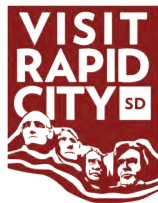




DESTINATION STEWARDSHIP PLAN



ENSURING TOURISM CONTINUES TO CONTRIBUTE TO RAPID CITY'S VITALITY



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ABOUT THE DESTINATION STEWARDSHIP PLAN

Clarity of Place and Global Destination Sustainability Movement would like to thank the numerous individuals and organizations who took time out of their schedules to provide insights and context for this plan. The list of individuals who actively participated in the planning process—either by participating in one of the workshops, giving their time for an interview, and/or providing data and other contextual materials—are noted in the Appendix.

Additionally, the project team would like to thank the leadership of Brook Kaufman, Stacie Granum, and the project steering committee. Their guidance and input were integral in understanding the current state and ambitions of Rapid City and the Black Hills area and the role of tourism within the region.

DESTINATION STEWARDSHIP

An approach to destination management that seeks to

- Balance and anticipate the impacts of Rapid City's tourism economy on the environmental, social/cultural, and economic needs of the community, and
- Actively engage destination partners, other place-making organizations, Rapid City, Pennington County, and the city's residents.





EXECUTIVE SUMMARY

Visit Rapid City engaged with Clarity of Place and the Global Destination Sustainability Movement to develop a research-driven Destination Stewardship Plan ("Plan") to guide its efforts to ensure the visitor economy continues to contribute to Rapid City's vitality and quality of place. The objective of the Plan is to offer Visit Rapid City a framework to manage the destination for long-term sustainability by addressing the social, economic, and environmental impacts and benefits of a strong visitor economy.

Leveraging market data, stakeholder input, and other studies and plans commissioned to envision Rapid City's future, the Plan assessed the current state of Rapid City as a destination and ways Visit Rapid City's programming and initiatives support other community efforts.

The Destination Stewardship Plan is a framework for Visit Rapid City as it works to leverage the positive impacts of the visitor economy while intentionally and proactively finding ways to mitigate social and environmental impacts potentially induced by tourism that affect the entire

Rapid City community beyond the traditional tourism vertical. It sets a holistic approach for Visit Rapid City to ensure its destination management efforts balance the needs of servicing tourists, supporting destination partners, and those of the larger community and area environment.

The Plan sets forth short- and medium-term actions that build a foundation for Visit Rapid City to influence and manage social, economic, and environmental risks and opportunities created by a strong and growing visitor economy.

The overall goal for the visitor economy in Rapid City is that it is not only sustainable—optimizing positive social, environmental, and economic impacts while also mitigating negative ones—but that it also eventually "gives back" to the community and helps to perpetuate the city's vibrancy.

Visit Rapid City will be responsible for implementing the majority of the Plan's recommendations. However, some recommendations call on Visit Rapid City to support, engage with, or advocate for initiatives and investments that are beyond the visitor economy.

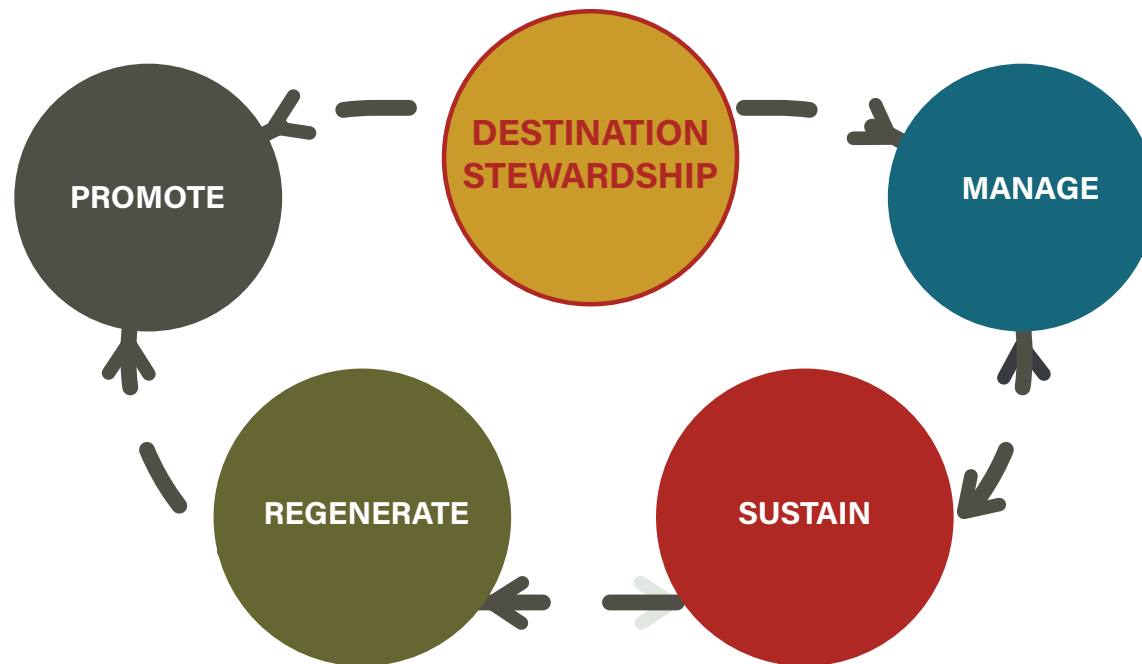
DESTINATION STEWARDSHIP FRAMEWORK

For Visit Rapid City, "stewardship" means taking a holistic approach to destination promotion and management. This framework recognizes that Visit Rapid City and its efforts to optimize the visitor economy must look for ways to

- Ensure the destination is sustainable in its social, economic, and environmental aspects, and
- Activities of the visitor economy ultimately give back to and help regenerate the city's quality of place.

Rapid City's visitor economy will only flourish if

- It benefits both residents and visitors, and
- The impacts of the tourism economy not only enhance the city's quality of life, but also mitigate the costs incurred.



DESTINATION STEWARDSHIP IN ACTION

Insights and feedback from the destination assessment and stakeholder engagement identified five Key Imperatives which are the basis for a framework for Visit Rapid City to accomplish its destination stewardship efforts.

From the imperatives and strategies to address them, Visit Rapid City has identified a number of goals and actions to begin its path towards destination stewardship.

- 1. Economic:** Drive off-peak visitation to level out seasonal peaks and valleys, advocate for airport improvements and ground transportation, identify the ideal visitor, and support efforts to augment and diversify the workforce.
- 2. Environmental:** Ensure that tourism efforts promote natural resources and eco-tourism.
- 3. Policy/Advocacy:** Support the growth and sustainability of the tourism industry, including addressing current issues such as short-term rentals.
- 4. Social:** Advance equity, diversity, and inclusion, including honoring sacred lands, preserving cultural heritage, and alleviating homelessness.
- 5. Product Development:** Develop tourism products that support long-term tourism sustainability, including youth sports events, outdoor recreation, Indigenous and cultural opportunities, military and agricultural tourism, wayfinding, and high-end lodging.

Together, these steps will promote a vibrant Rapid City, with a tourism economy that promotes an appealing experience for visitors and high quality of life for residents.

KEY IMPERATIVES FOR DESTINATION STEWARDSHIP

1 BALANCE AND DISTRIBUTE TOURISM IMPACTS

2 PROVIDE TOOLS AND RESOURCES

3 CHAMPION THE NEED FOR STEWARDSHIP

4 ENGAGE THE COMMUNITY AND RESIDENTS

5 MEASURE AND ADAPT

A woman with long dark hair, wearing sunglasses, a plaid shirt, and waders, is standing in a river and fly fishing. She is holding a fishing rod and looking upwards with a smile. The river is surrounded by dense green trees and bushes. In the background, two other people are visible near the riverbank. The scene is bright and sunny.

WHY STEWARDSHIP

HOLISTIC APPROACH

Tourism has long been an integral part of Rapid City and the Black Hills area. Mount Rushmore and the Black Hills scenery, along with a host of signature events draw visitors to the region. As such, Rapid City's economy is highly dependent on tourism.

Changes in travel behavior during and following the pandemic magnified the importance and impact of the visitor economy. While 2021 was somewhat of an outlier year in terms of visitor flows to the city, the increased interest in outdoor activities and smaller-scale urban areas has left an impact on the destination.

As the official destination management organization for the city, Visit Rapid City recognizes that its mandate is more than merely attracting visitors to the area. Visit Rapid City knows that its work to optimize the visitor economy must also ensure tourism contributes to the city's vibrancy and long-term sustainability. While providing a positive visitor experience and economic activity for local businesses that cater to out-of-town guests are important, Visit Rapid City's efforts ultimately serve the residents of the city and the surrounding region.

A NEW PARADIGM FOR PROMOTION AND MANAGEMENT

Given its role in preserving the city's long-term quality of place in mind, Visit Rapid City wants to ensure that its actions to optimize the visitor economy have a net positive impact on the city and surrounding region.

Visit Rapid City will continue to promote the city and region's unique character, attractions, and experiences to generate economic activity for its destination partners. It will do so in a way that produces positive social and environmental outcomes and contributes to the city's sustainable growth and long-term quality of place.

The Destination Stewardship Plan ("the Plan") was created to set a framework for Visit Rapid City as it works to attain this goal. The Plan outlines how Visit Rapid City can

- Build a common, shared vision for creating a sustainable destination
- Ensure that its actions balance the needs of multiple stakeholders and
- Consider ways that Visit Rapid City can both generate economic activity and positively impact the social and environmental challenges that a strong visitor economy creates.



KEY TERMS

- **Destination Partners:** Hospitality and tourism industries with whom the destination organization works to promote the assets the destination has to offer.
- **Destination Stakeholders:** Any person or organization that has interest in the destination and that can either affect or be affected by the destination management organization's (DMO) operations and performance. Destination partners and municipal governments are typically a DMO's key stakeholders in that they benefit directly from the DMO's activities, and their actions will either empower the destination to achieve its full potential or limit it.
- **Destination Stewardship:** Protecting, preserving, and promoting the tourism industry's long-term viability and ensuring the industry has a net-positive impact on its community.
- **Regenerative Tourism:** Tourism that takes full account of its current and future economic, social, and environmental impacts and addresses the needs of visitors, the industry, the environment and host communities.
- **Sustainability** (social/economic/ environmental): Ensuring a balance of economic growth, environmental care, and social well-being.
- **Visitor Economy:** The activities traditionally defined as "tourism," which includes interactions among visitors and the destination and its residents, and all of the direct and indirect effects triggered by visitors.



DESTINATION ASSESSMENT

DESTINATION ASSESSMENT

To provide context from which to build the Destination Stewardship Plan, Clarity of Place assessed the Rapid City area's visitor economy based on its product to service visitors, as well as its past performance in driving visitation to the area. Clarity of Place also engaged with Visit Rapid City's stakeholders to understand their perspectives on the role of the visitor economy in helping to support larger community goals.

The analysis considered the outputs of two concurrent efforts—the DestinationNEXT™ exercise and a pre-assessment on the area's starting point for environmental sustainability.

RAPID CITY AS A DESTINATION

By virtue of its size and status as a main hub for the Black Hills region, Rapid City boasts a stronger concentration of entertainment venues, retail centers, restaurants, and lodging supply than other cities its size. The city's location to the east of the Black Hills and to the west of Badlands National Park, along with its proximity to Mount Rushmore and the Crazy Horse Memorial, position it as a natural base for travelers looking to enjoy various aspects of the region.

As described in the next sections, Rapid City's largest visitor volumes tend to be concentrated in the summer months and are fueled by leisure visitors. Visitation in the remainder of the year tends to be driven by events (either in the city or within the region). Although



a large proportion of visitors are from drive markets, the Rapid City Regional Airport provides significant air access for a city of Rapid City's size.

Rapid City's "product" for visitors include family/children's activities, activities for outdoor recreation enthusiasts, and a growing list of liquid asset amenities, including breweries and wineries.

Rapid City also functions as a hub for travelers visiting the other state and national parks and monuments that surround the region. The city serves as a convenient stop on itineraries to and from other national parks in Colorado, Montana, and Wyoming.

With a hotel room inventory of nearly 5,000 rooms, Rapid City has the largest concentration of supply in the area. Additionally, the mix of the city's lodging properties is more varied than the other cities within the region.

RAPID CITY AND GROUP BUSINESS

According to research conducted by DigitalEdge based on interviews with meeting planners, Rapid City is perceived as being an ideal location for smaller meetings, especially small associations and regional groups. The city's competitiveness as a meeting destination is based on the diverse hotel and venue options, its affordability, and accessibility to a range of natural attractions and outdoor activities. Planners score the city high for its "family-friendly vibe, natural beauty, and rich history."

The lack of comparable airlift to Rapid City places it at a disadvantage to other group business destinations. Additionally, the planners noted that the destination could benefit from more focus on increasing transportation such as shuttles and ride sharing options, and advocating for hotel development closer to the Monument Events Center.

EVENTS THAT DRIVE VISITATION

In addition to Rapid City's location and proximity to Mount Rushmore and the Black Hills, several annual, major events drive demand for the destination. Each year, hundreds of thousands of visitors come to Rapid City to attend these signature events, including the following:

- Black Hills Stock Show & Rodeo (late January/early February)
- Black Hills Film Festival (April)
- Hills Alive Festival (July)
- Sturgis® Motorcycle Rally (early August)
- Central States Fair (August)
- Custer State Park Buffalo Roundup (end of September)
- Black Hills Powwow (early October)
- Lakota Nation Invitational (December)

Additional, event series such as the Crazy Horse Memorial Volksmarch (Semi-annual), the Festival of Lights, and Summer Nights series provide additional activities or serve to extend visitor stays.

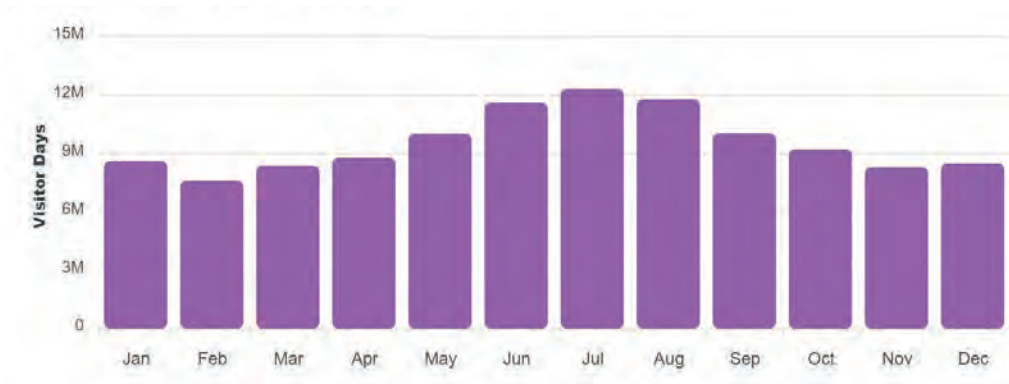
VISITOR TRENDS AND PROFILE

Similar to other destinations that touted access to outdoor recreation and the ability to social distance, Rapid City and the Black Hills region saw increases in visitation during and after the pandemic.

In 2022, Rapid City's peak visitor season occurred in May-September. A large percentage of overnight guests visited the region for 6 or more days. The unique visitor experiences Rapid City and the area offer, coupled with an increasing propensity for travelers seeking destinations that provide the opportunity to enjoy the outdoors, suggest that visitation to the area will continue to grow.

MONTHLY VOLUME BY VISITOR DAYS

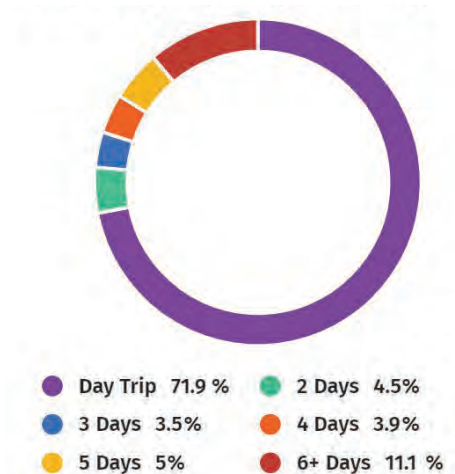
2022



Source: Datafy

AVERAGE LENGTH OF STAY

2022



KEY VRC PROGRAMMING ELEMENTS

Visit Rapid City works to market its destination—the City of Rapid City—to guests and provides resources to the area's visitor market segments, meeting planners, sporting event organizers, and the media. Driving demand for overnight lodging stays is the primary way in which Visit Rapid City impacts the City (through bed tax revenues). Yet, the organization's efforts also extend the City's and area's brand, support the local hospitality infrastructure and events that offer amenities to both visitors and residents, and promote the use of meeting and event space at venues and hotels within the City.

MARKETING

Visit Rapid City brands the area as a base camp from which to enjoy vibrant landscapes and national monuments while also providing a range of family-friendly activities. Multi-layered marketing campaigns raise awareness of Rapid City as a destination.

Marketing efforts include print and broadcast advertising, digital and social media advertising, content production, media relations, and advertising campaigns designed for target visitor markets.

SALES

Visit Rapid City supports sales for meetings business for destination partners by introducing meeting planners to the area. For some partners, Visit Rapid City is the primary source of group sales leads; for others, the leads augment internal sales team efforts.

Sales services include sharing information on meeting space, hosting FAM tours, providing sponsorships, and sharing promotional materials.

DESTINATION PARTNER SUPPORT

Visit Rapid City works with destination partners and other DMOs in the area to connect them to opportunities, connect them to the travel media, and share research, and best-practices. The organization has built and curated a collection of visual assets and shares them with partners. Visit Rapid City has also invested in platforms and applications to ensure consistency in destination partners' digital presence and to allow visitor to learn more about potential experiences on mobile device.

SIGNATURE EVENTS SUPPORT

In cooperation with the event organizers, the Monument, and Rapid City, Visit Rapid City promotes several "signature" events annually in the City, incorporating them into visitor guides, website, emails and social media channels, as well as providing sponsorship funds.



TARGET VISITOR AUDIENCES

Visit Rapid City commissioned research to better understand the persona profiles of potential target audiences. MMGY Global used Terminal Audience Modeling to profile four separate target audiences that have high potential for producing future visits to Rapid City and the region.

TREASURE SEEKERS

Seek out high quality destinations that haven't necessarily been visited by friends and family.

Desired experiences:

- Hiking and biking
- Upscale hotels and retail
- Outdoor opportunities
- Dining and culinary experiences
- Pet friendly options

SCENERY SEARCHERS

Explorers who pursue a variety of activities without the constraint of a rigid schedule.

Desired experiences:

- Dining and culinary experience
- Shopping
- Travel deals and discounted specials
- National Parks
- Bookstores
- Experiences that can be posted on social media

FAMILY CRUISERS

Groups seeking memory producing destinations offering value, a localized experience, and escape.

Desired experiences:

- Local, family restaurants
- Winter sports and outdoor activities
- Amusement parks/zoo/museums
- Golf and parks
- Beautiful scenery
- Pet friendly options

OVER THE HILLS

Older travelers seeking immersive experiences who value culture and high quality.

Desired experiences:

- Trails
- Local restaurants
- State parks
- Monuments
- Unique festivals
- Museums
- Public art
- Golf
- Historic hotels
- Pet friendly options

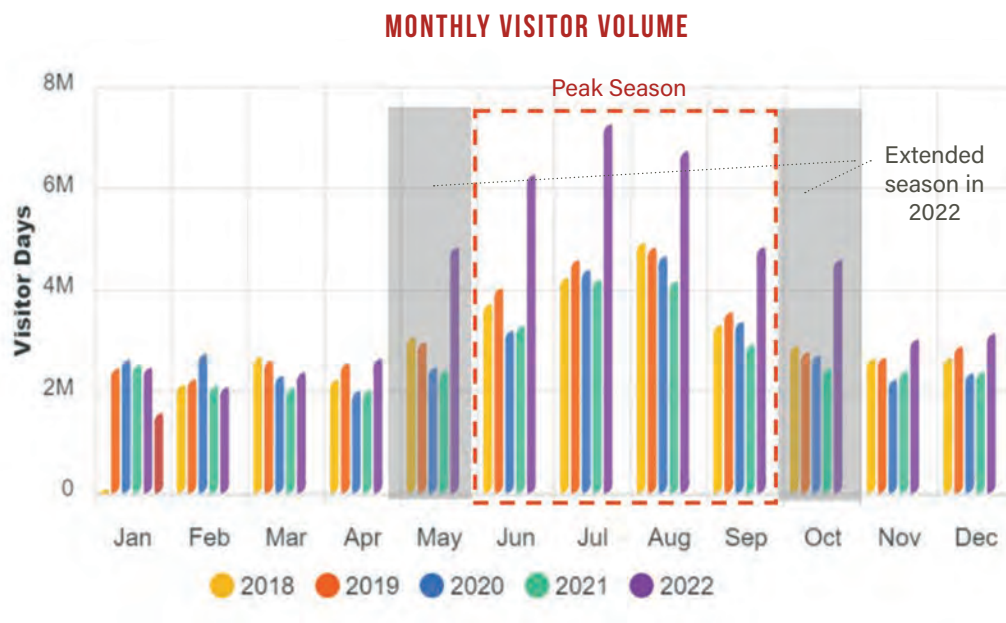
CAPACITY

A destination's "capacity" is defined as the full amount of visitation it is capable of accommodating based on the hospitality and civil infrastructure in place. A destination's capacity takes into account the maximum number of people that could visit a destination at the same time, without causing harm to its physical, economic, social, and natural environments. Destinations that continually operate at or near capacity begin to experience negative impacts of the visitor economy.*

To understand what Rapid City can and should do to avoid the negative impact of the visitor economy, the destination assessment sought to understand current stress points in the destination. The destination assessment also took into account other trends occurring within the city and region that will have an impact on the city's ability to welcome visitors.

VISITOR VOLUME

According to data compiled by Datafy on behalf of Visit Rapid City, visitor flows to the destination tend to be highest in the summer months. In 2022, visitation in May and October was stronger than in previous years, suggesting that Rapid City's "peak season" is expanding.



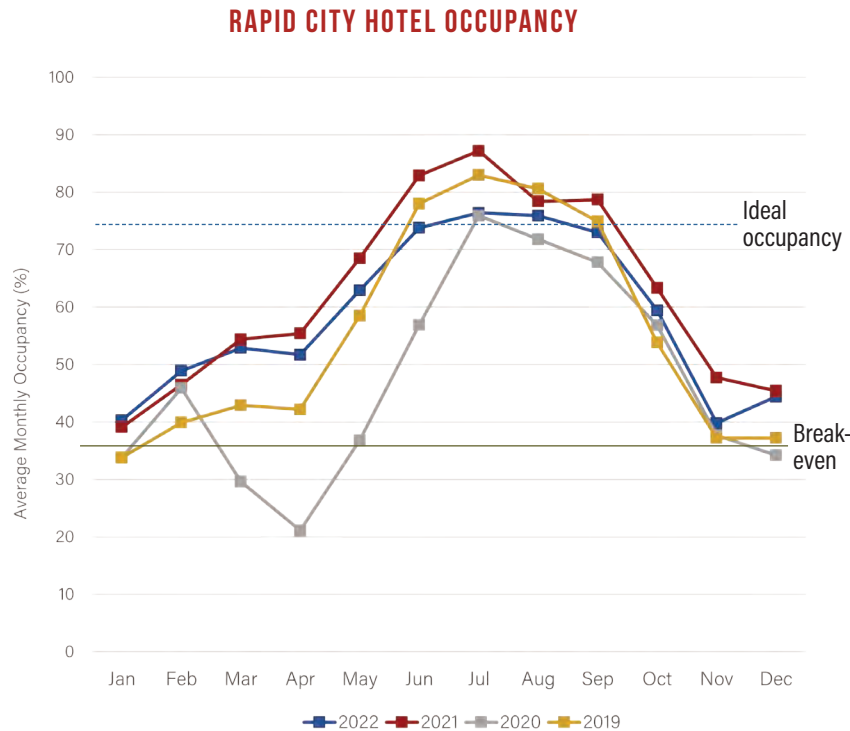
Source: Datafy

* The World Tourism Organization also refers to capacity as a destination's tourism carrying capacity.

* Hotel occupancy ideal and break-even points cited from STR/Co-Star research.

LODGING CAPACITY

As noted above, Rapid City has a diverse lodging supply and the largest supply of hotel rooms in the region. Hotel occupancy in Rapid City and the region were used to measure to what extent visitor volume is straining the city's current hotel room supply. The analysis also validates the seasonality of visitation to Rapid City



Source: STR

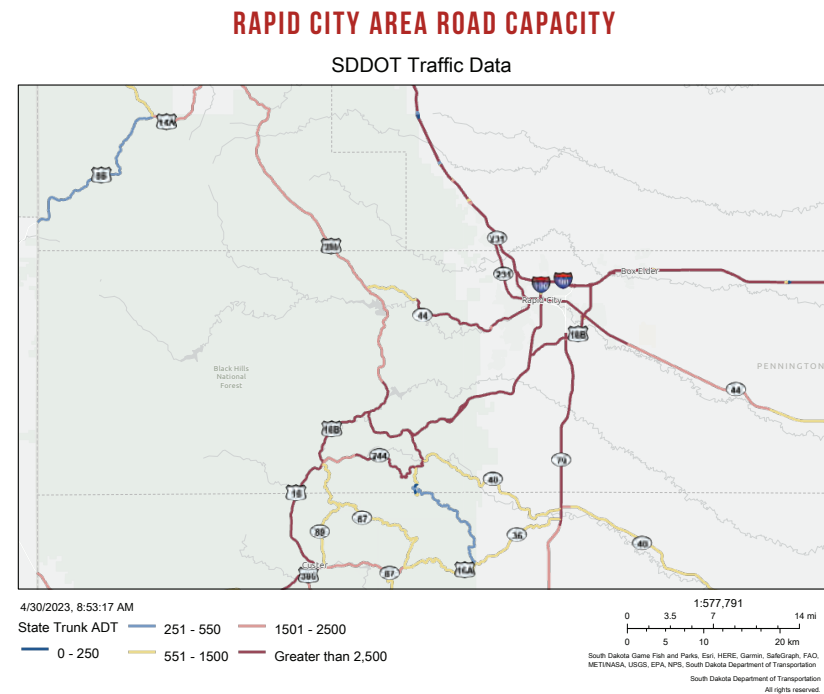
An occupancy rate of 75% is considered the industry average for "ideal" occupancy. Use of properties at above that rate can lead to increased staffing costs and greater wear on the property. Sustained occupancy rates above that level begins to strain the property and its staff. Conversely, for the average full service hotel, an occupancy of 47% is break-even; for limited select service properties, break-even occupancy ranges from 43-36%.⁺

ROAD CONGESTION

Rapid City is served by Interstate 90, Interstate 190, and several state highways and roads of regional significance. Within Pennington County, there are 836 miles of roads. Highway 16 is the main thoroughfare connecting Rapid City to the Black Hills attractions.

According to the Texas A&M Transportation Institute, Rapid City commuters experienced an average of 20 hours of delays in 2019. This ranks Rapid City 273rd among 393 other urban areas monitored.

Visitor flows in the peak season strain the area's roadway network. Only one divided highway links downtown Rapid City and the monuments and outdoor activities. Average travel time between the two is approximately 45 minutes.



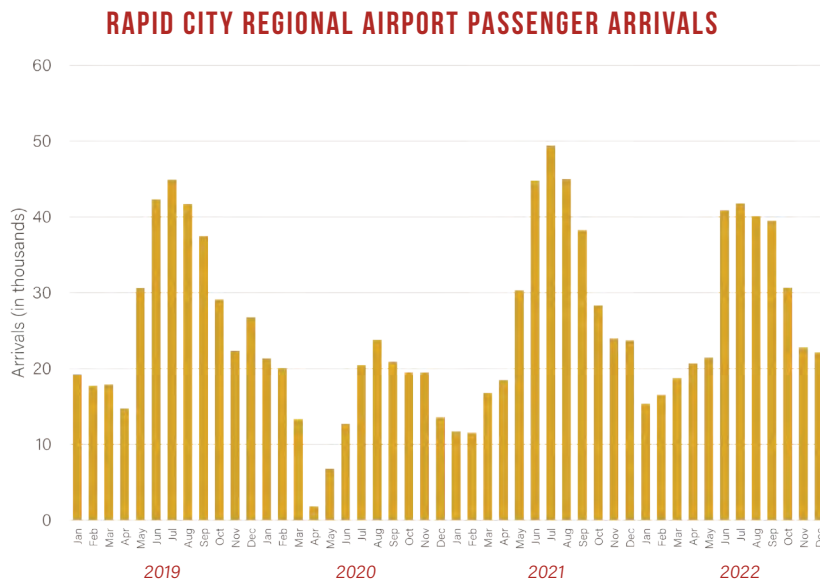
Source: South Dakota Department of Transportation

CITY UTILITIES AND INFRASTRUCTURE

Rapid City is one of the larger communities in the area, and its infrastructure has grown to accommodate the population growth both in the city and outside the city limits (e.g., hospitals). As visitation swells during the summer, this infrastructure is taxed.

AIR LIFT AND ACCESS

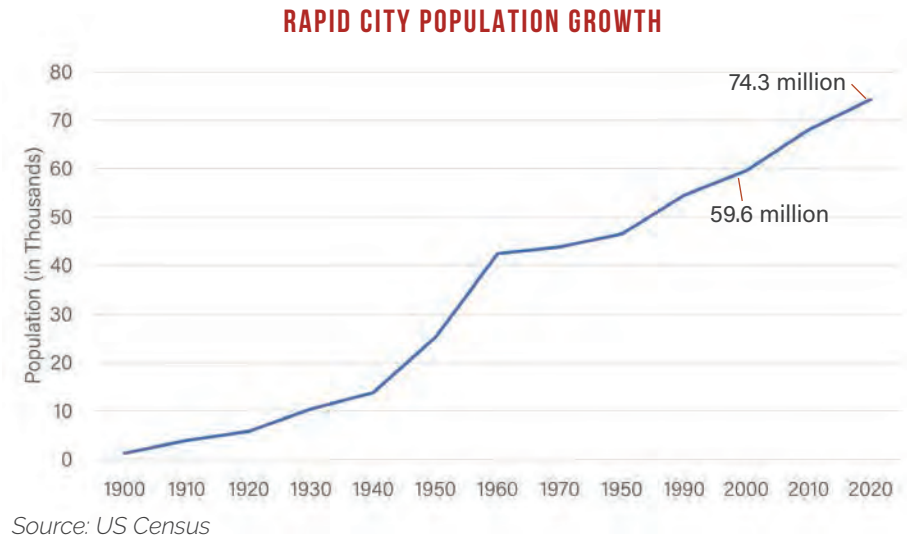
The Rapid City Regional Airport services Rapid City and the Black Hills region. In 2022, the airport served more than 672,500 passengers, and 49.7% of those were arrivals. Direct flights are available from Charlotte, Chicago, Dallas Fort Worth, Denver, Las Vegas, Minneapolis, and Phoenix.



Source: Rapid City Regional Airport, 2021 and 2022 Passenger Reports

POPULATION GROWTH

Rapid City's reputation for being a tourist destination, strong industry growth, and activity at Ellsworth Air Force Base have contributed to substantial population growth in the city. From 2000 to 2020, the city gained approximately 14,700 people or roughly 2 people a day over the 20-year period. According to the latest US Census report that level of growth continues: Rapid City's population grew at a rate triple the national average between 2020 and 2021. The recent growth equates to roughly 10 people moving to the area per day.



WHAT STAKEHOLDERS WANT

Destinations are reflections of their community's future vision and goals. Stakeholders provide the backbone of a destination's marketplace, as well as providing the support—both financial and tactical—to accomplish the destination goals.

The need for such collaboration with key industry stakeholders, along with local government, public sector, and business leaders is heightened as Visit Rapid City looks to manage the destination in the long-term. Successful collaboration across the community is critical in sustainability efforts since that community is the ultimate benefactor of the efforts. Soliciting and incorporating stakeholder input at the start of the planning process ensured that destination stakeholder perceptions would be taken into account in identifying opportunities and challenges.

Stakeholder input was collected in two ways: individual interviews and two workshops. Through both mechanisms, stakeholders were asked to share their thoughts on the importance of destination stewardship and Visit Rapid City's role therein.

Stakeholders believe destination stewardship in Rapid City has two goals:

- To preserve natural resources and access to outdoor recreation options, and
- To enhance and support the human and cultural aspects of the Rapid City region.

INDIVIDUAL INTERVIEWS

Interviews with a broad spectrum of Visit Rapid City's key stakeholders explored their thoughts on destination stewardship.

Conversations focused more on collecting stakeholders' individual thoughts on the importance of destination stewardship efforts than on determining specific programs needed to advance destination stewardship in Rapid City.

Eight themes emerged from the 31 interviews:

1. **Sacred Land** – The natural and majestic wonder of this region and its meaning to the area's Indigenous People gives cause for why stewardship is important and provides support for the consideration and respect the plan must show.
2. **People Product** – Many places are friendly, but few are embracing. Rapid City locals look guests in the eye and accept guests for who they are while also expecting the guests to respect the values and environment of the community they are visiting.
3. **Ease Assets** – The outdoor recreation assets of the Rapid City area are easily accessible allowing guests and locals to move into activities without waiting.
4. **Historic Hosts** – Travelers have arrived in Rapid City for centuries and once they are here, many return and most never want to leave.

5. **Pandemic and Politics** – South Dakota largely remained open for business and visitors throughout the pandemic, and the approach attracted many visitors to the state who wanted to leave areas with more stringent restrictions. The approach to the pandemic redefined many views of personal freedom and those views were often reflective of the values of these new residents. Those new values sometimes clash with standing traditions held within the Rapid City area.
6. **Humble Strengths** – The Midwestern values of South Dakotans, combined with the western appreciation of natural space provides a potential tool for helping to manage awareness of the area and communicate behavior expectations to guests.
7. **Silos versus Shared** – Rapid City has multiple visions for its future largely focused on growth and the economy, but those visions feel associated with specific organizations. There is a need for an overarching vision for the community as a whole.
8. **Rapid City** – Rapid City must understand its role as the big city for the region. It is the airport, the hospital, the courthouse, and the retail hub that must continually adapt to regional needs. This visitor base is an extension of our own residents and must be acknowledged within destination planning efforts.

VISIONING WORKSHOPS

Two sessions involving a total of 42 stakeholders were held in Rapid City to begin the conversation of identifying a long-term vision for Rapid City as a visitor destination. These sessions briefed the groups on how destination organizations like Visit Rapid City contribute to community sustainability. Then workshop participants discussed how the city's visitor economy "fits" in a community's overall long-term vision and the importance of collaborating when implementing the Destination Stewardship Plan.

The discussion served as additional context for this process in building a draft shared vision for Destination Stewardship for Visit Rapid City and understanding how the plan can inform/support/encourage action on the community's sustainability plan.

Participants identified the following needs or issues that the Plan should address:

- Include "non-traditional" stakeholders such as land managers, ranchers, and educators because efforts to build a sustainable destination will depend on and impact these groups;
- Find more ways to connect to the tribal communities and provide resources and tools for tribal communities that want to better leverage their visitor economy;
- Continue to discuss the linkage between the visitor economy and other sectors in the city, specifically how the visitor economy can help support needed infrastructure improvements and how can it help mitigate local social and economic challenges; and
- Communicate the value and role of the visitor economy to residents—especially with population growth and the times when congestion appears to have a negative impact on resident quality of life.

DESTINATION NEXT

In September of 2022, Visit Rapid City participated in the Destination Next process. This destination assessment process is designed to help destinations understand stakeholder views on opportunities and potential challenges to community success.

Rapid City's DestinationNext™ process had 104 respondents representing a cross section of tourism industry and civic leaders. The overall assessment plotted Rapid City within the weak destination/weak alignment quadrant near the midpoint intersection of Weak – Strong Destination and Weak – Strong Alignment. The placement was largely impacted by age groups as respondents younger than 50 ranked the destination as weaker than older respondents.

The stakeholders ranked outdoor recreation; attractions & experiences; conventions & meetings; events & festivals; and arts, culture & heritage as top destination strengths. The lowest scoring variables were local mobility & access; health & safety; destination access; sporting events; and communication infrastructure. Of the individual statements impacting the destination, these scored highly: outdoor recreation; attractions; and entertainment at the Monument. Public transportation; homelessness; and air access were the lowest-scoring statements.

In the Destination Alignment categories, the highest-scoring variables were economic development; business support; regional cooperation; organization governance; and government support. The lowest-scoring were workforce development; funding support & certainty; sustainability & resilience; equity, diversity & inclusion; and hospitality culture. The statements describing destination alignment mostly centered on the economic benefits of the tourism industry as high scoring and issues facing hospitality workforce (affordable housing, childcare, public transportation) as lowest scoring.

Areas that respondents believe have the greatest alignment in Rapid City

- Economic development
- Business support
- Regional cooperation
- Organization governance
- Government support

Areas with least alignment in Rapid City

- Workforce development
- Funding support & certainty
- Sustainability & resilience
- Equity, diversity & inclusion
- Hospitality culture

ECONOMIC IMPACT

TOURISM'S POSITION IN THE RAPID CITY ECONOMY

The visitor economy directly employs roughly 9.3% of Rapid City's population and comprises roughly 10.4% of all jobs.

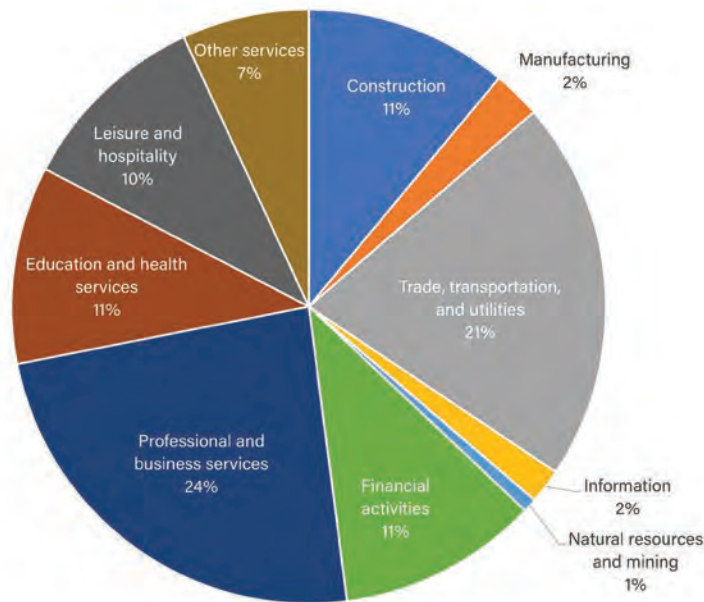
Compared to other counties in the nation, Pennington County had a higher concentration of "Leisure and Hospitality" jobs in 2021, surpassing the national average by more than 50%. The concentration has been strengthening; in 2018, the county's concentration of "Leisure and Hospitality" jobs was 39% above the national average.

Additionally, if compared to the national average of total wages for "Leisure and Hospitality" per county, Pennington County is also well above the national average; total wages in the industry are 67% above the national average (in 2018, wages were 48% higher than the national average).

In other industries, the strong population growth over the past decades and the city's larger size relative to other communities have resulted in a higher concentration of construction and healthcare and education jobs.

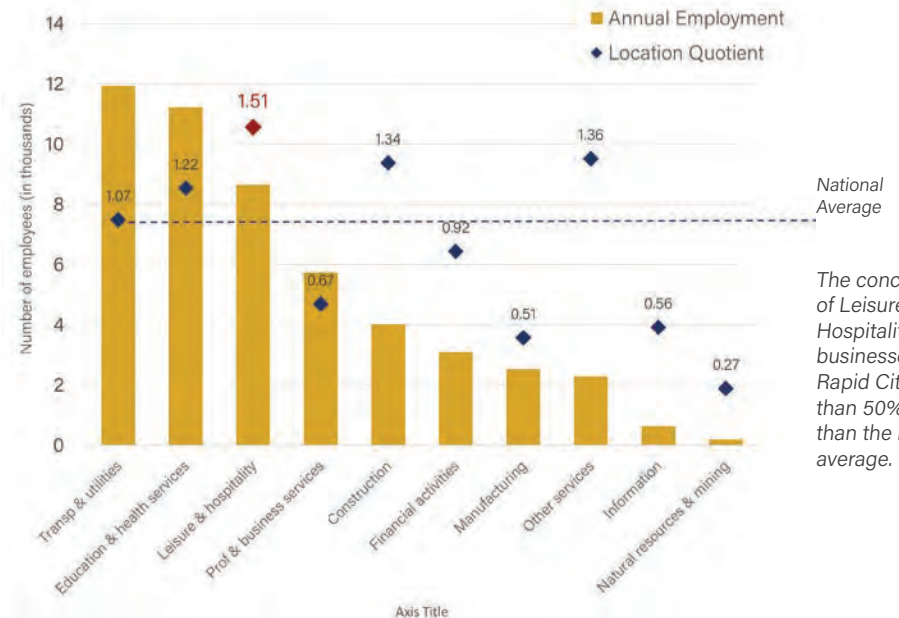
RAPID CITY ECONOMIC COMPOSITION

Percent of businesses in each industry, 2021



RAPID CITY EMPLOYMENT

Number of workers in each industry, 2021



National Average

The concentration of Leisure and Hospitality businesses in Rapid City is more than 50% higher than the national average.

Source: US Bureau of Labor Statistics

Source: US Bureau of Labor Statistics

VISITOR GROWTH

According to a study by Tourism Economics, Rapid City welcomed 3.76 million visitors in 2022, after a historic high of 3.93 million visitors in 2021. The visitor volume in 2022 was nearly 5% above 2019 (pre-pandemic) levels.

VISITOR SPENDING

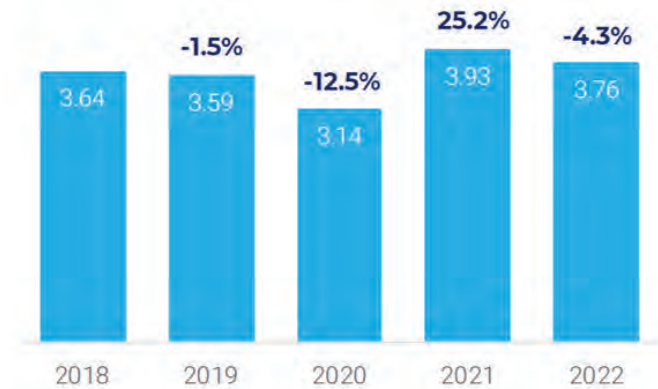
Visitor spending is the most immediate impact of the visitor economy and most noticed by destination partners. According to the same study by Tourism Economics, in 2022, visitors spent roughly \$463 million in the city. Total spending in 2022 was slightly higher than in 2021, despite fewer visitors. The economic activity of visitors resulted in the collection of nearly \$50 million in state and local taxes and saved each household in Rapid City roughly \$1,640 in taxes they would have had to contribute if not for the revenues produced by visitors.

Of visitor spending in Rapid City in 2022, \$138.4 million (30%) was for Food & Beverages; \$128.3 million (28%) was spent on lodging.

Visitor spending in Pennington County for 2022 was roughly \$933 million. Pennington County visitor spending in 2022 represented 51.5% of the total for the Black Hills and Badlands region. The Black Hills Badlands region is the second largest region in the state measured by visitor spending, accounting for 38% of all visitor sales in the state.

RAPID CITY VISITOR VOLUME

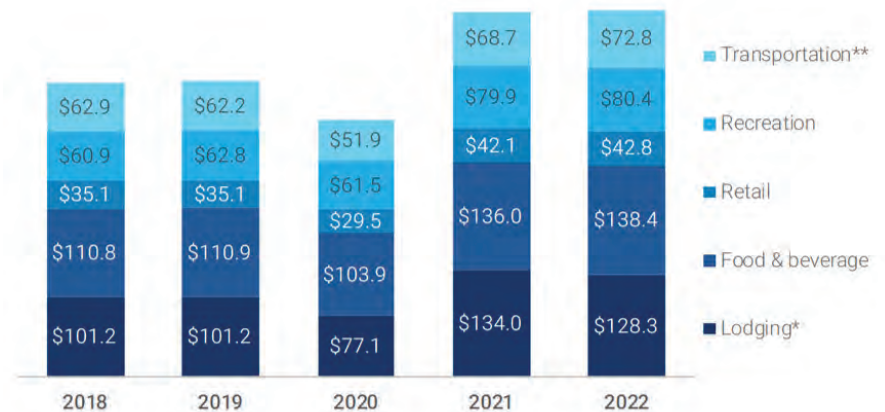
in millions



Source: Tourism Economics, Longwoods International

RAPID CITY VISITOR SPENDING

By category, in \$millions



Source: Tourism Economics

MOVING TOWARDS STEWARDSHIP



PROMOTE - MANAGE - SUSTAIN - REGENERATE

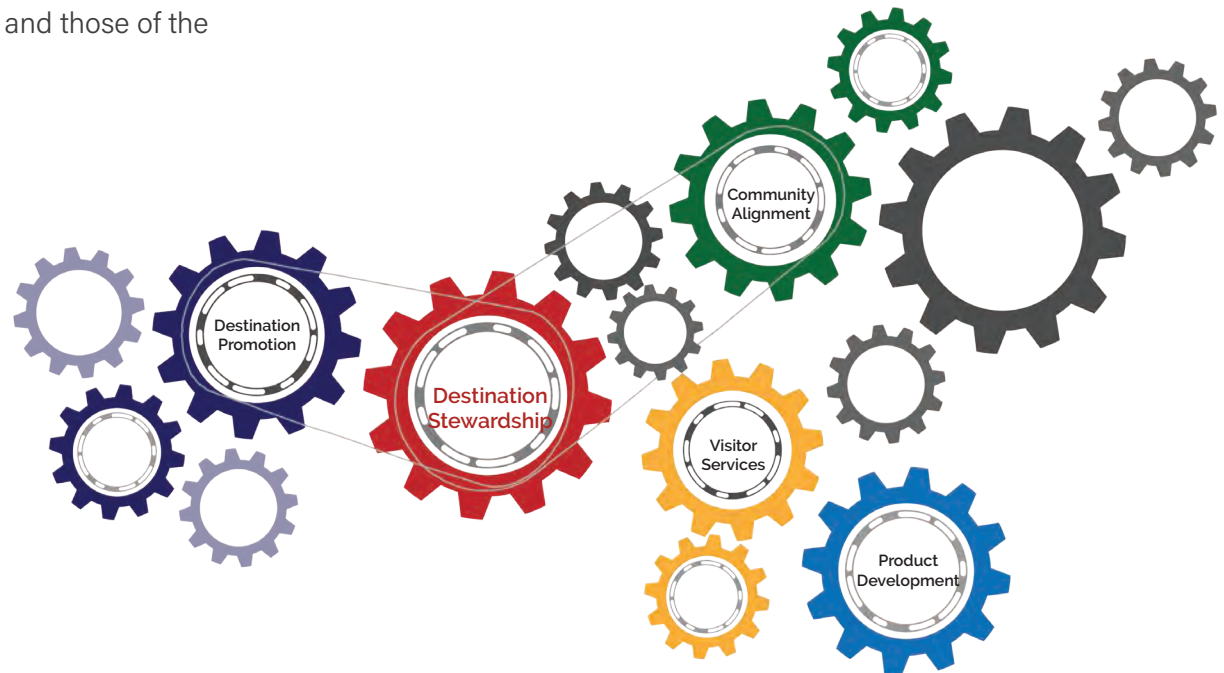
Visit Rapid City recognizes that while its efforts to promote and manage the destination generate positive impacts of economic opportunity and activity for its destination partners, the growth and success of the visitor economy also produce unintended—and often undetected—negative impacts.

Hence, this Destination Stewardship Plan seeks to find a balance that meets the needs of the city as a destination and those of the community overall.

DESTINATION STEWARDSHIP PARADIGM SHIFT

- *Understand how efforts and outcomes of growing the visitor economy impact the entire community over time, and*
- *Manage the destination in a way that results in net-positive impacts for the community.*

The Plan is built on the premise that “a good place to live is a good place to visit,” and that the tourism industry will only flourish if it benefits both residents and visitors. Visit Rapid City knows that the impacts of the tourism economy should not only enhance the city’s quality of life, but also mitigate the costs incurred.





CREATING A SUSTAINABLE AND REGENERATIVE DESTINATION

In setting a vision for the future, Visit Rapid City aspires to cultivate a visitor economy that "gives back to" and regenerates the City and its quality of place.

Hence, the Destination Stewardship Plan focuses both on sustainable tourism and regenerative tourism

- **Sustainable tourism** works to generate economic activity while also managing the social and environmental impacts of the tourism economy and visitation to the area. Strategies to engender sustainable tourism will be prescriptive and recommend approaches or interventions that mitigate the negative effects of the visitor economy on Rapid City's destination assets.
- **Regenerative tourism** looks beyond managing Rapid City's destination assets and seeks to integrate the visitor economy and its impacts within the entire community. The end goal is providing mechanisms through which the visitor economy "gives back" to and contributes to the continued vitality of the city.

Because residents and stakeholders beyond the tourism vertical are the ultimate benefactors, regenerative tourism approaches need to be "co-created" with communities and not prescribed top-down from the destination management organization.

Both approaches place the needs and well-being of future generations at their core. Sustainable tourism efforts work to lessen the negative impacts of the visitor economy, while regenerative tourism efforts seek to leave the community in a better state because of the tourism economy.

SETTING A BASELINE

Visit Rapid City is among the first-movers in destinations in the United States to craft a long-term strategic plan to look at ways to balance the impacts of the visitor economy with the long-term aspirations of the community and its residents. Visit Rapid City is committed to ensuring that the impacts and effects of the visitor economy are additive and ultimately "give back" to and enhance Rapid City's quality of place.

Because these efforts to connect back to and manage the visitor economy impacts in other areas of the community will extend beyond traditional destination partners, Visit Rapid City knows that the Destination Stewardship Plan needs to communicate not only what destination programming is undertaken, but also "why" and "how" it is taking on specific initiatives and the intended impact of those efforts on the city's long-term goals.

USING A TESTED FRAMEWORK

Destinations in Europe and other parts of the world that have tackled issues to move toward destination stewardship provide several examples of frameworks and metrics to explain the "whys" and track progress towards attaining long-term sustainability and regenerative tourism goals.

As part of the process to build this Destination Strategic Plan, Visit Rapid City participated in a pre-assessment of the Global Destination Sustainability Index (GDS Index) to build a baseline for where the destination stands in creating a foundation for positively impacting the community's overall social, economic, and environmental needs through the visitor economy. Visit Rapid City is participating in the 2023 GDS Index to begin tracking its progress towards those goals.



WHAT IS THE GDS INDEX?

The GDS Index is aligned with the 2030 Agenda and Global Sustainability Council (GSTC) criteria. It assesses 70+ variables related to sustainable tourism development to identify short-term actions and long-term strategies to develop a shared vision for how Visit Rapid City can work to improve the destination's sustainability performance and catalyze regenerative tourism.

The GDS Index is a proven protocol for benchmarking destinations against best practices in sustainability, and it currently benchmarks over 100 destinations globally. The benchmarking will allow Visit Rapid City to understand where it ranks relative to sustainability best practices and set a baseline and metrics for monitoring progress and growth.

A preliminary assessment has identified priority areas of development for both the city and Visit Rapid City to enhance their offering as a regenerative tourism destination. These areas of development are reflected within the strategy recommendations.



COMMUNITY CONTEXT

Visit Rapid City's ability to be a long-term steward of the destination will depend on understanding how the visitor economy affects and is affected by the growth and evolution of its larger community. Current initiatives such as the city's activities in regard to environmental sustainability, Elevate's workforce development and small business support plans, the airport's master plan, and product development in adjacent communities will all affect and be affected by Visit Rapid City's visitor economy growth.

Visit Rapid City will be an effective steward if it connects its efforts to grow the visitor economy to other longer-term, community-wide plans and goals. In doing so, the organization must also work to optimize the impact of visitor growth and activity to be net-positive on Rapid City's quality of place.

Visit Rapid City also recognizes the need to understand and monitor trends that are not traditionally considered. These trends include growth and operations at Ellsworth AFB that influences regional population growth and activity; continued population growth in the city and region; and the area's cost of living and available housing stock that affect the hospitality workforce.

Additionally, Visit Rapid City should continue to be attuned to resident sentiment towards tourism. A July 2022 survey of residents indicated that most respondents saw the value of tourism for Rapid City, but that the respondents' overall perceptions of Rapid City have become slightly more negative than previous surveys. In the latest iteration of the survey, residents note the importance of the area's natural environment and preserving the small community values and feel. Visit Rapid City should show the community how its stewardship efforts are working to ensure the visitor economy protects the city's natural environment and nurtures—rather than seeking to change—the city's character and culture.

RAPID CITY'S VISION

- A balanced pattern of growth
- A vibrant, livable community
- A safe, healthy, inclusive and skilled community
- Efficient transportation and infrastructure systems
- Economic stability and growth
- Outstanding recreational and cultural opportunities
- Responsible, accessible, and efficient governance



KEY TAKEAWAYS

- Destination partners have a shared vision and desire to ensure the visitor economy protects and strengthens the area's quality of place and contributes to Rapid City's vitality and sustainability.
- Marked increases in summer visitation and the community's ongoing population growth strain the area's infrastructure and threaten to degrade the area's natural assets.
- The community takes pride in its character and culture and wants to leverage and preserve those assets as the destination develops and as visitation and population continue to grow.
- There is an opportunity for the visitor economy to be more inclusive of all parts of the community. The destination's long-term goals should include creating ways for residents to participate in and benefit from the visitor economy.
- Destination partners recognize that destination stewardship and its next steps—the evolution to sustainability and, ultimately, regenerative tourism—will have different meanings for community members and that it is a process rather than a linear progression.
- Destination partners believe that Visit Rapid City and the visitor economy play a critical role in supporting and adding to the city's vitality and long-term ability to meet and exceed the residents' needs.

An aerial photograph of a town nestled in a valley, surrounded by green hills and forests. The sky is clear and blue, with a slight haze over the distant mountains. A white rectangular box is overlaid on the lower left portion of the image, containing the text 'CHALLENGES & OPPORTUNITIES'.

CHALLENGES & OPPORTUNITIES

LEVERAGING OPPORTUNITIES AND MITIGATING VULNERABILITIES

The assessments undertaken and input solicited in preparation for this Destination Stewardship Plan, highlight the opportunity for Visit Rapid City to better manage the destination and help support Rapid City's long-term sustainability. To be successful, the Destination Stewardship Plan must mitigate the negative impacts of a growing visitor economy and work to create an industry that is inclusive and that demonstrates benefit to the community beyond the economic benefits of visitor activity.



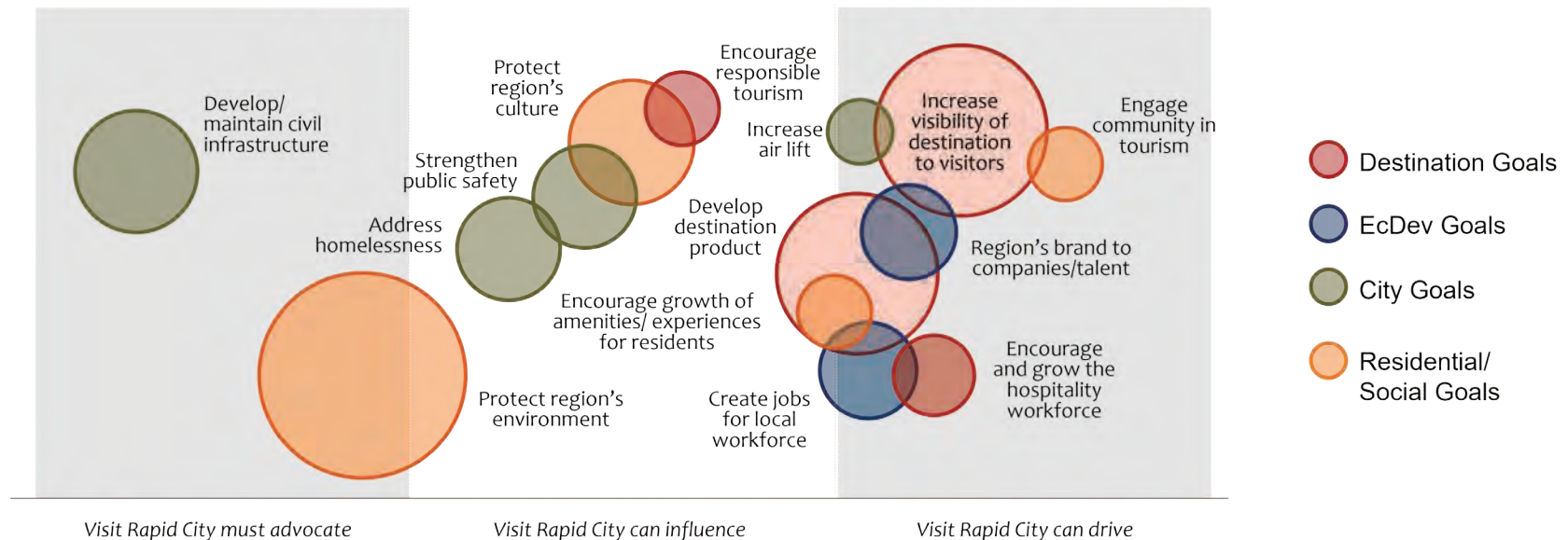
LEADING AND SUPPORTING

In addition to municipal efforts, numerous organizations are working to leverage quality of place to nurture and protect Rapid City. Visit Rapid City's efforts to manage and steward the destination through the visitor economy are a key component of this overall effort.

While there are certain areas and community issues that Visit Rapid City can and does impact, there are other community issues that Visit Rapid City can only help advance. There are also issues that have an impact on Visit Rapid City's ability to promote the destination and service visitors, but that the organization itself cannot influence and will need to depend on others to resolve or mitigate.

Visit Rapid City enjoys several opportunities. It can leverage its core programs and ability to market the area. It can build positive impressions to strengthen the city's ability to attract talent, residents, and guests. The organization can also apply its place-making expertise to contribute to or inform other long-term community place-making and economic development efforts.

DESTINATION STEWARDSHIP TO SUPPORT OVERALL COMMUNITY NEEDS



IMPERATIVES & **KEY STRATEGIES**



BEING A STRONG STEWARD OF RAPID CITY'S VISITOR ECONOMY

Stewardship is about protecting the qualities that make a community or area a special place to live, with the added benefit of being a unique place to visit. It is about environmental, economic, and social sustainability, and it comes down to responsible and sustainable tourism. Stewardship directly affects the visitor economy in Rapid City and the Black Hills because a healthy and happy community is essential to support a healthy and sustainable visitor economy over time.

Visit Rapid City has several opportunities on which to capitalize and to place destination stewardship at the core of all it does. The imperative for Visit Rapid City is to ensure the visitor economy contributes to and preserves the city's long-term vision, balances its impact on the community, and ultimately gives back to the destination.

The following five Key Imperatives build a framework for Visit Rapid City to address this essential task. The "Next Steps" section outlines the Goals and Actions that will begin the process.

IMPERATIVES

Shifts Visit Rapid City must take to ensure the visitor economy contributes to and preserves the city's long-term vision, balances its impact on the community, and ultimately gives back to the destination.

KEY STRATEGIES

Prioritized, high-level initiatives to achieve the desired outcomes and Visit Rapid City's role in leading or supporting them.

VISIT RAPID CITY ROLES



LEAD

Strategies for which Visit Rapid City will be the main actor and for which the organization will be held accountable



PARTNER

Strategies for which Visit Rapid City will take an active role to ensure the strategy's success.



ADVOCATE

Community needs around which to rally support and describe the long-term positive impact on destination sustainability

STRATEGIC OUTCOMES

- Position Visit Rapid City's approach to destination management as one that not only strengthens the destination product, but also that is additive and conscious of the visitor economy's effect on all aspects of the community.
- Support place-making initiatives that enhance Rapid City, broaden the types of visitors attracted to the area, and reflect the community's rich heritage and diverse stakeholders.
- Drive higher levels of off-season visitation and visitor spending to the area to build a more stable and resilient visitor economy.



DESTINATION STEWARDSHIP IMPERATIVES

The Destination Stewardship Plan is a comprehensive framework aimed at maximizing the visitor economy while safeguarding the long-term health of Visit Rapid City and its ability to support the overall needs of the community. This plan sets forth imperatives and high-level strategies. Through the strategies, Visit Rapid City will be able to anticipate and address opportunities that strengthen and preserve the destination's social, economic, and environmental assets.





BALANCE AND DISTRIBUTE TOURISM IMPACTS

Expected Outcomes

- Disperse visitation beyond the peak summer months
- Attract visitors who appreciate the community's desire to celebrate and protect Rapid City's unique destination and values

What Visit Rapid City Must Do

Focus on approaches to tourism promotion and visitor services that address seasonal needs to balance visitor flow and mitigate negative impacts

Why

At peak times, the traditional seasonality of visitation over-taxes the city's capacity and destination partners. Conversely, in the off-season, there is less visitor activity to support the city's full-range of potential visitor experiences, and fewer tourism dollars flow to destination partners.

Key Strategies

Focus marketing and promotion to balance visitation throughout the year

1. Focus sales efforts on off-season opportunities
 - Prioritize identifying leads for group business that will fit in off-season.
 - Encourage the Sports Commission to focus on off-season.
 - Create incentives to secure higher off-season conversion rates.
2. Use collected data on visitor performance and spending to target opportunities to encourage off-season visitation.

Target visitors who respect the city's culture and long-term goals

1. Create visitor messaging around the history and importance of the region, land, and culture.
2. Develop and promote experiences and businesses that seek to protect and add to the destination.
3. Involve residents and the community in crafting visitor experiences and integrating the visitor economy into the community's long-term goals.

Support initiatives to sustainably enhance the city's hospitality infrastructure

1. Tie internal stakeholder messaging around the value and impact of tourism to the "why" (rationalization) for product development funding.
2. Continue supporting community-wide initiatives that enhance Rapid City's quality of place and provide more/better experiences that are in keeping with the long-term vision.
3. Support efforts to increase air accessibility to the Rapid City Regional Airport.
4. Encourage and support more high-end hotel product to service new target visitors.

PROVIDE TOOLS & RESOURCES

Expected Outcomes

- Position the visitor economy as an integral partner in supporting and building long-term community goals.
- Ensure Destination Partners can actively participate in efforts to support the long-term vitality of the visitor economy and Rapid City's future goals.



What Visit Rapid City Must Do

Serve as a resource and ensure Visit Rapid City has the skills and tools to balance the economic, environmental, and social/cultural impacts of tourism and their effect on the community's long-term vibrancy

Why

Currently, the visitor economy in Rapid City is seen by many as being a silo or independent effort to only service visitors. To be an effective steward of the destination, Visit Rapid City should communicate the need for and provide tools to integrate the impact of the visitor economy into the shared community vision for the city's long-term vitality.

Key Strategies

Build capacity and skills within the tourism industry to operate more sustainably

1. Conduct training to help stakeholders understand the opportunities of creating a sustainable visitor economy.
2. Provide destination partners with tools and resources to integrate applicable practices into their operations.
3. Develop a program (e.g., Care for Colorado or Leave No Trace) that gives destination partners tools to encourage tourists to be more responsible.
4. Either individually or with partner organizations in the community, pursue grant funding to support this destination stewardship work and ensure the visitor economy addresses social, economic and environmental impacts.

Strengthen Visit Rapid City's organizational capacity to successfully execute stewardship tasks

1. Develop a sustainability stewardship policy and sustainable procurement policy.
2. Continue to implement and follow the Equity, Diversity, Inclusion, Road Map.
3. Conduct internal training to help staff understand the direction and opportunities of building a more sustainable visitor economy for Rapid City.

Use the 2023 GDS Index to map a path to balance the impacts of the visitor economy

1. Use the 2023 GDS Index results to understand/validate the current baseline for environmental performance within the region.
2. Help prioritize environmental initiatives and responsibilities for the City Sustainability Committee based on best practices/methods learned through participation in the 2023 Index.



CHAMPION THE NEED FOR STEWARDSHIP

Expected Outcomes

- Position Visit Rapid City's stewardship of the visitor economy as an intentional and integral part of supporting the city's long-term vitality.
- Engage non-traditional destination partners to ensure the visitor economy serves the community's shared vision.

What Visit Rapid City Must Do

Champion the value of and role of tourism to catalyze and empower environmental and social stewardship that creates a path towards the visitor economy contributing to the long-term vitality of Rapid City and its community

Why

Visit Rapid City's activities to steward the destination and place residents and the city as the primary benefactors of the visitor economy is a paradigm shift for the community. Visit Rapid City can shift that mind-set by proactively communicating the impact of the visitor economy on the larger community and working to balance its long-term impact.

Key Strategies

Develop a shared common vision for Rapid City's long-term socio-cultural, environmental, and economic vitality

1. Catalyze the creation of community wide vision for socio-cultural, environmental, and economic sustainability and highlight how Visit Rapid City's destination stewardship can support it. Tactics could include the following:
 - Developing a task force or working group including non-traditional tourism stakeholders to identify ways Visit Rapid City's efforts to optimize the visitor economy can contribute to community goals.
 - Liaising with the City Sustainability Committee to support the development of an Environmental Action Plan.
 - Engaging residents in conversations around the value of the visitor economy and its desire to sustain and add back to the city's long-term vitality.

Position Visit Rapid City as a thought leader on how to leverage the visitor economy to support Rapid City's long-term vitality

1. Work with the community and stakeholders to develop a long-term strategy that leverages the visitor economy to help attain the city's long-term socio-cultural, environmental, and economic sustainability goals.
2. Share and promote Visit Rapid City's stewardship initiatives, progress and success with stakeholders, visitors and the community.
3. As an organization and staff engage with current initiatives, boards, or committees where the presence of the tourism industry/expertise will enhance their place-making and sustainability efforts.

ENGAGE THE COMMUNITY AND RESIDENTS

Expected Outcomes

- Other place-making organizations recognize ways to leverage the visitor economy in attaining their specific goals.
- The community and residents understand how and why Visit Rapid City is working to contribute to Rapid City's long-term vitality.



What Visit Rapid City Must Do

Encourage all community members to engage and be involved in efforts to build a shared vision for leveraging the visitor economy. Visit Rapid City's actions to optimize the visitor economy should nurture and augment Rapid City's quality of place and long-term vitality

Why

Visit Rapid City recognizes that "a good place to live is a good place to visit," and that the visitor economy will only flourish if it benefits both residents and visitors. Additionally, Visit Rapid City recognizes that one of the key differentiators of the destination is the city's unique character and heritage and the people who espouse it. Hence, Visit Rapid City's efforts to optimize the benefits of the visitor economy in the city should be aligned with and demonstrative of the community and its long-term vision beyond the visitor economy.

Key Strategies

Support and develop the local workforce to be engaged in a sustainable visitor economy

Partner with Elevate on initiatives that address the workforce and product needs of the city's hospitality industry. Initiatives could include the following:

- Raising the visibility and benefits of hospitality careers in other workforce development efforts.
- Addressing local hospitality businesses' workforce needs.
- Providing resources for entrepreneurs or small business in underserved populations to create businesses in the hospitality industry or businesses that are visitor facing.

Engage place-based organizations and community representatives to help shape the long-term destination vision

Build internal (within region) campaigns (aimed at other place-based organizations) to demonstrate Visit Rapid City's role in promoting community vitality beyond the visitor economy. Initiatives could include the following:

- Articulating the visitor industry's commitment to preserving and nurturing Rapid City's character and heritage.
- Hosting a regional conference with other destination organizations to promote best practices around destination stewardship and link the visitor economy to overall community goals.

Engage with the Native American community working to increase visitation to integrate their efforts into experiences promoted by Visit Rapid City

Provide guidance and resources to Native American communities to build their visitor economy and integrate their activities with experiences promoted by Visit Rapid City. Initiatives could include the following:

1. Integrating Native American/Tribal Nations tourism initiatives into Visit Rapid City's destination partner network.
2. Connecting tour operators to these representatives so that the experiences offered are respectful of the Native American community's tourism goals/objectives.

Make the case for why residents should care about tourism and their role in supporting the visitor economy

1. Conduct a comprehensive resident sentiment survey to set a baseline for residents' perspectives on how the visitor economy can support the community's long-term vitality.
2. Engage with community representatives to understand the opportunities for the visitor economy to support other community goals and goals expressed within the resident sentiment survey.
3. Work with other organizations and community groups to further their efforts to protect the city's heritage and character in a way that is inclusive of the area's diverse population.





MEASURE AND ADAPT

Expected Outcomes

- Demonstrate Visit Rapid City's progress in destination stewardship.
- Continue to articulate how and to what extent the visitor economy is contributing to the long-term vitality of Rapid City.

What Visit Rapid City Must Do

Measure and track the complete impact of the city's visitor economy and make—or advocate for—adjustments to programs as needed to preserve, restore, and augment Rapid City as a destination

Why

By setting annual benchmarks and sharing how the organization is working to show positive progress on key performance indicators, Visit Rapid City will have a transparent and structured way to demonstrate how its efforts are stewarding the destination and supporting the city's long-term vitality. The performance tracking system will also allow Visit Rapid City to make adjustments to its programs and partnerships as needed.

Key Strategies

Set benchmarks that allow Visit Rapid City to track progress in implementing the Destination Stewardship Plan and use those results to demonstrate how the visitor economy is contributing to the community's long-term vision

1. Establish annual and 5-year benchmarks to track how the visitor economy's performance is contributing to community vitality.
2. Communicate the goals and results of Visit Rapid City programming to show the effect on other place-making initiatives that extend beyond the visitor economy. The open communications will build the trust of others and will encourage broader engagement with Visit Rapid City in leveraging the visitor economy to support the community's long-term vision.
3. Engage the city and other partners in the community to contribute data and document the data. This work will support Visit Rapid City's participation in subsequent GDSM Index iterations or other accepted frameworks that show how visitor economies produce a net-positive impact on their community. Including destination stewardship data for Rapid City in proven tracking frameworks will validate Visit Rapid City's actions and/or point to different directions Visit Rapid City should take.



NEXT STEPS

ACTIVATING THE DESTINATION STEWARDSHIP FRAMEWORK

The visitor economy has been a critical element of Rapid City's vibrancy. Through the insights gleaned from developing the Destination Stewardship Plan, Visit Rapid City will take an active and intentional role in creating and nurturing a visitor economy that benefits Rapid City's residents and reflects and celebrates the city's heritage and character.

The strategies recommended in this Destination Stewardship Plan build on Visit Rapid City's solid foundation of marketing, programming, visitor services, and destination management. They map a course for engaging more actively and intentionally in the city's place-making efforts. With a new, broader mandate, Visit Rapid City will not only optimize the visitor economy, but also ensure that it serves residents and makes a positive impact on the city's vitality and quality of life.

Visit Rapid City will continue to apply the organization's expertise and relationships with destination partners to drive visitation. It will balance efforts to generate economic activity with the city's vision and goals for long-term stewardship of the region's natural attractions and destination assets—and will share the authentic character and culture of the community.

By lending its voice and expertise on what is needed for the city to remain a sought after destination for visitors that not only enhances but also contributes to the strength of place, Visit Rapid City will contribute to creating a safe, healthy, and vibrant community.





APPENDIX

STAKEHOLDER ENGAGEMENT PARTICIPANTS

Allender, Steve, City of Rapid City
Anderson, Alan, City Sustainability Committee
Anderson, Linda, Black Hills Playhouse
Anderson, Scott, Rapid City Parks & Rec
Armstrong, Laura, Rapid City Common Council
Bad Warrior Ganje, Dew, Zuya Sica Consulting/South Dakota Native Tourism Alliance
Baltzer, Craig, The Monument
Biegler, Jeff, Rapid City Parks & Rec
Birrenkott, Cassandra, Education
Boyle, Hugh, BMS Financial Advisors
Brentlinger, Ann, SD Mines
Brockelsby, Johnny, Reptile Gardens/SD Retailers
Buntrock, Kelly, VRC Board/First Interstate Bank
Burgess, Jim, Black Hills Harley-Davidson
Calabrese, Jennifer, Black Hills Vinyl
Caldwell, Mistie, Visit Spearfish
Cook, Katelyn, VRC Board/Gunderson, Palmer, Nelson & Ashmore
Cope, Lori, Other
Cote, Mark, City of Rapid City
Crosby, Kevin, Xanterra
Dame, Patrick, VRC Board/Rapid City Regional Airport
Dathe, Davis, Holiday Inn Express & Suites
Davidson, Paulette, Monument Health
Derby, Mike, VRC Board/Canyon Lake Resorts/SD State Legislator
Diamond, Toni, BH Center for Equality
Dietrich, Jacqui, Rapid City Arts Council/Dahl Arts Center

Dolan, Dave, Sanford Health
Doyle, Charity, One Heart
Drewes, Gary, Board of Pennington County Commissioner
Drury, Becky, SD State Legislature
Duhamel, Helene, SD State Legislature
Evans, Bill, Rapid City Common Council
Fisher, Vicki, City of Rapid City
Fleming, Katie, Black Hills Energy
Gabel, Preston, Mammoth Site of Hot Springs
Ganje, Ben, Zuya Sica Consulting
Gerlach, Carrie, Black Hills Adventure Tours
Haar, Darren, Complete Property Solutions, Elevate Chair
Hagen, Jim, Travel South Dakota
Hamburg, Liz, Black Hills Area Community Foundation
Hannon, Ria, City of Rapid City
Hermann, Joel, Banking
Houk, Katie, Chris-Bro Hospitality
Hull, Stacie, BID Board/The Rushmore Hotel & Suites
Jeffries, Ron, Central States Fair Grounds
Jensen, Debra, Mount Rushmore Road Group/BH Bagels
Johnson, Tim, VRC Board/Howard Johnson
Johnson, Chris, VRC Board/The Tinder Box
Johnson, Tom, Elevate
Jones, Laura, Elevate
Jones, Patrick, Rapid City Common Council
Jurgensen, Brad Murdoc, The Homeslice Group media
Kaemingk, Adam, Senator Rounds Office
Ketel-Speas, Debbie, Mt Rushmore Society
Kelly, Kiran, Other

STAKEHOLDER ENGAGEMENT PARTICIPANTS

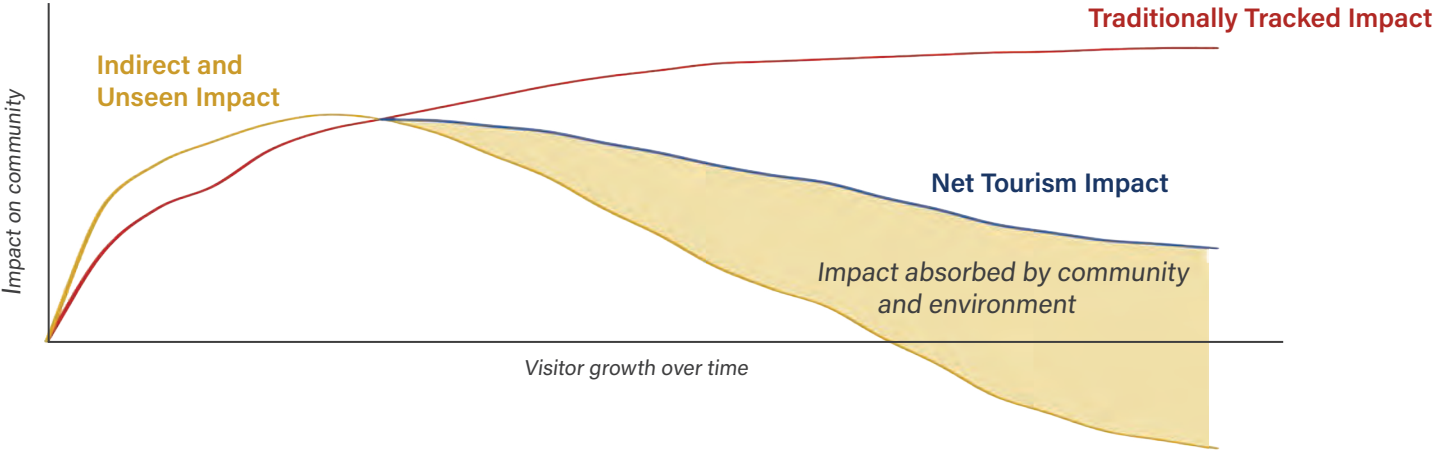
Kirsch, Jamie, RCPD/Journey On/We Connect
Knox, Becky, Elevate
LaCroix, Lloyd, Board of Pennington County Commissioner
Lampert, Wade, BID Board/Best Western Ramkota
Landguth, Scott, VRC Board/Ellsworth Air Force Base
Lassaux, Kerry, Other
Lehmann, Lance, Rapid City Common Council
Lueken, Joel, SD Mines
Machacek, Bridget, Roamin' Around
Martin, JoAnn, Pennington County
McGrath, Samantha, Elevate
Mehlhaff, Lila, City of Rapid City
Miller, Ed, Rush No More RV Resort
Montague, Lynzie, BID Board/LIV Hospitality
Nachtigall, Mitch, Elevate
Nelson, Rachel, Elevate
Nichols, Laurie, Black Hills State University
Nielsen, Diana, Mt Rushmore Society
Nordstrom, Ritchie, Rapid City Common Council
Ogaard, Chelsie, Other
Olson, Jason, US Tennis Association
Pawelski, Michelle, VRC Board/Firehouse Wine Cellars
Rankin, James, SD Mines
Ressler, Patty, Black Hills Parks & Forests Association
Rodriguez, Domico, VRC Board/Destination RC/
Main Street Sq
Rogers, Ben, Rapid City Journal
Roseland, Pat, Rapid City Common Council
Salamun, Jason, Rapid City Common Council
Sazue, Amy, MOA/HRC

Scheitler, Jesse, VRC Board/Lost Cabin
Schlabach, Nicole, South Dakota Searchlight
Schmaltz, Josh, Ramkota Hotels
Scull, Andy, Scull Construction
Scull, Jim, Scull Construction/Scull Construction Service
Solano, Alan, John T Vucurevich Foundation
Starkey, Nate, BMS Financial Advisors
Steffens, Logan, BID Board/Holiday Inn Rushmore Plaza
Stine, Kelsey, Vela Creative Co.
Strommen, Greg, Rapid City Common Council
Strong, Peter, Racing Magpie
Sumption, Pauline, City of Rapid City
Swigart, Nicole, Rapid City Area Schools
Tech, Dale, Rapid City Public Works
Three Stars, Eltina, Great Plains Tribal Chairmen's
Health Board
Torgerson, Jon, Black Hills Car Rentals
Tribby, Dan, VRC Board/Prairie Edge
Trading Co & Galleries
Wadsworth, Garth, Elevate
Wathen, Gwyn, VRC Board/Recreational Adventures Co
Wetovick Bily, Janet, Hill City Chamber of Commerce
Vissia, Jacob, Military
Zeller, Lysann, City Sustainability Committee

TRACKED AND UNSEEN TOURISM IMPACTS

The visitor economy impacts Rapid City in numerous ways – both positive and negative. The Destination Stewardship Plan takes a holistic view of tourism's impact on the entire community (economic, social, and environmental). Visit Rapid City will be able to address some of the impacts directly. Other impacts are driven by factors outside the visitor economy and will require a coordinated effort with other community partners.

HOLISTIC VIEW OF TOURISM IMPACTS





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