RAPID CITY HISTORIC PRESERVATION COMMITTEE RETREAT REPORT

APRIL 12TH, 2016
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I. Introduction

The Rapid City Historic Preservation Commission held a retreat on April 7th, 2016 at the Independent Ale House in Rapid City. The intent of the retreat was to come together as a team in order to plan and set goals. Present at the retreat were:

- Ali Demerssemen, West Blvd. District
- Chris Wehrle, Professional & Alternate #3
- Clancy Kingsbury, Downtown Representative
- Eric Monroe, Professional & Commission President
- John Riker, Professional
- Nate Nelson, Downtown Representative
- Ritchie Nordstrom, Council Liaison
- Sarah Hanzel, City Planner

Not present at the retreat:

- Aaron Sanders, West Blvd. District Alternate #2
- Ken Orrock, West Blvd. District
- Tim Smith, Downtown Representative Alternate #1

The retreat was facilitated by Leah Braun of Harney Business Group. The commission came together as a team and achieved their mission of planning for the future. The work of the retreat was done in the large group, small groups and through activities. This report details the retreat as well as the plan created there.

II. Immediate Steps

Toward the end of the retreat the group decided to determine immediate steps. So much was discussed and planned for that the group wanted to ensure they got right to work.

A. Invite a Parks and Rec representative to the next HPC meeting on April 27th. Sarah will do this.
B. Start talking with the West Blvd. Neighborhood Association. Their next meeting is April 18th and Ali will attend it.
C. Develop the boundaries for the survey by May 15th. Eric volunteered.
D. Attend the next City Council Legal and Finance Committee meeting on April 27th. All are invited and encouraged to attend.
E. Request direction on the façade project on either August 3rd or 8th. Clancy stepped up for this task.
F. Prepare for Historic Preservation Month. Actions include getting a Historic Preservation Month Proclamation; awards going to Aby’s Feed and Seed and the McGillycuddy House at the council meeting on May 16th; Facebook posts on the city’s website/press release; and Ali will contact Jean K. about promoting the East of 5th scavenger hunt.

III. Summary of Retreat Discussions and Activities

A. Ground rules
Retreat ‘rules’ were established to help create a comfortable environment for all; these are the rules the group established.

• One person at a time speaks
• Phones on mute
• Participate
• Think big/bold and be real/honest
• Confidentiality

B. Wants/needs
Each individual was asked to share what they want and need from the time together. Here are the responses.

• Find our way/direction
• Create concrete goals
• Discuss mission, vision and goals
• Plan for the façade program
• Talk about home-owner incentive programs

C. Parking Lot
The parking lot is a place to record items that were important but not on the agenda. Some of these items actually turned into goals. The others should be revisited.

• Link HPC with the sign board
• Build relationships with Parks and Rec (Alex)
• Celebrate with partner organizations
• Oversight?
• More Sarah’s at the city
D. What does the Rapid City HPC do well? What should we be celebrating?
   • The new commission
   • Talent within the group
   • The group can only improve
   • Reformation/recreation
   • Good leadership
   • Variety of experience – a ‘Dream Team’
   • Survey/proposal
   • Taking time for this retreat

E. Survey Results
The group was asked to complete a pre-survey before the start of the retreat. The intent was to gauge the group’s thoughts about the Rapid City HPC. A theme of the results was that the commission is new and has a lot of work to do. An optimistic attitude about the future of the new commission was shown. The survey validated the need to do a retreat and get everyone working toward common goals. The results are displayed in the supporting documents section of this report.

F. Ground Work
Leah led the group through a discussion around the commission’s mission, their establishment, their powers and duties. They also talked about going from big ideas to concrete goals. The retreat PowerPoint deck is in the last section of this report.

G. “Our potential will be realized when...”
Leah engaged the group in a creative thinking activity designed to get the group focused on the results that the HPC wants to achieve. Similar to the philosophy ‘start with why’ this activity helped the group think about potential and results. The directions were to complete the statement, “Our potential will be realized when...” by creating a collage of images. They first worked silently in three groups. The groups then shared why they chose what they chose and came up with a title for their collage. You will see several themes that were repeated and these themes were translated into goals. These concepts also lend themselves to creating a vision for HPC.
1. “Feather in Our Cap”

2. “It Takes a Bridge Builder”
IV. **Goals**

Much of the work of the retreat was around goal-setting and everyone getting comfortable that they have a good direction. The group started the goal-setting process with the activity, “Our potential will be realized when...” which got them thinking big. As the groups shared their collages, certain themes emerged. The group then ranked the themes to decide what to go to work on. They chose three topics to set goals around. The other priorities are for future discussion. Then they divided into small groups to answer the question, “How do we achieve these goals?” They used a smart goal guide to plan. Smart goals are specific, measureable, attainable, realistic and time-bound. The goals are outlined below.

A. Brand identity/appeal
B. Positive publicity
C. Vision
D. Balancing incentives with regulations

The group decided that these first 3 go together
<table>
<thead>
<tr>
<th>Goal #1 - Build partnerships with other groups (Comp Plan Goal LC-6.1D)</th>
<th>Strategies and Action Steps</th>
<th>Who’s Responsible</th>
<th>Timeline</th>
<th>Evidence of Success</th>
<th>Follow-up Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discussion was around partnering with groups such as AIA SD, ASLA, ASID, Realtors, AGC, home-builders, local and West Blvd, Chamber, BID, Destination RC, Historic Rapid City, RC Parks &amp; Rec, Journey Museum and the library. Additional brainstorming was about sponsoring a professional organization to host events/speakers (conventions, seminars, conferences, trade shows)</td>
<td>Group members – Ali &amp; John</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goal #2 – Façade Improvement Program (Comp Plan Goal BGP-1.2F)</td>
<td>Strategies and Action Steps</td>
<td>Who’s Responsible</td>
<td>Timeline</td>
<td>Evidence of Success</td>
<td>Follow-up Required</td>
</tr>
<tr>
<td>---------------------------------------------------------------</td>
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<td>--------------------</td>
</tr>
<tr>
<td>Group members – Clancy, Ritchie &amp; Chris</td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Determine the feasibility and need of a façade improvement program. Conduct a public survey. Bid district</td>
<td>Commercial subcommittee</td>
<td>Survey this year</td>
<td>Sioux Falls Aberdeen</td>
<td>Great return on investment</td>
<td>HPC agenda</td>
</tr>
<tr>
<td>In a need exists, create or adopt a plan of implementation</td>
<td>HPC</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Funding of the program RR – public outreach Investigate property assessment moratorium.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Establish guidelines</td>
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<td></td>
<td></td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Invite Parks &amp; Rec to an HPC meeting</th>
<th>Sarah</th>
<th>Immediate</th>
<th>1. Shared understanding (examples) of type of input/expertise from HPC. 2. Parks/Rec soliciting advice</th>
<th>Yes. Semi-annual cross-talk/meeting invite</th>
</tr>
</thead>
<tbody>
<tr>
<td>Co-sponsoring an ‘ice-cream social’ w/ West Blvd Association (possibly at West Blvd Festival)</td>
<td>Residential Committee</td>
<td>2-3 months</td>
<td>20 attendees</td>
<td>Yes. Formalize relationship – annual event?</td>
</tr>
<tr>
<td>Co-sponsor architecture forum-type event (walking tour w/ design professionals) –outward facing-</td>
<td>Application committee (likely commercial) Eric/John</td>
<td>12-18 months</td>
<td>Event happens</td>
<td>Yes – regular schedule w/ AIA SD (annual/semi-annual?)</td>
</tr>
<tr>
<td>Monitor council agenda/advocate to Ritchie</td>
<td>Entire HPC</td>
<td>Immediate</td>
<td>Positions officially advocated</td>
<td>Yes. Grow influence to other council members</td>
</tr>
</tbody>
</table>
V. Conclusion and Take-aways

It was truly my pleasure to facilitate the first ever Rapid City Historic Preservation retreat. The commission demonstrated a true passion for their work and for promoting historic preservation in Rapid City. If commission members are diligent about turning their plans into action, I have no doubt that they will succeed in keeping the work of the retreat alive. I would be honored to work with the commission again as a retreat facilitator or in another capacity.

As we prepared to adjourn, the group was asked to share what they were committing to as well as a take-away. Take-aways include:

- Necessity to meet quarterly
- It was good to get to know one another
- We need to keep the items discussed on the agenda
- We figured out how to match tasks with skill sets
- Our meetings will be more structured and creative
- This is a very professional group
- I am inspired
- I am glad to help
• There’s a lot of experience and talent in the group and now we have the framework to go forward

VI. Supporting Documentation

A. Additional Goals

Shared by Planning Office before the retreat (note Comprehensive Goal references in parentheses)

1. Residential Committee
   a. Short term: assist staff on agreement w/ SHPO for actions that do not cause adverse effects (offer tech assistance?)
   b. Long term:
      i. comprehensive preservation plan & design guidelines (LC-A7; LC-A15; LC – 6.1A) city funding requested
      ii. overlay district neighborhood plan (LC-6.1D)
      iii. revolving loan fund (BPG-1.2F)

2. Commercial Committee
   a. Short term: facade improvement program (BPG-1.2F)
   b. East of 5th Area Architectural Survey (LC-6.1C)

3. Education/Outreach Committee
   a. Immediately: Promote preservation month (LC-6.1D) underlined
   b. Short Term:
      i. update printed materials (LC-6.1D) grant request
      ii. coordinate Bob Yapp Workshop (LC-6.1D)
      iii. strategy for online/website presence and maintenance (LC-6.1D)
   c. Update by-laws

Shared by the Planning Office after the retreat

1. Downtown Area Historic Survey - Comprehensive Plan Goal LC-6.1C: Survey and Inventory Efforts

2. Education/Outreach Programs - Comprehensive Plan Goal LC-6.1D: Education and Outreach

4. Historic District Overlay- Comprehensive Plan Goal, LC-6: Protecting the City’s Environmental, Cultural and Historical Resources.

B. Agenda

**Retreat Agenda**
**Thursday, April 7th, 2016 | 8:00 am – 3:00 pm**
**Location – Independent Ale House**

<table>
<thead>
<tr>
<th>Task/Topic</th>
<th>Facilitator/Presenter</th>
<th>Schedule</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome and opening remarks</td>
<td>Commission President, Eric Monroe</td>
<td>8:00 – 8:15 am</td>
<td>15 min.</td>
</tr>
<tr>
<td>Facilitator role</td>
<td>Leah</td>
<td>8:15 – 9:00 am</td>
<td>45 min.</td>
</tr>
<tr>
<td>Introductions</td>
<td>Leah</td>
<td>9:10 – 10:00 am</td>
<td>50 min.</td>
</tr>
<tr>
<td>Review agenda</td>
<td>Leah</td>
<td>10:10 – 11:00 pm</td>
<td>50 min.</td>
</tr>
<tr>
<td>Ground rules</td>
<td>Leah</td>
<td>11:00 – 12:00 pm</td>
<td>1 hr.</td>
</tr>
<tr>
<td>Parking lot - a place to record random, but important ideas</td>
<td>Leah</td>
<td>12:00 – 12:45 pm</td>
<td>45 min.</td>
</tr>
<tr>
<td>Celebration of what the RCHPC is doing well</td>
<td>Leah</td>
<td>12:45 – 2:10 pm</td>
<td>1 hr. 25 min.</td>
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<tr>
<td>Break</td>
<td></td>
<td>2:10 – 2:20 pm</td>
<td>10 min.</td>
</tr>
<tr>
<td>Commission relationships, responsibilities, roles and functions</td>
<td>Leah</td>
<td>2:20 – 2:45 pm</td>
<td>25 min.</td>
</tr>
<tr>
<td>Break</td>
<td></td>
<td>2:45 – 3:00 pm</td>
<td>45 min.</td>
</tr>
</tbody>
</table>
C. Retreat Slides

Rapid City Historic Preservation Commission Retreat
April 7th, 2016
Rapid City, SD

Leah Braun
605-939-0289
leah@harneybusinessgroup.com
www.harneybusinessgroup.com

Preliminaries

- Introductions
- Facilitator Role
- Review agenda
- Ground rules
- Parking lot
- What do YOU want/need from our time together?
What does the RCHPC do well? What should we celebrate?

Survey Results

“the voyage of discovery is not in seeking new landscapes but in having new eyes.” Marcel Proust
“If you have built castles in the air, your work need not be lost; that is where they should be. Now put foundations under them.”

Henry David Thoreau

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**Groundwork**

**Food for Thought**

- **Relationships**
  - Between the public and the HPC
  - Among the city Offices and the HPC

- **Responsibilities & Roles**
  - You help fulfill the mission
  - You are the connection to the community

- **Functions**
The Rapid City Historic Preservation Commission works to preserve historic buildings and archeological sites through public education, advocacy, and through recommending ordinances to provide promotion of historic properties and districts in Rapid City.

The establishment of the Rapid City Historic Preservation Commission, hereinafter referred to as Commission, is authorized in accordance with SDCL 1-19B-2.

Established in March 1975
The Commission shall take actions necessary and appropriate in order to accomplish a comprehensive program of historic preservation that promotes the use and conservation of Historic Properties for the education, inspiration, pleasure, and enrichment of citizens of Rapid City and the state, consistent with SDCL Chapters 1-19A and 1-19B. These actions include, but are not limited to, the following responsibilities:

a. To conduct surveys of local Historic Properties;

b. To participate in planning and land use processes undertaken by the City that affect historic properties and historic areas;

c. To participate in historic preservation review as provided in this Code;

d. To cooperate and contract with local, state or federal governments with the approval of the Common Council to further the objectives of historic preservation;

e. To promote and conduct an educational and interpretive program on Historic Properties and issues within the City;

f. To provide information for the purposes of historic preservation to the Common Council;

g. To notify the Director of Equalization of the designation of any Historic Property by the City or by the U.S. Department of the Interior;

h. With consent of the owner, to assist owners of Historic Property and buildings and structures in Historic Districts in preserving their buildings;
i. When requested, to assist in the review of projects on which review by the State Historic Preservation Office is required under SDCL 1-19A-11.1;

j. To attend informational and educational programs covering the duties of the Commission and current developments in historic preservation;

k. To preserve, restore, maintain and operate Historic Properties under the ownership or control of the Commission, including historical easements, and to lease, sell, or otherwise dispose of such Historic Properties; and

l. To further the objectives of historic preservation as allowed under these ordinances and state law.

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* The Commission shall be composed of six members who are legal residents of the City or who own Historic Property. The members shall serve without pay. The commission members shall be selected as follows:

a. **Professional Members.** Two members and one alternate of the Commission shall be professionals within one of the following fields: history, architectural history, architecture, planning, urban planning, historic preservation, archaeology, American studies, American civilization, cultural geography, cultural anthropology, law, or construction.

b. **Downtown Representatives.** Two members and one alternate shall be stakeholders in the Rapid City Historic Commercial District, such as property owners, merchants, business owners, developers, investors, active members of a downtown organization such as Destination Rapid City, and others with a direct stake in the vitality of Downtown Rapid City.

c. **West Boulevard Representatives.** Two members and one alternate shall be resident owners of homes within the Rapid City West Boulevard Historic District.
Where the Rubber Meets the Road

- Leadership
- Relationship with city staff
- Committees
- Meetings, retreats, conferences, etc…
- Member commitments and follow-through
- Communication with members, staff and community

Current Committees

- Residential
- Commercial
- Education/Outreach
From Strategy to Goals

“However beautiful the strategy, you should occasionally look at the results.” Winston Churchill

Vision, Mission, Strategy & Goals

Vision Statement:
* What we want to become

Mission Statement:
* Who we are
* What we value

Strategy:
* How we will achieve our vision

Goals:
* How we will gauge our success
“Our potential will be realized when...”

- Create a collage that completes the following sentence:
  - “Our potential will be realized when...”
  - Use words and images that relate to RC HPC’s potential
  - Work silently
  - When time is up...share why you chose what you did and decide on a title for your collage

- Answers should be concrete and observable
  - “we have educational programs every month” versus “we will grow”

- Consider these questions:
  1. What could the RC HPC be the best in the world at?
  2. What is the single best measure of our success?
  3. What are we deeply passionate about?
  4. Where can we make the biggest difference?

Rank the Priorities

- Let’s prioritize what we want to work on. Mark your....
  - top 4 priorities with red dots
  - middle 3 priorities with blue dots
  - lower 2 priorities with yellow dots
Group time!

- In your groups please...
  - Assign a recorder
  - Observe the ground rules
  - Be realistic in setting goals
  - Use the SMART goals form
  - ‘Roaming’ is permitted

Current Committees & Commitments

- Residential
  - Short term: assist staff on agreement w/ SHPO for actions that do not cause adverse effects (offer tech assistance?)
  - Long term:
    1. comprehensive preservation plan & design guidelines
    2. overlay district neighborhood plan
    3. revolving loan fund
- Commercial
  - Short term:
    1. facade improvement program
    2. East of 5th Area Architectural Survey
- Education/Outreach
  - Immediately: Promote preservation month
  - Short Term:
    1. update printed materials
    2. coordinate Bob Yapp Workshop
    3. strategy for online/website presence and maintenance
- Other…update bylaws
Are you the chicken or the pig?

Thank you!
D. Survey Results

As Rapid City Historic Preservation Commission members, you provide vital direction and leadership to Rapid City Government and its citizens. Please complete this survey to help us work as a team to best serve our community and fulfill the goals and responsibilities of the commission. Question 1 - Our commission is clear about the vision, mission and purpose of the organization.

<table>
<thead>
<tr>
<th>Strength</th>
<th>Disagree</th>
<th>Undecided</th>
<th>Agree</th>
<th>Strength</th>
<th>Total</th>
<th>Weighted Average</th>
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</thead>
<tbody>
<tr>
<td>Strongly</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>1.00%</td>
<td>3.75</td>
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<tr>
<td>Disagree</td>
<td>13.12%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>13.12%</td>
<td>3.75</td>
</tr>
<tr>
<td>Undecided</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>3.75</td>
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<tr>
<td>Agree</td>
<td>56.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>56.00%</td>
<td>3.75</td>
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<td>Weighted Average</td>
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</tbody>
</table>

Showing 3 responses

I think we need to work on a new vision, mission and purpose.
3/3/2016 10:11 PM  | View respondents' answers

Although Rapid City’s HPC has been around for some time, this is a newly formed group with I believe two returning members. I will be perhaps the newest person of the group.
3/3/2016 10:25 AM  | View respondents' answers

Although Rapid City’s HPC has been around for some time, this is a newly formed group with I believe two returning members. I will be perhaps the newest person of the group.
3/3/2016 11:29 PM  | View respondents' answers

Our commission has a clear sense of who our members are, what they value and what they expect.

<table>
<thead>
<tr>
<th>Strength</th>
<th>Disagree</th>
<th>Undecided</th>
<th>Agree</th>
<th>Strength</th>
<th>Total</th>
<th>Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
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<td>0.00%</td>
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<td>Disagree</td>
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<td>Agree</td>
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<tr>
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<td>3.75</td>
<td>3.75</td>
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</tr>
</tbody>
</table>

Showing 3 responses

We haven’t had a chance to talk with each other about why we are on the commission, and what we hope to accomplish.
3/3/2016 10:11 PM  | View respondents' answers

I believe most of us know each other from other responsibilities, some are still getting used to the others, which is a good reason for this work session.
3/3/2016 10:38 AM  | View respondents' answers

I believe most of us know each other from other responsibilities, some are still getting used to the others, which is a good reason for this work session.
3/3/2016 11:29 PM  | View respondents' answers
Q3

Our commission is consciously aware of our fiduciary responsibilities to our members.

- Strongly Disagree
- Disagree
- Undecided
- Agree
- Strongly Agree
- Total
- Weighted Average

Comments (2)

Showing 2 responses

This group are fast learners. Sarah has done a good job of explaining details to the Commissioners.

This group are fast learners. Sarah has done a good job of explaining details to the Commissioners. 3/22/2016 11:29 PM

Q4

Our commission members are engaged in commission work outside the meetings.

Comments (2)

Showing 2 responses

I also know sub committees have met or are about to meet. The work session I believe will enable the focus of each sub committee as well as the commission as a whole.

I also know sub committees have met or are about to meet. This work session I believe will enable focusing of each sub committee as well as the Commission as a whole. 3/22/2016 11:29 PM
Q5
Our meetings are orderly and productive.

- Strongly Agree: 0%
- Agree: 0%
- Undecided: 0%
- Disagree: 0%
- Strongly Disagree: 0%

Weighted Average: 0.00

Comments:

This is due to some past experience with a couple of the members and guidance from City staff Sarah Hanzel.
3/2/2016 10:38 AM  View respondent's answers

This is due to some past experience with a couple of the members and guidance from City staff Sarah Hanzel.
3/2/2016 11:29 PM  View respondent's answers

Q6
The commission regularly celebrates the accomplishments of the organization, its personnel and volunteers.

- Strongly Agree: 0%
- Agree: 0%
- Undecided: 0%
- Disagree: 0%
- Strongly Disagree: 0%

Weighted Average: 0.00

Comments:

We're still new, so we haven't had a chance to do this.
3/2/2016 2:11 PM  View respondent's answers

The newly formed group of Commissioners haven't had a chance to get in front of issues because of the reputation of their predecessors.
3/2/2016 10:38 AM  View respondent's answers

The newly formed group of Commissioners haven't had a chance to get in front of issues because of the reputation of their predecessors.
3/2/2016 11:29 PM  View respondent's answers
Q7
I feel informed about my roles and responsibilities as a commission member.

![Graph showing 2 responses](image)

Q8
I believe we have the right leadership for our commission.

![Graph showing 2 responses](image)
Q9

I feel we were successful in completing our 2015 goals to their fullest.

![Survey Results](image)

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<th>Undecided</th>
<th>Agree</th>
<th>Strongly Agree</th>
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Showing 2 responses

The commission was appointed last fall, and we didn’t have any goals.

3/15/2016 10:11 PM

Again this success can only be measured by such a new group in just agreeing on when to meet, then getting a proposal from a consultant on what the next step should be to understand what the City has for resources.

3/15/2016 10:26 AM

Q10

I believe we are on track to fulfill our priorities more successfully in 2016.

![Survey Results](image)

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Showing 3 responses

We haven’t set priorities for 2016.

3/15/2016 1:31 PM

Goals and priorities are being discussed but not formalized. I hope this workshop will give guidance toward formalizing those goals.

3/15/2016 1:38 AM

Again this success can only be measured by such a new group in just agreeing on when to meet, then getting a report from a consultant proposing options on what the next step should be to understanding what the City has for resources for contributing and not contributing historical homes.

3/15/2016 11:20 PM