

# ***VISION, GOALS & OBJECTIVES REPORT***

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## VISION, GOALS & OBJECTIVES

### BRUNSWICK'S VISION

The intent of this plan is to take Brunswick into the twenty-first century by providing the necessary guidelines to promote the community's rich heritage, small town atmosphere, environmental resources and downtown business district. The vision, as determined after studying the values and critical issues provided by the residents, is to:

***“Increase the confidence to invest in progress steeped in tradition.”***

More specifically, the following vision statements illustrate the community's preferred future:

**As a community** - to protect the resources that make Brunswick a good place to live and provide cost-effective services and opportunities for all residents and business owners.

**As a group of residential neighborhoods** - to maintain the local character, safety and quality of life while preserving the areas small town, family-friendly values.

**As a great place to raise a family** - to provide access to a wide range of social and recreational activities and healthy, locally grown food so that everyone benefits from a healthy, active community life.

**As a responsible regional partner** - to actively collaborate with neighboring communities to promote the region as a destination known for its rich history, natural resources, locally grown pecans and other locally grown/raised food and connection to the Country's heritage and westward expansion.

The Brunswick comprehensive planning process defined what residents want Brunswick to be in ten (10) years. The plan calls for balanced and carefully considered growth, downtown revitalization and economic development. The intent of the Plan is to protect Brunswick's small town character and outline new initiatives such as ***promoting green industries*** and ***agri-tourism*** supported by an expanded commercial tax base. It foresees:

commercial and mixed use redevelopment focused primarily in the City's historic downtown and industrial and more intense commercial uses along Highway 24

creating more jobs for the City's workforce.

expanding the supply of dwelling units to provide appropriate housing for all,

improving pedestrian accessibility throughout town, and;

preserving the City's small town atmosphere and maintaining the current level of public services, parks, schools and seasonal events.

The foundation of the plan rests on the belief that Brunswick will do what is necessary to understand changing market demands, accept new trends in land use, and seize the opportunity to improve downtown, create jobs and attract tourists. The community is already taking an active role in revitalizing downtown Brunswick, eliminating dilapidated structures, and investing in more promotional/outreach efforts. The Plan recognizes that if Brunswick does not proactively position itself to take advantage of, or even create, economic development opportunities, they will occur elsewhere and Brunswick will see a decline in both its financial situation and the financial situation of businesses located in Brunswick. The following sections identify the City of Brunswick Comprehensive Plan goals and objectives.

### GOALS & OBJECTIVES OVERVIEW

The goals adopted for the Brunswick Comprehensive Plan Update represent measurable conditions that Brunswick should strive to achieve in the next 10-20 years. This plan update

also includes several objectives and implementation strategies that provide the focus and direction needed to obtain the preferred future. The implementation strategies form a work program the City should follow to achieve the vision, goals and objectives adopted as part of this plan. Some strategies are clear actions the City should take; others are recommendations for additional planning work, more study or further public input.

The formulation of a vision, goals and objectives is a critical process in the preparation of a comprehensive plan. Goals are general statements that address the City's long-range plans and desired outcomes. They provide the framework upon which the objectives of the comprehensive plan are based. Objectives more specifically define how a goal will be achieved. The next level, policies or implantation strategies, discussed in greater detail in the Implementation Section, provide physical actions or steps that help further explain and define the goals and objectives. The stability and future growth of Brunswick depends directly on its ability to provide the desired public services, facilities, administration and expanded commercial/industrial growth options. These and other factors that influence the growth of Brunswick have been considered in the development of the following goals and objectives.

### **COMPREHENSIVE PLAN GOALS**

The goals and objectives developed for this plan respond to the critical issues raised during the Town Hall Meetings, interviews with stakeholders and the conditions observed and researched during the formation of this plan. The goals and objectives will assist public officials in guiding their decisions relating to services, land use development, and neighborhood preservation. Obtaining these goals will require the coordination and leadership of all levels and forms of government, both internal and external to the City, plus strong support from community groups and private enterprise. The goals and objectives have been broken down, in no particular order, into the following seven (7) planning elements:

Downtown Revitalization / Economic Development

Future Commercial & Industrial Development.

Quality of Life

Housing and Neighborhood Stabilization

Transportation

Future Use

Community Services

In addition to the following goals, objectives and implementation strategies, Chapter 3 (*Community Facilities & Services*) and Chapter 4 (*Future Land Use Plan*) also provides recommendations and land use policies that, when implemented, create a more livable community that retains and attracts residents and businesses.

### **BUSINESS STABILITY & ECONOMIC DEVELOPMENT:**

**Goal: *Diversify and strengthen the City's economic base and local employment opportunities.***

#### **Objectives:**

Reestablish downtown Brunswick as a cultural destination, entertainment attraction and retail center.

Recruit and retain businesses in Downtown Brunswick

Provide opportunities for small businesses and start-ups. Brunswick needs more entrepreneurs. Consider our farmers- what can be done to create more demand for Pecans? The oil in pecans is very unique.

Promote investment in Downtown Brunswick in order to attract and retain businesses, generate commercial and entertainment opportunities and create vitality that attracts people.

Adhere to the State's Certified Site Program to create "shovel ready" development sites that attract job producing industries.

Develop programs to attract clean industrial land-uses into the city's future industrial growth areas as shown on the Future Land Use Map. Targeted uses should include technology based enterprises, green industries, warehousing, light assembly, manufacturing and transportation distribution.

Develop an economic diversification policy that facilitates long term economic stability and reduces the City's economic dependence on a few industries.

#### **QUALITY OF LIFE:**

***Goal: Develop programs that promote job creation, community beautification and quality of life by preserving lifestyles and building upon Brunswick's municipal services, facilities, and housing stock.***

#### **Objectives:**

Continue to maintain the city's low cost of living through the provision of quality, competitively priced public services and reasonable tax rates. Police, Fire, Water, Sewer, Parks and other City Services are currently very good, the intent of this plan is to maintain the current level of service and expand only as needed to accommodate growth.

Preserve the areas' agricultural land, open spaces and other resources that characterize Brunswick's small town atmosphere, agrarian roots and make Brunswick a great place to live.

Maintain and build upon Brunswick's existing medical, educational, social and recreational successes. Promote and encourage active lifestyles by providing the necessary services and facilities, specifically a community center, which is needed to enrich the lives of Brunswick residents and maintain the city's quality of life and healthy lifestyles.

Make Brunswick a "Healthy Community".

Install new (or maintain/replace existing) sidewalks, landscaping, and lighting throughout town as needed.

Expand upon existing entertainment/recreation venues, activities and event. Recruit new entertainment venues that build upon or create new recreational, cultural and historical destinations and activities in town and promote active lifestyles.

Promote the development of a community center that includes an outdoor aquatic facility, indoor pool, weight room, indoor recreation, childcare, meeting/banquette areas, a library and concession stand or café / coffee shop that offers wifi and casual places to gather.

Recruit a new daycare provider and/or encourage existing day care providers to expand to meet current and anticipated demands.

Plan for the development of training facilities to provide the education and job skills needed to position Brunswick's workforce for new and emerging technologies, trends and opportunities, i.e. green jobs, agri-tourism, etc.

#### **HOUSING & NEIGHBORHOOD SUSTAINABILITY:**

**Goal: *Provide safe and quality housing for all residents of Brunswick.***

**Objectives:**

Prevent blight through code enforcement, redevelopment, and rehabilitation.

Promote efforts that make the city more attractive to working families by improving housing options and other services that are attractive to working families.

Support and encourage the development of neighborhood organizations that promote civic activities and empower homeowners to maintain their properties and patrol the neighborhoods. (I.E National Night Out, Neighborhood Watch, etc)

Promote and initiate annexation efforts that are consistent with the Future Land Use Map, the provision of infrastructure and the timing, type and density of future development.

Continue current code enforcement efforts as needed to prevent property deterioration and to protect property values.

Promote new residential development that fulfills unmet market demands.

Preserve the character and stability of existing neighborhoods.

Promote investment in the development of lofts in the Downtown.

Develop a plan review process to regulate the installation of modular homes, limit the use of mobile homes and encourage in-fill development.

**TRANSPORTATION:**

**Goal: *Maintain a safe and efficient road system that provides pedestrian and multi-modal access to all while maintaining the small town character and the integrity, security and privacy of Brunswick's the original street pattern.***

**Objectives:**

Continue to seek funding and create strategic public/private partnerships to facilitate the construction of new sidewalks or the rehabilitation of old sidewalks.

Provide sidewalks and paths to connect the City's neighborhoods, schools, downtown and parks/recreational areas for pedestrian and cyclists.

Continue evaluating the availability of multi-modal transportation services; such as the need to expand on-demand public transit for elderly over the coming years. Providing services to an increasing elderly population is a challenge facing Brunswick as well as other communities throughout the nation.

Provide street lighting along Highway Y and Highway 24.

Widen and pave all collector roads, such as Happy Hollow.

Invest in better pothole repair and general street maintenance.

Invest in better pedestrian crossings at the school.

Invest in better signage and wayfinding.

Create a bus and RV parking lot serving downtown businesses.

## **FUTURE LAND USE:**

**Goal:** *Promote land development that encourages revitalization of the central business district (downtown), establishes a industrial/business park growth area and preserves the natural landscape, topography, vegetative cover, scenic viewsheds and natural drainage patterns.*

### **Objectives:**

Encourage commercial, residential and industrial growth along Highway 24 to the east and west of downtown Brunswick.

Encourage the development and redevelopment of lofts and 2<sup>nd</sup> story apartments downtown.

Utilize vacant buildings and underutilized lots Downtown to house prospective businesses, entertainment and recreation uses.

Encourage restorative development and preservation of the existing building stock and infrastructure downtown.

Formulate an annexation policy based upon future growth patterns, the City's ability to provide public facilities/services and suitability of land for development.

Annex to Highway 11 to the west and Highway K to the north to accommodate future growth.

Expand upon the existing Fairgrounds.

Adopt and enforcing zoning to promote planned growth

Identify areas within the floodplain and regulate any new use or change in use within the floodplain to avoid future property loss or damage.

Create an industrial/business park along Highway 24 that is consistent with the State's Certified Site criteria.

## **COMMUNITY SERVICES:**

**Goal:** *Ensure the availability of public facilities, infrastructure and emergency services that adequately serves Brunswick's present and future needs.*

These services include, but are not limited to, code enforcement, planning, road maintenance and construction, schools, police, fire, parks, and other community services. Such services may be provided directly by Brunswick, through the private sector or through other governmental agencies.

### **Objectives:**

Continue to maintain, enhance and expand the City's parks and recreation system. This should include making improvements as needed to keep pace with the latest trends in park and recreation services, facility market demands, the acquisition of additional park land and the establishment of open spaces and trails as needed to serve the City's resident population.

Provide continued investment in the City's infrastructure (water, sewer, electric, internet and telecommunications) to ensure quality, affordable utilities. Incremental upgrades to the city's aging infrastructure helps avoid costly one-time expenditures and allows the city to spread the costs out over several years.

Provide upgrades as needed to City Hall to ensure it continues to be a central part of the Historic Downtown and adequately provides the necessary office, storage and meeting needs of City government.

Concentrate capital investments into areas that are contiguous to currently developed land and that are currently or easily served by existing facilities

Initiate development agreements that help pay for the direct and indirect costs of new infrastructure development.

Increase the presence of code enforcement officers and the consistent enforcement of city codes.

Hire a grant writer to seek out available resources, coordinate grant writing efforts, and take a proactive role in talking with County and State representatives regarding financing opportunities.

Develop and implement a single-stream curbside residential recycling program.

Maintain and continue investing in our school system, library, etc. The quickest way to lose quality citizens is to allow the degradation of our schools.

Continue to partner with the school district to make better use of facilities, programs, and expand upon the options available to graduates.

Create a mentoring program to encourage young professionals to return home to Brunswick as well as attract young professionals from throughout the region.

Continue to plan and budget for near-term capital improvements.

Promote the development of a community center that includes a senior center, water park, indoor and outdoor play areas, gym, theatre, classrooms, meeting rooms to accommodate large gatherings, a library, places for people to purchase snacks and refreshments and places for people to linger.

Consider upgrading the City's pool in conjunction with the development of a new community center and eliminating the old pool facility.

## **TOURISM**

**Goal: *Position Brunswick and the greater Brunswick area as a regional destination.***

### **Objectives:**

Promote Brunswick as a weekend getaway, with the intent of increasing the frequency and duration of visits to the city, specifically to the Downtown area.

Develop plans for major entrances into the city to create an aesthetically pleasing gateway corridor leading into the community. Gateways serve as a focal point, and can consist of monument structures/signage, distinctive building designs or unique landscaping and lighting schemes.

Raise awareness of the importance of developing a locally grown food system.

Create a store that specializes in locally made products (pecans).

Continue ongoing promotion efforts to obtain local and regional prominence.

Promote and expand upon the area's outdoor recreation opportunities. Brunswick is in a unique geographic position to capitalize on ecotourism, agri-tourism, conservation and recreational opportunities.

Promote and restore Brunswick's economic health, community pride, and quality of life via the City's website, gateway entry signage, events, commercials and marketing campaigns. Assets to promote include the low cost of living, the Rivers, Brunswick's workforce, rich heritage, natural resources, strong Chamber, schools, good highway access, central location and

Brunswick's family-friendly atmosphere. These are all tremendous assets that need to be promoted.

## **SUMMARY**

The Brunswick Community strongly desires to retain its small town, family-oriented atmosphere, while recognizing the diverse and evolving needs and desires of its citizenry. In order to maintain and enhance Brunswick's quality of living and promote its economic stability, the City must continue providing excellent municipal services, develop innovative approaches to encourage on-going investment within the community and create a site, poised and ready, for the future development of an industrial park or business park.

Brunswick is well known for its westward expansion heritage and pecans that enhance and reinforce the city's small-town, rural atmosphere. The City's schools, local employers, low property taxes and central location are also factors that need to be promoted to ensure Brunswick remains a great place to live, work and raise a family. The purpose of the goals and objectives presented in this Chapter is to show how the Critical Issues in Chapter 2 can be addressed while simultaneously ensuring that Brunswick maintains its small-town character and grows responsibly.