

I. PLANNING ISSUES, VISION AND PLANNING GOALS

INTRODUCTION

The City of New Brunswick prepared its last comprehensive Master Plan in 1995 and conducted an in-house reexamination in 2001. However, given the amount of development activity proposed for areas of the City, the activity of the major institutions and the ability to provide a strategic plan for implementation, the City has decided that the time is right for the development of a new Master Plan.

The first step in the master planning process was the identification of key planning issues facing the City which were identified through meetings with the Planning Board and other Boards and agencies, stakeholders, and public meetings.

This Element details the overall "Vision" contained in this Master Plan, as well as the planning goals relative to different issue areas (e.g., Land Use Plan, Circulation, Housing, etc.). The Vision and planning goals are based upon a compilation and assessment of the comments and ideas of stakeholders interviews which have occurred during the Master Plan process. The Vision and planning goals provide the foundation for

all of the elements of the Master Plan (e.g. Land Use Plan, Housing, Circulation).

IDENTIFICATION OF ISSUES

The first step in the master planning process was the identification of key planning issues facing the City. Identification of key issues provides the basis for the development of a strategic vision of the City. Issues have been identified through meetings with the Planning Board and other Boards and agencies, stakeholders, and public meetings. The meetings have consisted of the following:

- o A meeting with the Planning Board to identify and discuss the planning issues within the City.
- o Meetings with relevant Boards and agencies of the City including, but not limited to, groups such as the Board of Education, the Housing Authority and the New Brunswick Development

Corporation. The purpose of these meetings was to identify specific concerns as they relate to land development in the City.

- o Interviews with a range of identified stakeholders. These stakeholders were identified by City staff and included City officials, representatives of other governmental agencies, business leaders and developers, neighborhood groups, faith based groups and other groups deemed appropriate. Special emphasis was placed on the key institutions in the City including Johnson and Johnson, Rutgers, St. Peter's Medical Center and Robert Wood Johnson University Hospital and the local theaters.

The issues identified during the stakeholders meetings are presented below. Most of the issues identified through the stakeholders meetings are typical of a city of New Brunswick's size and position (e.g., need for adequate and affordable housing, traffic congestion, parking issues); while other issues such as the expansion of student-resident housing into several of the City's neighborhoods is more unique to the City.

In addition, most of the issues are quite complex and inter-related and thus not easily solvable. For example, the expansion of student-resident into City neighborhoods was raised as a concern related to the availability of affordable housing for more permanent City residents

(i.e., occupation of housing by student-residents reduced the availability of such housing by families and other more-permanent City households), neighborhood character (e.g., conversion of single- or two-family homes into multi-family structures and the parking of multiple cars in driveways and/or lawns were perceived as negatively affecting neighborhood character), parking supply (i.e., long-term parking by student-residents reduces the availability of spaces for other neighborhood residents), and traffic congestion (i.e., residency of students within the City and their resulting ability to walk, bike and/or take the University bus system to class is a positive outcome that significantly reduces potential traffic congestion and University-related parking issues. The complexity and inter-related nature of such issues means that a solution will not be easy.

Finally, it should be noted that most, if not all, of the issues raised during the stakeholders meetings are on-going issues facing the City, most of which are already being addressed by the City. For example, the continuing need to provide adequate and affordable housing within the City continues to be addressed through the plethora of housing and community development programs operating within New Brunswick by the City as well as public and non-profit organizations. Therefore, the identification of issues below should not be construed as a criticism of inaction on the part of the City or others, but simply as an identification of issues that must continue to be addressed.

Housing Issues

- o *Continuing need to provide adequate and affordable housing within the City.* According to the Master Plan Reexamination Report (2001) prepared by the Department of Planning, Community and Economic Development, the City has rehabilitated roughly 1,000 units that were in substandard condition or vacant and has constructed approximately 400 affordable housing units. The Housing element summarizes the numerous affordable housing, community development and housing rehabilitation programs currently being administered by the City. However, there is still a continuing need to provide safe, code compliant, affordable housing within the City. Therefore, in addition to working towards providing additional affordable housing, there is an ongoing need to reduce the number of substandard and overcrowded housing units through enforcement of housing regulations as well as more pro-active approaches. The provision of safe, code compliant and affordable housing is an issue within respect to housing for students as well as to seniors and other permanent residents of the City.

On the other hand, the purchase of substandard housing for the purpose of rehabilitating them and then renting at higher rates was a trend identified during a stakeholders meeting. A concern was

raised that such rehabilitation addresses issues related to safety and overcrowding, but does not tend to address the affordability issue.

- o *Decrease in owner-occupied housing in the City.* The majority of housing in the City is renter-occupied. Almost 74% of the City's occupied housing stock consists of rental units. The percentage of the City's housing occupied by renters increased significantly between 1990 and 2000. In 2000, there were 3,437 owner-occupied housing units in the City compared to 9,626 renter-occupied housing units. This represented a decrease of nearly 700 in the number of owner-occupied units and an increase of roughly 1,000 in the number of renter-occupied units compared to 1990 levels. The predominance of rental housing in the City is a concern since it can contribute to neighborhood destabilization due to property neglect and high tenant-turnover. A need for the City to continue to encourage and support increased opportunities for home ownership was mentioned frequently during stakeholders meetings. This issue supports the on-going efforts of the City to encourage and support home-ownership within the City. Contributing to this issue is the rather dramatic decrease in the number of owner-occupied units occupied by senior citizen households (who constitute a rather substantial proportion of the City's owner-occupancy households). The sale of owner-occupied units occupied by senior citizen households to investment buyers

(who typically convert such housing to rental properties) certainly contributes to the increased percentage of renter-occupied housing in the City. The spread of student housing (discussed below) as well the influx of recent immigrants likely contributes to this issue as well.

- o *Spread of student housing into City neighborhoods.* Traditionally, off-campus housing for Rutgers students had been largely limited to the area bounded by Easton Avenue, College Avenue, Buccleuch Park and Hamilton Street. However, students are continuing to move into other neighborhoods. This is occurring primarily in the 5th and 6th Wards, although students are also moving into other neighborhoods (e.g., 2nd Ward near the Cook/Douglass campus). UMDNJ students are also finding housing in neighborhoods as well.

According to the Master Plan Reexamination Report (2001), this is a concern because it reduces the availability of affordable housing for permanent residents, tends to increase rents by increasing the demand for housing, and can potentially lead to neighborhood destabilization due to the issues related to the predominance of rental housing mentioned above (e.g., high tenant turnover rates and property neglect).

This issue was raised frequently during the stakeholders meetings. Of particular concern is the conversion of single- and two-family owner-occupied units into rental housing for students since such conversions further reduce home-ownership opportunities for permanent residents and create quality of life issues such as parking problems and local traffic concerns.

The growing need for increased cooperation and coordination between the City and Rutgers University regarding student housing needs was identified during the stakeholders meetings as well.

- o *Overcrowded Housing.* Census data from 1990 and 2000 indicates that the average household size in New Brunswick increased by 17% between 1990 and 2000 to 3.23 persons. This data indicates a greater potential for overcrowding of units. Anecdotal evidence from the Division of Inspections indicates a greater frequency of overcrowded conditions found during housing inspections. The increase in overcrowded housing is likely attributable to several different factors but is most likely due to increased housing costs throughout the region and the increased pressure this places on recent immigrants, students and others seeking low cost housing within the City.

Parking Issues

- o *On-going need for more parking in and around the central business district in order to serve the needs of businesses and residences as well as to serve the City's educational, healthcare and cultural resources.* The desire to have an adequate supply and distribution of parking spaces in and around the central business district was an issue commonly raised by stakeholders. As the central business district continues to be reinvented, careful attention will have to be paid towards the supply, design, location and accessibility of parking.

Specific parking issues related to the central business district include the following: peaks during holiday periods, lunch hour, and during major events; parking needs to be in a convenient location and perceived as safe; potential users of the parking need to know where the parking is (i.e., need for "way finding"); need to balance employee and merchant parking; and the need to coordinate parking between different developments (e.g., opportunities for shared parking).

- o *Parking issues in other businesses areas of the City, outside of the central business district.* Stakeholders identified parking issues in other commercial areas of the City as well. Parking issues along

Easton Avenue and French Street, in particular, were identified by stakeholders.

- o *Parking problems in certain neighborhoods due to a prevalence of student-occupied housing especially where single- or two-family homes have been converted for occupation by multiple students, many of whom have cars.* Most of the neighborhoods that contain a prevalence of student housing (e.g., the 5th and 6th Wards and parts of the 1st and 2nd Wards) consist of housing constructed in the earlier part of the last century. Most of these homes were constructed for occupancy by families and at a time when cars were not nearly as prevalent in our society as they are today. As a result, many of the parcels in these areas of the City were not designed to accommodate off-street parking for multiple cars. While this may have eventually resulted in parking issues if these neighborhoods were occupied by typical families (i.e., simply as a result of the significant increase in car ownership since these neighborhoods were developed), the issue is greatly exacerbated by the fact that many of the homes are now occupied by multiple student-residents with cars. In many cases, where lots cannot accommodate parking in the driveway, parking of cars has spilled out into the front yard and/or into City streets. The root issue is the number of cars brought to the City by student-residents. Since these student-residents typically commute to class on foot or bicycle or via

the University bus system, their cars typically remain parked in the same location for days at a time thereby limiting the opportunity for others to use that space. Certainly, encouraging student-residents to drive to class would not be a reasonable solution since student commuting via foot, bicycle or bus serves to reduce traffic congestion within the City and University-related parking problems. This issue illustrates how the parking and traffic issues within the City are quite complex and interrelated.

- o *Need for coordinated effort on the part of the University and the City to address parking needs.* Parking issues associated with the parks needs/ desires of students, as well other University-related parking issues, point to the need for better coordination between the University and the City. These issues include the potential for sharing of parking resources.

Circulation Issues

- o *Continued development, as well as employment and population growth in the City and surrounding communities, will likely increase traffic within the City and place a greater burden on the existing circulation system.* It is obvious that continued growth and revitalization within the City will result in increased traffic levels and place greater demands on the roadway system. Increased traffic

congestion is a concern because it is perhaps the most obvious impact of land development, has the potential to negatively affect the quality of life, and may pose a constraint to continued revitalization. The City must insure that traffic circulation improvements are designed to support the various land use and development proposals within the City.

The Master Plan Reexamination Report (2001) indicated that there are no new roadways being proposed (and no public rights-of-way available for such construction) to relieve the heavy traffic volumes that exist on roadways traversing the City. The report identified a need to generate and implement transportation system management (TSM) to improve traffic circulation and the overall operation of the City's transportation system.

The planned improvement of Route 18 is expected to improve an area of particular traffic concern. This project, which is slated to start in 2004/2005, will include roadway rehabilitation, reconstruction and operational improvements consisting of construction of a collector-distributor road, intersection and ramp improvements, reconstruction of four interchanges (George Street, Commercial Avenue, New Street and Route 27), two pedestrian overpasses and noise walls. According to the New Jersey

Department of Transportation, the project is expected to relieve congestion and improve safety and the flow of traffic.

- o *Need for continued improvement and access to public transportation.* The need to improve public transportation within the City was raised during the stakeholders meetings. The most commonly raised issue with regard to public transportation was the need to provide better linkages between transportation modes (e.g., better bus or pedestrian linkages to train stations).

In addition, it was noted that the City should continue to support the principles of transit-oriented design. In particular, redevelopment projects should continue to follow the principles of transit-oriented design (e.g., higher-density residential and/or commercial development within walking distance of train station and/or commuter bus lines, pedestrian-friendly design, etc.).

Improvement of bus routes with respect to location and time in order that they more closely meet needs of customers was identified as an issue. For example, it was identified in a stakeholder meeting that residents of Housing Authority developments frequently rely on taxicabs - which may suggest that public transportation is not

meeting their transportation needs, despite the fact that the public housing developments along Route 27 are located near a bus depot and is served by the Hub City Trolley service.

- o *Need for improved pedestrian and bicycle circulation and safety.* Stakeholders identified a desire to make New Brunswick a more walkable and bicycle-friendly city. As the City continues its revitalization efforts, it must be careful to maintain and/or improve pedestrian connections between the different destinations within the City.

Land Use Planning Issues

- o *Continued revitalization of the New Brunswick downtown area.* The City's revitalization efforts have spanned nearly three decades and have transformed the downtown. The City is currently developing the "CORE Vision" plan to identify opportunities for further revitalization in the coming decade. The CORE Vision plan: hopes to capitalize of the City's well established healthcare and research anchors as opportunities to attract new businesses; seeks to identify areas for appropriate redevelopment; recognizes the importance and opportunities for making the downtown more walkable; recognizes the need for downtown public open space; and seeks to create strong links between the different

neighborhoods within the downtown including the new residential neighborhood along Nielson Street, the theater district, the government district, the healthcare campus, the retail district and the transportation/office district.

In order to continue the City's physical and economic revitalization, it must continue to nurture partnerships, coordination and cooperation among the City, Rutgers University, New Brunswick City Market, New Brunswick Cultural Center, New Brunswick Development Corporation, the health care institutions that call New Brunswick home as well as the countless business, corporate, and civic organizations that make the City work.

While stakeholders overwhelmingly supported the City's redevelopment efforts, it was expressed that redevelopment plans should incorporate existing businesses.

- o *Vitality of commercial areas outside of the central business district, including lower George Street, French Street and Easton Avenue.* Stakeholders also expressed a desire to improve the vitality of the City's commercial areas located outside of downtown. The potential for special improvement districts (SIDs) in commercial

areas outside of the downtown, such as the Easton Avenue and French Street commercial corridors was identified at the stakeholders meetings. An SID is an organizational and financing tool used by local businesses in partnership with the municipality to provide specialized or enhanced services not otherwise provided by the municipality, such as enhanced security and maintenance, façade improvement grant programs, streetscape and other physical improvements, special events, as well as marketing and business promotion. An SID is similar to a water, sewer or fire district, in that property owners pay an additional charge for specific services not otherwise provided by the municipality. SIDs provide municipalities with the tools to compete more effectively and efficiently with other retail and commercial markets, particularly suburban shopping malls. New Brunswick City Market is the nonprofit corporation that serves as the management company for New Brunswick's downtown Special Improvement District.

In addition to the above, the need for more neighborhood-level shopping within or near City neighborhoods was expressed.

- o *Vitality of the City's industrial and manufacturing base.* The 1995 Master Plan identified the loss of manufacturing and industrial employment as well the inability to attract new industry, particularly

within the southwestern industrial section of the City, as a particular issue facing the City. By 2001, however, the City's manufacturing and industrial employment had stabilized or shown growth due to the strong regional and national economy according to the Master Plan Reexamination Report (2001).

While the Reexamination Report indicated that the City's manufacturing base remained at a competitive disadvantage due to the relatively older age of the buildings and small parcel sizes, it identified a number of the City's strategic advantages including: its ability to attract start-up and small firms both in traditional manufacturing and in new high tech industries; its proximity to Rutgers University and the University of Medicine and Dentistry of New Jersey with their talent and knowledge bases; and an available labor supply of both well-educated workers and entry-level workers due to its university connections and the flow of new immigrants into the City. Since the 1995 Master Plan several new industrial warehouse projects have been built or approved.

The Reexamination Report also identifies adaptive reuse of vacant and/or underutilized industrial sites and the presence of environmentally contaminated sites as additional concerns.

Community Facilities and Services Issues

- o *Continued need for additional, expanded, and/or improved parks and recreational facilities.* The 1995 Master Plan identified a significant short fall in the amount of park and recreational facilities in the City based on a comparison to federal and state standards. Since that time, however, the City has made a significant effort to address that issue. These efforts include: opening of Alice Jennings Archibald Park, which contains a variety of active recreational facilities; extensive improvement and expansion of Boyd Park; improvements to Memorial Stadium; the opening of the Youth Sports Complex; a start-of-the-art facility for youth athletic training and competition; and continual improvements to Buccleuch Park. Despite those efforts, the following additional needed improvements have been identified: additional neighborhood parks; improved maintenance of existing parks; improvements to the canal path; improved access to Boyd Park; and improved access and use of the Raritan River (including dredging).
- o *Construction of new schools.* The increase in student population and potential impacts on school system capacity has resulted in need to construct new schools. Five new schools on 3 campuses have been planned. Stakeholders indicated that schools should be strategically located and incorporated into neighborhoods.

- o *The aging and deterioration of the existing sewer system and maintenance and capacity issues within some areas of the City.* While sewer separation is no longer a significant issue in the City according to the Master Plan Reexamination Report (2001), the aging and deterioration of the existing sewer continues to be an issue.

In addition, there are maintenance and capacity issues within some areas of the City. While the Master Plan Reexamination Report (2001) anticipates that the City would work with developers to address capacity and/or maintenance issues where additional development would exacerbate such conditions, it notes that another approach would be necessary where such conditions are experienced in areas of the City not experiencing new development.

Community Character Issues

- o *Public security and crime.* Over the past five years, the crime rate within the City has dropped significantly. However, crime, including drug use, gang-related activity and property crimes, remains an important community issue.

- o *Appearance of commercial areas within the City including, but not limited to, Easton Avenue.* Stakeholders identified the appearance of the City's commercial areas as an important community character issue. Specifically, stakeholders identified the following with respect to this issue: a need for better enforcement of City requirements; a need for better design, signage, awnings and façade improvements; and, a need to educate business owners about the City rules.
- o *Appearance of neighborhoods and neighborhood identity.* Stakeholders identified lack of upkeep of homes and property as an issue particularly affecting neighborhood character.

ASSUMPTIONS

The major assumptions upon which the Master Plan is based are as follows:

1. Population in both the City and the region will continue to increase.
2. Continued development in the City and in adjacent municipalities will increase demands placed upon the existing traffic circulation system of the City.
3. Since there is a limited amount of vacant land available that is suitable for residential development, there will be a demand to increase residential densities in existing neighborhoods.

4. Public utilities will not impose any serious constraints to long-term development.
5. Hospital and other health care related facilities and institutional facilities, such as Rutgers University, will continue to expand in order to meet increasing demands for such facilities in the City and the region.
6. The demand for quality, code compliant, affordable housing will continue.
7. The downtown and other commercial areas will continue to yield significant economic benefits in the form of increased consumer activity in local restaurant and retail establishments.
8. Industry will continue to seek locations having cost-effective advantages and an adequate supply of skilled labor, thus, giving rise to economic competition among localities and regions.

VISION AND PLANNING GOALS

The Municipal Land Use Law (MLUL) requires that all Master Plans contain a statement of principles, assumptions, policies, and standards upon which the physical, economic and social development of the municipality are based. This Vision and Planning Goals Element of the New Brunswick Master Plan satisfies this requirement and provides the foundation for the other elements of the Plan.

Vision Statement

This Vision and Planning Goals Element of the New Brunswick Master Plan establishes a defined vision of the future of the City of New Brunswick. It envisions a City under transformation:

- o Where existing residential neighborhoods are protected, strengthened, and revitalized;
- o Where the City's downtown and commercial corridors are a key component of New Brunswick's economic engine;
- o Where new light industrial, commercial, office and research facilities provide employment opportunities and an increased tax base for the City;
- o Where new residential, commercial and mixed-use neighborhoods have replaced the City's underutilized properties;
- o Where the needs of City residents related to housing, health care, emergency services, education, libraries, emergency services, infrastructure and other municipal services are satisfied;
- o Where New Brunswick's parks and open spaces provide a wide range of recreation opportunities for all of the City's residents;
- o Where access to and within the City is improved with improved roadways, pedestrian and bicycle routes, and improvements to its mass transit system;

- o Where the City's planning efforts are well-coordinated with, and enhance and support the planning efforts of its public and private partners;
- o Where a "smart growth" approach to planning ensures that the City's infrastructure, public facilities, and services continue to meet the needs of the City's growing and diverse population;
- o Where the City continues to take advantage of its locational advantages and its excellent regional transportation access to build on and benefit from its position as a center of commerce, health care and education;
- o Where the City's ethnic diversity and multi-cultural heritage are increasingly recognized as both a source of pride and a valuable resource in New Brunswick's continued renaissance; and
- o Where the City continually seeks to improve the quality of life of its residents.

Planning Goals

The planning goals listed here provide a framework in which New Brunswick's vision can be realized. However, planning is an ongoing process. From time to time, the City's planning goals will be reexamined and reviewed as required by law. Hopefully, most will be achieved as New Brunswick's Master Plan is implemented. New goals may arise

and current ones will likely change as New Brunswick faces new issues and challenges. The City will continue to be proactive and address each new challenge as it arises.

In reviewing the history of New Brunswick, we can see how the City consistently evolved and transformed itself in response to new economic and historic trends. The following goals are another step in the City's growth and evolution. Together, they form the basis of a comprehensive plan to achieve the City's vision and make New Brunswick one of the pre-eminent communities in New Jersey.

Land Use Plan

1. Protection of established residential neighborhoods including the prevention of commercial in-fill on residential streets and the conversion of low-density housing types into multi-family units where such conversion would be inconsistent with the zoning for the area.
2. Provision of unique, attractive, and high quality residential areas that serve existing and attract new residents with a wide range of housing and life-style choices.

3. Increased residential land usage through infill, rehabilitation and redevelopment at housing densities and types appropriate to the character of existing neighborhoods.
4. Elimination of existing nonconforming uses particularly those within residential neighborhoods and prohibition of any future nonconforming uses from occurring in the future.
5. Protection of residential and neighborhood commercial areas against congestion by regulating the bulk of buildings in relation to the land around them and to provide sufficient space in appropriate locations for development to meet the needs and demands of anticipated growth in population.
6. Concentration of cultural, entertainment, commercial, public health and institutional activities in clearly defined and distinctive activity centers.
7. Enhancement and appropriate redevelopment of older residential neighborhoods with residential development that complements or enhances the neighborhood.
8. Creation of new high-density residential neighborhoods within or in close proximity to the City's downtown area.
9. Protection and enhancement of the aesthetic compatibility of all development within the community.
10. Encourage tendency of commercial development to cluster to the mutual advantage of both customers and merchants.
11. Reduction of illegal conversions of residential units that create more units and higher densities than recommended in the Master Plan and permitted by zoning.
12. Encourage and protect quasi-residential and semi-public uses that provide health, welfare, social and worship services to the City's residents.
13. Reuse of vacant land and abandoned sites, including the adaptive reuse of obsolete buildings, especially industrial facilities.
14. Rehabilitation of existing deteriorated developments.
15. Achievement of the goals and proposals contained within the City's redevelopment plans.
16. Protection and enhancement of the City's commercial districts.
17. Continued redevelopment and enhancement of the City's downtown district, including commercial, office, residential, governmental, institutional, and cultural uses.
18. Concentration of major medical facilities and hospitals within their respective compact growth districts.
19. Diversification of industrial uses by encouraging the development of more research and development and high-technology uses.

20. The reuse and/or redevelopment of obsolete industrial uses, adapting them to light industrial or other appropriate uses.
21. Protection, preservation and conservation of environmentally sensitive areas, particularly the City's waterfront, wetlands, floodplains, streams, steep sloped areas and ravines, and forested areas in balance with the City's economic development efforts.
22. Protection and preservation of the City's historically significant structures, districts and areas in balance with the City's economic development efforts.

Housing Plan

1. Preservation of the character and stability of established residential neighborhoods.
2. Greater levels of home-ownership in the City.
3. Maintenance and continued improvement of the City's existing housing stock.
4. Provision of a full-spectrum of housing options in the City (from affordable housing for low- and moderate-income households, to middle-income housing, to market-rate and high-end residential development).

5. Horizontal and vertical integration of affordable and market-rate housing within individual projects and/or within developments or neighborhoods.
6. Introduction of higher-end housing into new areas of the City as a means of revitalization and as a means of building more diverse and dynamic neighborhoods.
7. Addressing the expansion of student housing into the City's neighborhoods.
8. Continued revitalization of units at public housing developments.
9. Addressing the need for special needs housing, particularly community residences as required by the Municipal Land Use Law.
10. Reduction of over-crowded housing in the City.

Circulation Plan

1. Improved inter-and intra-municipal traffic movement.
2. Safe, efficient and improved circulation for pedestrian and bicyclists.
3. Provision of an inter-modal transportation system that promotes and provides for non-auto transportation to, from and within the City to the greatest degree possible.

4. Provision of a parking supply that meets the needs of, and is convenient to, users of the City's commercial, residential and industrial areas.

Parks, Recreation and Open Space Plan

1. Ensure that parks and recreation facilities meet the needs of the City's population and make necessary improvements and modifications to meet those needs.
2. Provide additional parklands and recreation facilities within the City's neighborhoods and within the downtown area.
3. Permanently protect the City's most environmentally sensitive lands not currently protected.
4. Maximize accessibility to City parks and recreation facilities.
5. Maximize use of existing recreation facilities.

Community Facilities Plan

1. Continued coordination and cooperation with the Board of Education including provision of assistance when necessary to implement their five-year plan.
2. Provision of library facilities that meet the needs of the City's population in terms of future resources and services.

3. Ongoing support through funding, equipment, and training for emergency service providers within New Brunswick.
4. Maximization and enhanced utilization of the City's public facilities and utilities.
5. Preservation and maintenance of the existing utility infrastructure including public water, sanitary sewer and storm water facilities.
6. Planning and implementation of new utility infrastructure to replace aging and obsolete systems and to serve areas under redevelopment.
7. Preservation and protection of the City's public water supply including storage areas, treatment facilities and the distribution system.
8. Development of high technology infrastructure including fiber optic lines, telecommunication facilities and adequate power supply.