that have been in production for 3-5 years. This diversity bodes well for creating a collaborative mix of new and experienced entrepreneurs.



Annual Sales

Virtually all potential users, 94%, are very small businesses earning less than $100,000 in sales. In fact, 67%, earn less than $50,000. Just one potential user, a food truck, reported over $100,000 in sales. Whether sales are constrained by lifestyle goals or lack of access to efficient infrastructure is unknown.



Employment

Of potential users, nine businesses reported that they employed 18 full and part-time workers, including themselves. This works out to two employees per business.

Product Line

Nationwide, the top 10 products developed at shared-use commercial kitchens include ready to eat foods, baked goods, prepared meals, sauces/spreads, jams/jellies, spices/rubs, chocolates, pickled/fermented foods, vegan products, and nuts/seeds/snacks.[3]

Locally, the interests of potential users align with national trends. See BCK Survey results at right. These product lines have important implications for the equipment, layout and design of the kitchen.

What is your product line? Check all that apply.	
Bakery goods	14
Meat, poultry, and fish products	10
Condiments, such as sauces and jams	8
Fruits and vegetables	8
Catered, fresh, or prepared meals to go	5
Beverages	4
Gluten-free	4
Fermented	4
Plant-based meat or dairy	3
Other	2
Dairy	1
Total	63

Baking demands an environment with humidity control. Access to a blast chiller will not only help producers preserve the freshness of final products but enable them to stock up on inventory for large events, such as festivals and holidays.

Meat, fish, or poultry products that are wholesaled to markets require that 1) the producer is USDA-certified and 2) the facility is USDA-certified. These requirements hold true even if the final product includes meat that has already been USDA-inspected. In addition, the equipment must be dedicated to meat production, and not shared with other products. Also, the facility must dedicate an office for occasional use by the USDA inspector.

Dairy demands a temperature-controlled environment with dedicated equipment not shared with other food products.

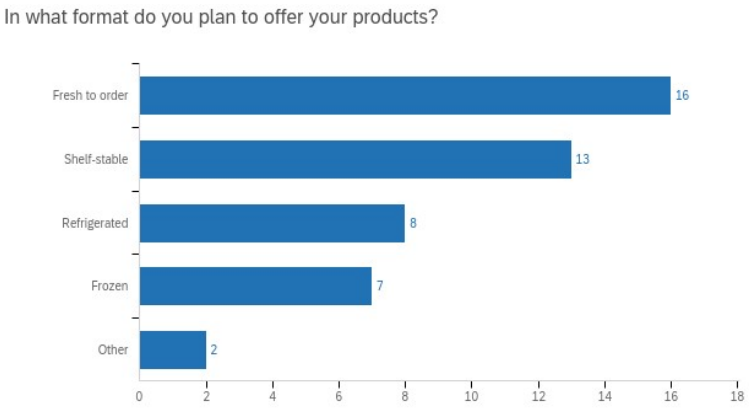
Fermentation also demands a temperature-controlled environment that allows microbes to perform their magic. Alcoholic beverages require additional hurdles, including appropriate state and Federal licenses as well as production in a bonded facility.

Plant-based producers will be reluctant to share equipment with producers that incorporate animal products.

Gluten-free certification requires dedicated equipment with physical separation from other producers.

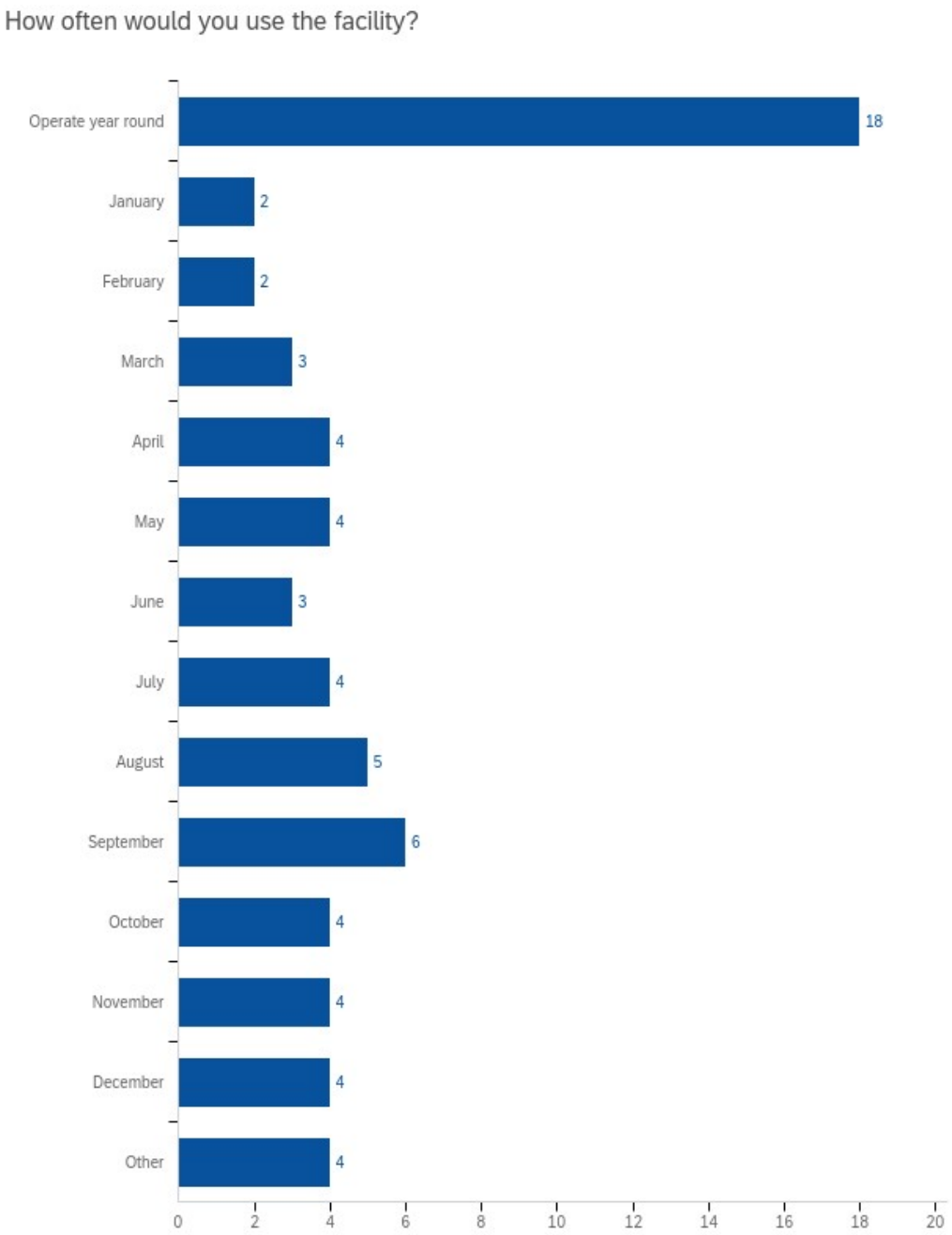
Beverages. Without hot or cold pasteurization, beverages have a limited shelf life.

Product Format. There is a more or less even distribution of products that will be made fresh to order, shelf stable, and frozen/refrigerated.

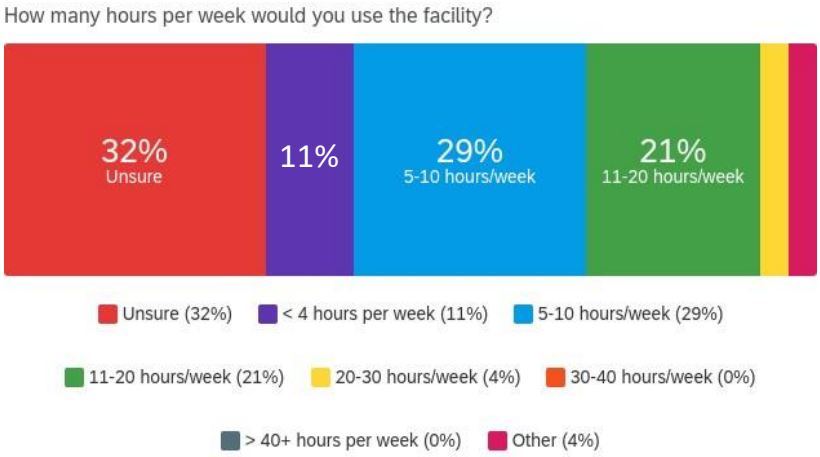


Usage

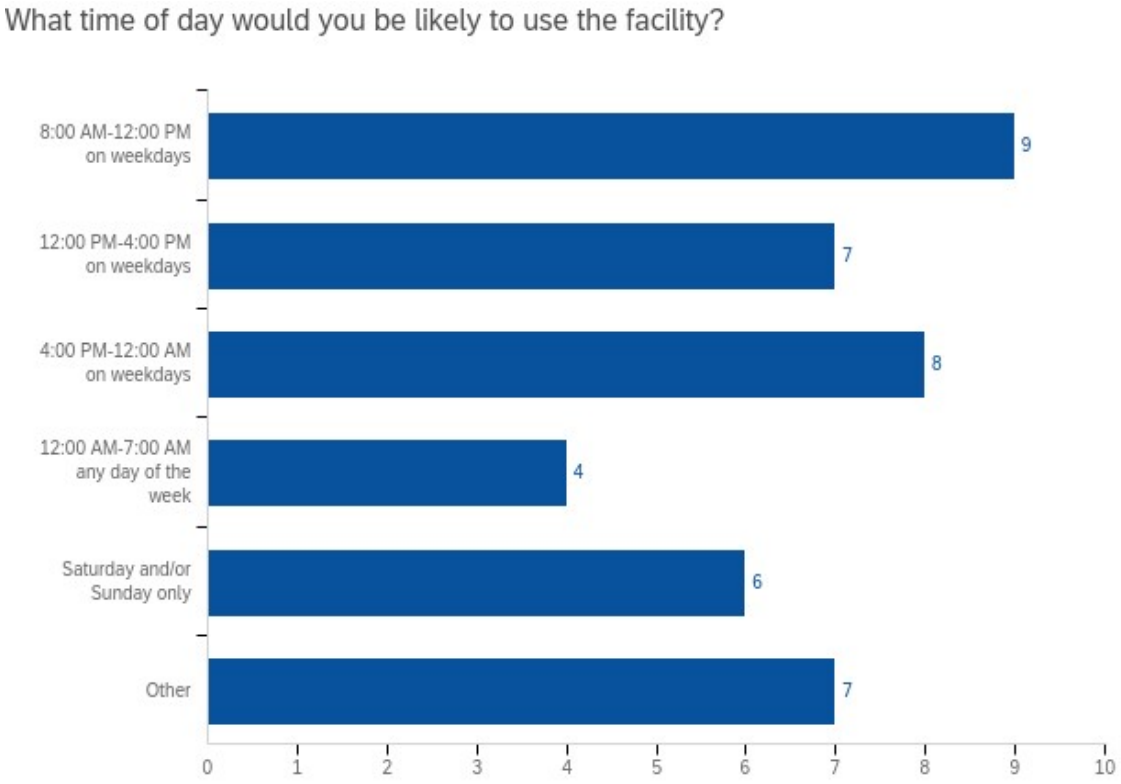
Seasonality. In terms of seasonality, about half of potential users intend to operate year-round. This level of seasonality could be due to a variety of factors: the product line relies on Maine ingredients timed to coincide with the state's short growing season; the primary selling channel for the business is special events, such as weddings and festivals, which are more prevalent in the summer and fall; and/or the enterprise is a part-time venture for the owner. Whether potential users want to scale or could scale to year-round production is unknown.



Frequency. In terms of weekly usage, one third of potential users are unsure of their total hours. Another third plan on just 5-10 hours per week. The last third plan on 11-30 hours per week.



Time of Day. In terms of daily usage, there is an even spread across daytime hours, including 8AM-Noon, 12PM-4PM, and 4PM-midnight. Another segment plans to work weekends only and another group, overnight or early morning. The *other* category includes caterers with unpredictable hours.



Amenities

Equipment. Nationwide, over 50% of shared-use commercial kitchens offer refrigerators, freezers, ovens, stoves, mixers, and food processors along with more typical amenities like prep tables, sinks, shelves, utility carts, and dishwashers.[4] More specialized equipment desired by at least three potential users of Bangor Central Kitchen include dough sheeters, deep fryers, vacuum or heat sealers, proofers, blast chillers, smokers, dehydrators, pressure canners, and meat grinders.

What type of equipment do you need at Bangor Central Kitchen to produce your primary product?

Standard oven	20
Cold storage	18
Standard range	17
Commercial mixer	17
Dry storage	16
Food processor	15
Blender	12
Dough sheeter	9
Deep fryer	9
Vacuum or heat sealer	7
Proofer	6
Microwave	6
Pressure cooker	5
Grill	5
Flat top griddle	5
Smoker	4
Dehydrator	4
Blast chiller	4
Pressure canner	3
Other	3
Meat grinder	3
Ice cream maker	2
Filler	2
Deli slicer	2
Continuous feed floor juicer	1
Tilt skillet	0
Steam kettle	0
Air fryer	0

Food Truck Amenities. The BCK Survey was distributed to 170 mobile vendors within a 90-minute radius of Bangor, including food trucks and food carts. In total, eight mobile vendors expressed interest in renting space at Bangor Central Kitchen. In addition to prep space, cold storage, and dry storage, mobile vendors may desire additional amenities that other types of users do not need, such as a dish pit, electrical hook-up, freshwater fill-up, greywater disposal, secure overnight parking, and bagged ice. Of the atypical amenities, the dish pit, electrical hook-up, freshwater fill-up, and greywater disposal were either *must have* or *nice to have* amenities desired by over 50% of respondents.

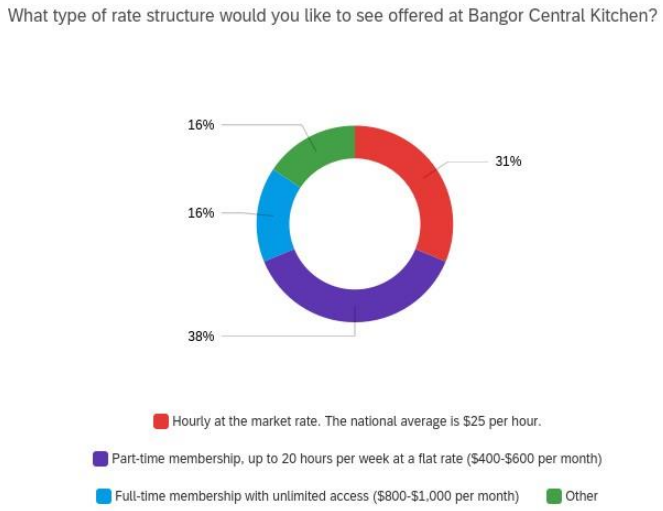
If you are a food truck, what additional amenities do you need?

	Must have	Nice to have	Not necessary
Prep space	67%	11%	22%
Dish pit	44%	11%	44%
Cold storage	33%	44%	22%
Electrical hook-up	33%	33%	33%
Freshwater fill-up	22%	44%	33%
Grey water disposal	22%	44%	33%
Dry storage	11%	67%	22%
Secure overnight parking	11%	22%	67%
Bagged ice	9%	36%	55%

Revenue Structure

Pricing Models. Nationwide, 63% of the revenue generated from shared-use commercial kitchens comes from leasing space to businesses. One third of kitchens also lease dedicated full-time production space to businesses. Furthermore, 70% of kitchens rely on a monthly membership fee versus an hourly rate to generate the bulk of their revenue. Below are several variations of this pricing model.

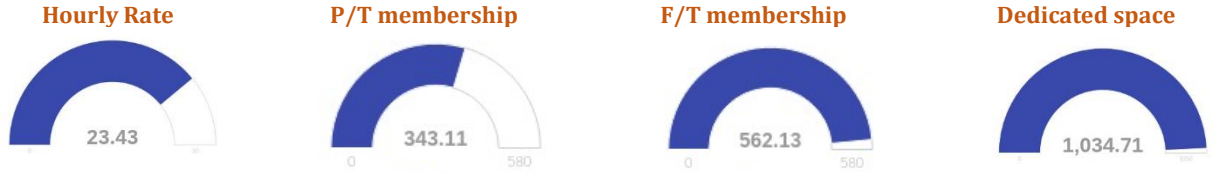
- **Off-Peak versus Peak:** Discounted hourly rate for off-peak hours such evenings and overnights.
- **Member versus Non-Member:** All-inclusive rate for a flat monthly fee.
- **Startup package:** Bundle of services at a limited number of hours for 3 months.
- **Type of Use:** Differential rates for cold prep versus hot prep.
- **Volume Discount:** Discounted hourly rate for regular usage, e.g., $25 per hour for 20 hours per month versus an hourly rate of $35 per hour.



- **Minimum Rental:** Minimum usage, such as requiring 4 hours per day or 20 hours per month.

The BCK Survey asked potential users what type of rate structure they preferred: over half, 54%, preferred a monthly membership at a flat rate with an inclusive number of hours while 31% preferred an hourly fee at market rate. The *other* category supported a mix of options. Overall, only one potential user indicated a need for dedicated full-time production space.

Willingness to Pay. Potential users were asked how much they would be willing to pay - for an hourly rate ($25/hour), monthly part-time ($400-$600) and full-time membership ($800-$1,000), and dedicated space.



Locally, potential users of Bangor Central Kitchen are only willing to pay rates that are far below market. This is likely due to the part-time nature of most of the businesses, which are generating less than $50,000 in sales per year. However, charging users $23.43 per hour for a maximum of 10 hours per week would still generate ~$900 per user per month.

Comparison of willingness to pay with regional and national averages

	National Average (incubator)	Fork Food Lab (incubator)	Bangor Market (real estate)	Willingness to Pay (BCK Survey)
Hourly rate	$25	$20	Not applicable	$23.43
Monthly F/T rate	$1,775	$1,280	$2,500	$562
Annual rate	$21,300	$14,400	$30,000*	$6,744

**Based on 2,000 square feet at $15/SF, exclusive of utilities and maintenance*

Key Takeaways

Users: Potential users of Bangor Central Kitchen include producers of consumer-packaged goods, mobile vendors, and chefs and caterers.

Distance: Although most potential users live within a 30-minute radius, some are willing to travel up to 90 minutes to use the facility.

Sales: Most potential users are startups with current sales of less than $50,000 who plan to produce year-round.

Frequency: Usage would be spread evenly throughout the day in the following time slots: 8AM-Noon, 12PM-4PM, and 4PM-Midnight.

Product lines: Baked goods represent the top product line of interest, followed by products that incorporate meat, poultry, and fish.

Food Trucks: Mobile vendors require atypical amenities. Over 50% desire access to a dish pit, electrical hook-up, freshwater fill-up, and greywater disposal in addition to prep space, cold storage, and dry storage.

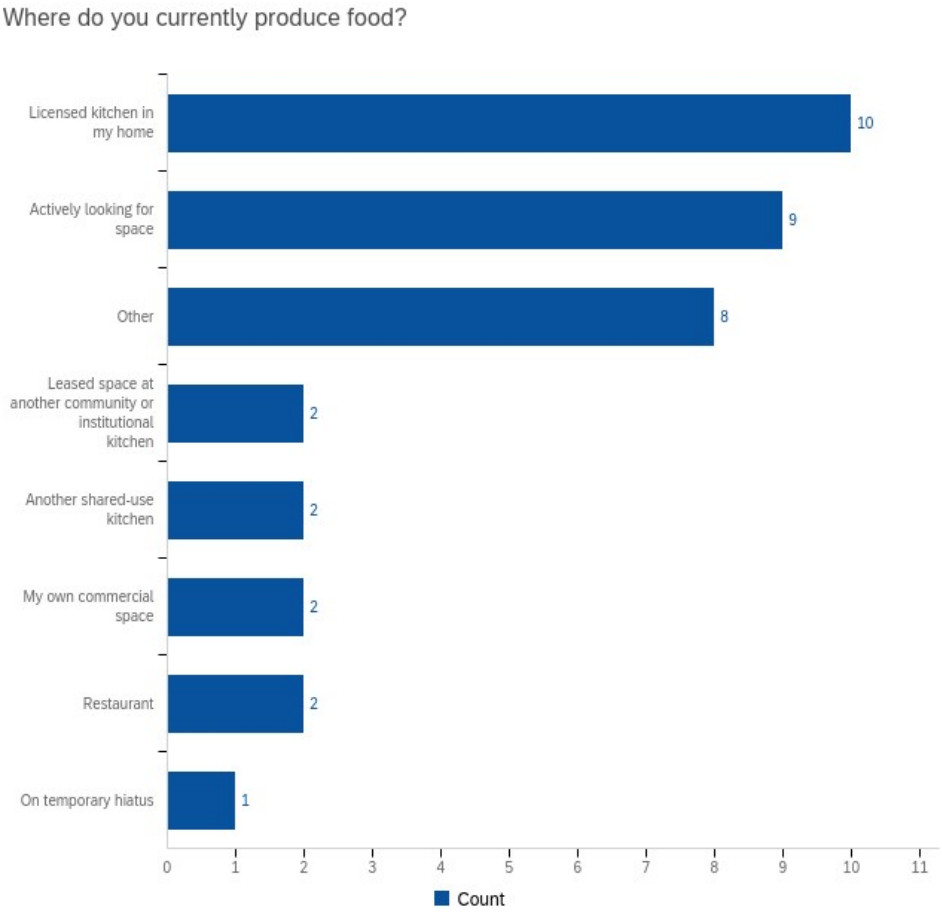
Fee structure: The majority of potential users support the concept of a membership fee versus an hourly rate.

Willingness to Pay: The most that potential users would be willing to pay is ~$23 per hour or ~$550 for a full-time membership. This represents 20% of the cost of a commercial lease, 30% of the national incubator average, and 50% of a Fork Food Lab membership.

More than half of potential users, 54%, plan on producing from 5-30 hours per week. If they were charged what they are willing to pay, $23 per hour, at 10 hours per week, they would end up paying over $900 per month.

MARKET SUPPLY OF KITCHEN SPACE

In terms of market supply, there are several competitors for kitchen space, including 1) home kitchens, 2) commercial real estate market, and 3) other community kitchens in the region. Potential BCK users were asked where they currently produce food. The top response was the home kitchen. A similar segment is actively looking for space, presumably in their local commercial real estate market.



Potential users were asked about their level of satisfaction with their current place of production. Almost half, 48%, were *neutral* on this question, and 44%, *unsatisfied* or *very unsatisfied*. The balance, 8%, were *satisfied* or *very satisfied*.



Home Kitchens

Dreams begin at home. Over 1,700 residents hold a state license to process food at home. Products must be shelf stable, while those requiring refrigerated or frozen storage must be produced in a commercial facility. About 35% of Maine's home kitchens are located within a 90-minute radius of Bangor. All of these producers were invited to participate in the BCK survey.

Of potential users, 28% produced food at home. Half of these were *unsatisfied* or *very unsatisfied* with the arrangement, which is a greater proportion than users of other types of spaces. For home kitchens, the primary reason for dissatisfaction is that their production space is too small. Thus, home kitchen producers represent a viable potential market of users for Bangor Central Kitchen.

Commercial Real Estate Market

Another competitor for kitchen space is the local real estate market. The gulf between producing "for free" at home and securing a commercial space can be hundreds of thousands of dollars. First, a monthly lease requires a long-term commitment measured in years. Second, renovation of space for food production demands leasehold improvements, such as floor drains, grease traps, range hoods, washable ceilings, ventilation, floor pitching, and fire protection. Because improvements must be made before any sales revenue can be generated, a lease necessitates a commercial loan. In addition to lease expenses, utilities, trash removal, and other building expenses are extra.

Despite the pandemic, the availability of commercial space in the Bangor region in 2022 was extremely tight, with vacancies for industrial space at 2% and retail, 5%. Below is a snapshot of the smallest retail properties available for lease in Bangor during the week of July 21, 2023. Annual lease rates for these spaces range from $32,000-$52,000, with a lease term of 1-5 years.[5]



867 Broadway	***33 State Street***	***175 Exchange Street***
1,800-2,115 SF at $18 per SF	3,500 SF at $20 per SF	3,500 SF at $15 per SF

This lack of available space, combined with the extraordinary cost of leasing, keeps enterprises from scaling up and out of their home kitchens. But these market conditions could also promote the role of Bangor Central Kitchen as an affordable midpoint in the journey from basements, barns, and kitchens to storefronts, restaurants, and production facilities.

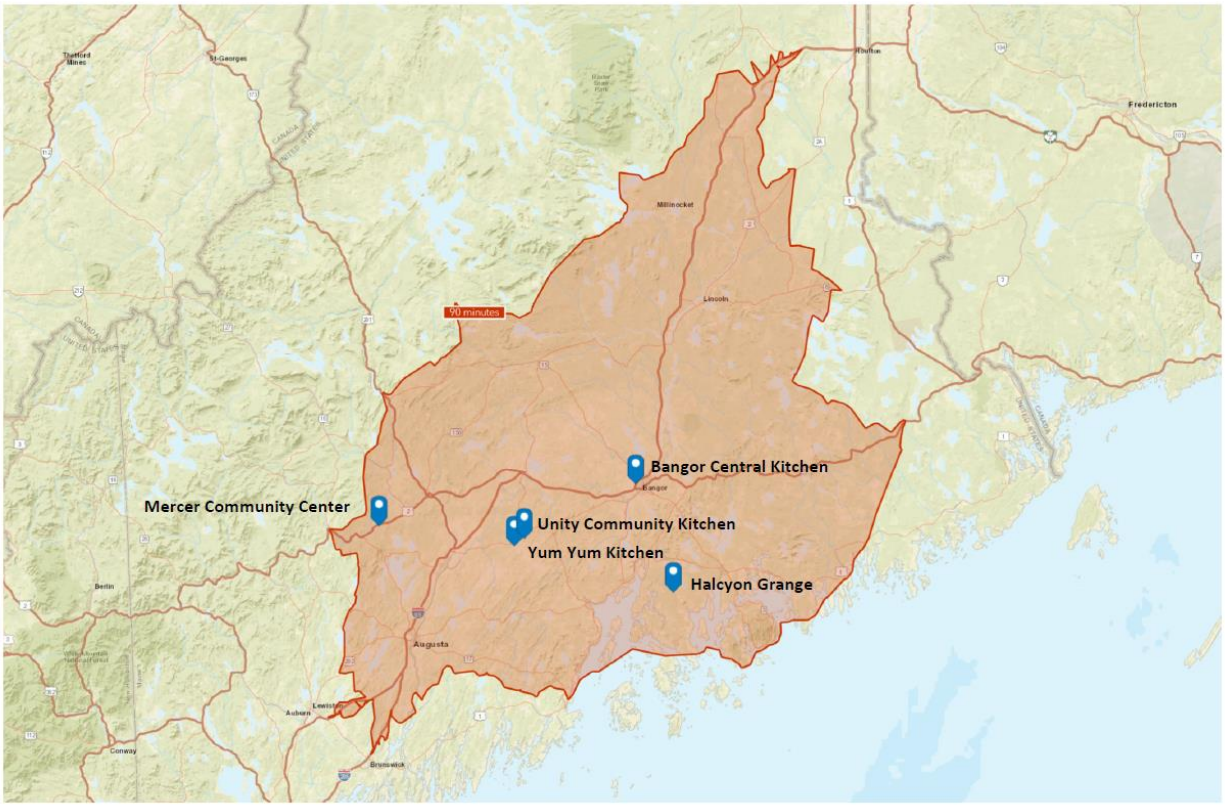
Before beginning production, most incubators require liability insurance, ServSafe certification, and a state and local license. This threshold is far easier to manage than the risk of a commercial loan. Thus, a fully renovated and permitted space at Bangor Central Kitchen would not only lower the entry cost to food production but enable users to produce food on day one of their membership or tenancy. By starting cheap and failing (or succeeding) fast, these enterprises can build the following, track record, and capital that enable them to scale into the local commercial real estate market.

Community Kitchens

Another option for producers are community kitchens that actively market their availability on the Internet. Four facilities are located within a 90-minute radius of Bangor: three within ~35 miles of Bangor, and another, 73 miles. Operating details are described below.

- **Multi-uses:** Three facilities are community centers that also offer function space.
- **Square Footage:** Kitchens range in size from 300 to 500 square feet.
- **Rates:** Rates range from $10 to $30 per hour.
- **Simultaneous users:** All kitchens can accommodate only one user at a time.

Community Kitchens Within a 90-Minute Radius of Bangor



Community Kitchens within 90 minutes of Bangor

	Halcyon Grange	Mercer Community Center	Unity Community Center	Yum Yum Kitchen
Ownership	Non-profit	Municipal	Non-profit	For-profit
Location	1157 Pleasant Street Blue Hill, ME 04614	1015 Beech Hill Road Mercer, ME 04957	32 School Street Unity, Maine 04988	133 Back Troy Road Troy, ME 04987
Contact	(207) 460-9933	(207) 587-2911	(207) 948-9005	(207) 948-3500
Website	halcyongrange.org	mercermaine.com	unitybarnraisers.org	yumyumkitchen.net
Miles from Bangor	31	73	34	32
Type of facility	Community Center	Community Center	Community Center	Residence
Kitchen size	TBD	400 SF	325 SF	500 SF
Maximum users	1	1	1	1
Rates	$40 < 4 hours $75 > 4 hours	Long term lease Negotiable rent	$25 per hour	$30 per hour $200 per day
Extra cost	Function hall		Function hall Storage at $30/month	Storage
Other features		24/7 access		24/7 access
Amenities				
Storage	Refrigerator Freezer	Double Refrigerator Freezer	Refrigerator Freezer	Refrigerator/Freezer
Prep	2 stainless steel tables Baking rack	Stainless steel island	Limited prep space	4 Work areas Baking rack
Production	Gas stove -10 burners -2 Ovens Stand mixer Coffee pot	Gas stove -4 Burners -2 Griddles Warming station	Gas stove (2) Grill Microwave Stand mixer Small mixer	Convection oven Stand mixer Vitamix Magical butter machine
Sanitation	1 three-bay sink 1 handwashing sink Dishwasher	1 three-bay sink 1 handwashing sink	1 three-bay sink Dishwasher	1 three-bay sink

Given the market supply, Bangor Central Kitchen will offer several features that distinguish it from community kitchens, including the capacity to:

- **Accommodate more than one user at a time**, leading to the creation of a shared learning environment. Nationwide, shared-use kitchens host a range of 10-19 users. Half can accommodate up to four users at a time.
- **Offer both shared and private kitchen space.** Nationwide, one third of shared-use kitchens offer dedicated space to at least one user.
- **Accommodate complementary food uses**, such as a food hub. Nationwide, 18% of shared-use kitchens have as their primary mission, *strengthening the local food economy*.
- **Offer 24/7 access.** Nationwide, 87% of shared-use kitchens offer 24/7 access to the facility through keypads, fobs, physical keys, lockboxes, and other means.
- **Provide walk-in cold and dry storage.** Nationwide, 32% of the floor space at shared-use kitchens is devoted to storage, including dry (17%), refrigerated (9%), and frozen (6%). This is typically provided only to kitchen users.
- **Centralized access.** Bangor Central Kitchen would be the largest kitchen incubator in Eastern Maine, with no comparable competitor except for Fork Food Lab in Portland, located two hours south.

Key Takeaways

Competition: There are several competitors for kitchen space, including home kitchens, commercial real estate market, and community kitchens in the region.

Home Kitchens: There are ~600 residents within a 90-minute radius of Bangor who hold a license to process food at home. This represents the largest market of potential users.

Commercial real estate: The availability of commercial space in Bangor is extremely tight, with vacancies for industrial space at 2% and retail, 5%.

Risk: Securing a commercial space requires a long-term lease commitment, leasehold improvements, and extra costs for building expenses – all before a food business can begin generating any revenue.

Entry barrier: By comparison, users of Bangor Central Kitchen could begin selling on day one of their membership.

Community kitchens: There are four community kitchens within a 90-minute radius of Bangor, all of which permit only one user at a time.

Competitive advantage: Compared to other facilities, Bangor Central Kitchen could offer both shared and private kitchen space, accommodate other complementary food uses, offer 24/7 access, and provide walk-in cold and dry storage.

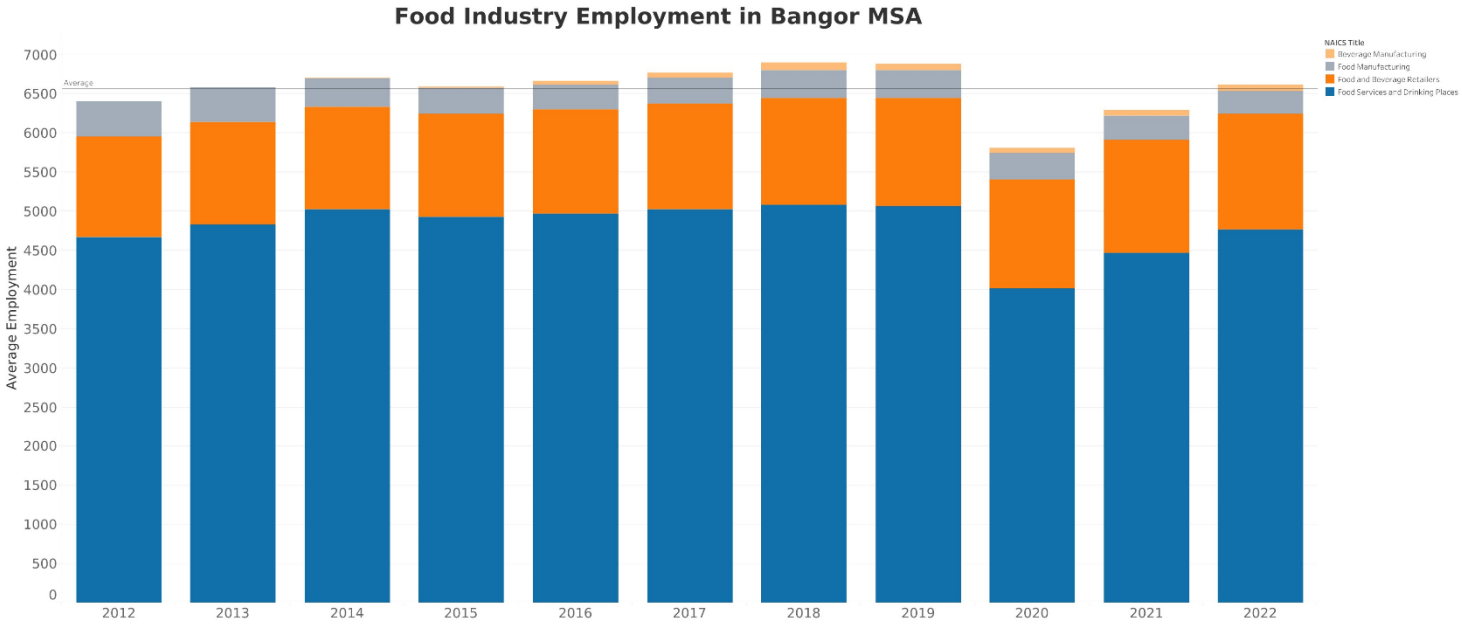
MARKET DEMAND FROM CONSUMERS

The Region

With respect to the region's food industry, there are several geographies to consider: 1) market of potential users; 2) market of employers; and 3) market of consumers.

A Metropolitan Statistical Area (MSA) is comprised of a core urban area with at least 50,000 people along with adjacent suburbs defined by the distance people are willing to commute to work. The Bangor MSA is comprised of all the cities and towns in Penobscot County. The furthest point in Penobscot County is 90-minutes from Bangor. Thus, the availability of other shared-use kitchens within a 90-minute radius of Bangor was considered as a driver of entrepreneurship. But employers also compete for the time and talent of potential entrepreneurs: many people begin producing food as a side hustle before deciding to quit their day job to devote to full-time production. While not every food entrepreneur is a chef with a dream, some of these competing employers are in the food industry.

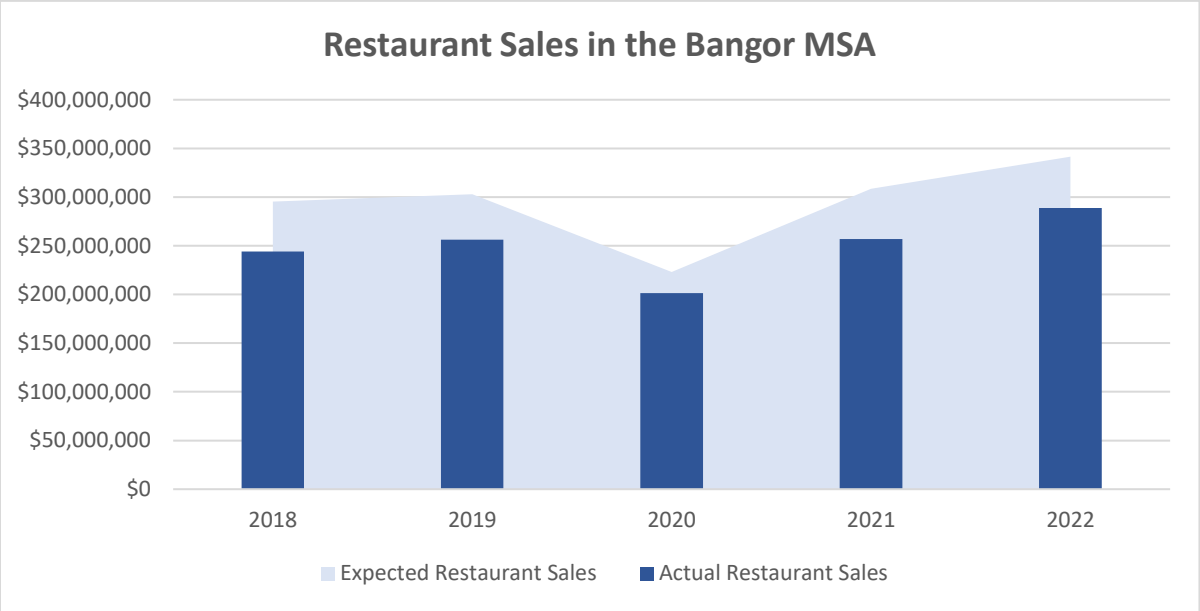
The food industry in the Bangor MSA is comprised of 10,000 jobs, which represents 14% of the region's employment. The food industry is comprised of food and beverage manufacturing (19%), food retailers (15%), and eating and drinking establishments (65%). Over the past 10 years, the region's food industry has grown 7%, compared to 2% for employment in all industries. Although the sector's employment peaked in 2018, it is still larger than before the pandemic. Within the industry, employment among retailers increased 21%, food and beverage manufacturing, 11%, and eating and drinking establishments, 3%. Thus, the region's food scene is growing faster than the region's economy as a whole. This success can serve as a source of attraction that inspires food workers and non-food workers alike to consider food entrepreneurship as a career option and a path toward economic mobility.



Source: Maine Department of Labor[6]

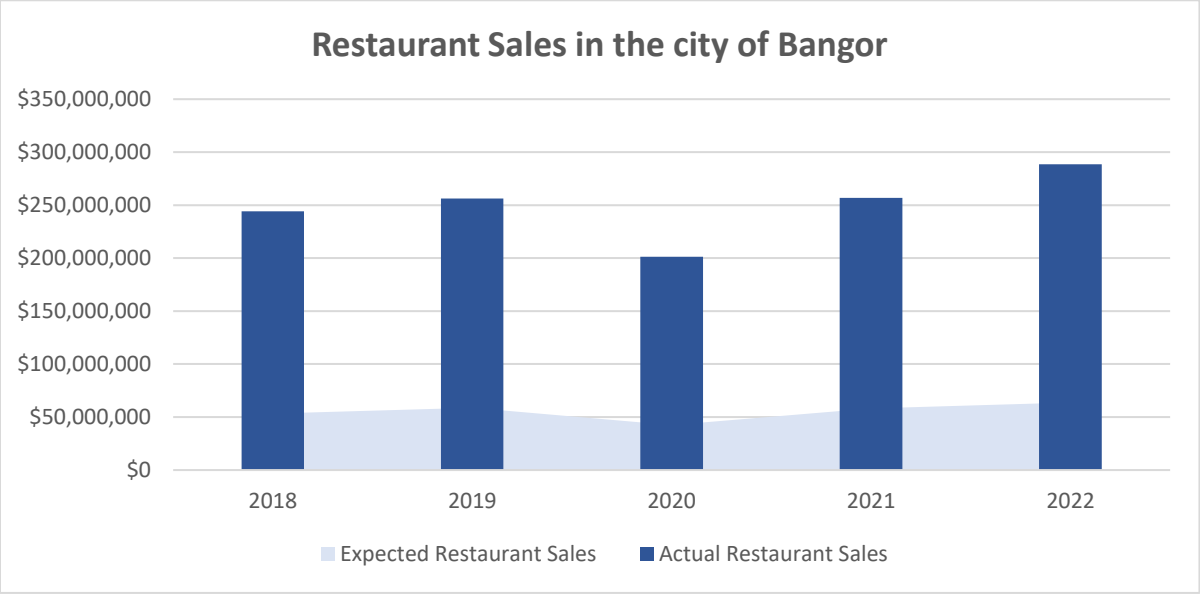
Beyond employment, another indicator of the food scene's vitality is food sales. Sales includes food purchased for *consumption at home* as well as *food consumed away from home* at cafeterias and restaurants. The most recent data on local purchasing trends is based on retail sales taxes. Since most food purchased from retailers is not taxable, however, the most reliable indicator is sales at restaurants. Restaurant sales, however, are not

differentiated between residents and tourists. To control for this difference, sales are compared on a per capita basis among Maine, the region, and the city. When per capita sales in the Bangor MSA are compared with Maine, there is plenty of room to grow: there is a $53 million deficit between actual sales and expected sales, indicating an opportunity for food entrepreneurs to meet this gap.



Source: Maine Revenue Services[7]

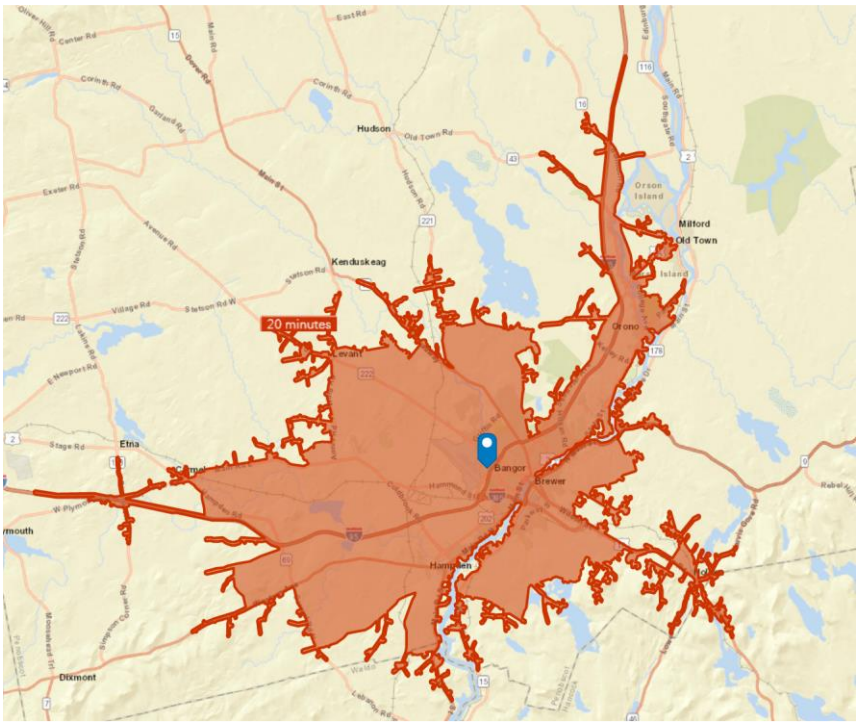
On the other hand, restaurant sales in the city of Bangor are saturated. When per capita sales in Bangor are compared with those in Maine, there is a surplus of $225 million. This vitality, however, does not necessarily indicate a loss of opportunity. The city of Portland, for example, boasts a surplus in restaurant sales of $284 million. This vitality has landed Portland at #1 as the nation's Restaurant City of the Year (Bon Appetit, 2018). Thus, saturation not only attracts both residents and visitors from outside the region but serves as a source of innovation that can achieve national acclaim. Bangor Central Kitchen can serve as the incubator for innovative food products and restaurant concepts.



Source: Maine Revenue Services[8]

The Community

Trade Area for Bangor Central Kitchen



With exceptions, food is classified as a convenience product that consumers will not travel more than 20 minutes to purchase. In fact, research shows that 93% of consumers typically travel 20 minutes or less to make everyday purchases, a percentage that increases to 97% in urban areas.[9] Thus, the market of consumers within a 20-minute drive time of Bangor Central Kitchen were mapped. This radius, which will be referred to as the trade area, includes all of Bangor and portions of 14 communities, including Brewer, Alton, Dedham, Eddington, Glenburn, Hampden, Holden, Kenduskeag, Levant, Newburgh, Orono, Orrington, Veazie, and Winterport.

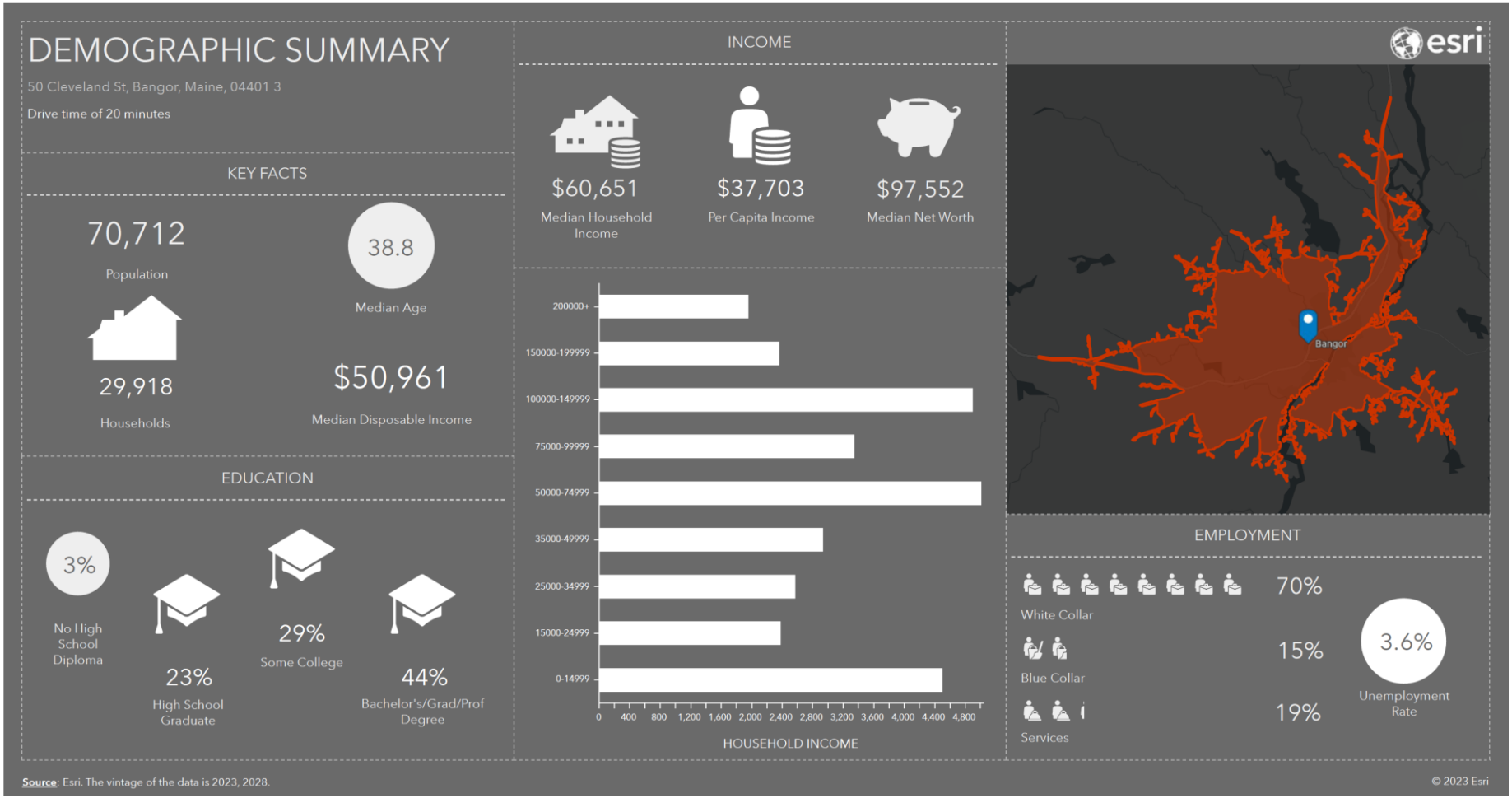
A total of 70,712 consumers live within the trade area. These consumers earn a median household income of $60,651, which is 113% of the city's median, 102% of the region's median, and 89% of the state's median. With a median age of 38.8 and a college attainment rate of 44%, this population is also significantly younger and better educated than residents of the city, region, or state.

Comparison of the trade area with the city, region, and state (2023)

	Trade Area	City	MSA	State
Median household income	$60,651	$53,596	58,985	$68,320
Median age	38.8	40	42.5	45.6
College Educated	44%	41%	34%	37%

Source: Esri Business Analyst[10]

Tapestry Segmentation developed by Esri classifies U.S. neighborhoods into 14 LifeMode groups and 67 distinct consumer segments.[11] Characteristics include information on age, income, housing, occupation, and education along with consumer preferences around technology, shopping, entertainment, recreation, and civic involvement. Based on Tapestry Segmentation, 75% of the trade area can be classified into seven distinct consumer segments. Potential users of Bangor Central Kitchen may consider using Tapestry Segmentation to determine which consumer groups to target through their products as well as the means to reach them. For example, several consumer segments comprising one third of the trade area demonstrate a preference toward local food, including In Style, Green Acres, and Emerald City. According to a panel survey by Statista (2018), the consumer group most likely to purchase local food (42.5%) is aged 50-64 or earning the region's median income (27.7%).[12]


DEMOGRAPHIC SUMMARY
50 Cleveland St, Bangor, Maine, 04401 3
Drive time of 20 minutes
KEY FACTS
70,712
Population
38.8
Median Age
29,918
Households
$50,961
Median Disposable Income
EDUCATION
3%
No High School Diploma
23%
High School Graduate
29%
Some College
44%
Bachelor's/Grad/Prof Degree
INCOME
$60,651
Median Household Income
$37,703
Per Capita Income
$97,552
Median Net Worth
200000+
150000-199999
100000-149999
75000-99999
50000-74999
35000-49999
25000-34999
15000-24999
0-14999
0 400 800 1,200 1,600 2,000 2,400 2,800 3,200 3,600 4,000 4,400 4,800
HOUSEHOLD INCOME
esri
Bangor
EMPLOYMENT
White Collar
70%
Blue Collar
15%
Services
19%
3.6%
Unemployment Rate
Source: Esri. The vintage of the data is 2023, 2028.
© 2023 Esri

Predominant Consumer Base

Tapestry Group	In Style	Set to Impress	Old & Newcomers
Concentration	17.9% of households	14.6% of households	14.4% of households
Age range	Early 40's	20-34	Late 30's
Household type	Married couples & singles	Mobile singles	Singles
Tenure	Urban homeowners	Urban & suburban renters	Urban & suburban renters
Education	College-educated	College students	Some college
Income	130% of area median	60% of area median	80% of area median
Civics	Generously support charities	Maintain close connections with family	Volunteer for charities
Food preferences	Prefer organic foods, including growing their own vegetables	Favor quick meals on the run	Meals include convenience, frozen and fast food
Shopping	Consumers who invest in home remodeling & maintenance	Image conscious consumers who prefer name brands but buy generic	Price aware coupon clippers who are open to impulse buys
Technology	Highly connected to smart phones	Rely on cell phones social media, gaming, and streaming	Prefer cell phones to landlines
Entertainment	Actively support the arts, theater, concerts, and museums	Enjoy concerts and night clubs	Enjoy movies, surfing the Internet, listening to country music, and reading the paper

Tapestry Group	Green Acres	College Towns	Emerald City	Great Outdoors
Concentration	7.1% of households	7.1% of households	7% of households	7% of households
Age range	Mid 40's	Early 20's	Late 30's	Late 40's
Household type	Married couples without children	Single and non-family households	Single and non-family households	Married with children
Tenure	Homeowners	Renters	Urban renters & homeowners	Homeowners in small towns
Education	College educated	Enrolled in college	College-educated	Some college
Income	150% of area median	65% of area median	100% of area median	100% of area median
Civics	Active in their communities and social organizations	Busy with studying and/or working for a college	Liberal contributors to NPR & PBS	Members of AARP and veterans' clubs who support civic causes
Food preferences	Prefer growing their own vegetables	Limited disposable income	Foodies who cook adventurous meals using local and organic foods	Prefer home-cooked meals
Shopping	Cautious consumers who prefer quality and durability along with DIY projects	Thrifty shoppers who dress to impress and prefer green products	Careful researchers who buy natural & green products	Consumers who focus on DIY gardening, auto, and home projects
Technology	Use technology as a tool but for entertainment	Rely on cell phones for every aspect of life versus doing things in person	Rely on cell phones and use the web for networking and shopping	Light use of internet for shopping
Entertainment	Pursue outdoor living, e.g., sports, hunting, fishing, hiking and camping.	Enjoy outdoor activities along with movies and going out for drinks	Enjoy art galleries, museums, and concerts	Enjoy such outdoor activities as hiking, hunting, fishing, & boating

SERVICE PROGRAMMING

Nationwide, shared-use kitchen incubators provide a variety of services to help food businesses startup and scale. See chart below. The top service is help with licensing and certifications, which is a threshold requirement for launching a food business. The second is business counseling, which is a service that can be provided throughout the life cycle of the business.[13]

What services do you provide to your members or tenants?

Licensing/certifications	61%
Business counseling	52%
Branding/marketing	31%
Product development	30%
Help finding buyers	23%
Help obtaining financing	19%
Cooperative purchasing	17%
Staffing	11%
Distribution/logistics	11%
Co-packing	9%
Packaging	8%
Other	5%
Job training	4%

Source: Econconsult Solutions (2020)

Services can be provided through two strategies: 1) in-house with existing personnel; or 2) through partnerships with external agencies. Public and private agencies in Greater Bangor and beyond can play a critical role in supporting the individual users of Bangor Central Kitchen, including the needs described below. These needs can be met by a variety of agencies and organizations that operate at the local, regional, and statewide levels.

Access to Capital: Food startups need access to capital in the range of > $25,000 for both fixed and variable costs. Fixed costs may include licenses; liability insurance; financial management tools, e.g., QuickBooks and Point-of-Sale system; tabletop displays, such as a banner; and/or a vehicle, such as a food truck. Variable costs may include wages; contractual services, e.g., graphic design, bookkeeping, and website development; food and packaging supplies; and marketing materials, such as business cards. While some entrepreneurs can bootstrap expenses, others need access to microloans from conventional and alternative lenders. Beyond the startup phase, other agencies provide capital to innovative, scalable companies, including grants (Maine Technology Institute) and venture capital (Maine Angels, Maine Venture Fund).

Business Counseling: One-on-one advising is available from both paid professionals and volunteer mentors with food industry experience. Appointments, which can be held in-person or virtually, are typically free and confidential. Advisors may offer assistance on a wide range of topics, such as business strategy, marketing, and financial management, or specialize in one subject area.

Culinary Arts: Short-term and long-term educational programming in the culinary arts is available from schools, community colleges, and universities. These institutions can 1) generate referrals, i.e., recent graduates interested in becoming food entrepreneurs; 2) provide training in food safety, e.g., ServSafe, HACCP; 3) offer courses in culinary specialties, e.g., as baking; and 4) provide access to a skilled labor pool. Short-term training can result in micro-badges and certificates, while long-term programs award 2-year and

4-year degrees in culinary arts, nutrition, and/or food science. Other food entrepreneurs may benefit from short and long-term programming in marketing and business.

Food Safety: Certification in food safety is a threshold competency to produce in a shared kitchen environment. The *ServSafe*® program provides training and certification to food service managers and producers. Hazard Analysis Critical Control Point (HACCP) is a protocol system that results in the identification and management of biological, chemical, and physical hazards that affect food production. The development and approval of HACCP plans can be a prerequisite to wholesale distribution at the regional and national level.

Entrepreneurial Training: A variety of agencies and organizations offer short-term entrepreneurial training in marketing, finance, and operations. Most programs are not industry-specific, i.e., they provide training in cohorts to entrepreneurs from a variety of industry sectors. As a result of COVID-19, many programs offer live, virtual and hybrid formats as well as one-off workshops that do not require a long-term commitment. Besides valuable content, training programs provide access to a network of skilled mentors who can help businesses scale.

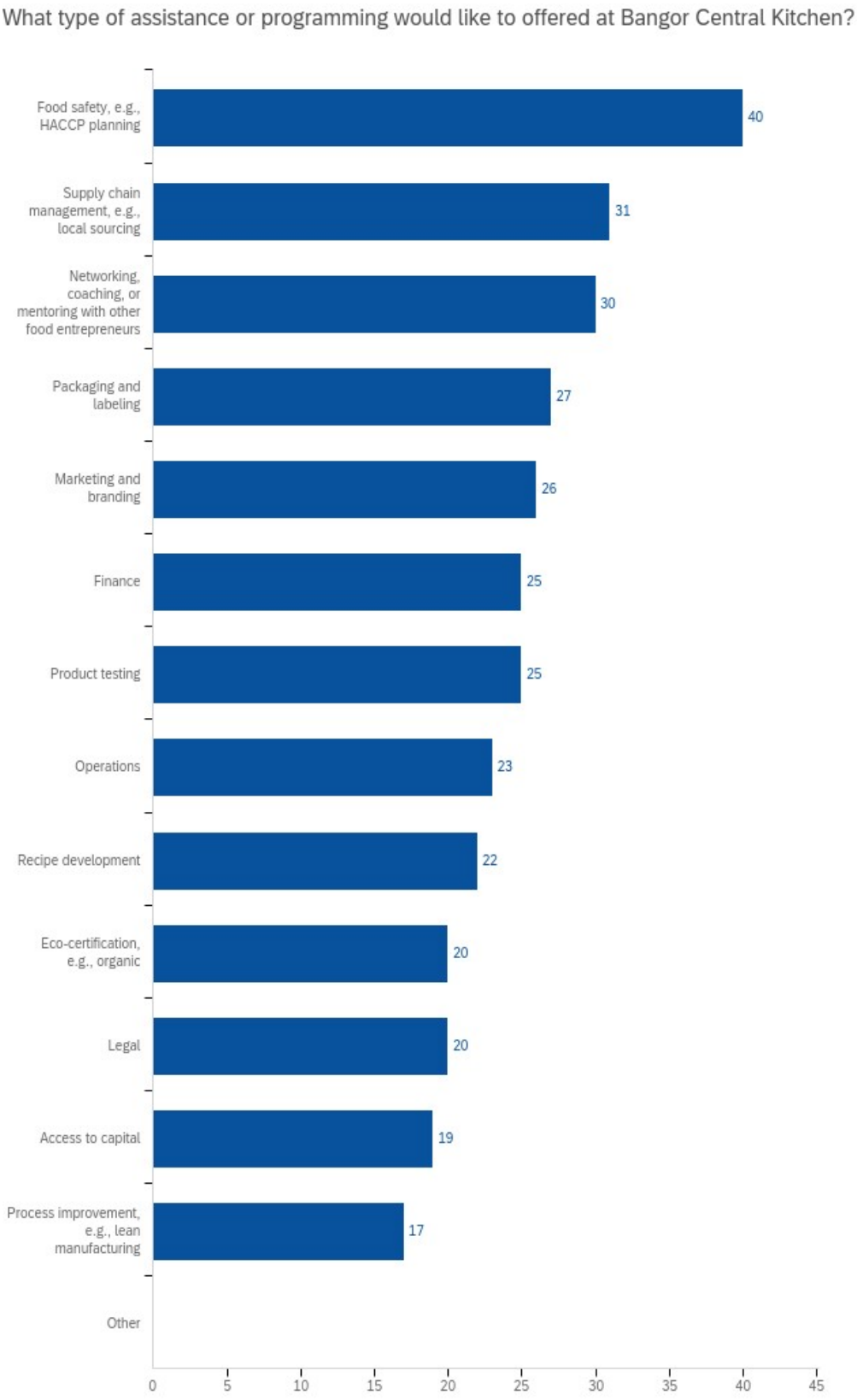
Marketing: Membership in local and statewide organizations can provide businesses with valuable visibility in a crowded marketplace, including directories and networking opportunities. Through Maine Made, the state provides affordable branding for artisanal products with a recognizable logo, website, and exhibit opportunities at the annual New England Products Trade Show.

Licensing: State agencies ensure that food produced at home, shared, and commercial environments are safe to eat. The Maine Department of Agriculture, Conservation, and Fisheries licenses over 7,000 food producers per year while the Maine Department of Health and Human Services licenses caterers and mobile vendors.

Product and Process Development: The University of Maine's School of Food and Agriculture is home to a state-of-the art facility that provides technical assistance to help food producers develop, scale, and improve their products. Its commercial kitchen includes a pasta maker, meat chopper, dehydrator, blast freezer, steam cooker, cheese making, and packaging equipment. For a fee, services include sensory evaluation, analytical consulting, product development, and applied research. For a fee, the Maine Manufacturing Extension Partnership is available to provide technical assistance on process improvement, including the efficient design, layout, manufacturing, and packaging of products.

Sourcing: Research shows that consumers are willing to pay a premium for products made with quality local ingredients that have a compelling story to share. Procuring a year-round supply of local ingredients at wholesale prices is a challenge for any Maine food company. Relationships with local farmers, fishermen, and processors is an important first step that can be enhanced through connections with industry associations, producer networks, and Cooperative Extension staff.

The BCK Survey asked all respondents about the type of service programming that should be provided at Bangor Central Kitchen. The top response was food safety training, followed by help with local sourcing and supply chain management. Compared to business assistance services, such as counseling, training, and networking, there are comparatively few resources that directly assist food businesses in the areas of top interest. Food safety training is primarily offered by educational institutions as part of the training of culinary arts students, while local sourcing assistance can be provided by food industry associations. In addition, the University of Maine Cooperative Extension offers assistance in both areas.


What type of assistance or programming would like to offered at Bangor Central Kitchen?
Food safety, e.g., HACCP planning
40
Supply chain management, e.g., local sourcing
31
Networking, coaching, or mentoring with other food entrepreneurs
30
Packaging and labeling
27
Marketing and branding
26
Finance
25
Product testing
25
Operations
23
Recipe development
22
Eco-certification, e.g., organic
20
Legal
20
Access to capital
19
Process improvement, e.g., lean manufacturing
17
Other
0
5
10
15
20
25
30
35
40
45

Potential Partnerships for Service Programming

Organization	Access to Capital	Business Counseling	Culinary Arts	Food Access	Food Safety	Entrepreneurial Training	Marketing	Licensing	R&D	Sourcing
Bangor Farmer's Market				✓						✓
Bangor Region Chamber of Commerce							✓			
Bangor Region Food Pantries				✓						
City of Bangor	✓	✓						✓		
Coastal Enterprises, Inc.	✓	✓				✓				
Eastern Maine Community College			✓		✓	✓				
Eastern Maine Development Corporation	✓	✓				✓				
Food Industry Associations				✓			✓			✓
Maine Angels	✓									
Maine Center for Entrepreneurs		✓				✓				
Maine Department of Agriculture, Conservation & Fisheries	✓				✓		✓	✓		
Maine Dept of Economic & Community Development	✓	✓					✓			
Maine Grocers & Food Producers Association				✓			✓			✓
Maine Department of Health & Human Services					✓			✓		
Maine Manufacturing Extension Partnership					✓				✓	
Maine Small Business Development Centers		✓				✓				
MaineStream Finance	✓	✓								
Maine Technology Institute	✓								✓	
Maine Venture Fund	✓									
New Ventures Maine		✓				✓				
SCORE		✓				✓			✓	
University of Maine Cooperative Extension						✓			✓	✓
University of Maine School of Food & Agriculture					✓				✓	
United Technologies Center – Region 4			✓		✓					
Upstart Maine						✓				

Key Takeaways

Food Scene: The region's food industry is comprised of 10,000 jobs, including food and beverage manufacturing, food retailers, and eating and drinking establishments.

Growth: Over the past 10 years, the region's food industry has grown 7%, compared to 2% for employment in all sectors.

Vitality: On a per capita basis, the city of Bangor attracts almost 2.5 times the restaurant sales than would be expected for a geography of its size.

Trade Area: Food is classified as a convenience product that consumers will not travel more than 20 minutes to purchase. This trade area incorporates Bangor plus portions of 14 communities.

Consumer Demographics: A total of 70,712 consumers live within the trade area, earning a median income lower than the state's but higher than the city or the region. This population is significantly younger and better educated than residents of the city, region, or state.

Consumer Psychographics: Three consumer segments totaling one third of the trade area demonstrate a preference toward local food - In Style, Green Acres, and Emerald City.

Partnerships: Service programming can be provided in-house with existing personnel or through partnerships with external agencies.

Service Programming: Top areas of interest are food safety training and supply chain management. Compared to business counseling, training, and networking, there are comparatively few resources that directly assist businesses in these areas.

FINANCIAL PLAN

Startup Costs

Typical startup costs for a shared-use commercial kitchen incubator include acquisition of land and buildings; architectural and engineering fees for siting, designing, and permitting; building construction and renovation; installation of equipment; and pre-launch costs, such as staffing. If not covered by investment, such as a grant, these costs must be amortized into a loan, with the debt service paid from operating revenue. Nationwide, 60% of shared-use kitchen incubators have received at least one grant to support capital and/or operating costs.[14]

Bangor Central Kitchen is several stages beyond ground zero: The City of Bangor owns the land and building, hazardous materials have been removed, and design/engineering has been funded. In addition, Bangor has secured a $1 million Congressional earmark for renovation.

Nevertheless, renovation costs can be substantial. Upgrading utilities, for example, involves demolition of walls, floors, and ceilings, modernization of wastewater, gas, and electrical systems to code, and reconstruction to a warm shell. The recent renovation of a 1970's warehouse to accommodate Fork Food Lab, a commercial kitchen incubator in Portland, cost ~$200 per square foot. Using this benchmark, the renovation of Bangor Central Kitchen into a modern incubator could cost north of $3.5 million.

To facilitate the renovation, below is a description of State and Federal grants that could support startup costs, such as renovation, equipment, and/or staffing.

Potential Grants for Bangor Central Kitchen

Agency	U.S. Department of Commerce, Economic Development Administration
Program	Public Works Grant
Dollar Range	$100,000-$30 million
Cycle	Submissions welcomed at any time
Eligibility	Universities, nonprofits, and units of local, county, and state government
Goals	Help distressed communities revitalize, expand, and upgrade physical infrastructure through business expansion, economic diversification, and job creation.
Activities	Construction and renovation of public facilities, including fixed equipment. Business incubators require a feasibility study.
Example	Peekskill Commercial Kitchen Food Incubator in New York www.eda.gov/news/press-release/2022/12/21/us-department-commerce-invests-24-million-support-food-infrastructure
Agency	U.S. Department of Agriculture, Agricultural Marketing Service
Program	Local Food Promotion Program
Dollar Range	$100,000-$750,000
Cycle	Annual
Eligibility	Local governments, nonprofits, universities, and agricultural producer groups
Goals	Support the development, coordination, and expansion of enterprises that engage as intermediaries to increase access and availability of local food products.
Activities	Marketing, equipment, and personnel associated with the processing, aggregation, distribution, and storage of local food.
Example	Fork Food Lab in Portland, Maine https://www.ams.usda.gov/sites/default/files/media/FY2021LFPPDescriptionofFundedProjects.pdf

Agency	U.S. Department of Agriculture, Rural Development
Program	Rural Business Development Grant
Dollar Range	$10,000-$500,000
Cycle	Annual
Eligibility	Universities, nonprofits, and units of local, county, and state government
Goals	Training and technical assistance for small rural businesses with > 50 workers and $1 million in sales located in areas > 50,000 population.
Activities	Rural business incubators, including feasibility studies, entrepreneurial training, and building construction and renovation.
Example	Cache Business Resource Center Kitchen Incubator in Utah https://www.rd.usda.gov/newsroom/success-stories/tech-college-supports-kitchen-incubator-jump-start-business
Agency	U.S. Department of Health and Human Services, Administration for Children & Families
Program	Community Economic Development
Dollar Range	$100,000-$800,000
Cycle	Annual
Eligibility	Community development corporations
Goals	Improve economic self-sufficiency in low-income communities with high unemployment and poverty rates thorough business development and job creation.
Activities	Business startup and expansion activities, including the development of restaurants, commercial kitchens, and agricultural initiatives.
Example	Food Fort Commercial Commissary in Columbus, Ohio https://www.acf.hhs.gov/ocs/map/ced-map-current-grantee-locations
Agency	Northern Border Commission
Program	Catalyst Program
Dollar Range	$500,000-$3 million
Cycle	Annual
Eligibility	Nonprofits, and units of local, county, and state government
Goals	Revitalize infrastructure in the Northern Forest region, including diversification of business enterprises that capitalizes on natural, cultural, and economic assets.
Activities	Non-infrastructure projects, such as job training, entrepreneurial and small business development; infrastructure projects, such as construction and renovation of public facilities, systems, and structures to catalyze economic development.
Example	Taproot Farm & Environmental Education Center in New Hampshire https://www.nbrc.gov/userfiles/files/2022%20SEID/State%20EID%20Award%20Summary%20for%20Website-NH%20CORRECTED%2020221020.pdf
Agency	Maine Rural Development Authority
Program	Rural Manufacturing and Industrial Site Redevelopment Program
Dollar Range	$500,000
Cycle	Monthly
Eligibility	Units of local government
Goals	Grants for the rehabilitation, revitalization and marketing of manufacturing and industrial sites in Maine.
Activities	Building acquisition, construction and/or renovation.
Example	https://www.mainerda.org/projects/
Agency	Maine Technology Institute
Program	Cluster enhancement and capacity-building
Dollar Range	To be determined
Cycle	Periodic funding available, typically > $100,000
Eligibility	Nonprofits, universities, and other public and private agencies
Activities	Non-infrastructure and infrastructure projects that facilitate the startup and scaling of innovative businesses in the state's targeted industry sectors.
Example	Various accelerators and incubators funded through the PRIME fund https://www.maine.gov/governor/mills/news/governor-mills-announces-56-million-maine-jobs-recovery-plan-grants-support-maine

Operation Costs

Nationwide, the largest components of the operating budgets for shared-use kitchens include mortgage/lease costs (30%), staffing (26%), and utilities (18%). For the average kitchen of 5,000 square feet, operating costs are less than $100,000. With a building 3.6 times the size of the typical incubator, Bangor Central Kitchen can expect to have substantially higher operating costs, depending on the number of users as well as whether renovation costs are amortized into an annual expense. According to the Food Corridor, 80% of kitchen facilities have budgets of less than $500,000.[15] Thus, the practical operating budget for planning purposes is $200,000-$500,000. Below is a list of expenditures and sources of revenue.

Fixed Costs. The following costs are expected to remain relatively stable as usage increases.

- **Debt service** covers the principal and interest on a commercial loan for building renovation. It is assumed that 70% of the $3.5 million renovation will be covered by State and/or Federal grants, including the Congressional earmark. The monthly debt service on a $1 million loan with a 10-year term at 6% interest is $11,102.

- **Insurance**, estimated at $650 per month, can be addressed with a Business Owners Policy that bundles a variety of components, such as general liability, workers' compensation, property coverage, and business liability.

- **Personnel** includes salaries, benefits, and payroll taxes. At the startup stage, two full-time staff are recommended.

  - ✓ **General Manager**, budgeted at an annual salary of $58,000, could be focused on the macro level aspects of the facility, including partnerships that facilitate marketing, member recruitment, special events, and service programming.

  - ✓ **Operations Manager**, budgeted at an annual salary of $45,000, could be focused on the micro level or internal aspects of the facility, including member services, onboarding, and kitchen operations.

- **Security**, estimated at $250 per month, covers ongoing costs for building security, such as surveillance cameras and 24/7 access.

- **Subscriptions**, estimated at $500 per month, covers monthly costs for a Point of Sale (POS) system as well as software from The Food Corridor to manage billing and scheduling.

Variable Costs. The following costs will grow with increasing usage of the facility.

- **Kitchen maintenance**, estimated at $3,000 per month, is a diverse category that covers the following.

  - ✓ **Licenses and permits** for health inspections, food processing, and alcohol.

  - ✓ **Sanitation** includes routine daily cleaning of equipment, prep surfaces, and floors.

  - ✓ **Waste management** includes grease trap pumping, trash, composting, recycling, and pest control.

  - ✓ **Equipment maintenance** covers deep cleaning, servicing, and repair.

- **Advertising**, estimated at $500 per month, covers social media advertising to promote member recruitment and special events, including a newsletter. This cost is expected to rise over time.

- **Kitchen Supplies**, estimated at $2,000 per month, covers continuous replacement of kitchen small wares, e.g., dishes, and consumables, e.g., hair nets.

- **Utilities**, estimated at $3,000 per month, includes costs for electricity, gas, water, sewer, stormwater, telephone, and internet.

Exclusions

- **Routine office expenses**, such as computer hardware and software, postage, and travel have not been estimated.

- **Property maintenance** includes building repairs to roofing, siding, and systems as well as landscaping, snow removal, and parking lot resurfacing. It is assumed that these expenses will be absorbed into the City's annual budget.

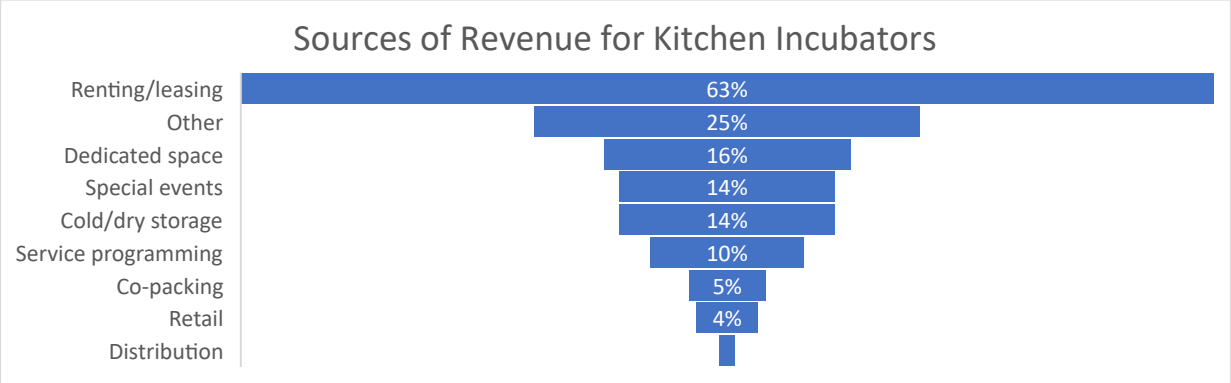
- **Property taxes** are unlikely to be assessed, given municipal ownership.

- **Depreciation** of either building or equipment have not been incorporated into this model.

Revenue

Renting/leasing is the monthly or hourly charge for kitchen use, typically at a set number of hours to accommodate the diverse needs of scaling companies. Nationwide, this source of revenue is an incubator's largest, including membership and hourly rentals. About 75% of incubators have fewer than 30 members.[16] Because Bangor Central Kitchen will be over three times the size of the typical incubator, the number of users at buildout will also be larger.

Below is a summary of the typical sources of revenue for an incubator along with a description of each.



Source: Econconsult Solutions (2020).

Dedicated space is the monthly charge for exclusive use of dedicated production space not shared in common with others.

Special events is the net ticket revenue from events hosted by the facility or its businesses. This is differentiated into cooking classes as well as large events open to the public. No Cost of Goods has been estimated for events.

Cold/dry storage is the additional monthly charge to users for extra cold and dry storage shelving. A charge for extra usage has not been calculated.

Service programming are nominal fees charged to entrepreneurs for participating in training opportunities offered in-house or by external partners.

Co-packing is a service where products are processed and packaged for third party brands. Because this service constitutes its own enterprise for an incubator at a more advanced stage of development, it is not included as a potential source of revenue.

Retail is the service fee charged to food businesses for selling their products through an in-person or online marketplace hosted by the facility.

Distribution is the service fee charged to food businesses for distributing their product to wholesale customers. Because this service constitutes its own enterprise for an incubator at a more advanced stage of development, it is not included as a potential source of revenue.

Assumptions

Since the majority of an incubator's revenue is based on charges to users, estimating usage is the most important factor in building a viable financial model. This revenue is calculated as follows:

Rental/Leasing Revenue = #Users * (P/T fee) + #Users * (F/T fee) + #Users * (seasonal fee) + #Users * (hourly rate)

For the Startup stage, the level of usage is based on half of the level of interest expressed in the BCK Survey. For the Buildout stage, the level of usage is based on growth.

Revenue Assumptions for Financial Modeling

	Basis	Startup (Y1)	Breakeven (Y3)	Buildout (Y5)
Users				
Part-time year round	$500/month	12	17	25
Full-time year round	$900/month	2	5	10
Seasonal (6 months)	$500/month	4	6	10
Hourly (4-hour min)	$25/hour	20	29	41
Dedicated space	$1,200/month	2	3	5
Cooking classes	$25/class	336 people/year	484 people/year	1,194 people/year
Special events	$1,000 each	6 events/year	18 events/year	41 events/year
Service programming	$10/person	6 events/year	12 events/year	12 events/year
Retail	1% of annual sales	$1.5 million	$2.3 million	$4 million

Break-Even Analysis

During Year 1, Bangor Central Kitchen is expected to lose ~$205,000. This loss could be lessened by the procurement of additional grant funds to cover renovation and/or operations. By Year 3, the facility could break-even, with underutilized capacity available to accommodate churn, i.e., businesses starting up and graduating from the facility. By Year 4, Bangor Central Kitchen could post a profit of ~$130,000, which would allow the facility to hire additional staff. By Year 5, the facility could post a profit of ~$265,000.

Economic Impact

The potential economic impact of Bangor Central Kitchen includes 1) direct jobs, wages, and sales associated with businesses; 2) indirect benefits associated with business-business spending; and 3) induced benefits associated with income spent by workers in the local economy. Indirect and induced benefits are added together to estimate the total economic impact.

Assuming the buildout stage in Year 5, these impacts will be generated by 45 businesses based at Bangor Central Kitchen in a typical year. At full capacity, the facility will generate an annual economic impact of 65 jobs and $4 million in sales. When multiplier effects are added, Bangor Central Kitchen will generate a total annual economic impact of 105 jobs and $7 million in sales. These estimates are based on regional multipliers for Maine's food industry from the U.S. Bureau of Economic Analysis.

Annual Economic Impact of Bangor Central Kitchen

	Jobs	Sales
Direct Impact	**65**	**$4 million**
Total Economic Impact	**105**	**$7 million**

In addition, it is estimated that three businesses per year will graduate from Bangor Central Kitchen, establishing their own storefronts, restaurants, and production facilities. These graduates will generate an additional economic impact in the form of jobs, wages, sales, and private investment.

Key Takeaways

Construction Cost: Renovation of Bangor Central Kitchen could cost over $3.5 million.

Investment: The financial model assumes that the City can secure grants for 70% of renovation costs, with $1 million already attained.

Grant Opportunities: There are 5-7 State and Federal grants that could substantially subsidize startup and operation costs.

Staffing: At the startup stage, Bangor Central Kitchen should consider hiring a General Manager and an Operations Manager.

Leading Expenditures: The most volatile variable costs are utilities and maintenance.

Leading Revenue Source: Leasing to users is the most critical component of the revenue model. Cooking classes, special events, service programming, and retail can generate additional revenue.

Utilization: At the startup stage, Bangor Central Kitchen might host 20 users, which could grow to 50 at the buildout stage.

Startup: During the startup stage, Bangor Central Kitchen may require an operating subsidy of $200,000.

Break-Even: By Year 3, Bangor Central Kitchen could break-even.

Buildout: By Year 5, Bangor Central Kitchen could generate a net profit of $265,000 per year.

Economic Impact: At the buildout stage, Bangor Central Kitchen could generate a total economic impact of 105 jobs and $7 million in sales.

Graduates: Three businesses per year will graduate to their own storefronts, restaurants, and production facilities, generating additional jobs, wages, sales, and private investment.

MANAGEMENT PLAN

I. Tenant/client selection policy

A. Types of businesses

Bangor Central Kitchen will recruit, select, and/or serve the following types of businesses and organizations:

- **Producers of consumer-packaged goods (CPG)** that develop shelf-stable, refrigerated, and/or frozen products offered direct-to-consumer and/or wholesaled to markets, restaurants, and cafeterias.
- **Mobile vendors**, including food trucks and food carts, that offer fresh food-to-go.
- **Chefs and caterers** who prepare fresh food for social events, such as corporate parties and weddings.
- **Startups and entrepreneurs** planning to produce food for commercial sale.
- **Farmers and fishermen** who want to add value to raw inputs they grow, raise, and/or harvest themselves.
- **Restaurants and manufacturers** looking to develop a product line that they do not have the space to produce in-house.
- **For-profit and non-profit educators** who want to offer nutrition and cooking classes or competitions to consumers, workers, and/or entrepreneurs.

B. Established criteria for selection

Bangor Central Kitchen will establish at least two membership tiers:

Tier 1: Monthly users

- Full-time users eligible for unlimited hours at the lowest hourly rate.
- Part-time users eligible for a set number of hours per month at a higher rate.

Tier 2: Hourly users

- For profit users paying below market rate
- For profit users paying the market rate.
- Non-profit users paying a variable rate, depending on whether they charge for programming.

Application Requirements

	T1	T2
Management		
Entrepreneurial spirit with a clear vision and willingness to learn	✓	
Recipe or concept with a viable market	✓	
Evidence of business planning, e.g., Business Model Canvas, business plan, business planning coursework, and/or business counselor referral	✓	
Technical		
Product intended for human consumption	✓	✓
Product that can be produced with available kitchen equipment	✓	✓
No cannabis or pharmaceutical production	✓	✓
Food Safety		
ServSafe Food Safety Manager certification or equivalent	✓	✓
Maine Department of Health & Human Services license (foodservice & mobile vendors)	✓	✓
City of Bangor license (foodservice and mobile vendors)	✓	✓
Maine Department of Agriculture, Conservation & Fisheries license (CPG)	✓	✓
Financial		
Certificate of Insurance (General and Product Liability)	✓	✓
Sales tax certificate	✓	✓
Security deposit	✓	✓
Assets to cover one month of production	✓	
Procedural		
Facility tour	✓	✓
Interview with facility manager	✓	✓
Completed application	✓	✓
Identity verification	✓	✓
Signed lease agreement	✓	✓
Completion of onboarding requirements	✓	✓

Selection Criteria

Membership classification will guide the selection of tenants, with priority to full-time users. Application materials will be assessed against the following criteria:

1. 20% Business goals, plan and/or experience
2. 20% Demonstrated hard assets to support production, i.e., finances and labor
3. 20% Demonstrated marketing assets to support success, i.e., attractive branding and existing customer base
4. 20% Readiness to begin production
5. 20% Available facility capacity to accommodate user needs

II. Business Assistance Policy

Business assistance is essential to the success of the tenants at Bangor Central Kitchen. Services will provided by on-site personnel and/or the entrepreneurial ecosystem in Greater Bangor. The public and non-profit partners that comprise this ecosystem are outlined in the Service Programming section of the *Bangor Central Kitchen Market Analysis and Financial Plan* (page 32). Following acceptance into the facility, the business owner will meet with program staff to customize a business assistance plan for their short-term and long-term success. On-site services will include the following:

Business Assistance

	Free	Fee
Business Development		
One-on-one technical assistance from inquiry to product launch	✓	
Coaching	✓	
Peer-to-Peer network	✓	
Networking events		✓
Referrals to service providers	✓	
Access to labor pool through externships, apprenticeships, and other workforce models		✓
Finance		
Pitching assistance	✓	
Introductions to lenders and investors	✓	
Access to capital workshops		✓
Access to cooperative purchasing program for staples and locally sourced products		✓
Marketing		
Discounted professional services, e.g., graphic design, photography, website design		✓
On-site retail and e-commerce store		✓
B2B referrals for special events	✓	
Introductions to wholesale and retail buyers	✓	
Media promotion via website, social media, e-newsletter, and event calendar	✓	
On-site pop-up markets and food truck courts	✓	

III. Staffing Plan

A. Organizational Structure

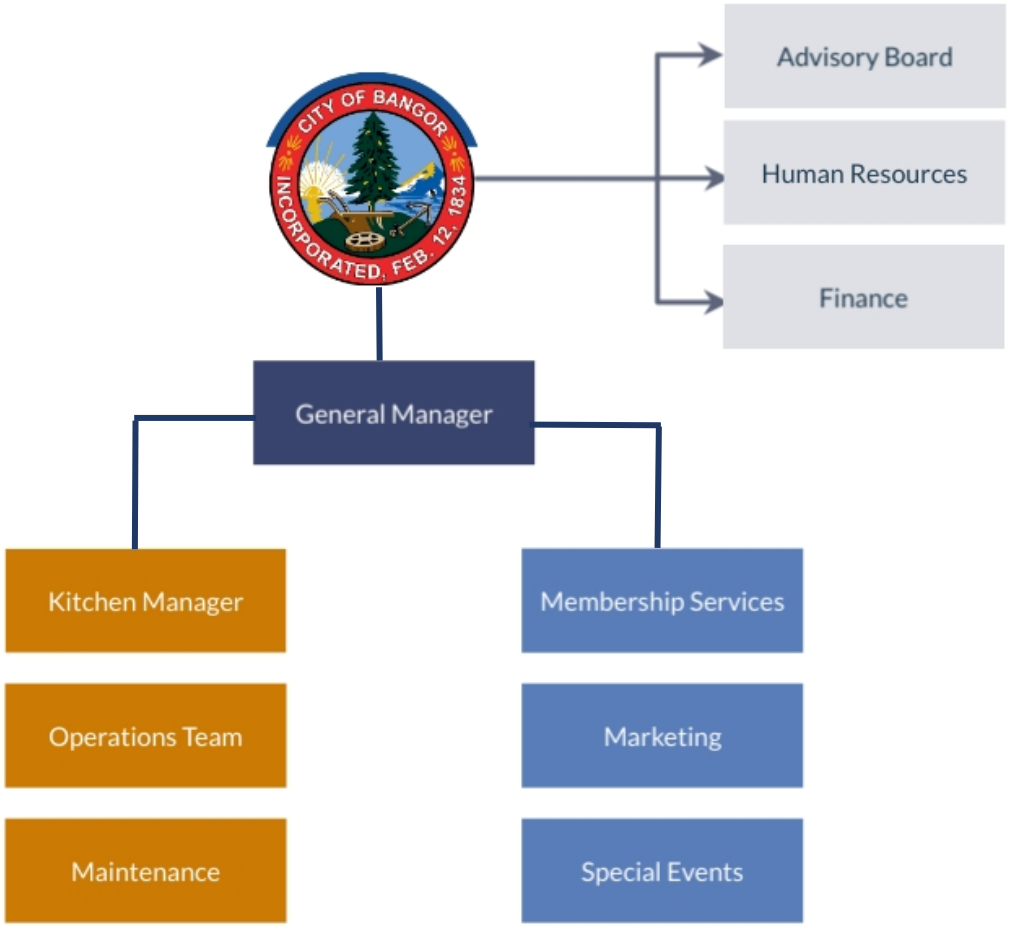
The organizational structure for Bangor Central Kitchen should consider the following key components:

- **Ownership:** What entity will own the building and the property at 50 Cleveland Street?
- **Management:** What entity will run the facility's daily operations?
- **Revenue:** Will 100% of the facility's annual revenue go back into operations? How will losses be handled?
- **Capital improvements:** What entity will take responsibility for the facility's capital improvements, including revenue generation and decision making?

In the short-term, these decisions will affect the ability of the City to apply for grants and loans to subsidize construction and startup staffing costs. To lower startup costs in the short term, overhead functions, like finance and human resources, could be handled by existing City departments.

The City of Bangor already boasts extensive experience operating an incubator. For 45 years, the City has operated the Bangor Innovation Center (BIC) at 40 Johnson Avenue, which is managed by the BanAir Corporation, a non-profit established by the Bangor City Council that provides property management, real estate development, and access to capital. This 25,000-square foot incubator offers office, flex manufacturing, and wet lab space for small businesses during their start-up and early growth stages. Over the last 20 years, the facility has assisted over 50 companies, including Ansewn Shoe, My Maine Bag, Anzac Electronics, and Chute Chemicals, with many graduating to their own production facilities.

Bangor Central Kitchen (BCK) Organizational Chart



B. Job descriptions

The City of Bangor will hire a General Manager during the launch phase of Bangor Central Kitchen. Once in operation, the General Manager will hire a Kitchen Manager. Additional hires will depend on increasing occupancy, tenant needs, and available funding streams. In the meantime, all responsibilities at the facility will be accounted for by these two positions as described below and/or outsourced on a temporary basis to city staff or consultants.

General Manager

- Provide overall leadership for the facility as a liaison between the City of Bangor, Board of Directors, and the Greater Bangor community
- Cultivate strategic partnerships with community, business, and industry groups to support external resources and programming
- Develop an annual budget plan to sustain operations
- Develop a 3-5 year strategic plan
- Lead identification and development of grant proposals
- Lead outreach and recruitment of entrepreneurs through info sessions and tours
- Recruit, hire, schedule, supervise, and evaluate kitchen staff
- Foster a collaborative work environment amongst users and kitchen staff
- Provide regular reports and check-ins to City staff

Membership Services (Provided by General Manager until resources allow for separate position)

- Cultivate a pipeline of leads to support member recruitment, including contacts with colleges and universities, business counselors, and other resources.
- Manage application and intake of prospective users on The Food Corridor or equivalent platform.
- Guide prospective users through onboarding, e.g., securing a license, obtaining product liability insurance, etc.
- Create a seamless continuum of business assistance services, including training, technical assistance, mentoring, and coaching
- Review memberships to ensure optimal kitchen usage that meets revenue targets
- Track performance outcomes for members, including demographics, jobs, and sales
- Bill members for space and equipment usage

Outreach and Marketing Services (Provided by General Manager until resources allow for separate position)

- Develop and implement a communications plan for the facility, including marketing, branding, and public relations
- Utilize earned, paid, and social media to promote the kitchen's external programming, including classes, pop-ups, markets, and other events
- Represent Bangor Central Kitchen at trade shows and community events

Special Events (Provided by General Manager until resources allow for a separate position)

- Develop robust calendar of events where locals can purchase member products
- Organize events, e.g., pop-ups and markets, to connect community with members
- Coordinate logistics for special events, e.g., schedule, tents, tables, chairs, food, etc.

Kitchen Manager

- Tour kitchen on a daily basis to monitor condition, cleanliness, and quality
- Create a system of stewardship, responsibility, and accountability among users
- Execute member onboarding, including proper equipment and space usage, kitchen etiquette, and SOP compliance
- Manage kitchen scheduling in The Food Corridor or equivalent software
- Take immediate action to resolve member concerns and complaints
- Comply with local, state, and federal health department standards, including regulations, inspections, and corrective action
- Help members scale production through efficient manufacturing practices
- Track user data to share with makers, funders, and other stakeholders

Operations Team (Provided by Kitchen Manager until resources allow for separate position)

- Facilitate supply chain management to connect members with local vendors
- Coordinate bulk/cooperative purchasing from local producers
- Coordinate shipping/receiving of deliveries to ensure proper storage
- Oversee cold, frozen, and dry storage, including member usage; proper labeling, sealing and stacking of products; monitoring expiration dates; and maintaining temperature logs

Maintenance (Provided by General Manager until resources allow for separate position)

- Provide hands-on training on equipment usage, safety, and cleaning protocols
- Implement the facility's pest and waste management program
- Conduct deep cleaning of equipment according to SOP protocols
- Ensure equipment is working properly and address routine malfunctions
- Schedule equipment, maintenance and repair with outside vendors
- Maintain inventory and sanitation log

IV. Tenant Graduation Policy

For most food incubators, graduation is not necessarily the goal. Most allow tenants to produce as long as the facility meets their needs. In fact, longevity allows users to become full-time producers who generate most of the revenues. Moreover, mature tenants are valued as mentors to startups. However, some food businesses become so large that they monopolize space. In general, this tipping point is reached upon the following thresholds:

- > 5 full-time employees and/or sales > $500,000 (CPG)
- Sales > $1 million (caterers, mobile vendors)
- Space needs exceed the capacity of the facility
- Long tenure that manifests as a sense of entitlement, leading to conflict, cutting corners, and other negative behaviors

Other businesses will leave "when the time is right," such as when the perfect property hits the market or economic and operational self-sufficiency is achieved. The latter encompasses the following milestones:

Graduation Milestones for Food Entrepreneurs

Topics	Outcomes
Business Planning	Founding team with differentiated skillsets Business plan with compelling value proposition Relationship with a business counselor Commitment to full-time production with aspirations to scale Pitch deck for different target audiences
Finance	Incorporation as an LLC Financial projections for 3-5 years Profitability Break-even analysis Line of credit with vendors and suppliers Commercial bank loan > $100,000 Desirable real estate location for production and sales
Operations	Favorable Cost of Goods ratio High use of technology – digital media, Point-of-Sale, accounting, etc. Compliant label with shelf-life, allergen, SKU, and nutrition info Eco-friendly packaging solutions Stable local sourcing relationships with suppliers Efficient batch production with HACCP plans for each phase Skilled and motivated employees
Marketing	Brand assets, e.g., name, logo, tagline, social media, website Diversity of sales channels – wholesale, direct-to-consumer, foodservice Sell sheets for each product with retail and wholesale pricing Attractive food styling and photography for tabletop and trade show displays Customer mailing list with detailed demographics Positive record of customer feedback with repeat sales

A version of these thresholds and milestones have been memorialized into the draft lease agreement in Section VI.

V. Performance Plan

The performance plan for Bangor Central Kitchen identifies the measures that will be tracked to determine the success of tenants as well as the success of the facility. Compliance with annual data requirements has been incorporated into the lease agreement in Section VI.

Performance Measures

Topics	Outcomes		Frequency
Recruitment	Inquiries by business type and geography		Daily log
	Conversion rate from inquiries to members		Quarterly
Tenant Demographics	Personal	Place of residence	Application and intake interview
		Age	
		Gender	
		Household income	
		Race and ethnicity	
		Employment status	
		Veteran status	
		Disability accomodation	
		Educational attainment	
		Kitchen experience	
	Business	Business type	
		Date of establishment	
		Ownership type	
		Stage of development	
		FTE employees	
		Frequently used inputs	
		Annual sales	
		Referral, if any	
Tenant Development	Workshops attended		Sign-in sheet
	Jobs created/retained		Annual survey
	Annual sales		Annual survey
	Profit margin		Annual survey
	Capital raised		Annual survey
	Local food procurement		Annual survey
Tenant Graduation	Milestones achieved		Exit interview
	Place of business		Exit interview
	Capital investment (new facility)		Exit interview
	Jobs to be created/retained		Exit & 1-year post
	Annual sales		Exit & 1-year post
Facility	Partnerships created		Annual Report
	Media mentions and impressions		Daily
	Social media followers		Quarterly
	Hours of training and technical assistance provided		Quarterly
	Businesses served by type, demographics, size, sales		Annual Report
	Occupancy and turnover rate		Annual Report
	Businesses graduated and their survival rate		Annual report
	Capital raised from state, Federal, and private sources		Annual Report

VI. Tenant Application and Lease Agreement

The following tenant lease agreement outlines the shared services to be provided to tenants, including access to space and equipment, cleaning protocols, onboarding checklist, business assistance policy, graduation policy, and required performance data. In addition, a sample application has been drafted.

Bangor Central Kitchen Rental Agreement

Business or Organization name (User)

User business and contact Information

Business name_____Year founded_____
Owner name _____Ownership Structure _____
Title_____
Address_____
City_____ State _____ Zip Code_____
Email_____
Phone_____ Mobile phone _____
Emergency contact _____Relationship_____
Phone_____ Mobile phone _____

Type of processing activity

- ○ Caterer/Chef
- ○ Mobile
- ○ Consumer Packaged Goods
- ○ Farmer or fisherman adding value to product
- ○ For-profit educator
- ○ Non-profit educator
- ○ Other (please describe)_____

What Bangor Central Kitchen provides

The kitchen is a fully-permitted facility equipped for the commercial production of food offered for sale to the public. Amenities include the following:

Equipment	Cooking, baking, and packaging equipment (See Appendix B) Utilities
Supplies	Cookware Smallware Hairnets Gloves Paper products
Storage	Cold, frozen, and dry storage Loading dock Shipping/receiving during normal business hours
Sanitation	High volume dishwasher Greywater disposal Waste and pest management Deep cleaning of equipment and grease traps Cleaning equipment and supplies
Access	24/7 key fob access Security system surveillance Online reservation and billing system Wifi
Business Assistance	Training and technical assistance (See Appendix H) Meeting and event space Referrals to service providers and clients Retail store with E-commerce platform

What the user provides

The user shall furnish their own ingredients, staples, and spices along with cutlery and smallware necessary for production that are not available in the kitchen. When processing is completed for the day, the user must store supplies in a storage space or take them home. All stored items must be properly stacked and labeled. The facility will not be held responsible for misplaced items.

Shared use means shared responsibility
Bangor Central Kitchen is a shared-use facility designed to accommodate a variety of food businesses. It is necessary that all users co-operate to make this shared space work for everyone. This includes respecting the operating rules and helping to maintain the condition of the facility. It is the goal of Bangor Central Kitchen to foster a positive collaborative culture that is consistently clean, safe, and orderly for all users.

Licensing
It is the responsibility of users to obtain and maintain the appropriate licensing from state and local authorities.

- **Licensing:** All users of the kitchen must provide appropriate documentation before using the facility:
    - Completed application
    - Completed contract
    - Copy of General Liability/Product Liability Insurance
    - Copy of Food Safety certification
    - Copy of local business license
    - Copy of state license(s)
    - Copy of sales tax certificate
    - Copy of state identification card
    - Security deposit

- **Right of Inspection:** Bangor Central Kitchen retains the right to inspect operations at any time during use. The local health authority and/or any other governmental food and safety authorities shall have the right to inspect without prior notice at any time deemed necessary by their authorities. It is the responsibility of the user to understand and comply with all health and safety regulations.
- Fines and fees: The user shall be solely responsible for any fines or fees levied by authorities related to their activities in the kitchen.
- **Unlicensed production:** Under no circumstances shall the user allow unlicensed individuals from another business to produce food for sale during their reservation period. In addition, users found to be cooking from home or another kitchen while claiming to be producing from the facility will be suspended from further use.

Housekeeping Policies
Bangor Central Kitchen will provide approved cleaning and sanitation chemicals for application by the user.

- Protocols: Reservations must conform with the scheduled start and stop times, including setup and cleanup. Users will follow the cleaning guidelines contained in Appendix E before, during and after each use. Users must complete the approved “Cleaning Check List” after each use, including placing waste in appropriate receptacles designated for trash, recycling, and composting.
- Corrective Action: If the user fails to leave the facility in the proper condition, the Kitchen Manager may take appropriate corrective action, including user education, a written warning, and/or termination of the agreement.
- Alterations: The user shall not make any alterations, installations, repairs or redecoration of the premises without first obtaining written permission from the General Manager. Any repairs or installations must be completed by qualified persons. Work should be scheduled outside business hours at a time approved by the facility.
- Damages: Users shall immediately report property damage to the building or equipment associated with their use of the facility. The user will pay for damage to the premises caused by an act of the user or members of the user’s family, employees, guests, or customers.

Health and Safety Policies
Bangor Central Kitchen shall maintain the kitchen in a sanitary and orderly state and ensure that all owned equipment available to the user operates to all applicable health and safety standards.

- **Authorization:** Only the user and their designated employees are allowed in the kitchen.
- **Worker Safety:** All user employees must be registered with Bangor Central Kitchen, including contact information in case of emergencies.
- **Supervision:** The user is solely responsible for supervising employees in the facility during their usage.
- **Minors:** Minors under 16 must obtain a work permit.

- Injury: Users shall immediately file an incident report with the Kitchen Manager for personal injuries incurred during their use of the facility.
- **Eviction.** Bangor Central Kitchen shall reserve the right to evict individuals from the facility at any time if their conduct is deemed grossly negligent and/or detrimental to the facility's property and/or culture.
- **Food Safety:** User is responsible to ensure that employees follow food safety procedures at all times.
- **Inventory:** Users must police their own stock of food supplies for expiration dates.
- **Facility property:** Unless rented, no facility equipment shall be removed from the premises.
- **Smoking:** Smoking is not permitted within the facility or within 50 feet of the building.
- **Drugs:** Consuming drugs, including recreational or medical marijuana, is not permitted on the premises.
- **Alcohol:** Alcohol may not be consumed during production. Alcohol may be offered as part of special events provided it conforms to Federal, state, and local regulations for products, personnel, and service.
- **Animals:** Animals are not permitted in the facility.

Scheduling and Billing Policies

- **Scheduling and Billing:** To use the facility, the user must register for an account at The Food Corridor. All scheduling and billing will take place on the software management platform.
- **Payment:** A valid credit or debit card must remain on file for automatic billing purposes. If for any reason the card being charged is declined, the user will be notified immediately. Access to the kitchen will be restricted until a working card has been supplied. After 48 hours, any reserved kitchen time may be cancelled if no alternate payment method is supplied.
- **Changes and cancellations** Reservation requests, changes, and cancellations require 24 hours' notice. If the user does not show up for a scheduled time without notice, they are responsible for charges.
- **Hiatus:** Tier I users may elect to go on hiatus due to seasonal production, extended illness, vacation, and/or caregiving responsibilities. It is the responsibility of the user to provide written notice [X] days in advance for a hiatus. Pre-paid hours not used by Tier I users shall not accumulate month-to-month.
- **Security Deposit:** The user has supplied a refundable security deposit in the amount of $ _____ to Bangor Central Kitchen. The security deposit shall be returned following a one-time use or termination of the lease agreement as long as the user has followed all cleaning protocols. If damages or repairs to the property exceed the security deposit, Bangor Central Kitchen reserves the right to recoup these expenses by charging the user's card on file.

Indemnification and Liability
Users shall indemnify, defend and hold harmless Bangor Central Kitchen from any and all losses, costs, expenses, claims, liabilities, actions, or damages, including liability for injury to any person or persons or damage to property arising from their usage of the kitchen. Indemnification of Bangor Central Kitchen shall be specifically written into the user's insurance policy.

No oral modification. This agreement may only be modified in writing by Bangor Central Kitchen and the user.

Termination
This agreement shall continue on a month-to-month basis unless terminated as provided in this section. User's financial obligation to Bangor Central Kitchen, if any, shall survive termination of this agreement.

1. **Voluntary Termination**. This agreement may be terminated at any time upon mutual agreement of Bangor Central Kitchen and the user. User may terminate this agreement with 30 days' notice.
2. **Breach or Default**. User must correct any violation, breach, or failure to keep or perform any conditions of this agreement within three (3) days after receiving written notice of such from Bangor Central Kitchen. If more than three (3) days pass without corrective action, Bangor Central Kitchen may, in its sole discretion, terminate this agreement.
3. **Property**. Upon termination, users shall remove their property from Bangor Central Kitchen within one (1) week. If not removed, Bangor Central Kitchen may take possession of user's property for disposal or storage.

Term and Renewal of the Agreement.

Tier I users: The term of this agreement begins on the first day of _____ and continues on a month-to-month basis until termination and/or hiatus. The user must provide 30 days' written notice to terminate the agreement. Proper notice allows the facility to schedule businesses on the waiting list for available spots.

Tier II users: The term of this agreement begins on _____ at _____ and ends on _____ at _____.

Appendix A Product Form

The list of approved products you plan to produce is attached and forms part of this agreement.

- ○ I have reviewed, understand and agree to the approved product list attached as Appendix A.

Appendix B Required Equipment

The confirmed list of equipment you need is attached and forms part of this agreement.

- ○ I have reviewed, understand and agree to the confirmed equipment requirement list attached as Appendix B.

Appendix C Access Tiers and Fees

Your confirmed payment option and schedule are attached and form part of this agreement.

- ○ I have reviewed, understand and agree to the approved schedule and payment plan attached as Appendix C.

Appendix D Onboarding Checklist

Orientation and onboarding must be completed by the user before using the facility.

- ○ I have reviewed, understand, and agree to participate in the facility orientation training outlined in Appendix D.

Appendix E Cleanup Procedures

The cleanup checklists you are required to follow are attached as Appendix E and form part of this agreement.

- ○ I have read, understand, and agree to the cleanup check lists attached as Appendix E.

Appendix F Business Assistance Policy

The facility's business assistance policies are attached and form part of this agreement.

- ○ I have read, understand, and agree to the Business Assistance Policy as attached in Appendix F.

Appendix G Graduation Policy

The facility's graduation policies are attached and form part of this agreement.

- ○ I have read, understand, and agree to the Graduation Policy attached as Appendix G.

Appendix H Performance Measures

The performance measures you are required to supply are attached and form part of this agreement.

- ○ I have read, understand, and agree to the Performance Measures attached as Appendix H.

Signatures

_____ Date_____

User representative

Printed Name of User_____

_____ Date_____

Bangor Central Kitchen General Manager

Printed Name of General Manager_____

Appendix A – Product list **User**_____

Please complete the list of products you wish to produce, including any potential allergens.

Product	Potential allergens
Product	Potential allergens
Product	Potential allergens
Product	Potential allergens
Product	Potential allergens
Product	Potential allergens
Product	Potential allergens
Product	Potential allergens

Signatures

_____ Date_____

User representative

Printed Name of User_____

_____ Date_____

Bangor Central Kitchen General Manager

Printed Name of General Manager_____

Appendix B. Equipment **User**_____

Below is a list of the equipment available at Bangor Central Kitchen. Please check the equipment you plan to use.

Cooking and Baking Stations

- ○ Oven
- ○ Range
- ○ Deep fryer
- ○ Dehydrator
- ○ Deli slicer
- ○ Dough sheeter
- ○ Filler
- ○ Food processor
- ○ Griddle
- ○ Ice cream machine
- ○ Juicer
- ○ Microwave
- ○ Mixer
- ○ Proofer
- ○ Pressure cooker
- ○ Smoker
- ○ Tilt skillet

Packaging equipment

- ○ Blast chiller
- ○ Pressure canning
- ○ Vacuum sealer

Storage

- ○ Dry storage
- ○ Refrigerated storage

Available to rent at additional cost

- ○ Mobile catering equipment for off-site use

Please list any equipment you would like to add to the kitchen for your exclusive use

_____

_____

_____

Signatures

_____ Date_____

User representative

Printed Name of User_____

_____ Date_____

Bangor Central Kitchen General Manager

Printed Name of General Manager_____

Appendix C: Access Tiers and Fees **User**_____

Tier I (Monthly subscription)

- ○ **Package 1: Full-time use**
  Unlimited hours per month + deposit
- ○ **Package 2: Part-time use**
  [X] hours per month + deposit

Tier II (Hourly users)

- ○ **For-profit users:** Hourly rate of [$XX]/hour + deposit
- ○ **Non-profit users:** Hourly rate of [$XX]/hour + deposit
- ○ **Facility rental:** Flat rate of [$XXX] per 4-hour block + deposit

Requested schedule: Start date_____

Day(s)	Time	Activity
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Must include time preparation and cleanup

Extra Storage Fees

_____Dry storage at [$X] per month per shelf
_____Refrigerated storage at [$X] per month per shelf
_____Frozen storage at [$X] per month per shelf

Annual Fee

_____ **Flat membership fee [TBD]**
OR
_____ **Percentage of sales** 0.005% assessed monthly
Estimated annual sales _____

Total estimated fees

_____ Production space
_____ Extra dry, refrigerated, and/or cold storage
_____ Annual fee
_____ **Total**

Signatures

_____ Date_____
User representative

Printed Name of User_____

_____ Date_____
Bangor Central Kitchen General Manager

Printed Name of General Manager_____

Appendix D **Onboarding Checklist** **User**_____

User Orientation – review to be completed by Bangor Central Kitchen before facility usage.

General

- ○ General Safety
- ○ Sickness/Injury
- ○ Guest Policy
- ○ Member Inspection
- ○ Member compliance
- ○ Parking
- ○ Services/Rates
- ○ Fines
- ○ Facility Tour
- ○ Invoices/Due Dates
- ○ Access Hours
- ○ Shipping/Receiving
- ○ Loading/Unloading
- ○ Documentation
- ○ Keys/Alarm Code
- ○ WiFi
- ○ Booking/Cancellations/Changes
- ○ Emergency Procedures

Kitchen

- ○ Staff hygiene and uniform
- ○ Safe food handling
- ○ Food labelling
- ○ Clean vs. sanitary
- ○ Chemicals/PPE
- ○ Dishwashing procedure
- ○ Knife storage
- ○ Eating and drinking in production areas
- ○ Drugs and alcohol
- ○ Persons under 16
- ○ Fire extinguisher
- ○ Fire suppression
- ○ First aid kit/incident forms
- ○ Oil disposal
- ○ Garbage/recycling/compost
- ○ Linens

Equipment

- ○ _____
- ○ _____
- ○ _____
- ○ _____
- ○ _____
- ○ _____
- ○ _____
- ○ _____

Storage

- ○ Refrigerator
- ○ Dry storage
- ○ Freezer

Signatures

_____ Date_____

User representative

Printed Name of User_____

_____ Date_____

Bangor Central Kitchen General Manager

Printed Name of General Manager_____

Appendix E Cleaning Procedures User_____

Cleaning and sanitation steps must be completed at the end of each session.

Pre-production

- Sanitize prep table surfaces
- Check staff for personal hygiene and clothing
- Review Food Safety Plan with staff

Post-production

General cleanup

○ Clean cookware and smallware	Wash equipment and run them through the sanitizer.
○ Food supplies	Properly label, store and date stored items according to Food Safety standards (FIFO; meats on bottom shelf) in assigned storage areas.
○ Waste	Place in designated trash, recycling & compost receptacles.

Equipment cleanup

○ Prep tables and countertops	Clean and sanitize surfaces used.
○ Stoves and ovens	Clean stove tops and wipe clean oven, if used.
○ Fixed equipment	Clean and sanitize equipment parts.
○ Refrigerators, freezers	Wipe clean spills and check expiration dates of supplies.
○ Floor	Sweep surplus debris.

Signatures

_____ Date_____
User representative

Printed Name of User_____

_____ Date_____
Bangor Central Kitchen General Manager

Printed Name of General Manager_____

Appendix F **Business Assistance Policy** **User**_____

The following business assistance services will be offered on-site to tenants of Bangor Central Kitchen. While most will be provided for free as part of Tier 1 membership, others will be offered for a nominal fee at market or discounted rates.

Nominal fee: On-site workshops and networking events.

Market/discount rate: Cooperative purchasing requires users to pay for the wholesale cost of products.
Labor requires the payment of wages at market or student rates.
Professional services from outside vendors require a contract for a specific scope of service.
On-site retail requires a wholesale margin [TBD, e.g., 10%-20%].

Business Assistance Services

	Free	Fee
Business Development		
One-on-one technical assistance from inquiry to product launch	✓	
Coaching	✓	
Peer-to-Peer network	✓	
Networking events		✓
Referrals to service providers	✓	
Access to labor pool through externships and apprenticeships		✓
Finance		
Pitching assistance	✓	
Introductions to lenders and investors	✓	
Access to capital workshops		✓
Access to cooperative purchasing program for staples and locally sourced products		✓
Marketing		
Discounted access to professional services from outside vendors, e.g., graphic design, photography, website design		✓
On-site retail and e-commerce store		✓
B2B referrals for special events	✓	
Introductions to wholesale and retail buyers	✓	
Media promotion via website, social media, e-newsletter, and event calendar	✓	
On-site pop-up markets and food truck courts	✓	

Signatures

_____ Date_____
User representative

Printed Name of User_____

_____ Date_____
Bangor Central Kitchen General Manager

Printed Name of General Manager_____

Appendix G Graduation Policy **User**_____

Users are welcome to produce at Bangor Central Kitchen for as long as the facility meets your needs and the business contributes to the collaborative culture of the kitchen. Signals that you have outgrown the facility include the following:

- > 5 full-time employees and/or sales > $500,000 (CPG)
- Sales > $1 million (caterers, mobile vendors)

To progress toward profitability, users are encouraged to work toward the following milestones, which will inform your desire and decision to seek out your own production facility, restaurant, or storefront.

Graduation Milestones for Food Entrepreneurs

Topics	Outcomes
Business Planning	Founding team with differentiated skillsets Business plan with compelling value proposition Relationship with a business counselor Commitment to full-time production with aspirations to scale Pitch deck for different target audiences
Finance	Incorporation as an LLC Financial projections for 3-5 years Profitability Break-even analysis Line of credit with vendors and suppliers Commercial bank loan > $100,000 Desirable real estate location for production and sales
Operations	Favorable Cost of Goods ratio High use of technology – digital media, Point-of-Sale, accounting, etc. Compliant label with shelf-life, allergen, SKU, and nutrition info Eco-friendly packaging solutions Stable local sourcing relationships with suppliers Efficient batch production with HACCP plans for each phase Skilled and motivated employees
Marketing	Brand assets, e.g., name, logo, tagline, social media, website Diversity of sales channels – wholesale, direct-to-consumer, foodservice Sell sheets for each product with retail and wholesale pricing Attractive food styling and photography for tabletop and trade show displays Customer mailing list with detailed demographics Positive record of customer feedback with repeat sales

Signatures

_____ Date_____
User representative

Printed Name of User_____

_____ Date_____
Bangor Central Kitchen General Manager

Printed Name of General Manager_____

Appendix H **Performance Measures** **User**_____

To demonstrate the economic impact of the facility to policymakers and funders, all regular Tier 1 and Tier 2 users must supply personal and company information at intake, on an annual basis, and one-year post exit. All data will be kept confidential and reported only in aggregate form.

Performance Measures

Category	Outcomes	Frequency
Demographics	Place of residence Age Gender Race and ethnicity Veteran status Disability status Employment status Annual household income Educational attainment Kitchen experience	Application and intake interview
Business Development	Business type Date of establishment Ownership type Stage of development FTE employees Annual sales Referral, if any	Application and intake interview
Business Growth	Jobs created/retained Annual sales Capital raised Local food procurement	Annual survey
Tenant Graduation	Milestones achieved Place of business Capital investment (new facility) Jobs to be created/retained Annual sales	Exit interview Exit interview Exit interview Exit & 1-year post Exit & 1-year post

Signatures

_____ Date_____

User representative

Printed Name of User_____

_____ Date_____

Bangor Central Kitchen General Manager

Printed Name of General Manager_____

Bangor Central Kitchen Application

User business and contact Information

Business name_____
Owner name_____
Title_____
Business website and/or social media pages_____
_____
Address_____
City_____ State _____ Zip Code_____
Email_____

1. How did you hear about Bangor Central Kitchen?

- ○ Internet search
- ○ Word-of-mouth
- ○ Referral
- ○ Social media
- ○ Other _____

2. Type of productor

- ○ Caterer/Chef
- ○ Mobile
- ○ Consumer Packaged Goods
- ○ Farmer or fisherman adding value to product
- ○ For-profit educator
- ○ Non-profit educator
- ○ Other (please describe)_____

3. What is your current stage of production?

- ○ Research and development
- ○ Ready to launch
- ○ In business 1-2 years
- ○ In business 3 or more years

4. Do you have any of the following documents?

- ○ General Liability/Product Liability Insurance
- ○ Food Safety certification
- ○ Local business license
- ○ State license(s)
- ○ Sales tax certificate

5. Describe your business in 1-2 sentences.

6. Please describe how your business experience, life experience, and/or professional experience would contribute to you being a successful entrepreneur in this food business venture. Attach a business plan, resume, business model canvas, or other evidence to support your response.

7. Do you have customers?

- ○ No customers yet
- ○ Family and friends
- ○ General public
- ○ Wholesale and foodservice accounts

8. What are your business goals over the next 1-3 years?

- ○ Stay the course
- ○ Breakeven
- ○ Generate profit
- ○ Go full-time
- ○ Hire employees
- ○ Move into my own storefront, restaurant, or production facility
- ○ Go regional (New England)
- ○ Go national
- ○ Outsource production to a third party
- ○ Other (please describe)_____

9. What were your total sales over the past 12 months?

- ○ No sales yet
- ○ Under $25,000
- ○ $25,001-$50,000
- ○ $50,001-$100,000
- ○ $100,001-$500,000
- ○ Over $500,000

10. What is your expected production level at Bangor Central Kitchen?

- ○ Hourly
- ○ Part-time
- ○ Full-time
- ○ Seasonal

11. What is your expected weekly usage of Bangor Central Kitchen?

- ○ Weekday Morning
- ○ Weekday Afternoon
- ○ Weekday Evening
- ○ Weekends
- ○ Overnight
- ○ Occasional (once a month)

12. What equipment do you expect to use?

- ○ Oven
- ○ Range
- ○ Deep fryer
- ○ Dehydrator
- ○ Deli slicer
- ○ Dough sheeter
- ○ Filler
- ○ Food processor
- ○ Griddle
- ○ Ice cream machine
- ○ Juicer
- ○ Microwave
- ○ Mixer
- ○ Proofer
- ○ Pressure cooker
- ○ Smoker
- ○ Tilt skillet

Packaging equipment

- ○ Blast chiller
- ○ Pressure canning
- ○ Vacuum sealer

Storage

- ○ Dry storage
- ○ Refrigerated storage
- ○ Frozen storage
- ○ Other (please describe)_____

13. What is the nature of your finished products?

- ○ Fresh
- ○ Shelf-stable
- ○ Refrigerated
- ○ Frozen

14. Do you have employees?

- ○ No
- ○ Unpaid family and friends
- ○ 1-2 employees
- ○ 3-5 employees
- ○ 6-10 employees
- ○ 10+ employees

15. Do you have financial assets to support your business?

- ○ No
- ○ Line of credit
- ○ Bank loan
- ○ Personal savings

16. Is your business profitable?

- ○ Not yet
- ○ Break even
- ○ Yes

17. What milestones have you achieved for business development and growth? Check all that apply

Milestones for Food Entrepreneurs

Categories		Milestones
Business Planning		Founding team of at least two people with differentiated skillsets Compelling value proposition Business plan or Business Model Canvas Relationships with a business counselor Desire to produce full-time Pitch deck
Finance		Incorporation as an LLC Financial projections for 3-5 years Break-even analysis Profitability Line of credit with vendors and suppliers Commercial bank loan
Operations		Favorable Cost of Goods ratio Point-of-sale system Accounting software Shelf-life testing Nutrition label SKU for each product Eco-friendly packaging Sourcing contracts with local suppliers HACCP plans for each phase of production Trained employees
Marketing		Brand name Logo and tag line Social media pages Website Wholesale accounts Sell sheets for each product with retail and wholesale pricing Attractive food photography Attractive tabletop and trade show display Customer mailing list Positive record of customer feedback Record of repeat sales

18. What technical assistance do you need to grow your business?

- ○ Access to capital
- ○ Marketing and branding
- ○ Finance
- ○ Operations
- ○ Eco-certification, e.g., organic
- ○ Food safety, e.g., HACCP planning
- ○ Legal
- ○ Networking, coaching, and mentoring
- ○ Packaging & labeling
- ○ Process improvement, e.g., lean manufacturing
- ○ Product testing, e.g., nutrition, shelf-life, sensory evaluation
- ○ Recipe development
- ○ Supply chain management, e.g., local sourcing
- ○ Other (please describe) _____

19. Is there anything else we should know about you or your business?

Demographics

The following information will be kept confidential and not shared with the review committee or the public except in aggregate form.

What is your age?

- ○ 18-24
- ○ 25-34
- ○ 35-44
- ○ 45-54
- ○ 55 and over

What is your gender?

- ○ Male
- ○ Female
- ○ Non-binary
- ○ Prefer not to say

What is your race?

- ○ White
- ○ African American
- ○ Asian
- ○ Asian Pacific Islander
- ○ Native American
- ○ Two or more races
- ○ Prefer not to say
- ○ Other

Are you of Hispanic or Latino origin?

- ○ Yes
- ○ No

Were you born in the United States?

- ○ Yes
- ○ No

Are you a U.S. veteran?

- ○ Yes
- ○ No

Do you have a disability that requires accommodation in the kitchen?

- ○ Yes
- ○ No

If yes, please explain_____

What is your annual household income?

- ○ Less than $25,000
- ○ $25,001-$49,999
- ○ $50,000-$74,999
- ○ $75,000-$99,999
- ○ $100,000-$199,999
- ○ Over $200,000

What is your work status?

- ○ Unemployed
- ○ Employed part-time
- ○ Employed full-time
- ○ Self-employed
- ○ Student
- ○ Retired

What is your highest level of educational attainment?

- ○ Less than high school diploma or GED
- ○ High school diploma or GED
- ○ Some college
- ○ Associate degree
- ○ Baccalaureate degree
- ○ Graduate or professional degree

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BANGOR CENTRAL KITCHEN

BUILDING UPDATES

Paul Designs Project

January 6th, 2025

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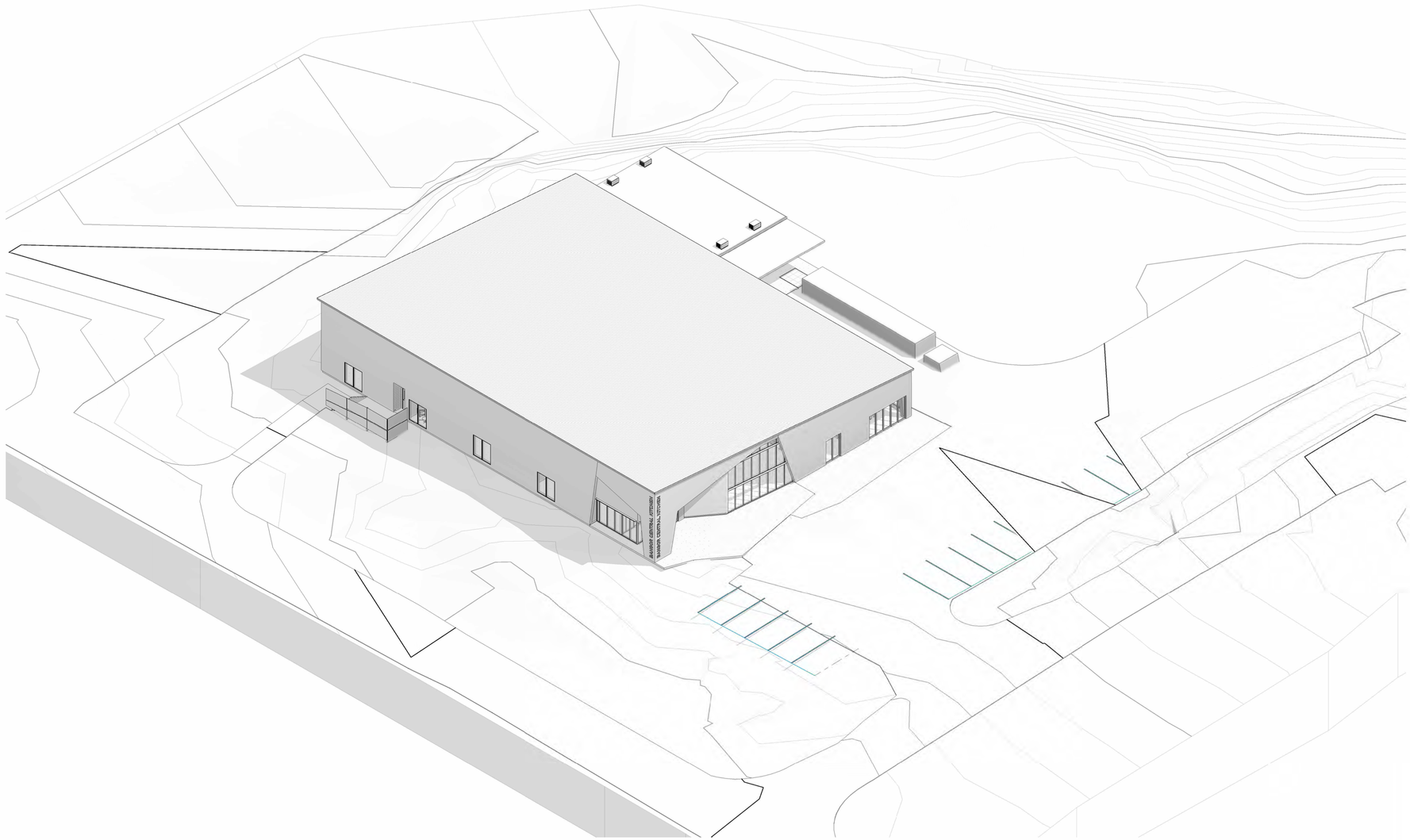
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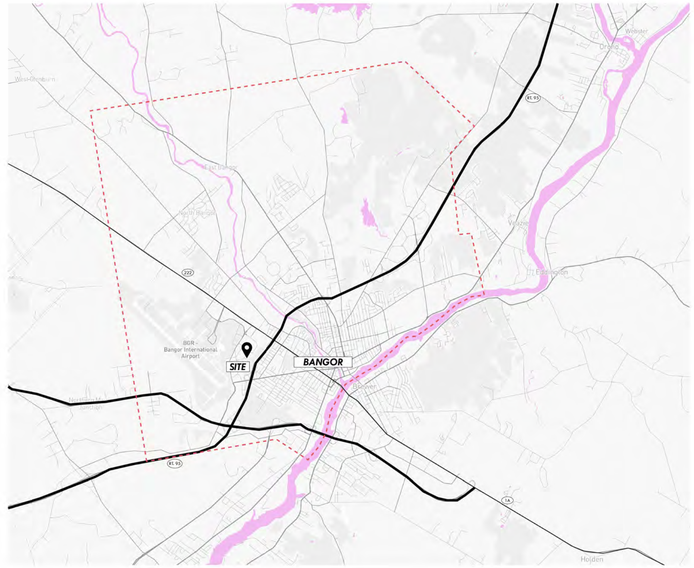
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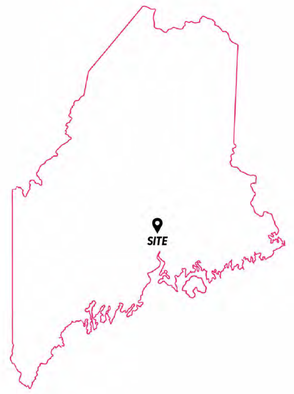
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Scale

12.20.2024







DESIGN DEVELOPMENT REVIEW SET

Bangor Central Kitchen
Central Kitchen Designs - P23-31

50 Cleveland Street, Bangor, ME

Sheet List	
Sheet Number	Sheet Name
A000	Cover
A001	General Notes
A002	Code Information & Occupancy
A003	Occupancy Plan
A004	Life Safety
A005	Accessibility Plan
A006	Energy Code
A100	Floor Plan
A101	Second/Mezzanine Floor Plan
A102	Roof Plan
A150	Reflected Ceiling Plan
A200	Elevations
A300	Sections
A400	Enlarged Bathroom Plans
A401	Enlarged Public Side Event Plan
A402	Enlarged Public Side Event Plan Copy 1
A403	Enlarged Freezers
A404	Enlarged Kitchen
A405	Locker Room Enlarged
A600	Door & Window Schedule
A601	Room Finish Schedule & Specifications
A800	Furniture Plan
A801	Equipment Plan
A802	Square Footages
A803	Kitchen Zone Diagram
A804	Kitchen Flow Diagram
A900	Floor Finish Plan
A901	Wall Finish Plan
D100	Demolition Notes
D101	Selective Demolition Plan
D102	Selective Demolition RCP
D103	Full Demolition Plan
EX100	Existing Floor Plan
EX101	Existing Elevations
EX102	Existing Original Plan
P100	Perspective Concept
P101	Perspectives - Kitchen
P102	Perspectives - Dedicated Kitchens
P103	Pre-Fabricated Metal Building Parameters
S100	Site Plan

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NEW UPDATED PLANS

FULL DEMOLITION + NEW METAL STRUCTURE

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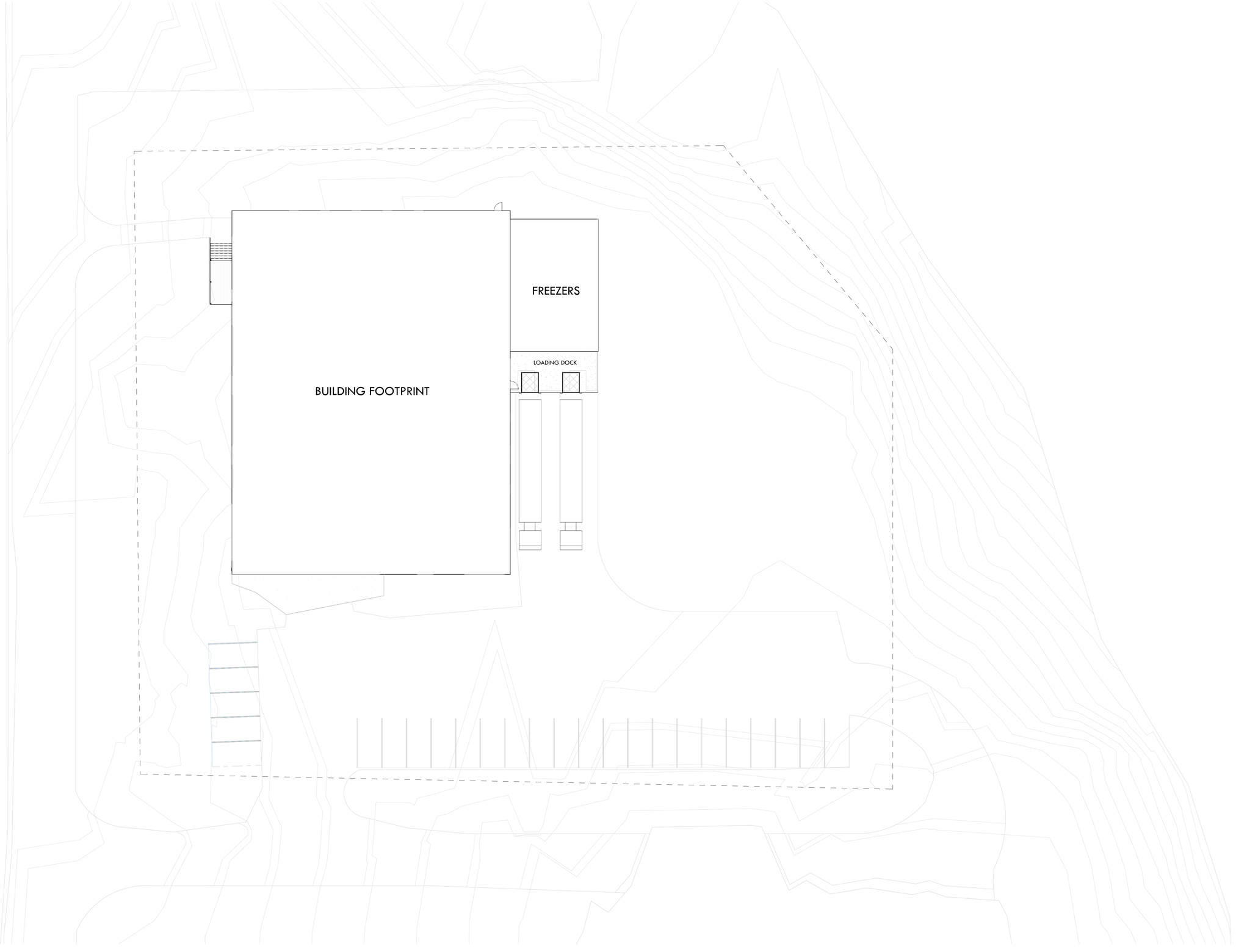
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Site Plan

S100

Scale 1/16" = 1'-0"

12.19.2024



1 SITE - DWG
1/16" = 1'-0"

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Floor Plan

Author
Checker
Status: DD

A100

Scale 1/8" = 1'-0"

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1 01 First Level - Floor Plan
1/8" = 1'-0"

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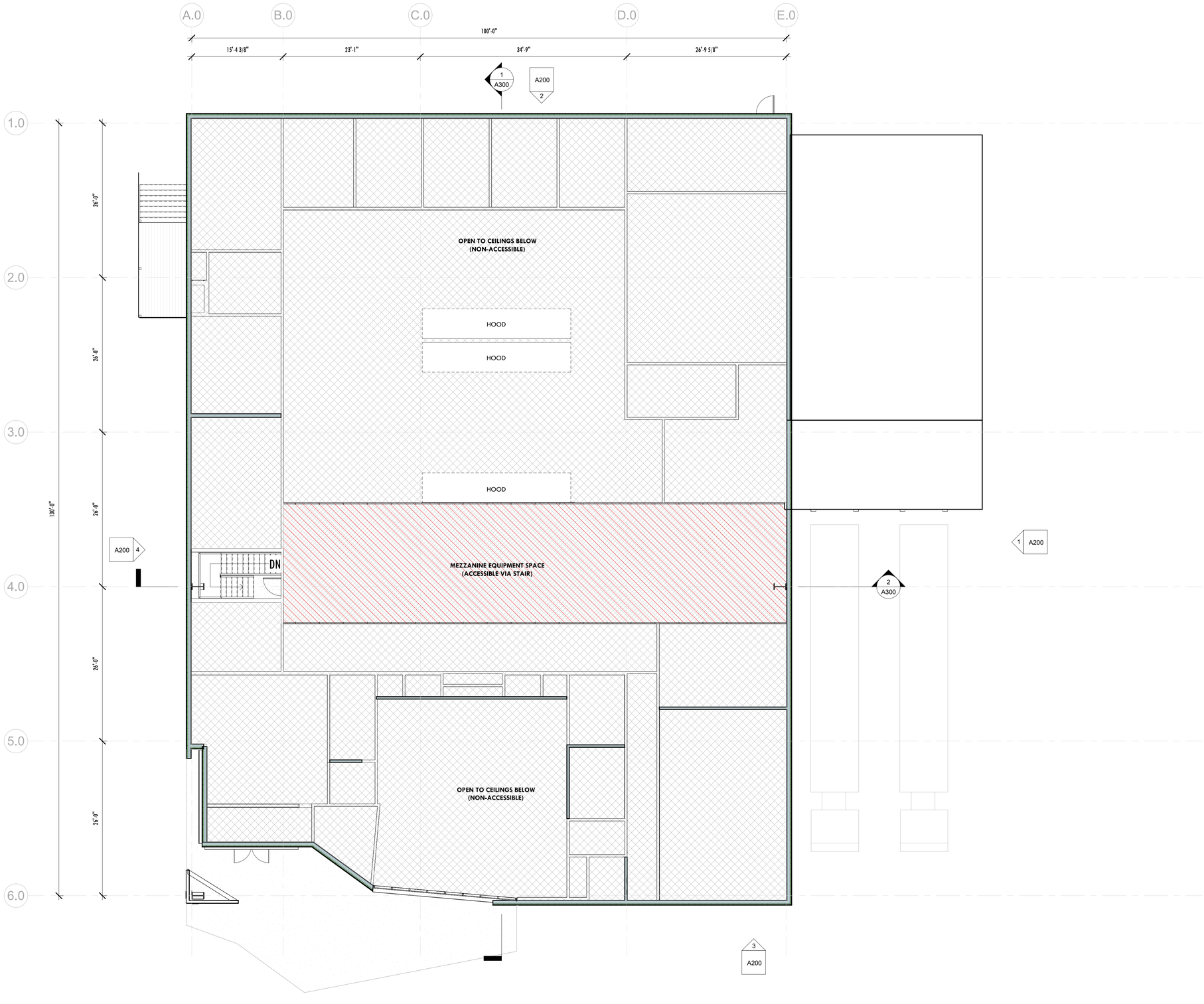
Second/Mezzanine Floor Plan

Author
Checker
Status: DD

A101

Scale 1/8" = 1'-0"

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1 01 First Level - Mezzanine
1/8" = 1'-0"

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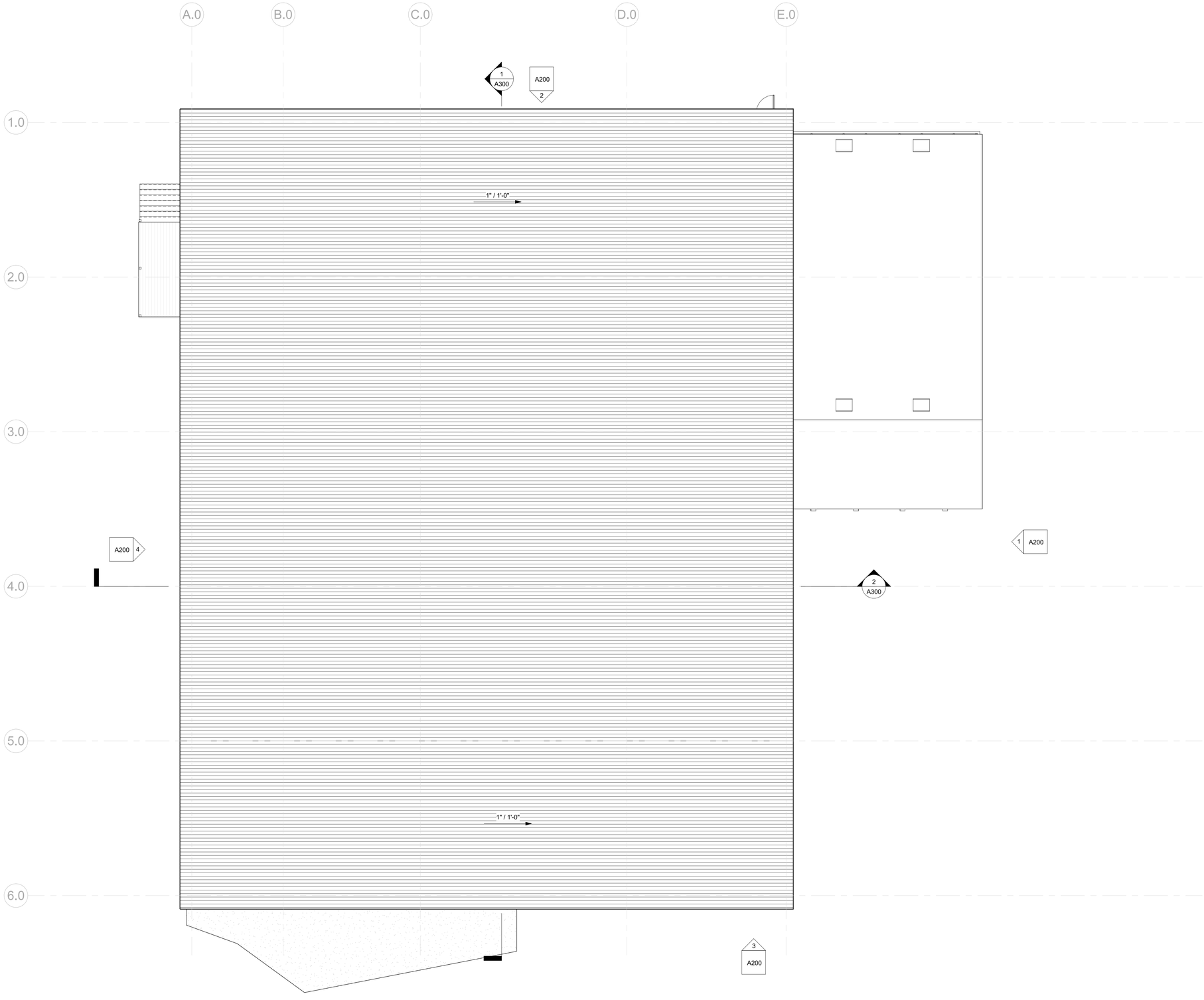
Roof Plan

Author
Checker
Status: DD

A102

Scale 1/8" = 1'-0"

12.19.2024



1 02 Roof
1/8" = 1'-0"

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Furniture Plan

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A800

Scale 1/8" = 1'-0"

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1 01 First Level - Furniture
1/8" = 1'-0"

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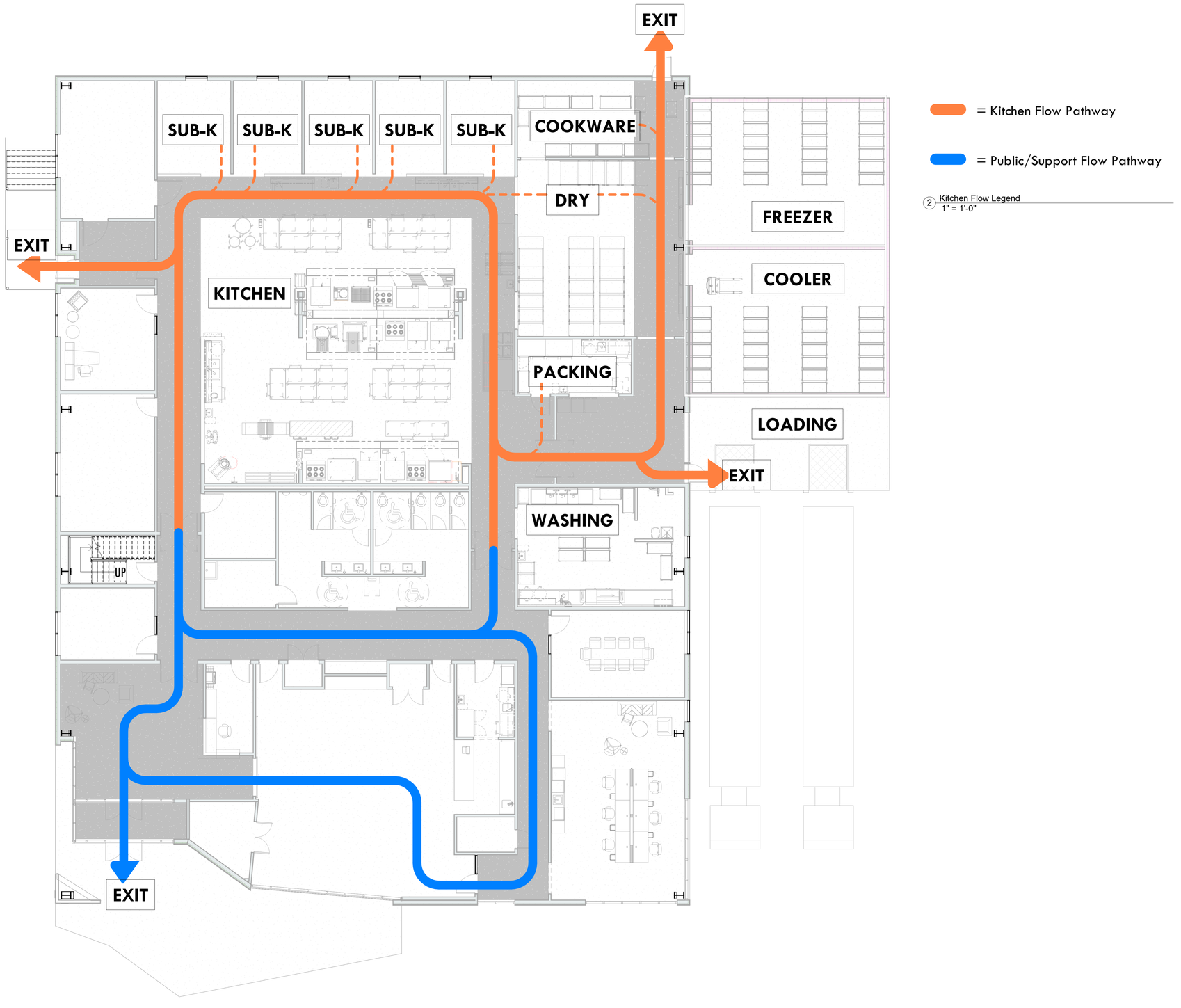
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Kitchen Flow Diagram

A804

Scale As indicated

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= Kitchen Flow Pathway

= Public/Support Flow Pathway

② Kitchen Flow Legend
1" = 1'-0"

① 01 First Level - Kitchen Flow Diagram
1/8" = 1'-0"

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Reflected Ceiling Plan

A150

Scale As indicated

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1 01 First Level
1/8" = 1'-0"

Ceiling Schedule										
Type Mark	Area	Mark	Level	Height Offset From Level	Manufacturer	Model	Type	Comments	Description	Type Comments
ACT1	17 SF		01 First Level	8' - 0"			2' x 4' ACT Office			
ACT1	18 SF		01 First Level	8' - 0"			2' x 4' ACT Office			
ACT1	16 SF		01 First Level	8' - 0"			2' x 4' ACT Office			
ACT1	15 SF		01 First Level	8' - 0"			2' x 4' ACT Office			
ACT1	52 SF		01 First Level	8' - 0"			2' x 4' ACT Office			
ACT1	60 SF		01 First Level	8' - 0"			2' x 4' ACT Office			
ACT1	439 SF		01 First Level	9' - 0"			2' x 4' ACT Office			
ACT1	56 SF		01 First Level	9' - 0"			2' x 4' ACT Office			
ACT1	521 SF		01 First Level	9' - 0"			2' x 4' ACT Office			
ACT1	85 SF		01 First Level	9' - 0"			2' x 4' ACT Office			
ACT1	687 SF		01 First Level	9' - 0"			2' x 4' ACT Office			
ACT1	299 SF		01 First Level	9' - 0"			2' x 4' ACT Office			
ACT1	167 SF		01 First Level	9' - 0"			2' x 4' ACT Office			
ACT1	175 SF		01 First Level	9' - 0"			2' x 4' ACT Office			
ACT1	122 SF		01 First Level	9' - 0"			2' x 4' ACT Office			
ACT1	216 SF		01 First Level	9' - 0"			2' x 4' ACT Office			
ACT1	125 SF		01 First Level	9' - 0"			2' x 4' ACT Office			
ACT1	108 SF		01 First Level	9' - 0"			2' x 4' ACT Office			
ACT1	22 SF		01 First Level	9' - 0"			2' x 4' ACT Office			
ACT1	22 SF		01 First Level	9' - 0"			2' x 4' ACT Office			
ACT1	63 SF		01 First Level	9' - 0"			2' x 4' ACT Office			
ACT1	43 SF		01 First Level	9' - 0"			2' x 4' ACT Office			
ACT1	74 SF		01 First Level	9' - 0"			2' x 4' ACT Office			
ACT2	2739 SF		01 First Level	9' - 0"			2' x 4' ACT Scrubbable			
ACT2	467 SF		01 First Level	9' - 0"			2' x 4' ACT Scrubbable			
ACT2	137 SF		01 First Level	9' - 0"			2' x 4' ACT Scrubbable			
ACT2	330 SF		01 First Level	9' - 0"			2' x 4' ACT Scrubbable			
ACT2	109 SF		01 First Level	9' - 0"			2' x 4' ACT Scrubbable			
ACT2	111 SF		01 First Level	9' - 0"			2' x 4' ACT Scrubbable			
ACT2	160 SF		01 First Level	9' - 0"			2' x 4' ACT Scrubbable			
ACT2	148 SF		01 First Level	9' - 0"			2' x 4' ACT Scrubbable			
ACT2	148 SF		01 First Level	9' - 0"			2' x 4' ACT Scrubbable			
ACT2	148 SF		01 First Level	9' - 0"			2' x 4' ACT Scrubbable			

CEILING TYPE LEGEND

ACT 1 - OFFICE, CORRIDORS (ROCKFON KORAL)

ACT 2 - KITCHEN SCRUBBABLE (USG 3270)

ACT 3 - STORAGE (USG OLYMPIA MICRO)

2 Ceiling Types
1 1/2" = 1'-0"

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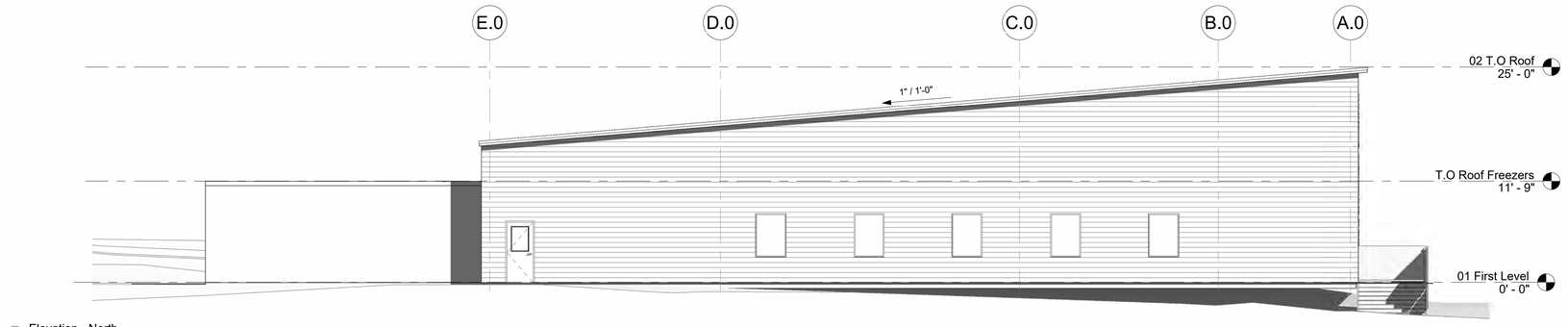
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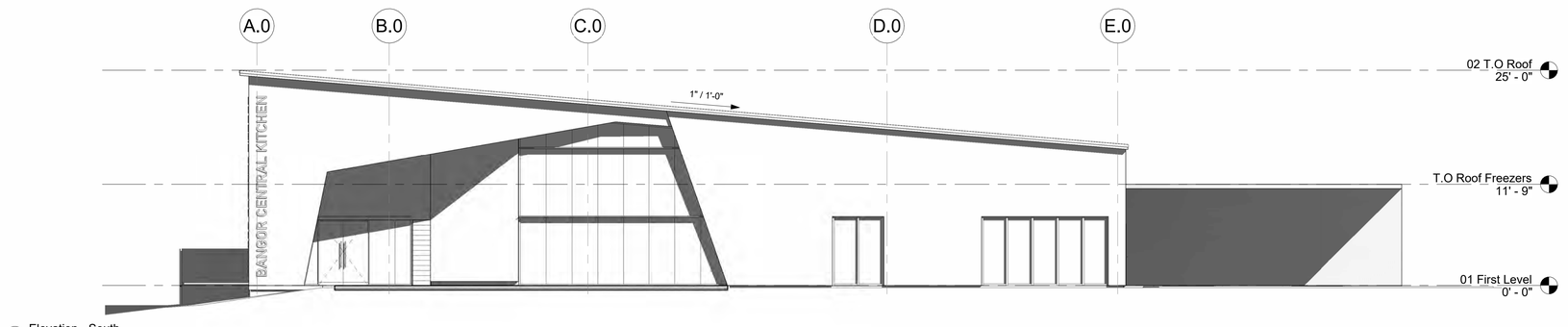
Elevations

A200

Scale 1/8" = 1'-0" 12.19.2024



2 Elevation - North
1/8" = 1'-0"



3 Elevation - South
1/8" = 1'-0"



1 Elevation - East
1/8" = 1'-0"



4 Elevation - West
1/8" = 1'-0"

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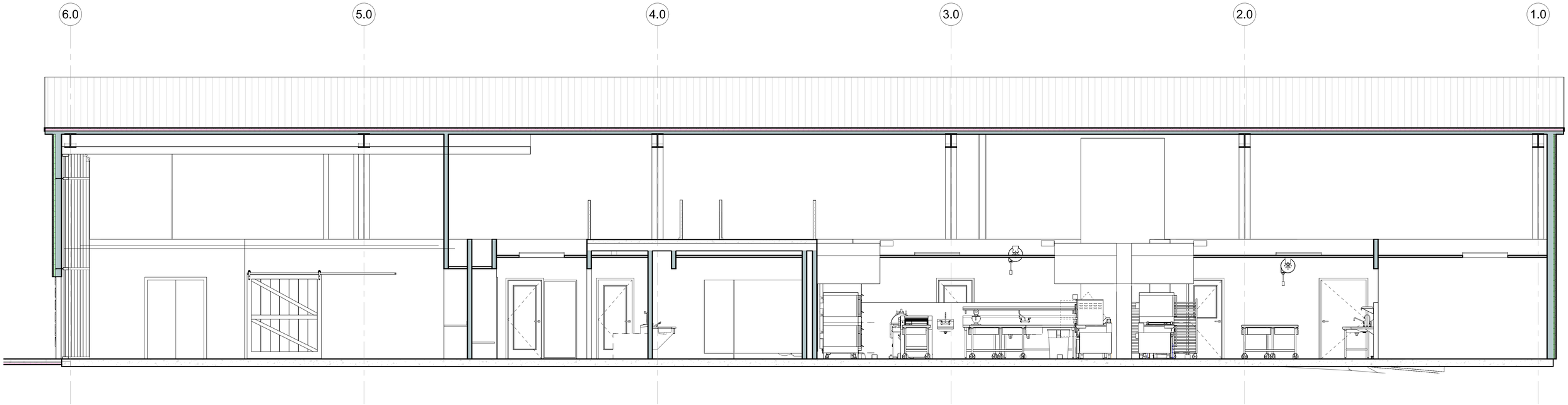
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Sections

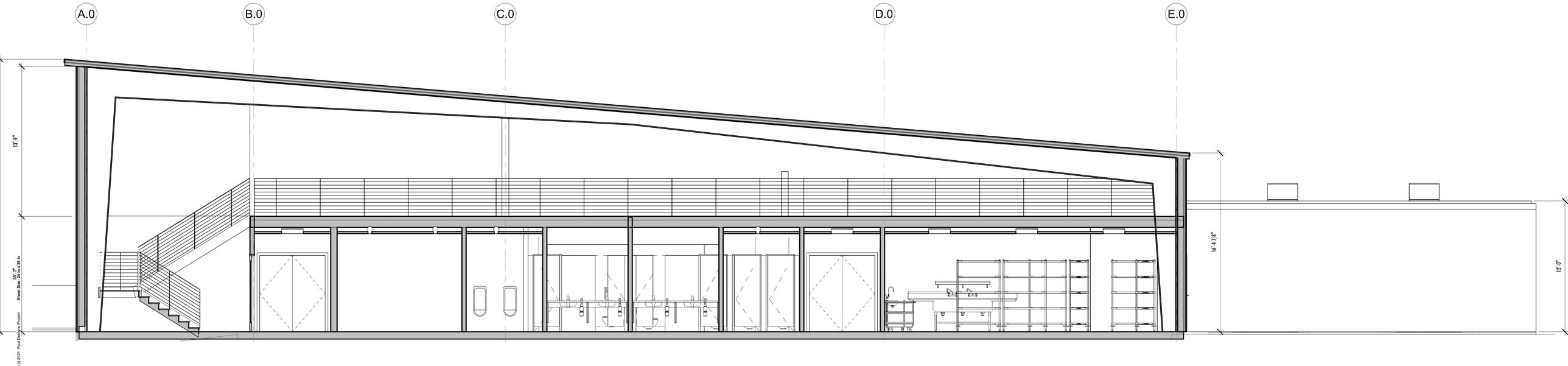
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1 Section - Cross Section
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2 Section - Longitudinal 2
1/4" = 1'-0"

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Floor Plan

Author
Checker
Status: DD

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A100

Scale 1/8" = 1'-0"

12.19.2024



1 01 First Level - Floor Plan
1/8" = 1'-0"

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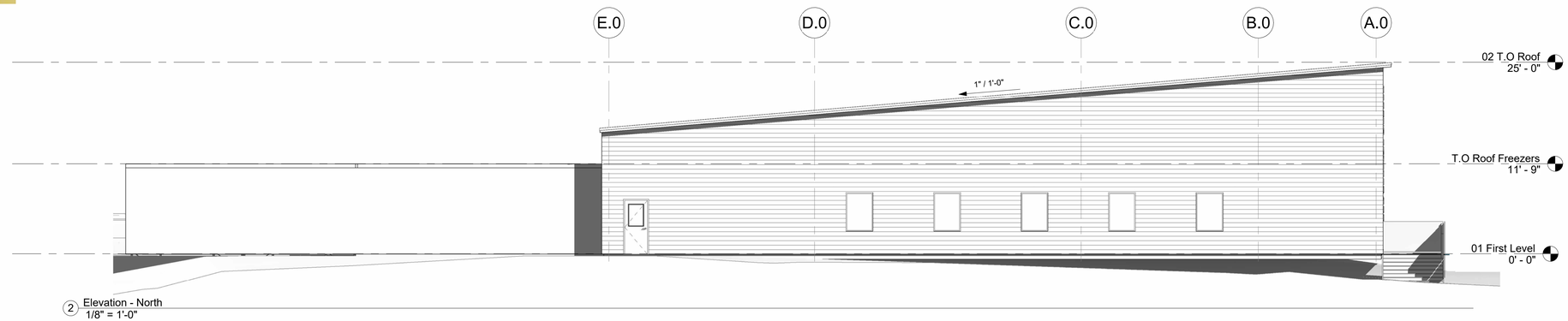
Elevations

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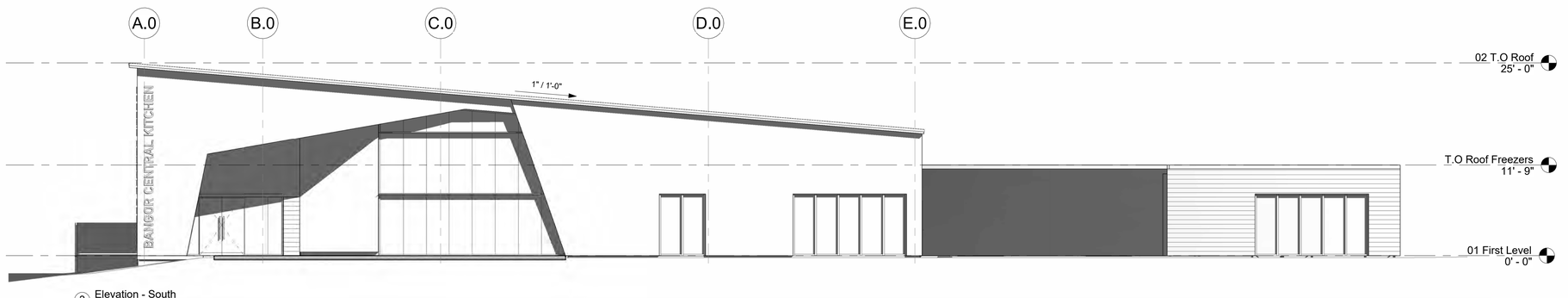
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2 Elevation - North
1/8" = 1'-0"



3 Elevation - South
1/8" = 1'-0"



1 Elevation - East
1/8" = 1'-0"



4 Elevation - West
1/8" = 1'-0"

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EXTERIOR FACADE CONCEPTS


BANGOR CENTRAL KITCHEN

BANGOR CENTRAL KITCHEN

BANGOR CENTRAL *KITCHEN*


BANGOR CENTRAL KITCHEN


BANGOR CENTRAL KITCHEN
BANGOR CENTRAL KITCHEN






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BANGOR CENTRAL KITCHEN


BANGOR CENTRAL KI

Special City Council Workshop
Tuesday, January 6
Council Chambers, City Hall, 73 Harlow St.
5:15 p.m.

1. **Discussion with Former City Councilor RE Homelessness**

2. **Applicable City of Bangor Ordinances**

3. **Proposal for Advisory Committee on Homelessness** *(Staff Recommendation)*

4. **Next Meeting: Public Health Overview on Existing Service Network & Services and Strategic Plan Examples**

Note: This workshop will end promptly at 6:30 p.m. and any remaining topics will be continued to a Special City Council Workshop scheduled for Tuesday January 13th at 5:15 p.m.

Homelessness and Suggested Strategies

Setting the Stage
It is a great understatement to say that homelessness in Bangor is a significant and complex issue. It is complicated by having several variations of homelessness and inconsistent definitions.

> Parable of the Blind Men and the Elephant comes to mind
> A group of blind men heard that a strange animal, called an elephant, had been brought to the town, but none of them were aware of its shape and form. Out of curiosity, they said: "We must inspect and know it by touch, of which we are capable". So, they sought it out, and when they found it, they groped about it. The first person, whose hand landed on the trunk, said, "This being is like a thick snake". For another one whose hand reached its ear, it seemed like a kind of fan. As for another person, whose hand was upon its leg, said, the elephant is a pillar like a tree-trunk. The blind man who placed his hand upon its side said the elephant, "is a wall". Another who felt its tail, described it as a rope. The last felt its tusk, stating the elephant is that which is hard, smooth and like a spear.
>
> The rest of the parable is that they did not believe each other; thought the others were lying; and violence ensued, until a wise person stepped in, calmed them down, and got them to talk with each other.

These are not technical or "official" definitions, but I think in terms of **Homeless** (anyone lacking safe reliable housing); **Homeless but Sheltered** (which includes those who are homeless but sheltered in temporary settings, which can include designated "shelters," and **Homeless but Unsheltered**.

Some Causes of Homelessness
The root causes of homelessness are manifold. *It is rare that homelessness is caused by one variable*; it is almost always multifactorial including several variables, such as: a lack of affordable housing, poverty, mental health challenges—including PTSD, substance use, the economy and losses of jobs, extreme medical bills, young people being forced out of their homes, racism and other forms of discrimination, educational levels, transitions out of incarceration, a lack of community support services, and individual choices.
Homelessness
Categories to Consider
While each homeless person has individual circumstances it is helpful to consider a few broad groupings: (These are not mutually exclusive, e.g., the ability to find suitable affordable housing cuts across all.)

- Individuals and families who would be able to independently maintain an apartment or house—if they could find one at an affordable price (There is a whole separate interrelated set of housing issues for all these categories that this paper does not address.)
- Temporarily homeless individuals and families, who, with some targeted help, can work through their rough spots in a short time
- Individuals who may be able to maintain an independent apartment (but only if they have support, such as housing vouchers and in many cases other supplemental services, including counseling services) but who cannot find a local rental, even with a voucher
- Individuals who have difficulty staying in independent apartments even with assistance, but who could live in managed/structured settings with others to reduce isolation risks and to receive support (formal transitional living or a living setting such as Fresh Start)

- Those who might be willing to be and could live in a shelter, but no shelter exists that meets their needs (wide range of individual perceptions of "needs," including couples wanting to stay together—but no family shelters available and people with pets)

- Those who do not want to be in any shelters and resist help; many of whom have significant substance use and mental health problems, some of whom have trouble staying in shelters or have complexities for the care they need that exceed what shelters provide

- Some who want the freedom to use drugs without scrutiny or intervention

- Some who just do not want to be told what to do and want to live independently

- Those with other concerns such as, "What do I do with my stuff? My pets? It is all I have."

- Those who are so problematic that being in a shelter with others is not realistic in most cases (e.g., due to violence and/or other disruptive behaviors)

- Those who once they get a shelter/roof over their head (like a hotel room), are unwilling to further work their way to a better, more stable situation

Compounding Complexity—complexity is compounded by several variations of how or where homeless people are living. Most settings are particularly precarious shelters. They include, but are not limited to:

- Temporary stays with family or friends—for some, defined as couch surfing—which creates a substantial, but undetermined number of "invisible" homeless people (Sometimes these options are only available seasonally, e.g., in the winter.)

- Stays in shelters, such as the Bangor Homeless Shelter or Hope House, sometimes moving around between shelters

- Short-term subsidized rentals of hotel rooms, often through the Maine State Housing Authority (to the extent that funds are available, and hotels are willing to accept homeless people)

- Subsidized apartments or other housing rentals using housing vouchers

- Supportive housing (e.g., Fresh Start) or transitional housing with more support services

- Tents and other encampments, which may be clustered or just found in random locations
    - At one point, last fall, in Bangor, there were eleven encampments and over two hundred individuals. There have been substantial issues related to food, water, clothing, healthcare, sanitation, and crime.
    - *Unfortunately, this is what many people think of as the homeless population. This is the in-our-face, awful, the most visible aspect of the problem, but it is just the tip of the iceberg.*

- Some people, including some children, living in cars

- Some, who are homeless and outside and unsheltered for most of the time, shelter in various buildings, such as the library and Bangor's daytime shelters some of the time. When it is cold, they may use warming centers offered by several organizations, some of which may provide limited additional support such as food and clothing. Bangor Homeless Shelter, Hope House, and the Mansion Church are examples.

Just imagine the permutations of two or more of the above variables. There is clearly no single definition of homeless. **Those who are homeless must be viewed as individuals and not lumped together.** This greatly complicates the challenge of framing a cohesive approach.

Some Exacerbating Factors…Just To Add More Complexity

Inadequate Data

No local organization, the State, or the City has accurate data on the number and types of homeless individuals or families in Bangor. We do not know how many fit in which of the above categories. Thus, we do not have an adequate needs assessment and are trying to define solutions without clear targets. This is a major constraint in addressing our challenges. Solving the encampment "problem," as important as this may be, does not address the needs of our homeless population.

Insufficient Health Services and Services for those who are disabled

There are insufficient health services for most homeless people with multiple barriers to accessing care (e.g., too few providers, financial barriers, transportation). This is especially a challenge for providing mental health and substance use related services. The lack of services prevents addressing some core issues and it has a collateral effect on local emergency rooms, the Police Department, and EMS providers. There are further gaps in care for those who have disabilities.

People From Other Places—The complexity is further amplified by the fact that many of those who are homeless are not from Bangor. The data is not clear, but this may be greater than 30-40%. Many are here because surrounding towns have not developed the capacity to meet their needs and Bangor is a "service center." In some instances, individuals, from other areas in Maine, migrate here on their own and sometimes they are sent or even transported here. Some individuals and families also arrive from more distant locations because they have heard that Bangor is a city with services. Sometimes they learn about Bangor through word of mouth, or even the internet. Sometimes they are sent here from out-of-state, after even being provided with free bus tickets).

Affordable Housing/Rents

Housing and Homelessness are intertwined. *In Bangor, there is limited, available, affordable housing/apartments, particularly for low income individuals and families.* This is frequently cited as the major cause of homelessness, although the factors related to mental health and substance use are a significant overlay. *Just having more housing units is not the solution*.

There are multiple housing development initiatives in the city by private developers, Bangor Housing and Penquis. More than between 350 and 500 units have recently been built or are in the pipeline. Some of these units have had City support (e.g., Penquis projects). This development may slow down due to increasing interest rates. The housing market is expected to ease, and our population is not projected to increase substantially; but this will not erase needs.

COVID, Substance Use, and Needles

We face growth of an unprecedented mix of substance use disorder issues, mental health issues, and effects of economic conditions that have caused or heightened the challenges faced by those needing shelter. ***This has been compounded by COVID-19 related issues***, which are easing. At times there have been issues related to housing the homeless with adequate physical distancing and the ability to quarantine. There have been further overlays of mental stress and substance use exacerbated by isolation and loneliness.

Covid conditions and expanding use of opioids, coupled with the efforts of various organizations and the State to promote harm reduction, have led to increasing issues related to needles used by the homeless that are not disposed of properly. This is one, bad, unintended consequence of efforts to provide greater access to clean needles.

Enforcing Trespassing

Tents or encampments along the waterfront or in any small tent cities are inhumane, unsightly, unhealthy, and unsafe for the homeless and for others in the community. This is simply wrong, and it should be ended, but there have been limited good strategies locally (and nationally) to prevent this. In addition, there are court cases that limit options. (Unfortunately, this is a problem in hundreds of cities.)

The Police Department has professionals working with them on addressing the needs of individuals they encounter, including mental health professionals and a homeless coordinator. The City is also implementing a new *Bangor Community Action Teams (BCAT)* system of non-police officers being available to address many non-emergent service needs and requests. This includes not only encampments but the challenges resulting from individuals or small groups of homeless people who occupy public or private property.

Addressing homeless encampments and other situations through legally enforcing laws against trespassing on City or private property is a last resort option, after other options are pursued. No one I have talked to wants to criminalize homelessness, particularly in the case of mental illness or substance use.

Recently, progress has been made in addressing Bangor's to largest encampments—eliminating one—with the cooperation of several local organizations and technical assistance from the Department of Housing and Urban Development. This cooperation may result in a sustainable model for addressing encampments. The City must continue to address options for limiting the use of City property. Private landowners and businesses have the right not to have their businesses compromised by homeless individuals.

Professional Staff Burnout and Associated Workforce Shortages

Working with homeless individuals in multiple settings, particularly individuals and families who are unsheltered is an on- going stress for the Police Department, the Fire Department (and its Emergency Medical Services providers), and for other professionals such as the Public Health Department staff and the staff of other organizations There are many factors that can lead to burnout as well as being deterrents to hiring (For example, hiring police officers who may spend 50% of the time on calls related to homelessness is an increasing challenge.)

Multi-agency Collaboration, Program alignment/consolidation and merging /or Braiding of Funding

Bangor does not have a multi-organization/agency plan that defines shared responsibilities for serving the homeless and how entities will collaborate optimally with each other. In 2022, the Bangor City Council invited over twenty organizations to its Government Operations Committee to address programs for the homeless. This did not even address the work of many local churches. It was clear that there are many, dedicated, caring people and good programs, as well as and examples of some cross-organizational collaboration…but there too much "siloing", much too much room for fragmentation, non-aligned funding, miscommunication, and failure to gain sufficient leverage on our problems. There is substantial detrimental competition among programs for influence and available funding. The City has made some recent progress pulling groups together working with a HUD technical assistance team. The lasting effects on the future of expanded collaboration are uncertain.

The fragmentation and lack of adequate coordination of programs and assets is staggering. No one has an accounting of all the funds that are flowing into Bangor or being generated by local organizations to support housing and the homeless. It is likely to be tens of millions of dollars. I am confident that local taxpayers would be astounded by the scope of activity and shocked the funding is not better applied.

We need a fresh look at how various strategies can be woven together with input from ALL agencies, who have programs for the homeless, regional communities, the State. There is a substantial need for reduced fragmentation. There is also a great need for more shared accountability.

What is the City Doing?

Limitations

Bangor's City government *(and certainly not the City Council)* cannot solve the challenges we face through Council or administrative actions alone. Addressing many of the issues is not solely a Government responsibility, it is a Community Responsibility. The City may provide incentives, but it cannot compel other community organizations to work more closely together. Bangor taxpayers cannot provide an open checkbook to increasingly shoulder responsibility for humanely addressing the needs.

Comments on 2021 Homeless Cost Summary

In 2021, City staff pulled together an estimate of the funding that was being provided through the City for services to the homeless and for housing. This is a substantial, unrecognized City investment. (It does not include the millions of dollars of funding flowing through community organizations.) Consideration was given to:

- Housing/ General Assistance
- Community Funding Support (Community Development Block Grant—CDBG) and Cares Act
- Public Health and Community Services
  - Homelessness Outreach Program
  - Overdose Response Team
  - Narcan distribution
  - Nursing services
  - Shelter + Care
- Parks and Recreation (Clean-up)
- Police and EMS (For a third of all Police Calls)
  - Mental health liaisons
  - Community Relations Officer
  - Overdose response team
- Built for Zero

The following expenses were identified:

$2,575,062	City Funded (Not including the value of administrative time or the time of Councilors)
$4,593,289	Grants administered through the City from various entities
$7,169,351	Sub-total
$2,883,386	State of Maine General Assistance
$10,052737	**Total**

The current fiscal year budget continues to include similar funding. In addition, the City has recently allocated almost fifteen million dollars to address various aspects of homelessness, housing, mental health, substance use disorder, and childcare.

Short-term Action Package for Addressing Homelessness

The City of Bangor should have a clearly stated, readily and publicly available, 12-18 month Homelessness Plan that embodies the following elements and provides a bold statement reflecting commitment to action. Most of the following actions are currently in progress (IP) and a tremendous amount of work is being done; *despite what some public critics think is far too little.* Nonetheless, actions steps have not been integrated into a cohesive framework and, thus, it is hard to identify and to communicate the City's commitments or vision.

I) Assure sufficient warming center capacity daily and overnight shelter beds during extreme temperatures (Complete for the past winter/spring season, but needs will reoccur later this year)

II) With other community organizations, consider and implement the recent Department of Housing and Urban Development's, technical assistance recommendations for reducing the number of homeless individuals in encampments (IP)
   A) Find alternative options for the residents of encampments (IP)
   B) Clean up the encampments (IP)

C) Evaluate effects of Portland's ban on homeless encampments on public property (IP)
D) Develop a strategy to mitigate repopulation of encampments (IP)
E) Promote continuing adaptation and use of HUD "best practices" (On-going)
F) Evaluate Results (Upcoming)

III) Consider the needs and options for short-term diversion strategies (such as short-term, emergency, rent or heating assistance) to prevent slippage into homelessness (Partially funded and to be considered further) Continue to develop a rapid response assistance mechanism for those who are in danger of becoming homeless integrated with the State's 211 number.

IV) Continue and as appropriate expand Community and Public Health Department programs and look for additional grant funds, e.g., Shelter Plus Care Program, Homeless Outreach Caseworkers, plus programs such as Narcan distribution (IP)

V) Continue implementation and then evaluate the Bangor Community Action Teams (BCAT) (IP)

VI) Continue to evolve policies, consistent with state law, for police officers to direct unhoused people accused of committing low-level crimes to help rather than charging them

VII) Continue to promote expanded community collaboration (On-going)
A) Develop a City-wide, multi-organization, homelessness work group and planning process like the 2019 Bangor Housing Study (This has been suggested by not yet agreed to.)

VIII) Where possible reduce barriers to individuals and families finding and keeping housing
A) Tenants' Rights Ordinance that has recently been adopted (IP)
B) Continue to develop the Landlord Liaison Program (IP)
C) Continue to identify and promote available funding options, including Community Development Block Grant funding and voucher programs

IX) Identify options for supporting community organizations in their efforts to expand mental health and substance use disorder services (IP), including:
A) Clarifying and updating status of strategies to mitigate opioid use and align with recently received grant funds, the opioid settlement funds, and State plans (IP)
B) Supporting organizations providing housing and treatment options (e.g., detox beds) for individuals with substance use or mental health disorders (On-going)
C) Supporting workforce development for mental health and SUD treatment professionals (City actions steps have not been clearly identified.)

X) Work with organizations such as the Health Equity Alliance, Needlepoint Sanctuary, and the State to develop strategies to mitigate needle waste (IP with a recent agreement for a program with HEAL)

XI) Adopt a goal that every child in Bangor will be adequately sheltered and nourished; and have timely access to appropriate mental health or substance use-related services (This must be done in conjunction with the Bangor School Department, while recognizing that there are children in need who are not in Bangor's schools. (This includes a school-based health program at the High School and funding for other programs at the middle schools.) The overall goal has been suggested by not adopted.

XII) Continue to collaborate with the State, Community Health and Counseling Services (as HUB 7 leader for the State), and other partners in the Built for Zero initiative (a coordinated entry to care system) to improve our ability to identify and stay connected with those in need, build a data base, including appropriate metrics, and sharpen integration of BFZ initiatives with other Bangor strategies (IP)

XIII) Support Bangor's Public Health and Community Services Department in obtaining accreditation, developing a community needs assessment and a strategic plan, and updating homelessness and housing related strategies (IP)

XIV) Explore the depth of involvement by area faith communities and options to encourage expanded support for the homeless (particularly as collaborators in multi-party shared strategies) (Not yet IP)

XI) Remain open to the development of small temporary shelters pilot projects, if groups can develop well-thought-out proposals, *supported by multiple organizations* that show reasonable likelihood of success (Has been mentioned but not IP)

XII) With other community organizations and the State clarify the need for shelter beds and develop better strategies to address the needs of the short-term homeless and the chronic homeless (Discussed, but no definitive needs assessment or action steps)

XIII) Initiate discussion with the State about operating shelter beds and expanded mental health and substance use disorder treatment facilities and programs at the Dorothea Dix site (IP)

XIV) Develop services, a clear protocol, and a phone number, in addition to access through the City's website, for rapid response assistance for residents and businesses experiencing homeless encampments, trespassing, or needle waste on their private property (IP)

XV) Address the use of the Bangor Public Library for homeless individuals seeking daytime shelter
A) Develop a plan to reduce reliance on the library as a daytime sheltering space (IP)

XVI) Develop (with the Downtown Partnership) and fund a more complete plan for addressing hospitality, cleanliness, and security for downtown Bangor and the waterfront (IP)
A) Consider constructing additional downtown bathrooms (IP)

XVII) Continue development and expand promotion of the Homelessness Response section the City's website's (On-going)

XVIII) Hold other communities to greater accountability for caring for their homeless; and continue to pressure the State to assume greater responsibilities. (IP)

XIX) Hire a Homelessness Strategist/Specialist to coordinate all City strategies (IP)

XX) Develop a 12-18 month housing development plan that integrates with homelessness strategies, including the hiring of a housing specialist to coordinate all housing programs (IP)

XXI) Improve identification of strategies targeted to the root causes of homelessness, not only to addressing the symptoms) (IP and on-going)

XXII) Consistently and rigorously evaluate results of all action steps

XXIII) Seek input from the Advisory Committee on Racial Equity, Inclusion, and Human Rights

XXIV) Listen to the homeless (On-going)

XXV) Judiciously apply some of the City's American Rescue Plan Funds (ARPA) to the identified strategies (IP)

<u>Limitations</u>

Bangor's City government cannot solve the challenges through Council or administrative actions alone. Addressing the issues is not solely a Government responsibility, it is a Community Responsibility. The City may provide incentives, but it cannot compel other organizations to work more closely. While Bangor has some resources that it can use wisely, taxpayers cannot provide an open checkbook to increasingly shoulder responsibility for humanely addressing all needs.

A Critical Point and a Dilemma

In addition to the above points, there is a great dilemma. If we develop a solid community plan to care for those in need in humane ways, and we execute it well, we will become an increasingly attractive community for more unsheltered people. Although Bangor is a service center for many things, it is highly unlikely that a majority of Bangor residents and businesses want this City to become a magnet for more homeless people, even if supportive resources were to be available. Many also want to see a "tough love" approach with compassion coupled with enforcement of limitations and better defined expectations.

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How the City can best balance its humanity, its resources, its caring capacity, and its goals is a great challenge and still a great unknown.

CITY OF BANGOR

Carollynn J. Lear
City Manager

OFFICE OF THE CITY MANAGER

To: City Council
From: Carollynn Lear, City Manager
Date: January 6, 2026
RE: City of Bangor Ordinances Relevant to Camping on City Property

During the Council Workshop on December 22, 2025, Councilor Walker requested information regarding the City's ordinances applicable to camping on City-owned property. As I explained during that meeting, there are several Code provisions that apply depending on type of property in question.

I. City Parks

Within Bangor Parks, Code §231-6(C) provides that no person shall "[s]et up tents, shacks or any other temporary shelter for the purpose of overnight camping, nor shall any person leave in a park after closing hours any movable structures or special vehicle that could be used for such purposes…" Code §231-9(A) provides that park hours are generally 6 am to 10 pm. The Code defines the City's Parks by both name and map/lot number and the list includes all of the traditional parks as well as the Golf Course, Bass Park, Cascade Park, Kenduskeag Stream Park, Brown Woods, and the City Forest Preserve (not an all-inclusive list).

II. Non-Residential Property

City of Bangor Code of Ordinances §281-3(B)(2) generally provides that occupancy of temporary shelters or temporary camping vehicles on non-residential property is prohibited. There is a short list of exceptions generally not applicable to the encampments Council has been discussing. A tent is included in the definition of a temporary shelter (§281-2).

III. Residential Property

Code §281-3(B)(1) allows occupancy of a temporary camping vehicle or a temporary shelter **under very limited circumstances.** The most relevant limitations are that (1) the property owner must provide access to their dwelling's toilet and washing facilities; (2) no more than one temporary camping vehicle or temporary shelter may be occupied at one time on the property; and (3) the duration cannot exceed 30 days in any 12-month period.

Under this framework, camping on City-owned property is a violation of the Code of Ordinances, although the governing provision will vary depending on the type of property in question.

Additionally, the City's zoning regulations and the State's building code applies to any authorized camping location (campgrounds and/or authorized encampments). That regulatory framework is too extensive and situationally specific to enumerate here.

CITY OF BANGOR

Jennifer Gunderman, Director
Public Health & Community Services
Phone: 207-992-4550
Jennifer.gunderman@bangormaine.gov

To: City Council Workshop
From: Jennifer Gunderman, Director Public Health and Community Services
Date: January 6, 2026
RE: *Revised* Advisory Committee on Homelessness Models & Staff Recommendation

As Council has coalesced around the idea of creating an Advisory Committee to help advise Council on the City's strategy for homelessness response, staff have drafted the following recommended Committee structure.

An Advisory Committee on the topic of homelessness response is a strategy used nation-wide and as a result, there are numerous models for Bangor to pull from. City staff have review several models, some of which we highlight below, and have identified common themes that inform the following recommendation:

Staff Recommendation

- **Advisory Committee Composition** – The Advisory Committee should include local partners, leading experts, and a robust cross-section of the impacted community. Representatives of the City, local service providers, the expert community with experience both inside and outside of Bangor, individuals with current or recent lived experience, businesses, schools, property owners, and families should all have a role so that the needs of the entire Community are reflected in the Committee's work. Staff recommend the following:
    - The City of Bangor's Director of Public Health, who shall serve as Chair
    - The City of Bangor's Homeless Response Coordinator
    - An individual currently living with housing instability
    - An individual that is a landlord or represents the interests of landlords in the City
    - A Bangor business-owner impacted by the City's homelessness crisis
    - A resident of Bangor with school-aged children attending Bangor Schools
    - An at-large Bangor property owner
    - The Bangor Police Chief, or designee
    - The Bangor Fire Chief, or designee
    - A local service provider with experience managing a shelter for the unhoused population in Bangor
    - A local service provider that provides direct service outreach to the unhoused population in Bangor
    - A local service provider with experience providing mental health treatment or support to the unhoused population in Bangor
    - A local service provider with experience providing treatment or support to individuals that are unhoused and with substance use disorders
    - An individual with nationally or regionally recognized expertise in addressing homelessness outside of Penobscot County (we would recommend that Council consider authorize the City Manager to enter into a contract to compensate an expert)
    - The Chief Executive (or designee) of Northern Light EMMC, St. Joseph Healthcare, or Penobscot Community Health Center

- **Discrete Tasks with Time Limitation** – Rather than create an Advisory Committee with an ongoing role and an indeterminate length, we recommend that the Advisory Committee start with a discrete task and a firm deadline. Starting with a discrete and deadline driven task will serve to focus the Committee's work on the area that Council wishes the Committee to prioritize. Having a stated Committee expiration date will provide Council

CITY OF BANGOR

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with the opportunity to evaluate the effectiveness of the Committee and thoughtfully consider whether to request additional specific work from the Committee when and if the Committee is extended.

- **Initial Task** – We recommend that the initial task for the Committee be the creation of a strategic plan for the City's response to homelessness that is data driven, evidence informed, and that considers regional and structural coordination. Critical components will include specific strategies for homelessness prevention, encampment response, and other necessary City policies.
- **Plan Operationalization** – After the Advisory Committee establishes an initial strategic plan, it will be the role City staff (Homeless Response Coordinator) to ensure the action plan is operationalized.
- **Future Committee** Tasks - If Council determines that the Advisory Committee is effective, their existence could be extended with added tasks such as monitoring plan implementation, providing support and guidance on emerging issues, federal/state policy advocacy, completing gap analyses to inform City budget and grant funding decisions, and ongoing City policy review.

CITY OF BANGOR

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Background Information

City of Atlanta: The Atlanta City Council authorized the formation of a 90-Day Homelessness Task Force to critically examine the City's existing policies and procedures related to homelessness, with a key focus on creating standardized protocols for encampment decommissioning. The legislation designated 33 organizations and key City departments to serve on the Task Force, which includes nonprofit, faith based, advocacy, and government stakeholders.

The Task Force was facilitated by APD-Urban and structured into four topical subcommittees: (1) Standard Operating Procedures and Policies, (2) Medical and Mental Health, (3) Prevention and Diversion, and (4) Alternative and Emerging Solutions.

https://www.atlantaga.gov/government/mayor-s-office/the-mayor-s-cabinet/city-of-atlanta-90-day-homelessness-task-force

City of Dallas: Dallas created The Hope Taskforce. One of the leading organizations that led this effort, Housing Forward, is one of the most innovative and effective models for managing encampments and supporting folks who are experiencing unsheltered homelessness. Their Crisis Systems Senior Director, Hannah Sims (hannah.sims@housingforwardntx.org), has been a thought partner for Jena Jones, particularly during the Camp Hope closure. The group was tasked to be data-informed and to try to build consensus around a series of solutions to a complex problem.

About task force: https://dhantx.com/city-of-dallas-task-force/

Report: https://dallascityhall.com/government/Council%20Meeting%20Documents/hopetaskforcereport.pdf

City of Denver Task Force: Created a strategic plan for a collaborative approach to addressing homelessness.

Strategic Plan: https://www.denvergov.org/files/assets/public/v/1/housing-stability/documents/denver-housing-stability-action-plan-2025-eng-final.pdf

City of Lexington: This task force is charged with conducting a focused review of the city's emergency shelter system and programming and providing formal recommendations to the Mayor regarding strategic next steps. Their work should be grounded in the data and findings of the 2025 Emergency Shelter Study and informed by national best practices, local context and community input.

About the task force: Task Force on Homelessness | City of Lexington, Kentucky

City of Lowell: In Winter 2019 the City Manager formed a Task Force comprised of various community leaders to change how the City at large responds to growing homelessness, housing, and other associated issues. Under the guidance of a nationally renowned consultant, the Task Force determined a shift towards a "housing first" model would make the biggest impact on these collective problems.

About Task Force and Report: https://www.lowellma.gov/1354/Task-Force-on-Homelessness-and-Sustainab

CITY OF BANGOR

PLANNING DIVISION

COMMUNITY & ECONOMIC DEVELOPMENT

PLANNING BOARD AGENDA
TUESDAY, JANUARY 6, 2026, 7:00 P.M.
COUNCIL CHAMBERS, 1ST FLOOR OF CITY HALL, 73 HARLOW STREET

1. **Election of Officers**

2. **OLD BUSINESS**

   A. **Meeting Minutes** – December 16, 2025

   B. **Adoption of Findings & Decision for Map-Lot R21-009 – Pushaw Road**

3. **NEW BUSINESS**

   A. **Land Development Code Amendments**

      i. **To amend the Land Development Code by removing Ohio Street and State Street from the Minor Arterial Street definition and adding Ohio Street to the Major Arterial definition**

4. **OTHER BUSINESS**

   A. **Annual Training – Planning, Legal, & Stormwater**

   B. **Follow Up/Thoughts on Land Use Plan Updates**

   C. **Adjournment**

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CITY OF BANGOR
PLANNING DIVISION

COMMUNITY & ECONOMIC DEVELOPMENT

PLANNING BOARD MEMO
TUESDAY, JANUARY 6, 2026, 7:00 P.M.
COUNCIL CHAMBERS, 1ST FLOOR OF CITY HALL, 73 HARLOW STREET

1. Election of Officers

Officers are elected by first being nominated by a Board member. Multiple members may be nominated, and no second is needed. A Board member may choose not to be nominated. Once nominated, voting shall be by roll call vote.

2. OLD BUSINESS

A. Meeting Minutes – December 16, 2025

B. Adoption of Findings & Decision for Map-Lot R21-009 – Pushaw Road – A vote is needed to adopt these findings.

3. NEW BUSINESS

A. Land Development Code Amendments

i. To amend the Land Development Code by removing Ohio Street and State Street from the Minor Arterial Street definition and adding Ohio Street to the Major Arterial definition

a. This amendment would remove Ohio Street and State Street from the minor arterial street category and add Ohio Street to the major arterial category in the Land Development Code.

b. The criteria for major arterials are that they are “highways of regional significance with average annual daily traffic in excess of 10,000 vehicles and containing more than two lanes in at least some sections”. Ohio Street and State Street are included as minor arterials even though they meet some or all of the criteria of major arterials. State Street appears to be erroneously included as a minor arterial since it is also listed as a major arterial.

c. Not being listed as a major arterial impacts the land uses that can be developed on Ohio Street since quite a few uses are limited to major arterials. These land uses typically make sense on Ohio, but are currently prohibited

from being there. These discrepancies present a barrier for future development and don't align with the City's Comprehensive Plan.

d. The proposed change would introduce new uses to Ohio Street, depending on the zoning. The following is a list of uses that are restricted to major arterials in certain zones, along with the zones that restrict them in this way.

i. Nursing homes: URD-1, URD-2, LDR, HDR
ii. Boarding homes: URD-1, URD-2, LDR, HDR, RR&A
iii. Offices and community service organizations: M&SD
iv. Hospitals: G&ISD
v. Medical offices and clinics: G&ISD
vi. Large landscaping service businesses: RR&A
vii. Places of worship: URD-1, URD-2, LDR, HDR, RR&A
viii. Sales of farm products: RR&A
ix. Chemical dependency treatment facilities: G&ISD
x. Private schools, training facilities, and recreational uses: RR&A
xi. Secure Level IV residential care facility: G&ISD

e. This is a reminder that the Planning Board's action on Land Development Code amendments takes the form of a recommendation to City Council. The motion is constructed to recommend to the City Council that the proposed amendment ought to pass or ought not to pass. If the Board votes that it ought to pass, then the Council needs a majority to pass the amendment. If the Board votes that it ought not to pass, then the Council needs a super majority (2/3 vote) to pass the amendment.

4. OTHER BUSINESS

A. Annual Training – Planning, Legal, & Stormwater

B. Follow Up/Thoughts on Land Use Plan Updates

C. Adjournment

CITY OF BANGOR

PLANNING DIVISION

COMMUNITY & ECONOMIC DEVELOPMENT

PLANNING BOARD
TUESDAY, DECEMBER 16, 2025, 7:00 P.M.
COUNCIL CHAMBERS, 1ST FLOOR OF CITY HALL
73 HARLOW STREET

MEETING MINUTES

Board Members Present:

Chair Reese Perkins
Vice Chair Jonathan Boucher
Michael Bazinet
Ted Brush
Trish Hayes
Ken Huhn
Janet Sanborn Jonas

City Staff Present:

Matt Altiero, Planning Analyst
Anja Collette, Planning Officer
Jefferson Davis, City Engineer
Grace Innis, Assistant Solicitor

Chair Perkins called the meeting to order at 7:00 P.M.

OLD BUSINESS

1. **Meeting Minutes** – December 9, 2025

Member Huhn moved to approve the minutes of December 9, 2025, seconded by Member Brush. All voting members in favor, none opposed. Motion passed.

NEW BUSINESS

PUBLIC HEARING – LAND DEVELOPMENT PERMITS

2. **Land Development Permit – Major Site Development and Preliminary Subdivision – Pushaw Road – Map-Lot R21-009 –** Land Development Permit Application – Major Site Development and Preliminary Subdivision for development of a Tiny Home Park with 30 new homes including new drive, parking and all associated utilities located on Pushaw Road, Map-Lot R21-009, in the Low Density Residential (LDR) and Resource Protection (RP) Districts. Applicant/Owner: John Karnes.

Chair Perkins introduced the agenda item and asked Board members for any potential conflicts of interest – there were none.

Vice Chair Boucher moved that the Board find that the application was deemed complete on December 16, 2025, the applicant paid all applicable fees, and the proposed project is a Major Site Development and Preliminary Subdivision. Seconded by Member Bazinet. Roll call vote conducted – all in favor, none opposed. Motion passed.

Applicant Representative Shelly Lizotte, Artfiex, presented to the podium and provided an overview of the application.

Chair Perkins asked staff for any comments – there were none.

Chair Perkins asked the Board for any questions or comments.

Member Huhn commented on the possibility of offering a laundry facility – Applicant Representative Lizotte responded and discussed with Huhn that this was not a code requirement and that there were concerns about having sufficient well capacity to serve a laundry facility.

Vice Chair Boucher asked whether a fire pond is needed – Planning Officer Anja Collette responded and clarified that one was not required by the Fire Prevention Division. Applicant Representative Lizotte added clarification regarding the location of the closest fire hydrant, and also clarified that the development will not be connected to public water.

Chair Perkins asked about whether the site plans currently being reviewed are considered preliminary or final – Planning Officer Collette responded and clarified that the Code calls this stage “preliminary”, which is why the plans are labeled this way. Perkins also asked for clarification regarding the size of each tiny home lot – Applicant Representative Lizotte responded and clarified that each will be a minimum of 1,000sqft.

Vice Chair Boucher asked for additional clarification regarding a possible fire pond – Planning Officer Collette responded and clarified that the Fire Inspector had a typo in his email and meant to say “pond” rather than “point”.

Chair Perkins opened the public comments – there were none. Public comments closed.

Member Huhn moved that the Board find that, based on Exhibits 2 and 20, the applicant satisfied Land Development Code §165-33.1’s requirements surrounding Erosion and Sediment Control. Seconded by Member Jonas. Roll call vote conducted – all in favor, none opposed. Motion passed.

Member Bazinet moved that the Board find that, based on Exhibit 2, the applicant satisfied Land Development Code §165-36’s requirements surrounding minimum lot standards in shoreland areas and 165-68’s requirements for lot frontage. Seconded by Member Hayes. Roll call vote conducted – all in favor, none opposed. Motion passed.

Member Hayes moved that the Board find that, based on Exhibit 2, the applicant satisfied Land Development Code §165-37's requirements surrounding rules on setbacks, height, first-floor elevation, and area of primary and accessory structures in shoreland areas. Seconded by Member Bazinet. Roll call vote conducted – all in favor, none opposed. Motion passed.

Member Jonas moved that the Board find that, based on Exhibit 2, the applicant satisfied Land Development Code §165-42's requirements surrounding rules on roads and driveways in shoreland areas. Seconded by Member Brush. Roll call vote conducted – all in favor, none opposed. Motion passed.

Member Huhn moved that the Board find that, based on Exhibit 2, 14, 20, and 22, the applicant satisfied Land Development Code §165-43 and 50's requirements surrounding stormwater management and erosion and sedimentation control in shoreland areas. Seconded by Member Brush. Roll call vote conducted – all in favor, none opposed. Motion passed.

Member Brush moved that the Board find that, based on Exhibit 2, the applicant satisfied Land Development Code §165-49's requirements regarding clearing of vegetation for development in shoreland areas. Seconded by Vice Chair Boucher. Roll call vote conducted – all in favor, none opposed. Motion passed.

Vice Chair Boucher moved that the Board find that, based on Exhibit 2 and 4, the applicant satisfied Land Development Code §165-72 regarding the required number of parking spaces and §165-73's requirements regarding parking space location and screening. Seconded by Member Jonas. Roll call vote conducted – all in favor, none opposed. Motion passed.

Member Jonas moved that the Board find that, based on Exhibits 2, 4, 14, 16, and 20, the applicant satisfied Land Development Code §165-79 & 80, requiring adequate utility service, including public sewer, electricity, fire protection, provision for stormwater runoff, and lighting. Seconded by Member Bazinet. Roll call vote conducted – all in favor, none opposed. Motion passed.

Member Brush moved that the Board find that, based on Exhibit 2 and 14, the applicant satisfied the Land Development Code § 165-81 requiring appropriate lighting, in accordance with regulations on intensity, direction, and height. Seconded by Member Hayes. Roll call vote conducted – all in favor, none opposed. Motion passed.

Member Huhn moved that the Board find that, based on Exhibit 2, 14, and 16, the applicant satisfied the Land Development Code § 165-82 requiring adequate fire protection. Seconded by Member Bazinet. Roll call vote conducted – all in favor, none opposed. Motion passed.

Member Bazinet moved that the Board find that, based on Exhibit 2, the applicant satisfied the Land Development Code §165-83 requiring adequate electrical services. Seconded by Vice Chair Boucher. Roll call vote conducted – all in favor, none opposed. Motion passed.

Vice Chair Boucher moved that the Board find that, based on Exhibits 2, 14, and 20, the applicant satisfied the Land Development Code §165-84 requiring provisions for surface water and storm drainage. Seconded by Member Jonas. Roll call vote conducted – all in favor, none opposed. Motion passed.

Member Jonas moved that the Board find that, based Exhibits 2, 14, and 20, the applicant satisfied the Land Development Code §165-85 and §165-86 requiring submitting information of anticipated sanitary flow and compliance with sewer regulations. Seconded by Member Brush. Roll call vote conducted – all in favor, none opposed. Motion passed.

Member Brush moved that the Board find that, based on Exhibit 2, the applicant satisfied § 165-135 of the Land Development Code regarding height limits, floor area ratio, impervious surface ratio, and buffer yards. Seconded by Member Bazinet. Roll call vote conducted – all in favor, none opposed. Motion passed.

Member Hayes moved that the Board find that, based on the findings made in Parts 1 and 2 of Section IV of this document, the Project meets the requirements of § 165-99B for uses within the Low-Density Residential District (LDR). Seconded by Member Huhn. Roll call vote conducted – all in favor, none opposed. Motion passed.

Member Bazinet moved that the Board find that, based on Exhibits 2, 4-6, 14, 23-24, and 26-27 the applicant satisfied Land Development Code §165-128C(1)'s requirement that the subdivision shall meet the State of Maine guidelines for subdivision approval contained in 30-A M.R.S.A. § 4404. Seconded by Vice Chair Boucher. Roll call vote conducted – all in favor, none opposed. Motion passed.

Member Brush moved that the Board find that, based on Exhibit 2, the applicant satisfied Land Development Code §165-128C(2)'s requirement that the plat shall conform to existing zoning regulations regarding lot dimensions and areas. Seconded by Vice Chair Boucher. Roll call vote conducted – all in favor, none opposed. Motion passed.

Member Huhn moved that the Board find that, based on Exhibit 2, the applicant satisfied Land Development Code §165-128C(3)'s requirement that at least one side of every lot shall abut an improved public street, a Planning Board approved private street or a proposed public road, and §165-128C(4)'s requirements on the angle of side lot lines to street lines. Seconded by Member Jonas. Roll call vote conducted – all in favor, none opposed. Motion passed.

Member Jonas moved that the Board find that, based on Exhibit 2, the applicant satisfied Land Development Code §165-128C(6)'s requirement that all proposed streets shall provide connection with existing streets, §165-128C(7)'s requirement regarding the angle of street intersections, and §165-128C(10)'s requirements regarding street grades. Seconded by Member Hayes. Roll call vote conducted – all in favor, none opposed. Motion passed.

Member Hayes moved that the Board find that, based on Exhibit 2, the applicant satisfied Land Development Code §165-128C(13)'s requirements regarding the number and spacing of access drives. Seconded by Member Bazinet. Roll call vote conducted – all in favor, none opposed. Motion passed.

Member Brush moved that the Board find that, based on the findings made in Subsection 1 through 6 above, the preliminary plat contains all required information in §165-128C. Seconded by Member Bazinet. Roll call vote conducted – all in favor, none opposed. Motion passed.

Vice Chair Boucher moved that the Board find that, based on the findings made in Part 4 of Section IV of this document, the applicant satisfied Land Development Code §165-114A's requirement that the Project meets the subdivision criteria established under 30-A M.R.S.A. §4404, as it shall be amended, and the requirements of Article XVIII of the Land Development Code. Seconded by Member Jonas. Roll call vote conducted – all in favor, none opposed. Motion passed.

Member Bazinet moved that the Board find that, based on Exhibits 2, 4, 14, 16, and 20, the applicant satisfied Land Development Code §165-114B's requirement that the proposed parking and loading layout are arranged in a reasonable and safe configuration and §165-114C's requirement that all proposed access drives from the site to any public right-of-way are reasonably necessary and safe. Seconded by Member Hayes. Roll call vote conducted – all in favor, none opposed. Motion passed.

Member Huhn moved that the Board find that, based on Exhibits 2, 14, and 20, the applicant satisfied Land Development Code §165-114D's requirements regarding minimizing adverse effects from stormwater runoff and ensuring adequate stormwater collection capacity. Seconded by Member Jonas. Roll call vote conducted – all in favor, none opposed. Motion passed.

Member Jonas moved that the Board find that, based on Exhibits 2 and 14, the applicant satisfied Land Development Code §165-114E's requirement that the proposed outdoor lighting is designed to avoid unreasonable light pollution. Seconded by Member Huhn. Roll call vote conducted – all in favor, none opposed. Motion passed.

Member Brush moved that the Board find that, based on Exhibit 2, the applicant satisfied Land Development Code §165-114F's requirements for screening, landscaping, and tree preservation. Seconded by Vice Chair Boucher. Roll call vote conducted – all in favor, none opposed. Motion passed.

Vice Chair Boucher moved that the Board find that, based on Exhibit 2, the applicant satisfied Land Development Code §165-114G's requirement that the location of the buildings meet all required setbacks and are situated to avoid unreasonable adverse effects on adjacent properties or public rights-of-way. Seconded by Member Hayes. Roll call vote conducted – all in favor, none opposed. Motion passed.

Member Hayes moved that the Board find that, based on Exhibit 2 and 14, the applicant satisfied Land Development Code §165-114H's requirement that the development will not have an unreasonable adverse effect on significant wildlife habitat, and §165-114I's requirement that the development will not

have an unreasonable adverse effect on nearby water resources or the shoreline of such resources. Seconded by Member Huhn. Roll call vote conducted – all in favor, none opposed. Motion passed.

Member Bazinet moved that the Board find that, based Exhibits 2 and 4, the applicant satisfied §165-139 of the Land Development Code regarding development requirements for tiny home parks. Seconded by Member Hayes. Roll call vote conducted – all in favor, none opposed. Motion passed.

Member Jonas moved that the Board find that, based Exhibits 2, 4, 14, 20, and 23-25, the applicant satisfied §165-140 of the Land Development Code regarding utilities and accessory structures in tiny home parks. Seconded by Member Huhn. Roll call vote conducted – all in favor, none opposed. Motion passed.

Member Huhn moved that the Board find that the project meets the requirements for a Land Development Permit for a Major Site Development and Preliminary Subdivision and therefore, the Board grants the Land Development Permit for the proposed Project, contingent on the Project receiving final subdivision approval. Seconded by Member Brush. Roll call vote conducted – all in favor, none opposed. Motion passed.

OTHER BUSINESS

3. Follow-Up/Thoughts on Land Use Plan Updates

No discussion.

Member Huhn mentioned that Chair Perkins and Member Bazinet will be ending their terms with the Board at the end of the year, and thanked them for their service. Member Bazinet expressed gratitude for Chair Perkins' leadership.

Board members discussed the audio for the meetings and possible issues with this.

Vice Chair Boucher asked about voting on meeting minutes from tonight's meeting and signing project documents at the next meeting since two existing Board members will no longer be active – Planning Officer Anja Collette confirmed that all decisions and signatures will be valid with the five remaining Board members.

Meeting adjourned at 7:50 pm.

Respectfully submitted,

Sarah Maquillan,
Development Assistant
Planning Division

January 6, 2026

Bangor Planning Board

Findings and Decision

Applicant/Owner:	John Karnes 343 Hammond Street Bangor, Maine 04401
Agent:	Artfiex AE attn: Rayshelly Lizotte 175 Exchange Street Bangor, Maine 04401
Property Address:	Pushaw Road, Map-Lot R21-009
Zoning District:	Low-Density Residential and Resource Protection (LDR/RP)
Permit Request:	Land Development Permit for Major Site Development and Preliminary Subdivision
Description:	Proposal for the development of a tiny home park including 30 new homes, private drive, parking and associated utilities
Public Hearing Date:	December 16, 2025
Permitting Requirements:	§165-111A(6) & (7), §165-128, and §165-138
Board Members Present:	Chair Perkins, Vice Chair Boucher, and Members Bazinet, Brush, Hayes, Huhn, and Jonas
Board Vote:	Motion carried 7-0 to approve the Land Development Permit.

I. The Record

The Planning Board reviewed the following exhibits:

1. Land Development Permit application, submitted by Artifex on 06.27.2025
2. Final site plan set, submitted by Artfiex on 12.03.2025

3. Payment received by Planning staff on 07.01.2025
4. Project narrative, submitted by Artifex on 06.27.2025
5. Deed, submitted by Artfiex on 06.27.2025
6. Financial POA, submitted by Artfiex on 06.27.2025
7. Land Development Permit checklist, sent by Planning staff on 07.11.2025
8. Fire Prevention comments, received via email on 07.14.2025
9. Bangor Water District comments, received via email on 08.13.2025
10. Engineering comments, received via email on 08.15.2025
11. Fire Prevention comments, received via email on 09.25.2025
12. Engineering comments, received via email on 10.07.2025
13. Applicant response to Engineering comments, received via email on 10.07.2025
14. Applicant response to staff comments, received via email on 10.24.2025
15. Revised Land Development Permit checklist, sent by Planning staff on 10.28.2025
16. Fire Prevention sign-off, received via email on 11.05.2025
17. Applicant email re: stormwater, received on 11.05.2025
18. Engineering comments, received via email on 11.14.2025
19. Planning and Code Enforcement comments, received via email on 11.19.2025
20. Engineering sign-off, received via email on 12.01.2025
21. Additional Engineering comments, received via email on 12.03.2025
22. Stormwater maintenance plan, submitted by Artifex on 12.03.2025
23. Preliminary water supply application, submitted by Artifex on 12.04.2025
24. Letter from well driller, Lawrence Lord & Sons, Inc. submitted by Artifex on 12.04.2025
25. Response to Planning comments, received via email on 12.04.2025
26. Financial support letter, submitted by Artifex on 12.04.2025
27. Resume for Rayshelly Lizotte, submitted by Artifex on 12.04.2025
28. Fire requirement clarification sent by Fire Inspector 12.10.2025
29. List of abutters within 100ft of the subject property, generated by staff on 12.04.2025
30. Public notice sent to abutters within 100ft of the subject property on 12.04.2025
31. Notice of mailing by Planning Assistant Sarah Maquillan on 12.04.2025
32. Proof of advertisement run in the *Bangor Daily News* on 12.09.2025 and 12.11.2025

II. Project Description and Permit Requirements

The Project will consist of the development of a tiny home park including 30 new homes, private drive, parking and associated utilities.

The project will take place on Map-Lot R21-009, which is in the Low-Density Residential and Resource Protection Districts (LDR/RP), with proposed development solely in the Low-Density Residential District. As a tiny home park use in this district and a project that creates a private street, the proposed development must meet the requirements for Land Development Permit (§165-111.A(6)(7)), a major subdivision ((§165-128), and a Tiny Home Park ((§165-138(A)). The project also must meet the requirements of Articles II through XII and any applicable development standards of Article XIX of Chapter 165.

III. Procedural Background

1. The Application was deemed complete on December 16, 2025.
2. The Applicant paid all applicable fees (Exhibit 3).
3. The proposed Project is a Major Site Development and Preliminary Subdivision.

IV. Applicable Provisions and Findings

Part 1 – The Project meets the requirements of Articles II through XII

1. The Board finds that, based on Exhibits 2 and 20, the applicant satisfied Land Development Code §165-33.1's requirements surrounding Erosion and Sediment Control.

2. The Board finds that, based on Exhibit 2, the applicant satisfied Land Development Code §165-36's requirements surrounding minimum lot standards in shoreland areas and 165-68's requirements for lot frontage.

3. The Board finds that, based on Exhibit 2, the applicant satisfied Land Development Code §165-37's requirements surrounding rules on setbacks, height, first-floor elevation, and area of primary and accessory structures in shoreland areas.

4. The Board finds that, based on Exhibit 2, the applicant satisfied Land Development Code §165-42's requirements surrounding rules on roads and driveways in shoreland areas.

5. The Board finds that, based on Exhibit 2, 14, 20, and 22, the applicant satisfied Land Development Code §165-43 and 50's requirements surrounding stormwater management and erosion and sedimentation control in shoreland areas.

6. The Board finds that, based on Exhibit 2, the applicant satisfied Land Development Code §165-49's requirements regarding clearing of vegetation for development in shoreland areas.

7. The Board finds that, based on Exhibit 2 and 4, the applicant satisfied Land Development Code §165-72 regarding the required number of parking spaces and §165-73's requirements regarding parking space location and screening.

8. The Board finds that, based on Exhibits 2, 4, 14, 16, and 20, the applicant satisfied Land Development Code §165-79 & 80, requiring adequate utility service, including public sewer, electricity, fire protection, provision for stormwater runoff, and lighting.

9. The Board finds that, based on Exhibit 2 and 14, the applicant satisfied the Land Development Code § 165-81 requiring appropriate lighting, in accordance with regulations on intensity, direction, and height.

10. The Board finds that, based on Exhibit 2, 14, and 16, the applicant satisfied the Land Development Code § 165-82 requiring adequate fire protection.

11. The Board finds that, based on Exhibit 2, the applicant satisfied the Land Development Code §165-83 requiring adequate electrical services.

12. The Board finds that, based on Exhibits 2, 14, and 20, the applicant satisfied the Land Development Code §165-84 requiring provisions for surface water and storm drainage.

13. The Board finds that, based Exhibits 2, 14, and 20, the applicant satisfied the Land Development Code §165-85 and §165-86 requiring submitting information of anticipated sanitary flow and compliance with sewer regulations.

Part 2 – The Project meets the District Site Development Standards under Article XIX

The Board finds that, based on Exhibit 2, the applicant satisfied § 165-135 of the Land Development Code regarding height limits, floor area ratio, impervious surface ratio, and buffer yards.

Part 3 – The Project meets the requirements of § 165-99 – Low-Density Residential District (LDR)

The Board finds that, based on the findings made in Parts 1 and 2 of Section IV of this document, the Project meets the requirements of § 165-99B for uses within the Low-Density Residential District (LDR).

Part 4 – The Project meets the requirements of §165-128 – Major Subdivision

1. The Board finds that, based on Exhibits 2, 4-6, 14, 23-24, and 26-27 the applicant satisfied Land Development Code §165-128C(1)'s requirement that the subdivision shall meet the State of Maine guidelines for subdivision approval contained in 30-A M.R.S.A. § 4404.

2. The Board finds that, based on Exhibit 2, the applicant satisfied Land Development Code §165-128C(2)'s requirement that the plat shall conform to existing zoning regulations regarding lot dimensions and areas.

3. The Board finds that, based on Exhibit 2, the applicant satisfied Land Development Code §165-128C(3)'s requirement that at least one side of every lot shall abut an improved public street, a Planning Board approved private street or a proposed public road, and §165-128C(4)'s requirements on the angle of side lot lines to street lines.

4. The Board finds that, based on Exhibit 2, the applicant satisfied Land Development Code §165-128C(6)'s requirement that all proposed streets shall provide connection with existing streets, §165-128C(7)'s requirement regarding the angle of street intersections, and §165-128C(10)'s requirements regarding street grades.

5. The Board finds that, based on Exhibit 2, the applicant satisfied Land Development Code §165-128C(13)'s requirements regarding the number and spacing of access drives.

6. The Board finds that, based the findings made in Subsection 1 through 6 above, the preliminary plat contains all required information in §165-128C.

Part 5 – The Project meets the requirements of §165-114 – Land Development Approval Standards

1. The Board finds that, based on the findings made in Part 4 of Section IV of this document, the applicant satisfied Land Development Code §165-114A's requirement that the Project meets the subdivision criteria established under 30-A M.R.S.A. §4404, as it shall be amended, and the requirements of Article XVIII of the Land Development Code.

2. The Board finds that, based on Exhibits 2, 4, 14, 16, and 20, the applicant satisfied Land Development Code §165-114B's requirement that the proposed parking and loading layout are arranged in a reasonable and safe configuration and §165-114C's requirement that all proposed access drives from the site to any public right-of-way are reasonably necessary and safe.

3. The Board finds that, based on Exhibits 2, 14, and 20, the applicant satisfied Land Development Code §165-114D's requirements regarding minimizing adverse effects from stormwater runoff and ensuring adequate stormwater collection capacity.

4. The Board finds that, based on Exhibits 2 and 14, the applicant satisfied Land Development Code §165-114E's requirement that the proposed outdoor lighting is designed to avoid unreasonable light pollution.

5. The Board finds that, based on Exhibit 2, the applicant satisfied Land Development Code §165-114F's requirements for screening, landscaping, and tree preservation.

6. The Board finds that, based on Exhibit 2, the applicant satisfied Land Development Code §165-114G's requirement that the location of the buildings meet all required setbacks and are situated to avoid unreasonable adverse effects on adjacent properties or public rights-of-way.

7. The Board finds that, based on Exhibit 2 and 14, the applicant satisfied Land Development Code §165-114H's requirement that the development will not have an

unreasonable adverse effect on significant wildlife habitat, and §165-114I's requirement that the development will not have an unreasonable adverse effect on nearby water resources or the shoreline of such resources.

Part 6 – The Project meets the General Requirements under Article XX – Tiny Home Parks

1. The Board finds that based Exhibits 2 and 4, the applicant satisfied §165-139 of the Land Development Code regarding development requirements for tiny home parks.

2. The Board finds that based Exhibits 2, 4, 14, 20, and 23-25, the applicant satisfied §165-140 of the Land Development Code regarding utilities and accessory structures in tiny home parks.

V. Decision

The Board finds that the project meets the requirements for a Land Development Permit for a Major Site Development and Preliminary Subdivision and therefore, the Board grants the Land Development Permit for the proposed Project, contingent on the Project receiving final subdivision approval.

VI. General Permit Requirements:

A. This permit does not relieve the applicant from any other state or federal permits that may be required for the project.

B. **The Project must receive final subdivision approval before construction may begin.** At least 20 days prior to the Planning Board meeting at which consideration is desired and within 12 months of preliminary plan approval by the Planning Board, an application for major subdivision final plat approval must be filed with the Planning Division. Such final plans should conform substantially to the plans which received preliminary plan approval by the Planning Board.

C. No certificate of occupancy for any structure will be issued by the Code Enforcement Division until the property for which the certificate is sought is in compliance with all applicable regulations, including but not limited to building, zoning, and stormwater requirements. A temporary certificate of occupancy may be issued when necessary under the provisions of § 165-113G of the City's Land Development Code.

Failure to comply with the conditions listed above constitutes a violation of the Bangor Land Development Code as prescribed in Chapter 165-10G.

This If you should have any questions or desire further information, please do not hesitate to give the Planning Division a call at 207.992.4280.

Sincerely,

City of Bangor Planning Board

_____

_____

_____

_____

_____

_____

_____

CC: City of Bangor Planning Division

City of Bangor Code Enforcement Division

Building Permit and Certificate of Occupancy Checklist

Before applying for a Building Permit:

- The Project must receive final subdivision approval.

CITY COUNCIL ACTION

Council Meeting Date: December 22, 2025

Item No: 26-058

Responsible Dept: Planning

Action Requested: Ordinance Map/Lot: n/a

Title, Ordinance

Amending the Land Development Code, Section 165-13 Definitions to Remove Ohio Street and State Street from the Minor Arterial Street Definition and Add Ohio Street to the Major Arterial Definition

Summary

The Land Development Code currently defines certain streets as either major or minor arterial streets. The criteria for major arterials are that they are "highways of regional significance with average annual daily traffic in excess of 10,000 vehicles and containing more than two lanes in at least some sections". Ohio Street and State Street are included as minor arterials even though they meet some or all of the criteria of major arterials. State Street appears to be erroneously included as a minor arterial since it is also listed as a major arterial.

Not being listed as a major arterial impacts the land uses that can be developed on Ohio Street since quite a few uses are limited to major arterials. These land uses typically make sense on Ohio, but are currently prohibited from being there. These discrepancies present a barrier for future development and don't align with the City's Comprehensive Plan.

This amendment would remove Ohio Street and State Street from the minor arterial category and add Ohio Street to the major arterial category.

Committee Action

Committee: Planning Board Meeting Date: 1/6/2025

Action: For: Against:

Staff Comments & Approvals

City Manager
Director

City Solicitor

Finance

Introduced for: First Reading

CITY COUNCIL ORDINANCE

Date: December 22, 2025

Assigned to Councilor: Carson

ORDINANCE, Amending the Land Development Code, Section 165-13 Definitions to Remove Ohio Street and State Street from the Minor Arterial Street Definition and Add Ohio Street to the Major Arterial Definition.

Whereas, the Land Development Code currently defines certain streets as either major or minor arterial streets;

Whereas, Ohio Street and State Street are included as minor arterials even though they meet some or all of the criteria of major arterials, and State Street appears to be erroneously included as a minor arterial since it is also listed as a major arterial;

Whereas, not being listed as a major arterial impacts the land uses that can be developed on Ohio Street since quite a few uses are limited to major arterials;

Whereas, this amendment would remove Ohio Street and State Street from the minor arterial category and add Ohio Street to the major arterial definition;

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

The Land Development Code shall be amended as shown below:

§ 165-13 Definitions.

...

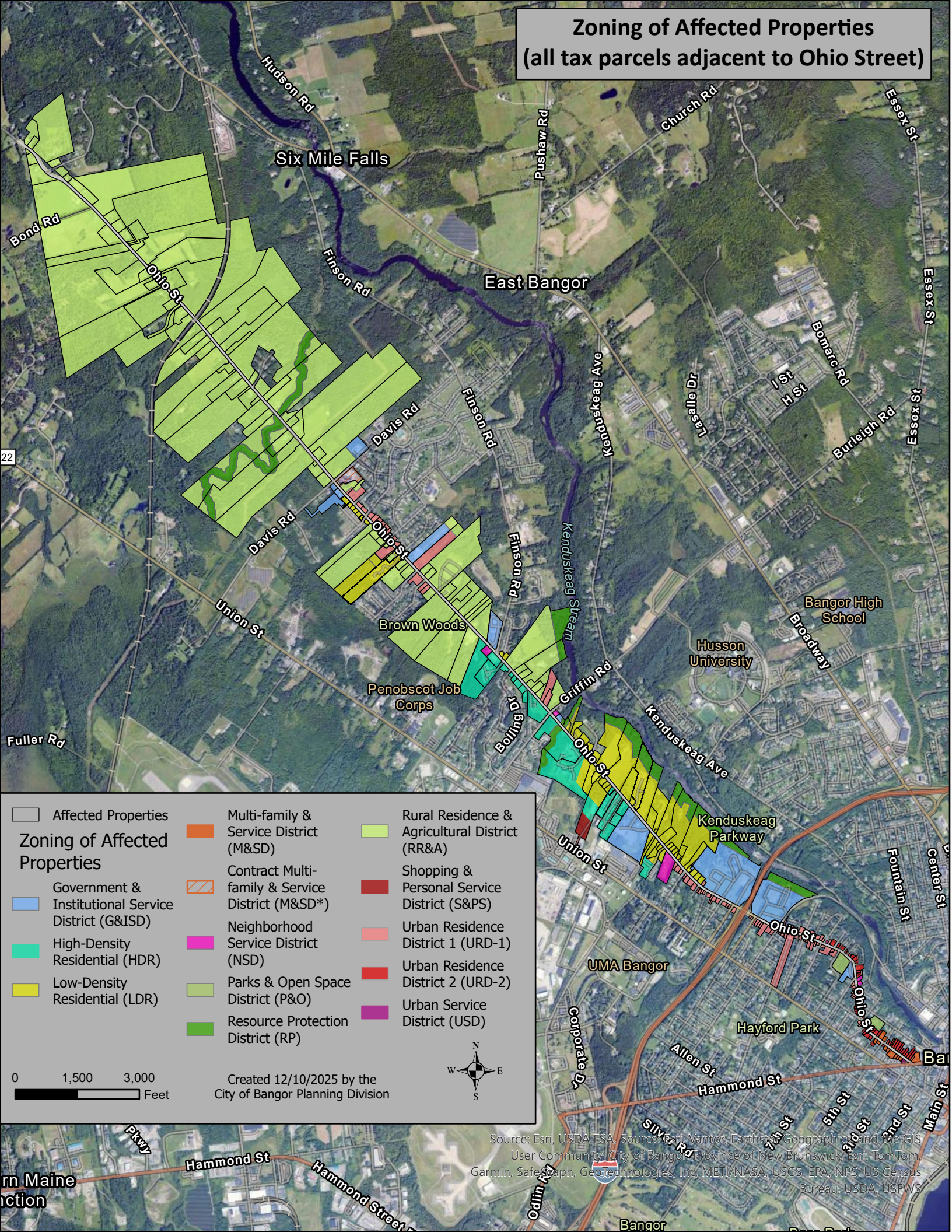
STREET, MAJOR ARTERIAL

Generally, a highway of regional significance with average annual daily traffic in excess of 10,000 vehicles and containing more than two lanes in at least some sections. Specifically, the following streets are to be considered major arterial streets in Bangor: Broadway, Hammond Street, Hogan Road, Main Street, Odlin Road, State Street, Stillwater Avenue, Ohio Street, and Union Street.

STREET, MINOR ARTERIAL

Generally, a street providing service for trips of moderate length, serving smaller geographic areas than major arterial streets, and offering connectivity to major arterial streets. Specifically, the following streets are to be considered minor arterial streets in Bangor: Mount Hope Avenue, Essex Street, Griffin Road, Kenduskeag Boulevard, ~~Ohio Street, State Street,~~ Maine Avenue, and Fourteenth Street.

Additions underlined, deletions ~~struck through~~


Zoning of Affected Properties
(all tax parcels adjacent to Ohio Street)
Six Mile Falls
East Bangor
Brown Woods
Penobscot Job Corps
Husson University
Bangor High School
Kenduskeag Parkway
UMA Bangor
Hayford Park
Hudson Rd
Bond Rd
Ohio St
Finson Rd
Davis Rd
Union St
Fuller Rd
Pushaw Rd
Church Rd
Essex St
Kenduskeag Ave
Kenduskeag Stream
Griffin Rd
Bolling Dr
Broadway
Lesalle Dr
I St
H St
Bomarc Rd
Burleigh Rd
Fountain St
Center St
Corporate Dr
Allen St
Hammond St
Silver St
7th St
5th St
3rd St
2nd St
Main St
Odlin Rd
Hammond Street
Bangor
Affected Properties
Zoning of Affected Properties
Government & Institutional Service District (G&ISD)
High-Density Residential (HDR)
Low-Density Residential (LDR)
Multi-family & Service District (M&SD)
Contract Multi-family & Service District (M&SD*)
Neighborhood Service District (NSD)
Parks & Open Space District (P&O)
Resource Protection District (RP)
Rural Residence & Agricultural District (RR&A)
Shopping & Personal Service District (S&PS)
Urban Residence District 1 (URD-1)
Urban Residence District 2 (URD-2)
Urban Service District (USD)
0 1,500 3,000
Feet
Created 12/10/2025 by the City of Bangor Planning Division
N
W
E
S
Source: Esri, USDA FSA, Source: Esri, Vantor, Earthstar Geographics and the GIS User Community, City of Bangor, Province of New Brunswick, Esri, TomTom, Garmin, SafeGraph, GeoTechnologies, Inc, METI/NASA, USGS, EPA, NPS, US Census Bureau, USDA, USFWS

CITY OF BANGOR

Please be advised that the Planning Board of the City of Bangor will hold a public hearing on Tuesday, January 6, 2026, beginning at 7 p.m. in the Council Chambers on the first floor of City Hall (73 Harlow Street) and will consider the following application:

Amending the Land Development Code, Section 165-13 Definitions to Remove Ohio Street and State Street from the Minor Arterial Street Definition and Add Ohio Street to the Major Arterial Definition.

To receive a copy of the proposed amendments or to submit comments, please call 207.992.4257 or email planning@bangormaine.gov. Please submit any comments by 4 p.m. on January 5, 2026. Interested parties can also make an appointment by email or phone to meet with Planning Division staff. Bangor City Hall is open to attend the meeting in person. Interested parties may also attend the meeting on Zoom. Zoom details are published on the city's website (bangormaine.gov) on the home page under Public Meetings and Events. While members of the public will still be allowed to watch the meeting via Zoom, they will not be allowed to actively participate and provide comments via Zoom. The meeting may also be streamed live via the City of Bangor's YouTube page; however, comments are not enabled on this page. Please call our office if you have questions about the process or participation in the hearing process.

Anja Collette
Planning Officer

December 24, 30, 2025

CITY OF BANGOR
Planning Division

COMMUNITY & ECONOMIC DEVELOPMENT

Date: December 18, 2025

Dear Property Owner:

The Bangor City Council is considering a change to the definitions of major and minor arterial streets in the Land Development Code by changing Ohio Street from a Minor Arterial to a Major Arterial. **You are receiving this notice because you own property that is located on Ohio Street or abuts property located on Ohio Street and would therefore be affected by this change (a map is attached showing the properties located on Ohio Street). Receiving this letter does *not* mean that a particular project is being proposed near your property.**

In advance of the Planning Board's **public hearing on this proposal scheduled for Tuesday, January 6, 2026, beginning at 7:00 p.m. in the First Floor Council Chambers of Bangor City Hall (73 Harlow Street)**, we wanted to provide a summary of the proposal that will be considered:

What is a major arterial street?

A major arterial street as defined in the Land Development Code is "Generally, a highway of regional significance with average annual daily traffic in excess of 10,000 vehicles and containing more than two lanes in at least some sections. Specifically, the following streets are to be considered major arterial streets in Bangor: Broadway, Hammond Street, Hogan Road, Main Street, Odlin Road, State Street, Stillwater Avenue and Union Street." The proposed change adds Ohio Street to this list.

What does this change mean for Ohio Street?

The proposed change would introduce new uses to Ohio Street, depending on the zoning. The following is a list of uses that are restricted to major arterials in certain zones, along with the zones that restrict them in this way. Again, receiving this letter does *not* mean that a particular project is being proposed near your property. An attached map shows the zoning for each parcel along Ohio Street, but some parcels may be hard to see due to the size.

- Nursing homes: URD-1, URD-2, LDR, HDR
- Boarding homes: URD-1, URD-2, LDR, HDR, RR&A
- Offices and community service organizations: M&SD
- Hospitals: G&ISD
- Medical offices and clinics: G&ISD
- Large landscaping service businesses: RR&A
- Places of worship: URD-1, URD-2, LDR, HDR, RR&A
- Sales of farm products: RR&A
- Chemical dependency treatment facilities: G&ISD
- Private schools, training facilities, and recreational uses: RR&A
- Secure Level IV residential care facility: G&ISD

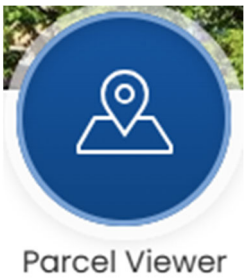
URD-1 (Urban Residence District 1)
URD-2 (Urban Residence District 2)
LDR (Low-Density Residential District)
HDR (High-Density Residential District)
RR&A (Rural Residence & Agricultural District)
M&SD (Multifamily & Service District)
G&ISD (Government & Institutional Service District)

***See next page for additional information**

Many of the listed uses are conditional uses for their zone. Conditional uses are reviewed at a higher standard than permitted uses. In addition to the review that is required for by-right uses, building details, appropriateness for the neighborhood, and traffic analyses are other areas of the Planning Boards review for conditional uses.

What do these new uses mean?

These new uses are not allowed on the entirety of Ohio Street. The uses would be dependent on what zone they are in. To find what zone a property is in, please visit our online parcel viewer. This can be found on the main page of the city website (https://bangormaine.gov/) after clicking on the icon labeled "Parcel Viewer". Once you are on the parcel viewer, you can click the first icon on the bottom row that looks like a white magnifying glass in a blue circle and search the property. You can then view the pop-up that will tell you what the zoning on the parcel is.



To find out more about the uses in each zone, you can go to the City website, click on "YOUR GOVERNMENT" and click on "Code of Ordinances" on the left side of the screen. Once you get there, you can use the search bar on the top of the website to search for the zone. **If you have any questions, please call us at 207-992-4257.**

What is the public process for considering this change?

The Planning Board will hear a presentation of this proposal from staff, ask questions, and take comments from the public in the audience as part of a public hearing on January 6, 2026 at 7:00 PM. The Board then votes to recommend the City Council to either pass or deny the change. The City Council makes the final decision, which is expected to occur on January 12, 2026 at their regular meeting beginning at 7:00 PM.

For any questions or to submit comments, any interested party can email planning@bangormaine.gov or call the office at 207.992.4257. **To submit comments in writing, please email planning@bangormaine.gov or mail to 73 Harlow Street, Bangor, ME 04401. Please submit comments before 4 pm on January 5, 2026.** Interested parties can also make an appointment by email or phone to meet with Planning Division staff in person or on Zoom.

The public is welcome to attend the meeting in person or by Zoom. While members of the public will still be allowed to watch the meeting via Zoom, they will not be allowed to actively participate and provide comments via Zoom. Zoom details can be found at the city's website under www.bangormaine.gov/calendar. The Planning Board meeting may be streamed live via the City of Bangor's YouTube page; however, comments that are posted on the YouTube livestream are not monitored during the meeting.

Please call our office at 207-992-4257 if you have questions about the process or participation in the hearing process.

Planning Division
City of Bangor
207-992-4257
planning@bangormaine.gov

Owners of Affected Properties

Owner *	Owner 2	Owner Address 1	Owner Address 2
20 SABLE RIDGE, LLC		C/O RITA BAGLIANI PO BOX 584	PARKMAN ME 04443
417, LLC		213 WEBSTER AVENUE	BANGOR ME 04401
592 OHIO STREET TRUST	DODGE CAPITAL LLC, TRUSTEE	1908 THOMAS AVENUE	CHEYENNE WY 82001
ADAMS CAROLYN		PO BOX 987	BANGOR ME 04402-0987
ALBERT ALLEN		2090 OHIO STREET	BANGOR ME 04401
ALLEN PATRICK D	ALLEN ERICA S	2126 OHIO STREET	BANGOR ME 04401
ANDERSON AMY B	GAGNE RAYSHELL	14 BRIGHTON AVENUE	BANGOR ME 04401
ANDRADE-FALLS KRISTINA MAY		1424 OHIO ST	BANGOR ME 04401
ANDREWS MARY E		826 OHIO STREET # 8	BANGOR ME 04401
ASKJ PROPERTIES, LLC		97 BROADLAWN DRIVE	BREWER ME 04412
ASPROGIANNIS, STEVE & ELLIE	MAKRIS GEORGE K	2 B GRIFFEN ROAD	LONDONDERRY NH 03053
AUXIER SANDRA		826 OHIO STREET UNIT 16	BANGOR ME 04401
B&L PROPERTIES LLC		PO BOX 539	OLD TOWN ME 04468
BACK 40 BUILDERS LLC		1411 ESSEX STREET	BANGOR ME 04401
BAKER JAMIE N		374 OHIO STREET	BANGOR ME 04401
BAKER REAL ESTATE, LLC		360 EASTERN AVENUE	BREWER ME 04412
BANGOR ASSISTED LIVING LLC		C/O HAWTHORN SENIOR LIVING LLC 9310 NE VANCOUVER MALL DRIVE SUITE 20	VANCOUVER WA 98662
BANGOR CHILDREN'S HOME		C/O HILLTOP SCHOOL 218 OHIO STREET	BANGOR ME 04401
BANGOR CITY OF		ATTN BANGOR HOUSING AUTHORITY 161 DAVIS ROAD	BANGOR ME 04401
BANGOR CITY OF		ATTN PARKS & REC DEPT 73 HARLOW STREET	BANGOR ME 04401
BANGOR CITY OF		ATTN ENGINEERING C/O CHERI 73 HARLOW STREET	BANGOR ME 04401
BANGOR ESTATES, LLC		PO BOX 2670	BANGOR ME 04402-2670
BANGOR HOUSING AUTHORITY		161 DAVIS ROAD	BANGOR ME 04401
BANGOR HOUSING DEVELOPMENT CORP		161 DAVIS ROAD	BANGOR ME 04401
BARD AARON		287 OHIO STREET APT 3	BANGOR ME 04401
BARNES GABRIEL J		200 BIRCH STREET	BANGOR ME 04401
BARR STEPHEN		263 MOUNTFORD ROAD	NORTH YARMOUTH ME 04097
BARRIOS JEDES		826 OHIO STREET UNIT #3	BANGOR ME 04401
BARRY JOHN P	BARRY JEAN M	2307 OHIO STREET	BANGOR ME 04401
BEACON OF HOPE CHURCH OF GOD		C/O PHILLIPS R, PREBLE B & SANDHEIMER 1612 OHIO STREET	BANGOR ME 04401
BEAUREGARD COURTNEY LEE		11 OHIO STREET	BANGOR ME 04401
Beede Sr Kenneth J	Beede Tina M	2519 Ohio St	Bangor ME 04401
BELLEAU ALAN L	BELLEAU GUADALUPE A	3201 W PHILADELPHIA LANE	TUCSON AZ 85741
BIANCHI SALVATORE J		15 GABBY LANE	GLENBURN ME 04401
BITHER DENISE M		1434 OHIO STREET UNIT 21	BANGOR ME 04401
BLAIS KATHLEEN A		21 WELLESLEY WAY	BANGOR ME 04401
BLANCHARD JANET L		880 OHIO STREET	BANGOR ME 04401
BOHM EMILY C		369 OHIO ST	BANGOR ME 04401
BOOKER MATTHEW R		10 PINE LEDGE ROAD	BANGOR ME 04401
BOUCHARD NICHOLAS		638 OHIO STREET	BANGOR ME 04401
BOURBON JR THOMAS E	MACKINTOSH ELIZABETH A	576 OHIO STREET	BANGOR ME 04401
BOWDEN REBECCA S		35 MT DESERT DR	BANGOR ME 04401
BRALEY GLENDON		PO BOX 196	MAPLETON ME 04757
BRIDGES MEAGAN R		404 OHIO STREET	BANGOR ME 04401
BRIGGS JONATHAN	FOX-BRIGGS CHERYL E	195 LAKESIDE LANDINGS	GLENBURN ME 04401
BRONSON JR RICHARD BURR		37 OHIO STREET	BANGOR ME 04401
BROWN DAMON A		1434 OHIO STREET UNIT 24	BANGOR ME 04401
BROWN ELIZABETH ARLENE	UPHAM AARON ARTHUR	10 WELLESLEY WAY	BANGOR ME 04401
BROWN JAMIE N		826 OHIO ST APT 11	BANGOR ME 04401
BRUNS CHARLES		371 UNION STRET	BANGOR ME 04401
BURBY GREGORY L	BURBY HANNAH E	227 HORNBEAM WAY	BANGOR ME 04401
BURKE DALE W	BURKE ANDREA E	1506 OHIO STREET	BANGOR ME 04401
BUSHEY DAN		145 STATE STREET	BANGOR ME 04401
BUSSE NICK E		176 OHIO ST	BANGOR ME 04401
BUTTERFIELD MARK D		1770 OHIO STRRET	BANGOR ME 04401
CALDWELL ROBERT M	CALDWELL ILYSE N	2511 OHIO STREET	BANGOR ME 04401
CAMPBELL MAXINE Y	CAMPBELL ARNETT B	37 WELLESLEY WAY	BANGOR ME 04401
CANOE CREEK, LLC		70 BETTON STREET	BREWER ME 04412
CARISTI ROSA M		1434 OHIO STREET UNIT 30	BANGOR ME 04401
CARTER SR DALE E	CARTER FAYE M	1434 OHIO STREET UNIT 40	BANGOR ME 04401
CARUSO EVELYN M	KNOWLES LORI-ANN	961 OHIO STREET	BANGOR ME 04401
CASEY NATHAN	CASEY LINDSAY	468 OHIO STREET	BANGOR ME 04401
CATELL, BRIAN S & LORRAINE C	CATELL, CASEY M & FITZPATRICK, TAMA C	681 OHIO STREET	BANGOR ME 04401
CAVANAUGH THOMAS	CAVANAUGH CYNTHIA	8 VICTORIA WAY	HAMPDEN ME 04444

CELIBERTI DAVID A		PO BOX 1964	HOBOKEN NJ 07030
CHAISSON CHRISTINE E		2283 OHIO STREET	BANGOR ME 04401
CHAPUT LYNNAE S		403 OHIO STREET	BANGOR ME 04401
CHASE SYLVIA M	THORPE AMY M	1139 OHIO STREET	BANGOR ME 04401
CHEN CHENG	CHEN ANDY	7 WELLESLEY WAY	BANGOR ME 04401
CHESHAM CAPITAL MANAGEMENT, LLC		C/O ZACHARY D JONES REGISTERED AGENT 34 VISTA LANE	GLENBURN ME 04401
CHIEM BINH TAN	HUYNH MY NGOC	213 OHIO STREET	BANGOR ME 04401
CLARK DESI-RAE		1973 OHIO STREET	BANGOR ME 04401
CLARK JOHN W	CLARK LISA J	670 OHIO STREET	BANGOR ME 04401
CLARK JUSTIN OLIVER	CLARK AMANDA	132 HAYNES AVENUE	ELLSWORTH ME 04605
COBB TIMOTHY C	COBB MICHELLE M	1373 OHIO ST	BANGOR ME 04401
COFFIN SUSAN		1316 MAIN ROAD	EDDINGTON ME 04428
COLEMAN LOREN	COLEMAN JENNIFER W	261 OHIO STREET	BANGOR ME 04401
COLLINS RYAN J		1494 OHIO STREET	BANGOR ME 04401
COLONIAL PINES MHP, LLC		C/O MAINE REAL ESTATE MANAGEMENT PO BOX 1193	BANGOR ME 04402-1193
COMMONSENSE HOUSING INC		15 RIVERSIDE DRIVE	EDDINGTON ME 04428
COMMUNITY HOUSING OF MAINE, INC		1 CITY CTR STOP 4	PORTLAND ME 04101-4009
COMSTOCK CHAD A		2244 OHIO STREET	BANGOR ME 04401
CONSTANTINE JOSEPH M	CONSTANTINE KATHLEEN A	300 HAMMOND STREET	BANGOR ME 04401
CONSTRUCTIVE PROPERTY SOLUTIONS, LLC		164 GREENPOINT ROAD	BREWER ME 04412
CORMIER SANDRA M		1406 OHIO STREET	BANGOR ME 04401
CORSA ROBERT		1470 OHIO STREET	BANGOR ME 04401
COSTELLO VINCENT F		44 LILY ROCK ROAD	CORINNA ME 04928
COTHIA LAFORTUNE S		243 OHIO STREET	BANGOR ME 04401
COTTER EDWARD F	COTTER LINDA K	1083 OHIO STREET	BANGOR ME 04401
COUNTY PROPERTIES, LLC		PO BOX 196	MAPLETON ME 04757
COVENTRY STACEY R		1887 OHIO STREET	BANGOR ME 04401
COX KERRY M	COX DEBORAH	667 OHIO ST	BANGOR ME 04401
COX SARA J		826 OHIO STREET APT 14	BANGOR ME 04401
CRABTREE ANTHONY P	CRABTREE KATE W	560 OHIO STREET	BANGOR ME 04401
CRESPO GUILLERMO J	BALLESTAS LOREN Y	981 OHIO STREET	BANGOR ME 04401
CUTLER LENDING LLC		247 ISLAND BEACH ROAD	WELLS ME 04090
CUTLER LENDING, LLC		247 ISLAND BEACH ROAD	WELLS ME 04090
CYR WADE J		1434 OHIO STREET UNIT 19	BANGOR ME 04401
DAIGLE DONNA MAE		17 SUNNYFIELD DRIVE	FORT KENT ME 04743
DAIGLE GRACE		1434 OHIO STREET UNIT 6	BANGOR ME 04401
DALL DIANE T		1120 OHIO ST	BANGOR ME 04401
DAVIS GYASI A		510 OHIO STREET	BANGOR ME 04401
DAVIS SCARLETT D		33 UPLAND ROAD	BREWER ME 04412
DAVIS ROAD SENIOR HOUSING LIMTED PARTNERSHIP		161 DAVIS ROAD	BANGOR ME 04401
DELANO JOSHUA R		2004 OHIO STREET	BANGOR ME 04401
DEMERITT DAVID	LEES LORETTA CONWAY	18 UNVERSITY PLACE	ORONO ME 04473
DEMPSEY CRAIG R		1961 OHIO STREET	BANGOR ME 04401
DEYONE MICHELLE R		550 OHIO STREET	BANGOR ME 04401
DIEBOLD CHRISTINA P		1434 OHIO STREET UNIT 42	BANGOR ME 04401
DIEBOLD THOMAS		1434 OHIO STREET UNIT #44	BANGOR ME 04401
DIONNE ALLISON		700 OHIO STREET	BANGOR ME 04401
DIONNE MARK W	DIONNE DIANE L	577 OHIO STREET	BANGOR ME 04401
DORR ANDREW C	DORR KRISTINA	1434 OHIO ST UNIT 39	BANGOR ME 04401-2781
DOYON RAOUL A	DOYON MARY A	617 OHIO STREET	BANGOR ME 04401
DRAPER LYNN	DRAPER CRAIG	826 OHIO STREET UNIT 15	BANGOR ME 04401
DUNCAN & LAUREN CROWLEY, TRUSTEES	CROWLEY TRUST	1587 FIRE THORN LAKES DRIVE	SARASOTA FL 34240
DUPUIS KALEIGH M		2015 OHIO STREET	BANGOR ME 04401
DYER SHELLY M	DYER BRAD H	1263 OHIO STREET	BANGOR ME 04401
Eastern Maine Healthcare Systems		c/o AP DEPT. INFOR CONTRACT #4030 43 WHITING HILL RD., SUITE 350	BREWER ME 04412
EASTERN MAINE MEDICAL CENTER		C/O AP DEPT. CHOM 43 WHITING HILL RD STE 350	BREWER ME 04412
ELLIOT WILLIAM A	ELLIOT JOYCE L	1262 OHIO STREET	BANGOR ME 04401
ELLIS JEREMY J	ELLIS KEVY R	701 OHIO STREET	BANGOR ME 04401
EPP ZACHERY MITCHELL		1434 OHIO STREET UNIT 43	BANGOR ME 04401
EVANS CLARENCE P	EVANS GLORIA JEAN	826 OHIO STREET UNIT #12	BANGOR ME 04401
EWT LLC 10		ATTN: SANDY HAMILTON 99 FISHERVILLE ROAD	CONCORD NH 03303-1020
EWT, LLC 10		ATTN: SANDY HAMILTON 99 FISHERVILLE ROAD	CONCORD NH 03303 1020
FARAH ELIZABETH J	FARAH KATHLEEN A	1699 OHIO STREET	BANGOR ME 04401
FAROOQ SAIMA	NAWAZ MUHAMMAD ASIF	1434 OHIO STREET UNIT 46	BANGOR ME 04401
FINTECH SALES, LLC		260 DEATH VALLEY ROAD	MINOT ME 04258

FORNEY GEOFFREY DAVID		2100 OHIO STREET	BANGOR ME 04401
FORTIN THOMAS M	FORTIN THERESA R	2 SEVENTEENTH ST	BANGOR ME 04401
FRENCH EDWARD B	O'LOUGHLIN FRENCH JANE C	826 OHIO STREET #10	BANGOR ME 04401
FRESH START INC		100 CENTER STREET	BANGOR ME 04401
FULL SAIL PROPERTIES LLC		PO BOX 206	ELLSWORTH ME 04605-0206
FYE BARBARA CAMPBELL		PO BOX 1047	BANGOR ME 04402-1047
GALLANT JOSEPH F		826 OHIO STREET UNIT 9	BANGOR ME 04401
GAMBLE BETTY G		1420 OHIO STREET	BANGOR ME 04401
GAMMONS ROBERT L	GAMMONS FRANCES I	623 OHIO ST	BANGOR ME 04401
GASTIA RONALD K		1868 OHIO STREET	BANGOR ME 04401
GAVETT BETTY LOU		150 MATTESON ROAD	EXETER ME 04435
GOLDING WILLIAM E		PO BOX 2815	BANGOR ME 04402-2815
GOSS, JEFFREY & MASSEY, MARY-SUE PER REPS	GOSS, BETSY C HEIRS OF	850 OHIO STREET	BANGOR ME 04401
GOULD DAVID F TRUST THE U/A		C/O JASON MILLER PER REP 2204 OHIO STREET	BANGOR ME 04401
GRANDMONT PEARL E		1434 OHIO STREET UNIT 26	BANGOR ME 04401
GREEN PINE TREE PROPERTIES, LLC		1434 OHIO STREET UNIT 46	BANGOR ME 04401
GRENIER CURTIS R		30 BRIGHTON AVENUE	BANGOR ME 04401
GUERNSEY MATTHEW A		5 BIRCHWOOD AVENUE	BANGOR ME 04401
HACHEY KAREN R		1434 OHIO STREET UNIT 29	BANGOR ME 04401
HAGERMAN ELIZABETH		983 OHIO STREET	BANGOR ME 04401
HANSEN THOMAS	TRAFTON ANDREA	688 OHIO STREET	BANGOR ME 04401
HANSON DEBORAH		15 WELLESLEY WAY	BANGOR ME 04401
HARMONY REALTY, LLC		674 MT HOPE AVENUE SUITE 2	BANGOR ME 04401
HARRIMAN DONALD K		362 OHIO ST	BANGOR ME 04401
HARRIMAN WAYNE H	HARRIMAN DOROTHY	40 BROADLAWN DRIVE	BREWER ME 04412
HARRIS JOHN		501 ESSEX ST #1	BANGOR ME 04401-3935
HART PROPERTIES LLC		PO BOX 559	CARMEL ME 04419
HASKELL SCOTT D	CRABTREE ROBIN J	1474 OHIO STREET	BANGOR ME 04401
HATCH BRANDON D		1956 OHIO STREET	BANGOR ME 04401
HERMON JUNCTION CORPORATION		542 TROY ROAD	DETROIT ME 04929
HERSEY BRADFORD N	NUANCHAN-HERSEY UTUMPORN	1523 OHIO STREET	BANGOR ME 04401-2327
HIGGINS SHAWN J	HIGGINS JESSE M	96 OHIO STREET	BANGOR ME 04401
HILL HEAVEN JEAN	BRIDGES EVAN JAMES	34 WELLESLEY WAY	BANGOR ME 04401
HOBBS BRITTNY J	HOBBS PAYTTON R	791 OHIO ST	BANGOR ME 04401
HOLMAN WALTER N	HOLMAN VICTORIA J	1448 OHIO STREET	BANGOR ME 04401
HOPKINS MICHAEL R	HOPKINS HEATHER	2072 OHIO STREET	BANGOR ME 04401
HOUSING AUTHORITY OF THE CITY OF BANGOR		161 DAVIS ST	BANGOR ME 04401
HOWE JENNIFER	HOWE ARTHUR	284 SHETUCKET TPKE	VOLUNTOWN CT 06384
HOYT FLOYD E	HOYT BETTY C	15 SARATOGA AVENUE	BANGOR ME 04401
HUCKINS PHILIP E		75 SILVER RD	BANGOR ME 04401
HUNT SAMUEL	HUNT STEPHEN	38 COLBY ST UNIT # 4	COLEBROOK NH 03576
INTEGRITY PROPERTY INVESTMENTS, LLC		PO BOX 244	HOLDEN ME 04429-0244
JAB INVESTMENTS LLC		PO BOX 1193	BANGOR ME 04402
JACKSON AARON R	JACKSON JAMIE	1129 OHIO STREET	BANGOR ME 04401
JENKINS RONALD E		796 OHIO ST	BANGOR ME 04401
JGT2 LLC		205 WEBSTER AVENUE	BANGOR ME 04401
JOHN T CYR & SONS, INC		PO BOX 368	OLD TOWN ME 04468
JOHNS CHARLES M	WILLIS JUDITH L	151 OHIO STREET	BANGOR ME 04401
JOHNSON MARY HELEN		1434 OHIO STREET UNIT 1	BANGOR ME 04401
JOHNSON TARA		640 OHIO STREET	BANGOR ME 04401
JOHNSTON TRACY E	JOHNSTON AMY S	1688 OHIO STREET	BANGOR ME 04401
JONES ANDREW A	DONOVAN CLAIRE E	246 SEVENTH STREET	BANGOR ME 04401
Joshua D & Katy Jo Conover, Trustees	Joshua & Katy Conover Revocable Trust	1989 OHIO STREET	BANGOR ME 04401
KARNES JOHN T		343 HAMMOND STREET	BANGOR ME 04401
KARNES III JOHN T	KARNES LAURIE A	343 HAMMOND STREET	BANGOR ME 04401
KAVALEC GREGORY	MARTIN VICTORIA E	826 OHIO STREET UNIT #4	BANGOR ME 04401
KCH INVESTMENTS, LLC		56 PARKWAY NORTH	BREWER ME 04412
KEELER ENTERPRISES, LLC		C/O JASMINE PRISCILLA KEELER PER REP 6 DUQUETTE DRIVE	ALTON ME 04468
KEH REALTY, LLC		559 UNION STREET	BANGOR ME 04401
KEIM ANGELA GILLADOGA		721 OHIO STREET	BANGOR ME 04401
KELLY BRITTNEY	OAKES CYNTHIA	572 OHIO STREET	BANGOR ME 04401
KELLY SARAH A		1564 OHIO STREET LOT #4	BANGOR ME 04401
KESSLER MICHELLE A		611 OHIO STREET	BANGOR ME 04401
KETCHUM JACOB M	KETCHUM ARIEL	1660 OHIO STREET	BANGOR ME 04401
KEYSER DIANA		1434 OHIO STREET UNIT 41	BANGOR ME 04401

KIMBALL VICKIE MARIE		42 WELLESLEY WAY	BANGOR ME 04401
KREITZER ROBERT E	KREITZER BARBARA G	1672 OHIO ST	BANGOR ME 04401
LABO SAM W		661 OHIO ST	BANGOR ME 04401
LABREE BERNARD L		28 DRUILLETTE STREET	OLD TOWN ME 04468
LANE JR RODNEY P	LANE PAIGE A	2487 OHIO STREET	BANGOR ME 04401
LANSBERRY JESSICA D		44 BRIGHTON AVENUE	BANGOR ME 04401
LARGAY CYNTHIA	LARGAY THEODORE	826 OHIO STREET UNIT 21	BANGOR ME 04401
LAROCHELLE CAROLYN	LAROCHELLE JACQUES G	2101 OHIO ST	BANGOR ME 04401
LEAL JOSEPH	LEAL ERICA	1333 OHIO STREET	BANGOR ME 04401
LEAR STEVEN A	LEAR CECILIA G T	344 OHIO STREET	BANGOR ME 04401
LEAVITT ELIZABETH G	SLOAN PHILIP B	57 OHIO STREET #3	BANGOR ME 04401
LEE GRANT R		826 OHIO STREET UNIT #2	BANGOR ME 04401
LEE JENNIFER J		1035 OHIO STREET	BANGOR ME 04401
LEE PHILIP P		20 BRIGHTON AVENUE	BANGOR ME 04401
LEVANT RENTALS INCORPORATED		PO BOX 581	HOLDEN ME 04429
LEVASSEUR BRITTANY A		80 STARLING DRIVE	BANGOR ME 04401
LEVESQUE ANGELIA M	BRONSON JR RICHARD B	37 OHIO STREET	BANGOR ME 04401
LEVESQUE CYNTHIA A		2145 OHIO STREET	BANGOR ME 04401
LIBBEY ROBERT D		255 W 94TH STREET APT 11-O	NEW YORK NY 10025
LIBBY MARGARET B		6 FOURTEENTH ST	BANGOR ME 04401
LIBERTY KENNETH BENEDICT		355 CENTER STREET	BANGOR ME 04401
LICATA LAUREN A	SHAW III WILLIAM	1069 OHIO STREET	BANGOR ME 04401
LITTLE GARYSON S	LITTLE MISAO	1582 OHIO STREET	BANGOR ME 04401
LMB, LLC		27 LINCOLN STREET	BREWER ME 04412
Loretta F. Toder Revocable Trust dtd 12/2/97	Richard S. Toder Trust dtd 6/2/21	27 CROMWELL DRIVE	ORONO ME 04473
LR SMITH FARMS, LLC		2377 OHIO STREET	BANGOR ME 04401
LYNNE CHERYL A	LYNNE JR ROBERT S	354 OHIO STREET	BANGOR ME 04401
MABERRY MICHAEL ROBERT	POLING ELISABETH ANNE	13 THOMAS HILL ROAD	BANGOR ME 04401
MABVADYA TORINA		1434 OHIO STREET UNIT 3	BANGOR ME 04401
MACDONALD SCOTT	MACDONALD COURTNEY	2176 OHIO ST	BANGOR ME 04401
MADORE HEATHER		1434 OHIO ST UNIT 15	BANGOR ME 04401
MAINE STATE GRANGE, P. OF H.		36 ANTHONY AVENUE SUITE 102	AUGUSTA ME 04330
MALLORY-MACDONALD KYLE J	MALLORY-MACDONALD KELSEY-LYNN A	21 BEAN ESTATES	BANGOR ME 04401
MANGAWANG CHRISTINE		826 OHIO STREET #13	BANGOR ME 04401
MARCOTTE JAMES A	MARCOTTE LAURIE A	398 OHIO STREET	BANGOR ME 04401
MARQUIS KIM C		1495 OHIO ST	BANGOR ME 04401
MARSH KURTIS		1671 HAMMOND STREET	HERMON ME 04401
MARTIN CHARLES W	MARTIN MICHAEL D	4484 FOUNTAINS DRIVE	LAKE WORTH FL 33467
MARTIN MARY M		1818 OHIO STREET	BANGOR ME 04401
MCDADE E MATTHEW		1434 OHIO STREET UNIT 4	BANGOR ME 04401
MCDONALD CORY P	MCDONALD KRISTIN	1894 OHIO STREET	BANGOR ME 04401
MCDONALD SEAN P	MCDONALD DENISE A	546 OHIO STREET	BANGOR ME 04401
MCGLAUFLIN DAVID E		1503 OHIO STREET	BANGOR ME 04401
MCGRAW DOUGLAS E	MCGRAW RACHEAL MARIE	15 WILBUR DRIVE	HAMPDEN ME 04444
MCKAY JOHN		637 OHIO STREET	BANGOR ME 04401
MCKAY JR JOHN E		637 OHIO STREET	BANGOR ME 04401
MCLAUGHLIN SCOTT A	MCLAUGHLIN TINA M	P O BOX 592	BANGOR ME 04402 0592
MCLAUGHLIN, BROOKE & TURNER, THOMAS JAMES	MCLAUGHLIN HEIDI	77 STARLING DRIVE	BANGOR ME 04401
MCPHERSON SHEILA A	MCPHERSON NEIL C	1366 OHIO STREET	BANGOR ME 04401
MELANSON LOIS E		732 BENNOCH ROAD	OLD TOWN ME 04468-5507
MERKEL ANNE D		298 OHIO STREET	BANGOR ME 04401
MERRITT PAULA J		446 OHIO ST	BANGOR ME 04401
MESSIAH BAPTIST CHURCH		985 UNION STREET	BANGOR ME 04401
METELL MIA E	MCELARNEY CAROL E	271 OHIO STREET APT 2	BANGOR ME 04401
MIKALUMA LLC		72 DILLINGHAM STREET	BANGOR ME 04401
MILLER JR ROBERT J		731 OHIO STREET #2	BANGOR ME 04401
MILLER, JASON PER REP	GOULD, ELIZABETH MARGARET HEIRS OF	2204 OHIO STREET	BANGOR ME 04401
MITCHELL-WHITE LISA	DEVOSS MARY E	2413 OHIO STREET	BANGOR ME 04401
MORIN-SMITH LOUISE R		1541 OHIO ST	BANGOR ME 04401
MORRISON GARY W	MORRISON BILLEE	12 BEAN ESATES	BANGOR ME 04401
MOUNTAIN BRANDEN	MOUNTAIN SIOBHAN	338 OHIO STREET	BANGOR ME 04401
MUNCH III JAMES C		1434 OHIO STREET UNIT 32	BANGOR ME 04401
MURRAY DYLAN	CROTEAU HAILEY	394 OHIO STREET	BANGOR ME 04401
MURRAY GISELA U		1434 OHIO STREET UNIT 13	BANGOR ME 04401
NAGLE KENNETH P	NAGLE KIMBERLY I	1821 OHIO STREET	BANGOR ME 04401

NASON DARREN E	NASON DACIA W	112 FRANKLIN PLACE UNIT A1	BANGOR ME 04401
NAWAZ MUHAMMAD ASIF		1434 OHIO STREET UNIT 46	BANGOR ME 04401
NEALE STEPHEN T	NEALE JENNIFER L	12 APPLE LANE	BANGOR ME 04401
NEILSON NEILS C		826 OHIO STREET UNIT 19	BANGOR ME 04401
NELSON, ARLENE D PER REP	NELSON, JAMES E HEIRS OF	208 EXETER ROAD	CORINNA ME 04928
NEWMAN PAUL W	NEWMAN JR FREDERIC S	64 ROYAL RD	BANGOR ME 04401
NEWTON LOIS E		1130 OHIO STREET	BANGOR ME 04401
NFI NORTH INC		PO BOX 417 40 PARK LANE	CONTOOCOOK NH 03229
NGUYEN DAN M		1472 OHIO STREET	BANGOR ME 04401
NGUYEN MY THI	HUYNH ANH TAN	26 WELLESLEY WAY	BANGOR ME 04401
NICHOLS LAUREN W	HAAG MATTHEW M	374 LINWOOD AVENUE	NEWTON MA 02460
NICKERSON KEITH L		1271 OHIO STREET	BANGOR ME 04401
NICKERSON RICHARD M	NICKERSON DAWN P	39 CORTLAND CIRCLE	BANGOR ME 04401
NORTH HAVEN, INC		PO BOX 196	MAPLETON ME 04757
NOYES GREGORY R		302 OHIO STREET	BANGOR ME 04401
OGAN ABIGAIL C		1434 OHIO STREET UNIT 12	BANGOR ME 04401
OHI		203 MAINE AVENUE	BANGOR ME 04401
OHIO LEASING, LLC		PO BOX 788	BREWER ME 04412
OKUTORO RAPHAEL K	OKUTORO FRANCES K	1556 OHIO STREET	BANGOR ME 04401
OLIVER CRAIG D		108 FULLER ROAD	HERMON ME 04401
O'MARA SEAN STILLMAN	O'MARA KELLY	422 OHIO STREET	BANGOR ME 04401
OUELLETTE FRANKLIN L		PO BOX 173	MILO ME 04463-0173
PARDY SCOTT E		720 KENDUSKEAG AVENUE	BANGOR ME 04401
PASQUINE KARYN		PO BOX 1839	BANGOR ME 04402 1839
PELLETIER JOSEPH EDWARD	PELLETIER ELLEN MARIE	2265 OHIO STREET	BANGOR ME 04401
PENOBSCOT CHRISTIAN SCHOOL ASSOCIATION		1423 OHIO ST	BANGOR ME 04401
PERKINS SCOTT ALAN		2292 OHIO STREET	BANGOR ME 04401
PHENIX REALTY LLC		16 EVERGREEN DRIVE	HAMPDEN ME 04444
PHILBRICK JOHN C	PHILBRICK PAULA W	2509 CHINQUAPIN ROAD	PROSPECT VA 23960
PLATT BERNARD JAMES		375 OHIO STREET	BANGOR ME 04401
PLUMMER JOSEPH W	HIGGINS EMI A	826 OHIO STREET #6	BANGOR ME 04401
POIRIER RODERICK		4616 KITSAP WAY	BREMERTON WA 98312
POMEROY JESSE NATHANIEL		178 OHIO STREET	BANGOR ME 04401
PORTER GREGORY A	SMITH-PROTER EILEEN L	1849 OHIO STREET	BANGOR ME 04401
POTTLE JONATHAN A		253 OHIO STREET	BANGOR ME 04401
PRATT DANIEL G	PRATT CHANTELLE M	1309 OHIO ST	BANGOR ME 04401
PRAY STEPHEN P	PRAY TINA M	372 FINSON ROAD	BANGOR ME 04401
PROULX, CHRISTOPHER M &	CODERRE-PROULX ANNETTE	2111 EXETER ROAD	EXETER ME 04435
PTE III, LLC		PO BOX 2221	BANGOR ME 04402-2221
R & B REALTY LLC		PO BOX 22	ORONO ME 04473
RANCOURT RONALD L	RANCOURT BONNIE L	702 OHIO ST	BANGOR ME 04401
REDMOND TAMARA T	REDMOND LINWOOD J	626 OHIO STREET	BANGOR ME 04401
RESIDENT (CP 336098)		1765 OHIO ST	BANGOR ME 04401
RESIDENTIAL HOLDINGS LLC		PO BOX 1601	SCARBOROUGH ME 04070
REXLEY PROPERTY MANAGEMENT LLC		147 FIFTEENTH STREET	BANGOR ME 04401
RICHARDS CHRISTINA		397 OHIO STREET	BANGOR ME 04401
RICKER DONALD E	RICKER CLAUDIA M JT	945 OHIO STREET	BANGOR ME 04401
ROBINSON GARY		341 OHIO STREET	BANGOR ME 04401
ROBINSON GARY M		341 OHIO STREET	BANGOR ME 04401
ROCKIEBAER LLC		35 STREAMSIDE LANE	BANGOR ME 04401
ROCKNHOUSE, LLC		PO BOX 465	MAPLETON ME 04757-0465
ROGER P & SALLY J LYCETTE IRREVOCABLE TRUST	STEVEN P LYCETTE TRUSTEE	PO BOX 2506	BANGOR ME 04402-2506
ROGERS TIMOTHY A		PO BOX 190	EAST ORLAND ME 04431-0190
ROMAN CATHOLIC BISHOP OF PORTLAND		217 YORK ST	BANGOR ME 04401
ROYAL ESTATES, LLC		413 PUDDLEDOCK ROAD	CHARLESTON ME 04422
RUSH LYNN M		1912 OHIO STREET	BANGOR ME 04401
RUSSELL HOLLYRAE	RUSSELL DERIC	647 OHIO STREET	BANGOR ME 04401
RYAN CRAIG R		834 OHIO STREET	BANGOR ME 04401
RYAN ROBERT D	RYAN KIMBERLEY A	2496 OHIO STREET	BANGOR ME 04401
SANBORN JANE D		416 OHIO ST	BANGOR ME 04401
SANFORD DEREK B	SANFORD DEBORAH ANN	10 BIRCHWOOD AVENUE	BANGOR ME 04401
SAUCIER BRUCE R		15 CARDINAL WAY	BANGOR ME 04401
SAUCIER JOSHUA M		PO BOX 1111	BANGOR ME 04402
SCHNECK FAMILY IRREVOCABLE TRUST DTD 10/24/18	KATHERINE A SCHNECK, TRUSTEE	2078 OHIO STREET	BANGOR ME 04401
SCLASS HOMES, LLC		1299 CHASE ROAD	VEAZIE ME 04401

SCOTT EDWARD J		PO BOX 421	KAILUA KONA HI 96745-0421
SCRIPTURE RICKY	SCRIPTURE SUSAN	PO BOX 203	LEVANT ME 04456-0203
SEAVEY DONALD A		18 JAMES STREET	BANGOR ME 04401
SELLARS PAUL		598 OHIO STREET	BANGOR ME 04401
SEVERANCE ELLEN L		817 OHIO ST	BANGOR ME 04401
SEVIGNY SANDRA L		1434 OHIO STREET UNIT #14	BANGOR ME 04401
SMALL RYAN T		PO BOX 1258	SOUTHWEST HARBOR ME 04679
SMALL TIMOTHY W		59 WING STREET	BANGOR ME 04401
SMITH BARBARA B		826 OHIO STREET #7	BANGOR ME 04401
SMITH DANIEL	SMITH HEATHER	1397 OHIO STREET	BANGOR ME 04401
SORG ROBERT L	SORG SUSAN T	846 OHIO STREET	BANGOR ME 04401
SORG SARAH	SORG SUSAN T	858 OHIO STREET	BANGOR ME 04401
ST. ANDRE HOME INC		PO BOX 2373	BANGOR ME 04402-2373
ST. LOUIS RICHARD F		PO BOX 927	BREWER ME 04412
STAM PARTNERS, LLC		29 NORTH STREET	BANGOR ME 04401
STANLEY, KIMBERLY ANN & CHANNELL, MELISSA S	OGDEN RONALD J	C/O BYRON OGDEN 2150 OHIO STREET	BANGOR ME 04401
STRATER CHAD		385 PENNEY ROAD	NEW GLOUCESTER ME 04260
STROUT ELAINE L		1434 OHIO STREET UNIT #45	BANGOR ME 04401
STURDEE MICHAEL	STURDEE JOYCE	31 WELLESLEY WAY	BANGOR ME 04401
TAPLEY SHANNON E	TAPLEY NATHAN T	239 OHIO STREET	BANGOR ME 04401
TARR FRED W	TARR PATRICE D	655 OHIO ST	BANGOR ME 04401
TEKELENBURG TY		236 FALVEY STREET	BANGOR ME 04401
THE BARN TRUST DTD 8-30-2013	THOMAS ROBERT A	2183 OHIO STREET	BANGOR ME 04401
The Rock Church Of Greater Bangor		1195 OHIO STREET	BANGOR ME 04401
THE THOMAS & SONIA RUSSELL LIVING TRUST DTD 4/24/1	THOMAS A & SONIA E RUSSELL CO-TRUSTEE	17417 HAMPTON FALLS TERRACE	LAKEWOOD RANCH FL 34202
THERIAULT PERRY E		1793 OHIO ST	BANGOR ME 04401
THERIAULT WILLIAM	THERIAULT JENNIFER A	1111 OHIO STREET	BANGOR ME 04401
THOMAS CAROL P		PO BOX 2310	BANGOR ME 04402-2310
THOMAS PAULA B	THOMAS GARY J	593 SOUTH ROAD	HOLDEN ME 04429
TIBBETTS DOUGLAS H	TIBBETTS BARBARA A	2468 OHIO STREET	BANGOR ME 04401
TODD KEVIN M	TODD KRISTA A	39 BRIGHTON AVENUE	BANGOR ME 04401
TOOLE ELLEN		385 OHIO STREET	BANGOR ME 04401
TOWLE MARCIA J	TOWLE PATRICIA A	1434 OHIO STREET UNIT 5	BANGOR ME 04401
TRACY ROGER E		1297 OHIO ST	BANGOR ME 04401
TRAN LUAT		8 BRIGHTON AVENUE	BANGOR ME 04401
TURNER JULIA S		826 OHIO STREET UNIT 1	BANGOR ME 04401
TURNER ROBERT M	TURNER LISA A	240 SMITH ROAD	HERMON ME 04401
TURNER PROPERTY HOLDINGS, LLC		240 SMITH ROAD	HERMON ME 04401
VALENCE ROLAND HAWK		213 GROVE ST	BANGOR ME 04401
VANDEZ KAITLYN E		3 LAKEVIEW DRIVE	HOLDEN ME 04429
VANIDESTINE TERRIE		1882 OHIO STREET	BANGOR ME 04401
VANIDESTINE TERRIE B		1882 OHIO STREET	BANGOR ME 04401
VENTI MICHAEL A		36 BRIGHTON AVENUE	BANGOR ME 04401
VERSANT POWER		ATTN PROPERTY TAX DEPARTMENT PO BOX 932	BANGOR ME 04402-0932
VICKERS LORI ANNE		1434 OHIO STREET UNIT 28	BANGOR ME 04401
VOANNE PROPERTY CORPORATION		14 MAINE STREET SUITE 100	BRUNSWICK ME 04011
VOORHEES MARTHA NORTHROP		1595 OHIO STREET	BANGOR ME 04401
WABANAKI HEALING AND RECOVERY, LLC		PO BOX 1356	BANGOR ME 04402-1356
WALKER MALCOLM C	WALKER BIANCA J	37 SUPERIOR DR	CARIBOU ME 04736
WARDWELL-TRICKEY, LLC		84 SUNSET AVENUE APT B	HAMPDEN ME 04444
WEEKS ELWIN R		PO BOX 1881	BANGOR ME 04402-1881
WEIR PATRICK J	FRANCIS LILLIAN D	176 COURT STREET	BANGOR ME 04401
WHEATON SHARON A		42 PATTERSON ROAD	HAMPDEN ME 04444
WHITE RENEE C	WHITE MICHAEL E	1570 OHIO STREET	BANGOR ME 04401
WHITTY G HELENE		PO BOX 296	BANGOR ME 04402 0296
WHITTY JAMES F		PO BOX 296	BANGOR ME 04402-0296
WILCOX ELLIOTT J		38 BURLEIGH ROAD	BANGOR ME 04401
WILLETTE MATTHEW		PO BOX 2638	BANGOR ME 04402-2638
WILLETTE JR JAMES H	WILLETTE CAROLE M	2018 OHIO ST	BANGOR ME 04401
WILLEY STEVEN	WILLEY SUPHATSA	54 DARTMOUTH STREET	BANGOR ME 04401
WILLIAMS ANN MARIE		1434 OHIO STREET UNIT 23	BANGOR ME 04401
WILLIAMS SUSAN	WILLIAMS MICHAEL	1856 OHIO STREET	BANGOR ME 04401
WILLIAMS JR HAROLD D	WILLIAMS RHONDA A	720 OHIO ST	BANGOR ME 04401
WINCHELL BONNIE L		12 JAMES ST	BANGOR ME 04401
WINCHENBACH BRANDON J		1434 OHIO STREET UNIT 38	BANGOR ME 04401

WINKS PROPERTIES, LLC		PO BOX 1538	BANGOR ME 04402-1538
WINNIER -OCIEPKA BRITTANY E		1043 OHIO STREET	BANGOR ME 04401
Winterfell Sunbury Village (ME) Owner, LLC		c/o NorthStar Realty Finance Corp 399 Park Avenue 18th Floor	New York NY 10022
WOITUN JOACHIM	BAEZA ANNA MARIA	PO BOX 1662	BANGOR ME 04402
WRIGHT SR RICHARD L	WRIGHT DONNA K	693 OHIO ST	BANGOR ME 04401
YAGOW GEORGE C	WEDGWOOD JOHN W	1873 OHIO STREET	BANGOR ME 04401
YEHLE GRACE K	YEHLE JEREMY D	440 OHIO STREET	BANGOR ME 04401

Owners of Abutting Property to Affected Properties

Owner *	Owner 2	Owner Address 1	Owner Address 2
125 GARLAND STREET, LLC		819 ESSEX STREET	BANGOR ME 04401
39 WESTLAND STREET LLC		ATTN: THOM DILLON PO BOX 8441	RICHMOND VA 23226
ALBERT ALLEN		2090 OHIO STREET	BANGOR ME 04401
ALLEN ELAINA H	ALLEN TERRY L	40 NELSON STREET	BANGOR ME 04401
ALLEY JUSTIN D	ALLEY SARAH J	40 BEAN ESTATES	BANGOR ME 04401
ANDERSON AMY B	GAGNE RAYSHELL	14 BRIGHTON AVENUE	BANGOR ME 04401
ANNE MARIE VICKERS QUIN REVOCABLE TRUST	ANNE MARIE VICKERS QUIN TRUSTEE	11 CHATHAM ST	BANGOR ME 04401
ASIAN PALACE II		C/O LISA CHAN 431 ESSEX ST	BANGOR ME 04401
AWALT KRISTINA		330 DAVIS ROAD	BANGOR ME 04401
B&L PROPERTIES LLC		PO BOX 539	OLD TOWN ME 04468
B33 BANGOR II LLC		9330 W SAHARA AVE SUITE 270	LAS VEGAS NV 89117
BABCOCK HEATHER J		15 DANA DRIVE	BANGOR ME 04401
BADGER BRIDGETTE H	DRAKE JASON K	10 HUDSON STREET	BANGOR ME 04401
BAILEY RACHEL	BAILEY KERMIT	19 CHERRY LANE	BANGOR ME 04401
BALLINGALL ROBERT A		94 COURT STREET	BANGOR ME 04401
BANGOR CITY OF		ACCT. PAYABLE SCHOOL DEPT. 73 HARLOW STREET	BANGOR ME 04401
BANGOR CITY OF		PUBLIC WORKS 73 HARLOW STREET	BANGOR ME 04401
BANGOR CITY OF		ATTN ENGINEERING C/O CHERI 73 HARLOW STREET	BANGOR ME 04401
BANGOR CITY OF		ATTN PARKS & REC DEPT 73 HARLOW STREET	BANGOR ME 04401
BANGOR ESTATES, LLC		PO BOX 2670	BANGOR ME 04402-2670
BANGOR HOUSING AUTHORITY		161 DAVIS ROAD	BANGOR ME 04401
BANGOR PROPERTY MANAGEMENT, LLC		197 CENTER DRIVE	ORRINGTON ME 04474
BARON JOSHUA J	CARTER CLARICE L	1789 OHIO STREET	BANGOR ME 04401
BASTEY MONICA		411 SAWYER ROAD	HAMPDEN ME 04444
BATTY DIANE K		46 BUNKER LANE	BANGOR ME 04401
BEAL RONALD B		28 KATAHDIN STREET	BANGOR ME 04401
BEATHAM DANIEL	CARRIER-BEATHAM HANNAH	2897 ROUTE 2	HERMON ME 04401
BELL COLEEN M	GRISWOLD STEVEN R	15 CHERRY LANE	BANGOR ME 04401
BENEDICT EDWARD	SCHREIBER KARA	44 JAMES ST	BANGOR ME 04401
BENEDIX ROBERT	BENEDIX MEREDITH	31 LANGLEY STREET	BANGOR ME 04401
BIKORIMANA GUY		603 BOG ROAD	HERMON ME 04401
BISHOP JEFFREY	BISHOP HEATHER C	18 15TH STREET	BANGOR ME 04401
BISKUP THOMAS I		36 STARLING DRIVE	BANGOR ME 04401
BLAIS KATHLEEN A		21 WELLESLEY WAY	BANGOR ME 04401
BRAGG AMY L		30 TYLER AVENUE	BANGOR ME 04401
BRAGG DAVID E	BRAGG SHARON L	39 BIRCHWOOD AVENUE	BANGOR ME 04401
BRIDGES MEGAN C		16 BEECHER PARK	BANGOR ME 04401
BRIGGS PATRICIA J		17 BAILEY STREET	BANGOR ME 04401
BRIGGS JR ROBERT S	BRIGGS JORI-LYNN	21 BEAN ESTATES	BANGOR ME 04401
BROWN MARTIN A		P O BOX 2545	BANGOR ME 04402 2545
BUNKER WAYNE A	BUNKER GAELYN R	42 DOE DRIVE	BANGOR ME 04401
BURKE NUTSA		16 NOLAN ROAD	HOLDEN ME 04429
BUSHWAY CHRISTOPHER A	BUSHWAY KERRY L	20 STONE STREET	BANGOR ME 04401
CAMERON DOROTHY M	CAMERON EILEEN M	62 STARLING DRIVE	BANGOR ME 04401
CAMERON KAITLYN J		38 CARDINAL WAY	BANGOR ME 04401
CAMPBELL MAXINE Y	CAMPBELL ARNETT B	37 WELLESLEY WAY	BANGOR ME 04401
CANUCK INVESTMENTS LLC		22 FAIRWAYS	BANGOR ME 04401
CARR RICHARD DAVIS	CARR RAYNA	39 DOE DRIVE	BANGOR ME 04401
CARTER MICHAEL	CARTER JASMIN	28 JAMES STREET	BANGOR ME 04401
CENTRAL MAINE & QUEBEC RAILWAY U.S. INC		MCKENZIE SHAW 427 W. 12TH STREET	KANSAS MO 64105
CHAPMAN JR RALPH W	JENNY IVAN P	17 JAMES STREET	BANGOR ME 04401
CHEN CHENG	CHEN ANDY	7 WELLESLEY WAY	BANGOR ME 04401
CLARK JACK H	PARDES URTUBIA	69 WILEY STREET	BANGOR ME 04401

COMMUNITY HOUSING OF MAINE, INC		1 CITY CTR STOP 4	PORTLAND ME 04101-4009
COMMUNITY REAL ESTATE SOLUTIONS, LLC		47 MAIN STREET SUITE 200	BANGOR ME 04401
CONTINO JAMES L	CONTINO NANCY ADAMS-	56 BUNKER LANE	BANGOR ME 04401
CORMIER MAUREEN G		8 OLD ORCHARD DRIVE	BANGOR ME 04401
COTE STACY T	COTE CHANDRA D	38 DOE DRIVE	BANGOR ME 04401
COUMMUNITY HOUSING OF MAINE INC		95 HIGH STREET 3RD FLOOR	PORTLAND ME 04101
COURT STREET PARK LLC		107 COURT STREET	BANGOR ME 04401
COWING CINDY L	COWING MICHAEL T	18 CHATHAM STREET	BANGOR ME 04401
CRAIG BARBARA		18 FREMONT STREET	BANGOR ME 04401
CROWLEY DUNCAN		1587 FIREHORNE LAKES DRIVE	SARASOTA FL 34240
CUMMINGS THOMAS M	CUMMINGS AMERICA M JT	134 PINE LEDGE ROAD	BANGOR ME 04401
CUNIO DAVID C	CUNIO BARBARA A	12 STARLING DRIVE	BANGOR ME 04401
CURRIER DARREN		32 SUNNY HOLLOW PL	BANGOR ME 04401
CYR ALAN J	CYR BARBARA J	20 WESTLAND ST	BANGOR ME 04401
CYR, JEAN M PER REP	CYR, ANTHONY M HEIRS OF	133 STATE STREET	MILLINOCKET ME 04462
DAFFRON THOMAS A	COLLINS SUSAN M	51 PINE LEDGE ROAD	BANGOR ME 04401
DAVIS ABIGAIL	DAVIS GREGORY	11 HANNIBAL STREET	BANGOR ME 04401
DAVIS GLENN L	DAVIS GERALDINE S	71 STARLING DRIVE	BANGOR ME 04401
DAY ERIC	RIOUX KATHERINE	129 FINSON ROAD	BANGOR ME 04401
DAY ERIC E	RIOUX KATHLEEN H	153 FINSON ROAD	BANGOR ME 04401
DELANO JOSHUA		2004 OHIO STREET	BANGOR ME 04401
DEROO PHILIP J		24 KINEO STREET	BANGOR ME 04401
DEROO III PHILIP JAMES		24 KINEO STREET	BANGOR ME 04401
DES PROPERTIES LLC		40 HIGH STREET	BANGOR ME 04401
DESJARDINS WAYNE		13 BIRCHWOOD AVE	BANGOR ME 04401
DETOUR CHRISTOPHER S	DETOUR STACY J	19 WILEY STREET	BANGOR ME 04401
DOUCETTE MICHAEL J	DOUCETTE VICKI	125 REEVES ROAD	BRADFORD ME 04410
DOYON RAOUL A	DOYON MARY A	617 OHIO STREET	BANGOR ME 04401
DRISKO BRIAN S		24 TYLER AVENUE	BANGOR ME 04401
DUNTON RONALD A	DUNTON DONNA M	42 YANKEE AVENUE	BANGOR ME 04401
DYSART ETHAN J	DYSART LINDSAY L	95 MAGNOLIA HILL ROAD	BANGOR ME 04401
Eastern Maine Healthcare Systems		c/o AP DEPT. INFOR CONTRACT #4030 43 WHITING HILL RD., SUITE 350	BREWER ME 04412
EASTERN PC, INC		47 DAVIS ROAD	BANGOR ME 04401
EATON CHARLES R	EATON LISA	19 BOYNTON ST	BANGOR ME 04401
ELLIOTT TRACY	ELLIOTT THOMAS	63 BEAN ESTATES	BANGOR ME 04401
ENCOMPASS HEALTH MAINE REAL ESTATE, LLC		PO BOX 380546	BIRMINGHAM AL 35242
ENGLAND COURTNEY R	ENGLAND JR TREVOR E	96 MAGNOLIA HILL ROAD	BANGOR ME 04401
EVANS SETH R		19 FOURTEENTH STREET	BANGOR ME 04401
EWING, NANCY M &	SCOTT D HASKELL JT	1474 OHIO STREET	BANGOR ME 04401
EWT LLC 10		ATTN: SANDY HAMILTON 99 FISHERVILLE ROAD	CONCORD NH 03303-1020
EWT, LLC 10		ATTN: SANDY HAMILTON 99 FISHERVILLE ROAD	CONCORD NH 03303 1020
FAESSLER SIENNA	FAESSLER NATHAN	45 TYLER AVENUE	BANGOR ME 04401
FAHEY, JEFFREY J & LAURA L	JOHNSON, DAVON L, FAHEY AMY L & BURKARD, JODI L.F.	2559 OHIO STREET	BANGOR ME 04401
FALCONE DANIEL J		10 WATER STREET #305	BANGOR ME 04401
FARRAR STEPHANIE ELIZABETH		29 DANA DRIVE	BANGOR ME 04401
FEERO MAYNARD F	FEERO BETTY L	10 FREMONT ST	BANGOR ME 04401
FIELD JR JOHN G	FIELD JAYNE A	53 SUNNY HOLLOW PLACE	BANGOR ME 04401
FIKES KATHRYN J		33 WESTLAND STREET	BANGOR ME 04401
FIRST CHURCH OF THE NAZARENE		1465 UNION STREET	BANGOR ME 04401
FITZGERALD DAVID M	SIALLAGAN PESTIVA DANNI	45 STARLING DRIVE	BANGOR ME 04401
FITZGERALD KEEGAN		12 TYLER AVENUE	BANGOR ME 04401
FLANAGAN SARA M		20 KINEO STREET	BANGOR ME 04401
FLOREY JR RICHARD W		18 STARLING DRIVE	BANGOR ME 04401
FREEMAN ELIZABETH A		27 BUNKER LANE	BANGOR ME 04401

FROST DONNA P		25 FOURTEENTH ST	BANGOR ME 04401
GATCOMB KELLY L		72 STARLING DRIVE	BANGOR ME 04401
GILPIN HOLDINGS, LLC		19 SUNRISE LANE	HAMPDEN ME 04444
GLIDDEN REANNAH		12 WILEY STREET	BANGOR ME 04401
GODIN DANIEL E	GODIN SHANNAN M	61 WILEY STREET	BANGOR ME 04401
GONNELLA REAL ESTATE, LLC		7750 OKEECHOBEE BLVD SUITE 4 PMB 2006	WEST PALM BEACH FL 33411
GOOCH BRUCE M	GOOCH DEBRA J	92 EVERGREEN DRIVE	HERMON ME 04401
GOODINE SHANNON L		PO BOX 1726	BUCKSPORT ME 04416-1726
GOSSELIN JAMES P	MYERS KELLIE L	356 DAVIS ROAD	BANGOR ME 04401
GRAHAM NANCY J		20 DUNNING BLVD	BANGOR ME 04401
GRENIER CURTIS R		30 BRIGHTON AVENUE	BANGOR ME 04401
HACKETT BRIAN	HACKETT LINDSEY	102 HARVARD STREET	BANGOR ME 04401
HANSEN KATHY A		39 BLUE HILL WEST	BANGOR ME 04401
HANSON DONALD J	HANSON PAULA L	1653 UNION ST	BANGOR ME 04401
HARMON JASON L	HARMON MEGAN M	16 ROARING BROOK ROAD	EASTBROOK ME 04634
HARRIMAN WAYNE H	HARRIMAN DOROTHY	40 BROADLAWN DRIVE	BREWER ME 04412
HART PROPERTIES LLC		PO BOX 559	CARMEL ME 04419
HATCH JUSTIN D	HATCH JESSICA D	29 CARDINAL WAY	BANGOR ME 04401
HATCH ROBERT	HATCH, KENNETH & KRAUTH, ELLEN	11 WILEY STREET	BANGOR ME 04401
HAYES PETRINA D		30 FIFTEENTH STREET	BANGOR ME 04401
HEBER ALBERT A	HEBER SARAH T	58 SUGARLOAF LANE	BANGOR ME 04401
HELFEN ALISA J		47 BIRCHWOOD AVENUE	BANGOR ME 04401
HELFEN RITA F		13 SIXTEENTH ST	BANGOR ME 04401
HENRY JAMES R		15 ABBOTT LANE	BANGOR ME 04401
HIATT JOSHUA T	HIATT JASEMEN A	185 MOOSEHEAD BLVD	BANGOR ME 04401
HIGGINS BONNIE K	HIGGINS JR RICHARD S	47 HIGGINS ROAD	PALMYRA ME 04965
HILDEBRANDT DUSTIN		18 BAILEY STREET	BANGOR ME 04401
HOGAN KATHLEEN E	STONE ALLISON W	21 DANA DRIVE	BANGOR ME 04401
HOLBERT III DONEALD L		26 JAMES STREET	BANGOR ME 04401
HOUSING AUTHORITY CITY OF BANGOR		161 DAVIS ROAD	BANGOR ME 04401
HOUSING AUTHORITY OF THE CITY OF BANGOR		161 DAVIS ROAD	BANGOR ME 04401
HOWE STEVEN W		155 PRENTISS STREET	OLD TOWN ME 04468
HUNTER MARY L LIVING TRUST	HUNTER, MARY L & PHILIP G TRUSTEES	P O BOX 2249	BANGOR ME 04402 2249
HURD MEGHAN		4 DOW PINE COURT	BANGOR ME 04401
HURST SHARON L		14 EIGHTEENTH ST	BANGOR ME 04401
HUSEK AARON MICHAEL		18 EIGHTEENTH STREET	BANGOR ME 04401
J&R CONTRACTING GROUP INC		PO BOX 883	BANGOR ME 04402-0883
J&R INVESTMENTS, LLC		PO BOX 883	BANGOR ME 04402-0883
JACKSON GARY	JACKSON VICTORIA	2102 OAKGROVE CIRCLE	VALDOSTA GA 31602
JAMES G & JOHN WAKEMAN, TRUSTEES	JAMES G WAKEMAN FAMILY TRUST dtd 11/3/09	12 GEORGE STREET	BANGOR ME 04401
JAMES H. TINKER TRUSTEE	STUART & PENNEY TINKER IRREVOCABLE TRUST	54 THOMAS HILL ROAD	BANGOR ME 04401
JAMISON LOIS		20 MARCH CIRCLE	BANGOR ME 04401
JENSEN NIKOLE A		15 WESTLAND ST	BANGOR ME 04401
JM INVESTMENT GROUP, LLC		PO BOX 37271	CHARLOTTE NC 28237
JOHNSON PAMELA W		12 STONE STREET	BANGOR ME 04401
JOHNSTON SUZETTE E	JOHNSTON JASON E	22 FIFTEENTH ST	BANGOR ME 04401
KARNES JOHN		343 HAMMOND STREET	BANGOR ME 04401
KARNES JOHN T	KARNES LAURIE A	1105 OHIO STREET	BANGOR ME 04401
KARNES III JOHN T	KARNES LAURIE A	343 HAMMOND STREET	BANGOR ME 04401
KEIM ANGELA GILLADOGA		721 OHIO STREET	BANGOR ME 04401
KILEY FUNERAL HOME		69 STATE STREET	BREWER ME 04412
KIMBALL STEVEN J		9 STARLING DRIVE	BANGOR ME 04401
KINNEY RICHARD P	HENRICH ANTHONY J	3 SUNSET TP	MILFORD ME 04461
KOGUT III MITCHELL	KOGUT LORI L JT	48 STARLING DRIVE	BANGOR ME 04401

LABREE BERNARD L		28 DRUILLETTE STREET	OLD TOWN ME 04468
LAKEVILLE SHORES INC		POB 96	WINN ME 04495
LANGILLE THOMAS R		39 FAWN COURT	BANGOR ME 04401
LANKHORST BENJAMIN L	MITCHELL NITISHA L	30 BOWER STREET	BANGOR ME 04401
LANSBERRY JESSICA D		44 BRIGHTON AVENUE	BANGOR ME 04401
LAWRENCE CECILIA N		2529 OHIO STREET	HERMON ME 04401
LAZARE TYSON T		35 CARDINAL WAY	BANGOR ME 04401
LC APARTMENTS, LLC		819 ESSEX STREET	BANGOR ME 04401
LECLAIR PHILIP J	LECLAIR MARGARET E	PO BOX 102	BANGOR ME 04402-0102
LEE BRIAN J	LEE ANDREA B	84 MOUNT DESERT DRIVE	BANGOR ME 04401
LEE CHANGSU KRISTOPHER		56 JUNIPER STREET	BANGOR ME 04401
LEE JON E	LAPIERRE-LEE LISA A	1846 OHIO STREET	BANGOR ME 04401
LEE PHILIP P		20 BRIGHTON AVENUE	BANGOR ME 04401
LENT JR JOHN T	LENT ROXANNE P	34 BUNKER LANE	BANGOR ME 04401
LEVASSEUR BRITTANY A		80 STARLING DRIVE	BANGOR ME 04401
LI KEVIN		22 CARDINAL WAY	BANGOR ME 04401
LIBBY PAMELA J		851 UNION STREET	BANGOR ME 04401
LIBERTY SHARON J		44 FAWN COURT	BANGOR ME 04401
LIBHART MARY R	LIBHART JR W PETER	62 PATRICK LANE	BANGOR ME 04401
LIMA REALTY HOLDINGS LLC		674 MT HOPE AVENUE STE 2	BANGOR ME 04401
LIMA REALTY HOLDINGS LLC		674 MT. HOPE AVENUE STE 2	BANGOR ME 04401
LINNEHAN JENNIFER R		170 PINE LEDGE ROAD	BANGOR ME 04401
LITTLE DONNA		65 DAVIS ROAD	BANGOR ME 04401
LITTLEFIELD JORDYNNE D	HANDY TYLOR R	30 YANKEE AVENUE	BANGOR ME 04401
LIZOTTE BRIAN D	LIZOTTE LAURIE E	7 CHERRY LANE	BANGOR ME 04401
LONGO MICHAEL		43 FINSON ROAD	BANGOR ME 04401
LORING ALEXIS JORDAN		16 KOSSUTH STREET	BANGOR ME 04401
LORING FRANCES L		35 WILEY STREET	BANGOR ME 04401
LOVETT MICHAEL PAUL		93 WILEY STREET	BANGOR ME 04401
LUCIANO KIMBERLY F	LUCIANO RICHARD	25 STONE STREET	BANGOR ME 04401
LUNN LISA L		8 FOURTEENTH ST	BANGOR ME 04401
MACGREGOR JODI L	AMIRAULT THERESA M	1477 UNION ST	BANGOR ME 04401
MADRIGAL JR ANDRES	ELLIOTT-THEBERGE KRYSTEL	11 DRUMMOND STREET	BANGOR ME 04401
MAIN ERIC R	MAIN LEANA H	279 HORNBEAM WAY	BANGOR ME 04401
MARSH KURTIS		1671 HAMMOND STREET	HERMON ME 04401
MARSH MOBILE HOMES LLC		1671 HAMMOND STREET	HERMON ME 04401
MARTEL MELISSA C		32 STARLING DRIVE	BANGOR ME 04401
MARTIN BRIAN B	TRIMBLE JENNIFER A	27 FOURTEENTH ST	BANGOR ME 04401
MARTIN DONALD J		PO BOX 41	AURORA ME 04408
MARTINEZ YHWHYOWCEPH		488 BARKER ROAD	TROY ME 04987
MASTERS AMANDA		11 ABBOTT LANE	BANGOR ME 04401
MATHEWS JIMMY D		16 APPLE LANE	BANGOR ME 04401
MATONES LAURA L	MCINNIS MELINDA	38 TYLER AVENUE	BANGOR ME 04401
MCGLAUFLIN MARGARET C		33 MT DESERT DRIVE	BANGOR ME 04401
MCLAUGHLIN JUSTIN		1 BEAN CT APT 1	BANGOR ME 04401
MCLAUGHLIN, BROOKE & TURNER, THOMAS JAMES	MCLAUGHLIN HEIDI	77 STARLING DRIVE	BANGOR ME 04401
MCLELLAN MARION		11 HOLLAND STREET	BANGOR ME 04401
MELVIN JR FLOYD W	MELVIN ELIZABETH A	65 BUNKER LANE	BANGOR ME 04401
MERZ GEORGE E	MERZ AURELIE A	27 YANKEE AVENUE	BANGOR ME 04401
MILAN IV CHARLES H	MILAN JAMES E	PO BOX 338	BREWER ME 04412
MILLER, SHARON PER REP	SMITH, JUDITH L HEIRS OF	186 WEST OLD COUNTY ROAD	NEWCASTLE ME 04553
MILLER, SHARON S PER REP	SMITH, VAUGHN E HEIRS OF	186 WEST OLD COUNTY ROAD	NEWCASTLE ME 04553
MOODY STEVEN	MOODY JUDITH	20 BEECH NUT LANE	HOLDEN ME 04429
MOORE WALTER H		19 COTTAGE STREET	BANGOR ME 04401

MOORES EDWARD C		19 WESTLAND ST	BANGOR ME 04401
MORRILL TINA M	HIGGINS BRENT	183 MOOSEHEAD BLVD	BANGOR ME 04401
MROZ PAULA		52 BRIGHTON AVENUE	BANGOR ME 04401
MUNKSGAARD EIVIN J	MUNKSGAARD ROXANNE J	82 COURT ST	BANGOR ME 04401
NADEAU ADAM M		84 BLUE HILL WEST	BANGOR ME 04401
NELSON MARCIA LYNN		53 CARDINAL WAY	BANGOR ME 04401
NEWCOMB SR JOHN C		14 SIXTEENTH STREET	BANGOR ME 04401
NEWEY CARRIE		7 FIFTEENTH STREET	BANGOR ME 04401
NFI NORTH INC		PO BOX 417 40 PARK LANE	CONTOOCOOK NH 03229
NGUYEN PHUONG THI KIM	VU HANH	21 COTTAGE STREET	BANGOR ME 04401
NICHOLSON LORIE A	WING BROOKE A	29 BIRCHWOOD AVENUE	BANGOR ME 04401
NORRIS LINZY R	BOWLIN TINAMARIE G	13 SEVENTEENTH STREET	BANGOR ME 04401
O'CONNELL MATTHEW R	O'CONNELL SARAH J	16 STONE STREET	BANGOR ME 04401
O'DONNELL DOROTHY M	O'DONNELL RYAN	62 STARLING DRIVE	BANGOR ME 04401
OHIO ST EVANGELICAL COVENANT		CHURCH CEMETERY CORPORATION 1195 OHIO ST	BANGOR ME 04401
OTTAVIANO FAMILY TRUST	OTTAVIANO, WILLIAM J JR & NANCY TRUSTEES	PO BOX 810	ROCKPORT ME 04856-0810
PARADISE PROPERTY MANAGEMENT, LLC		PO BOX 552	ORONO ME 04473
PARKER SEAN M		23 FREMONT STREET	BANGOR ME 04401
PASQUINE R PAUL	PASQUINE KARYN	PO BOX 1839	BANGOR ME 04402 1839
PELKEY LISA V		PO BOX 52	EDDINGTON ME 04428
Pelkey Reid E	Pelkey Samantha A Hilton	57 Wiley Street	Bangor ME 04401
PELLETIER CASSANDRA LEE	THIBODEAU NICHOLAS BRIAN	56 STARLING DRIVE	BANGOR ME 04401
PEMETIC LLC		PO BOX 66852	FALMOUTH ME 04105
PEMETIC, LLC		PO BOX 66852	FALMOUTH ME 04105
PENOBSCOT COUNTY OF		COURT HOUSE 97 HAMMOND ST	BANGOR ME 04401
PENQUIS DEVELOPMENT, INC		262 HARLOW STREET	BANGOR ME 04401
PERKINS RANDALL S	PERKINS DIANE E	26 MARCH CIRCLE	BANGOR ME 04401
PINKHAM SEAN S		513 UNION STREET	BANGOR ME 04401
PINKHAM TANYA L		6 STARLING DRIVE	BANGOR ME 04401
POSUNIAK ANTHONY W	POSUNIAK KACIE C	21 ABBOTT LANE	BANGOR ME 04401
PRATT APRIL LYNN		197 CENTER DRIVE	ORRINGTON ME 04474
PRATT REBECCA ATWATER		43 BEAN ESTATES	BANGOR ME 04401
PRAY PROPERTIES LLC		372 FINSON ROAD	BANGOR ME 04401
PRENTISS & CARLISLE COMPANY INC		107 COURT ST	BANGOR ME 04401
PUSHARD DIANE OLIVER		PO BOX 56	HOLDEN ME 04429
PVS PROPERTIES LLC		411 DAVIS RD	BANGOR ME 04401
PYLE AARON W	TRASK AMY E	23 JAMES STREET	BANGOR ME 04401
R. H. FOSTER ENERGY, LLC		110 MECAW RD	HAMPDEN ME 04444
RACKLIFFE CHRISTINE M		C/O PARKHURST 15 SIXTEENTH STREET	BANGOR ME 04401
RAYMOND MATTHEW P	DYER CHRISTOPHER L	36 YANKEE AVENUE	BANGOR ME 04401
REED BRADY	REED KERIGAN	160 PINE LEDGE ROAD	BANGOR ME 04401
Reed Douglas V	Reed Alison V JT	387 Portsmouth Bay Avenue	Ponte Vedra FL 32081
REED HANNAH R	REED KEVIN A	61 SUNNY HOLLOW PLACE	BANGOR ME 04401
REILLY SHELLY HEATH	REILLY ROBERT JAMES JAY	11 JAMES STREET	BANGOR ME 04401
ROCKIEBAER LLC		35 STREAMSIDE LANE	BANGOR ME 04401
RODRIGUEZ SHAUNA F	RODRIGUEZ JR EDWIN	134 OXFORD DRIVE	COTUIT MA 02635
ROONEY ROSEMARIE		53 STARLING DRIVE	BANGOR ME 04401
ROSENBERG KATIE L	ROSENBERG PETER	PO BOX 971	BREWER ME 04412-0971
ROYAL ESTATES, LLC		413 PUDDLEDOCK ROAD	CHARLESTON ME 04422
RUBAGUMYA ERIC		50 CARDINAL WAY	BANGOR ME 04401
RUBIN JONATHAN	MCKEE MARGARET M	87 WILEY STREET	BANGOR ME 04401
RUSSELL RYAN		21 CARDINAL WAY	BANGOR ME 04401
RYAN MICHAEL	RYAN MARGARET	41 CARDINAL WAY	BANGOR ME 04401
SAMUELS GEORGIA S	SAMUELS NOEL G	42 DANA DRIVE	BANGOR ME 04401

SARGENT THOMAS		15 SEVENTEENTH STREET	BANGOR ME 04401
SAUCIER BRUCE R		15 CARDINAL WAY	BANGOR ME 04401
SCHLABIG, DANIEL R &	KELLY MARY BETH	43 WILEY ST	BANGOR ME 04401
SIDES WILMA W		268 DAVIS RD	BANGOR ME 04401
SILVER LOU INC		P O BOX 22	ORONO ME 04473
Simoneau Denise S	Stubbs Lewis A	63 Wiley Street	Bangor ME 04401
SJ RENTALS, LLC		410 LOGGIN ROAD	FRANKFORT ME 04438
SLOAN JOHANNA V	SLOAN STEPHEN L	PO BOX 82	HOLDEN ME 04429
SMALL DAWN M		75 WILEY STREET	BANGOR ME 04401
SMALL THOMAS E	SMALL NANCY L	31 STARLING DRIVE	BANGOR ME 04401
SMITH RENEE S	SMITH GARY	723 FINSON ROAD	BANGOR ME 04401
SMITH JR ALDEN G	SMITH ALBERTINE	100 PINE LEDGE ROAD	BANGOR ME 04401
SNOW ANDREW T		32 JAMES STREET	BANGOR ME 04401
SNOW CASON	SNOW JENNIFER G	14 WINTER STREET	BANGOR ME 04401
Spearrin Gene R	Spearrin Gladys B	35 Sugar Loaf Lane	Bangor ME 04401
SPRAGUE HARVEY R	SPRAGUE DANIEL G	1664 UNION STREET	BANGOR ME 04401
SPRAGUE, HARVEY R & DIANE K	SPRAGUE DANIEL G	1664 UNION STREET	BANGOR ME 04401
STEARNS LAUREN T		85 WILEY STREET	BANGOR ME 04401
STOCKFORD ADAM		13 HUTCHINSON STREET	BANGOR ME 04401
STRATER CHAD		385 PENNEY ROAD	NEW GLOUCESTER ME 04260
STURDEE MICHAEL	STURDEE JOYCE	31 WELLESLEY WAY	BANGOR ME 04401
SUGGS CHRISTOPHER M	JENKINS-SUGGS TERRI M	32 BOWER STREET	BANGOR ME 04401
T AND T PROPERTY MANAGEMENT, LLC		23 TIMBERVIEW DRIVE	HERMON ME 04401
TARR II DANIEL L	TARR SHERI M JT	53 PATRICK LANE	BANGOR ME 04401
TATARCYK TRACY		86 SMITH STREET	BANGOR ME 04401
TENNY PROPERTIES, LLC		30 BOWER STREET	BANGOR ME 04401
THAI TINH V	THAI DANI R	52 BOWDOIN STREET	BANGOR ME 04401
THE BARN TRUST	THOMAS ROBERT A	2183 OHIO STREET	BANGOR ME 04401
THE BIGGS BYRNES LIVING TRUST	TERRENCE & LONIE BYRNES TRUSTEES	20 WILEY STREET	BANGOR ME 04401
THE DEBORAH HANSON IRREVOCABLE TRUST		15 WELLESLEY WAY	BANGOR ME 04401
The Service Member Residence Trust f/b/o Noah White dtd 7/14/2022	Shannon White, Trustee	11 Knoll Crest Drive	Bangor ME 04401
THEBARGE SHARON SNIVELY		3 DOW PINES COURT	BANGOR ME 04401
THIBODEAU ALFRED J		31 MARCH CIRCLE	BANGOR ME 04401
THIBODEAU GAGE	SHOREY HANNAH	370 DAVIS ROAD	BANGOR ME 04401
THOMAS MICHELLE M		2533 OHIO STREET	HERMON ME 04401
TINKER JAMES H		54 THOMAS HILL ROAD	BANGOR ME 04401
TRACY HUNTER T		41 DANA DRIVE	BANGOR ME 04401
TRANERES, LLC		8 BRIGHTON AVENUE	BANGOR ME 04401
TRENGA ANTON N		37 STARLING DRIVE	BANGOR ME 04401
TRUONG KHEM T	TRUONG THAI QUANG M	23 WESTLAND ST	BANGOR ME 04401
TSISMENAKIS ANTONIOS J	TSISMENAKIS MARA J	188 PINE LEDGE ROAD	BANGOR ME 04401
TWENTY-NINE OHIO STREET REALTY TRUST	RICHARD B BRONSON JR TRUSTEE	PO BOX 621	BANGOR ME 04402-0621
UNITED CEREBRAL PALSY OF NORTHEASTERN MAINE		700 MT HOPE AVE SUITE 320	BANGOR ME 04401
UNITED STATES OF AMERICA		C/O JOB CORPS ATTN: ACCTS PAYABLE	BANGOR ME 04401
UNIVERSITY CREDIT UNION		ATTN: ACCOUNTS PAYABLE 15 MAIN STREET	ORONO ME 04473
VANIDESTINE TERRIE		1882 OHIO STREET	BANGOR ME 04401
VARISCO ANDREW B	VARISCO CHRISTINE L	21 BIRCHWOOD AVE	BANGOR ME 04401
VARISCO NOAH L		21 BIRCHWOOD DRIVE	BANGOR ME 04401
VENTI MICHAEL A		36 BRIGHTON AVENUE	BANGOR ME 04401
VERSANT POWER		ATTN PROPERTY TAX DEPARTMENT PO BOX 932	BANGOR ME 04402-0932
WALKER WESLEY W	WALKER GAIL M	6 OLD ORCHARD DR	BANGOR ME 04401
WALNUT STREET COMPANY LLC		7127 EAST WALNUT STREET	WESTERVILLE OH 43081
WILLEY STEVEN	WILLEY SUPHATSA	54 DARTMOUTH STREET	BANGOR ME 04401
WILLIAMS JUDITH M		139 BOLLING DRIVE	BANGOR ME 04401

WINSLOW SYLVIA L		43 BUNKER LANE	BANGOR ME 04401
WRIGHT DAVID A	WRIGHT KAREN L	489 DAVIS RD	BANGOR ME 04401
YAO JONATHAN		736 NORTH MAIN STREET	BREWER ME 04412
YORK JOHN L		51 WESTLAND STREET	BANGOR ME 04401
YOUNG RICHARD	YOUNG BARBARA	9 DANA DRIVE	BANGOR ME 04401
ZITANER GEORGE	ZITANER DARLENE K JT	61 STARLING DRIVE	BANGOR ME 04401

Outlook

RE: Public notice

From Ryan, Walter <walter.ryan@bangormaine.gov>
Date Thu 12/18/2025 7:19 AM
To Collette, Anja <anja.collette@bangormaine.gov>

Mailer is set to go out today.

CITY OF BANGOR

Walter E. Ryan
Print Shop Foreman
Central Services Division
73 Harlow Street
Bangor, ME 04401
Phone: 207-992-4181
Fax: 207-945-4449
www.bangormaine.gov

Central Services is currently open four days a week 7am-4pm

From: Collette, Anja <anja.collette@bangormaine.gov>
Sent: Wednesday, December 17, 2025 10:34 AM
To: Ryan, Walter <walter.ryan@bangormaine.gov>
Subject: Re: Public notice

I think on separate sheets

CITY OF BANGOR

Anja Collette, AICP

Planning Officer
Community & Economic Development
Planning Division

73 Harlow Street
Bangor, ME 04401
anja.collette@bangormaine.gov
Phone: 207.992.4280

From: Ryan, Walter <walter.ryan@bangormaine.gov>
Sent: Wednesday, December 17, 2025 10:11 AM
To: Collette, Anja <anja.collette@bangormaine.gov>
Subject: RE: Public notice

Ok to back the maps up to each other on one sheet of paper, or do you want everything on separate sheets?

CITY OF BANGOR

Walter E. Ryan
Print Shop Foreman
Central Services Division
73 Harlow Street
Bangor, ME 04401
Phone: 207-992-4181
Fax: 207-945-4449
www.bangormaine.gov



Central Services is currently open four days a week 7am-4pm

From: Collette, Anja <anja.collette@bangormaine.gov>
Sent: Wednesday, December 17, 2025 8:17 AM
To: Ryan, Walter <walter.ryan@bangormaine.gov>
Cc: Altiero, Matthew <matthew.altiero@bangormaine.gov>; Maquillan, Sarah <sarah.maquillan@bangormaine.gov>
Subject: Public notice

Hi Walter, I've attached the public notice that we're trying to send out, along with 2 maps to attach. If we're able to get these out tomorrow, that would be ideal, but it can be later if necessary.

Thank you!

CITY OF BANGOR

Anja Collette, AICP
Planning Officer
Community & Economic Development
Planning Division

73 Harlow Street
Bangor, ME 04401
anja.collette@bangormaine.gov
Phone: 207.992.4280

Outlook

Re: Ohio St

From J WC <jwcoleman44@gmail.com>
Date Mon 12/29/2025 9:41 AM
To Collette, Anja <anja.collette@bangormaine.gov>
Cc Warren, David <david.warren@bangormaine.gov>; England, Katy <katy.england@bangormaine.gov>; Lear, Carollynn <carollynn.lear@bangormaine.gov>; O'Donnell, Courtney <courtney.odonnell@bangormaine.gov>; Altiero, Matthew <Matthew.Altiero@bangormaine.gov>

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

To All Responding,

Thank you sincerely for your replies. My husband and I understood the mailing differently. Your clarification is reassuring.

We appreciate taking time from your busy days to address our concerns.

Looking forward to hearing more on January 6th.

Best,

Jenny Coleman

On Mon, Dec 29, 2025 at 9:34 AM Collette, Anja <anja.collette@bangormaine.gov> wrote:

> Hi Jenny, thank you for your comments. They will be sent to Planning Board and Council. I would like to add further clarification to what David said though in that this is not a proposal to physically change Ohio Street. It is just a change in how Ohio Street is categorized in the Land Development Code. There is no proposal to widen Ohio or otherwise turn it into a multi-lane byway. It is also not a proposal to add any particular business or land use to the area. The change would only make it so that certain uses in certain zones would be allowed on Ohio Street.
>
> Let me know if you have any more questions,
>
> CITY OF BANGOR
>
> **Anja Collette, AICP**

Planning Officer
Community & Economic Development
Planning Division

73 Harlow Street
Bangor, ME 04401
anja.collette@bangormaine.gov
Phone: 207.992.4280

From: Warren, David <david.warren@bangormaine.gov>
Sent: Wednesday, December 24, 2025 9:54 AM
To: J WC <jwcoleman44@gmail.com>; CityManager-WWW <city.manager@bangormaine.gov>
Subject: RE: Ohio St

Ms. Coleman

Thank you for your email and providing your concerns; the City Manager and Assistant City Manager are in receipt of your correspondence. Your email also will be shared with Planning staff. Please be aware that the intent is not to rezone any portion of Ohio Street. Rather, it's to propose changes to the definition of major and minor arterial streets in the Land Development Code, and list those City streets that adhere to those definitions.

Should it be helpful, please review the last two pages of the attached packet. Those two pages are a memo staff provided to Councilors and might provide some helpful background. Thank you again for forwarding your concerns. Your feedback is appreciated.

CITY OF BANGOR

David Warren

Administrative and Communications Manager

City Manager's Office

73 Harlow St.

Bangor, Maine 04401

Office: 207-992-4204

Cell: 806-640-7975

www.bangormaine.gov



From: J WC <jwcoleman44@gmail.com>
Sent: Monday, December 22, 2025 6:31 PM
To: CityManager-WWW <city.manager@bangormaine.gov>
Subject: Re: Ohio St

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

Dear City Manager/Council,



> My name is Jenny Coleman. I live at 261 Ohio St, Bangor. We just received a mailing today proposing the rezoning of Ohio St. into a “major arterial center.”

This is a horrible idea.

I will be present at the meeting on January 6, but I'm very shaken by the letter and maps we received. To live on Ohio St., AS IS, at least in our area, is a lesson in defensive driving, home security, surprise yard trash removal, and loud street vernacular. I cannot see how—

1. Extending Ohio St. into a multi-lane byway will do anything besides increase the already congested and Speedway 95 -level driving speeds

2. Potentially adding chemical dependency residences and/or minimum security type halfway houses will do anything but ruin the lives of current, tax-paying residents

3. Adding businesses to an already deeply crowded and grim parking situation will do ANYTHING but promote more congestion and potential accidents/traffic/pedestrian fatalities (just today, our driveway was blocked by a Sysco truck delivering to the old children's home, and I had a doctor's appointment—see attached)

4. Clotting up this area with more businesses, multi-tenant residences, and traffic will do anything but further reduce property value for those of us who will be forced to leave if this is pushed through

5. Turning this area into a "major artery" will do anything but destroy the beauty of historic landmarks such as The Standpipe, nearby cemeteries, and the Kenduskeag Stream area.

It seems to me that Bangor is rapidly, potentially, in danger of becoming an overpopulated, expensive, half-gentrified/half-falling-apart city like Portland. Is that the goal? To destroy everything that makes the Queen City special? If so, why? Are we that desperate to spend money foolishly? In its frantic efforts toward the same, cities like Portland have instead widened the caste system gaps into chasms, rendering Portland unlivable for any but the very rich, and very poor. The rest of us—the workers, the middle class— pay dearly.

Bangor is better than this. I believe in Bangor. I've lived here, worked here, graduated from high school here— and then from UMO. My family: the same. We are teachers, coaches, pastors, business owners. We are Bangor.

This is my home.

I can think of MULTIPLE, pre-zoned areas in Bangor with buildings already built, begging for repurpose—Dorothea Dix, for one. There is land on Griffin Road prime for development. There are

empty and/or failing malls and established business districts ripe for overhauling. Why, WHY pour untold millions of dollars into ruining the lives of Ohio St. residents, starting from scratch, when so many buildings already standing could easily be used? I don't get it.

See you all on January 6.

Respectfully, but with great concern,

Jenny Coleman

Request for Changes to Major Arterials Definition

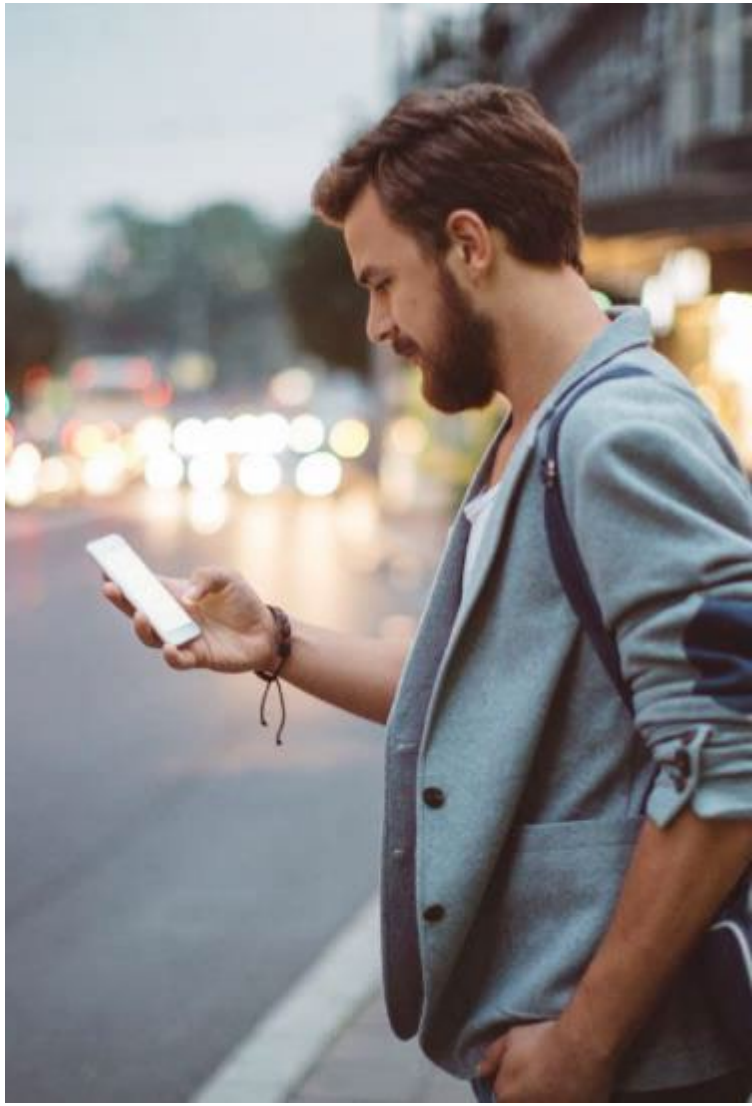
What does this mean?

Why did I get a Notification for this change?

State Statute governs the process for making changes to zoning districts and land use regulations

Notification requirements include a legal ad and posting.

Also, special mailings are required in certain situations





What is the proposed change

Adding Ohio Street to the major arterial street definition (changing from a minor arterial)

Also removing State Street from the minor arterial definition (already listed as major)

What does this change do?

Introduces new uses to Ohio Street, depending on zoning

Many listed uses are conditional uses for their zone

Conditional uses are reviewed at a higher standard than permitted uses

Nursing homes: URD-1, URD-2, LDR, HDR

Boarding homes: URD-1, URD-2, LDR, HDR, RR&A

Offices and community service organizations: M&SD

Hospitals: G&ISD

Medical offices and clinics: G&ISD

Large landscaping service businesses: RR&A

Places of worship: URD-1, URD-2, LDR, HDR, RR&A

Sales of farm products: RR&A

Chemical dependency treatment facilities: G&ISD

Private schools, training facilities, and recreational uses: RR&A

Secure Level IV residential care facility: G&ISD







Why is this proposal happening

Work with a potential applicant

- Individual would like to add recreation center along Ohio Street
- Code changes should not be evaluated by the proposal but the effect on the district, alignment with Comprehensive Plan

Several active farms along Ohio Street – this would allow them to sell directly from the farm (enhance farm viability)

Would bring some properties into conformity (e.g. some churches along Ohio)

Ohio meets the definition of major arterial





What is a Comprehensive Plan

What happens now

How can I participate

The Planning Board will receive public comments and direct staff as necessary to answer questions.

The Board will close the public hearing and discuss the item.

The Board then passes a motion that makes a recommendation to City Council that:

- The proposed change ought to pass, or
- The proposed change ought not to pass; or
- The proposed change ought not to pass and ask the Council to direct staff to make specific changes to the language



Let the Planning Board know your opinion on why it should or should not pass



Email the City Council or attend their meeting on the proposal on Monday, January 12th



If the change passes, you will be notified of a proposed development if you are within a certain distance of the development's location. At that time, you could attend the relevant Planning Board meeting to voice your opinion and hear about the project.



If the change does not pass, and the Board seeks to make more changes to the language, you will be notified again

CITY OF BANGOR STORMWATER PERMIT REQUIREMENTS

Highlights, Awareness and Issues

MUNICIPAL SEPARATE STORM SEWER SYSTEM (MS4) PERMIT

Permit issued by the Maine DEP to the City by delegated authority from US EPA—5 year cycles

- Currently in Permit Year 4 (PY4) of 2022-2027 Permit

Many requirements of the permit means significant workload for the City

- Engineering and Wastewater coordinate compliance
- Stormwater Utility Fee

Effects on local residents and businesses

- Increased regulation and enforcement

INFRASTRUCTURE TERMINOLOGY

Stormsewer – a sewer that collects stormwater and discharges it to the nearest waterbody, often with no treatment.

- Urban Impaired Stream – A waterbody that does not meet DEP classification

Sanitary Sewer - collects and processes waste water from homes and businesses.

- **Separate** – Wastewater only. Limits overflows
- **Combined** – older sewers also collected stormwater. Major contributor to overflows
  - Combined Sewer Overflow – discharge of unprocessed wastewater into waters of the State. Regulated by separate DEP Permit

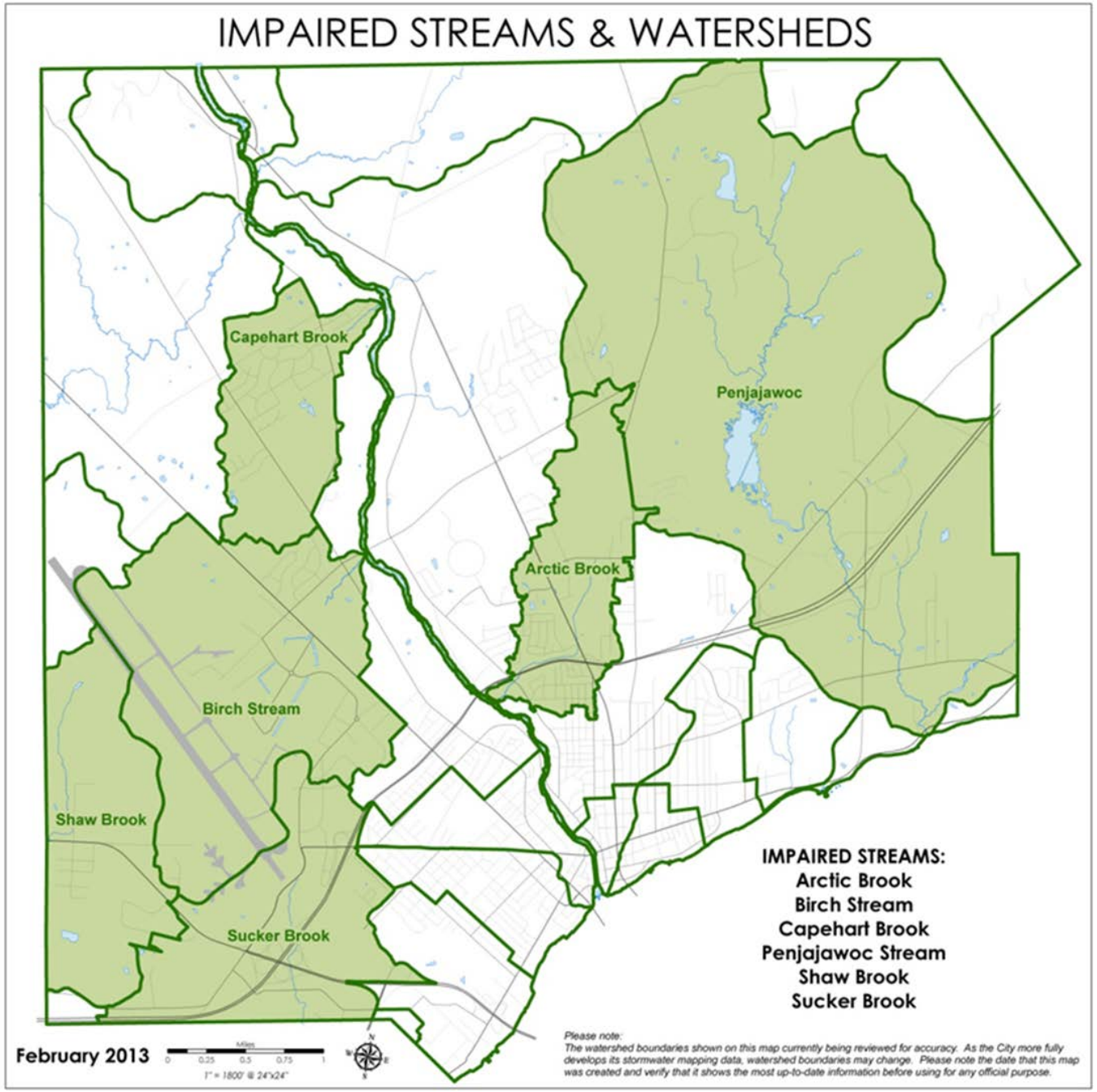
Bangor has all three types of sewers

URBAN IMPAIRED STREAMS

New permit requires additional actions related to Urban Impaired streams

- 3 BMPS per stream = 18 BMPs per permit cycle in Bangor
  - Education
  - Watershed Planning
  - Constructing treatment systems, culvert upgrades, stream restorations, land conservation

319 Grant Funds cannot be used for permit compliance



PERMIT REQUIREMENTS

Permit is divided into 6 major sections called Minimum Control Measures, or MCMs:

MCM	Description	Responsibility
MCM 1	**Public Education and Outreach**	BASWG, Engineering Dept.
MCM 2	**Public Involvement and Participation**	BASWG, Engineering Dept.
MCM 3	**Illicit Discharge Detection and Elimination (IDDE)**	Engineering Dept.
MCM 4	**Construction Site Stormwater Runoff Control**	Engineering Dept.
MCM 5	**Post-Construction Stormwater Management in New Development and Redevelopment**	Engineering Dept.
MCM 6	**Pollution Prevention & Good Housekeeping for Municipal Operations**	Engineering Dept.

MCMS 1 AND 2 PUBLIC EDUCATION, OUTREACH INVOLVEMENT AND PARTICIPATION



Collaborative effort through BASWG

Outreach messages to inform public

- Internet advertising with banners and "pre-roll" ads
- See videos at BASWG.org

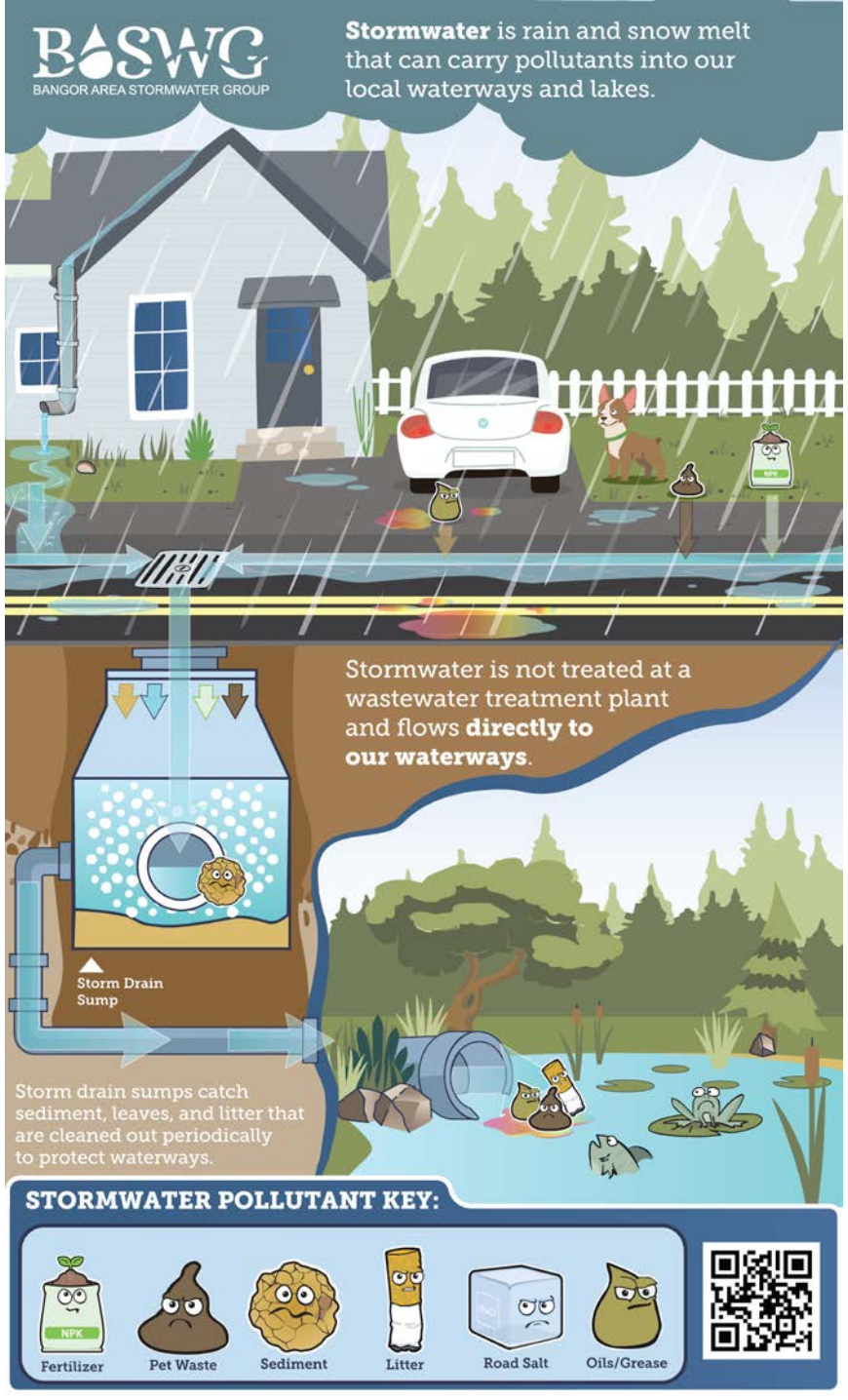
Maine Discovery Museum River Exhibit

Outfall Sign Search

Booth at the Maine Science Festival

BASWG

BANGOR AREA STORMWATER GROUP


BASWG
BANGOR AREA STORMWATER GROUP
Stormwater is rain and snow melt that can carry pollutants into our local waterways and lakes.
Stormwater is not treated at a wastewater treatment plant and flows directly to our waterways.
Storm Drain Sump
Storm drain sumps catch sediment, leaves, and litter that are cleaned out periodically to protect waterways.
STORMWATER POLLUTANT KEY:
NPK
Fertilizer
Pet Waste
Sediment
Litter
Road Salt
Oils/Grease


BASWG
BANGOR AREA STORMWATER GROUP
Stormwater is rain and snow melt that can carry pollutants into our local water bodies.
Stormwater is not treated at a wastewater treatment plant and flows directly to our water bodies.
Pet Waste
Sediment
Litter
Road Salt

MCM 3 ILLICIT DISCHARGE DETECTION AND ELIMINATION (IDDE)

This part of the permit targets chronic and incidental pollution

- Sanitary Sewer service laterals incorrectly plumbed to stormwater pipe
- Spills and dumping
- Labor intensive to track the source

Outfall inspections

- Now have increased testing requirements and more outfalls to inspect
  - Limited to dry weather inspections until next permit cycle (or PY6)

Some of this can be addressed through education and awareness

PY1 ILLICIT CONNECTION

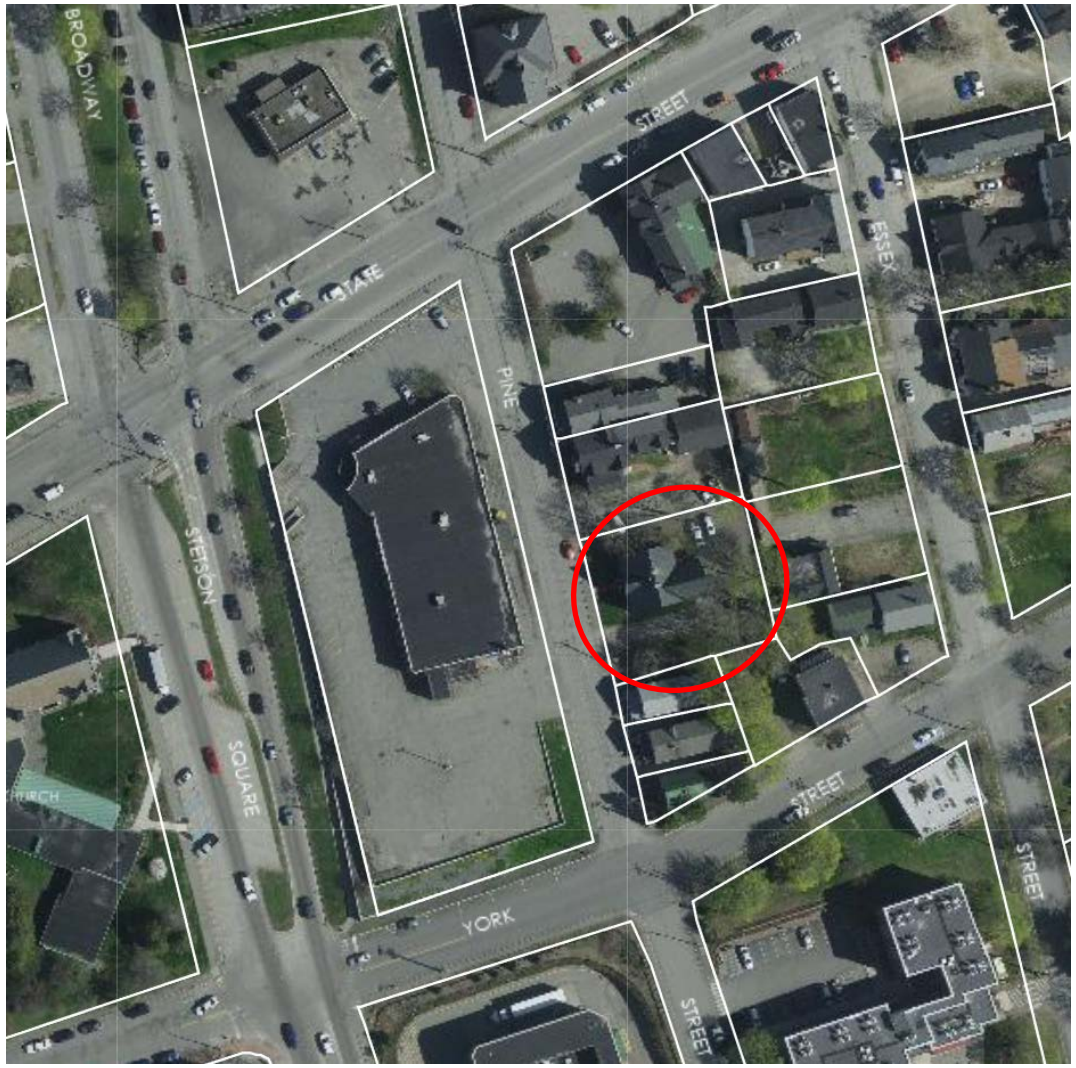
67 Pine Street Sewer Service connected circa 1990 when historic house was moved to this location

Multi-tenant building

Discovered during stormwater system repair on Hancock Street, traced upstream using CCTV

Discharged to Penobscot River

1990-2022 = 32 years of discharge






USMH: E0-4022
DSMH: E07-4021
123.9
29.22
LC1: +0123.90 ft





MCM 4 CONSTRUCTION SITE STORMWATER RUNOFF CONTROL

Construction sites must be inspected and conform with conditions of the Maine Construction General Permit (Updated 01-14-2025)

Erosion and Sediment Controls

- Silt Fence
- Bark Mulch / Erosion Control Mix Berm
- Catch Basin Protection
- Soil stabilization
- Stabilized Construction Entrance

There is an added cost to construction projects in MS4 regulated communities

New Permit requires additional inspections




NO
TRESPASSING
AUTHORIZED
PERSONNEL ONLY
VIOLATORS
WILL BE
PROSECUTED







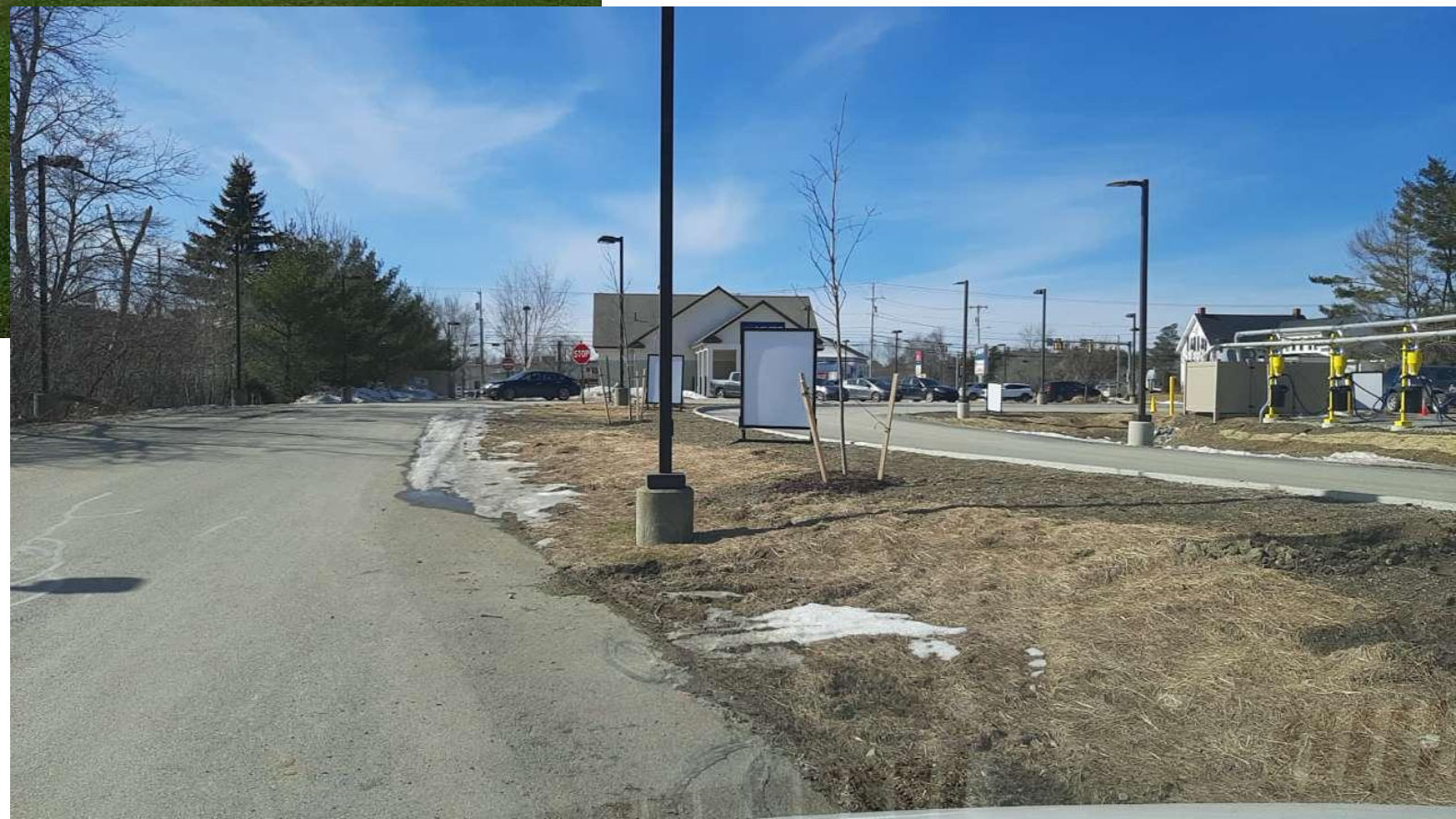



03.09.2016 16:34






OPEN


STOP

MCM 5 POST-CONSTRUCTION STORMWATER MANAGEMENT IN NEW DEVELOPMENT AND REDEVELOPMENT

Structures vary, but all are designed to slow down stormwater, and remove pollutants

- Underdrained Soil filters
- Bioretention Cells
- Wet Ponds
- Level Spreaders – usually discharge to a buffer
- Proprietary Structures
- Green Infrastructure

Inspection of stormwater control structures – Post-Construction Maintenance Plan required

- Annual
- 5-Year Recertification

Maintenance prevents more costly repairs and failures

MCM5 UPDATES IN 2022 PERMIT

Low-Impact Development (LID) techniques will be required in this permit cycle for all development site that *disturb* one or more acres.

- LID is a multi-faceted approach that intends to minimize the impacts of development on the landscape, and includes stormwater management

Maine DEP accepted Bangor's LID Model Ordinance in December 2022

- Ordinance originally required to be in place by July 1, 2024
- Maine DEP issued a permit modification on August 1, 2025 extending the deadline for permitees to enact an LID ordinance "Within one year of this permit modification being finalized (including any appeal)…"
  - The City of Lewiston has appealed the permit modification in Androscoggin Superior Court on September 2, 2025.

MCM 6 POLLUTION PREVENTION & GOOD HOUSEKEEPING FOR MUNICIPAL OPERATIONS

Training of municipal staff - Extremely helpful in discovering pollution sources

- Public Works
- Code Enforcement
- Public Safety
- City Councilors (MCM1)
- Planning Board (MCM1)

Good housekeeping at Municipal Sites

- Public Works Yard
- Wastewater Treatment Plant
- Fleet Maintenance

Catch basin and storm sewer maintenance

RECENT AND UPCOMING STORMWATER PROJECTS

Hammond Street Stormwater Extension
- Completed August 2025

Mount Hope Sidewalk
- Design stage

Broadway Culvert Repair at Judson Boulevard
- Pending award. Construction 2026

Sucker Brook Geomorphic Improvements – Design 95%

Penjajawoc Stream Watershed-Based Plan – Complete, ready to submit to MDEP

Stormwater Repairs Completed
- Hogan Road at State Hospital Drive
- Glenwood Drive
- Ohio Street at Cyr Bus Garage
- Godfrey Boulevard

WRAPPING UP…

Permit compliance takes a lot of manpower and resources

- Stormwater Utility
- DEP Grants for Stream Restoration

Stormwater Management Law (Chapter 500) update ongoing

Maine Construction General Permit Updated

New Permit has increased requirements for the City

PLEASE CONTACT ME WITH ANY ISSUES

Pollution reporting, citizen questions, etc.

Richard May
Stormwater Manager
City of Bangor
73 Harlow St.
Bangor, ME 04401
207-992-4243
Richard.may@bangormaine.gov

BASWG.ORG for video and video game

Thank you for your time



PLANNING BOARD TRAINING

JANUARY 2026

1

Roles and Responsibilities

2

Comprehensive Plan

3

Zoning

4

Permitting

5

Questions and Discussion

TRAINING OUTLINE

ROLES AND RESPONSIBILITIES

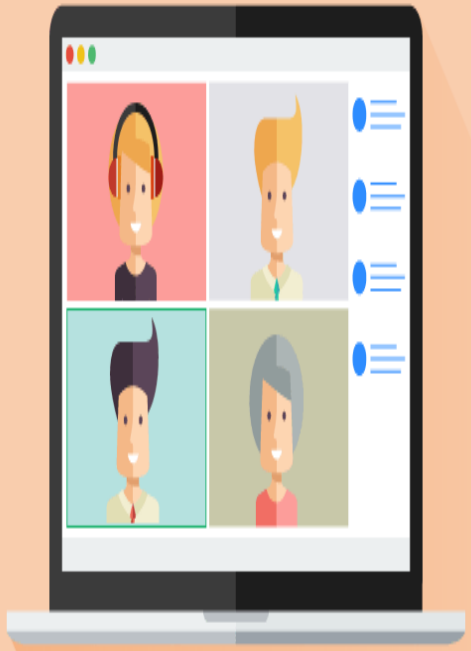
- Establishment – Ordinance Sections 23-4 through 23-12.
  - Board Structure
  - Membership Requirements
  - Powers and Duties
- Legislative v. Quasi-Judicial



COMPREHENSIVE PLAN

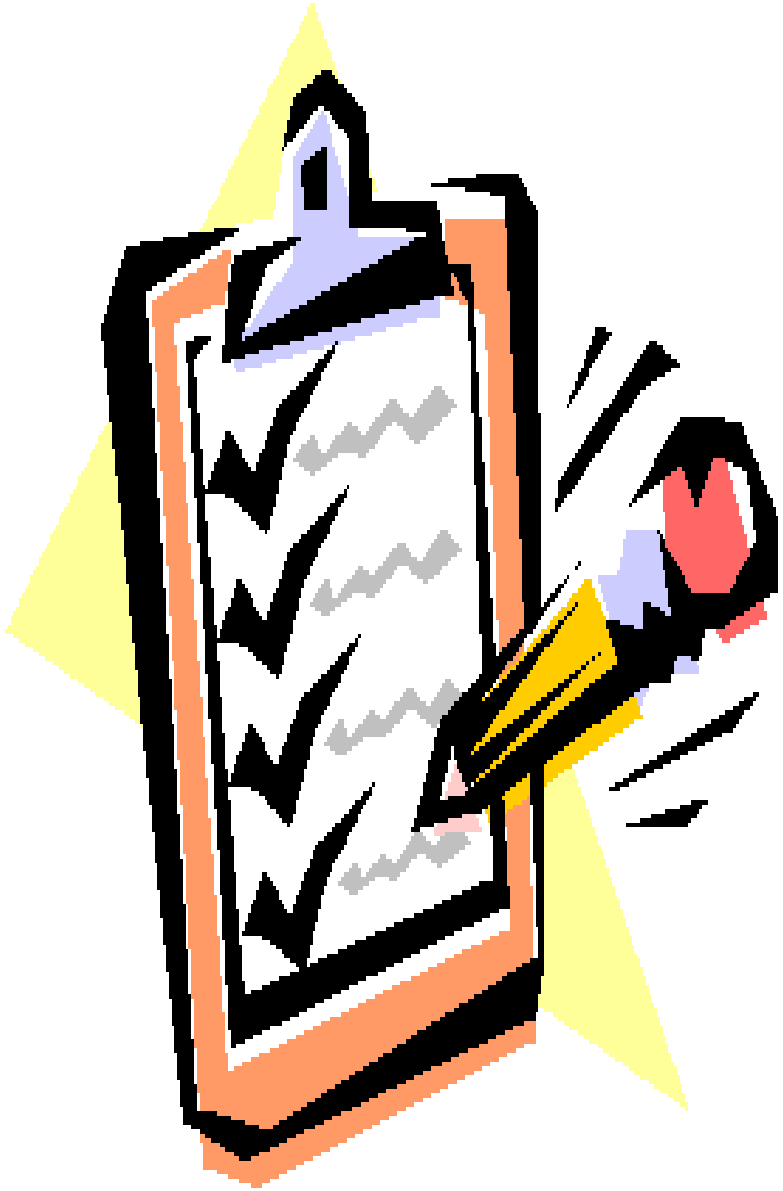
- What is a comprehensive plan
- Why do we do a comprehensive plan?
- How do we do a comprehensive plan?

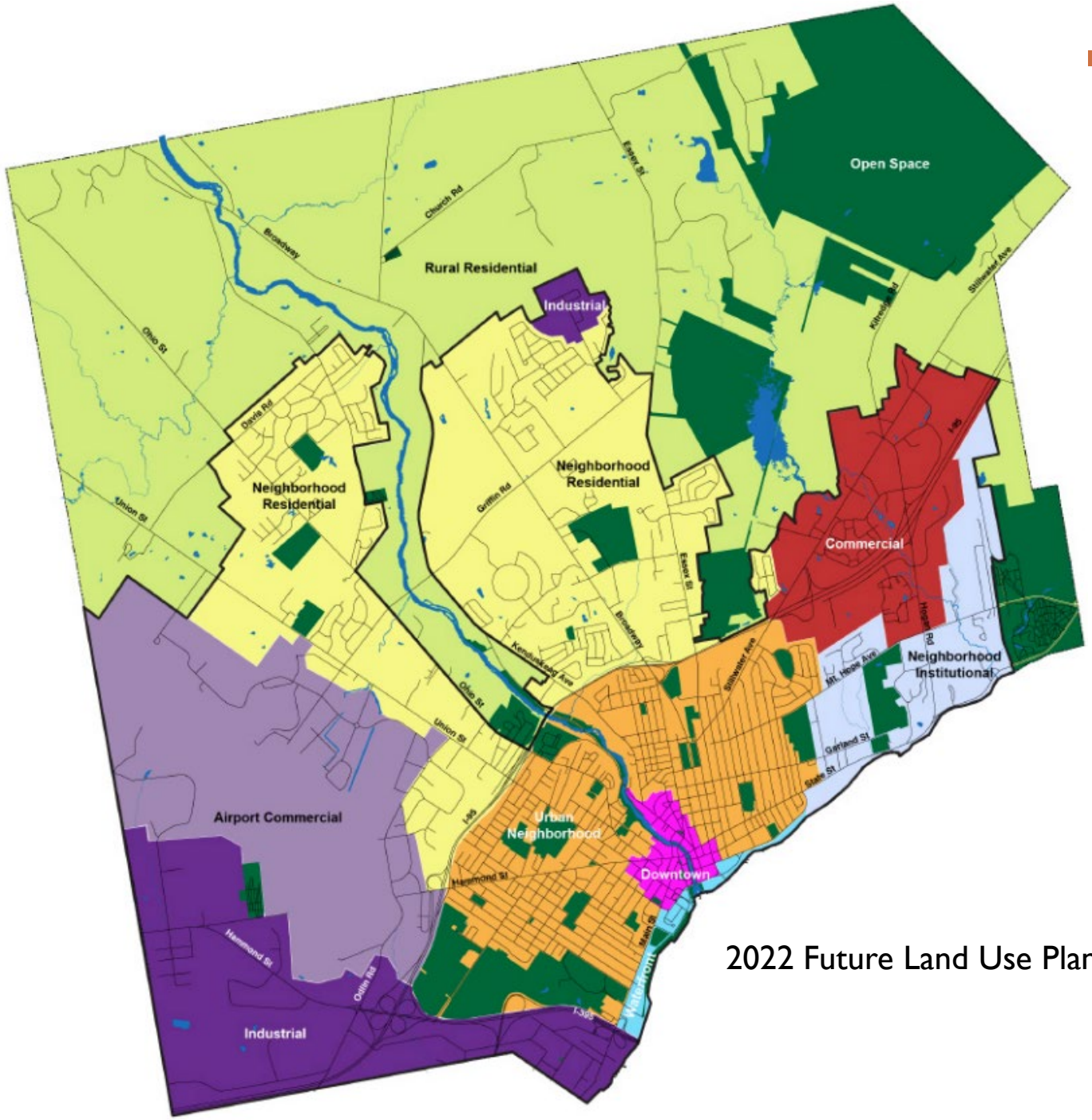




HOW DOES THE COMPREHENSIVE PLAN WORK FOR THE PLANNING BOARD

- Comprehensive Plan
- Zoning
- Permit





2022 Future Land Use Plan

ZONING

- Zoning implements the Land Use Plan
- Process is crucial
- Zoning is the highest and best use of the property
- What is contract zoning?



PERMITTING

- Permitting is the implementation of zoning policy that comes from the Land Use Plan
- 3 types of Land Development Permits:
  - Site Plan
  - Conditional Use
  - Subdivision
- What is staff role in permitting?

GENERAL PROGRESSION OF PERMITS

1. Staff holds a pre application meeting w/ applicant
2. Staff reviews applications for standing, completeness and compliance
3. Staff sends application to Planning Board with record, report, and draft findings
4. Planning Board hears application, reviews, deliberates, makes findings, and renders a decision
5. Staff finalizes record of the decision – CEO enforces permit



SITE PLAN

- Most commercial and multi-residential developments trigger site plan
- **Staff processing and review**
- *Time to act requirements*
- *Public hearings*
- *Continuing Public hearings*
- Planning Board decision must be based on whether the application meets standards in the Code:
  - Parking/access
  - Traffic
  - Stormwater
  - Outdoor storage
  - Lighting
  - Landscaping
  - Building location/Dimensional standards
  - Environmental impacts
  - Water Resources/shoreland
  - SLODA interaction
- *Impact Fees*

CONDITIONAL USES

- Like site plan review, just enhanced review and process
- Some uses have specific conditions for their district or for that use
- General standards apply:
  - Compliance w/ development standards; no variances
  - Traffic impacts
  - Adequate utilities, fire protection, drainage, parking, etc.
  - Conformance w/ development in the area (500 feet)

SUBDIVISION

- **State statute – rule of 3 lots or 5 units**
- Review criteria
  - Floodplain
  - Soils
  - Slope
  - Utilities (municipal or private)
  - Erosion
  - Traffic
  - Solid waste
  - Aesthetic/natural
  - Conforms to zoning
  - Technical and financial capacity
  - River impacts
  - Wetland
  - Stormwater
  - Shoreland issues
  - Impact on adjoining municipality
- City criteria – ROW widths, lot frontage, open space
  - Engineering Review
- SLODA interaction
- Endorsement/Registry
- Inspections

DECISIONS

- Permit Requirement Reference
- Record of Vote
- Factual and Procedural Background
  - List Exhibits in the record
- Findings
- Decision
- Conditions
- General Permit Requirements
- Appeal Procedure

Tree Board
Urban Forest Management Plan Workshop

Wednesday January 7th 3:00 PM
City Council Chambers, 73 Harlow St.

Agenda

1. Urban Forest Management Plan Discussion.
    a. Project update and timeline review.
    b. Public input and questions on the completion of an Urban Forest Management and Operations Plan for the City of Bangor's urban forest.

Parks, Recreation and Harbor

Advisory Committee

January 8, 2025

5:15 PM

City Council Chambers

Bangor City Hall

73 Harlow Street

AGENDA

Review/Approval of December meeting minutes

Election of a Committee Chair/Overview of member status.

> The past Chair's term has ended and new chair needs to be elected for the next year.

Review of Facilities Master Plan and project recommendations

> Staff would like to review the Facilities Master Plan and discuss potential projects for the upcoming year as well as projects that have been completed or in the process of being completed.

New/Other Business

Adjourn

CITY OF BANGOR

HISTORIC PRESERVATION COMMISSION

HISTORIC PRESERVATION COMMISSION
MEETING OF JANUARY 8, 2026, 7:00 P.M.
COUNCIL CHAMBERS, CITY HALL
73 HARLOW STREET

AGENDA

1. **Election of Officers**

Old Business:

2. **Meeting Minutes –** December 11, 2025 – **Postponed**

3. **Certificate of Appropriateness – 62 High Street – Map-Lot 042-102 – High Street Historic District – Applicant: Tyler Smith – Owner: Gilpin Holdings, LLC -** Approval requested for Certificate of Appropriateness for the removal of rotted trim boards and replacement with white PVC boards. The property is located at Map-Lot 042-102, in the High Street Historic District.

Other Business:

4. **Annual Training – Planning, Legal, and Mike Pullen (Advisory Consultant)**

5. **Adjournment**

73 HARLOW STREET, BANGOR, ME 04401
TELEPHONE: (207) 992-4280 FAX: (207) 945-4447
WWW.BANGORMAINE.GOV

CITY OF BANGOR
PLANNING DIVISION

COMMUNITY & ECONOMIC DEVELOPMENT

January 8, 2026

Bangor Historic Preservation Commission Findings and Decision

Applicant:	Tyler Smith 17 South Levant Road Levant, Maine 04456
Owner:	Gilpin Holdings, LLC 19 Sunrise Lane Hampden, Maine 04444
Property Address:	62 High Street, Map-Lot 042-102
Zoning District:	Multifamily & Service District (M&SD)
Permit Request:	Certificate of Appropriateness Approval
Designation:	High Street Historic District
Description:	Removal of rotted trim boards and replacement with white PVC board
Public Hearing Date:	December 11, 2025
Permitting Requirements:	§148-9(A), §148-9(B)
Commission Members Present:	
Commission Vote:	Motion carried ___ to ___ the Certificate of Appropriateness.

I. The Record

The Historic Preservation Commission reviewed the following exhibits:

1. Certificate of Appropriateness application, submitted by applicant on 10.08.2025
2. Photo exhibits of rotted trim boards prior to removal, submitted via email on 11.14.2025
3. Photo exhibits of white PVC board used for replacement, submitted via email on 11.14.2025
4. Consultant's memo, received from HPC Consultant Mike Pullen on 11.24.2025

5. Attachment to Consultant's memo, received from HPC Consultant Mike Pullen on 11.24.2025
6. Notice of Code Enforcement approval dated December 2025
7. List of abutters within 100ft of the subject property, generated by staff on 12.01.2025
8. Public notice sent to abutters within 100ft of the subject property on 12.02.2025
9. Notice of mailing by Planning Assistant Sarah Maquillan on 12.02.2025

II. Project Description and Permit Requirements

The project proposes removal of rotted trim boards and replacement with white PVC board at 62 High Street, Map-Lot 042-102. Since the project is located in the High Street Historic District, the proposed development must meet the requirements for a Certificate of Appropriateness (§148-8).

III. Procedural Background

1. The Application was deemed complete on December 11, 2025.
2. The Applicant paid all applicable fees (Exhibit 1).
3. The proposed Project is a Certificate of Appropriateness.

IV. Applicable Provisions and Findings

Part 1 – The Project meets the Evaluation Standards of §148-9A regarding general standards.

1. The Commission finds/does not find that, based on Exhibits 2-5, the application satisfied Historic Preservation Code §148-9A requiring that any alteration of the historic structure will preserve or enhance its historical and architectural character.

Part 2 – The Project meets the Evaluation Standards of §148-9B regarding renovations, alterations and repairs.

1. The Commission finds/does not find that, based on Exhibits 2-3, the application satisfies Historic Preservation Code § 148-9B(2)(b) requiring that rehabilitation work does not destroy the distinguishing qualities nor character of the structure and its environment.

2. The Commission finds/does not find that, based on Exhibits 2-3, the application satisfies Historic Preservation Code § 148-9B(2)(c) requiring that, while repair is preferable to replacement, in the event that replacement of deteriorated architectural features is necessary, the new material should match the material being replaced in composition, design, texture and finish.

3. The Commission finds/does not find that, based on Exhibits 2-3, the application

satisfies Historic Preservation Code § 148-9B(2)(d) requiring that distinctive stylistic features or examples of skilled craftsmanship which characterize historic structures is not damaged or destroyed, wherever possible.

4. The Commission finds/does not find that, based on Exhibits 2-3, the application satisfies Historic Preservation Code § 148-9B(2)(e) requiring that the changes which have taken place in the course of time have acquired historic significance in their own right are retained and preserved wherever possible.

5. The Commission finds/does not find that, based on 2-3, the application satisfies Historic Preservation Code § 148-9B(2)(f) requiring that alterations to an historic building to create an earlier appearance not be undertaken, except when qualifying as restoration under the Secretary of the Interior's Standards for Restoration.

6. The Commission finds/does not find that, based on 2-3, the application satisfies Historic Preservation Code § 148-9B(2)(i) requiring that, wherever possible, all alterations to structures shall be done in such a manner that if they were to be removed in the future the essential form and integrity of the original structure would be unimpaired.

V. Decision

The Commission finds/does not find that the project meets the requirements for Certificate of Appropriateness and therefore grants a Certificate of Appropriateness permit for the proposed Project.

VI. General Permit Requirements:

A. This permit does not relieve the applicant from any other state or federal permits that may be required for the project.

B. The proposed construction, reconstruction, alteration, moving or demolition must be begun within 6 months of approval and completed within 12 months of approval, unless the Commission sets other time limits. An extension or extensions of up to one year in total length may be granted as a minor alteration or revision under § 148-8B.C.

C. After completion of the project, or after 12 months from the issuance of a Certificate of Appropriateness permit, the property owner shall allow staff to access exterior areas of the property as reasonably necessary in order to perform an inspection to verify work was done in accordance with the Commission's approval.

D. Any person, firm or corporation being the actual or constructive owner of any building

or premises which is adjudged to be in violation of any of the provisions of this chapter shall be guilty of a civil violation and, on conviction, shall be fined not less than $10 nor more than $100. Each day such a violation is permitted to exist after notification shall constitute a separate offense. Any fines imposed pursuant to this chapter shall inure to the benefit of the City of Bangor.

If you should have any questions or desire further information, please do not hesitate to give the Planning Division a call at 207.992.4280.

Sincerely,

City of Bangor Historic Preservation Commission

CC: City of Bangor Planning Division

City of Bangor Code Enforcement Division

CITY OF BANGOR
PLANNING DIVISION

HISTORIC PRESERVATION COMMISSION APPLICATION

ONE COLOR COPY OF THIS COMPLETED APPLICATION MUST BE SUBMITTED AT THE TIME OF APPLICATION ALONG WITH APPROPRIATE FEE FOR REVIEW ON THE MONDAY TWO WEEKS PRECEDING THE MEETING (17 DAYS)

☑ **Certificate of Appropriateness** ☐ **Design Review**

Applicant Tyler Smith Email TRS Home Improvement@Gmail.com

Mailing Address 17 South Levant Rd Phone No. 207-852-5870

Location of Site 62 High Street Zoning District MBSD / High Street

Owner(s) of Site if Different from Applicant Zach Gilpin Map & Lot 042 - 102

Address 167 Kennebec Rd Hampden Primary Contact Person: Ty Tyler

IF OWNER IS DIFFERENT FROM APPLICANT O. A. A. FORM **MUST BE** COMPLETED

Description of applicant's interest in site, if not owner (e.g. lease, option, P&S Agreement): _____

1. Identify the action or actions requiring the Certificate of Appropriateness and/or Design Review:

__ a. Addition
__ b. Reconstruction
__ c. Alteration
☑ d. Removal of trim, elements, facing materials, or parts of building
__ e. Sign
__ f. New Construction
__ g. Moving of Building
__ h. Improvements to walkways, driveways, or landscape features
__ i. Demolition of structure, or portion of structure

2. Brief description of the above identified action (REQUIRED):

Remove old Rotted trim Boards and Replace with white PVC Board

3. If you checked 1a. (addition), 1b. (reconstruction), 1c. (alteration), or 1d. (removal of trim, etc.):

A. Indicate which of the following will be affected by the project:

__ Roof __ Exterior Woodwork __ Siding __ Windows __ Exterior Door(s) __ Other: Trim Work

B. How will the work be done:

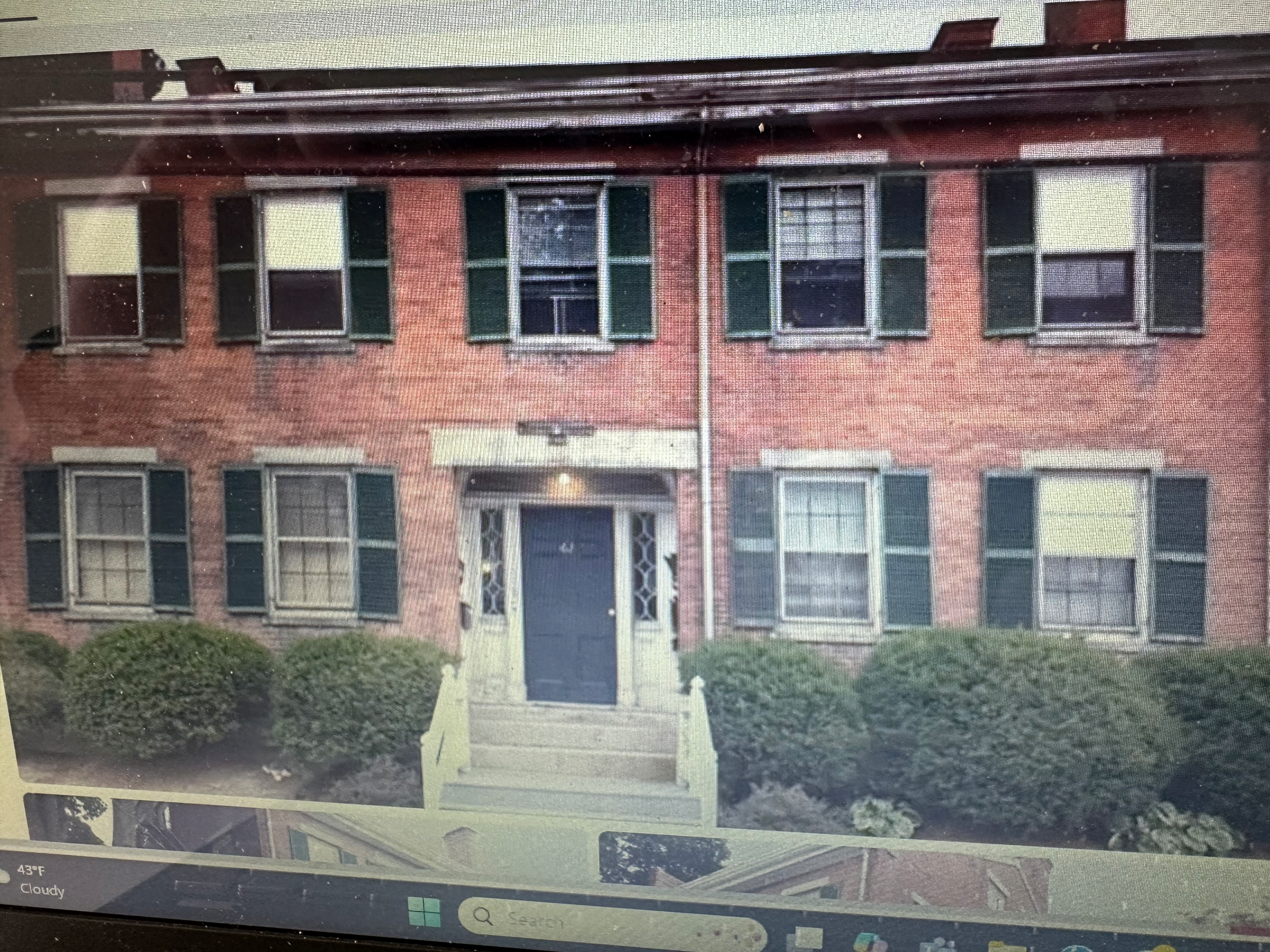
☑ Removal of existing element/material with new kind of material
__ Repair in kind, matching original feature
__ Repair in kind, approximation of original feature

REQUIRED SUPPLEMENTAL MATERIALS
(PLEASE NOTE: THIS APPLICATION WILL NOT BE PROCESSED WITHOUT THESE MATERIALS)

A. A description and samples of the materials which will be used. The description must include information concerning finishes.
B. Photographs of the buildings marked to indicate the location of the proposed project or sign
C. A scale drawing of the project or elements to be changed. If the project is an addition or new construction, then the applicant must submit architectural plans drawn to scale and a site plan showing the building in relation to adjacent buildings. If the project is an improvement or change to existing exterior features, then the applicant must submit a site plan which includes the buildings and exterior features as they now exist, adjacent buildings, and proposed alterations.
D. Sign Applications must include a scale drawing of the sign, a depiction or sample of the means of sign attachment or mounting to the building, materials, color samples, lettering samples, and finishes.
E. $55 for Certificates of Appropriateness/Design Review, $275 for new construction/comprehensive rehabilitation

Signature of Applicant/Agent: Tyler Smith Date: 10/08/2025

Printed Name of Applicant/Agent: Tyler Smith


43°F
Cloudy
Search

LD AUG 201











HISTORIC PRESERVATION COMMISSION
CITY OF BANGOR, MAINE

TO: Chair & Members of the Bangor Historic Preservation Commission
FROM: Mike Pullen, AIA, Advisory Consultant to the Historic Preservation Commission
DATE: 11/24/2025

RE: APPLICATION FOR A CERTIFICATE OF APPROPRIATENESS CONSULTANT COMMENTS

Location: 62 High Street
Applicant: Tyler Smith
Building Owner: Zack Gilpin

INTRODUCTION TO THE APPLICATION

District: High Street Historic District
Nature of Project: Applicant seeks an after the fact replacement of the eave and rake trim, and removal of gutters and downspouts.

History: Circa 1825 Gen'l. John Williams/ Mason House. Refer to attached National Register of Historic Places nomination form for history.

APPLICABLE SECTIONS OF THE LAND USE CODE

Sections	Topic	Description of Work
148-9	Evaluation standards	Alterations

Findings of Fact:

According to the Certificate of Appropriateness (COA) application dated 10/08/2025, the applicant seeks approval for:

An after the fact replacement of the eave and rake trim, and removal of gutters and downspouts.

ADVISORY CONSULTANT COMMENTS:

Based on the information contained in the application, the advisory consultant recommends that the Commission determine/ consider the following:

- As shown in the B+W photograph attached to the 1978 NR form, the original details of the eave and rake trim included profiled gutters with returns at the gable ends of the house.
- Profile of the gutters was a classic ogee (K style). The return of gutters matching those removed will significantly reduce the eave trim scale.
- Round downspouts originally existed as shown in the 2022 photograph below.
- The rake trim was originally two- piece, not the single piece of trim installed. A two-piece rake trim will greatly improve the scale of the installed trim.



Form No. 10-300 (Rev. 10-74)

UNITED STATES DEPARTMENT OF THE INTERIOR
NATIONAL PARK SERVICE

NATIONAL REGISTER OF HISTORIC PLACES INVENTORY -- NOMINATION FORM

PH 0689742

FOR NPS USE ONLY
RECEIVED NOV 7 1978
DATE ENTERED DEC 22 1978

SEE INSTRUCTIONS IN *HOW TO COMPLETE NATIONAL REGISTER FORMS*
TYPE ALL ENTRIES -- COMPLETE APPLICABLE SECTIONS

1 NAME

HISTORIC
Gen. John Williams House (preferred)

AND/OR COMMON
The Mason House

LOCATION

STREET & NUMBER
62 High Street
__NOT FOR PUBLICATION

CITY, TOWN
Bangor
__ VICINITY OF

CONGRESSIONAL DISTRICT
2nd

STATE
Maine

CODE
23

COUNTY
Penobscot

CODE
019

CLASSIFICATION

CATEGORY	OWNERSHIP	STATUS	PRESENT USE	
__DISTRICT	__PUBLIC	X OCCUPIED	__AGRICULTURE	__MUSEUM
X BUILDING(S)	X PRIVATE	__UNOCCUPIED	__COMMERCIAL	__PARK
__STRUCTURE	__BOTH	__WORK IN PROGRESS	__EDUCATIONAL	X PRIVATE RESIDENCE
__SITE	**PUBLIC ACQUISITION**	**ACCESSIBLE**	__ENTERTAINMENT	__RELIGIOUS
__OBJECT	__IN PROCESS	__YES: RESTRICTED	__GOVERNMENT	__SCIENTIFIC
	__BEING CONSIDERED	X YES: UNRESTRICTED	__INDUSTRIAL	__TRANSPORTATION
		__NO	__MILITARY	__OTHER:

OWNER OF PROPERTY

NAME
Ellen R. Lewis ✓

STREET & NUMBER
56 High Street

CITY, TOWN
Bangor
__ VICINITY OF

STATE
Maine

LOCATION OF LEGAL DESCRIPTION

COURTHOUSE, REGISTRY OF DEEDS, ETC.
Penobscot County Registry of Deeds

STREET & NUMBER

CITY, TOWN
Bangor

STATE
Maine

6 REPRESENTATION IN EXISTING SURVEYS

TITLE

DATE
__FEDERAL __STATE __COUNTY __LOCAL

DEPOSITORY FOR SURVEY RECORDS

CITY, TOWN

STATE

7 DESCRIPTION

CONDITION		CHECK ONE	CHECK ONE
X EXCELLENT	__DETERIORATED	X UNALTERED	X ORIGINAL SITE
__GOOD	__RUINS	__ALTERED	__MOVED DATE_____
__FAIR	__UNEXPOSED		

DESCRIBE THE PRESENT AND ORIGINAL (IF KNOWN) PHYSICAL APPEARANCE

The General John Williams House, built between 1822 and 1825, is a solid two and a half story west-facing building of brick with granite trim in the Federal style. The building has an asphalt gabled roof and four internal end chimneys.

The second story of the five-bay facade contains 6/6 windows. One window is centered with a pair of windows symmetrically placed on each side. Leading to the first story central doorway is a set of five granite steps. The recessed doorway itself features flush sidelights and a fan above, partially hidden by an exterior granite lintel. All of the windows in the house, as well as the central doorway, have granite lintels. A pair of windows, each identical to those in the second story, appear on each side of the doorway.

On the north and south ends of the building, three windows appear in the first two stories, with one window in each story off to one side. The half story contains twin windows which are slightly smaller than those elsewhere in the building. A black cast-iron fire escape is attached to the north wall. In addition to the 2½ stories, there is a partial basement with a small granite-framed casement window and a full-size window appearing on each side. All of the windows in the building, with the exception of these basement windows, are flanked by exterior wooden louvered shutters.

8 SIGNIFICANCE

PERIOD	AREAS OF SIGNIFICANCE -- CHECK AND JUSTIFY BELOW				
__PREHISTORIC	__ARCHEOLOGY-PREHISTORIC	__COMMUNITY PLANNING	__LANDSCAPE ARCHITECTURE	__RELIGION	
__1400-1499	__ARCHEOLOGY-HISTORIC	__CONSERVATION	__LAW	__SCIENCE	
__1500-1599	__AGRICULTURE	__ECONOMICS	__LITERATURE	__SCULPTURE	
__1600-1699	X ARCHITECTURE	__EDUCATION	X MILITARY	__SOCIAL/HUMANITARIAN	
__1700-1799	__ART	__ENGINEERING	__MUSIC	__THEATER	
X 1800-1899	__COMMERCE	__EXPLORATION/SETTLEMENT	__PHILOSOPHY	__TRANSPORTATION	
__1900-	__COMMUNICATIONS	X INDUSTRY	__POLITICS/GOVERNMENT	__OTHER (SPECIFY)	
		__INVENTION			

SPECIFIC DATES 1822-1825 BUILDER/ARCHITECT

STATEMENT OF SIGNIFICANCE

One of the few Federal houses in Bangor and almost certainly the oldest brick residence in the city, the Gen. John Williams House is closely tied through its first owner to the early history of the area.

Originally the lot at 62 High Street was part of the tract owned by James Dunning, one of the first proprietors in Conduskeag, as the region was then known. It appears as "Lot no. 10" on the famous Park Holland survey of 1795. Dunning's heirs sold the land to Jeremiah Dudley in 1800 and his holding is shown as "Lot no. 16" on Moses Hodsdon's survey of 1801. No buildings are shown on this location on either survey.

After passing through several owners, the lot was sold to John Williams in 1822 by Andrew Morse. The City of Bangor Tax Records indicate that in 1825 a house was first assessed against Williams.

Born in 1791, John Williams first appears in recorded history in 1814 as a sergeant of artillery in the local militia under General Blake which was ignominiously dispersed by the British, who then occupied Hampden and Bangor. In 1818 Williams, now a 2nd Lieutenant, was in charge of a unit honoring Commander-in-Chief, John Brooks. By 1823 he had risen to the rank of Major and is recorded as insisting successfully on the proper observance of July 4th as Independence Day.

In 1824, in the saddle and harness business, Williams was listed among 29 leading businessmen and merchants in Bangor. Four years later he was placed in charge of the "Washington Engine", a unit of the Bangor Fire Department, and also in that year, 1828, received his commission as Brigadier General in command of the Bangor Militia. He was one of the four original incorporators of the Bangor Mechanic Association, founded for the cultural improvement of artisams and craftsmen. In 1830 he became the second president of this prestigious organization which still exists in support of the famous Bangor Public Library.

Williams was appointed Register of Probate for Penobscot County in 1842 and served until 1849. He died on June 16, 1868.

In 1835 Rev. William Mason acquired title to the property and resided there with Dr. John Mason, a wellknown Bangor physician. The house remained in the Mason Family until 1955, when it was purchased by the present owner.

9 MAJOR BIBLIOGRAPHICAL REFERENCES

Godfrey, John E., Annals of the City of Bangor and Penobscot County, 1626-1882, Boston, 1882.
City of Bangor Tax Records.
Park Holland Survey, 1795.
Moses Hodsdon's Lot Plan, 1801.

10 GEOGRAPHICAL DATA

ACREAGE OF NOMINATED PROPERTY 1/4

UTM REFERENCES

	ZONE	EASTING	NORTHING
A	19	517850	4960490
B			
C			
D			

VERBAL BOUNDARY DESCRIPTION

City Sheet 42, Parcel 102
(per Frank Beard, 12-15-78 AL)

LIST ALL STATES AND COUNTIES FOR PROPERTIES OVERLAPPING STATE OR COUNTY BOUNDARIES

STATE	CODE	COUNTY	CODE
STATE	CODE	COUNTY	CODE

11 FORM PREPARED BY

NAME / TITLE: Frank A. Beard, Historian
Robert L. Bradley, Architectural Historian

ORGANIZATION: Maine Historic Preservation Commission
DATE: October 1978

STREET & NUMBER: 242 State Street
TELEPHONE: 207/289-2133

CITY OR TOWN: Augusta
STATE: Maine

12 STATE HISTORIC PRESERVATION OFFICER CERTIFICATION

THE EVALUATED SIGNIFICANCE OF THIS PROPERTY WITHIN THE STATE IS:

NATIONAL ___ STATE ___ LOCAL ✓

As the designated State Historic Preservation Officer for the National Historic Preservation Act of 1966 (Public Law 89-665), I hereby nominate this property for inclusion in the National Register and certify that it has been evaluated according to the criteria and procedures set forth by the National Park Service.

STATE HISTORIC PRESERVATION OFFICER SIGNATURE Earle S. Shettleworth Jr.

TITLE S.H.P.O. DATE 11/2/78

FOR NPS USE ONLY

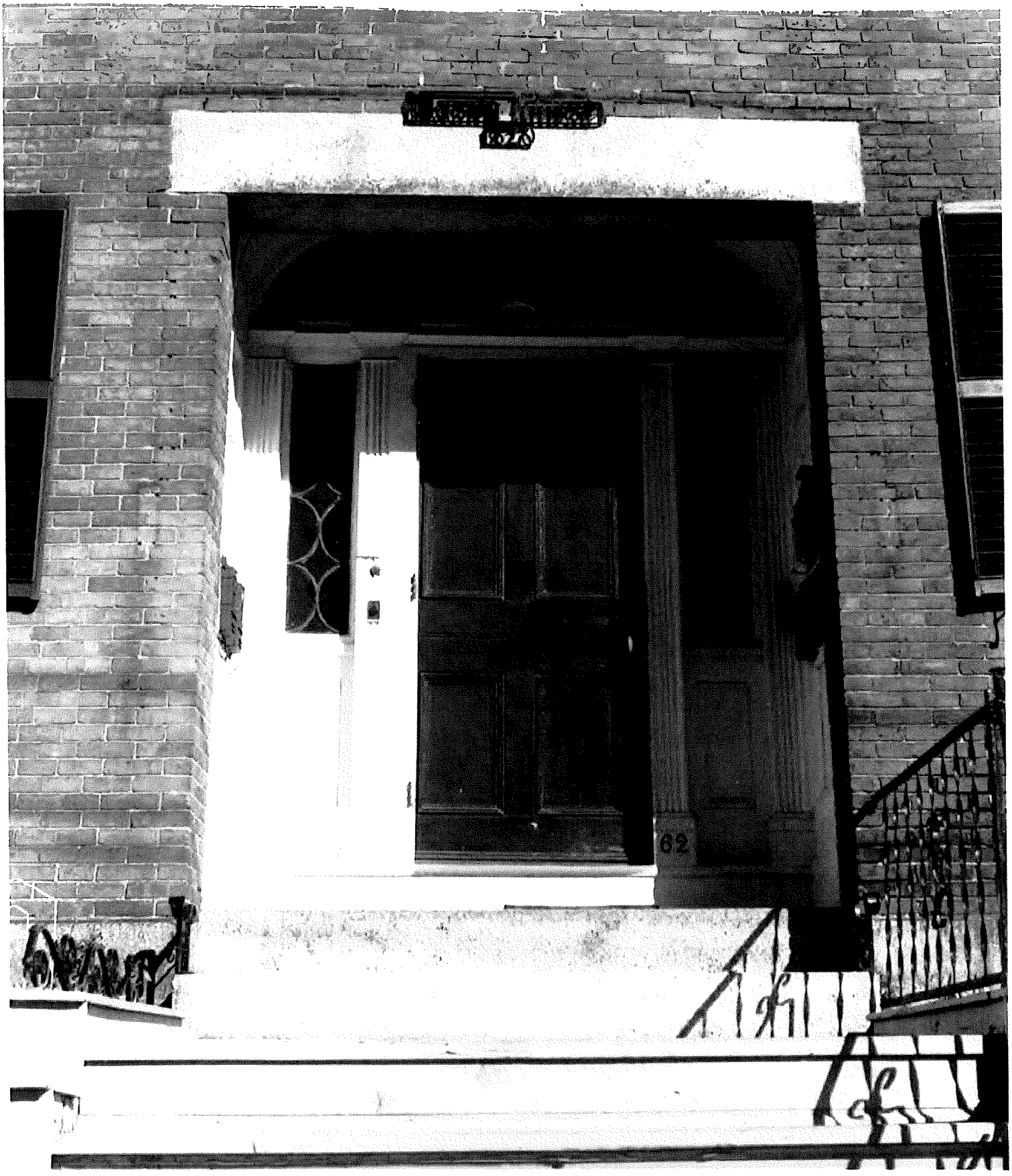
I HEREBY CERTIFY THAT THIS PROPERTY IS INCLUDED IN THE NATIONAL REGISTER

DIRECTOR, OFFICE OF ARCHEOLOGY AND HISTORIC PRESERVATION DATE 12-22-78

ATTEST: KEEPER OF THE NATIONAL REGISTER DATE 12/28/78

GPO 892-453




62

COMMUNITY & ECONOMIC DEVELOPMENT

CITY OF BANGOR
PLANNING DIVISION

December 2025

Re: HPC COA – 62 High Street – Tyler Smith – Notice of Approval

The Code Enforcement Division has reviewed the application and did not express any concerns or had all concerns addressed over the application for 62 High Street – Tyler Smith.

Sarah Maquillan

73 HARLOW STREET, BANGOR, ME 04401
TELEPHONE: (207) 992-4280 FAX: (207) 945-4447
WWW.BANGORMAINE.GOV

Owner	Owner 2	Owner Address 1
Penobscot Theatre Company	Bangor Opera House Admin. Office	131 Main Street
Richard W. Hall		29 Glencove Avenue
Anna Bernadette Woods		56 High Street
Bangor Historical Society		159 Union Street
Laurence G. Van Peursem		PO Box 2219
Queen City Properties LLC		40 High Street
SLT Investments, LLC		60 May Street

Owner Address 2
Bangor, Maine 04401
Bangor, Maine 04401
Bangor, Maine 04401
Bangor, Maine 04401
Bangor, Maine 04402-2219
Bangor, Maine 04401
Bangor, Maine 04401

CITY OF BANGOR

HISTORIC PRESERVATION COMMISSION

December 2, 2025

PUBLIC NOTICE

The Historic Preservation Commission of the City of Bangor will hold a hearing in the Council Chambers on the 1st floor of City Hall (73 Harlow Street) on Thursday, December 11th, 2025 at 7pm to hear the following application:

The applicant, Tyler Smith, requests approval for Certificate of Appropriateness at property located at 62 High Street for the removal of rotted trim boards and replacement with white PVC boards. The property is located at Map-Lot 042-102, in the High Street Historic District. Owner: Gilpin Holdings, LLC.

A full copy of the application can be emailed or mailed to any interested party by emailing a request to planning@bangormaine.gov or calling the office at 207.992.4257. Copies of the application can also be picked up at City Hall. To submit comments in writing, please email comments to planning@bangormaine.gov or mail to 73 Harlow Street before 4 PM, December 10th, 2025. Interested parties can also make an appointment by email or phone to meet with Planning Division staff in person or on Zoom.

The public is welcome to attend the meeting in person or view the meeting via Zoom; however, public comments are not allowed over Zoom. Zoom details can be found at the city's website under www.bangormaine.gov/calendar. The Historic Preservation Commission meeting may be streamed live via the City of Bangor's YouTube page; however, comments are not enabled during streaming. Please call our office if you have questions about the process or participation in the hearing process.

Anja Collette
Planning Officer
City of Bangor

73 HARLOW STREET, BANGOR, ME 04401
TELEPHONE: (207) 992-4280 FAX: (207) 945-4447
WWW.BANGORMAINE.GOV

COMMUNITY & ECONOMIC DEVELOPMENT

CITY OF BANGOR
PLANNING DIVISION

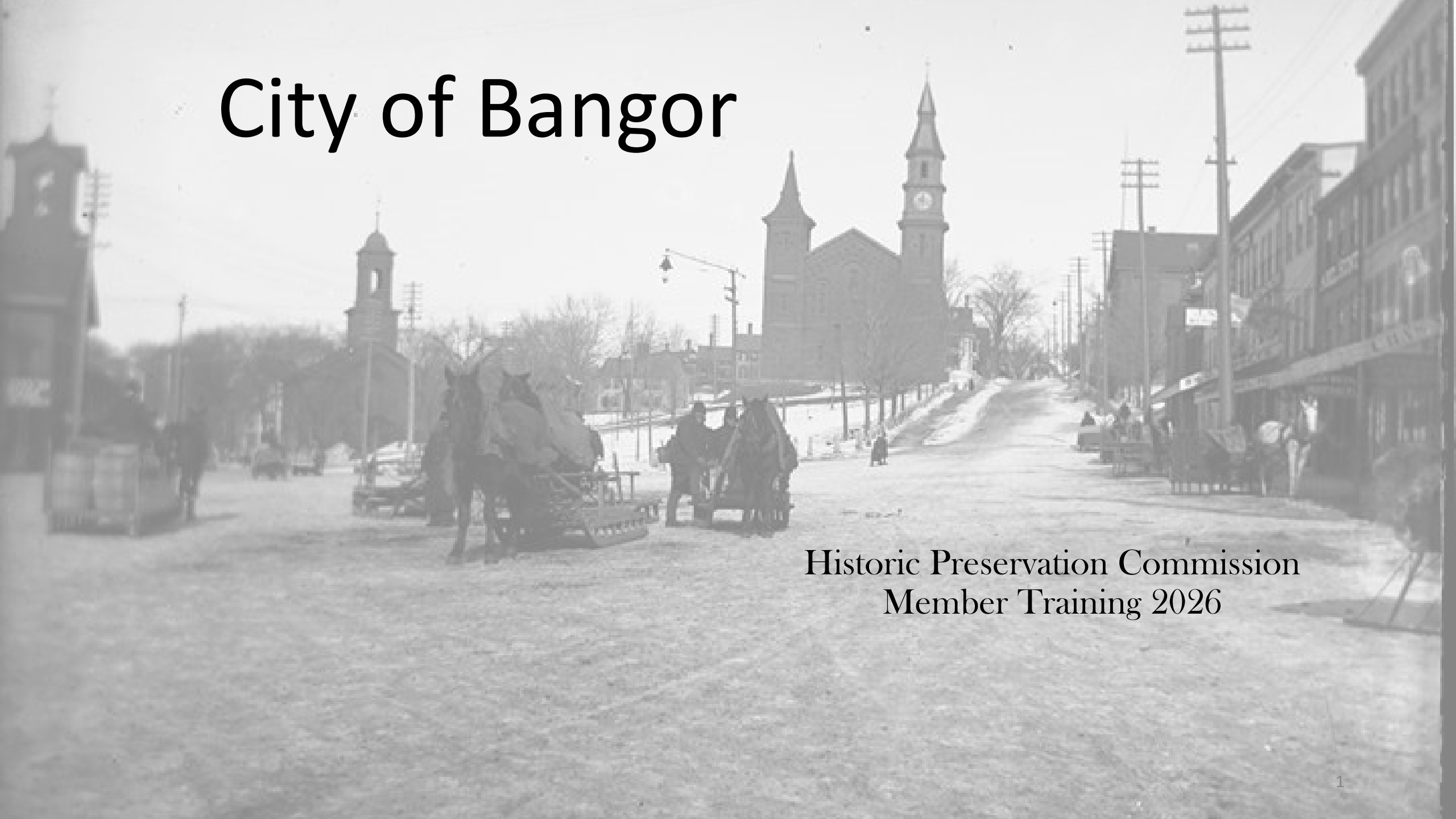
Re: HPC COA – 62 High Street – Tyler Smith – Notice of Mailing

On December 2, 2025, the Public Notice for 62 High Street – Tyler Smith, advising that the Historic Preservation Commission of the City of Bangor will hold a public hearing on Thursday, December 11, 2025, was mailed by the Planning Division.

Sarah Maquillan

73 HARLOW STREET, BANGOR, ME 04401
TELEPHONE: (207) 992-4280 FAX: (207) 945-4447
WWW.BANGORMAINE.GOV

City of Bangor



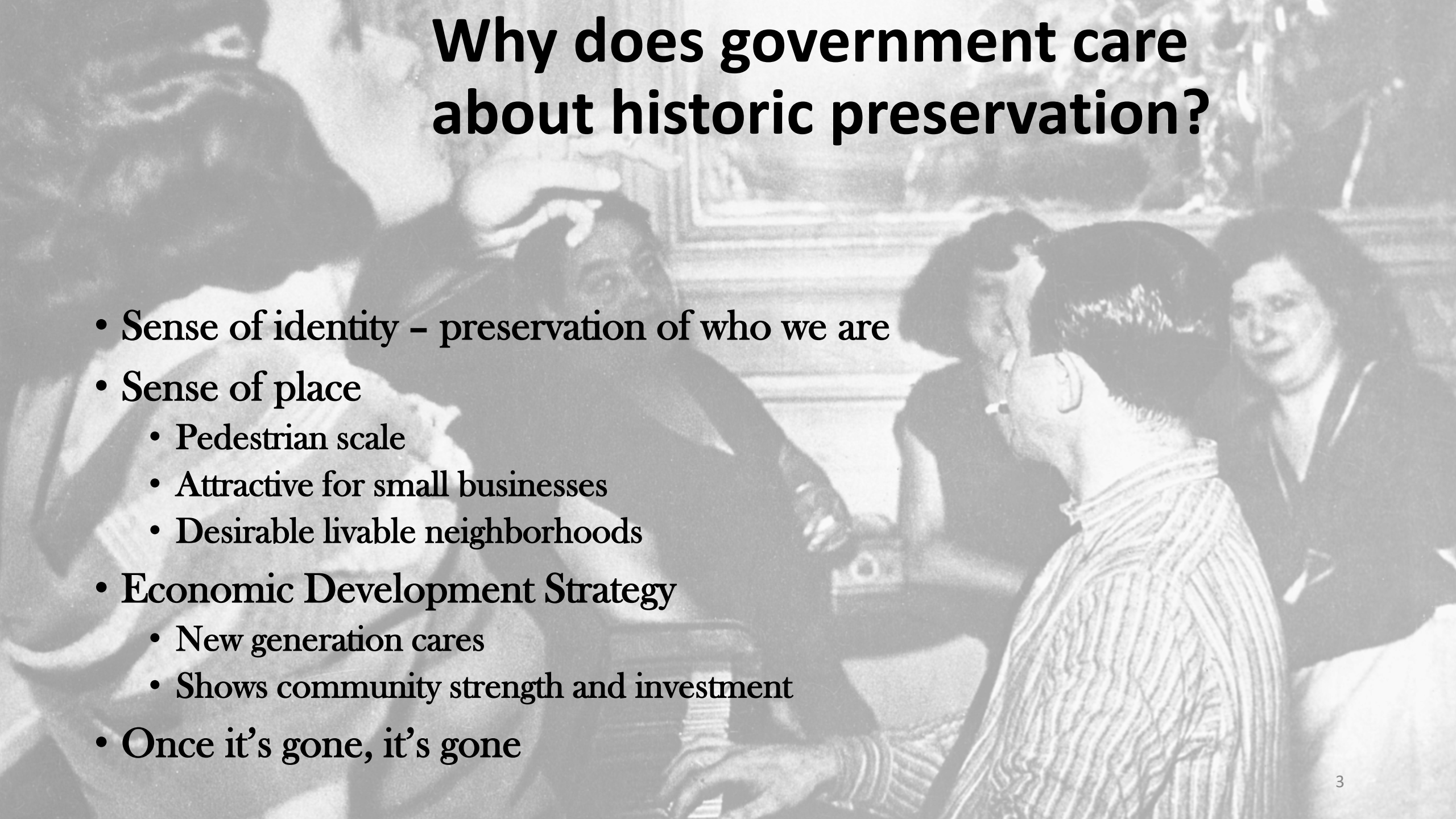
Historic Preservation Commission
Member Training 2026

Preserving our history is telling our story

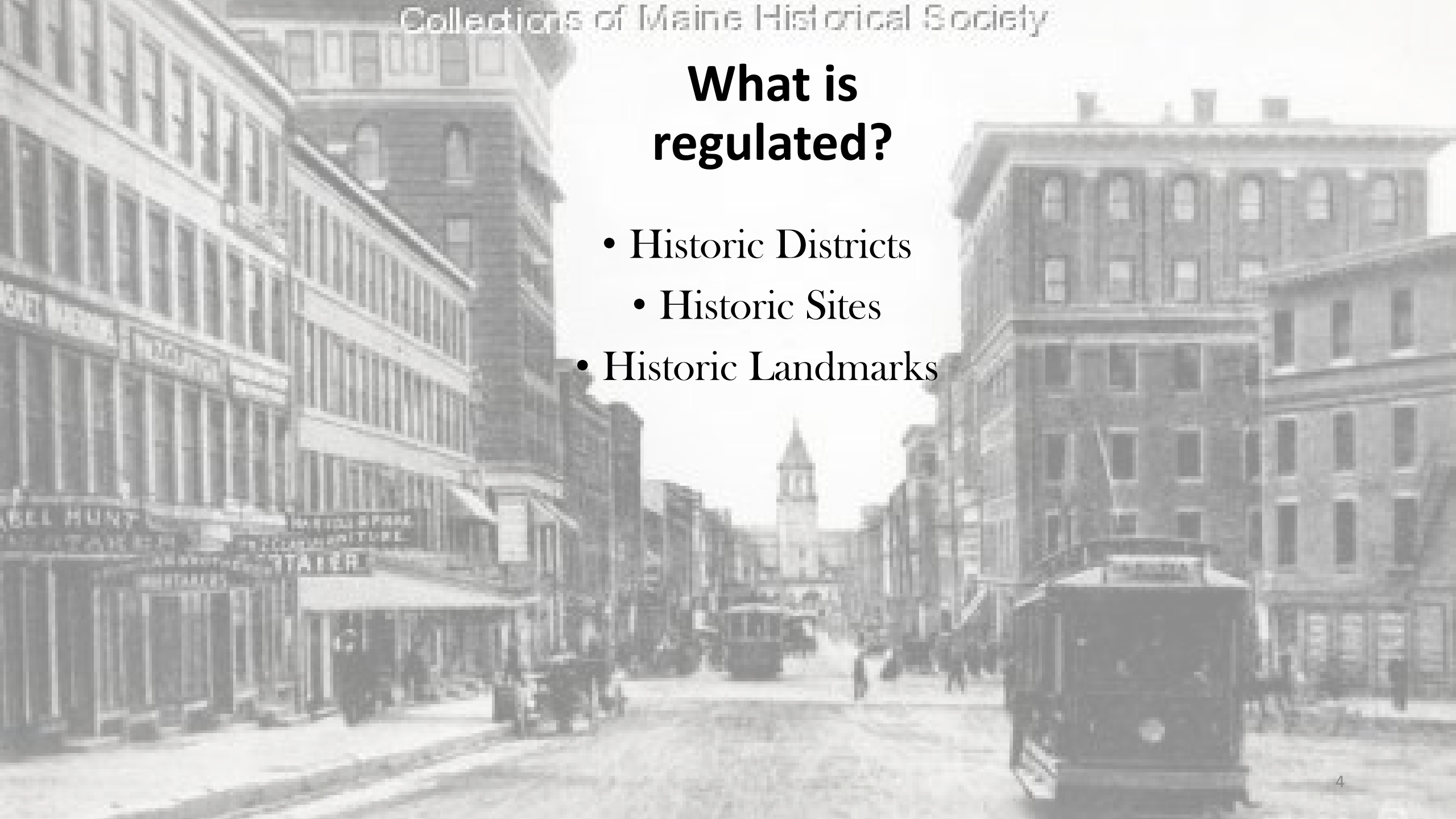


- Lumber and Mercantile Industry
- Service and Cultural Center for Northern and Downeast Maine
- Gateway to other Maine vacation spots

Why does government care about historic preservation?



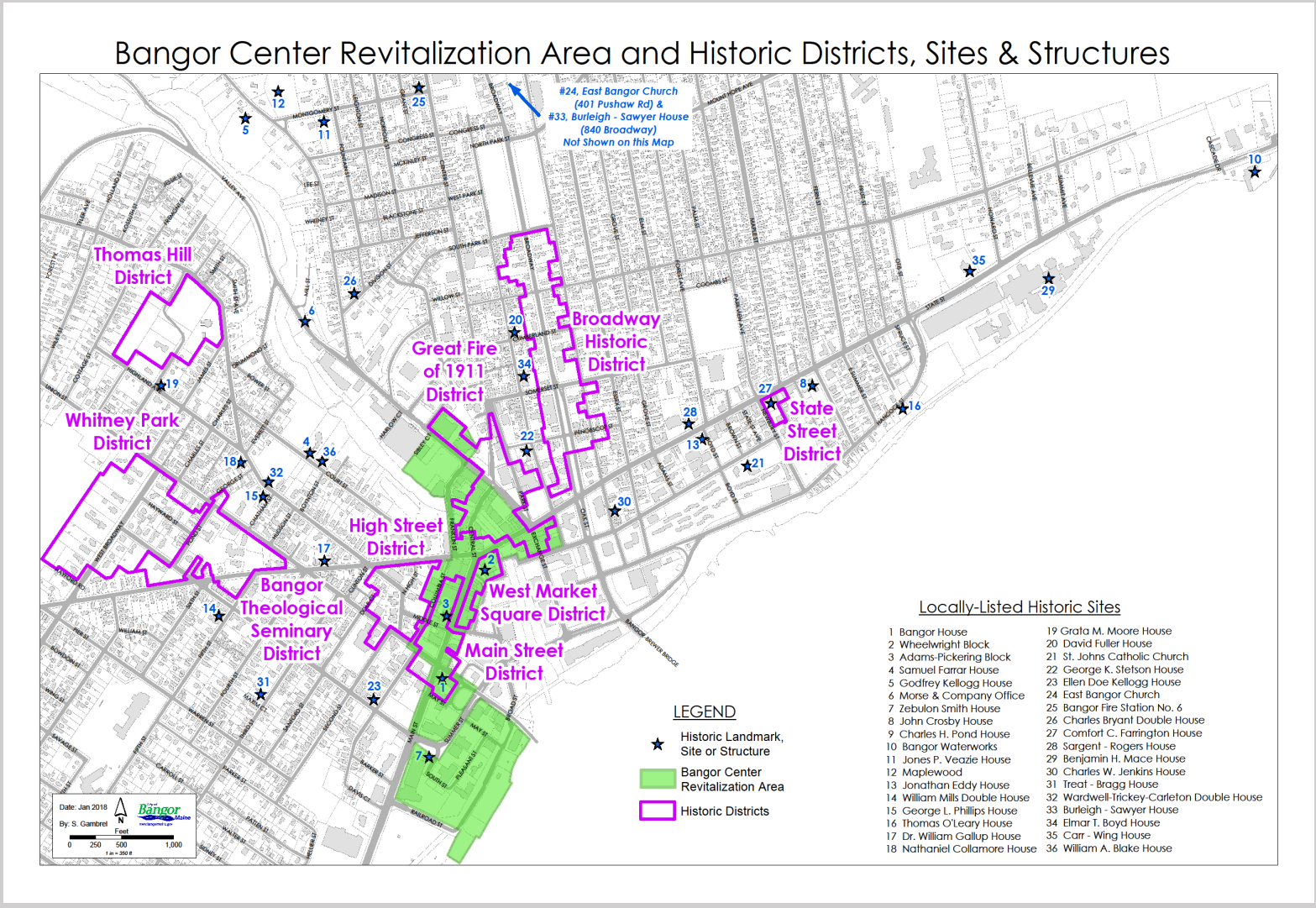
- Sense of identity – preservation of who we are
- Sense of place
  - Pedestrian scale
  - Attractive for small businesses
  - Desirable livable neighborhoods
- Economic Development Strategy
  - New generation cares
  - Shows community strength and investment
- Once it's gone, it's gone



What is regulated?

- Historic Districts
- Historic Sites
- Historic Landmarks

Historic Districts

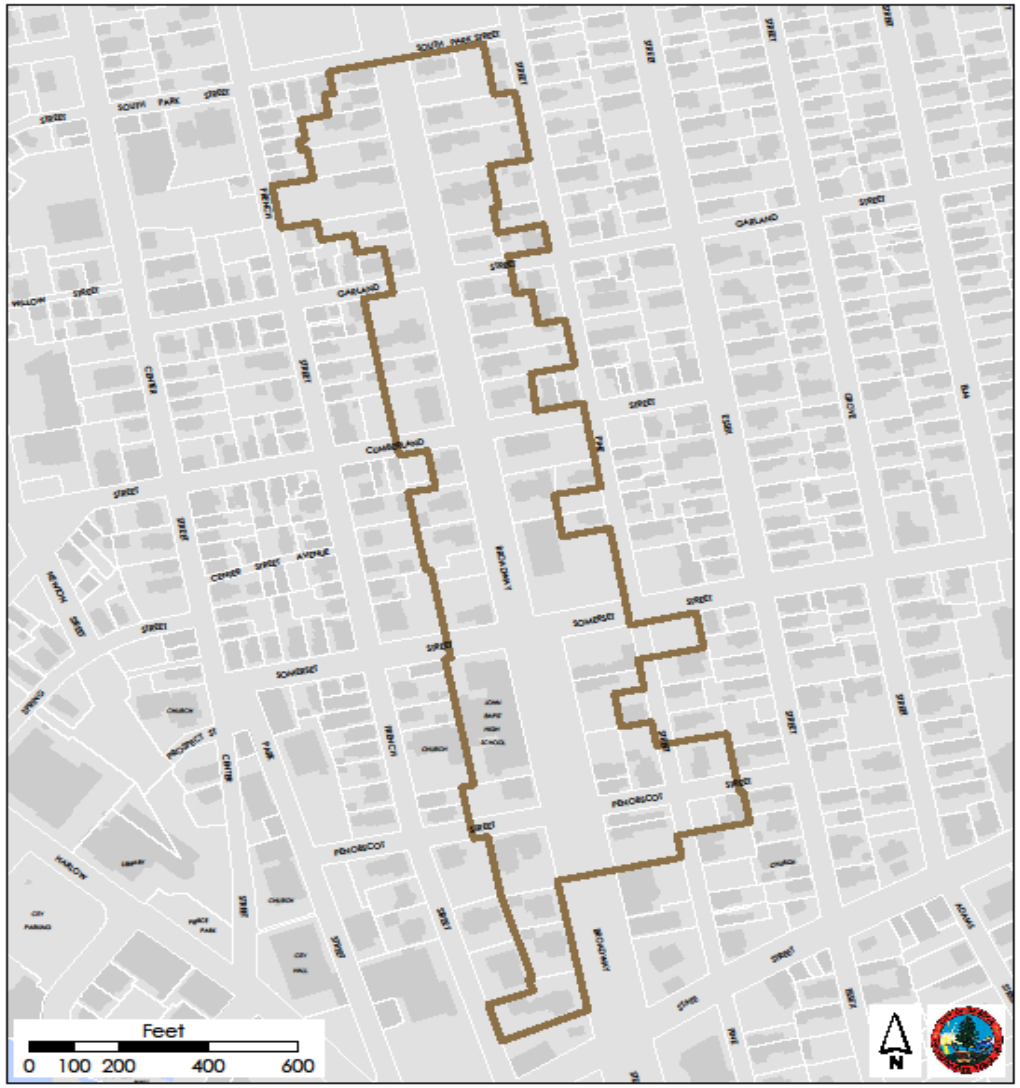


Bangor Theological Seminary Historic District



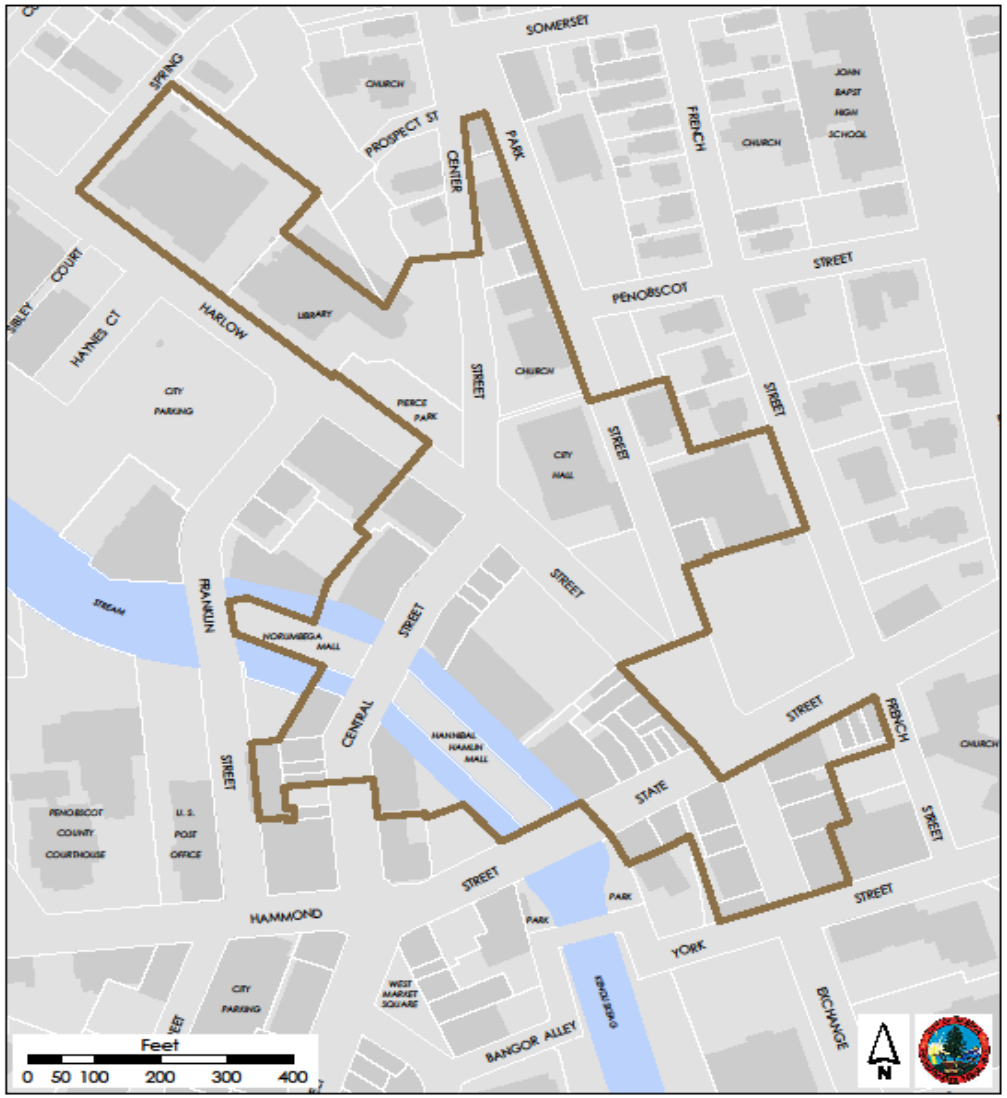
- Architectural Styles:
  - Federal
  - Italianate
  - Queen Anne
  - Romanesque Revival
- Founded in 1811, one of the oldest institutions in the country

Broadway Historic District



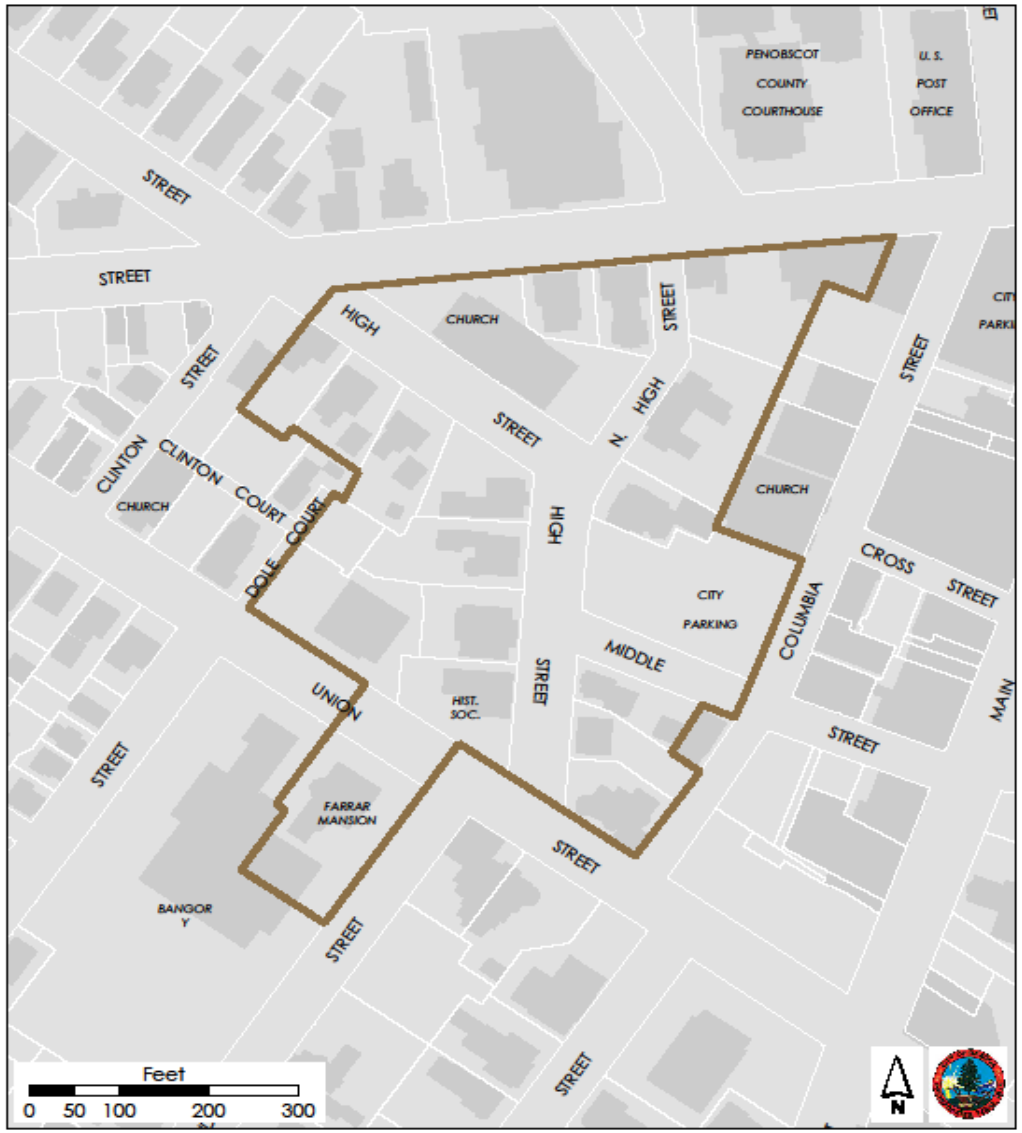
- Architectural Styles
  - Greek Revival
  - Victorian
  - Federal
  - Second Empire
- Important Figures in Bangor's History
  - Fields of Banking Lumber, Iron Foundry, Politicians, Lawyer
  - Civil War hero
  - Anti-slavery Activists
- John Bapst School

Great Fire of 1911 Historic District



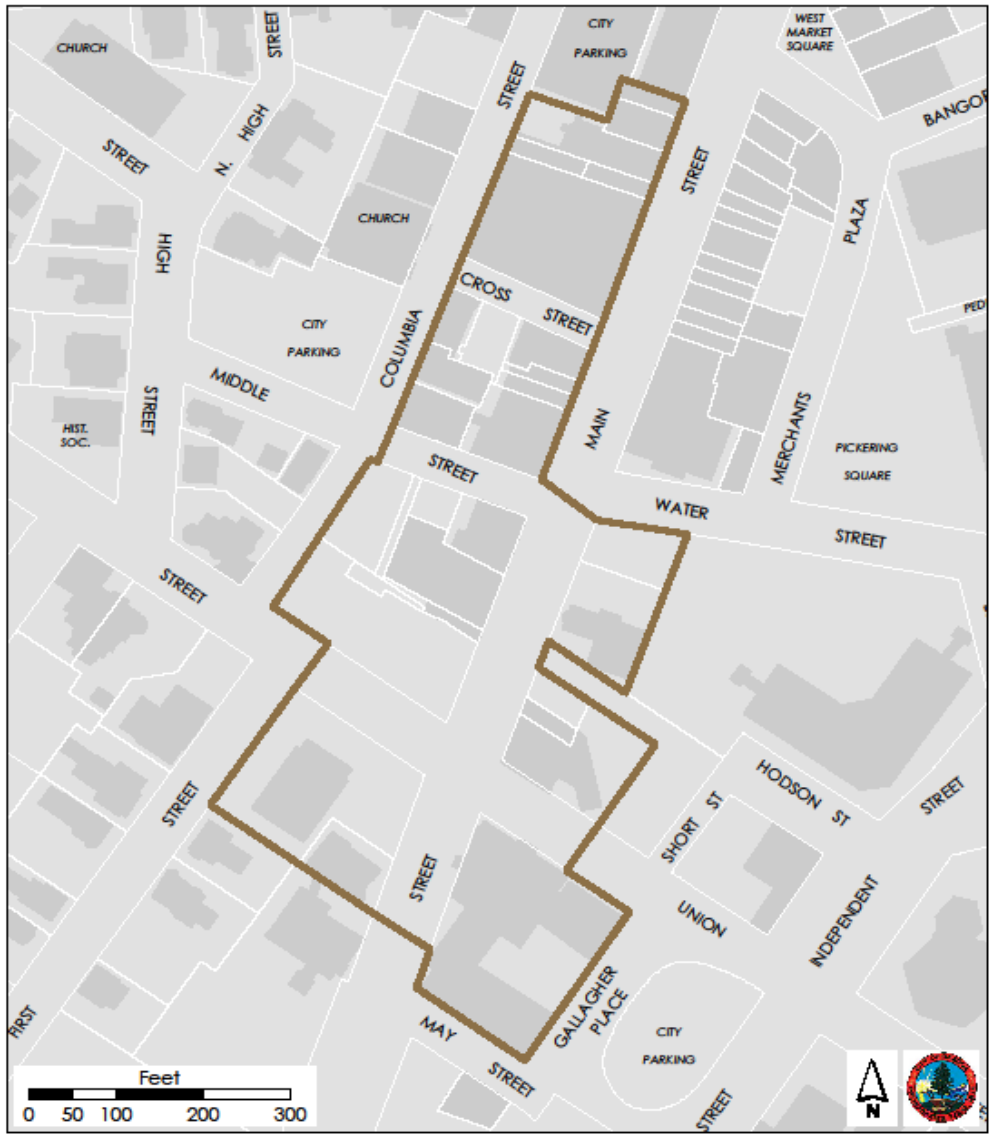
- Architectural Styles
  - Classic Revival
  - Renaissance Revival
  - Art Deco
  - Romanesque Revival
- Post Fire, Boston architect Warren Manning drew a city plan taking into account the rise of the automobile
- Key piece to the Bangor Core Business District

High Street Historic District



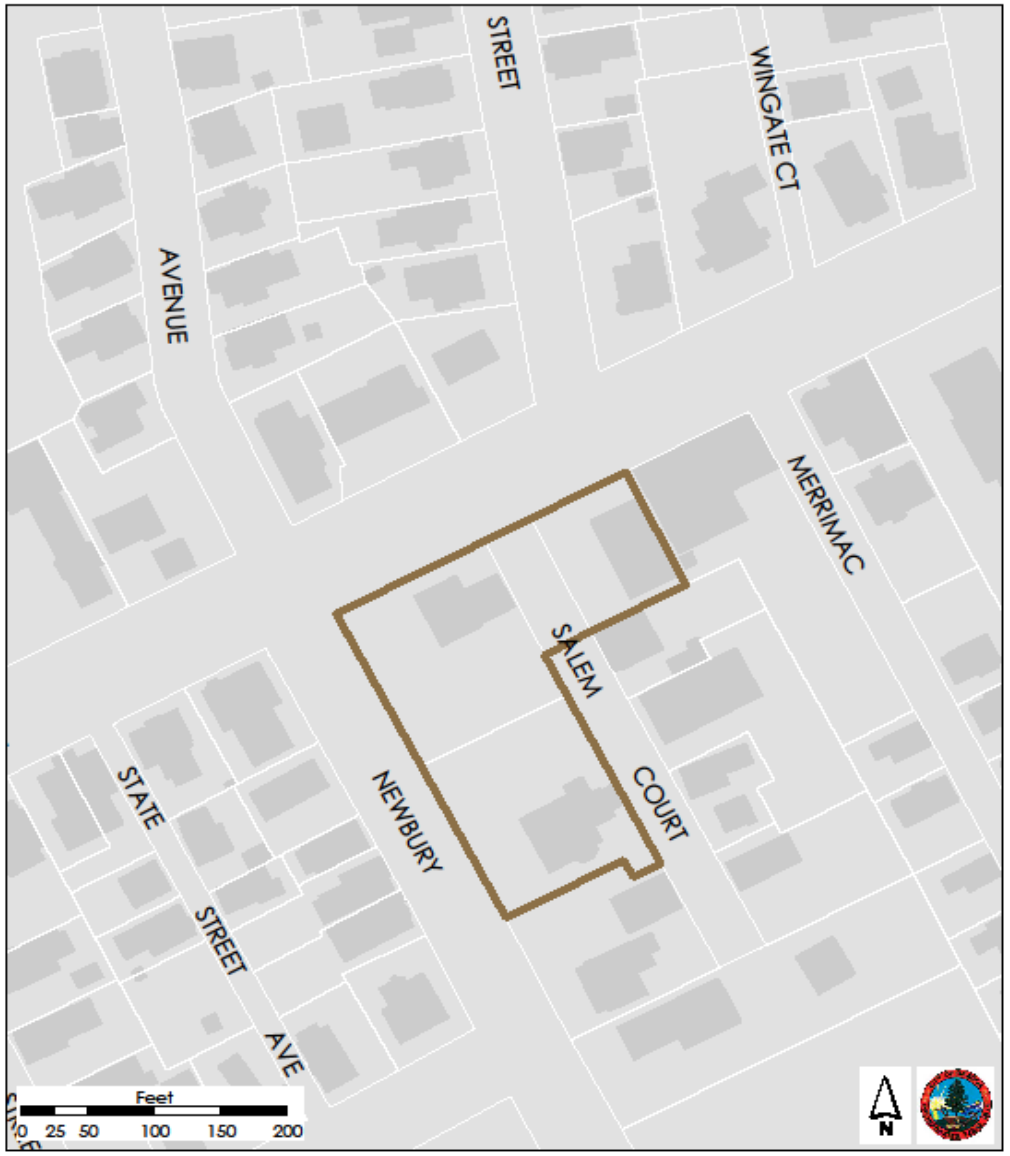
- Architectural Styles
  - Colonial Revival
  - Queen Anne Exotic
  - Federal
- First ring of residential homes outside the business district for Bangor's elite
- Has had the most commercial intrusion

Main Street Historic District



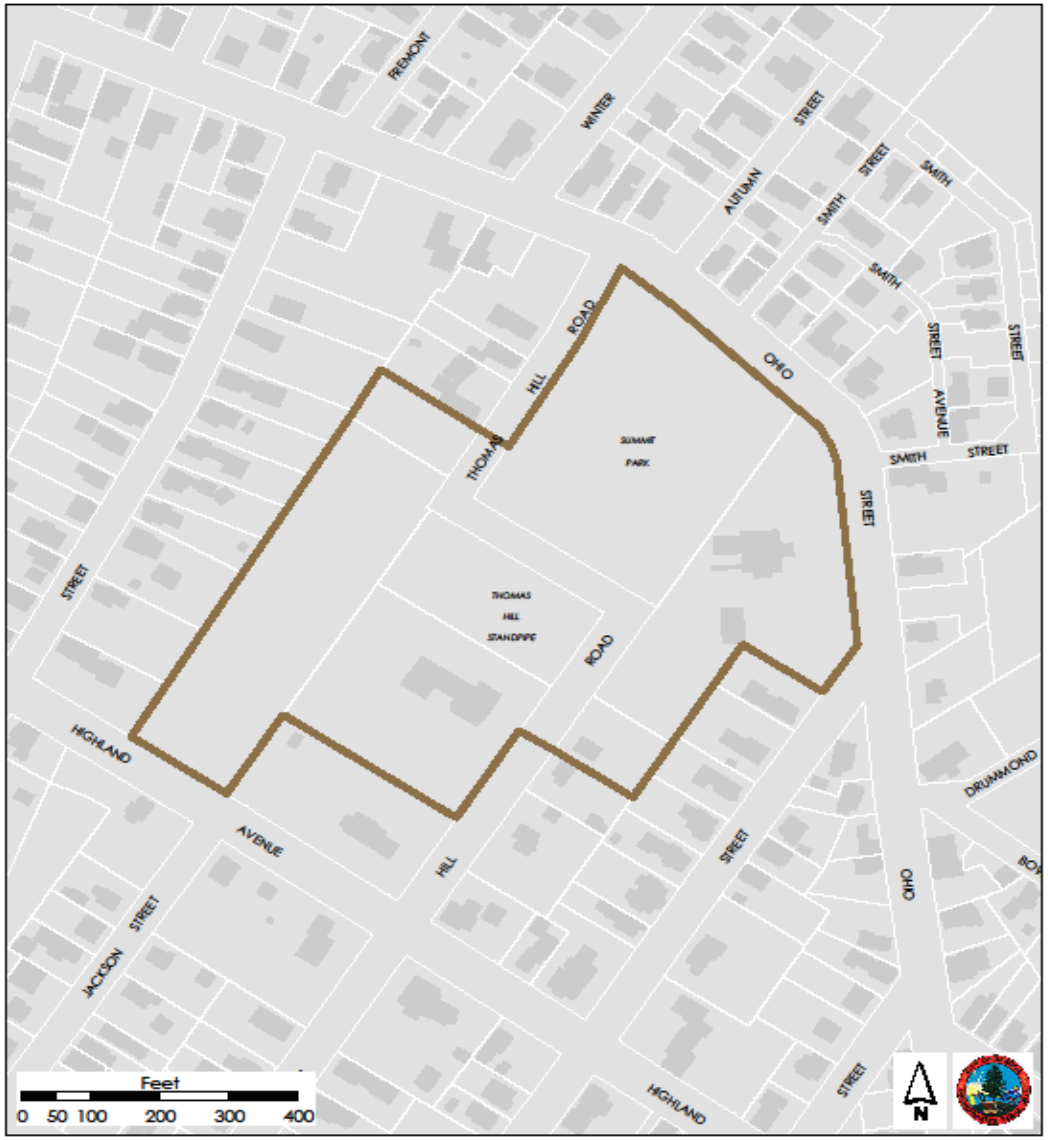
- Architectural Styles
  - Beaux Arts
  - Brick Blocks
  - Victorian Commercial
  - Greek Revival

State Street Historic District



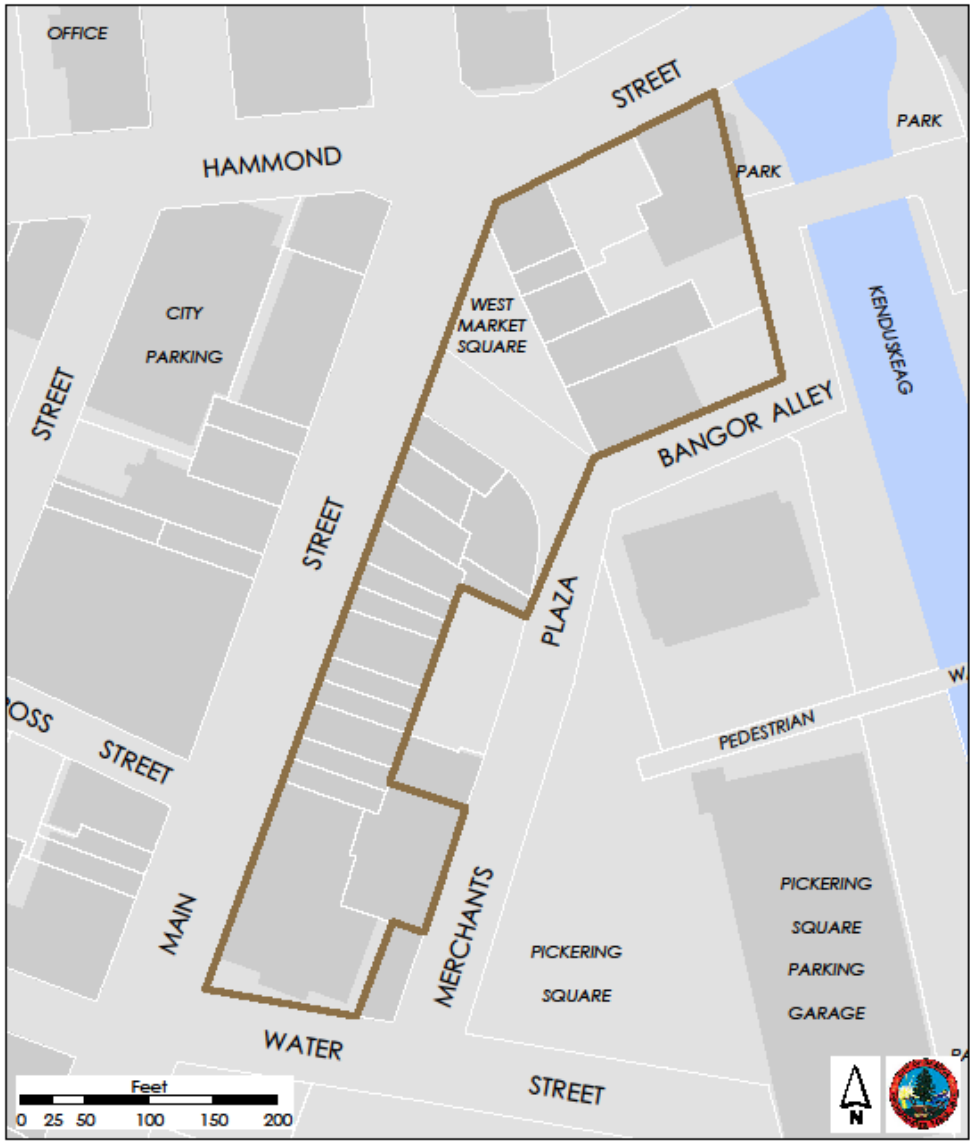
- Architectural Styles
  - Colonial Revival (brick)
  - Traditional Greek Revival – Italianate
  - Romanesque Revival

Thomas Hill Historic District



- Architectural Styles
  - Victorian "Stick Style"
  - Italianate

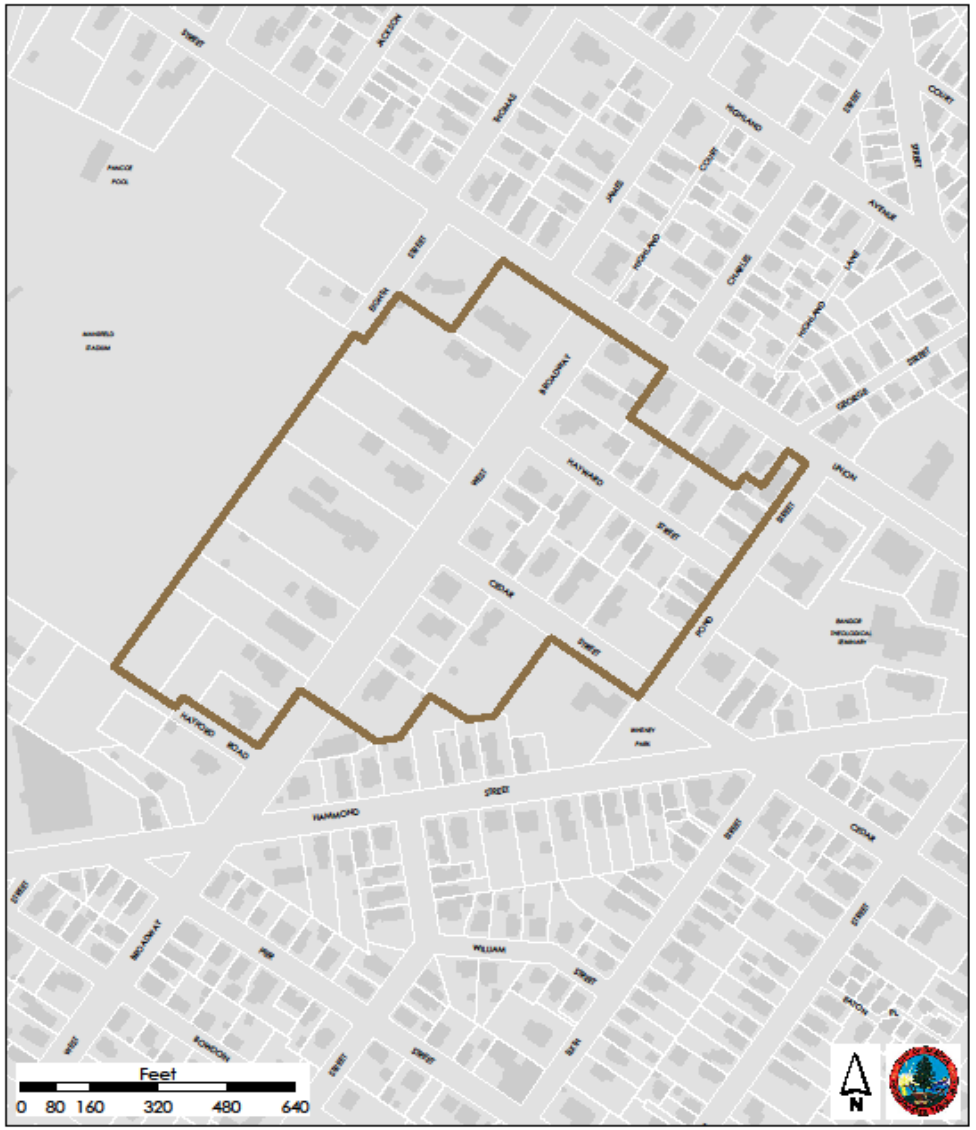
West Market Square Historic District



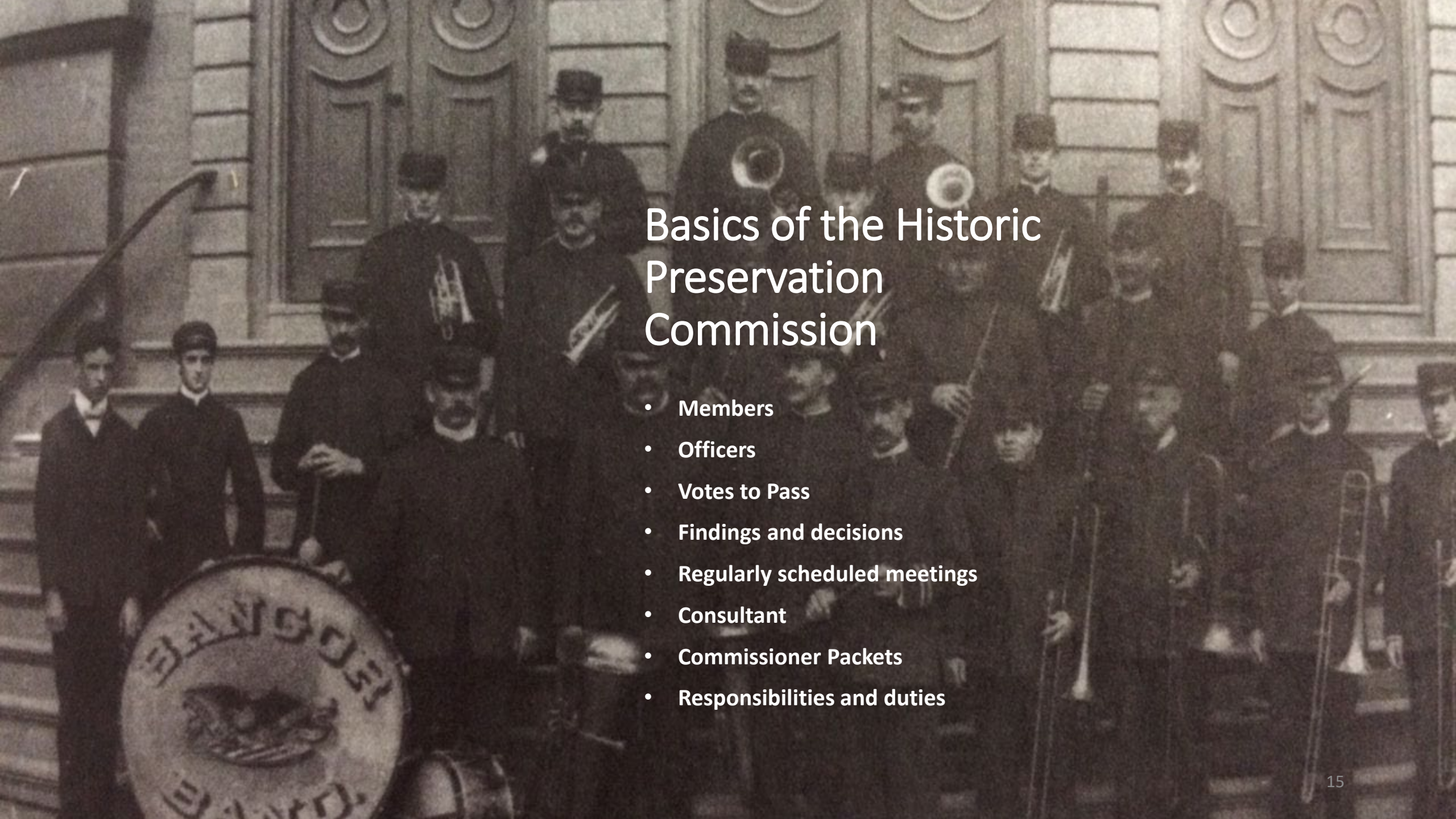
- Architectural Styles
  - Second Empire commercial
  - Greek Revival
  - Late Victorian

- Importance lies in its survival from
  - The 1911 Fire
  - 1968 Urban Renewal

Whitney Park Historic District



- Architectural Styles:
  - Transitional Greek Revival/Italianate
  - Queen Anne
  - Shingle Style
  - Colonial Revival
- Distinctive neighborhood with lot cohesion
  - Setbacks
  - Landscaping
    - Foundation Planting
    - Hedges
- Lumber Business boom homes



Basics of the Historic Preservation Commission

- **Members**
- **Officers**
- **Votes to Pass**
- **Findings and decisions**
- **Regularly scheduled meetings**
- **Consultant**
- **Commissioner Packets**
- **Responsibilities and duties**



When do people have to go to the Historic Preservation Commission?

When they are planning to

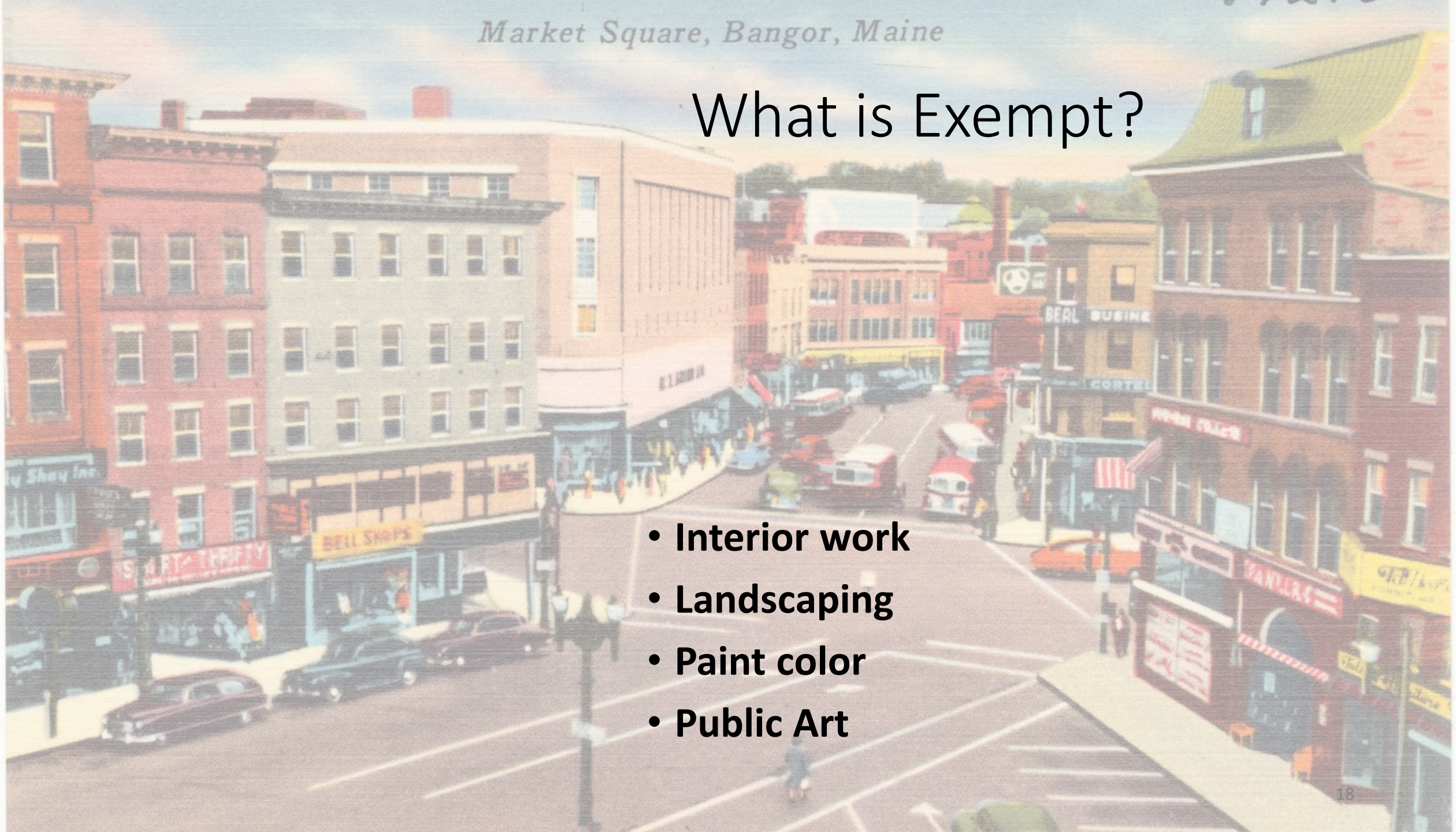
- **Do an exterior renovation**
- **Construct a new building or addition**
- **Demolish anything**
- **Move a building**

Minor alterations or revisions, sign reviews can be done in-house by staff

Replacing in kind means it doesn't have to go to HPC – encourages what we want to see happen

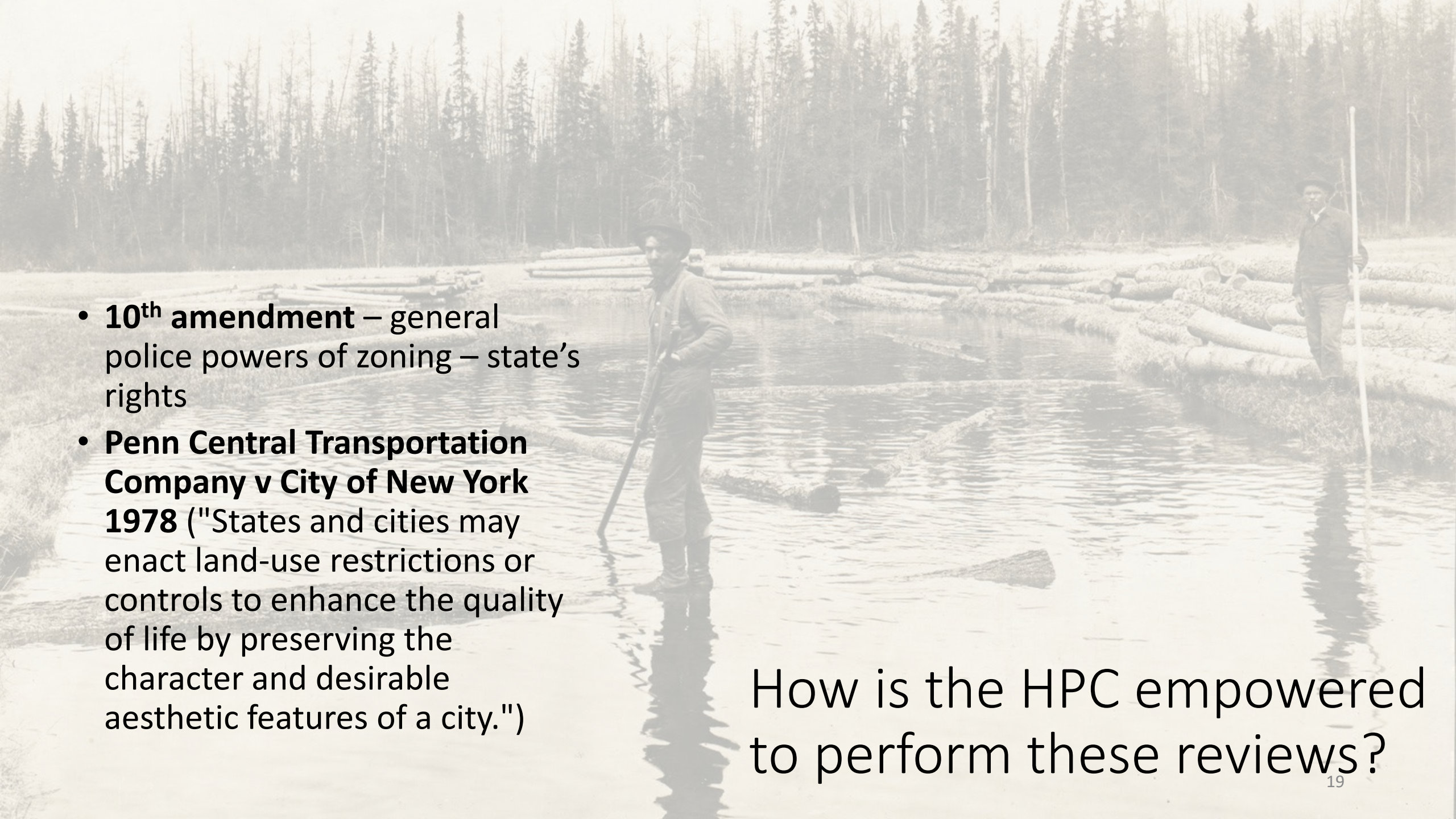


What is Allowed by Internal Review?



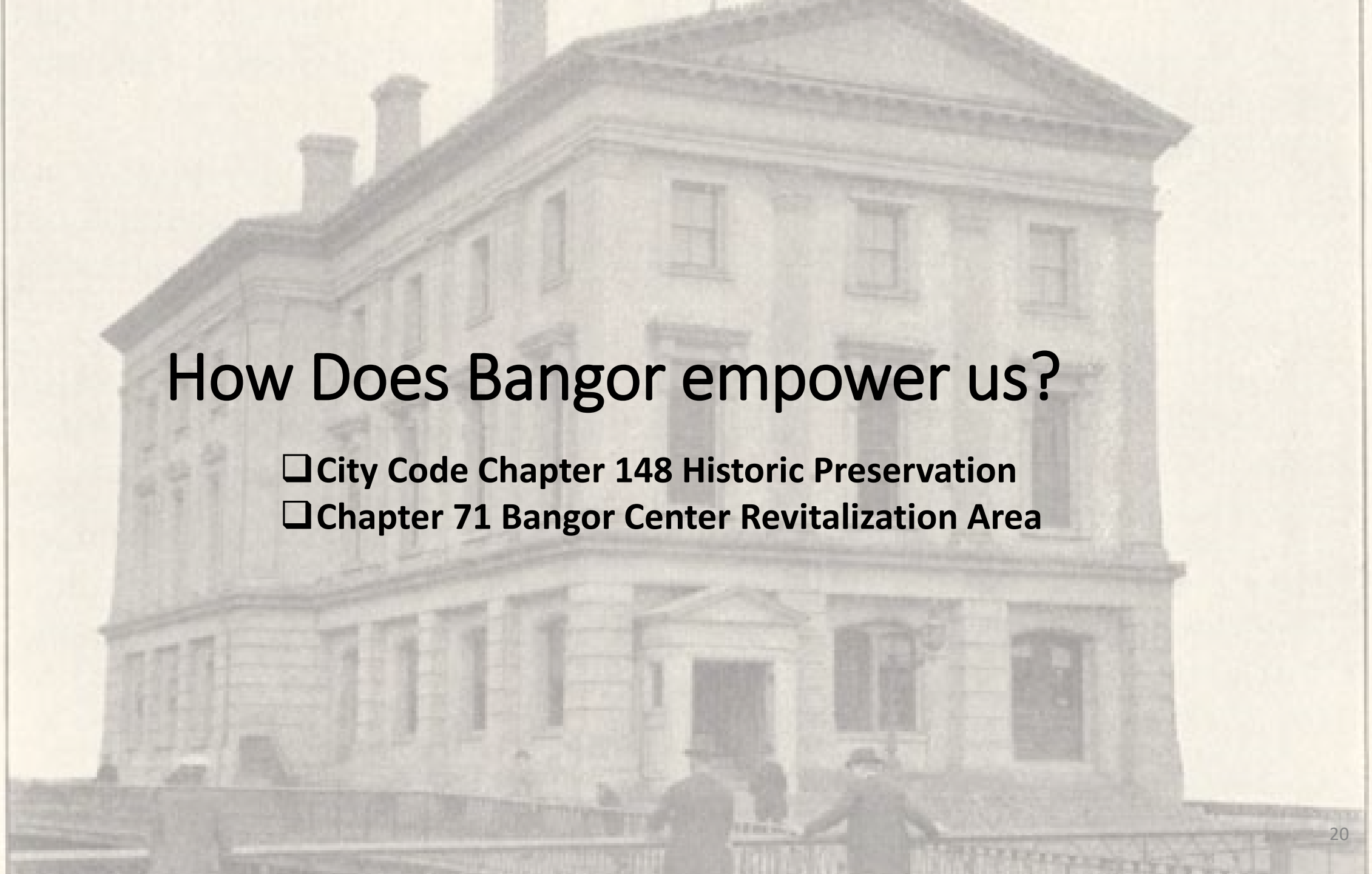
What is Exempt?

- **Interior work**
- **Landscaping**
- **Paint color**
- **Public Art**



- **10th amendment** – general police powers of zoning – state's rights
- **Penn Central Transportation Company v City of New York 1978** ("States and cities may enact land-use restrictions or controls to enhance the quality of life by preserving the character and desirable aesthetic features of a city.")

How is the HPC empowered to perform these reviews?



How Does Bangor empower us?

- ❑ **City Code Chapter 148 Historic Preservation**
- ❑ **Chapter 71 Bangor Center Revitalization Area**

How do we review applications?



Secretary of the Interior Standards for

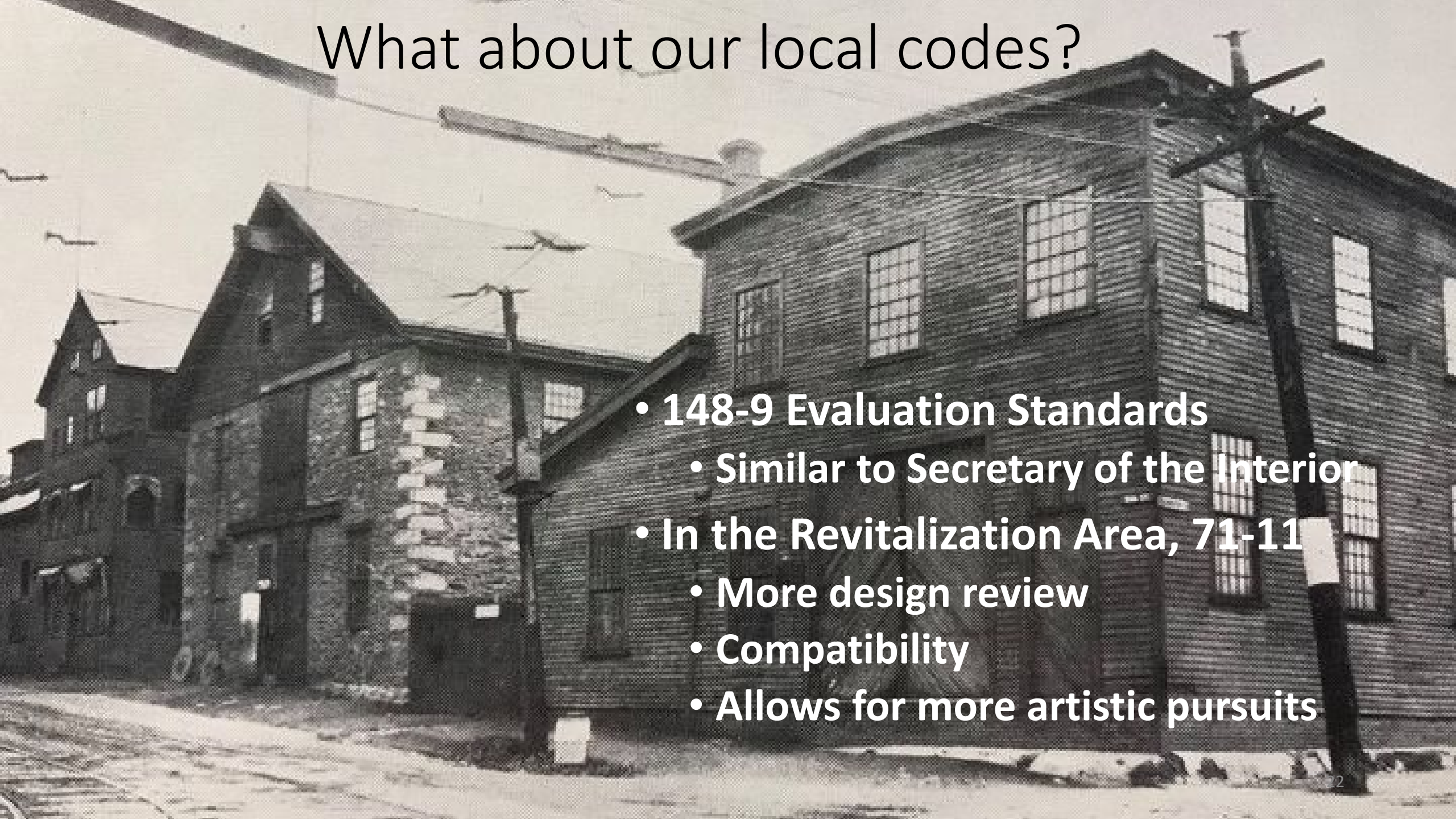
Rehabilitation

Preservation

Restoration

Reconstruction

What about our local codes?



- **148-9 Evaluation Standards**
  - **Similar to Secretary of the Interior**
- **In the Revitalization Area, 71-11**
  - **More design review**
  - **Compatibility**
  - **Allows for more artistic pursuits**

Demolition

- **Demolition by Neglect**
  - **Reconstruction**
- **Demolition Delay**
  - **148-9.D**

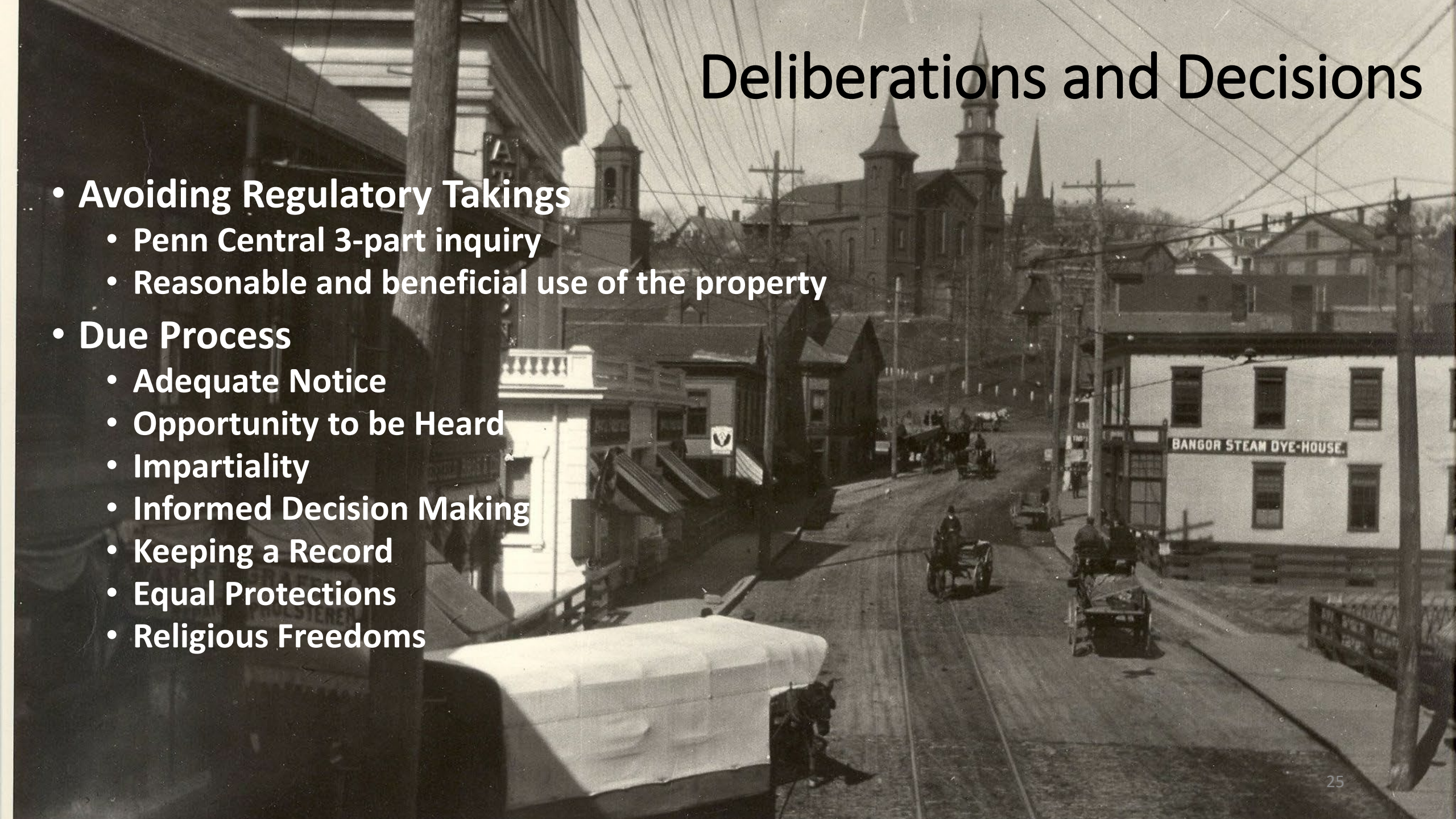
Certified Local Government Program

- Bangor is a CLG
- Partnership with State and Federal Agencies



Deliberations and Decisions

- Avoiding Regulatory Takings
  - Penn Central 3-part inquiry
  - Reasonable and beneficial use of the property
- Due Process
  - Adequate Notice
  - Opportunity to be Heard
  - Impartiality
  - Informed Decision Making
  - Keeping a Record
  - Equal Protections
  - Religious Freedoms



Deliberations and Decisions Continued

- Conflicts of Interest
- Avoid Irrelevant Matters
- Discussion of agenda items outside of meetings





Questions?



Thank you for your service to the city!

Thank you to Bangor Historical Society, Maine Memory Network, and the State of Maine Library for making these images publicly available!

Bangor Livable Communities Committee Meeting

Note we are in person only,

City Hall Council Chambers

73 Harlow Street - Bangor

Friday, January 9, 2026

11:00 AM

1. Welcome & Introductions

2. **Continue discussion on the 2018 Age-Friendly Plan (see it here: https://bangormaine.gov/355/Age-Friendly-Livability-Plan)**
   - **A. Past Projects**
   - **B. Domains of Livability**

3. AARP Grant Program – ideas for Projects

4. Goals or Topics for 2026

5. Next Meeting Date is February 13, 2026 – Guest Speaker from Heart of Maine United Way of Bangor