



City of Brunswick, Georgia

COMMUNITY AGENDA

Prepared for
City of Brunswick

Prepared by
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Glossary

Accessory Dwelling Unit - Garage apartments, granny flats, or similar secondary housing units located on the same lot with a single family residence.

Brownfield - Sites that are underutilized or not in active use, on land that is either contaminated or perceived to be contaminated.

Character Area - a specific geographic area within the community that:

- has unique or special characteristics to be preserved or enhanced (such as a downtown, a historic district, a neighborhood, or a transportation corridor);
- has potential to evolve into a unique area with more intentional guidance of future development through adequate planning and implementation (such as a strip commercial corridor that could be revitalized into a more attractive village development pattern); or
- requires special attention due to unique development issues (rapid change of development patterns, economic decline, etc.).

Community Agenda - The portion of the comprehensive plan that provides guidance for future decision-making about the community, prepared with adequate input from stakeholders and the general public. It includes: (1) a community vision for the future physical development of the community, expressed in the form of a map indicating unique character areas, each with its own strategy for guiding future development patterns; (2) a list of issues and opportunities identified by the community for further action, and (3) an implementation program that will help the community realize its vision for the future and address the identified issues and opportunities.

Community Assessment - The portion of the comprehensive plan that is an objective and professional assessment of data and information about the community prepared without extensive direct public participation. It includes: (1) a list of potential issues and opportunities the community may wish to take action to address, (2) evaluation of community policies, activities, and development patterns for consistency with the Quality Community Objectives, (3) analysis of existing development patterns, including a map of recommended character areas for consideration in developing an overall vision for future development of the community; and (4) data and information to substantiate these evaluations and the potential issues and opportunities.

Community Participation Program - The portion of the comprehensive plan that describes the local government's program for ensuring adequate public and stakeholder involvement in the preparation of the Community Agenda portion of the plan.

Community Vision - A statement of overall goals that describes the desired future that the community seeks to achieve. The vision statement is the central organizing principle of the plan that drives the more detailed parts of the Community Agenda.

Comprehensive Plan - A local government's primary guide for managing future growth and development, including a comprehensive analysis of issues facing the locality, analysis and projections regarding prospective issues over a defined time period in the future, and policies and strategies for addressing these issues.

Community Scale - Developments or facilities that attract users from a moderately sized area such as a cluster of neighborhoods, usually covering an area less than 3-5 miles from the development or facility location.

Greyfield - Sites that are underutilized or not in active use, on land that is commercially developed, usually with large parking areas.

Land Bank - A government-based authority that purchases, assembles, and clears title to land in order to facilitate redevelopment.

Land Trust - A community-based organization that purchases and assembles land for a specific community purpose, such as for open space or affordable housing.

Land Use - The activity and manner in which a parcel of land is used or occupied.

Life-Cycle Housing - Housing that is designed to enable residents to live in the same home as they become elderly by providing a variety of accessibility and adaptability features.

MBE - Minority-owned business enterprise.

Mixed-Income - Residential development that include a significant number of both market-rate and subsidized rental housing units where the size and quality of market rate and subsidized units are comparable.

Mixed-Use - Development that combines two or more of the types of development on a single site: residential, commercial, office, industrial or institutional.

Neighborhood-Scale - Developments or facilities that primarily attract users from the immediate neighborhood, usually from those less than 1 or 2 miles of the location of the development or facility.

New Urbanism - A design approach for neighborhoods, cities, and streets that emphasizes the quality of the public realm and the interface between architecture and the public realm. Please find more information about New Urbanism from the Congress for the New Urbanism (www.cnu.org).

Qualified Local Government - A county or municipality which has a comprehensive plan in conformity with the minimum standards and procedures and has established regulations consistent with its comprehensive plan and with the minimum standards and procedures.

Regional-Scale - Developments or facilities that attract users from a large area, as large as 10 or 20 miles in distance.

Streetscape - The space between the buildings on either side of a street that defines its character. The elements of a streetscape include: building frontage/façade; landscaping (trees, yards, bushes, plantings, etc.); sidewalks; street paving; street furniture (benches, kiosks, trash receptacles, fountains, etc.); signs; awnings; and street lighting.

Stakeholder - Any person or entity with a legitimate interest in an issue addressed by the Comprehensive Plan.

Universal Design - Design for buildings and sites so as to make them usable and accessible by people of varying ages, abilities, and handicaps. This generally includes design to permit wheelchair accessibility.

Vision Statement

City of Brunswick 2030 Vision

The City of Brunswick will grow into its future like a glorious Live Oak, with:

- **Strong Roots**
- **Quality Communities**
- **Economic Growth**
- **Revitalized Image**

The City of Brunswick will cherish, protect and enhance its connections with its natural, historic, and cultural **roots**.

The City of Brunswick will re-build beautiful neighborhoods with gathering places such as parks, churches, and schools, a variety

of quality housing, and a strong sense of **community** with actively involved citizens and engaged, well-coordinated community organizations.

The City of Brunswick will cultivate the **growth** of its economy and its people, by encouraging entrepreneurship, improving workforce development, and fostering community volunteer and leadership opportunities.

And the City of Brunswick will present a revitalized and rehabilitated **image** by showcasing its natural and historic beauty and by redeveloping its underutilized areas in a manner in keeping with its traditional, human-scaled development pattern. Polluted, contaminated, and dilapidated areas will be vigorously rehabilitated and made available for reuse.



Community Issues and Opportunities

Community Issues and Opportunities

Overview

This list of Community Issues and Opportunities expresses the priority issues of concern to Brunswick stakeholders. Community Issues and Opportunities also came out of the research and analysis that occurred during the Community Assessment. These issues help give shape to the rest of the Community Agenda by creating a clear focus for actions and policy to realize the 2030 vision.

Roots

- Protect the City's natural resources, including rivers, marshes, and tree cover, and increase connections to key natural resources such as the waterfront.
- Keep Brunswick's small-town charm and friendly character.
- Protect and preserve the City's historic buildings and character.

Community

- Promote a wide variety of affordable housing through a balance of rehabilitation and new construction.
- Maintain a neighborhood focus, place resources and services in or near neighborhoods, and invest in the quality of neighborhoods.
- Increase public safety and police presence, find new, innovative, and participatory methods for preventing and reducing crime.
- Increase community involvement and capacity in poor and disenfranchised communities, including immigrant communities.

Growth

- Encourage the creation of greater employment opportunity and entrepreneurship for citizens through workforce development and small business development.
- Address the risks associated with coastal flooding through improved drainage facilities and encouraging emergency preparedness.
- Support mobility of all citizens, especially low-income citizens and seniors, by improving public transportation.
- Develop a comprehensive network of bicycle and pedestrian pathways throughout the City.
- Establish better coordination and communication between governmental entities.

Image

- Improve the appearance of all aspects of the City, with special attention to neglected properties and major gateways into the City.
- Address the City's large inventory of dilapidated and substandard housing.
- Address existing pollution within the community and promote the clean-up and redevelopment of brownfields.
- Invest in the restoration and improvement of facilities in the City's squares and parks.
- Ensure new and infill development is compatible in scale and character with existing neighborhoods.





LEGEND
 Water
 Brunswick Boundary



Future Development Narrative

2.1 Character Areas as Guides to Future Development

The following future development narratives define a vision and preferred development patterns for each character area in the City. The future development narratives are both the basis for land use regulation and for implementation projects that address the specific needs of each area of the community.

It should be noted that character areas do govern future land use, although in a different way than a traditional future land use map. Character areas may permit a variety of land uses, and generally promote a mixed-use approach to land use planning. Within character areas, design issues of scale, massing, building placement, architectural style, and performance issues such as traffic volume and waste handling are just as important as permitted land use categories. Character areas do, however, restrict land uses to those on the list of appropriate uses, and some of these uses may be restricted to certain sub-areas within the character area, such as to parcels along major roadways.

Scale of development is as important as land use in the City of Brunswick. When the term “neighborhood” is used to describe scale in this plan, this means that the size of buildings and parcels should be in-scale with typical larger residential parcels and structures in the City of Brunswick. Commercial and office uses may be appropriate for Brunswick neighborhoods, but they should occur in buildings that are approximately typical of large residences in the City and on sites generally under 5 acres in size.. When the term “community” is used to describe scale in this plan, this means that the size of buildings

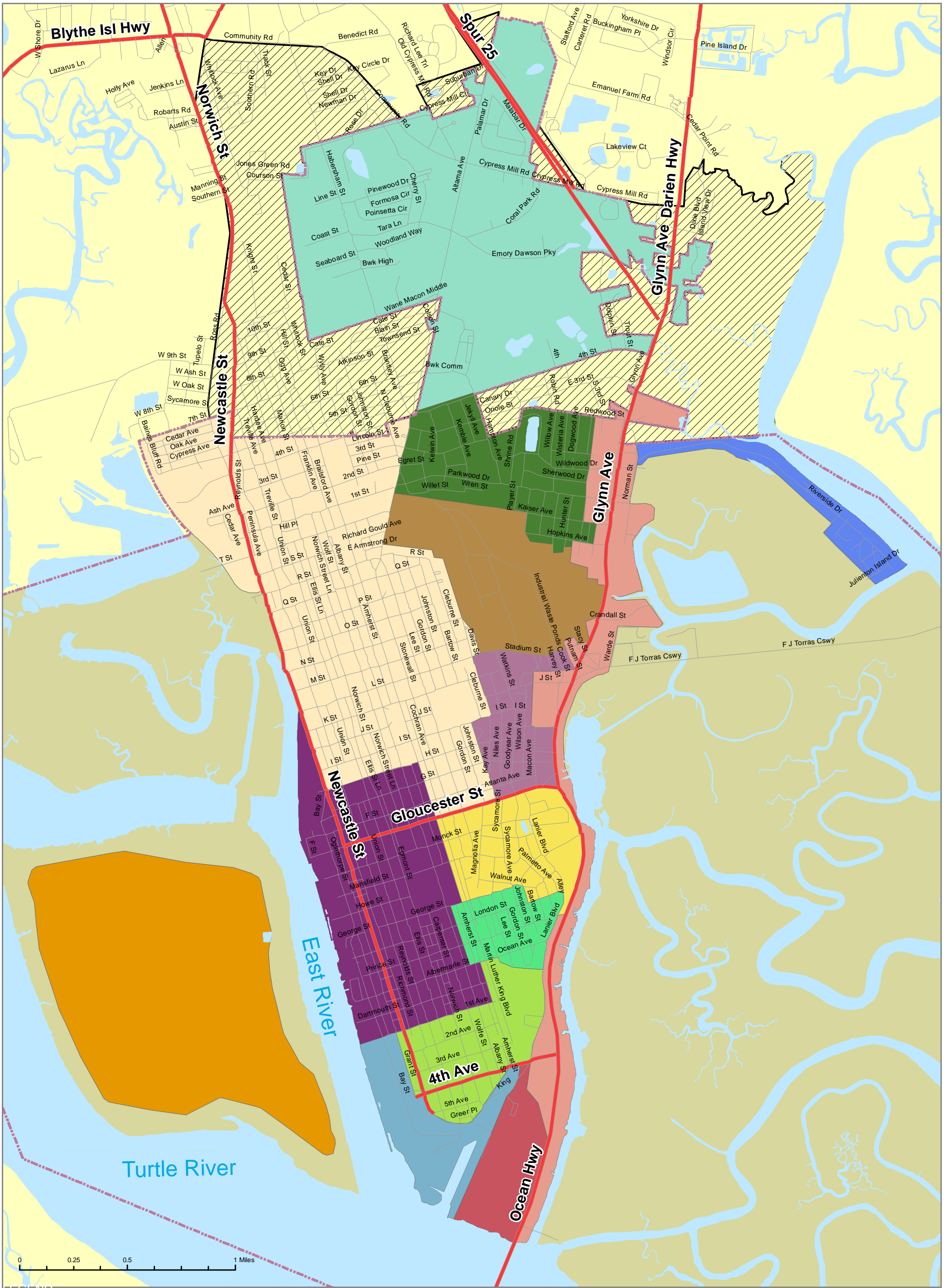
and parcels should be in-scale with traditional community uses such as elementary schools and civic buildings. Generally these sites will be about 5-10 acres in size, but in all cases compact building design and minimal, discretely placed parking areas are encouraged.

The future development map was developed through an interactive process between the planning team and the community. Boundaries for the character areas and brief descriptions of the character areas were included in the Community Assessment. These boundaries and descriptions were then distributed for comment and refinements.

The future development map was then further refined through the Character Area Charrette held on January 31st of 2008. During the charrette, public stakeholders discussed the issues and assets for each character area. Appropriate development patterns and potential vision statements were also discussed. All of the public input from the charrette, along with findings from the Community Assessment, were used to develop the following future development policy statements.



Character Areas use architecture, public realm, and natural features to preserve a distinct identity



LEGEND

- | | | | | | |
|--------------------|-------------------------|-----------------------|-----------------------|---------------------------|--------------|
| Brunswick Boundary | Character Areas | Industrial Waterfront | New Town/Town Commons | Riverside | Windsor Park |
| Hydrography | Andrews Island | Liberty Harbor | North Brunswick | South End Brunswick | |
| | Dixville/Habersham Park | Marsh | Old Town | US 17 Commercial Corridor | |
| | Hercules Plant | Medical/Parkwood | Potential Annexation | Urbana/Mayhew | |



2.2 North Brunswick

Character Area Description

This northern portion of the City includes an irregularly shaped area primarily centered on Altama Avenue but also with frontage on Community Road/Cypress Mill Road and the Spur 25. The development pattern here is very mixed with no one type of development predominating. The campus of the Coastal Georgia Community College and Brunswick High School comprise major civic uses in this area. Linear, auto-oriented commercial uses with scattered building sites and large parking areas are found along Altama Avenue, Community Road/Cypress Mill Road, and the Spur 25. Two residential neighborhoods with curved but connected street systems, Magnolia Park and College Park, are also part of this area.

These neighborhoods have well defined boundaries and consistent single-family development patterns, but also offer proximity to nearby commercial and institutional services.

Character Area Vision

The vision for the North Brunswick area is multi-layered, reflecting its land use diversity. For the single-family neighborhoods of Magnolia Park and College Park, the vision is to preserve the character and boundaries of these suburban, single-family neighborhoods. For Altama and Community Road/Cypress Mill Road, the vision is for new, mixed-use,

urban boulevards with active, pedestrian-oriented streetscapes. For Spur 25, the vision is for a major commercial corridor including big box retail with limited access to ensure transportation mobility. It is also important to the North Brunswick community that it retain its institutional assets – the Coastal Georgia Community College, Brunswick High School, and Jane Macon Middle School. These institutional assets should be better connected with nearby neighborhoods and knit together with a connected framework of pedestrian and bicycle paths.

Appropriate Land Uses

- Single-family residential development within Magnolia Park and College Park
- Community-scale commercial, institutional, multifamily, and mixed-use development along Altama Avenue and Community Road/Cypress Mill Road
- Regional-scale commercial development including big box developments along Altama Avenue, Community Road/Cypress Mill Road, and Spur 25
- Industrial development on the western portions of Habersham

Recommended Development Patterns

- Vertical, multistory mixed-use development with retail on the ground floor along major corridors
- Potential housing for college students developed in New Urbanist-style patterns



Figure 2.1 Mixed-use development helps to activate public streets



Figure 2.2 Single-family ranch home on wooded lot



along Altama, Community Road/Cypress Mill Road, or US 17 corridors

- Clustering high-density development at nodes along major corridors
- Greyfield redevelopment that converts vacant or under-utilized commercial strips to mixed-use assets
- Developments that have easy access to nearby transit, shopping, schools and other areas where residents travel daily
- Suburban single-family residential areas with strong boundaries and consistent massing, setback, and front yards
- Preservation and enhancement of major institutions, such as high schools and community colleges, along major corridors
- Community facilities such as schools developed in a way that the entire community can share facilities such as meeting rooms, libraries, and playgrounds

Recommended Transportation Patterns

- New greenways and pedestrian/bicycle paths to connect residential areas to commercial areas, employment areas, and transit stops
- Landscaped buffers between the roadway and pedestrian walkways
- Landscaped raised medians separating traffic lanes
- Restrictions on the number and size of signs and billboards
- Landscaping of parking areas to minimize visual impact on adjacent streets and uses
- Parking lots that incorporate on-site stormwater mitigation or retention features, such as pervious pavements
- Location of parking at rear or side of buildings to minimize visibility from the street
- Shared parking arrangements that reduce overall parking needs
- Driveway consolidation and inter-parcel connections between parking lots
- Garages located to the rear or side of each residence

Recommended Implementation Measures

- Design a new street section for Altama Avenue that includes a wide pedestrian promenade, street trees, lighting, street furniture, bus shelters, bicycle lanes, travel lanes, and if possible a landscaped median. Ensure that all modes of transportation are adequately planned for per the City's Complete Streets policy.
- Engage in a comprehensive infrastructure upgrade of all residential streets in a phased and systematic fashion throughout the character area. Focus infrastructure improvements on drainage, curb, gutter, sidewalks, and streetlights on major streets.
- Create a master plan for pedestrian and bicycle paths connecting the neighborhoods with the institutions of Coastal Georgia Community College, Brunswick High School, and Jane Macon Middle School, as well as the major commercial corridors.
- Stay actively involved in strategic and master planning for the Coastal Georgia Community College. Ensure that the college retains its technical training mission, and seek to better integrate the college into the community through joint activities and initiatives.
- As land becomes available for purchase, pursue opportunities for purchase of future parks or nature preserves in this area.
- Seek to increase recreational opportunities for North Brunswick residents by encouraging public access to recreational areas that are part of the middle school and high school campuses.
- Change the zoning along Altama and Community Road/Cypress Mill Road to permit mixed-use development and require pedestrian streetscapes and street-oriented urban design with parking to the rear.



2.3 Medical-Parkwood

Character Area Description

The center of the Parkwood Character Area is the Southeast Georgia Health Systems Brunswick Campus, which is surrounded by related medical uses, particularly east of Hampton Avenue. East, west, and south of the hospital are 1960's single-family neighborhoods with regular block patterns and predominantly single-story ranch style homes. These residences benefit from their central location within the City of Brunswick, with easy access to the hospital, the community college, and commercial services. There are also some 1970's era townhouses in this neighborhood south of Kaiser Avenue. The Parkwood Character Area is bounded by the US Highway 17 Corridor on the east, the Hercules Plant on the south, and Altama Avenue on the west.

Character Area Vision

The Medical/Parkwood Character Area should retain its single-family character while allowing the hospital to serve its important public service mission. In order to balance the competing needs of the neighborhood and the hospital, clear boundaries should be set on the hospital's future expansion to keep it from gradually eroding the stability of surrounding neighborhoods.



Figure 2.3 Medical land uses are an important part of the Parkwood character area

Appropriate Land Uses

- Single-family residential
- Medical related commercial development and parking areas east of Hampton and along parts of Shrine Road, in the area south of the Hospital and north of Hercules, and in the area between the park and the Hospital
- Multifamily development in existing locations of multifamily
- Mixed-use and multifamily development at the intersection of Parkwood Drive and Altama.

Recommended Development Patterns

- Single-family houses in residential neighborhoods with off-street parking
- Medical-related commercial development and parking areas east of Hampton and along parts of Shrine Road, in the area south of the Hospital and north of Hercules, and in the area between the park and the Hospital
- Existing multifamily developments should be permitted to redevelop into configurations that better support Brunswick's traditional urban forms and block patterns
- Mixed-use and multifamily development at the intersection of Parkwood Drive and Altama. This is an important intersection for the community and should have a quality appearance



Figure 2.4 Single family neighborhood with consistent setbacks for homes



- Suburban single-family residential areas with strong boundaries and consistent massing, setback, and front yards
- Clustered high-density development at nodes along major corridors
- Greyfield redevelopment that converts vacant or under-utilized commercial strips to mixed-use assets
- Stay actively involved in strategic and master planning for the Southeast Georgia Health Systems Brunswick Campus.
- Consult with the neighborhoods about the potential need for traffic calming to discourage cut-through traffic.

Recommended Transportation Patterns

- Shared parking arrangements that reduce overall parking needs
- Location of parking at rear or side of buildings to minimize visibility from the street
- Parking lots that incorporate on-site stormwater mitigation or retention features, such as pervious pavements
- Garages located to the rear or side of each residence
- Facilities for bicycles, including bikeways or bike lanes, frequent storage racks, etc.
- Landscaped buffers between the roadway and pedestrian walkways

Recommended Implementation Measures

- Establish clear boundaries in the character area for the expansion of medical uses and parking areas that serve medical uses. Encourage additional medical development to occur along the US 17 or Altama corridors.
- Design a new street section for Altama Avenue that includes a wide pedestrian promenade, street trees, lighting, street furniture, bus shelters, bicycle lanes, travel lanes, and if possible a landscaped median. Ensure that all modes of transportation are adequately planned for per the City's Complete Streets policy.
- Engage in a comprehensive infrastructure upgrade of all residential streets in a phased and systematic fashion throughout the character area. Focus infrastructure improvements on drainage, curb, gutter, sidewalks, and streetlights on major streets.
- Create a master plan for pedestrian and bicycle paths connecting the neighborhoods with the Southeast Georgia Health Systems Brunswick Campus, the Coastal Georgia Community College, and major commercial corridors.





Figure 2.5 Single family homes in Riverside display a variety of modern coastal styles

2.4 Riverside

Character Area Description

The Riverside Character Area is a single-family neighborhood located on a peninsula bordered by the Back River and Terry Creek. Homes here tend to have water views and boat docks for accessing the water. The Riverside Character Area is somewhat isolated from other parts of the City of Brunswick and so is less impacted by land use compatibility issues.

Character Area Vision

The Riverside Character Area should retain its single-family character and attractive natural surroundings. The Riverside area is distinguished by its location on a peninsula, which provides marsh views and water access to these high-end single-family homes. The goal for this area should be to maintain its current amenities and to protect the character of the existing single-family neighborhood.

Appropriate Land Uses

- Single-family residential development

Recommended Development Patterns

- Single-family residential neighborhood with off-street parking
- Undeveloped marshlands and wetlands
- Preserved views of marshlands and the river

- New development should minimize disturbance of marshes and wetlands
- Development that is compliant with FEMA regulations through residential elevation, etc.

Recommended Transportation Patterns

- No recommended transportation patterns for this character area

Recommended Implementation Measures

- No recommended implementation measures for this character area



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Figure 2.6 Buildings adjacent to the sidewalk enliven a corridor



Figure 2.7 Wide sidewalks and street trees make a street inviting for pedestrians

2.5 US Highway 17 Corridor

Character Area Description

The US Highway 17 Corridor is one of the two highest-visibility corridors that lead into the City (the other being US 341/Newcastle Street). The US Highway 17 Corridor serves not just as the gateway to the City of Brunswick, but also as the primary gateway to the Golden Isles as well. The northern portion of the US Highway 17 Corridor is primarily comprised of low-density, highway-oriented commercial uses, while the southern portion is characterized by views of open space and marshlands. Some of the commercial areas along US Highway 17 are deteriorating and suffering from disinvestment, but there is new redevelopment activity along the corridor. It is a critical time for the City because there is a currently small window of opportunity to shape the character of future development along the corridor before it is re-developed. There is an overlay in the City's zoning code that is intended to help shape the appearance of new development on US Highway 17, but community stakeholders believe more detailed design guidance is needed to ensure an appropriate character for this area in the future.

Character Area Vision

The US Highway 17 Corridor should be a true gateway to the City of Brunswick and the Golden Isles region. This means the appearance of the corridor is paramount. Preserving

views of and access to the marshfront is essential, particularly along the southern, "natural," part of the corridor. The corridor would benefit from reduced visual clutter in terms of billboards, signs, and overhead utility wires. Architectural styles should reflect the native traditions of Brunswick and the Golden Isles, and existing historic structures, such as the visitor center, should be preserved. New and improved wayfinding and the visual definition of gateways are important to the corridor as it is the entrance point for so many visitors. Several ideas for establishing gateways via landscaping along the corridor are part of the Blueprint Brunswick plan. If possible, a new cultural heritage site, for example a site that reflects on the Gullah/Geechee heritage of the area, should be developed along the corridor. The corridor should be truly multimodal with bicycle, pedestrian, and transit facilities as well as the roadway. Pedestrian and bicycle facilities should integrate into the overall vision for the East Coast Greenway where feasible. Development on the corridor should be multi-story, street-oriented, and predominantly mixed-use, with parking and service areas to the rear so that the architecture, the median landscaping, and the marsh form the dominant features of the corridor. Redevelopment along the northern portion of the corridor can help to reshape US 17 from a regional throughway into a new center of activity for the community.



Appropriate Land Uses

- Multi-story, mixed-use development with commercial uses on the first floor
- Multifamily residential development, including senior housing towers
- Tourism and cultural facilities
- Hotels and resorts
- Protected greenspace, wetland, and wildlife habitats

Recommended Development Patterns

- Structures (shopping, warehouses, offices, etc.) located near street front, with parking in rear of buildings, making the corridor more attractive and more pedestrian-friendly
- Vertical, multistory mixed-use development with retail on the ground floor
- Developments that take advantage of marshfront views, such as restaurants or hotels
- Clustering high-density development at nodes along major corridors
- Developments that have easy access to nearby transit, shopping, schools and other areas where residents travel daily
- Greyfield redevelopment that converts vacant or under-utilized commercial strips to mixed-use assets
- Site plans, building design and landscaping that are sensitive to natural features of the site, including topography and views

Recommended Transportation Patterns

- Multi-modal streetscapes with ample room for pedestrians and amenities to draw people to the corridor
- Landscaped buffers between the roadway and pedestrian walkways
- Landscaped raised medians separating traffic lanes
- Location of parking at rear or side of buildings to minimize visibility from the street
- Shared parking arrangements that reduce overall parking needs
- Landscaping of parking areas to minimize visual impact on adjacent streets and uses
- Parking lots that incorporate on-site stormwater mitigation or retention features, such as pervious pavements

- Pedestrian connections between development on the corridor and residential areas behind the corridor
- New greenways and pedestrian/bicycle paths to connect residential areas to commercial areas, employment areas, and transit stops
- Facilities for bicycles, including bikeways or bike lanes, frequent storage racks, etc.
- Driveway consolidation and inter-parcel connections between parking lots
- Restrictions on the number and size of signs and billboards

Recommended Implementation Measures

- Develop enhanced design guidelines for the US 17 corridor that require multi-story structures, manage the building envelop, establish a build-to line, regulate building materials, and require a pedestrian streetscape along the corridor.
- Design a new street section for US 17 that includes a wide pedestrian promenade, street trees, street furniture, bus shelters, bicycle lanes, travel lanes, and if possible a landscaped median. Ensure that all modes of transportation are adequately planned for per the City's Complete Streets policy.
- Require developers to bury utility wires as new development occurs.
- Ban any new billboards along the corridor, and require that old billboards be removed as a condition of new development or redevelopment permitting.
- Partner with the County and the Brunswick and Golden Isles Visitors Bureau to seek funding for a Gullah/Geechee cultural center along the corridor.
- Design and implement a series of wayfinding signs and public art features along the corridor, including a prominent feature at the intersection of Gloucester to direct people towards downtown.



2.6 Hercules

Character Area Description

The Hercules plant, which processes tree stumps into resins and related materials, occupies a large piece of land in the northern sector of the City, highly visible from US Highway 17 and the Torras Causeway. The appearance of the site is typical for a heavy industrial use with large machinery, chain link fences, and a smokestack over the central plant. If the Hercules plant closes in the future, environmental constraints may restrict future development on the site. Nearby Brunswick residents complain of air, water, and soil pollution from the Hercules site.

Character Area Vision

The City should be prepared in the case of plant closure to conduct an environmental assessment of the site and explore redevelopment possibilities. In the meantime, the City should view the Hercules plant as a valuable source of employment for the community, and should continue to monitor and address the environmental impacts of past and present plant operations.



Figure 2.8 Landscaping can screen unsightly land uses

Appropriate Land Uses

- Continued industrial land uses are currently appropriate for this character area
- Future land use should be determined by an inclusive master planning process and environmental constraints

Recommended Development Patterns

- Should the plant close, it is recommended that a public Master Plan process be conducted for the site to take into account all of the constraints and opportunities posed by such a large site in the middle of the City
- Factors that should be considered include environmental remediation and continuing hazards, impacts on adjacent neighborhoods, opportunities to reconnect the street grid, community facility and open space needs, economic development needs, and appearance from the US 17 corridor



Figure 2.9 Quality materials, such as brick, can improve appearance of industrial facades



Recommended Implementation Measures

- Collaborate with the Georgia Environmental Protection Division to monitor, prevent, and remediate contamination of air, water, and soil related to past and present Hercules operations.
- Provide the public with information relating to known air, water, and soil contamination.
- Develop a Street Framework Plan for the Hercules site in advance of its potential close. A Street Framework plan could re-establish the street grid and be binding by the force of law, but would not regulate potential future land uses. A Street Framework plan would ensure that whatever development might occur on the Hercules site would serve to reconnect the City and its neighborhoods. Flexible, adequately sized block sites can be used that adapt to multiple land uses.



2.7 New Town/Town Commons

Character Area Description

New Town is the second oldest area of the City. The character area extends northwards from Old Town/F Street up to T Street and east to the Hercules Plant and includes both sides of MLK Boulevard. New Town includes three large public squares that were set aside when it was originally platted. The New Town Character Area is defined by a regular rectangular block pattern which serves to connect diverse land uses in a highly integrated pattern, but also makes it more difficult to identify boundaries between distinct neighborhoods. Land uses in New Town are predominantly single-family, though there are many commercial land uses along Norwich and some churches and schools scattered through the area. There are also several large multifamily Brunswick Housing Authority properties in this character area which tend to stand out from their surroundings.

There are three major corridors that help define the New Town area. MLK Boulevard runs north-south through the New Town area. The MLK area is somewhat underdeveloped. It has a very wide right-of-way in comparison with its traffic volume, and the corridor contains a large median with a tall utility corridor down its center. The Norwich corridor also runs north-south through the New Town area. Land uses along the Norwich corridor tend to be commercial or institutional in nature with some outdoor



Figure 2.10 Single-family houses with porches could provide good infill for New Town

storage such as automobile sales, and buildings are generally situated directly adjacent to the corridor as characteristic of a 'main street'. Along the western edge of New Town is the Newcastle/US 341 corridor, which functions as a main Gateway to Brunswick (along with US 17). Due to the waterfront and the rail line running adjacent to Newcastle, land uses and architectural styles are quite diverse, with commercial, industrial, institutional, and residential land uses scattered in an incoherent fashion on the corridor.

Character Area Vision

The vision for the New Town/Town Commons area is a revitalized, diverse, urban single-family neighborhood with quality infrastructure. The neighborhood will be improved through a variety of infrastructure investments, including drainage improvements, curb and gutters, street lights, and sidewalks. Neighborhood parks will be improved by additional amenities such as benches, lighting, walking paths, and playgrounds. Dilapidated housing will be renovated and new, infill single-family housing will be developed on vacant lots. The neighborhood will continue to be mixed-use with schools and churches as part of the neighborhood, and neighborhood-oriented commercial development will occur along Norwich and MLK. Newcastle will become a gateway into the City with new, street-oriented redevelopment and an improved streetscape. The City's waterfront will become more accessible to neighborhood residents.



Figure 2.11 Corner stores contribute to a sense of place



Appropriate Land Uses

- Single-family residential development
- Neighborhood scale commercial development along Norwich and MLK, developed in a “Main Street” fashion with the building fronting the streetscape and parking to the rear
- Community facilities such as schools, parks, museums, and libraries, predominantly located on the major corridors of Norwich, MLK, and Newcastle
- Multifamily development along the MLK and Newcastle corridors, but compatible in scale with single-family surroundings
- Townhouse development along the Norwich and Newcastle corridors
- Mixed-use along the Newcastle corridor south of P Street

Recommended Development Patterns

- Houses located near the street, with front porches that encourage interaction with neighbors
- New residential development that matches the mix of housing types and styles of the community
- Accessory housing units that provide rental opportunities for small households
- Addition of neighborhood commercial centers on appropriate infill sites to serve surrounding neighborhood
- Greyfield redevelopment that converts vacant or under-utilized commercial strips to mixed-use assets
- Structures (shopping, warehouses, offices, etc.) located near street front, with parking in rear of buildings, making the corridor more pedestrian-friendly
- Community schools developed at smaller scale and located in neighborhoods where students can walk to class
- Emphasizing and protecting views of the river for development along Newcastle

Recommended Transportation Patterns

- Improved streetscaping for Norwich, MLK, and Newcastle with the introduction of pedestrian and bicycle facilities and other streetscape amenities
- Facilities for bicycles, including bikeways or bike lanes, frequent storage racks, etc

- Restrictions on the number and size of signs and billboards on MLK, Newcastle, and Norwich

Recommended Implementation Measures

- Develop new design guidelines for the Norwich corridor that guide height, massing; include a build-to line and a pedestrian streetscape along the corridor.
- Design and implement a new streetscape for Norwich entering into the downtown.
- Design and implement new street sections for MLK, Norwich, and Newcastle. Include pedestrian and bicycle facilities on all corridors and include transit facilities along MLK. Include a landscaped median on MLK and Newcastle.
- Conduct an accessory housing study to determine potential configurations for accessory housing units that would leave the neighborhood character intact.
- Promote HOPE VI or similar redevelopment of housing authority properties as mixed income properties that better integrate into the surrounding urban fabric.
- Ban any new billboards and minimize free standing signs along the Newcastle/Norwich corridors, and require that old billboards be removed as a condition of development/redevelopment permitting.
- Engage the neighborhood in planning charrettes for the public squares in the area in order to plan for park amenities.
- Engage in a comprehensive infrastructure upgrade of all streets in a phased fashion throughout the character area, starting with major streets. Focus infrastructure improvements on drainage, curb, gutter, sidewalks, and streetlights.
- Require the screening and landscaping of commercial outdoor storage areas
- Preserve neighborhood school sites in the character area, but where possible open them up to community use.
- Engage in a “block-by-block” strategy for reclaiming neighborhoods by phasing in public & private investment and coordinating infrastructure investments with community development and policing initiatives.
- Explore the designation of key structures or districts within the New Town Character Area for eligibility for the National Register.



2.8 Urbana/Mayhew

Character Area Description

Urbana and Mayhew are post-war subdivisions with predominantly single-family housing. A large and recent mixed-income, garden apartment development, Whispering Oaks, is a major land use feature of this neighborhood. The Abbott Andrews Brunswick Housing Authority development is also located in this character area. These neighborhoods are bounded by the US Highway 17 commercial corridor to the east, the Hercules Plant to the north, and the Burroughs-Molette School to the west. Edo Miller Park is on the northern boundary of the neighborhood adjoining the Hercules site.

Character Area Vision

The Urbana-Mayhew Character Area should retain its predominantly single-family character. A small neighborhood surrounded by commercial and industrial uses, it is important to maintain the physical integrity of this neighborhood's boundaries. There is a significant amount of multifamily development in the character area, and while this is currently compatible with the character area, multifamily development should not be permitted to expand significantly in land area or scale. It is important to restore the connectivity of the street grid or to at least restore pedestrian pathways to the east, west, and north where possible. Increasing connections with the US 17 corridor is of particular value. The neighborhood should continue to benefit from schools and parks that are part of its fabric. As with other Brunswick neighborhoods, there is a crucial need to improve infrastructure, especially drainage infrastructure

Appropriate Land Uses

- Single-family residential development
- Neighborhood scale commercial, institutional, and mixed-use development along Gloucester, developed in a "Main Street" fashion with the building fronting the streetscape and parking to the rear



Figure 2.12 Neighborhood street with quality sidewalk, lighting, and regular street trees

- Community facilities such as schools, parks, museums, and libraries, built to a neighborhood scale
- Multifamily redevelopment in existing areas of multifamily development, of compatible scale to the single-family areas surrounding and in traditional regional architectural styles

Recommended Development Patterns

- Houses located near the street, with front porches that encourage interaction with neighbors
- Infill residential development on vacant sites. These sites, with existing infrastructure in place, are used for new development, matching character of surrounding neighborhood
- Accessory housing units that provide rental opportunities for small households and income generation for homeowners to increase affordability
- Multifamily developments that face the street, broken into a series of smaller masses that mimic single-family development, and preserve the historic block structure. Multifamily developments should have parking to the rear with alley access if possible
- Structures (shopping, warehouses, offices, etc.) located near street front, with parking in rear of buildings, making





Figure 2.13 Neighborhood-scaled community facility

the corridor more attractive and more pedestrian-friendly

- Greyfield redevelopment that converts vacant or under-utilized commercial strips to mixed-use assets
- Community schools developed at smaller scale and located in neighborhoods where students can walk to class
- Community facilities such as school developed in a way that the entire community can share facilities such as meeting rooms, libraries, and playgrounds

Recommended Transportation Patterns

- Facilities for bicycles, including bikeways or bike lanes, frequent storage racks, etc
- Landscaped buffers between the roadway and pedestrian walkways
- Garages located to the rear of each property, or on-street parking is used for residents' automobiles
- Maximum size for parking lots in neighborhood commercial areas
- Parking lots that incorporate on-site stormwater mitigation or retention features, such as pervious pavements

Recommended Implementation Measures

- Promote affordable infill development and accessory housing units along with housing rehabilitation programs in the area.

- Promote HOPE VI or similar redevelopment of housing authority properties as mixed-income properties that better integrate into the surrounding urban fabric.
- Engage the neighborhood in planning charrettes for each of the parks in the area in order to plan for park amenities.
- Engage in a comprehensive infrastructure upgrade of all streets in a phased and systematic fashion throughout the character area, starting with major streets. Focus infrastructure improvements on drainage, curb, gutter, sidewalks, and streetlights.
- Preserve neighborhood school sites in the character area, but where possible open them up to community uses during off-school hours.
- Change the future land use along Gloucester to permit mixed-use and promote a 'main street' development pattern.

2.9 Windsor Park

Character Area Description

Windsor Park is a 1930's-1940's subdivision developed on the site of a former City golf course. Windsor Park is distinguished from surrounding neighborhoods by its curvilinear street pattern and its circular (as opposed to rectangular) central park. Single-family homes in Windsor Park include a wide variety of architectural styles and larger lot sizes than are found in most of Brunswick's other neighborhoods. The Windsor Park Character Area also includes Howard Coffin Park. The character area is bounded by Gloucester to the north, US Highway 17 to the east, and Lee Street to the west.

Character Area Vision

The Windsor Park Character Area should retain its single-family, relatively low-density character. Howard Coffin Park is a major community amenity, with its swimming pool, gym, tennis courts, and other recreational facilities. The park should continue to respond to evolving community needs and concerns. As with other Brunswick neighborhoods, there is a crucial need to improve infrastructure, such as the addition of sidewalks, street lights, and especially drainage infrastructure.

Appropriate Land Uses

- Single-family residential development
- Neighborhood scale commercial, institutional, and mixed-use development along Gloucester, developed in a "Main Street" fashion with the building fronting the streetscape and parking to the rear
- Community facilities such as parks, museums, and libraries, built to a neighborhood scale

Recommended Development Patterns

- Houses located near the street, with parking areas located to the side or the rear of the house
- New residential development that matches the mix of housing types and styles of the community
- Open space, environmental protection lands, and parks



Figure 2.14 Windsor Park, the heart of the neighborhood



Recommended Transportation Patterns

- One-way street around Windsor Park
- Facilities for bicycles, including bikeways or bike lanes, frequent storage racks, etc
- Landscaped buffers between the roadway and pedestrian walkways
- Garages located to the rear or the side of each residence

Recommended Implementation Measures

- Revise the zoning code for Windsor Park to ensure that new single-family development is compatible in scale, massing, and placement with traditional development patterns. The code should ensure that new residences put their 'face' to the street, with parking to the side or rear, and that front yards are preserved.



Figure 2.15 Windsor Park homes are diverse in style but consistent in massing and setbacks

2.10 Dixville/Habersham Park

Character Area Description

These historic neighborhoods date back to the period just after the close of the Civil War. Historic and newer single-family homes are mixed in this character area. The neighborhood is predominantly single-family with small parcel sizes and a wide variety of architectural styles. There are scattered commercial and industrial properties along MLK Boulevard as well as some scattered multifamily development. The area is bounded by US Highway 17 on the east, Albany Street on the west, and includes some industrial land uses on its southern end. The new Glynn Middle School is planned for just south of this area.

Character Area Vision

The Dixville/Habersham Park Character Area should retain its predominantly single-family character. The Dixville/Habersham Park Character Area will see significant infill development and revitalization, as well as improved neighborhood infrastructure. It will remain a tightly-knit community with affordable single-family housing and committed, long time residents. Commercial, industrial, and multifamily areas will be redeveloped into neighborhood commercial and low-density multifamily development that enhance the character and vitality of the neighborhood. The new location of Glynn Middle School will serve to revitalize the neighborhood by

providing a center for the neighborhood and additional recreational options for neighborhood residents.

Appropriate Land Uses

- Single-family residential development
- Neighborhood scale commercial, institutional, and mixed-use development along MLK, developed in a “Main Street” fashion with the building fronting the streetscape and parking to the rear
- Community facilities such as schools, parks, museums, and libraries, built to a neighborhood scale
- Multifamily redevelopment in existing areas of multifamily development, of compatible scale to the single-family areas surrounding and in traditional regional architectural styles

Recommended Development Patterns

- Infill development on vacant sites closer in to the center of the community. These sites, with existing infrastructure in place, are used for new development, matching character of surrounding neighborhood
- New residential development that matches the mix of housing types and styles of the community
- Houses located near the street, with front porches that encourage interaction with neighbors



Figure 2.17 Multifamily development can be compatible in scale and traditional in design



Figure 2.18 Infill development should complement existing neighborhood character



- Accessory housing units that provide rental opportunities for small households and income generation for homeowners to increase affordability
- Well-designed development that blends into existing neighborhoods by disguising its density (e.g., small-scale apartment buildings, multi-family that looks like a single residence from the street, etc.)
- Reuse of existing vacant or underutilized structures (e.g. commercial centers, office spaces, warehouses) to accommodate new community facilities
- Revitalization of existing neighborhood commercial centers to capture more market activity and serve as community focal points
- Greyfield redevelopment that converts vacant or under-utilized commercial strips to mixed-use assets
- Community schools developed at smaller scale and located in neighborhoods where students can walk to class
- Community facilities such as school developed in a way that the entire community can share facilities such as meeting rooms, libraries, and playgrounds
- Revise the zoning code for Dixville/Habersham to ensure that new single-family development is compatible in scale, massing, and placement with traditional development patterns. The code should ensure that new residences put their 'face' to the street, with parking to the side or rear and front yards preserved.
- Conduct an accessory housing study to determine potential configurations for accessory housing units that would leave the neighborhood character in tact.
- Promote the use of the City's TND Zoning category for the redevelopment of existing commercial, industrial, and multifamily properties in the neighborhood.

Recommended Transportation Patterns

- Garages located to the rear of each property, or on-street parking is used for residents' automobiles
- Facilities for bicycles, including bikeways or bike lanes, frequent storage racks, etc
- Landscaped buffers between the roadway and pedestrian walkways
- Improved streetscaping for MLK with the introduction of pedestrian and bicycle facilities and other streetscape amenities

Recommended Implementation Measures

- Promote affordable infill housing development and accessory housing units along with housing rehabilitation programs in the area.
- Engage in a comprehensive infrastructure upgrade of all residential streets in a phased and systematic fashion throughout the character area. Focus infrastructure improvements on drainage, curb, gutter, sidewalks, and streetlights on major streets.



2.11 Old Town

Character Area Description

Old Town is the oldest part of the City of Brunswick, planned from before the Revolutionary War. Old Town displays a regular block structure with small blocks. Some of its historic squares are still preserved as open space, while others have been disturbed by private development, institutional development, or intervening streets. The Old Town Character Area exhibits the widest mix of land uses of any part of the City, with civic and governmental structures, retail and business establishments, and a variety of historic and modern single-family homes. The downtown area has seen recent revitalization, with restored historic structures, new streetscapes, and a variety of new businesses opening on Newcastle Street. Most of Old Town is covered by the Brunswick Historic Preservation District, within which new development and renovations are overseen by the City's Historic Preservation Board. Parts of the character area, particularly the Newcastle, Gloucester, Norwich, and MLK corridors, are covered by the Downtown Development Authority and are eligible for its programs.

Character Area Vision

The Old Town Character area is the historic, civic, and cultural center of the Brunswick community. Although recent years have seen revitalization of both its commercial and residential areas, much work remains to be done. One of the highest priorities is to reconnect the City with its historic waterfront, with improved public access, commercial



Figure 2.19 Multifamily and mixed-use development should line Brunswick's waterfront

activities along the waterfront, a publicly accessible pedestrian riverwalk, increased public spaces and parks, and new mixed-use development along the waterfront to capitalize on this high-value property. Additional streets should serve to better connect the riverfront with downtown and views to the water should be preserved where possible. The Blueprint Brunswick plan provides a detailed urban design strategy for fulfilling this vision for infill development in the waterfront area. In addition, historic squares need to be restored to their original dimensions and filled with community-friendly amenities such as walking paths, lighting, and benches. Neighborhoods in Old Town need to see continued renovation of homes and infill on vacant lots. Glynn Academy needs to be made more pedestrian-friendly, with sidewalk improvements connecting the school with surrounding neighborhoods. Downtown should see a continued revitalization and a wider variety of activities and entertainment for all ages, but particularly for young adults and community youth.

Appropriate Land Uses

- Single-family residential development
- Multifamily development in existing locations of multifamily
- Community-scale commercial, institutional, and mixed-use development along Gloucester and Newcastle downtown
- Multi-story, mixed-use or condominium development along the Newcastle and Bay Street corridors and in the waterfront area with publicly accessible boardwalks along the waterfront



Figure 2.20 Civic uses should have traditional architecture and be pedestrian-friendly



- Hotels, resorts, and hospitality developments in the downtown area and along Newcastle and Bay Streets
- Tourism and cultural facilities in the downtown area and along Newcastle, Gloucester, Bay Streets
- Protected greenspace, parks, wetlands, and wildlife habitats
- Public marinas and associated uses

Recommended Development Patterns

- Mixed-use or hospitality developments of human scale with retail on the ground floor to activate the waterfront
- Commercial structures (shopping, warehouses, offices, etc.) of human scale located near street front, with parking in rear of buildings, making the community more attractive and pedestrian-friendly
- Greyfield redevelopment that converts vacant or under-utilized commercial areas to mixed-use assets
- Major institutions, such as government buildings, churches, and schools, particularly along major corridors
- Houses located near the street, with front porches that encourage interaction with neighbors
- Accessory housing units that provide rental opportunities for small households and income generation for homeowners to increase affordability
- New residential development that matches the mix of housing types and styles of the community
- Redevelopment of existing multifamily developments into configurations that better support Brunswick's traditional urban form and block pattern
- Prohibition of land uses that have outdoor storage
- Prohibition of industrial uses in high-value areas

Recommended Transportation Patterns

- On-street parking in front of retail development on Norwich, MLK, Gloucester, Newcastle, and Bay Streets
- Small blocks and continued street grid patterns throughout the downtown area
- Facilities for bicycles, including bikeways or bike lanes, frequent storage racks, etc
- Restrictions on the number and size of signs and billboards on MLK and Newcastle

- Maximum size for parking lots in neighborhood commercial areas

Recommended Implementation Measures

- Design a new street section for Gloucester Street that includes sidewalks, street trees, street furniture, bus shelters, bicycle lanes, travel lanes, and if possible a landscaped median. Ensure that all modes of transportation are adequately planned for per the City's Complete Streets policy.
- Ban any new billboards and minimize free standing signs along the Newcastle and Norwich corridors, and require that old billboards be removed as a condition of development/redevelopment permitting.
- Acquire suitable land to increase downtown parking and engage in parking management strategies to make best use of available parking.
- Increase parking enforcement related to employee parking on primary commercial streets downtown.
- Require that new development along Brunswick's riverfront dedicate adequate land for continuous public access per the City's waterfront design plans as a condition of development approval.
- Develop a common long-term plan for the City's waterfront with the Georgia Ports Authority
- Seek to attract a neighborhood grocery downtown.
- Plan for a complete network of sidewalks, bicycle lanes, and bicycle paths throughout downtown and connecting to other areas of the City.
- Continue to work on sidewalk improvements throughout Old Town, with a focus on the Glynn Academy area.
- Conduct design charrettes for the City's squares and parks to plan for future amenities and increase community stewardship of parks.
- Conduct an accessory housing study to determine potential configurations for accessory housing units that would leave the neighborhood character in tact.
- Develop policies for permitting Bed and Breakfasts in residential areas.
- Promote evening entertainment activities for young adults and youth in the Old Town area, such as concerts and movies.





Figure 2.21 Great neighborhood streets have ample tree cover and good sidewalks



Figure 2.22 Single-family housing typical of South End Brunswick

2.12 South End Brunswick

Character Area Description

Though the block pattern for South End Brunswick is a continuation of that of Old Town, the residences in this character area are quite different with a predominantly brick ranch style. This area was developed in the post-World War II era. The South End Brunswick area is almost all single-family with the exception of the Glynn Iron metal scrap yard. South End Brunswick is bounded by mostly industrial uses to the east and south.

Character Area Vision

The vision for the future of South End Brunswick is a tree-covered, quiet urban neighborhood convenient to downtown and waterfront parks. Much of this vision is currently true today, except for the desired parks along Brunswick's waterfront. This is a stable, single-family neighborhood with little cut-through traffic, and these are characteristics the area would like to maintain. One issue of concern to the neighborhood is employee parking for the nearby King and Prince facilities, which residents would like to see accommodated with on-site parking. Increased parking enforcement could help to mitigate this issue.

Appropriate Land Uses

- Single-family residential development
- Neighborhood-scale commercial, institutional, and mixed-use development along MLK, developed in a "Main Street" fashion with the building fronting the streetscape and parking to the rear
- Community facilities such as schools, parks, museums, and libraries, built to a neighborhood scale
- Open space, environmental protection lands, and parks

Recommended Development Patterns

- Houses located near the street with consistent massing, setbacks, and front yards
- New residential development that matches the mix of housing types and styles of the community
- Open space, environmental protection lands, and parks
- Community schools developed at smaller scale and located in neighborhoods where students can walk to class

Recommended Transportation Patterns

- New greenways and pedestrian/bicycle paths to connect residential areas to commercial areas, employment areas, and transit stops
- Facilities for bicycles, including bikeways or bike lanes, frequent storage racks, etc
- Landscaped buffers between the roadway and pedestrian walkways
- Garages located to the rear or the side of each residence



Recommended Implementation Measures

- Design a new street section for 4th Avenue that includes sidewalks, street trees, street furniture, bus shelters, bicycle lanes, travel lanes, and if possible a landscaped median. Ensure that all modes of transportation are adequately planned for per the City's Complete Streets policy.
- Increase parking enforcement related to employee parking on residential streets in South Brunswick.
- Consider expanding the historic district southwards to 2nd Avenue.
- Historic markers from the area should be restored to their original locations.



2.13 Industrial Waterfront

Character Area Description

Industrial land uses line the East River west of Bay Street and south of 4th Avenue. Many of these industrial uses have a lengthy history with the City dating back to when it was a hub for processing timber-related products and seafood. One of the current major industrial operations in this area is King and Prince Seafood, which is to this day a thriving and productive operation. An occasionally active rail line runs along the waterfront and provides rail access to several of these parcels. Many industrial properties have access through Bay Street, but because Bay Street discontinues, some of the southernmost properties have relatively poor access and must rely on Newcastle Street, which is predominantly residential in character.

Character Area Vision

The City of Brunswick encourages viable industrial enterprises to remain in the City along its southern waterfront (south of 1st Avenue) and seeks to maintain a collaborative relationship with these employers.

Appropriate Land Uses

- Industrial land uses
- Parking areas
- Open space, environmental protection lands, and parks

Recommended Development Patterns

- Industrial land uses with rail, road, and waterfront access
- Parking areas for employees

Recommended Transportation Patterns

- Adequate off-street parking to accommodate area employment
- New greenways and pedestrian/bicycle paths to connect residential areas to commercial areas, employment areas, and transit stops
- Facilities for bicycles, including bikeways or bike lanes, frequent storage racks, etc
- Landscaped buffers between the roadway and pedestrian walkways

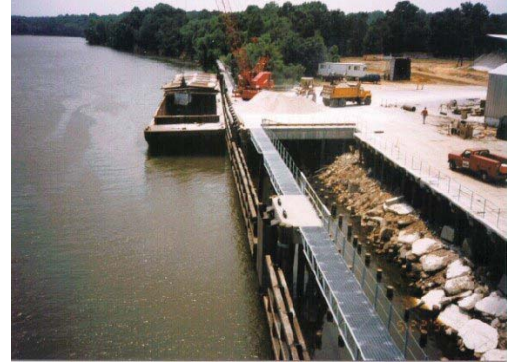


Figure 2.23 Industrial waterfront with pier

Recommended Implementation Measures

- Collaborate with the Brunswick Glynn County Development Authority to retain industries in this area.
- Develop a plan to manage industrial and truck traffic routes and speed.



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2.14 Liberty Harbor

Character Area Description

Liberty Harbor is a new, master-planned resort community currently under construction at the southern tip of the City of Brunswick near the landing for the Sydney Lanier Bridge. Liberty Harbor will include single-family residences, condominiums, a shopping village, recreational amenities, and a variety of public spaces all connected within a highly walkable framework. Residential development will include single-family homes, up to 20-story condominiums, and townhouses. Liberty Harbor is master planned in the “New Urbanist” framework with buildings fronting public streets and high quality streets and public spaces. Liberty Harbor will include a marina and public waterfront access through a pedestrian promenade. The City of Brunswick is also developing a new public park in this character area to be known as Liberty Ship Park.

Character Area Vision

Liberty Harbor will be a high amenity, master planned resort community with views and connections to Brunswick’s waterfront and marshes.

Appropriate Land Uses

- Land uses in Liberty Harbor are governed by the approved master plan for the development.

Recommended Development Patterns

- Development in Liberty Harbor is part of a mixed-use, master planned community with a variety of residential types, recreational community amenities and open spaces, and some neighborhood retail.

Recommended Transportation Patterns

- Improve connectivity between Liberty Harbor and downtown, including a potential transit connection
- Continued public access through Liberty Harbor to the riverfront

Recommended Implementation Measures

- Connect Liberty Ship Park with the rest of the City through bicycle and walking paths.



Figure 2.24 Waterfront should be engaging and designed to human-scale to encourage use



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2.15 Andrews Island

Character Area Description

Andrews Island is located in the middle of the East River across from the downtown waterfront. The island is currently used as a collection area for the dredged soils which result from harbor deepening. The Georgia Department of Transportation currently has the island under lease, but the lease will expire within the next 10 years. Andrews Island is currently in public sector ownership, with portions owned by the City of Brunswick, the Brunswick-Glynn County Development Authority, and the Georgia Port Authority.

Character Area Vision

Andrews Island was not much discussed during the comprehensive planning process, however various suggestions for island included creating a hub for port/industrial development, protecting the island and enhancing access as open space, or utilizing the island as a location for a new residences. As the City is seeking to reclaim some of its waterfront from port uses, one suggestion was to relocate certain port uses from the waterfront to Andrews Island. At any rate, the City would seek to make use of the island and not leave it as a mere receptacle of dredge soils. The City prefer appropriate land uses that take advantage of the island's location in the middle of the East River and are compatible with the City's vision for its downtown waterfront.

Appropriate Land Uses

- To be determined by future planning processes, but potentially industrial, transportation, residential, lodging, and open space land uses are appropriate for Andrews Island



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2.16 Proposed Annexation Area

Character Area Description

This includes areas north and east of the current City boundary, and is roughly bounded by Community Road/Cypress Mill Road to the north, US 341/Norwich Street to the west, and the Back River to the east.

Character Area Vision

The main purpose of the proposed annexation would be to regularize the boundaries of the City. More common-sense boundaries would enhance the efficiency of service delivery, and also enable citizens to determine more easily whether or not they reside within City boundaries. The proposed annexation area seeks to line up the City's boundaries with major features such as arterial streets and bodies of water.



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2.17 Marsh

Character Area Description

The marshes and wetlands surrounding the Brunswick peninsula provide many environmental and economic functions and they are a defining characteristic of our area. Without the marshes and wetlands our region would not be known as the Golden Isles.

Character Area Vision

The marshes and wetlands should be preserved in their natural state to retain as much of their ecological, economic, and storm protection functions as possible. Public views of our marshes and wetlands can be promoted and the connection to our waterways, wetlands, and marshes can be improved without affecting these important resources negatively.



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Community Agenda

Section Two

Implementation Program

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Community Issues and Opportunities

Overview

This list of Community Issues and Opportunities expresses the priority issues of concern to Brunswick stakeholders. Community Issues and Opportunities also came out of the research and analysis that occurred during the Community Assessment. These issues help give shape to the rest of the Community Agenda by creating a clear focus for actions and policy to realize the 2030 vision.

Roots

- *Protect the City's natural resources, including rivers, marshes, and tree cover, and increase connections to key natural resources such as the waterfront.*
- *Keep Brunswick's small-town charm and friendly character.*
- *Protect and preserve the City's historic buildings and character.*

Community

- *Promote a wide variety of affordable housing through a balance of rehabilitation and new construction.*
- *Maintain a neighborhood focus, place resources and services in or near neighborhoods, and invest in the quality of neighborhoods.*
- *Increase public safety and police presence, and find new, innovative, and participatory methods for preventing and reducing crime.*
- *Increase community involvement and capacity in poor and disenfranchised communities, including immigrant communities.*

Growth

- *Encourage the creation of greater employment opportunity and entrepreneurship for citizens through workforce development and small business development.*
- *Address the risks associated with coastal flooding through improved drainage facilities and encouraging emergency preparedness.*
- *Support mobility of all citizens, especially low-income citizens and seniors, by improving public transportation.*
- *Develop a comprehensive network of bicycle and pedestrian pathways throughout the City.*
- *Establish better coordination and communication between governmental entities.*

Image

- *Improve the appearance of all aspects of the City, with special attention to neglected properties and major gateways into the City.*
- *Address the City's large inventory of dilapidated and substandard housing.*
- *Address existing pollution within the community and promote the clean-up and redevelopment of brownfields.*
- *Invest in the restoration and improvement of facilities in the City's squares and parks.*
- *Ensure new and infill development is compatible in scale and character with existing neighborhoods.*

Community Issues and Opportunities In-Depth

This section defines the community issues and opportunities. These definitions will help the community better understand the issues that it is facing and further community dialogue about potential solutions.

Roots

Protect the City's natural resources, including rivers, marshes, and tree cover, and increase connections to key natural resources such as the waterfront.

The City of Brunswick is host to impressive environmental resources, including rivers, marshes, and magnificent live oaks. However, the citizens of Brunswick currently have little access to these resources in terms of public parks, greenways, piers, docks, and viewsheds. The City's task for the future is twofold: First, to take measures to protect fragile natural resources, which can be impacted by development patterns, stormwater runoff, and industrial pollutants; and second, to improve public amenities that provide access to these natural resources. Some ideas that have been suggested include building a riverwalk along the East River or a fishing pier. A greenway along the US 17 marsh front has also been proposed. Whatever the specifics that are involved, the City should continue to endeavor to protect its natural resources and improve accessibility to natural resources for its citizens and visitors. Protecting and enhancing these natural resources will lead to improved quality of life and further economic development as people invest in living and working in the midst of these natural surroundings.

Keep Brunswick's small-town charm and friendly character.

Brunswick retains to this day a small-town charm. People know each other and look out for each other, and it's easy to come across a friend or a neighbor in the course of a day's activities. As new people and new development comes to Brunswick, the community would like to retain its small-town, community-oriented character.

Protect and preserve the City's historic buildings and character.

Brunswick's beautiful historic homes and buildings provide a tangible link to the past and create a sense of the identity for Brunswick as a unique place. Historic preservation also has a track record of fostering economic development as people seek the beauty and timeless values of investing in historic buildings. Historic neighborhoods have often seen property values rise faster, and historic Main Streets across

the country have seen economic revitalization. Brunswick stakeholders agree that preserving the City's historic buildings is important to its future.

Moreover, stakeholders would like new development to integrate with historic patterns, seeking to be compatible in scale and massing, and take design cues from nearby historic structures.

Community

Promote a wide variety of affordable housing through a balance of rehabilitation and new construction.

Many stakeholders commented on the rising price of housing and the increasing difficulty of finding an affordable home for themselves or their loved ones. Affordable housing is needed for the full range of incomes, from low to moderate to high incomes. The City needs to make sure that residents are aware of the programs and resources that can assist them in purchasing an affordable home. Home ownership needs to be promoted, but rental housing options should also be available for those who are not able or who do not wish to buy a home. A variety of housing types should be available, because not everyone wants or needs a single-family home. Quality, affordable senior housing should be a particular focus for the community.

Maintain a neighborhood focus, place resources and services in or near neighborhoods, and invest in the quality of neighborhoods.

Brunswick is a community of traditional neighborhoods; these are the special kind of places where you can walk to a school or a park or a neighborhood corner store. Each neighborhood is different, varying in housing types and neighborhood amenities.

Brunswick's strong neighborhoods are potential building blocks for improving quality of life and increasing the sense of community. Neighborhoods are a natural unit for social organization because people know each other and information and resources are naturally shared. Placing social services such as neighborhood-scaled schools, churches, police precincts, or youth programs in neighborhoods increases social capital, improves quality of life, and makes important resources easily accessible to those who need them the most. The City of Brunswick should continue to focus on developing community services in

neighborhood locations and building them to the neighborhood scale.

Increase public safety and police presence, and find new, innovative, and participatory methods for preventing and reducing crime.

Crime and public safety are serious issues for the City of Brunswick, issues that the current leadership and police force are seeking to address. Additional police targeted to problem areas is part of the solution, but community involvement in preventing and reducing crime is essential as well.

Success breeds success. Problems with public safety can lead to neighborhood decline and disinvestment. Likewise, improved public safety can lead to new investment, which will help to generate further safety improvements. Public safety efforts need to be coordinated with other community development efforts so the entire community can move forward and see progress together.

Increase community involvement and capacity in poor and disenfranchised communities, including immigrant communities.

All of Brunswick's citizens should be involved in planning and other civic decision-making processes with the City. However, the responsibility for educating, involving, and informing the public does not rest with the City alone. Citizens must be responsible for becoming informed and taking action to help shape the future of their communities.

To achieve the full vision of the Brunswick community, a greater section of the community will need to be informed and involved. The City and community leaders should therefore look to best practices for capacity building and community involvement for disenfranchised communities.

Growth

Encourage the creation of greater employment opportunity and entrepreneurship for citizens through workforce development and small business development.

There is a growing gap between the available employment opportunities and an underemployed workforce in the City of Brunswick. Brunswick's economy has traditionally been focused upon large industrial employers who provided stable employment with relatively competitive wages. In the new economy, workers must take more initiative in seeking job opportunities, increase their work readiness, and continually engage in learning and training opportunities in order to qualify for quality jobs. In order to make this

transition, the full range of workforce development options and opportunities needs to be brought to bear to help the Brunswick workforce prepare for the economy of the future.

Both Brunswick's workers and its employers could benefit from improved workforce development. Luckily, many of the institutions to help develop the workforce are already in place, but new strategies and greater coordination may be required.

Address the risks associated with coastal flooding through improved drainage facilities and encouraging emergency preparedness.

With much of the City in the official 100-year floodplain, improving drainage and promoting emergency preparedness are crucial for protecting public health, safety, and welfare. Improved drainage systems decrease the damage to private property and helps to keep vital evacuation routes clear during flood events. The quality of stormwater must also be a consideration because stormwater can impact nearby wetlands, rivers, and aquatic life. Where possible, natural drainage features should be preserved or restored, or mitigation measures should be used to reduce the speed and volume of stormwater to its final outlets.

Support mobility of all citizens, especially low-income citizens and seniors, by improving public transportation.

Many stakeholders suggest that there is a strong need for public transit in the community, particularly for low-income workers and seniors. The City is host to a surprisingly large number of households without a vehicle, and many seniors cannot drive or would prefer not to drive. Transit routes serving major residential concentrations and employment and shopping destinations could be a positive benefit to the City.

Develop a comprehensive network of bicycle and pedestrian pathways throughout the City.

Much of the downtown area of Brunswick is amenable to walking, and with a grid of parallel streets and flat topography, Brunswick is very bike friendly as well. The City has an opportunity to develop a comprehensive network of bicycle and pedestrian pathways spanning all of the major destinations in the City. This would improve neighborhood quality of life and increase transportation, health, and recreational options. The City of Brunswick is compact enough that walking and biking are viable means of transportation, and the City should capitalize upon this growing trend to promote these healthful outdoor recreational activities.

The City hired the consulting firm PBS&J in 1994 to create a Pedestrian and Bicycle Master Plan. Regular updates and monitoring and an implementation plan are necessary in order to realize the benefits of the Master Plan. The City's first step should be to conduct an inventory of projects completed to date from the Master Plan.

Establish better coordination and communication between governmental entities.

To the citizens of eastern Glynn County, the City of Brunswick, and St. Simon's and Jekyll Islands, Brunswick is not a specific municipality but a community that spans across official boundaries. Many people cross between the City and County boundaries to work, shop, or seek entertainment. The City and County necessarily have different government, different management, and somewhat different priorities. But the citizens of the Brunswick area would like to see greater cooperation and coordination between the City and County. In particular, these citizens object to either the City or County ignoring the priorities of the other and making decisions that are counter to the other's interests.

The political differences between the City and the County cannot be resolved by a plan. However, it is worth noting that the citizens of the area view themselves largely as a single community and that common interests are generally aligned. Most stakeholders we spoke to strongly encouraged greater City-County coordination and collaboration.

Image

Improve the appearance of all aspects of the City, with special attention to neglected properties and major gateways into the City.

The community spoke with a loud voice for a top-to-bottom clean-up of their City. Stakeholders were concerned with dilapidated apartments and homes, vacant lots, accumulated garbage, and unsightly industrial and commercial properties along major corridors. Parts of the City of Brunswick are remarkably beautiful, but too often the most visible parts of the community – its major gateways – are neglected and unattractive. Stakeholders supported an aggressive program of private and public action to upgrade properties and improve the appearance of the community.

Address the City's large inventory of dilapidated and substandard housing.

The City of Brunswick currently has many empty lots and dilapidated homes. Although the City has embarked on an

aggressive demolition program with assistance to property owners, City residents emphasized that poorly maintained properties are a persistent problem. Greater accountability is needed among both home owners and landlords for maintaining their property in a reasonable manner, so that their neighbors are not negatively impacted.

Empty lots and dilapidated homes could be turned from a liability into a resource if these locations and structures are used to develop new, affordable infill housing. New or rehabilitated infill housing would also serve to stabilize neighborhoods, improve the property values of adjacent homes, and decrease the crime and public safety threat of dilapidated structures.

Address existing pollution within the community and promote the clean-up and redevelopment of brownfields.

A related problem to the dilapidated properties is the high level of industrial pollution and high number of brownfield properties in the City. Industrial pollution can impact the quality of the air and water and potentially be a threat to public health. A clean environment is not the City's responsibility alone; state and federal government agencies also play a major role. But the City must do its part to enforce environmental regulations and collaborate with state and federal partners.

Brownfield cleanup and redevelopment should remain a focus for the City. Cleaning up brownfields helps to mitigate environmental risks, and redeveloping brownfields where possible improves the physical character of the City and adds to tax revenues. The City must seek to leverage state and federal resources and advice to continue progress on remediating brownfields.

Invest in the restoration and improvement of facilities in the City's squares and parks.

The City of Brunswick has a wonderful heritage of public squares and parks that dot the various neighborhoods. Many of these parks are under-developed in the sense that they do not have the amenities that are often expected in a public park or square, such as walkways, benches, fountains, entrances, or playgrounds. Each of these parks could serve as the heart of a neighborhood, becoming a gathering place for bringing people together. Improving these parks with amenities would encourage social interaction and enhance nearby property values.

Ensure new development is compatible in scale and character with existing neighborhoods.

The City of Brunswick invites and promotes new development, particularly new infill development, in both its residential and commercial areas. Infill development in residential areas should be compatible in scale and character with the existing neighborhood fabric. Brunswick's neighborhoods are livable and walkable with regular patterns of building heights, setbacks, façade features, and a connected street grid. Though new architectural styles can be compatible, new development should preserve these urban design characteristics of the existing development patterns. Development in the downtown area should be compatible with the traditional scale and massing of downtown Brunswick, with varied building facades and building heights generally in the midrise range.



State Quality Community Objectives

North Brunswick

Infill Development Objective: The North Brunswick area is rife with redevelopment opportunities along its major corridors. Current development patterns are low density with large parking areas and inefficient land use patterns. Mixed-use redevelopment opportunities could increase property values as well as improve the appearance and accessibility of these corridors. Mixed-use development in this area could include commercial, office, institutional, and multifamily residential and could be developed to promote the use of transit along the Altama Avenue corridor.

Sense of Place Objective: As with the other major streets in the City of Brunswick, there is an opportunity to redevelop Altama Avenue and create a new pedestrian-oriented streetscape to remake the image of the corridor and enhance its sense of place. Altama Avenue could become a gathering place for the nearby community.

Transportation Alternatives Objective: The Altama Avenue Corridor is an appropriate location for focusing transit service, bicycle trails, and pedestrian paths. Altama Avenue connects such key destinations as downtown Brunswick, the Coastal Georgia Community College, Southeast Georgia Health Systems Brunswick Campus, and the Colonial Mall. Full-service bus shelters should be developed along this primary transit corridor and integrated into the streetscape design. At the same time, Altama Avenue provides a vital north-south bicycle route connection that carries less vehicular traffic than the US 17 corridor, so it is an important route for bicycle facilities as well.

Open Space Preservation Objective: Although most neighborhoods in Brunswick have plentiful public parks or squares, North Brunswick has both the fewest parks and the greatest opportunity for new parks. New parks in this area could take advantage of surface ponds or existing dense forest to create a nature-oriented atmosphere unlike Brunswick's other parks. There appear to be several opportunities for new parks off of Habersham or adjacent to the Coastal Georgia Community College campus. At the same time, the Coastal Georgia Community College campus already offers substantial open space, and it should be a priority that this resource remains accessible to the broader community.

Educational Opportunities Objective: The Coastal Georgia Community College is a vital educational and workforce development resource in the City of Brunswick, and the City should seek to keep the College in its current location. The potential transformation of the college into a four-year university is a major opportunity, but the City should seek to ensure that the college retains its technical training mission, which is an invaluable resource for workforce development for the less educated population.

Medical/Parkwood

Environmental Protection Objective: The City should protect environmentally sensitive wetlands from adverse impacts due to development. A wetland ordinance appropriate for the City should be considered, modeled on recommendations from the Georgia Department of Natural Resources.

Riverside

Environmental Protection Objective: The City should protect environmentally sensitive wetlands from adverse impacts due to development. A wetland ordinance appropriate for the City should be considered, modeled on recommendations from the Georgia Department of Natural Resources.

US Highway 17 Corridor

Infill Development Objective: Key sites for infill development are prevalent along the US 17 Corridor. Infill development along the corridor can help to improve both the appearance and the economic vitality of the City. New

infill development must be guided into an aesthetically pleasing form that is appropriate for this Gateway corridor.

Sense of Place Objective: The US 17 Corridor is an appropriate setting for place-making for the City of Brunswick. It is ideal for creating a truly bicycle- and pedestrian-friendly mixed-use setting that takes advantage of the City's unique marshland views. Strong design guidelines or other form-based regulations will be needed to realize the full potential of the corridor. Existing and new parks, greenways, and streetscapes can be knit together into a series of public spaces that invite citizens and visitors alike to use the US 17 Corridor as a community destination.

Transportation Alternative Objective: The US 17 Corridor is an appropriate location for focusing transit service, bicycle trails, and pedestrian paths. The City is already planning a bicycle path along the southern end of the corridor from the future Liberty Ship Park to Howard Coffin Park. Where possible, bicycle and pedestrian paths should separate from the busy roadway and adjoin the marshlands to provide scenic views. Bus shelters should be developed along the corridor at key locations and should be integrated into the streetscape design.

Regional Identity Objective: As a gateway to both Brunswick and the Golden Isles, it is important that new structures on this corridor reflect the traditional architecture of this region. Likewise, cultural and tourism facilities and wayfinding signs should be developed for the corridor based upon the architectural heritage of the area. Landscaping can also be used to identify key gateways in the community and screen unsightly land uses along the corridor.

Heritage Preservation Objective: The marshes of Glynn should continue to be a highlighted feature of this corridor with interpretive materials relating to Sydney Lanier and his poetry.

Hercules

Infill Development Objective: Should the Hercules plant close, it presents a prime redevelopment site with full access to infrastructure, close to the City of Brunswick, the Torras Causeway, and Spur 25. As with all redevelopment, care must be taken to ensure compatibility with adjoining residential areas.

Environmental Protection Objective: The primary concern with the Hercules site is and will continue to be environmental impacts. There are several known

contaminated areas, such as the Terry Creek outfall, that are suspected to be related to past or present Hercules operations. These sites need to be monitored and remediated, and ongoing monitoring of the plant is needed to prevent future environmental hazards.

New Town/Town Commons

Traditional Neighborhood Objective: New Town/Town Commons is not a new "Traditional Neighborhood Development" but a true, original, historic traditional urban neighborhood with a mix of land uses and a pedestrian friendly pattern of grid streets. One of the goals of the City is to preserve and enhance the characteristics that make New Town/Town Commons a traditional neighborhood. These characteristics include having parks, schools, and institutions within walking distance; having small-scale, neighborhood-oriented commercial shopping areas; and having human-scale development patterns such as small blocks, main streets, and buildings of moderate scale. These characteristics of New Town/Town Commons should be protected and further improved.

Infill Development Objective: The New Town/Town Commons area could benefit from infill single-family housing in residential areas as well as infill commercial, multifamily, and mixed-use development along its major corridors. There are many vacant and neglected properties that could benefit from infill development.

Sense of Place Objective: The Newcastle corridor is a key gateway to the City. The Newcastle corridor should be planned as an attractive and dramatic entrance into the City with a distinct character from the commercial strip that currently characterizes the portion of Newcastle north of the City. Views of the riverfront should be preserved and riverfront access should be provided where possible. The character of Newcastle should start out as a green corridor with low scale, single-family development and should transition rapidly into a highly developed urban corridor as it approaches downtown. Industrial properties fronting the corridor should be screened and landscaping maintained to improve the appearance of the corridor. A new streetscape, ideally with a landscaped median and street trees, is needed for the Gateway function of the corridor to be fulfilled.

Heritage Preservation Objective: Many structures within the New Town/Town Commons area are historic and those areas with concentrations of historic structures should be considered for historic district designation.

Housing Choices Objective: The overall character of the New Town/Town Commons area should remain as a single-family neighborhood. However, multifamily development is appropriate for the major corridors of MLK and Newcastle, while townhome development is appropriate for the Norwich corridor. Accessory units are also appropriate for this character area.

Urbana/ Mayhew

Traditional Neighborhood Objective: Urbana/Mayhew is not a new “Traditional Neighborhood Development” but a true, original, traditional urban neighborhood with a mix of land uses and a pedestrian friendly pattern of grid streets. One of the goals of the City is to preserve and enhance the characteristics that make Urbana/Mayhew a traditional neighborhood. These characteristics include having neighborhood parks, schools, and institutions within walking distance; having small-scale neighborhood-oriented commercial shopping areas along major streets; and having human-scale development patterns such as small blocks and buildings of moderate scale and massing. These characteristics of Urbana/Mayhew should be protected and further improved.

Infill Development Objective: The Urbana/Mayhew area could benefit from infill single-family housing in some areas. Infill residential development should be compatible in scale and orientation with the traditional urban fabric.

Housing Choices Objective: The Urbana/Mayhew neighborhood offers more diverse housing choices than most other Brunswick neighborhoods, including single-family housing, mixed-income apartments, and townhouses. The City should promote the renovation or redevelopment of multifamily housing areas in a way that restores the street grid of the neighborhood, promotes street-oriented development with “eyes on the street,” and creates massing and architecture that fits in with Brunswick’s traditional patterns. Accessory units are also appropriate for this character area.

Windsor Park

Traditional Neighborhood Objective: Windsor Park is not a new “Traditional Neighborhood Development” but a true, original, traditional urban neighborhood with a mix of land uses and a pedestrian friendly pattern of grid streets. One of the goals of the City is to preserve and enhance the characteristics that make Windsor Park a traditional

neighborhood. These characteristics include having neighborhood parks, schools, and institutions within walking distance; having small-scale neighborhood-oriented commercial shopping areas along major streets; and having human-scale development patterns such as small blocks and buildings of moderate scale and massing. These characteristics of Windsor Park should be protected and further improved.

Environmental Protection Objective: The City should protect environmentally sensitive wetlands from adverse impacts due to development. A wetland ordinance appropriate for the City should be considered, modeled on recommendations from the Georgia Department of Natural Resources. The City should consider protections for wetlands that are isolated and non-jurisdictional, taking into account the drainage and other environmental functions these wetlands provide for City neighborhoods.

Dixville/Habersham Park

Infill Development Objective: The Dixville/Habersham area could benefit from infill single-family housing in vacant lots throughout the character area, and could also benefit from an increase in owner-occupied housing. Providing low-income home ownership and rehabilitation programs for this area will aid in its revitalization. Infill residential development should be compatible in scale and orientation with the traditional urban fabric.

Traditional Neighborhood Objective: Dixville/Habersham is not a new “Traditional Neighborhood Development” but a true, original, traditional urban neighborhood with a mix of land uses and a pedestrian friendly pattern of grid streets. One of the goals of the City is to preserve and enhance the characteristics that make Dixville/Habersham a traditional neighborhood. These characteristics include having neighborhood parks, schools, and institutions within walking distance; having small-scale neighborhood-oriented commercial shopping areas along major streets; and having human-scale development patterns such as small blocks and buildings of moderate scale and massing. These characteristics of Dixville/Habersham should be protected and further improved.

Housing Choices Objective: The overall character of the Dixville/Habersham area should remain as a single-family neighborhood. However, areas of multifamily development should be maintained and redeveloped in some circumstances. Multifamily redevelopment should be done in a way that respects the scale and urban fabric of the community, with small massing, street-oriented buildings,

and parking to the rear. Accessory units are also appropriate for this character area on lots of adequate size.

Old Town

Traditional Neighborhood Objective: The residential part of Old Town is not a new “Traditional Neighborhood Development” but a true, original, historic traditional urban neighborhood with a mix of land uses and a pedestrian friendly pattern of grid streets. One of the goals of the City is to preserve and enhance the characteristics that make Old Town a traditional neighborhood. These characteristics include having parks, schools, and institutions within walking distance; having small-scale neighborhood-oriented commercial shopping areas; and having human-scale development patterns such as small blocks, main streets, and buildings of moderate scale. These characteristics of Old Town’s residential areas should be protected and further improved.

Infill Development Objective: Old Town could benefit from infill housing in the vacant lots found throughout the character area. Infill residential development should be compatible in scale and orientation with the traditional urban fabric. There are also infill redevelopment opportunities for mixed-use, commercial, multifamily, and institutional development along Newcastle, Gloucester, and Martin Luther King Boulevard. Mixed-use redevelopment in these areas could increase property values as well as improve the appearance and pedestrian friendliness of these corridors.

Sense of Place Objective: The Old Town Character Area includes downtown Brunswick, which serves as a focal point for the Brunswick community and the region. Downtown Brunswick is currently quite successful as a mixed-use destination that accommodates shopping, dining, socializing, and entertainment; however, there is continued opportunity for Brunswick to improve and further develop its downtown area. Opportunities for the downtown area include providing improved parking; increased amenities in parks and squares; attracting more retail, shopping, and dining; and promoting more nightlife and entertainment.

Transportation Alternatives Objective: The Old Town Character Area is the ideal walking community, with most of the needs of everyday life within walking distance of its historic residences. Transportation alternatives can be further improved through new sidewalks and sidewalk improvements, new bicycle paths and bicycle lanes, and the addition of transit access to the downtown area.

Open Space Preservation Objective: The City of Brunswick should seek to preserve the waterfront and marshlands surrounding the Old Town Character Area. These valuable open spaces increase property values and provide the citizens of Brunswick with a connection to their natural surroundings and to Brunswick’s history as a port City.

Heritage Preservation Objective: The Old Town Character Area contributes to regional identity through the preservation of its historic architecture, streets and squares, and its connections to the marshfront and riverfront. The City should continue to promote historic preservation and adaptive reuse of historic buildings and encourage traditional maritime uses, accessible to residents and tourists alike, along its historic waterfront.

Appropriate Business Objective: The Old Town Character Area is appropriate for a wide variety of small businesses. The area is well suited to link into the tourism economy of the larger region through expanded attractions, hotels, bed and breakfasts, restaurants, and entertainment. Waterfront-related businesses such as fishing expeditions and shrimping boats could serve to connect the City with its historic industries while catering to the growing tourism market. Government and other institutional employers, as well as financial institutions, have thrived in the Old Town area. Arts and cultural institutions are also an increasing segment of the Old Town business community.

Housing Choices Objective: The geography of Old Town is diverse enough to accommodate a wide variety of housing choices. Single-family neighborhoods are appropriate for the southern area of Old Town, while multifamily residences are suitable for Gloucester, Newcastle, and Bay Streets. There is a particular opportunity for mixed-use residential development along the waterfront to take best advantage of river views and downtown access. Residential-over-retail development is also appropriate for the historic buildings along Newcastle, where the upper stories are currently underutilized.

Educational Opportunities Objective: As the center of the community and as the home to many of Brunswick’s primary institutions, Old Town is an appropriate location for educational opportunities. Educational opportunities can be developed for all age groups, from children through retirees, and across multiple lines of interest, from the arts to entrepreneurship. Local institutions such as Glynn County Schools, the Coastal Georgia Community College, the Library, and the Golden Isles Arts and Humanities Association can work together to promote educational offerings and opportunities downtown.

South End Brunswick

Traditional Neighborhood Objective: South End Brunswick is not a new “Traditional Neighborhood Development” but a true, original, traditional urban neighborhood with a mix of land uses and a pedestrian friendly pattern of grid streets. One of the goals of the City is to preserve and enhance the characteristics that make South End Brunswick a traditional neighborhood. These characteristics include having neighborhood parks, schools, and institutions within walking distance; having small-scale neighborhood-oriented commercial shopping areas along major streets; and having human-scale development patterns such as small blocks and buildings of moderate scale and massing. These characteristics of South End Brunswick should be protected and further improved.

Industrial Waterfront

Appropriate Business Objective: The City of Brunswick should seek to retain industrial employers who require large numbers of less skilled workers. These industries have historically been an important source of employment for City residents. The City has suitable locations for such employers in this Industrial Waterfront Character Area. Appropriate rail, roadway, and waterway access should be maintained or developed as necessary to support these industries.

Liberty Harbor

Open Space Preservation Objective: The network of open spaces that are a part of Liberty Harbor’s master plan should be preserved and where possible connected to the larger open space system of the City of Brunswick. Public access to the waterfront and the pedestrian promenade should be preserved.

Implementation Program - Policies

City Comprehensive Plan policies are categorized by the Community's Issues and Opportunities statements, so that City policies directly reflect these priority issues and community concerns. The policies are organized into four major themes (from the Vision Statement): *Roots*, *Community*, *Growth*, and *Image*. "Roots" policies relate to preserving the natural, historic, and cultural roots of the community. "Community" policies focus on developing strong and inclusive neighborhoods and communities. "Growth" policies promote economic development, employment opportunities, and infrastructure improvements. "Image" policies address polluted and neglected areas and the public face of the City.

Roots

Protect the City's natural resources, including rivers, marshes, and tree cover, and increase connections with improved public access to key natural resources such as the waterfront.

- 1.1. Recognize the value of the City's natural resources in terms of providing clean air and water, flood protection, shade and temperature moderation, and as economic and cultural resources for the City.
- 1.2. Expand and improve public access to all natural resources, particularly Brunswick's marshes and waterfronts.
- 1.3. Reconnect the City of Brunswick and its downtown to the East River. This will help the City re-establish a vital natural connection with its surroundings and increase development opportunities along the waterfront and in the downtown area. Public access to the waterfront and associated recreational and tourism activities could likewise be increased.
- 1.4. Look to Andrew's Island as an opportunity to relocate Port facilities off of the East River waterfront.
- 1.5. Preserve the views of wetlands to the east and south of the City and make them publicly accessible where the opportunity exists.
- 1.6. Protect wetlands by ensuring that industrial wastewater outfalls are properly treated and regulated with regard to rate of water flow, erosion controls, and temperature.
- 1.7. Improve the quality of stormwater runoff and minimize the impact on wetlands by reducing the speed and volume of stormwater outfalls and preserving natural stormwater drainage patterns where possible.
- 1.8. Protect wetlands by adopting an appropriate wetland protection ordinance for the City of Brunswick, modeled upon the wetland protection ordinance recommended by the Georgia Department of Natural Resources.
- 1.9. Promote on-site stormwater retention to reduce flooding and improve water quality, and promote the reuse of stormwater for landscaping as a water saving strategy.
- 1.10. Factor in potential impacts on water quality and stormwater when making decisions on new developments and transportation improvements.
- 1.11. Encourage environmentally responsible site and development plans with third-party certification, i.e. LEED, Earthcraft, etc.
- 1.12. Preserve, protect, and plant trees, and consider a tree ordinance to protect mature and valuable specimen trees.
- 1.13. Promote the protection and maintenance of tree stands and open space in new developments.

Keep Brunswick's small-town charm and friendly character.

- 2.1. Promote Brunswick's commercial services, retail offerings, and cultural amenities to new residents and encourage their civic participation in local affairs.
- 2.2. Promote locally owned and independent small businesses.
- 2.3. Require compatible infill development that matches the existing urban fabric in scale and massing.
- 2.4. Prohibit gated communities or subdivisions in the City.

Protect and preserve the City's historic buildings and character.

- 3.1. Protect and preserve historic structures.

- 3.2. Protect and preserve the City’s historic grid pattern of streets and squares.
- 3.3. Reestablish the grid street pattern and squares where previously lost.
- 3.4. Promote adaptive reuse of historic structures.
- 3.5. Expand the historic district or create new historic districts in areas with noteworthy historic resources, while taking into consideration potential impacts on housing affordability.
- 3.6. Ensure that new institutional and commercial buildings in the City are compatible with the City’s historic pattern of streets and squares and consistent with its traditional urban fabric. Such buildings should be situated to promote primarily pedestrian access with vehicular access provided in a manner that preserves the City’s historic development patterns.
- 3.7. Maintain City-owned historic buildings to national historic preservation standards.
- 3.8. Rework the zoning code to promote new development that is compatible with the City’s historic development patterns.
- 3.9. Promote the preservation of traditional water-based uses along the waterfront such as fishing, shrimping, and boat-building in a way that makes these traditional industries accessible to visitors and residents.
- 4.5. Continue to permit housing development on existing substandard lots.
- 4.6. Continue to permit small lot housing that is appropriate to the urban context.
- 4.7. Promote small-scale multifamily developments in the form of single-family structures as infill development in single-family areas where appropriate.
- 4.8. Promote multifamily projects, such as garden apartments, along major corridors such Martin Luther King Boulevard.
- 4.9. Encourage upper story residential opportunities in downtown Brunswick.
- 4.10. Promote the strategic redevelopment of Housing Authority properties as mixed-income housing development in “New Urbanist” design configurations that serve to connect public housing with their surrounding community.
- 4.11. Encourage the distribution of affordable housing throughout the City and the County.
- 4.12. Promote universal housing design in order to increase housing options available for seniors and the disabled and to ensure a wide range of life cycle housing in the community.
- 4.13. Seek to meet the special housing needs of the disabled, the handicapped, and the homeless.

Community

Promote a wide variety of affordable housing through a balance of rehabilitation and new construction.

- 4.1. Promote home ownership among moderate and low-income households.
- 4.2. Promote mixed-income, diverse neighborhoods which incorporate a variety of housing sizes and types in order to encourage a full range of housing choice.
- 4.3. Continue to promote rehabilitation of substandard housing.
- 4.4. Promote compatible infill development on vacant lots to strengthen neighborhood fabric.

Maintain a neighborhood focus, place resources and services in or near neighborhoods, and invest in the quality of neighborhoods.

- 5.1. Promote greater community involvement and neighborhood activism, and catalyze the development or activation of non-profit community development corporations in the City.
- 5.2. Encourage every neighborhood to have a center for gathering the local community, such as a park, a school, a community center, or a retail hub.

- 5.3. Protect and promote neighborhood commercial development in single-family residential areas that is of appropriate and compatible scale.
- 5.4. Define neighborhood commercial development standards to ensure its compatibility with its residential context taking into consideration issues such as traffic, noise, waste handling, building massing, lighting, and landscaping.
- 5.5. Provide a variety of housing programs to promote quality affordable housing, housing renovation, and increased home ownership.
- 5.6. Seek to place public services in smaller scale buildings in neighborhoods, i.e. police, libraries, and schools.
- 5.7. Promote more orderly on-street parking and discourage yard parking.
- 5.8. Discourage governmental and institutional expansions into existing residential areas. Encourage institutional expansion to occur through intensifying land use patterns through increased density, structured parking, shared parking, or satellite campuses.
- 5.9. Promote parks and recreational facilities that meet the needs of the disabled, the mentally challenged, and the elderly.

Increase public safety and police presence, and find new, innovative, and participatory methods for preventing and reducing crime.

- 6.1. Seek to provide safe neighborhoods and protect people’s personal safety and property.
- 6.2. Encourage active citizen participation in maintaining neighborhood safety.
- 6.3. Coordinate public safety and community development efforts so that they have a simultaneous and mutually reinforcing impact on targeted neighborhoods.
- 6.4. Balance efforts between crime enforcement and crime prevention and involve faith-based and community organizations in crime prevention initiatives.
- 6.5. Continue to maintain a well prepared and equipped fire department to minimize the threat to life and property of fire hazards.

Increase community involvement and capacity in poor and disenfranchised communities, including immigrant communities.

- 7.1. Support and foster the development of neighborhood associations and/or organizations throughout the City.
- 7.2. Encourage transparent decision making processes throughout City government and its associated government entities.
- 7.3. Actively seek citizen participation and promote citizen awareness of critical City decisions.
- 7.4. Seek to provide bilingual contacts in agencies critical to public health, safety, and welfare.
- 7.5. Continue to support and promote the expansion of temporary shelter and other services for the homeless population.

Growth

Encourage the creation of greater employment opportunity and entrepreneurship for citizens through workforce development and small business development.

- 8.1. Seek to connect the existing underemployed workforce with local employment opportunities.
- 8.2. Seek to retain and increase high wage jobs with quality employee benefits.
- 8.3. Consider the employment needs and skill levels of the existing population in making decisions with regard to proposed economic development projects.
- 8.4. Collaborate with local employers to understand their workforce needs.
- 8.5. Collaborate with state and educational agencies to coordinate workforce development efforts.
- 8.6. Promote collaboration between the Glynn County School’s Golden Isles Career Academy and local businesses.
- 8.7. Support programs for the retention, expansion and creation of businesses that are a good fit for Brunswick’s economy in terms of job skill requirements and linkages to existing businesses.

- 8.8. Support Enterprise Glynn to increase entrepreneurial opportunities for small businesses in Brunswick, especially for minority-owned businesses.
- 8.9. Support the activities of the Brunswick Downtown Merchant Association and the Brunswick Downtown Development Authority.
- 8.10. Plan for and provide adequate downtown parking and proactive management of existing parking to encourage the continued growth of retail businesses downtown.
- 8.11. Continue to permit home occupations in residential areas so long as traffic and other impacts are compatible with residential surroundings.
- 8.12. Permit neighborhood commercial development at appropriate locations and scales in single-family residential areas.

Address the risks associated with coastal flooding through improved drainage facilities and encouraging emergency preparedness.

- 9.1. Promote emergency preparedness among citizens, businesses, non-profits, and government entities.
- 9.2. Strive towards public involvement in the development of citizen emergency response teams.
- 9.3. Provide and maintain state-of-the-art drainage facilities throughout the City to reduce flooding and minimize the impact of stormwater on the environment.
- 9.4. Promote the development of flood-proof structures where economically feasible and appropriate.
- 9.5. Promote on-site stormwater retention to reduce flooding and improve water quality, and promote the reuse of stormwater for landscaping as a water saving strategy.

Support mobility of all citizens, especially low-income citizens, seniors and youth, by improving public transportation.

- 10.1. Provide a quality of transit service such that people who have a choice will choose transit if it is convenient to their destination.

- 10.2. Seek to provide adequate public transportation to meet the daily needs of seniors and workers without a private vehicle.
- 10.3. Provide transit service to major concentrations of housing, major employment destinations, daily shopping needs, and major medical institutions.
- 10.4. Promote appropriate development along transit lines, including employment centers, mixed-use development, multifamily housing, and convenience shopping services such as drug stores and groceries.
- 10.5. Promote appropriate design for development along transit lines, including sidewalks and buildings with primary entrances directly and easily accessible from sidewalks. Place parking to the rear or the side of the building where feasible.
- 10.6. Require new commercial developments or redevelopments to provide sidewalks that comply with the City's design standards.

Develop a comprehensive network of bicycle and pedestrian pathways throughout the City.

- 11.1. Connect key public destinations such as parks, schools, and libraries with bicycle paths and sidewalks.
- 11.2. Provide bicycle racks at key public destinations such as parks, schools, and libraries, and encourage major commercial and institutional destinations to provide bicycle racks.
- 11.3. Adopt a "Complete Streets" policy where all roadway types require the establishment of bicycle paths and sidewalks as they are improved and as appropriate to the street type.
- 11.4. Promote the use of bicycle paths, sidewalks, and pedestrian paths as beneficial to public health and the environment.
- 11.5. Promote context sensitive solutions for major urban thoroughfares as established by the Institution for Transportation Engineers and the Congress for the New Urbanism.

Establish better coordination and communication between governmental entities.

- 12.1. The City of Brunswick will seek to coordinate its policies and activities with Glynn County to their mutual benefit wherever possible.
- 12.2. The City of Brunswick will openly share information with Glynn County.
- 12.3. The City of Brunswick will seek to retain Glynn County offices in the downtown area.
- 12.4. The City of Brunswick will inform citizens about the current areas of successful cooperation with Glynn County, including transportation planning, transit service, economic development, public schools, and the joint water-sewer commission.
- 12.5. The City of Brunswick will seek to develop a common long-term plan for the City's waterfront with the Georgia Ports Authority.
- 12.6. The City of Brunswick will seek to ensure safe and adequate supplies of water through the environmental protection of ground and surface water sources that supply vital aquifers.

Image

Improve the appearance of all aspects of the City, with special attention to neglected properties and major gateways into the City.

- 13.1. Continue to update and implement Blueprint Brunswick and its strategy for targeted revitalization in key catalyst sites.
- 13.2. Oppose expansion of the County Jail in its current location as harmful to the revitalization occurring downtown and to the potential for revitalization along the Newcastle corridor.
- 13.3. Promote uniform right of way design for Brunswick's major corridors and invest in streetscape improvements along the major corridors and gateways into the City.
- 13.4. Expand and update overlays and/or employ other appropriate urban design standards for major corridors.

13.5. Improve code enforcement efforts and communicate these efforts to citizens and neighborhood groups.

13.6. Educate property owners on their maintenance responsibilities.

Address the City's large inventory of dilapidated and substandard housing.

- 14.1. Promote the renovation of dilapidated and substandard housing in order to increase the supply of affordable new housing and eliminate neighborhood hazards.
- 14.2. Continue to demolish dilapidated housing that poses a threat to the health and safety of neighborhoods.
- 14.3. Seek to quickly turn over tax delinquent properties, chronically dilapidated properties, and vacant lots to affordable housing developers with a track record of producing quality, neighborhood-compatible, affordable housing.
- 14.4. Seek to quickly clarify ownership of heir's property, and where necessary, condemn property to expedite property renovation or rehabilitation.
- 14.5. Continue to promote property maintenance and set standards for healthy living conditions for all residences.
- 14.6. Target specific revitalization areas by concentrating a variety of programs on a limited geographic area, with the goal of eliminating hazards, improving neighborhood property values, and catalyzing private investment and infill development. Target areas will be selected based on areas "in transition" with significant lower income populations, active neighborhood organizations, and existing community assets that can serve as a resource for revitalization efforts.

Address existing pollution within the community and promote the clean-up and redevelopment of brownfields.

- 15.1. Promote vigorous brownfield remediation and redevelopment.
- 15.2. Monitor levels of pollution in known brownfields.
- 15.3. Inform citizens about known pollution hazards in and around brownfields.

- 15.4. Collaborate with state and federal organizations to prevent and address pollution hazards.
- 15.5. Maintain close contacts with management of the Hercules facility and develop contingency plans regarding its potential closure. Contingency plans should include plans for environmental assessment and sources of funding for brownfield remediation.
- 15.6. Develop a Street Framework Plan for the redevelopment of the Hercules site. The Street Framework Plan should seek to re-establish a neighborhood pattern of streets and blocks and to rebuild and strengthen adjoining neighborhoods.

Invest in the restoration and improvement of facilities in the City's squares and parks.

- 16.1. Improve parks and open space facilities to better meet residents' social, recreational, and health promotion needs.
- 16.2. Provide pleasant, accessible, functional public gathering places and parks throughout the community, with additional parks added in those areas that are currently lacking.
- 16.3. Require that new development along Brunswick's riverfront dedicate adequate land for continuous public access per the City's waterfront design plans as a condition of development approval.
- 16.4. Collaborate with neighborhood and non-profit efforts to invest in and rehabilitate City parks and squares in order to enhance the quality of life for Brunswick's citizens.
- 16.5. Involve citizens in the design process for open space plans and improvements.
- 16.6. Plan for replacement of trees on publicly owned land and along public rights of way as they naturally come to the end their life cycle.

Ensure new development is compatible in scale and character with existing neighborhoods.

- 17.1. Promote new development that takes its design cues from the surrounding urban fabric in terms of scale, materials, and architectural features.

- 17.2. Require major new housing developments to maintain the urban form and character of the surrounding neighborhood context, with the street grid maintained and setbacks, building massing, and architectural design styles that take their cue from the surrounding neighborhood.
- 17.3. Require a compatible scale and character for infill development.
- 17.4. Where possible, provide graphic design guidance for redevelopment to encourage compatible infill.

Other Policies

Economic Development

- 18.1. Support the efforts of the Brunswick-Glynn County Economic Development Authority and the Brunswick Downtown Development Authority in attracting and retaining business and industry in the region.
- 18.2. Seek to grow the tax base of the City by promoting private development of underutilized and vacant lands.
- 18.3. Support the redevelopment of the Brunswick waterfront to its highest and best use.
- 18.4. See policies 8.1-8.12

Natural Resources

- 19.1. Promote enhanced solid waste reduction and recycling initiatives.

Community Facilities

- 20.1. Ensure that capital improvements needed to accommodate future development are provided concurrent with new development and redevelopment.
- 20.2. Require public water and sewer connections for all new development or redevelopment in the City.

Transportation

- 21.1. Promote the orderly and efficient movement of people and goods throughout the City.
- 21.2. Continue an ongoing comprehensive transportation planning process in cooperation with Glynn County.

- 21.3. Ensure new and reconstructed roadways will be appropriately designed, using a context sensitive design approach, to enhance community aesthetics and to minimize environmental impacts .
- 21.4. Support using traffic calming and other design considerations to ensure that excessive vehicular traffic does not negatively impact residential neighborhoods.

Intergovernmental

- 22.1. Work with the Joint Water Sewer Commission to ensure the proper treatment of wastewater and avoid the use of septic tanks in urbanized areas.
- 22.2. Provide high quality water service to meet the household, industry, commercial, and fire protection needs of the City of Brunswick in a manner that is cost effective, efficient, and sustainable.
- 22.3. Ensure a high quality sewerage system which serves the needs of Brunswick residents in a manner that is cost effective, efficient, and sustainable.
- 22.4. Promote appropriate environmental protections and land uses in Glynn County's groundwater recharge areas, which serve as a primary source of water that flows into the City and County's underground aquifers.
- 22.5. Develop a land bank initiative in coordination with Glynn County and the Glynn County Board of Education.
- 22.6. Work with Glynn County to encourage new affordable housing opportunities outside of the City.
- 22.7. Provide input to public entities in the area when they are making decisions that are likely to have an impact on the Brunswick community.
- 22.8. Cooperate with the Glynn County Board of Education in regard to the appropriate location of schools and use of schools as community facilities.
- 22.9. Engage in cooperative planning exercises with the Coastal Georgia Regional Development Center.

Implementation Program - Strategies

Long Term and Ongoing Strategies

Continue to Implement a City-Wide Affordable Housing Strategy

The City of Brunswick will continue its current efforts to provide decent affordable housing to its residents and expand upon those efforts. The City will seek to build relationships with local for-profit and non-profit developers to increase the supply of affordable housing. The Brunswick Housing Authority will continue to play a key role in expanding the supply of affordable housing and will be an ongoing partner with the City.

The City will seek to increase the supply of decent affordable housing by working on many fronts. The City will work to encourage adequate standards for rental property to make sure all of the City's renters live in safe and decent housing conditions. The City will engage in homeowner rehabilitation programs to assist existing lower-income home owners with the maintenance and upkeep of their homes. Affordable housing will also be expanded by the construction of new infill housing on vacant lots. The City will promote programs that build individual single-family homes on single lots, and also will seek to develop larger scale mixed-income multifamily residential infill on larger properties. Brunswick will also seek to increase the supply of affordable senior housing to accommodate the City's growing elderly population.

While promoting all of these types of affordable housing, the City will seek to maximize its investments in housing by partnering with private and non-profit developers and by seeking state and federal monies. The City will also look into the potential to develop and maintain ongoing sources of revenue to support affordable housing, such as low interest loan funds or a housing trust fund. The City will seek strategies that allow it to build and maintain a stable or increasing supply of affordable housing over the long term.

Engage in a Block-by-Block Strategy for Turning Around Brunswick Neighborhoods

"The best way to eat the elephant standing in your path is to cut it up into little pieces." -- African Proverb

The task of revitalizing Brunswick's neighborhoods is large and complex. Without a clear vision to guide the process, it

may be difficult to figure out where to begin. The block-by-block strategy is recommended as the most efficient and equitable method to address Brunswick's community development needs.

The City should begin with a comprehensive community inventory that identifies housing conditions, streets, sidewalks, drainage, crime statistics, vacancy rates, and other measures of the community. The City should then establish three levels of neighborhood conditions:

- Very strong blocks with just a few properties that require attention;
- At risk blocks with widespread vacancies, dilapidated structures and high crime rates; and
- Those blocks somewhere in the middle or "in transition."

The block-by-block strategy works by targeting limited City resources to ensure the most benefit for the community. For example, cleaning up the sole vacant lot or securing the sole vacant property on an otherwise strong block would be a dynamic step to make sure the rest of the block does not begin to decline. For more challenging areas with prevailing issues of neighborhood blight, the strategy should be to match revitalization efforts with other City programs such as paint grants, housing rehabilitation programs, neighborhood watch, non-profit agencies programs, and infrastructure projects.

Another feature of this strategy is to reward those blocks that are making positive change. Build on existing leadership in targeting revitalization efforts (see section below on neighborhood organizations). The best efforts will go virtually unnoticed unless there is follow-up, maintenance, and a community social network supporting these revitalization programs.

Recent nearby examples include the City of Savannah, which has implemented a neighborhood planning process that includes measurable benchmarks. Communities are targeted based on need, but also based upon participation in neighborhood programs. For example, neighborhoods active in block of the month, yard of the month, and other City sponsored revitalization programs would be targeted first.

In Tennessee, the Uptown Memphis project is a coordinated effort of rehabilitation and new construction for a mixed income community. Using tax increment financing and a \$35 million federal HOPE VI grant, developers teamed up with the City of Memphis to revitalize a 100-block mixed-income neighborhood that has been called "revitalization without gentrification."

The common thread in Savannah and Memphis has been the use of public-private partnerships to maximize the ever-dwindling resources dedicated to revitalizing our nations' neighborhoods.

Promote Neighborhood Organizations

Successful community revitalization programs are the result of a close partnership between the local government and the residents of the neighborhoods. It is not possible for City staff to maintain these relationships with each and every resident, but through active neighborhood associations, the feasibility of these partnerships is far increased. In Brunswick, several active neighborhood associations have been involved in the Comprehensive Planning process. The City should build upon these strong groups, ensure their continued success, and foster the creation of new neighborhood associations in targeted areas.

Volunteers are the key component in these partnerships. Assistance from City staff in starting up the groups, advice with meeting logistics, and access to information provides the support the volunteers need to keep the neighborhood associations active and engaged. The City could sponsor quarterly planning sessions for neighborhood leaders as a way to share best practices, build on the sense of community, and announce new or expanded neighborhood programs. Community policing, neighborhood watch, and a block captain system could also be encouraged through the neighborhood associations. Recognition programs and awards could be developed for the most active neighborhood association or the group that attracts the most new members.

While Brunswick has a rich history of community involvement, much more could be done. Sources of neighborhood leaders are found in churches, schools (Glynn Academy has a class of students that are involved in leadership development), community and senior centers, recreation centers, and business groups.

The organization of a network of neighborhood associations will provide a place for residents of Brunswick to learn about revitalization activities and, more importantly, will provide a place for them to be heard.

Foster a Life-Long Learning Community

In a society where knowledge is power, the City will seek to empower its citizens by engaging the entire community in the habit of life-long learning. Advanced learning can no longer be relegated to just a select few, nor can learning stop

at the end of high school. Brunswick has a variety of educational resources – the Coastal Georgia Community College, Glynn County Schools, the Adult Learning Center, the Small Business Development Center, the Brunswick-Glynn County Public Library, etc. – and these resources should be promoted to the entire population in a coordinated and ongoing manner based upon the theme of life-long learning.

There are opportunities for persons of every age and of every ability to learn and expand the horizon of their opportunity. The goal for the City should be that every citizen engages in some type of teaching or learning every year. The large senior population in the City of Brunswick and in the Golden Isles should be called upon to volunteer and to pass along their knowledge and experience to the next generation. Those with less education should be encouraged to develop full literacy and to have their workforce readiness assessed by the State of Georgia's Work Ready program. Those with more education should be encouraged to explore entrepreneurship as a possibility. Renters can be offered courses on developing strong credit histories and purchasing a home; homeowners can take courses on remodeling or improving their homes. People of all ages and backgrounds can be engaged in exploring arts and literature.

The City will do its part to promote a life-long learning community. Citizens and non-profit organizations must also do their part, as an initiative of this size cannot be put into place by the City alone. The vision put forth by the City of Brunswick's citizens calls on all citizens to help grow the City by growing themselves through engaging in life-long learning activities.

Promote Public - Private Partnerships for Supporting Greenspace and City Beautification

One of Brunswick's strongest assets is the presence of parks in its neighborhoods. Many neighborhoods such as Windsor Park, Old Town, and New Town have park land as a neighborhood amenity. However, many of these parks are in sub-standard condition and would benefit from improvements. As with all small governments, the demands on the City budget make park beautification a difficult prospect in Brunswick. Yet, small improvements can make a marked difference on a public space, and often these improvements can be initiated by citizens themselves.

Brunswick should encourage citizen involvement in restoring its parkland in locations where the City cannot dedicate ongoing funds. To do so, it is recommended that the City put forth an Adopt-a-Park program. The City

would be responsible for coordinating volunteer activity and educating community volunteers. However, the City should take advantage of community resources, such as not-for-profit agencies, that are already seeking park beautification.

The best strategy for initiating an Adopt-A-Park program is to seek out community groups that have a vested interest in the neighborhood. Neighborhood associations, civic groups, religious organizations, service organizations, and school organizations are ideal candidates for this program. The City should cultivate partnerships with the above organizations to encourage commitment to the program.

The City should also develop a memorandum of agreement with committed partners to establish an understanding of expectations for the program. These expectations could include but are not limited to:

- Number of clean-ups expected annually
- Requirements on recycling practices
- Reporting practices
- Requirements for first-aid training for supervisors

In return, the City should find methods of supporting the effort. Volunteers should be recognized by the City paying for signage and promotional materials of the program. Furthermore, the City could allocate funds for providing volunteers refreshments and equipment. The City should also contact groups to define successes and challenges to address any needed changes in the program.

The City could also encourage city-wide beautification efforts that involve mission driven not-for-profit organizations. For example, the city of Atlanta has partnered with the Trees Atlanta campaign (<http://www.treesatlanta.org>), which focuses on planting trees along road medians and parkland. The partnership has led to hundreds of new tree plantings in Atlanta at minimal cost since the organization provides volunteer labor for each planting.

Develop a City-Wide Communications Strategy

The City of Brunswick has pursued an aggressive agenda of City-wide improvement. A range of programs including a new transit system, property acquisition for additional parking near downtown, community oriented crime prevention, housing and economic development programs and many others are well on their way to implementation. However, based on interviews with community stakeholders and feedback generated at public meetings many citizens simply did not know about these successes. This demonstrates a need for the City to better publicize its achievements.

Many communities have addressed this situation by designating a public information officer (PIO). This could be a new full-time employee or could be a set of additional responsibilities added to an existing position. Getting the word out through various formats, maintaining relationships with the media, providing content for newsletters and websites, and other communications strategies would comprise the job description of the PIO.

It is important to emphasize that the PIO would not be a political appointee and would not be expected to advance the candidacy and accomplishments of elected officials. Rather, the focus would be on the on the community development programs and partnerships that are underway to make a better Brunswick.

Despite the prevalence of the internet and electronic communication in our society, not everyone has access to the Internet. In low and moderate income neighborhoods, this is especially true. Therefore, the communications strategy should not rely primarily on e-mail, web sites, and internet-based notification. Printed newsletters, utility bill inserts, newspaper stories, display ads, radio and television announcements are all components of a potential public information strategy.

Institute a Neighborhood Clean-up Program

Community involvement is often the strongest tool for developing momentum behind community development programs. Although it is difficult to overcome inertia, most communities see a rapid increase in results after moving the first few steps. A good starting point for engaging the community for these first steps is to hold a neighborhood clean-up.

Neighborhood clean-ups are useful for a number of reasons. They can help identify those in the community who are willing to take an active role and those who would best be able to tap into local resources. Secondly, they provide an avenue to strengthen both communication and social interaction within the community. Most importantly, it provides citizens an opportunity to participate in a program where the benefits of their efforts are instantly visible to both themselves and the community at large.

Some people assume that neighborhood clean-ups only work in areas with established neighborhood groups; however, any community can stage a clean-up with a just little preparation.

The following are some steps to organizing a clean-up:

- Identify a target problem. By giving a community a concrete problem or challenge it is much easier to stir

up interest. More importantly, it is much easier to identify the time commitment needed from each person.

- Identify a date. Understand that finding a date where everyone will be able to attend is impossible, but asking for feedback will help identify the best one.
- Identify approvals and equipment needed. Some locations such as parks and public facilities will require approvals. Moreover, the site will need to be surveyed to determine what kind of equipment will be needed.
- Identify tasks. To ensure that those who show up are not left empty handed, try to understand what efforts are needed to complete the job and lay out teams and attack strategies for the day.

The day of the clean-up, it is suggested that the organizers conduct a kick-off to welcome all the participants. Furthermore, it is suggested that contact information be collected to encourage long-term contacts with community advocates.

Creating a Neighborhood Clean-up Award could encourage citizens to participate. This award could be a monetary award given periodically (i.e. monthly, quarterly, annually) to the most improved neighborhood or through a competition.

The City could also help by providing equipment to the community so it could undertake clean-up efforts. Common programs include providing large scale refuse bins and tool lending banks. One example of a successful adopt-a-park program is the City of Scottsdale, Arizona's "Make it your own... make it your home" program (see: <http://www.scottsdaleaz.gov/reinvestment/nhd.asp>.)

Promote Community Policing Strategies and Partnerships

Community policing promotes community interaction as an approach for controlling crime in an area. By developing relationships with community residents, police are more aware of a neighborhood's issues and concerns. Furthermore, communities are more likely to come forward and help identify perpetrators if there is an existing bond of trust and connection with police officials.

The Brunswick Police Department has identified a number of Significant Goals for the Fiscal Year of 2007/2008. Many of these goals support a community policing strategy. The Department desires an increase in bicycle patrols in neighborhoods, which would provide more opportunities for police officers to foster stronger relationships with residents. Secondly, the Department has recognized the importance of retaining employees as this allows for officers to build strong relationships with the community.

Finally, the City has committed to upholding the Weed and Seed Program. The program is an initiative created by the United State Department of Justice and administered by the Community Capacity Development Office. The Weed and Seed Program is a multi-pronged strategy where criminal elements are "weeded" out from the community and then the community is "seeded" with social services, ranging from prevention, intervention, treatment, and neighborhood restoration programs.

Implement Crime Prevention through Environmental Design

Many crimes are the result of perceived opportunity, where perpetrators are most likely to pursue crimes which offer the quickest and simplest return. Physical elements can either encourage or inhibit the desire to pursue criminal activity. New development and re-development should be designed to take advantage of the crime-preventing design factors as much as possible.

Crime Prevention through Environmental Design (CPTED) has established a set of guidelines for reducing criminal activity through physical design. Most importantly, crime prevention through environmental design focuses less on target hardening (i.e. locks, gates, etc.) and more on components such as visibility and lighting to control access. Some examples of CPTED policies include:

- Using fences, hedges, tree lines, or planter boxes to separate spaces
- Marking changes in elevation and using variations in paving or flooring materials to define transitions from public to private spaces
- Discouraging loitering and illicit activity by using gardens, artwork and furniture to individualize spaces and show that someone cares and is paying attention
- Using signs to establish ownership and any limits on use
- Buildings, yards, gardens, sidewalks, and other features are well maintained, clean and in working order, which is a sign of guardianship

These design features may be supported by locks, alarm systems, CCTV, guards or other security measures in some situations.

CPTED is useful because it helps a community analyze all of the factors that encourage criminal acts. Furthermore, the program is particularly suited for communities attempting to target problem areas in specific neighborhoods as it results in a set of programs or strategies that are proactive and tailored to the problem and the location.

CPTED engages an array of citizens, government agencies, and local institutions, each of which has a role to play in defining the problem and deciding upon an appropriate solution, as well as some accountability for long-term improvements.

CPTED may be particularly appropriate for some Brunswick Housing Authority properties that have poorly defined distinctions between public and private spaces. Simple and inexpensive measures such as fencing, access control, lighting, and landscaping could increase the sense of resident and neighborhood security with regard to these properties.

Resources for CPTED suggestions and development guidelines are most readily found on the CPTED website, <http://www.cpted.net/home.html>.

Promote Minority Business Development¹

Minority-owned businesses can play a key role in expanding opportunity and prosperity to the entire Brunswick community. Minority-owned businesses often have difficulty growing and seeking large contracts because they do not have the established network of connections that would help them to seek new business, and as smaller businesses, they may have difficulty expanding their capacity to competitively bid on larger contracts. The goal of a minority business enterprise development program is to increase the number of minority-owned businesses and help these business to grow.

The two primary strategies for promoting minority businesses (sometimes know as MBEs for Minority-Owned Business Enterprise) are to increase opportunity for MBEs and to build capacity of MBEs. In addition to assisting minority-owned businesses, some local governments seek to assist woman-owned businesses and/or disabled-owned businesses as well, under the name of Disadvantaged-Owned Business Enterprise or DBE promotion.

Programs to increase opportunity often begin with a study or analysis of the current state of MBEs in the community. Such a study would begin by gathering MBEs together and discussing with them the barriers they face to increased opportunity or growth. Industries would be identified where experienced, viable MBEs exist and could take on additional growth. An analysis of the disparity in terms of the number and value of contracts awarded by various

¹ Primary source for this information is PolicyLink's Equitable Development Toolkit, policylink.org.

government agencies would be conducted to see what percent of contracts are currently going to MBEs. Such a study of current MBE capacity and opportunity would form the groundwork for further action.

If appropriate, the City of Brunswick can consider an ordinance to target a certain percentage of City contracts to MBE contractors. Many major cities across the country have passed such ordinances, and some smaller cities such as Durham, NC have as well. An ordinance to target a certain percentage of City contracts to MBEs must be carefully crafted to meet legal scrutiny. Qualified MBE firms must be available, and if they are not, a waiver should be possible for avoiding the requirement. The program must also target exclusively small MBEs, with the definition of small MBE usually conforming to criteria established by the federal government's Small Business Administration.

Even if the City of Brunswick does not decide to pass an MBE ordinance, the City and associated non-profits can work to promote existing federal programs that increase opportunity for MBEs. Every federal government department has an Office of Small Disadvantaged Business Utilization, and the relevant office for FLETC should be contacted to explore increased MBE contracting opportunities there. The Small Business Administration offers a number of programs to assist MBEs, and these should be promoted to local MBEs. Small Business Administration programs include an online database of available MBEs, bid price adjustments for MBE competitive bids, and the 8(a) Business Development Program, which provides technical assistance to MBEs. The federal Department of Transportation also has targets for engaging MBEs/DBEs in its construction projects, making transportation projects a favorable target for MBE opportunity. The Department of Transportation also offers a bonding assistance program to assist small MBEs with the bonding requirements associated with many major construction projects.

The other primary strategy for MBE development is capacity building. Some common programs to help MBEs develop capacity include technical assistance with the bonding process and the development of mentorship programs that match larger enterprises with similar, smaller minority-owned enterprises. Mentorship programs in other areas have proven an effective method for MBE capacity building and have shown mutual benefits for the larger as well as the smaller firms.

Hold an Annual Job & Workforce Development Fair

In order to promote workforce development opportunities, the City of Brunswick should hold an annual job,

entrepreneurship, and workforce development fair downtown. The City should seek to secure the participation of the Adult Literacy Center, the Downtown Development Authority, the Small Business Development Center, the Coastal Georgia Community College, the Glynn-Brunswick Public Library, Glynn County Schools, the Georgia Department of Labor, the Latin American Resource Center, and other workforce development providers in the region. Information should be provided on employment and training opportunities for all levels of qualification, from earning a GED to seeking technical qualification to pursuing 4-year degree programs at Coastal Georgia Community College. The Department of Labor should provide information on the most promising high growth occupations for varying levels of education or qualification.

In conjunction with the job fair, workforce development agencies can meet and establish plans to better coordinate their efforts. Each workforce development agency should be aware of and promote the initiatives of other agencies, and opportunities to connect the clients of one program to the offering of other agencies should be explored.

Formalize Capital Improvement Programming

Even though the City of Brunswick has several capital improvement projects under its Special Option Sales Tax (SPLOST), the City would greatly benefit from formalizing these and other improvements into an annually maintained Capital Improvement Plan. A Capital Improvements Plan, or CIP, is a long-range plan, usually spanning four to seven years, which focuses on specific capital projects and major equipment needs. A CIP provides a planning schedule and identifies options for financing the plan.

The CIP is useful as it helps the municipality coordinate with the other public entities that are also expending public funds. These entities, such as the City government, parks and recreation district, and school district, would benefit from having a clear plan that is in line with the City's annual budget.

The CIP also provides other fiscal benefits to the community. By following the program, leaders can consolidate all project costs, which can reduce borrowing cost and stabilize debt. Finally, the CIP can be utilized as an economic development tool.

The City of Brunswick should ensure that certain steps are taken when developing a Capital Improvements Plan. Most importantly, the City should identify what kind of projects would qualify under inclusion for the CIP. Secondly, the City should create guidelines for implementing funding and

projects. Thirdly, the plan should be concurrent with any state laws and definitions.

Some common strategies of funding for Capital Improvement Programs include:

- **GO – General Obligation:** General obligation is a strategy of using long-term debt to finance the cost of a capital improvement. Prior to project planning and design, a statutory authority must be established and the Governing Body must adopt a resolution authorizing the improvement.
- **Pay As You Go:** Funding for the CIP is budgeted each year in order to pay cash for the capital improvements. This fund is used in lieu of issuing general obligation bonds.
- **Excise Tax:** Represents excise tax payments.
- **Escrow Funds not at Risk:** Escrow funding paid by private developers or property owners to pay their portion of the project. This money is paid prior to the start of the project.
- **Special Assessment:** Property owners that benefit from improvements are charged all or a portion of the cost of the improvement, based on the type of project.

Accelerate FEMA's Community Rating System Tropical Storm Mitigation Program

FEMA's Community Rating System is a voluntary program for local governments that encourages community floodplain management activities beyond those required by the National Flood Insurance Program (NFIP). The Community Rating System provides a guided framework for communities to better prepare for and mitigate potential damage from flood events. This framework includes a menu of recommended actions with a scoring system of credits for each, technical assistance, and financial incentives.

Property owners of local governments that successfully implement a Community Rating System program qualify for reduced costs on their flood insurance. The Community Rating System rates each participant community between Class 10 and Class 1, with lower classes corresponding to higher levels of flood mitigation activity and lower insurance premiums. Currently, the City of Brunswick is eligible for the Community Rating System as a Class 9 community; Glynn County is eligible as a Class 8 community; and Jekyll Island is eligible as a Class 6 community. It is recommended that the City of Brunswick seek to improve its Class rating within the Community

Rating System and re-dedicate more resources to these floodplain management activities.

The benefits of the Community Rating System go far beyond discounts for flood insurance. An effective Community Rating System program has the potential to save lives, to reduce or prevent damage to property, to save money, and to protect the environment. Every member of the community benefits from the Community Rating System program. There is no fee to enroll in the program with FEMA, though some of the program activities may involve implementation expenses.

Credits are given to local communities in the Community Rating System for four types of activities:

- Public Information (This includes programs that advise people about flood hazards, flood insurance, and ways to reduce flood damage)
- Mapping and Regulation (These activities include mapping areas not shown on the Flood Insurance Rate Maps, preserving open space, enforcing higher regulatory standards, and managing stormwater)
- Flood Damage Reduction (This includes a comprehensive floodplain management plan, relocating or retrofitting flood prone structures, and maintaining drainage systems)
- Flood Preparedness (This includes flood warning, levee safety, and dam safety programs)

The Community Rating System program is overseen by a CRS Coordinator. Because CRS activities can impact insurance rates, all CRS activities must be recorded, measured, and evaluated. As various CRS activities are completed, the CRS Coordinator informs FEMA. Once the City qualifies for a lower Class rating, a verification visit is conducted to audit the City's CRS program. Annual recertification and ongoing maintenance of the program are also required.

Short Term Work Program

Develop Form-Based Codes for Brunswick

Form-based codes are particularly appropriate for Brunswick because they can help new development fit into the historic development patterns of the City. Form-based codes focus on the regulation of building form and the relation of the building to the public realm rather than the use-based regulation of zoning. Form-based codes are based on the premise that multiple uses can be appropriate for a given location so long as the form is appropriate to the context. This allows a community to maintain a distinct physical character over time, while allowing land uses to continuously evolve to meet market demands.

Form-based codes may enable Brunswick to achieve many of its land use goals simultaneously. Form-based codes could serve to create design guidelines for Brunswick's major corridors, ensure the compatibility of residential development in neighborhoods, promote the development of accessory housing units, and encourage neighborhood commercial development. Form-based codes may be able to achieve all of these objectives because they increase the amount of architectural, public realm, and design guidance while decreasing the amount of land use regulation and segregation.

Form-based codes regulate design characteristics such as the height and bulk of buildings, the design of the street and sidewalk, the location of parking, and building types. As they are usually communicated through illustrated standards, form-based codes are often easier for residents to understand.

The typical steps in developing a form-based code would be:

1. Creating an inventory of current development patterns, including street types, block types, building types, open space types, and so on
2. Mapping the community into a series of neighborhoods, districts, and corridors (can correspond to character areas from Comprehensive Plan)
3. Holding public charrettes to review current development patterns and proposed new and infill development patterns through a review of desired development types
4. Developing diagrams for each neighborhood, district, and corridor that indicate design standards for streets, sidewalks, buildings, parking, and facades
5. Creating a palette of architectural types based on typical architectural patterns in the community, and assigning those to different neighborhoods and districts

6. Illustrating and recording the design standards developed through this process

While form-based codes have the potential to make the development approval process easier, extensive education is needed before form-based codes are introduced in a community. City staff, residents, political leaders, and developers may be unfamiliar with how form-based codes operate and uncomfortable with the implications of form-based development regulation. A patient and ongoing educational process is essential to the success of such a major departure from the tradition of zoning-based land use regulation. Also, if form-based codes are employed in addition to existing zoning, the development approval process could become more, rather than less, complex.

More information on developing form-based codes is available from the Georgia Department of Community Affairs and from professional organizations such as the Congress for the New Urbanism.

Develop a City-County Land Bank

A land bank is a government entity whose purpose is to convert tax delinquent properties into productive use. Many communities have used land banks to address large inventories of abandoned and tax delinquent properties. When well managed, a land bank can reduce blight, produce new affordable housing, and increase local tax revenues by putting property into privately owned, productive use.

Land banks are often created through an agreement between local governments. By delegating authority to a single entity with a focused mission, land banks are able to tackle a host of problems associated with tax delinquent properties. Land banks are able to fix title problems, improve foreclosure proceedings, and expedite the transfer of underutilized properties into the hands of active developers.

Generally land banks have a board of directors and their own staff independent of each local government's staff. The powers of the land bank should be well defined, including the power to acquire and manage property and in some cases the power to waive delinquent taxes. Land banks also have disposition authority, or discretion in how they sell land to private developers and under what terms. It is important for a land bank to have clear and limited goals so that it can make decisions about delinquent property quickly and efficiently. It is recommended that the focus of a Brunswick-Glynn County land bank be on the elimination of blight and the production of affordable housing.

Further information on developing a land bank is available from the Local Initiatives Support Corporation (<http://www.lisc.org>). Some model land banks include the ones in Atlanta, Georgia and the land bank of Genesee County, Michigan (<http://www.thelandbank.org>).

Establish a Community Land Trust

Community Land Trusts (CLTs) are a mechanism for providing a permanent source of owner-occupied housing for a particular community. CLTs remove the cost of land from the housing purchase, making the home more affordable and keeping the home price low for the long term for future low-income homebuyers. Most CLTs target homebuyers that earn between 50%-80% of area median income (AMI). There are currently about 190 CLTs in the US, and the first one was founded in Georgia in 1968. As the effectiveness of this strategy has become better known, there has been a rapid pace of growth in the formation of new CLTs in the 1990s and 2000s.

CLTs are primarily involved in the development of new for-sale affordable housing. CLTs may engage in either new construction or rehabilitation of existing housing stock. Most CLTs focus on the development of detached single-family housing, but some CLTs work on attached forms of owner-occupied housing and others provide rental housing as well. Some other activities of CLTs include homeownership counseling, property management, and open space preservation.

The CLT ownership model for homes is one of joint ownership between the home owner and the CLT. The CLT is usually a private, non-profit, board managed organization. The CLT retains ownership of the land, while the home owner purchases the structure on the land and engages in a long term lease of the land from the CLT. Usually the leases are structured as 99-year, renewable leases. The rights, responsibilities, and benefits of home ownership are shared between the home owner and the CLT. When the homeowner wishes to sell their home, they must sell it at a price determined by a formula established by the CLT. Generally this formula promotes long term residence, capital accumulation by the home owner, and continued affordability for the home upon resale.

There are several models for organizing a CLT, including an organizational model provided by the 1992 National Affordable Housing Act. This organization model recommends a "tripartite" board with membership from leaseholders, community residents, and public officials and funders. The governing board is usually between nine and fifteen members and is elected by the membership of the CLT. Generally all residents of the host community can

become members. The membership also has the right to change the CLT bylaws, sell its land, change its resale formula, or dissolve the CLT.

Other communities have found that an engaged CLT board and staff continuity are both key to a CLT's long term success. Most CLTs rely on multiple sources of funding, including resident and user fees, federal government funding, local government support, and foundation grants.

Community Land Trusts are a particularly appropriate mechanism for Brunswick because land prices are currently low compared with the region or other coastal areas. Now is a prime opportunity for the community to lock in a supply of affordable housing, which will ensure that the community will remain diverse and affordable long into the future. Establishing a Community Land Trust now could be insurance against the potential for rampant gentrification in Brunswick's future.

Conduct a Stormwater Utility Feasibility Study

Brunswick is a community that is surrounded by sensitive habitat in the form of its unique marshlands. However, those marshlands are highly sensitive to non-point source pollution often caused by stormwater runoff. Brunswick has a high amount of impervious surface area within the City. Consequently, the stormwater run-off is very high and contributes to degrading the quality of these marshlands.

A stormwater utility is a service provided by the City to manage rainfall run-off within the City. A stormwater utility generates revenue through user fees in a manner similar to other utilities that provide water, electricity, solid waste, etc. These fees create a dedicated revenue stream which can be utilized only on stormwater system maintenance and operations. Fees can also be used for stormwater system's planning and construction.

Most stormwater utility fees are structured around charging users based upon their respective contribution to stormwater run-off. Defining what a user's "respective contribution to stormwater run-off" can be problematic, though it is usually based upon the amount of impervious surfaces on each property. Therefore, it is important for the City to undertake a study to assess the feasibility of a stormwater utility to determine what the fee structure should be.

The feasibility study should consider the two main components of establishing a stormwater utility: the organizational structure of the utility and the determination of the rate structure. Establishing the utility requires a determination of whether an entirely new utility is needed or if services and implementation can be handled by existing utilities. Determining the rate structure and basis is a more

difficult process. A wide variety of approaches exist for determining the user fee. Some communities have developed fees based on square footage of impervious area while others charge a flat fee per dwelling unit, and yet others have based the figures on the number of bedrooms within a household. Whichever approach, Brunswick should take steps to ensure that the user fee is seen as fair by community stakeholders.

Update Long Range Transportation Plan

The Brunswick Area Transportation Study (BATS) is the group responsible for overseeing transportation planning for the Brunswick-Glynn County area. The most recent Long Range Transportation Plan (LRTP) was completed in October of 2005. Since the Long Range Transportation Plan must be completed every five years, BATS will need to begin a LRTP update in 2010 or sooner.

The federal government requires metropolitan areas to engage in a continuing, cooperative, and comprehensive transportation planning process. BATS has maintained its continuing planning process through efforts such as the LRTP.

Each LRTP must project future transportation patterns, including traffic volumes and congestion. The LRTP will then select transportation projects based on these anticipated future transportation needs. Transportation projects will be evaluated and prioritized using a systematic methodology. The transportation improvement program should be constrained to what is financially feasible given existing transportation funding resources. The LRTP should be truly multimodal in nature, planning for rail, airports, roads, transit, bicyclists, and pedestrians. Also, the LRTP should take into consideration crucial intermodal connections that promote the flow of goods and people.

With the City of Brunswick seeing significant new development, especially with Liberty Harbor, the LRTP will need to take into account reasonable projections of this new growth in planning for future transportation improvements. Also, the new LRTP will need to take into account the percentage of transportation trips that will be captured by the new transit service that should be rolled out in the BATS study area soon.

Develop a City-Wide Pedestrian and Bicycle Master Plan

One of the hallmarks of vibrant cities is the strong presence of pedestrian activity. Having people present on the streets creates a sense of warmth and community within an area. However, pedestrians and cyclists are often discouraged by the threat of vehicular traffic. Brunswick's street grid was

laid out during a period when vehicles were less predominant and consequently its design is well-suited for pedestrian activities.

The City has already taken steps toward reinforcing the goal of creating a pedestrian-friendly environment. In 1994, the City hired PBS&J to create a City-wide Pedestrian and Bicycle Master Plan. The plan included proposed improvement with prioritized targets and projected costs. However, no inventory or follow-up analysis has been conducted to ascertain the status of the program. The City's first step should be to conduct a pedestrian and bicycle facility inventory to determine what has been done and what is left towards realizing the plan.

Next, the City-Wide Pedestrian and Bicycle Master Plan should be updated with the identification of priority projects, an updated implementation strategy, including financing, and model designs for different types of pedestrian and bicycle facilities. Model designs for pedestrian and bicycle facilities could also be developed as part of the *City Wide Street Schematic Design Plan* (see below).

One of the biggest roadblocks to implementing pedestrian plans is the perceived lack of funding for projects of this magnitude. Yet, federal funding is available to helping such programs. The Federal Highway Administration (FHWA) has specifically identified pedestrian plans as a priority for funds. The best federal sources for such funds can be found through Congestion Mitigation and Air Quality Improvement (CMAQ), Transportation Enhancements (TE), and the National Highway System (NHS) as all are eligible to be used for bicycling and pedestrian improvements that encourage multi-modal transportation.

Implement a Safe Routes to School Program

Brunswick benefits from a strong urban fabric, the essential element that great cities across the world share. Such a fabric ensures that residential areas are close to civic and institutional buildings, making Brunswick an ideal City to implement a Safe Routes to School program. By promoting walkability, a Safe Routes to School program has a variety of benefits for both children and neighborhoods. Most importantly, it encourages childhood health, as studies show children are becoming increasingly sedentary. Neighborhoods near schools benefit from reduced traffic congestion and better air quality.

Building a Safe Routes to School program requires input from the community and should be a staged process to ensure stakeholders are both interested and committed. The first step is to define the context of the program. Community leaders need to identify at what scale they are

going to pursue a program; for example, should it be district-wide or for a few target schools? Subsequently, the community should identify a steering committee and a program champion to support the process. This steering committee can include a coalition of school leaders, community leaders, and local government. Finally, the steering committee should become familiar with the requirements and criteria for a Safe Routes program as defined by the *National Highway Traffic Safety Administration Safe Routes Toolkit*.

The next major step is to hold a kick-off meeting to raise public awareness and to distill the process. The kick-off meeting has two main goals: to create a vision and to generate next steps. Next, the program should focus on gathering data not only on current conditions, but on developing a benchmarking process for the program.

After the above elements are in place, the steering committee should focus on creating a Safe Routes to Schools plan and identifying funding sources. Some ideas for funding sources include:

- Federal programs: SAFETEA-LU (including funds allocated to SRTS), Congestion Mitigation and Air Quality, Surface Transportation Program, Recreational Trail Program and others
- State SRTS programs
- Environmental and air quality funds
- Health and physical activity funds
- County and City funding
- Philanthropic organizations and foundations

Implementing the plan should also include a follow-up program that can update and alter the original program as needed. Monitoring should identify the number of children safely walking and bicycling to school and which strategies are proving the most effective. Finally, it is the responsibility of the steering committee to identify ways to sustain and expand the program.

The Safe Routes to School website provides detailed guidance on implementing a Safe Routes to School program: <http://www.saferoutesinfo.org/guide/steps/index.cfm>.

Develop City-Wide Street Schematic Design Plan

In order to promote an improved appearance and to implement a Complete Streets policy, the City of Brunswick should develop schematic designs for its entire roadway network. A schematic design is a generalized design that shows how the public right of way and the private realm adjacent to the public right of way will be managed. A schematic design plan for Brunswick's streets will promote

all models of travel and properly balance the interests of travelers and the improvement of the public realm.

To develop a schematic design plan for the City of Brunswick, each street should be assigned a street type. Street types may include Boulevards, Avenues, Residential Avenues, Commercial Streets, Residential Streets, Lanes, Alleys, and Roads. Each street is designated a street type based on the average daily traffic the street bears and the urban context in which the street occurs – considering the density, intensity, and mix of uses surrounding the street.

Schematic design plans address the design of both the roadway and the streetscape, taking into account both traveler needs and urban design considerations. A schematic design plan should cover such issues as:

- Design speed and target speed for the street
- Number and width of lanes
- Appropriateness or inappropriateness of deceleration lanes
- Two-way or one-way street designation
- Presence of on-street parking
- Minimum bicycle lane width
- Access management considerations (control of driveways)
- Width of the sidewalk (pedestrian thoroughway)
- Width of furnishings zone (for trees, lights, benches, etc.)
- Requirements for the presence of street trees at regular intervals
- Recommended street lighting
- Width of the frontage zone (area between the building and the sidewalk)
- Recommended building setbacks
- Transit stop design
- Intersection design and turn lanes

In short, a schematic design for a street provides generalized guidance for the ultimate preferred design of both the roadway area and the streetscape area of the public right of way. This ensures that future transportation improvements promote all modes of travel and that the street design contributes to the community's desired image for the corridor.

Develop Street Framework Plan for Hercules Site

A street framework plan for the Hercules site is a plan that would designate the future street network for the site should it ever be sold and redeveloped. The purpose of a street framework plan would be to reconnect the City's existing street network and to ensure a continuation of the City's regular block pattern through the Hercules site. Reconnecting the street grid would improve property values

of adjoining neighborhoods and re-establish Brunswick's historic development patterns in this area.

Establishing a street framework plan would in no way affect the current operations of the Hercules plant. Also, it would not govern future land use for the site, which should only be determined after adequate environmental and market studies. The blocks in the street framework plan should be large enough to accommodate a variety of potential uses, from single-family housing to a new college campus. The purpose of the street framework plan would just be to establish the pattern of streets and blocks, and therefore to ensure that whatever redevelopment takes place is not isolated but integrated into the Brunswick community.

Supplemental Plans

Blueprint Brunswick

An updated version of the Blueprint Brunswick plan is being developed simultaneously with this new Comprehensive Plan. The Blueprint Brunswick plan and the Comprehensive Plan are symbiotically related; the initiatives outlined in the Blueprint Brunswick plan further the policies and land use patterns established in the Comprehensive Plan. Blueprint Brunswick is identifying a series of catalyst sites for redevelopment that will help to improve the City's image and promote its economic growth. The Blueprint Brunswick plan is focused on targeted redevelopment in specific areas, while the Comprehensive Plan focuses on the entire City of Brunswick and contains both short term and ongoing priorities for the City.

Some of the focus areas for Blueprint Brunswick are the same as the ones identified in this Comprehensive Plan. Blueprint Brunswick focuses on promoting redevelopment and infill development in Old Town, particularly along the City's waterfront and the Gloucester corridor.

Redevelopment and urban design improvements along US 17, which serves as a major gateway into the City and the region, are also a focus of the Blueprint Brunswick plan.

Urban Transit Implementation Plan

Glynn County and the City of Brunswick are currently working on an Urban Transit Implementation Plan in order to roll out the proposed new transit service in the area. This implementation plan will include guidance on all issues that must be addressed in the implementation of new transit service in the Glynn County-Brunswick area. Issues to be addressed include route design and frequency, operating schedules, fare structure, and so on. The plan will also include a phasing strategy with benchmarks for starting up transit service from scratch.

Solid Waste Management Plan

The Solid Waste Management Plan was developed and adopted in 2007 and is hereby incorporated into the Comprehensive Plan by reference. The Solid Waste Management Plan (SWMP) includes a comprehensive review of the City's waste collection and disposal efforts, as well as its efforts to reduce the waste stream. The SWMP includes sections on the amount of waste by type, the waste collection process, waste reduction efforts, land limitation for landfills, and recommendations for improvements to the solid waste management system. Some of the primary recommendations from the SWMP are to institute drop-off recycling centers throughout the City, to fund the purchase of new waste collection vehicles, and to increase education on recycling and proper waste disposal of tires.

ID	Project	2008	2009	2010	2011	2012	2013	Ongoing	Responsible Entity	Estimated Cost	Funding Sources
Economic Development Projects											
1	Continue identification and assessment of brownfield sites; develop a strategy for their remediation and redevelopment.	X	X	X	X	X	X	X	Brownsfield Task Force/ Comm. Dev./ Fanning	\$30-100K	EPA, CDBG
2	Implement selected projects from the Blueprint Brunswick Master Plan to revitalize and redevelop key catalyst sites throughout the City.	X	X	X	X	X	X	X	Comm. Dev./ Planning/ DDA	\$100K+	Various
3	Promote minority-owned business enterprises through a study of MBE capacity and by initiating business mentoring programs and business incubators.	X	X	X	X	X	X	X	SBDC/ DDA/ Comm. Dev.	Staff costs	City
4	Hold an annual job, entrepreneurship, and workforce development fair downtown. Secure the participation of Adult Literacy Center, Chamber of Commerce, DDA, SBDC, CGCC, Public Library, Glynn County Schools, GDOL, LARC, and other workforce development providers.		X	X	X	X	X	X	Comm. Dev./ DDA/ CGCC/ Schools	Staff and promotional costs	City, DCA Homebuyer Education, One Georgia Equity Fund, CDBG
5	Aggressively expand downtown development to the Norwich corridor, through tools such as marketing studies, increased parks and public facilities, a unifying streetscape design, and promoting housing redevelopment and infill in adjacent neighborhoods.		X	X	X				DDA/ Comm. Dev./ Planning/ Archways	\$100K+	City
6	Recruit a neighborhood grocery to the downtown area.		X	X					DDA/ Comm. Dev.	Staff costs	City
7	Establish an empowerment or enterprise zone to promote economic and community development.				X	X	X		City Manager/ Comm. Dev./ County/ Archways/ DDA/ Chamber	Staff costs	City

ID	Project	2008	2009	2010	2011	2012	2013	Ongoing	Responsible Entity	Estimated Cost	Funding Sources
Cultural & Environmental Projects											
8	Develop a Gullah-Geechee ordinance to support the development of interpretive exhibits and/or a coastal heritage center as part of the federal Gullah-Geechee Heritage Corridor.	X	X	X					Comm. Dev./ Planning/ BGIVB/ County/ Historic Nonprofits	Staff costs	City
9	Develop a tree ordinance for the protection of specimen trees.		X	X	X				Planning/ Comm. Dev.	Staff costs	City
10	Pursue the recognition of Windsor Park & Dixville as national historic districts listed in the National Register.		X	X					DDA/ Historic Board/ Planning/ City Manager	<\$30K	DDA
11	Rezone all marshlands to Conservation Preservation.		X						Planning	Staff costs	City
12	Develop a comprehensive inventory of cultural, archaeological and historic properties and resources, as well as important cultural and historical viewsheds, expanding upon the City's existing historic resource inventory.			X	X	X			Comm. Dev./ DDA/ Historic Board/ Planning/ CGRDC	\$30-100K	City
13	Pursue the recognition of additional parts of New Town/Town Commons as national historic districts.				X	X			DDA/ Historic Board/ Planning/ City Manager	<\$30K	DDA

ID	Project	2008	2009	2010	2011	2012	2013	Ongoing	Responsible Entity	Estimated Cost	Funding Sources
Housing Projects											
14	Expand home rehabilitation programs for low income home owners.	X	X	X	X	X	X	X	Comm. Dev./ Housing Non-Profits	\$100K+	HUD, DCA, BPHA
15	Foster partnerships with for-profit and non-profit developers to develop new, affordable infill housing.	X	X	X	X	X	X	X	Comm. Dev./ Housing Non-Profits	\$30-100K	HUD, DCA, BPHA
16	Promote the development of affordable single family housing in strategic neighborhood revitalization areas by expanding financial assistance to homebuyers and providing incentives to for-profit and non-profit developers.	X	X	X	X	X	X	X	Comm. Dev.	Using existing City community development funding sources.	City, BPHA, HUD
17	Design and implement a Community Housing Assistance Program.	X	X	X					Comm. Dev./ Planning/ CHRAB/ BPHA	Staff costs	City, BPHA
18	Develop a long range plan for addressing the needs of low-income elderly and handicapped persons.		X	X					Coast Georgia Area Agency on Aging/ Comm. Dev.	\$30-100K	City, BPHA
19	Pursue the establishment of a Community Land Trust to ensure a permanent source of affordable housing for Brunswick residents.		X	X	X				Comm. Dev./ Archway Program/ Housing Non-Profits	\$30-100K	City, BPHA, DDA
20	Develop an implementation strategy for elevating rental housing standards throughout the City.		X						City Commission/ Comm. Dev./ Housing Non-Profits	Staff costs	City
21	Develop a Senior Citizens Independent Living Housing Plan.			X	X				Comm. Dev./ Housing Non-Profits	Staff costs	HUD/ Donations
22	Establish a County-City Land Bank to clear title and sell tax delinquent and other neglected properties.			X	X	X			Comm. Dev./ Archway Program/ Housing Non-Profits	Staff, coordination, legal costs.	County, City, BPHA
23	Develop a community-wide strategy for addressing chronic homelessness, with improvements to emergency housing and other related services.			X	X				Comm. Dev./ Non-Profits/ Faith-Based Service Providers/ BPHA	\$30-100K	DCA
24	Develop a new senior housing project in a transit-accessible location, preferably close to other community resources.			X	X	X			Comm. Dev./ BPHA/ Non-Profits/ DDA	\$100K+	HUD, DCA, LIHTC

ID	Project	2008	2009	2010	2011	2012	2013	Ongoing	Responsible Entity	Estimated Cost	Funding Sources
Infrastructure & Parks Projects											
25	Maintain accreditation as a class-2 ISO Fire Department.	X	X	X	X	X	X	X	Fire	Staff costs	City
26	Pursue Level-3 rescue response status as a Georgia search and rescue team.	X	X	X	X	X	X	X	Fire	Staff costs	City
27	Establish a City-wide wireless internet system with functionality for public safety officials and other city departments, with the eventual expansion of service to the general public.	X	X	X					IT/ Police	\$30-100K	Georgia Technology Authority
28	Develop design standards for public access along Brunswick's riverfront, including access to the riverfront from public streets.	X	X						Comm. Dev./ Planning/ DDA	Staff costs	City
29	Increase the availability of downtown parking and engage in parking management strategies to make efficient use of existing parking.	X							City Commission/ DDA/ Comm. Dev./ Police	\$600,000	General Funds, Parking Tickets and Revenues
30	Develop Liberty Ship Park adjacent to Liberty Harbor.	X	X						Parks/ City Commission/ Engineering	\$1.6 million	TEA/ General Funds
31	Participate with a private contractor to develop and implement an expanded recycling program and facility to be used for city-wide recycling	X	X						Public Works	Staff Costs	City
32	Develop a city-wide Drainage Master Plan (coordinate with stormwater utility feasibility study).		X	X					City Engineer/ Public Works/ Planning	\$30-100K	Stormwater Utility, MOST
33	Establish a stormwater utility to fund drainage improvements, starting with an study addressing a drainage needs assessment, the utility's organizational structure, and fee calculation and assessment.		X	X					City Manager/ Finance/ Engineer/ Public Works/ Planning	\$100K+	City
34	Develop an annual Capital Improvement Program to plan for future capital expenditures and update annually.		X	X	X	X	X	X	City Manager/ Public Works/ City Engineer/ Finance	Staff costs	City
35	Improve neighborhood infrastructure - drainage, sidewalks, lighting, curb, gutter, etc - as programmed in the Capital Improvement Program.			X	X	X	X	X	Comm. Dev./ Engineering/ Public Works/ BPHA/ JWSC/ Non-Profits	\$30-100K	Stormwater Utility/ MOST/ SPLOST/ One Georgia Equity Fund/ CDBG
36	Develop a Comprehensive Parks Plan to manage the City's green spaces and recreational needs.			X	X	X			Planning/ Parks	\$30-100K	City
37	Conduct a feasibility study with regard to increasing funding for the City's infrastructure needs with MOST.			X	X				City Manager/ Finance/ Engineer/ Public Works/ Planning	\$100K+	City

ID	Project	2008	2009	2010	2011	2012	2013	Ongoing	Responsible Entity	Estimated Cost	Funding Sources
Community Involvement & Planning Projects											
38	Encourage and support the establishment of neighborhood organizations and foster active participation in civic issues.	X	X	X	X	X	X	X	Comm. Dev./ Neighborhood Organizations/ Churches/ Schools	Staff costs	City
39	Develop a city-wide communications strategy for promoting the positive news of progress and community involvement in Brunswick.	X	X	X	X	X	X	X	City Manager/ Public Information Officer	Staff costs	City
40	Accelerate FEMA's Community Rating System programs to mitigate flooding risks and increase the community's preparedness for tropical storm flooding events.	X	X	X	X	X	X	X	Emerg. Manag./ Engineering/ Public Works/ Planning	\$100K+	Stormwater Utility
41	Construct approved City gateway features, wayfinding signs, and/ or public art projects at the north and south entrances of US 17 into the City, at the entrance of US 341 into the City, at Gloucester and US 17, at the end of the Torras Causeway, and in other potential locations.	X	X	X					DDA/ Comm. Dev./ Planning/ Golden Isles Arts/ BGIVB	\$100K+	TEA/ General Funds
42	Designate the boundaries of a medical district within the Parkwood/Medical Character Area through a neighborhood charrette.	X	X	X					Planning/ Community Dev./ Hospital/ CGCC	Staff costs	City
43	Conduct neighborhood-specific charrettes on affordable housing, infill housing design, and needed infrastructure improvements throughout the City. (Potential connection to form-based codes).	X	X						Comm. Dev./ Engineering/ Public Works/ BPHA/ JWSC/ Non-Profits	\$30-100K	City
44	Designate future land use for the Brunswick waterfront as mixed-use development, and include a requirement for providing public space lining the riverfront.	X	X						Planning/ Comm. Dev.	Staff costs	City
45	Rework the zoning code to more flexibly permit accessory dwelling units (Potential connection to form-based codes)	X	X						Planning/ City Commission	Staff costs	City
46	Investigate standards for large-scale developments to require a public charrette process as part of adequate neighborhood review.		X	X	X				Planning	Staff costs	City

ID	Project	2008	2009	2010	2011	2012	2013	Ongoing	Responsible Entity	Estimated Cost	Funding Sources
Community Involvement & Planning Projects (2nd Page)											
47	Establish a "best neighborhood clean up" award for property owners, tenants, and/ or neighborhood organizations that make the greatest improvement to their area on a quarterly basis.		X	X	X	X	X	X	Comm. Dev./ Neighborhood Organizations	Staff costs	City
48	Regulate the design standards for automobile dealerships and other outdoor storage land uses. Limit such uses to the Highway Commercial zoning district (Potential connections to form-based codes).		X	X	X				Planning	Staff costs	City
49	Annexation Plan - Pursue annexation in order to make a more contiguous and 'common-sense' boundary for the City.		X	X	X				City Manager/ City Attorney/ Planning/ City Commission	Staff costs	City
50	Rework the zoning code to promote new development that is compatible with the City's historic development patterns. Consider the use of a form-based code instead of traditional land use zoning. Revise lot standards in the zoning code so they fit the most common existing lot sizes in the City.		X	X					Planning/ City Commission/ CGRDC/ Historic Board	\$30-100K	City
51	Enhance overlay design guidelines for US 17 to require multi-story structures, a build-to line, and a pedestrian streetscape along the corridor.		X	X					Comm. Dev./ Planning	\$30-100K	City
52	Conduct design charrettes for all of the City's squares and parks to plan for future amenities and increase community ownership of parks.			X	X				Parks/ Planning/ Comm. Dev./ Signature Squares	\$30-100K	City
53	Revise the subdivision ordinance to promote new development that is compatible with the City's historic development patterns.			X	X				Planning/ Engineering	Staff costs	City
54	Develop policies for permitting Bed and Breakfasts in residential areas.			X	X				Planning/ Legal/ Historic Board	Staff costs	City
55	Revise the zoning ordinance to increase flexibility with respect to neighborhood commercial development (Potential connection with form-based codes)				X	X			Planning/ Legal/ City Commission	Staff costs	City
56	Develop a provisional Street Framework Plan for the Hercules site as a contingency plan in case the current plant should close.					X	X		Planning/ Engineering	Low	City

ID	Project	2008	2009	2010	2011	2012	2013	Ongoing	Responsible Entity	Estimated Cost	Funding Sources
Transportation Projects											
57	Update the Long Range Transportation Plan, and re-evaluate the boundaries and projections for future Traffic Analysis Zones (TAZs).	X	X	X	X				BATS/ Planning/ DDA/ Public Works	\$45,000	GDOT/ County/ City
58	In cooperation with Glynn County, establish regular transit service per the Glynn County Urban Transit Implementation Plan, connecting residents to employment, shopping, and health care destinations.		X	X	X	X	X	X	BATS/ County	\$230,000 annually	County/ City/ GDOT/ FTA
59	Develop a City-wide Street Schematic Design Plan with designations, functional descriptions, and schematic designs for all streets in the City. Ensure that schematic designs for streets include all modes of transportation. Develop specific cross-section designs for US 17, US 341, Bay Street, Altama, and MLK Blvd.		X	X					Planning/ Engineering/ Public Works	\$35,000	City
60	Conduct a design charrette for US 17 with the goal of developing voluntary or compulsory design guidelines and a desired streetscape design for the corridor.		X	X					Planning/ Engineering	Low	City
61	Build a bicycle path connecting Liberty Ship Park to Howard Coffin Park.		X	X					Comm. Dev.	\$225,000	DNR Recreational Trails, CDBG
62	Develop a City-wide Bicycle and Pedestrian Master Plan with facilities standards for all street types and a phasing strategy for extending pedestrian and bicycle access to the entire City. Place a particular emphasis on access to public schools from residential areas, i.e. "safe routes to school."			X	X	X			Comm. Dev./ City Manager/ Public Works/ CGRDC/ Schools/ GDOT	\$45,000	Safe Routes to School, GDOT
63	US 17 Streetscape - Design and construct new streetscapes, on easements or in the public right-of-way, including new sidewalks, street trees, lights, benches, and a possible median.			X	X				Planning/ Engineering/ GDOT	\$8 million	TEA/ General Funds
64	Bay Street Streetscape - Design and construct new streetscapes in the public right-of-way, including new sidewalks, on-street parking, street trees, lights, benches, and a possible median.				X	X			Planning/ DDA/ Engineering/ GDOT	\$4 million	TEA/ General Funds
65	Gloucester Streetscape - Design and construct new streetscapes in the public right-of-way, including new sidewalks, on-street parking, street trees, lights, benches, and a possible median.					X	X		Planning/ DDA/ Engineering/ GDOT	\$4 million	TEA/ General Funds

Glossary of Terms

Acronyms & Abbreviations

Archways - University of Georgia Archways Program	Finance - City of Brunswick Finance Director
BATS - Brunswick Area Transportation Study	FTA - Federal Transit Administration
BGIVB - Brunswick & the Golden Isles Visitors Bureau	GDOT - Georgia Department of Transportation
BPHA - Brunswick Housing Authority	Golden Isles Arts - Golden Isles Arts & Humanities
Chamber - Brunswick-Golden Isles Chamber of Commerce	Historic Board - City of Brunswick Historic Preservation Board
City Manager - City Manager of Brunswick	Hospital - Southeast Georgia Health Systems
CGCC - Coastal Georgia Community College	HUD - Housing & Urban Development
CGRDC - Coastal Georgia Regional Development Center	IT - City of Brunswick Information Technology
CHRAB - Community Housing Resource Advisory Board	JWSC - Joint Water Sewer Commission
Comm. Dev. - City of Brunswick Community Development	Legal - City Attorney of Brunswick
CDBG - Community Development Block Grants	MOST - Municipal Option Sales Tax
County - Glynn County	Non-Profits - Community Non-Profit Organizations
DCA - Georgia Department of Community Affairs	Parks - City of Brunswick Parks and Recreation
DDA - Brunswick Downtown Development Authority	Planning - City of Brunswick Planning
DNR - Georgia Department of Natural Resources	Police - City of Brunswick Police
Emerg. Manag. - City of Brunswick Emergency Management Director	Public Works - City of Brunswick Public Works
Engineering - City of Brunswick Engineer	Schools - Glynn County School System
EPA - Environmental Protection Agency	SPLOST - Special Option Sales Tax
Fanning - University of Georgia Fanning Institute	TEA - Transportation Enhancement Activity
Fire - City of Brunswick Fire Department	

City of Brunswick, Georgia

Community Agenda Addendum:

Report of Accomplishments for 2003-2007 Short Term Work Program (STWP)

Completed September 2007



**Prepared by
City of Brunswick
Office of Community Development**

Contact:
Eric G. VanOtteren, Director
Office of Community Development
(912)267-5530

Report of Accomplishments	Status of Project or Activity				**Currently underway or temporarily postponed activities or projects should appear in new STWP
Project or Activity from Previous STWP	Completed	**Currently Underway	**Postponed	Not Accomplished	*Explanation for postponement
PUBLIC SAFETY & HEALTH					
Purchase in-car computer system	X				
Purchase an aerial piece (Ladder Truck) for the Brunswick Fire Department.	X				
Expand the Brunswick Fire Department's proactive measures through its Fire Prevention Bureau.		X			
Continue to comply with Georgia Mutual Aid Group		X			
Continue to retain the Brunswick Fire Department Class II ISO Fire Insurance rating.		X			
Support the 911 Center for Joint City/County Dispatching.		X			
Expand Brunswick Fire Department, Local Industries and Regional Fire/Emergency Service Training.		X			
Expand the Brunswick Fire Department's ability to respond to "Special Operations" scenarios with proper training and equipment.		X			
Continue to support the Glynn County Health Department as they continue to provide a walk-in service which includes screenings, immunizations, testing, counseling, referrals.		X			

Report of Accomplishments	Status of Project or Activity				**Currently underway or temporarily postponed activities or projects should appear in new STWP
	Completed	**Currently Underway	**Postponed	Not Accomplished	*Explanation for postponement
Project or Activity from Previous STWP					
Continue to pass effective codes and ordinances to improve the safety, quality of life, and working conditions for all personnel within the City limits of Brunswick.		X			
Continue to support the idea of making all City facilities operationally adequate and handicap accessible.		X			
GENERAL GOVERNMENT FACILITIES					
Restore Old and New City Hall	X				
Create a cultural center in Old City Hall	X				
Expand the Police Departments office space by creating an additional satellite office or an entire police facility in another area.		X			
Construct a new Public Works Facility		X			
Construct a new Water/Wastewater Facility					Transferred to JWSC (Joint Water and Sewer District)
GENERAL PLANNING					
Prepare the Solid Waste Plan as an element of the Comprehensive Plan	X				
Update the Comprehensive Plan (Full Update)	X				
Continue to implement the Solid Waste Management Programs	Completed 2008 Plan	X			

Report of Accomplishments	Status of Project or Activity				**Currently underway or temporarily postponed activities or projects should appear in new STWP
	Completed	**Currently Underway	**Postponed	Not Accomplished	*Explanation for postponement
Sponsor a committee or organization responsible for encouraging progress in City projects & functions.				X	
Continue to work on the City's capital improvement plan including school facilities to be implemented by the City		X			
Design and implement a Parks & Recreation Master Plan to include all City facilities and City run programs.				X	Seeking funding.
ECONOMIC DEVELOPMENT					
Continue support of Glynn Brunswick Economic Development Authority.		X			
Continue support of Brunswick Downtown Development Authority.		X			
Provide City support to private investor in a multilevel parking garage in downtown Brunswick.				X	Dropped – not recommended by parking study
Continued support of Coastal Area District Development Authority.		X			
Continued support of Downtown Merchants Association.		X			
Develop a program to provide low-interest loans for adaptive reuse of vacant buildings.			X		Incorporated into housing planning.
Study and consider the development of the Andrews Island area.		X			

Report of Accomplishments	Status of Project or Activity				**Currently underway or temporarily postponed activities or projects should appear in new STWP
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Work with local organization in developing a Small Business Incubator to benefit Small and Minority Business owners.		X			
Develop and implement two (2) Redevelopment plans for Brunswick, Georgia to include the South end of Brunswick and Downtown Brunswick.		X			
Study and consider the creation of Enterprise Zones in the City of Brunswick.		X			Under Review. Will be introduced in 2009
Develop City owned property along 1 st Avenue for development as a potential residential community.					Property traded to Glynn County BOE for other sites. New site addressed in Blueprint Brunswick.
Encourage adaptive reuse of abandoned property or real estate located throughout the City.		X			
HUMAN RESOURCES					
Develop ongoing supervisory training programs in cooperation with the Glynn County Commission.	CITY & COUNTY SHARE RESOURCES WHEN POSSIBLE – EG, CITY, COUNTY & JIA ATTEND JOINT TRAINING SESSIONS.				
INFORMATION TECHNOLOGY					
Finish connecting the City Department's together by using Fiber Optic Cable.		X			
[BLANK]					

Report of Accomplishments	Status of Project or Activity				**Currently underway or temporarily postponed activities or projects should appear in new STWP
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UTILITIES					
Continued maintenance and improvement of the City's water system, consistent with the water/wastewater existing program.		X			Transferred JWCD
Implement the City's 201 facility plan and all necessary changes.			X		Transferred JWCD
Identify City's inflow and infiltration problems and correct the problems which are found.		X			Transferred JWCD
Replace the Perry Park Well.		X			Transferred JWCD
Purchase a tub grinder to replace the existing tub grinder.		X			Transferred JWCD
Establish a leak detecting program.		X			Transferred JWCD
Repair Pump Station #13 with force main.		X			Transferred JWCD
Repair Pump Station #10		X			Transferred JWCD
Repair Pump Station #6		X			Transferred JWCD
Sewer Line Rehabilitation		X			Transferred JWCD
Work with the local non-profit organizations in improving the local parks, sidewalks and squares.		X			
Replace Storm drainage infrastructure and roads in the Magnolia Park area.		X			
Repair Riverside Drive's storm drainage and roads				X	Lack funding
[BLANK]					

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Project or Activity from Previous STWP					
SOLID WASTE					
Replacement of the "K" Street Sanitary Sewer.	X				Transferred JWCD
Purchase a Sludge Dryer for the City's Compost Facility.	X				Transferred to JWSD
WETLANDS					
Continue working with the County to adopt the necessary procedures to ensure consistent consideration of wetlands in evaluation of local development proposals.	X	X			
LAND USE					
Implement the Greenspace Programs as adopted by the City.	X				
HOUSING					
Revise zoning ordinances to encourage infill development, allow greater lot coverage and density on existing vacant substantial lots.		X			
Promote Retention of Brunswick's older homes by developing low interest subsidy programs to assist with rehabilitation cost.		X			
Establish a housing program for the disabled, mentally challenged and homeless.		X			

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Work with private industry to establish a non-profit organization to provide housing for the homeless.		X			
Revise zoning to allow residential and other uses on second floor Downtown Brunswick structures to encourage renovation.		X			
Review and adjust current minimum lot size area and allowable densities in residential zones to allow the use of smaller lots and higher density development where appropriate, without diminishing the advantage of conventional detached single family units.		X			
Continue working with local non-profit organizations, lending institutions and the citizens advisory board to develop a housing assistance plan to address long and short term housing needs.		X			
NATIONAL HISTORIC RESOURCES					
Nominate eligible properties and/or Historic Districts to the National and State Register of Historic Places.		X			
Enforce and strengthen existing ordinances and develop new ordinances to protect environmentally sensitive areas.		X			

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Construct a park facility below the new Sidney Lanier Bridge.		X			
Expand the Sidney Lanier Park to include adjacent properties West of the Sidney Lanier Bridge.		X			Seeking Funding
Master Planning and Landscaping for Hanover Square.	X				
PARKS AND RECREATION					
Upgrade all playground parks		X			
Renovate Howard Coffin Administration Building and "H" Street Community Center.	X				
Construct a swimming pool complex at Howard Coffin Park.	X				
Upgrade all Athletic Fields and Tennis Courts.	X (tennis)	X (fields)			
Construct a Recreational Park in the Magnolia Park area.		X			

CITY OF BRUNSWICK

POST OFFICE BOX 550 • BRUNSWICK, GA 31521-0550 • (912) 267-5500 • FAX (912) 267-5549

Bryan Thompson, Mayor
Cornell L. Harvey, Mayor Pro Tem
James H. Brooks, Sr., Commissioner
Jonathan L. Williams, Commissioner
Mark A. Spaulding, Commissioner

City Attorney
M. Lynn Frey, III

City Manager
Roosevelt Harris, Jr.

City of Brunswick

Resolution to Transmit

WHEREAS, The City of Brunswick is required by the Georgia Department of Community Affairs to update its Comprehensive Plan every ten years in accordance with the Georgia Planning Act of 1989 ; and

WHEREAS, The 2008 Comprehensive Plan Update has been prepared by EDAW Inc. with the assistance of the City of Brunswick, and that it addresses all the required Minimum Standards and Procedures for Local Comprehensive Planning to include the required official public hearings assuring that the views, opinions and attitudes of City residents are addressed.

BE IT THEREFORE RESOLVED, that the City of Brunswick Board of Commissioners does hereby transmit the 2008 City of Brunswick Comprehensive Plan Update to the Coastal Georgia Regional Development Center and the Georgia Department of Community Affairs for review.

Adopted this 21st day of May, 2008

By:



Mayor

Attest:



City Clerk

CITY OF BRUNSWICK

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CITY OF BRUNSWICK

Comprehensive Plan 2008

RESOLUTION

TO AUTHORIZE THE ADOPTION OF THE 2008 CITY OF BRUNSWICK COMPREHENSIVE PLAN

IN ORDER TO IMPROVE THE QUALITY OF LIFE AND TO FURTHER PROMOTE, ENCOURAGE & ENABLE COMMUNITY DEVELOPMENT, COLLABORATION, AND SMART GROWTH within the City of Brunswick, the MAYOR and COMMISSIONERS of the CITY OF BRUNSWICK, in open session do hereby:

- 1) Adopt the 2008 City of Brunswick Comprehensive Plan in its entirety including:
 - a. Community Assessment
 - b. Community Participation Plan
 - c. Community Agenda

BE IT FURTHER RESOLVED that Bryan Thompson as Mayor of the City of Brunswick is duly authorized to execute this Resolution for the City Commission.


This 3rd day of December, 2008.

City of Brunswick, Georgia

By: _____


BRYAN THOMPSON, MAYOR

ATTEST:


NAOMI D. ATKINSON, CITY CLERK