

Implementation is the most important part of the planning process because it is the point at which the Comprehensive Plan transitions from policy into practice. Implementation is when general concepts identified during the course of the plan development process take shape and are developed into actual projects and programs. Goals, objectives, and recommended actions that are visionary in the plan are transformed into detailed regulations, programs, capital improvements, agreements, studies, incentives, and other types of implementation activity.

Plans that are effective in achieving their goals and objectives include an implementation framework that outlines the general strategies, directions, and priorities of the community. The purpose of this plan is to identify a course of policy direction for the community, which is then used to make specific decisions as to the actions that must be taken, the department or agency responsible for the initiatives, the actual process and timeframe for completion, and the source of funds necessary to implement the recommendation. Therefore, the role of the plan is to form the construct by which specific decisions may be made. Without strategic direction and an organizational approach, well-intentioned plans are commonly unsuccessful in seeing their vision become reality. To avoid this outcome, this implementation plan includes an overall strategy that will evolve as the plan matures over the course of time.

Tenets of Successful Implementation

Those communities who are successful in implementing their plans and achieving the vision are those who are able to secure the following:

- ♦ **Commitment** - The most important aspect of this implementation program is the commitment of the City's leadership. This involves those who are elected to serve the community, such as: the Mayor and City Commission; those appointed to positions of influence in the community's development, like the Planning and Zoning Commission; and those who are in positions to guide the decisions being made, such as the City's department directors and staff.

Commitment reaches beyond these individuals, however, to include those who have a vested interest in how the community develops, namely, citizens, landowners and developers, business owners and managers, civic clubs and

*Thoughts lead to
purposes; purposes go
forth in action; actions
form habits; habits
decide character; and
character fixes our
destiny.*
- Tyrone Edwards

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- Lane Kendig, inc.

organizations, and other key stakeholders. These are the groups and individuals who will contribute the resources necessary to achieve the short-range objectives and long-term visions of the plan. To build this constituency of persons willing to make this commitment, this plan involved the public through an participation program including a community forum, key person interviews, citizen committee meetings, and workshops with the City's appointed and elected officials. This constituency must be maintained and empowered to implement the plan on an on-going basis.

- ♦ **Credit** – It is important for the plan to be cited for its role in decision-making and credited for its leads to success. To ensure successful implementation, all City departments must embrace the plan and incorporate its recommended actions in their annual budgets and work programs. For example, the Engineering Department may contribute to its implementation with infrastructure, such as streets, water and wastewater facilities, and storm drainage improvements that are consistent with the plan's policies and

recommendations. The Parks, Recreation and Forestry Department may pursue local, state, and federal funding assistance through land dedication, partnerships, and grants to systematically expand and enhance parks, trails, and open space concurrent with new development and in accordance with the Parks and Recreation System Plan. Each department, staff person, board, commission, and committee of the City has an obligation to use this plan in guiding their decisions and priorities.

- ♦ **Involvement** – Citizens were the cornerstone of the plan development process. Their involvement is even more essential to ensure success of the plan. After all, they are the ultimate beneficiaries of the plan's success. For the plan to be successfully implemented, it must continue to enjoy the support and understanding of the community at large and, specifically, the civic leaders. Therefore, leaders must pledge their support to maintain public involvement, community awareness, and a commitment to uphold the values and policies of the plan. Advisory committees, public meetings and community workshops, open houses and public forums, newsletters and media releases, and public notices should be



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used to inform and involve citizens in every step of the implementation process.

- ◆ **Effective guidance** - This plan is designed for use on a daily basis to guide the overall growth and economic development of the community. It is intended to guide staff in their efforts to manage their individual departments, annual work programs, and capital improvement projects. It is also a document that should be highly visible in the decision-making process of the governing body, being referenced often as the community's policy statement and long-range plan. In addition to its use by the City, it is also designed for use by the private sector as they make investment decisions in the community. The plan offers the community's commitment for its future, which must, in turn, offer businesses and property owners' sufficient confidence in their decisions. The plan should be a definitive source of information and act as a valuable resource for both the public and private sectors. The Future Land Use and Community Character Plan, Thoroughfare Plan, Parks and Recreation System Plan, and Growth Sequencing Plan each must be utilized in reviewing

development project proposals, as well as investing in community infrastructure and provision of municipal services. The overall community vision and the goals and objectives articulated in each element of the plan should be referenced in other related studies and projects to ensure consideration of the plan in all essential functions and operations of City government.

- ◆ **Integrative Planning** - Opportunities for integrating the plan's recommendations into other business practices and programs of the City, County, and other government entities are a vital element toward widespread recognition of the plan as a decision-making tool. For instance, the recommendations should be widely used in decisions pertaining to: infrastructure improvements; proposed new development and redevelopment; expansion of public facilities, services and programs; and the annual capital budgeting process. The plan should be referenced often to maintain its relevance to local decisions and to support the decisions that are being made.
- ◆ **Regionalism** - The City is in the position to coordinate the implementation tasks associated with this plan. However, since the decisions

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that are made will impact the County and the larger region, implementation of the plan should not rest solely on the City. Instead, the vast array of stakeholders that will play a role in the future of the community and region should all participate in its implementation. Entities such as the City of Aberdeen, Aberdeen Development Corporation, Brown County, Aberdeen School District, and the State of South Dakota should all be heavily involved in varying capacities toward the implementation of the plan's initiatives. Their involvement may be through funding participation, planning coordination, project management and administration, regulation and enforcement, or shared provision of facilities and services, among other actions. In addition to the cooperation that currently occurs, a renewed commitment by each entity to form regional alliances and partnerships must be formed and sustained to maximize the benefits of regionalism.

- ◆ **Evaluation and monitoring** - This plan will require periodic review and amendment to ensure that the goals, objectives, and recommendations reflect the

changing community needs and attitudes. In and of itself, the plan is capable of accomplishing very little. Rather, community leaders and citizens must assume ownership in the plan to see that it is successfully implemented. Great care must be taken to ensure that the recommended actions of this plan are viable and realistic as they relate to the City's adopted and approved plans, policies, programs, and budget. Progress reports provided to the City Commission on a quarterly and annual basis will be important to allow continuous monitoring of the plan's implementation and accomplishments.

- ◆ **Success** - A strategy used by successful organizations is to seek results early in the implementation process. By doing so, stakeholders are able to see the benefits of their involvement. Momentum is a result, which naturally solicits more involvement by persons desiring to be involved in a successful program. In this implementation plan, there are various recommendations that do not bear significant budgetary obligation. These programs and activities provide an immediate opportunity to make an impact on the community and, thus, on the successful implementation of



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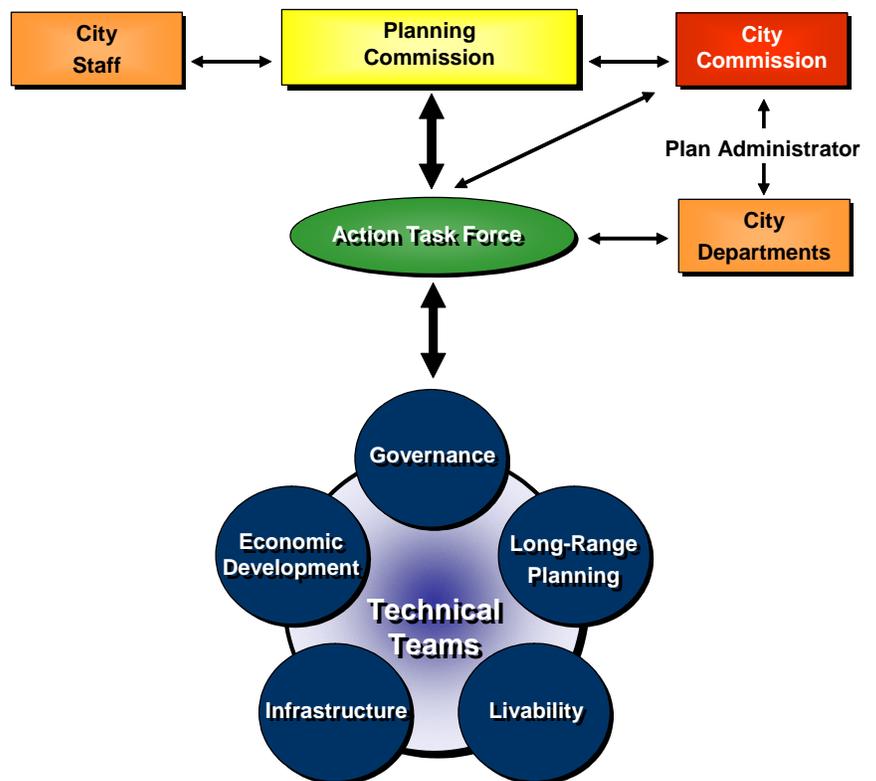
this plan. Success is a powerful tool and should, therefore, be given consideration to ensure that successes are consistent throughout the implementation process.

Organizational Structure

The City has made an investment in the preparation of this plan. This investment signals its foresight and preparedness to find creative solutions to the issues identified through this process and to proactively manage its future development, redevelopment, and expansion in a wise and fiscally responsible manner. This plan was developed over the course of one year. The planning process was carefully designed to involve citizens at every juncture to decide their preferred future and make commitments to support the plan's recommendations and initiatives. With the level of resources committed by the City and the amount of effort devoted to the process by residents, there is a high expectation for its implementation. The plan is expected to guide each decision about the physical and economic development of the community and must, therefore, maintain its presence as a "blueprint for the future" of Aberdeen.

Roles of the City Commission -

The City Commission must be the central focus of the plan's implementation program. Its responsibilities will be to decide and establish the priorities and timeframes by which each action will be initiated and completed. As the governing body, it is also responsible for consideration of the funding commitments that will be required to realize the community's vision, whether it involves capital improvements, new facilities and expanded services, additional staffing, more studies, or programmatic changes such as the City's development codes and procedures.



The City Commission is commonly one of checks and balances relative to the actions by the Planning and Zoning Commission. While this should remain the case, the Comprehensive Plan seeks stronger roles from the City Commission, including coordination and implementation of specific actions.

The Commission will also play a significant role in the ability of entities to carry out regulatory, programmatic, and capital improvements cited in the plan. In many cases, the City Commission will be offering final approval of projects and their costs during the budget process. The ability to provide resources for many of the tasks required to implement the plan will rest largely with the City Commission.

Many of the tasks presented as action statements will require the participation of various City departments and outside partners. The City Commission can ensure that departments continue to follow the spirit and policies of the plan and implement the needed actions. Active support of the City Commission will also be a strong signal to potential private and public partners that the elected officials believe in the merits of the plan.

The City Commission is ultimately responsible for authorizing implementation projects and activities, as well as ensuring their consistency with the plan and its policies. They will direct the Planning and Zoning Commission, manage the Plan Administrator and departmental staff, and oversee the activities

and progress of the Action Task Force.

Planning and Zoning Commission as Facilitators

- The momentum that has swelled during the course of this process must not be allowed to falter once the plan has been adopted. Concurrent with the approval of the plan, the City Commission should clearly state their expectations for the role of the Planning and Zoning Commission in the management and oversight of the plan implementation program. As the appointed commission responsible for the community's growth and development, they must be given the charge to oversee implementation and empowered to make ongoing decisions without necessitating City Commission review at every decision point. Rather, an annual program of implementing actions must be established by the City Commission, upon recommendation of the Planning and Zoning Commission, with adequate resources and direction to successfully accomplish the program tasks.

The Planning and Zoning Commission should prepare an **Annual Report of Progress** for submittal and presentation to the Mayor and City Commission. The status of implementation for each



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programmed task of the Comprehensive Plan must be central to this report. Significant actions and accomplishments during the past year should be recognized and recommendations should be made for needed actions, programs, and procedures to be developed and implemented in the coming year. The annual report should be coordinated with the annual budgeting process to allow recommendations to be available early in the budgeting process and requests for capital improvements and major programs to be reviewed.

Several tasks set forth in this implementation plan will be the responsibility of the Planning and Zoning Commission. Preparation of necessary studies, ordinances, and some programmatic initiatives will likely be completed by the Planning and Zoning Commission prior to submission to the City Commission. In other cases, the Planning and Zoning Commission will play a strong role as the “plan facilitator;” overseeing the process and monitoring its progress and results. Together, City staff and the Planning and Zoning Commission must be responsible for ensuring that the plan impacts daily decisions and actions by other stakeholders.

Formation of an Action Task Force – Successful implementation of the Comprehensive Plan will require a task force that is solely dedicated to carrying out the programs and activities. While the Planning and Zoning Commission will play an important role as an intermediary, it does not have sufficient time to devote to an effort that will require 100 percent attention. Therefore, an Action Task Force must be appointed by the City Commission, who will be the day-to-day managers of the implementation program. The task force will report directly to the Planning and Zoning Commission, who will consider their requests and make recommendations to the City Commission. They will also directly interact with a committee of department managers, who will provide the necessary technical input and guidance for the program tasks and activities. The role of the Action Task Force is to refine and prioritize the Implementation Plan and initiate action.

Under the umbrella of the task force should be a series of technical teams, who provide technical competence in the following areas:

- ♦ **Governance** – This team will be responsible for the necessary coordination with the City Commission on tasks requiring their direct involvement and decisions. They will also

Membership of the Action Task Force should include representatives of the following:

- ♦ Comprehensive Plan Advisory Committee (two minimum)
- ♦ Planning and Zoning Commission (non-voting)
- ♦ City Commission (non-voting)
- ♦ Brown County
- ♦ Aberdeen School District
- ♦ Aberdeen Development Corporation
- ♦ Downtown Aberdeen
- ♦ Development and business communities
- ♦ Other public agencies and institutions
- ♦ Leaders from organized neighborhoods and civic groups
- ♦ Residents of the City and the three-mile planning area



communicate with the technical staff of the County, school district, and other local, regional, statewide, or federal agencies and organizations. Their primary role will be intergovernmental coordination to ensure projects are consistent with the objectives and missions of other agencies and to negotiate amenable terms and agreements, as necessary. They will also be charged with identifying opportunities to collaborate on projects that may be jointly funded, constructed, or operated.

- ♦ **Infrastructure** – Any improvement or project dealing with infrastructure will require the attention and effort of this team. The members of the team will require technical knowledge and expertise with utility and other infrastructure systems, as well as with their means and methods of funding. They will work closely with each of the other technical teams to coordinate needed infrastructure improvements. The recommended actions outlined in [Chapter 5, Transportation](#), and those pertaining to facilities and service improvements in [Chapter 9, Growth Policies](#), would be within the purview of this team.

- ♦ **Economic Development** – This technical team will play an active role in pursuing projects that contribute to the community's economic development. They will coordinate closely with the Aberdeen Development Corporation, as well as with local businesses and developers. Their role will be to coordinate the tasks of the other technical teams in a manner that will benefit existing business and new investors in the community. This team would be responsible for implementing the recommendations contained in [Chapter 6, Economic Development](#), as well as coordinating to assist in the implementation of the strategic plan of the Aberdeen Development Corporation and Chamber of Commerce.
- ♦ **Planning** – This technical team will be a working arm of the Planning and Zoning Commission, assuming the responsibility for implementing their projects and initiatives. They will coordinate closely with the Plan Administrator and maintain a line of communication with the community to monitor shifting priorities and needs. For instance, this would be the team that would facilitate the code redrafting process, acting in a



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role to gauge the public's acceptance of new requirements and restrictions. The primary responsibilities of this team are the recommended actions in [Chapter 4, Land Use](#), and the policy related matters in [Chapter 9, Growth Policies](#).

- ◆ **Livability** – This is the technical team that will be responsible for taking on the implementation initiatives for such projects and improvements as parks and public open space, trails and bikeways, gateways and corridor enhancement, and overall community appearance. Any of the recommendations in [Chapter 7, Parks & Recreation](#), and [Chapter 8, Community Appearance](#), would be within the realm of responsibility for this technical team.

While the implementation plan is a beginning, the Action Task Force will be charged with the role of honing specific actions beyond the information provided in the plan. The task force will determine methods or programs to be used to implement the proposed actions, specifically identifying which agencies and/or departments will be responsible for their implementation, estimating costs, identifying proposed sources of funding, and



Livability was the most often mentioned subject of residents and, thus, a high priority for the future.

establishing timeframes in which the recommended actions will be accomplished.

The overall scope of work of the Action Task Force should be short-term – no more than five years – and should also include annual work programs. The product of the task force should be a strategic proposal for the actions to be initiated and/or accomplished within the year or the five-year horizon of the implementation program. Departments and organizations charged with completing tasks, or aiding in their completion, can use the proposal in the budget process and in determining other needed resources. The City Commission

and other governing bodies can utilize the proposal for overall budget and resource decisions, as well as establishing benchmarks for departmental performance.

Administering the Plan – Similar to the necessity for an Action Task Force, there must also be a staff person that is dedicated to plan implementation. The capacity of current staff to administer the plan and to provide the necessary support to the Planning and Zoning Commission, Action Task Force and its technical teams, other City departments, and the City Commission is limited given the demanding responsibilities of the current position. Therefore, it is essential for the community to either assign - or reassign - an existing staff person or hire additional personnel to assume this momentous task.

The roles and responsibilities of this position will be as an independent staff person who reports directly to the Mayor and City Commission. The sole responsibility will be to manage the administration and implementation of the Comprehensive Plan. This person would generally serve as a department manager who would closely coordinate with the other departments, as well as provide direct support to the Action Task Force and its technical teams. The

importance of this plan in the future of the community warrants a high level of attention and commitment to ensure successful implementation.

An Ongoing Role for Residents – Citizens of Aberdeen contributed to development of the plan's goals, objectives, and actions by participating in public meetings, small group interviews, and their involvement on the Comprehensive Plan Advisory Committee (CPAC). The ideas and comments contributed by citizens during the plan's development process were incorporated and shaped the resulting proposals and recommendations.

Citizens should continue to be involved in implementation and maintenance of the Comprehensive Plan. The Planning and Zoning Commission, stakeholder groups, public meetings and community workshops, public forums, newsletters, media releases, and public notices are all mediums that should be utilized to inform and involve citizens in the planning process. Actual methods and activities for public participation should be carefully chosen and structured to yield meaningful and effective involvement.

Accountability is Essential - In order for the plan to sustain its level of influence in the



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community's decision-making processes, there must be an implementation structure that requires accountability. Without a system of accountability, it will be difficult to evaluate and monitor the status of individual initiatives, as well as the overall success of the implementation program. A means of regular reporting will be necessary to maintain constant communication between each of the implementing bodies. Regular and periodic status reports will allow continuous monitoring and, thus, modifications to account for unforeseen circumstances.

A good plan is one that continues to reflect the current conditions and character of the community. As new issues arise, the Comprehensive Plan will require modifications and refinements to remain relevant and resourceful. Over time, some action statements will be found impracticable or outdated, while other plausible solutions will emerge. Refinements and changes should occur consistently, but with minor changes occurring annually and more significant modifications taking place every five years. In some cases, simple changes to action statements may be necessary. In others, entire goals may need to be modified. Even the overall vision of the plan should be consistently scrutinized to ensure that it is reflective of the

hopes and needs of the community.

Annual plan evaluations will provide the opportunity for regular review and preparation of minor plan updates and revisions, such as changes to future land use/community character designations, implementation of actions, and review of plan consistency with ordinances and regulations. Plan evaluations should be prepared and distributed in the form of an appraisal report, with recommendations for necessary amendments to the Comprehensive Plan. Identification of potential plan amendments should be an ongoing process by the Planning and Zoning Commission, as well as City staff, throughout the year. Requests for an evaluation and subsequent plan amendments may also be submitted by citizens, property owners, community organizations, and other governmental entities. Proposed plan amendments resulting from an evaluation report should be reviewed and approved by the Planning and Zoning Commission and adopted in a manner similar to the plan itself. This process includes public hearings and consideration of action by the Planning and Zoning Commission and City Commission.



While changes are necessary, any change should be strongly considered for its long-term impact upon the community and the guiding vision. Adjustments should be thoroughly documented and justifiable to both the general public and the community's leadership. The vision should remain the central theme and provide a unifying element. The plan's value rests in the pledge of citizens and leaders to follow the vision for the future and to apply that consensus toward sustained efforts that focus on the betterment of the community.

An Evaluation and Appraisal Report should be prepared every five years. Each report will ensure renewal and continued use of the plan by the Planning and Zoning Commission, City Commission, and staff. Annual evaluations and resulting plan amendments from the previous four years should be incorporated into the next plan update. An evaluation and appraisal process will be a significant undertaking involving public officials, City departments, stakeholders, and citizens. The result of the evaluation and appraisal report will be a revised comprehensive plan for the City, including identification of new or revised information that may result in an updated vision, policies, goals, objectives, and action statements.

Evaluation Procedures

To ensure the successful long-term implementation of the Comprehensive Plan vision, goals, and objectives, the City must monitor the plan on a continuous basis. Therefore, the City will assess the individual and cumulative impacts of all proposed plan amendments to determine their degree of consistency. An annual evaluation report will be prepared describing the individual and cumulative impacts upon the City's facilities and service provision caused by

amendments to the Future Community Character Plan, Thoroughfare Plan, Growth Sequencing Plan, Parks and Recreation System Plan, and other improvements.

The City will review and update, as necessary, the base data contained in [Chapter 2, Community Profile](#), on a periodic basis, but, in any case, during the plan's five-year evaluation and appraisal report. The emphasis will be on updating the data and analysis that directly support the goals and objectives of the plan, such as the population projection, analysis of the availability and capacity of public facilities and services, and the analysis of the growth pattern.

The evaluation and appraisal report will include recommendations for new or modified goals, objectives, policies, and actions, which will be based upon the updated base data and an evaluation of the successful achievement of the plan's objectives. Unforeseen constraints or obstacles relative to each objective will be identified, along with remedial actions. The following will be addressed during the evaluation process:

- ♦ **Changing conditions and characteristics** – Each goal, objective, policy, and action will be reviewed considering shifts



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in demographics and recent trends.

- ◆ **Ability to implement** – Individual statements or sections of the plan will be reviewed and rewritten, as necessary, to ensure that it provides sufficient information and direction to achieve the intended outcome.
- ◆ **Consistency and conflict** – Any conflicts between policies or objectives that have been discovered in the implementation and administration of the plan will be identified and resolved. The evaluation and review will be designed to ensure consistency of the plan’s direction.
- ◆ **Status review** – As conditions change over the course of time, it will be necessary to re-evaluate the timeframes for implementing the individual actions of the plan. Some may emerge as a higher priority given new or changed circumstances, while others may become less important to achieving the vision and development objectives of the City.
- ◆ **Responsibility** – Based upon organizational, programmatic, and procedural factors, as well as the status of previously assigned tasks, the implementation task assignments will be reviewed and altered to ensure timely

accomplishment of the plan’s recommended actions.

- ◆ **Impact assessment** – Changes in laws, procedures, and missions may impact the ability of the community to achieve its goals. Therefore, this review will assess these changes and their impacts on the success of implementation and, subsequently, suggest revisions to strategies.

The Planning and Zoning Commission is the body responsible for conducting the evaluation and appraisal process. The annual evaluation should occur immediately following adoption of the City’s annual budget, which reflects the priorities for capital improvements and other expenditures.

Intergovernmental Cooperation

Intergovernmental cooperation refers to any arrangement between two or more jurisdictions, such as the City of Aberdeen, Brown County, the Aberdeen School District, the State of South Dakota, and other governmental or non-governmental public agencies, to communicate visions and coordinate plans, policies, and programs to address and resolve issues of mutual interest. It may be as simple as regularly sharing information or it may involve entering into intergovernmental

Intergovernmental Entities

The following is a list of some of the jurisdictions, quasi-governmental units, and private service organizations that may impact the community.

- ◆ State and Federal agencies
- ◆ Brown County
- ◆ Aberdeen School District and parochial schools
- ◆ Northern State University
- ◆ Presentation College
- ◆ WEB Water
- ◆ Aberdeen Rural Fire Department
- ◆ Aberdeen Development Corporation (ADC)
- ◆ Governor’s Office of Economic Development
- ◆ Lake Area Technical Institute
- ◆ Avera St. Luke’s Hospital
- ◆ Aberdeen Regional Airport
- ◆ Chamber of Commerce
- ◆ Convention and Visitors Center
- ◆ Northwestern Public Service
- ◆ Northern Electric Cooperative
- ◆ Soil and water conservation districts



Intergovernmental relationships can help improve cooperation by:

- ◆ Providing an opportunity and reason for communicating with other jurisdictions and agencies;
- ◆ Getting jurisdictions thinking about the intergovernmental impacts of their actions;
- ◆ Offering a forum for discussing intergovernmental issues and resolving conflicts;
- ◆ Helping to ensure that the community's actions are consistent with those of other governmental jurisdictions and agencies; and
- ◆ Providing ongoing opportunities for cooperation as the plan is implemented, monitored, and updated.

- A Guide to Preparing the Intergovernmental Cooperation Element of a Local Comprehensive Plan, Wisconsin Department of Administration

agreements to share resources, such as buildings, facilities and equipment, staff, and revenue. In some locales, it has evolved into consolidation of services and jurisdictions.

Intergovernmental cooperation is becoming more important as each jurisdiction struggles with increased service demands and limited resources. Issues tend to be common across jurisdictional boundaries, affecting more than one community or region. For example, air and water pass over the landscape regardless of boundaries so that one jurisdiction's activities greatly impact the jurisdictions that are downwind or downstream. Continually increasing communication technologies and improved mobility means that people, money, and resources move freely across jurisdictions. For instance, those traveling to and through Aberdeen use a network of transportation routes and modes, which include those that are owned by a variety of other jurisdictions. Therefore, it is essential that there is communication and coordination between entities to provide the infrastructure and services necessary to function effectively. Frequently, the actions of one jurisdiction impact others. Increasingly, jurisdictions are acknowledging that vital issues

are regional, rather than local, in nature. Watersheds and other ecosystems, economic conditions, land use, transportation patterns, housing, and the effects of growth and change are issues that cross the boundaries of the community and impact not only Aberdeen, but also Brown County and the larger region. The economic health of Aberdeen and its larger region are innately interconnected, meaning that the success of one is largely dependent on and, thus, responsible for the success of all.

Benefits of Cooperating – As introduced above, there are widely ranging benefits of cooperation depending on the amount and level of same, some of which include:

- ◆ **Cost savings** – First and foremost, cooperation can and does save money by increasing efficiency and avoiding unnecessary duplication of services. It may also offer opportunities to provide facilities and services that may not be possible to provide individually, such as convention facilities and other major capital investments.
- ◆ **Solving larger issues** – There are many issues that are beyond the control of each individual jurisdiction and require cooperation to address. Examples of these issues may include such things as flooding



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conditions, major transportation improvements, and economic development, among others.

- ◆ **Predictability** – Decisions and outcomes that are predictable are of great benefit to residents, businesses, land owners, and others. Any opportunity to coordinate to resolve potential disputes or conflicts with other jurisdictions that may impact the community will save time and money.
- ◆ **Mutual understanding** – As jurisdictions work together and become more acquainted with the vision and preferred outcomes of other entities, they may work together to achieve common goals and interests.
- ◆ **Enhanced public service** – Those who benefit the most from intergovernmental relationships are their constituents. Increased and improved services may be provided at reduced cost when jurisdictions eliminate duplication and work together.

Issues that are of particular interest and relevance to Aberdeen and other jurisdictions for which intergovernmental cooperation is warranted include, but are not limited to, the following:

- ◆ **The availability of quality, affordable housing** and an

assortment of living options are a result of land values, utility availability, and regulations pertaining to required minimum lot sizes, setbacks, building heights, lot coverage, and other dimensional requirements. If less expensive housing options are available in areas where facilities and services are made available with limited restriction, then the pattern of development will likely occur in the peripheral areas. Cooperation between the regulations of the City and County is needed to result in a fiscally responsible pattern of development.

- ◆ **Transportation facilities**, such as streets, sidewalks, and trails, extend between the City and County, which means that there must be cooperation to ensure that there are sufficient rights-of-way preserved to allow continuity of the major thoroughfare system, that collector and local streets are extended between subdivisions, and that sidewalks and trails are continuous. To do so, there must be consistent planning procedures and design standards.
- ◆ **Regional transit** is vital to serve the needs of the entire region, such as individuals from the outlying smaller communities who desire public transit access to Avera St. Luke's Hospital



and other trip purposes. Cooperation is needed between transit providers to make connections between systems, thereby creating opportunities for increased regional mobility. This requires coordination of scheduling,

- ♦ **Stormwater** flows across the landscape without regard to jurisdictional boundaries. Therefore, stormwater generated as a result of development and increased impervious surfaces can worsen flooding downstream. Coordination is, therefore, necessary to carefully manage the type and extent of development in flood prone and sensitive areas through land use planning and regulation.
- ♦ **Utility provision** leads to the feasibility of development. If there are adequate services available - regardless of the provider - development may occur without regard for other community objectives. Coordination between the City, WEB Water and other providers, and service options must occur in order for the City to control its pattern of development.
- ♦ **Environmental corridors**, such as Moccasin Creek, Foot Creek, and other drainageways, offer

opportunities for linear connections and linkages between areas of the City and County. Without cooperation, these natural areas will be interrupted by development and other improvements, thereby denying the ability to connect these natural systems.

- ♦ **Wellhead protection** of the City's water wells requires coordination with the County and possibly other jurisdictions as a result of their location. Standards and restrictions must be put in place to prevent contamination of the City's water source.
- ♦ **Economic development** affects the entire region. Therefore, it is in the interests of the region to coordinate the efforts to sustain and grow existing business, as well as attract new businesses and foster start-ups. This may include assistance in assembling economic trend data and a strategic vision for the area as a whole. It could also include revenue sharing arrangements so that all jurisdictions gain from economic development.

Implementation

This comprehensive plan is intended as a working document that will impact the way the community manages its future growth and economic development. This plan presents a



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blueprint for action that provides clear direction to decision-makers as they manage the operations of the City in the coming years. The intent of the implementation program is to achieve the goals and objectives that embody the City's commitment, which is the result of this intensive effort. While the primary responsibility for implementation rests with the City Commission, it must involve a host of other individuals and agencies working in partnership to be successful. The plan may be implemented in the following ways:

- ♦ **Updating regulations** – The Comprehensive Plan includes numerous recommendations for amending the current development ordinances to accomplish the community vision. The plan may be used as the policy framework to support these changes and the decisions resulting from the new or revised regulations.
- ♦ **Land use decisions** – Every decision that is made by the City Commission will affect the community's land use, whether it is the extension of infrastructure, growth policies, or economic development incentives. This plan may be used to guide these decisions, as well as those that are made in response to development proposals.
- ♦ **Capital improvements** – The plan may be used to coordinate the provision of public facilities and services and for establishing priorities and timeframes for municipal investments and improvements. It is essential that there is close coordination between infrastructure improvements and the City's growth plan in order to effectively manage development.
- ♦ **Economic incentives** – The City's Future Land Use Character Plan may be used as a basis for deciding economic incentives, thereby encouraging businesses to locate in areas where facilities and services exist or are readily available. Infill development areas and redevelopment sites should receive incentives, as well, to direct new economic opportunities in areas that can be most efficiently serviced by utilities and infrastructure.
- ♦ **Private investments** – Land owners and developers may use the plan in making decisions about private investments to ensure that new development is consistent with the community land use plan and compatible with existing neighborhoods and establishments.
- ♦ **Personnel** – Successful implementation of this plan will impact requirements for staffing. Since the current staff



is fully occupied with ongoing responsibilities, new or redefined positions are warranted to concentrate sufficient attention to the plan's recommendations.

- ♦ **Funding** – Implementation of the plan will require adequate funding, which may come from current revenue sources, a dedicated funding source, or outside grant funds from the state and federal governments. Annual appropriations and capital improvement funds will likely require reallocation to implement the plan's recommendations.

Action Plan

The action plan outlined below includes the individual tasks that are to be accomplished within the next five years. The priorities are established by the identified timeframe. To ensure accountability, a lead agency is identified, who may coordinate with other agencies to accomplish the task, but who is ultimately responsible for its timely and successful implementation. A primary source of funds is also identified, which may be matched with other funds, such as state and federal grants, dedications, and in-kind services. The abbreviations for the funding sources and lead agencies are as follows:

Funding Sources

- CIP** Capital Improvement Program
- GF** General Fund
- OB** Operating Budget

Lead Agencies

- CC** City Commission
- DD** Downtown District
- ED** Economic Development
- EG** Engineering
- FD** Fire Department
- PD** Police Department
- PL** Planning
- PR** Parks, Recreation & Forestry
- PZ** Planning/Zoning Commission

ED Proposed new
position/department*



Aberdeen Comprehensive Plan Tomorrow Plan

Action Recommendation	FY 2005	FY 2006	FY 2007-09	Lead Agency	Source of Funds
Land Use					
1. Unified Development Code (zoning, subdivision, landscaping, tree preservation, and appearance ordinances) and new zoning map (4.1)	✓			PZ	GF
2. Downtown design standards (4.3.9)		✓		PZ	GF
3. Incentive and bonus programs for mixed commercial and residential uses, including a formal policy for the use of tax increment financing (4.3)		✓		CC	--
4. Downtown pedestrian plaza (4.3.17)			✓	CC	CIP
5. Performance standards for corridor enhancement (4.4.20)	✓			PZ	--
Transportation					
6. Acquire rights-of-way concurrent with development along the bypass route and at major intersections with arterial roadways and railroads (5.2.2)	✓	✓	✓	CC	--
7. Extend Dakota Street South across Moccasin Creek to Melgaard Road (5.2.9)			✓		CIP
8. Apply for economic development funds for that portion of the bypass from Milwaukee Avenue north (5.2.8)		✓			CIP
9. Access management (driveway) regulations (5.2.14)	✓			PZ	GF
10. Sidewalk inventory and plan			✓	EG	OB
11. Update Aberdeen Regional Airport Master Plan (5.3.9)		✓		EG	GF
12. Regional (multi-county) transit study (5.3.15)			✓	EG	GF



Aberdeen Comprehensive Plan Tomorrow Plan

Action Recommendation	FY 2005	FY 2006	FY 2007-09	Lead Agency	Source of Funds
Economic Development					
13. Cluster analysis, market study, and target industries study (6.2.5)			✓	ED*	GF
14. Form an economic development position/department to support retail and service-related businesses and coordinate city-wide activities (6.2.14)		✓		CC	GF
15. Form Aberdeen Area Economic Development Board (6.2.15)		✓		CC	--
16. Recruit vocational/technical education facility (6.3.7)			✓	ED*	OB
17. Tourism development plan (6.4.2)			✓	ED*	GF
18. Expanded Internet presence (6.6.5)			✓	ED*	OB
Parks and Recreation					
19. Acquire conservation easements concurrent with development along Moccasin Creek, Foot Creek, and other drainageways (7.1.3)	✓			CC	CIP
20. Acquire neighborhood park acreage in identified need areas (7.2.2)			✓	PR	CIP
21. Parkland dedication or fee in-lieu ordinance (7.2.7)	✓			PZ, PR	GF
Community Appearance					
22. Sign ordinance amendment (8.2.5)		✓		PZ	GF
23. Gateway treatments along U.S. 12 at the eastern entrance (8.4.3)			✓	ED*	CIP
24. Extend Downtown streetscape improvements (8.5.2)			✓	DD, EG	CIP
Growth Policies					
25. Policy resolution for extent of urban infrastructure and service provision (4.1.3)	✓			CC	--



Aberdeen Comprehensive Plan Tomorrow Plan

Action Recommendation	FY 2005	FY 2006	FY 2007-09	Lead Agency	Source of Funds
Growth Policies (continued)					
26. Formalized rehabilitation and replacement program for water and wastewater systems (9.3.7)			✓	EG, CC	CIP
27. Extend and acquire new land leases for water wells (9.3.11)			✓	EG, CC	CIP
28. Wellhead protection ordinance (9.3.16)			✓	PZ	--
29. Facility space needs study for fire and police departments (9.4.2)			✓	PD, FD, CC	GF
Implementation					
30. Appoint (or reassign) a Comprehensive Plan Administrator	✓			CC	OB
31. Appoint Action Task Force and technical teams	✓			CC	--
32. Evaluation Report	✓	✓	✓	PL, PZ	--
33. Evaluation and Appraisal Report			✓	PL, PZ	--

