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Any person who has questions concerning this policy or who believes they have been discriminated against should contact the Rapid City Area Metropolitan Planning Organization Title VI Coordinator, Patsy Horton, at 394-4120.
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1. Introduction
BACKGROUND

RAPID CITY OVERVIEW

Known as the Star of the West, and the City of Presidents, Rapid City is a diverse and vibrant community that is experiencing tremendous growth and change. The region offers unparalleled amenities that attract new residents and businesses and make existing residents proud to call the area home. Rapid City is the second largest municipality in the state of South Dakota, and is the largest community in its region.

The City is located on the eastern edge of the Black Hills range and was originally inhabited by the Sioux Nation (Lakota tribe). The discovery of gold in the Black Hills in the 1870s led to the settlement of the area and in 1876, the town was officially laid out as a square mile with a six-block business center area and was named after the creek at the heart of it all, Rapid Creek. Originally called Hay Camp, Rapid City incorporated in 1882 as a town before it was a township.

Throughout the early 20th century, Rapid City benefitted from Black Hills tourism, especially with the construction of nearby Mount Rushmore, which started in 1927 and was finally completed in 1941. That same year, Rapid City Army Base (now Ellsworth Air Force Base) was established just east of Rapid City, which brought significant population and employment growth to the community. Rapid City also received notoriety when it was selected as a finalist for the United Nations Headquarters in 1945.

Growth and construction continued to boom throughout the mid-part of the century, but extensive flooding of Rapid Creek in 1972 caused widespread destruction, including the loss of 238 lives and extensive property damage. The aftermath of the flood resulted in another building boom to replace many of the buildings that were damaged, and resulted in some major public improvements including parkland along Rapid Creek and the construction of the Rushmore Plaza Civic Center and Central High School.

Tourism and recreation continue to be major factors in Rapid City’s evolution and economy as the community progresses in the 21st century. Other growing sectors of the community and economy include higher education, medical care, manufacturing, finance, and energy – this diversification has helped insulate the community against the recent economic downturn. Opportunities associated with these industries, and the area’s high quality of life continue to attract and appeal to many. This sustained growth presents many opportunities for the community, as well as challenges—such as the need to preserve the community’s rich history— that must be considered and addressed in order to keep Rapid City a desirable and vibrant community as it grows.
1. Introduction

**Major Trends, Issues, and Opportunities Influencing the Plan Update**

In the early stages of the planning process, interviews were conducted with a diverse group of community stakeholders, elected and appointed officials, and City staff that focused on the identification of planning-related issues, opportunities, and challenges facing the community. In addition, an in-depth analysis of trends and existing conditions was prepared to help inform the planning process. The results of this technical analysis and input received as part of the stakeholder interviews were combined into the Community Profile document contained in Appendix A. This document was used throughout the planning process to help inform the development of this Comprehensive Plan. A brief overview of major trends, issues, and opportunities is provided below.

**Growth and Development**

In 2010, Rapid City's population was 67,956. The City's population is forecasted to reach between 85,000 and 97,000 by 2035. Coordination with adjacent counties, municipalities, and utility and service providers will be important as the City continues to grow. Balancing opportunities for inward versus outward growth will be a key consideration.

While some amount of greenfield development is anticipated to occur, opportunities for infill and revitalization of underutilized commercial corridors and activity centers and reinvestment in established neighborhoods must also be considered.

**Changing Demographics**

Rapid City's population is becoming increasingly diverse ethnically as the American Indian, Hispanic/Latino, and international student segment of the population grows. The community is also economically diverse, with a range of income levels and household types, such as single-person and single parent households. Another growing component of the population is seniors. Existing residents are aging and more and more people are moving to the community as a retirement destination.

Additionally, many young people in the community leave Rapid City following graduation to pursue other opportunities. Meeting the varied needs of these diverse groups and increasing numbers of young people who want to return to Rapid City to raise their families are key considerations with respect to housing and economic diversity.

**Housing and Neighborhoods**

While multi-family housing options have increased in recent years, the majority of housing units in Rapid City are single-family detached homes. As the City becomes increasingly diverse in terms of its household composition and age, a wider array of housing options—in terms of price, configuration, and location—will be needed. In addition, aging housing stock in core areas of the community will also need continued maintenance and investment.

**Economic Vitality**

Rapid City is a regional hub for economic activity in a 200-mile area. Currently, Rapid City’s economy has been heavily weighted towards tourism, health care, retail, and the military. Diversifying the economic base to help offset potential fluctuations in public sector jobs, such as those supported by Ellsworth Air Force Base, and attracting new industries that offer higher paying jobs have been a key focus of regional economic development initiatives in recent years. In addition, exploring new fiscal, economic, and community development tools, continuing Downtown revitalization, and addressing housing quality, affordability, and diversity are all key factors in supporting the economic vitality of the community.

**Community Appearance and Amenities**

The character of Rapid City is enhanced by the area’s unique natural features, parks, and other community amenities. Protecting the character of these features as the community grows will be an important consideration. In addition, opportunities to strengthen the community’s image through the revitalization of established areas, emphasis on community gateways, and consideration of tools to enhance the character and quality of future development will need to be explored.
Transportation and Utility Infrastructure

Funding new roadways and infrastructure, while also addressing maintenance and deficiencies of existing infrastructure is an ongoing challenge for the community. In addition, continuing to expand multi-modal transportation options such as transit, walking, and bicycling and improving connectivity are key considerations as the community continues to grow. Exploring new tools to support short-term and long-term needs will be essential to support future growth and revitalization.

Communication and Coordination

The Comprehensive Plan builds upon recent community planning efforts to help set a clear vision for the community with a realistic implementation roadmap. The Community Profile document contained in Appendix A identifies related efforts, organizations, and studies by topic. The goals and policies contained in this Plan build on these related efforts.

Role of the Comprehensive Plan

The Comprehensive Plan is a tool for ensuring orderly, efficient, and resourceful growth and development in the community. It establishes the long-term vision for Rapid City and provides guidance for decision making to support and advance the vision. Rapid City adopted its first City Comprehensive Plan in 1949, shortly after the annexation of the Canyon Lake neighborhood. The Comprehensive Plan was updated in 1964, and most recently in 1981 – more than 30 years ago. However, since that time, the City separately updated numerous elements of the Comprehensive Plan and associated plans, including but not limited to a Parks and Recreation Master Plan, a Bicycle and Pedestrian Master Plan, the Long Range Transportation Plan, the Utility Master Plan, Drainage Basin Plans, the Comprehensive Historic Preservation Plan, Consolidated Plan, Senior Need Assessment, Fire Department Long Range Deployment Plan, and numerous Neighborhood Area Future Land Use Plans.

Beyond these separate pieces, one unified plan is necessary to address future opportunities, mobilization of assets, and challenges in a coordinated and comprehensive manner. This Comprehensive Plan weaves together many of the previous planning efforts, and also addresses emerging trends and
new ideas to encourage community involvement to shape a positive future for the community.

**PREVIOUS AND RELATED EFFORTS**

In addition to the 1949 City Plan, the 1964 update, and the 1981 update, the City has led and participated in many planning and other related efforts that address growth, development, and the long-term vision. A short description of some of these related efforts are provided in the following sections.

**Rapid City Area 2008 Future Land Use Plan and Neighborhood Plans**

The Future Land Use Plan was a compilation of 16 neighborhood plans that cover the City limits, the City’s three mile platting jurisdiction, and the Metropolitan Planning Organization (MPO) area. A set of common goals unites the plan for all separate neighborhood areas. Many of the ideas and land use concepts established in these neighborhood areas are carried forward and reflected in this Comprehensive Plan.

**County Comprehensive Plans**

In addition to providing guidance for incorporated areas of Rapid City, this Comprehensive Plan draws on plans developed by Pennington and Meade Counties to help inform future land uses and policies in unincorporated portions of the City’s planning area. Pennington County’s Comprehensive Plan was adopted in 2003 and Meade County’s Comprehensive Plan was revised and adopted in 2010.

**2020 Strategic Plan**

The 2020 Strategic Plan establishes a vision for the City and helps guide City government in preparing for the future. The Plan includes five strategic goals, as follows:

*By 2020 Rapid City will…*

- Be recognized as a leader in attracting, expanding, and retaining diverse businesses that offer higher skilled positions and higher total compensation employment opportunities.
- Develop and implement a beautification program beginning with the appearance of its entrances and expanding to the overall community that embodies a consistent theme which is welcoming, aesthetically pleasing, and pedestrian friendly.
- Be nationally recognized by industry trade measures as a premier regional hub for healthcare, education, entertainment, tourism, retirement, business, technology, agriculture, and transportation.
- Develop an interconnected parks, arts, and recreation system that provides diverse opportunities for enjoyment and adds to our family friendly quality of life.
- Have in place an accessible, affordable, convenient, and safe transportation system that addresses community needs.

Initial work focused on implementing goals one and two. Next steps include creating strategies to implement the remaining goals. This Comprehensive Plan draws extensively on the goals and strategies established in this Strategic Plan, and helps provide more detail for implementation, linking them to the many growth-related opportunities and challenges facing Rapid City.

**Budgeting for Outcomes**

Rapid City’s 2013 outcome-based budget marked a new process and framework for City budgeting that focuses on the value of services, encourages new ideas, innovations, cooperation, and improvement to achieve the best results to match community priorities.

The Rapid City 2013 Budget identified the following priorities:

- **Good Government:** Rapid City will have a government that is fiscally responsible, accessible and responsive to its residents and businesses.
- **Safety:** Rapid City will provide a safe place to live, learn, work and play.
- **Infrastructure and Transportation:** Rapid City will have a well maintained city whose infrastructure keeps pace with growth and offers transportation systems that address community needs.
- **Economic Stability and Growth:** Rapid City will be recognized as a leader in attracting, expanding and retaining diverse businesses and services.
• **Strong and Vibrant Community**: Rapid City will be a strong, vibrant and culturally diverse community that encourages a sense of health and wellness. This 2013 budget will be a collaborative effort between citizens, mayor’s office, council members, and city staff.

As with the 2020 Strategic Plan Goals, the City’s budgeting goals are strongly linked to the vision and framework of this Comprehensive Plan. Moving forward, it is intended for the City’s budgeting process to closely align with the Comprehensive Plan to improve consistency and continuity between the community’s vision and priorities and City budgeting, spending, and decision-making.

**PLAN DEVELOPMENT**

**Compliance with State Statutes**

The Rapid City Comprehensive Plan was prepared in compliance with the South Dakota Codified Laws (SDCL 11-6) which guide comprehensive city planning. Per 11-6-15, the Plan was made with the purpose of guiding and accomplishing a coordinated, adjusted, and harmonious development of the municipality, which will, in accordance with existing and future needs, best promote health, safety, morals, order, convenience, prosperity or the general welfare, as well as efficiency and economy in the process of development.

In addition, the Plan was prepared in conformance with the guidance for the preparation and contents of a comprehensive plan for municipal development (11-6-14 through 16). The public hearing and adoption requirements (11-6-17 through 18) govern the public hearings, adoption, and filing of this Plan.

**Public Engagement**

Ensuring fair and equal representation of a diverse community and providing adequate opportunities for public involvement are important to the success of a Plan. Public officials, Rapid City staff, the consultant team, and community members collaborated for nine months to develop Plan Rapid City. Project information was available in a variety of formats for the public to review and participate at each stage of the planning process. Over the course of the project, four rounds of community outreach events were conducted in July, September, and November 2013, as well as in January 2014. A more detailed summary of community input can be found in the appendix.

The following types of activities and engagement tools were conducted during the community outreach series:

**Stakeholder Interviews and Group Meetings**

Early in the process, members of the planning team conducted dozens of stakeholder interviews with representatives from a variety of sectors to help identify key issues and opportunities to be addressed by the Plan.

**Community Input Events**

Numerous public events were held to inform and gather feedback from the community at large during the different phases of the planning process. Input events included community workshops, a photovoice booth at the Movies under the Stars event, a senior citizen update, and forums with community thought-leaders.

**Youth Engagement**

Two teen events were also held at key points in the process, in collaboration with Lifeways, Inc. and Partnership Rapid City. Participants included teens who are engaged in volunteerism, and group and community leadership. Rapid City recognizes that its young people are one of the community’s greatest resources—the end user of many city projects and services, as well as future taxpayers and City leaders. Over 60 teens participated in the two events.
1. Introduction

Advisory Committee Meetings
The Advisory Committee was comprised of a diverse group of community leaders who provided strategic direction and leadership to the planning process. The Committee reviewed draft work products and provided comments and insight to the planning team. One Advisory Committee meeting was held during each community outreach series.

Joint Leadership Worksessions
Updates with City Council, Planning Commission, Department Directors, and key staff members were held during each outreach series to provide progress updates, present preliminary findings and alternative solutions, and receive policy direction.

Project Website
A project website, www.planrapidcity.com, served as the main hub for information about Rapid City’s efforts to update the Comprehensive Plan. The website included an overview of the planning process, contact information, draft work products for review, and links to project surveys. The City’s Twitter account was also used to connect followers to the project website and to announce public events and project news.

Online Surveys
Online surveys were used as another opportunity for community feedback. Four online surveys were posted online throughout the planning process to garner additional feedback regarding topics like the vision, community preferences, Future Land Use Plan map, goals and policies, and the Draft Comprehensive Plan. Over fifty people participated in the surveys.
This Comprehensive Plan is organized in a unique way that reflects the vision for Rapid City’s future and will align with the City’s new or proposed priority-driven budgeting process. This organization adds consistency between City goals, policies, decision-making, and budgeting. This Plan includes the following chapters:

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INTRODUCTION</strong></td>
<td>Chapter 1 provides a summary of planning issues and opportunities and addresses the purpose, planning process, and use of the Comprehensive Plan.</td>
</tr>
<tr>
<td><strong>COMMUNITY VISION</strong></td>
<td>Chapter 2 defines the Community Vision, which is comprised of seven “Core Values” that also serve as key chapters of the Plan.</td>
</tr>
<tr>
<td><strong>PRINCIPLES, GOALS, AND POLICIES TO SUPPORT THE CORE VALUES</strong></td>
<td>Chapters 3 to 9 establish the Principles, Goals, and Policies to achieve each Core Value.</td>
</tr>
<tr>
<td><strong>GROWTH AND REINVESTMENT FRAMEWORK</strong></td>
<td>Chapter 10 includes the Future Land Use Plan map, descriptions and policies for each of the map components, and design principles to guide the character and form of future development.</td>
</tr>
<tr>
<td><strong>NEIGHBORHOOD AREA POLICIES</strong></td>
<td>Chapter 11 contains principles, goals, and policies specific to different neighborhood areas, as well as Future Land Use Plan maps for each neighborhood area.</td>
</tr>
<tr>
<td><strong>IMPLEMENTATION</strong></td>
<td>Chapter 12 details the actions required to implement the Plan, establishes the procedures for monitoring and amending the Plan, and provides a toolbox of potential strategies to support specific initiatives.</td>
</tr>
</tbody>
</table>
| **APPENDICES** | Five appendices are provided for reference:  
  A. Community Profile  
  B. Technical Memorandums  
  C. Zoning Diagnosis  
  D. Authentic Youth Civic Engagement Strategic Plan  
  E. Public Participation Summaries |
1. Introduction

About Principles, Goals & Policies

The Comprehensive Plan establishes a hierarchy of information to guide the long-term vision and decision-making. At the top of this structure are general statements about the community’s long-term vision, supported by more detailed principles and goals, followed by specific policy directions. Together these components help support and inform decision-making at all levels, linking broad ideas and concepts to recommended positions and detailed actions including budgeting. The components of the Plan’s hierarchy include the following:

**Vision** – describes the kind of place that residents, community leaders, and business owners want Rapid City to become in the future. The vision is presented as a series of seven “Core Values” which also serve as the Plan’s main chapters.

- **Principles** – describe the community’s long-term aspirations to support the Community Vision.
- **Goals** – provide general direction and targets to guide the community.
- **Policies** – provide specific guidance and positions for daily decision-making.
- **Actions** – establish specific strategies (e.g., programs, funding mechanisms, regulatory tools) to advance the Vision.
2. Community Vision & Core Values
OUR VISION: SEVEN CORE VALUES

Seven “Core Values” serve as the basic tenets behind both the community’s vision and the basic organizing structure of this Comprehensive Plan. The Core Values coordinate with and build on several recent City efforts, including the recent budgeting for outcomes process and the Vision 2020 Strategic Plan. Both of these efforts establish long-term goals for the community, and as such, the Core Values mirror their structure and carry forward many of their key ideas.

The Core Values define our long-term vision at a broad level and describe the kind of community we want Rapid City to become. While the term “quality of life” means different things to different people, the Core Values are based on the premise that the health of the City and the quality of life enjoyed by its residents are dependent upon the balancing of multiple factors—economic, environmental, and community considerations. Each of the Core Values embodies key aspects of what the community values about Rapid City today, as well as aspects that will be important to improve and/or maintain in the future.

The Plan’s chapters align with the Core Values, listed below. Each Core Value chapter also contains a series of related principles, which describe the community’s aspirations, and specific goals and policies to achieve those aspirations.

A BALANCED PATTERN OF GROWTH
Rapid City is dynamic community with a rich history and unique natural setting that continues to experience strong growth and development pressures. In order to preserve our area’s high quality of life, and at the same time continue to attract new business and investment to the community, we must be proactive in our efforts to ensure orderly and efficient growth.

A VIBRANT, LIVABLE COMMUNITY
Rapid City will continue to become a more livable, vibrant, and desirable community in which to live, work, contribute, and play. We value the quality, character, and diversity of our City’s neighborhoods and the accessibility of parks, schools, and services. We are committed to addressing infrastructure and other needs in our established neighborhoods and historic districts and will ensure our new neighborhoods are attractively designed and include a range of housing types to meet the needs of our growing and changing population. We value Downtown as the vital center of our community, and we will continue to work to ensure its long-term success and vitality.

A SAFE, HEALTHY, INCLUSIVE, AND SKILLED COMMUNITY
We rely on the City’s police and fire departments to keep us safe and protect our property from harm, yet understand we all need to value our community and care for our families, homes, and neighbors. Careful planning is necessary to ensure that our future safety needs will be met as the City continues to grow. In addition to ensuring the safety of our community, we envision a community that supports our health and well-being; one that provides access to health care services, enables active and healthy lifestyles, provides educational opportunities for our youth and workforce to develop the skills needed to succeed, and recognizes that everyone must play a role in the betterment of our neighborhoods and our community. Likewise, we will strive to be a community that is recognized as being welcoming and inclusive to people of all ages, ethnic groups, family type, and economic standing.
2. Community Vision & Core Values

**Efficient Transportation and Infrastructure Systems**

Our community will have a well-maintained network of infrastructure and transportation systems that meets the needs of our residents and businesses, and supports other community-wide objectives such as community health and safety, fiscal stability, and connected neighborhoods. Our transportation system will provide for multiple modes of travel (air, vehicular, bicycle, walking, transit, and freight), making it possible to ensure mobility of goods and of people of all ages and abilities. This multi-modal system will connect our neighborhoods with community destinations including employment and shopping areas, schools, parks and recreation facilities. Our future growth areas will be served by infrastructure that is efficient and cost-effective.

**Economic Stability and Growth**

Our community will work to diversify the economic base, with high-wage jobs that provide an alternative to the tourism, military, and service-based industries prevalent in Rapid City. We will continue to support and grow a strong local and regional economy that attracts and creates new employment opportunities that enable existing and future residents and businesses to thrive.

**Outstanding Recreational and Cultural Opportunities**

We are proud of our community’s parks and recreation system. Our community will ensure that the legacy of our park facilities, trails, recreation and aquatic centers, and golf courses continues to develop as a system of interconnected amenities that provide diverse opportunities for residents and visitors alike. Our visual and performing arts and cultural activities have flourished in Rapid City because of our community’s support for a diverse range of cultural events, music and theatre performances, museum and art exhibits, and other events throughout the year. We will continue to support and enhance the presence of these assets in our community and ensure they are accessible to all ages, abilities, and income levels.

**Responsive, Accessible, and Effective Governance**

We value effective local governance, and a City organization that is fiscally responsible, accessible, and responsive to its residents and businesses. Our community will seek effective local governance and promote community-based collaboration, with opportunities for involving citizens in all City decision-making processes. We also value balancing City revenues and expenditures over the long-term, to ensure that City operations are viable and can be sustained.
3. A Balanced Pattern of Growth
Rapid City is a dynamic community with a rich history and unique natural setting that continues to experience strong growth and development pressures. In order to preserve our area’s high quality of life, and at the same time continue to attract new business and investment to the community, we must be proactive in our efforts to ensure orderly and efficient growth.

OVERVIEW

Due to tremendous population growth and attraction of residents from across the country, Rapid City is quickly evolving from a mid-sized town to a bustling regional center. An estimated steady 1 to 2 percent annual population growth rate has led to growth pressures and development within the community, as well as outward expansion of the City’s corporate limits.

Looking forward, the City’s population could grow from approximately 68,000 people in 2010 to more than 85,000 people by 2035. Factors such as household sizes, vacancy rates, and housing and employment opportunities will influence exactly how much future population growth will occur, but in a high-growth scenario, Rapid City’s population could inch towards 100,000 people in the next 30 years. Based on the City’s existing water rights, a population of 170,000 could ultimately be accommodated. However, careful management of these resources will be needed.

In terms of housing, this projected population growth could create demand for an additional 364 to 559 dwelling units per year in Rapid City, for a total of 46,000 to 51,000 dwelling units by 2035. While much of the City’s recent residential growth has occurred in the northeast and southwest quadrants of the community, outlying unincorporated areas have also grown considerably. Housing forecasts across the City’s 3-mile platting jurisdiction area estimate between 58,000 and 63,000 total housing units by 2035. The amount of land necessary to accommodate this projected residential growth to 2035 is approximately 2 to 4 square miles, based on typical area development patterns and densities.

Employment in the larger Rapid City area could grow by 456 to 1,291 jobs per year, with total employment ranging from 75,000 to 98,000 by 2035. As with residential growth, many factors will determine the amount of job and employment growth, including market demand, land supply, development densities, infrastructure needs, availability of services, and other development constraints.

Rapid City and its surrounding area have ample room for
3. A Balanced Pattern of Growth

outward expansion, although constraints such as steep slopes, flood hazards, and availability of water and sewer services do limit some of this overall development potential. (See Appendix A for a full discussion of projections and land capacity.)

Not all of the City’s growth is likely to push outward; however. Due to natural and physical development constraints, extensive costs associated with extending new infrastructure, difficulties in providing services to new areas, and changing preferences, an increasing portion of the area’s growth will likely occur through infill development, redevelopment, and intensification in certain portions of the community. For example, expansion of the Rushmore Plaza Civic Center facility and campus will likely spawn infill and redevelopment within walking distance of the facility, particularly to the north and east. Encouraging infill and redevelopment in targeted areas like this will require a comprehensive toolbox of incentives.

Proactive planning is necessary to ensure orderly and efficient growth and to retain the community’s high quality of life as change occurs. In order to support the vision for a balanced pattern of growth, the principles, goals, and policies in this chapter emphasize:

- Encouraging a compact and efficient pattern of growth;
- Facilitating coordinated growth within the City and surrounding region; and
- Promoting a balanced mix of uses.

**PRINCIPLES, GOALS, AND POLICIES (BPG)**

**Principle BPG-1: Encouraging a Compact and Efficient Pattern of Growth**

The City will increase its efforts to stimulate infill development on undeveloped lands that are already within the City limits, as well as promote reinvestment in underutilized properties. Outward growth beyond the current City limits will be encouraged only in areas that could be reasonably served by City infrastructure and services.

**Goal BPG-1.1: Use available land and resources efficiently.**

**BPG-1.1A: COMPACT GROWTH**

Encourage compact growth and infill development within and adjacent to established city limits. Discourage outward leapfrog development and limit the extension of newly developed urban services beyond the City’s Urban Services Boundary (see the Future Land Use Plan, page 89). Require development outside the Urban Services Boundary to pay its own way with respect to service extensions and oversizing.

**BPG-1.1B: TARGETED INFRASTRUCTURE INVESTMENTS**

Prioritize and invest in infrastructure maintenance and improvements within the established portions of the community before investing in new infrastructure to serve outward growth areas.

**BPG-1.1C: ANNEXATION CRITERIA**

Coordinate with counties and adjacent jurisdictions to develop and follow criteria and procedures for the annexation of contiguous land within the 3-mile platting jurisdictions.

**BPG-1.1D: SUSTAINABLE DEVELOPMENT**

Permit and encourage the use of sustainable development practices (e.g., renewable energy systems, water-conserving fixtures and landscaping, and stormwater management techniques) in all public and private development projects.

**Goal BPG-1.2: Target infill and redevelopment in key areas.**

**BPG-1.2A: PRIORITY INFILL AREAS**

Prioritize and encourage infill development in close-in areas that have been skipped over due to property constraints, ownership patterns, or other reasons, as a means to maximize infrastructure investments and add vibrancy to existing areas. High priority areas for infill development include any vacant or undeveloped properties located within Regional and Community Activity Centers, or along Reinvestment Corridors, as shown on the Future Land Use Plan map (see page 89). Other highly desirable areas for infill development include Downtown, Mixed-use Commercial and Employment areas, and Urban Neighborhoods, as identified on the Future Land Use Plan map.
BPG-1.2B: PRIORITY ACTIVITY CENTERS FOR REINVESTMENT

Encourage reinvestment in underutilized and/or aging activity centers. Support redevelopment when existing uses and/or structures are no longer economically viable. The Future Land Use Plan map identifies various types of existing and future Activity Centers. Regional and Community Activity Centers where reinvestment and/or redevelopment are a priority include the following:

Regional Activity Centers: Reinvestment Focus

- **Downtown**: this area is the primary regional destination and is the hub for many community activities and land uses. Reinvestment and redevelopment in this area is already well underway, and future efforts should continue to expand the variety of uses while also retaining the historic character of the buildings and area.

- **Rushmore Mall**: this area is the City’s major retail destination and home of the only traditional department stores in the community. Competition with nearby Rushmore Crossing is impacting the vitality of this center. The introduction of non-retail uses, such as high density housing and office uses, in the underdeveloped areas surrounding the mall could help generate increased activity levels to support existing retail uses and spur reinvestment into the mall itself.

Community Activity Centers: Reinvestment Focus

- **Baken Park**: this shopping center, located at the intersection of West Main Street and Mountain View Road, is anchored by the Family Thrift Center grocery store. The center was developed in the late 1950s, and despite some recent investment in some outlying pad retail buildings, it is beginning to show its age. The center is in a great location to serve the western portion of the community, and future improvements to enhance its vitality could include façade improvements, circulation and access improvements, multifamily housing, landscaping, and the addition of public spaces.

- **Northgate Shopping Center**: located at the intersection of Campbell Street and East North Street, this center is anchored by a Kmart store. The center’s unique topography, expansive parking lot, and lack of recent improvements make it a priority for future reinvestment or redevelopment. To increase vitality, future improvements could be similar to those recommended for Baken Park, or the integration of multifamily and more service-oriented retail could help transform this center into a true mixed-use destination.

- **Family Thrift Center**: this center, located at the intersection of Campbell Street at East Saint Patrick, is anchored by a Family Thrift Center grocery store. Like the Northgate Shopping Center, it features an expansive parking lot, minimal landscaping, and somewhat outdated retail space. Future reinvestment activities could include circulation and access improvements, façade enhancements, and landscaping.

- **FTC Express Center**: this area, located along Sturgis Road, near West Chicago Street, is a smaller strip-oriented commercial center located along a long, aging commercial corridor. It is part of the larger Sturgis Road Corridor, discussed below.

- **Regional Health Area**: the area around the Regional Health Hospital, specifically along Mount Rushmore Road near Cathedral Drive/Fairmont Boulevard features a broad mix of auto-oriented commercial and employment uses. The concentration of medical uses in the area mean that it is a primary destination for employees and visitors to the community. While much of this established area is thriving, focus on pedestrian improvements, infill development, and a broader mix of uses will help this area remain a vibrant community destination.

The Future Retail Development Memorandum in Appendix B provides additional background and recommendations for many of these priority reinvestment Activity Centers, and Chapter 10 establishes design guidance and policies for all Activity Centers.
3. A Balanced Pattern of Growth

**BPG-1.2C: PRIORITY REVITALIZATION CORRIDORS**

Support reinvestment, infill development, and targeted redevelopment along Priority Revitalization Corridors, as identified on the Future Land Use Plan and listed as follows.

- **East Boulevard/East North Street**: this corridor extends from East Omaha Street to North Cambell Street and is predominantly characterized by strip commercial development.
- **East Omaha Street**: this corridor includes the segment from East Street to Cambell Street and includes a mix of strip commercial and light industrial development and greenway/floodplain area.
- **North La Crosse Street**: this corridor includes the segment from East Omaha Street to Eglin Street, and is mostly strip commercial development. **Cambell Street**: this corridor stretches north from Centre Street to East North Street and includes auto dealerships, light industrial, and strip commercial uses.
- **Main and Saint Joseph Streets**: these corridors provide one-way connections from 5th Street east to the South Dakota School of Mines and Technology (SDSMT). They feature a broad mix of uses and are instrumental in enhancing connections and synergy between Downtown and the SDSMT campus. **East Saint Patrick Street**: this corridor includes the segment between Mount Rushmore Road and Highway 44, and features predominantly established, aging residential development on the western end and strip commercial development on the eastern end.
- **Mount Rushmore Road**: this corridor includes the portion from Fairmont Street to Omaha Street. The adopted Mount Rushmore Road Corridor Study provides details about the vision and future reinvestment strategies for this area.
- **Sturgis Road (Highway 79)/West Omaha Street/West Chicago Street**: this corridor extends from Deadwood Avenue on the east to the Rapid City limits on the west/north. It includes an array of strip commercial and industrial uses, as well as mining and extraction activities.

Encourage improvements such as access consolidation, circulation improvements, bicycle and pedestrian amenities, landscaping, coordinated signage, lighting, and adaptive reuse of historic structures along these corridors. Support a mix of uses including but not limited to high density housing, offices, and mixed-use development. Refer to the Growth and Reinvestment Framework Chapter for more design guidance and policies for all Revitalization Corridors.

**BPG-1.2D: PUBLIC-INFRASTRUCTURE COORDINATION**

Target and coordinate public infrastructure improvements (e.g., roadway enhancements, bicycle/pedestrian connections, water/sewer repairs, electric line undergrounding, and construction of municipal facilities) with desired infill, reinvestment and redevelopment areas to encourage and stimulate private development.

**BPG-1.2E: PUBLIC-PRIVATE PARTNERSHIPS**

Consider the use of public-private partnerships to expand infill, reinvestment, and redevelopment approaches and opportunities.

**BPG-1.2F: INFILL AND REDEVELOPMENT INCENTIVES**

Explore aligning existing and/or offering additional development incentives (e.g., Tax Increment Financing, priority application processing, fee reductions, design assistance) to reduce barriers and encourage infill and redevelopment in priority areas.

**Principle BPG-2: Facilitating Coordinated Growth**

Rapid City will have a development pattern that makes efficient use of the limited land area and resources it has available for urban growth, that fosters the provision of infrastructure and services in a cost-effective manner. The City will work closely with Pennington and Meade Counties, adjacent communities, and service providers to ensure that growth at the community’s edges will occur in an orderly and efficient manner.
Goal BPG-2.1: Foster a cooperative approach to planning and growth-related issues.

BPG-2.1A: SERVICE PROVIDER COORDINATION
Collaborate with other local service providers such as the school district, social and human services providers, utility companies, and others in planning for growth and supporting the expansion of existing facilities or the construction of new facilities to serve existing and future development areas.

BPG-2.1B: CITY/COUNTY COORDINATION
Enhance planning and growth-related coordination with Meade and Pennington Counties by establishing agreements, formalizing procedures, and communicating regularly.

BPG-2.1C: NEIGHBORING COMMUNITIES
Improve communication and collaboration with adjacent and nearby communities (Box Elder, Summerset, and Piedmont) on planning and growth-related issues and opportunities of mutual interest or concern.

BPG-2.1D: ELLSWORTH COLLABORATION
Involve and collaborate with Ellsworth Air Force Base and Ellsworth Development Authority on City and base-related opportunities and challenges, including but not limited to aircraft impacts, housing and transportation needs, and potential long-term base contraction or closure.

BPG-2.1E: COORDINATION WITH RESERVATIONS
Extend opportunities for coordination with and involvement from members of area tribes and Indian reservations—Pine Ridge, Rosebud, and Cheyenne River Sioux—in identifying and addressing City planning and growth-related issues.

BPG-2.1F: STATE AND FEDERAL COORDINATION
Establish regular communication and coordination with state and federal agencies such as the National Forest Service, South Dakota Departments of Environment and Natural Resources, Transportation, and Tourism, and others to proactively plan for and address development-related opportunities and challenges.

BPG-2.1G: CITY DEPARTMENT COORDINATION
Promote regular communication and coordination among City of Rapid City departments about short and long-term planning and development-related issues and opportunities.

Principle BPG-3: Promoting a Balanced Mix of Land Uses
As growth continues, the City will support the development of new residential areas and neighborhoods, parks, and commercial and employment areas to serve the region and meet the daily needs of residents. A diverse mix of uses, concentrated within activity centers, will help ensure that residents have housing, shopping, and employment opportunities across the City, and will provide options for future investment and growth.
3. A Balanced Pattern of Growth

Goal BPG-3.1: Support a diverse mix of uses citywide.

BPG-3.1A: BALANCED USES
Support a balanced mix of residential, commercial, employment, public uses, parks, and green space throughout the community. Encourage the geographic distribution of uses across the City’s different neighborhood areas, balancing the need to accommodate growth with the preservation of historic resources, where applicable.

BPG-3.1B: FUTURE LAND USE FLEXIBILITY
Provide flexibility in applying the Future Land Use categories by encouraging a range of densities and mix of land uses (as specified by the Future Land Use Plan), and by allowing administrative interpretation when the map does not perfectly align with parcels of land or planned roadways or a proposed use is not specified.

BPG-3.1C: LAND USE CAPACITY VS. DEMAND
Monitor projected growth for residential and non-residential development to understand land demand needs and align the Future Land Use Plan map and policies to accommodate these needs. Avoid “over planning” extensively beyond projected needs since the Plan is intended to provide focus and prioritization for growth, development, and investment. Balance the need for new growth with opportunities for infill and revitalization and the adaptive reuse of existing buildings within the community—both historic and non-historic.

Goal BPG-3.2: Expand housing variety to meet the community’s changing needs.

BPG-3.2A: MIX OF HOUSING TYPES
Encourage the development of a range of housing types, sizes, prices, and densities within individual neighborhoods and throughout the community to satisfy current demand and future needs.

BPG-3.2B: HOUSING TO ENHANCE VIBRANCY
Support the addition and incorporation of a range of housing types to enhance the mix of uses and vibrancy of Downtown, designated mixed-use activity centers, and revitalization corridors. (See Chapter 10.)
4 A Vibrant Livable Community
Rapid City will continue to become a more livable, vibrant, and desirable community in which to live, work, contribute, and play. We value the quality, character, and diversity of our City’s neighborhoods and the accessibility of parks, schools, and services. We are committed to addressing infrastructure and other needs in our established neighborhoods and historic districts and will ensure our new neighborhoods are attractively designed and include a range of housing types to meet the needs of our growing and changing population. We value Downtown as the vital center of our community, and we will continue to work to ensure its long-term success and vitality.

OVERVIEW

Rapid City provides an appealing mix of historic charm and modern development and amenities. Downtown is the community’s thriving, historic core, and serves as a regional center of activity for residents and visitors alike. Recent efforts, such as the construction of Main Street Square, and hosting of community events such as Summer Nights and Movies Under the Stars, have helped revive Downtown, building momentum for continued investment and activity. As Downtown revitalization efforts continue, it will be important to retain the area’s historic character and buildings – important elements that add authenticity and appeal to both visitors and residents alike.

Beyond Downtown, Rapid City features a wide range of diverse and distinct neighborhoods, some of which are established and others that are newly emerging. Single-family, detached housing remains the predominant option in most neighborhoods, but future population and cultural trends indicate growing demand for expanded housing alternatives. In addition to changing housing product preferences, it is challenging for many in the local workforce—particularly in the tourism and retail services industries—to find quality housing that is attainable. Looking forward, increasing quality housing options for Rapid City residents is a key objective of this Plan. High priority housing needs that have been identified are primarily focused on increasing the amount and quality of housing affordable and available to low and moderate income residents. Priority housing needs include increasing the number of affordable rental units for singles and families, rehabilitating the existing housing stock in older neighborhoods, and reducing barriers to homeownership.

Many of Rapid City’s established neighborhoods, activity centers, and corridors are beginning to show their age, and some are neglected or in decline.
Maintenance and reinvestment could help stabilize and reestablish these areas as desirable portions of the community. Moreover, infill and targeted redevelopment may help reenergize some of these areas, providing a catalyst for additional change and investment.

At all stages of community development, including expansion into new growth areas and refocusing inward through infill and redevelopment, it is important to consider overarching community expectations for development quality, community appearance, and resource protection. Growth and development should not detract from the community, but rather help enhance community vibrancy, livability, and desirability. To support this vision, the principles, goals, and policies in this chapter focus on:

- Elevating the quality of development and community appearance;
- Building diverse and livable new neighborhoods;
- Maintaining the character and livability of existing neighborhoods and historic districts;
- Continuing revitalization of Downtown Rapid City;
- Developing vibrant activity centers and corridors;
- Creating community partnerships within neighborhoods; and
- Protecting and preserving environmental, cultural, and historic resources.

Principles, Goals, and Policies (LC)

**Principle LC-1: Elevating the Quality of Development**

*Rapid City will project a positive image for the community by promoting variety and visual interest and the use of durable, long-lasting materials in all new development. Particular attention will be placed on strengthening the community’s image at major gateways to the community.*

**Goal LC-1.1: Encourage variety, visual interest, and durability in the design of all new development.**

**LC-1.1A: INNOVATIVE DESIGN**

Encourage creativity, flexibility, and innovation in the design of new developments and neighborhoods.

**LC-1.1B: DURABLE MATERIALS**

Ensure that buildings are designed and constructed with materials that will remain durable in Rapid City’s climate.

**LC-1.1C: SUSTAINABLE BUILDINGS AND SITES**

Permit and encourage the use of sustainable site planning and building design techniques such as drought-tolerant landscaping, recycled materials, energy efficient design, and the integration of alternative energy sources.

**LC-1.1D: CONNECTED AMENITIES**

Integrate public and private amenities such as parks, trails, and public gathering spaces throughout new development areas.

**LC-1.1E: CONTEXT-SENSITIVE DESIGN**

Ensure the design of new development is compatible with adjacent buildings and the surrounding neighborhood context in terms of height, scale, and the overall mix of uses.
Goal LC-1.2: Maintain and enforce standards that address property upkeep and appearance.

LC-1.2A: CODE ENFORCEMENT
Administer, enforce, and periodically review and update City ordinances related to public health, safety, signage, and property maintenance issues.

LC-1.2B: REINVESTMENT PROGRAMS
Explore offering City-led programs and support other organizations’ efforts and programs to encourage property maintenance and/or rehabilitation such as debris removal events, paint-a-thons, energy efficiency improvements, emergency repairs, and adopt-a-neighbor partnerships. Consider partnerships with the private sector and non-profits as a way to further support reinvestment.

Goal LC-1.3: Project a positive community image along Rapid City’s entrance corridors and at City gateways.

LC-1.3A: GATEWAY AND ENTRANCE CORRIDOR STANDARDS
Establish standards to guide the design and appearance of the community’s gateways and entrance corridors (as identified on the Future Land Use map). Standards may address topics such as landscaping, lighting, signage, and other streetscape or urban design elements. (See Design Principles for Gateways and Entrance Corridors, page 110.)

LC-1.3B: ENTRANCE CORRIDOR COORDINATION
Coordinate with South Dakota Department of Transportation (SDDOT), adjacent communities, and Pennington and Meade Counties, to develop coordinated visions, standards, and plans for improvements along major entryway corridors into Rapid City. Major entryways into the City are identified on the Future Land Use Map and include the following:

- **Elk Vale Road**: traversing the southeastern section of the community from Interstate 90 to the north to Mount Rushmore Road to the south. This corridor provides multiple points of entry into the community and is a primary route across the City as well. Access control, signage, and landscaping are all important considerations as growth and development occur along this corridor.

- **Haines Avenue**: stretching north from Interstate 90 to beyond the County line, this corridor is located in a high-growth area. Coordination with Meade and Pennington Counties will help ensure that this corridor remains an inviting entrance into the northern portion of Rapid City.

- **East SD Highway 44**: extending from the City’s core near East Omaha Street east to the Rapid City Regional Airport. Coordination is needed to ensure that this entryway projects a positive image of the City as growth and development spread east of the community.

- **SD Highway 79**: extending south of Elk Vale, this corridor is envisioned as the community’s industrial corridor, but considerations should be given to limit the visual impacts of heavy industry.

- **Interstate 190**: stretching from Interstate 90 to the north to Omaha Street to the south. This corridor is entirely within the City limits, and presents opportunities to enhance the sense of arrival into the community and serves as a key entry point to Downtown. With the pending redesign/redevelopment of the I-190 interchange and the Rushmore Plaza Civic Center’s close proximity to said interchange, it is imperative that coordination and discussion coincide to ensure visitors have an attractive and easy ingress and egress to and from the facility.

- **Interstate 90**: including the segments west of Interstate 190 and east of North Elk Vale Road. Coordination should involve adjacent communities (Box Elder, Summerset and Piedmont) and may include topics such as signage, conservation of views and natural features, and landscaping, screening and buffering.
4. A Vibrant Livable Community

• **Jackson Boulevard (SD Highway 44):** extending west of Canyon Lake, this area is a setting for conservation of scenic views and forested lands.

• **Sturgis Road:** stretching north of the Rapid City limits. Issues and opportunities include coordination with Summerset, Piedmont, and the mining/extraction industries, and conservation of open lands and views.

• **Deadwood Avenue:** extending from the County line south to West Chicago Street, this is a predominantly industrial corridor with opportunities for enhanced landscaping and sidewalks.

• **US Highway 16:** extending south from Cleveland Street to beyond the Rapid City limits. Issues and opportunities along this corridor include conserving views and natural features and coordination with the tourism industry.

**LC-1.3C: GATEWAY IMPROVEMENTS**

Integrate design improvements (e.g., lighting, landscaping, bridges, and signage) as development, redevelopment, and/or capital projects occur at key gateways to the City (as identified on the Future Land Use map). Key community gateways include interchanges and other noteworthy landmarks (such as crossing into the City limits) are identified on the Future Land Use map and include the following:

**Interchanges**

- East SD Highway 44 at North Elk Vale Road
- Interstate 90 at North Elk Vale Road
- Interstate 90 at North Deadwood Ave
- SD Highway 79 (Cambell Street) at Elk Vale Road
- Interstate 90 at Interstate 190
- Interstate 190 at Omaha Street
- Future Interstate 90 connection to Rapid City Regional Airport

**Landmarks**

- Mount Rushmore Road at Tower Road (near Regional Health center)
- US Highway 16 at the City’s southern limits (near Fort Hayes Drive)
- Jackson Boulevard at Canyon Lake Park (near Chapel Lane)
- Sturgis Road at the City’s northern limits (north of Hidden Valley Road)

**Goal LC-2.1: Establish new neighborhoods that meet the community’s varied needs.**

**LC-2.1A: TARGETED RESIDENTIAL GROWTH AREAS**

Support residential development within the Urban Services Boundary in areas that maximize available infrastructure and community amenities.

**LC-2.1B: COMPREHENSIVE HOUSING STRATEGY**

Establish a comprehensive housing strategy to ensure that quality and affordable housing options are accessible to all income levels and household types. Create definitions and targeted strategies for a variety of household types. Encourage the development of housing that aligns with the needs of each targeted group in terms of price, size, type, and location. Expand the City’s purview and approach to housing beyond programs and housing groups currently in place using community development block grant funds.

**LC-2.1C: VARIETY OF HOUSING TYPES**

Encourage new neighborhoods that contain a mix of housing types, such as various sizes of single-family detached, attached, townhomes, apartments, lofts, and housing for special populations (e.g., elderly or disabled residents). Support a mix of lot sizes, densities, and housing prices and styles. Locate high-density and multi-family housing near collector and arterial streets, transit, shopping, and services, particularly when intended for
elderly or disabled residents or for affordable or workforce housing.

**LC-2.1D: NEIGHBORHOOD CHARACTER**

Promote variety and visual interest in the design of new neighborhoods through means such as multiple home models, varied garage orientations, different façade designs, and mixed materials and color schemes.

**LC-2.1E: NEIGHBORHOOD-SERVING USES**

Support the incorporation of small-scale retail, mixed-use and service uses and home-based occupations to meet the daily needs of neighborhood residents.

**LC-2.1F: PHASED DEVELOPMENT**

Establish phasing plans for larger developments to address the timing of infrastructure improvements and the construction of amenities such as parks and trails.

**Goal LC-2.2: Connect new neighborhoods to the larger community.**

**LC-2.2A: NEIGHBORHOOD CONNECTIONS**

Connect new and existing neighborhoods together with features such as sidewalks, trails, parks, schools, and other gathering spaces to provide opportunities for interaction and strengthen sense of community.

**LC-2.2B: INFRASTRUCTURE CONNECTIONS**

Provide opportunities for additional infrastructure linkages—such as roadway stubs and water mains—as new neighborhoods develop to maximize investments in infrastructure and enhance connectivity of neighborhoods.

**Principle LC-3: Maintaining the Character and Livability of Existing Neighborhoods**

Rapid City will encourage reinvestment in and the revitalization of the many diverse existing neighborhoods across the community. Rapid City will work to maintain the quality and character of established neighborhoods and historic districts and ensure that infill and redevelopment is designed in a manner that minimizes impacts on existing neighborhoods. The City will also support ongoing investment in parks, recreation facilities, schools, libraries, and multi-modal connections to reinforce the stability and livability of established neighborhoods and historic districts.

**Goal LC-3.1: Retain and improve the community’s unique established neighborhoods.**

**LC-3.1A: RETAIN AND ENHANCE EXISTING HOUSING STOCK**

Support the retention of existing housing and neighborhoods. Encourage ongoing maintenance and promote reinvestment and improvements in declining areas and targeted redevelopment of blighted properties. Work with property owners, neighborhoods, and non-profit organizations as appropriate to bring substandard units into compliance with City codes and improve overall housing conditions.

**LC-3.1B: PROACTIVE CODE ENFORCEMENT**

Proactively monitor neighborhoods for public health, code enforcement, and safety violations in accordance with the International Property Maintenance Code and other codes and ordinances as adopted by the City. Respond to complaints registered by residents in a timely manner and coordinate tracking of violations.
between code enforcement officers and building officials to identify and address issues such as substandard housing.

**LC-3.1C: COMPATIBLE INFILL AND REDEVELOPMENT**
Support compatible infill development and targeted redevelopment in existing neighborhoods and historic districts to take advantage of existing infrastructure and to encourage additional upkeep and reinvestment.

**LC-3.1D: NEIGHBORHOOD IMPROVEMENT PARTNERSHIPS**
Support homeowners’ associations and other organizations’ efforts to make neighborhood improvements, enhance neighborhood quality and pride, and assist residents unable to make improvements on their own.

**LC-3.1E: BUFFERS AND TRANSITIONS**
Develop and adopt standards to address appropriate buffers and transitions when new non-residential or multi-family residential development occurs adjacent or within close proximity to single-family or other lower intensity residential uses, or abuts a historic district.

**LC-3.1F: HOME OCCUPATIONS**
Support the use of residential structures for home-occupation purposes conducted entirely by residents of the dwelling, and as pursuant to other limitations and requirements established in City Ordinances.

**LC-3.1G: NON-RESIDENTIAL CONVERSIONS**
Permit the conversion of residential structures to limited non-residential uses along arterials and other major corridors to retain historic character and structures. Consider modifying minimum parking and other development requirements for such non-residential uses in these areas, which can dramatically change their historic character or compatibility with the existing neighborhood.

**LC-3.1H: COMMUNITY PARTNERSHIPS**
Foster community partnerships within established neighborhoods to assist with capacity building and asset mapping as part of future projects affecting individual neighborhoods.

**Goal LC-3.2: Support continued investment in and ongoing maintenance of neighborhood infrastructure and amenities.**

**LC-3.2A: PARK AND FACILITY MAINTENANCE**
Regularly maintain existing parks and other public facilities in neighborhoods, and periodically monitor usage and issues over time to address changing demands and needs.

**LC-3.2B: ADAPTIVE REUSE**
Support the adaptive reuse of unused schools and other large institutional facilities within neighborhoods to compatible uses such as community centers or places of worship, to retain their roles as neighborhood gathering spaces.
**LC-3.2C: PEDESTRIAN AND BICYCLE LINKAGES**

Prioritize sidewalk and trail improvements that complete gaps or “missing links” between existing neighborhoods and other community destinations such as schools, parks, or shopping areas.

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**Linkages between Downtown and other centers of activity within the community, such as the Civic Center, South Dakota School of Mines and Technology, and others will continue to be strengthened.**

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**Principle LC-4: Sustaining a Vibrant Downtown Center**

Downtown Rapid City continues to function as the primary, historic center of the community and the hub of cultural, tourism, and government activities for the region. Ongoing revitalization efforts by the City and its partners will ensure the vitality of Downtown continues to flourish. Opportunities for infill and redevelopment within and adjacent to the Downtown Core will be balanced with the preservation of the historic character that is valued by residents and visitors alike.

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**Goal LC-4.1: Reinforce the role of the Downtown as a Regional Activity Center.**

**LC-4.1B: DIVERSE MIX OF USES**

Encourage a diverse mix of uses Downtown including residential, retail, services, employment, entertainment, and public uses, to support the needs of both local residents and visitors, and to encourage round-the-clock vibrancy and activity levels. Integrate a mix of residential housing types within the Downtown Core, as well as in surrounding neighborhoods.

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**Goal LC-4.2: Promote increased synergy between the Downtown Core and nearby centers of activity.**

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**LC-4.1A: DOWNTOWN AREA MASTER PLAN**

Develop a plan and accompanying strategy for the areas east and north of the Downtown Core, building on the recommendations of the Downtown Master Plan and south Dakota School of Mines and Technology (SDSMT) Master Plan, and the planned expansion of the Rushmore Plaza Civic Center.

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**LC-4.1D: PROGRAMMING AND EVENTS**

Support a range of regional, State, and international programming and events that enliven downtown and support business, and cater to diverse audiences including Downtown and City residents, families, students, and visitors.

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**LC-4.1E: EFFECTIVE PARKING STRATEGY**

Explore ways to maximize the effectiveness of downtown parking, including free and metered on-street spaces, and public and private parking lots and structures.

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**LC-4.1F: NEIGHBORHOOD TRANSITIONS**

Establish transitions between more intense Downtown uses and adjacent residential neighborhoods by buffering them with careful site design, building placement and landscaping, and ensuring appropriate heights, setbacks, step-downs, and massing when new development or redevelopment occurs in transitional areas.

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**Goal LC-4.2A: DIVERSIFICATION OF USES**

Encourage intensification and diversification of uses east and north of Downtown, with an emphasis on expanding housing options for students and the local workforce, and shops and services to support tourism and complement the growing SDSMT campus and Rushmore Plaza Civic Center expansion. Establish locations and opportunities to...
facilitate growth of start-up businesses generated by SDSMT and the Black Hills Business Development Center. Explore opportunities to move the City Streets Shop out of the Downtown area.

**LC-4.2B: TARGETED INFILL AND REDEVELOPMENT**

Support infill development and targeted redevelopment in the area adjacent to the Downtown Core to maximize infrastructure investments, provide greater diversity in uses, enhance activity levels, promote synergy between unique destinations, and support a more cohesive environment. During redevelopment of areas near SDSMT, vacation of street and alley right of ways should be reviewed during expansion efforts to optimize land use.

**LC-4.2C: MULTI-MODAL CONNECTIONS**

Expand multi-modal options, facilities, and connections between the Downtown Core and nearby destinations, such as, but not limited to SDSMT, Rushmore Plaza Civic Center, and the Journey Museum, especially for pedestrians, bicyclists, and transit users.

**Principle LC-5: Developing Vibrant Activity Centers and Corridors**

Rapid City will encourage the creation of vibrant mixed-use activity centers and corridors in easily accessible and highly visible locations of the community. The City will encourage activity centers that vary in size and composition (e.g., mix of uses, density), but serve the similar purpose of providing services in areas that may be readily accessed from surrounding neighborhoods and, in the case of larger centers, from the surrounding community and region. The City will also encourage reinvestment in established corridors throughout the community to promote the efficient use of available land and infrastructure and support increased opportunities for alternative housing types in the core of the community.


**Goal LC-5.1: Distribute centers for activities and employment throughout the community.**

**LC-5.1A: VARIED ACTIVITY CENTERS**
Highlight and differentiate various activity centers across the community (e.g., regional, community, employment, and recreation) to provide opportunities to meet the differing needs of Rapid City residents, workers, employers, and visitors. The Future Land Use Plan map identifies the following Activity Centers:

**Regional Activity Centers**
- Downtown (includes Rushmore Plaza Civic Center, SDSMT, and other major destinations)
- Rushmore Mall
- Rushmore Crossing

**Community Activity Centers**
- Baken Park
- Catron Boulevard at Sheridan Lake Road
- Civic Center
- East Highway 44 at East 53rd Street
- East Highway 44 at Radar Hill Road
- Elk Vale at South Valley Drive
- FTC Express Center
- Mount Rushmore Road at Moon Meadows Road
- New Safeway Area
- Northgate Shopping Center
- Family Thrift Center at St. Patrick and Cambell Street
- University Center Area
- US 16 Tourism Area
- Wal-Mart Supercenter Area
- Rapid Valley Area
- Regional Health Center
- Mount Rushmore Road Office Park
- North Rapid Light Industrial Area

**LC-5.1B: DIVERSE MIX OF USES**
Support a diverse mix of uses in activity centers to add variety and economic resiliency. Encourage residential uses in new and emerging regional and community activity centers and explore integrating residential uses to add vibrancy to existing, underutilized activity centers.

**LC-5.1C: MULTI-MODAL CONNECTIONS**
Encourage multi-modal connections and improvements such as direct bicycle, pedestrian, transit, and vehicular routes that link activity centers and other key community destinations like schools and public facilities.

**LC-5.1D: PUBLIC SPACE AND AMENITIES**
Incorporate public spaces, libraries, and other amenities such as plazas, patios, and greenspaces into the design of new activity centers and explore opportunities to enhance amenities and public spaces in existing activity centers.

**LC-5.1E: NEIGHBORHOOD CONNECTIONS**
Enhance pedestrian and bicycle connections between neighborhoods and nearby activity centers to provide safe and convenient access for all residents without needing to rely upon a personal automobile.

**Goal LC-5.2: Support reinvestment and revitalization in underutilized activity centers and along the community’s key corridors.**

**LC-5.2A: PRIORITY REVITALIZATION CORRIDORS**
Prioritize corridors for reinvestment and align infrastructure investments and other public improvements with these areas to encourage private investment and rehabilitation.

**LC-5.2B: REDUCE BARRIERS**
Encourage a broader mix of uses (including residential) along corridors and within activity centers in need of reinvestment and revitalization through infill, redevelopment, and adaptive reuse of existing structures. Explore options to reduce barriers to property reuse and reinvestment, such as minimum parking standards and building code requirements.

**LC-5.2C: PROPERTY ASSEMBLAGE**
Encourage and consider facilitating the consolidation and assemblage of properties to improve and coordinate the redevelopment of blocks or segments of activity centers or corridors, rather than employing a property-by-property approach.

**LC-5.2D: MULTI-MODAL CONNECTIONS**
Support reinvestment and revitalization of activity centers by encouraging and investing in sidewalk, bicycle, and transit improvements to enhance...
connectivity to activity centers and along major corridors.

**Principle LC-6: Protecting the City’s Environmental, Cultural, and Historic Resources**

*Rapid City will strive to protect its character-defining natural features and the natural environment as the community grows over time. In addition, Rapid City will continue to promote and strengthen the protection of historically and culturally significant resources that contribute to the community’s unique identity and history and its marketability as a tourism destination.*

**Goal LC-6.1: Conserve Rapid City’s unique cultural and historic assets.**

**LC-6.1A: COMPREHENSIVE PRESERVATION PLAN**

Periodically update the City’s Comprehensive Preservation Plan to reflect changes in City regulations, the addition of new historic districts, and planning objectives.

**LC-6.1B: HISTORIC LANDMARKS AND AREAS**

Promote the preservation of historic buildings, signs, districts, and sites of local, regional, and national significance. Update existing historic districts (as shown below) as necessary and identify potentially eligible districts and individual resources.

**LC-6.1C: SURVEY AND INVENTORY EFFORTS**

Continue to expand survey and inventory efforts:
- Identifying and prioritizing geographic areas and specific resource types to be surveyed;
- Developing and implementing evaluation standards for surveyed resources;
- Updating outdated surveys as needed; and
- Developing and maintaining a list of threatened resources.
4. A Vibrant Livable Community

**LC-6.1D: EDUCATION AND OUTREACH**
Continue to support the efforts of the Historic Preservation Commission (HPC) and efforts to increase awareness in the community regarding the City’s historic resources, and resources available to support property owners interested in preserving historic resources.

**LC-6.1E: CULTURAL ASSETS**
Retain and protect community traditions, historic landscapes, libraries, and other cultural assets to retain the City’s authenticity and appeal. Such assets include, but are not limited to, the annual Black Hills Pow Wow, presidential sculptures Downtown, Storybook Island, Dinosaur Park, Founders Park, Memorial Park and Civic Center, Canyon Lake Park, and the Game Fish and Parks Outdoor Campus. Coordinate with members of area tribes and Indian reservations—Pine Ridge, Rosebud, and Cheyenne River Sioux—and other groups to support these efforts.

**LC-6.1F: REINVESTMENT AND REHABILITATION**
Support efforts to restore and rehabilitate historic properties, and support the development and adoption of City historic district design guidelines to tailor the Secretary of the Interior’s standards to unique local conditions.

**LC-6.1G: COMPATIBLE INFILL**
Ensure new infill development and redevelopment is compatible with historic properties and districts through application of historic review processes and/or design guidelines.

**Goal LC-6.2: Conserve and protect Rapid City’s natural resources and environment.**

**LC-6.2A: AIR QUALITY**
Protect air quality by encouraging the development of land use patterns that reduce vehicle trips, support transportation alternatives that decrease dependence on single-occupancy vehicles, establishing targets for and monitoring greenhouse gas emissions, and promoting energy efficiency in existing and new buildings.

**LC-6.2B: WATER QUALITY**
Protect water quality by limiting development in floodplain areas, investing in repairs and improvements to drainage and water treatment infrastructure, and monitoring and ensuring compliance with local, state, and federal water requirements.

**LC-6.2C: NATURAL FEATURES**
Protect the natural and scenic character of key areas such as the Skyline Drive Wilderness Area, greenway tracts, and Jackson Boulevard/Highway 44 corridor to the west by avoiding extensive development, signage, and lighting in these areas.

**LC-6.2D: AGRICULTURAL CONSERVATION**
Support existing agriculture operations and retain existing agricultural zoning outside of the Urban Services Boundary. Avoid rezoning agricultural land for speculative purposes, and encourage the submittal of development plans when agricultural land is proposed to be rezoned.

**LC-6.2E: WILDLIFE CORRIDORS**
Explore guidelines or standards to protect and limit new development in established wildlife corridors.

**LC-6.2F: SUSTAINABLE DEVELOPMENT**
Encourage the use of sustainable development practices in public facilities, private development, and the design of parks, landscaping, and stormwater management facilities to reduce water and energy consumption, protect water and air quality, and minimize impacts on natural features and wildlife habitat.
5. A Safe, Healthy, Intuitive & Skilled Community
OVERVIEW

Many different City departments, service providers, agencies, and community groups work together to protect the lives and properties of Rapid City residents. Overall, Rapid City is generally a safe community; however this does not mean that properties and residents are not without risks. Natural hazards such as flooding, severe winter storms, and wildfires have all occurred in recent years, and the City is vulnerable to future natural hazard events as well. Human activities, such as crime, engaging in unhealthy behaviors, and building in unsuitable areas also present long-term risks to the population. Emphasis on reducing these natural and human-induced risks, as well as promoting preparedness will help increase resiliency when hazards arise.

Physical activity and access to food and services also play important roles in community wellness. Rapid City is fortunate to have an extensive parks and greenway system that supports recreation, as well as numerous recreational facilities and offerings. However, gaps and missing connections in the sidewalk, trails, and bicycle systems limit the community’s full potential to engage in active transportation modes such as walking and bicycling. In terms of food and nutrition, the Rapid City area has higher rates of obesity than national averages, and some portions of the community have limited access to healthy foods. Increasing opportunities for convenient, affordable, and healthy foods to all populations is critical to improve overall health and nutrition.

Rapid City features numerous health and social service providers, which serve the local...
community and the broader region. Improved access and transportation to these health and social services is a key need, especially for residents who do not drive. As the population ages, many residents will likely find themselves in need of these services, but lacking the ability to drive themselves.

Like its broad network of health and social service providers, Rapid City also is home to an array of educational providers including a large public school system, five higher education institutions, and many other learning resources and opportunities. Continued coordination with these institutions and providers will support numerous community objectives including workforce development, resource sharing and maximization, and attracting and retaining youth and families.

To support the vision for a safe, healthy, inclusive, and skilled community, the principles, goals, and policies in this chapter address the following:

- Ensuring secure, safe public spaces, neighborhoods, and business districts;
- Minimizing hazard risks and enhancing resiliency;
- Supporting community health and well-being;
- Fostering a caring and inclusive community; and
- Focusing on lifelong learning.

### PRINCIPLES, GOALS, AND POLICIES (SHIS)

**Principle SHIS-1: Ensuring Safe and Secure Public Spaces, Neighborhoods, and Business Districts**

Rapid City will be a safe and secure community by continuing to provide high quality services for policing and law enforcement, fire protection, and life safety. Increased emphasis will be placed on enhancing perceptions of public safety through design of buildings, parking areas, pathways, landscaping, and roadways. Collaboration between safety providers and residents and businesses will promote open lines of communication and strengthen our sense of safety and community.

**Goal SHIS-1.1: Continue to provide high quality community safety services.**

**SHIS-1.1A: LEVELS OF SERVICE**

Determine and monitor appropriate levels of service and response times for police, fire, and emergency medical services. Explore options to maintain levels of safety service as the community grows, such as increased service fees, impact fees on new development, and land dedications in major subdivisions. Public safety agencies like police, fire and emergency medical services should seek to obtain and/or maintain accreditation. Accredited status represents a significant achievement, recognizing that an institution meets or exceeds general expectations of quality in the field. Accreditation acknowledges the use of policies that are both conceptually sound and operationally effective.

**SHIS-1.1B: GROWTH COORDINATION**

Align future expansions and improvements to address existing needs and support future growth. Explore options to maintain levels of service as the community grows, such as impact fees, land dedications, and payments in lieu of land dedications.

**SHIS-1.1C: TAILORED APPROACH**

Tailor patrol methods, station locations, and response approaches to different needs and areas of the community, such as police foot patrols Downtown, bicycle patrols along the greenway, and coordination with County, Federal, and volunteer service providers at the community’s fringe.

**Goal SHIS-1.2: Employ a proactive, collaborative approach to enhance community safety.**

**SHIS-1.2A: CRIME PREVENTION THROUGH DESIGN**

Integrate crime prevention through environmental design principles into the design of public spaces and development areas to reduce opportunities for criminal activity and increase safety for all users.
5. A Safe, Healthy, Inclusive & Skilled Community

**SHIS-1.2B: ACTIVE COMMUNITY INVOLVEMENT**
Encourage proactive community involvement in neighborhood and City safety matters, including cooperation with law enforcement and safety personnel, neighborhood watches, home/business security and monitoring, and other grassroots efforts.

**SHIS-1.2C: PARTNERSHIPS**
Foster coordination and build partnerships with schools, libraries, community groups and organizations, and other safety providers to provide a coordinated approach to enhancing community safety.

**Principle SHIS-2: Minimizing Hazard Risks and Supporting Disaster Resiliency**
As the community grows, the City will encourage development patterns and construction practices that minimize risk from hazards such as wildfire, flooding, and severe storms, and will support adaptation measures in existing parts of the community to enhance resiliency and recovery when disasters arise.

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**Goal SHIS-2.1: Reduce hazard risks by minimizing development in areas with safety or environmental risks or constraints.**

**SHIS-2.1A: LIMITED DEVELOPMENT IN RISKY AREAS**
Limit development in areas with environmental risks such as flood prone areas, areas with unsuitable soils for septic systems (where public sewer connections are not available) and slide prone slopes.

**SHIS-2.1B: WILDFIRE AWARENESS AND PREPAREDNESS**
Enhance wildfire risk awareness in forested areas (including but not limited to the defined Wildland Urban Interface (WUI)) and promote resident wildfire preparedness and risk reduction.

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**SHIS-2.1C: AIRPORT COMPATIBILITY**
Avoid development in airport encroachment zones, as established by the Rapid City Regional Airport Master Plan Land Use Compatibility Plan, which poses immediate or long-term risks to flight safety or building occupants, such as tall buildings, excessive reflectivity or lighting, landscaping that attracts wildlife, wind turbines, landfills, and residential or high-occupancy uses. Pursue the future relocation of Long View Road/Radio Tower Road to a location outside of the airport’s Runway Protection Zone to enhance safety and compatibility of this roadway with airport operations.

**Goal SHIS-2.2: Enhance community resiliency and emergency preparedness.**

**SHIS-2.2A: STRATEGIC PLANNING**
Maintain and update as needed strategic plans for police and fire, and other emergency management functions to monitor emerging needs as the community continues to grow. Support ongoing coordination and partnerships with outside agencies that provide safety services.

**SHIS-2.2B: JOINT USE FACILITIES/PARTNERSHIPS**
Support ongoing coordination and partnerships both within the City organization and with outside entities (e.g., schools) to promote efficiency in the provision of services, support mutual goals, and increase awareness of community resources with regard to safety and emergency preparedness.
5. A Safe, Healthy, Inclusive & Skilled Community

SHIS-2.2C: EMERGENCY ACCESS

Ensure new development provides multiple points of access for emergency response, and pursue opportunities to establish additional points of access in wildfire risk areas where only one access point currently exists.

SHIS-2.2D: SURVIVABLE SPACES

Incorporate survivable spaces and hardened facilities capable of withstanding man-made and natural disasters in new public buildings. Design these spaces to serve multiple functions (e.g., community meeting rooms and safe room). Encourage the construction of facilities in the WUI that are more likely to withstand a wildfire without intervention or direct protection by fire responders, using measures to create survivable spaces such as vegetation management, fuel reduction, sprinklers, and fire-resistant building materials.

SHIS-2.2E: FLOOD MAPPING AND INSURANCE

Maintain a FEMA-approved Flood Insurance Rate Map (FIRM) that identifies Special Flood Hazard Areas (SFHA) across the community. Ensure that properties financed by federally backed mortgages and located within SFHAs mapped on the FIRM carry flood insurance policies, and encourage flood insurance participation in all flood-prone areas. Additionally, abide by the adopted policies of the Final Report of the Floodplain Policy Committee (2008).
SHIS-2.2F: EMERGENCY PLANS
Support ongoing community education, training, and preparedness for different types of emergencies including natural and human-caused disasters. This includes community-wide drills and emergency management plans, as well as individual preparedness plans and emergency supplies.

Principle SHIS-3: Supporting Community Health and Well-Being

Rapid City aims to be a healthy community, enabling its residents to pursue meaningful and fulfilling lives. The City will seek opportunities to increase the health and well-being of residents by supporting healthy living and lifestyle choices, and by providing opportunities for active recreation and transportation, such as walking and bicycling. The City will encourage and support local food production and distribution systems to improve the availability of and accessibility to healthy foods.

Goal SHIS-3.1: Expand opportunities for fitness and active living.

SHIS-3.1A: PEDESTRIAN AND BICYCLE NETWORKS
Enhance options for active transportation, such as pedestrian and bicycle travel. Ensure that sidewalks, trails, and bicycle lanes are provided as development occurs, and prioritize the construction of missing links to connect bicycle and pedestrian facilities and traffic calming mechanisms in high-traffic areas.

SHIS-3.1B: INDOOR AND OUTDOOR RECREATION
Encourage a variety of publicly and privately run indoor and outdoor recreation facilities across the community to provide opportunities for physical activity and support healthy lifestyles.

SHIS-3.1C: RECREATION OPTIONS
Support a wide variety of public and private recreational offerings to satisfy the needs and demands of all ages and abilities of Rapid City’s residents.

SHIS-3.1D: ACTIVE LIFESTYLE COLLABORATION
Collaborate with schools, community health and wellness organizations, and the medical community to encourage active lifestyles, to expand recreation options, and to increase awareness about fitness options and the benefits of healthy living.

Goal SHIS-3.2: Enhance options for food that is healthy, affordable, and convenient.

SHIS-3.2A: LOCAL FOOD SYSTEMS
Support existing agricultural operations and the development of personal gardening and local food systems (such as community gardens, farmers’ markets, shared commercial kitchens, and food cooperatives/retailers) to expand access to healthy food options.

SHIS-3.2B: NUTRITION COORDINATION
Coordinate with schools, food banks, food retailers, health and social services providers, and others to address community nutrition needs and to expand access to healthy and affordable foods.

SHIS-3.2C: FOOD RETAILER DEVELOPMENT
Support the development and geographic distribution of food retailers across the community. Encourage food retailers that provide healthy and nutritious products, and consider health impacts when reviewing proposals for convenience stores and/or fast food retailers in neighborhoods or areas with few other food options.

Goal SHIS-3.3: Increase the accessibility of health and social services.

SHIS-3.3A: FACILITY COORDINATION
Coordinate and collaborate with health and social service providers on the siting of new facilities. Encourage locations that are convenient for clients, and explore options for shared-use facilities to maximize efficiency and client access.

5. A Safe, Healthy, Inclusive & Skilled Community
SHIS-3.3B: MULTI-MODAL ACCESSIBILITY
Support improvements that increase opportunities for community members to access health and social services, such as transit service adjustments and bicycle and pedestrian linkages.

SHIS-3.3C: NEARBY HOUSING
Encourage housing (especially for the elderly, disabled, low-income and other special populations) in close proximity to health and social service facilities to enhance convenience and provide opportunities for access without needing to drive.

Goal SHIS-3.4: Encourage wellness through education and prevention.

SHIS-3.4A: COMMUNITY AWARENESS
Participate in school and agency programs that increase awareness and educate citizens on the importance of making healthy choices in regards to their mind and body—such as programs to combat tobacco, alcohol, and drug dependency and raise awareness on suicide prevention resources.

SHIS-3.4B: PREVENTION WORKFORCE EDUCATION
Support skilled prevention workforce education and skill development by encouraging the continuation and expansion of educational programs that match the skills and needs of existing prevention and health promotion providers.

Principle SHIS-4: Fostering a Caring and Inclusive Community
Rapid City strives to be a community that is free from discrimination and is welcoming and inclusive to people of all ages, ethnic groups, family type, and economic standing. The City will embrace diversity, and encourage and promote opportunities for all residents to be as self-sufficient as their abilities allow. The City will continue to collaborate with social, health, and human service providers to seek ways to effectively engage underserved and vulnerable populations in community discussions, events, and activities.

Goal SHIS-4.1: Eliminate discrimination and support opportunities for residents of all abilities, ethnicities, and income levels.

SHIS-4.1A: GOVERNMENT INCLUSIVENESS
Provide a welcoming environment and encourage participation in City government at all levels by residents of all abilities, ages, gender, ethnicities, income levels, and family types.

SHIS-4.1B: DIVERSITY COLLABORATION
Pursue partnerships and opportunities to collaborate with community groups and organizations to support diversity, reduce discrimination, and engage special populations.

Principle SHIS-5: Placing a Strong Focus on Lifelong Learning
Rapid City residents value the community’s first-rate schools and libraries, and will continue to support the maintenance and enhancement of facilities needed to provide quality educational opportunities for the community. Continuing support will be provided for our higher learning institutions, with a particular emphasis on matching workforce training to local employment opportunities that will allow the community to retain talented students as they begin their careers and providing continuing education opportunities for the older adult population.
Goal SHIS-5.1: Support a citywide network of strong and successful schools.

SHIS-5.1A: EDUCATION COORDINATION
Coordinate with the school district, area colleges, and other workforce development and training institutions on short and long-range planning issues, including but not limited to campus plans, facility needs, transportation, and housing.

SHIS-5.1B: FACILITY SHARING AND REUSE
Encourage shared City/school facilities, such as community centers and parks, to maximize investments and available resources. Explore options for repurposing or reuse if existing school facilities close, to retain activity levels and prevent neighborhood degradation.

Goal SHIS-5.2: Develop and retain a skilled workforce and enhance opportunities for lifelong learning.

SHIS-5.2A: LINKING TRAINING AND JOBS
Support ongoing coordination among local colleges, training facilities, economic development organizations, and employers to match workforce training with local industries and employment opportunities.

SHIS-5.2B: LIFELONG LEARNING
Encourage the growth of educational institutions that provide opportunities for learning throughout all stages of life, including but not limited to early childhood education, primary and secondary institutions, vocational programs, enrichment classes, and online opportunities.
6. Efficient Transportation & Infrastructure Systems
Our community will have a well-maintained network of infrastructure and transportation systems that meets the needs of our residents and businesses, and supports other community-wide objectives such as community health and safety, fiscal stability, and connected neighborhoods. Our transportation system will provide for multiple modes of travel (air, vehicular, bicycle, walking, transit, and freight), making it possible to ensure mobility of goods and of people of all ages and abilities. This multi-modal system will connect our neighborhoods with community destinations including employment and shopping areas, schools, parks and recreation facilities. Our future growth areas will be served by infrastructure that is efficient and cost-effective.

OVERVIEW

Rapid City’s transportation network is a multi-modal system that includes a range of roadways, established and planned pedestrian and bicycle routes, and transit service. The transportation network also provides options for intermodal freight and travel, including the Rapid City Regional Airport, railroad, and truck routing. Connectivity across the community and the needs of different travel modes are important challenges to the movement of people and goods in the City and across the region and also play an important role in economic development. Since many residents cannot drive or do not have personal automobiles, demand for safe pedestrian and bicycle routes and transit service is increasing. However, many of the City’s existing roadways are older and integrating all of these needs into reconstruction projects may be cost or space-prohibitive.

Like the City’s transportation network, the City’s network of utility infrastructure is also predominantly established, and while it functions well, it is beginning to show its age. Water, wastewater, stormwater, and solid waste utility services are generally provided by the City, whereas energy service and telecommunications are provided by other service providers. The City focuses on the delivery of utility services within the City limits as a priority, with the Urban Services Boundary (shown on the Future Land Use Map) serving as the plan limit for future service delivery.

New development is required to adhere to City Infrastructure Design Criteria, and the construction of new arterial and collector roadways is guided by the Major Street Plan. In addition, the City conducts its transportation planning efforts within the regional framework implemented by the Rapid City Metropolitan Planning
Organization (MPO). Airport capital improvements and development are guided by the Rapid City Regional Airport Master Plan.

Because much of Rapid City’s transportation and utility infrastructure is mature, maintenance and repair needs usually outpace available funding. Due to these fiscal constraints, careful planning is needed to ensure that future growth is served by infrastructure that is efficient and cost effective, while also balancing the ongoing maintenance, repair, and upgrading of existing systems.

In order to support the vision for efficient transportation and infrastructure systems, the principles, goals, and policies in this chapter address the following:

- Planning for the efficient provision and maintenance of infrastructure;
- Providing a safe and efficient multi-modal transportation system; and
- Supporting an integrated intermodal network.

**PRINCIPLES, GOALS, AND POLICIES (TI)**

**Principle TI-1: Planning for the Efficient Provision and Maintenance of Infrastructure**

Public infrastructure facilities and services needed to serve the community, such as potable water, sanitary sewer, and storm drainage, will be provided for, maintained, and expanded efficiently. The City will make efforts to improve the linkage between infrastructure planning and land use planning to ensure that infrastructure is used as a tool to help manage growth, not as a service that is provided in reaction to growth pressures.

**Goal TI-1.1: Coordinate the planning, construction, and maintenance of utility and transportation infrastructure projects to maximize benefits and efficiency.**

**TI-1.1A: PROJECT ALIGNMENT AND PRIORITIZATION**

Coordinate infrastructure-planning efforts between Public Works and Community Planning to align the prioritization horizons of projects that use the same right-of-way.

**TI-1.1B: INTEGRATED MAPPING SYSTEMS**

Coordinate utility, transportation, and land use mapping and database systems.

**TI-1.1C: UTILITY UNDERGROUNDING**

Pursue opportunities to underground existing overhead utility lines during the construction or reconstruction of public infrastructure projects to increase service quality and enhance aesthetics.

**TI-1.1D: SEWER DISTRICTS**

Coordinate with local Sewer Districts as needed to promote efficiency in the provision of sanitary sewer service and support necessary transitions to City service, where applicable, for existing development.

**Goal TI-1.2: Proactively plan for utility and transportation infrastructure construction, maintenance, and improvements.**

**TI-1.2A: ASSET MANAGEMENT**

Employ asset management practices to prolong the remaining service life of existing infrastructure and deploy funds in an efficient and effective manner.

**TI-1.2B: INFRASTRUCTURE PROJECTS INFORMED BY PLANS**

Use the land use and transportation plans (including, but not limited to the Future Land Use Plan and Major Street Plan) to inform and help prioritize infrastructure projects.
**TI-1.2C: DOCUMENT NEEDS**
Maintain thorough documentation of existing and anticipated future infrastructure needs and priorities, including maintenance, repair, replacement, upgrades, reconstruction, and new construction.

**TI-1.2D: AIRPORT INFRASTRUCTURE**
Invest in additional infrastructure to include the Rapid City Regional Airport in the City’s water and wastewater systems, and to support additional growth and development at the airport and in the nearby areas.

**Principle TI-2: Providing a Safe and Efficient Multi-Modal Transportation System**

Rapid City will maintain a safe transportation system that provides for efficient travel within and through the community for all motorized and non-motorized modes. This will include linking the City’s many neighborhoods, employment areas, parks, schools, and recreational facilities with a comprehensive system of roadways, multi-use pathways, bicycle facilities, and sidewalks. Additionally, the City will seek opportunities to expand existing transit services to increase travel choices for the community.

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**Goal TI-2.1: Synchronize the transportation system with land use needs.**

**TI-2.1A: MAJOR STREET PLAN INTEGRATION**
Integrate the Major Street Plan into land use planning and the development review process in order to ensure the development and maintenance of a complete roadway network.

**TI-2.1B: MULTI-MODAL REVIEW**
Consider and address all travel modes (including automobile, pedestrian, bicycle, and transit) in the development review process.

**TI-2.1C: CONTEXT SENSITIVE SOLUTIONS**
Provide context sensitive transportation improvements, as defined by the Federal Highway Administration, to balance roadway classification and land use needs, provide network efficiency, and establish desired character.

**TI-2.1D: COORDINATED LAND USE AND TRANSPORTATION PLANNING**
Coordinate land use planning and transportation planning, addressing topics such as the provision of sidewalks when developing land use plans and reviewing development proposals.

**TI-2.1E: ACCESS MANAGEMENT PLANNING**
Apply access management techniques to major corridors, including developing access management plans for key development areas along arterial roadways and/or corridors demonstrating higher frequencies of access-related crashes.

**TI-2.1F: TRANSPORTATION STANDARDS AND PLANS**
Ensure all development and redevelopment projects conform to the City’s adopted engineering standards and criteria, and help to implement all adopted transportation plans.
6. Efficient Transportation & Infrastructure Systems

**TI-2.1G: ACTIVITY CENTER ACCESS**
Establish multi-modal transportation access to and between the community’s Activity Centers (as identified on the Future Land Use Plan), including vehicular, pedestrian, and bicycle connections and transit service.

**TI-2.1H: INFILL AND REDEVELOPMENT COORDINATION**
Pursue opportunities to enhance vehicular circulation, pedestrian and bicycle connections and amenities, and transit service as reinvestment, infill development, and redevelopment occur across the community, especially in the Activity Centers and Revitalization Corridors identified on the Future Land Use Plan.

**Goal TI-2.2: Develop a network of complete streets to enable safe mobility for all users, including pedestrians, bicyclists, motorists, and transit riders of all ages and abilities.**

**TI-2.2A: BALANCED MODES**
Consider and strive to balance the needs of all transportation modes in improvement project review and decision-making.

**TI-2.2B: COMPARABLE ALTERNATIVE ROUTES**
Establish comparable or parallel alternative routes for travel modes that cannot be accommodated along or are incompatible with major arterial routes. For example, if a major roadway cannot accommodate on-street bicycle lanes, explore opportunities to accommodate bicycle travel on a parallel local street or multi-modal pathway.

**TI-2.2C: CROSS-SECTION ENHANCEMENTS**
Expand and enhance standard street cross-sections to provide more options for various contexts and multi-modal needs using design guidelines provided in the Bicycle and Pedestrian Master Plan.

**TI-2.2D: COMPLETE STREETS GUIDE**
Adopt Complete Streets guidelines and integrate them into transportation planning and implementation to ensure all users—motorists, pedestrians, bicyclists, and transit riders are accommodated.

**Goal TI-2.3: Enhance connectivity and safety for pedestrians of all abilities.**

**TI-2.3A: SIDEWALK INVENTORY**
Monitor, analyze, and document City sidewalk locations, conditions, and gaps, including level of compliance with Americans with Disabilities Act (ADA) requirements.

**TI-2.3B: PRIORITY SIDEWALK IMPROVEMENTS**
Maintain a prioritized list of necessary sidewalk improvements, including building new connections, maintaining current facilities, and upgrades to existing sidewalks. Prioritize improvements that enhance pedestrian accessibility to and within Activity Centers (as defined on the Future Land Use plan), and as recommended in the City’s Bicycle and Pedestrian Master Plan.

**TI-2.3C: PEDESTRIAN CROSSINGS**
Prioritize improvements to pedestrian crossings in areas that enhance the safety of crossing major thoroughfares, especially in high-activity areas such as Activity Centers and schools.

**TI-2.3D: ADA ACCESSIBILITY**
Prioritize the replacement of non-ADA compliant sidewalks in areas with high levels of pedestrian activity and around schools.

**TI-2.4E: PEDESTRIAN LINKS TO ACTIVITY CENTERS**
Preserve and pursue opportunities to establish sidewalks and trails that provide pedestrian connections from neighborhoods to nearby activity centers.

**Goal TI-2.4: Develop a comprehensive and connected network for bicycle travel and recreation.**

**TI-2.4A: MULTI-USER BICYCLE NETWORK**
Develop a bicycle network that accommodates and supports all types of bicycling, including paved and unpaved recreational trails and commuter routes.

**TI-2.4B: CONNECTED ROUTES**
Grow the bicycle network in a manner that provides direct connections between destinations and enhances links between existing bicycle facilities.
6. Efficient Transportation & Infrastructure Systems

**TI-2.4C: ON AND OFF STREET LINKAGES**
Enhance signage, visibility, and other connections between on-street and off-street bicycle facilities.

**TI-2.4D: BICYCLIST AMENITIES**
Accommodate and encourage bicycling by integrating amenities such as secure bicycle parking, shower facilities, bus racks, ramps, and lighting into the design of new development, and as reinvestment and redevelopment occur.

**Goal TI-2.5: Expand transit participation, service, and coordination.**

**TI-2.5A: BUS STOP AMENITIES**
Pursue opportunities to enhance bus stops, especially those that are highly used and/or located within or near Activity Centers (as shown on the Future Land Use Plan). Focus on improvements that enhance safety and functionality for users such as elderly or disabled residents, including ramps, shelters, benches, trash receptacles, lighting, and route information/signage.

**TI-2.5B: MULTI-MODAL CONNECTIONS TO TRANSIT**
Enhance the connections to transit from other travel modes such as pedestrians, bicyclists, and motorists, and air service. Coordinate transit stops and routes with sidewalk and trail locations, and park-n-ride opportunities.

**TI-2.5C: ACCESS TO ACTIVITY CENTERS AND SERVICES**
Improve direct transit access to and connectivity between key community destinations including Regional, Community, and Employment areas, as well as to health and social service providers such as City and County offices, Food Bank, and South Dakota Job Services.

**TI-2.5D: PROVIDER COORDINATION**
Facilitate and support ongoing collaboration and communication between transit service providers to provide cohesive transit services and maximize available resources.

**TI-2.5F: SERVICE EXPANSION**
Explore opportunities to enhance and expand service hours, coverage, and frequency to better serve and connect the Rapid City community and greater region, especially for the underserved and transit dependent.

**Goal TI-2.6: Build a culture of multi-modal transportation awareness and use.**

**TI-2.6A: TRAVEL DEMAND MANAGEMENT EFFORT CHAMPIONS**
Develop and empower resident and agency champions for Travel Demand Management efforts.

**TI-2.6B: MULTI-MODAL MARKETING**
Market and advertise various travel modes and transportation options to local residents and visitors.

**TI-2.6C: REGIONAL COLLABORATION**
Develop and nurture regional transportation relationships, and champion collaborative regional planning efforts and activities.

**TI-2.6D: LAST MILE CONNECTIONS**
Increase multi-modal travel options and transit accessibility by including bicycle racks at bus stops and on buses and enhancing pedestrian and bicycle connections between neighborhoods, activity centers, employment areas, and other community destinations and existing or planned transit stops.

**Goal TI-2.7: Enhance regional roadway connectivity.**

**TI-2.7A: MULTI-STATE CORRIDOR PLANNING**
Participate in multi-state corridor planning efforts and support improvements that align with Rapid City’s vision, principles, and goals.
6. Efficient Transportation & Infrastructure Systems

**TI-2.7B: PRESERVE ROADWAY AND BELTWAY ROUTE OPPORTUNITIES**

Identify and preserve opportunities for new regional connections and beltway routes through suburban growth areas.

**Principle TI-3: Supporting an Integrated Intermodal Network**

An integrated network of intermodal facilities including rail, air, and freight will support the movement of people, goods, and products, to, from, and within Rapid City and the Region. The City will balance the transportation needs of people and those of businesses and industry.

**Goal TI-3.1: Preserve and enhance an efficient and compatible freight network.**

**TI-3.1A: TRUCK, AIR, AND RAIL CONNECTIVITY**

Coordinate to identify needs and enhance connectivity between truck, rail, and air transport to support the efficient movement of goods in and through the region.

**TI-3.1B: TRUCK ROUTING**

Designate and maintain truck routes to expedite the movement of trucks through the community and region. Avoid designating truck routes in areas that pose compatibility conflicts with land uses, such as through residential neighborhoods.

**TI-3.1C: FREIGHT FACILITIES**

Designate and protect important freight facilities, such as railroads, truck routes, distribution and logistics areas, and the Rapid City Regional Airport, and support their continued operation.

**TI-3.1D: AIRPORT EXPANSION**

Preserve opportunities to expand the Rapid City Regional Airport to the east, and support the development of facilities near the airport, in accordance with the Rapid City Airport Master Plan, that take advantage of air service and help expand the intermodal freight network.

**TI-3.1E: LAND USE COMPATIBILITY**

Support development that is compatible with freight operations, and encourage employment and industrial land uses in areas with high freight activity.

**TI-3.1F: GRADE-SEPARATED CROSSINGS**

Explore opportunities to upgrade or add grade-separated crossings of highways and/or rail lines to promote the safe and efficient movement of people and goods.

**TI-3.1G: IMPACT MITIGATION**

Minimize freight-generated impacts, such as noise, odor, or traffic on nearby uses through means such as landscaping, screening, buffering, hours of operation, and other measures.

**TI-3.1H: AIRPORT IMPROVEMENTS AND ACCESS**

Use the Rapid City Regional Airport Master Plan to guide future capital and facility improvements and at and near the airport. Pursue a future connection between Interstate 90 and the airport, in connection with Box Elder. Enhance this future access corridor in a manner similar to other gateways, as designated on the Future Land Use Plan. Also, pursue the future relocation of Long View Road/Radio Tower Road to a
location outside of the airport’s Runway Protection Zone.

**Goal TI-3.2: Enhance regional freight connections.**

**TI-3.2A: RAIL NETWORK**
Coordinate with railroad providers, the Rapid City Regional Airport, and other regional stakeholders to enhance the regional rail network to improve rail access and effectiveness for the region and to minimize rail impacts, such as noise and delays, to the local community.

**TI-3.2B: PORTS TO PLAINS**
Support and participate in planning efforts to connect Rapid City to the Ports to Plains highway corridor.

**TI-3.2C: REGIONAL CORRIDORS**
Collaborate with regional entities including Pennington and Meade Counties and the Metropolitan Planning Organization to extend and prioritize major corridors to improve regional mobility.

**TI-3.2D: SHIPPING COSTS**
Coordinate with local businesses and economic development organizations to understand the reasons behind high shipping costs to the City and to explore opportunities to reduce shipping costs and barriers.
7 Economic Stability & Growth
Our community will diversify its economic base, with high-wage jobs that provide an alternative to the tourism, military, and service-based industries prevalent in Rapid City. We will continue to support and grow a strong local and regional economy that attracts and creates new employment opportunities that enables existing and future residents and businesses to thrive.

**OVERVIEW**

Rapid City serves as a regional hub for a 200-mile area, and as a result, industries that draw from a regional audience, including health care, retail, and tourism serve as major economic drivers for Rapid City. Jobs in these three industries account for half of the total jobs in Rapid City. Ellsworth Air Force Base, home to the 28th Bomb Wing, is located just outside Rapid City. Ellsworth is another major economic driver for the community and state, with 3,530 active duty military members on the base and another 1,539 civilian workers. In total, Ellsworth generates 6,755 jobs, which is 8 percent of the Rapid City metropolitan area’s employment.

In addition to tourism, the Air Force Base, and regional health services, other major economic assets in the community include the Rapid City Regional Airport, Rushmore Plaza Civic Center, higher education institutions, transportation infrastructure and a vibrant Downtown. Recent studies indicate the Airport alone adds over $175M to the economy annually and planned improvements at the Civic Center are projected to have an economic impact of $53M annually.

Rapid City also functions as a service center for workers in the Bakken Oilfields in western North Dakota. Drawing on its local assets, Rapid City will work to expand its role as the regional economic hub by enhancing regional connectivity and relationships, and by supporting new employment opportunities.

The major industries in Rapid City provide average annual wages for workers that are low, and the average wage of all industries in the City is lower than many of its peer communities. The lower wages and seasonality of tourism employment impacts the stability of the economic base. To address this, the City and its local partners are undertaking an ambitious program to attract and grow employment in six targeted industries with higher paying jobs and that are currently a local strength. The City will continue to support these efforts to diversify its economic base, with high-wage jobs that provide an alternative to the tourism, military, and service-based industries prevalent in the community. Moreover, careful planning for new economic growth, coordination with economic development efforts,
7. Economic Stability & Growth

Related efforts, organizations, and studies focusing on the Rapid City economy and economic development include the following:

- **Rapid City Economic Development Partnership** – A 501 (c) (6) non-profit corporation dedicated to the economic growth and development of the Rapid City area that helps facilitate a public-private approach to economic development.

- **Black Hills Vision** - A regional alliance formed to build a stronger economy in the four county Black Hills region.

- **Rapid City Vision 2020** - A strategic vision plan that contains five strategic goals for the City to be achieved by 2020. The goals include being recognized as a leader in retaining, attracting and growing unique businesses, and becoming a premier regional hub.

- **Strategic Employment Opportunities Study** - A study commissioned by the Rapid City Economic Development Partnership and Black Hills Vision for input on the creation of a new economic development plan for the region to identify economic opportunities and strategies increasing the presence of higher paying jobs. The six target industries are business and professional services, energy-extraction sector, healthcare and life sciences, finance and insurance, metal work manufacturing, and processed foods manufacturing.

- **Rapid City Regional Jobs Program** - A regional jobs program focused on creating jobs with higher paying wages and growing employment in the six targeted industries identified in the Strategic Employment Opportunities Study.

- **Regional Rail Authority** - In a partnership with Box Elder and Pennington County, Rapid City is exploring a regional rail authority to gain access to the State Rail Trust Fund, which provides low interest loans for rail oriented infrastructure projects. The effort will create a tool that will make it easier to build rail projects that will benefit the manufacturing and energy sectors.

- **Foreign Trade Zone** - The City is exploring creating a foreign trade zone that will be used to allow local companies to avoid or defer duties paid on imported goods that are exported internationally or sold domestically. The hope is the zone will attract new businesses, lower costs for local business, and could lead to an international airport designation.

- **South Dakota School of Mines** - The school’s economic development office works to assist with the start-up companies emerging from research occurring at the school and aid in the creation and registration of patients for technology developed at the school. The school has generated 16 start-up companies coming mainly from efforts of the faculty and alumni of the school.

- **Black Hills Knowledge Network** – A project of the Black Hills Community Foundation, this organization assembles a wealth of timely information about efforts and events in the region.

and strategic investments in infrastructure will help bolster the expansion of existing and new industries helping residents and businesses to thrive.

Downtown has become a vibrant community gathering point for residents and a base for tourist activity in the region. The City is committed to fostering development opportunities in and around Downtown to increase economic activity. As the City grows, Downtown needs to remain the focal point of the region and continuing investments in infrastructure and amenities will help ensure Downtown’s ongoing vitality.

A more diverse economic and fiscal tool kit is needed to foster economic activity and support the City’s economic vision and development goals. A comprehensive, strategic approach to investing in public amenities and infrastructure will help maximize existing assets and take advantage of market opportunities. To accomplish this, the City will pursue development of more tools for spurring economic growth and providing public services and amenities, while ensuring that private development is an equal partner in paying for the costs of growth.

To support the vision for economic stability and growth, the principles, goals, and policies in this chapter address:

- Expanding economic diversity;
- Strengthening Rapid City's role as the regional economic hub; and
- Coordinating to support economic growth.
PRINCIPLES, GOALS, AND POLICIES (EC)

Principle EC-1: Expanding Economic Diversity

Rapid City seeks to foster a strong and diverse economy through activities that are directly targeted at economic development, as well as supporting activities that make the City an attractive place for attracting both employers and those seeking jobs by maintaining a high quality of life. The City will approach economic development activities using a collaborative approach between the public and private sector, as well as through regional economic partnerships.

Goal EC-1.1: Attract and create new businesses within targeted growth industries that will expand the existing economic base.

EC-1.1A: ECONOMIC DEVELOPMENT COORDINATION

Coordinate with the Economic Development Foundation and other economic development entities to create an integrated plan to align the City’s capital improvement program, public financing tools (e.g. tax increment financing) and development incentives.

EC-1.1B: PUBLIC IMPROVEMENTS

Identify, prioritize, and assist with targeted public improvements to support new business development and attraction in Rapid City.

EC-1.1C: INCENTIVE POLICIES AND STRATEGIES

Explore and establish policies and strategies to incentivize new business development within the target industries or that supports growth of Rapid City as a regional service hub.

Goal EC-1.2: Sustain a high quality of life in Rapid City to attract and retain employers and employees.

EC-1.2A: HOUSING STOCK

Maintain diverse and attractive housing options close to employment areas. Support the development of workforce and affordable housing, encourage the development of a diverse set of housing types, and encourage new residential development, infill and redevelopment near major employment centers.

EC-1.2B: DOWNTOWN AS ENTERTAINMENT CENTER

Establish and grow Downtown as the main entertainment center in Rapid City by encouraging arts and entertainment uses, supporting the growth of restaurant and hospitality businesses, and providing and supporting diverse services, events, and programing, such as those offered by the Rapid City Public Library Downtown, Rushmore Plaza Civic Center, Dahl Arts Center, The Journey Museum, Destination Rapid City and others.

EC-1.2C: QUALITY SCHOOLS AND LIBRARIES

Coordinate with public and private educational and service providers, including the Rapid City Area School District, secondary education institutions, and Rapid City Public Libraries to ensure educational and lifelong learning needs are met for families in the local workforce.

EC-1.2D: SKILLED WORKFORCE ATTRACTION AND CULTIVATION

Cultivate and attract a skilled workforce by supporting the growth of higher and technical educational institutions in Rapid City, ensuring quality and attainable housing options, and maximizing community amenities like parks, recreation, and cultural facilities and Activity Centers.

Goal EC-1.3: Support the growth and creation of local, small businesses.

EC-1.3A: LOCAL BUSINESS SUPPORT

Support the creation of local businesses by reducing barriers to opening businesses, leveraging existing programs, providing information and business resources through local libraries, and exploring potential incentives and financial tools to assist in new business establishment.

EC-1.3B: BUSINESS EXPANSION RESOURCES

Explore and offer resources to encourage the expansion of existing businesses, and reach out to existing businesses to assess their future expansion needs.
EC-1.3C: BALANCE NEW AND EXISTING BUSINESSES

Ensure that efforts to attract new businesses do not negatively impact existing businesses. Ensure this by evaluating the impacts of a potential new business on existing businesses, before public funds or incentives are provided.

Principle EC-2: Strengthening Rapid City’s Role as a Regional Economic Hub

Rapid City serves as the economic hub of a region serving portions of 5 states, with an economy based on tourism, agriculture, commercial services, education, medical services, and energy. The City will continue to strengthen its role as a regional center by focusing on the economic health of those sectors that serve a broader market beyond the City boundaries.

Goal EC-2.1: Attract additional retail and service commercial development and redevelopment to enhance the City’s role as a regional commercial hub.

EC-2.1A: DOWNTOWN AREA RETAIL AND ENTERTAINMENT

Support the expansion of retail and entertainment uses in Downtown and the surrounding area by ensuring there are adequate retail space and development sites available, marketing Downtown as a regional destination, offering incentives to overcome barriers for new or expanding businesses, and supporting efforts to enhance and improve connections between the Downtown Core, the Rushmore Plaza Civic Center, and SDSMT.

EC-2.1B: TARGETED REGIONAL RETAIL

Concentrate regional retail areas along Interstate 90 from Haines Avenue to Elk Vale Road to take advantage of the interstate frontage. Ensure that retail centers and areas are well-connected to each other to facilitate and maximize exposure of different retail areas, and encourage the clustering of retailers to encourage shoppers to visit multiple stores per trip.

EC-2.1C: REINVESTMENT INCENTIVES

Explore and offer incentives for reinvestment in existing retail areas and Regional and Community Activity Centers to allow these areas to adapt to attract new retailers and decrease the need for expanding infrastructure to support new outward growth and development.

EC-2.1D: SERVICE COMMERCIAL

Encourage the expansion of service commercial offerings that serve regional employment activities related to oil, gas, and agriculture by identifying the needs of the industry and workforce and developing a marketing and attraction strategy.

Goal EC-2.2: Enhance the quality of health care services in the City to ensure Rapid City is the regional destination for health care.

EC-2.2A: ADDITIONAL HEALTH CARE SERVICES AND PROVIDERS

Attract additional medical services and providers that are not currently present or are under-represented in Rapid City. Identify strategies to enhance and expand the medical services offered in Rapid City, support the expansion of existing health care services and facilities, and market the medical services available to the City.

EC-2.2B: ATTRACT MEDICAL WORKERS

Ensure Rapid City is an attractive community for medical workers to live in by ensuring access to attainable and high quality housing options, supporting vibrant neighborhoods and amenities, and ensuring high quality schools for medical workers’ families. Market the quality of life in Rapid City to potential medical service providers and workers.

EC-2.2C: SKILLED MEDICAL WORKFORCE

Support medical workforce education and skill development by encouraging the continuation and expansion of educational programs that match the skills and needs of existing medical providers. Identify potential opportunities for the City to support educational institutions in providing programs that align with needed medical skills.
Goal EC-2.3: Provide support to Rapid City colleges to allow them to expand and attract students.

EC-2.3A: STUDENT HOUSING AND ENTERTAINMENT
Encourage quality housing, entertainment, and services for students near Downtown and the educational institutions. Prioritize the redevelopment of the area between Downtown and the South Dakota School of Mines and Technology as an appealing area for college students, young professionals, and school faculty to reside.

EC-2.3B: COLLEGE PARTNERSHIPS
Partner with colleges to market Rapid City and its secondary education opportunities. Work with the colleges to incorporate their marketing materials within Rapid City promotional materials. Explore and identify amenities that may attract students.

EC-2.3C: PRIVATE SECTOR PARTNERSHIPS
Support and encourage partnerships between colleges and the private sector to expand employment opportunities for students and recent graduates.

EC-2.3D: STUDENT RETENTION
Explore options to encourage recent graduates to remain in Rapid City to start their careers.

Goal EC-2.4: Increase connectivity to Rapid City by providing and enhancing regional transportation connections and related transportation support industries.

EC-2.4A: AIRPORT-CENTERED ECONOMIC DEVELOPMENT
Identify ways to leverage the Rapid City Regional Airport as a way to provide more air transportation connections to Rapid City for residents, visitors, and the movement of goods. Identify uses and businesses that could be attracted to the airport area that can benefit from location next the airport and can increase the usage of airport facilities.

EC-2.4B: REGIONAL TRADE AND CONNECTIVITY
Identify potential tools and approaches to increasing regional trade activities in Rapid City. Explore potential regulatory changes, infrastructure improvements and designations that can facilitate improved connectivity for goods and services.

Principle EC-3: Coordinating to Support Economic Growth and Stability
Rapid City will efficiently invest its resources to stimulate economic growth and stability by coordinating land use planning, infrastructure investments, and economic development efforts. The City will aim to align infrastructure investments with economic development efforts in areas identified for growth or redevelopment. The City will ensure an adequate land supply in locations that further catalyze economic development.

Goal EC-3.1: Encourage employment growth in targeted community locations.

EC-3.1A: EMPLOYMENT AREAS
Support the expansion of existing and established employment areas including the South Dakota School of Mines and Technology, Regional Hospital, Ellsworth Air Force Base, and the National Guard Training Camp. Prioritize the development of emerging employment areas and business parks, as identified below:
- East Anamosa Street/North Elk Vale Road Area Technology Park
- Old Folsom Road Industrial Area
- Rapid City Regional Airport Area
- Mount Rushmore Road Corridor
- North Rapid Light Industrial Area

EC-3.1B: TARGET INDUSTRY ALIGNMENT
Align priority employment areas with targeted industry efforts to support economic development officials in marketing real estate opportunities and amenities to prospective employers. Target industries include: business services, energy/extraction, health care and life sciences,
Goal E 3.2: Ensure an adequate supply of developable land for employment and housing growth.

EC-3.2A: PRIORITY AREA MASTER PLANS
Create master plans for priority employment areas where needed to illustrate desired uses, planned improvements, and distinctive characteristics. Use the master plans to market employment areas and to help identify and support the implementation of improvements needed.

EC-3.2B: EXPAND PUBLIC FINANCING TOOLS AND INCENTIVES
Explore options to expand the set of public financing tools and incentives that the City can use to support employment growth and development.

EC-3.2C: INFRASTRUCTURE IMPROVEMENT COORDINATION
Coordinate priority residential and employment growth areas with public infrastructure improvements to maximize investments and economic returns.

EC-3.2D: RESIDENTIAL DEVELOPMENT IN EXISTING INFRASTRUCTURE AND SERVICE AREAS
Support residential development in areas where infrastructure and services exist as a first priority, and allow expansion beyond the Urban Services Boundary when necessary infrastructure improvements are provided by the developer.

7. Economic Stability & Growth

finance and insurance, metalwork manufacturing, and processed food manufacturing.

EC-3.1C: OTHER EMPLOYMENT AREAS
Encourage the development, redevelopment, and reinvestment in an array of retail, service, office, and other employment uses in all Regional and Community Activity Centers, Mixed-use Commercial, Employment, Light Industrial, and Heavy Industrial areas, as shown on the Future Land Use Plan. Support home occupations and limited, neighborhood-serving commercial and employment uses in Urban and Low Density Neighborhoods.

EC-3.1D: PRIORITY INFRASTRUCTURE IMPROVEMENTS
Identify infrastructure improvements needed to support target industry growth and development in employment areas and prioritize the completion of these improvements.

EC-3.1E: REGULATORY ALIGNMENT
Ensure land use regulations align with target industry needs in priority employment areas.

EC-3.1F: EMPLOYMENT AREA INCENTIVES
Explore and offer incentives only in priority employment areas. Develop a set of consistent criteria to consider for the use of incentives and public financing tools that reinforce the goals and policies of this Plan.
8 Outstanding Recreational & Cultural Opportunities
Recreational and cultural opportunities play an important role in the quality of life for residents, as well as in the City’s ability to attract and retain visitors, employers, and future residents. Rapid City currently has approximately 22 acres of parks, open space, and public grounds per 1,000 people—well exceeding the national standard of 10 acres per 1,000 people. In addition, Rapid City has an extensive trail system of more than 25 miles that connects several regional parks and major cultural facilities throughout the community. While these statistics confirm that Rapid City is well-served today on the whole, some areas of the community are underserved, particularly with regards to neighborhood parks. Additional parks and recreation facilities will be necessary to address current gaps in the system as well as new demand in emerging growth areas. In addition, certain areas will need enhancement of greenway and trail connections to improve access to these assets.

A five-year Parks and Recreation Plan for the City was prepared in 2007 and consisted of an inventory of existing facilities, issue identification, and recommendations regarding all aspects of parks and recreation in Rapid City. (See Community Profile in the Appendix for a detailed inventory of the City’s parks and recreational facilities.) Recommendations from the 2007 plan are reflected in the principles, goals, and policies contained in this chapter as well as the Future Land Use Plan contained in Chapter 10.

The 1993 Cultural Plan led to major addition to Rapid City’s arts capital investment, including The Journey, the Rapid City Public Library expansion, the Dahl Arts Center expansion, and the Performing Art Center. In addition to these community assets, Rapid City also features a number of other arts and cultural facilities, events, and attractions that appeal to both residents and visitors including the historic Downtown, Art Alley, and others too numerous to mention. The community’s economy, tourism
industry, and sense of place are heavily influenced by the quality of these amenities.

For example, the Rushmore Plaza Civic Center annually hosts multiple cultural tourism events including the annual Black Hills Pow Wow, Lakota Nations Invitational Basketball Tournament, and Black Hills Dance Theatre, among others. In addition, up to 60% of events that take place each year at the Rushmore Plaza Civic Center are local non-profit events conducted at the facility primarily for fundraising for non-profit charities. As such, those non-profits receive deeply discounted rental rate pricing in an effort to support their organizational initiatives. Continued investment from both the public and private sector in the City’s diverse events, facilities, and amenities will be important to continue to enhance the City’s appeal and vitality.

In order to support outstanding recreational and cultural opportunities, the principles, goals, and policies in this chapter emphasize:

- Interconnected and accessible parks, trails, and natural systems;
- Expanded recreational offerings to meet community needs; and
- Sustained arts and cultural opportunities.

**PRINCIPLES, GOALS, AND POLICIES (RC)**

**Rapid City will continue to provide a diverse range of park and trail offerings for all ages, abilities, and varying interests.**

As the City grows, expansion of the parks and trail systems will be considered, particularly in areas where there are current gaps and needs, and where new demand is created due to new development. The natural drainages throughout the community will continue be incorporated as part of a network of protected, interconnected open space and trail corridors that contribute to the character and ecological diversity of the community.

**Goal RC 1.1: Align the park system with the community’s growth and needs.**

**RC-1.1A: EXISTING PARK MAINTENANCE AND ENHANCEMENT**

Maintain high quality City parks. Pursue opportunities to improve parks that are in need of enhancement and repurpose underutilized facilities as appropriate to adjust to changing demographics and needs.

**RC-1.1B: PARKS PLANNING**

Provide for the incremental expansion of additional parks, greenways, trails, open space, and recreational facilities to meet the needs of future residents. Seek to anticipate and plan for acquisition of land for future parks where they will be needed. Review and periodically update the City’s Parks and Recreation Plan as needed to monitor progress towards the community’s goals and identify new priorities.
8. Outstanding Recreational & Cultural Opportunities

RC-1.1C: LEVEL OF SERVICE TARGETS
Seek to achieve and/or maintain level of service targets established by this Plan for different types of parks and recreational facilities as growth occurs over time. Support incremental improvements needed to improve levels of service in underserved areas of the community. (See page 70 for discussion of level of service targets by facility types.)

RC-1.1D: DISTRIBUTION OF PARKS AND FACILITIES
Identify opportunities to balance the amount and types of parks or recreational facilities within existing and future neighborhoods by prioritizing new parks in areas that are currently underserved and in new neighborhoods. Proactively identify potential park sites in areas of the City that are anticipated to grow significantly.

RC-1.1E: JOINT-USE FACILITIES
Coordinate with the Rapid City Area School District to co-locate new parks and school facilities where feasible to maximize resources and reduce duplication in the provision of parks.

RC-1.1F: PARKLAND DEDICATION FOR NEW DEVELOPMENT
Establish parkland dedication requirements for new development to help meet the needs of immediate residents and supplement public investment in the incremental expansion of Rapid City’s parks and recreation system. Provide a range of ways in which parkland dedication requirements could be satisfied (e.g., pocket parks, greenway and natural area conservation, or fee-in-lieu).

RC-1.2D: LIGHTING AND SAFETY ENHANCEMENTS
Enhance lighting and safety features along greenways and trails in areas with high pedestrian and bicycle traffic in order to increase user comfort and security and expand usage opportunities beyond daylight hours.

RC-1.2E: COORDINATED IMPROVEMENTS
Coordinate planning and development of greenways and trails with the development of stormwater facilities to identify opportunities to maximize available resources.

Principle RC-2: Enhancing Community and Recreation Facilities
Rapid City will continue to provide a broad range of community and recreational facilities and programming for all ages, abilities, and varying interests. As the City grows, Rapid City will explore enhancements or new additions to its offerings to meet the needs of existing and future residents.

Goal RC-2.1: Provide a variety of community and recreational facilities and offerings.
RC-2.1A: CIVIC CENTER
Support and expand existing programming and move forward with expansion of the Rushmore Plaza Civic Center by means of a new arena, with continued efforts in improving the overall facility and campus, as Rapid City’s primary entertainment, convention, and exhibition complex.

RC-2.1B: MULTI-PURPOSE FACILITIES
Seek opportunities to develop and maintain multi-purpose and/or shared-use facilities (e.g., school recreational facilities, community meeting space, libraries, and museums) in order to efficiently locate community and recreational facilities and programs and leverage available funding.

RC-2.1C: COMMUNITY CENTERS
Support existing public and private community, recreation, and senior centers and facilities and libraries throughout the community. Encourage the establishment of new multi-purpose community centers and libraries in growing or underserved areas.

RC-2.1D: AGE-SPECIFIC OPPORTUNITIES
Provide community and recreational opportunities for Rapid City residents of all ages, with age-specific opportunities for youth, seniors, or other groups.

RC-2.2A: MAINTAIN AND ENHANCE EXISTING FACILITIES
Maintain existing recreational facilities and pursue opportunities to improve facilities that are in need of updating or expansion.

RC-2.2B: BALANCE FACILITY DISPARITY
Balance the disparity in recreational facilities to the extent possible, regarding the types and conditions of the facility, their location, and their access from surrounding neighborhoods. Distribute future facilities to provide facilities convenient to all neighborhoods in Rapid City.

Principle RC-3: Expanding Arts and Cultural Opportunities
Rapid City and its residents will continue to support and sustain the presence of museums, visual and performing arts as important elements that connect our residents and cultures, and add vitality to our public spaces, schools, neighborhoods, and the economy.

Goal RC-3.1: Recognize and strengthen the role of arts and culture in contributing to Rapid City’s sense of community.
RC-3.1A: PUBLIC ART AND PUBLIC SPACES
Incorporate art into public projects, such as buildings, parks, recreation facilities, and public works facilities, as well as at bus stops, in parking garages, inside buses, within medians, at City gateways, and at other transportation facilities. Develop incentives that encourage the incorporation of art amenities in private projects and the involvement of artists early in the design process.

RC-3.1B: VARIETY OF ART FORMS AND CULTURAL OPPORTUNITIES
Expand opportunities for a wide range of artists to participate in Rapid City’s cultural life, including visual, musical, textile artists, or other types. Sustain existing museums, and support efforts to expand and expose more residents and visitors to the community’s multicultural roots.

RC-3.1C: ARTISTIC AND CULTURAL LITERACY
Enhance and support expanded arts and cultural opportunities throughout Rapid City with facilities and programs available to all residents. Develop knowledge and awareness throughout the community about the important contribution of arts and culture to Rapid City.

RC-3.1D: COLLABORATION
Work with the Rapid City Arts Council, The Journey Museum, members of area tribes and Indian reservations, schools, libraries, and other multicultural groups and organizations to establish and maintain a diverse range of programs throughout the community in support of both public and private arts and cultural ventures.

RC-3.1E: YOUTH ENGAGEMENT AND EDUCATIONAL PROGRAMS
Establish creative partnerships to engage youth through school-based art and music education, non-profit arts and cultural organizations, public and private sector collaborations, and Parks and Recreation programs and facilities.

Goal RC-3.2: Promote tourism activities, programs, and amenities that highlight the City’s history and culture.

RC-3.2A: HISTORIC AND CULTURAL RESOURCE MARKETING
Market and enhance the presence of historic and cultural events, amenities, and activities throughout Rapid City.

RC-3.2B: ACTIVITIES AND EVENTS
Support public art, music, and cultural displays, activities and events that celebrate the community’s varied cultures and history in to draw visitors and provide family-friendly options in locations throughout Rapid City.

RC-3.2C: CULTURAL TOURISM PLAN
Work with the Rapid City Arts Council, the Rapid City Convention and Visitors Bureau, the Rapid City Economic Development Partnership, the Rapid City Area Chamber of Commerce, and other public and private entities to develop and implement a long-range plan to promote cultural tourism.
PARKS AND RECREATIONAL FACILITIES

Parks and recreational facilities in Rapid City are organized into the following categories: Pocket Parks, Neighborhood Parks, Community Parks, Special Use Areas/Facilities, and Greenways and Open Space. A description of each facility type, typical size, service area, locational criteria, and level of service target is provided in the table below.

The diversity of existing parks and recreational facilities found in Rapid City, along with the community’s varied topography and landscapes make the application of a “one-size-fits-all” approach to determining level of service targets challenging. As noted earlier in this chapter, when levels of service are considered at a community-wide level using traditional population-based comparisons, Rapid City’s current level of service far exceeds the national average. While this comparison is a helpful reference for larger parks, it does not reflect the fact that the distribution of facilities throughout the community is imbalanced and that many residents must travel a significant distance from their neighborhood to access a park, recreation, or trail facility.

The level of service targets established by this Plan (as supported by the principles, goals, and policies in this chapter) are intended to help establish a more predictable path forward for the maintenance and incremental expansion of parks and recreational facilities in Rapid City over time and for improved access to these facilities. In addition, these targets may be more easily monitored by staff over time. The table below is intended to be used in conjunction with the Parks and Recreation Map on page 75.
### Facility Type/Description

<table>
<thead>
<tr>
<th>Facility Type/Description</th>
<th>Typical Size</th>
<th>Service Area</th>
<th>Locational Criteria</th>
<th>Level of Service Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>POCKET PARK</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Design and programming varies greatly by location, ranging from active “tot lots” or dog parks to more passive gathering spaces, such as a community garden or an urban plaza with seating, landscaping, and other features. Pocket parks are typically privately-owned and maintained by a homeowners or business association; however, some publicly-owned pocket parks do exist.</td>
<td>Typically less than 1 acre; however some may be as large as 4 acres.</td>
<td>Intended to serve a concentrated population within walking distance (¼ mile radius)</td>
<td>Pocket parks should be located within neighborhoods, activity centers (e.g., Downtown) or employment centers where they are readily accessible to concentrated populations on foot.</td>
<td>Most residents shall be located within one-quarter mile of either a public park (pocket park or greater in size), elementary school, or a privately owned park or central gathering place.</td>
</tr>
<tr>
<td><strong>NEIGHBORHOOD PARK</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>An area for recreational activities such as field games, court games, playgrounds, skating, picnicking, wading pools, ball fields, adult areas with benches, shelters, and game tables. Neighborhood parks vary in character from manicured fields to naturalized areas distinguished by mature trees and native vegetation.</td>
<td>1 to 10 acres</td>
<td>¼ to ½ mile radius</td>
<td>Centrally located within neighborhoods with safe pedestrian and bicycle access. May be developed in conjunction with schools as a joint-use facility.</td>
<td>Most residents shall be located within one-half mile of either a public park (neighborhood park or greater in size) or a privately owned park or central gathering place.</td>
</tr>
<tr>
<td><strong>COMMUNITY PARK</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A community park may include areas suited for intense recreational facilities such as athletic complexes and large swimming pools. They may also include opportunities for outdoor recreation such as walking, viewing, sitting, and picnicking. A community park may be any combination of the above, depending on the site and needs of the community.</td>
<td>Typically 10 or more acres with 15 to 40 acres being most common.</td>
<td>1 to 2 miles radius; accessible to several neighborhoods via bicycle and pedestrian routes/trails</td>
<td>Should be located on or near major thoroughfares to accommodate higher traffic volumes generated by group activities; but also be served by bicycle and pedestrian routes/trails. May be developed in conjunction with schools as a joint-use facility.</td>
<td>At least 5 acres of community parks for every 1,000 residents.</td>
</tr>
</tbody>
</table>
### SPECIAL USE AREAS/FACILITIES

<table>
<thead>
<tr>
<th>Facility Type/Description</th>
<th>Typical Size</th>
<th>Service Area</th>
<th>Locational Criteria</th>
<th>Level of Service Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Special use areas/facilities include single-purpose recreational activities such as golf courses, nature centers, zoos, conservatories, arboreta, display gardens, arenas, outdoor theaters, gun ranges, or areas that preserve, maintain, and interpret buildings, sites, and objects of archeological significance.</td>
<td>Varies</td>
<td>Serves entire community, and in some cases the broader region</td>
<td>Varies</td>
<td>None</td>
</tr>
</tbody>
</table>

### GREENWAYS, OPEN SPACE, AND NATURAL AREAS

<table>
<thead>
<tr>
<th>Facility Type/Description</th>
<th>Typical Size</th>
<th>Service Area</th>
<th>Locational Criteria</th>
<th>Level of Service Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greenways and natural areas preserve the special natural and environmental character of a particular location. These are typically important habitat conservation areas, environmentally sensitive areas, or historical areas. Passive recreational uses such as walking, bird watching, interpretive educational programs and signage, and non-motorized trail systems are appropriate in these locations.</td>
<td>Varies</td>
<td>Serve entire community and in some cases the broader region</td>
<td>Areas of preservation include floodplains along Rapid Creek and Box Elder Creek, riparian and upland wooded areas, and wildlife corridors.</td>
<td>At least 2 acres of greenways, open space or natural areas for every 1,000 residents.</td>
</tr>
</tbody>
</table>
PARKS AND RECREATION MAP

The Parks and Recreation Map provides an inventory of existing parks, recreation, and bicycle facilities, and it also identifies future alignments of planned bicycle routes. The Parks and Recreation Map also highlights potential opportunities for future community parks, greenway conservation, and bicycle facilities.

Buffers are shown around existing public parks to help inform future park planning and decision-making. The smaller quarter-mile buffer represents a typical 5 minute-walk and it is ideal for most households to have at least a pocket park within such a distance. Elementary schools are also included in this quarter-mile buffer due to the fact that many elementary schools function as central gathering spaces in neighborhoods and feature play areas that can be used by neighborhood residents during off-hours. The larger half-mile buffer represents a typical 10-minute walk, and it is ideal for most households to be within that distance of a larger neighborhood park.

Overall accessibility to parks recreation facilities of various neighborhoods and segments of the community is evident by examining all of the quarter and half-mile buffers of existing public parks. This map shows that most neighborhoods near the central core of the community have abundant access to existing parks facilities; however, many of the neighborhoods in the eastern, southwestern, and northwestern portions of the City lack convenient access to nearby parks.

As development and redevelopment continue in these currently underserved areas, it will be important to work with developers to reserve opportunities and to provide various levels of park facilities to serve these neighborhoods. Topography, access, and other constraints will ultimately help shape where future parks may be developed, but increasing park access for underserved areas is a primary objective.

In addition to showing gaps in park accessibility, the Parks and Recreation Map identifies several major Regional Recreation Destinations, as well as some potential opportunities for Community Park sites. The Regional Recreation Destinations are major public parks or recreation facilities that draw visitors from across the community and region. Potential Community Park Opportunity areas are located in areas lacking access to parks, and are co-located with existing or planned public schools. Collaboration with the school district on the development and maintenance of parks on adjacent or shared school grounds could help maximize resources and amenities.

Greenway preservation is another major focus of the Parks and Recreation Map. Much of the floodplain in the core of the community is already conserved as public greenway space. All remaining floodplain areas are shown as opportunities for Future Greenway Conservation. Because of the threat of potential flooding in these areas, minimal new development should occur. As development occurs adjacent to these areas, the City should collaborate with developers to conserve floodplain areas as public greenways, and to extend trails and passive recreation opportunities in these areas.
This GIS Data is provided “as is” without warranty of any representation of accuracy, timeliness, or completeness. The burden for determining accuracy, completeness, merchantability, and fitness ... for a particular purpose. The user acknowledges and accepts the limitations of the Data, including the fact that the Data is dynamic and is in a constant state of maintenance, correction, and update.

Rapid City Limits
County Boundary
Urban Services Boundary
Box Elder City Limits
Summerset City Limits
Water Bodies
Flood Hazard Overlay
Elementary School
Proposed Recreation Corridor
Potential Community Park Opportunity
Public Recreation Facility
Private Recreation Facility
Existing Greenway
Existing Park
Public Access
Existing Public Golf Course
Existing Private Golf Course
Public/Quasi-Public
National Forest
Existing Parks & Elementary Schools Quarter Mile Buffer
Existing Parks Half Mile Buffer
Future Greenway Conservation
Bicycle Facilities
Existing
Planned
Potential (exact alignment TBD)
Mountain Bike Trail
Major Street Plan
Classification
Interstate
Highway/Principal Arterial
Proposed Principal Arterial
Minor Arterial
Proposed Minor Arterial
Collector
Proposed Collector (exact alignment TBD)
Responsive, Accessible & Effective Governance
OVERVIEW

Rapid City is a statutory municipality organized in a mayor-aldermanic form of government. The mayor serves as the chief executive officer of the City and two City Council members are elected to represent each of the City’s five wards. Terms of service for the mayor and City Council are two years. City staff members work to implement the objectives of the Mayor and Council, and provide leadership and service across myriad City departments and programs.

In 2013, Rapid City launched a new budgeting for outcomes process. As opposed to traditional budgeting, which start with the previous years’ expenditures as a base and focuses on a one year horizon, the priority-driven budgeting approach focuses on measuring what citizens value and emphasizes creating long-term financial stability by determining the price of government and funding top priorities. This Plan serves as the foundation for priority driven budgeting (a process to be established in 2015 for fiscal year 2016) and reflects and builds upon the budgeting for outcomes goals to promote alignment between planning and budgeting, establish near-term funding priorities in order to advance the community vision and goals, and establish long-term goals.

In addition to introducing transparency and innovation to its budgeting process, Rapid City is committed to providing responsive and accessible government. Ample opportunities are provided for public feedback and civic engagement, and the City’s website is a vital portal for maintaining open records and communication. In order to support the vision for responsive, accessible, and effective governance, the principles, goals, and policies in this chapter address the following:

- Maintaining local government fiscal stability;
- Ensuring opportunities for public involvement;
- Providing leadership, continuity, and transparency in City governance; and
- Investigating options to improve the efficiency of City facilities and administration.

We value effective local governance, and a City organization that is fiscally responsible, accessible, and responsive to its residents and businesses. Our community will seek effective local governance and promote community-based collaboration, with opportunities for involving citizens in all City decision-making processes. We also value balancing City revenues and expenditures over the long-term, to ensure that City operations are viable and can be sustained.
9. Responsive, Accessible & Effective Governance

**PRINCIPLES, GOALS, AND POLICIES (GOV)**

**Principle GOV-1: Maintaining Fiscal Stability**

Rapid City will maintain fiscal stability by balancing desired service levels against changing costs and revenues. The City will provide clear and transparent information about the municipal budgeting process.

**Goal GOV-1.1: Align community priorities with budget allocations.**

**GOV-1.1A: PRIORITY-DRIVEN BUDGETING**

Employ and enhance the budgeting process to deliver City services and improvements in a manner that reflects priorities, emphasizes results, and advances the community vision. Maintain strong connections between the Comprehensive Plan and budgeting priorities to ensure alignment between plan implementation and City budgeting.

**GOV-1.1B: CAPITAL IMPROVEMENTS PLANNING**

Monitor capital improvement needs and requests and proactively plan for and prioritize capital improvement projects. Enhance awareness of the fiscal constraints of the City and clearly communicate high priority capital improvement needs and plans.

**GOV-1.1C: STRATEGIC PLANNING**

Advance community strategic planning and visioning efforts by integrating them into the Comprehensive Plan’s vision and action plan, and by allocating resources to these efforts during the budgeting process.

**Goal GOV-1.2: Promote an open and transparent budgeting process.**
GOV-1.2A: BUDGETING COLLABORATION
Maintain a collaborative budgeting process that reflects broad community feedback (including residents, City staff, elected and appointed officials) and focuses on continuous improvement and achieving results.

GOV-1.2B: BUDGET MONITORING
Monitor and share information regarding the status of the City’s budget, including projected versus actual revenues and expenses, gaps, and current and future priorities.

Goal GOV-1.3: Collaborate on means to explore efficiencies and promote cooperation.

GOV-1.3A: REGIONAL COLLABORATION
Foster relationships with regional stakeholders and organizations, including but not limited to County governments, area municipalities, tribal governments, state and federal agencies, service providers and organizations, and the public at-large, to address issues and opportunities collaboratively and efficiently.

GOV-1.3B: SERVICE PROVIDER COLLABORATION
Engage local service providers, such as utilities and health and safety services, to maximize benefits to Rapid City residents and identify opportunities to collaborate with the City and maximize efficiency.

GOV-1.3C: PUBLIC/PRIVATE PARTNERSHIPS
Consider opportunities to partner with private organizations or developers to maximize benefits and leverage City resources.

GOV-1.4D: DEVELOPMENT REVIEW PROCESSES
Continue to improve and streamline Development Review Team (DRT) processes in accordance with recommendations outlined in the 2010-2013 Progress Report and Assessment proposed for Community Planning and Development Services.

GOV-1.3E: AIRPORT GOVERNANCE STRUCTURE
Consider establishing an Airport Authority, as authorized by South Dakota law, to govern the Rapid City Regional Airport as a means of providing:

- More focused governance;
- Enhanced flexibility with respect to economic development opportunities; and
- Increased efficiency.

GOV-1.3F: SUSTAINABILITY INITIATIVES
Integrate awareness and knowledge of sustainability concepts into City practices. Explore opportunities to expand current sustainability initiatives:

- Extend opportunities to share best practices and ideas related to sustainability;
- Support the implementation of Sustainability Committee goals;
- Meet a base level LEED standard and/or adopt the current national energy standards for new Civic Structures;
- Consider adopting the STAR Community Rating System to measure progress in strengthening environmental, economic, and social systems; and
- Consider establishing a full-time sustainability coordinator position to advance the City’s efforts over time.

Principle GOV-2: Ensuring Opportunities for Public Involvement in Government
Rapid City will use a range of public involvement methods to engage and involve citizens in all aspects of governance, in order to work collaboratively with citizens to address issues and resolve problems. The City will continue to forge partnerships with public, private, and non-profit organizations to leverage available resources and promote innovation.
Goal GOV-2.1: Encourage civic engagement.

GOV-2.1A: PUBLIC INPUT OPPORTUNITIES
Provide a range of opportunities for the public to provide feedback to decision-makers, including in person meetings, workshops, and online forums to cater to the needs of different populations and comfort levels.

GOV-2.1B: CIVIC ENGAGEMENT
Foster civic engagement and community involvement by supporting volunteer committees and commissions, providing volunteer opportunities and internships, and maintaining open meetings and records.

GOV-2.1C: YOUTH ENGAGEMENT
Encourage involvement of youth in civic matters by collaborating with the school district, and pursuing opportunities to include youth in community planning and decision-making.

Goal GOV-2.2: Develop and support leadership that reflects the diversity of Rapid City.

GOV-2.2A: COMMITTEE, BOARD, AND COMMISSION RECRUITMENT
Seek diverse and qualified candidates in the recruitment and appointment of members to serve on City committees, commissions, and boards.

GOV-2.2B: MENTORSHIP PROGRAMS
Mentor and support emerging community leaders through support for volunteer committees and commissions and by providing volunteer opportunities and internships within the City organization.

Principle GOV-3: Providing Leadership, Continuity and Transparency
Rapid City staff and elected officials will continue to provide leadership in the planning and governance of the community, and will ensure that local government business is open, accessible, and transparent to all. Opportunities to promote greater stability in leadership positions will be explored as a way to enhance efficiency and provide greater continuity in the implementation of the City’s core programs and policies.

Goal GOV-3.1: Improve continuity in City governance between election cycles.

GOV-3.1A: INSTITUTIONALIZE THE COMPREHENSIVE PLAN
Integrate the Comprehensive Plan’s vision, principles, goals, and policies into City meetings and decision-making in order to enhance clarity and continuity as elected officials change.

GOV-3.1B: CITY STAFF RECOMMENDATIONS
Consider City staff’s assessment of conformity and alignment with the Comprehensive Plan as a
critical element in ensuring decision-making that is transparent and fair.

**GOV-3.1C: ELECTED OFFICIALS TRAINING**

Develop and facilitate a training course for incoming elected officials in order to enhance productivity and help alleviate the steep learning curve. The training course should clarify roles, outline procedures and expectations, and provide orientation to the Comprehensive Plan and priority driven budgeting process.

**GOV-3.1D: PLAN MONITORING**

Provide ongoing monitoring and periodic reporting of the Plan’s progress and implementation.

**Goal GOV-3.2: Explore opportunities to enhance the City’s effectiveness as a governmental organization.**

**GOV-3.2A: FORM OF GOVERNMENT**

Study the requirements and potential benefits and disadvantages of home rule (rather than statutory) local government status. Consider the initiation of a home rule charter if such status would help advance the community vision.

**GOV-3.2B: LEADERSHIP STRUCTURE**

Explore options to enhance stability of City leadership through changes to the governmental structure, such as increasing term lengths, extending terms of service, and/or appointing a City manager or administrator.

**GOV-3.2C: STATE LEGISLATION AND FINANCIAL TOOLS**

Engage with state representatives and advocate for legislation that provides more opportunities for municipalities to employ new or different financial tools to support development.

**Principle GOV 4: Investigating Options to Improve the Efficiency of City Facilities and Administration**

*Rapid City will explore opportunities to promote greater efficiency in providing government services, distributing information, and performing other administrative tasks.*

**Goal GOV-4.1: Consider cost-effectiveness of fleet improvements.**

**GOV-4.1A: VEHICLE AND EQUIPMENT REPLACEMENT**

Analyze replacement strategies for vehicles and equipment to determine cost-effectiveness of leasing or purchasing in the long-term.

**GOV-4.1B: FUEL PURCHASING**

Explore the benefits and potential drawbacks of advanced and consolidated fuel purchasing, and the use of alternative fuels for the City’s fleet.

**GOV-4.1C: FLEET MAINTENANCE**

Evaluate costs and benefits of consolidating fleet maintenance.

**Goal GOV-4.2: Improve facilities management and operations**

**GOV-4.2A: FACILITIES MANAGEMENT**

Explore opportunities to consolidate facilities management.

**GOV-4.2B: ENERGY EFFICIENCY**

Explore cost-effective ways to improve the energy efficiency of City facilities.

**Goal GOV-4.3: Evaluate opportunities to improve administrative efficiency.**

**GOV-4.3A: BUSINESS ANALYSTS**

Consider hiring business analysts to assist City departments in projecting revenues, developing cost projections for new or proposed programs and purchases, and preparation of the City budget expenditures.

**GOV-4.3B: HARDWARE AND SOFTWARE INFORMATION TECHNOLOGY**

Explore opportunities for consolidated hardware and software replacement, repair, and maintenance within the Information Technology Division.
GOV-4.3C: FINANCE AND ACCOUNTING SOFTWARE
Conduct regular updates to financial and accounting software and replace as necessary to promote increased efficiency.

GOV-4.3D: CONTRACT SERVICES
Consider the use of consolidated contract services, such as a city contracting officer, that could negotiate city-wide bulk purchase agreements, electricity rates, fuel rates, professional service contracts, and other shared supplies and services.

GOV-4.3D: RECORDS MANAGEMENT
Create a City Clerk’s Office to facilitate consolidated records management.

GOV-4.3E: PUBLIC INFORMATION OFFICE
Consider establishing a Public Information Office to coordinate matters of public information.

GOV-4.3F: GRANT MANAGEMENT
Hire a professional to manage grant applications and distributions.

GOV-4.3G: RECORDS MANAGEMENT
Investigate opportunities to facilitate consolidated records management through the creation of a City Clerk’s Office or similar means.

GOV-4.3H: FACILITY NEEDS
Pursue an evaluation of existing City office space needs along with the school district. Prepare a facility needs plan for future years.
10 Growth & Reinvestment Framework
OVERVIEW
This chapter establishes a framework to guide future growth and reinvestment in Rapid City over the next 10 to 20 years. This framework describes the types of places the community would like to foster, the land use patterns that will be encouraged in each of those places, and identifies the types of infrastructure improvements that will be needed to support future growth. Refer to the Community Profile contained in the Appendix of this Plan for a discussion of background data and trends that will influence the community’s growth in terms of population, households, and employment. This chapter is intended to be applied in conjunction with the principles, goals, and policies, contained in Chapters 2-9 of this Plan which provide guidance on growth management, infrastructure provision, housing, and a host of other key issues.

This chapter is intended to be used as a tool for elected and appointed community leaders, City staff and administrators, and the community-at-large for evaluating and making decisions regarding the location, intensity, and design of future development. Key elements of Rapid City’s Growth and Reinvestment Framework are described below and on the pages that follow.

FUTURE LAND USE PLAN
The Future Land Use Plan will be used to guide future development decisions, infrastructure improvements, and public and private investment and reinvestment. The map identifies locations within the City and surrounding 3-mile Platting Jurisdiction where various land uses are anticipated to occur during the next 10 to 20 years, and where the City would support the development of these uses. Together, the generalized land use patterns, Urban Services Boundary, and Major Street Plan conveyed on the map reflect a key element of the community’s vision for the future—a more compact, efficient, and inter-connected pattern of development.

The Future Land Use Plan map identifies specific land use categories, centers, and corridors associated with different locations or types of “places” within the community. These map elements are identified in the sidebar, at right. A more detailed discussion of each element—defining characteristics, primary and secondary uses, preferred location, appropriate density ranges, and other considerations—is provided later in this chapter.

HOW TO USE THE FUTURE LAND USE PLAN
The Future Land Use Plan is intended to serve as a guide for future zoning changes. In most cases, land use categories generally follow existing parcel lines, roadways, and other geographic boundaries. If the land use category shown on the Future Land Use Plan map does not follow an existing parcel line, the actual delineation of land use categories shall be established at the time of zoning and/or development proposal. Future zone changes should generally adhere to the land use categories depicted on the Future Land Use Plan, but flexibility in interpretation of the boundary may be granted by the Planning Director, provided the proposed change is consistent with the principles, goals, and policies contained in this Plan. Density ranges outlined for each land use category are based on gross acreage, and are intended to address overall densities for a particular area rather than for individual parcels. The map is not intended to be used as a standalone tool; rather, it should be considered in conjunction with the vision, principles, goals, and policies contained in this Comprehensive Plan.
### Design Principles

In addition to the Future Land Use Plan elements, this chapter establishes a series of design principles to guide the character and form of future development. The design principles are intended to reflect community preferences expressed during the planning process with respect to different types and intensities of development. The principles build on the features the community viewed as favorable and discourages those features that were viewed as undesirable. The design principles are intended to serve as the foundation for targeted amendments to the City's zoning code in the future. Design principles are provided for neighborhoods, mixed-use opportunity areas, employment centers, gateways and entrance corridors, and forest conservation areas.

### Future Land Use Plan Elements

The Future Land Use Plan includes layers of several different elements, including future land use categories, places, corridors, and major streets, as follows:

- **Future Land Use Categories**
  - Rural Residential Neighborhoods
  - Low Density Neighborhoods
  - Urban Neighborhoods
  - Employment
  - Light Industrial
  - Heavy Industrial
  - Mining and Extraction
  - Downtown
  - Mixed-use Commercial
  - Parks and Greenways
  - Agriculture
  - Forest Conservation
  - Buffer/Reserved
  - Flood Hazard Overlay
  - Public/Quasi-Public
  - National Forest Places

- **Places**
  - Regional Activity Centers
  - Community Activity Centers
  - Regional Recreation Destinations
  - Gateways

- **Corridors**
  - Reinvestment Corridors
  - Entrance Corridors

- **Major Streets**
  - Interstate
  - Principal Arterial
  - Minor Arterial
  - Collector
  - Local/Other
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DISCLAIMER

Future Land Use

Future Land Use Categories
- Neighborhoods
- Mixed Use
- Employment
- Parks and Land Conservation
- Other

Future Land Use
- Future Land Use Categories
- Neighborhoods
- Neighborhoods: Rural Residential, Low Density Neighborhood, Urban Neighborhood
- Mixed Use: Mixed Use Commercial, Downtown
- Employment: Light Industrial, Heavy Industrial
- parks and Land Conservation: Parks and Greenway, Agriculture, Forest Conservation, National Forest
- Other: Buffer/Reserved, Public/Quasi-Public

Major Street Plan
- Major Street Plan Classification
- Classification: Interstate, Highway/Principal Arterial, Proposed Principal Arterial, Minor Arterial, Proposed Collector (exact alignment TBD)

Map
- Box Elder County
- Pennington County
- Meade County
- Pennington County
- Rapid City
- Rapid City Regional Airport
- Ellsworth Air Force Base
- Ellsworth Air Force Base
- Rapid City
- Rapid City Regional Airport
- Ellsworth Air Force Base

Scale
- Scale: 1:24,000

North
- North

April 2014
To promote integrated decision-making with respect to land use and transportation as Rapid City grows over the next 10 to 20 years, the Major Street Plan is depicted on the Future Land Use Plan map. Street types and classifications identified on the map are described below.

### Major Street Plan Classifications

<table>
<thead>
<tr>
<th>Type</th>
<th>Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>STREET CLASSIFICATIONS</strong></td>
<td></td>
</tr>
</tbody>
</table>
| **Interstate**  | - Freeways provide for mobility and long distance travel at high speed. Full access control is provided, with no direct property access.  
                  - Grade-separated interchanges are provided as-needed, typically no less than 1 mile apart in urban areas.                      |
| **Principal Arterial** | - Principal Arterial roadways carry longer-distance trips for regional, inter-community and major commuting purposes.  
                     - Arterials have a limited number of at-grade intersections and only provide direct property access when lower classification road access does not exist.  
                     - Arterials can carry significant traffic volumes at higher speeds for longer distances and are seldom spaced at closer than one-mile intervals. |
| **Minor Arterial** | - Minor Arterials are similar to Principal Arterials, but tend to serve moderate trip lengths and provide and/or carry fewer vehicles.  
                        - May provide some additional direct property access, but primary function is mobility.                                           |
| **Collector**    | - Collector roadways serve a combination of mobility and access functions. They gather traffic from Local Roads and funnel trips to the Arterial network. Collectors provide for moderate trip lengths and travel speeds. Access is provided via moderately spaced at-grade signalized and stop controlled intersections.  
                        - Alignments are subject to change based on development master plans, City priorities, and environmental considerations. Alignment variations from what is depicted shall not require amendment of the City’s Comprehensive Plan or Major Street Plan unless the changes impact other properties financially or their development potential.  
                        - In general, collectors should be placed between arterials at approximately ½ mile spacing, where topography and other site considerations allow. |
| **Local/Other**  | - Local roads typically comprise the largest percentage of all roadways in terms of mileage.  
                        - They are not intended for long distance trips. Local roads provide direct access to adjacent properties. |
NEIGHBORHOODS

Three neighborhood designations are identified on the Future Land Use Plan map:

- Rural Residential
- Low Density Neighborhood
- Urban Neighborhood

The broad range of densities and housing types accommodated by these designations are intended to support increased diversity in Rapid City’s housing options to meet the community’s changing needs. Neighborhood design principles are intended to enhance the character, accessibility, and livability of the City’s existing and future neighborhoods and to promote compatible infill and redevelopment in core area neighborhoods.
### Neighbhorhood Land Use Categories

<table>
<thead>
<tr>
<th>Range of Density/Size</th>
<th>Uses</th>
<th>Characteristics</th>
<th>Location</th>
<th>Zone Districts</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>RURAL RESIDENTIAL (RR)</strong></td>
<td></td>
<td></td>
<td></td>
<td>County, GAD</td>
</tr>
</tbody>
</table>
| Lot sizes vary, but typically range from 3-5 acres per dwelling unit; however, significantly larger lots exist in some locations. | **Primary:** Large-lot single-family residences. **Secondary:** Accessory farm structures, animal keeping. | - Lot size and layout varies.  
- Typically not served by urban utilities, but may be depending on location.  
- May serve as a transition between open space or public lands and higher intensity neighborhoods.  
- Clustering is encouraged to conserve natural features and shared open space and make efficient use of infrastructure. | Typically found in rural settings on the urban fringe, primarily in agricultural or open range areas. | |
| **LOW DENSITY NEIGHBORHOOD (LDN)** | **Primary:** Single-family residences and two-family residences. **Secondary:** Complementary uses include schools, parks, recreation, and religious uses in a planned neighborhood setting. | - Mix of low intensity housing types in a neighborhood setting  
- Secondary uses should be as integrated into the overall design of the neighborhood.  
- Conservation of major drainages, wooded areas, and other natural site features are encouraged as part of the overall neighborhood design. | Established single-family neighborhoods outside of the core area as well as future growth areas to the east and north. | LDR-1, LDR-2, MHR |
| 1-8 dwelling units per acre. | | | | |
| **URBAN NEIGHBORHOOD (UN)** | **Residential:** Typically greater than 8 dwelling units per acre; with higher densities in some locations. **Non-residential:** Typical floor area ratios (FARs) of between 0.5 and 1. | **Primary:** A range of medium to high-density housing types, such as townhomes, apartments, small lot single-family, duplexes, patio homes, assisted living centers, and live-work units. **Secondary:** Neighborhood-serving retail and services such as small markets, restaurants, drugstores, smaller specialty shops, health services, professional offices, and civic uses. | Designed to create opportunities for a mix of housing options and densities.  
- Intended to promote self-supporting neighborhoods which contain housing predominantly (with a mix of types and intensities), but that also include parks, recreation facilities, schools, and/or community gathering places. | Characteristic of many of the City’s core area neighborhoods. Appropriate where infill and redevelopment is encouraged, as well as on larger vacant parcels within the urbanized area where larger scale planning is possible. | MDR, MHR, HDR |
**Neighborhood Design Principles**

Two types of Neighborhood Design Principles apply based on the underlying land use category: General Design Principles for Neighborhoods (all Neighborhood categories) and Supplemental Design Principles for Low Density and Urban Neighborhoods.

**General Design Principles for Neighborhoods (GDP-N)**

General Neighborhood Design Principles provide guidance on a range of site planning, resource conservation, and connectivity issues. They are intended to enhance the character and livability of future neighborhoods as well as to promote a more compact and sustainable pattern of development that complements Rapid City’s unique natural setting.

**GDP-N1: Preservation of Natural Features**

Incorporate innovative site planning into the design of new neighborhoods to maximize the preservation of natural features, such as:

- Floodplains, drainages, and wetlands;
- Forested areas or other areas with significant native vegetation or mature shade trees;
- Documented wildlife habitat; and/or
- Steep slopes and other unique or environmentally sensitive features.

Integrate protected natural features as active and passive open space and/or trail corridors to serve and enhance connections between the neighborhood and broader community, where appropriate. In addition, seek opportunities to integrate stormwater management functions with existing or planned open space and trail corridors.

**GDP-N2: Connectivity**

Provide a continuous network of sidewalks, bicycle, and pedestrian paths, and roadways within and between neighborhoods:

- Establish linkages from neighborhoods to adjacent activity centers and corridors, transit stops, and the surrounding community;
- Avoid isolating neighborhoods with walls and gates that hinder pedestrian, bicycle, and vehicular connectivity; and
- Work with neighborhood residents to improve connectivity in established neighborhoods where sidewalks are absent or incomplete, as documented by the Rapid City Area Bicycle and Pedestrian Master Plan.

**GDP-N3: Cluster Development**

Use cluster development patterns as a tool to achieve one or more of the following objectives:

- Preserve scenic view corridors or natural features;
- Create transitions between areas of different development intensity;
- Achieve higher densities on unconstrained portions of significantly constrained sites;
- Provide open space for the common use and enjoyment of residents and the broader community;
- Preserve cohesive blocks of agricultural land or forest; and/or
- Reduce risk of property damage and loss of life within the Wildland Urban Interface.

**GDP-N4: Parks and Recreation**

- Integrate or provide access to parks and recreation amenities in neighborhoods that appeal to and are accessible to residents of all ages and abilities. Tailor new parks and amenities to help fill specific needs identified as part of the Neighborhood Area Policies contained in this Comprehensive Plan.
- Encourage alternatives to traditional parks, such as pocket-parks, and public squares in Urban Neighborhoods and established areas of the community, as well as in neighborhoods where topography or other limiting factors exist.
- Maximize efficiency by seeking opportunities to develop multi-purpose recreational facilities and/or to partner with other organizations to share an existing facility (e.g., school meeting rooms, ballfields).
GDP-N5: SUSTAINABLE DEVELOPMENT PRACTICES

- Encourage the use of sustainable site and building design techniques to increase energy efficiency, reduce heating and cooling costs, and enhance the durability of new neighborhoods.
- Orient streets and lots in new neighborhoods to maximize solar access, particularly in steep or forested areas where snow removal can be more challenging.
- Encourage small-scale agricultural uses as an integrated component of neighborhoods—either through the continuation of an existing agricultural use or through the incorporation of community gardens or similar features intended to support the immediate neighborhood.

GDP-N6: PRESERVATION OF HISTORIC AND CULTURAL RESOURCES

- Plan neighborhoods to maximize the protection of historic and cultural features.
- Integrate historic and cultural features into the overall design of new neighborhoods where feasible, using adaptive reuse as a tool to retain historic structures and convert them to community facilities or other uses.

Supplemental Design Principles for Low Density and Urban Neighborhoods (SDP-N)

In addition to the General Design Principles for Neighborhoods, the following supplemental design principles apply to Low Density and Urban Neighborhoods. These design principles are intended to support the development of diverse, livable neighborhoods to meet the community’s needs and to enhance the character of future neighborhoods.

SDP-N1: MIX OF HOUSING TYPES

- Encourage a variety of housing types (e.g., single-family, duplex, townhomes, accessory dwelling units, apartments/condominiums) in all new neighborhoods, particularly within Urban Neighborhoods where higher densities can be accommodated.
- Integrate distinct housing types at the block level where feasible (e.g., provide both duplexes and single-family homes on the same block).
- Avoid creating large concentrations of specific types of housing, such as multi-family or affordable units within a neighborhood or segregating certain housing types from others.

SDP-N2: ACCESSIBILITY OF SERVICES

Consider proximity to and accessibility of transit, social services, medical services, and other needs when siting housing that is targeted to populations with specific needs (e.g., senior or affordable housing). Ideally, these services should be located adjacent to the populations they serve or be accessible via transit.

SDP-N3: MULTI-MODAL STREETSCAPES

Encourage neighborhood streetscapes that provide a safe and comfortable environment for residents to walk or ride their bikes:

- Incorporate detached sidewalks with tree-lawns and street trees to encourage residents to walk, rather than drive, to nearby activity centers and other destinations.
- Incorporate alleys where feasible as a means of shifting garage and parking access away from primary streets, allowing for narrower street cross-sections and reducing pedestrian/vehicle conflicts.
SDP-N4: GARAGE PLACEMENT
Enhance the character of neighborhood streets by reducing the visual prominence of garages as follows:

• Incorporate a variety of garage orientations (e.g., front-loaded, side-loaded) in neighborhoods without alleys.
• Recess front garages behind the front façade or a front porch.
• Limit the percentage of a home’s front façade that can be occupied by a garage door.
• Incorporate alley-loaded garages where feasible.

SDP-N5: VARIED NEIGHBORHOOD CHARACTER
Provide variety in the architectural style of homes and incorporate streetscape elements, signage, and other character-defining features that will help distinguish neighborhoods from one another.

SDP-N6: RESIDENTIAL INFILL AND REDEVELOPMENT
Use a variety of techniques to promote compatibility with established neighborhoods:

• Ensure infill and redevelopment is compatible with the height, scale, existing setbacks, and massing of adjacent homes and the overall character of the street frontage;
• Provide transitions in building heights and variations in side yard setbacks where infill or redevelopment is significantly taller and/or more intense than adjacent homes to reduce visual impacts on adjacent homes; and
• Incorporate lower-intensity housing types along a shared property line or street frontage where feasible.
MIXED-USE ACTIVITY CENTERS, CORRIDORS, AND OPPORTUNITY AREAS

The Future Land Use Plan map identifies the following mixed-use activity centers, corridors, and opportunity areas:

- Regional and Community Activity Centers
- Revitalization Corridor
- Downtown Mixed-Use and Mixed-Use Commercial land use categories

These opportunity areas reflect the City's desire to establish a more diverse mix of uses within the community and to encourage the development of commercial services, employment opportunities, a diversity of housing (both in terms of housing type and density), and an array of services, such as civic uses, entertainment, shopping, and parks that can meet many residents' day-to-day needs within a close proximity. In addition, mixed-use activity centers, corridors, and opportunity areas are intended to encourage a more balanced mix of land uses in Rapid City over time and the revitalization of aging and/or underutilized centers and corridors.
## Mixed-Use Activity Centers and Corridors

Note: Mixed-use activity centers and corridors vary in size, composition of uses, and location within the community. As such, specific boundaries for these uses are not identified on the Future Land Use Plan map.

<table>
<thead>
<tr>
<th>Existing Characteristics</th>
<th>Desired Characteristics/Opportunities</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Regional Activity Centers</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Serve Rapid City residents as well as residents of the surrounding region.</td>
<td>• Reinvestment likely needed in older centers in order to remain competitive with newer activity centers.</td>
<td>• Downtown</td>
</tr>
<tr>
<td>• Each regional center is unique in its age, scale, intensity, and mix of uses.</td>
<td>• Targeted infill development and/or redevelopment may help enhance the mix of uses and take advantage of underutilized areas such as large surface parking lots.</td>
<td>• Rushmore Mall</td>
</tr>
<tr>
<td>• Typically include large scale retail uses, supported by other service and employment uses.</td>
<td>• Integration of other uses and multi-family housing may be appropriate over time to take advantage of existing infrastructure investments and increase housing options.</td>
<td>• Rushmore Crossing</td>
</tr>
<tr>
<td>• Typically low intensity development with large surface parking lots</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Community Activity Centers</strong></td>
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<tr>
<td>• Intended to meet the shopping and gathering needs of the surrounding neighborhoods and the entire community.</td>
<td>• May start to incorporate a broader mix of uses including service, office, and other employment and civic uses to remain economically resilient.</td>
<td>• Super Wal-Mart Center</td>
</tr>
<tr>
<td>• Each activity center is unique in its age, scale, intensity and mix of uses.</td>
<td>• Reinvestment needed in older centers in order to remain competitive with newer activity centers.</td>
<td>• Baken Park</td>
</tr>
<tr>
<td>• Typically include anchors such as major grocery stores, plus a mix of other uses, typically in a low intensity setting.</td>
<td>• Targeted infill development and/or redevelopment within portions of these areas may help enhance the mix of uses and take advantage of underutilized areas such as large surface parking lots.</td>
<td>• Cambell @ St Patrick</td>
</tr>
<tr>
<td>• May currently contain a somewhat homogenous mix of uses (retail, restaurant and lodging)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Revitalization Corridors</strong></td>
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<td></td>
</tr>
<tr>
<td>• Significant vehicular corridor within the community.</td>
<td>• Contain a diverse mix of uses and types of structures, some of which are in need of reinvestment and revitalization.</td>
<td>• East Blvd/East North Street from East Omaha Street to North Cambell Street</td>
</tr>
<tr>
<td>• Includes both the streets themselves, plus the first tier of parcels fronting these roadways.</td>
<td>• Need to balance retaining historic character and the need for targeted redevelopment in some areas.</td>
<td>• East Saint Patrick Street (mostly aging residential on west half, strip commercial on eastern half)</td>
</tr>
<tr>
<td>• Historical focus has been on the movement of vehicles; increasing focus on balancing the needs of motorists and pedestrians, bicyclists, transit users, and freight traffic.</td>
<td></td>
<td>• Refer to Policy BPG-1.2C for a complete list of corridors and additional discussion. (See page 16.)</td>
</tr>
</tbody>
</table>
## Mixed-Use Opportunity Areas

<table>
<thead>
<tr>
<th>Range of Density/Size</th>
<th>Uses</th>
<th>Characteristics</th>
<th>Location</th>
<th>Zone Districts</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DOWNTOWN MIXED-USE (DT)</strong></td>
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</table>
| Typical floor area ratios (FARs) of between 0.5 and 3; however may be higher in some parts of Downtown. | **Primary:** Variety of civic, cultural, retail, commercial, restaurant, business, lodging, professional offices, and financial institutions. **Secondary:** Variety of medium/high density housing types; plazas, squares, and pocket parks. | - Traditional Downtown urban fabric with a compact, pedestrian-friendly scale.  
- Intended to allow for and encourage a broader mix of uses than exist today, including high-density residential.  
- District has significant historic character and importance to the broader community and region | Downtown Core | CB |

| **MIXED-USE COMMERCIAL (MUC)** | | | | |
| Typical floor area ratios (FARs) of between 0.5 and 2, although they may be significantly higher within designated activity centers, or along major gateway corridors. | **Primary:** Supermarkets, hotels, restaurants, smaller specialty shops, retail and health services, and business and professional offices. **Secondary:** Higher density residential, including senior housing, is encouraged, including live-work units. Pocket parks, plazas, schools, civic uses, and other supporting uses are also appropriate. | - Intended to provide a range of services to meet the daily needs of the surrounding neighborhoods and larger community.  
- To allow for vertical or horizontal mix of uses on sites, including some higher-density residential.  
- Will vary in scale and character. Smaller, limited use centers may be fully integrated into the surrounding neighborhood and be accessed primarily by pedestrian or bicycle. Larger centers will function more independently, providing ample parking and numerous stores. | Generally located along major gateway corridors, within designated activity centers, and along collector or arterial streets.  
Should be located where it may be readily served by existing or future transit and should be designed with clear pedestrian connections to transit stops and surrounding development. | NC, GC, HM, SC-1, SC-2 |
**Mixed-Use Design Principles**

**General Design Principles for Mixed-Use Activity Centers, Corridors, and Opportunity Areas (GDP-MU)**

The following design principles apply to all mixed-use activity centers, corridors, and opportunity areas. These design principles are intended to support the gradual revitalization of the City’s priority corridors over time.

**GDP-MU1: Relationship of Uses**

- Concentrate activity-generating uses (e.g., restaurants, shops) at key intersections, near existing or planned transit stops, or near major public spaces to increase visibility and promote pedestrian activity.
- Encourage a vertical mix of uses or a combination of vertically and horizontally mix of uses based on site size, access, surrounding uses, and the overall development context.
- Locate active uses such as retail shops and restaurants at the ground level to provide pedestrian interest, particularly within designated activity centers.
- Ensure site plans address the possibility of transitioning surface parking and other underutilized features of a development to a higher intensity and more integrated pattern over time if it is not achievable at the time of development.

**GDP-MU2: Integrated Housing**

Incorporate a variety of housing opportunities in activity centers and along corridors to provide opportunities for residents to walk or take transit to shops, services, and jobs.

**GDP-MU3: Community Facilities**

- Incorporate schools, plazas, libraries, parks, and open space, and other community facilities, into activity centers where appropriate to serve the needs of neighborhood residents.
- Encourage creative approaches to the design of community facilities in activity centers to reinforce the more compact nature of their surroundings and integrate them with other uses.
- Support shared use facilities (e.g., library/coffee shop/community meeting rooms) as a means to promote efficiency and increase hours of activity.

**GDP-MU4: Pedestrian Access and Orientation**

Design sites and orient buildings with an emphasis on the character and safety of the pedestrian realm:

- Bring buildings close to the street;
- Place parking behind or to the side of buildings; and
- Provide clear pedestrian connections with generous sidewalk widths, low-level lighting, and outdoor gathering spaces.
**GDP-MU5: WALKABLE BLOCKS**
Incorporate a pattern of walkable blocks in new or redeveloping activity centers, with frequent and clear pedestrian connections to surrounding neighborhoods, transit stops and nearby parks and greenways.

**GDP-MU6: SUSTAINABLE DEVELOPMENT PRACTICES**
Encourage the use of energy-efficient construction techniques, materials, designs, and other strategies where feasible.

**GDP-MU7: REHABILITATION OF EXISTING ACTIVITY CENTERS AND CORRIDORS**
Enhance the character and function of existing centers and corridors in need of revitalization using a combination of the following techniques, as appropriate to site and market conditions:
- Incorporate pad site buildings at the street edge to break up existing surface parking and help “frame” the street and the center’s entrance where sufficient space is available;
- Provide landscaping in combination with low walls to screen surface parking from the street;
- Incorporate upper floors of housing or offices above existing strip centers where structurally and economically feasible; and
- Provide pedestrian linkages between the center and adjacent neighborhoods as part of a major rehabilitation effort where they do not already exist.

**GDP-MU8: RELATIONSHIP TO SURROUNDING NEIGHBORHOODS**
Use the following techniques to promote compatibility between higher density development desired in mixed-use opportunity areas and adjacent neighborhoods:
- Concentrate tallest buildings at the center of the site or along primary street frontages;
- Provide gradual decreases in building height and mass so that new structures have a comparable scale as adjacent homes along the shared lot line or street frontage; and
- Incorporate lower-intensity housing types (e.g., townhomes, duplexes, etc.) along a shared street frontage.

**GDP-MU9: ADAPTIVE REUSE**
Support the adaptive reuse of existing buildings when full-scale redevelopment is not feasible. Provide increased flexibility in standard parking and landscaping requirements to help revitalize challenging sites that would otherwise remain vacant for an extended period of time.

**GDP-MU10: LOT CONSOLIDATION**
Encourage the consolidation of smaller parcels along corridors and in activity centers for the purposes of redevelopment to accommodate a more pedestrian and transit-oriented pattern of development over time and facilitate improved site design, circulation, and access.
EMPLOYMENT AREAS

The Future Land Use Plan map identifies the following employment areas:

- Employment
- Light Industrial
- Heavy Industrial
- Mining/Extraction

Employment areas vary in their size, characteristics, and mix of uses, as described on the pages that follow. Employment areas identified on the Future Land Use Plan map are intended to promote economic stability and growth by providing increased certainty for businesses and employers about where opportunities exist and where certain types of uses will be supported by the community.

In addition, map designations illustrate the community’s desire to promote consolidated centers of employment activity in areas with suitable access and minimal potential for conflicts with adjacent uses as opposed to a more site-driven approach. This consolidated approach also supports the creation of more concentrated jobs, which may be more readily served by existing or future transit.

Finally, design principles for employment areas are intended to promote compatibility between uses of varying intensities and to enhance the character of employment focused gateways and corridors.
## Employment Areas

<table>
<thead>
<tr>
<th>Range of Density/Size</th>
<th>Uses</th>
<th>Characteristics</th>
<th>Location</th>
<th>Zone Districts</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMPLOYMENT (E)</td>
<td></td>
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</tr>
</tbody>
</table>
| Varies               | **Primary:** Office buildings, medical facilities and clinics, research and development, educational campuses, flex space, and indoor storage. **Secondary:** Supporting commercial/retail uses are encouraged. Airport supportive uses, institutional uses, open space, parks, schools, public uses, and assisted living facilities are also appropriate. | - Intended to provide concentrated areas of employment, combined with a mix of complementary commercial uses.  
- May be stand-alone buildings or incorporated into a master planned campus.  
- Buffering and screening important when facilities abut residential uses. | Opportunity areas include emerging employment campuses west of Elk Vale Road (north of 44), along Mt. Rushmore Road and future opportunity areas west of Rapid City Regional Airport and along Elk Vale Road (south of 44 and east of Old Folsom Rd.). | OC, BP |

<table>
<thead>
<tr>
<th>LIGHT INDUSTRIAL (LI)</th>
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</thead>
</table>
| Varies               | **Primary:** Light manufacturing, processing, wholesaling, warehousing and distribution, indoor and screened outdoor storage, and a wide range of other industrial services and operations. **Secondary:** Airport supportive uses and commercial uses. | - Operations are conducted so that noise, odor, dust, and glare are completely confined within an enclosed building.  
- Screening and buffering of industrial uses is important when abutting or in close proximity to non-industrial uses. | Major opportunity areas include: Highway 79 corridor adjacent to and surrounding the Landfill; north of I-90 between Dyess and Elk Vale Roads and south of I-90 along Eglin Street. Other pockets exist along Centre St south of Highway 44 and along Deadwood Avenue. | LI |
<table>
<thead>
<tr>
<th>Range of Density/Size</th>
<th>Uses</th>
<th>Characteristics</th>
<th>Location</th>
<th>Zone Districts</th>
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</thead>
<tbody>
<tr>
<td><strong>HEAVY INDUSTRIAL (HI)</strong></td>
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</tbody>
</table>
| Varies | Heavy manufacturing, fabricating, warehousing and distribution, outdoor storage, and a wide range of other industrial services and operations as well as mining and resource extraction where permitted by underlying zoning. | ▪ Uses typically involve more intensive work processes and do not depend on frequent person visits of customers or clients.  
▪ Typically located in areas with direct access to major transportation routes (rail and roadway).  
▪ Screening and buffering of industrial uses is important when abutting or in close proximity to non-industrial uses. | Southeast of downtown, adjacent to Old Folsom Road and rail corridor. While pockets of heavy industry exist in other parts of Rapid City, the transition of these sites to less impactful uses over time is desirable. New industry should be concentrated in locations described above and specified on the Future Land Use Plan map. | HI, ME |

| **MINING AND EXTRACTION (ME)** | | | | |
| Varies | Active and current AG properties with future mining and extraction uses, processing facilities, and related storage areas and structures. | ▪ Future reclamation will return land to agriculture/conservation uses after mining/extraction operations are complete.  
▪ Conversion to uses other than agriculture will require a Future Land Use Plan map amendment.  
▪ Uses other than mining and extraction on properties zoned ME are subject to state law. | Primarily along Sturgis Road Corridor and south of I-90 northwest of Rapid City | ME |
10. Growth & Reinvestment Framework | Employment Areas

**DESIGN PRINCIPLES FOR EMPLOYMENT AREAS**

Design principles for employment areas are intended to promote compatibility between uses of varying intensities and to enhance the character of employment focused gateways and corridors.

**General Design Principles for Employment Areas (GDP-EA)**

The following design principles are intended to apply to only to Employment and Light Industrial land use categories.

**GDP-EA1: BUILDING ORGANIZATION**

Organize buildings to enclose and frame streets, parking lots, pedestrian walkways, outdoor gathering spaces, transit stops, and other site features.

**GDP-EA1: BUILDING DESIGN AND CHARACTER**

Use a variety of techniques to reduce visual scale of large buildings and promote compatibility with adjacent neighborhoods as follows:

- Avoid blank walls or walls with limited architectural detailing on the side or rear of structures;
- Break larger structures into multiple building volumes and masses;
- Incorporate a variety of architectural elements, including recessed and protruding building elements to articulate building façade;
- Use architectural elements to clearly define primary building entrances; and
- Incorporate roofline or height variations to visually differentiate the building massing, and incorporating recesses and setbacks on any elevation on upper floors of multi-floor buildings.

**GDP-EA1: RELATIONSHIP TO SURROUNDING DEVELOPMENT**

Promote compatibility between Employment and Light Industrial uses and adjacent uses as follows:

- Limit building heights to those of the adjacent neighborhood unless increased heights can be mitigated through use of buffer yards or architectural treatments; and
- Mitigate noise, odor, lighting and other impacts minimize impacts on surrounding uses.

**GDP-EA1: PARKING LOCATION AND SCREENING**

Minimize the visual impacts of parking as follows:

- Locate parking to the side or rear of buildings and away from primary street frontages;
- Use landscaping to screen surface parking from the street, soften the appearance of surface parking lots, and enhance the overall character of the development; and
• Ensure parking structures are visually integrated with the building(s) they are intended to serve. Particular care should be taken to minimize visual impacts of parking along Entrance or Revitalization Corridors and in areas visible from or adjacent to residential neighborhoods.

**GDP-EA1: LOADING AND STORAGE**
Locate storage areas and loading areas away from street frontages and conceal them with decorative screening or walls.

**GDP-EA1: SIGNAGE**
Provide a hierarchy of signs that is integrated with the overall character of the development, including informational signs for pedestrians.

**GDP-EA1: PEDESTRIAN CONNECTIONS AND AMENITIES**
Provide direct pedestrian and bicycle connections to adjacent uses, including surrounding neighborhoods.

**GDP-EC1: OUTDOOR GATHERING SPACES**
Encourage the integration of outdoor seating, plazas, and other public gathering spaces for employees as part of employment centers.
GATEWAYS AND ENTRANCE CORRIDORS

The Future Land Use Plan map identifies the following types of gateways and entrance corridors:

- Gateways
- Entrance Corridors

Gateways and entrance corridors are key entrance points into Rapid City. The character and appearance of the public domain in these areas (e.g., streets, landscaping and streetscape, signage, and other urban design elements) help shape the first impression visitors have about the City. As Rapid City continues to grow, care should be taken to ensure gateways and entrance corridors impart a positive image of the community and that public improvements in these locations impart a positive image for visitors and residents alike.

Design principles for gateways and corridors address key considerations for public and private improvements in these locations.
### Gateways

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Locations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gateways</td>
<td></td>
</tr>
<tr>
<td>- Marks the entry or passage into the City.</td>
<td></td>
</tr>
<tr>
<td>- Usually corresponds with a major interchange or community point of interest (landmark).</td>
<td></td>
</tr>
<tr>
<td>- Potential to incorporate unique and attractive design elements, landscaping, and signage to enhance the sense of arrival and project a positive and welcoming community image.</td>
<td></td>
</tr>
<tr>
<td>Interchanges</td>
<td></td>
</tr>
<tr>
<td>- East Highway 44 at North Elk Vale Road (corresponds with primary route from Rapid City Airport into Downtown)</td>
<td></td>
</tr>
<tr>
<td>- Interstate 90 at North Elk Vale Road</td>
<td></td>
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<tr>
<td>- Interstate 90 at North Deadwood Ave</td>
<td></td>
</tr>
<tr>
<td>- Highway 79 (Cambell Street) at Elk Vale Road</td>
<td></td>
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<tr>
<td>- Interstate 90 at Interstate 190</td>
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<tr>
<td>- Interstate 190 at Omaha Street</td>
<td></td>
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<tr>
<td>Landmarks</td>
<td></td>
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<tr>
<td>- Mount Rushmore Road at Tower Road (near Regional Health center)</td>
<td></td>
</tr>
<tr>
<td>- US Highway 16 at the City's southern limits (near Fort Hayes Drive)</td>
<td></td>
</tr>
<tr>
<td>- Jackson Boulevard at Canyon Lake Park (near Chapel Lane)</td>
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</tr>
<tr>
<td>- Sturgis Road at the City's northern limits (north of Hidden Valley Road)</td>
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</tbody>
</table>

### Entrance Corridors

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Locations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entrance Corridors</td>
<td></td>
</tr>
<tr>
<td>- A primary route into the City, usually corresponding with a gateway.</td>
<td></td>
</tr>
<tr>
<td>- Typically extend beyond the City limits, but the appearance of these corridors creates an impression about the City.</td>
<td></td>
</tr>
<tr>
<td>- Coordination with adjacent counties and communities, and the South Dakota Department of Transportation necessary to create welcoming, attractive corridors that elevate the area's appeal as a regional destination.</td>
<td></td>
</tr>
<tr>
<td>- Potential to incorporate landscaping, coordinated signage and lighting, and other design elements to enhance positive impressions.</td>
<td></td>
</tr>
<tr>
<td>- Focus should be protection of scenic views, landscaping, and natural character rather than intense development along some entrance corridors.</td>
<td></td>
</tr>
<tr>
<td>Elk Vale Road traversing the southeastern section of the community from Interstate 90 to the north to Mount Rushmore Road to the south.</td>
<td></td>
</tr>
<tr>
<td>Haines Avenue stretching north from Interstate 90 to beyond the County line.</td>
<td></td>
</tr>
<tr>
<td>East Highway 44 extending from the City's core near East Omaha Street east to the Rapid City Regional Airport.</td>
<td></td>
</tr>
<tr>
<td>Highway 79 extending south of Elk Vale.</td>
<td></td>
</tr>
<tr>
<td>Interstate 190 stretching from Interstate 90 to the north to Omaha Street to the south.</td>
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</tr>
<tr>
<td>Interstate 90 including the segments west of Interstate 190 and east of North Elk Vale Road.</td>
<td></td>
</tr>
<tr>
<td>Jackson Boulevard (Highway 44) extending west of Canyon Lake.</td>
<td></td>
</tr>
<tr>
<td>Sturgis Road stretching north of the Rapid City limits.</td>
<td></td>
</tr>
<tr>
<td>US 16 extending south from the Rapid City limits.</td>
<td></td>
</tr>
</tbody>
</table>
DESIGN PRINCIPLES FOR GATEWAYS AND ENTRANCE CORRIDORS

General Design Principles for Gateways and Entrance Corridors (GDP-GEC)

The following design principles apply to all gateways and entrance corridors identified on the Future Land Use Plan map.

GDP-GEC1: DIRECTIONAL SIGNAGE

Establish a consistent and well-designed program of directional signage to orient visitors and reinforce the character of Rapid City’s gateways and entrance corridors.

GDP-GEC2: STREETSCAPE CHARACTER

Enhance the character of designated gateways and entrance corridors as part of future development or revitalization efforts and/or planned utility or roadway improvements as follows:

- Incorporate street trees, sidewalk furniture, special paving, public art, shade structures, median landscaping and monument signage, and a range of landscape treatments in development setbacks;
- Establish a consistent design theme and/or landscape design character that reflects the unique qualities of each gateway or entrance corridor; and
- Underground existing utilities where feasible.

GDP-GEC3: MULTI-MODAL CONNECTIVITY

Plan new development along entrance corridors to encourage pedestrian and bicycle activity and facilitate access to existing and planned transit:

- Incorporate detached or wider sidewalks (where right-of-way width allows) and outdoor gathering spaces with seating and other amenities;
- Include parking and storage facilities for bicycles;
- Locate surface parking behind buildings and away from street frontages or use structured parking; and
- Provide direct connections between buildings, parking areas, transit stops, and surrounding neighborhoods.

GDP-GEC4: ACCESS MANAGEMENT

Establish centralized access points as appropriate when development occurs to manage traffic circulation and protect the character of the City’s gateways and entrance corridors. Pursue joint access agreements or alternative access plans at time of development entitlement for parcels with frontage on a designated gateway or entrance corridor.

GDP-GEC5: BUILDING ORIENTATION

Orient development towards entrance corridors and gateways, providing a high level of architectural detailing and clearly defined entrances for pedestrians. Bring buildings located at major intersections closer to the street to anchor corners and to help form a gateway into adjoining neighborhoods.

GDP-GEC6: PARKING DESIGN AND LOCATION

Locate surface parking and loading areas away from the gateways and entrance corridors and screen these features using a combination of landscaping, berming, and/or ornamental fencing.

GDP-GEC7: SIGNAGE

Reduce existing—or avoid creating new—visual clutter associated with signage in designated gateways and entrance corridors as follows:

- Limit new development signage to low profile monument signs designed as part of a larger development scheme;
- Use consolidated signage for larger developments to minimize visual clutter; and
- Prohibit pole signs and billboards in these locations.

GDP-GEC8: INTERSECTIONS AND CROSSINGS

Design intersections and crossings along entrance corridors with the accessibility and safety of multiple modes in mind, including bikes, pedestrians, and transit.
PARKS AND RECREATION OPPORTUNITIES

Two types of parks and recreation opportunities are identified on the Future Land Use Plan map:

- Parks and Greenways
- Regional Recreational Destinations

Uses and characteristics are described on the following pages. Refer to the Outstanding Recreational and Cultural Opportunities chapter (See page 63) for more detailed guidance regarding specific types of parks and recreational facilities, their desired distribution within the community, and target levels of service for different types of facilities.
## PARKS AND RECREATION OPPORTUNITIES

<table>
<thead>
<tr>
<th>Range of Density/Size</th>
<th>Uses</th>
<th>Characteristics</th>
<th>Location</th>
<th>Zone Districts</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PARKS AND GREENWAY (PG)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Varies, ranging from less than 1 acres to 100+ acres for regional facilities.</td>
<td><em>Primary:</em> Parks, greenway trail system, and recreational facilities. <em>Secondary:</em> Drainageways and utilities</td>
<td>Intended to provide for the active and passive parks and recreational needs of the community. Generally public parks and recreation opportunities, however, privately operated facilities which also serve recreational needs, such as golf courses, are also included.</td>
<td>Varies</td>
<td>Varies</td>
</tr>
</tbody>
</table>

### Characteristics

**REGIONAL RECREATION DESTINATION**

- A major public park or recreation facility that draws visitors from across the community and region.
- Includes existing facilities and planned future improvements.

<table>
<thead>
<tr>
<th>Locations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Soccer Complex</td>
</tr>
<tr>
<td>Canyon Lake Park</td>
</tr>
<tr>
<td>Dinosaur Park</td>
</tr>
<tr>
<td>Founders Park/M Hill</td>
</tr>
<tr>
<td>Rapid City Swim Center</td>
</tr>
<tr>
<td>Star of the West Complex</td>
</tr>
<tr>
<td>Sioux Park and Fields (2)</td>
</tr>
</tbody>
</table>
LAND CONSERVATION AND RESERVE

Five categories of land conservation uses are identified on the Future Land Use Plan map:

- Agriculture
- Buffer/Reserve
- Flood Hazard Overlay
- Forest Conservation
- Future Greenway Conservation

Uses and characteristics for each category vary significantly and are described on the following pages. This section also includes supporting design principles.
## Land Conservation and Reserve Categories

<table>
<thead>
<tr>
<th>Range of Density/Size</th>
<th>Uses</th>
<th>Characteristics</th>
<th>Location</th>
<th>Zone Districts</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AGRICULTURE (AG)</strong></td>
<td></td>
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</tbody>
</table>
| Minimum 3 acres per dwelling unit. | **Primary**: Working ranch, graining, or agricultural lands and associated agricultural structures and equipment. | - Conserved for agricultural production and ranching/grazing purposes.  
- May include single-family homes and agricultural buildings such as barns.  
- Typically not served by urban utilities, but some existing development may be served, depending on location. | Primarily to the north, east, and south of Rapid City, outside of the Urban Services Boundary. However, active agricultural lands may continue to exist within the Urban Services Boundary indefinitely. | County Ag Zone (possibly GAD in some areas) |

<table>
<thead>
<tr>
<th><strong>BUFFER/RESERVE (BR)</strong></th>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
</table>
| N/A                     | **Primary**: Existing agriculture, residential, and public uses. Other land uses to be considered on a case-by-case basis. | - Establishes a land buffer around major public facilities (e.g., airport, and water reclamation plant) that present significant impacts (e.g., noise and odors).  
- Could potentially serve as future expansion areas for these public facilities.  
- Existing land uses remain. Additional/other future land uses may be considered (pursuant to a map amendment) on a case-by-case basis if such use would not cause detriment to future expansion plans or would not be significantly impacted by the existing facility. | Varies | Varies |

<table>
<thead>
<tr>
<th><strong>FLOOD HAZARD OVERLAY (FH)</strong></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td>Limited uses and facilities with low flood damage potential and that will not obstruct flood flows</td>
<td>- Overlay of the 100-year floodplain on public and privately owned properties, as identified by official Federal Emergency Management Agency (FEMA) mapping and per the Final Report of the Flood Plain Policy Committee (2008).</td>
<td>Primarily concentrated along Rapid Creek as well as along the many tributary streams and drainages within the planning area.</td>
<td>FH</td>
</tr>
<tr>
<td>Range of Density/Size</td>
<td>Uses</td>
<td>Characteristics</td>
<td>Location</td>
<td>Zone Districts</td>
</tr>
<tr>
<td>----------------------</td>
<td>------</td>
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<td>----------</td>
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</tr>
<tr>
<td>FOREST CONSERVATION (FC)</td>
<td>Minimum 3 acres per dwelling unit.</td>
<td><strong>Primary</strong>: Open lands preserved by the City or other government agencies, or as part of a private development (e.g. planned unit development) for conservation, resource protection, recreational, or utility use. <strong>Secondary</strong>: Large-lot single-family residences.</td>
<td>Emphasis on conservation for natural beauty, open character, and recreational access.  May be publicly or privately owned.  Public access may be provided with designated trails or bicycle facilities; however, in other areas lands may be left intact as visual buffers or to protect significant ridgelines visible from various areas of the community.  Single-family homes on large lots in a forested or mountainous rural setting.  Clustering is encouraged to conserve natural features and make efficient use of infrastructure. Smaller lots may be provided when development is clustered.  Typically not served by urban utilities, but some existing development may be served, depending on location.</td>
<td>Primarily in rugged forested areas to the west of Rapid City Limits; as well central locations along Skyline Drive and north of M Hill.</td>
</tr>
<tr>
<td>FUTURE GREENWAY CONSERVATION (FG)</td>
<td>N/A</td>
<td>Parks, recreation, open space, and other limited uses and facilities with low flood damage potential and that will not obstruct flood flows</td>
<td>Identifies areas within the 100-year floodplain (as identified by official FEMA mapping) that are not currently reserved as public greenway but are good candidates for future public or private greenway conservation.</td>
<td>Primarily concentrated along Rapid Creek as well as along the many tributary streams and drainages within the planning area.</td>
</tr>
</tbody>
</table>
**LAND CONSERVATION DESIGN PRINCIPLES:**

**GENERAL DESIGN PRINCIPLES FOR FOREST CONSERVATION AREAS**

General Design Principles for Forest Conservation Areas provide guidance on a range of site planning, resource conservation, and connectivity issues for development in these visually and environmentally sensitive areas of the community. These design principles are also intended to address considerations to promote increased awareness of potential risks and responsibilities associated with development in the Wildland Urban Interface (WUI).

**GDP-FC1: PRESERVATION OF NATURAL FEATURES**

Limit overlot grading for driveways and homes sites to minimize erosion, stormwater runoff, and other site disturbances. Incorporate innovative site planning techniques to maximize the preservation of natural features and expand community greenways over time, such as:

- Floodplains, drainages, and wetlands;
- Forested areas or other areas with significant native vegetation or mature shade trees;
- Documented wildlife habitat; and/or
- Steep slopes and other unique or environmentally sensitive features.

**GDP-FC2: CONNECTIVITY**

- Integrate protected natural features as active and passive open space, greenways, and/or trail corridors to serve and enhance connections between groups of homes and established areas of the community or publicly accessible lands, where appropriate.
- Provide multiple vehicular access points to new subdivisions for emergency access and safe evacuation routes in high-risk wildfire areas.

**GDP-FC3: CLUSTER DEVELOPMENT**

Use cluster development patterns as a tool to achieve one or more of the following objectives:

- Preserve scenic view corridors or natural features;
- Create transitions between areas of different development intensity;
- Accommodate smaller lots on portions of the site located outside of wildfire hazard areas;
- Provide open space for the common use and enjoyment of residents and the broader community; and/or
- Preserve cohesive blocks of forest.

**GDP-FC4: VEGETATION MANAGEMENT**

Educate land owners regarding their responsibility to manage vegetation on their property to reduce wildfire risk to not only themselves, but their neighbors as well. Provide information regarding defensible space parameters, guidelines for site-specific wildfire hazard assessments, and other steps that can be taken by property owners to reduce risk.

**GDP-FC4: FIRE RESISTANT BUILDING MATERIALS**

Educate land owners as part of the building permit process about the range of fire-resistant building materials that are available on the market and the potential benefits they provide.

**GDP-FC5: SOURCE WATER PROTECTION**

Consider recommendations provided by the City’s Source Water Protection report in future development plans as appropriate.

PUBLIC/INSTITUTIONAL AND OTHER LAND USES

Two types of Public/Institutional and other land uses are identified on the Future Land Use Plan:

- Public/Institutional
- National Forest

Typical uses, characteristics, and locations for each are described on the following pages.
### Public/Institutional and Other Land Use Categories

<table>
<thead>
<tr>
<th>Range of Density/Size</th>
<th>Uses</th>
<th>Characteristics</th>
<th>Location</th>
<th>Zone Districts</th>
</tr>
</thead>
<tbody>
<tr>
<td>PUBLIC/QUASI-PUBLIC (P/QP)</td>
<td>N/A</td>
<td><em>Primary:</em> Schools, government offices, airport, community/senior centers, fire stations, libraries, hospitals, cemeteries, and places of worship. Also includes facilities needed for essential public services such as electrical substations, water and wastewater facilities, and other similar uses.</td>
<td>Varies</td>
<td>P, CC, Airport</td>
</tr>
<tr>
<td></td>
<td>N/A</td>
<td>▪ Provided by the City, special districts, or by a quasi-public organization.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>▪ Places of worship are also an acceptable use in residential and some commercial areas and may not be designated as Public/Quasi-Public.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NATIONAL FOREST (NF)</td>
<td>N/A</td>
<td>Publicly owned and accessible lands preserved by the U.S. Forest Service for conservation, resource protection, or recreational use.</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td>N/A</td>
<td>▪ Provides wildlife habitat, resource conservation, and recreational opportunities.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>▪ Proposed land use changes occurring adjacent to National Forest properties will require coordination with a designated planning representative.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
11 Neighborhood Area Policies
OVERVIEW

This section provides supplemental information and policy guidance for the sixteen neighborhood areas located within Rapid City’s planning area, as illustrated on the map below.

A brief description of each area is provided along with a discussion of issues and opportunities and specific goals and policies. These goals and policies build on previously adopted neighborhood area plans, where applicable, and are intended to be applied in conjunction with the citywide principles, goals, and policies contained in Chapters 3 through 10.

A Future Land Use Plan map for each neighborhood area is also provided. These maps vary in scale to accommodate the varied sizes and extents of the City’s diverse neighborhood areas and are intended to supplement the Future Land Use Plan map and supporting policies and design principles provided in Chapter 10: Growth and Reinvestment Framework.
AIRPORT NEIGHBORHOOD AREA (AP-NA)

DESCRIPTION

The Airport Neighborhood Area is located on the eastern side of Rapid City, directly south of Box Elder. It is bounded by Highway 44 to the south, Box Elder to the north, approximately East 53rd Street to the west, and 154th Avenue to the east. This area is predominantly outside of the current Rapid City limits except for the Rapid City Regional Airport. The western two-thirds of the Airport Neighborhood Area fall within the Urban Services Boundary.

ISSUES AND OPPORTUNITIES

This Neighborhood Area is influenced by the Rapid City Regional Airport, which presents opportunities and challenges for development in this area. The Rapid City Regional Airport Master Plan and the Airport's Land Use Compatibility Plan detail the airport vision and growth plans, and also identify infrastructure needs, and land use and compatibility requirements for development in the surrounding environs. Future expansion of the airport will likely occur to the east, and therefore it is important to reserve opportunities for this future growth.

The area south of the airport, along Highway 44, presents opportunities for future development and activities related to the airport, including logistics, distribution, and office uses. Recent extension of City utilities to the airport will help support the growth of this Community Activity Center and employment area.

Highway 44 is an important entryway corridor into the community, as visitors arrive from the southeast or via the airport. To preserve the rural character of this corridor, mixed-use commercial development along this corridor should be concentrated at major intersections, rather than “stripped out” along the corridor.

Residential growth is expected to continue to push east from the City into this area, yet airport regulations limit residential development beyond Radar Hill Road. Annexation into the City is a key issue as properties develop in this area.

To the north, neighboring Box Elder is also growing, and coordination is necessary to limit airport-related conflicts. East of the airport, the lack of utility services will limit urban growth and the area will likely remain predominantly agricultural or undeveloped over the course of the planning horizon.

The entire Rapid City Regional Airport Master Plan Land Use Compatibility Plan, including the land use maps and airport safety zones can be reviewed online at: http://www.rcgov.org/pdfs/Transportation-Planning/Neighborhood%20Plans/RAP_LUP_Oct2010_Pg_1_47.pdf.

GOALS AND POLICIES

Goal AP-NA1.1: Support expansion of the Rapid City Regional Airport and promote airport-compatible growth and development.

AP-NA1.1A: AIRPORT RESERVE

Reserve opportunities for the future expansion of the Rapid City Regional Airport to the north and east, and limit development that conflicts with current or future airport operations or expansion.

AP-NA1.1B: AIRPORT SAFETY

Consider additional zoning and land use regulations, as recommended in the Airport Land Use Compatibility Plan to enhance aircraft safety and sustain long-term operations and growth opportunities at the Rapid City Regional Airport. These include but are not limited to runway protection, inner approach/departure zones, circling traffic patterns, precision flight corridor, and aviation hazard safety zones.

AP-NA1.1C: AIRPORT COMPATIBILITY

Pursue opportunities to relocate existing roadways (e.g., Long View Road and Radar Hill Road) and land uses that currently conflict with runway protection and other airport safety zones. Encourage compatible uses and development within runway protection zones and concentrate future development away from areas with potential safety risks.
**AP-NA1.D: AIRPORT INFRASTRUCTURE**
Invest in additional infrastructure to include the Rapid City Regional Airport in the City’s water and wastewater systems, and to support future expansion of the airport and other development in the area.

**AP-NA1.1E: EMPLOYMENT**
Encourage airport-related employment growth south and west of the airport, near the Highway 44 corridor to maximize recent infrastructure investments in the area, and take advantage of airport proximity.

**AP-NA1.1F: ENTRANCE CORRIDOR**
Recognize Highway 44 as an important Entrance Corridor into the City, and encourage coordinated signage, landscaping, and development planning to enhance the corridor’s appearance. Apply Design Principles for Gateways and Entrance Corridors in the review of future development along the corridor. (See page 110)

**AP-NA1.1G: COMMERCIAL INTERSECTIONS**
Focus commercial development and Community Activity Centers at the intersections of Highway 44 and major arterial roadways (East 53rd Street and Radar Hill Road) to avoid strip development and to retain the rural character of the Entrance Corridor.

**AP-NA1.1H: RESIDENTIAL GROWTH**
Support residential development west of Radar Hill Road that does not encroach or conflict with airport safety or noise zones. Support the development of a new mixed-use Community Activity Center within this area, preferably at a key intersection such as the future extensions of Twilight Drive at Anderson Road.

**AP-NA1.1I: ANNEXATION**
Require the annexation of contiguous properties when development occurs, and require an annexation agreement for noncontiguous properties (stating that they agree to be annexed into Rapid City when eligible).

**AP-NA1.1J: URBAN SERVICES**
Allow the extension of City infrastructure within the Urban Services Boundary to serve new and existing development.

**AP-NA1.1K: INTERJURISDICTIONAL COORDINATION**
Coordinate planning and development review activities with the City of Box Elder, Pennington County, and airport authorities.
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BLACK HAWK NEIGHBORHOOD AREA (BH-NA)

DESCRIPTION

The Black Hawk Neighborhood Area is located northwest of Rapid City and includes portions of Pennington and Meade Counties. It is bounded on the north by the southern boundary of Summerset extending westward, Nemo Road and Box Elder Creek on the south, Sturgis Road to the east, and the Metropolitan Planning Organization boundary to the west.

ISSUES AND OPPORTUNITIES

This Neighborhood Area includes large tracts of National Forest land and existing and future mining and extraction activities. Pockets of rural residential development exist within the hilly and forested areas, but most development in this Neighborhood Area is clustered near Sturgis Road.

The southeast portion of this Neighborhood Area is located within Rapid City’s Urban Services Boundary, but due to topographic constraints and the heavily forested character of this area, future development is likely to be more rural in nature, with large lots and focus on the conservation of natural features.

Opportunities do exist for continued residential and mixed-use development along and near the Sturgis Road corridor, but as an important Entrance Corridor into the community, careful planning is needed to balance the demand for new development and resource extraction with the preservation of the natural qualities that make this a pleasant and attractive route into the City.

GOALS AND POLICIES

Goal BH-NA1.1: Retain the scenic and natural qualities of the Black Hawk Neighborhood Area and focus new development in existing activity areas.

BH-NA1.1A: FOREST CONSERVATION

Coordinate with the Forest Service and adjacent property owners and residents to support the preservation of natural features and minimize risks associated with development in the Wildland Urban Interface (WUI). Apply General Design Principles for Forest Conservation Areas to future development in the area. (See page 116.)

BH-NA1.1B: RESIDENTIAL GROWTH

Encourage the clustering of rural residential development to conserve natural features, limit impacts on the natural environment, and maximize infrastructure such as roads.

BH-NA1.1C: MIXED-USE DEVELOPMENT

Support intensification of existing mixed-use and nonresidential developments to increase the variety of uses and maximize infrastructure investments. Discourage new, isolated pockets of mixed-use or non-residential development.

BH-NA1.1D: RESOURCE EXTRACTION

Coordinate with the mining industry to establish long-term plans for extraction and reclamation.

BH-NA1.1E: ENTRANCE CORRIDOR

Recognize Sturgis Road as an important Entrance Corridor into the City, and encourage coordinated signage, landscaping, and development planning to retain the corridor’s rural character and scenic qualities. Apply Design Principles for Gateways and Entrance Corridors in the review of future development along the corridor. (See page 110.)

BH-NA1.1F: URBAN SERVICES

Allow the extension of City infrastructure within the Urban Services Boundary to serve new and existing development.

BH-NA1.1G: INTERJURISDICTIONAL COORDINATION

Coordinate planning and development review activities with Summerset, the National Forest Service, and Meade and Pennington Counties.
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DEADWOOD AVENUE NEIGHBORHOOD AREA (DA-NA)

DESCRIPTION
The Deadwood Avenue Neighborhood Area is located in the northwestern portion of the community, and includes land within the City limits, as well as unincorporated portions of Pennington County. It is bounded by Omaha Street/ West Chicago Street to the south, the Pennington County line to the north, Sturgis Road to the west, and North Haines Avenue to the east. Box Elder Creek passes through the northern portion of the area and Rapid Creek passes through the southern portion.

ISSUES AND OPPORTUNITIES
This Neighborhood Area is one of the fastest growing areas in the community. It is readily accessible to several major transportation routes including Interstate 90, Deadwood Avenue and Haines Avenue. The north-south ridgeline crossing this area will present some challenges to development and infrastructure in this area, but the entire area falls within the Urban Services Boundary. East of the ridgeline, increased residential growth will necessitate infrastructure expansion and extension.

West of the ridgeline, rural residential, light industrial, and mining and extraction activities are expected to continue, with mixed-use commercial activities focused east of Deadwood Avenue, north of Interstate 90. South of Interstate 90, a mix of uses currently exist, including residential, commercial, employment, industrial, parks, and mining. Future opportunities include reinvestment and mixed-use infill and redevelopment along the West Chicago Street/Sturgis Road corridor. Because of the diversity of land uses in this area, considerations will need to be given to buffering, screening and providing transitions between industrial and residential areas, and making sure that the northern Gateways and Entrance Corridors into the community project a positive and inviting image.

GOALS AND POLICIES
Goal DA-NA.1: Reinvest in established areas and expand housing, employment, and service options as new growth occurs throughout the Deadwood Neighborhood Area.

DA-NA.1A: RESIDENTIAL GROWTH
Support expansion and development of new residential neighborhoods west of Haines Avenue.

DA-NA.1B: MIXED-USE DEVELOPMENT
Encourage mixed-use development, redevelopment, and redevelopment at major intersections including Interstate 90 at Deadwood Avenue and Haines Avenue.

DA-NA.1C: EMPLOYMENT ACTIVITIES
Support the continuation and expansion of existing employment and light industrial uses in these areas, to take advantage of the rail and highway transportation network. Ensure adequate buffering of heavy industrial uses to minimize conflicts with other land uses.

DA-NA.1D: REINVESTMENT CORRIDOR
Support mixed-use reinvestment and redevelopment along the West Chicago Street/Sturgis Road Corridor.

DA-NA.1E: ENTRANCE CORRIDORS
Recognize Deadwood Avenue, Sturgis Road, Interstate 90, Interstate 190, and Haines Avenue as an important Entrance Corridors into the City, and encourage coordinated signage, landscaping, and development planning to project a positive image of the community and reflect each corridor’s unique qualities. Apply Design Principles for Entrance Corridors in the review of future development along the corridor. (See page 110.)

DA-NA.1F: GATEWAYS
Explore and pursue opportunities to enhance and highlight City gateways along Sturgis Road and Interstate 90, and at the intersection of Interstates 90 and 190. Apply Design Principles for Gateways and Entrance Corridors to future public improvements in these locations.
DA-NA1.1G: PARKS AND GREENWAYS
Promote the development of parks and conservation of greenways in this area to increase recreation opportunities for existing and future residents of this Neighborhood Area.

DA-NA1.1H: RESOURCE EXTRACTION
Coordinate with the mining industry to establish long-term plans for extraction and reclamation.

DA-NA1.1I: NATURAL FEATURES
Support and encourage the conservation of natural features in this area, including floodplains, forested areas, and hillsides.

DA-NA1.1J: REGIONAL RECREATION
Promote and support Hansen-Larson Memorial Park (“M Hill”) and Founders Park as a regional recreation destination well known for mountain biking, hiking, and an extensive trail network.

DA-NA1.1K: URBAN SERVICES
Allow the extension of City infrastructure within the Urban Services Boundary to serve new and existing development.

DA-NA1.1L: INTERJURISDICTIONAL COORDINATION
Coordinate planning and development review activities in this area with Meade County.
Future Land Use Plan
Deadwood Avenue Neighborhood Area

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April 2014
11. Neighborhood Area Policies

**DOWNTOWN/SKYLINE DRIVE NEIGHBORHOOD AREA (DSD-NA)**

**DESCRIPTION**

The Downtown/Skyline Drive Neighborhood Area is located in the heart of the Rapid City community. It is bounded by Omaha Street to the north, Skyline Drive to the west, Cambell Street to the east, and near Fairmont Boulevard to the south. The area is entirely within Rapid City limits.

**ISSUES AND OPPORTUNITIES**

This Neighborhood Area encompasses the City’s historic core, and includes the central business district and a mix of established neighborhoods. Within and near the central business district, historic buildings feature an array of commercial, service, office, and employment uses. Some residential uses are also present, both above commercial uses and in standalone apartment and condominium buildings. Recent public improvements in the central business district have helped catalyze additional interest and investment in the core area, and reinvestment, infill development and redevelopment are expected to continue in this high-activity area. Preservation of the area’s historic character is important as development continues, in order to retain the area’s authenticity and appeal.

Parking is another issue to address as development and activity levels continue to intensify within and near Downtown. Structured parking, parking management, and increasing multi-modal options are all opportunities that may help address the parking issue.

A mix of residential and non-residential uses surround the Downtown Core, and many of these areas also have historic qualities and structures that are important to preserve. There are many opportunities for revitalization, infill development and redevelopment in these fringe areas, yet compatibility with adjacent neighborhoods is a growing concern. Moreover, the conversion of residential structures to non-residential uses is an increasing trend in this area, especially along major corridors such as Mount Rushmore Road and Saint Patrick Street.

Balancing the preservation and reuse of historic structures, neighborhood compatibility, and the parking, access, and other requirements of non-residential uses is a delicate issue along these corridors.

These aging corridors also have competing demands on the roadways themselves. Both are physically constrained due to development on both sides of the street, and there are increasing demands for pedestrian, bicycle, and transit accommodations, in addition to automobile traffic on the narrow roadways. As reinvestment and revitalization occur along these corridors, improving access management, providing multi-modal opportunities or alternative routes, and land use coordination are all important considerations.

Another priority area for reinvestment and development activity is the set of paired one-way corridors connecting the central business district and the SDSMT campus. East Main Street and East Saint Joseph Street both feature a mix of uses, but in general, these corridors are somewhat underutilized and present opportunities for the incorporation of housing and services to meet the needs of the growing SDSMT campus.

Beyond the core and fringe areas, the Neighborhood Area includes a varied mix of established residential neighborhoods, including the West Boulevard Historic District and Robbinsdale neighborhoods. Many are designed as traditional neighborhoods with alley-loaded lots and a grid network of streets, but others are more suburban in nature with curvilinear streets, cul-de-sacs, and street-fronting garages. Limited opportunities for infill development exist in most of these neighborhoods, although there are some pockets where new higher density housing may be appropriate, especially along or near major corridors and near SDSMT. Otherwise, existing neighborhoods in this area could benefit from continued emphasis on historic preservation, property maintenance, and ongoing investment in schools, parks and recreation amenities.
GOALS AND POLICIES

Goal DSD-NA1.1: Continue revitalization of the Downtown area’s historic core and primary corridors and reinvest in the Downtown/Skyline Drive area neighborhoods.

DSD-NA1.1A: RESIDENTIAL NEIGHBORHOODS
Encourage reinvestment and promote targeted infill development redevelopment to add vitality to the area’s established neighborhoods. Support the compatible infill residential development that increases the variety of housing options.

DSD-NA1.1B: REGIONAL ACTIVITY CENTER
Support the ongoing revitalization of Downtown as the region’s premier destination for shopping, business, dining, arts, and entertainment.

DSD-NA1.1C: MIXED-USE DEVELOPMENT
Encourage adaptive reuse and mixed-uses along the area’s primary corridors and within and surrounding the central business district.

DSD-NA1.1D: REINVESTMENT CORRIDORS
Emphasize reinvestment and targeted redevelopment along the area’s Reinvestment Corridors (Mount Rushmore Road and Saint Patrick Street).

DSD-NA1.1E: SOUTH DAKOTA SCHOOL OF MINES AND TECHNOLOGY
Support expansion of the SDSMT Campus and encourage coordination and intensification of uses along the East Main Street and Saint Joseph Street Reinvestment Corridors to improve connections between Downtown and the campus. (See Goal LC-4.2 for additional policies related to SDSMT.)

DSD-NA1.1F: PARKS AND GREENWAYS
Maintain the established parks and greenways in this area for safety, conservation, and recreation purposes.

DSD-NA1.1G: NATURAL FEATURES
Support and encourage the conservation of natural features in this area, including floodplains, hillsides, and Skyline Wilderness Area.

DSD-NA1.1H: INTERJURISDICTIONAL COORDINATION
Coordinate planning and development review activities in this area with SDSMT and Pennington County.
Future Land Use Plan
Downtown/Skyline Neighborhood Area

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April 2014
ELK VALE NEIGHBORHOOD AREA (EV-NA)

DESCRIPTION
The Elk Vale Neighborhood Area establishes the eastern edge of Rapid City, and is bisected by Elk Vale Road. It is bounded by Highway 44 to the south, Interstate 90 to the north, Cambell Street to the west, and just beyond Reservoir Road to the east. Most of the Neighborhood Area is within the City limits, but the eastern portion of the area is predominantly unincorporated land within Pennington County.

ISSUES AND OPPORTUNITIES
This Neighborhood Area includes a diverse mix of established, unincorporated residential uses on the eastern edge, and a range of established and developing neighborhood, commercial, and employment uses. Presence of the railroad and an east-west ridgeline on the northern segment of the area limit options for residential development, but present opportunities for light industry and employment uses. Further south, along Elk Vale Road, an emerging business park provides opportunities for the development of new office and employment uses.

Community Activity Centers along Elk Vale Road provide opportunities for mixed use commercial development near the University Campus at the Interstate 90 interchange, as well as near the future Safeway store just north of Twilight Drive.

At the center of the Neighborhood Area, opportunities exist for urban residential development that is conveniently located near Downtown and the future extension of Anamosa Street will help connect future neighborhoods to the area's primary transportation routes: Highway 44, Elk Vale Road, Interstate 90, and Cambell Street.

On the western edge of the Neighborhood Area, existing commercial development within and surrounding the Northgate Activity Center is aging and starting to decline, so revitalization and redevelopment are important issues for the future. The diversification of uses and possible introduction of residential uses could help revitalize the area.

GOALS AND POLICIES

Goal EV-NA1.1: Establish the Elk Vale Neighborhood Area as one of the City’s high priority urban growth and reinvestment areas.

EV-NA1.1A: RESIDENTIAL GROWTH
Support expansion and development of new residential neighborhoods between Cambell Street and Elk Vale Road, and in the Rapid Valley area.

EV-NA1.1B: ANNEXATION
Require the annexation of contiguous properties when development occurs, and require an annexation agreement for noncontiguous properties (stating that they agree to be annexed into Rapid City when eligible).

EV-NA1.1C: MIXED-USE DEVELOPMENT
Encourage mixed-use development and redevelopment at major intersections including Elk Vale Road at Interstate 90 and north of Twilight Drive, Cambell Street between Highway 44 and East Anamosa Street, and along Highway 44 near Reservoir Road.

EV-NA1.1D: EMPLOYMENT ACTIVITIES
Support the continuation and expansion of employment and light industrial activities along the rail line and on the western side of Old Folsom Road.

EV-NA1.1E: ENTRANCE CORRIDORS
Recognize Elk Vale Road and Highway 44 as an important Entrance Corridors into the City, and encourage coordinated signage, landscaping, and development planning to project a positive image of the community and reflect each corridor’s unique qualities. Apply Design Principles for Gateways and Entrance Corridors in the review of future development along these corridors. (See page 110.)

EV-NA1.1F: GATEWAYS
Explore and pursue opportunities to enhance and highlight key interchanges that serve as gateways into the City: Elk Vale Road at Interstate 90 and at Highway 44. Apply Design Principles for Gateways and Entrance Corridors to future public improvements in these locations.
EV-NA1.1G: PARKS AND GREENWAYS
Promote the development of parks and conservation of greenways in this area as development occurs to provide recreation opportunities for existing and future residents of this Neighborhood Area.

EV-NA1.1H: URBAN SERVICES
Allow the extension of City infrastructure within the Urban Services Boundary to serve new and existing development.

EV-NA1.1I: INTERJURISDICTIONAL COORDINATION
Coordinate planning and development review activities in this area with Box Elder, Rapid Valley residents, and Pennington County.
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April 2014
ELLSWORTH NEIGHBORHOOD AREA (EW-NA)

DESCRIPTION

The Ellsworth Neighborhood Area surrounds Ellsworth Air Force Base and is bounded by North Haines Avenue and Elk Vale Road on the west, approximately Cheyenne Boulevard extending eastward to the south, Elk Creek to the North, and approximately 156th Avenue to the east. The entire Neighborhood Area is located outside of the Rapid City limits in unincorporated Meade and Pennington Counties, and also includes the majority of the City of Box Elder.

ISSUES AND OPPORTUNITIES

The Ellsworth Air Force Base is one of the primary employers in the Rapid City region. Aircraft operations on the Base, as well as at nearby Rapid City Regional Airport to the south, mean that much of the Neighborhood Area is already or potentially impacted by air traffic and noise. Minimal new development in the area surrounding the Air Force Base will help limit conflicts between Base operations and other land uses. In addition to planning for the ongoing operation of the Base, Rapid City and its regional partners also need to prepare for the possibility of Base closure, should it occur at some point in the future. Diversification of the economy in other portions of the community is a key part of the strategy to minimize the potential impacts of Base closure, as is proactive coordination and cooperation with Ellsworth Air Force Base and Ellsworth Economic Development Authority. Additional information regarding the role of Ellsworth Air Force Base and its impact on the area economy is provided in the Community Profile located in the Appendix of this Plan. (See Economy, page 11.)

South of Ellsworth Air Force Base, the community of Box Elder has a growing presence in the region. Coordination with Box Elder is necessary to ensure compatible land uses and an attractive corridor as motorists enter Rapid City from the east along Interstate 90. Moreover, improved communication and dialogues about annexation strategies and the provision of urban services in the areas between the two communities are necessary to ensure that future development enhances the overall region.

GOALS AND POLICIES

Goal EW-NA1.1: Support the operation of Ellsworth Air Force Base and enhance coordination with Box Elder to proactively plan for the area’s future.

EW-NA1.1A: ELLSWORTH ACTIVITY

Support Ellsworth Air Force Base as one of the region’s key Employment areas. Discourage development that could conflict with aircraft or other military operations in areas surrounding the Base.

EW-NA1.1B: ENTRANCE CORRIDOR

Recognize Interstate 90 as an important Entrance Corridor into Rapid City, and work with Box Elder to encourage coordinated signage, landscaping, and development planning to enhance the corridor’s appearance. Apply Design Principles for Gateways and Entrance Corridors in the review of future development along the corridor. (See page 110.)

EW-NA1.1C: ANNEXATION

Require the annexation of contiguous properties within the City’s Urban Services Boundary when development occurs, and coordinate with Box Elder to establish annexation strategies and agreements for unincorporated pockets between the two communities.

EW-NA1.1E: URBAN SERVICES

Allow the extension of City infrastructure within the Urban Services Boundary to serve new and existing development.

EW-NA1.1F: FLOODPLAIN AND GREENWAYS

Pursue the detailed mapping and studying of the Box Elder floodplain and encourage conservation of these areas as greenways for natural, safety, and recreation purposes.

EW-NA1.1F: INTERJURISDICTIONAL COORDINATION

Coordinate planning and development review activities with the City of Box Elder, Pennington County, Ellsworth Air Force Base, and the Ellsworth Economic Development Authority.
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April 2014
NEMO ROAD NEIGHBORHOOD AREA (NRD-NA)

DESCRIPTION
The Nemo Road Neighborhood Area is bounded by Box Elder Creek and Nemo Road on the north, Highway 44 on the south, Sturgis Road and the Rapid City limits on the east, and the Metropolitan Planning Organization boundary to the west. A significant portion of the area is included within the Urban Services Boundary.

ISSUES AND OPPORTUNITIES
This Neighborhood Area is characterized by forested, hilly terrain that includes some National Forest property, as well as pockets of existing development. The National Guard owns property on the southeastern edge of the area.

On the northern edge of the Neighborhood Area, near Sturgis Road, mining and extraction activities are underway and planned to continue for several decades.

The Highway 44 corridor (Jackson Boulevard) serves as a unique Entrance Corridor into the community, and residents value its forested, primarily undeveloped nature. A clear sense of arrival into Rapid City occurs at the gateway near Canyon Lake, where the forested corridor gives way to vistas of Rapid Creek and the greenway and park system.

GOALS AND POLICIES

Goal NRD-NA1.1: Retain the scenic and natural qualities of the Nemo Road Neighborhood Area.

NRD-NA1.1A: FOREST CONSERVATION
Coordinate with the Forest Service and adjacent property owners and residents to support the preservation of natural features and minimize risks associated with development in the Wildland Urban Interface (WUI). Apply General Design Principles for Forest Conservation Areas to future development in the area. (See page 116.)

NRD-NA1.1B: RESIDENTIAL GROWTH
Encourage the clustering of rural residential development to conserve natural features, limit impacts on the natural environment, and maximize infrastructure such as roads.

NRD-NA1.1C: RESOURCE EXTRACTION
Coordinate with the mining industry to establish long-term plans for extraction and reclamation.

NRD-NA1.1D: ENTRANCE CORRIDORS
Recognize Highway 44 and Sturgis Roads as an important Entrance Corridors into the City, and encourage resource conservation and coordinated signage, landscaping, and development planning to retain their natural character and scenic qualities.

NRD-NA1.1F: GATEWAYS
Explore opportunities to emphasize Highway 44 (Jackson Boulevard) near Canyon Lake Park as a unique Gateway into the community. Apply Design Principles for Gateways and Entrance Corridors to future public improvements in this location. (See page 110.)

NRD-NA1.1F: URBAN SERVICES
Allow the extension of City infrastructure within the Urban Services Boundary to serve new and existing development, provided development is consistent with General Design Principles for Forest Conservation Areas.

NRD-NA1.1G: INTERJURISDICTIONAL COORDINATION
Coordinate planning and development review activities with the National Forest Service, National Guard, and Pennington County.
Future Land Use Plan
Nemo Road Neighborhood Area

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April 2014
NORTH RAPID NEIGHBORHOOD AREA (NR-NA)

DESCRIPTION

The North Rapid Neighborhood Area is located in the north-central portion of the community and is entirely within the Rapid City limits. It is bounded by Omaha Street to the south, Interstate 90 to the north, M Hill to the west, and Cambell Street/East North Street to the east. Rapid Creek passes through the southern portion of the area. This area includes many schools of various levels within walking distance to neighborhood residents.

ISSUES AND OPPORTUNITIES

This Neighborhood Area is predominantly established, with urban neighborhoods at the core and mixed-use commercial activities along Interstate 90 and other major corridors. Residential growth patterns are fairly well established in this area, which includes the Lakota Homes and Sioux Addition neighborhoods. Small pockets of undeveloped land present opportunities for infill development. Many of the area’s homes are aging, and reinvestment and some targeted redevelopment may be necessary to promote stabilization.

The area includes several outdated strip commercial corridors along East North Street and La Crosse Street, and the Northgate Shopping Center at the intersection of East North Street and Cambell Street is a prime candidate for revitalization. The nearby Rushmore Crossing development serves as the community’s newest Regional Activity Center. In order to remain successful, aging retail areas may need to reintroduce residential and other office and service uses in order to be viable in the future.

As the Rushmore Crossing Center continues to develop and build-out, it will be important to establish a unique character and mix of uses to differentiate it from the other Regional Activity Centers. Enhancing multi-modal transportation connections to this area is another future opportunity.

Flood hazard designation along Rapid Creek influences development in the southern portion of this Neighborhood Area, and the preservation of the greenway and M Hill provide excellent opportunities for area residents to recreate and experience nature. The Rapid City Civic Center is another important feature in this area, offering opportunities for arts and cultural activities and entertainment.

Interstate 190 provides an important connection from Interstate 90 to Highway 44 and the Downtown area, and opportunities exist to elevate the appearance this Entrance Corridor and important City Gateway.

GOALS AND POLICIES

Goal NR-NA-1.1: Reinvest in the North Rapid Neighborhood Area neighborhoods and support continued expansion of the Rushmore Crossing Regional Activity Center.

NR-NA1.1A: RESIDENTIAL NEIGHBORHOODS

Encourage reinvestment and promote targeted infill development redevelopment to add vitality to the area’s established neighborhoods. Support the development of new residential neighborhoods that increase the variety of housing options.

NR-NA1.1A: REINVESTMENT AREAS

Emphasize reinvestment and redevelopment in and near the Northgate Community Activity Center, and along the area’s Reinvestment Corridors (East North Street, East Omaha Street, Cambell Street, and La Crosse Street). Refer to Policy BPG-1.2C for additional discussion regarding Priority Revitalization Corridors.

NR-NA1.1A: REGIONAL ACTIVITY CENTER

Support the ongoing development and expansion of the Rushmore Crossing Center as one of the region’s premier shopping destinations.
NR-NA1.1B: CIVIC CENTER
Support the expansion of the Rushmore Plaza Civic Center by means of a new arena, with continued efforts in improving the overall facility and campus, as the City of Rapid City’s primary entertainment, convention, and exhibition complex.

NR-NA1.1C: ENTRANCE CORRIDOR
Recognize the Interstate 190 connection as an important Entrance Corridor and encourage coordinated signage, landscaping, and development planning to enhance the sense of arrival into the Downtown area. Apply Design Principles for Gateways and Entrance Corridors in the review of future development along the corridor. (See page 110.)

NR-NA1.1D: GATEWAYS
Explore and pursue opportunities to highlight the areas where Interstate 190 intersects with Interstate 90 and Highway 44 (Omaha Street) as important community Gateways. Apply Design Principles for Gateways and Entrance Corridors to future public improvements in these locations.

NR-NA1.1E: PARKS AND GREENWAYS
Maintain the established parks and greenways in this area for safety, conservation, and recreation purposes. Work with area neighborhoods to improve connections to existing parks and ensure a safe environment.
Future Land Use Plan
North Rapid Neighborhood Area

Legend
- Neighborhood Area
- Rapid City Limits
- County Boundary
- Urban Service Boundary
- Cemetery
- Fire station
- Hospital
- Police station
- School
- Railroad
- Water Bodies

Future Land Use
- Rural Residential
- Low Density Neighborhood
- Urban Neighborhood
- Mixed Use Commercial
- Downtown
- Employment
- Light Industrial
- Heavy Industrial
- Mining/Extraction
- Parks and Greenway
- Agriculture
- Forest Conservation
- National Forest
- Buffer/Reserved
- Public/Quasi-Public

Major Street Plan
- Interstate Highway
- Principal Arterial
- Proposed Principal Arterial
- Minor Arterial
- Proposed Minor Arterial
- Collector
- Proposed Collector (exact alignment TBD)

Overlays
- Forest
- Flood Hazard Overlay
- Future Greenway Conservation
- Sensitive Geologic Area
- Ellsworth 65 Ldn Noise Contours
- Circling traffic patterns
- Inner approach/departure
- Precision flight corridor
- Runway protection zone

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Overview Map

April 2014
NORTHEAST NEIGHBORHOOD AREA (NE-NA)

DESCRIPTION
The Northeast Neighborhood Area is located in the north-central portion of the community and includes property within the Rapid City limits, as well as some unincorporated portions of Pennington County. The area is bounded by Interstate 90 to the south, the Pennington County line to the north, Haines Avenue to the west, and Elk Vale Road to the east. Box Elder Creek passes through the eastern portion of this area.

ISSUES AND OPPORTUNITIES
This Neighborhood Area includes a mix of developed commercial, industrial, and residential uses, and also presents opportunities for new development. Rushmore Mall, one of the community’s Regional Activity Centers, is an established retail destination that is beginning to decline due to the center’s age and competition with other retail centers, including the newer Rushmore Crossing and Downtown. Reinvestment in the mall and surrounding area will be necessary in order to retain the mall’s appeal and vitality. The introduction of more commercial service uses, as well as residential uses, may help generate additional activity to support the mall retailers.

North of Seger Drive, the area has potential for additional residential development, and combined with the Deadwood Avenue Neighborhood Area, these northern areas present significant opportunities for the development of new neighborhoods. The integration of parks and recreation opportunities into these emerging neighborhoods, and the conservation of floodplain and greenway areas will be important as these areas develop.

Nearby, along North Elk Vale Road, a new soccer complex is planned to enhance sporting opportunities for the region. The surrounding land presents opportunities for future employment and light industrial uses, with Dyess Avenue serving as a boundary to buffer future residential development to the west from the impacts of industry to the east. An employment area east of the mall, near Dyess Avenue at Seger Drive, is conveniently located close to Interstate 90, and also presents opportunities to diversify the mix of uses in the area to support revitalization of the mall.

GOALS AND POLICIES
Goal NE-NA1.1: Support reinvestment and revitalization of the Rushmore Mall area and expand housing, employment, and service options as new growth occurs throughout the Northeast Neighborhood Area.

NE-NA1.1A: RESIDENTIAL GROWTH
Support expansion and development of new residential neighborhoods north of Seger Drive, between Haines Avenue and Dyess Road.

NE-NA1.1B: MIXED-USE DEVELOPMENT
Encourage mixed-use development, redevelopment, and redevelopment of the Rushmore Mall and surrounding area along Interstate 90.

NE-NA1.1C: EMPLOYMENT ACTIVITIES
Support the continuation and expansion of existing employment and light industrial uses in the area west of Dyess Avenue and south of Seger Drive, to take advantage of the nearby highway transportation network. Ensure adequate buffering of heavy industrial uses to minimize conflicts with other land uses.

NE-NA1.1D: ENTRANCE CORRIDORS
Recognize Haines Avenue as an important Entrance Corridor into the City, and encourage coordinated signage, landscaping, and development planning to project a positive image of the community and reflect each corridor’s unique qualities. Apply Design Principles for Gateways and Entrance Corridors in the review of future development along the corridor. (See page 110.)

NE-NA1.1E: GATEWAYS
Explore and pursue opportunities to enhance and highlight the City gateway at the intersection of Interstate 90 and Elk Vale Road. Apply Design Principles for Gateways and Entrance Corridors to future public improvements in this location.

NE-NA1.1F: PARKS AND GREENWAYS
Promote the development of new parks, and encourage the conservation of greenways in this...
area to increase recreation opportunities for existing and future residents of this Neighborhood Area.

**NE-NA1.1G: NATURAL FEATURES**
Support and encourage the conservation of natural features in this area, including floodplains and hillsides.

**NE-NA1.1H: REGIONAL RECREATION**
Promote and support the development of the soccer complex, as a regional recreation destination.

**NE-NA1.1I: URBAN SERVICES**
Allow the extension of City infrastructure within the Urban Services Boundary to serve new and existing development.

**NE-NA1.1J: INTERJURISDICTIONAL COORDINATION**
Coordinate planning and development review activities in this area with Pennington and Meade Counties.
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April 2014
PIEDMONT VALLEY NEIGHBORHOOD AREA (PV-NA)

DESCRIPTION

The Piedmont Valley Neighborhood Area is located in the southern portion of Meade County. It includes land in the incorporated communities of Piedmont and Summerset and unincorporated portions of Meade County. It is bounded by the county border to the south, the MPO Boundary/Elk Creek to the north, Township 3 North Range 6 East to the west, and North Haines Avenue to the east. Elk Creek passes through the area.

ISSUES AND OPPORTUNITIES

Portions of this Neighborhood Area are heavily forested with rugged topography and are vulnerable to wildland fires. About a third of this area is owned by the U.S. Forest Service and recreational opportunities are abundant.

Most development in the area is located along Interstate 90 and Sturgis Road, within or near the towns of Piedmont and Summerset. Additional large lot rural development can be found along Erickson Ranch Road, Elk Creek Road, and North Haines Avenue. Interstate 90, Sturgis Road, and North Haines Avenue are all prominent Entrance Corridors into the community.

Throughout the Neighborhood Area, large lot residential growth will likely continue to occur, but conservation of large tracts of forested and agricultural land are also important considerations in this area.

GOALS AND POLICIES

Goal PV-NA1.1: Retain the natural and agricultural qualities of the Piedmont Valley Neighborhood Area and focus new development in existing communities.

PV-NA1.1A: FOREST CONSERVATION

Coordinate with the Forest Service and adjacent property owners and residents to support the preservation of natural features and minimize risks associated with development in the Wildland Urban Interface (WUI). Apply General Design Principles for Forest Conservation Areas to future development in the area. (See page 116.)

PV-NA1.1B: RESIDENTIAL GROWTH

Encourage the clustering of rural residential development to conserve natural features, limit impacts on the natural environment, and maximize infrastructure such as roads.

PV-NA1.1C: MIXED-USE DEVELOPMENT

Support intensification of existing mixed-use and nonresidential developments to increase the variety of uses and maximize infrastructure investments. Discourage new, isolated pockets of mixed-use or non-residential development.

PV-NA1.1D: ENTRANCE CORRIDORS

Recognize Interstate 90, Sturgis Road, and Haines Avenue as an important Entrance Corridor into the City, and encourage coordinated signage, landscaping, and development planning to retain their rural character and scenic qualities. Apply Design Principles for Gateways and Entrance Corridors in the review of future development along the corridor. (See page 110.)

PV-NA1.1E: INTERJURISDICTIONAL COORDINATION

Coordinate planning and development review activities with Piedmont, Summerset, the National Forest Service, and Meade County.
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April 2014
SHERIDAN LAKE ROAD NEIGHBORHOOD AREA (SLR-NA)

DESCRIPTION
The Sheridan Lake Road Neighborhood Area is located in the southwestern portion of the community and includes properties within Rapid City limits as well as unincorporated portions of Pennington County. The area is bounded by Spring Creek to the south, Jackson Boulevard to the north, the section line east of Hisega Road extending to Burgess Road to the west, and Skyline Drive to the east. Rapid Creek and Spring Creek are both within this area.

ISSUES AND OPPORTUNITIES
This Neighborhood Area is characterized by National Forest properties on the western side, and a mix of established and developing neighborhoods and mixed-use commercial areas on the eastern portion. A range of residential development will likely continue in this area, and will require the extension of infrastructure to support this growth. The introduction of some non-residential uses, including retail, service, and employment in Community Activity Centers will be important to continue to develop in this area, to serve the surrounding neighborhoods, including Chapel Valley.

In addition to the large forested areas, the area also includes two Regional Recreation Destinations: Canyon Lake Park and Dinosaur Park. Continued maintenance and conservation of these community amenities will be important to retain the City’s unique character. Moreover, continued conservation of the Highway 44 corridor, and potential enhancements of the City’s Gateway at Canyon Lake Park are future opportunities in this Neighborhood Area.

GOALS AND POLICIES
Goal SLR-NA1.1: Continue neighborhood development near the City limits and retain the scenic and natural qualities of the Sheridan Lake Road Neighborhood Area.

SLR-NA1.1A: FOREST CONSERVATION
Coordinate with the Forest Service and adjacent property owners and residents to support the preservation of natural features and minimize risks associated with development in the Wildland Urban Interface (WUI). Apply General Design Principles for Forest Conservation Areas to future development in the area. (See page 116.)

SLR-NA1.1B: RESIDENTIAL GROWTH
Support the build out of existing neighborhoods and encourage the clustering of future residential development to conserve natural features, limit impacts on the natural environment, and maximize infrastructure such as roads.

SLR-NA1.1C: COMMUNITY ACTIVITY CENTERS
Support the continued development and diversification of uses within the Community Activity Centers located along Sheridan Lake Road at the intersections with Moon Meadows Drive and Catron Boulevard, to provide convenient shopping and service options to area neighborhoods.

SLR-NA1.1D: REGIONAL RECREATION
Conserv and promote Canyon Lake Park and Dinosaur Park as unique community amenities and Regional Recreation Destinations.

SLR-NA1.1E: ENTRANCE CORRIDOR
Recognize Highway 44 as an important Entrance Corridor into the City, and encourage resource conservation and coordinated signage, landscaping, and development planning to retain its natural character and scenic qualities. Apply Design Principles for Gateways and Entrance Corridors in the review of future development along the corridor. (See page 110.)

SLR-NA1.1F: GATEWAY
Explore opportunities to emphasize Highway 44 (Jackson Boulevard) near Canyon Lake Park as a unique Gateway into the community. Apply Design Principles for Gateways and Entrance Corridors to future public improvements in this location.

SLR-NA1.1G: URBAN SERVICES
Allow the extension of City infrastructure within the Urban Services Boundary to serve new and existing development, provided development is consistent with General Design Principles for Forest Conservation Areas
SLR-NA1.1H: INTERJURISDICTIONAL COORDINATION
Coordinate planning and development review activities with the National Forest Service and Pennington County.
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April 2014
SOUTH ROBBINSDALE NEIGHBORHOOD AREA (SR-NA)

DESCRIPTION

The South Robbinsdale Neighborhood Area is located in the south-central portion of the community and is predominantly located within the City limits. It is bounded by approximately Catron Boulevard to the south, approximately Fairmont Boulevard to the north, Highway 16 to the west, and Highway 79 to the east.

ISSUES AND OPPORTUNITIES

This Neighborhood Area is a diverse area characterized by a mix of established and developing residential neighborhoods, plus an assortment of nonresidential uses. The landfill, located in the southeastern quadrant of the area, is a necessary public facility, yet potential noise, visual, and odor impacts to the surrounding area are significant. Careful siting of residential development in this area is necessary to minimize future conflicts with the landfill activities.

To the west, a newer Community Activity Center is emerging with the recent development of a Super Wal-Mart and surrounding retailers. As the East Catron Boulevard corridor continues to develop, it will be important to consider landscaping, signage, and design along this emerging community Entrance Corridor.

GOALS AND POLICIES

Goal SR-NA1.1: Support continued residential and non-residential growth in the South Robbinsdale Neighborhood Area, while also maintaining adequate buffering and distance from the landfill to minimize future impacts or conflicts.

SR-NA1.1A: RESIDENTIAL GROWTH

Support expansion and development of new residential neighborhoods in the area, though not adjacent to the landfill property. Buffer residential development in potential odor impact area through use of landscaping, careful building placement, and addition of non-residential uses.

SR-NA1.1B: MIXED-USE DEVELOPMENT

Encourage mixed-use development, at major intersections including East Catron Boulevard at 5th Street and Highway 79 to build a critical mass of activities to support retailers and to avoid stripping out the entire East Catron Boulevard corridor.

SR-NA1.1C: EMPLOYMENT ACTIVITIES

Support the continuation and expansion of employment activities along the East Catron Boulevard Corridor and at the intersection of 5th Street and Minnesota Street. Encourage light industrial uses to locate directly west of the landfill and/or near existing light industry along Highway 79 near East Fairmont Boulevard.

SR-NA1.1D: ENTRANCE CORRIDORS

Recognize East Catron Boulevard and Highway 79 as an important Entrance Corridors into the City, and encourage coordinated signage, landscaping, and development planning to project a positive image of the community and reflect each corridor’s unique qualities. Apply Design Principles for Gateways and Entrance Corridors to the review of future development along these corridors. (See page 110.)

SR-NA1.1E: GATEWAY

Explore and pursue opportunities to enhance and highlight the interchange at Highway 79 and Elk Vale Road/East Catron Boulevard as a unique community gateway. Apply Design Principles for Gateways and Entrance Corridors to future public improvements in this location.

SR-NA1.1F: PARKS AND GREENWAYS

Promote the development of parks and conservation of greenways in this area to increase recreation opportunities for existing and future residents of this Neighborhood Area.

SR-NA1.1G: URBAN SERVICES

Allow the extension of City infrastructure within the Urban Services Boundary to serve new and existing development.
SR-NA1.1H:
INTERJURISDICTIONAL
COORDINATION

Coordinate planning and
development review activities in
this area with Pennington County.
Future Land Use Plan
South Robbinsdale Neighborhood Area

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April 2014
SOUTHEAST CONNECTOR NEIGHBORHOOD AREA (SEC-NA)

DESCRIPTION

The Southeast Connector Neighborhood Area is located in the southeastern portion of the community and includes property within Rapid City limits and unincorporated portions of Pennington County, including the area commonly referred to as Rapid Valley. The area is bounded by the Highway 44 to the north, the range line between Range 9 East and Range 10 East to the east, and Highway 79 to the west. The area’s southern limit is the southern boundaries of Township 1 South, Range 9 East, Sections 13-18, Township 1 South, Range 8 East, Sections 13-16 and a portion of Section 17. Rapid Creek passes through the Neighborhood Area.

ISSUES AND OPPORTUNITIES

This Neighborhood Area is characterized by agricultural land and scattered rural residential development across the southern half. A range of industrial and employment activities are existing in the area north of Lamb Road, following the Old Folsom Road corridor and nearby railroad tracks, and it is envisioned that this area will continue to develop as one of the City’s primary locations for industry and employment.

To the north, existing development includes a variety of uses, and Saint Patrick Street corridor presents opportunities for revitalization and reinvestment, especially near the Family Thrift Center shopping center at Cambell Street. The nearby Star of the West Complex is a Regional Recreation Destination along Rapid Creek that attracts residents and visitors to this portion of the community.

The Rapid Creek floodplain follows along the south side of the Highway 44 corridor, presenting additional opportunities for future greenway conservation as residential growth continues in this area. Existing enclaves of unincorporated County residential developments in the Rapid Valley area present challenges to the provision of urban services to existing and new growth areas. Access to parks, recreation, and retail and commercial services are also needs of this area as development continues.

The Water Reclamation Facility, just south of Highway 44, is a necessary community utility, but presents challenges for compatible land uses in this area due to potential odors, noise, and visual impacts. Buffering this facility from incompatible development will help minimize future conflicts. Beyond the Water Reclamation Facility, conservation of agricultural uses in this area is important because the land is suitable for agriculture and development is limited by the floodplain.

This area includes significant entryways into the community along Highway 79, Highway 44, and Elk Vale Road, and opportunities exist to enhance the gateways at the major interchanges at Elk Vale Road.

GOALS AND POLICIES

Goal SEC-NA1.1: Support continued industry and employment along the Old Folsom Road corridor and expand neighborhoods and coordination in the Rapid Valley area.

SEC-NA1.1A: WATER RECLAMATION RESERVE

Maintain operations and reserve opportunities for the future expansion of the Water Reclamation Facility. Limit development that conflicts with current or future operations or expansion.

SEC-NA1.1B: EMPLOYMENT AREA

Encourage continued and additional employment and industrial activities in the Old Folsom Road area. Buffer heavy industry from nearby residential areas by encouraging lighter industrial or employment as a transition between uses.

SEC-NA1.1C: REINVESTMENT CORRIDOR

Emphasize reinvestment and redevelopment along the Saint Patrick Street corridor. Refer to Policy BPG-1.2C for additional discussion regarding Priority Revitalization Corridors.

SEC-NA1.1D: MIXED-USE DEVELOPMENT

Encourage mixed-use development, infill, and redevelopment near the Family Thrift Center shopping area at Cambell Street and Saint Patrick Street, along Elk Vale Road near South Valley Drive, and along
Highway 44 near Reservoir Road and Radar Hill Road.

**SEC-NA1.1E: ENTRANCE CORRIDORS**
Recognize Highway 44, Highway 79, and Elk Vale Roads as an important Entrance Corridors into the City, and encourage coordinated signage, landscaping, and development planning to enhance each corridor’s unique characteristics and appearance. Apply Design Principles for Gateways and Entrance Corridors in the review of future development along these corridors. (See page 110.)

**SEC-NA1.1F: GATEWAYS**
Explore and pursue opportunities to enhance and highlight the interchanges along Elk Vale Road at Highway 44 and Highway 79 as unique community gateways. Apply Design Principles for Gateways and Entrance Corridors to future public improvements in these locations.

**SEC-NA1.1G: RESIDENTIAL GROWTH**
Support existing and additional residential development in the Rapid Valley area west of Reservoir Road.

**SEC-NA1.1H: PARKS AND GREENWAYS**
Promote the development of parks and conservation of greenways in this area to increase recreation opportunities for existing and future residents of this Neighborhood Area. Support the implementation of the proposed Rails-to-Trails project and East Greenway Master Plan.

**SEC-NA1.1I: ANNEXATION**
Require the annexation of contiguous properties when development occurs, and require an annexation agreement for noncontiguous properties (stating that they agree to be annexed into Rapid City when eligible).

**SEC-NA1.1J: URBAN SERVICES**
Allow the extension of City infrastructure within the Urban Services Boundary to serve new and existing development.

**SEC-NA1.1K: INTERJURISDICTIONAL COORDINATION**
Coordinate planning and development review activities with the City of Box Elder, Pennington County, and airport authorities.
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April 2014
SPRING CREEK NEIGHBORHOOD AREA (SC-NA)

DESCRIPTION

The Spring Creek Neighborhood Area is located southwest of the Rapid City limits. The area is bounded by the section line north of Knotty Pine Lane extending from Teepee Gulch Road to Highway 79 to the south, Spring Creek to the north, the section line west of Burgess Road extending south to Teepee Gulch Road, and Highway 79 to the east. Spring Creek passes through the area.

ISSUES AND OPPORTUNITIES

This Neighborhood Area is characterized by the US Highway 16 corridor, which serves as the primary route between the City and Mount Rushmore. Development along and near this corridor includes an array of visitor attractions, tourism-related services, and scattered residential uses. Continuation and limited expansion of this tourism-oriented Community Activity Center is expected to occur over time.

The Highway 79 corridor is another major influence in this Neighborhood Area. The landfill, located on the west side of the corridor, just south of the City limits, is a necessary community service, yet does present some impacts to neighboring properties, including odors and noise. Careful consideration and mitigation of these impacts are important when development occurs on properties near the landfill. Moreover, balancing the demands for industrial development and visual quality along the corridor are important since it is a major community entryway.

Residential development has already occurred in some areas along Spring Creek and Spring Creek Road. However, the topography between the current City limits and the Spring Creek drainage will be a limiting factor future development in this area, and most urban development will most likely be located closer in near the landfill and existing urban services, or near the existing development in the Spring Creek drainage area.

The remainder of the Neighborhood Area is predominantly forested, with hilly topography and pockets of National Forest land. Protection of natural resources is a key objective in this part of the Neighborhood Area.

GOALS AND POLICIES

Goal SC-NA1.1: Support continued tourism development in key locations along the US 16 corridor and encourage residential development in strategic areas near existing development.

SC-NA1.1A: LANDFILL COMPATIBILITY

Continue operation of the landfill, and limit development that conflicts with current or future operations or expansion. Adjacent to the landfill property, support light industrial uses, which may not be as impacted by the landfill operations as other uses.

SC-NA1.1B: COMMUNITY ACTIVITY CENTER

Support continued and additional mixed-use and tourism-related businesses and attractions in a clustered location along the US 16 corridor. Encourage coordination of access points, signage, and landscaping to create an attractive and functional destination for visitors.

SC-NA1.1C: ENTRANCE CORRIDORS

Recognize US Highway 16 and Highway 79 as important Entrance Corridors into the City, and encourage coordinated signage, landscaping, and development planning to enhance each corridor’s unique characteristics and appearance. Apply Design Principles for Gateways and Entrance Corridors in the review of future development along these corridors. (See page 110.)

SC-NA1.1D: RESIDENTIAL GROWTH

Support new residential development in the area west of the landfill, provided it is adequately buffered and screened from landfill operations. Support limited, additional low density and rural residential development in the Spring Creek Road area, provided it is not located within the floodplain.
SC-NA1.1E: FOREST
CONSERVATION
Coordinate with the Forest
Service and adjacent property
owners and residents to support
the preservation of natural
features and minimize risks
associated with development in
the Wildland Urban Interface
(WUI). Apply General Design
Principles for Forest Conservation
Areas to future development in
the area. (See page 116.)

SC-NA1.1F: PARKS AND
GREENWAYS
Promote the development of
parks and conservation of
greenways in the northeast
portion of this Neighborhood Area
to increase recreation
opportunities for existing and
future residents.

SC-NA1.1G: ANNEXATION
Require the annexation of
contiguous properties when
development occurs, and require
an annexation agreement for
noncontiguous properties (stating
that they agree to be annexed into
Rapid City when eligible).

SC-NA1.1H: URBAN
SERVICES
Allow the extension of City
infrastructure within the Urban
Services Boundary to serve new
and existing development.

SC-NA1.1I: INTERJURISDICTIONAL
COORDINATION
Coordinate planning and
development review activities
with the National Forest Service
and Pennington County.
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US HIGHWAY 16 NEIGHBORHOOD AREA (US16-NA)

DESCRIPTION
The US Highway 16 Neighborhood Area is located in the southwestern portion of the community and includes properties within the City limits and incorporated areas in Pennington County. It is bounded by the Reptile Gardens/Neck Yoke Road intersection on the south and Cathedral Drive/Fairmont Boulevard to the north. Spring Creek passes through the area.

ISSUES AND OPPORTUNITIES
This Neighborhood Area is set along one of the community’s major corridors, US Highway 16. This corridor serves as a primary route for visitors traveling between the City and Mount Rushmore, but also as an important local thoroughfare. The area includes a diverse mix of existing and emerging residential neighborhoods, commercial areas, and employment centers.

South of Moon Meadows Road, the Neighborhood Area features pockets of existing residential development along Spring Creek Road, and clusters of mixed-use commercial development along US Highway 16 could serve these neighborhood areas. Future residential development east and west of the Moon Meadows Road intersection with US Highway 16 will likely increase demand for more commercial uses and services, providing opportunity for a Community Commercial Activity Center in this area.

Further north, along US 16 north of Catron Boulevard, opportunities exist for additional mixed-use commercial, and employment development. This future mixed-use area is envisioned as a setting for high-quality office space, and is located to take advantage of the area’s scenic views.

At the northern edge of the Neighborhood Area, the Regional Health area provides existing employment activities, and opportunities exist to further extend and intensify medical and supporting services in this area.

Throughout the Neighborhood Area, topography presents constraints to development, but the area is predominantly located within the Urban Services Boundary and urban development is likely to continue, especially within and adjacent to the existing City limits.

GOALS AND POLICIES

Goal US16-NA1.1: Encourage targeted residential and non-residential growth in the US 16 Neighborhood Area to increase options for housing and services, and to support economic development.

US16-NA1.1A: RESIDENTIAL GROWTH
Support expansion and development of new residential neighborhoods in areas within and adjacent to existing City limits. Discourage residential growth south of Moon Meadows Road.

US16-NA1.1B: MIXED-USE DEVELOPMENT
Encourage mixed-use development in clusters of activity along US 16 to serve nearby neighborhoods and build a critical mass of activities to support retailers and to avoid stripping out the entire US 16 corridor.

US16-NA1.1C: COMMUNITY ACTIVITY CENTERS
Support the development of Community Activity Centers along US 16 at Fairmont Boulevard, Catron Boulevard and near Moon Meadows Road to provide convenient shopping and service options to area neighborhoods. Discourage stripped-out commercial development along the entire corridor.

US16-NA1.1D: ENTRANCE CORRIDORS
Recognize US 16 and Catron Boulevard as important Entrance Corridors into the City, and encourage coordinated signage, landscaping, and development planning to project a positive image of the community and reflect each corridor’s unique qualities. Apply Design Principles for Gateways and Entrance Corridors in the review of future development along these corridors. (See page 110.)
US16-NA1.1E: GATEWAYS
Explore and pursue opportunities to enhance and highlight the US 16 intersections near Tower Road and Fort Hayes Drive as unique community gateways. Apply Design Principles for Gateways and Corridors to future public improvements in these locations.

US16-NA1.1F: PARKS AND GREENWAYS
Promote the development of parks and conservation of greenways in this area to increase recreation opportunities for existing and future residents of this Neighborhood Area.

US16-NA1.1G: FOREST CONSERVATION
Coordinate with the Forest Service and adjacent property owners and residents to support the preservation of natural features and minimize risks associated with development in the Wildland Urban Interface (WUI). Apply General Design Principles for Forest Conservation Areas to future development in the area. (See page 116.)

US16-NA1.1H: URBAN SERVICES
Allow the extension of City infrastructure within the Urban Services Boundary to serve new and existing development.

US16-NA1.1I: INTERJURISDICTIONAL COORDINATION
Coordinate planning and development review activities in this area with Pennington County.
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April 2014
WEST RAPID NEIGHBORHOOD AREA (WR-NA)

DESCRIPTION

The West Rapid Neighborhood Area includes properties within the City limits in the northwestern portion of the community. It is bounded by West Chicago and Omaha Streets on the north, Jackson Boulevard on the south, the City limits to the west, and Sturgis Road to the northeast. Lime Creek and Rapid Creek pass through the area.

ISSUES AND OPPORTUNITIES

This Neighborhood Area is characterized by large tracts of public and quasi-public uses at the core, including the National Guard Training Camp, Sioux Park, ballfields, Camp Rapid, numerous medical facilities, and several schools. Some of the property in this core area is important historic tribal land and is therefore subject to restrictions on development and land uses.

Surrounding this core area are established neighborhoods that are predominantly single-family, including the Canyon Lake neighborhood. Supporting existing residential uses and ongoing floodplain management area are key issues in these neighborhoods.

North of South Canyon Road and west of Sturgis Road, significant opportunities exist for new residential development, and the entire area is located within the Urban Services Boundary. Forest conservation and wildfire mitigation will be important considerations as growth extends to this area.

At the center of the Neighborhood Area, existing commercial development is conveniently located near neighborhoods along the Sturgis Road/West Omaha Street corridor. However, this corridor and many of the strip commercial centers lining it are outdated and in need of reinvestment and revitalization.

Closer to the Downtown Core and at the eastern edge of the Neighborhood Area, the Baken Park Community Activity Center is another convenient commercial destination serving the West Rapid area. Like the Sturgis Road Corridor, this center is outdated and despite recent investment in pad sites within the center, future opportunities include reinvestment and revitalization, and the addition of some additional service, office and possibly residential uses.

GOALS AND POLICIES

Goal WR-NA1.1: Support existing neighborhoods, encourage revitalization of commercial centers and corridors, and expand housing options as new growth occurs throughout the West Rapid Neighborhood Area.

WR-NA1.1A: RESIDENTIAL GROWTH

Encourage reinvestment and promote targeted infill development redevelopment to add vitality to the area’s established neighborhoods. Support the development of new residential neighborhoods that increase the variety of housing options north of South Canyon Road and west of Sturgis Road.

WR-NA1.1B: REINVESTMENT CORRIDOR

Emphasize reinvestment and redevelopment along the Sturgis Road/West Omaha Street Corridor. Refer to Policy BPG-1.2C for additional discussion regarding Priority Revitalization Corridors.

WR-NA1.1C: NATIONAL GUARD TRAINING CAMP

Support the National Guard Training Camp as an important employment area and discourage development that could conflict with existing or planned Training Camp activities.

WR-NA1.1D: MIXED-USE DEVELOPMENT

Encourage diversification of uses, reinvestment, and targeted redevelopment of the Baken Park and FTC Express Community Activity Centers.

WR-NA1.1E: REGIONAL RECREATION

Conserve and promote Sioux Park and the area’s ball fields as unique community amenities and Regional Recreation Destinations.

WR-NA1.1F: PARKS AND GREENWAYS

Continue to maintain existing parks and the conservation of greenways in this area. Promote the development of new parks as new residential development occurs, to increase recreation opportunities for existing and future residents of this Neighborhood Area.
WR-NA1.1G: FOREST CONSERVATION
Coordinate with the Forest Service and adjacent property owners and residents to support the preservation of natural features and minimize risks associated with development in the Wildland Urban Interface (WUI). Apply General Design Principles for Forest Conservation Areas to future development in the area. (See page 116.)

WR-NA1.1H: NATURAL FEATURES
Support and encourage the conservation of natural features in this area, including floodplains and hillsides.

WR-NA1.1I: URBAN SERVICES
Allow the extension of City infrastructure within the Urban Services Boundary to serve new and existing development.

WR-NA1.1J: INTERJURISDICTIONAL COORDINATION
Coordinate planning and development review activities in this area with tribal representatives and Pennington County.
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Overview Map

April 2014
Implementation
OVERVIEW
A key aspect of this Comprehensive Plan is how the overarching Core Values, goals, and policies will be carried out after it is adopted. To effectively implement the goals and policies of the Plan, it is important to define a set of recommended actions and priority initiatives to pursue and develop a deeper understanding of the potential tools and options that could be employed to advance the vision. Moreover, routine monitoring and periodic amendments will help ensure that the Plan remains relevant. This implementation chapter includes the following components:

- **Priority Initiatives**: This section outlines key priorities to help advance the community’s vision in the immediate future and focus Plan implementation efforts.

- **Action Plan**: This section contains a comprehensive list of recommended actions to help support the implementation of each of the seven Core Values.

- **Plan Monitoring and Amendments**: This section establishes a framework for monitoring efforts to implement the Plan over time and procedures for conducting periodic Plan Amendments.

- **Implementation Toolbox**: This section identifies potential actions the City could take to expand its set of public finance tools and new approaches to infrastructure financing.

### PRIORITY INITIATIVES

Seven initiatives have been identified as key priorities to help advance the community’s vision in the immediate future (1-2 years) and to focus Plan implementation efforts. Efforts to advance these initiatives are already underway in several cases and several of the initiatives are overlapping in their scope and intent. A brief explanation of each priority initiative is provided below. Additional detail regarding each initiative is provided in this Action Plan.

#### Aligning Zoning and Development Regulations with the Plan

In order for the Growth and Development Framework outlined in this Plan to be effective, the City’s development regulations must be consistent with the goals and policies of the Plan. Concurrent with the development of this Plan, a “diagnosis” of the City’s existing zoning regulations was prepared to identify key issues and inconsistencies to be addressed and to help remove potential barriers to the implementation of key Plan concepts (e.g., diverse housing types, mixed-use development) within the City’s existing regulations. (See Appendix C.) The Action Plan identifies a series of strategies to help address these issues. Central to these recommendations is the integration of the City’s zoning, subdivision, and associated land development ordinances into a Unified Development Code. This priority initiative will serve as a springboard for the numerous other recommendations outlined in the Action Plan.

#### Relevant Action Plan Strategies


#### Affordable and Workforce Housing Initiatives

The availability of affordable and workforce housing plays a critical role in Rapid City’s quality of life and economic vitality. The Action Plan identifies a series of strategies to help advance housing discussions and develop a clear strategy to move forward. For the purposes of this priority initiative, immediate action should be taken to initiate discussions to develop and adopt formal definitions of “target affordable” and “workforce housing” for Rapid City and to identify specific housing needs for each group.

In conjunction with this initial strategy, focus should be placed on supporting further collaboration among all active housing organizations in the Rapid City area and developing a coordinated strategic plan to address specific housing needs for
each target housing group (e.g., homeless/transitional, very low/low income, workforce). They should also work to identify potential funding sources and programs that can be implemented beyond use of CDBG funds. Possible tools for consideration are identified in the Implementation Toolbox (see page 215) and the Zoning Diagnosis (see Appendix C.).

**RELEVANT ACTION PLAN STRATEGIES**

**Primary:** LC-A2: Affordable and Workforce Housing Definition, LC-A3: Affordable and Workforce Housing Collaboration, and LC-A5: Affordable and Workforce Housing Strategy.

**Secondary:** LC-A6: Activity Center Pilot Project, LC-A10: Mixed-Income Housing Development, LC-A14: Downtown Housing Catalyst Project.

**DOWNTOWN AREA MASTER PLAN**

Downtown has become a vibrant community gathering place and a base for tourist activity in the region. Likewise, the SDSMT and Civic Center are major assets to the community, serving as eastern and northern anchors to Downtown, respectively. This priority initiative recommends that the City partner with SDSMT, Rushmore Plaza Civic Center, and other stakeholders to create a master plan for the area immediately surrounding the Downtown Core. It is envisioned that this effort would build on the SDSMT Campus Master Plan, the Downtown Master Plan and plans for expansion of the Civic Center and would identify opportunities to enhance connections between destinations, promote infill and revitalization, and accommodate a mixture of housing, employment space, and retail/entertainment to help attract and retain students, recent graduates, and young professionals and support continued growth of the City’s tourism industry. This effort would provide an opportunity to engage a wide range of stakeholders in the Downtown area on a range of topics essential to the long-term success of this Plan—housing, infill and redevelopment, multi-modal transportation, education, and economic development among others.

**RELEVANT ACTION PLAN STRATEGIES**

**Primary:** LC-A4: Downtown Area Master Plan

**Secondary:** BPG-A1: Planning Coordination, LC-A7: Infill and Redevelopment Standards, and LC-A10: Mixed-Income Housing Development.

**DEVELOPMENT REVIEW FOR ALTERNATIVE MODES AND ACCESSIBILITY**

Although opportunities for alternative modes of travel—walking, bicycling, and riding transit—have increased in recent years, continued improvement is needed to support the types of land use patterns contemplated by this Plan and to increase the mobility and independence of seniors, persons with disabilities, and residents without the financial means to own a vehicle. This priority initiative involves the use of a formal checklist tool to assess how alternate modes and accessibility will be accommodated with proposed developments and public improvements. The intent of this initiative is to promote consistency in the implementation of sidewalks, bicycle lanes, and other features that support the use of alternative modes of travel and provide increased mobility for citizens of all ages, means, and abilities.

**RELEVANT ACTION PLAN STRATEGIES**

**Primary:** TI-A2: Development Review for Alternative Modes and TI-A14: Development Review for Accessibility.


**PUBLIC FINANCING AND DEVELOPMENT INCENTIVE TOOLBOX**

Rapid City currently funds infrastructure capital projects through a variety of fund sources, with funds provided mainly through property and sales tax revenues. The City’s revenues streams for funding capital projects have not been sufficient to cover needed improvements, and conflicts between funding existing infrastructure improvements and new infrastructure improvements exist. The need to fund infrastructure to facilitate growth and the general lack of revenue for improvements to existing infrastructure has caused the City
to leave many needs unfunded and unimproved. This initiative supports the development of an expanded set of public financing tools and development incentives the City could use to address infrastructure needs and support development. A range of potential tools for consideration are identified in the Implementation Toolbox (see page 215).

RELEVANT ACTION PLAN STRATEGIES

**Primary:** EC-A2: Public Financing and Development Toolbox

**Also supports:** EC-A5: Modify Water and Sewer Infrastructure System Expansion Approach, EC-A6: Growt the Tax Base, BPG-A2: Infill and Redevelopment Incentives Program, LC-A5: Affordable and Workforce Housing Strategy, LC-A6: Activity Center Pilot Program, and LC-A8: Reinvestment Program.

UPRBANIZATION STRATEGY

A coordinated approach to development at Rapid City’s edges will support the efficient use of land and infrastructure and increase predictability for property owners, developers, residents, and others regarding future development type, intensity, regulations, and jurisdiction. This priority initiative involves exploration of establishing intergovernmental agreements (IGAs) with Pennington and Meade Counties, and adjacent municipalities (to the extent possible) to formalize development review requirements (e.g., Joint Powers Agreement) and annexation policies within the 3-mile platting jurisdiction (e.g., no new enclaves created, annexation agreements for development in noncontiguous areas).

RELEVANT ACTION PLAN STRATEGIES

**Primary:** BPG-A4: Urbanization Strategy and BPG-A5: Enclave Annexation Strategy

**Secondary:** BPG-A1: Planning Coordination.

PARKLAND DEDICATION

Recreational and cultural opportunities play an important role in the quality of life for residents, as well as in the City’s ability to attract and retain visitors, employers, and future residents. While Rapid City is well-served today by the park system as a whole, some areas of the community are underserved, particularly with regards to neighborhood parks. Additional parks and recreation facilities will be necessary to address current gaps in the system as well as new demand in emerging growth areas. This priority initiative involves exploration and identification of a more predictable means of acquiring and maintaining the City’s parks and recreation system. As a first step, the possibility of requiring the dedication of land (or cash-in-lieu) for parks and open space purposes for larger developments should be considered. As part of this effort, size thresholds for specific projects, types of development to which dedication would apply, and variations in requirements by location as applicable (e.g., infill vs. greenfield) should all be defined.

RELEVANT ACTION PLAN STRATEGIES

**Primary:** RC-A3: Parkland Dedication

ACTION PLAN

This section identifies a comprehensive list of recommended actions to support the implementation of the Plan and help advance the community vision over the next five years. Actions are organized in tables that correspond with the Plan’s seven Core Values. Action Plan strategies should be reviewed annually and amended as needed. Components of the Action Plan are summarized below.

TYPES OF ACTION STRATEGIES

Policy Decisions

The Plan identifies many policies that will be achieved through day-to-day decision-making made by Rapid City planning and engineering staff, the Planning Commission, and the City Council. The City Council will make decisions regarding development proposals and Plan amendments and will use the Plan to guide policy-related decisions as they occur. Decision-making related to annexation policies and the provision of Urban Services is one example of this type of action strategy.

Programs

The Plan sets up a foundation for new programs necessary to support or achieve the goals and policies. For example, some policies emphasize incentivizing infill and redevelopment practices, which would be
implemented through a new incentive program.

**Public Improvement Projects**

Some goals and policies may be best implemented through a specific public improvement project or series of projects. For example, construction of a new utility line to serve a priority employment area is a public improvement project that could help advance the goals of this Plan.

**Regulatory Revisions**

In order for the Comprehensive Plan to be effective, the City’s development regulations will need to be consistent with the goals and policies of the Plan. Rapid City may need to revise the development regulations and standards in the Rapid City Municipal Code in order to achieve these goals and policies.

**Regional and Agency Coordination**

Some goals and policies involve planning efforts with other jurisdictions and inviting other agencies and jurisdictions in the region to participate in Rapid City planning efforts. Ongoing collaboration with Meade and Pennington Counties; the communities of Box Elder, Summerset, and Piedmont; Ellsworth Air Force Base and Ellsworth Development Authority, South Dakota Department of Transportation (SDDOT), and others will be imperative to support the implementation of the Plan. Some regional coordination may even involve working with other municipalities in South Dakota to encourage changes to state legislation.

**Funding Mechanisms**

The Plan identifies some goals and policies that will need new or expanded funding mechanisms in order to be implemented.

**PARTNERS**

For each of the items listed in the Action Plan, a lead department or organization is identified to initiate the action. A supporting list of other departments, organizations, and groups to involve in the implementation is also provided.

**ACTION TIMING**

The action strategies identified in this chapter are organized by Core Value into three key time frames:

- **Immediate Actions** – concurrent and ongoing with the adoption of this Plan. This only includes strategies that can be implemented with current funding by the City or another organization.

- **Near-term Actions** – following plan adoption, over the next 2 years. This includes actions that could be achieved with current funding, as well as strategies that would need new funding, through the priority-driven budgeting process or a new funding source.

- **Longer-term Actions** – 2 to 5 years following plan adoption. This also includes actions that could be implemented with current funding or may require additional resources or funding sources.

**FUNDING REQUIREMENTS**

To inform the priority-driven budgeting process, and to help identify current and future budget needs, the Action Plan identifies general funding needs to implement each strategy. The intent of this information is to highlight actions that will require new City investment to achieve, beyond current staffing levels. This may occur through increased departmental funding or consulting support, or could be achieved through new funding sources or by seeking outside funding support or partnerships with other organizations. The categories to highlight major funding needs include the following:

- **N/A** – can likely be added to existing work plan/load without additional funding.

- **Funding Needed** – will likely require new or increased City funding through priority-driven budgeting process, and might include new programs, projects, or efforts needing consulting assistance.

- **Outside** – requires outside (non-City) funding.

- **New Source** – requires a new funding mechanism (e.g., impact fee or tax).
This Core Value addresses principles to ensure compact and efficient growth. It addresses major growth, development, and annexation issues, including regulatory changes and regional coordination. It also addresses targeted infill and redevelopment in the community. Strategies to promote a balanced pattern of growth include:

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<th>Partners</th>
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| **IMMEDIATE ACTIONS**
**BPG-A1: Planning Coordination** | Continue regional transportation planning coordination through the Metropolitan Planning Organization (MPO). | Regional coordination | Lead: Community Planning and Development Services, Public Works  
Involve: Box Elder, Summerset, Piedmont, Pennington County, Meade County, Rapid City Area School District, Meade County School District, Ellsworth Air Force Base, South Dakota Department of Transportation, and others | N/A |
| **NEAR-TERM ACTIONS**
**BPG-A2: Infill and Redevelopment Incentives Program** | Develop a comprehensive toolbox of incentives to encourage infill development and redevelopment. Incentives might include financial assistance, fee reductions, assistance with capital improvements, density bonuses, streamlined review processes, and the easing of regulatory hurdles such as parking, fire, and building code requirements. In addition, other tools, such as tax abatement, tax increment financing zones, and sales tax sharing for retail development should be considered. | Program, Code revisions, Policy decision | Lead: Community Planning and Development Services, Public Works  
Involve: City Council, Planning Commission, Economic Development Organizations, City Attorney | N/A |
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| **BPG-A3: Unified Development Code** | Update the zoning ordinance in accordance with the goals and policies of this Plan, and integrate zoning, subdivision, and associated land development ordinances into a Unified Development Code. Major objectives to be considered as part of this process include:  
- Reorganization and clean-up of existing provisions to reduce inconsistencies, improve clarity, and increase user-friendliness;  
- Consideration of new zone districts to encourage a more diverse mix of uses and housing types in targeted areas;  
- Improved development standards; and  
- Updates to zoning map to align with the Future Land Use Plan map and categories. Refer to the Code Diagnosis provided in the Appendix for a more in-depth discussion of recommended updates. | Regulatory revisions | Lead: Community Planning and Development Services, Public Works, City Attorney  
**Involve:** City Council, Planning Commission | N/A |
| **BPG-A4: Urbanization Strategy** | Establish Intergovernmental Agreements (IGAs) with Pennington and Meade Counties, and adjacent municipalities (to the extent possible) to formalize development review requirements (e.g., Joint Powers Agreement) and annexation policies within the 3-mile platting jurisdiction (e.g., no new enclaves created, annexation agreements for development in noncontiguous areas, annexation criteria). | Policy decision, Regional coordination | Lead: Community Planning and Development Services, Public Works, City Attorney  
**Involve:** City Council, Planning Commission, Utility Providers, County Planning, County Commissioners | N/A |
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<tr>
<td>BPG-A5: Enclave Annexation Strategy</td>
<td>Explore options for annexing all or portions of existing County enclaves within the City limits. Possible strategies might include a phased approach, tiered service costs, development regulation waivers, and/or coordinating public improvements with annexation timing.</td>
<td>Policy decision, Regional coordination</td>
<td>Lead: Community Planning and Development Services, Public Works, City Attorney&lt;br&gt;Involve: City Council, Planning Commission, Utility Providers, County Planning, County Commissioners</td>
<td>N/A</td>
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**STRATEGIES TO CREATE A VIBRANT, LIVABLE COMMUNITY**

This Core Value addresses “quality of life” initiatives, including quality of development, property maintenance, and overall positive community image. It also addresses the creation of high-quality, connected new neighborhoods as well as maintained character and livability in established neighborhoods. The vitality of Downtown is recognized as having an important role as the center of the community. Finally, this Core Value addresses vibrant activity centers and corridors. Strategies to promote a vibrant, livable community include:

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<tr>
<td><strong>LC-A 1: Landscaping Ordinance</strong></td>
<td>Prepare and consider adoption of a landscaping ordinance to enhance the visual interest and appearance of development, building on previous efforts in this area. Consider including standards to address landscaping and appearance of City gateways and entry corridors.</td>
<td>Regulatory revisions</td>
<td>Lead: Community Planning and Development Services, Public Works&lt;br&gt;Involve: City Council, Planning Commission</td>
<td>N/A</td>
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<tr>
<td><strong>LC-A2: Affordable and Workforce Housing Definition</strong></td>
<td>Adopt a formal definition of target affordable and workforce housing groups. Identify specific housing needs for each group.</td>
<td>Policy decision, Regulatory revisions</td>
<td>Lead: Community Planning and Development Services, Community Development Division, Public Works&lt;br&gt;Involve: City Council, Planning Commission</td>
<td>N/A</td>
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<tr>
<td><strong>LC-A3: Affordable and Workforce Housing Collaboration</strong></td>
<td>Support the further collaboration of all active housing organizations in the Rapid City area by facilitating the creation of a housing efforts coordination position by an active non-profit housing entity. The purpose of the position is to better organize the active housing organizations and identify collaborative efforts and programs that can be created. Ensure that the City is an active participant in these efforts.</td>
<td>Regional coordination</td>
<td>Lead: Community Development Division&lt;br&gt;Involve: Housing organizations</td>
<td>N/A</td>
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### LC-A4: Downtown Area Master Plan

**Action**
Partner with Downtown area stakeholders to create a master plan for the area surrounding the Downtown Core with an emphasis on enhancing connections to and between major destinations, such as the SDSMT campus and Rushmore Plaza Civic Center and planning for a mixture of housing, housing, employment space, and retail/entertainment to help promote tourism, and attract students, recent graduates, and young professionals.

**Action Type**
Program, Improvement Project

**Partners**
Lead: Community Planning and Development Services, Public Works
Involve: City Council, Planning Commission, Public Works, Community Development, Economic Development Organizations, SDSMT staff and student body, Rushmore Plaza Civic Center, private sector, and community.

**Funding**
Funding Needed (consultant assistance may be needed)

### LC-A5: Affordable and Workforce Housing Strategy

**Action**
Develop and consider adoption of a strategic plan to address specific housing needs for each target housing group (e.g., homeless/transitional, very low/low income, workforce). Identify potential funding sources and programs that can be implemented beyond program operated using CDBG funds. Strategies might include inclusionary zoning, establishment of a land bank program, mobile home park stabilization, and/or development incentives.

**Action Type**
Policy decision, Program, Regulatory revisions

**Partners**
Lead: Community Development Division
Involve: Community Planning and Development Services, City Council, Planning Commission, Housing Organizations

**Funding**
Funding Needed (new program)
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<tr>
<td>LC-A6: Activity Center Pilot Project</td>
<td>Develop a comprehensive strategy to spur reinvestment in one of the City’s waning activity centers as a pilot project. Consider strategies such as targeted public improvements, regulatory amendments, financial tools, and public-private partnerships to focus efforts in one activity center. Monitor progress over time and if successful, consider expanding the pilot program to other sites.</td>
<td>Public improvement project, Program</td>
<td>Lead: Community Planning and Development Services, Public Works&lt;br&gt;Involve: City Council, Planning Commission, property owners, business groups</td>
<td>Funding Needed (new project)</td>
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<tr>
<td>LC-A7: Infill and Redevelopment Standards</td>
<td>Develop and consider adoption of standards to encourage and enhance compatibility of infill development and redevelopment with existing development. Standards should address buffers and transitions between different intensities of development and development in historic districts.</td>
<td>Regulatory revisions</td>
<td>Lead: Community Planning and Development Services, Public Works&lt;br&gt;Involve: City Council, Planning Commission, Historic Preservation Commission</td>
<td>Funding Needed (consultant assistance may be needed)</td>
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<td>LC-A8: Reinvestment Program</td>
<td>Explore options and develop a new program to encourage and assist private property maintenance and rehabilitation. Program elements might include activities such as waste and graffiti clean-up events, paint-a-thons, weatherization workshops, and adopt-a-neighbor coordination.</td>
<td>Program</td>
<td>Lead: Community Resources&lt;br&gt;Involve: Community Planning and Development Services, City Council, Planning Commission, neighborhood and business groups</td>
<td>Funding Needed (new program)</td>
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| LC-A9: Residential Design Standards | Develop and consider adoption of design standards to encourage variety, visual interest, and durability in the design of new residential development. Standards should offer a menu of options for compliance, rather than a one-size-fits-all approach. Standards should address single and multi-family housing, and encourage a diverse mix of housing types and styles. | Regulatory revisions | Lead: Community Planning and Development Services, Public Works  
Involve: City Council, Planning Commission | Funding Needed (consultant assistance may be needed) |
| LC-A10: Mixed Income Housing Development | Expand TIF incentives for affordable housing to allow for use on workforce housing developments and in areas where a more diverse mix of housing types is desired (e.g., mixed-use activity centers). | Program, Regulatory revisions, Policy decision | Lead: Community Resources, Community Planning and Development Services  
Involve: City Planning, City Council, Planning Commission | N/A |

**LONGER-TERM ACTIONS**  
**2 TO 5 YEARS, FOLLOWING PLAN ADOPTION**

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| LC-A11: Entryway Improvements Plan | Coordinate with South Dakota Department of Transportation, adjacent communities, Pennington and Meade Counties, and private property owners to define visions for the various City gateways and entry corridors. Identify priority projects and establish guidelines to guide future development in these areas. | Program, Improvement project | Lead: Community Planning and Development Services, Public Works  
Involve: Box Elder, Summertet, Piedmont, Pennington County, Meade County, National Forest Service, South Dakota Department of Transportation, and private property owners, and others | Funding Needed (consultant assistance may be needed) |
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| LC-A12: Non-Residential Design Guidelines | Develop and consider adoption of guidelines and standards to elevate the quality of non-residential development. Topics to address might include building massing, site design, lighting, signage, and sustainable development practices. | Regulatory revisions | Lead: Community Planning and Development Services  
Involve: City Council, Planning Commission | Funding Needed (consultant assistance may be needed) |
| LC-A13: Wildlife-Friendly Design | Develop and consider adoption of standards to protect established wildlife corridors and to address appropriate landscaping, lighting, and other design considerations in areas with high wildlife activity. | Regulatory revisions | Lead: Community Planning and Development Services, Public Works, Parks Department  
Involve: City Council, Planning Commission, National Forest Service | Funding Needed (consultant assistance may be needed) |
| LC-A14: Downtown Housing Catalyst Projects | Identify potential catalyst sites for housing in the Downtown area. Solicit or partner with a developer to build a multi-family housing project to generate an expanded housing supply in Downtown and to help momentum for additional projects. | Public Improvement Project | Lead: Community Planning and Development Services, Public Works  
Involve: Community Resources, Public Works, Economic Development Organizations, Development Community | Funding Needed (consultant assistance may be needed) |
| LC-A15: Historic District Guidelines | Support the development and adoption of City historic district design guidelines to tailor the Secretary of the Interior’s standards to unique local conditions. | Regulatory revisions | Lead: Community Planning and Development Services, Historic Preservation Commission  
Involve: Public Works, Development Community | Funding Needed (consultant assistance may be needed) |
Strategies to Ensure a Safe, Healthy, Inclusive, and Skilled Community

This Core Value addresses the safety, health, and well-being of the community. It also addresses educational opportunities in the city with a strong focus on life-long learning. It focuses on Rapid City as a diverse, caring, and inclusive community. Additionally, it addresses hazard and disaster risk reduction, public safety, and community resiliency. Access to food, opportunities for fitness, and accessibility of health and social services are also addressed in this Core Value. Strategies to ensure a safe, healthy, inclusive, and skilled community include:

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<tr>
<td><strong>SHIS-A1: Education Coordination</strong></td>
<td>Facilitate a routine (e.g., quarterly) coordination meeting between City leadership and educational providers. Coordination topics should include facility planning, community educational needs/issues, and opportunities for collaboration.</td>
<td>Regional coordination</td>
<td>Lead: Community Planning and Development Services and City Leadership&lt;br&gt;Involve: Rapid City Area School District, South Dakota School of Mines and Technology, University Center, Western Dakota Technical Institute, Oglala Lakota College, National American University, Career Learning Center, Rapid City Libraries, and others</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>SHIS-A2: Fire Department Long-Range Deployment Plan</strong></td>
<td>Support implementation of the Rapid City Fire Department’s Long-Range Deployment Plan. Focus on completion of a Downtown fire station and implementation of Phase 1 recommendations.</td>
<td>Program</td>
<td>Lead: Fire Department&lt;br&gt;Involve: City Council, Planning Commission, County Emergency Management, National Forest Service</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>SHIS-A2: Fire Hazard Awareness and Risk Reduction</strong></td>
<td>Continue education programs focused on establishing survivable spaces and promoting emergency preparedness.</td>
<td>Program</td>
<td>Lead: Fire Department&lt;br&gt;Involve: City Council, Planning Commission, County Emergency Management, National Forest Service</td>
<td>N/A</td>
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<td>SHIS-A4: Local Food Access</td>
<td>Coordinate transit service, where practical and efficient, with Farmers Market location and schedule and other places where local and/or healthy food is sold or distributed (e.g., food bank, grocery stores).</td>
<td>Program, Agency coordination</td>
<td>Lead: Rapid Ride</td>
<td>N/A</td>
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<td>Involve: Community Planning and Development Services, Social Service Organizations</td>
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<td>SHIS-A5: Service Provider Shared Facility Study</td>
<td>Study the facility programming needs of community health and social service providers, and explore feasibility of creating a centralized, shared facility to maximize efficiency and establish one-stop-shop approach to service delivery.</td>
<td>Program, Agency coordination</td>
<td>Lead: Community Resources</td>
<td>Funding Needed (new program)</td>
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<td>Involve: Community Planning and Development Services, Social Service Organizations</td>
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<td>SHIS-A6: Safety &amp; Lighting Improvements</td>
<td>Engage the public in a dialogue about safety and lighting needs in the community, building on the successes of the Light the Night project. Consider the installation of additional lighting, security cameras, and/or emergency call boxes in high-needs areas, such as along greenway trails, alleys, and parking structures.</td>
<td>Program, Public improvements</td>
<td>Lead: Police Department, Public Works</td>
<td>Funding Needed (new program)</td>
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**Strategies for Efficient Transportation and Infrastructure Systems**

This Core Value addresses ways to achieve a well-maintained network of infrastructure and transportation systems that meets the needs of residents and businesses. It addresses the provision of infrastructure like water, wastewater, and storm drainage. It also aims for a safe and efficient multi-modal transportation system. Finally, it addresses an integrated network of intermodal facilities. Strategies to achieve efficient transportation and infrastructure systems include:

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<tr>
<td><strong>TI-A1: Transportation and Infrastructure Coordination</strong></td>
<td>Continue coordination of street projects within the same ROW as infrastructure projects, and begin using land use and transportation to help prioritize infrastructure projects</td>
<td>Agency coordination, Public Improvements</td>
<td>Lead: Public Works &lt;br&gt;Involve: Community Planning and Development Services, Metropolitan Planning Organization (MPO)</td>
<td>N/A</td>
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<tr>
<td><strong>TI-A2: Development Review for Alternate Modes</strong></td>
<td>Implement a formal checklist tool that identifies how alternate modes will be accommodated with the proposed development activity.</td>
<td>Policy decision, Regulatory revisions</td>
<td>Lead: Community Planning and Development Services, Public Works &lt;br&gt;Involve: Parks and Recreation</td>
<td>N/A</td>
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<tr>
<td><strong>TI-A3: Major Street Plan Implementation and Integration</strong></td>
<td>Coordinate land use plans and development review with the major street plan. Ensure that development activities preserve ROW for future roadways. Variances should be granted only when proper conditions are satisfied.</td>
<td>Policy decision, Regulatory revisions</td>
<td>Lead: Community Planning and Development Services, Public Works &lt;br&gt;Involve: MPO</td>
<td>N/A</td>
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<tr>
<td><strong>TI-A4: Development Exceptions and Variances</strong></td>
<td>Continue a development exception and variance process that includes specific, objective and clear criteria by which a variance from standards will be evaluated. Implement a method for tracking such requests and responses.</td>
<td>Policy decision, Regulatory revisions</td>
<td>Lead: Community Planning and Development Services, Public Works &lt;br&gt;Involve: MPO</td>
<td>N/A</td>
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| TI-A5: Multi-modal Balance | Require all capital projects to consider needs of all travel modes | Policy decision, Public Improvements | Lead: Community Planning and Development Services, Public Works  
Involv: MPO | N/A |
| TI-A6: Current Standards and Plans | Ensure that land use planning and development review processes incorporate existing City Infrastructure Design Criteria and the City’s existing Transportation Plans. | Policy decision, Regulatory revisions | Lead: Community Planning and Development Services, Public Works  
Involv: MPO | N/A |
| TI-A7: Street Cross-Sections | Integrate additional street cross-sections into the City’s Infrastructure Design Criteria Manual, considering the section options provided in the Bicycle and Pedestrian Master Plan. | Regulatory revisions | Lead: Public Works, Community Planning and Development Services  
Involv: MPO | N/A |
| TI-A8: Transit Provider Coordination | Organize and champion coordination meetings for transit providers serving Rapid City to identify shareable resources and opportunities to combine services and functions. | Agency coordination | Lead: Community Planning and Development Services, Public Works  
Involv: Rapid Transit, Prairie Hills Transit, River Cities Public Transit | N/A |
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<td><strong>NEAR-TERM ACTIONS</strong></td>
<td><strong>FOLLOWING PLAN ADOPTION, OVER THE NEXT 2 YEARS</strong></td>
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| **TI-A9: Access Management** | Implement access management techniques, Develop access management plans for highway corridors and other high-use roadways. Revise design criteria to incorporate access spacing requirements specific to different facility types | Program, Regulatory revisions | Lead: Public Works, Community Planning and Development Services  
Involve: MPO, Community Planning and Development Services, SDDOT, FHWA | Funding Needed (new program) |
| **TI-A10: Asset Management** | Adopt asset management practices on a limited basis to test for broader implementation.                                                                 | Program              | Lead: Public Works  
Involve: Finance Department | Funding Needed (new program) |
| **TI-A11: Bicycle Accommodations** | Add bicycle improvements into existing road and transit infrastructure upgrades, including design for facilities within public buildings such as showers, bike racks, and bike lockers | Public Improvements  | Lead: Public Works  
Involve: Community Planning and Development Services, Rapid Transit | Funding Needed (new project) |
| **TI-A12: Box Elder Drainage Basin Study** | Complete a study of the Box Elder Drainage Basin to identify future stormwater infrastructure needs in the area prior to development. | Program              | Lead: Public Works  
Involve: Community Planning and Development Services | Funding Needed (new program) |
| **TI-A13: Complete Streets Guide** | Assemble a complete streets guide that provides guidance for considering the needs of pedestrians and bicyclists in new development, redevelopment and street reconstruction. | Policy decision, Regulatory revisions | Lead: Public Works, Community Planning and Development Services  
Involve: MPO, SDDOT, Parks and Recreation | Funding Needed (consultant assistance may be needed) |
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| TI-A14: Development Review for Accessibility | Incorporate into the development review process considerations of transportation and transit accessibility such as proximity to population of users, clients, etc. | Policy decision, Regulatory revisions | Lead: Community Planning and Development Services  
Involv: Public Works, Parks and Recreation | N/A |
| TI-A15: Multi-Modal Marketing | Coordinate and develop marketing campaigns to promote the use of alternative modes, both individually and together. Include basic information about transit amenities provided, such as bike racks on buses. | Program | Lead: Rapid Transit  
Involv: MPO, City of Rapid City | Funding Needed (new program) |
| TI-A16: Regional Corridors | Prioritize corridors that enhance regional mobility within the transportation planning process | Policy decision | Lead: Public Works  
Involv: MPO | N/A |
| TI-A17: Quiet Zones | Evaluate potential implementation of quiet zones at high rail traffic locations through populated areas | Program | Lead: Public Works  
Involv: Railroads, SDDOT, FHWA, FRA | Funding Needed (consultant assistance may be needed) |
| TI-A18: Sidewalk Condition Analysis | Create sidewalk condition performance measures and implement an ongoing sidewalk conditions documentation process. | Program | Lead: Public Works  
Involv: Parks and Recreation, Code Enforcement | Funding Needed (new program) |
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| TI-A19: Regional Collaboration | Identify regional stakeholders and their relationship status with the City. Meet regularly with key regional partners and champion efforts to bring together stakeholders. Hold regional events to promote transportation goals, such as an annual bike-to-work-day. Proactively participate in regional transportation corridor planning efforts, such as the Ports-to-Plains corridor. Participate in and/or organize multi-state planning projects to advance projects that improve regional mobility. | Regional coordination, Program | Lead: Public Works
Involve: Community Planning and Development Services, MPO, Box Elder, Summerset, and Piedmont | N/A |
| TI-A20: Transportation Management Organization (TMO) | Commission an organization dedicated to developing and implementing Travel Demand Management strategies in Rapid City. Organize groups/individuals to champion TDM strategies, and provide data support for these efforts. | Program | Lead: Community Planning and Development Services
Involve: Public Works, MPO, SDDOT, FHWA | Funding Needed (new program) |
| **LONGER-TERM ACTIONS** | | | | |
| **2 TO 5 YEARS, FOLLOWING PLAN ADOPTION** | | | | |
| TI-A21: Bus Stop Improvements | Enhance bus stop amenities beginning with higher-use bus stops and stops more utilized by senior populations. Amenities may include shelters, benches, lighting, and ADA measures. Improve access facilities such as sidewalk ramps | Program, Public Improvements | Lead: Public Works
Involve: Rapid Transit, Community Planning and Development Services | Funding Needed (new projects) |
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<tr>
<td><strong>TI-A22: Level Of Transit Service</strong></td>
<td>Explore opportunities to increase transit service frequency along highest used routes, provide increased regional transit options, and expand service to Sundays.</td>
<td>Program</td>
<td>Lead: Rapid Transit&lt;br&gt;Involve: Community Planning and Development Services, Public Works</td>
<td>Outside</td>
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<tr>
<td><strong>TI-A23: Regional Roadway Opportunities</strong></td>
<td>Preserve right-of-way along alignments of future major regional roadway connections and beltway routes.</td>
<td>Program</td>
<td>Lead: Community Planning and Development Services&lt;br&gt;Involve: SDDOT</td>
<td>N/A</td>
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<tr>
<td><strong>TI-A24: Bicycle Network</strong></td>
<td>Prioritize fully connected bicycle facility development and plan future bicycle facilities to fill in existing gaps and provide direct access between residential and activity center land uses. Grade, map, and publish existing bicycle routes according to user types, and plan future bicycle network additions to assist all user types in moving throughout the city. Identify missing links between on and off street bicycle facilities and prioritize the filling in of network gaps.</td>
<td>Program</td>
<td>Lead: Community Planning and Development Services&lt;br&gt;Involve: Public Works, Parks and Recreation</td>
<td>Funding Needed (new program)</td>
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<tr>
<td><strong>TI-A25: Major Pedestrian Crossings</strong></td>
<td>Create a prioritized listing of problematic pedestrian crossing locations. Identify pedestrian projects to be implemented as funding becomes available.</td>
<td>Program, Public Improvements</td>
<td>Lead: Public Works&lt;br&gt;Involve: MPO, SDDOT, Parks and Recreation</td>
<td>Funding Needed (new projects)</td>
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<tr>
<td><strong>TI-A26: Pedestrian Links</strong></td>
<td>Identify locations lacking pedestrian connections between neighborhoods and activity centers and preserve right-of-way to provide these connections.</td>
<td>Policy decision, Program</td>
<td>Lead: Public Works&lt;br&gt;Involve: Community Planning and Development Services, Parks and Recreation</td>
<td>N/A</td>
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<td><strong>TI-A27: Sidewalk Improvements</strong></td>
<td>Implement important sidewalk improvements as a priority within the CIP utilizing the City’s Bicycle and Pedestrian Master Plan and the sidewalk conditions analysis process.</td>
<td>Public improvements Program</td>
<td>Lead: Public Works Involve: MPO, Parks and Recreation</td>
<td>Funding Needed (new projects)</td>
</tr>
<tr>
<td><strong>TI-A28: Transit Accessibility</strong></td>
<td>Make necessary adjustments to bus routing to ensure high level of accessibility for major employers and social services.</td>
<td>Program</td>
<td>Lead: Rapid Transit Involve: Community Planning and Development Services, Public Works</td>
<td>Outside</td>
</tr>
<tr>
<td><strong>TI-A29: Regional Intermodal Freight Plan</strong></td>
<td>Work with the MPO to develop a regional intermodal freight plan to initiate freight planning in the region and enable the prioritization of freight projects within the overall transportation planning process. The plan would prioritize intermodal connectivity improvements, identify freight facilities to preserve, develop regional rail improvements, prioritize highway grade crossings, identify mitigation strategies for existing impacts from freight facilities, formalize a truck routing system, and identify strategies to reduce shipping costs for the region. Incorporate action items from the regional intermodal freight plan into the land use planning, transportation planning, development review, and CIP processes.</td>
<td>Program</td>
<td>Lead: Public Works, Community Planning and Development Services Involve: MPO, Rapid City Regional Airport FHWA, SDDOT, Federal Railroad Administration, local business interests</td>
<td>Funding Needed (may require consultant assistance)</td>
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<td>TI-A30: Transit System Usability</td>
<td>Make using the transit system easier by simplifying the route system and providing more extensive rider information online, including schedules, maps, and fares.</td>
<td>Program</td>
<td>Lead: Rapid Transit Involve: Community Planning and Development Services, Public Works</td>
<td>Outside</td>
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</table>
| TI-A31: Airport Connections for Freight and Passengers | Plan for a new north-south roadway connection between the Rapid City Regional Airport and Interstate 90. Assess feasibility of a connection between the airport and rail to enhance efficiency of freight transfers. | Public Improvements | Lead: Rapid City Regional Airport Involve: Community Planning and Development Services, MPO | }
Strategies to Support Economic Growth and Stability

This Core Value addresses ways to diversify, strengthen, and grow the local and regional economy. It addresses the expansion of economic diversity through new business attraction, local business support, and enhanced quality of life. It focuses on strengthening Rapid City’s role as an economic hub for the region. The Core Value also addresses resource coordination to align with economic growth and stability. Strategies to promote economic growth and stability include:

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| **EC-A1: Employment Area Alignment** | Align and identify employment areas in the Rapid City and associated target industries. Ensure that land use designations are appropriate for target industries and partner with area economic development organizations to ensure information is integrated as part of target industry marketing materials. | Program, Policy decision | Lead: Community Planning and Development Services  
**Involve:** City Council, Planning Commission, Economic Development Organizations | N/A |
| **EC-A2: Public Financing and Development Incentive Toolbox** | Identify potential public financing tools or development incentives the City could use. Identify regulatory barriers to use of the tools that need to be addressed. Potential tools are shown in the Implementation Toolbox section (see page 215). | Policy Decision, Regulatory Revisions, Regional coordination | Lead: Finance Department, City Attorney  
**Involve:** Community Planning and Development Services, City Council, Economic Development Organizations | Funding Needed (new incentives/tools) |
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| **NEAR-TERM ACTIONS**  
**FOLLOWING PLAN ADOPTION, OVER THE NEXT 2 YEARS**  
**EC-A3: Economic Development Incentive Strategy** | Develop an economic development incentive use strategy that ties use of incentives to target industries and employment areas. | Policy decision, Regulatory revisions, Program | Lead: Finance Department, City Attorney  
Involve: Community Planning and Development Services, City Council, Economic Development Organizations | Funding Needed (consultant assistance may be needed) |
| **EC-A4: Pilot Employment Area Master Plan** | Develop a master plan for one of the employment areas to use as a guide and pilot master plan effort. Consider strategies such as targeted public improvements, regulatory amendments, financial tools, and public-private partnerships to focus economic development efforts in priority area. | Public improvement project, Program | Lead: Community Planning and Development Services  
Involve: Public Works, City Council, City Planning Commission, Economic development organizations, property owners, business groups | Funding Needed (consultant assistance may be needed) |
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| **LONGER-TERM ACTIONS**  
2 TO 5 YEARS, FOLLOWING PLAN ADOPTION | | | | |
| **EC-A5: Modify Water and Sewer Infrastructure System Expansion Approach** | Explore changing the City’s water and sewer enterprise funds fees to increase connection fees to provide revenue for system expansions and to create a formalized program to create a public-private infrastructure expansion program. Complete an analysis of the full cost of system expansion and service provision to better align fees with costs and provide as a basis for changes to the current fees and the creation of new programs. Potential programs and strategies are shown in the Implementation Plan Toolbox section (see page 215). | Policy Decision | Lead: Public Works  
Involve: City Council, Community Planning and Development Services, Finance Department, Planning Commission | Funding Needed (consultant assistance may be needed) |
| **EC-A6: Grow the Tax Base** | Consider establishing a set policy for allowing the tax base to grow by CPI or 3 percent annually while keeping the effective tax rate constant for property owners as way to provide more stability to tax rates for residents and businesses, and to make budget forecasting more reliable and reduce political barriers to consistent revenue generation. | Policy Decision | Lead: City Council  
Involve: Finance Department, City Attorney | New |
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<td>EC-A7: Home Rule Status</td>
<td>Evaluate the benefits to revenue generation, governance structure and effective community investment from becoming a home rule municipality. Pursue becoming home rule status if evaluation shows sufficient benefit.</td>
<td>Regulatory Revision</td>
<td>Lead: City Attorney&lt;br&gt;Involve: City Council, Finance Department</td>
<td>N/A</td>
</tr>
<tr>
<td>EC-A8: Priority Employment Areas Infrastructure Projects</td>
<td>Identify needed infrastructure improvements in priority employment areas to attract and retain businesses. Prioritize infrastructure improvement projects that help satisfy these needs.</td>
<td>Public Improvement Project, Program</td>
<td>Lead: Community Planning and Development Services&lt;br&gt;Involve: Public Works, City Council, Planning Commission, Economic Development Organizations</td>
<td>Funding Needed (consultant assistance may be needed)</td>
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<tr>
<td>EC-A9: Shift Infrastructure Burden</td>
<td>Evaluate potential tools to allow the City to shift the burden of providing infrastructure to new development without burdening the entire tax base. Develop a program to allow for residents and businesses directly benefiting from improvements to share the cost placed on the City to provide infrastructure. Potential tools and strategies are show in the implementation toolbox section (see page 215).</td>
<td>Policy Decision</td>
<td>Lead: Public Works&lt;br&gt;Involve: City Council, Community Planning and Development Services, Finance Department, Planning Commission</td>
<td>Funding Needed (consultant assistance may be needed)</td>
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<td>EC-A10: Tax Increment Financing Refinements</td>
<td>Redefine the criteria and standards used for approval of TIF requests to increase the burden of proof of project feasibility, limit use in greenfield areas, tie the use of TIF to achieving comprehensive plan goals, and only use TIF in priority growth or employment areas.</td>
<td>Policy Decision, Regulatory Revision</td>
<td>Lead: Finance Department&lt;br&gt;Involve: City Council, Community Planning and Development Services, Public Works, Planning Commission, School Districts, Pennington County</td>
<td>N/A</td>
</tr>
<tr>
<td>EC-A11: Tourism Revenue</td>
<td>Evaluate expansions on tourism fees and taxes to minimize the impact of tourism on City services and infrastructure and provide amenities for tourism workers. Potential strategies are shown in Implementation Toolbox section (see page 215).</td>
<td>Program</td>
<td>Lead: Finance Department&lt;br&gt;Involve: Community Planning and Development Services, City Council, Tourism Industry Stakeholders</td>
<td>Funding Needed (consultant assistance may be needed)</td>
</tr>
<tr>
<td>EC-A12: Small, Disadvantaged and Minority Owned Business Development Plan</td>
<td>Create a strategic plan for encouraging, incentivizing, and aiding in the creation of new small businesses, especially those owned by or hire disadvantaged and minority residents in the community. Identify ways to better leverage existing programs, such as HUD Section 3 Funds, and create new tools to aid in the creation of new businesses. Elevate the priority of these efforts with other economic development efforts. Identify a clear champion organization or City department to implement the plan.</td>
<td>Program</td>
<td>Lead: Community Development Division&lt;br&gt;Involve: City Council, Planning Commission, Economic Development Organizations, business groups</td>
<td>Funding Needed (consultant assistance may be needed)</td>
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STRATEGIES TO PROVIDE OUTSTANDING RECREATIONAL AND CULTURAL OPPORTUNITIES

This Core Value provides ways to ensure that the community’s parks and recreation facilities continue to develop as a system of interconnected amenities. It also addresses the expansion of arts and cultural opportunities in the community. It emphasizes the enhancement of community and recreation facilities, including expanding the greenway system and providing trail connections. Finally, it addresses supporting and sustaining arts and cultural activities in the community. Strategies to provide outstanding recreational and cultural opportunities include:

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<th>Partners</th>
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<tr>
<td><strong>RC-A1: Institutionalize Parks and Recreation Map as a Tool for Internal Planning and Development Review</strong></td>
<td>Institutionalize the Parks and Recreation map provided in this Plan as a tool to help evaluate parks and recreation needs for proposed Planned Development projects, as well as to identify opportunities to implement capital improvements or other projects that support multiple objectives. (e.g., stormwater improvements and trail connections)</td>
<td>Policy Decision</td>
<td>Lead: Community Planning and Development Services; Involve: Public Works, Parks Department, City Council, Planning Commission</td>
<td>N/A</td>
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</table>
| **RC-A2: Support for Local Arts and Cultural Initiatives** | Support local arts and cultural organizations in their efforts to:  
• Identify dedicated funding sources to ensure ongoing support for existing facilities and programs;  
• Provide ongoing support for events that showcase the arts and cultural resources unique to the community and region;  
• Expand the role of arts and culture in community activities and the built environment. | Policy Decision, Regulatory Revisions | Lead: City Council; Involve: Planning Commission, Community Planning and Development Services, Parks and Recreation, Arts and Cultural Organizations, tribal representatives, School District | N/A |
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<td><strong>NEAR-TERM ACTIONS</strong></td>
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<td><strong>FOLLOWING PLAN ADOPTION, OVER THE NEXT 2 YEARS</strong></td>
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<td>RC-A3: Parkland Dedication</td>
<td>Consider requiring the dedication of land (or cash-in-lieu) for parks and open space purposes for larger developments. Clearly define size thresholds for specific projects, types of development to which dedication would apply, and variations in requirements by location as applicable (e.g., infill vs. greenfield).</td>
<td>Policy Decision, Regulatory</td>
<td>Lead: Community Planning and Development Services/Parks and Recreation</td>
<td>N/A</td>
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<td>Involve: City Council, Planning Commission</td>
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<td><strong>LONGER-TERM ACTIONS</strong></td>
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<td>RC-A4: Parks and Recreation Plan Update</td>
<td>Update the 2007 Parks and Recreation Plan to establish an updated inventory of facilities (aligned with categories and targets established by this Plan), reflect the availability of new tools for acquisition and funding (as applicable), and identify updated 5-year priorities.</td>
<td>Policy Decision</td>
<td>Lead: Community Planning and Development Services/Parks and Recreation</td>
<td>Funding Needed (consultant assistance may be needed)</td>
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<td>Involve: City Council, Planning Commission</td>
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<tr>
<td>RC-A5: Cultural Tourism Plan</td>
<td>Work with local and regional partners to develop a long-range plan to promote cultural tourism in Rapid City.</td>
<td>Policy Decision</td>
<td>Lead: Community Planning and Development Services</td>
<td>Funding Needed (consultant assistance may be needed)</td>
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<td>Involve: City Council, Planning Commission, Rapid City Arts Council, the Rapid City Convention and Visitors Bureau, the Rapid City Economic Development Partnership, the Rapid City Chamber of Commerce, tribal representatives, and other public and private entities.</td>
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### STRATEGIES FOR RESPONSIVE, ACCESSIBLE, AND EFFECTIVE GOVERNANCE

This Core Value addresses the fiscal responsibility, accessibility, and responsiveness of the Rapid City government. It also addresses ensuring opportunities for public involvement and engagement in the government. The Core Value also addresses leadership, continuity, and transparency in staff and elected officials.

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<tr>
<td><strong>IMMEDIATE ACTIONS</strong>&lt;br&gt;<strong>CONCURRENT AND ONGOING WITH THE ADOPTION OF THIS PLAN UPDATE</strong>&lt;br&gt;GOV-A1: Plan Conformity Assessment</td>
<td>Include an assessment of conformity with the Comprehensive Plan (including Plan policies and maps) in all staff reports to the City Council and the Planning Commission. Include a staff recommendation for approval, approval with conditions, or denial of a proposal, based on assessment of conformity with the Comprehensive Plan, as well as all other applicable requirements.</td>
<td>Policy decision</td>
<td>Lead: Community Planning and Development Services&lt;br&gt;&lt;br&gt;Involves: City Council, Planning Commission, all major City departments</td>
<td>N/A</td>
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<tr>
<td><strong>NEAR-TERM ACTIONS</strong>&lt;br&gt;<strong>FOLLOWING PLAN ADOPTION, OVER THE NEXT 2 YEARS</strong>&lt;br&gt;GOV-A2: Charter Committee</td>
<td>Establish a committee comprised of City leaders and members of the public to research and explore potential changes or enhancements to increase continuity and effectiveness of the local governmental structure, including conversion to a home-rule municipality, appointment of a City manager, and/or reviewing term limits.</td>
<td>Policy decision</td>
<td>Lead: City Council, Chamber of Commerce&lt;br&gt;&lt;br&gt;Involves: City Attorney, and members of the public</td>
<td>N/A</td>
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<td>GOV-A3: Development Review Team Processes</td>
<td>Continue to improve and streamline Development Review Team (DRT) processes in accordance with recommendations outlined in the 2010-2013 Progress Report and Assessment.</td>
<td>Policy decision</td>
<td>Lead: Community Planning and Development Services, Public Works&lt;br&gt;&lt;br&gt;Involves: City Council, Planning Commission</td>
<td>N/A</td>
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<td>GOV-A4: Leadership Training</td>
<td>Develop and facilitate a training course for incoming elected officials and appointed officials in order to enhance productivity and help alleviate the steep learning curve. The training course should clarify roles for boards, commissions, and committees, outline procedures and expectations, and provide an orientation to the Comprehensive Plan and Priority-Driven Budgeting process.</td>
<td>Program</td>
<td>Lead: Community Resources&lt;br&gt;Involve: City Council, Planning Commission, City Attorney, City Department Heads</td>
<td>N/A</td>
</tr>
<tr>
<td>GOV-A5: Plan Monitoring Report</td>
<td>Provide ongoing monitoring of the goals and implementation of the Comprehensive Plan. Produce, publish, and present an annual Plan monitoring report that summarizes completed action strategies, and updates key indicators, such as permit activity, population and job growth, and fiscal information.</td>
<td>Program</td>
<td>Lead: Community Planning and Development Services&lt;br&gt;Involve: Department Heads, City Council, Planning Commission</td>
<td>N/A</td>
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<tr>
<td>GOV-A6: Sustainability Liaisons</td>
<td>Establish a network of City department liaisons to coordinate with the Sustainability Committee on an ongoing basis for inward and outward City sustainability issues.</td>
<td>Agency coordination</td>
<td>Lead: Mayor’s Office and Sustainability Committee&lt;br&gt;Involve: All major City departments</td>
<td>N/A</td>
</tr>
<tr>
<td>GOV-A7: Sustainability Education</td>
<td>Build and promote an education program about the benefits of sustainability and a clearinghouse of information about sustainable practices and programs. Pursue opportunities to organize and host a sustainability conference or educational sessions. Potential topics include gardening, composting, landscaping, and energy efficiency improvements.</td>
<td>Program</td>
<td>Lead: Mayor’s Office and Sustainability Committee&lt;br&gt;Involve: City Council, Planning Commission, Community Planning and Development Services, Public Works</td>
<td>Funding Needed (new program)</td>
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### GOV-A8: Sustainability Coordinator

Consider establishing a Sustainability Coordinator position, with dedicated leadership, to monitor, support, and implement the City’s sustainability efforts programs.

**Program Lead:** Mayor’s Office and Sustainability Committee

**Involves:** City Council, Planning Commission, Community Planning and Development Services, Public Works

**Funding Needed:** (new program)

### GOV-A9: Sustainable Community Rating System

Consider adopting the STAR Community Rating System to measure progress in strengthening environmental, economic, and social systems. Utilizing such a program could lead to Rapid City becoming nationally recognized as a STAR city.

**Program Lead:** Mayor’s Office and Sustainability Committee

**Involves:** City Council, Planning Commission, Community Planning and Development Services, Public Works

**Funding Needed:** (new program)
MONITORING & REPORTING

Ongoing monitoring of the Comprehensive Plan will help measure progress and ensure that it remains a valid and useful tool to guide growth and decision-making. This section addresses monitoring and reporting at two levels: quarterly (to coincide with the Rapid City Progress Report issued through the Mayor’s Office) and annually (to inform the City’s budgeting process).

QUARTERLY PROGRESS REPORT

The Rapid City Progress Report, issued quarterly through the Mayor’s Office, provides an update of projects in progress, long-term goals, and actions taken. Members of the public may subscribe to receive the Progress Report via email, a valuable service that keeps residents and the business community up-to-speed on City indicators and achievements.

In order to enhance alignment between the Progress Report and the Comprehensive Plan, it would be valuable to organize the Progress Report in a manner that mirrors the seven Core Values established in this Comprehensive Plan. Each of those sections would include notes about progress, achievements, actions taken and current efforts. Information about building permit trends and public works infrastructure spending should remain as an attachment to the Progress Report.

The Progress Report should be available on the City’s website, both under the Mayor’s Office page, as well as on the Comprehensive Plan page.

ANNUAL REPORT

Beyond the quarterly Progress Reports, an Annual Report would be a beneficial tool to monitor the Comprehensive Plan’s implementation and to track achievements. The Annual Report should include a summary of all of the actions from the Priority Action Plan that were completed during the year or are in progress. This exercise will also help inform future amendments and updates to the Plan.

Annual indicators, such as permit totals, infrastructure spending, and population and employment growth would also be beneficial to include in the Annual Report. Lastly, new trends, issues and opportunities facing the City should be identified in the Annual Report—especially those that may lead to changes or updates to the Comprehensive Plan. The Annual Report should be made available to all City departments and should be posted on the Comprehensive Plan page.

PLAN UPDATES & AMENDMENTS

The life of the Comprehensive Plan is ongoing and does not stop when the Plan is adopted. Additions and subsequent planning studies may be necessary to address new opportunities and emerging issues. Moreover, revisions will be necessary to keep the Plan relevant and in-line with current conditions. This section outlines the timelines and procedures for Major Updates to the Comprehensive Plan, as well as Minor Amendments.

MAJOR UPDATE

For this Comprehensive Plan to effectively serve the community over time, the City must periodically review and amend it to reflect changes in the community. A comprehensive Major Update to the Plan will enable the City to check in with the community and to assess changes in economic conditions, development trends, and community values. The Major Update will also provide an opportunity to revisit and confirm or adjust the Core Values, goals, and policies, and to identify new implementation strategies to include in the Priority Action Plan.

The City can determine when to initiate a Major Update, but at a minimum, an update should occur at least every five to six years. A Major Update should include opportunities for involvement by the public, City staff, elected and appointed officials, and other affected interests. It should also include an updated or new Community Profile, an updated Priority Action Plan, and new or revised Core Values, goals, and policies.

MINOR UPDATES

A separate process should be established for Minor Amendments to the Comprehensive Plan for targeted text or map adjustments that do not significantly affect other parts of the Plan. Routine Minor Amendments should be performed on a yearly basis (following the Annual Report) or periodically as-needed. Minor Amendments may include...
12. Implementation

changes to the Future Land Use Plan map, text corrections, or adjustments to one or more sections of the Comprehensive Plan as the result of adoption of newer plans or policies.

Minor Amendments may also be initiated by the public, as stand-alone text or map amendment requests, or concurrently in conjunction with a rezoning application. A Comprehensive Plan Minor Amendment application and schedule of submittal and hearing dates for publicly initiated Minor Amendments should be maintained and posted for public notification. When considering a Minor Amendment, the City and decision-makers should consider whether:

• The proposed amendment is consistent with the overall intent of the Comprehensive Plan;

• The proposed amendment is compatible with the surrounding area and/or the vision, goals, and policies of the Comprehensive Plan;

• Strict adherence to the Comprehensive Plan would result in a situation neither intended nor in keeping with other Core Values, goals, and policies of the Plan;

• The proposed amendment will not have a negative effect on the immediate areas or on transportation services and facilities;

• The proposed amendment will have minimal effect on service provision and/or is compatible with existing and planned service provision and future development of the area; and

• The proposed amendment will not cause detriment to the public health, safety, and general welfare of the people of the City.
IMPLEMENTATION TOOLBOX

To help inform the planning process, Economic and Planning Systems prepared a memorandum that included an overview of how the City has used public financing tools, summarized tools used in surrounding western states, and identified a set of potential actions the City could take to expand its set of public finance tools and new approaches to infrastructure financing. Recommendations contained in the interim memorandum are summarized here as a reference for City staff, elected officials, and others (see Appendix B for the complete memorandum).

This section identifies potential tools and approaches to implement some of the multi-faceted concepts and strategies identified in the Action Plan. This toolbox is intended to provide a summary of ideas as a starting point for discussions about implementation, and is not intended to limit other opportunities or ideas.

HOUSING TOOLS

Reinvestment Program

In order to bolster and increase property reinvestment, the following tools could be considered as part of a potential reinvestment program:

- Revolving loan fund for homebuyer assistance (expand beyond CDBG income limits and identify additional funding sources).
- "Soft" Second Mortgage program for homebuyers and existing homeowners to create funds for rehabilitation of homes in targeted neighborhoods (expand beyond CDBG income limits and identify additional funding sources).

Homeowner Assistance. Possible homeowner assistance efforts could include:

- Waste and graffiti clean-up events;
- Paint-a-thons;
- Weatherization workshops; and
- Adopt-a-neighbor coordination.

Housing Diversification

Tools that could be considered in order to diversify the housing stock and expand housing options include the following:

- Regulatory updates. Possible code updates to support housing diversity include:
  - Minimum density requirements for large subdivisions to ensure a mixture of housing types.
  - Rezone mobile home parks to residential zones and limiting rezoning and/or redevelopment to nonresidential uses.

- Land Dedication/Land Banking.
  - Affordable or workforce housing land dedication requirements for major subdivisions or projects using incentives or TIF.
  - Establishment of a land bank program to identify and obtain key sites for housing diversification.

Tax Credits. Petition the South Dakota Housing Finance Authority to require a certain percentage of tax credits allocated for low income tax credit housing rental developments to be for mixed income projects that have a mixture of market rate and affordable units, or require tax credit projects to have a mixture of affordable and market rate units for approval. Consider setting requirements by specific areas of the City.

TIF Expansion. Expansion and further clarification of the use of TIF for workforce and affordable housing.

Housing Pilot Projects. Housing diversity expansion pilot projects in which the City partners with private developer to identify a site and develop a housing project in a targeted area to address needs or serve as a catalyst for demand for similar housing in the area. Use public financing tools, such as TIF, to reduce cost to make projects feasible for developer or provide amenities above and beyond what is feasible or typically included in projects.

Affordable and Workforce Housing Options

To increase affordable and workforce housing options, see the Housing Diversification strategies, above, and also consider the following potential tools:

- Housing goals. Create long term target housing goals based on annual action plan goals.
- Inclusionary housing ordinance. An inclusionary housing ordinance would require a percent of housing in new developments of a certain size or certain area be sold or rented at defined affordable rates. When coupled with density bonuses (to offset the cost of below market housing)
and a fee-in-lieu program, inclusionary zoning is an effective tool for building and funding workforce housing.

- **Real estate transfer tax/fee.** Most often used in tourism driven communities where home prices are driven up by second home owners and overnight visitors. Revenue is used to build or purchase units that are made permanently affordable.
- **Tourism Fees.** Expansion of tourism fees (i.e. lodging tax/fees, sales tax) to pay for housing to serve tourism workers.
- **Developer Loan Fund.** A fund to provide gap financing for affordable housing projects.
- **Development Fee Waivers.** The City will need the ability to waive development fees for affordable housing; however development fees in Rapid City are relatively low and may not have a significant impact.
- **Tourism and Regional Commercial Linkage Fees.** Regional retail and tourism development linkage fees are impact fees placed on commercial development that link the employees and wage levels generated by development to the housing needed to mitigate its impact. Other communities have used these programs in conjunction with a fee-in-lieu program as part of inclusionary housing ordinances to develop and fund additional workforce housing. Linkage fees are most often applied to retail, accommodations, and recreation/resort developments.
- **Rental Rehabilitation.** A rental rehabilitation program (low/no interest loan program) to assist landlords in renovating and upgrading substandard rental housing.
- **Purchase and Rehabilitate Aging Rental Properties.** Identify opportunities to purchase and rehabilitate aging rental properties as new workforce housing. The Low Income Housing Tax Credit program can be used to help finance acquisition and rehabilitation projects.
- **Accessory Dwelling Units.** Allow for Accessory Dwelling Units (granny flats) specifically in areas with high demand from students or seasonal tourism workers. These units can provide an income source for home owners and contribute to the supply of rental housing. They also provide an opportunity for elderly residents to live close to family members and age in place.
- **Renter Down Payment Programs.** Renter down payment savings programs are sometimes used by developers and builders who are involved in both the rental and for-sale markets. These programs give renters the option to place a portion of their rent into a savings account towards a down payment for a home built by the same developer or builder. Encourage the development community to implement this type of program.
- **Down payment assistance.** Provides additional down payment funds, in form of a zero or low interest loan, for home buyers with annual incomes under specific amounts. Rapid City currently provides this service using CDBG funds but with a limited pool of funds and under income restrictions that are too low to reach all in need.

### Public Improvement Financing in Rapid City

Rapid City funds infrastructure capital projects through a variety of fund sources, with funds provided mainly through property and sales tax revenues. Three main infrastructure related funds are provided using sales tax revenues, shown below:

- **Vision Fund:** this fund is geared toward economic development that provides funds based on a five year plan for infrastructure, economic development or civic center improvements.
- **Capital Improvement Fund:** this fund is the City’s main capital improvement program (CIP). The program is a five year plan that is somewhat fluid to allow for project timing to be revised based on pressing needs. CIP funds can be used on streets, parks, civic buildings, and IT needs.
- **Utility Support Fund:** this fund was created to support the City’s utility enterprise funds, such as water and sewer, by providing capital dollars for expansion of these services. The Utility Support Fund has been expanded to include streets. The City has five separate enterprise funds which include water, sewer, solid waste, the airport, and the Civic Center, which are funded through service fees primarily,
with the exception of the Civic Center.

**Revenue Generation**

The largest revenue sources for the City are property tax and sales/use tax. Property tax rate for the City has been at or around $3 per $1,000 of assessed value for the past 10 years. The total amount of property tax revenue generated by the City is controlled by previous year’s revenue and changes in assessed valuation; therefore the rate can change from year to year. The annual incremental increase available to the City is restricted to the existing tax base plus new growth in property (i.e. new property through annexation, subdivision, changes in uses, etc.) plus either an increase of 3 percent of the base or an increase tied to the consumer price index (CPI). The City Council has elected not to take the allowed three percent/CPI increase in recent years.

The City sales tax rate is 2 percent for general retail purchases or 3 percent total (with an additional 1 percent) for hotel rooms, prepared foods, and alcohol purchases. The sales tax rate for the City is controlled by the State and cannot be increased without new legislation. The ability of the City to raise more revenue is limited and therefore incentivizes the City to expand its tax base.

The revenues streams provided to the City to pay for capital improvements have not been sufficient enough to cover needed improvements. The decisions made on improvements are balanced between existing infrastructure and new infrastructure. The need to fund infrastructure to facilitate growth and the general lack of revenue for improvements to existing infrastructure, has caused the City to have unfunded improvements.

New development on the edges of the City has been predominately dependent on infrastructure improvements made by the City or developers to facilitate this growth. Improvements needed to facilitate new development that are not paid for by the City, in turn need to be paid for by developers to allow for new growth. In order to encourage and facilitate development in certain areas, the City has used tax increment financing (TIF) as a tool to allow developers to pay for new infrastructure. TIF is one of the few public financing tools available to the City currently.

**Recent Tax Increment Districts (TIDs)**

The majority of the recent Tax Increment Districts (TIDs) approved have been to finance infrastructure improvements to allow for greenfield development, including improvements that are sub-regional and serve primarily new uses in that area. Developers most commonly request TIF districts to pay for public infrastructure to service their new developments. TIDs are set up to provide a revenue stream for the developer to pay for infrastructure improvements. When the City uses TIDS, it will not issue debt using TIF as repayment source for any project, unlike developers who use TIF funds to obtain loans to pay for infrastructure with the loan repaid by annual TIF funds. For projects the City builds, the upfront funds come from other City revenue sources which are paid back through the proceeds from a TID. This practice greatly reduces risk of default on debt for the City and places the risk onto the developer to generate enough incremental taxes to service debt.

**TID Criteria**

The criteria for establishing a TID in South Dakota are stipulated by State Statute. Generally provisions for the use of TIF are restricted to economic development or removing blight. However, these general purposes allow for broad interpretations and therefore most projects meet the state standards.

The City has a clear set of criteria for using TIF, which includes encouraging redevelopment, to stimulate economic development, to stimulate increased private investment in areas that would have otherwise remained undeveloped or under-developed, to stimulate the construction of affordable housing for low and moderate income residents, and to facilitate the reconstruction, maintenance and completion of the City’s existing infrastructure network to support the existing growth and guide the future growth. Applications for a TID require the applicant to meet provisions for project purposes, criteria for use, and eligible costs, much of which are based on the State statute allowing the use of TIF and City standards. The City has a TIF District Project Review Committee, which consists of members of the City Council, Planning Commission, Pennington County, the School District and economic development staff. This committee reviews projects and make recommendations to the
Planning Commission and City Council. City Council has final approval of the districts.

Rapid City has created 74 Tax Increment Districts since 1983, with the most recent TID approved in May of 2012. Twelve of the TIDS were approved but never formally adopted and 24 of the districts are still active. TIDs have a maximum length of 20 years and most expire before 20 years. The City currently generates approximately $13.5 million in property tax annually, of which approximately 8 percent or $1.1 million is being used by TIDs.

Other Tools and Funding Mechanisms

Rapid City also uses and has tried to use a variety of other tools or mechanisms to fund new infrastructure. The City’s water and sewer enterprise funds charge connection fees to connect to city water and sewer, but these fees are relatively small and do not adequately address the cost associated with new connects. The City has allowed some developers to provide connections for a new development area and be repaid by subsequent developers in the area with their connections fees once they develop. This practice is generally not encouraged and creates complications for the City and developers. The City enacted a water impact fee in 2002, via a special election, which was repealed in 2003.

Advantages and Disadvantages of the Current Approach

The current approach to the use of TIF in Rapid City has both positives and negatives.

ADVANTAGES

Some of the positives to the use of TIF are that it:

• Facilitates new development within the City;
• Generates increased tax revenue once the TID expires and increases the value of the City;
• Allows for investment in City with no increase in taxes; and
• Is one of limited set of tools available to the City.

DISADVANTAGES

Some of the negatives to the current use of TIF in Rapid City are that:

• It places a disproportionate burden on all residents and business owners for improvements that often benefit only a narrow section of the community; and
• Widespread use of TIF in the City with approval based on a diluted interpretation of criteria.

Many cities in the country are unable to use existing city-wide revenue to pay for all new infrastructure and therefore have turned to other methods and tools. The City has a relatively limited number of financial tools available to pay for new infrastructure compared to other cities in the western US. This is largely due to State statutes.

The lack of revenue tools hampers the City’s ability to provide public facilities for new and existing residents and has led to the routine use of TIF. The use of TIF has become more politically sensitive in recent years, as well. The City needs to identify new approaches and methods for providing public infrastructure and amenities.

Development Incentive Tools

To help inform the City in its expansion of its public financing toolbox, a set of potential actions the City could take to expand its set of public finance tools and new approaches to infrastructure financing are suggested below. Potential tools to finance public improvements and incentivize development include the following:

• Property Tax Abatement. The use of tax abatement is allowed in South Dakota. The barrier to use in Rapid City is the willingness of Pennington County to allow it. The use of the tool should be targeted to specific purposes and have clearly defined and stringent criteria for use. Potential uses include aiding in economic development, business recruitment and expansion efforts and to incentivize infill development, redevelopment, and development of workforce and affordable housing.

• Sales Tax Sharing. Explore the legality of using a sales tax sharing program. Typically used for attracting retailers or larger retail developments. Sales tax sharing programs are typically tied to the creation of
public infrastructure and are limited to a specified amount and/or time period. The amount of tax revenue shared is typically tied to net new tax generated.

- **Public Improvement Fee.** Additional sales fee on retail purchases, enforced through development covenants or lease agreements, used for public improvements. Legality in South Dakota needs to be explored. Needs to be initiated by business owners, property owner or developer. Potential tool to aid in activity center redevelopment.

- **Small Business Loan Fund** A revolving loan fund that provides zero or low interest loans to new or existing small businesses to fund the purchase of operating space, improvements to potential locations, equipment for operation, and others.

- **Small Business Grant Program** Provide one-time grants to small businesses to help fill any financing gaps for the creation of new business creation or expansion of existing business.

### Shifting the Tax Burden

To help shift the tax burden to residents and businesses that directly benefit from new public infrastructure, the following approaches and tools could be considered:

- **Improvement Districts.** Improvement Districts charge an additional property tax to a specific geographic area to provide public improvements. The use of improvement districts is the most direct way to tie infrastructure costs with direct users. The most effective use of improvement districts is for projects that provide a specific improvement to an area and are limited in scope, cost and time frame. The use of improvement districts can replace the current use of TIF to build expansion of infrastructure improvements to serve new development on the City’s fringe. The City should identify the barriers to implementing improvement districts in South Dakota. Improvement districts are generally controlled by the local municipality.

- **Special districts.** Special districts are quasi-municipal corporations, which act like municipalities or utility enterprises, to provide specific services to areas in lieu of a city or county providing them. These types of entities are more popular in unincorporated areas where municipal services do not exist. This type of entity could potentially be a way to work around the state regulations regarding cities and counties in South Dakota. These districts charge fees and taxes that are directly related to the improvements and services they provide, and allow for a direct linkage between improvements/services and fee/tax charges for them, which is more politically palatable. There may be State regulations that prevent the use of these districts that may need to be overcome to implement.

- **System Expansion Fees.** A one-time development fee program should be considered in order to fund capital improvements needed to serve new development. These one-time fees can be used to pay for regional improvements needed to serve new development that are not directly tied to a specific development site or subdivision. They can also be used to allow for the City to pay for oversizing of improvements implemented by the developer upfront and then collect the funds to repay the City as additional development occurs. Sewer system expansion was identified as the most expensive and biggest barrier to new development. A system expansion fee program could be created for specific improvements that serve multiple developments or for larger areas of the City that need trunk infrastructure improvements to serve new growth.

### Enterprise Fund Restructuring

Potential tools to help revamp existing enterprise funds include the following:

- **Increase connection fees** to generate revenue to repay the cost of system expansions needed to serve new development to the City or developer.

- **Developer Improvement Program** that repays the developer who creates upfront infrastructure improvements with funds from subsequent developments. This can work similar or the same way a system expansion fee works.
12. Implementation

TOURISM REVENUE
To leverage tourism and create revenue for City services, the following tools could be considered:

- **Expansion of tourism fees** (i.e. lodging tax/fee, sales tax).
- **Additional tourism generated revenue sources** such as car rental tax/fee, service fee on entertainment services (i.e. tickets for performances, tickets for shuttles to attractions, attraction entrance fees).

OTHER POTENTIAL ECONOMIC DEVELOPMENT TOOLS
To grow Rapid City as a regional hub for trade the City can consider apply for or creating certain designations, authorities or districts. Potential options include:

- **Creation of a Foreign Trade Zone** to allow local companies to avoid or defer duties paid on imported goods that are exported internationally or sold domestically. The zone could attract new businesses, lower costs for local business, and could lead to an international airport designation.
- **Attracting a Customs and Border Protection officer** to Rapid City to serve western South Dakota.
- **Creation of Regional Rail Authority** in Rapid City to leverage potential funding opportunities to enhance rail infrastructure.
OVERVIEW

The Plan Appendices provide additional information to support and enhance the Comprehensive Plan. The following Appendices are included:

- **Community Profile** – This appendix summarizes current data and conditions in Rapid City. It contains a series of condensed, topic-based sections supplemented with a series of inventory maps.
- **Technical Memorandums** – This appendix includes a summary of the analysis of existing and retail demand for Rapid City and recommendations for existing retail centers. It also includes a summary of public financing and housing tools for consideration.
- **Zoning Diagnosis** – This appendix addresses how existing zoning regulations support or hinder the vision of the Comprehensive Plan, and identifies specific zoning tools for consideration to help implement the Plan.
- **Authentic Youth Engagement Strategic Plan** – This strategic plan excerpt, prepared for Teen Up, a city wide youth engagement initiative housed within Partnership Rapid City, outlines the vision, goals, and strategies for involving youth in the community. The Comprehensive Plan recognizes that when youth become more involved in our community as volunteers, advisors, and partners they become meaningful contributors to the civic infrastructure. Initiatives such as Teen Up provide the training, opportunities and support youth need to become communitywide resources, and enables adults to become true “allies” of young people.
- **Public Participation Summaries** – This appendix provides detailed meeting notes, survey results, and other feedback collected during each stage of the Comprehensive Plan update process.
APPENDIX A.
COMMUNITY PROFILE
Community Profile

April 2014
Introduction

What is Plan Rapid City?

Plan Rapid City is the community’s Comprehensive Plan, a long-range document that will provide guidance on where and how the City will grow and evolve over the next 25-plus years. Comprehensive plans typically consist of maps, policy statements, and goals and objectives addressing issues relating to growth, housing, economic development, transportation, environment, parks and open space, aesthetics, community character, and historic preservation and conservation.

The City of Rapid City will use the Comprehensive Plan as a guide for land use and public investment decisions. Property owners, citizens and decision makers will use it to guide and inform their decision-making on land use issues, such as where residential, commercial and industrial development should occur in the future, and at what densities.

Rapid City adopted its first City Plan in 1949. The last full update was adopted in 1981 – more than 30 years ago. However, since that time, the City has separately updated numerous elements of the Comprehensive Plan and related documents, including a Parks and Recreation Master Plan, a Bicycle and Pedestrian Master Plan, the Long Range Transportation Plan, the Utility Master Plan, Drainage Basin Plans, Consolidated Plan, Senior Needs Assessment, and numerous Neighborhood Area Future Land Use Plans.

Despite these separate updates, the City needs one unified plan to address future opportunities and challenges related to growth and development. Plan Rapid City weaves together the ideas from these other efforts.

This Community Profile was one of the early work products of the multi-phase process to update the Comprehensive Plan and is included as an Appendix to the Plan for reference.

About this Community Profile

This Community Profile is intended to establish a foundation of information about the City of Rapid City in order to effectively plan for the future. The Profile summarizes current data and conditions in the community in a condensed format organized around major topical areas (e.g., people, economy, and transportation). It also highlights important trends and key issues and opportunities that may need to be considered to make good decisions for the future.

In addition to the topic-based summaries, the Profile contains a series of inventory maps that document the physical layout and conditions in the City and surrounding environs. The inventory maps help inform various components of the Comprehensive Plan, including development constrains and capacity, and the Future Land Use map.
People

Population

- As of the 2010 Census, Rapid City’s population was 67,956.¹
- It is the second largest city in South Dakota; Sioux Falls is the largest city in the state with a population of 153,888 in 2010.
- Rapid City claims more than 67% of Pennington County’s population.
- The Rapid City metropolitan statistical area (MSA) includes the City of Rapid City, Pennington County, and Meade County to the north. In 2010, the population of the Rapid City MSA was nearly 130,000 people.

<table>
<thead>
<tr>
<th>Year</th>
<th>Rapid City</th>
<th>Pennington County</th>
<th>Meade County</th>
<th>South Dakota</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>67,956</td>
<td>100,948</td>
<td>25,434</td>
<td>814,180</td>
</tr>
<tr>
<td>2000</td>
<td>59,607</td>
<td>88,565</td>
<td>24,253</td>
<td>754,844</td>
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<tr>
<td>1990</td>
<td>54,523</td>
<td>81,343</td>
<td>21,878</td>
<td>696,004</td>
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<tr>
<td>1980</td>
<td>46,492</td>
<td>70,361</td>
<td>20,717</td>
<td>690,768</td>
</tr>
<tr>
<td>1970</td>
<td>43,836</td>
<td>59,349</td>
<td>16,618</td>
<td>665,507</td>
</tr>
<tr>
<td>1960</td>
<td>42,399</td>
<td>58,195</td>
<td>12,044</td>
<td>680,514</td>
</tr>
</tbody>
</table>

Source: US Census

Age

- According to the 2010 Census, the median age of Rapid City residents is 35.6 years. This is a slight increase from the median age of 34.8 years in 2000.
- Nearly 43% of the City’s population is under the age of 30, and almost one-fifth (20%) of the population is over age 60.

Important Issues

Retaining Youth
Youth and young adults currently comprise a significant portion of the community’s population. Rapid City should continue to create opportunities for youth to be engaged in the community, and seek ways to retain its young adults as they enter college, begin their careers, and start families.

Aging Population
Another growing component of the City’s population is seniors. Existing residents are living longer and more and more people are moving to the community as a retirement destination. In 2012, Rapid City was ranked 10 out of 259 small cities on the Milken Institute’s index of the Best Cities for Successful Aging. To maintain this status, Rapid City will need to continue to make accommodations for an aging population, such as different housing needs and preferences, mobility challenges, access to medical care and other services, and affordability on fixed incomes. The Senior Needs Assessment and Service Gap Analysis identifies many current and future needs of the City’s senior population.

¹ US Census (2010 and historical): [www.census.gov](http://www.census.gov)
Race

- According to the 2010 Census, the majority of Rapid City’s residents are white (80.4%), a decrease from 84.3% in 2000.
- The percentage of the population that is American Indian has increased from 10.1% in 2000 to 12.4% in 2010. The remainder of the City’s population is another race (3.1%), or two or more races (4.1%).
- Persons identifying themselves of Hispanic or Latino origin (of all races) comprise approximately 4% of the population. This is up from 2.8% in 2000.

Families and Households

- Per the US Census, the segment of single-person households has grown from 29.4% in 2000 to nearly a third of all households in 2010 (32.9%).
- In 2010, families comprised nearly 60% of households, and the average family size has remained steady since 2000 at 2.9 people.
- Roughly a quarter (24.3%) of Rapid City households have at least one senior (age 65 years and older), and approximately 30% of households have at least one child under 18 years old.

Population Growth

- Rapid City’s population is expected to continue to grow in the upcoming decades. By 2035, Rapid City’s population could grow to more than 85,000 people (see the Housing section for more information about future growth projections).²
- The amount of population growth depends on myriad factors such as household sizes, vacancy rates, and housing and employment growth, but in a high-growth scenario, Rapid City’s population could reach nearly 97,000 people by 2035.

<table>
<thead>
<tr>
<th>2035 Forecast</th>
<th>2010 Population</th>
<th>2035 Projected Population</th>
<th>Change 2010-2035</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rapid City Low</td>
<td>67,956</td>
<td>85,378</td>
<td>17,422</td>
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<tr>
<td>Rapid City High</td>
<td>67,956</td>
<td>96,630</td>
<td>28,674</td>
</tr>
</tbody>
</table>

Source: Clarion Associates and Economic and Planning Systems, 2013

Related Efforts

Some other recent efforts and studies related to people and demographics in Rapid City include the following:

- Rapid City Senior Needs Assessment and Service Gap Analysis (2012)
- Rapid City Area Metropolitan Planning Organization Title VI and Non-Discrimination Program (2013)

Housing and Neighborhoods

Households

- As of 2011, there were **27,741 households in Rapid City**.\(^2\) In the previous decade (2000 to 2010), Rapid City increased by 2,581 households which is an average annual rate of 1.0\%.\(^4\) During the same period the **Rapid City MSA increased at higher rate**, 1.6 \% annually, and by a total of 7,708 households.
- The **average household size in Rapid City decreased** in the past decade from 2.39 in 2000 to 2.29 in 2010.\(^3\) This is smaller than the average household size in the MSA (2.4) and South Dakota (2.42).

<table>
<thead>
<tr>
<th>Area</th>
<th>2000</th>
<th>2010</th>
<th>Total Change</th>
<th>Ann. Avg. %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rapid City</td>
<td>23,969</td>
<td>26,550</td>
<td>2,581</td>
<td>1.0%</td>
</tr>
<tr>
<td>Meade County</td>
<td>8,805</td>
<td>9,903</td>
<td>1,098</td>
<td>1.2%</td>
</tr>
<tr>
<td>Pennington County</td>
<td>34,641</td>
<td>41,251</td>
<td>6,610</td>
<td>1.8%</td>
</tr>
<tr>
<td>Rapid City MSA</td>
<td>43,446</td>
<td>51,154</td>
<td>7,708</td>
<td>1.6%</td>
</tr>
<tr>
<td>South Dakota</td>
<td>290,245</td>
<td>322,282</td>
<td>32,037</td>
<td>1.1%</td>
</tr>
</tbody>
</table>

Source: US Census

Housing Units and Tenure

- There were approximately **28,720 housing units** in Rapid City in 2010. Of these, approximately 2,170 units were vacant, meaning the **vacancy rate was approximately 7.6\%**.\(^5\)
- Approximately **57\% of occupied housing units are owner-occupied**, while 43\% are renter-occupied.\(^3\)
- Rapid City’s **rate of renter-occupied units (43\%) is higher than the state estimate of 31.9\%**.\(^3\)
- In Rapid City, **the majority of housing units (59\%), are single-family detached units**, 15\% of units are single-family attached units (2 to 4 attached units), and 20\% of units are multi-family (5 units or more per building).\(^5\)

Housing Development

- From 2000 to 2012, Rapid City permitted 4,171 new housing units, which is an **average of 320 units per year**.\(^5\) The peak year for residential permits was 2004.
- Of the 4,171 new permitted units, 2,052 (**49\%) were single-family detached units**, and 1,343 units (32\%) were in buildings with 5 or more units (multi-family units).\(^5\)
- The 1,343 new multi-family units built in the past 12 years represent 20\% of the total number of multi-family units in Rapid City.\(^7\)

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\(^2\) US Census American Community Survey 2011: [www.census.gov](http://www.census.gov)
\(^3\) Rapid City Property Information Files
\(^5\) Rapid City Building Permit Data

Important Issues

**Changing Development Patterns**
New housing development in Rapid City has traditionally occurred on edge of the community, particularly towards the south and west. However, limited development opportunities in these areas have pushed some new development to the north and east. To meet demand for new housing development as the developable land within City limits decreases, opportunities for growth and expansion at the community’s edges will need to be explored, along with opportunities for infill and redevelopment in already developed areas.

**Diversifying the Housing Stock**
The majority of housing units in Rapid City are single-family detached homes. As Rapid City’s household types, age of householders, and household income levels change, many households may not want or be able to afford the prevalent housing type. It is important that Rapid City plan for the types of housing that will be in demand over the planning horizon and will meet the needs of its current and future residents.
Wages and Housing Needs
Two predominate employment sectors in the Rapid City area, tourism and military, have employment conditions and salary levels that do not align with the housing stock and prices that exist in the City. The military and tourism industries often have employees that do not intend to be long term residents of the Rapid City area, therefore driving demand for rental housing. Additionally, the tourism industry in particular has average wage levels that make home ownership out-of-reach. Understanding and planning for the unique housing demands generated by these industries will be important for the long-term success of the community.

Unique Neighborhoods
Rapid City is a diverse and unique mixture of neighborhoods that face different issues and opportunities. As the City seeks areas to plan for new development, it is important to understand the characteristics of existing neighborhoods and ensure that future development aligns and enhances the existing qualities of these areas. Moreover, some new neighborhoods have developed in a relatively isolated manner, and could benefit from better connections to destinations and amenities like parks, schools, shopping, and trails.

Housing Cost and Affordability

- In Rapid City, the average homeowner with a mortgage pays $1,230 monthly for housing – 42% of single-family, owner-occupied households pay between $1,000 and $1,500 monthly in housing costs.\(^8\)
- In 2011, the average sales price of homes, both resale and new construction, was $180,000. The average sales price for new construction homes was $209,000 in 2011.\(^9\)
- Estimated monthly housing cost (mortgage, tax, insurance, utilities) for a home bought at average market value is approximately $1,300.\(^10\)
- The average renter-occupied households pay $752 monthly in housing costs. Approximately 30% pay between $750 and $1,000 in housing costs monthly, and 80% of renters pay under $1,000 monthly for housing.\(^8\)
- In Rapid City, the average household income is $55,658. The median household income in Rapid City is $44,588.
- Owner-occupied households have a median income of $57,566 while renter-occupied households have a much lower median income of $26,248.\(^11\)
- Based on this data, households earning the median average income can afford the average existing home in Rapid City, but may not be able to afford the cost of new housing.
- The City’s 5-Year Consolidated Plan identifies many of the community’s housing needs and affordability issues.

Neighborhoods

- Rapid City has 16 designated neighborhood areas for subarea planning, some of which include areas outside of the City limits. Future land use plans for twelve of the neighborhood areas have been Completed. Key concepts from these earlier plans will be taken into account as part of the comprehensive plan update, which will ultimately supersede these plans.

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\(^7\) Rapid City Property Information Files
\(^8\) US Census (2010 and historical): [www.census.gov](http://www.census.gov)
\(^9\) Black Hills Association of Realtors – Multiple Listing Service – 1/2010 to 8/2011
\(^11\) US Census American Community Survey 2011: [www.census.gov](http://www.census.gov)
• Growth projections completed in 2007 estimated that the Deadwood Avenue, Elk Vale, Northeast, Southeast Connector and US Highway 16 neighborhood areas will likely account for over 70% of housing growth from 2008 to 2035. These areas contain the northern, eastern and southern boundaries of the City.

• The central neighborhood areas of Downtown/Skyline Drive, North Rapid and South Robbinsdale are estimated to capture 7.5% of new housing growth.

Forecasts

• Household growth projections were developed based on historic trends and recent permit activity.

• The **low forecast** estimates that Rapid City will grow by an average of **364 units per year** (an annual rate of 0.9%), and that the entire Planning Area will grow by an average of 435 units per year (an annual rate of 0.8%). 12

• The **high forecast estimates 559 units per year** (an annual rate of 1.3%) in Rapid City, and an average of 630 units per year (an annual rate of 1.1%) throughout the Planning Area. 13

<table>
<thead>
<tr>
<th>2035 Forecast</th>
<th>Total Projected Housing Units</th>
<th>Ann. Avg. %</th>
<th>Single-Family %</th>
<th>Multi-Family %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rapid City Low</td>
<td>46,148</td>
<td>0.9%</td>
<td>66%</td>
<td>34%</td>
</tr>
<tr>
<td>Rapid City High</td>
<td>51,327</td>
<td>1.3%</td>
<td>74%</td>
<td>26%</td>
</tr>
<tr>
<td>Planning Area Low</td>
<td>58,165</td>
<td>0.8%</td>
<td>72%</td>
<td>28%</td>
</tr>
<tr>
<td>Planning Area High</td>
<td>63,344</td>
<td>1.1%</td>
<td>77%</td>
<td>23%</td>
</tr>
</tbody>
</table>

Source: 2008 Rapid City Future Land Use Plan; Economic and Planning Systems, 2013

Related Efforts

In addition to the neighborhood area plans referenced above, other recent efforts and studies related to housing and neighborhoods in Rapid City include the following:

• **Rapid City Senior Needs Assessment and Service Gap Analysis** (2012)

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13 2008 Future Land Use Plan (high forecasts)
Education

Schools

- Rapid City is served by Rapid City Area Schools, which is the second largest school district in South Dakota.
- The district includes the following schools (see the Community Assets Map):
  - 16 Elementary Schools (Black Hawk, Canyon Lake, Corral Drive, General Beadle, Grandview, Horace Mann, Kibben, Kuster, Knollwood Heights, Meadowbrook, Pinedale, Rapid Valley, Robbinsdale, South Canyon, South Park, Valley View, and Wilson)
  - 5 Middle Schools (East, North, South, Southwest, and West)
  - 3 High Schools (Central, Stevens, and the Rapid City Academy alternative high school program)
- In fall 2011, the district had a total enrollment of 13,506 students and approximately 1,030 teachers. Total enrollment is projected to increase to 13,540 (excluding pre-K and special education self-contained students), by the 2017-18 academic year.
- Some key findings of the 2006 10-Year Master Facilities Plan include the following:
  - The total number of elementary schools is proposed to be reduced. To accomplish this Horace Mann and Wilson would be replaced with one new school; Canyon Lake would be closed with students enrolled at renovated facilities nearby; and a new school would be provided on the east side of the community. Solutions would be provided for all schools with a projected capacity of more than 110%, and with the exception of Black Hawk Elementary, all projected capacities would be over 80%.
  - The total number of middle schools is proposed to be reduced from five to four. This would be accomplished through the discontinued use of Dakota Middle School and the improved utilization of the remaining middle schools.

Attainment

- The district’s dropout rate has decreased from 7% in 2008 to 4% in 2011. Educational attainment in the district has tracked consistently with the rest of the state since 2000.
- The percentage of students eligible for free and reduced lunch has increased from 32% in 2008 to 40% in 2011.
- Compared to the state as a whole, Rapid City has a higher percentage of residents with some college, a bachelor, and graduate or professional degree, and a lower percentage of people with only high school diplomas.

Important Issues

Coordination with Education Providers
Rapid City already collaborates closely with the local education providers; joint school/community gymnasiums are just one example of this partnership. Continued collaboration will help make efficient use of facilities and resources.

School Enrollment Trends
Rapid City Area Schools’ enrollment has fluctuated over recent years, leading to the closures of schools, and reopening and repurposing of others. As the population grows, school enrollment is expected to remain relatively steady district-wide, but numbers may shift towards developing areas and desirable existing neighborhoods. It will be important for the City to work with the district on planning for school utilization and construction.

Education Fiscal Limitations
Significant budget cuts have plagued the district in recent years, which presents challenges with meeting state and federal guidelines for student achievement and for funding staffing for new schools. Siting of schools and boundary configuration to reduce transportation costs is one way that the City and district can work together to maximize funding.

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14 Rapid City Area Schools: 10 Year Master Facilities Plan- July 2008
15 Rapid City Area Schools: https://public.rcas.org/Pages/Default.aspx
18 American Community Survey 5-Year Estimates, 2007-2011
Higher Education

- Rapid City has **five institutions for higher education**:\(^{19}\)
  - National American University
  - Oglala Lakota College
  - South Dakota School of Mines and Technology
  - University Center (offers courses from six public universities: Black Hills State University, Dakota State University, Northern State University, South Dakota School of Mines and Technology, South Dakota State University, and the University of South Dakota)
  - Western Dakota Technical Institute

- According to the 2007 – 2011 American Community Survey, **5,356 students (nearly 8% of the population) are enrolled in a higher education institution** in Rapid City.

- The City’s higher education institutions play an important role in attracting and retaining residents, and help grow the local workforce and economy. In fact, in 2012, South Dakota School of Mines was designated as one of the U.S.’s “Top 10 State Universities by Salary Potential,” by PayScale.\(^{20}\)

Lifelong Learning

- The Career Learning Center of the Black Hills, offers community education through classes, training, and career preparation for Rapid City residents.\(^{21}\)
- **Three public libraries** serve Rapid City and have a total of 147,000 books in their collection.\(^{22}\)
- Rapid City Libraries offer on-line educational resources for all ages, including Continuing Education, language classes, and preparatory testing.\(^{23}\)

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\(^{19}\) Black Hills Knowledge Network: [http://blackhillsknowledgenetwork.org/topic-hub/rapid-city/education/summary](http://blackhillsknowledgenetwork.org/topic-hub/rapid-city/education/summary)


\(^{21}\) Career Learning Center: [http://www.clcbh.org/default.htm](http://www.clcbh.org/default.htm)

\(^{22}\) Rapid City Library: [http://www.rcgov.org/library/](http://www.rcgov.org/library/)

Related Efforts

Other recent plans related to education in Rapid City include the following:

- Rapid City Area Schools Facilities Master Plan (2008)
- South Dakota School of Mines and Technology Campus Master Plan (2011)
- Black Hills Knowledge Network (2013)
- University Center Master Plan
Economy

Employment

- Employment in the Rapid City MSA grew at a faster annual rate, 1.5% annually, than the State from 2001 to 2011. However, during this same period, Pennington County employment grew by fewer jobs and at a slower rate than Meade County and the State.  

<table>
<thead>
<tr>
<th>Area</th>
<th>2001</th>
<th>2011</th>
<th>Total Change</th>
<th>Ann. Avg. %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pennington County</td>
<td>59,474</td>
<td>64,173</td>
<td>4,699</td>
<td>0.8%</td>
</tr>
<tr>
<td>Meade County</td>
<td>13,901</td>
<td>20,595</td>
<td>6,694</td>
<td>4.0%</td>
</tr>
<tr>
<td>Rapid City MSA</td>
<td>73,375</td>
<td>84,768</td>
<td>11,393</td>
<td>1.5%</td>
</tr>
<tr>
<td>South Dakota</td>
<td>511,524</td>
<td>564,417</td>
<td>52,893</td>
<td>1.0%</td>
</tr>
</tbody>
</table>

Source: US Bureau of Economic Analysis (BEA)

- In April 2013, the unemployment rate in Pennington County was 4.1%, 4.4% in Meade County, and 4.0% for the State, all of which are lower than the national rate of 7.6%. 

- In Pennington County, the three largest industry sectors are health care and social assistance (8,742 jobs), retail trade (8,452 jobs), and accommodation and food service (6,996 jobs). Together, these three industry sectors account for nearly half of wage and salary employment in Pennington County. These are also the three largest sectors in Meade County.

- Between 2001 and 2011, employment in the professional services sector grew 15.8% annually, and management of companies sector grew at an annual rate of 3.5%.

- The three largest private employers in the Rapid City area are Walmart/Sam’s Club with 888 employees, the Black Hills Corp with 555 employees, and the Financial Services Center with 544 employees.

- The largest public employers in the Rapid City area are Ellsworth Air Force Base with 4,503 employees (576 civilian) and the Rapid City Regional Hospital with 3,927 employees.

Wages

- In 2011, the average annual wage of workers in Pennington County was $34,648 and $33,956 in Meade County.

- Two of the largest industry sectors in Pennington County have among the lowest average annual wages for workers of any industry sector. In 2011, the accommodations and food service sector had an average annual wage of $14,181. The average annual wage for workers in the retail trade sector was $24,133.

Important Issues

Diversifying the Economic Base

Many of the major industries in Rapid City have an average annual wage for workers that is low, and the City as a whole has an average wage lower than many of its peer communities. The lower wages and seasonality of tourism employment impacts the stability of the economic base and the ability of residents to improve their quality of life, and makes harder the challenge to retain a high quality workforce. The City has begun an ambitious program to attract and grow employment in six targeted industries with higher paying jobs and that are currently a local strength. The six target industries include business services, energy/extraction, health care and life sciences, finance and insurance, metalwork manufacturing, and processed foods manufacturing.

Regional Economic Hub

Rapid City is a regional hub for economic activity in a 200-mile area. Currently, health care, retail and tourism related activities are the greatest regional activities. The City is also a central gathering point for a region that is isolated from larger cities and metropolitan areas. Using its local assets, the City should continue grow its presence as the regional hub for the region by enhancing connectivity for the region with its transportation assets (airport, rail, interstate).
The management of the companies sector had the highest average annual wage in 2011 in Pennington County ($82,245).27

Forecasts

- Employment growth projections were developed based on available land and State of South Dakota’s Department of Labor and Regulations forecasts. 28
- The low forecast estimates growth of 456 jobs per year (an average annual rate of 0.9%) in the Planning Area.
- The high forecast estimates that the Planning Area will grow by 1,291 jobs per year (an average annual rate of 2.1%).
- In both the high and low forecasts, the office/service industry is expected to see the greatest growth (1.8% to 3.2% growth annually), followed by the retail industry (1.5 to 2.8% growth annually).

<table>
<thead>
<tr>
<th>Planning Area Employment</th>
<th>Retail</th>
<th>Office/Service</th>
<th>Industrial</th>
<th>Public</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013 Estimate</td>
<td>16,253</td>
<td>16,936</td>
<td>14,596</td>
<td>14,194</td>
<td>61,978</td>
</tr>
<tr>
<td>2035 Low Forecast</td>
<td>21,001</td>
<td>22,989</td>
<td>16,052</td>
<td>14,705</td>
<td>74,746</td>
</tr>
<tr>
<td>2035 High Forecast</td>
<td>29,700</td>
<td>34,080</td>
<td>18,720</td>
<td>15,640</td>
<td>98,140</td>
</tr>
</tbody>
</table>

Source: 2008 Rapid City Future Land Use Plan; 2010 Long Range Transportation Plan; Economic and Planning Systems, 2013

Ellsworth Air Force Base

**Economic Impact**

- The Ellsworth Air Force Base has a tremendous impact on the local economy.
- In 2011, 3,530 active duty military members were on the base. Approximately a quarter of these members lived on base, while the other three quarters, 2,601 people, lived off base. The 3,503 active duty military members had 4,406 family members living with them generating a total of 7,936 people, (6% of the Rapid City MSA population).
- In addition to the 3,530 military members, the base employs another 1,539 civilians, for a total of 5,069 jobs (6% of the MSA).
- The base has an annual payroll of $201 million and an average annual wage of $39,707 for base workers, which is slightly higher than the MSA average.
- The base employment generates 1,686 indirect jobs. In total, there are 6,755 jobs created by Ellsworth, (8% of the MSA). 29

**Potential Impacts of Ellsworth Base Closure**

- Since the base plays such a major role in the local economy, it could result in some impacts to the local employment and housing markets if it closed. Some potential impacts to Rapid City if the based closed are outlined below.
- The military members and family occupy approximately 2,500 housing units in the area. Losing these residents could increase vacancy rates in the MSA by approximately 5%, which would have a short-term impact on housing demand and likely impact school enrollment in specific areas.

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• The economic impact on Rapid City of the base closure would be mostly from the loss of the 5,000 directly employed base workers, of which 1,400 are civilians. The base generates approximately 6,700 jobs, half of which are military members who would not remain in the area. Approximately 3,200 jobs would be lost by local residents that would need to be absorbed by other industries.

Related Efforts

Related efforts, organizations, and studies focusing on the Rapid City economy and economic development include the following:

• **Rapid City Economic Development Partnership** – A 501 (c) (6) non-profit corporation dedicated to the economic growth and development of the Rapid City area that helps facilitate a public-private approach to economic development.

• **Black Hills Vision** – A regional alliance formed to build a stronger economy in the four-county Black Hills region.

• **Rapid City Vision 2020** – A strategic vision plan that contains five strategic goals for the City to be achieved by 2020. The goals include being recognized as a leader in retaining, attracting and growing unique businesses, and becoming a premier regional hub.

• **Strategic Employment Opportunities Study** – A study commissioned by the Rapid City Economic Development Partnership and Black Hills Vision for input on the creation of a new economic development plan for the region to identify economic opportunities and strategies increasing the presence of higher paying jobs. The six target industries are business and professional services, energy-extraction sectors, healthcare and life sciences, finance and insurance, metal work manufacturing, and processed foods manufacturing.

• **Rapid City Regional Jobs Program** – A regional jobs program focused on creating jobs with higher paying wages and growing employment in the six targeted industries identified in the Strategic Employment Opportunities Study.

• **Regional Rail Authority** – In a partnership with Box Elder and Pennington County, Rapid City is exploring a regional rail authority to gain access to the State Rail Trust Fund, which provides low interest loans for rail oriented infrastructure projects. The effort will create a tool that will make it easier to build rail projects that will benefit the manufacturing and energy sectors.

• **Foreign Trade Zone** – The City is exploring creating a foreign trade zone that will be used to allow local companies to avoid or defer duties paid on imported goods that are exported internationally or sold domestically. The hope is the zone will attract new businesses, lower costs for local business, and could lead to an international airport designation.

• **South Dakota School of Mines** – The school’s economic development office works to assist with start-up companies emerging from research occurring at the school and aid in the creation and registration of patents for technologies developed at the school. The school has generated 16 start-up companies coming mainly from efforts of the faculty and alumni of the school.  

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20 South Dakota School of Mines and Technology
Land and Development

Land Use

**City Limits**

- Rapid City’s city limits cover approximately **55 square miles** in Pennington County (see the Planning Boundaries Map).
- Within the City Limits, about half of the land is used for public purposes (50%), which include uses like the Rapid City Regional Airport, the greenway system, City facilities, and schools. Developed City parks comprise approximately 3% of the City’s land area. Other major land uses include residential (18%), commercial (4%) and industrial (4%) (see the 2013 Land Use Map).
- Approximately 21% of properties within City limits are currently undeveloped or used for agricultural purposes (see the Development Status Map).

**Planning Area**

- The Rapid City 3-Mile Plat Area encompasses the City limits plus the areas near the City where Rapid City has jurisdiction on subdivision and platting matters. This 3-Mile Platting area covers approximately **193 square miles** and includes properties within Pennington and Meade Counties (see the Planning Boundaries Map).
- Within the 3-Mile Plat Area, the predominant current land use is agriculture or other undeveloped property (77%), followed by public uses (12%) such as National Forest land and residential (8%) (see the 2013 Land Use Map).

<table>
<thead>
<tr>
<th>Current Land Use 2013</th>
<th>Rapid City Acres</th>
<th>Rapid City %</th>
<th>3-mile Plat Area Acres*</th>
<th>3-mile Plat Area %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture/Undeveloped</td>
<td>12,182</td>
<td>21%</td>
<td>82,222</td>
<td>77%</td>
</tr>
<tr>
<td>Public</td>
<td>29,121</td>
<td>50%</td>
<td>12,787</td>
<td>12%</td>
</tr>
<tr>
<td>Residential</td>
<td>10,681</td>
<td>18%</td>
<td>8,837</td>
<td>8%</td>
</tr>
<tr>
<td>Commercial</td>
<td>2,487</td>
<td>4%</td>
<td>1,284</td>
<td>1%</td>
</tr>
<tr>
<td>Industrial</td>
<td>2,067</td>
<td>4%</td>
<td>1,565</td>
<td>1%</td>
</tr>
<tr>
<td>Park</td>
<td>1,598</td>
<td>3%</td>
<td>300</td>
<td>0%</td>
</tr>
<tr>
<td>Railroad</td>
<td>160</td>
<td>0.3%</td>
<td>133</td>
<td>0.1%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>58,295</strong></td>
<td><strong>100%</strong></td>
<td><strong>107,128</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

*Sources: City of Rapid City, Pennington County, and Meade County GIS data, 2013.*
Growth and Development

Development Constraints

- There are more than 82,000 acres of land within the 3-Mile Platting area that could accommodate new future development. **However, much of this land is constrained** due to factors such as the following (see the Environmental Features and Services and Infrastructure Maps):
  - Location on a steep slope
  - Within a sensitive geologic area
  - Within the National Forest
  - Within a Flood Hazard Area
  - Within an airport impact zone
  - Proximity to existing sanitary sewer

- After accounting for these constraints, **approximately 65,000 acres are potentially suitable for future development to some degree**.

Residential Capacity

- The 3-Mile Platting area has **capacity for approximately 73,000 additional residential units**, as based on current zoning and future land use designations, and as summarized below (see the Zoning Map).
  - The density, location, and type of future residential development will impact the overall residential capacity, but based on this estimate, these dwelling units could accommodate **roughly 73,000 additional people** in the Rapid City area.

<table>
<thead>
<tr>
<th>Residential Zoning/Future Land Use</th>
<th>Residential Developable Acres</th>
<th>Additional Dwelling Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture</td>
<td>38,370</td>
<td>317</td>
</tr>
<tr>
<td>Low Density Residential</td>
<td>20,091</td>
<td>68,309</td>
</tr>
<tr>
<td>Medium Density Residential</td>
<td>631</td>
<td>4,292</td>
</tr>
<tr>
<td>High Density Residential</td>
<td>5</td>
<td>47</td>
</tr>
<tr>
<td>Central Business District</td>
<td>6</td>
<td>61</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>59,102</strong></td>
<td><strong>73,026</strong></td>
</tr>
</tbody>
</table>

Sources: Clarion Associates, City of Rapid City, Pennington County, and Meade County GIS data, 2013.

Non-Residential Capacity

- The 3-Mile Platting area has capacity for more than more than **31 million square feet of non-residential space**, as based on current zoning and future land use designations, and as summarized in the following table.

  - The amount of future non-residential space will depend on the type, location, and intensity of development; however, these estimates appear to more than satisfy any future market demand.

  **Important Issues**

  Focusing Reinvestment and Redevelopment
  As land availability for outward growth decreases, more reinvestment in and redevelopment of underutilized properties may be needed to make more efficient use of closer-in land and infrastructure. The plan should clearly identify redevelopment opportunities in and around the downtown core, at the City’s two original shopping centers, Baken Park and Rushmore Mall, and at key locations along major corridors. In addition, the plan should address appropriate transitions between redevelopment areas and existing uses and coordination between land use and transportation.

  Elevating Community Appearance and Development Quality
  Site design, landscaping, building materials, and architecture all play important roles in the overall appearance and character of the community. The plan needs to strike a balance between maintaining high standards for quality development and the desire for protecting private property rights and personal preferences as development occurs.
Non-Residential Zoning/Future Land Use | Non-Residential Developable Acres | Additional Non-Residential Space
--- | --- | ---
Commercial | 1,874 | 20,411,504
Central Business District | 6 | 222,639
Business | 332 | 2,895,998
Public | 1,617 | 3,521,832
Industrial | 1,538 | 2,513,130
Resource Extraction | 100 | 10,869
Airport | 681 | 1,483,911
**TOTAL** | **6,149** | **31,059,882**

Sources: Clarion Associates, City of Rapid City, Pennington County, and Meade County GIS data, 2013.

**Construction Activity**
- Development and construction activity in Rapid City is going strong, especially residential units. As of June 2013, construction of residential units has exceeded the total amounts built in 2010 and 2011, and is on track to pass the 2012 total.

**Important Issues**

**Continuing Downtown Revitalization**
Downtown revitalization has been a focus for Rapid City over the past decade. As a result, the area has been transformed through public and private investment into a vibrant gathering place for residents and visitors alike. The plan should address how to maintain the momentum of this success and continue to enliven downtown and the surrounding area, while retaining the authentic feel and stores that meet the needs of locals. One potential impediment to Downtown revitalization is the blockage of transportation routes by trains and noise associated with mandated train horns. The plan should also balance downtown economic and revitalization needs with needs in other areas of the community.

**Related Efforts**
Other recent plans related to land and development in Rapid City area include the following:
- Future Land Use Plans and Maps (by neighborhood, dates vary)
- Rapid City Comprehensive Plan Overview (2008)
- Pennington County Comprehensive Plan (2003)
- Meade County Comprehensive Plan (2010)
- Downtown Master Plan (1991)
Transportation

Roadway Network

- **Rapid City has approximately 370 total miles of public streets** (not including private streets or alleys). The majority of streets (83%) are asphalt streets, but the City also has some other street surfaces, including concrete (13%) and gravel (3%).

- **Rapid City is situated just south of I-90**, a major east-west interstate. Regional access in and out of Rapid City is primarily provided by I-90 though the I-190 spur, Deadwood Avenue (SD 445), Haines Avenue, La Crosse Street, and North Street.

- SD 44 (Omaha Street/Jackson Boulevard) also provides east-west access along the northern edge of downtown Rapid City.

- SD 79 (Main Street/St. Joseph Street/Cambell Street) provides north-south access and serves as an important east-west facility through downtown.

- US 16 (Mount Rushmore Road) is also an important north-south route, providing access to major tourism destinations southwest of the community, such as Mount Rushmore and Custer State Park.

- Other important routes include Sheridan Lake Road, which provides a parallel route to US 16, and Highway 16B/Caton Boulevard/Elk Vale Road which provides a bypass around the southeastern portion of Rapid City. St. Patrick Street provides a local east-west connection between US 16 and SD 44 in central Rapid City.

- Currently, based on transportation modeling results, the only segment of roadway that is congested is **Main Street** between Mountain View Road and Jackson Boulevard, and the segment from Cross Street to St Joseph Street is starting to become congested (see the Daily Roadway Level of Service Map).

Bicycle Network

- Rapid City's current bike network is made up of a series of **29 miles of bike paths** that primarily follow water sources and roughly **23 miles of mountain bike trails** in the western portion of the community (see the Bicycle Facilities Map).

- A cycle track exists along Kansas City Street from Mount Rushmore Road to 5th Street, and 6th Street from Omaha Street to Kansas City Street features shared lanes.

- **More than 90 miles of bike routes, lanes, trails, and paths are planned** in order to create a more complete bicycle network across the entire City.

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21 Rapid City Mayor’s Proposed FY2013 Budget Presentation: [http://www.rcgov.org/pdfs/Mayors-Office/Budget/2013%20Budget%20FINAL.pdf](http://www.rcgov.org/pdfs/Mayors-Office/Budget/2013%20Budget%20FINAL.pdf)
**Pedestrian Network**

- **A fairly complete sidewalk system** (with sidewalks on both sides of streets) can be found in downtown Rapid City and nearby older residential neighborhoods. Downtown Rapid City’s sidewalk environment includes a variety of complementary pedestrian facilities such as curb ramps, pedestrian-scale lighting, curb extensions and amenities like benches, trash receptacles, and public art. Most new development projects are required to provide 4 or 5-foot wide sidewalks along both sides of all roadways.

- Outside of downtown Rapid City, newer developments have sidewalks, but in many other locations, demand trails (worn paths along roadways without pedestrian facilities) indicate the need for additional sidewalks. The Bicycle and Pedestrian Master Plan has identified 5 miles of sidewalk additions as top priorities. These projects could be accomplished as standalone efforts or in conjunction with other related infrastructure improvement projects.  

**Public Transit**

- Public transit in Rapid City is provided by the Rapid Transit System (RTS). RTS currently provides **six fixed-route services known as RapidRide**, which operate six days a week with 35-minute headways (see the Fixed-Route Buses Map).

- RTS also provides a narrated **fixed-route trolley bus** known as the City View Trolley, which runs a seasonal schedule six days a week and connects numerous cultural and recreational sites.

- RTS also provides Dial-A-Ride curb-to-curb service to those with disabilities.

- According to the City’s GIS data, approximately 14% of the City’s current roadway miles are covered by some type of transit route.

- 2013 transit ridership has increased 13.5% since 2012.  

**Intermodal Network**

- Rapid City has numerous intermodal freight transportation facilities operating within its borders (see the Intermodal Network Map):

  - **Rapid City Regional Airport** – the airport is located east of the developed portion of Rapid City, providing air transport for passengers and goods. The airport is currently served daily by several different regional jets and airlines, and the airport is open to commercial, general aviation, and military aircraft operations.

  - **Railroad** – The railroad runs through downtown Rapid City, with lines extending east, west, and south of the community. According to the City’s GIS records, approximately 25 miles of railroad lines are located in the City.

  - **Trucking** – Rapid City also has a structured truck routing system that designates specific roadways for pass-through movements and delivery routes.

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32 Rapid City Bicycle and Pedestrian Master Plan: [http://www.rcgov.org/odfs/Transportation-Planning/BikePedPlans/Plan_text.pdf](http://www.rcgov.org/odfs/Transportation-Planning/BikePedPlans/Plan_text.pdf)

33 Rapid Transit Division report to the Public Works Committee: [http://blackhillsknowledgenetwork.org/blog/bus-ridership-increases-rapid-city](http://blackhillsknowledgenetwork.org/blog/bus-ridership-increases-rapid-city)

34 Black Hills Knowledge Network: [http://blackhillsknowledgenetwork.org/blog/bus-ridership-increases-rapid-city](http://blackhillsknowledgenetwork.org/blog/bus-ridership-increases-rapid-city)
Related Efforts

Other recent plans related to transportation in Rapid City include the following:

- [Coordinated Public Transit-Human Services Transportation Plan](#) (2013)
- [Rapid City Area Bicycle and Pedestrian Master Plan](#) (2011)
- [Rapid City Regional Airport Master Plan and Land Use Compatibility Plan](#) (2010)
- [Rapid City Arterial Street Safety Study](#) (2012)
- [US 16 Corridor Study](#) (March 2004)
- [Sheridan Lake Road Extension Study](#) (2008)
- [Mount Rushmore Road Corridor Development Plan](#) (2010)
- [Chapel Valley Access and Route Alignment Study](#) (2010)

Important Issues

Transportation Safety

Records indicate a number of transportation safety issues, including heightened occurrence of crashes at intersections and along arterial segments. Pedestrian safety is also a problem in Rapid City, where 18 people were injured in pedestrian accidents in 2012 alone (see the Crash Analysis Map).

Prioritizing Transportation Improvements

Rapid City's infrastructure is aging, and upgrades to the utility infrastructure buried underneath roadway surfaces can facilitate more comprehensive improvements to the City's streets. Such comprehensive improvements could be built as "complete streets" that meet the needs of all users, including bicyclists, pedestrians, transit riders and motorists. Moreover, roadway maintenance lags in some areas, and alternative strategies for funding maintenance activities may need to be explored. The City will also need to examine the best strategies for enhancing the airport and extending infrastructure into new growth area. Potential streetscape updates to spur redevelopment and infill development may also need to be considered.
Water

- **Rapid City’s Water Division** provides water for domestic, industrial, and fire protection purposes. The division owns and operates water facilities in compliance with all state and federal drinking water regulations.
- The Water division treats and distributes nearly 3.6 billion gallons of water annually to over 21,700 accounts.  
- Within Rapid City, there are approximately 423 miles of water mains, 4,107 fire hydrants, and 16 water storage facilities.
- Sources for the City’s water include two infiltration galleries, nine wells, surface water from Rapid Creek, and the Deerfield and Pactola Reservoirs. The new Jackson Springs Water Filtration Plant will be coming online soon, and will help deliver up to 10 million gallons of water per day.

Wastewater

- **Rapid City’s Water Reclamation Division** processes the community’s wastewater. All wastewater treated by the plant is ultimately discharged into Rapid Creek, so it is extremely important that all pollutants are removed from the waste stream and disposed of in an environmentally friendly manner.
- In 2010, the Water Reclamation Division processed nearly 3.5 billion gallons of wastewater, and treatment removed approximately 95% of pollutants.
- Within Rapid City, there are roughly 322 miles of sewer mains and 6,410 manholes (see the Services and Infrastructure Map).

Stormwater

- **Rapid City Stormwater Division** works to protect the quality and quantity of stormwater runoff resulting from Rapid City’s urban growth.
- In order to improve runoff quality, the Stormwater Division focuses on public education and participation; illicit discharge detection and elimination; construction site and post-construction site runoff controls; and pollution prevention and good housekeeping within all City operations.
- Within Rapid City, there are approximately 133 miles of storm sewers.

**Important Issues**

**Funding Infrastructure in New Growth Areas**
Rapid City has traditionally extended municipal services to undeveloped and newly annexed areas to accommodate new development, with the cost of extending infrastructure being primarily the City’s responsibility. It will be important for Rapid City to have a balanced approach to planning locations for new development in the City that will have a fiscal burden the City can support and meet the demand for new development.

**Airport Water Main Extension Project**
The City is currently working on extending a new, larger water main pipe out to the airport. The $5.3 million project will serve the future water needs of the airport. The extra output provided by the new main will also open up the area west of the airport for development, which could help spur economic growth in the area.

**Water Conservation**
The City focuses on conservation of water in order to protect limited supplies and facilitate the economic production of municipal water. The City restricts outside watering hours and days during the months of June, July, and August, and has measures in place to increase conservation efforts if reservoir levels dip below certain thresholds.

34[Rapid City Public Works Information Summary](http://www.rcgov.org/pdfs/Public-Works/PublicWorksInformationSummary.pdf)
35[Rapid City Mayor’s Proposed FY2013 Budget Presentation](http://www.rcgov.org/pdfs/Mayors-Office/Budget/2013%20Budget%20FINAL.pdf)
36[Rapid City Public Works Water Quality Report 2012](http://www.rcgov.org/pdfs/Public-Works/Water/Water%20Quality%20Report%202012.pdf)
37[Rapid City Stormwater Division](http://www.rcgov.org/Public-Works/stormwater-homepage.html)
Energy

- Power to the City is provided by Black Hills Power, West River Electric Association, and Black Hills Electric Co-op.
- Natural gas is provided by Montana-Dakota Utilities Co.
- Within the City, there are 1,928 City-owned street lights, plus an additional 2,423 street lights paid for by monthly fees. 38
- Renewable energy systems including solar, wind, geothermal, and hydroelectric energy systems are becoming increasingly popular in the region.
- Oil and natural gas exploration and development is booming in the nearby Bakken Oil Field in North Dakota. It is possible that the Rapid City area will capture some spinoff economic activity and households related to this oil activity.

Infrastructure Funding

- One of the City’s 2013 Budgeting for Outcomes (BFO) goals is to have a well-maintained City whose infrastructure keeps pace with growth. The City’s 2013 budget includes the following utility and infrastructure related funds: 39
  - Water Fund – encompasses approximately 11% of the total budget and includes operations, debt service, and capital improvements.
  - Sewer Fund – approximately 7% of the total budget and includes operations, debt service, and capital improvements.
  - Capital Improvements Fund – about 8% of the total budget, and includes debt service and capital improvement projects approved as part of the 5-year capital improvement plan. It is funded primarily through a portion of the City’s 2% general sales tax.
  - Utility Facility Funds – about 1% of the total budget, and includes debt service for capital improvements projects for water, sewer, and streets. It is funded primarily through a portion of the City’s 2% general sales tax.

- The total budget for infrastructure in Rapid City has increased over the last few years with the introduction of .16 sales taxes, yet as bonds expire in coming years, the total budget for infrastructure may diminish slightly.

Solid Waste

- The City of Rapid City has an award-winning solid waste program aimed at maximizing remaining capacity at the sanitary landfill, reducing resource consumption and supporting community agricultural activities.
- The Solid Waste Management Plan has three main elements: a yard trimming collection and composting program; a materials recovery facility (MRF) to process and ship traditional recyclables; and an organics composting facility. The MRF and both composting facilities are located at the landfill. 40

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38 Rapid City Mayor’s Proposed FY2013 Budget Presentation: http://www.rcgov.org/pdfs/Mayors-Office/Budget/2013%20Budget%20FINAL.pdf
• An **active landfill gas collection system and flare captures emissions** from the landfill. The active collection system includes 34 vertical gas collection wells and a gas flare. A recent cost-benefit analysis indicated that landfill gas flow rates are high enough to feasibly install a gas-to-energy stem at the landfill.

• Landfill tipping fees recover all costs to operate the recycling and composting programs. Additionally, the sale of recyclable and compost materials generates revenues, as follows:\(^{41}\)
  - **Recycling Revenue** – during 2012, $676,754 in revenue was generated from the sale of 3,423 tons of recyclable materials.
  - **Composting Revenue** – in 2009, more than $60,000 was raised through the sale of 5,100 tons of compost made from residents’ yard waste.

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**Related Efforts**

Recent efforts related to utility infrastructure in Rapid City include the following:

• Rapid City Landfill Gas Study (2009)

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\(^{41}\) Rapid City Journal-Composting brings green to city coffers: [http://rapidcityjournal.com/news/composting-brings-green-to-city-coffers/article_d033ab02-08a1-11df-863e-001cc4e002e0.html](http://rapidcityjournal.com/news/composting-brings-green-to-city-coffers/article_d033ab02-08a1-11df-863e-001cc4e002e0.html)
Parks, Recreation, and Natural Environment

Parks

- **The Rapid City Parks Division** maintains the community’s park system, the Mountain View/Mount Calvary Cemetery, and the City greenhouse.
- The Parks Division **maintains 30 parks and approximately 1,650 acres of parkland** in Rapid City. The largest park in the City is Sioux Park, at approximately 210 acres (see the Community Assets and Parks and Recreation Access Maps).
- Rapid City’s parks provide many opportunities for both passive and active recreation, offering amenities such as playgrounds, disc golf courses, skate and BMX areas, sporting fields and courts, shared-use paths, paddle boating, picnic areas, shelters, and flower gardens.
- According to benchmarking completed by the National Recreation and Park Association (NRPA), parks and recreation workers in jurisdictions similar in size maintain an average of nearly 19 acres of parkland per Full Time Equivalent (FTE) employee.

Recreation

- **Rapid City’s Recreation Division** provides an assortment of recreational offerings for area youth and adults, including adult and youth leagues, golf courses, swimming pools, an ice arena and community centers/gyms.
- Rapid City also features an extensive trail system of more than 25 miles that connects parks throughout the community (see the Community Assets and Parks and Recreation Access Maps).
- Two of the City’s largest recreation complexes include Parkview Recreation Complex, a 27-acre park that contains four lighted youth softball fields, a family leisure pool and playground; and the Star of the West Sports Complex, a 58-acre sports complex, which contains eight lighted softball fields and five soccer fields.
- In addition to the City-owned recreational facilities, two community gyms that are connected to local middle schools are open to Rapid City residents.
- According to NRPA benchmarking, jurisdictions similar in size to Rapid City (with a total population of 50,000 to 99,999 people) have the following recreational facilities:
  - Median number of recreation centers - 2
  - Median square footage per recreation center – 25,000 square feet
  - Median number of fitness centers – 1
  - Median square footage per fitness center – 14,450
  - Median number of senior centers – 1
  - Median square footage per senior center – 12,948

Important Issues

**Identifying Parks and Recreation Needs**

Level-of-service (LOS) analysis is one way that communities measure parkland needs and supply. Based on the 2010 City population of 67,956, the current LOS is approximately 41 people per acre of parkland. LOS and other factors will be used for comparison to other communities during the planning process to identify and evaluate existing and future parks and recreation needs.

Some preliminary observations about parks and recreation needs are that the central core of the City seems to be well-served but the southwestern and northeastern areas appear to have more limited access to public parks and greenway amenities.

**Retaining a High Quality of Life**

In 2010, Rapid City was named the #1 Best Town in America for hunters and fishermen by Outdoor Life magazine. It was #3 in 2011 and #4 in 2012. In addition, the City’s 2011 Community Survey reveals that residents strongly value the City’s parks, recreation, and greenways offerings. The plan should address the important role that these elements play in the quality of life for residents, and also their ability to attract and retain visitors, employers, and future residents.

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42 City of Rapid City Parks Division: [http://www.rcgov.org/Parks-and-Recreation/municipal-parks.html](http://www.rcgov.org/Parks-and-Recreation/municipal-parks.html)
Natural Environment

- Prominent natural features in Rapid City include Rapid Creek, steep hills, interesting topography, scenic views, and nearby forests.
- Because the land bordering Rapid Creek is prone to periodic flooding, the City has conserved much of the land along its banks as open greenways.

Asset Inventory

The following table provides an inventory of park, recreation, and natural environment assets:

<table>
<thead>
<tr>
<th>Asset</th>
<th>Acres</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>POCKET PARKS</strong></td>
<td></td>
</tr>
<tr>
<td>American Legion Park</td>
<td>0.5</td>
</tr>
<tr>
<td>Cliff Side Park</td>
<td>4.0</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>4.5</td>
</tr>
<tr>
<td><strong>NEIGHBORHOOD PARKS</strong></td>
<td></td>
</tr>
<tr>
<td>Canyon Lake Park – GW Tract 2</td>
<td>1.8</td>
</tr>
<tr>
<td>Canyon Lake Park – GW Tract 3</td>
<td>1.5</td>
</tr>
<tr>
<td>Centennial Park</td>
<td>3.6</td>
</tr>
<tr>
<td>College Park</td>
<td>5.3</td>
</tr>
<tr>
<td>Minnesota Street Soccer Fields</td>
<td>9.4</td>
</tr>
<tr>
<td>Quarry Park – Tract AR</td>
<td>9.9</td>
</tr>
<tr>
<td>Scott Mallow Park</td>
<td>1.5</td>
</tr>
<tr>
<td>Thomson Park</td>
<td>10.0</td>
</tr>
<tr>
<td>Wilson Park</td>
<td>4.3</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>47.3</td>
</tr>
<tr>
<td><strong>COMMUNITY PARKS</strong></td>
<td></td>
</tr>
<tr>
<td>Boys Club Open Space</td>
<td>1.3</td>
</tr>
<tr>
<td>Canyon Lake Park – GW Tract 1</td>
<td>72.5</td>
</tr>
<tr>
<td>Horace Mann Park</td>
<td>12.6</td>
</tr>
<tr>
<td>Jackson Park</td>
<td>145.6</td>
</tr>
<tr>
<td>Jackson Park / Canyon Park</td>
<td>73.3</td>
</tr>
<tr>
<td>Memorial Park West – GW Tract 19</td>
<td>28.6</td>
</tr>
<tr>
<td>Memorial Park West – GW Tract 20</td>
<td>41.4</td>
</tr>
<tr>
<td>Minneluzahan Senior Center (Private)</td>
<td>0.8</td>
</tr>
<tr>
<td>Parkview Pool and Softball Complex</td>
<td>27.0</td>
</tr>
<tr>
<td>Pressler Junction East</td>
<td>20.6</td>
</tr>
<tr>
<td>Pressler Junction West</td>
<td>3.0</td>
</tr>
<tr>
<td>Ralph Cole Arboretum</td>
<td>19.3</td>
</tr>
<tr>
<td>Robbinsdale Park</td>
<td>112.0</td>
</tr>
<tr>
<td>Roosevelt Park – GW Tract 27</td>
<td>32.1</td>
</tr>
<tr>
<td>Rushmore LL – GW Tract 27b</td>
<td>2.3</td>
</tr>
<tr>
<td>Sioux Park</td>
<td>65.1</td>
</tr>
<tr>
<td>Skate Park/Civic Center Parking</td>
<td>21.6</td>
</tr>
<tr>
<td>South Jackson Park</td>
<td>2.3</td>
</tr>
<tr>
<td>Steele Avenue Park &amp; Rushmore LL Fields</td>
<td>14.6</td>
</tr>
<tr>
<td>West Roosevelt Park – GW Tract 26</td>
<td>7.3</td>
</tr>
<tr>
<td>Wilderness Park</td>
<td>32.0</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>735.3</td>
</tr>
</tbody>
</table>

Important Issues

Protecting and Enhancing Character-Defining Natural Features
Rapid City’s unique natural features contribute significantly to the community’s unique character and scenic quality. Dramatic hillsides, drainages, and grasslands, coupled with Ponderosa Pine forests and mountain views to the West are valued by residents and visitors alike. While some tools exist to support the protection of these assets, additional discussion is needed to determine whether a more robust set of tools (e.g., hillside protection ordinance, cluster development standards) is needed.

Nearing Cemetery Capacity
The Rapid City Parks department is responsible for maintaining the cemetery. As the community grows, the current cemetery is likely to exceed current capacity so space for a future cemetery will need to be identified and secured.
Recent efforts related to parks, recreation, and the natural environment in Rapid City include the following:

- Parks and Recreation Five Year Plan (FY 2013-2018)
- **Rapid City 2020 Strategic Plan** (2011)
- Parks and Recreation Plan (2007)

### Related Efforts

**SPECIAL USE AREAS/FACILITIES**

<table>
<thead>
<tr>
<th>Asset</th>
<th>Acres</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bellevue Drive Streetscape</td>
<td>1.0</td>
</tr>
<tr>
<td>Braeburn Park</td>
<td>16.0</td>
</tr>
<tr>
<td>Community Gardens</td>
<td>1.1</td>
</tr>
<tr>
<td>Denver St Soccer Field – Floodway Tract A</td>
<td>3.0</td>
</tr>
<tr>
<td>Downtown Nodes</td>
<td>1.0</td>
</tr>
<tr>
<td>Executive Golf Course – GW Tract 18</td>
<td>34.5</td>
</tr>
<tr>
<td>Fairlane Drive Streetscape</td>
<td>1.0</td>
</tr>
<tr>
<td>Journey Museum</td>
<td>12.1</td>
</tr>
<tr>
<td>Knollwood Heights Park</td>
<td>10.6</td>
</tr>
<tr>
<td>LaCroix Links – Lot 38</td>
<td>21.8</td>
</tr>
<tr>
<td>Lombardy</td>
<td>12.69</td>
</tr>
<tr>
<td>Mary Hall/Kiwanis Park</td>
<td>8.0</td>
</tr>
<tr>
<td>Meadowbrook Golf Course – GW Tract 4</td>
<td>165.3</td>
</tr>
<tr>
<td>N. Haines/I-90 Streetscape</td>
<td>1.0</td>
</tr>
<tr>
<td>Omaha St. Open Space</td>
<td>3.3</td>
</tr>
<tr>
<td>Omaha St Soccer/Frisbee</td>
<td>15.0</td>
</tr>
<tr>
<td>Omaha Street Beautification Medians</td>
<td>1.0</td>
</tr>
<tr>
<td>Phillips Drive Streetscape</td>
<td>1.0</td>
</tr>
<tr>
<td>Polo Grounds</td>
<td>24.0</td>
</tr>
<tr>
<td>Star of the West Sports Complex</td>
<td>58.0</td>
</tr>
<tr>
<td>West Blvd</td>
<td>5.6</td>
</tr>
<tr>
<td>West Blvd North</td>
<td>15.0</td>
</tr>
<tr>
<td>West Chicago</td>
<td>4.0</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>416.0</td>
</tr>
</tbody>
</table>

**GREENWAYS, OPEN SPACE, AND NATURAL AREAS**

<table>
<thead>
<tr>
<th>Asset</th>
<th>Acres</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chapel Lane</td>
<td>5.0</td>
</tr>
<tr>
<td>Corner of West Blvd and Omaha</td>
<td>0.6</td>
</tr>
<tr>
<td>Dark Canyon/Magic Canyon</td>
<td>27.6</td>
</tr>
<tr>
<td>Dinosaur Park</td>
<td>22.5</td>
</tr>
<tr>
<td>East Blvd</td>
<td>1.5</td>
</tr>
<tr>
<td>East of Steele Ave Tract 32a</td>
<td>4.9</td>
</tr>
<tr>
<td>Founders Park</td>
<td>0.91</td>
</tr>
<tr>
<td>Founders Park – GW Tract 17</td>
<td>59.8</td>
</tr>
<tr>
<td>Halley Park</td>
<td>2.3</td>
</tr>
<tr>
<td>Marsh – North of Canyon Lake East of Dakota Drive</td>
<td>16.0</td>
</tr>
<tr>
<td>Old Dairy Open Space – Lot A</td>
<td>4.5</td>
</tr>
<tr>
<td>Old Dairy Open Space – Lot B</td>
<td>6.2</td>
</tr>
<tr>
<td>Open Space N of West Main S on Creek</td>
<td>3.7</td>
</tr>
<tr>
<td>Open Space N of West Main S of Omaha</td>
<td>5.7</td>
</tr>
<tr>
<td>Open Space Across from Story Brook Island</td>
<td>9.7</td>
</tr>
<tr>
<td>Open Space N of West Main S on Creek</td>
<td>3.7</td>
</tr>
<tr>
<td>Open Space N of Centre E of LaCrosse</td>
<td>4.2</td>
</tr>
<tr>
<td>Steele Ave Park East of Creek</td>
<td>2.4</td>
</tr>
<tr>
<td>Vickie Powers Park</td>
<td>26.3</td>
</tr>
<tr>
<td>West Jackson Park (Buzzard’s Roost)</td>
<td>11.5</td>
</tr>
<tr>
<td>West Side of Fair Grounds – Tract 32b</td>
<td>17.0</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>236.0</td>
</tr>
</tbody>
</table>
Health and Safety

Police

- The Rapid City Police Department (RCPD) is the only agency in South Dakota that is accredited by the Commission on Accreditation for Law Enforcement Agencies.\(^{45}\) The department offers a variety of services and proactive programs to keep the community safe, including the School Liaison Program and civilian traffic investigators.

- According to the City’s 2013 budget, the RCPD is allocated approximately 8% of the City’s total budget, and the department has approximately 146 full-time employees, 114 of which are sworn officers.\(^{46}\)

- In 2012, RCPD made 11,277 total arrests. Top calls for service (initiated by citizens) included disturbances, 911 hang-ups, and accidents. From 2010 to 2012, major crime incidents including murder, rape, burglary, theft, stolen vehicles, and arson have all increased.\(^{47}\)

- According to public feedback received through the department’s 2012 anonymous quality assurance survey, 71% of respondents have seen a reduction in crime downtown since the introduction of the Street Crimes Unit, and 67% have seen improvement in pedestrian safety and crosswalk enforcement in the last year.\(^{48}\)

Fire Protection

- The Rapid City Fire Department (RCFD) serves a 55 square mile area for fire and non-emergency services. RCFD operates seven fire stations and provides Emergency Medical Service (EMS) to the community (see the Services and Infrastructure Map).\(^{49}\)

- RCFD employs 135 professionals, which includes 127 uniformed responders and seven civilian staff members.

- The number of incidents has steadily increased over the past decade. In 2011, the RCFD responded to more than 14,000 calls for service.

- RCFD recently initiated a fire public education program and fuels reduction programs. In 2011, the Division presented these educational sessions to over 10,000 children and 6,000 adults.

- According to the draft 2013-2035 Long-Range Deployment Plan, the existing locations of the department’s stations are adequate to provide coverage for the near future, although to maintain a level of service comparable to what is provided today, a limited number of new stations and units will be necessary going into the future.

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\(^{49}\) Rapid City Fire Department: [http://www.rcgov.org/Fire/index.html](http://www.rcgov.org/Fire/index.html)
Emergency Management

- **Pennington County Emergency Management** serves as the countywide agency for providing emergency and disaster services. It also serves all political subdivisions within the county including townships, villages, and municipalities.
- Pennington County maintains **33 sirens** to warn of impending danger. These sirens are tested twice a month. 50

Code Enforcement

- Rapid City’s **Code Enforcement Ordinance Officers** are under the direction of the Community Resources Director. Code Enforcement covers a range of violations, including vegetation, debris/nuisances, junk vehicles, snow, overhanging branches, sign code, dead trees, sight triangle, zoning issues, substandard buildings, and fences/walls.
- In 2012, there were a total of **2,588 cited violations**, which is substantially lower than the 3,745 that were cited in 2011. 51

Health and Wellness

- Rapid City is home to two major hospitals (Regional Health and Black Hills Surgical), eleven assisted living and senior care facilities, and numerous medical specialty clinics and offices.
- **Supplemental Nutrition Assistance Program (SNAP) participant households in Pennington County increased by 61% from 2008 to 2012.** Similarly, Meade county participant households increased by 56% during the same period.
- Health data are most often **collected and reported at the County level**, rather than at the local or municipal level. Health indicators for Pennington County compared to the rest of the state and the national averages are provided in the following table.
- Overall, **compared to national averages, the County has higher rates** of adult smoking, adult obesity, physical inactivity, excessive drinking, sexually transmitted infections, teen births, uninsured residents, and limited access to healthy foods.
- The County also has more patients to primary care physicians than the national average, but is doing better than the rest of the state in a number of these areas, including the number of people to physician and mental health providers. 52

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50http://www.rcpcem.com/
<table>
<thead>
<tr>
<th>Health Indicator</th>
<th>Pennington County</th>
<th>South Dakota</th>
<th>National Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult Smoking</td>
<td>21%</td>
<td>18%</td>
<td>13%</td>
</tr>
<tr>
<td>Adult Obesity</td>
<td>26%</td>
<td>30%</td>
<td>25%</td>
</tr>
<tr>
<td>Physical inactivity</td>
<td>23%</td>
<td>26%</td>
<td>21%</td>
</tr>
<tr>
<td>Excessive Drinking</td>
<td>17%</td>
<td>19%</td>
<td>7%</td>
</tr>
<tr>
<td>Sexually transmitted infections</td>
<td>481</td>
<td>392</td>
<td>92</td>
</tr>
<tr>
<td>(Chlamidia rate per 100,000 population)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Teen birth rate</td>
<td>53</td>
<td>38</td>
<td>21</td>
</tr>
<tr>
<td>Uninsured total population</td>
<td>15%</td>
<td>14%</td>
<td>11%</td>
</tr>
<tr>
<td>Limited access to healthy foods</td>
<td>8%</td>
<td>11%</td>
<td>1%</td>
</tr>
<tr>
<td>(% of population who are low-income and do not live close to a grocery store)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Primary care physicians</td>
<td>1,300</td>
<td>1,336</td>
<td>1,067</td>
</tr>
<tr>
<td>(Number of people to one physician)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mental Health Providers</td>
<td>2,740</td>
<td>3,582</td>
<td>Not available</td>
</tr>
<tr>
<td>(Number of people to one facility)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sources: CountyHealthRankings.org, 2013

Related Efforts

Recent and current efforts related to health and safety include the following:

- National Citizen Survey, City of Rapid City Benchmark Report (2011)
- Rapid City Fire Department Draft Long-Range Deployment Plan (2013)
Arts and Cultural Resources

Events and Facilities

- Rapid City features myriad arts and cultural facilities, events, and attractions. Some notable community-focused venues and events include the following: 53
  
  - **Rushmore Plaza Civic Center**, the City’s major convention, exhibition and performance complex. The center features a wide variety of entertainment events, such as the Black Hills Symphony Orchestra and the annual Black Hills Powwow. Renovation or expansion of the Civic Center is currently under consideration.
  - **Art Alley**, located between 6th and 7th Street, exhibits graffiti and other artwork by local artists.
  - The **APEX Gallery**, a public gallery located at the South Dakota School of Mines and Technology, which offers educational arts and science exhibitions.
  - The **Dahl Arts Center**, a municipal facility that includes galleries, classroom space for arts education, a theater, and meeting spaces.
  - The **Journey Museum**, which includes interactive exhibits and displays presenting the history and heritage of the region.
  - The **Suzie Cappa Art Center**, a community art center that specializes in art produced by people of all abilities.
  - **Main Street Square**, a public space located in the heart of downtown Rapid City that features special events and festivals including the Summer Night concert series, Art and Wine Festival, Holiday Celebration, and many others.
  - **Storybook Island**, a family fun park, and **Dinosaur Park** a historic attraction with life-sized dinosaur replicas on the hills overlooking Rapid City.

Historic Resources and Preservation

- Rapid City’s two historic districts are centrally located in the community: the **Downtown Historic District** and the **West Boulevard Historic District**, a predominantly residential area south and west of downtown (see the Community Assets Map). 43
  - The **City View Trolley** provides a narrated tour of Rapid City, including historic and current information.
  - There are 35 buildings and places in Rapid City that are listed in the National Register of Historic Places.
  - According to a 2013 report from the National Trust for Historic Preservation, historic preservation activities provide a multitude of important benefits to

**Important Issues**

*Sustaining Arts and Cultural Activities*

Nearby attractions such as Mount Rushmore and Crazy Horse make Rapid City a major destination for arts and cultural tourism. The City also draws visitors via arts and cultural attractions and events including the historic downtown, Art Alley, the Dahl Arts Center, and the Rushmore Plaza Civic Center. The community’s economy and tourism industry are heavily influenced by the quality of these arts and cultural amenities, so continued investment from both the public and private sector is important to retaining and building the City’s appeal and vitality.

*Preserving Historic Resources*

The City has many historic elements worth preserving within the designated historic districts, as well as in other locations throughout the community. In addition to historic buildings, other noteworthy historic resources include Dinosaur Park, the railroad, and historic signage downtown and along major corridors. Preservation of these unique resources will help Rapid City remain an interesting and authentic community.

---

South Dakota and its communities, including creating jobs, boosting local economies, supporting small businesses, and attracting heritage tourists.\textsuperscript{54}

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**Related Efforts**

Recent efforts related to arts and culture in Rapid City include the following:

- [Rushmore Plaza Civic Center Economic and Fiscal Impact Analysis-Comparison of Two Future Scenarios](#) (2012)
- [Rapid City Comprehensive Preservation Plan](#) (2009)

---

\textsuperscript{54} Historic Preservation in South Dakota: [www.preservationnation.org/take-action/HPF_South-Dakota-0213.pdf](#)
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PLANNING BOUNDARIES

Legend

- County Boundaries
- Box Elder
- Ellsworth Air Force Base
- Summerset
- Black Hills National Forest
- Rapid City Limits
- Rapid City 1 Mile Buffer
- Rapid City 3 Mile Plat Boundary
- 2008 Future Land Use Plan Boundary

DECLARATIONS

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Community Assets

Legend
- County Boundaries
- Rapid City Limits
- Box Elder
- Ellsworth Air Force Base
- Water Bodies
- Black Hills National Forest
- Golf Course
- Greenway
- Park
- Historic District
- Ambulance station
- Animal shelter
- Cemetery
- Detention center
- Fire station
- Fish hatchery
- Government building
- Hospital
- Library
- Museum
- Police station
- Recreation facility
- School (see ID#)
- Waste water treatment facility
- Railroad
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August 2013

Development Status

Legend
- County Boundaries
- Rapid City 3-Mile Planning Area
- Rapid City Limits
- Box Elder
- Ellsworth Air Force Base
- Summerset
- Water Bodies
- Rapid City Parks
- Black Hills National Forest
- Flood Hazard Area
- Sensitive Geologic Area

Slope
- Minimal
- Moderate
- Steep

Development Status 2013
- Developed
- Agriculture/Undeveloped
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Data is dynamic and is in a constant state of maintenance, correction, and update.

Environmental Features

Legend

- County Boundaries
- Land Cover
  - Other
  - Commercial/Industrial/Transportation
  - High Intensity Residential
  - Low Intensity Residential
  - Quarries/Strip Mines/Gravel Pits
  - Bare Rock/Sand/Clay
  - Grasslands/Plains
  - Croplands/Grasses
  - Shrubland
  - Forest
  - Urban/Recreational Grasses
  - Wetlands
  - Open Water
  - Flood Hazard Area
  - Sensitive Geologic Area
- Geographic Feature

Declared

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**Daily Roadway LOS**

**Legend**
- Uncongested (A-C)
- Congestion (D)
- Congested (E-F)

**Volume Bandwidths**
- 0-12,500
- 12,501-25,000
- 25,001-50,000

**County Boundaries**
- Rapid City Limits
- Box Elder
- Elsworth Air Force Base

**Water Bodies**
- Black Hills National Forest
- Rapid City Parks
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DISCLAIMER

Crash Analysis

Legend
- Intersection Critical Crash Rate Index
- Top Ten Crash Segments
- County Boundaries
- Rapid City Limits
- Box Elder
- Ellsworth Air Force Base
- Water Bodies
- Black Hills National Forest
- Rapid City Partrs

* From the Rapid City Intersection Crash Report 2010-2012
* From the Rapid City Arterial Safety Study

July 2013
From the Rapid City Intersection Crash Report 2010-2012
From the Rapid City Arterial Safety Study
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Bicycle Facilities

Legend

- Bike Lanes, Existing
- Bike Lane, Planned
- Bike Lane, Proposed
- Bike Path, Existing
- Cycle Track, Existing
- Railway Trail, Proposed
- Shared Lane, Existing
- Shared Lane, Proposed
- Shared-Use Path, Proposed
- Shoulder Bikeway, Existing
- Shoulder Bikeway, Proposed
- Side Path, Existing
- Side Path, Planned
- Side Path, Proposed
- Signed Shared Roadway, Proposed
- Existing Mountain Bike Trails
- Proposed Bike Trails

County Boundaries

- Rapid City Limits
- Box Elder
- Ellsworth Air Force Base
- Water Bodies
- Black Hills National Forest
- Rapid City Parks

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DISCLAIMER

Barriers to Transportation Connectivity

Legend

- Interstate Highway
- Railroad
- Streams and Rivers
- Topographic:
  - County Boundaries
  - Rapid City Limits
  - Box Elder
  - Ellsworth Air Force Base
  - Water Bodies
  - Black Hills National Forest
  - Rapid City Parks

July 2013

DEADWOOD AVE
N HAINES AVE
ERICKSON RANCH RD
PEACEFUL PINES RD
UNIVERSAL DR
COUNTRY RD
W NIKE RD
143 AVE
DYESS RD
ELK VALE RD
BENNETT RD
224 ST
143 AVE
225 ST
WEST GATE RD
SEGER DR
E MALL DR
SOUTH GATE RD
LIBERTY BLVD
225 ST
224 ST
150 PL
OLD HWY 230
N ELLSWORTH RD
RADAR HILL RD
LONG VIEW RD
ANDERSON RD
RADAR HILL RD
OLD FOLSUM RD
SOUTH SIDE DR
GREEN VALLEY E 53RD ST
UV 79
UV 16
NEMO RD
MAIN ST
CAMBELL ST
CENTRE ST
CANYON LAKE DR
FAIRMONT BLVD
W MAIN ST
WEST BLVD
E MINNESOTA ST
ELKVALERD
E ST PATRICK ST
JACKSON BLVD
ANAMOSA ST
NORTH ST
N PLAZA DR
HIDDEN VALLEY RD
DEADWOODAVE
W NIKE RD
BRADSKY RD
AIRPORT RD
LAMB RD
ANTELOPE CREEK RD
SPRINGCREEKRD
NECK YOKE RD
MOON MEADOWS DR
SHERIDANLAKERD
44TH ST
EAST BLVD
COLUMBUS ST
ELM AVE
ELKVALERD
E NORTH ST
W FLORMANN ST
CATRON BLVD
44TH ST
EAST BLVD
COLUMBUS ST
ELM AVE
ELKVALERD
E NORTH ST
W FLORMANN ST
CATRON BLVD
APPENDIX B.
TECHNICAL MEMORANDUMS

RETAIL DEMAND MEMORANDUM
PUBLIC FINANCING/COST OF GROWTH MEMORANDUM
MEMORANDUM

To: Darcie White and Shelby Sommers, Clarion Associates and Brett Limbaugh and Patsy Horton, Rapid City Community Planning and Development Services Department

From: Andrew Knudtsen and Matt Prosser, Economic & Planning Systems

Subject: Future Retail Development Demand

Date: October 24, 2013

This memorandum contains a summary of the analysis of retail demand generated by existing residents and forecast new housing growth (and inflow) to determine the extent of demand for retail in the City currently and over the planning horizon (2013 to 2035). EPS also provides input on the most viable current and future retail locations for new development, existing commercial areas where a mixture of uses could be encouraged, and the areas in which the City should discourage retail. The analysis will aid Clarion with their effort to adjust land use designations.

Existing Retail Conditions

There is approximately 7.1 million square feet of retail space in Rapid City currently. The majority of retail space in the City is not within defined retail centers and is stripped along the major traffic corridors in the City including; Downtown, Main St, Haines Ave, I-90, Mt Rushmore Road, and others. There are seven main retail centers or clusters of retail in the City which are shown in Figure 1. There were two major centers developed in the City in the past decade, the Black Hills Centers and Rushmore Crossing. Black Hills Center is a recently developed community shopping center anchored by a 155,000 square Walmart Supercenter and will include an additional 46,000 square feet of anchor and inline retail space plus several pad retail sites. The Black Hills Center is the first major retail center serving the southern portion of the City. Rushmore Crossing is an 800,000 square foot power center, anchored by Super Target, Scheels, and Sam’s Club. Stores in Rushmore Crossing first opened in 2009 and the center is reaching full build-out with all major anchors opened.
The other major retail centers in Rapid City are Downtown and Rushmore Mall. Retail in Downtown is primarily entertainment and tourism oriented with several restaurants. Rushmore Mall is an 830,000 square foot enclosed regional mall that opened in 1978 and is anchored by JC Penney, Sear’s, and Herberger’s, a regional department store chain. Rushmore Mall was the City’s primary shopping center until Rushmore Crossing opened. The opening of Rushmore Crossing has had an impact on the performance of the mall, as two of its major anchors, Target and Scheels, relocated from the mall to Rushmore Crossing. Rushmore Mall is owned by Simon Property Group, a national retail real estate firm, that owns numerous malls across the country and internationally.

**Figure 1**
Rapid City Major shopping Centers

There are other major retail anchors in Rapid City that are not a part of a major retail center or are on stand-alone sites. The major retail anchors in Rapid City are shown in **Figure 2**. The majority of the major retail anchors in Rapid City are located near I-90 from Haines Avenue to North Street. There is a Walmart Supercenter and Menards Home Improvement store in close proximity to Rushmore Crossing. A Lowe’s Home Improvement Center, Best Buy, ShopKo and Kohl are along Haines Avenue. There is also a Big Kmart store on East North Street at Campbell Street, which anchors the Northgate Shopping Center. There is a significant amount of retail stripped along the major arterial corridors in the City however most of the retailers along these are smaller, and are not located in larger, consolidate centers.
Rapid City has six main grocery stores, which are shown in Figure 3. There are two main grocery chains that have stores in Rapid City, the local Family Thrift Center chain with four stores, and Safeway, a national grocery chain, with two stores. The existing grocery stores in the City are centrally located, along the major east/west arterials in the City. There are no grocery stores along I-90 or in the southern portions of the City.
Figure 3
Rapid City Grocery Stores
Existing Retail Sales Flow

EPS estimated future demand for retail development in the City to inform the land use map being created as part of the comprehensive plan effort. Future demand for retail in Rapid City will be driven both by new housing growth in and around Rapid City and by the continued inflow of sales from outside the City.

Expenditure Potential

Rapid City is a regional hub for retail and commercial services for a large trade area that radiates approximately 200 miles. Understanding the amount of sales that come from outside the City is essential estimating future demand. To determine where sales made in Rapid City come from, EPS compared the retail expenditure potential of Rapid City residents (within both the City boundary as well as the future planning area of the City) to the actual sales that occurred in the City. The Rapid City Planning Area includes residents living both in unincorporated portions of Meade and Pennington County and residents of Box Elder. To estimate the amount of sales expected to come from residents, EPS estimated the total personal income (TPI) of the residents of Rapid City and the planning area. TPI is calculated by multiplying the number of households by the average household income. The TPI for Rapid City in 2012 is $1.6 billion, as shown in Table 1. The TPI for the entire Rapid City Planning Area is $2.8 billion. The TPI for Rapid City in 2020 and 2035 are based on the estimated number of new households that will locate in Rapid City by those years. The estimates were made by EPS based on modifications of projections made in the City’s Future Land Use Plan (2008) and Long Range Transportation Plan (2010). Rapid City is estimated to grow by 8,500 households from 2012 to 2035, which will increase the TPI of the City to $2.1 billion.

Table 1
Rapid City Total Personal Income, 2012 to 2035

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2020</th>
<th>2035</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Rapid City</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Households (2012 ACS)</td>
<td>27,473</td>
<td>30,385</td>
<td>35,845</td>
</tr>
<tr>
<td>Avg. HH Income (2012 ACS)</td>
<td>$58,883</td>
<td>$58,883</td>
<td>$58,883</td>
</tr>
<tr>
<td>Total Personal Income (TPI)</td>
<td>$1,617,692,659</td>
<td>$1,789,162,787</td>
<td>$2,110,669,278</td>
</tr>
<tr>
<td><strong>Rapid City Planning Area</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Households (LRTP 2010)</td>
<td>48,192</td>
<td>51,675</td>
<td>58,205</td>
</tr>
<tr>
<td>Avg. HH Income (2012 ACS for Rapid City)</td>
<td>$58,883</td>
<td>$58,883</td>
<td>$58,883</td>
</tr>
<tr>
<td>Total Personal Income (TPI)</td>
<td>$2,837,679,137</td>
<td>$3,042,751,433</td>
<td>$3,427,261,988</td>
</tr>
</tbody>
</table>

Source: Economic & Planning Systems

H:\133004-Rapid City SD Comprehensive Plan\Models\133004-Inflow-Outflow.xlsx\TPI
The TPI for the City is used to estimate the amount of sales that should occur in the City by store type. Based on state-wide sales in 2012, the average South Dakota household spends 39.4 percent of their income on retail sales, as shown in Table 2. The retail expenditure potential of Rapid City residents is $637 million. The total retail sales are broken down by store category to estimate the demand for retail by store type.

### Table 2
Rapid City Retail Expenditure Potential, 2012 to 2035

<table>
<thead>
<tr>
<th>Store Type</th>
<th>Percent of TPI</th>
<th>2012 ($000s)</th>
<th>2020 ($000s)</th>
<th>2035 ($000s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rapid City, TPI</td>
<td>100.0%</td>
<td>$1,617,693</td>
<td>$1,789,163</td>
<td>$2,110,669</td>
</tr>
<tr>
<td>Convenience Goods</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supermarkets/Grocery Stores</td>
<td>6.7%</td>
<td>$108,118</td>
<td>$119,578</td>
<td>$141,066</td>
</tr>
<tr>
<td>Other Food Stores</td>
<td>0.2%</td>
<td>$3,946</td>
<td>$4,364</td>
<td>$5,149</td>
</tr>
<tr>
<td>Convenience Stores</td>
<td>1.8%</td>
<td>$28,451</td>
<td>$37,122</td>
<td></td>
</tr>
<tr>
<td>Beer, Wine, &amp; Liquor Stores</td>
<td>0.4%</td>
<td>$6,043</td>
<td>$6,683</td>
<td>$7,884</td>
</tr>
<tr>
<td>Health and Personal Care</td>
<td>0.3%</td>
<td>$5,439</td>
<td>$6,015</td>
<td>$7,069</td>
</tr>
<tr>
<td><strong>Total Convenience Goods</strong></td>
<td>9.4%</td>
<td>$151,998</td>
<td>$168,109</td>
<td>$198,317</td>
</tr>
<tr>
<td>Shopper’s Goods</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Merchandise</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Department and Variety Stores</td>
<td>9.1%</td>
<td>$147,283</td>
<td>$162,895</td>
<td>$192,167</td>
</tr>
<tr>
<td>Miscellaneous general merchandise stores</td>
<td>0.7%</td>
<td>$11,579</td>
<td>$12,807</td>
<td>$15,108</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>9.8%</td>
<td>$158,863</td>
<td>$175,702</td>
<td>$207,275</td>
</tr>
<tr>
<td>Other Shopper’s Goods</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clothing &amp; Accessories</td>
<td>1.7%</td>
<td>$27,442</td>
<td>$30,351</td>
<td>$35,805</td>
</tr>
<tr>
<td>Furniture &amp; Home Furnishings</td>
<td>1.4%</td>
<td>$21,969</td>
<td>$24,297</td>
<td>$28,664</td>
</tr>
<tr>
<td>Electronics &amp; Appliances</td>
<td>1.3%</td>
<td>$21,812</td>
<td>$24,124</td>
<td>$28,459</td>
</tr>
<tr>
<td>Sporting Goods, Hobby, Book, &amp; Music Stores</td>
<td>1.5%</td>
<td>$24,073</td>
<td>$26,625</td>
<td>$31,409</td>
</tr>
<tr>
<td>Miscellaneous Retail</td>
<td>2.6%</td>
<td>$41,965</td>
<td>$46,413</td>
<td>$54,754</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>8.5%</td>
<td>$137,261</td>
<td>$151,810</td>
<td>$179,090</td>
</tr>
<tr>
<td><strong>Total Shopper’s Goods</strong></td>
<td>18.3%</td>
<td>$296,123</td>
<td>$327,512</td>
<td>$386,364</td>
</tr>
<tr>
<td>Eating and Drinking</td>
<td>5.8%</td>
<td>$93,777</td>
<td>$103,717</td>
<td>$122,355</td>
</tr>
<tr>
<td>Building Material &amp; Garden</td>
<td>5.9%</td>
<td>$95,206</td>
<td>$105,297</td>
<td>$124,219</td>
</tr>
<tr>
<td><strong>Total Retail Goods</strong></td>
<td>39.4%</td>
<td>$637,104</td>
<td>$704,634</td>
<td>$831,255</td>
</tr>
</tbody>
</table>

Source: State of South Dakota Dept of Revenue, Economic & Planning Systems
Rapid City Sales Flow

The retail expenditure potential for Rapid City residents is split between purchases made in the City (Local Capture) and outside the City (Outflow/Leakage). Since the majority of retail stores in the Rapid City area are in the City, it is estimated that the vast majority of sales (95%) are made within the City, as shown in Table 3.

Table 3
Rapid City Resident Retail Expenditure Capture

<table>
<thead>
<tr>
<th>Store Type</th>
<th>A Pct. of TPI</th>
<th>B Resident Expend. Poten. ($000s)</th>
<th>C Local Capture Pct. of Expenditures</th>
<th>D Resident Expenditures ($000s)</th>
<th>E Pct. of Outflow/Leakage</th>
<th>F Resident Expenditures ($000s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012 State of South Dakota, TPI</td>
<td>100.0%</td>
<td>$1,617,693</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Convenience Goods</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supermarkets/Grocery Stores</td>
<td>6.7%</td>
<td>$108,118</td>
<td>95%</td>
<td>$102,712</td>
<td>5%</td>
<td>$5,406</td>
</tr>
<tr>
<td>Other Food Stores</td>
<td>0.2%</td>
<td>$3,946</td>
<td>80%</td>
<td>$3,157</td>
<td>20%</td>
<td>$789</td>
</tr>
<tr>
<td>Convenience Stores</td>
<td>1.8%</td>
<td>$28,451</td>
<td>95%</td>
<td>$27,029</td>
<td>5%</td>
<td>$1,423</td>
</tr>
<tr>
<td>Beer, Wine, &amp; Liquor Stores</td>
<td>0.4%</td>
<td>$6,043</td>
<td>95%</td>
<td>$5,741</td>
<td>5%</td>
<td>$302</td>
</tr>
<tr>
<td>Health and Personal Care</td>
<td>0.3%</td>
<td>$5,439</td>
<td>95%</td>
<td>$5,167</td>
<td>5%</td>
<td>$272</td>
</tr>
<tr>
<td>Total Convenience Goods</td>
<td>9.4%</td>
<td>$151,998</td>
<td></td>
<td>$143,806</td>
<td></td>
<td>$8,192</td>
</tr>
<tr>
<td>Shopper's Goods</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Merchandise</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Department and Variety Stores</td>
<td>9.1%</td>
<td>$147,283</td>
<td>95%</td>
<td>$139,919</td>
<td>5%</td>
<td>$7,364</td>
</tr>
<tr>
<td>Miscellaneous general merchandise stores</td>
<td>0.7%</td>
<td>$11,579</td>
<td>95%</td>
<td>$11,000</td>
<td>5%</td>
<td>$579</td>
</tr>
<tr>
<td>Total General Merchandise</td>
<td>9.8%</td>
<td>$158,863</td>
<td></td>
<td>$150,920</td>
<td></td>
<td>$7,943</td>
</tr>
<tr>
<td>Other Shopper's Goods</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clothing &amp; Accessories</td>
<td>1.7%</td>
<td>$27,442</td>
<td>95%</td>
<td>$26,070</td>
<td>5%</td>
<td>$1,372</td>
</tr>
<tr>
<td>Furniture &amp; Home Furnishings</td>
<td>1.4%</td>
<td>$21,069</td>
<td>95%</td>
<td>$20,870</td>
<td>5%</td>
<td>$1,098</td>
</tr>
<tr>
<td>Electronics &amp; Appliances</td>
<td>1.3%</td>
<td>$21,812</td>
<td>95%</td>
<td>$20,721</td>
<td>5%</td>
<td>$1,091</td>
</tr>
<tr>
<td>Sporting Goods, Hobby, Book, &amp; Music Stores</td>
<td>1.5%</td>
<td>$24,073</td>
<td>95%</td>
<td>$22,869</td>
<td>5%</td>
<td>$1,204</td>
</tr>
<tr>
<td>Miscellaneous Retail</td>
<td>2.6%</td>
<td>$41,965</td>
<td>95%</td>
<td>$39,867</td>
<td>5%</td>
<td>$2,098</td>
</tr>
<tr>
<td>Total Other Shopper's Goods</td>
<td>8.5%</td>
<td>$137,261</td>
<td></td>
<td>$130,398</td>
<td></td>
<td>$6,863</td>
</tr>
<tr>
<td>Eating and Drinking</td>
<td>5.8%</td>
<td>$93,777</td>
<td>95%</td>
<td>$89,088</td>
<td>5%</td>
<td>$4,689</td>
</tr>
<tr>
<td>Building Material &amp; Garden</td>
<td>5.9%</td>
<td>$95,206</td>
<td>95%</td>
<td>$90,445</td>
<td>5%</td>
<td>$4,760</td>
</tr>
<tr>
<td>Total Retail Goods</td>
<td>39.4%</td>
<td>$637,104</td>
<td>95%</td>
<td>$604,656</td>
<td>5%</td>
<td>$32,447</td>
</tr>
</tbody>
</table>

Source: State of South Dakota Dept of Revenue, Economic & Planning Systems
H:\133004-Rapid City SD Comprehensive Plan\Models\[133004-Inflow-Outflow.xlsx]2012 Sales Flow
The expected amount of sales made by Rapid City residents in the City (calculated in Table 3) are compared to actual store sales made in the City in Table 4. EPS’ analysis shows that Rapid City residents made $604 million retail sales in 2012 within Rapid City. There were $1.38 billion in total retail sales made in Rapid City in 2012, therefore Rapid City residents accounted for 44 percent of sales made in the City. This analysis confirms the importance of the City as a regional retail hub. Regional retail centers, such as Rushmore Mall and Rushmore Crossing, and major retailers in the City draw the major portion of their sales from outside of the City.

Table 4
Rapid City Retail Sales Distribution

<table>
<thead>
<tr>
<th>Store Type</th>
<th>Store Sales ($000s)</th>
<th>% of Sales</th>
<th>Sales ($000s)</th>
<th>% of Sales</th>
<th>Sales ($000s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Convenience Goods</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supermarkets/Grocery Stores</td>
<td>$141,104</td>
<td>73%</td>
<td>$102,712</td>
<td>27%</td>
<td>$38,391</td>
</tr>
<tr>
<td>Other Food Stores</td>
<td>$3,341</td>
<td>94%</td>
<td>$3,157</td>
<td>6%</td>
<td>$184</td>
</tr>
<tr>
<td>Convenience Stores</td>
<td>$43,004</td>
<td>63%</td>
<td>$27,029</td>
<td>37%</td>
<td>$15,975</td>
</tr>
<tr>
<td>Beer, Wine, &amp; Liquor Stores</td>
<td>$11,791</td>
<td>49%</td>
<td>$5,741</td>
<td>51%</td>
<td>$6,050</td>
</tr>
<tr>
<td>Health and Personal Care</td>
<td>$10,514</td>
<td>26%</td>
<td>$5,167</td>
<td>74%</td>
<td>$14,347</td>
</tr>
<tr>
<td>Total Convenience Goods</td>
<td>$218,753</td>
<td>66%</td>
<td>$143,806</td>
<td>34%</td>
<td>$74,947</td>
</tr>
<tr>
<td>Shopper’s Goods</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Merchandise</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Traditional Department Stores</td>
<td>$361,782</td>
<td>39%</td>
<td>$139,919</td>
<td>61%</td>
<td>$221,863</td>
</tr>
<tr>
<td>Discount Department Stores</td>
<td>$14,685</td>
<td>75%</td>
<td>$11,000</td>
<td>25%</td>
<td>$3,684</td>
</tr>
<tr>
<td>Total General Merchandise</td>
<td>$376,467</td>
<td>40%</td>
<td>$150,920</td>
<td>60%</td>
<td>$225,547</td>
</tr>
<tr>
<td>Other Shopper’s Goods</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clothing &amp; Accessories</td>
<td>$75,518</td>
<td>35%</td>
<td>$26,070</td>
<td>65%</td>
<td>$49,448</td>
</tr>
<tr>
<td>Furniture &amp; Home Furnishings</td>
<td>$38,710</td>
<td>54%</td>
<td>$20,870</td>
<td>46%</td>
<td>$17,840</td>
</tr>
<tr>
<td>Electronics &amp; Appliances</td>
<td>$56,755</td>
<td>37%</td>
<td>$20,721</td>
<td>63%</td>
<td>$36,034</td>
</tr>
<tr>
<td>Sporting Goods, Hobby, Book, &amp; Music Stores</td>
<td>$78,822</td>
<td>29%</td>
<td>$22,869</td>
<td>71%</td>
<td>$55,953</td>
</tr>
<tr>
<td>Miscellaneous Retail</td>
<td>$148,896</td>
<td>27%</td>
<td>$39,867</td>
<td>73%</td>
<td>$109,029</td>
</tr>
<tr>
<td>Total Other Shopper’s Goods</td>
<td>$398,701</td>
<td>33%</td>
<td>$130,398</td>
<td>67%</td>
<td>$268,303</td>
</tr>
<tr>
<td>Eating and Drinking</td>
<td>$198,754</td>
<td>45%</td>
<td>$89,088</td>
<td>55%</td>
<td>$109,666</td>
</tr>
<tr>
<td>Building Material &amp; Garden</td>
<td>$186,061</td>
<td>49%</td>
<td>$90,445</td>
<td>51%</td>
<td>$95,616</td>
</tr>
<tr>
<td>Total Retail Goods</td>
<td>$1,378,736</td>
<td>44%</td>
<td>$604,656</td>
<td>56%</td>
<td>$774,080</td>
</tr>
</tbody>
</table>

Source: State of South Dakota Dept of Revenue, Economic & Planning Systems
H:\133004-Rapid City SD Comprehensive Plan\Models\133004-Inflow-Outlet.xlsx\2012 Sales Flow
Rapid City Planning Area Sales Flow

The same comparison completed to determine the portion of Rapid City actual sales coming from Rapid City residents was completed for the Rapid City Planning Area residents. The purpose of comparing Planning Area resident expected sales to Rapid City actual sales is to determine the percent of sales made in Rapid City come from outside the Planning Area (Inflow). The percentage of inflowing sales by store type is used, in conjunction with demand from new residents, to estimate future retail demand. Rapid City Planning Area residents are estimated to generate $1.12 billion in retail sales, of which $949 million, or 85 percent, are estimated to occur within Rapid City, as shown in Table 5.

Table 5
Rapid City Growth Area Retail Expenditure Capture

<table>
<thead>
<tr>
<th>Store Type</th>
<th>A: Pct. of TPI</th>
<th>B: Resident Expend. Poten. ($000s)</th>
<th>C: Local Capture</th>
<th>D: Resident Expenditures ($000s)</th>
<th>E: Outflow/Leakage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012 State of South Dakota, TPI</td>
<td>100.0%</td>
<td>$2,837,679</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Convenience Goods</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supermarkets/Grocery Stores</td>
<td>6.7%</td>
<td>$189,656</td>
<td>70%</td>
<td>$132,759</td>
<td>30%</td>
</tr>
<tr>
<td>Other Food Stores</td>
<td>0.2%</td>
<td>$6,922</td>
<td>45%</td>
<td>$3,115</td>
<td>55%</td>
</tr>
<tr>
<td>Convenience Stores</td>
<td>1.8%</td>
<td>$49,908</td>
<td>80%</td>
<td>$39,927</td>
<td>20%</td>
</tr>
<tr>
<td>Beer, Wine, &amp; Liquor Stores</td>
<td>0.4%</td>
<td>$10,600</td>
<td>95%</td>
<td>$10,070</td>
<td>5%</td>
</tr>
<tr>
<td>Health and Personal Care</td>
<td>0.3%</td>
<td>$9,541</td>
<td>95%</td>
<td>$8,964</td>
<td>5%</td>
</tr>
<tr>
<td>Total Convenience Goods</td>
<td>9.4%</td>
<td>$266,627</td>
<td>73%</td>
<td>$194,934</td>
<td>27%</td>
</tr>
<tr>
<td>Shopper's Goods</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Merchandise</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Department and Variety Stores</td>
<td>9.1%</td>
<td>$258,357</td>
<td>90%</td>
<td>$232,522</td>
<td>10%</td>
</tr>
<tr>
<td>Miscellaneous general merchandise stores</td>
<td>0.7%</td>
<td>$20,312</td>
<td>70%</td>
<td>$14,218</td>
<td>30%</td>
</tr>
<tr>
<td>Total General Merchandise</td>
<td>9.8%</td>
<td>$278,669</td>
<td>89%</td>
<td>$246,740</td>
<td>11%</td>
</tr>
<tr>
<td>Other Shopper's Goods</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clothing &amp; Accessories</td>
<td>1.7%</td>
<td>$48,137</td>
<td>90%</td>
<td>$43,324</td>
<td>10%</td>
</tr>
<tr>
<td>Furniture &amp; Home Furnishings</td>
<td>1.4%</td>
<td>$38,137</td>
<td>90%</td>
<td>$34,683</td>
<td>10%</td>
</tr>
<tr>
<td>Electronics &amp; Appliances</td>
<td>1.3%</td>
<td>$38,261</td>
<td>90%</td>
<td>$34,435</td>
<td>10%</td>
</tr>
<tr>
<td>Sporting Goods, Hobby, Book, &amp; Music Store</td>
<td>1.5%</td>
<td>$42,228</td>
<td>90%</td>
<td>$38,005</td>
<td>10%</td>
</tr>
<tr>
<td>Miscellaneous Retail</td>
<td>2.6%</td>
<td>$73,613</td>
<td>90%</td>
<td>$66,252</td>
<td>10%</td>
</tr>
<tr>
<td>Total Other Shopper's Goods</td>
<td>8.5%</td>
<td>$240,776</td>
<td>90%</td>
<td>$216,699</td>
<td>10%</td>
</tr>
<tr>
<td>Eating and Drinking</td>
<td>5.8%</td>
<td>$164,499</td>
<td>80%</td>
<td>$131,599</td>
<td>20%</td>
</tr>
<tr>
<td>Building Material &amp; Garden</td>
<td>5.9%</td>
<td>$167,005</td>
<td>95%</td>
<td>$158,655</td>
<td>5%</td>
</tr>
<tr>
<td>Total Retail Goods</td>
<td>39.4%</td>
<td>$1,117,577</td>
<td>85%</td>
<td>$948,627</td>
<td>15%</td>
</tr>
</tbody>
</table>

Source: State of South Dakota Dept of Revenue, Economic & Planning Systems
H:\133004-Rapid City SD Comprehensive Plan\Models\133004-Inflow-Outflow.xlsx\2012 Sales Flow-Growth Area TPI
The estimated sales made by Rapid City Planning Area residents made in the City equates to 69 percent of actual store sales in Rapid City, as shown in Table 6. An estimated 31 percent of retail sales in the City are from people who live outside the Rapid City Planning Area. Store categories that attract the highest percent of sales from visitors to Rapid City include general merchandise stores at 34 percent (i.e. JC Penney, Sears, Walmart, Super Target, Sam’s Club), stores types that fit in the other shoppers goods stores category at 46 percent (i.e. Cabala’s, Best Buy, Kohl’s, Scheels), and eating and drinking establishments at 34 percent.

### Table 6
Rapid City Growth Area Retail Sales within Rapid City

<table>
<thead>
<tr>
<th>Store Type</th>
<th>Store Sales ($000s)</th>
<th>% of Sales</th>
<th>Sales ($000s)</th>
<th>% of Sales</th>
<th>Sales ($000s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Convenience Goods</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supermarkets/Grocery Stores</td>
<td>$141,104</td>
<td>94%</td>
<td>$132,759</td>
<td>6%</td>
<td>$8,344</td>
</tr>
<tr>
<td>Other Food Stores</td>
<td>$3,341</td>
<td>93%</td>
<td>$3,115</td>
<td>7%</td>
<td>$226</td>
</tr>
<tr>
<td>Convenience Stores</td>
<td>$43,004</td>
<td>93%</td>
<td>$39,927</td>
<td>7%</td>
<td>$3,078</td>
</tr>
<tr>
<td>Beer, Wine, &amp; Liquor Stores</td>
<td>$11,791</td>
<td>86%</td>
<td>$10,070</td>
<td>15%</td>
<td>$1,721</td>
</tr>
<tr>
<td>Health and Personal Care</td>
<td>$19,514</td>
<td>46%</td>
<td>$9,064</td>
<td>54%</td>
<td>$10,450</td>
</tr>
<tr>
<td>Total Convenience Goods</td>
<td>$218,753</td>
<td>89%</td>
<td>$194,934</td>
<td>11%</td>
<td>$23,819</td>
</tr>
<tr>
<td>Shopper's Goods</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Merchandise</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Traditional Department Stores</td>
<td>$361,782</td>
<td>64%</td>
<td>$232,522</td>
<td>36%</td>
<td>$129,260</td>
</tr>
<tr>
<td>Discount Department Stores</td>
<td>$14,685</td>
<td>97%</td>
<td>$14,218</td>
<td>3%</td>
<td>$466</td>
</tr>
<tr>
<td>Total General Merchandise</td>
<td>$376,467</td>
<td>66%</td>
<td>$246,740</td>
<td>34%</td>
<td>$129,727</td>
</tr>
<tr>
<td>Other Shopper's Goods</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clothing &amp; Accessories</td>
<td>$75,518</td>
<td>57%</td>
<td>$43,324</td>
<td>43%</td>
<td>$32,194</td>
</tr>
<tr>
<td>Furniture &amp; Home Furnishings</td>
<td>$38,710</td>
<td>90%</td>
<td>$34,683</td>
<td>10%</td>
<td>$4,027</td>
</tr>
<tr>
<td>Electronics &amp; Appliances</td>
<td>$56,755</td>
<td>61%</td>
<td>$34,435</td>
<td>39%</td>
<td>$22,320</td>
</tr>
<tr>
<td>Sporting Goods, Hobby, Book, &amp; Music Stores</td>
<td>$78,822</td>
<td>48%</td>
<td>$38,005</td>
<td>52%</td>
<td>$40,817</td>
</tr>
<tr>
<td>Miscellaneous Retail</td>
<td>$148,896</td>
<td>44%</td>
<td>$66,252</td>
<td>56%</td>
<td>$82,644</td>
</tr>
<tr>
<td>Total Other Shopper's Goods</td>
<td>$398,701</td>
<td>54%</td>
<td>$216,699</td>
<td>46%</td>
<td>$182,002</td>
</tr>
<tr>
<td>Eating and Drinking</td>
<td>$198,754</td>
<td>66%</td>
<td>$131,599</td>
<td>34%</td>
<td>$67,155</td>
</tr>
<tr>
<td>Building Material &amp; Garden</td>
<td>$186,061</td>
<td>85%</td>
<td>$158,655</td>
<td>15%</td>
<td>$27,406</td>
</tr>
<tr>
<td>Total Retail Goods</td>
<td>$1,378,736</td>
<td>69%</td>
<td>$948,627</td>
<td>31%</td>
<td>$430,109</td>
</tr>
</tbody>
</table>

Source: State of South Dakota Dept of Revenue, Economic & Planning Systems

H:\133004-Rapid City SD Comprehensive PlanModels\133004-Inflow-Outflow.xlsx\2012 Sales Flow-Growth Area TPI
Future Retail Demand

To estimate future retail demand in the City, the growth in expenditure potential from new residents to Rapid City from 2012 to 2035 is estimated. The expenditure potential is increased by the current percent of inflow sales from outside the Rapid City Planning Area to account for continued inflow of sales from the larger, 200 mile trade area the City’s retailers serve. The increase of expenditure potential from 2012 to 2035 is estimated to be $255 million, with $89 million of growth expected to occur by 2020 and $166 million of growth expected to occur from 2020 to 2035, as shown in Table 7.

Table 7
Rapid City Future Retail Expenditure Potential, 2012 to 2035

<table>
<thead>
<tr>
<th>Store Type</th>
<th>Pct. of TPI Exp. Potential</th>
<th>Pct. of Exp. Pot. Inflow</th>
<th>Total1 2012-2020 ($000s)</th>
<th>Total1 2020-2035 ($000s)</th>
<th>Total1 2012-2035 ($000s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rapid City TPI</td>
<td></td>
<td></td>
<td>$171,470</td>
<td>$321,506</td>
<td>$492,977</td>
</tr>
<tr>
<td>Convenience Goods</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supermarkets/Grocery Stores</td>
<td>6.7%</td>
<td>6%</td>
<td>$12,138</td>
<td>$22,759</td>
<td>$34,896</td>
</tr>
<tr>
<td>Other Food Stores</td>
<td>0.2%</td>
<td>7%</td>
<td>$447</td>
<td>$837</td>
<td>$1,284</td>
</tr>
<tr>
<td>Convenience Stores</td>
<td>1.8%</td>
<td>7%</td>
<td>$3,232</td>
<td>$6,059</td>
<td>$9,291</td>
</tr>
<tr>
<td>Beer, Wine, &amp; Liquor Stores</td>
<td>0.4%</td>
<td>15%</td>
<td>$734</td>
<td>$1,376</td>
<td>$2,110</td>
</tr>
<tr>
<td>Health and Personal Care</td>
<td>0.3%</td>
<td>54%</td>
<td>$885</td>
<td>$1,660</td>
<td>$2,545</td>
</tr>
<tr>
<td>Total Convenience Goods</td>
<td>9.4%</td>
<td>11%</td>
<td>$16,111</td>
<td>$30,209</td>
<td>$46,320</td>
</tr>
<tr>
<td>Shopper’s Goods</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Merchandise</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Department and Variety Stores</td>
<td>9.1%</td>
<td>36%</td>
<td>$21,189</td>
<td>$39,730</td>
<td>$60,919</td>
</tr>
<tr>
<td>Miscellaneous general merchandise stores</td>
<td>0.7%</td>
<td>3%</td>
<td>$1,266</td>
<td>$2,374</td>
<td>$3,641</td>
</tr>
<tr>
<td>Total General Merchandise</td>
<td>9.8%</td>
<td>34%</td>
<td>$16,839</td>
<td>$31,573</td>
<td>$48,412</td>
</tr>
<tr>
<td>Other Shopper’s Goods</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clothing &amp; Accessories</td>
<td>1.7%</td>
<td>43%</td>
<td>$4,149</td>
<td>$7,779</td>
<td>$11,928</td>
</tr>
<tr>
<td>Furniture &amp; Home Furnishings</td>
<td>1.4%</td>
<td>10%</td>
<td>$2,571</td>
<td>$4,820</td>
<td>$7,391</td>
</tr>
<tr>
<td>Electronics &amp; Appliances</td>
<td>1.3%</td>
<td>39%</td>
<td>$3,221</td>
<td>$6,040</td>
<td>$9,261</td>
</tr>
<tr>
<td>Sporting Goods, Hobby, Book, &amp; Music Stores</td>
<td>1.5%</td>
<td>52%</td>
<td>$3,873</td>
<td>$7,262</td>
<td>$11,135</td>
</tr>
<tr>
<td>Miscellaneous Retail</td>
<td>2.6%</td>
<td>56%</td>
<td>$6,917</td>
<td>$12,970</td>
<td>$19,887</td>
</tr>
<tr>
<td>Total Other Shopper’s Goods</td>
<td>8.5%</td>
<td>48%</td>
<td>$14,549</td>
<td>$27,280</td>
<td>$41,829</td>
</tr>
<tr>
<td>Eating and Drinking</td>
<td>5.8%</td>
<td>34%</td>
<td>$13,299</td>
<td>$24,935</td>
<td>$38,233</td>
</tr>
<tr>
<td>Building Material &amp; Garden</td>
<td>5.9%</td>
<td>15%</td>
<td>$11,578</td>
<td>$21,709</td>
<td>$33,286</td>
</tr>
<tr>
<td>Total Retail Goods</td>
<td>39.4%</td>
<td>31%</td>
<td>$88,598</td>
<td>$166,121</td>
<td>$254,719</td>
</tr>
</tbody>
</table>

1Includes estimated inflow based on 2012 Inflow-Outflow Analysis
Source: State of South Dakota Dept of Revenue, Economic & Planning Systems
H:\133004-Rapid City SD Comprehensive Plan\Models\133004- Inflow-Outflow.xlsx\Demand
The estimated new expenditure potential from 2012 to 2035 is divided by average sales per square foot factors by store category to estimate the demand for retail square feet. The estimated increase in expenditure potential is expected to generate demand for 795,000 square feet of new retail space in the City by 2035, as shown in Table 8.

Table 8
Rapid City Future Supportable Retail Square Feet

<table>
<thead>
<tr>
<th>Store Type</th>
<th>Sales Per Sq. Ft</th>
<th>Potential New SF 2012-2020</th>
<th>Potential New SF 2020-2035</th>
<th>Potential New SF 2012-2035</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Convenience Goods</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supermarkets/Grocery Stores</td>
<td>$400</td>
<td>30,300</td>
<td>56,900</td>
<td>87,200</td>
</tr>
<tr>
<td>Other Food Stores</td>
<td>$400</td>
<td>1,100</td>
<td>2,100</td>
<td>3,200</td>
</tr>
<tr>
<td>Convenience Stores</td>
<td>$400</td>
<td>8,100</td>
<td>15,100</td>
<td>23,200</td>
</tr>
<tr>
<td>Beer, Wine, &amp; Liquor Stores</td>
<td>$300</td>
<td>2,400</td>
<td>4,600</td>
<td>7,000</td>
</tr>
<tr>
<td>Health and Personal Care</td>
<td>$400</td>
<td>2,200</td>
<td>4,100</td>
<td>6,400</td>
</tr>
<tr>
<td>Total Convenience Goods</td>
<td></td>
<td>44,100</td>
<td>82,800</td>
<td>127,000</td>
</tr>
<tr>
<td><strong>Shopper's Goods</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Merchandise</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Department and Variety Stores</td>
<td>$250</td>
<td>84,800</td>
<td>158,900</td>
<td>243,700</td>
</tr>
<tr>
<td>Miscellaneous general merchandise stores</td>
<td>$350</td>
<td>3,600</td>
<td>6,800</td>
<td>10,400</td>
</tr>
<tr>
<td>Total General Merchandise</td>
<td></td>
<td>88,400</td>
<td>165,700</td>
<td>254,100</td>
</tr>
<tr>
<td><strong>Other Shopper's Goods</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clothing &amp; Accessories</td>
<td>$350</td>
<td>11,900</td>
<td>22,200</td>
<td>34,100</td>
</tr>
<tr>
<td>Furniture &amp; Home Furnishings</td>
<td>$250</td>
<td>10,300</td>
<td>19,300</td>
<td>29,600</td>
</tr>
<tr>
<td>Electronics &amp; Appliances</td>
<td>$500</td>
<td>6,400</td>
<td>12,100</td>
<td>18,500</td>
</tr>
<tr>
<td>Sporting Goods, Hobby, Book, &amp; Music Stores</td>
<td>$350</td>
<td>11,100</td>
<td>20,700</td>
<td>31,800</td>
</tr>
<tr>
<td>Miscellaneous Retail</td>
<td>$250</td>
<td>27,700</td>
<td>51,900</td>
<td>79,500</td>
</tr>
<tr>
<td>Total Other Shopper's Goods</td>
<td></td>
<td>67,400</td>
<td>126,200</td>
<td>193,500</td>
</tr>
<tr>
<td><strong>Eating and Drinking</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$350</td>
<td>38,000</td>
<td>71,200</td>
<td>109,200</td>
</tr>
<tr>
<td><strong>Building Material &amp; Garden</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$300</td>
<td>38,600</td>
<td>72,400</td>
<td>111,000</td>
</tr>
<tr>
<td><strong>Total Retail Goods</strong></td>
<td></td>
<td>276,500</td>
<td>518,300</td>
<td>794,800</td>
</tr>
</tbody>
</table>

Source: Economic & Planning Systems
The future demand for retail square feet was split by store category into groups, neighborhood and regional. Neighborhood retail is composed of retailers that locate in smaller retail centers and serve a neighborhood trade area of 1 to 2 miles in radius. Neighborhood retail centers are typically anchored by grocery stores and provide everyday items and goods to the neighborhoods surrounding the center. Neighborhood retail centers typically vary in size from 75,000 to 200,000 square feet. The estimated demand for retail space in neighborhood contexts is 181,000 square feet, as shown in Table 9. There is an estimated future demand for 87,200 square feet of grocery store space, which equates to demand for approximately two new grocery stores. EPS believes that City should plan for two new neighborhood level retail centers or nodes in the City to meet demand from future residents. Considering the current location of grocery stores and retail in the City and areas of the City expected to attract new housing development, there should be a new center planned in the southern portion of the City in the general vicinity of the new Black Hills Shopping Center. The second neighborhood center should be planned for the north side of I-90 along either Haines Avenue or along Seger Road near the intersection of Lacrosse Road. The ideal location would be near the largest concentration of planned housing development.

There is estimated demand for 613,000 square feet of regional retail space by 2035. To provide context to this amount of space, the two major regional retail centers in Rapid City are between 800,000 and 900,000 square feet in size. The majority of this demand for regional retail space should be planned for along the I-90 corridor between Haines Avenue and East North Street. A portion of this regional retail demand should be planned for in Downtown and potentially in the southern portion of the City near the new Walmart Supercenter. Recent regional retail development has started to locate far outwards along I-90 to the east, with the new Cabala’s locating in the far-eastern portion of the City along I-90. The continued stripping of retail along I-90 and down major intersections of the highway will continue to dilute the attractiveness of retail spaces within the mall and eventually Rushmore Crossing. If current tenants of the Mall are attracted to new centers, the mall will no longer be viable and will risk becoming vacant. Concentrating new retail development near the existing regional retail centers in the City will increase the attractiveness of the existing centers. To prevent retail development from spreading outwards along I-90, the City should plan for regional retail only within the area along I-90 between Haines Avenue and East North Street. The City should consider providing incentives and assistance to existing retail centers to redevelop or repurpose spaces to attract future retail growth. Rapid City is in a great position to dictate the location of new retail due to the lack of competing cities or towns that could attract retailers. The City should proactively plan for retail growth and participate in the repurposing of existing centers to ensure that new retailers location in locations most advantageous for the City. This proactive approach will require the City to help reduce barriers to locating in existing centers.
**Table 9**
Rapid City Neighborhood and Regional Retail Demand by Square Feet, 2012 to 2035

<table>
<thead>
<tr>
<th>Store Type</th>
<th>New Demand</th>
<th>Square Feet</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2012-2035</td>
<td></td>
</tr>
<tr>
<td><strong>Neighborhood Retail</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Convenience Goods</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supermarkets/Grocery Stores</td>
<td></td>
<td>87,200</td>
</tr>
<tr>
<td>Other Food Stores</td>
<td></td>
<td>3,200</td>
</tr>
<tr>
<td>Convenience Stores</td>
<td></td>
<td>23,200</td>
</tr>
<tr>
<td>Beer, Wine, &amp; Liquor Stores</td>
<td></td>
<td>7,000</td>
</tr>
<tr>
<td>Health and Personal Care</td>
<td></td>
<td>6,400</td>
</tr>
<tr>
<td><strong>Total Convenience Goods</strong></td>
<td></td>
<td>127,000</td>
</tr>
<tr>
<td><strong>Eating and Drinking (50%)</strong></td>
<td></td>
<td>54,600</td>
</tr>
<tr>
<td><strong>Neighborhood Retail Total</strong></td>
<td></td>
<td>181,600</td>
</tr>
<tr>
<td><strong>Regional Retail</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shopper's Goods</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Merchandise</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Department and Variety Stores</td>
<td></td>
<td>243,700</td>
</tr>
<tr>
<td>Miscellaneous general merchandise stores</td>
<td></td>
<td>10,400</td>
</tr>
<tr>
<td><strong>Total General Merchandise</strong></td>
<td></td>
<td>254,100</td>
</tr>
<tr>
<td>Other Shopper's Goods</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clothing &amp; Accessories</td>
<td></td>
<td>34,100</td>
</tr>
<tr>
<td>Furniture &amp; Home Furnishings</td>
<td></td>
<td>29,600</td>
</tr>
<tr>
<td>Electronics &amp; Appliances</td>
<td></td>
<td>18,500</td>
</tr>
<tr>
<td>Sporting Goods, Hobby, Book, &amp; Music Stores</td>
<td></td>
<td>31,800</td>
</tr>
<tr>
<td>Miscellaneous Retail</td>
<td></td>
<td>79,500</td>
</tr>
<tr>
<td><strong>Total Other Shopper's Goods</strong></td>
<td></td>
<td>193,500</td>
</tr>
<tr>
<td><strong>Eating and Drinking (50%)</strong></td>
<td></td>
<td>54,600</td>
</tr>
<tr>
<td><strong>Building Material &amp; Garden</strong></td>
<td></td>
<td>111,000</td>
</tr>
<tr>
<td><strong>Regional Retail Total</strong></td>
<td></td>
<td>613,200</td>
</tr>
</tbody>
</table>

Source: Economic & Planning Systems

H:\133004-Rapid City SD Comprehensive Plan\Models\133004-Inflow-Outflow.xlsx\Supp sq ft Comm
The estimated new demand for regional and neighborhood retail was used to estimate the land acreage required to accommodate demand for new growth. A gross floor area ratio (FAR) of 0.25 was used to estimate land demand. A planning factor of 25 percent to ensure adequate land area is planned for. The demand for land to accommodate neighborhood retail is 20.8 acres. The demand for regional retail is 70.4 acres, as shown in Table 10. As mentioned previously, some of the projected new demand for new retail will likely locate in already developed areas; therefore the total demand for retail land is likely less. However, to ensure that there is adequate land planned in the City, the demand shown in Table 10 assumes all new retail growth will occur in undeveloped areas.

Table 10
Rapid City Retail Land Demand, 2012 to 2035

<table>
<thead>
<tr>
<th>Store Type</th>
<th>New Demand</th>
<th>Gross FAR</th>
<th>Land Demand (Acres)</th>
<th>Planning Factor</th>
<th>Land Demand (Acres)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neighborhood Retail</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Convenience Goods</td>
<td>127,000</td>
<td>0.25</td>
<td>11.7</td>
<td>1.25</td>
<td>14.6</td>
</tr>
<tr>
<td>Eating and Drinking</td>
<td>54,600</td>
<td>0.25</td>
<td>5.0</td>
<td>1.25</td>
<td>6.3</td>
</tr>
<tr>
<td>Neighborhood Total</td>
<td>181,600</td>
<td>0.25</td>
<td>16.7</td>
<td>1.25</td>
<td>20.8</td>
</tr>
<tr>
<td>Regional Retail</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Merchandise</td>
<td>254,100</td>
<td>0.25</td>
<td>23.3</td>
<td>1.25</td>
<td>29.2</td>
</tr>
<tr>
<td>Other Shopper's Goods</td>
<td>193,500</td>
<td>0.25</td>
<td>17.8</td>
<td>1.25</td>
<td>22.2</td>
</tr>
<tr>
<td>Eating and Drinking</td>
<td>54,600</td>
<td>0.25</td>
<td>5.0</td>
<td>1.25</td>
<td>6.3</td>
</tr>
<tr>
<td>Building Material &amp; Garden</td>
<td>111,000</td>
<td>0.25</td>
<td>10.2</td>
<td>1.25</td>
<td>12.7</td>
</tr>
<tr>
<td>Regional Retail Total</td>
<td>613,200</td>
<td>0.25</td>
<td>56.3</td>
<td>1.25</td>
<td>70.4</td>
</tr>
</tbody>
</table>

Note: Typical Neighborhood Center is 75,000 to 200,000. Typical Regional Center is 300,000 to 1 million square feet in size
Source: Economic & Planning Systems
H:\133004-Rapid City SD Comprehensive Plan\Models\133004-Flow-Outlet.xlsx\Comm Land Demand
Existing Retail Center Recommendations

Many of the existing retail centers and corridors in Rapid City are becoming outdated and are facing competition for tenants from newer centers on the edge of the community. This is a problem facing many western cities today. The future retail demand analysis indicate a significant demand for future retail development, however the older retail centers and areas of the City are at a disadvantage in attracting new retailers due to the age of the retail spaces, the cost of redevelopment or rehabilitation, and their location. The I-90 Corridor and Downtown will continue to capture the majority of the regional and tourism related retail demand, and the new neighborhood serving retail will be attracted to sites near new housing growth. The opportunities for revitalizing or redevelopment the existing retail centers in the City with new retailers are limited, so understanding and capitalizing on these opportunities is important for the future of these centers. Below are descriptions of EPS’s perspective of the market opportunities for three aging retail centers in Rapid City. EPS’s recommendations are based on the findings of the future demand analysis and a cursory overview of the overall retail conditions of the City. The recommendations are potential actions the City could explore for each center but will likely need to be backed by community support, prioritized by the City, and require more analysis into the market/economic feasibility of any potential redevelopment options.

Baken Park

Baken Park Shopping Center was built in the late 1950’s on the site of a former tourist camp. The original center was anchored by a department store and grocery store. Today the center’s primary anchor is a Family Thrift Center grocery store. The shopping center sits on 15 acres at the intersection of Main St and Mountain View Road. Baken Park is the largest center in cluster of retail around the intersection. The area is also anchored by a Safeway grocery store across Mountain View. There have been minimal visible improvements made to the original strip center but recent pad retail buildings have been added, which have the majority of the better tenants in the center. The center is owned by one entity, which increases the potential that changes could be made to the center.

Re-leasing of existing strip space has likely been an issue due to the out of date and large spaces in the existing strip center. The newer tenants have located in new pad buildings that have smaller sizes, better visibility to the road and are of better quality, despite the fact they pay higher rental rates. The center is also hampered by multiple poor access points, and an incoherent internal layout, which requires drivers to either traverse the center along the strip center frontage or cross over empty parking stalls.

Baken Park remains a great retail location that serves the western portion of the City. The center should remaining a primarily retail oriented center. With its existing anchor (Family Thrift) and location, the center would be attractive to new tenants if improvements are made. As well, Baken Park has the potential to become a community gathering place with the introduction of public spaces and better access to the surrounding neighborhoods. Improvements that would aid the center include;

- Façade improvements to the original strip center
- Major reconfiguration of the original structure to create more modern retail spaces with smaller footprints and improved frontage and windows
- A clearly define circulation pattern in the center parking lot with enhanced primary access points
- Landscaping and hardscape improvements to increase attractiveness.
• Public space with retail spaces clustered around it

The successful revitalization of the center could serve as a model for other centers in the City to follow. The size of the parcel and the space required by existing tenants, especially the grocery store anchor, limits the feasibility or need to introduce non-retail/commercial uses. The City should create a program to encourage the owner to reinvest. To guide investment, the City could create a master plan for the overall intersection to improve access, pedestrian paths/crossings, and attractiveness of the retail buildings and parking lots. The development of public plaza or community gathering space in a reconfigured Baken Park would serve to anchor the intersection and create an attraction that could attract retailers. The City should approach the owner of Baken Park to gauge their interest in revitalizing the center. The City should also work with the center's owner, other retailers in the area, and the economic development foundation to develop a model incentive program that would aid owners in increasing the attractiveness of buildings and parking lots in centers, attract new retailers, and introduce public improvements to aid access and create public spaces. Potential tools the City could apply to provide funding to pay for improvements include;

• Tax increment financing, however major development additions would be needed to generate sufficient increment
• Tax abatement – The City could use tax abatement to generate revenue for the owner to use to invest in improvements
• Public Improvement Fee/Retail Sales Fee – The City could organize the businesses surrounding the intersection and encourage them to mutually agree to apply a sales fee to all sales at the retail establishments, which will raise funds to pay for improvements to the area. The fee acts similar to sales tax but is not a tax. Some research into the legality of this type of tool in South Dakota is needed

Rushmore Mall

As previously mentioned, Rushmore Mall is the City’s major retail destination. The Center is home to the only traditional department stores in Rapid City, JC Penney, Sear’s, and Herberger’s. The recently developed Rushmore Crossing has had a significant impact on the vitality of the mall because it has created competing stores and relocated attracted away anchors from the mall. Despite the negative impact of the Rushmore Crossing, the mall remains a major retail asset to the City as its anchors draw shoppers from outside the City. With existing anchors still present, the mall remains viable but if an anchor(s) is lost, the mall risks the potential to close. As well, the development of regional retail anchors on single parcels on the edge of the City will continue to decrease the attractiveness of the mall and the City will lose the benefit of clustering additional retail around major retailers.

The mall is in need of reinvestment specifically in the areas around the mall. There is a significant amount of undeveloped and underdeveloped land around the mall that will allow for the introduction of non-retail uses in the area to generate increased traffic, visibility and attractiveness. The mall sits at a prime location along I-90, which should be leverage to attract additional uses. Many malls in western US have added outdoor, lifestyle entertainment centers on outparcels to attract more shoppers and visitors. This could be an option for the mall owner and the City to explore. To develop a plan to increase the attractiveness of the mall the City should do the following;

• Begin conversations with the mall owner to gauge the health of the mall and determine their interest in reinvestment into surrounding parcels of the mall
• Determine improvements that could be made (both public and private) around the Mall that could aid in leasing of the mall spaces
• Develop a master plan for the mall area to illustrate where non-retail uses can and should locate, and to increase the accessibility and circulation of cars and pedestrians to and around the mall
• Explore potential community gathering amenities at or around the mall that can be added
• Expand the City’s incentive tools to create ways to encourage the center’s owner to reinvest in the center, specially the outside of the center

Northgate Shopping Center

The Northgate Shopping Center is a 175,000 square foot retail center built in 1967 and is anchored by a Big Kmart discount department store. The center sits on 15.9 acres at the intersection of Cambell Street and East North Street. The center has typography issue that results in a significantly slopped parking lot. The center also lacks any sidewalks or pedestrian amenities, has multiple curb cuts, and an excess of parking. The center has not had any visible improvements made in many years. Similar to Baken Park, the strip center has several large, very deep retail spaces that do are not attractive to modern retailers. Many of the spaces in the strip center are reconfigured which has increased the number of abnormal spaces impacting the lease-ability of the center. The center’s major anchor, Big Kmart, is vulnerable to closing due recent trends for the store chain that is owned by Sear’s. Sears/Kmart does not own their parcel which will make attracting another anchor or redeveloping the center easier if the store closes.

Beyond parking lot and façade improvements to increase the attractiveness of the Center, the City has two paths it could explore to address the center. The City could apply a similar approach to the center to the one described for Baken Park. Northgate has less attractive location than Baken Park, which will make this approach more difficult. There is no clear anchor to replace Kmart in event of its closing as other major retail anchors are likely more attracted to an I-90 location. As well, Sears/Kmart is typically inactive and uninterested in improvements into stores so the centers owner would have to be willing to make improvements and get approval from Kmart.

The other approach would be for the City to consider targeting the center for redevelopment into a mixed use center with the addition of multifamily residential and more entertainment and service oriented retail. Alternatively, the City could encourage the introduction of office or flexible industrial development. The current market context of the center limits is attractiveness for residential. The City could target this center for redevelopment in the future and plan to create a vision for the center when/if Kmart closes. Until then, the City could work with the owner to identify improvements that could be made to the center to attract retailers and develop ways to encourage or incent reinvestment.

Arterial Commercial Corridors

The arterial commercial corridors in Rapid City for the most part lack any major retail centers to anchor activity along them or be used to catalyze redevelopment. As communities build out over time, these auto oriented arterials typically struggle with reinvestment and lose retailers to new centers elsewhere in the City. As it stands, many corridors have too much retail space, which dilutes the attractiveness of the corridors and leads to alternative uses filling vacant retail spaces. In general, the City should work on clustering retail around major intersections along the corridor, improving access to these clusters (both auto and pedestrian), and encouraging other uses to infill or redevelop the parcels in between retail clusters.
MEMORANDUM

To: Brett Limbaugh and Patsy Horton, Rapid City Community Planning and Development Services Department

From: Andrew Knudtsen and Matt Prosser, Economic & Planning Systems

Subject: Cost of Growth Analysis and Public Financing Toolbox

Date: September 20, 2013

This memorandum provides an overview of how the City has used public financing tools, summarizes tools used in surrounding western states, and provides a set of potential actions the City could take to expand its set of public finance tools and new approaches to infrastructure financing. The document is intended to serve as an educational tool for City staff and elected officials. Initial outreach efforts to city staff, elected officials and stakeholders during the comprehensive plan has indicated that there is a desire for the City to explore alternative uses to tax increment financing and alternative tools and approaches for infrastructure finance. The purpose of this memo is to provide a baseline understanding of the options that exist and alternative approaches that can be explored. The changes the City could make to their current approach to infrastructure finance in this memo are a series of suggestions that should be considered during the policy formation and implementation strategy formation of the comprehensive plan process. The idea is to provide a set of potential changes to allow for the vetting of ideas in the comprehensive plan process in order to create implementation actions that are generally supported by the City staff, elected officials, and stakeholders.

Public Improvement Financing in Rapid City

Rapid City funds infrastructure capital projects through a variety of fund sources, with funds provided mainly through property and sales tax revenues. Three main infrastructure related funds are provided using sales tax revenues. They are the Vision Fund, Consolidated Construction Fund, and Utility Facilities Fund. Each fund is described below.
• The Vision Fund is geared to economic development that provides funds based on a five year plan for infrastructure, economic development or civic center improvements.

• The Capital Improvement Fund is the City’s main capital improvement program (CIP). The program is a five year plan that is somewhat fluid to allow for project timing to be revised based on pressing needs. CIP funds can be used on streets, parks, civic buildings, and IT needs.

• The Utility Support Fund was created to support the City’s utility enterprise funds, such as water and sewer, by providing capital dollars for expansion of these services. The Utility Support Fund has been expanded to include streets. The City has five separate enterprise funds which include water, sewer, solid waste, the airport, and the Civic Center, which are funded through service fees primarily, with the exception of the Civic Center.

The largest revenue sources for the City are property tax and sales/use tax. Property tax rate for the City has been at or around $3 per $1,000 of assessed value for the past 10 years. The total amount of property tax revenue generated by the City is controlled by previous year’s revenue and changes in assessed valuation; therefore the rate can change from year to year. The property tax rate has been stable over the past decade. The annual incremental increase available to the City is restricted to the existing tax base plus new growth in property (i.e. new property through annexation, subdivision, changes in uses, etc.) plus either an increase of 3 percent of the base or an increase tied to the consumer price index (CPI). The City Council has elected not to take the allowed three percent/CPI increase in recent years.

The City sales tax rate is 2 percent for general retail purchases or 3 percent total (with an additional 1 percent) hotel rooms, prepared foods, and alcohol purchases. The sales tax rate for the City is controlled by the State and cannot be increased without new legislation. The ability of the City to raise more revenue is limited and therefore incentivizes the City to expand its tax base.

The revenues streams provided to the City to pay for capital improvements have not been sufficient enough to cover needed improvements. The decisions made on improvements are balanced between existing infrastructure and new infrastructure. The need to fund infrastructure to facilitate growth and the general lack of revenue for improvements to existing infrastructure, has caused the City to have unfunded improvements. As described above, it is beneficial from a fiscal standpoint for the City to encourage new growth. New development on the edges of the City has been predominately dependent on infrastructure improvements made by the City to facilitate this growth. The City is unable to pay for all improvements necessary and has not forced development to occur only where improvements exist or are planned, which has led to the use of other methods of generating funds for infrastructure improvements. Many cities in the country are unable to use existing city-wide revenue to pay for all new infrastructure and therefore have turned to other methods and tools. The City has a relatively limited number of financial tools available to pay for new infrastructure compared to other cities in the western US. This is largely due to State statutes, but there are other barriers which will be described later in this memo. Improvements needed to facilitate new development that are not paid for by the City, in turn need to be paid for by developers to allow for new growth. In order to encourage and facilitate development in certain areas, the City has used tax increment financing (TIF) as a tool to allow itself and developers to pay for new infrastructure. TIF is one of the few public financing tools available to the City currently.
The City has used TIF to finance a variety of projects and improvements. The majority of the recent Tax Increment Districts (TID’s) approved have been to finance infrastructure improvements to allow for greenfield development, including improvements that are sub-regional and serve primarily new uses in that area. Developers most commonly request TIF districts to pay for public infrastructure to service their new developments. TIDs are setup to provide a revenue stream for the developer to pay for infrastructure improvements. The developer uses the pledge of TIF funds to obtain construction loans from banks and repay debt using annual TIF payments. TIF payments are made until the debt is retired, at which time the TID dissolves. The City will also not issue debt using TIF as repayment source for any project the City is completing. For projects the City builds, the upfront funds come from other City revenue sources which are paid back through the proceeds from a TID. This practice greatly reduces risk of default on debt for the City and places the risk onto the developer to generate enough incremental taxes to service debt.

The criteria for establishing a TID in South Dakota are stipulated by State Statute. Generally provisions for the use of TIF are restricted to economic development or removing blight. However, these general purposes allow for broad interpretations and therefore most projects meet the state standards. The eligible public costs that could be paid for with TIF have been numerous and not specifically tied to specific, physical improvements. Recent legislative changes have further defined and limited eligible costs. Another legislative change forced interest rates on debt to be repaid with TIF to be market rate instead of a higher than market rate which was standard practice in the past.

The City has a clear set of criteria for using TIF, which includes encouraging redevelopment of blighted property through the investment of public funds, to stimulate economic development by assisting projects that promote the long term economic vitality, to stimulate increased private investment in areas that would have otherwise remained undeveloped or under-developed, to stimulate the construction of affordable housing for low and moderate income residents, and to facilitate the reconstruction, maintenance and completion of the City’s existing infrastructure network to support the existing growth and guide the future growth. Applications for a TID require the applicant to meet provisions for project purposes, criteria for use, and eligible costs, much of which are based on the State statute allowing the use of TIF and City standards. The City has a TIF District Project Review Committee, which consists of members of the City Council, Planning Commission, Pennington County, the School District and economic development staff. This committee reviews projects and make recommendations to the Planning Commission and City Council. City Council has final approval of the districts.

Rapid City has created 73 Tax Increment Districts since 1983, with the most recent TID approved in May of 2012. Twelve of the TIDS were approved but never formally adopted and 24 of the districts are still active. TIDs have a maximum length of 20 years and most expire before 20 years. The City currently generates approximately $13.5 million in property tax annually, of which approximately 8 percent or $1.1 million is being used by TIDs.

Rapid City also uses and has tried to use a variety of other tools or mechanisms to fund new infrastructure. The City’s water and sewer enterprise funds charge connection fees to connect to city water and sewer, but these fees are relatively small. The City has allowed some developers to provide connections for a new development area and be repaid by subsequent developers in the area with their connections fees once they develop. This practice is generally not encouraged and creates complications for the City and developers. The City enacted a water impact fee in 2002, via a special election, which was repealed in 2003.
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The current approach to the use of TIF in Rapid City has both positives and negatives. Some of the positives to the use of TIF are:

- Facilitates new development within the City
- Generates increased tax revenue once the TID expires and increases the value of the City
- Allows for investment in City with no increase in taxes
- TIF is one of limited set of tools available to the City

Some of the negatives to the current use of TIF in Rapid City include:

- A disproportionate burden on all residents and business owners for improvements that often benefit only a narrow section of the community
- Widespread use of TIF in the City with approval based on a diluted interpretation of criteria

The lack of revenue tools hampers the City’s ability to provide public facilities for new and existing residents and has led to the routine use of TIF. The use of TIF has become more politically sensitive in recent years, as well. The City needs to identify new approaches and methods for providing public infrastructure and amenities.

Public Financing in Western United States

A detailed set of public financing tools used in South Dakota and other western states is provided below, including tools from California, Colorado, Nevada, New Mexico, Oklahoma and Wyoming. The identified tools used in these states include a description of each tool and examples of their most common uses. Many of the tools described may not be allowed in South Dakota but the mechanism may be able to be modified to meet State statutes or could be cited as reason to make needed legislative changes the City can encourage. The tools have been organized by type and geographic orientation.

Project and Area Specific Options

A variety of funding mechanisms are available to fund specific infrastructure or public facilities projects that can be geographically defined as the site-, neighborhood-, or city-level.

Area of Development Impact Fees (ADIF) - California

Area of Development Impact Fees (ADIF) are created to pay for improvements necessary to provide services to new development. Impact Fees are a one-time fee charged most typically at time of building permit approval. Impact Fees may be enacted by a legislative body (i.e., city or county) through adoption of an ordinance. The local agency must make findings every 5 years regarding how the funds have been expended and/or will be committed. ADIFs are flexible and may be used for a wide range of capital facilities. ADIFs are generally understood and accepted by the development community. Fees must meet State standards that require that fees be levied in an amount proportionate to the need for the public facilities created by the new development. Typically Impact Fees are assessed on a municipal wide basis but can be tailored to subareas of cities or counties that can justify fees for specific facilities.

Special Districts

Special districts are typically autonomous units of local government having an array of powers with the ability to determine their own objectives, finance improvements, perform services, and
control their own budgets. Special districts are designed to address multiple projects and/or to provide services over a period of time.

**Special Assessment Districts – California**

Special Assessment Districts are set up to levy a tax by cities/counties in specific areas to finance development and operations and maintenance of public improvements for that area. An additional tax is levied against real property, existing or new development, on the basis of benefit. A district is proposed by a city/county and put to a majority vote of impact property owners weighted in proportion to the assessment liability. The entity enacting the district may issue bonds secured by assessments. Districts that are created to pay operations and maintenance costs can be rescinded by vote. The most common uses are to fund infrastructure improvements to service a new development area, or to fix/improve aging infrastructure in an existing area. The improvements made are typically sub-regional and serve just the area that is in the district.

**Special Taxes/Mello-Roos District - California**

Mello-Roos Community Facilities Act (1982) created the ability to create a Community Facilities District (CFD), which is authorized to levy a special tax to finance certain public facilities and services. The CFD can be city or countywide or for a specific area. A two-thirds vote of the registered voters living in the proposed district at time of election is required to set up the district. Funds from a CFD may be used to finance new public facilities and services as well as expand existing facilities and services. CFD taxes can be apportioned without showing benefit to individual parcels and without showing a nexus between the source of the tax and its use. A two-thirds vote is often difficult to achieve if all landowners in a district are not supportive of the project. A CFD created to pay for operations and maintenance can be rescinded by vote. Apportionment of CFD taxes may be complex. CFDs are most typically set up for new development areas that have one up to a handful of property owners, which ensures approval of the district and allows the developer to set up structure of the CFD.

**Metropolitan Districts – Colorado**

Metropolitan Districts (Metro Districts) are the most widely used “special district” in Colorado. They are used both as a “development districts” to finance the construction of the new infrastructure and to finance specific improvements in older established areas. Metro districts must include two or more improvement projects or services. The districts can be used on a wide range of improvements and services (i.e., water and sewer, streets, parks and recreation, fire protection, or public transportation). To create a metro district, the district is required to submit a service plan that is authorized by the local or county legislative body. The district is formally approved by a majority vote of the impacted property owners. Once formed the district is operated by a district board of directors consisting of property owners. Districts can levy and collect ad valorem taxes on residential and commercial property. A mill levy can be allocated separately for capital construction and operations. The district can also impose tolls, fees, penalties, or charges for services and issue general obligation and revenue bonds. New districts are most often created for new, greenfield development where there is usually a few or just one property owner, which makes formation only dependent on municipal or county approval of the service plan. Historically, metro districts have been used to finance municipal improvements and provide infrastructure to newly annexed areas. Developers increasingly utilize them as a financing mechanism passing infrastructure costs to the homebuyer or end user. The frequency of use of metro districts varies greatly by city and county in Colorado, with some counties
allowing metro districts for virtually all new development and some restricting service plan approvals to a limited area. This practice can create a varied and uneven tax burden.

**Infrastructure Development Zones – New Mexico**

Modeled after Colorado’s Metro Districts, Infrastructure Development Zones (IDZ) can be formed as a quasi-municipal corporation with the power to enter into contracts, issue debt, and tax. An Infrastructure Development Zone can include multiple cities and counties, non-contiguous but must be within 3 miles if non-contiguous. Permissible services include a wide variety of municipal services such as water, sewer, roads, parks, streetscape, public safety facilities, energy facilities, telecommunications, education and cultural facilities, and others. A developer proposing an IDZ must submit a petition signed by 30 percent or 400 (whichever is smaller) of the taxpaying electors in the proposed zone. IDZs that provide the same service generally cannot overlap. Projects can be financed from proceeds from general obligation bonds; money a municipality or county contributes to the IDZ; annual property taxes or special assessments; state or federal grants or contributions; private contributions; user, landowner and other fees, tolls and charges; proceeds of loans or advances; and any other legally permissible sources. General obligation bonds are approved by an election of property owners.

**Improvement Districts**

Improvement Districts are formed to finance and implement a broad spectrum of public improvements such as street lighting, landscaping, and/or water and sewer improvements. Improvement districts are generally single-purpose districts and are not intended to function beyond project completion although there are exceptions to this. Typically improvement districts have a limited geography (i.e. much smaller than the city boundary) related to specifically to the area served by new improvements.

**Integrated Financing Districts - California**

The Integrated Financing Act establishes a mechanism for financing an expensive and large public facility by levying an assessment contingent upon development of land. All property owners within the District who choose to develop need to approve. Generally, the assessment is triggered by approval of a tentative subdivision map, a zoning change, or the receipt of a building permit. These districts are created the same way as Special Assessment Districts, which requires a majority vote weighted in proportion to the assessment liability. An Integrated Financing District allows a developer to fund a public facility and proceed with a project with some assurance that they will receive reimbursement from other property owners who will also benefit from the public facility. The front developer must assume the risk of receiving reimbursement in a timely manner. The law is relatively new and untested; therefore, bonds or debt issued under this act may be more expensive than those issued under more conventional mechanisms.

**General Improvement Districts (GID) - Colorado**

GIDs are created to finance identified “public” improvements (except for electric lights, gas systems, or gas plants). Initiated by a petition from a majority of impacted property owners, the district is designated and authorized by the local legislative body. A GID can levy and collect ad valorem taxes on residential and commercial property. Also, a GID can impose tolls, fees, or charges for any revenue producing services or facility within the district, as well as, issue general obligation and revenue bonds. A city can use power of eminent domain with a GID. GIDs are most commonly used to finance public infrastructure improvements within a specific area, with the needed improvement serving the properties within the GID.
Special Improvement Districts (SID) - Colorado
SID(s) are created to finance improvements that enhance the designated area (i.e., street lighting or roadway improvements). SIDs are initiated by local legislative body or a petition from a majority of the impacted property owners. The SID is designated and authorized by the local legislative body. A SID can impose special assessment to pay for improvements based on an allocation of the total project costs. A variety of formulas can be used to determine the appropriate assessment rate (i.e., per linear foot or per square foot of improvement). A SID can also issue special assessment bonds to pay for improvements. SIDs vary from GIDs in that they are typically used for specific projects and use an agreed upon assessments (fee), instead of ad valorem taxes.

Business Improvement Districts (BID) - Colorado
BIDs are created to finance the construction and/or for the maintenance of “public” improvements in a designated area and to promote the growth of local businesses and the surrounding neighborhood (i.e., street lighting or marketing pieces for the district). BIDs are initiated by a petition from a majority of impacted property owners. The BID is designated and authorized by the local legislative body and operated by a district board of directors. BIDs can levy and collect ad valorem taxes on commercial property. As well as, impose tolls, fees, or charges for services, establish special improvement areas and impose special assessment, and issue general obligation and revenue bonds. There are typically some form of Business Improvement District in most states, with a wide variety of powers and restrictions depending on the State. The Colorado form is just one example with a wide variety of powers. South Dakota allows for Business Improvement Districts, which have specific revenue tools associated with them.

General Improvement Districts - Nevada
General Improvement Districts (GID) have the ability to levy property taxes for improvements related to construction of power plants, distribution of electrical energy, sewer systems, as well as construction or acquisition of a water system in a specific area. Collected taxes cannot be used for operational funding. The primary function of GIDs is to pay for applicable infrastructure costs associated with the construction of new subdivisions, where the developer is required to pay for new improvements.

Special Improvement Districts - Nevada
Through Chapter 271 of the Nevada Revised Statutes counties, cities, and town are allowed to form Special Improvement Districts (SID). Districts can be initiated by the municipality or at the request of property owners. The purpose is to finance specific improvements within the municipality such as commercial area revitalization, off-street parking, street beautification, or transportation project; among others. Under the statute, SIDs may contract with non-profits for commercial area revitalization projects. An assessment is placed on the effected properties based upon the specific properties attributes (such as assessed value, size, frontage, etc.), the proceeds of which are used to finance 10 – 30 year bonds issued by the municipality to pay for improvements.

Special District – Wyoming
Using an optional sales tax, cities and counties can create a special district to fund specific projects. The optional sales tax is only applied to merchandise sold within the designated district. The sale tax expires upon collection of approved amount for the specific project. By itself, this sales tax is limited to 3 percent.
Benefit District – Wyoming
Benefit Districts can be created to fund public improvements for a given subarea of a city or county that warrants improvements that are unique from those of the city/county as a whole. Benefit districts can impose impact fees on new development to fund improvements.

Special Authorities
Special authorities are quasi-municipal organizations most typically intended to halt the spread of "slum" and "blight" and redevelop deteriorating areas. These authorities are designed to address multiple projects over a period of time. Special Authorities are typically the only authorities authorized to use tax increment financing. The special authorities in other states are similar to tax increment districts in South Dakota. The use of redevelopment authorities and TIF in other states is most often focused on improving existing, urban areas. Two of the states profiled, Colorado and Nevada, limit the use of TIF in undeveloped, greenfield areas.

Urban Renewal Authority (URA) - Colorado
Urban Renewal Authorities set up urban renewal areas/districts to eliminate "slum" and "blight" and finance improvements (i.e., removal of dilapidated buildings or road improvements). URAs are initiated by a local agency or a petition from a majority of the impacted property owners. To form a URA, a “blight” designation and approval of a development plan is needed. URAs can receive grants, loans, and contributions, sell or lease property, issue general obligation and special obligation bonds as well as utilize tax increment financing (both sales and property tax increments). Tax increment financing (TIF) funds can be used on a “pay as you go” basis or to support revenue bonds. URAs also have the power of eminent domain. Recent legislation in Colorado precludes the use of urban renewal in greenfield areas.

Downtown Development Authority (DDA) - Colorado
DDAs are formed to develop and redevelop the central business district and finance improvements (i.e., preparation of economic studies or removal of dilapidated buildings). Initiated and designated by a local legislative body, a DDA requires “blight” designation for approval and to be formally approved by a majority vote of the impacted property owners. The DDA is operated by an appointed authority board of directors and is required to have a development plan approved before starting projects. There can only be one DDA per municipality. DDAs can collect and levy an ad valorem tax on property (up to 5 mills), impose fees or charges for services and special assessments, issue revenue bonds, as well as utilize Tax Increment Financing (both sales and property tax increments).

Metropolitan Redevelopment Act (MRA) – New Mexico
The Act is an effort to address blight and slum-like conditions in municipalities in New Mexico, by allowing them to create redevelopment authorities. Through the authorities, municipalities are authorized to acquire, own, lease, improve and dispose of properties in a metropolitan redevelopment area to create employment and improve economic activity. Municipalities must be able to promote industry and develop trade or other economic activity; mitigate the serious threat of extensive unemployment and maintain a balanced and stable economy in an area declared to be a slum or blighted. Housing is an acceptable end, but acceptable uses are varied. A municipality can use all powers except eminent domain to accomplish the goals. The main revenue source available to redevelopment authorities is tax increment financing.
Redevelopment Agency - Nevada

Authorized under Chapter of 279 of the Nevada Statute, the primary financial tool for redevelopment in Nevada is the creation of a Redevelopment Agency. The Agency is created at the municipal level by the appropriate legislative body with a board consisting of the general public and legislators for four year terms. For cities of 300,000 or more, 15 percent or more of property tax revenue must be set aside to improve and preserve the number of low-income dwelling units in the community.

To create a redevelopment area, a community must have a planning commission and master plan. If the prerequisites for a redevelopment area considerations area met, a resolution designating an area for evaluation must be submitted by to the legislative body. Any area under consideration must at least 75 percent of its land be improved. A Redevelopment Plan must be adopted and approved by the legislative body which includes a finding of blight, approved plans allow for financial tools to be utilized. Redevelopment areas, through the agency, can use tax increment financing, receive grants, loans, and contributions, utilize revolving loan funds, and sell or lease property. The redevelopment agency can utilize tax increment bonds. Tax increment financing funds can be used on a pay as you go basis or to support revenue bonds that are limited to 20 year timeframe. The authority also has the power of eminent domain.

Urban Renewal Authority – Wyoming

For redevelopment of a blighted area, a municipality may prepare an urban renewal plan. The URA has the authority to set aside the increment of net new tax proceeds, to levy taxes or assessments, and to issue bonds to fund infrastructure improvements.

Developer Agreements

There is a wide range of project specific revenue share agreements possible to be negotiated and included in a development agreement. The most prevalent public investment options are described below.

Certificates of Participation (COPs)/Lease Financing – California & Colorado

A COP enables a public agency to lease a property from a third party such as a non-profit corporation or a joint powers authority. The COPs are sold to investors who are repaid by lease payments made by the public agency. COPs are often used to allow for a private developer to obtain financing to construct a public facility. The facility is ultimately owned by a third party with lease payments coming from the public agency. COPs do not create new revenues for financing a public facility. The lease payments must be tied to a revenue source such as the general tax base or user fees; e.g., a water treatment plant could be repaid with water service fees. COPs are not considered debt to the public agency and therefore do not require voter approval unless the COP is supported by an installment sales agreement. The procedure depends on the statutory leasing authority of the agency. In some instances it may be necessary to competitively bid the lease pursuant to laws pertaining to the acquisition or disposition of publicly owned properties. Tax exempt COPs created for public purposes and have a lower interest rate than bank loans. COPs may be used to finance almost any real property. The COP encumbers the leased property and therefore may complicate future dispositions of such property and adds complexity to the control of the property by the leasing entity. COPs are also used in Colorado but not commonly.

Public Improvement Fees – Colorado

A public improvement fee (PIF) is a sales fee imposed by the developer on tenants; the tenants in turn typically pass on the fee to the consumers. A developer uses lease terms and other real
estate agreements to impose the PIF. PIFs are used generally to finance public improvements (e.g. parking structures, streetscape improvements, and other forms of infrastructure). A PIF agreement must be a part of the development agreement negotiated with the governing municipal body. The governing municipal body initiates the PIF by approving the development agreement through resolution or ordinance. Typically the local jurisdiction agrees to collect the PIF and filter funds to either a Public Improvement Corporation or Special District. The Public Improvement Corporation or Special District finances the improvements. However, sometimes the PIF funds are funneled to the developer directly for repayment for infrastructure improvements. Revenue is generated by collecting a fee charged on sales. A PIF is not a tax but a fee; therefore, it becomes a part of the overall cost of the sale/service and is subject to sales tax. The total cost of the item plus the PIF is then taxed at the normal sales tax rate. Local jurisdictions often voluntarily reduce their sales tax rate within the PIF boundary in order to keep the total charge competitive with other retail outlets. This commonly referred to as a Credit PIF. PIFs are most often used for large retail development projects, where sales will generate enough funds through a PIF to fund improvements. Many of most recent, large retail developments in Colorado have some sort of PIF agreement.

Revenue Sharing – Colorado

Revenue sharing structures an agreement between a local jurisdiction and private entity for reimbursement of construction of public improvements and/or as an incentive to a specific store tenant. Revenue sharing may include either sales tax or property tax. In practice, a city will agree to share a portion of the net city sales tax or sales and property tax proceeds with the developer over a specified time period and/or up to an agreed upon maximum limit. A revenue share agreement must be a part of the development agreement negotiated with the governing municipal body. The governing municipal body initiates the revenue share by approving the development agreement through resolution or ordinance. A portion of the sales or property tax is remitted to the private entity in order to reimburse the cost of public improvements. Local jurisdictions often require a guarantee against lost revenue either in the form of a clawback or bondable leaseholds on tenant space. Some cities have passed ordinances establishing a sales tax sharing program, referred to in some cases as an enhanced sales tax incentive program (ESTIP). The ordinance defines the types of projects where sales tax sharing can be used, the criteria for consideration, the use of funds, and the amount of sales tax that can be shared. A formalized program allows for more clarity in use for the public and development community and it prevents sales tax sharing on ad-hoc basis, which is often the case in Colorado.

Tax Abatement – South Dakota

Tax abatement is allowed in South Dakota. County commissions may abate from 0 percent to 100 percent of the property taxes on a new structure or an addition to an existing one. This abatement is available on all industrial, commercial and non-residential agricultural structures with a value over $30,000. The property tax liability after construction cannot be less than the tax liability prior to construction. An abatement program in Rapid City would require Pennington County approval and participation.

Sioux Falls has a “Reduced Taxation Incentive Program” created to stimulate development within Sioux Falls. The program allows for up to five years of property tax abatement for certain construction and development projects which add net taxable property value to the community. Projects within the downtown and core neighborhoods may be eligible, as are city-wide industrial and business projects.
City / County Wide Options

There are a variety of financing options available to local governments for funding infrastructure improvements that generate revenue from a city-wide or county-wide population, most are structured as an increased sales or property tax with a defined purpose and/or limited time frame.

Impact Fees – Various States

Impact fees are an effective way to generate revenues for infrastructure improvements by ensuring that development pays its fair share for needed capital improvements. Costs for a portion of new infrastructure can be paid by and in proportion to incremental new residential and non-residential development. The fees typically vary in amount based on the use and size of building, which is determined based on the study completed to determine the need for fees. Impact Fees are most commonly used to pay for the expansion of City/County enterprises such as water, sewer, parks and schools to serve new users created by new development.

Revenue Bonds/Public Enterprise Bonds - California

California allows for the use of revenue bonds as a mechanism for financing facilities that provide benefits to a group of easily identifiable users, e.g. service users. A resolution must be adopted by a majority vote of the governing body of the local agency stating the purpose of the proposed issue, the cost, and the terms. Revenue bonds do not generally constitute a debt to the issuer since they are paid directly from income generated by the facility. These types of bonds are only appropriate for financing facilities that have a guaranteed revenue stream such as sewer and water plants.

Marks-Roos Local Bond Pooling - California

The Marks-Roos Local Bond Pooling Act of 1985 allows public agencies/joint powers authority to use a pool financing technique. Marks-Roos Bonds must be authorized by a resolution adopted by the joint powers authority at a regular or special meeting of the joint Board. The participating local agencies must also approve the use of this mechanism and make the determination of “significant public benefits.” Using the bond pooling allows for the financing of several small projects and potentially reduces borrowing costs due to economies of scale. The pooling allows for smaller projects to access debt markets and avoid direct liability. Pooling may increase complexity of the financing instrument and create possibly higher borrowing costs due to enhanced credit needs.

Local Redevelopment Act (LEDA) – New Mexico

The New Mexico Redevelopment Act (LEDA) was passed by the state legislature in 1994 to give local governments the ability to be involved in economic development. LEDA provides local governments the ability to raise revenue through the sale of bonds. Funds may be used to provide land, buildings, infrastructure to support business retention, growth, and development.

In order to use funds to support economic development, LEDA requires local government adopt an economic development plan or a master plan with an economic development component. There is a cap on the amount of money that can be spent on economic development equal to 5 percent of general fund expenditures.

There are several allowable economic development projects including purchase, lease, grant, construct, or reconstruct buildings or infrastructure; acquire or convey land; provide direct loans or loan guarantees for land, buildings or infrastructure; provide public works essential to location and expansion of business. Retail and farming businesses do not qualify for local funds.
To fund economic development activity approved by LEDA, municipalities and counties may levy an Infrastructure Gross Receipt Tax (I-GRT). I-GRT must be approved by a majority of voters before it takes effect. Municipalities may impose a maximum ¼ of one percent tax; counties are limited to 1/8 of one percent tax. These can be augmented with state grants. The funds can be used to replace, repair, or construct infrastructure, for general municipal or county services, to pay debt service on bonds, and expand or improve public transportation.

5th Cent General Purpose Optional Tax - Wyoming

The 1st through 4th cent sales tax in Wyoming is statutorily set at 4 percent, with 69 percent dedicated to the state general fund and 31 percent to local governments. The portion allocated to local government is distributed on a per capita basis. The optional 5th Cent General Purpose Tax is used for general funding for city and county governments, and is renewed through a voter-approval process every four years. Most local governments have renewed this as a matter of course since it was first established. By itself, this tax is limited to 2 percent.

6th Cent Sale Optional Tax – Wyoming

Sometimes referred to as the SPET (Special Purpose Excise Tax) or 6th cent tax, it is an additional one cent sales tax available to counties (and projects in a city through ballot measure) that can be applied to capital improvements. The tax requires voter approval for a specific improvement or set of improvements, and when the improvements are paid off, the tax expires. By itself, this tax is limited to 2 percent.

Optional Sales Tax - MAPS Initiative – Oklahoma City, OK

In order to raise funds to revitalize the downtown area of Oklahoma City, the citizens of the City voted to approve a temporary 1.0 percent sales tax increase, which has transformed into an ongoing initiative. MAPS initiatives fund pre-specified projects with a limited term, one-cent sales tax. The projects in each MAPS initiative are built debt free and are complete once funds are raised with some projects completed after the tax increase time period has expired. The first MAPS initiative focused on projects aimed at revitalizing the downtown of the city and included new and upgraded cultural, sports, recreation, entertainment and convention facilities. The first MAPS initiative was an overwhelming success, which has led to subsequent efforts including "MAPS for Kids" which focused on improvements to the public school system and has led to the passage of a third MAPS initiative. Every MAPS initiative has been a 10 to 12-year process. The initiative is a success because it creates tangible results and community amenities, projects are delivered within the funding provided, projects are clearly defined at time of approval, the increase in tax is limited in time period, and each initiative is approved by the citizens.
New Approaches in Rapid City

The tools described above provided the basis of how other states finance infrastructure improvements, which will enable the City to explore possible approaches to consider. As mentioned previously, there are potential legal barriers to use of many of these tools in South Dakota and an action plan would identify the City’s role in changing legal structures. Below are a series of approaches the City can explore to financing public infrastructure and amenities.

Grow the Tax Base

Growing the existing value of property in the City is most often first approach cities take to generating more revenue. Investments in the City can have a positive impact on property values of existing uses. In recent years, the City Council has decided not to take the allowed growth in tax base of up to 3 percent or CPI. By not taking this increase in the tax base, the City is not reaping the benefit of efforts to increase the value of the City. Furthermore, the cost to provide services to the City residents does not remain constant. The cost of doing business for private and public sector often grows at the same rate at which the economy, consumer prices, and incomes increase. By not allowing the tax base to grow at the same rate that costs for services increase, the City is creating a gap between revenues and costs artificially. Not realizing the increased benefit from increased values of existing property puts a greater pressure on the City to grow outwards, which will most likely need public investment to facilitate. Alternatively the City could approach increases in the property tax base by aiming to keep a constant tax rate for property owners. A constant tax rate will allow property owners to have a sense of certainty from year to year. It will also enable the City to benefit from rising property values and eliminate the current practice of reducing rates to offset appreciation.

Redefining the Use of TIF

The popularity of tax increment financing in South Dakota, specifically for new infrastructure improvements in greenfield areas, is due to the limited number of tools available to cities and developers in South Dakota. The use of TIF varies greatly in the State, but is most prevalent in Rapid City. Sioux Falls, by comparison, has approved 18 TIDs compared to 74 in Rapid City. The use of TIF to fund public improvements that primarily serve a specific geographic area places the burden/cost of growth on to entire communities and not users that are provided a direct benefit. Traditionally the use of tax increment financing in the Western US has been for aiding areas that need public intervention to make market rate development feasible and is often used in a targeted, area specific manor. While Rapid City has criteria for using TIF that stipulates projects requiring funding only if the project was not feasible otherwise, the burden of proof of this stipulation is low. Increasingly in other states in the US, the powers of entities that use TIF have been curtailed due to perceptions, justified and unjustified, of miss-use. As shown previously, Colorado has restricted the use of urban renewal and TIF in greenfield areas. California has recently to ban redevelopment authorities and the use of TIF. With growing scrutiny on this tool, the City could consider refinements to its use to ensure new projects approved are defensible and meet the objectives of the City. Changes that the City should consider include increasing the burden of proof of project feasibility, limiting or preventing the use of TIF in greenfield areas, and/or requiring the use of TIF only on projects that have a City-wide benefit or meet City-wide goals.

Any changes to the current use of TIF will generate some push back from the development community. As well, curtailing the use of TIF will reduce the tools available to developers and the City to provide public infrastructure and facilities. Additional approaches and tools to providing
infrastructure and services in new growth areas are essential if the use of TIF is restricted or refined. There have been efforts in recent years in the State to further restrict the use of TIF, which is the case in most western states. Any future restrictions in the use of TIF will only increase the need for alternative approaches.

**Explore Home Rule Status**

The South Dakota legislature proposed a constitutional amendment in 1961, which was approved by voters in 1962, allowing cities in South Dakota to become home rule. Subsequent amendments expanded home rule to counties and the combination of counties and cities to become home rule, but also restricted the powers of home rule cities, including forbidding home rule units from changing assessment practices and procedures related to ad valorem taxation. Additional restrictions approved in 1996 prevent home rule units from establishing or increasing any tax or fee that is not allowed to be enacted or increased by non-home rule units. Home Rule charter gives a municipality any legislative power or power to perform any function not denied by its own charter, the State Constitution, or laws of the state. To date, very few South Dakota cities or counties have become home rule, with many finding the advantages not worth the effort. Many early attempts to become home rule, including one in Rapid City in 1965, failed. The main advantage of home rule is the ability to determine government structure and functions that city has and provides. The status provides flexibility in how cities function and the services they provide, however the restrictions on revenue generation do not provide the same flexibility in determining how to pay for services or programs, as is the case in other states. The City should explore the benefits to revenue generation and effective community investment of becoming home rule.

**Create a Tax Abatement and Revenue Sharing Program**

The use of tax abatement is allowed in South Dakota. The barrier to use in Rapid City is the willingness of Pennington County to allow it. Developing a tax abatement program is easiest step the City can take to create a new incentive tool. A tax abatement program can serve as a replacement to the use of TIF for economic development efforts and tie incentive funds directly a specific use. In communities that use Tax Abatement, the tool is tied to the creation of public amenities or development, but can also be used as an incentive tool that do not have significant requirements from developers. The City should begin discussions with the County to form an abatement program. A collaborative program between the County and City is the best way to build support for the program. The use of the tool should be targeted to specific purposes and have clearly defined and stringent criteria for us. Use of abatement for economic development efforts, especially business recruitment, and for incenting affordable housing development, is the most logical application of this tool. The City should also explore and consider varying levels of participation for taxing entities. They City could approach using abatement with only dedicating a portion of County and School District taxes, while committing the City’s entire portion of the tax. The City should also determine if it can abate its own portion of property tax without County consent.

Rapid City should also explore the legality of sales tax sharing with developers or businesses. A program can be created that allows for the use of sale tax generated by a new project, in return for providing public infrastructure needed for the project or to enhance the quality of the project. This program could replicate a common use of TIF by the City but with sales tax. Typical sales tax sharing agreements require the creation of public infrastructure or amenities and are limited to a certain portion of sales tax generated. The amount shared by communities is most often tied to specific project costs that generate a public benefit. The length of time for sharing is also
specified and as well as a maximum yearly contribution. Several communities that use sales tax sharing restrict the portion of sales tax shared to the sales that are “net new” to the community. This means the developer/retailer must illustrate how a new store(s) will generate increased sales within the City that are not already being spent at stores in the City. The use of a public improvement fee (described previously) acts similarly to sales tax sharing, especially if the City uses a “Credit PIF”. The use of PIF, since it is a developer/tenant agreement approved by the City, instead of direct sales tax sharing may better work within State regulations.

**Explore using tools that shift cost burden to those with a direct benefit**

Several new development projects in Rapid City have been effectively subsidized by Rapid City through the use of TIF. In these instances new development is not paying its own way and the cost of growth is being paid for by City-wide (and County-wide) property owners. Rapid City should explore the creation of new tools that allow for the cost of infrastructure to support new development to be shifted onto those who directly benefit.

Several states allow cities to use some sort of improvement district (controlled by the City) or special district (controlled by affected land owners) to pay for public infrastructure improvements and services. The use of improvement districts is most direct way to tie infrastructure costs with direct users. The most effective use of improvement districts is for projects that provide a specific improvement to an area and are limited in scope, cost and time frame. The City should identify the barriers to implementing improvement districts in South Dakota. Improvement districts are generally controlled by the local municipality, which is should be the preferred approach opposed to special districts that only require city approval.

Several western states allow for the creation of special districts, which are quasi-municipal corporations, which act like municipalities, to provide specific services to areas in lieu of a city or county providing them. These types of entities are more popular in unincorporated areas were municipal services do not exist. This type of entity could potential be a way to work around the state regulations regarding cities and counties in South Dakota. These districts charge fees and taxes that are directly related to the improvements and services they provide allow for a direct linkage between improvements/services and fee/tax charges for them, which is more politically palatable. However critics of such entities point to the lack of control cities and counties have over these districts. The freedom of these types of districts is in conflict with the current reasoning (i.e. concerns over decentralization of power) for strict controls on cities in South Dakota.

Impact fees are another method local governments can use to ensure that adequate public facilities are provided concurrent with new development. Most communities require developers to provide all on-site public infrastructure (or bonds to ensure future construction) as part of subdivision approvals. These include roads, parks, school sites, drainage facilities, sidewalks, wet and dry utilities, and other types of infrastructure. Most development generates off-site impacts and the mitigation requirements, depending on their size and nature, can sometimes provide benefits to the new development as well as the existing community. Determining the portion of the needed facilities attributable to a specific development has been historically challenging and sometimes contentious. Moreover, the scale of some community facilities (i.e., a library) is such that the threshold for mitigation is rarely reached by individual development proposals. Impact fee programs are an outgrowth of the development approval process that enables local governments to ensure that the cost of needed facilities is borne proportionately by each new development proposal. Thus, an impact fee program can be viewed as a comprehensive system that reduces but does not necessarily eliminate the need to develop
Exactions for individual projects. An impact fee program for facilities and/or services the City needed to serve new residents should be considered. Impact fees are most often used for water, sewers, or roads, but other uses can include parks, open space, trails, recreation amenities, libraries. The City could first explore impact fees for improvements that most commonly need expansion due to new development but often lack funding or require TIF funds to allow developers to provide them.

By shifting the cost of new infrastructure on to the developer and future owners in new growth areas, the City can reallocate resources to existing facilities. Simply requiring a developer to pay for all improvements needed to develop a new area may lead to some projects becoming infeasible. The use of alternative tools, such as improvement districts, will allow developers, with the City, to make projects feasible.

**Revamp the revenue structure of the City’s Enterprise Funds**

The City should revamp the service cost structure of its enterprise funds for water and sewer to generate sufficient revenue to offset the cost of serving new users and do away with the need for utility support fund. The City should explore creating differing rate structures for new development areas in the City, which could allow the City to charge more to new users of the system to pay new improvements. Increased connection fees should also be explored to offset the cost of extending services to new users or creating differing fee structures for new connections in areas needing improvements to receive services. Lastly, the City could explore creating a formalized developer improvement program that can use future connection fees and service fees to repay developers for creating system extensions or creating connections that will serve areas outside of their development. This practice currently occurs in limited cases, but a formalized program will provide clarity for repayment for developers and allow them to weigh risks of participation. Participation in certain areas or specific cases may also be used as an incentive to leverage larger system expansion.

The City is currently exploring creating an enterprise fund for storm water as a way to collect fees for use of storm water facilities. This effort is a good attempt to tie cost of service to users and should be encouraged. However, the creation of additional enterprise funds is only recommended for services that have a direct users and where fees for services are provided.

**Align the use of tools with priority areas and objectives**

The City could explore limiting the use of public financing tools to high priority growth or redevelopment areas. This practice will direct the private investment in areas the City is planning for growth and provide incentive for developing in that area. To increase the attractiveness of the priority areas, the City can align their capital improvement program to focus on priority areas. Development outside priority areas does not have to be discourage but city participation, with tools or incentives, will not occur in these areas placing the burden and cost for needed improvements on the developer and future users. The use of public financing could be tied directly to economic development objectives and community objectives.

**Expand tourism taxes**

The City should consider encouraging state legislative changes that allow for the expansion of tourism related taxes and fees. The State recently increased the rate of their dedicated tourism sales tax rate by 0.5 percent. Rapid City could try to encourage legislative changes to allow for higher rates or expand powers for cities for tourism related taxes and fees. Of the revenue mechanism that raise the tax burden, increased tax rates on tourist likely have least impact on
residents as they are charged on things such as lodging where revenue is driven largely by out of city and out of state tourists. Tourists to Rapid City also generate an added burden on municipal services and allowing for revenue sources tied to tourism to be controlled by the City will allow for the City to more efficiently and equitable offset this burden.

**Fiscal Impact of Development**

In order to provide a basic understanding of the relative impact of new development in Rapid City, EPS summarized the fiscal impact of new development from several fiscal impact analysis performed by EPS. A fiscal impact analysis for Rapid City was not in the scope of work for the comprehensive plan, and a full analysis requires a significant level of effort to understand the city budgeting and service provision practices. Information on the fiscal impact of new development in other communities is meant to illustrate the relative impact that is likely present in Rapid City without a full analysis.

EPS has performed several fiscal impact studies in the western US in the firm’s history. The majority of the firm’s fiscal impact work has been performed in either California or Colorado. The per unit or per square foot factors for on-going revenue and expenditure for new development from 10 fiscal studies completed by the EPS Denver office over the past 10 years are shown in **Table 1**. The on-going (i.e. annual, recurring) factors for single family homes, retail and office space are shown. In general, residential uses generate a net fiscal deficit for cities, while retail development generates a net positive impact. Office uses generally have a minimal impact, either positive or negative. The taxation structure in Colorado is different from South Dakota. Sales tax generally makes up larger portion of annual revenues for cities in Colorado because sales tax rates for cities are typically higher than the allowed for cities in South Dakota. Also, the rate used to calculate assessed value of residential property in Colorado is approximately a ¼ of the rate used for commercial properties, which puts a higher value on commercial development from a fiscal standpoint. Despite the taxation differences, the same findings by use are likely similar for South Dakota cities.

Of the studies shown in Table 1, the average cost of single family home to a city is $1,302 annually, compared to $870 in revenue generated by the home. The average net fiscal deficit is $432 annually. The fiscal impact of new homes varies in fiscal impact studies because primarily of two factors; home value and home size. More valuable homes generate more revenue and are able to cover the cost to serve them. Smaller homes, most specifically by number of inhabitants, typically have a lower cost of service. As one might assume, retail development creates the greatest fiscal benefit to cities. The average net fiscal benefit generated by retail was found to be $3.06 per square foot annually. The large net benefit for retail is sometimes used as an argument to limit residential growth and/or greatly incentivize retail. The understanding that residents generate demand for retail and the retail is not supportable without residents is essential weighting the benefits and costs generated by uses. The net benefit or deficit generated by difference uses illustrates the need for a balanced land use plan.

In most of the fiscal studies completed by EPS, there is analysis of the one-time cost and revenues generated by new development. It is difficult and sometimes not possible, to annualize one-time costs and revenues for comparison. Typically the net fiscal difference between one-time costs and revenues are analyzed along with the on-going impact. In many cases, the one-time costs and revenues for are almost completely dependent on the attributes (i.e. size, location, mixture of uses) of the development and an average for a city is not determined. For the studies
included in Table 1 that had a citywide average for costs or revenues, the per unit or per square foot factor is shown.

# Table 1
## Net Fiscal Impact by Use, EPS Project Examples

<table>
<thead>
<tr>
<th>Community</th>
<th>On-Going</th>
<th>One-Time</th>
<th>Single Family (per Unit)</th>
<th>Retail (per SF)</th>
<th>Office (per SF)</th>
<th>Single Family (per Unit)</th>
<th>Retail (per SF)</th>
<th>Office (per SF)</th>
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<td>Revenue</td>
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<td>Louisville, CO - 2012, 2013</td>
<td>$863</td>
<td>$3.08</td>
<td>$0.37</td>
<td>$11,516</td>
<td>$2.86</td>
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<td>Superior, CO - 2012</td>
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<td>Basalt, CO - 2009</td>
<td>$1,094</td>
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<td>Carbondale, CO - 2008</td>
<td>$459</td>
<td>$4.66</td>
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<td>Park County, CO - 2009</td>
<td>$576</td>
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<td>Fairplay, CO - 2009</td>
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<td>Broomfield City/County, CO - 2008</td>
<td>$1,526</td>
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<td>Kansas City, MO - 2005</td>
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<td>Durango, CO - 2003</td>
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<td>Average</td>
<td>$870</td>
<td>$3.78</td>
<td>$0.60</td>
<td>$6,504</td>
<td>$5.97</td>
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<td>Expenditures</td>
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<td>Louisville, CO - 2012, 2013</td>
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<td>Park County, CO - 2009</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Fairplay, CO - 2009</td>
<td>$1,131</td>
<td>$0.79</td>
<td>$0.88</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Broomfield City/County, CO - 2008</td>
<td>$1,716</td>
<td>$0.99</td>
<td>$0.99</td>
<td>$7,268</td>
<td>$3.62</td>
<td>$3.62</td>
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</tr>
<tr>
<td>Kansas City, MO - 2005</td>
<td>$1,654</td>
<td>$2.52</td>
<td>Not Included</td>
<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>Durango, CO - 2003</td>
<td>$1,447</td>
<td>$0.27</td>
<td>$0.33</td>
<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>Average</td>
<td>$1,302</td>
<td>$0.71</td>
<td>$0.48</td>
<td>$9,239</td>
<td>$6.59</td>
<td>$3.94</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Impact</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Louisville, CO - 2012, 2013</td>
<td>$458</td>
<td>$2.03</td>
<td>$0.00</td>
<td>$307</td>
<td>$6.70</td>
<td>$1.42</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Superior, CO - 2012</td>
<td>$359</td>
<td>$2.75</td>
<td>$0.03</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adams County, CO (Unincorporated) - 2012</td>
<td>$1,280</td>
<td>$0.61</td>
<td>$0.79</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Basalt, CO - 2009</td>
<td>$105</td>
<td>$0.83</td>
<td>$1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Carbondale, CO - 2008</td>
<td>$797</td>
<td>$4.35</td>
<td>$0.20</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Park County, CO - 2009</td>
<td>$107</td>
<td>$1.44</td>
<td>$0.22</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fairplay, CO - 2009</td>
<td>$272</td>
<td>$4.89</td>
<td>$0.31</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Broomfield City/County, CO - 2008</td>
<td>$190</td>
<td>$2.75</td>
<td>$0.05</td>
<td>$1,824</td>
<td>$18.72</td>
<td>$0.07</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kansas City, MO - 2005</td>
<td>$612</td>
<td>$3.60</td>
<td>---</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Durango, CO - 2003</td>
<td>$391</td>
<td>$7.55</td>
<td>$0.19</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average</td>
<td>$432</td>
<td>$3.06</td>
<td>$0.12</td>
<td>$1,066</td>
<td>$6.01</td>
<td>$0.68</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: Single family home value of $300,000 was used for all communities. Retail and office value was dependent on the assumptions used in the study.

Source: Economic & Planning Systems

H:\133004-Rapid City SD Comprehensive Plan\Data\133004-Fiscal Impact by Use Examples.xlsx\Net Impact Examples

Included in On-Going
Not Included
Project Based
Not Studied
Not Included
Included in On-Going
Project Based
Not Included
Not Studied
Included in On-Going
Not Studied
Project Based
Not Included
Project Based
Not Included
Included in On-Going
Project Based
Not Included
Not Studied
One-Time Fees on New Development

EPS surveyed seven larger communities in relative close proximity to Rapid City to compare the cost to develop a single family home in these communities: Bismarck, ND, Sioux Falls, SD, Billings, MT, Lincoln, NE, Cheyenne, WY, and Fort Collins and Loveland, CO. All cities surveyed have a building permit and plan check fee, which typically range in cost from $1,000 to $2,000 for a single family home valued at $300,000. All of the cities surveyed also have a set of fees associated with different applications in the development process including application fees for annexation, subdivision plats/plans, rezoning, etc. Also all of the communities charge some nominal fee for connecting to water and sewer systems, which are usually under $200. Additional fees beyond the commonly charged fees, such as building permits and connections fees were inventoried for the comparable cities. The comparison of fees by community is shown in Table 2. The additional per unit cost for home ranged from $0 in Bismarck, ND to $23,530 in Fort Collins, CO.

The fees shown in most cases were created as a way for the cities to collect or recover cost for expansion of municipal services. The fees found varied in name and in function but most were in some type of impact fee. The fees were most typically charged at time of building permit application or reception of a certificate of occupancy. The most common upfront fee was for water and sewer infrastructure, with six of the seven communities having a water and sewer fee. The next most common fees were for streets and stormwater.

Bismarck, ND had no additional fees for development of single family homes above building permit fees and basic application fees. Rapid City also has no additional fees.

The other South Dakota city that was surveyed is Sioux Falls. Sioux Falls charges what is termed as a plat fee that is collected as a cost recovery mechanism or capital expansion revenue generator for infrastructure improvements for streets, water, wastewater, and stormwater. There are five fees; the drainage system cost recovery fee, the regional detention charge, the water distribution platting fee, the arterial street platting fee, and the major sanitary sewer cost recovery fee. The fees are charged as part of any plat or replat application. The fee is charge on a per acre basis for the total acreage of the plat. In Table 2, the fee is based on the assumption that homes are built at a density of 5 units per acre and the per acre fee is divided by 5 to estimate a per unit fee. Four of the fees are applied city-wide at the same rate. The major sanitary sewer cost recovery fee is dependent on the area of the City the platted property is in. The estimated additional cost for a new home developed in Sioux Falls is $1,574. Loveland and Fort Collins had the highest fees per unit, with both charging over $20,000 per unit.

There were a few unique programs found in the survey. Three of the communities required or charged for impact studies, most commonly for traffic or drainage, to determine the needed improvements to surrounding infrastructure caused by the new development (these costs are not shown in the table). The studies are used to determine the improvements the developer must make for approval of the project. There is a formal developer cost recovery program in Cheyenne in which developers building major infrastructure expansions that served other properties can be repaid by the fees collected once the benefiting properties are developed. This type of program is present in many communities, but more often an informal program that is agreed upon in a case by case basis. Lincoln has an annual assessment for road maintenance, which is essential a property tax, but it is directly used and applied for only road maintenance. Some of the communities charge a use tax on construction materials (calculated based on estimated development cost) that generates revenue for capital improvements.
### Table 2
Development Fees by Community

<table>
<thead>
<tr>
<th>Category</th>
<th>Rapid City, SD</th>
<th>Bismarck, ND</th>
<th>Sioux Falls, SD</th>
<th>Billings MT</th>
<th>Lincoln, NE</th>
<th>Cheyenne, WY</th>
<th>Loveland, CO</th>
<th>Fort Collins, CO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Per Single Family Home</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Park, Open Space, Trails</td>
<td>$334</td>
<td>$650</td>
<td></td>
<td>$6,386</td>
<td></td>
<td>$3,235</td>
<td>None</td>
<td></td>
</tr>
<tr>
<td>Fire</td>
<td>$736</td>
<td>$183</td>
<td></td>
<td></td>
<td>$2,282</td>
<td>$231</td>
<td>None</td>
<td>$127</td>
</tr>
<tr>
<td>General Government, Cultural</td>
<td>$2,282</td>
<td>$231</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Police</td>
<td>$957</td>
<td>$127</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Streets</td>
<td>$331</td>
<td>$2,466</td>
<td>$2,170</td>
<td>$3,056</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electrical</td>
<td>$1,630</td>
<td>$821</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water</td>
<td>$331</td>
<td>$2,450</td>
<td>$1,261</td>
<td>$7,071</td>
<td>$5,070</td>
<td>$9,591</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wastewater</td>
<td>$445</td>
<td>$1,560</td>
<td>$624</td>
<td>$1,473</td>
<td>$2,510</td>
<td>$3,493</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stormwater</td>
<td>$468</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$1,193</td>
<td></td>
</tr>
<tr>
<td>School</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$1,600</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>None</td>
<td>None</td>
<td>$1,574</td>
<td>$4,010</td>
<td>$4,685</td>
<td>$9,194</td>
<td>$21,741</td>
<td>$23,530</td>
</tr>
</tbody>
</table>

Source: Economic & Planning Systems

H:\133004-Rapid City SD Comprehensive Plan\Data\133004-New Development Fee Research.xlsx\Sheet1
APPENDIX C.
ZONING DIAGNOSIS
Zoning Diagnosis

March 2014
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Part 1: Summary and Project Overview

OVERVIEW

This Zoning Diagnosis was prepared as part of Plan Rapid City—the City’s Comprehensive Plan Update process—to identify how existing regulations support or hinder the Core Values on which the draft Plan is based and to identify specific tools the City should consider to help implement the plan. This document is intended to supplement the Implementation Strategy and Action Plan contained in the draft Comprehensive Plan, and serve as a starting point for discussion to support the City’s efforts to modernize its code and streamline its development procedures.

COMPREHENSIVE PLAN CORE VALUES

Seven “Core Values” serve as the basic tenets behind both the community’s vision and the basic organizing structure of the Comprehensive Plan. The Core Values broadly define the long-term vision for Rapid City and describe the kind of community Rapid City will become. The Core Values are based on the premise that the health of City and the quality of life enjoyed by its residents are dependent upon the balancing of multiple factors—economic, environmental, and community considerations.

The plan’s chapters align with the Core Values and each Core Value chapter also contains a series of related principles which describe the community’s aspirations, and specific goals and policies to achieve those aspirations. The seven Core Values identified in the Comprehensive Plan are:

- A Balanced Pattern of Growth
- A Vibrant, Livable Community
- A Safe, Healthy, Inclusive, and Skilled Community
- Efficient Transportation and Infrastructure Systems
- Economic Stability and Growth
- Outstanding Recreational and Cultural Opportunities
- Responsive, Accessible, and Effective Governance

PURPOSE AND ORGANIZATION

This Zoning Diagnosis identifies ways in which the plan’s aspirations can be supported and implemented through the review and reform of the City’s regulatory tools. This document contains many general observations regarding potential improvements to the code which also support the Core Values of the plan. Overall, this Zoning Diagnosis attempts to determine:

- Certain ways to make the regulations more user-friendly
- Some ways in which the current regulations are ineffective or difficult to use
- Areas of consistency and inconsistency between regulations and the goals of the Comprehensive Plan

In addition to this introductory section, this document includes two parts:

Part 2 of this document is an assessment of current regulations divided into five themes:

- Create a More User-Friendly Document Format
- Update Current Zone Districts and Allowed Uses
- Accommodate a more Diverse Mix of Uses
Part 1: Summary and Project Overview
Elements of Successful Code Revision Projects

- Improve the Quality of Development
- Promote a Variety of Housing Types

This section generally identifies the major issues that were found while reviewing the regulations and provides recommendations or suggestions on how the code might be modified to better align the regulations with the Core Values in the Comprehensive Plan.

**Part 3** provides an annotated outline to illustrate how a new unified development code could be organized.

All of the recommendations are based on our experience working with communities across the country on comprehensive plans, design standards, and development codes, input received from City stakeholders and community members as part of the Plan Rapid City process, and specific recommendations contained in the draft Comprehensive Plan. Additional input from stakeholders and the community should be solicited as part of a code revision project, should the City decide to take this step.

**ELEMENTS OF SUCCESSFUL CODE REVISION PROJECTS**

In our experience, successful code revision projects share a number of common general features. These are benchmarks that local governments and citizens can use to test their current code and to guide the drafting of future revisions. These key features include:

- Citizens and code users should have opportunities for meaningful input before changes are set in stone.
- Revisions should effectively implement adopted plans and be based on input from elected officials, advisory committee members, staff, developers, and citizens.
- Revisions should be based on a methodical analysis of the strengths and weaknesses of the current code and how it relates to community goals. There are no one-size-fits-all answers.
- At a minimum, revisions should result in a code that includes:
  - A logical organization and user-friendly formatting;
  - Substantive review standards that are clear, consistent, and illustrated where appropriate;
  - Legally-defensible standards and processes; and
  - Enforcement and administrative provisions that are realistic based on available local resources and staff.
Part 2. Targeted Diagnosis

As noted in the introduction, five major themes for improving Rapid City’s current development regulations emerged from our review of the Rapid City Code of Ordinances. Some overlap between themes exists; however, these groupings provide an organized way to discuss the strengths and weaknesses of the current regulations—generally as well as within the context of specific Comprehensive Plan goals.

THEME 1: CREATE A MORE USER-FRIENDLY DOCUMENT FORMAT

Reformat the Code to Include More Visual Aids

Photographs, tables, flowcharts, illustrations, and other graphics are helpful in conveying information concisely. The city’s current development regulations do not include many of these visual aids and only limited use of tables. We recommend expanding the use of visual aids to help explain how the code works – for example, by clearly showing how dimensional standards are measured and how development standards (parking, landscaping, building design, etc.) are applied.

Code graphics can be effectively drafted using a number of different software programs. Simple diagrams and tables can be produced using Microsoft Word, and more complex drawings depicting dimensional standards can be drafted using products such as SketchUp and Adobe Creative Suite (Photoshop, Illustrator, and InDesign). These programs allow staff to quickly create and update drawings depicting dimensional standards, without having to outsource the work to a consultant. There are front-end costs associated with purchasing these software packages and with training; however, they will save staff time in the long run, and are better suited for graphics than word processing programs such as Microsoft Word.

Using graphics software programs also will help the City quickly update drawings that illustrate dimensional and other standards as they are amended in the future.

There are many different parts of the code that would lend themselves well to graphic representation. Some initial ideas for the Rapid City code are as follows:

- **Signage (17.50.080):** Graphics would help to define and differentiate types of signs like projecting signs, ground signs, or monument signs.
- **Sight Triangles (17.50.335):** A visual explanation would define this concept much better.
- **Airport Encroachment Area (17.58.070):** Graphics would help to describe the different zones that make up the airport encroachment area.

<table>
<thead>
<tr>
<th>Table 50-24.3: Permitted Parking Areas&lt;sup&gt;36&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Type of Lot</strong></td>
</tr>
<tr>
<td>Residential Districts</td>
</tr>
<tr>
<td>The rear yard and one side yard</td>
</tr>
<tr>
<td>Non-comer lot with dwelling unit and no garage</td>
</tr>
<tr>
<td>Non-comer lot with dwelling unit and detached garage</td>
</tr>
<tr>
<td>Mixed Use and Special Purpose Districts</td>
</tr>
<tr>
<td>By variance per Section 50-37.9</td>
</tr>
<tr>
<td>Form Districts</td>
</tr>
</tbody>
</table>

Example: Use of tables and illustrations to clearly convey multiple layers of information.
We also recommend using summary tables throughout the code, similar to the examples shown on the next page. Tables help to convey a great deal of information without having to refer to several sections or pages of code. For example, consolidating all of the permitted land uses for each zone district into a unified table would allow for a side-by-side comparison of appropriate district uses. We also recommend summarizing dimensional standards (or area regulations as they are described in the current code) within individual zoning districts. Not only is this method helpful for staff, but it also gives prospective landowners and developers a quick reference tool.

Lastly, we recommend that all review procedures be enhanced with flowcharts, which quickly convey the interrelationships between procedural steps. It also would be beneficial to incorporate a simple summary table with the different application types, decision-making bodies, and notification requirements.

**ENHANCE THE PAGE LAYOUT**

In our review of the zoning ordinance and other development regulations, we found the documents challenging to navigate. A few general issues could be addressed in order to maximize the efficiency of the regulations. The current numbering system, for instance, is not applied consistently throughout the document. An example of one minor inconsistency is found between SC-2 and SC-2. In SC-1, permitted uses are listed alphabetically as “a.” “b.” and “c.” but in SC-2, permitted uses are listed as “1.” “2.” and “3.” Consistency in numbering and formatting greatly helps for navigating and referencing the code and

---

**Example use table indicating which land uses are permitted in each zoning district, and what process is required for approval.**

<table>
<thead>
<tr>
<th>Land Use Category</th>
<th>Residential</th>
<th>Mixed Use</th>
<th>Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential Uses</td>
<td>R-C</td>
<td>R-M</td>
<td>R-P</td>
</tr>
<tr>
<td>Dwelling, one-family</td>
<td>P P P P P</td>
<td>U U U U U</td>
<td>U U U</td>
</tr>
<tr>
<td>Dwelling, two-family</td>
<td>P P P P P</td>
<td>U U U U U</td>
<td>U U U</td>
</tr>
<tr>
<td>Dwelling, townhouse</td>
<td>S P P P P</td>
<td>U U U U U</td>
<td>U U U</td>
</tr>
<tr>
<td>Dwelling, multi-family</td>
<td>S P P P P</td>
<td>U U U U U</td>
<td>U U U</td>
</tr>
<tr>
<td>Group living</td>
<td>S P P P P P</td>
<td>P U P U P</td>
<td>U U U</td>
</tr>
</tbody>
</table>

**This sample page layout illustrates how headers, text, graphics, and use of page numbers help to modernize a code and make it more user-friendly.**
ultimately ensures that regulations are defensible.

Additionally, greater differentiation between headers, sub-headers, and text would greatly improve the readability of the code. We recommend nesting text below prominent titles and applying consistent indentation. Page numbers, along with a table of contents that references those pages, would be helpful for print versions of the code. (See example above.)

**REORGANIZE CURRENT DEVELOPMENT REGULATIONS AND CONSIDER A UNIFIED ORDINANCE**

Although the current Rapid City zoning ordinance follows a general structure of definitions, zone districts, supplementary regulations, and overlay districts, there are several sections that seem out of place in their current location. A reorganization of the code so that similar districts, such as all residential districts or all commercial districts are near each other would be helpful. For example, LDR-1 and LDR-2 are currently separated by many chapters and are located in chapters 17.10 and 17.44 respectively. Additionally, the Business Park and Airport Districts are separated from the other zone districts by the supplementary regulations, non-conforming buildings and uses, and administration and enforcement chapters.

Reorganizing the development regulations, while simple in concept, can often make a considerable difference in the overall readability of a code. The general rule of thumb in organizing codes is to group similar materials, both to minimize repetition and the need to flip between multiple sections to find related provisions.

For example, all administration-related provisions should be grouped together, ideally in the same chapter. The consolidation of all procedures into one chapter can make a substantial difference in the user-friendliness and readability of the code. For the most part this is already the case, as most procedures are described in 17.54, the Administration and Enforcement chapter. However, many additional procedures are scattered through other parts of the ordinance, like the procedure for approval of a townhouse (17.50.040), the procedure for a PUD (17.50.060), and the procedure for approval of a business park (17.56.040). Diagrams, flow charts, and tables that delineate which processes and procedures are required for a particular development would be particularly helpful additions to this dedicated procedures section.

Similarly, all definitions should be in one spot. Currently, there are many definitions included in the regulations which we recommend moving to the dedicated definitions chapter. For example, in General Commercial, a microbrewery is listed as a conditional use and then is defined “as an establishment which manufactures less than 5,000 barrels of malt beverages a year.” This definition should instead be within the definitions chapter for consistency throughout the code, and microbrewery should simply be listed as a conditional use. Other examples found of definitions included outside of the dedicated definitions chapter were:

- Signage (17.50.080) – Abandoned Sign, Awning, Directional Sign, Marquee, Premises, Wall Sign, and others.
- Sexually-Oriented Businesses (17.50.186) – Adult Entertainment Center, Residential District, and others.
- Landscape Regulations (17.50.300.C) – Accessway, Buffer, Planning Area, Xeriscaping, and others.

Taking the basic concept of reorganization to the next level, many communities around the country have consolidated multiple ordinances that address land development into a unified development ordinance (UDO). This consolidated approach typically involves folding subdivision regulations into the zoning ordinance, but may also integrate ordinances relating to resource protection, use controls, and other issues.

The benefits of a UDO include:

- **More user-friendly:** A UDO allows the reader to quickly compare processes, standards, and procedures for development activities. It also provides for a shorter document in most instances.
Part 2: Targeted Diagnosis
Theme 1: Create a More User-Friendly Document Format

- **Greater consistency:** The unified approach would not repeat information from other ordinances, therefore reducing the possibility of inconsistent application. For example, the current Rapid City regulations have definitions within both the zoning and subdivision ordinances which are sometimes inconsistent.

- **Easier to administer:** Many communities that have adopted UDOs believe that they are easier to administer in terms of providing direction to applicants, finding information expeditiously, and enforcement.

The table below summarizes the current basic organization of the Rapid City ordinances and provides initial recommendations for how a unified development ordinance might be implemented. The annotated outline in Part 3 provides additional detail and recommendations for how a new code could be organized.

<table>
<thead>
<tr>
<th>Rapid City Development Code Organization</th>
<th>Title 17 - New Unified Development Ordinance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Title 16 – Subdivisions</strong></td>
<td>Article I – General Provisions</td>
</tr>
<tr>
<td>Chapter 4 – General Provisions</td>
<td>Article II – Administration</td>
</tr>
<tr>
<td>Chapter 8 – Application Procedures</td>
<td>• Includes approval procedures for zoning and subdivision processes.</td>
</tr>
<tr>
<td>Chapter 12 – Specifications for Submittal Documents</td>
<td>Article III – Zoning Districts</td>
</tr>
<tr>
<td>Chapter 16 – Standards for Improvement</td>
<td>• Includes zone district dimensional standards and special requirements.</td>
</tr>
<tr>
<td>Chapter 20 – Definitions</td>
<td>Article IV – Use Regulations</td>
</tr>
<tr>
<td>Chapter 24 – Application Fees</td>
<td>• Includes permitted uses and use-specific standards, such as sexually-oriented businesses, outdoor storage, mobile homes, and telecommunication facilities.</td>
</tr>
<tr>
<td><strong>Current Title 17 – Zoning</strong></td>
<td>Article V – Development Standards</td>
</tr>
<tr>
<td>Chapter 2 – Short Title and Purpose</td>
<td>• Includes standards such as parking, landscaping, lighting, fences, and signs.</td>
</tr>
<tr>
<td>Chapter 4 – Definitions</td>
<td>Article VI – Subdivision Regulations</td>
</tr>
<tr>
<td>Chapter 6 – Zoning Districts and Maps</td>
<td>• Includes design standards and improvements standards for subdivisions.</td>
</tr>
<tr>
<td>Chapter 8 through 48 – Zone Districts</td>
<td>Article VII – Nonconformities</td>
</tr>
<tr>
<td>Chapter 50 – Supplementary Regulations</td>
<td>Article VIII – Definitions</td>
</tr>
<tr>
<td>Chapter 52 – Nonconforming Buildings and Uses</td>
<td>• Free-standing article with definitions of all zoning and subdivision terms.</td>
</tr>
<tr>
<td>Chapter 54 – Administration and Enforcement</td>
<td></td>
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<tr>
<td>Chapter 56 through 58 – More Zone Districts</td>
<td></td>
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<tr>
<td>Chapter 60 through 64 – Overlay Zoning Districts</td>
<td></td>
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</tbody>
</table>
ADDRESS VARIOUS OTHER LANGUAGE ISSUES TO ENSURE CLARITY

Beyond the general issues noted above, we identified a variety of miscellaneous provisions throughout the Rapid City ordinances that may be either obsolete, have errors, or are inconsistent with other regulations. The following issues cited are illustrative and are not all encompassing due to the cursory nature of this review.

- Language should be updated if it no longer is consistent with other parts of the code. In 17.06.010, the code states that “Rapid City is divided into districts of 21 different types,” though there are now 23 districts, 4 overlay districts, as well as PUDs.

- Sections describing the conditional uses of particular zone districts are titled differently. The majority of these are titled “Conditional uses,” but in SC-2 and HM they are titled “Uses permitted on review,” in PF they are titled “Conditional use permit,” and in BP they are titled “Conditional use permits.” These should be titled consistently throughout all districts.

- Some uses are inconsistently titled in different parts of the code. For example, “self-service laundry” is defined in the definitions chapter and is listed as a permitted use in the NC district, but “help-yourself laundry” is listed as a permitted use in the SC-1 district, and “laundromat” is the only comparable use listed in the off-street parking requirements section (17.50.270) of the code.

- References to districts that no longer exist should be removed and rewritten. For instance, “planned commercial districts” are still referenced in many parts of the code (CB, GC, NC, LI, OC, BP, and Airport Districts all reference them), even though they were replaced by the Planned Development Overlay District in 2012.

- Each land use listed in a zone district as a permitted or conditional use should be included in the definitions. Examples of currently undefined uses include “grass skiing,” “caretaker residences,” and “outdoor firewood storage and sales lot.”

- In the MDR district, setback requirements differ based on whether the building exceeds 5 stories, although in the MDR zone buildings are restricted to 3 stories or 35 feet in height.

- There are a few references in the zoning ordinance to building permit activities, which in most communities are described outside the zoning regulations. For example, in 17.50.040, the issuance of a building permit for townhouses is mentioned. Building permitting processes are separate from zoning approvals, and should be treated as such. We recommend removing references to building permitting processes whenever possible.

- Terms that describe when a regulation is to be applied must be defined. In all districts, the setback requirements are based on the lot’s location on “arterial,” “collector,” or “subcollector” street rights-of-way, which are not defined.

Generally, we recommend eliminating inconsistent code provisions and definitions, adding new definitions for terms not currently defined, and removing provisions that are unrelated to zoning or subdivision approvals from Title 16 and 17 of the code.
THEME 2: UPDATE CURRENT ZONE DISTRICTS AND ALLOWED USES

The core component of any zoning ordinance is the set of zoning districts into which the community is divided, and the land uses allowed within those districts. The Rapid City zoning ordinance currently has 23 established base zoning districts and four overlay districts. In addition, there are several planned developments within the City with their own development standards. The table below lists Rapid City’s current zoning districts.

<table>
<thead>
<tr>
<th>Current Rapid City Zoning Districts</th>
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<tbody>
<tr>
<td><strong>Base Zone Districts</strong></td>
</tr>
<tr>
<td>17.08. Park Forest District (PF)</td>
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<tr>
<td>17.10. Low Density Residential District 1 (LDR-1)</td>
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<td>17.12. Medium Density Residential District (MDR)</td>
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<td>17.14. High Density Residential District (HDR)</td>
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<td>17.16. Central Business District (CB)</td>
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<td>17.18. General Commercial District (GC)</td>
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<td>17.20. Neighborhood Commercial District (NC)</td>
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<td>17.22. Light Industrial District (LI)</td>
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<td>17.24. Heavy Industrial District (HI)</td>
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<td>17.26. No Use District (NU)</td>
</tr>
<tr>
<td>17.28. Flood Hazard District (FH)</td>
</tr>
<tr>
<td>17.30. Neighborhood Shopping Center District (SC-1)</td>
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<td>17.32. Community Shopping Center District (SC-2)</td>
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<td>17.34. General Agricultural District (GAD)</td>
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<tr>
<td>17.36. Hotel-Motel Zoning District (HM)</td>
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<td>17.38. Mobile Home Residential (MHR)</td>
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<tr>
<td>17.40. Office Commercial District (OC)</td>
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<tr>
<td>17.42. Mining and Earth Resources Extraction District (ME)</td>
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<tr>
<td>17.44. Low Density Residential District 2 (LDR-2)</td>
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<tr>
<td>17.46. Public District (P)</td>
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<tr>
<td>17.48. Civic Center District (CC)</td>
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<tr>
<td>17.56. Business Park District (BP)</td>
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<tr>
<td>17.58. Airport Zoning District</td>
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<tr>
<td><strong>Overlay or Other Zoning Districts</strong></td>
</tr>
<tr>
<td>17.60. Canyon Lake Overlay District</td>
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<tr>
<td>17.62. Fifth Street Overlay District</td>
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<tr>
<td>17.64. M Hill Overlay District</td>
</tr>
<tr>
<td>17.50.050. Planned Development Overlay District (PD)</td>
</tr>
<tr>
<td>17.50.060. Planned Unit Development Zoning District (PUD)</td>
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</tbody>
</table>
**Generally Evaluate the Zoning Districts**

Our comments on the districts range from the general to the very specific. At the most general level, it is necessary to confirm the lineup of districts and to ensure that it is appropriate to meet the needs of Rapid City now and in the future. It is also very important to evaluate these districts in terms of their sufficiency to implement the draft Comprehensive Plan. This evaluation must start in the short term with a detailed discussion of the existing districts.

For each district, the following questions must be asked:

- Is the intent of the district clear, and does the district name match the intent?
- Is the district currently used, or is it unnecessary/obsolete?
- Are new districts needed (perhaps to allow more mixed-use development which can be challenging under the current districts)?
- Are any districts so similar in purpose and standards that they overlap and could be consolidated?
- Are dimensional standards for each district (setbacks, density, height) appropriately tailored to the purpose of the district?

Some of the existing Rapid City zoning districts are quite similar in nature with only minor differences between the permitted uses or the allowed density. The City should consider simplifications and possible revisions to zoning districts where it would help Rapid City achieve long-term planning goals and policies. At a cursory level, some opportunities for consolidation and revision presented themselves:

- The Neighborhood Shopping Center District (SC-1) and Community Shopping Center District (SC-2) share identical intent and area regulations. The only differences found between the two districts was that department stores and auto sales are permitted uses in SC-2 but not in SC-1, and that replacement off-premises advertising is a conditional use in SC-2.
- The intent and title of the Park Forest District do not seem to match its permitted uses. It encompasses city parks and preserved open space but also permits very low density residential uses. It is referenced in other parts of the code as a residential district. A different title may better reflect the intent and current utilization of the district. The Future Land Use Plan characterizes these and similar areas as “Forest Conservation” and applies the category more broadly as an alternative to “Rural Residential.”
- The intent of the LDR-2 district is stated to be higher intensity use than LDR-1, since LDR-2 allows duplexes. However, the intensity of use established for LDR-1 and LDR-2 are identical, at 6,500 square feet per dwelling unit if served by a sanitary sewer system or one acre per dwelling unit if not served by such a system. This would imply that a duplex served by a sanitary sewer system would require a 13,000 square foot lot; therefore, there is no difference in intensity of use between the two districts.

The type of analysis above should be done for all districts as part of the early stages of a major code rewrite. Using the Future Land Use Plan and supporting land use categories as a point of comparison will help to evaluate district boundaries and ensure land use categories are supported by underlying regulations. Additional recommendations regarding zoning districts are provided as part of subsequent themes.

**Ensure All Districts Allow Appropriate Land Uses**

Closely related to the general evaluation of zoning districts is a review of the land uses allowed within each district. Allowed uses within a zone district should represent the desired mix of land use based on the intent and character of each district. There may be current land uses that are permitted in Rapid City that are inconsistent with the intended character of their respective districts.

We recommend first creating a consolidated use table as mentioned in Theme 1, and then evaluating whether or not the permitted uses are aligned with the intent of each district. This analysis might result in a proposal to add...
new uses to existing districts, or prohibit some uses in certain districts. In particular, existing commercial districts that apply to areas planned as mixed-use activity centers or revitalization corridors should be reviewed and updated as appropriate.

In addition, particular attention should be paid to conditional uses in each district. If conditional uses are always being approved, they should be considered for a more liberal application in the list of permitted uses for certain zoning districts. We recommend analyzing the history of approved conditional uses to help determine possible reform of permitted uses “by-right.”

**CONSIDER SIMPLIFICATION OF THE OVERLAY DISTRICTS**

There are currently four overlay districts in Rapid City, including Canyon Lake, Fifth Street, M Hill, and the Planned Development Overlay District. There is a significant amount of repetitive language between the Canyon Lake, Fifth Street, and M Hill districts. For example, all of the area regulations are the same in these overlay districts. In addition, it appears the only notable difference between these overlay districts and their base zoning was a five-foot increase of the front yard setback on a subcollector street.

We recommend consolidating the overlay district provisions as much as possible. Repetition could be reduced by consolidating standards that apply to more than one district, or even converting the overlay standards to generally applicable standards. Restructuring some of these standards as generally applicable residential development standards could eliminate the need for the overlay district and reduce the potential for inconsistency.

This strategy might not be limited to overlay districts. If there is support for design standards in other locations, then they could apply to the underlying base zone districts, thus limiting the use of the overlay districts.

**THEME 3: SUPPORT A MORE DIVERSE MIX OF USES**

The draft Comprehensive Plan encourages the integration of a more diverse mix of uses—including housing—in mixed-use activity centers and opportunity areas, and along revitalization corridors as a way to promote community vitality, increase the accessibility of services to residents, and promote a more compact pattern of development. While mixed-use development is allowed by-right in the Central Business District (CB) and through the Planned Unit Development (PUD) and Planned Development Overlay districts, existing zoning districts in other activity centers and corridors are geared more towards single use, auto-oriented commercial development. We recommend that the City consider the following potential code updates to support these objectives:

- Clarify intended role of PUD and PD districts and update as appropriate;
- Establish a series of mixed-use zoning districts and design standards; and
- Consider regulator incentives for infill and redevelopment in targeted locations.

**CLARIFY INTENDED ROLE OF PUD AND PD DISTRICTS AND UPDATE AS APPROPRIATE**

The Planned Unit Development (PUD) Zoning District and Planned Development Overlay Districts (PD) were developed to help provide flexibility needed for projects that would otherwise not be permitted within conventional zoning districts. While these tools provide a viable alternative for some developers or property-owners, or for particularly unique or complex projects, it is not recommended that it be used as the primary set of tools to accommodate mixed-use development. While some developers value the inherent flexibility in PUDs or other similar districts, others may lament their tendency to result in highly unpredictable and potentially lengthy approval processes. Planned developments can also be used as an effective tool to support other City objectives, by adding requirements for developers in order to get approval. Examples are requiring land set asides for affordable housing, park land, regional trails, and other community amenities.
Additional discussion with staff and members of the development community who administer and use these tools is recommended to determine what’s working well, and where improvements are needed before determining a specific course of action. One alternative to explore would be to eliminate either the PUD or PD district in conjunction with the creation of new mixed-use zoning districts, as discussed below.

**Establish a Series of Mixed-Use Zoning Districts and Design Standards**

Update existing Downtown zoning districts and establish a series of mixed-use zoning districts to accommodate by a more compact, pedestrian-oriented pattern of development in areas where mixed-use development is called for by the Future Land Use Plan. Multiple districts may be required to address the varied intensity, character, and mix of uses desired in different locations; however, they should be based on a common set of design standards, as outlined in Chapter 10 of the Comprehensive Plan. These design principles address considerations such as the relationship of uses to one another (e.g., horizontal vs. vertical mixed-use) and adjacent neighborhoods, the integration of housing, community facilities, parking location and design, pedestrian access and orientation, walkable blocks, and adaptive reuse, among others. In addition, reduced parking requirements or alternative parking scenarios (e.g., shared parking) should be considered for qualifying types of mixed-use development.

**Consider Regulatory Incentives for Infill and Redevelopment in Targeted Locations**

In addition to establishing mixed-use zoning districts for targeted areas, we recommend that City also consider establishing a series of regulatory incentives for infill and redevelopment, particularly within the Priority Revitalization Corridors identified on the Future Land Use Plan. Many of the revitalization corridors identified present numerous challenges for infill and redevelopment—shallow lot depths, small lot sizes, access limitations, non-conforming buildings and site features, and other physical limitations are all factors affecting the financial viability of a proposed project and its ability to meet the code. Communities seeking to promote infill and redevelopment in targeted areas often choose to develop incentives in the form of alternative development standards to help address the most significant barriers to reinvestment. Potential incentives could include: reduced parking requirements/shared parking allowances for developments that are readily accessible on foot or bike and/or are served by transit, reduced landscaping and screening requirements (e.g., allow use a low ornamental fence to screen surface parking along a constrained corridor instead of wide landscape buffer), and density bonuses for the construction of affordable or workforce housing. Specific incentives should be identified based on discussions with the development community regarding barriers to the types of development the community desires. This concept could be “built in” to mixed-use zoning districts in applicable locations if the City chooses to take that approach, or addressed as part of a separate overlay district. (See also, discussion of existing overlay districts on page 10.)

**Theme 4: Improve the Quality of Development**

Improving the quality of development in Rapid City was identified as a key issue as part of the Comprehensive Plan. In the process of creating the plan, a Community Preference Survey was conducted which revealed certain preferences among participants relating to development quality. In addition, the role of quality neighborhoods, parks and recreational amenities, and a strong downtown were noted by many as important factors in Rapid City’s quality of life and economic vitality. We recommend that the City consider the following potential code updates to support this objective:

- Assess historic structure regulations and processes;
- Review, revise, and consider adoption of draft Landscape Ordinance;
- Consider parkland dedication requirement; and
- Align existing development standards with design principles contained in the Comprehensive Plan.
Assess Regulations and Processes for Historic Resources

Protection of historic resources is a vital component of maintaining the character of existing neighborhoods and was identified as a key goal in the draft Comprehensive Plan. However, community members also cautioned that a balance between economic development and historic preservation goals is necessary. Clarification and further analysis of historic preservation regulations and processes will help to achieve these goals. Currently, there is currently no local historic preservation ordinance or local designation process in Rapid City. While there is a historic preservation review process, it is based on South Dakota statutory authority and is not incorporated into the Rapid City Code of Ordinances. Only the historic sign review process is currently described in the regulations. We recommend that local design review processes for historic properties are incorporated into the development regulations. For example, design guidelines were recently developed for the West Boulevard Historic District but do not have regulatory authority. In addition, potential barriers to the adaptive reuse of historic structures within both the zoning and building code should be explored and addressed, as appropriate. For example, allowances for non-conforming setbacks and parking requirements should be explored. Lastly, the issue of demolition by neglect should be explored more thoroughly. As part of the Comprehensive Plan process, a number of community members expressed concern about the lack of maintenance on some residential rental properties and possible safety concerns for tenants.

Develop Landscape Ordinance

Landscaping standards are mostly contained within Section 17.50.300, Landscape regulations, but other landscaping requirements can be found in other sections, making it difficult to determine the overall applicability of landscaping requirements on a particular lot. Review and revision of the landscaping regulations are recommended in order to best achieve the goals within the Comprehensive Plan. For example, part of the stated intent of the overlay districts are increased landscaping and screening requirements, particularly for multi-family dwellings. As an alternative approach, the City could consider increasing landscaping and screening requirements as a general design standard for all multi-family dwellings. Additionally, in order to align with main strategies in the Comprehensive Plan, standards to address landscaping and appearance of City gateways and entry corridors should also be considered. We recommend that develop a landscape ordinance to address these issues.

Consider Parkland Dedication Requirement

Rapid City residents value the quality of the City’s parks and recreational facilities; however, gaps in the current system exist and demand is expected to increase as the community grows and resources available to fund improvements and expansion are limited. To help support the ability of the City to both maintain the quality of its existing system and expand it over time, we recommend that the City consider requiring the dedication of land (or cash-in-lieu) for parks and open space purposes for larger developments. As part of this process, size thresholds for specific projects, types of development to which dedication would apply, and variations in requirements by location (e.g., infill vs. greenfield) should be considered.

Align Existing Development Standards with Design Principles Contained in Comprehensive Plan

The Growth and Reinvestment chapter of the Comprehensive Plan contains a series of design principles to guide the character and form of future development. The design principles reflect community preferences expressed during the planning process with respect to different development types and design characteristics. Design principles for neighborhoods, mixed-use opportunity areas, employment centers, gateways and entrance corridors, and forest conservation areas are provided. Existing development standards in the code should be reviewed and updated to reflect the concepts addressed by the design principles. For example, existing development standards contained in the Business Park (BP) District should be reviewed against the design
Part 2: Targeted Diagnosis
Theme 5: Promote a Variety of Housing Types

principles for employment centers and consolidated into a single set of design standards for employment-oriented districts.

Because site conditions and development projects can vary, design standards should not be overly prescriptive. As new design standards are considered by the community, emphasis should be placed on defining which design features are viewed as non-negotiable (e.g., sidewalk connections) vs. those where a more flexible approach may be appropriate (e.g., building materials). A menu-based approach can help provide flexibility while still helping support the community’s objectives. Additional discussion of development quality and design-related issues specific to particular types of development is provided in Theme 3 (mixed-use development) and Theme 5 (residential neighborhoods). Design standards for different types of development could easily be implemented in phases.

THEME 5: PROMOTE A VARIETY OF HOUSING TYPES

As part of the Community Preferences Survey, respondents indicated that a wide variety of housing types fit well with their vision for Rapid City. Single-family detached homes, duplexes, triplexes, fourplexes, and townhomes all received significant support from respondents. Senior or assisted living communities and senior housing or care facilities were also highly supported. The Urban Neighborhood (UN) land use category described in the draft Plan is intentionally broad in the range of housing types permitted and density. It is intended to provide increased flexibility in the design of new neighborhoods and to support increased diversity of housing in established neighborhoods, where appropriate. Existing residential zoning districts lack the flexibility needed to support this objective.

We recommend considering the following potential code updates to increase the variety of housing types and affordability of housing options in Rapid City:

- Update residential zoning districts and establish design standards;
- Remove existing barriers to housing diversity;
- Adopt affordable and workforce housing definition; and
- Consider adopting regulatory incentives/requirements to support the construction of affordable and workforce housing.

UPDATE RESIDENTIAL ZONING DISTRICTS AND ESTABLISH DESIGN STANDARDS

Existing residential zoning districts in Rapid City contain only very basic development standards—setbacks, minimum lot sizes, and building height restrictions. In many new neighborhoods in Rapid City, this lack of standards results in visually monotonous development and very limited variety in the types of housing that are constructed. While market demand will ultimately determine the specific types of housing products that will be built at any given time, residential zoning districts that support a broader array of housing configurations can be an effective way to encourage alternative approaches and promote diversity. Many communities across the country are choosing to adopt form-based or hybrid residential zoning districts to support increased diversity in the types of housing stock being built and to support infill and redevelopment that respects the context of the surrounding neighborhood. Others go so far as to require a minimum density be met in certain zoning districts to help promote housing diversity. With these considerations in mind, we recommend that the City update its existing residential zoning districts and align them with land use categories defined by the Comprehensive Plan to ensure the densities and housing types called for by the plan can be built by-right. Updated zoning districts should include illustrations to visually convey how distinct residential building types relate to the updated development standards.

In addition, we recommend developing and adopting residential design standards that encourage variety, visual interest, and durability in the design of residential development. These standards should offer a menu of options for compliance. Standards should address all types of residential development and encourage a mix of styles and housing types, building on the Neighborhood Design Principles Contained in the draft Plan.
REMOVE EXISTING BARRIERS TO HOUSING DIVERSITY

If a more comprehensive overhaul of the City’s existing residential zoning districts is not feasible or is not desired, at a minimum, the following barriers to housing diversity should be removed through a series of targeted code amendments:

- Allow accessory dwelling units as an affordable housing option in Urban Residential Neighborhoods (in conjunction with clear standards to guide size, occupancy limitations, etc.);
- Reduce the minimum lot size requirements for medium and high-density residential districts. The minimum lot sizes for single family homes in the medium and high-density residential districts are the same as the low-density residential district at 6,500 square feet. This limits the ability for a developer to build smaller and potentially lower cost homes on separate lots without rezoning;
- While exceptions exist for buildings on lots smaller than the zone district minimum lot size, they are inconsistent and should be clarified or updated. The “Dwellings on small lots” exceptions (17.50.250) and “Existing small lots” section (17.52.065) in the Nonconforming Buildings and Uses chapter allow single-family homes to be constructed on lots that do not meet the minimum lot size. However, the two are inconsistent as the former requires a side yard of 4 feet and sum of side yards of 12 feet, and the latter does not have setback requirements and prohibits duplexes or multi-family housing;
- Consider making single family detached units a conditional use in the HDR district;
- Townhouses are listed as both a permitted use and a conditional use in the MDR and HDR districts. Their standards are listed separately in the Supplementary Regulations. Since townhomes were a well-supported building type, we recommend integrating townhouses into the zone districts themselves and allowing them as permitted use; and
- Other potential barriers that emerge from a more extensive code review.

ADOPT AFFORDABLE AND WORKFORCE HOUSING DEFINITION

A key recommendation in the draft Plan is to develop a comprehensive housing strategy for Rapid City to ensure that quality and affordable housing options are accessible to all income levels and household types. Strategy recommendations should include definitions for affordable and workforce housing (e.g., targeted income levels) and specific housing needs for each group. Adopted definitions should be incorporated into the code to reinforce these policies. In addition, the City should consider developing a guide for developers that discusses desirable and feasible housing forms/types, ownership structures (rent vs own), financing programs, and qualify/target rent and sale price ranges for each target housing group identified and defined.

CONSIDER ADOPTING REGULATORY INCENTIVES/REQUIREMENTS TO SUPPORT THE CONSTRUCTION OF AFFORDABLE AND WORKFORCE HOUSING

As part of the comprehensive housing strategy described above, a variety of regulatory incentives and/or requirements to support the construction of affordable and workforce housing should be explored, including, but not limited to:

- Adoption of an inclusionary housing ordinance to support specific housing goals. When coupled with density bonuses (to offset the cost of below market housing) and a fee-in-lieu program, inclusionary zoning can be an effective tool for building and funding affordable and workforce housing.
- Establish density bonus provision in residential districts for construction of housing meeting affordable/workforce definition. This type of incentive would require that a maximum density be established in applicable zoning districts as a baseline that the bonus could be used to exceed.
- Fee waivers for affordable housing
- Requirements for inclusion of affordable housing when requesting major zoning change or PUD
• Minimum density requirements for zone districts or within PUDs

This topic would likely need to be addressed independent of an overall code update process.
Part 3. Annotated Outline of a New Unified Code

This section provides an overview of what the proposed structure and general content of a new Rapid City code might look like if the overarching recommendations from Part 2 are implemented. The purpose of this outline is to provide general guidance for how a new code might be structured, and should be viewed as a starting point for further dialogue. This suggested outline is tailored for Rapid City, based on best practices from around the country. Each proposed section below indicates which chapters and sections from the current Rapid City code would be folded into the proposed new code sections.

This outline assumes the consolidation of the zoning and subdivision ordinances into a new unified development ordinance. As described previously, a unified development ordinance (UDO) is recommended to make the code more user-friendly, easier to administer, shorter in length, and to prevent the potential for inconsistency with future code updates. In short, a unified development ordinance will help to promote effective and efficient governance, a Core Value of the Comprehensive Plan.

**TITLE 17 UNIFIED DEVELOPMENT ORDINANCE**

**CHAPTER 1 – GENERAL PROVISIONS**

This chapter would contain general provisions that are relevant to the new UDO as a whole and would be specifically tailored for Rapid City. Chapter 1 provisions would:

- Establish the official title and other terms by which the UDO is known;
- Cite the sources of South Dakota statutory authority for the development regulations;
- State the general purpose and intent of the UDO;
- Clarify the applicability of the UDO;
- Identify City-adopted plans such as the updated Rapid City Comprehensive Plan that serve as a policy guide for the UDO and its implementation;
- Clarify that the stricter provision applies if UDO provisions conflict with other regulations;
- Formally incorporate the Official Zoning Map and zoning district boundaries as part of the UDO and identify how it is maintained;
- Establish rules governing the effect of the UDO on violations of the previous ordinances, development approved under previous ordinances, and development applications still pending a decision on the UDO’s effective date; and
- Provide for the continued validity of the remaining UDO provisions if any part is ruled invalid.

Most of these provisions would incorporate and build on existing provisions in the City’s current zoning and subdivision regulations. The provision describing city-adopted plans is recommended as a means of emphasizing the role of those plans as guidance to the interpretation of UDO provisions and any future UDO amendments. Current sections of Rapid City’s zoning ordinance to be folded into this chapter include:

- 17.02 Short Title and Purpose
- 17.06 Zoning Districts and Maps
- 16.04 General Provisions
**CHAPTER 2 – ADMINISTRATION**

The Administration chapter will include provisions described in Part 2 of this assessment report:

- Standard processes and procedures for development applications
- Descriptions of the different boards and commissions
- Clarification of the roles of staff and approval bodies
- Enforcement procedures (including procedures, violations, and penalties)

Many of the procedures would be carried forward from the current Rapid City code, but simplified for readability. As previously mentioned, flowcharts would be included to illustrate the development review procedures. Current sections to be folded into this article include:

- 17.54 Administration and Enforcement
- 17.50.010 Supplementary Regulations: General Provisions
- 17.50.040 Townhouses – Procedure
- 17.50.050 Planned Development Overlay District (processes and procedures)
- 17.50.060 Planned Unit Development (PUD) Zoning District (processes and procedures)
- 17.50.070 Administrative Exceptions
- 16.08 Application Procedures
- 16.12 Specifications for Submittal Documents
- 16.24 Application Fees

**CHAPTER 3 – ZONING DISTRICTS**

This chapter includes the base zoning districts, overlay districts, and planned unit development districts. The provisions will include how the districts relate to one another and include summary tables for the district-specific regulations. As discussed in Part 2 of this assessment report, some of the zoning districts might be revised or removed in the new UDO. For example, the common standards within the overlay districts may be incorporated into the base dwelling districts, therefore eliminating the need to retain the overlay district.
Current districts to be folded into this chapter include:

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<thead>
<tr>
<th>Current Rapid City Zoning Districts</th>
<th>Overlay or other Zoning Districts</th>
</tr>
</thead>
<tbody>
<tr>
<td>17.08. Park Forest District (PF)</td>
<td>17.60. Canyon Lake Overlay District</td>
</tr>
<tr>
<td>17.10. Low Density Residential District 1 (LDR-1)</td>
<td>17.62. Fifth Street Overlay District</td>
</tr>
<tr>
<td>17.12. Medium Density Residential District (MDR)</td>
<td>17.64. M Hill Overlay District</td>
</tr>
<tr>
<td>17.14. High Density Residential District (HDR)</td>
<td>17.50.050. Planned Development Overlay District (PD)</td>
</tr>
<tr>
<td>17.16. Central Business District (CB)</td>
<td>17.50.060. Planned Unit Development Zoning District (PUD)</td>
</tr>
<tr>
<td>17.18. General Commercial District (GC)</td>
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<td>17.20. Neighborhood Commercial District (NC)</td>
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<td>17.22. Light Industrial District (LI)</td>
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<td>17.24. Heavy Industrial District (HI)</td>
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<td>17.26. No Use District (NU)</td>
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<td>17.28. Flood Hazard District (FH)</td>
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<tr>
<td>17.30. Neighborhood Shopping Center District (SC-1)</td>
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<td>17.32. Community Shopping Center District (SC-2)</td>
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<td>17.34. General Agricultural District (GAD)</td>
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<td>17.36. Hotel-Motel Zoning District (HM)</td>
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<td>17.38. Mobile Home Residential (MHR)</td>
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<td>17.40. Office Commercial District (OC)</td>
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<td>17.42. Mining and Earth Resources Extraction District (ME)</td>
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<td>17.44. Low Density Residential District 2 (LDR-2)</td>
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<td>17.46. Public District (P)</td>
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<td>17.48. Civic Center District (CC)</td>
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<td>17.56. Business Park District (BP)</td>
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<tr>
<td>17.58. Airport Zoning District</td>
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</tbody>
</table>

For each zoning district, the applicable intensity and dimensional standards would be included and summarized in tables wherever possible as discussed in Part 2. These standards include:

- Minimum lot size
- Minimum or maximum height
- Minimum or maximum setbacks
- Minimum or maximum density
- Maximum lot coverage

Standards associated with the physical site layout and design of new development will be included in Article V, Development Standards.
CHAPTER 4 – USE REGULATIONS

The main components of this chapter will include:

- Principal permitted uses
- Accessory uses and structures
- Temporary uses and structures
- Use-specific standards

PERMITTED USES

This subsection will include a permitted use table as discussed in Part 2 of this report. The use table will summarize permitted uses by zoning district, type of approval (by-right vs. conditional or special use), and will cross-reference to applicable use-specific standards.

ACCESSORY USES AND STRUCTURES

Accessory uses (such as home occupations), and accessory structures (such as detached garages) will be included in this article. Accessory uses could be included on the permitted use table as an “A” for accessory, or at the end of the table as its own category. This decision will depend largely on whether some permitted uses are allowed by-right in some districts and only as accessory in others. Accessory uses and structures will also be included in the use-specific standards subsection.

TEMPORARY USES AND STRUCTURES

As with accessory uses and structures, temporary uses and structures would be addressed in this article. Temporary uses (such as Christmas tree sales or construction offices) could be included in the permitted use table as a “T”, most likely as its own category near the end of the table. Temporary structures will also be included in the use-specific standards subsection.

USE-SPECIFIC STANDARDS

Use-specific standards are drafted for special types of developments such as sexually-oriented businesses, telecommunications facilities, and other uses that have unique impacts or standards associated with them. Several use-specific standards will be pulled from existing definitions and other zone districts and development standards that have identified requirements for particular land uses. Current Rapid City sections to be folded into the use-specific standards subsection might include:

- 17.50.020/030 Townhouses General and Standard Requirements
- 17.50.110 Manufactured Home Parks
- 17.50.120 Cemetery
- 17.50.130 Drive-in Theater
- 17.50.140 Public and Private Utilities and Services
- 17.50.150 Child Care Centers
- 17.40.160 Automobile Wrecking and Junkyards
- 17.50.170 Recreational Fads
- 17.50.180 Motel Complex
- 17.50.185 On-sale Liquor Establishment
- 17.50.186 Sexually Oriented Businesses
- 17.50.350 Home Occupations
When the City analyzes the current list of permitted uses during the code update, it may shed light on the need for additional use-specific standards. Any use with applicable use-specific standards will be referenced in the permitted use table.

CHAPTER 5 – DEVELOPMENT STANDARDS

The Development Standards Article incorporates all of the standards and regulations associated with the physical layout and design of development. This article will consolidate many of the provisions currently located in the current Development Requirements article in the Supplementary Regulations chapter and provisions from several of the other chapters. Development standards typically include provisions for:

- Dimensional standards (general; not covered by individual zoning districts)
- Exceptions and encroachments
- Special standards such as setbacks near protected districts
- Access and circulation
- Parking, loading, and stacking requirements
- Landscaping and tree preservation
- Screening, walls, and fences
- Signs
- Stormwater drainage and erosion control
- Exterior lighting

Current sections to be folded into this article might include:

- 17.50.250 Yard, Building Setback, and Open Space Exceptions
- 17.50.260 Height
- 17.50.270 Minimum Off-Street Parking Regulations
- 17.50.300 Landscape Regulations
- 17.50.310 Lighting
- 17.50.320 Fences and Walls

CHAPTER 6 – SUBDIVISION

This new chapter will consolidate all design standards and requirements relating to land division. The existing structure of the subdivision regulations will remain intact, with procedural requirements moved to the new administration article. Where design and development standards could be applicable to either subdivision or site planning of an existing platted lot, the standards will be relocated to the development standards chapter, with a cross-reference here. In addition, this section will include a clear requirement that subdivision plats must comply with the development standards of the zone district in which they are located. Current sections or articles to be folded into this article include:

- 16.04 General Provisions
- 16.16 Standards for Improvement
CHAPTER 7 – NONCONFORMITIES

This chapter includes provisions for the regulation of nonconformities. This chapter will include provisions for nonconforming uses, nonconforming lots, nonconforming structures, and other specific features like street access and driveways. Current sections to be folded into this article include:

- 17.52 Nonconforming Buildings and Uses

CHAPTER 8 – DEFINITIONS AND INTERPRETATIONS

This chapter is a stand-alone article for all of the terms defined in the UDO. Current sections to be folded into this chapter include:

- 17.04 Definitions
- 16.20 Definitions
APPENDIX D.
AUTHENTIC YOUTH ENGAGEMENT STRATEGIC PLAN
**Mission:** Building a community where young people are valued and have meaningful opportunities to make a difference.

**Vision:** Youth and Adults Building a Thriving Community TOGETHER.

**Teen UP Goals**
- Educate community on the value of youth
- Build opportunities for youth voices to be heard

**Teen UP Principles**
- Strength-based solutions
- Reinvent systems not individual change
- Proactive vs. reactive
- Inclusive

**Teen Up Themes**
- Focus on enhancing youth-related systems rather than improving youth.
- Young people are viewed as resources rather than recipients of services.
- Youth and adult partnerships are key.
- Skill building for both youth and adults is essential.
- Youth with leadership experiences and meaningful opportunities to contribute tend to return to the city that valued them.

**Elements Needed for Reaching Outcomes**

**Civic Environment** – Municipal, educational and organizational leaders should view meaningful youth engagement as a significant contribution to a young person’s learning and to the success of the community and its institutions.

**Support for Participation** – There needs to be a wide variety of adult allies willing to support young people as resources within their neighborhoods, schools, youth serving organizations, and the community as a whole.

**Opportunities** – There need to be as many opportunities for youth to serve, as there are young people wanting to serve. Partnership Rapid City, should play a key role in the implementation of the recommendations, but additional partnerships and support will be needed.

**Young People** – Passionate and prepared young people who are eagerly willing to engage themselves in the life of their community, neighborhood, school or organizations.
When determining the strategies you will use to address the issue(s), begin by considering strategies that would allow young people to make meaningful contributions within each of the engagement triangle’s pathways.
YOUTH ENGAGEMENT PATHWAYS

PROJECTS, TASKS & SERVICE LEARNING PATHWAY I

QUALITIES AND BENEFITS
- Youth can serve in a variety of roles
- More short-term in duration, with short-term outcomes
- Minimal amount of training needed
- Often requires extensive adult organizing
- Issues addressed are usually specific in nature
- Focus is to provide a positive experience to individuals while accomplishing a needed service
- Increases community involvement
- Allows youth to test involvement in engagement activities
- Any young person can find something of interest

EXAMPLES OF OPPORTUNITIES
- Participation in efforts to give support to others (food drives, nursing home visits, mentoring younger kids, etc.)
- Assisting within recreational opportunities (coaching, umpiring, guides at Special Olympics, etc.)
- Recruiting peers to get involved
- Help with marketing a community initiative
- Event planning and implementation

TRAINING AND SUPPORT NEEDS
- Information about tasks (don’t make assumptions)
- Basic information about service learning (when applicable)
- Participants need to feel welcomed and connected
- Transportation may be needed
- Information about other opportunities and how to move among the three pathways of engagement

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YOUTH ENGAGEMENT PATHWAYS

INPUT & CONSULTATION PATHWAY II

QUALITIES AND BENEFITS

- Adults ultimately have the power to decide
- Enhances decision-making and problem-solving of adults
- Youth have the opportunity to share their perspective
- Youth and/or adults can set the agenda
- Some skill building and training may be required
- Can be a short- or long-term commitment
- Issues addressed can be broad or specific in nature
- Focus is to have a positive impact on groups
- Can produce either immediate or ongoing results

EXAMPLES OF OPPORTUNITIES

- Youth serve in an ongoing advisory capacity to adults
- Speak-outs and focus groups to identify issues important to youth
- Assist in the interpretation of survey results
- Assist in the development of strategies and opportunities

TRAINING AND SUPPORT NEEDS

- Skills and opportunities to build confidence
- Presentation and listening skills (Adults need to hear what youth have to say)
- Information and guidance on issue being addressed
- Transportation may be needed
- Information about other opportunities and how to move among the three pathways of engagement
YOUTH ENGAGEMENT PATHWAYS

SHARED LEADERSHIP PATHWAY III

QUALITIES AND BENEFITS

- Responsibilities shared among all members (youth and adult)
- Greater commitment required of everyone
- Higher level of skills and training required
- Focus is on broader issues (policies, strategic plans, shared authority, system changes, organizational leadership etc.)
- Greatest potential for impacting all youth
- Outcomes tend to be long-term solutions or change initiatives
- Shifts the norm of who gets to be at the “table”
- Increases the current and future leadership pool

EXAMPLES OF OPPORTUNITIES

- Youth share leadership roles in an initiative
- Youth and adults work parallel on mutually agreed-upon agendas
- Youth engage with adults as activists, advocates, or lobbyists on a national, state, and local level
- Youth serve as co-presenters with adults
- Youth serve in paid positions within systems or organizations

TRAINING AND SUPPORT NEEDS (It is recommended that the training for this pathway be done for both the youth and adult participants)

- Training in youth and adult partnerships
- Problem-solving, decision-making, team work, active listening, public speaking
- Information and guidance on issue being addressed
- Opportunities to practice skills and gain confidence
- Emotional support during times when confidence is low
- Information about other opportunities and how to move among the three pathways

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Different ways to incorporate young people into a board, commission or committee.

Some examples of how a board, commission or committee can incorporate young people and benefit from their energy, insights and commitment to the issues include:

1. **Fully Integrated:**
   a. fully integrated approach young people and adults serve in similar capacities.
   b. Young people are equal voting members, have equal responsibilities and attend all the meetings.
   c. appropriate number of youth members should be determined based on the population served by the organization

2. **Parallel Process:**
   a. two equal groups, one made up of adults and the other made up of young people.
   b. can use for organizations to begin the process of fully integrating young people into decision-making roles.
   c. each group meeting separately, but in a similar time frame.
   d. same agenda to address and each comes to their conclusions separately.
   e. each group finishes their meetings then groups meet together to see where they are similar and where there are differences.
   f. the areas that are similar are passed, while the areas with differences are given back to each group to discuss further at their next meeting, only this time with the input of the other group in hand.
   g. over time, the two groups often become familiar enough with each other that they begin to meet more together than separately and eventually become a fully integrated group.

3. **Issue Specific:**
   a. adult board, commission or committee faces a decision on an issue for which the insights of young people will be critical, but the addition of young people on a permanent basis doesn’t make sense.
   b. used primarily when dealing with issues that requires greater skills or expertise than young people possess.
   c. young people need to have a connection to the issue they are being asked to address
   d. they need to believe they will be heard, respected and valued.
   e. facilitator trained in working with young people.

4. **Advisory:**
   a. an ongoing group of trained youth or with focus groups that ask a set of youth-friendly questions aimed at soliciting one-time information on a specific topic.
   b. youth serving in advisory roles, need to understand that they are not making decisions, but helping to make the decisions made by the organization better.
APPENDIX E.
PUBLIC PARTICIPATION SUMMARIES
Public Participation Summaries

Series 1: Establishing a Common Foundation

Movies Under the Stars Booth
Teen Input Event
Community Input Event

Series 2: Defining Our Vision

Community Workshop
Teen Event
Community Workshop

Series 3: Making Choices

Thought-Leader Forums
Senior Update
Plan and Policy Framework and Future Land Use Map Survey Results

Series 4: Reviewing the Plan

Community Open Houses
Draft Comprehensive Plan Survey Results
Draft Comprehensive Plan Public Comments
Series 1: Establishing a Common Foundation

July 2013

Introduction
This document presents a summary of responses from the first series of Plan Rapid City community engagement activities in July 2013. The series included the following community engagement events:

- Community Input Events (July 15 & 16)
- Movie Under the Stars Booth (July 15)
- Teen Input Event (July 16)

Each of the events included background information on the Comprehensive Plan process and a discussion of issues and opportunities related to the draft Community Profile.
Introduction

The following responses were written by participants on white boards, representing their vision for the future of Rapid City.

I Imagine Rapid City...

- More downtown improvements!
- Downtown is the best thing-- a destination
- Great old downtown buildings
- More cultural events
- Like Community Events/street dances and medieval
- Street construction needed at night and around the clock
- Awesome parks!
- Drivers need to be more friendly to bicyclists
- More water parks like this! City pool
- Keep the trails system
- Take me out of flood zone
- Less fragmented health care more choices!
- Enlarge downtown east to west boulevards!
- With big houses
- Love downtown/presidents
- Need-road improvements, better jobs/wages
- Movies under the stars, friends, bunnies!
- Expand downtown events! And community events!
- Other gathering places in downtown—expand revitalization towards post office
- Common ground, outdoor gathering place for Native American community
- Six Flags Rushmore
- Art centric community where racial reconciliation has been achieved and there are well-paying jobs for anyone that wants one
- More downtown parking!
- More help for 40-somethings (rent-housing)
- More bike routes/walkability/connected routes!
- Recycling for all!
- Expand on the arts!
- Continue to grow the arts (e.g. Main Street Square events)
- Keep development around “M” hill to a minimum!
- Local nature access
- Events/Schools/Parks
- Job opportunities
- Community gathering places
- I like the fountains!
- I love Main St. Square!
- Less alcoholism
- Justin Bieber to perform at Main Street
- Everything is almost perfect here!
- More local businesses
- Water parks
- Main Street Square! Would like to see Imax theatre
- Love “M” Hill trail development-keep it up!
- More flowers
- Like it the way it is! Progressive thinking, growth, and more!
- Less expensive food
- Change McDonalds
- More family amenities (children’s museum!) And love downtown square
- Family oriented!
- More, nicer parks
- Lawns to run through
- Neglected Robinsdale Park
- Girls’ softball field
- Balance of parks across the community
- Outdoor pool/rec center like Spearfish
- Need more industries and jobs
- Cleaner environment
- More downtown events
- More wood and silver (cement)
- More nature
- Love downtown architecture! Library/Black Hills
- Amusement Park/ Macys/ Bigger Mall/ M&M World/ Teenager Friendly
- If we had more to do, we would be busier and more people would live here! = stronger economy
- Need more activities for teens downtown!
- Being more teen friendly with job and educational opportunities
- More lighting
- Love Main Street Square
- Year round activities for local families
- A drive-in movie theatre
- More places for teenager to hang out
- Long boarding/skate boarding allowed downtown
- Love the square!
- Fun stuff for kids!
• Water park, water features in parks also
• Don’t change Movie Under stars and Thursday nights
• More fun stuff- zoo, amusement park
• More public transportation
• Late night route around downtown, baken park, rushmore mall
• Bigger/taller parking ramp
• Roller skating at square
• Teenage entertainment
• More stuff for teenagers, skyzone, M&M world
• Big ice cream shop in square and zoo
• Ways to deal with alcoholism and downtown homeless
• Pro-chicken
• Like the parks and bike path
• More affordable pools
• I want more events
• Better place for hills alive
• Better location for events
• Do not close streets for events
• Longer hours for bus routes
• More parking at civic center
• Like bike path but add lights
• Drinks allowed at movies under stars
• More residential units with sprinklers in new construction
• To stop discrimination
• Love what has been done with downtown
• I like the neat city parks
• Keep small town feel
• Keep as a good place to raise kids
• Love community events
• I appreciate the Rapid City leadership that helps make Rapid a family fun place to live!
• Great old downtown buildings
• More cultural events
Teen Input Event

Meeting Notes – July 16, 2013
3:30 – 5:00 pm

Neighborhood
- Most important aspect
  - Location – close to school and work.
  - Safety and comfort with neighbors
  - Build relationships with neighbors, community feeling
  - School locations
  - Easy access to places in town and get out of town
  - Outdoor access
  - No silos of businesses and organizations, collaborative approach

- Improvements
  - Parks for kids in walking distance
  - Safe bike routes, safe connections to bike paths

Transportation
- Most people have to drive
- More safe in car than in bus or walking or biking
- Hard for some to get to school on bus, was an idea to use school id as a free bus pass
- Most teens car pool but mostly everyone has a car
- Some will bike to work if have to or its convenient
- Need more bus stops or seemingly more convenient access
- If bus is provided will teens and people use it? Stigma of bus riders. Status statement to have car
- Social network use of cars for teens if you do not have one
- No safe routes for bikes and perhaps pedestrians to high school unless you live really close
- Ways to make it more attractive or convenient/available to take alternate modes for teens, especially for those who do not have options. Can teens help change this?
- Lack of transportation options for some reduce opportunities for involvement
- Make it “cooler”
- Wireless Internet on bus, and bumping beats

Economy
- Hard to get a job. Options are fast food, day care, retail, tourist related jobs,
- Some work year round, some summers
- Summer jobs are almost all retail
- Some travel to Keystone and other areas around to work summer jobs
- Most teens have a job
- All about connections to get a job
• Would prefer to apply in person instead of internet
• Not many prospects for jobs after college
• Terrifying thing to find a place to live that has jobs
• Easier to find jobs – We need teens ads, need more job advertising
• Didn’t even know current job was hiring
• Teaching jobs available, business jobs not here
• Graphic design job not here
• How do I find a job, how do I know what types of jobs are here?
• 8th grade had a job fair but wasn’t helpful
• A college fair for high school juniors was a good event, can they do the same for businesses and senior students
• Only option is to keep job or go to college, perception
• Colleges does outreach events at school but participation is low, need to give an incentive or mandatory
• Beyond the Books – opportunity to do career exploration or service for credit, at all three high schools. Students find out too late. Provides career services and education.
• Best way to get students early on. Orientation for high school classes and opportunities. Hard to get kids to be focused on the opportunities. When is the correct year?

**Downtown**

• Didn’t know about downtown, became aware because of new developments
• Its ok, shops are fun, walking downtown are fun, nothing is here (attract)?
• Like downtown, main street square made it a great spot. Would live downtown if I could.
• Always hear our downtown is awesome
• Would love to live somewhere with a downtown
• It’s a bit too small compared to others
• Wouldn’t walk around by myself, because of image issue not safety
• Different shops might make it better. Would love an Old Navy downtown. Girls are more interested to shop downtown.
• Need a store that appeals to both boys and girls
• No guys downtown, why? They do go to the concerts, but it has to be a band that appeals to both
• Boutique clothing not for all and expensive
• Mall used to be cool. Mall is hangout for kids who don’t know where to go, 14 year olds
• We go to Rushmore Crossings, because the shops they want are there, don’t want to go to the mall. No point in having the mall, but only for JC Penney. They should be in one place. Mall is the cheap option. It sucks. Revitalize the mall, its inconvenient.
• Arcades are for little kids. There is nothing for guys anywhere.
• Boys are hiking, biking.
• Hot spot for teens is midnight bowling. There should be a downtown bowling alley downtown, and outside. Needs to be in a better area.
**Parks**

- More lights in the parks and bike paths
- Not safe at night
- Easy trails and hard trails, make it more fun for all
- Mark trails to warn of changes
- Boys disc golf
- Disc Golfing is hot!
- The downtown disc golf course on Omaha is boring and packed
- People do illegal things on courses, need to be less hidden. The creek is hard to avoid.
- Trails are confusing need markers and maps
- Nighttime disc golfing not possible. Need lights for nighttime

**Other issues and Ideas**

- Town needs more lighting everywhere
- Downtown is for girls
- Teens will go tourist places but would rather not
- Summer nights has a beer garden not for teens, then 14 year olds, and bands are not great. Not much to do at summer nights for teens. Nothing to interact with. Cool for younger teens.
- There are two bands playing now. One side for teens oriented with activities and one side for beer garden.
- There should be music playing downtown all the time.
- Art Alley is scary during summer nights, would be cooler for teens because of creepy. People are dirty. No lighting in Art Alley. Rumors of shootings.
- A lot of 14 year olds smoke cigarettes
- Pizza lab dance in Deadwood. It’s a wealthy kid thing. Not welcoming for all. Need that in Rapid City. Need a common area, centrally located.
- More opportunities for teen boys
- Need more free teen activities in a central location

*Keypad Polling Results (Attached)*
How long have you (or your family) lived in Rapid City?

1. Less than 1 year
2. 1-5 years
3. 5-10 years
4. 10-20 years
5. More than 20 years

Why do you and/or your family live in Rapid City? (Select as many as apply)

1. Parent grew up here
2. Good place to raise a family
3. Availability of jobs
4. Overall cost of living
5. Safe community
6. Housing choices
7. Schools
8. Parks, trails, and recreational opportunities
9. Continuing education opportunities
10. Other
What are the things you enjoy most about living in Rapid City? (Select as many as apply)

1. Access to outdoor activities
2. Scenic quality of the community
3. Parks, trails, and recreational opportunities
4. Community events and activities
5. Youth oriented events and activities
6. Your neighborhood
7. Proximity of friends and family
8. Other

Do you plan to stay in Rapid City after high school?

1. Yes, I plan to begin work locally following graduation
2. Yes, I plan to attend college locally
3. No, I plan to attend college out of state
4. Not applicable, have already completed high school
5. Not sure yet
6. Other
If you plan to attend college out of state, do you plan to return to Rapid City eventually?

1. Yes
2. No
3. Maybe
4. Not sure
Community Input Event

Meeting Notes – July 15 and 16, 2013

Downtown

What aspects of downtown Rapid City are most important to you?
- Safety during all hours
- Parking
- Retail shopping, national chains like Dillards, Macy’s and Nordstrom
- Science Center for children e.g. Spectrum (Missoula) or Brookings, SP

What improvements would enhance the downtown area?
- Visual appeal from SDSM&T moving downtown; connecting
- Transit systems to ride from airport to downtown
- Parking (more free spots, for quick errands)
- Out to lunch concept (Bus that delivers 11-2pm)
- Visual appeal from downtown – West main toward Baken park
- Downtown apartments – housing

Economy

- Tax increment is the only tool for developers. Disappointed about the negative attitude recently about using TIF.
- Use TIF or other tools to build affordable housing. Subsidize cost of development in targeted area.
- Doing less development because City is less supportive of developers. Agriculture role in Rapid City economy. Highlight importance.
- County used to allow for property tax to be phased in (Abatement)
- Transferring what’s going on in Rapid City into schools (e.g. service learning)
- Leadership Rapid City
- Neighborhood-oriented committees may encourage participation
- More appreciation for agriculture
- Historic resources need to be acknowledged and carried forward (e.g. ranching history)
- Opportunities for interpretation of resources, interactive activities/exhibits, and engaging youth

Are there any economic hurdles to living or working in Rapid City?
- Limited senior management careers
- Limited shopping variety downtown (Macy’s, Dillards, Nordstrom)
- Need Southwest flights—e.g. expanded air service
- Bus shuttle between Campus and Downtown with other areas to allow for movement during lunch. Quick trips.
Limited planning for future business—need to target opportunities provided by proximity of Rapid City to Bakkan, e.g., attract and accommodate businesses that provide oil field support services

Mixed neighborhood concept (housing types, service for seniors, youth, etc.)

**Neighborhoods**

What aspects of your Rapid City area neighborhood are most important to you?
- Scenic settings + View (√√)
- Bike/walking path along main street (√√)
- Historical preservation of homes

What change(s) would improve your neighborhood?
- No school presently –need one
- Only one park (not completed)
- Complete park –more recreational opportunities
- Neighborhood square to reduce transportation issues downtown (e.g., more gathering places within individual neighborhoods to encourage walk and bike access rather than everyone driving downtown for events)
- More attention to age demographics and services (All neighborhoods)
- Moratorium on expanding quarries
- More community gardens

Can you think of any improvements that are needed in other area neighborhoods?
- Install storm sewers in North Rapid neighborhoods (especially around the North Maple and Adams Street areas.)
- Trees/Agriculture look

**Parks and Natural Environment**

What aspects of parks and the natural environment are most important to you?
- Preserve Natural Beauty (√)
- Maintain clean air (√)
- The Prairie is my garden with native plants
- Farmers Market
- #1 Farmers Market

Are you aware of any City efforts to conserve natural resources (e.g., water, air quality, etc.)?
- No
- No – lots of dust/noise from quarries affects air quality
- Quarries destroy natural forests
What improvements would enhance the City’s parks and natural environment?

- Equal distribution through city of resource protection
- Education programs in schools
- West side has more parks
- North side needs more parks/recreation/resources
- Valley needs more parks recreational resources
- Expanded farmers markets – maybe add one at mall
- Community gardens
- More support for farmers markets

Transportation

How do you move around town on a typical day?

- Drive into downtown Rapid City from Radar Hill Road, or walk as doable.
- Drive – not safe to bike in all areas
- Ditto re: biking not safe in all areas. Bike trail –N. Haines is my dream.

What improvements would make it easier for you and your family to get around Rapid City?

- Sidewalks along Deadwood Ave. and Plaza Drive
- Bicycle parking for daily in-town commuting
- Consistent transportation route from Main Campus to Downtown Campus School of Mines (Bus fare, monthly pass)
- Tie Deadwood Ave. to Sheridan Lake Rd.
- Build where roads are feasible
- 1 cent for every transportation dollar spent on bike/ped. routes??

Other Topics and Feedback

Are there any other issues or topics that you think Plan Rapid City should address?

- Expand downtown square idea to neighborhood squares
- Fragmented health care system – competition not cooperation
- Health services needed for growing community –perhaps another hospital or geriatric services
- Improve I-90 to Civic Center with Blvd + beautification (Like Rushmore Rd. proposal)
- Review drainage tax policy –larger parcels (undeveloped) actually help resolve issues
- Address homeless issues
- Kids’ health and poverty a growing problem – Kids Count Data available online, by County
- Need to retain an authentic feeling and local businesses throughout the community to attract visitors (many currently don’t visit Rapid City because of abundance of chain restaurants and stores)
Plan Rapid City
Comprehensive Plan Update

July 2013 Community Meetings
July 15 and 16, 2013

Agenda
- Welcome & Introductions
- Role of the Comprehensive Plan
- Community Profile: Issues and Opportunities
- Discussion
- Next Steps

Role of the Comprehensive Plan

- Long-range plan (10-20+ years)
- Guides where and how Rapid City will grow
- Establishes City policies—advisory, not regulatory
- Establishes priorities to guide the allocation of resources

What is the Purpose of the Comprehensive Plan?

- Vision: Describes the kind of community we want to be
- Goals: Establish specific targets for the future
- Policies: Provide guidance for decision-making
- Actions: Identify steps we’ll take to get there
  - Code revisions
  - Programs
  - Capital improvements
  - Intergovernmental agreements
  - Other

What will the Plan Address?

- Land Use and Growth
- Transportation and Circulation
- Housing and Neighborhoods
- Economic Development
- History and Community Character
- Landscape and Environment
- Parks and Recreation
- Public Safety and Services
- Downtown
- Arts, Culture and Tourism
- Health and Safety

What will be in the Comprehensive Plan?

- Vision
- Goals
- Policies
- Actions!
The Planning Process

The People of Rapid City

Quick Facts:
- Current Population is 67,956
- Second largest city in South Dakota
- 35.6 is the median age of residents
- Increased percentage of population of American Indians from 29.2% (2000) to 31.2% (2010)
- Nearly 1/3 of all households are residents living alone
- Roughly 1/4 of all households have at least one senior resident

Issues & Opportunities
- Retaining Youth
- Aging Population
- Diversifying Population
- Changing Household Composition

Opportunities for Input

- Community Input Events
- Project Website
- Online Surveys and Polls
- Meetings & Work Sessions

Community Profile

Topics Addressed
- People
- Housing
- Education
- Economy
- Land and Development
- Transportation
- Utility Infrastructure
- Parks, Recreation and Natural Environment
- Health and Safety
- Arts and Cultural Resources

Draft Community Profile

Housing & Neighborhoods

Quick Facts:
- Vacancy rate of 7.0% in 2010
- Majority of housing units (79%) are single family detached units
- Average homeowner with a mortgage pays $1,230 monthly for housing
- Average sales price of homes was $188,900 in 2010
- 80% of renters pay under $1,000

Issues & Opportunities
- Changing Development Patterns
- Diversifying the Housing Stock
- Housing Affordability
- Unique Neighborhoods
### Education

**Quick Facts**
- Rapid City Schools is the 2nd largest school district in South Dakota.
- Dropout rate decreased from 7% in 2008 to 4% in 2011.
- Higher percentage of residents with some college, a bachelor, and graduate or professional degree than South Dakota as a whole.
- Nearly 6% of the city’s population enrolled in higher education institutions.

**Issues & Opportunities**
- Coordination with Education Providers
- School Enrollment Trends
- Education Fiscal Limitations
- Retaining Talent

### Economy

**Quick Facts**
- Unemployment rate in Pennington County was 4.1% in April 2013.
- Pennington County’s largest industries: health care, retail trade, accommodations and food services.
- Employment in the Rapid City MSA grew at a faster annual rate (1.5%) annually, than the State 2001-2011.
- Average annual wage of workers in Pennington County was $39,048 (2012).

**Issues & Opportunities**
- Diversifying the Economic Base
- Leveraging Local Assets
- Role as a Regional Economic Hub
- Downtown as an Economic Driver
- New Fiscal Approaches and Tools

### Land and Development

**Quick Facts**
- Predominant use of developed land are single-family detached residential and public uses.
- 2013 residential construction has surpassed 2010 and 2011 totals, on track to pass 2012 totals.

**Issues & Opportunities**
- Growth and Coordination at the Community’s Edges
- Developable Land Available in Town and at the Perimeter
- Focusing Reinvestment and Redevelopment
- Continuing Downtown Revitalization

### Transportation

**Quick Facts**
- 370 total miles of public streets.
- 28 miles of bike paths.
- 33 miles of mountain bike trails.
- Another 90 miles of bike routes, lanes, trails, and paths are planned.
- Six bus routes known and fixed-route trolley bus.
- Intermodal facilities include airport, railroad and highway.

**Issues & Opportunities**
- Future Roadway Needs
- Expanding Multi-Modal Options
- Transportation Safety
- Prioritization of Transportation improvements
- Intermodal Transportation Interfaces

### Utility Infrastructure

**Quick Facts**
- 3.6 billion gallons of water treated and distributed annually.
- 432 miles of water mains, 4,071 fire hydrants, and 36 water storage facilities.
- 99% of pollutants removed from wastewater.
- 123 miles of storm sewers.
- 1,638 City-owned street lights.

**Issues & Opportunities**
- Funding Infrastructure in New Growth Areas
- Airport Water Main Extension Project
- Water and Resource Conservation
- Overhead Utility Lines
- Prioritizing Infrastructure Improvements

### Parks, Recreation and Natural Environment

**Quick Facts**
- 28 parks.
- 1,678 acres of parkland.
- 23 miles of trails.

**Issues & Opportunities**
- Retaining Amenities that Support a High Quality of Life
- Protecting and Enhancing Character-Defining Natural Features
Health and Safety

Quick Facts
- 11,277 total police arrests in 2012
- 7 fire stations
- Fire Department educated 30,000 children and 8,000 adults in 2011
- Compared to national averages, Pennington County has higher rates of adult smoking, adult obesity, physical inactivity, and other key health indicators.

Issues & Opportunities
- Public Safety Concerns
- Wildfire Danger
- Resident Health and Wellness

Arts and Cultural Resources

Quick Facts
- Growing list of events at Civic Center and Main Street Square
- 2 historic districts: Downtown and West Boulevard
- The Rapid City Arts Council is one of the oldest and most respected arts councils in the State

Issues & Opportunities
- Funding Arts and Cultural Activities
- Preserving Historic Resources

Discussion
- Are there issues or opportunities we’ve missed?
- Other suggestions on public outreach?
- What is your vision for the future of Rapid City?

The Next Steps
- Consolidate Feedback and Update Issues
- Release Draft Community Profile
- Draft Vision and Guiding Principles
- Community Input Series #2

Plan Rapid City
Comprehensive Plan Update

July 2013 Community Meetings
July 15 and 16, 2013
Series 2: Defining Our Vision

September 2013

Introduction
This document presents a summary of responses from the second series of Plan Rapid City community engagement activities in September 2013. The series included the following community engagement events:

- Community Workshops (September 24 & 25)
- Teen Event (September 25)

Each of the events included a background of the Comprehensive Plan, a discussion and keypad polling exercise related to draft Vision and Core Values, followed by a Community Preference Survey using keypad polling.
Community Workshop

Meeting Notes – September 24, 2013
6:00 – 8:00 pm
Lakota Community Homes Oyate Center

Core Value 2: Healthy, Safe, Inclusive Community
• School systems are rife with inequality

Core Value 3: Efficient Transportation and Infrastructure Systems
• Right-turn on red a problem for bicycle commuters
• Need more path linkages to parks
• Bus routes should extend farther north, review Transit Development Plan

Core Value 5: Outstanding Recreational and Cultural Opportunities
• Review the “Black Hills Needs Assessment” document
• Need new skatepark and more teen spots
• Rapid City is rich with cultural and fine arts resources, but it can be difficult for artists to set up shop here
• Local school music programs are a strength
• Hill City an example of nearby excellent arts culture
• Need more places to sell art
• Need to make all forms of art welcome in Rapid City

Core Value 6: Responsive, Accessible, and Effective Governance
• Need better code enforcement, particularly for the affordable housing areas. Lots of bad landlords do not maintain property
Introduction
At the Plan Rapid City Teen Event, the attendees participated in the Community Preferences Survey using keypad polling. See next page for the polling results compiled from the event.
Plan Rapid City
Comprehensive Plan Update

Teen Workshop
September 25, 2013

Agenda

- Welcome & Introductions
- Comprehensive Plan Background
- Community Preferences Survey
- Wrap-Up and Next Steps

By 2035 Rapid City will be home to nearly 100,000 people. The Comprehensive Plan will:
- Guide where and how Rapid City will grow over the next 10-20 years
- Establish City policies — advisory, not regulatory
- Establish priorities to guide the allocation of available resources

Why Update the Comprehensive Plan?

What will the Plan Address?
- Land Use and Growth
- Transportation and Circulation
- Housing and Neighborhoods
- Economic Development
- History and Community Character
- Landscape and Environment
- Parks and Recreation
- Public Utilities and Services
- Downtown
- Arts, Culture and Tourism
- Health and Safety

What will be in the Comprehensive Plan?
- Vision: Describes the type of community we want to become (6 Core Values)
- Principles: Describe the community’s aspirations
- Goals: Establish specific targets for the future
- Policies: Provide guidance for decision-making
- Actions: Identify steps we’ll take to get there
The Planning Process

- Phase 1: Project Initiation
- Phase 2: Inventory & Analysis
- Phase 3: Vision and Principles
- Phase 4: Plan Framework
- Phase 5: Draft Plan and Action Strategies
- Phase 6: Public Review and Plan Adoption

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Opportunities for Input

- Community Input Events
- Project Website
- Online Surveys and Polls
- Meetings & Work Sessions

"Everything about downtown Rapid City is important. As downtown businesses prosper, I hope to see more second and third story residential and business uses."
- Comment submitted via online survey

Community Profile

Topics Addressed
- People
- Housing
- Education
- Economy
- Land and Development
- Transportation
- Utility Infrastructure
- Parks, Recreation and Natural Environment
- Health and Safety
- Arts and Cultural Resources

Check it out online at: www.planrapidcity.com

Warm-Up/ Demographics

Have you ever lied to your mother?

1. Yes
2. No
3. I can’t recall

How many years have you lived in Rapid City?

1. Less than 1 year
2. 1-2 years
3. 3-5 years
4. 6-10 years
5. 11-20 years
6. Over 20 years
**What is your age?**

1. Under 15  
2. 16-17  
3. 18 or older

**Where do you live?**

1. Northwest  
2. Northeast  
3. Southwest  
4. Southeast  
5. Ellsworth AFB  
6. Box Elder  
7. Unincorporated Meade County  
8. Unincorporated Pennington County  
9. Other

**Community Vision and Core Values**

1. A Vibrant, Livable Community  
2. A Healthy, Safe, and Skilled Community  
3. Efficient Transportation and Infrastructure Systems  
4. Economic Stability and Growth  
5. Outstanding Recreational and Cultural Opportunities  
6. Responsive, Accessible, and Effective Governance

**Other Ideas? What have we missed?**

Please provide your detailed comments in one of two ways:

1. Complete a comment form
2. Submit your feedback at [www.planrapidcity.com](http://www.planrapidcity.com)

**How is this Survey Organized?**

Survey questions relate to three types of places in Rapid City:

- Neighborhoods
- Activity centers and corridors
- Community edges

Your input on these questions will help inform the development of a draft Future Land Use Map and accompanying Goals and Policies as part of the Comprehensive Plan update.
Questions about Neighborhoods

The following questions are designed to help explore community perceptions about Rapid City’s existing and future neighborhoods, including:

- Housing types and characteristics
- Development forms
- Priority considerations for the future

Trends & Issues: Neighborhoods and Housing

- Growing, aging, and diversifying population
- Limited choices and housing options
- Housing affordability
- Neighborhood locations, connections and amenities

Quick Facts

- Currently 27,741 households
- 46,300 to 51,300 households by 2035
- Roughly ¼ of all households have at least one senior resident
- Majority of housing units are single-family detached (59%)
- Average homeowner with a mortgage pays $1,230 monthly for housing

How well does this development form fit with your vision for Rapid City’s neighborhoods?

(Single-family detached, front-loaded garage)

1. Fits very well!
2. Fits just fine
3. I’m in the middle
4. Does not fit well
5. Doesn’t fit at all!
6. Not sure/no opinion

Percentage: 39%

How well does this development form fit with your vision for Rapid City’s neighborhoods?

(Single-family detached, protruding front-loaded garage)

1. Fits very well!
2. Fits just fine
3. I’m in the middle
4. Does not fit well
5. Doesn’t fit at all!
6. Not sure/no opinion

Percentage: 5%

How well does this development form fit with your vision for Rapid City’s neighborhoods?

(Single-family detached, varied garage placement)

1. Fits very well!
2. Fits just fine
3. I’m in the middle
4. Does not fit well
5. Doesn’t fit at all!
6. Not sure/no opinion

Percentage: 46%

How well does this development form fit with your vision for Rapid City’s neighborhoods?

(Single-family detached, alley-loaded garage)

1. Fits very well!
2. Fits just fine
3. I’m in the middle
4. Does not fit well
5. Doesn’t fit at all!
6. Not sure/no opinion

Percentage: 58%
How well does this development form fit with your vision for Rapid City’s neighborhoods?

1. Fits very well!
2. Fits just fine
3. I’m in the middle
4. Does not fit well
5. Doesn’t fit at all!
6. Not sure/no opinion

1. Fits very well! 21%
2. Fits just fine 29%
3. I’m in the middle 16%
4. Does not fit well 13%
5. Doesn’t fit at all! 10%
6. Not sure/no opinion 8%

Plan Rapid City Comprehensive Plan Update
How well does this development form fit with your vision for Rapid City’s neighborhoods?

(Attached accessory dwelling unit or "lock-off")

1. Fits very well! 13%
2. Fits just fine 25%
3. I’m in the middle 25%
4. Does not fit well 8%
5. Doesn’t fit at all! 25%
6. Not sure/no opinion 5%

Plan Rapid City  Comprehensive Plan Update

How well does this development form fit with your vision for Rapid City’s neighborhoods?

(Integrated mix of housing types)

1. Fits very well! 22%
2. Fits just fine 20%
3. I’m in the middle 20%
4. Does not fit well 7%
5. Doesn’t fit at all! 29%
6. Not sure/no opinion 2%

Plan Rapid City  Comprehensive Plan Update

How well does this development form fit with your vision for Rapid City’s neighborhoods?

(Multi-family residential, suburban character)

1. Fits very well! 31%
2. Fits just fine 24%
3. I’m in the middle 24%
4. Does not fit well 9%
5. Doesn’t fit at all! 9%
6. Not sure/no opinion 2%

Plan Rapid City  Comprehensive Plan Update

How well does this development form fit with your vision for Rapid City’s neighborhoods?

(Multi-family residential, traditional neighborhood character)

1. Fits very well! 24%
2. Fits just fine 24%
3. I’m in the middle 21%
4. Does not fit well 17%
5. Doesn’t fit at all! 10%
6. Not sure/no opinion 5%

Plan Rapid City  Comprehensive Plan Update

How well does this development form fit with your vision for Rapid City’s neighborhoods?

(Senior/Assisted Living Community)

1. Fits very well! 48%
2. Fits just fine 27%
3. I’m in the middle 5%
4. Does not fit well 2%
5. Doesn’t fit at all! 16%
6. Not sure/no opinion 2%

Plan Rapid City  Comprehensive Plan Update

How well does this development form fit with your vision for Rapid City’s neighborhoods?

(Senior Housing/Care Facility)

1. Fits very well! 40%
2. Fits just fine 28%
3. I’m in the middle 19%
4. Does not fit well 0%
5. Doesn’t fit at all! 9%
6. Not sure/no opinion 5%

Plan Rapid City  Comprehensive Plan Update
### How well does this development form fit with your vision for Rapid City's neighborhoods?  
(Infill development, similar scale and character)

1. Fits very well! 51%
2. Fits just fine 18%
3. I’m in the middle 18%
4. Does not fit well 2%
5. Doesn’t fit at all! 4%
6. Not sure/no opinion 7%

### How well does this development form fit with your vision for Rapid City's neighborhoods?  
(Infill development, flexible design)

1. Fits very well! 28%
2. Fits just fine 24%
3. I’m in the middle 11%
4. Does not fit well 11%
5. Doesn’t fit at all! 20%
6. Not sure/no opinion 7%

### How important is this design element to your vision for Rapid City's neighborhoods?  
(Access to parks, open space, and trails)

1. Very important! 76%
2. Important 13%
3. I’m in the middle 7%
4. Not that important 2%
5. Not important at all! 2%
6. Not sure/no opinion 0%

### How well does this design element fit with your vision for Rapid City's neighborhoods?  
(Detached sidewalks)

1. Fits very well! 69%
2. Fits just fine 22%
3. I’m in the middle 0%
4. Does not fit well 0%
5. Doesn’t fit at all! 9%
6. Not sure/no opinion 0%

### How well does this design element fit with your vision for Rapid City's neighborhoods?  
(Attached sidewalks)

1. Fits very well! 16%
2. Fits just fine 9%
3. I’m in the middle 7%
4. Does not fit well 27%
5. Doesn’t fit at all! 36%
6. Not sure/no opinion 5%

### How important is this design element to your vision for Rapid City's neighborhoods?  
(Sustainable development features)

1. Very important! 44%
2. Important 24%
3. I’m in the middle 9%
4. Not that important 9%
5. Not important at all! 4%
6. Not sure/no opinion 9%
How important is this design element your vision for Rapid City's neighborhoods?
(Large Community Parks)
1. Very important! 88%
2. Important 10%
3. I’m in the middle 2%
4. Not that important 0%
5. Not important at all! 0%
6. Not sure/no opinion 0%

How important is this design element your vision for Rapid City's neighborhoods?
(Neighborhood Parks)
1. Very important! 48%
2. Important 26%
3. I’m in the middle 9%
4. Not that important 7%
5. Not important at all! 2%
6. Not sure/no opinion 9%

How important is this design element your vision for Rapid City's neighborhoods?
(Small Pocket Parks/”Tot Lots”)
1. Very important! 38%
2. Important 26%
3. I’m in the middle 6%
4. Not that important 11%
5. Not important at all! 11%
6. Not sure/no opinion 9%

How important is this design element your vision for Rapid City's neighborhoods?
(Neighborhood Open/Greenspace)
1. Very important! 33%
2. Important 27%
3. I’m in the middle 20%
4. Not that important 7%
5. Not important at all! 4%
6. Not sure/no opinion 9%

Which of the following would you identify as your highest priority for Rapid City’s future neighborhoods?
(Select your top 3)
1. Mix of housing options (price, type, location)
2. Affordability
3. Quality and durability of construction
4. Architectural character and design
5. Access to parks, trails, and open space
6. Transit accessibility
7. Connections to other parts of the community (Biking, walking, driving)
8. Location/proximity to services
9. Lot size
10. Other/none of the above

Which of the following would you identify as your highest priority for Rapid City’s existing neighborhoods?
(Select your top 3)
1. Reinvestment in and retention of existing housing stock
2. Code enforcement
3. Upgrades to existing infrastructure (streets, sidewalks, utilities)
4. Standards to address potential encroachment from adjacent commercial or employment areas
5. Affordability
6. All of the above
7. Other/none of the above
Questions about Activity Centers and Corridors

The following questions are designed to help explore community perceptions about Rapid City’s activity centers and corridors, including:

- Desired development forms
- Development scale
- Development features

What are Activity Centers?

- Key destinations for commerce and gathering
- Feature a mix of uses (retail, services, employment, etc.)

Examples:
- Downtown
- Mall
- Rushmore Crossing
- Baken Park
- Campbell and St. Patrick
- New Walmart

What are Corridors?

- Primary routes that link activity centers and other destinations
- Can feature any variety of uses

Examples:
- Mt. Rushmore Rd.
- Jackson Blvd.
- Campbell St.
- Omaha St.

Trends & Issues: Activity Centers and Corridors

- Competition between new and existing centers
- Aging centers/corridors in need of reinvestment
- Limited mix of uses
- Multi-modal needs of traditional corridors
- Total non-residential capacity may exceed demand

Quick Facts

- Capacity for more than 31 million square feet of non-residential space
- Typical new regional shopping center is at least 1 million square feet

How well does this development form fit with your vision for Downtown?

2-3 story mixed-use, pedestrian orientation

1. Fits very well! 51%
2. Fits just fine 35%
3. I’m in the middle 7%
4. Does not fit well 0%
5. Doesn’t fit at all 5%
6. Not sure/no opinion 2%

How well does this development form fit with your vision for Rapid City’s activity centers and corridors?

2-3 story mixed-use, pedestrian orientation

1. Fits very well! 38%
2. Fits just fine 23%
3. I’m in the middle 13%
4. Does not fit well 3%
5. Doesn’t fit at all 18%
6. Not sure/no opinion 8%
How well does this development form fit with your vision for Downtown?
2-3 story mixed-use, pedestrian orientation

1. Fits very well! 28%
2. Fits just fine 23%
3. I’m in the middle 21%
4. Does not fit well 7%
5. Doesn’t fit at all! 12%
6. Not sure/no opinion 9%

How well does this development form fit with your vision for Rapid City’s activity centers and corridors?
2-3 story mixed-use, pedestrian orientation

1. Fits very well! 27%
2. Fits just fine 27%
3. I’m in the middle 4%
4. Does not fit well 9%
5. Doesn’t fit at all! 27%
6. Not sure/no opinion 7%

How well does this development form fit with your vision for Downtown?
(Infill and redevelopment, pedestrian orientation, 4+ stories)

1. Fits very well! 27%
2. Fits just fine 40%
3. I’m in the middle 9%
4. Does not fit well 11%
5. Doesn’t fit at all! 9%
6. Not sure/no opinion 4%

How well does this development form fit with your vision for Rapid City’s activity centers and corridors?
(Infill and redevelopment, pedestrian orientation, 4+ stories)

1. Fits very well! 27%
2. Fits just fine 16%
3. I’m in the middle 16%
4. Does not fit well 13%
5. Doesn’t fit at all! 20%
6. Not sure/no opinion 9%

How well does this development form fit with your vision for Downtown?
(Multi-family residential, “urban” character)

1. Fits very well! 35%
2. Fits just fine 23%
3. I’m in the middle 14%
4. Does not fit well 7%
5. Doesn’t fit at all! 19%
6. Not sure/no opinion 2%

How well does this development form fit with your vision for Rapid City’s activity centers and corridors?
(Multi-family residential, “urban” character)

1. Fits very well! 28%
2. Fits just fine 15%
3. I’m in the middle 18%
4. Does not fit well 18%
5. Doesn’t fit at all! 20%
6. Not sure/no opinion 3%
How well does this development form fit with your vision for Rapid City's activity centers and corridors? *(Big-box retail center)*

1. Fits very well!  56%
2. Fits just fine    22%
3. I’m in the middle 17%
4. Does not fit well  0%
5. Doesn’t fit at all! 2%
6. Not sure/no opinion  2%

How well does this development form fit with your vision for Rapid City's activity centers and corridors? *(In-line retail center)*

1. Fits very well!  50%
2. Fits just fine  30%
3. I’m in the middle 9%
4. Does not fit well  2%
5. Doesn’t fit at all! 7%
6. Not sure/no opinion  2%

How well does this development form fit with your vision for Rapid City's activity centers and corridors? *(Entertainment/Specialty Retail)*

1. Fits very well!  61%
2. Fits just fine  17%
3. I’m in the middle 17%
4. Does not fit well  2%
5. Doesn’t fit at all! 2%
6. Not sure/no opinion  0%

How well does this development form fit with your vision for Rapid City's activity centers and corridors? *(Adaptive reuse of historic structures)*

1. Fits very well!  58%
2. Fits just fine  22%
3. I’m in the middle 13%
4. Does not fit well  2%
5. Doesn’t fit at all! 2%
6. Not sure/no opinion  2%

How well does this development form fit with your vision for Rapid City's activity centers and corridors? *(Conversion of a Residential Structure)*

1. Fits very well!  20%
2. Fits just fine  30%
3. I’m in the middle 18%
4. Does not fit well  8%
5. Doesn’t fit at all! 20%
6. Not sure/no opinion  5%

How well does this development form fit with your vision for Rapid City's activity centers and corridors? *(Horizontal Mix of Uses)*

1. Fits very well!  51%
2. Fits just fine  16%
3. I’m in the middle 19%
4. Does not fit well  7%
5. Doesn’t fit at all! 5%
6. Not sure/no opinion  2%
How well does this development form fit with your vision for Rapid City's activity centers and corridors?

(Vertical Mix of Uses)

1. Fits very well! 29%
2. Fits just fine 18%
3. I’m in the middle 21%
4. Does not fit well 11%
5. Doesn’t fit at all! 21%
6. Not sure/no opinion 0%

How important is this design element to your vision for Rapid City's activity centers and corridors?

(Pedestrian-Oriented Streetscape, Outdoor Seating)

1. Very important! 51%
2. Important 28%
3. I’m in the middle 8%
4. Not that important 3%
5. Not important at all! 3%
6. Not sure/no opinion 8%

Plan Rapid City Comprehensive Plan Update

How well does this development form fit with your vision for Rapid City's activity centers and corridors?

(Office Buildings, 1-2 Stories)

1. Fits very well! 27%
2. Fits just fine 36%
3. I’m in the middle 18%
4. Does not fit well 7%
5. Doesn’t fit at all! 11%
6. Not sure/no opinion 2%

How well does this development form fit with your vision for Rapid City's activity centers and corridors?

(Office Buildings, 3+ Stories)

1. Fits very well! 28%
2. Fits just fine 28%
3. I’m in the middle 16%
4. Does not fit well 12%
5. Doesn’t fit at all! 14%
6. Not sure/no opinion 2%

How important is this design element to your vision for Rapid City's activity centers and corridors?

(Street Trees, Detached Sidewalk, Bike Lanes)

1. Very important! 37%
2. Important 37%
3. I’m in the middle 7%
4. Not that important 7%
5. Not important at all! 12%
6. Not sure/no opinion 0%

Plan Rapid City Comprehensive Plan Update
How important is this design element to your vision for Rapid City's activity centers and corridors? (Attached Sidewalk, Landscaping, Parking Lot Screening)

1. Very important! 27%
2. Important 27%
3. I'm in the middle 24%
4. Not that important 8%
5. Not important at all! 8%
6. Not sure/no opinion 5%

How important is this design element to your vision of Rapid City's activity centers and corridors? (Public gathering spaces)

1. Very important! 64%
2. Important 24%
3. I'm in the middle 0%
4. Not that important 2%
5. Not important at all! 5%
6. Not sure/no opinion 5%

How important is this design element to your vision of Rapid City's activity centers and corridors? (Public art)

1. Very important! 51%
2. Important 17%
3. I'm in the middle 7%
4. Not that important 5%
5. Not important at all! 12%
6. Not sure/no opinion 7%

Which activity centers and corridors do you feel should be a focus of future revitalization efforts in Rapid City? (Select all that apply)

1. Downtown core
2. Downtown fringes
3. Rushmore Mall
4. Rushmore Road
5. Other (please note your suggestions on the map provided)
6. All of the above
7. Other/none of the above.

Questions about Community Edges

The following questions are designed to help explore community perceptions about growth outside of and adjacent to Rapid City’s limits, including:

- Housing types and characteristics
- Development forms
- Priority considerations for the future

Trends & Issues: Community Edges

- Outward growth and expansion
- Leapfrog development
- Availability of urban services & utilities
- Coordination among jurisdictions

Quick Facts

- City limits cover 53 square miles
- Planning Area covers approximately 93 square miles
- Planning area includes both Pennington and Meade Counties
How well does this development form fit with your vision for Rapid City’s community edges?

(Large lot single-family)

1. Fits very well! 68%
2. Fits just fine 18%
3. I’m in the middle 3%
4. Does not fit well 3%
5. Doesn’t fit at all! 8%
6. Not sure/no opinion 3%

How well does this development form fit with your vision for Rapid City’s community edges?

(“Cluster Development” or Conservation Subdivision)

1. Fits very well! 24%
2. Fits just fine 27%
3. I’m in the middle 24%
4. Does not fit well 5%
5. Doesn’t fit at all! 16%
6. Not sure/no opinion 3%

How well does this development form fit with your vision for Rapid City’s community edges?

(Urban residential development—served by city water and sewer)

1. Fits very well! 37%
2. Fits just fine 22%
3. I’m in the middle 15%
4. Does not fit well 7%
5. Doesn’t fit at all! 12%
6. Not sure/no opinion 7%

How well does this development feature fit with your vision for Rapid City’s community edges?

(Agricultural Conservation)

1. Fits very well! 56%
2. Fits just fine 14%
3. I’m in the middle 14%
4. Does not fit well 2%
5. Doesn’t fit at all! 7%
6. Not sure/no opinion 7%

How well does this development feature fit with your vision for Rapid City’s community edges?

(Preservation of Drainage Corridors and Natural Vegetation)

1. Fits very well! 63%
2. Fits just fine 17%
3. I’m in the middle 10%
4. Does not fit well 0%
5. Doesn’t fit at all! 2%
6. Not sure/no opinion 7%

How well does this development feature fit with your vision for Rapid City’s community edges?

(Open Space Conservation)

1. Fits very well! 57%
2. Fits just fine 20%
3. I’m in the middle 11%
4. Does not fit well 2%
5. Doesn’t fit at all! 7%
6. Not sure/no opinion 2%
How well does this development feature fit with your vision for Rapid City’s community edges?  

**Trail Access, Connections to Greenway Network**

1. Fits very well! 63%  
2. Fits just fine 18%  
3. I’m in the middle 11%  
4. Does not fit well 3%  
5. Doesn’t fit at all! 0%  
6. Not sure/no opinion 5%

**Gateway Enhancements – Lighting, Coordinated Design Theme**

1. Fits very well! 54%  
2. Fits just fine 20%  
3. I’m in the middle 12%  
4. Does not fit well 5%  
5. Doesn’t fit at all! 5%  
6. Not sure/no opinion 5%

**Gateway Enhancements – Signage, Landscaping**

1. Fits very well! 54%  
2. Fits just fine 17%  
3. I’m in the middle 16%  
4. Does not fit well 2%  
5. Doesn’t fit at all! 5%  
6. Not sure/no opinion 7%

The Next Steps

- Consolidate Feedback and Update Vision & Core Values  
- Draft Plan & Policy Framework  
- Draft Future Land Use Map  
- Community Input Series #3 (early November)
General Comments

- Inclusiveness
- Greenway protection
- Housing affordability is a big issue for the community
- Do not too development to be too dense
- Appealing plan to capture younger demographics
  - Dakota Roots Project
- The City needs more “Hip things” to attract people
- Don’t like smaller lot sizes
- Development hasn’t been coordinated in Rapid City
- More density not that palatable, but may be a selling point for folks relocating here
- St. Patrick Street Housing
- Neighborhoods not developments—Rapid City needs more planned communities
  - Coordinated growth
  - Don’t like when all houses are the same; cookie-cutter homes
  - Mix of homes types in a neighborhood
- View corridors/hillside protection
- New development on hill sides is making the hills not natural
- Neighborhood centers
  - Create distinct neighborhoods
  - Need neighborhood gathering places/spaces
  - Sense of community—living around community with similar values
- Picnic tables & tornado shelters
- Multi-use facilities

Activity Centers

- Bakken Park—underutilized
- Vacant buildings near Lakota Homes
- Southeast side, restaurants very limited
- Move or repurpose grain mill and railroad—Franklin, TN grain mill redevelopment opportunity
- Community gateway from airport needs improvement
- East side of town lacks services
- Limited Right-of-Way limits ability to do street improvements
- Focus on existing areas, they are more important
  - Catalytic projects for existing areas
- Provide incentives for things we want

*Community Preferences Survey*

A summary of results can be found in the general survey summary document on the following page.
Community Preferences Survey Results Summary

**Community Meetings: September 24-25, 2013**

- Rapid City Sustainability Committee Meeting
- Plan Rapid City City Leadership Updates
- Plan Rapid City Advisory Committee Meeting
- Plan Rapid City @ Downtown Business Improvement District (BID) Board Meeting
- Community Workshops at the Lakota Community Homes Oyate Center and the South Dakota School of Mines and Technology
- Plan Rapid City Teen Event
- Plan Rapid City Event with Black Hills Homebuilders Association

**Online Community Preferences Survey**

- 24 individual respondents on SurveyMonkey

**Who Attended?**

For the most part, the Joint Work Session and the Homebuilder Association attracted long-term residents of Rapid City, with the majority having lived in Rapid City for over eleven years, and many over twenty years. The Teen Workshop, too, attracted residents of Rapid City from between eleven and twenty years, while the other meetings, including the Community Workshop and Advisory Committee Meeting, attracting a mix of long and shorter term residents. With the exception of the Teen Workshop, the majority of attendees at each meeting were between thirty and sixty-four years of age.

In most of the meetings, the majority of attendees resided in the Northwest, Southwest, or Southeast portions of Rapid City. Notable exceptions to this trend included a large proportion of attendees at the Teen Workshop and the Advisory Committee Meeting coming from the Northeast, and a considerable number of unincorporated Pennington County residents attending both the Advisory Committee Meeting and the Homebuilder Association meeting.

The Advisory Committee did not participate in the rest of this survey.

There were 24 respondents for the Online Community Preferences Survey by October 21. These online responses are included in the following summary. Three-quarters of online respondents were between the ages of 18 and 44 years of age, and most lived in the Southwest or Southeast parts of Rapid City.
Core Vision and Values
Of the groups who answered questions about the draft Core Vision and Values, which include the Joint Work Sessions, the Community Workshop, the Advisory Committee, and the online respondents, the majority responded that the draft Core Vision and Values align “well” with their vision for Rapid City’s future. A sub-majority answered “very well,” with only a few individuals answering “neutral,” “not very well,” or “not at all.”

Neighborhoods
These questions were designed to help explore community perceptions about Rapid City’s existing and future neighborhoods, including:

- Housing types and characteristics;
- Development forms; and
- Priority considerations for the future.

Development Forms
The next questions asked how well attendees though that certain development forms fit with their visions for Rapid City’s neighborhoods. Each development form will be reviewed in turn.

**Single-Family Detached, Front-Loaded Garage**
The majority of attendees believed that this development form fit “very well,” “well,” or were “in the middle.” In all meetings, these three responses were the top three responses; however, in some meetings the “in the middle” response was first, while in others the “very well” or “well” response won out. The homebuilder association was particularly supportive of this development form. The majority of online respondents believed this form “fits just fine.”

**Single-Family Detached, Protruding Front-Loaded Garage**
Attendees and online respondents were significantly less supportive of this development form, with a majority answering that it “did not fit well” with their vision for Rapid City’s neighborhoods. The homebuilder association was slightly more supportive of this type, but still to a lesser degree than the non-protruding type.
Attendees were generally very supportive of this development form, possibly more so even than the first. Teens and the homebuilder association were particularly supportive of this development form, with almost all attendees choosing “very well” or “well.” The majority of online respondents felt that this form fit “just fine” or stated they were “in the middle.”

Of the single-family detached housing development forms, this one received the most support from meeting attendees, with three groups overwhelmingly choosing “very well” for its fit. This development form, however, received slightly less support from the homebuilder association, although they still generally believed that it fit within their vision for Rapid City’s neighborhoods. Online respondents were generally favorable of this form.

Patio homes and cottages seem to fit well with the vision for Rapid City’s neighborhoods, according to attendees. In every meeting and online, “fits just fine” was the most common answer to the question relating to this development form.

This development form seems to fit well with the vision for Rapid City’s neighborhoods, according to attendees. In almost every meeting, “fits just fine” was the most common answer to the question relating to this development form. The only exception was the teen workshop, where answer “in the middle” was a more popular answer by five percent.

In most meetings, the attendees did not make a considerable distinction between the two images shown for this
development type. With the exception of the homebuilders association and the teen workshop, who gave the second type a “fits very well” rating, the attendees ranked the second type similarly to the first one, with most choosing “fits just fine” in each meeting.

Online respondents had mixed opinions about these development forms. Most of the respondents believed this form “fits just fine,” followed by being “in the middle,” with a few who thought it fit very well and some who thought it didn’t fit at all. There were less negative responses online for the first image than the second image shown for this type.

**Townhomes, Street Orientation**
The majority of attendees in all meetings stated that this development form “fits just fine” with their visions for Rapid City’s neighborhoods. A majority of online respondents thought this “fits very well” or “fits just fine.” In two meetings, the community workshop and the homebuilder association, did any attendees choose “does not fit well” for this development form. Ten percent of online respondents also thought this form “does not fit well.”

**Townhomes, Courtyard Orientation**
The majority of attendees in most meetings and respondents online thought that this development form “fits just fine” with their vision for Rapid City’s neighborhoods. In two meetings, the homebuilder association and the teens, the majority of attendees believed that this development form fits their vision “very well;” however, responses were more evenly divided for this development form, with more “does not fit well” or “doesn’t fit at all” responses than for the previous development type.

**Detached Accessory Dwelling Unit (“Carriage House” or “Granny Flat”)**
Responses regarding this development form were fairly evenly split among the various answer choices. Although several groups seem to choose the first four responses, “fits very well,” “fits just fine,” “in the middle,” and “does not fit well,” in the community workshop the majority of attendees thought that this development form “doesn’t fit at all” with
their vision. No online respondents thought that the form “doesn’t fit well” or “doesn’t fit at all.”

**Attached Accessory Dwelling Unit or “Lock-Off”**
The responses to the question about this development form were fairly evenly split as well, although they may be on the whole slightly more positive than for the previous question. The homebuilder association and the community workshop attendees were most supportive of this development form, while the teen workshop and joint work session attendees were more neutral. Online respondents mostly thought this form “fits just fine.”

**Integrated Mix of Housing Types**
On the whole, attendees were not particularly supportive of this development form. In many meetings, the most popular response was “in the middle,” while in the homebuilder association and the teen workshop, negative responses were most popular. Online, however, a majority of respondents believed this form “fits very well” or “fits just fine.”

**Multi-Family Residential, Suburban Character**
Attendees seem to be supportive of this development form, with the majority of responses in all meetings indicating that attendees think this development form fits “very well” or “just fine” with their vision for Rapid City’s neighborhoods. On the other hand, online respondents were mostly “in the middle” or thought this form “does not fit well.”

**Multi-Family Residential, Traditional Neighborhood Character**
Attendees seem to be supportive of this development form, with the majority of responses in all meetings indicating that attendees think this development form fits “very well” or “just fine” with their vision for Rapid City’s neighborhoods. Online respondents mostly thought this form “fits just fine” or were “in the middle.”
**Senior or Assisted Living Community**
Attendees and online respondents seem to be supportive of this development form, with the majority of responses in all meetings indicating that attendees think this development form fits “very well” or “just fine” with their vision for Rapid City’s neighborhoods. With the exception of the teen workshop, there were no other meetings where any attendees responded negatively to this question.

**Senior Housing or Care Facility**
Attendees seem to be about equally supportive of this development form as they were for the previous one. The homebuilders joined the teens in having small percentages of meeting attendees answering negatively to this question. A majority of online respondents thought this form “fits just fine.”

**Infill Development, Similar Scale and Character**
Attendees were particularly supportive of this development form, with few attendees or online respondents answering anything other than “fits very well” or “fits just fine.” In the majority of meetings, the most popular response was “fits very well.”

**Infill Development, Flexible Design**
The meeting attendees were not supportive of this development form, but online respondents were more favorable. Half of online respondents thought this form “fits just fine.” In the community meetings, the most popular answer in all but one meeting was “does not fit well” for this question. The teen workshop attendees seemed less opposed to this development form, but this question was also the first in which no attendees at one meeting, the homebuilder association meeting, chose “fits very well.”
Design Elements
The next questions asked how well attendees thought that certain design elements fit with their visions for Rapid City’s neighborhoods. Each design element will be reviewed in turn.

Access to Parks, Open Space, and Trails
This design element seems to be very important to attendees and online respondents. Sixty-nine percent or more of attendees at each meeting chose “very important” for this question. At one community workshop, one hundred percent of attendees agreed. Nearly seventy-nine percent of online respondents thought this was “very important.”

Detached Sidewalks
This design element was fairly important to attendees and online respondents as well. Fifty-four percent or more of meeting attendees chose “fits very well” for this question. In four meetings, however, a very small percentage (less than ten) of attendees chose either “does not fit well” or “doesn’t fit at all.” All online respondents believed this was “very important,” “important,” or were “in the middle.”

Attached Sidewalks
The opinions on this design element varied. In some meetings, the majority of attendees thought that attached sidewalks “fit just fine” with their vision, but in others, the majority said that attached sidewalks “did not fit well” or “did not fit at all.” Online responses were also varied, though most were either “in the middle” or thought it was “important.”

Sustainable Development Features
The majority of attendees and online respondents thought that this design element was either “very important,” “important,” or “in the middle.” Very few people responded negatively regarding this design element, but it did not receive overwhelming support either.
**Large Community Parks**
For the most part, attendees and online respondents rated large community parks as “very important” or “important,” and were generally split fairly evenly between the two. Teens, however, valued large community parks more highly than the other groups, with eighty-eight percent ranking them as “very important.”

**Neighborhood Parks**
Attendees rated large neighborhood parks as “very important” or “important,” and were generally split fairly evenly between the two. Very few attendees thought this design element was “not that important” or “not important at all,” but responses were slightly lower for this design element than for large community parks. However, more online respondents thought neighborhood parks were “very important” than large community parks.

**Small Pocket Parks or “Tot Lots”**
Attendees and online respondents rated large neighborhood parks as “very important” or “important,” and were generally split fairly evenly between the two. Responses were slightly lower for this design element than for either large community parks or neighborhood parks.
Neighborhood Open and Green Space
The majority of attendees thought that this design element was either “very important,” “important,” or “in the middle.” Very few attendees responded negatively regarding this design element, but it did not receive overwhelming support either.

Priorities
Attendees ranked their highest priorities for Rapid City’s future neighborhoods from a list that included the following priorities:

- Mix of housing options (price, type, location);
- Affordability;
- Quality and durability of construction;
- Architectural character and design;
- Access to parks, trails, and open space;
- Transit accessibility;
- Connections to other parts of the community (biking, walking, driving);
- Location and proximity to services;
- Lot size; and
- Other or none of the above.

Responses varied significantly between various groups, and there are few trends that emerged. Transit accessibility was ranked in the bottom three priorities (the least important) in every meeting, and lot size did not receive significant support in most meetings, in the bottom three of all but one meeting, where it was fourth. Few attendees chose “other or none of the above” as a response. Online, the four lowest priorities were lot size, transit accessibility, affordability, and architectural character and design. The four highest priorities were mix of housing options, quality and durability of construction, access to parks, trails, and open space, and connections to other parts of the community.

Attendees also ranked their highest priorities for Rapid City’s existing neighborhoods from a list that included the following priorities:

- Reinvestment in and retention of existing housing stock;
- Code enforcement;
- Upgrades to existing infrastructure (streets, sidewalks, utilities);
- Standards to address potential encroachment from adjacent commercial or employment areas;
- Affordability;
Again, it’s difficult to pull a trend from the varied responses to this question, but again, few chose “other or none of the above” as a response. For both affordability and architectural character and design, attendees in all but one meeting ranked this priority relatively lowly, but in one meeting attendees ranked the priority as one of the highest.

Online respondents thought that upgrades to existing infrastructure and reinvestment in and retention of existing housing were the highest priorities. Affordability and code enforcements were chosen as high priorities least often.

**Downtown & Activity Centers and Corridors**

The following questions are designed to help explore community perceptions about Rapid City’s activity centers and corridors, including:

- Desired development forms;
- Development scale; and
- Development features.

**Development Forms**

The next questions asked how well attendees thought that certain development forms fit with their visions for Rapid City’s downtown or activity centers and corridors. Each development form will be reviewed in turn.

**Downtown**

2-3 Story Mixed-Use, Pedestrian Orientation

At every meeting and online, the first picture for this development form received more support than the second picture did. Generally, responses to the first picture were evenly split between “fits very well” and “fits just fine.” Responses to the second picture included more “in the middle” responses and some “does not fit well” responses as well. Online responses were overwhelmingly favorable of the first image, with nearly eighty-eight percent of respondents choosing “fits very well” or “fits just fine.”
**Infill and Redevelopment, Pedestrian Orientation, 4+ Stories**

In a majority of meetings, this development form received significant support, with the majority of attendees answering “fits very well,” and just one answering “fits just fine.” Almost twenty percent of those attending the teen workshop, however, responded negatively to this development form. Online responses were very positive, split mostly between “fits very well” and “fits just fine.”

**Multi-Family Residential, “Urban” Character**

The majority of attendees thought that this design element “fits very well,” “fits just fine, or they were “in the middle.” Online, “fits very well” was the most common response. Very few attendees or respondents responded negatively regarding this form, but it did not receive overwhelming support either, particularly from those attending the teen workshop, who were much more divided on this development form.

**Activity Centers and Corridors**

**2-3 Story Mixed-Use, Pedestrian Orientation**

At every meeting, the first picture for this development form received more support than the second picture did. Generally, responses to the first picture were evenly split between “fits very well” and “fits just fine.” Responses to the second picture included more “in the middle” responses and a fair number of “does not fit well” responses as well. Online respondents overwhelmingly favored the first photo, with nearly eight-eight percent of responses of “fits very well” or “fits just fine”
Infill and Redevelopment, Pedestrian Orientation, 4+ Stories
The majority of attendees and online respondents thought that this development form either “fits very well,” “fits just fine,” or “in the middle.” A few attendees and respondents thought this form “does not fit well” or “doesn’t fit at all,” particularly those attending the teen workshop.

Multi-Family Residential, “Urban” Character
Although those attending the joint work sessions seemed to be slightly more supportive of this development form than others, the responses to this question were pretty evenly split between “fits very well,” “fits just fine,” “in the middle,” and “does not fit well.” There were also some “does not fit at all” responses. Online responses were generally positive, with most people choosing “fits very well,” as well as some choosing “fits just fine” or “in the middle.”

Big-Box Retail Center
The majority of attendees thought that this development form either “fits very well,” “fits just fine,” or “in the middle.” Few attendees thought this form “does not fit well” or “doesn’t fit at all.” Online, there was a wide range of opinions about this development form with both “fits just fine” and “doesn’t fit at all” receiving the most votes.

In-Line Retail Center
The majority of attendees thought that this development form either “fits very well,” “fits just fine,” or “in the middle.” Few attendees thought this form “does not fit well” or “doesn’t fit at all.” Online, opinions varied, though most online respondents were “in the middle” and there were less negative responses to this form than to the big-box retail center.
Downtown & Activity Centers and Corridors: Development Forms

**Entertainment or Specialty Retail**
Attendees and online respondents seemed to prefer this form of retail to the previous two, with the majority responding that this development form “fits very well,” “fits just fine,” or were “in the middle.” Fewer attendees at meetings were “in the middle,” and even fewer responded negatively as compared to the previous two types of retail.

**Adaptive Reuse of Historic Structures**
This development form received significant support from attendees, with the majority in each meeting responding that this form “fits very well.” At each meeting, no less than fifty-three percent of attendees strongly supported this form, but at many meetings the percentage approached eighty. Online respondents overwhelmingly supported this form, with 100% choosing that it “fits very well” or “fits just fine.”

**Conversion of a Residential Structure**
This development form received a good amount of support, and, except in the teens meeting, did not receive any “doesn’t fit at all” responses. This form, however, did not receive as overwhelmingly positive a response as the previous development form at either meetings or online.

**Horizontal Mix of Uses**
This development form received a mix of responses, most of which were positive. The majority of online respondents thought this form “fits just fine.” Only a few attendees thought that this development form “doesn’t fit at all” with their vision.
Vertical Mix of Uses
Overall, in the meetings this development form received slightly more positive responses than the horizontal mix, except from those attending the teen workshop. For the most part, responses were evenly split between “fits very well” and “fits just fine” for this question. Online, however, responses were less positive for this form than for horizontal. Most online respondents thought this “fits just fine” or were “in the middle.”

Office Buildings, 1-2 Stories
Overall, this development form received fairly positive responses, except from those attending the teen workshop, which were divided on this development form. For the most part, responses were evenly split between “fits very well” and “fits just fine” for this question. Online, the majority of respondents thought that this form “fits just fine.”

Office Buildings, 3+ Stories
This development form generally received more negative responses than the previous one in the meetings. In some meetings, however, the responses bifurcated, with fewer “fits just fine” responses and more of both “fits very well” and the negative responses. Online respondents thought it mostly “fits just fine,” with a few votes “in the middle.”

Light Industrial or Flex Space
The majority of attendees thought that this development form either “fits very well,” “fits just fine,” or “in the middle.” A significant group of attendees in some meetings thought this form “doesn’t fit at all.” Online respondents were split between “fits just fine,” “in the middle,” or “does not fit well.”
Design Elements
The next questions asked how well attendees thought that certain design elements fit with their visions for Rapid City’s activity centers and corridors. Each design element will be reviewed in turn.

**Pedestrian-Oriented Streetscape, Outdoor Seeing**
This design element seems to be very important to meeting attendees, with fifty-one percent or more of attendees at each meeting choosing “very important” for this question. At one community workshop, one hundred percent of attendees agreed. All online participants thought this was either “important” or “very important,” with over 80% choosing “very important.”

**Street Trees, Detached Sidewalk, Bike Lanes**
This design element seems to be very important to attendees and online participants. Only attendees at the teen workshop and homebuilder association meetings chose anything lower than “important” for this question. At one community workshop, one hundred percent of attendees thought this element was “very important.”

**Attached Sidewalk, Landscaping, Parking Lot Screening**
The majority of attendees and online respondents thought that this design element was “important” or “very important” to their vision for the activity centers and corridors. Fewer attendees were “in the middle,” and even fewer responded negatively, but there was no significant difference between this element and the previous one.

**Public Gathering Spaces**
This design element seems to be very important to attendees, with sixty-four percent or more of attendees at each meeting choosing “very important” for this question. Only in the teen workshop did any attendee rate this design element anywhere below “important.” Online respondents also found this to be very important or important.
Public Art
At most of the meetings, attendees responded that this design element was “important” or “very important” to their vision. At both the teen workshop and the homebuilder association meeting, this design element received some negative responses, but the majority at each still seemed to support this design element. Online respondents were split mostly between “very important” and “important,” with a few “in the middle.”

Sustainable Development Features
This design element received a mix of responses both online and in meetings, most of which were positive. Only a few attendees at the homebuilder association meeting thought that this design element was “not important at all” to their vision.

Specific Activity Centers and Corridors
Only at the teen workshop did attendees respond to a question asking them to rank which activity centers and corridors should be the focus of future revitalization efforts. The teens prioritized the downtown core and fringes over other corridors, but gave some consideration to Rushmore Road, which tied with “Other” and “All of the Above” as popular answer choices. No teens chose Rushmore Mall.

Community Edges
The following questions are designed to help explore community perceptions about growth outside of and adjacent to Rapid City’s limits, including:

- Housing types and characteristics;
- Development forms; and
- Priority considerations for the future.

Development Forms
The next questions asked how well attendees though that certain development forms fit with their visions for Rapid City’s community edges. Each development forms will be reviewed in turn.
The responses to this question were pretty evenly split between “fits very well,” “fits just fine,” “in the middle,” and “does not fit well.” There were also some “does not fit at all” responses from the teen workshop. Online respondents had a wide range of opinions, though most people chose “fits just fine.”

**“Cluster Development” or Conservation Subdivision**

This development form received a mix of responses, most of which were positive. Only a few attendees responded negatively to this design element, mostly at the teen workshop and the joint work sessions. Online, about half of responses were positive and about half were either negative or “in the middle.”

**Urban Residential Development (Served by City Water and Sewer)**

In meetings, this development form received a mix of responses, most of which were positive. Only a few attendees responded negatively to this design element, mostly at the teen workshop and the homebuilder association meeting, which both had significant percentages of attendees who responded that it “doesn’t fit at all.” All online respondents, however, thought this either “fits very well” or “fits just fine.”

**Agricultural Conservation**

This development form seems to be well-supported by the community, with most attendees and online respondents stating that it either “fits very well,” “fits just fine,” or that they’re “in the middle.” Few attendees responded negatively to this form, but the positive responses were not, for the most part, overwhelming either.
Development Features

The next questions asked how well attendees thought that certain development features fit with their visions for Rapid City’s community edges. Each development feature will be reviewed in turn.

**Preservation of Drainage Corridors and Natural Vegetation**

With the exception of the homebuilder association meeting, a majority of sixty-two percent or more in each meeting thought that this development feature “fits very well” with their vision. At the homebuilder association meeting, “fits very well” was still the most popular choice, but by a smaller margin. All online respondents thought this “fits very well” or “fits just fine.”

**Open Space Conservation**

With the exception of the homebuilder association meeting, a majority of fifty-seven percent or more in each meeting and online thought that this development feature “fits very well” with their vision. At the homebuilder association meeting, “fits just well” was the most popular choice.

**Trail Access, Connections to Greenway Network**

If the homebuilder association meeting is not considered, this question may have received the most positive response in the survey, with very high majorities in many meetings selecting “fits very well” for this development feature. No homebuilders responded negatively or even neutrally to this development feature, but the majority thought it “fit just fine” with their vision. Online respondents were also very positive of this development feature, with over 82% stating it “fits very well.”
**Gateway Enhancements (Lighted, Coordinated Design Theme)**

At each meeting as well as online, a majority of people thought this development feature “fits very well” with their vision for Rapid City’s community edges. This feature received negative responses only at the teen workshop.

**Gateway Enhancements (Signage, Landscaping)**

At each meeting, a majority of attendees also thought this development feature “fits very well” with their vision for Rapid City’s community edges. This development feature, however, when compared to the previous one, received slightly less positive responses, although the two were very close. Online respondents mostly chose either “fits very well” or “fits just fine”
Plan Rapid City
Comprehensive Plan Update

September 2013 Meetings
September 24 and 25, 2013

Agenda

- Welcome & Introductions
- Comprehensive Plan Background
- Draft Community Vision and Core Values
- Community Preferences Survey
- Wrap-Up and Next Steps

Plan Rapid City
Comprehensive Plan Update

Comprehensive Plan Background

By 2035 Rapid City will be home to nearly 100,000 people. The Comprehensive Plan will:

- Guide where and how Rapid City will grow over the next 10-20 years
- Establish City policies—advisory, not regulatory
- Establish priorities to guide the allocation of available resources

Plan Rapid City
Comprehensive Plan Update

Why Update the Comprehensive Plan?

By 2035 Rapid City will be home to nearly 100,000 people. The Comprehensive Plan will:

- Guide where and how Rapid City will grow over the next 10-20 years
- Establish City policies—advisory, not regulatory
- Establish priorities to guide the allocation of available resources

Plan Rapid City
Comprehensive Plan Update

What will the Plan Address?

- Land Use and Growth
- Transportation and Circulation
- Housing and Neighborhoods
- Economic Development
- History and Community Character
- Landscape and Environment
- Parks and Recreation
- Public Utilities and Services
- Downtown
- Arts, Culture and Tourism
- Health and Safety

Plan Rapid City
Comprehensive Plan Update

What will be in the Comprehensive Plan?

- Vision: Describes the type of community we want to become (6 Core Values)
- Principles: Describe the community’s aspirations
- Goals: Establish specific targets for the future
- Policies: Provide guidance for decision-making
- Actions: Identify steps we’ll take to get there
  - Code revisions
  - Programs
  - Capital improvements
  - Intergovernmental agreements
  - Other
The Planning Process

- **Phase 1: Project Initiation**
- **Phase 2: Inventory & Analysis**
- **Phase 3: Vision and Principles**
- **Phase 4: Plan Framework**
- **Phase 5: Draft Plan and Action Strategies**
- **Phase 6: Public Review and Plan Adoption**

Opportunities for Input

- Community Input Events
- Project Website
- Online Surveys and Polls
- Meetings & Work Sessions

"Everything about downtown Rapid City is important. As downtown businesses prosper, I hope to see more second and third story residential and business uses."

- Comment Submitted via Online Survey

Community Profile

Topics Addressed
- People
- Housing
- Education
- Economy
- Land and Development
- Transportation
- Utility Infrastructure
- Parks, Recreation and Natural Environment
- Health and Safety
- Arts and Cultural Resources

Check it out online at: [www.planrapidcity.com](http://www.planrapidcity.com)

Part 1: Warm-Up/ Demographics

Have you ever lied to your mother?

1. Yes
2. No
3. I can't recall

How many years have you lived in Rapid City?

1. Less than 1 year
2. 1-2 years
3. 3-5 years
4. 6-10 years
5. 11-20 years
6. Over 20 years
What is your age?
1. Under 18 years
2. 18-29 years
3. 30-44 years
4. 45-64 years
5. 65 years and older

Where do you live?
1. Northwest 11%
2. Northeast 11%
3. Southeast 11%
4. Ellsworth AFB 11%
5. Box Elder 11%
6. Unincorporated Meade County 11%
7. Unincorporated Pennington County 11%
8. Other 11%

Part 2: Community Vision and Core Values

1: A Vibrant, Livable Community

Principles:
1.1: Elevating the quality of development
1.2: Building Attractive, Cohesive Neighborhoods
1.3: Promoting a Vibrant Downtown Center
1.4: Facilitating Coordinated Growth
1.5: Protecting the City’s Cultural and Historic Resources

2: A Healthy, Safe, and Inclusive Community

Principles:
2.1: Ensuring our Public Spaces, Neighborhoods, and Business Districts are Safe and Secure
2.2: Placing a Strong Focus on Lifelong Learning
2.3: Promoting Community Health and Well-being
2.4: Striving to be a Caring and Inclusive Community
3: Efficient Transportation and Infrastructure Systems

**Principles:**
3.1: Planning for the Efficient Provision of Infrastructure
3.2: Providing a Safe and Efficient Multi-Modal Transportation System
3.3: Supporting an Integrated Intermodal Network

4: Economic Stability and Growth

**Principles:**
4.1: Expanding Economic Diversity
4.2: Strengthening Rapid City’s Role as Regional Economic Hub
4.3: Coordinating to Support Economic Growth

5: Outstanding Recreation and Cultural Opportunities

**Principles:**
5.1: Providing Accessible and Interconnected Parks and Recreational Facilities
5.2: Expanding Arts and Cultural Opportunities

6: Responsive, Accessible, and Effective Government

**Principles:**
6.1: Maintaining Fiscal Stability
6.2: Ensuring Opportunities for Public Involvement in Government
6.3: Providing Leadership and Transparency

Generally, how well do the draft Core Vision and Core Values align with your vision for Rapid City’s future?

1. Very well
2. Well
3. Neutral
4. Not very well
5. Not at all
6. Not sure/no opinion

Other Ideas? What have we missed?

Please provide your detailed comments in one of two ways:

1. Complete a comment form
2. Submit your feedback at: www.planrapidcity.com
Community Preferences Survey

How is this Survey Organized?
Survey questions relate to three types of places in Rapid City:
- Neighborhoods
- Activity centers and corridors
- Community edges

Your input on these questions will help inform the development of a draft Future Land Use Map and accompanying Goals and Policies as part of the Comprehensive Plan update.

Questions about Neighborhoods
The following questions are designed to help explore community perceptions about Rapid City’s existing and future neighborhoods, including:
- Housing types and characteristics
- Development forms
- Priority considerations for the future

Trends & Issues: Neighborhoods and Housing
- Growing, aging, and diversifying population
- Limited choices and housing options
- Housing affordability
- Neighborhood locations, connections and amenities

Quick Facts
- Currently 27,741 households
- 45,000 to 51,300 households by 2035
- Roughly 1/4 of all households have at least one senior resident
- Majority of housing units are single-family detached (59%)
- Average homeowner with a mortgage pays $1,230 monthly for housing

How well does this development form fit with your vision for Rapid City’s neighborhoods?
(Table-family detached, front-loaded garage)
1. Fits very well! 17%
2. Fits just fine 17%
3. I’m in the middle 17%
4. Does not fit well 17%
5. Doesn’t fit at all! 17%
6. Not sure/no opinion 17%

How well does this development form fit with your vision for Rapid City’s neighborhoods?
(Table-family detached, protruding front-loaded garage)
1. Fits very well! 17%
2. Fits just fine 17%
3. I’m in the middle 17%
4. Does not fit well 17%
5. Doesn’t fit at all! 17%
6. Not sure/no opinion 17%
How well does this development form fit with your vision for Rapid City's neighborhoods?

1. Fits very well!
2. Fits just fine
3. I'm in the middle
4. Does not fit well
5. Doesn't fit at all!
6. Not sure/no opinion

17%  17%  17%  17%  17%  17%
How well does this development form fit with your vision for Rapid City’s neighborhoods?

(Townhomes, courtyard orientation)
1. Fits very well! 17%
2. Fits just fine 17%
3. I’m in the middle 17%
4. Does not fit well 17%
5. Doesn’t fit at all! 17%
6. Not sure/no opinion 17%

How well does this development form fit with your vision for Rapid City’s neighborhoods?

(Detached accessory dwelling unit, “carriage house” or “granny flat”)
1. Fits very well! 17%
2. Fits just fine 17%
3. I’m in the middle 17%
4. Does not fit well 17%
5. Doesn’t fit at all! 17%
6. Not sure/no opinion 17%

How well does this development form fit with your vision for Rapid City’s neighborhoods?

(Attached accessory dwelling unit or “lock-off”)
1. Fits very well! 17%
2. Fits just fine 17%
3. I’m in the middle 17%
4. Does not fit well 17%
5. Doesn’t fit at all! 17%
6. Not sure/no opinion 17%

How well does this development form fit with your vision for Rapid City’s neighborhoods?

(Integrated mix of housing types)
1. Fits very well! 17%
2. Fits just fine 17%
3. I’m in the middle 17%
4. Does not fit well 17%
5. Doesn’t fit at all! 17%
6. Not sure/no opinion 17%

How well does this development form fit with your vision for Rapid City’s neighborhoods?

(Multi-family residential, suburban character)
1. Fits very well! 17%
2. Fits just fine 17%
3. I’m in the middle 17%
4. Does not fit well 17%
5. Doesn’t fit at all! 17%
6. Not sure/no opinion 17%

How well does this development form fit with your vision for Rapid City’s neighborhoods?

(Multi-family residential, traditional neighborhood character)
1. Fits very well! 17%
2. Fits just fine 17%
3. I’m in the middle 17%
4. Does not fit well 17%
5. Doesn’t fit at all! 17%
6. Not sure/no opinion 17%
How well does this development form fit with your vision for Rapid City's neighborhoods?
(Senior/Assisted Living Community)
1. Fits very well! 17%
2. Fits just fine 17%
3. I'm in the middle 17%
4. Does not fit well 17%
5. Doesn't fit at all! 17%
6. Not sure/no opinion 17%

How important is this design element to your vision for Rapid City's neighborhoods?
(1. Very important! 17%
2. Important 17%
3. I'm in the middle 17%
4. Not that important 17%
5. Not important at all! 17%
6. Not sure/no opinion 17%
How well does this design element fit with your vision for Rapid City’s neighborhoods?

(Side sidewalks)

1. Fits very well!
2. Fits just fine
3. I’m in the middle
4. Does not fit well
5. Doesn’t fit at all!
6. Not sure/no opinion

How important is this design element your vision for Rapid City’s neighborhoods?

(Sustainable development features)

1. Very important!
2. Important
3. I’m in the middle
4. Not that important
5. Not important all!
6. Not sure/no opinion

How important is this design element your vision for Rapid City’s neighborhoods?

(Large Community Parks)

1. Very important!
2. Important
3. I’m in the middle
4. Not that important
5. Not important all!
6. Not sure/no opinion

How important is this design element your vision for Rapid City’s neighborhoods?

(Small Pocket Parks/”Tot Lots”)

1. Very important!
2. Important
3. I’m in the middle
4. Not that important
5. Not important all!
6. Not sure/no opinion

How important is this design element your vision for Rapid City’s neighborhoods?

(Neighborhood Open/Greenspace)

1. Very important!
2. Important
3. I’m in the middle
4. Not that important
5. Not important all!
6. Not sure/no opinion
Which of the following would you identify as your highest priority for Rapid City’s future neighborhoods?

1. Mix of housing options (price, type, location)
2. Affordability
3. Quality and durability of construction
4. Architectural character and design
5. Access to parks, trails, and open space
6. Transit accessibility
7. Connections to other parts of the community (biking, walking, driving)
8. Location/proximity to services
9. Lot size
10. Other/none of the above.

Which of the following would you identify as your highest priority for Rapid City’s existing neighborhoods?

1. Reinvestment in and retention of existing housing stock
2. Code enforcement
3. Upgrades to existing infrastructure (streets, sidewalks, utilities)
4. Standards to address potential encroachment from adjacent commercial or employment areas
5. Affordability
6. All of the above
7. Other/none of the above.

Questions about Activity Centers and Corridors

The following questions are designed to help explore community perceptions about Rapid City’s activity centers and corridors, including:

- Desired development forms
- Development scale
- Development features

What are Activity Centers?

- Key destinations for commerce and gathering
- Feature a mix of uses (retail, services, employment, etc.)

Examples:
- Downtown
- Mall
- Rushmore Crossing
- Baken Park
- Campbell and St. Patrick
- New Walmart

What are Corridors?

- Primary routes that link activity centers and other destinations
- Can feature any variety of uses

Examples:
- Mt. Rushmore Rd.
- Jackson Blvd
- Campbell St.
- Omaha St.

Trends & Issues: Activity Centers and Corridors

- Competition between new and existing centers
- Aging centers/corridors in need of reinvestment
- Limited mix of uses
- Multi-modal needs of traditional corridors
- Total non-residential capacity may exceed demand

Quick Facts:
- Capacity for more than 31 million square feet of non-residential space
- Typical new regional shopping center is at least 1 million square feet
How well does this development form fit with your vision for Downtown?
2-3 story mixed-use, pedestrian orientation)
1. Fits very well! 17%
2. Fits just fine 17%
3. I'm in the middle 17%
4. Does not fit well 17%
5. Doesn't fit at all! 17%
6. Not sure/no opinion 17%

How well does this development form fit with your vision for Rapid City's activity centers and corridors?
2-3 story mixed-use, pedestrian orientation)
1. Fits very well! 17%
2. Fits just fine 17%
3. I'm in the middle 17%
4. Does not fit well 17%
5. Doesn't fit at all! 17%
6. Not sure/no opinion 17%

How well does this development form fit with your vision for Downtown?
(Infill and redevelopment, pedestrian orientation, 4+ stories)
1. Fits very well! 17%
2. Fits just fine 17%
3. I'm in the middle 17%
4. Does not fit well 17%
5. Doesn't fit at all! 17%
6. Not sure/no opinion 17%

How well does this development form fit with your vision for Rapid City's activity centers and corridors?
(Infill and redevelopment, pedestrian orientation, 4+ stories)
1. Fits very well! 17%
2. Fits just fine 17%
3. I'm in the middle 17%
4. Does not fit well 17%
5. Doesn't fit at all! 17%
6. Not sure/no opinion 17%
How well does this development form fit with your vision for Downtown?
(Multi-family residential, "urban" character)
1. Fits very well! 17%
2. Fits just fine 17%
3. I'm in the middle 17%
4. Does not fit well 17%
5. Doesn't fit at all! 17%
6. Not sure/no opinion 17%

How well does this development form fit with your vision for Rapid City’s activity centers and corridors?
(Multi-family residential, "urban" character)
1. Fits very well! 17%
2. Fits just fine 17%
3. I'm in the middle 17%
4. Does not fit well 17%
5. Doesn't fit at all! 17%
6. Not sure/no opinion 17%

How well does this development form fit with your vision for Rapid City's activity centers and corridors? (Big-box retail center)
1. Fits very well! 17%
2. Fits just fine 17%
3. I'm in the middle 17%
4. Does not fit well 17%
5. Doesn't fit at all! 17%
6. Not sure/no opinion 17%

How well does this development form fit with your vision for Rapid City’s activity centers and corridors? (In-line retail center)
1. Fits very well! 17%
2. Fits just fine 17%
3. I'm in the middle 17%
4. Does not fit well 17%
5. Doesn't fit at all! 17%
6. Not sure/no opinion 17%

How well does this development form fit with your vision for Rapid City’s activity centers and corridors? (Entertainment/Specialty Retail)
1. Fits very well! 17%
2. Fits just fine 17%
3. I'm in the middle 17%
4. Does not fit well 17%
5. Doesn't fit at all! 17%
6. Not sure/no opinion 17%

How well does this development form fit with your vision for Rapid City’s activity centers and corridors? (Adaptive reuse of historic structures)
1. Fits very well! 17%
2. Fits just fine 17%
3. I'm in the middle 17%
4. Does not fit well 17%
5. Doesn't fit at all! 17%
6. Not sure/no opinion 17%
How well does this development form fit with your vision for Rapid City’s activity centers and corridors?

1. Fits very well! 17%
2. Fits just fine 17%
3. I’m in the middle 17%
4. Does not fit well 17%
5. Doesn’t fit at all! 17%
6. Not sure/no opinion 17%

Response Counter

How well does this development form fit with your vision for Rapid City’s activity centers and corridors?

1. Fits very well! 17%
2. Fits just fine 17%
3. I’m in the middle 17%
4. Does not fit well 17%
5. Doesn’t fit at all! 17%
6. Not sure/no opinion 17%

Response Counter

How well does this development form fit with your vision for Rapid City’s activity centers and corridors?

1. Fits very well! 17%
2. Fits just fine 17%
3. I’m in the middle 17%
4. Does not fit well 17%
5. Doesn’t fit at all! 17%
6. Not sure/no opinion 17%

Response Counter

How well does this development form fit with your vision for Rapid City’s activity centers and corridors?

1. Fits very well! 17%
2. Fits just fine 17%
3. I’m in the middle 17%
4. Does not fit well 17%
5. Doesn’t fit at all! 17%
6. Not sure/no opinion 17%

Response Counter
How important is this design element to your vision for Rapid City's activity centers and corridors?

*Pedestrian-Oriented Streetscape, Outdoor Seating*

1. Very important! 17%
2. Important 17%
3. I'm in the middle 17%
4. Not that important 17%
5. Not important at all! 17%
6. Not sure/no opinion 17%

Plan Rapid City Comprehensive Plan Update

How important is this design element to your vision for Rapid City's activity centers and corridors?

*Street Trees, Detached Sidewalk, Bike Lanes*

1. Very important! 17%
2. Important 17%
3. I'm in the middle 17%
4. Not that important 17%
5. Not important at all! 17%
6. Not sure/no opinion 17%

Plan Rapid City Comprehensive Plan Update

How important is this design element to your vision for Rapid City's activity centers and corridors?

*Attached Sidewalk, Landscaping, Parking Lot Screening*

1. Very important! 17%
2. Important 17%
3. I'm in the middle 17%
4. Not that important 17%
5. Not important at all! 17%
6. Not sure/no opinion 17%

Plan Rapid City Comprehensive Plan Update

How important is this design element to your vision for Rapid City's activity centers and corridors?

*Public gathering spaces*

1. Very important! 17%
2. Important 17%
3. I'm in the middle 17%
4. Not that important 17%
5. Not important at all! 17%
6. Not sure/no opinion 17%

Plan Rapid City Comprehensive Plan Update

How important is this design element to your vision for Rapid City's activity centers and corridors?

*Public art*

1. Very important! 17%
2. Important 17%
3. I'm in the middle 17%
4. Not that important 17%
5. Not important at all! 17%
6. Not sure/no opinion 17%

Plan Rapid City Comprehensive Plan Update

How important is this design element to your vision for Rapid City's activity centers and corridors?

*Sustainable development features*

1. Very important! 17%
2. Important 17%
3. I'm in the middle 17%
4. Not that important 17%
5. Not important at all! 17%
6. Not sure/no opinion 17%

Plan Rapid City Comprehensive Plan Update
Which activity centers and corridors do you feel should be a focus of future revitalization efforts in Rapid City? (Select all that apply)

1. Downtown core
2. Downtown fringes
3. Rushmore Mall
4. Rushmore Road
5. Other (please note your suggestions on the map provided)
6. All of the above
7. Other/none of the above.

Questions about Community Edges

The following questions are designed to help explore community perceptions about growth outside of and adjacent to Rapid City’s limits, including:

- Housing types and characteristics
- Development forms
- Priority considerations for the future

Trends & Issues: Community Edges

- Outward growth and expansion
- Leapfrog development
- Availability of urban services & utilities
- Coordination among jurisdictions

Quick facts

City limits cover 35 square miles
Planning Area covers approximately 239 square miles
Planning area includes both Pennington and Meade Counties

How well does this development form fit with your vision for Rapid City’s community edges?

(Large lot single-family)
1. Fits very well! 17%
2. Fits just fine 17%
3. I'm in the middle 17%
4. Does not fit well 17%
5. Doesn’t fit at all! 17%
6. Not sure/no opinion 17%

(Urban residential development—served by city water and sewer)
1. Fits very well! 17%
2. Fits just fine 17%
3. I'm in the middle 17%
4. Does not fit well 17%
5. Doesn’t fit at all! 17%
6. Not sure/no opinion 17%
How well does this development form fit with your vision for Rapid City’s community edges?
(Agricultural Conservation)

1. Fits very well! 17%
2. Fits just fine 17%
3. I’m in the middle 17%
4. Does not fit well 17%
5. Doesn’t fit at all! 17%
6. Not sure/no opinion 17%

How well does this development feature fit with your vision for Rapid City’s community edges?
(Preservation of Drainage Corridors and Natural Vegetation)

1. Fits very well! 17%
2. Fits just fine 17%
3. I’m in the middle 17%
4. Does not fit well 17%
5. Doesn’t fit at all! 17%
6. Not sure/no opinion 17%

How well does this development feature fit with your vision for Rapid City’s community edges?
(Open Space Conservation)

1. Fits very well! 17%
2. Fits just fine 17%
3. I’m in the middle 17%
4. Does not fit well 17%
5. Doesn’t fit at all! 17%
6. Not sure/no opinion 17%

How well does this development feature fit with your vision for Rapid City’s community edges?
(Trail Access, Connections to Greenway Network)

1. Fits very well! 17%
2. Fits just fine 17%
3. I’m in the middle 17%
4. Does not fit well 17%
5. Doesn’t fit at all! 17%
6. Not sure/no opinion 17%

How well does this development feature fit with your vision for Rapid City’s community edges?
(Gateway Enhancements – Lighting, Coordinated Design Theme)

1. Fits very well! 17%
2. Fits just fine 17%
3. I’m in the middle 17%
4. Does not fit well 17%
5. Doesn’t fit at all! 17%
6. Not sure/no opinion 17%

How well does this development feature fit with your vision for Rapid City’s community edges?
(Gateway Enhancements – Signage, Landscaping)

1. Fits very well! 17%
2. Fits just fine 17%
3. I’m in the middle 17%
4. Does not fit well 17%
5. Doesn’t fit at all! 17%
6. Not sure/no opinion 17%
The Next Steps

- Consolidate Feedback and Update Vision & Core Values
- Draft Plan & Policy Framework
- Draft Future Land Use Map
- Community Input Series #3 (early November)
Introduction
This document presents a summary of responses from the third series of Plan Rapid City community engagement activities in November 2013. The series included the following community engagement events:

- Thought Leader Forums (November 5 & 6)
- Senior Update (November 6)

Each of the events included background information on the Comprehensive Plan process, introduction of the Future Land Use Map and Categories as well as an overview of the Plan and Policy Framework. A group discussion was held regarding the land use map and the core values of the Plan and Policy Framework.
Future Land Use Map Comments

Residential Growth
Where do you think the top priority areas for future residential neighborhoods should be located? Are there any revisions you would make to the residential designations in the areas outside of the City limits? **See orange markings on map.**

- Multi-family growth - Catron Blvd. area, Elk Vale, Highway 16
- Downtown revitalization – urban living
- Senior housing assisted living needed
- Growth to east, south, and north
- East towards Rapid Valley
- Need neighborhood stabilization focus in North Rapid
- Star Village – how did this happen? Need to revitalize (prime real estate or eyesore?)
- Move away from suburban type neighborhoods to pocket neighborhoods (neighborhoods centered around community/park areas)
- Rapid Valley is productive agricultural land – not a suitable residential area but parks to need to be added for the existing residential in the area
- Would rather see higher density residential infill (downtown and in city core) rather than outward sprawl
- Accessory dwelling units might be a way to incorporate more units downtown
- City should assess the safety of housing and recommend improvements
- Ignore west. Build in Hart Ranch Area, original Wal-Mart site south of Catron and east of Highway 16.
- On North Haines north of Mall Ridge into Meade County.
- Area near Elks Club.
- Ag land South of Boxelder
- Along East 53rd street.
- Concerned about promoting growth
- Whether or not you’re for growth, we need to support it
- Keep Rapid Valley agricultural
- Difficult to provide services to Spring Creek drainage area
- Need senior and low income housing options
- More housing at 5th and Catron
- Need to examine whether we are putting residential designations on land with good soils (sustainability/food security must also be a focus)
Employment and Industrial Growth
Where do you think the top priority areas for future employment and industrial growth should be located? Are there any revisions you would make to the employment or industrial designations on the map? See purple markings on map.

- Expand Elk Vale Industrial Park – rezone some of the low density neighborhood space to light industrial
- Keep regional activity close to city center and limit outer business growth to keep the city center viable and healthy
- Industrial along 79, south of landfill
- North of Butler on Deadwood Ave
- Off of Old Folsom Road.
- All industrial should be away from entrances to the community
- North side
- I-90 corridor
- Elk Vale
- Downtown pockets
- Deadwood Avenue corridor

Activity Centers
Are there any other activity centers that should be included on the map? See red and star markings on map.

- Moon Meadows at Highway 16
- New Safeway area
- Parks such as Vickie Parks
- Soccer fields
- M Hill
- Horace Mann Pool
- Summerset
- Red Rocks Area

Which activity centers should be primary targets for revitalization? See red and star markings on map.

- More walkability of Rushmore Crossing (would like it to be more like Loveland’s Centerra or Cherry Creek)
- Strong focus on continuing growth and strengthening of downtown
- Neighborhood squares, such as downtown located in several areas with parks, bike trails commercial, retail, crockery, mixed-density for housing
- Mixed use and flexible design in housing to meet the needs of all age groups
- Bus stops, reducing driving and opportunities to buy real food
- Neighborhood gardens and produce stands
- Rushmore Mall
• Baken Park – should be razed and redeveloped to face the park and creek
• Incorporate more recreational/greenway areas
• Increase the size of the Rapid City Community Health Center (Community Health Center of the Black Hills)
• Town could use more senior centers, city may need to take a leadership role as existing facilities are private
• Horace Mann Pool
• Greenway/Storybook Island
• Haines Avenue
• College area to 5th

Corridors
Think about the primary corridors that lead to or through Rapid City (e.g., Mount Rushmore Road, Interstate 80, and Omaha St). What types of land uses would you like to see along these corridors in the future? Are there physical improvements you think are needed in these locations (e.g., sidewalks, streetscape enhancements)? See blue and purple dotted lines on map.

General Comments about Corridors
• A no billboard ordinance is good
• Signage control necessary
• All entrances need landscaping and enhancing
• Make another SW Corridor for truck travel

SD 44 (E. Omaha St.) out to Rapid City Airport:
• Pedestrian friendly, better landscaping and visual appearance
• Leave as agricultural land
• Elk Vale Road, not Highway 44
• Needs landscaping
• Good as-is
• Beautification – trees, flowers, boulevard feel

SD79 (Cambell St.):
• Needs a facelift
• At south end
• Needs updating – landfill is the first thing visitors notice

US 16 (Mt. Rushmore Rd.):
• Important to have a good visual appearance, covenants could help
• Proceed with current plan
• Already a project underway

SD 44 (Jackson Blvd)
• More biker/pedestrian friendly
• Proceed with current plan
• Extend Jackson to Omaha
• Good as-is

W. Main St./Sturgis Rd. (SD 231):
• Buildup landscaping to hide quarry, connect places
• Tacky, need to upgrade
• Not necessarily an entrance corridor

Interstate 90:
• Covenants to help get a clean appearance
• I-90 to Civic Center (Haines)
• Could use some revitalization – heavy industry against interstate is unsightly
• From east – somehow eliminate eyesore mobile homes?

Other Map Notes/ Comments
• Canyon Lake Overlay District
• Need another SW connector
• Need a park for Rapid Valley area
• Preserve and expand the greenway throughout the City to protect lives/property from being lost and to provide recreation activities – an additional benefit would be an increase in water quality for Rapid Creek
• Need to show urban service boundary, major ridgelines and master street plan on Future Land Use map
• Buffering needed around heavy industrial areas
• Buffers needed around landfill, airport, water treatment facility
• Connect greenway system to University Center, Western Dakota Tech, and School of Mines.
• Missing 16 Bypass/Elk Vale as corridor as future growth will be greatest east of this

Planning Team Observations: Map Conflicts and Notes

East of Rapid Valley
• Some see this as productive agricultural land and want it to remain undeveloped.
• Others envision this as a future residential growth area (if water/sewer services could be provided since current water systems are not sufficient).
• If this area develops, a variety of parks/greenspace and an activity center will be needed.
• The issue of Rapid Valley not being within City limits is a hindrance to future City services further east.
• Need to preserve some area for airport expansion and buffering of airport noise and flight paths.

Northwest of Rapid Valley
• Some envision this area for future residential.
• Others see potential as a future area for employment.

Highway 44 Corridor
• Some envision commercial along the north side of the road.
• Others envision commercial on both sides of the corridor, all of the way to the airport.
• Interest in greenway preservation along the floodplain corridor.
• Need to retain a buffer around water treatment facility.

Southern Edge
• Some envision residential growth south of the landfill between Highway 79 and US 16.
• Landfill odor/visual impacts should be considered, may not be the best area for future residential, especially if Highway 79 continues to develop with an industrial character.
• South of Elk Vale near Valley Dr., some question the appropriateness of residential near industrial/employment activities.

Activity Centers
• Some parks/open spaces are gathering spaces – may need another type of activity center designation

Corridors
• Some think Highway 44 west is an entrance corridor that could use some attention.
• Others think this is more of a locals entrance and shouldn’t be a high priority for improvements and focus should be on preserving the forested character.

Plan and Policy Framework Feedback
Be sure to address anything you feel is missing from the goals and policies, any significant changes that you think need to be made, and any new ideas you have to add.

A Balanced Pattern of Growth
• Area has too much retail and commercial, therefore future plans must have an overwhelming focus on housing; this housing focus needs to reorganize household demographics
• Low household incomes mean a focus on affordable rentals, affordable for-sale product
• City supported funding for infrastructure improvements should be targeted to infill areas rather than extension to areas outside of current service boundary.

A Vibrant, Livable Community
• Addition of resort/lifestyle area to downtown or city
• Inter-relationship with seniors
• Food Security: indoor farmers market, accessibility to food
• Accessibility: less car trips
• Focus on Neighborhoods: develop character, identity
• Community Centers
• Look at affordable housing
• Need for more responsive planning process, and incentives for infill and revitalization of blighted/aging neighborhoods (strengthen our core)
• Beautification/improved entrances/signage
• Need green space/park requirements for new developments. Need increased walkability per region of city.
• Bring to completion the Pow-Wow Grounds
• Required affordable land set-asides for all new residential development
• Continue to strengthen downtown/retail
• Enhance connections to technical college as well as School of Mines
• Agree with policy topics in Goal 2.2a “Establish new neighborhoods that meet the community’s varied needs” - definitely encourage mix of housing types to meet variety of needs
• Also agree with 2.2b “Connect new neighborhoods to the larger community” - linkages to established community amenities i.e. trails and sidewalks.
• Support maximizing the effectiveness of downtown parking - maybe “block parking” areas not so much street parking
• Attract SDSMT to downtown, more connectivity, bring SDSMT toward East Blvd, make more of a connection for students with the community
• Beautify the areas, include transportation, housing, restaurants, need more downtown housing
• Also look at areas on St. Joseph from 5th to 3rd and beyond for high density residential
• Spreading out affordable housing options within all new developments to facilitate diversity in those neighborhoods. When all affordable housing is clustered it is easy to end up with blighted neighborhoods that do not facilitate natural community supports for those who need it.
• Breathe life into “North Rapid” neighborhoods
• Downtown development greater on residential
• Sioux Falls has gone some great stuff with their downtown and housing, worth copying
• Enhance walkability & bike-ability from neighborhoods to service centers
• Star Village could use a make-over; prime real estate that could serve a greater use for commercial
• For activity centers: revitalize existing ones before building new ones. Rushmore Mall is starting to make our community looks like a dying community.
• Baken Park is a beautiful location; modernization would be a great benefit

A Safe, Healthy, Inclusive and Skilled Community
• Hazard risk policy topics: Source water protection study
• Push higher education to be world-class, i.e. SDSMT, use example of Georgia Tech
• Experiential, practical, down to earth life-long learning
• Safety and security, responsibility of all citizens modeling caring and respect
• Good government from the ground up - involvement of all citizens
• Ensure multiple emergency access points for old development too
• Support retail development in areas lacking food options and/or community gardens and markets
• Very important to encourage higher-density or senior-oriented housing near services

Efficient Transportation and Infrastructure Systems
• Black Hills works and enhanced transportation
• Workforce to job, senior workforce to job
• Add transportation to Farmers Market/food
• Create awareness for education to utilize public transportation to reach amenities
• Efficient transportation center
• Accommodate/plan for public transportation-bus stop right of-way
• Increased affordable transportation/region
• Multi-modal cannot be initiated on all transportation corridors. For instance, higher speed corridors should have the multi-modal improvements located at a safe distance from the higher speed corridors.
• Do timely connection for streets and utilities for development phases to enable good street connectivity and utility looping.

Economic Stability and Growth
• Need part time employment opportunities for seniors
• Focus on local businesses
• Employment zones incorporated into neighborhoods
• Pay companies to bring higher paying jobs to areas, for example: free land, free job training; pay is needed because every town in America is trying to do the same thing
• Use School of Mines to bring jobs, e.g. Caterpillar
• Incentives for business and improved transportation
• Housing costs better suited to incomes
• Need to identify funding resources, BID districts, tax incentives to enable someone to put together pieces of property for a larger plan could be good for Highway 16.
• If we attract more industry, it facilitates a lot more to be able to happen

Outstanding Recreational and Cultural Opportunities
• Watch over development of recreational areas
• Small piazza model for outlying areas
• Consider expanding Farmers Market and historical landscape/historical contribution to culture and specifically agriculture
• Great greenway! But hard to get to.
• Bike land and pedestrian improvements
• Focus on bike and pedestrian infrastructure within
• Required green space--more trees!
• Improved walk/cycling designated route and paths.
• Improved cultural and educational opportunities
• Educate/strengthen Native community
• Variety of recreational facilities: vary the types but access to all
• One of our greatest assets is the Hanson-Larsen trail and Skyline
• Continue to enhance park system
• Development to facilitate Rapid City being a “Fitness Community”- we have a great canvas to work with but we need a higher priority placed on being biker and walker friendly (see Boulder, Colorado)
• Interconnectedness should be a high priority
• Cross-cultural recreational activities incorporated
• Don’t be afraid to use “sustainability” to describe goals and objective in policy making.

Responsive, Accessible, and Effective Governance
• Better communication among governmental groups: i.e. city/school
• Include long-term maintenance in budgeting
• Rather than be good at 10 things, be a leader in 1 or 2 things and make it a “world renowned” city
• Finding a way to get more community members to care to participate
• Regulations need to be thoughtful and not knee-jerk reactions
• Don’t let developers do our planning and dictate our growth
• This Core Value allows for all the others to occur

Miscellaneous Comments
• Wildlife Committee
  o Rangers to address education of residents; minimize conflicts
• Explore dark skies
• Schools, need opportunities
• Employment office link to sustainability
• Historical references to agriculture- re: parks; economy
• 44 gateway – would like to see more trees/streetscape
• Health care- are we meeting the needs of the community
• Need senior housing with green space
• Not enough single level homes for seniors
• Safety issue- seniors driving that shouldn’t due to lack of options
• Rapid Valley-nothing for young people to do
• Crime levels have increased, especially for the elderly
• Medical services are too concentrated in one part of town
• Transportation: Dial-a-Ride, tough planning, bus services
• Change color of Box Elder on map
• More shopping (Big Lots, Macys)
• Frisbee golf and other recreational options for younger adults
• Rushmore Road improvement positive
Plan Rapid City
Comprehensive Plan Update

November Community Meetings
November 5 and 6, 2013

Agenda

- Welcome & Overview (5 min)
- Part 1: Draft Future Land Use Map Overview and Small Group Discussion (40 min)
- Part 2: Draft Plan & Policy Framework Overview and Small Group Discussion (40 min)
- Next Steps (5 min)

What is the Purpose of the Comprehensive Plan?

- Long-range plan (20-20+ years)
- Guides where and how Rapid City will grow
- Establishes City policies—advisory, not regulatory
- Establishes priorities to guide the allocation of resources

What will the Plan Address?

- Land use and growth
- Transportation and circulation
- Housing and neighborhoods
- Economic development
- History and community character
- Landscape and environment
- Parks and recreation
- Public utilities and services
- Downtown
- Arts, culture and tourism
- Health and safety

What will be in the Comprehensive Plan?

- Vision: Describes the type of community we want to become (7 Core Values)
- Principles: Describe the community’s aspirations
- Goals: Establish specific targets for the future
- Policies: Provide guidance for decision-making
- Actions: Identify steps we’ll take to get there (Code revisions, Programs, Capital Improvements, Intergovernmental Agreements, Other)
- Maps: Illustrate Future Land Use and other plan concepts

The Planning Process

- Complete
- Spring/Summer 2013
- Underway
- Late Summer 2013
- Late Fall 2013
- Winter 2014
- Phase 1: Project Initiation
- Phase 2: Inventory & Analysis
- Phase 3: Vision and Guiding Principles
- Phase 4: Plan Framework
- Phase 5: Draft Plan and Action Strategies
- Phase 6: Public Review and Plan Adoption
Opportunities for Input
- Community Input Events
- Project Website
- Online Surveys and Polls
- Meetings & Work Sessions

“Everything about downtown Rapid City is important. As downtown businesses prosper, I hope to see more second and third story residential and business uses.”

- Comment Submitted via Online Survey

Part 1: Future Land Use Map

Factors Influencing Future Growth
- Projected population and employment growth
- Market demand
- Availability of services
- Development density
- Vacant/underutilized land
- Development constraints

How Much Growth is Projected to Occur?
Over the next ten to twenty years, Rapid City is projected to add:
- 17,000-29,000 people
- 13,000 to 36,000 jobs

Do We Have Sufficient Room to Grow?
Projected Demand vs. Land Capacity
- Residential: Projected growth slightly exceeds the capacity of the current City limits (if current development patterns and densities continue)
- Commercial/Employment: Current capacity far exceeds what’s needed to support projected growth
- Retail: Current capacity far exceeds what’s needed to support projected demand
Draft Future Land Use Map and Categories

Draft Future Land Use Map Components

Future Land Use Categories
- Neighborhoods
- Commercial/Employment
- Mixed Use
- Public
- Parks & Land Conservation

Other Map Components
- Activity Centers
- Gateways
- Corridors

Draft Future Land Use Map Themes
- Maximize existing infrastructure investments
- Focused outward growth
- Mix of land uses
- Variety in housing types
- Enhanced connectivity (multi-modal and inter-modal)

Warm-up:
What is your favorite Thanksgiving day food?
1. Turkey
2. Stuffing
3. Mashed Potatoes
4. Cranberry Sauce
5. Pumpkin Pie
6. Other

Maximize Infrastructure Investments:
Generally, how do you feel about this approach to the Future Land Use map?
1. Support
2. Neutral
3. Do not support
4. Not sure/no opinion
Map Theme: Focused Outward Growth

- Current land use plan shows expansive outward residential growth
- Limited resources warrant a more balanced approach that assumes some growth will be accommodated through infill and redevelopment
- Community support for agriculture and open space conservation
- Coordinate outward growth with infrastructure

Focused Outward Growth:
Generally, how do you feel about this approach to the Future Land Use map?


Map Theme: Mix of Land Uses

- Desire to have retail, services, and employment options near neighborhoods
- Community support for horizontal and vertical mixed-use development
- Long-term economic resilience depends on a diverse mix of uses and jobs

Mix of Land Uses:
Generally, how do you feel about this approach to the Future Land Use map?


Map Theme: Variety in Housing Types

- Large supply of existing single-family residential housing
- Quality and affordability are primary concerns
- Changing housing needs and preferences
- Strong community support for a range of housing types

Variety in Housing Types:
Generally, how do you feel about this approach to the Future Land Use map?

Map Theme: Enhanced Connectivity

- Vehicles still the primary travel mode
- Growing need/interest in walking, bicycling, and transit but missing links in the networks
- Strong community support for sidewalks, trails, and pedestrian amenities
- Intermodal network important in economic success

Enhanced Connectivity:
Generally, how do you feel about this approach to the Future Land Use map?

1. Support
2. Neutral
3. Do not support
4. Not sure/no opinion

Group Discussions: Future Land Use Map

- Map Discussion Categories
  - Residential Growth
  - Employment and Industrial Growth
  - Activity Centers
  - Corridors

- Note any other comments on the worksheet and/or map

Part 2: Plan and Policy Framework Overview

Draft Plan and Policy Framework

- Organizes and builds on feedback gathered to date
- Integrates previous planning efforts
- Contains:
  - Draft principles and goals to support each core value
  - Initial policy topics to support each goal

Community Vision: 7 Core Values

1. A Balanced Pattern of Growth
2. A Vibrant, Livable Community
3. A Healthy, Safe, Inclusive, and Skilled Community
4. Efficient Transportation and Infrastructure Systems
5. Economic Stability and Growth
6. Outstanding Recreational and Cultural Opportunities
7. Responsive, Accessible, and Effective Governance
Group Discussion: Plan & Policy Framework

- Pick 2 of the Core Values to Discuss
- 5 minutes to read, 15 minutes to discuss each Core Value (20 minutes total per Core Value)
- Discussion topics
  - Are there goals or policy topics we’ve missed?
  - Do you have any suggested revisions or refinements?
  - Are there any other changes you recommend?

Next Steps

- Ongoing Community Input Opportunities Online
  - Plan & Policy Framework
  - Future Land Use Map
- Community Outreach Series #4—January 2014
  - Review Draft Comprehensive Plan and Implementation Strategies
  - www.planrapidcity.com

Residential Growth: Demand vs. Capacity

<table>
<thead>
<tr>
<th></th>
<th>Current Estimate</th>
<th>2035 Projection (low to high range)</th>
<th>Change 2010 to 2035</th>
<th>Estimated Capacity (based on current zoning)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing Units (City)</td>
<td>38,000</td>
<td>46,000 to 51,000</td>
<td>8,000 to 13,000</td>
<td>7,500 to 11,250</td>
</tr>
<tr>
<td>Housing Units (Planning Area)</td>
<td>40,000</td>
<td>48,000 to 53,000</td>
<td>9,000 to 14,000</td>
<td>22,000 to 73,000</td>
</tr>
</tbody>
</table>

Projected residential growth exceeds the capacity of the current City limits if current development patterns and densities continue.

Commercial/Employment Growth: Capacity

| Nonresidential Space (City) | Estimated Capacity (based on current zoning) | 18.5 million sq. ft. |
| Nonresidential Space (Planning Area) | Estimated Capacity (based on current zoning) | 31 million sq. ft. |

For comparison:
Typical regional retail center is approximately 1 million sq. ft.
Average US hospital is about 75,000 sq. ft.

Retail Space: Projected Demand

<table>
<thead>
<tr>
<th>Retail Space (City)</th>
<th>Current Estimate</th>
<th>Projected Additional Demand 2012 to 2035</th>
<th>Estimated Capacity (based on current zoning)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail Space (City)</td>
<td>71 million sq. ft.</td>
<td>795,000 sq. ft.</td>
<td>1,072 acres</td>
</tr>
</tbody>
</table>

If all projected future retail growth occurred in currently undeveloped areas, this growth would encompass an estimated 90 acres.
Plan and Policy Framework and Future Land Use Map
Survey Results

SurveyMonkey - Open from November 1, 2013 - January 7, 2014

Do you have any comments regarding Core Value 1, “A Balanced Pattern of Growth?” Are there goals or policy topics you think we’ve missed? Are there changes to the goals and policy topics shown that you would recommend?

- Under Goal 1.3a: The 3rd item of providing flexibility within Future Land Use categories reminds me of our change from Low Density Residential/Medium Density Residential uses now to just Residential uses. Having gone through an issue of large apartments going into an area where single family houses are located, the overall residential land use has many people worried. Land uses can change, but everyone believes their home should be secure and dependable. I do understand the mixed use approach, but think we need to be sure how we arrive at that approach.

- I am a rural development specialist for RCAC and the manager of West Dakota Water Development District. I would like to voice my concerns regarding the water line to the airport and expanding drinking water service to rural communities between Rapid Valley and the airport. This is an area that is going to experience growth whether Rapid City provides water service or not. Rapid City has the possibility of helping control or direct that growth in a smart fashion but if Rapid City doesn’t make tying into water infrastructure financially feasible, directing that growth is going to be more challenging. Box Elder or Longview Sanitary District developing a deep well and treatment system are far more viable than Rapid City Public Works proposed project. Currently, there are approximately 250 low to moderate income homes in this area needing access to safe clean drinking water. A proposed Rapid City project is over $10M. Debt repayment for 10M over 20 years at 3% for 250 homes is at minimum $500 per household per month. Plus paying the city’s 150% water rates. Not sure who out of the 250 users would tie on and not sure who would build/develop knowing they were walking into a $500/month minimum water bill. Previous engineering estimates tying into Box Elder; $1.9M (for Valley View only) Well and treatment system for Longview and Valley View is less than $4.5M Allowing another municipality or Sanitary District to develop infrastructure in this area is going to open the door for continued chaotic random unplanned development (CRUD) right on a doorstep of Rapid City. Please keep in mind that this is the gateway to Rapid City and the Black Hills for many first time visitors. What image do we want to set?

Do you have any comments regarding Core Value 2, “A Vibrant, Livable Community?” Are there goals or policy topics you think we’ve missed? Are there changes to the goals and policy topics shown that you would recommend?

- Goal 2.5b: I don’t understand that first topic. I think it needs to have a comma or something between "corridors" and "align" to make that sentence correct.

- As a longtime member of the Rapid City Beautification Committee, I appreciate the language in Core Value 2 about community appearance, design standards, landscaping, streetscapes,
etc. Since its' creation in October 1989, the Committee has encouraged such attitudes, but sometimes with little buy in. We have recently been stymied on an overhaul to the current antiquated Landscape Ordinance that is used to require landscaping at parking lots required by the current zoning ordinance. Maybe some language in Part 2.1 encouraging this upgrade would be appropriate. I also believe that an overall master plan for beautification should be created and adopted before we make the major gateways (2.1c) our top priority. It may be that the master plan would suggest a different priority. Nonetheless, a continuing, coordinated, and comprehensive beautification program is needed. Under Principle 2.4: Sustaining a Vibrant Downtown Center, I would suggest that a Goal 2.4c be established also that connects the Downtown with the area to the west of the central business district. This area to the west is bounded by W. Main St. on the south, Omaha St. on the north, West Blvd. on the east, and the future Jackson Blvd. extension on the west. The Jackson Blvd. Extension is crucial for this Goal to succeed and its' proposal has been in existence since shortly after the 1972 Flood. The majority of northeast bound traffic on Jackson Blvd. turns onto eastbound West Main St. and heads toward the Downtown area, but many do not have Downtown as their destination. This Extension would allow the majority of the traffic to get to Omaha St. and proceed east on the north edge of the Downtown Core. Shifting eastbound traffic off W. Main St. would allow the area described above to become an extended part of the Downtown Area. West Main St. from W. Blvd. to Jackson Blvd. could be enhanced with various streetscape features to encourage its attachment to Downtown. Halley Park at the east end of this area could become a visitor park instead of a driveby park.

- Land adjacent to Rapid Creek seems to be ignored as a greenway expansion opportunity
- No - I think there should be more affordable activities both in school and out for kids as most activities are out of reach of many parents.

Do you have any comments regarding Core Value 3, “A Safe, Healthy, Inclusive, and Skilled Community?” Are there goals or policy topics you think we’ve missed? Are there changes to the goals and policy topics shown that you would recommend?

- I am not sure it is this core value or Core Value 2 that needs to address the homeless. In order to have a safe vibrant community, this issue should be discussed. All cities of size have homeless. Many people in the community work to help these individuals. A centralized coordinated group of all who help may be beneficial. The Mission is a great place. But in order to invite businesses to your city, we need to show a safe clean city.
- To make community safer and healthier need to get more affordable housing/apartments.

Do you have any comments regarding Core Value 4, “Efficient Transportation and Infrastructure Systems?” Are there goals or policy topics you think we’ve missed? Are there changes to the goals and policy topics shown you would recommend?

- I notice that no specific projects are mentioned in this section. I think it is very important to stress the importance of the Jackson Blvd. Extension project in the Comprehensive Plan. This project and its’ complementary reconstruction project on W. Omaha St. would fulfill a vision of Rapid City since shortly after the 1972 Flood. Once these two projects are completed, the vacant land on the south side of Omaha St. currently owned by the City could be allowed to...
infill (Goal 1.1b). Areas along W. Main St. might be encouraged to infill or redevelop because of redirection of the fast moving traffic over to Omaha St. The character of Halley Park could change in a positive way. There is definite potential for this area to be better than it is today.

- No

Do you have any comments regarding Core Value 5, “Economic Stability and Growth?” Are there goals or policy topics you think we’ve missed? Are there changes to the goals and policy topics shown that you would recommend?

- Goal 5.2a, second topic: I think the first word should be Concentrate not concentrated. Goal 5.3a, last topic: The word "only" limits any use that may be out of the box in the priority area. If that is what is needed, the priority area should be considered very carefully.
- When you compare the eastern 1/2 of the state to the western 1/2 it shows that the western 1/2 is behind both in growth and economically. Rapid City seems to pay more for goods and services here, but the income except for a few is lower.

Do you have any comments regarding Core Value 6, “Outstanding Recreational and Cultural Opportunities?” Are there goals or policy topics you think we’ve missed? Are there changes to the goals and policy topics shown that you would recommend?

- Goal 6.1b: We have concentrated a bike path east to west through our city. We need to consider a north/south connection as well.
- This seems to be going great.

Do you have any comments regarding Core Value 7, “Responsive, Accessible, and Effective Governance?” Are there goals or policy topics you think we’ve missed? Are there changes to the goals and policy topics shown that you would recommend?

- I really like Goal 7.3a: Training for elected officials, including their expectations and responsibilities!
- No

Do you feel that the draft future land use map accurately reflects the community’s vision for the future? Why or why not?

- Neutral/No Opinion
- Does Not Reflect my Vision for the Future: I think we should be looking at more "inward" and "infill" growth. The plan seems fairly traditional to planning mistakes made over the past 50 years. I would like to see more innovative ideas such as performance zoning and less of an assumption that expanding outward is always the preferred pattern. Modern cities, cities of the future are planning for greater mixed use, more infill urban development requiring less dependency on the automobile.
- Reflects my Vision for the Future
Do you have any comments regarding changes to the proposed future land use designations or categories?

- No

Where do you think the top priority areas for future residential neighborhoods should be located? Are there any revisions you would make to the residential designations in the areas outside of the City limits?

- No

Where do you think the top priority areas for future employment and industrial growth should be located? Are there any revisions you would make to the employment or industrial designations on the map?

- On the North & East side of Rapid City. No

Are there any other activity centers that should be included on the map?

- None I can think of.

Which activity centers should be primary targets for revitalization?

- Senior & Youth Centers

Think about the primary corridors that lead to or through Rapid City (e.g., Mount Rushmore Road, Interstate 80, and Omaha St). What types of land uses would you like to see along these corridors in the future? Are there physical improvements you think are needed in these locations (e.g., sidewalks, streetscape enhancements)?

- I believe that the Mt Rushmore Rd corridor needs to be enhanced as that is where all the tourists travel and it is one of the oldest streets. The new revitalization of the road starting next year may show a lot of improvement. The North Street corridor is also in the process of revitalization. That is also an important corridor. Hwy 44 from the Airport is of vital importance to new businesses coming to Rapid City. That will take cooperation with the County and is very important for our community!
- Sidewalks - Cambell, St Patrick & Omaha Streets

Do you have any other general comments or feedback for the planning team?

- I like the categories you have included following the map.
- No
Introduction
This document presents a summary of responses from the final series of Plan Rapid City community engagement activities in January 2014. The series included the following community engagement events:

- Community Open Houses (January 14 and 15)
- Draft Plan SurveyMonkey Questionnaire- Open from January 17, 2014 – March 31, 2014
- Public Comments Submitted via Letter or Email (January 2014 – April 2014)

These open houses included an orientation to the Draft Comprehensive Plan document, a summary of the Comprehensive Plan process, a project status update, and an overview of the Draft Comprehensive Plan recommendations.

Another option for community feedback on the Draft Comprehensive Plan was an online survey. Results from that survey are also included in this document. Community members were also invited to submit their comments directly to the project team by letter or email.
Community Open Houses

Meeting Notes – January 14 and 15, 2014

FUTURE LAND USE PLAN MAP

Map Comments & Refinements
- Extend the yellow south of Sheridan Lake Road to include all of Section 28 11N-7E-B-V
- Focus on mixed pattern development; not just categories by type but actually full integration in all areas
- Consider entrance to industrial park through St. Pat intersection (on Elk Vale Neighborhood map)
- Parks Map comments
  - Double check map to see if medians (like the large one on West Blvd.) are considered parks
  - M Hill is a land trust open to the public, need to show as a park or public designation
  - Adjust colors—less gray overall

DRAFT COMPREHENSIVE PLAN

Chapters 1 & 2: Introduction & Vision and Core Values Comments
- Good leg work
- Good core values
- Focus on governance’s understanding and implementation

Chapter 3: A Balanced Pattern of Growth Comments
- Mix community
- Multi-generational, adaptive reuse, infill
- Question regarding Tier 1 boundary—what will city’s policy be if property owner close to or adjacent to Tier 1 boundary wishes to build and can provide services needed and wishes to connect to city services?
- Ensure policies address light pollution (in all areas, not just rural or forest conservation areas)

Chapter 4: A Vibrant Livable Community Comments
- I have concerns about department complexes (500 capacity) on the edge of town (sprawl). There are dwellings and business buildings all over town that are for rent, lease, sale. Will the people who need housing be able to afford it?
- Do many Rapid Citians truly need “luxury apartments?”
- How to address the transitive nature of many Lakota families? Address the growing population share of Lakota families? Reservation migration is a reality- Native population will increase with time.
- Implement a small-scale template – 12-18 blocks/ walkable, etc.
• I would like to see more incorporation of housing that accommodates Lakota family makeup, i.e. housing for a larger group of family members with particular focus on rental property.

• Revise action strategy about landscaping to address the need for a simple, new landscaping ordinance rather than revising what has already been done

• Need to address historic preservation more directly on map and in policies

• Address the desire for enhanced connections between the Civic Center and Downtown on the map and in the policies

Chapter 5: A Safe, Healthy, Inclusive, and Skilled Community Comments

• No car chases by law enforcement! It endangers innocents. Make, model, license plate should be enough to hold most delinquents accountable.

• Enhance higher education’s effect on the community.

• I would like to see more open acceptance of LGBT individuals in a cultural and community context. Also would like businesses more welcoming of non-discrimination policies and practices that include sexual orientation and gender identity.

• Need to ensure health delivery system (including adult day care) is addressed

• Clarify/strengthen policies to address discussion with Fire chief:
  o City facilities should be built to withstand man-made and natural disasters (hardened)
  o Construction standards; survivable spaces
  o WUI (address here as well as where currently addressed in design principles)
  o Emphasize role of these facilities as community gathering spaces longer term (e.g., construct to include community/multi-purpose rooms that can also serve as secure rooms)

• Add Community Safety Map to this chapter—include fire stations, police stations (existing/planned, safe rooms, shelters, etc.)

• Ensure Library Strategic Plan is referenced

Chapter 6: Efficient Transportation and Infrastructure Systems Comments

• We need more encouragement for bus/light rail planning

• Desire for coordinated regional transit system (e.g., Rapid to/from Ellsworth AFB/Box Elder)

• Need to add Public Works as a partner for all action items related to infill/redevelopment

• May need to address the infrastructure oversizing process in goals/policies related to infill and redevelopment

• Need to address connecting people from housing to employment areas (in addition to activity centers)

• Need to define paratransit and transit and clarify both are covered in policies and recommendations

• Revise “Variances” to “Exceptions”

Chapter 7: Economic Stability and Growth Comments

• Employ and retain our millenials and aging. Flourish, be local food to center of commerce.
Chapter 8: Outstanding Recreational and Cultural Opportunities Comments

- Great here!
- Keep up an enlightened start. We are becoming a center for arts and entertainment.
- Need to show historic districts on map (either on the future land use map or on a separate map in the livable community section)
- West Main Street between Jackson and I-190 a good candidate for revitalization (map comment)
- Look at alley access along Haines/5th Street
- Future Anamosa Street (near Dreamworks) may be located too far north; shifting further south off of ridge may be necessary
- Major street plan may need to be modified in the area directly north of the landfill where the future Elm Avenue connects with Elk Vale Road
- Access/roadway connections need to be reconsidered in the area located at the northwest quadrant of Elk Vale Road and Highway 44
- Potential for agricultural uses east of Rapid Valley – is residential most appropriate in this area?
- Additional mining/extraction uses located west of Hwy 231 (on public lands)
- Need to modify area just east of Deadwood avenue, north of I-90 to show the GCC plan, and forest conservation on the hilly terrain; Gateway corridor designation should reflect setback from I-90 and residential to east (need to address in policies if not shown on map)
- Show Downtown in a context that is connected with the Civic Center
- Potential Integrated Planning Area identified for many properties in the southeastern area

Principles/Goals/Policies

- May need to address role of private golf courses and other private facilities in the discussion
- Revise 1.1.A and/or 1.1F to address ongoing maintenance and sustainable management practices in parks and golf courses (e.g., water conservation, energy conservation, etc.)
- Need a goal/policy to address future need for a new cemetery Need to address the preservation of historic cemeteries, parks, and tribal grounds
- Add wayfinding to 1.2D – lighting and safety enhancements

Action Plan updates

- Enhance the Zoning Diagnosis Memo to outline some ideas/strategies for the parkland dedication requirements—acknowledge issues associated with slow buildout of individual subdivisions
- Revise Park Plan action to be the 5 year plan (which will address the different wards of the city)
- Add an action item related to ongoing staffing and maintenance (possibly tie to a level of service or acres of parkland per employee)
- Add parks and recreation as a partner in the implementation of any actions addressing bicycle trails
- Add long-term action calling for securing a new cemetery location and master plan
Chapter 9: Responsive, Accessible, and Effective Governance Comments

- I appreciate our City Council and Mayor.
- Governance is non-prohibitive: make it simpler to integrate the plan into jurisdictional requirements.

Chapter 10: Growth and Reinvestment Framework Comments

- Pocket neighborhoods
- Divide expansion into manageable mixed use centers

Chapter 11: Neighborhood Area Comments

- Integrate developments by income and age. With playgrounds and gardens and public transportation. Don’t make existing neighborhoods just a passageway to the outer limits.
- Incorporate 10 usable community elements (church/store/senior center) within walking distance of all housing types

Chapter 12: Implementation Comments

- Don’t allow everyone who owns acres to cover them with buildings.
- Make sure there is flexibility in the intent of plan in its bridging to planning, building, growth management, code enforcement departments
- Need to add a top 5 or top 10 list of priority actions
  - Connections/enhancements between SDSMT and Downtown a highly visible project, probably one for the top 5 list
  - Charter committee another key item that needs attention before many of the other actions can move forward
- Periodic Advisory Committee Meetings after adoption of the plan will help ensure implementation
  - Possibly tie committee meetings to quarterly progress reports
  - Explore appointing one champion to advocate for each core value
- How to engage/inform developers in how to use the plan (e.g., training? Newsletters?)
- Add recommendations re: Historic Preservation to reflect efforts currently underway (Bill Kessloff)—will need additional info from staff regarding specifics to include
- Add multiple actions to tie back to phasing of fire plan recommendations
  - Downtown fire station (underway/immediate-no additional staffing needed)
- 44 and St. Patrick involves partnership with school; dedicating land on campus to support public safety program
  - Will need to occur in conjunction with Animosa Street connection (good focus for Urban Systems $)—study already completed
  - List phase 1 in action plan –coordination with school on public safety building design (see MOU for specifics of agreement)
Phase II—needs assessment for station and build fire station

Other General Comments

- Pay attention to historic preservation.
- Hire a person to oversee and provide information about implementation.
- Make it simple and applicable. Make it a living document.
- Renovate South/expand
- Renovate South Park
- Renovate Robbinsdale
- Elementary middle or high school parks and residential development
- Near College
- WDT – needs Anamosa Extension
- BA- Summerset Split
- Stevents renovations, traffic and parking
- Valley/South as potential expansions – parking
- Rapid Valley missing
- Issues walking schools or based at elem
- School district border stops at Peaceful Pines
- Douglas- Elk Vale ridge line
- Hermosa Custer
- Missing policies for young adults
- Adult daycare—current facility (Daisy House) closing; remains a need in the community
- Lighting citywide
- Deadwood Avenue Neighborhood Area
- Inconsistency with earlier neighborhood plan
- Access
- Concern about heavier intensity uses possible associated with mining and extraction
- Gateway/Corridor designation should reflect setback from I-90 and residential to east
- Holliday Estates occupancy
- Preservation recommendations missing
- Many efforts underway that should be reflected
- Show map of historic districts
- Civic Center (DT area) map
- Box Elder: Coordinated transit system
- Box Elder: Exit 61; focus for both communities
- Add executive summary (discuss possible format)
- Add downtown inset map (location TBD) to highlight relationship between DT, SDSMT, and Civic Center
• Sustainability emphasis—heard both words of caution and desire to be somewhat more aggressive/forthright in language used
Draft Comprehensive Plan Survey Results

SurveyMonkey - Open from January 17, 2014 – March 31, 2014

Do you feel that the draft Future Land Use Plan map accurately reflects the community vision for the future?

- Reflects the vision for the future (5)
- Neutral/no opinion (3)
- Does not reflect the vision for the future (1)

Why or Why Not?

- Because we in rapid city need things like the rapid ride and other transportation in and around rapid city I think that if this city keeps on growing like it is we might be able to be like the surrounding towns like boulder and Denver in population and businesses I know we need allot of things like rest aunts and bigger
- Please find streets that get gridlocked. Get another street started, to take some of the traffic.
- My biggest concern is the abuse of billboards. For residents and especially tourists to see billboards actually erected in the Black Hills is shameful.
- I have scanned the entire draft. From it one would not guess that we are an ethnically diverse city with many social challenges. While homelessness is perhaps addressed via the repeated goal of establishing more affordable housing and use of block grants, nothing is recommended for the city's becoming actively engaged in this. It seems like developers might be encouraged but in no way required to include affordable housing as they plan. I like that "infilling" is recommended and that transportation planning be expanded to include the outlying areas -- counties have to cooperate. I like the sustainability mentions. The cultural section is sadly deficient, not mentioning the Journey Museum or the possibility of a powwow grounds. Our diversity is a potential strength. Lets not ignore this.

Do you have any comments regarding Chapter 1 of the draft Comprehensive Plan?

- Page 10: I believe we should list the Historic Preservation Comprehensive Plan under the Role of the Comprehensive Plan, since the City Council adopted it a few years ago. (The exact name of the plan may be different than I have stated.)

Do you have any comments or concerns regarding the vision and seven Core Values discussed in Chapter 2?

- The tourists that come to Western SD, always, always want to know about the Cowboys and Indians and Pioneers. There is your "branding." That is never going to change. When ever we travel, they ask us about the Indians and Cowboys. Especially the over seas people. Always ask about Crazy Horse "is it done yet?"
Do you have any comments regarding Chapter 3: A Balanced Pattern of Growth?

- We always feel the "West" side get preferred treatment. They don't want low income apartments, so they get put on the East side. They don't want Walmart - so East side gets it. Just sayin

Do you have any comments regarding Chapter 4: A Vibrant Livable Community?

- A vibrant livable community begins with a vibrant livable core/downtown. Investment needs to be made in the form of downtown housing. Warm bodies living in the core require support services and provide an economic base and tax base to support all other core services/businesses. This probably requires public funding assistance in some form to jump start. The city should field proposals from the private sector to provide 60+ housing units in the core and what type of city involvement would be needed to determine what is possible for the city to offer. p.s. The schools system paving the Dakota M.S. football field was a significant missed opportunity to provide land for this subject.

- Page 38, Under LC-5.1A, the list of Community Activity Centers, the center at Catron and Sheridan Lake Road is listed twice. There should be a listing for Catron and 5th Street, the new Walmart area, as this is already a center for several businesses and will be many more very soon. Also, the Family Thrift Center should be identified at St. Patrick and Cambell Street as there are more than one Family Thrift Centers. Page 39: Under LC-6.1C, encouraging compliance with historic district design guidelines. Are we talking about the federal and state guidelines as we don't have any local guidelines.

Do you have any comments regarding Chapter 5: A Safe, Healthy, Inclusive, and Skilled Community?

- Page 47, the second column, first line, needs a word "to" before early... or some change.

Do you have any comments regarding Chapter 6: Efficient Transportation and Infrastructure Systems?

- None provided.

Do you have any comments regarding Chapter 7: Economic Stability and Growth?

- None provided.

Do you have any comments regarding Chapter 8: Outstanding Recreational and Cultural Opportunities?

- "Wylie Park and Storybook Land" Aberdeen SD www.aberdeen.sd.us/storybookland includes camping area.

- Cultural and Recreational Facilities are a vital part of economic development. Along with quality of schools, these aspects are highly significant to business or individuals looking to locate in Rapid City. This section is woefully lacking in mention of our ethnic diversity and how that enhances our city.
• Rapid City should focus on being "world class" at a couple of things rather than dilute all its resources across a broad spectrum. Best way to do this is to enhance our existing strengths which is our park system and recreational opportunities. Further definition of what "world class" means could be determined through a combination of public input and retaining experts in this field. Kayaking service for Rapid Creek, tying all the parks together, enhancing Skyline Wilderness Park, redoing Skyline Drive with a bike lane, snowboard/tubing hill somewhere on M hill or Skyline, court mountain biking tournaments(national championship) Beautification, increasing landscape standard for commercial/public properties and enforcement is critical.

Do you have any comments regarding Chapter 9: Responsive, Accessible, and Effective Governance?
• None provided.

Do you have any comments regarding the Future Land Use Plan or other topics in the Growth and Reinvestment Framework?
• Page 102, Employment Centers - Opportunities: I don't know where Rushmore Road north of Catron Blvd would be. Should this area be Rushmore Road north of Omaha Street?

Do you have any comments regarding any of the neighborhood area policies or future land use maps?
• None provided.

Do you have any comments regarding Chapter 12: Implementation?
• None provided.

Do you have any comments or concerns regarding the information contained in the Appendix?
• None provided.

Do you have any other comments or feedback regarding the draft plan or about the plan update process?
• This looks pretty good, just concerned about the highly litigious billboard companies littering our state, cities, historical and beautiful sites. Please have legislators take a hard look at our billboard laws. Hawaii is considered at beautiful state to reside and visit and they do not allow any billboards whatsoever.
• An annexation map or map indicating what the city will be in 10 plus years should be part of a comprehensive plan for the city. And, Historic Preservation should have more coverage. I love the idea of Design Guidelines!! Thanks! Good draft plan!!
Ms. Patsy Horton  
Project Manager  
Rapid City Comprehensive Plan  

By E-mail  

1 April 2014  

Dear Ms. Horton:  

Thank you for the opportunity to provide some comments from Friends of Rapid City Parks on the Draft Revised Comprehensive Plan (March 10, 2014). Friends was founded in 2005 to preserve, protect, and promote our parks—a legacy of the 1972 flood. We have more than 100 members and have mobilized up to 300 supporters on various issues affecting the parks, particularly those that lie within the Memorial Greenway along Rapid Creek.  

If a picture is worth a thousand words, then it’s pretty clear the plan recognizes the importance of Rapid City’s parks, since two of the three photos on your home page slide show are of parks!  

Though we did not attend any of the public meetings, we have reviewed the draft plan, the comments from stakeholders, and background documents and appendices provided on your excellent website.  

First, we commend the City and the Community Planning & Development Department for undertaking this thorough review and update of the comprehensive plan. We will limit our comments to items directly related to our organizational interests, as noted above.  

Friends supports the recognition given to the importance of Rapid City parks visually, environmentally, and economically. We support that the role of parks is noted in three of the Seven Core Values of the plan. We are gratified that the plan calls out the community’s dedication to and pride in the park system, and the recognition that this is a precious legacy.  

In specific actions identified in Principles, Goals and Policies within the core value sections, we are particularly pleased that the plan calls for “encouraging” and “supporting” land use policies that foster existing and new parks, and inclusion of parks and park connectivity among diverse land uses.  

In the section discussing the protection of the City’s Environmental, Cultural, and Historic Resources, Friends of Rapid City Parks especially supports policies calling for protecting air and
water quality, natural features, and calling for use of sustainable development practices in the design of “parks, landscaping, and stormwater management facilities.” (LC6-1.2)

We are pleased to see the thorough discussion of balanced modes of transportation and the integration of the Pedestrian and Bicycle Master Plan in documentation and recommendations. We mention particular support of Goals TI-2.2A, 2.2B, 2.2C, 2.3A, 2.3B, 2.3C, 2.3D, and 2.3E [note the item is labeled 2.4E, but is related to other TI-2.3 items]. We also support the TI-2.4 recommendations related to bicycle use, and want to raise once again the need for establishing a baseline on bicycle use, crossings, and related issues. (See comments of Friends of Rapid City Parks on Promenade, Legacy Commons, and various parking proposals within Memorial, Founders, and West Memorial Parks, where over a period of several years we have noted the lack of baseline data.)

We are delighted to see the call out in EC-1.2D that recognizes the role of parks and recreation in attracting skilled workers and top level companies to an area. Friends of Rapid City Parks has been advocating this point for years through workshops, guest speakers, letters and op eds.

The parks sections of the chapter on recreational and cultural opportunities are excellent, and we express our enthusiastic support. One comment we do have is that the plan acknowledge, either in appendices or reference documents, the Final Report of the Flood Plain Policy Committee, which resulted in a policy that was adopted by City Council resolution on July 7, 2008. Though the plan appears to incorporate the principles of this policy, we think it should be called out specifically, rather than rely on FEMA designations of where certain activities be permitted to occur.

Thank you again for the opportunity to provide these views, and for the work in completing this plan. We look forward to seeing it move through the Planning Commission and City Council, and be applied widely to conservation and development issues in Rapid City.

Sincerely,

Suzanne Iudicello Martley
Executive Director
TO: City Council, Mayor, and Mayor’s Staff.

RE: Objection to Mayor’s staff proposed changes to current Future Land Use Plan (FLUP):
4/15/14 PWC Item # 27

Attached graphics include current County zoning, current Rapid City FLUP and Mayor’s staff proposed changes for the area identified on the graphics. The latter includes listed objections sent to the Mayor’s staff. The proposed FLUP documents package has those objections in Appendix E, public comment. Note the dates when Mayor’s staff was contacted via email regarding these concerns.

Lazy P6 Land Co considers these changes to be arbitrary, capricious and malicious. The effect on P6’s long standing marketing strategy and cost recovery projections will run into the millions of dollars - the difference between General Commercial (GC) and Light Industrial (LI). Potential buyers will also notice LI is immediately across an arterial street from the GC property.

We consider the current P6 FLUP – in place for more than 10 years - to be an “implied contract”, based on the hard fought negotiations at the time that yielded the land uses projected today. Our consultant, Lawrence M Kostaneski, PE, has stated that for nearly 20 years he would encourage clients to obtain the most favorable future land use designations possible, since they predict the land use (zoning) the City would honor when annexed into the city. He states that has always been the case – until now.

The Mayor’s staff seems to have abandoned all land use projection principles. When the current FLUP was adopted, there was virtually nothing substantial adjacent to 5th St in this area. Today, this is exploding with commercial development, of which we assume even the Mayor’s staff is aware. And yet, they now believe that the future moving south is LI. Former Mayors, Councils and staff knew better.

To add insult to injury, the Mayor’s staff spent months reviewing water modeling with fire flow targeted at GC and deciding the number of lanes for a high volume concrete street surrounded by GC. Why would anyone think Light Industrial is a land use with the same cost amortization potential as GC?

Incidentally, the current car lot (2005) is a permitted use in GC, which is the current County zoning. The current storage units were sold as GC. The owner decided to build storage units (2003), which are a conditional use in GC. He obtains an annual renewal from the county for the CUP. The buildings under construction are designed for “finish to suit” retail or office space. They are heated.

Lazy P6 Land Co. strongly objects to the changes proposed by the Mayor’s staff. We assume the Rapid City Council will take the appropriate action with this information now available.

Signed,

Orvil Davis, President
Lazy P6 Land Co. Inc.
(See U.S. Highway 16 Future Land Use Plan)
LAZY P6 LAND CO INC.
DRAFT FLUP changes affecting P6 property.
Feb 11, 2014

LAZY P6 LAND CO INC.
320 +/- Acres
REJECTED
AREA 80+/-AC

NOTES and COMMENTARY:

Lazy P6 Land Co Inc rejects the “Light Industrial” designation shown above by a red “X”. The current Future Land Use Plan (FLUP) shows this as General Commercial with a smaller piece of Light Industrial nearby.

It's ironic to note that CA Joel Landeen, in a meeting Feb., 7, 2014 to discuss interim connection of water and sewer services to a unit in this area, proceeded to criticize the existing cold storage building complex as not a particularly visual attraction for motorists or future users, after which he opined that a 300% premium for said service connection was “punitive”.

Sitting in the center of the table when he made this observation was the DRAFT FLUP revision, showing this area as Light Industrial - a self-fulfilling prophecy for more “undesirable vistas.”

Lazy P6 would like confirmation that this has been corrected prior to final approval and requests a meeting with relevant staff to discuss specifics as they pertain to the balance of their property.

Please call with questions.

Orvil Davis, President
Lazy P6 Land Co Inc.
Feb. 12, 2014 (via email to City of Rapid City)
Plan Rapid City
Comprehensive Plan Update

Overview

- Plan Rapid City Background
- Comprehensive Plan Highlights
- Plan Implementation

What is the Purpose of the Comprehensive Plan?

- Long-range plan (10-20+ years)
- Guides where and how Rapid City will grow
- Establishes City policies—advisory, not regulatory
- Establishes priorities to guide the allocation of resources

What does the Plan Address?

- Land Use and Growth
- Transportation and Circulation
- Housing and Neighborhoods
- Economic Development
- History and Community Character
- Landscape and Environment
- Parks and Recreation
- Public Utilities and Services
- Downtown
- Arts, Culture and Tourism
- Health and Safety

What is in the Comprehensive Plan?

- Vision: Describes the type of community we want to become (7 Core Values)
- Principles: Describe the community’s aspirations
- Goals: Establish specific targets for the future
- Policies: Provide guidance for decision-making
- Actions: Identify steps we’ll take to get there (Code revisions, Programs, Capital Improvements, Intergovernmental Agreements, Other)
- Maps: Illustrate Future Land Use and other plan concepts

The Planning Process

- Vision: Describes the type of community we want to become (7 Core Values)
- Principles: Describe the community’s aspirations
- Goals: Establish specific targets for the future
- Policies: Provide guidance for decision-making
- Actions: Identify steps we’ll take to get there (Code revisions, Programs, Capital Improvements, Intergovernmental Agreements, Other)
- Maps: Illustrate Future Land Use and other plan concepts

- Complete
- Spring/Summer 2013
- Late Summer 2013
- Late Fall 2013
- Underway
- Winter 2014

- Phase 1: Project Initiation
- Phase 2: Inventory & Analysis
- Phase 3: Vision and Guiding Principles
- Phase 4: Plan Framework
- Phase 5: Draft Plan and Action Strategies
- Phase 6: Public Review and Plan Adoption

Plan Rapid City
Comprehensive Plan Update
Many Opportunities for Public Input

- Community Input Events
- Project Website
- Online Surveys and Polls
- Meetings & Work Sessions

“Everything about downtown Rapid City is important. As downtown businesses grow, I hope to see more second and third story residential and business uses.”

- Comment Submitted via Online Survey

Plan Highlights

Community Vision: 7 Core Values

1. A Balanced Pattern of Growth
2. A Vibrant, Livable Community
3. A Healthy, Safe, Inclusive, and Skilled Community
4. Efficient Transportation and Infrastructure Systems
5. Economic Stability and Growth
6. Outstanding Recreational and Cultural Opportunities
7. Responsive, Accessible, and Effective Governance

Growth and Reinvestment Framework

- Future Land Use Plan
- Major Street Plan
- Design Principles

Future Land Use Plan Elements

- Neighborhoods
  - Rural Residential
  - Low Density Neighborhood
  - Urban Neighborhood
- Mixed-Use Activity Centers, Corridors, and Opportunity Areas
  - Regional Activity Centers
  - Revitalization Corridors
  - Downtown Mixed-Use
  - Mixed-Use Commercial
- Employment Centers and Opportunity Areas
  - Employment Center
  - Employment
  - Light Industrial
  - Heavy Industrial
  - Mining and Extraction
- Gateways and Entrance Corridors
- Parks and Recreation Opportunities
- Parks and Greenways
- Regional Recreation Destinations
- Land Conservation and Reserve
  - Agriculture
  - Forest Conservation
  - Buffer/Reserve
  - Flood Hazard Overlay
- Public/Institutional and Other
  - Public/Institutional
  - National Forest

Future Land Use Map Themes

- Maximize existing infrastructure investments
- Focus outward growth
- Provide a mix of land uses
- Add variety in housing types
- Enhance connectivity (multi-modal and inter-modal)
Future Land Use Map

Parks and Recreation Map

Neighborhood Area Policies
- Build on previously adopted neighborhood plans
- Apply in conjunction with citywide principles, goals, and policies
- Policies and Future Land Use Maps

Implementation

Implementation Overview
- Priority Action Plan
- Implementation Toolbox
- Plan Monitoring and Amendments

Priority Action Plan Details

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Strategies to Achieve a Balanced Pattern of Growth

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Strategies to Create a Vibrant, Livable Community

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<td>Strategy</td>
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<td>Unified Development Code</td>
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Strategies to Ensure a Safe, Healthy, Inclusive, and Skilled Community

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Strategies for Efficient Transportation and Infrastructure Systems

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Strategies for Efficient Transportation and Infrastructure Systems (continued)

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### Strategies to Support Economic Growth & Stability (Continued)

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<td>Priority Employment Areas Infrastructure Projects</td>
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<td>Shift Infrastructure Burden</td>
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<td>Tax Increment Financing Refinements</td>
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<tr>
<td>Tourism Revenue</td>
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### Strategies to Provide Outstanding Recreational and Cultural Opportunities

<table>
<thead>
<tr>
<th>Immediate Actions</th>
<th>Near-Term Actions</th>
<th>Longer-Term Actions</th>
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<tbody>
<tr>
<td>Institutionalize Parks and Recreation Map as a Tool for Internal Planning and Development Review</td>
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<tr>
<td>Parkland Dedication Parks and Recreation Plan Update</td>
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<tr>
<td>Support for Local Arts and Cultural Initiatives Cultural Tourism Plan</td>
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### Strategies for Responsive, Accessible, and Effective Governance

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<td>Plan Conformity Assessment Charter Committee</td>
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<td>Development Review Team Processes</td>
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<td>Leadership Training Plan Monitoring Report</td>
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### Implementation Toolbox

- Potential tools and approaches to implement strategies in Priority Action Plan
- Topics Addressed
  - Reinvestment
  - Affordable and Workforce Housing
  - Public Financing and Development Incentives
  - Shifting the Tax Burden
  - Enterprise Fund Restructuring
  - Tourism Revenue

### Plan Monitoring and Reporting

- Quarterly Progress Report
  - Coordinate with Mayor’s office updates
  - Summarize current projects, progress and achievements
- Annual Report
  - Summary of completed actions
  - Annual indicators (e.g., permits, population, etc.)
  - New trends and opportunities on the horizon

### Plan Amendments

- Major Update
  - At least every 5-6 years
  - Extensive public review of plan vision, goals and policies
  - Updated Priority Action Plan
- Minor Update
  - Annually or as needed
  - Can be initiated by the public
  - Targeted map or text revisions
Questions?

Next Steps

- Public Comment Period
- Fill out a comment form
- Submit your comments online at www.planrapidcity.com
- Revised Draft Plan
- Plan Adoption Hearings