



TOWN OF BAR HARBOR
93 Cottage Street
Bar Harbor Maine 04609

Agenda

Comprehensive Planning Committee and Planning Board Workshop

**Bar Harbor Municipal Building
Town Council Chambers**

September 13, 2023, 6:00 PM – 8:00 PM

This is an in-person meeting with the option to participate remotely

Members of the public may attend the meeting and offer comment during one of the two the public comment periods.

Members of the public may attend the meeting and offer comment in person at the Bar Harbor Municipal Building, Town Council Chambers, 93 Cottage Street; or by joining the Zoom webinar by following instructions posted online at: <https://www.barharbormaine.gov/517/Comprehensive-Planning-Committee> .

The public may also view the meeting on Town Hall Streams at:
https://townhallstreams.com/towns/bar_harbor_me.

In order to assure your full participation in this meeting, please contact Tammy DesJardin in the Planning & Code Enforcement Department by calling 288-3329 to inform her of any special requirements you might have.

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| 1. | Call to order | 6:00 – 6:05 |
| 2. | Excused absences | 6:00 – 6:05 |
| 3. | Zoom logistic, review of meeting agenda and adoption | 6:00 – 6:05 |
| 4. | Adoption of CPC meeting minutes | 6:00 – 6:05 |
| 5. | Public comment period | 6:05 – 6:10 |
| 6. | Fall Joint Meetings - Purpose and Schedule | 6:10 – 6:15 |
| 7. | Overview of Comprehensive Plan Tasks and Outreach Completed | 6:15 – 6:25 |
| 7. | Presentation of Draft Vision and Future Land Use Strategy | 6:25 – 6:45 |
| 8. | Overview of Thematic Plan Approach and Emerging Themes Draft | 6:45 – 7:00 |
| 9. | Update on Focus Groups Completed | 7:00 - 7:05 |
| 10. | Initial Discussion of 2007 Goals and Strategies Related to Land Use | 7:05 – 7:45 |
| 11. | Comprehensive Plan Project Timeline and Next Steps | 7:45 – 7:50 |
| 12. | Public comment period | 7:50 – 8:00 |
| 13. | Adjourn | 8:00 PM |

TOWN OF BAR HARBOR
Comprehensive Planning Committee
August 9, 2023 — Hybrid meeting
MINUTES

Comprehensive Planning Committee members present were Elissa Chesler, Jacquie Colburn, Greg Cox, Kevin DesVeaux, Cherie Galyean, John Kelly, Jim Mahoney, Michael McKernan, Kristin Murphy (Zoom), Misha Mytar (Zoom), Val Peacock, Allison Sasner, and David Woodside (Zoom, arrived at 6:08 PM). Kyle Shank was absent

Planning Director Michele Gagnon and Staff Planner Cali Martinez attended.

Participating remotely via Zoom were consultants Steve Whitman and Liz Kelly.

1. Call to Order

Vice-Chairperson Greg Cox called the meeting to order at 6:02 PM.

2. Excused Absences

Kyle Shank was excused.

3. Zoom logistic, review/adoption of meeting agenda

On a motion by John Kelly, seconded by Elissa Chesler, the agenda was adopted on a rollcall vote (12-0).

4. July, 12 2023 minutes

On a motion by John Kelly, seconded by Kevin DesVeaux, the July 12, 2023 minutes were adopted, on a rollcall vote (12-0).

5. Public comment period

There were no comments.

6. Update on efforts relating to the Comprehensive Plan

Michele Gagnon explained that she is still working with neighboring communities in the Acadia Region. They are working on a one-pager of the issues to determine the interest of possible stakeholders. She added that the island communities are all on a different timeline with their comprehensive planning, but there is discussion of creating policies and actions for all to address and adopt. It was suggested that the League of Towns be engaged in this process as well.

7. Focus Group Update

Michele Gagnon explained that the first Focus Group was held to review the 2007 Plan Goals and Strategies. The notes from this session will be transcribed and made available. The next session is August 22, another session with the Conservation Commission and Climate Task Force has not yet been scheduled. A question was asked about the role of Comprehensive Planning Committee members in these meetings. It was then determined

that members can be active participants and help review the 2007 items and determine their status and which need to be carried forward. Interested members should contact Michele Gagnon and then will be included in the scheduling of the remaining sessions.

8. Review of Updated Vision

Steve Whitman provided an overview of the updated vision statement and how it was updated to address the feedback received at the July meeting and via email. He then asked the members for additional feedback and edits. The following were provided:

- Pillar 2 Bullet 1 – does this include retirees?
- Pillar 2 Bullet 2 – replace impacts with burdens
- Pillar 2 Bullet 3 – add a reference to services being scaled, and to seasonal peak demands? Do we need both?
- It was suggested that Bullet 4 under Pillar 1 be swapped with Bullet 1 under Pillar 2
- Will the Comprehensive Plan include a glossary for those unfamiliar with some of these terms? Yes.
- It was suggested that the word “historic” in Pillar 1 be replaced with “cultural”
- Pillar 3 Bullet 1 – replace “employees” with “workforce”

9. Project Timeline and Next Steps

Liz Kelly provided an overview of the proposed project timeline and tasks for the next four months. This led to some specific questions and comments about Plan content related to areas of the community like the downtown, and a discussion about the level of detail the actions should reflect. Michele Gagnon encouraged the members and Planning Board members involved in the September work session to bring the topics and issues they feel need to be addressed. At these meetings there will be discussions about the level of detail needed for the actions and the implementation process ahead.

Greg Cox suggested that the Comprehensive Planning Committee should discuss and decide how to set the goals and actions in a way that will assist the Planning Board during implementation. The meetings in the coming months are an opportunity to work together on this to be sure they are captured in the plan appropriately. There was then some discussion about the order of items and the need for the Committee to work with the Planning Board and alone as a Committee on some of these items. No changes to the timeline and tasks were made. There was then a discussion about the role the Town Council should play in this process beyond the planned update in October. Michele Gagnon offered to give this some additional thought and report back to the Committee. The intent is to keep them informed as the plan comes together and to ensure that the direction of the Plan is in line with their major goals for the community in the coming years.

10. Public comment period

Ruth Eveland said that the planning collaboration with the Planning Board will help because they are being asked to become more involved at the beginning of plan development while the materials are looser.

11. Adjourn.

On a motion from Kevin DesVeaux, seconded by John Kelly, the meeting was adjourned at 7:27 PM on a rollcall vote (13-0).

Minutes approved by the Comprehensive Planning Committee on September 13, 2023.

Greg Cox
Chair, Comprehensive Planning Committee

Date

Draft Vision for Bar Harbor 2035

Bar Harbor's vibrancy stems from the mix of people, and the dramatic natural and cultural beauty of our place. Together, we build upon our diverse economic strengths and through partnerships we create solutions that meet year-round and seasonal needs. Our resilient and sustainable community includes sufficient equitable housing, robust infrastructure, and efficient transportation. We work through our differences to strengthen our collective sense of community. We take care of each other, and we take care of our place.

Vision Elements and Pillars

Vision Element #1

Bar Harbor's vibrancy stems from the mix of people, and the dramatic natural and cultural beauty of our place.

Our land uses are climate change conscious and resilient.

The Town's land use regulations incentivize housing for a diversity of residents and support compact, walkable mixed-use neighborhoods.

We use less land for new development and encourage gentle density outside of the downtown and village centers.

Our year-round community is evident by the critical mass of residents living and working here in a variety of industries and sustaining a sense of community.

Vision Element #2

Together, we build upon our diverse economic strengths and through partnerships we create solutions that meet year-round and seasonal needs.

Our businesses contribute to our local economy and are sized appropriately from environmental, service and infrastructure, and social perspectives.

The burdens from tourism are minimized and the benefits are clearly conducive to the conditions the community desires.

Municipal infrastructure and services are scaled to support our diverse year-round community and peak seasonal demands while also contributing to positive experiences for seasonal residents and visitors.

Vision Element #3

Our resilient and sustainable community includes sufficient equitable housing, robust infrastructure, and efficient transportation.

Our residents and workforce are well-housed and live within a reasonable commuting distance of their jobs.

Our infrastructure is thoughtfully located, well-constructed and maintained, and collaboratively funded.

Our schools provide a high-quality education and play a critical role in strengthening our sense of community.

We facilitate development patterns and street designs that ensure safe walking, biking, and public transit, and have shifted the community from a car-centric to a people-centric focus to decrease our carbon footprint.

Vision Element #4

We work through our differences to strengthen our collective sense of community. We take care of each other, and we take care of our place.

Our regulations address pressing issues Bar Harbor is facing while protecting the environment and the health, safety and welfare of the community, and acknowledging the rights of individual property owners.

Our community is welcoming, supportive, and accommodating of all age groups.

Civic engagement and greater participation in town affairs are realized through clear and accessible communication and public process.

Our collective prosperity is achieved through a cooperative attitude, and has enabled us to balance and sustain growth while ensuring improvements to resident living conditions and overall quality of life.

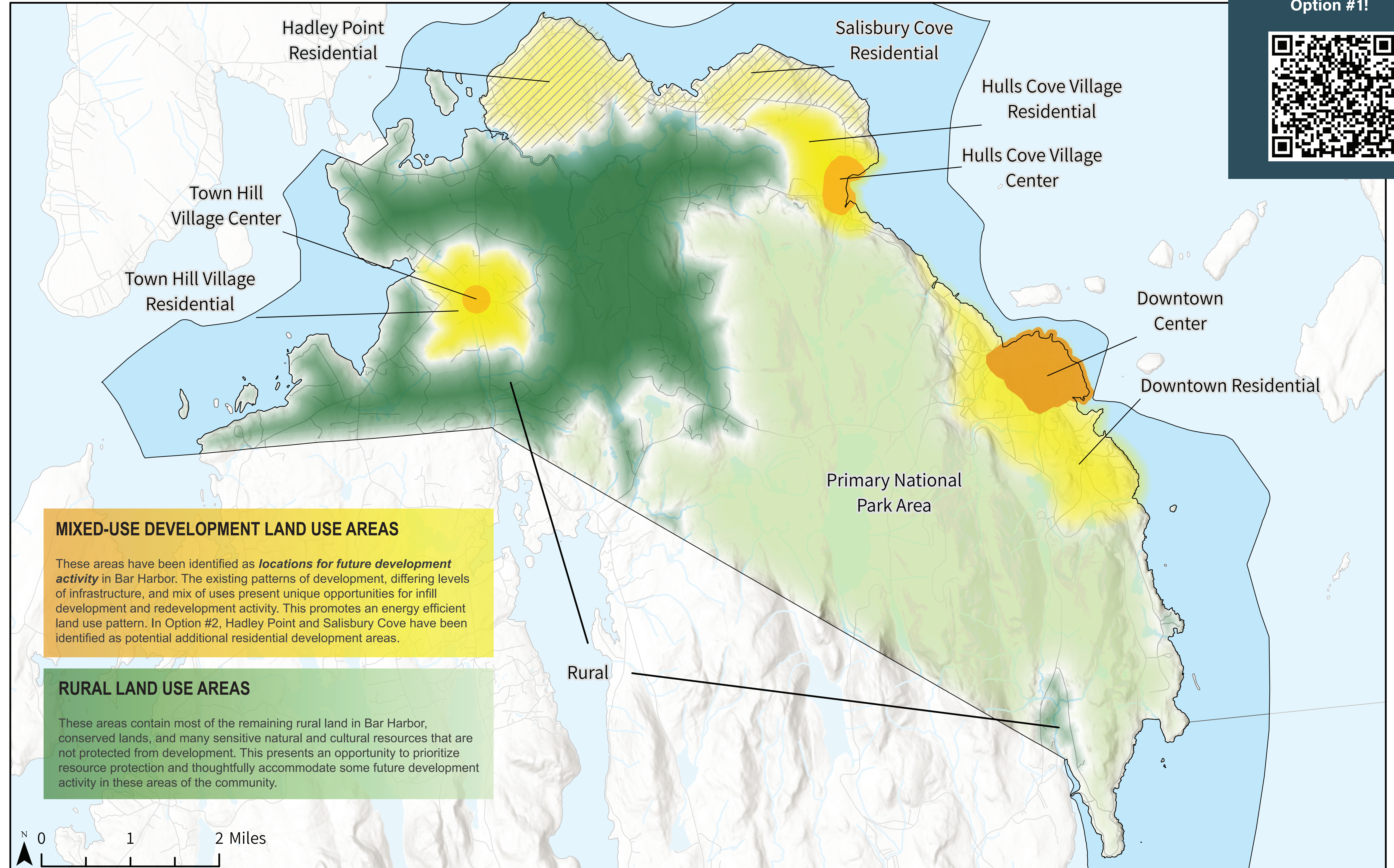
Bar Harbor 2035: DRAFT Future Land Use Strategy Option #2

Scan the QR Code to submit your feedback on the Draft Future Land Use Strategy Option #1!



The purpose of the Future Land Use Strategy of the Comprehensive Plan is to provide a broad spatial overview of how land use, new development, infrastructure investment, and resource protection will be guided over the next 10 to 20 years to achieve Bar Harbor's vision of the future. Two Future Land Use Strategies have been drafted and both were informed by public input and careful analysis of the community. This information was then discussed and refined in a series of Comprehensive Plan Committee work sessions, and is now being shared with the public to solicit additional feedback and suggestions.

The proposed Future Land Use Strategies are an effort to *minimize the fragmentation of the remaining undeveloped rural areas*, and to *focus future development near existing developed areas and municipal services* as much as possible. This is an effort to reduce the potential for *suburban sprawl*, and to ensure that future growth *contributes* to the community and does *not detract* from the community. The desire is for the rural areas to be easily identifiable from the mixed-use development areas.



MIXED-USE DEVELOPMENT LAND USE AREAS

These areas have been identified as *locations for future development activity* in Bar Harbor. The existing patterns of development, differing levels of infrastructure, and mix of uses present unique opportunities for infill development and redevelopment activity. This promotes an energy efficient land use pattern. In Option #2, Hadley Point and Salisbury Cove have been identified as potential additional residential development areas.

RURAL LAND USE AREAS

These areas contain most of the remaining rural land in Bar Harbor, conserved lands, and many sensitive natural and cultural resources that are not protected from development. This presents an opportunity to prioritize resource protection and thoughtfully accommodate some future development activity in these areas of the community.

FUTURE LAND USE AREAS

BAR HARBOR

DRAFT #2

- Bar Harbor Town Boundary
- Road
- Tributary
- Waterbody/Coastal Waters

Mixed-Use Development Land Use Areas

- Downtown Center
- Hulls Cove Village Center
- Town Hill Village Center
- Primary Residential Area
- Potential Additional Residential Area

Rural Land Use Areas

- Rural
- Primary National Park Area

Data Sources: Town of Bar Harbor, Maine GeoLibrary.
Coordinate System: NAD 1983 UTM Zone 19N
Created: M. Kelly-Boyd
FB Environmental
2023



DOWNTOWN CENTER AND DOWNTOWN RESIDENTIAL

- The Downtown will remain vibrant and accommodate the greatest mixture of people, land uses, and activities in Bar Harbor.
- The Downtown includes a mixed-use core that is surrounded by and entwined with residential neighborhoods. It is a walkable blend of neighborhoods, commercial activity, public parks, institutional land uses, and some concentrations of seasonal tourism-based activity.
- The Downtown is served by municipal water and sewer infrastructure and presents opportunities for increasing density through new and infill development, and redevelopment activity. However, these opportunities are not unlimited and will need to be focused and guided appropriately.
- In these areas of the Downtown, a range of housing options should be enabled, promoted, and incentivized through the land use regulations. Infill housing and added density in residential areas of downtown should be developed in a manner that is compatible with existing development characteristics in each neighborhood.
- The Downtown Residential Area surrounding the mixed-use core is less dense overall and includes The Jackson Laboratory campus, some open space and undeveloped land, municipal land, and a variety of commercial uses.
- As future development takes place, protection of open space resources that exist in the Downtown Center and Downtown Residential Area should also be prioritized. Additionally, the town should work to protect the natural features and green connections that extend into or throughout the Downtown core.
- As development activity continues in the Downtown, there will also be a need to address the parking and traffic congestion problems. Investments that enhance the safety and accessibility of biking and walking in the Downtown and expand the public transit options will need to be prioritized.
- The protection and enhancement of the Downtown's historic and unique character is important, and efforts should be made to complement the aesthetic qualities of new development.
- As land use policies are revised or created in this coastal area of the community, efforts should also be made to prioritize climate resilience, energy efficiency, and sustainability as density increases.

HULLS COVE VILLAGE CENTER AND VILLAGE RESIDENTIAL

- The Hulls Cove Village Center has some water and sewer infrastructure in place, and has been identified as an area for continued mixed use development and redevelopment activity.
- The core of this area will be designated for a mix of residential development and small-scale commercial uses at a density that is less than the Downtown.
- Regulations and infrastructure investments for this area should prioritize climate resilience, energy efficiency, and sustainability as density increases.
- The Hulls Cove Residential Area is less dense overall and would benefit from pedestrian and bicycle connections to the center.
- The proposed density is intended to efficiently use the available land, and increase the walkability and bikeability of the area.
- Efforts will be made to continue to improve bicycle, pedestrian, and transit connections between Hulls Cove and the Downtown.

TOWN HILL VILLAGE CENTER AND VILLAGE RESIDENTIAL

- This area includes the Town Hill Village which has a center composed of small-scale commercial activity, residential development, and institutional land uses.
- While Town Hill is identified as a future growth area and there are opportunities to increase development activity it will be at a lower density than the Hulls Cove Village Center.
- The lower density envisioned for this area is because there is currently no water and sewer infrastructure available. Without this infrastructure, growth will continue to be accommodated through individual and shared well and septic systems.
- Increasing pedestrian safety, walkability, parking, and traffic calming in the core of this area is a priority.
- The Town Hill Village Residential Area includes lower density residential development surrounding the village that would also benefit from pedestrian and bicycle connections to the center.

RURAL

- Routes 3 and 102 pass through the Rural area, and provide access to some low density residential and commercial uses and a network of protected lands, natural resources, and cultural resources.
- Carefully crafted performance standards should be adopted to protect these sensitive natural and cultural resources including the unique visual character, agricultural and forest lands, ecological areas, etc.
- The use of appropriate land use control tools and performance standards should guide future development activity in ways that also protect these important shared resources.
- Encourage the clustering of new development and the protection of adjacent sensitive resources.
- To avoid a sprawl pattern of development, access management policies and strategies should be adopted to coordinate vehicle access to developed areas along major roadways.

HADLEY POINT AND SALISBURY COVE

- Hadley Point and Salisbury Cove have been identified as potential additional residential development areas.
- Both areas are primarily residential and have frontage along Route 3, but also contain a series of internal roadways that could support new residential development.
- The lower density envisioned for these areas is due to the lack of water and sewer infrastructure. Without this infrastructure, growth will continue to be accommodated through individual and shared well and septic systems.
- As residential development increases these areas would benefit from improved pedestrian and bicycle infrastructure.
- Over time the residential development in these areas may be able to support some small-scale commercial activity.

DRAFT Bar Harbor Comprehensive Planning Themes

- ***Theme 1 - Stewardship of Resources***
 - Using less land for new development and retaining our essential natural, cultural, built, and recreational assets.
 - While addressing energy efficiency and climate change adaptation needs.

- ***Theme 2 - People Centered Transportation***
 - Facilitate development patterns and street designs that ensure safe walking, biking, and public transit, and shift the community from a car-centric to a people-centric focus to decrease our carbon footprint.

- ***Theme 3 - Housing Solutions***
 - Our residents and workforce are well-housed and live within a reasonable commuting distance of their jobs.
 - Local and regional initiatives expand housing opportunities for a diversity of residents.

- ***Theme 4 - Infrastructure Investments***
 - Focusing capital improvements in identified growth areas to support year-round residents and address peak seasonal demand.
 - Our infrastructure is thoughtfully located, well-constructed and maintained, collaboratively funded, and regionally coordinated.

- ***Theme 5 - A Diverse Economy***
 - Our businesses contribute to our local economy and are sized appropriately from environmental, service and infrastructure, and social perspectives.
 - The burdens from tourism are minimized and the benefits are clearly conducive to the conditions the community desires.

- ***Theme 6 - Regulatory Revision***
 - Our regulations are clear and user friendly, and address the pressing issues Bar Harbor is facing through the implementation of our long-range future land use strategy.
 - Our land use regulations incentivize housing for a diversity of residents and support compact, walkable mixed-use neighborhoods, while protecting natural resources.



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Bar Harbor 2023

Comprehensive Plan

Share your ideas • Shape our Community

Priority Land Use Goals, Policies, & Strategies with Planning Board & Comprehensive Planning Committee

Objectives

- Determine if the BELOW goals, policies, and strategies of the 2007 Comprehensive Plan are still applicable, completed, obsolete, or need to be updated (refers to the document listed below under 2. d) 2007 Comp. Plan, Section III. Goals, Policies and Strategies and e) 2007 Comp. Plan, Section IV. Implementation Schedule)
 - Review and evaluate timeframe of priorities, and lead role and potential collaborators
 - Obtain ideas and input on new policies and/or strategies
-

Selected 2007 Comprehensive Plan Summary of Goals, Policies, Strategies Pertaining to Land Use and/or Planning Board Responsibilities (for a complete version of the strategies refer to the 2007 Comp. Plan, Section III. Goals, Policies and Strategies — see link on previous page)

1 Protect the character of Bar Harbor				
1J6	Sponsor public workshops	SHORT-TERM	Planning Department	Historical Society, MDI Water Quality Coalition, Planning Board, other groups as appropriate
1L2	Ordinance amendments	SHORT-TERM	Planning Board	Planning Department, Conservation Commission
1L3	Develop plan for villages and institutional campus areas	MID-TERM	Conservation Commission	Planning Board, Planning Department, Village Improvement Societies



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2 Encourage orderly growth which protects the character of the Town and its economy, allow commercial and residential growth, and prevents development sprawl				
2A	Enhance tourism			
2A1	Monitor ordinance amendments	ON GOING	Planning Board	Planning Department, Town Council, Town Manager
2A3	Revise regulations to reduce costs	ON GOING	Planning Department	Planning Board, Chamber
2B	Fine tune zoning in Bar Harbor village			
2E	Allow and sometimes require PUDs			
2G	Direct growth in ways compatible with traditional character, to impose less expense on Town services, and simplify zoning			
2G1	Ordinance amendments	SHORT-TERM	Planning Board	Planning Department, Public Works Department, Fire Department
2G2 – 2G20	Define zones and revise standards	SHORT-TERM	Planning Board	Planning Department
2G21	Evaluate need for and implement differential building limit	MID-TERM	Town Council	Town Manager, Planning Board, Planning Department, Conservation Commission
2I1	Adjust map and ordinance	SHORT-TERM	Planning Board	Planning Department
2I2	Revise layout and internal inconsistencies	SHORT-TERM	Planning Board	Planning Department
2J	Monitor success of implementation			
2J1	Assign oversight	SHORT-TERM	Town Council	Town Manager, Planning Department, Planning Board
2J2	Monitor benchmarks and adjust strategies	MID-TERM,	Town Council	Town Manager, Planning Department, Planning Board
3 Encourage economic development that increases job opportunities, has a low environmental impact, and supports a sustainable year-round economy.				
3A6	Encourage linkage between jobs and housing	SHORT-TERM	Planning Board	Planning Department, major employers



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3F1	Ordinance amendments	SHORT-TERM	Planning Board	Planning Department
3G	Support Downtown			
3G1	Implement and update Downtown Master Plan	SHORT-TERM, ON GOING	Downtown Task Force	Planning Board, Planning Department, Design Review Committee, Town Council, Town Manager
5	Plan for, finance, and develop an equitable, effective, and efficient system of public services which will accommodate anticipated growth and development			
5B	Develop plan for ongoing investment in infrastructure			
5C	Ensure clean and efficient operation of sewer system			
5J	Place financial burden for needs in rural and transition areas on residents who choose to build in those areas			
5J2	Require developer and homeowner investments	SHORT-TERM	Planning Board	Planning Department
6	Encourage and promote decent affordable housing opportunities and slow off-island migration			
6A	Increase rental units			
6A1	Monitor ordinance amendments	ON GOING	Planning Department	Planning Board
6A2	Ordinance amendments	SHORT-TERM	Planning Board	Planning Department, Chamber, major employers
6B	Encourage 10% new units to be affordable			
6B3	Ordinance amendments	SHORT, MID TERM	Planning Board	Planning Department, Town Council, Town Manager
6B5	Adopt more stringent standards	MID-TERM	Town Council	Town Manager, Planning Board, Planning Department, Housing agencies
6C	Expand code enforcement			
6C1	Monitor effectiveness of ordinance amendments	SHORT-TERM	Planning Department	Code Enforcement, Fire Department, Planning Board
7	Promote Sustainable Systems For Energy Conservation, Waste Management, Transportation, And Other Operations			
7F	Increase use of bicycles			



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7F7	Encourage business to support bicycle commuter programs	MID-TERM	Conservation Commission	Parks and Recreation Committee, Public Works Department, Planning Department, Chamber, major employers, Bicycle organizations, Planning Board
7H1	Ordinance amendments	MID-TERM	Planning Board	Planning Department

Definition of terms and abbreviation

Ongoing: Commence upon ratification and are consistent operations throughout the next decade.

Short-Term: Commence or to be completed in the first 2 to 4 weeks after the Plan is ratified. These are high priority or require immediate attention.

Mid-Term: Commence or to be completed with 4 to 7 years after the plan is ratified

Long-Term: Commence or to be completed in the 7 to 10 year after the plan is ratified.

CB: Chamber Board

CC: Conservation Commission

HC: Harbor Committee

HM: Harbor Master

HS: Historical Society

MRC: Marine Resources Committee

PB: Planning Board

PD: Planning Department

PW: Public Works

PRC: Park & Recreation Committee

TC: Town Council

TM: Town Manager



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Bar Harbor 2023

Comprehensive Plan

Share your ideas • Shape our Community

Focus Group Meeting with Planning Board

Wednesday, September 27, 2023 at 6:00 PM, Town Council Chambers

Objectives

- Determine if the goals, policies, and strategies of the 2007 Comprehensive Plan are still applicable, completed, obsolete, or need to be updated (refers to the document listed below under 2. d) 2007 Comp. Plan, Section III. Goals, Policies and Strategies and e) 2007 Comp. Plan, Section IV. Implementation Schedule)
 - Review and evaluate timeframe of priorities, and lead role and potential collaborators
 - Obtain ideas and input on new policies and/or strategies
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Agenda

1. Welcome and Introduction
2. Review of reference material (<https://resilience.mysocialpinpoint.com/bar-harbor-comprehensive-plan/focus-groups>)
 - a) Bar Harbor 2035, Existing Conditions Analysis — Executive Summary
 - b) Bar Harbor 2035, Existing Conditions Analysis – Namely, report pages 1-8, 89-114, and 115-147
 - c) Bar Harbor 2035, draft vision and future land use maps
 - d) 2007 Comp. Plan, Section III. Goals, Policies and Strategies
 - e) 2007 Comp. Plan, Section IV. Implementation Schedule
 - f) State of Maine Optional Self-Assessment Checklist
 - g) Planning & Code Enforcement Department Strategic Workplan
 - h) BHLUO Amend list
3. For each of the listed strategies summarized on the next page, and its related policy (refer to 2007 Comp. Plan, Section III. Goals, Policies and Strategies), the group is to:
 - a) Determine if it:
 - Is still applicable
 - Is completed
 - Is obsolete
 - Needs to be updated
 - b) Review and evaluate priorities and timeframe, and lead role and collaborators
 - c) Provide suggestions for new policy and/or strategies
4. Next Steps



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2007 Comprehensive Plan Summary of Policies & Strategies Pertaining to Planning Board

(for a complete version of the strategies refer to the 2007 Comp. Plan, Section III. Goals, Policies and Strategies — see link on previous page)

Strategy #	Description	Timeframe [1]	Lead [2]	Collaborators [3]
1A	Protect fresh water resources			
1A2	Monitor water quality	SHORT-TERM, ON GOING	Code Enforcement & Planning Board (LUO changes)	Planning Department, Conservation Commission, USGS (contract)
1A3	Ordinance amendments	SHORT-TERM	Planning Board	Planning Department, Conservation Commission
1B	Shoreland Zoning			
1C	Protect natural, scenic, and cultural resources			
1C1	Voluntary protection	ON GOING	Conservation Commission	Planning Board, Planning Department
1C2	Open space plan	MID-TERM	Conservation Commission	Planning Board, Planning Department
1C3	Open space lease program	MID-TERM	Conservation Commission	Planning Board, Planning Department, Town Council, Town Manager
1C4	Favorite Places Fund	MID-TERM	Town Council	Town Manager, Planning Board, Planning Department, Conservation Commission
1C5	Open space impact fees	SHORT-TERM	Planning Board	Planning Department, Conservation Commission
1D	Protect agricultural and forest resources			
1D3	Creative regulations and acquisitions	SHORT-TERM, MID-TERM	Planning Board, Conservation Commission	Planning Department, Town Council
1D5	Identify properties, Favorite Places Fund	MID-TERM	Conservation Commission	Town Council, Town Manager, Planning Department, Planning Board
1D6	Ordinance amendments	SHORT-TERM	Planning Board	Planning Department, Conservation Commission
1D7	Extractive industry	ON GOING	Planning Board	Planning Department
1E	Protect natural resources			
1E1	Setbacks from wetlands	ON GOING	Planning Board	Planning Department, Conservation Commission
1E2	Evaluate functions of wetlands	SHORT-TERM	Planning Department	Planning Board, Conservation Commission



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1E3	Locate vernal pools and ordinance amendments	SHORT-TERM	Planning Department	Planning Board, Conservation Commission
1E4	Ordinance amendments to protect habitats	SHORT-TERM	Planning Board	Planning Department, Conservation Commission
1E5	Locate natural communities and ordinance amendments	SHORT-TERM	Planning Department	Planning Board, Conservation Commission
1E6	Plant native species	SHORT-TERM,	Planning Department, Public Works Department	Planning Board, Conservation Commission
1E7	Discourage use of herbicides and pesticides	SHORT-TERM, ON GOING	Planning Board	Planning Department, Conservation Commission, Public Works Department,
1F	Preserve scenic views			
1F1	Ordinance amendments	SHORT-TERM	Planning Board	Planning Department, Conservation Commission
1F2	Update Scenic Byways Plan	MID-TERM	Corridor Management Committee	Conservation Commission, Planning Board, Planning Department
1F3	Place utilities underground	ON GOING	Public Works Department	Planning Board, Planning Department, Town Council, Town Manager
1G	Protect air quality			
1G1	Ordinance amendments	SHORT-TERM	Planning Board	Planning Department, Conservation Commission
1G3	Reduce vehicle emissions	SHORT-TERM	Planning Board	Planning Department, Conservation Commission
1G5	Ordinance amendments	SHORT-TERM	Planning Board	Planning Department
1G6	Maintain and plant shade trees	SHORT-TERM, ON GOING	Planning Board, Public Works Department	Town Council, Town Manager, Planning Department
1H	Preserve scenic approaches to villages			
1H1	Ordinance amendments	SHORT-TERM	Planning Board	Planning Department, Corridor Management Committee
1H2	Develop design plan	SHORT-TERM	Corridor Management Committee	Planning Department, Planning Board, Design Review Board
1H3	Extend design review	MID-TERM	Planning Board	Planning Department, Corridor Management Committee, Design Review Board
1H4	Develop guidelines for off-season	SHORT-TERM	Design Review Board	Planning Department, Planning Board, Chamber
1I	Require development outside villages and institutional campus areas to be inconspicuous			
1I1	Prepare manual	MID-TERM	Planning Department	Planning Board, Design Review Board
1I2	Ordinance amendments	SHORT-TERM	Planning Board	Planning Department, Design Review Board



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1J	Preserve historic and archaeological resources			
1J1	Seek funds and survey historic and prehistoric sites	MID-TERM	Planning Department	Planning Board, Design Review Board, Historical Society
1J2	Ordinance amendments	SHORT-TERM	Planning Board	Planning Department, Design Review Board, Historical Society
1J3	Update Historic Building Inventory	MID-TERM	Planning Board	Planning Department, Design Review Board, Historical Society
1J5	Create dark skies management plan and ordinances	MID-TERM	Planning Board	Planning Department, Conservation Commission, Design Review Board
1J6	Sponsor public workshops	SHORT-TERM	Planning Department	Historical Society, MDI Water Quality Coalition, Planning Board, other groups as appropriate
1K	Preserve Shore Path			
1K2	Ordinance amendments	SHORT-TERM	Planning Board	Planning Department
1L	Develop additional walkways, parks, and trails			
1L2	Ordinance amendments	SHORT-TERM	Planning Board	Planning Department, Conservation Commission
1L3	Develop plan for villages and institutional campus areas	MID-TERM	Conservation Commission	Planning Board, Planning Department, Village Improvement Societies
1O	Minimize noise outside of villages			
1O1	Evaluate ordinances	SHORT-TERM	Planning Board	Planning Department, Chamber, business community
2A	Enhance tourism			
2A1	Monitor ordinance amendments	ON GOING	Planning Board	Planning Department, Town Council, Town Manager
2A3	Revise regulations to reduce costs	ON GOING	Planning Department	Planning Board, Chamber
2B	Fine tune zoning in Bar Harbor village			
2B1	Ordinance amendments	SHORT-TERM	Planning Board	Planning Department, Design Review Board
2B4	Monitor effectiveness of zoning	ON GOING	Planning Department	Planning Board, Design Review Board, Historic Society
2B5	Adjust zoning for Kennebec, School, and Holland Ave	SHORT-TERM	Planning Board	Planning Department
2B6	Adjust standards for infill	SHORT-TERM, ON GOING	Planning Board	Planning Department
2B7	Evaluate standards for B&B's	SHORT-TERM	Planning Board	Planning Department, B&B Association, Chamber
2C	Streamline Site Plan Review			
2C1	Adjust site plan review process	ON GOING	Planning Department	Planning Board
2C3	Explore consolidating site plan and design review	SHORT-TERM	Town Council	Town Manager Planning Board, Planning Department, Design Review Board
2D	Revise and broaden design review for historic and archaeological, scenic byway, and other concerns			



Town of Bar Harbor Planning & Code Department

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2D1	Ordinance amendments	SHORT-TERM	Planning Board	Planning Department, Design Review Board, Downtown Task Force, Corridor Management Committee, Historic Society
2D2	Expand design review to villages	MID-TERM	Planning Board	Planning Department, Design Review Board, Historic Society
2D4	Adjust signage standards	SHORT-TERM	Planning Board	Planning Department, Design Review Board
2E	Allow and sometimes require PUDs			
2E1	Ordinance amendments	SHORT-TERM	Planning Board	Planning Department, Conservation Commission
2E2	Determine when to require PUD	MID-TERM	Town Council	Town Manager, Planning Board, Planning Department, Conservation Commission
2E3	Evaluate effectiveness of PUD	ON GOING	Planning Board	Planning Department, Conservation Commission
2F	Investigate flexible zoning			
2G	Direct growth in ways compatible with traditional character, to impose less expense on Town services, and simplify zoning			
2G1	Ordinance amendments	SHORT-TERM	Planning Board	Planning Department, Public Works Department, Fire Department
2G2 – 2G20	Define zones and revise standards	SHORT-TERM	Planning Board	Planning Department
2G21	Evaluate need for and implement differential building limit	MID-TERM	Town Council	Town Manager, Planning Board, Planning Department, Conservation Commission
2G22	Explore density transfer options	SHORT-TERM	Planning Board	Planning Department
2I1	Adjust map and ordinance	SHORT-TERM	Planning Board	Planning Department
2I2	Revise layout and internal inconsistencies	SHORT-TERM	Planning Board	Planning Department
2J	Monitor success of implementation			
2J1	Assign oversight	SHORT-TERM	Town Council	Town Manager, Planning Department, Planning Board
2J2	Monitor benchmarks and adjust strategies	MID-TERM,	Town Council	Town Manager, Planning Department, Planning Board
3A3	Ordinance amendments	SHORT-TERM	Planning Board	Planning Department, Chamber, business community
3A6	Encourage linkage between jobs and housing	SHORT-TERM	Planning Board	Planning Department, major employers
3B	Encourage light industry			
3B2	Help subsidize costs	MID-TERM	Town Council	Town Manager, Planning Department, Planning Board, Chamber
3B3	Encourage job training	ON GOING	Town Council	Town Manager, Planning Department, Planning Board, Chamber, major employers
3C	Restrict commercial amusements			



Town of Bar Harbor Planning & Code Department

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3C1	Evaluate use	SHORT-TERM	Planning Board	Planning Department, Chamber
3C2	Allow year-round and cultural uses	SHORT-TERM	Planning Board	Planning Department, Chamber
3D	Encourage home occupations			
3D1	Ordinance amendments	SHORT-TERM	Planning Board	Planning Department, Chamber
3D2	Ordinance amendments	SHORT-TERM	Planning Board	Planning Department, Chamber
3F1	Ordinance amendments	SHORT-TERM	Planning Board	Planning Department
3G	Support Downtown			
3G1	Implement and update Downtown Master Plan	SHORT-TERM, ON GOING	Downtown Task Force	Planning Board, Planning Department, Design Review Committee, Town Council, Town Manager
3G2	Ordinance amendments	SHORT-TERM	Planning Board	Planning Department, Downtown Task Force, Design Review Board
3G4	Provide incentives for year-round businesses	SHORT-TERM, ON GOING	Downtown Task Force	Planning Board, Planning Department, Design Review Committee, Town Council, Town Manager
3I1	Ordinance amendments	SHORT-TERM	Planning Board	Planning Department
3I2	Streamline review process	SHORT-TERM	Planning Board	Planning Department
4A	Adopt Harbor Management Plan and update Waterfront Master Plan			
4A1	Prepare and update plans	MID-TERM	Harbor Committee	Harbor Master, Planning Department, Downtown Task Force, Marine Resource Committee, Planning Board
4B	Maintain and revitalize harbor			
4B6	Evaluate Harborview Park	MID-TERM	Harbor Master	Harbor Committee, Planning Board, Town Council, Town Manager, Department Heads
4C10	Use of herbicides and pesticides	SHORT-TERM	Planning Board	Planning Department, Marine Resources Committee
4C8	Review standards for private piers	SHORT-TERM	Planning Board	Planning Department, Marine Resources Committee
4C9	Consider restricting private piers in Western Bay	SHORT-TERM	Planning Board	Planning Department, Marine Resources Committee
4E	Prevent growth in coastal areas			
5B	Develop plan for ongoing investment in infrastructure			
5B1	Document maintenance needs	ON GOING	Town Council	Town Manager, Planning Board, Planning Department
5B2	Exempt minor town projects	SHORT-TERM	Planning Board	Planning Department, Town Council, Town Manager
5C	Ensure clean and efficient operation of sewer system			
5C3	Research alternative sewage treatment	SHORT-TERM	Planning Board	Planning Department



Town of Bar Harbor Planning & Code Department

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5J	Place financial burden for needs in rural and transition areas on residents who choose to build in those areas			
5J2	Require developer and homeowner investments	SHORT-TERM	Planning Board	Planning Department
5K	Balance tax exempt property with demands on services			
5K2	Prepare education information	MID-TERM	Town Council	Town Manager, Finance Department, Planning Board, Planning Department
5L	Update road standards			
5L1	Update minimum standards	SHORT-TERM	Planning Board	Planning Department, Public Works Department, Fire Department, Police Department
5L2	Update road acceptance policy	SHORT-TERM	Town Council	Town Manager, Planning Department, Planning Board, Public Works Department
5L3	Require private road disclosure in deeds, plans, and marketing materials	SHORT-TERM	Planning Board	Planning Department
5M	Improve telecommunication and technology systems			
5M3	Ordinance amendments	SHORT-TERM	Planning Board	Planning Department
5M5	Map scenic vistas	SHORT-TERM	Planning Board	Planning Department
6A	Increase rental units			
6A1	Monitor ordinance amendments	ON GOING	Planning Department	Planning Board
6A2	Ordinance amendments	SHORT-TERM	Planning Board	Planning Department, Chamber, major employers
6B	Encourage 10% new units to be affordable			
6B3	Ordinance amendments	SHORT, MID TERM	Planning Board	Planning Department, Town Council, Town Manager
6B5	Adopt more stringent standards	MID-TERM	Town Council	Town Manager, Planning Board, Planning Department, Housing agencies
6C	Expand code enforcement			
6C1	Monitor effectiveness of ordinance amendments	SHORT-TERM	Planning Department	Code Enforcement, Fire Department, Planning Board
7F	Increase use of bicycles			
7F7	Encourage business to support bicycle commuter programs	MID-TERM	Conservation Commission	Parks and Recreation Committee, Public Works Department, Planning Department, Chamber, major employers, Bicycle organizations, Planning Board
7H1	Ordinance amendments	MID-TERM	Planning Board	Planning Department



Town of Bar Harbor Planning & Code Department

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Definition of terms and abbreviation

- Ongoing:** Commence upon ratification and are consistent operations throughout the next decade.
- Short-Term:** Commence or to be completed in the first 2 to 4 weeks after the Plan is ratified. These are high priority or require immediate attention.
- Mid-Term:** Commence or to be completed with 4 to 7 years after the plan is ratified
- Long-Term:** Commence or to be completed in the 7 to 10 year after the plan is ratified.

- CB:** Chamber Board
CC: Conservation Commission
HC: Harbor Committee
HM: Harbor Master
HS: Historical Society
MRC: Marine Resources Committee
PB: Planning Board
PD: Planning Department
PW: Public Works
PRC: Park & Recreation Committee
TC: Town Council
TM: Town Manager



SECTION III. GOALS, POLICIES, AND STRATEGIES



Chapter III.A Goals, Policies, and Strategies



Careful study of the information contained in the inventory and analysis and considerable discussion within the community have made it clear that many issues facing Bar Harbor are interrelated and have considerable financial impacts. It has also become clear that a thoughtful balancing process is necessary to address the overall goals of the community. The following goals, policies, and strategies seek to balance competing interests to guide municipal efforts to manage growth over the next ten years.

GOAL #1 – To protect the character of Bar Harbor while preserving the private property rights of its citizens.
.....

Policy 1A¹ – To protect the quality and manage the quantity of fresh water resources in Bar Harbor, including groundwater, lakes like Eagle Lake (see 5H below), streams, and the watersheds of Kebo Stream, Eddy Brook, and Northeast Creek and its tributaries.

The importance of clean water is widely recognized. The water supply for the villages of Bar Harbor and Hulls Cove comes from Eagle Lake. The water supply for the rest of the Town comes from the recharge of bedrock aquifers, which are essentially cracks or fissures in the bedrock. The flora and fauna as well as people rely on a clean water supply. The pristine quality of our lakes, marshes, and streams can be maintained if the Town is careful about encroaching into those areas.

Many sensitive areas in Town require performance standards to provide protection from the impacts of development. Areas considered sensitive include:

- areas on or near dug wells
- recharge zones (the upper third of a watershed)
- localized features like fractures that exhibit strong hydraulic connections with soil and the groundwater beneath septic systems
- areas where well yield is marginal relative to bedrock fractures, soil type, ground water recharge zones, or drought conditions
- areas in close proximity to older wells or deep excavations such as rock quarries
- areas of thin soils (less than five feet), soils with low recharge rates (5-15%), exposed bedrock, topographic heights, and coastal areas within 200 feet of the shoreline
- other areas where ground or surface water is vulnerable

Strategy 1A – Protect resources through encouraging voluntary efforts to act responsibly and adopting regulations for periodic water quality testing, maintenance, and land management.

Implement in the short-term and on going.

¹ The following strategies are taken from a report prepared by Stratex of Maine based on a watershed study conducted by the US Geological Survey (USGS) in 2002.

Strategy 1A1 – Use public education to encourage individuals and groups to perform the following to mitigate the effects of stormwater runoff and non-point source pollution:

- conserve water,
- optimize well siting
- install denitrification equipment
- regularly monitor and maintain septic systems and wells
- minimize site alterations
- preserve large parcels
- promote infill areas served by public sewer and water
- manage composting, pet waste, herbicides, pesticides, and other harmful household products
- conserve land
- utilize shared septic systems and wells

Implement in the short-term and on going.

Strategy 1A2 – Monitor septic system and well installation and require periodic water quality testing, maintenance, and long-term monitoring of trends in groundwater levels. Continue to monitor the observation well installed by the USGS on the Crooked Road on private property and McFarland Hill in Acadia National Park. Seek opportunities to monitor water quality, as well as quantity, at this well and in other sensitive watersheds.

Implement in the short-term and on going.

Strategy 1A3 – Manage future residential and other development so that septic and well systems are constructed, sited, installed, and maintained to:

- have “no impact” compared to an established standard
- not degrade existing wells by causing them to be contaminated or go dry
- protect unspoiled hydrologic resources that are important symbols of the region

Prepare ordinances that require development in sensitive areas to meet established performance standards that require sewer systems, community septic systems, and sufficient separated well and septic systems to:

- increase water travel times and mixing of wastewater to reduce concentrations of nitrate-nitrogen to less than 10 mg/L at the wellhead and prevent salt water intrusion from extensive pumping and/or drought conditions
- limit impervious surfaces that decrease groundwater recharge
- restrict siting of septic systems in recharge areas, thin soil, or exposed bedrock
- encourage property owners to limit replacement of natural forested and field areas with residential lawns
- limit disposal and improper storage of household chemicals and petroleum products in septic systems
- minimize disturbance of topsoil during site construction
- utilize other innovative waste disposal techniques or technologies, reduced density, low impact design, and enhanced infiltration to stay within safe yields, prevent salt water intrusion or lowered water table beyond property boundaries, degradation from septic systems, and contamination from household products
- utilize shared septic systems and wells

Where appropriate, seek professional guidance to establish appropriate performance standards to include in new ordinances and prepare better maps of low recharge areas to guide established boundaries for districts that allow or can support only very low densities.

Implement in the short-term and on going.

Strategy 1A4 – Encourage School Union 98 to monitor and address water quality issues at the drinking water system for MDI High School, including securing adequate area to protect wellheads.

Implement in the short-term.

Policy 1B – To comply with State Shoreland Zoning Guidelines.

The Land Use Ordinance (LUO) is updated as the Shoreland Standards are updated at the state-level. The protection of Maine's shorefront has been a statewide concern for the last 20 years as mile after mile of shorefront has been developed. Bar Harbor's shorelines are some of the most beautiful features of this island. The Town shall continue to comply with state shoreland guidelines and expand on them in protecting wetlands and managing stormwater.

On going implementation.

Policy 1C – To encourage voluntary protection of Bar Harbor's important natural, scenic, and cultural resources as well as establish an open space lease and acquisition program.

Zoning establishes a guide for development, provides some protection from poorly planned projects, and limits incompatible uses so that a person's right to use his or her land does not conflict too severely with the private property rights of neighbors.

While zoning limits and directs growth, it does not prohibit it. To safeguard rural scenery, buildings, or other natural and cultural resources, the Town must be more proactive. The most effective method to preserve natural and cultural resources is to lease and/or directly purchase these lands.

As illustrated by the various Town parks created by the Village Improvement Association and by Acadia National Park, Bar Harbor residents historically have shown a strong commitment to voluntary conservation.

Not only should the Town encourage voluntary conservation aimed at maintaining the character and beauty of the community, but it should also support citizens who wish to voluntarily protect their land. Generally, land under easement or other protective covenant is located in areas that do not lend themselves to high-density development.

The Conservation Commission can act as a resource to help citizens determine what if any voluntary protective easements are best for their lands.

If the Town does not encourage voluntary protection, the only other methods for preserving land would be increased regulation, lease, or purchase. The open space lease program would include a lease with a negotiated term that a property owner could choose to undertake with the Town. The landowner would receive a rental fee that he or she could use to reduce property taxes in exchange for restricting new development within the term of the lease.

Strategy 1C1 – Continue to encourage voluntary protection of Bar Harbor’s natural and cultural resources, many of which are on the Favorite Places map.

On going implementation.

Strategy 1C2 – Prepare and adopt an open space plan that not only identifies and establishes linkages among land currently in conservation easement and other key open spaces, but also identifies regulatory and other strategies to preserve the Town’s most important natural and cultural resources.

Implement in the mid-term.

Strategy 1C3 – Investigate the establishment of an open space lease program to preserve the Town’s most important natural and cultural resources that are not protected through voluntary or regulatory efforts.

Implement in the mid-term.

Strategy 1C4 – Set aside funds, as available,² in a “Favorite Places Fund” as part of the Capital Improvement Program (CIP). The fund may be used to leverage other public and private funds, may be combined with impact fees collected from applicants building projects in RURAL or CRITICAL RURAL AREAS that do not include publicly dedicated open space (see 1C5 below), and/or may be used to directly acquire the fee or development rights of properties that include the Town’s most important natural, scenic, and cultural resources (see 1D5 below).

Implement in the mid-term.

Strategy 1C5 – Prepare, adopt, and utilize impact fees from applicants building projects in RURAL or CRITICAL RURAL AREAS that do not include publicly dedicated open space to supplement the “Favorite Places Fund” (see also 1C4 above and 1D5 below).

Implement in the short-term.

² The deletion of a specific amount dedicated for this purpose was directed by the Town Council. In order to pursue capital expenditures for public facility improvements as a top priority, the Town Council deleted a specific amount for securing such lands. See future discussion on impact fees as another possible way to fund this strategy.

Policies 1D – To safeguard Bar Harbor's agricultural and forest resources and to maintain existing extractive industries.

Parcels of farmland worthy of preservation have been identified in the inventory. The Town assessor provides information to landowners about current use taxation programs such as Open Space and Tree Growth programs. The Conservation Commission should also give landowners information about the methods and benefits of voluntary land protection. These might include placing a conservation easement or working with a local land trust. The Town should take additional, more pro-active steps to preserve agricultural and forest resources.

Strategy 1D1 – Continue to support, encourage, and advertise current use taxation programs.

On going implementation.

Strategy 1D2 – Encourage farm and woodlot owners to adopt and use best management practices to protect the quality of water and natural resources.

Implement in the short-term and on going.

Strategy 1D3 – Adopt creative development regulations and acquisition techniques to not only preserve active and inactive farms, but to encourage new farms. Such techniques could include acquiring rights-of-first-refusal for properties on farmland soils as well as purchasing, reselling or leasing active and inactive farmland.

Implement in the short-term for land use regulations and mid-term for acquisition techniques.

Strategy 1D4 – Adopt standards to encourage purchasing of locally grown or harvested products and encourage local institutions and year-round businesses such as School Union 98, Jackson Laboratory, MDI Hospital, grocery stores, and restaurants to do the same. Develop strategies with appropriate partners to increase the percent of available local and regional products purchased and used.

Implement in the long-term.

Strategy 1D5 – Identify key properties appropriate for the open space lease program (see 1C3 above) and set aside funds, as available³ in a "Favorite Places Fund" as part of the CIP. The fund may be used to leverage other public and private funds may be combined with impact fees collected from applicants' building projects in RURAL or CRITICAL RURAL AREAS that do not include publicly dedicated open space, and/or may directly acquire the fee or development rights of farm and forestland (see also 1C4 above).

³ The deletion of a specific amount dedicated for this purpose was directed by the Town Council. In order to pursue capital expenditures for public facility improvements as a top priority, the Town Council deleted a specific amount for securing such lands. See future discussion on impact fees as another possible way to fund this strategy.

Implement in the mid-term.

Strategy 1D6 – Review the LUO to remove impediments and add supporting regulations for agricultural and forestry operations and in order to:

- allow uses that provide support for agriculture, including but not limited to veterinary, feed milling operations, and greenhouses, in designated **RURAL** and **RURAL RESIDENTIAL AREAS**. Equipment sales will be allowed in commercial districts, excluding the Downtown. Farming would be allowed everywhere, except for livestock farming which would not be allowed in designated **VILLAGES**, **INSTITUTIONAL CAMPUSES**, and **LIGHT INDUSTRIAL AREAS**
- designate community gardens and community farms as an allowed use of preserved open space in planned unit developments
- require new development, except that associated with agriculture or forestry, including-pick-your-own operations, to be planned and clustered to preserve both farmland soils and active or inactive farms. Farm stands/markets/stores are also exempt from this requirement if half or more of their gross revenues are from products harvested from Mt. Desert Island or the Bar Harbor-Ellsworth labor market area
- allow farms, farm stands/markets/stores, which meet the above product requirement, and pick-your-own operations to have off-premise signs
- exempt farms from site plan review for farm-related facilities and activities if they adopt best management practices
- require new development on parcels adjacent to parcels with farmland soils or active or inactive farms to provide vegetated buffers at all adjacent property lines
- require new development to disclose in deeds, plans, and marketing materials that adjacent properties are authorized for agricultural and forestry uses and they may generate a variety of impacts, including but not limited to odors, noise, early hours of operation, and use of pesticides and fertilizers, uses which a homeowner might view as a nuisance

Implement in the short-term.

Strategy 1D7 – Continue to regulate existing extractive activities in **LIGHT INDUSTRIAL AREAS**.

On going implementation.

Policy 1E – To protect Bar Harbor’s natural resources including, without limitations, wetlands, vernal pools, wildlife and fisheries habitat, and unique natural areas.

The habitat of wildlife is a fragile entity and is often overlooked by encroaching development. The flora and fauna are an integral part of the island’s landscape that residents value so highly and that visitors come here to admire. The National Park protects a large percentage of the Town’s land mass. By carefully reviewing development proposals, the Town should maintain the integrity of the natural resources, thereby protecting the beauty of the Town.

Strategy 1E1 – Maintain development setbacks of at least 75 feet from wetlands of two or more contiguous acres, including forested wetlands, with provisions to allow crossings for drives and/or roads to upland property when there is no other means of access. Study the current requirement in order to determine whether it provides sound resource management and appropriate environmental protection. Allow grandfathering, when possible.

On going implementation.

Strategy 1E2 – Conduct a survey of the types of wetlands in Bar Harbor and evaluate their functional contribution to the environment.

Implement in the short-term.

Strategy 1E3 – Identify the location of significant vernal pools and amend the LUO and building permit ordinances to protect them from development.

Implement in the short-term.

Strategy 1E4 – Amend the LUO to require planned unit and clustered rather than conventional development in deer wintering areas, in essential, rare, and important wildlife and fisheries habitats, and in large blocks of unfragmented habitat.

Implement in the short-term.

Strategy 1E5 – Identify the location of and continue to protect “rare and exemplary natural communities” and amend the LUO and building permit ordinances to protect them through clustering and buffer provisions.

Implement in the short-term.

Strategy 1E6 – Create incentives to encourage the planting of native species. The Town will use native species in all municipal projects where feasible and practical.

Implement in the short-term and on going.

Strategy 1E7 – Discourage the use of herbicides and pesticides in setbacks from significant vernal pools and wetlands.

Implement in the short-term and on going.

Policy 1F – To develop guidelines to preserve scenic views identified in the Vision Statement on the map of Bar Harbor’s Scenic Vistas.

Mount Desert Island is renowned for its spectacular vistas. The map of Bar Harbor Scenic Vistas catalogs many of the vistas that occur across the Town.

These vistas should be protected. Other than an ocean view, the single most striking detail that occurs in both roadside vistas and long views is the tree line. As long as people who build in these areas keep their houses below the tree and ridgeline, many of these vistas will be retained.

Strategy 1F1 – Amend the LUO to identify the location and to provide standards for the preservation of scenic views, including limiting development along tree and ridgelines.

Implement in the short-term.

Strategy 1F2 – Update the 2000 Corridor Management Plan for the Scenic Byway.

Implement in the mid-term.

Strategy 1F3 – When possible, place utilities underground in areas identified as scenic vistas.

On going implementation.

Policy 1G – To protect the quality of coastal air (see also 7D below).

The Town should review the LUO standards to ensure that measurable criteria exist for adequate review and enforcement of industrial or research projects. The Town Council should encourage efforts to monitor air quality and should take an official stand on local and regional projects or practices that would negatively affect the air quality of Bar Harbor. Since odors are not regulated by state criteria, it is recommended that the Town adopt measurable criteria for odor and similar air emissions.

Shade trees are an important part of Bar Harbor's character and have a significant impact on energy use, air quality, and stormwater management. As the Town ages and grows, public funds tend to be directed away from maintaining older shade trees toward more immediate public facilities and services and private developers often fail to plant shade trees in new developments. The Town should take steps to maintain and increase its shade tree canopy in its designated VILLAGES and INSTITUTIONAL CAMPUS AREAS.

Strategy 1G1 – Amend the LUO to include:

- measurable standards for managing odors and air quality for municipal, industrial, and research projects
- reduced parking requirements if employers develop and support a travel demand management program that encourages their workers to carpool or travel to work by bus, bicycle, on foot, or by other means of transportation than single occupancy vehicles

Implement in the short-term.

Strategy 1G2 – Support continuation and expansion of the Island Explorer bus system and other initiatives that offer a convenient transportation alternative for visitors and off-island workers and encourage reductions in the number of cars on Bar Harbor roads. Work with the National Park Service, EPA, Federal Highway Administration, Maine DOT, DEP, Chamber of Commerce, and others to expand Island Explorer routes to provide alternative transportation for residents and workers within the community.

Implement in the short-term.

Strategy 1G3 – Reduce vehicle emissions by:

- selectively constructing or encouraging construction of roadways that improve circulation for residents within the community and reduce travel time on major arterials while minimizing cut-through traffic in residential neighborhoods
- generally requiring new subdivisions to provide interconnected roads within and connecting to streets in designated VILLAGES
- encouraging road and trail connections between subdivisions in designated RURAL RESIDENTIAL/ and trail connections in designated RURAL AREAS, where appropriate, recognizing that disconnected roadways may be desirable in some places to protect important natural resources

Implement in the short-term.

Strategy 1G4 – Reduce vehicle emissions by constructing and maintaining sidewalks not only in designated VILLAGES and INSTITUTIONAL CAMPUS AREAS, but also for bicycle and walking trails throughout the community to encourage and support walking and bicycling as an alternative to motorized travel.

Implement in the short-term and on going.

Strategy 1G5 – Amend the LUO to allow a reasonable, but limited, number of small neighborhood stores and services in residential areas to encourage walking and bicycling to obtain convenience goods and services while ensuring that there are not an inordinate number of commercial uses in a predominantly residential neighborhood.

Implement in the short-term.

Strategy 1G6 – Maintain existing shade trees and plant new ones as part of streetscape improvement projects in designated VILLAGES and INSTITUTIONAL CAMPUS AREAS, amend the LUO to require developers to plant shade trees as part of landscape plans for new development, work with public, private, and nonprofit partners to increase the awareness of the value of shade trees, and encourage maintenance, replacement, and new planting of shade trees throughout the community. Use native species in such planting.

Implement in the short-term and on going.

Policy 1H – To preserve scenic approaches to Bar Harbor and designated VILLAGES, specifically along Routes 3, 102, and 198.

These roadways are the major thoroughfares of the island. The intent of the 1980 Comprehensive Plan and the 1986 LUO was to protect the scenery and avoid strip development along major access roads. The primary tool within the LUO for doing this was the criteria for buffering. Standards for open space, scenic vista protection, farmland conservation, and buffering should be revised to improve protection of scenic corridors. The standards should be evaluated in terms of effectiveness and consistency. In addition, while buffering helps protect scenery, it does not prevent strip development. In fact, the configuration of corridor districts along these roads actually encourages strip development. New tools are needed to direct development in a different pattern.

Strategy 1H1 – Amend the LUO to replace lengthy linear commercial and residential corridor districts with shorter and wider nodes along Routes 3, 102, and 198.

Implement in the short-term.

Strategy 1H2 – Develop a design plan and adopt revised standards, with illustrative graphics, in the LUO for scale, bulk, lot coverage, buffers, setbacks, parking, signage, lighting, and protection of viewsheds to guide the expanded design review process.

Implement in the short-term.

Strategy 1H3 – Extend design review beyond current application in Downtown and for B&Bs to include the Acadia Byway, a nationally designated scenic byway, and the designated TOWN HILL VILLAGE (see 2C below).

Implement in the mid-term.

Strategy 1H4 – Work with the Chamber of Commerce and the business community to develop and adopt guidelines to help businesses find means of closing buildings and protecting signs in the off-season, guidelines that are more attractive than just boarding or covering up windows and signs.

Implement in the short-term.

Strategy 1H5 – Support and work with the Corridor Management Committee to protect the scenic qualities of the corridor and expand the byway as appropriate.

On going implementation.

Policy 1I – To require all development outside designated VILLAGES and INSTITUTIONAL CAMPUS AREAS to be as inconspicuous as possible by using setbacks, landscaping, siting, and design techniques for buildings and parking lots.

The intent of this policy is to encourage development techniques that will create a landscape that is of similar quality to, or an improvement upon the present one, a landscape that is enjoyable to visit and live in. The Town should develop a manual of tips and examples highlighting techniques as a reference for applicants. The manual should provide graphic examples of appropriate use of building materials and plantings so that the structure blends in with the surrounding landscape and neighboring buildings. Language should be adopted that would require any new, nonresidential uses to build parking lots behind the buildings. It is recommended that an evaluation matrix, incorporating the above factors, be developed to rate potential projects.

Strategy 1I1 – Prepare and distribute a manual that highlights graphic examples of desirable standards of development outside designated VILLAGES and INSTITUTIONAL CAMPUS AREAS.

Implement in the mid-term.

Strategy 1I2 – Amend the LUO to require new, nonresidential uses and existing nonresidential uses that propose extensive alteration or renovation to build parking lots behind or to the side of buildings.

Implement in the short-term.

Policy 1J – To preserve Bar Harbor's historic and archaeological resources.

The 1980 Comprehensive Plan includes an incomplete inventory of historic and archaeological resources. The Town should identify potential grant sources that would help the Town conduct a better inventory. Of particular value would be an inventory of the Town's present historical structures and an inventory of archaeological sites.

Residents from Town Hill to Downtown highly value the community's "dark skies" and are concerned they may not be able to see the stars at night. They believe the Town is at risk of losing this outstanding aspect of the community in its most rural as well as developed areas and seek to reduce light pollution.

Strategy 1J1 – Update and complete a comprehensive survey of historic aboveground structures as well as historic and prehistoric archaeological sites, particularly sites relating to the earliest settlements and along the shoreline north of Downtown to Salisbury Cove. Identify additional properties and sites eligible for nomination to the National Register of Historic Places, and protect significant sites and resources. Use Town funds and seek grant funds, when available, to assist the Town in this effort.

Implement in the mid-term.

Strategy 1J2 – Amend the LUO and building permit ordinance to:

- require development or other ground-disturbing activity proposed in archaeologically sensitive areas to demonstrate that it will not alter or harm archaeological sites that may be located on the site
- require development proposed within or adjacent to designated historic sites or districts and identified archaeological sites in designated **RURAL** and **RURAL RESIDENTIAL AREAS** to provide landscaped buffers along adjacent property boundaries and to undergo design review (see 2C below)
- require development proposed within or adjacent to designated historic sites or districts and identified archaeological sites in designated **VILLAGES** and **INSTITUTIONAL CAMPUS AREAS** to provide landscaped buffers along adjacent property boundaries at twice the width of required rear and side yard setbacks of the underlying zoning district and to undergo design review (see 2C below)
- require design review for proposed new construction or exterior renovation of sites identified in the Town's 1976 Historic Building Inventory (or its update), including denial if the proposed design is not compatible with the character of the adjacent area (see 2C below)
- investigate methods to strengthen the demolition and delay provisions to prohibit relocation of structures in designated historic districts or historic structures in designated **RURAL AREAS**, and within the **DOWNTOWN AREA**, to encourage and allow relocation of historic structures that are not within a designated historic district
- investigate methods to promote and encourage the maintenance and improvement of historic properties to avoid the need for demolition due to the building's disrepair
- provide density incentives to help preserve designated historic buildings as part of a Planned Unit Development application (PUD)
- apply the US Secretary of the Interior's standards for historic districts and historic properties for additions, partial demolitions, and infill development

Implement in the short-term.

Strategy 1J3 – Update the 1976 Historic Building Inventory and, as appropriate, designate historic districts in portions of Salisbury Cove, Hulls Cove, and Town Hill.

Implement in the mid-term.

Strategy 1J4 – Promote historic districts by:

- favoring walking tours over coach bus tours
- providing attractive signage that defines the limits of the District
- providing historical street signage and lighting
- providing, where possible underground utility service

On going implementation.

Strategy 1J5 – Create a dark skies management plan and ordinance to implement the recommendations of the plan. Require a sunset provision for compliance.

Implement in the mid-term.

Strategy 1J6 – Sponsor, with the Historical Society, MDI Water Quality Coalition, and other related groups, public workshops to discuss “NIMBY” (Not In My Backyard) and demonstrate how the community can grow in ways that respect and promote the character of Bar Harbor; for example, by showing:

- what can be done with stick built and manufactured homes
- how to develop compatibly with surrounding neighbors
- ways to protect groundwater in our homes and community
- ways to protect historic landscapes
- other ways to maintain and enhance community character

“NIMBY” is a public attitude that would deny location opportunity and/or application approval to a legal undertaking or use of land on grounds that are not based on planning or technical data or criteria. The basis for these denials is often some combination of anecdotal negative testimony, misinformation, fears, prejudice and/or biases.

Implement in the short-term and on going.

Strategy 1J7 – Work with Maine Preservation, National Trust for Historic Preservation, the Maine Historic Preservation Commission, the Bar Harbor Historical Society and other historic preservation groups to create programs to encourage owners to conserve historic properties and buildings.

Implement in the short-term and on going.

Policy 1K – To support preservation of the Shore Path as a walkway for the public.

The Shore Path is a Town landmark that has been widely used and respected through generations. Over the years, sections of it have been closed off, in part because of landowners’ concern for personal liability⁴ and costly maintenance.

Additionally, these citizens have a concern for privacy as nightlife in Bar Harbor has increased. To prevent further reduction, the Town should encourage and support preservation efforts by the Village Improvement Association as well as offer to accept easements from the various property owners along the Shore Path. If the Town could negotiate adequate safeguards and protections, the property owner would benefit by the removal of the burden of maintenance.

Strategy 1K1 – Maintain contacts with existing owners, establish contacts with existing owners, establish relationships with new owners, and continue to invest in and extend the Shore Path as opportunities arise.

On going implementation.

⁴ Unless a property owner is blatantly negligent in maintaining his or her property, state law limits owner liability when free public access is allowed for recreational purposes.

Strategy 1K2 – Amend the LUO to exempt land included in the Shore Path from lot coverage calculations and setbacks if access is protected by a permanent easement.

Implement in the short-term.

Policy 1L – To encourage development of additional walkways, public parks, and nature trails in Town.

As development affects the rural districts and outlying villages, the Town should consider further development of public pathways and parks. At the turn of the century, Village Improvement Associations created some of the smaller Town parks that are so treasured today. Such voluntary community-minded efforts should be encouraged. Residents of outlying villages have a good opportunity to establish such parks before increased development occupies potential sites.

Strategy 1L1 – Continue to work with agencies such as the Conservation Commission, Village Improvement Societies, Friends of Acadia, and property owners to obtain easements and construct linkages as necessary to establish a cross-island trail.

On going implementation.

Strategy 1L2 – Maintain and, where appropriate, improve incentives in the LUO for footpath and/or bike path construction between developments, including but not limited to exempting the trail from setbacks and lot coverage requirements.

Implement in the short-term.

Strategy 1L3 – Develop a plan for park, open space, and pedestrian and bicycle access in designated VILLAGES and INSTITUTIONAL CAMPUS AREAS and work toward future development of pedestrian/bicycle/multi-use trails either along or off roadways in all areas of the community.

Implement in the mid-term.

Strategy 1L4 – Construct improvements to Barker Park on Cottage Street.

Implement in the mid-term.

Strategy 1L5 – Renovate Grant Park on Albert Meadow while respecting its natural open character and view of Frenchman Bay.

Implement in the mid-term.

Strategy 1L6 – Evaluate the operations budget to ensure that adequate funds are available for maintaining public parks and recreational areas. Maintain and continue to invest in the Town's various parks.

On going implementation.

Strategy 1L7 – Identify locations, acquire property, and construct new parks and athletic fields in designated VILLAGES to sufficiently serve the Town.

On going implementation.

Policy 1M – To provide a long range, advisory planning process which encourages communication among various Town groups and which strives to respect the preservation of private property rights.

As Town government has become larger both in administration and in numbers of committees, there is a greater tendency for committees to become isolated from each other. It is important not only to recognize the goals of the Town but also to try to ensure that Town committees are working on the same agenda. The Committee 2000 provided some of this integrating function, for example the response to the Acadia National Park General Management Plan. A long-range planning committee, advisory to the Council, could play a very important role in the dynamics of Town government.

Strategy 1M1 – Increase coordination between Acadia National Park and Town officials and committees.

Implement in the short-term and on going.

Strategy 1M2 – Increase coordination between the Chamber of Commerce, the business community, Town officials, and committees in support of economic development, promotions, transportation, and amendment of the LUO.

On going implementation.

Strategy 1M3 – Promote good government by:

- reviewing all Town boards and commissions to determine the right number and shape of those committees and make appropriate adjustments to promote efficient operations
- generating a pool of qualified, representative volunteers
- evaluating community interest in looking at a different form of government
- encouraging and promoting open communication and early coordination between the Town Council and its appointed boards, committees, commissions, and task forces

Implement in the short-term.

Policy 1N – To encourage, support, and where appropriate, use state and regional efforts to preserve important natural and cultural resources and open space.

Strategy 1N1 – Work with the state legislature and appropriate public, private, and nonprofit partners to encourage, support, and use state-sponsored efforts to preserve important natural and cultural resources and open space.

On going implementation.

Strategy 1N2 – Support regional efforts to improve vehicular, bicycle, and pedestrian access to Bar Harbor.

Implement in the short-term and on going.

Policy 1O – To minimize noise outside of designated VILLAGES for both residents and visitors.

Strategy 1O1 – To evaluate the LUO to ensure that protection from undue noise is included in the review of commercial projects.

Implement in the short-term.

GOAL #2 – To encourage orderly growth that protects the character of the Town and its economy, allows commercial and residential growth, and prevents development sprawl.

Policy 2A – To preserve and enhance the present level of tourism and encourage managed-growth in this sector.

It has been a town policy since the 1960s to strengthen Bar Harbor's economy by encouraging tourism. The Town has been successful in this respect. But with the 90s came concerns, not only about the environmental integrity of the Town and the island, but also about the strategies the Town must adopt to ensure the Town's continued economic viability. Tensions continued into the early years of the new millennium, particularly concerning the short-term volume of visitors that cruise ships bring to the community (see 3E) and the issue of weekly rentals in residential areas. This plan advocates a middle course between economic development and preservation. Reaching agreement on this concept and on the concept of balancing the commercial aspects of Town with the residential aspects is critical if this plan is to be a viable document. More importantly, such a tacit agreement will encourage trust between the business community and residents. It is, however, imperative that the existing balance between residential and commercial zoning be maintained. Any map change that considerably tips the balance between residential and commercial zoning should be discouraged.

Strategy 2A1 – Monitor recent LUO amendments addressing the practice of weekly rentals, assessing their effectiveness in balancing neighborhood integrity with the demand for this form of lodging, and modify these ordinances, if necessary.

On going implementation.

Strategy 2A2 – Continue and increase investment in streetscape and pedestrian improvements in both residential and business districts.

Implement in the short-term and on going.

Strategy 2A3 – Continue to seek ways to make regulations more user friendly, efficient, and streamlined to reduce costs to businesses while providing adequate protection of Town character.

On going implementation.

Strategy 2A4 – Work with the Chamber of Commerce and business community to improve visitor information including but not limited to placing information booths or kiosks in high pedestrian traffic locations, as well as other entry points like the Ferry Terminal.

Implement in the short-term.

Policy 2B – To examine the zoning in Bar Harbor village to preserve its residential integrity, while acknowledging numerous nonconforming commercial uses.

The present business district was structured by measuring a certain distance from Cottage, Mount Desert, and Main Streets and labeling that area “business.” The result, however, is that some residential areas, e.g. Kennebec St., include both business and residential zoning. Intrusion of commercial activities could result in destruction of the character of the neighborhood and the loss of valuable housing. On the other hand, a number of hotels and shops have existed in residential areas for many years. Under present ordinances, such businesses are nonconforming and the properties cannot be changed or modified. The intent of this policy is to give the Town a chance to preserve its residential areas and to allow long-established nonconforming businesses to make changes.

The Planning Board should review the use patterns in the downtown area and reclassify some areas like Kennebec Street so they remain residential but allow established businesses to upgrade and/or renovate.

Many houses on West Street and on the Shore Path are of the older style that characterizes Bar Harbor’s cottage era. It is important to have these structures used and maintained. The 1986 LUO limited Bed and Breakfasts (B&Bs) in these areas to a maximum of three rooms. Although some have been converted to B&Bs, there is still significant interest in using those structures, as single-family residences. The two uses should be allowed to co-exist so that the viability of each is maintained.

Strategy 2B1 – Amend the LUO to adopt standards for new commercial uses and for existing commercial uses that propose extensive alteration or renovation to:

- locate parking behind the building, where possible. If adjacent to a residential use, parking lots will be screened from the use with landscaped buffers.
- establish additional “good neighbor” standards to screen and buffer views of parking lots, waste storage areas, and other uses of outdoor areas, reduce noise and glare, and otherwise minimize conflicts with residential uses when the commercial use abuts a residential district.
- strengthen regulations to maintain screening and buffers

Implement in the short-term.

Strategy 2B2 – Continue to enforce the noise and disorderly house ordinance.

On going implementation.

Strategy 2B3 – Encourage walking tours and continue to restrict tour bus traffic on West Street.

On going implementation.

Strategy 2B4 – Continue monitoring the effectiveness of zoning to protect the historic nature and quality of life on West Street.

On going implementation.

Strategy 2B5 – Analyze the current and potential land uses for Kennebec Street, School Street, and Holland Avenue and modify the districts accordingly.

Implement in the short-term.

Strategy 2B6 – Protect existing neighborhoods from infill developments that is out of scale with the area by requiring a standard to control the bulk of buildings, known as a floor area ratio performance standard. Evaluate the effectiveness of this ordinance change and minimize duplication with other dimensional controls.

Implement in the short-term and on going.

Strategy 2B7 – Evaluate the LUO requirement limiting B&Bs on West Street to a maximum of three rooms to assess whether it is still necessary and appropriate.

Implement in the short-term.

Policy 2C – To continue to streamline the Site Plan Review Process.

Strategy 2C1 – Monitor the site plan review process for further enhancements and clarifications.

On going implementation.

Strategy 2C2 – Create a permit application system on the Town's website.

Implement in the short-term and on going.

Strategy 2C3 – Continue to explore consolidating site plan and design review, when both are required, in an effort to provide efficient and comprehensive review of a proposed development.

Implement in the short-term.

Policy 2D – To revise the standards and broaden the scope of design review beyond the downtown business district to address historic and archaeological, scenic byway, and other concerns in the rest of the community.

One of the greatest outcries in neighborhood meetings was fear about what was perceived to be the loss of Bar Harbor's traditional, coastal New England character. The Design Review Board was set up in an attempt to keep the appearance of downtown development consistent with the surrounding architecture while respecting the rights of property owners. It is clear the Town has benefited from this necessary review. Because of the possible negative consequence of further development, the Town should consider, after the standards have been revised, extending the Board's jurisdiction.

All of the present review criteria should be reviewed by the Planning Director, Town attorney, Planning Board, and Design Review Boards so that they are measurable and consistent. New guidelines should address preservation of historic structures and archaeological sites, architectural design, access and parking, cumulative impact of lighting, temporary signage, and outdoor display of merchandise. Because there is currently no homogenous architecture new standards should allow for architectural diversification and evolution. Design review processes have improved in recent years, but additional adjustments and adequate staffing are still needed.

Strategy 2D1 – Revise design and sign standards in the LUO to reflect the Downtown Master Plan, design guidelines, and design drawings as they become available, and to broaden the scope of the Design Review Board to extend beyond the downtown business district to address historic and archaeological, scenic byway, and other concerns in other areas of Town (see 1H2, 1H3, and 1J2 above).

Implement in the short-term.

Strategy 2D2 – Study the villages of Hulls Cove, Salisbury Cove, and Town Hill to identify which features, structures, and visual aspects should be preserved, prepare and adopt standards in the LUO, and expand design review to those areas.

Implement in the mid-term.

Strategy 2D3 – Continue to review and adjust administrative processes and systems that support design review. Expand design review staff support, if necessary.

On going implementation.

Strategy 2D4 – Allow for signage plans, reviewed under design review, in the INSTITUTIONAL CAMPUS AREAS to address the unique signage needs of campuses.

Implement in the short-term.

Policy 2E – To continue allowing planned unit cluster development (PUD), and in some cases requiring it, to:

- preserve agricultural and natural resources
- provide buffers to the Park, other protected spaces, scenic byways, scenic vistas, and places identified on the Favorite Places map
- define boundaries of designated VILLAGES by providing visual breaks with natural and/or landscaped buffers

PUD and “clustering” in subdivisions are ways of protecting open space and maintaining rural character.

The Planning Board should monitor the effectiveness of recent changes to planned unit development provisions in the LUO and modify them further if necessary to make the process less cumbersome and emphasize the technique. One example of a modification is the requirement that the developed parcel may not have more than 50% of its land area as sensitive or critical natural resource areas. The Town may want to encourage or require PUD on these properties. New subdivision applications in designated VILLAGES should be encouraged and applications in designated RURAL and RURAL RESIDENTIAL AREAS should be required to prepare a sketch plan showing a planned unit development and clustered design. In designated RURAL AREAS, this strategy could encourage either quaint or inconspicuous developments, while allowing more area to be set aside from development as open or forested space. In designated VILLAGES it would encourage more traditional development such as that seen in Hulls Cove, Town Hill, Salisbury Cove, and Otter Creek, all of which reflect a traditional spin on the PUD and clustering concept, which the present LUO would not allow.

Strategy 2E1 – Adjust the LUO, if needed, to improve its functioning to accomplish the policies:

- of preserving and buffering open space, agriculture, forestry, and natural resources, scenic byways, scenic vistas, and favorite places
- of defining the boundaries of *villages*.

Implement in the short-term.

Strategy 2E2 – Determine whether the LUO should require planned unit and clustered development in designated RURAL and RURAL RESIDENTIAL AREAS and to protect:

- agricultural soils and active and inactive farms
- protected spaces
- scenic resources
- natural resources

Implement in the mid-term.

Strategy 2E3 – Evaluate the effectiveness of PUD provisions after each application.

On going implementation.

Policy 2F – To seek out information about flexible zoning techniques and to assess the pros and cons of their application in Bar Harbor.

On occasion, projects or development possibilities are proposed that do not fit the zoning requirements for the area. Because of the inflexibility in zoning, the project is discouraged or prohibited. Flexible zoning techniques could remedy this. These could include, for example, performance-zoning transfer of development rights, additional opportunities for incentive or bonus zoning, contract zoning, and floating zones. Before any of these appear on a town ballot, it is imperative that townspeople be well educated about the pros and cons and that enough time is allowed for this education process to take place.

On going implementation.

Policy 2G – To direct anticipated growth in population, commerce, and industry to suitable areas of Bar Harbor in ways that are compatible with its traditional character and that impose less expense on municipal services, and, in the process, simplify the Town's zoning strategy.

Areas are suitable if they are relatively free of natural resource constraints, and have public sewer and/or water where it is feasible to extend these facilities.

Bar Harbor is a town with unsurpassed natural beauty, a vibrant downtown, and numerous, small neighborhoods and villages, each with a strong identity.

It is this contrast between areas of largely untouched, natural beauty, downtown, and small, more compact villages that is the product of the Town's historical development. The designation of growth and rural areas reflects the Town's desire to preserve this traditional development pattern. To accomplish this basic policy, the Town must avoid suburbanization of the community.

Suburbanization is characterized by a development pattern of single-family homes on relatively large lots, no or limited public utilities, and little public open space.

This development pattern not only rigorously separates different types of land uses so that places of living are distant from places of work, education, shopping, service, and social activity, but also reliance on the automobile for even convenience items necessary. The village countryside pattern creates a system of residential neighborhoods in which privacy and large yards are traded against distance, isolation, heavy reliance on the automobile, intrusion into wildlife habitat, and loss of rural character.

The village and countryside pattern of settlement imposes less expense on municipal services, is easier to serve, and is less damaging to the Town's natural and scenic environment than a spread-out, automobile-oriented suburban pattern of settlement. It can also produce a high quality of life and comfortable living space. Therefore, the Town should direct development toward **VILLAGES, INSTITUTIONAL CAMPUS, and LIGHT INDUSTRIAL AREAS** and discourage development of **CRITICAL RURAL and RURAL AREAS**. To the extent that development does occur in **RURAL and RURAL RESIDENTIAL AREAS**, developers should be required to take measures to lessen the burden to serve it, for example, by building-in fire and other safety measures, and by expecting those residents that choose to build homes in those areas to be prepared to assume greater inconvenience and financial burden for health and safety needs.

This proposed pattern of village and countryside development must include an area of land sufficient to accommodate projected growth and to allow the proper working of the market place. It must also:

- work to assure ample opportunity for affordable housing within designated **VILLAGES and INSTITUTIONAL CAMPUS AREAS**,
- consider the impact of this policy on owners of **CRITICAL RURAL and RURAL AREAS**, development of which may be more restricted than at present.

It is essential that the Town understand the standards of design that will allow for greater density of development and produce desirable *villages*. Such standards should relate both to new construction and to rehabilitations and conversions of existing structures. They must demonstrate that a compact form of development will not threaten the value and character of established neighborhoods or natural systems, most notably, water quality. The standards must also be acceptable to the consumer who has become used to suburban choices (dead end streets, large lots, etc.). If necessary, the Town should seek assistance from design professionals.

Seven major types of growth areas, and two sub-areas, are designated and described on the Future Land Use map. These areas shall be refined during the implementation phase of the Land Use Plan.

The USGS *Nutrient Load and Estuarine Response Decision Support System* model, presented to the Town in April 2005, shall help the Town finalize locations of and conditions under which development takes place in the Northeast Creek watershed to reduce the nutrient load of built-out areas. The approach to creation of TOWN HILL VILLAGE will be further refined in a future planning process.

Seven growth areas are designated and described on the Future Land Use map:

- DOWNTOWN VILLAGE AREAS, which includes historic and business districts
- HULLS COVE VILLAGE AREAS, which includes historic and business districts
- OLD VILLAGE AREAS
- NEW VILLAGE AREAS
- TOWN HILL VILLAGE AREAS
- INSTITUTIONAL CAMPUS AREAS
- LIGHT INDUSTRIAL AREAS

Two major types of rural areas are designated and described on the Future Land Use map:

- CRITICAL RURAL AREAS
- RURAL AREAS.

RURAL AREAS should remain relatively open and rural in character, preserving current farm and forest uses. Suburban type residential development should be discouraged through density and design standards. It may also be discouraged with an annual limit on the number of building permits issued, and by limiting building permits in any subdivision to no more than three in any one year. Residential development that does occur may be required to be part of a PUD that preserves agricultural and natural resources, buffers Acadia National Park and other protected spaces, scenic byways, scenic vistas, and places identified on the Favorite Places map, and/or provide visual breaks with the boundaries of designated VILLAGE AREAS. Buildings should be sited in a manner that not only preserves the natural and visual environment by locating them in or adjacent to wooded areas as opposed to open fields, but also maintains the natural landscape to the maximum extent possible. Performance and design standards shall also be used to preserve rural character.

The remainder of the Town is designated RURALRESIDENTIAL to allow for a medium density, more suburban type of growth. Subdivision of parcels of fifteen acres or more may be required to be part of a PUD that preserves agricultural and natural resources, buffers the Park and other protected spaces, scenic byways, scenic vistas, and places identified on the Favorite Places map, and/or provides visual breaks with the boundaries of designated VILLAGES.

Buildings should be sited in a manner to preserve the visual environment by locating them in or adjacent to wooded areas as opposed to open fields and to maintain the natural landscape to the maximum extent possible. Performance and design standards should also be used to preserve visual rural character. The rate of development should be discouraged through density and design standards and may be discouraged with an annual limit on the number of building permits issued.

In implementing this policy, the Town shall consider an array of measures, including density and other land use regulations, public investments, transfer of development rights, density transfer fees, and/or other creative regulatory and other, non-regulatory approaches to direct growth and lessen its impact while providing a financial return to property owners in CRITICAL RURAL, RURAL, AND RURAL RESIDENTIAL AREAS.

Strategy 2G1 – Examine the LUO to determine whether design, road construction, performance, and other standards are conducive or harmful to the design of designated VILLAGES. To the extent necessary, the LUO should be amended to promote the desired village character.

Implement in the short-term.

Strategy 2G2 – DOWNTOWN VILLAGE AREAS are defined by:

- the shore, West, Eden, Spring, and Park streets in Downtown and
- along Route 3 to the outlet of Duck Brook

Existing historic districts shall be maintained and expanded, as appropriate. Business districts shall be maintained, except that boundaries may be adjusted to better reflect property lines.

Implement in the short-term.

Strategy 2G3 – In designated DOWNTOWN VILLAGE AREAS, the Town's land use policy permits smaller lot sizes and a wide array of uses, similar to what currently exist in the areas. New nonresidential uses, including community facilities, appropriately scaled retail, office, service, and other nonresidential uses suitable for a central business area and mixed-use village, shall be allowed. Existing nonresidential uses that are not necessarily neighborhood-oriented, particularly those located along Route 3, shall continue to be allowed. These may only undertake limited expansion as part of overall renovation and maintenance necessary to allow for continued economic operation of the properties. Development standards shall assure that any property that is expanded, converted, or developed in these areas, especially in historic districts, maintains the existing placement and design of buildings, restricts the use of front yards for parking and storage, provides sufficient off-street parking including satellite parking lots, controls access to serve the new uses, is well landscaped and protects adjacent areas from adverse impacts of the change. New buildings must be compatible with the historic character in terms of scale, placement, and use of materials. Development proposals shall undergo design review to assure compliance with these standards and a safe, comfortable and attractive pedestrian environment. Density of residential and nonresidential land uses shall reflect the traditional compactness of Bar Harbor's DOWNTOWN VILLAGE.

Implement in the short-term.

Strategy 2G4 – HULLS COVE VILLAGE AREAS are defined by:

- the vicinity of Route 3 between the Bluffs and the northern side of the Crooked Road
- on either side of Crooked Road between the shore and the gravel pit.

Implement in the short-term.

Strategy 2G5 – In designated HULLS COVE VILLAGE AREAS, the Town's land use policy permits smaller lot sizes and an array of uses, similar to what currently exist in the areas. New nonresidential uses, including community facilities, small scale, neighborhood oriented retail, office, service, and other nonresidential uses suitable for a mixed-use village, shall be allowed. Existing nonresidential uses that are not necessarily neighborhood-oriented, particularly those located along Route 3, shall continue to be allowed, but may only undertake limited expansion as part of overall renovation and maintenance necessary to allow for continued economic operation of the properties. Development standards shall assure that any property that is expanded, converted, or developed in these areas, especially in historic districts, maintains the existing placement and design of buildings, restricts the use of front yards for parking and storage, provides sufficient off-street parking including satellite parking lots, controls access to serve the new uses, is well landscaped, and protects adjacent areas from adverse impacts of the change. New buildings must be compatible with the character in terms of scale, placement, and use of materials. Development proposals shall undergo design review to assure compliance with these standards and a safe, comfortable and attractive pedestrian environment. Density of residential and nonresidential land uses shall reflect the traditional compactness of HULLS COVE'S VILLAGE.

Implement in the short-term.

Strategy 2G6 – OLD VILLAGE AREAS are defined by:

- the area of Hulls Cove in the vicinity of Route 3 and southeast Sand Point Road
- the current business areas along Route 3
- the area of Ireson Hill in the vicinity of Route 3 and west of Sand Point Road
- the areas of Salisbury Cove near Route 3 and Bayview Drive

Existing historic districts shall be maintained and additional districts shall be established in Salisbury Cove near the Post Office and along Old Bar Harbor Road.

Implement in the short-term.

Strategy 2G7 – In designated OLD VILLAGE AREAS, the Town's land use policy permits smaller lot sizes and uses, similar to what currently exist in the areas. New nonresidential uses, including community facilities, small scale, neighborhood-oriented retail, office, service, and other nonresidential uses appropriate to a village, shall be allowed. Existing nonresidential uses that are not necessarily neighborhood-oriented, particularly those located along Route 3, shall continue to be allowed. They may only undertake limited expansion as part of overall renovation and maintenance necessary to allow for continued economic operation of the properties.

Development standards shall assure that any property that is expanded, converted, or developed in these areas, especially in historic districts, maintains the existing placement and design of buildings, restricts the use of front yards for parking and storage, provides sufficient off-street parking, controls access to serve the new uses, is well landscaped and protects adjacent areas from adverse impacts of the change. New buildings must be compatible with the historic character in terms of scale, placement, and use of materials. Development proposals shall undergo design review to assure compliance with these standards and a safe, comfortable and attractive pedestrian environment. Density of residential and nonresidential land uses shall reflect the traditional compactness of existing OLD VILLAGES.

Implement in the short-term.

Strategy 2G8 – NEW VILLAGE AREAS are defined by:

- the area of Downtown defined by Spring Street, Cromwell Harbor Road, Eagle Lake Road, and the Acadia National Park boundary and Eden, Bloomfield, Cleftstone, and Eagle Lake roads
- the area of Hulls Cove and Ireson Hill along and south of Route 3, but not including the wetlands east of Hamilton Pond
- the area of Salisbury Cove along and south of Route 3, but not including Hamilton Pond and the wetland areas of Northeast Creek and the heath
- the areas of Town Hill along Route 102 south of Gilbert Farm (Hadley Farm) Road, and north of the cemetery, and on Indian Point Road east of Foxfield Farm Road, and on Crooked Road west of Frenchman's Hill

Implement in the short-term.

Strategy 2G9 – In designated NEW VILLAGE AREAS, new development, redevelopment, infill, and/or expansion along the edges of other VILLAGE AREAS, the Town's land use policy permits smaller lot sizes, similar to what currently exist in nearby VILLAGE AREAS and some nonresidential uses, including community facilities, small scale, neighborhood-oriented retail, office, service, and other nonresidential uses appropriate to a village.

Development standards shall assure that any property that is converted or developed in these areas, especially in historic districts, maintains the existing placement and design of buildings, restricts the use of front yards for parking and storage, provides sufficient off-street parking, controls access to serve the new uses, is well landscaped and protects adjacent areas from adverse impacts of the change. New buildings must be compatible with the historic character in terms of scale, placement, and use of materials. Development proposals shall undergo design review to assure compliance with these standards and a safe, comfortable and attractive, pedestrian environment. Density of residential and nonresidential land uses shall reflect the traditional compactness of Bar Harbor's existing villages or, in the case of Town Hill, with what is appropriate for a rural village. To this end, minimum lot size shall be at least four dwelling units per acre where sewer is available and at least two dwelling units per acre where public sewer is not available and where soils permit.

Implement in the short-term.

Strategy 2G10 – TOWN HILL VILLAGE AREAS are defined by:

- the area around Red Rock Corner north to Right of Way Road
- the area within approximately ¾ mile of Town Hill Center, extending north to Indian Point Road and south to the vicinity of Fogg Road.

Historic districts shall be established in TOWN HILL VILLAGE AREAS, if appropriate.

Implement in the short-term.

Strategy 2G11 – In designated TOWN HILL VILLAGE AREAS, the Town's land use policy permits smaller lot sizes and uses, similar to what currently exist in the areas. New nonresidential uses, including community facilities, small scale, retail, office, service, and other nonresidential uses appropriate to a village, shall be allowed. The array of allowed commercial and business uses shall be greater than that allowed in NEW VILLAGE AREAS, although the scale and intensity of development shall reflect standards to assure that the uses are good neighbors to nearby residential neighborhoods and properties. Existing nonresidential uses that are not necessarily neighborhood-oriented, particularly those located along Route 102, shall continue to be allowed. These, however, may only undertake limited expansion as part of overall renovation and maintenance necessary to allow for continued economic operation of the properties. Development standards shall assure that any property that is expanded, converted, or developed in these areas, especially in historic districts, maintains the existing placement and design of buildings, restricts the use of front yards for parking and storage, provides sufficient off-street parking including satellite parking lots, controls access to serve the new uses, is well landscaped and protects adjacent areas from adverse impacts of the change. New buildings must be compatible with the historic character in terms of scale, placement, and use of materials. Development proposals shall undergo design review to assure compliance with these standards and a safe, comfortable and attractive pedestrian environment. Density of residential and nonresidential land uses shall reflect a higher density than what occurs in other parts of Town Hill. To this end, density of TOWN HILL VILLAGE shall be at least two dwelling units per acre where public sewer is not available and where soils and nutrient loading allows and at least four dwelling units per acre if sewer becomes available.

Implement in the short-term.

Strategy 2G12 - INSTITUTIONAL CAMPUS AREAS are designated near:

- The Jackson Laboratory
- MDI Biological Laboratory
- College of the Atlantic
- MDI Hospital
- School Union 98

Implement in the short-term.

Strategy 2G13 – INSTITUTIONAL CAMPUS AREAS are intended to provide areas to accommodate several of the Town's major economic enterprises and educational institutions in campus-like settings with controlled access, extensive landscaping, buffers, performance standards, and other techniques to meet the needs of these institutions while promoting and preserving an attractive built environment.

Implement in the short-term.

Strategy 2G14 – LIGHT INDUSTRIAL AREAS are located off Crooked Road and Route 3 near Hulls Cove. Excavation shall continue to be an allowed use off Crooked Road and new, light industrial uses, possible in the form of a small, attractive business park, shall be encouraged in these areas. Development in these areas will be in a manner that discourages strip development, provides shared access, buffer zones, performance standards, and other techniques to promote well-planned, clean, business park and light industrial development.

Implement in the short-term.

Strategy 2G15 – RURAL RESIDENTIAL AREAS are defined by:

- an area including Pine Heath Road and Kitteridge Road, extending east from Route 102
- then extending north in the vicinity of Norway Drive
- east, through Frenchman's Hill, terminating on Crooked Road east of Town Hill Center

Implement in the short-term.

Strategy 2G16 – To help preserve the aesthetic rural character of designated RURAL RESIDENTIAL AREAS, the Town shall discourage the creation of lots along existing roads by increasing frontage requirements on existing state or town-owned roads to a minimum of 400 feet per lot and allow a minimum of 150 feet of frontage on internal public or private roads. Within this designation, the Town shall allow the creation of smaller lots for residential developments if the balance of the area needed to meet density requirements is permanently set aside for agriculture, forestry, or open space use. The size of these reduced lots shall be tied to the suitability of soils for on-site sewage disposal. Furthermore, to help improve the mobility of residents and preserve the character of state and town roads, Bar Harbor shall encourage developers to design and construct roadways that connect developments to offer residents alternative travel routes. Frontage requirements along these roads shall be 300 feet per lot and allow a minimum of 150 feet on internal public or private roads to encourage residential nodes or neighborhoods off interconnecting streets. The Town may encourage additional road and trail connections between subdivisions; where appropriate, recognizing that dead-end roadways and cul-de-sacs may be desirable in some places to protect important natural resources.

The predominant pattern of development in **RURAL RESIDENTIAL AREAS** is intended to consist of medium density development, similar to the current gross density of one dwelling unit per 4.61 acres⁵, broadly dispersed within other rural resources that significantly contribute to the community's character.

Implement in the short-term.

Strategy 2G17 – The pattern of future development laid out in this policy will involve the development of farmland soils, unique natural areas, valuable wildlife habitat, or currently undeveloped lands, some of which may currently be active farms or woodlots. Although these lands may not be central to the local or regional economy, they are important contributions to the Town's character. To minimize the loss of these lands, the Town shall:

- within designated **VILLAGES**, encourage the use of traditional neighborhood design, PUDs, and other measures to preserve these important areas, and interconnect the resulting place in carefully laid out open space plans
- within designated **RURAL** and **RURAL RESIDENTIAL AREAS**, may make such measures mandatory.

Implement in the short-term.

Strategy 2G18 – **CRITICAL RURAL AREAS** include flood prone areas, excessively and poorly drained soils, extensive areas of wetlands, coastal hazard areas, rare or exemplary natural communities, very large blocks of undivided and undeveloped land, and/or those sensitive natural areas that the community has identified as "Favorite Places and Distinctive Features". Small spots of **CRITICAL RURAL AREA** may occur within larger rural, transitional, and growth areas.

Implement in the short-term.

Strategy 2G19 – **CRITICAL RURAL AREAS** shall be off limits to virtually all development, except primitive recreation, forest management, wildlife management, emergency and fire protection activities, and harvesting of wild crops. Uses such as timber harvesting, agriculture, public education or research of natural sciences, and essential services may be suitable in these areas if they are carried out in a way that does not damage the resource or lower its value in meeting natural resource functions. Human activities that go on in these areas shall adhere to standards such as those presented in the state's model shoreland zoning ordinance.

Implement in the short-term.

Strategy 2G20 – The remainder of the Town shall be designated **RURAL AREAS**, which should remain relatively open and rural in character, providing long term protection of resource production, important natural features, large blocks of unfragmented habitat and open space, and scenic lands from incompatible development that threatens natural resource-based industries, working landscapes, or the character of Bar Harbor.

⁵ Calculated based on approximate number of units per acre of developed parcel.

Suburban type residential development shall not be allowed, except in designated RURAL RESIDENTIAL AREAS, areas that are intended to provide for limited, suburban or rural residential development opportunities.

New construction, which meets good neighbor standards, shall be sited in a manner to preserve the visual and natural environment by clustering development away from farms and woodlots, farmland soils, important natural and cultural resources, wildlife habitat, and scenic areas and by locating buildings in or adjacent to wooded areas as opposed to open fields to the maximum extent possible. PUD standards, as well as performance and design standards should be used to preserve rural character.

To help preserve the aesthetic rural character of RURAL AREAS, Bar Harbor shall discourage the creation of lots along existing roads. To accomplish this, the Town shall increase the lot frontage requirement to a minimum of 400 feet per lot on existing state or town-owned roads and to a minimum of 150 feet of frontage on internal public or private roads. Within this designation, the Town shall allow the creation of smaller lots for residential developments if the balance of the area needed to meet density requirements is permanently set aside for agriculture, forestry, or open space use. The size of these reduced lots shall be tied to the suitability of the site for on-site sewage disposal. Furthermore, to help preserve the character of state and town roads, Bar Harbor shall encourage trail connections between subdivisions.

Implement in the short-term.

Strategy 2G21 – Since one of the objectives of the Town's Future Land Use Plan is to direct growth away from designated CRITICAL RURAL and RURAL AREAS, not encourage undue growth in designated RURAL RESIDENTIAL AREAS, and to acknowledge that strong market forces may not support these goals, the Town shall investigate adopting different requirements for building permits and subdivision in CRITICAL RURAL, RURAL, and RURAL RESIDENTIAL AREAS than for designated VILLAGES and INSTITUTIONAL CAMPUS AREAS. Such adoption shall occur if the amount of growth exceeds the goal established for RURAL and RURAL RESIDENTIAL AREAS two years after adoption of other incentive-based and regulatory changes to the LUO. To this end, the Town shall investigate:

- limiting the number of building permits for new residential units granted each year in designated RURAL and CRITICAL RURAL AREAS to no more than 10% of the total number of permits granted town wide in the previous year. Furthermore, no more than three permits will be granted annually in any individual subdivision in designated RURAL and CRITICAL RURAL AREAS
- limiting the number of building permits for new residential units granted each year in designated RURAL RESIDENTIAL AREAS to no more than 20% of the total number of permits granted town wide in the previous year

Implement in the mid-term.

Strategy 2G22 – Explore the use of a transfer of development, density transfer fees, and other creative techniques to lessen the impact of growth while providing a financial return to property owners in CRITICAL RURAL, RURAL, and RURAL RESIDENTIAL AREAS.

Implement in the short-term.

Policy 2H – To plan for safe sewage disposal and other public investments in designated VILLAGES.

Both Hulls Cove and Town Hill are zoned to allow substantial new commercial and residential development. Hulls Cove has been the location used by local businesses looking for a less expensive area than Bar Harbor village. It already has water and sewer services, as well as the only existing industrial zone in Town. As these and other areas of the Town develop, consideration should be given to the need for other investments, including sidewalks, shade trees, and community facilities.

Town Hill, on the other hand, while still zoned for new development has neither town water nor sewer and poor soils in many areas. Yet the neighborhood has a number of undeveloped parcels that, when subdivided, will generate a large number of new subsurface wastewater systems. While there are some areas of better soils, recent studies suggest that unchecked development on poor soils in the area will compromise the quality of groundwater.

It is recommended that the Town Council and residents investigate at what point the area will need a water, sewer system, and/or decentralized waste water disposal systems, police station, increased fire protection, a traffic plan, and recreational or common areas.

On going implementation.

Policy 2I – To simplify the Land Use Map and Land Use Ordinance (LUO).

Residents have expressed concern about difficulty using the Land Use Map and LUO. The size of the ordinance and the way its requirements are laid out often require the user to go to multiple sections to identify all the requirements for a particular property. In some places, this layout has also produced internal inconsistencies with some requirements.

Strategy 2I1 – Adjust the Land Use Map and LUO as described in 2G above.

Implement in the short-term.

Strategy 2I2 – Review the LUO to identify problems in lay out and internal consistency and amend it accordingly.

Implement in the short-term.

Policy 2J – To watch over implementation of this Plan Update and monitor success in achieving its policies and goals.

If comprehensive plans are to address major community issues in a manner likely to yield positive results, they must clearly identify desired outcomes. They must also establish a means of measuring performance relative to these outcomes. Without a strong focus on outcomes, there is a tendency to equate success or failure mainly with effort rather than result. Such an emphasis not only hampers current planning efforts, but can also result in the long-term perpetuation of strategies that are ineffective or even counterproductive. The implementation of strong land use measures, for example, is an output that may or may not result in the desired outcome: that of most future development occurring in designated VILLAGES, INSTITUTIONAL CAMPUS, and LIGHT INDUSTRIAL AREAS.

This Plan Update allows the Town to take a fresh look at its policies and strategies and to place a greater emphasis on identifying positive outcomes and establishing targets or benchmarks to strive for and gauge progress. Setting benchmarks relative to designated VILLAGES, INSTITUTIONAL CAMPUS, LIGHT INDUSTRIAL, RURAL RESIDENTIAL AREAS, and RURAL AREAS is essential to gauge the Town's success at guiding growth. Even for plan goals that do not lend themselves to precise measurement, the exercise of discussing how success will be evaluated is an extremely valuable one.

Strategy 2J1 – Assign oversight of implementation and monitoring of success to the Town Council, with support from the Planning Director and Planning Board. The Town Council shall assign specific tasks and ensure that the overall implementation schedule is being followed. In addition, the Town Council with support from the Planning Director and Planning Board shall evaluate whether implemented policies are leading to positive outcomes, and specifically track progress on particular steps relative to benchmarks established in the plan. To initiate implementation, the Town Council shall:

- Schedule a kick-off workshop to discuss the logistics of implementation and reiterate the respective roles different parties will play in the process. Discuss plan specifics and views on how to best proceed.
- Thereafter, meet annually with each party responsible for implementation in the upcoming year to review and clarify strategies, refine the anticipated schedule for each year's activities, and reassign tasks if the party is unable to complete the task. If it is determined that implementation of certain steps is lagging or key performance benchmarks are not being met, develop a plan of action.
- Publish each year's implementation schedule and assess success in guiding growth based on the Future Land Use Plan, Goals and Policies, and specific benchmarks in the Annual Report (see 2J2 below) and regularly post progress on the Town's website.
- Display an enlarged version of the annual schedule at the Municipal Building and note progress.
- Annually, acknowledge and celebrate implementation efforts and progress toward achieving policies and goals.

Implement in the short-term.

Strategy 2J2 – Adopt benchmarks for Bar Harbor’s ten-year planning period to include⁶:

- 70% of growth occurs in designated VILLAGES and INSTITUTIONAL CAMPUS AREAS,
- 20% or less growth occurs in designated RURAL RESIDENTIAL AREAS
- 10% or less growth occurs in designated RURAL AREAS
- 90% of new accepted public roads and 70% or more of new roads constructed occur in designated VILLAGES, INSTITUTIONAL CAMPUS, and LIGHT INDUSTRIAL AREAS
- 40% of new development served by public sewer and/or water
- 10% or more of new year round housing affordable to those making 80% to 120% of the Town’s median household income
- 10% or more increase in amount of land permanently protected and at least 50% of key areas designated as CRITICAL RURAL successfully protected
- No decrease in number of active farms and no more than a 10% reduction in the amount of productive farmland

If, by at least the fourth year after adoption of the Comprehensive Plan Update, growth, particularly the percent of growth, is not being directed as desired in the Plan, the Town Council, with assistance from the Planning Director and Planning Board, will review the Plan’s strategies and adjust them to increase their effectiveness in meeting the benchmarks.

Implement in the mid-term.

Strategy 2J3 – Continue to invest in the Town’s Geographic Information System to assist in tracking changes to infrastructure and benchmarks of growth.

On going implementation.

GOAL #3 – To encourage economic development that increases job opportunities, has a low environmental impact, and supports a sustainable year-round economy.

Policy 3A – To prepare and adopt an economic development plan.

A number of Bar Harbor Comprehensive Plans have mentioned the desirability of year-round commerce, yet high land costs are a significant barrier and the Town lacks a vehicle to bring together the various viewpoints on this matter. The Town Council, in conjunction with the business community, should develop and adopt an economic development plan.

The Town is facing competing economic interests and serious issues that require careful balancing. The major economic drivers in the community are tourism, not-for-profit research, fishing, and possibly the retirement industry.

⁶ The Town Council requested background on these percentages. The percentages shown here are suggestions, placed here to provide the Town with quantitative benchmarks to aid the Town in evaluating whether growth is directed and occurring as called for in the Comprehensive Plan. Monitoring these benchmarks will assist the Council and Planning Board in determining how effective the strategies are for implementing the goals and policies specified in the Plan.

Two of the drivers are also of considerable statewide importance (Acadia National Park and the Town of Bar Harbor are the state's premier "first visit" driver for tourism and the two biological labs are important to the state's biomedical technology niche).

The economic development plan must consider the strategic plans of the major drivers. While tourism has dominated the Town's economy for more than a century, the community yearns for a sustainable year-round economy to support a broader array of retail goods and services and provide stable, year-round employment for its resident population. This is only likely to occur with the active involvement and support of the Town. Efforts to extend retail sales into the fall season have been successful over the last few years.

Bar Harbor is a job center for the region with many workers living off-island. These workers are a built-in market that, if tapped, could help the Town build a sustainable year-round economy.

Strategy 3A1 – Town Council, working with a consultant, shall create an economic development plan that explores untapped markets, investigates additional biomedical and other research opportunities, and balances competing interests:

- among various tourism sectors and the hospitality industry (see *policies 3B–I* below)
- among different fishing interests (see Goal 4 below)
- between the Town's not-for-profit research and education organizations' interest in maximizing use of their limited land resources with the community's concerns about character and environmental protection
- seasonal and year-round business interests

Implement in the short-term.

Strategy 3A2 – Identify and implement ways to support the strategic plans of Acadia National Park, the Jackson Laboratory, MDI Biological Lab, College of the Atlantic, MDI Hospital, the hospitality industry⁷, and the fishing industry, including regulatory and capital support, as appropriate.

Implement in the short-term.

Strategy 3A3 – Amend the LUO to encourage creative approaches to site utilization, encouraging year-round growth that protects the natural environment, reduces impervious surface and parking areas (exchanging parking requirements, for example, for support of the Island Explorer or other alternative transportation options), and allows greater floor area ratios and higher structures when these fit into the natural topography and do not negatively impact on viewsheds or surrounding areas.

Implement in the short-term.

⁷ The hospitality industry includes lodging, restaurants, and specialty retail.

Strategy 3A4 – Continue to work with the Chamber of Commerce, local businesses, cultural organizations, and the National Park Service to explore ways to help build community and to further extend retail activity from fall tourism into the winter months with events, promotions, coordination of merchants and lodging establishments, winter closure standards, and access to the Park for low intensity winter activities.

Implement in the short-term and on going.

Strategy 3A5 – Identify and implement ways to encourage the relatively permanent population of in-town commuters to spend more time, and money, in Bar Harbor. Work with the Chamber of Commerce, local merchants, and non-resident workers to identify the uses, services, and/or activities that appeal to this group to help build a sustainable year-round economy.

Implement in the mid-term.

Strategy 3A6 – Encourage a geographically closer linkage between employment and housing opportunities by allowing mixed uses and higher densities of new, affordable residential development near employment opportunities in Downtown and other areas of Town where both housing and job creation might work hand-in-hand. Work with major employers to explore opportunities for joint efforts to create affordable housing for employees.

Implement in the short-term.

Strategy 3A7 – Prepare an economic plan for Town Hill to balance the service needs of the area with the desire of the residents who live there to create a village environment.

Implement in the short-term.

Strategy 3A8 – Explore the benefits to the Town through the creation of an Economic Development Planner in the Planning Department.

Implement in the mid-term.

Strategy 3A9 – Work with the Chamber of Commerce to catalog year-round businesses as a way to gauge progress toward building a sustainable year-round economy.

Implement in the mid-term.

Policy 3B – To encourage light industry that creates products on-site for sale or distribution and other year-round employment.

Mount Desert Island is remote, its ecosystem is fragile and its scenery magnificent; therefore, any year-round commerce should have a low environmental impact. Appropriate industries might include, for example, scientific research, environmental research, medical research, computer-related companies, small manufacturing groups, as well as arts and cultural industries such as recording studios, arts production facilities and other related commercial arts industries. It is recommended that the economic planning committee make inquiries and encourage visits from interested parties.

Strategy 3B1 – Make inquiries and encourage visits from appropriate, interested groups.

On going implementation.

Strategy 3B2 – Use creative techniques to help subsidize the high cost of real estate, identify suitable locations for new and/or expanding light industries, and/or address other disincentives for light industry to locate in the Town, including but not limited to:

- purchase and sale of property to desired industries at favorable terms and/or reduced rates
- create a business park with space reserved for desired industries
- tax increment financing that directs funds back to industries to underwrite land acquisition and development expenses
- reduced lot area requirements compatible with surrounding development
- contract, floating, and/or overlay zones to support business park and office-like development

Implement in the mid-term.

Strategy 3B3 – Encourage area institutions and employers such as The Jackson Laboratory and the College of the Atlantic to provide a job training program to help Town residents secure or advance into better paying, year-round employment that otherwise would be held by off-island commuters.

On going implementation.

Policy 3C – To continue to restrict the development of commercial amusements.

Townpeople continue to be concerned that commercial amusements will degrade Bar Harbor. The Town should continue to restrict the development of go-carts, miniature golf, water slides, and related outdoor commercial amusements. This limitation should not preclude the allowance and encouragement of indoor amusements to serve year-round use or cultural uses. Examples of uses that may be allowed and encouraged are indoor bowling, skating, movie and stage theaters, and buildings for performance art and music.

Strategy 3C1 - Evaluate the use of commercial amusements to continue to exclude those that are not located in a building.

Implement in the short-term.

Strategy 3C2 - Define and allow commercial amusements that promote year-round usage as well as cultural pursuits. Encourage such uses in the downtown area; but allow the use in other commercial areas in the Town with restrictions to discourage "strip" corridor development. Require design criteria to maintain pedestrian scale (for example, façade treatment and windows at street level) for downtown applications and maintain scenic quality and views outside of the downtown area.

Implement in the short-term.

Policy 3D – To encourage home occupations or "cottage industry."

Home occupations are businesses that are operated from one's house and are often year-round endeavors. Cottage industry is arguably the cornerstone of the traditional Maine economy. As such, it is our cultural heritage and worthy of recognition. However, some home occupations and cottage industries have greater impacts on surrounding properties than others and need better management and oversight.

For example, some businesses like accountants who operate a home office, are entirely enclosed within a home, have no employees, do not draw customers to the site, and except for a small sign, may not look any different from surrounding homes. Others, like event caterers, though entirely located within a portion of the home, may have a few employees who are not family members or may periodically need additional employees who primarily work off-site for short periods. In addition, others like sign manufacturers or small engine repairers, may include manufacturing or servicing activities that require larger, separate structures, barns, or garages behind the home, employ a few employees, and draw some customers to the site. Differences in impacts of home occupations should be reflected in permitted locations and conditions.

Strategy 3D1 – Review and amend the LUO so that those with a home occupation may hire a non-family member and adopt performance standards for traffic, noise, hours of operation, and other impacts to assure that they are not overly restrictive, but provide adequate oversight to protect negative impacts on neighbors.

Implement in the short-term.

Strategy 3D2 – Allow home occupations that are entirely contained within existing residential structures (home, garage, barn) everywhere residential uses are allowed. Allow home occupations that have no more than two regular or occasional employees who are not family members on collector roads like Crooked Road, Knox Road, Hadley Farm Road, Eagle Lake Road, and Norway Drive. Allow home occupations with separate structures that house operations and with greater potential impacts from normal operations and greater non-resident employee and customer visits along larger collectors and arterials like Route 3 (without intrusion on the scenic byway), Route 102, and Otter Cliff Road.

Implement in the short-term.

Policy 3E – To manage cruise ship and tour bus visitation.

Visiting cruise ships and tour buses are good sources of business for our tourist trade. The visitors are interested in shopping and usually have a meal or two in Town. In many cases, that meal is a lobster so that fishermen also benefit from these visits. The groups use buses or walk; therefore, they are "energy efficient."

However, as these groups are ferried to and from the ships, the on and off loading of the buses creates significant congestion, albeit short-term, at the Town pier and the number of passengers from larger ships, combined with other tourists, sometimes exceed the capacity of sidewalks and other amenities in the Downtown. The collaborative work by the Harbor Committee, and Parking Committee, and Chamber of Commerce is one of the recommended ways to address the problem (also see policy 4B).

The public meetings for the comprehensive plan underscored considerable concern and differences of opinion regarding the impact of the cruise ship industry on the local economy and community.

While some commercial interests strongly support continued development of the cruise industry as a way to expand the tourism season, other commercial interests and many residents are concerned that the cruise ship industry has reached the tipping point beyond which its continued development could jeopardize the community's prior good work in expanding fall tourism. Some residents are concerned that additional cruise industry development, and even the current level of development, could change the character of the Town and make it a less desirable place to live and work. A destination management study of Bar Harbor as a cruise ship destination, sponsored by the Chamber of Commerce, MDOT, and CruiseMaine, is currently in process.

Strategy 3E1 – Recognize that the community is in a good position to manage impacts of the cruise industry because Bar Harbor and Acadia National Park are an important stop for the industry.

On going implementation.

Strategy 3E2 – Recognize that the issues confronting Bar Harbor are common to many smaller ports of call throughout North America including Alaska, the Caribbean, and Key West. In fact, Alaska has recently adopted a \$50/passenger fee to address some of the impacts of cruise ships on communities. Look to these communities and monitor Alaska’s initiative for guidance on how to improve the management of cruise ships on small, local economies.

Implement in the short-term.

Strategy 3E3 – Develop transportation, transit, and master plans for the Downtown which recognize that the entire Town, including retail stores and restaurants, as well as other businesses, residents, and employees benefit from minimizing vehicular conflicts in Downtown and develop a more pedestrian-friendly business and mixed-use center.

Implement in the mid-term.

Strategy 3E4 – Improve the logistics for tours of the Acadia National Park and other area tours. Reduce congestion in Downtown by continuing to explore alternative off-loading and tour bus strategies, including but not limited to:

- on multiple cruise-ship visit days, off-loading cruise ships and loading tour buses near to, but outside of, Downtown, including but not limited to the Ferry Terminal currently being studied
- creating a second central bus loading location to supplement the existing site at the Village Green
- carefully coordinating off-loading with Island Explorer schedules
- providing passengers with more Town information and walking tour maps when they disembark
- promoting walking tours over coach bus tours
- supporting a public-private partnership for an in-town shuttle

Implement in the mid-term.

Strategy 3E5 – Limit the number of cruise ship passengers per day and further restrict the timing and activities of ships to minimize conflicts with the community and maximize advantages to local retailers and restaurants.

Implement in the short-term.

Strategy 3E6 – Continue to monitor effects of the cruise ship industry including decreased automobile impacts, rate of return of visitors, and average visitor spending.

On going implementation.

Strategy 3E7 – Provide a high quality visit from cruise ships supported in part by infrastructure improvements and passenger amenities creating a higher demand. Fund this effort through fees directly from the cruise ship companies.

Implement in the short-term.

Strategy 3E8 – Continue to allow two tour buses only on the pier in order to protect the quality visit of other tourists, as well as to provide fishermen with adequate access to the Pier.

On going implementation.

Policy 3F – To continue to focus most of the Town’s commerce and employment in Downtown and/or near major arterials while allowing for a reasonable, but limited, number of small-scale retail and services to meet the daily needs of local residents in smaller mixed use, village, and Downtown residential neighborhoods.

Strategy 3F1 – Amend the LUO to allow a reasonable, but limited, number of small-scale, neighborhood retail/services and mixed-use development in the Town’s smaller villages while ensuring that there are not an inordinate number of commercial uses in a predominantly residential neighborhood through the use of performance standards.

Implement in the short-term.

Strategy 3F2 – Support businesses that provide goods and services year-round.

On going implementation.

Policy 3G – To continue to support a vibrant and healthy Downtown.

Strategy 3G1 – Continue to support investment, implementation, and updating of the Downtown Master Plan, reinforcing the unique character and form of Bar Harbor village through:

- village design improvements, including safe sidewalks with pedestrian-scaled lighting and appropriate signage
- adopting and using of design principles and guidelines
- reinforcing distinct character areas with appropriate investments and regulations
- improving local streetscapes and key intersections based on pedestrian, bicyclist, and transit needs and the street’s relationship to adjacent and future land uses as the main priority
- improving entrances to Downtown to make them appropriate gateways
- monitoring and improving queuing, parking, and traffic flow

Implement in the short-term and on going.

Strategy 3G2 – Review and adjust sign regulations so that they provide appropriate protection of the character of Downtown, including temporary signage, corporate sign faces, and possible sunset clauses, while removing arbitrary regulation and streamlining the review process.

Implement in the short-term.

Strategy 3G3 – Prepare a guidebook for new businesses to assist in understanding both the services available to businesses and local requirements and regulations.

Implement in the mid-term.

Strategy 3G4 – Provide incentives for growth of businesses that provide goods and services year-round, e.g. grocery stores.

Implement in the short-term and ongoing.

Policy 3H – To encourage and support regional economic development.

Strategy 3H1 – Work with the entire Down East area to improve services, image, and marketing.

Implement in the mid-term.

Strategy 3H2 – Work with existing organizations such as the MDI League of Towns and the Hancock County Planning Commission to coordinate this effort.

On going implementation.

Policy 3I – To encourage growth of the arts as an industry.

Strategy 3I1 – Provide incentives in the LUO to promote the development of group studios, artists in residence, and music and stage performances.

Implement in the short-term.

Strategy 3I2 – Streamline review processes for museums and galleries.

Implement in the short-term.

GOAL #4 – To protect Bar Harbor’s marine resources industry, its coves and harbor and to promote access to the shore for commercial fishermen and the public.
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Policy 4A – To adopt a Harbor Management Plan and update and maintain the 1996 Waterfront Master Plan.

Commercial and recreational activity in the Harbor continues to increase over past years.

Strategy 4A1 – Hire a consultant to work with the Town to prepare a Harbor Management Plan and update the Waterfront Master Plan to guide balanced utilization of the Harbor, addressing the needs of both commercial and working waterfront activity with residential and recreational boaters.

Implement in the mid-term.

Strategy 4A2 – Continue to invest in Harbor infrastructure, including but not limited to the Harbor Master's Office, expansion of Harborview Park, and structured and other parking.

On going implementation.

Strategy 4A3 – Continue to monitor Town appropriations, revenues, and fees and adjust them as appropriate to meet the needs for investment in marine infrastructure.

On going implementation.

Policy 4B – To promote the maintenance and revitalization of the Town's harbor for fishing, transportation, and recreation.

Congestion at the Town floats and moorings during cruise ship visits is significant, affecting not only the passengers being ferried and yacht-docking activity but also the fixed gear of commercial lobstermen as well. Coordination with private facility owners would ease this congestion as well as offer limited protection for the fishing fleet.

Harbor mooring is essentially closed to new vessels, though there are mooring in other areas of the community. While there is room for additional moorings, the lack of tenders and availability of parking in the Downtown limits the siting of additional moorings. The Town plans to expand shore side dockage to accommodate dinghies on its eastern pier. There are currently no dredging needs in the harbor, though dredging would likely be needed if harbor facilities were expanded at Harborview Park.

Strategy 4B1 – Continue to monitor the effectiveness of the Town's mooring plan, updating and revising it as necessary.

On going implementation.

Strategy 4B2 – Continue to give mooring preferences to local, commercial fishermen. If parking is expanded in the Downtown, add additional moorings to meet growing demand of recreational vessels.

On going implementation.

Strategy 4B3 – Promote the use of the Town Pier for commercial and local fishermen; investigate expanding capacity for recreational boating and short-term mooring or parking, and Hadley Point as an option for recreational boats.

On going implementation.

Strategy 4B4 – Continue setting aside, and consider increasing, parking on the Town Pier for commercial fishermen.

On going implementation.

Strategy 4B5 – Continue to work with the Coast Guard, pilots, and the National Oceanic and Atmospheric Administration (NOAA) to identify recommended travel routes for larger vessels as well as continue to support public education of various harbor users (cruise lines, kayak companies, whale watch operators, etc.) to help them understand and appreciate conflicts with commercial fishermen and use the recommended routes.

On going implementation.

Strategy 4B6 – Evaluate Harborview Park for possible public uses; conduct feasibility studies for future expansion of use of the Pier or expansion of the Pier itself.

Implement in the mid-term.

Policy 4C – To manage the marine environment, coastal islands, and their related resources, to preserve and improve the ecological integrity and diversity of marine communities and habitats, to expand understanding of the productivity of the Gulf of Maine, and to enhance the economic value of the Town's renewable marine resources.

Strategy 4C1 – Continue to support the private operation of a gray water disposal pump out facility in the harbor.

On going implementation.

Strategy 4C2 – Continue financial and political support of the Marine Resources Committee and other groups engaged in efforts to monitor, improve, and manage the Town and region's marine resources industries, including the quality of marine waters and associated habitats.

On going implementation.

Strategy 4C3 – Closely monitor water quality and marine resources in the Hadley Point area and take steps to protect marine resources from the negative impacts of increased use of the Town's boat launch, ongoing resource harvesting, and/or aquaculture activities.

One possible step includes restoring eelgrass beds that may function as a buffer between leased aquaculture areas and clam-flats. Another is extending harvesting closures for longer periods.

Implement in the short-term and on going.

Strategy 4C4 – Continue efforts to restore clam-flats and eelgrass beds near Hadley Point and, if successful, expand restoration efforts to other areas of the Town.

On going implementation.

Strategy 4C5 – Monitor the effects of approved aquaculture efforts and promote aquaculture with controls to protect natural fisheries and water quality.

Implement in the short-term and on going.

Strategy 4C6 – Support development and adoption of management plans for Frenchman's Bay, Mount Desert Narrows, Eastern Bay, and Western Bay.

These are continual projects and implemented throughout the life of the Plan.

Strategy 4C7 – Continue investigation of use of the Bar, prepare, and implement a strategy to address any identified negative impacts, while protecting public use and access to the waterfront. In addition, closely monitor water quality and marine resources (in particular, soft-shell clams) in the Bar area and take steps to protect marine resources from the negative impacts of increased development and increased boat traffic along the Bar Harbor Waterfront.

Implement in the short-term.

Strategy 4C8 – Review performance standards in the LUO for private piers that are not related to the Town's marine resources industry, in the LUO to address concerns about location, size, scale, and visual impact.

Implement in the short-term.

Strategy 4C9 – Review performance standards for possible restriction of the construction of private piers, not related to the Town's marine resources industry, in Western Bay.

Implement in the short-term.

Strategy 4C10 - Discourage use of herbicides and pesticides in the shoreland zone.

Implement in the short-term.

Policy 4D – To support shoreline management that gives preference to water-dependent uses over other uses, that promotes public access to the shoreline, and that considers the cumulative effect of development on coastal resources.

The traditional points of access to the shore are not always deeded and are being closed off as the land becomes more developed. The Harbor Committee should make a list of potential sites for public access as well as develop possible acquisition strategies.

On going implementation.

Policy 4E – To prevent growth and new development in coastal areas where, because of coastal storms, flooding, land slides, or sea-level rise, it is hazardous to human health and safety (see policy 2G above).

Implement in the short-term.

Policy 4F – To encourage and support existing cooperative state and municipal management of coastal resources.

On going implementation.

Policy 4G – To continue to protect and manage critical habitat and natural areas of Town, state, and national significance and to maintain the scenic beauty and character of the coast, even in areas where development occurs.

The Planning Board and Planning staff should continually monitor development for encroachment on state and federal-designated essential, rare, and important habitats and species, such as eagles' nests, as well as exemplary natural communities. Additionally, steps should be taken to warn kayak and boating enthusiasts from getting too close to wildlife, particularly to seals, because seal studies in the Gulf of Maine have shown the effect of such visits to be damaging.

On going implementation.

Policy 4H – To expand the opportunities for outdoor recreation and encourage appropriate coastal tourist activities and development.

Strategy 4H1 – Acquire rights-of-first-refusal for waterfront properties at Clark Cove, Northeast Cove, and other appropriate locations. If properties are secured, address existing and/or anticipated parking needs to provide public access without creating nuisances for adjoining property owners.

Implement in the short-term.

Policy 4I – To restore and maintain the quality of our fresh, marine, and estuarine waters in order to allow the broadest possible diversity of public and private uses.

Strategy 4I1 – Provide funding for monitoring water quality of Town beaches and coastal waters, particularly when cruise ships are anchored in the harbor, and continue to participate in the Maine Healthy Beaches Program. Adopt ordinances and regulations, as appropriate, to address identified water quality issues and protect coastal and marine waters.

Implement in the short-term and on going.

GOAL #5 – To plan for, finance, and develop an equitable, effective, and efficient system of public services which will accommodate anticipated growth and development.

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Policy 5A – To create an Economic Development District to fund downtown infrastructure and seasonal municipal facilities and services that are specific to commercial areas.

A Development District is a quasi-municipal entity that has the ability to raise monies and/or levy assessments from a specific section of a municipality to be used for improvements and services to that section of the community. Improvements might include placing utilities underground, landscaping, streetscapes, pedestrian friendly areas, and parks; services might include but not be limited to taxi funding, walking foot patrols, increased trash disposal, and hiring a restroom attendant, among others.

Strategy 5A1 – Appoint an advisory committee to design a charter for the Economic Development District and list eligible improvements and activities.

Implement in the short-term.

Strategy 5A2 – Adopt the charter and create the Economic Development District.

Implement in the short-term.

Strategy 5A3 – Monitor the effectiveness of the Economic Development District and revise its charter and list of eligible improvements and activities, as needed, to fulfill its mission.

Implement in the mid-term and on going.

Policies 5B – To develop a Plan for ongoing investment to maintain, protect, and expand, where necessary, the Town’s infrastructure.

The stormwater, sewer, water, solid waste management, parks and open space, school, road, pedestrian, and bicycle, and public safety systems all have physical components with documented maintenance needs. The Town has made significant progress in managing its capital facilities since adoption of the last Comprehensive Plan and should continue to effectively plan its Capital Improvement Program (CIP).

Strategy 5B1 – Use documented maintenance needs to help prepare the Town's annual CIP and Planning Board's review of development proposals.

On going implementation.

Strategy 5B2 – Exempt minor Town facility projects that have been approved through the budget process at Town Meeting from review under the LUO. Major Town facility projects that were reviewed by a Committee, Task Force or the Town Council will also be exempt.

Implement in the short-term.

Policy 5C – To continue to ensure clean and efficient operation of the sewer system. Implement improvement and expansion as specified in the Combined Sewer Overflow (CSO) Master Plan and to support the Town’s Future Land Use Plan.

Since 1993, the Town has made substantial upgrades to the sewer system including a new wastewater treatment plant, reconstruction of the Hulls Cove treatment plant and pump station, and odor treatment improvements. Average flow for the two plants is about 50% and 42% of design capacity, respectively. The Town also addressed some inflow and infiltration issues by repairing and upgrading sewer lines and by reducing the amount of grease entering the lines by adopting a grease interceptor ordinance. Subsurface sewer lines and basins were replaced; new sewer lines and manholes were installed, and flow meters were installed. The Town adopted a five-year plan to prevent stormwater from entering the wastewater system and installed standby power at several locations. The Town has been spending about \$225,000 annually to remedy infiltration and inflow to alleviate problems based on the CSO Master Plan. These improvements will be completed by FY 08, ahead of the Maine Department of Environmental Protection’s schedule of FY 13.

Strategy 5C1 – Continue to invest in maintenance and improvement of the system as recommended in the CSO Master Plan, as updated.

On going implementation.

Strategy 5C2 – Expand the sewer system within designated VILLAGES, INSTITUTIONAL CAMPUS, and LIGHT INDUSTRIAL AREAS as needed to support planned, compact development patterns that protect groundwater resources.

On going implementation.

Strategy 5C3 – Continue to research alternative sewage treatment techniques and amend the LUO as appropriate.

On going implementation.

Policy 5D – To maintain existing and construct new public facilities, acquire additional property to be used for public safety, public works, structured and other parking in Downtown, including satellite parking facilities, affordable housing for year-round workers, a composting center, school activities, and other public purposes.

The Town maintains more than a dozen buildings and has long-term leases with Kids Corner, the Island Explorer, the YMCA, and Harbor Place. Over the coming years, the Town anticipates needed investments in the public safety facility, possibly needing a stand-alone Police Department in Bar Harbor village, a new Town garage, enclosure of sand and salt pile, ongoing maintenance at the Connors Emerson School, historical renovation and repair of the municipal building, replacement of fishermen and visitor floats, and replacement or expansion of the Harbor Master's office. Additionally the sewage treatment plant may need expansion. If the sand and salt pile is moved, the Town will be required to enclosed it.

The Town shall conduct an overall review of all town facilities is necessary to evaluate how best to use the facilities that the Town owns, consolidate facilities if feasible, provide the most efficient delivery of service, and, determine the needs for new facilities. There is a chronic issue with lack of parking Downtown; purchasing land as it becomes available and constructing structured parking could help to alleviate this problem.

Strategy 5D1 – Prepare a master plan for all town facilities. The goals of the plan are to:

- determine how best to utilize Town owned facilities
- determine what facilities need renovations, expansion, or replacement
- plan for future acquisition of land for new facilities and services

Implement in the short-term.

Strategy 5D2 – Continue to prepare a CIP and annually invest in anticipated, as well as unanticipated, public improvements, and utilize the CIP to help implement the Town's Future Land Use Plan.

On going implementation.

Strategy 5D3 – Include in the CIP and annually appropriate funds to acquire property and invest in facilities and equipment to meet the Town’s needs.

On going implementation.

Strategy 5D4 – Explore the need for a new municipal position of facilities manager to oversee public facilities.

Implement in the short-term.

Strategy 5D5 – Conduct a feasibility study to assess future space needs for both the Police and Fire Departments. This study’s goal is to determine if facility renovations, a new facility, and/or the expansion of a branch facility are necessary to serve designated VILLAGES.

Implement in the short-term.

Strategy 5D6 – Lead an effort to expand parking, including but not limited to parking garages and satellite parking areas.

Implement in the mid-term.

Strategy 5D7 – Complete the historic renovation of the municipal office floor of the Municipal Building and evaluate the highest and best use of other floors.

Implement in the short-term.

Policy 5E – To continue to maintain, update, use, and develop better systems for tracking maintenance and repair needs for Town’s infrastructure.

The Town should continue to support and, where appropriate, develop new systems to track maintenance and repair needs for the road system, sewer system, water system, sidewalks, stormwater system, and underground utilities. Furthermore, the Town should continue to utilize the most up-to-date method for mapping all underground utilities, including geographic positioning systems, and make that information readily available.

Strategy 5E1 – Continue to invest in the means and equipment necessary to comply with new federal auditing requirements.

On going implementation.

Policy 5F – To continue to maintain clean and safe public restrooms and locate additional public restrooms in Downtown, Agamont Park, Hadley Point, and other locations frequented by tourists and/or residents.

Strategy 5F1 – Continue to maintain clean and safe restrooms in Downtown.

On going implementation.

Strategy 5F2 – Locate additional public restrooms in the Downtown area.

Implement in the mid-term.

Strategy 5F3 – Provide restrooms at Hadley Point.

Implement in the long-term.

Policy 5G – To continue to ensure clean and efficient operation of the present water system and plan for improvement and/or expansion as specified in the Water System Master Plan or to support the Town's Future Land Use Plan.

Strategy 5G1 – Invest in maintenance and improvements of the system as recommended in the Water System Master Plan, as it may be updated or at least by FY09 when the Town will be required to address federal part 2 drinking water rules.

On going implementation.

Strategy 5G2 – Expand the water system within designated VILLAGES, INSTITUTIONAL CAMPUSES, and LIGHT INDUSTRIAL AREAS as needed to support planned, compact development patterns that protect groundwater resources.

Implement in the short-term.

Policy 5H – To continue to monitor the water quality of Eagle Lake and Bubble Pond and limit any activity on Eagle Lake which could affect the rating of the water and trigger additional treatment requirements.

The present rating of Eagle Lake and Bubble Pond water is very good. Recently the state and federal government have been requiring filtration treatment for municipal water supplies. Such a requirement would cost the Town ratepayers considerable money. It is therefore in the Town's best interest to continue to monitor water quality and lake activities and take any action needed to protect the rating of the water.

Strategy 5H1 – Continue working with Acadia National Park to monitor water quality of Eagle Lake and Bubble Pond and manage the watershed.

On going implementation.

Strategy 5H2 – Develop an emergency response plan to address accidental spills in the event of vehicle accidents near Route 233 and, to a lesser extent, on the Park Loop and Cadillac Mountain access roads.

Implement in the short-term.

Strategy 5H3 – Work with Acadia National Park to closely monitor activities near the boat launch (including introduction of invasive aquatic weeds), system intake, and the busy crossroads on the carriage road network and avoid future alterations or enhancements that would draw more activity to the area.

On going implementation.

Strategy 5H4 – Take additional steps necessary to assure continued federal waiver from filtration requirements.

Implement in the short-term and on going.

Policy 5I – To continue to limit the use of Town bonds for major or unanticipated projects and to implement the Town's Future Land Use Plan.

The CIP fund saves money in two ways: it earns interest and it saves the expenditure of interest on bond paybacks. It is the responsibility of the Town Manager and the school system to accurately predict needed repairs or capital projects and make sure that they are in the CIP schedule.

Strategy 5I1 – Continue to not only use reserve accounts and consider impact fees and other techniques to limit the use of Town bonds for major or unanticipated projects but also to maintain the Town's high bond rating.

Implement in the short-term and ongoing.

Policy 5J – To place the financial burden for meeting health and safety needs in designated RURAL and RURAL RESIDENTIAL AREAS on those residents who choose to build homes in those areas.

Strategy 5J1 – Limit capital spending for public sewer and water and the siting of emergency services, playgrounds, and educational and community buildings to designated VILLAGES, INSTITUTIONAL CAMPUS, and LIGHT INDUSTRIAL AREAS.

Implement in the short-term.

Strategy 5J2 – Require developers and homeowners in designated RURAL and RURAL RESIDENTIAL AREAS to invest in and/or construct facilities and personal infrastructure like stormwater management systems, fire ponds and residential sprinklers as an alternative to public investment to assure that the health and safety of those who choose to build and/or live in those areas is adequately addressed, but not at public expense.

Implement in the short-term.

Policy 5K – To balance the contribution of tax-exempt property to the Town's economy with its demand on public services.

Strategy 5K1 – Work with nonprofit owners of property to encourage that payments in lieu of taxes are adequate to cover expenses associated with providing public services for their properties.

Implement in the short-term and on going.

Strategy 5K2 – Prepare public educational information about the benefits of nonprofits to the community, including but not limited to the number of jobs and economic multipliers.

Implement in the mid-term.

Strategy 5K3 – Investigate the use of Economic Development Districts for INSTITUTIONAL CAMPUSES and tax-exempt properties.

Implement in the mid-term.

Policy 5L – To update minimum standards for public and private roads that include varied requirements for pavement width tied to the land uses served and the anticipated average number of trips that will be generated. To expedite the procedure for accepting roads in designated VILLAGES, INSTITUTIONAL CAMPUS, and LIGHT INDUSTRIAL AREAS and not accept roads in designated RURAL and RURAL RESIDENTIAL AREAS unless they reflect Town plans for new roadways and/or east-west connections within the community.

The Town Council should review the standards for Town roads and amend them to assure safe and adequate access for emergency personnel, vehicles, and equipment and to encourage east-west connections across the island. Depending on the number of houses or other criteria deemed important, roadway standards should vary. Acceptance of roads in designated VILLAGES, INSTITUTIONAL CAMPUS, and LIGHT INDUSTRIAL AREAS should be automatic if built to the correct specifications.

Strategy 5L1 – Update minimum standards for both public and private roads. Not only should standards for minimum width, as well as other criteria, vary to reflect the number and type of land uses anticipated but also determine the use of the roadways while providing safe and adequate access for emergency personnel, vehicles, and equipment. In general, pavement widths and intersection crossing areas should be designed to minimize impervious area and promote a pedestrian atmosphere and livable residential neighborhoods.

Implement in the short-term.

Strategy 5L2 – Update the Town Council policy for accepting roads built to town standards in designated VILLAGES, INSTITUTIONAL CAMPUS, and LIGHT INDUSTRIAL AREAS and not accepting roads in designated RURAL and RURAL RESIDENTIAL AREAS to discourage the proliferation of roads in those areas of the community unless they reflect Town plans for new roadways and/or east-west connections within the community.

Implement in the short-term.

Strategy 5L3 – To require new development in designated RURAL RESIDENTIAL and RURAL AREAS to disclose in deeds, plans, and marketing materials that the roads in the development are and will remain private and shall be maintained by a homeowners association unless they reflect Town plans for new roadways and/or east-west connections within the community.

Implement in the short-term.

Strategy 5L4 – To continue to utilize the subdivision review process as a planning tool and require applicants to show a full potential build-out in order to plan for future infrastructure and roadway needs.

On going implementation.

Policy 5M – To ensure efficient and improved telecommunication and technology systems.

The Town's Communication Technology Task Force and Parks & Recreation Committee are promoting the Town's provision of wireless internet access to increase service to residents, visitors, and year-round businesses. The Task Force sees expanded and abundant broadband capability as a key component of the Town's future economic health to attract more year-round businesses. Broadband is also a critical need for the current institutions, home-based businesses, major employers and the tourist industry. Cell phone coverage is spotty in areas, although it is important that cell towers not impose on the scenic character of the community.

Strategy 5M1 – Continue to explore wireless service and other telecommunication improvements to provide efficient technological systems.

On going implementation.

Strategy 5M2 – Identify "dead zones" for cell phone coverage and encourage new capacity to reduce or eliminate them.

Implement in the short-term.

Strategy 5M3 – Amend the LUO to require co-location of technology including but not limited to the use of existing structures like church spires (whereby the tower is inserted into the spire) to minimize their visual impact and to prevent the siting of new towers within scenic areas identified on the map of Bar Harbor’s Scenic Vistas.

Implement in the short-term.

Strategy 5M4 – Expand broadband capacity.

On going implementation.

Strategy 5M5 – Map scenic vistas for restrictions on cell towers.

Implement in the short-term.

Policy 5N – To monitor the trend of increasing difficulty in recruiting and maintaining a trained volunteer fire force and take necessary steps to boost or supplement participation as necessary to provide adequate coverage and protection.

Strategy 5N1 – Monitor volunteer trends in the fire department and increase recruitment efforts as necessary. Investigate basis of declining involvement and adjust policies, if appropriate to boost participation.

Implement in the short-term and on going.

Policy 5O – To explore, encourage, and support shared regional public services and facilities.

Strategy 5O1 – Work with surrounding communities and organization to identify and share regional public services and facilities as appropriate and cost effective.

On going implementation.

Strategy 5O2 – Continue to support relationships and coordination within the MDI League of Towns and the Hancock County Planning Commission.

On going implementation.

Strategy 5O3 – Continue to work cooperatively with School Union 98 to determine the most efficient method to deliver a high quality education to our students in Kindergarten through 12th grade.

On going implementation.

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GOAL #6 – To encourage and promote decent and affordable housing opportunities and slow off-island migration.

Policy 6A – To increase the number of affordable rental units.

Workers have a very difficult time finding affordable rentals, especially during the summer season. The Town should continue to monitor the effectiveness of recent ordinance amendments that restrict multifamily housing outside of the Downtown unless it is part of a PUD in order to encourage diversity in housing stock. The Planning Board should review the restrictions on apartments or rentals on lots with single-family residences and provide incentives so that more people can convert unused space into rental units. Additionally, the Town should allow the construction of dormitory type structures to house seasonal workers or year-round employees near businesses that generate them. This could benefit the need for housing at the college and the lab as well as offer less expensive housing for summertime workers.

Strategy 6A1 – Monitor the effectiveness of recent ordinance amendments that restrict multifamily housing outside of the Downtown, remove parking requirements for dwellings in the Downtown, adjust them, and add incentives if necessary, to increase the number of affordable rental units for year-round and seasonal workers.

On going implementation.

Strategy 6A2 – Amend the LUO to allow dormitory type structures for workers near businesses that generate seasonal or year-round jobs and to provide other incentives that encourage affordability, including but not limited to height restriction and lot coverage requirements.

Implement in the short-term.

Strategy 6A3 – Explore approaches used in other resort communities to provide affordable rental units for both year-round and seasonal employees.

On going implementation.

Policy 6B – To encourage more affordable housing so that at least 10% of newly constructed units are affordable to low and moderate income residents.

One of the major forces driving workers off the island to live in Trenton, Lamoine, or other parts of Hancock County is the cost of buying and owning a house in Bar Harbor. The scarcity of affordable work force housing on the Island is also the biggest hurdle to finding and retaining qualified professionals for public safety as well as other town departments.

The Town should work with public, private, and nonprofit partners in the community and region to encourage the construction of more affordable housing opportunities as well as examine density and road frontage requirements in the LUO so that land is more affordable, review the ordinance as it pertains to manufactured housing, and provide additional incentives, which would encourage the private sector to build affordable housing, as well as examine LUO amendments that require affordable housing as part of a given project.

Strategy 6B1 – Work with public, private, and non-profit interests in the community and region to provide more affordable and work force housing in Bar Harbor and the rest of the Island.

Implement in the short-term.

Strategy 6B2 – Develop affordable work force housing for public employees and other year-round workers on currently owned town land and, where appropriate when opportunities arise, to acquire additional town land for that purpose.

Implement in the short-term.

Strategy 6B3 – Investigate techniques and other strategies to promote affordable housing and amend the LUO to:

- increase density, reduce frontage requirements, and allow mixed use in designated **VILLAGES** and **INSTITUTIONAL CAMPUS AREAS** so that land is more affordable for year-round work force and other affordable housing;
- revise standards for manufactured housing while preventing their location on historic sites and in designated historic districts;
- provide additional incentives to encourage the private sector to build affordable housing;
- provide incentives for all subdivisions to provide a minimum number of low and moderate-income units, defined as 120% or less of moderate income.

Implement in the short-term.

Strategy 6B4 – Create an Affordable Housing Fund within the Town Budget with its primary purpose being support of converting the existing housing to affordable units. Impact fees from applicants proposing subdivision that do not create affordable units may be dedicated to this fund. Work with existing organizations for possible dedication of these funds or for partnerships.

Implement in the short-term.

Strategy 6B5 – Since one of the Town's objectives is to create more affordable housing, the Town, within two years of adopting incentive-based and regulatory changes to the LUO, the Town shall investigate whether the strategies have been effective in creating affordable housing.

If they have not been effective in reaching the 10% goal or an adequate supply to support a sustainable year-round economy, the Town shall adopt more stringent regulatory measures in order to increase the supply of affordable housing.

Implement in the mid-term.

Policy 6C – To continue to support and expand municipal code enforcement to ensure that property owners comply with the LUO, building code standards are met, and weekly rentals and transient accommodations are safe for visitors.

The subject of weekly rental property has generated considerable discussion in recent years. The Town should not unduly restrict the ability of resident owners to generate extra income through seasonal rental of their homes.

However, the Town should continue to recognize that non-resident owners of rental property are operating a business and restrict weekly rentals to business districts and the Downtown. The public has commented that there is insufficient enforcement of the LUO. Enforcement that is more aggressive will likely require additional enforcement staff.

Strategy 6C1 – Monitor the effectiveness of recent ordinance changes regarding weekly rentals, including restrictions on the location of non-resident owned weekly rentals to business districts and the Downtown and require an initial inspection of non-resident owned units based on data from registration of rental units and other information. Amend the LUO as necessary to improve their effectiveness.

Implement in the short-term.

Strategy 6C2 – Identify the threshold for determining whether additional enforcement staff is necessary.

On going implementation.

Policy 6D – To encourage, support, and where appropriate, use state efforts including but not limited to tax increment financing (TIF) to encourage construction of affordable housing.

Strategy 6D1 – Continue to work with the state legislature and appropriate public, private, and nonprofit partners to encourage, support, and use state sponsored efforts, like TIF, to reduce residential property taxes and encourage construction of affordable housing.

On going implementation.

GOAL #7 – In both Town Government and the private sector, promote sustainable systems including but not limited to energy conservation and waste management in building construction, winter heating, solid waste, transportation, and for other town equipment, operations, and services.

Policy 7A – To continue to expand Town waste management efforts, including composting and recycling.

Reducing the flow of waste from this community ought to continue to be a priority issue for this decade. While the Town has set up a recycling system, additional work must be done. Recycling additional materials, expanding public education to increase awareness and commitment to recycling, and a specific effort to involve the commercial sector should be undertaken.

Strategy 7A1 – Expand the type and amount of materials recycled if adequate markets can be secured.

Implement in the mid-term.

Strategy 7A2 – Encourage citizen groups to get involved to augment the efforts of town staff.

Implement in the mid-term.

Strategy 7A3 – Encourage private enterprise to accept returnable cans and bottles if a private facility is not available.

On going implementation.

Strategy 7A4 – Continue to explore programs to encourage composting for both residents and businesses.

Implement in the mid-term.

Strategy 7A5 – Encourage activities and promote programs that reduce the waste stream.

On going implementation.

Policy 7B – To continue to support and participate in island-wide programs for the disposal of domestic hazardous waste such as household paints, solvents, and used oil.

While proper waste disposal is an individual's responsibility, the Town should facilitate this process by continuing to work with other island communities to appropriately collect and dispose of household hazardous waste.

On going implementation.

Policy 7C – To continue to require formal policy statements from organizations dealing with hazardous materials wastes which detail storage, handling, disposal, implementation, monitoring, and emergency procedures.

The federal government requires manufacturers and contractors not only to identify hazardous materials but also to maintain a descriptive file of those materials. This is important information to help the Town protect public health, welfare, and safety. In addition to the fire department's maintaining a file of these materials, the Town should continue to monitor all users of hazardous materials to assure that they conform to federal and state regulations.

On going implementation.

Policy 7D – To continue to encourage, support, and expand a transit system for tourists, residents, and workers (see 1G2, 3E3, and 3E4 above).

Millions of people pass through Bar Harbor each summer. The Town has tried different approaches to handle the problem of traffic congestion. Nevertheless, what is becoming clear is that as long as people want to come to Bar Harbor, it will be crowded regardless of the number of parking spaces. Therefore, the Town should continue to focus on encouraging less reliance on the passenger car and more reliance on energy-efficient transportation. While initial efforts have focused on providing a seasonal system to serve tourists on the island, the Town should explore and encourage expansion of the system to provide an alternative mode of travel for residents and workers during the congested tourist season.

Strategy 7D1 – Update and adopt the 1992 transportation plan. Seek professional assistance to guide updated plans for expanded Island Explorer routes connecting the waterfront, open spaces and parks, neighborhoods, jobs, schools, Downtown and villages. Investigate the possibility of a park and shuttle system. Prepare a downtown parking plan, and plan and construct improvements for a pedestrian friendly downtown, and a bicycle friendly town.

Implement in the mid-term.

Strategy 7D2 – Explore and encourage additional federal, state, private, and non-profit support for preparation and implementation of a professionally prepared transportation plan.

Implement in the mid-term.

Strategy 7D3 – Work with the School Union 98, Island Explorer, and area tour companies and businesses to utilize the parking lot at Conners Emerson School for free all-day public parking and location of a bus stop.

Implement in the short-term.

Strategy 7D4 – Implement a pay-parking plan for all day parking in areas other than the Conners Emerson school.

Implement in the short-term.

Strategy 7D5 – Work with Downeast Transportation to provide other drop off points for the Island Explorer in the downtown area to reduce congestion in and around the Village Green.

Implement in the mid-term.

Policy 7E – To develop a management plan for privately owned taxi, livery, and delivery services.

The Town should develop a management plan to clarify how taxi services operate on days that cruise ships are in port. The study should focus on space management, coordination with tourism support, and maintaining overall quality of life in the Downtown.

Strategy 7E1 – Develop and adopt a management plan for these services.

Implement in the short-term.

Policy 7F – To continue to encourage the increased use of bicycles and to be a bicycle-friendly community.

The Town should continue to be proactive in the encouragement of bicycling as an alternative means of transportation. This effort should continue to be directed in two areas: Children should be taught the safe maintenance and operation of a bicycle and streets should be made safer.

Strategy 7F1 – To expand the mission of the Parks and Recreation Committee to include bicycle awareness and safety.

Implement in the short-term.

Strategy 7F2 – Offer a Police Department sponsored, one-day bicycle safety course each year at the grade school.

Implement in the short-term and on going.

Strategy 7F3 – Identify key locations in the community for signage and bicycle racks, considering the location of parks, scenic byways, community facilities and events, and the Downtown Master Plan. Install and maintain appropriate signs and racks.

On going implementation.

Strategy 7F4 – Include bicycle lanes in any major road project, when rights-of-way are available or pursue easements.

On going implementation.

Strategy 7F5 – Enforce traffic rules for bicyclists as well rules to increase the safety of bicyclists. Promote and enforce traffic rules for motorists to respect bicyclists. Provide public information on these rules to both residents and visitors.

Implement in the short-term and on going.

Strategy 7F6 – Acquire off-road easements for bicycle and pedestrian paths.

Implement in the mid-term.

Strategy 7F7 – Encourage businesses to support and adopt bicycle commuter programs.

Implement in the mid-term.

Strategy 7F8 – Continue to maintain current roads and shoulders to minimize hazards to bicyclists.

On going implementation.

Strategy 7F9 – Participate in and support organizations that coordinate bicycle awareness campaigns and promote non-vehicular ways of commuting such as Bicycle Month (May) and Commute Another Way Day.

On going implementation.

Policy 7G – To move the community toward more sustainable systems by assuring that energy conservation, waste management, and other appropriate strategies are reflected in investments in new, renovated, and replaced facilities, equipment, operations, and services.

Strategy 7G1 – When available, municipal facilities shall purchase products that support energy conservation, waste management, and other sustainable systems.

Implement in the short-term and on going.

Strategy 7G2 – Evaluate energy usage in municipal facilities when renovating or replacing items within town facilities to determine if long-term cost savings could be attained from the purchase of energy saving products like lighting, solar panels, motion sensors on lights and water apparatus, and other products that save energy.

Implement in the short-term.

Policy 7H – To encourage use of renewable energy resources while protecting the character of the community.

Given recent interest in the development of alternative energy sources, including wind farms, it is likely that over the next decade there will be interest in siting wind generating and other renewable energy resources in the community. Prior to facing a specific development proposal, the Town should consider its options and concerns and prepare appropriate regulations to support the development of sustainable systems while preserving the scenic character of the community and the health of its wildlife.

Strategy 7H1 – Develop and adopt LUO standards to guide the siting and development of wind power facilities, assuring that scenic vistas are preserved and wildlife is protected.

Implement in the mid-term.

Policy 7I – To be prepared for emergency events

Strategy 7I1 – To continue to train all municipal employees in local, state, and federal programs for emergency training and operations,

Implement in the short-term and on going.

Strategy 7I2 – Update the Emergency Operations Plan as necessary.

On going implementation.

Strategy 7I3 – To encourage private businesses and institutions to have an emergency operations plan.

On going implementation.

GOAL #8 – To continue to encourage the wellbeing and welfare of Bar Harbor's citizens; improve public health and safety, and participation in Bar Harbor's governmental process, and pride in the community.

Policy 8A – To continue to sponsor activities and organizations that support elderly people and enable those who wish to remain in their homes to do so.

Displacement of the elderly because of the cost of living, tax, or other reasons is a very sad state of affairs. There are a number of agencies like Island Connections that work with elderly people overcome handicaps, visit or cook on a regular basis, and provide the help which allows an older person to maintain an independent lifestyle. Such programs and approaches should be encouraged. Adult daycare and other services to allow elderly adults to be near or with their families shall be encouraged.

On going implementation.

Policy 8B – To continue to support activities and organizations which educate the mentally and physically impaired and enable them to acquire broader living skills.

On going implementation.

Policy 8C – To continue to support activities and organizations that educate low-income people and empower them to achieve greater self-sufficiency.

On going implementation.

Policy 8D – To continue to support activities and organizations which identify, protect, or educate persons subject to physical, sexual, alcohol, chemical, emotional, or other kinds of abuse or harassment.

On going implementation.

Policy 8E – To support measures to reduce property taxes for fixed income people and/or to provide safety nets for those unable to bear the burden of increasing property taxes (see 9B below).

The impact of increasing property taxes, particularly on those living on a fixed income, continues to be of concern. The Town should continue to encourage and support state measures to reduce taxes for fixed income people and continue to work with the legislature to allow a mix of local and regional taxes rather than relying solely on the property tax.

Strategy 8E1 – Work with the state legislature to explore tax options including but not limited to a local or regional option sales tax and property transfer tax, as an alternative or supplement to local property taxes.

On going implementation.

Strategy 8E2 – Work with the state legislature to explore property tax reform and ways to extend safety nets to those unable to bear increasing property taxes so that they will not be forced from their homes and the community.

On going implementation.

Policy 8F – To continue to encourage volunteer projects and civil service with the Town's Boards, Committees, Commissions, and Task Forces.

Volunteerism is a precious commodity. Towns need it to function. Crucial committee and board work can be thankless and people frequently do not see the fruits of their labors. The Town should make a continual effort to acknowledge the efforts of volunteers, whether the activity is independent or part of Town government.

Strategy 8F1 – Encourage continued stakeholder involvement of marine resource groups (wormers, draggers, clam harvesters, and others) in marine restoration and protection efforts.

On going implementation.

Strategy 8F2 – Encourage continued participation in the Fire Department volunteer fire fighter program.

On going implementation.

Policy 8G – To continue to encourage school and community projects that involve both the young and the old.

To continue to encourage volunteer projects such as "mentor" programs where grade school children visit the elderly and share aspects of their lives or where members of the community visit the schools to share aspects of their lives and jobs; telephone trees where elderly are called or call out on a regular basis; "Help a Friend" where in the spring and fall school children and other members of the community go to the homes of older people and help with seasonal chores.

On going implementation.

Policy 8H – To continue to support child care, recreational opportunities, and educational programs which improve the self-esteem and well-roundedness of young people and prepare them to become productive members of society.

On going implementation.

Policy 8I – To continue to encourage education of our youth about local, state and federal government.

Better knowledge about the way government works could help our children obtain a sense of community. In the past, students were encouraged to attend Town meetings and to grasp the significance and nuances of the warrant articles: in a sense, this was training for the Town's future leaders. This practice should be reinstated.

On going implementation.

Policy 8J – To continue to support those agencies and organizations that provide community facilities and services that the Town would otherwise have to provide on its own.

On going implementation.

Policy 8K – Work with agencies such as Healthy Acadia to develop public policy, ordinances and practices that improve public health.

On going implementation.

Strategy 8K1 - Develop or adopt a Health Impact Assessment (HIA) tool to help the Planning Board and applicants understand the public health impacts of proposed developments.

Ongoing implementation.

Strategy 8K2 – Encourage best management practices for the application of herbicides and pesticides in all town parks and facilities to limit negative public health and environmental impacts.

On going implementation.

Policy 8L – To continue to increase accessibility for the disabled in the community, as well as for visitors, when making infrastructure improvements.

On going implementation.

GOAL #9 – To encourage the state to recognize the Town as a source of revenue and to educate the state as to the benefit of investing this money back into the community.

Policy 9A – To monitor on a continual basis, advocate for, and secure equitable public funding for infrastructure, education, and other services.

The valuation of property in Bar Harbor is high and due to state distribution formulas, funding for Bar Harbor's community development and schools are low in comparison to many other towns in Maine. The School Board and Town officials should work with the State Legislature to develop a more equitable distribution system. State investment in infrastructure that supplies a population beyond our residents is necessary.

Strategy 9A1 – Regularly apply for relevant state and other public sources of funds, as an alternative to property taxes, to address infrastructure, community development, environmental protection, education, and other community needs.

On going implementation.

Strategy 9A2 – Work directly with state agencies, legislators, and other appropriate officials to educate and inform them about how the town's success as a service center is a burden on our infrastructure.

On going implementation.

Policy 9B – To continue to seek authority to levy a local/regional option tax.

The Town should encourage the state to authorize a local/regional option tax to place the burden of funding tourism-related operational and infrastructure costs on those using and increasing the cost of services.

On going implementation.

Policy 9C – To continue to monitor, study, and catalog aspects of the tourism industry in order to gain a greater understanding of its contribution to the economy and its impact on Bar Harbor's resources and revenues.

Whether residents pay too much or businesses pay too much to support the municipal budget has been and will continue to be a much-debated issue. Previous research shows that the tourism industry pays a significant percentage of municipal operating costs. Further quantifying the impact of the tourist industry could not only affect revenue sharing and state subsidies for the school system but also answer whether the tax burden is equitably distributed.

Strategy 9C1 – Continue to monitor and study Bar Harbor's tourism industry and update the 1992 University of Maine tourism study.

On going implementation.