

DOWNTOWN
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Brunswick

RSVP



2017

RENAISSANCE STRATEGIC VISION & PLAN

Credits & Thank-yous

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Special thanks to Georgia Power for providing the Brunswick Marketplace Profile and to all community members who participated in interviews, focus groups, the community town hall, and the survey.

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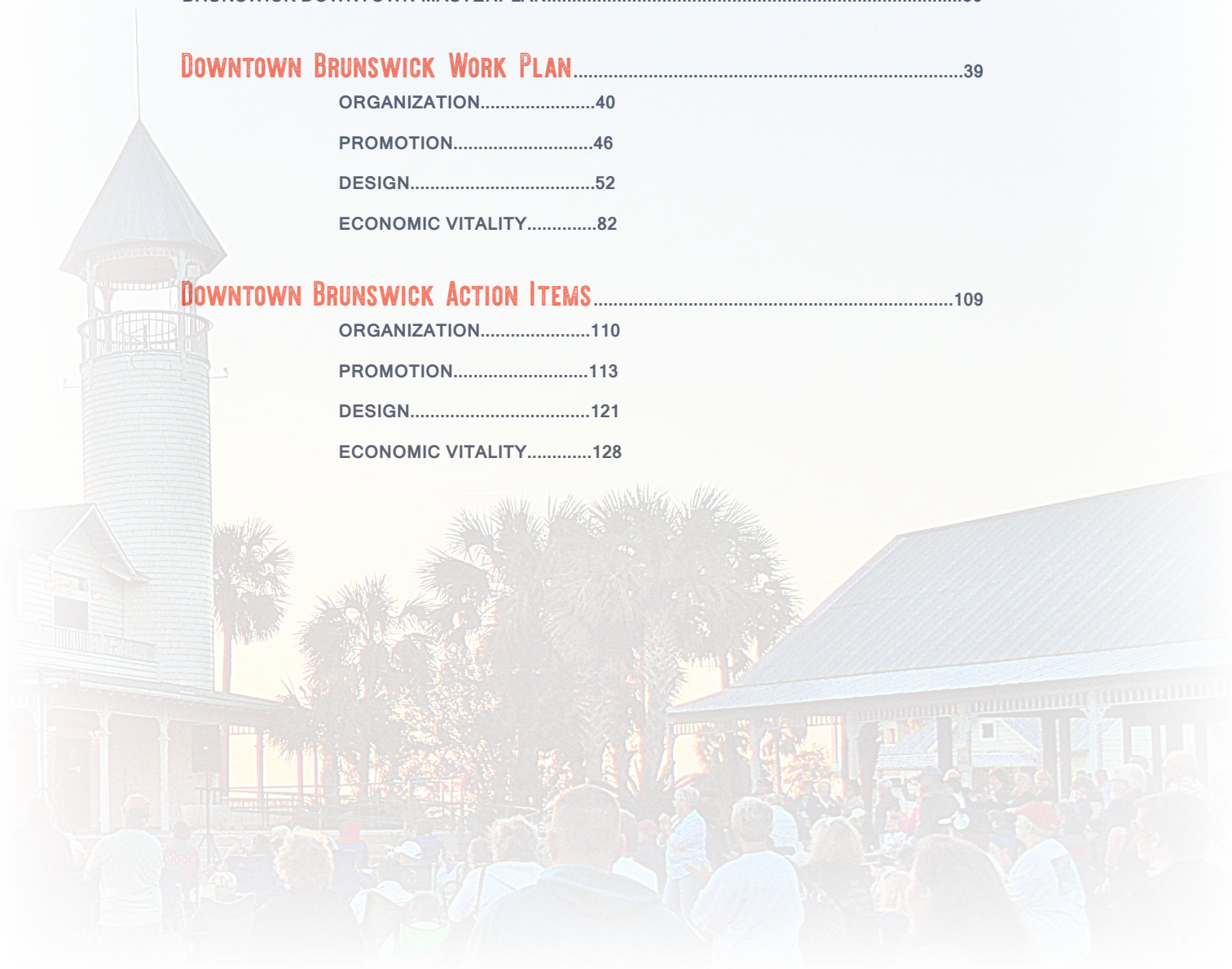
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THE GEORGIA DOWNTOWN RENAISSANCE

PARTNERSHIP

Bringing together a diverse mix of public institutions, nongovernmental organizations, and private foundations, the Georgia Downtown Renaissance Partnership combines the skills and resources of the Georgia Municipal Association, the Georgia Cities Foundation, and the University of Georgia's Carl Vinson Institute of Government to revitalize communities across Georgia. With support from the Georgia Department of Community Affairs and the UGA Small Business Development Center, the Georgia Downtown Renaissance Partnership facilitates the creation of strategic visions, plans, and work programs for partner communities throughout Georgia. The Georgia Downtown Renaissance Partnership works with government leaders, chambers of commerce, downtown merchants, property owners, Main Street programs, downtown development authorities, and citizens to help ensure that all cities in Georgia have the resources and tools necessary to realize their vision and maximize their potential.

THE UNIVERSITY OF GEORGIA CARL VINSON INSTITUTE OF GOVERNMENT

For 90 years, the Carl Vinson Institute of Government at the University of Georgia has worked with public officials throughout Georgia and around the world to improve governance and people's lives. From Georgia's early days as a largely agrarian state with a modest population to its modern-day status as a national and international force in business, industry, and politics with a population of over 10

million, the Institute of Government has helped government leaders navigate change and forge strong directions for a better Georgia.

GEORGIA MUNICIPAL ASSOCIATION

Created in 1933, the Georgia Municipal Association (GMA) is the only state organization that represents municipal governments in Georgia. Based in Atlanta, GMA is a voluntary, nonprofit organization that provides legislative advocacy and educational, employee benefit, and technical consulting services to its members. GMA's purpose is to anticipate and influence the forces shaping Georgia's communities and to provide leadership, tools, and services that assist local governments in becoming more innovative, effective, and responsive.

GEORGIA CITIES FOUNDATION

The Georgia Cities Foundation, founded in 1999, is a nonprofit subsidiary of the Georgia Municipal Association. The foundation's mission is to assist cities in their efforts to revitalize and enhance downtown areas by serving as a partner and facilitator in funding capital projects through the revolving loan fund. The Georgia Cities Foundation's services include the Revolving Loan Fund Program, the Heart and Soul Bus Tour, the Peer-to-Peer Mentoring Tour, Downtown Development Authority Basic Training, and the Renaissance Award.



2017 ELVIS FESTIVAL: The annual Georgia Elvis Festival is a four-day event celebrating the life and music of Elvis Presley through live performances held at Mary Ross Park in downtown Brunswick.

Beginning in November 2016, the Georgia Downtown Renaissance Partnership came together to assist downtown Brunswick in creating a strategic vision, plan, and short-term work program to address persistent challenges in the city and guide future growth. With support from the Downtown Development Authority, Brunswick's mayor and city commission, and the Downtown Brunswick Renaissance Strategic Vision and Plan Steering Committee, the resulting Downtown Brunswick Renaissance Strategic Vision and Plan (RSVP) helps to ensure that the city retains the unique history, vibrant community, and palpable sense of place that make Brunswick a great place to call home, while building on the city's existing strengths to achieve economic stability and attract desired development. Downtown Brunswick's strategic vision and plan was created via a three-stage process: 1) public engagement and analysis, 2) visioning and design, and 3) the development of an implementable work program.

The Downtown Brunswick RSVP is intended to serve as a living document to guide the future of downtown. As an everyday resource for local officials and citizens, the approachable goals included in the Downtown Brunswick Work Program and associated action items should be continually updated and removed as they are completed. As new opportunities arise, additional work program items should be added to the plan with a focus on implementation. At a minimum, local officials should update the Downtown Brunswick RSVP annually by answering the following questions: What was completed? Were enacted programs successful? What needs to be added? How, when, and who is responsible for implementation?

CITY OF BRUNSWICK

R S V P T I M E L I N E

NOVEMBER

INITIAL STEERING COMMITTEE MEETINGS, INTERVIEWS, FOCUS GROUPS, TOWN HALL, COMMUNITY SURVEY

DECEMBER

STEERING COMMITTEE MEETING, VISUAL PREFERENCE ASSESSMENT, PRELIMINARY DESIGNS, PUBLIC INPUT RESULTS AND ANALYSIS, COMMUNITY SURVEY RESULTS AND ANALYSIS, ECONOMIC ANALYSIS, PLAN REVIEW, PUBLIC INPUT SUMMARY, TOP ISSUE PRIORITIZATION

JANUARY

STEERING COMMITTEE MEETING, DESIGN, RENDERING, VISUALIZATION, DRAFT WORK PLAN

FEBRUARY

COMMUNITY GROUP AND STEERING COMMITTEE MEETING, PRESENTATION, ACTION ITEM DEVELOPMENT, DESIGN, RENDERING, VISUALIZATION

MARCH

COMMUNITY AND STEERING COMMITTEE MEETING, DESIGN, RENDERING, VISUALIZATION

APRIL

STEERING COMMITTEE MEETING, ACTION ITEM REFINEMENT, DRAFT FINAL REPORT

JUNE

PRESENTATION TO MAYOR AND COMMISSION

JULY

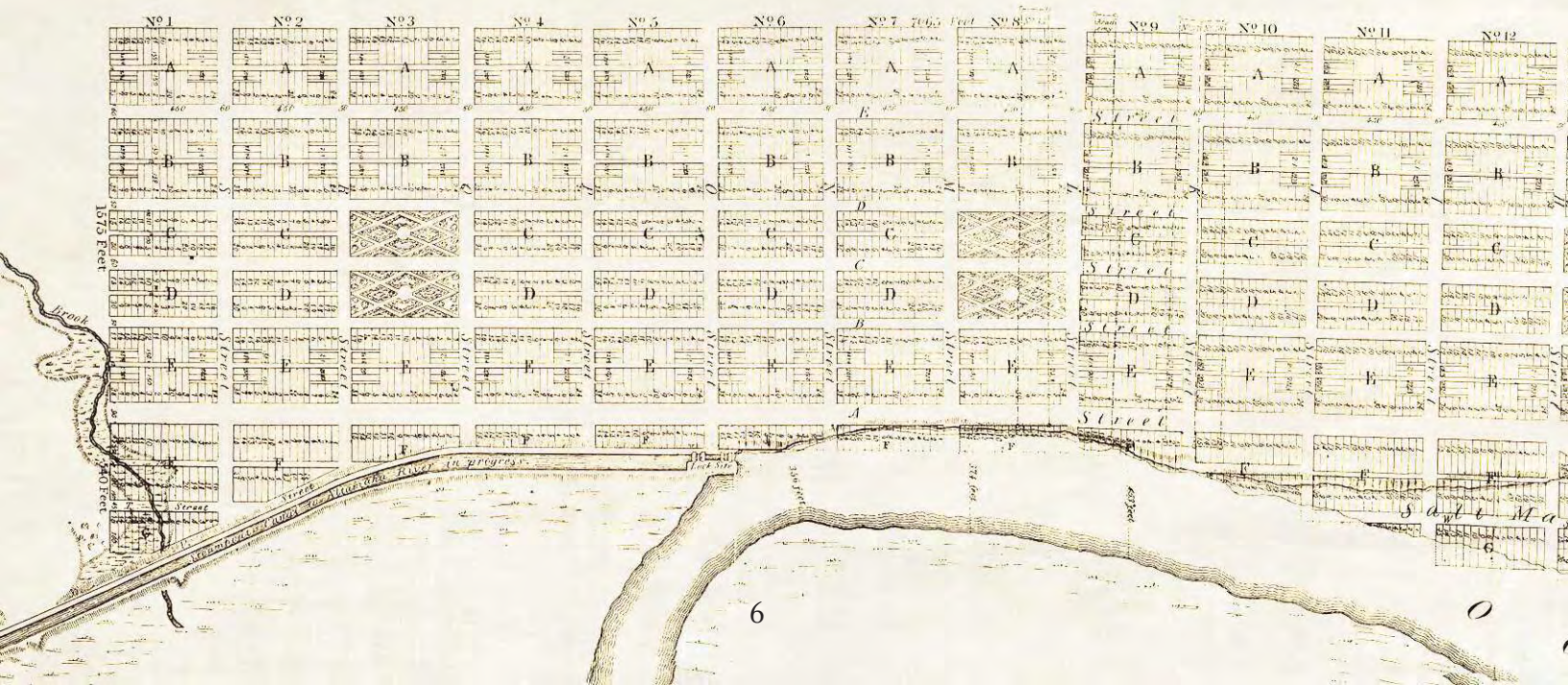
FINAL PRESENTATION TO PUBLIC
FINAL REPORT

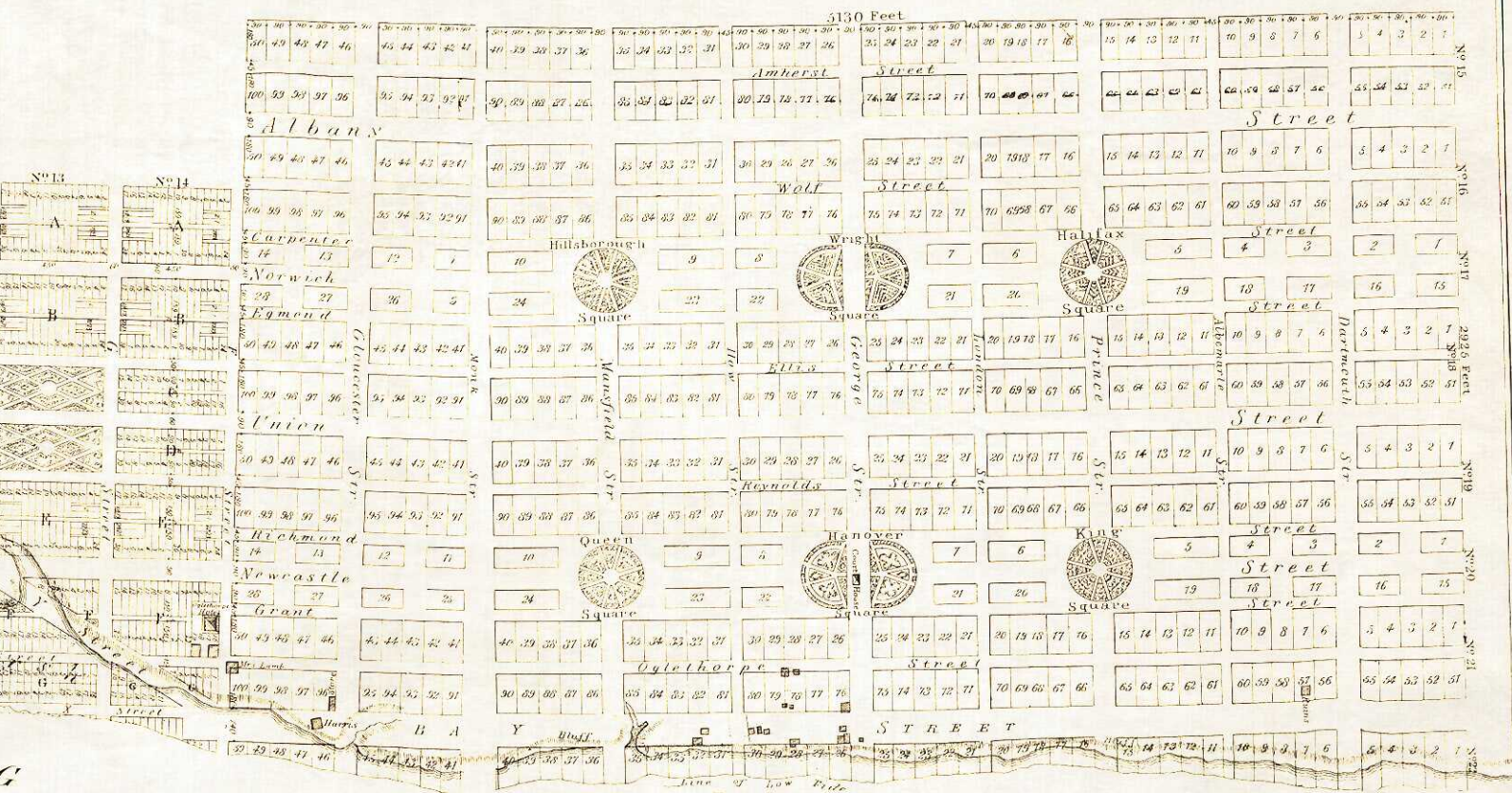


THE DOWNTOWN BRUNSWICK

With the salty breeze of the nearby Atlantic and the Old World at his back, Captain Mark Carr of General James Oglethorpe's regiment sailed in 1738 to the fledgling Royal Colony of Georgia. Traveling west along an inlet from the mighty Atlantic, Carr settled in a protected harbor along the Turtle River. Here Carr and his family developed Plug Point, a sprawling tobacco plantation between the riverfront and the expansive marshland to the east. From this single point of origin, the modern city of Brunswick arose.

Planned by General Lachlan McIntosh to embody the values of the flourishing Enlightenment and reflect the designs of Georgia's master builder and founder General James Oglethorpe in 1771, Brunswick's compact, gridded layout, lush squares, and walkable streets continue to delight visitors and invite exploration. Sited on a peninsula near the convergence of the Brunswick, East, and Turtle Rivers, Brunswick's natural harbor and protected location allowed the city to develop into a colonial port of call and major center for trade. As one of five colonial ports of entry designated by President George Washington in 1789, Brunswick's waterfront has served for over two centuries as a bustling maritime hub, with development ebbing and flowing along with the fate of the fledgling country.







If the city's ancient live oaks could speak,

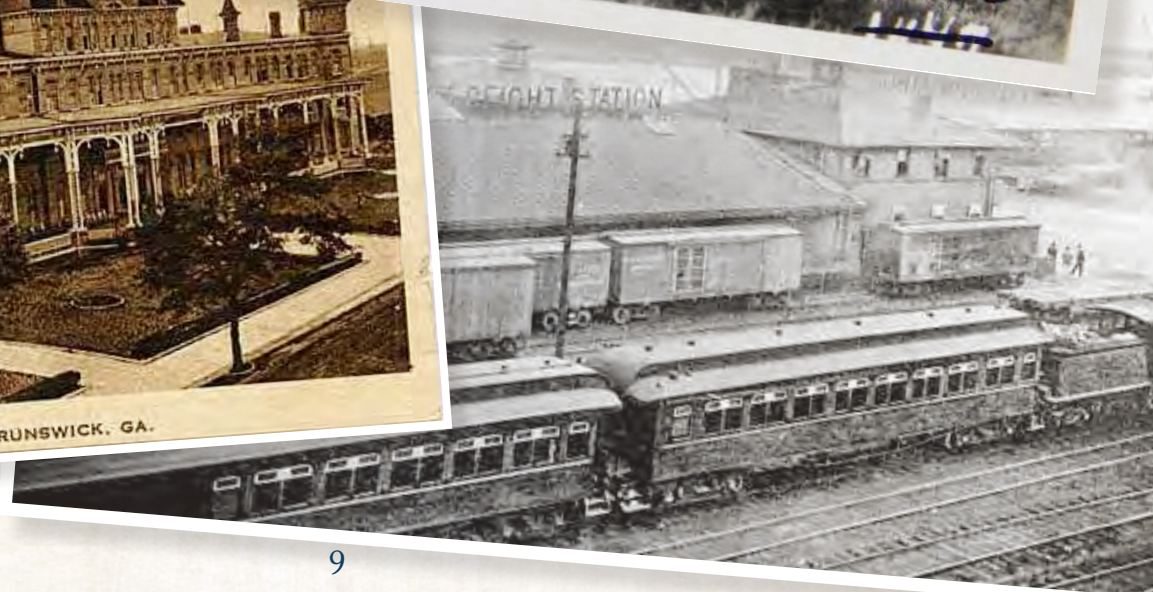
they would tell of the city's journey through the boom and bust of the American Civil War, Reconstruction, and the early 20th century, as Brunswick's increasingly industrialized waterfront thrived. By the early 1900s, Brunswick's waterfront teemed with activity. The joint Atlanta, Birmingham & Atlantic Railroad and Southern Railway terminal along the waterfront served steamboats and cargo ships loaded with cotton, turpentine, timber, and the fruits of Southern fields. Shrimp boats clogged the channel, depositing their sweet cargo for hungry consumers.

Along busy Newcastle Street, crowded streetcars jostled tourists and locals downtown en route from the waterfront passenger depot and the city's surrounding residential neighborhoods. The turreted city hall, customs house, opera house, and magnificent Oglethorpe Hotel rose above the city's smoky waterfront skyline. Here Gilded Age millionaires with names like Morgan, Rockefeller, Vanderbilt, and Pulitzer bound for the pleasures of Jekyll Island awaited transport to their private winter retreat under the hotel's generous veranda. With the development of the US highway system in the 1920s, Brunswick boomed with traffic bound for the coast. Georgia's famous coastal highway, US 17, brought tourists, visitors, and locals through the heart of the city. Under the leadership of visionary city manager F.J. Torras in 1924, the city of Brunswick completed a new bridge to St. Simons Island, initiating a decades-long influx of tourist and residential development on St. Simons and Sea Island and cementing Brunswick's status as the Gateway to the Golden Isles.






THE OGLETHORPE HOTEL. BRUNSWICK, GA.







While the Depression brought hardship and stymied development in Brunswick and surrounding islands, the 1940s and World War II brought a new prosperity to the city as 16,000 former farmers, housewives, and sharecroppers from across Georgia and the South sacrificed for the war effort and built new lives in the teeming industrial city. Gravitating to the J.A. Jones Construction Company's massive shipyard, these laborers worked 24 hours a day to construct the mighty Liberty Ships so vital to Allied victory. North of the city, the new Glynnco Naval Air Station housed massive hangars for dirigibles that scanned the coast for Nazi U-boats. Accompanied by these hovering blimps, 99 Liberty Ships set sail from Brunswick's shipyard to traverse the Atlantic and Pacific to supply American troops with all the equipment necessary to win the war.

While the end of the war brought newfound prosperity to the nation and the city, the changing postwar economy and new patterns of development quickly created unprecedented challenges for Brunswick. While Brunswick had long served as the Gateway to the Golden Isles, with the purchase of Jekyll Island by the state of Georgia in 1946, Brunswick's industrial and maritime economy increasingly became eclipsed by the growing tourist trade. Compounding this shift, a new bridge constructed by the state in 1956 allowed for further development of the once-private Jekyll Island as a haven for regular Georgians. Dedicated to the Marshes of Glynn poet, the Sidney Lanier Bridge provided easy vehicular access to the Golden Isles, contributing to a decades-long boom of tourist and residential development on the barrier islands and further de-concentrating the local economy and residential patterns.

While the advent of air conditioning and new industry lured more Americans to make a life in the South, new development in Brunswick after the 1950s typically occurred outside the city's core. With the mass availability of the automobile, strip malls, drive-throughs, and surface parking lots increasingly took the place of his-

torical homes and turn-of-the-century commercial businesses. Following patterns seen throughout the nation, in-town residents began leaving the city's historic core in favor of new developments outside the city's urban center. In the heart of downtown, beloved if aging landmarks like the Oglethorpe Hotel were demolished in favor of the welcoming neon glow of America's Innkeeper and a modern Holiday Inn. Following the relocation of US Highway 17 and new growth outside of downtown, many businesses struggled to lure customers downtown. To suit the changing tastes of a newly suburban clientele, businesses demolished aging Victorian commercial buildings or refaced these structures beyond recognition with contemporary metal or simple masonry façades. By the 1960s, many in-town neighborhoods were entering into a decades-long period of population decline. Further declines in the city's industrial and shrinking economy throughout the late 20th century continued to put pressure of the city's increasingly fragile economy.

While many in-town neighborhoods still face challenges, today Brunswick is once again a growing and diverse city on the rise. Draped in Spanish moss, arcades of ancient live oaks continue to shelter the city's quiet residential neighborhoods, which feature an unparalleled stock of 19th century homes, many recently renovated. Like Brunswick's first settlers two centuries ago, new residents continue to come, seeking their slice of the coastal life in Brunswick's historical in-town neighborhoods. Here peeling paint, centuries-old sidewalks, and massive canopies of live oaks contribute to the Brunswick's unique sense of history and speak to the city's romantic past. Seemingly untouched by the fears of their elders, morning in these neighborhoods brings a parade of children on bikes, foot, skateboard, and more making their easy progress to the leafy campus of Glynn Academy, the South's second-oldest public school. Where the Navy once constructed the world's largest wooden hangars during World War II, today recruits from across the United States come to train to become US Marshals



United States come to train to become US Marshals at the headquarters of the Federal Law Enforcement Training Center, contributing to the local economy and consistently attracting new visitors to the area. Nearby more than 3,100 students study at the growing College of Coastal Georgia, creating an educated base of young professionals to manage the next generation of Brunswick's growth and development. Long known as the Shrimp Capital of the World and now serving as a major port for vehicle import and export, Brunswick continues to build on a maritime heritage that has long played an important role in the city's unique culture and economy.

Having learned from the mistakes of the past, since 1979 Brunswick's venerable downtown has been protected and recognized as the Old Town Brunswick National Register District. Here, the city's large stock of 1800s buildings house the city's determined local artists, chefs, professionals, and entrepreneurs as they hone their crafts and pursue their dreams. Launched in 2005, Signature Squares of Brunswick has since partnered with the city and downtown stakeholders to restore many of the city's key historic squares, bringing life and activity back into these sacred community spaces. Attracted by the city's wealth of architecture,

history, walkability, and authenticity, major new attractions and businesses are set to relocate downtown. Along the city's once bustling industrial waterfront, Mary Ross Waterfront Park has replaced the competing rail lines of the old Atlantic Coastal Line Terminal and associated warehouses. Recently the city has commissioned a masterplan for the park and is working to implement a \$15 million improvement plan aimed at restoring the city's waterfront as the center of the community. Adjacent to the waterfront, the site of the former Oglethorpe Hotel is once more attracting the attention of developers.

With both the promise of new growth on the horizon and persistent challenges in the city's historical core, Brunswick contracted with the University of Georgia's Carl Vinson Institute of Government and partners to develop a guiding, community-supported vision for downtown. The resulting Downtown Brunswick Renaissance Strategic Vision and Plan (RSVP) relies on three basic questions to evaluate current conditions in the community, address issues to ensure success, and create a road map for enacting Brunswick's vision for the future. These questions—Where are we now? Where are we going? How do we get there?—provide the foundation of the eight-month strategic visioning effort outlined within this report.

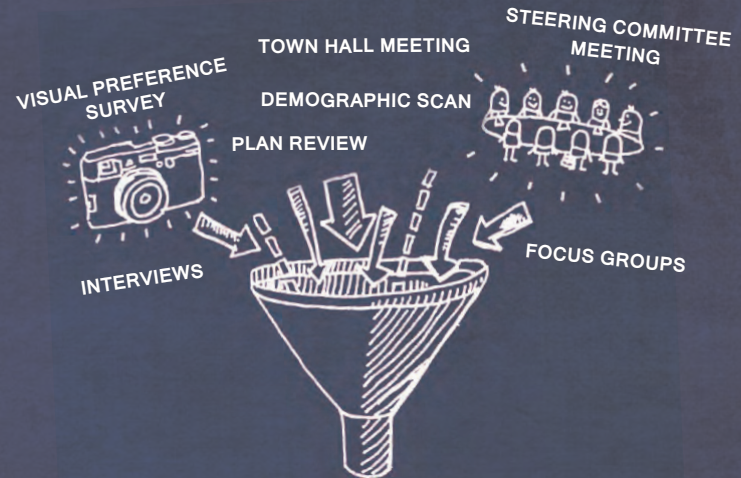
THE DOWNTOWN BRUNSWICK RSVP

Three-Step Process

1

STEP ONE: WHERE ARE WE NOW?

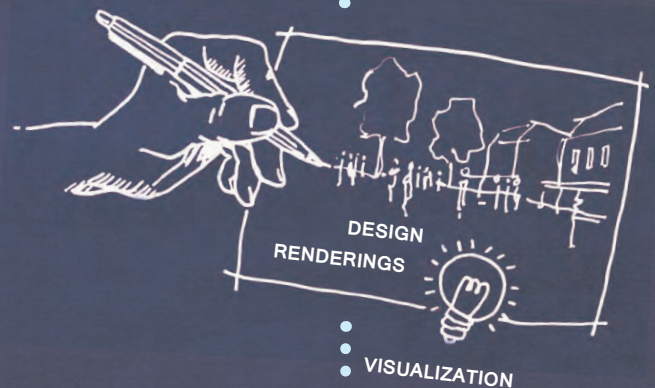
A successful planning effort is built upon a fundamental understanding of current conditions in Brunswick. Step one creates this foundation through a demographic profile, an analysis of market conditions, a review of prior plans and studies, and an extensive public engagement process. Together, these elements paint a comprehensive picture of Jefferson while creating a consensus on current issues and opportunities.



2

STEP TWO: WHERE ARE WE GOING?

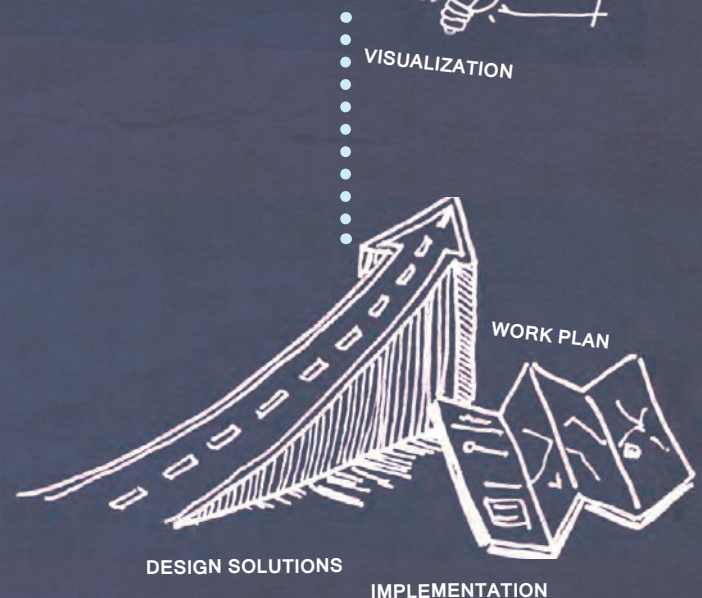
In the second step of the process, Brunswick looks to the future to shape the shared vision for the city that emerged in step one. Built on the community desires and strengths discovered in community input sessions, Brunswick's vision is interpreted through illustrations and design recommendations. The final products of step two allow all community members to experience the physical translation of their collective vision.



3

STEP THREE: HOW DO WE GET THERE?

During the final step in the RSVP process, community leaders and citizens come together to create an implementation plan to move Brunswick toward the community's vision for the future. By focusing on achievable work program items with community support, step three builds momentum while helping to enact Brunswick's vision in a step-by-step process. Community input and effort form the foundation for the resulting work and action plan, and citizen-led implementation is critical for successful outcomes.



DOWNTOWN BRUNSWICK PUBLIC ENGAGEMENT



During the “Where are we now?” phase of the RSVP process, representatives of the Institute of Government partnered with the Brunswick Downtown Development Authority, the UGA Small Business Development Center, and the Georgia Department of Community Affairs to conduct an extensive public engagement process that included multiple focus groups, one-on-one interviews of downtown stakeholders, a community-wide town hall forum, and a public survey that received more than 400 individual responses. The results of this effort (included in full in the digital appendix) help to paint a comprehensive picture of current conditions in the city.

Who

WE HEARD FROM:

Interviews and focus groups were conducted with members of the following groups:

- BRUNSWICK CITY COMMISSION
- BRUNSWICK DOWNTOWN DEVELOPMENT AUTHORITY
- BRUNSWICK URBAN REDEVELOPMENT AGENCY
- BRUNSWICK-GOLDEN ISLES CHAMBER OF COMMERCE
- BRUNSWICK AND GLYNN COUNTY DEVELOPMENT AUTHORITY
- BRUNSWICK HISTORIC PRESERVATION BOARD
- BRUNSWICK PLANNING, DEVELOPMENT, AND CODES DEPARTMENT
- BRUNSWICK POLICE DEPARTMENT
- THE BRUNSWICK NEWS
- COLLEGE OF COASTAL GEORGIA
- GLYNN COUNTY COMMISSION
- GLYNN COUNTY AIRPORT COMMISSION
- GLYNN COUNTY FINANCE DEPARTMENT
- GOLDEN ISLES ARTS & HUMANITIES
- LOCAL REALTORS
- LOCAL DEVELOPERS
- DOWNTOWN BUSINESS OWNERS
- DOWNTOWN PROPERTY OWNERS
- HISTORIC NORWICH DISTRICT BUSINESS OWNERS
- SIGNATURE SQUARES OF BRUNSWICK
- SOGLO NEIGHBORHOOD ASSOCIATION



What You SAID:

"WE'RE RIGHT IN THE MIDDLE OF EVERYTHING"

"I LOVE THE PEOPLE"

"WE'RE EXCITED ABOUT OUR TOWN"

"WE MAKE A POINT OF ACCEPTING INTO THE COMMUNITY"

"YOU GET THAT FEELING OF COMMUNITY IN BRUNSWICK"

"IT MAKES ME FEEL GOOD TO COME DOWNTOWN"

"IT'S JUST BEAUTIFUL"

Public input participants overwhelmingly praised Brunswick's incredible sense of history, scenic coastal surroundings, beautiful architecture, walkable streets, handsome squares, busy restaurants, and vibrant arts and cultural scene. Locals enjoy living in an ideally situated coastal small town with a strong and energetic local community. Above the city's wealth of history, beautiful architecture, and scenic coastal location, the city's people make Brunswick a great place to call home. With beloved public institutions like Glynn Academy and the Ritz Theater and events like First Friday that bring locals together, downtown serves as a magnet for the wider area and helps cultivate a strong community in Brunswick. Participants and tourists love coming downtown to visit Brunswick's successful restaurants, shops, and services. Locals praised downtown Brunswick's active restaurant scene, with Tipsy's, Indigo Coastal Shanty, and The Farmer & The Larder standing out as consistent favorites. Because Brunswick serves as the county seat of Glynn County, locals and residents of the islands are drawn to the variety and quality of professional services downtown including law offices, accountants, and banks. Businesspeople in particular praised the quality of life in the area and Brunswick's strategic location near Interstate 95 and a short drive from major metropolitan areas. Buzzing with activity during popular events, Brunswick's walkable tree-lined streets, attractive squares, and compact Grid plan continue to charm visitors and bring the community together. The city's inherent walkability and bike-friendly topography contribute to the local residents' quality of life.

Many locals who participated in the public input process are migrants from other areas around Georgia and the nation, drawn to Brunswick to make a new life. These residents in particular praised the city's proximity to the coast, low cost of living, incredible historical architecture, and unique sense of place. One downtown business owner called Brunswick a place of "high ceilings and low expectations," where locals can live a slow coastal life, become entrepreneurs, or pursue their dreams surrounded by a supportive local community and the architectural and historical heritage of this beautiful city. The availability and affordability of Brunswick's housing stock is a key element that drives entrepreneurship and creative expression in the city. Ensuring that Brunswick continues to accommodate and attract new residents is essential

to reversing declining population rates in the city. Encouraging new residents, nurturing local entrepreneurs, continuing public investment downtown, and cultivating a welcoming climate for business are critical for continued success downtown.

In addition to identifying existing strengths, the extensive RSVP public input process revealed several critical issues that informed all subsequent planning efforts. A steering committee of dedicated local citizens honed community priorities to determine the following top issues facing Brunswick: addressing the maintenance of buildings and issues of vacancy, ensuring the safety of residents and visitors, addressing the appearance of gateways and signage, bridging gaps in downtown connectivity, providing safe and ample public parking, creating a draw for visitors and locals downtown, promoting Brunswick's existing assets, and cultivating a warm climate for local businesses. While other serious and long-term issues were introduced during the public input process, above all, this plan must be achievable. Therefore, concrete and addressable problems were drawn out of the broader issues identified during the public input process.

Community priorities that emerged during the public input process overwhelmingly echo plans that already exist for downtown. Summarized in the Brunswick RSVP digital appendix, the wealth of existing downtown planning documents for Brunswick reiterate widespread community desires for an activated, revitalized waterfront; a better connected downtown across Bay Street; solutions for vacancy; maintenance; and more. For over a decade and a half, city-sponsored efforts have developed a series of ambitious proposals for an activated waterfront, a bustling hotel and convention center at the former Oglethorpe Hotel site, rejuvenated corridors along Gloucester Street and Norwich Street, expanded housing opportunities throughout the city, and more. To be successful, city officials must begin implementing real, perceptible improvements that address these long-term goals. Committing to implementing items included in the Downtown Brunswick Work Program will help build the momentum necessary to achieve the long-planned revitalization of downtown and tackle larger city-wide issues.



BRUNSWICK'S FAVORITE THINGS:

STRONG COMMUNITY TIES

FRIENDLY PEOPLE, SENSE OF COMMUNITY, ARTS, LOCAL GOVERNMENT,
DOWNTOWN EVENTS

DOWNTOWN'S PHYSICAL STRUCTURE

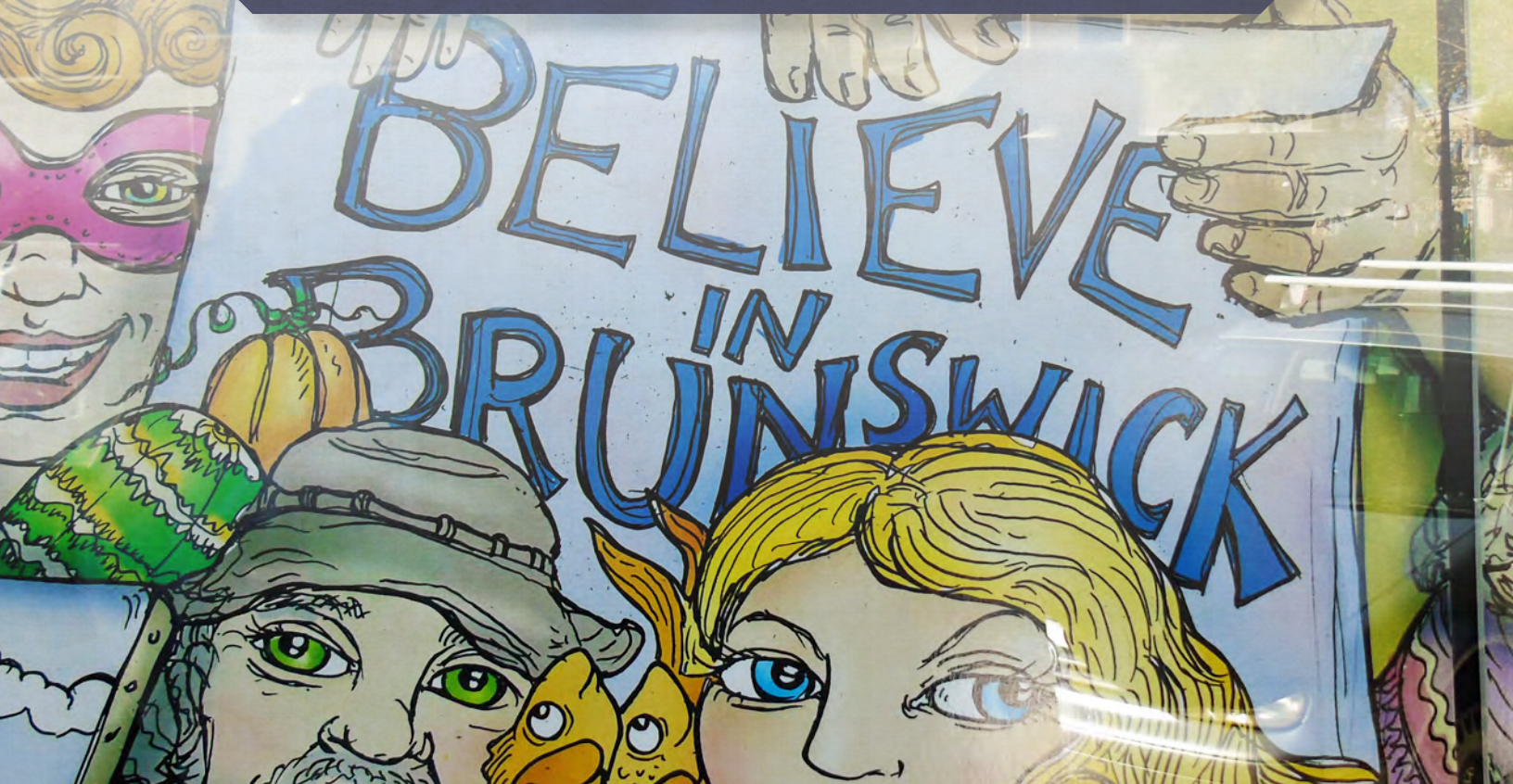
HISTORICAL BUILDINGS, WALKABLE SQUARES,
SMALL TOWN FEELING

BUSINESS INFRASTRUCTURE

LOCAL SHOPS AND RESTAURANTS, TOURISM, VALUE

NATURAL FEATURES

WATERFRONT, PARKS, OAKS, GREENSPACE, LOCATION



City officials should work to confront the serious and persistent challenges that threaten Brunswick's quality of life and the future of the city. Poverty, homelessness, intergovernmental tensions, and other important issues emerged during the public input process and must be addressed to achieve the long-term success desired by the community. While these problems all pose serious city-wide challenges for the community, they are outside the scope of this plan as a downtown strategic planning document. Focusing first on implementing real, perceptible improvements downtown may help build the momentum necessary to tackle these systemic long-term issues.



BRUNSWICK'S TOP ISSUES

LOTS OF PLANS, NOT ENOUGH IMPLEMENTATION

GATEWAYS & SIGNAGE

IMPROVING GATEWAYS / CONNECTING BAY STREET

SAFETY

LIGHTING / PARKING / INCREASE DOWNTOWN
POLICE PRESENCE

PUBLIC & PRIVATE MAINTENANCE

VACANCY ISSUES & NEGLECT / CODE ENFORCEMENT

BUSINESS DEVELOPMENT

ATTRACTING DINING, RETAIL, & WATERFRONT
DEVELOPMENT / INCENTIVES / CREATING A
DESTINATION

MAINTENANCE

Brunswick's stock of available historical properties are an asset that can attract potential investors. However, the sheer number of vacant, derelict, and ill-maintained properties in the city emerged as a top issue during discussions with community members. Particularly in Brunswick's surrounding residential neighborhoods and along the Norwich corridor, the many vacant and blighted properties discourage activity, invite crime, and send a negative message to residents, visitors, and potential investors. Many local residents and urban pioneers who have rehabilitated properties in these areas complained about the inconsistency of the city's code enforcement, with habitual violators seeming to get off the hook for unsafe property conditions. These residents in particular prioritized more consistent and stringent enforcement of the city's existing codes, pushing redevelopment through a land bank authority, and punishing absentee landlords and owners who refuse to maintain their properties.

Throughout the public input process, many locals advocated marketing the city's many available historical homes to potential investors. Doing so could help draw resilient local entrepreneurs and invested community members to help make

Brunswick a great place to call home. Addressing issues of vacancy has long been a goal for the city, with recommendations in plans dating back to at least 2001. While plans like Blueprint Brunswick recommended a land bank to address the number of vacant properties in the city, only in the past few months have city officials collaborated to create this critical tool to address vacancy in the city.

The following items included in the Downtown Brunswick Work Program address critical issues of maintenance and vacancy in the city:

- *Design: Art in Vacant Storefronts*
- *Economic Vitality: Land Bank*
- *Economic Vitality: Downtown Garbage Collection Strategy*
- *Economic Vitality: Expand Façade Program for Building Owners*
- *Economic Vitality: Incubator Village*
- *Economic Vitality: 1315 Union Revitalization*
- *Economic Vitality: Howe Street Cottages*

MAINTENANCE

FLATIRON BUILDING, 221 MONCK STREET

BEFORE: Located at the corner of Grant and Monck streets downtown, the flatiron building at 221 Monck Street is a fine example of the wealth of historical commercial architecture downtown. This and adjacent vacant commercial properties could be refurbished to house downtown businesses, offices, and lofts. This street could benefit from more shade, removing unattractive dumpsters, and installing better pedestrian accommodations.

AFTER: With refurbished façades, new plantings, string lighting, and enhanced pedestrian accommodations, the site has been transformed into a thriving corner downtown. Restored historical buildings housing local businesses and downtown living help preserve the character of downtown while bringing people and activity to the area.



BEFORE

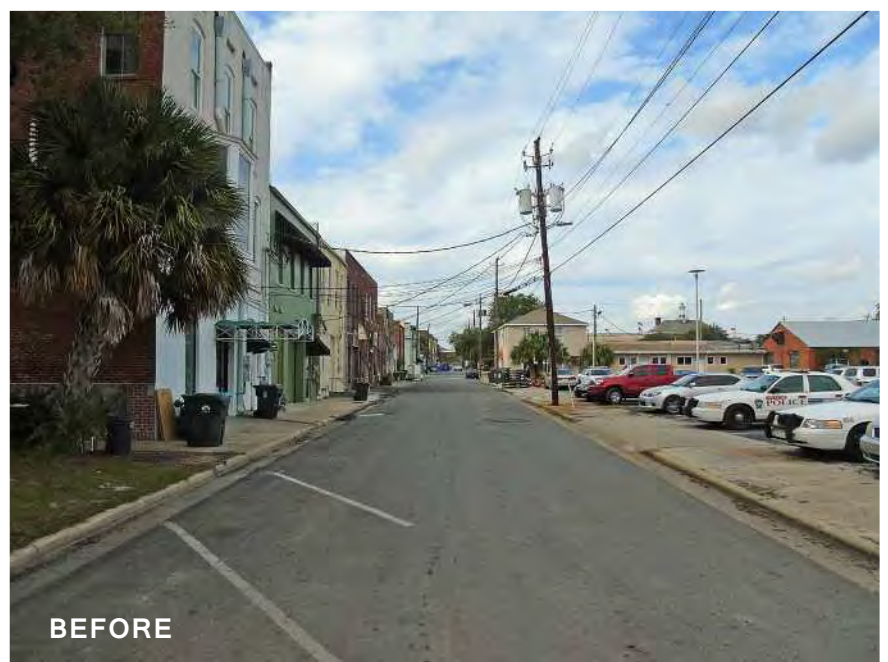


S A F E T Y

More than anything else, ensuring a safe experience downtown for residents and visitors is essential to bringing the community to the area and attracting investment downtown. Public input participants routinely ranked safety as the number one issue that must be addressed downtown. While the Brunswick Police Department has performed admirably and crime is down significantly over the past decade, fighting the perception that Brunswick is unsafe remains critical for city leaders, downtown business owners, and other stakeholders. Working to improve the maintenance of downtown properties and address derelict conditions ties directly to the demand for a safe downtown climate. By tackling broken windows, hazardous conditions, and more, the city sends a message that Brunswick will not tolerate crime. Many locals suggested further combating the perception and reality of crime downtown through better lighting and a more accessible and visible police presence. Promoting recent declines in crime; ensuring better maintenance of downtown properties, parking lots, and public spaces; and building a resident population downtown would all significantly combat the negative perception of safety downtown.

The following items included in the Downtown Brunswick Work Program address downtown safety:

- *Design: Downtown Lighting*
- *Design: Downtown Lighting: String Lights*
- *Design: Lighting Downtown Buildings*





BEFORE: One block east of Newcastle Street, Richmond Street serves back-of-house functions for businesses along downtown's main drag. The lack of shade, absence of street lights, various service uses, and overhead wiring here make Richmond Street uninviting both during the day and in the evening hours.

AFTER: This rendering illustrates the same area of Richmond Street after landscaping the existing parking lot, improving the sidewalk, and adding string lighting to create a more inviting and safer feeling street.

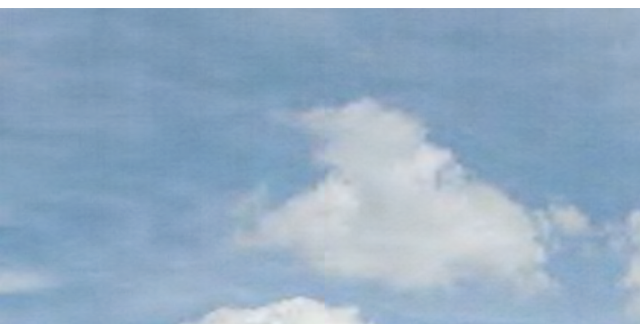
GATEWAYS & SIGNAGE

Brunswick's reputation as the Gateway to the Golden Isles relies on the city's proximity to Jekyll, St. Simons, and Sea Island. Any visitor driving to these destinations must pass through Brunswick via US Highway 17 (Glynn Avenue) or US Highway 341 (Bay Street). With a location near busy Interstate 95 and a downtown sandwiched between two major tourist corridors, the city could do more to attract visitors already passing through the city. During public engagement sessions, locals noted that all too often motorists along all three key corridors leading into downtown Brunswick are greeted by vacant properties, unattractive surface parking lots, and tired commercial buildings. Attractive signage and gateways at key vehicular intersections and major access corridors into downtown could invite exploration and provide a critical first impression for potential visitors and investors. The city should work to develop a phased approach to address the appearance of major corridors. Planting street trees, removing unnecessary curb cuts, installing rain gardens and planted buffers, promoting façade grants and rehabilitation, and making related improvements would all work to improve quality of life for local citizens and encourage a welcoming experience for visitors.

The following items included in the Downtown Brunswick Work Program address gateways and signage leading to downtown:

- *Design: Hip Wayfinding*
- *Design: Gateway/Corridor Redevelopment: Gloucester Street, Norwich Street, and Bay Street*
- *Design: Gloucester Streetscape Improvements*
- *Design: Gateways: Glynn Avenue and Gloucester*
- *Design: Gateways: Howard Coffin Fencing*
- *Design: Gateways: Methodist Hut on Gloucester*
- *Design: Gateways: Highway 341 at Newcastle and Bay Street*
- *Economic Vitality: Norwich Street Improvements*





BEFORE: The photograph shows a view of the intersection of Bay Street and Newcastle at the entry of downtown. The view is currently dominated by wide asphalt paving and harsh concrete medians with an absence of shade, sidewalks, and landscaping. Currently, no welcome signage exists to notify visitors that downtown restaurants, shops, and more are located straight ahead.

AFTER: The rendering shows reconfiguring and simplifying the intersection with Bay Street. Existing concrete medians have been removed and replaced with attractive landscaping to welcome visitors and provide shade. In addition to a new shaded median along Bay Street, existing medians along Newcastle Street have been extended to expand the footprint of downtown and invite activity. Mirroring the look of the new gateway at US 17 and Gloucester, new signage imparts a sense of arrival for visitors.

BRIDGING THE GAP / BAY STREET

While locals cherish downtown Brunswick's compact, gridded streets, walkability, and connectivity, many highlighted the notable gaps that limit connectivity between downtown and the city's once teeming waterfront. Public input participants identified Bay Street (US-341) as a major barrier separating downtown from the city's waterfront and Mary Ross Waterfront Park. The excessive width of Bay Street's travel lanes, speeding vehicles, broad expanses of unshaded asphalt, and lack of accommodation for bikers and pedestrians all work to sever connectivity between downtown and Mary Ross Park and discourage visitors from exploring Brunswick's waterfront. During interviews, focus groups, and the town hall, many community members prioritized connecting the gap between downtown and Brunswick's waterfront as the primary objective of any successful downtown planning work. For any further development of the city's waterfront to be successful, improving access between downtown and the riverfront is essential. With corridor improvements planned from 2001 onward, any further delay in connecting downtown to the waterfront threatens the fate of ongoing public investments in the area. With a \$15 million improvement plan at Mary Ross Waterfront Park underway, city leaders must work hard now to connect downtown to the waterfront.

The following items included in the Downtown Brunswick Work Program work to allay gaps in connectivity downtown:

- *Design: Connecting Downtown and the River*
- *Design: Downtown Streetscape Improvements*
- *Design: Ninety-Nine Liberty Trees*
- *Design: Complete Streets Ordinance*
- *Economic Vitality: Waterfront Tax Allocation District*

BEFORE: Bay Street's excessive width, lack of pedestrian connections, and absence of shade disconnect downtown Brunswick from the city's historic waterfront. Reducing the width of asphalt, planting trees, and planning accommodations for pedestrians could invite more activity to the city's waterfront.



BEFORE



AFTER: By reducing the excessive width of paving and travel lanes, replacing the existing concrete medians with plantings, and developing a multi-use trail and pedestrian connections within the existing right-of-way, Bay Street transforms from a tourniquet dividing the city to a vibrant coastal boulevard between downtown and the waterfront. Improvements to Bay Street include planted bump-outs, the addition of a landscaped median that acts as a bioswale, delineated on-street parking, crosswalks, and a new 10' multi-use trail located in a formerly underutilized parking lane.

PARKING

Due to a street grid and layout devised more than a century prior to the invention of the automobile, accommodating parking in Brunswick's historical core remains a challenge. Throughout the public input process, many locals cited improving downtown parking as a top issue facing the city. While noted as an issue that needs to be addressed, other participants felt that with the exception of high volume events and busy meal times, parking capacity is generally sufficient downtown. Although the city contains a wealth of on-street parking spots and a number of public lots exist within the downtown core, many of these parking opportunities are unmarked or not easily visible to visitors. Improving the lighting and signage of downtown parking lots, better directing visitors to public parking, and marking all public spaces could all help address parking problems downtown.

The following items included in the Downtown Brunswick Work Program address downtown safety:

- *Organization: Parking Improvements: Re-striping Downtown Parking*
- *Design: Downtown Lighting*





BEFORE: Like other side streets and alleys downtown, Grant Street contains many on-street parking opportunities and performs additional service functions for property owners.

AFTER: Here Grant Street is shown resurfaced, with parking opportunities clearly marked and new string lighting enhancing safety and ambiance along this back street. By clearly marking existing parking opportunities, visitors could better utilize parking downtown. Attracting businesses like the one shown to Brunswick's side streets is key to creating a vibrant experience throughout downtown.

CREATING A DESTINATION

With the relocation of Highway 17 out of the downtown core and the explosion of new development on St. Simons Island and in unincorporated Glynn County surrounding Brunswick, downtown faces more competition than ever before for local and visitor foot traffic. During the public input process, many residents of surrounding communities and the islands noted that aside from community events or business at the courthouse, their neighbors often do not have much reason to come downtown. These residents in particular would like to see downtown Brunswick alive daily with a greater variety of local dining, specialty retailers, nightlife, and attractions for locals. Locals suggested many concepts for a downtown attraction. In order for Brunswick to be the downtown destination for the surrounding community, the area must offer many potential draws. In addition to increasing the city's retail, dining, and entertainment offerings, the Brunswick community must build on the city's vibrant culture and strong local arts scene to create a unique destination downtown unlike any other in the region. One way to do so is to see everything as an opportunity for local arts downtown. Water towers, vacant storefronts, bike racks, blank walls, dumpsters, and every element of Brunswick's streetscape should be seen as a blank canvas for local artists. By encouraging artistic expression throughout the city, Brunswick can build on the city's reputation as an arts-friendly community and create an authentic and enriching experience downtown.

In addition to boosting downtown as a local destination, many residents expressed the need for a major tourist attraction downtown. While public input participants put forth a diverse array of potential downtown attractions, most agreed that a tourist draw downtown should build on Brunswick's unique maritime heritage, the city's wealth of historical ar-

chitecture, and the surrounding natural splendor of Georgia's coastline and the Golden Isles. Creating new opportunities to attract both locals and regular visitors downtown could prove a successful strategy for long-term economic stability and growth in the area.

The following items included in the Downtown Brunswick Work Program work to create a destination for locals and visitors downtown:

- *Organization: Maritime Infrastructure*
- *Organization: College of Coastal Georgia (CCGA) Connections*
- *Promotion: Downtown Bike Rentals*
- *Promotion: Brunswick Bike Tour*
- *Promotion: Low Country Boil at Mary Ross Park*
- *Promotion: Brunswick Street Dances*
- *Promotion: Kayak Infrastructure*
- *Promotion: Sunset Bar at Mary Ross Park*
- *Promotion: Food Trucks at Mary Ross Park*
- *Promotion: Norwich Street Saturday Events*
- *Design: Mary Ross Waterfront Park Improvements*
- *Design: Queen Square Revitalization*
- *Design: Link the Georgia Coastal Greenway to Downtown*
- *Design: Link the Georgia Coastal Greenway to Downtown: Master Trail Plan*
- *Economic Vitality: Riverside Environmental Center*
- *Economic Vitality: Lofts Downtown*
- *Economic Vitality: Retail Incubator*
- *Economic Vitality: College Shuttles Downtown*
- *Economic Vitality: Downtown Brewery*
- *Economic Vitality: Richland Rum*



AFTER



BEFORE

BEFORE: Located along an otherwise busy stretch of Newcastle Street, this long-vacant commercial building needs a lot of rehabilitation work.

AFTER: Recently acquired by a local investor, this property could house a downtown brewery. This type of destination attraction would be a boon for downtown and create a draw to the area.

PROMOTION / MARKETING

From fraying layers of peeling paint on a turn-of-the-century warehouse and a centuries-old live oak overtaking a sidewalk to glimpses of cobblestone beneath a pothole, Brunswick's laid-back coastal attitude and the unique patina of this historical town help create a magical experience for many residents and visitors. The city's proud local residents, urban pioneers, creatives, and spirited entrepreneurs see the tremendous potential of the city's historical properties, coastal location, strong local arts community, and quality of life. Brunswick's character as a place of "high ceilings and low expectations" shapes the community and creates a distinctive selling point to potential visitors, residents, and investors. Many would like to see Brunswick promoted to like-minded parties interested in building new lives in this history-rich environment. In addition to the downtown development authority's (DDA) currently successful promotion of downtown shops, restaurants, and events, the city should consider marketing Brunswick "warts and all" both regionally and nationally to attract new residents and potential investors. Targeting those with the resources to appreciate and rehabilitate Brunswick's culture and historical housing stock will help facilitate wider revitalization throughout the city.

The following items included in the Downtown Brunswick Work Program focus on continuing to successfully promote downtown to local residents as well as marketing the city to a wider audience:

- *Organization: Downtown Communication*
- *Organization: Hire Program Manager*
- *Promotion: Marketing Brunswick*
- *Promotion: Billboard Advertising*
- *Promotion: Manage Downtown Facebook Profile*
- *Promotion: Manage Downtown Instagram Account*
- *Promotion: First Friday*
- *Promotion: Christmas Parade*
- *Promotion: Rhythm on the River*
- *Promotion: Tree Lighting and Holiday Decor*
- *Promotion: Develop Mobile-Friendly Maps*
- *Promotion: Peaches to the Beaches Yard Sale*
- *Promotion: Media and Marketing Strategy*
- *Economic Vitality: Property Listing on DDA Website*
- *Economic Vitality: Arts-Based Branding Downtown*
- *Economic Vitality: Board of Realtors Meet and Greet/Information Session*



BILLBOARD CONCEPT: The billboard design above is one of an endless possibility of concepts that could work on billboards along the interstate. "Slow down in Brunswick" is an example of a simple catchphrase that could be used to capture the lifestyle and relaxing coastal culture of the city.



BRUNSWICK BILLBOARDS: Brunswick's strategic location near I-95 creates many opportunities for the city. By promoting downtown with billboards and signage along the interstate, local business owners might benefit more from this steady stream of traffic.

BUSINESS DEVELOPMENT

From beloved local restaurants and watering holes to boutique shops and services, local businesses are the backbone of downtown Brunswick, attracting activity downtown, contributing to the local culture and tax base, and stabilizing the local economy. To create the vibrant downtown experience desired by the community, address challenges like building vacancy, and create a safe and welcoming downtown for all users, Brunswick must put a premium on nourishing a culture of entrepreneurship and cultivating a warm climate for investment. Throughout the public input process, downtown's devoted entrepreneurs, local investors, and small business people all noted that business development downtown is a key priority for the city. Many cited the need for incentives to allow interested investors to rehabilitate downtown buildings and attract the diversity of dining, retail, and other businesses necessary to create a local destination. Other participants mentioned growth areas and roadblocks to business growth, including a slow building-permitting process and excessive fees for liquor licensing, among other issues. Additionally and often echoing points in previous plans for the city, locals throughout the community identified the need for decent jobs, workforce development, and transit throughout the city to rebuild a vibrant local economy for future generations.

The following items included in the Downtown Brunswick Work Program focus on building a culture of entrepreneurship in the city, incentivizing investment, and creating a stable and sustainable local economy:

- *Economic Vitality: One-Stop Shop for Permitting*
- *Economic Vitality: Develop Form-Based Codes for New Development*
- *Economic Vitality: Update Old Town National Register District*
- *Economic Vitality: Hire Economic and Community Development Director*
- *Promotion: Education and Outreach for Historic Preservation*
- *Promotion: Tourism Product Development Resource Team Visit*
- *Design: Oglethorpe Block Architect*
- *Economic Vitality: Alcohol Ordinance*
- *Economic Vitality: Historic Tax Credit Consultant*
- *Economic Vitality: Incentive Package*
- *Economic Vitality: Downtown Grocery*
- *Economic Vitality: FLETC Housing*



BEFORE: Brunswick is not lacking in unique historical structures. This building sits on Gloucester Street and is currently owned by First United Methodist Church.

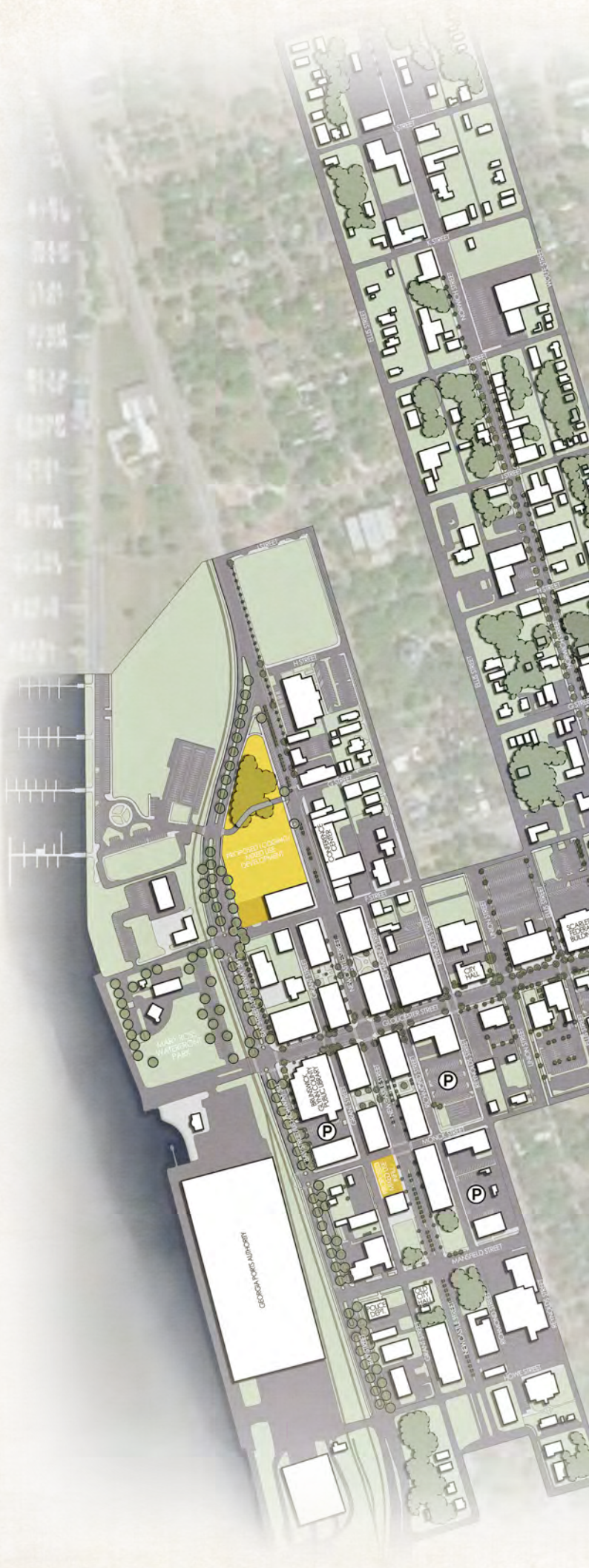


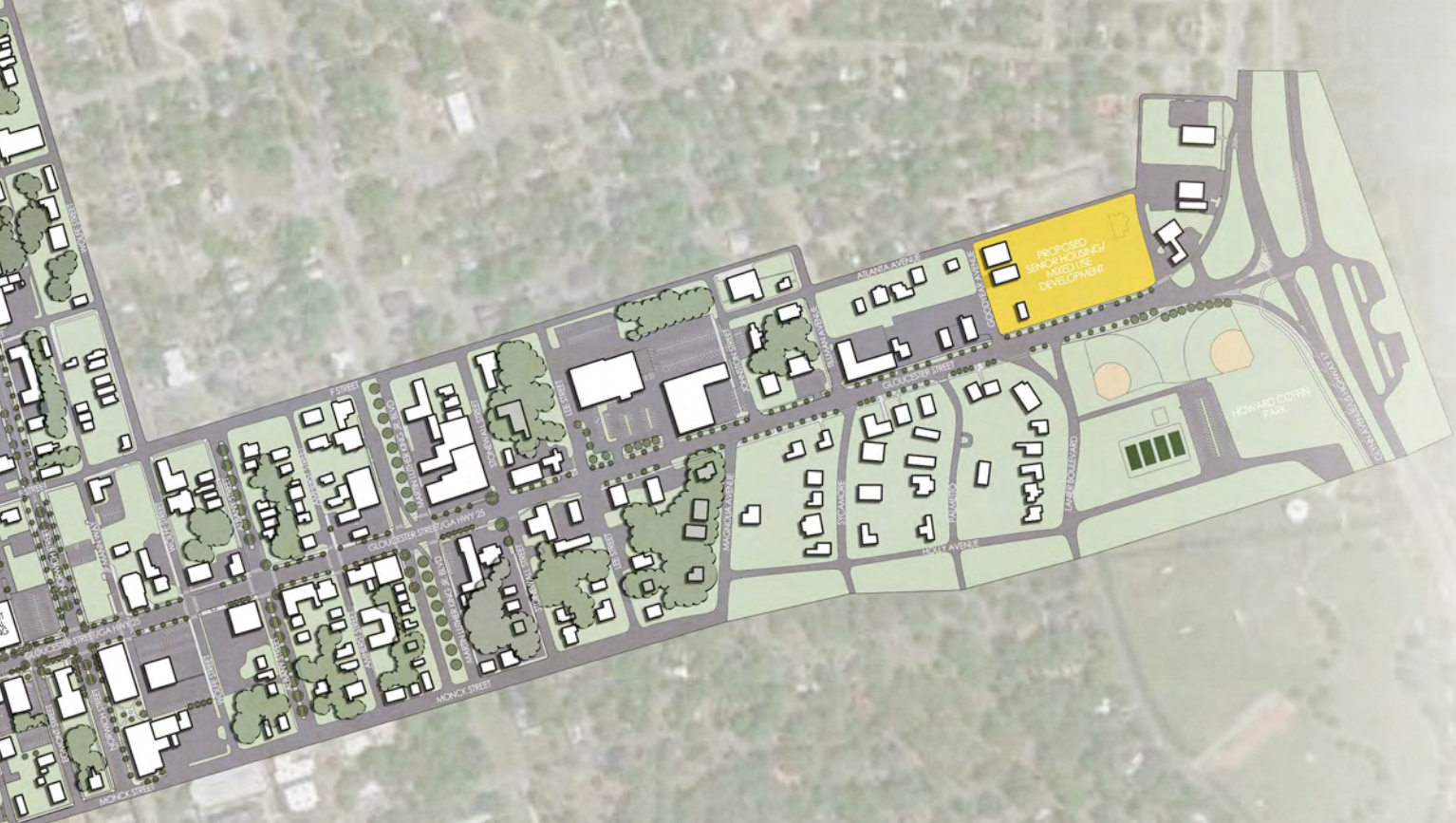
AFTER: Throughout the public input process, we heard the desire for a downtown grocery store. This building could offer a perfect downtown co-op location with ample square footage. It could be a local marketplace that could serve as a grocery and local market for multiple uses.

BRUNSWICK DOWNTOWN MASTERPLAN

"From water to water."

Following a review and analysis of current conditions in Brunswick, an extensive public engagement process, and a comprehensive review of previous plans and proposals for the city, faculty and staff at the Carl Vinson Institute of Government collaborated with the citizen-led Brunswick RSVP Steering Committee to develop a guiding masterplan for the future of downtown Brunswick. This plan is intended to address the top issues that emerged during public input sessions with citizens from throughout the community, which include bridging the gap to connect downtown with the waterfront, improving the condition of downtown parking, addressing the appearance of major corridors, creating an environment for growth along Norwich and other corridors, and creating a local destination downtown. Within the plan, these issues are addressed by extending streetscaping improvements, shade, and sidewalks along Bay Street, Gloucester, Norwich, and throughout downtown; connecting downtown to the proposed Georgia Coastal Greenway; and continuing to establish downtown Brunswick as a vibrant local destination by attracting appropriate infill development in key locations.





Downtown Brunswick

Conceptual Masterplan



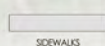
STREET TREES



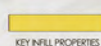
PUBLIC PARKING



ROADS & PARKING



SIDEWALKS



KEY INFILL PROPERTIES



0' 100' 200' 400' 600'



NORTH



DOWNTOWN BRUNSWICK

WORK PLAN



THE DOWNTOWN BRUNSWICK WORK PLAN

ORGANIZATION

PARKING IMPROVEMENTS: Re-striping Downtown Parking: Downtown Brunswick's streets contain many opportunities for on-street parking. While many spaces are already properly delineated, some spaces have faded. When spaces are not properly striped, many motorists assume that they are not allowed to park on downtown streets. The city could better utilize downtown streets, invite visitors, and bring more parking downtown by re-striping faded on-street parking spots downtown.



TEMPORARY EVENT PARKING: Particularly during popular community events like First Friday, downtown visitors often find it difficult to park conveniently downtown. While there are only so many on-street spaces and public lots downtown, many large surface lots exist for private business, local churches, and other institutions. Particularly during public events, the DDA could consider developing an MOU with property owners to allow the public to use these lots after the close of business hours.



BEFORE: After normal business hours, many private parking lots are empty. Evening is also the prime time for people to enjoy downtown's amenities. On-street parking can easily fill up in the evenings, making it difficult to find a spot. Partnering with local businesses and utilizing private lots after hours could make downtown parking more accessible.

AFTER: Highlighting where patrons can utilize park free after hours is key to making this plan work. Placing chalkboard sandwich board-style signage and balloons draws attention to the location of these potential lots. This simple quick fix could also add character to the streetscape.



THE DOWNTOWN BRUNSWICK WORK PLAN

ORGANIZATION

PARKING SIGNS ON GLOUCESTER

BEFORE: In order to draw drivers off of Gloucester to adjacent free public parking lots, chalkboard signs need to be paired with something larger along this main corridor. Currently, no indication of off-street parking is given on this section of Gloucester. The painted no parking zone provides ample space for addressing this issue.



AFTER: Keeping consistent with the rows of palm trees on the opposite side of Gloucester, here a palm is placed in a movable container in the no parking zone. It is adorned with an artistic free parking sign that directs drivers down the side street. Such a sign meets multiple demands by greening the streetscape, adding character, and increasing pedestrian safety.

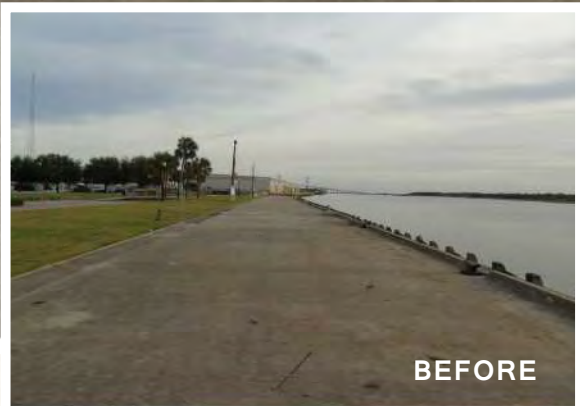


COLLEGE OF COASTAL GEORGIA CONNECTIONS

Located just northeast of downtown, Brunswick's College of Coastal Georgia is a growing hub for the city and major potential stakeholder in the future of the city. Brunswick's local leaders should work closely with the college to bring courses downtown. Georgia State University's growing presence in Atlanta or the revitalization of Savannah facilitated by the Savannah College of Art and Design could serve as models for an ideal city-college relationship. Relationships between developers and CCGA need to be fostered to ensure adequate student housing in the city. The College of Coastal Georgia Foundation should be courted to assist with off-campus development.

THE DOWNTOWN BRUNSWICK WORK PLAN

ORGANIZATION





Creating a Destination

MARITIME INFRASTRUCTURE: Resulting from a DDA collaboration and generous funding from Georgia Power, recent dock improvements and a new power supply at the Mary Ross Waterfront Park dock enable larger vessels and longer stays on Brunswick's waterfront. Contractors have also begun improving the existing docks at the site. The recent visit of the *Ocearch* research vessel is one example of a unique floating attraction now able to use Mary Ross Park. The city should continue working with the private sector and community partners to encourage a vibrant maritime culture at the park.

BEFORE: Mary Ross Park is the only public space along Brunswick's reason for being: the waterfront. The park could be an anchor for recreation and relaxation among local residents, regional visitors, and working-day commuters. However, this view of Mary Ross Park's landing leaves much to be desired. Offering no waterfront seating, shade from the midday heat, or fisherman-friendly infrastructure, this space has limited utility beyond enjoying the view for a few minutes. Given its spectacular views and constant breezes, with limited improvements this area is ripe with potential.

AFTER: A row of live oak shade trees, movable tables and chairs, artistic benches, string lights, and angler-friendly amenities such as a fish-cleaning station, and railings to lean on transform the space into a usable, welcoming, and interactive area. The ability to move furniture into or out of the shade gives freedom and comfort for locals to better enjoy their park experience. The fisherman-friendly infrastructure encourages a daily presence, while the string lights invite nightly walks around the waterfront. All of these factors enliven the park and increase the daily presence regardless of events happening at the park.

THE DOWNTOWN BRUNSWICK WORK PLAN

PROMOTION

DOWNTOWN COMMUNICATIONS: Communicating everything going on in downtown Brunswick is a full-time job. Currently the DDA operates a popular Facebook profile advertising events like First Friday. Listing all of the activities going on downtown and posting a yearly calendar of events here could help spread the word about everything happening in the city. A Downtown Brunswick app could deliver notices of downtown events directly to subscribers' phones.

HIRE A PROGRAM MANAGER: Having enough staff dedicated to improving downtown daily remains a challenge for Brunswick and many cities undertaking revitalization efforts. To help ease this burden, the city increased the DDA's budget to fund a Program Manager position. By selecting a program manager, the city and DDA have signaled their commitment to fostering a vibrant downtown.

Creating a Destination

DOWNTOWN BIKE RENTALS: Brunswick's compact layout, scenic neighborhoods, and coastal topography make the city ideal for exploring by bike. The city could build on Brunswick's appeal to bicyclists by offering bike rentals. The city could continue to grow as a destination for bicyclists by developing bike paths, designating bike lanes, and creating bike-friendly connections to Jekyll and St. Simons Island.

BRUNSWICK BIKE TOUR: Brunswick's compact plan and flat topography make the city an ideal biking destination. The city should consider working with the Historic Brunswick Foundation or similar community groups to conduct regular themed bicycle tours of the city. These tours could prove to be unique draws that play on the city's rich history and attract tourist traffic from the surrounding Golden Isles.

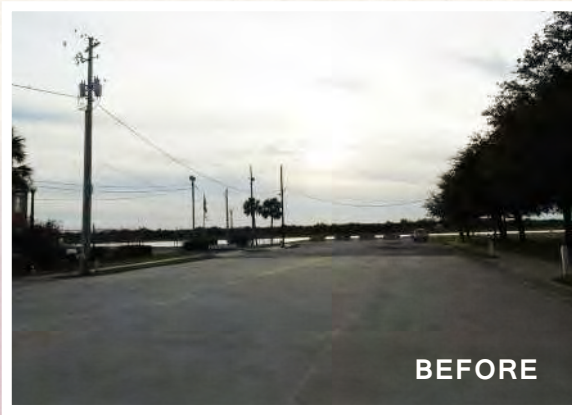
LOW COUNTRY BOIL AT MARY ROSS PARK: Programmed events attract needed activity to Brunswick's waterfront. Working

with the local shrimp industry, the DDA could sponsor an annual low country boil along the waterfront. If successful, Brunswick could claim the title of Georgia's largest low country boil, creating a unique draw and claim to fame. This event could build on the Lyons Club moving their annual barbecue cook-off to Mary Ross Waterfront Park from Jekyll Island.

BRUNSWICK STREET DANCES: To draw activity downtown from the surrounding county and the islands, the city must have unique attractions that play on Brunswick's existing culture and atmosphere. Simply closing off selected downtown streets once a month and encouraging local musicians to perform could create a regular attraction and encourage the city's growing reputation as a creative, artistic community.

KAYAK INFRASTRUCTURE: Attracting activity to Brunswick's waterfront is essential to realizing the city's potential. Southeast Adventure Outfitters leads a Brunswick kayak tour focused on the Marshes of Glynn east of the city. The city or DDA should consider working with Southeast Adventure Outfitters to develop a downtown kayak outpost along the East River.

SUNSET BAR AT MARY ROSS PARK: To realize the community's vision for Brunswick's waterfront, the city must reprogram the riverfront as a community hub and asset. Perhaps in concert with a Food Truck Night program, the DDA could work with downtown restaurateurs to sponsor a biweekly Sunset Bar at Mary Ross Park, with al fresco cocktails and appetizers. While increasing activity on the riverfront, money raised from the program could help fund park improvements.



FOOD TRUCKS AT MARY ROSS PARK: Bringing regular activity to Mary Ross Park catalyzes momentum for the city's ambitious park plans. Working with existing organizations, the DDA should consider creating a regular Food Truck Night at the park with a portion of the proceeds funding park improvements. Such a program would bring new flavors to downtown while attracting activity to the park.

BEFORE: While Mary Ross Waterfront Park has the potential to be a cherished community attraction, currently the park remains underutilized and existing facilities are often neglected. Particularly in the evening hours, more programmed events at the park could attract community members and encourage Brunswick's citizens to take advantage of stunning sunsets and waterfront views here.

AFTER: This rendering proposes a fun and creative solution to several common issues downtown by building on the desire to create diverse dining opportunities, the need for more evening activity, and the potential of Mary Ross Park as a community attraction. Here an evening food truck festival provides new opportunities for local entrepreneurs while bringing life and activity to a neglected corner of this community resource.

THE DOWNTOWN BRUNSWICK WORK PLAN

PROMOTION

Promotion & Marketing

NORWICH STREET SATURDAY EVENTS: Activating Norwich Street was a frequent topic in both public input sessions and the review of previous plans for the city. Building on the city's successful First Friday program, Brunswick could explore bringing distinctive programming to Norwich Street on Saturdays. Events like a food truck fair or monthly street market could help attract activity and build the momentum necessary to attract development to this major corridor.

MARKETING BRUNSWICK: From fraying layers of peeling paint on a building and a centuries-old live oak overtaking a sidewalk to glimpses of cobblestone beneath a pothole, Brunswick's unique patina helps create a magical experience for residents and visitors. In addition to Brunswick's low cost of living, sunny climate, and scenic coastal location, the city's sometimes derelict architecture and pleasant decay make Brunswick a perfect fit for certain potential residents. The city should consider marketing the city "warts and all" in regional publications like *Southern Living* and *Garden & Gun*. The city could also target "snowbirds" of a romantic bent in the *New York Times*, *Boston Globe*, and *Toronto Sun*. Targeting those with the resources to appreciate and rehabilitate Brunswick's culture and historical housing stock will help facilitate wider revitalization throughout the city.

BILLBOARD ADVERTISING: Brunswick's strategic location along I-95 ensures that steady streams of regional visitors bypass the city. To fully take advantage of this traffic just six miles from downtown, the city and DDA could develop an attractive billboard to promote downtown dining and entertainment options to interstate travelers.

MANAGE DOWNTOWN FACEBOOK PROFILE: Facebook and other social media platforms provide great promotional tools for downtown businesses. Once operated by a private social media agency, control of downtown Brunswick's Facebook

profile recently has been returned to the DDA. In addition to continuing to keep a central downtown Brunswick Facebook profile up-to-date, the DDA could provide training to downtown merchants on how to use Facebook to promote downtown to visitors.

MANAGE DOWNTOWN INSTAGRAM ACCOUNT: Instagram is a social media platform built around users sharing photos and videos. The visual nature of Instagram creates a free promotional tool that allows downtown dining, retail, and other businesses to advertise their wares. The DDA should continue to promote downtown Brunswick on Instagram and build the city's presence on this platform. Additionally, the DDA could consider training downtown merchants in appropriate promotional uses of Instagram.

FIRST FRIDAY: Brunswick's popular monthly First Friday program continues to attract evening activity downtown. Attendance at the event is growing, and the city should work to maintain this successful community attraction. Continuing to promote First Friday, attract diverse musical acts, and expand the event to a wider swath of downtown could over time help to ensure the vibrant downtown experience desired by the community.

CHRISTMAS PARADE: A tradition for over 30 years, events like Brunswick's beloved Christmas Parade help to attract activity downtown and create a comfortable regular opportunity for locals to rediscover downtown. Following a move to evening hours, the parade now brings desired after-5:00 activity downtown. The city and DDA should work to continue funding and promoting the parade and similar events.

RHYTHM ON THE RIVER: Annual events encourage locals and visitors to explore restaurants, retail stores, and other local businesses downtown. Unlike other events, Rhythm on the

River helps to activate Mary Ross Waterfront Park and bring the community to Brunswick's riverfront. To grow and expand this event, the DDA could work with local merchants to attract food trucks. Supplementing the event by bringing in fun new attractions or even staging a floating musical parade could celebrate Brunswick's waterfront and rich culture.

TREE LIGHTING AND HOLIDAY DECOR: Lighting street trees and decking out downtown with seasonal decor enhances the atmosphere of the area and helps to create a pleasant downtown experience for visitors. The DDA and city employees should continue working together to rotate, replace, and install festive decorations each year.

DEVELOP MOBILE-FRIENDLY MAPS: Brunswick's historical architecture, bike routes, and ancient live oaks are just a few examples of assets that could be better leveraged by developing mobile-friendly maps. Working with the Historic Preservation Board and other interest groups, the DDA could collaborate to develop easily accessible tourist maps of relevant downtown attractions.

PEACHES TO THE BEACHES YARD SALE: Stretching along Highway 341 from Barnesville to the Golden Isles, Peaches to the Beaches is Georgia's largest yard sale and an important regional event. City DDA staff should continue working to bring Peaches to the Beaches to the Brunswick waterfront and promote this annual event.

MEDIA AND MARKETING STRATEGY: Promoting the programs, businesses, and events in Brunswick is key to creating a community destination and attracting activity downtown. Using print, social media, and other outlets, the city should work with the recently hired program manager at the Brunswick DDA to pursue a comprehensive strategy to market activities downtown.



THE DOWNTOWN BRUNSWICK WORK PLAN

PROMOTION

Business Development

EDUCATION AND OUTREACH FOR HISTORIC PRESERVATION:

Downtown Brunswick's status as a National Register District entitles property owners interested in preserving historical homes to certain benefits and programs. Brunswick's Historic Preservation Board should consider working with downtown property owners and potential investors to promote these benefits and other tools available to preserve and renovate homes.

TOURISM PRODUCT DEVELOPMENT RESOURCE TEAM VISIT:

The Tourism Product Development (TPD) team at the Georgia Department of Economic Development assists public and private clients with technical assistance and helps pair government and other clients with financial resources. The city, county, and Golden Isles Convention and Visitors Bureau (CVB) have arranged a strategic visit with the TPD to help increase the tourism potential of the city. Pursuing similar opportunities will help the city continue to grow Brunswick as a destination.





THE DOWNTOWN BRUNSWICK WORK PLAN

DESIGN

Maintenance

ART IN VACANT STOREFRONTS: Brunswick's many vacant downtown buildings should be seen as opportunities for local artists. Establishing a process that allows artists to creatively adapt vacant buildings as art projects could draw visitors downtown and promote vacant properties to investors.



BEFORE: One of many vacant storefronts along Norwich Street, this neglected commercial building holds potential for redevelopment.

AFTER: The rendering shows a night view of the building with artful colored lighting installed in the windows. This effect could be accomplished with colored paper and string lights to impart an economical stained glass effect. Because attracting businesses here will take time, lighting buildings along Norwich at night could be a short-term solution to make the street more active and inviting.

Safety

DOWNTOWN LIGHTING: Public input participants frequently expressed the perception that downtown is not safe after dark. Well-lit streets send the message that downtown is safe and open for business after 5:00. Whether these lights are traditional fixed poles or more creative string lighting, the city should work to bring more lighting downtown and better visibility to back streets and parking lots. The city and DDA should work with Georgia Power to provide improved lighting.

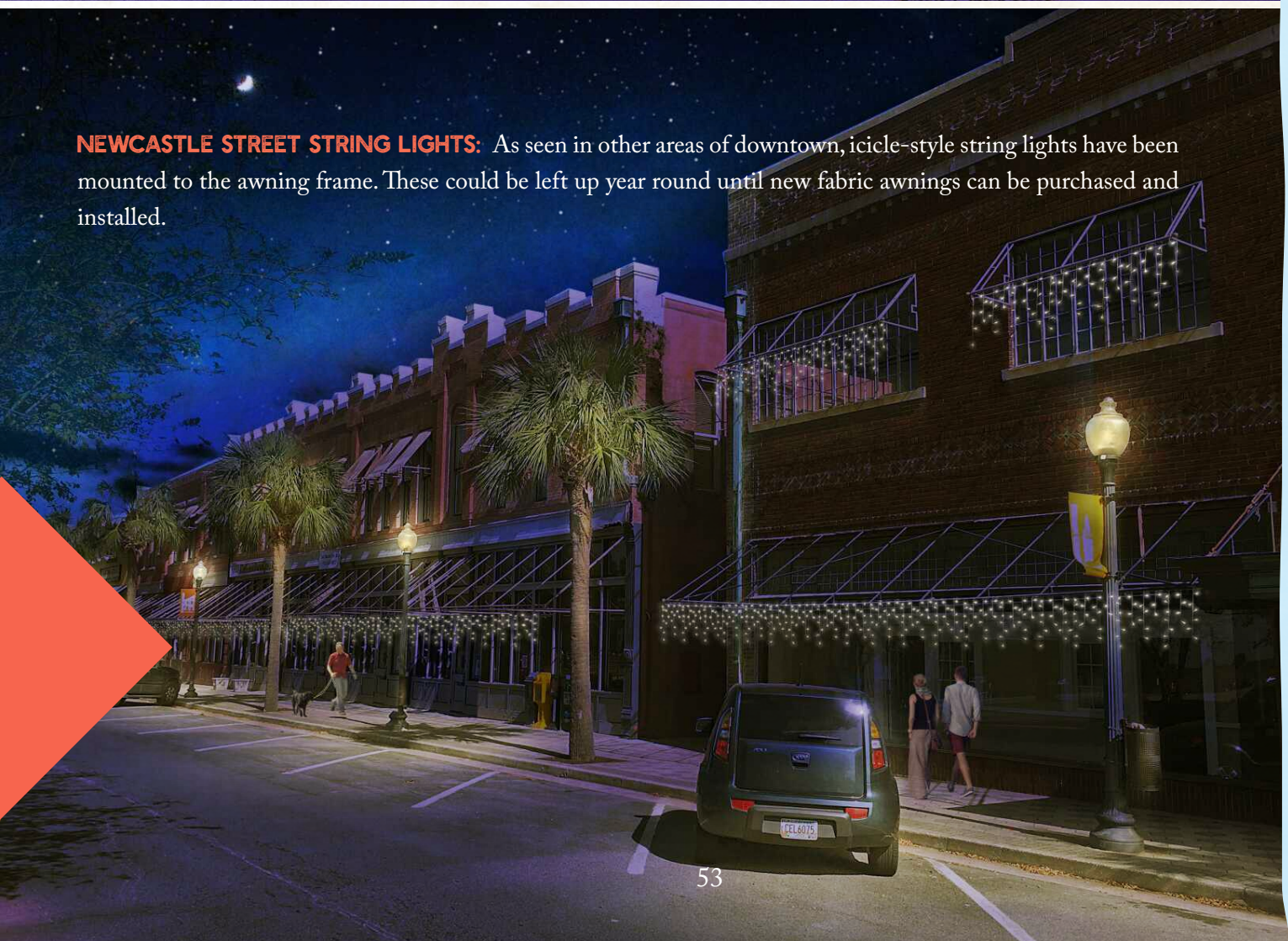
DOWNTOWN LIGHTING: STRING LIGHTS: To address the perception of downtown safety, Brunswick should work to creatively increase downtown lighting. Across downtown's dark alleys and squares, string lights or similar creative, inexpensive lighting options could inject some atmosphere and enhance Brunswick's laid-back, artistic vibe.

LIGHTING DOWNTOWN BUILDINGS: Building on the demand for lighting improvements downtown, the DDA could consider working with downtown property owners to creatively illuminate downtown storefronts. Outlining the buildings of downtown merchants with attractive string lighting could create a charming downtown experience and encourage evening shopping, dining, and activity downtown.

NEWCASTLE STRING LIGHTS: These historical buildings on Newcastle Street provide a first impression for visitors entering downtown. Awnings here are tattered and missing, leaving only bare metal awning frames to greet visitors. Although this stretch of Newcastle is otherwise active and well maintained, these awnings make downtown look vacant and uncared for.



DOWNTOWN LIGHTING, STRING LIGHTS: This rendering shows blue string lights hanging over one of downtown's back streets. The string lights make the space more inviting and perhaps also increase the feeling of safety on this street.



NEWCASTLE STREET STRING LIGHTS: As seen in other areas of downtown, icicle-style string lights have been mounted to the awning frame. These could be left up year round until new fabric awnings can be purchased and installed.

THE DOWNTOWN BRUNSWICK WORK PLAN

DESIGN

Gateways & Signage

HIP WAYFINDING: As the Gateway to the Golden Isles, Brunswick's roads host thousands of visitors en route to St. Simons, Jekyll, and Sea Island. Particularly at key intersections like Gloucester and Highway 17, using hip signage to guide visitors and new residents downtown could help the city share in the benefits of this tourist traffic.

GATEWAY / CORRIDOR REDEVELOPMENT ON GLOUCESTER STREET, NORWICH STREET, AND BAY STREET:

Major access corridors into downtown provide a first impression for potential visitors and investors. Too often motorists along all three key corridors leading into downtown Brunswick are greeted by vacant properties, unattractive surface parking lots, and tired commercial buildings. Planting street trees, removing unnecessary curb cuts, installing rain gardens and planted buffers, promoting façade grants and rehabilitation, and making related improvements along these key corridors would all would work to improve quality of life for local citizens and encourage a welcoming experience for visitors.

GLOUCESTER STREETSCAPE IMPROVEMENTS: Stretching from busy Glynn Avenue (Highway 17) to Mary Ross Waterfront Park, Gloucester Street serves as a key downtown corridor and the primary point of entry for downtown visitors. The city, DDA, Georgia Department of Transportation, and local stakeholders should work together to develop a phased approach to improving this critical corridor. Improving Gloucester by planting trees, enhancing pedestrian accommodations, improving and screening parking lots, removing unused or underutilized paving, and more could help to encourage investment and create a sense of arrival downtown.

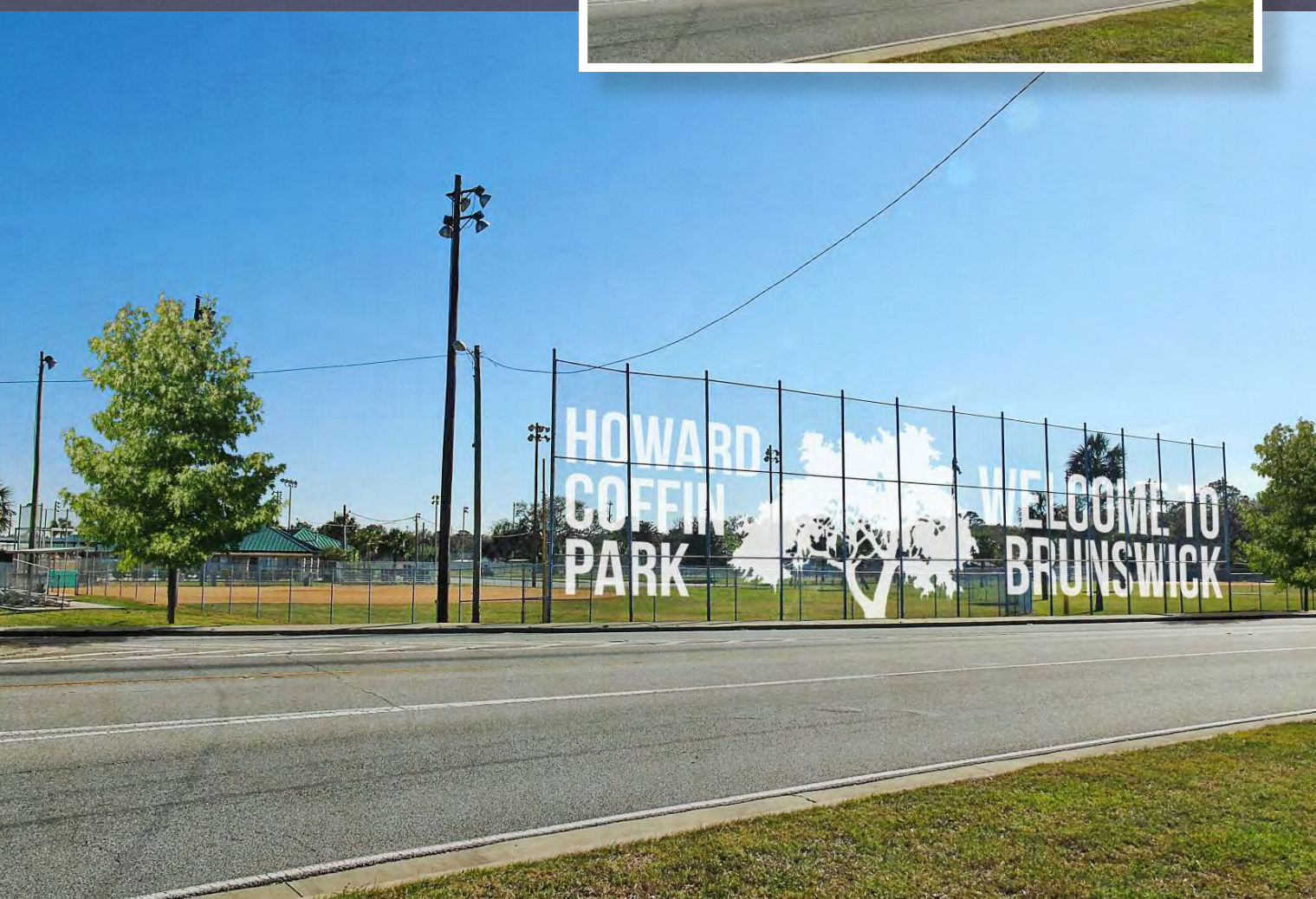
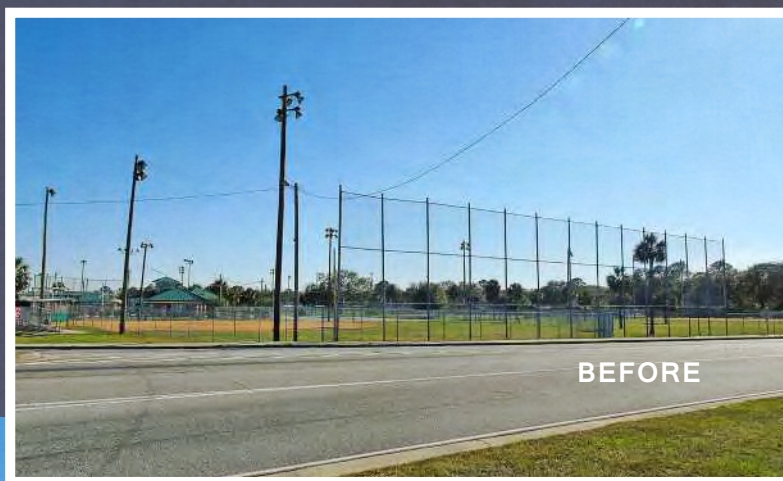
GATEWAYS: GLYNN AVENUE AND GLOUCESTER: The intersection of Glynn Avenue (US Highway 17) and Gloucester Street is the primary gateway for visitors to downtown Brunswick. Recent improvements here have upgraded the look of this critical gateway. The city should use this gateway as a model for additional key gateways including the intersection of Bay Street (Highway 341) and Newcastle entering downtown.

GATEWAYS: HOWARD COFFIN FENCING: Located at the busy corner of Golden Isles Parkway (US-17) and Gloucester Street, the large fence at Howard Coffin Park could be converted into an attractive gateway into the city. Working with local artists, the city could consider developing a Request for Proposals (RFP) for a large-scale art installation along the fence. The existing fencing could be used as a canvas to promote Brunswick's wealth of arts and culture and invite visitors downtown.

GATEWAYS: METHODIST HUT ON GLOUCESTER: Located along the busy Gloucester corridor, the large historical Quonset hut warehouse owned by the First United Methodist Church of Brunswick holds great potential as a future market space downtown. In the short term, the city could discuss options with the church to beautify and repair the building. Bringing in local artists to rejuvenate the façade could create a local landmark and beautify this major gateway into the city.

HOWARD COFFIN FENCING

BEFORE: Located at the busy intersection of US 17 and Gloucester, this large fence at Howard Coffin Park is the first thing seen by many visitors entering downtown.



AFTER: Using chain link put-in cups or other chain link art to beautify this fence could create a gateway opportunity for the city.

THE DOWNTOWN BRUNSWICK WORK PLAN

DESIGN

DEVELOPMENT

BEFORE: Located at the busy intersection of Gloucester Street and US 17 across from Howard Coffin Park, the fenced site to the center-right holds great potential for a premier housing development.



AFTER: This after image shows the same area transformed by a major mixed-use housing development that takes advantage of the site's close proximity to the Marshes of Glynn and the islands. New plantings provide shade for pedestrians, screen obtrusive views, and transform Gloucester into an attractive gateway into downtown.



STREETSCAPING

BEFORE: Approaching downtown along Gloucester Street, this corridor could benefit from more shade and enhanced pedestrian accommodations to both attract pedestrian activity and invite visitors to explore downtown.



AFTER: Extending downtown streetscaping at crosswalks and new plantings along Gloucester create a consistent look and improve conditions for pedestrians. Natchez crape myrtles repeat the planting palette used in downtown medians and introduce shade without interfering with overhead utility lines.

THE DOWNTOWN BRUNSWICK WORK PLAN

DESIGN

STREETSCAPING

BEFORE: Gloucester Street suffers from a lack of shade and could benefit from enhanced pedestrian infrastructure.

BEFORE: Downtown streetscaping elements have been extended throughout the corridor. Natchez crape myrtles planted beneath utility lines provide shade and beautify the corridor.





AFTER

BEFORE: Many older commercial strips along Gloucester feature oversized parking lots with many more spaces than necessary. If acquired, these excess spaces could become planting strips for large street trees, reintroducing large shade trees to this corridor.

AFTER: Here underutilized spaces at the far end of the parking lot have been transformed into a wide planting bed for handsome Laurel Oak street trees. This bed could be used as a rain garden to collect stormwater from the large surface parking lot. Excess curb cuts have been removed and planted with Natchez crape myrtles.



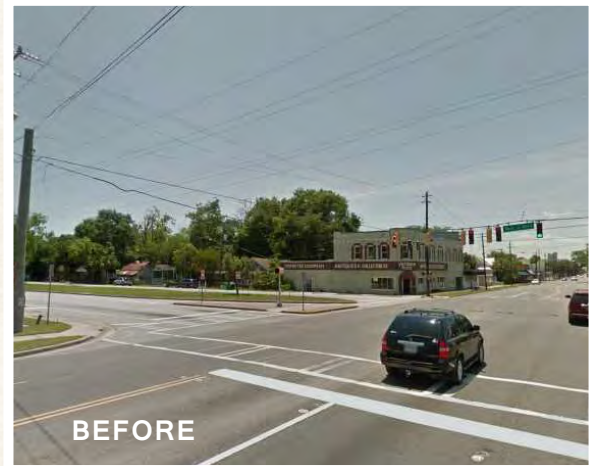
BEFORE

THE DOWNTOWN BRUNSWICK WORK PLAN

DESIGN

STREETSCAPING

BEFORE: The intersection of Gloucester and Martin Luther King, Jr. Boulevard marks the unofficial entry into downtown Brunswick. Currently this intersection in particular suffers from the excessive width of unvarying asphalt pavement and the absence of shade. Unlike elsewhere in town, here MLK's generous median is unplanted, creating a harsh and unwelcoming environment for pedestrians.



AFTER: Removing excessive asphalt and planting medians with understory trees and large oaks where possible reintroduces shade to this key intersection and improves the experience of pedestrians and visitors. Extending downtown streetscaping elements and artistic signage on existing poles creates a sense of arrival downtown.



BEFORE: At the intersection of Norwich and Gloucester Street, the parking lot of the Frank M. Scarlett Federal Building occupies a prominent site downtown. Following recent improvements and a reconfiguration of parking, existing curb cuts along Norwich Street at right have been rendered unnecessary. While overhead utility lines have been removed from this point on to the terminus at Gloucester, no shade trees offer refuge for pedestrians on sunny days.



AFTER

AFTER: By planting currently superfluous paved areas, now this corner serves as a welcoming gateway to the downtown core. Underutilized asphalt has been taken up in sections and replaced with large canopy oaks and crape myrtles, shading pedestrians, treating stormwater, and slowing traffic while creating a sense of arrival downtown. Unused asphalt spaces in front of the Federal Building parking lot have been removed and landscaped.



BEFORE

THE DOWNTOWN BRUNSWICK WORK PLAN

DESIGN

STREETSCAPING

BEFORE: Approaching the intersection of Egmont Street, Gloucester Street becomes increasingly dense and urban. Despite this change in form, excessive travel lanes, wide asphalt paving, and the lack of traffic calming devices mean that many drivers speed through this increasingly populated corridor.



AFTER: This image shows the same view adjacent to the Frank M. Scarlett Federal Building. Underutilized asphalt has been taken up in sections and replaced with plantings of Asian jasmine and large canopy oaks, shading pedestrians, treating stormwater, and slowing traffic while creating a sense of arrival downtown. Parallel spaces in front of the Federal Building have been removed for security concerns.



STREETSCAPING

BEFORE: Approaching Richmond Street, Gloucester remains an overly wide, sunbaked corridor. While attractive, the palms shown here provide almost no shade for pedestrians and surrounding buildings.

AFTER: This rendering shows the same view with large canopy oak street trees and plantings installed in formerly unused or underutilized paved areas.



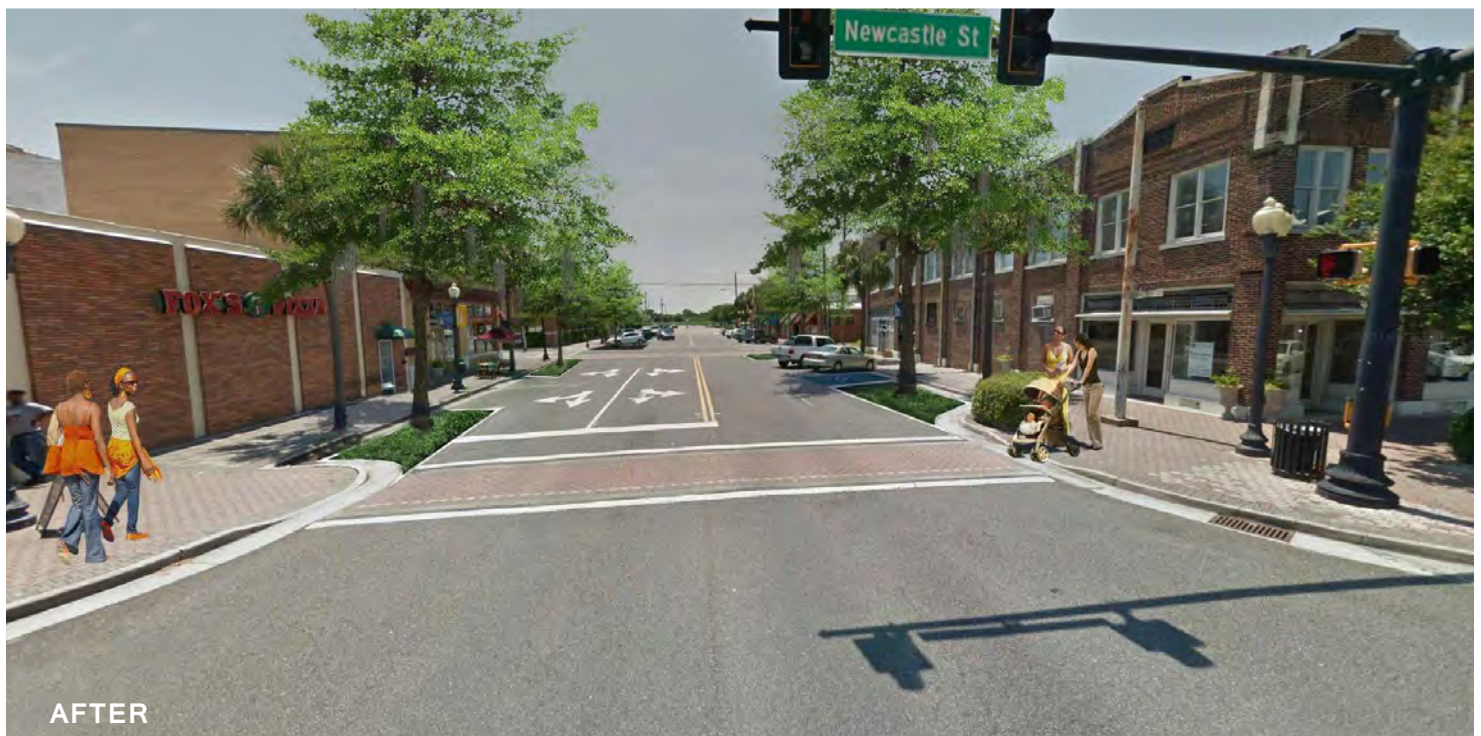
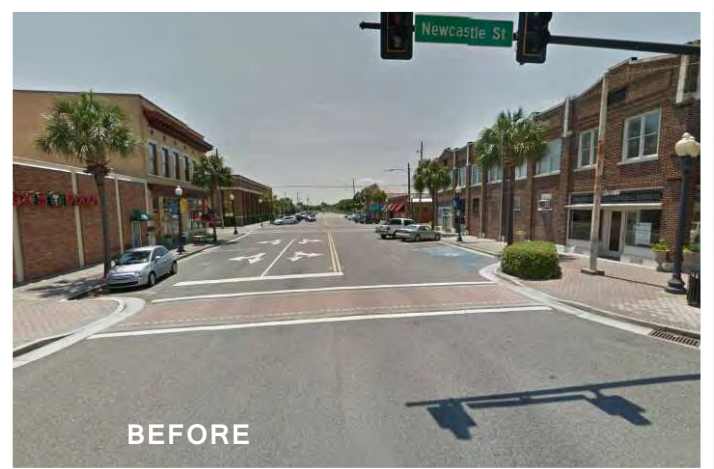
THE DOWNTOWN BRUNSWICK WORK PLAN

DESIGN

STREETSCAPING

BEFORE: The intersection of Newcastle and Gloucester Street lies at the very heart of downtown Brunswick. Here as elsewhere, excessive paving and the absence of shade limit pedestrian activity in the hot summer months.

AFTER: By selectively removing corner parking spots and replacing them with landscaped rain gardens with large shade trees, this stretch of Gloucester is more accommodating to year-round pedestrian activity.



STREETSCAPING

BEFORE: While featuring attractive paving and a beautiful facility, Gloucester Street outside of the Brunswick Glynn County Public Library currently lacks shade. Wide, unvarying asphalt paving offers little appeal for visitors.



AFTER: This stretch of Gloucester has been enhanced with landscaped rain gardens and large shade trees following selective removal of parking and underutilized asphalt. The downtown streetscaping palette has been extended here to enhance pedestrian safety and the overall appearance of the corridor.

GATEWAYS: HIGHWAY 341 AT NEWCASTLE AND BAY STREET

The intersection of Highway 341 with Newcastle Street near Brunswick's waterfront is a major gateway into downtown. Mirroring the new gateway improvements at Golden Isles Parkway, the city should work to beautify this key entry point and help direct visitors downtown.

THE DOWNTOWN BRUNSWICK WORK PLAN

DESIGN

Completing the Gap

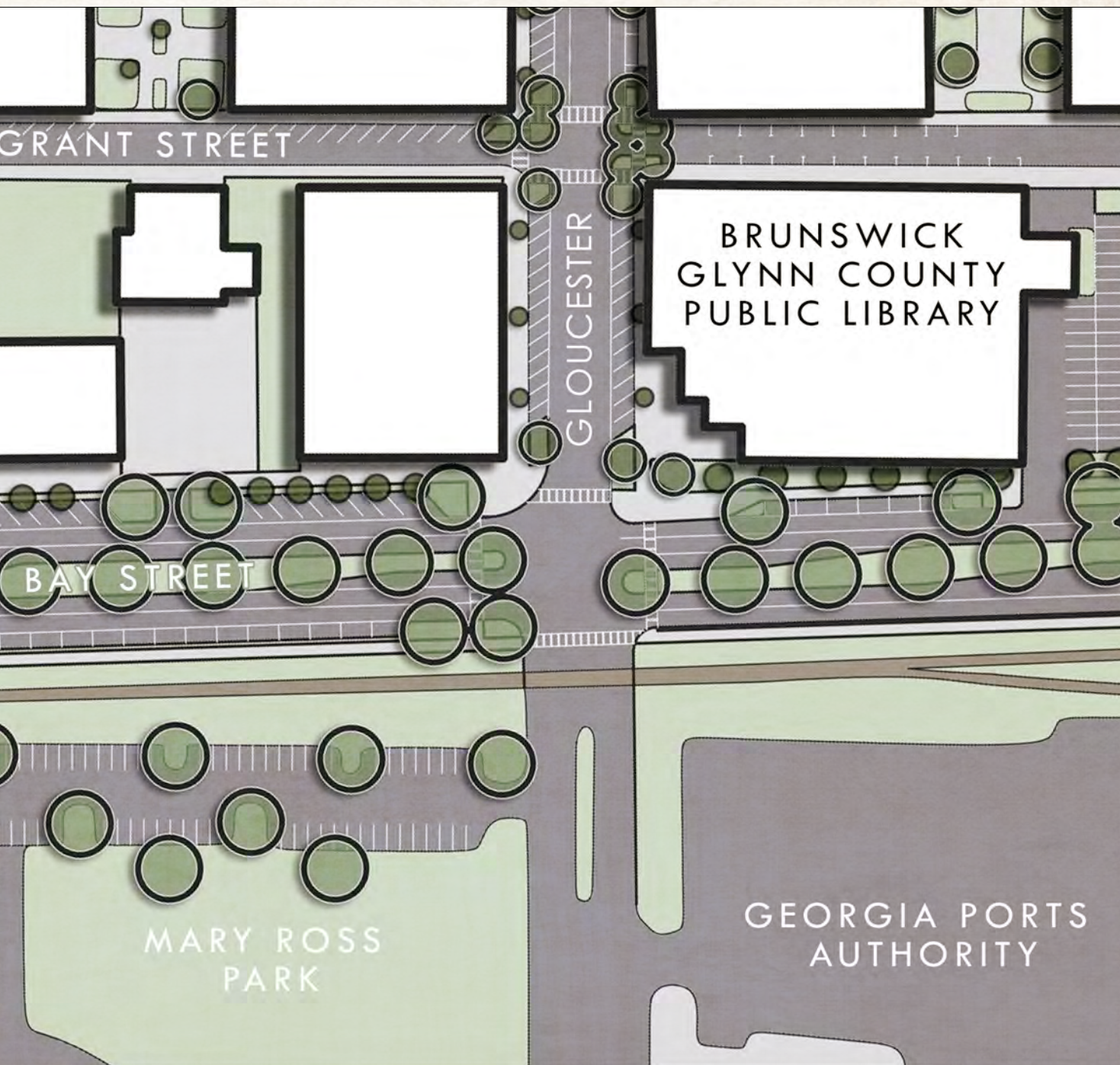
DOWNTOWN STREETScape IMPROVEMENTS: In various locations downtown, many streets could benefit from enhanced lighting and other infrastructure improvements. The city, the DDA, and other stakeholders could together develop a strategy to identify target areas and improve streetscapes throughout downtown.

NINETY-NINE LIBERTY TREES: During the World War II war effort, local shipbuilders in Brunswick produced 99 “Liberty Ships” vital to transporting cargo and supporting Allied forces abroad. To commemorate the 75th anniversary of VJ Day in 2020, the city could work with the Glynn Academy’s 4H Program and the US Forestry Service to plant 99 “Liberty Trees” at Mary Ross Waterfront Park and throughout downtown. These trees could stand for generations as living memorials to the sacrifice of American troops and Brunswick’s important role in victory.

COMPLETE STREETS ORDINANCE: Complete Streets programs take into account all users to create pleasant and safe environments for pedestrians, bikers, and motorists. The city should continue working with the Public Works Department and local engineers to develop a Complete Streets ordinance for the city.

CONNECTING DOWNTOWN AND THE RIVER: Separated from downtown by four lanes of Bay Street and the railroad, Brunswick’s riverfront is among the city’s most neglected assets. To better connect downtown with the untapped potential of Brunswick’s waterfront, the city must develop safe and attractive pedestrian connections across Bay Street. Instituting a streetscaping program here—including wide planted medians, traffic calming elements, plenty of shade, sidewalks, and safe crosswalks—is essential for Brunswick to attract desired development and realize the potential of the waterfront.





THE DOWNTOWN BRUNSWICK WORK PLAN

DESIGN

BAY STREET IMPROVEMENTS

BEFORE: Bay Street's excessive width and lack of shade deter pedestrians and disconnect downtown Brunswick from Mary Ross Park and the city's waterfront.

AFTER: By installing new sidewalks, plantings, and street trees, Bay Street now connects visually to the remainder of downtown while serving as an attractive gateway into the city. This rendering imagines vacant warehouse spaces along Bay Street transformed into active local businesses, downtown lofts, and thriving restaurants and bars.



BEFORE



DESIGN

THE DOWNTOWN BRUNSWICK WORK PLAN

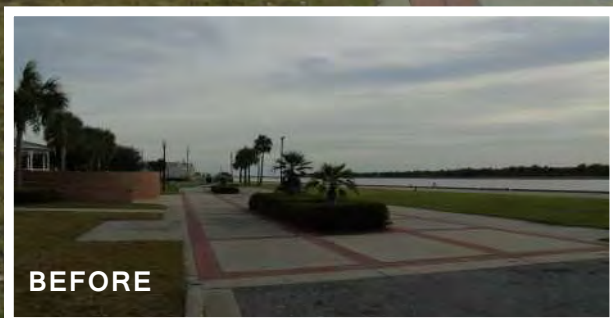
DESIGN

Creating a Destination

MARY ROSS PARK IMPROVEMENTS: While the city has an ambitious \$15 million plan for Mary Ross Park, many inexpensive short-term improvements could drastically enhance the experience and allure of the park. Investing in shade trees and movable seating, improving restroom facilities, adding a playground, installing fish cleaning stations and a volleyball court, and programming the park with more music and events could help build momentum for major improvements.

BEFORE: The paving patterns, landscaping, and overall design principles currently employed at Mary Ross Waterfront Park are the strength of this public space. The infrastructure and amenities present are an excellent start, but the space needs activity. Some basic ‘phase II’ additions can help complete designs that have been started and further the functionality of the space.

AFTER: The addition of live oak shade trees, artistic benches, lounge chairs, string lights, and a food cart could turn a barren sidewalk into a family-friendly promenade. These additions encourage residents to enjoy Brunswick’s premier amenity, the water. Providing places to sit in the shade helps residents escape the heat, while better enjoying the birds, the breezes, and the views.



BEFORE

MARY ROSS PARK MUSICAL INSTRUMENTS

BEFORE: Outdoor xylophones are a fantastic park amenity and can provide a fun environment for children. However, the mallets used to play these instruments are missing. This once fun-filled structure now lies empty and purposeless.

AFTER: Bring back the mallets, and bring back the fun! Parks are made for playing, and providing quality play spaces for the youth of Brunswick is of prime importance to the quality of life downtown.



THE DOWNTOWN BRUNSWICK WORK PLAN

DESIGN

MARY ROSS PARK RESTROOMS

BEFORE: The restrooms at Mary Ross need a little sprucing up. The facilities are unmarked, could benefit from improved maintenance, and are not very welcoming for visitors. They don't especially reflect Brunswick's unique character either.

AFTER: A can of paint, some reclaimed wood, and a touch of creativity could transform this restroom into a welcoming facility that fits into Brunswick's coastal atmosphere. Pirate-themed restroom plaques encourage further creative responses to the everyday challenges the city faces.

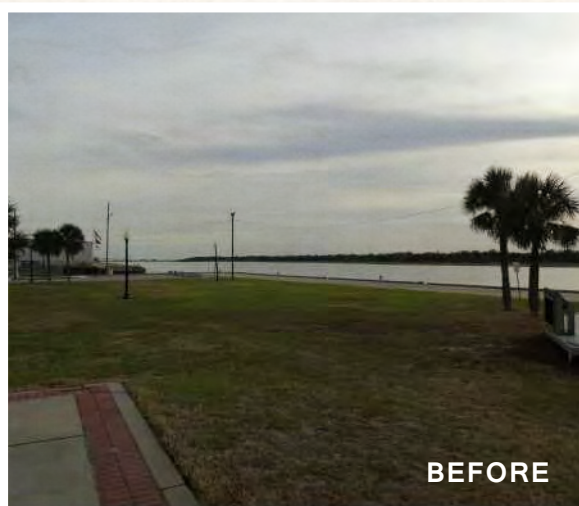




MARY ROSS PARK PLAYGROUND

BEFORE: This wide open field at Mary Ross Park is great for kids to play games from football to Frisbee. However, with no playground, children do not see this space as a place for play. The lack of trees and seating also make the place inhospitable for mothers with small children, or for anyone seeking a place to relax on a hot day.

AFTER: A pirate-themed playground and sandpit encourage outdoor play, while shade trees and seating encourage new mothers, baby sitters, and those looking to relax mid-day to spend time in the park. These additions also pay homage to Brunswick's coastal heritage, and encourage locals to enjoy the waterfront. String lights, artistic benches, and a variety of movable seating allow residents to make the park their own. This level of ownership and use breeds public support for the city and future projects Brunswick undertakes. It also encourages young families to move in downtown.



BEFORE

THE DOWNTOWN BRUNSWICK WORK PLAN
DESIGN





MARY ROSS PARK TEMPORARY FAIR

BEFORE: Mary Ross Park's beautiful waterfront location creates a tremendous, if underutilized, asset for the city.

AFTER: By programming Mary Ross Waterfront Park with temporary events like an annual fair, the city could lure locals and visitors to explore Brunswick's waterfront.

THE DOWNTOWN BRUNSWICK WORK PLAN

DESIGN

MARY ROSS PARK OVERLOOK

BEFORE: With an ample public gazebo and wrap-around porch, the building at the center of Mary Ross Park provides an architecturally striking focal point for the park. The tower also offers a great view of the waterfront, surrounding marshes, and downtown. However, the structure remains underutilized. Some simple additions could encourage better uses for this community amenity.



AFTER: Adding festoon lighting around the structure and the rest of the park makes this structure more inviting, especially in the evening hours. Opening the overlook tower to visitors and actively encouraging public use of the facility highlights the potential of this community asset and could help make the park an active part of everyday life downtown.

MARY ROSS PARK, SPLASH PAD

BEFORE: With funds already being allocated toward improvements including a splash pad at Mary Ross Waterfront Park, this wonderful amenity will have features in place to create a community destination. However, the location proposed for a splash pad in the recent Mary Ross Waterfront Park Master Plan would require the costly and unnecessary demolition and rebuilding of several areas of the park.



BEFORE



AFTER

AFTER: This rendering illustrates how a splash pad could be integrated into the existing landscape of the park, without necessitating major changes or demolition. This design preserves the cohesive feel of the park by integrating new and exciting amenities within the park's existing layout. The addition of trees and seating options provide economical comfort and a shaded refuge for parents and caregivers.

THE DOWNTOWN BRUNSWICK WORK PLAN

DESIGN

QUEEN SQUARE REVITALIZATION

Long devoted to the people of Brunswick and home to Old City Hall, Queen Square ranks high among Brunswick's most cherished and heavily trafficked Signature Squares. Having recently completed the first phase of improvements to the square, the city and Public Works Department should continue working with Signature Squares to fund and implement phases two and three of the project.

BEFORE: Home of Brunswick's historic City Hall, Queen Square is among the city's original squares planned by followers of James Oglethorpe. While portions of the square have undergone recent renovations, this section directly across from Old City Hall could be better programmed to invite activity.



AFTER: With improved landscaping, elevated maintenance, and relaxing movable hammocks, Queen Square now offers respite for downtown visitors. Murals honor the history of the square as the former home of Brunswick's Queen Square Firehouse and the adjacent Coca-Cola bottling plant.

LINK THE COASTAL GEORGIA GREENWAY TO DOWNTOWN:

Proposed along Glynn Avenue (US Highway 17), the 155-mile Coastal Georgia Greenway trail would link Georgia's six coastal counties and connect to South Carolina and Florida. If fully implemented, the Greenway could serve as a major attraction and potential economic development generator for Brunswick and the Golden Isles. While downtown is currently bypassed by the Greenway's projected path, Mary Ross Waterfront Park at the far end of Gloucester rests less than a mile and a half from the proposed trail. The city should work hard to develop spur paths and multi-use trails off of the Greenway to connect downtown with this amazing potential asset.



SEA MONSTER BIKE RACK ART: Pairing this blank wall with a bike rack presents a wonderful opportunity to express Brunswick's character creatively. Rather than simply drop a typical bike rack here, local artists could be commissioned to develop something more creative. Industrial metal pipe bike racks are becoming more commonplace. Creating a mythical sea creature out of industrial pipes would add flare and interest to a utilitarian object. This empty wall could be transformed into a useful and attractive space that builds on Brunswick's unique coastal character.

LINK THE COASTAL GEORGIA GREENWAY TO DOWNTOWN: MASTER TRAIL PLAN

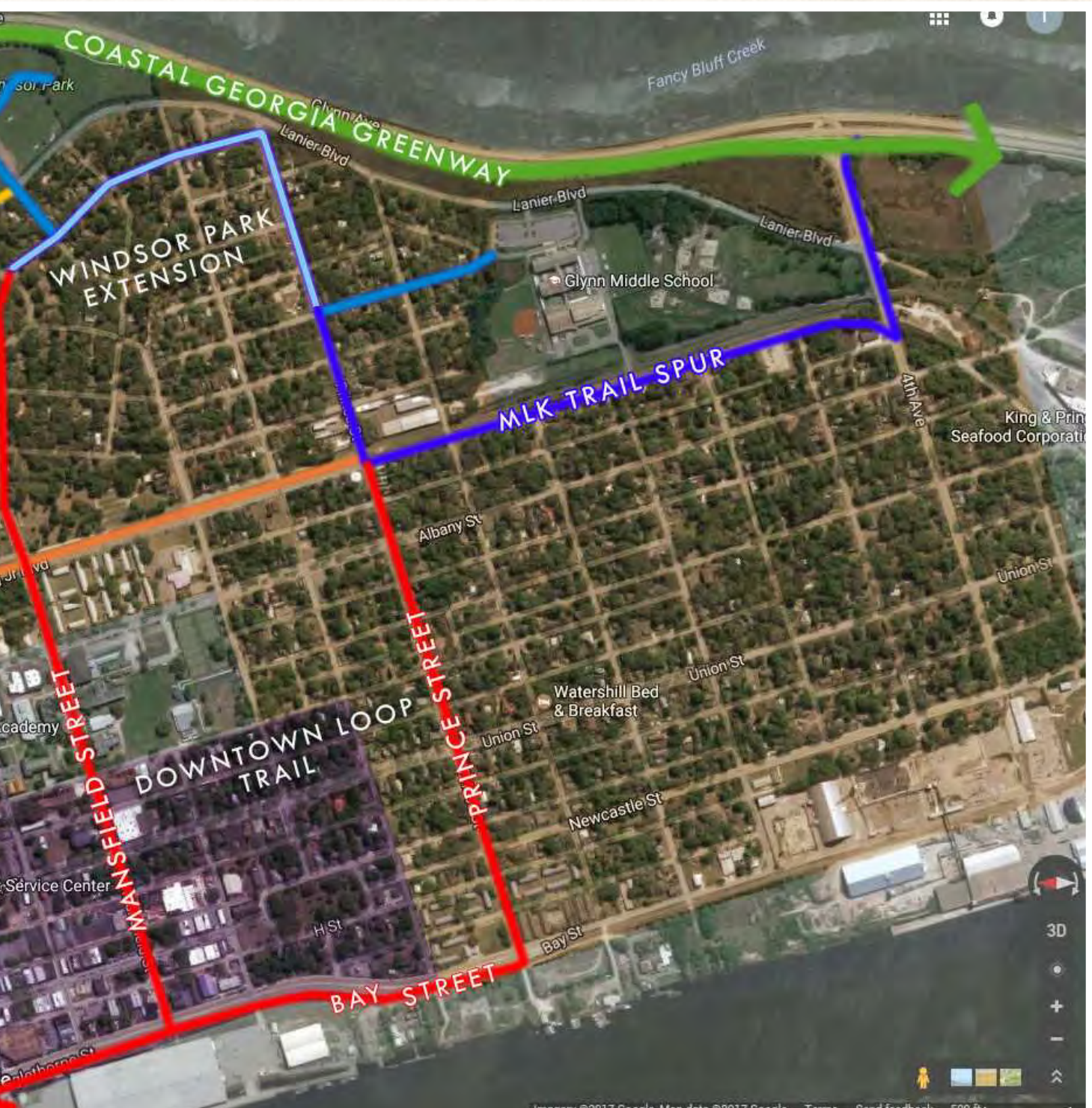
With assistance from the PATH Foundation, Brunswick is in the process of developing a Master Trail Plan to link downtown with the Coastal Georgia Greenway trail. The city should continue working with PATH, planning bike trails, and seeking funding to develop the city as a destination for bicyclists.



Business Development

OGLETHORPE BLOCK ARCHITECT

Attracting development to the former site of the Oglethorpe Hotel has long been a goal for Brunswick officials. Many plans currently exist for the site, and commercial developers have expressed an interest in developing this key downtown property. The city should continue working with the Urban Redevelopment Authority and other stakeholders to review and rank existing proposals and choose an architect for the project.



THE DOWNTOWN BRUNSWICK WORK PLAN

ECONOMIC VITALITY

Maintenance

LAND BANK: Identified as a major priority for the city in Blueprint Brunswick, developing a land bank for vacant properties in the city is an essential step toward addressing one of the primary issues of local residents. With support from the Brunswick Planning and Zoning Department and city attorney, the city and Glynn County Commission have officially adopted a land bank ordinance. Brunswick should use this tool effectively to encourage the continued revitalization of downtown.

DOWNTOWN GARBAGE COLLECTION STRATEGY: Many streets and sidewalks downtown are blocked by dumpsters and trash receptacles. The city should consider working with downtown property owners and waste contractors to limit downtown receptacles and develop a strategy for centralized collection of waste downtown.

EXPAND FAÇADE PROGRAM: Brunswick's vacant and aging building stock was a frequently addressed issue during conversations with local citizens. While the city's existing façade grants are supported by the Community Development Block Grant program, the city should consider funding companion programs like the city's Stabilization Forgivable Loan to assist building owners.

INCUBATOR VILLAGE: Brunswick's vacant properties are a frequently addressed issue in previous plans and were brought up often during conversations with community members. While these properties are significant roadblocks to success, they are also opportunities for the city. Working with a pri-

vate investor or the DDA, the city could consider rehabilitating key vacant properties as an incubator village for startup firms, artists, and more.

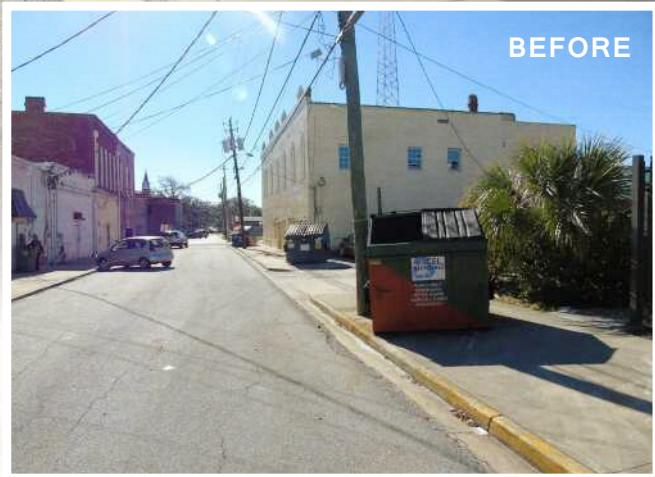
1315 UNION REVITALIZATION: Recently obtained by the city, the historical property at 1315 Union Street could be a model for the revitalization of historical residences downtown. The city should work with the Historic Brunswick Foundation and land bank to locate a partner organization or developer to rehabilitate the structure.

HOWE STREET COTTAGES: Now a colorful mix of attractive downtown residences completed by private developer Robin Durant, the once-vacant collection of cottages adjacent to Glynn Academy could serve as a model for further rehabilitation of downtown properties. Brunswick's Historic Preservation Board and local leaders should continue to assist the private rehabilitation of downtown properties by supporting State Historic Preservation Tax Credit applications, easing permitting, and marketing rental units as appropriate.

AFTER



BEFORE



DOWNTOWN GARBAGE COLLECTION

BEFORE: This photograph shows a view looking south down Grant Street. Here and elsewhere along downtown's side streets, unsightly dumpsters block pedestrian traffic along the sidewalk.

AFTER: By re-striping existing on-street parking and creating new spaces to relocate dumpsters along one side of the street, pedestrians can travel along the sidewalk without messy obstructions. This night view rendering illustrates how string lights could make downtown's side streets more safe and inviting.

THE DOWNTOWN BRUNSWICK WORK PLAN

ECONOMIC VITALITY

BEFORE



EXPAND FAÇADE PROGRAM:

BEFORE: This building on Newcastle Street has great outdoor space and provides a unique development opportunity along Brunswick's main downtown corridor.

AFTER: The rendering shows a restaurant design concept with outdoor patio seating and large printed or painted murals on the side of the historical building.





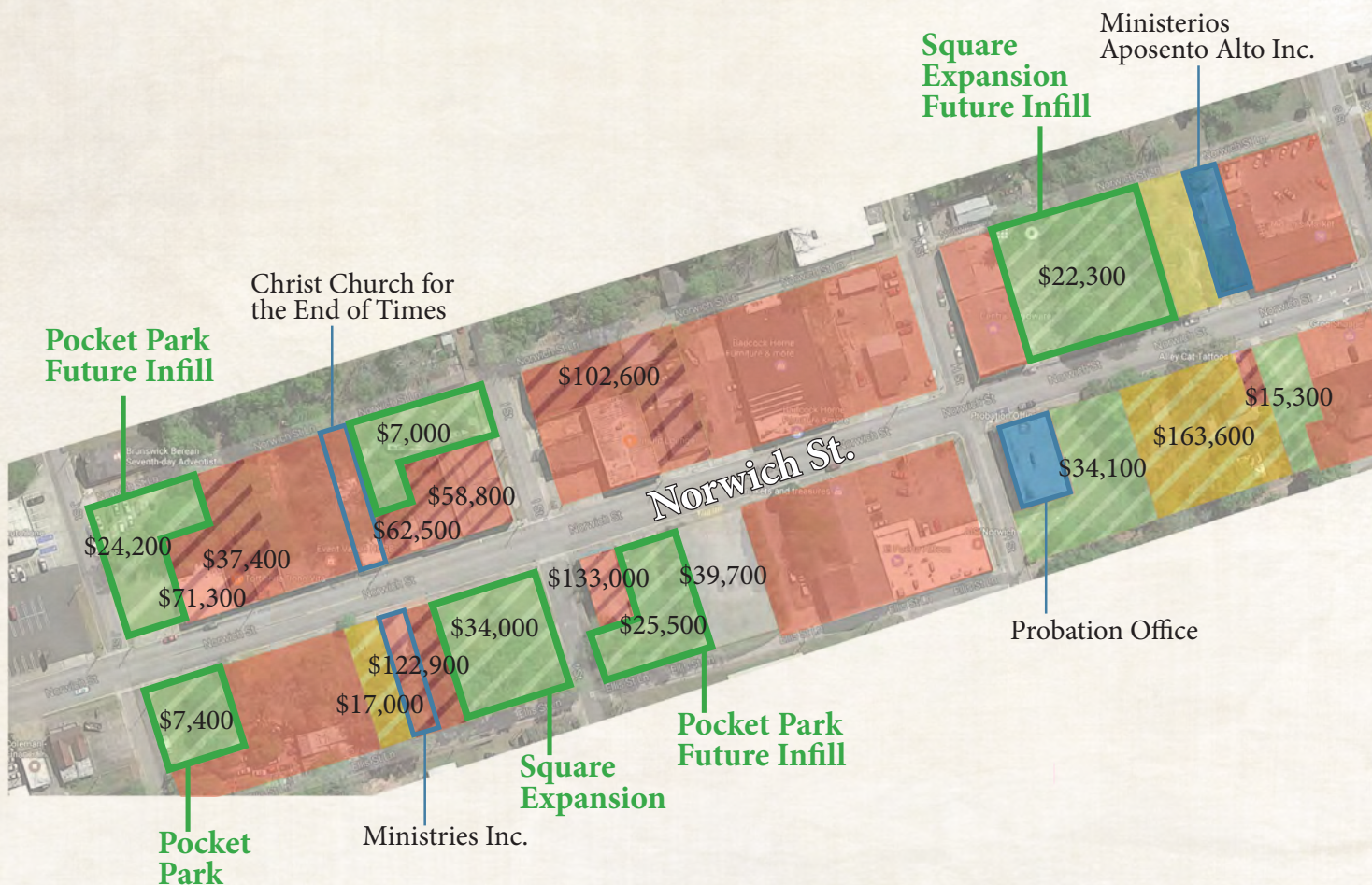
AFTER

ECONOMIC VITALITY

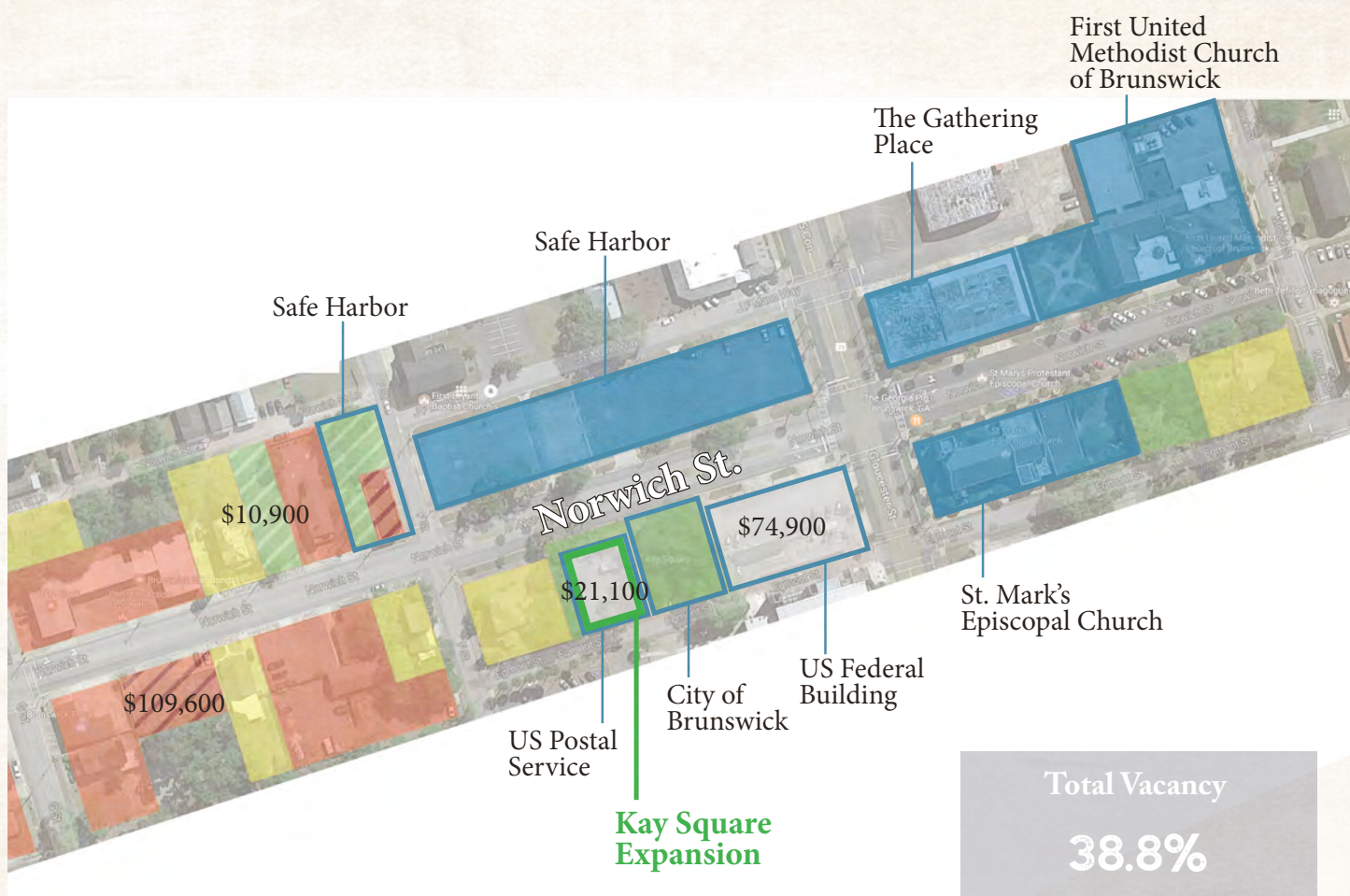
NORWICH CORRIDOR PHASED REDEVELOPMENT

Once a thriving gateway to the city, since the late 1960s, Norwich Street has suffered extensively from economic decline and the long-term effects of suburban flight. With almost 40% of the properties along these blocks now vacant, city leaders must attract activity and fill gaps here to bring economic vitality back to this key corridor and other downtown neighborhoods. The plan below illustrates extending the streetscape improvements seen throughout downtown to the Norwich corridor. With the installation of landscaped medians, street trees, bump-outs, crosswalks, and more, this plan is a combination of short- and long-term investments. Taken together, these improvements can slow traffic, increase safety, invite investment, and visually tie Norwich to the remainder of downtown. Implementing these improvements is a first step to invite activity and reestablish Norwich as a vibrant corridor and gateway to downtown.









In addition to streetscape improvements, this plan visualizes a more robust city effort to revitalize this critical downtown neighborhood and transform downtown. Through a joint effort of Brunswick's Downtown Development Authority and Urban Redevelopment Agency (URA), the city could utilize tools like the recently established land bank to begin acquiring vacant properties along these key blocks leading into downtown. Doing so could appeal to interested developers, create the opportunity to have a say in attracting compatible infill development, and address the long-term redevelopment of the corridor. Acquiring vacant properties would show real dedication to the corridor's success and give the public power over redevelopment. To better inform decision makers and provide a strategy for the long-term redevelopment



of the corridor, the plan below breaks down current uses of parcels along these four key blocks of Norwich Street. Currently, of the total landscape studied, 21.5% of the land is composed of undeveloped vacant lots and 17.3% of parcels are occupied by vacant buildings, making for a total vacancy rate of 38.8%. Based on property assessments gathered from the Glynn County Board of Assessors, the DDA or URA could purchase the entirety of vacant lands and buildings along these blocks for just over \$1 million. Drawing from recent sales in the area, sale prices would more than likely be less than assessed values, as recent sales have often been roughly half of the assessed value. The city could opt to purchase just the undeveloped vacant lands, with a substantially lower cost of \$168,500.



EXISTING LAND USE:

9.7%		Institutional	5.9%		Vacant Residential
38.1%		Commercial	2.1%		Open Space
11.4%		Vacant Commercial	21.5%		Vacant Open Space
7.5%		Residential	3.8%		Parking

Total Vacancy
38.8%
Cost to Acquire Total Vacant Parcels:
\$1.02M
Cost to Acquire Vacant Open Space:
\$168,500

THE DOWNTOWN BRUNSWICK WORK PLAN

ECONOMIC VITALITY

INCUBATOR VILLAGE

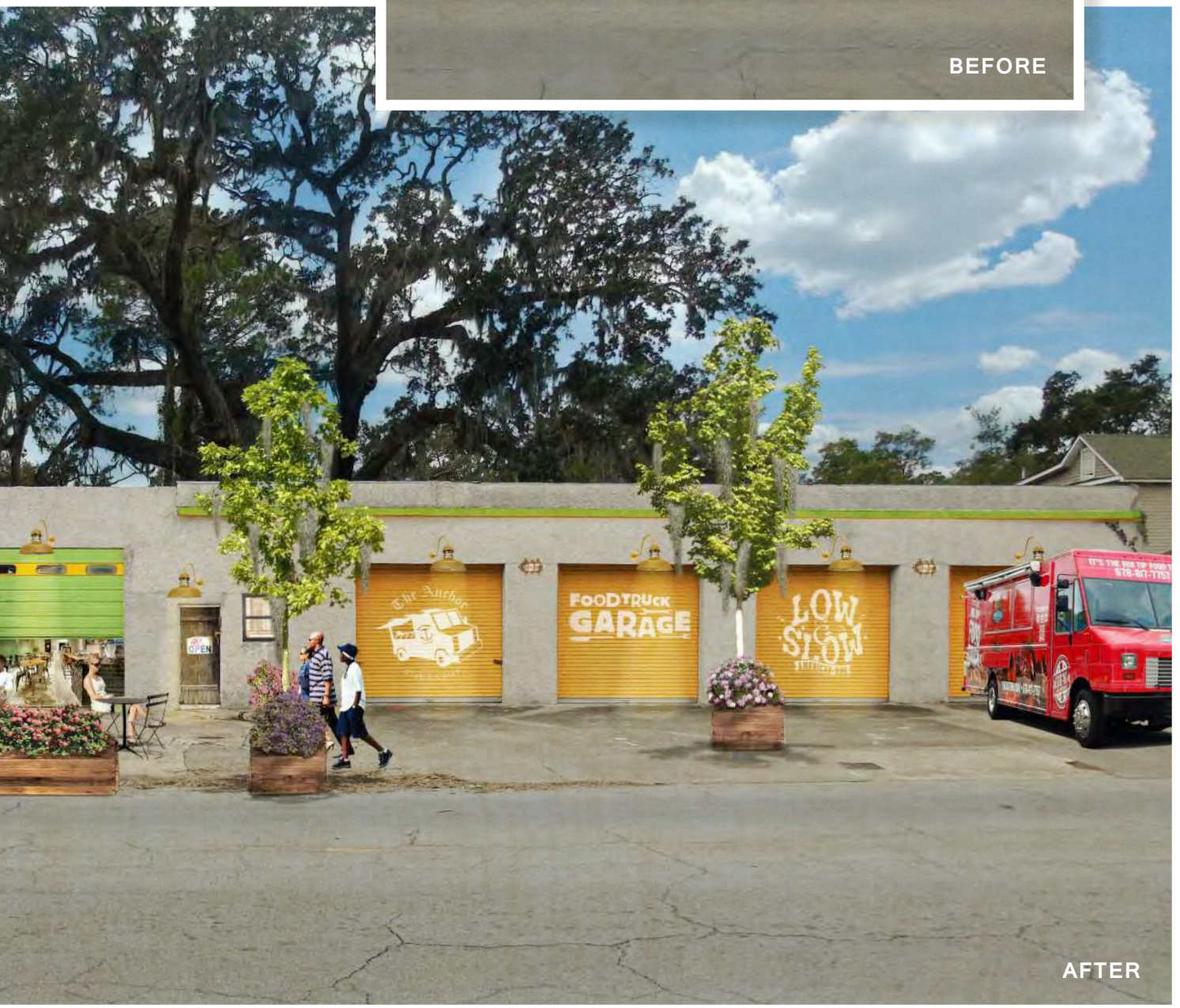
BEFORE: Following population decline over the decades, underused spaces dot the landscape throughout Brunswick. Located on Norwich Street, the former garage pictured is a flexible space brimming with potential. While the continuous curb cut allows easy vehicular access, public space and entry points are undefined. Reprogramming the many garage bays presents a multi-functional opportunity for the property owner.

AFTER: Utilizing vacant spaces in creative ways captures the artistic character and culture of Brunswick. Creativity should be encouraged all along the Norwich corridor to rehabilitate vacant properties. Tapping into the creative workforce within Brunswick keeps this property authentic and inspires the surrounding neighborhood to stay funky. The flexible, creative, and cost-effective solution shown here encourages local small business ventures. In addition, multiple businesses housed under one roof maximizes the existing building's potential for the landowner. Several viable ventures could be located under one roof at a lower cost and with limited total overhead. Small, viable retail or restaurants like these could enliven the community by creating eclectic social spaces that celebrate Brunswick's character.

The multiple bays provide a unique business opportunity as well. Food truck owners can house their trucks when not in use, and can also do all of their prep work on-site. This business model is a cost-effective way of providing support for several small business owners, and can include ventures such as catering services, bakeries, and other startups.

The reclaimed wood planters define the space and can be placed on casters, further enhancing the space's flexibility for fluctuating customer intensity. The plantings green the space, add shade, and provide seasonal color, while also creating a buffer between the seating area and the road.



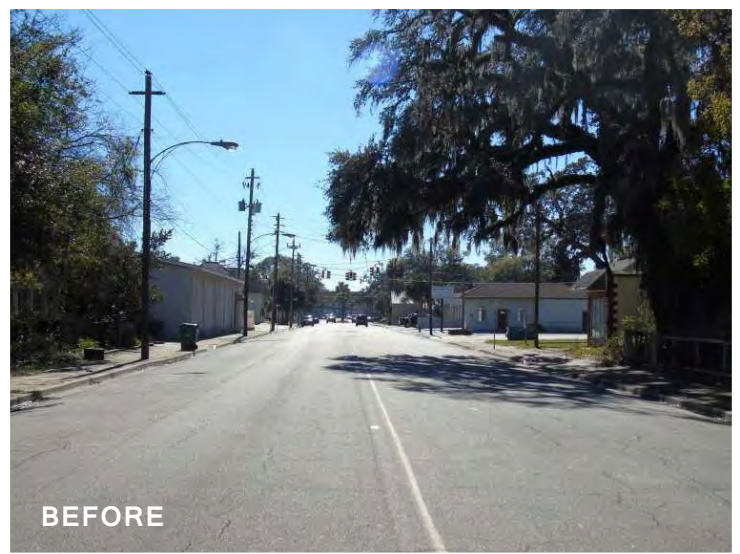


THE DOWNTOWN BRUNSWICK WORK PLAN

ECONOMIC VITALITY

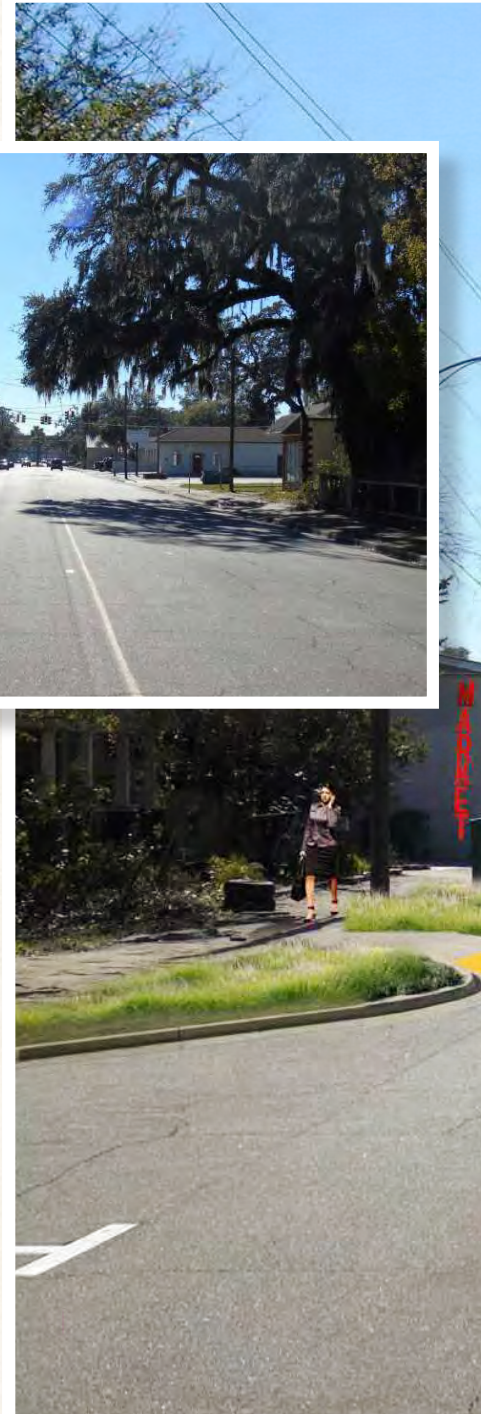
Gateways & Signage

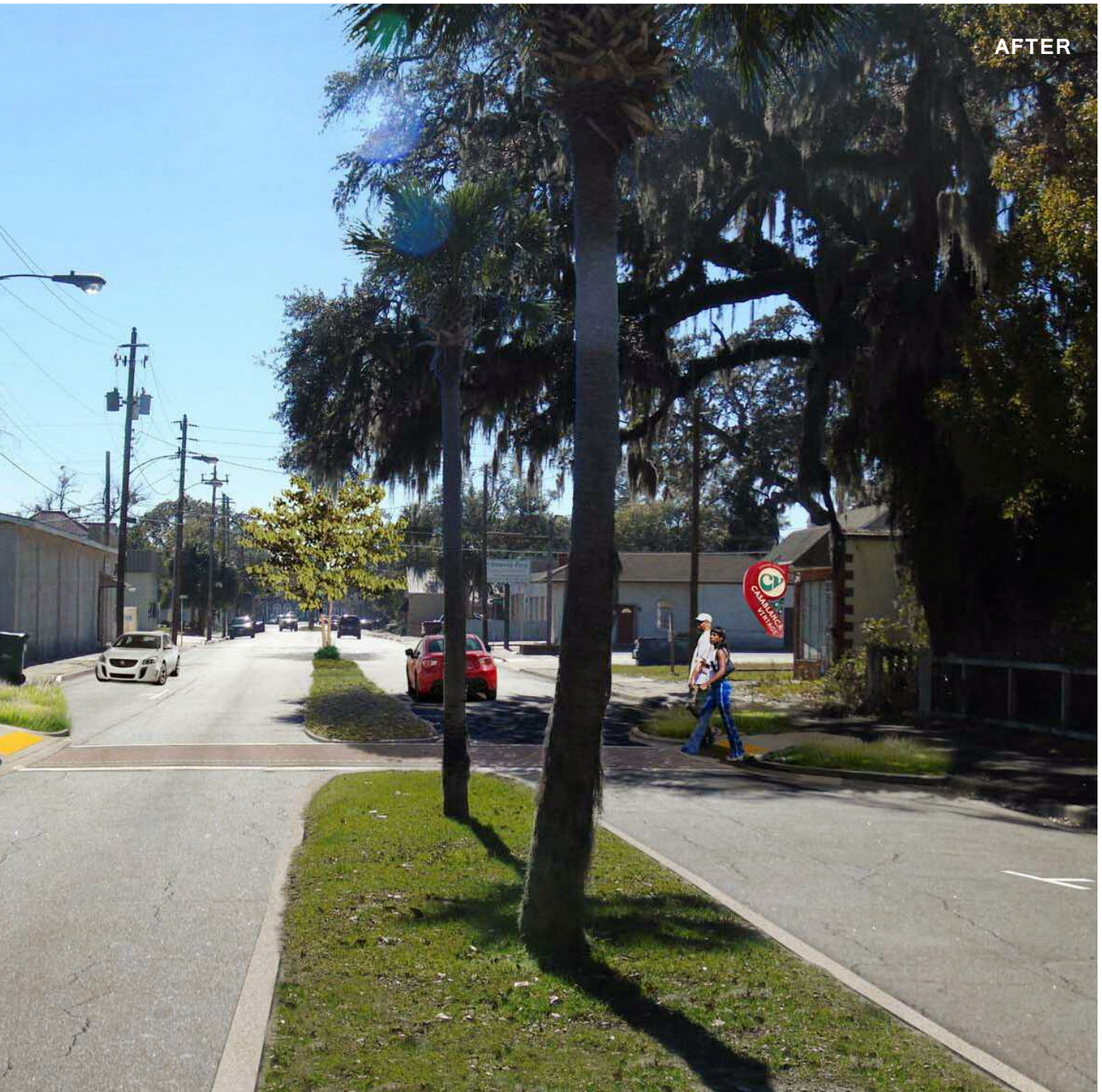
NORWICH STREET IMPROVEMENTS: Norwich Street was a frequent topic during public input sessions. Locals want the city to extend streetscaping, enhance lighting and safety, and address blight throughout this major corridor. Working with the local community, the city should develop a phased strategy to implement streetscaping improvements, rehabilitate troubled properties, and attract development to Norwich Street. Improvements could include unleashing local artists and encouraging the creativity of the local community to address persistent problems. The city could use the newly formed land bank and additional tools to revitalize the first four blocks of Norwich first. Subsequent phases could move away from downtown to revitalize the whole corridor over time.



BEFORE: This section of Norwich already boasts handsome shade trees, and successful businesses anchor either end of the block. However, central commercial spaces remain largely vacant and the excessive width of travel lanes here encourage traffic to speed dangerously through the area.

AFTER: The addition of tree-filled medians, mid-block crosswalks, landscaped bump-outs, and exciting signage encourage traffic to slow down, and make crossing the street safer for pedestrians. Vibrant signage allows local businesses to stand out while making the street feel more active and occupied.





AFTER

ECONOMIC VITALITY

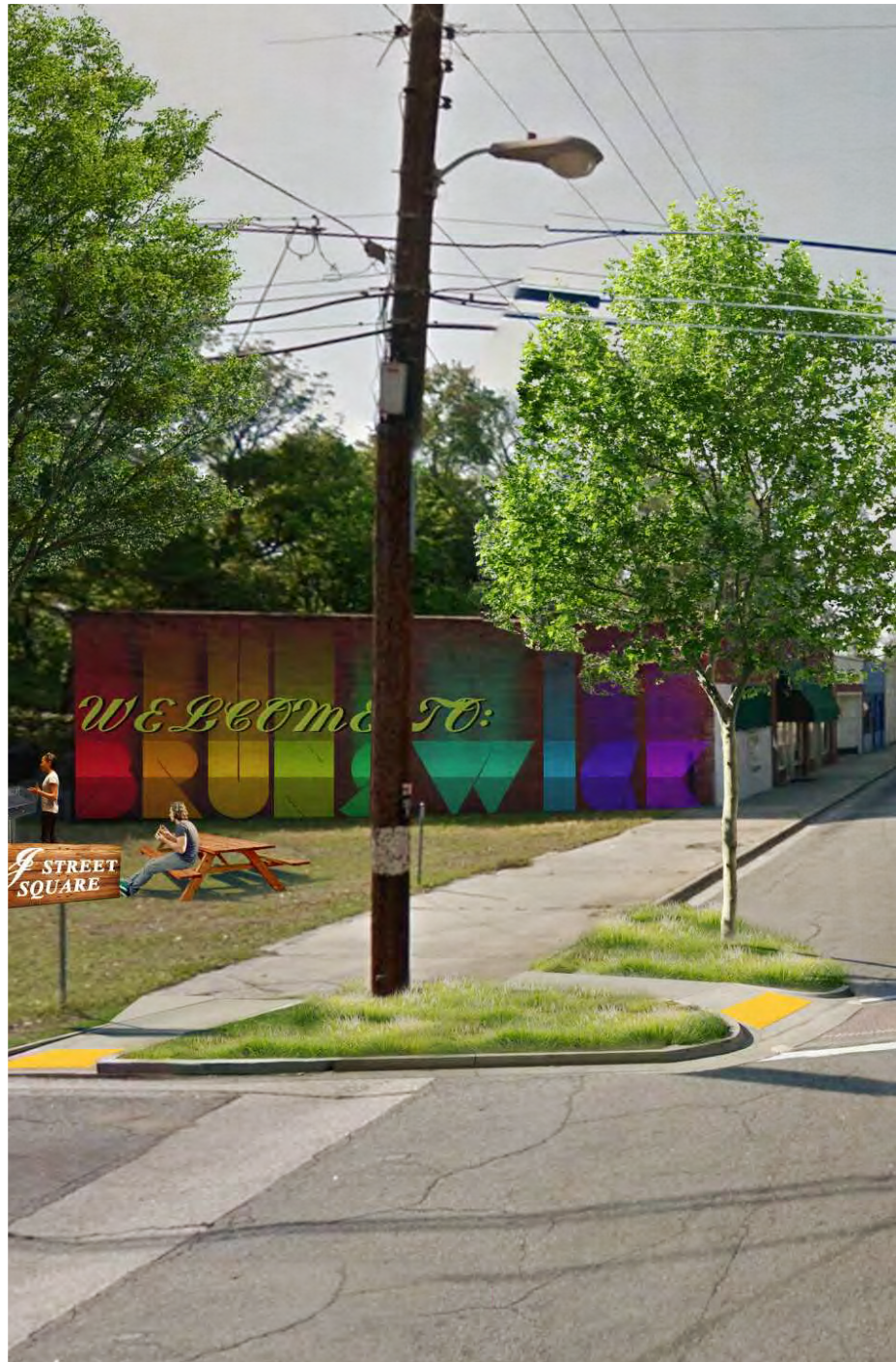
THE DOWNTOWN BRUNSWICK WORK PLAN

ECONOMIC VITALITY

NORWICH AND J STREET INTERSECTION

BEFORE: The J Street intersection serves as the entrance to Norwich's commercial district and is the first gateway Brunswick residents experience as they enter downtown. The vacant lots and neglected buildings here make this area feel unsafe, while the wide streets encourage drivers to move quickly. However, these vacant spaces and buildings provide an excellent opportunity for the city to address the look and feel of the Norwich corridor.

AFTER: The addition of street trees and cross-walk bump-outs slow traffic and make crossing the street safer and more pleasant. Empty walls are prime real estate for beautification with murals that boast Brunswick's vibrant arts scene and intense local pride. Picnic tables, benches, grills, trees, and signage turn these empty lots into valuable public spaces for children and local residents while activating these otherwise underutilized areas.





ECONOMIC VITALITY

THE DOWNTOWN BRUNSWICK WORK PLAN

ECONOMIC VITALITY

NORWICH SIGNATURE SQUARE EXPANSION

BEFORE: This series of connected lots is located adjacent to Central Hardware on Norwich Street. The buildings on these lots were recently razed, leaving a massive green space with plenty of potential as an active community space.

AFTER: Transforming these empty lots into a future Signature Square could enliven the corridor and spur development. Signage, murals, and basic maintenance are necessary investments to establish the squares. Picnic tables, grills, and benches help reclaim these spaces for public use, and could help this space become a point of pride for the neighborhood.



AFTER



ECONOMIC VITALITY

THE DOWNTOWN BRUNSWICK WORK PLAN

ECONOMIC VITALITY

Connecting the Gap

WATERFRONT TAX ALLOCATION DISTRICT: While ambitious plans exist for Brunswick's riverfront, funding must be raised to realize the city's vision. Creating a tax allocation district (TAD) along the river could help the city fund essential improvements.

Creating a Destination

RIVERSIDE ENVIRONMENTAL CENTER: Envisioned in Blueprint Brunswick and further discussed in the recent Mary Ross Waterfront Park Plan, a Coastal Environmental Center on the East River supported by the Department of Natural Resources could help activate Brunswick's riverfront and create a unique draw downtown. Such a center could leverage the city's reputation as the Gateway to the Golden Isles and create a new attraction unavailable on the islands.

LOFTS DOWNTOWN: Downtown housing represents a major opportunity to activate the city with a resident population. The city could work with the DDA and private developers to create incentives for rehabilitating downtown housing and creating lofts in downtown buildings.

RETAIL INCUBATOR: Significant demand exists for increasing the diversity of businesses downtown. The city or DDA should work with private developers or foundations to transform vacant storefronts and commercial buildings into retail incubators, offering short-term leases to potential business owners wishing to open "pop-up" retail outlets. Working with existing flex space and downtown property owners, the

city could develop a retail incubator program to bring fresh retail options downtown while addressing vacancy issues and luring activity downtown.

COLLEGE SHUTTLES DOWNTOWN: Many locals would like to see the presence of the College of Coastal Georgia (CCGA) expanded downtown as well as new public transportation options in the city. Brunswick could consider partnering with CCGA to fund a shuttle service from downtown to the college campus northeast of the city. Such a service would make downtown housing a viable option for students and increase the draw of events like First Friday.

DOWNTOWN BREWERY: Public-private cooperation is key to revitalizing Brunswick's many vacant historical properties. In the middle of downtown, 1317 Newcastle is a long-vacant commercial property recently acquired by an owner interested in rehabilitating the downtown building. For this and other similar properties, the city and DDA should work with private property owners to expedite rehabilitation and assist with relevant permitting.

RICHLAND RUM: Attracting the Richland Rum distillery is a major coup and an unequaled attraction for downtown Brunswick. With construction in process, the city should continue to support restoration efforts, back tax credits, and promote the distillery to visitors. The presence of the distillery could be used as the foundation for creating a lively downtown entertainment and dining district.



INFILL DEVELOPMENT

BEFORE: Currently vacant and overgrown, this lot at the corner of Newcastle and Monck streets occupies a prominent location downtown. This site holds long-term potential for infill development downtown.

AFTER: With the adjacent 1800s commercial building restored and serving as the home of a downtown brewery, this formerly vacant lot has been transformed into a corner market and beer garden. With decorated shipping containers, vintage trailers, and a pea gravel courtyard, this flexible and casual concept creates a hub of downtown activity while providing local entrepreneurs and startups an innovative and creative market for their wares.



THE DOWNTOWN BRUNSWICK WORK PLAN

ECONOMIC VITALITY

Promotion & Marketing

PROPERTY LISTING ON DDA WEBSITE: The many available and vacant properties in downtown Brunswick emerged as a frequent issue in discussions with the community. To help market these properties to potential investors, the DDA should collaborate with local real estate agents to list available properties in a central online location like the DDA website.

ARTS-BASED BRANDING DOWNTOWN: The city should see everything as an opportunity for local arts downtown. Water towers, vacant storefronts, bike racks, blank walls, dumpsters, and every element of Brunswick's streetscape should be seen as a blank canvas for local artists. By encouraging artistic expression throughout the city, Brunswick can build on the city's reputation as an arts-friendly community and create an authentic and enriching experience downtown.

BOARD OF REALTORS MEET AND GREET/INFORMATION SESSION: Local real estate agents are often the first contact out-of-town investors have in Brunswick. Getting these key players invested in downtown is essential to revitalizing the city. The DDA or local leaders could consider creating an annual Realtors Meet and Greet/Information Session. While building important relationships, this program could help to disseminate information about local tax incentives and potential development in the city.

OCTOPUS MURAL CONCEPT

BEFORE: This distinctive building on Richmond Street fronts busy Newcastle Street. By addressing the appearance of side street buildings, the city could invite more activity and enhance the perception of safety on downtown's secondary streets.

AFTER: By attracting the skills of some of Brunswick's talented artistic community to create a striking mural downtown, this building is transformed into an iconic downtown landmark.





BEFORE



AFTER

ECONOMIC VITALITY

THE DOWNTOWN BRUNSWICK WORK PLAN

ECONOMIC VITALITY

TREE ART

KEITH JENNINGS TREE CARVINGS: In the 1980s, artist Keith Jennings decided to make his mark on St. Simons Island, carving faces on a few selected specimens of the island's famous live oak trees. Each hand-carved, unique face took the artist between two and four days to complete. Brunswick could consider recruiting Mr. Jennings to carve his unique faces on some of downtown Brunswick's signature trees. The city could also encourage local artists to create their own designs to add a little more character and whimsy downtown.



PHOTO CREDIT: GAG Daily

TIPSY McSWAY'S FUN CUTOUT

DOWNTOWN PHOTO OPPORTUNITIES: Tippy McSway's is a favorite local bar and grill and a common downtown gathering place for residents and visitors. This life-size cutout uses the existing Tippy's logo to create a fun photo opportunity for visitors passing by on the sidewalk.



THE DOWNTOWN BRUNSWICK WORK PLAN

ECONOMIC VITALITY

Business Development

ALCOHOL ORDINANCE: Locals want more entertainment and dining options downtown. Many local restaurateurs commented on the excessive fees the city charges for alcohol licenses. The city could consider reducing licensing fees in the downtown central business district to encourage more dining and entertainment. Researching alcohol ordinances in similar cities could help city officials gain perspective on potential roadblocks to local entrepreneurs in Brunswick's Code of Ordinances.

HISTORIC TAX CREDIT CONSULTANT: Brunswick's many historical properties and the nationally registered Brunswick Old Town Historic District enable property owners to take advantage of the National Park Service's tax credit and other programs. The city could consider hiring a historic tax credits expert to leverage these properties and ensure property owners are getting the benefits they are entitled to. City officials could charge a greatly reduced tax credit application preparation fee or waive a preparation fee for residences.

INCENTIVE PACKAGE: Bringing good jobs and new businesses downtown remains a key priority for Brunswick citizens. Brunswick should look into all options available to attract decent jobs and employers. The city should consider reaching out to attract ideal businesses from outside the community. In addition, developing a targeted incentives package could help lure desired businesses downtown. While considering additional targeted incentives, the DDA, city staff, and Economic Development Authority leaders should collaborate to compile a thorough list of all existing incentives and promote incentives already offered locally to potential investors.

DOWNTOWN GROCERY: Attracting a downtown grocery has been a goal for Brunswick for many years. The city should research large, central sites downtown that could house a potential grocery. By developing a memorandum of understanding (MOU) with potential property owners at a key downtown location, the city could help attract a small grocery store to the area.

FLETC HOUSING: Brunswick's Federal Law Enforcement Training Center (FLETC) brings significant activity, jobs, and federal investment to the city. The thousands of annual recruits enrolled at FLETC represent a major untapped market for downtown housing. The city should work with FLETC, the DDA, and private developers to tailor downtown housing and lofts for FLETC recruits.

ONE-STOP SHOP FOR PERMITTING: While the condition of downtown buildings emerged as a critical issue during public input sessions, many property owners criticized the red tape involved in restoring historical properties downtown. At the same time, attracting investment and infill construction are top community priorities and essential for the long-term economic health of the city. Working with the DDA, city staff should develop a complete list of all required steps and permits needed to develop new construction or rehabilitate historical properties in the city. Following a thorough review and internal audit of these permitting requirements to determine what is necessary, the city should consider creating a one-stop shop for renovations, with a streamlined permitting process and incentives for redeveloping derelict properties.

DEVELOP FORM-BASED CODES FOR NEW DEVELOPMENT: The community sees attracting infill housing and ensuring that new development complements Brunswick's historical architecture as key priorities. Developing form-based codes should help Brunswick maintain the physical characteristics and scale of beloved historical neighborhoods while allowing for compatible infill development.

UPDATE OLD TOWN NATIONAL REGISTER DISTRICT: Old Town Brunswick's status as a National Register Historic District makes certain tax and rehabilitation programs available for applicable property owners. The city should consider expanding National Register protection to buildings constructed through 1966 and promote the benefits of register status to property owners.

HIRE ECONOMIC AND COMMUNITY DEVELOPMENT DIRECTOR: To realize residents' goal of a more activated and lively downtown Brunswick, the city needs an employee dedicated to attracting development to the community every day. To address this need, the city has hired a full-time Economic and Community Development Director to pursue economic development opportunities throughout the city. The city should continue to select qualified professionals to address long-term priorities.





THE DOWNTOWN BRUNSWICK WORK PLAN

ECONOMIC VITALITY

BAY STREET BUILDING

BEFORE: Located along a major downtown corridor at the corner of Bay and Monck streets and boasting a large outdoor space, this property has significant potential for redevelopment.

AFTER: The rendering shows a restored building with a new covered patio. Although the building could become a home to many different types of businesses, a restaurant or café could take advantage of the opportunity for outdoor seating. Landscaping improvements along Bay Street are also shown, including new planted bump-outs and shade trees.

BEFORE



ECONOMIC VITALITY

THE DOWNTOWN BRUNSWICK WORK PLAN

ECONOMIC VITALITY

DOWNTOWN CO-OP CONCEPT

BEFORE: Brunswick is not lacking in unique historical structures. This building sits on Gloucester Street and is currently owned by First United Methodist Church.

AFTER: Throughout the public input process, residents voiced the desire for a downtown co-op store. This building could offer a perfect downtown location with ample square footage. Brunswick could work to recruit a co-op business to this site or a similar location downtown.



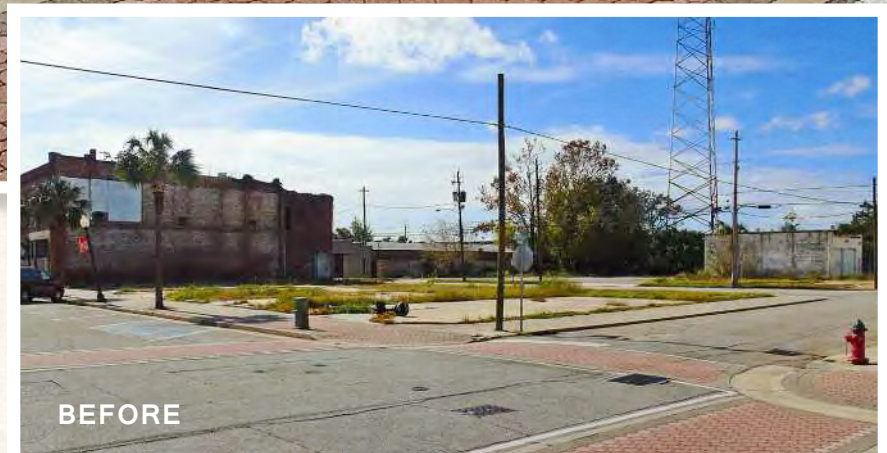
INFILL AT NEWCASTLE AND MONCK STREETS

BEFORE: The vacant, unkempt corridor at Newcastle and Monck Street is a key infill opportunity downtown. Bringing activity to this corner is essential to creating a vibrant downtown experience.

AFTER: By attracting infill development in scale with and complementary to surrounding historical buildings, this building brings activity to this once desolate corner.



AFTER



BEFORE



DOWNTOWN BRUNSWICK

ACTION ITEMS

1 ACTION ITEMS FOR ORGANIZATION

Action Item: Peaches to the Beaches Yard Sale

Lead: Harvest Hale

Partners: Downtown Development Authority

Timeline: Now–March 10, 2017

Funding: \$2,000

Obstacles: Time, promotion, funding, Elvis Festival, Farmers' Market, unofficial sites, online applications and payment, mapping

Steps:

1. Find a way to manage all vendor applications digitally.
 2. Create a new map that adheres to the needs of the Elvis Festival and Farmers' Market.
 3. Divide budgeting into different operations effectively.
 4. Design a calendar of activities needed to maximize success of the event.
 5. Seek and make connections with businesses and entities that would be invested in Peaches to the Beaches.
-

2

Action Item: Parking Improvements: Re-striping Downtown Parking

Lead: Mathew Hill

Partners: Brunswick Department of Public Works

Timeline: July–December 2017

Funding: \$1,000–\$3,000

Obstacles: N/A

Steps:

1. Develop a plan for re-striping parking spaces and crosswalks in downtown.
2. Determine the availability of the Brunswick Department of Public Works striping crew.
3. Divide budgeting into different operations.
4. Schedule striping based on crew availability and activity downtown.
5. Implement the striping schedule.

3

ACTION ITEMS FOR ORGANIZATION

Action Item: Media and Marketing Strategy

Lead: Harvest Hale

Partners: TBD

Timeline: Ongoing

Funding: \$1,000–\$2,000 monthly

Obstacles: Spreading information in an efficient and timely manner, time and effort of one person to orchestrate an organization's entire marketing strategy, following a broad marketing campaign that limits interest of certain demographics, knowledge of downtown demographics, and spreading interest among as many possible niches of locals *willing to visit downtown*.

Steps:

1. Develop current marketing objectives.
 - a. Create a resource document (one week).
 - i. List each current method of marketing.
 - ii. Define objectives for current media outlets.
 - iii. Design a calendar for posting and publishing for all media sources that can be repeated annually, defining times, days, and types of ads as necessary.
 - b. Begin implementing objectives defined in the resource document (three months).
 - i. Mark efforts on a physical calendar.
 - ii. Operate an application for social media that is cross platform and is either free or cheap.
 - iii. Track success on execution of all possible marketing methods and track audience response in social media.
2. Improve the marketing campaign.
 - a. Collect information about Brunswick and downtown (one month).
 - i. Research other methods of connecting with demographics both in media outlets and DDA branding.
 - ii. Develop an outreach platform for downtown businesses and people to maximize awareness of activities downtown to the community.
 - b. Compare the present marketing (two months).
 - i. Compare current costs of each market platform to their outreach.
 - ii. Preview maximized usage of finance to marketing; compare to (1) population size and (2) demographics of our population.
 - iii. Create a marketing proposal that is easy to shift into.

4 ACTION ITEMS FOR ORGANIZATION

Action Item: Maritime Infrastructure

Lead: Mathew Hill

Partners: City, Georgia Power

Timeline: November–December 2016

Funding: \$17,000, dock improvement fund

Obstacles: Timing for installation of shore power

Steps:

1. Determined what vessels need to be able to dock at Mary Ross City Dock. Vessels need 3-phase power, fresh water, and trash service at the dock.
 2. Obtained assistance from Georgia Power to determine the availability of needed power. 3-phase power is available at the park.
 3. Determined the cost to install needed power. Georgia Power: \$15,000, Electrician: \$6,700.
 4. Obtained assistance from Georgia Power and *Ocearch* research vessel to reduce costs.
 5. Determined sources of city funding. The dock fee account had sufficient funds to cover the costs.
 6. Authorized work and coordinated between Georgia Power, the electrician, and the vessels.
 7. Project was completed.
-

5 ACTION ITEMS FOR ORGANIZATION

Action Item: Hire Program Manager

Lead: Mathew Hill

Partners: DDA Board, City

Timeline: Complete

Funding: Position in current budget

Obstacles: Find candidates

Steps:

1. Program Manager position duties were revised by the board.
2. A search for candidates through the College of Coastal Georgia internship program was completed.
3. A Program Manager was hired.

1

ACTION ITEMS FOR PROMOTION

Action Item: Rhythm on the River Event Promotion

Lead: Peggy Shanahan

Partners: Mathew Hill, Harvest Hale

Timeline: Annually March–November

Funding: \$10,000 annually; Sponsors: Brunswick Main Street, City of Brunswick, Georgia Power, Golden Isles Arts Humanities Association (GIAHA), *The Islander*

Obstacles: Low attendance

Steps:

1. Develop a new radio commercial.
2. Appear live on radio talk shows.
3. Reach out to attract college students.
4. Reach out to attract FLETC employees and students.
5. Attract food to the event by reaching out to food trucks.
6. Develop blade signs.
7. Contact hotel concierges.
8. Reach out to attract campers on Jekyll and other campgrounds.
9. Develop a rack card.
10. Create and promote a catchy slogan.
11. Develop new art, and emphasize that the event is FREE.
12. Place the event on public calendars such as those of the Economic Development Authority, Golden Isles Convention and Visitors Bureau, County, and Brunswick–Golden Isles Chamber of Commerce.
13. Increase awareness of the event at First Fridays.
14. Raise funds for a prize from downtown businesses.

2

ACTION ITEMS FOR PROMOTION

Action Item: First Friday

Lead: Harvest Hale

Partners: DDA Staff

Timeline: monthly and annually

Funding: \$500 monthly in advertising

Obstacles: Cohesion of businesses, awareness of local activities both downtown and in surrounding areas, spreading awareness of these events, maximizing use of the squares, making each First Friday festive and unique (February 3rd – National Wear Red Day, 5th of May – Cinco de Mayo, August 4th – Coast Guard’s Birthday)

Steps:

1. Start advertising the unique activities that are free on First Friday (do the second half of the original obstacle, keep it fresh without changing it too much). We don’t change First Friday, we expand on it.
 2. Continue marketing efforts by researching what other businesses are doing. Start pushing this fact to bring them to contact us.
 3. Advertise these free activities in social media, flyers, newspapers, and radio ads.
 4. Create themes based on holidays and awareness months when applicable. Use the calendar designed for Media/Marketing. Coordinate with businesses on these opportunities.
-

3

Action Item: Food Trucks at Mary Ross Waterfront Park

Lead: Mathew Hill

Partners: Downtown Business Group, City of Brunswick

Timeline: July 2017–January 2018

Funding: \$1,000–\$2,000

Obstacles: Promotion

Steps:

1. Determine schedule for event - Monthly, bi-monthly, or a seasonal event?
2. Locate partner groups to coordinate food truck event at Mary Ross Waterfront Park.
3. Reach out to Savannah Food Truck Festival and related groups.
4. Schedule event(s) with the Ritz.
5. Promote event(s)

4 ACTION ITEMS FOR PROMOTION

Action Item: Develop Mobile-Friendly Maps

Lead: Harvest Hale

Partners: DDA Board, HPB, Historic Foundation

Timeline: December–January 2017

Funding: N/A

Obstacles: Compiling information (knowing who and where to get information, effective imports, keeping up to date), limited number of maps, and spreading awareness.

Steps:

1. Sort the types of maps that can or will be used.
 - a. Walking tour, commercial properties for sale, downtown businesses
 - b. Complete current maps.
 - c. Begin compiling data on an Excel sheet to upload.
 - i. Clean current map imports.
 - ii. Research businesses and important locations through Norwich, Gloucester, and Newcastle.
 - iii. Verify information and begin transferring it into the software.
 - d. Repeat step C for commercial properties.
 - e. Request types of maps the board would also like to see (other walking tours, event maps).
2. Begin advertising strategically.
 - a. Orchestrate campaigns.
 - b. Creating marketing buzz.
 - c. Create special events specifically using Walkabout Maps (Big Read Easter Egg Hunt).
 - d. Hold tables at events to spread awareness.
 - e. Add it to website and brochure literature.
3. Help businesses see the benefit of Walkabout Maps to encourage them to spread its use.
4. Keep maintenance and updates of maps; continue marketing, especially through businesses.

5

ACTION ITEMS FOR PROMOTION

Action Item: Downtown Bike Rentals

Lead: Wendy Lutes

Partners: City, DDA, Bike Organizations

Timeline: March 2016–January 2018

Funding: \$4,000–\$5,000 per bike; TAP funds available next spring

Obstacles: Funding

Steps:

1. Investigate other bike rental/sharing programs. Determine which program is the best fit for Brunswick.
 2. Determine the cost of the program. How many bikes will be needed? Are dedicated docking stations needed for the selected program?
 3. Locate funding for the program. Will matching funds be required for grants? What is the impact on the city's general fund budget? Ongoing costs?
 4. Develop and release an RFP for the system.
 5. Select a vendor for the program. Was the funding located sufficient for the program? How will ongoing costs be budgeted?
 6. Obtain funding for the program.
 7. Implement the program.
-

6

Action Item: Brunswick Bike Tour

Lead: Wendy Lutes

Partners: Historic Brunswick Foundation, DDA, Historic Preservation Board

Timeline: May 2016–November 2017

Funding: N/A

Obstacles: Finding consistent volunteer guides

Steps:

1. Historic Brunswick Foundation has already hosted two bike tours of the historic district. These tours could be shortened and held on a regular basis: every Tuesday night? Every other Thursday evening?
2. Design bike tours of historical downtown, Old Town, Windsor Park, etc.
3. Determine the tour schedule, the maximum number of participants, and the number of guides needed.
4. Obtain commitments from guide groups.
5. Develop web-based “ticketing” for tours, and advertise the availability of the tours.

7 ACTION ITEMS FOR PROMOTION

Action Item: Christmas Parade

Lead: Harvest Hale

Partners: DDA Staff, City Staff, Downtown Business Community

Timeline: Ongoing, first Saturday in December annually

Funding: Less than \$2,500 annually; DDA, city funds, entry fee

Obstacles: Lower participation in move to evening

Steps:

1. Continue locating parade sponsors and community support.
 2. Promote the event in advance of the deadline.
 3. Stage the event.
-

8 ACTION ITEM: Billboard Advertising

Lead: Harvest Hale

Partners: DDA Staff, Georgia Department of Economic Development, City

Timeline: March 2016–November 2017

Funding: \$12,000–\$24,000 – City funds in proposed budget

Obstacles: Funding

Steps:

1. Work with outdoor advertising companies and the Georgia Department of Economic Development to determine pricing for a billboard ad campaign on I-95.
2. Include billboard advertising in the fiscal year 2018 budget request for approval by the City Commission.
3. Upon approval of the budget, work with partners and staff to finalize any needed contracts.
4. DDA staff will produce advertisements for approval by the DDA board.
5. Begin installing advertisements.

9

ACTION ITEMS FOR PROMOTION

Action Item: Manage Downtown Facebook Profile

Lead: Harvest Hale

Partners: DDA Board, DDA Staff, Downtown Businesses

Timeline: Complete

Funding: N/A

Obstacles: Compiling information

Steps:

1. Hired a Program Manager.
 2. Ensured that Facebook profile management returned to DDA staff from the social media agency.
 3. Market appropriate uses of Facebook to downtown merchants.
 4. Continue to keep content up to date.
-

10

Action Item: Brunswick Bike Tour

Lead: Harvest Hale

Partners: DDA Board, DDA Staff, Downtown Businesses

Timeline: Complete

Funding: N/A

Obstacles: Compiling information

Steps:

1. Hired a Program Manager.
2. Ensured that Instagram feed management was returned to DDA staff from the social media agency.
3. Market appropriate uses of Instagram to downtown merchants.
4. Continue to keep content up to date.

11 ACTION ITEMS FOR PROMOTION

Action Item: Rhythm on the River Event Organization

Lead: Harvest Hale

Partners: DDA Event Committee

Timeline: Annually March–December

Funding: \$1,000 per concert, \$10,000 annually; DDA Funds

Obstacles: Advertising and promoting event

Steps:

1. Increase promotion to raise awareness of event.
 2. Reach out to food trucks and other interested participants.
 3. Research and acquire relevant games and attractions.
 4. Contact musicians.
 5. Stage the events.
-

12 ACTION ITEMS FOR PROMOTION

Action Item: Tree Lighting and Holiday Decor

Lead: Mathew Hill

Partners: DDA Staff, Public Works Department, City

Timeline: Annually October–December

Funding: \$10,000 annually

Obstacles: How to keep funding to replace worn decor and add new decor for other areas

Steps:

1. Submit funding in the budget request.
2. Get quotes from suppliers.
3. Purchase supplies and decorations.
4. Public Works installs the decorations the Thursday before Thanksgiving.

13

ACTION ITEMS FOR PROMOTION

Action Item: Education and Outreach for Historic Preservation

Lead: Bren White Daiss

Partners: Historic Preservation Board, DDA Board, Property Owners

Timeline: March 2017–November 2018

Funding: \$19,000; in-kind donations, Historic Preservation Foundation Grant

Obstacles: TBD

Steps:

1. Discuss with Historic Preservation Board steps for informing public about historic preservation and options for preserving buildings. Complete
2. Apply for a 2017 Historic Preservation Fund Certified Local Government Survey & Planning Grant. Complete
3. Kick off a social media campaign. May 2017
4. Update brochures to give out to residents/developers. July 2017
5. Initiate workshop/lecture program to educate the public. September 2017–September 2018
6. Update the website following the Georgia Department of Natural Resources Historic Preservation Division's guidelines.

1

ACTION ITEMS FOR DESIGN*Action Item: Gateways: Howard Coffin Fencing*

Lead: Julie Martin

Partners: Bren White Daiss

Timeline: April–September 2017

Funding: Undetermined, RFP for signage design

Obstacles: TBD

Steps:

1. Take photos and measurements of the existing fence.
2. Draft an RFP with a cap on cost.
3. Publicize the RFP and get the public excited.
4. How would additional landscaping improve that entry?
5. Review the RFP applications submitted.

2

Action Item: Methodist Hut on Gloucester

Lead: Julie Martin

Partners: First United Methodist Church of Brunswick

Timeline: March–August 2017

Funding: Undetermined

Obstacles: City code?

Steps:

1. Contact the First United Methodist Church of Brunswick and set up a meeting.
2. Outline various options for artfully beautifying the exterior.
3. Discuss long-term plans for the building and possible re-purposing.
4. Identify various artists and designs for the new façade.

3 ACTION ITEMS FOR DESIGN

Action Item: Highway 341 at Newcastle and Bay Street

Lead: Julie Martin, John Hunter, and Garrow Alberson

Partners: City of Brunswick Engineering Department, DDA, Department of Public Works, City Commission

Timeline: March–December 2017

Funding: Undetermined, city funding, Department of Corrections detainee labor

Obstacles: TBD

Steps:

1. Determine the exact location and type of signage.
2. Estimate the cost and determine a budget.
3. Design the sign based on the same design used for Highway 17/Gloucester.
4. Determine whether landscaping around the sign needs to be addressed.
5. Determine a landscaping budget and funding source.

4

Action Item: Link the Georgia Coastal Greenway to Downtown: Master Trail Plan

Lead: Ben Slade

Partners: PATH Foundation, City of Brunswick, Glynn County

Timeline: March–September 2017

Funding: PATH Foundation funding

Obstacles: Getting buy-in from Glynn County

Steps:

1. Hold a county work session on March 21, 2017.
2. Negotiate an agreement between city, county, and PATH.
3. Create a fundraising plan: SPLOST, private philanthropy.

5 ACTION ITEMS FOR DESIGN

Action Item: Downtown Lighting: String Lights

Lead: Peggy Shanahan

Partners: Julie Martin

Timeline: March 2017–March 2018

Funding: TBD

Obstacles: TBD

Steps:

1. Determine the best type of lighting to use (LED, solar, etc.).
 2. Talk to Georgia Power.
 3. Determine/map where lights can attach.
 4. Determine the quantity and footage needed.
 5. Create an installation schedule.
 6. Create a maintenance schedule.
-

6 Action Item: Downtown Lighting

Lead: Mathew Hill

Partners: Downtown Business Group, City of Brunswick, Georgia Power

Timeline: July 2017–January 2021

Funding: \$20,000–\$100,000

Obstacles: Funding

Steps:

1. Make improvements to infrastructure (lighting or other) to allow for better holiday decor, security, and signage.
2. Develop a plan for the main streetscape (Newcastle) and auxiliary streetscape (Grant, Richmond, city-owned parking lot).
3. Locate funding sources for the improvements.
4. Install improvements as funding is available.

7 ACTION ITEMS FOR DESIGN

Action Item: Art in Vacant Storefronts

Lead: Lynda Gallagher

Partners: DDA Board and Staff, Arts Community, Galleries

Timeline: May–September 2017

Funding: Less than \$2,000 annually, DDA funds

Obstacles: Permissions, insurance issues

Steps:

1. Find volunteers to spearhead artist recruitment and space recruitment.
 2. Determine the best use for the spaces recruited: Should art go in or on the window of vacant storefronts? In the window would allow passersby to see the space, increasing the chance of the space being rented. On the window would hide unsightly interiors.
 3. Develop and execute agreements with property owners: Who provides insurance? Is there a fee paid to this landlord? Does the artist need to sign any kind of waiver or agreement?
 4. Develop rules and a selection process for artists to submit proposals: juried selection, board selection, committee selection. What should proposals include?
 5. Open for submission of artist proposals. Artists should describe the type of installation and their preferred location.
 6. Select artists and begin installations.
-

8 ACTION ITEMS FOR POLICY

Action Item: Complete Streets Ordinance for City

Lead: Bren White Daiss

Partners: Engineering, Brunswick Department of Public Works, City Commission, City Attorney

Timeline: December 2016–March 2017

Funding: N/A

Obstacles: N/A

Steps:

1. Meet with the city manager.
2. Finalize the ordinance.
3. Send the ordinance to engineering/the Brunswick Department of Public Works for consent.
4. Send the ordinance to the city attorney for consent.

9 ACTION ITEMS FOR DESIGN

Action Item: Gloucester Streetscape Improvements

Lead: Julie Martin

Partners: DDA, City, GDOT, Brunswick–Golden Isles Convention and Visitors Bureau

Timeline: April 2017–January 2022

Funding: TBD, \$5–8 million

Obstacles: Funding

Steps:

1. Prepare a streetscape improvement plan for Gloucester Street, one of the city's primary gateways. Determine whether the Blueprint plan is sufficient.
2. Develop a phased work plan based on the overall improvement plan.
3. Locate and obtain funding for the work.
4. Complete phases as funding is available.
5. Finish all phases.

10 ACTION ITEMS FOR DESIGN

Action Item: Downtown Gateways

Lead: Julie Martin

Partners: City Engineering, DDA, Department of Public Works, City Commission

Timeline: April 2017–January 2022

Funding: TBD, \$60,000–\$100,000

Obstacles: Funding

Steps:

1. Prepare an improvement plan for key downtown gateways.
2. Develop a phased work plan based on the overall improvement plan.
3. Locate and obtain funding for the work.
4. Complete phases as funding is available.
5. Finish all phases.

11 ACTION ITEMS FOR DESIGN

Action Item: Lighting Downtown Buildings

Lead: Mathew Hill

Partners: Downtown Business Group, City Attorney, Public Works, Building Owners

Timeline: December 2016–August 2017

Funding: Less than \$3000; DDA/city budget

Obstacles: Legal agreements with building owners

Steps:

1. Work with the city attorney to develop an agreement between the city and building owners allowing the city to install clips and lighting to outline buildings.
2. Obtain building owners' consent for the agreement.
3. Purchase mounting hardware and arrange installation by the Department of Public Works.
4. Install the lighting.

12

Action Item: Oglethorpe Block Architect

Lead: John Hunter

Partners: City Commission, City Manager, Urban Redevelopment Authority, Planning Department

Timeline: Complete

Funding: City funding

Obstacles: N/A

Steps:

5. A request for qualification was submitted and posted.
6. The staff reviewed and rated the proposals.
7. The commission reviewed and rated the proposals.
8. Presentations were completed.
9. The commission chose an architectural firm.

13 ACTION ITEMS FOR DESIGN

Action Item: Mary Ross Waterfront Park Improvements

Lead: Julie Martin

Partners: City, DOT, Urban Redevelopment Authority, DDA, Gateways Committee

Timeline: July 2017–July 2018

Funding: TBD, \$10,000–\$50,000

Obstacles: Funding

Steps:

1. Funding for dock improvements (Phase I) is complete.
2. Determine the order of the additional phases.
3. SPLOST funds have been allocated to Mary Ross Waterfront Park. What improvements should be completed first?
4. Acquire supplies and bid out projects as appropriate.
5. Schedule improvement installations.

14 ACTION ITEMS FOR DESIGN

Action Item: Queen Square Revitalization

Lead: Julie Martin

Partners: Signature Squares, Department of Public Works, City

Timeline: Phase I Complete; Phase III: April 2017–January 2019

Funding: \$120,000 per quarter; Match Signature Squares funds with city funding and in-kind funding

Obstacles: Funding

Steps:

6. Phase I complete; Design for Phases II and III are nearing completion.
7. Seek funding for the next phases.
8. Complete phases as funding is available.
9. Finish all phases.

1

ACTION ITEMS FOR ECONOMIC VITALITY

Action Item: Land Bank

Lead: John Hunter

Partners: City Staff, City Commission, County Commission, City Attorney

Timeline: Complete: January 2015–March 2017

Funding: N/A

Obstacles: Ordinance adoption

Steps:

1. A land bank ordinance was developed with the city attorney.
 2. The staff reviewed the ordinance. After the staff approved it, the ordinance was submitted to the City Commission.
 3. The City Commission and County Commission adopted the ordinance.
 4. Appoint Land Bank Board of Directors.
 5. Hold first directors meeting, develop work plan.
-

2

Action Item: 1315 Union Revitalization

Lead: Bren White Daiss

Partners: City, Historic Brunswick Foundation, Land Bank

Timeline: October 2016–January 2018

Funding: Undetermined

Obstacles: Finding partner to rehabilitate structure

Steps:

1. Obtain a Quit Claim Deed from the city. Complete
2. Transfer ownership to an organization able to partner with the private sector.
3. Find a partner organization or developer to rehabilitate the structure.

3 ACTION ITEMS FOR ECONOMIC VITALITY

Action Item: Downtown Brewery

Lead: Chris Moline

Partners: Owner, City, DDA

Timeline: January–December 2017

Funding: \$1,000,000–\$2,500,000

Obstacles: Completing project

Steps:

1. 1317 Newcastle has a new owner who will rehabilitate the structure.
 2. The new owner has applied for and received a City of Brunswick Stabilization Loan for the rehabilitation.
 3. A stabilization plan has been approved by the DDA and Historic Preservation boards.
 4. Additional funding may be needed for the owner to complete the project.
-

4 ACTION ITEMS FOR ECONOMIC VITALITY

Action Item: Alcohol Ordinance

Lead: Brian Corry

Partners: City Staff, Police Department, DDA Staff

Timeline: March–July 2017

Funding: N/A

Obstacles: Research

Steps:

1. Investigate ordinances in other cities: what works, what doesn't (in process). Consider decreasing prices for downtown businesses as an economic incentive to create a downtown destination/district.
2. Develop a draft ordinance from Step #1.
3. Review the draft ordinance. Is it clear? Does it cover all we want it to? Are fees fair/competitive?
4. Obtain staff approval of draft ordinance.
5. Staff presents new ordinance to City Commission at a work session.
6. The City Commission holds a public hearing and votes on the new ordinance.

5

ACTION ITEMS FOR ECONOMIC VITALITY

Action Item: Board of Realtors Meet and Greet/Information Session

Lead: Mathew Hill

Partners: City Staff, DDA Staff, Realtors

Timeline: March–September 2017

Funding: \$1,000–\$2,000

Obstacles: Scheduling

Steps:

1. Locate a suitable venue for the regular event: a ready-to-lease building, a building needing some work, or another space to host the monthly Board of Realtors luncheon.
 2. Invite the Board of Realtors to the chosen downtown location for monthly meetings and programs. Determine date. Is there a set fee that the Board of Realtors pays for lunch?
 3. Arrange use of the space with the owner. Determine any special needs for space use (tables/chairs, are there restrooms available? Is power available?).
 4. Arrange catering if not provided by the Board of Realtors. Use a downtown or Norwich restaurant, depending on the location of the meeting.
 5. Arrange any equipment (tables/chairs, etc.) needed for the event. Arrange a speaker, if needed.
 6. Hold the event.
-

6

Action Item: Downtown Garbage Collection

Lead: Lea King-Badyna

Partners: Keep Golden Isles Beautiful, City, DDA, Downtown Businesses

Timeline: March 2017–March 2018

Funding: TBD, grants, fees

Obstacles: Cost

Steps:

1. Improve the appearance of downtown alleys; multiple business's trash receptacles could be replaced with one compactor or container per block.
2. Arrange for the city to mandate centralized collection and billing for businesses downtown.
3. Determine the cost of options from various waste contractors.
4. Research and select waste contractors.
5. Determine and roll out the collection schedule.
6. Promote and advertise to downtown businesses.
7. Implement billing and install compactors / receptacles.

7 ACTION ITEMS FOR ECONOMIC VITALITY

Action Item: Hire City Economic and Community Development Director

Lead: City Manager Jim Drumm

Partners: Human Resources Department, City Commission

Timeline: Complete

Funding: City budget

Obstacles: Locating potential hire

Steps:

1. Fund/budget for the position.
 2. Create a job description and list of core responsibilities.
 3. Post the opening.
 4. Receive and review applications.
 5. Interview candidates.
 6. Hire a candidate.
-

8 ACTION ITEMS FOR ECONOMIC VITALITY

Action Item: Historic Tax Credit Consultant

Lead: John Hunter

Partners: City Staff, Historic Preservation Board, State Historic Preservation Office (SHPO)

Timeline: March–July 2017

Funding: N/A

Obstacles: N/A

Steps:

1. Planning works with Historic Preservation Board and SHPO to develop a list of qualified tax credit consultants in the area.
2. Interview consultants through actual interview or RFQ process. Determine their best project type fit (commercial, residential, developer or homeowner).
3. Compile a list of available area consultants, indicating project type and fee range.
4. Make the list available on city and DDA websites.

9

ACTION ITEMS FOR ECONOMIC VITALITY

Action Item: Howe Street Cottages

Lead: Robin Durant

Partners: Historic Preservation Board (HPB), State Historic Preservation Office (SHPO)

Timeline: January 2015–June 2017

Funding: Privately funded, State Historic Preservation Tax Credits

Obstacles: SHPO issues with second half of tax credits

Steps:

1. Property obtained by developer. Complete
2. Rehabilitation work complete.
3. Tax credit application needs support from HPB and city. In progress
4. Assist owner with marketing high-end rental units.



10

Action Item: Richland Rum

Lead: Mathew Hill

Partners: DDA Board, Property Owner, Lender

Timeline: Fall 2015–Fall 2017

Funding: Private funding, \$1,000,000

Obstacles: Development plan

Steps:

1. Locate prospect. Complete
2. Locate a suitable building.
3. Purchase the property.
4. Develop a plan for the site.
5. Work with the property owner on financing.
6. Update the plan.
7. Construction financing is pending.
8. Construct and promote the business.

11 ACTION ITEMS FOR ECONOMIC VITALITY

Action Item: One-Stop Shop for Permitting

Lead: Bren White Daiss

Partners: City Staff, DDA, City Attorney

Timeline: March 2017-September 2017

Funding: N/A

Obstacles: Publicity

Steps:

1. Assemble all required actions for building permits and business licensing, including Historic Preservation Board, Planning, Engineering, inspections, etc.
 2. Develop a plan and determine who will be the point of contact.
 3. Historic Preservation Board and DDA Board have approved the reassignment of HP staff to the Planning department.
 4. Train staff on new duties, and move files to a central location. Planning staff has been trained to perform duties as HP Board Staff. The file move is pending.
 5. Make edits to the city and DDA websites to account for changes. The DDA website will be changed once the city edits are made.
 6. Promote new “One-Stop Shop” to the public. The HP Board has applied for a Historic Preservation Foundation grant to promote the new streamlined process. It will include new publications and mailing to district property owners.
-

12 ACTION ITEMS FOR ECONOMIC VITALITY

Action Item: Norwich Street Improvements

Lead: Mathew Hill

Partners: Norwich Business Group, City, Land Bank, DDA

Timeline: April 2016-January 2021

Funding: TBD

Obstacles: Funding, multiple owners

Steps:

1. Develop a phased plan for improvement.
2. Locate funding sources for early phases.
3. Obtain funding, start work.
4. Complete phases as funding becomes available.

13 ACTION ITEMS FOR ECONOMIC VITALITY

Action Item: Update Old Town National Register District

Lead: Mathew Hill

Partners: DDA Board, City, Historic Preservation Board, Planning Department

Timeline: August 2016–February 2017

Funding: N/A

Obstacles: Preparation of amendment

Steps:

1. Text amendment to the Old Town National Register District is completed.
 2. Mapping for the Old Town National Register District is completed.
 3. New photography is completed for the amendment.
 4. The amendment was sent to the State Historic Preservation Office.
 5. The city is waiting for acceptance.
-

14 Action Item: Property Listing on DDA Website

Lead: Harvest Hale

Partners: DDA Board, Board of Realtors

Timeline: December 2016–February 2017

Funding: N/A

Obstacles: Getting local real estate agents on board

Steps:

1. Design the property listing page. Complete
2. Design a property information mechanism. Complete
3. Market the program to realtors and property owners.
4. Obtain information from realtors and owners and publish on the website.
5. Advertise the website as a source of information about available properties.

15 ACTION ITEMS FOR ECONOMIC VITALITY

Action Item: Tourism Product Development Resource Team Visit

Lead: Mathew Hill

Partners: Glynn County, Brunswick–Golden Isles Convention and Visitors Bureau, DDA, City, Georgia Department of Economic Development

Timeline: July 2016–June 2017

Funding: Free visit; lodging, etc. in-kind donations

Obstacles: Public input; contacting and gathering committee members

Steps:

1. Apply for a Tourism Product Development Team visit. Complete
 2. Organize a visit to sites and the community. Complete
 3. Publicize the visit at town hall meetings.
 4. Publicize the results of the TPD team visit.
 5. Apply for available grants to fund activities resulting from the visit.
-

16 ACTION ITEMS FOR ECONOMIC VITALITY

Action Item: Incentive Package

Lead: Travis Stegall

Partners: City Staff, DDA, Economic Development Authority

Timeline: March–July 2017

Funding: N/A

Obstacles: Research

Steps:

1. Assemble all incentive programs from the city, DDA, Economic Development Authority (EDA), Brunswick–Golden Isles Chamber of Commerce, and Georgia Department of Economic Development.
2. Update existing documents or develop a new document detailing incentives.
3. Publish the document in print and also in associated websites, such as those of the city, DDA, Brunswick Economic Development Department, and EDA.



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