

Destination Development Department | Visit Brookings

A 10-year strategic roadmap for tourism growth in Brookings, South Dakota, 2028–2038



DESTINATION MASTER PLAN

BACKGROUND

WHO WE ARE

The Brookings Regional Growth Alliance (Growth Alliance) unites business, community, and destination development for the Brookings region. Its Destination Development Department, which markets the community as Visit Brookings, will lead and manage this Destination Master Plan (DMP).

The Growth Alliance began operating on January 1, 2026, uniting four separate economic development agencies: Visit Brookings, Downtown Brookings, the Brookings Economic Development Corporation, and the Brookings Area Chamber of Commerce. The organization operates through three connected pathways that support the region's long-term growth. **Community Development** focuses on building connections, strengthening community capacity, and enhancing quality of place. **Business Development** supports business growth, entrepreneurship, and investment across the region. **Destination Development** promotes communities in the region as a destination for visitors, experiences, and connection.

The Growth Alliance has a staff of twelve full-time employees and is governed by a volunteer board of eleven members.

Visitor activity in Brookings is funded and tracked through two primary sources:

- **Business Improvement District (BID):** a $2 per room, per night fee on rented hotel rooms. Stays over 28 days are exempt.
- **BBB Tax (Bed, Board & Booze):** the third-penny sales tax on lodging, dining, and beverage sales.

In a recent Destinations International DestinationNEXT community assessment, Brookings was classified as a "Trailblazer," indicating strong alignment between community leaders and tourism. We want to build on that alignment while addressing clear growth areas, especially in the winter months and for teens and young adults.

We want a plan based on facts and research that identifies where we can create positive change with specific action steps, along with long-term visioning projects to propel Brookings into the next ten years of tourism growth.

Through this plan, we want to answer:

What do our current tourism offerings look like today?

What can Brookings grow into over the next 7 to 10 years, and what steps are needed to get there?

What partnerships must be developed?

What revenue sources are needed?

What is the strategy behind bringing ideas to life?

How do we align leaders and partners under one shared vision?

ABOUT BROOKINGS

Brookings is South Dakota's fourth-largest community and home to South Dakota State University (SDState), the state's largest university, blending college-town energy with a strong manufacturing base and a vibrant downtown.

Indicator	Brookings
Population	25,725 (fourth largest city in SD)
Annual growth rate	1.46%
Median age	24.7 years
Median household income	$63,493
Hotel inventory	Nine hotels, 650 rooms (8th in SD)
2025 avg. hotel occupancy	52.22% (2026 YTD: 50.98%)

THE DESTINATION TODAY

WE WANT TO SHAPE A COMMUNITY LOCALS LOVE TO EXPERIENCE AND VISITORS CAN'T WAIT TO EXPLORE.

There is a feeling of momentum and energy in Brookings. Overall, there is a sense the community is on the verge of significant change and growth as a destination.

South Dakota State University

SDState drives research (notably in ag innovation and other agriculture-related products), alumni travel, admissions visits and athletics. Several key attractions are on campus, including McCrory Gardens, the South Dakota Art Museum, the South Dakota Agricultural Heritage Museum, the SDSU Dairy Bar, the Oscar Larson Performing Arts Center, Dana J. Dykhouse Stadium and First Bank & Trust Arena. During the school year, students contribute significantly to food and beverage BBB revenue.

Attractions and Amenities

- South Dakota Art Museum (SDState)
- South Dakota Agricultural Heritage Museum (SDState)
- Children's Museum of South Dakota
- McCrory Gardens and Arboretum (SDState)
- SDSU Dairy Bar (SDState)
- Oscar Larson Performing Arts Center (SDState)
- South Dakota Arts Council
- Downtown Brookings
- Dacotah Bank Center
- Larson Ice Center
- Dakota Nature Park
- Good Roots Farm & Gardens
- Brookings County Outdoor Adventure Center
- Bike paths, parks, and sporting facilities
- Fear Asylum (seasonal)

Many university-based attractions close at 5 p.m. daily.

Dining, Retail and Business

Brookings has a strong offering of original restaurants, including local icons such as Nick's Hamburger Shop and The Pheasant Restaurant & Lounge, a James Beard Award winner. There are few sit-down chains; most national brands are fast food or coffee shops. Downtown Brookings is a vibrant district of boutiques and specialty shops, complemented across the community by national retailers such as Walmart, Target, Lowe's, TJ Maxx, Maurices and Five Below.

Large employers including Daktronics, Falcon Plastics, Larson Manufacturing, Bel Brands, Twin City Fan and Solventum, along with several agriculture-based manufacturers, drive mid-week business travel.

Visitor Profile

- Families with young children, drawn especially by the Children's Museum of South Dakota
- College-aged students and their families
- SDState alumni
- Older travelers who enjoy art and history
- Young adults looking for adventure
- Business travelers
- Sports tournament teams and spectators

Events and Festivals

Brookings hosts pool, dart, hockey, softball, soccer, baseball, and basketball tournaments in season, along with several collegiate sporting events and these signature events:

Frost Fest: President's Day weekend in February

SDState Graduation: first weekend in May

Brookings Summer Arts Festival: second weekend in July

Downtown at Sundown: five Thursday evenings, July–August

Fear Asylum: Weekends in September – October

Brookings Marathon: October

Hobo Day: SDState homecoming: September or October

Fall Classic: October

Downtown Festival of Lights: first weekend in December

Garden Glow at McCrory Gardens: December through the first weekend in January

Lodging and Visitation Patterns

With 650 rooms, Brookings ranks 8th in South Dakota for hotel rooms despite being the fourth largest city. Most properties are more than 10 years old, with some built in the early 1970s and mid-1990s. The Growth Alliance recently completed a hotel study to assess the need for, and type of, hotel that could succeed here.

- Peak occupancy: June (64.39%), July (61.62%), August (61.56%), September (60.20%), and October (59.76%).
- November through April typically average 40–45%.

- Friday and Saturday are strongest, followed by Tuesday, Thursday, and Wednesday; Sunday is weakest.
- Strong weekends: December hockey tournaments, March state hockey, girls' basketball, and state pool tournaments (rotating schedule), April FFA, SDState graduation in May, October Pink Ladies Dart tournament and several fall home football games, especially Hobo Day and SDState vs USD.
- A recent Placer.ai study found many visitors attend events in Brookings but stay overnight in Sioux Falls, a 45-minute drive.

Tax Revenue Trends

- **BBB tax** has grown 49.97% since 2018, driven by beverage sales. It peaks in September and October, then February through April, and softens May through July, suggesting university activity is a major driver.
- **BID revenue** has grown 2.2% since 2018. Factors include long-term construction stays (exempt after 28 days), aging properties, and visitors avoiding high-demand pricing.
- More work is needed to track and interpret these trends.

Meeting and Event Facilities

- **Dacotah Bank Center:** the largest facility, with 30,000 sq. ft. of arena space, smaller divisible meeting rooms, and on-site catering. No attached hotel, which limits convention recruitment and complicates bids.
- **Domellie's:** 10,800 sq. ft. banquet space divisible in half, plus three breakout rooms, an on-site restaurant and catering; attached to the 100-room Comfort Suites University.
- **Brookings Inn & Convention Center:** an older venue with a divisible ballroom, attached to a hotel, with no on-site catering. This is a potential site for redevelopment within the next few years.
- **Other spaces:** the Great Hall at McCrory Gardens, Club 71 at the Dana J. Dykhouse Stadium, the Old Sanctuary, and smaller venues; some offer on-site catering, none are attached to a hotel.

State and Regional Tourism initiatives

- **Travel South Dakota's Big Goal:** The South Dakota Department of Tourism (Travel SD) wants to become a Top 10 visitor destination within the next decade. Mount Rushmore and the Black Hills are the main draw, but smaller communities like Brookings play an important supporting role. There is an opportunity to contribute to industry growth and benefit from increased visitor spending.
- **County collaboration:** The Growth Alliance wants to drive economic growth across Brookings County, so the plan should look at ways to help smaller communities like Aurora and Volga grow their tourism business.
- **Regional Tourism Associations:** Brookings sits on the border of the Glacial Lakes & Prairies Tourism Association and the Southeast South Dakota Tourism Association. Current marketing partnerships exist to reach out-of-state markets. Additional opportunities exist within the regions to draw in-state visitors for long weekends and overnight stays.







MOMENTUM: CURRENT AND FUTURE PROJECTS

The Destination Master Plan will need to account for the following projects, several of which are still being finalized. Additional details not yet public will be shared with the selected consulting firm.

Dacotah Bank Center Restructure

The City of Brookings will take over management of the Dacotah Bank Center on January 1, 2027, moving from a corporate-managed facility (OVG360) to a city-owned and operated model. Plans call for arena improvements to create a multi-purpose recreation facility focused on community use, meeting room updates, and a turf field next door in "The Barn" attached to the city-owned Larson Ice Center. The turf is intended to transition The Barn from a dirt-floored rodeo practice facility to one suitable for indoor soccer tournaments and other activities. Construction will follow major committed events, and meeting and convention sales can continue. Dirt events such as rodeos will no longer be held in the Dacotah Bank Center, live music will be limited, and the focus will be banquets, weddings, meetings, and events. A hotel attached to or near the Dacotah Bank Center remains a priority discussion for the Destination Development team.

Downtown Plaza

The City Council has announced plans to demolish the old Armory at the south end of Main Avenue and build a "third place" with green space, a vendor area, an amphitheater, and public park space. Completion is expected in the second half of 2028. It will become the home of the Farmers Market, Downtown at Sundown, and other public gatherings. A previously discussed hotel on this site will not move forward. The proximity of the plaza in relation to the Growth Alliance office, along with the timing of the Destination Master Plan, could create an opportunity for enhanced connectivity and programming. Public listening sessions for the downtown plaza are expected to finish before community outreach for the Destination Master Plan begins. Residents will have recently shared input on that project, and its findings may offer useful insight to build on. Proposers should describe how they would use that earlier input and design engagement opportunities which will complement rather than repeat outreach efforts.

The Marketplace

This prime real estate, directly east of I-29, sat empty for the past decade. Target, Aldi, and Kwik Star have opened in the last 12 months; Les Schwab Tires opens soon, and Menards has been announced. The city is evaluating adjacent city-owned land for development, with possible uses including additional retail, housing, and hotels. The Marketplace is located within blocks of the Dacotah Bank Center and most Brookings' hotels, creating an opportunity for destination-enhancing development.

Lodging Changes

- The 101-room EconoLodge was demolished in October 2026. While a developer is interested in the site, no public plans for redevelopment have been announced.
- A private developer has purchased land near the west side of I-29 with plans for an 81-room hotel. No public plans have been announced, and construction has not yet begun.
- Redevelopment discussions regarding another older hotel property and adjacent land are ongoing, with no public information announced.
- Plans for a hotel project in Downtown Brookings were recently withdrawn. This is the site currently planned for the new downtown plaza.



DESIRED OUTCOMES

The Growth Alliance is looking for an assessment of current tourism-related offerings in Brookings with a 5- to 10-year vision for the future. The Destination Development team is dedicated to staying on top of emerging trends to help the community develop experiences that enhance the visitor experience while encouraging longer stays.

A key outcome of the Destination Master Plan will be a fact-based roadmap that closes our gaps, and provides innovative ideas designed to increase overnight stays and position Brookings for its next decade of tourism growth.

Through the Destinations International assessment, local conversations, feedback, and observation, we have identified these gaps for the plan to clarify, verify, or address:

Limited evening hours. Most attractions close at 5 p.m. McCrory Gardens has seasonal hours until 7 p.m.; the Children's Museum is open until 7 p.m. on Tuesdays; the SDSU Dairy Bar closes at 5:30 p.m. on weekdays and offers limited opportunities to enjoy its products on weekends. Additionally, many downtown shops close by 5:30 or 6 p.m.

Age-appropriate activities. Few structured businesses or activities for teens and young adults.

Hotel rooms. 650 rooms rank Brookings 8th in the state despite being the fourth largest city.

Convention hotel. No hotel attached to the Dacotah Bank Center, limiting options when bidding on meetings.

Winter activities. Most activity moves indoors in winter; more cold-weather experiences are needed.

Weekday travel. Occupancy is low Sunday through Thursday. What can generate early- to mid-week overnight stays?

Soft summer BBB revenue. Third-penny receipts, especially beverage, drop May through August. How can we improve them?

Transportation. No commercial airport (the municipal airport serves charter and aviation training), so guests fly into Sioux Falls or Watertown. Hotels sit mostly east of I-29 while dining and nightlife are on Main Avenue. Brookings Area Transit Authority has limited evening and weekend hours, and the Rabbit Ride service is not widely advertised. Meanwhile, taxi and rideshare options are sometimes limited.

Community Identity: Many visitors know Brookings as the home of South Dakota State University, but there is much more to the community. The plan should identify the strengths that could support an identity beyond being a college town and recommend next steps. Developing that identity may become a separate future project outside the scope of this RFP.









WE'RE LOOKING FOR BIG, BOLD IDEAS

The initiatives listed here represent early brainstorming by the Growth Alliance and are provided solely as examples of the types of projects we could pursue. Through this planning process, we expect the selected firm to verify market gaps, gauge feedback on these preliminary concepts, and help the Brookings community bring fresh ideas to the table. Proposers should detail their approach to evaluating the demand, feasibility, potential cost factors, and impact of both these illustrative options and newly identified opportunities which would attract visitors and appeal to residents.

Events

Christkindl market/Holiday Market

Chislic Festival

Oktoberfest

Brookings County Fair

"I Hate Winter" / Winter Dance Party indoor concerts (like Downtown at Sundown, off-season)

Experiential Development Workshop (Venuto Collaboratory)

Historic Homes Christmas Tour

Reimagining FrostFest

Coffee Festival

Programs

Redevelopment of the Brookings Tourism Ambassador customer service training

Experience Development grant and guidelines

Indigenous travel

Group travel

Agritourism

Hunting/Fishing

Accessible travel

Directional signage

Promotion of Brookings bike paths and other outdoor recreational opportunities

Attractions

Enhanced public art map

History Trail project

Downtown Brookings ghost tours (September–October)

Guided community tours: history, architecture, homes, and campus (summer)

Development

Hotel attached to the Dacotah Bank Center

Entertainment district near the hotel district and Marketplace

Roadside attraction or statue at the Marketplace (like the Jolly Green Giant in Blue Earth, MN)

Family restaurant concept(s)

Indoor family fun center (trampoline park, indoor mini golf)

Indoor pool improvements: joint community/SDState facility

Rodeo grounds and practice facility: joint community/County/SDState facility

Campus or Research Park hotel operated with the SDState Hospitality Management program (similar to the Scarlet Hotel in Lincoln, NE)









DESTINATION MASTER PLAN

SCOPE OF WORK

Our goal is to engage stakeholders and residents to reach consensus on the tourism-driven initiatives that will best shape Brookings' future. Our consulting partner will bring expertise from similar destinations to inspire and facilitate the process. The plan will include the following elements:

Discovery & Analysis

Review existing plans and data (STR, BID, BBB) and assess how upcoming projects reshape the destination.

Asset Inventory & Gap Analysis

Inventory attractions, events, venues, and lodging; validate our gaps; benchmark 3–5 peer destinations.

Stakeholder Engagement

Engage the City, County, SDState, industry, employers, residents, young adults, and students (college and k-12), and build engagement that lasts into implementation.

Market Opportunity

Lodging and convention hotel needs, meetings, events and sports business, and transportation.

Event Grant Program Review

Evaluate the Visit Brookings Event Grant program and recommend updated guidelines.

Vision & Big Ideas

Establish a unified vision for the destination and evaluate Big Bold Ideas while identifying fresh concepts.

Implementation Plan

Phased actions with owners, partners, costs, timelines, and funding sources.

Performance Measurement

KPIs and tools to track room nights, BID and BBB revenue, visitor spending, and resident quality of life.

Community Alignment

Develop a strategic framework to align civic pride and community buy-in with the benefits of tourism.

SCOPE DETAILS

1. Discovery and Situation Analysis

- Review and integrate existing plans and research (see Resources on page 12), including the City of Brookings Economic Development, Parks & Recreation, and Downtown master plans.
- Analyze lodging performance STR, BID, BBB revenue history, visitation data, and visitor spending.
- Assess how the Dacotah Bank Center restructure, downtown plaza, Marketplace, and lodging changes affect the destination.

2. Asset Inventory and Gap Analysis

- Inventory attractions, events, venues, lodging, dining, retail, and infrastructure.
- Identify strengths that drive overnight stays beyond SDState, and current tournaments and events.
- Validate and prioritize our identified gaps.
- Benchmark Brookings against 3–5 peer college towns and Midwest destinations.
- Clarify and refine the Brookings visitor target audience.

3. Stakeholder and Community Engagement

- Engage partners through interviews, focus groups, workshops, and surveys.
- Design an ongoing engagement process that continues into implementation.

4. Market Opportunity Assessment

- Assess lodging needs, building on the Growth Alliance hotel study, including the case for a hotel at or near the Dacotah Bank Center.
- Recommend meetings, events, and sports opportunities under the Dacotah Bank Center's new management model as well as opportunities to pursue at smaller meeting venues.
- Address transportation for groups and visitors, including airport connections and evening/weekend transit.

5. Event Grant Program Review

The selected firm will evaluate the Visit Brookings Event Grant program and recommend improvements, including:

- Alignment with plan goals, especially overnight stays in slower periods (December through April, Sunday through Thursday).
- Eligibility, application, scoring, and award criteria.
- Funding levels, ROI measurement (room nights, BBB and BID impact, attendance, visitor origin).
- Post-event reporting and accountability.
- Updated guidelines and the program's relationship to a potential Experience Development Grant program.

6. Vision, Strategy, and Idea Evaluation

- Develop a destination vision and strategic framework that balances economic growth with community values.
- Evaluate the Big, Bold Ideas (page 7) and identify new opportunities and emerging trends that encourage longer stays.
- Clarify where the Destination Development Department should lead, partner or advocate.
- Provide best practices and guidance on positioning the Visit Brookings brand within the Brookings Regional Growth Alliance, including how the two brands relate to residents, visitors and partners.

7. Implementation Plan

- Identify multi-year implementation strategy including short-term wins (Years 1-2) and long-term capital and visioning projects (Years 3-10).
- Define responsible parties, partners, estimated cost factors, and timelines for each action.
- Potential funding sources and developmental models.

8. Performance Measurement

- KPIs spanning occupancy, room nights, BID and BBB revenue, visitor spending, event outcomes, and resident quality of life.
- Recommended tools or dashboards to track progress.

9. Community Alignment

- Measure current resident perception of tourism, including awareness of how visitor spending directly funds local amenities and quality of life.
- Develop a strategic framework and messaging toolkit to clearly communicate the tangible local benefits of the visitor economy to residents, community leaders, and local businesses.
- Identify strategies to ensure tourism development supports community character, local infrastructure, and everyday resident experiences.

10. Final Deliverables

- A comprehensive, visually engaging Destination Master Plan.
- A public executive summary.
- Presentations to the Growth Alliance board, City Council and key partners as requested.
- All raw data, survey results, and research files.

BUDGET

The baseline budget is **$50,000 - $80,000**. There is potential room for additional studies which should be presented as a la carte options and priced separately.

Optional A La Carte Studies

Resident Sentiment Survey

Visitor Intercept Study

Event Grant Program Evaluation (expanded, beyond the required review)

Accessibility and Inclusion Audit

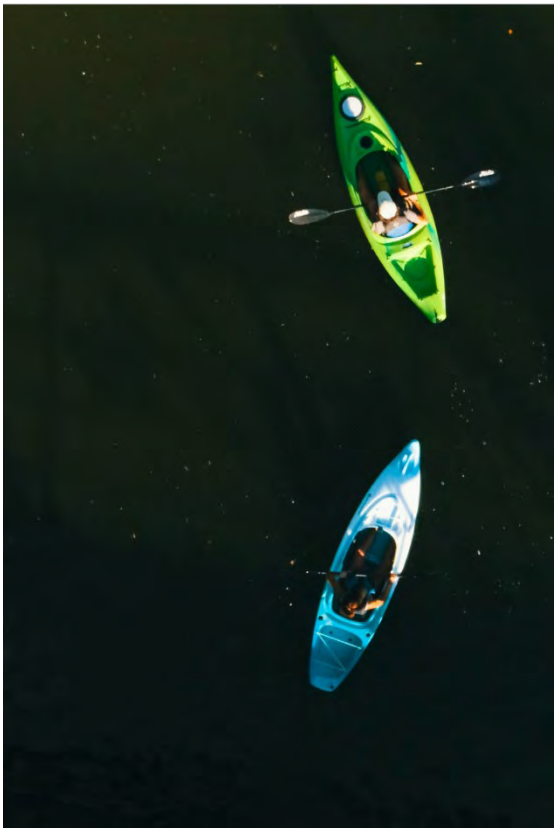
Tourism Asset and Product Gap Analysis (expanded)

Wayfinding / Signage Audit

University Asset & Scheduling Alignment Study

Resident & Student Sentiment Integration

Year 1 Implementation Support (2028)







DESTINATION MASTER PLAN

PROPOSAL REQUIREMENTS

PREVIOUS EXPERIENCE, SKILL SET, AND APPROACH ARE CRITICAL IN OUR DECISION

Proposals should not exceed twenty pages (exclusive of examples of previous Destination Master Plans). Within this page limit, all proposals should include the following elements, incorporating links to brief case studies or examples where applicable to illustrate your approach.

- Company history, specialties, and relevant experience.
- The proposed team by name and title, with roles and percentage of time on this project, in narrative and/or chart form. Identify any subcontractors.
- At least three similar projects, ideally for college towns, Midwest communities, or destinations of comparable size, with client, dates, budget, services, and a reference contact.
- A detailed approach to each element of the Scope of Work.
- Your community and stakeholder engagement strategy and data methodology.
- Timeline and milestones aligned with our schedule, and what you will need from Growth Alliance staff.
- Detailed costs, separate pricing for each a la carte study, and payment schedule options.
- Most importantly, a clear plan of execution that ensures adoption and continued engagement in achieving the plan's goals.

ON-SITE FACILITATION

Please recommend a cadence for engaging stakeholder audiences, whether in a specific order or in parallel, based on your experience. In your proposal, estimate the number of recommended sessions and on-site visits, and the travel costs associated with each trip.

Questions All Proposers Must Answer

Answer each question directly in a clearly labeled section of your proposal:

1. **Travel expenses.** Is travel included in your fee or billed separately? How many on-site visits, and how many team members per visit? If separate, provide an estimated travel budget and reimbursement policy.
2. **Consultant time.** Is your proposal a fixed, all-inclusive fee, or based on a set number of hours? If hours-based, list hours by team member or role, hourly rates, and how extra hours or scope changes are approved and billed.
3. **Ongoing support and guidance.** What support is included after the plan is delivered (check-ins, presentations, progress reviews, advice)? For how long? What else is available, and at what cost?
4. **Staying engaged through implementation.** What do you recommend to keep your firm and our partners engaged beyond the plan and into implementation (annual reviews, implementation coaching, plan refreshes, tracking tools)? Include costs.
5. **Implementation history.** How do you ensure plans are adopted? Share links to examples from past clients.

EVALUATION CRITERIA

A review committee of Growth Alliance staff and partners will score proposals as follows:

Criteria	Points
Experience with similar destinations, including college towns and Midwest communities	20
Understanding of Brookings and the project goals	10
Research and data methodology	15
Stakeholder and community engagement strategy	15
Implementation framework, timeline, and measurement	15
Ongoing support and implementation engagement	10
Cost effectiveness and transparency, including travel and time	15
Total	**100**

Finalists may be invited to present to the committee, virtually or in person.

RESOURCES: RESEARCH & KEY STAKEHOLDERS

Respondents are invited to identify consulting partners that would add expertise relevant to Brookings. Please also describe how data and research will be used in the planning process. The following will be provided to the selected consultant:

- DestinationNEXT community assessment (2025)
- Meeting market report (2024)
- Hotel study (2026)
- BBB tax revenue history (2017-current)
- BID revenue history (2017 – current)
- STR reports (2017 - current)
- City of Brookings Economic Development Master Plan (2023-2027)
- City of Brookings Parks & Recreation Master Plan (2020–2030)
- Downtown Brookings Master Plan (2024-2034)
- BEDC Consumer Survey (2024)
- Travel South Dakota / Tourism Economics visitor spending report (2025)
- Economic Impact of the Arts/Brookings (2022)
- SDState Extension First Impressions Report (2025)
- SDState Economic Impact Study (in progress)

KEY STAKEHOLDERS

Community input is essential. We expect engagement to include, but not be limited to:

- Brookings Regional Growth Alliance Board of Directors and Destination Development staff
- City of Brookings and Brookings City Council
- Brookings County
- South Dakota State University: administration, athletics, alumni association, campus attractions, and the Hospitality Management program
- Dacotah Bank Center and other Brookings Parks, Recreation and Forestry-managed facilities
- Hotel and lodging properties
- Restaurants, bars, and downtown businesses
- Attractions, museums, and arts organizations
- Event, festival, and sports tournament organizers
- Major employers (Daktronics, Larson Manufacturing, Falcon Plastics, Bel Brands, Twin City Fan, Solventum)
- Brookings Area Transit Authority and transportation providers
- Developers and property owners
- Travel South Dakota and regional tourism associations
- Residents, including senior citizens, K-12 students, young adults, families, and SDState students

GENERAL TERMS

- Proposers are responsible for all costs of preparing a proposal.
- The Growth Alliance may accept or reject any or all proposals, waive informalities, request more information, negotiate with any proposer, or modify or cancel this process.
- Selection is based on overall value to the community, not lowest cost alone.
- All data, survey results and materials developed under the contract become Growth Alliance property.

TIMELINE & SELECTION PROCESS

- **November 20, 2026**
  RFP RELEASED
- **December 11, 2026**
  WRITTEN QUESTIONS DUE
- **December 31**
  RFP RESPONSES DUE, 5:00 P.M. CST
- **January 2027**
  FINALIST INTERVIEWS
- **January/February 2027**
  CONSULTANT SELECTED AND NOTIFIED
- **Q1 2027**
  PROJECT KICKOFF AND DISCOVERY
- **Q2–Q3 2027**
  RESEARCH, ENGAGEMENT AND PLAN DEVELOPMENT
- **Q4 2027**
  PLAN FINALIZED AND INTRODUCED
- **2028–2038**
  PLAN IMPLEMENTATION

SEND DIGITAL RESPONSES TO

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Submit one PDF with the subject line “Brookings Destination Master Plan Proposal.” Questions are due in writing by the date above. Receipt will be confirmed within two business days.