⋙ RESONANCE

City of Brookings

Community Economic Development Master Plan - Implementation Plan

2023-2027

DECEMBER 2022

Goal/Strategy/Action	Y1	Y2	Y3	Y4	Y5	Lead Organization	Partners	Metrics/Outcomes
GOAL 1: INVESTMENT FOR PROSPERITY **We will attract investment to grow Brookings' economy and create generational prosperity.**								**New Businesses (Total and by Cluster); Jobs (Total and by Cluster)**
Strategy 1.1: Build a business retention and expansion initiative for both emerging and legacy employers.						**Brookings Economic Development Corporation**	**Brookings Area Chamber of Commerce; Research Park; City of Brookings**	**Cluster Working Groups Meetings; Businesses Visited; CEOs Engaged**
Host bi-annual cluster working groups—Advanced Manufacturing, Ag Innovation and Services, and Food Manufacturing—to identify specific cluster needs and supply chain opportunities.	X	X	X	X	X			
Conduct a formal business visitation plan for Brookings businesses, interviewing at least 24 major employers annually.	X	X	X	X	X			
Convene CEO networking sessions.	X	X	X	X	X			
Use engagement to identify opportunities and needs and report key findings systematically.		X	X	X	X			
Strategy 1.2: Develop a cluster-focused business attraction and site-selection initiative.						**Brookings Economic Development Corporation**	**Brookings Area Chamber of Commerce; Research Park; City of Brookings; Visit Brookings**	**RFPs Responded; Site-Selectors Reached**
Strengthen partner and cluster strategy (staffing, information flow, RFPs, and marketing).	X	X	X	X	X			
Identify annual goals by cluster and markets.	X	X	X	X	X			
Conduct a bi-annual paid qualified lead generation campaign to generate meetings in key attraction markets and industry sectors.			X	X	X			
Attend commercial development trade shows to increase exposure for Brookings' business attraction efforts: CoreNet Global, NAIOP, Site Selectors Guild, ULI, ICSC, Select USA, Economic, MPA, CREW, and more.			X	X	X			
Build a target site-selection list and develop bi-annual community outreach.	X	X	X	X	X			
Host appropriate inbound City visits, tours, and trade missions with target companies, investment representatives, and site selectors.		X	X	X	X			
Develop a retail and restaurant attraction plan.		X	X	X	X			
Strategy 1.3: Utilize public-owned land to attract quality jobs and investment.						**City of Brookings**	**Brookings Economic Development Corporation**	**Economic Impact (City-Invested) Projects**
Coordinate a strategy to evaluate the highest and best use (i.e., quality job creation and impactful development/redevelopment) of the City-owned land.			X	X	X			
Develop a strategy for evaluating, measuring, and reporting impact over time.			X	X	X			

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Strategy 1.4: Plan for the future of the City's infrastructure needs including commercial sites, roadways, utilities, and more.						**City of Brookings**	**Brookings Economic Development Corporation; Brookings Municipal Utilities; Visit Brookings ; SDSU**	**Policies Advised; Real Estate/Development Transactions Assisted**
Partner with various City departments and commissions, Brookings Municipal Utilities, and development stakeholders to maintain and evaluate development assets and needs: land, infrastructure, and utilities.	X	X	X	X	X			
Advise City Council on development policies to support economic growth and align with cluster needs.	X	X	X	X	X			
Serve as a trusted advisor to businesses and investors on new real estate/commercial development and redevelopment transactions that further the City's economic landscape.	X	X	X	X	X			
Partner with SDSU to use artificial intelligence and machine learning to solve challenges (e.g. urban site planning and transportation modeling).	X	X	X	X	X			
GOAL 2: SOUTH DAKOTA-GROWN AND SCALED: **We will build Brookings into the premier entrepreneurial community in America's Heartland.**								**Business Count (by distribution)**
Strategy 2.1: Provide Brookings' small businesses with technical training, networking opportunities, and mentorship.						**Brookings Area Chamber of Commerce; Brookings Economic Development Corporation; Research Park**	**Downtown Brookings**	**Participating Businesses/Entrepreneurs**
Develop a calendar of small-business coaching (business plans, marketing plans, and succession plans) and networking opportunities for Brookings businesses.	X	X	X	X	X			
Coordinate and offer resources for existing and prospective entrepreneurs, including "How to Start a Business" webinars, calendar of resources, and more.	X	X	X	X	X			
Support and promote small-business resources and training offered by the Brookings Chamber, BEDC, and Research Park.	X	X	X	X				
Continue to provide ribbon-cutting events and other promotional awareness for new businesses.	X	X	X	X	X			
Conduct a biannual business owner survey to track business perceptions and indicators in Brookings.		X	X	X	X			
Host a series of "pop-up" shops to feature the products/services of home-based businesses in Brookings.		X	X	X	X			
Strategy 2.2: Identify capital to grow new and existing businesses in Brookings.						**Brookings Economic Development Corporation**	**Research Park**	**Dollars Raised and Distributed**
Convene a working group to advise on the creation of the revolving loan program: goals, guidelines, and value proposition		X	X	X				
Evaluate best practices from other midwestern cities similar to Brookings.		X	X					
Raise capital for funds by 2025, begin to distribute funds, and evaluate for impact.			X	X	X			

Goal/Strategy/Action	Y1	Y2	Y3	Y4	Y5	Lead Organization	Partners	Metrics/Outcomes
Strategy 2.3: Create and sustain a "Buy Local" initiative, connecting small businesses to residents, students, and university purchasing.						**Brookings Area Chamber of Commerce**	**City of Brookings; SDSU; Visit Brookings; Downtown Brookings**	**Buy Local Plan Created; Participating Businesses**
Convene a task force of Brookings businesses, residents, students, and SDSU procurement officials to evaluate the promotional efforts for buying locally.			X	X				
Evaluate "buy local" campaigns from other communities, taking lessons learned and applying them to Brookings (focusing on those with a university procurement presence).			X					
Develop a systematic, measurable approach/plan that can be sustained over time and measured.			X	X	X			
Strategy 2.4: Establish a plan to create and offer adaptable commercial facilities and public spaces in Brookings Downtown.						**City of Brookings; Downtown Brookings**	**Brookings Area Chamber of Commerce**	**Pop-Up Spaces Created/Plan Developed**
Cultivate leads for downtown spaces to support pop-up retail.	X	X	X	X	X			
Explore the feasibility of shared spaces downtown, including best practices in other cities, business models, and needed resources.		X	X	X	X			
Advance the City's Downtown Redevelopment/Infill Program efforts, including developing a Downtown Master Plan that outlines opportunities for adaptable and shared spaces.	X	X						
Strategy 2.5: Host an annual CO.STARTER (or like program) cohort.						**Brookings Economic Development Corporation**	**Research Park; Brookings Area Chamber of Commerce**	**CO.STARTER Participants**
Become a partner in the Community Navigator rural spoke.	X	X	X	X	X			
Host an annual CO.STARTER cohort to introduce participants to Brookings and its destination assets.		X	X	X	X			
GOAL 3: PRAIRIE INNOVATION **We will bring passionate innovators, academics, and investors together to create a sustainably-focused innovation hub.**								**Start-up Count/Profiles; Venture Capital; Spin-Outs of SDSU**
Strategy 3.1: Support the Brookings Research Park (and Innovation Center) to incubate and scale tech-focused enterprises.						**Research Park**	**SDSU; Brookings Economic Development Corporation; City of Brookings**	**Participating Entrepreneurs and Startups**
Expand the support of the startup and entrepreneurial events and support initiatives hosted by the Brookings Research Park (as outlined in its strategic plan).	X	X	X	X	X			
Align Brookings' cluster initiatives to support high-growth startups and scaleups.	X	X	X	X	X			
Strategy 3.2: Increase technology transfer and commercialization from SDSU faculty and students.						**Research Park**	**SDSU; Brookings Economic Development Corporation**	**SDSU Startups and Spin Offs Locating/Staying in Brookings**

Goal/Strategy/Action	Y1	Y2	Y3	Y4	Y5	Lead Organization	Partners	Metrics/Outcomes
Convene an advisory committee to help guide Brookings' university-led economic development and SDSU engagement.	X	X	X	X	X			
Build sustained relationships with SDSU commercialization and tech-transfer officials to identify scalable enterprises and connect them with resources in Brookings and South Dakota.	X	X	X	X	X			
Host pitch sessions for SDSU student entrepreneurs.	X	X	X	X	X			
Champion the successes of university-founded enterprises in Brookings.	X	X	X	X	X			
Strategy 3.3: Develop and fund a "Proof of Concept" fund ($500K) to support early stage ideas.						**Research Park; Brookings Economic Development Corporation**	**SDSU**	**Dollars Raised and Distributed**
Convene a working group to advise on the creation of the Proof of Concept fund: goals, guidelines, capital strategy, and value proposition.		X						
Evaluate best practices from other Proof of Concept funds in small and mid-sized cities.		X						
Raise capital for $500K, begin to distribute funds, and evaluate for impact.			X	X	X			
Strategy 3.4: Partner with the South Dakota Enterprise Institute and other organizations to increase angel funding.						**Research Park**	**Brookings Economic Development Corporation; South Dakota Enterprise Institute**	**Angel Capital Dollars Raised**
Build and expand relationships with venture capital organizations and investors (by target city and industry).	X	X	X	X	X			
Develop an outreach plan to target high-wealth individuals and previously successful entrepreneurs to support promising Brookings enterprises.	X	X	X	X	X			
Strategy 3.5: Celebrate and promote Brookings' entrepreneurial success stories.						**Brookings Area Chamber of Commerce**	**Brookings Economic Development Corporation; Research Park; Downtown Brookings; Visit Brookings**	**Entrepreneurs Promoted**
Develop a systematic approach to identify diverse small businesses and innovative startups in Brookings.	X	X	X	X	X			
Promote Brookings' successes across multiple communication platforms: website, blogs, social media, and direct emails.	X	X	X	X	X			
GOAL 4: TALENT FOR TOMORROW **We will invest in the diverse talent that will fuel future of our community.**								**Increase in Share of 25 to 34 Residents; Increase in Educational Attainment Levels; Housing Units**
Strategy 4.1: Grow the offerings and impact of young professionals' engagement.						**Brookings Area Chamber of Commerce**	**Brookings Economic Development Corporation; City of Brookings**	**Number of Young Professionals Engaged**

Goal/Strategy/Action	Y1	Y2	Y3	Y4	Y5	Lead Organization	Partners	Metrics/Outcomes
Expand the reach and offerings of Connect Brookings for young professionals.		X	X	X	X			
Continue to provide access to young professionals to Leadership Brookings.	X	X	X	X	X			
Develop an initiative to highlight the efforts and contributions of young professionals.			X	X	X			
Strategy 4.2: Increase participation and support for accessible public transportation.						**City of Brookings**	**Brookings Area Transit Authority; Brookings Economic Development Corporation**	**Public Transit Ridership**
Partner with the Brookings Area Transit Authority staff and board to grow support and funding among major employers and area hotels for increased transit offerings and use.	X	X	X	X	X			
Strategy 4.3: Expand childcare support within the city.						**Brookings Economic Development Corporation**	**City of Brookings; Brookings School District; SDSU**	**Childcare Slots**
Evaluate Brookings' childcare ecosystem to better understand gaps and needs.	X	X	X	X	X			
Support the growth and expansion of childcare enterprises in Brookings by offering capacity-building and technical services.	X	X	X	X	X			
Complete a childcare facility (creating 80 childcare slots).	X	X	X	X	X			
Strategy 4.4: Grow career pathways within the City's growth sectors via the City of Brookings Scholarship Program.						**City of Brookings**	**Brookings Economic Development Corporation; SDSU Foundation; Build Dakota/Tech Schools**	**Scholarships Awarded**
Continue to invest dollars to support the City of Brookings Scholarship Program, aligning awards with growing sectors in the City.	X	X	X	X	X			
Market the program to eligible students.	X	X	X	X	X			
Promote and evaluate the scholarship program's success and impact.	X	X	X	X	X			
Strategy 4.5: Grow CTE programs and training initiatives aimed at supporting career pathways in trades, manufacturing, agriculture, and construction.						**Brookings Economic Development Corporation**	**Brookings Area Chamber of Commerce; City of Brookings; Brookings School District**	**Students Participating in CTE and Apprenticeships Initiatives**
Engage Brooking's workforce development partners, the Brookings School District, and private-sector employers quarterly to discuss needed training programs.			X	X	X			
Administer a survey to uncover training gaps in Brookings.			X		X			
Develop partnerships between educational providers and employers to increase CTE and apprenticeship initiatives.			X	X	X			
Strategy 4.6: Launch "Connect Brookings," connecting SDSU students to internships, mentors and volunteer opportunities.						**Brookings Area Chamber of Commerce**	**City of Brookings; SDSU; Visit Brookings**	**SDSU Students Engaged /Participating**
Develop a plan for a university-focused talent initiative that connects SDSU students to Brookings via networking, classes, mentoring, volunteering, and other avenues.	X	X	X	X	X			

Goal/Strategy/Action	Y1	Y2	Y3	Y4	Y5	Lead Organization	Partners	Metrics/Outcomes
Strategy 4.7: Implement strategies outlined in the Brookings City Housing Study.						**City of Brookings**	**Brookings Economic Development Corporation; Visit Brookings**	**New Housing Units**
Advance the housing priorities outlined in the Brookings City/County Housing Study.	**X**	X	X	X	X			
Reflect updates and investments in economic and destination development communication and marketing materials.	**X**	X	X	X	X			
Strategy 4.8: Promote a city-wide diversity, equity, and inclusion (DEI) and welcoming initiative.						**City of Brookings; Human Rights Commission**	**Brookings Economic Development Corporation; Brookings Area Chamber of Commerce; Visit Brookings; SDSU**	**DEI Events; Participants in DEI Events**
Assemble a diverse advisory committee, including City officials, residents, Human Rights Commission, cultural representatives, business and community leaders, and philanthropic representatives to help guide the City's DEI and welcoming efforts.	**X**	X	X	X	X			
Catalog best practices across North America, focusing on inclusive economic development, business support programs, and welcoming initiatives.		**X**						
Utilize the City of Brookings' marketing and communication platforms to welcome new residents and promote various citywide DEI initiatives, featuring participating companies, businesses, and community leaders.	**X**	X	X	X	X			
Celebrate the cultural diversity of Brookings.	**X**	X	X	X	X			
Devise a Citywide DEI Action Plan.			**X**					
GOAL 5: "ANYTHING BUT ORDINARY" **We will promote and celebrate Brookings as an extraordinary destination for families, professionals, students, and visitors of all walks.**								**New Residents, Businesses and Visitors**
Strategy 5.1: Devise a city-wide placemaking plan.						**City of Brookings**	**Downtown Brookings and Visit Brookings**	**Placemaking Initiatives**
Catalog underutilized spaces throughout Brookings and other commercial corridors, understanding ownership, potential uses, and limitations.		**X**	X					
Create a systematic placemaking program that includes selection criteria, funding plans, and marketing approaches; ensure it is represented in the updated Downtown Master Plan.		**X**	X					
Pilot the placemaking program, evaluate impact, and scale.			**X**	X	X			
Strategy 5.2: Explore a BID (business improvement district) designation and additional funding mechanisms for Downtown Brookings.						**City of Brookings**	**Downtown Brookings**	**Downtown Master Plan Created**
Hire a firm to assist the City in developing a Downtown Master Plan (including funding models, strategies, and programs).	**X**	X						

Goal/Strategy/Action	Y1	Y2	Y3	Y4	Y5	Lead Organization	Partners	Metrics/Outcomes
Strategy 5.3: Evaluate the uses and zoning of Downtown and underserved corridors in Brookings.						**City of Brookings**		**Evaluation of Zoning Completed by Year 5**
Convene a task force of business owners, City officials, residents, developers, and representatives from the Brookings Planning Commission to systematically evaluate zoning throughout Brookings.			X	X	X			
Evaluate and address the overlay challenges that prevent redevelopment and investment.			X	X	X			
Create user-friendly maps to explain zoning and update property availability for commercial corridors in the City.				X	X			
Strategy 5.4: Study the additional needs and gaps to support a robust visitor economy (including seasonal visitation).						**Visit Brookings**	**City of Brookings**	**Destination Master Plan Completed by Year 5**
Establish a working group to support the exploration of a tourism gap analysis and a destination master plan.		X	X	X				
Evaluate findings from recent hotel study to offer insights into Brookings' visitor market and missing accommodation assets.	X							
Compare and contrast Brookings' destination assets to peer communities in the Upper Midwest.		X						
Determine if Brookings should pursue the creation of a new destination master plan. (If so, and funding is available, consult with an advisory services firm to support the gap analysis and planning process.)			X	X				
Strategy 5.5: Develop a sports and small group conference strategy.						**Visit Brookings**	**SDSU; Brookings Area Chamber of Commerce; Brookings School District**	**Sports Tournament and Conference Bookings**
Coordinate with SDSU and accommodation partners to identify sports, group, and conference assets.	X	X	X					
Establish a working group to identify shared goals for Brookings' sports, group, and conference efforts and action plan for attracting new sporting events and small conferences to the area.	X	X	X					
Coordinate with a lead generation firm, if necessary, to establish target prospects and associations and to establish metrics.		X	X					
Develop improved marketing and rental information on community/SDSU facilities.			X	X	X			
Strategy 5.6: Curate and promote destination experiences.						**Visit Brookings**	**Brookings Area Chamber of Commerce**	**Curated Destination Experiences**
Expand /update the inventory of Brookings' destination assets: cultural and recreational amenities, music, art, food, breweries, and more.	X	X	X	X	X			

Goal/Strategy/Action	Y1	Y2	Y3	Y4	Y5	Lead Organization	Partners	Metrics/Outcomes
Develop curated destination experiences for Brookings residents, SDSU students and target visitors; test ideas on social media.	X	X	X	X	X			
Strategy 5.7: Grow and support the City's investments in community and recreational facilities.						**City of Brookings**	**Visit Brookings; Brookings Economic Development Corporation**	**Funding Committed**
Advance Brookings' Economic Development Master Plan to generate additional resources/revenues for community assets.	X	X	X	X	X			
Explore public-private partnerships (including those with SDSU) to support new recreational facilities.	X	X	X	X	X			
Ensure community and recreational facilities are a priority for future city and neighborhood planning efforts.	X	X	X	X	X			
Develop accessible spaces for new seasonal recreational business ventures (e.g. snowshoeing, bike rentals, etc.), especially for winter and indoor activities.			X	X	X			
Strategy 5.8: Partner with Brookings School District and other organizations to leverage investments in underserved neighborhoods						**City of Brookings**	**Brookings School District**	**Funding Committed**
Identify and communicate the City's community development goals for all city neighborhoods.	X	X	X	X	X			
Invest, and collaborate with partners, in placemaking and community-building efforts in the city's underserved areas.	X	X	X	X	X			
GOAL 6: INTENTIONAL, AUTHENTIC STORYTELLING: We will promote Brookings story.								**Unique Website Visitors (BEDC and Visit Brooking)**
Strategy 6.1: Create economic development promotional materials to support investment attraction.						**Brookings Economic Development Corporation**	**Brookings Area Chamber of Commerce; Research Park; Visit Brookings**	**Unique BEDC and Visit Brookings Website Visitors**
Refresh the BEDC website to include a vanity URL; updated research/data reflecting the City's clusters, demographics, and destination assets; and exploration tools for site selectors.		X	X	X	X			
Prepare industry investment marketing portfolios (brochures and videos) for clusters (ensure they are available in print and digital).		X	X	X	X			
Develop a consistent "Why Brookings?" story and pitch to be used by all partners (updated annually).		X	X	X	X			
Make appropriate out-of-market investments (conference attendance, ad placements, and more) to support target sector growth.		X	X	X	X			
Strategy 6.2: Grow the branding efforts of Visit Brookings.						**Visit Brookings**		**Unique Visit Brookings Website Visitors**

Goal/Strategy/Action	Y1	Y2	Y3	Y4	Y5	Lead Organization	Partners	Metrics/Outcomes
Support the investments in marketing Brookings (especially those of Visit Brookings), including coordination of marketing campaigns in targeted destination development and site selection publications and social media efforts with an enhanced digital focus.	X	X	X	X	X			
Annually refresh Brookings' marketing collateral, both digital and print, to reflect the changing dynamics in the City.	X	X	X	X	X			
Strategy 6.3: Develop a robust communication plan to share success and wins with policymakers, stakeholders, and the community.						**Brookings Economic Development Corporation**	**Brookings Area Chamber of Commerce; Research Park; Visit Brookings; SDSU**	**Newsletter Open Rate; Briefings Completed**
Develop and execute quarterly email newsletters to Brooking's business, economic development, and community partners.	X	X	X	X	X			
Offer quarterly briefings and updates to elected officials about the City's economic and destination development efforts.	X	X	X	X	X			
Create a collaborative annual report that celebrates Brookings' economic development successes.	X	X	X	X	X			
Strategy 6.4: Advance a community champion initiative.						**Visit Brookings**	**Brookings Area Chamber of Commerce**	**New Destination Reviews; Community Ambassadors; Social Media Engagement: Facebook Check-Ins, Instagram Hashtags, TripAdvisor Reviews**
Activate plan to engage community members and champions to update destination review sites and social media: TripAdvisor, Yelp, Instagram, and Facebook.	X	X	X	X	X			
Host a Brookings Champion "training" workshop for Brookings businesses and engaged community members on tactics for promoting and supporting Brookings via social media and more.	X	X	X	X	X			
GOAL 7: EFFECTIVE IMPLEMENTATION **We will build an economic development ecosystem that effectively supports the implementation of this strategy.**								
Strategy 7.1: Engage Brookings area organizations to evaluate our economic development ecosystem and resourcing.						**City of Brookings**	**Brookings Area Chamber of Commerce; Research Park; Visit Brookings; Brookings Economic Development Corporation**	**Assessment Completed**
Conduct a gap analysis in Brookings' economic development staffing and resources.	X							
Compare the Brookings model to other peer cities for lessons learned.	X							
Strategy 7.2: Adopt a structure to effectively manage the process and resources necessary to leverage our limited resources to accomplish the goals of this study and all of the City's economic development activities.						**City of Brookings**	**Brookings Area Chamber of Commerce; Research Park; Visit Brookings; Brookings Economic Development Corporation; Downtown Brookings**	**Update Organizational Plan Implemented**

Goal/Strategy/Action	Y1	Y2	Y3	Y4	Y5	Lead Organization	Partners	Metrics/Outcomes
Build an efficient organizational structure, staffing, resources, and partner plan that aligns with Brookings' Economic Development Master Plan.	X	X						

RESONANCE