



CITY OF BANGOR

Government Operations Committee
Wednesday, February 18, 2026
73 Harlow Street, Council Chambers
May immediately follow another Committee

AGENDA

1. Letter of Support Request
2. Proposed Ordinance on Advisory Committee on Homelessness and Housing Follow Up Discussion

Upcoming Items (subject to change)

(Items may go to Government Operations Committee or be moved to another committee, depending on timing.)

- *Ordinance Regarding Immigration Enforcement (3/2)*
- *Referral of Council Resolve: Appropriating funds for HR Director (3/2)*
- *Police Dept. Update (including crime reporting information) – May go to City Council Workshop 2/23*
- *Community Connector Update*
- *Built for Zero – HUB 7 Update*



CITY OF BANGOR

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

To: Government Operations Committee

From: Jennifer Gunderman, Director Public Health and Community Services

Date: February 18, 2026

RE: Letter of Support Request

RE Penobscot Community Health Center (PCHC) requests a letter of support from Bangor Public Health and Community Services to include in its grant application to the Maine Cancer Foundation's 2026 Cancer Screening grant program. If funded, the grant will allow PCHC to implement its "Improving Cancer Screening Rates and Outcome Accuracy via Audit, Patient Education, and Staff Training" project. The funding is \$40,000 a year for up to 2 years. More specifically, PCHC proposes to use the funds for: staff time to conduct patient chart audits to identify areas where we can improve, areas of risk, errors, etc.; staff time to re-train providers and support staff on how to improve and reduce errors/missed opportunities; patient reminders via mail and online portal; patient educational materials. The focus will be on cervical and lung cancer screenings. This project would enhance PCHC's capacity and quality improvement activities related to cancer screenings.

Cancer screenings are an evidence-based strategy for early identification of cancer allowing for timely treatment. Bangor Public Health and Community Services partners closely with PCHC on a number of projects and recommends providing a letter of support.: Public Health and Community Services Update (PH&CS)



OFFICE OF THE CITY MANAGER

CITY OF BANGOR

Carolynn J. Lear
City Manager

To: Government Operations Committee
From: Carolynn Lear, City Manager
Date: February 18, 2026
RE: Advisory Committee on Homelessness and Housing

During City Council's annual priority-setting session and subsequent workshop, City Council established their 2026 priorities which included (1) establishing a comprehensive plan to address homelessness; (2) continuing to address housing needs; and (3) advocating for a fairer share of regional costs and regional participation in the resolution of regional challenges. At various points, Council has discussed utilizing an advisory committee to assist Council with achieving some or all these goals.

At the Government Operations Committee on February 2, 2026, staff provided the Committee with a recommended advisory committee format for a Standing Committee on Homelessness and Affordable Housing. At that time, Councilor Beck also circulated a redlined document reflecting edits to the staff recommendation.

Recognizing that it would be difficult for Council to perform a line-by-line comparison of the two documents in the context of a Committee meeting, I have worked with Councilor Beck to create a single draft that highlights the edits to the staff recommendation that Councilor Beck would like Council to consider:

- I. Board/Committee Membership – Councilor Beck would like Council to consider changes to the number of appointees to the Committee as well as to some of the types of appointees. Councilor Beck's suggested changes are in redline on the attached draft.
- II. Lived Experience – The staff recommendation has two seats dedicated to individuals with lived experience. Councilor Beck recommends that Council consider addressing lived experience by making lived experience a consideration of the appointment process with the goal of having three members with lived experience. These edits are also reflected in redlines to the attached draft.
- III. Mission – As articulated, the mission of the Committee will be solely focused on a strategy addressing homelessness in the first 12 months and then the Committee's work broadens in scope to encompass other topics. Councilor Beck suggests we consider being less limiting in the first 12 months and allow the Committee to simultaneously move on other items. There are no redline edits reflecting this change, but it could be easily implemented by staff if this is the direction Council prefers.

Councilor Beck's draft also contained several suggested edits that were incorporated into the attached document and are not included in redline. Those items were non-substantive suggested edits that city staff agreed improved the draft.

73 HARLOW STREET, BANGOR, ME 04401
TELEPHONE: (207) 992-4205
WWW.BANGORMAINE.GOV



CITY COUNCIL ACTION

Council Meeting Date: February 9, 2026

Item No: 26-

Responsible Dept: City Manager

Action Requested: Ordinance

Map/Lot: N/A

Title, Ordinance

Amending the Code of the City of Bangor to Create a Standing Committee on Homelessness and Affordable Housing

Summary

During City Council’s annual priority setting session in December, City Council selected homelessness and affordable housing as two of its three top priorities for the coming year.

In subsequent discussions, Council coalesced around the creation of a standing committee to help advise Council on its approach to these two extremely important and persistent challenges.

This 15-member standing committee would be staffed primarily by the City’s Homeless Response Coordinator and would include a mix of experts in homelessness, experts in affordable housing development, individuals with lived experience with homelessness or housing instability, peer municipalities, and community members impacted by homelessness and affordable housing issues.

The Committee’s initial charge is to create a strategic plan for the City’s response to homelessness that is data driven, evidence informed, and that considers regional and structural coordination. Following completion of this initial charge, the Committee’s mission is broadened to more expansively consider issues impacting homelessness and affordable housing including: better regional and structural coordination, identifying and quantifying gaps, recommending sustainable funding strategies, reviewing state legislative proposals, reviewing and providing feedback on housing-related items coming before Council and community stakeholder engagement.

Committee Action

Committee: Government Operations

Meeting Date: February 2, 2026

Action:

For:

Against:

Staff Comments & Approvals

City Manager

City Solicitor

Finance Director

Introduced for: First Reading



CITY COUNCIL ORDINANCE

Date: February 9, 2026

Assigned to Councilor:

ORDINANCE, Amending the Code of the City of Bangor to Create a Housing Board

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

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

Chapter 23 Boards, Committees and Commissions

...

Article VII Advisory Committee on Homelessness and Affordable Housing

...

§ 23-47. Committee establishment; membership; and mission.

- A. There is hereby established the Advisory Committee on Homelessness and Affordable Housing. The Committee's initial task will be to create a strategic plan for the City's response to homelessness that is data driven, evidence informed, and that considers regional and structural coordination. After the completion of this initial task, the Committee will broaden its scope to developing and advising on strategies and policies to prevent and end homelessness and increasing the availability of all forms of affordable housing within the City.
- B. The Committee shall consist of ~~fifteen~~ eleven regular voting members and shall include:
 - ~~(1) Two individuals currently living with housing instability. An affordable housing developer or representative from the construction sector.~~
 - ~~(2) An individual that is a landlord or represents the interests of landlords in the City.~~
 - ~~(3) A Bangor business owner impacted by the City's homelessness crisis.~~
 - ~~(4)(3) A Bangor employer with an interest in workforce housing.~~
 - ~~(5) A resident of Bangor with school-aged children attending Bangor Schools. A commercial banker or municipal finance expert with housing bond and trust fund expertise.~~
 - ~~(6) An at-large Bangor property owner.~~
 - ~~(7)(4) A local service provider with experience managing a shelter for the unhoused population in Bangor.~~
 - ~~(8)(5) A local service provider that provides direct service outreach to the unhoused population in Bangor.~~
 - ~~(9)(6) A local service provider with experience providing mental health treatment or support to the unhoused population in Bangor.~~
 - ~~(10)(7) A local service provider with experience providing treatment. Recovery, or harm reduction services or support to individuals that are unhoused and with substance use disorders.~~
 - ~~(11)(8) The Penobscot County Administrator, or designee.~~
 - ~~(12)(9) The Manager, or designee of a municipality adjacent to Bangor.~~
 - ~~(13)(10) The Chief Executive of Bangor Housing, or designee.~~
 - ~~(14)(11) The Chief Executive (or designee) of Northern Light EMMC, St. Joseph Healthcare, or Penobscot Community Health Center.~~

C. For those seats to be filled by a named individual or organization, the individual or organization will make a nomination for Council confirmation. For the remaining seats, the City shall solicit interest through a public application and nomination process. Applicants will be interviewed and recommended for appointment by the Personnel Committee and appointed by the City Council.

C-D. The City Council recognizes that solutions to homelessness must be informed by those who have lived it. Therefore, in making appointments, the Council and the Personnel Committee shall ensure that a minimum of three of the voting membership consists of individuals with current or past lived experience of homelessness or housing instability as disclosed through self-identification on the Committee application. This threshold is not limited to any specific seat and may be met through the appointment of any of the designated seats listed above.

D-E. To ensure Board recommendations are operationally viable, staff from the following City departments shall be assigned to serve as permanent Ex-Officio (non-voting) technical advisors: (1) Public Health, (2) Community & Economic Development, (3) Public Safety.

E-F. The Council Chair shall annually appoint a member of the City Council, as a non-voting member and a liaison between the Council and the Committee. This term shall expire on the first Monday in November following the regular City election, at which time the Chair for the ensuing year shall make a new appointment. Any liaison appointed mid-term shall only serve until the next such Monday in November.

§ 23-48. Residency; salaries and compensation.

Regular members of the Committee shall be selected primarily on the basis of the guidelines outlined above, but preference may be given to appointing members who are residents of the City of Bangor and/or have lived experience with homelessness or housing instability. Committee members shall receive no compensation for their service.

§ 23-49. Terms of office.

- A. For initial appointment, Council shall appoint five representatives for a term of one year, 5 representatives for a term of two years, and 5 representatives for a term of three years. Thereafter, the term of each regular member shall be for three years or until their successor has been appointed.
- B. Any vacancy shall be filled in the same manner for the unexpired term.

§ 23-50. Officers.

The Committee shall annually elect a Chair, a Vice Chair, and a Secretary from among its voting members.

§ 23-51. Meetings; quarterly report; quorum; cause for removal.

- A. The Committee shall meet at least monthly, but more frequent meetings may occur.
- B. Beginning three months following the date of the first Committee meeting, and quarterly thereafter, the Committee shall prepare and submit to the City Council a report outlining its activities during the preceding calendar quarter that specifically addresses each prong of the Committee's mission outlined in § 23-52, below.
- C. A quorum shall consist of a simple majority of the Committee's voting members.

§ 23-52. Mission.

- A. The Committee's initial charge is to create 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 needed to effectively address homelessness within the City. The Committee shall submit a strategic plan for Council review and adoption not later than twelve months from the Committee's first meeting.
- B. Following the completion of the Committee's initial charge, the Committee's mission is to:

- (1) Consider and recommend ways to ensure better regional and structural coordination on homelessness and housing which may include evaluating the policies and ordinances in surrounding municipalities and at the county-level, advocating for a fairer regional sharing of investments, and evaluating how the City can better align with state-level efforts.
- (2) Identify and quantify specific gaps in the local housing inventory for all housing types and recommend to Council specific policies and ordinances to help incentivize investment in needed housing types.
- (3) Recommend a sustainable municipal funding strategy for housing investment, which may include, but is not limited to, a housing bond or other methods of City participation in financing to incentivize the creation of affordable housing, planning for changes to state and federal funding to the existing voucher system, researching and presenting creative and non-traditional funding mechanisms, and reviewing opportunities to leverage existing and future City investments to prioritize affordable housing.
- (4) Review state legislative proposals that impact homelessness and affordable housing and make recommendations to Council regarding legislative proposals that the City should consider supporting or opposing. The Committee may also make recommendations to Council regarding legislative proposals that the City should consider seeking sponsorship.
- (5) Review, consider, and provide feedback on all housing-related items that Council refers to the Committee for this purpose.
- (6) Proactively engage the City's diverse community stakeholders to incorporate broad community input into the recommendations made to Council

Additions underlined, deletions ~~struck through~~