



# Downtown Area Master Plan and Design Guidelines

P.U.M.A. | Gould Evans  
Kick-Off Meetings | Sept 10-11

# Leadership Meeting Agenda

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- Introductions
- Our philosophy
- Our team & approach
- Project expectations
- Vision for downtown
- Next Steps





2006

2011

2014

# DEMOGRAPHICS

Changing American Demographics  
Immigration Trends  
Changes with the "Creative Class"

Changing American Demographics  
Education, Talent & Jobs  
Emergence of Young Professional Women

Changing American Demographics  
Education, Talent & Jobs  
Influence of Women



# LIFESTYLES

Traffic Congestion & Value of Time  
Trends in Health Care/Wellness/Recreation  
Growth of Tourism  
America's Growing Debt Burden

Changing Consumer Behaviors  
Shifts in Transportation & Mobility  
Health, Wellness & Urban Form  
The Age of Austerity

Changing Consumer Behaviors  
Shifts in Transportation & Mobility  
Health & Wellness  
Rise of Regionalism



# GLOBAL COMPETITION

Emergence of China, India, etc.  
Continued Advances in Technology  
Environmentalism, Sustainability,  
Climate Change

The Emergence of a Planetary Middle Class  
Continued Advances in Technology  
Sustainability Mainstreamed

Shift in Global Wealth  
Continued Advances in Technology  
Social Equity – The Neglected Pillar  
of Sustainability

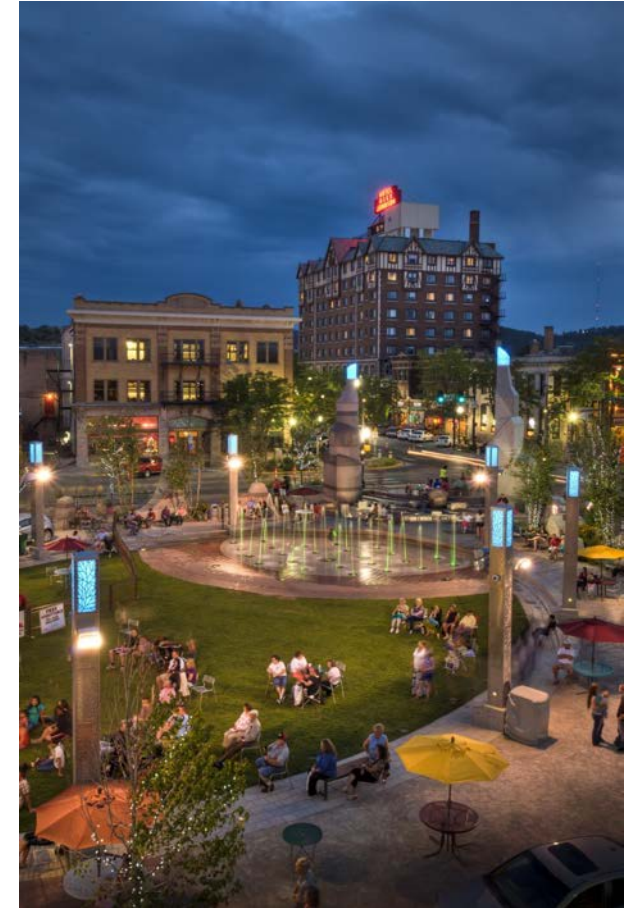


# Conclusions from Global Trends

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## *Trends favorable for vibrant downtowns*

- America's population growing more diverse, as well as younger & older
- Increasingly connected & competitive world
- Resource-intensive lifestyles not sustainable
- Innovation & investment more reliant on regional initiative
- Planning for economic diversity emerging as a priority





# Conclusions from Global Trends

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## *What's New This Time?*

- Dominance of the millennials
- Growing importance of mobility & placemaking
- Sharing economy and its policy & spatial implications
- Continued influence of mobile technologies
- Social equity as a policy movement



Bottom Line:  
Never in our  
lifetimes have  
converging  
trends  
favored  
downtowns  
like they do  
today.



# Implications for Rapid City

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- We are competing with every other city for a limited supply of young skilled talent
- The availability of skilled talent is driving business location decisions
- Talent is attracted to urban amenities and environments
- A vital downtown is a regional economic development imperative – as important as parks and schools





# Implications for Rapid City

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- We will find how Downtown can prosper by building on the community's inherent economic strengths
- Opportunities include "growing our own" and talent rebound phenomenon
- Private/public partnerships will be critical
- Plan to provide unified vision, tactics and visible implementation.





# Progressive Urban Management Associates

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- Denver-based real estate economics and planning firm
- 22 years, 35 states, 150+ cities
- **Brad** has 30 years of experience in downtown and community development
- **J.J.**, project manager, brings 20 years as an urban designer and transportation planner
- **Erica** adds 15 years in land use planning, redevelopment & market analysis



# Gould Evans

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- Kansas City-based Design Firm
- Multidisciplinary staff, Public Sector Experience
- 25+ Years Urban Design Studio
- **Graham** – 17 years of experience in policy and urban design
- **Chris** – 19 years of experience in urban design and regulations
- **Robert** – 19 years of experience as a landscape architect





# Market-Based Planning Approach

- Understanding of trends shaping downtowns
- + Local market understanding
- + Community aspirations
- = Market-Based Vision with tactics to capitalize on next investment cycle

*Drives solutions for design, parking, transportation, land use regulations, etc.*

**TOP 10 GLOBAL TRENDS** Affecting Downtowns & How to Respond at Home **2014**

As the American economy pivots into the post-recession growth cycle, the 2014 edition of P.U.M.A.'s Global Trends Report prepares downtown management organizations, business leaders and local decision makers with an informed perspective on converging trends in demographics, lifestyles and global competition that will shape our cities for years to come.

**B**eginning in 2006, Progressive Urban Management Associates (P.U.M.A.) conducted ground-breaking research to identify the top global trends impacting American cities. The original "Top Ten Global Trends Affecting Downtowns" was prepared for the Downtown Denver Plan to forecast our hometown's growth and development patterns for the next 20 years. From the findings, we also developed practical recommendations for all American downtowns to anticipate and benefit from change. The P.U.M.A. Global Trends Report has subsequently been utilized in many cities to support a variety of downtown planning, marketing and economic development initiatives.

In 2011, the first update to P.U.M.A.'s Global Trends Report was undertaken to respond to the impact of economic recession and ongoing changes in demographics, lifestyles and global competition. The 2011 edition reshuffled half of the trends and provided convincing evidence that downtowns and urban areas will continue to benefit from them.

Now, in 2014, P.U.M.A. teams with the University of Colorado Denver College of Architecture and Planning to prepare the second update of P.U.M.A.'s Global Trends Report. Research was provided by 22 graduate students from the fall 2013 economic development systems class taught by P.U.M.A.'s Brad Segal and Anna Jones. More than 250 independent sources were utilized, reflecting the latest data and the world's most sophisticated thinkers and urban philosophers. Class research was verified, supplemented and edited by P.U.M.A.'s Rena Liddy and Erin Laetz, and the report was finalized by Brad Segal.

	2006	2011	2014
<b>DEMOGRAPHICS</b>	Changing American Demographics Immigration Trends Changes with the "Creative Class"	Changing American Demographics Education, Talent & Jobs Emergence of Young Professional Women	Changing American Demographics Education, Talent & Jobs Balance of Women
<b>LIFESTYLES</b>	Traffic Congestion & Value of Time Trends in Health Care/Wellness/Recreation Growth of Tourism America's Growing Debt Burden	Changing Consumer Behaviors Shifts in Transportation & Mobility Health, Wellness & Urban Form The Age of Ascendancy	Changing Consumer Behaviors Shifts in Transportation & Mobility Health & Wellness Rise of Regionalism
<b>GLOBAL COMPETITION</b>	Emergence of China, India, etc. Continued Advances in Technology Environmentalism, Sustainability Climate Change	The Emergence of a Planetary Middle Class Continued Advances in Technology Sustainability Mainstreamed	Shift in Global Wealth Continued Advances in Technology Social Equity – The Neglected Pillar of Sustainability

PROGRESSIVE URBAN MANAGEMENT ASSOCIATES

# Implementation Focused

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- Our processes are designed to mobilize community champions to lead implementation
- Firm specialties in organization and finance
- P.U.M.A. has created/renewed more than 65 BIDs collectively generating more than \$80M annually
- Capital projects, realigned city budgets, incentive packages, etc.
- Quick wins to long term change



# Project Scope and Schedule



## A. Lead Meetings with Advisory Committee

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- Primary oversight of the process, offer creative input and a “reality check” as alternatives are developed.
- **Working Groups:** incorporate the variety of issues relevant to downtown, engage a broad cross-section of Rapid City’s civic leadership, augment initial reconnaissance into challenges, opportunities and priorities.
  - Define priorities for downtown improvements
  - One cohesive group of business, resident and civic leaders that are unified in their efforts to *champion the top priorities* and prepared to provide implementation leadership upon plan completion



## B. Public Engagement Schedule

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- October 21-23     Market recon/interviews
- November 3-5     Working Group Meetings
- January 12-14     Community Open Houses
- February 23-25     Design Charrette
- April 5-7     Plan Review
- May     Plan Presentations

## C. Inventory of Existing Conditions (Sept – Nov)

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- Market & economics – focus on next investment cycle
- Cultural assets
- Zoning evaluation
- Physical (multimodal connectivity, historic, land uses, streetscape, utilities...)



## D. Perform Analysis and Mapping (Sept – Nov)

- Opportunities and constraints
  - Housing
  - Connections
  - Parking
  - Land use policies/zoning
  - Redevelopment areas





## E. Synthesis/Develop draft Master Plan Policy Outline (Feb-April)

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- 2 1/2-day charrette to synthesize ideas into master plan outline
- Priority setting exercises with advisory committee and working groups
- Illustrative mapping



## F. Vision, Framework, Master Plan, Design Guidelines (April – May)

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Performance-based flexible guidelines that address:

- building character, scale, mass and orientation; landscape; lighting; open space; parking; streetscape, pedestrian amenities; public art; signage; storm water management; and utilities



## G. Final Implementation Document

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Prepare an Action Plan that identifies final:

- Strategic program initiatives
- Transformative projects and investments that become the foundation for a 5 to 10-year work plan for the City, BID and their civic partners
- Recommendations for aligning the City and BID with the implementation priorities that include staffing, budgeting, resource development, corporate and management structure



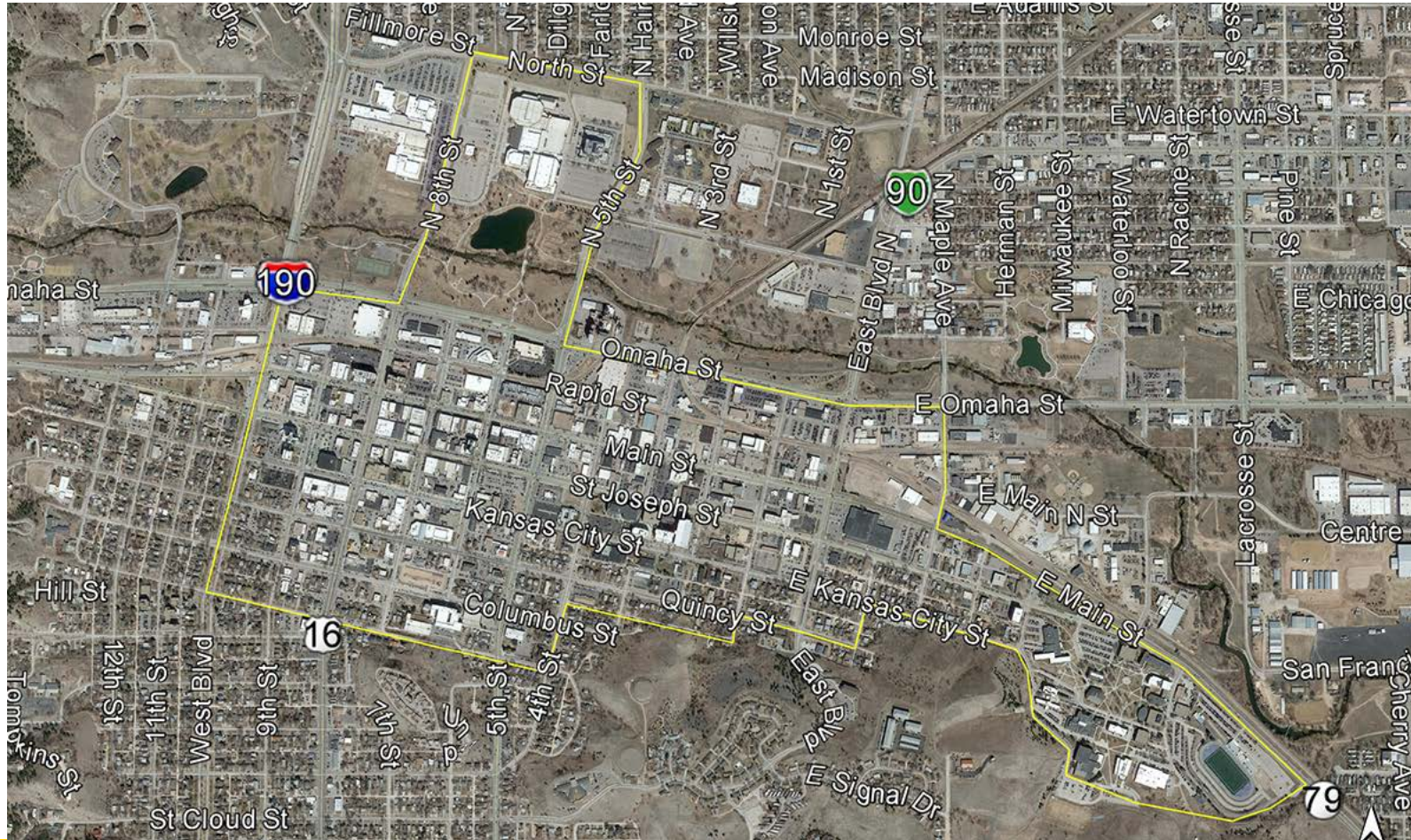
# Project Expectations

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Discussion:

What do we want the plan to accomplish?

# Visioning Exercise Downtown – Past, Present, Future...



# Next Steps

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Month	Activity
October	Market & Regulatory Assessment
November	Working Groups
January	Open Houses & Online Survey
February	Urban Design Charrette
April	Plan Review
May	Final Plan





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