



FORWARD BRUNSWICK

STRATEGIC PLAN

2026

ENGAGE.
INQUIRE.
CONTRIBUTE.

VISION

FORWARD BRUNSWICK'S VISION IS TO FOSTER ECONOMIC VITALITY AS BRUNSWICK'S COMMUNITY PARTNERSHIP LEADER.



Brunswick, Georgia – population: 16,122 – is a collaborative, coastal community boasting history, affordability, and opportunity. The city serves as the gateway to the Golden Isles. Canopies of live oak trees clothed in swaths of Spanish moss adorn residential areas, and the renovated downtown corridor exudes small-town charm.

Brunswick is a city on the move! There is palpable momentum and excitement to see the city overcome challenges such as poverty, inequity, and blight in order to reach its full potential. In the past, there has been talk about potential solutions, but not much action to move towards solving these problems.

Forward Brunswick sees the promise in our city and wants to catalyze progress that will increase economic vitality and quality of life for all residents, stakeholders, and visitors to Brunswick.

Quality of life attracts and retains people. People bring business, whether as entrepreneurs or consumers. Business success brings economic vitality, and economic vitality, in turn, increases quality of life.

Forward Brunswick is deeply committed to advancing this virtuous cycle by inspiring community commitment and raising capital that will expedite and accomplish change. Collaboration among many stakeholders, including the city government and citizen groups, as well as accountability, will be essential to success.

MISSION

THE MISSION OF FORWARD BRUNSWICK IS TO INSPIRE COMMUNITY COMMITMENT AND RAISE RESOURCES TO ACCOMPLISH BRUNSWICK REVITALIZATION PROJECTS.

TRANSFORM



REVITALIZE



IMPROVE



CREATE



STRATEGIC PLAN

GOALS

The goals included in this plan describe the impact we will achieve and the path we will follow to ensure that quality-of-life increases for residents and visitors of Brunswick, Georgia.

STRATEGIC ACTIONS

The strategic actions described here will move Forward Brunswick incrementally towards fulfillment of the goals laid out in this plan. This is a living document and can be adapted to changing contexts and new opportunities. This plan is the result of input from a wide variety of stakeholders, including community leaders, board members, staff, partners, funders, and community members, to envision a future where residents and visitors to Brunswick thrive.

We offer our sincere gratitude to these special contributors:

- Brunswick-Golden Isles Chamber of Commerce
- City of Brunswick
- Communities of Coastal Georgia Foundation
- Golden Isles Development Authority
- NewTown Macon



GOALS

DEVELOPMENT

Revitalize underserved business districts to increase economic vitality for a diverse group of stakeholders.

AMENITIES

Transform public spaces into an anchor of relaxation, entertainment, and recreation in order to attract residents and visitors.

BEAUTIFICATION

Improve the aesthetic of Brunswick to encourage financial investment and community pride.

GROWTH & SUSTAINABILITY

Lay a foundation for growth and sustainability for Forward Brunswick by creating vital operational structure and documents.

Revitalize underserved business districts and increase the availability of workforce housing to improve economic vitality for a diverse group of stakeholders.

Objective 1.1 : Develop 46 workforce housing units as part of the Reynolds Cottages project.

Activity 1.1.1 : Launch marketing campaign for both the sale and for rent cottages to ensure as many cottages are pre-sold or pre-leased before construction is complete.

Activity 1.1.2 : Finalize contracts, deed restrictions, and HOA documents.

Activity 1.1.3 : Explore options for establishing a down payment assistance program.

Activity 1.1.4 : Complete the construction of 21 for-sale cottages

Activity 1.1.5 : Sell off each of the 21 cottages that are constructed as part of the Reynolds Cottages Project Phase 1.

Activity 1.1.6 : Create and maintain a capital campaign to raise \$3 million in private funds towards the development and management of Reynold's Cottages.

Activity 1.1.7 : Explore and conduct due diligence on potential future sites for the next Reynolds Cottages development.

Objective 1.2 : Improve the economic vitality of the core downtown Norwich St. Corridor by attracting new residents and visitors to the area through the addition of housing and improvements to existing buildings and businesses.

Activity 1.2.1 : Continue sponsoring and producing the annual Discover Norwich Multicultural Festival to attract visitors and highlight the unique businesses and character of the Norwich community.

Activity 1.2.2 : Support 5 business owners in maintaining and enhancing the appearance of buildings in the Norwich St. Corridor by offering knowledge and experience through partnerships with the Downtown Development Authority and the Golden Isles Development Authority.

Activity 1.2.3 Assist in helping the Lucas Center for Entrepreneurship to locate a potential incubator space in Downtown Brunswick.

Activity 1.2.4: Activity 1.1.4: Explore and conduct due diligence on commercial revitalization opportunities, including potential future sites such as the next Reynolds Cottages location on Norwich Street.

Strategic Actions:

- **Communicate and coordinate with the Land Bank, City management, and key community stakeholders.**
- **Identify, evaluate, and pursue an acquisition of abandoned or underutilized properties.**
- **Continue partnership with Keep Golden Isles Beautiful to support beautification and revitalization efforts.**

Transform public spaces into an anchor of relaxation, entertainment, and recreation in order to attract residents and visitors.

Objective 2.1 : Continue to host and manage the Forward Brunswick Farmer's Market

Activity 2.1.1 : Grow the Forward Brunswick Farmer's Market to include maintaining a consistent 15-20 farmers/vendors at each market.

Activity 2.1.2 : Grow the SNAP/ EBT program by marketing and promoting the program to local schools, civic organizations, and non-profit organizations

Activity 2.1.3 : Identify and secure a site on Norwich Street and develop community partnerships to create a community garden that serves as an educational farm-to-market program.

Activity 2.1.4 : Establish and allocate a marketing budget to expand local and regional promotion, driving market growth and increased exposure.

Objective 2.2: Act as an advocate in partnership with Bike Walk Golden Isles to develop a Master Trail Plan for Glynn County

Activity 2.2.1 : Partner with the City of Brunswick and Bike Walk Golden Isles to advocate for the development of bike trail amenities and accommodations.

Objective 2.3: Continue to advocate and work with the City of Brunswick on the renovation of Mary Ross Waterfront Park

Activity 2.3.1 : Support implementation of the City of Brunswick's Master Plan for Mary Ross Waterfront Park by advancing ideas aligned with a shared vision, including enhancements to key amenities such as restroom facilities.

Strategic Actions:

- **Secure GAP funding to assist the city with amenity improvements.**
- **Develop partnerships with educational institutions to assist with funding, programming, and long-term maintenance of the community garden.**

Improve the aesthetic of Brunswick to encourage financial investment and community pride.

Objective 3.1 : Work to clear out alleyways in an effort to make walkable pedestrian spaces

Activity 3.1.1 : Identify overgrown and underutilized alleyways in the City of Brunswick and create a plan to restore them to become walkable pedestrian spaces connecting more of the City.

Objective 3.2 : Partner with Keep Golden Isles Beautiful for consistent cleanups year-round.

Activity 3.2.1 : Sustain efforts to keep Norwich Street and the Reynolds Cottages sites clean and well-maintained to support community pride and appeal.

Objective 3.3 : Explore opportunities for the revitalization of Brownfield properties within city limits.

Activity 3.3.1 : Locate Brownfield properties and collaborate with developers and investors to restore and repurpose them for community and economic benefit.

Objective 3.4 : Reynolds Cottages Landscape and Development

Activity 3.4.1 : Implement Reynolds Cottages' beautification initiatives, acknowledging the conservation of native trees during construction and integrating green spaces into site development.

Objective 3.5 : Lighting and Safety Measures on Norwich St. and Reynolds Cottages

Activity 3.5.1 : Implement consistent street lighting and safety measures along Norwich Street and Reynolds Cottages to enhance visibility for business owners and deter criminal activity.

Strategic Actions:

- **Identify potential Brownfield sites and potential investors/developers.**
- **Identify sites needing increased lighting and safety measures along Norwich and around Reynolds Cottages.**

Lay a foundation for growth and sustainability for Forward Brunswick by creating vital operational structure and documents

Objective 4.1: Plan and execute a Spring 2027 awareness-building fundraising event to support Forward Brunswick

Activity 4.1.1: Develop a ticketed, riverfront musical event to raise funds and increase public awareness of Forward Brunswick's mission.

Activity 4.1.2: Focus on collaborating with key community businesses to secure sponsorships for the event.

Activity 4.1.3: Ensure that the fundraising event is easily repeatable and can be replicated for many years to come.

Objective 4.2: Retain, develop, and increase Forward Brunswick's human capital through recruiting stakeholders and working towards shared interests throughout the entire life of the strategic plan

Activity 4.2.1: Cultivate and maintain a volunteer base to support a variety of projects throughout the year.

Activity 4.2.2: Develop a long-term strategy for staff growth and capacity building over the next several years.

Activity 4.2.3: Establish a strategy for board succession planning and intentional board growth.

Activity 4.2.4: Identify and promote key courses and educational opportunities to support leadership development for board and staff members.

Objective 4.3: Actively explore grant-based funding opportunities as alternative sources of capital to support organizational priorities.

Activity 4.3.1: Identify and pursue local, state, and federal grant and award opportunities to support and fund organizational objectives.

Strategic Actions:

- **Research, identify, and prioritize local, state, and federal grant and award opportunities.**
- **Establish a formal board succession, leadership, and growth strategy to ensure continuity.**
- **Develop a comprehensive event plan that identifies key community partners and outlines marketing and outreach strategies to maximize attendance and visibility.**