

PRIORITY ACTION PLAN

STRATEGIES TO ACHIEVE A BALANCED PATTERN OF GROWTH



This Core Value addresses principles to ensure compact and efficient growth. It addresses major growth, development, and annexation issues, including regulatory changes and regional coordination. It also addresses targeted infill and redevelopment in the community. Strategies to promote a balanced pattern of growth include:

Action	Description	Action Type	Partners	Funding	Status – 8/15
IMMEDIATE ACTIONS					
<i>CONCURRENT AND ONGOING WITH THE ADOPTION OF THIS PLAN UPDATE</i>					
BPG-A1: Planning Coordination	Continue regional transportation planning coordination through the Metropolitan Planning Organization (MPO).	Regional coordination	Lead: Community Planning and Development Services, Public Works Involve: Box Elder, Summerset, Piedmont, Pennington County, Meade County, Rapid City Area School District, Meade County School District, Ellsworth Air Force Base, South Dakota Department of Transportation, and others	N/A	The Rapid City Area MPO meets eight times per year / on-going coordination
NEAR-TERM ACTIONS					
<i>FOLLOWING PLAN ADOPTION, OVER THE NEXT 2 YEARS</i>					
BPG-A2: Infill and Redevelopment Incentives Program	Develop a comprehensive toolbox of incentives to encourage infill development and redevelopment. Incentives might include financial assistance, fee reductions, assistance with capital improvements, density bonuses, streamlined review processes, and the easing of regulatory hurdles such as parking, fire, and building code requirements. In addition, other tools, such as tax abatement, tax increment financing zones, and sales tax sharing for retail development should be considered.	Program, Code revisions, Policy decision	Lead: Community Planning and Development Services, Public Works Involve: City Council, Planning Commission, Economic Development Organizations, City Attorney	N/A	Not yet initiated

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Action	Description	Action Type	Partners	Funding	Status – 8/15
BPG-A3: Unified Development Code	<p>Update the zoning ordinance in accordance with the goals and policies of this Plan, and integrate zoning, subdivision, and associated land development ordinances into a Unified Development Code. Major objectives to be considered as part of this process include:</p> <ul style="list-style-type: none"> ▪ Reorganization and clean-up of existing provisions to reduce inconsistencies, improve clarity, and increase user-friendliness; ▪ Consideration of new zone districts to encourage a more diverse mix of uses and housing types in targeted areas; ▪ Improved development standards; and ▪ Updates to zoning map to align with the Future Land Use Plan map and categories. <p>Refer to the Code Diagnosis provided in the Appendix for a more in-depth discussion of recommended updates.</p>	Regulatory revisions	<p>Lead: Community Planning and Development Services, Public Works, City Attorney</p> <p>Involve: City Council, Planning Commission</p>	N/A	In progress

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Action	Description	Action Type	Partners	Funding	Status – 8/15
BPG-A4: Urbanization Strategy	Establish Intergovernmental Agreements (IGAs) with Pennington and Meade Counties, and adjacent municipalities (to the extent possible) to formalize development review requirements (e.g., Joint Powers Agreement) and annexation policies within the 3-mile platting jurisdiction (e.g., no new enclaves created, annexation agreements for development in noncontiguous areas, annexation criteria).	Policy decision, Regional coordination	Lead: Community Planning and Development Services, Public Works, City Attorney Involve: City Council, Planning Commission, Utility Providers, County Planning, County Commissioners	N/A	Preliminary discussions initiated
LONGER-TERM ACTIONS <i>2 TO 5 YEARS, FOLLOWING PLAN ADOPTION</i>					
BPG-A5: Enclave Annexation Strategy	Explore options for annexing all or portions of existing County enclaves within the City limits. Possible strategies might include a phased approach, tiered service costs, development regulation waivers, and/or coordinating public improvements with annexation timing.	Policy decision, Regional coordination	Lead: Community Planning and Development Services, Public Works, City Attorney Involve: City Council, Planning Commission, Utility Providers, County Planning, County Commissioners	N/A	Not yet initiated

PRIORITY ACTION PLAN

STRATEGIES TO CREATE A VIBRANT, LIVABLE COMMUNITY



This Core Value addresses “quality of life” initiatives, including quality of development, property maintenance, and overall positive community image. It also addresses the creation of high-quality, connected new neighborhoods as well as maintained character and livability in established neighborhoods. The vitality of Downtown is recognized as having an important role as the center of the community. Finally, this Core Value addresses vibrant activity centers and corridors. Strategies to promote a vibrant, livable community include:

Action	Description	Action Type	Partners	Funding	Status – 8/15
IMMEDIATE ACTIONS					
<i>CONCURRENT AND ONGOING WITH THE ADOPTION OF THIS PLAN UPDATE</i>					
LC-A 1: Landscaping Ordinance	Prepare and consider adoption of a landscaping ordinance to enhance the visual interest and appearance of development, building on previous efforts in this area. Consider including standards to address landscaping and appearance of City gateways and entry corridors.	Regulatory revisions	Lead: Community Planning and Development Services, Public Works Involve: City Council, Planning Commission	N/A	Not yet initiated
LC-A2: Affordable and Workforce Housing Definition	Adopt a formal definition of target affordable and workforce housing groups. Identify specific housing needs for each group.	Policy decision, Regulatory revisions	Lead: Community Planning and Development Services, Community Development Division, Public Works Involve: City Council, Planning Commission	N/A	Not yet initiated

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Action	Description	Action Type	Partners	Funding	Status – 8/15
LC-A3: Affordable and Workforce Housing Collaboration	Support the further collaboration of all active housing organizations in the Rapid City area by facilitating the creation of a housing efforts coordination position by an active non-profit housing entity. The purpose of the position is to better organize the active housing organizations and identify collaborative efforts and programs that can be created. Ensure that the City is an active participant in these efforts.	Regional coordination	Lead: Community Development Division Involve: Housing organizations	N/A	On-going
NEAR-TERM ACTIONS <i>FOLLOWING PLAN ADOPTION, OVER THE NEXT 2 YEARS</i>					
LC-A4: Downtown Area Master Plan	Partner with Downtown area stakeholders to create a master plan for the area surrounding the Downtown Core with an emphasis on enhancing connections to and between major destinations, such as the SDSMT campus and Rushmore Plaza Civic Center and planning for a mixture of housing, housing, employment space, and retail/entertainment to help promote tourism, and attract students, recent graduates, and young professionals.	Program, Improvement Project	Lead: Community Planning and Development Services, Public Works Involve: City Council, Planning Commission, Public Works, Community Development, Economic Development Organizations, SDSMT staff and student body, Rushmore Plaza Civic Center, private sector, and community.	Funding Needed (consultant assistance may be needed)	Consultant hired 8/2015 with study completion date anticipated Fall 2016

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Action	Description	Action Type	Partners	Funding	Status – 8/15
LC-A5: Affordable and Workforce Housing Strategy	Develop and consider adoption of a strategic plan to address specific housing needs for each target housing group (e.g., homeless/transitional, very low/low income, workforce). Identify potential funding sources and programs that can be implemented beyond program operated using CDBG funds. Strategies might include inclusionary zoning, establishment of a land bank program, mobile home park stabilization, and/or development incentives.	Policy decision, Program, Regulatory revisions	<p>Lead: Community Development Division</p> <p>Involve: Community Planning and Development Services, City Council, Planning Commission, Housing Organizations</p>	Funding Needed (new program)	On-going
LC-A6: Activity Center Pilot Project	Develop a comprehensive strategy to spur reinvestment in one of the City's waning activity centers as a pilot project. Consider strategies such as targeted public improvements, regulatory amendments, financial tools, and public-private partnerships to focus efforts in one activity center. Monitor progress over time and if successful, consider expanding the pilot program to other sites.	Public improvement project, Program	<p>Lead: Community Planning and Development Services, Public Works</p> <p>Involve: City Council, Planning Commission, property owners, business groups</p>	Funding Needed (new project)	Not yet initiated

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Action	Description	Action Type	Partners	Funding	Status – 8/15
LC-A7: Infill and Redevelopment Standards	Develop and consider adoption of standards to encourage and enhance compatibility of infill development and redevelopment with existing development. Standards should address buffers and transitions between different intensities of development and development in historic districts.	Regulatory revisions	Lead: Community Planning and Development Services, Public Works Involve: City Council, Planning Commission, Historic Preservation Commission	Funding Needed (consultant assistance may be needed)	Not yet initiated
LC-A8: Reinvestment Program	Explore options and develop a new program to encourage and assist private property maintenance and rehabilitation. Program elements might include activities such as waste and graffiti clean-up events, paint-a-thons, weatherization workshops, and adopt-a-neighbor coordination.	Program	Lead: Community Resources Involve: Community Planning and Development Services, City Council, Planning Commission, neighborhood and business groups	Funding Needed (new program)	On-going coordination with business groups
LC-A9: Residential Design Standards	Develop and consider adoption of design standards to encourage variety, visual interest, and durability in the design of new residential development. Standards should offer a menu of options for compliance, rather than a one-size-fits-all approach. Standards should address single and multi-family housing, and encourage a diverse mix of housing types and styles.	Regulatory revisions	Lead: Community Planning and Development Services, Public Works Involve: City Council, Planning Commission	Funding Needed (consultant assistance may be needed)	Not yet initiated

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Action	Description	Action Type	Partners	Funding	Status – 8/15
LC-A10: Mixed Income Housing Development	Expand TIF incentives for affordable housing to allow for use on workforce housing developments and in areas where a more diverse mix of housing types is desired (e.g., mixed-use activity centers).	Program, Regulatory revisions, Policy decision	Lead: Community Resources, Community Planning and Development Services Involve: City Planning, City Council, Planning Commission,	N/A	Not yet initiated
LONGER-TERM ACTIONS <i>2 TO 5 YEARS, FOLLOWING PLAN ADOPTION</i>					
LC-A11: Entryway Improvements Plan	Coordinate with South Dakota Department of Transportation, adjacent communities, Pennington and Meade Counties, and private property owners to define visions for the various City gateways and entry corridors. Identify priority projects and establish guidelines to guide future development in these areas.	Program, Improvement project	Lead: Community Planning and Development Services, Public Works Involve: Box Elder, Summerset, Piedmont, Pennington County, Meade County, National Forest Service, South Dakota Department of Transportation, and private property owners, and others	Funding Needed (consultant assistance may be needed)	Not yet initiated
LC-A12: Non-Residential Design Guidelines	Develop and consider adoption of guidelines and standards to elevate the quality of non-residential development. Topics to address might include building massing, site design, lighting, signage, and sustainable development practices.	Regulatory revisions	Lead: Community Planning and Development Services Involve: City Council, Planning Commission	Funding Needed (consultant assistance may be needed)	Not yet initiated

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Action	Description	Action Type	Partners	Funding	Status – 8/15
LC-A13: Wildlife-Friendly Design	Develop and consider adoption of standards to protect established wildlife corridors and to address appropriate landscaping, lighting, and other design considerations in areas with high wildlife activity.	Regulatory revisions	<p>Lead: Community Planning and Development Services, Public Works, Parks Department</p> <p>Involve: City Council, Planning Commission, National Forest Service</p>	Funding Needed (consultant assistance may be needed)	Not yet initiated
LC-A14: Downtown Housing Catalyst Projects	Identify potential catalyst sites for housing in the Downtown area. Solicit or partner with a developer to build a multi-family housing project to generate an expanded housing supply in Downtown and to help momentum for additional projects.	Public Improvement Project	<p>Lead: Community Planning and Development Services, Public Works</p> <p>Involve: Community Resources, Public Works, Economic Development Organizations, Development Community</p>	Funding Needed (consultant assistance may be needed)	Downtown Master Plan consultant hired 8/15; anticipate Plan recommendations Fall 2016
LC-A15: Historic District Guidelines	Support the development and adoption of City historic district design guidelines to tailor the Secretary of the Interior’s standards to unique local conditions.	Regulatory revisions	<p>Lead: Community Planning and Development Services, Historic Preservation Commission</p> <p>Involve: Public Works, Development Community</p>	Funding Needed (consultant assistance may be needed)	Not yet initiated

PRIORITY ACTION PLAN

STRATEGIES TO ENSURE A SAFE, HEALTHY, INCLUSIVE, AND SKILLED COMMUNITY



This Core Value addresses the safety, health, and well-being of the community. It also addresses educational opportunities in the city with a strong focus on life-long learning. It focuses on Rapid City as a diverse, caring, and inclusive community. Additionally, it addresses hazard and disaster risk reduction, public safety, and community resiliency. Access to food, opportunities for fitness, and accessibility of health and social services are also addressed in this Core Value. Strategies to ensure a safe, healthy, inclusive, and skilled community include:

Action	Description	Action Type	Partners	Funding	Status
IMMEDIATE ACTIONS					
<i>CONCURRENT AND ONGOING WITH THE ADOPTION OF THIS PLAN UPDATE</i>					
SHIS-A1: Education Coordination	Facilitate a routine (e.g., quarterly) coordination meeting between City leadership and educational providers. Coordination topics should include facility planning, community educational needs/issues, and opportunities for collaboration.	Regional coordination	Lead: Community Planning and Development Services and City Leadership Involve: Rapid City Area School District, South Dakota School of Mines and Technology, University Center, Western Dakota Technical Institute, Oglala Lakota College, National American University, Career Learning Center, Rapid City Libraries, and others	N/A	Not yet initiated
SHIS-A2: Fire Department Long-Range Deployment Plan	Support implementation of the Rapid City Fire Department's Long-Range Deployment Plan. Focus on completion of a Downtown fire station and implementation of Phase 1 recommendations.	Program	Lead: Fire Department Involve: City Council, Planning Commission, County Emergency Management, National Forest Service	N/A	In progress
SHIS-A2: Fire Hazard Awareness and Risk Reduction	Continue education programs focused on establishing survivable spaces and promoting emergency preparedness.	Program	Lead: Fire Department Involve: City Council, Planning Commission, County Emergency Management, National Forest Service	N/A	On-going

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Action	Description	Action Type	Partners	Funding	Status
SHIS-A4: Local Food Access	Coordinate transit service, where practical and efficient, with Farmers Market location and schedule and other places where local and/or healthy food is sold or distributed (e.g., food bank, grocery stores).	Program, Agency coordination	Lead: Rapid Ride Involve: Community Planning and Development Services, Social Service Organizations	N/A	Feasibility study for adjusting and expanding services scheduled for early 2016
NEAR-TERM ACTIONS <i>FOLLOWING PLAN ADOPTION, OVER THE NEXT 2 YEARS</i>					
SHIS-A5: Service Provider Shared Facility Study	Study the facility programming needs of community health and social service providers, and explore feasibility of creating a centralized, shared facility to maximize efficiency and establish one-stop-shop approach to service delivery.	Program, Agency coordination	Lead: Community Resources Involve: Community Planning and Development Services, Social Service Organizations	Funding Needed (new program)	Not yet initiated
LONGER-TERM ACTIONS <i>2 TO 5 YEARS, FOLLOWING PLAN ADOPTION</i>					
SHIS-A6: Safety & Lighting Improvements	Engage the public in a dialogue about safety and lighting needs in the community, building on the successes of the Light the Night project. Consider the installation of additional lighting, security cameras, and/or emergency call boxes in high-needs areas, such as along greenway trails, alleys, and parking structures.	Program, Public improvements	Lead: Police Department, Public Works Involve: Community Planning and Development Services, County Sheriffs, Parks and Recreation, Code Enforcement, and others.	Funding Needed (new program)	Not yet initiated

PRIORITY ACTION PLAN

STRATEGIES FOR EFFICIENT TRANSPORTATION AND INFRASTRUCTURE SYSTEMS



This Core Value addresses ways to achieve a well-maintained network of infrastructure and transportation systems that meets the needs of residents and businesses. It addresses the provision of infrastructure like water, wastewater, and storm drainage. It also aims for a safe and efficient multi-modal transportation system. Finally, it addresses an integrated network of intermodal facilities. Strategies to achieve efficient transportation and infrastructure systems include:

Action	Description	Action Type	Partners	Funding	Status
IMMEDIATE ACTIONS					
<i>CONCURRENT AND ONGOING WITH THE ADOPTION OF THIS PLAN UPDATE</i>					
TI-A1: Transportation and Infrastructure Coordination	Continue coordination of street projects within the same ROW as infrastructure projects, and begin using land use and transportation to help prioritize infrastructure projects	Agency coordination, Public Improvements	Lead: Public Works Involve: Community Planning and Development Services, Metropolitan Planning Organization (MPO)	N/A	On-going
TI-A2: Development Review for Alternate Modes	Implement a formal checklist tool that identifies how alternate modes will be accommodated with the proposed development activity.	Policy decision, Regulatory revisions	Lead: Community Planning and Development Services, Public works Involve: Parks and Recreation	N/A	Not yet initiated
TI-A3: Major Street Plan Implementation and Integration	Coordinate land use plans and development review with the major street plan. Ensure that development activities preserve ROW for future roadways. Variances should be granted only when proper conditions are satisfied.	Policy decision, Regulatory revisions	Lead: Community Planning and Development Services, Public Works Involve: MPO	N/A	On-going

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Action	Description	Action Type	Partners	Funding	Status
TI-A4: Development Exceptions and Variances	Continue a development exception and variance process that includes specific, objective and clear criteria by which a variance from standards will be evaluated. Implement a method for tracking such requests and responses.	Policy decision, Regulatory revisions	Lead: Community Planning and Development Services, Public Works Involve: MPO	N/A	Not yet initiated
TI-A5: Multi-modal Balance	Require all capital projects to consider needs of all travel modes	Policy decision, Public Improvements	Lead: Community Planning and Development Services, Public Works Involve: MPO	N/A	On-going
TI-A6: Current Standards and Plans	Ensure that land use planning and development review processes incorporate existing City Infrastructure Design Criteria and the City's existing Transportation Plans.	Policy decision, Regulatory revisions	Lead: Community Planning and Development Services, Public Works Involve: MPO	N/A	On-going
TI-A7: Street Cross-Sections	Integrate additional street cross-sections into the City's Infrastructure Design Criteria Manual, considering the section options provided in the Bicycle and Pedestrian Master Plan.	Regulatory revisions	Lead: Public Works, Community Planning and Development Services Involve: MPO	N/A	Not yet initiated
TI-A8: Transit Provider Coordination	Organize and champion coordination meetings for transit providers serving Rapid City to identify shareable resources and opportunities to combine services and functions.	Agency coordination	Lead: Community Planning and Development Services, Public Works Involve: Rapid Transit, Prairie Hills Transit, River Cities Public Transit	N/A	Not yet initiated

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Action	Description	Action Type	Partners	Funding	Status
NEAR-TERM ACTIONS <i>FOLLOWING PLAN ADOPTION, OVER THE NEXT 2 YEARS</i>					
TI-A9: Access Management	Implement access management techniques, Develop access management plans for highway corridors and other high-use roadways. Revise design criteria to incorporate access spacing requirements specific to different facility types	Program, Regulatory revisions	Lead: Public Works, Community Planning and Development Services Involve: MPO, Community Planning and Development Services, SDDOT, FHWA	Funding Needed (new program)	Not yet initiated
TI-A10: Asset Management	Adopt asset management practices on a limited basis to test for broader implementation.	Program	Lead: Public Works Involve: Finance Department	Funding Needed (new program)	Not yet initiated
TI-A11: Bicycle Accommodations	Add bicycle improvements into existing road and transit infrastructure upgrades, including design for facilities within public buildings such as showers, bike racks, and bike lockers	Public Improvements	Lead: Public Works Involve: Community Planning and Development Services, Rapid Transit	Funding Needed (new project)	Not yet initiated
TI-A12: Box Elder Drainage Basin Study	Complete a study of the Box Elder Drainage Basin to identify future stormwater infrastructure needs in the area prior to development.	Program	Lead: Public Works Involve: Community Planning and Development Services	Funding Needed (new program)	Not yet initiated
TI-A13: Complete Streets Guide	Assemble a complete streets guide that provides guidance for considering the needs of pedestrians and bicyclists in new development, redevelopment and street reconstruction.	Policy decision, Regulatory revisions	Lead: Public Works, Community Planning and Development Services Involve: MPO, SDDOT, Parks and Recreation	Funding Needed (consultant assistance may be needed)	Not yet initiated

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Action	Description	Action Type	Partners	Funding	Status
TI-A14: Development Review for Accessibility	Incorporate into the development review process considerations of transportation and transit accessibility such as proximity to population of users, clients, etc.	Policy decision, Regulatory revisions	Lead: Community Planning and Development Services Involve: Public Works, Parks and Recreation	N/A	Not yet initiated
TI-A15: Multi-Modal Marketing	Coordinate and develop marketing campaigns to promote the use of alternative modes, both individually and together. Include basic information about transit amenities provided, such as bike racks on buses.	Program	Lead: Rapid Transit Involve: MPO, City of Rapid City	Funding Needed (new program)	Not yet initiated
TI-A16: Regional Corridors	Prioritize corridors that enhance regional mobility within the transportation planning process	Policy decision	Lead: Public Works Involve: MPO	N/A	Not yet initiated
TI-A17: Quiet Zones	Evaluate potential implementation of quiet zones at high rail traffic locations through populated areas	Program	Lead: Public Works Involve: Railroads, SDDOT, FHWA, FRA	Funding Needed (consultant assistance may be needed)	Not yet initiated
TI-A18: Sidewalk Condition Analysis	Create sidewalk condition performance measures and implement an ongoing sidewalk conditions documentation process.	Program	Lead: Public Works Involve: Parks and Recreation, Code Enforcement	Funding Needed (new program)	Not yet initiated

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Action	Description	Action Type	Partners	Funding	Status
TI-A19: Regional Collaboration	Identify regional stakeholders and their relationship status with the City. Meet regularly with key regional partners and champion efforts to bring together stakeholders. Hold regional events to promote transportation goals, such as an annual bike-to-work-day. Proactively participate in regional transportation corridor planning efforts, such as the Ports-to-Plains corridor. Participate in and/or organize multi-state planning projects to advance projects that improve regional mobility.	Regional coordination, Program	Lead: Public Works Involve: Community Planning and Development Services, MPO, Box Elder, Summerset, and Piedmont	N/A	Partially implemented through MPO
TI-A20: Transportation Management Organization (TMO)	Commission an organization dedicated to developing and implementing Travel Demand Management strategies in Rapid City. Organize groups/individuals to champion TDM strategies, and provide data support for these efforts.	Program	Lead: Community Planning and Development Services Involve: Public Works, MPO, SDDOT, FHWA	Funding Needed (new program)	Not yet initiated
LONGER-TERM ACTIONS <i>2 TO 5 YEARS, FOLLOWING PLAN ADOPTION</i>					
TI-A21: Bus Stop Improvements	Enhance bus stop amenities beginning with higher-use bus stops and stops more utilized by senior populations. Amenities may include shelters, benches, lighting, and ADA measures. Improve access facilities such as sidewalk ramps	Program, Public Improvements	Lead: Public Works Involve: Rapid Transit, Community Planning and Development Services	Funding Needed (new projects)	Not yet initiated

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Action	Description	Action Type	Partners	Funding	Status
TI-A22: Level Of Transit Service	Explore opportunities to increase transit service frequency along highest used routes, provide increased regional transit options, and expand service to Sundays	Program	Lead: Rapid Transit Involve: Community Planning and Development Services, Public Works	Outside	Feasibility study for adjusting and expanding services scheduled for early 2016
TI-A23: Regional Roadway Opportunities	Preserve right-of-way along alignments of future major regional roadway connections and beltway routes.	Program	Lead: Community Planning and Development Services Involve: SDDOT	N/A	On-going with regionally adopted transportation plans
TI-A24: Bicycle Network	Prioritize fully connected bicycle facility development and plan future bicycle facilities to fill in existing gaps and provide direct access between residential and activity center land uses. Grade, map, and publish existing bicycle routes according to user types, and plan future bicycle network additions to assist all user types in moving throughout the city. Identify missing links between on and off street bicycle facilities and prioritize the filling in of network gaps.	Program	Lead: Community Planning and Development Services Involve: Public Works, Parks and Recreation	Funding Needed (new program)	Partially initiated through RapidTrip 2040, the Long Range Transportation Plan
TI-A25: Major Pedestrian Crossings	Create a prioritized listing of problematic pedestrian crossing locations. Identify pedestrian projects to be implemented as funding becomes available.	Program, Public Improvements	Lead: Public Works Involve: MPO, SDDOT, Parks and Recreation	Funding Needed (new projects)	Partially initiated through RapidTrip 2040, the Long Range Transportation Plan

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Action	Description	Action Type	Partners	Funding	Status
TI-A26: Pedestrian Links	Identify locations lacking pedestrian connections between neighborhoods and activity centers and preserve right-of-way to provide these connections	Policy decision, Program	Lead: Public Works Involve: Community Planning and Development Services, Parks and Recreation	N/A	Partially initiated through RapidTrip 2040, the Long Range Transportation Plan
TI-A27: Sidewalk Improvements	Implement important sidewalk improvements as a priority within the CIP utilizing the City's Bicycle and Pedestrian Master Plan and the sidewalk conditions analysis process.	Public improvements, Program	Lead: Public Works Involve: MPO, Parks and Recreation	Funding Needed (new projects)	Partially initiated through RapidTrip 2040, the Long Range Transportation Plan
TI-A28: Transit Accessibility	Make necessary adjustments to bus routing to ensure high level of accessibility for major employers and social services.	Program	Lead: Rapid Transit Involve: Community Planning and Development Services, Public Works	Outside	Feasibility study for adjusting and expanding services scheduled for early 2016

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Action	Description	Action Type	Partners	Funding	Status
TI-A29: Regional Intermodal Freight Plan	Work with the MPO to develop a regional intermodal freight plan to initiate freight planning in the region and enable the prioritization of freight projects within the overall transportation planning process. The plan would prioritize intermodal connectivity improvements, identify freight facilities to preserve, develop regional rail improvements, prioritize highway grade crossings, identify mitigation strategies for existing impacts from freight facilities, formalize a truck routing system, and identify strategies to reduce shipping costs for the region. Incorporate action items from the regional intermodal freight plan into the land use planning, transportation planning, development review, and CIP processes.	Program	<p>Lead: Public Works, Community Planning and Development Services</p> <p>Involve: MPO, Rapid City Regional Airport FHWA, SDDOT, Federal Railroad Administration, local business interests</p>	Funding Needed (may require consultant assistance)	Not yet initiated
TI-A30: Transit System Usability	Make using the transit system easier by simplifying the route system and providing more extensive rider information online, including schedules, maps, and fares.	Program	<p>Lead: Rapid Transit</p> <p>Involve: Community Planning and Development Services, Public Works</p>	Outside	Feasibility study for adjusting and expanding services scheduled for early 2016

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Action	Description	Action Type	Partners	Funding	Status
TI-A31: Airport Connections for Freight and Passengers	Plan for a new north-south roadway connection between the Rapid City Regional Airport and Interstate 90. Assess feasibility of a connection between the airport and rail to enhance efficiency of freight transfers.	Public Improvements	Lead: Rapid City Regional Airport Involve: Community Planning and Development Services, MPO		Not yet initiated

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STRATEGIES TO SUPPORT ECONOMIC GROWTH AND STABILITY



This Core Value addresses ways to diversify, strengthen, and grow the local and regional economy. It addresses the expansion of economic diversity through new business attraction, local business support, and enhanced quality of life. It focuses on strengthening Rapid City's role as an economic hub for the region. The Core Value also addresses resource coordination to align with economic growth and stability. Strategies to promote economic growth and stability include:

Action	Description	Action Type	Partners	Funding	Status
IMMEDIATE ACTIONS					
<i>CONCURRENT AND ONGOING WITH THE ADOPTION OF THIS PLAN UPDATE</i>					
EC-A1: Employment Area Alignment	Align and identify employment areas in the Rapid City and associated target industries. Ensure that land use designations are appropriate for target industries and partner with area economic development organizations to ensure information is integrated as part of target industry marketing materials.	Program, Policy decision	Lead: Community Planning and Development Services Involve: City Council, Planning Commission, Economic Development Organizations	N/A	On-going
EC-A2: Public Financing and Development Incentive Toolbox	Identify potential public financing tools or development incentives the City could use. Identify regulatory barriers to use of the tools that need to be addressed. Potential tools are shown in the Implementation Toolbox section (see page Error! Bookmark not defined.).	Policy Decision, Regulatory Revisions, Regional coordination	Lead: Finance Department, City Attorney Involve: Community Planning and Development Services, City Council, Economic Development Organizations	Funding Needed (new incentives/tools)	Legislative Research Council meeting scheduled Fall 2015

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NEAR-TERM ACTIONS <i>FOLLOWING PLAN ADOPTION, OVER THE NEXT 2 YEARS</i>					
EC-A3: Economic Development Incentive Strategy	Develop an economic development incentive use strategy that ties use of incentives to target industries and employment areas.	Policy decision, Regulatory revisions, Program	Lead: Finance Department, City Attorney Involve: Community Planning and Development Services, City Council, Economic Development Organizations	Funding Needed (consultant assistance may be needed)	Not yet initiated
EC-A4: Pilot Employment Area Master Plan	Develop a master plan for one of the employment areas to use as a guide and pilot master plan effort. Consider strategies such as targeted public improvements, regulatory amendments, financial tools, and public-private partnerships to focus economic development efforts in priority area.	Public improvement project, Program	Lead: Community Planning and Development Services Involve: Public Works, City Council, City Planning Commission, Economic development organizations, property owners, business groups	Funding Needed (consultant assistance may be needed)	Not yet initiated

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LONGER-TERM ACTIONS <i>2 TO 5 YEARS, FOLLOWING PLAN ADOPTION</i>					
EC-A5: Modify Water and Sewer Infrastructure System Expansion Approach	Explore changing the City's water and sewer enterprise funds fees to increase connection fees to provide revenue for system expansions and to create a formalized program to create a public-private infrastructure expansion program. Complete an analysis of the full cost of system expansion and service provision to better align fees with costs and provide as a basis for changes to the current fees and the creation of new programs. Potential programs and strategies are shown in the Implementation Plan Toolbox section (see page Error! Bookmark not defined.).	Policy Decision	Lead: Public Works Involve: City Council, Community Planning and Development Services, Finance Department, Planning Commission	Funding Needed (consultant assistance may be needed)	Not yet initiated
EC-A6: Grow the Tax Base	Consider establishing a set policy for allowing the tax base to grow by CPI or 3 percent annually while keeping the effective tax rate constant for property owners as way to provide more stability to tax rates for residents and businesses, and to make budget forecasting more reliable and reduce political barriers to consistent revenue generation.	Policy Decision	Lead: City Council Involve: Finance Department, City Attorney	New	Recommended in Mayor's 2016 Budget

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EC-A7: Home Rule Status	Evaluate the benefits to revenue generation, governance structure and effective community investment from becoming a home rule municipality. Pursue becoming home rule status if evaluation shows sufficient benefit.	Regulatory Revision	Lead: City Attorney Involve: City Council, Finance Department	N/A	Not yet initiated
EC-A8: Priority Employment Areas Infrastructure Projects	Identify needed infrastructure improvements in priority employment areas to attract and retain businesses. Prioritize infrastructure improvement projects that help satisfy these needs.	Public Improvement Project, Program	Lead: Community Planning and Development Services Involve: Public Works, City Council, Planning Commission, Economic Development Organizations	Funding Needed (consultant assistance may be needed)	Not yet initiated
EC-A9: Shift Infrastructure Burden	Evaluate potential tools to allow the City to shift the burden of providing infrastructure to new development without burdening the entire tax base. Develop a program to allow for residents and businesses directly benefiting from improvements to share the cost placed on the City to provide infrastructure. Potential tools and strategies are show in the implementation toolbox section (see page Error! Bookmark not defined.).	Policy Decision	Lead: Public Works Involve: City Council, Community Planning and Development Services, Finance Department, Planning Commission	Funding Needed (consultant assistance may be needed)	Not yet initiated

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Action	Description	Action Type	Partners	Funding	Status
EC-A10: Tax Increment Financing Refinements	Redefine the criteria and standards used for approval of TIF requests to increase the burden of proof of project feasibility, limit use in greenfield areas, tie the use of TIF to achieving comprehensive plan goals, and only use TIF in priority growth or employment areas.	Policy Decision, Regulatory Revision	Lead: Finance Department Involve: City Council, Community Planning and Development Services, Public Works, Planning Commission, School Districts, Pennington County	N/A	In progress
EC-A11: Tourism Revenue	Evaluate expansions on tourism fees and taxes to minimize the impact of tourism on City services and infrastructure and provide amenities for tourism workers. Potential strategies are shown in Implementation Toolbox section (see page Error! Bookmark not defined.).	Program	Lead: Finance Department Involve: Community Planning and Development Services, City Council, Tourism Industry Stakeholders	Funding Needed (consultant assistance may be needed)	Not yet initiated

PRIORITY ACTION PLAN

Action	Description	Action Type	Partners	Funding	Status
EC-A12: Small, Disadvantaged and Minority Owned Business Development Plan	Create a strategic plan for encouraging, incentivizing, and aiding in the creation of new small businesses, especially those owned by or hire disadvantaged and minority residents in the community. Identify ways to better leverage existing programs, such as HUD Section 3 Funds, and create new tools to aid in the creation of new businesses. Elevate the priority of these efforts with other economic development efforts. Identify a clear champion organization or City department to implement the plan.	Program	Lead: Community Development Division Involve: City Council, Planning Commission, Economic Development Organizations, business groups	Funding Needed (consultant assistance may be needed)	Not yet initiated

PRIORITY ACTION PLAN

STRATEGIES TO PROVIDE OUTSTANDING RECREATIONAL AND CULTURAL OPPORTUNITIES



This Core Value provides ways to ensure that the community’s parks and recreation facilities continue to develop as a system of interconnected amenities. It also addresses the expansion of arts and cultural opportunities in the community. It emphasizes the enhancement of community and recreation facilities, including expanding the greenway system and providing trail connections. Finally, it addresses supporting and sustaining arts and cultural activities in the community. Strategies to provide outstanding recreational and cultural opportunities include:

Action	Description	Action Type	Partners	Funding	Status
IMMEDIATE ACTIONS					
<i>CONCURRENT AND ONGOING WITH THE ADOPTION OF THIS PLAN UPDATE</i>					
RC-A1: Institutionalize Parks and Recreation Map as a Tool for Internal Planning and Development Review	Institutionalize the Parks and Recreation map provided in this Plan as a tool to help evaluate parks and recreation needs for proposed Planned Development projects, as well as to identify opportunities to implement capital improvements or other projects that support multiple objectives. (e.g., stormwater improvements and trail connections)	Policy Decision	Lead: Community Planning and Development Services Involve: Public Works, Parks Department, City Council, Planning Commission	N/A	Not yet initiated
RC-A2: Support for Local Arts and Cultural Initiatives	Support local arts and cultural organizations in their efforts to: <ul style="list-style-type: none"> ▪ Identify dedicated funding sources to ensure ongoing support for existing facilities and programs; ▪ Provide ongoing support for events that showcase the arts and cultural resources unique to the community and region; and ▪ Expand the role of arts and culture in community activities and the built environment. 	Policy Decision, Regulatory Revisions	Lead: City Council Involve: Planning Commission, Community Planning and Development Services, Parks and Recreation, Arts and Cultural Organizations, tribal representatives, School District	N/A	Cultural Plan Update in progress

PRIORITY ACTION PLAN

Action	Description	Action Type	Partners	Funding	Status
NEAR-TERM ACTIONS					
<i>FOLLOWING PLAN ADOPTION, OVER THE NEXT 2 YEARS</i>					
RC-A3: Parkland Dedication	Consider requiring the dedication of land (or cash-in-lieu) for parks and open space purposes for larger developments. Clearly define size thresholds for specific projects, types of development to which dedication would apply, and variations in requirements by location as applicable (e.g., infill vs. greenfield).	Policy Decision, Regulatory	Lead: Community Planning and Development Services/Parks and Recreation Involve: City Council, Planning Commission	N/A	Not yet initiated
LONGER-TERM ACTIONS					
<i>2 TO 5 YEARS, FOLLOWING PLAN ADOPTION</i>					
RC-A4: Parks and Recreation Plan Update	Update the 2007 Parks and Recreation Plan to establish an updated inventory of facilities (aligned with categories and targets established by this Plan), reflect the availability of new tools for acquisition and funding (as applicable), and identify updated 5-year priorities.	Policy Decision	Lead: Community Planning and Development Services/Parks and Recreation Involve: City Council, Planning Commission	Funding Needed (consultant assistance may be needed)	Not yet initiated
RC-A5: Cultural Tourism Plan	Work with local and regional partners to develop a long-range plan to promote cultural tourism in Rapid City.	Policy Decision	Lead: Community Planning and Development Services Involve: City Council, Planning Commission, Rapid City Arts Council, the Rapid City Convention and Visitors Bureau, the Rapid City Economic Development Partnership, the Rapid City Chamber of Commerce, tribal representatives, and other public and private entities.	Funding Needed (consultant assistance may be needed)	Cultural Plan Update in progress

PRIORITY ACTION PLAN

STRATEGIES FOR RESPONSIVE, ACCESSIBLE, AND EFFECTIVE GOVERNANCE



This Core Value addresses the fiscal responsibility, accessibility, and responsiveness of the Rapid City government. It also addresses ensuring opportunities for public involvement and engagement in the government. The Core Value also addresses leadership, continuity, and transparency in staff and elected officials.

Action	Description	Action Type	Partners	Funding	Status
IMMEDIATE ACTIONS					
<i>CONCURRENT AND ONGOING WITH THE ADOPTION OF THIS PLAN UPDATE</i>					
GOV-A1: Plan Conformity Assessment	Include an assessment of conformity with the Comprehensive Plan (including Plan policies and maps) in all staff reports to the City Council and the Planning Commission. Include a staff recommendation for approval, approval with conditions, or denial of a proposal, based on assessment of conformity with the Comprehensive Plan, as well as all other applicable requirements.	Policy decision	Lead: Community Planning and Development Services Involve: City Council, Planning Commission, all major City departments	N/A	On-going
NEAR-TERM ACTIONS					
<i>FOLLOWING PLAN ADOPTION, OVER THE NEXT 2 YEARS</i>					
GOV-A2: Charter Committee	Establish a committee comprised of City leaders and members of the public to research and explore potential changes or enhancements to increase continuity and effectiveness of the local governmental structure, including conversion to a home-rule municipality, appointment of a City manager, and/or reviewing term limits.	Policy decision	Lead: City Council, Chamber of Commerce Involve: City Attorney, and members of the public	N/A	Not yet initiated
GOV-A3: Development Review Team Processes	Continue to improve and streamline Development Review Team (DRT) processes in accordance with recommendations outlined in the 2010-2013 Progress Report and Assessment.	Policy decision	Lead: Community Planning and Development Services, Public Works Involve: City Council, Planning Commission	N/A	On-going

PRIORITY ACTION PLAN

Action	Description	Action Type	Partners	Funding	Status
GOV-A4: Leadership Training	Develop and facilitate a training course for incoming elected officials and appointed officials in order to enhance productivity and help alleviate the steep learning curve. The training course should clarify roles for boards, commissions, and committees, outline procedures and expectations, and provide an orientation to the Comprehensive Plan and Priority-Driven Budgeting process.	Program	Lead: Community Resources Involve: City Council, Planning Commission, City Attorney, City Department Heads	N/A	Priority driven budgeting process initiated; balance of tasks not yet initiated
GOV-A5: Plan Monitoring Report	Provide ongoing monitoring of the goals and implementation of the Comprehensive Plan. Produce, publish, and present an annual Plan monitoring report that summarizes completed action strategies, and updates key indicators, such as permit activity, population and job growth, and fiscal information.	Program	Lead: Community Planning and Development Services Involve: Department Heads, City Council, Planning Commission	N/A	On-going
GOV-A6: Sustainability Liaisons	Establish a network of City department liaisons to coordinate with the Sustainability Committee on an ongoing basis for inward and outward City sustainability issues.	Agency coordination	Lead: Mayor's Office and Sustainability Committee Involve: All major City departments	N/A	Not yet initiated

PRIORITY ACTION PLAN

Action	Description	Action Type	Partners	Funding	Status
GOV-A7: Sustainability Education	Build and promote an education program about the benefits of sustainability and a clearinghouse of information about sustainable practices and programs. Pursue opportunities to organize and host a sustainability conference or educational sessions. Potential topics include gardening, composting, landscaping, and energy efficiency improvements.	Program	Lead: Mayor's Office and Sustainability Committee Involve: City Council, Planning Commission, Community Planning and Development Services, Public Works	Funding Needed (new program)	Not yet initiated
LONGER-TERM ACTIONS <i>2 TO 5 YEARS, FOLLOWING PLAN ADOPTION</i>					
GOV-A8: Sustainability Coordinator	Consider establishing a Sustainability Coordinator position, with dedicated leadership, to monitor, support, and implement the City's sustainability efforts programs	Program	Lead: Mayor's Office and Sustainability Committee Involve: City Council, Planning Commission, Community Planning and Development Services, Public Works	Funding Needed (new program)	Not yet initiated
GOV-A9: Sustainable community Rating System	Consider adopting the STAR Community Rating System to measure progress in strengthening environmental, economic, and social systems. Utilizing such a program could lead to Rapid City becoming nationally recognized as a STAR city.	Program	Lead: Mayor's Office and Sustainability Committee Involve: City Council, Planning Commission, Community Planning and Development Services, Public Works	Funding Needed (new program)	Not yet initiated