

Building on our Successes & Strengths

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Mission

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.

Our house is in order

- Open government initiatives
- Maturing with the City Manager / Council form of Government
- Council that disagrees at times but moves on
- Fiscally responsible
- Members willing to invest time to improve knowledge & skills
- Excellent City Manager

Strategic Planning

- Resources are limited
- Avoid linear decision making
- Manage change instead of reacting to it
- Understand our environment
- Understand our strengths & weaknesses
- Understand who we want to be and where we want to be as a community.

The Sweet Spot



Next year's planning retreat

- Retreats are more of a budget/resource deployment planning session
 - Here is our list from last year
 - Anything to add, delete, reprioritize
- The next step
 - Are we hitting the sweet spot
 - What do we want to be known for in X years.
 - What are the issues facing us into the far future.
 - Outside environment changes

Investing in the future

- Fiscal restraint provides opportunity
- 2nd penny budgeting process has served us well
- Look for investments with economic and quality of life returns
- Today, more ever we have to hit The Sweet Spot with our projects.

Recent 2nd Penny Investments

- Swiftel Center
- Library
- PAC
- SDSU Wellness Center
- Larson Ice Arena
- Innovation Campus
- Drainage Improvements

A \$602 investment paid off

- John O'Brien Scobey during the 1881 territorial Legislative Session brought forward legislation for the SD land-grant college to be in Brookings.
- Gov. Ordway signed it but no funding was appropriated. The community had to purchase no less than 80 acres. \$602 was donated by the community and the land was purchased.
- Scobey then sponsored a bill seeking \$25,000 in bonds to pay for a campus building.
- Politics were involved, but Ordway supported the bonding bill because all other communities /schools were looking for pure 'giveaways'.

Investment Thoughts

- Uniqueness
- Today's race is for Talent.
- Invest in and Protect our Assets.
- Be ready when opportunity knocks.

Unique Strategy

- Is our investment strategy unique or capitalize on our strengths?
- Several cities are or are planning on building more convention space.*
 - “The nation’s supply of available convention space has increased by nearly 8 percent and has grown by 70 percent since 1990...”
 - “...current supply of exhibit and meeting space exceeded demand, creating a buyer’s market.”
 - It is a zero sum market – new business will only come from taking it away from other cities.
- Does an investment in McCrory Gardens Visitor Center make more sense?
- Do we want to chase or differentiate ourselves with our investments?

Today's race is for Talent

- Smoke Stack chasing for economic development no longer works – A supply of talented workers attracts knowledge based industry.*
 - The Creative Class Theory argues that the knowledge and ideas for economic growth are embodied in occupations involving high levels of creativity which is the source for the knowledge economy.
 - Areas with creative-class residents generally had job growth rates that were TWICE as high as areas with less creative class presence.
 - The Creative Class tend to seek a high quality of life and are drawn to cultural diversity, active street scenes, and recreation opportunities.
- Investments in Quality of Life is investments in Economic Development.

Invest in and Protect our Assets (IPA)

- Safe, Beautiful & Clean Town
- Good Streets
- Parks and Recreation Facilities
- Excellent K-12 Education System
- SDSU

Be ready when Opportunity Knocks

- Our current financial strength is due to general fund expenditure restraint during high sales tax revenue growth causing surplus funds.
 - Sales tax growth is flat for first six months.
 - During low or no growth periods we need to rely more on 2nd penny funds for investments.
- Save bonding capacity and 2nd penny funds for that unexpected opportunity.

BUILDING ON OUR ECONOMIC AND COMMUNITY STRENGTHS

NLC Municipal Action Guide

Building on Your City's Economic Strengths

Challenge and Strategies

- Sense of place is important more than ever before.
 - Not as much about tax breaks and incentives
 - Attractive place to live and work
 - Our place needs to be a center of Knowledge, Innovation, and Ideas
- What can we capitalize on and add?

Building on our quality of place

- Creative Class requires quality of place and a crucial aspect is the vibrancy of cultural and community life.
 - Recreation , Arts & Cultural
 - Recreation Facilities and Parks Master Plan by next Council Planning Retreat
 - PAC / McCrory Garden
 - Neighborhood Preservation
 - Sustainability
 - Create a Sustainability Council
 - Vibrant Downtown & More Retail Options
 - Create a greater downtown plan
 - Annual retail attraction work plan from EDC

Support home-grown talent & businesses

- Home-grown Talent
 - Children's Museum
 - Continue to work with school system
 - Math & Science Academy
 - SDSU
- Innovation Campus
 - I – Station (Incubator)
 - Need build out funds

Identify, build, & grow business clusters

- I-29 Study
 - What are our regional assets.
 - In what areas do we excel.
 - What is possible with focus and investment.
 - High Level Regional Game Plan.
- We need it by our next planning retreat.

PERFORMING ARTS CENTER REQUEST

Performing Arts Center Request

- “Clearly, the strategic plan for the university, with an enrollment target in 2012 of 13,600 cannot be achieved without the PAC II project being moved forward.” – President Chicoine
 - 1,600 increase in students = \$14.4 Million
 - \$9,000 / student 2000-01 study by Dr. Richard Shane
 - \$190 Million private funds to be invested in SDSU
- Should not commit (pledge) until Airport location is settled.
 - Amount & conditions need to be discussed
- Since 1881 Brookings has invested in SDSU

Performing Arts Center Request

- Visitor Economic Return of \$1.4 Million
 - 31,121 theater patrons per year
- 2,300 Students Attendees of High School Music & Drama Events
 - Parents and family attend Performances
- Attract Students to SDSU
- Fits Quality of Life enhancement
 - Arts & Culture
- Fits Economic Development
 - Visitor Promotion
 - Attract & Retain the Creative Class

City Council Role in Economic and Community Development

- Partners galore
- Coordinator & Funder
- “Three Ring Notebook”
 - Organizations and Groups provide a long range plan to City annually.
 - Community Development is responsible for reviewing plan and providing a summary to the Council annually for approval and review.

My Focus

- Over the next year
 - More Strategic Planning Process
 - “Three Ring Note Book”
 - Create a Sustainability Council
 - I-29 / Cluster
 - Parks & Recreation Facilities Plan
 - Community & Campus Social Issue
- Longer Term
 - Downtown Master Plan
 - Administration & Public Safety Space needs plan
 - Math and Science Academy

Already on our plate.

- Airport
- Storm Drainage
- 34th Street & 20th Ave overpass.
- Industrial / Retail Land acquisition.
- Bike Safe City.
- Railroad Safety
- Hospital

If revenues continue to fall

- Cut Capital **AND** Expenditures
 - 5% Revenue Drop = \$682,119
 - 45% in Personnel Services & Expenses = \$306,953
 - 45% in Capital Expenditures = \$306,953
 - 10% Subsidies = 68,212
- No reserve spending.