

Practical Considerations for Major Redevelopment Projects



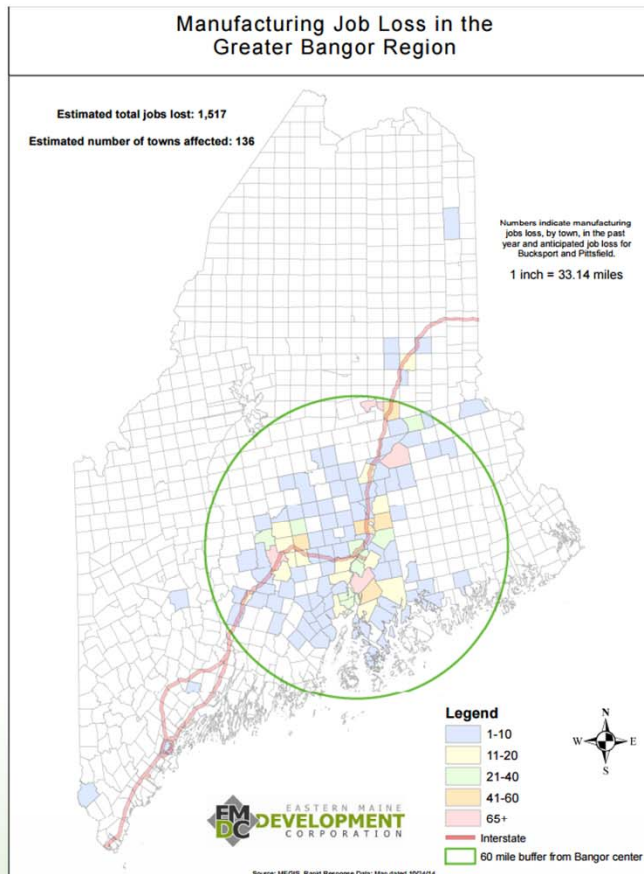
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Widespread Job Losses in our Region

September 29 – Old Town mill announces it will close in December 2015 (200 workers)

September 28 – Lincoln Paper & Tissues files for bankruptcy protection (174 workers)

2014 – 2015 – 1,517 manufacturing jobs lost in Bucksport, Millinocket, Lincoln, etc. \$120 million in direct payroll.



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Two Major Challenges

1. Large redevelopment projects for these now-vacant manufacturing sites.
2. Restoration of economic activity and jobs to the region.



Industrial Site Redevelopment



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Lessons from Eastern Fine Paper

1. Community Involvement
2. Manage Expectations
3. Be Thoughtful About Communications – Terms, Graphics
4. Assemble a Team of Experts
5. Be Willing to Take Calculated Risks
6. Remain Open-Minded to New Ideas
7. Promote Relentlessly to Potential Developers
8. Be Willing to Participate – Consider Public/Private Partnerships



Consultants and Service Providers

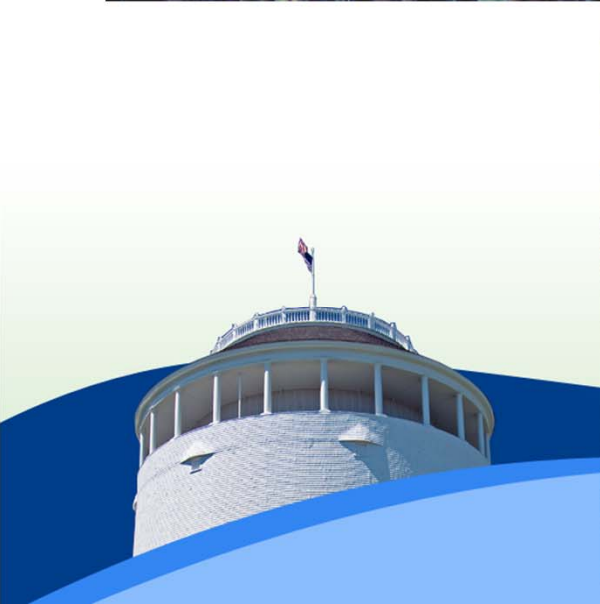
1. Build Relationships BEFORE the Crisis - Inform Stakeholders Of Your Expertise and Experience
2. Be Creative – These Projects Do Not Follow a Strict Formula
3. Present Yourself as a Resource for the Community
4. Not Selected? STAY TUNED



Inspiration...

Bangor Waterfront – 36 acre area acquired by the City was occupied by leaking fuel oil tank farms, unused or underutilized industrial warehouses and distribution facilities, rail yards, vacant manufacturing buildings and coal yards. (1985 photo)

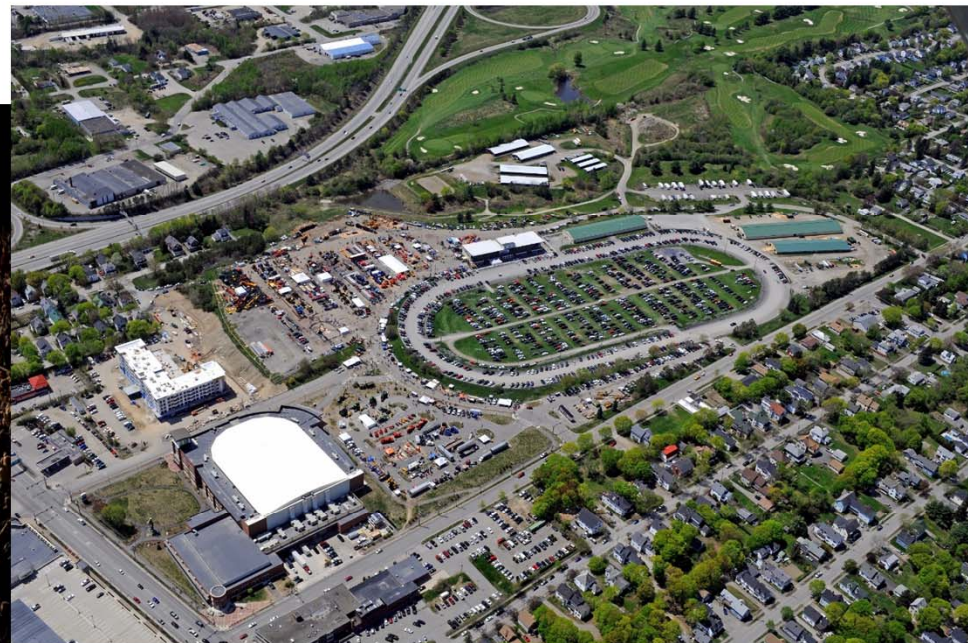
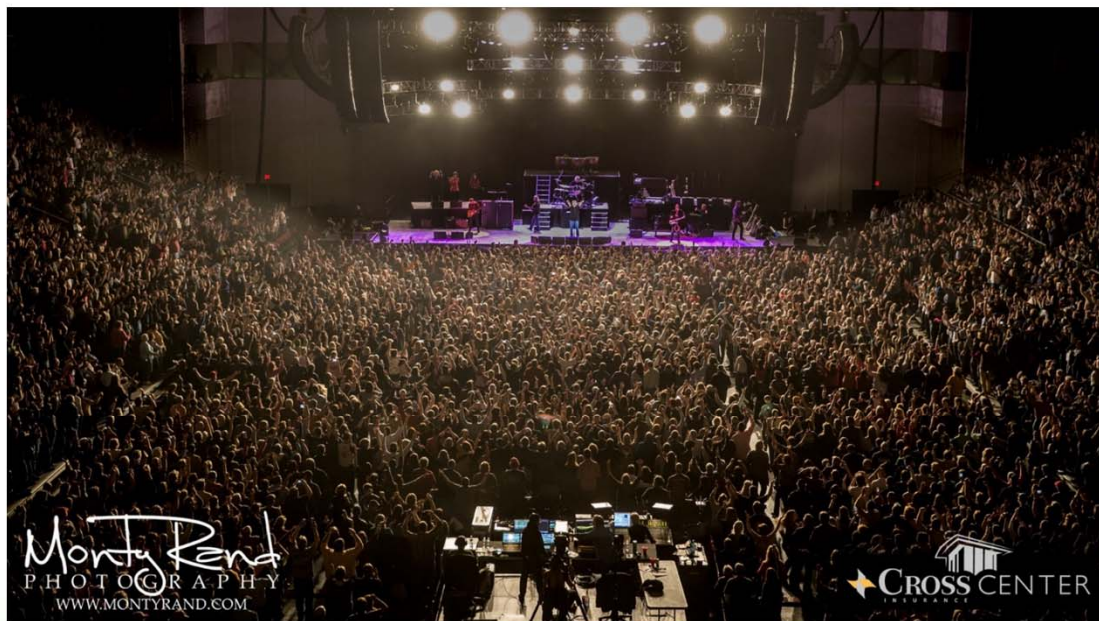




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Lessons from Bangor Waterfront

1. Think Long Term. Really Long Term
2. Sometimes Plans Change
3. Assemble a Team of Experts
4. Be Willing to Take Calculated Risks
5. Adapt When Someone Pitches Something Out Of Left Field
6. Keep Stakeholders Informed
7. Think Beyond Project Boundaries



So What's Next In Bangor?

Easy to be pessimistic given recent job losses. But there are many bright spots and by working together, we can capitalize on those:

- Bangor is focused on competitive advantages like aviation, back office financial services, healthcare/bio
- Improving support system for entrepreneurial activity
- Downtown redevelopments recently include Freese's, Verve, 25-27 Broad, 22 Merchants Plaza, 28 Broad. 26 State now underway
- Residence Inn completed, several new projects in pipeline by the Bangor Mall
- Pickering Square Renovations are next major focus Downtown
- Concentration on infill development and repurposing of underutilized spaces
- Stabilization of neighborhoods, particularly housing quality. New housing programs at the City and working to promote utilization
- Capitalizing on the brand equity of Bangor and new urbanism focus on quality of place and authenticity



Questions? Comments?

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