Spearfish Community Strategic Planning Process
2016-2020

RETREAT SUMMARY

Date of Retreat, Thursday, May 14, 2015
3:00 – 7:00 p.m.
Spearfish Holiday Inn Convention Center--Cottonwood & Ponderosa Rooms
SPEARFISH COMMUNITY STRATEGIC PLANNING

Retreat Summary Report
Retreat Date: Thursday, May 14, 2015
Facilitated by Susan L. Konstant, President/Owner PACE Strategic Development, LLC

GENERAL RETREAT INFORMATION
Purpose
- Review the overall strategic planning objectives, approach, components, timeline, community engagement channels
- Engage a broader scope of community leaders to optimize their expertise through the various retreat activities and strategic planning tasks
- Review initial Vision statement language created by the Steering Committee and assist in further Vision statement development
- Review initial Values created by the Steering Committee and assist in further Values development
- Review the eight preliminary focus areas that are referred to as the Spearfish Community Pillars and identify potential new Community Pillar categories
- Conduct a Strengths, Limitations, Opportunities & Threats (S.L.O.T.) Analysis for each Community Pillar
- Identify the Rewards of the respective Strengths & Opportunities for each Community Pillar
- Identify the Consequences of the respective Limitations & Threats for each Community Pillar
- Prioritize the Strengths, Limitations, Opportunities & Threats as potential critical goal themes that should be addressed through the 2016-2020 Strategic Plan
- Establish initial Specific, Measurable, Attainable, Realistically High and Time-based (S.M.A.R.T.) Goals for each Community Pillar focus area
- Discuss and develop initial Action Steps for each S.M.A.R.T. Goal
- Initiate the development of the Spearfish Community Mission Statement
- Create a positive and cohesive planning culture among community leaders to productively and purposefully create essential data for future strategic planning components

Attendees
- Don Aaker, City Council
- Jhett Albers, BHSU Athletic Director
- Dana Boke, Mayor
- Toby Bordewyk, Planning Commission
- Tom Callaway, Environment Services Manager
- Barb Cline, *SPRFAB
- Kelsie Darling, Chamber Board
- Boyd Dean, Police Lieutenant
- Randy Deibert, *SPRFAB
- Greg Dias, Historic Preservation Commission
- Michelle De Neui, Assistant Finance Officer
- Dave Dutton, Finance Officer
- Bob Evridge, Wastewater Treatment Facility Superintendent
- Jodi Friedel, Human Resource Director
- Robert Glenn, Water Wasterwater Utilities Superintendent
- Dan Green, Planning & Zoning Commission
- Nancy Hall, School District Board
- Jesse Hanson, *SPRFAB
- Keith Hepper, Park Superintendent
- Dan Hodgs, City Council
- Alecia Hoffman, Rec Center Director
- Josh Horak, Library Board
- Curt Jacobs, Assistant Police Chief
- Pam Jacobs, City Council
- Cheryl Johnson, Public Works Administrator
- Mark Kazmer, Visit Spearfish Board
- Greg Kruskamp, Planning Commission
- Bob Meyer, Planning Commission
AGENDA ITEM #1: RETREAT WELCOME

Mayor Boke welcomed the Retreat participants and expressed her commitment to lead the Spearfish community according to its values and establish an even higher level of civic leadership and responsibility as the community moves forward. Mayor Boke also thanked the participants for their commitment to the strategic planning process and voiced how the 2016-2020 Strategic Plan will serve as the community’s blueprint for its Preferred Future!

City Administrator Neeb also welcomed and thanked all participants for their time and energy, as well as expressed the collaborative impact that today’s retreat agenda items will have on the community’s future.

AGENDA ITEM #2: RETREAT OBJECTIVES; STRATEGIC PLANNING PROCESS ELEMENTS

Facilitator Konstant reviewed the strategic planning process objectives, timelines and approach, community engagement opportunities, strategic planning elements and stages of development.

Konstant reminded the attendees that the strategic planning process is just as important as the final formal document and that the planning process is never truly completed. Strategic planning should always be part of the community’s leadership culture.

Konstant thanked all attendees for participating in the Pre-Retreat Interviews and arriving at the Retreat prepared by reviewing all introductory materials and the Steering Committee’s April 24, 2015 Summary Report provided to them prior to the retreat. Konstant also requested today’s attendees please pick up the retreat materials/folders for co-workers, City Council officials and/or Advisory Board members of whom were not able to attend today’s retreat.
AGENDA ITEM #3: ACTIVITY-- PERSONAL PREFERENCE FOR THE SPEARFISH COMMUNITY

- As an icebreaker activity, each participant was instructed to write on a 3 X 5 index card by answering the below questions:

  Of all the places that you could have chosen to live and work, why did, and do you continue, to choose the Spearfish community as your preferred location?

Data results included:
- ✓ Small Community Culture that offers a higher Quality of Life (17)
- ✓ Beautiful Natural Setting (14)
- ✓ Professional Opportunities & Career Stability (12)
- ✓ Abundance of Outdoor & Recreational Activities (8)
- ✓ Family Focused Community (8)
- ✓ Family Residence/Roots (8)
- ✓ Quality of Educational Systems (7)
- ✓ Clean & Safe Environment (6)
- ✓ Friendly People (6)
- ✓ Progressive Community (2)

AGENDA ITEM #4: COMMUNITY VISION

- A community’s Vision statement should express its hopes and dreams for the future while posing challenges that will motivate the entire community to reach its potential. By developing a succinct and cohesive Vision, the Spearfish community will create momentum for compelling change and beam with pride as it leads with inspiration and courage. The Spearfish community Vision statement will also clarify and vocalize its unified direction from a broad and diverse scope of perspectives.

A Vision statement answers the questions:

Where does the community want to be in the future?
What does success look like?
Why is this cohesive direction important for the community?
What will draw and inspire people to common and greater community goals?

The Steering Committee engaged in a Visioning process at their first meeting held on April 24, 2015. The Retreat participants were invited to continue developing the Spearfish Community’s Vision Statement by completing the Vision Statement Development Step 2 activity. In small groups, the participants were instructed to review the sample Vision Statements listed on the activity handout, to assess the merit of the proposed language and to prioritize words, phrases and/or statements. The groups’ recommendations and comments are listed below each of the presented draft statements (A – E).

A. Spearfish will ENSURE ITS PREFERRED FUTURE and quality of life by engaging its citizens, embracing its economic and cultural diversity, and maintaining its identity as safe place to live, work and visit.

Amendment Recommendations for the above draft statement:
- ✓ Leave this statement as drafted (4)
- ✓ Add the word “Friendly” or “Welcoming” (4)
- ✓ “Embrace” is a key word to keep in the Vision Statement
- ✓ Add the word “Clean” after “safe”
- ✓ “Engaging citizens” is a key phrase
- ✓ Add the word “opportunity” after “economic”
- ✓ Add the word “families”. “As a safe place for families to live…”
- ✓ Add the phrase “preserving natural beauty”
B. Spearfish is a welcoming and safe community where families and businesses thrive.
Amendment Recommendations for the above draft statement:
✓ Use the word “Safe” either in the Vision Statement or as a VALUE

C. Spearfish embraces its diversity and welcomes opportunity while maintaining our legacy.
Amendment Recommendations:
✓ add “historical” before “legacy”

D. Spearfish is a safe and welcoming community that embraces economic and cultural diversity which offers opportunities for all, while preserving its natural beauty, arts, heritage and QUALITY OF LIFE.
Amendment Recommendations for the above draft statement:
✓ Leave as drafted (7)
✓ add the phrase “and historical integrity” after “heritage”
✓ Change tense to represent looking into the future, “Spearfish will ensure its preferred future and remain a safe and welcoming…”

E. Spearfish is a safe place to live, grow and develop personally and professionally.
Amendment Recommendations:
✓ Blend with Drafts A or D

Vision Statement development summary:
There was consensus among the retreat members for approving the overall Vision Statement theme to include the phrase: ENSURING OUR PREFERRED FUTURE!

Other Prioritized Vision Statement words and/or phrases recommended for the Spearfish Community Vision Statement are listed below according to the number of recommendations:

✓ QUALITY OF LIFE (21)
✓ Preserve Natural Beauty (19)
✓ Engaging Its Citizens (16)
✓ Safe Community (15)
✓ Welcoming (11)
✓ Economic & Cultural Diversity (10)
✓ Economic Opportunities (9)
✓ Develop personally and professionally and allow businesses to thrive (7)
✓ Personal Growth & Economic Opportunities (6)
✓ Heritage; Legacy (6)
✓ Diversity (6)
✓ Embrace (4)
✓ Families; Family Focused (4)
✓ Friendly (4)
✓ Harmony (2)
✓ Arts (2)
✓ Clean (2)

The Steering Committee will review the recommendations at their next meeting and compose another proposed draft that will be presented at various community engagement channels throughout the strategic planning process.
AGENDA ITEM #5: COMMUNITY CORE VALUES

Core Values will be an integral part of the Spearfish Community’s strategic plan and will define the common foundation philosophies shared among the community’s stakeholders. These overarching centric beliefs will guide daily behaviors and decisions for sustaining the community for the future as well as the standards in which business will be conducted and the manner in which relationships will be molded.

Prior to the Retreat, all retreat invitees received a copy of the initial Community Values compiled from the Steering Committee’s kick-off efforts. Per the responsibilities of the Retreat participants, they were charged to provide input for the following proposed community Core Values concepts:

- ✔ Excellence (Commitment to Excellence, High Standards)
- ✔ Integrity (Ethical, Trustworthiness)
- ✔ Community (Sense of Community, Collaboration, Diversity, Inclusion, Committed, Engagement)
- ✔ Stewardship (Commitment to our Natural Resources, Protecting our City, Natural Beauty, Clean)
- ✔ Fiscally Responsible (Sustainable, Accountable, Transparent)
- ✔ Forward Thinking (Visionary, Innovative, Progressive, Diversity, Proactive)
- ✔ Healthy Lifestyles (Recreation)
- ✔ Safety (Family Friendly, Peaceful)

Again, in small groups during the retreat, participants were offered the opportunity to partake in assessing the above initial value concepts and further the development of the community’s Core Values. Through an activity provided by the facilitator, titled “Community Peaks & Valleys”, the small groups first identified a community milestone that received high satisfaction responses from the community and the values that were present or exhibited during that specific milestone event/issue. The groups were then assigned an internal assessment task in which they identified a community milestone that received low satisfaction level responses from the community and the values that may have been absent during that milestone event/issue. Per the values results of both milestones, each group then determined what community Core Values are most desirable for the Spearfish Community at all levels, through all community peaks and valleys.

The following Core Value words and/or phrases were recommended to accompany the theme of Excellence by the retreat participants and are listed according to the number of times the concept was recommended:

Excellence

- ✔ Teamwork; Inclusion, Collaboration; Cooperation; Community Partnerships; Engagement; Cohesive, Unity, Sense of Community, Volunteerism (26)
- ✔ Forward Thinking; Progressive; Visionary (13)
- ✔ Community Pride (12)
- ✔ Stewardship; Environmental Stewardship; Conservation (10)
- ✔ Trust (10); Honesty; Integrity (4); Respect; Respectful (4)
- ✔ Fiscally Transparent; Transparent, Communication; Transparent Communication (9)
- ✔ Empathy; Compassion; Accepting (9)
- ✔ Friendly; Welcoming (4)
- ✔ Safe; Safety (3)
- ✔ Harmony; Compromise (3)
- ✔ Education (3)
- ✔ Legacy; Historical Stewardship (3)
- ✔ Harmony (1)
- ✔ Quality Services (1)
- ✔ Responsible (1)
- ✔ Healthy Lifestyles (1)

The Steering Committee will continue refining the above proposed touchstone Values throughout the planning process and also incorporate results from the community focus groups and surveys.
AGENDA ITEMS #6 & #7: COMMUNITY PILLARS & THE STRENGTH, LIMITATIONS, OPPORTUNITIES & THREATS (S.L.O.T.) ANALYSES & GOAL DEVELOPMENT

- Development of the Community Pillars:

The Spearfish Community 2016-2020 Strategic Plan will guide the community as it grows and responds to the evolving needs. Over the next five years. The strategic plan will point the way toward maintaining and improving the unique qualities that make Spearfish a vibrant and charismatic community. The Plan will articulate areas of strategic focus which will then mobilize the unified community's efforts and resources to produce the greatest impact by targeting nine key focus areas known as the “Community Pillars” over the life of the 2016-2020 Strategic Plan.

The Steering Committee, through thoughtful and diligent tasks and discussions, proposed the following eight initial Community Pillars at the Retreat:

- FISCAL RESPONSIBILITY & SUSTAINABILITY
- GROWTH & DEVELOPMENT
- COMMUNICATION & TECHNOLOGY
- TOURISM
- RECREATION & PARKS
- BUSINESS PARTNERSHIPS & RELATIONSHIPS
- COMMUNITY ENGAGEMENT
- HEALTH, WELLNESS & SAFETY

However, per the completion of the Strengths, Limitations, Opportunities & Threats (S.L.O.T.) Analysis and through a unanimous vote by the Retreat participants, a ninth Community Pillar was established:

- EDUCATION

The Steering Committee will identify community members to be the EDUCATION Community Pillar “champions” and conduct the S.L.O.T. Analysis and Goal planning tasks similar to the format conducted at the Retreat at a later date.

- Conducting the Strengths, Limitations, Opportunities & Threats (S.L.O.T.) Analyses for the Community Pillars:

The S.L.O.T. Analysis is a precursor to the goal development and action planning phases of a strategic planning process. The S.L.O.T. Analysis collects vital information regarding the respective Community Pillars’ Strengths, Limitations, Opportunities and Threats while identifying the Rewards and Consequences of each item/issue/attribute. Exposing this data will allow the Spearfish Community to develop Specific, Measurable, Attainable, Realistically High and Time-based (S.M.A.R.T.) Goals and create the detailed Action Plans for each of the Community Pillar categories.

Under the direction of the facilitator and through pre-treat community pillar assignments, small groups provided their expertise by completing the S.L.O.T. Analysis for each of the initial eight Community Pillars. To further utilize the retreat participants’ expertise and professional perceptions, a rotating format to other pillar categories provided larger audience input for each of the eight Community Pillars.

- Developing Specific, Measurable, Attainable, Realistically High & Time-based (S.M.A.R.T.) Goals:

Once each Community Pillar’s S.L.O.T. Analysis was completed, the rotating groups were then instructed to prioritize the issues/challenges/opportunities under each of the eight respective Pillars. These identified priorities allowed the participants to establish “Goal Themes” under each Pillar. In consideration of those Goals Themes for each Community Pillar, the participants pondered the following questions:

What problems are we trying to solve?
What Strengths do we maximize?
What Opportunities do we seize?
What Limitations do we invest resources?
What Threats do we mitigate?
What does success look like?
Per the establishment of the various Goal Themes, the groups were then instructed to develop S.M.A.R.T. Goals to specifically address those issues/challenges/opportunities. Listed below are the S.L.O.T. Analyses results of the initial eight Community Pillars as well as the preliminary Goal Themes and/or S.M.A.R.T. Goals:

1. Community Pillar: **FISCAL RESPONSIBILITY & SUSTAINABILITY**

   A. **S.L.O.T. Analysis:**

   **STRENGTHS & the Rewards to the Community for these STRENGTHS:**
   1. Revenue Growth= Increased services & sustainability of those services
   2. Transparency= Citizen approval/satisfaction and trust
   3. Stable Rates & Fees= Citizen satisfaction
   4. Forecasting capacity= The ability and time to change course prior to the crisis
   Other:

   **LIMITATIONS & the Consequences to the Community due to these LIMITATIONS:**
   1. Slow development= Stagnation
   2. State laws & legislation= Loss of infrastructure funding
   3. Debt capacity= Debt requirements (i.e. reporting/revenue/limits, etc.)
   4.
   Other:

   **OPPORTUNITIES & the Rewards to the Community for these OPPORTUNITIES**
   1. New businesses to capture $200 million loss of sales= Increase sales tax revenue
   2. Asset leverage for worthy projects= Costs less to borrow money
   3.
   4.
   Other:

   **THREATS & the Consequences to the Community due to these THREATS:**
   1. Economic decline= Lower revenue
   2. Loss of population= Lower revenue
   3. Natural Disasters= Loss of reserves
   4. Lack of Diversibility or flexibility= Lack of funding/grant
   Other: Online shopping/purchasing=loss of sales tax

   B. Prioritized Draft Goal Themes & S.M.A.R.T. Goals

   **Draft Goal Themes**
   1. Pursue legislation to expand/support TIF & Economic Development funding
   2. Pursue legislation for infrastructure sales tax opportunities
   3. Increase transparency of financial reporting and forecasting
   4. Manage use of debt/bonding
   5. Increase financial partnerships for capital projects

   **Draft S.M.A.R.T. Goals**
   1. Pursue legislation to expand and support TIF, economic development and infrastructure funding to fund development growth for increasing revenue.

   2. Improve communication throughout the community regarding the City’s financial status to ensure and enhance transparency and trust in government.

   3. Manage the use debt and bonding for capital projects to fund development growth that will increase revenue.

   4. Pursue the creation of a financial partnership consortium for project to maximize resources and ultimate outcome.
2. Community Pillar: **GROWTH & DEVELOPMENT**

**A. S.L.O.T. Analysis:**

**STRENGTHS & the Rewards to the Community for these STRENGTHS**

1. Natural beauty and diverse recreational opportunities promote Spearfish as a desirable place to live, work and attract, expand and/or retain various business sectors (i.e. medical community, BHSU, Airport, etc.) = Promotes economic development; Enhances lifestyles and community-wide values; Retains quality workforce
2. Geographic location with I-90 Interstate and Highway 85
3. Current infrastructure and available space
4. Strong and proactive developers/visionaries and forward thinking City

**Other:**

- Small town values attract quality workforce, skilled professionals & entrepreneurs
- Economic, cultural & financial diversity
- Efficient budgeting processes and management systems

**LIMITATIONS & the Consequences to the Community due to these LIMITATIONS:**

1. Increase in assessment values and cost of living
2. Lack of (railroad) transportation to reach distant markets and the high cost of airfare
3. Aging infrastructure; Budget limitations
4. Increased development costs

**Other:**

- Limited workforce pool
- Small town values and culture that does not want growth or proactive planning

**OPPORTUNITIES & the Rewards to the Community for these OPPORTUNITIES**

1. Promote and invest in the development of the aviation industry
2. Promote economic development by supporting the SEDC and unique intellectual property type businesses
3. Identify and promote ancillary businesses that align with the Sanford Lab (SURF)
4. Leverage innovative funding sources (beyond TIF) to enhance growth and development

**THREATS & the Consequence to the Community due to these THREATS:**

1. Legislation limits and regulations on TIF’s= Loss of funding to promote development
2. Uncontrolled growth & lack of planning= Loss of natural beauty, Decline in Tourism resulting in decreasing sales tax revenue
3. Aging and/or lack of infrastructure may limit industrial growth
4. Increased taxes would decrease housing and development affordability

**B. Prioritized Draft Goal Themes & S.M.A.R.T. Goals**

**Draft Goal Themes**

1. Maintaining infrastructure
2. Keep rates down
3. Maintain desired aesthetics
4. Promote and support the SEDC & diverse businesses

**Draft S.M.A.R.T. Goals**

1. Assess the condition and maintain infrastructure to ensure cost-effective compatibility and operational functionality as existing structures blend with new growth and development.
2-A. Develop a better understanding of workforce limitations.
2-B. Conduct a housing study to identify needs (including analyze existing inventory, identify key trends that affect the demand for housing, define the supply and demand housing characteristics, utilize the Retail Study, etc.).
3-A. Balance development costs with community needs
3-B. Improve partnerships with developers to collaboratively identify and develop finance options, design options and keep housing affordable for the community’s residents.
4. Expand the Aero-Industry to draw ancillary businesses and new industry opportunities.
5. Maintain aesthetics
3. Community Pillar: **COMMUNICATION (& TECHNOLOGY)**

A. **S.L.O.T. Analysis:**

**STRENGTHS & the Rewards to the Community for these STRENGTHS**
1. Launching the updated City website and investing in contemporary high-speed technology infrastructure=
   - Broaden connectivity; expand audience base; reach target various demographic audiences (especially the younger generation)
2. Potential to involve citizens
3. Increase community knowledge by utilizing subject matter experts
4. Ability for the community to access resources through the City’s website & online navigation systems

Other:

**LIMITATIONS & the Consequences to the Community due to these LIMITATIONS:**
1. Reaching and engaging/involving people due to lack of interest, apathy, limited modes of communications=
   - Decreases community participation, Lack of feedback and input
2. Lack of technology skills &/or access to technology by citizens
3. Population diversity
4. Limited human capital (city staff) and time for personal interaction to properly communicate
5. Real-time media coverage—meetings/events

Other:

**OPPORTUNITIES & the Rewards to the Community for these OPPORTUNITIES**
1. Invest in and utilize full capacity technology solutions (including the new website) to improve communication and expand communication channels
2. Educate the community on various issues to increase involvement and citizenship
3. Improve safety and security= Lower crime rate and vandalism
4.

Other:

**THREATS & the Consequences to the Community due to these THREATS:**
1. Inability to access the internet and/or the lack of technology resources by a good portion of the population limit the knowledge base about the community, issues and events
2. Online shopping decreases sales tax revenue for the City’s financial position
3.
4.

Other:

B. **Prioritized Draft Goal Themes & S.M.A.R.T. Goals**

**Draft Goal Themes**
1. Educate, inform and engage the public through contemporary communication channels and technological solutions
2. Identify, improve and utilize all modes of accessible communication to reach large population
3. Assess and amend communication content to meet citizen expectations and literacy levels

**Draft S.M.A.R.T. Goals**
1. Identify all potential modes of communication to improve contact and interaction between the city and the general public.

2. Identify, develop and incorporate multi-layered initiatives to educate the public of the accessibility to resources and information.

3. Create and/or expand educational and training opportunities that assist people in navigating to and through the appropriate and desired resource.

4. Develop messaging content that aligns with the Spearfish community’s diverse audiences, stimulates citizen engagement and elevates the level of community awareness.
4. Community Pillar: **TOURISM**

A. **S.L.O.T. Analysis:**

**STRENGTHS & the Rewards to the Community for these STRENGTHS**
1. Geographically located (half way between Mount Rushmore and Devils Tower) and the proximity to Spearfish Canyon
2. Diversity of outdoor recreational activities
3. Diversity of arts and culture (Opera House, Western Heritage Center, Termesphere Gallery, Art Shows & Events, Music Festivals, etc.)
4. History, Education, Science

Other:

**LIMITATIONS & the Consequences to the Community due to these LIMITATIONS:**
1. Lack of Retail businesses that keep visitors here for an extended period of time= loss of sales tax revenue
2. Limited “destination venues or entertainment”
3. Limited youth sporting opportunities and/or sports complex venues
4. Limited semi-formal dining establishments

Other:

**OPPORTUNITIES & the Rewards to the Community for these OPPORTUNITIES**
1. Create and enhance partnerships to build new sports-event center at Exit 10 that will increase tourism and increase sales tax revenue
2. Provide outlet mall retail shopping
3. Build additional community health and wellness venues that cater to new and larger audiences
4. Host recreational events that align with natural resources (biking, running, etc.)

Other:

**THREATS & the Consequences to the Community due to these THREATS:**
1. Natural disasters (including pine beetle infestation)= Visitors will stay away; loss of sales tax revenue
2. Competition from other Black Hills communities with their destination tourist attractions and shopping
3. Inability to continually update local infrastructure & tourist related services (hotels, restaurants, etc.)
4. Impact of North Dakota’s oil production could result in uncontrolled growth

Other:

**National and local economies= decrease dollars spent by visitors;**

**Impact of McRally on Spearfish= may limit businesses to focus on it as a sole goal**

B. **Prioritized Draft Goal Themes & S.M.A.R.T. Goals**

**Draft Goal Themes**
1. Develop and support more activities/events that establishes Spearfish as a “destination location” that increases while increasing the length of stay and local sales tax revenue (including more outdoor events, adventure sporting activities, youth sporting events, connecting the Mickelson Trail to Spearfish, etc.)
2. Capitalize of the historical, arts and cultural aspects of Spearfish
3. Invest economic development efforts for additional retail and dining options
4.

**Draft S.M.A.R.T. Goals**
1. Develop and support more activities/events to establish Spearfish as a “destination location” and increases the length of stay and generates additional local sales tax revenue (including more outdoor events, adventure sporting activities, youth sporting events, connecting the Mickelson Trail to Spearfish, etc.).

2. Promote and market the historic nature, character, architecture, and artist culture to establish Spearfish as a destination leader in the Black Hills.

3. Increase the quantity and diversity of dining options to draw more tourists.
5. Community Pillar: RECREATION & PARKS
   
A. S.L.O.T. Analysis:

STRENGTHS & the Rewards to the Community for these STRENGTHS
1. Natural beauty and resources to engage the community and youth, and attract tourists as a clean and safe community
2. Abundant number of parks and recreation land owned by the city
3. Committed staff, Board leadership, volunteers and community partners, who collaboratively, are invested in Spearfish Recreation and Parks
4. Diversity of the SRAC programs and opportunities

LIMITATIONS & the Consequences to the Community due to these LIMITATIONS:
1. Excessive costs and funding issues to sustain and develop quality, safe and functional recreation and parks
2. Limited access to additional land
3. Limited developer participation
4. Limited federal funding

Other: City, state & regional collaborators accentuates community buy-in

OPPORTUNITIES & the Rewards to the Community for these OPPORTUNITIES
1. Proximity to natural area landscapes that could open new and innovative outdoor activities (i.e. Lookout Mountain, trail systems, rock climbing, etc.)
2. Increase local collaboration
3. Expand bike paths and/or bike-friendly roadways to connect Spearfish Canyon with the Mickelson Trail
4. Expand waterpark and swimming pools.

Other:

THREATS & the Consequences to the Community due to these THREATS:
1. Cost of annual maintenance
2. Reduction in grant opportunities
3. Competition from other Black Hills communities’ amenities
4. Liability

Other: Natural disasters (Pine Beetle, weather damage); Vandalism

B. Prioritized Draft Goal Themes & S.M.A.R.T. Goals

Draft Goal Themes
1. Continue exploring additional parks & sports complex development & divers recreational opportunities (arts, sports, trails, aquatics, etc.)
2. Secure land for Parks and Recreation development
3. Engage in the development of a comprehensive Parks and Recreation long-term plan
4. Enhance and sustain funding

Draft S.M.A.R.T. Goals
1. Continue exploring additional parks & sports complex development & diverse recreational opportunities to:
   a. enhance the quality of life for existing residents and attract future residents
   b. fill the gap of recreational opportunities not currently provided
   c. create new economic development opportunities for the community
2. Secure land for Parks and Recreation development to create new recreational activities that will ultimately increase revenue for the community.
3. Engage in the development of a comprehensive Recreation & Parks long-term strategic plan to establish and guide cohesive goals, establish accountable benchmarks, and foster collaboration and transparency.
4. Enhance and sustain funding (the catalyst for all Recreation and Parks initiatives) that includes new partnership sources.
6. Community Pillar: BUSINESS PARTNERSHIPS & RELATIONSHIPS

A. S.L.O.T. Analysis:

STRENGTHS & the Rewards to the Community for these STRENGTHS
1. Current growth & building environment
2. Financial benefits
3. Local support of the Chamber of Commerce and the SEDC
4. Sustainability of business relationships
Other: Partnerships with various sectors (i.e. healthcare, education, developers, etc.)

LIMITATIONS & the Consequences to the Community due to these LIMITATIONS:
1. Inability to attract the manufacturing industry= Loss of revenue, lower level salaries & higher cost of living
2. Lack of diversity of retail/franchise businesses (that serve the masses)=Loss of sales tax due to out-of-town shopping
3. Limited business relationships due to lack of communication, cooperation, understanding local ordinances/codes, etc.
4. Inability to retain college graduates
Other: Infrastructure; Traffic

OPPORTUNITIES & the Rewards to the Community for these OPPORTUNITIES
1. Improve communication between businesses and the City to understand laws and ordinances as well as to support business growth
2. Create joint and collaborative economic development efforts
3. Increase support for economic development marketing, TIF Districts= Create more jobs, increase revenue, improve infrastructure and increase population
4. Improve communication and networking among community businesses
Other:

THREATS & the Consequences to the Community due to these THREATS:
1. Lack of resources for incentives to bring diverse businesses to the community
2. Increased internet sales and slow business growth affects financial stability and funding sources for capital and infrastructure projects
3. Growth and competition of surrounding communities
4. Other:

B. Draft Goal Themes & S.M.A.R.T. Goals

Draft Goal Themes (not prioritized)
1. Maximize location and I-90 & Highway 85 traffic corridor for stronger regional development opportunities
2. Seize and improve communications between the City and small existing businesses
3. Invest resources to attract/market Spearfish for more industry/manufacturing/primary employer businesses
4. Increase private and city business partnerships

Draft S.M.A.R.T. Goals
1. Develop and host business partnership/cultivation meetings to improve the relationships between existing businesses and the City, and educate small businesses on various business growth incentives and opportunities.
2. Create innovative business incentives that will attract new primary business employers to stimulate job and economic growth.
3. Enhance digital access (through the City’s website) of business partnership information and opportunities.
7. Community Pillar: COMMUNITY ENGAGEMENT

A. S.L.O.T. Analysis

STRENGTHS & the Rewards to the Community for these STRENGTHS
1. Community Partnerships and personal volunteerism/commitment to service clubs and non-profit organizations= Strong collaborative community spirit
2. Governmental transparencies= Builds trust and encourages community involvement
3. Utilization of efficient modes of communication (i.e. Code Red; School Reach, etc.)
4. Positive and swift citizen response upon disasters or emergencies
Other: Social Media provides easy access to community events and information

LIMITATIONS & the Consequences to the Community due to these LIMITATIONS:
1. Funding for multi-layered community involvement promotional strategies
2. Social media usage among the elderly generation
3. Lack of empowerment by the youth to engage in the community
4. Resistance to change by various populations (i.e. elderly)
Other: Understanding handicap

OPPORTUNITIES & the Rewards to the Community for these OPPORTUNITIES
1. Incorporate various public input venues such as focus groups, surveys and studies to create more buy-in.
2. Encourage and support community events such as downtown Friday Nights, July 4th Ice Cream Social, etc.
3. Reduce Risk Factors and crime
4. Other:

THREATS & the Consequences to the Community due to these THREATS:
1. Resistance to change
2. Lack of trust and understanding issues
3. Negative comments or misinformation through social media
4. Complacent
Other:

B. Prioritized Draft Goal Themes & S.M.A.R.T. Goals

Draft Goal Themes:
1. Improve attendance at public meetings
2. Enhance partnerships
3. Utilize outreach tactics that will empower multigenerational participation

Draft S.M.A.R.T. Goals
1. Create and support community engagement opportunities to ensure that citizens are better informed, to enhance decision-making, to open doors for supporting projects, and to collectively propel unique solutions for achieving community goals.

2. Enhance inclusive community partnerships by sharing facilities & diverse resources to meet the needs of the community.

3. Promote outreach and empowerment activities that mobilize citizens of all ages to promote our community’s future while respecting our legacies and history.
8. Community Pillar: HEALTH, WELLNESS & SAFETY

A. S.L.O.T. Analysis

STRENGTHS & the Rewards to the Community for these STRENGTHS
1. Safe community= easy and safe access to parks, trails, paths & outdoor activities
2. Numerous Health & Wellness opportunities and venues= Increases tourism; establishes a healthy community culture through all various indoor and outdoor options
3. Spearfish is a Northern Hills regional hub = Creates economic vitality
4. Geographic setting that provides a copious amount healthy living options
Other:
  o Healthcare systems and elderly living centers= Enhances and attracts families and elderly residents – thus increases population.
  o Higher level professionals and skilled workers are health conscious and want safe wellness opportunities
  o Service Clubs and groups provide support for families and create a healthier community

LIMITATIONS & the Consequences to the Community due to these LIMITATIONS:
1. Health care system structure sometimes requires patients to drive to Rapid City
2. Limited health, sports and fitness focused retail shopping= Loss of sales tax revenue
3. Lack of bike-friendly traffic flow infrastructure= Increased safety concerns for bike traffic; Fewer people use biking as a mode of transportation
4. Other:

OPPORTUNITIES & the Rewards to the Community for these OPPORTUNITIES
1. Expand athletic complexes/facilities
2. Expand medical and unifying records
3. Develop biking recreational culture (more trails) and bike transportation culture (safer roadways)
4. Increase marketing strategies that target hiking and other wellness activities
Other:

THREATS & the Consequences to the Community due to these THREATS:
1. Limited healthcare options due to healthcare system monopoly
2. Geographically land-locked
3. Inability to build facilities that align with the needs
4. Lose elderly community due to lack of specialized care and /or assistant living center
Other:

B. Prioritized Draft Goal Themes & S.M.A.R.T. Goals

Draft Goal Themes
1. Continue supporting elderly living options
2. Increase bike-friendly paths and roadways
3. Utilize and engage health & wellness parties to improve health/wellness/safety
4. Invest and support retail and health care industries to ensure local tax revenues

Draft S.M.A.R.T. Goals
1. Attract and retain the retiree population by investing in higher quality of life promotional strategies.
2. Create a community-driven campaign to increase health and wellness (that includes life-long healthy habits awareness strategies, “going-green” sustainability initiatives, promotes safety and attracts tourists).
3. Research and define the community’s inclusive health, wellness and safety needs (to save resources and costs, to operation more efficiently and to create more buy-in from the community).
AGENDA ITEM #8: COMMUNITY MISSION STATEMENT – STEP 1

- A community’s *Mission* statement defines the purpose for which it exists by articulating action-oriented objectives and addresses specific services, needs, products, issues and/or challenges. A *Mission* statement clearly answers the questions:

What do we do? **What** are the community’s responsibilities?
For whom do we do it? **Who** are our stakeholders/primary internal & external customers?
Why do we do it? **What** are the community benefits?

Outside of the retreat, the participants were asked to complete the Mission Statement Development-Step 1 activity with their group partners and submit their completed handout by May 29, 2015 via email or provide a hard copy to Karla Weber.

The following answers were collected and compiled:

What do we do?

- Provide infrastructure and utility service
- Provide public safety (fire, police, animal control and building codes/inspection
- Maintain natural beauty through zoning and code enforcement
- Provide planning for growth
- Encourage preservation of natural beauty, history and heritage
- Assist with provision of positive business environment
- Provide park and recreation opportunities for all
- Promote tourism, community, business environment and opportunity
- Support education, culture and community partners
- Support economic development
- Maintain a clean and attractive community
- Maintain low municipal property taxes
- Treat everyone fairly, equally and with respect
- Encourage community involvement
- Sustain values. Improve lives.
- We provide a safe, healthy, and welcoming community where people choose to live.
- We promote economic vitality and position Spearfish for the future.
- We meet city service demands through high quality work and innovation.

For whom do we do it?
- Residents, Families, Guests, Visitors, Businesses, Other governmental entities, Community Partners, Everyone, Future Generations; All of us, our future generations, our residents and guests

Why do we do it?
- Resident and visitor satisfaction
- Encourage growth and prosperity
- Statutory requirements
- Increase volume of visitors, new residents, business sales
- Preservation of natural beauty, history, heritage, culture
- Community pride, health and safety.
- To sustain values
- To improve the future.
- It makes us feel good
- Because it is the right thing to do.
- To protect people and property.
- To maintain and enhance our city’s infrastructure.
- To be good stewards of our natural resources.
- To provide efficient and cost-effective city services.
- To preserve and enhance our quality of life.
Per the answers to the above questions and the content submitted, the following Mission statement drafts were proposed and will continually be evaluated and amended throughout the strategic planning process:

1) To provide the Spearfish community with an exemplary quality of life through good stewardship, strategic leadership, and engaged community partners.

2) Our mission at the City of Spearfish is to enrich the quality of life for all our citizens…to build an attractive, inviting and secure community. We pledge to work in partnership with our residents to foster community pride, to develop a vibrant, diversified economy, to plan for the future, and to preserve and enhance the natural beauty of our environment.

3) The Mission of the City of Spearfish is to provide support to the community by providing services to its citizen’s and visitors. These services provide the community safety, growth, and natural beauty. The City of Spearfish is an advocate for its current residents, prospective residents, and visitors to ensure safe and stable growth. This in turn allows for a quality of life its citizens and visitors can aspire towards.

4) The City of Spearfish is a leading, progressive city that provides exemplary services which promote an active, safe and healthy community. Through professionalism, responsive service and leadership, we will strengthen our traditional values to ensure a vibrant, diversified economy, to plan for the future, and to preserve and enhance the natural beauty of our environment.

5) The Council and staff of the City of Spearfish recognizes that our primary responsibilities (for an overall positive outcome for our future) are:

   To provide the best local government service within the parameters of its fiscal responsibility • To provide sustainable economic development & growth within the area • To promote an environment that provides social and economic well-being, security, health and growth • To provide a local government that is balanced, open-minded and responsive to the needs of the people (local businesses, partnerships, citizens, etc.) we serve within our community • To encourage the promotion and preservation of our heritage and culture • To promote and encourage/engage involvement within our community.

AGENDA ITEM #9: CELEBRATING THE RETREAT SUCCESSES

Prior to dismissal, the facilitator closed the retreat by asking the retreat participants to write their answers on a blank sheet of paper to the following question and to turn in those answers,

How do you feel about the work that was accomplished here today?

*Today’s retreat…
✓ Provided good interaction, teamwork and great discussions (16)
✓ Was successful, productive & provoked forward thinking for unified goals (15)
✓ Refocused our objectives for the future & was a great start to head in the right direction (12)
✓ Utilized effective strategic planning tools and approved the planning approach (8)
✓ Provided valuable information & was enjoyable; enlightening (7)
✓ Provided excellent use of visioning time (5)
✓ Was hard work but appreciated the discussions (4)
✓ Provided a good networking opportunity for business people, city staff and city officials (3)
✓ Opened the discussion regarding the “Education” Pillar (2)
✓ Was missing definitions (1)
✓ Will provide the City Council with some direction (1)
✓ Was overwhelming but enjoyed all the new information and purposeful thoughts (1)
✓ Was noisy (1)
The retreat participants enjoyed a time of networking during a delightful supper provided by the City of Spearfish.

A special thank you to Karla Weber who served as the retreat’s administrative assistant.

**NEXT STEPS:**

- Complete & Submit Mission Statement from group assignments
- Prepare for the Focus Groups & Community Surveys (June & July, 2015)
- Dissemination of the Retreat Summary Report
- Invite the Steering Committee members & Retreat participants to attend various Focus Groups throughout June & July, 2015.
- Invite Steering Committee Members & Retreat Participants to participate in the respective Critical Goal Categories’ Action Planning Sessions post Focus Groups & Surveys.
- Direct the Steering Committee members to continue working on various Strategic Planning elements (i.e. Guiding Principles, proposed drafts of the Vision Statement, the Core Values, the Mission Statement)
- Present update of the strategic planning process and meeting results to the Spearfish City Council: TBA
- Schedule the next Steering Committee meeting: TBA
- Follow the City of Spearfish Strategic Planning Process Timeline

Respectfully submitted,

Susan L. Konstant, President/Owner
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