

1. 2025-01-17 Town Council Retreat Agenda

Documents:

[\*\*2026 RETREAT AGENDA FINAL.PDF\*\*](#)

# Town of Brunswick, Maine

## TOWN COUNCIL RETREAT Agenda

**Saturday, January 17, 2025**

**9am - 2pm**

**Town Hall, Room 206**

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<b>1)</b>	Welcome from the Council Chair	9:00-9:05
<b>2)</b>	Team Building Activity (Council Vice Chair)	9:05-9:35
<b>3)</b>	Protocols - Review of communication expectations among Councilors Manager, Staff, Town Attorney, and Citizens (Town Manager) (List of document links will be provided)	9:35-9:50
<b>4)</b>	Regular Council Meetings - Streamlining - Chair	9:50-9:55
<b>5)</b>	Constituent Engagement – Office Hours – Chair (Ideas will be discussed)	9:55-10:05
<b>6)</b>	Committees - Committee roles, charges, reports to Council, Staff responsibilities, redundancies, new task forces (Town Clerk & Chair)	10:05-10:20
<b>7)</b>	Project Updates <ul style="list-style-type: none"><li>Project List online (Assistant Town Manager)</li><li>Comprehensive Plan Next Steps</li><li>Moratorium Updates and Ordinance Status</li><li>Budget/CIP Workshop Schedule</li><li>Communications Update (feedback, what's on the horizon)</li></ul>	10:20-11:15
<b>8)</b>	<b>Lunch</b>	11:15-11:45
<b>9)</b>	Council Goals and Initiatives (common themes from councilors) (see attached list) Vote on Priorities	11:45-1:45
<b>10)</b>	Wrap-up	1:45-2:00

## Common Themes Across Councilor Priorities 2026

### **Housing Stability and Affordability**

Implement mobile home rent stabilization or renter protection ordinances (x4).  
Create and implement a comprehensive Affordable Housing Plan or Policy (x3).  
Increase affordable rental housing supply (x3).  
Direct growth toward affordable market segments to prevent displacement and gentrification (x2).  
Expand property tax relief or assistance for income qualified residents, including mobile home households (x2).  
Increase affordable homeownership opportunities.  
Create long term local protections for mobile home park residents beyond state action.

### **Growth Management, Zoning, and the Comprehensive Plan**

Execute priority actions and ordinance updates from the Comprehensive Plan (x5)  
Complete zoning ordinance overhaul, simplification, and alignment with the Comp Plan (x4)  
Adopt a rural growth rate ordinance or formal growth management controls (x2)  
Use zoning tools to control density, height, and development location (x2)  
Expand development impact fees beyond recreation to reflect infrastructure costs.  
Create a standing zoning ordinance review and development committee.  
Balance staff workload with plan implementation expectations.

### **Fiscal Sustainability and Financial Planning**

Create or strengthen a multi year financial plan including municipal and school operations (x4).  
Limit property tax increases to roughly 3 to 3.5 percent (x3).  
Improve capital planning through stronger CIP development and capital project execution systems (x3).  
Focus on disciplined spending growth as the primary budgeting control (x2).  
Increase transparency and council understanding of the financial impacts of decisions (x2).

### **Environmental Protection and Ordinances**

Adopt or strengthen ordinances related to land clearing, traffic impacts, and environmental protection (x2).  
Expand investigation and monitoring of PFAS contamination and environmental health risks (x2).

## **Infrastructure, Transportation, and Facilities**

- Develop a long-range plan for Public Works facilities (x3).
- Implement traffic calming and pedestrian safety improvements (x3).
- Advance planning or construction of a new Public Works facility (x2).
- Create systematic and data driven road resurfacing programs (x2).
- Evaluate infrastructure needs and expansion proactively (x2).
- Create a townwide road striping plan.
- Adopt an updated Complete Streets Policy as directed by Council in April 2025.

## **MRRA, Brunswick Landing, and Environmental Safety**

- Address PFAS contamination and protect public health and environmental safety (x4).
- Strengthen Town oversight and alignment with MRRA (x3).
- Expand or restructure MRRA related committees for stronger accountability (x2).
- Hold regular coordination meetings with DEP, the US Navy, MRRA, and other partners on environmental risks.

## **Economic Vitality and Business Support**

- Support existing businesses and attract new businesses (x2).
- Promote a vibrant downtown and neighborhood economy (x2).

## **Governance, Communication, and Council Operations**

- Improve committee structure and oversight functions (x3).
- Improve how council decisions and priorities are communicated to residents (x2).
- Create better internal and external communication tools and systems (x2).
- Improve council processes for financial awareness and accountability (x2).
- Create committee and board specific email systems.

## **Community Character and Quality of Life**

- Preserve Brunswick's small-town character while managing growth (x2).
- Reassess the pace and scale of large multi-unit residential developments.
- Strengthen the Town's response to homelessness.
- Support initiatives that make Brunswick a fun and engaging place to live.
- Improve accessibility and comfort in public meeting spaces.