

DOCUMENT: 2017 TOWN OF BUCKSPORT COMPREHENSIVE PLAN - ECONOMY GOAL SECTION 2.2 PAGE 8

<u>Resource</u>	<u>Strategy</u>	<u>Explanation</u>	<u>Status</u>	<u>Notes</u>
Comprehensive Plan	Update the Economic Development Strategy (EDS)	The EDS prepared for the town by the Chesapeake Group in 2008 is out of date. Many of its recommendations hinged on the continued operation of the paper mill which closed in 2014. This should be a high priority for the EDC. The strategy may be revised by the consultant or replaced with a different approach by the EDD & EDC.	Completed 2019	1/12/2022: The Economic Development Committee (EDC) & Economic Development Director (EDD) completed the update to the Economic Development Strategy (EDS) in 2019.
Comprehensive Plan	District and Site Planning	The EDC shall review the availability of industrial, commercial, and retail sites and see whether expansions of those areas is warranted.	Ongoing as of 1/12/2022	1/12/2022: The Horizon Business Park property located on Park St should see demand once the newly constructed road is taken over by the Town. 5 of the 8 lots in the Industrial Park have been sold with a 6th sale pending. There is a remaining parcel of land that abuts the industrial park that the Town could look at for further expansion of Heritage Park.
Comprehensive Plan	Re-Zoning	The EDC shall assure that any zoning changes necessary for targeted expansion of Industrial and Commercial areas are stewarded through the Land Use Ordinance revision process. A location of particular concern is the mill site redevelopment area.	Ongoing as of 1/12/2022	1/12/2022: Changes were made to zoning to accommodate the Center for Professional Mariner Development on the lot that Maine Maritime Academy purchased. We will continue to accomplish this task as required.
Comprehensive Plan	Infrastructure Planning	The EDC in coordination with the Public Works Dept. shall review the quality of public infrastructure that is available at potential business development sites and decide if extensions or improvements should be planned. A likely candidate is the Heritage Park expansion owned by the Town. Infrastructure should include road ways, three-phase power, high-speed internet, natural gas, and municipal water & sewer. Recommended improvements are presented to the Town Council for inclusion in the CIP. The schedule of improvements will be decided during the annual update of the CIP. The costs may be funded in part by grant or bond money.	Completed 2019	1/12/2022: Power poles with three phase power and high speed internet were added to phase 2 of Heritage park. Park St Extension started in late 2020 and was completed in the fall of 2021.
Comprehensive Plan	Broadband Planning	As a high priority item from step 2, The EDC shall take steps toward completing a comprehensive broadband/ telecommunications/digital infrastructure plan as soon as possible. Digital infrastructure and culture are needed to compete in the current economy and to draw the attention of various process industry businesses, other emerging industries, and economic opportunities for the Town of Bucksport. To begin the process in 2016, Bucksport applied for and received a Broadband Planning Grant from EMDC.	Completed 2017/2020	1/12/2022: The planning grant was completed in 2017 and an implementation grant from ConnectME was completed in the spring of 2020. The implementation grant included adding high speed internet to 2 portions of streets with no internet access (Bucksmills & Millvale).
Comprehensive Plan	Business Support Services	The EDC shall make available to local businesses a list of Business Support Services obtainable from area agencies. This would include business planning, business incubation, financing, job training and transit assistance. The EDC shall also work toward making available any support needs that are not currently available to local businesses.	Completed 2020	1/12/2022: The EDD added new links to the towns website for Business Assistance providers such as EMDC, SBDC, DECD and MTI. THE EDD also shares business links and tips from these organizations on the ED Facebook page.
Comprehensive Plan	Business Finance	The EDC shall continue its revolving loan program and make referrals to other small business assistance programs.	Ongoing as of 1/12/2022	1/12/2022: The EDD continues to lend funds to eligible businesses through our loan program. We currently have 5 outstanding loans 3 of which are in good standing. We did have to write off 1 loan when the business folded during the pandemic. More funding will be added to this program from the upcoming Whole Oceans TIF.
Comprehensive Plan	Regional Promotion	The EDC shall work with the Bucksport Bay Area Chamber of Commerce to publicize businesses at local, regional and perhaps broader levels.	Halted 2020	1/12/2022: The Bucksport Bay Area Chamber of Commerce ended operations in the summer of 2020 due to the financial impact brought on by the COVID-19 pandemic. The town has partnered with Main Street Bucksport and the newly formed Bucksport Bay Business Coalition to publicize businesses at a local and regional level.

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Resource	Strategy	Status	Notes
Comp Plan (Section II Pg 9)	Develop Maine Downtown Network Community "Main Street" Agenda	Completed	1/12/2022: MSB was formed in 2015 with executive director hired in 2016
Comp Plan (Section II Pg 9)	Encouraging compatible business activities in these areas	Ongoing	1/12/2022: EDD will continue to strive for keeping compatible businesses in the downtown district
Comp Plan (Section II Pg 9)	Accommodating the mix of uses including retail, services, and residential	Ongoing	1/12/2022: Retail spaces in 2021 have started turning over to office and salon space fitting the current trend of downtown businesses.
Comp Plan (Section II Pg 9)	Improving the physical appearance, functionality and safety of the areas	Ongoing	1/12/2022: The sidewalks in downtown were repaired in 2016. The retaining walls were replaced in 2021. The town's safety committee continues to monitor for safety concerns in all public areas. TIF money has been set aside for façade grants for the downtown.
Comp Plan (Section II Pg 9)	Optimizing the use of existing facilities including parking	Ongoing	1/12/2022: Most of the buildings on Main St are occupied. The waterfront walkway and parking lot next to the post office are also used for event space including the Farmers Market.
Comp Plan (Section II Pg 9)	Upgrading utilities such as natural gas and high-speed internet	Ongoing	1/12/2022: Natural Gas expansion to additional properties on Main Street happened in 2020. In 2018 both Charter & Consolidated increased the speeds of internet in the downtown area. First Light purchased the fiber on the polls and is accepting new commercial customers at this time they have no plan on making it available for residents.
Comp Plan (Section II Pg 9)	Harmonizing Zoning and Land Use regulation issues with local needs	Ongoing	1/12/2022: A contract zone change happened in 2019 in the village area for the creation of Silver Lake Estates. No changes have been needed in the downtown district to date.
Comp Plan (Section II Pg 9)	Connecting to adjacent areas including the Waterfront Walkway and Park	Ongoing	1/12/2022: Lighthouse Arts Center opened its facility in 2017 and created an entrance on both Main St and the Waterfront Walkway. The goal is for more businesses to follow this model or provide signage signaling their location on Main St from the Waterfront.
Comp Plan (Section II Pg 9)	Suggested creative & Practical investments from surveys, forums, etc.	see below	see below
Comp Plan (Section II Pg 9)	Build amphitheater between riverfront & Main St for better events	Ongoing	1/12/2022: ADAPT Plan in 2017 suggests this should be located beyond the gazebo and before Bucksport House of Pizza. The town has engaged Pan Am regarding acquiring the land where the railroad tracks are located to make this project a reality. Pan Am is in the middle of selling its rail lines to CSX so this has been delayed.
Comp Plan (Section II Pg 9)	Make downtown-riverfront an Internet hot spot	Ongoing	1/12/2022: In 2020 WiFi was added to the marina floats. In 2021 the IT Director and CED Director met with and received a quote from First Light to add hot spots to the waterfront/downtown.
Comp Plan (Section II Pg 9)	Emphasize availability of cutting-edge technology in this area	Ongoing	1/12/2022: This is used when meeting with developers. The addition of fiber for Main Street businesses only enhances this feature.
Comp Plan (Section II Pg 9)	Have a Buy Local Campaign	Ongoing	1/12/2022: Bangor Savings Bank has a Buy Local Campaign. The town, MSB and downtown merchants run a couple programs like this per year including Small Business Saturday.
Comp Plan (Section II Pg 9)	Promote a Local-Made, Maine-Made, USA-Made theme	Ongoing	1/12/2022: This is generated more by the local businesses with support from MSB and the town.
Comp Plan (Section II Pg 9)	Build a micro-brewery and pub	Completed	1/12/2022: The Friar Brothers Brewhouse opened in downtown Bucksport in 2018.
Comp Plan (Section II Pg 9)	Recruit anchor/outlet store(s) to downtown	Ongoing	1/12/2022: This is going to require new retail space as there is currently no space available or large enough to house this type of business. A recent study of 27 Main Street shows how this could be a possibility.
Comp Plan (Section II Pg 9)	Create more reasons to "turn left" at traffic light	Ongoing	1/12/2022: The schoodic sculpture was added to the waterfront in 2014 as part of the Schoodic Symposium Tour. WOM was created in 2016 for events on Wednesday evenings. For a more successful, constant flow we will need to add some type of year round experience.
Comp Plan (Section II Pg 9)	Encourage historic/authentic building elements	Ongoing	1/12/2022: A historic looking clock was added to the front lawn of the Bucksport Enterprise building. When dealing with historic buildings in the downtown area we will encourage this practice.
Comp Plan (Section II Pg 9)	Execute a planned development of Town (Feldman) land on Main Street	Ongoing	1/12/2022: The town continues to market the property at 27 Main St. A recent study was completed on potential projects for the property and can be found on the town's website.
Comp Plan (Section II Pg 9)	Collaborate with Orland planners regarding Route 1 & Route 46	Not yet started	1/12/2022: This item has not yet happened.
Comp Plan (Section II Pg 9)	Have more events like concerts, arts displays, film festivals...	Ongoing	1/12/2022: MSB created the International Maritime Film Festival held each fall. The event was held virtually in 2020 due to the pandemic. WOM has held concerts and other entertainment events on Main Street & the waterfront since 2016. Bucksport Bay Business Coalition was formed in 2021 and has started taking on events.

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Resource	Strategy	Status	Notes
Comp Plan (Section II Pg 10)	Master Plan for Industrial Area	Completed	1/12/2022: The ADAPT Plan (2018) created a master plan for the entire mill site. All of the industrial property that once was owned by Verso Paper Mill has been sold.
Comp Plan (Section II Pg 10)	Suggested creative & Practical investments from surveys, forums, etc.	see below	see below
Comp Plan (Section II Pg 10)	Build a theme park, indoor water park, zip line	Not able to happen	1/12/2022: The mill site properties were purchased by Whole Oceans, Maine Maritime Academy, Bucksport United Methodist Church, and IronClad Energy.
Comp Plan (Section II Pg 10)	Reactivate the old mill fitness center for public use	Not able to happen	1/12/2022: The former fitness center was purchased by the Bucksport United Methodist Church
Comp Plan (Section II Pg 10)	Develop tidal power and green energy opportunities in the region	Ongoing	1/12/2022: Tidal power isn't being looked at during this time however a solar project was discussed on the 33 acre lot and was declined for a contract zone. The project was approved on an adjacent property.
Comp Plan (Section II Pg 10)	Push Railroad to improve line and service. Bring back passenger/tour trains.	Ongoing	1/12/2022: The town has inquired about purchasing the railroad line property on the waterfront. Currently there are no industrial/commercial uses for the train from Bucksport to Brewer. CSX has signed an agreement with Pan Am to acquire the rail line which should be completed in 2022.

DOCUMENT: 2018 ADAPT PLAN - IMPLEMENTATION MATRIX

Goal 1: Catalyze Diverse and Resilient Growth in the Town and Region								
ID	Recommendation	Time Frame	Original Priority	Project Champion	Potential Partners	Potential Resources	Status	Updated Priority
1A. Build a cluster of Aquaculture, Marine & Food Related Businesses								
i.	Establish a Targeted Business Recruitment Package	1 Year	Highest	Town Econ Dev Dept	Chamber, MSB, EMDC, Whole Oceans, AIM	TIF, Town Staff Time, Private Investment, MDT, CEI	1/12/2022: The town has placed available industry property with a site selector at no cost via "For Maine."	High
ii.	Create an "Industrial Expansion Site" on Route 15	2-5 Years	High	AIM	Whole Oceans, Town Econ Dev Dept, LDC	EMDC, TIF, Private Investment, PTZ Program, ME DECD, CORIG, Economic Development Program Grants, EPA Assessment & Cleanup Grants, MRDA Grants	1/12/2022: AIM has sold its last remaining lot on the former mill site. Sprague has available property and we are actively marketing their site.	Medium
iii.	Enhance, Expand and Market the Bucktown Heritage Park	5+ Years	Medium	Town Econ Dev Dept	Chamber, Whole Oceans, Existing Park Tourists	TIF, ME DECD, MRDA Grants	1/12/2022: A new sign and solar lights have been installed. There are 2 empty lots in the lot and expansion talks haven't begun yet.	Medium
iv.	Create a K-12 Aquaculture Program (RSU 25)	2-5 Years	High	RSU 25/School Board	Whole Oceans, UMaine Coop Extension, UMaine Aquaculture-Research Institute, Maine Skippers Program, HCTC	Whole Oceans, School Budget Appropriations, Nonprofit and higher ed partners	1/12/2022: Ongoing and ready to move forward. BMS has started a Science Club and the rest of the schools are ready to move forward.	High
1B. Develop a Backport "Marine Campus" with potential uses: Aquaculture R&D/Job Training Center, Aquarium, Offices for Port/Power Operations								
i.	Identify the Need and Explore the Feasibility of a Marine Campus	1 Year	Highest	AIM/EMDC/Whole Oceans	Whole Oceans, EMDC, MMA, Higher Ed Institutions, Town Manager & Town Econ Dev Dept	AIM, Higher Ed Institutions, Whole Oceans, Private Investment, TIF, State Funding	1/12/2022: All of the available industrial lots that AIM owned have been sold. This project will be dependent on Whole Oceans & MMA's need. The town will be a partner if so desired.	High
1C. Create a "Riverfront Enhanced" Main Street Dining, Entertainment, & Business District								
i.	Support New and Existing Main Street Businesses with a Focus on Growing and Attracting Targeted Businesses	1 Year	Highest	Town Econ Dev Dept	MSB, Chamber	TIF, MRDA Grants, ME DECD	1/12/2022: Ongoing efforts by Town EDO (joined ABA & MMN) and MSB (monthly coffee half hours).	Highest
ii.	Build an Enhanced Waterfront Park	5+ Years	Highest	Town Manager	Pan Am, YMCA, MSB, Public Works, LDC	ME Dept Agriculture, Conservation & Forestry Grants, MDOF Grants, Town Budget Appropriations, & TIF	1/12/2022: On hold as Pan Am is selling its line in Maine to CSX and the sale should be complete in 2022.	Highest
iii.	Create Design Guidelines for Main Street Area with a Focus on Encouraging "Water Oriented" Buildings and Uses	2-5 Years	High	Town Manager	Professional Consultant, MSB, Main Street Stakeholders	Town Budget Appropriations	1/12/2022: Not yet started; business owners and building owners should be surveyed. Get their thoughts, ideas of what would be more welcoming.	High
iv.	Expand the Town Marina to Include a Restaurant with Event Space Through a Public-Private Partnership Along with Expanded Boat Capacity	2-5 Years	Medium	Town Manager	Harbor Master, Town Council, Private Business Owners	Town Budget Appropriations, ME DACF Grants, Private Investment, MDOF Ship Grant	1/12/2022: Ongoing: The town marina has expanded its slips over the last couple of years. An engineer has completed a plan to expand the town dock to a 400' year round facility. The town is in the process of securing funds for the project.	Low
1D. Grow the Town's Tourism Industry								
i.	Create a Main Street/Waterfront Welcome Center	2-5 Years	High	Town Manager	Historical Society, Town Econ Dev Dept, Harbor Master, Chamber, MSB, Heart & Soul, Whole Oceans	CEI Loan, VisitMaine, MRDA, Town Budget Appropriations	1/12/2022: A plan was drafted by Lewis & Malm Architecture. At this point this item is being Parked. This item will need to be revisited at some point.	Low
ii.	Explore the Development of an Aquarium	2-5 Years	Medium	Town Manager	Whole Oceans, AIM, Maine State Aquarium, Maine DMH	Whole Oceans, Maine State Aquarium	1/12/2022: At this point this item is being Parked	Low
iii.	Add an annual seafood or salmon festival to Backport's Calendar of Events or Incorporate into Backport Bay Festival	1 Year	High	Chamber/Whole Oceans	MSB, Chamber, Wednesdays on Main	VisitMaine Grants, Whole Oceans	1/12/2022: At this point this item is being Parked due to Whole Oceans' facility is not built yet. This item will move from a 1 Year item to a 2-5 Year item.	Low
iv.	Continue to Market and Support Backport as a Dock Dine and Shop Destination	1 Year	High	Town Econ Dev Dept	MSB, Chamber	TIF, Town Budget Appropriations, VisitMaine Grants	1/12/2022: The town ran Dock Dine & Shop advertising for 2 years in different forms of media. The town completed its marketing plan in 2021 and will continue its marketing efforts.	Completed
v.	Implement a New Wayfinding/Signage System	2-5 Years	High	Main Street Backport	MSB, Chamber, Heart & Soul, Town Econ Dev Dept	TIF, Town Budget Appropriations, Grants	1/12/2022: Not yet started; the town was planning on using funds from the Whole Oceans TIF for this item but that project has yet to begin. The town will need to consider using CIP Funds to make this happen.	High
1E. Create a Comprehensive Marketing & Branding Strategy for the Town of Backport								
i.	Solicit Services from a Community Marketing and Branding Specialist to Guide the Process	2-5 Years	Highest	Town Manager/Town Econ Dev Dept	Professional Consultant, MSB, All Community Groups & Stakeholders	TIF, Town Budget Appropriations	1/12/2022: The Town hired Design Lab and the marketing plan is now complete.	Completed
Goal 2: Utilize & Improve the Assets of the Project Area								
2A. Work with AIM in Public/Private Partnership to Expand/Enhance an Active Port								
i.	Commission a Comprehensive Port Expansion Feasibility Analysis	1 Year	Highest	Formerly AIM now WO	Private Consultant, MDOF Office of Freight & Business Services	MDOF, AIM	1/12/2022: The final piece of property at the former paper mill site that contained the dock and warehouse was sold and is now being leased by Whole Oceans so this item is no longer necessary.	Low
ii.	Explore an Expanded Port Footprint Through the Filling in of the Log Pond	2-5 Years	Highest	Formerly AIM now WO	ME DEP, US Army Corps of Engineers	MRDA, MDOF, USDOF Build, AIM	1/12/2022: Whole Oceans was not interested in this item as they bought the dock property on the site.	Low
iii.	Secure Public Funding for Infrastructure Improvements	2-5 Years	Highest	AIM/Town Econ Dev Dept	EMDC, MDOF Office of Freight & Business Services	MRDA, MDOF, USDOF Build, EMDC	1/12/2022: The town is seeking this action item for its Town Dock replacement/Expansion project. The lot at the former mill site was sold so this recommendation will not be happening at that location.	Low
iv.	Recruit Port Developers and Port Users	2-5 Years	Highest	Formerly AIM now WO	Town Econ Dev Dept, Whole Oceans, Site Selector/Real Estate Broker	TIF, AIM	1/12/2022: This item is no longer necessary as Whole Oceans bought that parcel for their project.	Low
2B. Work with Pan Am and State Officials to Upgrade Rail Spur to Project Area								
i.	Convene a Meeting with Pan Am and Appropriate Stakeholders	1 Year	Medium	AIM/EMDC/Town Manager	Pan Am, AIM, Whole Oceans, EMDC, MDOF, Town Manager	Staff Time	1/12/2022: This item is on hold as CSX has an agreement to purchase Pan Am in New England and that is expected to get regulatory approval in 2022.	Medium
2C. Tap into 3-Ring Binder: Fiber Optic Backbone to Support Economic Development								
i.	Provide fiber optic capabilities to the project area including the proposed co-working center and the Backport Marine Campus	2-5 Years	Highest	Town Econ Dev Dept	AIM, Whole Oceans, Broadband Provider	ConnectME, TIF, USDA Rural Development Community Connect Grants, MaineCF, CEI	1/12/2022: The broadband committee contacted (First Light) the owner of the 3 Ring Binder who states the fiber has been lit and they can be contacted to bring to the site of the Whole Oceans buildings. MMA has extended their own fiber via the school & library program.	Medium

ii.	Implement Recommendations of the Backstop Technology Plan 1) Connect to Heritage Park 2) Extend fiber down Main St. 3) create community Wi-Fi hotspots	2-5 Years	Highest	Town Econ Dev Dept	AIM, Whole Oceans, Broadband Provider, MSB	ConnectME, TIF, USDA Rural Development Community Connect Grants, MaineCF	1/12/2022: Ongoing. 1) The broadband committee saw no need to extend into Heritage Park until the need was there. 2) The broadband committee reached out to the company that owns the 3-ring binder who says the fiber is lit but they only service commercial not residential. 3) The town received a quote, which was well over. They have asked for a revised plan in a more condensed area.	Medium
2D. Add the Necessary Public Infrastructure to Support New Development								
i.	Extend wastewater infrastructure along River Road to provide service to the proposed workforce housing development and other future development including of the Sprague site	2-5 Years	Medium	Public Works Dept	MDOT	ME DEP (CWSRF), ME DECD, Town Budget Appropriations, TIF	1/12/2022: AIM has decided on a different proposed use for this area that will not require wastewater infrastructure to the site as the wetlands have made it to housing is not a viable option on the site.	Low
Goal 3: Utilize & Improve the Assets of the Project Area								
ID	Recommendation	Time Frame	Priority	Project Champion	Potential Partners	Potential Resources	Status	Updated Priority
3A. Encourage New Development Projects & Businesses to Utilize Sustainable Design Including Green Infrastructure and Alternative Energy								
i.	Ensure Town Regulations and Processes Allow and Encourage Sustainable Design	1 Year	High	Code Enforcement Officer	Town Econ Dev Dept, Town Manager	Town Staff Time	1/12/2022: Our former CEO advised that this step was completed	Completed
3B. Improve Public Communication and Access to Information Regarding Silver Lake Water Supply System								
i.	Create a Public Online Portal with Information Regarding the Water System	1 Year	Medium	AIM/Friends of Silver Lake	Whole Oceans, ME DEP, Town Staff	AIM, Town Staff Time	1/12/2022: This item has not been started.	Low
3C. Prevent Adverse Traffic Impacts on the Main Street Business District								
i.	Require a Traffic Impact Study for Major Development Projects	1 Year	High	Town Manager	Town Council	Town Staff Time	1/12/2022: Traffic studies were completed by the state in the fall of 2020 even though no major development projects have happened to date.	High
ii.	Prohibit Negative Truck Activities on Main Street	1 Year	Medium	Town Manager	Town Council	Town Staff Time	1/12/2022: This item has not been approached.	Medium
Goal 4: Promote High Quality Design								
ID	Recommendation	Time Frame	Priority	Project Champion	Potential Partners	Potential Resources	Status	Updated Priority
4A. Encourage a Creative Approach to Aesthetics of Project Area and Surroundings								
i.	Work with Private Businesses and Property Owners to Incorporate Unique Design Elements	1 Year	High	Town Manager	Whole Oceans, AIM, Business Owners, Town Council, Code Enforcement Officer, MSB	Private Investment, Town Incentives	1/12/2022: Ongoing. A local citizen purchased, installed and lit up a unique design element in front of his rental property on Central Street	High
4B. Create a Public Art Campaign to Help Create a Unique Identity/Brand that Builds off of Whole Oceans and other Unique Backstop Qualities								
i.	Establish an Adopt a Fish Program	1 Year	High	Main Street Backstop	Chamber, MSB, Lighthouse Arts, RSU 25, Business Owners, Local Artists	Maine Arts Commission	1/12/2022: This item has not been started.	Medium
ii.	Create Iconic Art Piece(s) Visible from the Observatory/Fort to Attract Visitors	2-5 Years	Medium	Main Street Backstop	Chamber, MSB, Lighthouse Arts, RSU 25, Business Owners	Maine Arts Commission	1/12/2022: This item has not been started.	Medium
iii.	Add Public Art Pieces to Community and Project Area Gateways	2-5 Years	High	Town Econ Dev Dept	Chamber, MSB, Lighthouse Arts, RSU 25, Business Owners	Maine Arts Commission	1/12/2022: This item has not been started.	Medium
4C. Create a Unified and Enhanced Streetscape from the Project Area Through Main Street Using Complete Streets Principles								
i.	Adopt a Town-Wide Complete Streets Policy	1 Year	Medium	Town Manager	Town Council, Planning Board, Town Econ Dev Dept	Town Staff Time	1/12/2022: Ongoing. Members of the ADAPT Committee met with Jane LaFleur regarding Complete Streets but no action has been taken to date.	Medium
ii.	Work with MDOT to Create and Implement a Complete Streets Corridor Enhancement Plan	2-5 Years	Highest	Town Manager	MDOT, Business Owners, Community Stakeholder Groups, MSB, EMDC	MDOT MIP Program, MDOT Bicycle & Pedestrian Program, ME DECD Grants, TIF	1/12/2022: Ongoing. The town has met with MDOT in regards to Complete Streets but no action has been taken to date.	Medium
4D. Transform Gateway Areas into Attractive, Unique and Functional Entrances to the Town and Project Area								
i.	Enhance the Route 1 Community Gateway	2-5 Years	High	Town Econ Dev Dept	MDOT, MSB, Chamber	MDOT MIP Program, MDOT Bicycle & Pedestrian Program, ME DECD Grants, TIF	1/12/2022: This item has not been started.	High
ii.	Create a River Road Gateway to the Project Area	2-5 Years	Medium	Town Econ Dev Dept	MDOT, Whole Oceans	MDOT MIP Program, MDOT Bicycle & Pedestrian Program, ME DECD Grants, TIF	1/12/2022: This item has not been started.	Medium
Goal 5: Support and Enhance the Quality of Life in Backstop								
ID	Recommendation	Time Frame	Priority	Project Champion	Potential Partners	Potential Resources	Status	Updated Priority
5A. Facilitate the Creation of New Housing, with a Focus on Workforce Housing Needs								
i.	Facilitate development of the workforce neighborhood	2-5 Years	Highest	AIM/Town Manager	Private Developer/Home Builder, Housing Nonprofit, LDC	Private Investment, MSHA, Affordable Housing TIF	1/12/2022: AIM officials have decided on a different proposed use for 33 acre parcel that was identified in the plan. The town will now move its efforts to the Park St/Broadway Extension project that began in December 2020.	Low
ii.	Encourage the Construction of New Senior Housing	1 Year	High	Town Manager	BBHCC, Private Developer, Housing Nonprofit	Private Investment, Town Staff Time, MSHA, ME DECD (CBDG)	1/12/2022: Ongoing. A new 55 & older mobile home community park is completed and citizens have begun moving in. Chris Pagan has purchased the Timberlands Building and is considering senior housing. The town has been in talks with Pensus Cap regarding Senior Housing at 27 Main Street, which wasn't approved.	High
iii.	Promote Apartments and Condos on and Near Main St.	1 Year	High	Town Manager	Town Council, BBHCC, Code Enforcement Officer, Private Developer, Housing Nonprofit	Town Staff Time, Private Investment, Town Incentives, MSHA	1/12/2022: Ongoing. Have had ongoing conversations with developers about 27 Main Street property as well as a private owner who owns land on the water side of Main St across from the Backstop Enterprise Building.	High
5B. Expand & Enhance the Waterfront Walkway								
i.	Expand the Walkway Through the Project Area	2-5 Years	Highest	Town Manager	AIM, Whole Oceans, Town Econ Dev Dept, Other Private Property Owners	Private Investment, MDOT Bicycle & Pedestrian Program, TIF, ME DACF, Town Appropriations	1/12/2022: This item will not be happening due to biosecurity concerns.	Not Happening
ii.	Create New and Enhanced Access Points to the Waterfront Walkway	2-5 Years	High	Town Manager	AIM, Whole Oceans, Town Econ Dev Dept, Other Private Property Owners	Private Investment, MDOT Bicycle & Pedestrian Program, TIF, ME DACF, Town Appropriations	1/12/2022: This item has not yet been discussed	Medium
iii.	Create Viewing Platforms/Areas at Key Points	2-5 Years	Medium	Town Manager	AIM, Whole Oceans, Town Econ Dev Dept, Other Private Property Owners	Private Investment, MDOT Bicycle & Pedestrian Program, TIF, ME DACF, Town Appropriations	1/12/2022: The new fishing pier and town dock pier make for great viewing platforms. Other areas have yet to be created.	Medium
iv.	Develop a Community Trail System Plan	2-5 Years	Medium	Town Manager/Town Econ Dev Dept	Community Residents & Stakeholders, Property Owners, Great Pond Mountain Trust, BBHCC, YMCA, RSU 25, Friends of Silver Lake	MDOT Bicycle & Pedestrian Program, TIF, ME DACF, Town Appropriations	1/12/2022: This item has not yet been discussed	Medium
5C. Support New Public Transportation Options for Workers and Community Residents								

DOCUMENT: 2019 TOWN OF BUCKSPORT ECONOMIC DEVELOPMENT STRATEGY IMPLEMENTATION MATRIX

Goal 1: Workability in Bucksport

ID	Recommendation	Timeframe	Priority	Project Champion	Potential Partners	Potential Resources	Status
1A. Industrial Site Development							
i.	Support Maine Maritime Academy with its Center for Professional Mariner Development	Ongoing	Low	Maine Maritime Academy	Econ Dev Dept, Chamber of Commerce	Staff Time	1/12/2022: Ongoing: Have met several times with ED at CPMD building to help promote the facility. MMA is in the process of replacing the outgoing site Director.
ii.	Support Whole Oceans as it develops its Land-Based Recirculating Aquaculture System	Ongoing	Low	Whole Oceans	Econ Dev Dept, Chamber of Commerce	Staff Time, DECD Grants, Private Investment	1/12/2022: Ongoing: Have gone on site tour and assisted with creating the TIF district. Also, attended Planning Board Meetings and Meetings in Augusta to support Whole Oceans.
iii.	Support Iron Clad as it is now a black start company	Ongoing	Low	Iron Clad	Econ Dev Dept, Chamber of Commerce	Staff Time, DECD Grants, Private Investment	1/12/2022: Ongoing: Have met the IronClad team. No further dialogue has taken place since that meeting.
iv.	Develop an off ramp for the 3-Ring Binder for all the businesses located on the site and surrounding areas	Ongoing	Low	Broadband Committee	Econ Dev Dept, Business Owners, 3rd Party Internet Provider	Staff Time, Grants, TIF	1/12/2022: The broadband committee contacted (First Light) the owner of the 3 Ring Binder who states the fiber has been lit and they can be contacted to bring to the site of the Whole Oceans buildings. MMA has extended their own fiber via the school & library program.
1B. Downtown - Waterfront Development							
i.	Attract more businesses	Ongoing	High	Econ Dev Dept	MSB, Chamber of Commerce, ME DECD	Staff Time, Private Investment	1/12/2022: Ongoing: Currently all spaces on Main Street are full in the downtown core, but there is the open land at 27 Main St as well as space next to Lewis & Malm.
ii.	Support business incubation	2020	Medium	Econ Dev Dept	MSB, Chamber of Commerce, MMA	Staff Time, Grants, TIF	1/12/2022: Ongoing: MSB received a grant to run a program out of Brown Hall & 54 Main St was recently purchased and will be running Bucksport Innovation Center out of the space.
iii.	Offer workshops such as business start-up and marketing	2020	Medium	Econ Dev Dept	EMDC, SBA, SBDC, Chamber of Commerce, MSB	Staff Time, Grants	1/12/2022: Due to the COVID pandemic no in-person workshops were able to take place however; we have shared workshops that were being sponsored virtually by Maine SBDC, SBA and others.
iv.	Solicit services from a community marketing and branding specialist	2020	High	Econ Dev Dept	MSB, Professional Consultant, All Community Groups & Stakeholders	Staff Time, TIF	1/12/2022: Completed The Town hired Design Lab for the marketing & rebranding plan. The plan was completed in 2021.
v.	Market and support Bucksport as a "Dock, Dine and Shop" destination	Ongoing	Medium	Econ Dev Dept	MSB, Chamber of Commerce	Staff Time, TIF	1/12/2022: The town ran Dock Dine & Shop advertising for 2 years in different forms of media. The town completed its marketing plan in 2021 and will continue its marketing efforts.
vi.	Create a sidewalk plan that addresses adding, repairing and replacing sidewalks.	Ongoing	Medium	Town Manager	Public Works, Contractors, Town Council	Staff Time, Grants, TIF	1/12/2022 This item has not yet begun. Sidewalks were last repaired in 2016. A new Bucksport Beautification Committee was formed and they be a good steward of this project.
vii.	Create a plan to address roads in the Downtown District	Ongoing	Medium	Town Manager	Public Works, Contractors, Town Council	Staff Time, Bond, TIF	1/12/2022 Ongoing: The TM & PWD created a 3 year plan for to address the roads in town. Year 1 was completed in 2020, Year 2 was completed in 2021 and Year 3 will be completed in 2022. According to MDOT officials Main Street won't get paved until 2025 at the earliest.
ix.	Expand the Waterfront Walking Trail to beyond Bucksport House of Pizza	2020	Low	Town Manager	Econ Dev Dept, Other Private Property Owners	Staff Time, Grants, TIF	1/12/2022: This item is on hold as CSX has an agreement to purchase Pan Am in New England and that is expected to get regulatory approval in 2022.
x.	Revitalize the unused railroad tracks on the waterfront to include dining options, brew pubs and public areas.	2020	Low	Econ Dev Dept	Pan Am, Private Property Owners, Town Manager, Town Council	Staff Time, Grants, Private Investment	1/12/2022: This item is on hold as CSX has an agreement to purchase Pan Am in New England and that is expected to get regulatory approval in 2022.
xi.	Promote waterfront entrances to Main Street businesses and include signage on the water side.	Ongoing	Low	Econ Dev Dept	Business Owners, Town Manager, MSB, Chamber of Commerce	Staff Time, Private Investment	1/12/2022: Lighthouse Arts Center opened its facility in 2017 and created an entrance on both Main St and the Waterfront Walkway. The goal is for more businesses to follow this model or provide signage signaling their location on Main St from the Waterfront.
xii.	Develop the town owned vacant lot at 27 Main St	Ongoing	High	Econ Dev Dept	Private Developer, MSB	Staff Time, TIF, Private Investment, Grants	1/12/2022: Ongoing: In partnership with FOR/Maine the town had a Housing Market Assessment for 27 Main Street which was completed in December of 2021.
xiii.	Develop the vacant lot owned by Leadbetter and located across the street from the Bucksport Enterprise	2020	Low	Leadbetter Realty Trust	Econ Dev Dept, Private Developer, MSB	Staff Time, TIF, Private Investment, Grants	1/12/2022: Ongoing: The EDD & CEO met with the property owner regarding land use and a plan was submitted for 100% housing which doesn't meet code as at least 51% of the Main Street level has to be commercial.
xiv.	Address accessibility from Main Street to the Waterfront	2020	Medium	Town Manager	CEO, Econ Dev Dept, Senior Resource Committee	Staff Time, Grants, TIF	1/12/2022: Ongoing: The concept design plan for the Bucksport Historical Society shows this as a possibility in that location. This item hasn't been reviewed since the Town Council Meeting Presentation of the project.

Goal 2: Livability in Bucksport							
ID	Recommendation	Timeframe		Project Champion	Potential Partners	Potential Resources	Status
1C. Other							
i.	Market and develop the Sprague North Site	Ongoing	Low	Sprague	Econ Dev Dept	Staff Time, TIF, Private Investment, Grants	1/12/2022: The EDD & CEO have met with Sprague leadership. A look into a zone change was requested by Sprague in 2020.
ii.	Promote high quality design elements to enhance the aesthetics of the industrial site and surrounding areas	2020	Medium	Town Manager	Econ Dev Dept, Business Owners, CEO, Main St Bucksport	Staff Time, TIF, Grants	1/12/2022: This item has not yet been discussed
iii.	Investigate reestablishing the Bucksport Economic Development Corporation	2020	Low	Econ Dev Comm	Town Manager, Econ Dev Dept	Staff Time	1/12/2022: The EDD & TM met and at this point there is no project that requires the EDC Corp.
iv.	Review town codes to see if changes are needed to encourage business development	Ongoing	Low	CEO	Econ Dev Dept, Town Manager, Town Council, Planning Board	Staff Time	1/12/2022: The EDD & CEO have reviewed town codes as it pertains to businesses when they come forward. At this point there have been no further changes required since the MMA project.
v.	Update and enhance signage throughout the Town	Ongoing	Medium	Econ Dev Dept	MSB, Chamber of Commerce	Staff Time, Grants, TIF	1/12/2022: Old deteriorating signs have been removed and new signs will be installed in 2022
2A. Housing							
i.	Develop work force housing in the 33 acre parcel owned by AIM near Drakes Ln	Ongoing	High	AIM	Private Developer, Econ Dev Dept	Staff time, Grants, TIF, Private Investment	1/12/2022: AIM officials have decided on a different proposed use for 33 acre parcel that was identified in the plan. The town will now move its efforts to the Park St/Broadway Extension project that began in December 2020.
ii.	Develop housing as part of the Park St Expansion	Ongoing	High	Wardwell & Sons	Private Developer, Econ Dev Dept	Staff time, Private Investment	1/12/2022: Ongoing: Construction for the Park St & Broadway Extension began in 12/20 and the road is expected to be accepted by the town in January of 2022.
iii.	Promote apartments and condominiums on and near Main St	Ongoing	Medium	Town Manager	Private Developer, Econ Dev Dept	Staff Time, Private Investment, Grants	1/12/2022: Ongoing: In partnership with FOR/Maine the town had a Housing Market Assessment for 27 Main Street which was completed in December of 2021. The EDD & CEO met with the property owner regarding land use and a plan was submitted for 100% housing which doesn't meet code as at least 51% of the Main Street level has to be commercial.
iv.	Encourage construction of new senior housing	Ongoing	Medium	Town Manager	Private Developer, Econ Dev Dept	Staff Time, Private Investment, Grants	1/12/2022: Ongoing. A new 55 & older mobile home community park is completed and citizens have begun moving in. Chris Pepin has purchased the Timberlands Building and is considering senior housing. The town has been in talks with Penquis Cap regarding Senior Housing at 27 Main Street, which wasn't approved.
v.	Promote more moderate to high end housing	Ongoing	Medium	Town Manager	Private Developer, Econ Dev Dept	Staff Time, Private Investment	1/12/2022: Ongoing: EDD has had talks with a developer in regards to high end housing from Rt 1 to Central St in currently undeveloped land.
vi.	Provide a more balanced inventory of housing throughout town	Ongoing	Medium	Town Manager	Private Developer, Econ Dev Dept	Staff Time, Private Investment, Grants	1/12/2022: Ongoing: Town has been in talks with several developers and an architect regarding different types of housing inventory.
vii.	Address blight	Ongoing	High	CEO	Town Manager, Town Council	Staff Time, TIF	1/12/2022: Ongoing: The CEO has sent out letters concerning blight. To date a few buildings have been either resolved or demolished with more still pending.
viii.	Create an inventory of homes that may be vacant, condemned, and/or foreclosed	2020	Medium	Assessor	Town Manager, CEO, Econ Dev Dept	Staff Time	1/12/2022: This item has not yet been discussed
ix.	Promote hotel/motel development	Ongoing	Medium	Town Manager	Private Developer, Econ Dev Dept	Staff Time, Private Investment	1/12/2022: This item has not yet been discussed
2B. Child Care							
i.	Provide more child care for children aged birth to 3 years old	Ongoing	High	Econ Dev Dept	RSU 25, Bucksport YMCA, BACCC	Staff Time, Grant	1/12/2022: Ongoing: EDD attended a meeting on 1/11/2022 and learned of a program through CEI to promote new child care businesses to be created through their Child Care Business Lab.
ii.	Address other deficiencies in child care services that impact employment opportunities of residents	Ongoing	Medium	Econ Dev Dept	RSU 25, Bucksport YMCA, BACCC	Staff Time, Grant	1/12/2022: Ongoing: Bucksport Area Child Care Center is looking for a larger building to expand services. The Bucksport YMCA has run afterschool care and continues to run summer camp.
2C. Other							
i.	Address transportation as it impacts Silver Lake Estates and any other new senior housing	2020	Medium	Town Manager	Econ Dev Dept, BBHCC, DownEast Community Partners	Staff Time, Grants	1/12/2022: This item has not yet been discussed
ii.	Review town codes to see if changes are needed to encourage housing development	Ongoing	Low	CEO	Econ Dev Dept, Town Manager, Town Council, Planning Board	Staff Time	1/12/2022: Ongoing: Currently the Sprague property is the only property looking at a potential zoning change.

iii.	Create a plan to convert street lights to LED	2020	High	Econ Dev Dept	Town Manager, Town Council, Consultant	Staff Time, Grants	1/12/2022 Completed: The town entered a 15 year contract with CMP to convert the street lights to LED. The project finished in 2021.
iv.	Research and take advantage of more solar opportunities	Ongoing	High	Town Manager	Solar Committee	Staff Time	1/12/2022: Ongoing: The solar committee has taken up this task and is currently looking at the town's former landfill. The town has arrays at the Town Garage & Waste Water Treatment Plant.
v.	Replace the walls on and along Main Street/US Route 1	Ongoing	High	Town Manager	Econ Dev Dept, Public Works, Public Safety, Engineer, Contractor	Staff Time, Grants	1/12/2022 Ongoing: The Main St walls were completed in 2021. The walls on Central Street & US Route 1 are scheduled for 2023-2025.

DOCUMENT: 2018 (82) CITIZEN GENERATED HEART & SOUL ACTION ITEMS

Idea #	SUGGESTIONS:		IMPACT:	FEASIBILITY:	Leaders/Collaborators	Update
	To further our Heart & Soul community statements					
1	Expand and improve the annual clean-up day.		High	High	Garden Club support/RSU25 support/EC support/YMCA support/Chamber support/Main Street leadership	1/12/2022: MSB & TOB support clean up days throughout the year.
4	Broadcast all municipal meetings.		High	High	Town Government - in proposed budget	1/12/2022: Completed. All town meetings are broadcasted online at Town Hall Streams and on Sprectrum television
7	Develop an anti-litter program.		High	High	Chamber support promotion/Economic Development (ED) support/Garden Club support/GPMT support	1/12/2022: Trash receptacles have been left out year round. Dog waste bag stations are located throughout the waterfront and are filled throughout the year.
10	Establish a Downtown Beautification program.		High	High	Bucksport Garden Club leadership/GPMT support/ED support/Bucksport United Methodist Church (Bucksport UMC) support	1/12/2022: In late 2021 Main Street Bucksport created a Downtown Beautification subcommittee. The group held its first meeting on January 7th, 2022.
11	Establish a bird watching program.		Medium-Low	High	GPMT lead or support/Chris Johnson support/	1/12/2022: No update
12	Continue holding block parties.		High	High	GMPT support & lead a block party/ED support/RSU25 support with use of schools/Chamber lead a block party/Gardner Commons & Nancy Minott lead a neighborhood block party/Bucksport UMC support	1/12/2022: Due to the COVID pandemic this item was not able to happen.
20	Install a buddy bench downtown and along waterfront.		High	High	RSU25 leadership - High School Shop Class/	1/12/2022: An endeavor started by MSB had benches created by RSU 25 shop class and those benches were placed at several locations on Main Street & US Route 1 Businesses including the Town Office.
21	Expand/Connect Trail Systems.		High	High	GPMT leadership/ED support/RSU25 support with maintenance/YMCA support - maintain and program this/	1/12/2022: This item has been researched but not yet started.
23	Expand the bus and taxi service to more than once a week.		High	High	Chamber support/Bucksport Regional Health Center (Health Center) support/GPMT support	1/12/2022: This program is in the works.
24	Expand the buy local program.		High	High	GPMT support/Shawn support/Health Center support - backpack program expand/RSU 25 support/ Chamber leadership/Bucksport UMC support	1/12/2022: BSB has a buoy local campaign. MSB, TOB and local downtown merchants have run several buy local campaigns.

25	Develop a water quality education/improvement program for the river.	High	High	RSU25 support by expansion of curriculum/GPMT leadership with hosting events/	1/12/2022: No update
26	Develop a program where Bucksport businesses reduce the use of plastic bags.	High	High	Town support with ordinance that has been put forward (next 30 days)/ Health Center support/GPMT support/	1/12/2022: This is a state mandate and has taken place.
32	Organize a cookbook club and cooking classes.	Medium	High	Health Center support through use of kitchen & planning classes - Healthy Acadia/RSU25 Adult Ed/	1/12/2022: No update
33	Develop cross country ski trails.	High	High	ED support with Jay's crew/ YMCA support, lead? / GPMT support & lead?/	1/12/2022: No new cross country ski trails were created but existing trails can be used for cross country skiing.
34	Establish a youth civic leadership program	High	High	RSU25 support through curriculum/ ED support/YMCA leadership - Y programs available/Bucksport UMC support	1/12/2022: RSU 25 & YMCA created this program in 2019.
35	Add and improve directional and wayfinding signage.	High	High	GPMT support through trail expansion/ED leadership/	1/12/2022: Not yet started; the town was planning on using funds from the Whole Oceans TIF for this item but that project has yet to begin. The town will need to consider using CIP funds to make this happen.
36	Build a dog park.	High	High-Medium	GPMT support	1/12/2022: EDD and CEO began this process on 1/5/21 with no consensus on a location. There is currently a dog park in Orland that is opened to all guests.
38	Develop a program for volunteers to assist elders with gardening and clean up.	High	High	Health Center leadership or support - Thriving in Place/ Gardner Commons support with list of needs/	1/12/2022: No update
39	Enhance trail system with exercise stations alongside the trails.	High	High	GPMT support/YMCA support - Splash Pad proposal	1/12/2022: No update
41	Provide nature walks at the Miles Lane trails.	High	High	YMCA support/check Field's Pond/GPMT support-overlaps with Education Coordinator/	1/12/2022: No update
43	Expand the downtown flower program.	High	High	Bucksport Garden Club leadership- Adopt a Barrel/ED leadership-financial & staffing support	1/12/2022: This program began in 2019 with flower barrels placed on Main St and the barrels are adopted and maintained by the adopting party. Rose bushes were also added at the Veteran's Memorial and on the waterfront by the flag pole.
44	Develop a farm to school program to promote healthy foods in the school.	High	High	GPMT leadership? Support? - Education Coordinator overlap/ Health Center support-Healthy Acadia/Chamber support via Farmer's Market	1/12/2022: No update
46	Form Friends of Bucksport Trails.	High	High	GPMT support/YMCA support through trail maintenance/	1/12/2022: No update
50	Develop a foster grandparent program.	High	High	GPMT support through activities/YMCA?/RSU25 leadership - Seniors at Miles Lane, next Fall/	1/12/2022: No update

53	Establish a bicycle/pedestrian club.	Low-Medium	High	ED - club, no, trails, yes/GPMT support/GPMT support	1/12/2022: No update
54	Develop a single track mountain bike trail.	Medium	High	GPMT leadership/YMCA support/ED support	1/12/2022: This item was created at GPMT in Orland and there is no update on a future Bucksport location
56	Establish a year round farmers' market.	High	High	GPMT support/ Chamber leadership/	1/12/2022: No update. The Farmers Market still currently runs in the late spring, summer and early fall.
59	Form a community walking club.	Medium-High	High	Health Center support-promotion, offer once a week walks - sponsor a walk a week/YMCA provide programming/GPMT support/	1/12/2022: MSB formed a morning walking/running club.
60	Form a community outing club.	High	High	YMCA support/GPMT support, lead activities, resources available/	1/12/2022: No update
61	Establish more waterside picnic areas.	High	High	GPMT leadership/ED support/	1/12/2022: 4 Additional picnic tables were added to the waterfront courtesy of the RSU 25 shop class in 2019 and KK & Creations built an additional 6 more in 2021.
62	Plant more trees throughout town.	High	High	Bucksport Garden Club support	1/12/2022: No update
66	Hold an annual community volunteer fair.	High	High	YMCA leadership	1/12/2022: Due to the COVID pandemic this item was not able to happen since 2019.
67	Create a welcome packet for new residents.	High	High	ED support/Health Center support/GPMT support/YMCA support/Chamber support/Bucksport UMC support	1/12/2022: No update
69	Initiate a Community Reading day throughout the RSU.	Low	High	GPMT support/RSU25 support/Garner Commons support	1/12/2022: No update
70	Bring Senior College program to Bucksport.	High	High		1/12/2022: No update
71	Establish community drug task force/support existing work being done.	High	High	Healthy Acadia leadership/ community members support/GPMT support	1/12/2022: No update
72	Institute a Street Art program.	High	High	Lighthouse Art Center support/ Chamber support/GPMT support/ED support/Main Street leadership/Main Street Bucksport lead	1/12/2022: MSB has received funding for 2 murals 1 on the Camden National Bank wall and the 2nd on The Alamo Theatre facade
73	Enhance and expand the school garden program beyond Miles Lane.	High	High	ED support/RSU25 support/GPMT education coordinator support/Health Center support/ community member support/Chamber support through Farmer's Market	1/12/2022: No update
74	Provide free Wi-Fi throughout village compact area.	High	High	ED leadership/	1/12/2022: In 2020 WiFi was added to the marina floats. In 2021 the IT Director and CED Director met with and received a quote from First Light to add hot spots to the waterfront/downtown that came in way over budget.
76	Provide and install bike racks in town.	High	High	ED leadership/ GPMT support/Bucksport UMC support	1/12/2022: Bike racks were installed at the town pool and are located at the schools. Another location being considered is the Marina

78	Build a playground on the waterfront.	High	High	If Town requested this it could go to theYMCA/GPMT support/ED leadership	1/12/2022: MSB applied for a grant however they weren't selected. Talks with the railroad are stalled due to CSX acquiring Pan Ams New England rail lines which should be completed in 2022.
80	Build bocce court on the waterfront.	High	High	ED leadership/	1/12/2022: EDD reviewed locations on the waterfront in 2020 but the Pandemic stopped progress. Due to the dimensions of a bocce ball court it seems this project would work best where the rail tracks presently lie.
81	Redesign the Rufus Googins Park.	High	High	ED support/Main Street Bucksport leadership	1/12/2022: MSB has created a Downtown Beautification Committee which plans on taking on this project in 2022.
2	Provide a welcome program for tourists.	High-Medium	Medium	GPMT support/ED support	1/12/2022: No update
3	Expand the Y program to have a youth activity coordinator.	High	Medium	GPMT supportive/ YMCA 20,000grant for position-March outcome/	1/12/2022: Y programming changes have occurred do the pandemic.
5	Develop after school program for middle school students.	High	Medium	YMCA leadership/RSU25 support re academic support program/	1/12/2022: Prior to the pandemic this item was happening at the middle school in the sciences. This program has been halted due to the pandemic.
8	Build a multi-generational playground.	High	Medium	GPMT supportive/YMCA support/Health Center support	1/12/2022: No update
13	Take steps to expand marina and boat access improvement.	High	Medium	Town leadership-in the works, \$ put in budget	1/12/2022: The marina has expanded over the last 2 years in its capacity as well as the addition of diesel fuel. The town dock engineering work has been completed and we are actively seeking funding.
14	Establish a small business co-op.	High	Medium	ED support/Chamber support	1/12/2022: No update
27	Find space and develop a community commons.	High	Medium	ED-in works	1/12/2022: No update on an outdoor location; however, Elm St Congo Church has been taking this on with the use of Brown Hall and their parking lot.
28	Develop a community center.	High	Medium	ED support/RSU25 schools open spaces/YMCA support-capitol campaign	1/12/2022: No update
29	Establish a community garden.	High	Medium	Bucksport Garden Club support/ED support Garden Club/GPMT support/community members	1/12/2022: In late 2021 a local citizen approached the Town Manager regarding this concept. The town council will take this up on its agenda in 2022.
31	Start a community theater program.	High	Medium	Library support/ YMCA support programs/	1/12/2022: No update
40	Develop more entertainment and make more use of the Bucksport Performing Arts Center.	High	Medium	RSU25 support through Performing Arts Center use/ Shawn resource person/	1/12/2022: Due to the COVID pandemic this item was not able to happen in 2020 or 2021.
42	Establish a facade improvement program for businesses.	High	Medium	ED leadership/	1/12/2022: The EDC has approved a facade improvement program with TIF money from the Whole Oceans project. That project has yet to start so there is no money available currently.
45	Develop a Healthy Food Program.	High	Medium	Chamber support through Farmer's Market/Health Center leadership/RSU25 support/GPMT support through education/	1/12/2022: No update
47	Develop the Upper Silver Lake Trail systems.	High	Medium	GPMT leadership/ YMCA support/ED support	1/12/2022: A local citizen brought this topic up to the DEP about expanding the trail along the lake up Silver Lake Road and was advised that DEP would not approve it.
48	Develop a master plan for bathroom facilities on Bucksport trail system.	High	Medium	ED support and in process/ YMCA support-warming hut open year round/	1/12/2022: The town has rented porta potties for 2 locations along the Miles Lane Trails in lieu of a bathroom facility since facilities exist at the football field and ice rink.
49	Develop a trail around Silver Lake.	High	Medium	ED support/ GPMT lead & support/ YMCA support	1/12/2022: A local citizen brought this topic up to the DEP about expanding the trail along the lake up Silver Lake Road and was advised that DEP would not approve it.
51	Develop a senior/youth mentorship program.	High	Medium	YMCA support/GPMT support/RSU25 support	1/12/2022: No update

55	Develop bike trails connecting outlying areas with downtown	High	Medium	ED support/GPMT lead&support/	1/12/2022: No update
57	Provide safer and more sidewalks.	High	Medium	Chamber support/ED lead, in process/GPMT support/	1/12/2022: The town has set aside money from the Whole Oceans TIF for the possible addition and maintenance of side walks in the downtown district
58	Develop a neighborhood watch program.	High	Medium	Bucksport UMC support	1/12/2022: A Bucksport Neighborhood Watch Facebook page was created in 2019
63	Hire/contract with a professional/marketing planner for Bucksport	High	Medium-Low		1/12/2022: Ongoing: The Town hired Design Lab for the marketing & rebranding plan, which was completed in early 2021.
64	Build a nursing home in Bucksport.	High	Medium		1/12/2022: The town has met with developers regarding senior housing but not a nursing home.
75	Build a skate board park.	High	Medium	GPMT support/ Health Center play with idea re: grants?	1/12/2022: The YMCA, EDD & RSU 25 students formed a committee looking for a location for a potential skate park. The idea hasn't gotten out of the planning phase.
79	Add more sculptures on the waterfront.	High	Medium	ED support	1/12/2022: A generous donation of a sculpture by Mary Jane Bush & Sue Davis has been added to the Bucksport waterfront located next to the Schoodic Sculpture
6	Develop animal farm/petting zoo for kids.	Medium	Low	Chamber support via Farmer's Market/	1/12/2022: No update
9	Build an indoor swimming pool.	High	Low		1/12/2022: The town decided to fix the current outdoor swimming pool due to the costs of running an indoor pool
15	Establish a bottle and cans returnables program to benefit municipal projects.	Low	Low		1/12/2022: The town didn't create its own program; however, Family Barn Returnable Center was opened on School Street in Bucksport.
16	Build a bowling alley.	Medium	Low	ED leadership to bring one here	1/12/2022: No update
17	Expand commercial activity on the waterfront.	High	Low	ED leadership/	1/12/2022: The farmers market was approached about moving to the waterfront but there was no interest. A food truck was stationed above the waterfront walkway on Main St and didn't have much success so he relocated. Will continue to pursue other opportunities.
18	Develop vendor booths along the waterfront.	Low	Low		1/12/2022: No update
19	Install brick sidewalks on Main Street.	Low	Low		1/12/2022: The MSB Downtown Beautification Committee talked about this topic at its 1/7/2022 meeting.
22	Bury power lines along Main Street.	High	Low		1/12/2022: EDD met with CMP in regards to the cost which was in the mid 7 figures to bury the power lines from Main St to River Rd.
30	Establish a community sailing program.	Low	Low	RSU25 support MMA program past 4 years/YMCA support-work wih MMA/GPMT support	1/12/2022: No update
37	Build condominiums downtown.	High	Low		1/12/2022: Ongoing. Have had ongoing conversations with developers about 27 Main Street property as well as a private owner who owns land on the water side of Main St across from the Bucksport Enterprise Building.
52	Establish a children's museum.	Medium	Low	Historical Society support	1/12/2022: No update
65	Open Silver Lake to more recreational activities.	High	Low	GPMT support/	1/12/2022: A picnic area was added in 2019 and the sledding hill was re-opened in 2021 after a more than 25 year absence.
68	Create a Bucksport History Center.	Low	Low	GPMT support/	1/12/2022: The Bucksport Historical Society is in the process of creating a Papermaking Museum at the former paper mill guard house.
77	Establish "Live From Downtown Bucksport" weekly news show.	High	Low	Health Center support with a week live/ Chamber support with a week live/RSU25 support WERU internship & school radio station/ GPMT support-Shawn!/ Mayor David Keene	1/12/2022: No update
82	Offer financial assistance for merchants.	High	Low	ED leadership	1/12/2022: The EDD continues to lend funds to eligible businesses through our loan program. We currently have 5 outstanding loans 3 of which are in good standing. We did have to write off 1 loan when the business folded during the pandemic. More funding will be added to this program from the upcoming Whole Oceans TIF.

DOCUMENT: 2021 MARKETING PLAN - PRIMARY GOAL FOCUSED ON RESIDENTS

Year 1	Notes from Design Lab	Update
Develop Bucksport Logo	Graphic Design	
Develop Bucksport Tagline	Graphic Design	
Develop New Resident Web Page on the current town site	Graphic Design	
Develop New Town of Bucksport website	Graphic Design	1/12/2022 Ongoing - started working with ReVize on new website in December of 2021 should be up and running early 2022
Create a pitch deck - residential and commercial investors	Graphic Design	
Create retractable banners for use at orientation events & local businesses	\$175 per retractable banner/Graphic Design	
Use Social Media Platforms to promote quality of life in Bucksport	\$495/month full service maintenance of social media platforms	
Facilitate collaboration between Town of Bucksport & Non town Committees		1/12/2022 Ongoing - Bucksport NEXT last met on 1/10/22
Recruit local ambassadors to represent Bucksport as a great place to live for use on social media and the web		
Develop "Start Here" social media campaign targeting young families	Covered by social media maintenance	
Develop and provide "Opportunity for Life" brochures to Human Resource departments of WO, MMA & Other local businesses to encourage new hires to consider Bucksport as a place to live	\$200 for printing/Graphic Design	
* Design & marketing retainers for a project of this scope would range from \$1500 to \$6000/per month, depending on the firm and number of hours. Design Lab recommends a \$4,000 retainer over a full year. A full-service social media management package normally expenses at \$500-\$700 per month.		
Year 2	Notes from Design Lab	Update
Develop a general ED brochure that builds on the pitch deck	graphic design	
Create New Resident Welcome Package	town mug, sticker, shopping & services guide, coupons for local businesses	
Create Town of Bucksport Promo Products with Town Logo	shirts, mugs, hats, stickers, cups - graphic design + \$5,000 initial investment, some for give aways and others for sale	
Increase Public Relations & Media Communications	Earned	
Develop 30-second Community Spotlight Video for use on social media and TV		
Sustained social media communication	\$495/month	
Support local quality of place initiatives by continued collaboration with Connect Maine to Expand Broadband Initiative		
Continued development of downtown walking path (Bucksport Harbor Walk)		
Continue to develop Age-Friendly program and Healthy Community Partnerships with MDF, AARP, and DHHS.		
Year 3	Notes from Design Lab	Update
Develop town wide wayfinding sign system	\$50,000 - \$100,000 depending on scope	
Create town kiosk and digital communication board	\$20,000 - \$80,000 depending on scope	
Replace interpretive panels on the walking path using updated branding	Graphic Design + \$2,000 for panels	
Ongoing development of Town of Bucksport website & social media platforms	\$495/month social media	
Collaborations with other communities		
Collaborations with Coastal & Interior Economic Development Agencies		
Work with Whole Oceans & Maine Maritime Academy to host industry seminars & trainings		

Continued broadband development		
Multi-use trail investments		
Multi-modal public transportation		
Development of a dog park	\$25,000	
Continued library development		
Diversity & inclusion		
Public Art	\$200,000	
Walking Trail Development		
Ongoing encouragement of Entrepreneurialism & business establishment & investment in downtown		
Increase retail and food/drink mix		
Promote Tourism Business Opportunities	Hiking, Fishing, Mountain Biking, Boat Cruises, & Adventure Packages	
Encourage Quality of Life Services	Childcare, food delivery, redemption center, nightclub/brewery, and solar projects	

DOCUMENT: 2021 MARKETING PLAN - SECONDARY GOAL FOCUSED ON TOURISM

<u>Year 1</u>	<u>Notes from Design Lab</u>	<u>Update</u>
Identify Prospective Visitors	marketing	
Develop Target Market Avatar, Using Maine Office of Tourism's "Desired" Visitor Profiles	marketing	
Launch "A Day by the Bay" Marketing Campaign, Promoting a 24-Hour Schedule of Activities to do in Bucksport	marketing & graphic design	
Develop "A Day by the Bay" Rack Cards for Distribution to Regional Chambers and Tourist Hubs	Graphic design plus printing cost \$1,000 for 20,000 cards	1/12/2022 - Main Street Bucksport provided Fort Knox with "A Day By the Bay" rack cards in the summer of 2021
Develop "A Day by the Bay" Coupon Booklets for Local Businesses	Graphic design	
Create a Web Page on the current Town Of Bucksport Website with "A Day by the Bay" Activities and Schedule	marketing & graphic design	
Create a Facebook Campaign/ Giveaway for "A Day by the Bay"	marketing & graphic design + cost of giveaway	
Promote "A Day by the Bay" through TV Advertising	\$5,000	
Create Ad Schedule for the Year, Target Publication and Platforms (Including TV and Radio)	\$10,000 for ad placement	
Develop Ads for Points East, Maine Invites You, Bangor Daily News Special Section, and a Standard "Ad Checklist"	graphic design	1/12/2022 - The town advertised in Down East Magazine and the Bangor Daily News Special Section in the spring of 2021 and plan to advertise in the spring of 2022
Establish a Budget for Ad Words or Display Advertising, with Key Targeting to Acadia Visitors	\$9,000	
Establish a Bucksport Brand Photo Library for Use in Ads, Social Media, and Web	\$5,000	1/12/2022 - The town began this task in late 2021 and will continue to undertake this endeavor.
Improve Bucksport's Profile on Travel Websites Including Trip Advisor, Google, and Social Media Platforms Including Facebook and Instagram		
Provide Fort Knox Welcome Center and Penobscot Narrows Observatory with Tradeshow Booth Type Asset to Promote Bucksport Visitation (Rack Cards, Brochures, and Coupon Booklet from Local Businesses, Consider Video Monitor or display kiosk with a Bucksport Promo Video)	up to \$5,000	1/12/2022 - Main Street Bucksport provided Fort Knox with "A Day By the Bay" rack cards in the summer of 2021
Development Plan for the Walking Path Including (Suggestion) "Harbor Walk" Branding, Signage, Entrance Cleanup, Clearly Marked Parking Area		
Collaboration with Pathway Businesses to Coordinate a "Harbor Walk" Sign System and Path-Facing Entrance Development That Encourages Patronage, and Pathway Activities Developed With Key Partners	\$20,000	
Encourage Outdoor/Patio Dining		1/12/2022 - The town purchased 6 more picnic tables in the spring of 2021 for the waterfront to encourage more outdoor dining.
Integrate Music Piped onto the Pathway	\$5,000 for the system	
Develop Exercise Stations on Pathway (in Collaboration with Northern Light or Other Healthcare Institutions)		
Create Sponsored Sections that can Help Fund Regular Events like "Bands by the Bay", or Other Brand-Consistent Activities		
Develop a Splash Pad for Kids at the End of the Pathway with Seating and WiFi		
Develop "Turn Left" Signage - 3 Part Sign System Starting in Stockton Springs, Verona Island, and the Last in Bucksport as a Replacement of the Current Wooden Sign in the Brick "Welcome to Bucksport" Installation	\$10,000 - \$50,000	
Develop Marketing Plan for the Bucksport Marina Including Special Web Section on the Town Website, Events that Connect Bucksport Marina with Bangor and Other Coastal Cities	marketing	
Create and Conduct Survey of Bucksport Visitors - Learn About Transportation Needs, and Amenities		
Ensure there is Ample Tourism Information at Local Businesses, Including "A Day by the Bay" Marketing Material		
<u>Year 2</u>	<u>Notes from Design Lab</u>	<u>Update</u>

Continued Development of Town of Bucksport Website to Include "Visit Bucksport" Section and Development of an Online Event Calendar Dedicated to Promoting Year-Round Visitation and Continue Ad Schedule	Marketing	
Place QR Codes on Local Signage to Bring Visitors to the "Visit Bucksport" Section of the Website with Recommendations on Food, Drink, Lodging, and Activities	Marketing	
Create Destination Promotional Video	\$5,000 - \$20,000 depending on scope	
Develop Visitors Guide	graphic design + printing	
Add Brand Consistent Art Installations - Large Installations at the Bridge to Draw Drivers to "Turn Left" (Kinetic Art "Spawning Salmon, etc.) That Would Connect with an "Art Tour" Through the Rest of Town	\$200,000	
Downtown Wifi with Signage		
Public Bike Share		
Develop Festival Committee: Work to revive/develop/establish a schedule of Brand-Supportive Festivals		
Outreach to Boating Community	Marketing	
Market to Towns and Cities with Other Marinas and Promote Day Tours	Marketing	
Develop Regular Transportation from the Marina to Local Attractions: Perhaps a Scooter or Bike Depot so Marina Patrons Can Visit Town and Enjoy Food and Drink, Laundry Amenities		
Year 3	Notes from Design Lab	Update
Redesign "Take a Hike" Signage, Replace Current Map with Bucksport Walking Path Branded Map and Activity Guide	marketing & graphic design	
Collaborate with Other Communities on Dock, Dine, and Shop, and Multi-Port Tours		
Continue Distributing Rack Cards and Marketing Materials to Key Tourist Hotspots Throughout the State		
Continue Social Media Communications	\$495/month	
Promote the Town's Shipping History as a Tourism Attraction		
Purchase or collaborate with a private company to manage a William Peary Era Ship or Replica and Promote the Roosevelt Ship and Associated Mariner History in the Harbor (at the Route 3 Bridge) in the Bucksport Waterfront Park, or at the Marina		
Contract a Tourism Company to Offer Ship Tours		
Grant Support Program to Expand the Number of Slips and Facilities Including Better Amenities for Boaters, e.g., Laundry Facilities, Robust Wifi, a Scooter or Bike Depot so Boaters Can Get Around Town		
Develop a Stand-Alone Website Dedicated to the Marina	\$5,000	
Develop an Independent Marketing Plan to Promote the Marina	\$10,000	