

Agenda

Bar Harbor Town Council Special Meeting

Monday, November 5, 2018

5:00 p.m. – 8:00 p.m.

Public Works Conference Room – 50 Public Works Way

Annual Goal Setting Meeting

- I. CALL TO ORDER**
- II. COUNCIL'S GOAL SETTING – *Discussion of goals.***
- III. ADJOURNMENT**

**In order to insure your complete participation in this meeting
we would appreciate your informing us of any special
requirements you might have due to a disability.
Please call 288-4098.**

Bar Harbor Town Council

Vision

The Bar Harbor Town Council is resolute in its commitment to promoting a sustainable and resilient community. Efficient use of public funds, good governance in accordance with the Town Charter and citizen involvement will ensure ample access to goods, services, housing and education and afford our diverse residents and visitors an outstanding quality of life.

2018 Five Year Goals and Strategies

~ FY18 through FY23 ~

Goal A: Keep the rate of Property Tax Increases low and Enhance User-based Revenues

Strategy A1: Work with the manager to draft a Municipal Budget that will keep property tax increases to a minimum, while still considering services that are necessary and appropriate. *Tax increase was 5.5% due mostly to new debt and one time capital improvements at the school.*

Strategy A2: Work to identify opportunities to match potential revenues to incurred expenses to minimize impact on property tax and rate-payers, including revenues from proposed parking program, cruise ship fees, fees for commercial trash haulers, licensing fees for sale of marijuana, and fees related to enforcement of various town ordinances (e.g. registration and inspection of weekly rentals). *Cruise ship fees offset a 3.5% tax increase. Parking bond will be voted on June 2018. The Recycling Task Force completed its study of the installation of weigh scales and the revenues to pay for it from commercial haulers. The recommendation was not approved by the Town Council. Training costs for 3 p/t police officers along with equipment for them comes from C.S. Budget as does several transfers to the CIP for cruiser, ambulance, fire truck reserves. The Cruise ship committee studied other port fees and recommended not change to the fee at this time. Pax fees were increased by 1.7% starting July 1. The new budget will have a 2% increase.*

Marijuana legislation did pass with the opportunity for the Town to “opt-in” in order to allow for all or certain types of adult-use marijuana establishments to operate within the Town. The state legislation does not provide for revenue for the Town; however, as noted in the Council goal, the Town would have the opportunity to develop a licensing system for these types of establishments that could generate revenue. Similarly, the state passed legislation that defines a caregiver operated medical marijuana establishments,

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which, if the Town chooses to “opt-in”, could go through a similar licensing process as adult-use establishments.

Next steps toward gaining revenue from a licensing system for the sale of marijuana may include:

- Policy decision on whether or not to “opt-in” on all or specific uses*
- Direction from Council to Planning Board to develop regulations pertaining to marijuana establishments*
- Planning Board develops standards and a licensing system (The City of Ellsworth has a model land use ordinance and licensing system that was created for the existing medical marijuana dispensary as a template)*
- Land Use amendments go to Town Vote; licensing system passed through Council*
- The Town could consider reviewing and evaluating planning board and code enforcement permit fees, as this was not done this past year. A fee increase could be considered as well as restructuring the fees to be charged per meeting, instead of a lump sum as exists now.*

Strategy A3: Continue to encourage payments in lieu of property taxes while recognizing the varied public benefits provided by non-profit organizations. *Jackson Lab increased their payment in lieu of taxes by \$2,500 to \$91,165.*

Goal B: Protect the local environment on which much of our economy is based

Strategy B1 Explore opportunities to significantly reduce reliance on fossil fuels by the town, local businesses and residents, including the use of additional publically-owned lots for development of solar energy. *Solar panels at new Transfer Station were deleted from the contract to meet budget. A reserve fund in the CIP is set up for purchase of the PW solar array in 6 years.*

Members from A Climate to Thrive have been working with the Planning Department to propose to the Planning Board an amendment to the Land Use Ordinance that would allow for principal use solar systems. This is still in the preliminary stages

Strategy B2 Assess Municipal Street Lighting for possible improvements in efficiency, reduction in annual cost and compliance with the town’s night sky ordinance, and determine priorities for replacement of existing street lights with LED or other lighting. *Realterm Energy has completed the GIS mapping of all streetlights.*

Goal C: Create effective plans for a Sustainable Future

Strategy C1 Update the town comprehensive plan to identify a vision and goals for the future of the town, as well as the basis for a more workable Land Use Ordinance. *There is a \$50,000 appropriation in the 2019 budget, which is approximately half the needed funding.*

Strategy C2 Work with The League of Towns, the Island Housing Trust and other partners and stakeholders to determine what steps the town can take to encourage additional Affordable/Workforce Housing, including review of land use ordinance changes that could promote such housing. *The town contributed \$5000 towards an island wide housing study coordinated by Island Housing Trust.*

A draft of the IHT study was completed on October 15, 2018. The study's committee will meet to review the draft in early November and a final draft should be ready by mid to late November.

The League of Towns has increasing year round housing as their top goal of the year.

Strategy C3 Create an overall street/sidewalk plan that lays out priorities and timing for municipal investment through the Capital Improvement Program, incorporating recommendations for streetscape and sidewalk design to improve safety and access for pedestrians, cyclists and those with handicaps (Parking Solutions Task Force, Aging in Place Task Force, Cottage Street Streetscape Project) *The Task Force on Aging is going to hold focus group meetings to get more information on the most important items mentioned in their over 50 survey. The total estimated cost of the Cottage Street streetscape plan is \$12 million. The lower Main Street streetscape plans will be presented to the Council on November 20th. The sidewalk on Main Street between Wayman Lane and Livingston was replaced this summer as part of the hospital work and Emera's pole replacements. This project will be completed once Consolidated and Charter transfer from the old poles to the new and the old poles are removed.*

Strategy C4 Work with the Cruise Ship Committee and other stakeholders to create a plan to reduce congestion in the vicinity of the town pier and waterfront by tour busses and various services provided to seasonal visitors, including passengers from cruise ships.

The town is in discussions with the cruise industry to study ways to reduce congestion at the pier/Agamont Park on cruise ship days, improve bus movements and to include a shuttle service to the Ferry Terminal.

Goal D: Improve the Effectiveness and Delivery of Municipal Services

Strategy D1: Building on lessons learned from our collaboration with the Town of Mount Desert for shared police services, explore additional possibilities in public safety and other town services/functions (e.g. human resources and finances), where collaboration among towns could lead to greater effectiveness and efficiency. *The four Island fire departments have developed alarm response protocols for each community. The alarm response we improve communication between on scene Incident Command, dispatch, and responding mutual aid departments.*

The Island departments have collaborated on hiring outside training companies, to provide advanced training for the Island departments. This collaboration also includes cost sharing of the training.

The fire departments has been working with Chief Willis on a dedicated Island wide fire operations channel.

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The Island EMS agencies and MDI Hospital hold quarterly meetings. The purpose of the meetings are to improve the EMS and MDI Hospital services to the communities we serve.

A new Police Chief Sharing agreement is being drafted as the current one expires at the end of 2018.

The new federal frequency provided by ANP for Fire and EMS is no operational. The PD, and both FD's are in the process of programming radios for utilization. Once ANP completes some upgrades to the system later this fall, we will work toward further implementation. Our goal is to centralize all fire/ems dispatching for both BH and MD to this new frequency.. This will allow for enhanced communications and redundancy with dispatching services in each community, not possible before these frequencies were available.

BHFD and MDFD are developing radio use policies, that provide guidance for on scene incident command, and dispatch to move incidents off from the Island wide frequency to their existing local frequency. To further improve radio communication between BHFD, and the other agencies, BHFD will be switching individual's radio ID number from the current system to a three digit number. We are also discussing switching our apparatus designation to a two number system. By switching from a single number to a two digit number, should make it easier for dispatch to differentiate between fire departments. This system is also being developed, to allow expansion if Southwest Harbor, and Tremont Fire Departments decide to use the new frequency. The new frequency will also help our off Island mutual aid departments. If programmed into their radios, they will be able to monitor our radio traffic when they respond to the Island.

The Fire Chiefs are working together with the HCSO Chief Deputy the Hancock County EMA Director to utilize funding available through the EMA to purchase the necessary Spillman modules to make Spillman the primary records management system for BHFD and MDFD, operating on the Hancock County Sheriff's regional Spillman Server, similar to how BHPD and MDPD operate. Once implemented, this will unify records management systems for all BH and MD public safety agencies allowing for enhanced communications, information sharing, response planning and mutual aid efforts.

Initially, BHFD, MDFD, EFD, and BFD will be the four departments using Spillman. The long range plan, is to make Spillman available to all fire departments within the County. The Fire Chiefs of BHFD, MDFD, EFD, and BFD, and one at large appointment will be establishing a Spillman user group, to work with the HCSO Chief Deputy, which is similar to the Counties Police user group.

With County Ambulance in Ellsworth no longer operating, we have entered into a temporary Mutual Aid Agreement with Capital Ambulance out of Bangor. The agreement will cover day to day coverage, and large scale mass casualty incidents.

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To continually improve our delivery of EMS services to the residents of Bar Harbor, and neighboring communities, the three Island EMS services meet quarterly with MDI Hospital. A major benefit of the quarterly meetings is the communication between the agencies, training, and improved relationships. This group has been meeting, and working together on projects for the last six years.

With the implantation of the fire alarms response system for the Island Fire Department's, we have found the system has improved our mutual aid responses to each other communities. Our Fire Chief believes this system is one of our best accomplishments that we have achieved as a group.

Strategy D2 Study future space and facilities needs for public safety functions within Bar Harbor, as our collaboration with the Town of Mount Desert continues. *The Chiefs are working with Architect Stewart Brecher to develop a plan for renovating the current PD space to make it as functional and efficient as it can be. We expect to have a plan in the next few weeks that will allow us to obtain cost estimates from contractors. PD boat was stored outside in Northeast Harbor this winter so it would not be in the way at Public Works. BH provides data storage for both PD's.*

The Police Station is in need of attention. Aside from the PD building, due to space needs, PD uses spaces which fragments operations and efficiencies, at the Port Security Building, in the basement of the Town Office, upstairs in the Fire Department, and shared space at Mount Desert PD. Initial budgetary estimates to renovate the current PD space to maximize efficient use of the building are in the 70K range, available funds are being explored. We recently learned the PD roof is in need of replacement, initial estimates are \$100K and we've learned the exterior of the PD needs attention, similar to what was done at the Town Office and Fire Department in recent years. Determining the best actions moving forward will likely involve considering the current renovation plans, upcoming maintenance needs and the building study done by Hedefine engineering in 2012, which essentially said the building has many inadequacies, including air quality issues, and was not serving the needs of the PD and should be replaced.

Goal E: Improve and Maintain Local Infrastructure

Strategy E1: Continue to actively engage MDOT and our State and Federal delegations to ensure Route 3 reconstruction is completed successfully, while continuing to support efforts by the Village Improvement Society to improve sidewalk lighting from Duck Brook Bridge to West Street. *Rte 3 construction continues and is expected to meet the completion date of June 15, 2019. The VIA has invested in the construction of a new park at the corner of Harbor Lane and Eden Street.*

Strategy E2: Work with partners and stakeholders to ensure that land at the former ferry terminal remains zoned and developed for marine uses, assuring that Bar Harbor retains its status as a Class A port of entry. *The purchase of the Ferry Terminal lot from MDOT will occur before November 30, 2018. The lawsuit (to overturn the approval of Article 12) filed by James Blanchard and 16 other out of town plaintiffs is still pending.*

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Strategy E3: Manage cruise ship visitation, within limits set by the Town Council on a yearly basis, to ensure that the income stream from cruise visitation continues to make public acquisition and development of the ferry terminal viable. *The consultant's business plan was presented in May. Unless there was significant cruise tendering to the site the plan would need taxpayer assistance to cover costs over 20 years. The Council has agreed to a lease for Bay Ferries to begin ferry service from Nova Scotia by June 2019. Lease payments will cover the annual debt.*

Strategy E4: Seek solutions to on-going parking problems in the summer season. *Ordinance changes for Kennebec and Federal Streets resolved a couple of pending parking concerns. The parking bond was passed and the Parking Solutions Task Force is working to implement the program with meters, kiosks and permits by May 2019. Vendor proposals have been submitted and under review by the Task Force.*

Strategy E5: Evaluate opportunities for improved broadband service within downtown and areas of the town not currently served. *A request for proposals is currently being prepared by staff and then will be approved by the CTF before sending out to qualified vendors by the end of November. This will focus on fiber to the municipal buildings only as a first step.*

Strategy E6: Explore potential for and promote construction of additional bike lanes and other amenities for cyclists in the downtown area, and along roadways/routes leading into town, especially when roads are reconstructed, and when collaboration is possible with Acadia National Park and Maine Department of Transportation. *The survey of Crooked Road, the first step in establishing bike paths, has been completed. Council action will be needed to better define the ROW.*

Strategy E7: Inventory and prioritize improvements to town parks for inclusion in the Capital Improvement Program and further collaboration with Village Improvement Society and other partners and volunteers. *There are CIP reserve accounts for some parks. AYS is fund raising to build (replace) a snack shack and storage building at the ball field.*

Goal F: Improve the Effectiveness and Efficiency of our Town Governance and Encourage citizen involvement

Strategy F1: Improve communications with tax-payers and residents, so that council members better understand the needs and hopes of residents, and residents better understand the roles and responsibilities of the council. *Facebook is used more often. Website improvements were well received. An Engagement Coordinator works part time (Nina St. Germain) to improve communications, Polco and civil discourse.*

Strategy F2: Determine ways in which Council meetings can be structured to improve civility and increase satisfaction among both Council members and citizens in our ability

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to work together on opportunities and solve problems. Use techniques employed by other towns, including:

- Reviewing and revising council rules of order, including use of Council Workshops in order to frame future discussions and possible action.
- Determining and distributing “best practice” suggestions for the conduct of meetings of town boards, committees and task forces. *A Conduct at Meetings poster was installed in the council’s chamber.*
- Using a neutral facilitator to assist boards, committees and task forces, as well as the town as a whole, when topics are complex and such facilitation would help determine community views and alternative courses of action.
- Assessing and improving the effectiveness of POLCO as a way to gather public opinion on various community concerns and policy alternatives. *Polco committee was established, questions are issued every 2 weeks.*

Strategy F3: Convene a Charter Commission to make recommendations on electronic voting at town meeting, streamlining the budget formulation process, and the purpose, function and structure of the warrant committee. *A vote to form a Charter Commission will be on the November 2018 ballot. 7 candidates are on the ballot for 6 slots.*

Strategy F4: Determine “best practices” for use of social media and add appropriate language to ethics / conflict of interest standards which apply to all town staff, elected officials and volunteers, including committee members. *CTTF made a recommendation on social media for board and committee members. The Town Council voted to include it in the Handbook when drafting.*

Strategy F5: Review and clarify where necessary, the purpose and roles of all boards, committees and task forces to streamline, consolidate and improve their effectiveness. Update the draft “handbook for boards and committees” to better orient new board and committee members and to allow for periodic review. (Appoint a small ad hoc committee of staff and council members and an editorial consultant, with input from boards and committees, to review and update the draft handbook.) *The sub-committee was appointed and has begun work with the goal of having a recommendation to the Council by January.*

History

05.01.2018 *Update to Council*