

One Brunswick. Beautifully Balanced.

2025 COMPREHENSIVE PLAN

FINAL DRAFT 2025-11-07



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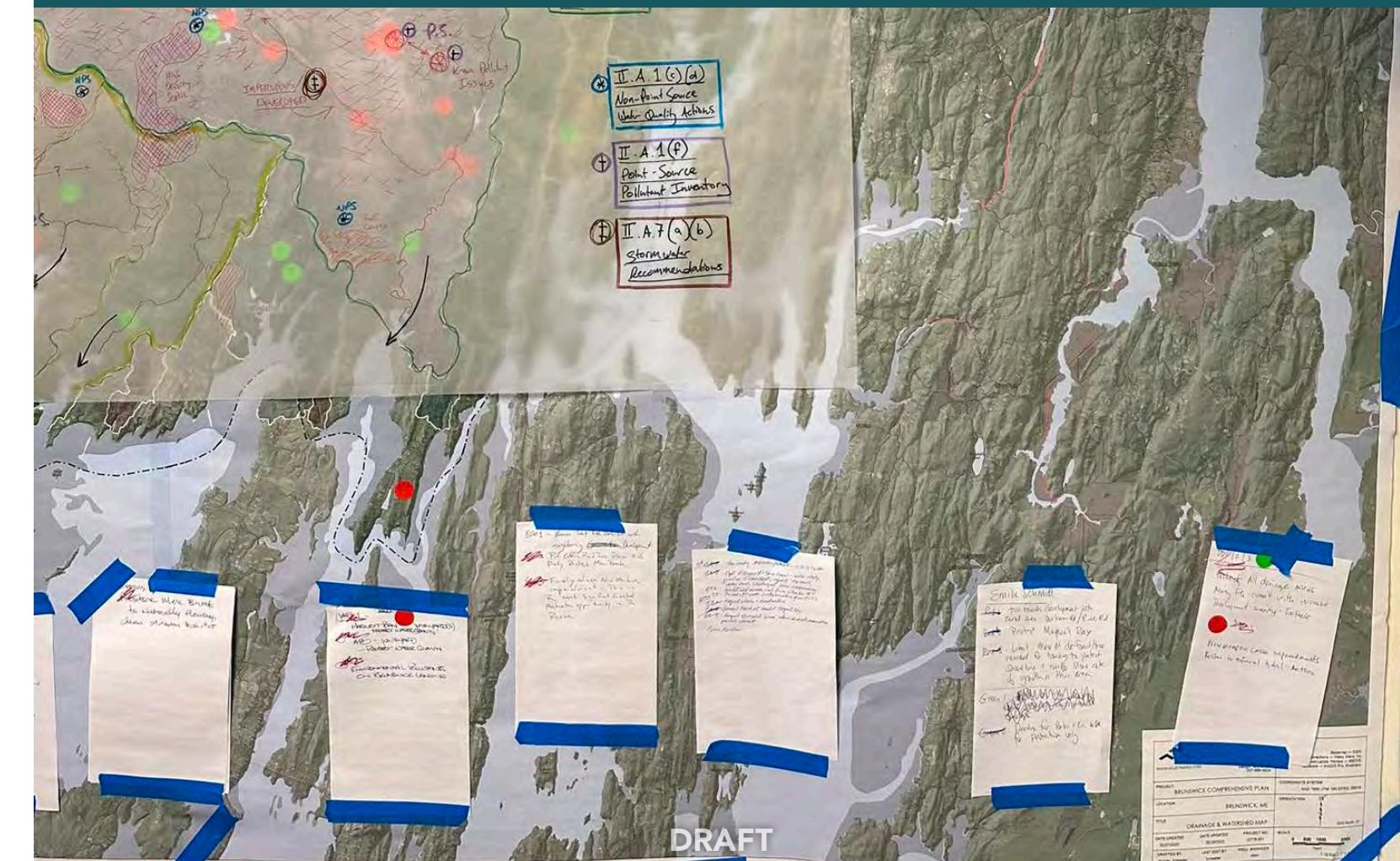
The creation of the Town of Brunswick's 2025 Comprehensive plan is the culmination of receiving robust community input since 2019 from residents, stakeholder groups, and Town staff. The CPUSC would like to provide special thanks to the Planning & Development Department for their tireless consultation, as well as all Town staff who participated in our outreach events and contributed throughout this process.

“

Thank you to the hundreds of Brunswick residents and business owners who participated in the “One Brunswick, Beautifully Balanced” planning process. Your ideas, needs, and vision have formed this Comprehensive Plan.

”

— CPUSC



PART 1

Welcome to the Plan

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1.1

Vision

Brunswick is the thriving economic hub of MidCoast Maine that preserves its historical and cultural roots despite sustainable growth challenges. Brunswick is an integrated, close-knit community made up of diverse residential neighborhoods connected by a vibrant downtown, various modes of transportation, and community events and discourse. A thriving economy is supported near available infrastructure and transit options for residents living, working, and recreating in Brunswick and the Town collaborates with neighboring communities on managing future growth. We protect our natural resources, habitats, and ecological systems while increasing access to necessary services and amenities that support the population. Climate change continues to inform our decision-making in policy, planning, and land use, ensuring resiliency and a safe harbor for all who wish to reside in and visit

Brunswick. Brunswick is dedicated to its culture of community and inclusivity, and continues to pay homage to its diverse landscape, ever-changing demographics, and fierce sense of pride.

“ One
Brunswick.
Beautifully
Balanced. ”

—CPUSC



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Looking north, Maine Street in Brunswick.

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Letter from the CPUSC

“ There are risks and costs to action.
But they are far less than the long-range risks
of comfortable inaction.

— JFK

When the Comprehensive plan Update Steering Committee (CPUSC) set out on its charge in 2019 “To review and update the Town of Brunswick’s 2008 Comprehensive plan...” we anticipated an 18 to 24-month project. However, our committee’s work of evaluating and revising the Town’s land use strategies has stretched into a 6-year task. Extraordinary challenges have been met throughout the process, mostly due to the substantial setback caused by the global COVID-19 pandemic in 2020. Yet despite these challenges, we have successfully completed a systematic review of the 2008 Comprehensive plan, completed the State required inventories, and conducted assessments of current factors that impact land use. We are confident that we have developed thorough, quantitative, and comprehensive documents needed to establish a sound foundation for Brunswick’s future land use plan which is reflected in our “One Brunswick, Beautifully Balanced” vision.

We are grateful to everyone in the community who participated in the 13 community outreach sessions held over the last 6 years during which we asked, “What do you want Brunswick to look like in the future?” Through the various panel discussions, community forums, surveys, and design charrettes, we heard our neighbors’ concerns and suggestions for the Town’s future. What we heard most often and with repeated emphasis centered around three core goals or “Big Ideas”: Growth Management (we heard you want less growth), Economy (we heard you want lower taxes), and Environment (we heard you want better Natural Resource Protections).

Brunswick is at a critical point in its land use management—the pressures to balance growth demands and land preservation have never been greater. Dramatic changes have occurred within our community since the 2008 Comprehensive plan that have placed great strain on the town’s infrastructure. These include the closure of the Brunswick Naval Air Station and the redevelopment of dense residential housing on Brunswick Landing, the unprecedented growth and influx of new

residents throughout the pandemic, and the continued residential development in the rural areas of town despite the 2008 plan’s primary goal of limiting rural development. One thing we can all agree on is that the current pace of growth is not sustainable, and we must employ strategies for smart growth while protecting the natural resources that make our community so unique. We cannot stop future growth from occurring, but we can define what type of growth we want as a community and where that growth should occur.

As Brunswick residents, we are fortunate to live in a town that boasts a beautiful coastline, robust recreation opportunities, a highly respected liberal arts college, a vibrant art scene, an excellent education system, and strong economic drivers for the region. It only makes sense that others would want to come and live here as well. However, the rate of which the recent growth has occurred has made many community members uncomfortable and question how sustainable it is. The impacts of this growth on our infrastructure have not gone unnoticed, and considerable investments are needed to support the needs of Brunswick’s current residents.

In order to address the concerns raised, it is our conclusion that the Town needs to bring about changes in zoning, growth boundaries, as well as policy changes that directly affect the undesired patterns of growth while creating guidelines to protect critical natural resources. Fiscal responsibility must remain at the forefront of all decision-making. Failure to act now will have resounding impacts for years to come.

This plan provides for a balanced, forward-thinking approach and we have crafted a pioneering strategy that clearly charts Brunswick’s growth and development over the next 10 years and beyond. This plan demands active commitment and execution so that the opportunity to address and avoid critical challenges will not be lost. Our elected leaders and Town staff must act swiftly and decisively as the passage of time reduces the opportunity to control our destiny.

We should all strive to keep our community as “One Brunswick. Beautifully Balanced.”

On Behalf of the CPUSC,

Emilie Schmidt, Chairperson

Fred Koerber, Vice Chairperson

A Welcome from your Planning Department



Above: Your Planning Department is on the second floor of Town Hall, located at 85 Union St, Brunswick, ME 04011.

Dear Brunswick residents:

We are excited to share the culmination of numerous years of hard work, collaboration, dialogue and shared vision—the 2025 Brunswick Comprehensive plan. This document tells the story of our community, one that envisions a better future, and remains committed to that vision through challenges, setbacks, and change. This plan reflects the hopes, ideas and commitment of our Town and offers a roadmap for building a better and more vibrant Brunswick.

It has been a collective journey from the beginning; through public meetings, workshops, surveys and countless conversations. You helped guide this process with thoughtfulness and purpose. Your input has been invaluable in identifying key priorities, from environment and land use to housing, infrastructure and transportation. The result is a plan that will seek to address our current needs and lay a foundation for years to come.

We are deeply grateful for all your active participation and engagement throughout this process. Whether you attended a meeting, completed a survey, shared your ideas or simply stayed informed, you played an important role in building a stronger, more resilient Brunswick. Your continued involvement as we begin the work of implementing the plan will ensure its success.

Thank you for your commitment to seeing this process through with us.

With appreciation,

Julie Erdman, Planning and Development Director
Jimmy Dealaman, Principal Planner

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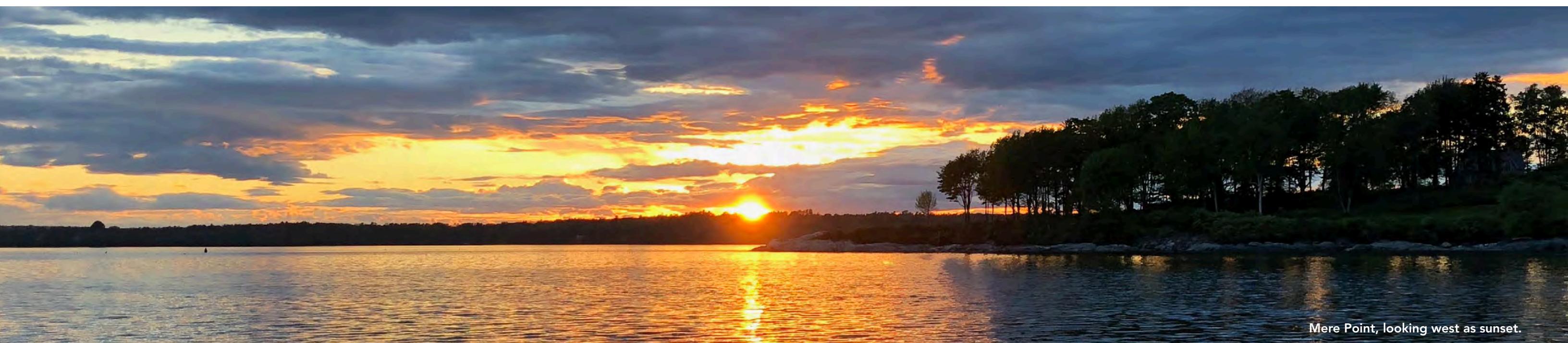
Executive Summary

Setting the Stage for the Decade to Come

A lot has happened since Brunswick's 2008 Comprehensive plan was published. None of us could have predicted the major recession, global COVID-19 pandemic, the shifts in society, or the incredible pace of technological change that shaped our world since then. Yet through it all, Brunswick has held on to what makes it special—a welcoming midcoast community where we can live, learn, work, play, and thrive.

Over those years, we've made real progress towards many of the objectives set forth in the 2008 plan. As housing demand grew, we saw new development take shape—everything from single-family homes to multi-family and mixed-use projects. Brunswick took steps to protect our land, acquiring Maquoit Woods and Merrymeeting Park. The public-to-private transition of the former Brunswick Naval Air Station, Captain William Fitzgerald USN Recreation Area, surrounding Maine Gravel Services Inc. land, and Kate Furbish Preserve took shape. And our commitment to identifying, preserving, and protecting Brunswick's natural resources has remained strong.

Of course, no one creating a comprehensive plan can predict the future. We work with the best information available at the time to understand our town's needs and imagine what the years ahead might bring. These plans are meant to guide us and provide strategies, not to prescribe the steps, leaving space in the future for residents, stakeholders, and leaders to adapt as circumstances and opportunities evolve.



Mere Point, looking west as sunset.

Learning from Experience

LESSONS FROM THE 2008 PLAN

Looking back, there's real value in revisiting the hard work that went into Brunswick's 2008 Comprehensive plan. As we began developing the 2025 Comprehensive plan, the CPUSC started by taking a close look at that earlier effort. We wanted to celebrate what worked well, but also be honest about what we might do differently this time to make the plan more effective and adaptable. The following recommendations emerged from this review, and shaped the way we approached the 2025 plan:

- **Develop a Clear, Actionable Implementation Strategy.**

The CPUSC's 2025 Comprehensive plan Implementation Strategy provides timing, cost estimates, and departmental accountabilities for each articulated Action Strategy, and establishes a means to determine feasibility, evaluate progress, and, where necessary, to reset priorities as circumstances change.

- **Establish Scheduled Reviews and Updates.**

Because comprehensive plans are living documents, it's critical to periodically assess and reassess their ongoing impact, applicability, actionability, and relevance. Annual comprehensive plan review during Capital Improvement plan development also ensures close alignment between current Town goals and funding resources, and streamlines future comprehensive plan implementation.

- **Develop Unified Strategies to Address Interrelated Issues.**

In their efforts to identify Policy Areas and develop corresponding Policies and Action Strategies, the CPUSC recognized the opportunity to unify and coordinate efforts



Above: Public engagement workshop.
Photo credit: CPUSC.

to address interrelated issues. By identifying these issues, Town leaders are able to coordinate interdepartmental initiatives, reduce costs, and accelerate progress toward shared objectives.

- **Develop Stronger Connections Between Policy Areas and Land Use/Growth Management.**

Many of the Policy Areas in the 2025 Comprehensive plan include Action Strategies targeted toward growth management. The plan seeks to identify instances where collaboration is likely to produce better, faster, more cost-effective results that limit sprawl while encouraging development in areas targeted for growth.

- **Establish Research-Based Quantitative Goals.**

The 2025 plan incorporates Policies and corresponding Action Strategies that call for the establishment of performance targets based on industry standards. Once these goals are established, they will be used periodically to measure progress.

Looking Forward

THE MAKING OF THE 2025 PLAN

After taking stock of the 2008 plan's strengths and weaknesses, we next initiated an exhaustive process designed to gather public input, update municipal data, analyze trends, establish priorities, satisfy statutory requirements, and, ultimately, to establish the policies and actions that would guide the Town for the next decade—and beyond. That process was deliberate, thorough, and lively, shaped through five years of passionate public input, vigorous debate, and committed collaboration in forums that included:

- **Public Input Workshops.** During 13 public input sessions, residents shared their diverse perspectives on Brunswick, painting a clear picture of what was working, what wasn't, and what sets the Town apart as a desirable place to live, work, learn, and play. These sessions provided the CPUSC with the raw material necessary to inform and refine every aspect of the comprehensive planning process, and to ensure its alignment with the values, aspirations, and objectives of those who call Brunswick home.

- **CPUSC and CPUSC Work Group Meetings.**

The comprehensive plan development process required in-depth municipal data analysis, ongoing dialogue with residents, and close collaboration with Town leaders. This process took place over the course of five years and many dozens of meetings, ultimately yielding the knowledge base essential to the development of the 2025 plan.

- **February 2025 Charette.** During this intensive three-day working session, CPUSC members collaborated with consultants to review a compilation of data, define the plan's primary objectives, refine policy issues, and draft the Action Strategies necessary to achieve those objectives. This all-hands effort paved the way for the final stage of the 2025 Comprehensive plan's development.

Below: Public input workshop.
Photo credit: CPUSC.



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What to Expect

A COMPREHENSIVE PLAN FOR THE PEOPLE OF BRUNSWICK

As the name suggests, this document aspires to paint a comprehensive roadmap for the pursuit of Brunswick's next decade of growth, environmental protection, and infrastructure goals. The plan is divided into sections that educate, provide context, and convey a clear articulation of the actions necessary to pursue policy objectives—while presenting a clear headed assessment of the costs and resources necessary to attain them.

Ultimately, the 2025 Comprehensive plan is a resource tailored to the needs of multiple stakeholders. For municipal officials, the plan provides a clear statement of the policies the Town agrees to pursue, and a defined set of Action Strategies necessary to attain them. For state regulators, the plan works to satisfy the statutory objectives stated in the Growth Management Act, providing assurance that the Town's efforts are aligned with statutory requirements.

Most importantly, however, the plan is designed to reflect residents' stated priorities while providing an open and transparent perspective on how the Town plans to pursue them.



Above: Public input workshop.
Photo credit: CPUSC.

As such, the 2025 plan seeks to:

Simplify.

Municipal governance is a necessarily complex undertaking, with different departments entrusted to fulfill a range of varied, consensus-based, and often interrelated objectives. This Plan provides a **clear, transparent resource** to understand how Brunswick's leaders will leverage Town resources to achieve them.

Illustrate.

Wherever possible, the Plan provides both **graphic and verbal context** necessary to understand sometimes unfamiliar concepts, to highlight objectives, and to comprehend the actions necessary to advance them in meaningful, measurable ways.

Support.

Recommendations in the 2025 Plan are **deliberately aligned with community inputs** and are means-tested to ensure that the Town has the means to achieve them. In instances where resources are inadequate, efforts will be made to refine or reprioritize objectives, or seek alternative means to attain them.

Measure.

Wherever possible, the 2025 Plan identifies measurements necessary to **gauge progress against objectives**. Town leaders will continually review these metrics and take steps to recalibrate efforts or identify new objectives as necessary.

Communicate.

Because the 2025 Plan is a living document that will be subjected to **periodic review and revision**, Town leaders will ensure full transparency by communicating progress, changing circumstances, and revisions that may alter stated policies and Action Strategies.

Improve.

Through a commitment to continuous review, Town leaders will have the opportunity to identify the 2025 Plan's strengths and to identify opportunities to **improve subsequent comprehensive planning efforts**.

THE STORY CONTINUES

The 2025 Comprehensive plan is, in essence, a continuing story of the Town of Brunswick. Framed in the context of today, that storyline will evolve over time, shaped by changing economic circumstances, unanticipated opportunities, and shifting community perspectives. And while the next ten years may bring changes unanticipated by the 2025 plan,

the courage, commitment, and collaboration that marked its development provide assurance that we'll navigate that future together to sustain our operative promise: One Brunswick. Beautifully Balanced.

Below: Charrette held in February of 2025.

Photo credit: Ben Meader.



PART 2

Building a Vision for Brunswick

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Above: The intersection of Maine Street and Pleasant Street.

Growth Management

When distilled to its essence, the process of comprehensive planning is a concerted effort to responsibly control growth. By establishing a clear picture of the Town's current landscape, infrastructure, and environment, residents and municipal leaders are better positioned to assess what's working well and what's not. This baseline then provides an actionable foundation to advance shared growth objectives while preserving the spaces and places that set Brunswick apart as a desirable place to live, work, and play.

The following pages provide a clearer picture

of today's Brunswick. By presenting a series of detailed maps, readers can better understand the Town's environmental resources, identify those at risk, and envision those places best suited for both protection and development over the coming decade.

Working with that baseline understanding, this section then provides a series of visions for Brunswick's future that balance the need to limit growth in rural areas, drive growth toward targeted places with infrastructure capacity, and protect those environmental resources and landscapes most at risk.

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2.1

Preserve Nature's Place

During the extensive public input gathering process at the heart of the CPUSC's effort to update the comprehensive plan, the Town's environment repeatedly surfaced as a topic of nearly universally shared concern. And while many residents raised specific environmental issues—"clean water for all" and "protect wildlife corridors" come to mind—the subject was often intertwined with other concerns, including access to outdoor recreation; pesticide- and pollutant-free working waterfronts; and the need for thoughtful growth management in rural areas.

Brunswick's residents, it seems, are like many Mainers in their desire to

Below: Town commons. Photo credit: Sabrina Best.



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Above: Looking across Maquoit Bay, identified as a Focus Area of Statewide Significance by Maine's Beginning with Habitat Program and its partners (DACP-MNAP, MDIFW, DMR, USFWS, TNC, MCHT).

protect, preserve, and in some cases, to restore those areas that make Brunswick uniquely *Brunswick*. But as Brunswick's past clearly demonstrates, preservation is often at odds with growth. Like many coastal towns, Brunswick's pristine environment and proximity to the sea has proven irresistible to generations of people—from its earliest indigenous populations to European settlers to today's more mobile workforce. Whether because of its rich marine resources, its easy access from growing populations in Massachusetts and surrounding regional communities, or the allure of Bowdoin College as a center of research and learning, Brunswick has long faced the need to balance growth with preservation. And our history demonstrates that decisions often favored the former at the expense of the latter.

Prior to European settlement, the Abenaki tribe's Wabenaki confederacy—including the Passamaquoddy, Penobscot, Maliseet, and Micmac people—lived

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Above: Marshes along the lower Androscoggin River.

largely in harmony with Brunswick's environment. While their recorded histories can't paint a complete picture of their use of the midcoast's land and water resources, evidence strongly suggests that indigenous tribes lived in harmony with their natural environment, consuming what they fished, hunted, and farmed, while taking care not to exploit their resources.

European settlement altered that balance, as populations grew and residents sought opportunities to expand commerce, and later, industrialization. Given the seemingly inexhaustible resources of the bountiful region, the pursuit of wealth often overlooked the long-term impacts of resource exploitation and rapid development, both of which triggered cumulative threats of pollution. As the Town grew—and the Brunswick Naval Air Station took shape—those impacts continued to grow, adding new threats from increasing volumes of stormwater runoff, pesticides, human waste, and growing interruptions to the natural corridors that sustained the delicate balances of the Town's diverse plant and wildlife ecosystems.

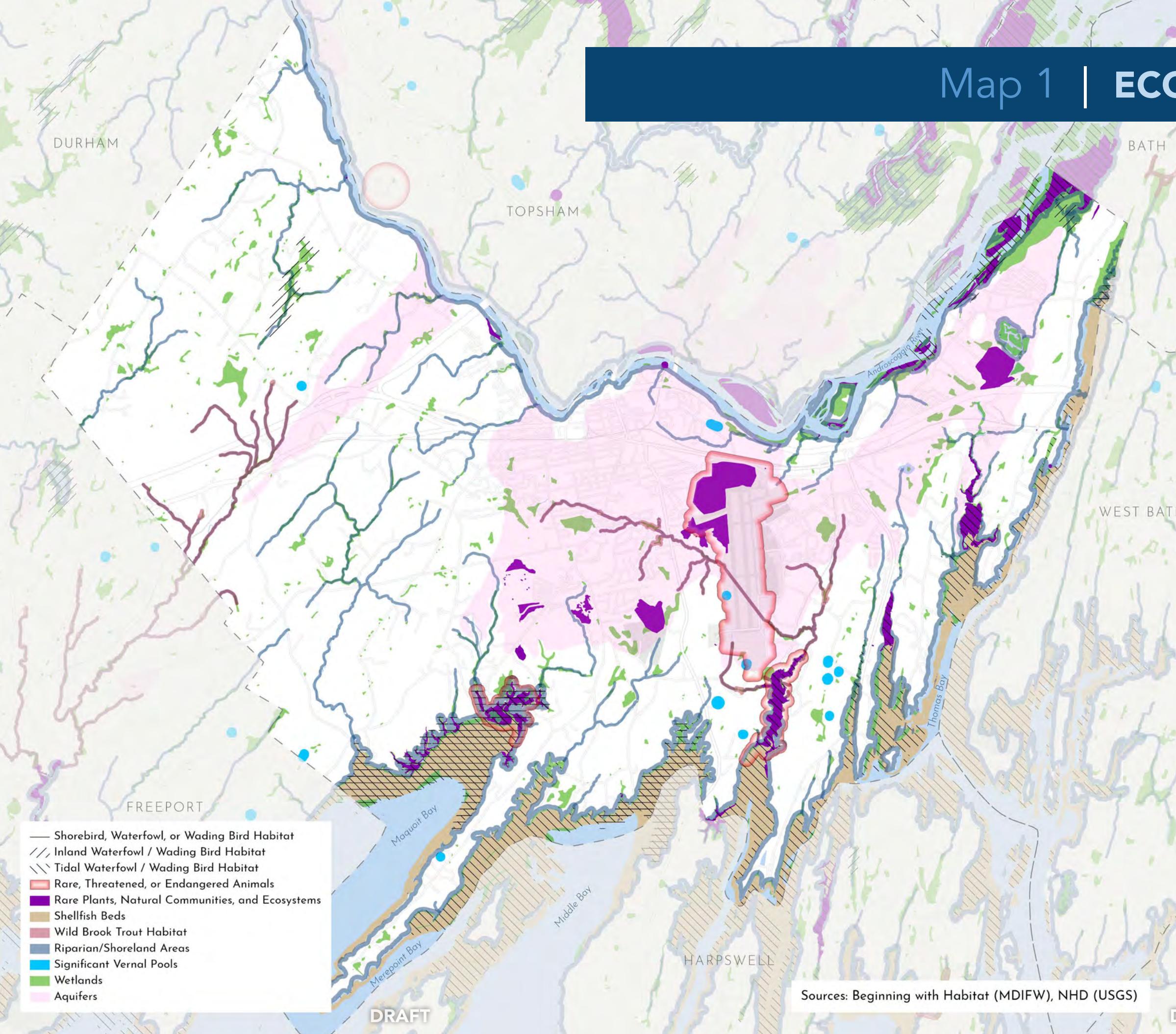
In addition to the forces that have increasingly altered Brunswick's natural surroundings, the growing threat of climate change has compounded the Town's already challenging environmental puzzle. As storm intensities increase, coastal

flooding becomes more frequent, and higher tides reshape the coastline, Brunswick's residents and municipal officials now face the need to consider new ways to preserve Brunswick's critical balance between people and nature.

With the 2025 update to the Town's comprehensive plan, feedback from residents suggests a growing sense of responsibility to the Town's environment—and an increasing urgency to take action toward meaningful, measurable, and sustainable protections. On the pages that follow, you'll see a series of maps that provide essential context for many of the environment-centric priorities identified later in this plan, and for the recommended actions designed to pursue them. These illustrative maps include:

- **Ecological Systems Map.** Brunswick's boundaries encompass a uniquely diverse range of natural resources. This map provides a snapshot of the status quo—and offers context to appreciate what we have, and to better understand the areas and environments town residents hope to preserve.
- **Habitat Connectivity Map.** Despite Maine's relatively low population density, centuries of growth and development have inevitably reshaped its environment. This map illustrates those impacts, highlighting areas of Brunswick where environmental connectivity is intact, threatened, or disrupted—while providing guidance to help prioritize future efforts to preserve and restore ecosystem continuity.
- **Water Quality & Watersheds Map.** Like most communities, Brunswick's past is marked by the historical development that addressed immediate needs and overlooked long-term impacts. Today, the cumulative effect of those decisions continues to create environmental challenges through unchecked drainage and runoffs, point source pollution (e.g., Brunswick Naval Air Station), and nonpoint source pollutants (e.g., pesticides, septic densities, and impervious surfaces). This map highlights those areas.
- **Brunswick Outdoors Map.** Between lands overseen by the Town and the Brunswick-Topsham Land Trust (BTLT), Brunswick residents have access to more than 2,995 acres of public recreation area. It's an impressive figure—and one worthy of continued efforts at preservation, maintenance, and improved accessibility. This map highlights those areas and graphically demonstrates residents' continued desire to control growth and preserve access to the natural environments.

Map 1 | ECOLOGICAL SYSTEMS

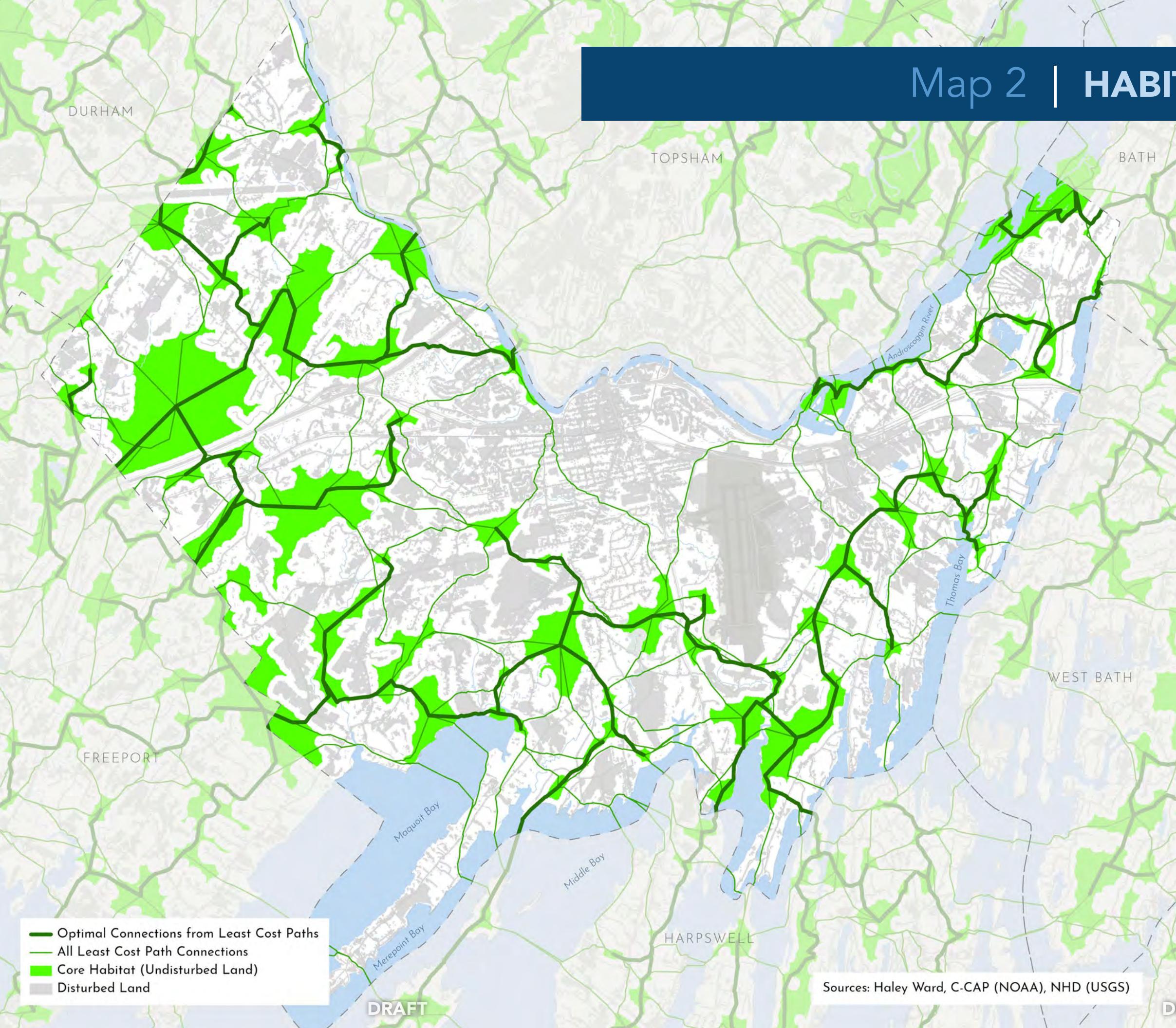


Our Place in the Ecosystem

While Brunswick's location between southern Maine and the midcoast region makes it a natural crossroads for the people who call it home, its significance as a vital center for countless biota and ecological features is no less significant. The freshwater shores of the Androscoggin leading into the Merrymeeting Bay estuarine system, as well as the marine wetlands of Maquoit and Middle Bays are of particular value. As demonstrated through the thematic layers in this series of environmental maps, human habitation has had—and continues to have—a significant impact on the integrity of natural habitats for both flora and fauna.

The map shown at left paints a vivid picture of Brunswick's ecological status quo and highlights a representative selection of those diverse natural resources residents hope to protect. Use this map in conjunction with others in the report, as well as the interactive map maintained by Maine's Beginning with Habitat group, to further investigate each particular ecological asset of interest. There are several natural communities of high significance (S1) that are particularly rare locally and globally: the Sandplain Grassland around the former airbase and examples of Pitch Pine - Heath Barren near Maquoit Woods and the headwaters of Miller Creek. In many instances, efforts at preservation and restoration are already underway. See the Policies and Action Strategies section for more information on our recommendations.

Map 2 | HABITAT CONNECTIVITY



Keeping Nature Together

Like us, both land animals and plants can't thrive without a connection to the larger ecosystem. They require gene mixing, routes for short-term and long-term migration, and a dynamic ebb and flow of nutrients into their home habitats. Development pressure has historically compromised and bisected these corridors, altering natural patterns—ultimately endangering the ecological viability of a range of indigenous species.

"Habitat" means different things for each species. This is why ecologists more specifically describe the land in terms of "natural communities"—groups of species that tend to occur together when land remains undisturbed. Recognizable local examples might be: "Oak - Northern Hardwoods Forest" or "Salt-hay Saltmarsh." A farm field, although an important part of the environment, would not be considered a "natural community." This is because if the fields were left undisturbed by cultivation or grazing, they would develop into one of the natural communities known to occur in coastal Maine.

This map provides broader context for how Brunswick's natural communities are most easily connected together. The shoreline on the northern end of Maquoit Bay is worth noting. This is likely the most significant regional connection to Harpswell Neck and Sebascodegan Island. In other areas, large blocks remain intact, though the pressure of rural developments may cause concern for long term viability.

Map 3 | WATER QUALITY & WATERSHEDS

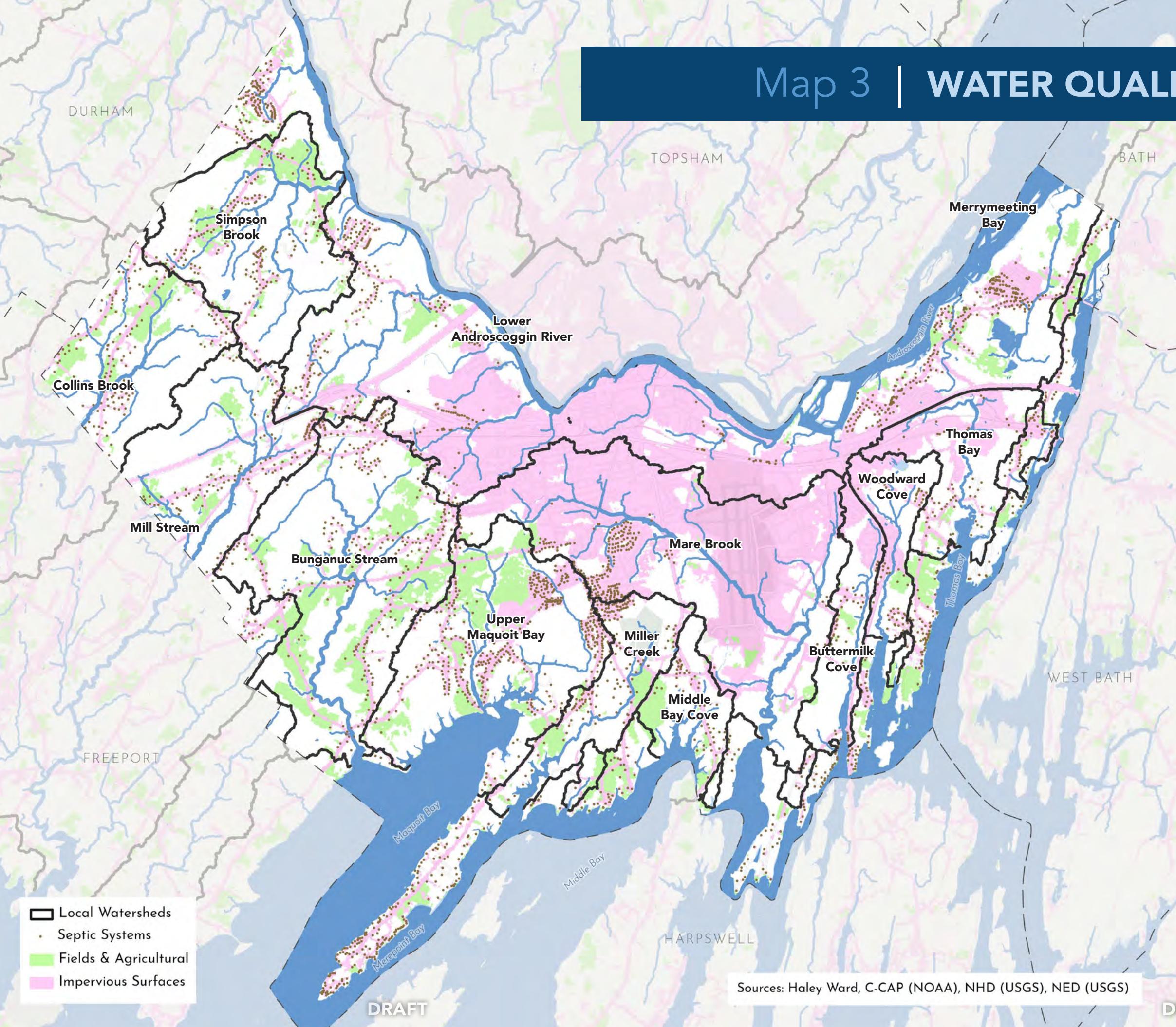
Charting the Path to Clean Water

The cleanup of the Androscoggin River is still touted as one of Maine's greatest environmental success stories, but we still have work to do. The water quality issues those efforts addressed were largely point-source pollutants (traceable to a specific location): effluence from mills, industrial waste, or other dumping practices. These therefore continue to be directly targeted for remediation.

Development, however, also has countless effects upon water quality, often called **non-point source pollution**. Asphalt and other impervious surfaces cause this contamination in the form of stormwater; pollution runs downstream, accumulating every time it rains. Pesticides and fertilizers in agricultural fields, gardens, and lawns similarly affect the waterways. In the absence of sewer, septic systems are the only option. They hold, leach, and occasionally leak human waste, becoming more problematic at higher densities. This map shows how these types of contamination look for Brunswick.

But not all is doom and gloom—many efforts are already underway. The Mare Brook Watershed Management plan commenced in 2022. The Maquoit Bay Water Quality study is in process. Monitoring, restoration, and remediation efforts on and around the former Naval Air Station continue as that area transforms.

As Brunswick continues to grow, however, the Town will need to address stormwater, the impacts of fertilizers and other chemicals, and possibly consider new ways to manage high density septic areas. 31

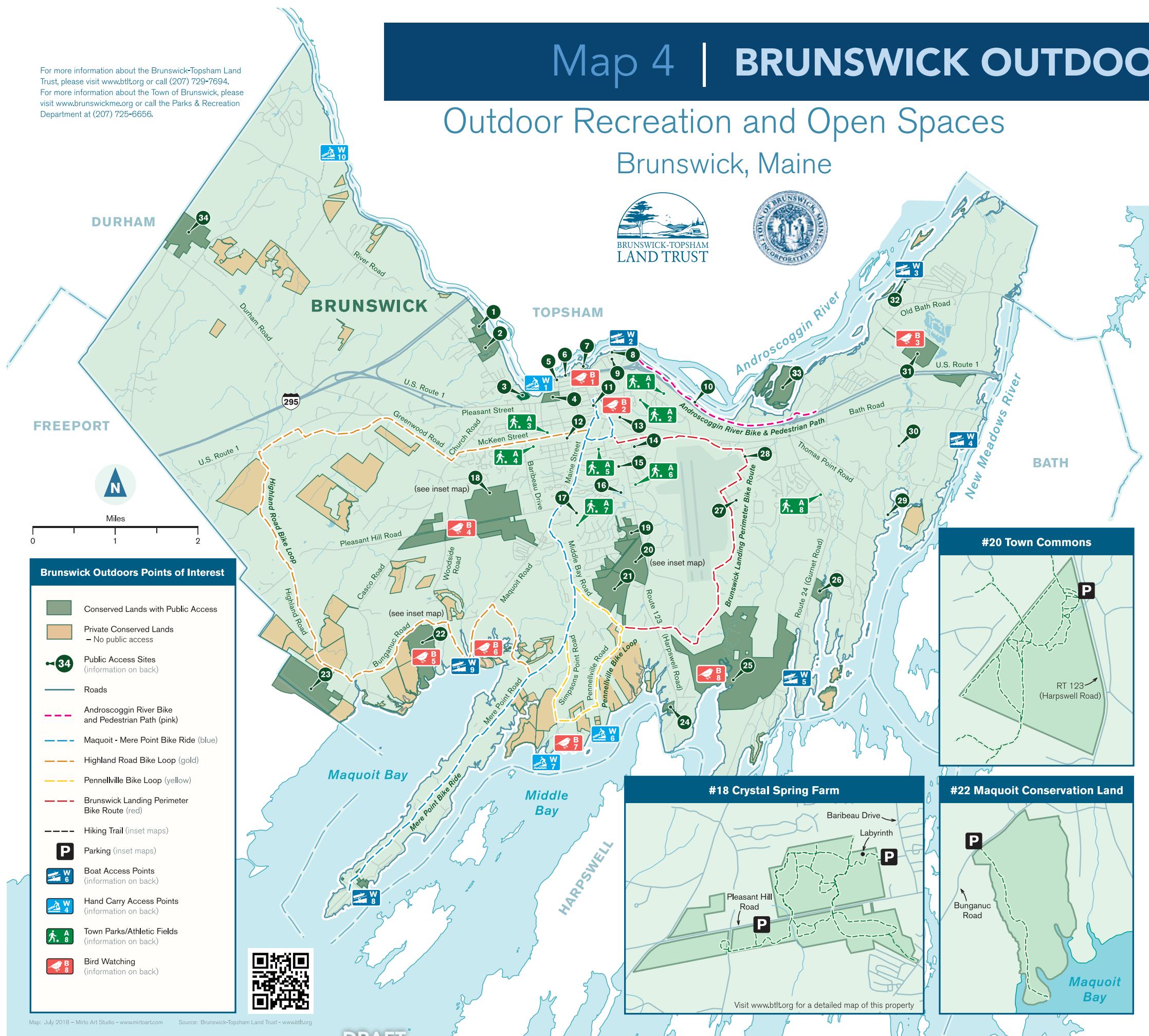


For more information about the Brunswick-Topsham Land Trust, please visit www.btl.org or call (207) 729-7694.
 For more information about the Town of Brunswick, please visit www.brunswickme.org or call the Parks & Recreation Department at (207) 725-6656.

Map 4 | BRUNSWICK OUTDOORS (Map by Mirto Art Studio)

Outdoor Recreation and Open Spaces

Brunswick, Maine



A Picture of Everybody's Brunswick

As the map Brunswick Outdoors demonstrates (see related tables in the appendix), Brunswick residents have long prioritized the desire for shared natural spaces and community recreation areas. Public feedback during the comprehensive planning process suggests that the desire for both land conservation and public access will remain strong for the coming decade—and beyond.

In addition to those lands maintained by Brunswick Parks & Recreation, Town residents enjoy access to privately owned lands maintained by local and regional land trusts, including Brunswick-Topsham Land Trust (BTLT), Maine Coast Heritage Trust (MCHT), and Harpswell Heritage Land Trust (HHLT). By working with and supporting the efforts of these trusts, Brunswick is able to cost-effectively leverage its own conservation efforts—encouraging regional collaboration to further enhance land preservation and public access to shared outdoor recreation resources.

2.2

Balance Growth and Preservation



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Public input formed the most meaningful, comprehensive, and compelling data gathered during the Comprehensive plan Update Steering Committee's (CPUSC's) efforts to update Brunswick's comprehensive plan. During the process of reviewing and analyzing those inputs, three closely interconnected guiding principles quickly took shape. With few exceptions, the people of Brunswick were aligned with the desire to:

- **Limit growth.** Like other areas of Southern Maine, Brunswick has experienced the pressures that come with growth. While the Town's zoning ordinance and building codes have evolved to address those pressures, land owners and developers have adapted to achieve

their objectives. Residents and town leaders must continue to seek solutions to prevent development that could compromise the Town's rural resources—while stimulating targeted growth.

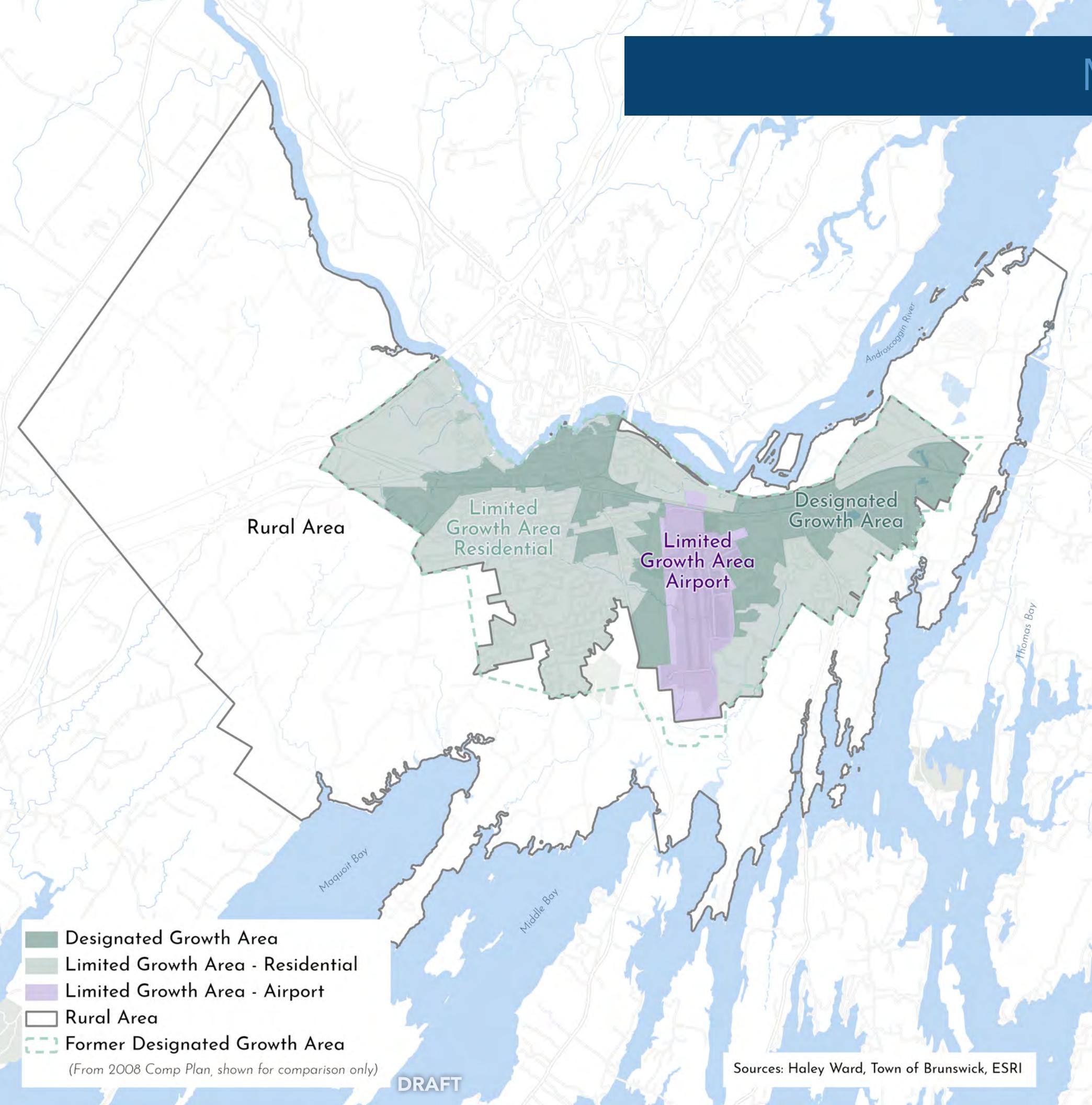
- **Stimulate developer-funded growth in designated areas.** Consistent with the desire to limit growth, Town residents asked the CPUSC not only to limit growth, but to redirect it to those areas best suited for development, and, in many cases, redevelopment. Residents also asked for mechanisms and policies that would shift infrastructure costs away from the public and onto developers and regional users—ensuring the ability to recover the costs of new and upgraded infrastructure necessary to support new development.
- **Preserve the Town's natural settings.** The loss and compromise of rural landscapes and public access was a recurring concern of Brunswick residents participating in public feedback sessions. Many residents expressed support for continued public land preservation, and encouraged ongoing efforts to collaborate with local and regional land trusts dedicated to land and public access preservation.

Consistent with public input, the following pages provide a possible roadmap for Brunswick's future. Designed to advance the principles of limiting growth, driving developer-funded growth to designated areas, and preserving natural settings, this section includes:

- Designated Growth Area Map
- Placetypes Map
- Visioning Exercises & Catalyst Sites
- Streets/Connectivity Maps and Analysis

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Map 5 | FUTURE LAND USE



Defining a Balanced Brunswick

The Future Land Use Map identifies four distinct areas, each to help Brunswick achieve and maintain the balance between growth and preservation. The Designated Growth Area has been deliberately reduced to encourage reinvestment in areas of concentrated growth where space and infrastructure capacity exists to support the next decade's growth objectives. The CPUSC also felt it was necessary to protect the characteristics of existing neighborhoods from state mandated density increases and recommended a significantly reduced designated growth area. The four types of growth include:

- **Designated Growth Area.** The term "Designated Growth Area" signifies an area suitable for orderly residential, commercial, or industrial development. Those uses can co-exist where they complement the surrounding context and where related infrastructure supports most of the development projected for the next decade.
- **Rural Area.** "Rural Area" signifies a geographic area identified and designated for some level of regulatory protection from unrestricted development. Protection of this area reduces the impacts of residential, commercial, and industrial development, while preserving it for agriculture, forestry, mining, open space, wildlife habitat, fisheries habitat, and scenic lands.
- **Limited Growth Area - Airport.** This designation seeks to strike a balance—providing less rural resource protection than a Rural Area, and less development freedom than a Designated Growth Area, and acknowledging development already exists on the airport. This designation primarily indicates active airport properties, however any portions that are not intended to support airport, may default to the designation of abutting properties.
- **Limited Growth Area - Residential.** Areas with this designation may be appropriate for medium-density development and contain less intense uses than those within the Designated Growth Area. These identified areas are generally set around pockets of existing residential neighborhoods to acknowledge the existing neighborhood scale but providing less development freedom than a Designated Growth Area. Non-residential uses such as schools and limited commercial uses may exist in some areas but should generally complement the existing neighborhood context and not adversely impact safety or environmental resources.

Protect, Enhance, Transform

PLACETYPES

When envisioning Brunswick's present and future, it's useful to reference a shared set of clear, consistent building blocks. This plan identifies Placetypes as these building blocks which draw on existing patterns of settlement to paint a clear picture of areas we hope to preserve, and those well suited for growth-oriented development strategies. Placetypes include the following:

- Strip Style Commercial
- Neighborhood Center
- Downtown/Town Center
- Village Main Street
- Rural Hamlet
- Rural Crossroads

Working with knowledge of those areas targeted for potential development over the next ten years, Placetypes offer context and support for zoning amendment—and provide initial guidance for deeper, more detailed future planning. (Examples of PlaceTypes can be found in the Section 4.2 of the Appendix.)



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GUIDING OBJECTIVES TO ACHIEVE BALANCE

At the highest level, growth management planning requires a clear understanding not only of those areas where municipalities hope to curb growth, but of those areas where town leaders and residents seek to encourage targeted development consistent with a shared future vision. To clarify the goals for areas under consideration, and to acknowledge the reality that all land within Designated Growth Areas may be subject to targeted restrictions and permissions, the CPUSC endeavored to identify those distinct areas (and corresponding placetypes) they seek to Protect, Enhance, or Transform:

Protect.

Residents participating in comprehensive plan input sessions were largely unified in their desire to strengthen the Town's ability to **protect rural areas within Brunswick's boundaries**. Residents registered clear concerns with the threat of sprawl development in these areas, where large areas of rural land could be freely subdivided and developed, interrupting traditional landscapes and environmental corridors. To protect these areas, residents encouraged the comprehensive planning committee to explore ordinances and strategies that would concentrate development, while leaving large rural areas intact.

Enhance.

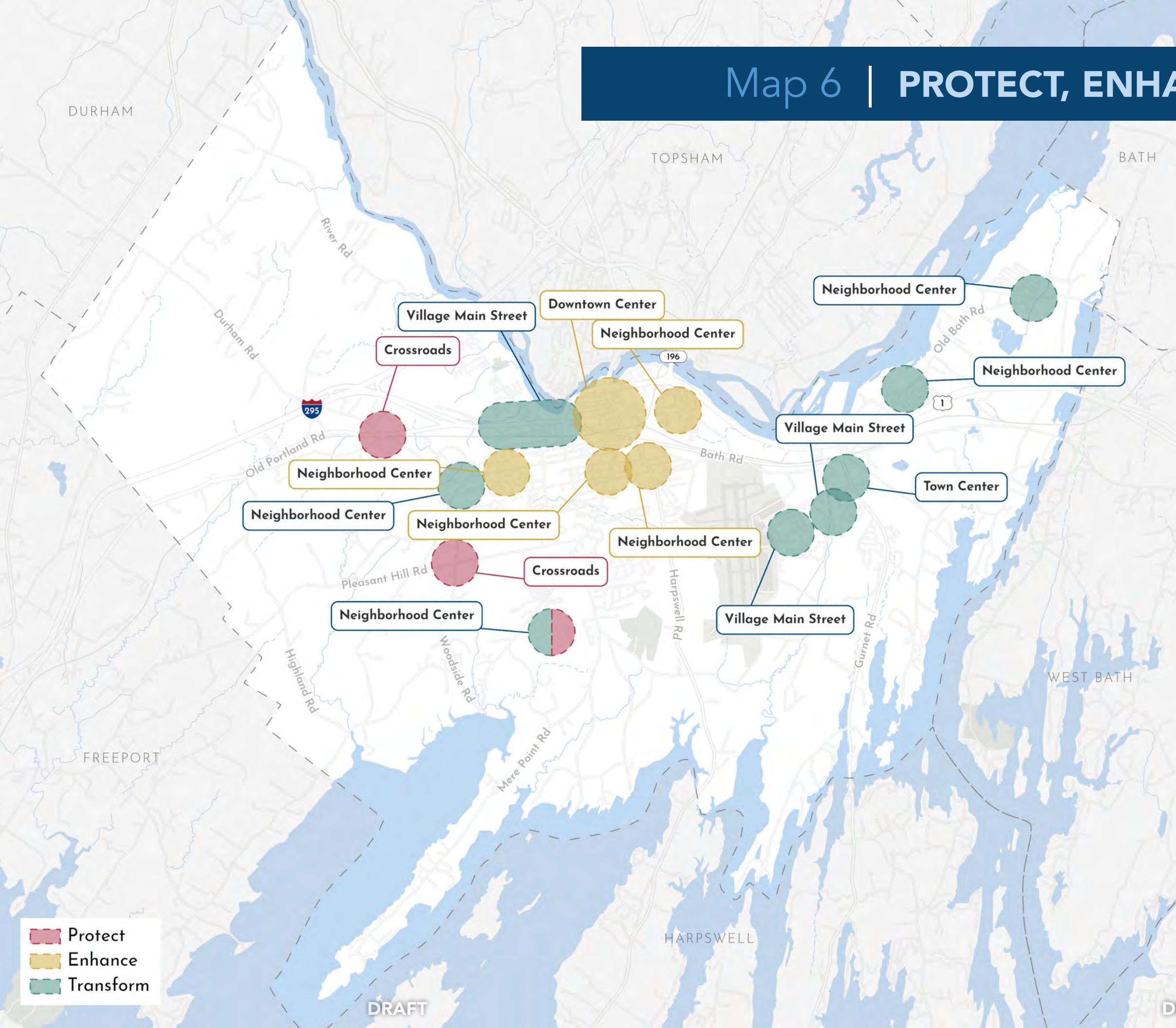
In some instances, there are areas that currently fit the Town vision—but could benefit from **concerted efforts to make them an even better fit** for residents' hopes and needs. Brunswick's busy Main Street represents just such a scenario, where a thriving business climate and pedestrian infrastructure exist, but could be significantly enhanced by targeted improvements.

Transform.

Development is always subject to the context of its time. As a result, areas of development that once served an intended purpose may have lost their relevance due to changing economics and populations. In other cases, growth pressures may compel the need to develop rural parcels to meet new needs. Cook's Corner serves as a useful example of the former, where strip mall development once answered consumer trends—but no longer serves the changing needs and desires of Brunswick residents. Efforts to reimagine the area as a mixed-use residential and shopping enclave would help Brunswick to **concentrate desired growth by repurposing or replacing vacant and underused infrastructure**—providing new generations settings better suited to their lifestyles and consumer habits.

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Map 6 | PROTECT, ENHANCE, TRANSFORM



Placetypes for Familiar Places

BRINGING PERSPECTIVE TO BRUNSWICK'S FUTURE

Understanding the concept of *Placetypes* is one thing, but recognizing them in real life is another. On this map, many of Brunswick's familiar places are identified by their placetypes (see placetype nodes outlined at left) to establish a basic understanding of how each performs in terms of tax revenue generation, service costs, walkability, and other metrics set forth in the detailed *Placetypes* overview below.

This map is also color-coded to identify represented places in the context of the guided *protect, enhance, and transform* objectives explained in the preceding page spread. On this map, areas highlighted in red are recommended for protection; those highlighted in yellow are recommended for enhancement; and those highlighted in green are recommended for transformation. The purpose of assigning objectives to placetype nodes is to help lay a foundation for considering future zoning and master planning efforts in these areas, which will be guided by further analysis and public engagement.

Later in this section, a visioning exercise presents four of the areas highlighted in this map as catalyst sites to help illustrate the impact rezoning could have on these locations. These places were identified during the comprehensive planning process as potential sites for future development—ranging from enhancement to transformation—where future growth could support targeted development consistent with Town objectives.

Placetype: Strip-Style Commercial

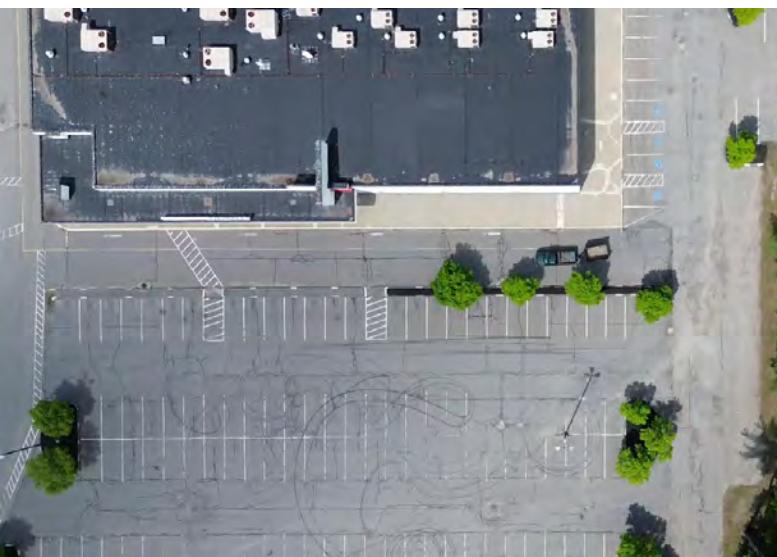
OVERVIEW

A type of retail development characterized by a linear layout of businesses, Strip Style Commercial areas are typically arranged along a single road. They often feature surface parking in front of businesses, resulting in cars becoming the dominant visual image of an area. They cater to convenience-oriented shopping, service-oriented businesses, as well as chain stores and restaurants. Residential units may be close by, but few people walk due to a lack of sidewalks and overall connectivity.

QUALITIES OF PLACETYPE

Features commonly associated with Strip Style Commercial development include:

- **Low Housing Availability & Affordability:** Dominant focus on retail and commercial activity means housing availability—at any pricepoint—is low.
- **Low Walkability:** Large parking lots, busy roads, and limited pedestrian infrastructure and connectivity significantly limit safe opportunities for foot traffic.
- **High Carbon Pollution:** Because of their auto-centric design, traffic congestion, and limited access to mass transit, emissions—and corresponding pollution—are high.
- **High Traffic Generation:** Designed for automobiles first with high concentrations of roads and parking lots, these developments lend to increased vehicular traffic and high congestion
- **Medium Tax Revenue Generation:** Revenue from big-box retailers and chains contributes property taxes, sales taxes, and business-related fees to the local tax base.
- **High Cost of Services Per Unit:** Typically necessitate high municipal costs for roads, utilities, and emergency services, where inefficient land use increases the average infrastructure expense per development.
- **Low Community Character:** Marked by a lack of strong community identity, where car-oriented design and lack of public gathering spaces hinders walkability, limits local charm, and creates disconnection from neighborhoods.



High quantity and percentage of asphalt for each site, with primary infrastructure supporting vehicular traffic.



Above: Gurnet Road looking north to Cooks Corner.



Placetype: Downtown/Town Center

OVERVIEW

Dense business, civic, commercial, and cultural centers which serve the county and region with an intense diversity of land uses, including homes, workplaces, universities, retail establishments, public facilities, entertainment venues, and medical centers. Blocks are generally organized as squares or rectangles in order to maximize the number of addresses and to create a walkable network of streets. Housing involves a variety of types for a variety of people, and as there are more attached units, there are more affordable units. The cost to provide services and infrastructure is optimized.

QUALITIES OF PLACETYPE

Downtown/Town Centers tend to demonstrate the following characteristics:

- **High Housing Availability & Affordability:** High proportion of multi-story, mixed-use buildings permit more housing units per acre—and attached housing allows greater affordability than low-density developments.
- **High Walkability:** Small block sizes, high intersection density, and mixed land use maximizes walkability—and reduces reliance on cars to access jobs, shops, and entertainment.
- **Low Carbon Pollution:** Designed with mixed-use zoning to promote walkability and access to public transportation, Downtown/Town Centers require less reliance on cars and lower pollution.
- **Low Traffic Generation:** Through heightened walkability and access to public transportation, these developments produce less vehicle traffic and congestion.
- **High Tax Revenue Generation:** Dense, mixed-use development means more businesses, housing units, and tax revenues for the city.
- **Low Cost of Services Per Unit:** Costs to provide roads, utilities, and emergency services are higher than those seen in lower-density areas, but the concentrated, integrated layout makes service delivery more efficient.
- **High Community Character:** Vibrant, mixed use environments, walkable streets, diverse architecture, and engaging public spaces enhance local identity.



Dense and diverse use of land with street infrastructure to support multiple modes of transportation.



Above: The corner of Maine Street and Mason Street, looking southwest.



Placetype: Village Main Street

OVERVIEW

Village Main Streets are mixed-use places designed to create vibrant, nearly self-contained communities with a combination of residential, retail, and commercial spaces. They are typically located at the intersection of two major streets, which often need to be converted from four lanes to two lanes with on-street parking to calm traffic and provide a safe environment. They provide a focal point for the community, offering convenient access to housing, workplaces, services, and public amenities.

QUALITIES OF PLACETYPE

- Medium-to-High Tax Revenue Generation:** Supporting a mix of commercial, residential, and retail spaces, Village Main Streets produce diversified tax revenue streams from property, business, and sales taxes. They are not as dense as a downtown core, but are more productive per acre due to their efficient use of land, with mixed-use zoning that encourages local businesses and services, and keeps economic activity within the community.
- Low Cost of Services:** Roads, utilities, and emergency services cover a compact, walkable area, allowing more access to schools, transit, and maintenance than suburban developments due to medium density development.
- High Community Character:** Walkable streets, public spaces, and locally-owned businesses lend to a strong sense of place and identity, marked by traditional architecture, tree-lined streets, and civic spaces that enhance aesthetic appeal and social cohesion.
- Medium Housing Availability & Affordability:** Offering a mix of housing types including townhomes, small apartment buildings, and single family homes, Village Main Streets combine lower land costs and construction, making housing more affordable per unit. Proximity to local businesses and transit reduces transportation costs for residents, making resident costs more affordable.
- High Walkability:** Short, interconnected streets support walking and biking, and retail and residential areas are in close proximity—reducing reliance on cars. Sidewalks, pedestrian crossings, and public spaces create a safe and inviting environment for foot traffic.
- Low Carbon Pollution:** Lower reliance on cars and easier access to work and services means lower pollution—and a carbon footprint significantly lower than auto-centric suburbs.
- Low Traffic Generation:** With work and services easy to access by foot, bike, or public transit, Village Main Streets are less congested than suburban strip malls—while still accommodating necessary auto trips. Mixed-use zoning reduces miles traveled in comparison to more car-centric alternatives.



Above: Corner of Pleasant Street, Mill Street (Route 1), and Stanwood Street. This Placetype borders Strip-Style Commercial.



Placetype: Neighborhood Center

OVERVIEW

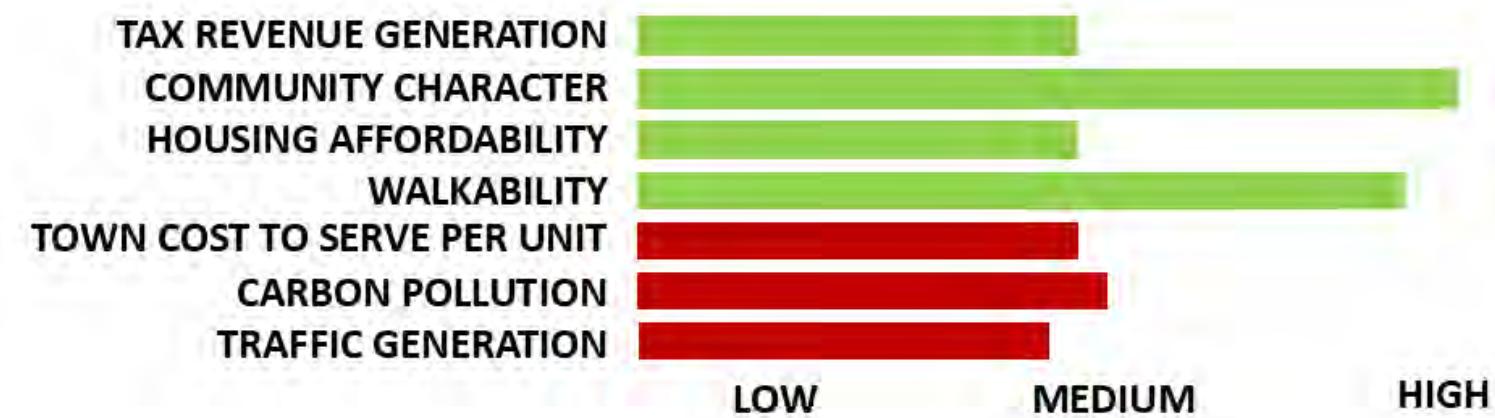
Typically built in suburban or undeveloped areas to provide a focal point for the community, Neighborhood Centers offer convenient access to services, housing, and public amenities. Mid-density centers are friendly to pedestrians, bicycles, and transit, and include mixed-use development with retail, recreation, residential, and employment options.

QUALITIES OF PLACETYPE

- **Medium Tax Revenue Generation:** Mixed-use zoning supports residential, retail, and commercial spaces for a balanced mix of tax sources. Higher residential density contributes to higher tax revenue per acre than suburban sprawl, and sales taxes from local businesses further support municipal budgets.
- **Medium Cost of Services:** Mixed-use infrastructure makes these areas more efficient to serve than suburban developments, but less efficient than higher-density downtowns due to the need for additional utility, transit, and school infrastructure.
- **High Community Character:** Walkable streets, green spaces, and mixed-use buildings make access to shops, gathering spaces, and public amenities easy, fostering social interaction—and architectural variety and street connectivity contribute to a distinct neighborhood identity.
- **Medium Housing Availability & Affordability:** With diverse housing types like townhouses, apartments, and small single-family homes, Neighborhood Centers typically offer a blend of affordable and higher-end housing—but higher demand can drive costs up over time. Transportation costs are moderated by easy access to jobs, retail, and services.
- **High Walkability:** Compact street grids and short blocks encourage walking and biking, with retail, schools, and transit within a 5-10 minute walk. Mixed-use buildings and abundant public spaces make pedestrian traffic an attractive alternative to auto use.
- **Medium Carbon Pollution:** Moderate car use is necessary for regional travel and commuting, but well-connected streets distribute traffic evenly to prevent congestion. While not as robust as downtown areas, relatively easy access to public transit helps to reduce auto use and associated emissions.
- **Medium Traffic Generation:** Because density is higher than in suburban settings, auto use and congestion are comparatively lower.



Above: Corner of Union Street and Lincoln Street, looking southeast.



Placetype: Rural Hamlet

OVERVIEW

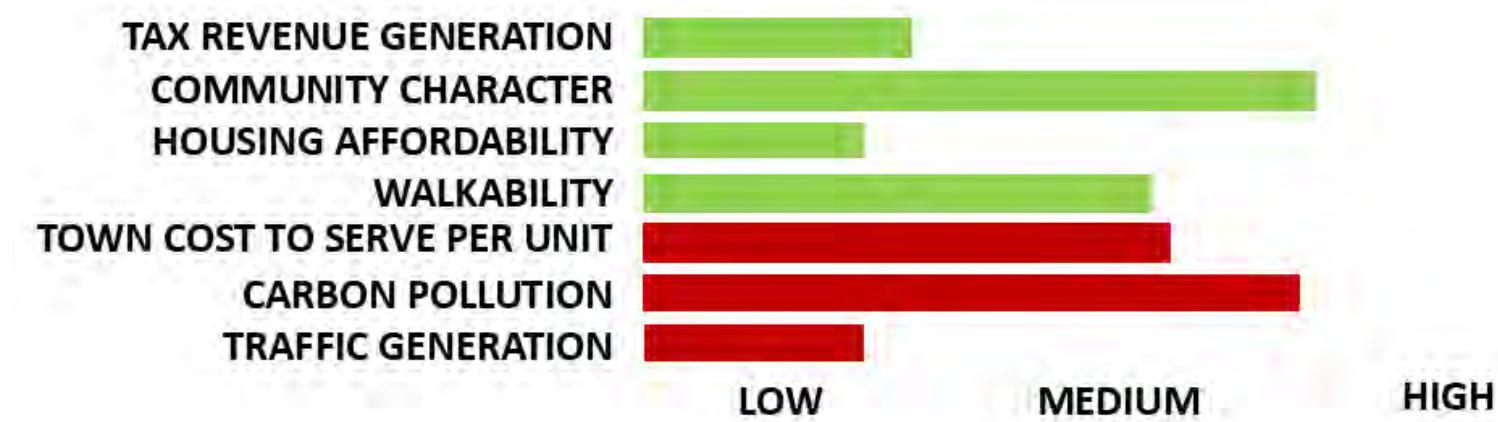
Significantly less dense than a Downtown/Town Center, and more dense than a Rural Crossroads, a hamlet contains a small, concentrated area of mostly residential buildings, a meeting house and/or church or other civic building, and walkable streets. Streets cater especially to pedestrians, providing walkable connections to surrounding residential homes and amenities. When newly planned, they might be set in emerging suburban areas, and include planned for preserved natural features, open spaces and trails.

QUALITIES OF PLACETYPE

- **Low-to-Medium Tax Revenue Generation:** Fewer tax revenue-generating properties per acre and limited commercial activity result in lower tax revenues. The presence of agricultural or specialty businesses may contribute to the tax base, but not at the level of urban or suburban centers (nor should they).
- **Medium Cost of Services:** Because roads, water, and emergency services serve a larger area and schools and public transit are less efficient, costs per resident tend to be higher than in more dense place types, but lower than in more rural areas. Some services may be privately operated on a pay-per-use basis.
- **Medium-to-High Community Character:** Close-knit communities and small-town feel lend to stronger local identity, and historic buildings, small businesses, and natural surroundings contribute to quality of life. Cultural and entertainment options are more limited than in urban areas, but strong local traditions help to atone for those limitations.
- **Low Housing Availability & Affordability:** If new hamlets are only comprised of large lots and detached homes, construction costs and limited housing options make it hard to find affordable options. While housing may be more affordable than in urban areas, higher transportation costs may offset any savings.
- **Medium Walkability:** Small core areas and local amenities make Rural Hamlets walkable though pedestrians and cars often share the same streets. Residents still rely on cars for regional travel.
- **Medium-to-High Carbon Pollution:** Longer commutes to jobs and services increase auto use and corresponding emissions—and limited public transit options tend to mean higher per capita fuel consumption. Some residential reliance on renewable energy may help to offset higher auto emissions.
- **Low Traffic Generation:** Despite the need to make longer trips for essentials, lower population density keeps traffic levels low in these areas. However, the need for vehicles in these more remote places contributes to higher traffic counts in service centers.



Above: Bunganuc Landing (historical), looking southeast.



Placetype: Rural Crossroads

OVERVIEW

Occurring often at a four-corner intersection with limited commercial and civic uses facing each other in an otherwise residential environment. By virtue of building densely at the main intersection, greenbelts of agriculture, forested lands, and open space with paths and parks are present, or if a new crossroads is planned, are included within the design. A coffee shop, a locally-owned restaurant, a post office, and/or a bakery can be enough to create a center for community life in an otherwise sparsely settled rural area.

QUALITIES OF PLACETYPE

- **Low Tax Revenue Generation:** Due to sparse development and light commercial activity, tax generation potential is limited. Agricultural and resource-based businesses may contribute to the tax base, but not at the level of more densely developed Placetypes.
- **Medium-to-High Cost of Services:** With larger distances between properties, infrastructure like roads and water/sewer—and services like emergency medical services and school transport—must cover larger areas, resulting in higher per-person service costs.
- **High Community Character:** Often characterized by tight-knit communities with historic buildings, family-owned businesses, and shared gathering spots, Rural Crossroads often share a strong local identity.
- **Low Housing Availability & Variable Affordability:** With large lots, single-family homes, and 1-2 story mixed-use buildings, costs per unit tend to be high. Limited housing stock may restrict rental availability and reduce affordability—with higher transportation costs and limited walkability further elevating the cost of living.
- **Low Walkability:** With fewer sidewalks, little pedestrian infrastructure, and development spread over a wider area, pedestrians face a challenging landscape—and most errands require a car.
- **High Carbon Pollution:** Limited walkability and public transportation access means commutes for work, school and shopping require cars. When combined with larger, less energy-efficient homes and infrastructure, carbon emissions tend to be high.
- **Low Traffic Generation:** Lower population density and fewer businesses mean vehicle trips are limited, and congestion in this area is negligible, despite the possibility of higher truck (particularly if a state route passes through it) and farm equipment traffic. However, the need for vehicles in these more remote places contributes to higher traffic counts in service centers.



Above: Intersection of Durham Road, Hacker Road, and Collinsbrook Road, looking south.



About Catalyst Sites & Visioning Exercises

POSSIBLE VISIONS FOR BRUNSWICK'S FUTURE

While the term “catalyst site” might be unfamiliar to those who aren’t actively involved in land use planning, the concept is simple to unpack. In essence, catalyst sites are areas of land that have been identified as prospects for development—or redevelopment. For the purposes of the 2025 Comprehensive plan, Brunswick has identified four catalyst sites—Cook’s Corner, the intersection of Maine and Pleasant Street, the former site of Brunswick Ford on Pleasant Street, and Maquoit Woods.

In each instance, these sites have been identified as possible areas for enhancement or transformation. For Cook’s Corner, Maine Street, and Pleasant Street, those changes involve the redevelopment of areas that are underperforming. Over time, as public attitudes have shifted, decisions that once seemed appropriate for these areas have resulted in changes that are inconsistent with residents’ current vision for Brunswick’s future. As a result, issues like traffic, walkability, infrastructure, and development have become more pronounced, creating opportunities to re-envision and stimulate change that would improve their alignment with the Town’s long-term objectives.

In the case of Maquoit Woods, the Town is faced with the challenge of satisfying residents with competing perspectives. Absent consensus on the property’s future, its inclusion as a catalyst site and visioning exercise provides the opportunity to envision possible scenarios, and to stimulate further discussion of what type of development—if any—is

appropriate for the site.

The following visioning exercises consider the catalyst sites mentioned above, and suggest new visions for their future use. Consistent with input from Brunswick residents, the visioning exercises highlight opportunities to encourage new housing development—including affordable and workforce housing—in areas close to existing services. In general, visioning exercises can illustrate development designed to boost economic activity, situating housing near essential services, with the promise of improving walkability, reducing congestion, boosting economic development, and aligning closely with Brunswick’s current vision.

Each visioning exercise is presented in the context of “placetypes” (a concept further explained in the previous section) with accompanying renderings that suggest how future development might take shape to better meet Town objectives. And while these exercises help to visualize and consider the shape these areas might take, it’s important to remember that they’re simply ideas—not mandates. The catalyst sites and visioning exercises represent aesthetic ideals and functional concepts and are not intended to be prescriptive. They simply suggest a possible future, and are intended to stimulate deeper discussions before firm development plans and commitments are made.

Right:

Example of how placemaking occurs over time, in phases of development. Lower right shows an early possible phase.

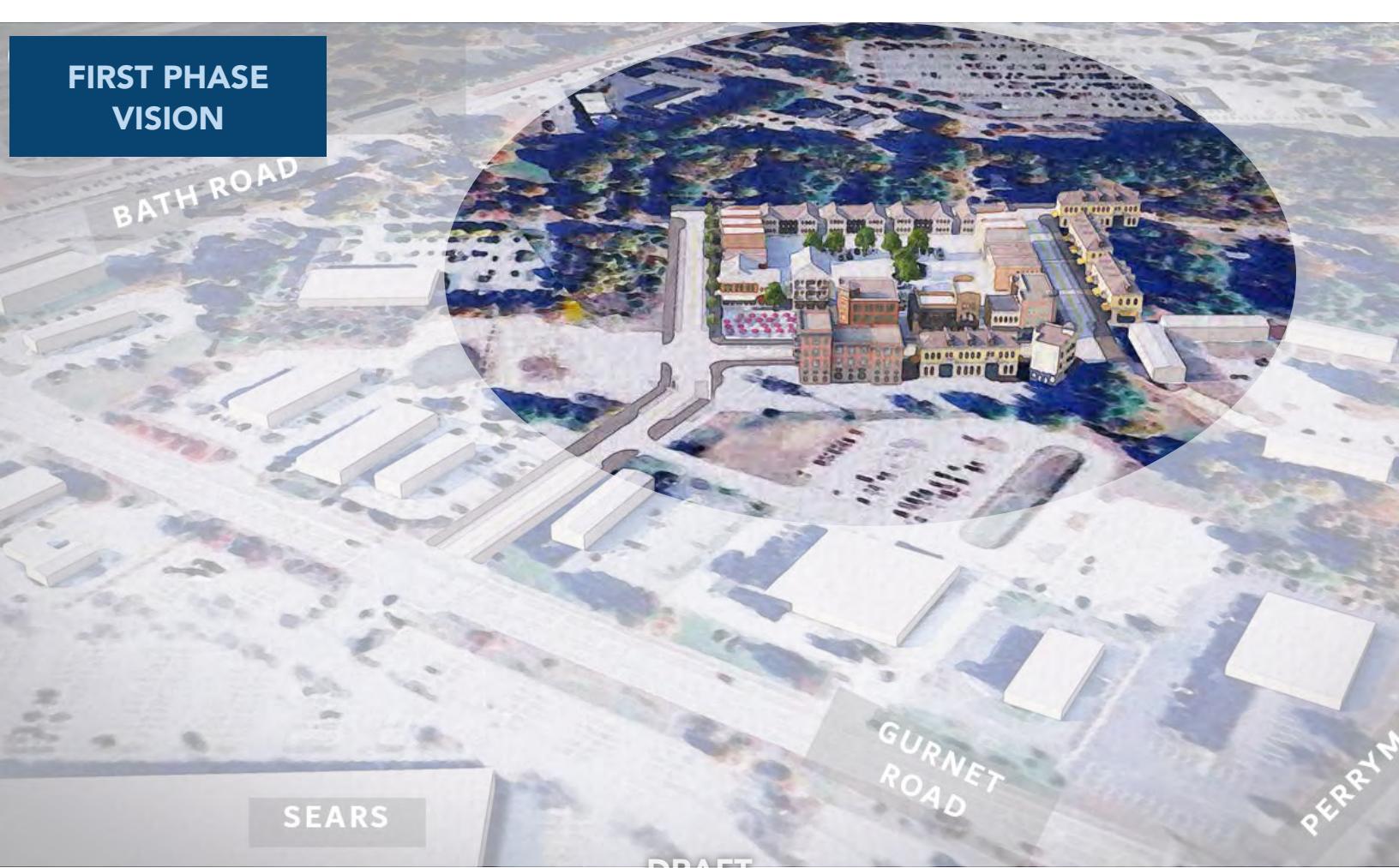
See the “Cook’s Corner” visioning exercise pages for further possible phases.

CURRENT



SEARS

FIRST PHASE VISION



SEARS

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Visioning Exercise: Where Pleasant and Maine Come Together

ENHANCING A VIBRANT COMMUNITY HUB

When people think of Brunswick, odds are good they think of Maine Street. Characterized by its walkability, on-street parking, and a steady thrum of foot traffic, Maine Street has at least a little bit of everything for pretty much everyone. It is, in nearly every sense, a thriving civic hub where people of all ages gather to socialize, hear music, catch a movie, shop, caffeinate, or fuel up at their favorite bar or restaurant.

But even though today's vision of a main street like Maine Street seems timeless, change is inevitable. So inevitable, in fact, that a five-year-old photograph of the Maine and Pleasant Street intersection would show clear evidence of the

area's evolution. Today, Wild Oats has migrated to Brunswick Landing, Lemont Block Collective has assumed space formerly occupied by Wyler's, and 7-11's longtime promise of 'round-the-clock convenience has been broken—leaving its formerly busy corner home dark and quiet 24/7.

The challenge, of course, is to ensure that the changes in Maine Street's future are moving in a positive direction. And while vacant spaces like the former 7-11 can create a sense that Maine Street's hum is quieting, the inactivity is better viewed as an opportunity to enhance what's working—and create a new area of opportunity that will set the intersection on a positive path toward an even more active, engaging, and inclusive future.



Intersection of Pleasant Street and Maine Street, looking west, **existing conditions**.

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MAKING THE MOST OF MAINE STREET

There's a lot to love about Maine Street. As recent redevelopment of the Tontine Mall demonstrates, downtown Brunswick is ripe for new ideas—and new investments—that integrate both commerce and residential uses to make the area livelier and more livable.

As the renderings on the following pages demonstrate, environmental enhancement works best when it's collaborative. In this case, enhancement combines the benefits of both public and private investment, where a town's commitment to improved road and sidewalk infrastructure can move hand-in-hand with private investor efforts to add housing, retail, and office space.

By rethinking traffic flows, Town leaders can leverage judicious, forward-thinking vehicle traffic



Rendering of intersection of Pleasant Street and Maine Street, looking west, **reimaged**.

DRAFT

changes that help to slow downtown traffic—and enhance both the safety and allure of pedestrian activity. Consistent with the expressed desire of Brunswick residents and municipal officials to encourage targeted growth, revitalization of the Maine and Pleasant Street intersection would set the stage for new, dense housing, and bring affordability where it's needed most, while creating a livable, walkable environment that reduces the need to drive for everyday essentials.

In essence, the vision presented in these renderings makes Maine Street more of what it already is—keeping it consistent with its longtime role as a community center, without compromising its well-established and widely-loved identity.



Rendering of intersection of Pleasant Street and Maine Street, looking west, **reimagined**.

Standard	Current and Concept – Village Main Street
Design	15-30 units per acre 75-150 intersections per square mile 2,000 foot maximum block perimeter 20% protected open space
Uses	200k-450k square feet of leasable commercial 1,000-1,200 residential units All residential units in walking distance
Primary Intersection	3-4-story mixed-use buildings

Above: Design Standards.

Below: Community Impacts.

Impact	Current and Concept
Tax Revenue Generation	Medium
Per Unit Town Service Burden	Low
Community Character	High
Housing Affordability	Medium
Walkability	High
Carbon Pollution	Low to Medium
Traffic Generation	Low to Medium



Intersection of Pleasant Street and Maine Street, looking north, **existing conditions**.

Visioning Exercise: Pleasant Street Corridor

TIME FOR TRANSFORMATION

From its western origin to its eastern departure from U.S. Route 1, today's Pleasant Street unfolds like a timeline of American auto travel. From vintage motor courts designed to capture Maine's growing tourism industry to contemporary convenience plazas, this stretch of road shows the impacts of economic and cultural change—and evolving development trends.

But for most commuters and travelers, Pleasant Street is simply a means to get from point A to point B. *Quickly.*

As a result, much of what borders this perpetually busy section of U.S. Route 1 likely registers more as a blur than a patchwork of gas stations, auto dealerships (current and past), vintage motels, chain hotels, local retailers, and restaurants. Frequently, though—and particularly during the summer months—fast commuting aspirations grind to a halt as work force shifts change, and north and southbound tourists make their way to and from their idea of Vacationland. For those lucky enough to heed their favorite GPS app during periods of high congestion, they may bypass the route altogether.

But for all its utility as a commuter throughway, what's interesting about this heavily-traveled stretch of Brunswick infrastructure is its lack of community connectivity. With a closer look at the areas behind those properties abutting Pleasant Street, there's clear evidence that the street was once much more connected. Access to clipped streets that once carried locals to Brunswick neighborhoods now requires more circuitous routes off a reduced number of traffic tributaries to the north and south. As a result of these now-abbreviated streets, a number of vacant and nonperforming backlots sit idle along a two-block corridor behind properties that abut U.S. Route 1.

As a result of the changes that have led to

Pleasant Street's current car-centric landscape, walkability is an afterthought. While sidewalks are in place for those who choose (or need) to walk from their homes to Pleasant Street businesses, easy access to residential areas is limited. And for residents in Brunswick's limited stock of affordable and workplace housing, access requires an even longer trek.

Below: Pleasant Street, just past Church Rd, looking southeast. The top street view shows Brunswick Ford in 2012. The bottom shows the same view in 2024 after the dealership closed down.



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Visioning Exercise: Pleasant Street Corridor

MORE PLEASANT FOR PEOPLE

Just as today's version of Pleasant Street is the product of evolving societal patterns, its next incarnation will be shaped by the changing needs of the public. But where past developments may be more the reactionary product of developers' whims, the Town is now poised to take a more deliberate approach to shaping its future.

As the following pages demonstrate, Pleasant Street offers fertile terrain for future redevelopment that better addresses the needs of commuters, travelers, and residents. By re-envisioning the now long-vacant former home of Brunswick Ford and other surrounding underperforming sites, the following renderings depict a transition from an outdated Strip Style Commercial placetype to a vibrant Neighborhood Center.

In a nod to the need to maintain support of Pleasant Street as a busy traffic corridor, the renderings depict redevelopment of the Brunswick

Ford site with multi-story, mixed-use development—and a mix of housing types to encourage affordable housing.

The potential concept reactivates a historic roadway to create functional blocks, helping to activate deeper development and spur connection between Pleasant Street and nearby neighborhoods. This connection creates a gradual transition between the envisioned multi-story, mixed-use commercial and residential structures, and encourages greater walkability—protecting pedestrian safety and reducing the need to drive for everyday essentials.

Designed to leverage public investment in road improvements and private investment in both road and pedestrian infrastructure, the Pleasant Street catalyst site vision aligns ideally with Brunswick's efforts to focus development in areas served by utility infrastructure—and away from the rural areas residents hope to protect.

Left:
Community Impacts.

Impact	Current	Concept
Tax Revenue Generation	High	Medium
Per Unit Town Service Burden	High	Medium
Community Character	Low	High
Housing Affordability	Low	Medium
Walkability	Low	High
Carbon Pollution	High	Medium
Traffic Generation	High	Medium

Standard	Current – Strip Style Commercial	Concept – Neighborhood Center
Design	10-30 intersections per square mile	50-100 intersections per square mile
	Does not use walkable blocks	2,000 foot maximum block perimeter
	Negligible open space	20-30% protected open space
Uses	350k-650k square feet of leasable commercial	150k-350k square feet of leasable commercial
	Few residential units in walking distance	All residential units in walking distance
Primary Intersection	Few buildings over one story	2- 3-story mixed-use buildings

Above: Design Standards.

DRAFT



Above: Rendering of possible streetscape enabled by new design standards on Pleasant Street.



Above: Rendering of possible streetscape enabled by new design standards on Pleasant Street.



Above: Reimagining of development between Pleasant Street and Paul Street, looking southeast.

Visioning Exercise: Cook's Corner

A NEW VISION

When Cook's Corner was first envisioned as a retail destination, the forces driving development in the United States were in the midst of a dramatic shift. On the heels of industrialization and two World Wars, increasing prosperity fueled ambitious highway infrastructure improvements that opened the doors to a reimagination of the way people shopped.

During the early decades of the 20th century, people satisfied their everyday needs by visiting local merchants and service providers. When those merchants couldn't address those needs, they turned to cities for the products and services they couldn't obtain locally. Then, when visionary developers realized the growing impact of infrastructure development on mobility, they broke ground on malls and Strip Style Commercial development—creating destinations where consumers could consolidate their consumption, satisfying all their needs in one place.

But as consumer attitudes change and merchants and service providers recognize new opportunities, trends run their course. Today, Strip Style Commercial developments—like those that have long dominated the Cook's Corner landscape—are falling out of favor. Today, populations are gravitating toward hybrid environments where

they can live, work, play, and attain all the goods and services they need to go about their everyday lives. This Village Main Street Placetype reflects an appetite for compromise by blending accessible urban elements with the intimacy and familiarity of traditional neighborhoods. Unlike Strip Style Commercial developments, these sites are designed for people—not cars—where residents can navigate day-to-day life on foot, by bicycle, or via public transportation, reducing reliance on automobiles.

For the Town of Brunswick, where residents hope to curb rural growth and concentrate development in areas ripe for change and improvement, Cook's Corner presents a timely opportunity.

In its current state, the Cook's Corner area is characterized by big box retailers and strip commercial centers occupied by a mix of national and regional tenants. As evidenced by high vacancy rates, high turnover, and an increasing dominance of discount retailers, the area shows evidence a downward decline, with fewer appealing shopping opportunities—and fewer shoppers. By design, Cook's Corner's current infrastructure is auto-dominated, with little opportunity or encouragement for alternatives like walking or biking—and limited access to public transportation.



Above: Regal Cinemas officially closed in February of 2023, leaving behind approximately four acres of parking lot.

Below: Gurnet Road and Bath Road, looking southeast across a seven-lane intersection.



Visioning Exercise: Cook's Corner

RECREATING COOK'S CORNER

To better understand what Cook's Corner is—and to imagine what it could become—the Town commissioned an economic development study in 2022 (The Cook's Corner Revitalization plan) to explore its potential as a site for future growth and transformation. The results of that study recommended a more stringent set of zoning policies and financial incentives designed to encourage the level of reinvestment necessary to set the area on track for transformation.

By transforming words into images, the following pages illustrate what a greater scale of density and design could look like. Under the example concept, Cook's Corner could reclaim its role as a viable, regionally important mixed-use

environment capable of serving Brunswick's vision for a livable Village Main Street for the next 20 years. Over time, the area could very well evolve to become a vibrant Downtown/Town Center.

As the plan and renderings demonstrate, a revitalized Cook's Corner would serve as a vital center for Brunswick residents to live, work, and recreate in a walkable, interconnected landscape. These plans effectively chart a course for targeted growth, encouraged by a mix of public and private investment—where concentrated development boosts tax revenues, improves service efficiency, and reflects Brunswick's vision of sound growth management.

Standard	Current – Strip Style Commercial	Concept – Village Main Street*
Design	3-7 units per acre	15-30 units per acre
	10-30 intersections per square mile	75-150 intersections per square mile
	Does not use walkable blocks	2,000 foot maximum block perimeter
	Negligible open space	20% protected open space
Uses	350k-650k square feet of leasable commercial	200k-450k square feet of leasable commercial
	350-850 residential units	1,000-1,200 residential units
	Few residential units in walking distance	All residential units in walking distance
Primary Intersection	Few buildings over one story	3-4-story mixed-use buildings

Above: Design Standards.

Impact	Current	Concept
Tax Revenue Generation*	Medium	Medium to High
Per Unit Town Service Burden*	High	Low
Community Character	Low	High
Housing Affordability	Low	Medium
Walkability	Low	High
Carbon Pollution	High	Low to Medium
Traffic Generation	High	Low to Medium

Above: Community Impacts.



Above: Renderings of possible streetscape enabled by new design standards.



Above: Bird's-eye view of possible future developments enabled by new design standards.



Above: Rendering of possible greenspace enabled by new design standards.

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Above: Rendering of possible streetscape enabled by new design standards.

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Visioning Exercise: Maquoit Woods

CREATING COMMUNITY AND PROTECTING A RURAL RESOURCE

When the Brunswick Town Council unanimously approved the purchase of the 280-acre Maquoit Woods parcel in 2022, response to the decision was mixed. While the purchase halted a proposed 900-unit development many felt was inconsistent with Town character, others worried the nearly \$4 million price tag would elevate property tax rates and eliminate any potential for revenue-generating development on the site.

Today, sentiments on the best future for Maquoit Woods remain divided. While some residents encourage long-term preservation of the entire parcel, citing its environmental and recreational value, others have advocated for varying degrees of development.

As many communities can attest, finding consensus on the use of undeveloped public lands is, at best, a delicate process. Until plans are proposed, perspectives are often binary—often divided into those who favor development and those who don't. But in many cases, the ultimate solution involves a compromise that strikes a balance between both perspectives. Compromise, of course, requires clarity. And until Brunswick residents have a sense of how development and preservation might coexist on the Maquoit Woods parcel, opinions are likely to remain unchanged.



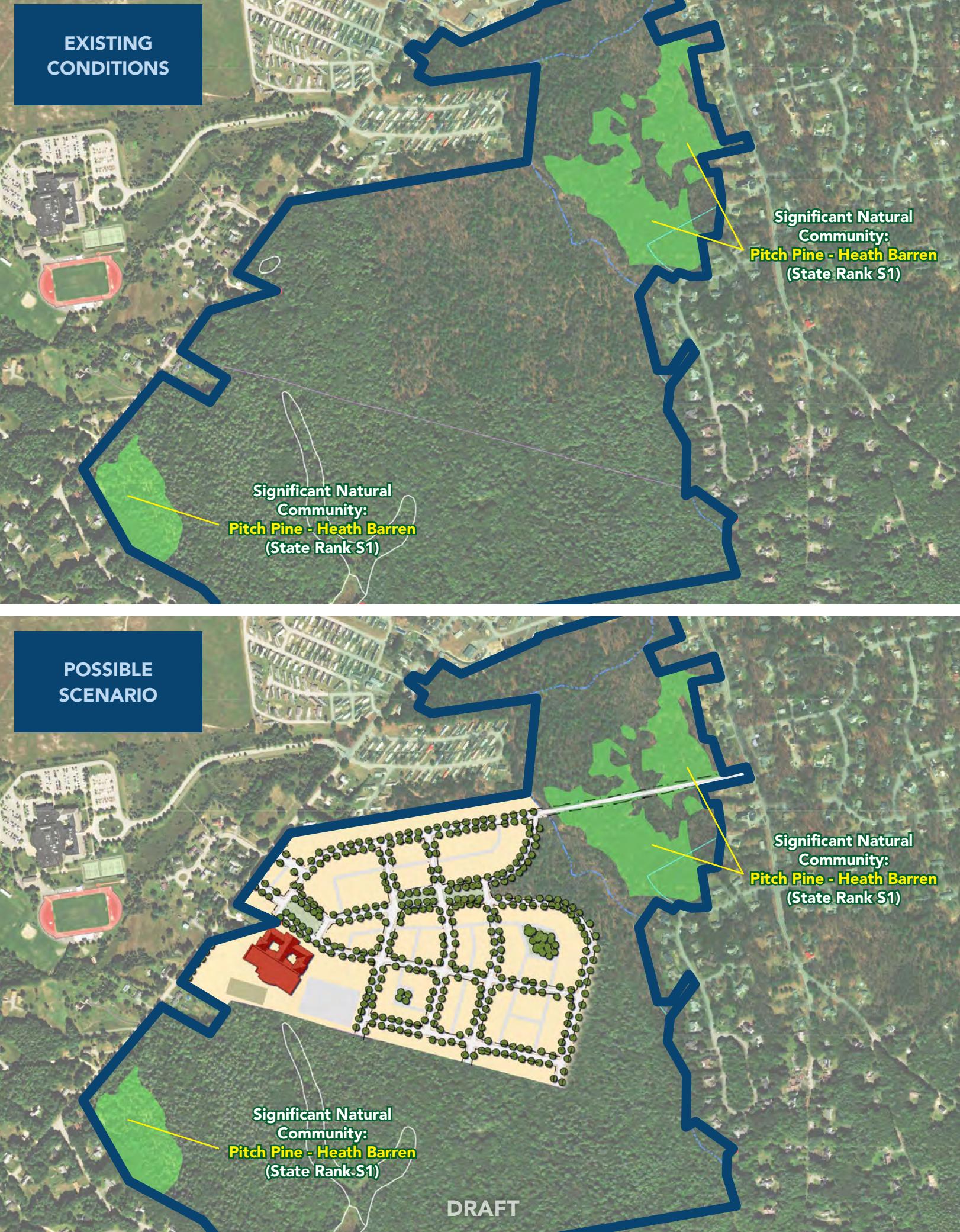
SEEKING A BALANCED SOLUTION

Catalyst site visioning exercises provide a commitment-free opportunity to stimulate the kind of conversation that can, over time, lead to compromise. And because the Maquoit Woods parcel is currently undeveloped, it provides a blank slate to sketch possible futures—and begin the process of finding common ground for Brunswick residents.

In an effort to begin a collaborative conversation on the future of Maquoit Woods, the renderings on the following pages suggest one possible scenario for a mix of conservation and development. The drawings suggest a scenario that protects two portions of the property totaling 200 acres, while designating 80 acres within the Town growth boundary for development as a Rural Hamlet.

In the scenario depicted, the Town would concentrate growth in a clearly-defined area that balances the Town's desire for additional housing and commerce, while preserving rural space for public use and natural habitat. The renderings are, in effect, a serving suggestion—not a mandate—for how the Town's investment in Maquoit Woods might produce tax revenue, boost housing availability, and align with the Town's long-established character and vision for the future.

Below: Rendering showing Maquoit Woods reimaged.



Creating a Connected Brunswick

MAKING GREAT STREETS

More than being a means to move from point A to point B, streets are the outdoor living rooms of our community. When designed with the needs of our youngest and oldest citizens in mind, streets can serve double duty as public spaces and places of beauty—while contributing to the uptake of carbon and stormwater, providing shelter from sun, and supporting biodiversity. And while one street might not be expected to perform the same as another, all streets should prioritize the safety and comfort of people—often elevating human-powered modes of transit above all others.

Brunswick's Great Streets serve as primary gateways into town and important corridors that link key destinations—whether residential neighborhoods, historic downtown, or the region's educational and employment centers. These streets should serve as welcoming, people-oriented routes

that reflect the character and charm of Brunswick. Certain corridors already exemplify the qualities of Great Streets, with wide sidewalks, attractive landscaping, active building frontages, and thoughtful infrastructure design. For example, Maine Street—near the downtown core—features historic architecture, pedestrian amenities, and a vibrant mix of uses.

As Great Street corridors like Maine Street extend outward beyond their core, however, their quality often diminishes. When redevelopment occurs in areas like Cook's Corner or around key entry points like Pleasant Street, there is an opportunity to elevate these streets with enhanced landscaping, pedestrian-scale lighting, transit amenities, and context-sensitive design to create truly Great Streets.

Below: Intersection of Pleasant Street and Maine Street, looking north.



Above: Maine Street, looking north. Photo credit: Vanessa Farr.

Map 7 | FUTURE CONNECTIVITY & TYPOLOGIES

Connecting A to B

The Future Connectivity & Typologies Map for Brunswick outlines a vision for how streets, greenways, and transit corridors will evolve to support a more connected, accessible, and vibrant community. Key components of the map include: Great Streets, Street Typologies, Greenways and On-Street Bike Facilities, Enhanced Transit, Future Street Connections, and Interchanges.

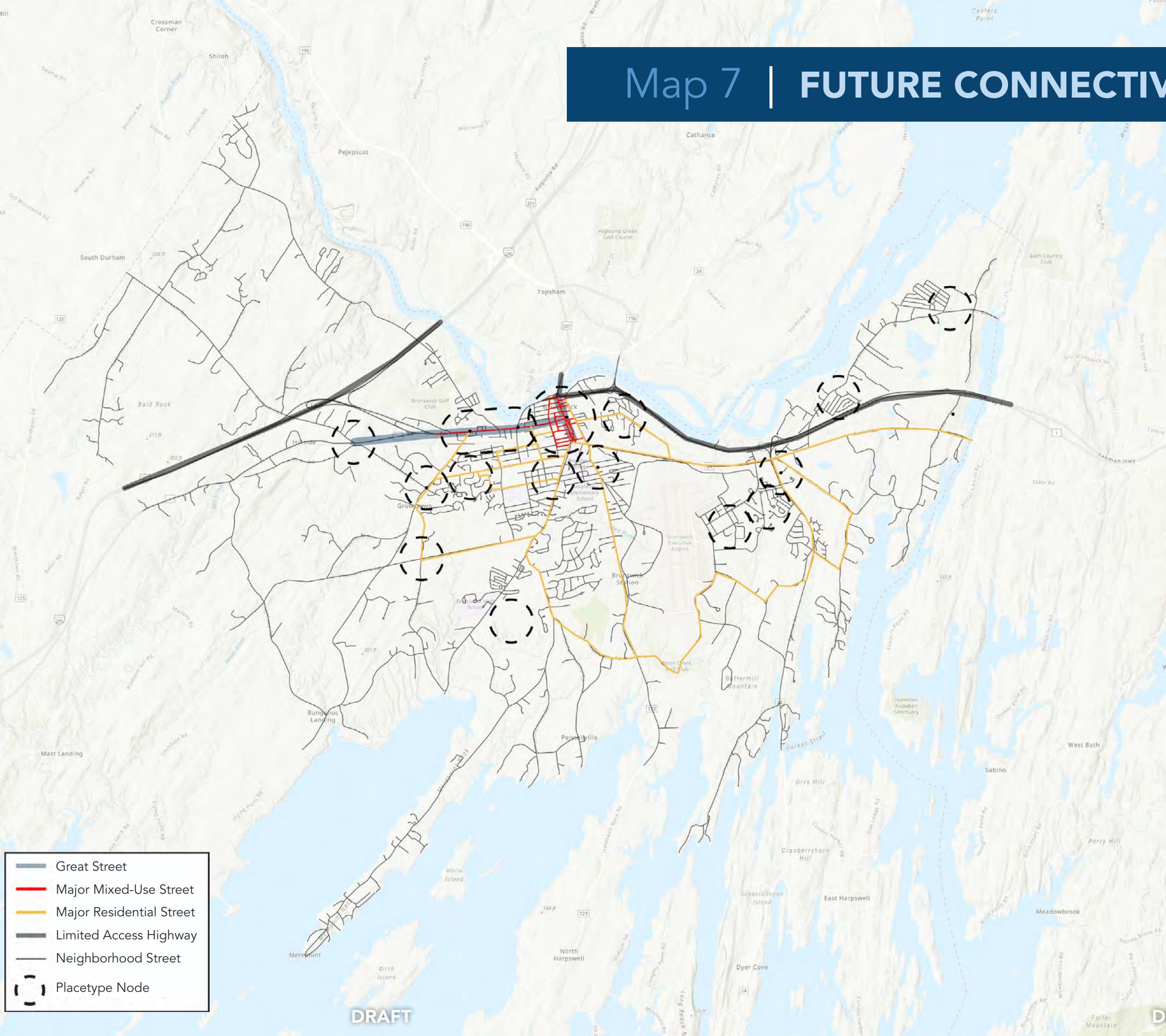
Street design should respond to the surrounding land uses and community context. The map identifies four primary street types based on their current and future use, particularly focusing on streets with higher daily traffic volumes. These typologies help guide future street improvements so that they align with Brunswick's vision for livable neighborhoods, walkable commercial areas, and safe multimodal travel.

Major Mixed Use Streets:

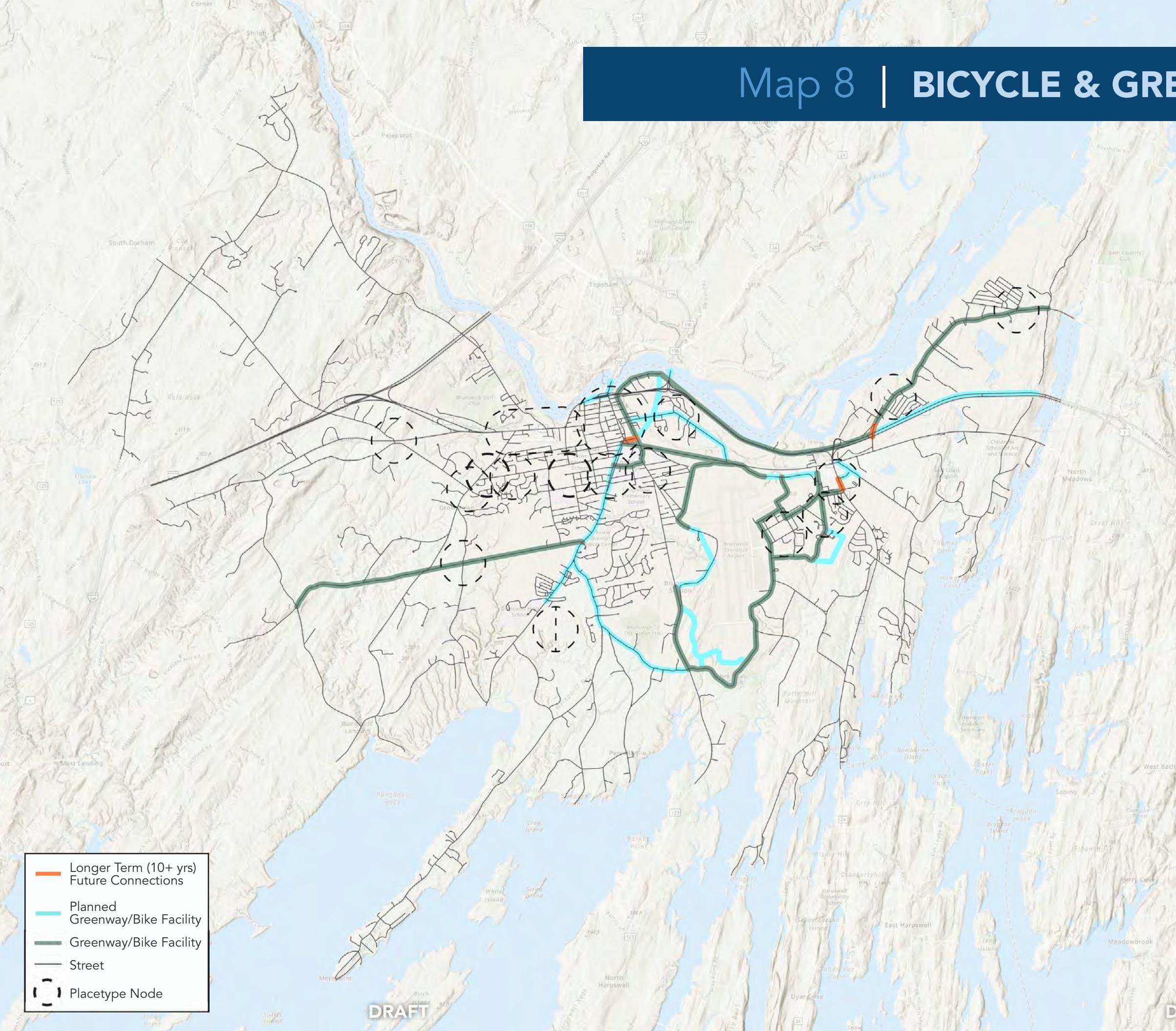
- Serve high volumes of vehicles, pedestrians, and cyclists in commercial and mixed-use corridors
- Emphasize pedestrian safety through wide sidewalks, marked crosswalks, and slow-speed zones
- Promote active street edges with buildings close to the street and parking to the rear
- Feature streetscape enhancements, including trees, benches, lighting, and more
- Support robust transit access, including bus stops and shelters
- Prioritize curbside space for pedestrians, bicycles, short-term parking, and loading zones

Major Residential Streets:

- Connect residential neighborhoods with key town destinations
- Support safe walking and biking through sidewalks, crosswalks, and traffic calming
- Include street enhancements, including street trees and buffers between sidewalks and traffic lanes
- Provide local access to transit with bus stops integrated into neighborhood design
- Emphasize slower speeds for neighborhood livability



Map 8 | BICYCLE & GREENWAY NETWORK



Streets for All

This map envisions a unified, town-wide network of greenways and on-street bicycle facilities in Brunswick, forming a safe, accessible system for non-motorized travel. These routes—whether along dedicated shared-use paths or integrated into the street network—are designed to serve people of all ages and abilities, including cyclists, pedestrians, wheelchair users, joggers, and those pushing strollers. All facilities are envisioned to be paved, at least 8 feet wide where feasible, and to support both recreation and everyday transportation by linking neighborhoods, schools, parks, and major destinations like downtown Brunswick, Bowdoin College, and Cook's Corner.

Examples of existing or emerging corridors include the Androscoggin River Bicycle and Pedestrian Path and potential future connections through Brunswick Landing. These routes may take the form of shared-use paths separated from traffic or high-quality on-street infrastructure such as protected or buffered bike lanes and bike boulevards. While exact designs will vary by corridor, all will prioritize safety, comfort, and accessibility.

Natural-surface multi-use trails—like those in the Town Commons or Kate Furbish Preserve—remain valued recreational assets and are encouraged for preservation and expansion, though they are not shown on the Future Connectivity Map due to their limited role in daily transportation.

- Longer Term (10+ yrs) Future Connections
- Planned Greenway/Bike Facility
- Greenway/Bike Facility
- Street
- Placetype Node

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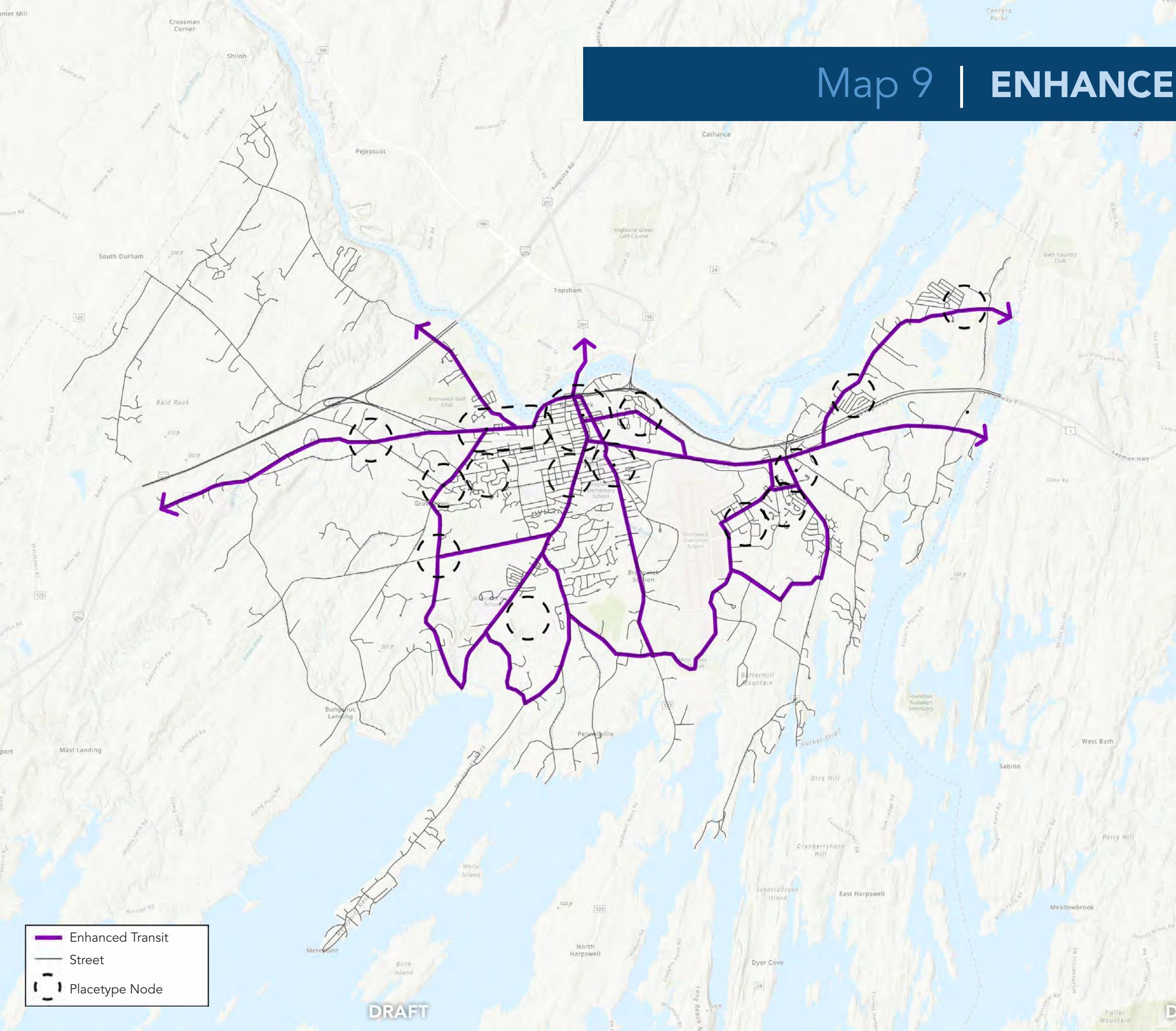
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Map 9 | ENHANCED TRANSIT ROUTES

Connecting People and Places—Without Cars

The Enhanced Transit Routes envisioned for Brunswick are key corridors planned for high-frequency transit service.

These routes help to connect existing and potential nodes of development that blend of residential, employment, and commercial areas along these Enhanced Transit Routes to support a greater number of future transit users, including residents, workers, and visitors, all within convenient access to transit.



2.3

Feasibility

Making a Fiscally Responsible Comprehensive Plan

During the process of developing the 2025 Comprehensive plan, the CPUSC remained cognizant of its current and future fiscal implications.

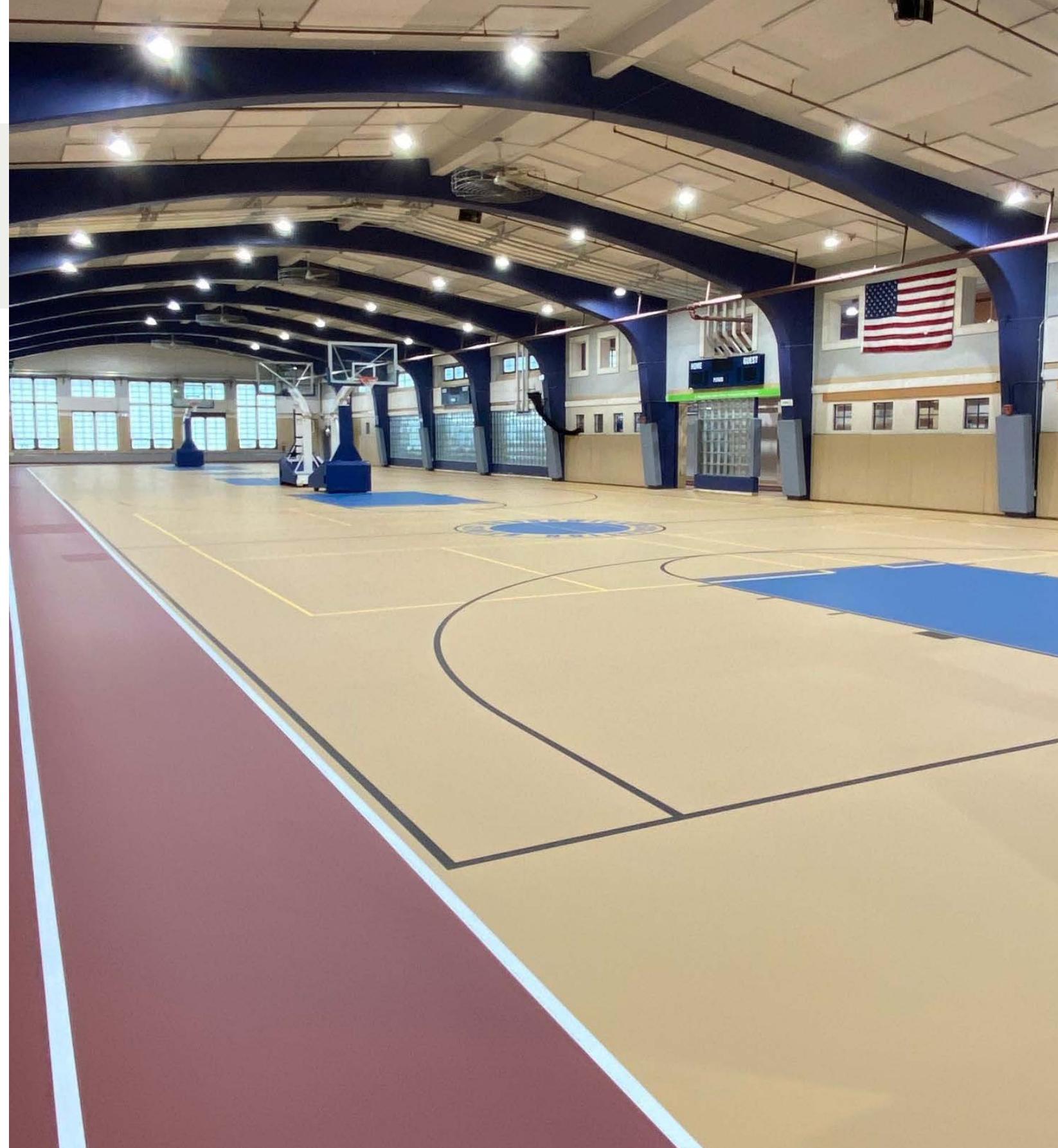
The Town Charter requires that the Town Council adopt a 5-year capital plan each year. The current Capital Improvement plan (CIP) process was developed in 2013 and the annual schedule culminates with the annual budget process, aligning capital projects with the Town's operational costs. Working on the CIP in conjunction with the annual budget enables the Town to balance current expenditure and revenues, and to project the fiscal ramifications of new and changing investment and revenue generation priorities.

As defined by the Town, the CIP includes "all capital improvements proposed over the next five fiscal years. It also includes cost estimates, methods of financing, and recommended time schedules for each such improvement." This document also includes "the estimated annual cost of operating and maintaining the facilities to be constructed and acquired." (Town of Brunswick, 2025).

The Town's current CIP spans the years of 2026-2030, and was adopted on May 15, 2025 following eight months of research, deliberation, and open meetings. Over the next five years, the CIP calls for \$106 million in capital improvements categorized as follows:

Facilities	\$41.3M
Infrastructure	\$33M
Capital Acquisitions	\$700K
Vehicles/Equipment	\$8.4M
Annual Work Program	\$14.3M
School Annual Work Program	\$6.2M
School Vehicles	\$2M

As the Policies and Action Strategies of this Comprehensive plan are implemented, Town staff will continue to evaluate underperforming and vacant parcels where infrastructure is already in place, seeking opportunities to support the redevelopment of underutilized properties.



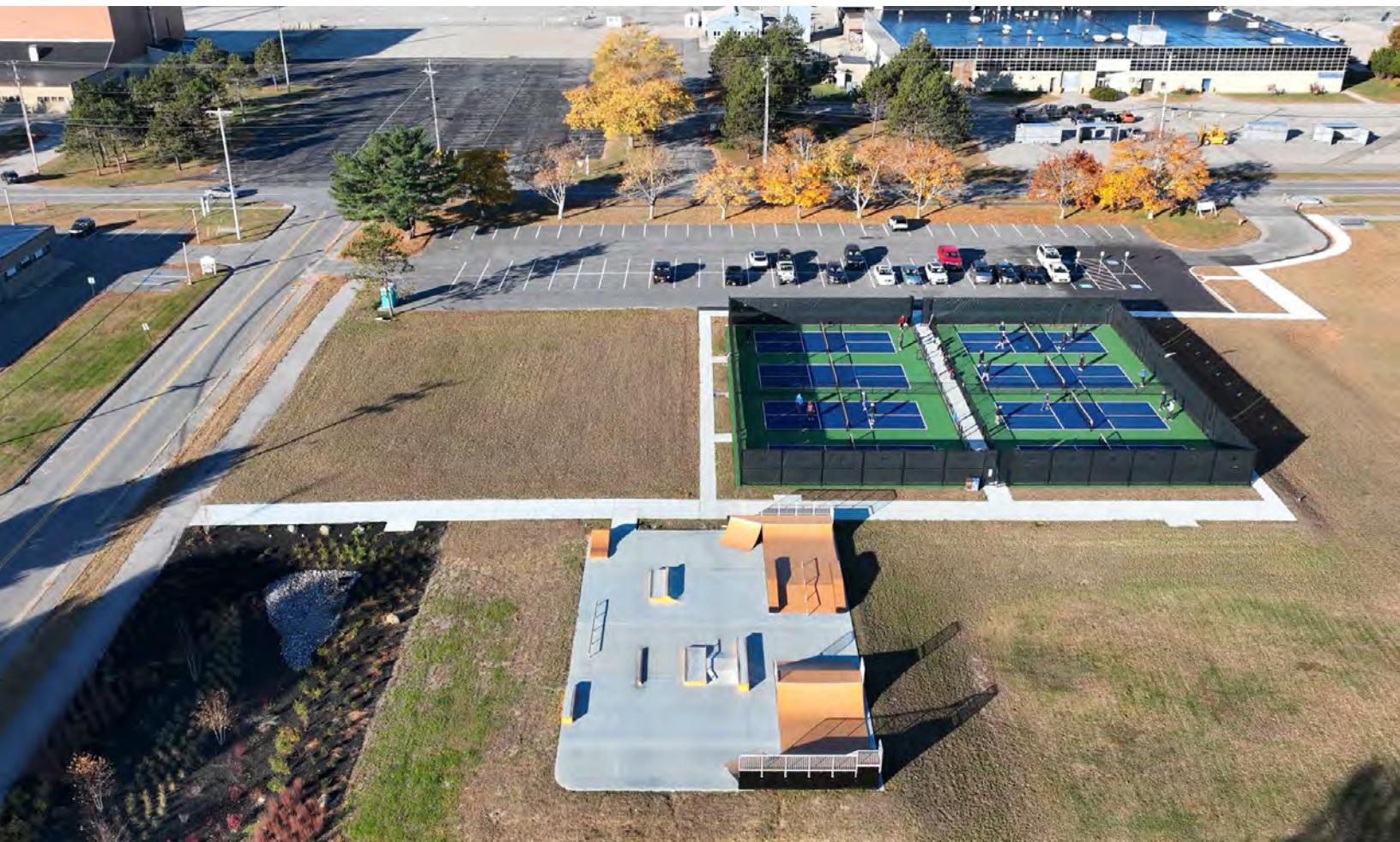
Above: New floors in the Brunswick Recreation Center.

Anticipated Capital Investments

A capital investment is defined as an investment in an asset that creates a long-term benefit to the Town. An example of a capital investment is the acquisition or improvement of land or a building. Capital Investments are a subset of what is contained within the Town's CIP.

Capital investments contemplated by this plan are identified in the recently adopted May 2025 CIP (see Public Facilities and Services Data Chapter). Each year when the CIP is updated to reflect current

project priorities, schedules, costs, and funding, review of this plan should be considered to ensure alignment between Town goals and funding resources. In the future, additional projects such as rural area land acquisitions, a community land trust program, and a Land for Maine's Future program are other possible capital investments that Brunswick could explore to further goals outlined in the Policies and Actions Strategies section of the plan.



Above: Midcoast Athletic & Recreation Complex (MARC). Groundbreaking for the project started in the summer of 2023—the first phase totaled \$1.67 million (some amenities shown in photo) and was funded with grant dollars, Town recreation fees, and substantial donations from other partners.



Above: Downtown Brunswick and abutting neighborhoods. Although connected as part of the same built environment, these areas have different value and therefore tax revenue per acre. This type of thinking allows us to envision the fiscal productivity of the landscape for long-term planning.

Maximizing Livability and Revenue

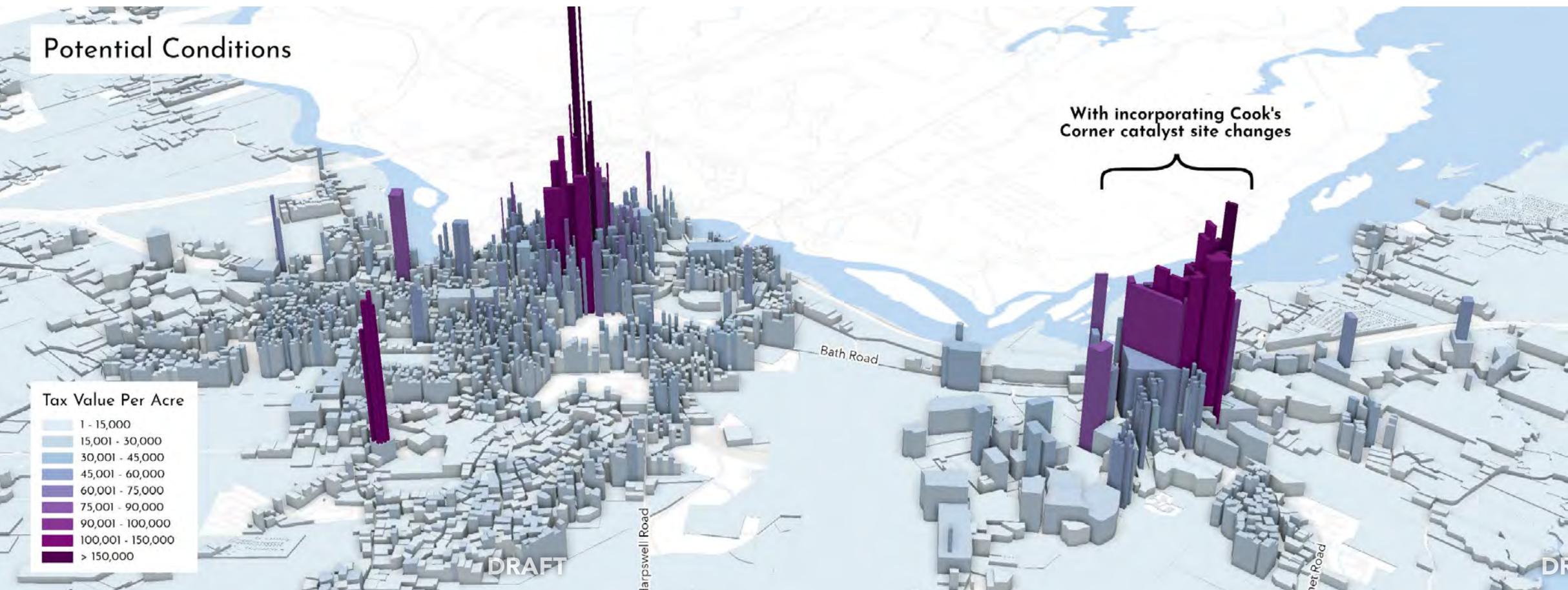
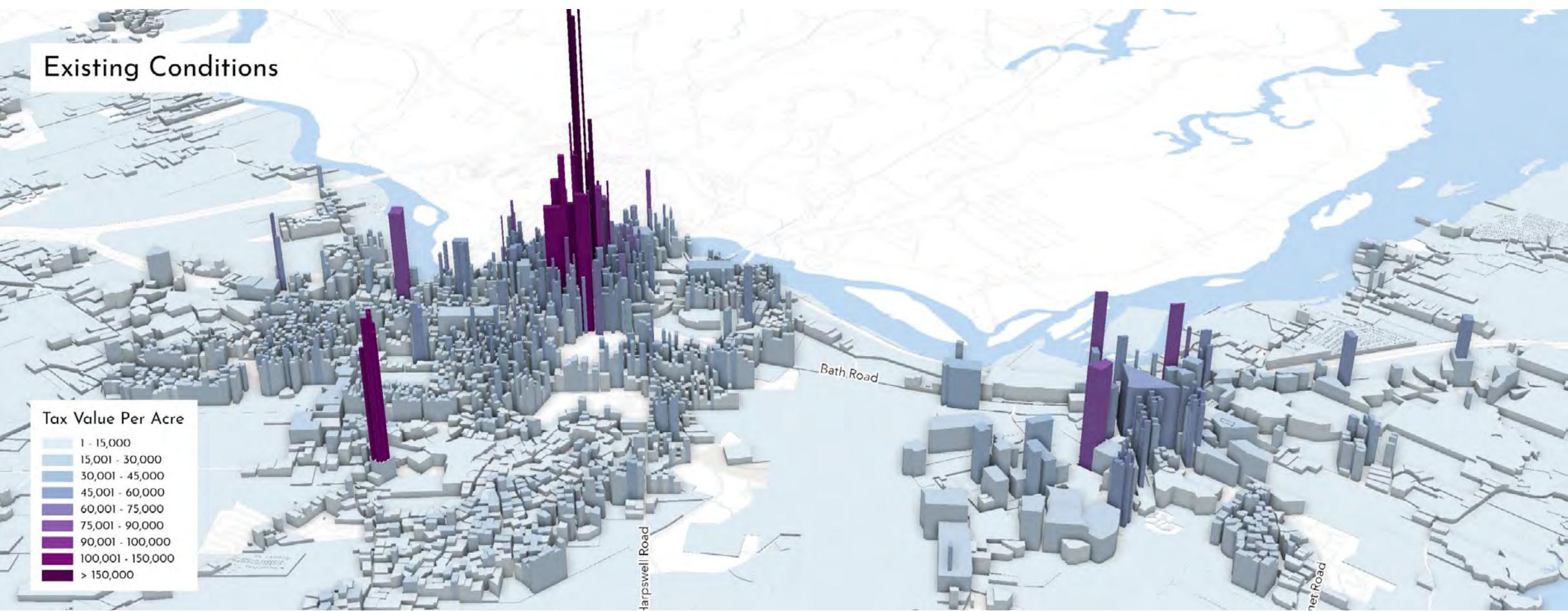
A useful tool in better understanding land use productivity as it relates to town revenue generation is conducting a value per acre analysis. This analysis evaluates the fiscal performance of a given parcel of land, and compares it to parcels of the same dimension. The calculation takes the total assessed value of the parcel's land and buildings and divides it by the size of the parcel to determine its value per acre.

The analysis is useful for its ability to demonstrate that dense, walkable places typically generate more revenue when contrasted to suburban, auto-centric places. In most cases, densely concentrated urban buildings take up less street frontage and land than less concentrated forms of

development, resulting in higher assessed values per acre—and higher tax revenues than suburban or retail box store counterparts.

Consistent with that typical analysis, value tends to be higher when development has properties designed similarly to the catalyst sites proposed earlier in the 2025 plan. Granted, value per acre is only one metric—but other metrics, like those expressed in the catalyst sites—are also critically important in encouraging the kind of high “quality of life,” higher value outcomes (e.g., climate, walkability, reduced vehicle miles traveled, and transit support) envisioned for Brunswick’s future.

Map 10 | VALUE PER ACRE ANALYSIS



Places for People Produce Revenue

The 2025 plan investigated the places that have abundant infrastructure—including sewer, water, streets, and utilities—with significant potential to deliver better financial performance. These places are located in emerging areas where, through policies and strategies, Brunswick can induce the kinds of development that will create bigger—or entirely new—revenue spikes, and correspondingly higher tax revenue to ease tax burden of residents and to support the 2025 plan's long-term implementation.

If Cook's Corner transitions from a suburban retail corridor to a walkable, mixed-use center, the Town of Brunswick would yield greater financial value to support municipal facilities and services. Other development incentives such as strategic Tax Increment Financing (TIF), could capture new revenue to reinvest in additional improvements, while also sheltering a portion of new tax revenue from State revenue sharing.

Left: These map visualizations show the normalized (average) amount of value per acre. For the existing conditions, this is taken from the assessor's data (Note: does not include negative/costs of service). For the potential (based on the Cook's Corner catalyst site changes alone), we use the average amount of value expected in a block of the designed density expected.

If this site were to be fully built out as a mixed-use development, it has the potential to create over \$2.5 million in annual tax revenue.

PART 3

Policies & Action Strategies

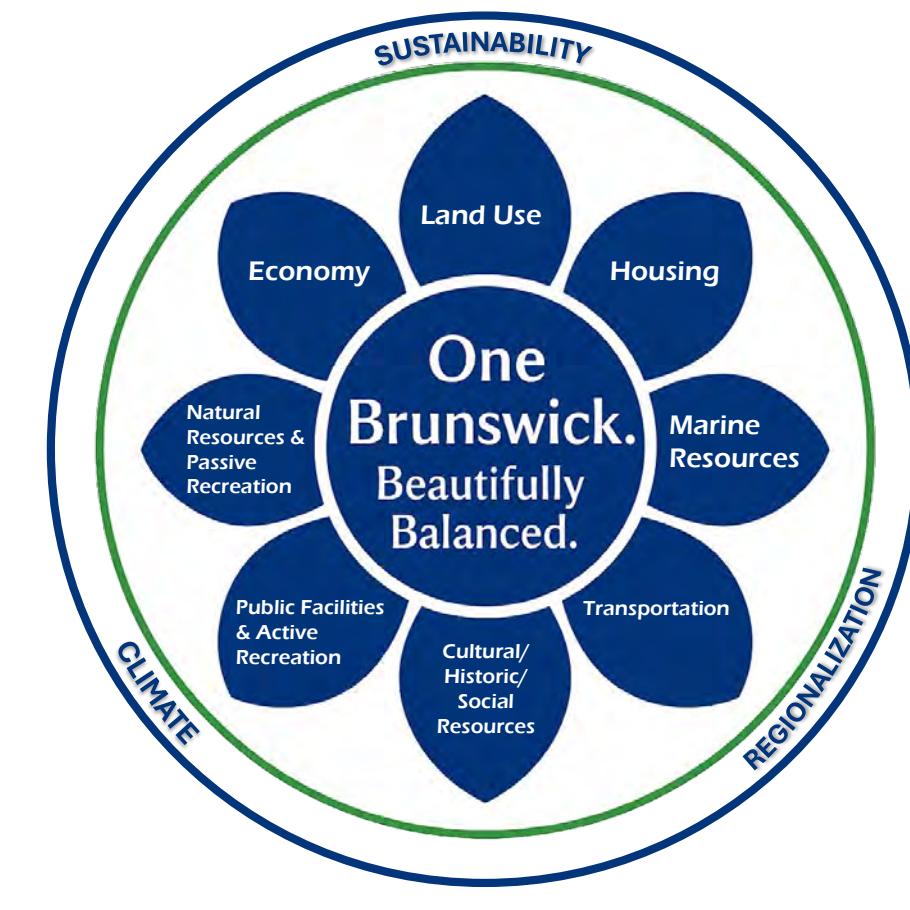
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Charting the Course for Brunswick's Future

A comprehensive plan provides a big-picture framework that distills cross-connected information informed by the practical and fiscal guidance of municipal leadership, and results in a 10-year work plan for responsive, meaningful, and achievable action.

Developed over the course of several years by the CPUSC through a deep, deliberative, and collaborative series of meetings, the following section is organized by a clear set of eight prioritized policy areas. Each policy area establishes recommended action strategies designed to pursue the myriad objectives set forth by Town residents during a series of public input sessions.

A town grows much like a flower—each petal representing a vital part of the community. Only when all parts develop in balance can the town truly thrive. This plan recognizes that each of the eight policy areas, identified by the community, should remain in balance in order to preserve our Town's character while providing guided growth. Additionally, we must remain cognizant of the overarching influences that regionalization, climate change, and sustainability place on our future growth.



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As stated in previous sections of the document, the policy areas and action strategies seek to achieve three overarching objectives: to limit rural growth, stimulate growth in targeted areas, and protect those environmental resources so essential to Brunswick's quality of life and place. The framework of those objectives, policy areas, and actions strategies is divided into the following three sections:

3.1 - Growth Management:

Land Use, Housing, Cultural/Historic/Social Resources, Economy

3.2 - Environment:

Natural Resources & Passive Recreation, Marine Resources

3.3 - Infrastructure:

Transportation, Public Facilities & Active Recreation

While subjects in one section may involve priorities in others, the distinction helps to contextualize related topics, while providing a means for readers to locate (and relocate) specific policies and action strategies of interest.

Comprehensive Plan as an Evolving Resource

Despite the best efforts and intentions of residents, municipal officials, and the CPUSC to capture and reflect the essence and nuance of public input in developing this Comprehensive plan, Brunswick is a complex, ever-evolving town. As populations change, public sentiments sway, and economic and political realities shift, the underlying goals and objectives that shaped this Comprehensive plan will likely evolve. While fundamental changes are unlikely, nuanced variations may require adjustments to the policies and action strategies that follow.

Thus, while this document is intended to provide guidance for the Town's next decade, it's important to acknowledge a very important point: the Brunswick Comprehensive plan is a living document.

In recognition of that fact, the Policies and Action Strategies section of the Comprehensive plan is further supported by the Timeline, Cost, Accountability, and Progress Table located in the Appendix. Taken together, this section and the Progress Table will allow municipal leaders (and residents) a means to periodically revisit policies and action strategies to measure progress, track costs, and adjust priorities as Town needs, circumstances, and resources require.

Each of the Policies and Action Strategy sections: Growth Management, Environment, and Infrastructure is organized into "Key Priorities"—those that consistently garnered the highest level of residents' concern—or "Priorities" that, while still critical, should be regarded more as catalysts for Brunswick's future success than primary drivers.

3.1

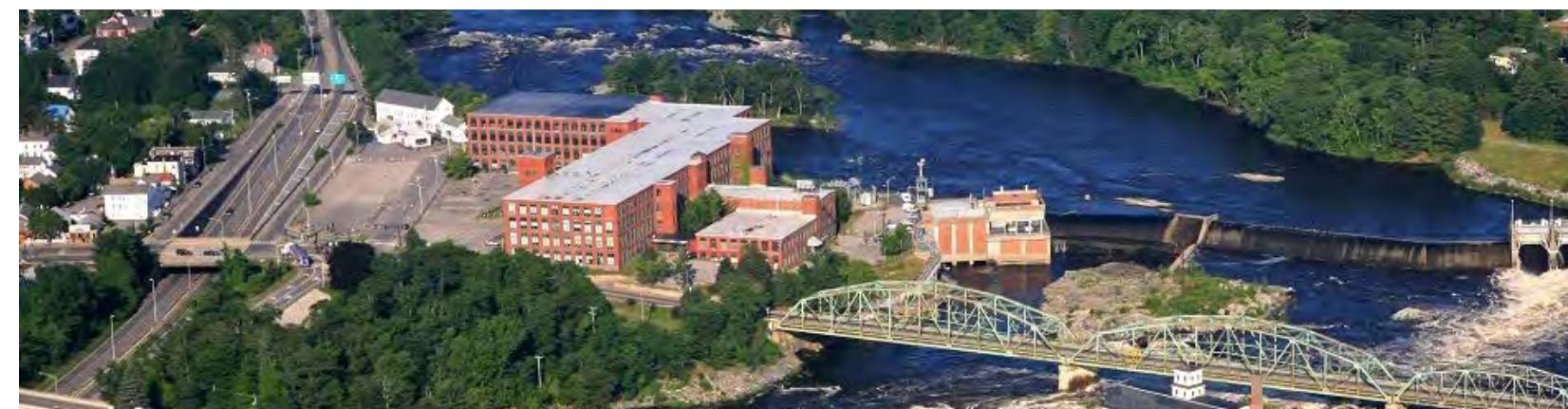
Growth Management

Guiding the Next Decade of Development

Brunswick residents' perspectives on growth management were in large part consistent, with most participants concurring on the need to limit growth in rural areas and target focused growth in designated areas. In most cases, residents agreed with the importance of focusing Brunswick's future growth in areas already served by established utility infrastructure.

The CPUSC also considered other concerns

View of Fort Andross Mill.



Key Policy Area A: **LAND USE**

OVERVIEW

Brunswick will experience increasing growth pressures, which could continue to drive housing prices up and create strong pressure to further develop rural areas. To address those challenges, zoning and municipal policies should strategically direct development toward areas where infrastructure exists to support it and encourage a diversity of types and price points of housing.

By incentivizing compact development within the town's growth areas and implementing disincentives elsewhere, Brunswick can protect its rural land. When growth is managed, rural character,

water quality, and areas of significant habitat and flora/fauna can be better protected. This helps to ensure that the town's resources are used efficiently, and new development supports fiscal health rather than diminishing it.

SMART LAND USE INITIATIVES

Develop land use policies and ordinances that prevent overdevelopment of rural resources, encourage targeted development within designated growth areas, and protect environmental resources vital to the preservation of rural lands and ecosystems.



Photo credit: Sarah Turner.

Action A.1:

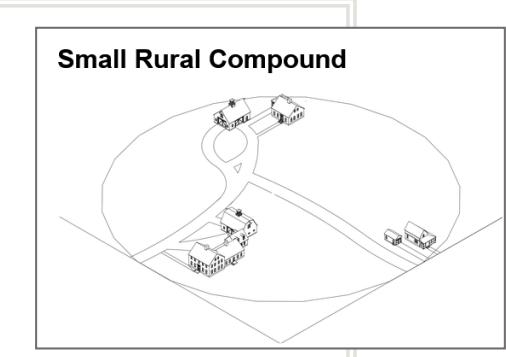
With an objective of limiting total growth and sprawl in rural areas, and acknowledging property rights, consider a comprehensive approach including but not limited to some combination of (i) **more robust resource protections** including mechanisms to preserve forest blocks and terrestrial connections; ii) **larger minimum lot sizes** in select areas (particularly vulnerable watersheds and habitat blocks), with density bonuses in other areas when the development is clustered and the remaining lot is preserved as undeveloped land (iii) **allowances for owners of smaller lots outside subdivisions** and at the time of adoption of an ordinance of this nature (consistent with plumbing code); (iv) a **rate of growth ordinance that caps the total number of houses permitted** in a given period of time; and (v) any **other provisions deemed desirable** to achieve this objective.

Action A.2:

Explore small and large farm compound zoning tools to minimize disturbance and fragmentation of rural areas.

Example Zoning Tool

This zoning tool can help to minimize development impacts while accommodating housing and entrepreneurial activities.



Action A.3:

The Town Manager and/or their designee shall **meet regularly with neighboring towns, regional partners, and other land use planning entities** to discuss and/or coordinate the community's land use strategies.

Action A.4:

Revisit and update the zoning ordinance to bring the code in line with the comprehensive plan as adopted.

Action A.5:

Consider using a form-based code in the growth area to regulate new desired development. Fine-tune dimensional standards (e.g., setbacks, lot widths, building size/scale/massing, floor area ratio, lot coverage) to ensure that new development complements neighborhoods. Include a waiver provision for metrics, and associated standards for granting such waivers.

What is form-based code?

A form-based code is a set of land development standards that foster predictable built results and a high-quality public realm by focusing regulation on physical form, rather than separation of uses. A form-based code is legally-defensible—not a mere guidelines—adopted into town law, which offers a powerful alternative to conventional zoning regulation.

Action A.6:

Explore a form-based code to redevelop Cook's Corner and Brunswick Landing into walkable Town Centers. Encourage vibrant neighborhoods with a mix of affordable and market rate housing, mixed use development and green space. Coordinate planning and development of new infrastructure as framework to support redevelopment.

Action A.7:

Engage in a community master planning effort for the future of Maquoit Woods. Incorporate protections of sensitive areas, while investigating mixed use development to offset acquisition costs.

Action A.8:

Work with local and regional land trusts and conservation organizations to **identify important parcels of land in the Rural Area for acquisition.** Prioritize safeguards for prime farmland.

Action A.9:

Safeguard lands identified as prime farmland or capable of supporting commercial forestry.



Key Policy Area B: HOUSING

OVERVIEW

If Brunswick is going to build housing, it's vital to build all types, for residents at every level of the economic spectrum. To encourage that diversity of development, future zoning should allow for a wide variety of building types, sizes, building materials, living arrangements, ownership arrangements, and other features—as long as the health and safety of the occupants is protected.

HOUSING DEVELOPMENT INITIATIVES

Explore and implement policies designed to encourage housing development—at every level of the socioeconomic spectrum—in areas targeted for growth, seeking opportunities to leverage public/private partnerships to contain infrastructure costs.

Action B.1:

Utilize density bonuses, credit enhancement agreements, and construction subsidies to incentivize the inclusion of market-rate housing in subsidized housing developments to avoid isolating or stigmatizing low-income populations.

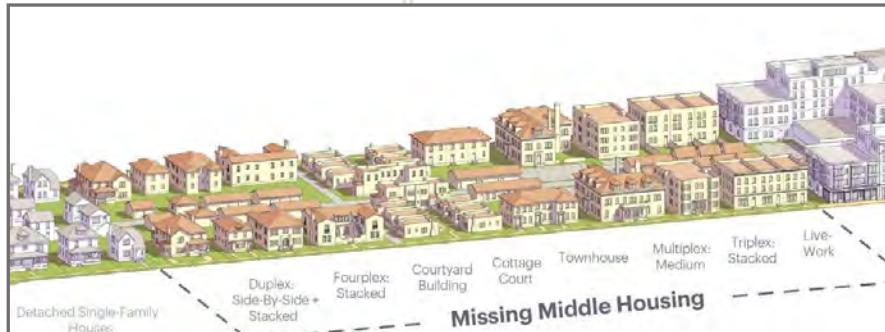
Action B.2:

Develop and adopt a preapproved buildings program for Missing Middle Housing, such as duplexes, fourplexes, townhouses, and cottage courts.

Missing Middle Housing

House-scale buildings with multiple units in walkable neighborhoods.

Building type examples include duplexes, fourplexes, townhouses, and cottage courts.



Graphic Credit: Opticos Design, Inc.

Action B.3:

Conduct a housing market analysis to better structure incentives and programs to encourage the housing types needed within the community.

Action B.4:

Use public/private partnerships to **encourage development of housing at all price levels** for both owners and renters, including a variety of building types identified by housing market analysis. Examine affordable housing demand and monitor data through annual reporting.

Tiny House

This small, under 400 sf abode is regulated in the State of Maine under the IRC Tiny House Appendix V, and allows for sleeping lofts accessed by ladders and skylights as points of emergency egress.



Photo Credit:
Tiny Homes of Maine/Hancock Lumber

Action B.5:

Evaluate and revise zoning codes as necessary in designated growth areas to **eliminate excessive parking requirements** that could unnecessarily inhibit desired housing development and development densities.

Action B.6:

Review allowances for shared housing building types, e.g: micro units supported by shared living amenities (social spaces, kitchens, working, recreating).

Action B.7:

Support community assistance programs that provide business assistance and make low- to no-interest loans available to landlords for improvements to affordable rental housing, including mobile home parks. Include deed restrictions that assure housing remains affordable for the specified time.

Action B.8:

In growth zones, **explore expanding the Town's regulatory toolkit to help offset affordable housing demand**, such as considering a housing replacement ordinance.

Action B.9:

Explore land bank opportunities for acquisition of property to support future affordable housing.

Action B.10:

Establish a community land trust for affordable housing. Under this program, purchase underutilized properties in the growth zone for town/Brunswick Housing Authority-controlled redevelopment.

Action B.11:

In the Growth Area, prioritize affordable housing development in close proximity to public transit.

Policy Area C:

CULTURAL/HISTORIC/SOCIAL RESOURCES

OVERVIEW

Protect areas of historic, literary, artistic, and cultural significance throughout Brunswick, and seek opportunities to effectively communicate their importance and relevance to the town's past, present, and, where appropriate, future.

CULTURAL, HISTORIC, AND SOCIAL RESOURCE SUPPORT

Recognize and support preservation of Brunswick's cultural and historic resources, while seeking opportunities to sustain and improve access to critical social resources.

Action C.1:

Preserve Growstow School by creating an annual maintenance plan. Priorities include repainting, re-roofing, and outhouse maintenance.

Action C.2:

Establish an inventory of significant cultural resources and places owned by the Town and create a maintenance plan.

Action C.3:

Support public art initiatives by encouraging more downtown murals and community-led projects through Brunswick Public Art, with a focus on representing diverse histories and perspectives.

Action C.4:

Maintain and utilize spatial **data on historic and prehistoric archaeological sites** to guide development decisions.

Action C.5:

Strengthen historic preservation efforts by establishing incentives for rehabilitating historic buildings such as waivers for certain regulatory requirements and design standards.

Action C.6:

Explore **participation in Certified Local Government (CLG) program** sponsored by the Maine Historic Preservation Commission to maximize efforts to protect historic and archaeological resources.



Policy Area D:

ECONOMY

OVERVIEW

As a regional service center, Brunswick's economy serves—and benefits from—both resident and regional populations. The Town is also located in easy commuting distance from several of the state's largest employers in population centers like Augusta, Lewiston/Auburn, Portland, and Bath.

To ensure the health and sustainability of Brunswick's economy, development must align with the community's role in the region, and with shared community objectives. These efforts should leverage strategic public and private investment,

informed by annual Capital Improvement Planning (CIP) designed to improve infrastructure in growth areas—while balancing fiscal needs to maintain infrastructure and services across the entire Town.

STRATEGIC LOCAL ECONOMIC DEVELOPMENT

Develop and implement policies that spur and support economic development consistent with Brunswick's community character and targeted growth objectives.

“ Private investment follows public investment. ”

—CPUSC Member

Action D.1:

Support established economic drivers, such as healthcare, higher education, arts & culture, outdoor recreation, marine industry, aquaculture/agriculture, technology, and large and small local businesses.

Action D.2:

Facilitate ongoing staff coordination and communication with other entities (eg. Village Improvement Association, Brunswick Downtown Association, Bath Brunswick Regional Chamber, Midcoast Economic Development District) in the Greater Portland and Midcoast Region on issues of economic development.

Action D.3:

Work collaboratively with Brunswick Landing tenants and other stakeholders to **further grow the education and technology sectors**.

Action D.4:

Work collaboratively with Bowdoin College on issues of campus life, housing, construction, and other issues that impact the community.

Action D.5:

Develop partnerships with business organizations to support local businesses and attract new ones.

Action D.6:

Utilize the CIP process to support desired economic development, including needed public improvements in the designated growth area.

Action D.7:

Support the economic viability of local farming by creating a **year round location for a farmer's market**.

Action D.8:

Support **continued operation of the Visitor Center**.

Action D.9:

Develop and **implement a plan to promote cultural, historic, and social resources** with mechanisms such as interpretive signage around town; a robust, easily navigable, continuously updated website; and maps highlighting walking and driving tours.

Action D.10:

Work collaboratively with MaineHealth Midcoast Hospital on issues of public health, facility planning, workforce housing and transportation, and all other issues that impact the community or hospital's ability to serve,

Action D.11:

Prioritize active commercial uses and higher density in areas adjacent to major commercial corridors and mix use zoning districts.



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3.2

Environment

PROTECTING BRUNSWICK'S ENVIRONMENT

During public input sessions, the health and sustainability of Brunswick's environmental resources registered high on the priority list of residents' critical concerns. From rural space and water resources to habitat protection and recreational access, voices were unified in their desire to protect the unique ecosystems integral to Brunswick's image as a cherished coastal destination.

Below: Fitzgerald Property. Photo credit: Sherry Mason.



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Working with community input, the CPUSC evaluated current data to establish a clear picture of Brunswick's environmental status quo. This data, combined with knowledge of ongoing local and regional preservation efforts, the Committee developed a series of action items to sustain those priorities, and to develop new policies and measures designed to secure further protections for the town's natural resources and landscapes.

Key Policy Area E:

NATURAL RESOURCES & PASSIVE RECREATION

OVERVIEW

Like many Maine municipalities, residents of Brunswick enjoy the benefits that accompany an abundance of natural space. With those benefits, however, comes the responsibility to protect open spaces and their natural resources for the public good—today and for generations to come. In order to ensure those protections, town leaders should adjust the growth boundary, recommend zoning changes to limit ease of development in rural areas, and develop sound environmental strategies—that prevent the loss or diminution of shared natural resources.

PROTECT SIGNIFICANT WATER RESOURCES FROM POLLUTION AND IMPROVE WATER QUALITY

To combat the threats of point-source contamination and development impacts, the following actions move the Town toward continued remediation and reduction of untreated runoff—protecting watersheds and water sources from future contamination.

Action E.1:
Continue implementation of Mare Brook Watershed Management Plan, 2022-2032.

Action E.2:
Explore **more stringent Stream Protection** delineation and requirement standards for the town to avoid and pre-emptively avert the type of degradation and impairment experienced with Mare Brook. Recommendation is to increase to 100 foot setback instead of 75 feet.

Action E.3:
Review the new septic system inventory to identify potential hazards to water quality, especially regarding: density in growth zone, age/condition, and possible solutions. In particular: the Maquoit Road, Old Bath Road, and Lisbon Road neighborhoods, as well as developments along Laurel, Juniper, Hemlock, Melden, Cushnoc, Tarratine, and Sandhill roadways.

Action E.4:
Explore regulations regarding the use of synthetic pesticides, fertilizers, lawn chemicals, or other pollutants in all shoreland zones and stream protection areas.

Action E.5:
Identify and inventory all point-source pollution locations that may or may not be monitored by the DEP, MRRA, or other locally responsible agencies—including but not limited to junkyards, decommissioned waste facilities, storage tanks, or similar sites. Prioritize remediation actions alongside those that are currently undergoing monitoring and remediation.

Action E.6:
Review and improve stormwater standards for development, such as encouraging Low-Impact Development (LID) designs, as well as increasing stormwater performance standards from 25-year storm event threshold to 100-year event.

Low Impact Development

Low-impact development (LID) describes a land planning and engineering design method for managing stormwater runoff as part of

green infrastructure. LID emphasizes conservation and use of on-site features to protect water quality close to its source through water detention, filtering, infiltration, and evaporation, normally using natural materials.

Action E.7:
Continue oversight of PFAS monitoring within the community and be prepared to take action as appropriate.

Action E.8:
Protect current and potential drinking water resources by revisiting and, as necessary, revising Aquifer Protection Overlay (APO) restrictions.

Action E.9:
Continue to set aside funding for planning for the future, **anticipated inclusion in the MS4 Stormwater Management Program**.

MS4 Program

MS4 stands for Municipal Separate Storm Sewer System, a way to differentiate runoff from sewage and aims to reduce pollutants and stormwater runoff to improve water quality. The Maine Department of

Environmental Protection issues requirements for 30 communities in Maine to adhere to, dependent on their census status as an urbanized area. Brunswick is not yet part of this group, but we should anticipate its future inclusion.



PROTECT HABITAT FROM FUTURE FRAGMENTATION

In light of potential impacts on wildlife habitat and corridor connectivity, efforts to refocus wildlife protection efforts will seek to ensure ecosystem integrity—and prevent unnecessary disruptions of vital habitats .

Action E.10:

The Town should continue to engage in the Federal Energy Regulatory Commission (FERC) relicensing process to ensure the best natural resource results for citizens of Brunswick and **health of the Androscoggin River**.

Action E.11:

Reconvene the Rural Brunswick Smart Growth Committee, or a similar group, to **update, revise, and strengthen the WPO ordinance**.

How Should We Amend the WPO Ordinance?

Efforts to overhaul the WPO Ordinance may wish to consider the following strategies:

- Reexamine blocks and corridors at regular intervals to assess their delineation and to track and monitor their health/fragmentation.
- Consider funding a natural resource inventory to identify and qualify the significance of the land contained within each.
- Name and/or describe the significance of each block and corridor to indicate their general significance for regional connectivity.
- Expand and/or alter WPO Block #13 (that includes Maquoit Woods) in concert

with an adjustment to the Growth Zone boundary to protect natural communities of statewide significance (S1).

- Dedicate special attention to and/or expand the WPO Corridor that crosses Maquoit Road, which represents the sole unfragmented connection between southeastern Maine and neighboring habitat along Sebascodegan Island, Harpswell Neck, West Bath, and north Bath.
- Develop expanded definitions in the WPO for clarification and ease of use and understanding.
- Provide communication tools to strengthen knowledge of and compliance with the WPO.
- Stress test the draft WPO before implementation to ensure ease of use by landowners and enforceability by officials.

CONSERVE CRITICAL NATURAL RESOURCES AND PROTECT OPEN SPACE FOR BOTH PRESERVATION & RECREATION

While growth and development are critical to Brunswick's future vision, it's essential to seek balance—and establish clear policies and regulations that preserve open spaces and critical natural resources.

Action E.12:

Review and improve the Open Space subdivision ordinance to provide greater protections for natural resources.

Action E.13:

Make a plan for the future use of Maquoit Woods (Town-Owned parcel) that exemplifies the "develop and conserve" values the town hopes to encourage through the planning process.

Action E.14:

Implement the Brunswick Climate Action Plan, adopted in December of 2024.

Action E.15:

When drafting the wetlands ordinance, **consider adopting an impact fee program**.

Action E.16:

Prioritize the **implementation of initiatives for environmental and sustainability work** to include the Maquoit Bay Water Quality Study, Mare Brook Watershed Management Plan, and other future efforts.

Action E.17:

Review and strengthen open space requirements for future developments to better support natural resource and human needs.

Action E.18:

Require development of a certain size to maintain usable green space, and require rural developments to follow **Open Space standards**. Usable green space might be used to promote outdoor public community elements such as park space, gathering/event space, functional recreation space or other placemaking amenities like benches, picnic tables, playgrounds, splash pads, etc.

Action E.19:

Follow through with efforts to **develop recreation opportunities in the eastern section of town**.

Action E.20:

Capitalize the Land for Brunswick's Future program.

Key Policy Area F: MARINE RESOURCES

OVERVIEW

As a shared resource vital to the Town's identity and economy, the health of Brunswick's waters is dependent on sound resource protection policies, appropriate staffing, and well-designed and maintained facilities. By working collaboratively, local residents, commercial users, advocacy groups, neighboring communities, and town leaders can develop and embrace smart marine resource protection strategies. Once those strategies are identified, town leaders can prioritize the resources necessary to see them through.

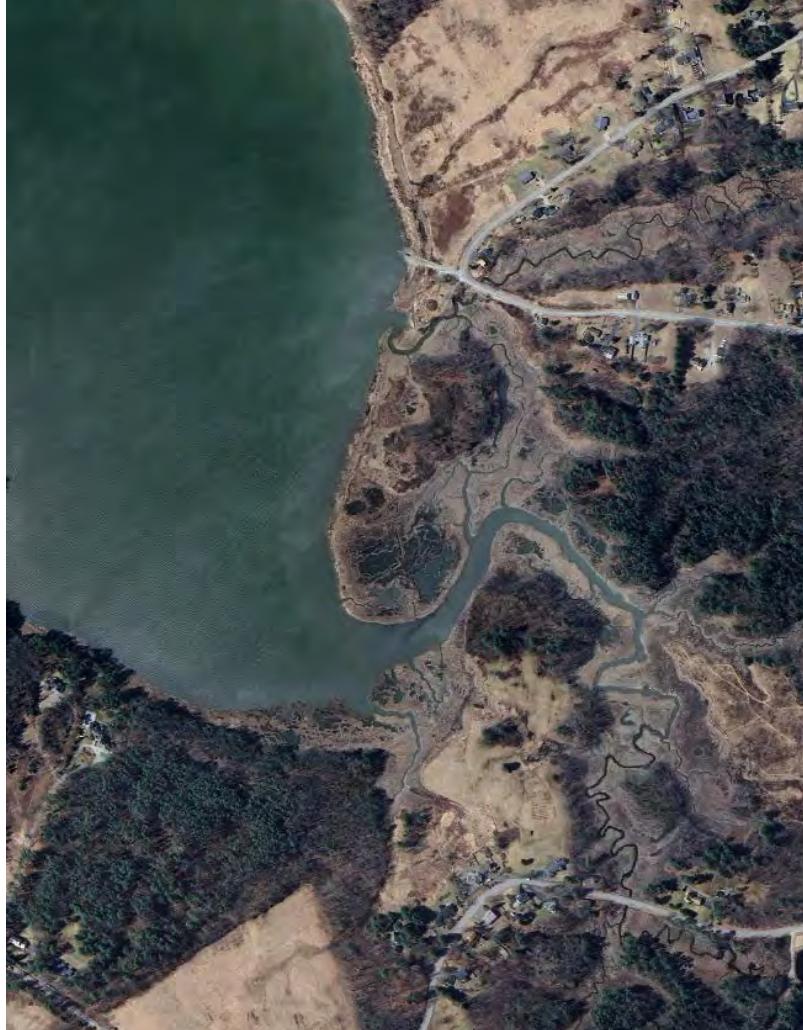
PROTECT, MAINTAIN, AND IMPROVE MARINE HABITAT AND WATER QUALITY

Brunswick's identity is tied to its marine habitat—and the health of both residents and marine-based industry depend on continued efforts to remediate and prevent water contamination.

PROTECT, MAINTAIN, AND IMPROVE HARBOR MANAGEMENT AND PHYSICAL PUBLIC WATER ACCESS

For both residents, commercial users and visitors, harbor access and access to the community's marine resources, usability, and protection continue to be a Brunswick priority.

Wharton's Point, public boat access to the northern end of Maquoit Bay.



Action F.1:

Follow up on the Maquoit Bay Water Quality Study with watershed **management plans for other watersheds that include at-risk coastal flowages**.

Action F.2:

Restore natural tidal flow for New Meadow Lake impoundments.

Action F.3:

Support restoration and enhancement of coastal marshes and protect future marsh migration areas; this could be achieved by exploring funding opportunities, shoreland ordinance review, landowner outreach, and strategic partnerships.

Action F.4:

Support efforts to **diversify the marine economy**.

Action F.5:

Improve enforcement of Shoreland Zoning regulations through further collaboration of Codes and the Marine Resources Office.

Action F.6:

Investigate carrying capacity of shoreline for docks, piers, and shoreline hardening, then establish town ordinances that safeguard near-coastal natural resources.

Action F.7:

Update harbor management plan.

Action F.8:

Maintain and support the marine economy.

Action F.9:

Review and **invest in infrastructure needs at each of the town's tidal access points** for commercial and recreational marine resources.

Action F.10:

Identify priority access locations and then **create, protect, and improve points of public access for each major water body** for commercial and recreational purposes.

3.3

Infrastructure

SUPPORTING SMART, COST-EFFECTIVE INFRASTRUCTURE

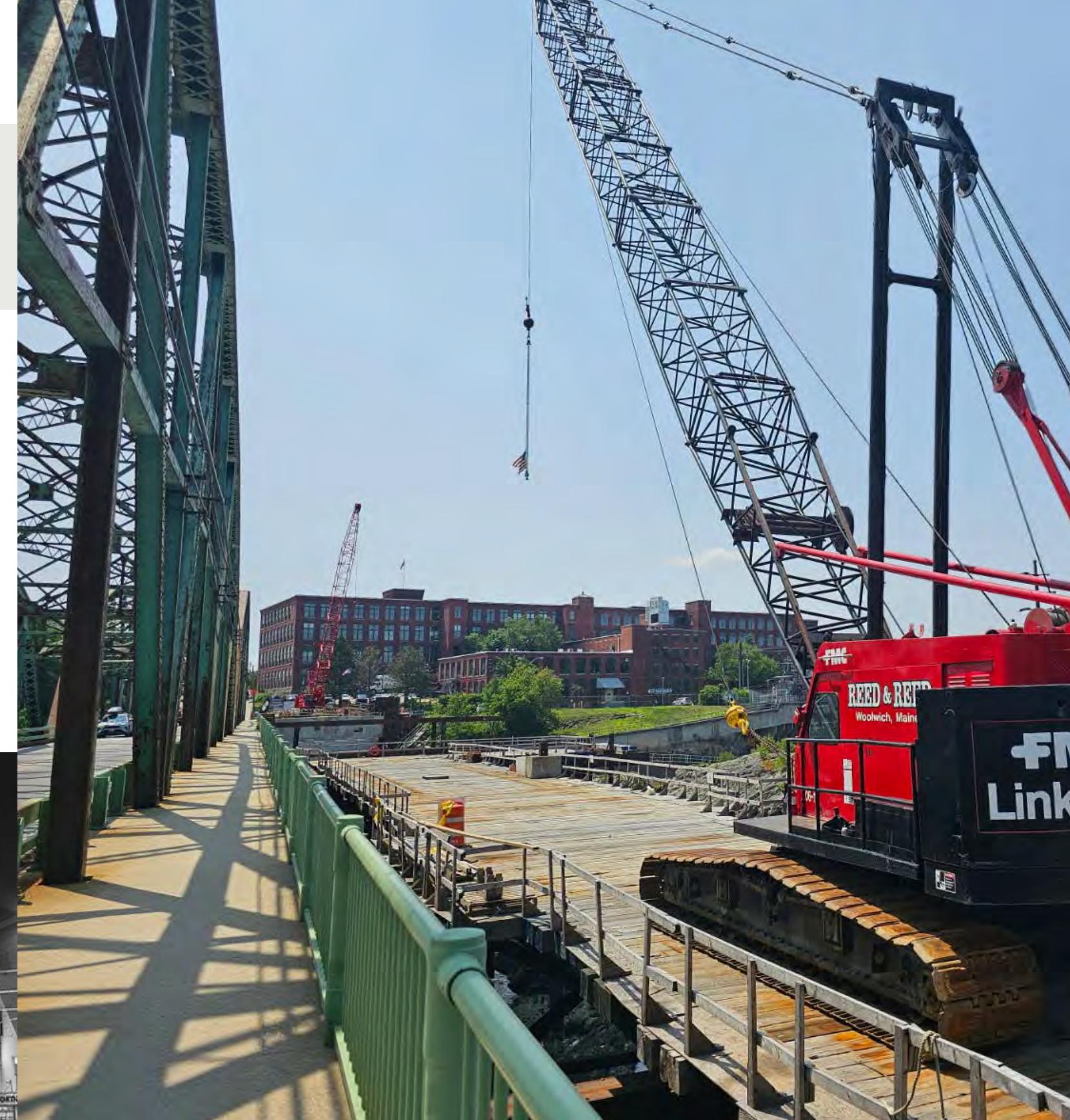
In some cases, infrastructure is responsive to emerging needs: as residents collectively gravitate toward the places where jobs, recreation, and housing are available, roads, utility, and public transit will follow. In other cases, infrastructure is proactive, developed strategically in areas where growth and

investment are targeted—and not in those areas residents hope to protect and preserve.

Over the coming decade, Brunswick will continue to seek an economically viable and practical balance by focusing on the maintenance and improvement of current infrastructure—and leveraging public/private infrastructure investment to support development in areas targeted for growth.



DRAFT



Above: The replacement of the Frank J. Wood Bridge is currently underway. A local advisory group—the Brunswick-Topsham Bridge Design Advisory Committee (DAC), appointed by the Topsham Select Board and Brunswick Town Council—began working in 2016 with Maine DOT. The project was awarded for \$50 million to Reed & Reed Inc. of Woolwich. Photo credit: Emilie Schmidt.

Left: Maine Street, looking south.

DRAFT

Key Policy Area G: TRANSPORTATION

OVERVIEW

Transportation should meet the diverse needs of Brunswick residents, supporting physical safety, health, and well-being while protecting Town resources and supporting long-term fiscal strength.

To meet those objectives, efforts should support investment in measurable benefits like walkability, air quality, and reduced vehicle miles traveled — which encourage focused growth while

“ Make Complete Streets a standard, not just a policy. ”

—CPUSC Member

reducing development pressure on rural areas and natural and water resources.

PUBLIC TRANSPORTATION

Develop and implement strategies to improve and expand access to and use of public transportation, working with both local and regional resources to increase reach and reduce costs.

Action G.4:

Seek to **connect transportation services**, including the Amtrak Downeaster and Concord Coach, with local service (Brunswick Link) to provide “last mile” transportation for visitors and for commuters in and out of Brunswick.

Action G.5:

Explore locations for new bus shelters and additional amenities like bike racks and defined bike lanes where feasible throughout the Town.

Action G.6:

Invest in Active Transportation strategies to improve quality of life, environment, and economy; such as investing in infrastructure for bicycles, wheelchairs, and pedestrians.

What does “Active Transportation” mean?

Walking, biking, and rolling—collectively known as active transportation or micromobility—are fundamental elements of sustainable, connected, and vibrant communities. Nearly every trip involves an active transportation element, from walking to a bus stop to

cycling the final stretch to work. This inherent connection to daily travel is underscored by recent data from Bureau of Transportation Statistics: in 2021, over half (52%) of all trips in the U.S. were less than three miles – suitable for a twenty-minute bike ride; and a significant portion (28%) of trips less than one mile.

Source: [transportation.gov](https://www.transportation.gov)

Action G.1:

Identify areas and populations where community transportation and connectivity needs are greatest, and consider how to **improve safety and accessibility**.

Action G.2:

Continue to review and consider amending existing road standards to enhance connectivity, safety, and efficiency.

Action G.3:

Consider feasibility of expanding public transportation, working collaboratively with **local and regional transportation providers to offer more frequent daily service** to Topsham, Bath, Lewiston, and Auburn (BlueLine); and to Portland (Breez).

Action G.7:

Partner with MRRA and other stakeholders to **establish a plan and timeline for the orderly transfer of Brunswick Landing roadways and utilities** that meet town’s acceptance standards.

SAFE AND CONNECTED STREETS

Enhance street safety, improve traffic flows, and support increased availability of both pedal and pedestrian routes, while seeking opportunities to improve parking and wayfinding.

Action G.8:

Continue to **implement the 2020 Bicycle and Pedestrian Improvement Plan** to add more safe, protected bicycle lanes, and more multi-use paths for better bike/ped connectivity — including connectors between Cook's Corner, downtown, and the Perimeter Trail.

Action G.9:

Work with MDOT to **address the following key streets and intersections**, including but not limited to:

- Old Bath Road
- Thomas Point Road /Bath Road intersection
- Gurnet/Bath Road intersection
- A Street/Bath Road intersection
- Admiral Fitch/Bath Road intersection
- Intersection of Pleasant, Mill, and Stanwood Streets
- Connection between outer Pleasant Street, I-295 south and northbound Ramps, and Route One southbound
- McKeen Street

Action G.10:

Build new street connections to better integrate Brunswick Landing and support redevelopment of Cook's Corner in conjunction with implementation of Cook's Corner Redevelopment Plan.

Action G.11:

Implement the recommendations from the Pleasant Street Corridor Transportation Study to create a walkable, bikeable "complete street" and attractive gateway into Brunswick that improves traffic flow; provides for safe left turns and encourages enhancements by private landowners.

Action G.12:

Upgrade Rapid Flashing Beacon Crossings to include overhead lighting to illuminate crosswalks when in use, especially at the Maine Street crossings that are poorly lit.

Action G.13:

To **improve in-town parking and potentially redevelop surface lots**, explore District-managed approaches for signage/wayfinding, paid parking, management of municipal and private lots, structured parking, and striping underused pavement width for additional on-street parking.

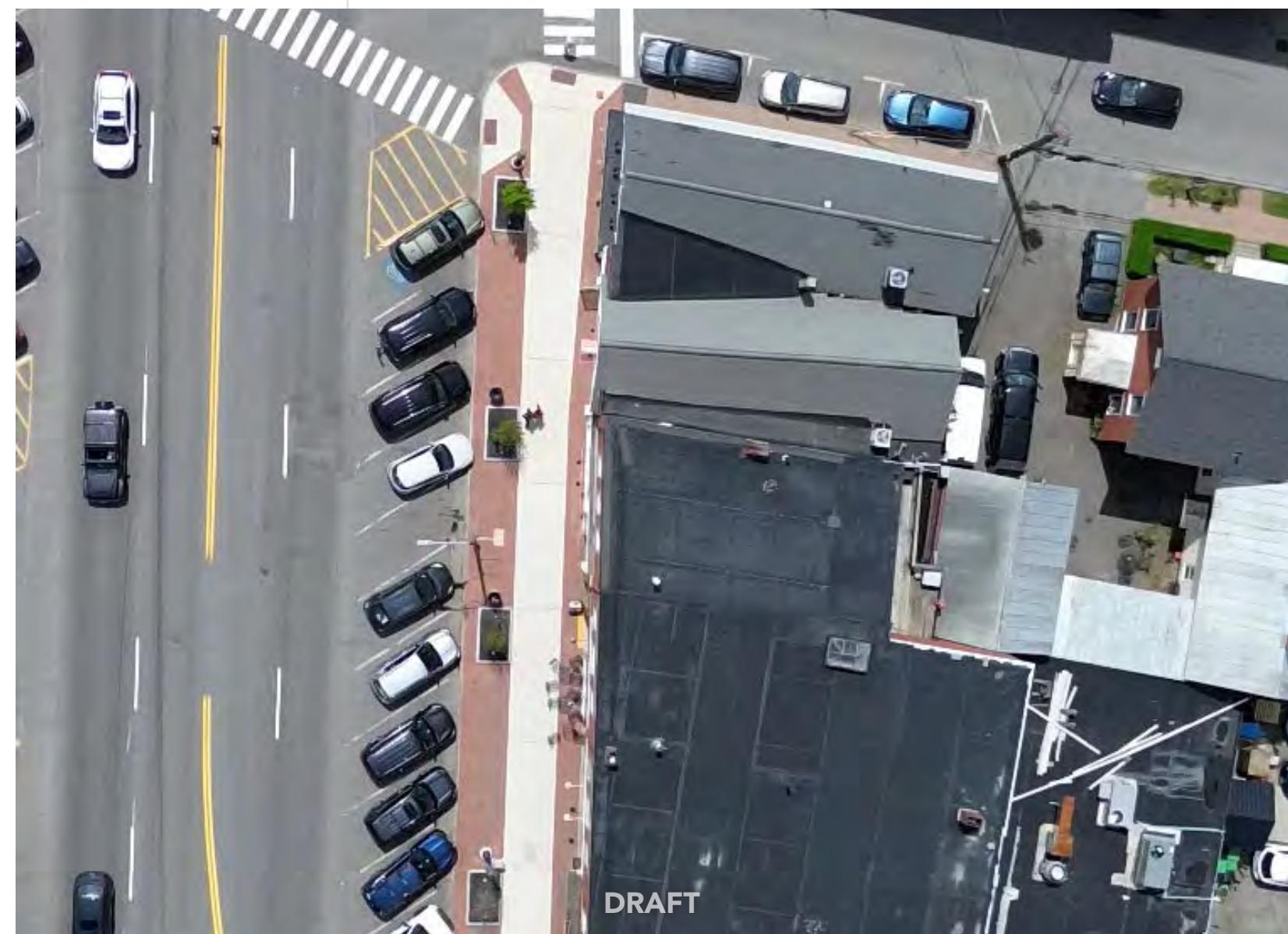
Action G.14:

Inventory all municipal stormwater infrastructure and establish an accelerated improvement plan to improve discharge water quality.

Action G.15:

Explore opportunities that promote a gridded street network and engaging vibrant streetscapes. Connect neighborhoods, developments, and expand interconnectedness throughout the Town for all users.

Below: New sidewalks installed along Maine Street, as part of the Maine Street Streetscape Project.





Above: New sidewalks installed along Maine Street, as part of the Maine Street Streetscape Project.

QUALITY OF LIFE

Pursue strategies to support public land use and economic development, and identify opportunities to beautify common public areas,

promote community space where people can gather, and improve access for commerce, human-powered transit, and other forms of community activity.

Action G.16:

Plan for and fund new and replacement infrastructure systems to **support land use and economic development goals for the catalyst sites** at Cook's Corner, Pleasant Street, and Downtown Maine Street as expressed within this plan.

Action G.17:

To create beautiful streets for shopping, gathering, and socializing, **explore opportunities for designating Shopfront Street locations** and consider associated design standards for potential amendments to the zoning code.

Shopfront Street

A zoning requirement identifying where an active and lively storefront environment, expressed through architectural design and placemaking, supports a high quality pedestrian experience for shopping, dining,

strolling and gathering. Examples of development requirements for storefront streets include high percentages of window glazing (also referred to as transparency), closely spaced/operable doors, and attention to fenestration, lighting, signage, and landscaping (if any).

Action G.18:

Ensure **adequate resources in the annual budget for maintenance, repair, cleaning, and, where necessary, replacement of sidewalks**—retaining high-quality materials such as granite curbing where appropriate; and for care and upkeep of associated street trees and landscaping.

Action G.19:

Revise and implement lighting standards in zoning ordinance to reduce light pollution and improve efficiency.

Action G.20:

Support the expansion of e-bike usage. Consider an e-bike ordinance and feasibility of a municipal rental program.

Action G.21:

Explore expanding the Town's regulatory toolkit, investment, or other partnership opportunities to grow the electric vehicle charging infrastructure to meet demands of users living, working, or visiting Brunswick.

Key Policy Area H:

PUBLIC FACILITIES & ACTIVE RECREATION

OVERVIEW

Based on community input and the results of the 2022 Market Study for the Brunswick Labor Market Area, public facilities throughout the town are due for maintenance and upgrades. In addition to existing facilities demands, the future needs of the Town—including schools, waterfront access areas, public utilities, and public works and recreation facilities—also require thoughtful consideration and action planning for the coming decade.

The results of the recommended 10-year Municipal Facilities and Lands Management plan will enable the Town to prioritize existing facility

upgrades, identify those areas best suited (and with the highest demand) for new facilities, and establish clear plans and accountabilities to ensure their long-term viability and economic sustainability. This detailed planning effort will also enable the Town to identify regionalization efforts to provide more cost-effective services and facilities.

PUBLIC FACILITIES

Develop economically sustainable plans for repair, maintenance and improvement of all municipal facilities and lands, while evaluating and planning for future facilities needs.

Action H.1:

Develop a 10-year Municipal Facilities & Lands Management Plan that includes school facilities, and coordinate its implementation with the Annual CIP and budgeting process.

Action H.2:

Develop a 10-year plan for Public Works facilities and incorporate storage requirements for the Parks and Recreation Department.

Action H.3:

The Town Council, acting through its **Town Manager, will regularly coordinate with the school district regarding education facility needs**, including a bus garage.

Action H.4:

Improve water access sites and increase the capacity for the Parks and Recreation Department to maintain those facilities.

Action H.5:

Explore options for use fees and financial contributions from neighboring communities that use the Town's public facilities and services.

ACTIVE RECREATION

Identify and pursue priorities for the maintenance and improvement of existing active recreation facilities, and develop strategies to target investments for new and improved facilities in areas underserved by available recreation space.

Action H.6:

Support investment for the phased improvement of all recreation facilities, including but not limited to: Edwards Field, Midcoast Athletic and Recreational Complex (MARC), Merrymeeting Park, and Captain William Fitzgerald USN Recreation and Conservation Area.

Action H.7:

Update the 2002 Parks, Recreation, and Open Space Plan within the next 3 years to identify key priorities which then carry over into the CIP. Once updated, implement recommendations from the updated 2002 Parks, Recreation, and Open Space Plan.

Action H.8:

Develop active recreation facilities in East Brunswick, including investments in the Captain William Fitzgerald USN Recreation and Conservation Area, considering playgrounds, ballfields, ball courts (pickle, tennis, basket), and similar amenities.

Action H.9:

Enable safe and ADA-compliant public access to recreation sites throughout town for bicyclists and pedestrians with appropriate parking.



SERVICES

Evaluate opportunities to improve Town access to essential services, while seeking opportunities to leverage existing services and mitigate escalating costs.

Action H.10:

Explore broadband coverage expansion via public-private partnerships and participation in the Maine Broadband Coalition.

Action H.11:

Develop environmentally-sound, cost-effective solid waste disposal plan, including items such as recycling, yard waste, and food waste in conformance with the 2024 Climate Action Plan.

Action H.12:

Explore a requirement for new subdivisions within the Growth Zone to connect to BTWD water and BSD sewer if the property boundary is within 300 feet of the existing utility line.

Below: Bowdoin students' volunteer group cleans up the Androscoggin River Bicycle Path.



DRAFT

One
Brunswick.
Beautifully
Balanced.

DRAFT

The 2025 Plan: A Commitment to Brunswick, its Region, and the State of Maine

Brunswick's 2025 Comprehensive plan is—not surprisingly—created with, by, and for Brunswick. But despite the lines on the map that define its boundaries, no municipality exists in complete isolation. Our situation, however, is unique. Metropolitan areas as diverse and varied as Lewiston-Auburn and Portland-South Portland-Biddeford often include us in their geopolitical scope. Our Cumberland County bona fides are often subject to the influence of Sagadahoc County. Those referring to the loosely-defined midcoast region designation often consider us in the same breath.

Because of our geographic centrality, those loose and formal associations reinforce Brunswick's

role as a regional hub—one many turn to for housing, services, recreation, funding, and collaborative support for a range of mutually important policies and initiatives. And while Town leaders often seek opportunities to extend regional collaboration, the lack of true regionalism often leaves us subject to mandates that serve other communities and areas, that require resource and economic expenditures which often outweigh corresponding benefits.

This disparity reinforces the continuing importance of efforts to explore and promote meaningful regionalism, where communities like Brunswick can leverage the economies of resource sharing. When thoughtfully designed and

implemented, these efforts would help municipalities to realize significant cost and resource savings, while delivering unified benefits that serve both municipalities and the regions and associations they are intended to serve. The 2025 Comprehensive plan includes actions that encourage further exploration of such initiatives—provided that services are efficient and effective, and both costs and benefits are equitably shared.

Brunswick is also a proud and definitive part of the great state of Maine—a fact that bolsters our tourism credentials and plays a vital role in our governance, regulatory structure, and economic landscape. Consistent with State objectives to boost the development and availability of affordable housing and climate resiliency, our focus on growth management planning and our recently adopted Climate Action plan memorialize those continuing commitments. The CPUSC acknowledges that as Brunswick continues to grow, the current zoning framework and status quo of growth is not

sustainable but through pursuing the Actions and Strategies this plan lays out growth can be more focused, contained, prevent sprawl, and maximize public benefits to its residents.

This plan reflects another example of our role as a strong and committed participant in Maine's sociopolitical ecosystem. Throughout the development of the 2025 plan, the CPUSC worked diligently to comply with Growth Management Act requirements—a commitment that required significant time and cost in order to produce an actionable, thorough document that served both the demands of the State—and the needs of the Town.

We are proud of the commitments we make to our neighbors, region, county, and state—and we will continue to align our efforts with those of our informal and formal alliances; and we remain mindful of the need to ensure that those alliances serve both the needs of our neighbors, and the success of our Town.



3.4

Implementation Matrix

101 POLICIES & ACTION STRATEGIES

The Comprehensive plan Update Steering Committee has identified 94 Policies and Action Strategies to guide the Town's future efforts. These are listed below in the following tables.

This includes general recommendations for timeframe, lead party responsible for implementation, and a relative priority level. Timeframes set by this matrix are generally defined as follows: Short (1-3 years), Mid (4-6 years), Long (7-10+ years) and ongoing. Each lead agency

should monitor implementation of these action strategies on an annual basis and communicate yearly action accomplishments to the Planning and Development Department. The Planning and Development Department will annually update the Town Council on implementation progress. The Town should consider forming a comprehensive plan implementation committee to monitor the progress of plan implementation.

#	Action Strategy	Ordinance Related	Time frame	Lead	Priority Level
Land Use					
A.1	Protect critical rural areas from the impacts of development. Revisit Wildlife Protection Overlay Standards — simplify and strengthen them to be more effective.	X	Short	Planning Board, Planning Department, Conservation Commission	High
A.2	With an objective of limiting total growth and sprawl in rural areas, and acknowledging property rights, consider a comprehensive approach including but not limited to some combination of (i) more robust resource protections including mechanisms to preserve forest blocks and terrestrial connections; ii) larger minimum lot sizes in select areas (particularly vulnerable watersheds and habitat blocks), with density bonuses in other areas when the development is clustered and the remaining lots preserved as undeveloped land (ii) allowances for owners of smaller lots outside subdivisions and at the time of adoption of an ordinance of this nature (consistent with plumbing code); (iv) a rate of growth ordinance that caps the total number of houses permitted in a given period of time; and (v) any other provisions deemed desirable to achieve this objective.	X	Mid	Planning Department, Planning Board	High
A.3	Explore small and large farm compound zoning tools to minimize disturbance and fragmentation of rural areas.	X	Mid	Planning Department, Planning Board	Med
A.4	The Town Manager and/or their designee shall meet regularly with neighboring towns, regional partners, and other land use planning entities to discuss and/or coordinate the community's land use strategies.		Ongoing	Town Manager	Med
A.5	Revisit and update the zoning ordinance to bring the code in line with the comprehensive plan as adopted.	X	Short	Planning Department, Planning Board	High
A.6	Consider using a form-based code in the growth area to regulate new desired development. Fine-tune dimensional standards (e.g., setbacks, lot widths, building size/scale/massing, floor area ratio, lot coverage) to ensure that new development complements neighborhoods. Include a waiver provision or metrics, and associated standards for granting such waivers.	X	Mid	Planning Department, Planning Board	High
A.7	With Maine DOT, develop and implement a plan for Outer Pleasant Street that creates a walkable, bikeable "complete street" and attractive gateway into Brunswick, taking into consideration the 2011 Downtown Master Plan.		Mid	Public Works Dept, Planning Department	High
A.8	Explore a form-based code to redevelop Cook's Corner and Brunswick Landing into walkable Town Centers. Encourage vibrant neighborhoods with a mix of affordable and market-rate housing, mixed use development and green space. Coordinate planning and development of new infrastructure as framework to support redevelopment.	X	Mid	Planning Department, Planning Board	Med
A.9	Engage in a community master planning effort for the future of Moquod Woods. Incorporate protections of sensitive areas, while investigating mixed use development to offset acquisition costs.		Short	Planning Department, Conservation Commission	Med
A.10	Work with local and regional land trusts and conservation organizations to identify important parcels of land in the Rural Area for acquisition. Prioritize safeguards for prime farmland.		Ongoing	Conservation Commission	Med

#	Action Strategy	Ordinance Related	Time frame	Lead	Priority Level
Housing					
B.1	Utilize density bonuses, credit enhancement agreements, and construction subsidies to incentivize the inclusion of market-rate housing in subsidized housing developments to avoid isolating or stigmatizing low-income populations.		Mid	Planning Department, Town Manager	High
B.2	Develop and adopt a preapproved buildings program for Missing Middle Housing, such as duplexes, fourplexes, townhouses, and cottage courts.	X	Short	Planning Department, Planning Board	High
B.3	Conduct a housing market analysis to better structure incentives and programs to encourage the housing types needed within the community.		Short	Planning Department	High
B.4	Use public/private partnerships to encourage development of housing at all price levels for both owners and renters, including a variety of building types identified by housing market analysis. Examine affordable housing demand and monitor data through annual reporting.		Ongoing	Planning Department, Town Manager	High
B.5	Evaluate and revise zoning codes as necessary in designated growth areas to eliminate excessive parking requirements that could unnecessarily inhibit desired housing development and development densities.	X	Short	Planning Department, Planning Board	Med
B.6	Review allowances for shared housing building types, e.g. micro units supported by shared living amenities (social spaces, kitchens, working, recreating).	X	Mid	Planning Department, Planning Board	Med
B.7	Support community assistance programs that provide business assistance and make low- to no-interest loans available to landlords for improvements to affordable rental housing, including mobile home parks. Include deed restrictions that assure housing remains affordable for the specified time.		Mid	Town Manager, Town Council	Med
B.8	In growth zones, explore expanding the Town's regulatory toolkit to help offset affordable housing demand, such as considering a housing replacement ordinance.	X	Mid	Planning Department, Planning Board	Med
B.9	Explore land bank opportunities for acquisition of property to support future affordable housing.		Long	Planning Department, Planning Board	Med
B.10	Establish a community land trust for affordable housing. Under this program, purchase underutilized properties in the growth zone for town/Brunswick Housing Authority-controlled redevelopment.		Long	Town Manager, Brunswick Housing Authority	Med
B.11	In the Growth Area, prioritize affordable housing development in close proximity to public transit.		Ongoing	Planning Department, Economic Development Department	High

#	Action Strategy	Ordinance Related	Timeframe	Lead	Priority Level
Economy					
D.1	Support established economic drivers, such as healthcare, higher education, arts & culture, outdoor recreation, marine industry, aquaculture/fisheries, technology, and large and small local businesses.		Ongoing	Town Manager	High
D.2	Facilitate ongoing staff coordination and communication with other entities (e.g. Village Improvement Association, Brunswick Downtown Association, Bath Brunswick Regional Chamber, Midcoast Economic Development District) in the Greater Portland and Midcoast Region on issues of economic development.		Ongoing	Town Manager	Med
D.3	Work collaboratively with Brunswick Landing tenants and other stakeholders to further grow the education and technology sectors.		Ongoing	Town Manager, Planning Department	High
D.4	Work collaboratively with Bowdoin College on issues of campus life, housing, construction, and other issues that impact the community.		Ongoing	Town Manager	Med
D.5	Develop partnerships with business organizations to support local businesses and attract new ones.		Ongoing	Town Manager	Med
D.6	Utilize the CIP process to support desired economic development, including needed public improvements in the designated growth area.		Short	Town Manager, Public Works Dept	High
D.7	Support the economic viability of local business by creating a year-round location for a farmer's market.		Mid	Town Manager, Conservation Commission	Med
D.8	Support continued operation of the Visitor Center.		Ongoing	Town Manager	Low
D.9	Develop and implement a plan to promote cultural, historic, and social resources with mechanisms such as interpretive signage around town; a robust, easily navigable, continuously updated website; and maps highlighting walking and driving tours.		Mid	Town Manager, Planning Department	Med
D.10	Work collaboratively with Maine Health Midcoast Hospital on issues of public health, facility planning, workforce housing and transportation, and all other issues that impact the community or hospital's ability to serve.		Ongoing	Town Manager	High
D.11	Prioritize active commercial uses and higher density in areas adjacent to major commercial corridors and mix use zoning districts.		Short	Planning Board, Planning Department	Med

#	Action Strategy	Ordinance Related	Timeframe	Lead	Priority Level
Cultural, Historic, Social Resources					
C.1	Preserve Growntown School by creating an annual maintenance plan. Priorities include repairing, re-roof, and outhouse maintenance.		Short	Facilities Manager, Town Manager	Med
C.2	Establish an inventory of significant cultural resources and places owned by the Town and create a maintenance plan.		Short	Facilities Manager, Planning Department	Med
C.3	Support public art initiatives by encouraging more downtown murals and community-led projects through Brunswick Public Art, with a focus on representing diverse histories and perspectives.		Ongoing	Town Manager, Recreation Director	Med
C.4	Maintain and utilize spatial data on historic and prehistoric archaeological sites to guide development decisions.		Ongoing	Planning Department	-
C.5	Strengthen historic preservation efforts by establishing incentives for rehabilitating historic buildings such as waivers for certain regulatory requirements and design standards.	X	Mid	Planning Department, Planning Board	Med
C.6	Explore with local Pennellville property owners the possibility of creating a National Register Historic District.		Mid	Planning Department	Med
C.7	Explore participation in Certified Local Government (CLG) program sponsored by the Maine Historic Preservation Commission to maximize efforts to protect historic and archaeological resources.		Short	Planning Department	Med

#	Action Strategy	Ordinance Related	Timeframe	Lead	Priority Level
Marine Resources					
F.1	Follow up on the Moquod Bay Water Quality Study with watershed management plans for other watersheds that include at-risk coastal flowages.		Mid	Planning Department, Conservation Commission	High
F.2	Restore natural tidal flow for New Meadow Lake impoundments.		Long	Planning Department, Conservation Commission	Med
F.3	Support restoration and enhancement of coastal marshes and protect future marsh migration areas; this could be achieved by exploring funding opportunities, shoreland ordinance review, landowner outreach, and strategic partnerships.	X	Mid	Planning Department, Conservation Commission	High
F.4	Support efforts to diversify the marine economy.		Ongoing	Town Manager	Med
F.5	Improve enforcement of Shoreland Zoning regulations.	X	Ongoing	Code Enforcement Office	High
F.6	Investigate carrying capacity of shoreline for docks, piers, and shoreline hardening, then establish town ordinances that safeguard near-coastal natural resources.	X	Mid	Planning Department, Planning Board	High
F.7	Update harbor management plan.		Mid	Town Manager, Harbor Master	Med
F.8	Maintain and support the marine economy.		Ongoing	Town Manager	Med
F.9	Review and invest in infrastructure needs at each of the town's tidal access points for commercial and recreational marine resources.		Mid	Public Works Dept, Town Manager	Med
F.10	Identify priority access locations and then create, protect, and improve points of public access for each major water body for commercial and recreational purposes.		Mid	Planning Department, Public Works Dept	Med

#	Action Strategy	Ordinance Related	Timeframe	Lead	Priority Level
Environment					
E.1	Continue implementation of Moquod Brook Watershed Management Plan, 2022-2032.		Ongoing	Planning Department, Conservation Commission	High
E.2	Explore more stringent Stream Protection definition and requirement standards for the town to avoid and preemptively avert the type of degradation and impairment experienced with Moquod Brook. Recommendation is to increase to 100-foot setback instead of 75 feet.	X	Short	Planning Department, Planning Board	High
E.3	Review the new septic system inventory to identify potential hazards to water quality, especially regarding: density in growth zone, age/condition, and possible solutions. In particular: the Moquod Road, Old Bath Road, and Lisbon Road neighborhoods, as well as developments along Laurel, Juniper, Hemlock, Melden, Cushnoc, Torraine, and Sandhill roadways.		Short	Code Enforcement Office, Planning Department	High
E.4	Explore regulations regarding the use of synthetic pesticides, fertilizers, lawn chemicals, or other pollutants in all shoreland zones and stream protection areas.	X	Mid	Planning Department, Conservation Commission	High
E.5	Identify and inventory all point-source pollution locations that may or may not be monitored by the DEP, MRRA, or other locally responsible agencies—including but not limited to junkyards, decommissioned waste facilities, storage tanks, or similar sites. Prioritize remediation actions alongside those that are currently undergoing monitoring and remediation.		Mid	Planning Department, Conservation Commission	Med
E.6	Review and improve stormwater standards for development, such as encouraging Low-Impact Development (LID) designs, as well as increasing stormwater performance standards from 25-year storm event threshold to 100-year event.	X	Mid	Planning Department, Public Works Dept	High
E.7	Continue oversight of PFAS monitoring within the community and be prepared to take action as appropriate.	Ongoing	Town Manager	High	
E.8	Protect current and potential drinking water resources by revising and, as necessary, revising Aquifer Protection Overlay (APO) restrictions.	X	Short	Planning Board, Planning Department	High
E.9	Continue to set aside funding for planning for the future, anticipated inclusion in the MS4 Stormwater Management Program.		Mid	Town Manager, Public Works Dept	Med
E.10	The Town should continue to engage in the Federal Energy Regulatory Commission (FERC) relicensing process to ensure the best natural resource results for citizens of Brunswick and health of the Androscoggin River.	Ongoing	Town Manager, Conservation Commission	Med	
E.11	Reconvene the Rural Brunswick Smart Growth Committee, or a similar group, to update, revise, and strengthen the WPO ordinance.	X	Short	Planning Department, Planning Board	High
E.12	Review and improve the Open Space subdivision ordinance to provide greater protections for natural resources.	X	Mid	Planning Department, Planning Board	High
E.13	Make a plan for the future use of Moquod Woods (Town-Owned parcel) that exemplifies the 'develop and conserve' values the town hopes to encourage through the planning process.		Short	Planning Department, Conservation Commission	High
E.14	Implement the Brunswick Climate Action Plan, adopted in December of 2024.		Ongoing	Town Manager	High
E.15	When drafting the wetlands ordinance, consider adopting an impact fee program.	X	Mid	Planning Department, Planning Board	Med
E.16	Prioritize the implementation of initiatives for environmental and sustainability work to include the Moquod Bay Water Quality Study, Moquod Brook Watershed Management Plan, and other future efforts.	Ongoing	Planning Department, Conservation Commission	High	
E.17	Review and strengthen open space requirements for future developments to better support natural resource and human needs.		Short	Planning Board, Planning Department	High
E.18	Require development of a certain size to maintain usable green space, and require rural developments to follow Open Space standards.	X	Mid	Planning Department, Planning Board	High
E.19	Follow through with efforts to develop recreation opportunities in the eastern section of town.		Long	Recreation Director, Planning Department	Med
E.20	Capitalize the Land for Brunswick's Future program.		Mid	Town Manager, Conservation Commission	Med

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Transportation					
G.1	Identify areas and populations where community transportation and connectivity needs are greatest, and consider how to improve safety and accessibility.		Short	Planning Department, Public Works Dept	High
G.2	Continue to review and consider amending existing road standards to enhance connectivity, safety, and efficiency.	X	Mid	Planning Department, Public Works Dept	High
G.3	Consider feasibility of expanding public transportation, working collaboratively with local and regional transportation providers to offer more frequent daily service to Topsham, Bath, Lewiston, and Auburn (BlueLine); and to Portland (Breez).		Mid	Planning Department, Town Manager	Med
G.4	Seek to connect transportation services, including the Amtrak Downeaster and Concord Coach, with local service (Brunswick Link) to provide “last mile” transportation for visitors and for commuters in and out of Brunswick.		Mid	Planning Department, Town Manager	Med
G.5	Explore locations for new bus shelters and additional amenities like bike racks and defined bike lanes where feasible throughout the Town.		Short	Public Works Dept	Med
G.6	Invest in Active Transportation strategies to improve quality of life, environment, and economy; such as investing in infrastructure for bicycles, wheelchairs, and pedestrians.		Ongoing	Public Works Dept, Planning Department	High
G.7	Partner with MRA and other stakeholders to establish a plan and timeline for the orderly transfer of Brunswick Landing roadways and utilities that meet town's acceptance standards.		Mid	Public Works Dept, Town Manager	Med
G.8	Continue to implement the 2020 Bicycle and Pedestrian Improvement Plan to add more safe, protected bicycle lanes, and more multi-use paths for better bike/ped connectivity — including connectors between Cook's Corner, downtown, and the Perimeter Trail.		Ongoing	Planning Department, Public Works Dept	High
G.9	Work with MDOT to address the following key streets and intersections, including but not limited to: Old Bath Road, Thomas Point Road/Bath Road intersection, Gurnet/Bath Road intersection, A Street/Bath Road intersection, Admiral Fitch/Bath Road intersection, Intersection of Pleasant, Mill, and Stanwood Streets, Connection between outer Pleasant Street, I-295 south and northbound Ramps, and Route One southbound, McKeen Street.		Mid	Planning Department, Public Works Dept	High
G.10	Build new street connections to better integrate Brunswick Landing and support redevelopment of Cook's Corner in conjunction with implementation of Cook's Corner Redevelopment Plan.		Mid	Planning Department, Public Works Dept	High
G.11	Study and implement a gateway beautification plan for Pleasant Street that improves traffic flow, provides for safe left turns, bicycle and pedestrian travel, and encourages enhancements by private landowners.		Mid	Planning Department, Public Works Dept	Med
G.12	Upgrade Rapid Flashing Beacon Crossings to include overhead lighting to illuminate crosswalks when in use, especially at the Maine Street crosswalks that are poorly lit.		Short	Public Works Dept	Med
G.13	To improve in-town parking and potentially redevelop surface lots, explore District-managed approaches for signage/wayfinding, paid parking, management of municipal and private lots, structured parking, and striping underused pavement with for additional on-street parking.		Mid	Town Manager, Planning Department	Med
G.14	Inventory all municipal stormwater infrastructure and establish an accelerated improvement plan to improve discharge water quality.		Short	Public Works Dept	High
G.15	Explore opportunities that promote a gridded street network and engaging vibrant streetscapes. Connect neighborhoods, developments, and expand interconnectedness throughout the Town for all users.		Ongoing	Planning Board, Planning Department, Engineering	Med
G.16	Plan for and fund new and replacement infrastructure systems to support land use and economic development goals for the catalyst sites of Cook's Corner, Pleasant Street, and Downtown Maine Street as expressed within this plan.		Ongoing	Public Works Dept, Town Manager	High
G.17	To create beautiful streets for shopping, gathering, and socializing, explore opportunities for designating Shopfront Street locations and include associated design standards for potential amendments to the zoning code.	X	Mid	Planning Board, Planning Department	Med
G.18	Ensure adequate resources in the annual budget for maintenance, repair, cleaning, and, where necessary, replacement of sidewalks—reusing high-quality materials such as granite curbing where appropriate; and for care and upkeep of associated street trees and landscaping.		Ongoing	Public Works Dept	High
G.19	Revise and implement lighting standards in zoning ordinance to reduce light pollution and improve efficiency.	X	Short	Planning Board, Planning Department	Med
G.20	Support the expansion of e-bike usage. Consider an e-bike ordinance and feasibility of a municipal rental program.	X	Mid	Planning Department	Low
G.21	Explore expanding the Town's regulatory toolkit, investment, or other partnership opportunities to grow the electric vehicle charging infrastructure to meet demands of users living, working, or visiting Brunswick.		Ongoing	Planning Department, Sustainability Committee	Med

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Public Facilities, Services & Active Recreation					
H.1	Develop a 10-year Municipal Facilities & Lands Management Plan that includes school facilities, and coordinate its implementation with the Annual CIP and budgeting process.		Short	Town Manager, Facilities Manager	High
H.2	Develop a 10-year plan for Public Works facilities and incorporate storage requirements for the Parks and Recreation Department.		Short	Public Works Dept, Facilities Manager	Med
H.3	The Town Council, acting through its Town Manager, will regularly coordinate with the school district regarding education facility needs, including a bus garage.		Ongoing	Town Manager	High
H.4	Improve water access sites and increase the capacity for the Parks and Recreation Department to maintain those facilities.		Mid	Recreation Director, Public Works Dept	Med
H.5	Explore options for use fees and financial contributions from neighboring communities that use the Town's public facilities and services.		Mid	Town Manager	Med
H.6	Support investment for the phased improvement of all recreation facilities, including but not limited to: Edwards Field, Midcoast Athletic and Recreational Complex (MARC), Merrymeeting Park, and Captain William Fitzgerald USN Recreation and Conservation Area.		Ongoing	Recreation Director, Facilities Manager	High
H.7	Update the 2002 Parks, Recreation, and Open Space Plan within the next 3 years to identify key priorities which then carry over into the CIP. Once updated, implement recommendations from the updated 2002 Parks, Recreation, and Open Space Plan.		Short	Recreation Director, Planning Department	High
H.8	Develop active recreation facilities in East Brunswick, including investments in the Captain William Fitzgerald USN Recreation and Conservation Area, considering playgrounds, ballfields, ball courts (pickle, tennis, basket), and similar amenities.		Mid	Recreation Director, Public Works Dept	Med
H.9	Enable safe and ADA-compliant public access to recreation sites throughout town for bicyclists and pedestrians with appropriate parking.		Mid	Recreation Director, Public Works Dept	High
H.10	Explore broadband coverage expansion via public-private partnerships and participation in the Maine Broadband Coalition.		Mid	Town Manager	Med
H.11	Develop environmentally-sound, cost-effective solid waste disposal plan, including items such as recycling, yard waste, and food waste in conformance with the 2024 Climate Action Plan.		Short	Public Works Dept, Town Manager	High