

## **LCP SECTION 4: THE ACTION PLAN - BUILDING BLOCK GOALS, PURPOSES, AND ACTIONS**

The Action Plan is intended to advance Building Block goals over the next 10+ years. The constituent actions, strategies and policies represent a menu of possible options that have been identified as important or essential to contributing to these goals but are not a complete or exclusive list of all that the Town could do. While a large and ambitious number of actions are presented, priorities for implementation will be identified during the Select Board's annual strategic planning exercise. The identification of these planning actions represents the very early, beginning of the process, not the end. Decisions about whether and how to pursue any one of these actions will be made through a participative, public process.

The list of actions has been drawn from numerous sources including the following:

- Actions from the Vision Plan that have not yet been implemented.
- Recommendations from implementing stakeholders and public comments about current needs.
- Recommendations from the summary papers about trends and needs; and
- Results of the *Brewster's Next Steps* survey gauging public support for individual actions.

Actions were also established and included in consideration of:

- Presenting a level of specificity appropriate for a high-level land use plan, i.e., enough specificity to provide policy direction for future implementation, but with sufficient flexibility not to impede or foreclose successful future implementation.
- The feasibility of implementation.
- A fair representation of the full spectrum of comments and opinions received throughout the entire comprehensive planning process; and
- The opportunity to provide benefits across multiple Building Blocks.

As the final phase of Action Plan development, the draft list of actions was reviewed and refined by workshops of key Town Departments and local organizations to assess the accuracy, relevancy, and ability to implement each action. This vital part of the process helped ensure that the capacity and commitment to implement the Action Plan will make the LCP a living plan.

The Action Plan is presented by Building Block, a concept established by the 2018 Vision Plan, with corresponding Community goals, purposes, and a broad array of proposed actions to achieve those the Community's vision, goals and purposes. While the Building Blocks are presented separately, the Town recognizes that they are, in fact, highly interrelated and should not be treated in a stove-pipe manner. Action in one Building Block should help advance the goals of the others.

At the same time, given the breadth of Brewster's goals and the large number of actions to achieve them, there will be inevitable tensions or conflicts between actions. It will be the responsibility of the Select Board and other commissions and committees to strike the necessary balance to resolve those tensions and achieve the community's vision for the future.

Further, the actions presented in this plan will require discussion among Town decision-makers, residents, and other stakeholders as to how and when specific actions are implemented. These discussions will take into account changing circumstances, available Town resources, the regulatory framework, and other conditions and challenges. The implementation of many or most actions will require Town Meeting approval.

## **COMMUNITY CHARACTER (CC)**

**GOAL:** Sustain and foster Brewster's historic and archeological values, rural nature, small town feel, and socially inclusive spirit and vitality

### **PURPOSE 1: Provide social opportunities and services for all**

#### **Actions:**

**CC1.** Expand, enhance, and support social opportunities, recreational activities and services for all at the Bay and Long Pond Properties, Brewster Ladies Library and a potential multi-generational community center.

**CC2.** Identify, develop, and support new services as needed to strengthen diversity, equity, and inclusion.

**CC3.** Ensure that school facilities and activities meet the needs of young families.

**CC4.** Increase accessibility to all Town activities and facilities.

**CC5.** Evaluate provision of financial support for Pre-K programs to attract and retain young families.

### **PURPOSE 2: Maintain Brewster's historic heritage and style**

#### **Actions:**

**CC6.** Support existing regulations and educate the public on building and site design along Rte. 6A/Main Street and in the historic district to preserve historic character.

**CC7.** Incorporate sensitivity for historic resources into the design of Town projects.

**CC8.** Investigate the need for a Demolition Delay Bylaw and implement if supported and feasible.

### **PURPOSE 3: Maintain Brewster's small-town feel and scale through appropriate planning and design**

#### **Actions:**

**CC9.** Explore and support the designation of "town centers", including identifying what uses might best support such areas.

**CC10.** Explore and establish, as desired and appropriate, building design standards and enhanced site design standards in the zoning bylaw for commercial areas.

## **WATER RESOURCES (WR)**

**GOAL: Protect Brewster's groundwater, ponds, wetlands and their buffers, and marine watersheds**

### **PURPOSE 1: Preserve an adequate quantity and the high quality of our drinking water**

#### **Actions:**

**WR1.** Continue land purchases to protect drinking water.

**WR2.** Consider further strengthening drinking water supply protection in industrial zones.

**WR3.** Evaluate actions to limit further development in drinking water supply areas.

**WR4.** Evaluate the feasibility of testing for PFAS and other contaminants of emerging concern.

**WR5.** Continue to educate and communicate with the public about water conservation practices and programs.

**WR6.** Continue to update and implement the Integrated Water Resources Management Plan.

**WR7.** Coordinate aquifer protection with neighboring towns.

### **PURPOSE 2: Maintain and improve pond water quality**

#### **Actions:**

**WR8.** Promote, research, and pilot innovative alternative septic systems and other non-traditional wastewater solutions.

**WR9.** Explore the feasibility of cluster sewage treatment systems for multifamily housing areas and neighborhoods that will impact pond water quality, where supported by sufficient density.

**WR10.** Fully implement the stormwater bylaw and share further information with the public.

**WR11.** Continue to update pond water quality data and report to the public.

**WR12.** Educate the public on pond water quality issues and what people can do to make a difference in their own homes.

**WR13.** Pursue land acquisition to protect pond water quality.

**WR14.** Research and consider the feasibility of the Town offering public incentives and financing for their use, including upgrades of existing systems in order to encourage innovative alternative septic systems and other non-traditional wastewater solutions,

**WR15.** Research and consider the feasibility of centralized operations and management models for innovative alternative septic systems.

**WR16.** Continue to update and implement the Integrated Water Resources Management Plan.

### **PURPOSE 3: Protect and restore water quality in the marine watersheds to which we contribute**

#### **Actions:**

**WR17.** Promote, research, and pilot innovative septic systems and other non-traditional wastewater management models

**WR18.** Explore the feasibility of cluster sewage treatment systems for multifamily and other neighborhoods that will impact marine watershed water quality, where supported by sufficient density.

**WR19.** Continue exploring nitrogen reduction practices on golf courses.

**WR20.** Pursue land acquisition to protect marine watersheds water quality.

**WR21.** To encourage innovative alternative septic systems and other non-traditional wastewater solutions, research and consider the feasibility of the Town offering public incentives and financing for their use, including upgrades of existing systems.

**WR22.** Research and consider the feasibility of centralized operations and management models for innovative alternative septic systems.

**WR23.** Continue to update and implement the Integrated Water Resources Management Plan.

**WR24.** Continue to meet the ongoing obligations of the Pleasant Bay Watershed Permit, including the identification and implementation of nitrogen mitigation strategies.

**WR25.** Develop new Watershed Permits for the Herring River, Swan Pond River and Bass River Watersheds and begin applying the permitted nitrogen mitigation strategies.

## **OPEN SPACE (OS)**

**GOAL:** Maintain and expand open space assets to provide passive recreation, protect fragile plant and wildlife habitat, protect water resources, and contribute to carbon sequestration

**PURPOSE 1: Improve public access to, and expand recreational area use of, open space as appropriate**

**Actions:**

**OS1.** Consider an integrated trail system for the Long Pond Woodlands and the abutting former Sea Camps Pond Property.

**OS2.** Continue to improve public education and information, including guides and signage, about access to, accessibility improvements, and locations of town open space assets.

**PURPOSE 2: Prioritize environmentally sensitive areas for conservation**

**Actions:**

**OS3.** Continue to prioritize land acquisition in public drinking water supply areas.

**OS4.** Emphasize and educate about the importance of open space for pond and fragile habitat protection.

**OS5.** Revise regulations and bylaws to direct growth toward developed areas of the town with infrastructure, public services, economic activities, and transit, and away from environmentally sensitive areas.

**OS6.** Develop design standards to prevent fragmentation of environmentally sensitive areas.

**PURPOSE 3: Document the process for the acquisition and maintenance of open space to better engage and educate the public**

**Actions:**

**OS7.** Develop and maintain an inventory of all protected open space in town.

**OS8.** Develop and implement stewardship plans for Town-owned open spaces.

**OS9.** Formalize the criteria to evaluate open space acquisitions and use, recognizing and balancing varied purposes such as the importance of recreation, the potential for establishing or extending trail networks, habitat benefits and the positive effect of woodlands in climate mitigation as criteria for land acquisition.

## **HOUSING (HO)**

**GOAL:** Provide more affordable, attainable, accessible, safe, and fair housing, and support residents to maintain and preserve their current housing in order to remain in the community

### **PURPOSE 1: Achieve the Commonwealth's goal of 10% affordable housing by 2029**

#### **Actions:**

**HO1.** Implement the 2022 Housing Production Plan (HPP) Update.

**HO2.** Collaborate with existing local and regional groups to conduct public forums educating the general public on what affordable housing is and why it is important in Brewster.

**HO3.** Work collaboratively with other towns to increase opportunities for affordable housing.

### **PURPOSE 2: Establish attainable housing by promoting housing choices to allow families, single individuals, older adults, and seasonal and year-round workers to live, work, and prosper in the community**

#### **Actions:**

**HO4.** Continue to evaluate the Accessory Dwelling Unit (ADU) bylaw provisions to improve efficacy, explore incentives for a greater number of ADUs, and connect owners to community resources to provide support and assistance in developing ADUs.

**HO5.** Support creative funding and collaborative partnerships (public/private) in the development of community housing, including incentives for year-round rentals.

**HO6.** Work collaboratively with other towns to increase opportunities for attainable housing.

**HO7.** Review, evaluate and consider revising the zoning bylaw with the aim of promoting more opportunities as appropriate for various types and forms of housing, including two-family residential/duplex; multi-unit/multi-family residential; and mixed-use residential development.

**HO8.** Prioritize and incentivize the adaptive reuse of existing buildings for housing.

**HO9.** Evaluate the use of Town-owned properties for creative housing solutions, including reuse of Town-owned buildings for housing.

**HO10.** Evaluate the acquisition of land by the Town for housing, including for joint purposes such as open space uses.

**HO11.** Encourage housing in areas near transportation, public services, and economic activities.

**HO12.** Explore potential housing programs, opportunities, and funding for those earning 80% to 120% of Area Median Income (AMI).

**HO13.** Consider programs and regulatory amendments to allow for and support seasonal workforce housing.

### **PURPOSE 3: Preserve existing year-round housing**

#### **Actions:**

**HO14.** Promote ability for residents to transition to different forms of housing and remain in Brewster over a lifetime by providing a wide range of housing choices.

**HO15.** Explore solutions to allow residents to age in place, including funding or subsidizing building adaptations, support programs, co-housing, and co-pairing situations.

**HO16.** Continue to evaluate the ADU bylaw provisions to improve efficacy, explore incentives for a greater number of ADUs, and connect owners to community resources to provide support and assistance in developing ADUs.

**HO17.** Support creative funding and collaborative partnerships (public/private) in the preservation of community housing, including incentives for year-round rentals.

**HO18.** Analyze the impacts of short-term rental operations in town and consider adopting policies, regulations, or programs to govern or document short-term rental operations.

## **COASTAL MANAGEMENT (CM)**

**GOAL:** In the context of coastal change, preserve and protect Brewster’s coastal resources, expand public access, and minimize the vulnerabilities from coastal hazards

### **PURPOSE 1: Protect coastal resources in ways that preserve coastal ecosystems and the character of the town and coastal neighborhoods**

#### **Actions:**

**CM1.** Evaluate and implement local coastal resiliency by-laws and regulations to protect or preserve the scale of development, visual character and resources in the town’s coastal areas.

**CM2.** Establish a uniform definition of the 100-year coastal floodplain for local regulations.

**CM3.** Increase public awareness of the importance of healthy coastal wetlands and natural processes, and of the need to protect these resource areas.

### **PURPOSE 2: Maintain and expand public access to the coast**

#### **Actions:**

**CM4.** Explore and evaluate the need for, and feasibility of, alternative transport and off-site parking options for the town’s coastal beaches and landings.

**CM5.** Evaluate, explore, and advance opportunities to preserve or enhance public access to the shoreline and coastal beaches.

**CM6.** Complete long-term plan for beach access at First Light Beach.

**CM7.** Support those with mobility challenges by preserving public viewsheds and vistas to coastal resource areas and by evaluating opportunities for enhancing mobility access at beach landings.

### **PURPOSE 3: Adapt to climate change projections and advance adaptation and resiliency techniques that are financially and environmentally sustainable**

#### **Actions:**

**CM8.** Periodically assess coastal resource conditions for comparison to baseline conditions and on a regional scale, including sediment budget update, storm tide pathways, and a regional framework for resilience.

**CM9.** Explore regulatory options for managed retreat of existing development from high-risk coastal resource areas.

**CM10.** Explore and evaluate the need for, and feasibility of, potential retreat parking, including for Paine’s Creek and Mant’s Landings.

**CM11.** Participate in the development of a comprehensive shoreline management plan with Dennis and Orleans and consider recommended implementation strategies.

### **PURPOSE 4: Provide access for coastal water dependent activities**

#### **Actions:**

**CM12.** Provide access and opportunities for commercial aquaculture by updating regulations, evaluating the designation of an Aquaculture Development Area, and analyzing the costs and benefits of expanding shellfishing and aquaculture.

**CM13.** Expand propagation and other activities to support recreational shellfishing.

**CM14.** Manage competing uses at town landings and mooring areas.

## **LOCAL ECONOMY (LE)**

**GOAL:** Promote a sustainable economy that builds on Brewster’s natural and human assets, addresses the needs of local businesses, and provides year-round employment opportunities

**PURPOSE 1: Preserve and enhance Brewster’s economy based on the Town’s natural and cultural resources**

**Actions:**

**LE1.** Develop an economic development strategy that builds on Brewster’s natural, cultural, and human resources and aims to maintain existing and attract local businesses.

**LE2.** Maintain a regular line of communication and working relationship between the Town and the local business community, including the Brewster Chamber of Commerce.

**LE3.** Provide more information, including signage and online material, to help visitors find their way to public resources, businesses, and other amenities in town.

**LE4.** Support identified or designated “town centers” through Town or other public capital investments.

**PURPOSE 2: Maintain and attract local businesses and promote year-round employment**

**Actions:**

**LE5.** Review and potentially revise bylaws and regulations to allow a greater variety of small businesses throughout town, including in-home businesses.

**LE6.** Review and potentially revise use regulations in the commercial and industrial zoning districts.

**LE7.** Develop a guide to doing business for local businesses in Brewster, including permitting guidance.

## **GOVERNANCE (GO)**

**GOAL:** Provide an inclusive Town government that encourages participation by all residents by engaging in communication, expanding volunteer opportunities, and providing customer friendly service

### **PURPOSE 1: Continue to communicate Town plans and activities to, and engage with, residents**

#### **Actions:**

**GO1.** Develop a written Communications Plan to better inform residents and local businesses about Town affairs and opportunities for the public to participate.

**GO2.** Continue to provide relevant news, information, updates, and announcements on the Town website and other media, including regarding Town finances, projects, permitting processes, and other Town initiatives.

### **PURPOSE 2: Expand the volunteer base to increase the use of citizen expertise and build diversity in decision-making**

#### **Actions:**

**GO3.** Develop and launch a Citizens Leadership Academy to help introduce residents to government services and volunteer opportunities.

**GO4.** Continue the use of town-wide activities and ad hoc committees to engage residents in Town affairs.

**GO5.** Develop a central database of volunteers to assist with recruitment of qualified volunteers across all Town Departments and appointed Committees.

**GO6.** Acknowledge contributions of Brewster residents to Town or public affairs and recognize volunteers when they complete their commitment or at other important junctures of volunteer life.

**GO7.** Continue to partner with community organizations on matters of public importance.

### **PURPOSE 3: Continue to strengthen the customer service approach to Town services**

#### **Actions:**

**GO8.** Develop a resource section on the Town website that includes educational materials, including videos (e.g., by link to Vimeo, BGTV or LCTV files) and fact sheets on topics such as responsibilities of Town Departments, zoning, permitting, ADUs, and other matters of high interest.

**GO9.** Develop a 'How-to Guide' for homeowners to explain permitting processes.

## **COMMUNITY INFRASTRUCTURE (CI)**

**GOAL:** Maintain and enhance town infrastructure in an environmentally and economically sustainable way that supports government services, opportunities for community interaction, the local economy and culture, public health, safe multi-modal transportation options, and expanded recreational opportunities

**PURPOSE 1: Plan and design Town building and construction projects to benefit the broad cross-section of all users and interests in the community**

**Actions:**

- CI1.** Include enhanced universal accessibility where feasible on Town properties and projects.
- CI2.** Conduct a needs assessment for a multi-generational community center, including considering reuse or redevelopment of other Town facilities/properties.
- CI3.** Re-evaluate Drummer Boy Park master planning to date.
- CI4.** Complete the comprehensive planning processes for and begin implementation of the plans for the Bay and Pond Properties.

**PURPOSE 2: Provide enhanced and safe multi-modal opportunities, access, and facilities for all, including for recreational purposes**

**Actions:**

- CI5.** Develop a town-wide plan for improving and/ or expanding bike and pedestrian paths and sidewalks.
- CI6.** Consider pursuit of the proposed Cape Cod Rail Trail (CCRT) extension from Nickerson State Park to Cape Cod Bay including the consideration of alternatives for crossing Rte. 6A/Main Street.
- CI7.** Continue to coordinate with the Cape Cod Regional Transit Authority (CCRTA) on additional bus routes and stops and other alternative transportation options.

**PURPOSE 3: Plan and design traditional infrastructure projects like road improvements and maintenance to best serve the needs of the overall community, limit environmental impacts, and balance fiscal impacts**

**Actions:**

- CI8.** Factor, budget, and set aside long-term improvement and maintenance costs in the funding for capital projects.

## **SOLID WASTE MANAGEMENT (SW)**

**GOAL:** To manage a municipal solid waste system that protects public health, safety, and the environment, optimizes financial methods, communicates effectively with users, and employs innovative strategies to reduce solid waste and related costs

### **PURPOSE 1: Reduce the waste stream**

#### **Actions:**

**SW1.** Implement an ongoing multi-media public education campaign to reduce the waste stream, including re-purposing and re-using items and optimizing recycling.

**SW2.** Enhance and publicize regional waste collection initiatives such as hazardous waste collection.

**SW3.** Further investigate opportunities between Brewster and regional initiatives for solid waste management.

### **PURPOSE 2: Improve the efficiency of the solid waste facility**

#### **Actions:**

**SW4.** Enhance communications with the public concerning Recycling Center operations, practices, and policies using a variety of print and electronic media channels.

**SW5.** Conduct a Recycling Center study and site analysis including traffic circulation, optimal use of space, safety, and potential re-use options.

## **CLIMATE MITIGATION AND ADAPTATION (CA)**

**GOAL:** Support and advance the Commonwealth's greenhouse gas reduction goals, including promoting sustainable energy use and renewable energy that protects the Town's natural resources

### **PURPOSE 1: Reduce the Town's contribution to and vulnerability to climate change**

#### **Actions:**

**CA1.** Develop a Net Zero Energy Roadmap for the Town's assets and operations.

**CA2.** Implement the MEMA/FEMA approved 2021 Local Multi-Hazard Mitigation Plan.

**CA3.** Consider specific actions for reducing energy use, including completing energy audits in all Town buildings; specifying actions regarding increased energy efficiency in existing and newly constructed Town buildings; locating solar panels/arrays on Town buildings and facilities; and purchasing alternative energy Town vehicles when due for replacement.

**CA4.** Encourage roof mounted solar panels on buildings and on parking lot canopies/carports.

**CA5.** Consider provision of incentives and/or assistance, including financial, for installation of solar panels on private homes.

**CA6.** Work with private entities to install public charging stations at appropriate municipal or publicly accessible locations. **CA7.** Modify or re-locate Town infrastructure and buildings to reduce the potential damage due to climate change such as flooding.

### **PURPOSE 2: Review and update Town bylaws and regulations to mitigate projected climate change impacts**

#### **Actions:**

**CA8.** Review zoning bylaws and develop amendments for consistency with this goal, including small-scale solar installations, and the promotion of compact, walkable and bikeable development patterns.

**CA9.** Clarify design guidelines for the Historic District regarding installation of renewable energy options.

**CA10.** Review and consider revising existing Town bylaws and regulations dealing with the use of chemical fertilizers.

**CA11.** Foster natural carbon sequestration by amending Town bylaw to limit the clearing of forested land, including for solar farms, and exploring opportunities to restore degraded native plant communities.

### **PURPOSE 3: Build awareness about the nature of climate change and Town efforts to mitigate climate change**

#### **Actions:**

**CA12.** Develop an Education and Preparedness Campaign for the general public and the business sector that includes guidance and checklists for reducing fossil fuel use, as well as recommendations to increase community resilience to the impacts.