

2018-2023 STRATEGIC PLAN

City of Brookings, South Dakota

MISSION STATEMENT: The City of Brookings is committed to providing a high quality of life for its citizens and fostering a diverse, economic base through innovative thinking, strategic planning, and proactive, fiscally-responsible municipal management.

VISION STATEMENT: We are an inclusive, diverse, connected community that fuels the creative class, embraces sustainability, and pursues a complete lifestyle. We are committed to building a bright future through dedication, generosity, and authenticity. Bring your dreams!

CORE VALUES: Honesty, integrity, and professionalism in providing public services with the highest ideals of ethical behavior. Transparency and engagement in developing, deciding, and implementing public policy that strives to serve the best interest of the ENTIRE community.

PILLAR A: *Provide high quality delivery of basic, core public services that are efficient and effective through a well-managed and high performing city government.*

--Public Safety:

police patrol, investigations, dispatching, fire response, protective inspections, code enforcement, EMS/ambulance service {partner with BHS}

--Transportation:

street maintenance, airport/aviation services, shared-use bicycle-vehicle lanes, transit services {partner with BATA}

--Utility Systems:

solid waste collection, disposal, recycling, resource recovery, stormwater management, water, wastewater, electricity, communications, internet {partner with BMU}

--Facility/equipment maintenance:

parks, open spaces, trails/pathways, city building and structures, fleet maintenance and equipment

--Quality of Life/Leisure services:

recreation activities/programming, library services, Swiftel Center public event facility, retail liquor operations, medical & senior housing services {Partner with BHS}

--Community & Economic development:

Planning & community design, engineering design & infrastructure development {partner with BMU}, zoning & subdivision administration/regulation, code enforcement, forestry/urban forests, economic development, job/business expansion/creation {partner with BEDC, CVB, GP, C-C}

PILLAR B: *Develop initiatives that promote and expand quality community growth and economic strength that is diverse and sustainable.*

STRATEGIC INITIATIVE B-1:

*Identify, develop, and implement program/projects to advance the creation and availability of **affordable housing** for low-moderate income households for rental and owner-occupied units.*

- GOAL B-1-1:** Develop plan for 10-unit housing project at 15th St./7th Ave.
- GOAL B-1-2:** Develop partnerships with residential developers/builders and non-profit housing entities to advance affordable housing programs.
- GOAL B-1-3:** Undertake a comprehensive review/evaluation of zoning ordinances and make changes that eliminate any barriers to development of affordable housing.
- GOAL B-1-4:** Roundtable discussion with major contributors to understand issues. These contributors include financial institutions, developers, builders, buyers and renters. Understand why subsidized homes or multifamily units are not utilized.

STRATEGIC INITIATIVE B-2:

*Provide for the planning, financing, and construction of **East 20th Street South Overpass/Interchange with I-29.***

- GOAL B-2-1:** Secure policy and funding commitments from desired partners.
- GOAL B-2-2:** Procurement of engineering consultant for IJR analysis.

STRATEGIC INITIATIVE B-3:

*Promote economic **expansion of retail, commercial, industrial, and tech-related development** of new and existing businesses.*

- GOAL B-3-1:** Recruit businesses to SDSU Research Park.
- GOAL B-3-2:** Assist with retail development at Brookings Marketplace, Prairie Hills, and Wilbert Square.
- GOAL B-3-3:** Provide for development plan for Wiese Business Park.

GOAL B-3-4: Recruit industrial businesses for build-out of Svennes Park.

GOAL B-3-5: Assist new business expansion within the Downtown and encourage renovation.

STRATEGIC INITIATIVE B-4:

*Plan for the comprehensive **re-development/refurbishment of existing city amenities; identify new amenities.***

GOAL B-4-1: Maintain facilities with a sustainable plan.

GOAL B-4-2: Adopt plan and provide for refurbishment of Bob Sheldon field. Provide for refurbishment of Dwiggins/Medary athletic complex and identify opportunities for more softball fields.

GOAL B-4-3: Provide for expanded conference/meeting facilities at Swiftel Center to position Brookings as major state destination for such events.

GOAL B-4-4: Finalize plans for indoor recreation complex.

GOAL B-4-5: Identify/budget next prioritized projects in bicycle master plan.

GOAL B-4-6: Investigate the need for replacement of refrigeration/HVAC system at Larson Ice Center; and potential feasibility to add third sheet of ice.

GOAL B-4-7: Investigate feasibility of consolidated law enforcement center with Brookings County Sheriff.

GOAL B-4-8: Identify/plan for extensions/connections of trail/pathway system pursuant to Park & Trail Master Plan.

GOAL B-4-9: Determine fate of Downtown Armory building.

STRATEGIC INITIATIVE B-5: (BEDC initiative)

Develop a culture of innovation and entrepreneurship that provides a support system network and pipeline of entrepreneurs to help increase small business start-ups.

GOAL B-5-1: Develop an exceptional entrepreneur support system and network.

GOAL B-5-2: Build the pipeline of Brookings area entrepreneurs and increase small business start-ups.

GOAL B-5-3: Position Brookings as a start-up community of choice.

STRATEGIC INITIATIVE B-6: (BEDC initiative)

Connect people with career opportunities by establishing a workforce development and supply system.

- GOAL B-6-1:** Establish a workforce development and supply system.
- GOAL B-6-2:** Support culture of innovation and entrepreneurship.
- GOAL B-6-3:** Support housing and amenity development initiatives needed for workforce sustainability and stability.

STRATEGIC INITIATIVE B-7: (CVB initiative)

Further develop Brookings as a major state tourism destination for visitors for local hospitality industry.

- GOAL B-7-1:** Continue to renew and refresh the marketing and promotion initiatives/campaigns using the adopted brand as a staple achieving an ROI of \$80-\$100/\$1 invested.
- GOAL B-7-2:** Sponsor/support special events and activities to increase visitor traffic.
- GOAL B-7-3:** Recruit conference/meeting/small convention events; establish targets and metrics.
- GOAL B-7-4:** Work with CVB on a visitor center and new location for CVB.
- GOAL B-7-5:** Continue to re-evaluate/improve the SDSU Student Association Visitor initiatives specifically targeting students and university-related tourism events.

STRATEGIC INITIATIVE B-8:

Adopt a revised Joint-Jurisdictional Zoning Ordinance with Brookings County and affected townships that is consistent with the new Comprehensive Plan.

STRATEGIC INITIATIVE B-9:

Provide for the continuation of Gateway improvements on 6th Street from Main Av. to Medary Av.

- GOAL B-9-1:** Coordinate planning and design considerations between city-initiated improvements and the DOT improvements.
- GOAL B-9-2:** Finalize design amenities such as signage, pedestrian/bicycle pathways, and landscaping.
- GOAL B-9-3:** Hold neighborhood meetings about the scope/design of the project; public education sessions coordinated with DOT about the overall project.

PILLAR C: Develop initiatives that establish unique community identity characteristics

STRATEGIC INITIATIVE C-1:

Continue to promote the advancement of human rights, inclusivity, and cultural diversity.

- GOAL C-1-1:** Continue to engage, and modify where necessary, education, outreach, and collaborations fostering respect for social equity, and civil and human rights through events and programs. Conduct mandatory employee diversity and inclusion training programs.
- GOAL C-1-2:** Maintain strategic HRC liaisons and engage in cooperative endeavors with other community stakeholder groups that support human rights and social equity through initiatives, programs, and special events.
- GOAL C-1-3:** Promote and assist in developing an environment of fairness and respect among citizens by ensuring responses to acts of exclusion, bias, and discrimination are meaningful and consistent. These include but not limited to: adoption of the Equity Leans Plan; achieving 100 percent score of the Municipal Equality Index; and continued public education of the City's discrimination complaint process.

STRATEGIC INITIATIVE C-2:

Continue to advance efforts that support the appreciation, documentation, preservation, and promotion of historic structures.

- GOAL C-2-1:** Support educational efforts to raise community awareness and appreciation about the importance of historic preservation through current and new initiatives and special events.
- GOAL C-2-2:** Continue efforts to provide education and assistance for the historic district review process and seek opportunities for process improvement.
- GOAL C-2-3:** Encourage the preservation of historic resources and reinvestment of established neighborhoods. Adopt strategies to assure the stability and livability of such neighborhoods will help to preserve the culture, history, and identity of the community.
- GOAL C-2-4:** Encourage preservation of the historic character of the downtown CBD, while encouraging appropriate infill development to enhance the economic viability and residential diversity of the area. Consider creation/revision of downtown design guidelines in compliance with NPS standards and SDCLG program.

GOAL C-2-5: Update the City Historic Preservation Plan to comply with the NPS standards and SDCLG program.

STRATEGIC INITIATIVE C-3:

Identify and implement initiatives aimed to improve the local environment that meets the needs of present generation without compromising the ability of future generations through economic prosperity, environmental integrity, and social/cultural vibrancy.

GOAL C-3-1: Adopt a Sustainability Plan.

GOAL C-3-2: Support and assist in the development of an Equity (Lens) Plan.

GOAL C-3-3: Consider creating a staff position of Sustainability Coordinator; possible combining duties with a Bicycle Coordinator.

GOAL C-3-4: Department heads and BMU attend sustainability training.

STRATEGIC INITIATIVE C-4:

Identify and implement initiatives aimed at advancing the presence and public appreciation of public art.

GOAL C-4-1: Adopt the Brookings Public Arts Guidelines.

GOAL C-4-2: Require consideration of public arts in all city capital projects.

GOAL C-4-3: Achieve membership in the South Dakota Sculpture Trail program.

GOAL C-4-4: Actively seek opportunities to collaborate with regional, statewide or national art initiatives.

GOAL C-4-5: Adopt a Public Arts Plan for the City of Brookings.

GOAL C-4-6: The Parks Department and Art Council work together to provide more visual arts programs with youth.

STRATEGIC INITIATIVE C-5:

Identify the services available for persons with mental illness using a needs assessment, and propose improvements to those services.