

# 2020 Strategic Plan

A Clear Vision for Rapid City's Future

Goal #1

Jobs – Jobs – Jobs

**Jeff Carsrud – Chairman (President of Winnelson Plumbing Supply)**

**Ed McLaughlin – Vice-chair (SD Rep. Dist 34 2003-2010, RC Mayor 1991-1997)**

**Amy Graves – Secretary (Administrative Sec. at City of RC Attorney's Office)**

Linda Anderson (Executive Director of Black Hills Playhouse)

Dr. Craig Bailey (President at Western Dakota Technical Institute )

Greta Chapman (Director at Rapid City Public Library)

Dave Davis (Rapid City Council Ward 3, President at Dave Davis Agency)

Lia Green (President of New Rushmore Radio, Chairman of RC Chamber 2011)

Jason Green (City Attorney, City of Rapid City)

Don Holloway (Pennington County Sheriff 1982-2010)

Ron Kroeger (Rapid City Council Ward 4 Broker Associate at Coldwell Banker)

John Quinn (Campus CEO of RC National American University)

Linda Rabe (President & CEO at Rapid City Chamber of Commerce )

Jamie Richey (Black Hills State University Student)

Al Rieman (Chairman RC Economic Development, Owner of Black Hills Harley-Davidson)

Rick Rylance (President of Dacotah Bank)

Ben Snow (President of Rapid City Economic Development Partnership )

Dr. Helen Usera (CEO/President at Chiesman Center For Democracy)

# Goal #1

**"By 2020 Rapid City will be recognized as a leader in attracting, expanding and retaining diverse businesses that offer higher skilled and higher total compensation employment opportunities. This will be evidenced by growth that exceeds national economic standards."**



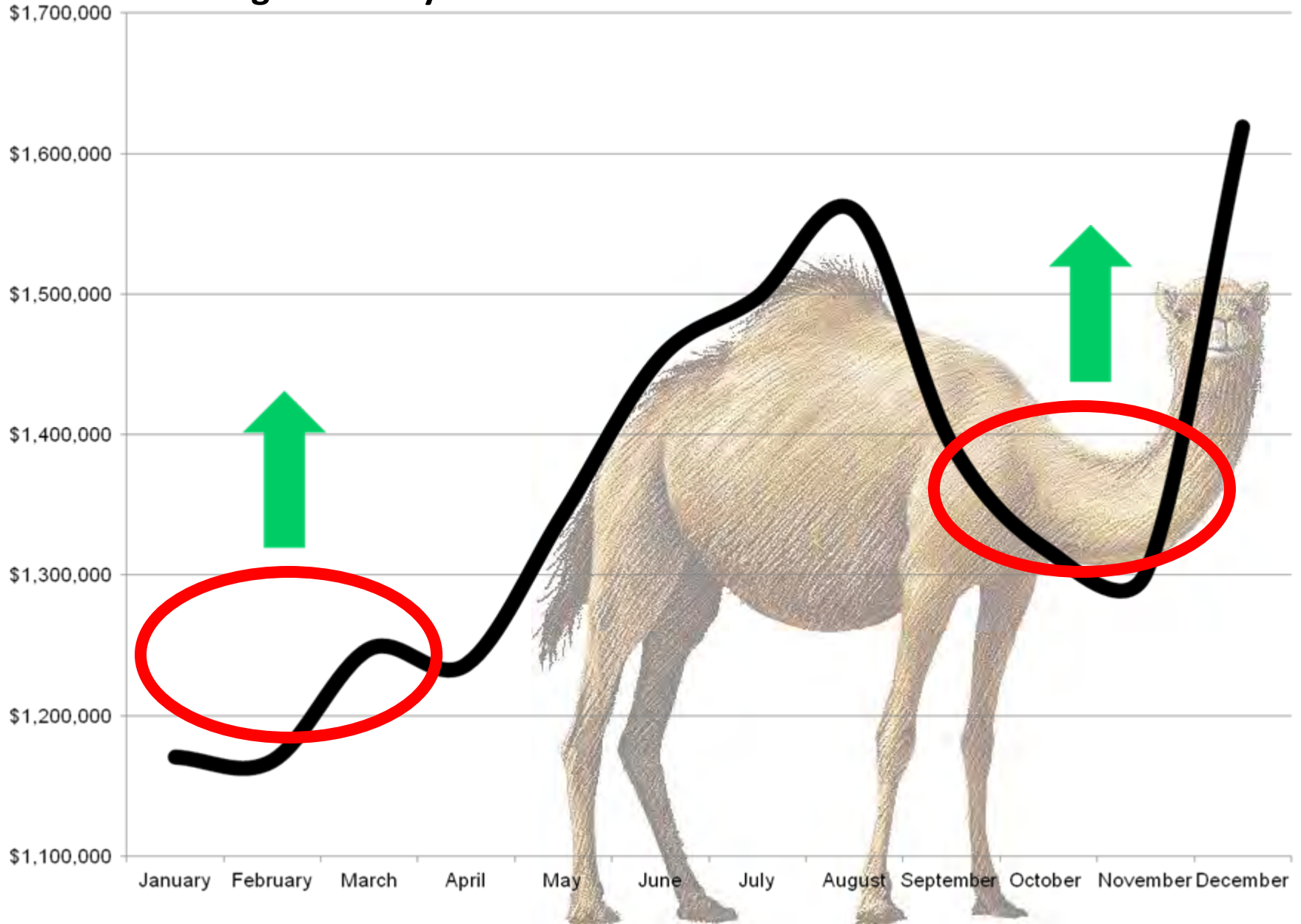
# How Do We Best Balance and Diversify Our Economy?

(Currently Service-Based, with a strong orientation toward Tourism, Retail and Seasonal Traffic)



# Rapid City Sales Tax Receipts

Average Monthly Earned in General Fund Between 2000-2009





# 2020 Strategic Plan – Goal #1

**What's Already Been  
Done?**

# 2005 - 2007



**Battelle**  
*The Business of Innovation*

© 2006 Battelle Memorial Institute



**BLACK HILLS TECHNOLOGY  
CORRIDOR ROADMAP**



A topographic map of the Black Hills region in South Dakota, showing the locations of technology-based companies marked by orange dots. The dots are concentrated in several clusters: one near Spearfish and Deadwood, another around Rapid City and Hill City, a third near Custer, and a fourth near Hot Springs and Edgemont. Other locations labeled include Belle Fourche, Newell, Sturgis, Lead, Homestake National Underground Laboratory, Rapid City, SD State, Wall, and Pine Ridge. The map also shows major roads and the terrain of the Black Hills.

# THE BLACK HILLS TECHNOLOGY CORRIDOR

**PROPOSED HOME TO OVER 1,000 TECHNOLOGY BASED COMPANIES**

 = TECHNOLOGY-BASED COMPANY

## ENDLESS OPPORTUNITY. IT'S ON THE MAP.

In 2004, the greater Black Hills community formed **Black Hills Vision**. In partnership with **Governor Mike Rounds and the 2010 Initiative**, Black Hills Vision became the catalyst for **the Black Hills Technology Corridor Project**, which envisioned the Black Hills someday becoming home to over 1,000 technology-based businesses and organizations.





# 2020 Strategic Plan – Goal #1

**It's Time to Take  
Another Look.**

# Geographic References



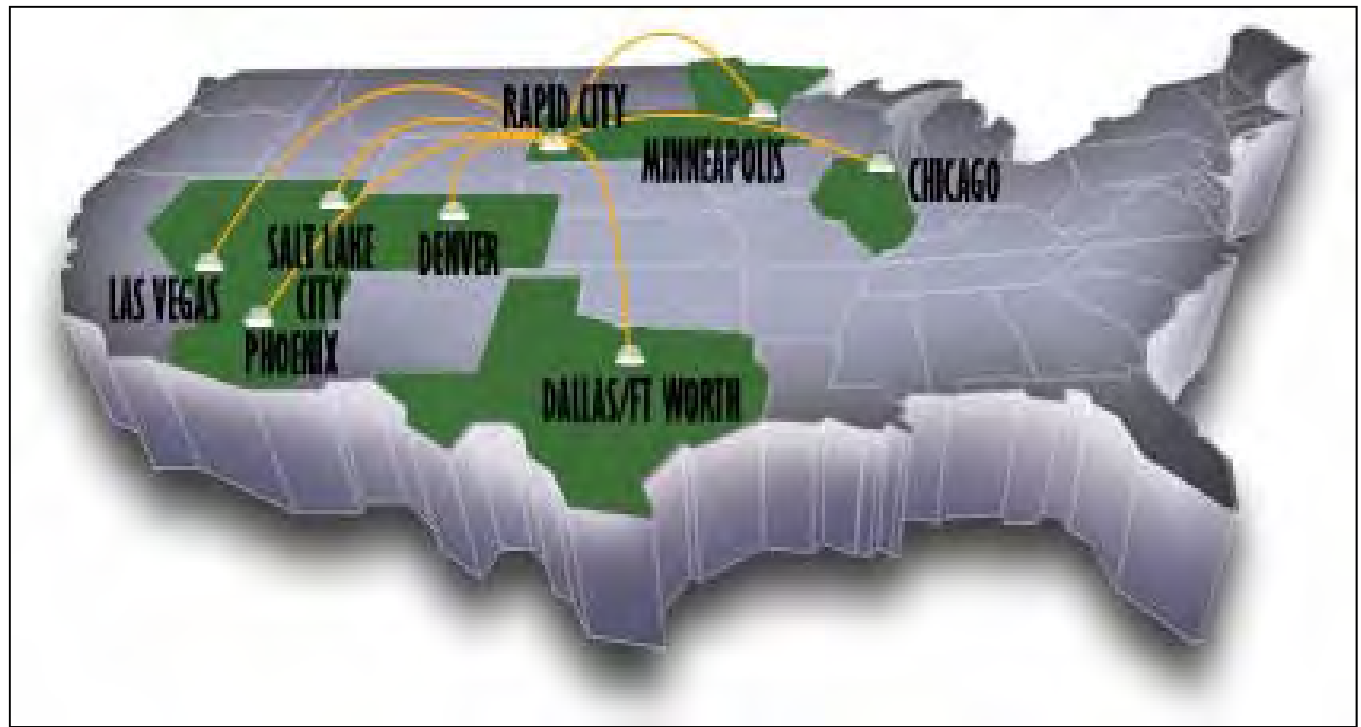
“This larger economic area will contain key groups and industry assets that are critical for understanding competitiveness.”

# American Airlines

## Direct Flight to Dallas, TX



- American Airlines began direct service between Rapid City and Dallas in April 2010, also direct to Chicago.
- The EDP also was a primary advocate for the airport expansion and renovation project, which will leverage the city's 2012 Program.





# University Center – Rapid City (Under Construction)

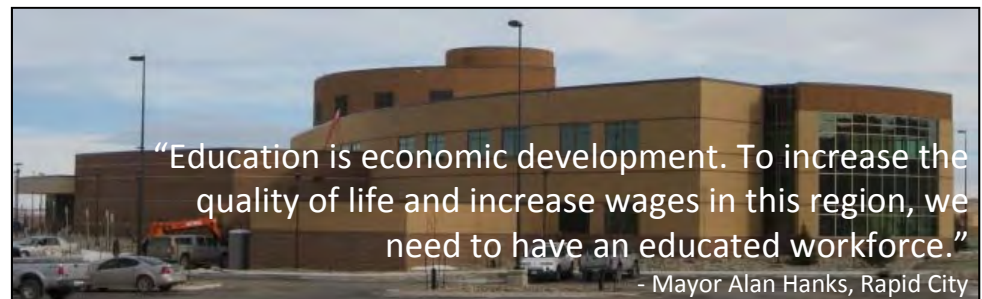
■Planned Opening  
April 2011, classes  
beginning in May



**36 Employees, including FT Faculty**



- 60,000 SF Facility
- 24 classrooms, 7 seminar/conference rooms, lecture hall that seats 150
- Designed for future growth
- Will serve over 1,700 students across many disciplines
- Will include programs from 7 partner institutions of higher education



# KL Energy Corporation



▪Opened Lab in Business Incubator in Feb 2010



**14 Employees + 8  
ongoing contract jobs  
in RC**

“Our Vision is to be a global leader creating maximum value from converting biomass into value added energy and chemical products. In our KLE demo plant, we have successfully validated the process and yields debuted at our lab pilot facility in Rapid City.”

- KLE Management





# Reaper Squadron

Announced by the USAF on June 21, 2010



**280 personnel, both military and civilian, beginning in 2012**



"We're excited about getting this new squadron. The synergy created between our B-1 and MQ-9 operators will make both of them even better."

-Col. Jeffrey Taliaferro, 28th Bomb Wing commander

UAV MQ-9 "Reaper"



# ASI (General Electric subsidiary)



■ **Following ASI's announcement of new business model, they continued to expand Rapid City operations**

**190 Jobs over 18 months, bringing the RC total to nearly 400**

“Rapid City hands down was the winner then. It's also the reason why ASI will expand the company here.”

- Carol Bancroft, Senior Vice President and ASI Center Manager, Rapid City on company's decision to open 5 years ago and recent decision to expand here. The GE executives were charmed by the community and the caliber of its work force.

“I like the idea of a higher pay scale, and I'm always up for something new,”

- ASI Recent Hire



# Caterpillar



■ **Caterpillar opens design center in Rapid City** (Monday, October 25, 2010)

“Everyone on all sides wins. People are happy to have jobs in the area they are happy to live in and we’re proud to add them to our research and development team.”

– Tana Utley, Caterpillar Chief of Technology and Vice President of Product Development and Global Technology



**100 Jobs in 5 Years**

Caterpillar’s Black Hills Engineering Design Center  
Located in BH Business Development Center

# Deadwood Biofuels, LLC



- A green energy startup launches in Rapid City

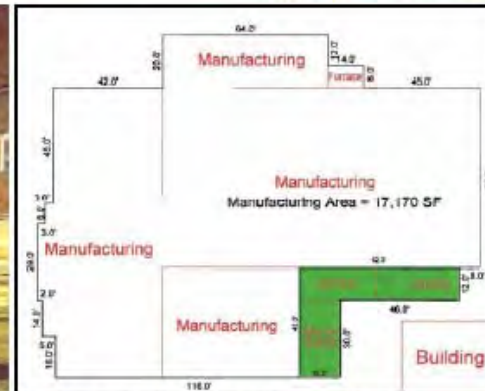
25 Jobs over 3 years

“Our wood raw materials come from the Black Hills of South Dakota, where forest wood supply is ideal for the pelleting process. Our manufacturing facility features a state-of-the-art production line.”

- Deadwood Biofuels management team



Simulated photo showing how site would appear with exterior plant equipment in place



Interior photo and floor plan show an ideal space for plant layout and operations





# SymCom, Inc.



- Acquires Sanmina facility, expands operations in Rapid City, December 2010

"We're hoping to be a larger employer in the area. It's a big move. It's going to be an exciting time."

- Kip Larson, President of SymCom

**162 Jobs over 3 years**





**You think that's good...**  
**We can do better!!**

**Al Rieman**

**Black Hills Harley Davidson**



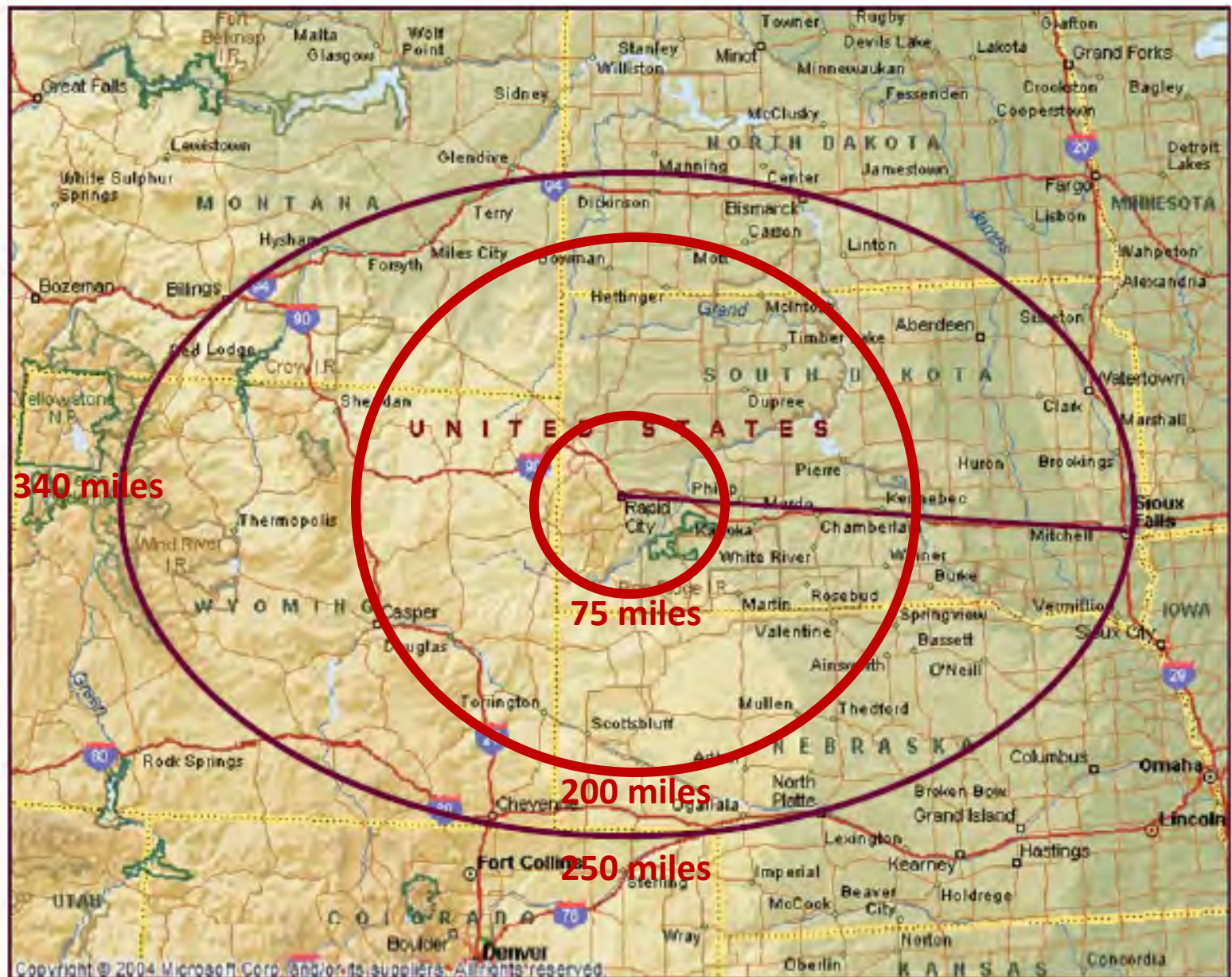
**The key is we must...**

# **FOCUS**

**with**

# **VISION**

Figure 3: “Greater Black Hills Region Selected for Industry Analysis





# Black Hills Key Regional Economic Development Assets



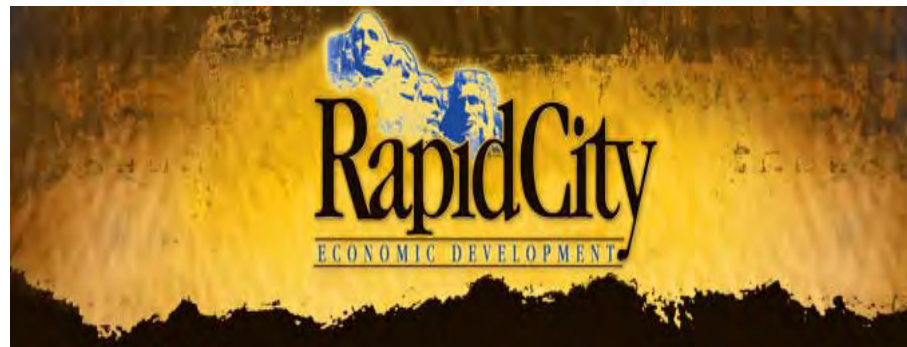
SOUTH DAKOTA



SCHOOL OF MINES  
& TECHNOLOGY



Black Hills Business Development Center



How will we leverage these assets to  
anchor the creation of higher-wage jobs?





# 2020 Strategic Plan – Goal #1

## 2011 Goals



# 2020 Strategic Plan – Goal #1

## Build on Successes of 2010

- **Using 2010 - We have created a baseline document to judge where we are and where we've been**
- **Start tracking local commercial real estate properties and trends**
- **Joint working relationship with Governor Daugaard & Governors Office of Economic Development (GEOD)**



# 2020 Strategic Plan – Goal #1

- **Focus on and select a group of industry clusters and develop a strategy based on target industries**
- **Together in a partnership between Black Hills Vision and RC Economic Development started a study to take a closer look at small businesses with 10 or less employees**
- **Strengthen existing base of companies**
- **Increase number and quality of business prospect leads**
- **FOCUS on higher wage jobs**

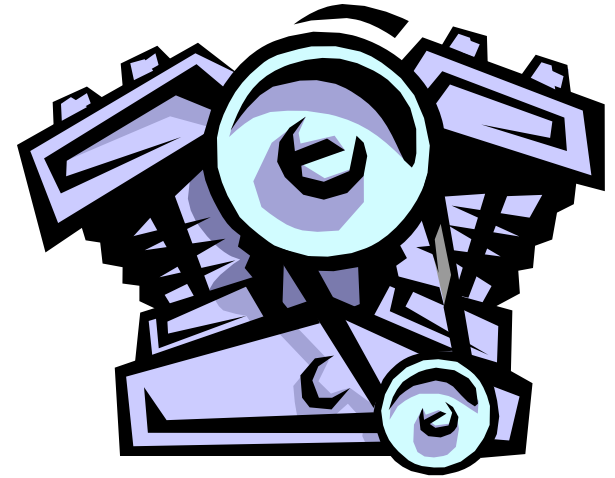


# Who are We?

**Realtors  
Attorneys  
City Councilmen  
College Students  
Bank Presidents  
Executive Directors  
Executive Assistants  
Economic Development Experts  
Current and Past Legislators  
Current and Past Mayors  
Chamber of Commerce  
2 College Presidents  
6 Local Business Owners**

# The Focus of Goal #1: Attracting Quality Jobs

**Primary Jobs** are the economic engine of the regional year-round economy.





# 2020 Strategic Plan – Goal #1

**Thank You for Your Time and Thoughtful  
Consideration!**

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**Questions/Discussion**

**Jeff Carsrud**

**Al Rieman**