



Community Vision and Core Values

DRAFT – SEPTEMBER 2013

Introduction

Plan Rapid City is the effort to update the Rapid City Comprehensive Plan, a long-range planning strategy that will provide a blueprint for how the community will look and grow in the future. The City’s last Comprehensive Plan was adopted in 1981, and since that time, many changes have occurred in the community. Plan Rapid City will build on past efforts and will help provide clear direction about community priorities, including strengthening the economy, improving infrastructure, and how and where the City will grow.

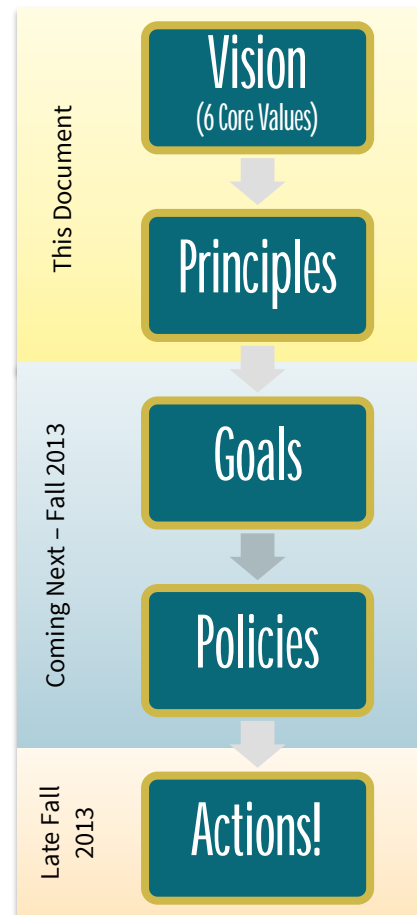
This document is one of the early work products in the planning process. It begins to establish the framework for the updated Comprehensive Plan and presents two preliminary layers of the plan’s hierarchy:

- (1) **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 “Core Values” which will also serve as the plan’s main chapters.
- (2) **Principles** – describe the community’s long-term aspirations to support the Community Vision.

As the planning process continues, additional layers will be added to this framework, including draft Goals, which will provide general direction to guide the community, and Policies, which will provide specific guidance for daily decision-making. The final layer added to this framework will be a series of Actions, which will provide specific strategies to advance the Vision.

The Vision and Principles coordinate with and build on several recent City efforts, including the new 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 draft Vision, Core Values, and Principles mirror their structure and carry forward many of their key ideas. Copies of the Budgeting for Outcomes and Vision 2020 objectives are provided at the end of this document for reference.

The draft Vision and Principles also reflect the public input and ideas collected in the beginning stages of the Plan Rapid City process, including those gathered from community events, stakeholder interviews, the project website, and the Community Profile document. Because the ideas contained in this document are an initial draft, they will continue to be updated and modified to reflect community feedback and preferences.



To provide your feedback on the draft Vision and Principles attend one or more of the community events on September 24 or 25, or visit www.planrapidcity.com to share your ideas online.

Community Vision

Six draft “Core Values” have been identified as the basic tenets behind both the community’s vision and the organization of the Comprehensive Plan. 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 draft Core Values include:

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**

The Core Values establish six main chapters of the Comprehensive Plan. Each Core Value also contains a series of related Principles, which describe the community’s aspirations. The Principles set the stage for the more specific goals and policies that will be developed in later stages of the planning process.

CORE VALUE 1: A VIBRANT, LIVABLE COMMUNITY

Rapid City will continue to become a more livable, vibrant community. 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 our downtown as the vital center of our community, and we will continue to work to ensure its long-term success and vitality. *(Note: this Core Value aligns and builds on BFO Goal #5 and Vision 2020 Goal #2.)*

Principles for achieving a vibrant, livable community focus on:

- Elevating the quality of development and community appearance to strengthen the community’s image, especially at major gateways to the community;
- Addressing housing quality, affordability, and diversity by promoting reinvestment in and maintenance of established neighborhoods and by designing and developing cohesive and attractive new neighborhoods;
- Continuing revitalization of Downtown Rapid City as a vibrant gathering place with an authentic western feel;
- Facilitating coordination between the City and adjacent Counties to ensure that provision of infrastructure and growth and development is well-managed; and
- Protecting and preserving cultural and historic resources as an important part of our community’s heritage.

Principle 1.1: Elevating the Quality of Development

Rapid City will project a positive image for the community by promoting a high standard of design and the use of durable, long-lasting materials and by ensuring that new development and infill and redevelopment is of a scale and character that is compatible with and enhances the surrounding development context. Particular attention will be placed on strengthening the community’s image at major gateways to the community.

Principle 1.2: Building Attractive, Cohesive 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 also work to maintain the quality and character of established neighborhoods, as well as addressing the roles of parks, recreation facilities, schools, and transportation connections in neighborhood identity and desirability.

Principle 1.3: Promoting 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.

Principle 1.4: 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 and service providers to ensure that growth at the community's edges will occur in an orderly and efficient manner. In addition, the City will increase its efforts to stimulate infill development on vacant lands that are already within the City limits, as well as promoting reinvestment in underutilized properties.

Principle 1.5: Protecting the City's Cultural and Historic Resources

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.¹

CORE VALUE 2: A HEALTHY, SAFE, AND INCLUSIVE 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. *(Note: this Core Value expands on BFO Goal #2)*

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

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

¹ Note to staff: Are there other specifics we can refer to here at a high level? The 2009 Preservation Plan identifies many specific challenges that should be addressed as part of the more detailed goals and policies, but may be too much for the Principle level.

Principle 2.1: Ensuring our Public Spaces, Neighborhoods and Business Districts are Safe and Secure

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.

Principle 2.2: 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.

Principle 2.3: Promoting 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.

Principle 2.4: Striving to be a Caring and Inclusive Community

Rapid City strives to be a community that is welcoming and inclusive to people of all ages, ethnic groups, family type, and economic standing and that provides the opportunity 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 at risk populations in community discussions, events, and activities.

CORE VALUE 3: 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. *(Note: this Core Value enhances BFO Goal #3 and Vision 2020 Goal #5.)*

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 3.1: 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.

Principle 3.2: 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.

Principle 3.3: 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.

CORE VALUE 4: 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. *(Note: this Core Value supports BFO Goal #4 and Vision 2020 Goals #1 and 3)*

Principles to support economic stability include:

- Economic vitality and diversity, with a wide range of employment opportunities
- Strengthen our role as a regional economic hub

Principle 4.1: 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.

Principle 4.2: 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.

Principle 4.3: Coordinating to Support Economic Growth

Rapid City will efficiently invest its resources to stimulate economic growth 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.

CORE VALUE 5: OUTSTANDING RECREATION 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, 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 downtown cultural events, music and theatre performances, art exhibits, and other cultural

events throughout the year, and we will continue to support and enhance the presence of these assets in our community. *(Note: this Core Value does not align with a current BFO goal and builds on Vision 2020 Goal #4.)*

Principles to support outstanding recreation and cultural opportunities include:

- Interconnected parks, recreation, and natural systems
- Sustained arts and cultural opportunities

Principle 5.1: Providing Accessible and Interconnected Parks and Recreation Facilities

Rapid City will continue to provide a diverse range of park and recreational facilities and programming for all ages and varying interests. As the system expands and the City grows, the natural drainages throughout the community will 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.

Principle 5.2: Expanding Arts and Cultural Opportunities

Rapid City and its residents will continue to support and sustain the presence of visual and performing arts as an important part of our community culture and economic vitality.

CORE VALUE 6: 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. *(Note: this Core Value aligns and builds on BFO Goal #1.)*

Principles to support responsive and effective governance include:

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

Principle 6.1: Maintaining Fiscal Stability

Rapid City will continue to be fiscally stable by balancing desired service levels against changing costs and revenues. The City will provide clear and transparent information about the municipal budgeting process.

Principle 6.2: 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.

Principle 6.3: Providing Leadership 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.

Reference Materials

BUDGETING FOR OUTCOMES

The Rapid City 2013 Budget identified the following key areas for budgeting outcomes

1. **Good Government:** Rapid City will have a government that is fiscally responsible, accessible and responsive to its residents and businesses.
2. **Safety:** Rapid City will provide a safe place to live, learn, work and play.
3. **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.
4. **Economic Stability and Growth:** Rapid City will be recognized as a leader in attracting, expanding and retaining diverse businesses and services.
5. **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.

2020 STRATEGIC GOALS

By 2020 Rapid City will...

1. Be recognized as a leader in attracting, expanding, and retaining diverse businesses that offer higher skilled positions and higher total compensation employment opportunities.
2. 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.
3. Be nationally recognized by industry trade measures as a premier regional hub for healthcare, education, entertainment, tourism, retirement, business, technology, agriculture, and transportation.
4. Develop an interconnected parks, arts, and recreation system that provides diverse opportunities for enjoyment and adds to our family friendly quality of life.
5. Have in place an accessible, affordable, convenient, and safe transportation system that addresses community needs.

SOUTH DAKOTA CODIFIED LAWS

- **SDCL, § 11-6-2:** Planning and zoning commission required in municipality--Comprehensive plan to be effected. For the purpose of promoting the health, safety, and general welfare of the municipality, each municipality of the state shall provide by ordinance for a planning and zoning commission, including the appropriation of money to a fund for the expenditures of such commission and to provide by ordinance the qualifications of the members, mode of appointment, tenure of office, compensation, powers, duties of and rules governing such board. Municipalities shall, as soon as possible, make, adopt, amend, extend, add to or carry out a general municipal plan of development, such plan to be referred to as the comprehensive plan.
- **§ 11-6-14.** Preparation of comprehensive plan for municipal development--Contents of plan--Changes or additions. It shall be a function and duty of the planning commission to propose a plan for the physical development of the municipality, including any areas outside the boundary and within its planning jurisdiction which, in the commission's judgment bear relation to the planning of the municipality. The comprehensive plan, with the accompanying maps, plats, charts and descriptive and explanatory matter, shall show the commission's recommendations for the said physical development and may include, among other things, the general location, character, and extent of streets, bridges, viaducts, parks, parkways, waterways and waterfront developments, playgrounds, airports, and other public ways, grounds, places and spaces; the general location of public schools, of public buildings and other public property; a zoning ordinance for the regulation of the height, area, bulk, location, and use of private and public structures and

premises, and of population density as may be provided by law may be included as an adjunct to the comprehensive plan; the general location and extent of public utilities and terminals, whether publicly or privately owned, for water, light, power, heat, sanitation, transportation, communication, and other purposes; the acceptance, widening, removal, extension, relocation, narrowing, vacation, abandonment, or change of use of any of the foregoing public ways, grounds, places, spaces, buildings, properties, utilities, or terminals; the general location, character, layout, and extent of community centers and neighborhood units, and the general character, extent, and layout of the replanning of blighted districts and slum areas. The commission may from time to time propose amendments, extensions, or additions to the plan or carry any of the subject matter into greater detail.