

CITY COUNCIL WORKSHOP

**Brainerd, Minnesota
July 13, 2020
6:00 P.M.**

**Brainerd Fire Department
Training Room**

_____ D. Pritschet
_____ K. Bevans
_____ W. Erickson
_____ T. Erickson
_____ J. Lambert
_____ K. Stunek
_____ G. Johnson
_____ Mayor Badeaux

- 1. Call to Order**
- 2. Roll Call**
- 3. Discussion on City Council Goals**
- 4. Adjourn**

**ANY INDIVIDUAL NEEDING SPECIAL ACCOMMODATIONS,
PLEASE CALL 828-2307.**



Brainerd City Council Agenda Request

Requested Meeting Date:

Title of Item:

☐ INFORMATION ONLY ☐ CONSENT AGENDA ☐ P&F COMMITTEE ☐ SPW COMMITTEE ☐ MAIN AGENDA	Action Requested: ☐ Approve/Deny Motion ☐ Adopt Resolution (attach draft) ☐ Direction Requested ☐ Discussion Item ☐ Hold Public Hearing* ☐ Ordinance 1 st Reading <i>*provide copy of published hearing notice</i>
Submitted by:	Department:
Presenter (Name & Title):	Estimated Time Needed:
Summary of Issue:	
Alternatives, Options, Effects on Others/Comments:	
Recommended Action/Motion:	
Financial Impact: <i>Is there a cost associated with this request:</i> ☐ Yes ☐ No <i>What is the total cost, with tax and shipping</i> \$ _____ <i>Is this budgeted?</i> ☐ Yes ☐ No <i>Please Explain:</i>	

City Council Goals



BRAINERD
MINNESOTA

Land Use

Goal 1: **Support mixed-use development that is focused on integration instead of the separation of land uses.**

	Strategy	1-3	3-5	5-10	10-15	Ongoing	Completed
s1	Update city ordinances to reflect the changes in the plan.	4	0	0	0	4	0
s2	Complete a future land use map that reflects the content within this plan.	1	3	0	0	4	0
s3	Create policies that promote infill development and redevelopment.	5	0	0	0	3	0

Land Use

Goal 2: Through thoughtful planning, maintain the unique identity of the city and all the appropriate land uses that support it

	Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Review, analyze, update, and implement the suite of plans accordingly and consider new plans as they are adopted.	2	1	0	0	5	0
s2	Develop new planning documents.	4	0	1	1	2	0
s3	Consider the formation of a Heritage Preservation Commission.	3	2	1	0	1	1
s4	Conduct a series of small area plans to promote reinvestment and stimulate growth.	3	4	0	0	1	0
s5	Deploy a form-based code for the 1) Kingwood street corridor and 2) Oak Street and 13th node.	5	1	0	0	1	0
s6	Via the city's website, show the progression of city planning initiatives, bench marking, and long-range planning progresses.	3	1	0	0	4	0
s7	Identify locations for special use districts or overlays.	3	2	1	0	2	0

Land Use

Goal 3: **Support and invest in the incremental enhancements of quality of life.**

	Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Formalize a downtown association.	3	1	1	0	3	0
s2	Enact a policy that studies the fiscal impacts of development applications.	2	3	0	0	3	0
s3	Take active steps to complete the MN Greenstep Cities program.	2	2	1	0	3	0

Community Character

Goal 1: **Preserve and repurpose historic assets.**

	Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Boost enforcement of city codes and ordinances.	1	0	0	0	5	1
s2	Develop a downtown beautification program.	2	0	1	0	4	0

Community Character

Goal 2: **Enliven the community through intentional community design**

	Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Improve city-wide signage and wayfinding.	3	1	0	0	3	0
s2	Leverage social media to market opportunities and existing success stories outward.	2	1	0	0	4	0
s3	Integrate public art throughout the community in strategic locations.	3	0	0	0	4	0
s4	Utilize tactical urbanism to evaluate pilot programs for implementation that improve walkability.	3	2	0	0	2	0

Community Character

Goal 3: **Enhance the city's unique identity where the appropriate blend of historic and modern structures co-exists.**

	Strategy	1-3	3-5	5-10	10-15	ongoi ng	complet ed
s1	Undergo a marketing and branding initiative.	3	0	0	0	4	0
s2	Improve the aesthetics of the main corridors.	2	3	0	0	2	0
s3	Consider creating design guidelines in both the general commercial and downtown areas.	1	2	2	0	2	0
s4	Implement an adaptive re-use policy.	2	3	1	0	1	0

Housing

Goal 1: **Provide a diverse mix of housing choices for all stages of life, income ranges, and ownership/rental preferences.**

Strategy	1-3	3-5	5-10	10-15	ongoing	completed
Identify housing needs for seniors, young families, and workforce.	2	2	0	0	3	0
Support infill development.	3	0	0	0	4	0
Conduct a market study.	0	2	2	0	2	1
Work with community partners to target market gaps.	0	1	1	0	5	0
Ensure local land use controls and permitting procedures do not discourage housing development.	2	1	0	0	4	0
Amend the comprehensive plan to include the updated housing study information.	2	1	0	0	4	0

Housing

Goal 2: **Encourage the preservation and historical significance of existing neighborhoods**

	Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Encourage housing rehabilitation.	1	1	0	0	5	0

	Policy
*	Encourage the creation of neighborhood associations
*	Encourage energy efficiency and sustainability in home renovation and new construction.
*	Support development and infrastructure improvements that complement the unique architectural styles and development patterns that define individual neighborhoods.
*	Seek ways to encourage mixed-use development/redevelopment in and around the downtown area.

** Not identified as a strategy, but outlined as a policy in the Comp Plan*

Housing

Goal 3: **Ensure quality living conditions for all residents.**

	Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Promote neighborhood capacity building.	2	1	0	0	3	0
s2	Utilize targeted incentives to catalyze improvements within the neighborhoods.	3	1	1	0	2	0

Mobility

Goal 1: **Maintain, develop, and adapt a dynamic multimodal transportation system within Brainerd that seamlessly accommodates all users.**

	Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Conduct a walking audit every 3-5 years to measure progress.	0	2	1	0	4	0
s2	Actively implement the walkable/bikeable city plan.	2	1	0	0	4	0
s3	Hold yearly streets alive events.	2	1	0	0	4	0
s4	Achieve silver status through the League of American Bicyclists.	2	3	0	0	2	0

Mobility

Goal 2: **Continue to work collaboratively with MnDOT, federal and state agencies, neighboring cities, the private sector, residents, and other agency partners to improve the mobility network in the region.**

	Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Launch a bike-share program in coordination with area partners.	0	3	0	1	3	0

		Policy
*	p1	Expand the local road system thoughtfully, strategically, and sustainably where growth and demand dictate.
*	p2	In consideration of fiscal constraints and long-term maintenance, prioritize the maintenance of the existing transportation network, and only expand thoughtfully and strategically.

** Not identified as a strategy, but outlined as a policy in the Comp Plan*

Mobility

Goal 3: **Elevate consideration of other modes of transportation such as public transit, bicyclists, and pedestrians to the same level of automobile users.**

	Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Extend and increase the capacity of roadways that enhance circulation, mobility, and anticipated growth and development.	1	1	0	0	5	0
s2	Use tactical urbanism and/or demonstration projects to identify and study pedestrian and bicycle improvements.	3	2	0	0	2	0

Economic Development

Goal 1: Support infill and redevelopment throughout Brainerd as a strategic component of growth.

	Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Offer a variety of shovel ready sites.	0	0	0	1	4	2
s2	Keep a log of blighted or vacant properties.	3	0	0	0	3	1
s3	Allocate appropriate staff time to implement programs, activities, pursue funding, and track results.	0	2	0	0	5	0

Economic Development

Goal 2: Support our workforce and help them thrive.

	Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Collaborate with U of M Extension on an economic futures workshop.	0	3	0	0	4	0

		Policy
*	p1	Collaborate with local partners and stakeholders to address industry workforce needs, creating a career and education pathway for residents of all ages.
*	p2	Encourage access to advanced education or certification programs, workforce development, and job training opportunities.

** Not identified as a strategy, but outlined as a policy in the Comp Plan*

Economic Development

Goal 3: **Help local businesses grow and attract new businesses in our neighborhoods, along our main corridors, and in our downtown.**

	Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Explore business improvement district options for the downtown.	1	1	0	0	5	0
s2	Appropriately budget funds for economic development and marketing.	1	1	0	0	5	0
s3	Develop a strategic economic development plan.	2	3	0	0	2	0
s4	Develop a set of programs to help grow and promote business development.	2	1	0	0	4	0
s5	Enhance the downtown retail environment.	2	0	1	0	4	0
s6	Support businesses in the downtown that promote entrepreneurship and small businesses.	1	0	1	0	5	0

Parks & Recreation

Goal 1: **Brainerd** will maintain a quality parks system that meets the recreational needs of a **variety of users.**

	Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Conduct a series of long-range plans.	2	1	0	0	4	0
s2	Incorporate maintenance and improvement costs into future park system decisions.	1	1	0	0	5	0
s3	Enhance safe walking and cycling routes.	1	1	0	0	5	0
s4	Expand trails to connect to other destinations and area attractions.	1	1	1	0	4	0

Parks & Recreation

Goal 2: **Brainerd will collaborate with local community partners to maximize the value and impact of the park system.**

	Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Seek revenue-generating sources within the parks and facilities.	1	1	1	0	4	0
s2	Join the 10-minute walk campaign through the Trust for Public Land.	2	2	0	0	2	0

Parks & Recreation

Goal 3: **Seek ways to expand event programming for each park in order to highlight the unique qualities of each neighborhood.**

	Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Increase the amount and type of recreational opportunities.	0	2	0	0	5	0

	Policy
*	Work with area artists to integrate public art into neighborhood parks.

** Not identified as a strategy, but outlined as a policy in the Comp Plan*

Facilities & Infrastructure

Goal 1: **Improve the overall image of the city**

	Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Ensure that adequate infrastructure is provided to areas targeted for growth (residential, commercial, and industrial).	0	0	0	0	7	0

Facilities & Infrastructure

Goal 2: **Preserve the history and small-town feel of Brainerd.**

	Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Prioritize infrastructure investments within existing neighborhoods and potential areas of growth.	2	1	0	0	4	0

Facilities & Infrastructure

Goal 3: **Provide quality water/power and wastewater systems that support new and existing development and redevelopment; all while being adaptive to change.**

	Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Promote energy efficiency and the use of renewable resources.	0	0	0	0	7	0
s2	Continue to research and explore methods for funding options.	2	0	0	0	5	0
s3	Encourage the use of stormwater best management practices to improve local and regional water quality.	0	0	0	0	7	0

Public Safety

Goal 1: **Brainerd will protect and provide for the safety of residents and visitors.**

	Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Foster neighborhood capacity building to develop a neighborhood watch program.	1	3	0	0	2	0

	Policy
*	Continuously seek to eradicate crime through innovative and contemporary strategies, including preventative, proactive, and responsive measures.

** Not identified as a strategy, but outlined as a policy in the Comp Plan*

Public Safety

Goal 2: **Evaluate and improve Brainerd's emergency management.**

	Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Promote and expand existing program whereby private business voluntarily share closed circuit security camera footage with law enforcement.	0	0	1	1	5	0

Public Safety

Goal 3: **Continue to seek out and foster partnerships to better prepare the public and city staff for emergencies and natural disasters in the context of a changing climate.**

	Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Continue to work with the school district with current and long-range planning efforts.	1	0	1	0	5	0
s2	Continue partnerships and programs with the Minnesota Department of Transportation (MnDOT) such as Safe Routes to School (SRTS) and Towards Zero Deaths (TZD).	1	0	0	0	6	0

Natural Resources

Goal 1: **Protect and preserve our waterways, wetlands, and wooded areas, and identify threats to native species within and around the city.**

	Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Complete a natural resource inventory.	2	3	0	0	2	0
s2	Conduct an evaluation of city-wide opportunities to integrate low impact development solutions.	2	1	2	0	2	0
s3	Develop a best management practice guide or education series around water quality.	1	2	0	0	4	0
s4	Clearly identify greenways and corridors that should be preserved.	2	2	0	0	3	0

Natural Resources

Goal 2: **Increase access to open space.**

	Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Review and revise subdivision ordinances to reflect the content of the plan.	3	1	1	0	2	0
s2	Review and revise site design guidelines to align with the policies of this plan.	3	1	1	0	2	0

Boards, Commissions, & Department Heads' Input



BRAINERD
MINNESOTA

Land Use

Goal 1: **Support mixed-use development that is focused on integration instead of the separation of land uses.**

	Department Head - Strategy	1-3	3-5	5-10	10-15	Ongoing	Completed
s1	Update city ordinances to reflect the changes in the plan.	5	0	0	0	6	0
s2	Complete a future land use map that reflects the content within this plan.	7	3	0	1	0	0
s3	Create policies that promote infill development and redevelopment.	5	2	1	0	3	0

	Boards/Commissions - Strategy	1-3	3-5	5-10	10-15	Ongoing	Completed
s1	Update city ordinances to reflect the changes in the plan.	10	1	1		4	0
s2	Complete a future land use map that reflects the content within this plan.	12	2	1	0	1	0
s3	Create policies that promote infill development and redevelopment.	10	2	0	0	4	0

Land Use

Goal 2: Through thoughtful planning, maintain the unique identity of the city and all the appropriate land uses that support it

	Department Head - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Review, analyze, update, and implement the suite of plans accordingly and consider new plans as they are adopted.	3	3	1	0	4	0
s2	Develop new planning documents.	3	4	1	1	2	0
s3	Consider the formation of a Heritage Preservation Commission.	1	4	2	3	1	0
s4	Conduct a series of small area plans to promote reinvestment and stimulate growth.	3	5	1	1	1	0
s5	Deploy a form-based code for the 1) Kingwood street corridor and 2) Oak Street and 13th node.	4	3	2	2	0	0
s6	Via the city's website, show the progression of city planning initiatives, bench marking, and long-range planning progresses.	1	3	0	2	5	0
s7	Identify locations for special use districts or overlays.	4	5	1	0	1	0

Land Use

Goal 2: Through thoughtful planning, maintain the unique identity of the city and all the appropriate land uses that support it

	Boards/Commission - Strategy	1-3	3-5	5-10	10-15	Ongoing	Completed
s1	Review, analyze, update, and implement the suite of plans accordingly and consider new plans as they are adopted.	5	2	0	0	9	0
s2	Develop new planning documents.	5	4	2	0	5	0
s3	Consider the formation of a Heritage Preservation Commission.	5	4	3	3	1	0
s4	Conduct a series of small area plans to promote reinvestment and stimulate growth.	10	1	2	1	2	0
s5	Deploy a form-based code for the 1) Kingwood street corridor and 2) Oak Street and 13th node.	4	8	1	0	3	0
s6	Via the city's website, show the progression of city planning initiatives, bench marking, and long-range planning progresses.	4	3	0	0	9	0
s7	Identify locations for special use districts or overlays.	7	6	2	0	1	0

Land Use

Goal 3: **Support and invest in the incremental enhancements of quality of life.**

	Department Head - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Formalize a downtown association.	2	3	0	1	3	2
s2	Enact a policy that studies the fiscal impacts of development applications.	4	3	3	1	0	0
s3	Take active steps to complete the MN Greenstep Cities program.	2	2	1	2	3	1

	Boards/Commissions - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Formalize a downtown association.	7	3	0	0	4	2
s2	Enact a policy that studies the fiscal impacts of development applications.	1	9	2	0	4	0
s3	Take active steps to complete the MN Greenstep Cities program.	6	4	4	1	1	0

Community Character

Goal 1: **Preserve and repurpose historic assets.**

	Department Heads - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Boost enforcement of city codes and ordinances.	0	3	0	1	6	0
s2	Develop a downtown beautification program.	3	2	3	0	2	0

	Boards/Commissions - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Boost enforcement of city codes and ordinances.	4	3	0	2	6	0
s2	Develop a downtown beautification program.	8	4	0	0	3	0

Community Character

Goal 2: **Enliven the community through intentional community design**

	Department Heads - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Improve city-wide signage and wayfinding	4	5	0	0	1	0
s2	Leverage social media to market opportunities and existing success stories outward.	5	0	0	0	5	0
s3	Integrate public art throughout the community in strategic locations.	1	4	1	1	3	0
s4	Utilize tactical urbanism to evaluate pilot programs for implementation that improve walkability.	1	5	2	0	2	0

	Boards/Commissions- Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Improve city-wide signage and wayfinding.	3	6	1	1	4	0
s2	Leverage social media to market opportunities and existing success stories outward.	7	2	0	1	5	0
s3	Integrate public art throughout the community in strategic locations.	4	4	2	1	4	0
s4	Utilize tactical urbanism to evaluate pilot programs for implementation that improve walkability.	4	4	2	1	4	0

Community Character

Goal 3: **Enhance the city's unique identity where the appropriate blend of historic and modern structures co-exists.**

	Department Head - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Undergo a marketing and branding initiative.	3	3	1	1	2	0
s2	Improve the aesthetics of the main corridors.	1	3	2	0	4	0
s3	Consider creating design guidelines in both the general commercial and downtown areas.	0	5	4	1	0	0
s4	Implement an adaptive re-use policy.	0	5	3	2	0	0

	Board/Commissions - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Undergo a marketing and branding initiative.	8	4	0	1	2	0
s2	Improve the aesthetics of the main corridors.	8	3	0	1	3	0
s3	Consider creating design guidelines in both the general commercial and downtown areas.	5	6	1	3	0	0
s4	Implement an adaptive re-use policy.	5	6	1	0	3	0

Housing

Goal 1: **Provide a diverse mix of housing choices for all stages of life, income ranges, and ownership/rental preferences.**

	Department Heads - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Identify housing needs for seniors, young families, and workforce.	5	1	0	1	1	1
s2	Support infill development.	1	3	1	0	4	0
s3	Conduct a market study.	4	2	1	1	1	0
s4	Work with community partners to target market gaps.	2	2	2	0	3	0
s5	Ensure local land use controls and permitting procedures do not discourage housing development.	2	0	1	0	6	0
s6	Amend the comprehensive plan to include the updated housing study information.	4	2	2	0	1	0

Housing

Goal 1: **Provide a diverse mix of housing choices for all stages of life, income ranges, and ownership/rental preferences.**

	Boards/Comissions- Strategy	1-3	3-5	5-10	10-15	Ongoing	Completed
s1	Identify housing needs for seniors, young families, and workforce.	9	1	0	0	4	0
s2	Support infill development.	6	2	0	0	6	0
s3	Conduct a market study.	6	5	1	1	1	0
s4	Work with community partners to target market gaps.	7	4	2	0	1	0
s5	Ensure local land use controls and permitting procedures do not discourage housing development.	5	4	0	0	5	0
s6	Amend the comprehensive plan to include the updated housing study information.	3	6	1	1	3	0

Housing

Goal 2: **Encourage the preservation and historical significance of existing neighborhoods**

	Department Heads - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Encourage housing rehabilitation.	1	3	0	0	5	0

	Boards/Commissions - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Encourage housing rehabilitation.	8	2	0	0	4	0

Housing

Goal 3: **Ensure quality living conditions for all residents.**

	Department Head - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Promote neighborhood capacity building.	1	4	1	1	2	0
s2	Utilize targeted incentives to catalyze improvements within the neighborhoods.	2	0	2	1	4	0

	Boards/Commissions - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Promote neighborhood capacity building.	2	5	1	0	6	0
s2	Utilize targeted incentives to catalyze improvements within the neighborhoods.	2	7	1	1	3	0

Mobility

Goal 1: **Maintain, develop, and adapt a dynamic multimodal transportation system within Brainerd that seamlessly accommodates all users.**

	Department Heads - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Conduct a walking audit every 3-5 years to measure progress.	0	6	0	0	3	0
s2	Actively implement the walkable/bikeable city plan.	2	3	0	0	4	0
s3	Hold yearly streets alive events.	3	1	0	2	3	0
s4	Achieve silver status through the League of American Bicyclists.	2	3	1	3	0	0

	Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Conduct a walking audit every 3-5 years to measure progress.	3	3	1	1	6	0
s2	Actively implement the walkable/bikeable city plan.	6	3	0	1	4	0
s3	Hold yearly streets alive events.	6	3	0	0	5	0
s4	Achieve silver status through the League of American Bicyclists.	2	5	2	3	2	0

Mobility

Goal 2: **Continue to work collaboratively with MnDOT, federal and state agencies, neighboring cities, the private sector, residents, and other agency partners to improve the mobility network in the region.**

	Department Heads - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Launch a bike-share program in coordination with area partners.	0	6	0	2	1	0

	Boards/Commissions - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Launch a bike-share program in coordination with area partners.	3	2	5	3	1	0

Mobility

Goal 3: **Elevate consideration of other modes of transportation such as public transit, bicyclists, and pedestrians to the same level of automobile users.**

	Department Heads - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Extend and increase the capacity of roadways that enhance circulation, mobility, and anticipated growth and development.	1	1	2	3	2	0
s2	Use tactical urbanism and/or demonstration projects to identify and study pedestrian and bicycle improvements.	0	5	1	1	2	0

	Boards/Commissions - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Extend and increase the capacity of roadways that enhance circulation, mobility, and anticipated growth and development.	5	1	3	3	2	0
s2	Use tactical urbanism and/or demonstration projects to identify and study pedestrian and bicycle improvements.	3	6	5	0	0	0

Economic Development

Goal 1: Support infill and redevelopment throughout Brainerd as a strategic component of growth.

	Department Heads - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Offer a variety of shovel ready sites.	1	1	2	2	3	1
s2	Keep a log of blighted or vacant properties.	3	2	0	0	4	0
s3	Allocate appropriate staff time to implement programs, activities, pursue funding, and track results.	2	3	0	0	4	0

	Boards/Commissions - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Offer a variety of shovel ready sites.	6	2	2	0	3	1
s2	Keep a log of blighted or vacant properties.	5	0	0	0	9	0
s3	Allocate appropriate staff time to implement programs, activities, pursue funding, and track results.	4	2	0	1	7	0

Economic Development

Goal 2: Support our workforce and help them thrive.

	Department Heads - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Collaborate with U of M Extension on an economic futures workshop.	4	3	0	2	0	0

	Boards/Commissions - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Collaborate with U of M Extension on an economic futures workshop.	7	2	2	1	2	0

Economic Development

Goal 3: **Help local businesses grow and attract new businesses in our neighborhoods, along our main corridors, and in our downtown.**

	Department Head - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
	Explore business improvement district options for the downtown.	DH - 3	DH - 1	DH - 2	DH - 0	DH - 3	DH - 0
	Appropriately budget funds for economic development and marketing.	DH - 2	DH - 0	DH - 2	DH - 0	DH - 5	DH - 0
	Develop a strategic economic development plan.	DH - 5	DH - 2	DH - 0	DH - 1	DH - 1	DH - 0
	Develop a set of programs to help grow and promote business development.	DH - 3	DH - 2	DH - 1	DH - 1	DH - 2	DH - 0
	Enhance the downtown retail environment.	DH - 1	DH - 2	DH - 0	DH - 0	DH - 5	DH - 1
	Support businesses in the downtown that promote entrepreneurship and small businesses.	DH - 1	DH - 1	DH - 0	DH - 0	DH - 6	DH - 1

Economic Development

Goal 3: **Help local businesses grow and attract new businesses in our neighborhoods, along our main corridors, and in our downtown.**

	Boards/Commissions Strategy		1-3	3-5	5-10	10-15	ongoing	completed
s1	Explore business improvement district options for the downtown.		5	5	0	0	4	0
s2	Appropriately budget funds for economic development and marketing.		5	2	0	1	6	0
s3	Develop a strategic economic development plan.		9	3	1	0	1	0
s4	Develop a set of programs to help grow and promote business development.		8	5	1	0	0	0
s5	Enhance the downtown retail environment.		10	2	0	0	2	0
s6	Support businesses in the downtown that promote entrepreneurship and small businesses.		9	2	0	0	3	0

Parks & Recreation

Goal 1: **Brainerd will maintain a quality parks system that meets the recreational needs of a variety of users.**

	Department Heads - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Conduct a series of long-range plans.	4	2	1	1	1	0
s2	Incorporate maintenance and improvement costs into future park system decisions.	1	3	0	0	5	0
s3	Enhance safe walking and cycling routes.	2	3	1	0	3	0
s4	Expand trails to connect to other destinations and area attractions.	3	3	0	0	3	0

	Boards/Commissions - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Conduct a series of long-range plans.	7	2	3	1	1	0
S2	Incorporate maintenance and improvement costs into future park system decisions.	7	3	1	0	3	0
S3	Enhance safe walking and cycling routes.	6	4	1	1	2	0
S4	Expand trails to connect to other destinations and area attractions.	3	3	4	0	4	0

Parks & Recreation

Goal 2: **Brainerd will collaborate with local community partners to maximize the value and impact of the park system.**

	Department Heads - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Seek revenue-generating sources within the parks and facilities.	2	1	0	1	4	1
s2	Join the 10-minute walk campaign through the Trust for Public Land.	3	3	0	3	0	0

	Boards/Commissions - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Seek revenue-generating sources within the parks and facilities.	5	1	3	2	0	0
s2	Join the 10-minute walk campaign through the Trust for Public Land.	5	5	2	1	1	0

Parks & Recreation

Goal 3: **Seek ways to expand event programming for each park in order to highlight the unique qualities of each neighborhood.**

	Department Heads - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Increase the amount and type of recreational opportunities.	0	5	1	1	2	0

	Boards/Commissions - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Increase the amount and type of recreational opportunities.	6	0	3	1	4	0

Facilities & Infrastructure

Goal 1: **Improve the overall image of the city**

	Department Heads - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Ensure that adequate infrastructure is provided to areas targeted for growth (residential, commercial, and industrial).	1	2	1	0	5	0

	Boards/Commissions - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Ensure that adequate infrastructure is provided to areas targeted for growth (residential, commercial, and industrial).	3	2	4	1	4	0

Facilities & Infrastructure

Goal 2: **Preserve the history and small-town feel of Brainerd.**

	Department Heads - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Prioritize infrastructure investments within existing neighborhoods and potential areas of growth.	2	0	0	1	6	0

	Boards/Commissions - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Prioritize infrastructure investments within existing neighborhoods and potential areas of growth.	5	4	0	1	4	0

Facilities & Infrastructure

Goal 3: Provide quality water/power and wastewater systems that support new and existing development and redevelopment; all while being adaptive to change.

	Department Heads - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Promote energy efficiency and the use of renewable resources.	0	3	1	0	5	0
s2	Continue to research and explore methods for funding options.	1	1	1	0	6	0
s3	Continue to research and explore methods for funding options.	0	1	2	0	6	0

	Boards/Commissions - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Promote energy efficiency and the use of renewable resources.	5	1	1	2	5	0
s2	Continue to research and explore methods for funding options.	3	0	4	0	7	0
s3	Continue to research and explore methods for funding options.	4	2	1	1	6	0

Public Safety

Goal 1: **Brainerd will protect and provide for the safety of residents and visitors.**

	Department Heads - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Foster neighborhood capacity building to develop a neighborhood watch program.	3	3	1	1	0	1

	Boards/Commissions - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Foster neighborhood capacity building to develop a neighborhood watch program.	7	2	1	1	3	0

Public Safety

Goal 2: **Evaluate and improve Brainerd's emergency management.**

	Department Heads - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Promote and expand existing program whereby private business voluntarily share closed circuit security camera footage with law enforcement.	4	3	0	0	2	0

	Boards/Commissions - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Promote and expand existing program whereby private business voluntarily share closed circuit security camera footage with law enforcement.	6	2	1	2	3	0

Public Safety

Goal 3: **Continue to seek out and foster partnerships to better prepare the public and city staff for emergencies and natural disasters in the context of a changing climate.**

	Department Heads - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Continue to work with the school district with current and long-range planning efforts.	2	1	1	0	5	0
s2	Continue partnerships and programs with the Minnesota Department of Transportation (MnDOT) such as Safe Routes to School (SRTS) and Towards Zero Deaths (TZD).	2	0	1	0	6	0

	Boards/Commissions - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Continue to work with the school district with current and long-range planning efforts.	4	2	1	2	5	0
s2	Continue partnerships and programs with the Minnesota Department of Transportation (MnDOT) such as Safe Routes to School (SRTS) and Towards Zero Deaths (TZD).	3	1	2	1	7	0

Natural Resources

Goal 1: **Protect and preserve our waterways, wetlands, and wooded areas, and identify threats to native species within and around the city.**

	Department Heads - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Complete a natural resource inventory.	4	1	3	0	1	0
s2	Conduct an evaluation of city-wide opportunities to integrate low impact development solutions.	2	4	2	1	0	0
s3	Develop a best management practice guide or education series around water quality.	1	3	4	1	0	0
s4	Clearly identify greenways and corridors that should be preserved.	3	2	3	1	0	0

Natural Resources

Goal 1: **Protect and preserve our waterways, wetlands, and wooded areas, and identify threats to native species within and around the city.**

	Boards/Commissions - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Complete a natural resource inventory.	6	4	1	1	2	0
s2	Conduct an evaluation of city-wide opportunities to integrate low impact development solutions.	7	5	1	1	0	0
s3	Develop a best management practice guide or education series around water quality.	6	5	1	1	1	0
s4	Clearly identify greenways and corridors that should be preserved.	7	3	1	1	2	0

Natural Resources

Goal 2: **Increase access to open space.**

	Department Heads - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Review and revise subdivision ordinances to reflect the content of the plan.	4	1	1	1	2	0
s2	Review and revise site design guidelines to align with the policies of this plan.	3	2	1	1	2	0

	Boards/Commissions - Strategy	1-3	3-5	5-10	10-15	ongoing	completed
s1	Review and revise subdivision ordinances to reflect the content of the plan.	7	5	0	1	1	0
s2	Review and revise site design guidelines to align with the policies of this plan.	6	7	0	1	0	0

Land Use

Goals & Policies

GOAL 1: Support mixed-use development that is focused on integration instead of the separation of land uses.

Policies:

1. Deploy smart growth principles to achieve economic, environmental, and community aspirations:
 - i. Mix land uses.
 - ii. Take advantage of compact design.
 - iii. Create a range of housing opportunities and choices.
 - iv. Create walkable and bikeable neighborhoods.
 - v. Foster distinctive, attractive neighborhoods with a strong sense of place.
 - vi. Preserve open space, farmland, natural beauty, and critical environmental areas.
 - vii. Strengthen and direct development toward existing neighborhoods.
 - viii. Provide a variety of transportation options.
 - ix. Make development decisions predictable, fair, and cost-effective.
 - x. Encourage community and stakeholder collaboration in development decisions.
2. Develop complete neighborhoods that meet the needs of all people within a comfortable walking or bicycling distance.
3. Allow a mix of land uses in appropriate locations, leading to lively neighborhoods.

GOAL 2: Through thoughtful planning, maintain the unique identity of the city and all the appropriate land uses that support it.

Policies:

1. Support development that enhances the identity and community character of Brainerd.
2. Ensure appropriate transitions between rural and urban areas through appropriate land use practices.
3. Promote reinvestment in the city's main highway corridors and downtown.
4. Help existing places thrive.
5. Encourage mixed-use neighborhoods that are walkable and bikeable, ones that provide the daily services that residents need within walking distances of their homes.
6. Maintain the appropriate blend of historical and modern structures.
7. Encourage development proposals that seek to rehabilitate historic structures through adaptive reuse.

GOAL 3: Support and invest in the incremental enhancements of quality of life.

Policies:

1. Endorse a vibrant downtown and support investment within our corridors.
2. Encourage and attract stores and services for the daily needs of our community.
3. Ensure a wide range of housing types for all income levels.
4. Provide equitable access to parks, open spaces, and recreation opportunities.
5. Take strides to become a pedestrian-friendly community.
6. Preserve our natural resources and spaces, specifically the Mississippi River.

Community Character

Goals & Policies

○ **GOAL 1: Preserve and repurpose historic assets.**

Policies:

1. Seek small-scale opportunities to reinforce local history and identity through incentives and programs.
2. Develop local preservation initiatives.
3. Make downtown a destination within the community.
4. Transform historic sites to serve today's contemporary needs through adaptive reuse.
5. Support the transition of businesses in the community and provide new business owners the tools and programs necessary to rehabilitate old structures.
6. Strike a balance between preserving historic structures and building new within all land uses.

○ **GOAL 2: Enliven the community through intentional community design.**

Policies:

1. Provide flexible spaces for programming and events.
2. Transform downtown as the social hub of the community and the region.
3. Enhance community connections making Brainerd the hub of the region.
4. Become a year-round, 24/7 community: a place where you can live, work, play, stay, and learn.
5. Become the hub for cultural events, experiences, public art, and music.

○ **GOAL 3: Enhance the city's unique identity where the appropriate blend of historic and modern structures co-exists.**

Policies:

1. Communicate a design vision through guidelines or standards for structures, site design, building materials, and other requirements meant to accentuate the community image.
2. Collaborate with developers and builders on future development and/or redevelopment proposals to ensure high-quality design.
3. Identify historic structures and strongly encourage preservation through incentives and programs.
4. Seek small-scale ways to integrate community identity, fused with local history.
5. Encourage the adaptation of declining historic sites to serve modern-day contemporary needs.

Housing

Goals & Policies

○ **GOAL 1: Provide a diverse mix of housing choices for all stages of life, income ranges, and ownership/rental preferences.**

Policies:

1. Complement Brainerd's entry-level and affordable housing options by encouraging other move-up and mid-to upper-end, market-rate housing options.
2. Expand home ownership and rental opportunities through rehabilitation and new construction.
3. Rehabilitate and/or replace substandard housing with units that are decent, safe, healthy, affordable, and of appropriate size to meet the city's current and future housing needs.
4. Facilitate the maintenance of existing housing and rental units to ensure they are in decent, safe, and healthy condition.
5. Ensure an adequate supply of quality and affordable housing units for current and future residents.

○ **GOAL 2: Encourage the preservation and historical significance of existing neighborhoods.**

Policies:

1. Identify the historic nature of each neighborhood throughout the city.
2. Encourage the creation of neighborhood associations.
3. Encourage energy efficiency and sustainability in home renovation and new construction.
4. Support development and infrastructure improvements that complement the unique architectural styles and development patterns that define individual neighborhoods.
5. Develop friendly, safe, and welcoming neighborhoods that encourage interaction through all stages of life.
6. Seek ways to encourage mixed-use development/redevelopment in and around the downtown area.

○ **GOAL 3: Ensure quality living conditions for all residents.**

Policies:

1. Encourage continued and timely enforcement of all maintenance codes, and continue to monitor and inspect all properties.
2. Promote the maintenance and rehabilitation of all properties.
3. Monitor properties in foreclosure and keep an inventory of tax-forfeited parcels.
4. Engage residents (owners and renters) to become engaged in their neighborhood, which can lead to retention.

Mobility

Goals & Policies

○ **GOAL 1: Maintain, develop, and adapt a dynamic multimodal transportation system within Brainerd that seamlessly accommodates all users.**

Policies:

1. Balance the competing needs and safety of local traffic, bicycles, and pedestrians, and ensure the efficient transfer of freight through the City of Brainerd.
2. Consider innovative designs, signage, technologies, and access management to ensure mobility and reduce congestion.
3. Continue to maintain and celebrate Brainerd's expansive trail network and consider opportunities to expand the network through logical local, regional, or statewide connections.

○ **GOAL 2: Continue to work collaboratively with MnDOT, federal and state agencies, neighboring cities, the private sector, residents, and other agency partners to improve the mobility network in the region.**

Policies:

1. Expand the local road system thoughtfully, strategically, and sustainably where growth and demand dictate.
2. In consideration of fiscal constraints and long-term maintenance, prioritize the maintenance of the existing transportation network, and only expand thoughtfully and strategically.

○ **GOAL 3: Elevate consideration of other modes of transportation such as public transit, bicyclists, and pedestrians to the same level of automobile users.**

Policies:

1. Recognize, respond to, and prioritize the increased demand for public transit.
2. Implement the top two to three goals and strategies of the five-year transit plan.
3. Consider ways to leverage the Regional Transportation Coordinating Council (RTCC) to maximize ridership and efficiency.
4. Identify the most pressing challenges facing Brainerd/Crow Wing Public Transit and take steps to address them.

○ **GOAL 4: Commit to creating remarkable bike and pedestrian connections from neighborhoods to the downtown that are safe, efficient, and aesthetically pleasing.**

Policies:

1. Thoughtfully consider opportunities for additional bicycle and pedestrian-friendly infrastructure.
2. Invest in community-wide signage to help residents navigate the community and to destinations (universally compliant).
3. Work with residents to collectively reinvest and reimagine public spaces that are in the heart of the community.

○ **GOAL 5: Utilize the airport to provide a convenient global gateway that safely and efficiently generates economic vitality in a sustainable and responsible manner.**

Policies:

1. Determine ways to maximize the customer experience within the Passenger Terminal Building through arts, entertainment, and improved communication devices.
2. Continue relationships with expanding airlines and seek air service through another hub city.
3. Work with area economic developers to attract new aeronautical businesses and airport tenants for the development of additional land along the extended taxiway.
4. Utilize the airport to provide a convenient global gateway that safely and efficiently generates economic vitality in a sustainable and responsible manner.

Economic Development

Goals & Policies

○ **GOAL 1: Support infill and redevelopment throughout Brainerd as a strategic component of growth.**

Policies:

1. Drive infill development and redevelopment towards areas where current infrastructure is present, or places where high levels of blight or disinvestment exists.
2. Invest in community improvements that will spur and support revitalization or redevelopment.
3. Evaluate the near and long-term fiscal impacts of annexation and development proposals.
4. Reclaim underutilized infrastructure within the city (industrial sites, rail lines, parking lots, blighted structures, vacant blocks).

○ **GOAL 2: Support our workforce and help them thrive.**

Policies:

1. Collaborate with local partners and stakeholders to address industry workforce needs, creating a career and education pathway for residents of all ages.
2. Encourage access to advanced education or certification programs, workforce development, and job training opportunities.
3. Support the ability to enable residents to work within close walking and biking distances from where they live.
4. Expand transit opportunities to the various business clusters, or concentrated areas with high business density, throughout the community.
5. Support the expansion of transit hours of operation in an effort to support our workforce during all shift times.

○ **GOAL 3: Help local businesses grow and attract new businesses in our neighborhoods, along our main corridors, and in our downtown.**

Policies:

1. Support current businesses through a variety of programs, resources, and offerings.
2. Attract new businesses best suited for the community's assets, increasing local employment options and building the city's tax base.
3. Encourage entrepreneurs to start their own businesses.

Park & Recreation

Goals & Policies

○ GOAL 1: Brainerd will maintain a quality parks system that meets the recreational needs of a variety of users.

Policies:

1. Add green space and public plazas in a manner that makes them conveniently accessible to all residents and prioritizes function and aesthetics.
2. Enhance the natural environment throughout the community.
3. Collaborate with landowners, developers, and other partners to link parks, neighborhoods, and public spaces with a network of greenways and multiuse trails.

○ GOAL 2: Brainerd will collaborate with local community partners to maximize the value and impact of the park system.

Policies:

1. Provide opportunities to partner with public and private entities to enrich the lives of residents, visitors, and students.
2. Provide opportunities to partner with wellness providers to utilize the park system and encourage active living to improve community health.

○ GOAL 3: Seek ways to expand event programming for each park in order to highlight the unique qualities of each neighborhood.

Policies:

1. Work with area artists to integrate public art into neighborhood parks.
2. Expand outdoor programming and tailor it to the demographic needs of the neighborhoods.
3. Enhance and expand sports facilities and/or programming.
4. Enhance and expand year-round recreation activities, including active and passive options for all ages and abilities.
5. Seek ways to enhance or expand health and wellness initiatives for families and residents of all ages.

Facilities & Infrastructure

Goals & Policies

○ **GOAL 1: Improve the overall image of the city.**

Policies:

1. Maintain public infrastructure and facilities to attract and maintain residents.
2. Increase connectivity to adequate and affordable broadband and other infrastructure development throughout the community.

○ **GOAL 2: Preserve the history and small-town feel of Brainerd.**

Policies:

1. Support orderly, efficient growth while protecting historical areas.
2. Support façade improvements while keeping the historic look of infrastructure.
3. Preserve, enhance, and integrate greenscapes into the built environment.

○ **GOAL 3: Provide quality water/power and wastewater systems that support new and existing development and redevelopment; all while being adaptive to change.**

Policies:

1. Coordinate infrastructure replacement projects with other road and infrastructure improvement projects.
2. Encourage the use of stormwater best management practices to improve local and regional water quality.
3. Promote education and incentive programs to conserve water quantity and quality.
4. Ensure adequate water/power supply to meet the long-term needs of the community.
5. Steer city development to energy and resource conservation by promoting renewable energy sources, protecting our water supply, and leveraging the hydroelectric dam.

Public Safety

Goals & Policies

GOAL 1: Brainerd will protect and provide for the safety of residents and visitors.

Policies:

1. Make efficient use of existing facilities to ensure access to emergency services for all residents and visitors.
2. Strategically plan for and implement maintenance and expansion in a fiscally and environmentally responsible manner.
3. Continuously seek to eradicate crime through innovative and contemporary strategies, including preventative, proactive, and responsive measures.
4. Sustain fire protection through a combination of up-to-date facilities and fleet vehicles, technology, outreach, and community engagement initiatives.
5. Build, secure, and maintain efficient public facilities that enhance the character and priorities of Brainerd and its neighborhoods.

GOAL 2: Evaluate and improve Brainerd's emergency management.

Policies:

1. Ensure equal access to emergency services throughout the city.
2. Seek new or emergent emergency management initiatives or opportunities.
3. Continuously seek education opportunities for emergency personnel and key city staff to ensure emergencies are dealt with expertly when (not if) they happen.
4. Conduct a vulnerability assessment.

GOAL 3: Continue to seek out and foster partnerships to better prepare the public and city staff for emergencies and natural disasters in the context of a changing climate.

Policies:

1. Actively participate in the Crow Wing County Hazard Mitigation five-year planning process.
2. Seek resources and opportunities available through Homeland Security and Emergency Management (HSEM).
3. Seek resources and opportunities available through Federal Emergency Management Agency (FEMA).

Natural Resources

Goals & Policies

○ **GOAL 1: Protect and preserve our waterways, wetlands, and wooded areas, and identify threats to native species within and around the city.**

Policies:

1. Identify corridors along the Mississippi River and other streams or wetlands that could accommodate low-impact developments, such as trails or greenspaces, in order to preserve these natural resources for future generations.
2. Utilize greenways to connect residents and neighborhoods to open spaces and natural areas.
3. Preserve natural open spaces for habitat and scenic recreational qualities of the city.
4. Encourage best management practices for managing runoff.

○ **GOAL 2: Increase access to open space.**

Policies:

1. In concert with surrounding communities and county government, become a world-class destination by connecting trails, the Mississippi River, history, and culture.
2. Provide access for residents and visitors to walk and enjoy a variety of open and natural spaces found within Brainerd.
3. Engage in partnerships with local stakeholders and champions that build on the value of the natural resource system.
4. Develop education and outreach programs that teach residents the importance of preserving our natural resources.
5. Collaborate with all layers of government on the restoration and management of natural resources.