

Town of Brunswick, Maine

TOWN COUNCIL RETREAT Agenda

Saturday, January 17, 2025

9am - 2pm

Town Hall, Room 206

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

Common Themes Across Councilor Priorities 2026

Housing Stability and Affordability

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

Growth Management, Zoning, and the Comprehensive Plan

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

Fiscal Sustainability and Financial Planning

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

Environmental Protection and Ordinances

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

Infrastructure, Transportation, and Facilities

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

MRRA, Brunswick Landing, and Environmental Safety

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

Economic Vitality and Business Support

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

Governance, Communication, and Council Operations

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

Community Character and Quality of Life

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