

**COMMUNITY
ACTION PLAN**

RECREATION ECONOMY
for
RURAL COMMUNITIES

Brunswick, Maryland

2023



**Northern Border
Regional Commission**



**Appalachian
Regional
Commission**



PROJECT CONTACTS

For more information about the Recreation Economy for Rural Communities program, please visit:

<https://www.epa.gov/smartgrowth/recreation-economy-rural-communities>

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Cover image credit: Todd Crone

PLAN CONTEXT

Brunswick, Maryland, was one of 25 towns across the nation selected to receive planning assistance through the second round of the Recreation Economy for Rural Communities (RERC) program. Sponsored by the U.S. Environmental Protection Agency (EPA), the U.S. Department of Agriculture (USDA) Forest Service, the Northern Border Regional Commission (NBRC), and the Appalachian Regional Commission (ARC), the program is helping communities develop action plans to strengthen their outdoor recreation sectors and revitalize their downtowns.

Local leaders from Brunswick requested planning assistance to leverage its natural, cultural, and historic amenities to support its historic downtown.

Brunswick’s historic downtown is charming with a number of local businesses, but it currently struggles with vacancy. While the population is growing (due to the growth of the DC job market and proximity to the MARC train), many local residents choose to shop and dine in other areas of Frederick County.

Brunswick (known as Berlin during the Civil War) is located on the Potomac River in southwestern Frederick County and is a turn of the twentieth century railroad town. Today, Brunswick is the second largest city in Frederick County, boasting over 7,000 residents, many of whom commute to Northern Virginia and Washington DC via the Maryland Rail Commuter (MARC) train station in town.

The City offers a variety of park types across the municipality, fishing and boating options on the Potomac River, as well as biking and walking along the C&O Canal Towpath. The Brunswick Museum houses one of the largest model train layouts on the east coast.



Looking north up Maple Avenue in Downtown Brunswick. (Credit: Jerry Knight)

LOCAL STEERING COMMITTEE

Community POC | Julie Martorana, City Administrator, City of Brunswick

Community POC | Carmen Hilton, Brunswick Main Street Manager, Brunswick Main Street

Nathan Brown, Mayor, City of Brunswick

Carlo Alfano, Chair, Parks and Recreation Committee, and River’s Edge Trail, City of Brunswick

Joy Christakis, Brunswick Resident

Bruce Dell, Planning and Zoning Director, City of Brunswick

John Gonano, Manager, Brunswick Family Campground

Abby Ingram, Program Manager - GIS & Environmental Programs, City of Brunswick

Julie Kloetzli, President, Brunswick Heritage Museum

Jeremy Mose, Assistant City Administrator, City of Brunswick

Carrie Myers, Director of Administration, City of Brunswick

Abbie Ricketts, President, Canal Towns Partnership, Appalachian Trail Designation Committee Chair

Vaughn Ripley, City Council Member, City

The City of Brunswick applied to the Recreation Economy for Rural Communities (RERC) program in order to seize these opportunities and create a thriving working landscape that supports local livelihoods, quality of life, and recreational opportunities for all. The community is seeking to improve economic and workforce development, revitalize its downtown, increase awareness of its existing recreational assets, expand recreational amenities to serve all County residents, and preserve natural and historic assets.

Key point: With thoughtful planning and coordinated action, outdoor recreation can be a strong part of a diversified Brunswick economy and support continued high quality of life for residents and visitors.

Over the course of a year, a Local Steering Committee worked with a Planning Assistance Team made up of planning consultants, as well as federal and state agency partners to assess opportunities and challenges, set goals to strengthen Brunswick's recreation economy and invigorate the historic downtown, convene a two-day public workshop in February 2023, and create this Community Action Plan. The plan was developed through a collaborative process starting at the workshop and continuing in follow-up meetings focused on refining it and identifying implementation resources.

The plan documents the workshop process and community feedback and includes a set of specific actions—complete with initial steps and timeframes, lead and support roles, and measures of success—to guide recreation economy development in Brunswick over the next two to three years.

PLANNING ASSISTANCE TEAM

Lauryn Coombs, US EPA Office of Community Revitalization

Jasmin Muriel, US EPA Office of Environmental Justice

Andrea Giardina, USDA Forest Service, Cooperative Forestry

Dan Goldeen, USDA Forest Service, Cooperative Forestry

Natalia Sanchez Hernandez, National Park Service, Rivers, Trails, and Conservation Assistance Program

Logan Blackistone, Maryland Department of Natural Resources Office of Outdoor Recreation

Marissa Lenoce, Maryland Department of Transportation State Highway Administration, Recreational Trails Program

Curt Cottle, National Travel & Tourism Office, US Dept of Commerce

Tiffany DePaoli: Maryland Department of Natural Resources

Tamar Osterman: Maryland Department of Commerce

Kirby Wilhelm: Maryland Department of Transportation/Maryland Transit Authority

Katie Allen: Appalachian Trail Conservancy

Megan McConville, EPR, PC (Facilitator)

Amanda Poncy, EPR, PC (Facilitator)

THE OPPORTUNITY

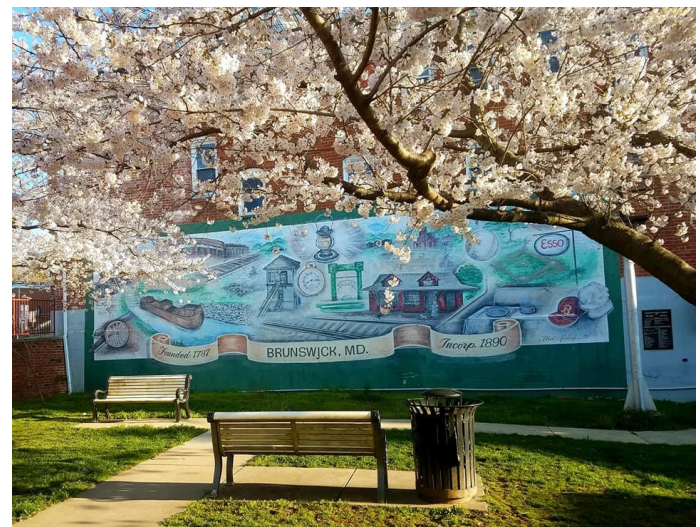
The City of Brunswick sits beside the Potomac River and Chesapeake & Ohio (C&O) Canal Towpath, a stone dust trail that runs 184.5 miles between Georgetown and Cumberland, MD. According to the C&O Canal Trust, "The Towpath was originally built for the canal mules to walk beside the canal as they "towed" the canal boats through the waterway." Today, it is a National Historical Park operated by the National Park Service (NPS) and a popular recreational trail. The Towpath also connects the city to the Appalachian Trail about 3 miles northwest. Brunswick Family Campground is also located between the Towpath and the river providing full-service recreational vehicle (RV) and tent camping, with over 100 scenic campsites.

The city markets its historic downtown and access to recreational activities on the C&O Canal and Potomac River, and other nearby attractions, through Brunswick Main Street. The historic commercial district of the city along Potomac Street has a lot to offer visitors and local residents, including a bike shop, antique stores, restaurants, a brewery, a yoga studio, a convenience store, and a sporting goods store. A new workforce housing development with first floor retail will help enliven existing businesses and bring with it an opportunity to support additional local businesses in currently empty storefronts.

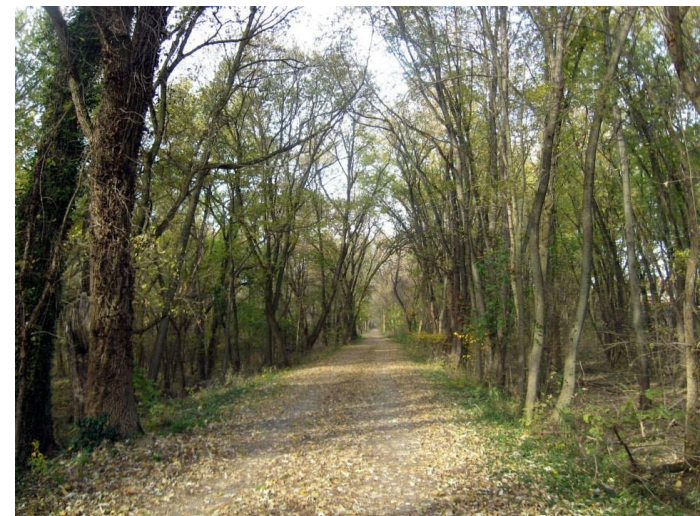
The city's history is preserved in the Brunswick Heritage Museum (formerly the Brunswick Railroad Museum). According to the Brunswick Heritage Museum, "The Museum's exhibits tell the story of a town built by the Baltimore & Ohio (B&O) Railroad, and houses a 1,700 square foot to-scale model railroad that depicts the B&O Metropolitan Subdivision beginning at the west end of Brunswick's rail yard and running eastward through Montgomery County communities, all the way to Union Station in Washington D.C." The museum



(Credit: Jerry Knight)



(Credit: Sophie Smith)



Downtown Brunswick is steps away from the C&O Canal Towpath and offers locals and visitors a number of recreational, cultural, and historic tourism opportunities.
(Credit: Jerry Knight)

also houses the Brunswick Visitors Center for the NPS's C&O National Historic Park, which depicts the history of the canal in photographs and interactive elements.

The largest citywide event is "Railroad Days," a festival celebrating the city's heritage. Another major annual event is the Veterans Day Parade, which has taken place each year since 1932. Other year-round events include the Farmers' Market, Art on Main Passport program, Little League opening day, and others. In addition, there are live music performances many nights of the week at Beans in the Belfry, a café located in the restored former First Evangelical and Reformed Church (built in 1910).

Key point: Brunswick has the ingredients it needs for outdoor recreation to be a driver of economic growth, livelihood opportunities, quality of life, and thriving residents.

The Local Steering Committee and community decided to focus their action planning on increasing the occupancy of downtown, increasing outdoor recreation amenities, improving bicycle and pedestrian connections, supporting business development and promoting Brunswick within the region. The goals they developed and approved, shown in the text box to the right, guided the workshop and this Community Action Plan. With these goals, the community seeks to re-establish a thriving downtown that provides jobs and housing for working families and connections to plentiful recreation opportunities for residents and visitors.

WORKSHOP GOALS

Goal 1 - Downtown occupancy: Increase the occupancy of downtown buildings to create a vibrant, attractive community hub for residents and visitors.

Goal 2 - Outdoor recreation amenities: Provide additional basic and supportive amenities that serve residents and visitors participating in outdoor recreation.

Goal 3 - Physical connections: Improve connections among our downtown, outdoor recreation resources, and newer residential developments, particularly for people on foot and bicycle.

Goal 4 - Business development: Support the startup, growth, and recruitment of businesses that complement Brunswick's focus on outdoor recreation.

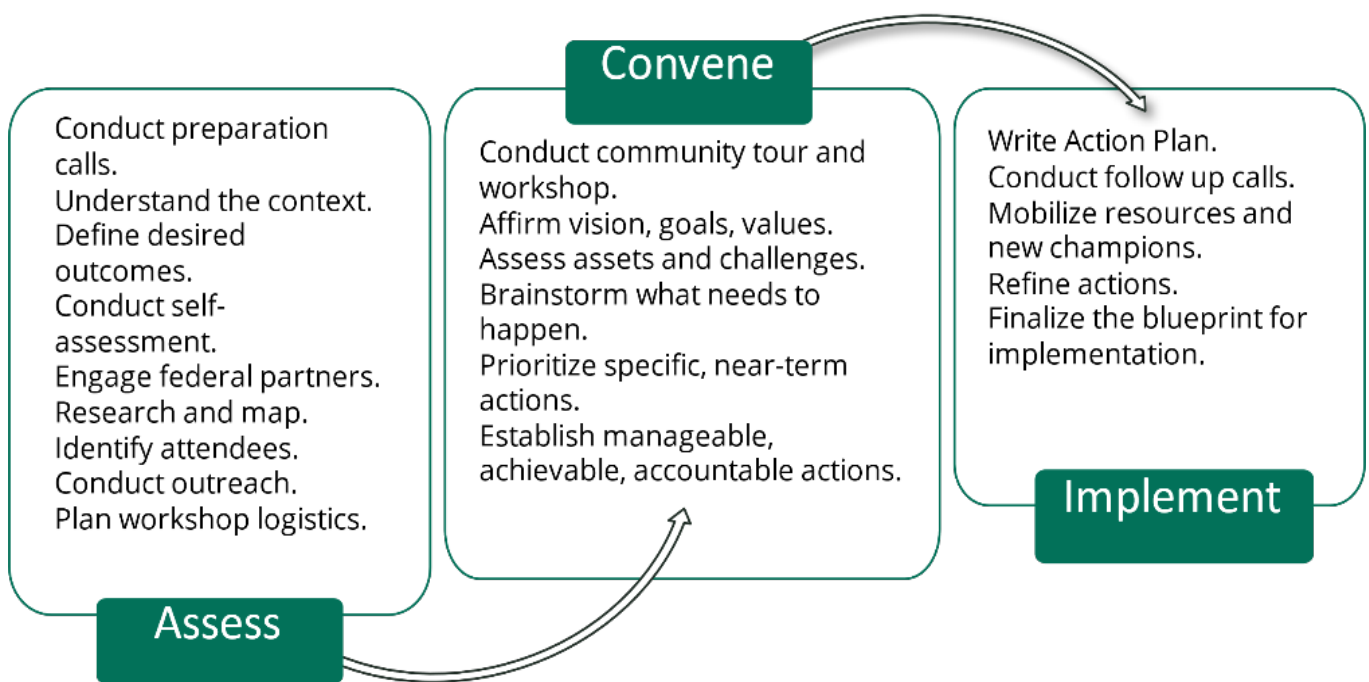
Goal 5 - Promotion: Promote Brunswick as an outdoor recreation, history, and cultural tourism destination linked to other regional attractions.

PLANNING PROCESS

The RERC planning assistance process consists of three phases, illustrated in the diagram below: assess, convene and implement. The “assess” phase includes three conference calls with the Local Steering Committee and Planning Assistance Team to gain a baseline understanding of Brunswick, clarify local goals, and arrange workshop logistics. The “convene” phase is focused on the capstone event—a two-day public workshop. The “implement” phase entails three follow-up conference calls to finalize the Community Action Plan and strategize on how to maintain the momentum generated at the workshop and implement the plan. Brunswick’s workshop program and activities are described briefly below. The RERC participant contact list is provided in **Appendix A**, workshop exercise results are detailed in **Appendix B**, funding and technical assistance resources in **Appendix C**, and general recreation and downtown-related references in **Appendix D**.



The opening meeting of the community workshop at the City Park Building in downtown Brunswick on February 23. (Credit: Lauryn Coombs)



THE WORKSHOP

The on-site portion of the RERC process began with an extensive community tour organized by the Local Steering Committee. The Planning Assistance Team visited destinations and met with local leaders throughout the City of Brunswick. Stops included the Train Station, Boat Ramp and C&O Canal Towpath, Brunswick Family Campground, Brunswick Crossing, River’s Edge Trail, the Sports Complex, and various other sites along the way.

Over 60 enthusiastic participants, residents, and federal and state partners attended each of the two days of the workshop. The opening community meeting was held on February 23, 2023, at the City Park Building in the City of Brunswick. Mayor Nathan Brown, Local Steering Committee member, welcomed attendees and emphasized the importance of this initiative to the City’s goals and initiatives.

After participant introductions, the Planning Assistance Team gave an overview of the RERC program, highlighted the opportunities presented by the growing outdoor recreation economy both nationally and locally, shared some of their own reflections from the community’s pre-workshop self-assessment as well as the community tour, and presented the draft workshop goals.

The Planning Assistance Team discussed the need to ensure that the growth of outdoor recreation results in well-paying jobs. Equity was another theme, with facilitators highlighting that outdoor recreation has not historically been accessible, safe, and welcoming for all.

Participants then heard a presentation from Julie Martorana, City Administrator, highlighting a number of initiatives currently underway.



Members of the local steering committee and planning assistance team during the community tour. (Credit: Amanda Poncy)



<p>5-Hour Driveshed</p> <p>Population: 52,641,055</p> <p>Median household (HH) income: \$79,176</p> <p>Avg HH spending on entertainment/rec: \$4,088</p>

This graphic of the five-hour driveshed around Brunswick was shown to workshop attendees to illustrate the large potential for recreation tourism and spending in the area.

Key point: Local stakeholders are ready to act and eager for results.

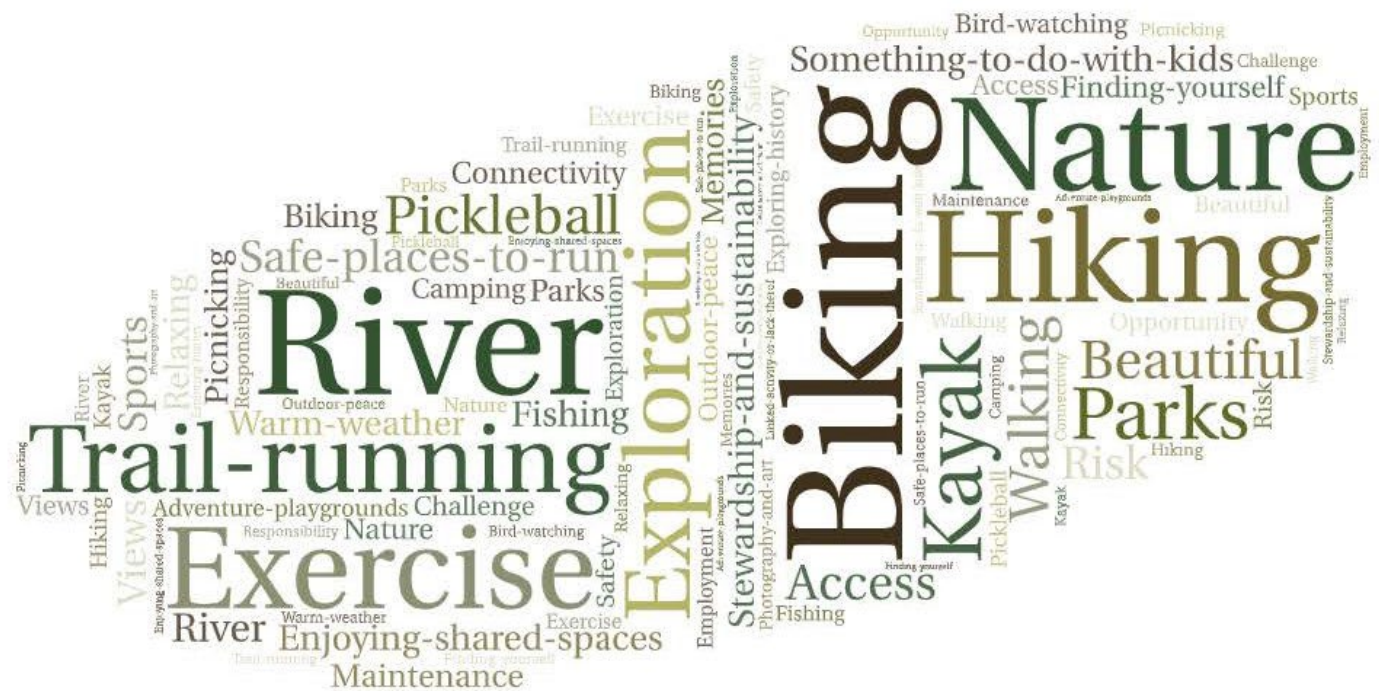
Workshop participants engaged in several exercises throughout the workshop to explore their hopes for Brunswick’s future. This Community Action Plan is rooted in those visions and values of residents and other stakeholders who participated in the workshop. The full results of all workshop exercises are available in Appendix B.

On Day 1, during introductions, each workshop attendee shared one word about Brunswick. Participants also volunteered answers to the question, “What does outdoor recreation look like to you?” These responses are displayed in word clouds in Appendix B. In addition, attendees brainstormed their community’s biggest opportunities and challenges.

IDEAL COMMUNITY VISIONS

Our community sits beside the Potomac River, amongst mountains/hills and beside the C&O Towpath. Brunswick is in the prime position for ALL outdoor recreation enthusiasts. We have trails for mountain bikers, hiking, river for kayaking, canoeing, fishing and flat trail for running, biking and walking. YES our vision is absolutely connected to our region’s assets and opportunities.

In the community self-assessment, completed prior to the workshop, Local Steering Committee members described their ideal visions for their community.



Workshop participants’ responses to the question, “What does outdoor recreation look like to you?” Responses mentioned more frequently are in larger text.

The energy continued on Day 2 of the workshop, which was held at the City Park Building. Day 2 was an interactive day of working together on small group exercises, asset mapping, and brainstorming and planning for actions to make the community's goals a reality.

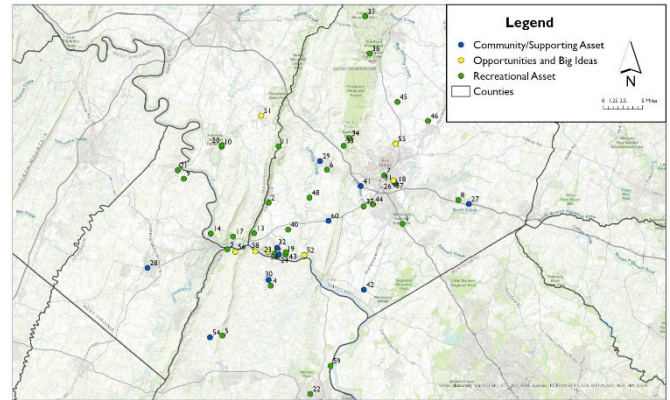
The day kicked off with a recap of Day 1 and agreement on the workshop goals. The Planning Assistance Team then presented several case studies relevant to City of Brunswick's interests, including Damascus, Virginia; Marion, Virginia's Small Business Bootcamp; the Las Cruces, New Mexico Green Chamber of Commerce Organ Mountains Desert Peaks promotional effort; the Pennsylvania Wilds Business Incubator; as well as a number of successful marketing strategies, such as the "We Speak Oregon" campaign.

Day 2 also featured additional state and federal partners sharing programs and resources available to the City to help implement the Community Action Plan.

The remainder of Day 2 was spent on small group exercises and action planning to uncover opportunities and ideas related to outdoor recreation and downtown revitalization in and around Brunswick. Groups marked up maps of Frederick County and the region, as well as the City of Brunswick, with outdoor recreation assets, community assets, and opportunities or big ideas.

Attendees also worked in small groups to plan a 3-day travel itinerary in Brunswick. This exercise highlighted areas of interest that would appeal to a variety of visitor groups--such as a family with small children, the solo traveler, or a couple--with tailored recommendations to meet each group's needs.

Key point: Increasing occupancy of downtown buildings, supporting business development, engaging in regional



Snapshot of one of the maps marked up by workshop participants; the full maps and legend can be found in Appendix B.



Day 2 of the workshop focused on small group work to begin developing the action plan. (Credit: Megan McConville)

collaboration and promotion, improving bicycle and pedestrian connectivity, and increasing outdoor amenities emerged as important priorities.



The Brunswick Family Campground offers camping spots as well as tubing trips along the Potomac River (Credit: River and Trail Outfitters)



View of the Potomac River at sunset from boat launch. (Credit: River and Trail Outfitters)

ACTION PLANNING

The action planning process during the workshop consisted of a few phases of work. First, participants reflected on their own, using sticky notes to brainstorm specific actions that would advance one or more of the identified goals. They were instructed to begin each action with a verb, be as specific as possible, think in the near- to mid-term (within 2 years), and consider actions they could help to implement. Attendees then placed their sticky notes onto posters for each goal, and the Planning Assistance Team grouped and consolidated like or similar actions. Once this organization was complete, each participant was given 6 dot stickers and asked to vote on the highest-priority actions. The Planning Assistance Team tallied the votes and announced the totals.

Following this, participants broke into small groups to assess the voting results and flesh out the details of the top three to five actions for each goal, including initial next steps and deadlines, measures of success, lead and supporting roles, and potential needs and resources. This work began at the workshop and continued during follow-up Zoom calls with the planning assistance team and small group work sessions until every action included sufficient details for implementation.

Following are the full action tables as they stood at the end of the RERC planning assistance process in August 2023.



Small group report out during Day 2 exercises (Credit: Megan McConville).



Small group work to develop the action plan (Credit: Megan McConville).

COMMUNITY ACTION PLAN

The action planning process during the workshop consisted of a few phases of work. First, there was a brainstorming session, where participants were asked to write down potential actions to help advance one or more goals. The next phase was a voting exercise where participants were given a set number of dot stickers and were asked to vote on which actions either were most important or needed immediate attention. In the third phase, small working groups assessed the prioritization voting and fleshed out the details of the top two to five actions for each goal, such as importance, timeframe, lead role, etc. In the final phase, each small working group reported back its progress and shared any questions encountered. The tables that follow provide additional background information and detail for each goal and action.

Goal 1 – Downtown occupancy: Increase the occupancy of downtown buildings to create a vibrant, attractive community hub for residents and visitors.

- Action 1.1 – Continue the Brunswick Building Blocks Grant Program.
- Action 1.2 – Continue the Blighted Property Acquisition Program.
- Action 1.3 – Coordinate downtown infrastructure improvements among City departments, development project leads, and other partners.
- Action 1.4 – Create promotional materials and a walking tour for prospective downtown building investors.

Goal 2 – Outdoor recreation amenities: Provide additional basic and supportive amenities that serve residents and visitors participating in outdoor recreation.

- Action 2.1 – Create a visitor center at the train station.
- Action 2.2 – Construct public restrooms.
- Action 2.3 – Increase the usage of the West End Trails.
- Action 2.4 – Explore the need for bike storage lockers, including by installing them at a pilot location.

Goal 3 – Physical connections: Improve connections among our downtown, outdoor recreation resources, and newer residential developments, particularly for people on foot and bicycle.

- Action 3.1 – Conduct a signage assessment.
- Action 3.2 – Repair and connect sidewalks.
- Action 3.3 – Conduct a bicycle infrastructure assessment.
- Action 3.4 – Work with business owners to create an on-demand shuttle between the Holiday Inn and downtown.

Goal 4 – Business development: Support the startup, growth, and recruitment of businesses that complement Brunswick’s focus on outdoor recreation.

- Action 4.1 – Assess local and regional economic development capacity, partnerships, roles, and next steps.
- Action 4.2 – Develop a business incubator program to support the startup, growth, and recruitment of outdoor businesses and workforce.
- Action 4.3 – Develop a business recruitment strategy targeting regional businesses.

Goal 5 – Promotion: Promote Brunswick as an outdoor recreation, history, and cultural tourism destination linked to other regional attractions.

- Action 5.1 – Promote local outdoor recreation opportunities to youth and teens.
- Action 5.2 – Develop virtual and in-person educational tours of the wastewater and water treatment plants.
- Action 5.3 – Form a regional recreation tourism group.
- Action 5.4 - Create a volunteer program.

Goal I – Downtown occupancy: Increase the occupancy of downtown buildings to create a vibrant, attractive community hub for residents and visitors.

Downtown Brunswick is a true gem, with historic buildings, local institutions, walkable streets, and parks all within a short walking distance of the community’s major outdoor recreation assets. However, many downtown buildings currently stand vacant, and the community is struggling to attract investment and tenants. Addressing this challenge will attract more businesses, residents, and visitors to downtown, increasing foot traffic and money spent locally. Restoring and filling vacant buildings downtown is a critical step to making Brunswick an outdoor recreation destination, strengthening the local economy, and enhancing quality of life. The actions below chart a course to creating a vibrant community hub.

Action 1.1 – Continue the Brunswick Building Blocks Grant Program.

What this is. Why it is important. Who benefits?	Brunswick Building Blocks was an American Rescue Plan Act (ARPA)-funded program to improve the health, welfare, and safety of downtown buildings. Selected property owners and business proprietors/tenants received one-time awards to improve eligible downtown properties. The program ran in 2022 and was a major success, funding property infrastructure upgrades that had significant impacts on buildings’ overall usability and marketability. The program has run out of funding, but further needs and opportunities for change exist. Continuing the program will make additional property investments possible, which will create more turnkey opportunities for new building owners and have a long-lasting effect on Brunswick’s downtown.
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Action 1.1 – Continue the Brunswick Building Blocks Grant Program.

Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> ● Identify potential funding sources for the program’s continuation (grant programs, CIP, etc.). ● Apply for the most viable funding sources. ● Collect progress reports on the current Building Blocks grants to demonstrate the impact.
Measures of success	<ul style="list-style-type: none"> ● Funding secured to continue the program ● Additional property improvements ● Additional new business starts downtown ● Improved downtown occupancy rate
Lead Role	<ul style="list-style-type: none"> ● Carmen Hilton, Brunswick Main Street ● Chris Davenport, Economic Development, City of Brunswick
Supporting cast	<ul style="list-style-type: none"> ● Downtown business owners ● Past Building Blocks grantees (Newberry Building, Traveling Bros. Cigars, Ampersand, Horine Building, Imagination Station Children’s Center) ● Community members ● Frederick County Office of Economic Development
Potential needs and resources	<p>The program has been included in the City budget for potential funding in 2023. Funding for future rounds of the program is needed. Possible sources include Maryland Department of Commerce, Maryland Department of Housing and Community Development, or historic resources programs.</p>

Action 1.2 – Continue the Blighted Property Acquisition Program.

What this is. Why it is important. Who benefits?	<p>The City of Brunswick previously received a State of Maryland grant to implement the Blighted Property Acquisition Program, which allowed them to acquire blighted and underused downtown properties. The program was successful, reducing the purchase prices of dilapidated buildings that would otherwise sit vacant and facilitating investment and reuse. Occupied buildings increase the attractiveness of downtown, drawing more residents and visitors to spend time and money there, and increase City revenues.</p>
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> ● Decide what to do with the Kaplon building, which was acquired through the City’s Blighted Property Acquisition Program (i.e, to use it for City purposes or sell it). ● If it is decided to sell the Kaplon building, consider an RFP process. ● Look for the next potential property to participate in the Blighted Property Acquisition Program.

Measures of success	<ul style="list-style-type: none"> ● Improved downtown occupancy rate ● Additional new business starts downtown
Lead Role	<ul style="list-style-type: none"> ● Julie Martorana, City Administration, City of Brunswick
Supporting cast	<ul style="list-style-type: none"> ● Carmen Hilton, Brunswick Main Street ● Downtown business owners ● Frederick County Office of Economic Development
Potential needs and resources	<p>Funding: Maryland Department of Housing and Community Development Strategic DEMO Fund</p> <p>Maryland Department of Commerce</p> <p>HUD</p> <p>An RFSI has been opened for the Kaplon Building.</p>

Action 1.3 – Coordinate downtown infrastructure improvements among City departments, development project leads, and other partners.

What this is. Why it is important. Who benefits?	<p>Much of Brunswick’s downtown infrastructure is outdated and in need of repair, including water/sewer, streets and sidewalks, lighting, parks, and more. Several downtown development projects will soon break ground, such as the Railroad Square affordable housing development and the B&O Park. Coordinating City investments with these and other ongoing projects will reduce costs to the City, minimize disruptions and better support adjacent business owners, and result in more, faster infrastructure improvements in downtown.</p>
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> ● Create a simple process for coordinating amongst project leads (both within City departments and private sector partners) whose work will affect downtown infrastructure (bi-monthly meetings or calls?). ● Implement this process when projects are in the planning stages.
Measures of success	<ul style="list-style-type: none"> ● Linear feet of new pipe, sidewalk, etc. ● Reduced citizen complaints
Lead Role	<ul style="list-style-type: none"> ● Carrie Myers, City Administration, City of Brunswick ● Carmen Hilton, Brunswick Main Street
Supporting cast	<ul style="list-style-type: none"> ● Julie Martorana, City Administration, City of Brunswick ● Bruce Dell, Planning and Zoning, City of Brunswick ● Abby Ingram, GIS, City of Brunswick ● Jeremy Mose, City Administration, City of Brunswick ● Project leads for new development projects ● Adjacent property owners

Action 1.3 – Coordinate downtown infrastructure improvements among City departments, development project leads, and other partners.

	<ul style="list-style-type: none"> ● Utility providers
Potential needs and resources	<ul style="list-style-type: none"> ● Possible funding from staff and utility providers

Action 1.4 – Create promotional materials and a walking tour for prospective downtown building investors.

What this is. Why it is important. Who benefits?	<p>Downtown Brunswick has struggled to attract investors, yet it has many positive qualities and opportunities for growth. Tailored promotional materials and a walking tour will enable downtown stakeholders to proactively approach prospective building investors. These materials and this tour will demonstrate the potential that exists downtown and provide relevant information such as available building specs, quality of life amenities, historical significance, and location in Opportunity Zones or Enterprise Zones. The materials could also share testimonials or quotes from people who have already invested downtown.</p>
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> ● Compile information on available downtown buildings (specs, maps, photos, historic significance, etc.) ● Determine the format of the promotional materials, both print and digital. ● Write and design the materials. ● Distribute the materials and identify the person/organization responsible for keeping them updated. ● Organize and hold the investor walking tour.
Measures of success	<ul style="list-style-type: none"> ● Materials are created and distributed ● Materials are “owned” and maintained ● Walking tour held ● Investment in downtown buildings ● Improved downtown occupancy rate
Lead Role	<ul style="list-style-type: none"> ● Julie Martorana, City Administration, City of Brunswick ● Carmen Hilton, Brunswick Main Street
Supporting cast	<ul style="list-style-type: none"> ● Kim and Todd Garvis, Local Business Owners ● Other downtown business owners ● Local realtors ● Julie Kloetzli, Brunswick Heritage Museum ● Wayne Allgaier, Brunswick History Commission ● Frederick County Office of Economic Development

Action 1.4 – Create promotional materials and a walking tour for prospective downtown building investors.

	<ul style="list-style-type: none"> • Tamar Osterman, Maryland Department of Commerce (tamar.osterman@maryland.gov) • Brian Lawrence, Maryland Office of Tourism (brian.lawrence@maryland.gov)
Potential needs and resources	<ul style="list-style-type: none"> • Possible funding from staff and utility providers, Maryland Department of Commerce, Maryland Department of Housing and Community Development • Existing models to borrow from (possibly from other Maryland Main Street communities?) • Sample investment prospectus from fellow RERC community John Day, OR and John Day's Strategy for Growth

Participants also brainstormed these additional action ideas during the workshop. While these actions were not detailed further during the workshop, they could also support implementation of Goal 1.

- Recruit a community arts theater or something similar. Great example: Creative Alliance in Baltimore - <https://creativealliance.org/about/> - transformed a whole neighborhood over time. (suggested post workshop)

Goal 2 – Outdoor recreation amenities: Provide additional basic and supportive amenities that serve residents and visitors participating in outdoor recreation.

Brunswick contains a wealth of natural and recreational assets, but they are not always easy to access or as well-used as local leaders would like. Making it easier, more convenient, more appealing, and more fun to use these outdoor recreation amenities would engage more residents and visitors in recreation, boost tourism in Brunswick, and support the city’s local economy. The actions below will fill critical gaps in Brunswick’s outdoor recreation amenities, creating a visitor center and public restrooms, expanding the use of the Brunswick Crossing trails, and exploring the potential need for bike storage lockers. Progress on this goal will support a more connected, healthy, and thriving community.

Action 2.1 – Create a visitor center at the train station.

What this is. Why it is important. Who benefits?	Brunswick’s historic train station is a distinctive building sitting at a critical juncture, right between the Potomac River, C&O Canal Towpath, MARC commuter train tracks, and downtown. The building, currently owned by the City and used as a train station, could be so much more, inviting towpath bicyclists and rail commuters into the downtown, promoting local attractions and businesses, and offering important services like a public restroom,
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Action 2.1 – Create a visitor center at the train station.

	wayfinding, and food and beverage services. This visitor center could become a gateway to the community, increasing the visibility of and visitation to Brunswick.
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> ● Develop a vision/plan for the visitor center, including the physical facility/uses as well as who is going to run and staff the center. ● Identify and apply for funding to implement the plan, considering state versus federal grant timelines. ● Obtain all required construction permits through the City, Frederick County, and Maryland Historical Trust. ● Complete the renovations and open the visitor center.
Measures of success	<ul style="list-style-type: none"> ● Plan is developed ● Funding is secured ● Construction is completed ● Visitor center open ● Visitation increases over time (could be measured using QR code scans or physical or digital check-ins)
Lead Role	<ul style="list-style-type: none"> ● Julie Martorana, City Administration, City of Brunswick ● Carmen Hilton, Brunswick Main Street
Supporting cast	<ul style="list-style-type: none"> ● Bruce Dell, Planning and Zoning, City of Brunswick ● Other City staff ● Engineer ● Maryland Historical Trust ● Maryland Transit Administration MARC system ● CSX ● Abbie Ricketts, Canal Towns Partnership
Potential needs and resources	<ul style="list-style-type: none"> ● National Park Service Chesapeake Gateways Network Grants ● National Park Service Rivers, Trails, and Conservation Assistance for the planning portion ● USDA Rural Development Community Facilities for the renovations ● Other possible funding from Maryland Department of Commerce, Maryland Department of Housing and Community Development, and the U.S. Economic Development Administration ● Permits ● Patience!

Action 2.2 – Construct public restrooms.

What this is. Why it is important. Who benefits?	Currently, the lack of public restrooms in downtown Brunswick is a major hurdle to attracting visitors, encouraging them to stay longer, and meeting the needs of both tourists and locals frequenting the downtown. Creating attractive, well-signed public restrooms will increase foot and bike traffic coming off of the C&O Canal Towpath and provide visitors and residents with a better experience in Brunswick. This will include not only the restrooms at the train station/future visitor center, but also additional ones in other parts of town, including perhaps the upper area of town.
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> ● Create a plan for public restrooms, including their locations and how they will be managed. ● Secure funding for the development of the restrooms. ● Obtain all required construction permits through the City and Frederick County. ● Build the restrooms. ● Publicize the restrooms, including through signage directing people there from the Towpath and from within the downtown.
Measures of success	<ul style="list-style-type: none"> ● Plan is developed ● Funding is secured ● Construction is completed ● Restrooms are open ● Fewer requests for public toilets
Lead Role	<ul style="list-style-type: none"> ● Julie Martorana, City Administration, City of Brunswick ● Carmen Hilton, Brunswick Main Street ● Chris Davenport, Economic Development, City of Brunswick
Supporting cast	<ul style="list-style-type: none"> ● Jeremy Mose, City Administration, City of Brunswick ● Abbie Ricketts, Canal Towns Partnership ● Downtown business owners ● Staff of downtown community organizations and institutions
Potential needs and resources	<ul style="list-style-type: none"> ● Funding ● Permits ● Public Restrooms toolkit developed by the RERC team ● Example: Self-disinfecting/cleaning public pay toilets like in Europe. Example in San Francisco: https://www.youtube.com/watch?v=nmFve_DI5ml ● Examples from other Canal Towns

Action 2.3 – Increase the usage of the West End Trails.

<p>What this is. Why it is important. Who benefits?</p>	<p>The new trails that were built as part of the Brunswick Crossing neighborhood are a tremendous asset to the city of Brunswick. Attractive paths meandering through quiet woods, the trails are wide and paved for easy accessibility by people of all ages and abilities and who are on foot and bicycle. They are also in a prime location, connecting Brunswick Crossing and downtown. Opportunities exist to increase the awareness and usage of the trails through special events, signage and mapping, seating, and promotion. This will facilitate pedestrian and bike travel across town as well as increase residents' sense of community and health.</p>
<p>Initial next steps and deadlines (Present >24 mos.)</p>	<ul style="list-style-type: none"> ● Convene a group of stakeholders to make a plan for increasing usage of the trails while maintaining and stewarding them. ● Partner with the library to organize a Story Walk as a potential first step. <ul style="list-style-type: none"> ○ Create a theme. ○ Make a connection with a story walk organization. ○ Identify funding and/or volunteers to set up the Story Walk. ○ Open and promote the Story Walk with local residents, schools, childcare centers, rec programs, etc.
<p>Measures of success</p>	<ul style="list-style-type: none"> ● Number of special events held, including the Story Walk ● Number of people using the trails (QR code check-in, trail counter?) ● Community feedback on the trails and events
<p>Lead Role</p>	<ul style="list-style-type: none"> ● Chris Davenport, Economic Development, City of Brunswick
<p>Supporting cast</p>	<ul style="list-style-type: none"> ● Brunswick Crossing Homeowners Association ● Local schools and childcare centers ● Catherine Magi Oliver, Brunswick Branch Library ● Michelle Potts, Frederick County Public Libraries ● Rebecca Reeves, Frederick County Public Libraries ● Residents—maybe some who were at the workshop? ● Are there cycling or walking clubs who might be interested in promoting the trails? ● Holiday Inn, other businesses in Brunswick Crossing?
<p>Potential needs and resources</p>	<ul style="list-style-type: none"> ● Funding for wayside storybook installments ● National Park Service Chesapeake Gateways Network Grants ● Volunteer labor

Action 2.4 – Explore the need for bike storage lockers, including by installing them at a pilot location.

<p>What this is. Why it is important. Who benefits?</p>	<p>Bike storage lockers provide secure, sheltered bicycle and luggage storage for long-distance cyclists traveling with expensive bikes and personal belongings, as well as for regular train commuters wishing to bike to and from the station and store their bicycle during the day. Downtown Brunswick currently lacks this amenity. Providing it will encourage cyclists traveling on the C&O Canal Towpath to store their gear and walk around town, as well as making it easier for residents to commute to work by MARC. This action explores the need for this facility by examining the audience to be served, looking at secure storage options and how they could be integrated into new development and renovations, and potentially installing bike lockers at a pilot location.</p>
<p>Initial next steps and deadlines (Present >24 mos.)</p>	<ul style="list-style-type: none"> ● Convene a small group of City staff and bicycling interest group representatives to discuss the need, the audience to be served (long-distance riders, commuters, others), and potential solutions. ● Identify how bicycle storage can be encouraged or required by local ordinances as part of new developments and significant renovations. This could include assessing options to provide it at the visitor center and/or the Railroad Square development. ● Evaluate bicycle storage models and potentially install one at a pilot location, such as the train station, with a plan to manage rentals and measure usage. ● Host bike rides around Brunswick, including to the Brunswick Crossing area and along the towpath, to build awareness of the need for bike storage, signage, and other amenities.
<p>Measures of success</p>	<ul style="list-style-type: none"> ● Needs and solutions identified ● Bicycle storage encouraged or required by local ordinances ● Bike storage lockers installed at pilot location ● Lockers used consistently
<p>Lead Role</p>	<ul style="list-style-type: none"> ● Jeremy Mose, City Administration, City of Brunswick ● Carmen Hilton, Brunswick Main Street
<p>Supporting cast</p>	<ul style="list-style-type: none"> ● Marissa Lenoce, Maryland Department of Transportation State Highway Administration ● Brunswick Police Department ● Carlo Alfano, Rivers Edge Trails ● Shane Boucher, Frederick County Bike Coalition ● Sarah Delise, Frederick County Parks and Recreation ● Carrie Sprinkle, Frederick County Parks and Recreation ● Joe Kelly, Frederick County Department of Public Works

Action 2.4 – Explore the need for bike storage lockers, including by installing them at a pilot location.

	<ul style="list-style-type: none">● Logan Blackistone, Maryland Department of Natural Resources, Office of Outdoor Recreation (particularly if interested in becoming an e-bike friendly community)
Potential needs and resources	<ul style="list-style-type: none">● Funding: Maryland Department of Transportation, State Highway Administration, Recreational Trails Program has funded bike lockers at a gap trail. The program opens for applications on April 14, closes on May 15, and Marissa Lenoce can do a pre-review of any application materials.● People for Bikes Grant Program provides funding, technical expertise, join meetings, and engage in local bike-related efforts.● Association of Pedestrian and Bicycle Professionals Essentials of Bike Parking● Fellow RERC Community Giles County, VA (Cora Gnegy) used the Design for America program to install kayak lockers near the river.● Bike & Ride facilities at the Washington, DC Metro: Descriptions of larger secure bike parking facilities and bike lockers

Participants also brainstormed these additional action ideas during the workshop. While these actions were not detailed further during the workshop, they could also support implementation of Goal 2.

- Interactive map to guide people through Brunswick's historical sites/amenities/POIs
- Gear rentals
- Kayaking tours of the Potomac, highlighting Native American history/trapping
- Promote city as bike tour destination
- Skill clinics with local boating clubs

Goal 3 – Physical connections: Improve connections among our downtown, outdoor recreation resources, and newer residential developments, particularly for people on foot and bicycle.

While Brunswick is not a large community, it can be difficult to get around without a car. Pedestrian and bicycle infrastructure is lacking or not in good repair, and there is limited public transportation. Addressing these challenges will open up new transportation options for residents, many of whom enjoy cycling and being active but who may not do these things to get from place to place. Having well-signed, high-quality, multimodal infrastructure for residents will also encourage C&O Canal Towpath bicyclists and Appalachian Trail hikers to explore the town, bringing in new customers and revenue for local businesses.

Action 3.1 – Conduct a signage assessment.

<p>What this is. Why it is important. Who benefits?</p>	<p>There is a wide variety of signage in Brunswick currently, with different owners and branding, in different conditions, and with varying levels of accuracy. Additionally, there are places where no signage exists and it is badly needed. A signage assessment will take stock of all the signage that exists, revealing where signage needs to be removed, updated, and added. This could be done in-house or through an RFP to recruit a professional firm to do the assessment and design.</p>
<p>Initial next steps and deadlines (Present >24 mos.)</p>	<ul style="list-style-type: none"> ● Map existing signage and its characteristics (owner, age, condition, level of accuracy, etc.) in GIS. ● Identify gaps where signage is needed. ● Identify criteria and process for removing signs. ● Develop a unified signage/wayfinding “look” and guidance for content. ● Identify City leads and/or recruit volunteers to help create signs (Scout Leaders?). ● Prioritize signage investments.
<p>Measures of success</p>	<ul style="list-style-type: none"> ● Mapping of existing signage completed ● Gaps and needs identified ● Design standard created ● Staff and volunteers in place ● Investments prioritized and ready for implementation
<p>Lead Role</p>	<ul style="list-style-type: none"> ● Jeremy Mose, City Administration, City of Brunswick ● Abby Ingram, GIS, City of Brunswick
<p>Supporting cast</p>	<ul style="list-style-type: none"> ● Wayne Allgaier, Brunswick Design Committee ● Bruce Dell, Planning and Zoning, City of Brunswick Brunswick Police Department ● National Park Service ● Maryland Transit Administration ● Marissa Boy Scouts/Eagle Scouts ● Kara Norman, Downtown Frederick Partnership ● Abbie Ricketts, Canal Towns Partnership ● Gloria Shin, Brunswick resident
<p>Potential needs and resources</p>	<ul style="list-style-type: none"> ● Funding: National Park Service Chesapeake Gateways Network Grants ● National Park Service Rivers, Trails, and Conservation Assistance ● USDA Rural Development Rural Business Development Grants ● Volunteers: Scouts ● Staff time

Action 3.2 – Repair and connect sidewalks.

What this is. Why it is important. Who benefits?	Sidewalk quality in Brunswick is inconsistent, with new sections interspersed with sections badly in need of repair. The process of repairing and connecting sidewalks has already been started, but additional attention is needed. Specifically, more funding will allow the City to implement its sidewalk repair plan and create a safer, more appealing pedestrian environment for all Brunswick residents. Sidewalks should also be ADA accessible and the placement of light poles should be wide enough to allow wheelchairs to pass.
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> • Continue to seek funding sources to fund the repairs identified in the plan. • Focus on the West Potomac commercial district.
Measures of success	<ul style="list-style-type: none"> • Number of feet of sidewalk in state of good repair
Lead Role	<ul style="list-style-type: none"> • Jeremy Mose, City Administration, City of Brunswick • Abby Ingram, GIS, City of Brunswick • Bruce Dell, Planning and Zoning, City of Brunswick • Mayor and Council • Program managers
Supporting cast	<ul style="list-style-type: none"> • Carmen Hilton, Brunswick Main Street • Contractors • Maryland Department of Transportation State Highway Administration • Brunswick Police Department
Potential needs and resources	<ul style="list-style-type: none"> • Funding: Maryland Department of Transportation • U.S. Department of Transportation: Two contacts who may be able to help with funding for sidewalks: faith.hall@dot.gov; ann-marie.day@dot.gov • U.S. Environmental Protection Agency Environmental Justice Grants: Could potentially help fund if there is a connection to increasing walkability/decreasing need for cars specifically in underserved neighborhoods • Brunswick Forward is doing a lot related to pedestrian and bike accessibility • Staff time

Action 3.3 – Conduct a bicycle infrastructure assessment.

What this is. Why it is important. Who benefits?	Brunswick is adjacent to one of the nation’s unique and historic rail trails and full of bicyclists, yet cycling facilities within the city fall short. With a well thought out plan and some investment, Brunswick could become a bike-
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Action 3.3 – Conduct a bicycle infrastructure assessment.

	friendly city, with its riders using their bicycles to travel around town. This action will develop that plan so the City can make improvements.
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> ● Assess infrastructure: streets, gradients, curves, etc. to see what improvements are possible. ● Consult the feedback from the Bike Friendly Community application. ● Meet with bicyclist groups and potential bicyclists to identify needs and interests, and educate the public about the benefits of bicycle infrastructure (safety, increased downtown business, etc.). <ul style="list-style-type: none"> ○ Partner with bicyclist groups and potential bicyclists to host bike rides that build awareness of needs and interest in this effort. ● Create a plan for bicycle improvements, such as road striping, sharrows, signage/routes, etc. ● Publish a map of bike routes and amenities in the community.
Measures of success	<ul style="list-style-type: none"> ● Plan completed ● Relationships with bicyclist user groups strengthened ● Improved bicycle facilities ● Completed bike connections to Brunswick Crossing, schools, downtown, etc. ● More bicyclists on the roads
Lead Role	<ul style="list-style-type: none"> ● Jeremy Mose, City Administration, City of Brunswick
Supporting cast	<ul style="list-style-type: none"> ● Maryland Department of Transportation State Highway Administration ● Carmen Hilton, Brunswick Main Street ● Brunswick Police Department ● Carlo Alfano, Rivers Edge Trails ● Shane Boucher, Frederick County Bike Coalition ● Sarah Delise, Frederick County Parks and Recreation ● Carrie Sprinkle, Frederick County Parks and Recreation ● Joe Kelly, Frederick County Department of Public Works
Potential needs and resources	<ul style="list-style-type: none"> ● Funding: People for Bikes Grant Program provides funding, technical expertise, join meetings, and engage in local bike-related efforts. ● Maryland Department of Transportation ● Staff time

Action 3.4 – Work with business owners to create an on-demand shuttle between the Holiday Inn and downtown.

What this is. Why it is important. Who benefits?	In order to stay overnight in Brunswick, C&O Canal Towpath bicyclists and visitors arriving by train need to be able to reach accommodations. Currently, it is impossible to reach the major hotel, the Holiday Inn in Brunswick Crossing, without a car. An on-demand shuttle between the hotel and downtown will boost tourism in Brunswick and increase business for the hotel, as well as for downtown businesses that will be more easily accessible by hotel guests.
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> ● Identify and convene potential business partners (Holiday Inn, Smoketown Brewery, restaurants, others). ● Create a plan to sponsor and run the shuttle. ● Identify desired stops and routes.
Measures of success	<ul style="list-style-type: none"> ● Shuttle running ● Number of passengers ● Increased revenue for Brunswick Crossing and downtown businesses
Lead Role	<ul style="list-style-type: none"> ● Carmen Hilton, Brunswick Main Street ● Pleasants Development
Supporting cast	<ul style="list-style-type: none"> ● RTO ● Julie M, Holiday Inn ● Downtown and Brunswick Crossing Businesses/Organizations ● Brunswick Police Department ● Dave, Tourism Council of Frederick County
Potential needs and resources	<ul style="list-style-type: none"> ● Need to build a strong coalition with willing partner organizations/sponsors

Participants also brainstormed these additional action ideas during the workshop. While these actions were not detailed further during the workshop, they could also support implementation of Goal 3.

- Bikeshare program
- Walking tour of already connected trails, allow for more business without needing infrastructure funding
- Complete the Brunswick crossing roundabout
- Have the streets closed to car traffic sometimes, or create a pedestrian mall (Example: <https://www.downtownithaca.com/visit-downtown/the-commons/>). (suggested post workshop)

Goal 4 – Business development: Support the startup, growth, and recruitment of businesses that complement Brunswick’s focus on outdoor recreation.

In order to fully leverage the community benefits of outdoor recreation, Brunswick needs to increase its economic development capacity and make intentional efforts to facilitate business startup, growth, and attraction. These efforts are best achieved through partnerships of public, private, local, and regional entities working together. The actions below will develop a coordinated economic development coalition and roadmap and make targeted investments in Brunswick’s business ecosystem that will create jobs, encourage entrepreneurship, help to revitalize the downtown, and enable increased outdoor recreation tourism and revenue in the city.

Action 4.1 – Assess local and regional economic development capacity, partnerships, roles, and next steps.

<p>What this is. Why it is important. Who benefits?</p>	<p>Brunswick is fortunate to have a variety of active economic development partners and organizations, each of whom bring their own unique capacities and strengths. Those partners are currently working on many different initiatives, which could be coordinated for maximum impact. Other projects are needed which could benefit from partnerships and a coordinated approach (i.e. website, branding, actions described in 4.2, 4.3, and 4.4). This action convenes local and regional economic development players for a conversation about the city’s overall economic development strategy, how best to advance it, and the roles each would like to play. Establishing strong relationships and a collaborative environment will make economic development in Brunswick a team effort that will yield better and longer lasting results.</p>
<p>Initial next steps and deadlines (Present >24 mos.)</p>	<ul style="list-style-type: none"> ● Identify all local and regional economic development partners. (2-3 months) ● Convene a meeting to discuss overall city economic development strategy, near-term next steps, roles, and coordination approach. (6-8 months) ● Implement priority projects identified by the group (i.e. website, branding, actions 4.2, 4.3, and 4.4, and/or others). (6-18 months) ● Establish a structure/approach for continued coordination/communication. (6-12 months)
<p>Measures of success</p>	<ul style="list-style-type: none"> ● Coordination group/mechanism is created and functioning ● Economic development partners are working towards the same goals and aware of each others’ efforts ● Priority projects are identified and implemented
<p>Lead Role</p>	<ul style="list-style-type: none"> ● Brunswick Economic Development Commission Member ● Chris Davenport, Economic Development, City of Brunswick
<p>Supporting cast</p>	<ul style="list-style-type: none"> ● Angel White, Brunswick City Council Member ● Brunswick Economic Development Commission Members ● Brunswick Economic Development Commission Mentors ● Carmen Hilton, Brunswick Main Street

Action 4.1 – Assess local and regional economic development capacity, partnerships, roles, and next steps.

	<ul style="list-style-type: none"> ● Jodie Bollinger, Frederick County Office of Economic Development ● Canal Towns Partnership ● Greater Brunswick Area Chamber of Commerce ● Frederick County Chamber of Commerce
Potential needs and resources	

Action 4.2 – Develop a business incubator program to support the startup, growth, and recruitment of outdoor businesses and workforce.

What this is. Why it is important. Who benefits?	There is a significant opportunity for outdoor recreation-related businesses in Brunswick, to meet the needs of residents and businesses enjoying the area’s many natural amenities. Targeted business development support will help entrepreneurs looking to start or grow outdoor recreation businesses. This assistance will be provided at a local business incubator and paired with rental/buying assistance to encourage new businesses to locate in available spaces in downtown Brunswick. This action could be one of the priority projects undertaken by the economic development collaborative described in 4.1.
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> ● Develop a proposal for the incubator program, including the rental/buying assistance. (6 months) ● Identify a location for the incubator program. (6-9 months) ● Launch the program and open application period for participants. (1 year) ● Accept participants and begin offering assistance. (12-18 months)
Measures of success	<ul style="list-style-type: none"> ● Business incubator launched ● Participants enrolled ● Businesses fully launched and located in downtown Brunswick
Lead Role	<ul style="list-style-type: none"> ● Member of economic development collaborative described in Action 4.1
Supporting cast	<ul style="list-style-type: none"> ● Chris Davenport, Economic Development, City of Brunswick ● Brunswick Economic Development Commission Members ● Carmen Hilton, Brunswick Main Street ● Jodie Bollinger, Frederick County Office of Economic Development ● Canal Towns Partnership ● Greater Brunswick Area Chamber of Commerce ● Frederick County Chamber of Commerce

Action 4.2 – Develop a business incubator program to support the startup, growth, and recruitment of outdoor businesses and workforce.

	<ul style="list-style-type: none"> • Tamar Osterman, Maryland Department of Commerce (tamar.osterman@maryland.gov) • Maryland Small Business Development Center Northern Region • SCORE Mid-Maryland Business Mentoring • Local colleges and universities and extension offices
Potential needs and resources	<ul style="list-style-type: none"> • Funding • Location • Example of incubator model that could work for Brunswick: https://baltimore.impacthub.net/ • Ballston BID (https://www.ballstonva.org/about/) is a good example of creating an incentivizing environment for business (tax wise especially)

Action 4.3 – Develop a business recruitment strategy targeting regional businesses.

What this is. Why it is important. Who benefits?	<p>With Brunswick’s unmatched natural assets, outdoor recreation scene, available commercial space, and growing population, some of the businesses in Frederick County and across the greater region might be interested in opening new locations in town. However, the city currently lacks a proactive strategy and efforts for recruiting these businesses. This action will create a business attraction plan, identify target businesses to approach, and hold an initial outreach event. This action is related to Action 1.4, as the promotional materials and walking tour that are created could also be shared with regional business partners. Also, this action could be one of the priority projects undertaken by the economic development collaborative described in Action 4.1.</p>
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> • Develop a strategy and list of regional businesses to target (9 months). • Begin conducting meetings with target businesses (1 year). • Hold a walking tour for businesses, using the materials and tour format developed in Action 1.4 (1 year).
Measures of success	<ul style="list-style-type: none"> • Business recruitment strategy developed • Business meetings and walking tour held • New location of a regional business open in Brunswick
Lead Role	<ul style="list-style-type: none"> • Member of economic development collaborative described in Action 4.1
Supporting cast	<ul style="list-style-type: none"> • Chris Davenport, Economic Development, City of Brunswick • Carmen Hilton, Brunswick Main Street • Greater Brunswick Area Chamber of Commerce

Action 4.3 – Develop a business recruitment strategy targeting regional businesses.

	<ul style="list-style-type: none"> Frederick County Office of Economic Development Frederick County Chamber of Commerce Regional businesses that have already opened outposts in Brunswick (Smoketown) Tamar Osterman, Maryland Department of Commerce (tamar.osterman@maryland.gov) Maryland Small Business Development Center Northern Region SCORE Mid-Maryland Business Mentoring Local colleges and universities and extension offices
Potential needs and resources	<p>Funding</p> <p>Media sources</p>

Participants also brainstormed these additional action ideas during the workshop. While these actions were not detailed further during the workshop, they could also support implementation of Goal 4.

- Business startup classes to navigate building codes
- Form/recruit touring business

Goal 5 – Promotion: Promote Brunswick as an outdoor recreation, history, and cultural tourism destination linked to other regional attractions.

By focusing on both internal and external promotion, Brunswick can create an engaged, connected, and thriving community. Creating recreational, educational, and volunteer programs for youth and adults will ensure stewardship and commitment to Brunswick over the long term. Additionally, Brunswick can benefit from tapping into regional partnerships around outdoor recreation, tourism, and marketing.

Action 5.1 – Promote local outdoor recreation opportunities to youth and teens.

What this is. Why it is important. Who benefits?	Getting Brunswick’s youth and teens more actively engaged in local outdoor recreation will benefit the kids as well as the broader community. For youth and teens, benefits include increased physical activity, reduced time spent on screens, improved physical and mental health, the ability to explore and develop new hobbies, the strengthening of ties with their community, an environmental and stewardship ethic that stays with them throughout their lives, and a changed perception that there is “nothing to do” in Brunswick. For the broader community, benefits include a more vibrant and inclusive outdoor recreation scene, and youth who are more invested in and tied to their community. This action begins the effort to engage kids in outdoor
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Action 5.1 – Promote local outdoor recreation opportunities to youth and teens.

	recreation by talking with existing youth organizations, figuring out what amenities are missing, and beginning organized outdoor trips.
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> • Talk with existing groups who engage youth and teens about how they and their clients currently recreate in the community and what they need/want to see in order to increase that activity. (6-8 months) • Identify gaps and needs (including infrastructure and amenities [i.e. rock climbing, ropes course], programs, organizational capacity, etc.). (8-12 months) • Identify a plan for filling those gaps. (12-18 months) • Identify a sponsor to fund / subsidize youth trips to local outdoor recreation sites. (18-24 months)
Measures of success	<ul style="list-style-type: none"> • Feedback obtained • Sponsors identified • New amenities and programs developed • Number of youth/teen recreation users (new and returning)
Lead Role	<ul style="list-style-type: none"> • Brunswick Recreational Council • Lee Zumbach or Mike Moore, Brunswick High School
Supporting cast	<ul style="list-style-type: none"> • Frederick County • Rotary Interact High School Steward Club • Local Baptist Youth Program • Brunswick Recreational courses • High schools • River and Trail Outfitters • Ranger-Inn Program • Boy and Girl Scouts
Potential needs and resources	<ul style="list-style-type: none"> • Funding to subsidize trips • Entities to oversee trips • Equipment • Volunteers • Pizza/Food • Liability support for privately owned equipment rental (nonprofit party) • River and Trail is working with City Police to bring back the canoe trip pairing officers with youth in Brunswick. • Living Classrooms is a model of outdoor-based education: https://livingclassrooms.org/

Action 5.2 – Develop virtual and in-person educational tours of the wastewater and water treatment plants.

What this is. Why it is important. Who benefits?	Developing a public tour of the wastewater and water treatment plants in Brunswick will increase local understanding and stewardship of environmental resources. The tour will cover topics such as water conservation, public health, environmental health, and the important role of the water and wastewater systems in supporting these goals. Learning about local environmental systems firsthand and in a group setting will create a sense of camaraderie and pride and increase the community's desire to protect vital water resources. Additionally, demonstrating how these critical systems work to youth and students will build their interest in pursuing related career paths.
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> ● Secure funds to update safety at wastewater plant (6-24 months). ● Develop partnerships with local schools and youth organizations whose constituents might be interested in tours (6-18 months). ● Begin holding tours for youth (12-18 months). ● Expand tours to adult groups (18-24 months).
Measures of success	<ul style="list-style-type: none"> ● Tour curriculum developed ● Number of tours held ● Number of participants ● Participation survey ● Knowledge check: Are youth retaining their knowledge? ● Does this meet a curriculum goal for school?
Lead Role	<ul style="list-style-type: none"> ● Jeremy Mose, City Administration, City of Brunswick
Supporting cast	<ul style="list-style-type: none"> ● City employees ● Biology and environmental teachers ● College professors ● County Environmental Manager ● Maryland Department of the Environment ● Community Development team
Potential needs and resources	<ul style="list-style-type: none"> ● Funding ● Safety equipment

Action 5.3 – Form a regional recreation tourism group.

What this is. Why it is important. Who benefits?	Brunswick and other nearby small communities in Maryland, Virginia, and West Virginia work hard to develop and promote their natural, cultural, and historic resources. However, many of these efforts happen in an isolated fashion, when in reality, these towns have a lot in common and tourists tend to be attracted to regions, not individual communities. Forming a regional
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Action 5.3 – Form a regional recreation tourism group.

	recreation tourism group will allow community-level recreation development, marketing, and events to be better coordinated and promoted and will amplify each town’s work by reaching a wider audience and having a greater collective impact.
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> ● Reach out to nearby communities in Maryland, Virginia, and West Virginia. ● Invite representatives to a kick-off meeting hosted in Brunswick. ● Collaboratively develop a simple work plan and next steps for the group. ● Collaborate to develop and jointly market destinations and events.
Measures of success	<ul style="list-style-type: none"> ● Regional recreation tourism group formed/nearby communities engaged ● Joint marketing, events, and other efforts underway
Lead Role	<ul style="list-style-type: none"> ● Carmen Hilton, Brunswick Main Street
Supporting cast	<ul style="list-style-type: none"> ● Thurmont Main Street ● New Market Main Street ● Middletown Main Street ● Frederick Town Council ● Harpers Ferry, WV ● Charles Town, WV ● Lovettsville, VA ● Waterford, VA ● Abbie Ricketts, Canal Towns Partnership ● Natasha Baihly, River & Trail ● Brian Lawrence, Maryland Office of Tourism (brian.lawrence@maryland.gov)
Potential needs and resources	<ul style="list-style-type: none"> ● Sponsors ● Money from marketing efforts ● Trail Town Program: https://www.trailtowns.org/

Action 5.4 - Create a volunteer program.

What this is. Why it is important. Who benefits?	Volunteer groups can relieve some of the pressure currently put on City staff. By having a larger group dedicated to specific tasks, new initiatives can be implemented that Brunswick doesn’t presently have the capacity for.
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> ● Create an inventory of what’s needed, who could be included (parents/families, teens, seniors, etc.), and how to facilitate their participation (provide opportunities at various times of day and for varying abilities, provide childcare, etc.).

Action 5.4 - Create a volunteer program.

	<ul style="list-style-type: none"> ● Identify and organize one or more initial volunteer opportunities (i.e. a trail maintenance/cleanup day). ● Conduct outreach to promote volunteer opportunities to churches, civic organizations, schools, Brunswick Crossing residents, etc. (6-12 months). ● Identify points of contact or ambassadors to specific volunteer groups. ● Host a volunteer banquet (18-24 months).
Measures of success	<ul style="list-style-type: none"> ● Number of volunteers ● Volunteer accomplishments ● Feedback of volunteers (whether they have a positive experience)
Lead Role	<ul style="list-style-type: none"> ● Community Development Team
Supporting cast	<ul style="list-style-type: none"> ● Brunswick County Listserv ● Local church volunteer groups
Potential needs and resources	<ul style="list-style-type: none"> ● Full-time volunteer coordinator: AmeriCorps volunteer?

Participants also brainstormed these additional action ideas during the workshop. While these actions were not detailed further during the workshop, they could also support implementation of Goal 4.

- Bike festival with different competitive activities
 - Hill climb
 - Race
- Brunswick Locomotion City Marathon
 - Spotighting local history and the beauty and challenge of hilly terrain
- Seasonal stargazing days with constellation legends, astronomy info, and food/treats
- Family Heritage Night at the Museum
 - Potluck with food and historical recipes
 - History of the city of Brunswick and Appalachia
- Coupon books
- Make business marketing kit for all new businesses
- Instagram ads to capture attention and boost tourism/participation in local events
- Organize school field trips to trails and historical sites
- Develop itineraries/package travel plans that combine regional attractions. These could be tied back to the hotel. For example, a Floating Away the Weekend package which includes rafting (River and Trail) and beer (Smoketown) or a Walk This Way package that includes suggested hiking routes followed by a massage (5 Dances Wellness Center), or Tee/Tea for Two package where there is golf and an afternoon tea (Beans in the Belfry). (suggested post workshop)

IMPLEMENTATION AND NEXT STEPS

Following the workshop, the Local Steering Committee and workshop participants continued working together to develop and begin implementing the Community Action Plan. Three Zoom calls with the Planning Assistance Team were held on March 24, April 19, and May 8, 2023, during which the group refined the action plan, discussed progress made post-workshop, and planned their next steps. Listed below are some key implementation steps they have made since the workshop, organized by goal.

Goal 1 – Downtown Occupancy

- The city's Welcome Arch, which helps to visually connect the C&O Canal towpath and Brunswick's downtown, was installed.
- Brunswick added two new residents to the Downtown Main Street committee.
- Brunswick Main Street applied for a historic preservation grant from the National Historic Trust to rebuild and enhance the outdoor seating area at a local restaurant, a T-Mobile Hometown grant for wayfinding signage in Square Corner Park and by the train station, and a TRIPP grant to print a trifold brochure highlighting Brunswick's amenities that will go to Maryland Welcome Houses.

Goal 2 – Outdoor Recreation Amenities

- The City of Brunswick replaced its final two playgrounds that hadn't yet been replaced, resurfaced all basketball courts; and improved the City Park building.
- Carrie Myers applied for three grants from the Maryland Department of Natural Resources' Program Open Space, including to support the B&O Railroad Park and sports complex.
- The City is working on three property acquisitions for future park expansions.
- The City is exploring ways to stabilize the riverbank at the Brunswick Family Campground and is seeking a grant to plant the slope with native pollinators and redirect people using social trails to designated paths.
- Abby Ingram, Abbie Ricketts, and Chris Davenport connected with Barry Salisbury, a community member working to preserve land and create a trail network in the Middletown Valley with the support of a local community foundation. Barry and the Brunswick leaders are exploring how they can work together to connect Brunswick to the Valley.

Goal 3 – Physical Connections

- The City has completed several sidewalk replacement projects that include other utility, drainage, and stormwater infrastructure and help to connect residences with schools. Additional sidewalk projects are planned, including Maple Avenue and working with the Maryland Department of Transportation State Highway Administration to connect to the High School along Sauder Road.
- Brunswick Main Street partnered with the Brunswick Branch Library book bike around Bike to Work Day in May 2023.
- The Brunswick Forward comprehensive planning effort continued, producing a first draft of the plan. Bruce Dell worked on several zoning text amendments to create open space and allow more recreational uses within open space categories.

Goal 4 – Business Development

- The City of Brunswick hired Chris Davenport as a Program Manager to round out the Community Development team and focus on Economic Development.
- Julie Martorana and other City staff met with Tamar Osterman and others from the Maryland Department of Commerce to discuss possible funding opportunities.

Goal 5 – Promotion

- After working through the application process over many months, Brunswick was designated an Appalachian Trail Town by the Appalachian Trail Conservancy.
- Brunswick partnered with Harpers Ferry on the Flip-Flop Festival for Appalachian Trail hikers starting their journeys in Harpers Ferry. The Brunswick Family Campground hosted all the participants of the festival in April 2023.
- Canal Towns Partnership worked with Convention and Visitors Bureaus along the C&O Canal to place a two-page ad in Adventure Cycling magazine in the May/June 2023 issue. Adventure Cycling is hosting a supported bike ride in the area in September, and the first stop is Brunswick where the bicyclists will stay overnight.
- Brunswick Main Street and the Brunswick History Commission are creating a walking tour brochure of historic sites in Brunswick.
- The Canal Towns Partnership developed the Towpath to Town brochure to connect towpath travelers with in-town services and attractions.
- Rivers Edge Trails received an award from the Mid-Atlantic Off Road Enthusiasts.
- Becca Reeves at the Brunswick Branch Library incorporated outdoor recreation-related programming into the library's summer 2023 offerings, which included a fishing program, bonfire, and more.

APPENDICES

- *Appendix A – Contact List*
- *Appendix B – Workshop Exercise Results*
- *Appendix C – Funding and Technical Assistance Resources*
- *Appendix D – References*