



# Plan and Policy Framework

*DRAFT - OCTOBER 2013*



# Contents

---

- ABOUT THIS DOCUMENT ..... 1**
- COMMUNITY VISION AND CORE VALUES..... 1**
- 1. A BALANCED PATTERN OF GROWTH..... 3**
  - Principle 1.1: Encouraging a Compact and Efficient Pattern of Growth ..... 3
  - Principle 1.2: Facilitating Coordinated Growth ..... 3
  - Principle 1.3: Promoting a Balanced Mix of Land Uses ..... 4
- 2. A VIBRANT, LIVABLE COMMUNITY..... 5**
  - Principle 2.1: Elevating the Quality of Development..... 5
  - Principle 2.2: Building Diverse and Livable New Neighborhoods ..... 6
  - Principle 2.3: Maintaining the Character and Livability of Existing Neighborhoods..... 6
  - Principle 2.4: Sustaining a Vibrant Downtown Center ..... 7
  - Principle 2.5: Developing Vibrant Activity Centers & Corridors..... 7
  - Principle 2.6: Protecting the City’s Environmental, Cultural, and Historic Resources..... 8
- 3. A SAFE, HEALTHY, INCLUSIVE, AND SKILLED COMMUNITY..... 9**
  - Principle 3.1: Ensuring Safe and Secure Public Spaces, Neighborhoods, and Business Districts..... 9
  - Principle 3.2: Minimizing Hazard Risks and Supporting Disaster Resiliency ..... 9
  - Principle 3.3: Supporting Community Health and Well-Being..... 10
  - Principle 3.4: Fostering a Caring and Inclusive Community ..... 11
  - Principle 3.5: Placing a Strong Focus on Lifelong Learning ..... 11
- 4. EFFICIENT TRANSPORTATION AND INFRASTRUCTURE SYSTEMS..... 13**
  - Principle 4.1: Planning for the Efficient Provision of Infrastructure ..... 13
  - Principle 4.2: Providing a Safe and Efficient Multi-Modal Transportation System ..... 13
  - Principle 4.3: Supporting an Integrated Intermodal Network ..... 15
- 5. ECONOMIC STABILITY AND GROWTH..... 17**
  - Principle 5.1: Expanding Economic Diversity ..... 17
  - Principle 5.2: Strengthening Rapid City’s Role as a Regional Economic Hub..... 17
  - Principle 5.3: Coordinating to Support Economic Growth and Stability..... 18
- 6. OUTSTANDING RECREATIONAL AND CULTURAL OPPORTUNITIES ..... 19**
  - Principle 6.1: Providing Safe, Accessible, and Interconnected Parks and Trails..... 19
  - Principle 6.2: Enhancing Community and Recreation Facilities ..... 20
  - Principle 6.3: Expanding Arts and Cultural Opportunities..... 20
- 7. RESPONSIVE, ACCESSIBLE, AND EFFECTIVE GOVERNANCE..... 21**
  - Principle 7.1: Maintaining Fiscal Stability ..... 21
  - Principle 7.2: Ensuring Opportunities for Public Involvement in Government ..... 21
  - Principle 7.3: Providing Leadership, Continuity and Transparency..... 22

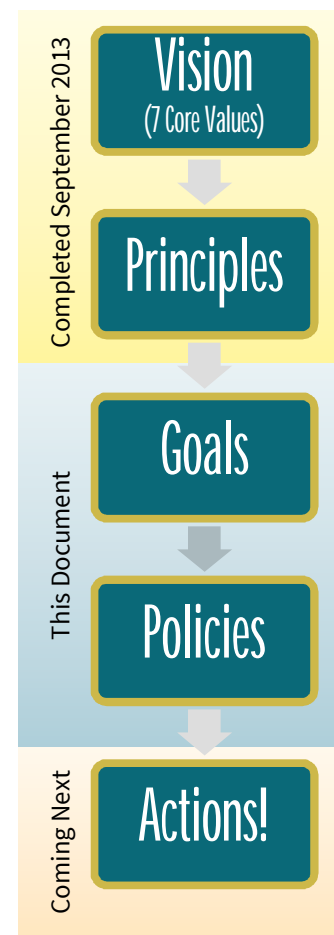
# About this Document

This draft Plan and Policy Framework reflects public input and ideas collected as part of the Plan Rapid City process to date as well as many existing plans and policies the City currently has in place. This framework builds on the draft Community Vision and Core Values document by adding two additional layers of the Comprehensive Plan’s hierarchy:

- **Goals** - provide general direction to guide the community.
- **Policies**– polices provide specific guidance for daily decision-making. At this stage of the process, a list of topics that are anticipated to be addressed by the policies is provided.

During the next phase of the process, this framework will be refined and expanded based on input received from the community into an initial draft of the Comprehensive Plan. As part of this next step, a series of Actions, which will provide specific strategies to advance the Vision, will be added for review and consideration.

The ideas contained in this document will continue to be updated and modified to reflect community feedback and preferences as the process moves forward.



# Community Vision and Core Values

---

Seven draft “Core Values” have been identified as the basic tenets behind both the community’s vision and the basic organizing structure of the 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. 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 Core Values include:

- 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

The seven chapters of this framework are organized around the Core Values listed above. Each chapter also contains a series of related Principles, which describe the community’s aspirations, and specific goals and potential policy topics to support individual goals are also provided for review and discussion.

# 1. A Balanced Pattern of Growth

---

Rapid City is an ever-changing community 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.

Principles for a balanced pattern of growth focus on:

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

## **Principle 1.1: 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 promoting 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 1.1a: Use available land and resources efficiently.**

*Policy topics to be addressed:*

- Encourage growth within a defined urban service area (e.g., discourage leapfrog development)
- Prioritize infrastructure investments within urban service area
- Establish annexation criteria
- Encourage the use of sustainable development practices

### **Goal 1.1b: Target infill and redevelopment in key areas.**

*Policy topics to be addressed:*

- Priority infill areas (filling in the gaps)
- Priority reinvestment/redevelopment areas (e.g., Activity Centers & Corridors)
- Public infrastructure role/coordination
- Public private partnerships

## **Principle 1.2: 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 1.2a: Foster a cooperative approach to planning and growth-related issues.**

*Policy topics to be addressed:*

- Coordinate with Meade and Pennington Counties
- Coordinate with adjacent and nearby communities (Box Elder, Summerset, Piedmont, etc.)
- Coordinate with Ellsworth AFB and Ellsworth Development Authority
- Coordinate with State and Federal Agencies
- Coordinate with service providers

## **Principle 1.3: Promoting a Balanced Mix of Land Uses**

---

As growth continues, the City will support the development of new residential areas and neighborhoods, as well as commercial and employment areas to serve the region and meet the daily needs of residents. A diverse mix of uses will help ensure that residents have housing, shopping, and employment opportunities across the City, and will provide options for future investment and growth.

### **Goal 1.3a: Support a diverse mix of uses citywide.**

*Policy topics to be addressed:*

- Align Future Land Use Plan with projected growth demand
- Support a balanced mix of uses
- Provide flexibility within Future Land Use categories (e.g., mix of uses, density)
- Monitor overall growth capacity

### **Goal 1.3b: Expand housing variety to meet the community's changing needs.**

*Policy topics to be addressed:*

- Encourage a mix of housing types and densities to meet the community's needs (size, location, price point)
- Support the incorporation of housing as part of the overall use mix in downtown, other activity centers, and along major corridors

## 2. A Vibrant, Livable Community

---

Rapid City will continue to become a more livable, vibrant, and desirable community in which to live, work, 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 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.

Principles for achieving a vibrant, livable community focus on:

- Elevating the quality of development and community appearance
- Addressing neighborhood quality, affordability, and diversity
- Encouraging reinvestment in established neighborhoods
- Continuing revitalization of Downtown Rapid City
- Developing vibrant activity centers and corridors
- Protecting and preserving natural, cultural, and historic resources and the environment

### Principle 2.1: 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 2.1a: Encourage variety, visual interest, and durability in the design of all new development.

*Policy topics to be addressed:*

- Encourage creativity and innovation in the design of new development and neighborhoods
- Encourage building design and materials with demonstrated durability in Rapid City's climate
- Encourage the use of sustainable site planning and building design techniques (drought-tolerant landscaping and streetscapes, recycled materials, energy efficient design, integration of alternative energy sources, etc.)
- Support the integration of community amenities (e.g., parks, open space, trail linkages, community gathering places)
- Promote design that is compatible with the surrounding neighborhood context in terms of height, scale, and overall mix of uses

#### Goal 2.1b: Maintain and enforce standards that address property upkeep and appearance.

*Policy topics to be addressed:*

- Conduct regular code enforcement
- Support programs to encourage reinvestment in existing properties (e.g., façade improvements, energy efficiency, emergency repair)

#### Goal 2.1c: Project a positive community image along Rapid City's entry corridors and at City gateways.

*Policy topics to be addressed:*

- Establish design standards for community gateways and entrance corridors to guide future development

- Coordinate with SDDOT and property owners
- Establish unified entrance signage/design improvements (e.g., overpasses, bridges, landscaping)

## **Principle 2.2: Building Diverse and Livable New Neighborhoods**

---

Rapid City will encourage the development of new neighborhoods that contain a mix of land uses, including a range of housing types to meet the varying needs of its residents. The City will support the development of new neighborhoods that maximize investments in existing parks, trails, roadways, and utility services, and that enhance connections between neighborhoods and community destinations.

### **Goal 2.2a: Establish new neighborhoods that meet the community’s varied needs.**

#### *Policy topics to be addressed:*

- Encourage residential development in areas that maximize available infrastructure and community amenities
- Encourage the development of entry-level and workforce housing to meet the community’s needs
- Encourage a mix of housing types to meet a variety of needs (size, price point, lot size, housing type, etc.)
- Encourage variety and visual interest in the design of new neighborhoods (e.g., multiple home models, garage orientations, and façade designs)
- Support the incorporation of neighborhood scale retail services to serve surrounding residents
- Establish phasing plans for larger developments to address the timing of key infrastructure and amenities

### **Goal 2.2b: Connect new neighborhoods to the larger community.**

#### *Policy topics to be addressed:*

- Provide linkages to established community amenities or facilities (e.g., trails, sidewalks, Greenway)
- Complete linkages to existing infrastructure as new neighborhoods develop (e.g., roadway stubs)

## **Principle 2.3: 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 ensure that infill and redevelopment is designed in a manner that minimized impacts on existing neighborhoods. The City will also support ongoing investment in parks, recreation facilities, schools, and multimodal connections to reinforce the stability and livability of established neighborhoods.

### **Goal 2.3a: Retain and improve the community’s unique established neighborhoods.**

#### *Policy topics to be addressed:*

- Encourage the retention/rehabilitation of existing housing stock
- Conduct regular code enforcement
- Promote reinvestment in core area neighborhoods through compatible infill and redevelopment
- Partner with other organizations, as appropriate, to conduct neighborhood clean-up days, volunteer projects, and other activities (e.g., Paint-a-Thon) that promote neighborhood pride and provide support for neighbors unable to make improvements on their own
- Create standards to address appropriate transitions between development in adjacent activity centers and corridors and established neighborhoods
- Address home occupations and non-residential conversions



### **Goal 2.3b: Support continued investment in and ongoing maintenance of neighborhood infrastructure and amenities.**

#### *Policy topics to be addressed:*

- Maintain existing parks and other facilities and monitor usage over time to address changing needs
- Support the adaptive reuse of schools/other non-residential uses (e.g., places of worship) with compatible uses
- Prioritize sidewalk and trail improvements that address “missing links” between established neighborhoods and other destinations in the community

### **Principle 2.4: Sustaining a Vibrant Downtown Center**

---

Downtown Rapid City has long been the 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 is further enhanced. 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. Linkages between downtown and other centers of activity within the community, such as the Civic Center, South Dakota School of Mines, and others will continue to be strengthened.

### **Goal 2.4a: Reinforce Downtown’s role as a regional activity center through a diverse mix of land uses and activities.**

#### *Policy topics to be addressed:*

- Support the implementation of the Downtown Master Plan
- Encourage a diverse mix of uses to support the needs of both local residents and tourists (e.g., retail, residential, employment, hotels, entertainment)
- Continue to support the role of public art in enhancing and activating its public spaces
- Support programming and events that activate community gathering places, attract visitors and residents to downtown, and complement downtown objectives
- Explore ways to maximize the effectiveness of downtown parking
- Provide sensitive transitions between more intense downtown uses and adjacent residential neighborhoods (e.g., height and building mass transitions, parking lot screening, etc.)

### **Goal 2.4b: Enhance connections between Downtown and the South Dakota School of Mines and Technology.**

#### *Policy topics to be addressed:*

- Develop a brand for the area to help establish a clear sense of identity that is distinct from downtown
- Encourage a more intense and diversified mix of uses east of downtown, with an emphasis on expanded housing options
- Support infill and redevelopment that is compatible with community objectives
- Improve multimodal connections between the two destinations (e.g., pedestrian, bicycle, and transit)

### **Principle 2.5: Developing Vibrant Activity Centers & 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 2.5a: Distribute centers for activities and employment throughout the community.**

#### *Policy topics to be addressed:*

- Provide opportunities for different types of activity centers to meet community needs (regional, community, employment)
- Support a diverse mix of uses as appropriate by location
- Encourage multimodal connectivity
- Incorporate public spaces and amenities
- Provide linkages to neighborhoods

### **Goal 2.5b: Support reinvestment and revitalization in aging activity centers and along the community's key corridors.**

#### *Policy topics to be addressed:*

- Identify priority reinvestment corridors align infrastructure investments and other public improvements with these areas
- Encourage a broader mix of uses (including residential)
- Establish connectivity with adjacent neighborhoods
- Support infill and redevelopment in and along underutilized centers and corridors

## **Principle 2.6: 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 2.6a: Conserve Rapid City's unique cultural and historic assets.**

#### *Policy topics to be addressed:*

- Strive to protect designated landmarks and other assets (landscapes, cultural traditions, etc.)
- Historical areas and districts (designated and undesignated)
- Encourage reinvestment in and rehabilitation of historic structures
- Promote compatible infill development

### **Goal 2.6b: Conserve and protect Rapid City's natural resources and environment.**

#### *Policy topics to be addressed:*

- Protect air and water quality
- Protection of natural areas (e.g., Skyline Drive Wilderness Area, Greenway)
- Maintain productive agriculture/ranchland at community edges
- Encourage the use of sustainable development practices (e.g., public facilities, private development, park design)

# 3. 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. 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, and provides educational opportunities for our youth and workforce to develop the skills needed to succeed. 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.

Principles to support a healthy, safe, and skilled community include:

- Secure, safe public spaces, neighborhoods, and business districts
- Hazard mitigation and resiliency
- Community health and well-being
- A diverse, caring, and inclusive community
- A strong focus on lifelong learning

## Principle 3.1: 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 3.1a: Continue to provide high quality community safety services.

*Policy topics to be addressed:*

- Maintain current service levels/response times (police, fire, EMS) as the community grows
- Coordinate planned improvements with future growth
- Tailor patrol methods/station locations to community needs (e.g., downtown foot patrols)

### Goal 3.1b: Employ a proactive, collaborative approach to enhance community safety.

*Policy topics to be addressed:*

- Employ crime prevention through environmental design principles in public spaces
- Encourage active citizen involvement (e.g., neighborhood watch)
- Foster coordination/partnerships (e.g., downtown businesses, community groups, neighborhood organizations)

## Principle 3.2: 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 and flooding, and will support adaptation measures in existing parts of the community to enhance resiliency and recovery when disasters arise.

### **Goal 3.2a: Reduce hazard risks by minimizing development in areas with safety or environmental risks or constraints.**

#### *Policy topics to be addressed:*

- Limit development in flood prone areas, areas with unsuitable soils (not good for septic or buildings) or on slide prone slopes
- Promote resident awareness and preparedness in the Wildland Urban Interface
- Avoid development within airport flight zones that creates an immediate or long-term risk for occupants or may limit future expansion potential (Ellsworth and Rapid City Regional Airport)

### **Goal 3.2b: Enhance community resiliency and emergency preparedness.**

#### *Policy topics to be addressed:*

- Ensure multiple emergency access points are provided for new development
- Encourage the design of survivable spaces and facilities
- Support ongoing education and training regarding preparedness for different types of emergencies

## **Principle 3.3: 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 3.3a: Expand opportunities for fitness and active living.**

#### *Policy topics to be addressed:*

- Enhance pedestrian and bicycle connectivity citywide (sidewalks, trails, on/off-street bicycle networks)
- Provide indoor and outdoor recreation options
- Provide options for all ages and abilities
- Collaborate with schools, social service organizations, and local hospitals to increase awareness of health benefits and encourage active lifestyles

### **Goal 3.3b: Enhance options for food that is healthy, affordable, and convenient.**

#### *Policy topics to be addressed:*

- Support local food systems (community gardens, markets, etc.)
- Coordinate with schools, local food banks, and other social services
- Support retail development in areas lacking food options

### **Goal 3.3c: Increase the accessibility of health and social services.**

#### *Policy topics to be addressed:*

- Coordinate and collaborate with health and social service providers and transit providers on the siting of new facilities; support a more centralized approach, to the extent possible
- Support multimodal improvements that enhance the accessibility of services to the residents that need them
- Encourage higher intensity and senior-oriented housing in areas where services may be readily accessed within walking or biking distance, or via transit

### **Principle 3.4: 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 3.4a: Eliminate discrimination and support opportunities for residents of all abilities, ethnicities, and income levels.**

*Policy topics to be addressed:*

- City government
- Partnerships/collaboration

### **Principle 3.5: Placing a Strong Focus on Lifelong Learning**

---

Residents of the City value our first-rate schools system, and will continue to support the maintenance and enhancement of facilities needed to provide quality educational opportunities for our youth. 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 us to retain talented students as they begin their careers and providing continuing education opportunities for our older adult population.

#### **Goal 3.5a: Support a citywide network of strong and successful schools.**

*Policy topics to be addressed:*

- Coordinate with the school district and area colleges and training facilities on short and long-range planning issues
- Encourage shared facilities to maximize the use of available resources
- Support continuing education opportunities for all ages

#### **Goal 3.5b: Develop and retain a skilled workforce.**

*Policy topics to be addressed:*

- Support ongoing coordination between local colleges and training facilities and economic development groups/employers
- Continue to support vocational training programs and other alternatives to a four-year degree



# 4. 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 (cars, 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.

Principles to support efficient transportation and infrastructure systems include:

- Efficient provision of infrastructure (water, wastewater, storm drainage)
- A safe and efficient multi-modal transportation system
- An integrated intermodal network

## Principle 4.1: Planning for the Efficient Provision 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 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 4.1a: Coordinate Public Works with Transportation.

*Policy topics to be addressed:*

- Link planning efforts of public works with transportation
- Coordinate construction projects to improve efficiency and reduce costs
- Combine mapping systems

### Goal 4.1b: Implement Proactive Infrastructure Planning.

*Policy topics to be addressed:*

- Asset management practices
- Utilize future land use and transportation plans to help prioritize upcoming infrastructure projects
- Thorough documentation of infrastructure system needs

## Principle 4.2: 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.

### Goal 4.2a: Develop a Unified Land Use and Transportation System.

*Policy topics to be addressed:*

- Implement the Major Street Plan in conjunction with land use decisions
- Incorporate all travel modes in the development review process

- Define street character by classification and land use
- Coordinate land use planning and transportation planning
- Provide for the location of employment areas at sites which are convenient to existing and proposed residential areas throughout the area and accessible from the existing or proposed transportation system

#### **Goal 4.2b: Develop a Complete Street Network.**

##### *Policy topics to be addressed:*

- Balance all modes in decision making
- Provide comparable parallel routes for travel modes that are incompatible with major arterial routes
- Expand and enhance standard street cross-sections to provide more options for various contexts and multimodal needs
- Adopt Complete Streets guide

#### **Goal 4.2c: Enhance Pedestrian Connectivity and Safety.**

##### *Policy topics to be addressed:*

- Document citywide sidewalk condition and continuity including ADA status
- Develop a prioritized listing of sidewalk improvements, including building new connections, maintaining current facilities, and upgrades to sidewalks.
- Prioritize safety improvements to pedestrian crossings of major thoroughfares
- Preserve opportunities to build pedestrian facilities that link adjacent neighborhoods and activity centers.

#### **Goal 4.2d: Develop a Well Connected Bicycle Network.**

##### *Policy topics to be addressed:*

- Develop a network that accounts for the transport of all bicycle user types
- Develop the network in a manner that prioritizes connectivity and effectiveness
- Provide linkages between on-street and off-street facilities
- Add bicycle accommodations to existing infrastructure (bus stops, bike parking, shower facilities, etc.)

#### **Goal 4.2e: Improve Transit Access and Coordination.**

##### *Policy topics to be addressed:*

- Improve bus stops
- Overall ease of access to and use of transit system
- Access to employment and job-related support services
- Access to services, especially for seniors
- Coordination between providers
- Coordinate with social services to locate transit more strategically with respect to served populations
- Expand service to underserved areas

#### **Goal 4.2f: Build a Culture of Multimodal Awareness and Use.**

##### *Policy topics to be addressed:*

- Identify citizen and agency champions for Travel Demand Managements efforts
- Coordinated marketing efforts to visitors and locals
- Collaborative regional planning and events
- Promote the use of bike racks on buses



### **Goal 4.2g: Enhance regional roadway connectivity.**

#### *Policy topics to be addressed:*

- Participate in multi-state corridor planning efforts
- Preserve opportunities for new regional roadways and beltway routes through suburban growth areas

### **Principle 4.3: 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 4.3a: Improve Connectivity between Modes.**

#### *Policy topics to be addressed:*

- Improve truck and rail connectivity
- Provide transit service to/from the airport

### **Goal 4.3b: Enhance Regional Connections.**

#### *Policy topics to be addressed:*

- Rail network
- Ports to Plains
- North-South corridors
- Shipping costs

### **Goal 4.3c: Preserve and Enhance an Efficient and Compatible Freight Network.**

#### *Policy topics to be addressed:*

- Truck routing
- Develop a freight facilities plan to designate important facilities for preservation
- Adopt land use policies that promote compatible land uses near important freight facilities
- Highway grade crossings
- Freight transportation noise impacts



# 5. Economic Stability and 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.

Principles to support economic stability include:

- Economic vitality and diversity, with a wide range of employment opportunities
- Rapid City's role as a regional economic hub
- Coordination in economic development pursuits

## Principle 5.1: 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 5.1a: Attract and create new businesses within targeted growth industries that will expand the existing economic base.

Policy topics to be addressed:

- Coordinate with Economic Development Foundation and other economic development entities
- Provide improvements needed to attract businesses
- Create City incentive policies and strategies to attract new business

### Goal 5.1b: Enhance the quality of life in Rapid City to attract and retain employers and employees.

Policy topics to be addressed:

- Provide a diverse and attractive housing stock close to employment areas
- Grow downtown as the main entertainment center in Rapid City
- Enhance the quality of schools
- Cultivate and attract a skilled workforce

### Goal 5.1c: Support the growth and creation of local, small businesses.

- Support the creation of local businesses
- Provide resources to allow for the expansion of existing businesses
- Ensure that economic development efforts to attract new businesses do not negatively impact existing businesses

## Principle 5.2: 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 5.2a: Attract additional retail and service commercial development and redevelopment to maintain the City’s roles as a regional commercial hub.**

Policy topics to be addressed:

- Expand retail and entertainment uses downtown
- Concentrated regional retail areas along I-90
- Provide incentives for reinvestment in existing retail centers and areas
- Expand service commercial offerings to serve regional employment activity related to oil and gas and agriculture industries

### **Goal 5.2b: Enhance the quality of health care services in the City to ensure Rapid City is the regional destination for health care.**

Policy topics to be addressed:

- Attract additional medical services and providers not present or under-represented in Rapid City
- Ensure Rapid City is an attractive community for medical workers to live in
- Support the education of a workforce that can provide skill workers for medical providers

### **Goal 5.2c: Provide support to Rapid City colleges to allow them to attract students from outside the region.**

- Provide attractive housing and entertainment environments for students
- Partner with colleges to market Rapid City and its education opportunities
- Facilitate the partnership of colleges and the private sector to create employment opportunities for students and recent graduates

## **Principle 5.3: 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 5.3a: Identify priority employment areas and encourage growth within those areas.**

Policy topics to be addressed:

- Align each priority areas with targeted industries/employers
- Identify needed improvements in each priority area
- Invest in needed infrastructure to facilitate employment growth in priority areas
- Ensure land use regulations match employment needs in employment areas
- Provide incentives and allow the use of public financing tools only in priority areas

### **Goal 5.3b: Provide an adequate and developable land supply for employment and housing growth.**

Policy topics to be addressed:

- Create master plans for priority employment areas
- Broaden the set of public financing tools and incentives the City can use to support growth
- Create coordinate growth areas where capital improvements are planned and allow for the use of public financing tools in these areas to support development
- Allow residential development in areas where infrastructure and services exist unless needed improvements are provided by developer

# 6. 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, 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.

Principles to support outstanding recreation and cultural opportunities include:

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

## Principle 6.1: Providing Safe, Accessible, and Interconnected Parks and Trails

---

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 to 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 6.1a: Align the park system with the community's growth and needs.

Policy topics to be addressed:

- Maintenance/enhancement of existing parks
- Future park needs/parkland acquisition (e.g., size, type, activities)<sup>1</sup>
- Benchmarking/targets (acres of park land per population)
- Geographic distribution of parks and facilities (e.g. overall balance)

### Goal 6.1b: Expand and enhance greenway and trail connections.

Policy topics to be addressed:

- Prioritize improvements/linkages in underserved areas (Founders Park Upgrades and Trail Expansion, Connection of Bike Path along Steele Street to School of Mines, Extension of Bike Path to Rapid Valley, Extension of Bike Path from Fish Hatchery west to Cliff Side Park)<sup>2</sup>
- Public open space/natural resource conservation (e.g., Greenway, drainages, other)
- Neighborhood design (e.g., encourage protection of natural features and the provision of linkages to the overall system of trails in the design of new neighborhoods)
- Lighting/safety enhancements

---

<sup>1</sup> Based on 2005 Parks and Recreation Plan with potential updates to reflect any new needs that emerge from Future Land Use Plan and overall Comp Plan process.

<sup>2</sup> From 2008 Greenway Funding Report (Parks and Recreation Department), need to verify whether updates to this list are needed to reflect ongoing improvements/changing needs.

## **Principle 6.2: Enhancing Community and Recreation Facilities**

---

Rapid City will continue to provide a broad range of 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 6.2a: Provide a variety of recreational facilities and offerings.**

*Policy topics to be addressed:*

- Civic Center
- Promote shared-use/multi-purpose facilities
- Community Center
- Age-Specific Opportunities (seniors, youth, etc.)

### **Goal 6.2b: Promote recreational equity at a neighborhood level.**

*Policy topics to be addressed:*

- Maintenance/enhancement of existing facilities
- Balance disparity in parks and recreational facilities to the extent possible (e.g., types and conditions of facilities, location, access from surrounding neighborhoods)

## **Principle 6.3: Expanding Arts and Cultural Opportunities**

---

Rapid City and its residents will continue to support and sustain the presence of 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 6.3a: Recognize and strengthen the role of arts and culture in contributing to Rapid City's sense of community.**

*Policy topics to be addressed:*

- Public art/public spaces
- Art forms (visual, textile, musical, etc.)
- Artistic and cultural literacy
- Collaboration
- Youth engagement/educational programs

### **Goal 6.3b: Promote tourism activities and amenities that highlight the City's historic and cultural resources.**

*Policy topics to be addressed:*

- Marketing of events, amenities, and activities
- Cultural awareness and events
- Collaboration

# 7. 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.

Principles to support responsive and effective governance include:

- Local government fiscal sustainability
- An involved citizenry
- Leadership and transparency

## Principle 7.1: 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 7.1a: Align community priorities with budget allocations.

*Policy topics to be addressed:*

- Budgeting for outcomes
- Capital improvements planning
- Strategic planning (Vision 2020 efforts?)

### Goal 7.1b: Promote an open and transparent budgeting process.

*Policy topics to be addressed:*

- Maintain a collaborative approach to budgeting (citizens, mayor's office, council members, and city staff)
- Provide a centralized access point for information sharing
- Track progress towards adopted goals and plans (e.g., plan monitoring)

### Goal 7.1c: Collaborate on means to explore efficiencies and promote cooperation.

*Policy topics to be addressed:*

- Foster regional collaboration on issues of mutual interest
- Cooperate with service providers
- Public/private partnerships

## Principle 7.2: 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 maximize efficiency and promote innovation.

### Goal 7.2a: Encourage civic engagement.

*Policy topics to be addressed:*

- Continue to provide a range of public input opportunities (in-person/online)
- Support volunteer programs, internships, and other opportunities for community participation
- Foster youth involvement
- Promote partnerships/collaboration to support civic engagement

**Goal 7.2b: Develop and support leadership that reflects the diversity of Rapid City.**

Policy topics to be addressed:

- Encourage broad recruitment for appointments (committees, commissions, etc.)
- Mentorship programs

**Principle 7.3: 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 7.3a: Improve continuity in City governance between election cycles.**

Policy topics to be addressed:

- Institutionalize goals and priorities adopted as part of the Comprehensive Plan
- City staff role
- Elected officials expectations/training
- Conduct regular Plan monitoring to document progress

**Goal 7.3b: Explore opportunities to enhance the City’s effectiveness as a governmental organization.**

Policy topics to be addressed:

- Form of government (home rule vs. statutory)
- Administration (mayor vs. manager)
- State legislation/financial tools



