


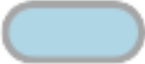


# COMPREHENSIVE PLAN

Implementation Progress Guide  
June 2024

Key.

 Policy Action Item

 Steps Taken



# LAND USE

## Relevant Documents:

Housing Report, Parks and Recreation Master Plan, Forest Management Plan, Climate Plan, Greenprint

1-3

# Policy 1

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

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- Maintain low density residential outside growth boundary
  - Revise zoning to accommodate growth and infill development
  - Evaluate zoning tools, such as form-based codes, performance zoning, and flexible zoning
  - Incentivize sustainable design
  - Encourage neighborhood involvement in the process
- Assembled the Penjajawoc Marsh Committee for a review
  - 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 24-164 amending District height limits to include rooftop solar and Action 23-246 increasing the maximum height in the Multifamily and Service District (M&SD).
  - Selected a consultant to revise the Land Development Code to help implement this policy (anticipate starting the process this summer)
  - 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 24-089, allowing for co-living dormitories, but only in our more developed zones
  - Adopted City Council Action 23-245, which both facilitates construction of manufactured home parks, but also ensures that new manufactured home parks and tiny home parks can only be constructed inside the Growth Boundary

# Policy 2

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

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- Locate funding for strategic acquisition of conservation space
- Partner with outside organizations such as land trust to expand the supply of protected and connected open space
- Identify and list critical improvements and maintenance needed at City-owned open space properties
- Review Shoreland and Stream Protection zoning and Resource Protection District
- Create a connected pollinator habitat
- Ensure that created lots have adequate upland land outside of resource protection areas to support development.
- Evaluate existing cluster subdivisions
- Consider establishing a Conservation Commission to promote, advocate, and advise the staff and public

- Currently working with Bangor Beautiful to establish Bangor as a Bee City USA affiliate
- Amended property maintenance ordinance to allow residents to participate No Mow May
- Evaluating ways to incorporate conservation into Grandview Avenue development
- Selected a consultant to revise the Land Development Code to help implement this policy (Anticipated start Summer 2024)

# Policy 3

## Continue the protection of environmentally sensitive areas

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- Continue to adequately staff departments and commissions with land use functions and provide sufficient resources
- Review and amend the City's land use regulations to ensure they adequately protect environmental resources
- Work with property owners and coordinate with the BLT to protect sensitive portions of properties through conservation easements
- Evaluate the possible implementation of the Maine Vernal Pool Special Area Management Plan
- Evaluate land use regulations to ensure mitigation of the urban heat island effect
- Evaluate regulation in the Penjajawoc Marsh watershed
- Investigate techniques to preserve farmland

- Hired staff members to departments with land use functions
- Began discussions with a property owner about a conservation easement
- Reviewed Penjajawoc Marsh membership requirements
- Staff attended lectures on balancing farmland preservation with solar development
- Planning, Public Works, & Engineering staff on steering committee for development of Penjajawoc Watershed Based Management Plan
- Performed maintenance on rip-rap at waterfront park to ensure it meets demand for erosion mitigation.
- Selected a consultant to revise the Land Development Code to help implement this policy (Anticipated start Summer 2024)



# HOUSING

Housing  
Report

4-12

# Policy 4

Implement recommendations of the 2019 Recommendations to Improve the Status of Housing in Bangor report.

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- Create a City policy to regulate short-term rental units and create pertinent rules, regulations, and fund oversight.
- Develop a housing production plan that establishes goals for new housing development and provides strategies for achieving those goals.

- 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
- Contracted with a consultant to begin the Bangor Housing Study to perform housing needs assessments, encourage ADUs, evaluate barriers to housing, evaluate potential development standards, and identify gaps and resources for achieving housing goals.

# Policy 5

Increase the supply and range of affordable housing options in Bangor and maintain an affordable housing inventory in excess of existing supply

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- Partner with institutions to establish affordable housing in Bangor (e.g. partner with non-profits and/or health systems).
- Continue to promote and support participation in the Property Tax Stabilization Program for Senior Citizens.
- Collaborate with employers to find housing solutions to support the workforce.

- Adopted City Council Action 24-089 creating regulations and allowances for co-living dormitories
- Began process of establishing a long-term rental registry
- Hired a Housing Officer to develop housing policy, support housing development, and manage programs for rental registry, tenants' rights and vacant/placarded properties
- Contracted with a consultant to begin the Bangor Housing Study to perform housing needs assessments, encourage ADUs, evaluate barriers to housing, evaluate potential development standards, and identify gaps and resources for achieving housing goals.
- Began the process of designing an affordable housing development on City-owned lot off Grandview Avenue



# Policy 6

Maintain and increase the supply of housing designed for and occupied by people of all ages and abilities.

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- Explore opportunities to revise the zoning regulations to allow the adaptive reuse of buildings for the development of age restricted and other forms of housing for Bangor's aging population. Focus on districts near transit and support services.
- Revise zoning regulations to allow for the development of, or conversion to, multi-generational housing that provides shared living areas for multiple generations of a family in appropriate residential districts
- Promote the existing elderly/disabled tax credit program.
- Plan support services to assist seniors to age in place
- Consider implementing universal design requirements for new housing construction projects receiving funding through a Housing Trust or other City funding.

- Tabled at the 2024 Healthy Aging Exposition about housing rehabilitation programs and Bangor Livable Communities
- Will look at universal design requirements for the City's pre-approved housing plans and 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

# Policy 7

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

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- Revise zoning regulations as needed to support the development of housing within the growth boundary.
  - Consider working with local design professionals to develop a library of pre-approved building plan sets to reduce the development costs and review timeline for new construction infill projects.
  - Explore the feasibility of allowing mixed-use in additional areas close to transit and infrastructure.
  - Modify the Land Development Code to be in compliance with Maine LD 2003, as most recently amended.
  - Evaluate traditional commercial corridors and commercial districts to identify opportunities to allow for mixed-use development.
- Hired architectural consultant to prepare pre-approved housing models
  - Hired consultant to study downtown parking usage and continue to evaluate monthly report from PCI about downtown parking trends
  - 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 23-156 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, but also ensures that new manufactured home parks and tiny home parks can only be constructed inside the Growth Boundary
  - 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

# Policy 8

Foster relationships that ensure that the housing needs of the City's most vulnerable residents are met.

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- Continue to work with local social service agencies and providers to ensure that the needs of persons experiencing homelessness are met.
- Advocate for a regional approach to addressing the issues surrounding homelessness.
- Evaluate land uses that allow for sheltering and supporting people experiencing homelessness to help ensure that existing zoning supports a diverse housing stock.

- 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

# Policy 9

Administer, educate, and support affordable housing initiatives.

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- Consider directing American Rescue Plan Act (ARPA) funds received by the City towards affordable and workforce housing initiatives with a focus on programs that provide support to targeted income levels and work with developers to implement housing initiatives.
- Maintain an inventory of Bangor's housing stock and provide that information to partner organizations on a regular basis.

- Contracted with Deckard to monitor short-term rentals in the City
- Began process of establishing a 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 discussions on revaluation process for the City, which will help provide data on the housing stock
- Contracted with a consultant to begin the Bangor Housing Study to perform housing needs assessments, encourage ADUs, evaluate barriers to housing, evaluate potential development standards, and identify gaps and resources for achieving housing goals.

# Policy 10

Improve the condition of Bangor's housing supply and address blight issues in the City's neighborhoods.

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- Establish a rental registration and inspection program to assist the City in tracking rental units and to help ensure that the City's housing stock is adequately maintained.
  - Improve communications with property owners, property managers, and residents regarding code requirements and the enforcement of violations.
  - Improve incentives for property owners to maintain and improve multi-family housing by evaluating current programs and revising and/or expanding incentive programs to best support redevelopment efforts.
  - Continue to pursue and use Community Development Block Grant (CDBG) funds to invest in neighborhood improvements and review the process for allocating CDBG funds.
  - Provide the code enforcement officer with the tools, training, and support necessary to enforce land use regulations, and ensure that the code enforcement officer is certified in accordance with 30-A M.R.S.A. §4451.
- Staff organized multidepartmental committee to coordinate management and plan action of vacant and placarded properties
  - Began process of establishing a 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
  - Administered and advertised the Homeowner Rehabilitation Program and the Rental Rehabilitation Program to facilitate necessary and critical repairs on units to avoid displacement.
  - Contracted a consultant to begin the Bangor Housing Study to perform housing needs assessments, encourage ADUs, evaluate barriers to housing, evaluate potential development standards, and identify 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

Pursue a range of housing options to meet the existing and future housing needs of City residents.

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- Work with community partners to implement a home-sharing program.
- Consider the use of cluster development in low-density residential districts as a means of protecting land while accommodating housing development in those areas.
- Revise zoning regulations to remove barriers to development for a variety of housing types including single-room occupancy housing, tiny homes, and transitional housing.

- Adopted City Council Action 23-156 to allow for mixed commercial residential in S&PS and GC&S (encompassing our more developed commercial areas)
- Contracted a consultant to begin the Bangor Housing Study to perform housing needs assessments, encourage ADUs, evaluate barriers to housing, evaluate potential development standards, and identify gaps and resources for achieving housing goals.
- 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
- 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
- Adopted City Council Action 24-089, allowing for co-living dormitories
- Adopted City Council Action 23-245, which both facilitates construction of manufactured home parks
- Adopted City Council Action 23-295, adding Permanent Supportive Housing as a Conditional Use in several zones
- Adopted City Council Action 23-258 to implement the requirements of LD 2003, allowing for more units on residential lots

# Policy 12

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.

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- Consider establishing a local land bank in accordance with Maine's Act to Create the Maine Redevelopment Land Bank Authority (LD1694) to facilitate the reinvestment in vacant, abandoned, and foreclosed properties, and to leverage federal and state funding for redevelopment of blighted and abandoned properties.
  - Continue to support housing rehabilitation programs for low- and moderate-income homeowners and provide educational resources for all homeowners about rehabilitation programs.
  - Provide educational resources and support for small-scale developers.
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- 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.



CITY OF BANGOR

# ECONOMIC

# DEVELOPMENT

13-21

ED Strategy, EMDC  
CEDS



# Policy 13

Foster an environment that is supportive of economic development and provides opportunities for the growth and development of businesses in the City

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- Have the resources to engage the 2021 Economic Development Plan
- Continue to streamline the City’s business permitting and licensing processes to be efficient, effective, and expeditious.
- Work with local banks, Small Business Administration lenders, and Community Development Financial Institutions to promote existing small business lending and micro-lending programs.
- Maintain an active partnership with local higher education institutions such as Husson University and University of Maine to support their growth and engagement in Bangor’s economy and to support research and innovation in new industries
- Promote investment in Bangor’s Opportunity Zone
- Support the development of shared working spaces, business incubators, and other business support resources in the City
- Collaborate with the Maine Connectivity Authority to encourage the expansion of high-speed broadband coverage and gigabit internet access as recommended by the 2020 City of Bangor Broadband Strategic Plan and Roadmap.
- Continue to grow the availability of public wireless networks.
- Support the expansion and strengthening of existing infrastructure and systems that support quality of life for a growing workforce, including housing, childcare, education, transportation, and broadband.
- Work with partners to create workforce development in innovative technologies such as “green careers” in insulation and solar installation.

# Policy 13 cont.

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.

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- Adopted City Council Action 24-099, reduce required minimum off-street parking spaces
- Hired a Business Development Specialist and Economic Development Officer to coordinate business attraction, retention, collaboration and development
- 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

# Policy 14

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

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- Continue to develop zoning regulations that will support active outdoor spaces
- Coordinate with downtown organizations to publicize downtown events and promote downtown neighborhoods by creating a distinct sense of place in areas outside of the downtown.
- Continue to support housing development in the downtown as a catalyst for reuse/ redevelopment and a built-in customer base for local businesses.
- Improve access to parking in downtown by providing clear signage and markings to direct motorists to appropriate parking, while also ensuring that streets are safe and accessible for non-motorized traffic.
- Improve efficiency in parking in downtown by engaging the public in increasing awareness of parking options that are best suited for various users and uses.
- Conduct a parking study to evaluate current and future parking needs in downtown and identify strategies to increase parking availability, as needed.
- Develop a consistent definition to delineate boundaries of Bangor's downtown to assist in regulating and targeting investments to the downtown.
- Consider implementing downtown wayfinding signage, in coordination with the City's marketing campaign, to include gateway signs on major corridors and directional signs to direct people to businesses and attractions in downtown.

# Policy 14 cont.

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

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- Began the Maine DOT Village Planning Partnership Initiative to improve mobility, streetscapes, and infrastructure downtown
- Hired consultant to study 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 Bangor 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
- Revising Bangor Innovation Center Website
- Began Pickering Square remodel

# Policy 15

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.

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- Consider zoning options to include mixed-use development to ensure the long-term economic stability and viability of commercial areas.
  - Analyze the city's existing industrial zoning districts to determine if allowable uses, building heights, parking and loading requirements, and constraints on building size or footprints are in line with today's industrial/ manufacturing/distribution standards.
  - Consider implementing flexible zoning or performance-based zoning in certain non-residential zones to allow for a greater variety of uses and more non-traditional uses in existing commercial and industrial areas.
  - Expand the concept of neighborhood commercial and evaluate corridor commercial as nodes for intersections. Consider implementing form-based codes to areas that may be suitable for this type of regulatory environment.
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- 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 24-099, reduce required minimum off-street parking spaces
  - Selected a consultant to revise the Land Development Code to help implement this policy (anticipate starting the process this summer)
  - 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)

# Policy 16

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

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- Identify infrastructure enhancements needed along corridors
  - Review commercial and mixed-use zoning regulations to ensure that the regulations support a mix of land uses and desirable site design and provide opportunities for housing development without displacing commercial uses.
- Adopted City Council Action 23-246 amending increasing the maximum height in the Multifamily and Service District (M&SD).
  - Continued promotion of infill and development within growth boundary through Planning Board guidance
  - Continue to evaluate monthly report from PCI about parking trends
  - Began the Maine DOT Village Planning Partnership Initiative to improve mobility, streetscapes, and infrastructure downtown
  - Selected a consultant to revise the Land Development Code to help implement this policy (anticipate starting the process this summer)
  - 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)

# Policy 17

Partner with educational institutions and major employers in the City to strengthen and expand the workforce through training and employee pipelines.

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- Connect employers to training opportunities and provide assistance and guidance for employers to develop targeted training programs.
- Work with the Bangor Region Chamber of Commerce to hold a quarterly education roundtable that brings together city leadership, staff, and educational institutions to discuss opportunities for developing Bangor's workforce.
- Continue to work with regional workforce partners to identify skills gaps or employee shortages in the trades and work collaboratively to address shortfalls, as demonstrated in the Working Communities Challenge.
- Participate in regular meetings with major employers to coordinate City services and support.

- 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
- Continued to work with the Bangor Innovation Center to promote local entrepreneurship

# Policy 17 cont.

Partner with educational institutions and major employers in the City to strengthen and expand the workforce through training and employee pipelines.

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- 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 partnering with State of Maine in the development of State of Maine accredited apprenticeship program for heavy equipment operators.
- PW & Parks and Recreation (P&R) 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) Entry-Level Driver Training (ELDT) commercial license program to hire employees without proper skills and provide them with 120-hours class, range, and road training program over 90 days to earn Class B CDL while earning full-time pay and excellent benefits.
- Hired student to work in PW Electrical division, learning electrical and traffic skills while studying. Department provided tuition support for technical electrical degree program. Student used education, experience, and learned skills to earn Journeyman-in-Training State of Maine Electrical License.
- Host National Economic Development Week 2024 VIP Summit Event to collaborate with industry leaders and rising stars on workforce acquisition and retention



# Policy 18

Promote entrepreneurship, innovation, and business expansion by supporting and leveraging partnerships among research and educational institutions, business development organizations, and the private sector.

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- Maintain low density residential outside growth boundary
  - Revise zoning to accommodate growth and infill development
  - Evaluate zoning tools, such as form-based codes, performance zoning, and flexible zoning
  - Incentivize sustainable design
  - Encourage neighborhood involvement in the process
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- 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
  - Reach out to regional, state, and national entities to reestablish Foreign Trade Zone and formulate Best Practices

# Policy 19

## Grow the City and region's recreation and tourism economy

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- Support the development of downtown amenities, including retail and food establishments, cultural amenities, and personal services, to serve residents and attract new visitors.
  - Continue to invest in streetscape improvements to support walkability and create public gathering spaces.
  - Continue to improve access to recreational amenities for all residents and visitors.
  - Promote Bangor as home to open space amenities as well as a gateway to outdoor recreation areas in the region.
  - Enhance the waterfront area and increase public access to the waterfront.
- 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
  - Began the Maine DOT Village Planning Partnership Initiative to improve mobility, streetscapes, and infrastructure downtown
  - Extended waterfront trail

# Policy 20

Identify, attract, and retain a more diverse population by creating a welcoming and inclusive community that supports all populations

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- Coordinate with community organizations to develop a support structure and resources for new Mainers, including immigrants, refugees, and asylum seekers.
- Work with educational institutions to support English language programs.
- Strengthen communication with and engagement of underrepresented groups.
- Engage youth in civic participation and community service, including in an advisory role to City entities.
- Support and promote the efforts of the Advisory Committee on Racial Equity, Inclusion, and Human Rights.

- Hired a Community Development Analyst to coordinate public funding and programming
- Approved application for street mural downtown showcasing Wabanaki art

# Policy 20 cont.

Identify, attract, and retain a more diverse population by creating a welcoming and inclusive community that supports all populations

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- 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.
- 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 partnering with State of Maine in the development of State of Maine accredited apprenticeship program for heavy equipment operators.
- 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.
- 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.

# Policy 21

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

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- Develop a strategic communications and engagement plan for the City including promotion of existing communication resources and leveraging social media.
- Commission local artists and videographers to produce promotional videos for the City's arts and culture resources.
- Provide regular communications and establish a unified presence on social media to promote Bangor's cultural resources and economic activity.
- Develop a marketing campaign that includes branding, an overview of Bangor's strengths and assets, and print and digital materials to promote the City with a focus on becoming a more diverse and inclusive community.
- Coordinate with the Bangor Region Chamber of Commerce to actively promote Bangor and distribute campaign materials and information.

- Hired a Business Development Specialist and Economic Development Officer to coordinate business attraction, retention, collaboration, and development
- Coordinated with Public Engagement Specialist
- Began revisions Bangor Innovation Center Website
- Staff prepared pamphlets to facilitate starting a business in Bangor



CITY OF BANGOR

# MOBILITY

2019 BACTS Long Range Pedestrian  
and Bicycle Transportation Plan,  
BACTS 2043 Metropolitan  
Transportation Plan

22-29

# Policy 22

Improve traffic operations and strategically improve transportation infrastructure across the City.

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- Continue to work with the Bangor Area Comprehensive Transportation System (BACTS) to improve the City's traffic signal system, including the installation of fiberoptic lines, with the aim of improving reliability and reducing traffic congestion
- Continue to pursue state and federal funding for local bridge maintenance and repairs.
- Integrate Low Impact Design (LID) measures in transportation infrastructure projects as feasible and in accordance with the Low Impact Development Strategies Ordinance, once adopted.
- Support transportation improvements to the Broadway Corridor as recommended by the 2015 Broadway Corridor Study.
- Continue to invest in streetscape projects in downtown and other commercial areas where warranted.

# Policy 22 cont.

Improve traffic operations and strategically improve transportation infrastructure across the City.

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- Hired consultant to study 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 Management Officer to actively manage paving and striping operations.
- Began the Maine DOT Village Planning Partnership Initiative to improve mobility, streetscapes, and infrastructure downtown



# Policy 23

Improve bicycle and pedestrian connectivity across the City.

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- Form a Complete Streets Committee that prioritizes pedestrian, bicycle, transit, and traffic calming improvements in transportation, as well as to help improve safety and accessibility for pedestrians and bicyclists generally in the City
- Review recommendations from the 2019 BACTS Long Range Pedestrian and Bicycle Transportation Plan and the BACTS 2043 Metropolitan Transportation Plan
- Develop a bicycle plan to include implementation of bike lanes, shared roadways, pathways, bicycle parking, and secure bicycle storage
- Develop a sidewalk plan and expand and improve the City's sidewalk network as recommended by the plan with an aim of connecting neighborhoods to downtown and to schools.
- Provide improvements to pedestrian crossings as needed, including crosswalk markings, signage, signal enhancements, and lighting enhancements.
- Complete greenway connections across the City including the Northern Maine Bicycle Route and the East Coast Greenway
- Require new developments to install infrastructure or partner with the City to improve pedestrian and bicycle access to and from the development as well as within the development.
- Pursue grant funding to support transportation programming and projects related to Livable Communities and climate action goals.

# Policy 23 cont.

Improve bicycle and pedestrian connectivity across the City.

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- 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
- Selected a consultant to revise the Land Development Code to help implement this policy (anticipate starting the process this summer)
- Began the Maine DOT Village Planning Partnership Initiative to improve pedestrian/bicycle 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
- Currently discussing complete neighborhoods/complete streets with the Livable Communities committee and other staff
- Began the process of adding sidewalk to Ohio Street
- Continuing to evaluate grant opportunities, other funding mechanisms to add bicycle infrastructure and researching electric vehicle charging, e-bike rebate programs, and bike lockers
- Continuing to require all development applications to add pedestrian connections where applicable

# Policy 24

## Accommodate emerging transportation modes and technologies.

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- Plan for the accommodation of micro-mobility systems and rideshare services at the City's transportation hubs.
- Provide electric vehicle charging infrastructure at City facilities and where it may be required to support electric vehicle fleets
- Review zoning regulations and amend as necessary to require the provision of bicycle parking and electric vehicle charging as appropriate.
- Transition to an electric and/or alternative fuel fleet of City vehicles.

- Installed 2 new EV charging stations downtown - 1 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
- Selected a consultant to revise the Land Development Code to help implement this policy (anticipate starting the process this summer)
- Currently working on grant/funding opportunities to install additional EV charging stations and 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.
- IT, Engineering, and PW is partnering to install fiber optic connectivity around the City, which will support smart streets data connectivity
- 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.
- Currently working on a partnership with Tandem Mobility to add bike share locations in Bangor

# Policy 25

Continue to address safety issues across Bangor's transportation system.

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- Pursue grant funding, as available, to provide safety enhancements at high-crash areas.
- Continue to work with the Heads Up! Pedestrian Safety Initiative to ensure that enhancements are made to key locations where safety is a concern in alignment with the City's goals and policies for improving transportation safety.
- Develop a traffic calming toolbox as part of a Complete Streets plan and implement traffic calming measures on local roadways, consistent with the City's traffic calming policy, where crash rates could be reduced through traffic calming.
- Ensure that pedestrian infrastructure maintenance and safety enhancements are implemented in coordination with regular roadway maintenance and improvements, as appropriate.
- Consider adopting a Vision Zero strategy (i.e., aim for zero deaths or injuries from traffic accidents while increasing safe, healthy, equitable mobility for all).

# Policy 25 cont.

Continue to address safety issues across Bangor's transportation system.

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- 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
- Began the Maine DOT Village Planning Partnership Initiative to improve pedestrian/bicycle 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.
- Currently discussing complete neighborhoods/complete streets with the Livable Communities committee and other staff

# Policy 26

Update City regulations and policies to better manage and accommodate transportation needs across the City.

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- Review ordinances, regulations, and policies to align with Complete Street principles.
- Review downtown parking conditions and consider developing parking regulations and adopting parking management strategies including consideration for parking technologies and adjustments to parking pricing
- Review City-wide parking regulations and parking usage and amend parking regulations as needed to ensure allocation of an appropriate amount of parking while reducing the underutilization of lots as a result of excess parking. Solutions may include reducing parking minimums and improving parking enforcement
- Ensure that local ordinances, regulations, and policies are aligned with the Maine's Sensible Transportation Policy Act; State access management regulations; and State traffic permitting regulations for large developments.

- Adopted City Council Action 24-099, reduce the minimum off-street parking spaces required for residential units and developments requiring Land Development Permits
- Hired consultant to study downtown parking usage and continue to evaluate monthly report from PCI about parking trends
- Discussing the ability to add flexibility to winter on-street parking rules that will also allow safe clearing of snow & ice

# Policy 27

Improve Community Connector bus service and amenities and implement strategies to increase ridership.

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- Provide additional bus shelters and bicycle racks.
- Increase frequency of service and hours of operation.
- Strengthen existing relationships and build new partnerships with universities and employers to incentivize transit ridership.

- Switched bus system to fixed stop routes to improve on-time performance, boost ridership, and create potential for bus tracking
- Received DOT grant to add bicycle racks to buses, including the capability to carry e-bikes
- Currently evaluating adding bicycle racks to bus stops
- Renovating the bus barn to add capability for electric bus charging

# Policy 28

Continue to support the growth of Bangor International Airport (BGR) as a transportation and commerce hub.

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- Support enhancements to BGR to improve efficiency of service and elevate the City's position as a commercial hub.
- Support the implementation of sustainability initiatives as recommended in the 2021 Bangor International Airport Master Plan.
- Coordinate BGR marketing efforts with City-wide branding and marketing initiatives.

- 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

Improve regional transportation options and connectivity to the region.

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- Encourage improved transportation service between downtown Bangor and Ellsworth and Bar Harbor.
- Continue to advocate for the extension of passenger rail and the expansion of freight rail service to Bangor.
- Work with Greyhound to relocate the Greyhound bus station to downtown.

- Partner with local organizations like Bangor Area Comprehensive Transportation System (BACTS) to advocate for improved transportation

# Policies 30-35



## ENVIRONMENTAL

Forest Mangement Plan,  
Maine Climate Plan,  
Stormwater Plan

30-35

# Policy 30

Prioritize climate resiliency through city-wide and regional mitigation and adaptation strategies.

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- Work with partners to implement recommendations of the regional climate action plan, once completed.
  - Continue to maintain a city-wide emergency management plan to be prepared for, respond to, and recover from emergency events.
  - Identify metrics to track performance on key environmental indicators and provide regular reports on progress to City leadership.
  - Establish a peer-to-peer program for checking in on vulnerable community members during extreme heat or cold events
  - Create a climate change education, outreach, and engagement program, focusing on mitigation and adaptation for residents and businesses.
  - Improve and protect drinking water and wastewater treatment facilities to reduce physical damage and sustain function during extreme weather events.
  - Develop a Capital Investment Plan that identifies vulnerable municipal facilities and assets and prioritizes resilience in improvements and/or new construction.
  - Develop a Capital Investment Plan that identifies vulnerable municipal facilities and assets and prioritizes resilience in improvements and/or new construction.
- 
- Completed the regional Penobscot Climate Action Plan and established membership on the Penobscot Climate Action Committee
  - Working with the Penobscot Climate Action Committee to evaluate potential application for EPA Community Change grant to help fund climate/resilience strategies in the region
  - Applied for Inflation Reduction Act 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 Heat Pump & Weatherization program for purchase and installation to eligible applicants

# Policy 31

Improve stewardship of forests and tree canopy on City-owned open space and rights-of-way.

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- Continue to implement the recommendations of the Forest Management Plan for the Rolland Perry City Forest and work towards developing management plans for other City-owned forests, Consult with the Maine Forest Service district forester
- Continue to allocate financial resources towards forestry so as to adequately respond to the need for forest and roadside tree maintenance and removal and maintenance of plantings in the public rights-of-way development of new management plans.
- Continue to enforce tree planting requirements of the zoning regulations and consider flexibility in those requirements to allow tree planting in auspicious locations
- Develop a Street Tree Master Plan including requirements for tree replacement when City trees need to be removed and a list of recommended trees for replanting based on the size of the planting area, soil conditions, maintenance requirements, and height limitations.

# Policy 31 cont.

Improve stewardship of forests and tree canopy on City-owned open space and rights-of-way.

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- Continued to review development plans for vegetative buffering requirements and encouraging planting of native species
- Applied for Inflation Reduction Act 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.
- 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.
- Participated in Maine Audubon application for Inflation Reduction Act grant funding to create/expand City tree nursery to grow native tree stock for street and park plantings.

# Policy 32

## Support and enhance agricultural resources.

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- Revise zoning to increase opportunities for the incidental sale of agricultural products where allowed and in appropriate locations for temporary sale of agricultural products.
  - Identify opportunities to expand the local food system including community gardens, urban farms, and public food forests
  - Support programs that promote healthy food access, local food consumption, urban gardening, and sustainable landscape management practices.
  - Revise zoning to define and specifically allow for urban agricultural uses including subsistence growing, recreational gardening, and commercial farming, and associated structures to support these uses.
  - Consider establishing permanent or temporary community gardens for public use on City-owned land or in City parks.
  - Support innovative tax incentives and/or other programs to incentivize preservation of agricultural land or development of new agricultural uses, such as co-location with solar installations.
- Renewed the Farmer's Market lease
  - Funded the Commercial 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

# Policy 33

Continue to promote sustainable stormwater management and floodplain management to be resilient and adaptable to a changing climate

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- Continue to invest in stormwater infrastructure improvements
- review the city's floodplain zoning regulation
- limit new development within the floodplains and buffer areas
- Adopt Maine Department of Environmental Protection's (DEP's) Stream Smart Crossing Guidelines
- Require consideration of sea level rise projections and impacts in planning and permitting floodplain development.
- Complete the Maine Flood Resilience Checklist

- Continued to review development plans for stormwater regulations and best practices
- Performed maintenance on rip-rap at waterfront park to ensure it meets demand for erosion mitigation.
- Planning, PW, & Engineering staff on steering committee for development of 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
- Began planning for in-stream improvement projects for Sucker Brook in 2 locations
- Stormwater Technician educated Planning Board members on stormwater regulations
- Selected a consultant to revise the Land Development Code to help implement this policy (Anticipated start Summer 2024)

# Policy 34

Prioritize energy efficiency and implementation of renewable energy measures.

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- Identify and implement energy efficiency measures to improve sustainability of operations and to reduce operational costs.
- Continue to allocate CDBG funding for Weatherization Assistance Grants and other energy efficiency upgrades for low-income homeowners as identified in the CDBG Consolidated Plan.
- Develop educational materials and guidance on weatherization, energy retrofits, sustainable design, and financial incentives
- Consider adopting the 2021 International Energy Conservation Code (IECC), Maine Stretch Code.

- Continue to administer and advertise the Heat Pump & Weatherization program for purchase and installation to eligible applicants
- Staff preparing a plan for a municipal building energy audit for committee review
- Adopted City Council Action 24-164 amending District height limits to include rooftop solar
- COB employee sits as President of Board of Directors on Municipal Review Committee, with goal of creating renewable natural gas (RNG) from organic waste in residential and commercial solid waste, displacing use of fossil fuel natural gas.
- PW Fleet Services investing in annual technician training for electric vehicles and hybrids to support City move toward EV fleet.
- 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 emissions.
- Received grant funding through the "low-no" emission vehicle grant program to rehabilitate bus depot to support charging of electric buses



# Policy 35

Actively work towards protecting and improving water quality of the Penobscot River, impaired streams, and other water resources in the City

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- Continue to invest in stormwater separation in areas with combined sewer/stormwater systems in accordance with the EPA consent decree for the City.
- Adopt an ordinance for low-impact development strategies in accordance with the requirements of Maine DEP's General Permit for Discharge of Stormwater from Small Municipal Separate Storm Sewer Systems
- Continue to conduct a public campaign through the Bangor Area Stormwater Group (BASWG) to raise awareness about stormwater pollution into the City's brooks and river
- Review the City's zoning regulations for opportunities to include riparian zone requirements and restrictions for developments in proximity to the City's rivers and brooks
- Require inspections and reporting on the condition of on-site stormwater management systems in existing and new developments as required by the Municipal Separate Stormwater Sewer System (MS4) permit.
- Require stormwater management plans for new developments to address water quality as required by Maine DEP rules and the MS4 permit, and encourage all developers to address water quality beyond what is required by law.

# Policy 35 cont.

Actively work towards protecting and improving water quality of the Penobscot River, impaired streams, and other water resources in the City

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- Support the implementation of sustainable stormwater initiatives for BGR, as recommended in the 2021 Bangor International Airport Master Plan.
  - Conduct an educational program for property owners of land within impaired stream watersheds and in the areas around the Penjajawoc Marsh to educate about the importance of these areas and how to change landscaping practices to minimize harmful environmental impacts such as the introduction and spread of invasive species.
  - Implement watershed planning on the City's urban impaired streams through watershed-based plans and/or fluvial geomorphic assessments and ensure the continued protection of Bangor's aquifers and groundwater resources.
- 
- Continue to review development plans for 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
  - Selected a consultant to revise the Land Development Code to help implement this policy (Anticipated start Summer 2024)
  - Planning, PW, & Engineering staff on steering committee for development of Penjajawoc Watershed Based Management Plan

Policies 36-46



# FACILITIES AND SERVICES

36-46

ME Climate Plan, EMDC,  
CEDS, 2023 EPA Annual  
Report

# Policy 36

Prepare a City Facilities Master Plan to assess capacity to meet current and anticipated program needs and to identify energy,

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- Inventory all City-owned properties and provide a summary of existing use and condition.
- Assess the physical condition and accessibility of all City and public school facilities and continue to make improvements to support school facilities planning efforts and the Bangor School Department Strategic Plan.
- Identify improvements and investment needed across facilities and prioritize improvements based upon most critical needs.
- Identify opportunities for and plan for the installation of renewable energy and energy efficiency improvements that could be implemented at City facilities and public schools to improve sustainability of operations and to reduce operational costs
- Commit funding to address the needs identified by the Facilities Master Plan and pursue grant funding as available to assist in the financing of improvements.
- In accordance with the Americans with Disabilities Act (ADA), create an ADA Transition Plan to assess the accessibility of the City's transportation infrastructure, facilities, programs, and services; propose methods of increasing accessibility City-wide; and develop an implementation plan to implement the proposed methods.
- Continue to plan for and fund improvements to City Hall to meet code requirements, improve energy efficiency, and enhance customer service.

- Committed funding for the development of an ADA Transition Plan
- Continued work on renovating City Hall to meet code requirements, improve energy efficiency, and enhance customer service
- Staff preparing a plan for a municipal building energy audit for committee review

# Policy 37

Continue to preserve, enhance, and maintain parks and recreation facilities.

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- Implement recommendations of the 2021 Parks and Recreation Master Plan.
- Conduct playscape, athletic field, and athletic court replacement and refurbishment to ensure better conditions and increase accessibility for users of all ages and abilities.
- Improve park lighting while minimizing light pollution and add security features in certain parks where perceptions of safety are an issue.

- 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 recreation area.
- PW partnered with Bangor High School students to create a awareness around Beech Leaf Disease at City Forest.

# Policy 38

Expand access to parks and recreational facilities for all users and improve connectivity of parks and open spaces.

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- Explore opportunities for additional neighborhood park facilities throughout the City where population density warrants such uses and in areas that have been identified in the Parks and Recreation Master Plan as underserved such as in North and East Bangor.
- Expand and enhance trails and paths within and connecting parks with the aim of connecting the City's parks and open spaces with a bicycle and pedestrian network and improving access for all users
- Make accessibility improvements at City parks and public school facilities, including pathway upgrades, diversifying play equipment to serve children of all ages and abilities, adding restrooms at park facilities, and considering upgrading facilities to be fully accessible.
- Increase recreation opportunities on the City's waterfront.

- 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

# Policy 39

Improve resources of Bangor's Public Health and Community Services Department (PHCS) to ensure that Bangor continues to meet the needs of residents

---

- Assess the need to secure additional space for PHCS operations.
- Consider directing ARPA funds to PHCS to meet current needs for additional resources.
- Support PHCS in achieving and maintaining accreditation through the Public Health Accreditation Board and developing a public health needs assessment.

- Bangor's Public Health and Community Services Department currently pursuing accreditation through the Public Health Accreditation Board

# Policy 40

Support the work of local and regional community organizations that provide social services to the Bangor community

---

- Provide assistance with coordination and communication among agencies and the City
- Build partnerships with community organizations and local governments to implement innovative strategies to address homelessness.

- Continued to disperse CDBG funds
- Hosted CDBG Action Plan Workshop
- Continued the ShelterPlusCare program



# Policy 41

Support the work of local and regional community organizations that provide social services to the Bangor community

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- Continue to monitor emergency operations center facilities and systems, and update technology as necessary, to provide coordinated public safety services in the event of an emergency.
- Continue to support the collaborative community outreach work of the Public Health and Community Services Department, the Police Department, and other municipal departments and agencies in the region.

- Invested in new technology for the Police Department
- Invested in new staff at PHCS to help provide services to the unhoused

# Policy 42

Support sustainability, including energy efficiency and renewable energy sources, across all City facilities

---

- Develop a municipal energy plan that includes energy tracking and management, energy reduction goals and actions, and clean energy goals and actions.
- Benchmark and track energy use across City buildings and facilities.
- Include energy efficiency and renewable energy projects in the City's capital improvement plan.
- Work toward the adoption of sustainable practices at City parks, municipal facilities, and public school facilities such as capturing rainwater for irrigation use, reducing water usage, reducing the use of chemicals on City grounds, improving recycling, eliminating the use of exotic invasive plants, planting more native species, and reducing solid waste.
- Minimize light pollution (including impacts to wildlife from lighting) at all City facilities and from City street lighting.
- Invest in electrical infrastructure to support airport e-vehicles/equipment and emerging EVOT aircraft.

- In process of becoming designated 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.
- 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
- Staff evaluating grant funding for developing an municipal EV transition plan
- Coordinate with Downtown Bangor Partnership (DBP) to support annual removal of invasive species in downtown parks.
- Renovating the bus barn to add capability for electric bus charging

# Policy 43

Continue to protect and maintain the City's drinking water supply and distribution infrastructure

---

- Coordinate with Bangor Water District to limit water service extensions to designated services areas
- Work with Bangor Water District to support investments in the water supply system as needed to ensure a safe yield.
- Promote the adoption of best management practices and the use of green infrastructure as a means of reducing the use of drinking water supply for irrigation. Implement measures at City properties and include regulations and guidelines within the City's zoning regulations

- Continue to coordinate with Bangor Water District on Site Development Applications to ensure adequate capacity and safe development
- Selected a consultant to revise the Land Development Code to help implement this policy (Anticipated start Summer 2024)

# Policy 44

## Continue to make needed investments in the City's wastewater collection infrastructure

---

- Limit sewer service extensions to designated services areas.
- Invest in improvements to wastewater infrastructure in areas inside of the City's designated growth area where existing infrastructure is at or over capacity in order to meet potential future needs for development
- Address inflow and infiltration issues across the wastewater collection system.
- Reduce CSOs within the City sanitary collection system in accordance with the City's Long-Term Control Plan.

- 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

# Policy 45

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.

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- Work across City departments to identify projects eligible for funding under the IIJA.
- Work across City departments and with state agencies to prepare grant applications and requests for funding through the IIJA.

- Working on grant funding through the EECBG program (which was funded through the IIJA) for energy efficiency investments in City facilities/vehicles

# Policy 46

## Develop a City-wide digital infrastructure strategy

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- Develop a digital infrastructure strategy to identify goals and priorities and establish a framework for decision-making related to digital infrastructure.
  - Continue to implement an asset management program.
  - Continue to leverage technologies such as GIS and social media platforms to increase efficiency of service delivery, improve access to information, expand communication to the public, and improve administrative operations
  - Support initiatives to improve digital literacy for all users and across all City platforms.
- 
- 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



# CULTURE

47-50

# Policy 47

Promote and enhance the viability of historic and architectural resources for their continued use or for new uses

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- Continue to update the inventory and assessment of all historic properties and districts.
- Encourage maintenance of the architectural integrity of historic and architecturally significant sites, buildings, and structures when adapted for reuse for commercial, industrial, or residential purposes.
- Pursue financial incentives for preservation, including state and federal grants, tax incentive programs, preservation or facade easements, assessment deferrals, and transfer of development rights.
- Consider conducting historical surveys of additional neighborhoods to determine if they should be included in or designated as a historic district.

- Received the 2024 Certified Local Government Grant to survey over 50 historic sites and conduct community education on historic resources
- 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, and other standalone historic sites in the City



# Policy 48

## Provide continued support for the protection of historic resources in Bangor

---

- Promote public awareness and appreciation of local historic resources through the development of print materials, online content, and on-site signage
  - Work to ensure that publicly owned properties of historical and architectural significance are protected and preserved.
  - Prepare historic master plans for the City's historic parks as recommended by the 2021 Bangor Parks and Recreation Master Plan.
  - Continue care and maintenance of the City's historic cemeteries.
  - Consider replacing and updating signage along the Kenduskeag Stream Trail.
  - Consider implementing a heritage trail through the Museum in the Streets program to promote the historic value and identity of downtown Bangor.
  - Continue to link and promote the Cultural & Architectural Resource Management Archive (CARMA) data to the City's parcel map viewer
- Received the 2024 Certified Local Government Grant to survey over 50 historic sites and conduct community education on historic resources
  - 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, 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

# Policy 49

## Provide more support for the arts and cultural organizations in Bangor

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- Consider establishing a Division of Cultural Affairs within the Department of Community and Economic Development to act as the City's liaison, coordinate, and pursue grant funding for arts and culture programs.
- Consider establishing a Percent for Art incentive program that would allow developers to provide public art or contribute funds to support public art in exchange for certain development incentives
- Continue implementation of the Public Arts and Monuments policy to support temporary and permanent art installations and cultural events and activities in public spaces.
- Encourage more public art through outreach to local artists and organizations.

- Assisted the 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
- Sponsored various events and programs
- 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

# Policy 50

Bolster Bangor as a place that is home to events

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- Provide support to complementary services needed to support events.
- Provide a guidance document and/or webpage on how to obtain an event permit and other requirements for conducting an event.
- Continue to partner with local organizations to conduct annual festivals and to support and promote local events.

- Partnered with local organizations like Downtown Bangor and Bangor Chamber of Commerce to support and conduct events
- Coordinated development review for improvements at Bangor Amphitheater
- Contributed to articles in the Chamber of Commerce Tourism Magazine and Maine Biz Magazine
- Provided financial support to Bangor Chamber of Commerce for social media focused engagement
- Host National Economic Development Week 2024 VIP Summit Event to collaborate with downtown businesses on the future of Bangor