

**APPENDIX A:**

Information collected as notes from each of the Groups during the breakout sessions and report out

Session 1, Group 1 notes:

<p>Housing</p> <ul style="list-style-type: none"><li>• Vacation Rental</li><li>• Zoning / LUO</li><li>• Tourism Capacity</li><li>• Infrastructure</li><li>• Creating Year-Round Community</li></ul>	<p>Tourism Capacity</p> <ul style="list-style-type: none"><li>• Over capacity</li><li>• Local taxes</li><li>• Employee housing</li><li>• Sewer and Water Usage</li><li>• Municipal Services</li></ul>
<p>Municipal Waste</p> <ul style="list-style-type: none"><li>• Infrastructure</li><li>• Recycling</li><li>• Fiberite Facility</li></ul>	<p>Infrastructure</p> <ul style="list-style-type: none"><li>• Roads</li><li>• Water and Sewer over use</li><li>• All Town</li></ul>
<p>Employee Recruitment and Retention</p> <ul style="list-style-type: none"><li>• Town Staffing (muni)</li><li>• Housing Shortage</li><li>• Recruitment Problem</li><li>• Wages</li><li>• Schedule</li><li>• Tourism Capacity</li></ul>	

1. Housing
  - Year Round, Seasonal, Affordable, and Employee Housing in Residential Neighborhoods
  - Zoning / LUO
  - Infrastructure
2. Employee Recruitment and Retention – ALL
  - Municipal
  - Non-Governmental
  - Wages and Benefits
  - Housing
3. Tourism Capacity
  - Infrastructure
  - Transportation
  - Visitors and Workforce
  - Municipal Services

Session 1, Group 2 notes:

- 1) Housing
  - Ripple effect
  - Year-round jobs
- 2) Infrastructure
- 3) Conners Emerson School
  - Affordability
  - Year-round community
  - Housing
- 4) Solutions to Municipal Waste
- 5) Ferry Terminal
  - Income driver
  - Creates jobs
  - Supports transportation
  - Low hanging fruits
- 6) Employee Retention
  - Being competitive
  - Wages/Benefits – keeping up

Focus, a year-round community

- 1) Housing
    - Ripple effect is great
    - Job retention / employee recruitment
  - 2) Infrastructure
    - Solutions to municipal waste
    - Define capacity – can we continue to grow?
    - Includes CES
    - Ferry Terminal
  - 3) Town Employee Recruitment / Retention
    - This is our foundation
    - Wages/benefits
- Or
- Comprehensive Decision Making
- Priority Setting

Session 1, Group 3 notes:

Climate Change	3 votes
<ul style="list-style-type: none"><li>• Climate adaptation / action</li><li>• Look at all challenges through the lens of climate</li><li>• Proactive view to adapting and preparing for climate change</li></ul>	
Housing	4 votes
<ul style="list-style-type: none"><li>• Has effects on diversity, vacation rentals, employee recruitment, schools, wages, food insecurities, year-round community, labor shortages.</li><li>• Major impact on Employee Recruitment and Retention</li><li>• Zoning needs to be changed and updated</li></ul>	
Communication (Internal and External) / Comprehensive Decision-Making Process	2 votes
<ul style="list-style-type: none"><li>• An important factor to allow affective change</li></ul>	
Municipal Waste	0 votes
<ul style="list-style-type: none"><li>• Waste Reduction</li><li>• Inability to manage trash (Trash cans, streets, etc.) Overwhelming process</li></ul>	
Tourism	3 votes
<ul style="list-style-type: none"><li>• Fragmented View of Tourism</li><li>• Tourism Capacity</li><li>• Cruise Ships</li><li>• Solutions to Municipal Waste</li></ul>	

Session 1, Group 4 notes:

Housing

- Foster diversity of people and cultures of socioeconomic position within the town
- Diverse workforce to support the needs of the community
  - Education
  - Social
  - Health
  - Public Safety
  - Service Needs
- Expanded Tax Base

\* Incentives for increasing available housing

Alternative Revenue Stream – ie lodging tax et. al.

- Charge the people who are using the services
- Provide a long-term stable revenue source

School – something has to happen for improvements

Session 1, Group 5 notes:

List of top 2's

- Housing Needs
- Infrastructure
- Balance Business and Community
- Diversity of Commercial Business
- Connors Emerson
- Transportation

Top 3 as a group

- Housing impact
- Infrastructure
- More Balanced Year-Round Community

Session 1, Group 6 notes:

Housing

- Vacation Rentals
- Creating year-round Community
- Employee Recruitment/Retention

Infrastructure

- Adaption to Climate Change

Tourism Capacity

- Vacation Rentals
- Ferry Terminal
- Transportation
- Cruise Ships

Session 1 Report Out - Collective of top challenges and notes:

- Housing – attempting to create a year-round community
- Infrastructure – climate change adaptation, facility needs, upsizing and upgrading to allow for more housing (interwoven)
- Employee Recruitment and Retention – for the schools and the municipality. If we don't have adequate staff, we can't provide a high level of service
- Tourism Capacity – Transportation, sewer/water infrastructure, solid waste, cruise ships. There's a difference of opinion about what the right level of tourism is. How do we maintain our identity? How do we become the community we want to be?
- Schools/Childcare – a reason why people want to be a part of the community, Do our children feel connected to this place?
- Balanced Year-round Community – interwoven with Tourism needs.
- Climate Change – decisions should be made through the lens of climate impact, create a legacy for the next generation
- Alternative Revenue Sources – Lodging tax, Bar Harbor has a greater expenditure than similar sized communities, explore grant opportunities



Session 2, Group 1 notes:

**Tourism**

Finding a balance

Perception of Congestion and Capacity

Cost to the Tax Payer

Stakeholders

Bar Harbor Chamber

Acadia National Park

Voters

Tax Payers

Businesses

Municipal Services

Hospital

Timeline

ST 1-5 years Capacity defined

Hurdles

Transportation and Parking

Limits?

Buy-in and/or engagement with community and business owners

Cost?

Example: Ferry Terminal

Parking

Building

Session 2, Group 1 continued

## **Housing**

### Stakeholders

Planning Department and Board  
Property Owners and voters  
Age Friendly  
Chamber of Commerce  
Town Manager / Department Heads  
Employers – JAX and COA  
Acadia National Park  
Schools  
Island Housing Trust  
Hospital

### Timeline

Short-term 1-3 years  
Long-term 5-10 years

### Cost

ST - \$\$\$\$  
LT - \$ x 8

### Hurdles

Communication with Public  
Environmental Concerns  
Developers

Session 2, Group 1 continued

**Infrastructure**

Stakeholders

Taxpayers

Ratepayers

Businesses

Regulators state/fed

Planning

Residents

Loan, Grant, Bond facilitators

Timeline

ST – 1-2 years

LT – 5-10+ years

Cost

Lots! \$\$\$\$

Hurdles

How to pay

Alternative Payment Sources

Business/Tourism Impacts

Marginalized

Low income population

Session 2, Group 2 notes:

## **Housing**

### Stakeholders

Planning and Code Enforcement

Finance / Assessor

Housing Authority

Island Housing Trust

Individuals

Developers

Banks

### Marginalized?

Environment

### Engagement

Press Releases

What's the story?

    Agreed upon set of facts

    Definitions

### Other

Can't Direct Demand with Policy

Capacity Conversation

### Timeline

2022 Narrative / Frame the problem

Think of incentives

### Hurdles

Cost of Development

### Trigger/Benchmark

When CES enrollment declines so much that we have to start laying off teachers

## **Tourism**

### Stakeholders

Business community  
Acadia National Park  
Chamber of Commerce  
State – Office of Tourism  
State – Legislature  
Cruise Ship Committee  
Harbormaster  
Council  
Public Works  
Fire/EMS  
Police Department  
Communications Coordinator

### Study

Effects of Tourism and change  
Successes elsewhere  
Get a sense of how many people can this area hold  
Does information actually flow  
What data do we need – Recency Bias  
What part of Town government manages Tourism? Staff Coordinator? Whose job is this?

Session 2, Group 3 notes:

## **Tourism**

Stakeholders - Everyone

State of Maine (DOT, Maine office of Tourism)

Acadia National Park

Town (Zoning)

Coordination of growth goals for all aspects of tourism

Timeline

Multi-year goals (1-5+)

Addressing short vs. long-term goals

Cost

\$ Out of pocket

Hurdles

Business and Chamber resistance to reducing Tourism growth

Acadia National Park – not looking at local communities that they border

How do we engage community?

Communications Coordinator

Facilitated Community Meetings

Staging Community Forums

Info to/from Council

Communications Coordinator

Monthly / bi-monthly updates for Council

Marginalized

People who have been (or will be) forced off island

Town employees

Next generation who have left

Lower economic status

Session 2, Group 3 continued:

**Housing**

Stakeholders

Island Housing Trust, MD365, Penquis Capital  
Housing Authority  
Comprehensive Planning Committee  
Planning Board  
Citizens of Bar Harbor / community involvement  
Local Banks (financing)  
Land Use Ordinances / Zoning  
Major employers (MDIH, COA, JAX, Hotels)

Timeline

Staged Goals (Multi-year goals 1-5+ years)

Cost

\$ Out of Pocket  
\$\$\$ Cost of inaction

Identifying Hurdles

Land (Lack of)  
Not in my backyard effect  
Property owners not wanting to have limited renting abilities / lost revenue  
Property tax assessment issues

Session 2, Group 4 notes:

**Infrastructure**

Stakeholders  
Public Works, director  
Public  
Town Council  
Schools  
Fed/State – grants  
Town Manager  
Alternative Funding Source  
Visitors  
Parking Solutions Task Force  
Highway Department  
Climate Emergency Task Force  
Planning  
Comprehensive Planning Committee

Timeline

Sewer/storm 2024, 2029  
Utilities 2029  
Solar Array 2024  
Transportation ?

Cost

40 Million

Hurdles

Money  
Time  
Contractors  
Staff  
Community

Marginalized

Out of downtown residents

**Tourism**

Stakeholders

Chamber  
State office of tourism  
Acadia National Park  
Residents  
Cruise Ship committee  
Ferry Terminal  
Surrounding communities

Timeline

3 years

**Housing**

Stakeholders

Planning  
Banks, local  
Large employers  
Island Housing Trust  
Property Owners  
Housing Authority  
Realtors  
Developers  
Surrounding Communities

Timeline

5 years



Session 2, Group 5 notes:

## **Housing**

### Stakeholders

MDI Housing Trust

Housing Authority

Planning Board

Chamber

Property Owners

Jax Lab

Business Community

Comprehensive Planning Committee

Collaborate with other island communities

### Hurdles

Land availability for Housing

Land use ordinances are too restrictive

Supply problems

Competing with tourism

Employment

Public outreach

Property owners

### Timeline

Start now – ongoing

### Marginalized?

Renters

### Other

Community Outreach is so important

Session 2, Group 5 continued

**Tourism**

Stakeholders

Council  
Planning Board  
Town Departments  
Chamber  
Town Residents  
Park  
Island Explorer

Timeline

Comp Plan – ongoing

Hurdles

Community Participation  
Coming together to make a vision  
Proactive/Reactive Tourism Management  
Benefits of Tourism

**Infrastructure**

Stakeholders

Town Council  
Fire Department  
Residents  
Town Administration  
Schools

Hurdles

Funding  
Communication  
Climate Change