

Town of Brunswick, Maine

Comprehensive Plan Meeting

Agenda

September 14, 2023

Regular Meeting 6:00 P.M.

Town Hall - Council Chambers

85 Union Street, Brunswick, Maine

The public can view the meeting in the following ways:

- In-Person: Town Hall, 85 Union Street
- Television: TV3 (Channel 3 on Comcast)
- Live Stream: <http://tv3hd.brunswickme.org/CablecastPublicSite/watch/1?channel=1>
- ZOOM:
<https://us02web.zoom.us/j/89931651241?pwd=Z2tyMVlpcTlpaXVmWGhoTzJ0NWl2UT09>

1. Roll Call of Members
2. Adjustments to Agenda
3. Public Comments/Announcements

There is a Climate Action Workshop on 9/21 from 6-8pm at the Coffin School. Visit www.BrunswickClimateAction.org for more details! A community survey is available to solicit citizen input. [Take the survey now](#)

4. Recap of CPUSC charge and related information (Please review prior to meeting)
 - a. Council Handbook of committee members' responsibilities. The Council Appointment Committee requested that this be shared will all committee and board members. It clearly defines responsibilities of those who serve. <https://www.brunswickme.org/DocumentCenter/View/8326/Committee-Handbook?bidId=>
 - b. Review of Town Council charge to CPUSC in 2019
 - c. List of comparison of Key Policy Areas from 1993 2008. It is interesting to see similarities and differences between Key Policy Areas of the 1993Plan, 2008 Plan and those that we identified in out January 5, 2023 meeting
 - d. Work outline that Frank drafted in our May 18 Meeting
5. Election of new chair
6. Approval of January 5, 2023 meeting notes
7. Discussion and adoption of 2008 Comp Plan Review. The working group has spent much time this summer completing the 2008 review and feels that is ready for discussion and approval
8. Consultant's timeline for review of 13 inventories
9. Future meeting dates

1993 Comp Plan Policy Areas

2008 Comp Plan Policy Areas

2023-24 Comp Plan Policy Areas

Public Facilities
Transportation

Education

Facilities

Transportation/Infrastructure
Municipal Facilities/Services/Passive Recreation

Population

Growth
Development

Growth Management

Housing

Housing

Housing

Natural Resources

Open Space/Natural Resources/Outdoor Recreation

Natural Resources/Open Space/Active Recreation

Local Economy

Local Economy
Downtown

Economic Development

Cultural Resources
Community Character

Cultural/Historic/Social Resources

Marine Resources

Marine Resources

Solid Waste

Across All Policy Topics:

Climate Change
Sustainability
Regionalization

2020 COMPREHENSIVE PLAN UPDATE STEERING COMMITTEE CHARGE

MISSION:

The 2020 Comprehensive Plan Update Steering Committee shall review and update the *Town of Brunswick 2008 Comprehensive Plan Update* pursuant to Title 30-A M.R.S., Chapter 187, §4324.

GOALS:

1. The Steering Committee shall review the *Town of Brunswick 2008 Comprehensive Plan Update* and deliver a report on the progress made in achieving the goals and objectives of the *2008 Update*. The Steering Committee shall also review *Part B. Policies* to evaluate how policies may have changed since the last update;
2. Complete an inventory and analysis of existing conditions as established by Title 30-A M.R.S., Chapter 187, §4326;
3. Along with the general public, develop a vision, goals, and objectives for the Town of Brunswick for the next ten (10) to twelve (12) years; and
4. Develop an implementation program to meet said goals and objectives.

COMMITTEE COMPOSITION:

The Steering Committee shall be composed of nine (9) to (12) residents of the Town of Brunswick. Although not required, at least three (3) Town Councilor and one (1) representative from the Planning Board should be appointed to the Committee. A Steering Committee Chair and Vice-Chair shall be selected by the Steering Committee.

COMMITTEE SCHEDULE:

The Steering Committee shall meet the first Tuesday of every month at 7:00 PM in the Council Chambers until the completion of the *2020 Comprehensive Plan Update* in November 2020. In addition to the regular scheduled meetings, the Steering Committee will be expected to attend up to six (6) public meetings and workshops throughout the update process.

STAFF ASSISTANCE:

The Steering Committee shall be staffed by the Director of Planning and Development or his or her designee. Staff shall be responsible for providing for the administration of the affairs of the Steering Committee, including preparing agendas and minutes, posting public meetings, handling correspondence, and maintaining all official records.

TOWN OF BRUNSWICK COMPREHENSIVE PLAN UPDATE STEERING COMMITTEE
MEETING SUMMARY
January 5, 2023

MEMBERS PRESENT: Catherine Ferdinand, Alison Harris, Fred Koerber, Marcy McGuire, Emilie Schmidt, Jacob Sesker, Sande Updegraph (Town Council District 4), Stephen Tibbetts, and Steve Walker (Town Council, District 2)

STAFF PRESENT: John Eldridge (Town Manager), Frank Maloney, Director of Planning and Development

The meeting was called to order at 7:00 PM. and the roll call was taken.

Proposed Pathway Forward

Fred Koerber offered an outline for future Committee action. The charge to the CPUSC from the Town Council was noted as a task to update the 2008 Comp Plan. Structure of the components within the 2008 plan was shared. In order to write the 2023 Comp Plan there are 5 areas of essential input:

1. Policies, Objectives, and Action Items from the 2008 Plan that need to be carried forward into the new plan
2. State Mandates such as LD 2003 and accompanying documents that will fall primarily within the Land Use Plan
3. 13 Inventories with analysis and trends that provide the justification for actions called for within the 2023 Plan
4. Review and input from Town Boards and Committees as well as Town Departments.
5. Citizen input. A list of 13 citizen community outreach activities from November 2019 to December 2022 was noted

Discussion Points Executive Summary:

The executive summary to the 2023 Plan should be clear and succinct. The Portland Plan offers a model to be considered.

Discussion Points 2008 Narrative and Spreadsheet:

In the review of the 2008 Plan the narrative summary was completed before the working spreadsheet. The narrative is very detailed, cites sources, and notes change over time. There are sections of the spreadsheet that are not complete, notable is the fact that the Committee did not discuss Policy Areas 7 & 8. The spreadsheet needs to be completed before moving forward. Once complete the spreadsheet would be useful in reaching out to Boards, Committees, and Departments.

Discussion Points Documents from 2008 Plan & document drafts for the 2023 Inventories:

Between the drafts of the Committee's review of the 2008 Plan and the myriad of drafts of the thirteen 2023 inventories there is confusion of the most recent and the most useful documents to cite. It was noted that 2 different 'silos' need to be created. One for 2008 review documents and

one for 2023 inventory review. The working 2008 review documents should be the latest version of the 25 page spreadsheet and the latest version of the 116 page narrative.

Discussion Points Inventories:

Transportation and Housing Inventories were incomplete. It is important that actions from Housing Committee and CPUSC not contain oppositional recommendations. It was suggested that the Housing Committee write the actions for the Housing Policy Area in the 2023 Plan and other Town Committees do likewise. A question was raised about whether inventories need to be completed before they are reviewed by Boards, Committees, and Departments? A way to proceed might be through the Town Council Appointments Committee asking Town Boards and Committees to supply the CPUSC with information on goals, initiatives, studies, and grants. Public input needs to be considered as well in shaping inventories. Whereas Town Boards and Committees could offer valuable insight on short-term activities it is the role of the CPUSC to ensure long-term visions are included. Analysis of data from inventories influences decisions moving forward. A determination of what comprises a workable inventory needs to be made?

Consulting Services

Koerber noted that services with the previous consultant firm has been terminated and wanted the Committee's thoughts on replacement services. Koerber had pondered the possibility of Committee member Jacob Sesker assuming part of the that role. Before any forward movement on the subject there is a need to define the scope of work that needs to be accomplished and whether a consultant is necessary. The question of the legality of such an appointment was raised. It was noted that in order to reach the September 2023 target for completion consideration of time capacity for the Committee, Staff, Boards and Committees as well as a possible consultant need to be factored. The question of whether consultant services should be used was raised. It was noted that our Planning Department and other Town departments are currently understaffed. It was asked that an assessment of the expertise within the Committee be assessed as part of the process of determining the need for consulting services. The question of who will write the final drafts of the 2023 inventories was asked. The matter of who will write the inventories, the CPUSC, or Town Committee, Boards and Departments, or Planning Office, or consultant needs to be determined once the scope of work and competition deadlines are determined.

Key Policy Areas 2023

The list of Key Policy Areas was discussed. Currently, there were 8 proposed topics; Growth Management, Natural Resources, Conservation/Preservation/OpenSpace, Climate Change, Economic Development, Housing, Transportation/Infrastructure, Public Facilities/Services, Cultural/Historic/Social Resources. The Committee agreed to the make changes in the Key Policy Area topics as follows:

1. Growth Management
2. Natural resources/Open Space/Passive Recreation
3. Marine Resources
4. Economic Development
5. Housing

6. Transportation/Infrastructure
7. Municipal Facilities/Services/Passive Recreation
8. Cultural/Historic/Social Resources

Across All Policy Topics:

1. Climate Change
2. Sustainability
3. Regionalization

Each of these topic areas need to have a framing statement that provides a clear vision of intent. Committee members are asked to submit their thoughts on what should be included for each topic framing statement by January 19th.

Meeting adjourned at 9:17 PM

2008 Comprehensive Plan Update - Action Review

| Action # | Action | Status | Is Action Still Relevant? | Progress / Other Notes |
|----------|--------|--------|---------------------------|------------------------|
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Policy Area 1: Maintain and Financially Support a Quality Public Education System

Review of the Key Objectives and Action Items within this Policy Area is done with the intent of noting Progress or Other Notes only. The current Comprehensive Plan Committee determined that education is the charge of the School Board. The Town of Brunswick's responsibility remains providing adequate funding and facilities and is addressed under those Policy Areas.

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| Key Objective 1 - Facilities | Renovate, replace, or construct schools as necessary to meet the long-term space and program needs identified by the School Board | | | |
| Key Action 1 | Build new school facilities, end the use of modular classrooms, and consolidate and/or close outdated facilities to meet educational, program, health, and safety needs in a cost-effective way | | | Section items should be carried forward in facilities. These include consideration of R.E.A.L. School, Hawthorne School (linked to Town Hall space consideration), Coffin School, Brunswick Junior High School, and consideration for possible changes in Vocational Region 10 School. |
| Key Action 2 | Continue to fund preventive maintenance and building improvements to continuously maintain the public investment in school facilities. | | | Covered under CIP planning Process. Consider lessons learned from Covid-19 experience. |

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| Key Objective 2 - Programming | Ensure that existing and new academic programs meet or exceed state requirements and support students at all academic levels in the Brunswick public education system. | | | |
| Key Action 1 | Implement all state-mandated programs. In addition, implement programs comparable to and competitive with those offered in surrounding communities or comparably sized school systems. | | | The Town's responsibility is to adequately and appropriately support the School Department. |
| Key Action 2 | Ensure class sizes that are appropriate for the grade level and the successful implementation of the desired teaching methodology. | | | The Town's responsibility is to adequately and appropriately support the School Department. |
| Action 3 | Financially support the summer Reading, Writing, and Mathematics Camp Program. | | | The Town's responsibility is to adequately and appropriately support the School Department. |
| Additional Objective 3 - Equity | Ensure that Brunswick's public schools provide an equal opportunity to learn, an equitable environment, and appropriate expectations for students at all academic levels and aspirations. | | | |

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| Action 1 | Work toward a balanced socioeconomic environment within each school. This includes equity in the programs, facilities and mix of students, as well as a learning environment that maximizes the ability of students of all socioeconomic backgrounds to reach their highest potential. | | | Addressed through School Board policies. |
| Action 2 | Strongly support programs at Vocational Region 10 School and recognize that these programs are a desirable and appropriate option for those students for whom college is not a goal. | | | Addressed through School Board policies. |
| Action 3 | Provide access to new technology for all students within the learning environment. An equitable school system provides all students with current technology training. | | | Addressed through School Board policies. |

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| Action 4 | Continue to support programs such as Alternative Education and Merrymeeting Adult Education that offer the ability to obtain a high school degree for nontraditional students as well as programs focused on life-long learning. | | | Addressed through School Board policies. |
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| Action # | Action | Status | Is Action Still Relevant? | Progress / Other Notes |
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| Policy Area 2: Require Long Range Planning for Municipal Facilities Including Replacement and Expansion | | | | |
| Key Objective 1 | Through strong local leadership and collaboration, ensure that all opportunities for municipal facilities at the BNAS property are fully explored and that associated impacts of redevelopment on municipal facilities are considered. | | | |
| Key Action 1 | Elected officials and staff of Town continue to participate in Midcoast Regional Redevelopment (MRRRA) planning and implementation process. | Ongoing | Yes | Develop a transition plan with MRRRA for transfer of infrastructure assets to town with a timeline. Continue to work cooperative with MRRRA on TIF opportunities. |
| Key Action 2 | Identify opportunities for municipal facilities on BNAS property. | Complete | | |
| Key Action 3 | Identify and prioritize long and short-term actions Brunswick can take to ensure incorporation of needed municipal facilities in the reuse plan. | Complete | | |

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| Action 4 | Explore cross-town public transportation options. | Ongoing | Yes | Link to Transportation related items in new Comp Plan |
| Key Objective 2 | Require the development of a comprehensive 10-year strategic facilities plan that identifies known future needs beyond the 10 year plan and that addresses the use, reuse, maintenance and/or disposition of all municipal buildings and facilities (including landfill) and anticipates additional new facilities required due to replacement, expansion or other known future needs. Implement this plan by closely linking it to the CIP. | | | |
| Key Action 1 | Determine the optimal use of all municipal buildings and facilities including the underutilized facilities such as the old High School | Ongoing | Yes | CIP offers a 5 year outlook, a longer perspective may be considered. Upcoming public building and land assets that need consideration include Coffin Pond, Hawthorne School, Coffin School, the former downtown fire station. |
| Action 2 | Consolidate all studies of current and future building and facility needs including maintenance, renovation, replacement and expansion along with associated timelines and costs. | Mostly Complete | Yes | Consolidation of department studies should be considered |
| Action 3 | Increase recycling efforts throughout the Town including construction debris recycling in order to extend the life of the landfill. | Ongoing | Yes | |

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| Action 4 | The Town will explore all options to ensure a smooth transition to the next solid waste disposal solution. | Ongoing | Yes | <p>A Solid Waste Task Force, established in 2014, was charged with making recommendations to the Town Council regarding solid waste disposal options. Working with its consultant, Woodard and Curran, and MDEP the Town concluded that resolving the wastewater and groundwater issues were cost prohibitive. In December 2016, the Town Council authorized the Town Manager to negotiate and execute documents related to the accelerated closure of the landfill. These included an agreement to accept out-of-town trash, and a Schedule of Compliance (SOC) with MDEP, establishing a schedule for cessation of use of the landfill and implementation of a MDEP approved alternative solid waste management plan. The Schedule of Compliance was executed in June, 2017, and establishes a task list and timeline to discontinue use of the landfill in April 2021. The Town is currently proceeding with the schedule, has entered into a trash-brokerage agreement to fill the available landfill space, and is exploring options for the next solid waste solution. A solid waste alternative management plan is to be submitted to MDEP by August 2020. (see also: Policy Area 2, Performance Target 5). Action is needed to move the issues of waste disposal forward.</p> |
| Action 5 | Establish special accounts to reserve funds for specific future capital needs funded annually at a percentage of the anticipated cost. | Ongoing | Yes | <p>Consider 'Special Funds' accounts within department budgets. CIP outlook for some needs may need a 10 year projection. NOTE: CIP Procedures was revised in 2012. Consider further revisions.</p> |

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| Action 6 | Once annual CIP expenditures are authorized, complete the purchases or projects approved. | Ongoing | Yes | |
| Action 7 | Modify the CIP process so that new projects can be added if new opportunities for funding arise. | Ongoing | Yes | |
| Action 8 | Implement the specific priority recommendations of the <i>2002 Parks, Recreation, and Open Space Plan</i> for the improvement and expansion of indoor recreation facilities. | Ongoing | Yes | Whereas the 2002 Recreation and Open Space Report is over 20 years old. A new task force needs to update the document. |
| Key Objective 3 | Ensure that, before new buildings or facilities are built and funded by local property taxes, alternative space solutions and financing options, such as regional partnerships, use of underutilized facilities, and Tax Increment Financing (TIFs), have been fully explored. | | | |
| Key Action 1 | Adopt a procedure that requires staff and committees reviewing facility needs to investigate the feasibility of regional partnerships. | Complete | | The has become standardized operation procedure for town departments. As has been administrative procedure of minimizing tax impact by exploring alternative funding. |
| Action 2 | Adopt a procedure that requires staff and committees reviewing facility needs to investigate the feasibility of using impact fees, grants, Tax Increment Financing (TIFs) or other creative financing methods. | Complete | | Again, established practice procedure. |

2008 Comprehensive Plan Update - Action Review

| Action # | Action | Status | Is Action Still Relevant? |
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| Policy Area 3: Promote the Desired Growth / Rural Pattern of Development | | | |
| Key Objective 1 | Ensure that BNAS rezoning occurs through the evaluation of potential and off-site impacts of redevelopment that integrates new and existing | | |
| Key Action 1 | Elected officials and Town staff continue to participate in the Midcoast Regional Redevelopment Authority (MRRRA) planning and implementation process. | Ongoing | Yes |
| Key Action 2 | Obtain natural resource inventories that exist for BNAS land. Identify and plan to ensure protection of significant natural resources and open space. | No | No longer relevant |
| Key Action 3 | Participate in the evaluation of infrastructure needs for redevelopment of roads, storm water, sewer and water and other services. | Ongoing | Yes |
| Key Action 4 | Using the information gathered from Key Action 2 and 3 above confirm the proposed Rural/Growth Boundary and develop associated zoning consistent with Brunswick overall development policies. | Accomplished | No |
| Key Objective 2 | Encourage dense new development in the Growth Area and limit development | | |

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| Key Action 1 | <p>Allow denser development in designated Growth Areas (particularly where water, sewer, and storm water systems exist) by drafting and adopting zoning ordinance amendments to permit increased housing density at all price levels. Denser development should be compatible with the existing, livable neighborhoods in the Growth Area.</p> | Complete | No Was carried out but was not effective |
| Key Action 2 | <p>Limit the number of residential building permits issued for new dwelling units in the Rural Area to no more than one-third of total permits issued each year.</p> | Did Not Achieve Was not adopted | Yes However consider another tool/target to achieve goal |
| Key Objective 3 | Maintain the character of the Rural Area | | |

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| Key Action 1 | Continue implementation of the management strategies recommended in the <i>2003 Rural Brunswick Smart Growth Study</i> as adopted by the Town Council. | Ongoing | Yes |
| Key Action 2 | Continue to work toward the implementation of the strategies recommended in the <i>2002 Parks, Recreation and Open Space Plan</i> as adopted by the Town Council. | Mostly accomplished | <p>Review Plan to address remaining recommendations</p> <p>Recommend complete rewrite of 2002 Recreations and Open Space Report</p> |

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| Key Action 3 | Promote ways to protect important open space and habitats in the Rural Area through Open Space Developments, Rural Brunswick Smart Growth developments or other mechanisms that protect important open space and habitat. | Ongoing | Yes |
| Action 4 | Work with private landowners who are interested in conserving the habitat, natural resource, and agricultural value of their property on a voluntary basis. | Ongoing | No |
| Action 5 | Work with local and regional land trusts and conservation organizations to identify important parcels of land in the Rural Area for acquisition | Ongoing | Yes |
| Action 6 | Coordinate future decisions regarding train service, maintenance, and operations to minimize noise and other negative impacts to surrounding neighborhoods. | Ongoing | Yes |

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Progress / Other Notes

velopment

**ntial opportunities as well as on
sting uses.**

As part of this this as well as
other Action Items it is
recommended that calls for
action address the entire town
and not distinquishing
BNAS/MRRA land except
where specifically called for.

ent in the Rural Area.

The 2017 Zoning Ordinance Rewrite increased density in the following zoning districts:

GR2 and GR10: 3 DUs/acre to 4 DUs/acre (33%)

GR3, GR4, GR8, GR9, and GM5: 5 DUs/acre to 6 DUs/acre (20%)

GR7: 4 DUs/acre to 5 DUs/acre (25%)

GC1: 10 DUs/acre to 12 DUs/acre (20%)

GC2: 8 DUs/acre to 24 DUs/acre (200%)

GM1: 4.5 DUs/acre to 6 DUs/acre (33%)

GM2: 7 DUs/acre to 10 DUs/acre (43%)

The Town achieved this goal once (2012) between 2009 to 2019.

Residential building permits for new dwelling units each year ranged from 32% (2012) to 71% (2019). Cumulatively between 2009 to 2019 approximately 49% of residential building permits for new dwelling units were in the Rural Area.

The 2017 Zoning Ordinance Rewrite renamed the Rural Brunswick Smart Growth Overlay District to the Wildlife Protection Overlay (WPO) District. The previously existing protections were continued and the process provisions were rewritten to make it easier for the Town to monitor development within unfragmented forest blocks and corridors. An applicant is now required to show the history of fragmentation before any disturbance is permitted to better track prior development of the parcel.

Whereas the goals remain relevant the mechanics are not adequate. Needs to be restated

Function of staff; community NGOs such as BTLT

Move to Transportation section in revised plan.
Include consideration of possible Rockland RR route

2008 Comprehensive Plan Update - Action Review

| Action # | Action | Status | Is Action Still Relevant? | Progress / Other Notes |
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Policy Area 4: Support the Development and Maintenance of Infrastructure that Promotes Livable Neighborhoods and the Desired Pattern of Residential and Commercial Growth

Note to Comprehensive Committee Members: Policy Area 3 provides the vision of Growth Zone management. Policy Area 4 provides the means of achieving the Growth Zone management goals.

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| Key Objective 1 | Utilize the water, sewer, and storm water systems to promote the desired pattern of growth. | | | |
| Key Action 1 | Align BTWD and BSD and Town planning efforts to achieve the Town's broad planning objectives. | Ongoing | Yes | Goal 2 of the BSD Strategic Plan (revised 2019) is to, "Work with the Town to implement the goals of the Town's Comprehensive Plan." Goal 2 objectives include: develop capitalization plan for sewer extensions, expand public sewer, and encourage cluster development. |

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| Key Action 2 | Actively plan for, and explore the capitalization of water and sewer extensions into areas where the Town is particularly encouraging development (as defined in the <i>Future Land Use Plan</i>). | Ongoing | Yes | Goal 1 (Increase Customer Base (within Growth Zone)), Objective A of the BSD Strategic Plan (revised 2019) is to increase customer base through the extension of sewer into existing developed neighborhoods. Goal 8 (Charter Change Considerations), Objective A of the Strategic Plan also states, "Require new growth to connect to public sewer." |
| Key Action 3 | Implement zoning changes that encourage denser, infill development in the Growth Area where water, sewer and storm water systems exist. | Complete Incomplete | No Yes | Strengthen ordinance language in order to address standards for water, Sewer, and stormwater need to be enforceable. Plan for implementation of MS4 (municipal stormwater) Regulations. |
| Key Action 4 | Implement zoning on BNAS property that is consistent with overall Town policies encouraging denser development in Growth Areas with appropriate infrastructure, and preserving the rural character outside of Growth Areas. | Complete | No | |
| Key Objective 2 | Use initiatives in dealing with the Town's roads, sidewalks, pathways, and public transportation to promote Brunswick's desired pattern of growth and safely carry automobile, pedestrian and bicycle traffic. | | | |
| Key Action 1 | Develop a Master Traffic Plan and prioritize solutions for the most congested and least safe areas. In particular, plan for changes by the reuse of BNAS. | Did Not Achieve | Yes | Although there have been efforts through small area plans and the adoption of the Complete Streets policy, no overall Master Traffic Plan has been developed. |

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| Action 2 | Explore state and regional collaboration and funding to complete the Action item noted above. | Did Not Achieve | Yes | It is unclear if any effort was taken to pursue funding opportunities for a Master Traffic Plan, but if any efforts were made they were unsuccessful. |
| Action 3 | Work with MDOT on the <i>Gateway 1 Corridor Study</i> to seek Pleasant Street and Mill Street Improvements. | Complete | No | In September 2009 the Town signed the Start-up Agreement for the Implementation of the Gateway 1 Corridor Action Plan. In 2010 the Town received a \$29,500 grant to partially fund the Downtown and Outer Pleasant Street Master Plan. In January 2011 the Town signed the Gateway 1 Corridor Coalition Interlocal Agreement. In March 2011 MaineDOT suspended the Gateway 1 program. |
| Action 4 | Continue to improve existing roads and sidewalks, per the <i>2004 Bicycle and Pedestrian Improvement Plan</i> , to make them fully accessible and safe. Consideration should be given to traffic calming measures (such as curb extensions, gateways, landscaping and specific paving treatments) to maintain and improve the character of neighborhoods. | Ongoing | Yes | Address recommendations in the 2020 Bicycle and Pedestrian Improvement Plan . Review sidewalk standards in the Complete Streets Policy . |
| Action 5 | Adopt new road standards for new streets within the Growth Area that require interconnectivity and sidewalks as appropriate. | Ongoing | Yes | .Upgrade zoning ordinance to reflect the newly adopted 'Complete Street' standards policy. Move from recommendation to regulation key items that address 'Complete Streets' standards. |

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| Action 6 | Support the efforts of the Midcoast Collaborative for Access to Transportation to determine the feasibility of a limited fixed / flex public transportation route / system in Brunswick. | Complete | Yes | The Midcoast Collaborative for Access to Transportation (MCAT) was the genesis of the Brunswick Explorer public bus service. The Explorer began service in the summer of 2010 and the Town continues to support its efforts. |
| Action 7 | Have Town officials meet with neighboring community officials to coordinate regional projects and planning. | Ongoing | Yes | Continue to work with Midcoast Council of Governments and Greater Portland Council of Governments as well as directly with neighboring communities. |
| Additional Objective 3 | Reduce the environmental impacts from existing development as well as new growth. | | | |
| Note to Comprehensive Committee Members: Suggested that future address of this objective should include climate change impacts. | | | | |
| Action 1 | Plan and incorporate stormwater management systems that are consistent with achieving the Town's water quality goals into Brunswick's CIP. | Ongoing | Yes | Continue to pursue funding for expansion of Sewer and stormwater management with Brunswick Sewer District |
| Action 2 | Work with the Sewer District to provide incentives to encourage current septic system users within the Growth Area to connect to the Sewer District where the sewer line is reasonably close and particularly when an existing septic system is failing. | Did Not Achieve Ongoing | Yes | Currently, BSD does not offer incentives and will install a sewer line connection only with a written request from the users and the users agree to pay the construction costs. Although incentives are not offered the resident of a failing septic system that is within 200' of a sewer line is required to connect to that service. |

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| Action 3 | Explore the impact of requiring sizable new Growth Area developments to connect to sewer lines beyond current connection requirements. Town land use regulations and planning should be used to minimize the impact on individual developers. | Complete | | Brunswick Sewer District Bylaws provide discretionary authority to require developments within the Growth Zone to connect to sewer services. |
| Action 4 | Coordinate infrastructure improvements between the water and sewer districts, and public works department. | Ongoing | Yes | |

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| Action 5 | Coordinate with the Sewer District to segregate storm water from sewer effluent. | Ongoing | Yes | <p>In 2013, BSD installed 12 groundwater monitoring wells to record the depth to the groundwater. A 2013 report, "Draft Assessment of Groundwater Table Conditions Relative to Sewer Infrastructure" concluded, it is apparent that infiltration to the system is strongly influenced by the shallow groundwater system rising and falling in response to precipitation events, including rainfall and snowmelt." The report also identified areas within the system where the infiltration problem is most pronounced. The data helped to identify their most vulnerable areas for groundwater infiltration. In 2017 BSD hosted its first public informational meeting regarding a program that will work with property owners to implement solutions for the discharge of sump pump and roof drain flow into their system.</p> <p>Address as a component of the MS4 guidelines</p> |
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2008 Comprehensive Plan Update - Action Review

| Action # | Action | Status | Is Action Still Relevant? | Progress / Other Notes |
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| <p align="center">Policy Area 5: Encourage a Diversity of Housing Types in the Designated Growth Area and Facilitate the Preservation and Development of Affordable and Workforce Housing</p> | | | | |
| <p>Key Objective 1</p> | <p>Support the transition of BNAS associated housing to meet the workforce and affordable housing needs of the community.</p> | | | |
| <p>Key Action 1</p> | <p>Research federal regulations relating to affordable housing of decommissioned Navy housing and position Town to ensure the availability and affordability of those units.</p> | <p>Complete</p> | <p>No</p> | <p>The Town, in cooperation with Tedford Housing, completed this action during the transfer of title to Bunswick Naval Air Station (BNAS) lands to the Midcoast Regional Redevelopment Agency (MRRRA).</p> |
| <p>Key Action 2</p> | <p>Create zoning for BNAS property that allows for increased density and flexibility to promote private development of affordable and workforce housing.</p> | <p>Complete</p> | <p>No</p> | <p>Zoning ordinance has been changed to address former BNAS property</p> |
| <p>Key Objective 2</p> | <p>Preserve the current stock of affordable and rental housing.</p> | | | |

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| Key Action 1 | Actively pursue state and federal housing subsidy programs, such as Community Development Block Grant (CDBG) housing rehabilitation funds, Federal Home Loan Bank subsidies, and Maine State Housing Authority Home Rehabilitation program funds. Explore reuse of no-longer needed municipal and school facilities as sites for redevelopment. | Ongoing | Yes | Recent actions by the Housing Committee have begun to address some issues. |
| Action 2 | Partner with funders where possible to encourage owner-occupied multi-unit housing. | Ongoing | Yes | Pursue public/private partnerships to address workforce, affordable, and low income housing. |
| Key Objective 3 | Create an environment that supports the development of new affordable housing by both the public and private sectors. | | | |

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| Key Action 1 | Allow denser development in the Growth Area by drafting and adopting zoning ordinance revisions to permit increased housing density at all price levels. This same action appears in Policy 3, Objective 2, Action 1, serving both objectives. | Complete | No | <p>The 2017 Zoning Ordinance Rewrite increased density in the following zoning districts:</p> <p>GR2 and GR10: 3 DUs/acre to 4 DUs/acre (33%)</p> <p>GR3, GR4, GR8, GR9, and GM5: 5 DUs/acre to 6 DUs/acre (20%)</p> <p>GR7: 4 DUs/acre to 5 DUs/acre (25%)</p> <p>GC1: 10 DUs/acre to 12 DUs/acre (20%)</p> <p>GC2: 8 DUs/acre to 24 DUs/acre (200%)</p> <p>GM1: 4.5 DUs/acre to 6 DUs/acre (33%)</p> <p>GM2: 7 DUs/acre to 10 DUs/acre (43%)</p> |
| Additional Objective 4 | Facilitate the development of affordable housing. | | | |
| Action 1 | Use the new Affordable Housing Tax Increment Financing (TIF) program to encourage suitable projects. | Did Not Achieve | Yes | The Town has not implemented a Affordable Housing Tax Increment Financing (AHTIF) program. |

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| Action 2 | Identify partners to work collaboratively with the Town on housing projects that are focused on rental apartments, moderately priced workforce housing, and low to moderate-income elderly housing. | Ongoing | Yes | Recent action on 'Inclusionary Zoning' helps address the issue. |
| Action 3 | Support development of workforce housing for Town employees. | No | Yes | |

2008 Comprehensive Plan Update - Action Review

| Action # | Action | Status | Is Action Still Relevant? | Progress / Other Notes |
|---|---|---------|---------------------------|--|
| Policy Area 6: Protect Significant Open Space and Natural Resources and Provide Outdoor Recreational Opportunities | | | | |
| Key Objective 1 | Ensure that the reuse of BNAS is consistent with Brunswick's overall natural resource values. | | | |
| Key Action 1 | Work with Redevelopment Authority and Navy-hired environmental consultants to identify and inventory natural resources on BNAS property to coordinate the protection of significant local and regional natural resources. | Ongoing | Yes | Continue coordinating Town policies and actions with MRRRA Master Plan and BNAS natural resource assessment. In 2009 Town zoning extended to The Landing. Environmental mitigation on The Landing continues. |
| Key Objective 2 | Limit growth outside the growth boundary relative to growth inside the boundary. | | | |

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| Key Action 1 | Limit the number of residential building permits issued for new dwelling units in the Rural Area to one-third of total permits issued town-wide. This same action appears in Policy 3, Key Objective 2, Key Action 2, serving both objectives. | Did Not Achieve | Yes | <p>The Town achieved this goal once (2012) between 2009 to 2019. Residential building permits for new dwelling units each year ranged from 32% (2012) to 71% (2019). Cumulatively between 2009 to 2019 approximately 49% of residential building permits for new dwelling units were in the Rural Area.</p> <p>Failure to achieve was linked to the strategy to address the issue. The objective needs to be restated and carried forward.</p> |
| Key Objective 3 | Improve mechanisms for protecting high value open space and natural resources. | | | |
| Key Action 1 | Provide assistance to the newly established Land for Brunswick's Future Board to oversee identification and prioritization of high value open space and natural resources to be protected. | Did Not Achieve | Yes | <p>Although the Town Council established it as a standing advisory committee in May 2007, the Land for Brunswick's Future Board is no longer active and, to date, has not been funded by the Town Council. However, an item for Land for Brunswick's Future remains in the 2019-2023 Capital Improvement Program (CIP) with an annual expenditure of \$50,000.</p> <p>Look to other alternatives for effective management of growth .</p> |

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| Key Action 2 | Promote ways to protect important open space and habitats in the Rural Area through Open Space Developments, Rural Brunswick Smart Growth developments or other mechanisms that protect important open space and habitat. | Did Not Achieve | Yes | Currently developers are not required to comply with Wildlife Overlay or Smart Growth standards. Review zoning ordinance to correct. |
| Key Action 3 | Revise the zoning ordinance to ensure that land with high resource value is preserved in development process. | Ongoing | Yes | Insure that there is required compliance with Coastal Protection and Shoreline verlays. Establish an improved zoning ordinance review procedure |
| Action 4 | Obtain funding for the Land for Brunswick's Future Board to protect priority high value parcels. | Did Not Achieve | Yes | Although the Town Council established it as a standing advisory committee in May 2007, the Land for Brunswick's Future Board is no longer active and, to date, has not been funded by the Town Council. However, an item for Land for Brunswick's Future remains in the 2019-2023 Capital Improvement Program (CIP) with an annual expenditure of \$50,000. |
| Action 5 | Enact an open space impact fee that reflects the impact of new development and the associated need for protected open space. | Did Not Achieve | Yes | As recently as January 2014, the idea of an open space impact fee was still being discussed in the <i>Town of Brunswick, Maine Harbor Management Plan</i> and was listed as a short-term goal at a Conservation Commission Workshop in February 2015. |

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| Action 6 | Plan for open space and parks in both the Growth and Rural areas. | Ongoing | Yes | |
| Key Objective 4 | Protect natural resources from harmful development activities. | | | |
| Key Action 1 | Continue to monitor the quality of waters – rivers, streams, coastal, and aquifers. Consider adding additional water quality monitoring as necessary to assess the drinking water and marine resource condition of these waters and adopt policies to ensure their protection. | Ongoing | Yes | Currently a study of Maquoit Bay water quality is underway. The Mare Brook Management Plan included a comprehensive analysis of that systems water quality. Future actions should include cooperative information sharing with the Brunswick-Topsham Water District and consideration of climate change impact. |
| Action 2 | Continue to protect unfragmented forested blocks from development through a comprehensive effort to work with landowners on a voluntary basis and by adopting ordinance standards for mitigation as needed. | Ongoing | Yes | Using the Mare Brook and Maquoit Bay study models gather data to assess effectiveness of current measures. From 2006 to 2019 there has been a 3.4% loss of unfragmented forested blocks. |

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| Action 3 | Consider adopting ordinance provisions stricter than current state regulations to protect vernal pools and wetlands including provisions that require in-kind or fee-based mitigation as part of the development process where these resources are harmed. | Ongoing | Yes | Refer to new Wetland Ordinance (2019) in zoning ordinance. |
| Action 4 | Require long-term protection of streams, wetlands and vernal pools, contiguous to new development, as part of the development process by requiring effective notification of protected status of these resources to homeowners through deed and covenant provisions. | Ongoing | Yes | For new development there are some cases where this is not a requirement whereas it should be a requirement in all applicable cases. The use of deed and covenant restrictions are beyond the Town's purview and other methods should be considered. These wetland standards should apply for new construction as well as applications that are administered under codes enforcement. |
| Action 5 | Include the cumulative effects of light pollution along with the other factors considered as part of the development process. | Did Not Achieve | Yes | The Town Council tabled action of a light pollution ordinance. Current language does not address perimeters for individual homeowners. |
| Key Objective 5 | Provide adequate recreational facilities for current and future needs. | | | |

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| Key Action 1 | Amend the existing recreation impact fee methodology for new residential development that reflects the impact of such development and costs associated with providing additional recreational facilities. | Complete | No | The recreation facilities impact fee was last revised in July 2016. |
| Key Action 2 | Identify and obtain facilities for recreation on BNAS property that can best meet the needs of the community. Update the <i>2004 Brunswick Bicycle and Pedestrian Improvement Plan</i> to incorporate access to BNAS. | Complete | No | <i>2020 Bicycle and Pedestrian Improvement Plan Update Plan</i> is an update of the <i>2004 Plan</i> |
| Action 3 | Implement the specific priority recommendations of the <i>2002 Parks, Recreation and Open Space Plan</i> for the expansion of recreational facilities. | Complete | Yes | Whereas the <i>2002 Parks and Open Space Plan</i> is over 20 years old it is recommended that the document be updated to address this Action Item. |

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| Action 4 | Support and implement the <i>2004 Bicycle and Pedestrian Improvement Plan</i> for a system of interconnected trails and pathways through public/private partnerships. | Ongoing | Yes | |
| Additional Objective 6 | Protect and maintain our cultural and scenic open space resources. | | | |
| Key Action 1 | Preserve the historic, archaeological and burial sites identified in the <i>2002 Parks, Recreation and Open Space Plan</i> as part of development process. Develop process to identify additional perishable assets impacted by development. | Incomplete | Yes | Clearer definitions are needed in zoning language for adequate protection of perishable assets. Once again, whereas the 2002 Parks and Open Space Plan is over 20 years old it is recommended that the document be updated to address this Action Item. |
| Action 2 | Identify and preserve scenic assets including gateways to Brunswick. | Incomplete | Yes | Clearer language such as 'improve' scenic assets is needed. Gateways should include those within the community as well as those at entrances to the community. Again, whereas the 2002 Parks and Open Space Plan is over 20 years old it is recommended that the document be updated to address this Action Item. |

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| Action 3 | Maintain existing public water access points and acquire new water access when feasible. | Ongoing | Yes | The Harbor Management Plan (2029) should serve as a guide for addressing this item. Again, whereas the 2002 Parks and Open Space Plan is over 20 years old it is recommended that the document be updated to address this Action Item. |
| Action 4 | Prepare a concept plan for the Androscoggin River Corridor for recreational purposes. | Ongoing | Yes | A possible 'River Walkway' from the Androscoggin Pedestrian and Bike Path to the Mill Street Canoe Portage should be considered especially in light of the new bridge construction between Brunswick and Topsham and MDOT planning for the 'pool table' Again, whereas the 2002 Parks and Open Space Plan is over 20 years old it is recommended that the document be updated to address this Action Item. |
| Additional Objective 7 | Set protection goals for identified significant natural resources. | | | |
| Action 1 | Continue to inventory these resources so as to be scientifically accurate and appropriate for long-term planning with appropriate public review. | Ongoing | Yes | |

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| Action 2 | Cooperate with adjoining towns to place prioritization process in a regional context. | Ongoing | Yes | |
| Action 3 | Inform the public about these resources using the Town website and other means. | Ongoing | Yes | Improve Town web presence. |
| Action 4 | Develop management standards for each significant resource. | Ongoing | Yes | |
| Action 5 | Continue to monitor populations of indicator wildlife species for the significant terrestrial and aquatic habitats. | Ongoing | Yes | |
| Action 6 | Continue to actively manage town-owned forest and other natural resources. | Ongoing | Yes | |

| Action # | Action | Status | Is Action Still Relevant? | Progress / Other Notes |
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| Policy Area 7: Promote an Economically Viable, Attractive Downtown | | | | |
| Key Objective 1 | Use the redevelopment of the Maine Street Station site as a catalyst for Downtown improvements. | | | |
| Key Action 1 | Ensure that the design of the Maine Street Station site and the proposed uses, including passenger rail service by Amtrak and Maine Eastern Railroad, complement the mixed-use nature of the existing downtown. | Complete | No | Key components of the 2007 Brunswick Station Master Plan included: retail space, office space, restaurants, hotel, and multi-family dwelling units. All of these uses have been realized and all but one of the buildings in the Master Plan have been completed. Amtrak passenger rail service to and from Brunswick Station began in 2012. |
| Key Objective 2 | Make the Downtown District safer and more pedestrian friendly. | | | |
| Key Action 1 | Evaluate and implement measures and physical improvements, including traffic calming mechanisms, for improving pedestrian safety and comfort on Maine Street | Ongoing | yes | Sidewalk 'bumpouts' have been added along with two raised crossings> The recently approved Downtown Street scape Improvement Plan addresses improvements Consider extending the focus of this Action item to include inner Pleasant Street, Mill Street, and the area of the 'Pool Table' |

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| Key Action 2 | Continue implementing the improvements listed in the <i>2004 Brunswick Bicycle and Pedestrian Improvement Plan</i> relating to Downtown, particularly regarding crosswalks and sidewalks, on a regular basis. | Ongoing | Yes | The Brunswick Bicycle and Pedestrian Advisory Committee issued a 2020 update of the 2004 Plan |
| Key Objective 3 | Increase the number of housing options in the Downtown District. | | | |

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| Key Action 1 | Re-evaluate dimensional standards and conduct an inventory of neighborhood features as part of a revision of the Town's zoning ordinance to allow denser residential infill development throughout the downtown while preserving valued features. | Complete | No | <p>The 2017 Zoning Ordinance Rewrite combined the three (3) previously existing Town Center 1 (TC1 - Maine Street), Town Center 2 (TC2 - Fort Andross), and Town Center 3 (TC3 - Lower Park Row) districts into one district, Growth Mixed-Use 6 (GM6). The GM6 standards are the same as TC1 with the exception of eliminating the 30,000 SF maximum building footprint standard from the TC1 and replacing it with no maximum building footprint standard in the GM6. The 60' maximum building height standard in the TC2 was also eliminated and replaced with a maximum 40' building height standard in the GM6.</p> <p>Recent Council action on Inclusionary Housing is expected to address some downtown housing challenges</p> <p>Consider establishing a standing Housing Committee. Address increasing affordable housing downtown. Monitor to possibly regulate short-term housing.</p> |
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| Action 2 | Coordinate the development of a building rehabilitation code to facilitate renovations of existing downtown building with the Town's building code, the State's Life Safety Code, and other state efforts to accomplish the same. | Did Not Achieve | No Yes | The purpose of this action is unclear as the Town follows the Maine Uniform Building and Energy Code (MUBEC) and cannot adopt a separate, less stringent, building code for a limited geographic area. Need staff and legal guidance on flexibility to change codes. |
| Key Objective 4 | In partnership with local organizations, make the Downtown more attractive, inviting and the "hub" of community activity. | | | |
| Key Action 1 | Develop a new Master Plan for the downtown relating economic, housing and infrastructure improvements. Considerations for such a plan include traffic, bicycle and pedestrian patterns, alternatives to diverting thru-traffic away from Maine Street, enhancing use of upper story space, preserving historic architecture, and making new construction and renovations fit the character of the historic downtown. | Complete Renew | No Yes | The Town Council adopted the <i>Master Plan for Downtown Brunswick and the Outer Pleasant Street Corridor</i> on January 24, 2011. The Master Plan Implementation/Status Report was presented to the Town Council on 3/23/2012 The Plan was developed but not fully implemented; should be reviewed for relevance. |

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| Key Action 2 | Expand the geographic limits of the Village Review Zone to include an area west of Maine Street to Union Street from the Androscoggin River to the Joshua L. Chamberlain Museum. Consider the development and application of commercial design standards. | Complete | No | The Town Council approved the proposed expansion of the Village Review Zone on July 1, 2013. |
| Action 3 | Install benches, information kiosks, trash receptacles, public restrooms and other amenities as needed. | Ongoing | Yes | Some Benches (seasonal), trash containers, and signage have been installed. Restrooms with limited availability are accessible at Curtis Library, the Visitors Center, and the Town Hall |
| Action 4 | Encourage development on the side streets off Maine Street to attract pedestrian traffic and new businesses. | Did Not Acheive | Yes | Parking studies have been conducted Consider the balance between housing needs and small buisness development in moving forward. |
| Action 5 | Support the concept of the north end of Brunswick's downtown as a recreational "hub" along the Androscoggin River corridor, including the bike/path walkway to Cook's Corner, the canoe/kayak portage area, the swinging bridge, the waterfront park, the fish way, the boat launch site on Water Street, and the rowing club. | Ongoing | Yes | The 2011 Master Plan for Downtown & The Outer Pleasant Street Corridor cites several relavent recommendations. Consider adjustments/opportunities in light of new Androscoggin bridge for pedestrian/bike river pathways and 'pool table' improvements. |

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| Action 6 | Support efforts to develop and promote a local creative economy. Refer to action as 'Diverse Economy' | Partially Completed | Yes | A community discussion regarding the Town's local creative economy was held on August 2, 2009. The potential conversion of hangar space at Brunswick Landing into a community arts center was mentioned in the <i>Brunswick Naval Air Station (BNAS) Reuse Master Plan</i> . The 2017 Zoning Ordinance Rewrite included within its purpose, "Promote an economically viable, pedestrian-friendly, and attractive downtown that serves as the community's social center, the focus of the community's creative economy, and home to a variety of small businesses while accommodating increased housing opportunities." (Section 1.2.2.F) |
| Action 7 | Continue to support the Village Review Board's ongoing efforts to work with landlords who voluntarily want to maintain the historic character of the Downtown. Support the VRB's recent efforts to establish a non-regulatory Brunswick Town Landmark and Landmark District Designation Program. | Ongoing / Did Not Achieve | Yes | The VRB continues to support landlords who voluntarily want to maintain the historic character of the Downtown. However, a non-regulatory Brunswick Town Landmark and Landmark District Designation Program has not been established. An effort was made, but in February 2013, the Planning and Development Director and Chair of the VRB stated that the voluntary landmarks program, "has been pushed to the side due to manpower." Provide more flexibility in 'Landmark' definition. |
| Additional Objective 5 | Increase both the public's awareness of and the supply of public parking in the Downtown. | | | |

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| Action 1 | Follow the downtown parking committee's recommendations and implement the <i>2001 Brunswick Downtown Parking Study</i> . | Ongoing | Yes | Two downtown parking audits were conducted in 2013 and 2016. |
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Policy Area 8: Promote a Diverse and Healthy Local Economy

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| <p>Key Objective 1</p> | <p>Redevelop in-fill sites within the Growth Area.</p> | | | |
| <p>Key Action 1</p> | <p>Prepare and implement a feasibility analysis of all potential in-fill sites that includes a fiscal analysis, details the costs necessary to make the sites attractive to prospective businesses, outlines anticipated business interest, and models an analysis of the number and types of jobs potentially created.</p> | <p>Ongoing</p> | <p>Yes</p> | <p>Brunswick Landing development plan identifies potential sites and tangential businesses. Currently studies are under way to assess the infill potential for the recently acquired Maquoit Woods land parcel. Related to Key Action 3 (promote development of infill sites); Maquoit Wood acquisition needs to be addressed. This Action Item should fall under the purview of the Eco Dev Dept & MRRA. A study of potential infill opportunities should be considered.</p> |
| <p>Key Action 2</p> | <p>Explore and actively pursue 3rd party funding and/or transitional funding made available through BNAS closure process to support in-fill</p> | <p>Complete</p> | <p>Whereas the base closure process is complete, rewrite to pursue funding for continued infill of former BNAS property</p> | <p>No longer relevant</p> |

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| Key Action 3 | Promote development of in-fill sites that are financially feasible, beneficial to the community, and have the potential to bring commercial development and jobs paying a living wage to a currently underutilized site. Identify the needs of specifically targeted businesses and provide incentives to attract them to Brunswick. | Ongoing | Yes | Maine Street Station project is completed; the Lemont Block has recently been renovated, housing has been added to the Tontine Mall; Tech Place on The Landing continues to produce viable startups, Wild Oats BTLT and Sitelines have relocated on The Landing Related to Key Action 1 (above) for future consideration should be combined and carried forward with consideration of inclusion of maintaining a diverse community. |
| Key Objective 2 | Ensure that BNAS rezoning occurs through the evaluation of potential opportunities as well as on and off-site impacts of redevelopment that integrates new and existing uses (same as Policy Area 3, Key Objective 1). | | | |
| Key Action 1 | Elected officials and staff of Town participate in MRRA planning process. | Ongoing | Yes | Ongoing and cooperative channels of communication with MRRA have been established and will continue until MRRA completes its mission. This includes TIF allocations and Planning Board review of Brunswick Landing projects. |
| Key Action 2 | The Town encourages MRRA to actively explore the potential for early transfer of BNAS land suitable for businesses, developed cost effectively to the Town and attracts the types of business and jobs identified as being beneficial to the Town as in Key Objective 1 above. | Ongoing | Whereas the base closure process is complete, rewrite to continue collaborative initiatives for business development | As MRRA completes its mission the Town will assume increased responsibilities |

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| Key Objective 3 | Prior to the closure of BNAS, the Town shall develop and implement opportunities to attract businesses to Brunswick that will provide jobs paying a livable wage to help offset the anticipated loss of jobs leading up to the closure of the base. | | | |
| Key Action 1 | Identify the types and number of jobs the Town wants to attract and use available zoning, tax incentives, and third-party mechanisms to draw identified businesses and jobs. | Ongoing | Once again, whereas the base closure process is complete, rewrite to continue collaborative initiatives for business development | MRRRA has identified 6 target sectors in working to attract businesses. If not completed prior to MRRRA's sunset the Town should consider continuing that plan. |
| Key Objective 4 | Ensure that as Bowdoin College grows and changes, its facilities fit into the community. | | | |
| Key Action 1 | Facilitate communication between the College and town citizens and businesses especially when the College needs to add new buildings, parking areas or other improvements. | Ongoing | Yes | Quarterly meetings are held between Bowdoin College officials and Town leaders; Capital projects (other than interiors) require Planning Board action; the 2017 Zoning Ordinance establishes protections for neighborhoods abutting the college. Quarterly meetings between Town and College are annually held. <u>A similar Objective should be considered for Midcoast Hospital as it has grown to become a major insitution in the community.</u> |
| Key Objective 5 | Enhance the economic viability of small, locally owned businesses. | | | |

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| Key Action 1 | Develop a marketing plan and strategy for “new economy” businesses to encourage locating in Brunswick. | Did Not Achieve | No | No known effort was made by the Town to achieve this action. More than a decade after this action item was created it is possible that the term "new economy" has taken on a different meaning. |
| Action 2 | Work with regional economic development organizations to provide funding for local businesses for expansion, modernization, and working capital. | Ongoing | Yes | Brunswick Development Corporation and the Brunswick Downtown Association have provided programs and funding to promote local businesses; Brunswick partners with Midcoast Council of Governments and Greater Portland Council of Governments; Coastal Enterprises Inc. serves innovative business development. BDC & BDA play a major role in economic development. Civic organization and NGOs are vital in moving forward with economic development. |

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| Action 3 | Develop an on-going business assistance program in coordination with regional organizations to enhance the skills of local business people and improve their ability to compete. | Ongoing | Yes | Tech Place provides an 'incubator' setting for emerging businesses; SMCC Brunswick campus, Voc 10, Merrymeeting Adult Education, and Brunswick High School through its Extended Learning Opportunity Program offer many diverse skill development programs. |
| Action 4 | Support Brunswick's natural resources economy, including marine harvesting and farming. | Ongoing | Yes | The Marine Resources Committee is charged with administrating and coordinating shellfish conservation programs. Change 'support' to 'Strengthen'. Include an address of climate change issues. NOTE: This is more of a goal than an action. |
| Objective 6 | Promote expansion of passenger and freight rail service in Brunswick. | | | |
| Action 1 | Coordinate with MDOT, the Northern New England Passenger Rail Authority and federal authorities to implement the infrastructure improvements needed for rail service. | Ongoing | Yes | The Train Station was completed in 2010; a layover facility was added in 2016.. Quite zones have been established and rail roadway intersections have been improved for safety; Cedar Street parking has been added; Future plans may include Midcoast Railservice freight service and a return of a scenic passenger route to Rockland. |

TOWN OF BRUNSWICK, MAINE INCORPORATED 1739
DEPARTMENT OF PLANNING AND DEVELOPMENT

85 UNION STREET BRUNSWICK, ME 04011

COMPREHENSIVE PLAN DEVELOPMENT OUTLINE

PHASE 1

HS, LLC: Draft required inventories with guidance and review from town staff/dept directors. P&D: Assemble previous public outreach results. Review and categorize.

PHASE 2

HS, LLC: Present final draft inventories with summaries and SWOT analysis.
P&D: Present summary of public outreach/engagement, recommendations for future outreach/engagement. CPUSC: policy area development.
P&D/CPUSC: Consider contracting with HS, LLC to draft policy areas/final plan.

PHASE 3

P&D: Draft land use plan and map.
Unknown Party: Draft policy areas and implementation actions.
P&D/CPUSC: Outreach/engagement on policy areas and implementation actions & land use plan.

PHASE 4

Unknown party: Draft final plan.
P&D/CPUSC: Outreach/engagement on final plan draft.

This is a rough outline. The timeline for phase one is May 2023 through September 2023 (see project memo) and the decisions in phase two will determine the timeline for phases three and four. The land use plan may be done in conjunction with HS, LLC if hired.

The Climate Action Plan is underway and will need to be analyzed for the relevant impacts to the policy areas and implementation actions in phase three of the comprehensive plan development.

Harpwell Strategies, LLC (HS, LLC)
Planning & Development Department (P&D) Comprehensive Plan Update Steering Committee
(CPUSC)