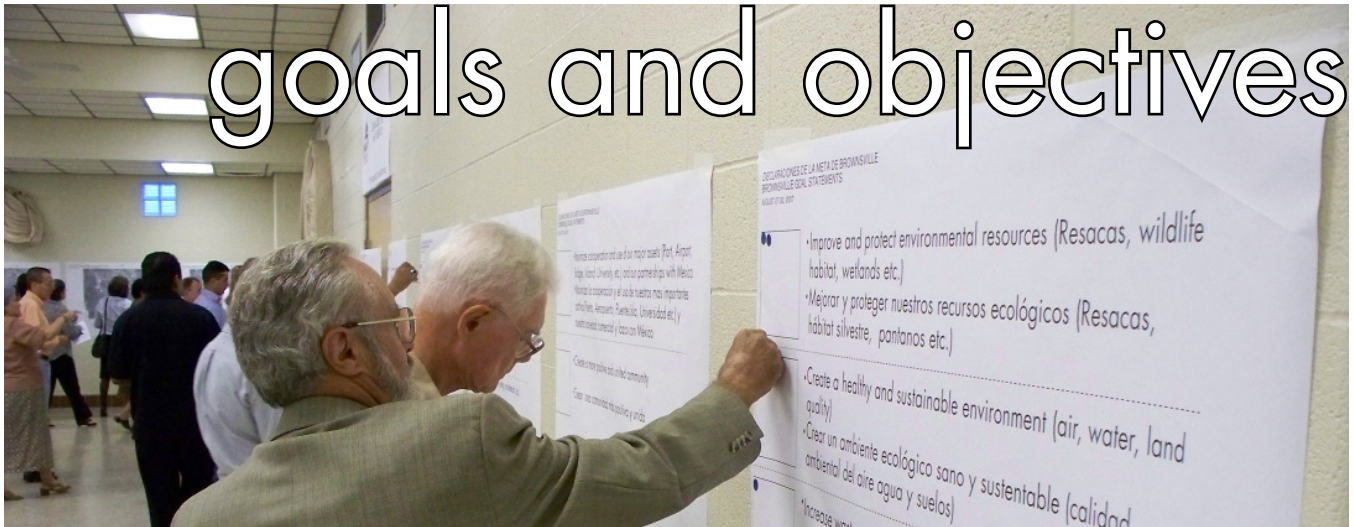


goals and objectives



INTRODUCTION

The greatest insight into a city is provided by those who live in it on a daily basis. For this reason, input and ideas from Brownsville's general public were incorporated at every stage of the Planning Process for this Comprehensive Plan. This input was especially significant during development of the Goals and Objectives for the community. In addition, the observations of the Consultant Team, provided an unbiased complement to the public input, backed up by professional experience. Therefore, combining these two sources of information provides a more complete planning process that reflects the citizen driven direction for the future of Brownsville. In this way, the citizens projected their common interests for the future and discovered the potential of the public process in crafting this Comprehensive Plan.

A series of Stakeholder interviews and the Consultant Team's assessments produced a list of preliminary Goals and Objectives that were presented to the community at the first of four Public Workshops. The Goals were divided into five discrete yet complementary Dimensions: Economic, Social, Infrastructure, Civic, and Environmental. Goals represent a range from "diversify our economy for long-term growth", which could include objectives such as creating conditions suitable for a medical complex, to "improve and protect environmental resources", which could have as an objective to acquire land around resacas for public open space. At the first Public Workshop, which was actually a series of the similar presentations held in four different Brownsville neighborhoods, attendees ranked the preliminary Goals through a "sticky dot" exercise. This process set a direction to both the Consultant Team and the community members the direction, priorities, and will of Brownsville's residents.

Following the first series of Public Workshops, a Local Task Force was formed. The Task Force, comprised of resident volunteers, led and facilitated discussion groups on Goals and Objectives in each of the five Dimensions. In addition to enriching the goal formation process with more layers of community input and expertise, the Task Force also created a group of community leaders who will be necessary and instrumental

in implementing the Comprehensive Plan into the future. The result of the Task Force work is a document of Proposed Goals, Objectives, and Lower Level Objectives, which can be found in the Appendix. This document provides a clear prioritization and hierarchy of Goal and Objective Statements that the Consultant Team used to synthesize representative Strategic Goal Statements.

The Strategic Goals for each of the five Dimensions are most directly related to planning issues and will have the most impact with regard to addressing the critical planning issues confronting Brownsville. The five Strategic Goals are presented below, along with supporting Effective Issue Statements. The Effective Issue Statements describe actions that, if implemented, will do the most to advance the goals of the City and are based on discussion and understanding of the full scope, spirit, and intent of each statement. These Statements are also known as Therefore Statements, as they respond directly to goals and observations of current conditions with generalized actions that relate to the physical form of the City. More specific actions and priorities can be found in the Appendix.

In addition to providing a clear consensus of citizen desires, the Goal and Objective Statement process also provides the rationale to construct the Planning Framework for the Comprehensive Plan. The Planning Framework is a physical representation of the Goals and will direct the individual Plan Elements in the Comprehensive Plan. Goals and Objective Statements are embodied in the Vision Themes which summarize the vision for what the community wants Brownsville to be. The following pages contain a list of the Strategic Goals, corresponding Effective Issue/Therefore Statements for each of the five Dimensions, and Vision Themes used to weight Direct vs Indirect correlation to different plans.



ECONOMIC

Strategic Goal:

A community with a vibrant, robust, diverse, productive, and growing economy that provides the economic resources, through the open participation of the private, public, and household sectors, needed to support the community's quality of life through the 10 year planning period in a sustainable manner.

Household

Want consistent net growth in formal, quality jobs with benefits created from sustainable and growing industrial sectors to accommodate population growth and be uniformly distributed throughout the community (consistent reduction in unemployment) by neighborhood and demographics. Want a better educated, bilingual, and bi-literate workforce with more diverse skills.

Therefore, a successful plan for Brownsville would target the most effective economic clusters to create and promote custom opportunities in development and investment environments. Planning areas would create ideal physical conditions or sites in strategic locations throughout the City.

Private Sector

Want affordable and competitive commercial utility rates, local taxes, and lower production costs, minimizing turnover of firms due to non-competitive local factors.

Therefore, a successful plan for Brownsville would create conditions for investment and relocation programs to facilitate private-public partnerships that would stabilize land values, mitigate risk for industries, and guarantee the promise of return.

Public Sector

Want positive and increasing net tax transfers with state and federal governments (e.g., increase federal and state funding). Want a public sector that creates and utilizes local resources and conditions conducive to the strengthening of existing firms and the recruitment of new employers for new local job creation.

Therefore, a successful plan for Brownsville would take advantage of the border and shared coastline with Mexico to create a bi-national synergy that strengthens the relations with existing firms and new firms attracted by geographical opportunities.



INFRASTRUCTURE

Strategic Goal:

A community with quality delivery of infrastructure (utility, transportation, drainage, telecommunications) and levels of service in a cost efficient, reliable, equitable, affordable, and effective manner that provide a foundation for the community's sustainable quality of life and economic development through the 10 year planning horizon.

Water

Want a reliable water system, hardened against service interruptions due to natural and man-made disasters, that delivers environmentally safe water at sufficient pressures with acceptable sector characteristics uniformly throughout the community. Want a financially sustainable operation with efficient and competitive life cycle costs that maximizes external funding source, and with competitive, affordable user fees/tax rates that distribute life cycle costs among private and public sectors in an equitable manner. Want a water system that encourages efficient consumer use, uses alternative sources of water, recovers and reuses natural resources, and complies with environmental regulations in a sustainable manner.

Therefore, a successful plan for Brownsville would address the water system from a holistic approach that covers demand, supply, and distribution with a human rights approach for all citizens of Brownsville.

Waste Water

Want a reliable wastewater treatment system, hardened against service interruptions due to natural and man-made disasters, that discharges environmentally safe wastewater and sludge uniformly throughout the community. Want a financially sustainable operation with efficient and competitive life cycle costs that maximizes external funding sources and with competitive, affordable user fees that distribute life cycle costs among private and public sectors in an equitable manner. Want a wastewater system that recovers and reuses wastewater, residuals and natural

resources, and complies with environmental regulations including the compliance of commercial and industrial user discharges in a sustainable manner.

Therefore, a successful plan for Brownsville would promote a private-public enterprise that makes wastewater treatment profitable. This partnership would plan and facilitate a network and acquire the site (or sites) to have a world-class recycling program that would serve the region.

Electrical

Want a reliable electrical system, hardened against service interruptions due to natural and man-made disasters, that delivers environmentally safe electricity with acceptable sector characteristics (stable voltage and frequency) uniformly throughout the community. Want a financially sustainable operation with efficient and competitive life cycle costs and maximizes external funding sources and with competitive, affordable user fees that distribute life cycle costs among private and public sectors in an equitable manner. Want an electrical system that encourages efficient consumer use, uses alternative sources of energy, recovers and reuses natural resources, and complies with environmental regulations in a sustainable manner.

Therefore, a successful plan for Brownsville would promote a competitive, equal access to market approach, which would attract different providers interested in establishing business in Brownsville.

Telecommunications

Want diverse providers that provide sufficient and well-maintained telecommunication services capable of meeting current and future consumer demands throughout the community. Want a reliable telecommunications system, hardened against service interruptions due to natural and man-made disasters, that has acceptable sector characteristics (sufficient bandwidth, clarity, minimal dropped signals, etc.) distributed throughout the community.

Therefore, a successful plan for Brownsville would promote a competitive, equal access to market approach, which would attract different providers



interested in establishing business in Brownsville.

SOCIAL

Strategic Goal:

A healthy, educated, safe, and well planned community whose residents enjoy a quality delivery of social (public health, education, public safety, parks/open space, housing, arts, and entertainment) quality of life elements in a cost efficient, reliable, equitable, affordable, effective, and sustainable manner through the 10 year planning horizon.

Neighborhoods

Want to increase the supply of livable, master planned neighborhoods uniformly throughout the City that have a balanced mix of compatible land uses connected within accessible (i.e., walking or biking) distances by clean, safe, pedestrian-friendly streets and boulevards. Want to preserve and protect the character of existing neighborhoods by having well maintained public infrastructure and enforcing planning and zoning regulations, as well as City ordinances. Want to preserve and protect existing green spaces and waterways, especially resacas.

Therefore, a successful plan for Brownsville would promote a sub-regional system that facilitates key nodal, mixed use development to support master planned neighborhoods. These key nodal developments should also address both the Regional System and the Natural System to create a much needed order to establish a successful urban form for the City of Brownsville.

Commercial

Want industrial uses that are clustered with other compatible land uses and integrated with supporting utility and transportation infrastructure and that do not negatively affect incompatible land uses. Want sufficient commercial/industrial zoned land with well maintained infrastructure to meet current and future demand as specified in a land use plan that is consistent with and implemented in coordination with the City's economic and infrastructure development strategies. Want property tax revenues to be sufficient to cover the cost of providing (non-user

fee based) City services and maintaining public and internal (non-user fee based) infrastructure improvements.

Therefore, a successful plan for Brownsville would promote a regional system that facilitates key nodal, mixed use development congruent with Brownsville economic industries cluster mapping to empower its Economic Development (Tourism, Hospitality, Healthcare, Light (intermodal), and Heavy Industrial). These key nodal developments should also address both the Sub-regional System and the Natural System to create a much needed order to establish a successful urban form for the City of Brownsville.

Housing

Want to preserve and protect the character of existing neighborhoods by increasing well-maintained owner occupied housing uniformly throughout the City, but especially Downtown. Want housing to meet at least minimal standards, including applicable City codes, and minimal lot and livable space requirements uniformly throughout the City. Want sufficient and dependable supply of housing units to meet community's demand throughout the City's residential zones.

Therefore a successful plan for Brownsville would identify housing opportunities to complement the different cluster industries mapping to reinforce the creation of walkable communities with the least possible vehicular trip ratio, as well as to promote a healthier mix of income throughout the City.

Also, a successful plan for Brownsville would promote infill development, creating the investment conditions for affordable housing to be available throughout the City, by understanding and realistically addressing the dynamics of these markets and needs of different population income groups.

Downtown

Want a revitalized Downtown consisting of an economically thriving and creative cultural district recognized as an international attraction and the preeminent historic and entertainment destination of the Rio Grande Valley. Want to capitalize

on Brownsville's significant history, recognize it as our most valuable cultural asset, promote its appreciation, and protect, restore, and conserve all of Brownsville's historic locations, structures, and neighborhoods. Want to expand the quantity, diversity, and quality of cultural offerings, fine arts education, support for entertainment-based jobs and enterprises, and develop sustainable venues and programs that showcase our cultural wealth worldwide.

Therefore, a successful plan for Brownsville would be able to put in place a private-public initiative and economic relocation program to recover the Urban/Historic Fabric from its current immediate low-revenue commercial uses and transform Downtown through an efficient reconnection to traffic volumes of the Regional thoroughfare system, as well as provide effective connectivity to the local system and alternate transportation trails.

Also, an effective plan for Downtown would create a private-public Development Corporation to create an adequate investment environment that guarantees a promise of return, restores and stabilizes land and real state value, and mitigates risk.



CIVIC

Strategic Goal:

An engaged, civically responsible and informed community that actively participates in civic affairs characterized by open and effective cooperation among public and private sector entities guided by effective appointed or elected leadership, all committed to the community's sustainable development through the 10 year planning horizon.

Individual

Improve and sustain the number, quality and diversity of effectively engaged individuals working together to improve the quality of life and economic development of the community. Engage well-informed individuals (e.g., voters, volunteers) committed to participation and action who are empowered with a sense of ownership, accountability and responsibility in the community.

Therefore, a successful plan for Brownsville should be strongly publicized and documented. Task Force members should be educated in all aspects of the plan, once adopted, so that local leadership will always keep the plan alive through its life cycle and updates. The comprehensive plan should be part of the coursework in high school social studies and citizenship classes.

Institutions

Enhance the value and benefits of public services and improve productivity and utility of public-serving entities in Brownsville by causing high order inter-entity cooperation and collaboration among all public institutions.

Therefore, a successful plan for Brownsville should be part of orientation courses for all public servants (elected as well as hired) and should be present in all City offices.

Civic Leaders

Develop and retain quality and effective leadership. Have knowledgeable, ethical, open minded, cooperative, and accountable elected and volunteer leaders.

Therefore, a successful plan for Brownsville would

be guarded by a non-profit organization made up of elected and volunteer leaders to benchmark the plan's implementation.



ENVIRONMENT

Strategic Goal:

An environmentally conscious community with quality management and protection of environmental resources in a cost efficient, reliable, equitable, affordable, and effective manner to support the community's infrastructure, quality of life, and economic development through the 10 year planning horizon in a sustainable manner.

Solid Waste

Want sufficient, reliable, and well maintained solid waste collection, recycling, and disposal service capacity to meet consumer demand and accommodate future growth throughout the community. Want City government fully committed to a successful recycling program and open to private and public solutions. Want to increase environmental stewardship throughout the community.

Therefore, a successful plan for Brownsville would promote a private-public enterprise that makes recycling profitable. This partnership would plan and facilitate a network and acquire the site (or sites) to have a world class recycling program that would serve the region.

Aesthetics

Want a well informed public with regards to aesthetics. Want a well landscaped, uncluttered visual environment along major thoroughfares, public and open spaces, and commercial establishments.

Therefore, a successful plan for Brownsville would establish the foundations of an open space system, allowing alternate transportation modes that would generate community interest in keeping them maintained safe and secure.

Natural and Man-made Disaster Preparation and Response

Want to control risk and minimize exposure from natural and man-made risks uniformly throughout the community. Want sufficient, reliable, and qualified natural/man-made disaster preparation/planning and response service capacity to meet

current and future demand uniformly throughout the City.

Therefore a successful plan for Brownsville would address flooding risks with the acquired experience of Hurricanes Rita and Katrina.

The above Strategic Goals and Effective Issue/Therefore Statements provided the basis for the Alternative Scenarios exercise, which took place at the second Public Workshop, and ultimately for the construction of the Planning Framework. More information can be found in the Public Process and Planning Framework Chapters of this Comprehensive Plan.



Vision Themes

Goals and Objective Statements were condensed into 12 themes that articulate the community's vision. The themes are cross referenced in the sections of the Comprehensive Plan to illustrate the direct and indirect effect of each plan element on the vision themes.

- A PROSPEROUS community with low poverty rates based on targeted industrial clusters that offer good jobs paying livable wages and offer sustainable employment opportunities for future generations
- An EFFICIENT community with a public sector that provides high quality levels of services and competitive tax rates
- A FUNCTIONING MOBILE community with efficient and well maintained infrastructure (streets, drainage, utilities, telecommunication) systems that support economic development and provide high levels of service at competitive rates
- A SAFE and PREPARED community with adequate police, fire, EMS and Emergency Response personnel and equipment
- A TALENTED community with high levels of educational attainment and workforce skills
- A HEALTHY community with low disease rates and affordable access to health care with a focus on prevention
- A VIBRANT community with a revitalized downtown core and energized nodal centers that provide a strong sense of place, preserves its historic resources and provides diverse arts and cultural entertainment venues
- A LIVABLE community with neighborhoods that preserve open spaces and promote parks, walking/bike trails and walkable, pedestrian-friendly streets
- An ENGAGED community of civically minded individuals that supports and mentors qualified leaders
- A COLLABORATIVE community with strong institutions that work cooperatively toward the community's vision
- An EQUITABLE community whose residents enjoy fair and non-discriminatory access to quality of life and economic development benefits uniformly throughout the City.
- A SUSTAINABLE (GREEN) community that protects and maintains its environmental resources and promotes environmental awareness and responsible resource use and recycling