

3.4

Implementation Matrix

102 POLICIES & ACTION STRATEGIES

The Comprehensive plan Update Steering Committee has identified 102 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	Timeframe	Lead	Priority Level
Land Use					
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.	X	Mid	Planning Department, Planning Board	High
A.2	Explore small and large farm compound zoning tools to minimize disturbance and fragmentation of rural areas.	X	Mid	Planning Department, Planning Board	Med
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.		Ongoing	Town Manager	Med
A.4	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.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.	X	Mid	Planning Department, Planning Board	High
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.	X	Mid	Planning Department, Planning Board	Med
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.		Short	Planning Department, Conservation Commission	Med
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.		Ongoing	Conservation Commission	Med
A.9	Safeguard lands identified as prime farmland or capable of supporting commercial forestry.		Ongoing	Planning Department, Conservation Commission	Med
A.10	Integrate the education system into long range Town planning efforts through supporting updates to the Zoning Ordinance that facilitate neighborhood compatible and cost-effective public-school growth.	X	Ongoing	Planning Department, Planning Board	High

#	Action Strategy	Ordinance Related	Timeframe	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
Cultural, Historic, Social Resources					
C.1	Preserve Growstown School by creating an annual maintenance plan. Priorities include repainting, re-roofing, 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 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
Economy					
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.		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 farming 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 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.		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
Environment					
E.1	Continue implementation of Mare Brook Watershed Management Plan, 2022-2032.		Ongoing	Planning Department, Conservation Commission	High
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.	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 Maquoit Road, Old Bath Road, and Lisbon Road neighborhoods, as well as developments along Laurel, Juniper, Hemlock, Melden, Cushnoc, Tarratine, 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, MRRRA, 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 revisiting 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 Maquoit 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	Planning Department, Town Manager	High
E.15	When drafting the wetlands ordinance, consider adopting an impact fee program.	X	Mid	Planning Department, Planning Board	Med

#	Action Strategy	Ordinance Related	Timeframe	Lead	Priority Level
Environment (continued)					
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.		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. 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.	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

#	Action Strategy	Ordinance Related	Timeframe	Lead	Priority Level
Marine Resources					
F.1	Follow up on the Maquoit 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
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 align street standards in accordance with this comprehensive plan 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 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.		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	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.		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 crossings 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 width 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 at Cook’s Corner, Pleasant Street, and Downtown Maine Street as expressed within this plan.		Ongoing	Public Works Dept, Town Manager	High

#	Action Strategy	Ordinance Related	Timeframe	Lead	Priority Level
Transportation (continued)					
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.	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—retaining 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

#	Action Strategy	Ordinance Related	Timeframe	Lead	Priority Level
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
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.	X	Mid	Planning Department	High
H.13	Continue to prioritize public schools to maintain a high-quality educational environment by providing support to implement the Brunswick Public Schools strategic plan.		Ongoing	Town Manager	High