



Parking Audit Workshop Town of Brunswick

Next Steps Memorandum
April 3-4, 2013



Smart Growth

BUILDING BLOCKS FOR
SUSTAINABLE COMMUNITIES

1. INTRODUCTION

The U.S. Environmental Protection Agency (EPA) selected the Town of Brunswick, Maine, for a Building Blocks for Sustainable Communities technical assistance award. This technical assistance helped Brunswick conduct an audit of the local parking supply and presented strategies that could address the issues resulting from it. This two-day technical assistance workshop featured a site walk of the audit area, an internal planning meeting with Town Staff and members of the Downtown Brunswick and Outer Pleasant Street Master Plan Implementation Committee, including the Councilor Chair (MPIC), and three different meetings with Brunswick stakeholders and residents. This memorandum describes the workshop activities held on April 3-4, 2013, and focuses on the outcomes of the workshop and next steps that the community may undertake as a result of this technical assistance. EPA Contractor Vickie Jacobsen, of Charlier Associates, Inc., led the workshop in partnership with Town Staff and local citizens and Rosemary Monahan of EPA's Region 1.

2. WORKSHOP EVENTS

The technical assistance team met with town staff and members of the MPIC and Brunswick Downtown Association at the beginning of the two-day workshop to walk the audit area and then reconvened at the Curtis Memorial Library to discuss the results of the audit and potential strategies for addressing parking issues. The group prepared for a public meeting in the evening, which was attended by approximately 15 residents. The following morning, the technical assistance team gave the presentation to the Brunswick Downtown Association at the library. There were approximately 25 attendees. The group then moved to the First Parish Church Pilgrim Hall and had a series of meetings with invited stakeholders (7 property and business owners in the downtown) to discuss the issues and possible strategies in depth. After one last public presentation attended by approximately 20 residents and business owners, the technical assistance closed with a short meeting to debrief with town staff.

3. KEY ISSUES + STRATEGIES

Brunswick, incorporated in 1739, has relatively narrow streets—with the exception of a remarkably-wide Maine Street—with attached sidewalks and minimal setbacks, creating a fairly dense commercial area. While there are a few vacant and under-used lots in the downtown, the Town's land has mostly been developed, and parking supplies are limited.

Brunswick's primary issues changed between the time of their application to the Building Blocks program and the time of their Building Blocks workshop. At the time of application, their primary goal was to understand the impacts and address business owners' concerns associated with the possible removal of on-street parking spaces due to proposed pedestrian improvements in the downtown. By the time of the workshop, however, the Town had amended its preferred alternative for pedestrian improvements so that it would eliminate (only) seven spaces, rather than 22, which alleviated downtown business owners' concerns.

The results of the parking audit revealed other important issues for the community, and the Town remains concerned about a perceived lack of parking supply, particularly during summer months, when tourism increases. As in many downtown business districts, some business owners had repeatedly expressed their frustration with downtown workers and business owners parking in two-hour spaces and either relocating their

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car every two hours or simply staying put and risking a parking violation. These business owners are very concerned that these parking habits are detrimental to the turn-over of parking spaces intended for customers.

The strategies discussed during the workshop focused on making incremental changes to the parking program, starting with those that involve little to no cost and monitoring the effects to evaluate progress. Some of the measures of progress would include: compliance with existing parking regulations; the availability of parking for customers and employees; and the overall health of the downtown, which could be measured in a number of ways, as discussed later. By continuing to collect data, as the Town moves forward and considers strategies with more significant costs and impacts, Staff will have a solid foundation of information on which to base those decisions.

Summary of Audit Results. The audit, conducted between March 13 and 16, 2013, included all on-street and off-street public and private commercial parking within the downtown area, between Cabot (including Fort Andross) and Noble/Cleveland and between Union and Federal. There were a total of 2,646 spaces inventoried: 1,664 on private property and 982 public spaces located either on-street or in municipal lots. After the inventory was completed, the Audit Team counted utilization at four different times: Wednesday at 12:00pm; Thursday at 1:00pm; Friday at 7:00pm; and Saturday at 1:00pm.

Type of Parking	Supply	Parking Utilization Averaged Across the Audit Area			
		Wednesday 12pm	Thursday 1pm	Friday 7pm	Saturday 1pm
Public	982	55%	61%	47%	54%
Private	1664	52%	54%	35%	43%
Combined	2646	53%	57%	39%	47%

A review of the parking utilization rates revealed three key points of interest that guided the workshop:

1. The average utilization rates across the audit area (shown above) were in the range of 35-61%, which does not indicate a shortage in overall parking supply.
2. Detailed data collected at the block and parking lot level suggest that the public parking supply in the northeast quadrant of the audit area is consistently 88-93% occupied. This high occupancy rate reveals a localized issue.
3. A large number of private parking spaces had fairly low utilization rates during each of the audit times. This suggests either the inefficient use or the oversupply of private parking.

Strategies to Address Parking Issues

The three issues revealed by the review of the parking utilization rates (above) guided the workshop discussions, as participants brainstormed to develop the follow potential solutions.

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Continue and Expand Partnerships with Downtown Business Community. With almost 300 member businesses, the Brunswick Downtown Association (BDA) is an important partner in the downtown. Many of the strategies described below will be most effective when implemented with the support of the BDA.

Many workshop participants agreed that the first step in addressing the parking challenges downtown is to increase awareness among business and property owners. An informational campaign, which would share the results of this audit and future audits, could be done most effectively through the BDA. For example, the issue of employees parking in short-term parking spaces may be partially addressed by informing business owners about the potential impacts (e.g., turning away customers) and asking for support in compliance. If business owners explained the issues to employees, they might convince some number of people to use more appropriate parking spaces on side streets. If the Town decides to implement longer-term strategies (described below), such as paid parking, the BDA will be a vital partner in developing and promoting the program among employees and customers as well as monitoring the impacts of paid parking on downtown businesses.

The development of a Downtown Brunswick smart phone application was also discussed as part of an improved informational campaign. The business community could collaborate on such a project and offer visitor information about parking, including the location of lots and time restrictions, as well as coupons for local businesses and walking maps.

Another key component in the partnership between the Town and BDA will be in assessing the impact of parking management strategies that the Town implements. By collaborating on data collection and monitoring, the Town and BDA can assess and monitor the health of downtown businesses, inform future development, and even develop more effective marketing strategies. The BDA could run a voluntary program to collect the data, or the Town could collect sales tax figures from the State. Some data points that might be of interest include: vacancy rates, sales tax generated, and gross sales figures.

Monitor Effectiveness of Parking Regulations. The Town of Brunswick recently adjusted their parking regulations and increased parking enforcement, in the form of higher fines and more stringent policies intended to discourage all-day parking in the two-hour spaces on the street and in the public lots. These regulations went into effect in late February of this year. There has been a significant increase in the number of tickets issued, as well as the amount of revenue collected, which is encouraging to those who would like to see those parking spaces reserved for customers. The Town will want to monitor how the number of violations changes over the next few months. If there is a significant decrease in violations over time, then the Town will have some knowledge that the new regulations are having the intended effect. If violations do not decrease, the Town will want to consider implementing some of the other strategies described below, to encourage all-day parking in appropriate locations.

Create Flexible and Accurate Parking and Zoning Requirements. The audit area has two distinct feels. The northern portion feels more historic with narrow streets, minimal building setbacks (buildings are located at the sidewalks), and a general reliance on on-street parking and a few shared public lots. The southern portion of the audit area, however, has newer development, set back from the sidewalk, often with an on-site parking supply between the sidewalk and the building face or on the side of the building. These southern sites were likely developed after the implementation of minimum parking requirements, which were intended to increase the parking supplied on private property.

Participants in the site walk agreed that the attractiveness and historic feel of Downtown Brunswick suffered in areas where on-site parking lots fronted the street. From a site-design standpoint, this problem could be solved by requiring buildings to be located at a “build-to” line at or near the sidewalk with parking located to the rear.

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The results of this audit suggest that the on-site private parking is also under-utilized. In other words, the existing parking requirements are creating excessive supply on private property and having a negative effect on the downtown environment. Three basic approaches to amending the zoning code's parking requirements would address this problem: reduce the number of spaces required, remove parking requirements, or establish a maximum number of parking spaces.

To ensure the continued supply of adequate parking despite reducing the requirements, the Town could supply shared parking resources, such as the municipal lots on Bank Street and at Town Hall Place. These strong examples of shared parking serve a range of uses, while having high rates of utilization and minimal impact on the pedestrian environment in the downtown. Other benefits associated with City ownership of these parking spaces include the ability to provide enforcement, availability of spaces for targeted user groups as needs change, and stability of the long-term parking supply. To begin improving the supply of shared parking, the Town could—during the permitting process—reserve, acquire, and/or assemble shared public parking supplies located at the interior of the block. A Fee-in-Lieu of Required Parking and/or a shared-parking requirement in the downtown are other possible tools to facilitate this strategy.

Improve Pedestrian Network in the Downtown Core. Improving the sidewalks and pedestrian network along the side streets in the downtown core would have the following benefits:

1. Increase in the distances pedestrians are willing to walk –a complete and attractive pedestrian network can encourage the use of these side streets for on-street parking (they are currently under-used) and encourage residents from nearby neighborhoods to walk downtown, rather than drive;
2. Ensuring compliance with ADA requirements;
3. Improved drainage – puddles discourage walking in or after wet weather and increase hazards for pedestrians when ice forms during cold months; and
4. Increase the attractiveness of the downtown area as residents and visitors approach.

From an economic perspective, it is also important to remember that pedestrians make great customers because they can instantaneously decide to patronize a business without the barrier of finding a parking space. If more people, both visitors and employees, travel through the downtown on foot, they are likely to patronize more businesses than if traveling by car.

The sidewalks and crossings on Maine Street are fairly complete and slated for further improvement by the Town. However, there are side streets within the audit area along which the sidewalks are in very poor condition, which might be discouraging pedestrian use. The Town can coordinate with the responsible parties to ensure the proper maintenance, including early-morning snow removal, of sidewalks and other pedestrian connections between parking lots and destinations.

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The Town has installed new, attractive sidewalks in portions of the audit area, as shown on the left side of the above photo. Other sidewalks, however, as shown on the right, would need improvement to provide a safe and more comfortable walking environment. Improvements would enable pedestrians to walk longer distances and access the on-street parking supply provided on side and parallel streets in the downtown.

Maximize On-Street Parking. Seven on-street parking spaces will be removed to construct the pedestrian improvements on Maine Street, which include curb extensions and raised crosswalks. All workshop participants—town staff and business owners—agreed on the importance of the on-street parking supply and would like to replace these seven spaces.

Adding on-street parallel parking within the audit area could help. On-street parking has the added benefit of creating a buffer between pedestrians and moving traffic. Participants in the site walk identified Cumberland Street as having room for on-street spaces if excess turning lanes near Union Street could be removed. The Town may want to look for other similar opportunities to increase this important parking supply.

Another strategy to consider is the consolidation of driveways and/or the reduction in the width of driveways on the side streets. Mid-block alleys are very effective because they provide a single access point to multiple properties, and alleys might be an option on certain blocks in Downtown Brunswick. The team noticed an opportunity to reduce the width of a driveway during our site walk along Union Street. This would have two very beneficial effects: it would create more on-street parking by increasing the length of curb available, and it would also help create a safer and more comfortable pedestrian environment by reducing pedestrian exposure to driveways.

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The above picture shows one of the wide driveways that prohibit on-street parking while infringing on pedestrian comfort and safety.

Monitor Parking Utilization During Peak or Near-Peak Use. The Audit conducted in mid-March revealed areas with very high parking utilization rates, even during off-peak season. Tourism during summer months puts more pressure on the parking supply in the downtown, and capturing those peak utilization rates will help the Town understand the full extent of their parking issues. Acknowledging that the Town will not try to accommodate absolute peak demand, the audit should capture “near-peak” demand, such as June or July.

The results of both off-peak and near-peak demand will help bracket the Town’s issues. For example, if the utilization rates on private property remain low, the Town will better understand the potential for solving the employee parking shortage in privately-owned spaces.

Workshop participants liked the idea of regular monitoring of parking utilization, which will improve their understanding of the effects of a various changes in the downtown, ranging from occupancy rates to increased parking restrictions. The Town may choose to monitor parking utilization at regular intervals, either at the same time every year or just prior to and after significant changes in policy or development to understand their effects.

Improve Way-Finding in Downtown. Many participants recognized the opportunity to add way-finding signage and other visitor information to help orient visitors, provide information, and add character. Way-finding signage would be most appropriate at key intersections, upon the approach to the downtown, and within municipal parking lots. Information included on such signage could feature: maps of the downtown area that highlight key destinations, the location of parking lots and restrictions, and pedestrian routes to support a “park-once” downtown.

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Maine state law specifically restricts off-site signage (for businesses), but the workshop attendees believed that if it was provided by the Town as “way-finding and information” that it would not be an issue. The Town should determine the limits of the state law before proceeding with this option.



Signage can add character while providing way-finding information for pedestrians and signaling to drivers that they are approaching the downtown area, and should find parking if they intend to visit. These are two tools that can be part of a program to encourage visitors to park outside of the most congested areas and walk to the town center.

Identify Locations for Off-Site, Shared Parking—Particularly for Downtown Workers. Employees and business owners in the downtown voiced a need for relatively-convenient and affordable day-long parking options. According to business owners and the enforcement team, many employees use two-hour spaces once the unrestricted parking spaces in the lots fill each day. As a result, many business owners report that employees leave work every two hours to move their car and avoid a parking violation. The Town, in partnership with the BDA, might want to survey businesses and employees so as to take a comprehensive look at the parking needs for employees and better address those needs.

Many people at the workshop believed it was reasonable to ask individuals parking long-term (for more than two hours) to park a few blocks from their destinations and walk. The BDA is a key partner in the effort to educate stakeholders about parking issues and possibly incentivize the use of appropriate parking locations, particularly as a transition strategy. There are a number of strategies to consider here.

Near-term: Business-to-business agreements for on-site shared parking is an idea that came up a number of times during the workshop. There are commercial properties with excess parking supply within the audit area and others with little or no parking supply. An obvious solution to “spread out” the demand for parking is to encourage lease agreements between businesses to allow some amount of shared parking on the sites with excess supply. This program would target employee parking, making violations easier to enforce and regulate. During the workshop, a number of business owners, on both sides of the issue (with and without parking), agreed to explore this option. Recent agreements regarding shared parking have been completed in downtown Brunswick, near the Station, and could provide a model for other businesses.

Mid-term: A mid-term strategy for the Town to consider is the identification of locations to serve as potential supplies for all-day (employee) parking, starting with a look at existing (vacant) lots. The Town may choose recover some of the costs by charging fees or selling permits for use of these lots. This

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interim approach to providing employee parking would also help address summer parking demands. During the site walk, the lot at 22 Lincoln Avenue was identified as a possible interim location for long-term parking.

Mid-term: Town staff identified a site, near the railroad tracks in the southwest corner of the audit area, which is currently owned by the Maine Department of Transportation, as a potential off-site long-term parking lot. Although it is a short walking distance from the downtown, it is a bit remote for everyday use by employees in the northeast quadrant of the audit area. Significant development in the downtown or increased occupancy rates could put enough pressure on the parking system to warrant its use. Use of this lot could become more appealing to employees throughout the audit area if the Town could improve the pedestrian environment from the lot to the northeast quadrant.

Long-term: As mentioned above, the Town's current parking requirements should be examined to make sure that they are achieving the Town's goals. If the Town is in a position to assemble land and create additional shared (public) parking options located at the interior of a block, then some amount of long-term parking may be appropriate in such a location.

There was discussion of experimenting with off-site parking during festivals or other major events in downtown and running a shuttle. This could be a way of highlighting potential benefits associated with transit, but a satellite parking and shuttle system is not likely to be financially feasible for Brunswick in the near term.

The goal with any downtown parking program is to support the needs of residents, customers, and businesses with incremental changes to the parking management system to keep the supply and demand ratio in balance. There is a certain tension in the system that should be maintained. The addition of some employee-oriented parking downtown should be coupled with other efforts, such as time restrictions on the all-day parking in municipal lots and efforts to reduce the demand for parking overall by promoting bicycle and pedestrian commuting, particularly in the summer months when the weather is warm and demand for parking increases.

Modernize Enforcement. The enforcement team in Brunswick has made significant improvements in eliminating loopholes in parking regulations, making the schedule of fines more effective, and increasing enforcement. Because the program is relatively new, it is still too early to analyze its effectiveness. If, as it measures the program's effectiveness, the Town does not notice increased compliance with parking regulations, the next step may be to purchase handheld computers for enforcement. Computerized enforcement with instant access to the Town's database of violations can have a number of benefits, including: a warning system for first-time violators, which can help support businesses and tourism; escalating fines for repeat violators; and time savings in enforcement, as the computers print the violations.

Increased or modernized enforcement should be coupled with programs that encourage compliance and provide user information. The Town of Brunswick is ahead-of-the-curve on this issue; QR codes have been added to the bottom of parking tickets, which direct smart phone users to a website with additional information about the location of parking lots. Some workshop participants liked the idea of including coupons for local businesses or other promotions to reduce customer frustration with enforcement.

Encourage Bicycle Travel. Brunswick has been designated a "Bronze-Level Bicycle Friendly Community" by the League of American Bicyclists, an honor that was mentioned by a number of workshop participants. In addition, Federal Street, within the audit area, is part of the East Coast Greenway, a designated bicycle route extending from Calais, Maine, to Key West, Florida. This makes Federal Street an obvious target for improved bicycle infrastructure, including signage and way-finding information to support travel to the downtown. Improved accommodation for bicycles is also expected as part of the planned Maine Street improvements.

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Brunswick's peak-season and expected peak demand for parking coincides with warm weather when bicycle travel is most attractive. This holds great potential for the Town, with the support of the BDA, to encourage bicycle commuting by employees, as an effort to manage the demand for parking during peak season. Promotional programs, such as "Bike-to-Work Day" and other incentive programs sponsored by employers or the BDA, should be considered important and cost-effective strategies. Appropriately-located and designed bicycle parking and way-finding information for bicyclists can also help encourage travel on bike.

Maximize Benefits of the Train. As of late 2012, Brunswick Station is the terminus for Amtrak's Downeaster Service. The full impacts and benefits of this new rail service are still unknown, but Town staff, in partnership with the BDA, should work to increase the linkage, in all possible senses, between the station area and the heart of the downtown. Amenities to consider might include a Bike Share program, with a Brunswick Station location, and way-finding and informational signage explaining how close visitors are to the downtown. The parking supply associated with the train station is not an issue today, but the Town will want to monitor the effects of potential growth in train ridership and demand for all-day parking to protect neighboring lots for their intended use and to support travel by train, which all participants seemed to recognize as an asset.

Adjust Existing Parking Regulations. After implementing some of the above strategies, including monitoring the effects of existing regulations and identifying appropriate locations for off-site shared parking, it may be appropriate to tighten restrictions on some parking spaces in the municipal lots that have very high utilization rates, such as the lots on Bank Street and at Town Hall Place. These lots currently have a significant supply of unrestricted spaces that allow parking all day: 45 of the 76 spaces at the lot on Town Hall Place and 59 of the 103 spaces in the lot on Bank Street. As demand for customer parking grows, the potential for these spots to serve customers (and businesses) will be significant, and the Town might consider adding time restrictions.

There may be some demand for three- to four-hour spaces in the public lots, particularly to support the needs of some businesses and churches. Such parking spaces will be tempting for employees who are already move their cars every two hours to comply with parking regulations. On-street parking near the movie theater is currently marked as three hours, so there is some local precedent for that category of parking. The Town may decide to implement additional three- or four-hour parking and monitor its use.

Establish Paid Parking (Mid- to Long-term Strategy.) Many workshop participants agreed that Brunswick is at a point when paid parking should be discussed as a mid-term strategy. Many of its peer cities have paid parking, and the high utilization rates in parts of downtown indicate that there may be a viable market here. Paid parking is appropriate when utilization rates are consistently high or the lack of available parking is having a significant impact on the economic health of the downtown. The amount of commerce that occurs during summer months may, as a result, make paid parking appropriate, even though utilization rates during winter months are lower. A carefully implemented (and priced) system can help minimize negative impacts.

Paid parking may be considered in conjunction with the formation of a Parking District, which would provide an administration structure for the public parking supply. A Parking District would also ensure that parking issues are addressed comprehensively (not merely by increasing supply) by including programs designed to reduce demand for parking and encourage travel to the downtown on foot and on bicycle.

Paid parking will have the effect of increased turn-over in the parking supply, which will effectively free up some amount of the overall supply at any given time. Paid parking will also become a tool for encouraging long-term (employee) parking at desired off-site, free locations discussed above. To ensure support for the program, the Town could dedicate the related revenues to the downtown in the form of both capital improvements and other improvements to the downtown. To help reduce the demand for parking, the revenue could also fund

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programs intended to encourage access to and circulation within the downtown on all modes, including on foot and on bicycle.

Keep Transit in the Conversation (Mid-to Long-term Strategy.) Current bus service in Brunswick is limited to the single-route Brunswick Explorer, funded through grant proceeds as well as by contributions from the Town, Bowdoin College, and the private sector. Although the Explorer may or may not be a long-term public transportation solution for Brunswick, if the service can help bring residents to the downtown, it should be promoted as an alternative, particularly for those who do not own a car and those who are unable or choose not to drive. A recent cursory study considering a “regional service area” for the Explorer was done by the Midcoast Council of Governments with a focus on extended service to Topsham, Bath, and Freeport. No definitive conclusions were made as to how to finance the expansion. For the immediate future, the Town should consider the market for transit service in the future and address the potential for connecting neighborhoods with key destinations such as the downtown, Bowdoin College, Brunswick Landing, and other nearby employers.

4. ACTIONS/ TIMEFRAMES/ RESPONSIBILITIES

To move these ideas from the brainstorming stage to implementation, workshop participants may want to empower champions who will convey the knowledge they gained from the technical assistance out to the community and begin to address the community’s needs on a comprehensive and consistent basis. Toward that end, the workshop involved several key community representatives who defined the next step action items listed in the table below. These actions reflect ideas generated from the workshop process. The pursuit of these actions is fully at the discretion of the local participants and the constituents they represent and serve.

Action	Purpose	Lead Entities	Timeframe
A. Policies and Programs			
Hold a Brunswick Bike-to-Work Day in the summer of 2013.	To promote bicycle commuting by employees during peak summer months.	Brunswick Bicycle and Pedestrian Advisory Committee, in association with local bicycle groups, Brunswick Downtown Association, and Town Staff	3-4 months
Conduct a second parking utilization audit in the summer of 2013, using the same inventory created as part of this Technical Assistance.	To understand how parking utilization rates change during months of near-peak tourism.	Town Staff (Parking Enforcement Officers with volunteers)	3-4 months
Assess the effectiveness of recently-updated parking restrictions by tracking the number of violations.	To understand if recent changes are having the desired effect. If they are not, consider other strategies	Parking Enforcement Officers and other Town Staff	6-12 months

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Action	Purpose	Lead Entities	Timeframe
	described in this Memo.		
Consider lowering or eliminating existing parking requirements, and develop a strategy for consolidating shared parking supplies instead of on-site private parking.	To minimize the observed over-supply of parking on private property in the Downtown Business District.	Town Planning and Development Staff	6-12 months
Add the provision of improved sidewalks and reduced driveways widths to development regulations.	To leverage the City's investments in pedestrian improvements and the on-street parking supply.	Town Planning and Development/Public Works Staff	6-12 months
Adjust existing parking regulations within downtown to increase turnover if/when employee parking issues are addressed.	To encourage customer parking in spaces located closest to downtown business district.	Town Staff (Planning and Development, Parking Enforcement)	12-24 months
B. Physical Infrastructure and Capital Costs			
Make incremental improvements in the pedestrian network within the downtown area.	To support increased pedestrian activity to and within the downtown area.	Town Staff (Public Works)	On-going
Develop a timeline and plan to introduce way-finding and information signage in the downtown.	To support increased pedestrian activity and to help visitors locate parking (so that they can become pedestrians.)	Master Plan Implementation Committee/Town Staff	6-12 months
Consider the purchase of handheld parking enforcement computer(s), if compliance with regulations does not improve.	To tailor and support the enforcement program.	Town Staff (Parking Enforcement)	12-24 months
Identify interim locations for shared parking, targeted for employee use in and around the downtown, and sell permits to local businesses.	To further encourage employee parking at off-street locations.	Town Staff (Planning and Development and Economic and Community Development)/BDA	6-18 months

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Action	Purpose	Lead Entities	Timeframe
Add on-street spaces to Cumberland Street, near Union.	To increase the number of on-street spaces within the downtown & increase the pedestrian friendliness by creating a buffer.	Town Staff (Public Works)	3-4 months
Learn more about Bike Share programs and assess the market for such in Brunswick.	To encourage travel by bicycle to and within the downtown area.	Bicycle and Pedestrian Advisory Committee and Town Staff (Planning and Development)	3-6 months
C. Interagency Coordination and Stakeholder Partnerships			
Informational campaign about the parking issues in the downtown area, including encouragement of employee compliance with existing parking regulations.	To direct long-term parking to appropriate locations, on the side streets at the outer edge of the audit area.	Brunswick Downtown Association and Town Staff	60-90 days
Hold a workshop to explain and support, with model agreements, the shared (or bartered or leased) parking strategies, discussed during the workshop.	In anticipation of peak season, support business-to-business shared parking agreements, targeting employee parking.	Brunswick Downtown Association and Town Staff	60 days

To summarize, the Workshop described a range of strategies for Brunswick to consider as it transitions from a somewhat informal approach to a more carefully managed parking system that will help support the vitality of the downtown. The over-arching theme was to make incremental changes and monitor progress so that if there is a time when significant changes are appropriate, such as paid parking or the acquisition of land for additional parking, the Town will have the data to move forward with confidence.

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5. APPENDIX

• Additional Resources

- U.S. EPA Building Blocks for Sustainable Communities:
<http://www.epa.gov/dced/buildingblocks.htm>
- U.S. EPA Green Infrastructure Program: <http://water.epa.gov/infrastructure/greeninfrastructure/>

• Workshop Attendees

Name	Address	E-mail Address	Meetings Attended (W, Th1, Th2)
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Next Steps

- Selected Workshop Photographs – Site Walk, April 3, 2013

